

# An Organizational Benchmark Comparing & Recommending Data Warehouse Organizational Structures

## Overview

The aim of this document is to compare the data warehouse teams, roles and organizational structures of three different companies implementing business intelligence (BI) and data warehouse projects. Pros and cons of the different organizational structures have been analyzed and, based on this analysis, recommendations for the structure of data warehouse and BI teams are included in this document.

Corporations have been developing and deploying data warehouses and BI applications for many years now. The teams that have been used to implement these projects have been as varied as the systems and applications themselves. More often than not, the teams have been in a constant state of flux as IT executives have aimed to structure the teams to meet the unique challenges of a data warehouse and BI environment. Very few IT projects are in steady state of iteration like a data warehouse. In addition, BI applications require an ongoing collaboration with the business users and an understanding of their goals, objectives and requirements that needs to continuously evolve as business focus shifts from one initiative to another. End user adoption has always been a challenge as BI applications aim to inject insight into existing business processes. Finally, as many organizations know, the quantification of ROI and business value unlocked by the promises of data warehousing and BI applications continues to be a struggle.

## Benchmark Cases

The identities of the three companies that have been used for this study will not be disclosed. However, they are characterized as follows.

**Company A** is a large retailer with annual revenues over \$10B. The company has over 2,000 users of different BI applications and technologies as a result of a data warehouse initiative that has been in progress since the late 90s. The data warehouse is a multi-Terabyte (TB) environment with a variety of BI applications accessing the data. The enterprise-wide data warehouse team for Company A is analyzed in this document.

**Company B** is a large financial services company. Existing data warehouse initiatives that have resulted in a sophisticated 30+TB environment have been in place since the mid 90s. A few thousand users access the data warehouse using over 15 BI applications. The enterprise-wide data warehouse team for Company B is analyzed in this document.

**Company C** is also a large financial services institution. This document analyzes a departmental implementation of a data warehouse and BI applications for the online division of Company C. This division also has a multi-TB data warehouse and a few hundred users. Development of the data warehouse in this department began in 2000.

## Company A

The following are the key teams and roles that comprised the organizational structure for the enterprise data warehouse group at Company A in 2002. Over the past few years, different teams have been moved out of the enterprise data warehouse group and into similar corporate IT functions. In addition, recently, Company A decided to outsource certain functions to a large consulting company. This evolution of the data warehouse team is also described below. The exact names of the teams and roles are modified for confidentiality purposes while still communicating their purpose.

- **Project Office:** The Project Office included six Project Managers responsible for managing major data warehouse projects. The Project Managers reported to a Senior Manager who was also responsible for estimating and sizing new requests by working with the different teams described here. The Project Office team also included a Test Lead who was responsible for creating integration, performance, system and user acceptance testing documentation. The testing itself was performed