



The problems with most data warehouses' business value (or lack thereof) are typically espoused along the lines of:

- Incorrect or missing data
- Insufficient level of detail among the data warehouse's content
- Dozens or even hundreds of reports being produced, but those reports aren't of much value

...and probably a hundred more common complaints about an organization's data warehouse implementations.

So what happens the next time around? Those data warehousing practitioners bearing the "battle scars" of previous less-than-stellar systems do their best to learn from the shortcomings of those earlier experiences, and they try to ensure that the new data warehousing project plan addresses



built, executives and staff members from all across the bank could do customer cross-referencing (example: find the names of senior executives from all corporate banking customers so we can market private banking services to them), various types of consolidated profitability analysis that included (and ranked) all the bank's lines of business, and so on. All in all, everything the bank's IT data warehousing staff was trying to do made sense: at least on paper.

There was one teensy-tiny n<sup>o</sup> exam

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Another quick example: about a year late

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