

Successful Business Intelligence Cindi Howson Cost

Today, digitization is dramatically changing the business landscape, and many progressive organizations have started to treat data as a valuable business asset. While many enterprises are investing in improved data management, only a few have leveraged data to truly impact business performance. To address this problem, Data for Business Performance provides readers with practical guidance and proven techniques to derive value from data in today's business environment. Specifically, the book has five key elements that make it unique: The book is holistic, as it looks at deriving value for all three key purposes of data: decision making, compliance, and customer service. The book is for practitioners, with practical guidance and proven techniques supported by real world examples. The book is relevant for the current business and IT landscape. The book is novel, with the adoption of the Goal-Question-Metric (GQM) framework as the core mechanism to monetize data in the organization, based on business goals, key questions, and key performance indicators (KPIs). The book is technology-agnostic, as concepts are used for unlocking the value of data without any reference to proprietary technologies. This book is absolutely timely and relevant in today's data-driven world. Most of the books on data available in the market today focus on data quality, governance, and analytics. This book from Dr. Prashanth Southekal is brilliant as it puts the business stakeholder at the center by addressing the key value propositions of the business user. This book is holistic and I strongly believe it will help to bridge the gaps we have today. Mario Faria Managing Vice President, Gartner, US In today's era of digital transformation, data and information are more important than ever. But deep understanding of how to manage data and information properly is in short supply. That is what I love about this book by Dr. Southekal. He tangibly closes that gap for the reader. If you are using digital transformation to improve your business performance, this book and its discussion of data's role in improving business performance is for you. Michael Fulton President, Americas Division, CC and C Solutions, US Packed with insights and leveraging a process oriented approach, this book covers a unique combination of the science, the art and the strategy of unlocking the potential of data for enterprises in a real-life context. The author has managed to provide a clear action plan for creating data analytics and its management a key function in a modern enterprise. Ashish Sonal (Vir Chakra) CEO, Orkash, India This book is one of the most practical sources for how companies can greatly improve their bottom line by improved data management and becoming a data-centric company. It combines leading data management theory with step-by-step implementation and real-life examples, and is a must-read for those wanting to derive more value from their corporate data. Lance Calleberg Application Architect, Husky Energy, Canada Certainly, an engaging read for both information management practitioners and business unit managers alike. The tools, models, and frameworks prescribed

are valuable, relevant, and lucidly blend inputs from the real-world to address numerous data management glitches at organizations. Overall, a compelling read with several practical takeaways. Refreshing! Sriram Kannan Digital & Analytics Practice Leader, IBM, India Prashanth has given a very practical guide to implement data culture in an organization. The book Data for Business Performance talks about building the organization of the future and the role of data. Prashanth rightly believes and demonstrates that data is not an asset of the IT team and is an organization-wide asset. He proposes the need for the chief data officer (CDO) as a role that should anchor data and report to the CEO, and manage the stakeholders' data needs. Harshajith Umapathy Senior Vice President, Hansa Cequity, India Dr. Southehal provides valuable insights on data and information management in mostly short and clearly written sections. Anyone interested in the data-driven company should read this book and learn about the hurdles on the road to be data-driven, and his valuable suggestions on how to overcome them. His wisdom may prevent some of the failures that helped him learn. Erik van der Voorden Domain Architect, Independent Consultant, Netherlands Data can tell us important stories when we process it by proven and structured approaches. Dr. Southehal's book presents such an approach based on the GQM method for transforming business data into an enterprise asset. This book is a valuable resource for organizations willing to become real data-driven organizations. Ahmet Dikici, PhD Project Manager, Tubitak Bilgem Software Technologies, Turkey

Ein Business Intelligence-System sammelt automatisiert Informationen aus verschiedenen, zumeist operativen und betrieblichen Informationssystemen. Die so extrahierten Daten werden anschließend in der Regel für strategische Managemententscheidungen aufbereitet und in geeigneter Form dem Management bzw. der jeweiligen Zielgruppe im Unternehmen zur Verfügung gestellt. Um Business Intelligence durchzuführen ist ein Data Warehouse nicht zwingend notwendig, aber vorteilhaft. Ein Data Warehouse kann als Datenverwaltungssystem verstanden werden, das Kontrollmöglichkeiten bei Abläufen in Unternehmen sowie Entscheidungshilfen für die Führungskraft liefert. Die Erstellung und Nutzung solcher Systeme stellt jedoch noch keinen Erfolg sicher. Es kommt vielmehr auch auf eine durchdachte Strategie an. Dabei zeigt sich immer wieder, dass der Erfolg von Data Warehouse-Projekten maßgeblich vom Vorgehen im Projekt bestimmt ist. Voraussetzung für die ingenieurmäßige Entwicklung eines Data Warehouses ist demnach die Verwendung eines geeigneten Vorgehensmodells, das eine nachvollziehbare und variierbare Steuerung des gesamten Entwicklungsprozesses garantieren soll. Jedem Vorgehensmodell sind Methoden für die jeweiligen Aktivitäten und unterstützende Softwarewerkzeuge zugeordnet. Vorgehensmodelle stellen vorgegebene Rahmenwerke dar, die die (vor allem zeitliche) Abarbeitung der notwendigen Aktivitäten systematisch beschreiben. Sie sind deshalb als wichtige Hilfsmittel zu betrachten, um die Erfolgswahrscheinlichkeit von IT-Projekten zu erhöhen. Bei Einführung eines Data Warehouses

bestehen jedoch ganz spezifische Aspekte und Besonderheiten, die durch das Vorgehensmodell berücksichtigt werden müssen. Für die Implementierung eines Data Warehouses wird ein Vorgehensmodell benötigt, das quantitativen und qualitativen Managementansprüchen gerecht wird und, im Rahmen der Business Intelligence, eine effektive und effiziente Nutzung garantieren soll. Von dieser Prämisse ausgehend wird ein Vorgehensmo

Expanded to cover the latest in business intelligence-big data, cloud, mobile, visual data discovery, and in-memory, this fully updated bestseller by BI guru Cindi Howson provides the most modern techniques to exploit BI for the highest ROI. This book is a must read for anyone deploying BusinessObjects. It covers everything from planning your upgrade to the latest release, to best practices in universe design, and powerful report creation that maximizes business insight. This book covers the most frequently used features for the full BI suite, in one comprehensive book. There's in depth coverage of Designer, security via the Central Management Console, InfoView, Web Intelligence, and Desktop Intelligence. It goes beyond step-by-step instructions to cover how and why in a business context. Transition notes are interspersed for version 5 and 6 customers to understand the biggest changes in XI Release 2. If you drive BI requirements in your company or are a data warehouse program manager, Business Objects administrator, report author or consumer, this book is for you.

La Guía del Conocimiento para la Gestión de Datos (DAMA-DMBOK2) presenta una visión exhaustiva de los desafíos, complejidades y valor de la gestión eficaz de los datos. Las organizaciones de hoy en día reconocen que la gestión de los datos es fundamental para su éxito. Reconocen que los datos tienen valor y quieren aprovechar ese valor. A medida que nuestra capacidad y deseo de crear y explotar datos ha aumentado, también lo ha hecho la necesidad de prácticas de gestión de datos confiables. La segunda edición de la Guía del Conocimiento para la Gestión de Datos de DAMA International actualiza y aumenta el exitoso DMBOK1. DMBOK2, un libro de referencia accesible y autorizado, escrito por los principales pensadores en el campo y ampliamente revisado por los miembros de DAMA, reúne materiales que describen exhaustivamente los desafíos de la gestión de datos y cómo cumplirlos mediante:

- Definir un conjunto de principios rectores para la gestión de datos y describir cómo se pueden aplicar estos principios dentro de las áreas funcionales de gestión de datos.
- Proporcionar un marco de referencia funcional para la implementación de prácticas de gestión de datos empresariales, incluyendo prácticas, métodos y técnicas ampliamente adoptadas, funciones, roles, entregables y métricas.
- Establecer un vocabulario común para los conceptos de gestión de datos y servir de base para las mejores prácticas para los profesionales de la gestión de datos.

DAMA-DMBOK2 proporciona a los profesionales de la gestión de datos y de TI, a ejecutivos, trabajadores del conocimiento, educadores e investigadores un marco para gestionar sus datos y madurar su infraestructura de información, basado en estos principios:

- Los datos son un activo

con propiedades únicas · El valor de los datos puede y debe expresarse en términos económicos · Gestionar los datos significa gestionar la calidad de los datos · Se necesitan metadatos para gestionar los datos · Se necesita planificación para gestionar los datos · La gestión de datos es multifuncional y requiere una amplia gama de habilidades y experiencia · La gestión de datos requiere una perspectiva empresarial · La gestión de datos debe tener en cuenta una serie de perspectivas · La gestión de datos es la gestión del ciclo de vida de los datos · Los diferentes tipos de datos tienen diferentes requerimientos de ciclo de vida · La gestión de datos incluye la gestión de los riesgos asociados a los datos · Los requerimientos de gestión de datos deben impulsar las decisiones sobre tecnología de la información · Una gestión eficaz de los datos requiere un compromiso de liderazgo Los capítulos incluyen: · Gestión de Datos · Manejo Ético de los Datos · Gobierno de Datos · Arquitectura de Datos · Modelado y Diseño de Datos · Almacenamiento de Datos y Operaciones · Seguridad de Datos · Integración de Datos e Interoperabilidad · Gestión de Documentos y Contenidos · Datos Maestros y de Referencia · Data Warehousing e Inteligencia de Negocios · Gestión de Metadatos · Calidad de Datos · Big Data y Ciencia de Datos · Evaluación de la Madurez de la Gestión de Datos · Organización de la Gestión de Datos y Expectativas de Roles · Gestión de Datos y Gestión del Cambio Organizacional La estandarización de las disciplinas de gestión de datos ayudará a los profesionales de la gestión de datos a desempeñarse de forma más eficaz y consistente. También permitirá a los líderes de la organización reconocer el valor y las contribuciones de las actividades de gestión de datos.

Covering the latest advances in business intelligence such as big data; cloud; mobile; visual data discovery; and in-memory computing; this timely; up-to-date guide reveals how to plan and deploy an agile; state-of-the-art BI solution that links insight to action and delivers a sustained competitive advantage. --

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Praise for Successful Business Intelligence "If you want to be an analytical competitor, you've got to go well beyond business intelligence technology. Cindi Howson has wrapped up the needed advice on technology, organization, strategy, and even culture in a neat package. It's required reading for quantitatively oriented strategists and the technologists who support them." --Thomas H. Davenport, President's Distinguished Professor, Babson College and co-author, *Competing on Analytics* "When used strategically, business intelligence can help companies transform their organization to be more agile, more competitive, and more profitable. Successful Business Intelligence offers valuable guidance for companies looking to embark upon their first BI project as well as those hoping to maximize their current deployments." --John Schwarz, CEO, Business Objects "A thoughtful, clearly written, and carefully researched examination of all facets of business intelligence that your organization needs to know to run its business more

intelligently and exploit information to its fullest extent." --Wayne Eckerson, Director, TDWI Research "Using real-world examples, Cindi Howson shows you how to use business intelligence to improve the performance, and the quality, of your company." --Bill Baker, Distinguished Engineer & GM, Business Intelligence Applications, Microsoft Corporation "This book outlines the key steps to make BI an integral part of your company's culture and demonstrates how your company can use BI as a competitive differentiator." --Robert VanHees, CFO, Corporate Express "Given the trend to expand the business analytics user base, organizations are faced with a number of challenges that affect the success rate of these projects. This insightful book provides practical advice on improving that success rate." --Dan Vesset, Vice President, Business Analytics Solution Research, IDC

Revised to cover new advances in business intelligence-big data, cloud, mobile, and more-this fully updated bestseller reveals the latest techniques to exploit BI for the highest ROI. "Cindi has created, with her typical attention to details that matter, a contemporary forward-looking guide that organizations could use to evaluate existing or create a foundation for evolving business intelligence / analytics programs. The book touches on strategy, value, people, process, and technology, all of which must be considered for program success. Among other topics, the data, data warehousing, and ROI comments were spot on. The 'technobabble' chapter was brilliant!"--Bill Frank, Business Intelligence and Data Warehousing Program Manager, Johnson & Johnson "If you want to be an analytical competitor, you've got to go well beyond business intelligence technology. Cindi Howson has wrapped up the needed advice on technology, organization, strategy, and even culture in a neat package. It's required reading for quantitatively oriented strategists and the technologists who support them." - Thomas H. Davenport, President's Distinguished Professor, Babson College and co-author, *Competing on Analytics* "Cindi has created an exceptional, authoritative description of the end-to-end business intelligence ecosystem. This is a great read for those who are just trying to better understand the business intelligence space, as well as for the seasoned BI practitioner." - Sully McConnell, Vice President, Business Intelligence and Information Management, Time Warner Cable "Cindi's book succinctly yet completely lays out what it takes to deliver BI successfully. IT and business leaders will benefit from Cindi's deep BI experience, which she shares through helpful, real-world definitions, frameworks, examples, and stories. This is a must-read for companies engaged in - or considering - BI." - Barbara Wixom, PhD, Principal Research Scientist, MIT Sloan Center for Information Systems Research Expanded to cover the latest advances in business intelligence such as big data, cloud, mobile, visual data discovery, and in-memory computing, this fully updated bestseller by BI guru Cindi Howson provides cutting-edge techniques to exploit BI for maximum value. *Successful Business Intelligence: Unlock the Value of BI & Big Data, Second Edition* describes best practices for an effective BI strategy. Find out how to: Garner executive support to foster an analytic culture Align the BI

fast-track to success. Provides practical guidelines for building successful BI, DW and data integration solutions. Explains underlying BI, DW and data integration design, architecture and processes in clear, accessible language. Includes the complete project development lifecycle that can be applied at large enterprises as well as at small to medium-sized businesses Describes best practices and pragmatic approaches so readers can put them into action. Companion website includes templates and examples, further discussion of key topics, instructor materials, and references to trusted industry sources.

In a business world of uncertain budgets, relentless technology changes, scarce management talent, and intense production demands, theory is good, but practice sells. The Effective CIO: How to Achieve Outstanding Success through Strategic Alignment, Financial Management, and IT Governance is all about practice, successfully delivering the nuts-and-bolts for effective governance execution. It helps to dissolve the negative image many CIOs have as remote, purely rational decision machines, while demonstrating how to improve quality and throughput in your business. This authoritative text includes governance checklists, sample IT controls, merger and acquisition recommendations, and a detailed framework for IT policies. Authored by two highly regarded IT management experts, the book provides not only a survey of existing strategies, but also includes detailed problem-solving ideas, such as how to structure optimal IT and telecom contracts with suppliers, the implications of SOP-98, and accounting for software costs. The book seamlessly brings together two perspectives – that of a working CIO who must cope with day-to-day pressures for results, and that of an IT audit consultant with a special focus on governance and internal control. Unlike many other CIO-related books that merely discuss strategies, The Effective CIO includes easy-to-follow guidelines and governance principles that can be implemented immediately.

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The Multi-dimensional Data Modeling Toolkit represents over 15 years of hands-on experience developing multidimensional analytic applications for over a dozen companies in a variety of application areas. Written in a tutorial style, this book gives, in plain English, a step-by-step development of the defining principles of OLAP analysis through the lens of the programming language at the heart of Oracle's OLAP database option. You will find this book packed with examples, tricks and techniques, concrete illustrations of the programming elements needed to implement. The basics will all be there as well as advanced techniques that you can use to address the most demanding requirements. OLAP will be addressed as an analysis platform. You will learn how to make business intelligence applications smarter by upping the analytical octane. You will learn both the classic applications of OLAP analysis as well as more exotic approaches. You will learn where OLAP fits in among other analytical approaches such as statistics and data mining. So whether you are a developer wanting to learn Oracle's counterpart to Microsoft's MDX, or an analyst wanting to

understand the quantitative possibilities of OLAP, The Multi-dimensional Data Modeling Toolkit will show you what you need to know to go from beginner to expert in the application of OLAP analytics with Oracle OLAP DML.

Master Microsoft's Business Intelligence Tools Building Integrated Business Intelligence Solutions with SQL Server 2008 R2 & Office 2010 explains how to take full advantage of Microsoft's collaborative business intelligence (BI) tools. A variety of powerful, flexible technologies are covered, including SQL Server Analysis Services (SSAS), Excel, Excel Services, PowerPivot, SQL Server Integration Services (SSIS), Server Reporting Services (SSRS), SharePoint Server 2010, PerformancePoint Services, and Master Data Services. This practical guide focuses on developing end-to-end BI solutions that foster informed decision making. Create a multidimensional store for aggregating business data with SSAS Maximize the analysis capabilities of Excel and Excel Services Combine data from different sources and connect data for analysis with PowerPivot Move data into the system using SSIS, InfoPath, Streamsight, and SharePoint 2010 External Lists Build and publish reports with SSRS Integrate data from disparate applications, using SharePoint 2010 BI features Create scorecards and dashboards with PerformancePoint Services Summarize large volumes of data in charts and graphs Use the SSRS map feature for complex visualizations of spatial data Uncover patterns and relationships in data using the SSAS data mining engine Handle master data management with Master Data Services Publish the components of your BI solution and perform administrative tasks

Colec?ia ?TIIN?A INFORMA?IEI "Introducere în Business Intelligence" ofer? cititorilor informa?ii cuprinz?toare despre business intelligence, explorând toate aspectele importante ale inteligen?ei de afaceri în scenariul actual. Subiectele tratate se refer? la abord?rile de baz? ale business intelligence. Cartea î?i propune s? serveasc? drept ghid de resurse ?i o introducere pentru încep?tori în studiul disciplinei. Business intelligence se concentreaz? pe eficientizarea organiza?iilor. Pentru organiza?iile care maximizeaz? profitul, aceasta înseamn? utilizarea Business Intelligence pentru a ob?ine profitabilitate continu?. Pentru organiza?iile non-profit ?i guvernamentale, prin Business Intelligence se servesc în mod eficient ?i efectiv beneficiarii sau constiuen?ii lor. Inteligen?a opera?ional? are o serie de aspecte care au fost elucidate în ultimul capitol. Componentele discutate în aceast? sec?iune sunt de o mare importan?? pentru a l?rgi cuno?tin?ele existente despre inteligen?a opera?ional? la nivelul întregii organiza?ii, permi?ând factorilor de decizie s? evalueze atât eficacitatea strategic?, cât ?i cea opera?ional?. CUPRINS: 1 Introducere - 1.1 Business Intelligence - - Componente - - Istorie - - Depozitarea datelor (data warehouse) - - Compara?ie cu inteligen?a competitiv? (competitive intelligence) - - Compara?ie cu analitica de afaceri (business analytics) - - Aplica?ii într-o întreprindere - - Prioritizarea proiectelor - - Factorii de succes ai implement?rii - - Sponsorizare de afaceri - - Nevoi de afaceri - - Cantitatea ?i calitatea datelor disponibile - - Aspecte legate de utilizatori - - Portaluri BI - - Pia?a de desfacere - - Specifice industriei - - Date

semi-structurate sau nestructurate - - Date nestructurate vs. semi-structurate - - Probleme cu datele semi-structurate sau nestructurate - - Utilizarea metadatelor - - Viitorul - 1.2 Sisteme de Business Intelligence - - Abordare - - Structura - - - Ierarhie - - - Conținutul capitolului - 1.3 Business Intelligence și sistemele de Business Intelligence - - Business Intelligence - - - Definiții: - - Definiția BI - - Evoluția BI - - Furnizori - - Produse și instrumente pentru furnizori - - Scopul afacerilor 2 În alegerea strategiei - Ce este strategia? - Management strategic - Formularea strategiei - Implementarea strategiei - Evaluarea strategiei - Abordarea cadrului general și strategia - Porter - Harta Activității (1996) - Harta Chatterjee - Harta Strategiei - - Patru perspective - - - Teme - - Harta legăturilor cauzale 3 Câte un cadru pe rând - Cum ved factorii de decizie lumea? - Captarea cadrului de referință al factorului de decizie - Abordări pentru construirea sistemelor de business intelligence - Abordarea Enterprise Data Warehouse - De sus în jos - Abordarea cadrului general pentru a construi un sistem BI - Arhitectura cadrelor - Infrastructura cadrelor - Arhitectura cadrului general - - Raționalitatea limitată și sistemul de control - Infrastructura cadrului general - Abordarea cadrului general și compatibilitatea acesteia cu alte abordări - Concluzie 4 Etapa de încadrare - În alegerea cadrului de referință - Cadrul de referință și sistemele BI - Tablouri de bord cu rol de cadre de referință - Tablouri de bord și arhitectura BI - Concluzie - 4.1 Clarificarea strategiei - Introducere - Organigrama - Interviewații - - Sponsorii - - - Directorii - - - Managementul de top (C-Suite) - - - Președinți și vicepreședinți - - Director / Manager - - - Analiști - 4.2 Schișarea strategiei - - Diagramele strategiei - 4.3 Testarea hărții legăturilor cauzale - Introducere - Definiții - - Ipoteze - - Teorie - - Mecanism - - Măsurare - - - Model - - Teoria strategică - - Deducerea ipotezelor testabile - - - Modele inductive și critici - - - Mecanisme cauzale și efecte cauzale - - - De ce? - Efecte cauzale - - - Cum? - Mecanisme cauzale - - Testarea teoriilor - - - Ipoteze concurente - - Concluzie - 4.4 Crearea și diseminarea tabelii de punctaj - Introducere - Ce este o tabelă de punctaj? - 4.5 Distilarea tabelii de punctaj al bugetelor pentru KPI - Introducere - Tabela de punctaj - Lista dimensiunilor, faptelor și bugetelor - 4.6 Documentarea surselor de date pentru cadre - Introducere - Director de metadata - - În alegerea arhitecturii depozitului de date al întreprinderii - - - Arhitecturi de depozite de date - - Organizarea metadatelor sursei de date - - Potrivirea conceptelor cu datele bazei de date sau depozitului de date - - Potrivirea conceptelor cu datele din baza de date sau depozitul de date - 4.7 Arhitectura de extragere a datelor pentru cadru - 4.8 Model de date pentru magazinul de date - Model de date definit - 4.9 Arhitectura cadrelor - Ierarhia sensului: de la date la evenimente - - - Date - - - Informație - - - Cunoaștere - - - Inteligență - - - Eveniment - - ETLCZ - 4.10 Carta proiectului - Scop - Conținutul cartei - Utilizări 5 Prototipul cadrului și producția - 5.1 Crearea prototipului tabloului de bord - De ce tablou de bord? - 5.2 Evaluarea prototipului tabloului de bord - Formă - Funcție - - - Granularitate - - - Analiză - - - Comparatie - - - Simulare - - Analiza eficacității operaționale și strategice comune - 5.3

Alte activități pentru prototipul cadrului - 5.4 Producția 6 Inteligența operațională - 6.1 Business Intelligence în timp real - - Evoluția RTBI - - Latența - - Arhitecturi - - - Bazate pe evenimente - - - Depozite de date - - - Tehnologie fără server - - - Conținutul proceselor - - Tehnologii care suportă analize în timp real - - - Dispozitive de depozitare a datelor - - - Tehnologie mobilă - - Domenii de aplicare - 6.2 Inteligența operațională - - Scop - - Caracteristici - - Componente tehnologice - - Comparatie cu alte tehnologii sau soluții Business Intelligence - - - Managementul sistemelor - - - Procesare complexă a evenimentelor - - - Monitorizarea activității de afaceri - - - Managementul proceselor de afaceri - 6.3 Monitorizarea activității de afaceri - - Obiective și beneficii - - Caracteristici cheie - - Efort de implementare - - Prelucrarea evenimentelor - - Exemple - 6.4 Managementul proceselor de afaceri - - Definiții - - Schimbări în managementul proceselor de afaceri - - Ciclul de viață BPM - - Proiectare - - Modelare - - Execuție - - Monitorizarea - - Optimizare - - Re-inginerie - - Suitele BPM - - Practica - - Tehnologie BPM - - BPM Cloud Computing - - Piața - - Beneficii - - Internetul Lucrurilor Despre autor - Nicolae Sfetcu - - Contact Editura - MultiMedia Publishing Successful Business Intelligence, Second Edition Unlock the Value of BI & Big Data McGraw Hill Professional

Christian Schierenbeck makes a provocative case that higher education across the globe suffers from a profound productivity crisis which prevents broad access to affordable and high-quality educational services. He shows how the vast productivity gap in higher education could be closed if academic managers borrowed some of the managerial practices applied by the world's leading business enterprises. In order for this to happen in practice, the author argues for radical changes in the policy framework for higher education.

If your objective in business intelligence reporting is Business Objects success, this is the resource for you. Gives a thorough run-down of the software, plus coverage of Web intelligence, complex queries, multidimensional analysis, and more. Author Cindi Howson has plenty of hands-on experience with the product.

A dream come true for those looking to improve their data fluency Analytical data is a powerful tool for growing companies, but what good is it if it hides in the shadows? Bring your data to the forefront with effective visualization and communication approaches, and let Data Fluency: Empowering Your Organization with Effective Communication show you the best tools and strategies for getting the job done right. Learn the best practices of data presentation and the ways that reporting and dashboards can help organizations effectively gauge performance, identify areas for improvement, and communicate results. Topics covered in the book include data reporting and communication, audience and user needs, data presentation tools, layout and styling, and common design failures. Those responsible for analytics, reporting, or BI implementation will find a refreshing take on data and visualization in this resource, as will report, data visualization, and dashboard designers. Conquer the challenge of making valuable data approachable and easy to understand Develop unique skills required to shape data to the needs of different audiences Full color book links to bonus content at juiceanalytics.com Written by well-known and highly

