Absa Bank Ltd., 94, 95, 299	Architecture of performance
Access control, 111, 143, 146,	dashboards
257–258	data architectures, 256–259
ActiveX controls, 252, 253	display architectures, 251–256
Ad hoc reporting, 13, 38, 70, 77, 78, 151, 155, 193, 194, 226, 259, 263,	overview, 251, 271 types of, 260–271
297	Arizona State University (ASU)
Adobe Flash, 16, 251, 253–256, 258	dashboard design ?2)
Adoption, ensuring. See Project	dashboard usage, tracking, 299
adoption, ensuring	operational dashboards, 109
Agile development techniques, 69, 71,	tactical dashboards, 111, 139–147,
88, 126, 127, 130	156
AJAX, 253–255	Assumptions, testing, 301, 302
Alerts	P 2 1 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 2 1 3 1 3
complex event processing, 268,	Bu anced Scorecard Step by Step:
269	Maximizing Performance and
drill down, 244	Maintaining Results (Niven), 43,
intelligent alerts, 31, 205	285
monitoring function, 5, 10-12, 14,	Balanced scorecards. See also Strategic
17	dashboards
operational dashboards, 105–109,	about, 5
132, 137	Balanced Scorecard Step by Step:
performance dashboards, 5, 10-12,	Maximizing Performance and
14, 17, 31	Maintaining Results (Niven), 43,
predictions, 128	285
setting, 205	challenges, 176
strategic dashboards, 157, 171	Cisco functional balanced scorecard
tactical dashboards, 105, 106, 149,	example, 160, 167
151, 155	cost savings, 185
Alignment of business and IT. See	dashboards compared, 11, 12
Business-IT alignment	delay in implementation of, 53, 54
Analytical dashboards, 111, 113	deployment, 273, 285
Annotation, 11, 236, 259,266	development of, 43, 184
Applications (functionality) of performance dashboards	metrics, 118, 119, 205, 206, 212, 213, 216
analysis, 10, 11, 13	Ministry of Works (Kingdom of
management, 10, 11, 13	Bahrain). See Strategic dashboards
monitoring, 10-12	and performance dashboards, 5
Architectural standards, 276, 277	readiness assessment, 44, 45

	1 . 10
Barberg, Bill, 21, 53, 54, 118, 119, 213	technical framework, 34–39
Barr, Stacey, 200	user fitting, 39–41
Basel Accord, 47	Business performance management
Baseline Consulting, 85	(BPM)
Beautiful Evidence (Tufte), 227	architecture, 18–21
Benchmarks	background, 6
and business intelligence, 53, 54, 73	benefits of, 26, 27
peer groups, 290	challenges and obstacles, 25, 26
and performance metrics, 118, 149,	defined, 23–25
203, 214	framework for, 28-31
published data, 184	and performance dashboards, 4, 6,
and tactical dashboards, 17	22
BI. See Business intelligence (BI)	Business process management (BPM),
BI Competency Center (BICC), 193	24, 25
BI platforms, 32, 39, 111, 112, 156,	Business requirements
262, 264, 273, 274, 276, 280, 285,	analysts, 67, 93, 94, 183
292	and business/IT alignment, 85, 86,
BI tools architecture, 261, 262	93, 94
BNSF Railway, 111	changes in, adapting to, 71, 88
Bodla, Ranga, 204	communicating, 49, 93, 189
Bootstrapping, 37, 62, 187, 188	forms, 215
Bottom-up approach, 273, 284,	requirements gathering, 212–217
287–289	responding to, 50
Bread crumbs, 14, 234–236, 259	Business-IT alignment
British Airways, 201, 202	business issues, 84, 85
Brown & Root, 21	business requirements, 85, 86
Build versus buy, 18, 19, 104	communication, 93–96
Bullet graphs, 206, 245	incremental delivery, 86–88
Buried scores, 206	IT issues, 83, 84
Business architecture, 18–20, 170	overview, 97
Business intelligence (RI)	portfolio planning, 88–91
about, 6, 31, 32	readiness assessment, 51, 52, 55
adolescent phase, 59	standardization, 91, 92
conceptual framework, 32–34	trust, lack of, 81–83
data integration environment, 34–36	Business-IT partnership, 21
data warehousing environment, 36,	
37	Cascading filters, 155
evolution of, 15	Cascading scorecards, 119, 273, 285,
governance committees, 93, 94	286, 289, 290
infrastructure, need for, 37	Cause-effect linkages, 115-117, 172
Maturity Model. See Maturity Model	Centers of Excellence, 71, 74-76, 94
for BI	Change agents, 197
and performance dashboards, 6, 22,	Charts and graphs, designing, 240-249
39	Chasm, 58-61, 68-70, 74, 76
platforms. See BI platforms	Cisco
reporting and analysis environment,	balanced scorecards, 160, 167
38, 39	distributed approach, 274, 285

170	
governance, 170	enterprise dashboards, 111, 112, 160,
metadata, 161, 167	166, 189, 280, 282, 285, 287, 290
operational dashboards, 109	executive. See Executive dashboard
strategic dashboards, 116, 159–172	operational. See Operational
Closed loop, 28, 146	dashboards
Cloud-based dashboards, 69, 258, 259,	project launch. See Project launch
269–271	project management. See Project
Collaboration, 11, 13, 16, 17, 30, 64,	management
92, 111, 119, 170, 174, 190, 266,	scorecards compared, 11, 12
293	strategic. See Strategic dashboards
Compensation	tactical. See Tactical dashboards
aligned with strategic objectives, 30	themes, 117, 118, 121, 158, 173, 174,
bonuses, 170	176, 213, 239, 240
performance metrics, 8, 294, 304, 307	training on use of, 298, 299
Complex event processing (CEP), 108,	usage, tracking, 299,300
109, 205, 268, 269	Data architectures, 256–259
Corda, 140, 142, 143, 201, 214	Data availability and reliability, 52, 53,
Correlation	55, 297
business sponsor commitment and	Data bars, 248
project success, 46, 295	Data cleansing, 35
metrics, 291	Data constellation, 248
between variables, scatter plots, 248	Data rederation, 87, 265, 266
Crow, Michael M., 139	Da'a governance, 93, 95, 161, 279–280
Culture of measurement, 50, 51, 55	Data integration, 8, 9, 31, 32, 34–36,
Culture of incustrement, 50, 51, 55	43, 134, 221
Dashboard displays	Data marts, 36, 266–268
data, 225, 228	Data mining, 38–40, 95. See also
guidelines for creating, 229–240	Predictive analytics
iterative design, 229	Data modeling, 35, 277, 278
overview, 223, 224, 249	Data profiling, 35
planning, 224–229	Data quality, 110
prototypes, 225, 227, 228, 249	Data roll-ups, 290, 291
requirements gathering, 224, 225	Data standards, 277–280
resources on design techniques, 227	Data stewardship, 94, 143, 215, 279
usability labs, use of, 228, 229, 249	Data warehousing (DW)
user feedback, 227, 228, 249	data integration tools, 35, 36
users, 225, 226	operational dashboards, 109
visual designers, use of, 226, 227	and tactical dashboards, 111, 114
Dashboards. See also Performance	Decision making, 13
dashboards, overview	Decomposition view, 151, 152, 155
build versus buy, 18, 19, 104	Departmental scope, 106
cascading, 290	Departmental scope, 100
cloud-based 60 258 250 260-271	Deployment and integration
cloud-based, 69, 258, 259, 269–271	Deployment and integration cascading metrics, 289–291
deployment and integration. See	Deployment and integration cascading metrics, 289–291 centralized approach, 274–284
deployment and integration. <i>See</i> Deployment and integration	Deployment and integration cascading metrics, 289–291 centralized approach, 274–284 distributed approach, 284–289,
deployment and integration. See	Deployment and integration cascading metrics, 289–291 centralized approach, 274–284

Detect and respond dashboard, 107–109 Detemple, Klaus, 96	Extraction, transformation, and loading (ETL) tools, 36, 69, 74, 91, 96, 126, 127, 190
Deutsche Börse, 96	E 1 4 1 1 207
DHTML (Dynamic HTML), 253, 254	Federated approach, 287
Direct Energy Essential Home Services, 198, 217, 302, 304, 305	Few, Stephen, 223, 226, 227 "Five Whys," 200, 214
Direct query architecture, 260, 261,	Flash. See Adobe Flash
266, 267	Flash charts, 123, 127, 128, 246
Distributed approach, 284–289	Flash visualizations, 155
Donkin, Dave, 94, 95, 299	Focus, 3–5, 78, 302, 303, 305
Double MAD, 16, 17	Frost, Bob, 300, 306
Dow Chemical. See Rohm and Haas	
Drill through, 259	Goals, 45, 46, 115
Drill to detail, 13, 14, 111, 148, 156,	Governance
168, 169, 256, 280. <i>See also</i> MAD	BI, 70, 71, 75, 93
(monitor, analyze, drill to detail)	Cisco example 170
framework	committees, 295, 296
Driver metrics, 20, 198–202 Dyche, Jill, 85	corporate, 193 dashbeard, 194
byene, jiii, 69	data governance, 93, 95, 161, 279, 280
End-user query and reporting, 39	KP1 governance team, 193
Enterprise, defined, 196	neports, 70
Enterprise dashboards, 111, 112, 160,	and Sarbanes-Oxley Act, 26
166, 189, 280, 282, 285, 287, 290	Grassroots initiatives, 284
Enterprise data warehouse, 36, 58 68,	Gulf, 58, 60–65, 70, 74, 85
93, 112, 114, 124, 142, 156, 174,	
274	Help desk, 94, 296, 299
Envisioning Information (Tune),	Hewlett Packard (HP), 44, 45, 48, 182,
227 ETI tools Saa Entraction	284, 300 Hill lim 125 128 130
ETL tools. See Extraction, transformation and loading (ETL)	Hill, Jim, 125–128, 130 Hsiao, David, 157, 159, 164, 171
tools	Hub-and-spoke architecture, 36
Executive dashboard	rido and opone aremeetare, 30
at 1-800-CONTACTS, 123, 127, 128,	Incent and motivate dashboards, 107,
130	108, 124
background, 5	Information consumers, 39-41
controls, 130	Information Dashboard Design (Few),
and dashboard cascading, 290	227
deployment and integration of	Information producers, 39, 40
dashboards, 273, 290, 291	Information sandbox, 14
display, 127, 128, 149, 150, 156 and enterprise dashboards, 112	Information technology (IT), alignment with business. <i>See</i> Business-IT
at Rohm and Haas, 149, 150, 156,	alignment
207	In-memory
Executive information systems (EISs),	analytics, 69
5	dashboards, 264, 265, 267

data, 13	and NetApp dashboard design, 280,
processing, 269	281, 283
Insightformation, Inc., 21, 53, 118, 213	and three-tier delivery framework of Rohm and Haas, 148
International Truck and Engine	Management scorecards, 115, 116, 158
Corporation, 87, 185, 186, 299,	Marketing, and project sustainment,
300	192
300	Masciandaro, Michael, 147–149, 154,
Java, 96, 104, 252, 253, 255	155
JavaScript, 253, 254	Masdea, Deb, 296–297
javaseripi, 255, 251	Mashboards, 111–113, 262–264, 288
Kaplan, Robert, 115, 116, 158, 172,	Mashups, 111, 140, 287–289, 292
174, 184, 213	Maturity Model for BI
Key performance indicators (KPIs)	Adult stage, 58, 70–72, 75–79
data collection, 220, 221	business value, 77, 78
governance team, 193	Chasm sticking point, 58–61, 68–70,
and metrics, 198, 200–202	74, 76
requirements, gathering, 212–217	Child stage, 58, 65, 66, 75–79
standardizing terms, 219, 220	Gulf sticking point, 58, 60–65, 70,
steering committee, 193	74, 35
strategic dashboards, 116, 118	insights to action, 78, 79
tactical dashboards, 111	maturity dynamics, 74-79
targets, setting, 221	overview, 57, 58, 80
validating, 217–219	Prenatal/Infant stage, 58, 61–65,
King, Lord, 201, 202	75–79
Knowledge discovery. See Data mining	return on investment (ROI), 78
	Sage stage, 58, 72–79
Lagging indicators, 20, 44, 198	stages, 58
Law of diminishing returns, 503	stages, regressing, 60
Layers of functionality, 252	stages, skipping, 60
Layers of information, 13. See also	sticking points, 58, 60, 61
MAD (monitor, analyze, drill to	Teenager stage, 58, 66, 67, 75–77, 79
detail) framework	users and usage, 76, 77
Leading indicators, 20, 199	Metadata
Lochrie, John, 198, 302, 303, 306	and application development, 87
	and BI tools, 39
MAD (monitor, analyze, drill to detail)	Cisco example, 161, 167
framework	management, 96
analyze, 13, 14	properties of, viewing on dashboard,
and BI platform, 111	141, 210, 259
described, 13, 14	repository, 277
double MAD, 16, 17	updating, 69
drill to detail, 13, 14, 111, 148, 156,	Metrics
168, 169, 256, 280	accuracy, 210, 211
and evolution of BI, 15	actionable, 199, 210
Flash, use of, 256	activity metrics, 200
monitoring, 13, 14	attributes, 202–205

Metrics (Continued)	validating, 217, 219
balancing, 208, 209	value, 202, 203
benchmarks, 203	Mid-level management support, 47, 48,
calculating, 221, 222	55
cause-effect relationships, 201	Ministry of Works (Kingdom of
characteristics of effective metric	
209-212	158, 172–178
creating, 197–222	Mission, 45, 115
data collection, 220, 221	Mobile use of dashboards, 137, 155,
described, 20	259
designing, 212–218	Monitor, analyze, drill to detail
displaying, 205–208	framework. See MAD (monitor,
driver metrics, 20, 198–202	analyze, drill to detail) framework
ecosystems, 208, 209	Mouse-overs, 126, 154, 253, 255
effectiveness, 197, 209–212	Mozilla Scalar Vector Graphics (SVG),
goals, 45, 46	253
graphical view of data, 14	601
indicators compared, 198	NetApp, 280–284
key performance indicators (KP	
200–202. <i>See also</i> Key perform	
indicators (KPIs)	Now You See It (Few), 227
number of, 206-208	
objectives, 45, 46	Objectives, 45, 46, 115
operational dashboards, 109	Office of Strategy Management, 119
outcome, 20, 44, 198, 199, 202	1–800-CONTACTS
overview, 197–198, 222	executive dashboard, 123, 127, 128,
ownership, 210	130
performance dashboards, 103	operational dashboards, 107, 123,
and performance management	124–131, 137
architecture, 20	personal data on dashboards,
predictive, 199	297
ranges, 203, 204	Online analytical processing (OLAP), 1,
relevance, 212	13, 38–40, 77, 111, 113, 259–262
requirements gathering, 212-217	7. See Open source products, 69, 124, 126,
also Business requirements	155
revising, 192, 193	Operational dashboards
risk indicators, 200	1–800-CONTACTS example, 107,
standardization, 211	123, 124–131, 137
stoplights, 204. See also Stopligh	action oriented, 107
strategic, 209	alerts, 105–109
strategic dashboards, 116, 118	appearance, 105
tactical dashboards, 115	Arizona State University example,
targets, 203–205, 221	109
terms, standardizing, 219, 220	Cisco example, 109
time frame, 202, 203, 210	data quality, 110
types of, 198–202	detect-and-respond dashboards,
understandable, 209, 210	107–109

incent-and-motivate dashboards, 107, 108	layers, 10, 13–17, 22 metrics, 103
information, 109	and organizational change, 5
metrics, 109	overview, 22
overview, 17, 101, 107, 123, 124	and performance management, 4, 6,
prevalence of, 102	10, 22. See also Business
real time versus right time, 107, 109,	performance management (BPM)
110	performance management
refresh rates, 109, 110	architecture, 18–21
Richmond Police Department	prevalence of, 6
example, 106, 107, 124, 131–137	project failures, reasons for, 9, 10
tactical and strategic dashboards	scorecards compared, 11, 12
compared, 105, 106	success factors, 10, 21, 22
updating, 107	three threes, 5, 10–18, 22
use of, 103	types of, 10, 17, 18, 22, 101, 121.
users of, 107	See also Operational dashboards;
Oracle, 142, 159, 160, 285	Strategic dashboards; Tactical
Organizational change, 5-8	dashboards
Organizational culture, 50, 51, 55, 300	users of, 103
Organizational readiness. See Readiness	Performance management. See
assessment	Business performance
Organizational restructuring, 47	management (BPM)
Outcome metrics, 20, 44, 198, 199, 202	Performance management system, 10
Ownership, 210, 295, 296	Performance metrics. See Metrics
1	Performance reviews, 306, 307
Parallel coordinate charts, 248	Preattentive processing, 242–249
Pareto charts, 168, 169, 247	Predictive analytics, 13, 38, 72, 113,
Pareto drill-downs, 160	259. See also Data mining
Parmenter, David, 200, 201	Principle of proximity, 237, 239
Performance dashboards, overview	Project adoption, ensuring
applications, 10–13, 22	failure, reasons for, 294
architecture, 251–271	overview, 293, 294, 307, 308
balanced scorecards, 5. See also	performance optimization, 293, 294,
Balanced scorecards	300–308
benefits of, 6–8	strategies for, 294–299
build versus buy, 18, 19, 104	success factors, 192-195
and business intelligence (BI), 6, 22,	Project launch
39	funding, 187, 188
characteristics of, 105, 106	mid-level management support, 185,
composition of, 10-18	186
dashboard displays. See Dashboard	overview, 181, 195
displays	sponsorship, 182–185
defined, 10	staff buy-in, 186, 187
described, 4, 5	Project management
historical background, 5	dashboard development, 191, 192
integrating, 18	KPI team, 189, 190
as layered delivery system, 10	overview, 195

Project management (Continued)	material events, 27
project champion, 189	near-real-time, 72, 108-110, 125, 126,
starting point, 188	129, 130, 137, 268
steering committee, 189	operational dashboards, 109, 110,
sustainment, 192–195. See also	124, 126, 129–131, 136, 137
Project adoption, ensuring	and readiness assessment, 72, 73, 79
teams, creation of, 189–191	right time compared, 107, 109, 110
technical team, 190, 191	strategic dashboards, 164
	Refresh rates, operational dashboards,
Prototypes	
creating, 227, 228	109, 110
data federation, use of, 266	Regulatory compliance, 26, 27, 47
and KPI design, 214	Reporting
metrics, 170, 171	ad hoc, 13, 38, 70, 77, 78, 151, 155,
performance dashboard, 184, 225,	193, 194, 226, 259, 263, 297
227–229, 249	tools, 32, 38, 73, 78, 185, 226, 263,
testing, 229, 249	277
use of, 184, 185	Rich Internet applications (RIAs),
Purple people, 96	251–255
	Richmond Police Department,
Ranges, 203, 204	operaional dashboards, 106, 107,
Rappé, Jim, 87, 186, 299	124, 131–137
Readiness assessment	"Right time" data, 8, 11, 12, 63, 67, 72,
balanced scorecards, 44, 45	109, 110, 131
business and IT alignment, 51, 52,	Risk indicators, 200
55	Risk metrics, 175
criteria for, 43, 55	Road maps, 60, 67, 71, 74, 88–89, 155
culture of measurement, 50, 51, 55	Rohm and Haas
data availability and reliability, 52,	centralized approach, 274, 276
53, 55	executive dashboard, 149, 150, 156,
mid-level management support, 47,	207
48, 55	tactical dashboards, 106, 111, 140,
need, 46, 47, 55	147–156
overview, 54, 55	three-tier delivery framework, 148
scale and scope, 48, 55	Rome, John, 141, 143, 146, 229, 299
sponsorship, 46, 55	Kome, John, 141, 143, 140, 229, 299
	CAD 1/7 1/0 151 15/ 15/ 20/ 27/
strategy, 44–46, 55	SAP, 147, 148, 151, 154–156, 204, 274
team and resources, 49, 50, 55	Sarbanes-Oxley Act of 2002, 26, 27, 47
technical infrastructure, 52–55	Scale and scope of project, 48, 55
technical readiness, 57–80	Scatter plots (bubble charts), 113, 248
Real-time	Scorecards
and complex event processing, 268,	cascading, 119, 273, 285, 286, 289,
269	290
and data marts, 268	dashboards compared, 11, 12
and detect-and-respond dashboards,	strategic dashboards, 115. See also
108	Strategic dashboards
and forecasting, 107, 136	C-1f: DI O 12 22 50 70 121
intraday updates, 72	Self-service BI, 8, 13, 32, 59, 70, 131, 136, 140

Semantics, 19, 20, 58, 63, 68, 69, 74, 193, 222, 260–266	Strategy management, 116–118, 158, 172, 176, 178
Service-oriented architecture, 126	Strategy management office, 158, 178,
Show Me the Numbers (Few), 227	194
Silverlight, 124, 126, 128, 253–255	Strategy maps, 29, 30, 116-119, 158,
Sparklines, 206, 245	172–176, 213, 228, 236, 266–268,
Spatial maps, 247	289
Speed of thought, 38, 113, 124, 264	Summerhayes, Martin, 48, 182, 185,
Sponsorship	187, 188, 191
readiness assessment, 46, 55	Superusers, 39, 40, 193, 194, 297, 298
role of sponsors, 296	Surveys of users, 300
Stewardship, 58, 94, 143, 161, 162, 171,	, -
215, 279, 308	Tactical dashboards. See also Enterprise
Stoplights, 14, 112, 116, 118, 119, 149,	dashboards; Mashboards
204, 205, 231, 232, 243, 245	access control, 111
Strategic dashboards	alerts, 105, 106, 155
alignment, 119	analytical dashboards, 111, 113
appearance, 105	appearance 105, 111
balanced scorecards, 18, 115–117,	Arizona State University example,
158. See also Balanced scorecards	111, 139–147, 156
cause-effect linkages, 115, 116, 172	Bi plauorm, 111
Cisco example, 116, 159–172	BYSF Railway, 111
collaboration, 119	data, 114
corporate scorecard example, 120	enterprise dashboards, 111, 112
key performance indicators (KPIs),	key performance indicators (KPIs),
116, 118	111
management scorecards, 115, 116,	mashboards, 111-113, 262-264, 288
158	metrics, 115
metrics, 116, 118	operational and strategic dashboards
Ministry of Works example	compared, 105, 106
(Kingdom of Bahrain), 158,	overview, 17, 101, 110, 111, 139,
172–178	140
navigation, 118, 119	portal based, 111
operational and tactical dashboards	prevalence of, 102
compared, 105, 106	refreshing, 114
overview, 18, 101, 115, 157, 158	Rohm and Haas example, 106, 111,
prevalence of, 102	140, 147–156
strategic expenditures, 119, 121	types of, 111, 112
strategic reviews, 119	updating, 114
strategy, 115	use of, 102, 103, 110, 111
strategy management, 116-118	visual analysis tools, 113, 114
targets, 118	Targets, 118, 203, 204
types of, 115, 116	Technical architecture, 20
updating, 106	Technical readiness assessment, 52-55,
use of, 102, 103	57–80
Strategy, readiness assessment, 44–46,	Templates, 217, 218, 232–234, 239–241,
55	259, 285

Testing	Usability labs, 228, 229, 249
and agile development, 88	Usage monitoring, 11, 13, 147, 192
dashboard development, 191, 192	User mantra, 15, 40, 41
dashboard display, 228, 229	Users
data, 280	accountability, 305, 306
and incremental delivery, 87	buy-in, 303–305
metrics, 211, 213	empowering, 306
off-the-shelf components, 286	end-user adoption, 307, 308
test assumptions, 301, 302	focus, 305
Visual Display of Quantitative	operational dashboards, 107
Information (Tufte), 227	
Themes, 117, 118, 121, 158, 173, 174,	Values, 45, 115
176, 213, 239, 240	Variance charts, 206, 247
Thermometers, 232, 245	Virtual mashups, 287-289, 292
Thin clients, 252	Vision, 45, 115
Three threes, 5, 10–18, 22	Visual analysis, 113, 114, 124, 264
Top 10 lists, 36, 108, 141, 155, 200,	Visual Explanations (Tufte), 227
236, 299	~·
Top-down approach, 273, 275, 276,	What-if modeling
285–287	BI environment, 64
Training, 298, 299, 306, 307	dashboard functionality, 137, 257,
Tree maps, 247	259
Tufte, Edward R., 227	data marts, 266, 267
<u> </u>	and MAD framework, 15, 16
Updating	performance dashboard applications
operational dashboards, 107	11
strategic dashboards, 106	Whipsawing, 286, 302
tactical dashboards, 114	Williams, Neal, 201, 214