

RALPH KIMBALL DATA WAREHOUSE TOOLKIT

RALPH KIMBALL DATA WAREHOUSE TOOLKIT IS A FOUNDATIONAL RESOURCE IN THE FIELD OF DATA WAREHOUSING AND BUSINESS INTELLIGENCE. THIS TOOLKIT, DEVELOPED BY RENOWNED DATA WAREHOUSING EXPERT RALPH KIMBALL, OFFERS COMPREHENSIVE METHODOLOGIES AND BEST PRACTICES FOR DESIGNING AND IMPLEMENTING DATA WAREHOUSES. IT EMPHASIZES DIMENSIONAL MODELING TECHNIQUES AND PRACTICAL APPROACHES THAT ENABLE ORGANIZATIONS TO BUILD SCALABLE, HIGH-PERFORMANCE DATA WAREHOUSES TAILORED TO ANALYTICAL NEEDS. THROUGHOUT THIS ARTICLE, THE CORE CONCEPTS, PRINCIPLES, AND COMPONENTS OF THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT WILL BE EXPLORED IN DETAIL. ADDITIONALLY, THE SIGNIFICANCE OF DIMENSIONAL MODELING, STAR SCHEMAS, AND ETL PROCESSES AS ADVOCATED BY KIMBALL WILL BE HIGHLIGHTED. THIS DETAILED OVERVIEW AIMS TO PROVIDE A THOROUGH UNDERSTANDING OF THE TOOLKIT'S IMPACT ON MODERN DATA WAREHOUSE ARCHITECTURE AND ITS RELEVANCE TO BUSINESS INTELLIGENCE PROFESSIONALS AND DATA ARCHITECTS. THE FOLLOWING SECTIONS COVER THE KEY ELEMENTS, METHODOLOGIES, AND APPLICATIONS OF THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT.

- OVERVIEW OF THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT
- KEY CONCEPTS AND PRINCIPLES
- DIMENSIONAL MODELING TECHNIQUES
- STAR SCHEMA ARCHITECTURE
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OVERVIEW OF THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT

THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT IS A SET OF BEST PRACTICES, DESIGN PRINCIPLES, AND TECHNICAL GUIDELINES FOR BUILDING DATA WAREHOUSES OPTIMIZED FOR BUSINESS INTELLIGENCE AND ANALYTICAL QUERYING. ORIGINATING FROM KIMBALL'S EXTENSIVE EXPERIENCE AND RESEARCH, THE TOOLKIT PROVIDES A COMPREHENSIVE FRAMEWORK THAT SUPPORTS THE ENTIRE DATA WAREHOUSING LIFECYCLE, FROM REQUIREMENTS GATHERING TO DEPLOYMENT. IT FOCUSES ON CREATING USER-FRIENDLY, HIGH-PERFORMANCE DATA MODELS THAT SIMPLIFY COMPLEX BUSINESS DATA INTO ACCESSIBLE FORMATS. THE TOOLKIT IS WIDELY RESPECTED IN THE DATA MANAGEMENT COMMUNITY FOR ITS PRACTICAL, BOTTOM-UP APPROACH TO DATA WAREHOUSE DESIGN, CONTRASTING WITH MORE THEORETICAL OR TOP-DOWN METHODOLOGIES.

HISTORICAL CONTEXT AND DEVELOPMENT

RALPH KIMBALL INTRODUCED HIS DATA WAREHOUSE TOOLKIT IN THE LATE 1990S AS A RESPONSE TO THE GROWING NEED FOR STRUCTURED, MAINTAINABLE, AND SCALABLE DATA WAREHOUSE SOLUTIONS. HIS APPROACH GAINED TRACTION DUE TO ITS CLARITY AND EFFECTIVENESS IN ADDRESSING COMMON CHALLENGES FACED BY ORGANIZATIONS IN CONSOLIDATING AND ANALYZING LARGE VOLUMES OF DATA. OVER TIME, THE TOOLKIT HAS EVOLVED, INCORPORATING ADVANCES IN TECHNOLOGY AND ADAPTING TO MODERN DATA ENVIRONMENTS SUCH AS CLOUD COMPUTING AND BIG DATA PLATFORMS.

CORE COMPONENTS OF THE TOOLKIT

THE TOOLKIT ENCOMPASSES VARIOUS COMPONENTS ESSENTIAL TO DATA WAREHOUSE CONSTRUCTION, INCLUDING DIMENSIONAL MODELING, ETL (EXTRACT, TRANSFORM, LOAD) DESIGN, AND ARCHITECTURAL FRAMEWORKS. IT PROVIDES DETAILED GUIDANCE ON DESIGNING FACT TABLES, DIMENSION TABLES, AND THE RELATIONSHIPS BETWEEN THEM TO ENSURE DATA INTEGRITY AND QUERY EFFICIENCY. FURTHERMORE, IT OUTLINES STRATEGIES FOR HANDLING SLOWLY CHANGING DIMENSIONS, CONFORMED DIMENSIONS, AND AGGREGATIONS TO OPTIMIZE PERFORMANCE AND MAINTAIN CONSISTENCY.

KEY CONCEPTS AND PRINCIPLES

UNDERSTANDING THE FOUNDATIONAL CONCEPTS BEHIND THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT IS CRUCIAL FOR EFFECTIVE IMPLEMENTATION. THESE PRINCIPLES GUIDE THE DESIGN AND DEVELOPMENT PROCESS, ENSURING THE RESULTING DATA WAREHOUSE MEETS BUSINESS REQUIREMENTS AND SUPPORTS DECISION-MAKING.

BOTTOM-UP DEVELOPMENT APPROACH

THE KIMBALL METHODOLOGY ADVOCATES FOR A BOTTOM-UP APPROACH, WHERE INDIVIDUAL DATA MARTS ARE DESIGNED AND DEVELOPED TO ADDRESS SPECIFIC BUSINESS PROCESSES. THESE DATA MARTS ARE THEN INTEGRATED TO FORM A COMPREHENSIVE DATA WAREHOUSE. THIS INCREMENTAL STRATEGY FACILITATES FASTER DELIVERY, REDUCES COMPLEXITY, AND ALLOWS FOR CONTINUOUS IMPROVEMENT.

BUSINESS PROCESS ORIENTATION

AT THE HEART OF THE KIMBALL APPROACH IS THE FOCUS ON BUSINESS PROCESSES RATHER THAN TECHNOLOGY OR DATA SOURCES. DATA WAREHOUSE DESIGN BEGINS WITH IDENTIFYING CRITICAL BUSINESS EVENTS AND PROCESSES, ENSURING THAT THE DATA MODEL ALIGNS WITH ORGANIZATIONAL GOALS AND PROVIDES ACTIONABLE INSIGHTS.

CONFORMED DIMENSIONS

CONFORMED DIMENSIONS ARE STANDARDIZED DIMENSIONS THAT ARE SHARED ACROSS DIFFERENT DATA MARTS WITHIN THE DATA WAREHOUSE. THIS STANDARDIZATION ENABLES CONSISTENT REPORTING AND ANALYSIS ACROSS DIVERSE BUSINESS AREAS, PROMOTING DATA INTEGRITY AND REDUCING REDUNDANCY.

DIMENSIONAL MODELING TECHNIQUES

DIMENSIONAL MODELING IS THE CORNERSTONE OF THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT. THIS TECHNIQUE ORGANIZES DATA INTO FACT AND DIMENSION TABLES, OPTIMIZING QUERY PERFORMANCE AND SIMPLIFYING USER INTERACTION WITH DATA.

FACT TABLES

FACT TABLES STORE QUANTITATIVE DATA ABOUT BUSINESS EVENTS, SUCH AS SALES OR TRANSACTIONS. THEY CONTAIN KEYS LINKING TO DIMENSION TABLES AND NUMERIC MEASURES THAT CAN BE AGGREGATED. FACT TABLES ARE TYPICALLY LARGE AND DESIGNED FOR EFFICIENT QUERYING.

DIMENSION TABLES

DIMENSION TABLES CONTAIN DESCRIPTIVE ATTRIBUTES RELATED TO BUSINESS PROCESSES, SUCH AS CUSTOMER DETAILS, PRODUCT INFORMATION, OR TIME PERIODS. THESE TABLES PROVIDE CONTEXT FOR THE FACTS AND ENABLE SLICING AND DICING OF DATA IN VARIOUS ANALYTICAL SCENARIOS.

SLOWLY CHANGING DIMENSIONS

HANDLING CHANGES IN DIMENSION DATA OVER TIME IS AN IMPORTANT ASPECT OF DIMENSIONAL MODELING. THE TOOLKIT DESCRIBES SEVERAL TYPES OF SLOWLY CHANGING DIMENSIONS (SCDs), EACH WITH SPECIFIC STRATEGIES FOR MANAGING UPDATES WITHOUT LOSING HISTORICAL ACCURACY.

STAR SCHEMA ARCHITECTURE

THE STAR SCHEMA IS A DATA MODELING TECHNIQUE PROMOTED BY THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT. IT ORGANIZES DATA INTO A CENTRAL FACT TABLE SURROUNDED BY RELATED DIMENSION TABLES, RESEMBLING A STAR SHAPE.

ADVANTAGES OF STAR SCHEMA

THE STAR SCHEMA PROVIDES SEVERAL BENEFITS, INCLUDING SIMPLIFIED QUERIES, IMPROVED PERFORMANCE, AND EASE OF UNDERSTANDING FOR BUSINESS USERS. ITS DENORMALIZED STRUCTURE MINIMIZES THE NUMBER OF JOINS REQUIRED, ACCELERATING DATA RETRIEVAL.

DESIGN CONSIDERATIONS

EFFECTIVE STAR SCHEMA DESIGN INVOLVES CAREFUL SELECTION OF FACTS AND DIMENSIONS, APPROPRIATE GRANULARITY, AND MANAGEMENT OF CONFORMED DIMENSIONS. ATTENTION TO DETAIL IN THESE AREAS ENSURES THE SCHEMA SUPPORTS FLEXIBLE AND ACCURATE REPORTING.

ETL PROCESSES AND DATA INTEGRATION

EXTRACT, TRANSFORM, AND LOAD (ETL) PROCESSES ARE CRITICAL FOR POPULATING THE DATA WAREHOUSE WITH CLEAN, CONSISTENT DATA. THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT PROVIDES COMPREHENSIVE GUIDANCE ON ETL DESIGN AND IMPLEMENTATION.

ETL DESIGN PRINCIPLES

THE TOOLKIT EMPHASIZES MAINTAINABILITY, SCALABILITY, AND ERROR HANDLING IN ETL WORKFLOWS. IT ADVOCATES FOR MODULAR ETL COMPONENTS THAT CAN BE REUSED ACROSS DIFFERENT DATA MARTS AND PROCESSES.

DATA QUALITY AND CONSISTENCY

ENSURING DATA QUALITY IS A KEY FOCUS OF THE ETL PROCESS. THE TOOLKIT OUTLINES METHODS FOR DATA VALIDATION, CLEANSING, AND TRANSFORMATION TO MAINTAIN ACCURACY AND CONSISTENCY ACROSS THE WAREHOUSE.

BENEFITS OF USING THE KIMBALL APPROACH

ADOPTING THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT OFFERS NUMEROUS ADVANTAGES FOR ORGANIZATIONS SEEKING EFFECTIVE DATA WAREHOUSING SOLUTIONS.

- **SCALABILITY:** THE BOTTOM-UP APPROACH ALLOWS WAREHOUSES TO GROW INCREMENTALLY, ACCOMMODATING EXPANDING BUSINESS NEEDS.
- **USER-FRIENDLY MODELS:** DIMENSIONAL MODELS ARE INTUITIVE FOR BUSINESS USERS, FACILITATING SELF-SERVICE ANALYTICS.
- **PERFORMANCE OPTIMIZATION:** STAR SCHEMAS AND CONFORMED DIMENSIONS ENHANCE QUERY SPEED AND REPORTING CONSISTENCY.
- **FLEXIBILITY:** THE MODULAR DESIGN SUPPORTS INTEGRATION OF NEW DATA SOURCES AND BUSINESS PROCESSES.
- **PROVEN METHODOLOGY:** KIMBALL'S TECHNIQUES ARE WIDELY ADOPTED AND VALIDATED IN DIVERSE INDUSTRIES.

PRACTICAL APPLICATIONS AND CASE STUDIES

THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT HAS BEEN SUCCESSFULLY APPLIED ACROSS VARIOUS INDUSTRIES, INCLUDING RETAIL, FINANCE, HEALTHCARE, AND MANUFACTURING. ORGANIZATIONS LEVERAGE ITS PRINCIPLES TO BUILD ROBUST DATA WAREHOUSES THAT DRIVE BUSINESS INTELLIGENCE INITIATIVES AND SUPPORT DATA-DRIVEN DECISION-MAKING.

RETAIL INDUSTRY EXAMPLE

IN RETAIL, KIMBALL'S APPROACH ENABLES THE CREATION OF SALES AND INVENTORY DATA MARTS THAT PROVIDE GRANULAR INSIGHTS INTO CUSTOMER BEHAVIOR, PRODUCT PERFORMANCE, AND SUPPLY CHAIN EFFICIENCY. USING CONFORMED DIMENSIONS ALLOWS SEAMLESS INTEGRATION OF DATA ACROSS REGIONAL STORES.

HEALTHCARE SECTOR APPLICATIONS

HEALTHCARE PROVIDERS UTILIZE THE TOOLKIT TO DEVELOP PATIENT DATA WAREHOUSES THAT INTEGRATE CLINICAL, OPERATIONAL, AND FINANCIAL DATA. THIS INTEGRATION SUPPORTS REGULATORY COMPLIANCE, QUALITY IMPROVEMENT, AND POPULATION HEALTH MANAGEMENT.

FREQUENTLY ASKED QUESTIONS

WHAT IS THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT?

THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT IS A COMPREHENSIVE GUIDE AND METHODOLOGY FOR DESIGNING DATA WAREHOUSES AND BUSINESS INTELLIGENCE SYSTEMS, FOCUSING ON DIMENSIONAL MODELING AND BEST PRACTICES FOR EFFICIENT AND SCALABLE DATA WAREHOUSING.

WHO IS RALPH KIMBALL IN THE CONTEXT OF DATA WAREHOUSING?

RALPH KIMBALL IS A RENOWNED DATA WAREHOUSING EXPERT AND AUTHOR KNOWN FOR DEVELOPING THE DIMENSIONAL MODELING APPROACH AND THE KIMBALL METHODOLOGY, WHICH EMPHASIZES BUILDING DATA WAREHOUSES USING CONFORMED DIMENSIONS AND STAR SCHEMAS.

WHAT ARE THE CORE CONCEPTS INTRODUCED IN THE DATA WAREHOUSE TOOLKIT?

THE CORE CONCEPTS INCLUDE DIMENSIONAL MODELING, STAR SCHEMAS, FACT AND DIMENSION TABLES, SLOWLY CHANGING DIMENSIONS, CONFORMED DIMENSIONS, AND THE OVERALL KIMBALL LIFECYCLE APPROACH TO DATA WAREHOUSE DESIGN AND IMPLEMENTATION.

HOW DOES THE KIMBALL METHODOLOGY DIFFER FROM THE INMON APPROACH?

THE KIMBALL METHODOLOGY ADVOCATES A BOTTOM-UP APPROACH USING DIMENSIONAL MODELING AND BUILDING DATA MARTS THAT INTEGRATE INTO A DATA WAREHOUSE, WHEREAS THE INMON APPROACH USES A TOP-DOWN NORMALIZED ENTERPRISE DATA WAREHOUSE DESIGN BEFORE CREATING DATA MARTS.

WHAT IS DIMENSIONAL MODELING AS DESCRIBED IN THE DATA WAREHOUSE TOOLKIT?

DIMENSIONAL MODELING IS A DESIGN TECHNIQUE FOR DATA WAREHOUSES THAT STRUCTURES DATA INTO FACT TABLES (MEASURABLE EVENTS) AND DIMENSION TABLES (CONTEXTUAL ATTRIBUTES) TO OPTIMIZE QUERY PERFORMANCE AND EASE OF UNDERSTANDING FOR BUSINESS USERS.

WHY IS THE CONCEPT OF CONFORMED DIMENSIONS IMPORTANT IN KIMBALL'S METHODOLOGY?

CONFORMED DIMENSIONS ARE STANDARDIZED DIMENSION TABLES THAT ARE SHARED ACROSS DIFFERENT FACT TABLES AND DATA MARTS, ENSURING CONSISTENCY AND ENABLING INTEGRATED ANALYSIS ACROSS MULTIPLE BUSINESS PROCESSES.

WHAT ARE SLOWLY CHANGING DIMENSIONS (SCD) IN THE CONTEXT OF KIMBALL'S TOOLKIT?

SLOWLY CHANGING DIMENSIONS ARE DIMENSION TABLES THAT TRACK AND MANAGE CHANGES OVER TIME IN ATTRIBUTE DATA, USING DIFFERENT TYPES OF TECHNIQUES (TYPE 1, TYPE 2, TYPE 3) TO PRESERVE HISTORICAL ACCURACY AND SUPPORT TREND ANALYSIS.

CAN THE DATA WAREHOUSE TOOLKIT METHODOLOGY BE APPLIED TO MODERN BIG DATA ENVIRONMENTS?

YES, THE PRINCIPLES OF DIMENSIONAL MODELING AND THE KIMBALL METHODOLOGY CAN BE ADAPTED FOR MODERN BIG DATA PLATFORMS AND CLOUD-BASED DATA WAREHOUSES, HELPING TO STRUCTURE DATA FOR ANALYTICS AND REPORTING EFFECTIVELY.

WHAT RESOURCES ARE RECOMMENDED TO LEARN MORE ABOUT THE RALPH KIMBALL DATA WAREHOUSE TOOLKIT?

KEY RESOURCES INCLUDE THE BOOK SERIES 'THE DATA WAREHOUSE TOOLKIT' BY RALPH KIMBALL AND MARGY ROSS, ONLINE COURSES ON DIMENSIONAL MODELING, AND COMMUNITY FORUMS OR WEBINARS FOCUSED ON DATA WAREHOUSING BEST PRACTICES.

ADDITIONAL RESOURCES

1. *THE DATA WAREHOUSE TOOLKIT: THE DEFINITIVE GUIDE TO DIMENSIONAL MODELING*

THIS FOUNDATIONAL BOOK BY RALPH KIMBALL INTRODUCES THE PRINCIPLES AND TECHNIQUES OF DIMENSIONAL MODELING, A CRITICAL ASPECT OF DATA WAREHOUSE DESIGN. IT COVERS BEST PRACTICES FOR DESIGNING STAR SCHEMAS AND SNOWFLAKE SCHEMAS, ENABLING EFFICIENT QUERYING AND REPORTING. THE BOOK IS ESSENTIAL FOR DATA ARCHITECTS, BI PROFESSIONALS, AND ANYONE INVOLVED IN BUILDING DATA WAREHOUSES.

2. *THE DATA WAREHOUSE LIFECYCLE TOOLKIT*

CO-AUTHORED BY RALPH KIMBALL, THIS BOOK PROVIDES A COMPREHENSIVE ROADMAP FOR DESIGNING, DEVELOPING, AND DEPLOYING DATA WAREHOUSES. IT DETAILS THE FULL LIFECYCLE FROM PROJECT PLANNING AND REQUIREMENTS GATHERING TO DEPLOYMENT AND MAINTENANCE. THE PRACTICAL GUIDANCE AND CASE STUDIES MAKE IT INVALUABLE FOR PROJECT MANAGERS AND TECHNICAL TEAMS.

3. *MASTERING DATA WAREHOUSE DESIGN: RELATIONAL AND DIMENSIONAL TECHNIQUES*

THIS BOOK EXPLORES BOTH RELATIONAL AND DIMENSIONAL MODELING TECHNIQUES, OFFERING A BALANCED PERSPECTIVE ON DATA WAREHOUSE ARCHITECTURE. IT EXPANDS ON KIMBALL'S METHODOLOGIES, PROVIDING STRATEGIES FOR HANDLING COMPLEX DATA INTEGRATION AND ENSURING SCALABILITY. READERS WILL GAIN INSIGHTS INTO OPTIMIZING DATA STRUCTURES FOR PERFORMANCE.

4. *BUILDING THE DATA WAREHOUSE*

FOCUSED ON THE EARLY STAGES OF DATA WAREHOUSE DEVELOPMENT, THIS BOOK COVERS DATA EXTRACTION, TRANSFORMATION, AND LOADING (ETL) PROCESSES. IT COMPLEMENTS KIMBALL'S DIMENSIONAL MODELING APPROACH BY EMPHASIZING DATA QUALITY AND INTEGRATION. THE CLEAR EXPLANATIONS HELP PRACTITIONERS MANAGE THE CHALLENGES OF CONSOLIDATING DISPARATE DATA SOURCES.

5. *DATA WAREHOUSE DESIGN SOLUTIONS*

THIS BOOK PRESENTS PRACTICAL SOLUTIONS AND PATTERNS FOR COMMON DATA WAREHOUSING PROBLEMS, INCLUDING STAR SCHEMA DESIGN AND SLOWLY CHANGING DIMENSIONS. IT BUILDS ON KIMBALL'S TOOLKIT BY PROVIDING REAL-WORLD EXAMPLES AND DESIGN TEMPLATES. IT IS A USEFUL RESOURCE FOR DATABASE DESIGNERS SEEKING TO IMPLEMENT ROBUST WAREHOUSE SOLUTIONS.

6. *AGILE DATA WAREHOUSE DESIGN: COLLABORATIVE DIMENSIONAL MODELING, FROM WHITEBOARD TO STAR SCHEMA*

THIS WORK ADAPTS KIMBALL'S DIMENSIONAL MODELING TECHNIQUES TO AGILE PROJECT ENVIRONMENTS. IT EMPHASIZES COLLABORATION BETWEEN BUSINESS STAKEHOLDERS AND DEVELOPERS TO RAPIDLY ITERATE ON DATA WAREHOUSE DESIGNS. THE

BOOK OFFERS TIPS FOR MAINTAINING FLEXIBILITY WITHOUT SACRIFICING THE INTEGRITY OF THE DATA MODEL.

7. DATA WAREHOUSE ETL TOOLKIT: PRACTICAL TECHNIQUES FOR EXTRACTING, CLEANING, CONFORMING, AND DELIVERING DATA

CO-AUTHORED BY RALPH KIMBALL, THIS BOOK DELVES INTO THE ETL PROCESSES CRUCIAL FOR POPULATING DATA WAREHOUSES. IT PROVIDES DETAILED METHODOLOGIES FOR DATA EXTRACTION, TRANSFORMATION, AND LOADING WHILE ENSURING DATA CONSISTENCY. THE PRACTICAL ADVICE HELPS TEAMS BUILD EFFICIENT AND MAINTAINABLE ETL PIPELINES.

8. DIMENSIONAL MODELING: IN A BUSINESS INTELLIGENCE ENVIRONMENT

THIS BOOK FOCUSES ON APPLYING DIMENSIONAL MODELING TECHNIQUES SPECIFICALLY WITHIN BUSINESS INTELLIGENCE CONTEXTS. IT HIGHLIGHTS HOW TO CREATE MODELS THAT OPTIMIZE QUERY PERFORMANCE AND SUPPORT COMPLEX ANALYTICS. READERS LEARN TO DESIGN SCHEMAS THAT ALIGN CLOSELY WITH BUSINESS PROCESSES AND USER REQUIREMENTS.

9. THE KIMBALL GROUP READER: RELENTLESSLY PRACTICAL TOOLS FOR DATA WAREHOUSING AND BUSINESS INTELLIGENCE

A COMPILATION OF ARTICLES AND BEST PRACTICES FROM THE KIMBALL GROUP, THIS READER COVERS A WIDE RANGE OF DATA WAREHOUSING TOPICS. IT INCLUDES INSIGHTS ON DIMENSIONAL MODELING, ETL DESIGN, DATA QUALITY, AND PROJECT MANAGEMENT. THE COLLECTION SERVES AS A PRACTICAL REFERENCE FOR ONGOING DATA WAREHOUSE DEVELOPMENT.

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