In this fourth issue of IJBIR, we provide four papers that implore us to broaden our understanding of and perspectives on business intelligence.

In their paper, “What is Business Intelligence?”, Éric Foley and Manon Guillemette note that there has been growing corporate interest in business intelligence (BI) as a path to reduced costs, improved service quality, and better decision-making processes. However, it has difficulties reaching its full potential. This paper proposes a global overview of the conceptual foundations of BI, one that can help companies understand their BI initiative and leverage them to the strategic level.

Olivera Marjanovic argues in “The Importance of Process Thinking in Business Intelligence”, that by adopting process thinking in BI, opportunities for business value creation can be discovered. She asserts that business value can be realized through a systematic analysis of the non-technical aspects of BI and BPM integration, including strategy alignment, human-centered knowledge management, and ongoing improvement of BI supported processes.

In her paper, “Improving Business Intelligence: The Six Sigma Way”, Dorothy Miller proposes that there is a critical need to apply the same six sigma methods which have worked for the rest of the organization to business intelligence operations and products. This proven structured approach will allow effective management of business intelligence. The proposed Six Sigma program for business intelligence will ensure that an organization can gain control, improve understanding of operations and products, and improve the value of this crucial organization investment.

In “Business Intelligence 2.0: The eXtensible Markup Language as Strategic Enabler”, Rubén Mendoza provides an overview of the eXtensible Markup Language (XML) and related technologies supporting the deployment of web services and service-oriented architectures (SOA). He then examines the critical importance of these technologies to the emergence of BI 2.0 tools. This paper then explores the current state of Internet-enabled BI activities, and some strategic considerations for firms considering BI 2.0 options.

All and all then, this issue continues to show the diversity in the application and understanding of what BI is and does. I am especially pleased to have included Dorothy Miller’s paper in this issue. It is the first paper appearing in IJBIR by a non-academic, BI practitioner. I hope to be able to include more quality, thought-provoking papers from BI practitioners in future issues.

Rick Herschel
Editor-in-Chief
IJBIR