Chapter 17
Strategy, Action Plan, and Approaches for Business Intelligence in Banking and Mining

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ABSTRACT
This case study will analyze the critical success factors and key matters related to the deployment of BI deployment in different organizations. Different organizations have different approaches to making BI available for different business users, divisions, and departments. Data visualization is also one of the important factors which will provide user better reflection of data rather than make them confuse about organization data with too much information in the reports and dashboards. Data quality and diverse standards, which make BI famous in the different organizations, are also analyzed during the investigation of both organizations used in this case study. The case study analysis also shows how BI maturity, governance, and framework are key factors involved in the successful deployment of the BI in different organizations.

BACKGROUND
Business Intelligence (BI) is becoming the part of strategy and vision in most of the organisations. Information and knowledge are essential assets to any organisations, where BI is utilising both to provide business values and strategic advantages to companies in competitive environments. BI is significant for the organization and its managers to view business performance and make right decisions on right time (Price, 2006). BI is established a set of technologies and processes, which used to explore, analyse structured and unstructured data to find different trends and pattern of organisational traditional and operational data.

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BI makes the information available at the lowest level so organisation takes the benefits out for their operational data sources by integrating, analysing and presenting it online in a timely fashion in the form of a dashboard, reports and alerts. Before BI things were different and there were no processes involved which can lead to continuous improvement cycle. Things were done manually, costly and time-consuming fashion even though there were still latencies and discrepancies found in data. Processes were not agile and did one change can be a massive task. Business manager and users didn’t have trust in the data when making decisions. Organisations were lacking the flexibility of selecting data dynamically through different time frames for operational and historical data point in time. BI implementation changes significantly by taking a requirement from users rather than building the solution on assumptions. For the successful deployment of BI depends on the technical skills and awareness of the business users of the organisations and how much time current spend on finding, accessing and analysing the operational source data. Implementation of BI also involved the business user roles and department they belong to regarding data availability and governance. Successful implementation of BI provides the completeness and accuracy of data at any point in time. It also provides the summary and detailed level of information by drilling and navigating to different reports from manager and business users perspective. Business Intelligence successful deployment depends on the BI framework, system architecture (Hardware and Software), data standards, data quality, BI strategy, visions and BI project lifecycle. With the technological advancements in ICT, BI is also adopting those changes with the trend of Big Data and Predictive Analytics as part of successful BI strategies and implementation.

**RESEARCH MOTIVATION**

The BI approach enables organisations to make decisions at the right time to achieve a competitive advantage. Acknowledgement of CSFs is essential for organisations successfully implement BI (Naderinejad, Jafar & Poorebrahimi, 2014). The CSFs include communication, collaboration, innovation, adaptability and leadership. A lack of information and communication can result in costly failures where 60% of companies lose value after five years, 30% have no increase in value and only 10% increase in value (Rud, 2009). Success or failure is not necessarily associated with BI implementation, but instead is determined by organisational and environmental factors (Olbrich, Poppelbub & Niehaves, 2012). The revenue generated from BI platforms reached US$10.5 billion worldwide in 2010 and 80% of BI projects fail (Jafartarokha & Teymournejada, 2012). A BI system is not simply a combination of software and hardware; it requires suitable infrastructure and resources for the longer term. Organisations generate enormous amount of data from external and internal sources but need to present meaningful information to their business users. This information must be clean and based on relevant data because data quality issues alone cost United States businesses over US$600 billion a year (Isik, Jones & Sidorova, 2013).

**RESEARCH METHODOLOGY**

This research is an explanatory case study that is used for theory building and to verify and validates the discoveries as part of field data findings around BI methodology, contributions of division, and CSFs. The main aim is to conduct semi-structured interviews with people with diverse expertise within the organisation to investigate the research questions in details. To examine and explore these questions, the
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