

Figure 1 – “Classical” Data Warehousing and Business Intelligence High-Level Architecture

Even though one might draw the conclusion from my dismissive remarks at the outset of this chapter that I see little or no value in business intelligence when implemented as shown in Figure 1, that conclusion would be an overstatement. In fact, this early 1990s-approach to BI does have its merits, such as:

- The ability to integrate, consolidate, and organize very large volumes of data and to make that data readily available to a large number of users for analysis

- An operating model that essentially 1

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Consider a military system responsible for detecting inter-continental ballistic missile (ICBM) launches and determining whether or not that launch is a threat to the United States or its allies. As di

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- “Yes, an unidentified aircraft suddenly appeared on the fringes of North American airspace, but based on further identifying data it was determined that it was a commercial flight that had a possible instrumentation failure...but regardless of the cause,

- X)“(Person who was identified by the intelligence community for the past several months as having been in the United States under a false identity, and will

In the commercial world, workflow engines and collaborative “groupware” have long been part of transactional applications such as insurance claims processing. Why not apply those principles from the transactional world – commercial or military – to analytical environments?

Outbound Information Flows

Not to “pile on” the shortcomings of traditional BI systems, but here’s another one: the feeding of information from sources into a data warehouse or equivalent analytical environment is often an end-point: that information that has undergone such rigorous quality assurance and been synthesized together is available for the users of that

Well-Defined Roles and Responsibilities

compromising the mission. Again, it takes more than just data and how it's delivered to users to create a viable mission-critical BI environm

Conclusions

At the time of this writing (late 2004), we're about fift