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 l

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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 or4(i)-1 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

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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