

A SERVICE-DOMINANT LOGIC APPROACH TO BUSINESS INTELLIGENCE

by

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ABSTRACT

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Although Business Intelligence (BI) is highly promoted and praised, organisations implementing a BI solution do not always achieve expected benefits. Instead, numerous reports of failed BI implementations and challenges prevail. Even organisations indicating they receive benefit from their BI solutions strive for improvement in BI. This highlights a need for BI to improve and for it to overcome its challenges. In response, this thesis proposes a paradigm shift for BI. It provides a literature and case study, representing an interpretive enquiry using a qualitative research approach.

The case study is set within a large South African bank, extending to BI vendors providing BI solutions to the bank. Two scenarios are used to compare the views of BI providers and BI customers. In one scenario, the bank's internal BI departments represent the BI provider view, providing BI to other departments within the bank as their BI customers. In the other scenario, the BI vendors represent the BI provider view and the BI customer view is represented by the bank's BI departments as well as other internal bank departments – who are also the BI customers of the BI departments.

The thesis starts by identifying BI's prevailing challenges, highlighting the restrictive tendency evident within BI literature and practice whereby typical Information System (IS) challenges are raised as BI challenges. Challenges are then examined to understand their BI-specific aspects and to identify a list of BI's prevailing challenges. The thesis then examines current measures proposed to address BI's challenges, establishing that these are largely ineffective. Rather than attempt to resolve BI's challenges in the same manner as previous attempts do, this thesis then analyses BI at a conceptual level to reveal a common worldview of BI held by BI practitioners and academics.

It is identified that this common worldview is predominantly based on a Goods-Dominant (G-D) Logic, resulting in many of BI's challenges. A suggestion is made to shift this worldview to a Service-Dominant (S-D) Logic. Although S-D Logic is not a new lens, it has not yet been explicitly applied to BI or a BI-related discipline at a conceptual level, offering the opportunity to examine BI from a new perspective wherein new insights to address BI's persistent challenges emerge.



DECLARATION

I declare that

A Service-Dominant Logic Approach to Business Intelligence

is my own work and that all sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Pamela Rose Clavier

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I dedicate this work to my husband Eric Clavier.

Eric, you have given me patient and endless support, inspired and encouraged me (and continue to do so), travelled with me for this work to the opposite side of the world and even let me use your Chambers! Thank you, I am deeply grateful.

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Appendix H: The G-D Logic evident in BI's worldview and challenges

LIST OF ABBREVIATIONS AND ACRONYMS

Acronym/Abbreviation	Definition
ABSA	Amalgamated Bank of South Africa
AM	Anti-money Laundering
ANT	Actor Network Theory
AT	Activity Theory
BA	Business Analyst
BBBEE	Broad Based Black Economic Empowerment
BI	Business Intelligence
BI FP	Business Intelligence Foundational Premise
BI MM	Business Intelligence Maturity Model
BICC	Business Intelligence Competency
BIDM	BI Development Model
BITS	Business Intelligence Technology Solutions
BSC	Balanced Score Card
CAME	Computer-Aided Market Engineering
CCSF	Critical Contextual Success Factors
CI	Competitive Intelligence
CINT	Customer Intelligence
CIO	Chief Information Officer
CIPC	Companies and Intellectual Property Commission
CMIS	Corporate Management Information System
COBIT	Control Objectives for Information and Related Technology
COTS	Commercial off the Shelf
CPM	Corporate Performance Management
CRM	Customer Relationship management
CSF	Critical Success Factor
DFD	Data Flow Diagram
DIKW	Data Information Knowledge Wisdom
DSS	Decision Support system
EA	Enterprise Architecture
EDW	Enterprise Data Warehouse
EIS	Executive Information System
EMM	Enterprise Model Management
EP	Economic Profit
ERP	Enterprise Resource Planning
ES	Expert System
ETL	Extract Transform Load

Acronym/Abbreviation	Definition
FB	Fortune Bank
FBCBI	Fortune Bank Corporate Business Intelligence
FP	Foundational Premise
G-D	Goods-Dominant
GDP	Gross Domestic Product
GIGO	Garbage In Garbage Out
HNW	High Net Worth
HP	Hewlett-Packard
HR	Human Resources
IC	Information Centre
IM	Information Management
IP	Intellectual Property
IS	Information System
ISPAR	Interact Serve Propose Agree Realise
IT	Information Technology
ITIL	Information Technology Information Leadership
JAD	Joint Application Development
KPI	Key Performance Indicator
KRA	Key Result Area
KSF	Key Success Factor
LOBI	Ladder of BI
MI	Management Information
MIS	Management Information System
MM	Maturity Model
MOF	Microsoft Operations Framework
NCA	National Credit Act
NPV	Net Present Value
OECD	Organisation for Economic Co-operation and Development
OLAP	Online Analytical Processing
PhD	Doctor of Philosophy
PM	Performance Management
PMI	Project Management Institute
POPIA	Protection of Personal Information Act
PPI	Protection of Private Information
PRINCE	Projects In Controlled Environments
RFI	Request for Information
RFP	Request for Proposal
ROI	Return on Investment



Acronym/Abbreviation	Definition
RTBI	Real time Business Intelligence
SaaS	Software as a Service
SCM	Supply Chain Management
S-D	Service Dominant
SDLC	Systems Development Lifecycle
SLA	Service Level Agreement
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SSM	Soft Systems Methodology
SSME	Service Science Management Engineering
SSMED	Service Science Management Engineering and Design
ST	Structuration Theory
SVOT	Single Version of the Truth
TDWI	The Data Warehouse Institute
UAT	User Acceptance Testing
UK	United Kingdom
UST	Unified Service Theory

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