

BUSINESS INTELLIGENCE FOR COMPETENCE IN FINANCIAL SERVICES

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ABSTRACT

In today's struggling economy with competition controlling and shrinking the landscape, it is important to make sound business decisions based on complete data. With the proper Business Intelligent implementation, businesses can make decisions and feel comfortable that they are provided with the proper tools and data needed to believe in their decisions. Business Intelligence is the processes, technologies, and tools that help us change data into information, information into knowledge and knowledge into plans that guide organization to succeed, Technologies for gathering, storing, analyzing and providing access to data to help enterprise users to make better business Decisions. The duty of the system is to ensure that correct decision is taken with the available data at the appropriate time according to the environment. The relationship between BI and an organization that uses it is that an organization collectively is a cognitive system: it senses the environment, makes a representation of it, acts on the basis of the representation and learns from the results of its actions, storing its experience as institutional memory. This study explores the opportunities of BI in Financial Services.

Keywords: *Business Intelligence, System, Cognitive, Performance, Information, Knowledge, Environment, Decision, Strategies, Financial Services.*

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INTRODUCTION

Business Intelligence is the processes, technologies, and tools that help us change data into information, information into knowledge and knowledge into plans that guide organization Technologies for gathering, storing, analyzing and providing access to data to help enterprise users to make better business Decisions. The characteristics of a Business intelligence solution are Single point of access to information, Timely answers to Business questions, Using BI in the entire organization. Business intelligence systems can help companies to have a more comprehensive knowledge of the factors affecting their business, such as metrics on sales, production, internal operations, and they can help companies to make better business decisions according to the nature of any Business. Business Intelligence should not be confused with competitive intelligence, which is a separate management concept.

Business intelligence systems are excellent for the modern business as it has the capacity to ensure smooth, incessant flow of information without negotiating on security. The duty of the system is to ensure that correct decision is taken with the available data at the appropriate time. It greatly reduces the distribution costs spent on the information as well as the handling time. This is done based on the information provided. It is basically used to enrich the timeliness of information necessary for the organization. It should facilitate the tracking of changes, recording and quick response thereby steering the organization to its objectives. And also should facilitate planning and forecasting.

Technically stating, Business intelligence (BI) is commonly considered to be "the knowledge gained about a business through the use of various tools and technologies which enable organizations to turn data into information." The link between BI and an organization that uses it is that an organization collectively is a cognitive system: it senses the environment, makes a representation of it, acts on the basis of the representation and learns from the results of its actions, storing its experience as institutional memory. BI technologies provide historical, current and predictive views of business operations. Business intelligence aims to support better business decision-making. Thus a BI system can be called a decision support system (DSS). Though the term business intelligence is sometimes used as a synonym for competitive intelligence, because they both support decision making, Business intelligence understood broadly can include the subset of competitive intelligence. The financial services industry faces increasing challenges every day. Change in this industry is more rapid than ever before, and the enterprise that competes in this market must find new and better ways to attract and retain clients and to ensure compliance with industry and

government regulations. Strict national and international governance and regulation, and merger and acquisition activities require dependable strategies to ensure legal and industry compliance.

The business user must monitor product, transaction and fraud and risk data on a daily basis to leverage the full value of data, mitigate risk, and capitalize on market opportunities. Competitive challenges make it more difficult to retain existing customers, and acquire new clients. To be successful in this environment, an enterprise must establish and monitor appropriate security and metrics, identify and support profitable customers, improve operations at the grass roots level and achieve true business intelligence to understand and improve portfolio performance and predict and forecast results based on trends and business patterns.

HISTORICAL

In an article, IBM researcher used the term business intelligence. He defined intelligence as: "the ability to apprehend the interrelationships of presented facts in such a way as to guide action towards a desired goal." Business intelligence as it is understood today is said to have evolved from the decision support systems which began in the 1960s and developed throughout the mid-1980s. DSS originated in the computer-aided models created to assist with decision making and planning. In 1989, Howard Dresner (later a Gartner Group analyst) proposed "business intelligence" as an umbrella term to describe "concepts and methods to improve business decision making by using fact-based support systems. It was not until the late 1990s that this usage was widespread.

NEED OF BI

In today's struggling economy with competition controlling and shrinking the landscape, it is important to make sound business decisions based on complete data. With the proper Business Intelligent implementation, businesses can make decisions and feel comfortable that they are provided with the proper tools and data needed to believe in their decisions. Without the correct Business Intelligence solution even well planned and executed data warehouse architectures can fail. Business Intelligence can provide professionals with the information they need to make the most effective decisions for their organization. It also provides data about the organizations details, such as customers, products, and services. Honestly when one can access this information rapidly and easily in order to take appropriate action or make the right decision business success is realized.

OBJECTIVES OF IMPLEMENTING BI IN ORGANIZATION

Objectives are the business benefits that an organization expects to achieve as a result of spending time and exerting effort to complete a business intelligence project. Business Intelligence solutions exist to provide the people within a company with the information necessary to make the best decisions possible. Improved business decisions should increase revenues, decrease costs and mitigate risk.

BENEFITS OF BUSINESS INTELLIGENCE

BI Improve operational efficiency, eliminate report backlog and delays, find root causes and take action, negotiate better contracts with suppliers and customers, Identify wasted resources, reduce inventory costs, sell information to stakeholders, leverage investment, improve strategies with better marketing analysis, provides better decisions and also challenges against assumptions with factual information. Some issues still need consideration, though increased efficiency and extraction of clear information from complex data can improve and reduce the need for data analyst and improve revenues, determine the exact return on an organizations investment in Business Intelligence systems can be difficult. Business Intelligence can be applied to the following business purposes (MARCKM), in order to drive business value:

- Measurement – program that creates a hierarchy of performance metrics and benchmarking that informs business leaders about progress towards business goals.
- Analytics – program that builds quantitative processes for a business to arrive at optimal decisions and to perform Business Knowledge Discovery.
- Reporting/Enterprise Reporting – program that builds infrastructure for Strategic Reporting to serve the Strategic management of a business, NOT Operational Reporting.
- Collaboration/Collaboration platform – program that gets different areas both inside and outside the business to work together.
- Knowledge Management – program to make the company data driven through strategies and practices to identify, create, represent, distribute, and enable adoption of insights and experiences that are true business knowledge.

FEATURES OF BUSINESS INTELLIGENCE

The business intelligence solutions should be contemplated carefully, and the system opted for should prove to be consistent. Even if add new data or new systems, or bring about major

changes, business intelligence systems have to steer the company to success. Steering to accomplishment is done by integrating the new data with the existing business intelligence systems is one of the significant elements of this intelligence solution. Creating or developing data warehouses consume time, money and energy, whereas creating the data marts are effective. However, ensure that it contains one data within the organization. Business intelligence needs suitable analytical tools to assist in gathering information. It categorizes the collected data and this categorization involves data extraction, conversion and cleansing process. Employing suitable tools can restore order quickly. The next procedure is to analyze all the stored data to assist in making decisions. To use the tools properly, users should learn to navigate it through the systems. Similarly, selecting right tools is necessary to produce perfect results. The elements of the business intelligence solutions should be considered as well as the organization requirements should be determined prior to fitting a business intelligence system.

IMPORTANCE

Business Intelligence applications and technologies can enable organizations to make more informed business decisions, and they may give a company a competence to succeed. Any organization could use business intelligence applications or technologies to extrapolate information from indicators in the external environment and forecast the future trends in their sector. Business intelligence is used to improve the timeliness and quality of information, and enable managers to be able to better understand the position of their firm as in comparison to its competitors. Business intelligence applications and technologies can help companies to analyze changing trends in market share; changes in customer behavior and spending patterns; customers' preferences; company capabilities; and market conditions and may business to business. Business intelligence can be used to help analysts and managers determine which adjustments are most likely to respond to changing trends.

Business intelligence applications can enhance communication among departments, coordinate activities, and enable companies to respond more quickly to changes. When a BI system is well-designed and properly integrated into a company's processes and decision-making process, it may be able to improve a company's performance. Having access to timely and accurate information is an important resource for a company, which can expedite decision-making and improve customers' experience.

In the competitive customer-service sector, companies need to have accurate, up-to-date information on customer preferences, so that the company can quickly adapt to their changing

demands. Business Intelligence enables companies to gather information on the trends in the marketplace and come up with innovative products or services in anticipation of customer's changing demands. Business Intelligence applications can also help managers to be better informed about actions that a company's competitors are taking. As well, BI can help companies to share selected strategic information with business partners. Some businesses use BI systems to share information with their suppliers (e.g., inventory levels, performance metrics, and other supply chain data). BI systems can also be designed to provide managers with information on the state of economic trends or marketplace factors, or to provide managers with in depth knowledge about the internal operations of a business.

TOOLS AND ITS NATURE

Many companies are seeking a business intelligence tool that can deliver superior information quickly and effectively. Competitive companies know that it's not enough to have great information, have to be able to get it to the people who need it before it loses its value. The quality of business intelligence — or the data that reveals "why" an organization is performing the way it is — is often dependent on the quality of the BI tool used to collect, analyze and deliver it. Inadequate solutions that are difficult to use or that can't unify intelligence gathering throughout the business will face resistance from users and fail to achieve their potential. A superior tool, on the other hand, will be quickly adopted across the organization because it offers immediate value.

Business Intelligence Tools allow users to interrogate data from multiple sources, in any dimension, in order to understand how a business is performing against certain key performance metrics. Whilst that sounds simplistic in theory, it is not that easy in practice, because data often resides in different systems, is stored in different formats, is subject to differing reporting time periods, and so on. Business Intelligence Tools are designed to make that process of retrieving the data, analysing it and reporting it, much simpler than it would otherwise be, so that users can spend their valuable time interpreting results rather than wasting their time trying to compile the data.

OPPORTUNITIES

If we think of business intelligence (BI) as business information and business analysis in support of fact-based decisions in the context of business processes that impact profits, it quickly becomes clear that business intelligence is a broad concept. The nature of business information varies along a number of dimensions, including whether the business information:

- Is about current business transactions and status or about transactions that occurred and were closed out in prior months or years.
- Is about the enterprise as a whole or about subunits of the organization such as strategic business units or functional departments.
- Is about the company or about other entities in the value chain, such as customers and suppliers.
- Is generated by a company's internal information systems or whether it is obtained from external sources such as market research firms.
- Is used for management processes, revenue generating processes, or operating processes.
- Is detailed transactional information or summarized information about many transactions.
- Is intended to be directly accessed by end users or whether it exists as input to simulations and models.
- Is intended for power users, general users, or executives.
- Is intended for broad distribution or for more limited role-based use.

FACTORS TO AVOID FAILURE

BI is not just a technology, and not just a methodology. It's a powerful new management approach that – when done right – can deliver knowledge, efficiency, better decisions, and profit to almost any organization that uses it. When BI first came on the scene, it promised a lot but often failed to deliver. The missing element was the business-centric focus explained in the profit Impact of Business Intelligence. Business Intelligence shows step by step how can achieve the promise of BI by connecting it to organization's strategic goals, culture, and strengths while correcting BI weaknesses. It means business centric focus of BI can eliminate failure at the maximum.

CHALLENGES, ISSUES AND LIMITATIONS

Getting the right business intelligence (B.I.) solution in place is becoming increasingly critical to the success of a business enterprise. Given the current economic crisis it has become more and more important to capitalize on every possible opportunity and there's no better place to start than squeezing the most value out of the data hold within organization. Businesses, as known, rarely work at the speed of a report team—information is critical at the specific point in time it is needed and without the assistance of a crystal ball, is not always known when that is going to be. To be successful, businesses have to be able to give the

people who need the information the ability to access that data when needed, and on intuitive tools that they don't have to be experts on, Which can be compromised only with help of efficient Business intelligence environment. Though the demand for Business Intelligence tool is growing at a rapid pace there is still criticism from the marketplace that the programs are too complex and difficult to use. User resistance will be one of the biggest hurdles for suppliers of Business Intelligence providers to overcome. Another potential problem is the Business Intelligence tools themselves. The applications may be more user friendly than they used to be, the core use of Business Intelligence is still reporting data rather than process management, though that is slowly starting to change. Business Intelligence users must be careful not to mistake business intelligence with business analytics.

BUSINESS INTELLIGENCE ISSUES

Key business intelligence issues facing today can be divided into two categories –

- Issues through Organizations and People
- Issues through Technology

Issues found in both categories are:

Issues Through Organizations And People

- 1) Management within an organisation are not convinced that data driven or evidence based decisions really works for them. They prefer to run the operation from instinct.
- 2) There is no clear overall business strategy laid out with objectives and measures related to those objectives to assess business progress.
- 3) IT personnel are overloaded and have no resource available to source the data need for Business Intelligence (BI) system.
- 4) There are no incentives for the staff within organisation to improve the performance of the business either using BI or not.
- 5) The business is in a state of stress or high change or flux. There is no apparent or perceived time to establish a BI system.
- 6) The eventual consumers of the BI system do not really know what they want from a BI system until they see it. This means lots of changes are required to the solution before it is accepted.
- 7) IT experts building the system do not really understand the business, and so many changes are needed to have the system accepted by the organization.

- 8) The company does not have sufficient expertise or is not able to hire such expertise to manage a project implementation on time and within budget or to design the system adequately.

Issues through Technology

- 1) The data of the organization is not clean and the time and effort to correct this or handle this, destroys the success of the BI project.
- 2) The BI technology chosen turns out to be so rigid and painstaking to change that the takes too long and costs too much to complete the project on time.
- 3) The BI technology used deters use of the system because: The quality of the presentation or visualization of the information is poor or limited.
 - The response times (speed) to present the data is too slow and not acceptable.
 - The flexibility to ask new questions of the BI technology is limited or too difficult or time consuming to do for either the End Users or BI expert.

LIMITATION

The primary limitation of BI implementation is cost, time consuming training, a wide Variety of technology experts, Extensive system upgrade and maintenance, Movement of data between disparate data source, Queries done out of BI systems can be cumbersome and time-consuming to run for end users.

BUSINESS INTELLIGENCE ADVANTAGES

Advantages of business intelligence that can help any organization increase profitability by conveying BI system across the firm.

- **Authorize employees:** If an organization allows uncomplicated data access to the user which is easy to understand and evaluative, the employees can execute in various ways that can indirectly improve performance and back the entire business plan. Business Intelligence comprises healthy, lively business score registering, investigation, and reporting equipments so that every employee across the firm can make faster and enhanced decisions.
- **Unite people to access data competently and successfully:** The initiation of business intelligence has made decision making a lot simpler. Opinion leaders can access and evaluate data at any given point of time and place. The latest information is accessible on the users' desktop or over the internet.
- **Simplify teamwork and allocation:** Business intelligence and partnership expertise enhances managerial efficiency. Firm incorporation of BI enables the employee to share

data in a security improved, administered web ambiance with the team members, clients, and associates. They even have a centralized site to supervise their KPIs, access accounts, evaluate information as well as share texts, and connect to pertinent subject matter.

- **Convey business intelligence to the entire firm:** BI backs the width of the firm's business intelligence requirements. Premeditated planning is uncomplicated when familiar equipments are used, data supervision is easier and expansion is more lucrative.
- **Examine and increase insight:** The fully integrated Business Intelligence tools enable employees to increase insight simply by utilizing well-known and accessible tools. When data is obtained easily and people interact freely, they are better able to investigate and assess information and then make knowledgeable, astute business plans.
- **Enhance association:** Business Intelligence enhances association across the firm. Expressive approach, pre-set goals, aims, supervising performance, and then making well-versed decisions that assists the entire business plan is useful for the organization. Administrators can now initiate accountability guidelines on a policy diagram and employees can line up their goals with corporate goals.
- **Lessen training requirements:** With Business Intelligence people can interconnect with information they desire to access to. Using business tools that are common, easily accessible, and extensively backed, reduce the training costs of the firm.
- **Transport refined investigation and reporting:** Impressive scorecard practicality backed by accounts diagrams, graphs and assessments, signifies that employees can voluntarily follow key performance indicators (KPIs) aligned with key business objectives. Accepting and examining the association between KPIs and corporate goals can lead to better comprehension of daily business performance, so that the firm can act on it faster.

DISADVANTAGES

Major Business Intelligence disadvantages are:

Piling of Historical Data: The major objective of Business intelligence system is to stockpile past data about a firm's deals and reveal it in such a way that it permits professionals in decision making. On the flip side, this information generally amounts to a small portion of what the firms actually require to function, besides its restrained worth. While in other situations, the user may not have interest in historical data as many markets that the company regulates are in frequent alteration.

Cost: Business intelligence at times can be a little too much for small as well as for medium sized enterprises. The use of such system can be expensive for basic business transactions.

Complexity: Another disadvantage of BI could be its complexity in implementation of data. It can be so intricate that it can make business techniques rigid to deal with. In the view of such premise, many business experts have predicted that these intricacies can ultimately throttle any business.

Muddling of commercial settings: Business Intelligence can cause commercial settings to turn out to be much more muddled.

Limited use: Like all improved technologies, business intelligence was first established keeping in consideration the buying competence of affluent firms. Even today BI system cannot be afforded by most of the companies. Although, traders in the past few years have started modifying their services towards medium and small sized industries, but the fact is that many of such firms does not consider them to be highly essential, for its complexity.

Time of these systems, the BI system can create an existence of their own in the firm. It must be **Consuming Implementation:** Many firms in today's fast paced industrial scenario are not patient enough to wait for the execution of Business intelligence in their organization.

Hence, it becomes vital for the firms to give due thought to the business intelligence aspect. Due to the intricacy understood by the firm that storing data in the business intelligence system just for the sake of it does not increase its worth but results in vice versa effect.

RISKS INVOLVED

Most common BI risks BI faces are as below

1. **Selected BI tool doesn't live up to the hype:** Many project managers have been duped by the silky smooth promises of BI sales team.
2. **Resistance to change:** Most BI implementations will encounter some form of resistance from people within designated user groups. This often occurs when the value and usefulness of the project has not be clearly communicated.
3. **Failing to account for change:** The culture, environment and focus of any business will change. Therefore, BI requirements, project scope/parameters, reporting needs, data models and data sources will always be in a state of relative flux. Failing to account for these likely (or practically inevitable) changes between the requirements gathering and implementation phase of a BI project can lead to the introduction of a BI solution that fails to reflect true business needs and is poorly aligned with organizational goals.

4. **Poor data quality:** Neglecting to adequately clean data and implement stringent data change management policies, before going live, will culminate in disaster. Delivering meaningless and inaccurate reports will damage the perception of the BI project (perhaps irreversibly).
5. **User adoption is poor:** A project manager's and BI team's worst nightmare: The 'go' button is firmly pressed, but the only activity on the BI platform is the slow, depressing roll of cyber tumbleweed.
6. **Over promising and under-delivering:** Promising reporting and analytics for all and then delivering a handful of in actionable reports for a few will reduce user confidence in the usefulness of the BI project and the likelihood of ongoing executive sponsorship.
7. **Scope Creep:** Even if follow the above advice, and develop a realistic delivery schedule, things can still very easily and very quickly get out-of-hand.
8. **Locking everything down from the beginning:** Business priorities have changed but the data collecting and the report types producing haven't.
9. **Losing financial backing:** For a multitude of reasons – some legitimate, some political – project funding is cut.
10. **Too many moving parts make it hard to access information and attain insight:** Many BI tools are made up of different applications and components to satisfy both reporting and analysis necessities. Navigating between these modules can be cumbersome and restrictive, particularly for non-technical business users. The result? User abandonment and a missed opportunity.

CRITICAL SUCCESS FACTORS IN BI PROJECTS

BI projects are quite complex. If an organization has not nurtured cross-organizational culture, it is very difficult to implement a successful BI project. Many organizations are already well equipped to implement successful applications. Some common Critical Success factors are

1. Inappropriate project team structure and dynamics.
2. Ineffective project management (only project administration)
3. Lack of recognizing BI projects as cross-organizational business initiatives and not understanding that cross-organizational initiatives are different from stand-alone solutions and also Lack of skilled and available staff as well as suboptimum staff utilization.
4. Lack of understanding of the complexity of BI projects.

5. No appreciation of the impact of dirty data on business profitability.
6. No business analysis and no standardization activities.
7. No software release concept (no iterative development method) and No understanding of the necessity for and the usage of meta data.
8. No work breakdown structure (no methodology)
9. Too much reliance on disparate methods and tools
10. Unavailable or unwilling business representatives and also Unengaged business sponsors or business sponsors who have little or no authority due to their low-level positions within the organization.

KEY SUCCESS INDICATORS

Key Performance Indicators are also known as Key Success Indicators, they help an organization to better define and measure their progress toward professional goals. Once an organization has clearly identified its need, analyzed its mission, and defined its goals it will need a way to measure the progress toward those goals. Key Performance indicators are those measurements. These indicators are measurements agreed upon before hand that reflect the critical success factors of a business or organization. They differ depending on the business, the business may decide to appoint the percentage of its income that comes from returning customers as a Key Performance Indicator, or a college may use the rate of students that meet graduations requirements as a Key Performance Indicator. No matter what Key Performance Indicators are selected they must reflect the business or organization goals. This means they must be “key” or directly related to its success and they must be measurable. It is also a proficient way to ensure that a company is taking the correct steps toward realizing their goals for the organization’s success. When these indicators are set into place and used to measure what if any impact the decisions made are having on that specific area, the organization can then fine tune the plan of action and take the needed steps that will increase the success, profitability, or productivity of that area.

BUSINESS INTELLIGENCE FOR FINANCIAL SERVICES

True business intelligence (BI) can support, grow and ensure the success of the financial service enterprise and the business user and professional.

- **Operational Reporting:** Financial services Operational Reporting enables the user to identify and focus on business factors that are in need of improvement or streamlining. Your enterprise can maximize operational efficiency and increase profit margins by establishing and cascading strategy, and monitoring operational and

tactical performance and key performance indicators (KPIs) and metrics. Automated alerts enable the business user to customize information views and receive updates when a critical threshold has been crossed; thereby ensuring that corrective action is taken swiftly and decisively.

- **Consumer Credit Management:** Consumer Credit Management and analysis facilitates centralized administration of all consumer information, with data integrated from various enterprise systems and sources. Users can create personalized dashboards to view this information in a way that is meaningful to them. They can summarize data and drill through data to present results in charts, graphs, and gauges for presentations and analysis. OLAP analysis and powerful forecasting and predictive analysis algorithms are designed for simplicity of use and may be used by every business user without the assistance of a programmer or expert. Users can analyze consumer credit and monitor activity to identify the most profitable markets, customers and demographics, and to mitigate default and risk.

BI FOR FINANCIAL SERVICES – BENEFITS AT A GLANCE

- Balance the risk involved with business and growth while maintaining regulatory compliance
- Ensure regulatory, governmental and industry compliance
- Establish, monitor and adapt compensation strategies
- Produce BI Reports for management on performance, customer demographics and other factors
- Analyze and act on customer business intelligence
- Manage and forecast assets and portfolios with full insight into patterns and trends
- Establish metrics and sales performance targets and monitor results against these targets with complete transparency into the root cause of shortfalls and immediate notice of issues
- Provide a 360° view of risk, customer profiles, products, services, regions, sales, marketing and other information
- Enhance customer profitability, improve customer service and reduce operating costs and risk
- Support data schemas for large, complex elements with data drilling and slice and dice at any level

- Robust, secured, browser-based architecture ensures complete protection of financial data
- Leverage investment in existing systems by aggregating data across diverse locations and systems to analyze employee performance, risk, branch profitability, credit performance and customer relationship
- Fulfill user needs for diverse views and perspectives and provide custom support for individual roles, functions and team activities
- Boost revenue by identifying and cross selling products
- Improve efficiency of the overall business process and the speed and confidence of decisions
- Assess all aspects of organization performance, e.g., income, profit, customer satisfaction, flexibility, transformation and growth
- Leverage powerful analytical and reporting tools for any ad-hoc or regular reporting requirement
- Perform profit analysis, and find and retain the most profitable customers, develop and analyze services, and manage and mitigate credit risk.
- Create simple, intuitive reports, standardize portfolio and credit analysis; and achieve full insight into financial and operational results

CONCLUSION

The decisions a business makes ultimately determine its future. Successful businesses know how to collect, access, and analyze important business information and marketing data to make gain effective, strategic, tactical, and operational insights and make better decisions. Business Intelligence is the use of processes, applications, and technologies to transform raw data into meaningful and useful information. A Business Intelligence solution empowers businesses to achieve remarkable results through better decision-making.

BI Integrated Business Intelligence and Enterprise Reporting capabilities ensure comprehensive Corporate Performance Management, and provide business intelligence with simple, practical, affordable features and functionality. BI modules are relevant to all industries and functions and can be used by the average business user without the assistance of analysts, statistical experts or technical programmers. No matter the size of organisation, BI solutions can satisfy needs with flexible licensing and implementation options that include on premises implementation and hosted implementation.

BI solutions provide a single source, integrated view of enterprise data from numerous sources and enable every user to build views, balanced scorecards, dashboards and key performance indicators (KPIs) to satisfy the needs of their role, department and function, so every user is engaged in the pursuit of strategic, operational and tactical goals and can provide appropriate support for continued success in acquiring new clients and in retaining existing in financial services.

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