M. Jitta – Business intelligence for Heineken Netherlands

Abstract
Business Intelligence is the process to get the right information, to the right people, at the right time, enabling them to make decisions that ultimately improve the performance of the enterprise (Bose, 2009). This definition offers the starting point for this thesis. Based on an elaborate literature review a conceptual model is proposed that ensures the positive returns ex ante of the Business Intelligence project and provides a yardstick for the organization the measure the progress over the course of the project. The basis for the conceptual framework is the conclusion by Elbashir et al. (2008) that the value derived from Business Intelligence and the maturity thereof are positively related. By using the framework of Lönnqvist and Pirntimäki (2006) we show how the value of Business Intelligence materializes using the benefits as defined by Herring (1996) per sub-project (Sawka, 2000). Using the existing literature as foundation, 50 interviews were conducted in the Heineken Netherlands organization. The goal of these interviews was twofold. First, input was required to build a strong business case ex-ante to aid in deciding whether or not Heineken Netherlands should invest in Business Intelligence. Secondly, input was required on the value metrics against which the BI process will be measured ex-post. The results of this thesis are (1) a positive business case, and (2) a conceptual framework that should be used in tracking the progress of the implementation of Business Intelligence at Heineken Netherlands.

Keywords: Business Intelligence, Value tracking, Decision Model, Business Case