

Foreword

Business Intelligence (BI) and Performance Management (PM) – the development and delivery of business insight for users and the management of execution based on that insight – are two solution-types that promise to bring great value to enterprises. Yet most organizations haven’t yet realized the elusive benefits of these two important disciplines. The reasons for this are manifold. However, the primary causes are the culture of the organization and its leadership.

This is a topic, which I’ve addressed at length in my latest book: *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change*. The culture and leadership of the organization determines the importance and strategic intent surrounding the use of BI and PM. Sadly, most organizations lack the motivation to embrace transparency and accountability – or to align with the strategy of the organization – enabling execution and coordination in unison with the mission.

However, once an organization and its leadership are ready to take a step towards real change – creating an environment of openness, sharing and alignment – with BI and PM as its centerpiece – the next question then becomes one of “how and where to begin”? Even with great strategic intent, missteps in the development and deployment of BI and PM can cause disillusionment and disappointment – lending support to the naysayers of the organization – and leading to failure and abandonment of these critical programs.

Hence, having an understanding of *how* to design and deploy these solution-types is critical to near and long-term success. Make no mistake. BI and PM are complex and difficult to implement. Were this not true, we’d have many more shining examples to share.

This is where Luca Quagini and Stefano Tonchia offer some much needed assistance. Both seasoned experts in the creation and implementation of successful BI and PM applications, they offer valuable guidance surrounding method, application-types, and suitable metrics and their construction. These are necessary elements of any BI and PM program and their works should be used by organizations – to guide the construction of internally created applications, and for evaluating pre-packaged applications or those developed by consultancies.

Armed with strategic intent and this valuable information, it is my hope that we will see more great case studies – such as those shared in this worthwhile volume.

Howard Dresner

Author of *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change* and *The Performance Management Revolution – Business Results Through Insight and Action*.



<http://www.springer.com/978-3-642-13234-6>

Performance Measurement

Linking Balanced Scorecard to Business Intelligence

Quagini, L.; Tonchia, S.

2010, XIII, 156 p., Hardcover

ISBN: 978-3-642-13234-6