



How companies work and fail to work with business intelligence

Most papers in this issue deal with different sides of business intelligence systems. Empirical data from a number of countries and companies are gathered to illustrate how companies work and fail to work with competitive intelligence.

The paper by Alnoukari and Hanano, entitled "Integration of business intelligence with corporate strategic management," deals with the relationships between business intelligence and strategic management. The paper proposes a BSC-BI framework that facilitates the integration of business intelligence with the balanced scorecard methodology using an example of a case from the telecom industry.

The paper by Jürgens, "Patent bibliometrics and its use for technology watch," is on the topic of technology watch and statistical analysis of patent information and proposes patent indicators for technology watch activities, which are classified into four categories: performance, technology, patent value and collaboration indicators. The case of nanotechnology for a whole country is applied as example.

The paper by Søylen, "Why care about competitive intelligence and market intelligence? The case of Ericsson and Swedish Cellulose Company (SCA)," tries to answer that question with an example of two Swedish companies. The history of the intelligence function in private companies is compared to that of state and military organizations. The most interesting question turns out to be why more companies don't pay attention to CI and MI when so many arguments speak to their advantages.

The paper by Gauzelin and Benz is entitled "An examination of the impact of business intelligence systems on organizational decision making and performance: The case of France". This empirical study examines the impact of business intelligence systems on organizational decision-making and performance. They found that when BI systems are deployed in SMEs, they facilitate timely decision making, improve organizational efficiency, enable a company to meet client's needs appropriately and lead to more satisfied employees.

The paper by Langlois and Chauvel is entitled "The impact of supply chain management on business intelligence". The authors argue for why it makes sense to see the BI function as an extension of supply chain management, but moreover they show how difficult it has become to separate BI from other IT intensive processes in the organization.

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On behalf of the Editorial Board,

Sincerely Yours,

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Editor-in-chief