

## The Knowledge of Business Intelligence

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### Abstract

Business Intelligence, whether or not we explicitly realize it, is rooted in the field of Knowledge Management. This is a field characterized by knowledge resources, knowledge processors, and knowledge processes. The design, implementation, and application of business intelligence (BI) can benefit from a consideration of knowledge management (KM). When we consciously ground our BI activity in a deep understanding of KM, we can begin to cultivate and nurture BI in unforeseen ways that enhance its yield. No longer is it overrun in a tangle of confused or inconsistent visions and strategy. It is no longer as prone to wither in droughts of shallow perspective. Mindful appreciation of KM helps nourish the practice and study of business intelligence, giving it more

of an opportunity to flourish for the benefit of host organizations.

Against this background, we examine fundamentals of a knowledge management ontology and examine their relevance to BI practices and technologies. Further, we develop a simple taxonomy of four knowledge-intensive categories of problem solving, each of which is a candidate for BI application. Finally, we ponder how knowledge chain theory connects BI to four key avenues available for enhancing an organization's performance or competitiveness: productivity, agility, innovation, and reputation. This connection solidifies the important role that BI can play in researchers' development of a science of competitiveness.

