



















Both interviewees had to answer several questions about the project – short versions of these questions are presented in the leftmost column of Table 2. These questions were chosen to cover important aspects from various layers – from strategic goals down to source systems – of a BI project. To help them find the answers, one of the interviewees was provided with the BI project model of the case and the other one with the traditional documentation. A total of two interview sets – four individual interviews - were conducted. From the summary of the interviews in Table 2, it becomes clear that the interviewees who answered the interview questions only with the help of a BIPM model were able to answer the questions in about half the time compared to the interviewees with the traditional information. Further, the answers were more accurate and they could identify several elements which were not identifiable at all using the traditional documentation. The interview partners with BIPM both agreed that such a model could be of great help as it is more easily understandable and is especially helpful when trying to identify the interdependencies between the elements. However, they suggested that the visual representation of the objects could still be enhanced.

## 7 Conclusion

The result of our research is a holistic modelling technique consisting of both a modelling notation as well as a modelling procedure to create graphical models of BI projects. A meta-model library was implemented using the ADOxx meta-modelling platform ([www.adoxx.org](http://www.adoxx.org)) which allows the creation of specific BIPM models.

The evaluation, described in section 6, has shown that the BIPM models were clearly preferred by the interviewees and they were able to provide better answers to the questions in less time. Although the existing project documentation provided a more detailed insight into the project than the BIPM models did, the latter allowed the interviewees to get a clear and holistic picture of the project in a much shorter time and gain a better understanding of the main project elements. What they particularly liked in the BIPM models were the visible relations between the elements of the BI project as well as the relation to specific business objectives.

One can therefore conclude that in these cases the BIPM models provide a representation of the BI project which is easier and quicker to understand for people who are not closely involved in the project or who have little to time to get familiar with it. Given these results, and looking back at the findings about the failed BI project in Section 4, it is reasonable to assume that BIPM would be an important step in facilitating management understanding of BI projects and hence increase their commitment. This, in turn, will make it possible to avoid project failures as the one described in Section 4. In a further research step, the modelling technique should be evaluated during real BI projects.

Since the modelling-technique is neither industry nor technology specific, it can be assumed that it can also be applied in BI projects conducted in different industry sectors. This proof, however, has to be done in a subsequent research project.

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