**Answer the question below using 1-4**

**“Lessons to be learned from the Clinic and Resort cases about creating, implementing, and using business intelligence”**

Business Intelligence is a complex socio-technical innovation, so thinking about the question in socio-technical terms is likely to be of some value to you.

(1) Begin by stating your position on this question clearly and concisely -- what are the "lessons learned"?

(2) Citing appropriate sources, present the reasons why you draw these conclusions. Be sure to make the most effective case you can.

(3) Then establish what counterarguments can be made in response to your conclusions.

(4) Finally, review your original position in light of the counterarguments, showing how they are inadequate to rebut your original statement.

Resources to review: The Business Intelligence Guide website is a gold mine of useful information about BI specifically.  Read some of the overview articles (they're short), to generally familiarize yourself with BI terminology:

Resource: Electrosmart Ltd. (2011) The Business Intelligence Guide.  Retrieved February 27, 2011, from <http://thebusinessintelligenceguide.com/index.php>.  Recommended sections include:

BI Best Practices.  <http://thebusinessintelligenceguide.com/bi_strategy/BI_Best_Practices.php>

BI Solutions.  <http://thebusinessintelligenceguide.com/bi_solutions/index.php>

BI Drivers.  <http://thebusinessintelligenceguide.com/bi_strategy/Drivers_Of_BI.php>

BI Barriers.  <http://thebusinessintelligenceguide.com/bi_strategy/Barriers_To_BI.php>

Getting Started in BI.  <http://thebusinessintelligenceguide.com/bi_program/index.php>

Cases: Konitzer, K. and Cummens, M. (2011) CASE STUDY - Using Analytics to Improve Patient Outcomes and Billing Accuracy at Marshfield Clinic. TDWI. Retrieved September 16, 2011, from <http://tdwi.org/articles/2011/07/11/case-study-using-analytics-to-improve-patient-outcomes-and-billing-accuracy-at-marshfield-clinic.aspx>

Microsoft Inc. (2011) [Exclusive Resorts, LLC](http://www.exclusiveresorts.com/) Destination Club Generates Rapid ROI, Enhances Services, Takes Control of Business. Microsoft Case Studies. Retrieved September 16, 2011, from <http://www.microsoft.com/casestudies/Microsoft-Dynamics-AX/Exclusive-Resorts-LLC/Destination-Club-Generates-Rapid-ROI-Enhances-Services-Takes-Control-of-Business/4000009718>

Use in-text references to your readings material.