

**EXAMINING QUALITY FACTORS INFLUENCING THE SUCCESS OF
DATA WAREHOUSE**

ALAAEDDIN ALMABHOUH

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2011**

**< INSERT PERAKUAN KERJA TESIS / DISERTASI
(CERTIFICATION OF THESIS / DISSERTATION)>**

Permission to Use

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Awang Had Salleh Graduate School of Arts and Sciences. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to :

Dean of Awang Had Salleh Graduate School of Arts and Sciences

UUM College of Arts and Sciences

Universiti Utara Malaysia

06010 UUM Sintok

Abstrak

Kebergantungan organisasi kepada sistem gudang data (Data Warehouse) yang semakin meningkat ini menyebabkan pihak pengurusan memberikan perhatian khusus kepada peningkatan kejayaan sistem tersebut. Walau bagaimanapun, kadar kejayaan implementasi gudang data adalah rendah dan kebanyakan organisasi tidak mencapai objektif yang disasarkan. Kajian terbaru menunjukkan bahawa penambahbaikan dan penilaian terhadap kejayaan gudang data merupakan salah satu perkara yang dititikberatkan oleh eksekutif IT. Disamping itu, kajian yang menyentuh isu-isu faktor kejayaan implementasi gudang data adalah kurang. Tambahan pula, adalah penting bagi sesebuah organisasi untuk mempelajari kualiti yang perlu diterapkan sebelum gudang data sebenar dibangunkan. Adalah penting untuk mengenalpasti aspek-aspek kejayaan sistem gudang data yang kritikal kepada organisasi bagi membantu eksekutif IT membuat strategi penambahbaikan gudang data yang berkesan. Oleh itu, kajian ini bertujuan untuk memahami dengan lebih mendalam faktor-faktor kritikal dalam penilaian kejayaan sistem gudang data. Kajian ini membangunkan satu model komprehensif untuk sistem gudang data yang berjaya dengan mengaplikasikan DeLone and McLean IS Success Model. Penyelidik memodelkan hubungan di antara faktor kualiti dan kebaikan gudang data. Kajian ini menggunakan kaedah kuantitatif untuk menguji hipotesis kajian. Kutipan data dibuat menggunakan kaedah selidik berasaskan web. Sampel kajian melibatkan 244 ahli kepada The Data Warehouse Institution (TDWI) yang bertugas di dalam pelbagai industri di seluruh dunia. Borang soal selidik mengandungi 6 pembolehubah tidak bersandar dan satu pembolehubah bersandar. Pembolehubah tidak bersandar digunakan untuk menilai kualiti sistem, kualiti maklumat, kualiti perkhidmatan, kualiti hubungan, kualiti pengguna dan kualiti perniagaan. Manakala pembolehubah bersandar pula digunakan untuk menilai kebaikan sistem gudang data. Analisis kajian menggunakan kaedah analisis deskriptif, analisis faktor, analisis korelasi dan analisis regresi yang menyokong semua hipotesis. Hasil kajian menunjukkan bahawa terdapat hubungan kausal yang positif di antara setiap faktor dengan kebaikan sistem gudang data. Ia juga menunjukkan bahawa kebaikan sistem gudang data akan bertambah sekiranya keseluruhan kualiti bertambah.

Katakunci: gudang data, kejayaan gudang data, faedah gudang data, kualiti maklumat, kualiti hubungan, kualiti pengguna, business intelligence, pembuatan keputusan.

Abstract

Increased organizational dependence on data warehouse (DW) systems has driven the management attention towards improving data warehouse systems to a success. However, the successful implementation rate of the data warehouse systems is low and many firms do not achieve intended goals. A recent study shows that improves and evaluates data warehouse success is one of the top concerns facing IT/DW executives. Nevertheless, there is a lack of research that addresses the issue of the data warehouse systems success. In addition, it is important for organizations to learn about quality needs to be emphasized before the actual data warehouse is built. It is also important to determine what aspects of data warehouse systems success are critical to organizations to help IT/DW executives to devise effective data warehouse success improvement strategies. Therefore, the purpose of this study is to further the understanding of the factors which are critical to evaluate the success of data warehouse systems. The study attempted to develop a comprehensive model for the success of data warehouse systems by adapting the updated DeLone and McLean IS Success Model. Researcher models the relationship between the quality factors on the one side and the net benefits of data warehouse on the other side. This study used quantitative method to test the research hypotheses by survey data. The data were collected by using a web-based survey. The sample consisted of 244 members of The Data Warehouse Institution (TDWI) working in variety industries around the world. The questionnaire measured six independent variables and one dependent variable. The independent variables were meant to measure system quality, information quality, service quality, relationship quality, user quality, and business quality. The dependent variable was meant to measure the net benefits of data warehouse systems. Analysis using descriptive analysis, factor analysis, correlation analysis and regression analysis resulted in the support of all hypotheses. The research results indicated that there are statistically positive causal relationship between each quality factors and the net benefits of the data warehouse systems. These results imply that the net benefits of the data warehouse systems increases when the overall qualities were increased. Yet, little thought seems to have been given to what the data warehouse success is, what is necessary to achieve the success of data warehouse, and what benefits can be realistically expected. Therefore, it appears nearly certain and plausible that the way data warehouse systems success is implemented in the future could be changed.

Keywords: data warehouse, data warehouse success, data warehouse net benefits, information quality, relationship quality, user quality, business intelligence, decisions making.

Acknowledgement

In the name of Allah and his mercy, the more you learn, the more you realize how little you know. We come to understand that our accomplishments are not possible without the help of Allah. The following are just a few of the countless people who have helped me to complete my Ph.D. studies.

This research project would not have been possible without the support of many people. First I wishes to express my gratitude to my supervisor, Prof. Dr. Abdul Razak bin Saleh who was abundantly helpful and offered invaluable assistance, support and guidance. Deepest gratitude are also due to co-supervisor, Dr. Azizah Bt. Haji Ahmad and all members of CAS without those assistance this study would not have been successful. Special thanks also to all my graduate friends of Information Technology Department for sharing the literature and invaluable assistance.

Let also thank my mother, Hoda, and my father Hossin, who gave me life, constantly inspired me, had unending faith in me, and nourished a passion for learning. Who indulged me for endless hours on numerous occasions with memorable conversations and lessons that have lasted a lifetime. May Allah extend their ages with the good deeds and worship.

I would also like to thank my best friend and my biggest fan, my wife. Completion of a Ph.D. program was only possible because of her unwavering faith, sacrifice, support, and help. For my children Osama and Yazan: Let this accomplishment inspire you always to pursue your own dreams and ambitions with the assurance that fulfillment is possible.

I would also like to thank all my family members for their support. I am greatly indebted to my brothers and sisters for supporting and encouraging me to pursue this degree. Without their encouragement, I would not have finished the degree.

Lastly, I dedicate this thesis to the spirit of my brother Mohammed, who was martyred during the war on Gaza, the end of 2008, and to the spirit of my uncle Mahmoud Al-Mabhouh who was killed by the Israeli Mossad in Dubai, the beginning of 2010.

Table of Contents

Permission to Use	i
Abstrak.....	ii
Abstract.....	iii
Acknowledgement	iv
Table of Contents.....	vi
List of Tables	x
List of Figures.....	xii
List of Appendices	xiii
List of Abbreviations	xiv
CHAPTER ONE INTRODUCTION	1
1.1 Introduction.....	1
1.2 Problem Statement	6
1.3 Research Questions	12
1.4 Research Objectives	13
1.5 Significance of the Study	13
1.6 Scope of Study	15
1.7 Structure of the Study.....	16
1.8 Summary	18
CHAPTER TWO LITERATURE REVIEW	19
2.1 Overview of Data Warehouse	20
2.2 Definition of Data Warehouse	23
2.3 Data Warehouse Development Process	27
2.4 Data Warehouse's Challenges	32
2.5 Data Warehouse Success	35
2.6 Data Warehouse Benefits.....	47
2.7 Quality Factors of Data Warehouse	50
2.7.1 Information Quality	51
2.7.2 System Quality.....	58
2.7.3 Service Quality.....	64
2.7.4 Relationship Quality	68

2.7.5 User Quality	76
2.7.6 Business Quality	79
2.8 Information Systems Success Models.....	83
2.9 Summary	88
CHAPTER THREE RESEARCH MODEL AND HYPOTHESES	89
3.1 Research Model.....	89
3.2 The Success Measurements.....	92
3.3 Hypotheses of the Study	96
3.3.1 System Quality	97
3.3.2 Information Quality	100
3.3.3 Service Quality.....	103
3.3.4 Relationship Quality	106
3.3.5 User Quality	108
3.3.6 Business Quality	110
3.4 Summary	111
CHAPTER FOUR METHODOLOGY	113
4.1 Introduction	113
4.2 Research Design.....	113
4.3 Population	115
4.4 Sample and Data Collection.....	117
4.5 Instrument Development.....	121
4.5.1 Information Quality	123
4.5.2 System Quality	125
4.5.3 Service Quality.....	126
4.5.4 Relationship Quality	127
4.5.5 User Quality	128
4.5.6 Business Quality	129
4.5.7 Net Benefits	130
4.5.8 Demographics	131
4.6 Instrument Validation.....	132
4.6.1 Content Validity	132

4.6.2 Construct Validity	133
4.6.2.1 Convergent Validity	134
4.6.2.2 Discriminant Validity	134
4.7 Pilot study	134
4.8 Data Analysis	136
4.8.1 Descriptive Analysis	137
4.8.2 Normality and Linearity.....	137
4.8.3 Factor Analysis	138
4.8.4 Reliability.....	139
4.8.5 Correlation Analysis	140
4.8.6 Regression Analysis.....	141
4.9 Summary	141
CHAPTER FIVE DATA ANALYSIS AND FINDINGS.....	143
5.1 Introduction	143
5.2 Sample Characteristics	143
5.3 The Data	146
5.3.1 Data Inspection	146
5.3.2 Missing Data	147
5.3.3 Normality Assessment	148
5.4 Factor Analysis	149
5.5 Reliability Analysis and Descriptive Statistics	155
5.6 Construct Validity	156
5.6.1 Convergent Validity.....	157
5.6.2 Discriminant Validity.....	157
5.7 Hypothesis Testing.....	158
5.8 Regression Analysis	165
5.9 Additional Results.....	168
5.10 Research Model with Results.....	171
5.11 Summary	172
CHAPTER SIX DISCUSSION AND CONCLUSIONS.....	173
6.1 Introduction	173

6.2 Holistic Findings	173
6.3 Reflection on Research Questions	174
6.3.1 Research Question 1	175
6.3.2 Research Question 2	175
6.3.3 Research Question 3	185
6.4 Contributions of the Study	189
6.4.1 Contributions to Theory	189
6.4.2 Implications for Practitioners.....	190
6.5 Limitations	195
6.6 Directions for Future Research	196
6.7 Conclusion	197
REFERENCES.....	201

List of Tables

Table 2.1: Comparison of Data Warehouse and Operational Systems (Sperley, 1999)	23
Table 2.2: Some Definitions of Data Warehouse.....	25
Table 2.3: Previous Data Warehouse Researches	45
Table 2.4: Information Quality Dimensions	53
Table 2.5: System Quality Dimensions (Nelson et al., 2005)	61
Table 2.6: Service Quality Dimensions (Parasuraman et al., 1988; 2001)	66
Table 2.7: Relationship Quality Dimensions (Lee and Kim, 1999).....	70
Table 4.1: Job Specifications for the Target Population (MeritDirect, 2010: 25/7/2010) ...	116
Table 4.2: Prior Survey Studies	121
Table 4.3: Information Quality Measurements	124
Table 4.4: System Quality Measurements	125
Table 4.5: Service Quality Measurements	126
Table 4.6: Relationship Quality Measurements	127
Table 4.7: User Quality Measurements.....	128
Table 4.8: Business Quality Measurements	129
Table 4.9: Net Benefits Measurements	130
Table 4.10: Demographics Information	131
Table 4.11: Testing Alpha Item- Reliability Statistics.....	135
Table 4.12: Testing Alpha Item-Total Statistics	136
Table 5.1: Respondents Characteristics Summary.....	143
Table 5.2: Items Dropped During Exploratory Factor Analysis	152
Table 5.3: Exploratory Factor Loadings	153
Table 5.4: Reliability Alpha and descriptive statistics for constructs	155
Table 5.5: List of Hypotheses	159
Table 5.6: Hypothesis (H1) Correlations	160
Table 5.7: Hypothesis (H2) Correlations	160
Table 5.8: Hypothesis (H3) Correlations	161
Table 5.9: Hypothesis (H4) Correlations	161
Table 5.10: Hypothesis (H5) Correlations	162
Table 5.11: Hypothesis (H6) Correlations	162
Table 5.12: Hypothesis (H7) Correlations	163
Table 5.13: Hypothesis (H8) Correlations	163

Table 5.14: Hypothesis (H9) Correlations	164
Table 5.15: Hypothesis Testing Results.....	165
Table 5.16: Multiple Regression Results of Quality Factors with Net Benefits	166
Table 5.17: Regression Results of System Quality with Information Quality.....	166
Table 5.18: Regression Results of Service Quality with Relationship Quality	167
Table 5.19: Regression Results of User Quality with Business Quality	167
Table 5.20: Summary of Beta Value on the Relationship of Information Quality between System Quality and Net Benefits	169
Table 5.21: Summary of Beta Value on the Relationship of Relationship Quality between Service Quality and Net Benefits.....	170
Table 5.22: Summary of Beta Value on the Relationship of Business Quality between User Quality and Net Benefits.....	171

List of Figures

Figure 1.1: General Research Framework	18
Figure 2.1: Architecture of a Data Warehouse (Humphries, Hawkins, & Dy, 1999)	28
Figure 2.2: Data Warehousing Success Model (Hwang & Xu, 2008)	39
Figure 2.3: Data Warehousing Success Model (Wixom & Watson, 2001).....	43
Figure 2.4: IS Success Model (DeLone & McLean, 1992).....	84
Figure 2.5: Updated IS Success Model (DeLone & McLean, 2003)	85
Figure 3.1: The Proposed Research Model of the Data Warehouse Systems Success	92
Figure 3.2: Hypotheses Research Model	112
Figure 4.1: An illustration of differences between Reliability and Validity (Zikmund, 2000)	140
Figure 5.1: Normal probability plots (P-P plots)	149
Figure 5.2: Research Model with Correlation Coefficients and Squared Multiple Correlations	172
Figure 6.1: Final Hypotheses Research Model	176

List of Appendices

Appendix 1	The Letter of Invitation	225
Appendix 2	The Results of Pilot Test	226
Appendix 3	Web Based Questionnaire	231
Appendix 4	Rental Agreement for TDWI Email List.....	236
Appendix 5	Frequency Table for Respondents Profile.....	239
Appendix 6	Factor Analysis Steps.....	244
Appendix 7	Pearson’s Correlations of Constructs	251
Appendix 8	Multiple Regressions.....	252
Appendix 9	Mediator Test	259

List of Abbreviations

DW	Data Warehouse
IS	Information System
MIS	Management Information System
IT	Information Technology
PCs	Personal Computers
CSFs	Critical Success Factors
TDWI	The Data Warehouse Institution
DSS	Decision Support System
KM	Knowledge Management
OLAP	Online Analytical Processing
OLTP	Online Transaction Processing
ETL	Extract, Transform and Load
MDD	Multi-Dimensional Database
RDBMS	Relational Database Management System
B2C	Business-to-consumer
B2B	Business-to-business
CRM	Customer relationship management
ERP	Enterprise Resource Planning
VCF	Virtual Case File
FSC	Financial Service Company
GUI	Graphical User Interfaces
IV	Independent Variable
MV	Mediator Variable

DV	Dependent Variable
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis
PCA	Principal Components Analysis
KMO	Kaiser-Meyer-Olkin
MAS	Measure of Sampling Adequacy
SPSS	Statistical Package for the Social Sciences

CHAPTER One

INTRODUCTION

In this chapter, the researcher discusses the background of the data warehouse's technologies. Then starts with the statement of the problem, the research questions, the research objectives, the significance of the study, the scope of the study, and finally the structure of the study.

1.1 Introduction

A data warehouse is an Information System (IS) that provides the means to extract the knowledge from the operational data stores of the business. Data warehouse can also provide information about suppliers, customers, markets, and financial results. Thus, according to Ganczarski (2006), it is enabling the organizations to adapt to the present, learn strategically from the past, and position for the future. Furthermore, a data warehouse is a collection of data from multiple sources, integrated into a common repository and extended by summarized information for the purpose of analysis (Ester *et al.*, 1998). This repository allows enterprises to collect, organize, interpret and leverage the information for decision support (Groth, 2000; Wixom & Watson, 2001; Gupta & Mumick, 2005). It provides the foundation for effective business intelligence solutions for the companies seeking competitive advantage (Chenoweth, Corral, & Demirkan, 2006). Popularity of the data warehouse for data analysis has grown tremendously, as the conventional transaction processing systems have matured while becoming faster and stable (Raden, 1996; Humphries, Hawkins, & Dy, 1999; Phipps & Davis, 2002; Parida, 2005).

The contents of
the thesis is for
internal user
only

REFERENCES

- AbuAli, A. N., & AbuAddose, H. Y. (2010). Data Warehouse Critical Success Factors. *European Journal of Scientific Research*, 42(2), 326-335.
- AbuAli, A. N., & AbuAddose, H. Y. (2010). Data Warehouse Critical Success Factors. *European Journal of Scientific Research*, 42(2), 326-335.
- AbuSaleem, M. (2005). *The Critical Success Factors of Data Warehousing Applications*. Unpublished Master, Swedish School of Economics and Business Administration, Sewden.
- Adams, D. A., Nelson, R. R., & Todd, P. A. (1992). Perceived usefulness, ease of use, and usage of information technology: a replication. *MIS Quarterly*, 16(2), 227-247.
- Adelman, S. (1997). Top Ten Tips for Data Warehouse Success. Retrieved May 5, 2008, from <http://www.tdan.com/view-articles/4214>
- Agosta, L. (1999). *The essential guide to data warehousing*: Prentice Hall PTR Upper Saddle River, NJ, USA.
- Agosta, L. (2004). Data Warehousing Lessons Learned: A Time of Growth for Data Warehousing. *DM Review Magazine*, Retrieved on 7/9/2008, from http://www.dmreview.com/article_sub.cfm?articleId=1012461.
- Agrawal, D., El Abbadi, A., Singh, A., & Yurek, T. (1997). *Efficient view maintenance at data warehouses*. Paper presented at the ACM SIGMOD international conference on Management of data, Tucson, Arizona, United States
- Aladwani, A. M., & Palvia, P. C. (2002). Developing and validating an instrument for measuring user-perceived web quality. *Information & Management*, 39(6), 467-476.
- Alreck, P. L., & Settle, R. B. (1995). *The survey research handbook: Guidelines and strategies for conducting a survey* (2nd ed.): Irwin Chicago.
- Alter, S. L. (1995). *Information Systems: A Management Perspective*: Benjamin-Cummings Publishing Co., Inc. Redwood City, CA, USA.
- Ambler, S. W. (2006). A RUP-based approach to developing a data warehouse. Retrieved 13/5/2010 from <http://www.ibm.com/developerworks/rational/library/nov06/ambler/>

- Anahory, S., & Murray, D. (1997). *Data Warehousing in the Real World: A Practical Guide for Building Decision Support Systems*: Addison-Wesley Longman Publishing Co., Inc. Boston, MA, USA.
- Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *The Journal of Marketing*, 54(1), 42-58.
- Andersson, T., & Eriksson, I. V. (1996). *Measuring the quality needs of an organization's software*. Paper presented at the 29th Annual Hawaii International Conference on System Sciences.
- Andersson, T., & Hellens, L. A. v. (1997). Information systems work quality. *Information and Software Technology*, 39(12), 837-844.
- Ang, J., & Teo, T. S. H. (2000). Management issues in data warehousing: insights from the Housing and Development Board. *Decision Support Systems*, 29(1), 11-20.
- Armstrong, R. (1997). *Data Warehousing: Dealing with the Growing Pains*. Paper presented at the Thirteenth International Conference on Data Engineering, Birmingham UK.
- Avery, K. L., & Watson, H. J. (2004). Training Data Warehouse End Users. *Business Intelligence Journal*, 9(4), 40-51.
- Ballou, D. P., & Tayi, G. K. (1999). Enhancing data quality in data warehouse environments. *Communications of the ACM*, 42(1), 73-78.
- Bandyopadhyay, N. (2002). *E-commerce: Context, Concepts and Consequences*: McGraw-Hill Education, Maidenhead.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173-1182.
- Barrett, D., & Barton, N. (2006). Best Practices in Building a Data Warehouse Quickly. *Business Intelligence Journal*, 11(4), 37.
- Bejou, D., Wray, B., & Ingram, T. N. (1996). Determinants of relationship quality: an artificial neural network analysis. *Journal of Business Research*, 36(2), 137-143.
- Benander, A. B., Fadlalla, A., & James, G. (2000). Data Warehouse Administration and Management. *Information Systems Management*, 17(1), 71-80.

- Berndt, D. J., & Satterfield, R. K. (2000). Customer and household matching: Resolving entity identity in data warehouses. *PROC SPIE INT SOC OPT ENG*, 4057, 173-180.
- Berry, L. L. (1995). Relationship marketing of services—growing interest, emerging perspectives. *Journal of the Academy of Marketing Science*, 23(4), 236-245.
- Berry, W. D., & Feldman, S. (1985). *Multiple regression in practice*. CA: Beverly Hills.
- Berson, A., Smith, S., & Thearling, K. (1999). *Building Data Mining Applications for CRM*: McGraw-Hill Professional.
- Bhansali, N. (2007). *Strategic Alignment in Data Warehouses Two Case Studies*. Unpublished Ph.D., RMIT University, Australia, Melbourne.
- Bharati, P., & Chaudhury, A. (2006). Product customization on the web: an empirical study of factors impacting choiceboard user satisfaction. *Information Resources Management Journal*, 19(2), 69-81.
- Biehl, M. (2007). Success factors for implementing global information systems. *Communications of the ACM*, 50(1), 52-58.
- Biere, M. (2003). *Business intelligence for the enterprise*. Prentice Hall, New Jersey, USA: IBM Press.
- Blaha, M., Premerlani, W., & Hwa, S. (1994). Converting OO models into RDBMS schema. *Software, IEEE*, 11(3), 28-39.
- Blaikie, N. W. H. (2000). *Designing social research*. New York: Blackwell Publishers Ltd.
- Bollen, K. A. (1989). *Structural equations with latent variables*. New York: John Wiley & Sons.
- Bradley, R. V., Pridmore, J. L., & Byrd, T. A. (2006). Information systems success in the context of different corporate cultural types: an empirical investigation. *Journal of Management Information Systems*, 23(2), 267-294.
- Brown, S. M. (1997). *Preparing Data for the Data Warehouse*. Paper presented at the Conference on Information Quality, Cambridge, MA.
- Browning, D., & Mundy, J. (2001). Data Warehouse Design Considerations. Retrieved 12/11/2010, from [http://technet.microsoft.com/en-us/library/aa902672\(SQL.80\).aspx](http://technet.microsoft.com/en-us/library/aa902672(SQL.80).aspx)

- Brynjolfsson, E., & Hitt, L. M. (2000). Beyond computation: Information technology, organizational transformation and business performance. *The Journal of Economic Perspectives*, 23-48.
- Buzydlowski, J. W., Song, I. Y., & Hassell, L. (1998). *A framework for object-oriented on-line analytic processing*. Paper presented at the 1st ACM international workshop on Data warehousing and OLAP.
- Calero, C., Piattini, M., Pascual, C., & Serrano, M. A. (2001). *Towards data warehouse quality metrics*. Paper presented at the International Workshop on Design and Management of Data Warehouses, Interlaken, Switzerland.
- Calvanese, D., De Giacomo, G., Lenzerini, M., Nardi, D., & Rosati, R. (1999). *A principled approach to data integration and reconciliation in data warehousing*. Paper presented at the International Workshop on Design and Management of Data Warehouses, Heidelberg, Germany.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological bulletin*, 56(2), 81.
- Carr, C. L. (2006). Reciprocity: the golden rule of IS-user service relationship quality and cooperation. *Communications of the ACM*, 49(6), 83.
- Carr, N. G. (2004). IT Doesn't Matter. *IEEE Engineering Management Review*, 32(1), 24-32.
- Chakrabarty, S., Whitten, D., & Green, K. W. (2007). Understanding Service Quality and Relationship Quality in IS Outsourcing: Client Orientation & Promotion, Project Management Effectiveness, and the Task-Technology-Structure Fit. *Journal of Computer Information Systems*, 48(2), 1-15.
- Chang, H. H., & Ku, P. W. (2009). Implementation of relationship quality for CRM performance: Acquisition of BPR and organisational learning. *Total Quality Management & Business Excellence*, 20(3), 327-348.
- Chaudhuri, S., & Dayal, U. (1997). An overview of data warehousing and OLAP technology. *ACM SIGMOD Record*, 26(1), 65-74.
- Chen, L., Soliman, K. S., Mao, E., & Frolick, M. N. (2000). Measuring user satisfaction with data warehouses: an exploratory study. *Information & Management*, 37(3), 103-110.
- Chenoweth, T., Corral, K., & Demirkan, H. (2006). Seven key interventions for data warehouse success. *Communications of the ACM*, 49(1), 114-119.

- Chung, W., Chen, H., & Nunamaker Jr, J. F. (2005). A visual framework for knowledge discovery on the Web: An empirical study of business intelligence exploration. *Journal of Management Information Systems*, 21(4), 57-84.
- Clemons, E. K., & Row, M. C. (1993). Limits to interfirm coordination through information technology: Results of a field study in consumer packaged goods distribution. *Journal of Management Information Systems*, 10(1), 73-95.
- Coakes, S. J. (2009). *SPSS: Analysis without Anguish Using SPSS Version 17.0 for Windows*. Sydney, Australia: John Wiley & Sons.
- Conner, D. (2003). Data warehouse failures commonplace. *Network World*, 20(3), 24.
- Cooper, B. L., Watson, H. J., Wixom, B. H., & Goodhue, D. L. (2000). Data Warehousing Supports Corporate Strategy at First American Corporation. *Management Information Systems Quarterly*, 24(4), 547-568.
- Cooper, D. R., & Emory, C. W. (1995). *Business research methods*. Chicago: Irwin.
- Counihan, A., Finnegan, P., & Sammon, D. (2002). Towards a framework for evaluating investments in data warehousing. *Information Systems Journal*, 12(4), 321-338.
- Cox, J., & Dale, B. G. (2001). Service quality and e-commerce: an exploratory analysis. *Managing Service Quality*, 11(2), 121-131.
- Creswell, J. W. (1994). *Research Design: Qualitative & Quantitative Approaches*: Sage Publications, Inc.
- Creswell, J. W. (2008). *Research design: Qualitative, quantitative, and mixed approaches* (3 ed.). Thousand Oaks, CA: Sage Publications.
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: an interpersonal influence perspective. *The journal of marketing*, 54(3), 68-81.
- Croteau, A. M., & Bergeron, F. (2001). An information technology trilogy: business strategy, technological deployment and organizational performance. *The journal of strategic information systems*, 10(2), 77-99.
- Dabholkar, P. A. (1996). Consumer evaluations of new technology-based self-service options: An investigation of alternative models of service quality. *International Journal of Research in Marketing*, 13(1), 29-51.
- Daffy, C. (2001). Customer experience management. *European Quality*, 8(4), 50-55.

- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1992). Extrinsic and Intrinsic Motivation to Use Computers in the Workplace. *Journal of Applied Social Psychology*, 22(14), 1111-1132.
- Davis, L., Dehning, B., & Stratopoulos, T. (2003). Does the market recognize IT-enabled competitive advantage? *Information & Management*, 40(7), 705-716.
- Dawes, J. (2008). Do data characteristics change according to the number of scale points used. *International Journal of Market Research*, 50(1), 61-77.
- DeLone, W. H., & McLean, E. R. (1992). Information Systems Success: The Quest for the Dependent Variable. *Information Systems Research*, 3(1), 60-95.
- DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems*, 19(4), 9-30.
- Dijcks, J. P. (2004). Integrating Data Quality into Your Data Warehouse Architecture. *Business Intelligence Journal*, 9(2), 18-26.
- Dillman, D. A., Phelps, G., Tortora, R., et al. (2009). Response rate and measurement differences in mixed-mode surveys using mail, telephone, interactive voice response (IVR) and the Internet. *Social Science Research*, 38(1), 1-18.
- Dinter, B., Sapia, C., Höfling, G., & Blaschka, M. (1998). *The OLAP market: state of the art and research issues*. Paper presented at the 1st ACM international workshop on Data warehousing and OLAP.
- Doll, W. J., Xia, W., & Torkzadeh, G. (1994). A confirmatory factor analysis of the end-user computing satisfaction instrument. *MIS Quarterly*, 18(4), 453-461.
- Doll, W., & Torkzadeh, G. (1988). The Measurement of End-User Computing Satisfaction. *Management Information Systems Quarterly*, 12(1), 259-273.
- Dorsch, M. J., Swanson, S. R., & Kelley, S. W. (1998). The role of relationship quality in the stratification of vendors as perceived by customers. *Journal of the Academy of Marketing Science*, 26(2), 128-142.
- Dwyer, F. R., & Oh, S. (1987). Output sector munificence effects on the internal political economy of marketing channels. *Journal of Marketing Research*, 347-358.
- English, L. P. (1999). *Improving data warehouse and business information quality: methods for reducing costs and increasing profits*. New York, USA: John Wiley and Sons.

- Eriksson, I., & Törn, A. (1991). A model for IS quality. *Software Engineering Journal*, 6(4), 152-158.
- Ester, M., Kriegel, H. P., Sander, J., Wimmer, M., & Xu, X. (1998). Incremental Clustering for Mining in a Data Warehousing Environment. *Proceedings of the 24rd International Conference on Very Large Data Bases*, 323-333.
- Evans, B. (2005). *Improving the Data Warehouse with Selected Data Quality Techniques: Metadata Management, Data Cleansing and Information Stewardship*. Unpublished Master, University of Oregon.
- Farhoomand, A., & Drury, D. H. (1999). A historiographical examination of information systems. *Communications of the Association for Information Systems*, 1(19).
- Fowler, J. J., & Horan, P. (2007). Are Information Systems? Success and Failure Factors Related? An Exploratory Study. *Journal of Organizational and End User Computing*, 19(2), 1-22.
- Frazier, P. A., Tix, A. P., & Barron, K. E. (2004). Testing moderator and mediator effects in counseling psychology research. *Journal of counseling psychology*, 51(1), 115-134.
- Freude, R., & Konigs, A. (2003). *Tool integration with consistency relations and their visualisation*. Paper presented at the Workshop on Tool-Integration in System Development, Helsinki.
- Frolick, M. N., & Lindsey, K. (2003). Critical factors for data warehouse failure. *Journal of Data Warehousing*, 8(1), 48-54.
- Gable, G. G., Sedera, D., & Chan, T. (2003). *Enterprise systems success: a measurement model*. Paper presented at the 24th International Conference on Information Systems.
- Gagnon, G. (1999). Data Warehousing: An Overview. *PC Magazine*, 18, 245-246.
- Ganczarski, J. Z. (2006). *Critical implementation factors in data warehouse implementations in Canadian financial institutions: Qualitative expanded study*. Unpublished Ph.D., Northcentral University, United States, Arizona.
- Garner, S. R. (2007). *Data warehouse implementation strategies: A mixed method analysis of critical success factors*. Unpublished Ph.D., Capella University, United States, Minnesota.
- Garrity, E. J., & Sanders, G. L. (2001). *Information Success Measurement*, Hershey: PA, Idea Group Publishing.

- Garry, C. (2004). The evolving enterprise data warehouse market: part 1. *META Group*, Retrieved February 5, 2008, from <http://www.teradata.com/t/pdf.aspx?a=83673&b=118524>
- Gatian, A. W. (1994). Is user satisfaction a valid measure of system effectiveness? *Information & Management*, 26(3), 119-131.
- Gefen, D., & Keil, M. (1998). The impact of developer responsiveness on perceptions of usefulness and ease of use: an extension of the technology acceptance model. *ACM SIGMIS Database*, 29(2), 35-49.
- Goeke, R. J. (2006). *An examination of the effects of experience, expertise, and perceived flexibility on data warehouse use*. Unpublished PhD, Kent State University
- Goldstein, H. (2005). Who killed the virtual case file? *IEEE SPECTRUM*, 42(8), 18.
- Goles, T., & Chin, W. W. (2005). Information systems outsourcing relationship factors: detailed conceptualization and initial evidence. *ACM SIGMIS Database*, 36(4), 67.
- Gorla, N., Somers, T. M., & Wong, B. (2010). Organizational impact of system quality, information quality, and service quality. *The Journal of Strategic Information Systems*.
- Gorver Little, R., Jr., & Gibson, M. L. (1999). *Identification of factors affecting the implementation of data warehousing*. Paper presented at the Proceedings of the 32nd Annual Hawaii International Conference on System Sciences, 1999. HICSS-32. .
- Gosain, A., & Singh, J. (2008). *Towards data warehouse business quality through requirements elicitation*. Paper presented at the 1st International Conference on the Applications of Digital Information and Web Technologies, ICADIWT, Ostrava.
- Gray, P., & Watson, H. J. (1998). *Decision Support in the Data Warehouse*: Prentice Hall Upper Saddle River, NJ.
- Groth, R. (2000). *Data mining: building competitive advantage*: Prentice Hall PTR Upper Saddle River, NJ, USA.
- Grover, V., Jeong, S. R., & Segars, A. H. (1996). Information systems effectiveness: The construct space and patterns of application. *Information & Management*, 31(4), 177-191.

- Guimaraes, T., & Igarria, M. (1997). Client/server system success: exploring the human side. *Decision Sciences*, 28(4), 851-876.
- Guimaraes, T., Staples, D. S., & McKeen, J. D. (2003). Empirically Testing Some Main User-Related Factors for Systems Development Quality. *QMJ*, 4(10), 39-54.
- Gummerus, J., Liljander, V., Pura, M., & van Riel, A. (2004). Customer loyalty to content-based Web sites: the case of an online health-care service. *Journal of Services Marketing*, 18(3), 175-186.
- Gupta, H., & Mumick, I. S. (2005). Selection of views to materialize in a data warehouse
- Hair, J. F. J., Celsi, M. W., Money, A. H., Samouel, P., & Page, M. J. (2011). *Essentials of business research methods* (2nd ed.): M E Sharpe Inc.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2009). *Multivariate Data Analysis: A Global Perspective* (7th ed.).
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*: John Wiley & Sons, Ltd.
- Haley, B. J. (1997). *Implementing the decision support infrastructure: Key success factors in data warehousing*. Unpublished Ph.D., University of Georgia, United States, Georgia.
- Hambleton, R. K., & Patsula, L. (1999). Increasing the validity of adapted tests: Myths to be avoided and guidelines for improving test adaptation practices. *Journal of Applied Testing Technology*, 1(1), 1-30.
- Hayen, R. L., Rutashobya, C. D., & Vetter, D. E. (2007). An Investigation of the Factors Affecting Data Warehousing Success. *International Association for Computer Information Systems (IACIS)*, 8(2), 547-553.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408-420.
- Heise, D. L. (2005). *Data Warehousing and Decision Making in Higher Education in the United States*. Unpublished Ph.D., Andrews University.
- Henderson, J. C. (1990). Plugging into strategic partnerships: the critical IS connection. *Sloan Management Review*, 31(3), 7-18.

- Hennig-Thurau, T., & Klee, A. (1997). The impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development. *Psychology and Marketing*, 14(8), 737-764.
- Hoffman, D. L., Novak, T. P., & Peralta, M. (1999). Building consumer trust online. *Communications of the ACM*, 42(4), 80-85.
- Hoyle, R. H., Harris, M. J., & Judd, C. M. (2002). *Research methods in social relations* (7th ed.): Wadsworth
- Hsieh, J., & Wang, W. (2007). Explaining employees' Extended Use of complex information systems. *European Journal of Information Systems*, 16(3), 216-227.
- Huh, Y. U., Keller, F. R., Redman, T. C., & Watkins, A. R. (1990). Data quality. *Information and Software Technology*, 32(8), 559-565.
- Humphries, M., Hawkins, M. W., & Dy, M. C. (1999). *Data Warehousing: Architecture and Implementation*: Prentice Hall PTR.
- Hussein, R., Karim, N. S. A., & Selamat, M. H. (2007b). The impact of technological factors on information systems success in the electronic-government context. *Business Process Management Journal*, 13(5), 613-627.
- Hussein, R., Karim, N. S. A., Mohamed, N., & Ahlan, A. R. (2007a). The Influence of Organizational Factors on Information Systems Success in E-Government Agencies in Malaysia. *EJISDC*, 29(1), 1-17.
- Hwang, H. G., Ku, C. Y., Yen, D. C., & Cheng, C. C. (2004). Critical factors influencing the adoption of data warehouse technology: a study of the banking industry in Taiwan. *Decision Support Systems*, 37(1), 1-21.
- Hwang, M. I., & Xu, H. (2007). The Effect of Implementation Factors on Data Warehousing Success: An Exploratory Study. *Journal of Information, Information Technology, and Organizations*, 2.
- Hwang, M. I., & Xu, H. (2008). A Structural Model Of Data Warehousing Success. *Journal of Computer Information Systems*, 49(1).
- Hwang, M., & Xu, H. (2007). The Effect of Implementation Factors on Data Warehousing Success: An Exploratory Study. *Journal of Information, Information Technology, and Organizations*, 2.
- Iivari, J. (2005). An empirical test of the DeLone-McLean model of information system success. *ACM SIGMIS Database*, 36(2), 8-27.

- Imhoff, C., & Pettit, R. (2004). The Critical Shift to Flexible Business Intelligence: What Every Marketer Wants – And Needs – From Technology. <http://www.intelligentsolutions.com>.
- Ingham, J. (2000). Data warehousing: a tool for the outcomes assessment process. *Education, IEEE Transactions on*, 43(2), 132-136.
- Inmon, W. H. (1996). *Building the data warehouse*: John Wiley & Sons, Inc. New York, NY, USA.
- Inmon, W. H. (2005). *Building the data warehouse* (4th ed.): John Wiley & Sons, Inc. New York, NY, USA.
- Jennex, M. E., & Olfman, L. (2006). A model of knowledge management success. *International Journal of Knowledge Management*, 2(3), 51-68.
- Jiang, J. J., Klein, G., & Discenza, R. (2002). Perception differences of software success: provider and user views of system metrics. *Journal of systems and software*, 63(1), 17-27.
- Johnson, L. K. (2004). Strategies for Data Warehousing. *MIT Sloan Management Review*, 45(3), 9.
- Joseph, M., McClure, C., & Joseph, B. (1999). Service quality in the banking sector: the impact of technology in service delivery. *International Journal of Bank Marketing*, 17(4), 182-191.
- Jun, M., & Cai, S. (2001). The key determinants of internet banking service quality: a content analysis. *International Journal of Bank Marketing*, 19(7), 276-291.
- Kahn, B. K., Strong, D. M., & Wang, R. Y. (2002). Information quality benchmarks: product and service performance. *Communications of the ACM*, 45(4), 192.
- Kanar, K. G., & Oz, E. (2002). *Measuring the Success of a Data Warehouse*: Pennsylvania State University, Great Valley.
- Katic, N., Quirchmay, G., Schiefer, J., Stolba, M. A. S. M., & Tjoa, A. M. A. T. A. M. (1998). *A prototype model for data warehouse security based on metadata*. Paper presented at the Ninth International Workshop on Database and Expert Systems Applications, Vienna, Austria.
- Kayworth, T. R., Chatterjee, D., & Sambamurthy, V. (2001). Theoretical Justification for IT Infrastructure Investments. *Information Resources Management Journal*, 14(3), 5-14.

- Kearns, G. S., & Lederer, A. L. (2000). The effect of strategic alignment on the use of IS-based resources for competitive advantage. *Journal of Strategic Information Systems*, 9(4), 265-293.
- Kelly, S. (1997). *Data Warehousing in Action*: John Wiley & Sons, Inc. New York, NY, USA.
- Kern, T. (1997). *The Gestalt of an information technology outsourcing relationship: an exploratory analysis*. Paper presented at the 18th International Conference on Information Systems, USA.
- Kettinger, W. J., & Lee, C. C. (2005). Zones of tolerance: Alternative scales for measuring information systems service quality. *MIS Quarterly*, 29(4), 607-623.
- Khan, A. (2003). *Data Warehousing 101: Concepts and Implementation*: iUniverse.
- Kimball, R. (2006). *The data warehouse toolkit*: Wiley-India.
- Kline, R. B. (1998). *Principles and practice of structural equation modeling*. New York: Guilford Press.
- Koch, C. (1999, 25 January). The Middle Ground. *CIO Magazine*.
- Kositanurit, B., Ngwenyama, O., & Osei-Bryson, K. M. (2006). An exploration of factors that impact individual performance in an ERP environment: an analysis using multiple analytical techniques. *European Journal of Information Systems*, 15(6), 556-568.
- Lages, C., Lages, C. R., & Lages, L. F. (2005). The RELQUAL scale: a measure of relationship quality in export market ventures. *Journal of Business Research*, 58(8), 1040-1048.
- Laudon, K. C., & Laudon, J. P. (1993). *Management Information Systems: A Contemporary Perspective*: Prentice Hall PTR Upper Saddle River, NJ, USA.
- Lee, G. G., & Lin, H. F. (2005). Customer perceptions of e-service quality in online shopping. *International Journal of Retail & Distribution Management*, 33(2), 161-176.
- Lee, H., Kim, T., & Kim, J. (2001). A Metadata Oriented Architecture for Building Datawarehouse. *Journal of Database Management*, 12(4), 15-25.
- Lee, J. N., & Kim, Y. G. (1999). Effect of partnership quality on IS outsourcing success: conceptual framework and empirical validation. *Journal of Management Information Systems*, 15(4), 61.

- Lee, S., & Kim, K. (2007). Factors affecting the implementation success of Internet-based information systems. *Computers in Human Behavior*, 23(4), 1853-1880.
- Lee, Y. W., Pipino, L., Strong, D. M., & Wang, R. Y. (2004). Process-Embedded Data Integrity. *Journal of Database Management*, 15(1), 87-103.
- Lee, Y. W., Strong, D. M., Kahn, B. K., & Wang, R. Y. (2002). AIMQ: a methodology for information quality assessment. *Information & Management*, 40(2), 133-146.
- Lenzerini, M. (2002). *Data integration: A theoretical perspective*. Paper presented at the ACM SIGACT-SIGMOD-SIGART Symposium on Principles of Database Systems, New York, USA.
- Leonard-Barton, D., & Sinha, D. K. (1993). Developer-user interaction and user satisfaction in internal technology transfer. *Academy of Management Journal*, 36(5), 1125-1139.
- LeRouge, C., & Gjestland, C. (2002). *A typology of data warehouse quality*. Paper presented at the 8th Americas Conference on Information Systems.
- Lin, H. Y. (2005). *Data Warehouse System Evaluation and Selection Decisions*. Unpublished PhD, National Central University.
- Little, R. G., & Gibson, M. L. (2003). Perceived influences on implementing data warehousing. *IEEE Transactions on Software Engineering*, 29(4), 290-296.
- MacKinnon, D. (2008). *Introduction to statistical mediation analysis*: Erlbaum Psych Press.
- Manfreda, K. L., Bosnjak, M., Berzelak, J., Haas, I., & Vehovar, V. (2008). Web Surveys Versus other Survey Modes: A Meta-analysis Comparing Response Rates. *International Journal of Market Research*, 50(1), 79-104.
- Manning, I. T. (1999). Data Warehousing-Adopting an Architectural View, and Maximizing Cost Benefits. *The Ultimate Guide to Build Business Intelligence*, 27-32.
- Mannino, M. V., & Walter, Z. (2006). A framework for data warehouse refresh policies. *Decision Support Systems*, 42(1), 121-143.
- March, S. T., & Hevner, A. R. (2007). Integrated decision support systems: a data warehousing perspective. *Decision Support Systems*, 43(3), 1031-1043.

- March, S., Hevner, A., & Ram, S. (2000). Research Commentary: An Agenda for Information Technology Research in Heterogeneous and Distributed Environments. *Information Systems Research*, 11(4), 327-341.
- Mathew, A., Zhang, S., Ma, L., & Hargreaves, D. J. (2006). *A water utility industry conceptual asset management data warehouse model*. Paper presented at the 36th International Conference on Computers and Industrial Engineering, Taipei, Taiwan.
- McFadden, F. R. (1996). *Data Warehouse for EIS: Some Issues and Impacts*. Paper presented at the 29th Hawaii International Conference on System Sciences.
- McGartland, R. D., Berg-Weger, M., Tebb, S. S., Lee, E. S., & Rauch, S. (2003). Objectifying content validity: Conducting a content validity study in social work research. *Social Work Research*, 27, 94-104.
- MeritDirect.(2010). TDWI - The Data Warehousing Institute Email List. Retrieved 28/12/2010, from <http://lists.meritdirect.com/market?page=research/datacard&id=202499>
- Meyer, D., & Cannon, C. (1998). *Building a Better Data Warehouse*: Prentice Hall Upper Saddle River, NJ.
- Mohanty, S. (2006). *Data Warehousing Design, Development and Best Practices*: Tata McGraw-Hill.
- Mohr, J., & Spekman, R. (1994). Characteristics of partnership success: partnership attributes, communication behavior, and conflict resolution techniques. *Strategic management journal*, 15(2), 135-152.
- Molla, A., & Licker, P. S. (2001). E-commerce systems success: an attempt to extend and respecify the DeLone and McLean model of IS success. *Journal of Electronic Commerce Research*, 2(4), 131-141.
- Moody, D. L., & Kortink, M. A. R. (2000). *From Enterprise Models to Dimensional Models: A Methodology for Data Warehouse and Data Mart Design*. Paper presented at the International Workshop on Design and Management of Data Warehouses, DMDW'00, Stockholm, Sweden.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *the journal of marketing*, 58(3), 20-38.
- Mukherjee, D. (2003). *An empirical investigation of critical factors that influence data warehouse implementation success*.

- Mukherjee, D., & D'Souza, D. (2003). Think Phased Implementation for Successful Data Warehousing. *Information Systems Management*, 20(2), 82.
- Mukherjee, D., & Souza, D. (2003). Think Phased Implementation for Successful Data Warehousing. *Information Systems Management*, 20(2), 82.
- Murtaza, A. H. (1999). A Framework for Developing Enterprise Data Warehouses. *Information Systems Management*, 15(4), 21-26.
- Myers, B. L., Kappelman, L. A., & Prybutok, V. R. (1998). A comprehensive model for assessing the quality and productivity of the information systems function: toward a theory for information systems assessment. *Idea Group Information Technology Management Series*, 94-121.
- Myers, M. D. (1995). Dialectical hermeneutics: a theoretical framework for the implementation of information systems. *Information Systems Journal*, 5(1), 51-70.
- Nachmias, C., & Nachmias, D. (1996). *Research methods in the social sciences* (5th ed.). New York: St Martin's Press Inc.
- Nelson, R., Todd, P., & Wixom, B. (2005). Antecedents of Information and System Quality: An Empirical Examination Within the Context of Data Warehousing. *Journal of Management Information Systems*, 21(4), 199-235.
- Pallant, J. (2007a). *A step by step guide to data analysis using spss for windows* (third ed.). UK: McGraw-Hill House.
- Pallant, J. (2007b). *SPSS Survival Manual: A step by step guide to data analysis using SPSS for windows (Version 15)* (3rd ed.): Open University Press.
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: a meta-analysis. *Journal of Marketing*, 70(4), 136-153.
- Palmer, H. (2006). *A Data Warehouse Methodology and Model for Student Data in Higher Education*. Nova Southeastern University, Graduate School of Computer and Information Sciences.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.

- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (2001). A multiple-item scale for measuring consumer perceptions of service quality. *Marketing: Critical Perspectives on Business and Management*, 64(1), 12-40.
- Paravastu, N. (2007). *Effect of trust and risk on it outsourcing relationship quality and outsourcing success*. Drexel University.
- Parida, R. (2005). *Principles and Implementation of Datawarehousing*: Firewall Media.
- Park, Y. T. (2006). An empirical investigation of the effects of data warehousing on decision performance. *Information & Management*, 43(1), 51-61.
- Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods* (2nd ed.): Sage Publications Inc.
- Payton, F., & Zahay, D. (2003). Understanding why marketing does not use the corporate data warehouse for CRM application. *Journal of Database Marketing*, 10(4), 315-325.
- Pearl, J. (2011). *The mediation formula: A guide to the assessment of causal pathways in non-linear models* (Technical Report No. R-363). Los Angeles: University of California.
- Pedhazur, E. J., & Schmelkin, L. P. (1991). *Measurement, design, and analysis: An integrated approach*: Lawrence Erlbaum.
- Pendse, N. (2007, July 3, 2008). The OLAP Report: Market Share Analysis. Retrieved Dec. 04, 2008, from <http://www.olapreport.com/market.htm>
- Perkins, A. (2001). Critical Success Factors for Data Warehousing Engineering. *DM Review*, Marzo.
- Petter, S., & McLean, E. R. (2009). A meta-analytic assessment of the DeLone and McLean IS success model: An examination of IS success at the individual level. *Information & Management*, 46(3), 159-166.
- Petter, S., DeLone, W., & McLean, E. (2008). Measuring information systems success: models, dimensions, measures, and interrelationships. *European Journal of Information Systems*, 17(3), 236-263.
- Phipps, C., & Davis, K. (2002). *Automating Data Warehouse Conceptual Schema Design and Evaluation*. Paper presented at the International Workshop on Design and Management of Data Warehouses, Canada.

- Pitt, L., Watson, R., & Kavan, C. (1995). Service Quality: A Measure of Information Systems Effectiveness. *MIS Quarterly*, 19(2), 173-187.
- Poe, V., Brobst, S., & Klauer, P. (1997). *Building a Data Warehouse for Decision Support*: Prentice-Hall, Inc. Upper Saddle River, NJ, USA.
- Porter, J. D., & Rome, J. J. (1995). Lessons from a Successful Data Warehouse Implementation. *CAUSE EFFECT*, 18, 43-50.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185-227.
- Prybutok, V., Zhang, X., & Ryan, S. (2008). Evaluating leadership, IT quality, and net benefits in an e-government environment. *Information & Management*, 45(3), 143-152.
- Quaddus, M., & Intrapairot, A. (2001). Management policies and the diffusion of data warehouse: a case study using system dynamics-based decision support system. *Decision Support Systems*, 31(2), 223-240.
- Raden, N. (1996). Modeling the Data Warehouse. *Information Week*, Jan, 29.
- Rai, A., Lang, S. S., & Welker, R. B. (2002). Assessing the Validity of IS Success Models: An Empirical Test and Theoretical Analysis. *Information Systems Research*, 13(1), 50-69.
- Ramamurthy, K., Sen, A., & Sinha, A. P. (2008). An empirical investigation of the key determinants of data warehouse adoption. *Decision Support Systems*, 44(4), 817-841.
- Rasul, R. (2009). How to Create a Data Warehouse Success Strategy. Retrieved February 15, 2010, from http://www.information-management.com/infodirect/2009_145/data_warehouse-10016359-1.html
- Rauyrueen, P., & Miller, K. E. (2006). Relationship quality as a predictor of B2B customer loyalty. *Journal of Business Research*, 60(1), 21-31.
- Reeves, C. A., & Bednar, D. A. (1994). Defining quality: alternatives and implications. *Academy of Management Review*, 19(3), 419-445.
- Reich, B. H., & Benbasat, I. (2000). Factors that influence the social dimension of alignment between business and information technology objectives. *MIS quarterly*, 24(1), 81-113.

- Roberts, K., Varki, S., & Brodie, R. (2003)., K., *et al.* (2003). Measuring the quality of relationships in consumer services: an empirical study.*European Journal of Marketing*, 37(1/2), 169-196.
- Robertson, P. (1997). Integrating legacy systems with modern corporate applications.*Communications of the ACM*, 40(5), 39-46.
- Roussopoulos, N. (1998). Materialized views and data warehouses.*ACM SIGMOD Record*, 27(1), 21-26.
- Rudra, A., & Yeo, E. (2000).*Issues in user perceptions of data quality and satisfaction in using a data warehouse - an Australian experience*. Paper presented at the 33rd Hawaii International Conference on System Sciences
- Rundensteiner, E. A., Koeller, A., & Zhang, X. (2000).Maintaining data warehouses over changing information sources.*Communications of the ACM*, 43(6), 57-62.
- Rustmann Jr, F. W. (1997). The craft of business intelligence: An American view. *The International Executive*, 39(4), 459-464.
- Sabherwal, R., Jeyaraj, A., & Chowa, C. (2006).Information System Success: Individual and Organizational Determinants. *Management Science*, 52(12), 1849-1864.
- Sakaguchi, T., & Frolick, M. (1997).A Review of the Data Warehousing Literature.*Journal of Data Warehousing*, 2(1), 34-54.
- Salmela, H. (1997). From information systems quality to sustainable business quality.*Information and Software Technology*, 39(12), 819-825.
- Santos, J. (2003). E-service quality: a model of virtual service quality dimensions. *Managing Service Quality*, 13(3), 233-246.
- Saunders, M., Lewis, P., & Thornhill, A. (2003).*Research methods for business students*: Prentice Hall.
- Seddon, P. B. (1997). A Respecification and Extension of the DeLone and McLean Model of IS Success. *Information Systems Research*, 8, 240-253.
- Seddon, P. B., & Kiew, M. Y. (1996). A Partial Test and Development of DeLone and McLean's Model of IS Success. *Australian Journal of Information Systems*, 4(1), 90-109.
- Sedera, D., & Gable, G. (2004).*A factor and structural equation analysis of the enterprise systems success measurement model*. Paper presented at the Twenty-Fifth International Conference on Information Systems, Washington, USA.

- Segars, A. H., & Grover, V. (1998). Strategic information systems planning success: an investigation of the construct and its measurement. *MIS Quarterly*, 22(2), 139-163.
- Sekaran, P. B. (2003). *Research methods for business a skill building approach* (4 ed.): John Wiley & Sons.
- Sekaran, U. (2000). *Research methods for business* (3 ed.). New York: Hermitage Publishing Services.
- Sekaran, U. (2006). *Research methods for business* (4th ed.): John Wiley and Sons (WIE).
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.): John Wiley & Sons Inc.
- Selection of views to materialize in a data warehouse. *Knowledge and Data Engineering, IEEE Transactions on*, 17(1), 24-43.
- Sen, A. (2004). Metadata management: past, present and future. *Decision Support Systems*, 37(1), 151-173.
- Sen, A., & Jacob, V. S. (1998). Industrial-strength data warehousing. *Communications of the ACM*, 41(9), 28-31.
- Shahzad, M. A. (1999). *Data warehousing with Oracle*. Paper presented at the SPIE - The International Society for Optical Engineering.
- Shih, H. P. (2004). Extended technology acceptance model of Internet utilization behavior. *Information & Management*, 41(6), 719-729.
- Shim, J. P., Warkentin, M., Courtney, J. F., et al. (2002). Past, present, and future of decision support technology. *Decision Support Systems*, 33(2), 111-126.
- Shin, B. (2003). An Exploratory Investigation of System Success Factors in Data Warehousing. *Journal of the Association for Information Systems*, 4(2003), 141-170.
- Shin, N. (2001). The impact of information technology on financial performance: the importance of strategic choice. *European Journal of Information Systems*, 10(4), 227-236.
- Simpson, J. T., & Mayo, D. T. (1997). Relationship management: a call for fewer influence attempts. *Journal of Business Research*, 39(3), 209-218.

- Smithson, S., & Hirschheim, R. (1998). Analysing information systems evaluation: another look at an old problem. *European Journal of Information Systems*, 7(3), 158-174.
- Solomon, M. D. (2005). Ensuring A Successful Data Warehouse Initiative. *Information Systems Management*, 22(1), 26-36.
- Somers, T. M., & Nelson, K. (2001). *The impact of critical success factors across the stages of enterprise resource planning implementations*. Paper presented at the 34th Annual Hawaii International Conference on System Sciences, Maui, Hawaii.
- Sperley, E. (1999). *Enterprise data warehouse*: Prentice Hall PTR Upper Saddle River, NJ.
- Srivastava, J., & Chen, P. Y. (1999). Warehouse creation-a potential roadblock to data warehousing. *Knowledge and Data Engineering, IEEE Transactions on*, 11(1), 118-126.
- Stephen, R. G. (1998). Building the data warehouse. *Commun. ACM*, 41(9), 52-60.
- Strange, K. H., & Hostmann, B. (2003). *BI Competency Center is Core to BI Success* (No. AV-20-5294): Gartner Research.
- Straub, D. W. (1989). Validating instruments in MIS research. *MIS quarterly*, 147-169.
- Strong, D. M., Lee, Y. W., & Wang, R. Y. (1997). Data quality in context. *Communications of the ACM*, 40(5), 103-110.
- Sujitparapitaya, S., Janz, B., & Gillenson, M. (2003). The contributions of IT governance solutions to the implementation of data warehouse practice. *Journal of Database Management* 14(2), 52-69.
- Sullivan, D. (2001). *Document Warehousing and Text Mining: Techniques for Improving Business Operations, Marketing, and Sales*: John Wiley & Sons.
- Sullivan, O. (1996). Data Warehousing-without the Warehouse. *ABA Banking Journal*, 88(12).
- Sumner, M. (1999). *Critical success factors in enterprise wide information management systems projects*. Paper presented at the Americas Conference on Information Systems, Milwaukee, WI.
- Sun, H., Zhang, P., & Xiao, X. S. (2007). *A Research Model of Relationship Quality in E-Commerce: Connecting IS Factors with Marketing Profitability*. Paper

presented at the Americas Conference on Information Systems (AMCIS), Keystone, Colorado, USA.

- Sun Microsystems, & NCR Teradata. (2004). *Data Warehousing Total Cost of Ownership*. Belmont, California: Ventana Research.
- Swanson, E. B. (1997). Maintaining IS quality. *Information and Software Technology*, 39(12), 845-850.
- Teo, T. S. H. (2001). Demographic and motivation variables associated with Internet usage activities. *Internet Research: Electronic Networking Applications and Policy*, 11(2), 125-137.
- Teo, T. S. H., & Wong, P. K. (1998). An empirical study of the performance impact of computerization in the retail industry. *International Journal of Management Science*, 26(5), 611-621.
- The 451 Group. (2010). *Data Warehousing: 2009-2013 Market Sizing, Landscape and Future*: The 451 Group's Information Management.
- Thomann, J., & Wells, D. (1999). *Data Warehouse Quality Management*. Paper presented at the Data Warehousing Institute's 4th Annual Implementation Conference, Anaheim, CA.
- Thomas, G., & Fernandez, W. (2008). Success in IT projects: A matter of definition? *International Journal of Project Management*, 26(7), 733-742.
- Timo Niemi, L. H. K. J. (2003). Multidimensional Data Model and Query Language for Informetrics. *Journal of the American Society for Information Science and Technology*, 54(10), 939-951.
- Van Riel, A. C. R., Liljander, V., & Jurriens, P. (2001). Exploring consumer evaluations of e-services: a portal site. *International Journal of Service Industry Management*, 12(4), 359-377.
- Vassiliadis, P. (2000a). *Gulliver in the land of data warehousing: practical experiences and observations of a researcher*. Paper presented at the International Workshop on Design and Management of Data Warehouses (DMDW'2000), Stockholm, Sweden.
- Vassiliadis, P. (2000b). *Data Warehouse Modeling and Quality Issues*. Unpublished PhD, National Technical University of Athens, Athens.
- Vatanasombut, B., & Gray, P. (1999). Factors for Success in Data Warehousing: What the Literature Tells Us. *Journal of Data Warehousing*, 4(3), 25-33.

- Vesset, D. (2006). Worldwide Data Warehousing Tools 2005 Vendor Shares.*IDC*.
- Voss, C. (2000). Developing an e-service strategy.*Business Strategy Review*, 11(1), 21-33.
- Walker, D. M. (2011). Resolving Data Warehousing Challenges Through Modeling. *Data Management & Warehousing*.
- Walter, A., Müller, T. A., Helfert, G., & Ritter, T. (2003). Functions of industrial supplier relationships and their impact on relationship quality.*Industrial Marketing Management*, 32(2), 159-169.
- Wang, M. (2003). Assessment of E-Service Quality via E-Satisfaction in E-Commerce Globalization.*EJISDC*, 11(10), 1-4.
- Wang, R. Y., & Strong, D. M. (1996). Beyond accuracy: What data quality means to data consumers.*Journal of management information systems*, 12(4), 5-33.
- Wang, Y.-S. (2008). Assessing e commerce systems success: a respecification and validation of the DeLone and McLean model of IS success. *Information Systems Journal*, 18(5), 529-557.
- Watson, H. J., & Ariyachandra, T. (2005). *Data warehouse architectures: factors in the selection decision and the success of the architectures*. University of Georgia, USA.
- Watson, H. J., & Ariyachandra, T. (2006). Benchmarks for BI and Data Warehousing Success.*Information Management Magazine*, 16.
- Watson, H. J., & Haley, B. J. (1997). Data warehousing: a framework and survey of current practices. *Journal of Data Warehousing*, 2(1), 10-17.
- Watson, H. J., Annino, D. A., Wixom, B. H., Avery, K. L., & Rutherford, M. (2001). Current Practices in Data Warehousing.*Information Systems Management*, 18(1), 47-55.
- Watson, H. J., Fuller, C., & Ariyachandra, T. (2004). Data warehouse governance: best practices at Blue Cross and Blue Shield of North Carolina. *Decision Support Systems*, 38(3), 435-450.
- Watson, H. J., Goodhue, D. L., & Wixom, B. H. (2002). The benefits of data warehousing: why some organizations realize exceptional payoffs. *Information & Management*, 39(6), 491-502.

- Whyte, G., & Bytheway, A. (1995). *Factors affecting information systems' success*: Cranfield School of Management.
- Winter, R. (2008, April 10, 2008). Why Are Data Warehouses Growing So Fast? Retrieved Dec. 04, 2008, from <http://www.b-eye-network.com/view/7188>
- Wixom, B. H., & Todd, P. A. (2005). A theoretical integration of user satisfaction and technology acceptance. *Information systems research*, 16(1), 85-102.
- Wixom, B. H., & Watson, H. J. (2001). An Empirical Investigation of the Factors Affecting Data Warehousing Success. *MIS Quarterly*, 25(1), 17-41.
- Wu, J. W. (2007). *Extending the DeLone and McLean Information Systems Success Model for e-commerce website success*. UNIVERSITY OF NEVADA, LAS VEGAS.
- Wu, J.-H., & Wang, Y.-M. (2006). Measuring KMS success: A respecification of the DeLone and McLean's model. *Information & Management*, 43(6), 728-739.
- Yang, H., & Yoo, Y. (2004). It's all about attitude: revisiting the technology acceptance model. *Decision Support Systems*, 38(1), 19-31.
- Yang, Z., Cai, S., Zhou, Z., & Zhou, N. (2004a). Development and validation of an instrument to measure user perceived service quality of information presenting Web portals. *Information and Management. Elsevier Science*, 42, 575-589.
- Yang, Z., Jun, M., & Peterson, R. T. (2004b). Measuring customer perceived online service quality. *International Journal of Operations & Production Management*, 24(11), 1149-1174.
- Yin, R. K. (2003). *Case study research design and methods* (3 ed.). California: Sage Publication.
- Yin, R. K. (2009). *Case study research: Design and methods* (4th ed. Vol. 5): Sage Publications, Inc.
- Yoon, S., & Suh, H. (2004). Ensuring IT Consulting SERVQUAL and User Satisfaction: A Modified Measurement Tool. *Information Systems Frontiers*, 6(4), 341-351.
- Zaheer, A., McEvily, B., & Perrone, V. (1998). Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance. *Organization Science*, 9(2), 141-159.

- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1988).SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-40.
- Zeithaml, V. A., Parasuraman, A., & Malhotra, A. (2002).Service quality delivery through web sites: a critical review of extant knowledge. *Journal of the Academy of Marketing Science*, 30(4), 362-375.
- Zeng, Y., Chiang, R. H. L., & Yen, D. C. (2003).Enterprise integration with advanced information technologies: ERP and data warehousing. *Information Management & Computer Security*, 11(3), 115-122.
- Zikmund, W. G. (2000). *Business Research Methods* (6th ed.): Dryden Press.
- Zorn, P., Emanoil, M., Marshall, L., & Panek, M. (1999).Mining meets the Web. *Online*, 23(5), 16-28.