In the Quicken Loans case study [Eckerson, Chapter 7] of an operational performance dashboard, Eckerson makes the following observation: “...users have little tolerance for outages or slow-downs because they depend on these systems to make rapid decisions...There is no point in putting in a real-time BI infrastructure if companies do not reengineer core business processes and systems to exploit information” [p. 138-139]. It seems that the second statement creates a context for the first statement, which is why they may seem related. Given the rather complex architecture for performance management systems that Eckerson shows throughout his book, there are lots of points for failure (even Exhibit 7.4 has many possible points of failure, but Exhibit 6.5 points to many more possible points). Eckerson calls for a “bullet-proof” architecture, and proposes some ways to do this (e.g., bigger servers).

One may reasonably suggest that the list of ways to deal with scalability and availability he provides is incomplete. Help him complete this list by explaining what you think would need to be done to provide the scalability and availability required in an organization that depends on an operational performance dashboard. To do this may require reading outside what’s already provided in the course readings (i.e. a web or library search may be required with searches on things like system scalability and availability). Please provide your response in a 3-4 page double-spaced paper.