

Critical Success Factors for Business Intelligence in the Danish Distribution Sector

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Sabina Rolsted



- Associate Professor –
- Marketing Management

- Master in Tourism Studies
- Master in Data-driven Organisational Development

Research areas:

Big Data, AI & Organizational Development, BI & AI, Communication, Tourism Innovation

Jesper Skjødt



- Associate Professor –
- Logistics Management

- MSC. in Technology


Research areas:

Supply Chain Resiliens
AI & BI in Supply Chain
Industri 4.0


To explore Critical
Success Factors for
application of
Business
Intelligence in
Distribution Sector
in Denmark



Grounded in the
Danish digital
maturity context



To understand BI's
role in strategic
planning and culture



To explore the critical
factors for SMEs to
apply BI successfully

Research statement & Purpose

Digitalisation in Danish context

- Highly digitally developed SMEs
- Government provide subsidies to SMEs for digitalisation
- Distribution sector amongst highest percentage of applicants between 2018-2023

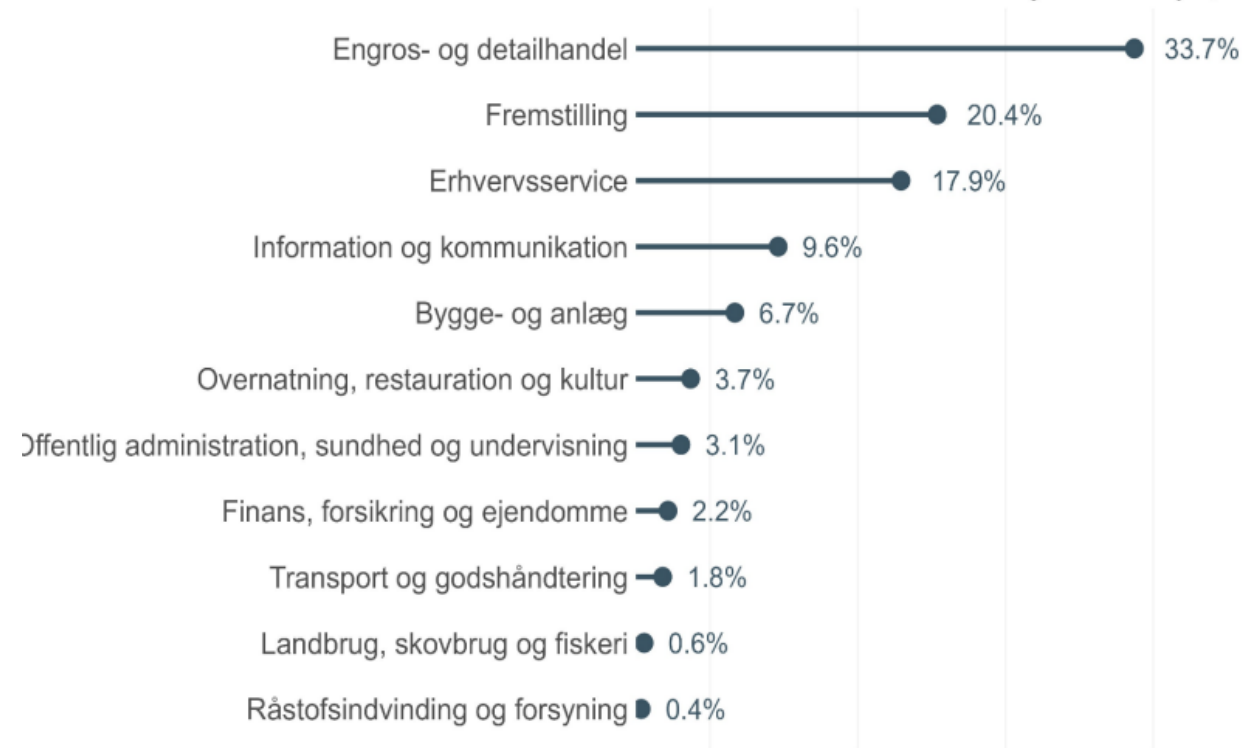
Wholesale & Retail trade in Denmark in 2022			
Wholesale & Retail	Number of firms	Number of full time employees	Yearly turnover in 000DKK
Agriculture product	479.0	3685.0	43027.0
Food, beverage and tobacco	2020.0	19949.0	187665.0
Textiles and household equipment	4117.0	44322.0	293408.0
IT equipment	870.0	11616.0	87726.0
Industrial Machines	2907.0	29245.0	134119.0
Others	3535.0	40036.0	410440.0
Total	13928.0	148853.0	1156385.0

Source: Statistics Denmark

Hvem igangsætter SMV:Digital-projekter?

Virksomheder på tværs af alle brancher og størrelser søger hjælp til deres digitale udvikling i SMV:Digital.

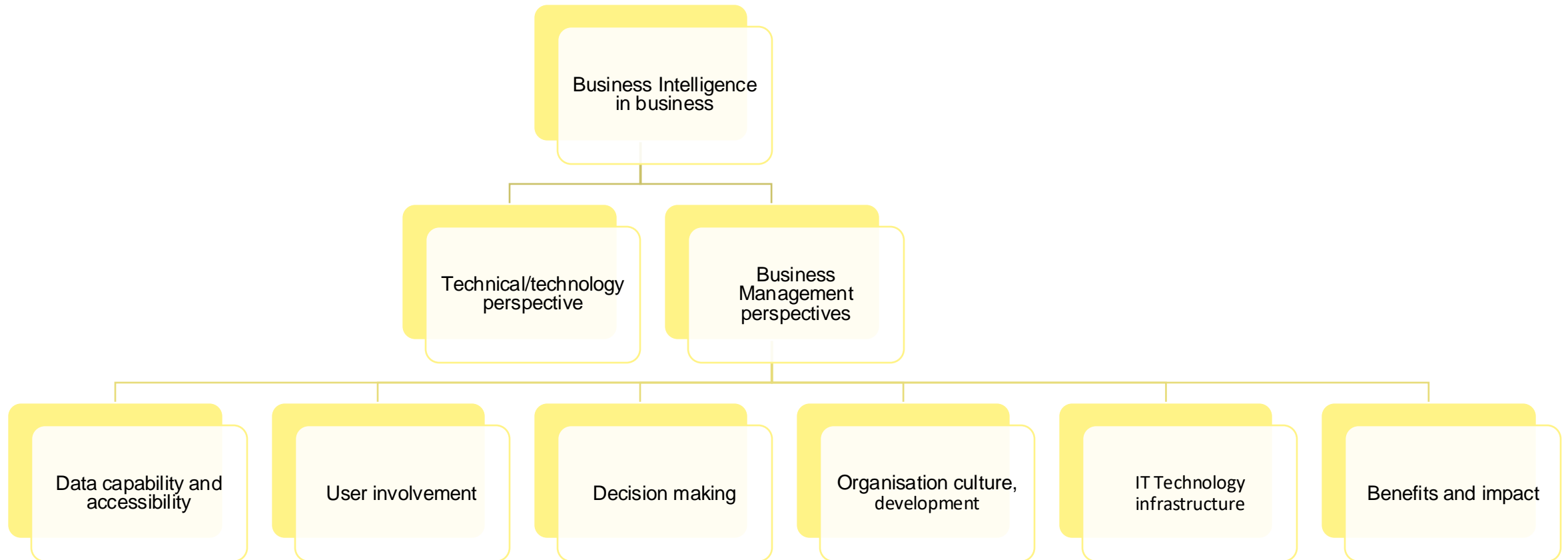
Figur 3: Branchefordeling blandt virksomheder som har modtaget SMV:Digital-tilsagn fra 2018-juni 2023



Kilde: Digitaliseringsstyrelsen

Source: Agency for Digital Government

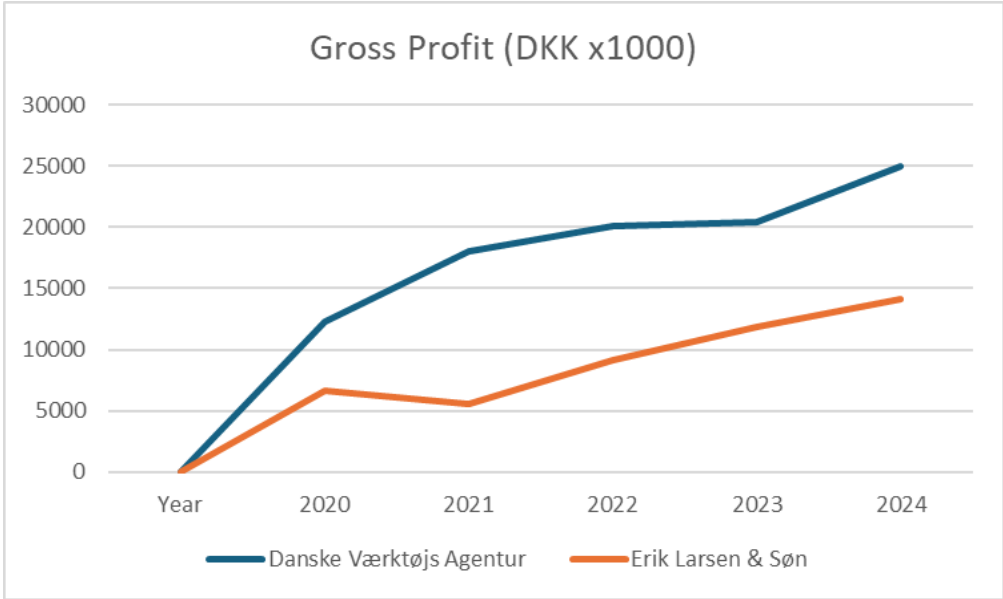
Critical Success Factors as Theoretical Framework



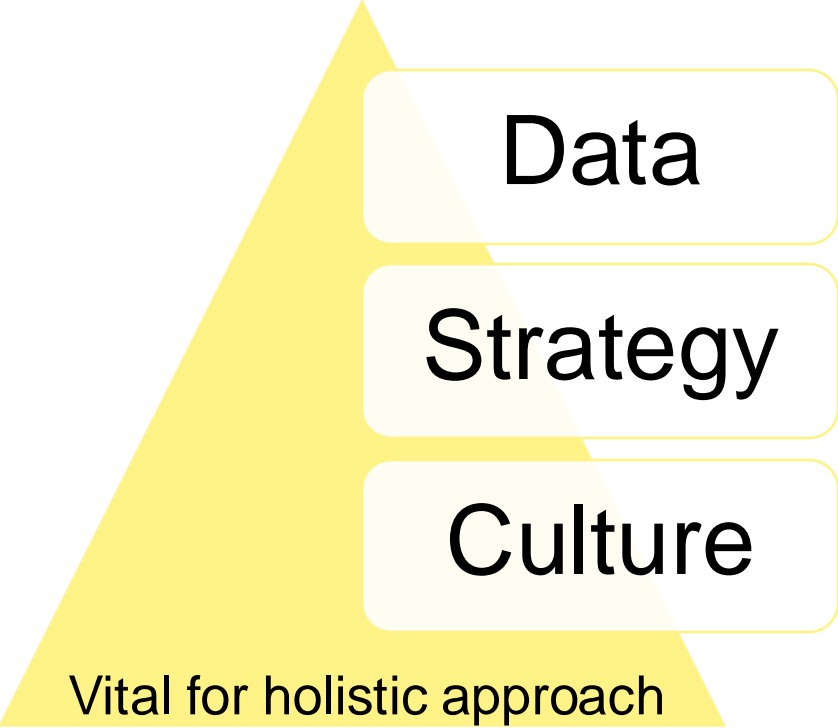
Research design



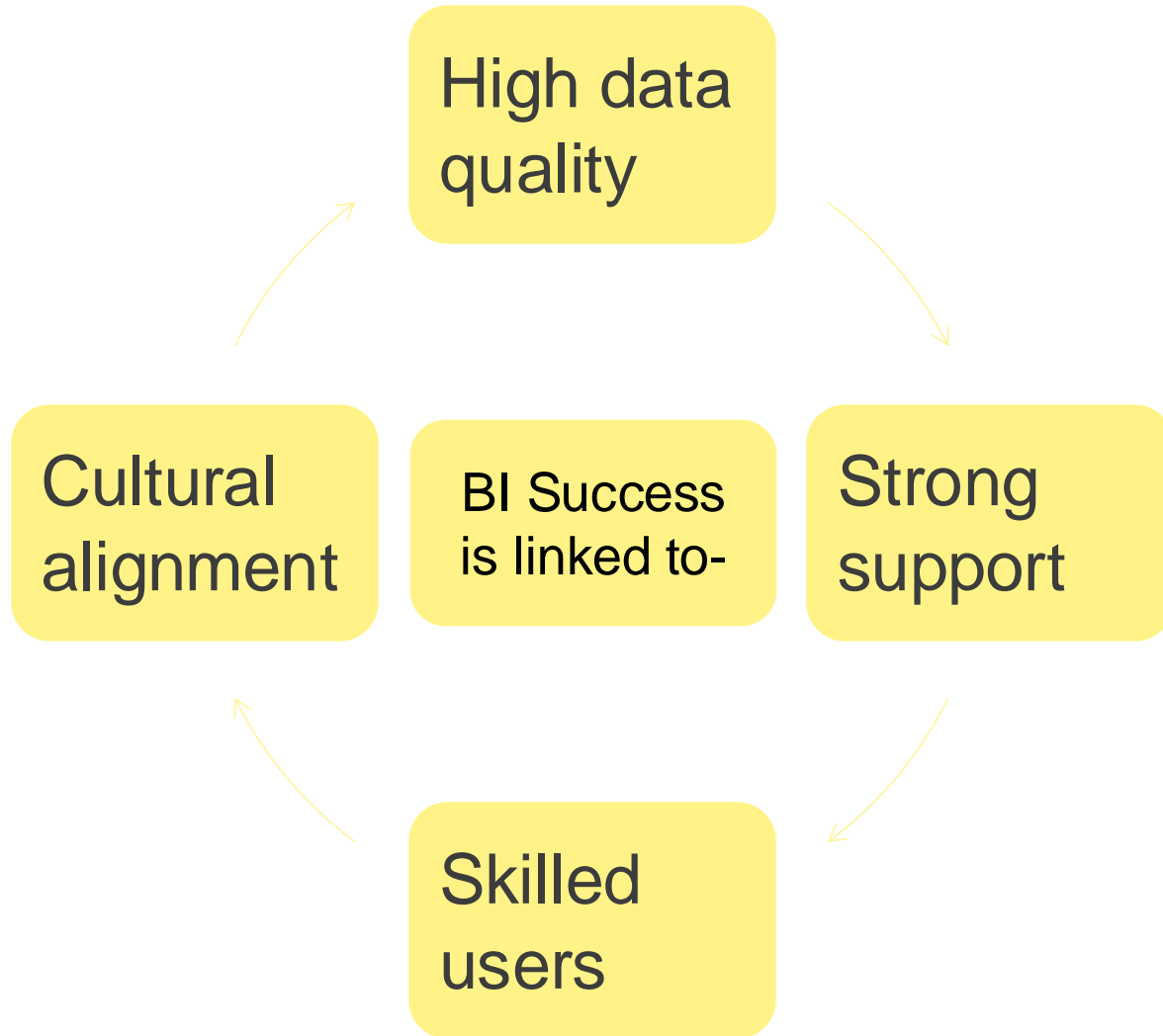
Danske Værktøjs Agentur	Erik Larsen & Son
Uses Power BI	Uses Qlik
36 employees	12 employees
Interviewee – Jan Nielsen, Business & Data analytics Manager	Interviewee – Peter Brinkmann, CEO



Findings



Key Points



Shortcomings

Focus on
successful
SMEs

No data on
BI failures

Positive bias
from
experienced
users

Conclusion



Future Perspectives

BI failures

- Which factors lead to failure
- Challenges and barriers (technology, organisational)

Big corporates (Multinationals)

- Similar factors or others?
- Impact on leadership, organisational development, culture

Implementation guidelines

- Do's & don'ts
- Best or Worst practice

Technology Integration and organisational learning

- Between BI & AI in organisation
- Future competences combining BI & AI

THANK YOU

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