Business Case Analytics

Francisco Cua
FCC Consultants, Inc., Philippines

INTRODUCTION

Analytics is about big or small-data sets. It is also about single or multiple data sources. Big data analytics excites, because the expectation of analytics is in the discovery of meaningful patterns in big data mines with the deployment of software programming, operations research, and statistics (Terry, 2012a). For instance, an analytics spreads as widely as possible across a large number of patients' characteristics and exhausts every combination of genetic and environmental variables to generate meaningful information and insights. Exciting discoveries in small-data analytics are also possible with hospital registries (Terry, 2012b).

With analytics, the important result is the information gained. The methodology that is deployed to generate the information is also important. For instance, small-data analytics zooms in to gather details of the data set and zooms out for broader patterns. The methodology looks at the "jungle," while the analysis examines the "trees".

The business case analytics belongs to small-data analytics (Goldman, 2012; Reiter *et al.*, 2012; SkyFoundry, 2011). It explores one or more data sets to gain information as to how an executive sponsor (the Source) persuades the top management (the Target) to accept a capital investment and fund it (Cua & Garrett, 2009). The persuasion is through the special messages in the business case document (Cua & Reames, 2012). A compelling and concise business case enables the Target to make better and more favorable informed decisions, as compared to instances where there is no business case (Goldman & Schmalz, 2012; Wolfe, 1994).

The argument: Business Case Analytics (BCA) is a well-documented field that provides proven research techniques for use in analyzing data in order to craft output for organizational benefits.

Above argument assumes that BCA can provide good information with or without minimal use of software programs. This chapter identifies two keywords, the innovation and diffusion, which appear on the left side of Figure 2 from the argument on the right side of Figure 2. The chain of reasoning to be discussed validates the argument.

BACKGROUND

The Business Analytics

Inefficient use of good data and the lack of corporate infrastructure to convert the data to high-quality decision-making information translate to missed opportunities. An important premise is that there is an abundance of good data that the organization recognizes and that the organization can access. Another premise is that the executives of the organization are sophisticate to demand good information. These premises are necessary conditions for the organization to realize the need to establish an infrastructure to transform the good data to good information with the characteristics with regards to "volume, velocity, and variety" (Bartlett, 2013, p. 1). To reiterate, the important result of the business analytics is the information gained for smart analytics-based decisions. Figure 1 depicts the process of business analytics with the smart analytics-based decisions as the expected final outcomes. The business analytics

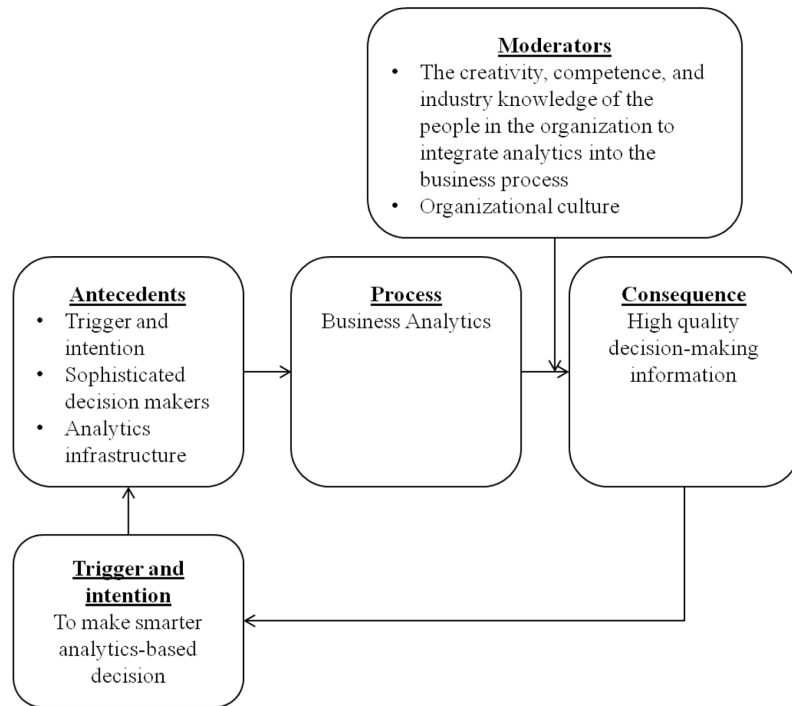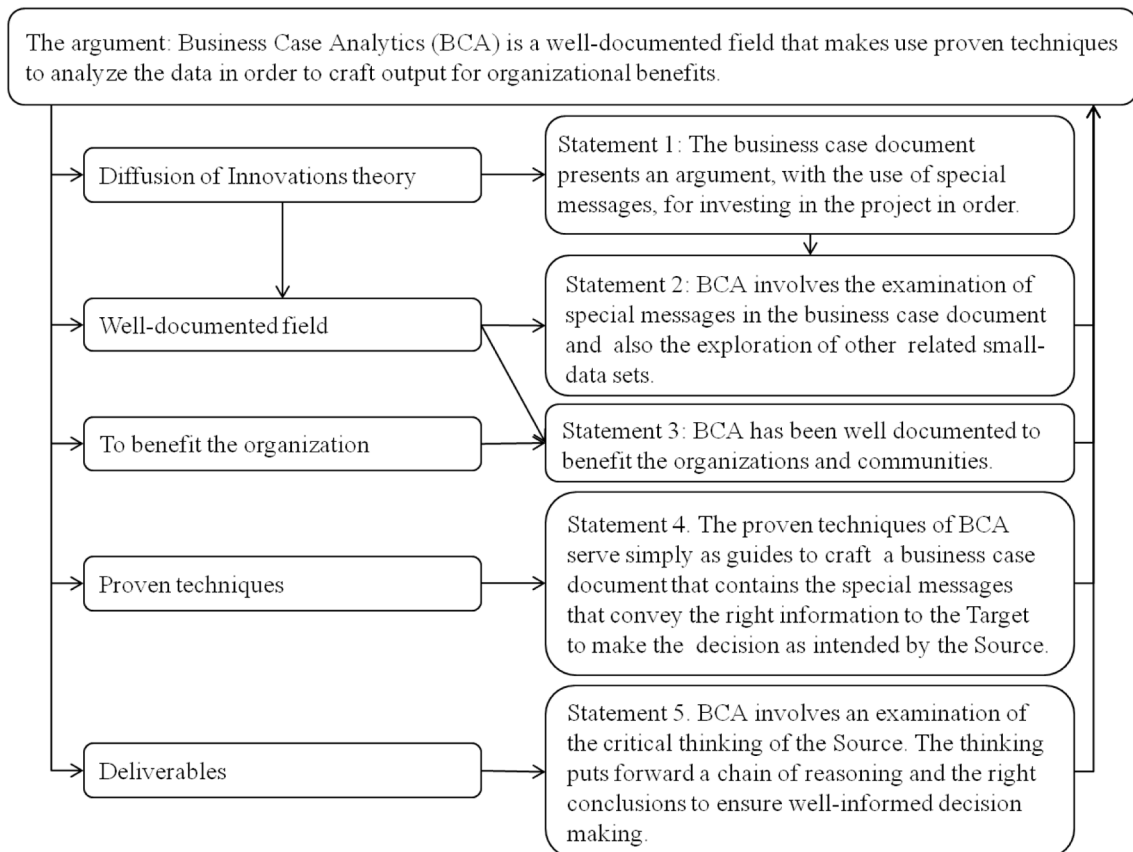*Figure 1. The intention and moderators of business analytics*

Figure 2. The argumentation

Related Content

Performance Measurement Systems and Firms' Characteristics: Empirical Evidences from Nigerian Banks

Oyewo Babajide Michael (2015). *International Journal of Business Analytics (pp. 67-83).*

www.irma-international.org/article/performance-measurement-systems-and-firms-characteristics/126834

Evaluation of Diagnostic Performance of Machine Learning Algorithms to Classify the Fetal Heart Rate Baseline From Cardiotocograph

Sahana Das, Sk Md Obaidullah, Kaushik Royand Chanchal Kumar Saha (2022). *International Journal of Business Analytics (pp. 1-19).*

www.irma-international.org/article/evaluation-of-diagnostic-performance-of-machine-learning-algorithms-to-classify-the-fetal-heart-rate-baseline-from-cardiotocograph/292060

Future Expectations About Big Data Analytics

Santosh Ramkrishna Durugkar (2024). *Big Data Analytics Techniques for Market Intelligence (pp. 451-465).*

www.irma-international.org/chapter/future-expectations-about-big-data-analytics/336362

Tackling Lack of Motivation in Aspirational Analytics Companies: SME Examples from the Manufacturing Industry

Kristens Gudfinnsson, Jeremy Roseand Lena Aggestam (2019). *International Journal of Business Intelligence Research (pp. 1-18).*

www.irma-international.org/article/tackling-lack-of-motivation-in-aspirational-analytics-companies/219340

Exploring and Ranking Factors Affecting Currency Counterfeiting Using Factor Analysis and Regression

Akanksha Upadhyaya, Vinod Shokeenand Garima Srivastava (2019). *International Journal of Business Analytics (pp. 91-107).*

www.irma-international.org/article/exploring-and-ranking-factors-affecting-currency-counterfeiting-using-factor-analysis-and-regression/226974