Designing a Business Analytics Culture in Organizations in India

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INTRODUCTION

The environment in Indian organizations has changed dramatically in the past 10 years. With the advent of global operations, everyone is talking about digitization and measurements. For Analyst professionals, the job remains simple – Analysts tell stories. But their stories always match the data. Without data, there are only opinions where the person with the biggest title is always right. It has become very critical to be clear on when one has evidence and when there are only opinions because fact based decision making is the path to profitability and creating competitive advantage.

A recent research conducted by the authors concluded that Indian Organizations require heavy inputs in planning their Data Requirements and Analysis to synch them with Business Problem resolution. (Paper: Banerjee, 2017). Data Organization, Formats and Availability of data are real challenges and need careful consideration before any Methodology is applied. Although, Data Science in developed economies are more focussed on processing and methodology, there is a continuous strive towards creating a workforce that can be equipped to leverage both structured and unstructured data reservoirs driven by Better Data Organization and Technology to facilitate decision making. This has led to organizations in India create a Business Analytics culture within the company where top management believes that employees are empowered to perform better when they can confidently make data driven decisions within their respective domain of work.

BACKGROUND

A senior management team in an organization that is contemplating investing in an Analytics function may often times see such investments as a consequence of trying to organize the data overload from disparate sources. Lot of work has already been done across organizations to convert data into narratives and then communicate the story to the relevant client using visualization methods for superior engagement of the audience (Figure 1).

The authors have emphasized in their book (Banerjee, 2017) the critical factors affecting analytics adoption in organizations. The model described in the book suggests some key points that are specific to an emerging economy as shown in Figure 2. The top management of global companies, while contemplating on the need to invest into such an offshore operational unit is often unable to drive a turnkey solution and therefore begins by relying on local consultants who can explain the global benchmarks.
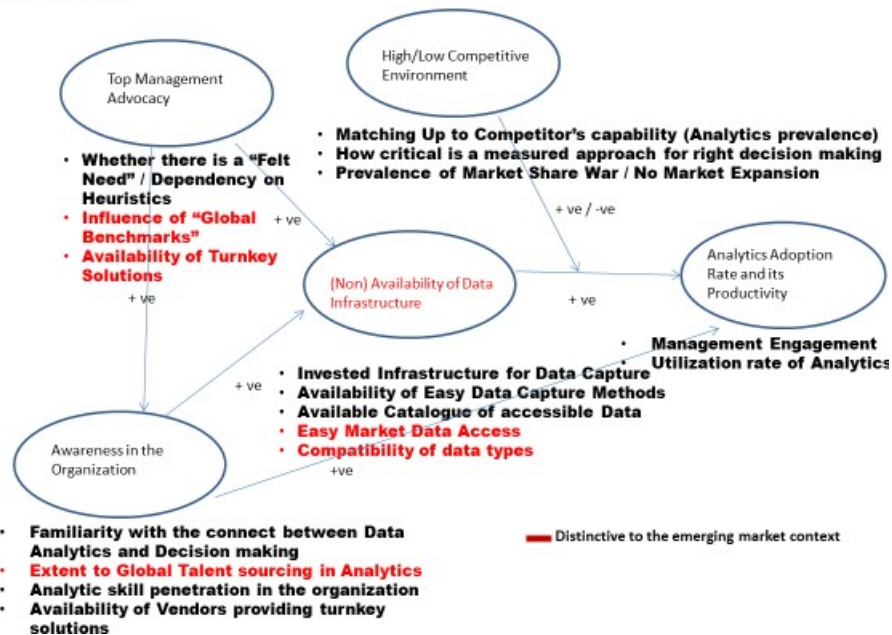
Figure 1. From Numbers to Narratives (Book: Banerjee, 2017)
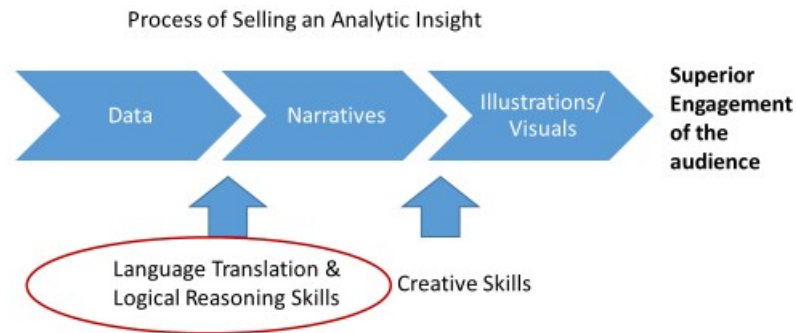
There is a dearth of standardized data infrastructure due to legacy systems in place and compatibility issues. Adequate local resource is lacking and global resources may not be completely in sink with local needs for data, technology, culture and infrastructure.

Figure 2. (Book: Banerjee, 2017)

RESEARCH METHODOLOGY

Building an analytics culture within organizations has been discussed in several forums, primarily with the advent of Big Data- data that is available in huge volumes; captured from multiple sources consciously by organizations or as part of an ongoing process; its availability in various forms text, audio, video,

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