

Executive Summary

Business intelligence (BI) is an industry that has seen rapid growth in past two decades due to its significance in creating competitive advantage for enterprise. BI has become the number one priority of chief information officers, according to worldwide studies. Most organizations, large to small are investing on BI technologies and trying to leverage BI capabilities. However many organizations still finding it difficult to create business value out of BI systems and investment.

The main objective of this study is to find out factors which influence creating business value out of BI, when they are used in improving business processes. For this purpose, the application of BI technologies in improving processes at Dialog Axiata PLC (Dialog) is studied. Dialog, being the largest telecommunication operator in the country, invested in BI systems including enterprise data warehouse and tools including OLAP and data mining at an early stage.

For the purpose of studying BI impact, two business processes were selected, an operational process and one revenue generating process. Theoretical framework states that, process improvements achieved with BI will be moderated by two factors, managerial IT knowledge and analytical decision making culture. To prove this, in depth interviews and focus group discussions were carried out covering process stakeholders. Quantitative information was also gathered to measure process improvements.

It was found that in the presence of high level of managerial IT skills and when the process owners are from an analytical decision making culture, the improvements achieved through BI in process improvements are considerable. Although revenue generating processes were able to achieve certain efficiencies in process executions, revenue impact remains low, mainly due to lack of BI resources and analytical decision making culture in user divisions.

Based on observation and learnings, it was recommended to assess analytical culture in the organization, conduct workshops to improve BI technology awareness among managers, create new data marts, increase the use of advanced analytics applications and focus on BI operationalization strategy. These recommendations will ensure necessary cultural, managerial skills and BI resource improvements of the organization, which in return create maximum value out of available BI resources.