

REVIEW QUESTIONS

1. What has led to generation of large amounts of unconsciously captured transactional data in organizations?
2. What is Business Analytics? How has it become important with growth in business?
3. What is the need for the beginning and the end stages of the Business Analytics value creation process to be firmly entrenched in the business issues?
4. Explain the relationship between Business Analytics and BPM.
5. Explain the gap in decision-making with analytical outcomes for technical and non-technical end users.

CASE 1.1**A New Venture for an Untapped Market (Case Complexity: Easy)**

Chinmay Patil hailed from a suburban city in Maharashtra. He had completed a fashion designing course in Mumbai and was picked up during a campus interview by a reputed designer garment company. He was posted in Pune. He preferred to keep his one-bedroom apartment in Mumbai. The flat in Mumbai was on the seventh floor of an 18-floor high-rise building. Six such buildings constituted the apartment complex in which he lived. Apartments were either one- or two-bedroom flats occupied by working individuals, working couples or small families. Every week on Monday morning, he used to travel to Pune and return to Mumbai on Friday evening. He had enjoyed spending the weekends in Mumbai in his familiar neighbourhood among close friends.

His commute from Mumbai to Pune and back every week was at least two hours long. It gave him enough time to think about many aspects that surrounded his life. He wondered often that although he loves his high-profile job and the travel through beautiful hilly Maharashtra landscape for work, was this something he wanted to do all his life. During his team meetings, he had often been part of conversations that discussed the customer segment in India that purchases and uses designer garments on a regular basis. The clients of his organization were mostly from the developed countries, the number from India and other emerging economies was gradually increasing. Was there an opportunity in India that remains an untapped market? This required a larger discussion about the preference, use, utility, purchase power and value for money of the Indian customer. While designer garments are for the elite few, most people in India purchase garments and continue their use till they wear out. Often stitching breaks result in small openings in the garments which cannot be worn without repair. In big cities like Mumbai, there is no tailor readily available to do these small jobs. Additionally, women of the household have a sense of fulfilment when they get their or any other member of the household's garment tailor-made. The personal touch associated with the decisions to participate in the design of the garments is an asset for the lady of the household. In big cities like Mumbai, especially the flats in which he lived, or the adjoining society where families live in big bungalows, there is very little time on hand to mend and repair their garments at home or even take the time to travel to the tailor's store, design, collect and then wear custom-made garments made by tailors. Lack of time and shortage of availability of tailors have led to discarding garment with the slightest thread tear or buy and wear whatever is available in the retail stores.

Chinmay thought, if he has to live and work in Mumbai, why not do something that gives him an avenue to tap this opportunity. He approached five women who had stitching skills. Provided them initial training. Then went door to door to drop a pamphlet that contained information about the service his small team can offer. Collect garments requiring repair work from households, repair them and return them at their convenient time. Additionally, provide tailored service for all types of garment stitching. He began with his apartment complex and the neighbouring society. For the first few weeks, he put up a small collection station at each of the two locations to build visibility and trust. Initially, the turnout was low. But as word of mouth spread through influencers about this convenient service, he started getting more clients. He would accept all kinds of work, big or small for different price ranges. Within a couple of months, he was able to create two broad categories: 'repair jobs' and 'new garments'. Within the new garments category, he created a designer wear for the elite few clients. As business grew he needed more employees. This came naturally with more men and women showing interest in joining his firm. He started receiving orders from distant locations in Mumbai. Where client base was significant, he placed a collection and delivery booth every Sunday to provide the additional service benefit. Weekend delivery trucks would ply between these locations. He also created a website to stay connected to his clients.

Exercise

1. What are the various aspects of Chinmay's business?
2. How can he attract more customers to his firm?
3. Is there a role of an influencer (someone who has been a customer) on a new client? How?
4. As Chinmay's firm grows, how can Business Analytics aid his business?

CASE 1.2 Kirana Store Introduces a Reward Programme (Case Complexity: Medium)

This case is in two parts. Case 1.2 is about a reward programme that Jaishankar Tripathi had introduced for his clients. Case 1.3, the following case, is about Jaishankar Tripathi planning to better manage his inventory of products.

Jaishankar Tripathi owns a *kirana* store in the Bangalore city suburb. His father Hariprasad Tripathi had invested his savings in starting a business that would stock and sell daily-use commodities. The locality where Jaishankar resides has a large number of residential colonies housing middle-class families. In most houses, there would be only the male member on a salaried job who travels to Bangalore daily for work. The woman of the household does small odd jobs and manages the household. Kids go to school/college and have aspiration of higher studies.

Jaishankar's business has grown much bigger from where his father began 30 years ago. He has a store space of 15 by 15 feet divided in three broad units. His store carries all necessary grocery items starting from pulses, grains, spices, branded masalas, tea, sugar and so on. He