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7.2 Major Findings - Management Level Wise

Automobile Manufacturing Industry – Management Level wise Findings
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FMCG Industry – Management Level wise Findings
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7.3.11 Findings on Sales & Marketing domain of Retail Industry in Foreign v/s Indian Companies:
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    7.6.1 FMCG Industry Related Problem Area:
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7.1 Introduction
Like a voyager, who after finishing his voyage, reaches to a destination and glances back to see the distance he / she has covered for identifying the important landmarks he / she came across. This chapter shows the study of important aspects and summing up of the key observations.

7.2 Major Findings - Management Level Wise

- Automobile Manufacturing Industry –
  Top Level Management wise
  Middle Level Management wise

- FMCG Industry –
  Top Level Management wise
  Middle Level Management wise

- Logistics Industry –
  Top Level Management wise
  Middle Level Management wise

- Retail Industry –
  Top Level Management wise
  Middle Level Management wise
7.2.1 Automated Manufacturing Industry Top Level Management Findings:
We can derive that a significance level of 0.17 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Top Level of management of foreign vs. Indian Automobile Manufacturing companies. Hence null hypothesis is accepted (T cal is less than T tab) because T Cal = 1.467 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Top Level management of foreign vs. Indian Automobile Manufacturing companies.

7.2.2 Automated Manufacturing Industry Middle Level Management Findings:
From the T test Table, we can derive that a significance level of 0.072 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Middle Level of management of foreign vs. Indian Automobile Manufacturing companies. Hence null hypothesis is accepted (T cal is less than T tab) because T Cal = 2.034012 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Middle level management of foreign vs. Indian Automobile Manufacturing companies.
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7.2.3 FMCG Industry Top Level Management Findings:

From the T test Table we can derive that a significance level of 0.16 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Top Level of management of foreign viz-a-viz Indian FMCG companies. Hence null hypothesis is accepted (T cal is less than T tab) because T Cal = 1.503 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Top Level management of foreign vs. Indian FMCG Companies.

7.2.4 FMCG Industry Middle level Management Compression:

From the T test Table we can derive that a significance level of 0.0007 has been achieved. This means the T test is showing a significance difference in agreement level of BI implementation at Middle level of management of foreign viz-a-viz Indian FMCG companies. Hence null hypothesis is Rejected (T cal is greater than T tab ) because T Cal = 4.505 is greater than T tab = 2.178. So, we can conclude that at 95% confidence level there is a significant difference in an agreement level of BI Model at Middle level management of foreign vs. Indian FMCG companies.
7.2.5 Logistics Industry Top Level Management Findings:

From the T test Table, we can derive that a significance level of 0.4 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Top Level of management of foreign viz-a-viz Indian Logistics companies. Hence null hypothesis is accepted (T cal is less than T tab) because T Cal = 0.872 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Top Level management of foreign vs. Indian Logistics Companies.

7.2.6 Logistics Industry Middle Level Management Findings:

From the T test Table, we can derive that a significance level of 1 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Middle level of management of foreign viz-a-viz Indian Logistics companies. Hence null hypothesis is Accepted (T cal is less than T tab) because T Cal = 0 is Less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Middle level management of foreign vs. Indian Logistics companies.
7.2.7 Retail Industry Top Level Management Findings:

From the T test Table we can derive that a significance level of 0.64 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Top Level of management of foreign viz-a-viz Indian Retail companies. Hence null hypothesis is accepted (T cal is less than T tab) because T Cal = 0.475 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Top Level management of foreign vs. Indian Retail Companies.

7.2.8 Retail Industry Middle level Management Findings:

From the T test Table, we can derive that a significance level of 0.46 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Middle level of management of foreign viz-a-viz Indian Retail companies. Hence null hypothesis is Accepted (T cal is less than T tab) because T Cal = 0.76 is Less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Middle level management of foreign vs. Indian Retail companies.
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7.3 Major Findings - Functional Domain Wise

- Automobile Manufacturing Industry –
  Strategic Domain wise
  Sales & Marketing Domain wise
  Operations Domain wise

- FMCG Industry –
  Strategic Domain wise
  Sales & Marketing Domain wise
  Operations Domain wise

- Logistics Industry –
  Strategic Domain wise
  Sales & Marketing Domain wise
  Operations Domain wise

- Retail Industry –
  Strategic Domain wise
  Sales & Marketing Domain wise
  Operations Domain wise
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Automobile Manufacturing Industry – Functional Domain wise Findings

7.3.1 Findings on Strategic Domain Automobile Manufacturing Industry in Foreign v/s Indian Companies:
From the T test, Table we can derive that two-tailed significance level of 0.03 has been achieved. This means the T test is showing a significance difference in agreement level of BI implementation at Strategic Domain of foreign viz-a-viz Indian Automobile Manufacturing companies. Hence null hypothesis is Rejected (T cal is More than T tab) because T Cal = 2.447178 is More than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is a significant difference in an agreement level of BI Model at Strategic Domain of foreign vs. Indian Automobile Manufacturing companies.

7.3.2 Findings on Sales & Marketing domain of Automobile Manufacturing Industry in Foreign v/s Indian Companies:
From the T test Table, we can derive that a two-tailed significance level of 0.25 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Sales and Marketing Domain of foreign viz-a-viz Indian Automobile Manufacturing companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 1.2298 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Sales and Marketing Domain of foreign vs. Indian Automobile Manufacturing companies.
7.3.3 Findings on Operations domain of Automobile Manufacturing Industry in Foreign v/s Indian Companies:

From the T test Table we can derive that a two-tailed significance level of 0.094 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Operations Domain of foreign v/s Indian Automobile Manufacturing companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 1.8939 is less than T tab = 2.178. So, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Operations Domain of foreign vs. Indian Automobile Manufacturing companies.
7.3.4 Findings on Strategic Domain FMCG Industry in Foreign v/s Indian Companies:

From the T test Table, we can derive that two-tailed, significance level of 0.03 has been achieved. This means the T test is showing a significance difference in agreement level of BI implementation at Strategic Domain of foreign viz-a-viz Indian FMCG Companies. Hence null hypothesis is Rejected (T cal is More than T tab) because T Cal = 2.4754 is More than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is a significant difference in an agreement level of BI Model at Strategic Domain of foreign vs. Indian FMCG Companies.

7.3.5 Findings on Sales & Marketing domain of Automobile Manufacturing Industry in Foreign v/s Indian Companies:

From the T test Table, we can derive that a two-tailed significance level of 0.006 has been achieved. This means the T test is showing a significance difference in agreement level of BI implementation at Sales and Marketing Domain of foreign viz-a-viz Indian FMCG Companies. Hence null hypothesis is Rejected (T cal is More than T tab) because T Cal = 3.3229 is More than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is a significant difference in an agreement level of BI Model at Sales and Marketing Domain of foreign vs. Indian FMCG Companies.
7.3.6 Findings on Operations domain of FMCG Industry in Foreign v/s Indian Companies:

From the T test Table, we can derive that a two-tailed significance level of 0.24 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Operations Domain of foreign viz-a-viz Indian FMCG Companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 1.24948 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Operations Domain of foreign vs. Indian FMCG Companies.
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Logistics Industry – Functional Domain wise Findings

7.3.7 Findings on Strategic Domain Logistics Industry in Foreign v/s Indian Companies:

From the T test, Table we can derive that two-tailed significance level of 0.81 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Strategic Domain of foreign viz-a-viz Indian LOGISTICS Companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 0.2443 is Less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Strategic Domain of foreign vs. Indian LOGISTICS Companies.

7.3.8 Findings on Sales & Marketing domain of Logistics Industry in Foreign v/s Indian Companies:

From the T test Table we can derive that a two tailed significance level of 0.5317 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Sales and Marketing Domain of foreign viz-a-viz Indian LOGISTICS Companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 0.6440 is Less than T tab = 2.178. So, we can conclude that at 95% confidence level there is a significant difference in an agreement level of BI Model at Sales and Marketing Domain of foreign vs. Indian LOGISTICS Companies.
7.3.9 Findings on Operations domain of LOGISTICS Industry in Foreign v/s Indian Companies:

From the T test Table we can derive that a two tailed significance level of 0.8477 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Operations Domain of foreign viz-a-viz Indian LOGISTICS Companies. Hence null hypothesis is Accepted (T cal is Less than T tab) because T Cal = 0.1962 is less than T tab = 2.178. So, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Operations Domain of foreign vs. Indian LOGISTICS Companies.
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Retail Industry – Functional Domain wise Findings

7.3.10 Findings on Strategic Domain RETAIL Industry in Foreign v/s Indian Companies:
From the T test Table, we can derive that two-tailed, significance level of 0.2958 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Strategic Domain of foreign viz-a-viz Indian RETAIL Companies. Hence null hypothesis is Accepted because T Cal = 1.0977 is Less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Strategic Domain of foreign vs. Indian RETAIL Companies.

7.3.11 Findings on Sales & Marketing domain of Retail Industry in Foreign v/s Indian Companies:
From the T test Table we can derive that a two-tiled significance level of 0.4375 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Sales and Marketing Domain of foreign viz-a-viz Indian RETAIL Companies. Hence null hypothesis is Accepted because T Cal = -0.8032 is More than T tab = 2.178. So, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Sales and Marketing Domain of foreign vs. Indian RETAIL Companies.

7.3.12 Findings on Operations domain of RETAIL Industry in Foreign v/s Indian Companies:
From the T test Table, we can derive that a two-tiled significance level of 0.18 has been achieved. This means the T test is showing no significance difference in agreement level of BI implementation at Operations Domain of foreign viz-a-viz Indian RETAIL Companies. Hence null hypothesis is Accepted because T Cal = -1.48464 is less than T tab = 2.178. Therefore, we can conclude that at 95% confidence level there is no significant difference in an agreement level of BI Model at Operations Domain of foreign vs. Indian RETAIL Companies.
1. 22 (39.30%) of respondents respond that Business Intelligence initiatives are highly benefiting to achieve your measurable Business goals, 23 (41.10%) respondents were in view that Business Intelligence initiatives are benefiting to achieve your measurable Business goals is useful, 8 (14.30%) respondents in the opinion that there is no role of business intelligence in achieving measurable business goal. 3 (5.40%) respondent responds Business Intelligence initiatives are not benefiting to achieve your measurable Business goals.

2. 22 (39.30%) of respondents responded that Business Intelligence initiatives are highly benefiting in measuring customer satisfaction level, 22 (39.28%) respondents were of the view that Business Intelligence initiatives are benefiting in measuring customer satisfaction level, 12 (21.42%) respondents are of the opinion that there is no role of business intelligence in measuring customer satisfaction level.

3. 21 (37.5%) of the respondents believe that business intelligence initiatives are highly beneficial in measuring customer profitability, 26 (46.42%) of the respondents believe that business intelligence initiatives are beneficial in measuring customer profitability, 8 (14.2%) of the respondents were of the opinion that business intelligence initiatives have no role in measuring customer profitability, 1 (1.785%) of the respondents feel that business intelligence initiatives are not helping in measuring customer profitability.
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4. 23 (41.07%) of the respondents believe that business intelligence initiatives are highly beneficial in measuring customer profitability, 20 (35.71%) of the respondents believe that business intelligence initiatives are beneficial in measuring customer profitability, 11 (19.64%) of the respondents were of the opinion that business intelligence initiatives have no role in measuring customer profitability, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in measuring customer profitability.

5. 23% has been achieved. This signifies that chi-Square table is not showing systematic association between business intelligence and customer profitability at 77% level of confidence. Hence the null hypothesis is accepted and at a of 95% level of confidence and we conclude that there is no significant relationship between the business intelligence and customer profitability.

6. 21 (37.5%) of the respondents believe that business intelligence initiatives are highly beneficial in making informed strategic decisions, 29 (51.42%) of the respondents believe that business intelligence initiatives are beneficial in making informed strategic decisions, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives have no role in making informed strategic decisions, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in making informed strategic decisions.

7. 23 (41.07%) of the respondents believe that business intelligence initiatives are highly beneficial in managing and analyzing corporate governance, 24 (42.85%) of the respondents believe that business intelligence initiatives are beneficial in managing and analyzing corporate governance, 8 (14.28%) of the respondents were of the
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opinion that business intelligence initiatives have no role in managing and analyzing corporate governance, 1(1.78%) of the respondents feel that business intelligence initiatives are not helping in managing and analyzing corporate governance.

8. 41% has been achieved. This signifies that chi-Square table is not showing systematic association between business intelligence and overall Organization Development at 59% level of confidence. Hence the null hypothesis is accepted and at a of 95% level of confidence and we conclude that there is no significant relationship between the business intelligence and overall Organization Development.

9. 14 (25%) of the respondents believe that business intelligence initiatives are highly beneficial in making investment and financial planning decisions, 22(39.28%) of the respondents believe that business intelligence initiatives are beneficial in making investment and financial planning decisions, 17(30.35%) of the respondents were of the opinion that business intelligence initiatives have no role in making investment and financial planning decisions, 3(5.35%) of the respondents feel that business intelligence initiatives are not helping in making investment and financial planning decisions.

10. 1% has been achieved. This signifies that chi-Square table is showing systematic association between business intelligence and analysing the political marketplace and public policies at 99 % level of confidence. Hence the null hypothesis is rejected and at a of 95% level of confidence and we conclude that there is significant relationship between the business intelligence and Analyze the political marketplace and public policies.
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11. 21 (37.5%) of the respondents believe that business intelligence initiatives are highly beneficial in sales growth analysis, 24 (42.85%) of the respondents believe that business intelligence initiatives are beneficial in sales growth analysis, 8 (14.28%) of the respondents were of the opinion that business intelligence initiatives have no role in sales growth analysis, 2 (3.57%) of the respondents feel that business intelligence initiatives are not helping in sales growth analysis. 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all helping in sales growth analysis.

12. 29 (51.78%) of the respondents believe that business intelligence initiatives are highly beneficial in customer analysis, 19 (33.92%) of the respondents believe that business intelligence initiatives are beneficial in customer analysis, 5 (8.92%) of the respondents were of the opinion that business intelligence initiatives have no role in customer analysis, 3 (5.35%) of the respondents feel that business intelligence initiatives are not helping in customer analysis.

13. The graph and the tabular shows that 26 (46.42%) of the respondents believe that business intelligence initiatives are highly beneficial in Sales Territory analysis, 23 (41.07%) of the respondents believe that business intelligence initiatives are beneficial in Sales Territory analysis, 5 (8.92%) of the respondents were of the opinion that business intelligence initiatives have no role in Sales Territory analysis, 2 (3.57%) of the respondents feel that business intelligence initiatives are not helping in Sales Territory analysis.

14. 24 (42.85%) of the respondents believe that business intelligence initiatives are highly beneficial in Sales performance analysis, 22 (39.28%) of the respondents believe that business intelligence initiatives are beneficial in Sales performance analysis.
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are beneficial in Sales performance analysis, 9 (16.07%) of the respondents were of the opinion that business intelligence initiatives have no role in Sales performance analysis, 1 (1.78%) of the respondents feel that business intelligence initiatives are not helping in Sales performance analysis.

15.17 (30.35%) of the respondents believe that business intelligence initiatives are highly beneficial in Basic sales Report analysis, 29 (51.785%) of the respondents believe that business intelligence initiatives are beneficial in sales growth analysis, 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives have no role in Basic sales Report analysis, 2 (3.57%) of the respondents feel that business intelligence initiatives are not helping in Basic sales Report analysis. 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all help in Basic sales Report analysis.

16.27 (48.21%) of the respondents believe that business intelligence initiatives are highly beneficial in Price Elasticity analysis, 18 (32.14%) of the respondents believe that business intelligence initiatives are beneficial in Price Elasticity analysis, 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives have no role in Price Elasticity analysis, 3 (5.35%) of the respondents feel that business intelligence initiatives are not helping in Price Elasticity analysis. 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all help in Price Elasticity analysis.

17.23 (41.07%) of the respondents believe that business intelligence initiatives are highly beneficial in Customer Satisfaction analysis, 23 (41.07%) of the respondents believe that business intelligence initiatives
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are beneficial in Customer Satisfaction analysis, 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives have no role in Customer Satisfaction analysis, 1 (1.78%) of the respondents feel that business intelligence initiatives are not helping in Customer Satisfaction analysis. 2 (3.57%) of the respondents feel that business intelligence initiatives are not at all help in Customer Satisfaction analysis.

18. 51.3% has been achieved. This signifies that chi-Square table is not showing systematic association between business intelligence and Sales Distribution channel Analysis at 48.7% level of confidence. Hence the null hypothesis is accepted and at a of 95% level of confidence and we conclude that there is no significant relationship between the business intelligence and Sales Distribution channel Analysis.

19. 15 (26.79%) of the respondents believe that business intelligence initiatives are very benefiting to define Marketing strategies, 31 (55.36 %) of the respondents believe that business intelligence initiatives are benefiting to define Marketing strategies, 8 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to define Marketing strategies. 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives have do not help in benefiting to define Marketing strategies.

20. 20 (35.71%) of the respondents believe that business intelligence initiatives are very benefiting to conduct market research, 24 (42.86 %) of the respondents believe that business intelligence initiatives are benefiting to conduct market research, 8 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to conduct market research. 3 (5.36%) of the respondents
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were of the opinion that business intelligence initiatives are not benefiting to conduct market research, 1(1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to conduct market research.

21. 14 (25%) of the respondents believe that business intelligence initiatives are very benefiting to execute market competitive analysis, 23 (41.07%) of the respondents believe that business intelligence initiatives are benefiting to execute market competitive analysis, 14 (25%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to execute market competitive analysis. 1(1.79%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to execute market competitive analysis, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to execute market competitive analysis.

22. 14 (25%) of the respondents believe that business intelligence initiatives are very beneficial to measure effectiveness of the marketing department, 32 (57.14%) of the respondents believe that business intelligence initiatives are beneficial to measure effectiveness of the marketing department, 9 (16.07%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to execute market competitive analysis. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to measure effectiveness of the marketing department.

23. 19 (33.93%) of the respondents believe that business intelligence initiatives are very benefiting to determine the market needs and generate product requirements, 33 (58.93%) of the respondents believe
that business intelligence initiatives are benefiting to determine the market needs and generate product requirements, 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to determine the market needs and generate product requirements. 1(1.79%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to determine the market needs and generate product requirements, 1(1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to determine the market needs and generate product requirements.

24.34 (60.71%) of the respondents believe that business intelligence initiatives are very benefiting to define Marketing strategies, 18 (32.14%) of the respondents believe that business intelligence initiatives are benefiting to analyze and defined strategies for product, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to analyze and defined strategies for product.

25.32 (57.14%) of the respondents believe that business intelligence initiatives are very benefiting to create and maintain annual marketing budgets, 21 (37.5 %) of the respondents believe that business intelligence initiatives are benefiting to create and maintain annual marketing budget, 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to create and maintain annual marketing budget. 1(3.57%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to create and maintain annual marketing budget.

26.28 (50%) of the respondents believe that business intelligence initiatives are very benefiting to analyze and define strategies for Public Relations
and advertising, 17 (30.36%) of the respondents believe that business intelligence initiatives benefiting to analyze and define strategies for Public Relations and advertising, 7 (12.50%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to analyze and define strategies for Public Relations and advertising. 3 (5.37%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to analyze and define strategies for Public Relations and advertising, 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to analyze and define strategies for Public Relations and advertising.

27.32 (57.14%) of the respondents believe that business intelligence initiatives are very benefiting to Trace the metrics and indicators that improve customer satisfaction, 17 (30.36%) of the respondents believe that business intelligence benefiting to Trace the metrics and indicators that improve customer satisfaction, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives have no role benefiting to Trace the metrics and indicators that improve customer satisfaction. 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to Trace the metrics and indicators that improve customer satisfaction, 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to Trace the metrics and indicators that improve customer satisfaction.

28.21 (37.57%) of the respondents believe that business intelligence initiatives are very benefiting to identify right target market segment and positioning of your product/s, 23 (43.7%) of the respondents believe that business intelligence are benefiting to identify right target market
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Segment and positioning of your product/s, 6 (10.71%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to identify right target market segment and positioning of your product/s. 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to identify right target market segment and positioning your product/s, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to identify right target market segment and positioning of your product/s.

29.22 (39.29%) of the respondents believe that business intelligence initiatives are very benefiting to analyze existing Product, Pricing, Distribution channels and Promotional strategies, 24 (42.86%) of the respondents believe that business intelligence initiatives are benefiting to analyze existing Product, Pricing, Distribution channels and Promotional strategies, 8 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to analyze existing Product, Pricing, Distribution channels and Promotional strategies. 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives did not have any role in benefitting to analyze existing Product, Pricing, Distribution channels and Promotional strategies.

30.13 (23.21%) of the respondents believe that business intelligence initiatives are very benefiting to analyze direct marketing efforts, 26 (46.43%) of the respondents believe that business intelligence initiatives are benefiting to analyze direct marketing efforts, 14 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to analyze direct marketing efforts. 3 (5.36%) of
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The respondents were of the opinion that business intelligence initiatives do not benefit to analyze direct marketing efforts.

31.13 (23.21%) of the respondents believe that business intelligence initiatives are very benefiting to analyze online marketing campaigns, 29 (51.79%) of the respondents believe that business intelligence are benefiting to analyze online marketing campaigns, 12 (29.43%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to analyze online marketing campaigns. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to analyze online marketing campaigns. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to analyze online marketing campaigns.

32.14 (25%) of the respondents believe that business intelligence initiatives are very benefiting to define product life cycle, 27 (48.31%) of the respondents believe that business intelligence initiatives are benefiting to define product life cycle, 8 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to define product life cycle. 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to define product life cycle.

33.40.2% has been achieved. This signifies that chi-square table is not showing systematic association between business intelligence and Product Life cycle in the market at 59.8% level of confidence. Hence the null hypothesis is accepted and at a of 95% level of confidence and we conclude that there is no significant relationship between the business intelligence and Product Life cycle in the market.
34.22 (39.29%) of the respondents believe that business intelligence initiatives are very beneficial to do Cost benefit analysis of Event Marketing and creative services, 24 (42.86%) of the respondents believe that business intelligence initiatives are beneficial to do Cost benefit analysis of Event Marketing and creative services, 8 (14.29%) of the respondents were of the opinion that business intelligence initiatives have no role in beneficial to do Cost benefit analysis of Event Marketing and creative services. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not beneficial to do Cost benefit analysis of Event Marketing and creative services. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not at all beneficial to do Cost benefit analysis of Event Marketing and creative services.

35.13 (23.21%) of the respondents believe that business intelligence initiatives are very benefiting to do cost benefit analysis of Customer Loyalty Programmes, 26 (46.43%) of the respondents believe that business intelligence initiatives are benefiting to do cost benefit analysis of Customer Loyalty Programmes, 14 (25%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to do cost benefit analysis of Customer Loyalty Programmes. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives are not benefiting to do cost benefit analysis of Customer Loyalty Programmes. 2 (3.57%) of the respondents were of the opinion that business intelligence initiatives are not at all benefiting to do cost benefit analysis of Customer Loyalty Programmes.

36.20 (35.71%) of the respondents believe that business intelligence initiatives are very benefiting to do Cost benefit analysis for advertisement campaign, 29 (51.79%) of the respondents believe that
VII: Findings, Conclusions & Suggestions

Findings - Indian viz-a-viz Foreign Companies

Business intelligence initiatives are benefiting to do Cost benefit analysis for advertisement campaign, 6 (10.71%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to do Cost benefit analysis for advertisement campaign. 1 (1.79%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to do Cost benefit analysis for advertisement campaign.

37.20 (35.71%) of the respondents believe that business intelligence initiatives are highly beneficial to have a bird’s eye-view of customer information, 31 (55.35%) of the respondents believe that business intelligence initiatives are beneficial to have a bird’s eye-view of customer information, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives have no role in having a bird’s eye-view of customer information, 1 (1.78%) of the respondents feel that business intelligence initiatives are not helping to have a bird’s eye-view of customer information.

38.19 (33.92%) of the respondents believe that business intelligence initiatives are highly beneficial in Production Forecast, 27 (48.21%) of the respondents believe that business intelligence initiatives are beneficial in Production forecast, 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives have no role in production forecast. 3 (5.35%) of the respondents feel that business intelligence initiatives are not at all helping in production forecast.

39.25 (44.64%) of the respondents believe that business intelligence initiatives are highly beneficial in reducing machinery and inventory cost, 21 (37.5%) of the respondents believe that business intelligence initiatives are beneficial in reducing machinery and inventory cost, 7...
(12.5 %) of the respondents were of the opinion that business intelligence initiatives have no role in reducing machinery and inventory cost, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in reducing machinery and inventory cost 1(1.78%) of the respondents feel that business intelligence initiatives are not at all helping in reducing machinery and inventory cost.

40.32 (57.14%) of the respondents believe that business intelligence initiatives are highly beneficial in improving product quality, 18(32.14%) of the respondents believe that business intelligence initiatives are beneficial in improving product quality, 5 (8.98%) of the respondents were of the opinion that business intelligence initiatives have no role in improving product quality, 1(1.78%) of the respondents feel that business intelligence initiatives are not helping in improving product quality.

41.24 (42.85%) of the respondents believe that business intelligence initiatives are highly beneficial in total quality management, 29(51.78%) of the respondents believe that business intelligence initiatives are beneficial in total quality management, 2 (3.5 %) of the respondents were of the opinion that business intelligence initiatives have no role in total quality management, 1(1.78%) of the respondents feel that business intelligence initiatives are not helping in total quality management.

42.29 (51.78%) of the respondents believe that business intelligence initiatives are highly beneficial in responding quickly to changing markets and company sensitivities, 21(37.5%) of the respondents believe that business intelligence initiatives are beneficial in responding quickly to changing markets and company sensitivities , 4 (7.14 %) of the
respondents were of the opinion that business intelligence initiatives have no role in responding quickly to changing markets and company sensitivities, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in responding quickly to changing markets and company sensitivities.

43.24 (42.85%) of the respondents believe that business intelligence initiatives are highly beneficial in Accelerating Time to market for new Products, 21(37.5%) of the respondents believe that business intelligence initiatives are beneficial in Accelerating Time to market for new Products, 6 (10.71%) of the respondents were of the opinion that business intelligence initiatives have no role in Accelerating Time to market for new Products, 3(5.35%) of the respondents feel that business intelligence initiatives are not helping in Accelerating Time to market for new Products, 2(3.57%) of the respondents feel that business intelligence initiatives are not at all helping in Accelerating Time to market for new Products.

44.16 (28.57%) of the respondents believe that business intelligence initiatives are highly beneficial in Analysing, 23(41.07%) of the respondents believe that business intelligence initiatives are beneficial in analysis, 10 (17.85%) of the respondents were of the opinion that business intelligence initiatives have no role in analysing, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in analysis, 5(3.57%) of the respondents feel that business intelligence initiatives are not at all helping in Accelerating Time to market for new Products.

45.17 (30.35%) of the respondents believe that business intelligence initiatives are highly beneficial to Improve planning, scheduling, and the
VII: Findings, Conclusions & Suggestions

Findings - Indian viz-a-viz Foreign Companies

procurement schedule, 31 (55.35%) of the respondents believe that business intelligence initiatives are beneficial in to Improve planning, scheduling, and the procurement schedule, 5 (8.92%) of the respondents were of the opinion that business intelligence initiatives have no role in to Improve planning, scheduling, and the procurement schedule, 2 (3.57%) of the respondents feel that business intelligence initiatives are not helping in to Improve planning, scheduling, and the procurement schedule, 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all helpful in to Improve planning, scheduling, and the procurement schedule.

46. (28.57%) of the respondents believe that business intelligence initiatives are highly beneficial to maintain and develop quality assurance, 30 (53.57%) of the respondents believe that business intelligence initiatives are beneficial to maintain and develop quality assurance, 8 (14.28%) of the respondents were of the opinion that business intelligence initiatives have no role in maintaining and developing quality assurance, 1 (1.78%) of the respondents feel that business intelligence initiatives are not helping in maintaining and developing quality assurance, 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all helpful in maintaining and developing quality assurance.

47.13 (23.21%) of the respondents believe that business intelligence initiatives are highly beneficial to Isolate specific problems, 26 (46.43%) of the respondents believe that business intelligence initiatives are beneficial to Isolate specific problems, 15 (26.78%) of the respondents were of the opinion that business intelligence initiatives have no role to Isolate specific problems, 1 (1.78%) of the respondents feel that business intelligence initiatives are not helping to Isolate specific problems,
VII: Findings, Conclusions & Suggestions

Findings - Indian viz-a-viz Foreign Companies

1 (1.78%) of the respondents feel that business intelligence initiatives are not at all helping to isolate specific problems.

48.13 (23.21%) of the respondents believe that business intelligence initiatives are highly beneficial in total quality management, 27 (48.21%) of the respondents believe that business intelligence initiatives are beneficial in total quality management, 13 (23.21%) of the respondents were of the opinion that business intelligence initiatives have no role in total quality management, 3 (5.36%) of the respondents feel that business intelligence initiatives are not helping in total quality management.

49.11 (19.64%) of the respondents believe that business intelligence initiatives are highly beneficial in responding quickly to changing markets and company sensitivities, 34 (60.61%) of the respondents believe that business intelligence initiatives are beneficial in responding quickly to changing markets and company sensitivities, 4 (7.14%) of the respondents were of the opinion that business intelligence initiatives have no role in responding quickly to changing markets and company sensitivities, 7 (12.5%) of the respondents feel that business intelligence initiatives are not helping in responding quickly to changing markets and company sensitivities.

50.20 (35.71%) of the respondents believe that business intelligence initiatives are highly beneficial in Accelerating Time to market for new Products, 24 (42.86%) of the respondents believe that business intelligence initiatives are beneficial in Accelerating Time to market for new Products, 11 (19.64%) of the respondents were of the opinion that business intelligence initiatives have no role in Accelerating Time to market for new Products, 1 (1.79%) of the respondents feel that business intelligence initiatives are not helping in Accelerating Time to market for new Products.
VII: Findings, Conclusions & Suggestions

Findings - Indian vis-à-vis Foreign Companies

Intelligence initiatives are not helping in Accelerating Time to market for new Products.

51.19 (33.96%) of the respondents believe that business intelligence initiatives are highly beneficial in Analyzing, 24(42.86%) of the respondents believe that business intelligence initiatives are beneficial in analysis, 10 (17.85 %) of the respondents were of the opinion that business intelligence initiatives have no role in analyzing, 2(3.57%) of the respondents feel that business intelligence initiatives are not helping in analysis, 1(3.57%) of the respondents feel that business intelligence initiatives are not at all helping in Analysis.

52.25 (44.64%) of the respondents believe that business intelligence initiatives are highly beneficial to improve Lead time to improve "order promising", 19 (33.92%) of the respondents believe that business intelligence initiatives are beneficial to improve Lead time to improve "order promising", 10 (17.85 %) of the respondents were of the opinion that business intelligence initiatives have no role to reduce improve Lead time to improve "order promising", 2(3.57%) of the respondents feel that business intelligence initiatives are not helping to reduce improve Lead time to improve "order promising".

53.26 (46.42%) of the respondents believe that business intelligence initiatives are highly beneficial to find out production bottlenecks, 15(26.78%) of the respondents believe that business intelligence initiatives are beneficial to find out production bottlenecks, 9 (16.07 %) of the respondents were of the opinion that business intelligence initiatives have no role to find out production bottlenecks, 5(8.92%) of the respondents feel that business intelligence initiatives are not helping to find out production bottlenecks, 1(1.78%) of the respondents feel that...
VII: Findings, Conclusions & Suggestions

Findings - Indian viz-a-viz Foreign Companies

Business intelligence initiatives are not at all helpful in finding out production bottlenecks.

54.29 (51.78%) of the respondents believe that business intelligence initiatives are highly benefiting to have total control on inventory by analysing, 16 (28.57%) of the respondents believe that business intelligence initiatives are benefiting to have total control on inventory by analysing, 11 (19.64%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to have total control on inventory by analysing.

55.22 (39.28%) of the respondents believe that business intelligence initiatives are highly beneficial to Improve planning, scheduling, and the procurement schedule, 24 (42.85%) of the respondents believe that business intelligence initiatives are benefiting to Improve planning, scheduling, and the procurement schedule, 7 (12.5%) of the respondents were of the opinion that business intelligence initiatives have no role in benefiting to Improve planning, scheduling, and the procurement schedule, 2 (3.57%) of the respondents feel that business intelligence initiatives are not benefiting to Improve planning, scheduling, and the procurement schedule, 1 (1.78%) of the respondents feel that business intelligence initiatives are not at all benefiting to Improve planning, scheduling, and the procurement schedule.
The research is conducted & collected data is analyzed over four Industry Verticals – at Top Level Management & Middle Level Management – giving us eight possible touch points for analysis. The two independent samples under the considerations are Indian Organization & Global Organization. The readings indicate a significant difference at only one instance of the analysis i.e. FMCG Middle Level Management. Hence we can conclude that – Counting out the one analysis point out of eight – Application of Business Intelligence Technology benefits are perceived to be equally beneficial to the Business Managers at Top Level & Middle Level Management of Global as well as Indian Organizations.

Further – the sample data is analyzed by Functional Domains for the same set of four Industry Verticals. The analysis is done across three Functional Domains – giving us twelve possible touch points. Here, following cases shows significant difference in perceived benefit of Business Intelligence Initiatives – While comparing Global & Indian Organizations.

- Automobile Manufacturing Vertical – Strategic Domain
- FMCG Vertical – Strategic Domain
- FMCG Vertical – Sales & Marketing Domain

In summary – grouping by the functional domains – In the Indian Automobile & FMCG verticals, Business Strategic Domains are perceived to be less supported by the Business Intelligence Initiatives, when compared with their counterpart. Further, Middle Level Managers in FMCG are not able to get benefits of Business Intelligence Initiatives.
Drilling down further on the finer level – the following list shows the survey questions, where significant difference exists in the perception of Business Intelligence Benefits, by Global Managers and Indian Managers.

- Analyzing the Political Marketplace and Public Policies
- Analyzing Basic sales Reports
- Conducting market research to determine risk and marketability of potential products and product features
- Analyzing direct marketing efforts
VII: Findings, Conclusions & Suggestions

7.6 Suggestions

In order to provide consultative suggestions – here, the identified problem arena is categorized across the Industry Verticals.

7.6.1 FMCG Industry Related Problem Area:

- Strategic Domain
- Sales & Marketing Domain
- Middle Level Management

7.6.2 FMCG Industry Related Suggestions:

The nature and market dynamics of Indian FMCG vertical is entirely different and probably more complex compare to their counter parts i.e. global FMCG Organizations. In India, the Consumers – who form the base of the FMCG Growth pyramid – are in plentiful. But the challenge lies in its demographic variations and loyalty patterns. Highly prominent Price Elasticity factor along with conscious demand of Value for Money, poses a great challenge for the Marketers in maintaining Brand Values and Consumer Loyalties.

FMCG - Suggestions at Strategic Domain:

Implementing Business Intelligence – at Business Strategic Domain – greatly depends upon External Data Inputs apart from Internal Data Sources. Such external data inputs are like Consumer Demography, Weather Data & Predictions, and Political Visions & Policies. Hence, it is highly recommended to use such external data while framing Business Strategies.
VII: Findings, Conclusions & Suggestions

FMCG - Suggestions at Sales & Marketing Domain:
Customer / Consumer Segmentations mapped with Product Line Offerings can provide good amount of Business Intelligence for the Sales & Marketing Managers. External Inputs like Consumer Demography can be equally useful. Further, various market surveys are done by reputed market research firms, even in India. Use of such analysis as inputs in the Business Intelligence Initiatives can surely empower the Sales & Marketing Managers to take informed decisions.

FMCG - Suggestions for Middle Level Management:
Considering the complex nature of FMCG industry vertical in India, Middle Level Managers – the link between Top and Lower Level Management – are most likely to get the benefits of Business Intelligence Initiatives. On contrary, we are seeing this as one of the problem area.
The following points – if considered & implemented correctly – can definitely convert this problem into opportunity.

- Extensive use of External Inputs – Complementing the Internally generated data
- Implementing 360 degree holistic view of the Business – using Business Intelligence & Dashboards
- Encouraging the use of Business Intelligence – in Middle Level Management
- Work Culture Change Management – Flowing down to Operational Level
VII: Findings, Conclusions & Suggestions

7.6.3 Automobile Manufacturing Vertical Related Problem Area:

- Strategic Domain

7.6.4 Automobile Manufacturing Vertical Related Suggestions:

This vertical – as seen in Indian Perspective – is relatively younger, compared to the global players in the developed countries like USA & UK. Especially the passenger car segment is maturing and consolidating. Opening the doors up of Indian market / economy has seen various global players competing with the Indian counterparts. On other hand, weak economy signals - coming from across the globe – is making the job of Strategic Domain Managers, all the more challenging.

Business Intelligence – though not much seen as a great contributor at this function, by the Indian Automobile Industry Managers – can actually be / has potential to become the most vital weapon in discharging their challenging function.

The following suggestions are made in this respect:

- Extensive use of external data to understand the Market Dynamics – While implementing Business Intelligence Initiatives
- Use of Global Market data in the Strategic Domain
- Implementing 360 degree holistic view of the Business – using Business Intelligence & Dashboards
- Encouraging the use of Business Intelligence – in all Strategic Functions
- Allowing & encouraging the work culture to use Business Intelligence in making Informed Decisions at all the Strategic Functions.
- Work Culture Change Management – Flowing down to Middle Level Management, while asking them to implement the Strategy Decisions.
Dear Madam / Sir,

Please find attached here is a set of Performa to analyze measurable and immeasurable areas of the Application of Business Intelligence in Corporate Sector in India and Global in your esteemed organization.

Kindly request you to fill the Performa as soon as possible. This is purely an academic exercise. The confidentiality of the responses will be strictly maintained and this will be used for academic purpose only. Please be accurate and transparent in your responses, as this will help us in improving the BI for the benefit of Employees and the Organization as well.

A Comparative Study on Application of Business Intelligence in Corporate Sector in India and Global Questionnaire

[Basic Information]

Name of the Company: _____________________________________________________

Address: ________________________________

_________________________________ City: ____________________________

Country: _________________________________________________________________

Contact numbers: (M) _____________________________ (O) ______________________

Website: ________________________________ E-mail ID: _______________________

Industry Vertical: _________________________________________________________

Total Number of Employees in the Organization: ______________________________

Annual global revenue of the Organization in Rs.: _____________________________

Interviewer: Bonisa Dave Bhandari

Objective of the Interview: Analyzing application and benefits of business intelligence initiatives in the organization
**Strategic Domain - Management:**

**Interviewee Information:**
- **Name:** ____________________________________________________________
- **Designation:** _______________________________________________________
- **Age:** _____________________________________________________________
- **Qualification:** ______________________________________________________
- **Total Years of Work Experience:** ___________________________________

Please specify your achievements after implementation of Business Intelligence for Strategic Domain - Management, considering following points:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Questions</th>
<th>Very Bad</th>
<th>Bad</th>
<th>Neutral</th>
<th>Good</th>
<th>Very Good</th>
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</thead>
<tbody>
<tr>
<td>01.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>measurable Business goals</strong>?</td>
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<td>02.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>measure Customer Satisfaction level</strong>?</td>
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<td>03.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>measure Product Profitability</strong>?</td>
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<td>04.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>measure Customer Profitability</strong>?</td>
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<td>05.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Business Partnership Development and management</strong>?</td>
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<td>06.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>make informed strategic decisions</strong>?</td>
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<td>07.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>manage &amp; analyze corporate governance</strong>?</td>
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<td>08.</td>
<td>How far Business Intelligence initiatives are benefiting to overall <strong>Organization Development</strong>?</td>
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<td>09.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>make investment &amp; Financial Planning Decisions</strong>?</td>
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<td>10.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Analyze the political marketplace and public policies</strong>?</td>
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</table>
**Strategic Level - Sales:**

**Interviewee Information:**
- Name: _____________________________________________________________
- Designation: _______________________________________________________
- Age: _____________________________________________________________
- Qualification: _______________________________________________________
- Total Years of Work Experience: _____________________________________

Please specify your achievements after implementation of Business Intelligence for Strategic Level - Sales, considering following points:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Questions</th>
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<th>Good</th>
<th>Very Good</th>
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<tbody>
<tr>
<td>11.</td>
<td>How far Business Intelligence initiatives are benefiting to Sales Growth Analysis which includes: overall market, new products, new geographies, new sales people</td>
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<td>12.</td>
<td>How far Business Intelligence initiatives are benefiting to Customer analysis which includes: who are the top customers, how have they changed over a time period</td>
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<td>13.</td>
<td>How far Business Intelligence initiatives are benefiting to Sales Territory Analysis which includes: where are top customers located, what are the current sales territories and how balanced they are</td>
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<td>14.</td>
<td>How far Business Intelligence initiatives are benefiting to Sales performance which includes: analysis of sales according to the new territory assignments, year on year analysis, territory wise analysis and drill down reports to detail orders</td>
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<td>15.</td>
<td>Basic sales Report analysis</td>
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<td>16.</td>
<td>Price Elasticity analysis</td>
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<td>17.</td>
<td>Customer satisfaction analysis</td>
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<td>18.</td>
<td>Sales Distribution channels Analysis</td>
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</table>
### Strategic Level - Marketing:

**Interviewee Information:**

- **Name:** ________________________________________________________________
- **Designation:** ____________________________________________________________
- **Age:** _________________________________________________________________
- **Qualification:** __________________________________________________________
- **Total Years of Work Experience:** _______________________________________

Please specify your achievements after implementation of Business Intelligence for Strategic Level marketing functions, considering following points:

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<tr>
<th>Sr. No.</th>
<th>Questions</th>
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<th>Very Good</th>
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<tbody>
<tr>
<td>19.</td>
<td>How far Business Intelligence initiatives are benefiting to define Marketing strategies including Product portfolio management and creating annual &amp; biannual strategic marketing plan?</td>
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<td>20.</td>
<td>How far Business Intelligence initiatives are benefiting to conduct market research to determine risk and marketability of potential products and product features?</td>
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<td>21.</td>
<td>How far Business Intelligence initiatives are benefiting to execute market competitive analysis?</td>
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<td>22.</td>
<td>How far Business Intelligence initiatives are benefiting to measure effectiveness of the marketing department and implement improvements?</td>
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<td>23.</td>
<td>How far Business Intelligence initiatives are benefiting to determine the market needs and generate product requirements and to give directives for development?</td>
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<td>24.</td>
<td>How far Business Intelligence initiatives are benefiting to analyze and defined strategies for product, pricing, positioning and packaging?</td>
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<td>25.</td>
<td>How far Business Intelligence initiatives are benefiting to create and maintain annual marketing budget?</td>
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<td>26.</td>
<td>How far Business Intelligence initiatives are benefiting to analyse and define strategies for PR &amp; advertising to ensure the coverage and raise awareness &amp; product branding and image?</td>
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<td>27.</td>
<td>How far Business Intelligence initiatives are benefiting to trace metrics and indicators that improve customer satisfaction?</td>
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</table>
Managerial Level – Sales & Marketing:

Interviewee Information:
Name: ___________________________________________________________
Designation: __________________________________________________________________________
Age: __________________________
Qualification: __________________________________________________________________________
Total Years of Work Experience: __________________________________________________________________________

Please specify your achievements after implementation of Business Intelligence for Managerial Level Sales & Marketing functions, considering following points:

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<tr>
<th>Sr. No.</th>
<th>Questions</th>
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<th>Very Good</th>
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<tbody>
<tr>
<td>28.</td>
<td>How far Business Intelligence initiatives are benefiting to identify right target market segment and positioning your product/s?</td>
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<td>29.</td>
<td>How far Business Intelligence initiatives are benefiting to analyze existing Product, Pricing, Distribution channels and Promotional strategies and improvement of the same?</td>
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<td>30.</td>
<td>How far Business Intelligence initiatives are benefiting to analyse direct marketing efforts?</td>
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<td>31.</td>
<td>How far Business Intelligence initiatives are benefiting to analyze online marketing campaigns?</td>
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<td>32.</td>
<td>How far Business Intelligence initiatives are benefiting to analyze PLC in the market?</td>
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<tr>
<td>33.</td>
<td>How far Business Intelligence initiatives are benefiting to Analyze Sales team performance vs set target (quarterly, yearly, By product, by territory)?</td>
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<tr>
<td>34.</td>
<td>How far Business Intelligence initiatives are benefiting to do Cost benefit analysis of Event Marketing and creative services?</td>
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<td>35.</td>
<td>How far Business Intelligence initiatives are benefiting to do cost benefit analysis of Customer Loyalty Program?</td>
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<tr>
<td>36.</td>
<td>How far Business Intelligence initiatives are benefiting to do Cost benefit analysis for advertisement campaign?</td>
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<tr>
<td>37.</td>
<td>How far Business Intelligence initiatives are benefiting to Have a bird’s eye-view of customer information which helps sales team to coordinate and collaborate over customer interactions?</td>
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</table>
Strategic Level – Operations:

Interviewee Information:
- Name: ____________________________________________________________
- Designation: _______________________________________________________
- Age: _____________________________________________________________
- Qualification: ______________________________________________________
- Total Years of Work Experience: ____________________________________

Please specify your achievements after implementation of Business Intelligence for Strategic Level Operations functions, considering following points:

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<tr>
<th>Sr. No.</th>
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<th>Good</th>
<th>Very Good</th>
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</thead>
<tbody>
<tr>
<td>38.</td>
<td>How far Business Intelligence initiatives are benefiting for <strong>Production Forecast</strong>?</td>
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<tr>
<td>39.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Reduce Manufacturing and Inventory Costs</strong>?</td>
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<td>40.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Improve Product Quality</strong>?</td>
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<td>41.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Total Quality Management</strong>?</td>
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<tr>
<td>42.</td>
<td>How far Business Intelligence initiatives are benefiting to Respond <strong>quickly to changing markets and company sensitivities</strong>?</td>
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<td>43.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Accelerate Time to market for new Products</strong></td>
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<tr>
<td>44.</td>
<td>How far Business Intelligence initiatives are benefiting to Analyse: <strong>Back Log %</strong> <strong>Capacity Utilization %</strong> <strong>System Uptime %</strong> <strong>Failure Cost Value</strong> <strong>QC Reject Rate %</strong></td>
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</tbody>
</table>
Managerial Level – Operations:

Interviewee Information:
- Name: _____________________________________________________________
- Designation: _______________________________________________________
- Age: ______________________________________________________________
- Qualification: _______________________________________________________
- Total Years of Work Experience: ______________________________________

Please specify your achievements after implementation of Business Intelligence for Managerial Level Operations functions, considering following points:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Questions</th>
<th>Very Bad</th>
<th>Bad</th>
<th>Neutral</th>
<th>Good</th>
<th>Very Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>45.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Maintain and develop quality assurance</strong>?</td>
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<td>46.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Isolate specific problems</strong>?</td>
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<td>47.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Total Quality Management</strong>?</td>
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<td>48.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Respond quickly to changing markets and company sensitivities</strong>?</td>
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<td>49.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Accelerate new product time-to-market</strong>?</td>
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<td>50.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>Reduce inventory investment</strong>?</td>
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<td>51.</td>
<td>How far Business Intelligence initiatives are benefiting to improve <strong>Lead time to improve “order promising”</strong>?</td>
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<td>52.</td>
<td>How far Business Intelligence initiatives are benefiting to <strong>find out production bottlenecks</strong> like machine breakdown time based on analysis?</td>
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</tr>
</tbody>
</table>
| 53.     | How far Business Intelligence initiatives are benefiting to have total control on inventory by analysing:  
            - **Inventory Ageing Days %**  
            - **Inventory ABC Analysis Value**  
            - **Inventory Turns Ratio %** |          |     |         |      |           |
| 54.     | How far Business Intelligence initiatives are benefiting to **Improve planning, scheduling, and the procurement schedule**? |          |     |         |      |           |