

Assessment 1 - Business Intelligence Plan

Weight 40%

Individual Task

Max. 2000 words

In Brief

You will apply tools and techniques introduced in the unit to identify and evaluate a Business in its changing market, industry, and PESTEL environment, and describe how data can guide the Business to navigate itself in this environment. You are required to write up and submit your findings in a report, which needs to include a reflection on the personal biases that govern your decision-making process.

Task Description

Organisations, whether they be for-profit (i.e. commercial entities), not-for-profit (e.g. NGOs, charities, and social enterprises), or governmental (entities funded by the government), desire to be competitive, profitable, viable, impacting, and sustainable over time. To attain these goals, they need to take the most appropriate forms of action possible, which are governed by an overall strategy. In its broadest sense, strategy could be defined as “a plan of action designed to achieve a long-term or overall aim”. However, the designing of good plans needs relevant and accurate information.

Organisations successful in developing good strategies are equipped with methodologies, processes, architectures, and technologies, which allow them to acquire and transform raw data into meaningful and useful information. These organisations are equipped with Business Intelligence. But organisations vary with respect to the level of Business Intelligence they employ. We could compare, for instance, nascent ventures (e.g. start-ups) that are bootstrapping in their early years and therefore have limited resources to even acquire relevant data, with large corporations that have sufficient financial, human, and technological resources devoted to purposeful Business Intelligence teams.

The overall mission of this Assessment task is for you to recognise the value of Business Intelligence for organisations and their strategy development. To this end, you are required to select one organisation and explore how it could employ Business Intelligence.

In this Assessment task, the organisation of your choice must be:

1. a local organisation (i.e. an organisation that has its headquarters in your country of residence)
2. either:
 - a. a real, existing social enterprise (i.e. its actions are intended to deliver positive **social impact**)
 - b. a real organisation that is traditionally not a social enterprise, but one which may pivot to deliver **social impact**
 - c. a new start-up (real or one you may hypothetically imagine) that has observed an opportunity to deliver **social impact**

To understand what social impact might look like, please visit the United Nations website explaining the UN Sustainable Development Goals (SDGs) - <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>. Your chosen organisation should ideally aim to deliver impact along at least one of the listed SDG dimensions, whether that be locally and/or internationally.

There are three pathways you may therefore follow in developing your Business Intelligence Plan. These pathways and a set of pragmatic steps associated with them are presented below. Please choose only one pathway in completing this Assessment task.

Pathway 1: A real, existing social enterprise

1. Start by identifying the social enterprise and gaining a firm grasp of its mission statement. The mission statement of the organisation is essentially a statement of what it would like to achieve as a long-term or overall aim – it is therefore strategic.
2. Utilise the Business Model canvas as a tool to understand the social enterprise's existing business model.
3. Next, examine the organisation's changing environment, including changing customer requirements, industry competition, policy changes, and global events, among others. Here, we make the assumption that the organisation you have chosen will need to adapt to these changes through strategic action in order to continue delivering its mission focusing on social impact.
4. Given that Business Intelligence can help the social enterprise deliver its mission statement, position yourself in the shoes of top-level management (e.g. CEO, CIO), and put together a plan of the organisation's Business Intelligence work (i.e. the Business Intelligence Plan), which will enable the organisation to adapt to its changing environment. Your Business Intelligence Plan will need to evaluate how the Business Model Canvas would need to be transformed in response to the changing environment through the use of data (see points 5 and 6).
5. To facilitate the business model transformation, determine the organisation's data-led strategy as governed by how the organisation can use data to create and capture value.
6. As you develop this Business Intelligence Plan, you may want to describe, among others: (i) the information needed by the social enterprise to allow it to make decisions in alignment with its mission; (ii) the data that would need to be collected and analysed to deliver this information; (iii) how the data would be collected; and (iv) where the data would be sourced from.
7. Finally, reflect on your own thinking which has led to the Business Intelligence Plan you have developed. Ask questions, such as: (i) What were your core, personal assumptions and biases?; (ii) Which parts of the Business Intelligence Plan did these biases influence?; and (iii) What could have been the influence of these biases upon the strategic actions of the organisation?

Pathway 2: A real organisation that is traditionally not a social enterprise, but one which may pivot to deliver social impact.

1. Start by identifying the organisation and gaining a firm grasp of its mission statement. The mission statement of the organisation is essentially a statement of what it would like to achieve as a long-term or overall aim – it is therefore strategic.
2. Utilise the Business Model canvas as a tool to understand the organisation's existing business model.
3. Next, examine the organisation's changing environment, including changing customer requirements, industry competition, policy changes, and global events, among others. Here, we make the assumption that the organisation you have chosen will need to adapt to these changes through strategic action in order to deliver a mission focusing on social impact.
4. Given that Business Intelligence can help the organisation deliver its mission statement, position yourself in the shoes of top-level management (e.g. CEO, CIO), and put together a plan of the organisation's Business Intelligence work (i.e. the Business Intelligence Plan), which will enable the organisation to adapt to its changing environment. Your Business Intelligence Plan will need to evaluate how the Business Model Canvas would need to be transformed in response to the changing environment through the use of data (see points 5 and 6).
5. To facilitate the business model transformation, determine the organisation's data-led strategy as governed by how the organisation can use data to create and capture value towards social impact.
6. As you develop this Business Intelligence Plan, you may want to describe, among others: (i) the information needed by the organisation to allow it to make decisions in alignment with its mission; (ii) the data that would need to be collected and analysed to deliver this information; (iii) how the data would be collected; and (iv) where the data would be sourced from.
7. Finally, reflect on your own thinking which has led to the Business Intelligence Plan you have developed. Ask questions, such as: (i) What were your core, personal assumptions and biases?; (ii) Which parts of the Business Intelligence Plan did these biases influence?; and (iii) What could have been the influence of these biases upon the strategic actions of the organisation?

Pathway 3: A new start-up (may be hypothetical).

1. Start by defining the start-up's mission statement. The mission statement of the start-up is essentially a statement of what it would like to achieve as a long-term or overall aim – it is therefore strategic.
2. Next, examine the changing environment (i.e. external enablers), including changing customer requirements, industry competition, policy changes, and global events, among others. Here, we make the assumption that the start-up will be founded to address the opportunities created by these changes and deliver a mission focusing on social impact.
3. Given that Business Intelligence can help the start-up deliver its mission statement, position yourself in the shoes of the start-up founder, and put together a plan of the start-up's Business Intelligence work (i.e. the Business Intelligence Plan), which will enable it to exploit the opportunities created by the changing environment. Your Business Intelligence Plan will need to evaluate the overall business model of the start-up and the use of data (see points 4, 5, and 6).
4. Utilise the Lean Canvas as a tool to design the start-up's business model.
5. In creating the Lean Canvas, establish the start-up's data-led strategy as governed by how it ought to use data to create and capture value.
6. As you develop this Business Intelligence Plan, you may want to describe, among others: (i) the information needed by the start-up to allow it to make decisions in alignment with its mission; (ii) the data that would need to be collected and analysed to deliver this information; (iii) how the data would be collected; and (iv) where the data would be sourced from.
7. Finally, reflect on your own thinking which has led to the Business Intelligence Plan you have developed. Ask questions, such as: (i) What were your core, personal assumptions and biases?; (ii) Which parts of the Business Intelligence Plan did these biases influence?; and (iii) What could have been the influence of these biases upon the strategic actions of the organisation?

Formatting

The report must include a cover page, executive summary, and references, and be presented professionally with a logical structure and flow. Please also adhere to the following formatting guidelines:

1. *Font*: Times New Roman, 12pt
2. *Spacing*: double
3. *Citations and referencing*: use the APA style (<https://www.citewrite.qut.edu.au/>)
4. *Length*: adhere to the maximum word count allowed, which is exclusive of the cover page, executive summary, figures, and references.

Note that a template will be provided to help you structure your report.