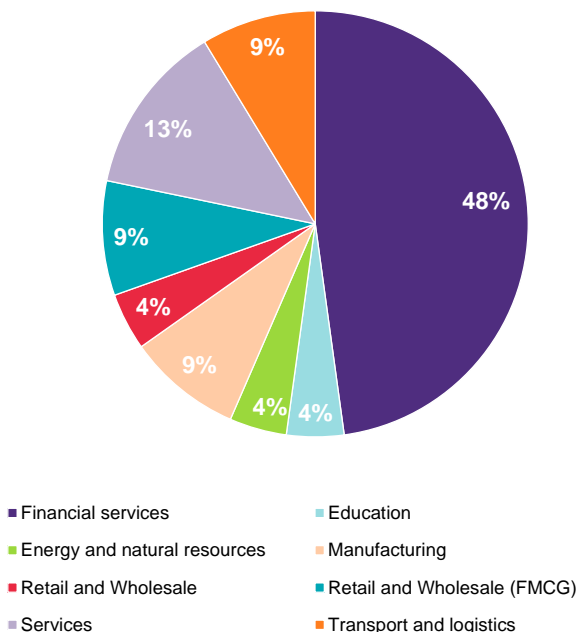


# Data analytics assessment report

Findings gathered from the high-level data analytics assessment conducted by Grant Thornton

<b>What</b>	<b>When</b>
Data analytics high level assessment	May - June 2022
<b>Who</b>	
C-level executives of Public Interest Entities including Government, parastatals, listed companies and large private companies	
<b>Why</b>	
To gather information on how large organisations in Botswana are placed in terms of analysing data to drive decisions and efficiencies	

## Industries covered



## Introduction

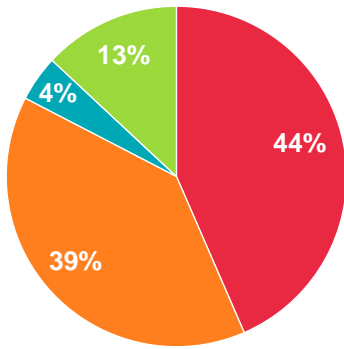
Increasingly, organisations are looking to gain competitive advantage using data and analytics. Analytics can provide tangible benefits such as deeper insights, increased productivity, improved customer service, improved operational efficiencies that drive cost savings, and top-line growth that delivers higher profits. Analytics can also drive new products and services, provide insights to understand customer behavior, improve operational efficiencies, identify fraud, as well as be used for a host of other objectives.

Analytics maturity is not just about analytics techniques and software. It also involves the cultural and organisational processes that enable companies to become more data driven. This includes development techniques as well as the current processes that allow a wide range of people throughout the organisation to manage, govern, and utilise the data and analysis.

It is therefore key to have a formal strategy in place to support the organisation’s data analytics efforts that are aligned to business objectives, and scalable, flexible data architecture to support data management, data access, data governance, and data security.

From our survey, only 13% of respondents have a formal data analytics strategy in place, approximately 43% have disparate plans and 44% do not have any strategy or plans. Of the 13% of respondents with a strategy in place, all the organisations are data intensive, all have processes implemented to support data analytics efforts and only 50% of these have advanced and automated analytics in place.

## Summary



- No strategy or plans in place
- We have a plan, but it tends to be departmentally focused and not organisation wide
- We have a strategy, but it is mainly focussed on infrastructure and not aligned to our organisational objectives
- We have a data and analytics strategy that directs how we develop, resource and maintain our data infrastructure and culture in support of our organisational objectives

### Respondents that have a data and analytics strategy in place

The 13% of respondents that have a data and analytics strategy that directs how they develop, resource and maintain their data infrastructure and culture in support of organisational objectives, all have a high-level of data and analytics maturity. These organisations have the following in place to support their analytical objectives:

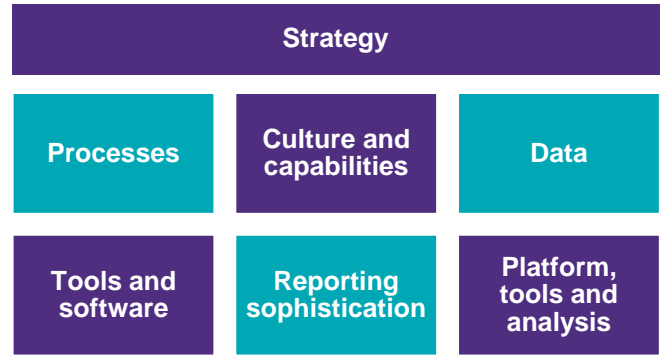
- processes to direct and drive their data analytics capabilities and requirements,
- advanced analytics software and tools,
- centralised data and reporting automation, and
- in-house resources and a data-driven culture.

All these organisations are in data intensive industries and are therefore maximising the value they derive from analytical insights.

### Respondents that don't have a data and analytics strategy in place

It is clear from the 87% respondents that have no data and analytics strategy in place, or only have a departmentally focused plan that isn't organisation wide, the levels of data and analytics maturity are low to medium and that efforts are departmental or individual driven. Readily available tools and software within the organisation are utilised to perform some form of reporting and analytics. This approach is not uncommon, as seen from the survey results and are usually how the use of data analytics starts in organisations. Furthermore, for majority of these respondents, the maturity of data management processes are low and therefore insights derived from analytics are limited and not organisation wide.

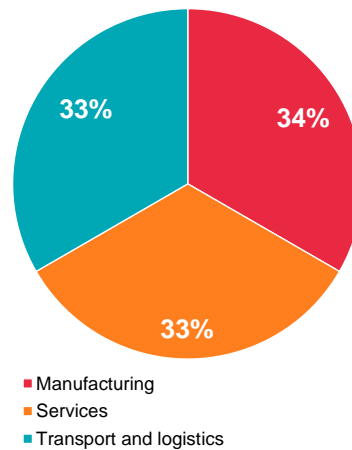
## Research areas



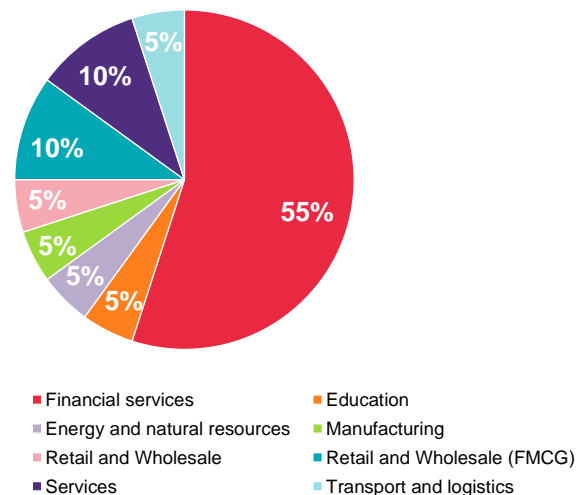
## Strategy

87% of respondents across various industries have no data and analytics strategy in place, or only have a departmentally focused plan that isn't organisation wide. This percentage is representative of the maturity of businesses in Botswana terms of using data analytics, and indicative that more data-driven decision making in yet to be explored by businesses.

### By industry - 13% with strategy



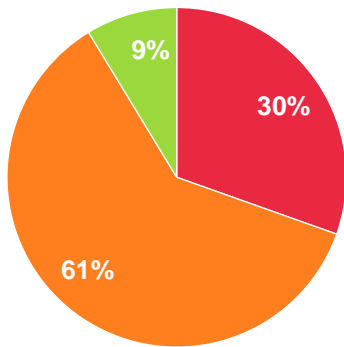
### By industry - 87% with no strategy or disparate plans



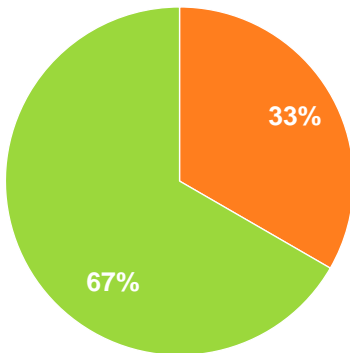
## Processes

Of the 87% respondents that have no data and analytics strategy in place, or only have a departmentally focused plan that isn't organisation wide, 35% don't have any processes in place and tend to operate on an ad-hoc basis, 65% have some processes in place and none have documented processes and clear structures.

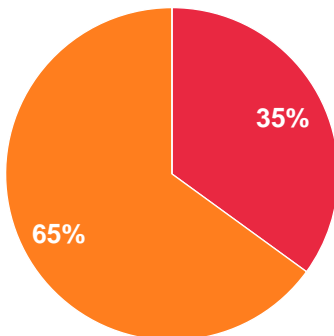
- No we don't have any processes in place, we tend to operate on an ad-hoc basis
- We have some processes in place to support our data and analytics initiatives
- We have documented processes and a clear structure in place to prioritise and execute our data and analytics initiatives



13% with strategy



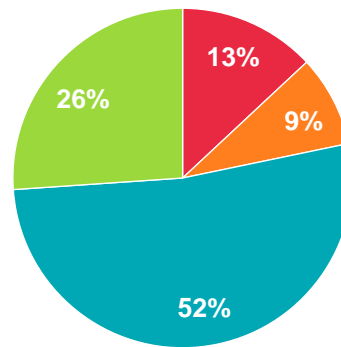
87% with no strategy or disparate plans



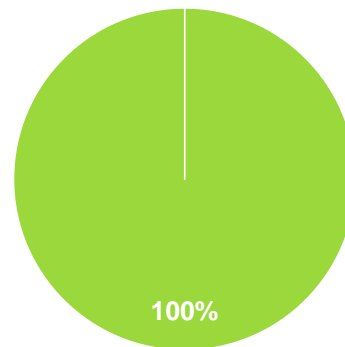
## Culture and capabilities

100% of the respondents that indicated that they have a data and analytics strategy in place have strong in-house capabilities and a culture that supports data-driven decisions. Of the 87% respondents that have no data and analytics strategy in place or only have a departmentally focused plan that isn't organisation wide, 15% don't have any capabilities available, 10% rely on external resources, 60% have some in-house capabilities and no data-driven culture, and 15% have strong in-house capabilities and a culture that supports data-driven decisions.

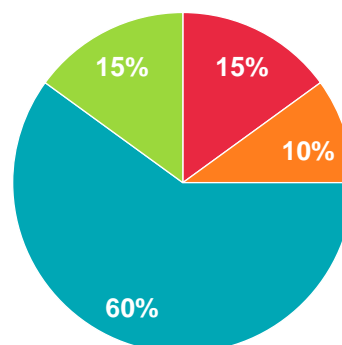
- We have none or little in-house capability and don't use external resources
- We rely on external resources for ad-hoc support on our data and analytics initiatives
- We have some in-house capability, but we don't have a data-driven culture
- We have a strong data and analytics capability in-house and we have a culture in place that supports data-driven decision making



13% with strategy



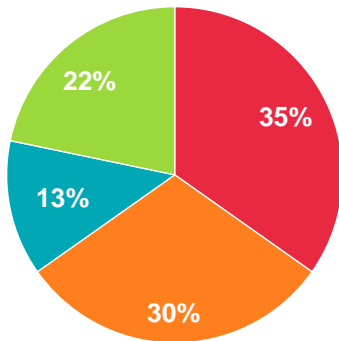
87% with no strategy or disparate plans



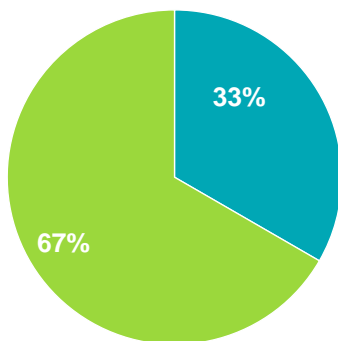
## Data

The majority (67%) of the respondents that indicated that they have a data and analytics strategy in place have centrally prepared data and governance in place. Of the 87% respondents that have no data and analytics strategy in place or only have a departmentally focused plan that isn't organisation wide, 40% are not aware of all the data available to them and work with locally available data, 35% use centrally prepared and governed data, but still need to prepare their own data and the remainder have centrally prepared and governed data.

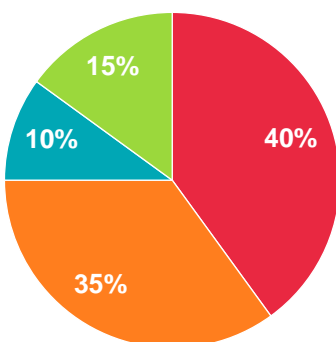
- We are not fully aware of all the data available to us. We only work with local data
- We make use of centrally prepared and governed data where possible, but we still need to prepare our own data sets for analysis.
- Most data is centrally prepared and governed and is made accessible to use in an appropriate manner. Some less structured or external data is handled locally.
- All data is centralised, governed and made accessible to use. We have access to all data and the data is reliable.



13% with strategy



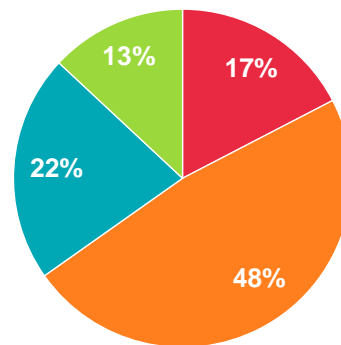
87% with no strategy or disparate plans



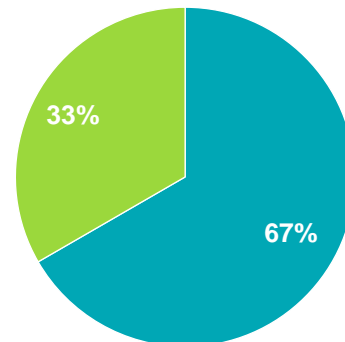
## Tools and software

100% of the respondents that indicated that they have a data and analytics strategy in place use centralised analytics platforms. Of the 87% respondents that have no data and analytics strategy in place or only have a departmentally focused plan that isn't organisation wide, 20% use local desktop tools, 55% use a mixture of local desktop and centralised tools and the remainder use centralised analytics platforms.

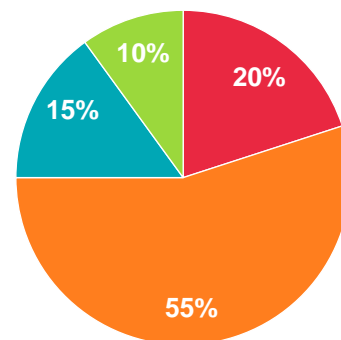
- We do not have centralised platforms, we typically use local desktop tools like Excel and Access.
- We use a mixture of centralised and desktop tools (Excel / Access) and some of our data is easily accessible for analytics via software.
- The majority of data is available through centralised platforms and most analytics are carried out using analytics software.
- Our software and data platforms fully support our data and analytics needs



13% with strategy



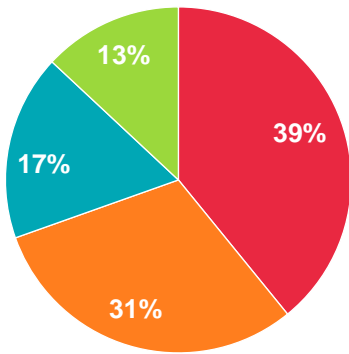
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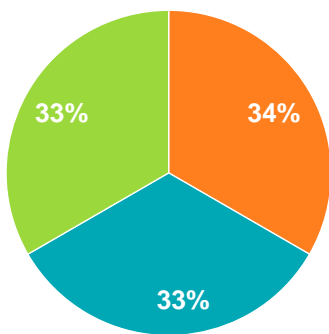
## Reporting sophistication

100% of the respondents that indicated that they have a data and analytics strategy in place have some form of analytics and reporting automation in place. Of the 87% respondents that have no data and analytics strategy in place, or only have a departmentally focused plan that isn't organisation wide, 45% only use basic reports, 30% have some reporting and basic analytics in place and the remainder have some form of analytics and reporting automation in place.

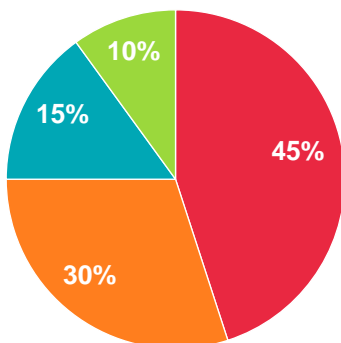
- We have basic reports, however, we do not use automation or advanced analytics
- We perform reporting and analytics to answer the "what" and "why". There is some level of automation
- We use modern platforms to enable data and reports to be shared. Some use of automation and advanced analytics.
- We use modern platforms to enable data and reports to be shared. Widespread use of automation and advanced analytics.



13% with strategy



87% with no strategy or disparate plans



## Platform, tools and analysis

Using centralised tools and processes is important because it drives focus and promotes measurable outcomes of expected deliverables. This is evident from the results gathered detailing that 100% of respondents with a strategy in place reported that software and data platforms either fully or majorly support their data and analytics needs, or that data is available through centralised platforms and most analytics are carried out using analytics software. In addition, these organisations use advanced analytical software.



The most commonly used tools reported by respondents are

- Industry Specific tools - 52%
- Microsoft Excel - 50%
- Microsoft Power BI - 45%

**“Documented process and a data driven culture are key to development and implementation of decisions driven by strong business intelligence. Facilitating a data driven culture promotes opportunity for strategic growth, allowing organisations to forecast consumer trends and actions, boost competitiveness, and make evidence-based decisions.”**

**Aswin Vaidyanathan**  
 Partner and Head of Assurance  
 Grant Thornton Botswana

## What you need to consider now

Deeper insight through data analysis is becoming commonplace, increasing the value, commercial challenge and caliber of insight delivered to the business. Various functions are being required to provide greater transparency and insight into risks, with additional benefit realisation around efficiency and effectiveness of the business operation being audited.

### Developing your analytics capability enables

- increased efficiency delivering meaningful insight,
- detailed identification of high-risk issues within your organisation,
- detailed analysis of data sets to identify data trends, pattern analysis and derive value to audit and other business functions, and
- improved quality and speed of decision making through data analysis which complements the evidence-based approach.

### Having worked with our clients in this area, we recommend that you

- consider how data analytics can be used within existing processes or added to your plan. determine where the use of analytics and visualisation is appropriate for maximum insight and value, and
- determine a strategy to maximise insight through analytics in terms of vision, resource competence, process, and visualisation tools.

## How we can help

We have the experience, know-how and skilled staff to help you develop a data analytics, and visualisation approach using industry leading tools, that will help your organisation with more efficient and effective decision making. We have expertise in providing insight through analytics to enable your team to

understand how other organisations are applying analytics and increasing awareness of upcoming trends. Key areas where we are assisting our clients today include

- provision of data analytics, visualisation and insight services, and
- data analytics strategy development to maximise the insights provided.

### Our clients choose Grant Thornton because

- they receive the best of both worlds: global coverage through our international network and an agile and flexible service delivery by our local experts and specialist technical partners, responsive to the needs of individual organisations, and
- they receive advice from a team who have deep technical expertise with a robust, commercial outlook. We understand that IT underpins an organisation's ability to run operations efficiently, without exposure to unacceptable and unnecessary risk.

Click here to find out more about our IT Audit and Advisory speciality



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