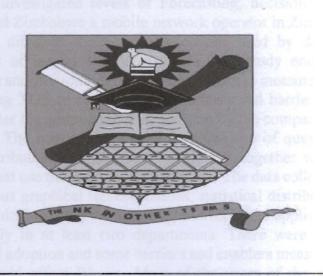# NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOLOGY

FACULTY OF APPLIED SCIENCES

Impact of Adopting Business Intelligence in Mobile Network Operators in Zimbabwe: Case of Telecel

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Abstract

The successful adoption and efficient use of information technology (IT) is generally believed to definitely impact organisational business processes and performance. Business Intelligence (BI) is a particular instance where the use of technology is focused on senior employees such as managers and executive's decision making and other fact based scenarios. The scenarios included in this study investigated levels of Forecasting, decision making and reporting adoption of BI by Telecel Zimbabwe a mobile network operator in Zimbabwe. The study also sought to discover the different tools and applications used by decision makers in the organisation and extent of use by the departments. The study employed the use of the technology, organisation and environment (TOE) framework to measure the impact of adoption of BI at Telecel by using TOE to come up with enablers and barriers to BI adoption. This impact was measured after the adoption of a BI solution by the company sometime after 2013 according to the study. The methodology used involved use of questionnaires as a survey method which was distributed to supervisory employees together with management staff, executives and IT staff that use the implemented solution. The data collected was then analysed through the use of various graphical representations, statistical distributions and multivariate data techniques. The results indicated the use of various tools and applications of the BI system with significant use only in at least two departments. There were also minor significant relationships between BI adoption and some barriers and enablers measured in the study whose increase or decrease could affect BI use. Most of the users of the system reported good efficiency of the system with some also admitting more or less to relying on traditional methods rather than BI for decision making. Some aspects hindering the inclusion of BI in day to day decision making and other activities such as forecasting and reporting included lack of access to the system as well as lack of proper training. Alignment of BI objectives to company objectives was also identified as a driver to improved BI adoption. The study found that a concerted effort is required from all the stakeholders in the company for the BI solution to have a positive impact and bring about return on investment and improved performance.