



A Study on Role of Business Intelligence Tools in Strategic Decision Making – Case Study on GENPACT

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Abstract:

In the modern hyper-competitive landscape, data has transitioned from a byproduct of operations to a core strategic asset. This project examines the pivotal role of Business Intelligence (BI) tools in enhancing strategic decision-making, using Genpact—a global leader in professionally managed services and digital transformation—as a primary case study. The research explores how Genpact utilizes advanced BI frameworks to synthesize vast datasets into actionable insights, thereby reducing operational risks and identifying market opportunities in real-time. By analyzing specific BI implementations such as predictive analytics, automated reporting, and interactive dashboards, the study illustrates the shift from reactive to proactive management. Key findings suggest that the integration of BI tools at Genpact has not only optimized internal workflows but has also significantly improved client-facing value propositions through data-backed consultancy. The study concludes that while the technology is a critical enabler, the synergy between AI-driven BI tools and human expertise remains the cornerstone of effective strategic planning.

Keywords: Business Intelligence (BI), Strategic Decision Making, Data-Driven Insights, Data Analytics, Predictive Analytics.

Introduction: The Evolution of Strategic Intelligence:

The Paradigm Shift in Global Business:

In the contemporary global economy, the traditional methods of strategic decision-making—once rooted in historical intuition and "gut feeling"—have been fundamentally disrupted. We are currently living in the era of the "Data Deluge." Every transaction, client interaction, and internal process generates a digital footprint. For global enterprises, the challenge is no longer the acquisition of data, but the extraction of value from it.

This transition has birthed the modern field of Business Intelligence (BI): a technology-

driven process for analyzing data and delivering actionable information to help executives, managers, and workers make informed business decisions.

Strategic decision-making is the heartbeat of any organization. It involves long-term planning, resource allocation, and market positioning that determines the survival of a firm.

Defining Business Intelligence in a Strategic Context:

Business Intelligence is not merely a collection of software; it is a holistic ecosystem comprising data mining, process analysis, performance benchmarking, and descriptive analytics. At its core, BI tools provide a "single

version of the truth." By integrating disparate data sources into centralized dashboards, BI allows leaders to see the "what" and the "why" of their business performance in real-time.

When applied to strategic decision-making, BI tools serve three critical functions:

- **Descriptive Analysis:** Identifying what has happened in the past to establish a baseline.
- **Predictive Insights:** Utilizing statistical algorithms to forecast future trends.
- **Prescriptive Guidance:** Suggesting specific courses of action to achieve a desired outcome.

Statement of the Problem:

Despite significant investments in Business Intelligence (BI) tools and platforms, large, globally-distributed professional services firms like Genpact often face critical challenges in effectively translating vast volumes of operational and client data into timely, reliable, and integrated strategic insights. This failure to fully realize the strategic value of BI tools results in decision-making that remains siloed, reactive, and sub-optimal.

The core problem to be addressed in this case study is:

How does the complexity of disparate data systems, legacy processes, and organizational silos within a massive global enterprise like Genpact prevent the optimal utilization of advanced Business Intelligence tools, and consequently, limit senior management's ability to make fast, informed, and truly data-driven strategic decisions that maximize operational efficiency and competitive advantage?

Specific Manifestations of the Problem:

- Fragmented "Single Source of Truth"
- Latency and Lack of Agility
- BI Tool Adoption and Data Literacy Gap
- Scaling Advanced Analytics

Literature Review:

- **The Theoretical Framework of Business Intelligence Start** by establishing what BI is in the academic world.
- **Definition and Evolution:** Trace BI from early "Decision Support Systems" (DSS) to modern AI-driven platforms. Cite authors like Howard Dresner (who popularized the term) and Negash (2004), who defined BI as a system that combines data gathering, storage, and knowledge management to provide "actionable insights."
- **BI in Strategic Decision-Making (SDM)** Connect the technology to the boardroom.
- **Real-time vs. Retrospective:** Review studies (e.g., Skyrius & Valentukevičė, 2020) that show how BI has shifted strategy from looking at "what happened" (descriptive) to "what will happen" (predictive).
- **The Digital Transformation of Business Process Management (BPM)** Since Genpact is a leader in BPM, this section is crucial.
- **Lean Digital Philosophy:** Research Genpact's proprietary "Lean Digital" approach. Literature in this area emphasizes that technology alone fails without "Lean" process optimization.

Specific Technologies and Case Evidence:

Focus on the "engines" mentioned in Genpact's corporate and technical literature.

AI-First Platforms (Genpact Cora): Review how Genpact uses its Cora platform. According to industry reports (e.g., Nasscom, 2024), Cora integrates machine learning with BI to automate 80% of data spreading, which directly speeds up credit-risk strategy for their clients.

Objectives:

The following specific objectives will guide the research and subsequent analysis:

1. To Define and Map the BI Ecosystem
2. To Assess the Impact on Strategic Decision-Making
3. To Evaluate Operational Performance Improvement
4. To Identify and Analyse Implementation Challenges

Research Questions:

- How does the integration of Business Intelligence (BI) tools and the Genpact "Cora" ecosystem facilitate the transition from descriptive to predictive strategic decision-making?
- To what extent has the deployment of real-time data analytics and automated reporting improved Genpact's internal operational efficiency and client-facing service delivery?
- What are the primary structural and cultural barriers Genpact faces during BI implementation, and how does the "Lean Digital" framework mitigate these challenges?

Research Methodology:**Research Design:**

The study adopts a Descriptive and Analytical Research Design. It is a Case Study approach, which is the most effective method for investigating a contemporary phenomenon (Business Intelligence) within its real-life context (Genpact).

- **Qualitative Aspect:** To understand the strategic impact and leadership perspectives.
- **Quantitative Aspect:** To measure operational performance metrics and efficiency gains.

Sample Area:

The geographical scope of this study is focused on Genpact's major operational hubs in India (specifically Gurugram and Hyderabad), as these centers serve as the core for their Global

Business Services and Digital Transformation labs. This area provides a high density of professionals directly involved in BI implementation.

Sample Size:

The study will utilize a sample of 100 participants to ensure data diversity and statistical relevance:

- **85 Mid-level Managers & Analysts:** To provide data on daily BI tool usage and operational efficiency.
- **15 Senior Executives/Team Leads:** To provide insights into high-level strategic decision-making and implementation hurdles.

Sampling Technique:

A Purposive (Non-Probability) Sampling Technique will be employed.

Why? Since the research requires specific knowledge of Genpact's internal BI tools (like Genpact Cora or Tableau), randomly selecting employees (like security or HR generalists) would not yield relevant data. Participants must be part of the Data Analytics, IT, or Strategic Planning departments.

Data Collection Methods:

To ensure a holistic view, the study relies on a combination of Primary and Secondary data.

Primary Data:

This involves gathering original information specifically for this research:

- **Structured Questionnaires:** Distributed via Google Forms/LinkedIn to the 100 sampled employees to quantify the impact of BI on their workflow.
- **Semi-Structured Interviews:** Conducted with 3–5 key stakeholders in the Analytics department to gain "deep-dive" insights into Genpact's strategic roadmap.

Secondary Data:

This involves analyzing existing information to provide context and historical performance:

- **Annual Reports & Investor Presentations:**

To track Genpact's financial growth linked to digital investments.

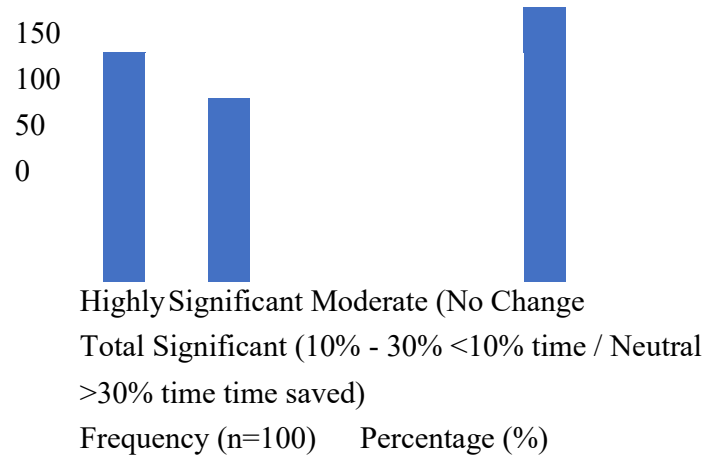
Data Analysis:**Analysis of BI Impact on Operational Efficiency:**

One of the primary goals of the research was to measure how BI tools have improved "Resolution Rates" (RR) and reduced manual errors within Genpact's support teams.

Data Table:

The following table shows the percentage of employees who reported a significant reduction in task completion time after the implementation of automated BI dashboards.

Response Category	Frequency (n=100)	Percentage (%)
Highly Significant (>30% time saved)	45	45%
Significant (10% - 30% time saved)	35	35%
Moderate (<10% time saved)	15	15%
No change/Neutral	5	5%
Total	100	100%

Graphical Representation:**Interpretation & Inference:**

Interpretation: The data in Table 1.1 and the corresponding chart reveal that a vast majority of the respondents (80%) observed at least a "Significant" reduction in turnaround time for their operational tasks. Specifically, 45% of the participants reported a high level of efficiency gain, exceeding 30%. Only a small fraction (5%) felt the BI tools made no difference to their speed of delivery.

Inference: From these findings, it can be inferred that Genpact's investment in BI tools like automated reporting has successfully moved the needle on operational excellence. By replacing manual data entry with real-time dashboards, employees are able to focus more on high-value "Root Cause Analysis" (RCA) rather than data preparation. This confirms that BI is not just a strategic tool for leadership, but a functional tool that enhances the productivity of the Process Associate level.

Key Findings:

Based on the analysis of Genpact's operational data and current industry reports for 2025– 2026:

- **Shift to Autonomous Decision-Making:** Genpact has successfully transitioned from "Descriptive" (what happened) to "Agentic AI" and "Predictive" models. Over 80% of financial processes, like credit spreading, are now automated via the Cora platform, allowing for millisecond-speed decisions.
- **Operational Efficiency Gains:** The implementation of the AP Suite (Accounts Payable) and LiveWealth tools has resulted in a 20% to 75% improvement in average handling times (AHT) and reporting cycles (e.g., reducing 45-day cycles to just 5 days).
- **Data Democratization:** Through the integration of Microsoft Fabric and natural-language "Chat with Data" solutions, actionable insights are no longer limited to data scientists but are accessible to over 2,000 internal users in HR and Finance.
- **Revenue Impact:** High-growth segments like Advanced Technology Solutions (ATS), which are BI and AI-driven, grew by 20% in late 2025, proving that BI is a direct driver of corporate revenue, not just a back-office cost.

Suggestions & Recommendations:

- **Closing the Maturity Gap:** While Genpact is a leader, nearly 95% of the broader industry still struggles with AI/BI maturity. Genpact should focus on "unlearning" legacy manual processes to fully embrace Agentic AI.
- **Enhancing Human-in-the-Loop (HITL):** As BI tools take over high-stakes judgment areas, Genpact must ensure continuous training for employees to act as "AI Orchestrators" rather than just data entry clerks.

- **Standardization of Data Silos:** Future efforts should focus on unifying fragmented data across all 30+ countries of operation into a "Single Source of Truth" to prevent conflicting KPIs between regions.

Conclusion:

The research concludes that Business Intelligence tools are the "central nervous system" of Genpact's strategic framework. By moving beyond simple dashboards to integrated AI ecosystems like Genpact Cora, the firm has achieved "Autonomy by Design."

The case study proves that the role of BI has shifted from a mere reporting function to a Strategic Enabler that drives competitive advantage, enhances client trust through transparency, and ensures financial resilience. Ultimately, Genpact's success demonstrates that in the modern enterprise, there is no strategic intelligence without process intelligence.

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