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PwC's Data and Analytics Survey 2016

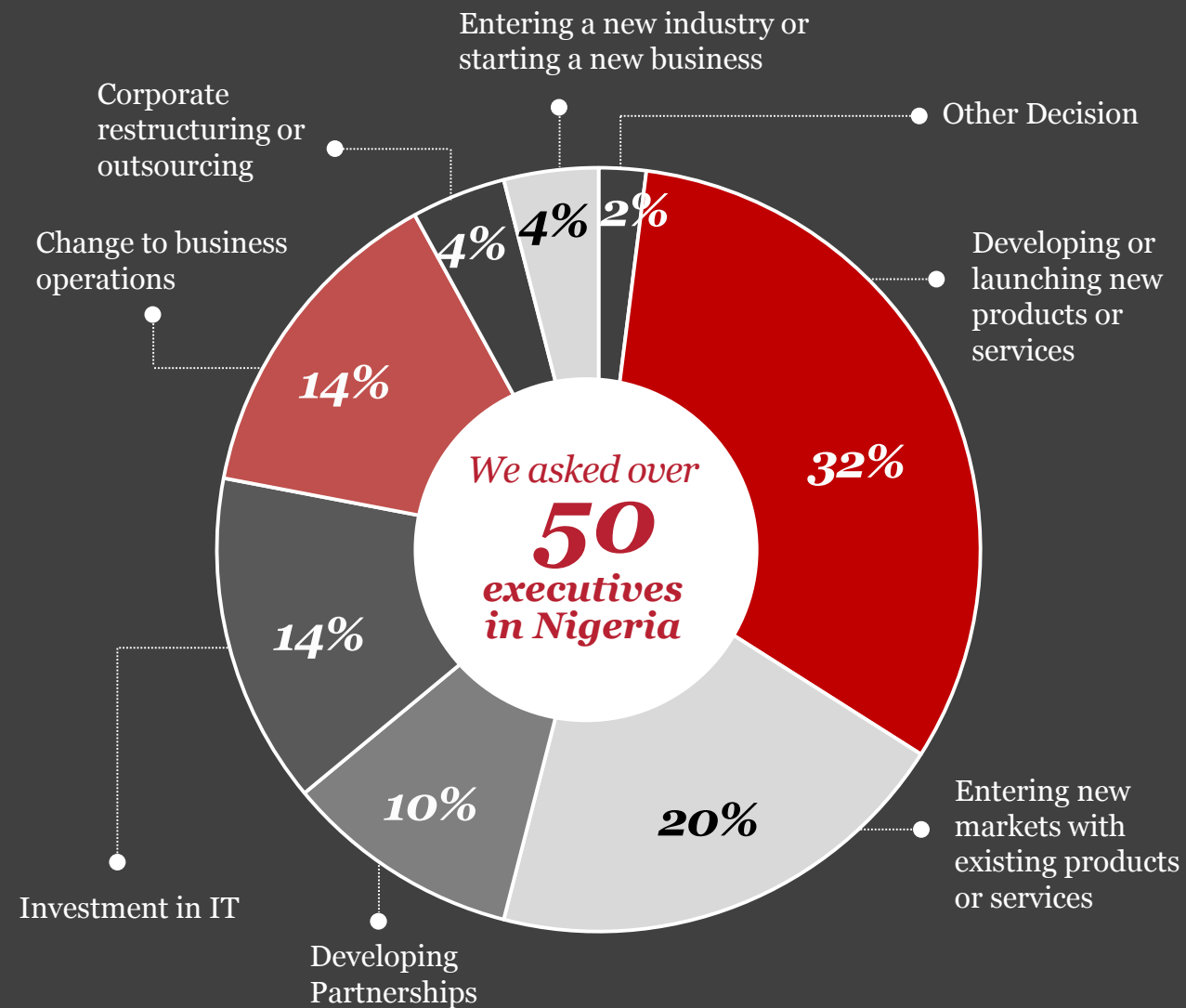
Big Decisions™

Nigeria



What will be your next big decision?

Big decisions and the motivations behind them



Change in my industry will likely be:

56%

Creative

(stable core activities but new playing fields core assets evolving)

22%

Radical

(game-changing everything up in the air)

12%

Intermediating

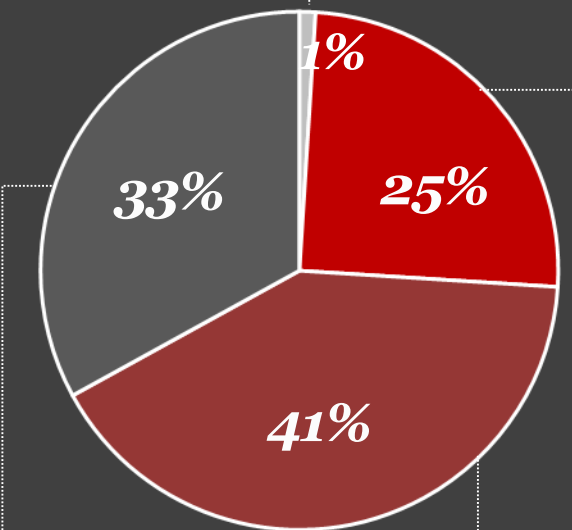
(core activities threatened relationships fragile)

10%

Incremental

(status quo preserved incremental progress)

Strategic decision is motivated by:



● A need to survive

● Market Leadership

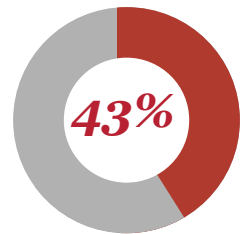
● Ability to disrupt

● NA

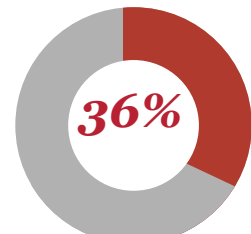
A mix of human judgement and analytics

Majority of organisations have embraced analytics to some extent. Executives understand the importance of data and are using it to inform decisions. They appear to use a mix of human judgement and analytics, even when it comes to their most important, high level decisions.

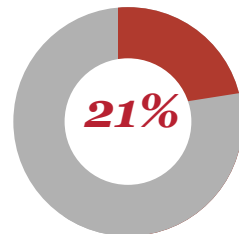
When making their next big decision, executives told us they will rely on:



Internal Data and Analytics

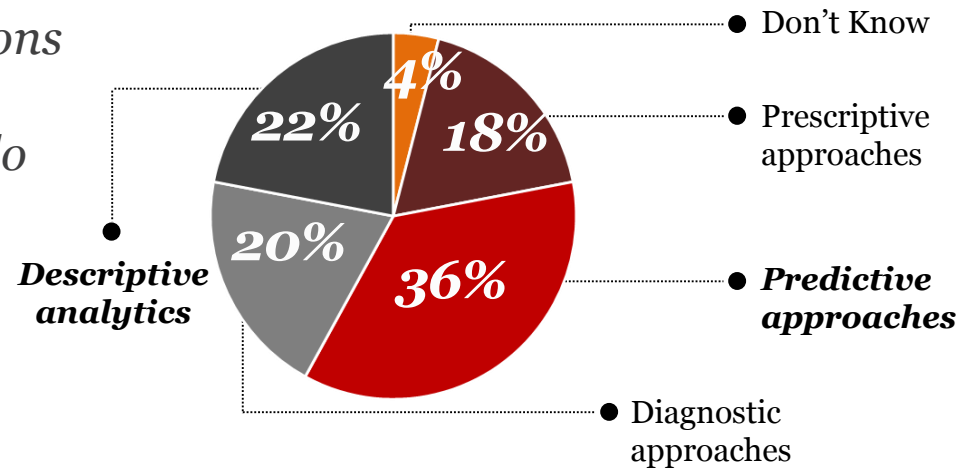


Experience and Intuition



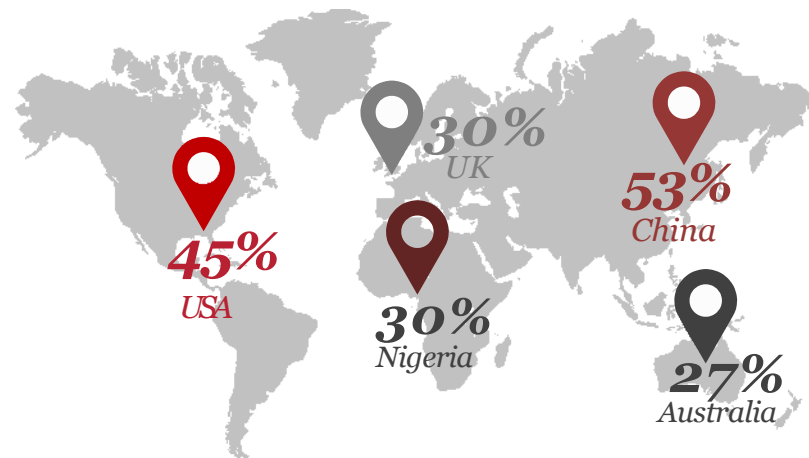
External Advice

Organisations in Nigeria appear to do more of predictive analytics



30% of Nigerian executives describe their organisations as highly data-driven.

How do we compare with other jurisdiction?



Most organisations are currently using data to predicting what will or would happen. 18% respondents believe that their organisations use prescriptive approaches to determine what should happen and why.



What impact is this decision likely to have on shareholder value?

38%
said 5-50% increase in value

32%
said 50-100% increase in value

18%
said 100-200% increase in value

What's holding them back?



Decision-makers acknowledge it's not data or analytics that holds them back from making decisions. Instead, they're more likely to feel limited by a host of other factors: availability of resources, budgetary considerations, issues with implementation, leadership courage, operational capacity to act, policy constraints, and poor market responses.



Budgetary considerations

20%



Policy regulations

20%



Issues with implementation & poor market response

20%



Availability of resource / manpower

14%



Leadership courage

10%



To become a data-driven organisation, budgetary considerations, policy regulations need to be addressed. To become a data-driven organisation, Leadership needs to set the tone at the top to drive the use of analytics for strategic decision making.

Need for speed?

Faster, more sophisticated decision making

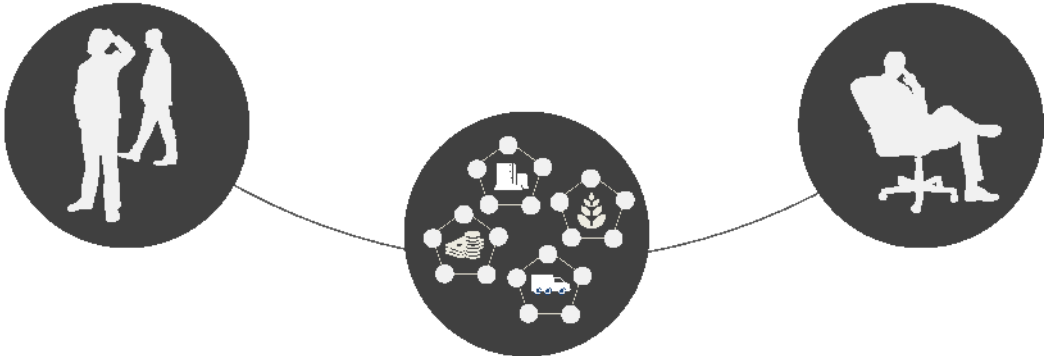


Nigerian companies are interested in data and analytics, and the majority have aspirations for increasing decision speed and sophistication over the next 5 years. They expect to get to where they need to in this time period, and anticipate improving on speed and sophistication.

Nigerian executives require data to be accurate, comprehensive and timely.



What is the optimum mix of human judgement and analytics in decision making?



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