

STRATEGICAL APPROACH OF BUSINESS ANALYSIS PROFESSIONAL INTO CONCH SHELL INDUSTRY PROFESSIONAL

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Abstract - Business Analyst has been evolved from the verity of similar professionals. They replaced typical system analyst, management consultant, IT analyst. BA's deliver their work from forecasting to implementing with their skilful technical knowledge. On the other hand, conch shell professionals include the proprietor, who owns a small production house to the conch shell artist. Their role in business starts from investing in raw material to selling the final product. They also need skilful practical knowledge. The BA professionals can share their strategical approach to resolve Conch shell industry professional exposure. The research helps to find out a particular way of aiding conch shell industry professional with a strategical application of Business Analyst.

I. INTRODUCTION

The Business analyst is a person who investigates the business and documents its systems, model and technology for a progressive work [1]. A business analyst must understand the structure, policies, and operations of an organisation to recommend solutions that enable the organisation to achieve its goals [2]. The role goes much beyond as consultant [3], system analyst, project manager and business relationship manager.

This diversified position faces varieties of challenges [4] and settles them to get desirable results at work. They often need to use strategies to do the task appropriately. The similar strategies can be used on a different platform like conch shell industry. The conch shell is a seashell that comes from the Indian ocean. Sometimes referred to as Shankha shell. They mostly being used as jewellery, medicine [5], religious value [6], musical instrument [7].

The conch shell industry is an ancient industry [8] grown over many places in India, Sri Lanka and Bangladesh. The foundation of the industry can be tracked back to the Indus civilisation [9][10]. There are different levels of employees who work in the industry. However, the more relevant professionals are the conch shell artist, trader and the proprietors who own the production houses. The owners are mostly responsible for buying the raw conch shells from the source and forwarding them to artists for production. Often both roles can be played by a similar person.

The role of conch shell professional also faces varieties of issues. Therefore, the strategical implementation to solve the issues can bring success at work. In the business, both of these professionals belong to a top-level management role, who often share similar kind of responsibility. The main research objective is to find out how strategical

approach of a business analyst can help conch shell industry professionals in their job. The result of the research can help professionals to hold a better career and trigger a healthier business.

II. METHODS

There are infinite numbers of studies that have been conducted on the Indian conch shell industry based on different parts of the country. So, the study used secondary data to evaluate the conch shell professionals from India. There are more than thirty thousand conch shell professionals residing in West Bengal and Orissa together [11].

Studies discussed the raw material, the prices of conch shell products, income and profit of the artists and overall growth issues in places like West Bengal [9], Odisha [12]. The study collected primary data from the conch shell industry in Bangladesh because of non-availability of recent secondary data. The primary data for the research was collected in 2018 through a survey to collect the right types of data. The data collection was based on a semi-structured interview.

The basis of sampling was non-probability quota sampling to ensure the availability of the right data. In Bangladesh, there are about one hundred and fifty conch shell production units in Dhaka, two hundred and fifty in Khulna, one hundred and fifty in Rajshahi and one hundred units in Barisal. The thematic analysis has been used to analyse the issues of conch shell professionals.

III. RESULTS

The conch shell industry runs through three leading roles, which varies to the individual business. These three roles are the proprietor, trader and artist. The role of the proprietor is to own or rent the assets, tools, machine and hire artists to run the production. They often work on the production process, sell the final

product to the customers or to the traders to get profit. The role of artists is to make different types of conch shell products throughout the whole production process. They get the salary from the proprietor. The trader buys the conch shell products from proprietors and sells them to the end users.

The study found challenges that differ from country to country. However, the study established four main issues and their subsequent problems, which change upon roles and places.

3.1 Quality Performance

Low performance is one of the main issues of all three roles. The proprietors are lacking in managing the business efficiently. Ghosh [13] pointed out the managerial efficiency is related to financial stability. The trader and artist are not delivering the standard level of performance.

This problem has been addressed in both India and Bangladesh. It stimulates many other issues, even for the industry. It produces a low-quality product. The overall performance is often linked with skilled and unskilled conch worker, their socio-economic status and job security. The industry structure is still very traditional, which allows both skilled and unskilled professionals. The conch shell product sale is mostly referred seasonal, so the frequency and amount of job are not satisfactory.

In India, the central and the state government are working on to improve the quality of artisan's performance [14]. Though it is recognised as a significant issue in Bangladesh, there is no action to solve the problem.

3.2 Dependency on Investors

Investors are often called as Mahajan in Bangladesh. He lands or buys the raw material for the proprietor. If he lands money, then he takes a high rate of interest. The government both in India and Bangladesh does not offer a lower rate of a loan or any subsidy for the conch shell industry. The investor buys raw material and gives the raw material to the conch artist for production. Afterwards, he sells final good to the trader or end user, where he takes profit instead of interest.

Lack of investment stimulates another big issue for the conch professionals, reduction in several production houses. There are limited production houses because of limited investment. Therefore, some professionals even finding it difficult to do specific jobs. In Khulna, Bangladesh, many production houses had to close because of lack in existing investors. In Dhaka, Bangladesh, many skilled professionals had to leave the industry just because of the scarcity of production house to offer relevant jobs.

3.3 Change in Environment

The issue has two faces; one is technological change; another one is socio-economical change. Biswas highlighted the technological change is the basis of rural industrialisation [15]. The technological changes happen in this industry in very recent years. Therefore, a massive number of professionals does not know how to use the machines and still working with their old tools.

Old tools require more time for the worker to make a product. The write-up of Sonali [6] has explained the preparation and production of ancient craft work of conch artists in West Bengal, India. This process makes the business to lose the market very quickly. Whereas, in some situations, the existing technology is even keeping them out of a job. As it replaces a few people in the factory. When other industries are growing in a high-speed, the conch shell industry is still behind. There is where the problem of socio-economic issue develops.

Lower standard of living, lower income, higher working hours are the factors related to the issue. Mandal has presented the socio-economic condition of conch professionals in West Bengal, India [16].

3.4 Change in Market

The conch shell industry in India has expanded its market by exporting. The formal and informal businesses are changing into the rural industry to expand the market and to export [17].

Which allows a new opportunity for the professionals. Also, a chance to change their socio-economic status and quality of work. However, Bangladesh is far way behind any expansion. The professionals still do not trust the idea of online business or exporting into other countries actively.

IV. STRATEGICAL RECOMMENDATION INFLUENCED BY BUSINESS ANALYST

Steven Gara mentioned six most repeated issues of Business Analysts are resistance to sharing information, irregular attendance of key users, accountability for decisions, resolving user conflicts, real needs vs perceived needs and changing needs [6]. The conch shell industry professional's issue found by the study is entirely related to some of the BA's issues found by Gara. Table 1 shows the relevancy in both professional challenges.

There are many strategical approaches, which has been suggested to solve BA's issues can fit the conch professionals as well. For instance, organisational communication and coordination can be made on a simple structure [19], clarify stakeholder participation by RACI and RASCI charts [1], Building power culture [20]. The implication of reward and incentive to the level of productivity can benefit both Business Analyst [20] and conch professionals. A standard of adjustment for mutual understanding can be set up for these professionals to overcome their challenges [19].

<i>Issue of Conch Shell Industry Professional</i>	<i>Issue of Business Analysis Professional</i>	<i>Major Issue Relevancy</i>
Quality Performance Dependency on Investors	Irregular attendance of key users	Disruption in the quality service from relevant parties
Dependency on Investors	Resolving user conflicts	Maintaining the authoritarian order
Change in Environment Change in Market	Changing needs	Managing the change

Table 1: Presentation of both professional hazard and common major issues.

However, a model that can conclude all of these strategical approaches into one single presentation may help the conch shell professionals to understand better. The study suggests applying the Burke-Litwin model of organisational change and performance to the conch shell industry [18]. It is the only strategical model which can target all three significant issue relevancy and provide an effective solution. The model can be used to resolve both professional hazards. It illustrates several factors of change and classifies them in terms of importance in table 2. The model placed the most crucial factor at the top of the diagram. The lower layers become progressively lesser important. The model argues that a change in one will finally affect all integrated factors.

<i>Drivers for Change</i>	<i>Present State</i>	<i>Proposed Change</i>
<i>External Environment</i>	Technological and socio-economical change	Incremental reactive change
<i>Mission and strategy</i>	Financial profit	Continuous involvement and improvement and new product and market development
<i>Leadership</i>	Autocratic and prefer business than people	Democratic, need to change leadership style to enforce the cultural change and prefer on both business and people
<i>Organisation culture</i>	Exacting culture	Integrative culture
<i>Structure</i>	Flat business structure and networking mostly in lower and middle level	Need to establish relationships, responsibilities and mind map
<i>Management Practices</i>	Low managerial quality performance	Demanding realistic goals and internal best practice
<i>System</i>	Low technological base, slow revenue generation process and continue the improvement process	Continues improvement of technology, focus on segment wise revenue generation and long-term trading expertise
<i>Work unit climate</i>	Push emotionally or politically	Need to manage more sensitively communicative and informative
<i>Tasks and Individual Skills</i>	Technical, operational and managerial	Upgrade to the experience-based skill and technological skill
<i>Individual Needs and Values</i>	Self-recognition	Need communication, job security and Good working environment
<i>Motivation</i>	Not Available	Need to achieve incentives and other forms of motivation
<i>Individual & Organisation Performance</i>	Remarkable individual performance	Need to establish team-based performance

Table 2: Burke-Litwin model on Conch shell Industry to solve professional problems.

V. CONCLUSION

The study used secondary and primary data to find out the significant issues of the conch shell industry professionals. The challenges are common in both countries in India and Bangladesh. Moreover, these have similarities with issues faced by Business Analysis professionals. Therefore, the effort has been made to present a guide to solving the professional

hazard by a suggested strategical model. The suggested Burke-Litwin model helps to detect the present state and proposed change to achieve a better financial position eventually. It focuses on top level management to the lower level, from individual performance to the organisational goal. This model is not only effective and useful to these professionals but also it can be used in many other individuals and organisational practices to improve efficiency.

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