

ANALYTICS INDIA SALARY STUDY

2015





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INTRODUCTION

In the past couple of years, data analytics has grown from being a discretionary spend area to a service that is a need for competitive advantage. In an environment of shrinking customer wallet, businesses seek to create a differentiation. To add to it, the need for an early warning system, greater regulatory compliance and the advent of technology that has made it possible for data to be compiled in a comprehensible form are also important driving factors of the analytics industry.

Not only are businesses looking at internal well structured corporate or customer data but also are exploring large external data sources (on social networks, internet, e-mails, text documents, etc.), which are usually unstructured, and need to be combined with structured data to conduct meaningful analysis. Managing the sheer volume, variety, and velocity of data that is being generated is a relatively new challenge for the typical business organization.

Thus, the demand for trained analytics and big data professionals is increasing at a tremendous rate. Supply is still very constrained and this means that over half the positions on offer still remain vacant making it a lucrative career option for professionals.

This annual Analytics India Salary Study 2015 is an initiative by Analytics India Magazine in partnership with Great Lakes Institute of Management to highlight the salary trends in the industry across cities, experience levels and sectors.

Founded in 2012, Analytics India Magazine is India's leading online information and news portal on Analytics and related disciplines. Great Lakes Institute of Management is one of the leaders in Analytics education in India. Its one-year Post Graduate Programme in Business Analytics is ranked within top business analytics programmes in the country.

This study seeks to provide all those who are already in analytics, as well as those interested in the industry, a comprehensive view of the burgeoning analytics industry in India.



A NOTE FROM GREAT LAKES INSTITUTE OF MANAGEMENT

Prof. Bappaditya Mukhopadhyay

Programme Director, PGPBA

Great Lakes Institute of Management, Gurgaon

Great Lakes has been at the forefront of adapting business education to the changing needs and trends of the industry and our endeavour has been to nurture talent and propagate knowledge and information amongst the students and aspirants. Analytics is changing the way businesses operate and we are honoured that the Analytics Centre of Excellence at Great Lakes Institute of Management has been recognized by the industry as an academic leader in this space.

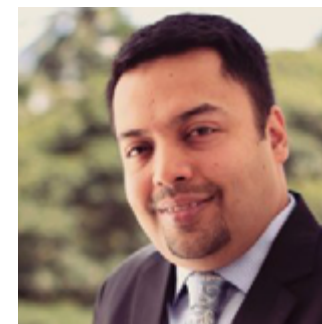
We are extremely delighted to present the Analytics India Salary Study 2015, in association with Analytics India Magazine, India's leading online portal on Analytics and related fields. The purpose of the report is to provide analytics students and professionals with the latest salary trends in the Indian analytics market.

Business Analytics undoubtedly, has become one of the most sought after professions in the contemporary business environment. In fact, human resource experts and career forecasters believe that, business analytics is going to be the next domain that will drive careers in the next few years.

Great Lakes also offers, a one year blended programme (Classroom and Online) in the field of Business Analytics. The programme began in 2013 and is now ranked within the top 3 business analytics programmes in the country. The one year Post Graduate Programme in Business Analytics and Business Intelligence has been designed especially for working executives and attracts hundreds of talented and exceptional working professionals every year who wish to build or transition their careers in analytics. The programme offers an overview of business foundation and a comprehensive knowledge of analytical techniques, with an applied industry orientation designed for professionals interested in a career in analytics.

We at Great Lakes, understand that the profession of business analytics requires constant skill upgrade and awareness of facts. The content of the report has been prepared after meticulous observation and study of the trends in the field.

We wish you all the success in your endeavours!



A NOTE FROM ANALYTICS INDIA MAGAZINE

Bhasker Gupta

Founder & Chief Editor

Analytics India Magazine

Analytics India Magazine takes great honour in presenting the annual Analytics India Salary Study 2015.

Founded in 2012, Analytics India Magazine is India's leading online portal on Analytics and related fields. Since the past 3 years it has been our constant endeavour to provide our readers with the latest news, thought-leadership articles, research works and case studies in the field of analytics in India.

The Analytics India Salary Study report 2015 is our annual initiative to provide our readers with the latest salary trends in the Indian analytics market. This year, we feel privileged to partner with Great Lakes Institute of Management which is one of the frontrunners in analytics education in India.

With more and more organizations realizing the importance of data-driven decisions, more and more opportunities are knocking at the doors of skilled analytics professionals. Needless to say, the time for the data analytics professional has arrived!

This report is for all aspiring and existing analytics professionals who wish to know more about the industry. Months of research has gone into bringing this report to its fruition. We hope you find all your answers about the latest analytics salary trends in India through this report.

Happy reading! Happy number crunching!



THE MUST-HAVES FOR BUILDING A CAREER IN BUSINESS ANALYTICS



***Yash Rai** has about 7 years of research and analytics experience across Procurement and Strategy functions. He has worked with leading consulting, banking, private equity and Fortune 500 clients. Currently, he is working with The Smart Cube (a leading research and analytics company) in their London office. Yash graduated from Great Lakes PGPBA program in 2014.*

Business Analytics continues to be a buzzword and many professionals with stable careers are getting influenced by the opportunities the sector offers. Recently, there have been many instances of professionals taking a mid-career turn and entering the lucrative field of analytics. It is not only a highly paid profession but is also going to be in demand for long.

But before taking the plunge, the individuals that are looking at a career change or wanting to study analytics, must do a quick self-introspection to answer two questions:

Do I want to be a user of analytics?

Users of analytics can be business owners, department heads, research professionals, etc. Users are individuals that would want to complement analytics and similar tools for better decision making, and/or are looking at expanding their knowledge and learning.

Do I want to be a doer of analytics?

Doers of analytics are individuals that are engrossed by analytics and want to work hands on in this field. In addition, they are willing to invest time and money to enhance their skill and eventually make a career here.

As a matter of fact, both doers and users are important and it is also a function of advance statistics, computer/machine learning programming and knowledge of tools that each cohort brings to the table or is willing to invest time/effort in learning that.

Having talked about the profession and the factors that one should consider before transitioning, let's focus on the key skillsets that will take professionals ahead in the game of data crunching.

Understand data, and always be ready to get your hands dirty

This is one of the most critical and time consuming activity before jumping on to the funky analysis and making recommendations. Understanding the data is very important in terms of the fields, the sources and what it covers. There tends to be a lot of discrepancies even in the best of data once it is extracted. All analytics professional are expected to do some level of cleansing and get their hands dirty frequently. at expanding their knowledge and learning.

Understanding the business context

This is something very important. Many clients and businesses do not understand statistics and analytics, and it becomes important to speak in the language that they well understand. It has been observed that in many client meetings, the most important conversation was on the business usage of the analysis and the logic and not really on the math behind this. Having said that, statistical techniques and inference is important but not many people understand this. In addition, having that business lens can help the team to take some quick decisions to refine the data in terms of what fields would be relevant, sources of additional internal data that can be extracted, and what external data can be leveraged to complement the current data set.

Visualization

Based on many instances, it has been observed that, need for visualization



continues to emerge as one of the top priorities. Many basic analyses can be conducted by simply slicing and dicing the data using a Tableau or QlikView tool. This is extremely useful in building some hypothesis through data observations and patterns, and then confirming those through deep dive analysis.

SQL and Other Machine Learning Know How

As the data sets continue to grow many clients don't have the right infrastructure, tools and personnel to process such huge data sets. In addition, it becomes very important to tactfully farm the relevant sample from such datasets to do analysis.

Hit and Trial, and Logical Inference

You have leveraged the relevant statistical techniques and drawn the relevant inference but is statistical accuracy the right parameter? Let's explain this through a case example – in a recently concluded a project, the client wanted to predict revenues for the next 8 quarters. So, the 6 to 8 predictive models based on techniques such as multivariate and univariate regression, Holt Winters, Exponential Smoothing, etc. were built. Post model building, relevant accuracy tests were conducted to ensure the models are statistically correct. Based on these, 3 models were shortlisted with the best fit. However, within this the second best model was selected and not the first just because the best fit model did not make logical sense even though statistically it was correct. The problem was that the revenue growth that was being predicted was quite low as compared to the industry averages and the market trend that was seen. It is imperative to match the results logically with external business factors in order to make recommendations.



SALARY TRENDS IN THE INDIAN ANALYTICAL SPACE

The past few years have seen a rise in demand of the data analytics professional and the overall salary trends look optimistic.

These are some of the key trends

The overall average salaries of analytics professionals across the country is **9.4 lakhs per annum**. This is across seniority levels and expertise.

The average salaries for analytics professionals *increased by 21%* from the same time last year. This is an excellent increase given that the recruitment at entry level has been high last year. The salaries for mid to senior levels professionals have increased in the *range of 25-40%* last year.

14% of all analytics professionals command more than 15 lakhs salary. **37% command** less than 6 lakhs salary.

Almost **12% of entry level** professionals in analytics command more than 6 lakhs salary.

Mumbai pays the highest salary to analytics professionals at an average of **9.9 Lakhs**, marginally higher than Bangalore at 9.8 lakhs average.

After Mumbai, Bangalore and NCR, Pune has the highest average salaries at **8.8 lakhs per annum**.

Among cities, Hyderabad had the highest year on year *hike* in salary at almost **25%**.

In **Mumbai**, there are more analytics professionals in the 10 – 25 lakh range salary than any other city (**at 31%**).

From Analyst to Senior Analyst, an analytics professional can expect almost **76% average hike** in the salary. From Senior Analyst to Manager, it is almost 68%.

Almost **85% of all** analytics professionals in India with more than 12 years of experience can expect to have more than **15 lakhs** per annum salary. 45% have more than 25 lakhs per annum salary.

SALARY STUDY

This section presents data we have compiled based on detailed information and comparisons on salaries for analytics professionals based on three parameters. These are:



Cities



Experience/Roles



Industry

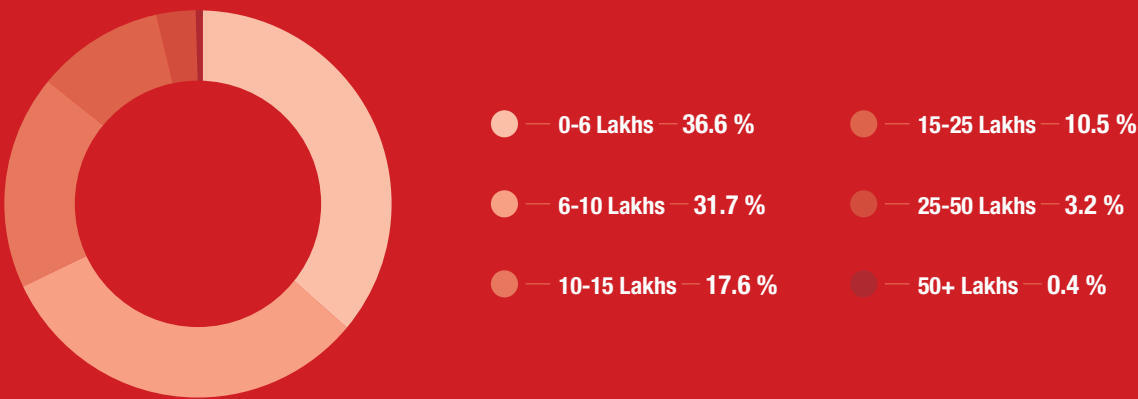
Our data shows that cost of living plays a role and we see that cities with a higher cost of living have higher salaries for analytics professionals. Salaries in analytics can also vary considerably depending on role and years of experience. Professionals see a hike of more than 50% from one level to another which is higher than in most industries.

The type of industry also plays a pivotal role with Ecommerce and Retail/FMCG emerging as the highest paymasters for its analytics professionals.

RESEARCH METHODOLOGY

For putting this study together, we did intensive primary and secondary research over a couple of months. Numerous analytics experts and HR professionals were consulted who furnished their valuable expertise for the study. Data was also gathered from online job portals and students and professional networks of Great Lakes Institute of Management.

PERCENTAGE ANALYTICS PROFESSIONALS ACROSS SALARIES



SALARIES ACROSS INDIA PER ANNUM IN LAKHS



SALARY TRENDS ACROSS CITIES

The Highest Number of Professionals Fall in the 0-10 lakhs per annum bracket across India

36.6% of professionals fall in the 0-6 lakhs per annum bracket followed by 31.7% of professionals who fall in the 6-10 lakhs per annum bracket. Together, they occupy the largest share of the pie being 68.3%. The lowest share of the pie is occupied by the highest earners, professionals earning above 50 lakhs per annum (0.4%).

Key inference

The number of professionals in the high income bracket is low and the majority of professionals are employed at a fresher or senior analyst level across India. This is in line with the expectation where when an area grows in volume, more of junior level professionals are required.

Mumbai pays the Highest to its Analytics professional, the Average Salary being 9.9 lakhs per annum

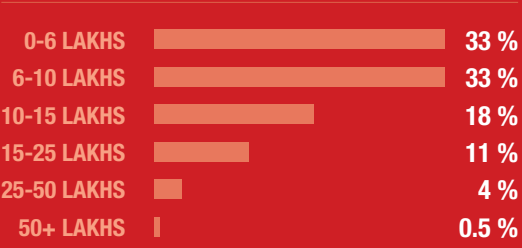
The average salary of an analytics professional stood at 9.4 lakhs per annum. Mumbai pays the highest to its analytics professionals, the average salary being 9.9 lakhs followed closely by Bangalore which pays its analytics professional an average salary of 9.8 lakhs per annum.

Key inference

Though Mumbai has traditionally offered the highest salaries because of its high cost of living and the trend still continues, Bangalore is fast catching up and its salaries are almost at par with that of Mumbai now.

PERCENTAGE OF PROFESSIONALS ACROSS VARIOUS SALARY BRACKETS

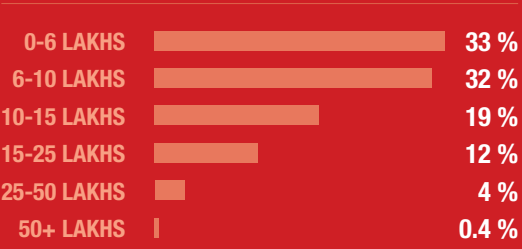
BANGALORE



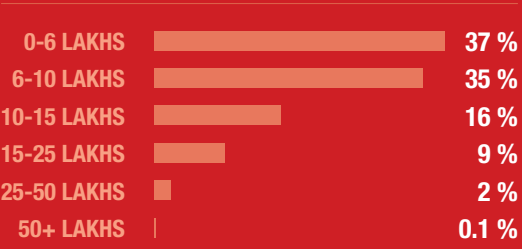
DELHI / NCR



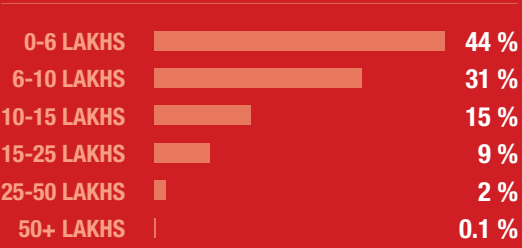
MUMBAI



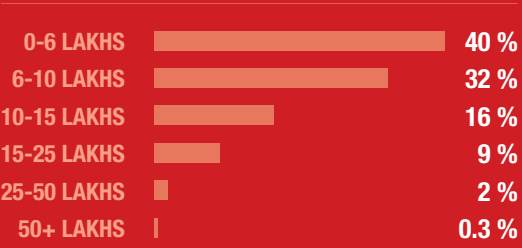
PUNE



CHENNAI



HYDERABAD



Bangalore & Mumbai Dominate in the Highest Salary Bracket, Chennai & Hyderabad Dominate in the Lowest Salary Bracket

In the 0-6 lakhs bracket, Chennai dominates with 44% of analytics professionals falling in that bracket followed by Hyderabad at 40%.

In the 6-10 lakhs bracket, Pune with 35% of its analytics professionals leads the pack followed by Bangalore, Mumbai and Hyderabad which has 33%, 32% and 32% respectively.

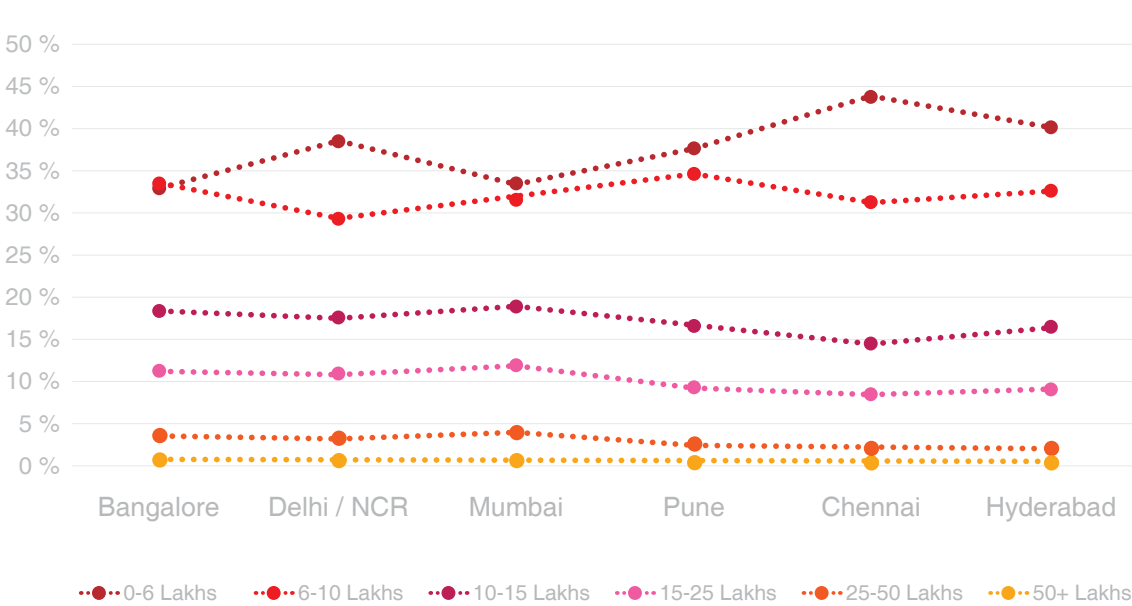
In the 10-15 lakhs and 15-25 lakhs bracket, Mumbai is ahead of other cities with 19% and 12% of its professionals falling in that bracket respectively. Bangalore comes a close second with 18% and 11% respectively.

In the 25-50 lakhs bracket, Bangalore and Mumbai dominate with both having 4% of their professionals earning in that range followed by NCR which has 3% of its analytics professionals in that bracket.

In the highest salary bracket, Bangalore is a winner with 0.5% of its analytics professional earning 50 lakhs and above with Mumbai a close second with 0.4% professionals in that range.

Key inference
Bangalore and Mumbai leads the pack in higher salary brackets.

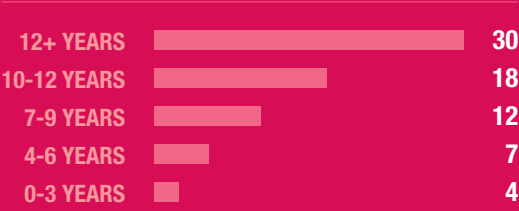
Percentage of Professionals across various Salary brackets across Cities



AVERAGE SALARY ACROSS EXPERIENCE LEVELS ACROSS VARIOUS CITIES

In Lakhs per annum

BANGALORE



DELHI / NCR



MUMBAI



PUNE



CHENNAI



HYDERABAD



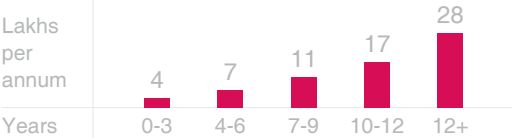
SALARY TRENDS ACROSS EXPERIENCE LEVELS

Biggest Jump in Salary is from Analyst's level to a Senior Analyst's level

In the 0-3 years experience category, the average salary is 4 lakhs per annum. In the 4-6 years experience category, the average salary is 7 lakhs per annum. The average salary in the 7-9 years experience category stood at 11 lakhs per annum, in the 10-12 years experience category is 17 lakhs per annum and in the 12+ experience level it is 28 lakhs per annum.

jump in salary is from the Analyst's level (0-3 years) to a Senior Analyst's level (4-6 years) being 75%. The subsequent hikes from Senior Analyst to Assistant Manager level (7-9 years) is 57%, from Assistant Manager to Manager (10-12 years) is 54% and from Manager to Director level (12+ years) is 64%.

Salary across Experience Levels



Key inference

Things are a lot perkier as a data analyst and trends show that at each level salary increment is upwards of 50%. The biggest

Bangalore, Delhi/NCR, Mumbai & Chennai pay their Analyst's (0-3 years experience) 4 lakhs per annum, Hyderabad and Pune pay 3 lakhs per annum

At the Analyst's level (0-3 years), the average salary is same across Bangalore, Delhi/NCR, Mumbai and Chennai at 4 lakhs per annum. Hyderabad and Pune see a slight dip at 3 lakhs per annum.

salary (19 lakhs per annum) followed by Bangalore and Mumbai with an average salary of 18 lakhs per annum. The average salary of Hyderabad and Pune is 16 lakhs per annum. The minimum salary at this level is offered by Chennai (15 lakhs per annum).

At the Senior Analyst's level (4-6 years), the average salary is same across Bangalore, Delhi/NCR and Mumbai at 7 lakhs per annum. Pune, Chennai and Hyderabad see a slight dip at 6 lakhs per annum.

At the Director level (12+ years), the average salary of Bangalore, Delhi/NCR, Mumbai, Pune, Chennai, Hyderabad and are 30, 31, 29, 24, 23 and 26 lakhs per annum respectively.

At the Manager level (7-9 years), the average salary is same across Bangalore, Delhi/NCR and Mumbai at 12 lakhs per annum. Chennai and Hyderabad has an average salary of 10 lakhs per annum at this level. Pune has a higher average salary than both Chennai and Hyderabad at 11 lakhs per annum.

Key inference

At the Director's level, salaries are much higher in Bangalore, Delhi/NCR and Mumbai in comparison to Pune, Chennai and Hyderabad. At the Analyst's level, salaries are almost at par across the cities.

At the Senior Manager level (10-12 years), Delhi/NCR has the highest average

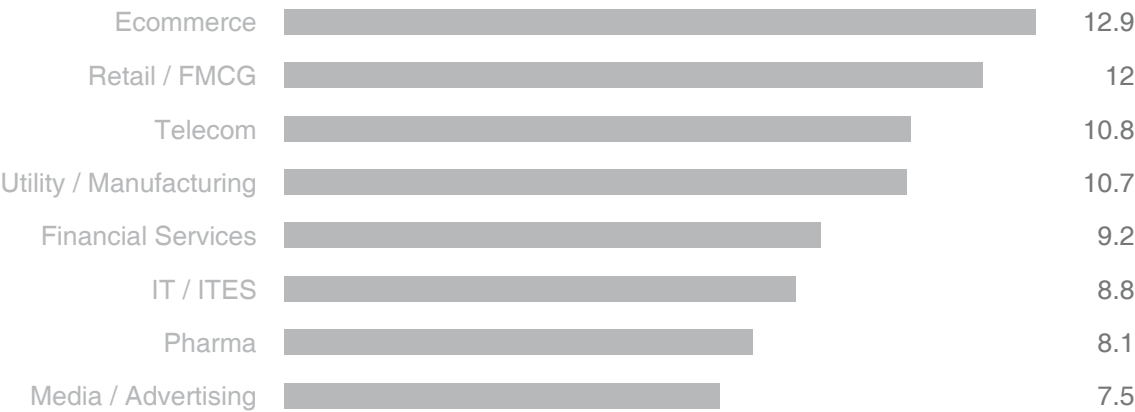


SALARY TRENDS ACROSS INDUSTRIES

In 2014, Ecommerce emerged as the highest paymaster paying its analytics professionals an average salary of 12.9 lakhs per annum. This was followed by the Retail/FMCG, Telecom & Utility/ Manufacturing sector which paid its analytics professionals average salaries of 12, 10.8 and 10.7 lakhs per annum respectively. The lowest paymasters were the Media/Advertising and Pharma sectors with average salaries of 7.5 and 8.1 lakhs per annum respectively.

Key inference
In general captive centres (eg: ecommerce, retail, telecom) paid higher salaries to retain their talent. As compared to captives, analysts that work for service providers either in the IT/ITES or Media/Advertising sectors have the opportunity to move around domains and gain expertise. This is the advantage that affords service providers the luxury of paying lower salaries but still attracting high quality talent.

Average Salary across Industries in Lakhs per annum



BREAKING INTO AN ANALYTICS CAREER FROM A NON-ANALYTICS WORK EXPERIENCE



Ramakrishnan M (@ramakrishnan_m_) is a Full-Time Father. In between listening to music, and delivering guest lectures at B-Schools, he also takes out time for Sales & Marketing at Absolutdata Analytics. Ram is also a visiting faculty at Great Lakes for the Post Graduate Programme in Business Analytics.

From the employment market perspective, there has been an interest in the Analytics space for a number of years. However, what got the floodgates opened was probably the article “Data Scientist: The Sexiest Job of the 21st Century” (Harvard Business Review) written by the Analytics Guru Tom Davenport. Since then, every Tom (no pun intended), Dick and Harry’s cat has been eyeing an Analytics job.

The good news is that this industry is certainly growing. There are loads of opportunities popping up. Given the rampant growth and relatively nascent talent market, firms are looking to hire experienced hands as well as “those who can be trained / could potentially fit” profiles.

What this means is that Analytics focused organizations, such as Absolutdata, are hiring a variety of profiles from educational institutions (especially B-Schools).

This opens interesting doors for people who may have worked in very different (i.e. not-analytics-related) functions earlier. So, what are these opportunities, and how can you make the most of them?

Yes, an MBA (or an Analytics focused Management programme) counts

Organizations are always hungry for effective Managers. Analytics industry is no different. Someone who develops cross-disciplinary management skills, and is reasonably aware, educated and trained on Analytics, is a good profile for recruiters. These people are desperately needed to fill vast-growing mid-management positions in Analytics firms.

Domain knowledge matters

If you have spent significant time and energy in working on a specific industry vertical, that experience could come handy. Deep domain expertise is always valuable in Professional Services firms; in the Analytics industry, someone who understands the industry trends well, can really cut down the learning curve while solving problems. The analytics solution development becomes much easier and smoother once you have a clear understanding of business issues.

IT skills

A large part of Analytics exercises require coding and programming skills. Most of the Business Intelligence / Dashboard work

gets staffed by people with an IT / Software background. If you come with such a relevant experience, bring that to the fore; discuss how your skills and experience can cut down the learning curve. Analytics firms would love to hire such people.

Can you solve problems, or be a trusted advisor?

Especially at the beginning of any large analytics exercise, there is a lot of ambiguity and complexity. There is a need for someone who can manage multiple stakeholders, can quickly understand the nitty-gritties of the business processes and challenges; someone who can convert the business issue into an analytics problem. In industry parlance, this is typically called a “Solutions” role. Anyone who has exposure to consulting, or has worked in solutions or transition management roles in large IT/BPO environments, brings

extremely relevant experience to the table. Demonstrate your ability to solve problems. It will go a long way in your interviews (even beyond Analytics roles, as a matter of fact).

Sell the dream

Sales is probably the most fungible skillset. If you have been in a B2B sales environment, Analytics firms would love to talk to you. If you have done sales, you know very well it is all about selling the dream. In this case, sell your dream (of being part of the analytics industry). It is said that before a butterfly transforms and escapes from its cocoon, it goes through an immensely painful phase. Thankfully, moving from a non-Analytics role to Analytics role is a lot less painful, and a lot easier. Go ahead, give it your best shot!!!





CONCLUSION

Analytics drives insights and insights lead to better decisions. As businesses find themselves in an era of unprecedented competition and changing economic landscape, data analytics is the crucial component that can help them build a competitive advantage and make well-informed choices. Businesses of all sizes today are waking up to this realization and to help these businesses realize their analytics goal, the skilled analytics professional is looked as the saviour of sorts.

As a result, the analytics job market will grow like never before and there will be unparalleled opportunities for those with analytic skills. Salaries will continue to increase and we will see professionals from other sectors honing their analytics skills and switching careers. The time for the data-savvy analytics professional is here!

FOR MORE INFORMATION, CONTACT

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