

# VU Research Portal

## **Crunching the numbers Studying the enactment of analytics in an organization**

Pachidi, S.

2016

### **document version**

Publisher's PDF, also known as Version of record

[Link to publication in VU Research Portal](#)

### **citation for published version (APA)**

Pachidi, S. (2016). *Crunching the numbers Studying the enactment of analytics in an organization*. ABRI.

### **General rights**

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

### **Take down policy**

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

### **E-mail address:**

[vuresearchportal.ub@vu.nl](mailto:vuresearchportal.ub@vu.nl)

## CRUNCHING THE NUMBERS STUDYING THE ENACTMENT OF ANALYTICS IN AN ORGANIZATION

This doctoral thesis investigates how organizational members enact the technology of analytics in their quest for rationality. An inductive longitudinal qualitative study was performed to study the introduction of analytics in the corporate sales department of a telecommunications organization. The study sheds light on three phenomena related to the enactment of analytics: First, the study illustrates how epistemological clashes emerge between analysts and users, who may have conflicting perspectives on the sources of knowledge, how knowledge is obtained, and how knowledge statements are justified. Second, the thesis explores how organizational members render their actions visible while interacting with digital technologies and their analytics features, and investigates the performative effects of those practices. Finally, the study explores the process of symbolically adopting the analytics artifacts, and shows that those symbolic actions can have unintended consequences for the actors who perform them. Overall, this thesis contributes to the field of rationality by suggesting that more data and analytics do not necessarily entail more rational actions, because there can be different conceptions of rationality situated in the practices; because producing data for visibility can also have other performative consequences; and finally because information may often be used symbolically.

### STELLA PACHIDI

Stella Pachidi is a University Lecturer in Information Systems at Judge Business School, University of Cambridge. Prior to this position, Stella was a Ph.D. candidate at the Faculty of Economics and Business Administration, VU University Amsterdam. She holds a Master's degree in Business Informatics from Utrecht University and a 5-year diploma in Electrical and Computer Engineering from National Technical University of Athens. Her research interests lie in the intersection of technology, work and organizing.

CRUNCHING THE NUMBERS



# Crunching the numbers

## STUDYING THE ENACTMENT OF ANALYTICS IN AN ORGANIZATION

STELLA PACHIDI