

DATA CENTRE AND ANALYTICS LAB (DCAL)

Driving Decisions Through Data

A flagship hub for applied research in analytics & AI at IIM Bangalore



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ABOUT DCAL

A flagship hub for analytics and AI

Established in 2012 at IIM Bangalore, DCAL is a dedicated research and teaching facility advancing data-driven, interdisciplinary research — primarily for India and other emerging markets.

DCAL operates as a research hub, solutions laboratory, and executive education platform — translating academic knowledge into business and public impact.



13+

Years of impact



40+

Harvard-published case studies



10000+

Professionals trained



MISSION & POSITIONING

Rigorous analytics. Real-world relevance.

DCAL operates at the intersection of management, technology, public policy, and sustainability — combining analytical rigour with implementable solutions.



Applied Research

Theoretical, empirical, and policy research with practical impact



Solutions Lab

Industry consulting and analytics products solving real problems



Executive Ed.

Capability building in analytics, AI, and Generative AI



Emerging Markets

Focus on India and other emerging-market challenges

WHAT WE DO

Four streams of impact



Government & Public Policy

Long-term studies for ministries and state governments — informing evidence-based policy on tourism, urban safety, healthcare, and excise.



Industry Consulting

Applied analytics for global enterprises across supply chain, manufacturing, mobility, agribusiness, and aviation.



Knowledge Creation

40+ Harvard case studies, 5 authored books, and publications in peer-reviewed journals and practitioner outlets.



Executive Education

Long & short programs, workshops, masterclass, faculty development, and MOOCs on analytics, ML, and Generative AI for practitioners and leaders.

Applied analytics for global enterprises

Engagements across supply chain, manufacturing, mobility, agribusiness, aviation, and emerging sectors.

Intel

Generative AI for supply chain resilience and risk alerts

Kimberly-Clark

Fire prediction using sensor data and machine learning

TVS

Predictive maintenance and brake-service recommendation engine

Cargill

Demand forecasting and freight price forecasting models

Tatvam

Airport concessionaire revenue and passenger analytics

Dream 11/ One Championship/SOGI

Behavioural & statistical analysis of skill vs. chance in online gaming

Evidence-based research for nation-building



Nilgiris Tourism Carrying Capacity Study

Two-year study developing a scientific framework for sustainable tourism — environmental stress, traffic, infrastructure, and socio-economic impact.

SPONSOR

Govt. of Tamil Nadu



Smart Cities Mission — SAAR Initiative

Impact assessment of real-time surveillance and incident tracking on public safety, with focus on crimes against women.

SPONSOR

Ministry of Housing & Urban Affairs



Cauvery Nature Cure

Evidence-based evaluation of naturopathy interventions for lifestyle-related health conditions and wellbeing.

SPONSOR

Healthcare research



Excise Duty Analytics for Liquor

Data-driven model for estimating fair value of an alcohol shop based on demographic and locational parameters.

SPONSOR

Govt. of Madhya Pradesh

SPOTLIGHT

DCAL in BFSI

Analytics and AI applied to lending, credit risk, fraud detection, and earnings integrity



Detecting Earnings Manipulation

- ML models to flag SME borrowers manipulating financials
- Loans ranging INR 10M – 500M
- Trained on 1,200+ companies using SEBI & LexisNexis data

Published case · Harvard Business Publishing



Micro-Mortgage Analytics

- Analytics on field-level interactions & credit decisions
- Identifies factors driving favourable approvals
- Improves quality of micro-mortgage underwriting

Published case · Harvard Business Publishing



Credit Risk & Fraud — Co-op Banks

- Credit rating models for retail loan risk quantification
- NPA and fraud-identification frameworks
- Web-enabled software for easy bank adoption

Capability framework for urban co-operative banks

Shaping global analytics education

40+

Harvard Case Studies

Used in classrooms across nearly 50 countries · 50,000+ copies sold

Books authored by DCAL faculty (2020–2026)

2020

Machine Learning Using R

2020

Business Analytics: Science of Data-Driven Decision Making (2nd Ed.)

2022

Data Visualization — Storytelling Using Data

2024

AI Strategy to Execution

2025

Machine Learning Using Python (2nd Ed.)

Additional publications in ResearchGate and Economic & Political Weekly

Training leaders. Bringing the field together.



Executive Education

- 1,000+ professionals trained in analytics, ML, and Generative AI
- Long and short executive programmes for industry leaders
- Faculty Development Programmes across Indian institutions
- MOOC: Artificial Intelligence for Managers — open access
- Sessions on data storytelling, AI for leaders, and Gen AI



Convening & Outreach

- BAICONF — flagship annual Business Analytics Conference
- Women in Data Science (WiDS) — partnership with Stanford
- Workshops, hackathons, and symposiums for academia & industry
- Masterclasses connecting alumni, learners, and practitioners
- Active media presence across PIB, Indian Express, and others

LOOKING AHEAD

Future Roadmap & Collaboration

Deepening leadership across the next wave of applied AI



Responsible AI

Frameworks for trustworthy AI



Sustainability Analytics

Climate and ESG measurement



Digital Public Systems

Tech for citizen-scale services



Healthcare Intelligence

Data-led health outcomes



Gen AI & Jobs Research

Nation-wide impact study