



**Analytics**

**Time to Grow Up**



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# The Data Party



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2012

**Data Scientist: The Sexiest Job of the 21st Century**  
by Thomas H. Davenport and D.J. Patil

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# The Data Party is Over




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2014

**The sexy era of big data is over as VCs turn to fund unexpected industries**  
by Jeff John Roberts MAR. 19, 2014 - 9:57 AM PST



A ▼ A ▲

SUMMARY: Orthopedics and agriculture — the hot new fields in big data may be less glamorous than two years ago, but that's where venture capitalists are looking.



# What Does **Good** Look Like?



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**Turning** data into insight and action?

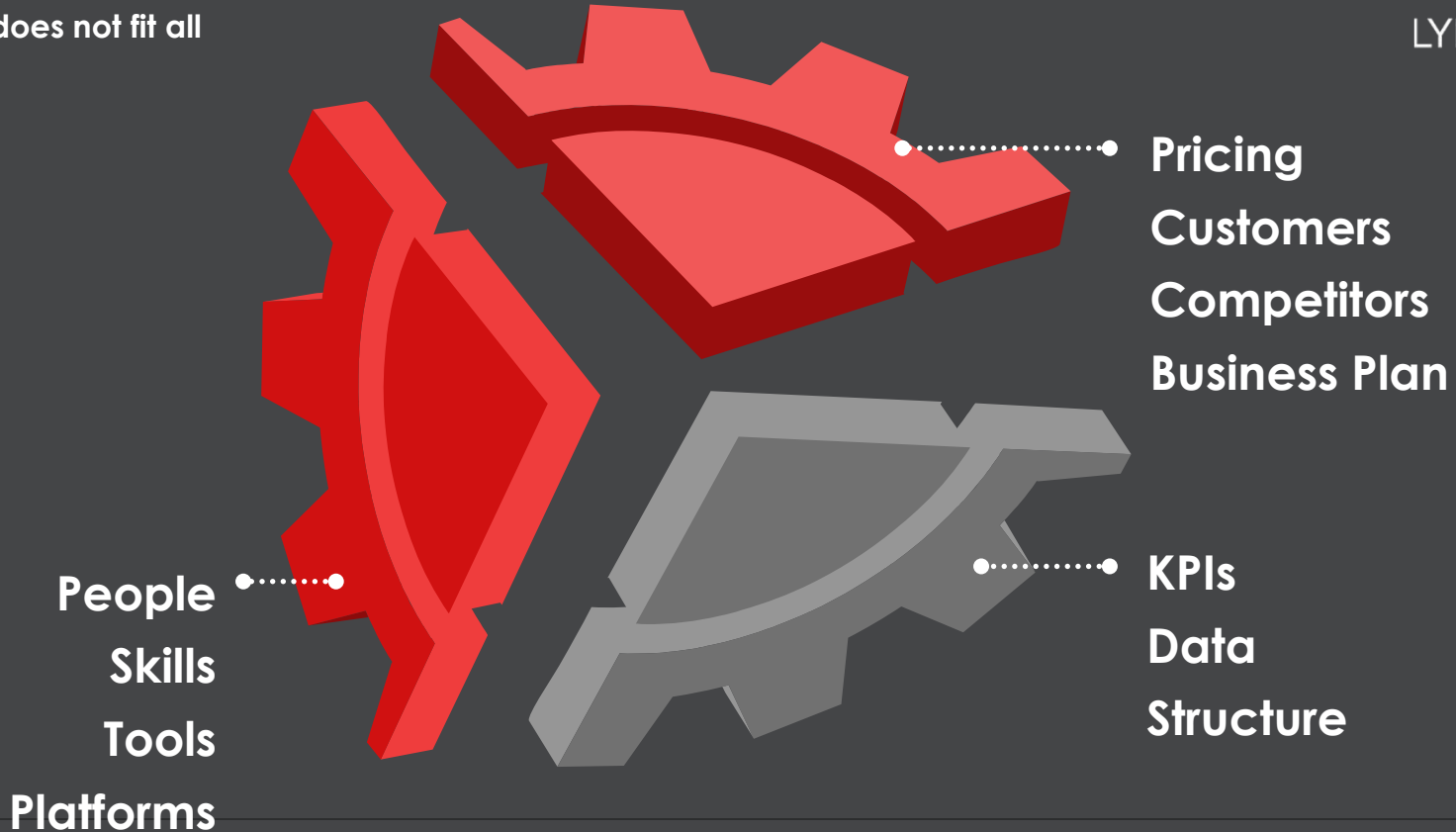
**Transforming** data into actionable insight?

# The Reality: Lots of **Moving Parts**

One size does not fit all



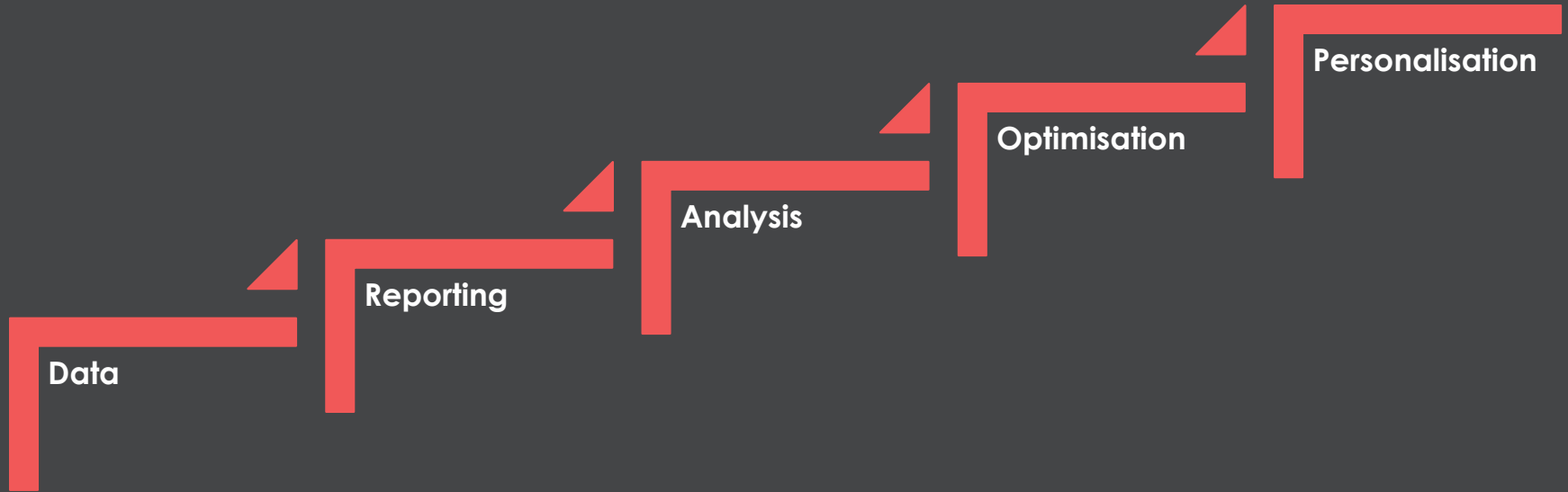
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# Maturity Is Not One-Dimensional



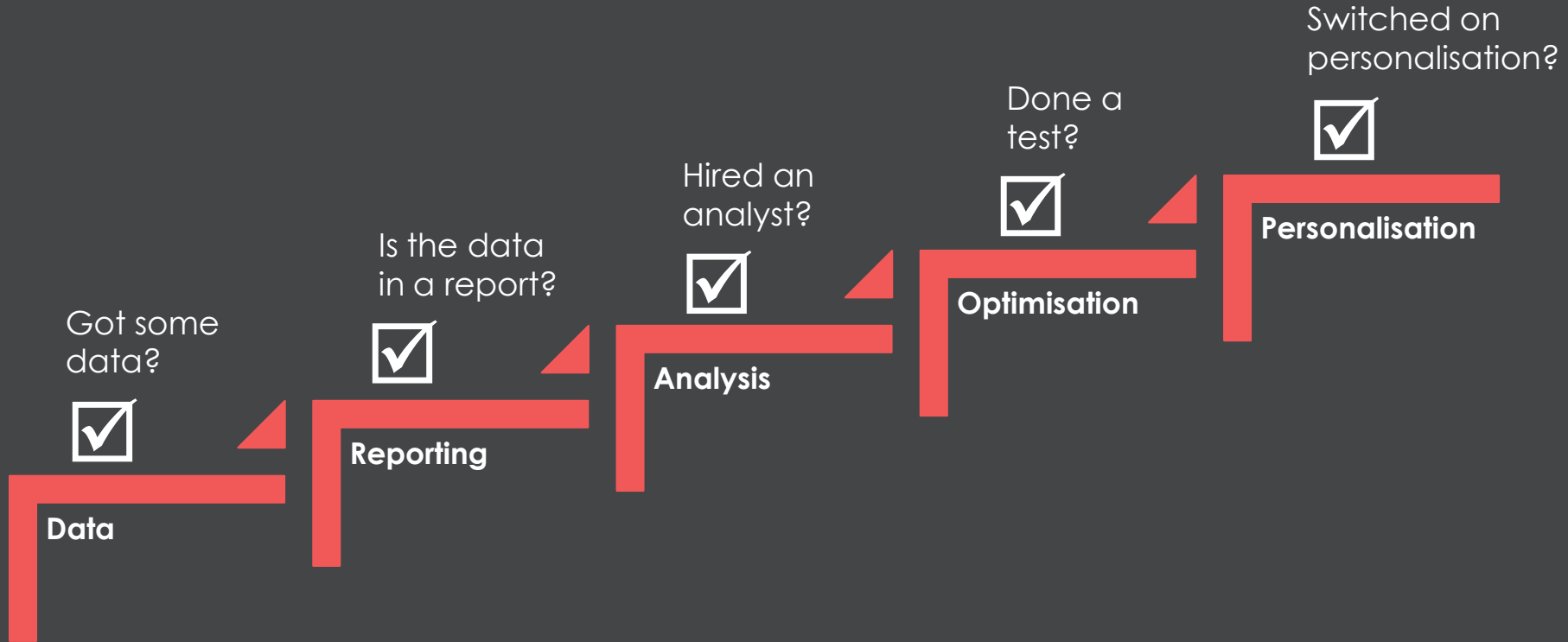
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# Risk of **Box Ticking**



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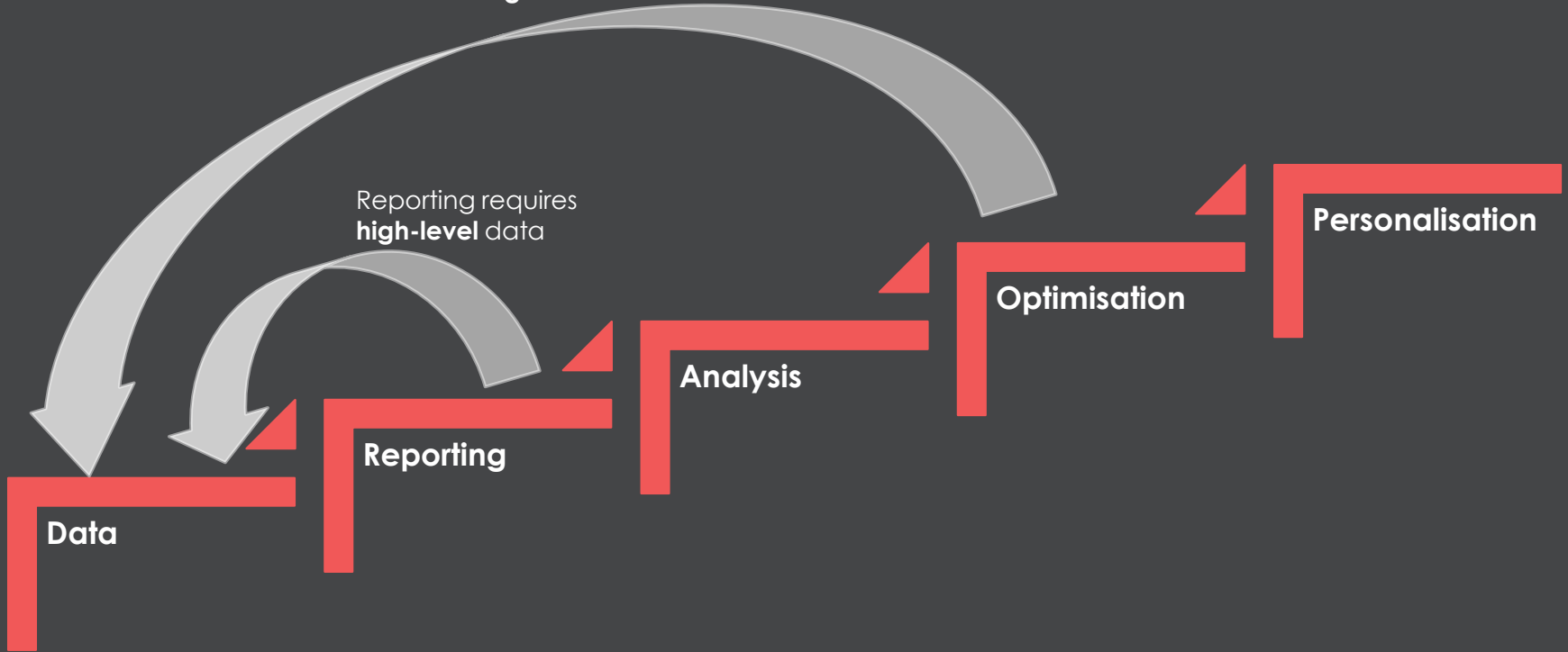
# Risk of Oversimplification



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Optimisation requires  
**granular** data

Reporting requires  
**high-level** data



Data

Reporting

Analysis

Optimisation

Personalisation



# Analytics **Maturity**

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01

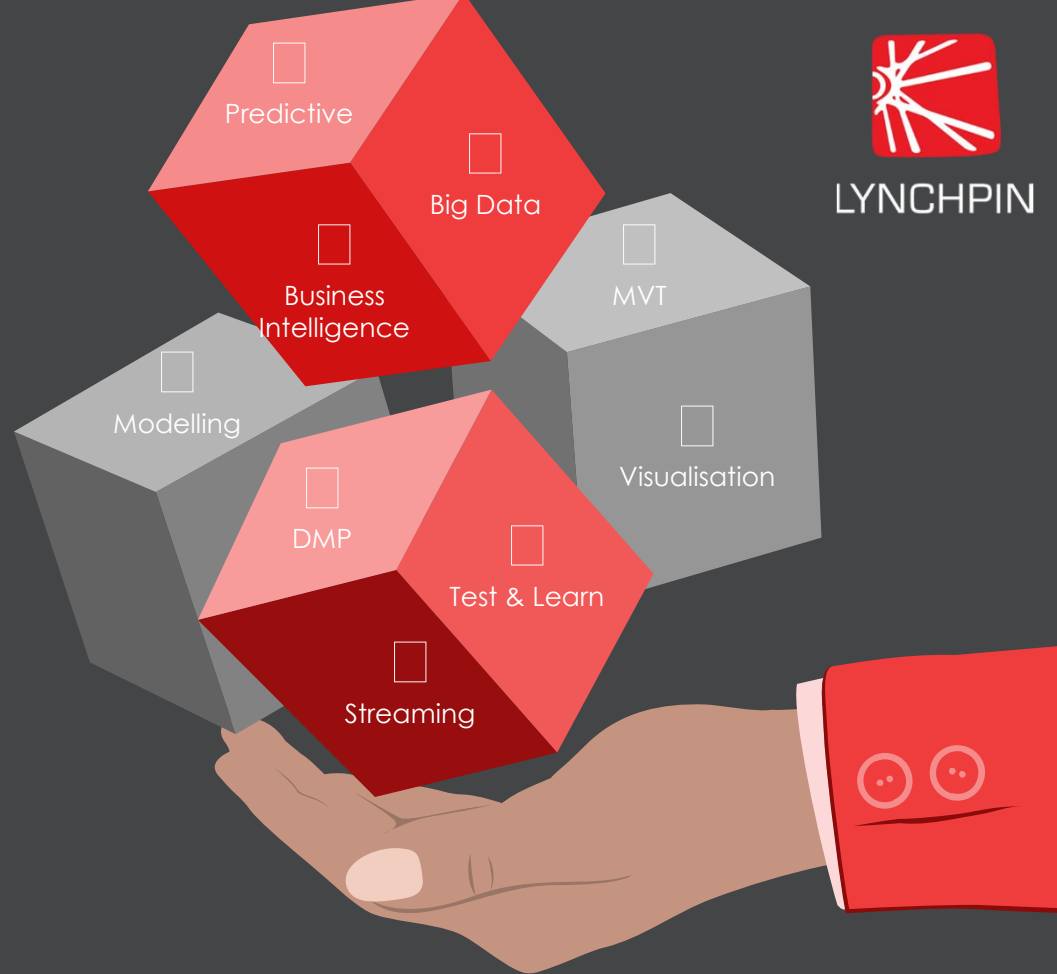
**AVOIDING THE HYPE**  
SPEED, SCALE & "SHINY"

02

**ACHIEVING BALANCE**  
DATA VERSUS DECISIONS

03

**PRIORITISING**  
SKILLS, TOOLS AND PROCESSES



# Analytics **Maturity**

Time to Grow Up



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01

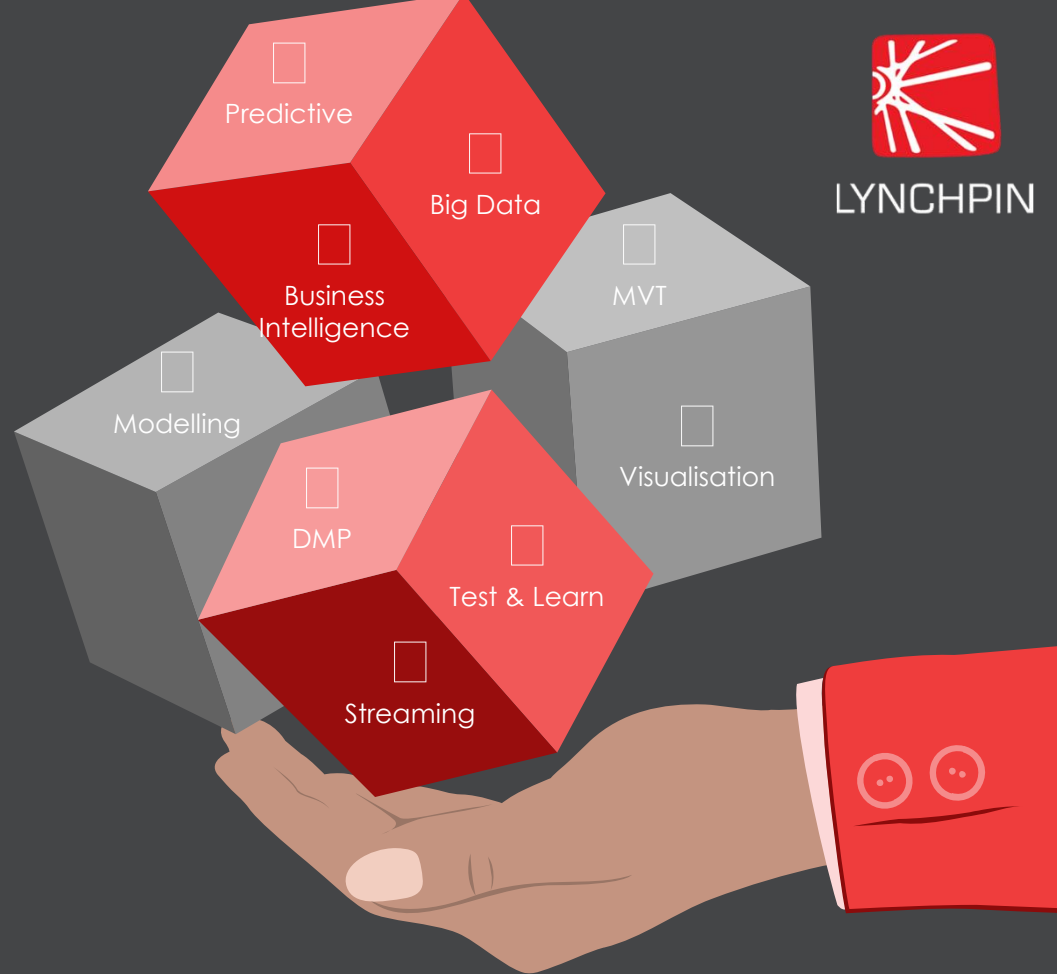
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# Avoid The Hype 1: Speed



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Speed is not in itself an outcome.

Humans rarely make (good) decisions in real-time.



Speed often arises only from automation, which comes *after* analysis.

The need for speed becomes a barrier to investing in longer term analytics with much higher ROI.



# Avoid The Hype 2: Scale



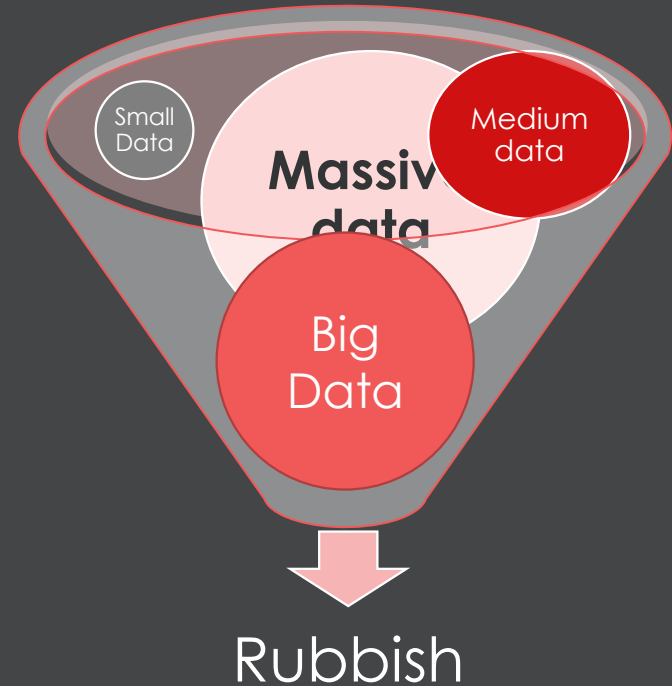
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Rubbish **In** = Rubbish **Out**

Applies at every size of data

Critical success factors are the same regardless of size:

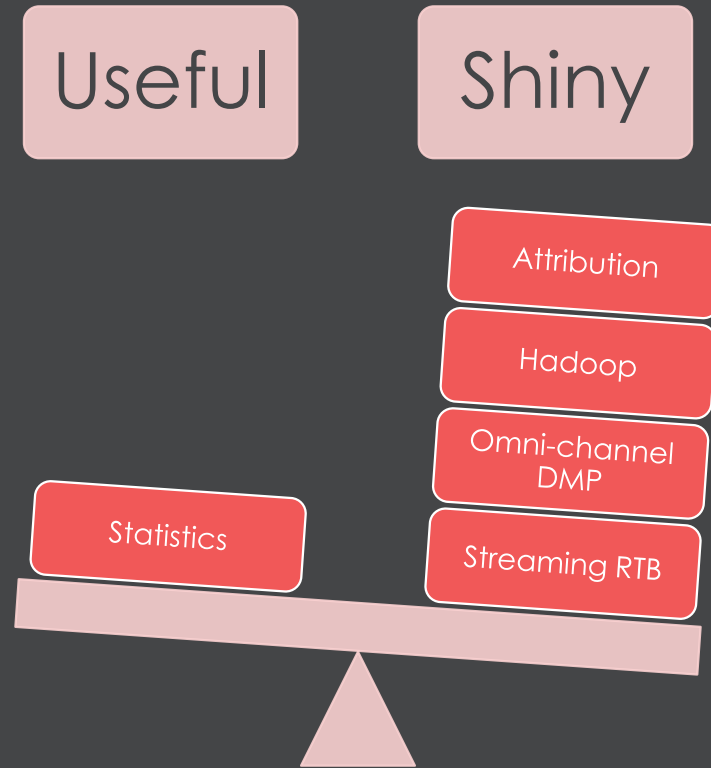
- Relevancy
- Accuracy
- Coverage
- Structure



# Avoid The Hype 3: **The Shiny**



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01

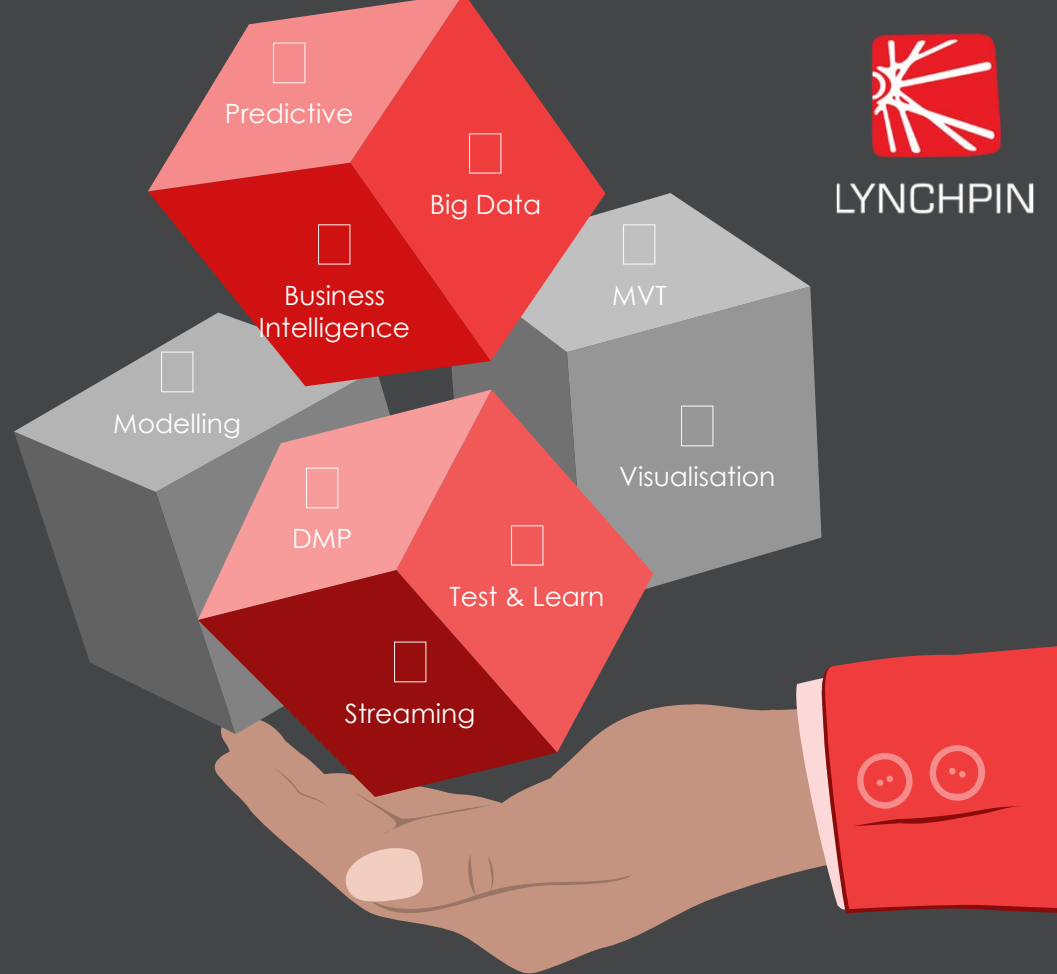
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# Balance is Key



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Analytics maturity is **two-dimensional**

Constant trade-off between:

- Sophistication and availability of **data**
- Capacity to make effective **decisions**



# Data **Famine**



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- Trying to run sophisticated models and make extremely granular automated decisions...
- ... without investing in getting decent data to feed the process.

**Data**

**Maturity**

**Decisions**



# Drowning in Data



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Data



Maturity

Decisions

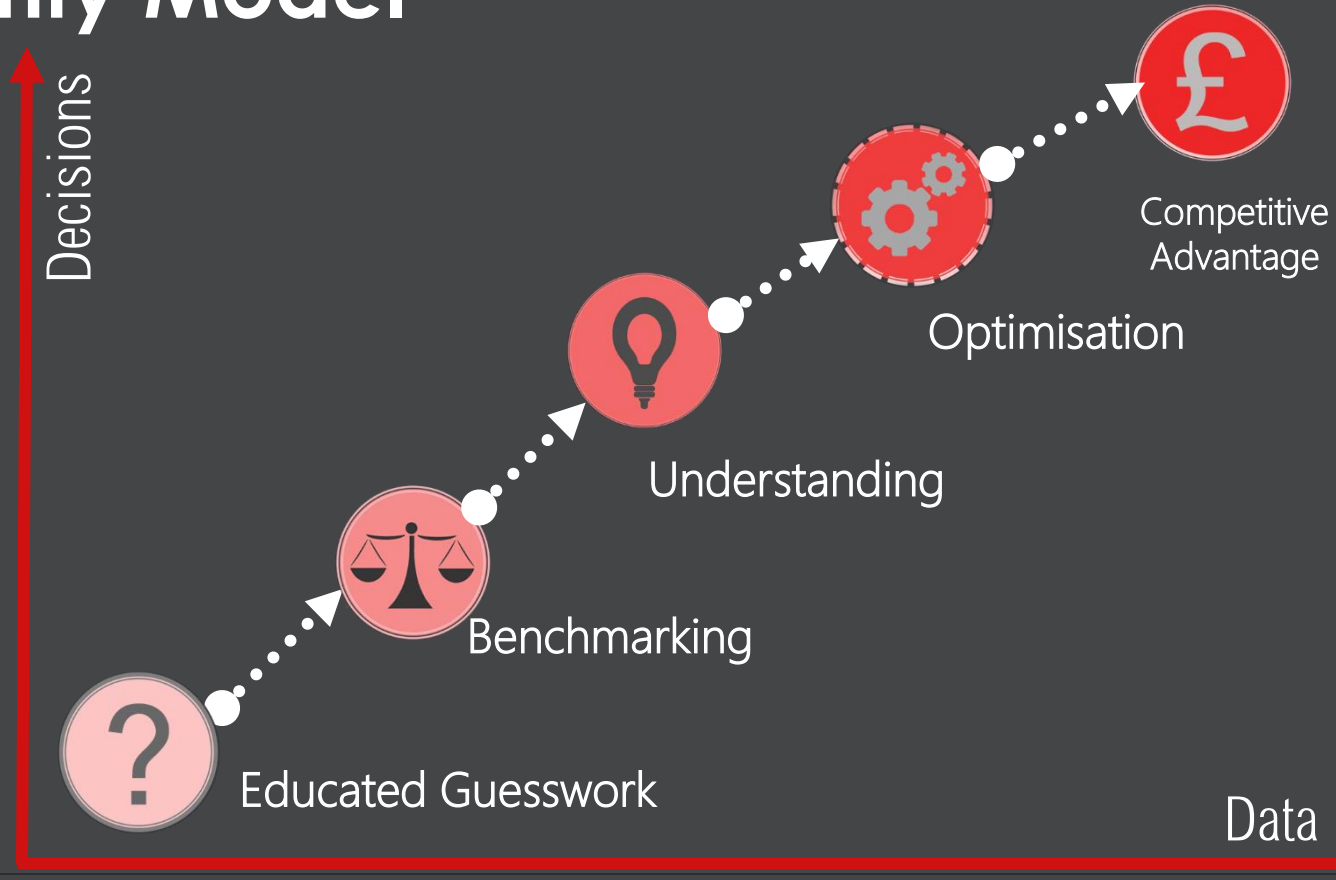


- Overinvestment in data capture and systems integration...
- ...lack of capacity or understanding to respond to the data flows

# Maturity Model



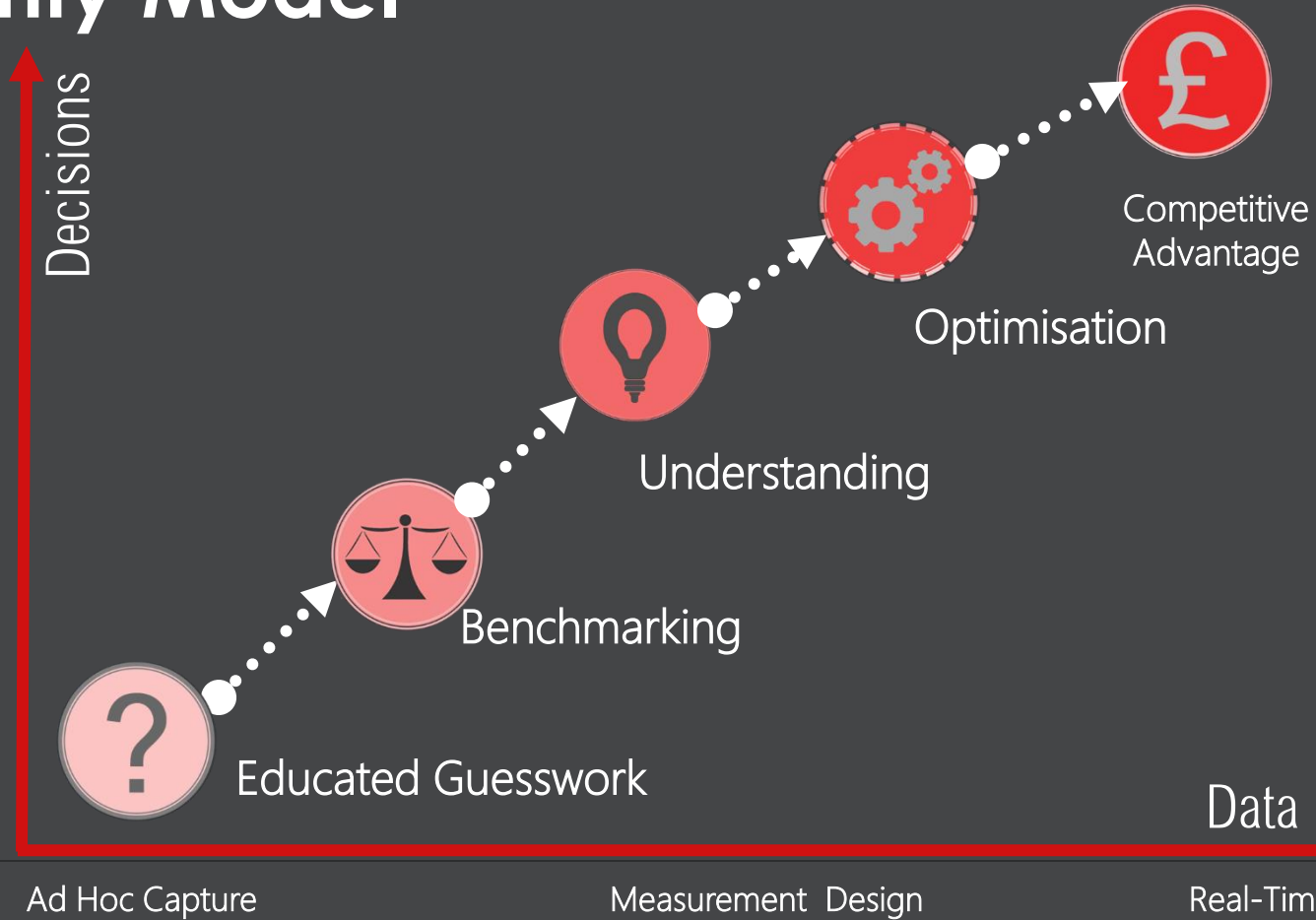
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# Maturity Model



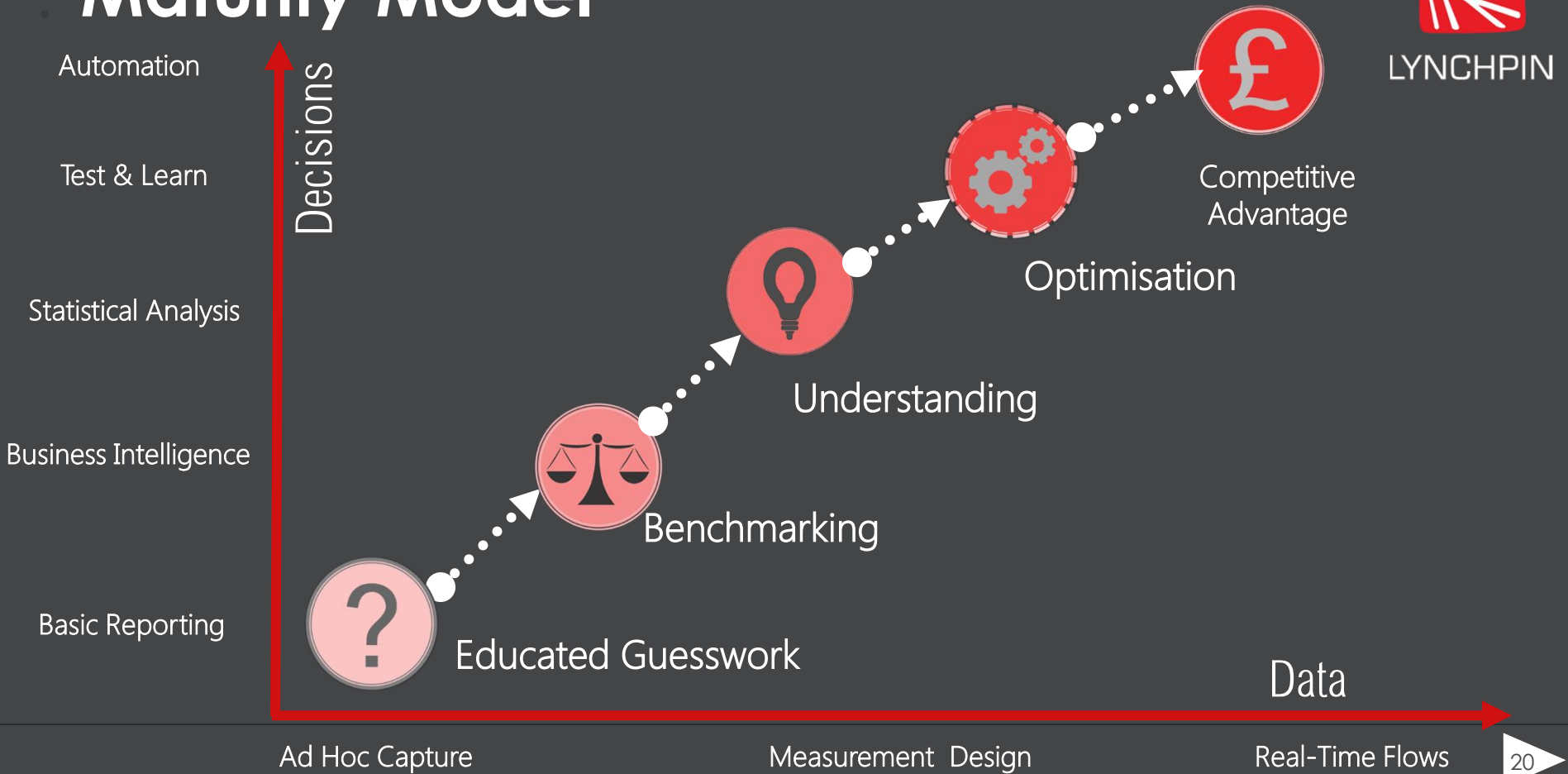
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# Maturity Model



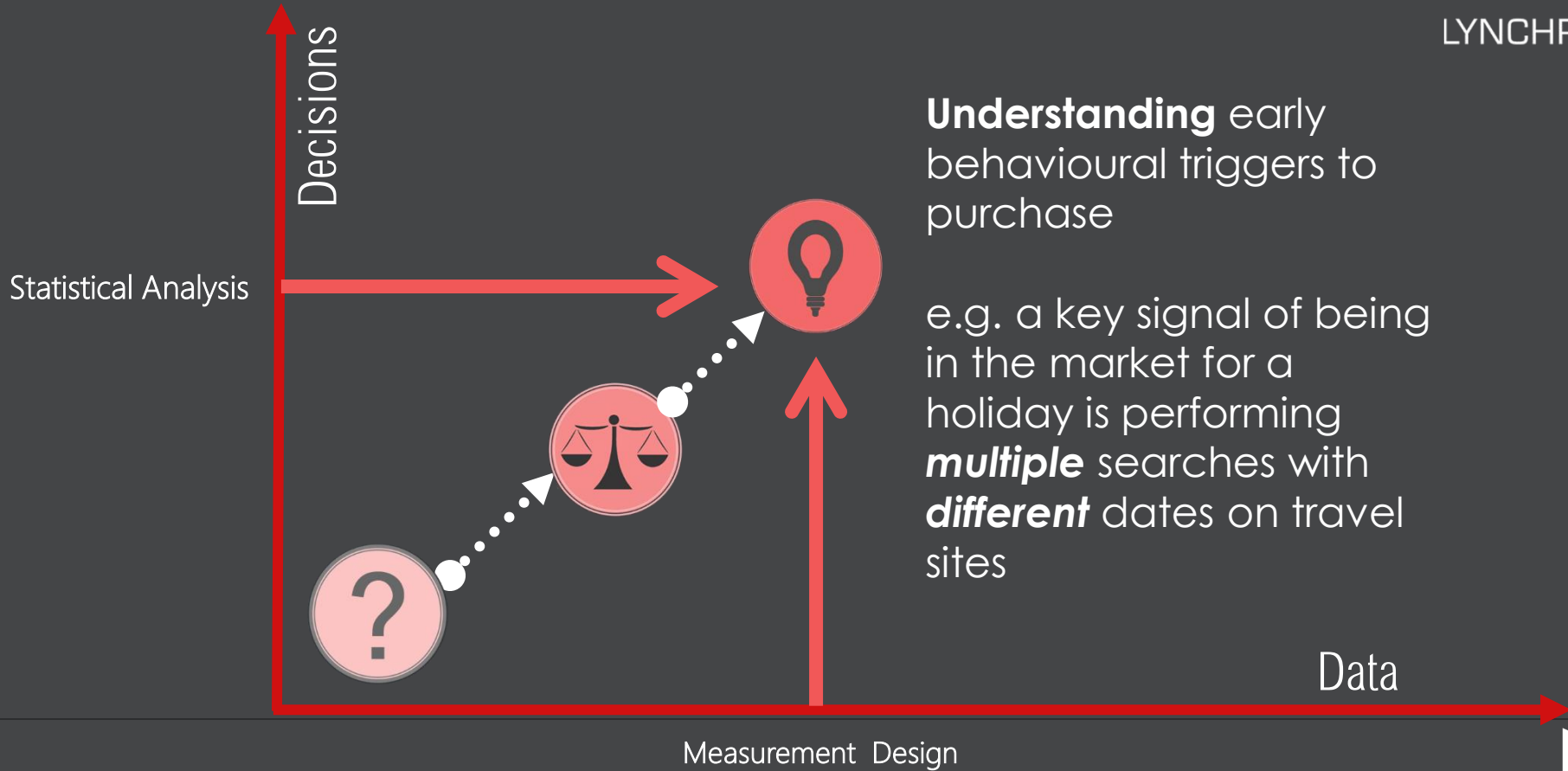
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# Maturity Model Example



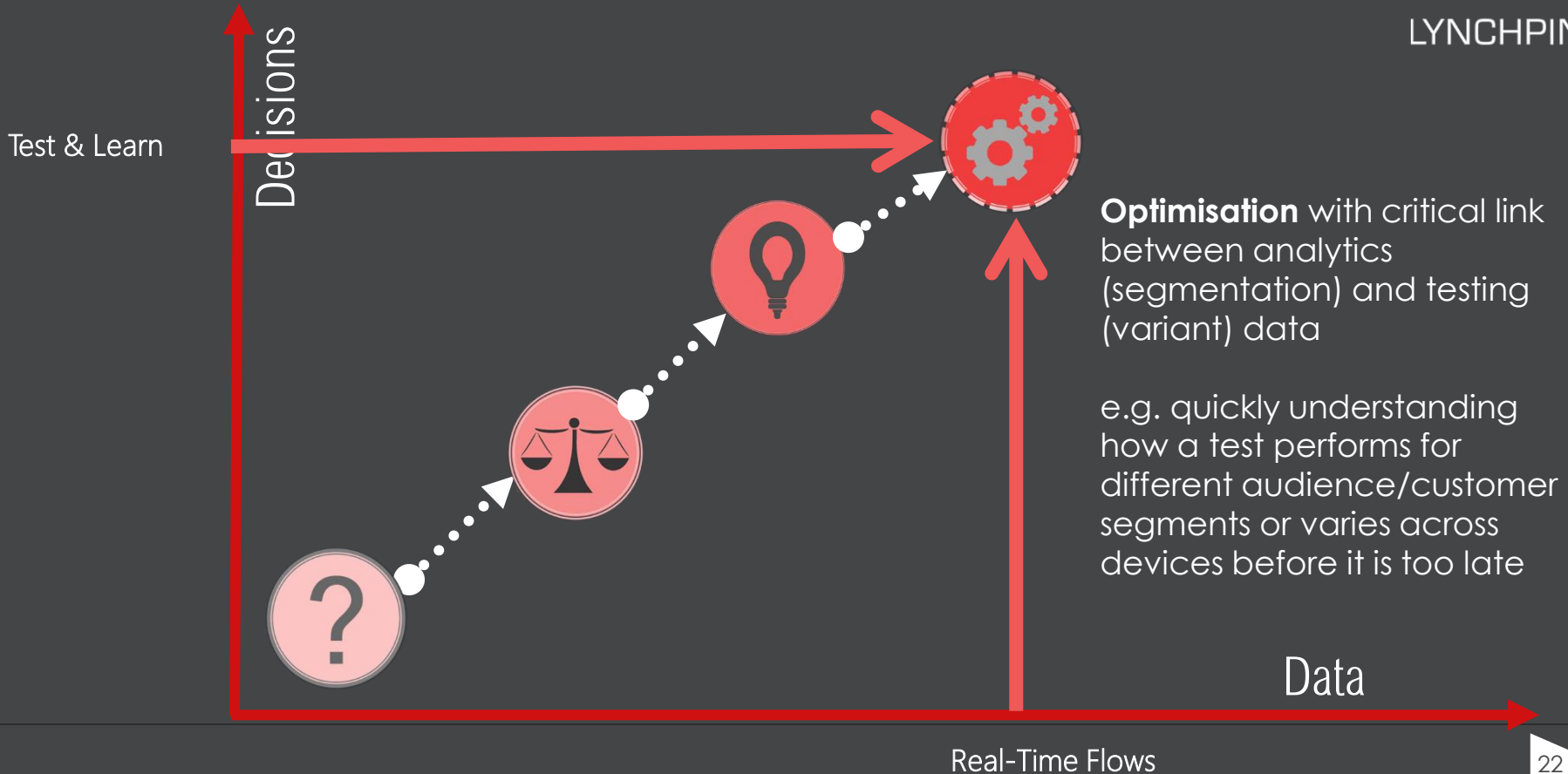
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# Maturity Model Example



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# Analytics Maturity

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01

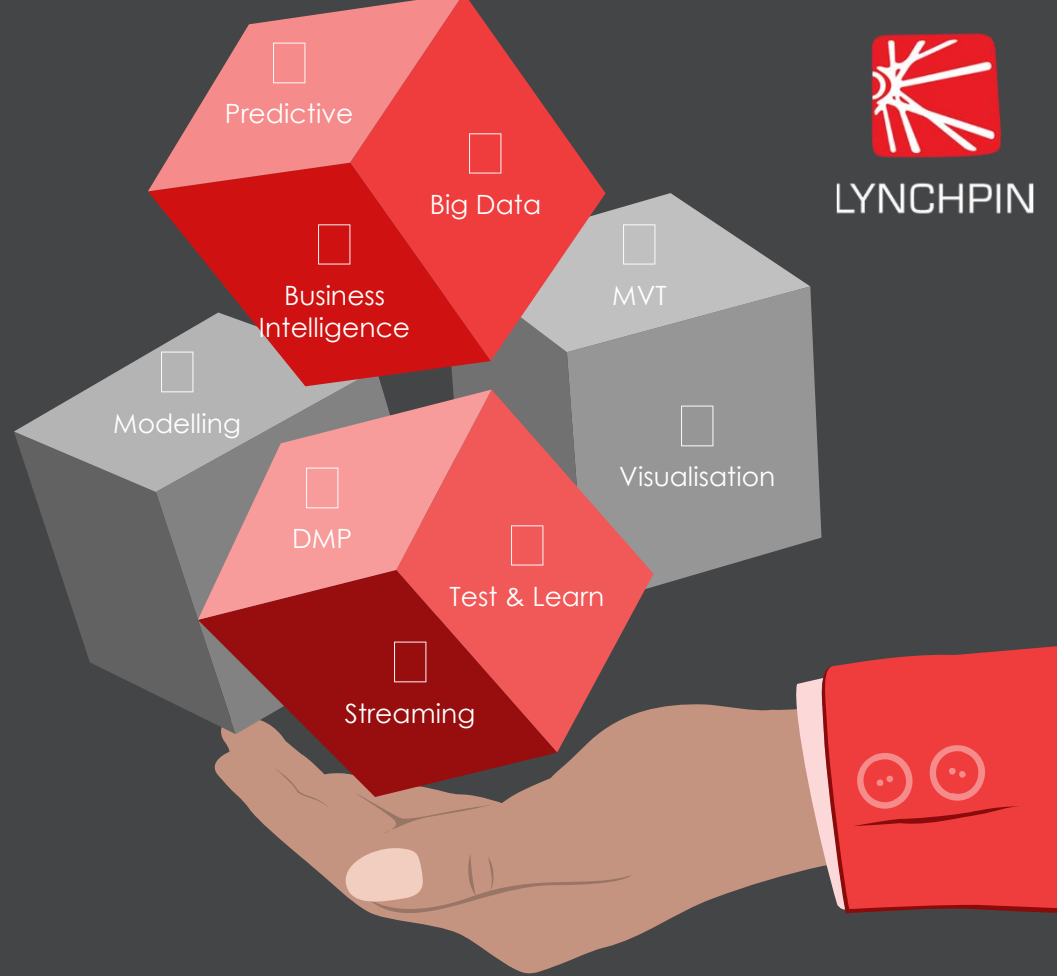
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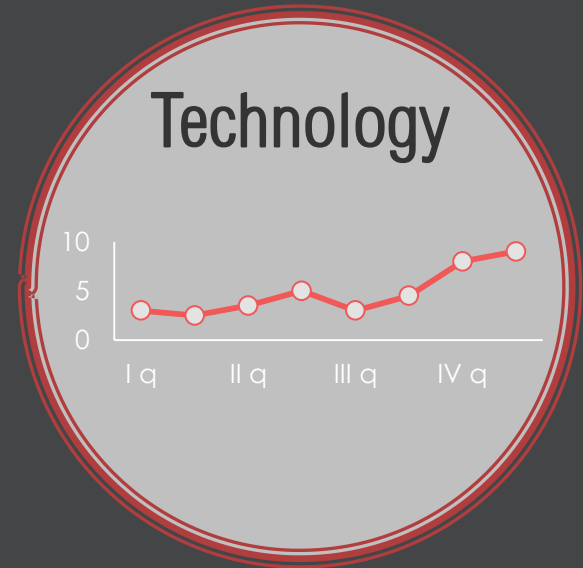
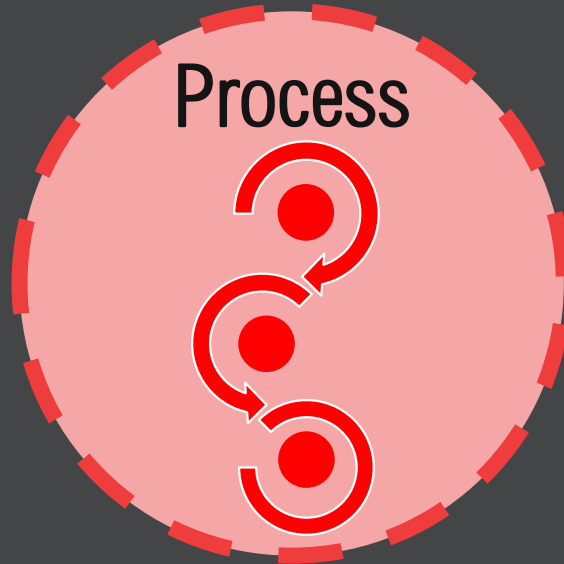
**PRIORITISING**  
SKILLS, TOOLS AND PROCESSES



# Resourcing Debate



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# Analytics Nirvana?



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What do you think is the optimal balance between technology, people and process to achieve analytics nirvana?

	Company respondents	Agency respondents
<b>Technology</b>	34%	32%
<b>People</b>	40%	41%
<b>Process</b>	26%	27%

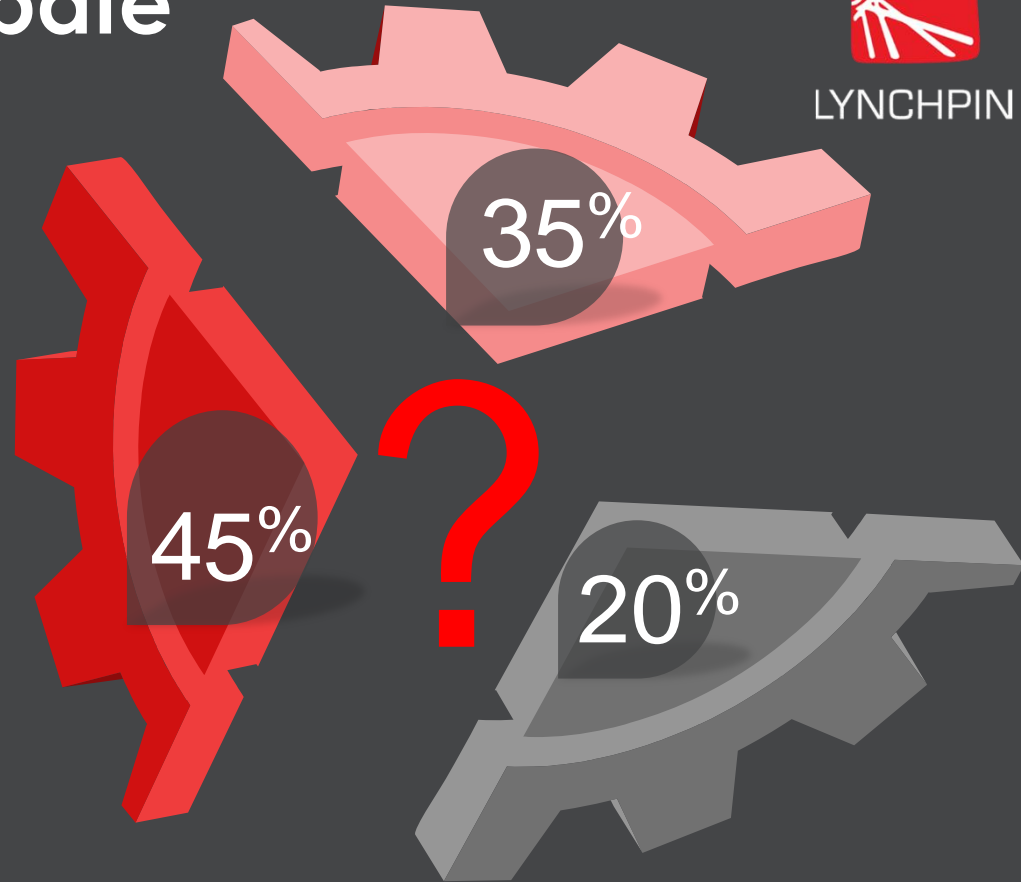
2014 Econsultancy/Lynchpin Measurement & Analytics Survey

# Refocusing the Debate



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- What are the best processes to invest in?
- What are the right technologies to buy?
- Who are the right people to hire?



# Technology



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- Digital is increasingly **Just Another Data Source** for visualisation and modelling tools
- Success not always about having the **best tool**
- More often about using the **right tool** for the **right job**

# Investing in Process?



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# PROCESS

=

# ROI

# Process **Determines** ROI on Analytics



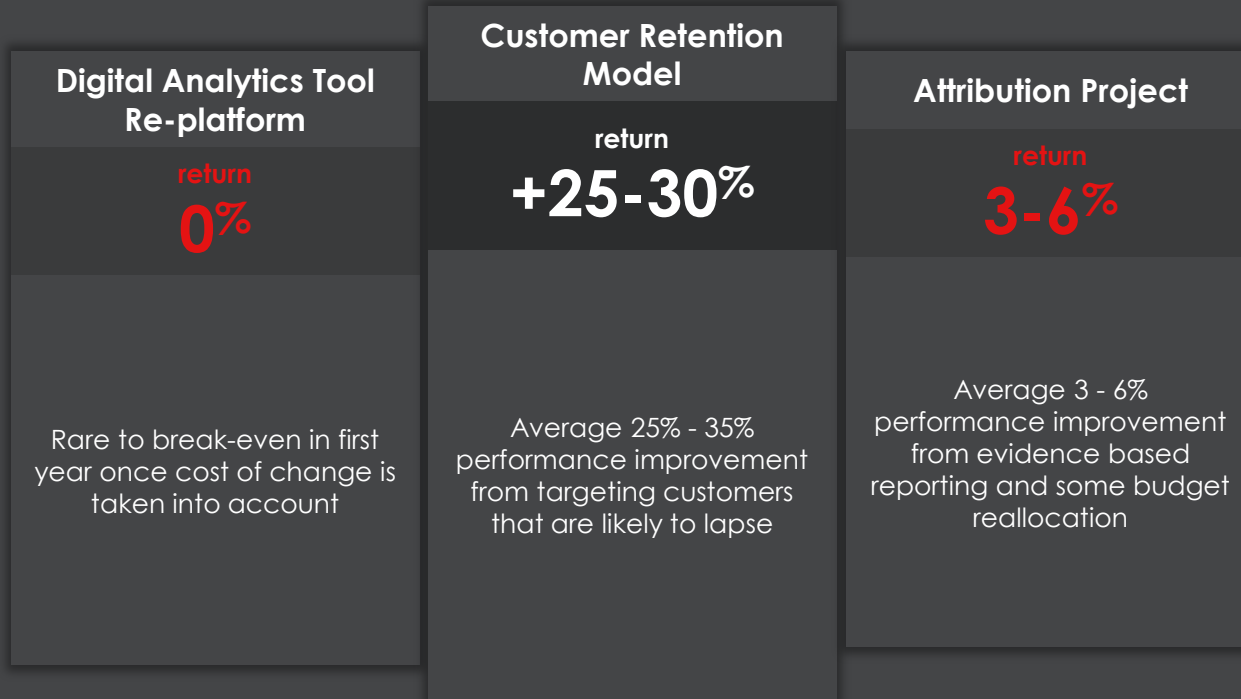
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- What are the objectives?
- What is the most appropriate methodology?
- Is there a genuine balance between:
  - Improving data quality/relevancy/accuracy
  - The capacity to respond to that data?

# ROI Comparison



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# People: Critical Skills



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- Engineering
  - Measurement, data flows and databases needs to be designed, not hacked together.



- Analysis
  - Understanding the business model is as important as understanding a statistical model.



- Strategy
  - Objective setting is 20% of the time but 80% of the importance of most analytics projects.

# Critical Skills



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Automation

Test & Learn

Statistical Analysis

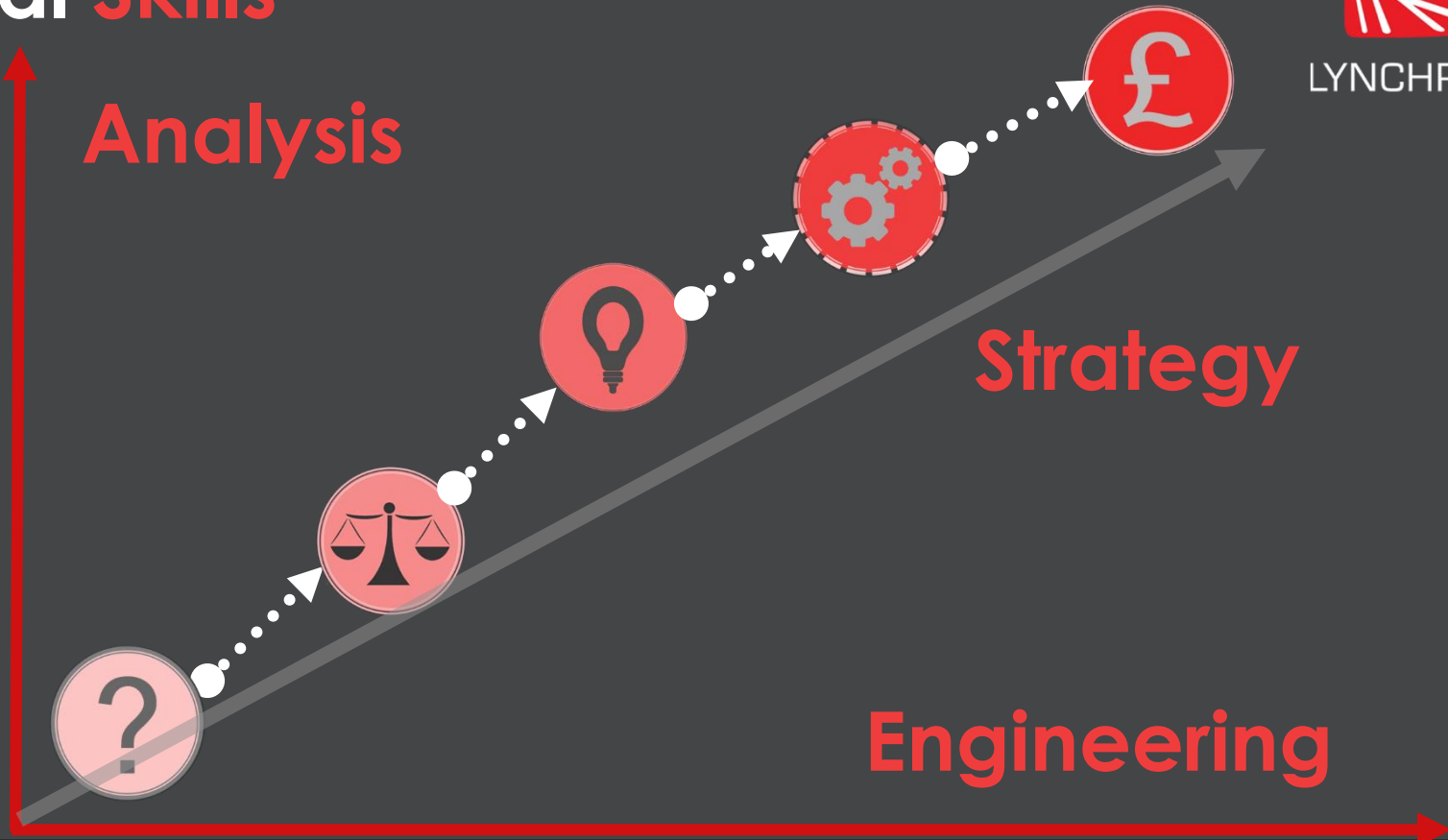
Business Intelligence

Basic Reporting

## Analysis

## Strategy

## Engineering



Ad Hoc Capture

Measurement Design

Real-Time Flows

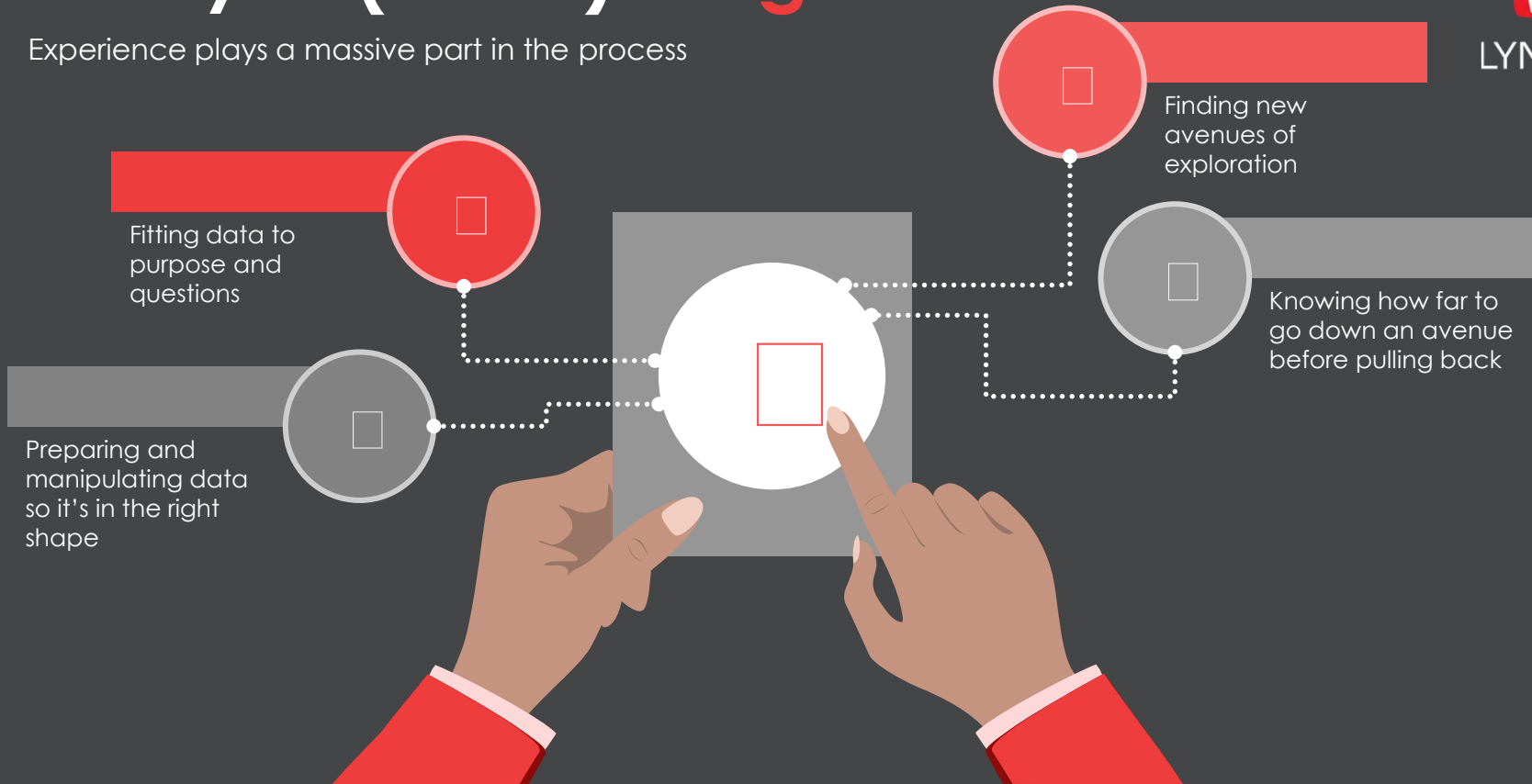


# Analysis (is not) Magic

Experience plays a massive part in the process



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# 5 Take Home Points

Analytics Maturity



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01

Maturity is not one-dimensional: one size does not fit all



02

Beware false dawns of speed, scale and shininess



03

Balance between data and decisions is vital for analytics success



04

Process determines ROI: choose the right analytics projects wisely



05

Invest in the critical engineering, analysis and consulting skills



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