

Contents

Preface xv

Acknowledgments xvii

Chapter 1 The Challenge of Business Analytics .......................... 1

The Challenge from Outside 5
The Challenge from Within 9

Chapter 2 Pillars of Business Analytics Success:
The BASP Framework ................................................. 15

Business Challenges Pillar 18
Data Foundation Pillar 20
Analytics Implementation Pillar 22
Insight Pillar 26
Execution and Measurement Pillar 29
Distributed Knowledge Pillar 31
Innovation Pillar 32
Conclusion 33

Chapter 3 Aligning Key Business Challenges
across the Enterprise .................................................. 35

Mission Statement 36
Business Challenge 38
Identifying Business Challenges as a Consultative Process 39
Identify and Prioritize Business Challenges 41
Analytics Solutions for Business Challenges 45
Chapter 4  Big and Little Data: Different Types of Intelligence ..................................................51

Big Data  57
Little Data  61
Laying the Data Foundation: Data Quality  62
Data Sources and Locations  65
Data Definition and Governance  69
Data Dictionary and Data Key Users  72
Sanity Check and Data Visualization  72
Customer Data Integration and Data Management  73
Data Privacy  74

Chapter 5  Who Cares about Data? How to Uncover Insights ....................................................77

The IMPACT Cycle  79
Curiosity Can Kill the Cat  82
Master the Data  86
A Fact in Search of Meaning  87
Actions Speak Louder Than Data  88
"Eat Like a Bird, Poop Like an Elephant"  89
Track Your Outcomes  91
The IMPACT Cycle in Action: The Monster Employment Index  92

Chapter 6  Data Visualization: Presenting Information Clearly: The CONVINCE Framework .........................95

Convey Meaning  97
Objectivity: Be True to Your Data  99
Necessity: Don't Boil the Ocean  101
Visual Honesty: Size Matters  103
Imagine the Audience  104
Nimble: No Death by 1,000 Graphs  107
Context 107
Encourage Interaction 109
Conclusion 109

Chapter 7 Analytics Implementation:
What Works and What Does Not 113

Analytics Implementation Model 117
Vision and Mandate 118
Strategy 119
Organizational Collaboration 121
Human Capital 122
Metrics and Measurement 123
Integrated Processes 124
Customer Experience 125
Technology and Tools 125
Change Management 126

Chapter 8 Voice-of-the-Customer Analytics
and Insights 131

By Abhilasha Mehta, PhD

Customer Feedback Is Invaluable 132
The Makings of an Effective Voice-of-the-Customer Program 137
Strategy and Elements of the VOC System 152
Common VOC Program Pitfalls 162

Chapter 9 Leveraging Digital Analytics Effectively 165

By Judah Phillips

Strategic and Tactical Use of Digital Analytics 173
Understanding Digital Analytics Concepts 174
Digital Analytics Team: People Are Most Important for
Analytical Success 184
Digital Analytics Tools 187
Advanced Digital Analytics 191
Digital Analytics and Voice of the Customer 192
Analytics of Site and Landing Page Optimization 194
Call to Action: Unify Traditional and Digital Analytics 195

Chapter 10  Effective Predictive Analytics:
What Works and What Does Not .......................... 199
What Is Predictive Analytics? 201
Unlocking Stage 203
Prediction Stage 206
Optimization Stage 210
Diverse Applications for Diverse Business Problems 213
Financial Service Industries as Pioneers 214

Chapter 11  Predictive Analytics Applied
to Human Resources........................................ 223
By Jac Fitz-enz, PhD
Staff Roles 225
Assessment: Beyond People 226
Planning Shift 229
Competency versus Capability 229
Production 230
HR Process Management 231
HR Analysis and Predictability 232
Elevate HR with Analytics 233
Value Hierarchy 235
HR Reporting 237
HR Success through Analytics 238

Chapter 12  Social Media Analytics........................ 247
By Judah Phillips
Social Media Is Multidimensional 249
Understanding Social Media Analytics: Useful Concepts 251
CONTENTS

Is Social Media about Brand or Direct Response? 254
Social Media “Brand” and “Direct Response” Analytics 255
Social Media Tools 259
Social Media Analytical Techniques 262
Social Media Analytics and Privacy 265

Chapter 13  The Competitive Intelligence Mandate 271
Competitive Intelligence Defined 273
Principles for CI Success 275

Chapter 14  Mobile Analytics 285
By Judah Phillips
Understanding Mobile Analytics Concepts 290
How Is Mobile Analytics Different from Site Analytics? 291
Importance of Measuring Mobile Analytics 295
Mobile Analytics Tools 296
Business Optimization with Mobile Analytics 298

Chapter 15  Effective Analytics Communication Strategies 301
Communication: The Gap between Analysts and Executives 303
An Effective Analytics Communication Strategy 305
Analytics Communication Tips 314
Communicating through Mobile Business Intelligence 316

Chapter 16  Business Performance Tracking: Execution and Measurement 321
Analytics’ Fundamental Questions 324
Analytics Execution 325
Business Performance Tracking 332
Analytics and Marketing 336
Chapter 17  Analytics and Innovation ...........................................343
  What Is Innovation?  344
  What Is the Promise of Advanced Analytics?  347
  What Makes Up Innovation in Analytics?  348
  Intersection between Analytics and Innovation  352

Chapter 18  Unstructured Data Analytics:
The Next Frontier .................................................................359
  What Is Unstructured Data Analytics?  360
  The Unstructured Data Analytics Industry  363
  Uses of Unstructured Data Analytics  364
  How Unstructured Data Analytics Works  365
  Why Unstructured Data Is the Next Analytical Frontier  366
  Unstructured Analytics Success Stories  372

Chapter 19  The Future of Analytics...........................................377
  Data Become Less Valuable  379
  Predictive Becomes the New Standard  380
  Social Information Processing and Distributed Computing  381
  Advances in Machine Learning  382
  Traditional Data Models Evolve  383
  Analytics Becomes More Accessible to the Nonanalyst  384
  Data Science Becomes a Specialized Department  385
  Human-Centered Computing  386
  Analytics to Solve Social Problems  387
  Location-Based Data Explosion  388
  Data Privacy Backlash  388

About the Authors  391

Index  393