



THE ANALYTICS CAPABILITY LANDSCAPE

Choosing the Best Analytic Capabilities For Your Business



Enterprises demand a mix of analytic capabilities and the flexibility to leverage options across a broad portfolio. To adopt the right combination of capabilities, businesses need an approach that is decision-led, role-centric and style-based.

Challenging the Maturity Curve

Maturity curves overlook many real business needs and prevent enterprises from maximizing the available capabilities.



Organizations need all the capabilities



Not everyone starts at the bottom



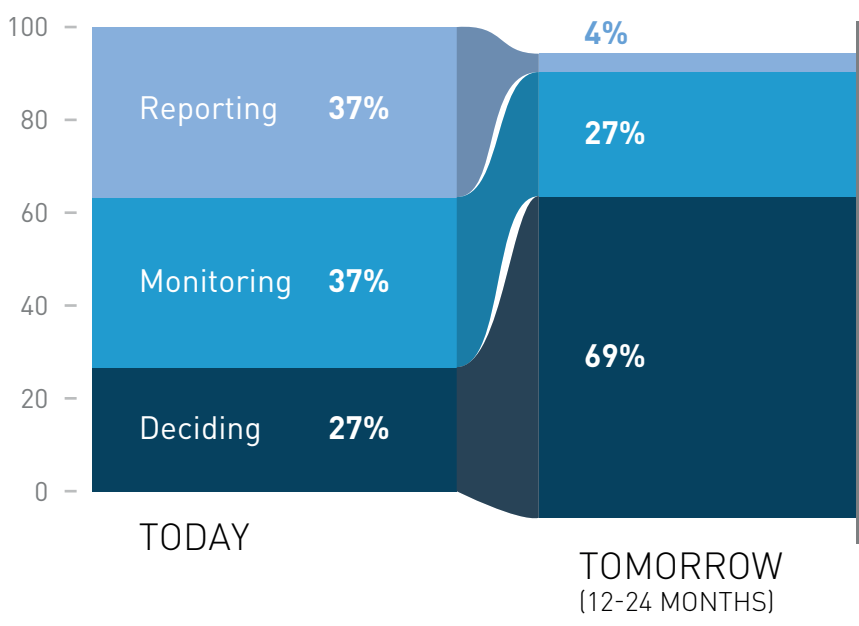
Each organizational role values each capability differently



More sophistication doesn't always create more value

Shifting the Analytics Focus

What are the business goals for using analytics?



Decision-making is what matters most when picking analytics capabilities.



A Decision-centric approach is becoming the central analytics focus for most businesses.

A New Approach: The Analytics Capabilities Landscape

What are the business goals for using analytics?

DECISION-LED

Begin with the decision.

ROLE-CENTRIC

Identify the roles involved.

Know the decision you are trying to improve and characterize using four critical characteristics:

Volume

How often must we make this decision?
ONCE — ALL THE TIME

Repeatability

How different is making the decision each time?
UNIQUE — CONSISTENT

Latency

How long do we have to make a decision?
IMMEDIATE — DELAYED

Complexity

How many factors must be considered in the decision?
SIMPLE — COMPLEX

Once you know the decision, determine who's on point to improve it.

Business Decision-Maker

EXECUTIVES, KNOWLEDGE WORKERS, LINE OF BUSINESS, FRONT-LINE WORKERS

Business Analyst

BUSINESS ANALYSTS, DATA ANALYSTS, BI ANALYSTS

IT Data Professional

Analytic Professional

DATA SCIENTISTS, FORECASTERS, DATA MINERS, PLANNERS

STYLE-BASED

Identify the right style of analytics.

Decision characteristics and roles intersect to determine what style of analytic capability you need.



Explorer

INTERACTIVE
DRILL DOWN, NAVIGATE
CHANGE PERSPECTIVE
CHANGE PRESENTATION



or Settler?

MORE STATIC
APPLY INSIGHT TO NEW DATA
RAPIDLY CONSUME



Visual

HUMAN USER FOCUS
VISUAL PRESENTATION
PATTERN RECOGNITION



or Numeric?

MACHINE FOCUS
MATHEMATICAL PRECISION
EXECUTABLE



DIY

ONE PERSON BUILDS & USES
CODELESS DEVELOPMENT
LESS TECHNICAL
HUMAN DECISIONS



or Factory-Made?

SEPARATE BUILDER AND USER
SKILLED BUILDER - LESS SKILLED USER
CAN BE MORE TECHNICAL
REPEATABLE & AUTOMATED DECISIONS

The Analytic Capabilities Landscape Applied



NEXT BEST OFFER EXAMPLE

High volume Highly repeatable Low latency Moderate complexity	Decision maker: Front-Line Call Center	Style: Settler Numeric Factory-Made
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NEXT BEST INVESTMENT EXAMPLE

Low volume Somewhat repeatable Moderate latency High complexity	Decision maker: Data Analyst	Style: Explorer Visual DIY
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THE ANALYTICS CAPABILITY LANDSCAPE STUDY

- Business needs for analytics
- Analytic capabilities
- Roles
- Analytic styles
- Other adoption considerations
- Adopting analytic capabilities



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