



# Making Analytics Work

## Key Success Factors

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# Topics

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- Lessons from the leaders
- Key success factors
- Emerging trends
- Translating into action
- Summary



# Lessons from the Leaders

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- **Harrahs** – Analytically driven customer experience.
- **Tesco** – Information driven success in customer loyalty.
- **Continental Airlines** – Driving profitability and satisfaction.
- **RBC** – Exceptional growth from precise customer knowledge.
- **Walmart** – “Right merchandise at the right store at the right time.”





# Analytical Leadership – A Framework

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# Key Success Factors

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- Evaluate analytical readiness
- Build a 'practical roadmap'
- People, structure, culture
- Central source of information
- Data quality
- Tools, technology, techniques
- Translating into action



# 1 Evaluate Analytical Readiness

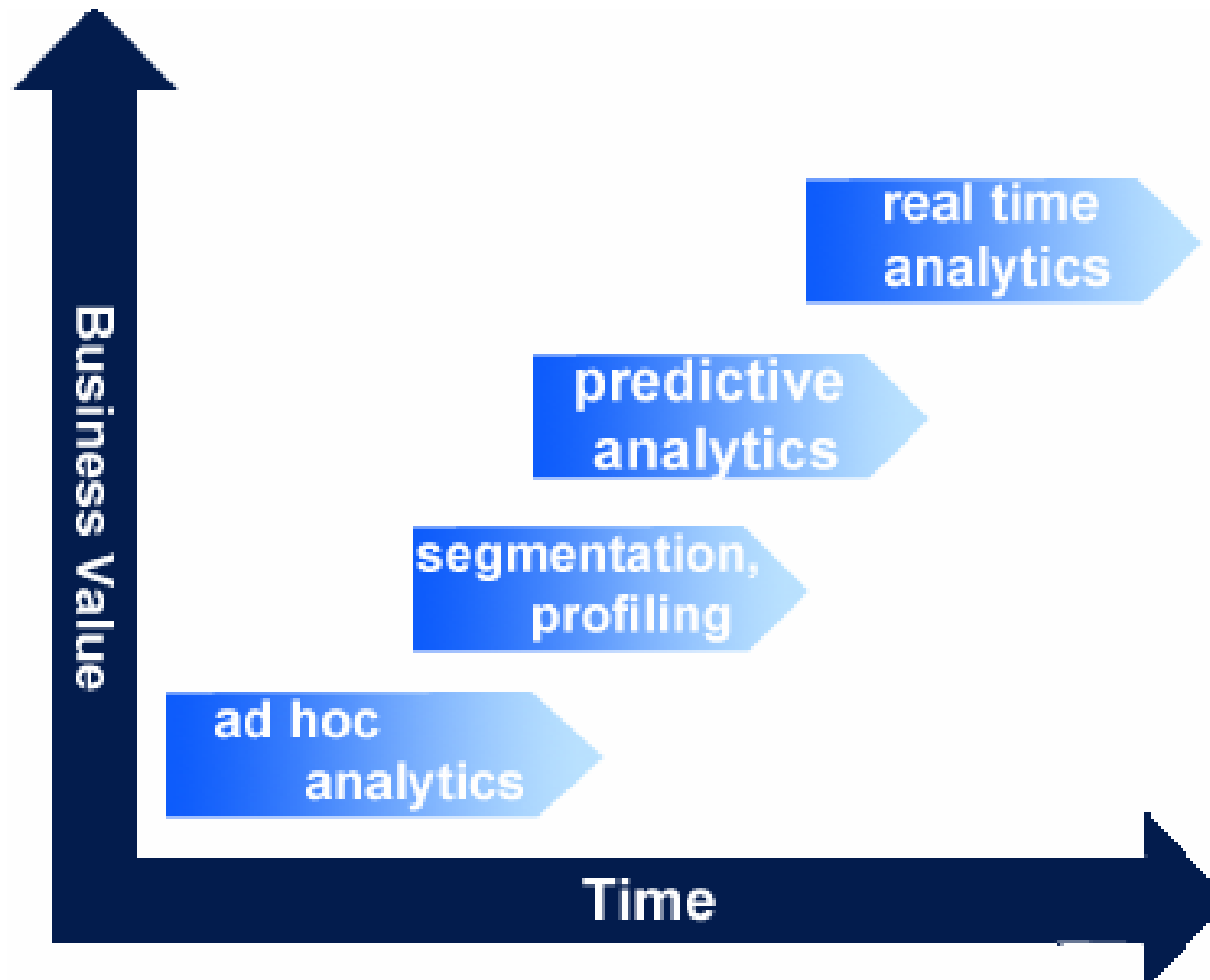
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- Business need, drivers, urgency
- Capabilities, data availability, tools
- People, skills
- Stakeholder awareness
- Execution capabilities
- Clarity of solutions and directions
- Sponsorship



## 2 Build a Practical Roadmap

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## 3 People, Structure, Culture

- In house vs. outsourcing vs. off shoring
- Combination of analytics, business and relationship skills
- Articulation of complex ideas in simple terms
- Clear business ownership
- Centralised vs. decentralised
- Be an integral part of the business
- Business and results driven culture





## 4 Central Sources of Information

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- Fundamental building block
- Granularity and history of customer interactions
- Standardised definitions and terms
- Must reflect the business
- Customer centric - Single customer view
- Require investment, focus and skills
- Ownership and governance to be defined
- Onerous task but high pay off



## 5 Data Quality – An Important Factor

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- Potential high impact but often missed or ignored
- Ability to skew analytical results
- Bad decisions, missed opportunities, credibility
- Verify, validate key aspects
- Evaluate impact of quality
- Tools and options available
- May require ongoing end-to-end strategies
- And a governance structure and process

# 6 Tools, Technology, Techniques

- Wide array of software and vendors
- Analytics team will require 'self sufficiency' in data manipulation
- Availability of vast computing power and space
- Techniques could differ based on the problem – clustering, lineal regression, logistic regression, neural networks, genetic algorithms





## Tools, Technology, Techniques - contd

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- Data preparation is the first and crucial step
- Follow a well defined and repeatable methodology
- Assemble cross functional and stakeholder teams
- May include channels such as service and sales
- Communicate and manage stakeholder expectations
- Revise models as appropriate
- Test, pilot and execute



# A Few Emerging Trends

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- Web analytics
- Visual analytics
- Real time analytics
- Market basket analysis
- Community and social network analysis
- Wrap around of models

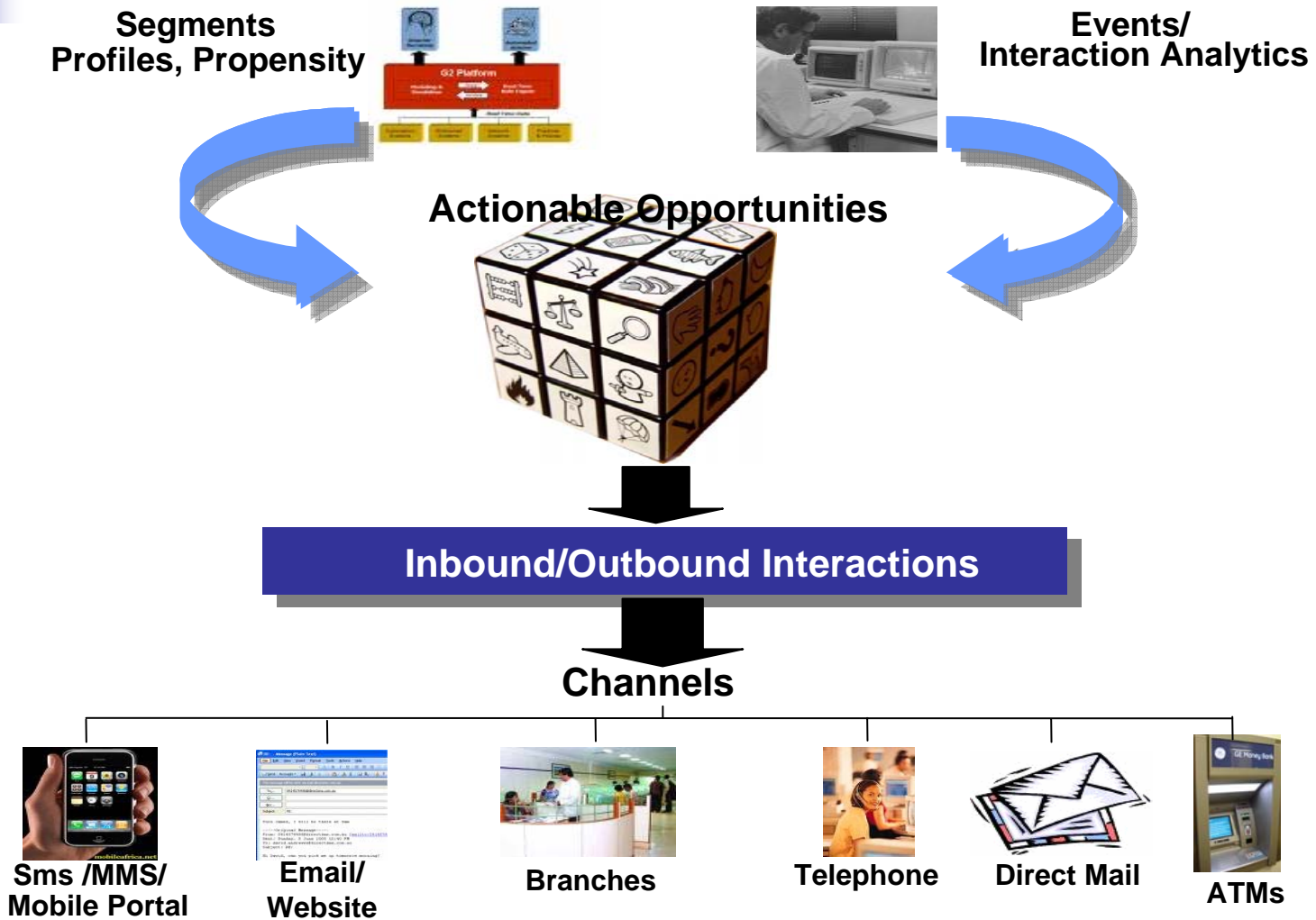


## 7 Translating into Action

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- Ability to action is key to analytical success
- Typically action will include a range of stakeholders such as channels.
- Co-ordination between the various areas is vital
- Formation of cross functional forums
- Followed by measurement
- Articulation of benefits and ROI
- Ensuring ongoing growth

# Marketing Analytics in Action





# In Summary

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- Several success stories
- A few underlying common themes
- Not achieved in a day
- Practical approach to achieve success
- Actionable with strong ROI
- Wide engagement, partnering
- Evangelisation and sponsorship