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modernize business analysis

WITH VISUALIZATION TOOLS

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once upon a time

Business Intelligence was simple...

- ▶ IT built data warehouses
- ▶ IT built reports
- ▶ Business people waited their turn
- ▶ ...and waited
- ▶ ...and waited



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revolution

There is a revolution underway

- ▶ Organizations beginning to think differently about data:
 - ▶ Availability
 - ▶ Access
 - ▶ Analysis
 - ▶ Application
- ▶ Hybrid of business analysis and data analysis

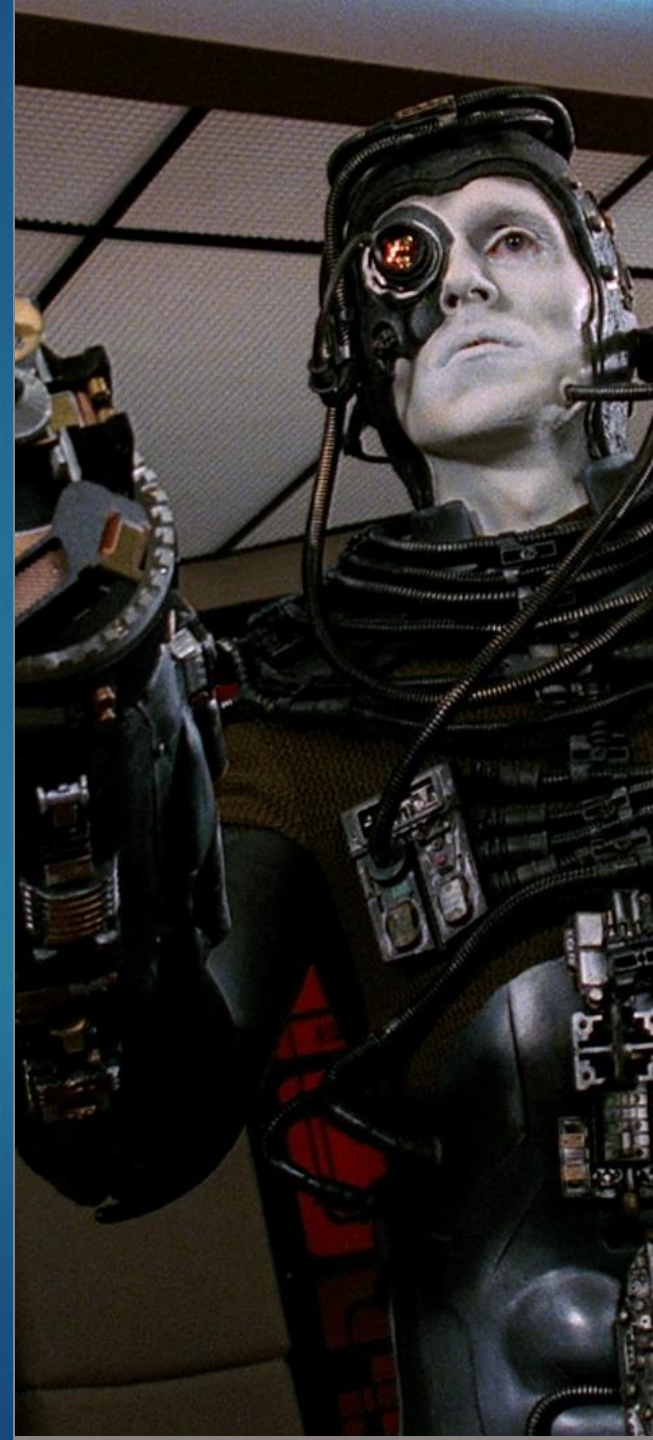


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resistance

IT has often resisted relinquishing control of data:

- ▶ Concerns about accuracy
- ▶ Concerns about quality
- ▶ Concerns about misinterpretation
- ▶ Concerns about business competence
- ▶ Business routinely circumvents IT to obtain data
- ▶ Or they build their own solutions
- ▶ "Resistance is futile."

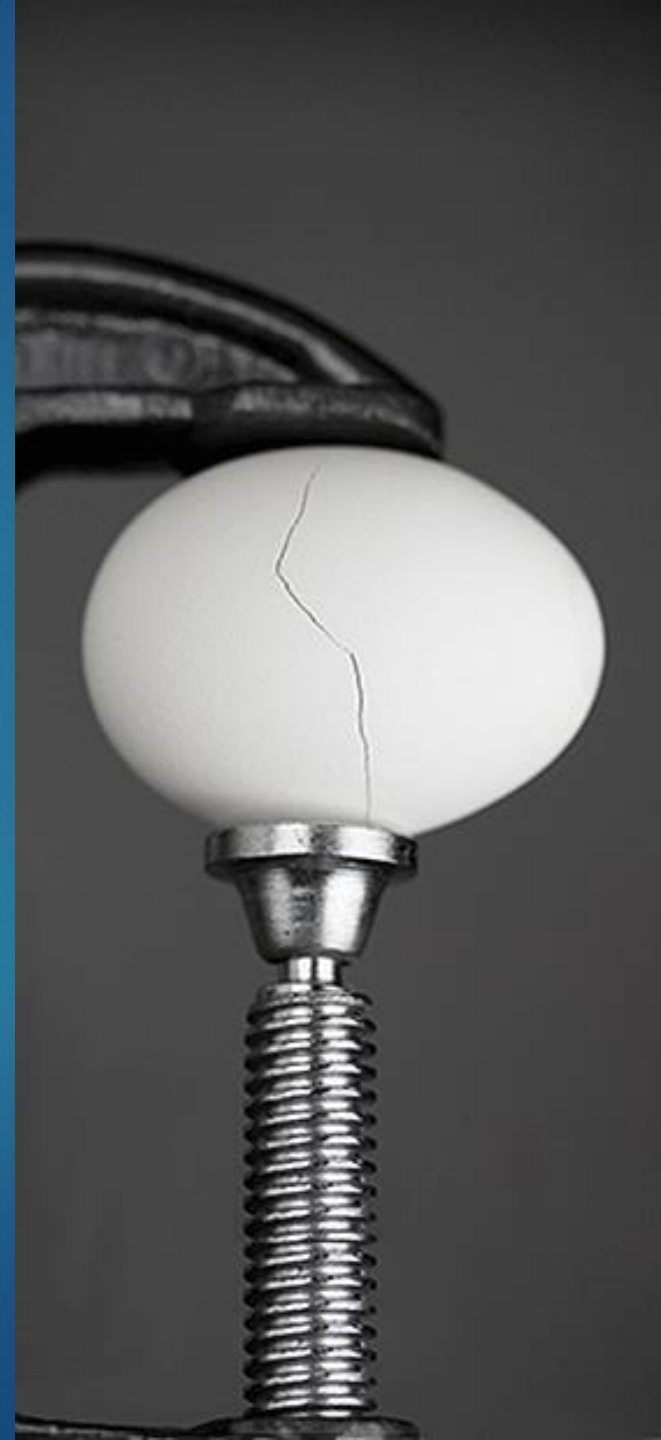


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driving forces

The C-Suite is under intense pressure

- ▶ World is moving “digital”
 - ▶ Customer Journey
 - ▶ Marketing Operations
 - ▶ Technology-First Interaction
- ▶ Effectiveness can be boiled down to data
- ▶ Improving performance can be achieved by understanding data
- ▶ IT responsiveness is a barrier to corporate performance



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impatience

Business is growing impatient

- ▶ Understanding data now affects profit and market cap
- ▶ Business leaders are tired of asking IT for data
- ▶ IT is being sidelined or rolled up under Marketing and Finance



Excellent!

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impact

Changes are affecting org and responsibility

- ▶ LOB ramping up data analysis skillsets
- ▶ Tool vendors' "land and expand" strategy
- ▶ Business tapping directly into raw data
- ▶ Role of IT is becoming less clear

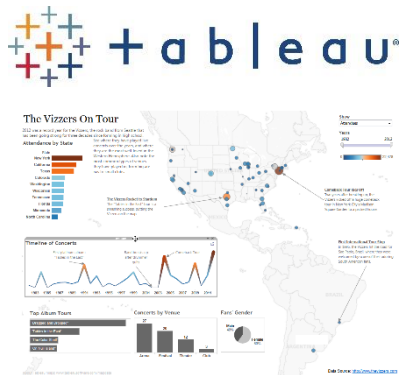


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empowerment

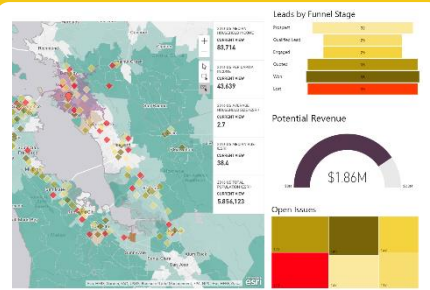
Modern tools empower business analysts:

Visualization



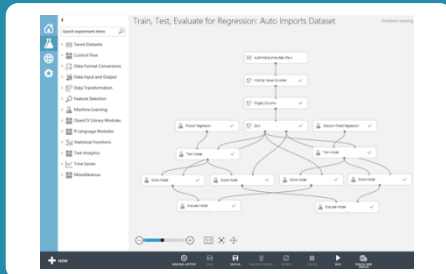
Viz & Data Prep

Power BI



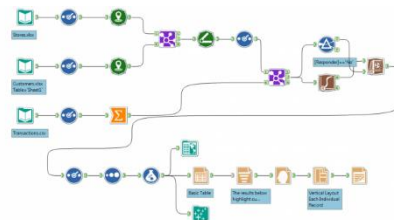
Statistical

Azure Machine Learning



Data Prep

alteryx



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casting call

There's a new cast on stage:

lieutenant

boss

rogue



chief

scientist

corporal



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cast: chief

role	C-level manages the entire operation at a high level. Ultimately responsible for company performance and execution of business initiatives
data needs	Summary of business performance and rapid response to information requests in order to make quick decisions with confidence
tool needs	Dashboards and natural language query



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cast: lieutenant

role	Reports to C-level and fields requests for more in depth analysis. Often leading business analytics efforts.
data needs	Access to raw data, access to reporting and dashboards
tool needs	Self-service environment, statistical and data prep tools, visualization tools



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cast: scientist

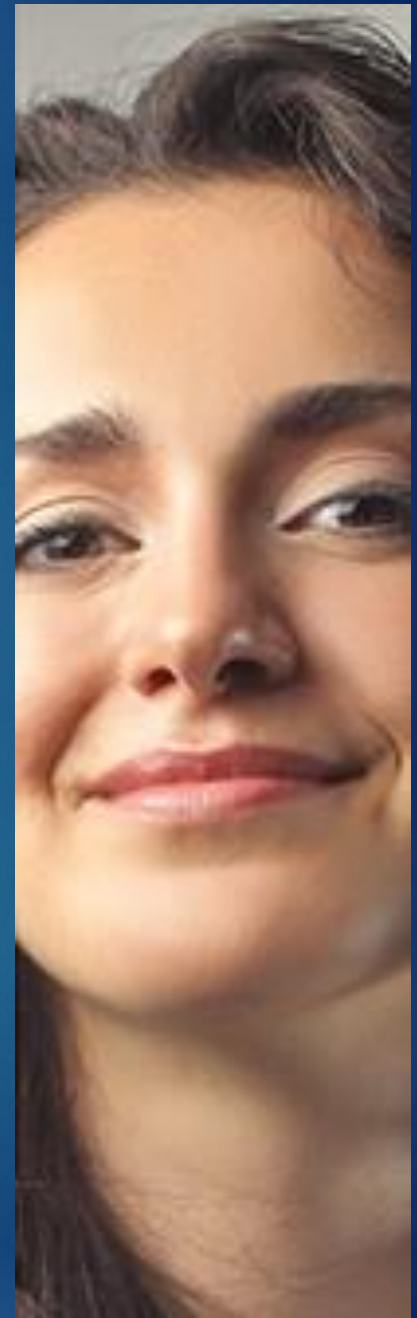
role	Identify opportunities to improve the business or investigate issues through data analysis
data needs	Direct access to raw data and an deep understanding of domain-specific processes
tool needs	Direct access to raw data, data prep tools, statistical tools, visualization tools



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cast: boss

role	Manage departmental activities and performance
data needs	Summary of how the department is performing, especially at the individual level.
tool needs	Dashboards and self-service



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cast: corporal

role	Performs reporting and other analysis at the departmental level.
data needs	Access to data in the systems related to the department, especially operational reporting
tool needs	Self-service environment, access to curated data (EDW)



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cast: rogue

role	Self-nominates to learn data science and business analytics. (could be anyone)
data needs	Access to relevant data
tool needs	Statistical tools



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i.t. matters!

The role of IT is evolving and remains critical:

- ▶ Bring all data together (Data Lake)
- ▶ Curated integrated data (EDW)
- ▶ Self-service environment (Cubes)
- ▶ Trusted validated Reporting
- ▶ Shielding operational system performance
- ▶ Operational system integration of analytics



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organization

The role of business analysts is evolving

- ▶ Front-line of data analysis
- ▶ Developers of dashboards and reporting
- ▶ Creating data-driven alerts and workflows
- ▶ Focus on business analytics



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moving the needle

Changing business outcomes is often elusive

- ▶ Observing poor performance in the data does not change outcomes
- ▶ Business people don't always know what questions to ask
- ▶ "Moving the needle" requires an understanding of causation, requiring experimentation.
- ▶ This issue is endemic and largely unsolved.



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embrace

IT can embrace the future

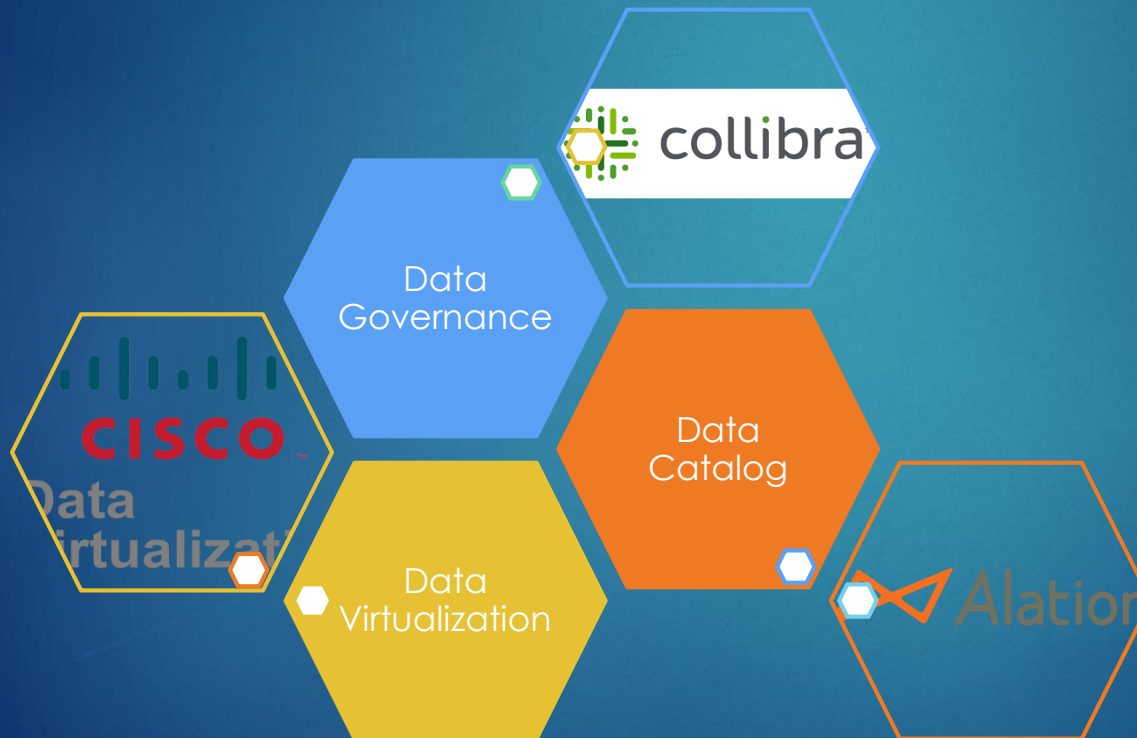
- ▶ Establish a new contract with the business
- ▶ Leadership in training and best practice
- ▶ Support changing business roles
- ▶ Inventory and qualify data sources



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technologies

New technologies can expedite the transition:



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consequences

Expect consequences...

- ▶ Data-driven management
- ▶ Reduced load on IT data calls
- ▶ Increased focus data quality
- ▶ Appreciation for data management
- ▶ Investment in data governance



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discussion

- ▶ Is this change exciting or scary (or both)?
- ▶ How far down this path is your organization?
- ▶ Do you recognize the cast of characters in your organization?
- ▶ What barriers do you see to this change?

