

---

# Contents

**Preface ix**

**Acknowledgments xiii**

**Chapter 1 Introduction and Background..... 1**

The Power of Information 1  
Modern-Day Magicians 3  
The Secret of Success 5  
Notes 7

**Chapter 2 The Importance of Business Analytics..... 9**

Introduction 9  
Business Analytics: A Definition 10  
Role of the Organization 13  
Reasons behind Strategic Planning 17  
Business Analytics and the Traditional View 25  
Business Analytics and the External View 28  
Business Analytics and the Internal View 35  
Business Analytics and the Customer View 39  
Fostering Innovation and Invention 44  
Delivering Value through Renewable Return 46  
Summary 51  
Note 51

**Chapter 3 The Challenges of Tactical Delivery..... 53**

Introduction 53  
Core Vocabulary 54  
Common Team Structures 66  
Roles and Responsibilities 68

Challenges of Applying Business Analytics 83  
Finding the Path to Profitability 85  
Selling the Value of Analytics 86  
Meeting and Overcoming These Challenges 90  
The Four-Step Framework 97  
Note 97

**Chapter 4 Defining the Value of Business Analytics ..... 99**

Introduction 99  
Why You Need to Define the Value 100  
Different Types of Value 103  
Role of the Business Case 108  
Identifying Tangible Value 115  
Identifying Intangible Value 131  
Simulating Business Cases 134  
Practical Example: Reducing Churn in Telecommunications 140  
Summary 143

**Chapter 5 Communicating the Value Proposition ..... 147**

Introduction 147  
Why You Need to Plan Your Communication Strategy 148  
Need for a Communication Strategy 154  
Awareness and Information Relevancy 158  
Organizational and Societal Cultural Considerations 163  
Conceptual Relevancy 172  
The Path to Persuasion 178  
Practical Example: A Forecasting Model for Planning 182  
Summary 185  
Note 187

**Chapter 6 Creating the Execution Plan and Delivering Value ... 189**

Introduction 189  
Why You Need an Execution Plan 190  
Role of the Execution Plan 194  
Establishing Direction 195  
Delivering to the Plan 215  
Dealing with Resource Constraints 216  
Planning for Success 220  
Practical Example: Social Network Analysis 229  
Summary 231

**Chapter 7 Delivering the Measurement Framework.....235**

Introduction	235
Why a Measurement Framework Is Essential	236
Role of the Measurement Framework	241
Measuring What Is Important	247
Establishing a Measurement Framework	260
Delivering the Measurement Framework	263
Advanced Measurement Concepts	268
Practical Example: The Ongoing Growth of an Analytics Team	278
Summary	281

**Chapter 8 Bringing It All Together.....285**

Introduction	285
Sarah's Challenges	286
The Light-Bulb Moment	288
Transforming the Organization	292
Summary	296

**Glossary 299****About the Author 317****Index 319**

<http://www.pbookshop.com>

<http://www.pbookshop.com>