
Contents

Preface xv

Acknowledgments xvii

Chapter 1 The Challenge of Business Analytics1

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 Not113

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 Insights131

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 Effectively165

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	227
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

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
<i>By Judah Phillips</i>	
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