

BUILDING ANALYTICS TEAMS

PROF. DR. FLORIAN STAHL













The Vital Role of Analytics Teams in Today's Business World

"The days of companies wondering whether they should jump on the data analytics bandwagon, or having a single data analyst on staff, are gone. For firms today, the focus has turned to building the right team to fully harness all that data has to offer."

Sarah Brown (MIT)











Status Quo – Two Different Realities





Produce insights with data: 27%

Confidence in data analysis abilities: 24%

actionable

Global Big Data and Analytics Market



2020: ~ \$200 billion

2030: ~ \$700 billion

Many firms still struggle with the lack of capabilities and resources to use data and analytics while ...

... the Global Big Data and Analytics Market keeps increasing.



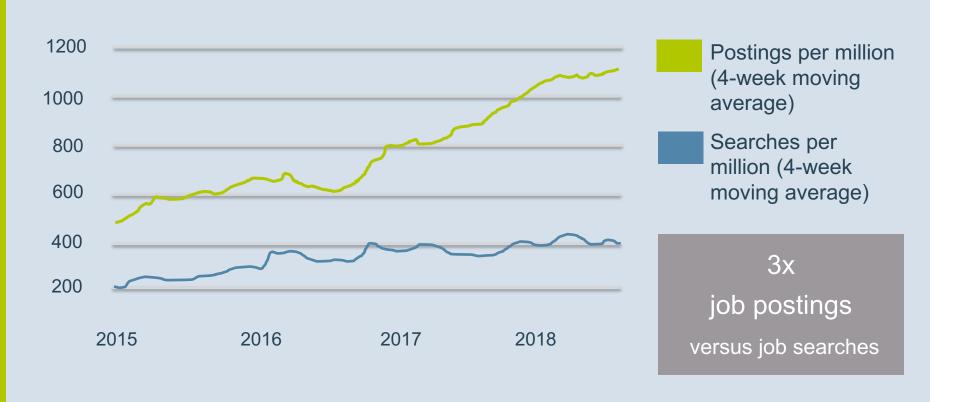








Growing Gap between Demand and Supply of Data Scientists













What is a data science/analytics team?



Research data sets to identify trends

Analyze company data for inefficiencies or errors

Explain data's role in business to executives



Compare results to verify accuracy

Translate complex data sets for company executives

Create visuals of data sets for easier reading











Data-Driven Organizations - Netflix



https://www.youtube.com/watch?v=m5hLUknli5c&t=139s











How Analytics Teams Are Built and Set Up for Success



- 1. Building blocks of a successful analytical competence
- 2. Transformation to create successful analytical competence
- Develop key factors for building analytics teams
- 4. Manage and lead analytical projects successfully



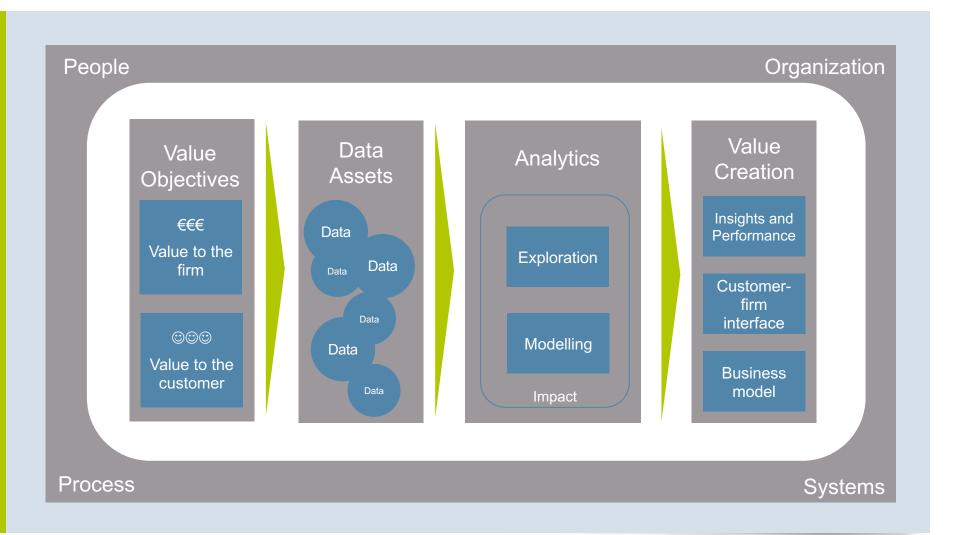






Data Science Value Creation Model







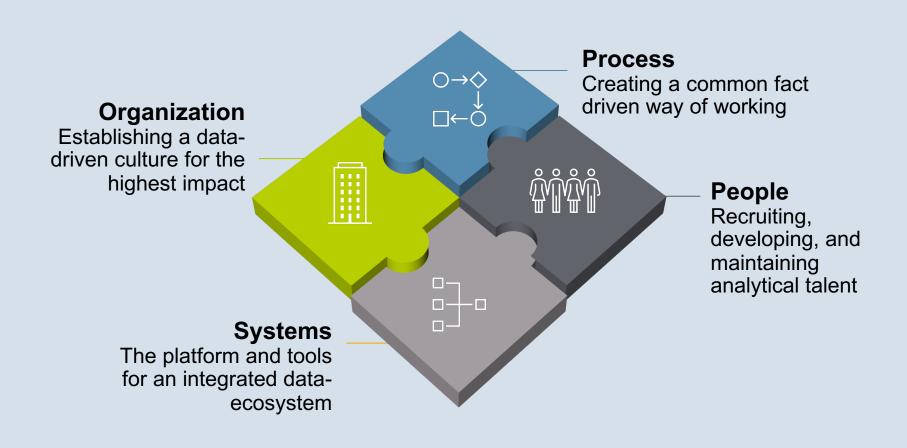








Building Blocks of a Successful Analytical Competence







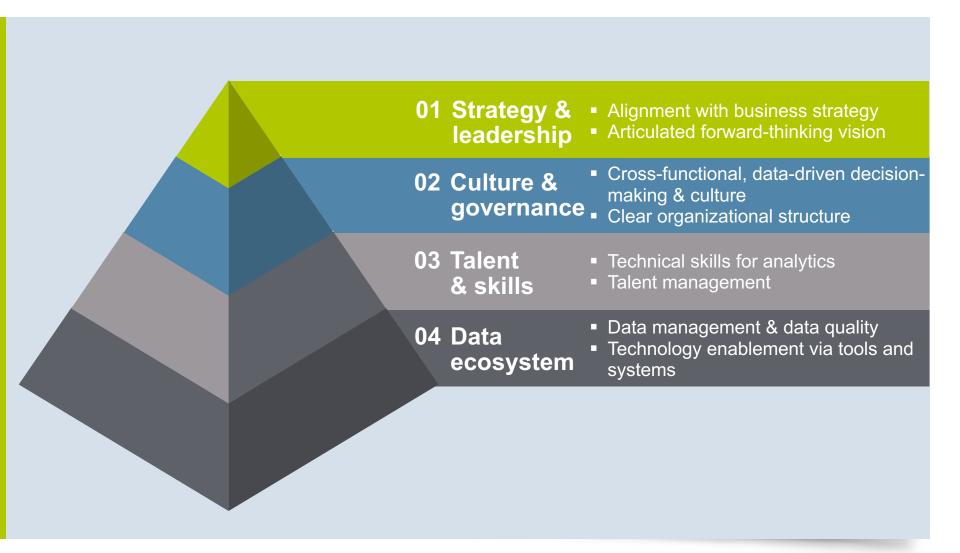








The Four Dimensions of Analytics Capabilities













mpact evaluation

Set Objectives and Ambition Levels for Data Analytics Capabilities and Outcomes



Define objectives and set ambitions

Which KPIs are to be addressed? What impact is to be achieved?



Access and understand relevant data

What data is needed to derive impact on KPIs? What interdependencies exist?



Create insights and derive actions

What recommendations are derived from data?



Make decisions and execute

How are data-based decisions made? What ensures execution?



Confirm impact and realign objectives

Was the intended impact achieved? What adaptions need to be made?













Objectives Are Derived From a List of Use Cases and Impact Assessments

Objective definition & ambition setting

Use-case development

Develop long list of potential analytics team use cases, e.g. along organization units. including key activities



Use-case ranking

Rank long-list according to custom criteria, e.g. including ease implementatio n, buy-in of stakeholder. data quality, required tools,



Impact estimation

for each use revenue. OPEX & CAPEX profitability increase



Roadmap definition

Define a high-



Examples of guiding objectives expressed in **KPIs**

+15%

Revenue impact as % of revenue

-10%

OPEX saving as % of OPEX

-8%

CAPEX savings as % of CAPEX

+3%

EBITDA impact as % of EBITDA











Criteria for Selecting Top Use Cases Should Focus on Business Challenges

