



MAXIMIZING YOUR DATA & ANALYTICS STRATEGY FOR ROI, EFFICIENCY, AND PRODUCTIVITY



Bhagyesh Phanse

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TOPICS

Data

Analytics

Investments

Returns

Op Model



Data

“Without data, you’re just another person with an opinion.”

– W. Edwards Deming

Understand where one needs to operate on the Data-Strategy Spectrum

The Data-Strategy Spectrum

A company's industry, competitive and regulatory environment, and overall strategy will inform its data strategy.

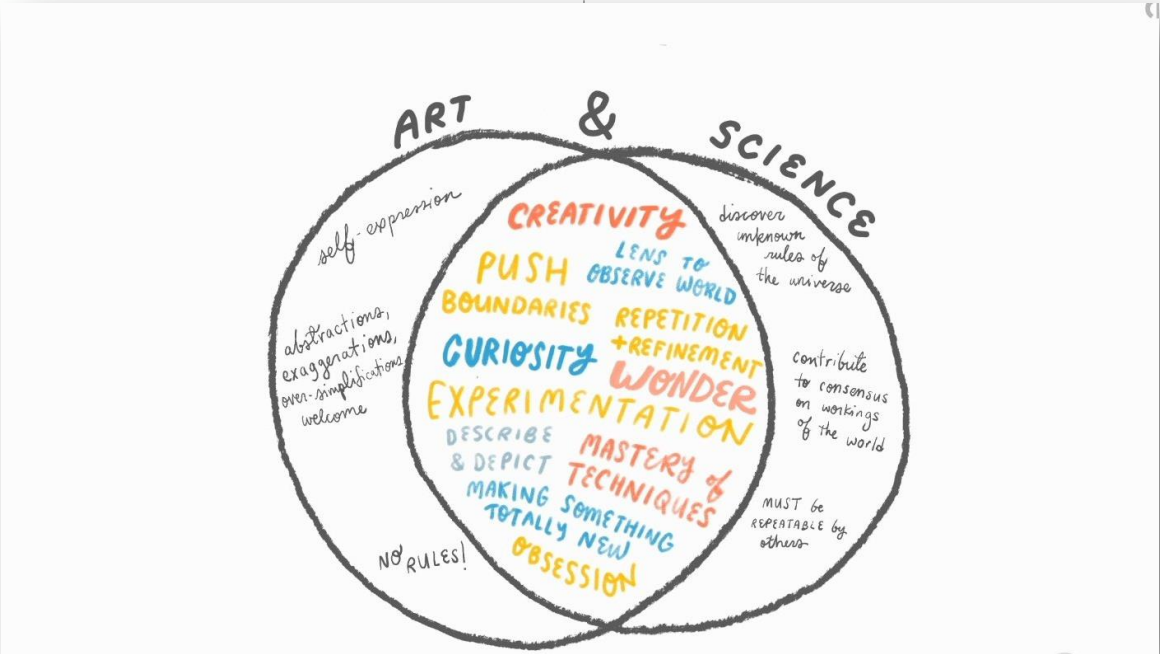


FROM "WHAT'S YOUR DATA STRATEGY?," BY LEANDRO DALLEMULE AND THOMAS H. DAVENPORT, MAY-JUNE 2017

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Analytics

Analytics | An Art + Science approach leads with data and layers on knowledge and expertise, to drive value



Existential

Experiential

Priceless!

Elevating

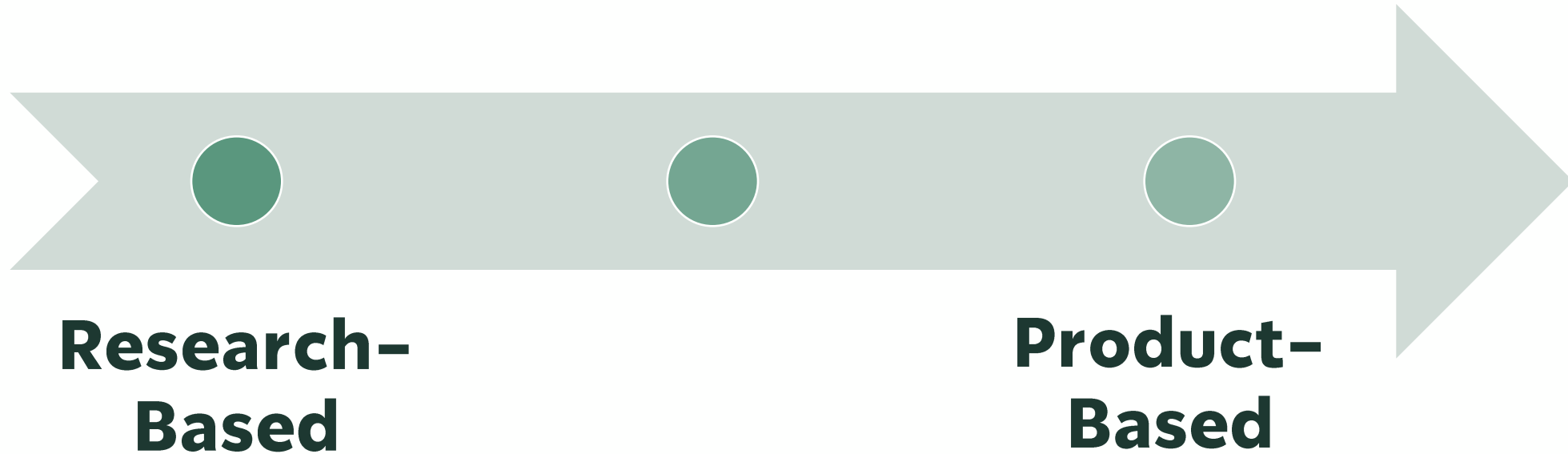
Experimental

Measurable

“All analytics are equal but some analytics are more equal than others.”

– Not George Orwell

The Analytics Spectrum | Classifying your portfolio based on the type of analytics performed helps measure impact

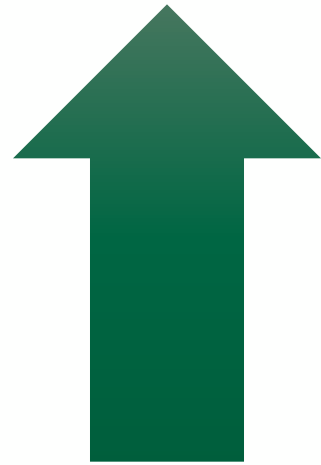


- Exploratory work
- Known methods
- Unknown outcomes
- Huge upside potential
- Limited risk

- Focused sprints
- Agile methods
- Targeted outcomes
- Measurable Value
- Managed risk

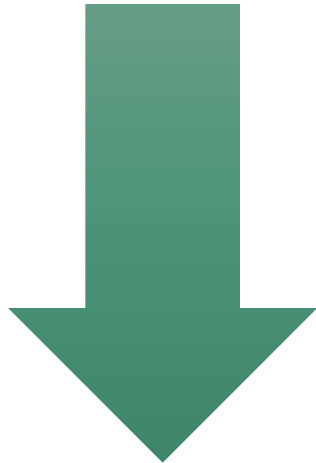
Investments

The Investment Spectrum | Allocate an investment pool across initiatives or plan investments bottom-up



**“Peanut
Butter
Spread”**

- Top-down allocation
- Competing initiatives
- Unclear outcomes
- Limited skilled resources
- Needs robust governance

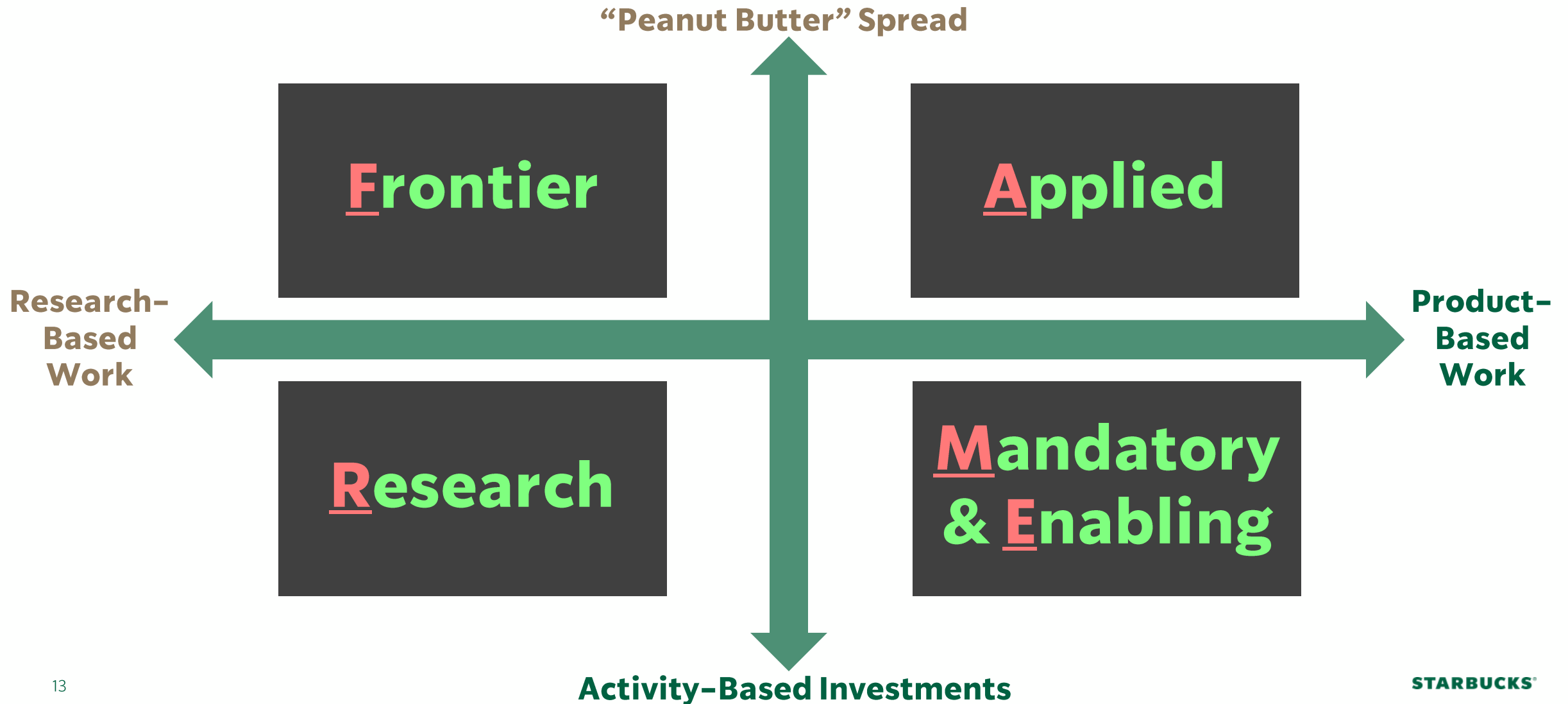


**Activity-
Based
Investments**

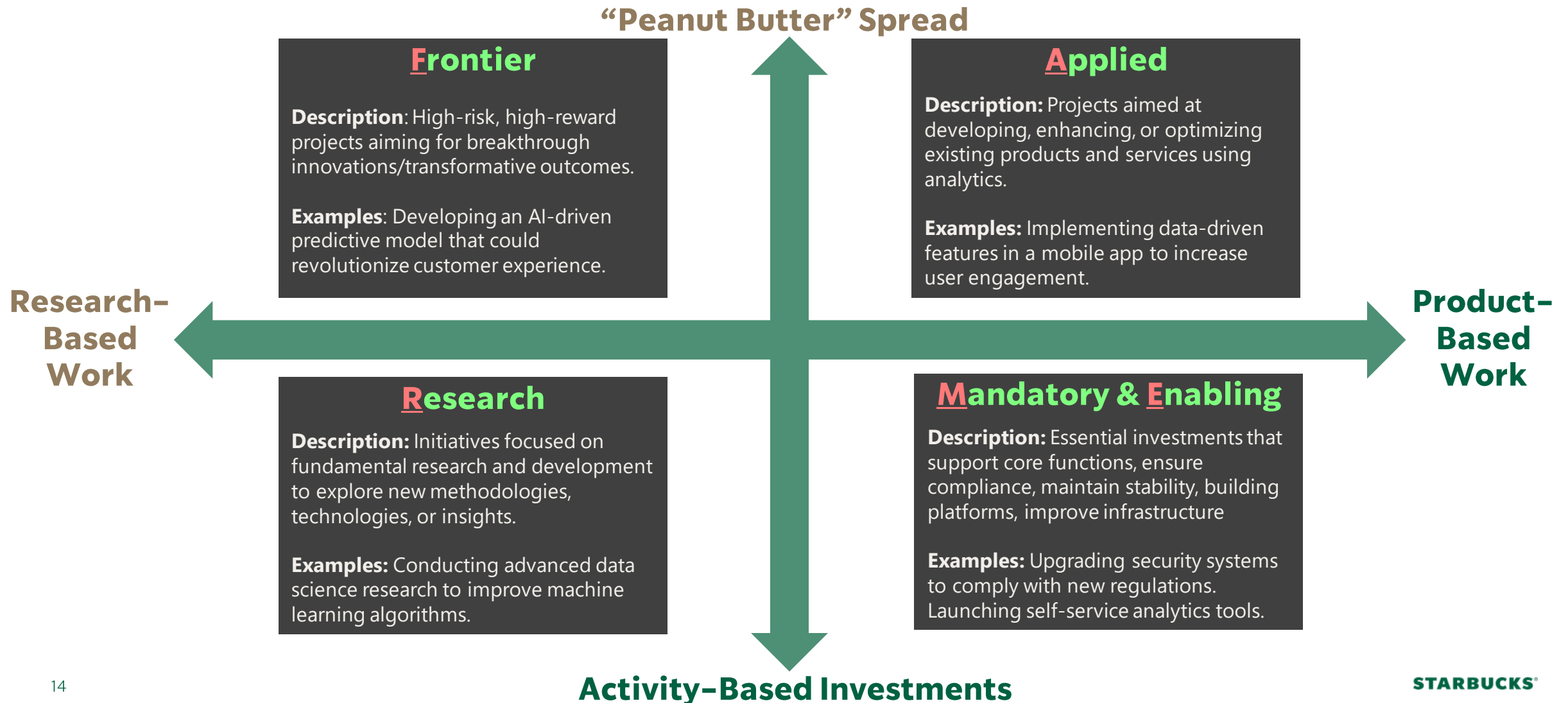
- Bottom-up aggregation
- Well-defined and sized work
- Targeted outcomes
- Sufficient depth of resources
- Needs continuous monitoring

Returns

FRAMEwork[©]: The Analytics Investment Portfolio Framework | Maximize potential returns from your data and analytics investments by evaluating your portfolio using the FRAMEwork[©]

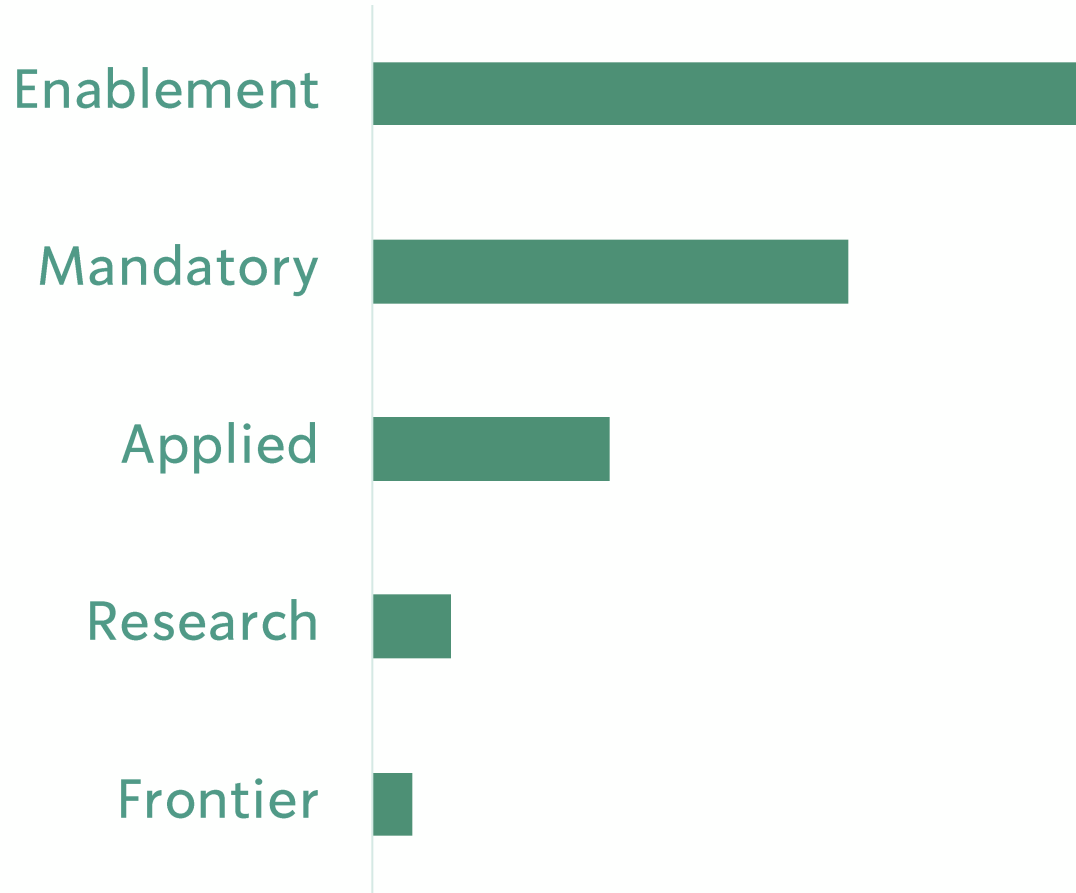


FRAMEwork[©]: The Analytics Investment Portfolio Framework | Maximize potential returns from your data and analytics investments by evaluating your portfolio using the FRAMEwork[©]



FRAMEwork® | Carefully chosen big bets will continue to deliver steady returns, while an ambitious moonshot might someday have an outsized impact. Optimize investments across these

D&A Portfolio Allocation



Example Initiatives:

- Self-Serve, Coding Assistants
- Compliance, Data Maturity
- Recommendation Systems
- Foundation Models, SOTA
- GenAI, AutoML

The KPI Tree | For agile decisions, track up to two Primary KPIs which provide go/no-go guidance at each milestone. Track a few business-specific secondary KPIs for additional context and a few others to measure downstream impact.

Chose the right measurement approach for the right KPI

Consider:

Primary KPIs

- ✓ Ruthlessly prioritize and pick up to two primary KPIs to track
- ✓ Avoid picking only financial metrics like revenue or margin as the primary KPI
- ✓ Think causal relationships between inputs that you control and desired outputs

Randomized Controlled Trials might be the gold standard for measurements, but not always possible. Consider alternative approaches depending on your use cases: synthetic controls, comparison to baseline, comparison to prior time-period, comparison to forecast, etc.

Secondary KPIs

- ✓ Chose other contextually relevant KPIs to keep an eye on
- ✓ Avoid letting secondary KPIs influence your go/no-go decisions

Other Downstream KPIs

- ✓ As applicable, chose a few downstream KPIs to track to avoid “messaging something else up”

Visualization | Build succinct and carefully designed visualizations to track your KPIs and share at the right forums

ILLUSTRATIVE

Preferred outcome

Not preferred outcome

Neutral outcome

✓

✗

≈

		Primary KPIs		Secondary KPIs			Other/Downstream KPIs	
Performance range		KPI 1	KPI 2	KPI 3	KPI 4	KPI 5	KPI 6	KPI 7
Positive	Positive	<div>✓</div> <div>Positive</div>	<div>≈</div> <div>Neutral</div>	<div>✓</div> <div>Positive</div>	<div>✓</div> <div>Positive</div>	<div>✓</div> <div>Negative</div>	<div>✓</div> <div>Negative</div>	<div>≈</div> <div>Neutral</div>
	Slightly positive	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>	<div>✓</div> <div>Positive</div>	<div>✓</div> <div>Negative</div>	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>
Negative	Slightly negative	<div>≈</div> <div>Neutral</div>	<div>✗</div> <div>Negative</div>	<div>≈</div> <div>Neutral</div>	<div>✓</div> <div>Positive</div>	<div>✓</div> <div>Negative</div>	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>
	Negative	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>	<div>≈</div> <div>Neutral</div>	<div>✓</div> <div>Positive</div>	<div>✗</div> <div>Positive</div>	<div>≈</div> <div>Neutral</div>	<div>✓</div> <div>Negative</div>

Op Model

Four Strategic Operating Pillars to Maximize Value

Aligned Strategy

- What
- Why
- Who
- How



Data Culture

- Strategy
- Access
- Literacy
- Trust



Analytics Flywheel

- FRAMEwork©
- Talent
- Tools
- Automation



Impact Scorecards

- Measure
- Share
- Learn
- Celebrate



“Without opinion, you’re the only person with data!”

– Not W. Edwards Deming



Thank you!

