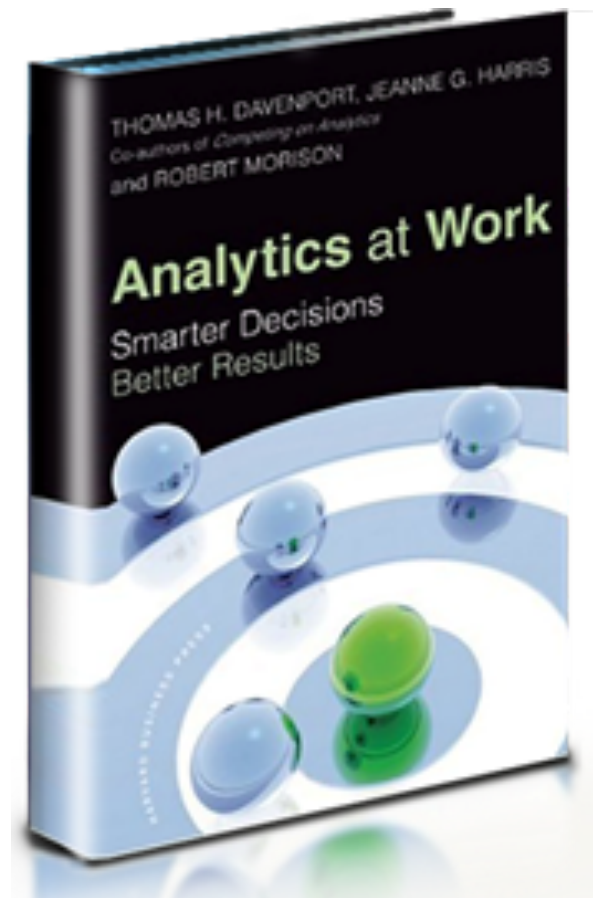


Analytics: The Key Ingredient of Good Decisions



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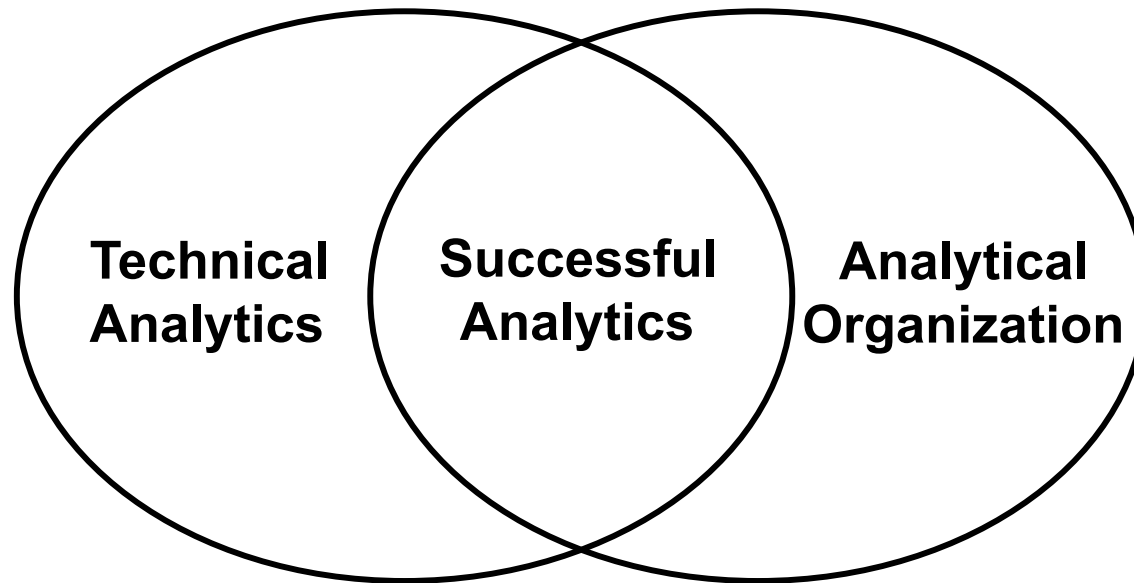
Think About Analytics Two Ways

By **analytics** we mean *the extensive use of data, statistical and quantitative analysis, explanatory and predictive models, and fact-based management to drive decisions and actions.*

Being **analytical** means:

- Be attentive to the information you've got
- Explore what it means
- Recognize patterns, connections, novelties, and new questions to ask
- Decide and act accordingly

Think About Analytics in Two Ways

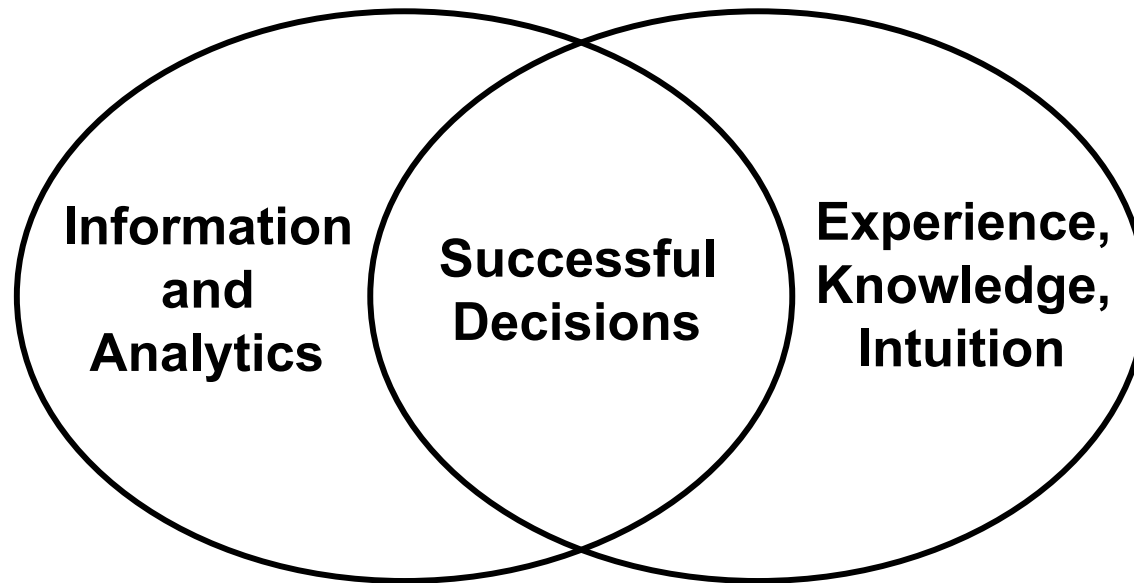


It's All About Smarter Decisions

- Too many decisions – both major and everyday – are based not on facts, but on “gut feel”
- We're awash in data but just scratching the surface of putting it to *predictive* use
- Businesses have mapped their processes and information flows, but not their decision points
- Few organizations are systematic about decision making

Analytics provide disciplined ways to improve business decision making

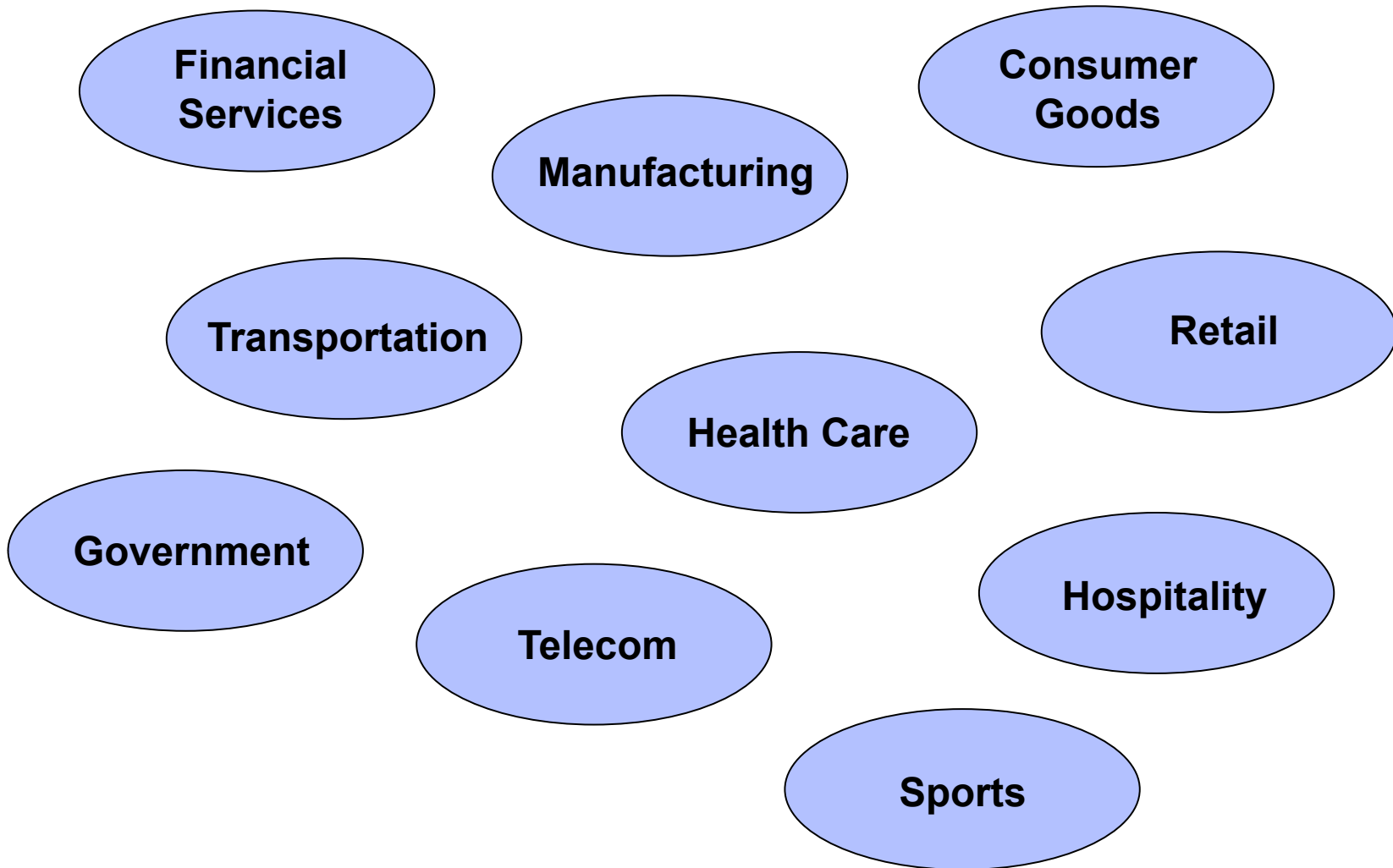
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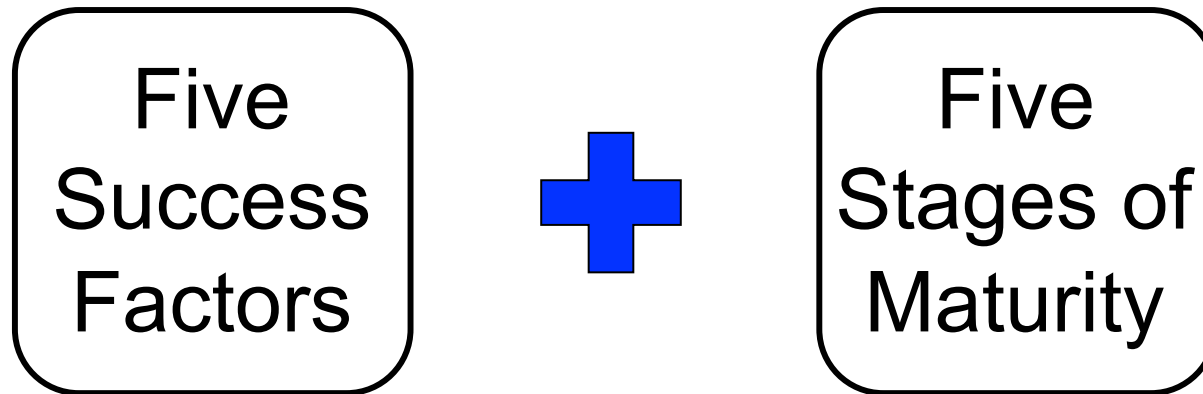
The Questions Behind the Decisions

	Past	Present	Future
Information	What happened? (Reporting)	What is happening now? (Alerts)	What will happen? (Extrapolation)
Insight	How and why did it happen? (Modeling, Experimental Design)	What's the next best action? (Recommendation)	What's the best / worst that can happen? (Prediction, Optimization, Simulation)

Opportunities in Every Industry



Analytics Road Map



The Analytical Delta – Five Keys to Success

Data – clean and combinable

Enterprise – perspective and commitment

Leadership – by example

Targets – important to the business

Analysts – professionals and business people



Advancing Analytical Maturity

