

THE BUSINESS ANALYTICS CONCOURS

PERFORMANCE THROUGH KNOWING

A PRAGMATIC RESEARCH PROGRAM FOR SENIOR EXECUTIVES COMMITTED TO OPTIMIZING BUSINESS PROCESS PERFORMANCE AND ENABLING THEIR ORGANIZATIONS TO MANAGE BY FACT



AN INNOVATIVE COLLABORATION FEATURING DR. THOMAS H. DAVENPORT, CO-AUTHOR OF *COMPETING ON ANALYTICS: THE NEW SCIENCE OF WINNING*, AND THE AWARD-WINNING RESEARCH TEAM FROM nGENERA

IN COOPERATION WITH HARVARD BUSINESS SCHOOL PUBLISHING



THE POWER OF ANALYTICS

Corporations today are awash in information yet short on tools, methods, and talent for using it. Information about the most important facets of the business – customers, processes, employees, competition – is gathered but not analyzed, reported but not understood, guessed about rather than acted upon. As a result, the status quo prevails and opportunities to improve performance, often dramatically, go unnoticed. And corporations fail to face the “truth about today” with respect to customer and employee attitudes, process performance, and competitive shortcomings and exposure.

There are exceptions:

- **Capital One**, which grows organically at 20% per year by analyzing 30,000 product configuration experiments a year and following through on the most promising.
- **Progressive**, which analyzes specific market sub-segments to “skim the cream” and profitably insure customers in traditionally high-risk categories.
- **Harrah’s**, which uses a customer loyalty program and predictive modeling techniques to identify and retain the most profitable customers.
- **Marriott International**, which has modeled its business and distributed analytic tools so that every property can maximize revenue not only from hotel rooms and rates, but also from conference facilities, catering, and other services.
- **Procter & Gamble**, which has drawn 100 analysts from across the enterprise to address the most complex cross-functional issues, such as maximizing growth in existing markets and optimizing supply networks.
- **UPS**, which expanded its statistical expertise in package tracking to anticipate and influence customer actions and minimize attrition.

These companies don’t wallow in information – they leverage it through **business analytics**. They compete on the basis of their analytic capability:

- They use sophisticated data-collection technology and analysis methods to wring every last drop of value from their most important business processes.
- They understand what motivates customers and makes them profitable.
- They understand what motivates employees and keeps them engaged and productive.
- They don’t just track their business – they model it and anticipate how proposed changes will play out. And the same goes for their competitive environment.
- They don’t just monitor business operations – they predict and prevent bottlenecks.
- They don’t just conceive and enact business changes – they experiment to determine the best changes to make and the best implementation methods.
- They don’t just provide managers with reports – they distribute information and analytic tools to decision-makers at every level, so employees can act upon evidence and make better decisions day-in and day-out.

Business analytics is the new frontier of management science and practice. We invite you to explore it with us.

THE PROGRAM

The Business Analytics Concours is an ongoing research and development program dedicated to enabling major corporations to improve business performance by expanding and focusing their analytic capabilities. The program brings together a select group of progressive corporations to work with Tom Davenport, a leader in business analytics, and nGenera, a leader in breakthrough business research.

Program components each year include:

- Two major **research projects**, all part of an overall journey to apply business analytics for competitive success. Members have the opportunity to shape the direction of the research and enjoy access to findings, recommendations, and new management techniques as they develop. Each project is documented in a concise **research report**, executive summary, and presentation deck.
- Two 2-day **research summits** held in easily accessible locations, often academic conference centers. Each summit incorporates:
 - 1 day of discussion of the research project being completed
 - 1/2 day of discussion of member-generated topics related to business analytics
 - 1/2 day of discussion to shape the next topic for research
- Six **teleconferences/webcasts** for discussion of special topics in business analytics.
- Access to a “members only” **Web site**, a repository for intellectual capital and a vehicle for information exchange among a **community of peers** committed to leveraging business analytics.

- Invitation for senior executives to attend an additional **Senior Executive Summit** hosted by nGenera.
- Given sufficient member interest, **special interest groups** to discuss business analytics in specific industries or to share implementation experience with business analytics.
- The program’s ongoing work will include development of a very pragmatic **Field Guide to Business Analytics** covering the most essential applications and management techniques.

The program is being shaped in conjunction with Harvard Business School Publishing, preeminent in reaching a broad base of the world’s most progressive business leaders. Selected research projects will leverage HBSP’s reach to tap the opinions and experience of global executives.

WHO SHOULD PARTICIPATE?

Membership in the Business Analytics Concours should be sponsored by the CEO, COO, CFO, or senior executive with the greatest interest in and responsibility for using information and analysis to improve decision-making and business performance. This may be the senior marketing executive, the chief information officer, or the executive responsible for a major business process – such as customer service, supply chain, or R&D – that defines the corporation’s capability and value proposition. Whoever the sponsoring executive may be, the program should be treated as an enterprise-wide asset, with participation and results widely shared. A small team of key managers should participate in each research project, based on topic.

RESEARCH AGENDA

Leveraging the power of business analytics requires the right focus, the right people, the right technology, the right culture, and the active commitment of executive management to make business analytics part of how you operate and compete. The research will explore all these facets of success, developing and documenting the management techniques for succeeding on all fronts. We will also explore the use of business analytics in major business processes – customer management, supply chain, human capital, product and service development, and financial performance and general management. Thus, over time the program will cover the application of business analytics to all major business processes and functions, including enterprise management.

Member corporations help set the research agenda and define the ambitions and scope of each project. There are two major research projects each year, and each research summit marks the conclusion of one and the launch of the next.:

Competing on Analytics and Gaining Momentum for Analytical Initiatives. At the program's first Research Summit in March 2007, members were introduced to the enormous business potential of analytics, what it takes to succeed, how to measure progress, and specific scenarios and success factors for engaging senior management and other stakeholders in business analytics initiatives.

Managing Business Processes Analytically, or how to embed analytics into the management, execution and improvement of key business processes. The primary research focus from March through September 2007, this project explored how to take business analytics from “craft” – ad hoc analysis to support one-time business decisions – to “industrialized” – analysis embedded in ongoing business processes, yielding recurring value. We examined opportunities and challenges in a range of business areas,

including sales/marketing/service, supply chain/production, and employee processes. We developed frameworks for evaluating the potential of analytical applications, and anticipating and addressing implementation and change management challenges specific to analytical applications. And we discussed best-practices in analytical performance management and model management.

Building an Analytical Organization. The primary research focus from September 2007 to March 2008, this project explores how to form and manage the analytics team that enables rapid progress with analytical applications, as well as how to assess the analytical orientation of the company and begin to build the right skills, culture, and test-and-learn orientation across the organization.

Leveraging Integrated Customer Analytics. The primary research focus from March to September 2008, this project explores state-of-the-art analytical applications and techniques in understanding, segmenting, and modeling and predicting the behaviors of customers, both business and consumer, as well as how qualitative insight joins quantitative analysis to deliver compelling customer experiences.

Mastering the Technologies of Business Analytics. The primary research focus from September 2008 to March 2009, this project explores the technology environment needed to maximize the business potential of analytics, including best practices in information architecture and management, the analytical toolkit and emerging technologies that enhance it, and the tools and techniques for incorporating text and other less structured data into analytical models.

Possible topics for future research include:

- Finding analytics-based business opportunities
- Analytics-based competition and strategies
- Analytics trends and techniques for key processes and functions (e.g., supply chain, customer service, marketing, HR)
- Using business analytics in financial and general management
- Capitalizing on customer information and insight
- Capitalizing on employee information and insight
- How senior executives drive business analytics
- Building a fact-based and test-and-learn orientation
- Analytic versus intuitive decision making

KEY DATES IN 2008

- **Teleconference** – February 14
- **Research Summit** – March 25-26, Babson Executive Conference Center, Wellesley, MA
- **Teleconference** – April 25
- **Teleconference** – June 13
- **Teleconference** – September 5
- **Research Summit** – September 23-24, The Westin, Waltham, MA
- **Teleconference** – October 29
- **Teleconference** – December 3
- **Executive Summit** – December 7-10, The Ritz Carlton, Sarasota, FL

ABOUT THE PRINCIPALS

Dr. Thomas H. Davenport is the President's Distinguished Professor of Information Technology & Management at Babson College and is Director of Research for its School of Executive Education. In addition to business analytics, his areas of expertise include knowledge management and knowledge worker productivity, enterprise systems, and process management.

Tom has written, co-authored or edited ten books and written hundreds of articles and columns. His most recent book is *Competing On Analytics: The New Science of Winning* (Harvard Business School Press, 2007). In 2003, he was named one of the top 25 consultants in the world by *Consulting* magazine.

Tom has taught at Harvard Business School, University of Chicago, Dartmouth's Tuck School of Business, and University of Texas at Austin, and has directed research centers at Accenture, Ernst & Young, McKinsey & Company, and CSC Index. He holds a B.A. from Trinity University and an M.A. and Ph.D. from Harvard University.

Robert Morison is an executive vice president of nGenera and its director of research. He has been leading breakthrough research at the intersection of business, technology, and human asset management for the past 20 years. He has written or overseen more than 130 research and management reports on topics ranging from business reengineering to electronic business to workforce demographics. He is co-author of two *Harvard Business Review* articles and of *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent* (Harvard Business School Press, 2006). Prior to Concours, he held management positions with CSC Index and General Electric Information Services Company. He holds an A.B. from Dartmouth College and an M.A. from Boston University.

Concours Programs enable business leaders and their organizations to stay ahead of the curve in management practice and to thrive in challenging times. Each “Concours” serves an executive constituency with a combination of extraordinary executive events featuring world-renowned discussion leaders, breakthrough research, a network of true peers, and events or teleconferences for management colleagues and direct reports. Concours programs develop insight, inspire innovation, and build momentum for productive change. In other words, they meet the challenges of executive education.

nGenera Corporation is an on-demand platform for business innovation that provides a suite of subscription-based offerings to enable the Next Generation Enterprise. Powered by software and people, nGenera’s on-demand offerings give organizations sustainable, breakthrough capabilities in leadership performance, talent management and development, and customer experience. Customers that subscribe to the company’s on-demand solutions include a marquee list of Global 2000 companies in a range of industries.

For More Information

The Business Analytics Concours will enable your organization to capitalize on information, elevate management practice, and improve business results through the skillful application of business analytics. We invite your inquiries.

The annual membership fee for the Business Analytics Concours is \$75,000.

To discuss membership or for further information, please call 281-359-3464.

