



Building An Analytical Roadmap : A Real Life Example

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The Issue

▪ *Environment:*

- Big data analytics is probably going to be remembered as a technological, if not, an industrial revolution
- New technologies are rolling off the assembly line daily
- New terminologies and approaches
- What matters seems to change quite frequently
- I hear stories from my competitors, am I behind?
- Do I need this stuff?
- How do I know which are the new opportunities these technologies allow me to win?
- Skills are short
- Which skills do we need anyway?
- How do we organise them?
- How do we ensure we are compliant?

▪ *Outcomes*

- Paralysis by analysis
- Many customers do not know where to start?
- They keep revisiting the same issues over and over again
- They delve into technological questions before answering the what and why questions.
- Many organise several 'vendor' contests without a clear end insight
- They lack coherent approach that leads to faster results
- They involve either too many or too few stakeholders

Where do I start and how do I plan for big data analytics?

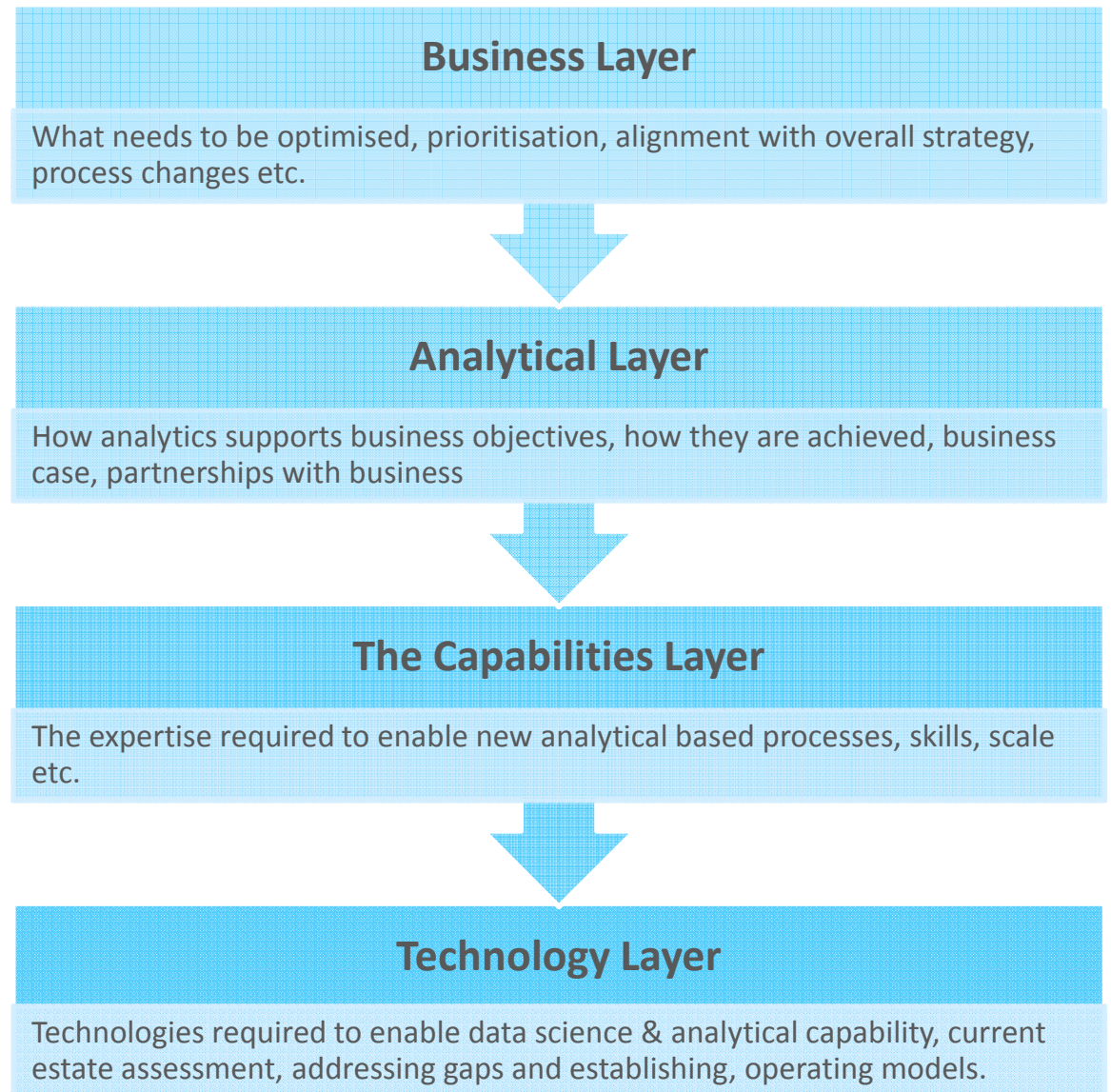
Establishing An Analytical Capability

- *Principles:*

- Analytics is a business outcome enabler
- It bridges commercial management and IT expertise
- There are four layers to be brought together successfully

- *Outcomes*

- Adopt a methodology that ensures focus on business priorities
- Avoid delving into technological questions before answering the what and why questions.
- A coherent approach that leads to faster results
- Involve all stakeholders and experts.



The Situation

- *The Organisation*
 - A Multi-national, multi-brand retail company
 - Some CRM data
 - Some digital data
- *The vision*
 - We would like to catch up with competitors
 - Gather and manager data properly
 - Harness the power of analytics to manage customer lifecycle
 - Our baseline is low
- *The issue*
 - Where do we start?
 - We did several vendor and technology rounds
 - We realise it is not just technology

Business Layer: Optimize Not Just Measure KPI

Key Questions:

- which key performance areas to focus on
- What needs to be optimised for each KPI
- How will business processes change?
- How will new processes be adopted?

Example: Customer Lifecycle Management

Key CLM performance areas

- 1 Drive existing customer revenue growth
- 2 Reduce cost of customer acquisition and retention
- 3 Identify right set of customers to acquire and target channel
- 4 Increase loyalty of customers

Optimization Opportunities

- Share of wallet **maximisation**
- Basket size **increase**
- Cross-sell rate **increase**
- Attrition rate **reduction**
- Lifetime value **optimisation**
- Response rates by channel **maximisation**
- Customer lifetime value **shift to top end**
- **Increase** % of transactions on loyalty card
- **Increase** purchase frequency

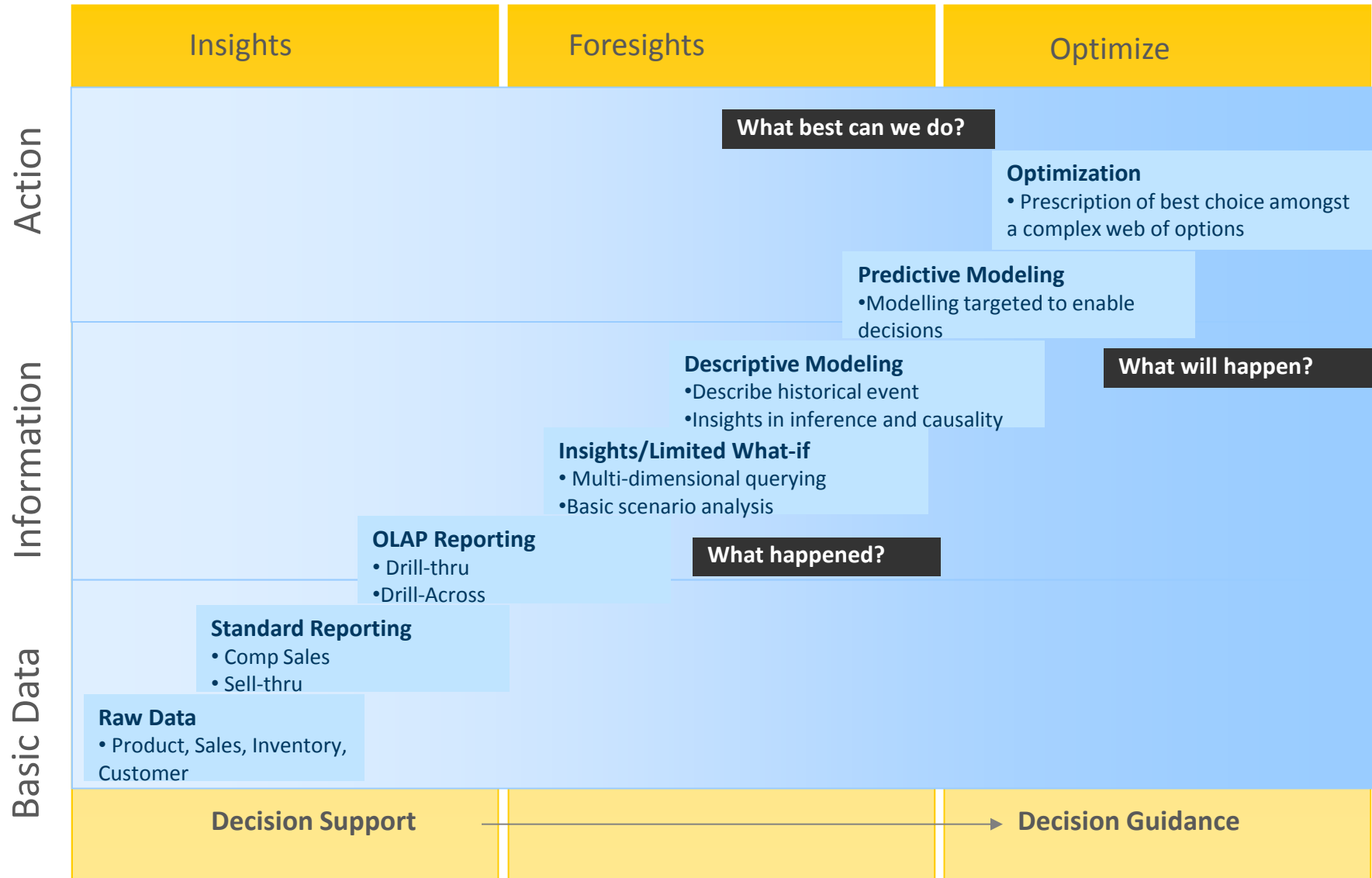
The Analytical Layer: Horizontal Capabilities

To Meet Business Objectives:

- Translate business strategy into big data analytics strategy – answer:
- Which key horizontal capabilities to build?
- How to build them overtime?
- Organisational choices?
- Investments?
- Business case?



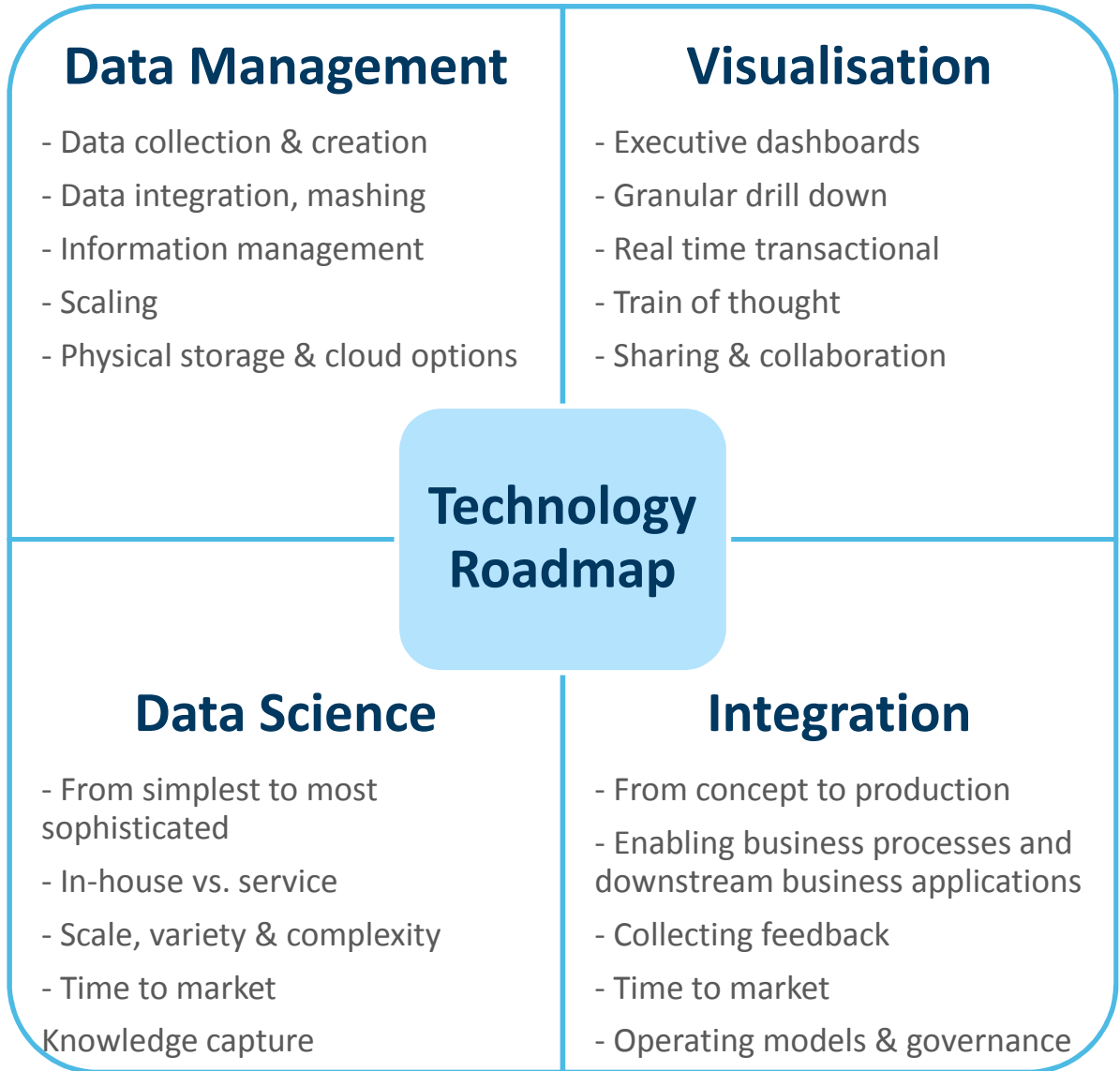
The Capabilities Layer: Enable Analytical Strategy



Technology Layer: Limiting Options

To enable utilisation of analytical capabilities:

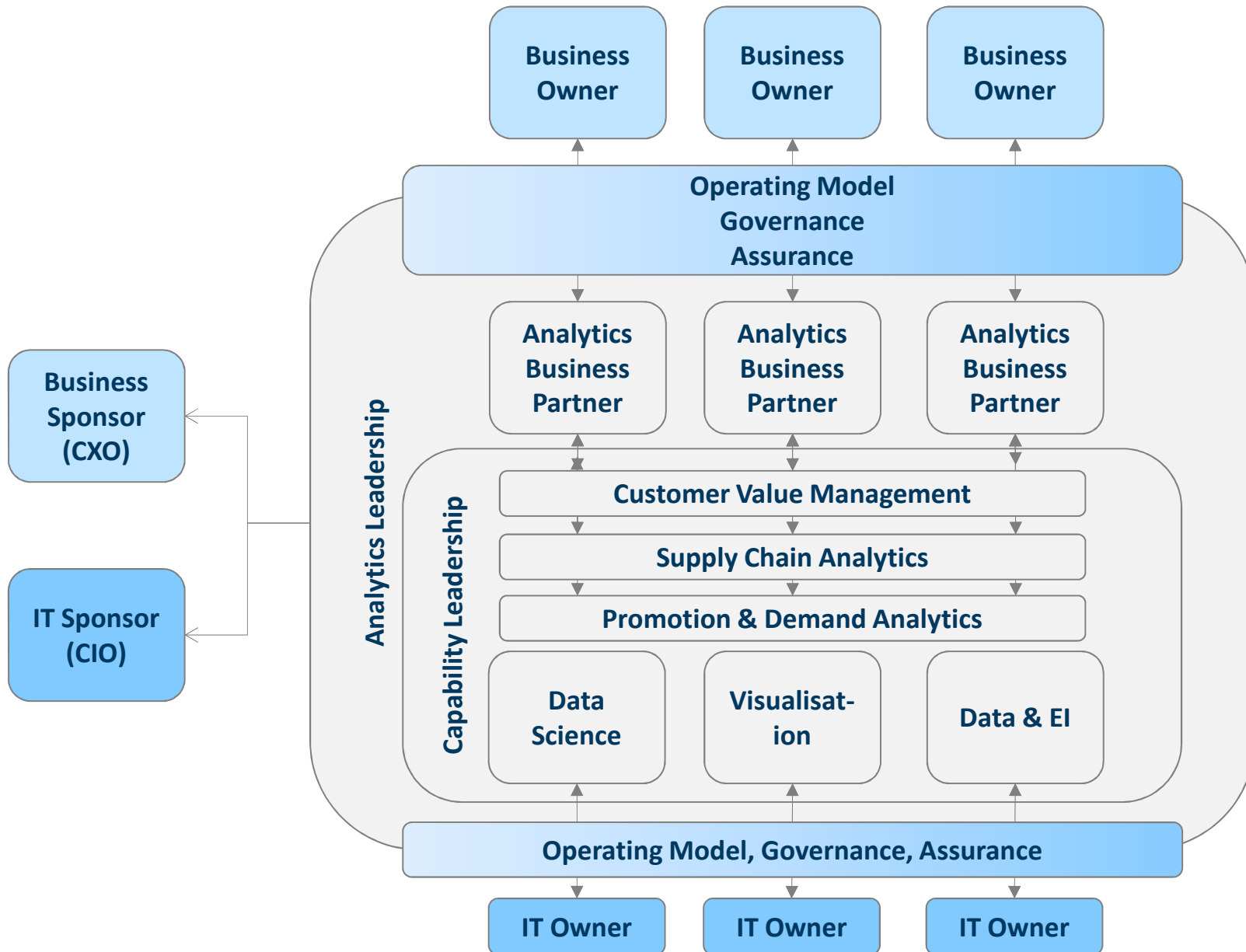
- How to provide and manage the data?
- How to enable data science and analytical experts?
- How to democratise analytics with end users?
- How to reduce time to value and integrate with business applications?



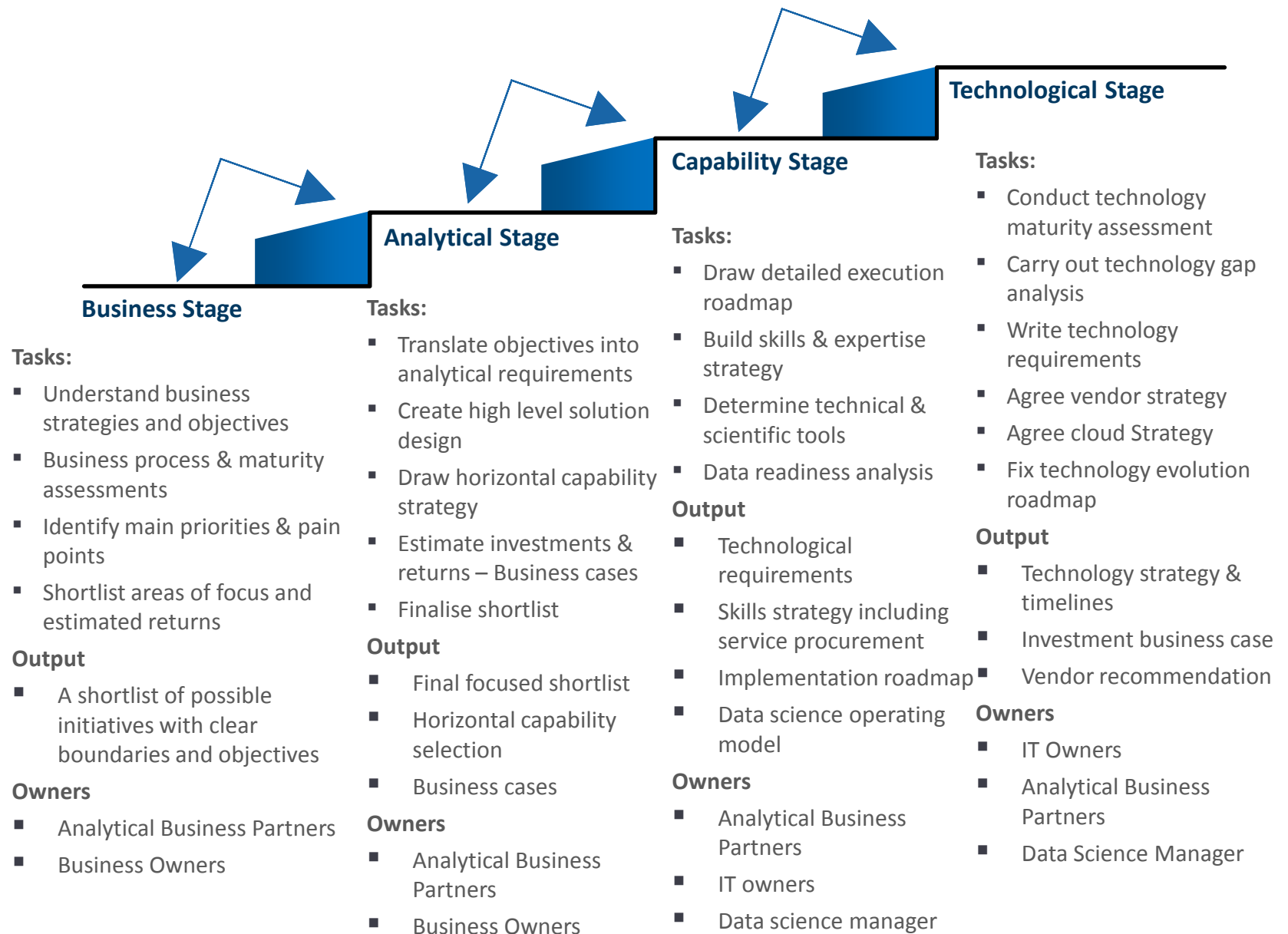
Establishing An Analytics Roadmap

	Tasks	Main Owner	Roadmap Creation
Business Layer	1. Business Partnership <ol style="list-style-type: none"> 1. Establish business priorities 2. Create support & urgency 3. Create partnership structure 4. Align organisation 	Business Sponsors Business Owners	1. Prioritisation <ol style="list-style-type: none"> 1. LOBs willing to invest 2. Identify their priorities 3. Estimate business case
Analytics Layer	2. Analytics Value Generation <ol style="list-style-type: none"> 1. Understand business problems 2. Translate business problems into analytical problems 3. Assess and organise capabilities 4. Manage quality and business processes 	Analytics Business Partners	2. Horizontal Capabilities <ol style="list-style-type: none"> 1. Maturity analysis 2. Capabilities needed 3. Investments & plans 4. Business case creation
Technique Layer	3. Capability: Data Science Execution <ol style="list-style-type: none"> 1. Explore, transform and generate data 2. Translate business knowledge into signals 3. Model, deploy, monitor, disseminate etc. 4. Provide insights to business 	Data Science Manager	3. Building Capabilities <ol style="list-style-type: none"> 1. In-house vs. partnership split 2. Resourcing & technical requirements
Technology Layer	4. Technology Enablers <ol style="list-style-type: none"> 1. Data Management 2. Analytics – development & deployment 3. Dissemination – self-service analytics & BI 4. Enterprise integration 	IT Sponsors IT Owners	4. Platform Building <ol style="list-style-type: none"> 1. Architectural design 2. Technology selection 3. Technology implementation plans

Suggest Organisation Structure



Analytical Roadmap: A project Plan



Final Outcome: A Comprehensive Plan

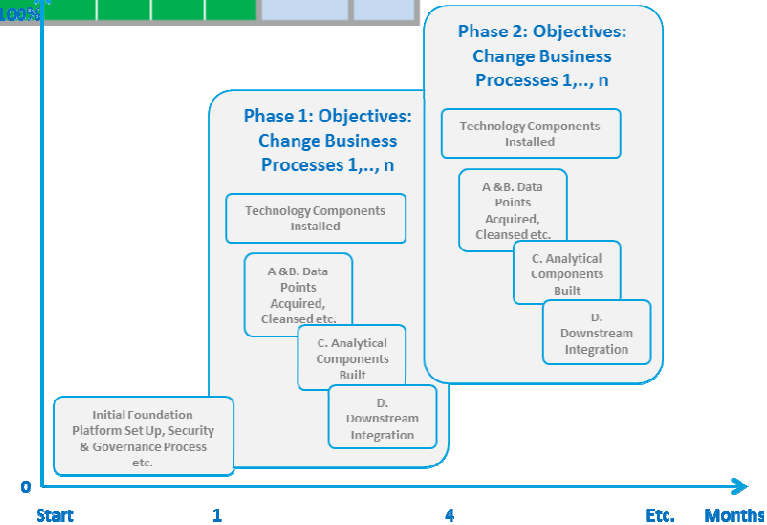
1. A roadmap for the analytical components based on business prioritisation and synergies

	Cus	Cus	Cus	Pro	Col	Col	Col	Dat	Sys	Loc	Cha	Llo	Sug
Fraud	Green	Red	Green	Green	Green	Red	Green	Red	Red	Green	Green	£1m	9
Fraud (E.g. Skimming / Counterfeit)	Green	Green	Green	Green	Red	Red	Green	Red	Red	Green	Green	£20m	4
Over (e.g. Phishing)	Green	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green	£3m	5
Promise (e.g. Merchant Compromise)	Red	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	£0m	0
Fraud (e.g. Credit Abuse)	Green	Green	Green	Green	Red	Red	Green	Red	Red	Green	Green	£20m	2
Fraud	Green	Red	Green	Green	Green	Red	Green	Red	Red	Green	Green	£1m	10
Fraud (E.g. Debit Skimming / Counterfeit)	Green	Green	Green	Green	Red	Red	Green	Red	Red	Green	Green	£16m	3
Over (e.g. Phishing, Social Engineering)	Green	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green	£2m	6
Fraud (e.g. Slow & Low Credit Abuse or Multi- t)	Green	Green	Green	Green	Red	Red	Green	Red	Red	Green	Green	£16m	1
ation of Payments (low)	Red	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	£3m	7
ation of Funds (sales leads targeted to large deposit customers)	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	£3m	8

2. A multidimensional sequential project plan where each phase details new implementations of:

- Platform and technologies
- Data & governance
- Skills & Capabilities
- Business outcomes

Big Data Analytics Readiness





Thank You

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