# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td>xv</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>xvii</td>
</tr>
</tbody>
</table>

## Chapter 1 The Challenge of Business Analytics

- The Challenge from Outside 5  
- The Challenge from Within 9

## Chapter 2 Pillars of Business Analytics Success: The BASP Framework

- Business Challenges Pillar 18  
- Data Foundation Pillar 20  
- Analytics Implementation Pillar 22  
- Insight Pillar 26  
- Execution and Measurement Pillar 29  
- Distributed Knowledge Pillar 31  
- Innovation Pillar 32  
- Conclusion 33

## Chapter 3 Aligning Key Business Challenges across the Enterprise

- Mission Statement 36  
- Business Challenge 38  
- Identifying Business Challenges as a Consultative Process 39  
- Identify and Prioritize Business Challenges 41  
- Analytics Solutions for Business Challenges 45
Chapter 4  Big and Little Data: Different Types of Intelligence ...............................................51
Big Data  57
Little Data  61
Laying the Data Foundation: Data Quality  62
Data Sources and Locations  65
Data Definition and Governance  69
Data Dictionary and Data Key Users  72
Sanity Check and Data Visualization  72
Customer Data Integration and Data Management  73
Data Privacy  74

Chapter 5  Who Cares about Data? How to Uncover Insights ........................................77
The IMPACT Cycle  79
Curiosity Can Kill the Cat  82
Master the Data  86
A Fact in Search of Meaning  87
Actions Speak Louder Than Data  88
“Eat Like a Bird, Poop Like an Elephant”  89
Track Your Outcomes  91
The IMPACT Cycle in Action: The Monster Employment Index  92

Chapter 6  Data Visualization: Presenting Information Clearly: The CONVINCE Framework .......................95
Convey Meaning  97
Objectivity: Be True to Your Data  99
Necessity: Don’t Boil the Ocean  101
Visual Honesty: Size Matters  103
Imagine the Audience  104
Nimble: No Death by 1,000 Graphs  107

CONTENTS

Chapter 7  Analytics Implementation: What Works and What Does Not ..........................113

Chapter 8  Voice-of-the-Customer Analytics and Insights ..................................................131

Chapter 9  Leveraging Digital Analytics Effectively .........................................................165
Chapter 10  Effective Predictive Analytics:  
What Works and What Does Not ..........................199  
What Is Predictive Analytics? 201  
Unlocking Stage 203  
Prediction Stage 206  
Optimization Stage 210  
Diverse Applications for Diverse Business Problems 213  
Financial Service Industries as Pioneers 214

Chapter 11  Predictive Analytics Applied  
to Human Resources...........................................223  
By Jac Fitz-enz, PhD  
Staff Roles 225  
Assessment: Beyond People 226  
Planning Shift 229  
Competency versus Capability 229  
Production 230  
HR Process Management 231  
HR Analysis and Predictability 232  
Elevate HR with Analytics 233  
Value Hierarchy 235  
HR Reporting 237  
HR Success through Analytics 238

Chapter 12  Social Media Analytics .................................247  
By Judah Phillips  
Social Media Is Multidimensional 249  
Understanding Social Media Analytics: Useful Concepts 251
Is Social Media about Brand or Direct Response? 254
Social Media “Brand” and “Direct Response” Analytics 255
Social Media Tools 259
Social Media Analytical Techniques 262
Social Media Analytics and Privacy 265

Chapter 13  The Competitive Intelligence Mandate..............271
Competitive Intelligence Defined 273
Principles for CI Success 275

Chapter 14  Mobile Analytics..................................................285
By Judah Phillips
Understanding Mobile Analytics Concepts 290
How Is Mobile Analytics Different from Site Analytics? 291
Importance of Measuring Mobile Analytics 295
Mobile Analytics Tools 296
Business Optimization with Mobile Analytics 298

Chapter 15  Effective Analytics Communication Strategies........................................301
Communication: The Gap between Analysts and Executives 303
An Effective Analytics Communication Strategy 305
Analytics Communication Tips 314
Communicating through Mobile Business Intelligence 316

Chapter 16  Business Performance Tracking:
Execution and Measurement........................................321
Analytics’ Fundamental Questions 324
Analytics Execution 325
Business Performance Tracking 332
Analytics and Marketing 336
Chapter 17  Analytics and Innovation .............................................343
   What Is Innovation?  344
   What Is the Promise of Advanced Analytics?  347
   What Makes Up Innovation in Analytics?  348
   Intersection between Analytics and Innovation  352

Chapter 18  Unstructured Data Analytics:
   The Next Frontier ..........................................................359
   What Is Unstructured Data Analytics?  360
   The Unstructured Data Analytics Industry  363
   Uses of Unstructured Data Analytics  364
   How Unstructured Data Analytics Works  365
   Why Unstructured Data Is the Next Analytical Frontier  366
   Unstructured Analytics Success Stories  372

Chapter 19  The Future of Analytics.............................................377
   Data Become Less Valuable  379
   Predictive Becomes the New Standard  380
   Social Information Processing and Distributed Computing  381
   Advances in Machine Learning  382
   Traditional Data Models Evolve  383
   Analytics Becomes More Accessible to the Nonanalyst  384
   Data Science Becomes a Specialized Department  385
   Human-Centered Computing  386
   Analytics to Solve Social Problems  387
   Location-Based Data Explosion  388
   Data Privacy Backlash  388

   About the Authors  391

   Index  393