Contents

Introduction xiii

About the Author xix

Chapter 1 Adjusting to a Customer-Centric Landscape 1
   It's a Whole New World 1
   From Customer-Aware to Customer-Centric 3
   Being Customer-Centric, Operationally Efficient, and Analytically Aware 6
   Our Example in Motion 9
   Enabling Innovation 10

Chapter 2 The Analytic Lifecycle 13
   What Are Analytics, Anyway? 13
   Analytics in Your Organization 15
   Case Study Example 17
   Beyond IT: The Business Analytic Value Chain 18
   Analytic Delivery Lifecycle 19
      Stage One—Perform Business Discovery 20
      Stage Two—Perform Data Discovery 21
      Stage Three—Prepare Data 22
      Stage Four—Model Data 23
      Stage Five—Score and Deploy 24
      Stage Six—Evaluate and Improve 25
   Getting Started 25
   Summary 26

Chapter 3 Getting Your Analytic Project off the Ground 27
   A Day in the Life 29
      Visioning 30
      Facilitating Your Visioning Session 32
      Think Like a Customer 33
   Summary 36

Chapter 4 Project Justification and Prioritization 37
   Organizational Value of Analytics 37
   Analytic Demand Management Strategy 38
   Results 40
CONTENTS

Task Definition 156
The Team’s Definition of Done 158
Organizing Work 159
Sprint Zero 160
Sprint Execution 161
Summary 163

Chapter 14 The Analytic Sprint: Review and Retrospective 165
  Sprint Review 165
    Roles and Responsibilities 168
  Sprint Retrospective 168
  Sprint Planning (Again) 171
  Layering in Complexity 173
  Summary 175

Chapter 15 Building in Quality and Simplicity 177
  Quality Planning 177
  Simple Design 181
  Coding Standards 183
  Refactoring 184
  Collective Code Ownership 185
  Technical Debt 186
  Testing 187
    Verification and Validation 188
  Summary 189

Chapter 16 Collaboration and Communication 191
  The Team Space 191
  Things to Put in the Information Radiator 194
  Analytic Velocity 195
  Improving Velocity 196
  The Kanban or Task Board 197
  Considering an Agile Project Management Tool 198
  Summary 200

Chapter 17 Business Implementation Planning 203
  Are We Done Yet? 203
    What’s Next? 205
  Analytic Release Planning 206
    Section 1: What Did We Do, and Why? 206
    Section 2: Supporting Information 208
    Section 3: Model Highlights 208
    Section 4: Conclusions and Recommendations 208
    Section 5: Appendix 209
Model Review 209
Levers to Pull 210
Persona-Based Design 211
   Segmentation Case Study 213
Summary 214

Chapter 18 Building Agility into Test-and-Learn Strategies 215
Layering in Complexity 218
Incorporating Test-and-Learn into Your Model
   Deployment Strategy 219
Creating a Culture of Experimentation 221
Failing Fast and Frequently 222
Who Owns Testing? 222
Getting Started 223
Summary 225

Chapter 19 Operationalizing Your Model Deployment Strategy 227
Finding the Right Model 227
   Simplicity over Complexity 231
   How Deep Do We Go? 231
Getting Your Data in Order 234
   Automate Model-Ready Data Processes 235
   So Who Owns It? 236
   What If I Can’t Automate This Process Right Now? 236
Determine Model Scoring Frequency 237
Model Performance Monitoring 239
Analytics—the Success to Plan For 241
Summary 243

Chapter 20 Analytic Ever After 245
Beginning Your Journey 245
Supporting the Analytic Team 246
The Importance of Agile Analytic Leadership 248
Finding a Pilot Project 249
Scaling Up 249
The End of the Beginning 251

Sources 253

Index 255