How to start an analytics consultancy

Erhan Azrai

Here's the plan for the next 50 minutes

1. Share a brief background about Kotak Sakti

2. Share key learnings from the past 12 months (B2B sales process)

3. Product Development thinking

4. Ask me anything (AMA)

Sharing our journey in public

Hafeez N. @thegodsanddevi1 · Nov 19

Replying to @erhanazrai

1. How analytics startup stays afloat in Malaysia conservative environments-afraid to invest in new tech.

2. When GLCs and corporate going to trust data products that built from Malaysia companies/individuals.

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Erhan Azrai @erhanazrai · Nov 19

1. operate like a consultant - the more familiar route for enterprises, at least here, while iterating to productize services. We dont know what will stick.

2. Interaction takes time, see on on linkedin, text/email, wait 6 months, call for the first meeting. NDA, MOU, them work

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Hypothesis - Enterprises need data analytics services

Big data company Palantir quietly raised another $20M in November

Ingrid Lunden @ingridlunden / 2:27 AM GMT+8 • November 25, 2016   Comment

To date, Palantir has raised over $2 billion, and current investors in the company include 137 Ventures, Artis Ventures, Ben Ling, Founders Fund, Glynn Capital Management, GSV Ventures, the CIA-supported fund In-Q-Tel, Jeremy Stoppelman, Keith Rabois, Khazanah Nasional, Kortschak Investments, Mithril Capital, REV, Sozo Ventures and Ulu Ventures.

Recent news about AI/Data consultancy

McKinsey Helps Malaysia in Unlocking Next Wave of Growth with QuantumBlack, AI

By **Elizabeth Yee** - June 14, 2022

The global strategy and management consulting firm McKinsey & Company

BCG Acquires Formation to Expand Its Personalization Offering and AI Software Development Capabilities

BOSTON—Boston Consulting Group (BCG) and Formation today announced an agreement by which BCG will acquire Formation, the leader in artificial intelligence based dynamic offer optimization and personalization. With the acquisition of San Francisco-based Formation, BCG builds on its significant investments in AI-enabled software.

"Our clients are increasingly focused on AI investments that create sustainable shareholder value for their businesses," said Sylvain Duranton, a BCG managing director and senior partner, and global leader of BCG X, BCG's new tech-build and design business unit. "With this acquisition, we are expanding our ability to deliver technology that increases customer lifetime value for our clients and the speed at which we can develop cutting-edge software at BCG."
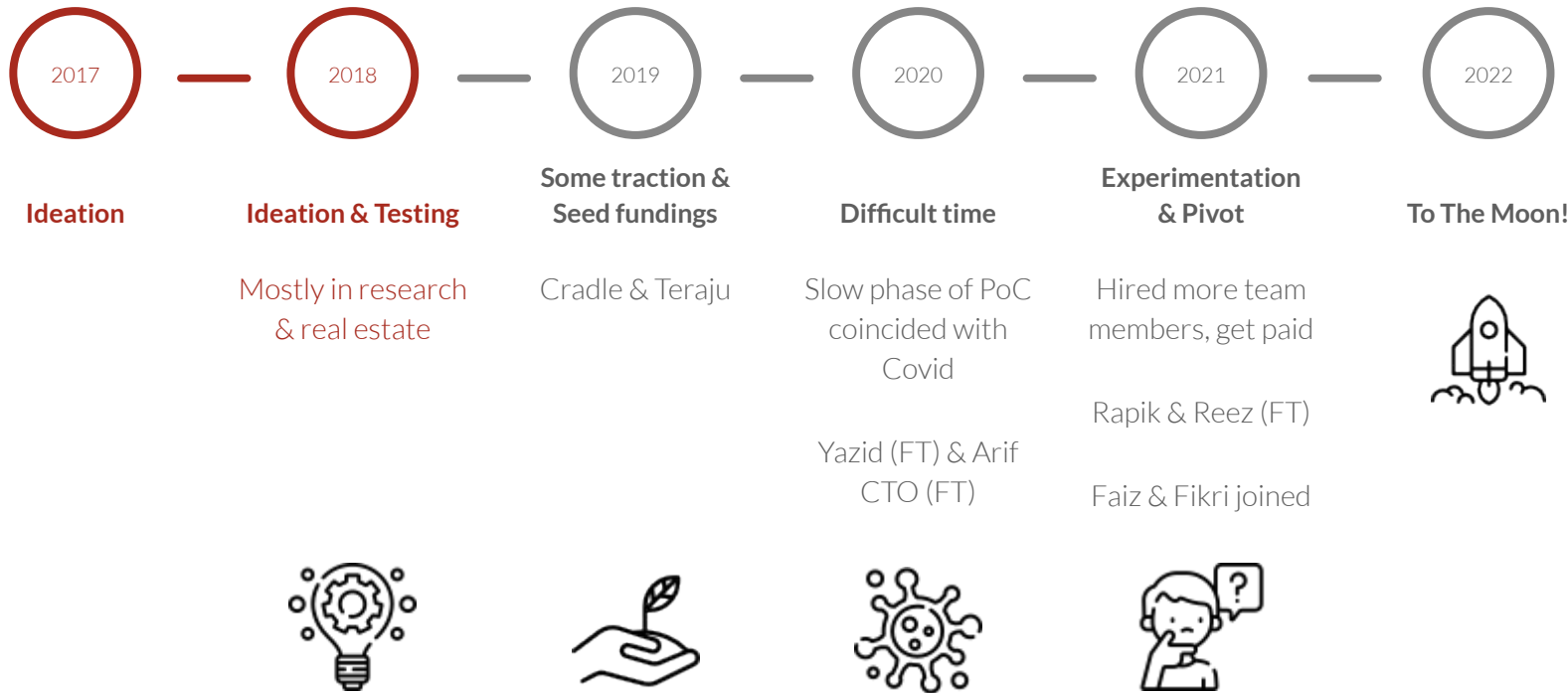
Formation, which in 2015 was spun off from BCG Digital Ventures, BCG's corporate innovation and digital business building arm, and which has been majority owned by BCG since, built the world's leading dynamic offer platform, enabling brands to send millions of one-to-one offers using AI and machine learning. Since then, Formation has driven over $2 billion in incremental revenue for

Help innovators innovate

Help you solve interesting problems with our data team.

KOTAK
SAKTI

Kotak Sakti journey - an early-stage setup

2017	2018	2019	2020	2021	2022

Ideation

Ideation & Testing

Mostly in research & real estate

Some traction & Seed fundings

Cradle & Teraju

Difficult time

Slow phase of PoC coincided with Covid

Yazid (FT) & Arif CTO (FT)

Experimentation & Pivot

Hired more team members, get paid

Rapik & Reez (FT)

Faiz & Fikri joined

To The Moon!

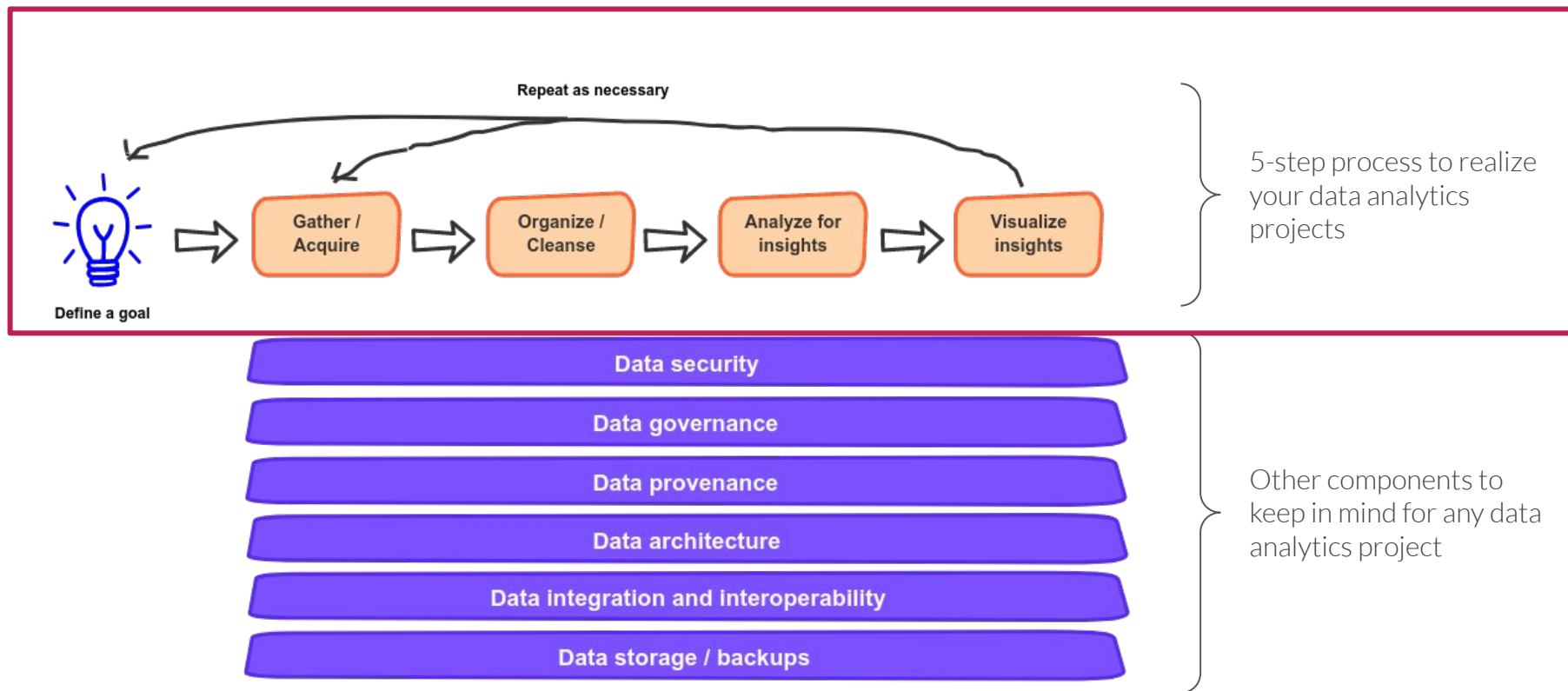# How do we start a data project?

Nick Khaw
@NickKhaw23

Replying to @erhanazrai

I think it'd be good for people to hear how do you even start. I think some of the analytics stuff can seem scary to a lot of people, so we think we need all our ducks in order before we even start.

But if we just wanted to get going, how should we think about that?

4:40 PM · Nov 19, 2021 · Twitter Web App

We start any data project by defining a goal and/or problems to solve

Repeat as necessary

Define a goal → Gather / Acquire → Organize / Cleanse → Analyze for insights → Visualize insights

5-step process to realize your data analytics projects

Data security
Data governance
Data provenance
Data architecture
Data integration and interoperability
Data storage / backups

Other components to keep in mind for any data analytics project

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K.Nazran()
@khairulnazran

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Replying to @erhanazrai

Honestly, talk about B2B startups and sale

I feel mainstream and popular understanding of startups is very B2C. Would be interesting to see how it differs for B2B
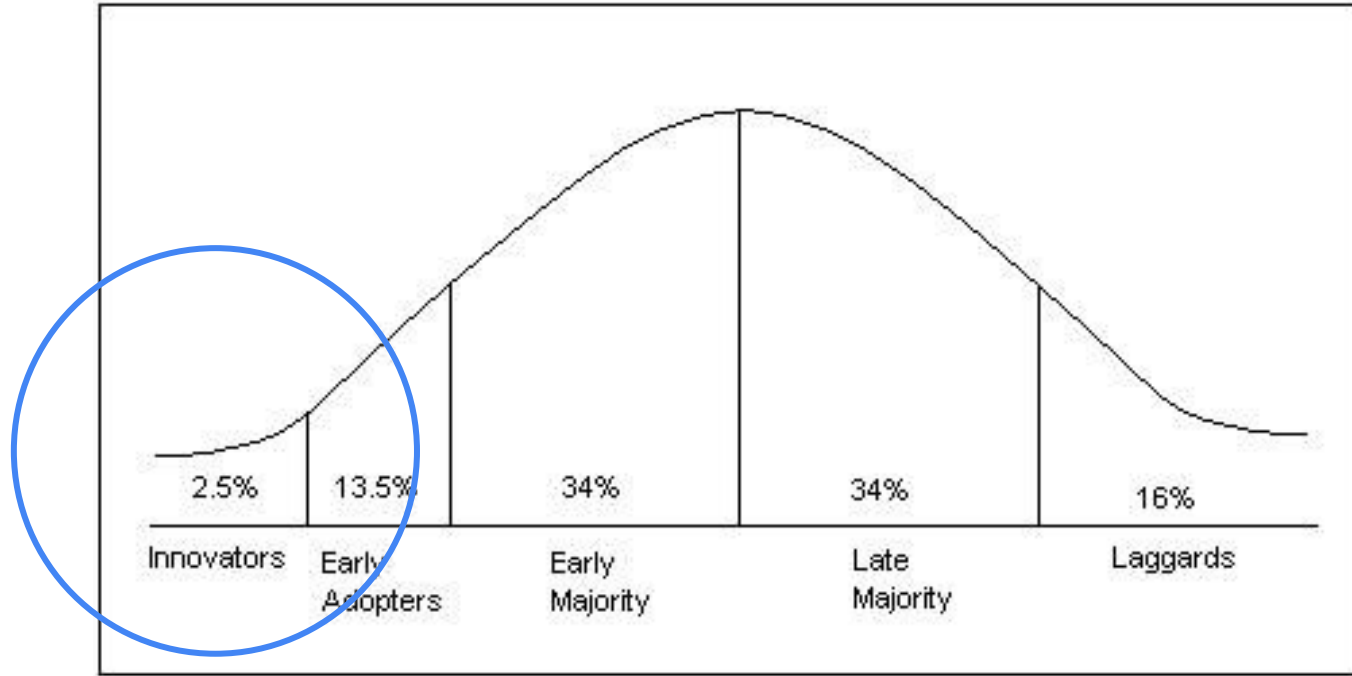
8:33 PM · Jul 10, 2022 · Twitter for iPhone
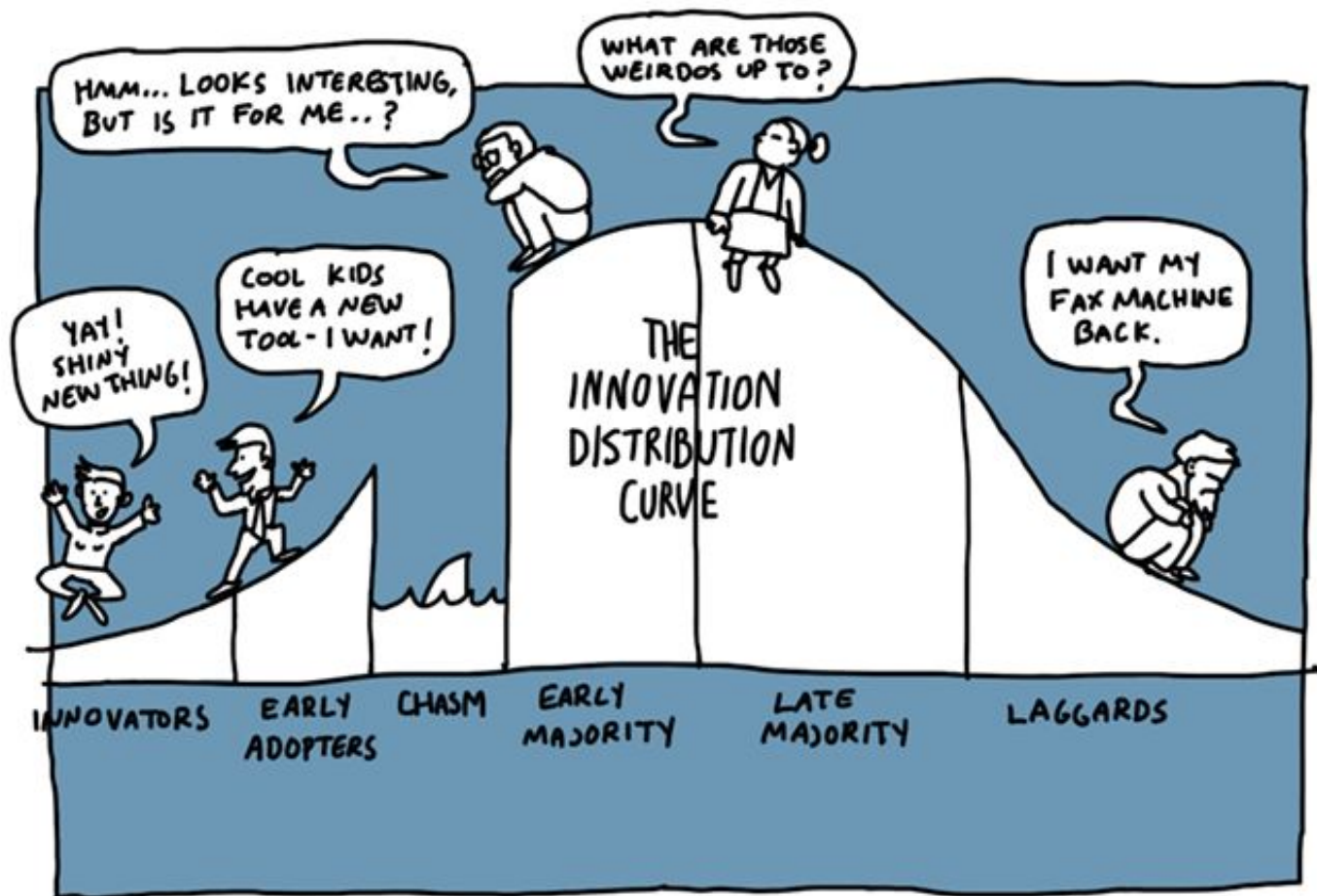
How to start selling?

Not many resources for 0-to-1 startup (we learned from either YC Startup School or 500 Startups videos online and test locally)

Who do we work with, first? - Innovators

Source: Everett Rogers, Diffusion of Innovation (1962)

We need to talk to 100 potential clients to get 2-3

The funnel - we document our sales journey so that we can learn from it.

100
1st meet

50
2nd meet

20
NDA

10
POC

4
close

The funnel - First meeting, usually with warm introduction

100
1st meet

- Friends, schoolmates, collegemates, ex-colleagues

- Conferences

- We haven't been successful with cold calling.

The funnel - 2nd meet is where you really deep dive into the problem

50

2nd meet

- Typically in a group setting

- Understand pain points, direction of the companies, experience so far

- Design thinking, user epic & stories

- Don't talk about your solution, listen a lot more than talk

The funnel - NDA and look into the available datasets to have a feel about the data quality

- After pain point established, talk about available datasets.

- Usually takes 1 week to sign

- Anonymised or outdated data

20
NDA

The funnel - POC & Sales are closely related

- Take 2-3 weeks to complete with a few meetings in between

- Rapid experimenting + prototyping: use CSV file if needed.

- Important! **Learn from failures - whether it's the method of collection, data quality, frequency**

10
POC

A step back, the pool of potential customers we met

Strategy team

Data team

They need it quick and by multi-skilled experienced team

Fast Delivery

Experienced Team

Multi-skilled

Non-techie co-founders: Be the project & product manager

- Co-founders' first degrees were in tech but not enough in modern tech stacks

- Expertise (vertical) vs wisdom (horizontal)

- Look for common theme, common problem, then productize

- Ability to productize the platform, service or both

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Key Learnings + Conclusion

The best AI project is no AI.

identify use cases and business problems - simple solutions like SQL + reports can do the trick for the beginning of the project.

Make it easier for Project sponsors to be proactive in **clearing impediments**

Governance is when things have stabilized. Get the technical work started instead of forming committees/boards, just get on with it to test feasibility and improve iteratively instead of worrying about governance at the beginning.

Thank you!

Ask Me Anything (AMA)
or follow me on twitter

erhanazrai