

Assignment I: Failed Analytics Project Real-World Cases

Description:

A four-year study of major analytics initiatives in large companies reported in the *Harvard Business Review* [2] that less than half of the 36 companies studied reported measurable results. Only a third had met their objectives of widespread adoption. A 2019 survey by New Vantage Partners [3] found it “particularly striking that 77% of respondents say that ‘business adoption’ of big data and AI initiatives continues to represent a challenge.” Andrew White, a key Gartner analyst, predicts that it will not get better any time soon: “Through 2022, only 20% of analytic insights will deliver business outcomes” [4]. The excitement (the “hype cycle”) appears to be peaking and about to enter the trough of disillusion.

So far we have covered three important phases of analytics projects, namely the discovery phase, data sourcing and data preparation phase and model planning phase. In this assignment, you are required to search the literature, news outlets and websites and find and report an example(s) of business analytics projects that were not successful in delivering values to the organization. The specific case that will be the core focus of your essay will be decided by you. The followings are some examples:

- An analytics project that violated users’ privacy by using inappropriate data or using data without having permissions from the users (failing in phase 1 and 2) as to how their data is going to be used
- An analytics project that has not been planned appropriately in terms of stakeholder expectations and/or resources available to the team (i.e., failing during the first phase of the project)
- An analytics project that has been using an inappropriate modeling strategy (e.g. using a model that cannot be explained when explanation is needed) to solve a problem (i.e., failing during the third phase of the project)

Your submission should explain the problem that was supposed to be solve and what went wrong during the project. Moreover, a discussion related to how those mistakes can/should be avoided in the future would be appropriate to be included in your essay. For example, if your submission considers a scenario where users’ data was inappropriately used (e.g. resulted in the violation of their privacy) a discussion related to different regulatory frameworks that are designed to protect individuals against potential misuse of their information (e.g., General Data Protection Regulation(GDPR) in EU) would be appropriate.

Please note that there is no specific word count requirement for this assignment. However, I believe a relatively deep coverage of the topic may require about 2,500 words at minimum.