

From BI to AI: Focus on Business Outcomes to Architect Your Data and Analytics Platform

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The Power of a Map: The Cantino Planisphere



Created in 1502, was an innovative and important world map:

- Offered a competitive advantage to Portugal, with information unknown to other countries
- Used a new accurate representation: Latitude
- Was goal-oriented with destinations and routes
- Regularly updated with new discoveries
- Based on inputs from users (ship captains)
- Had incorrect and missing information but was still very valuable
- ***Stolen by a spy (Alberto Cantino) and sold to Italy to support their sea exploration plans***

Read the story at: https://en.wikipedia.org/wiki/Cantino_planisphere

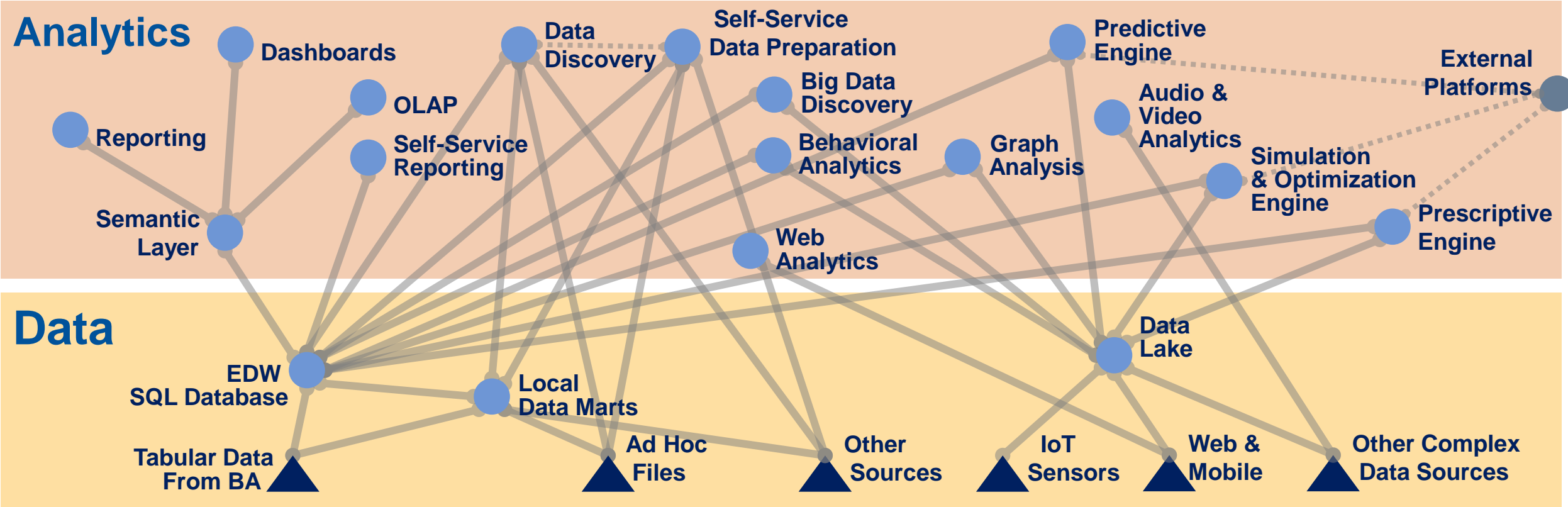
Key Issues

1. Why do you need a business-outcome-driven approach on analytics deployments?
2. What is required to deliver business outcomes?
3. How to design the analytics evolution roadmap?

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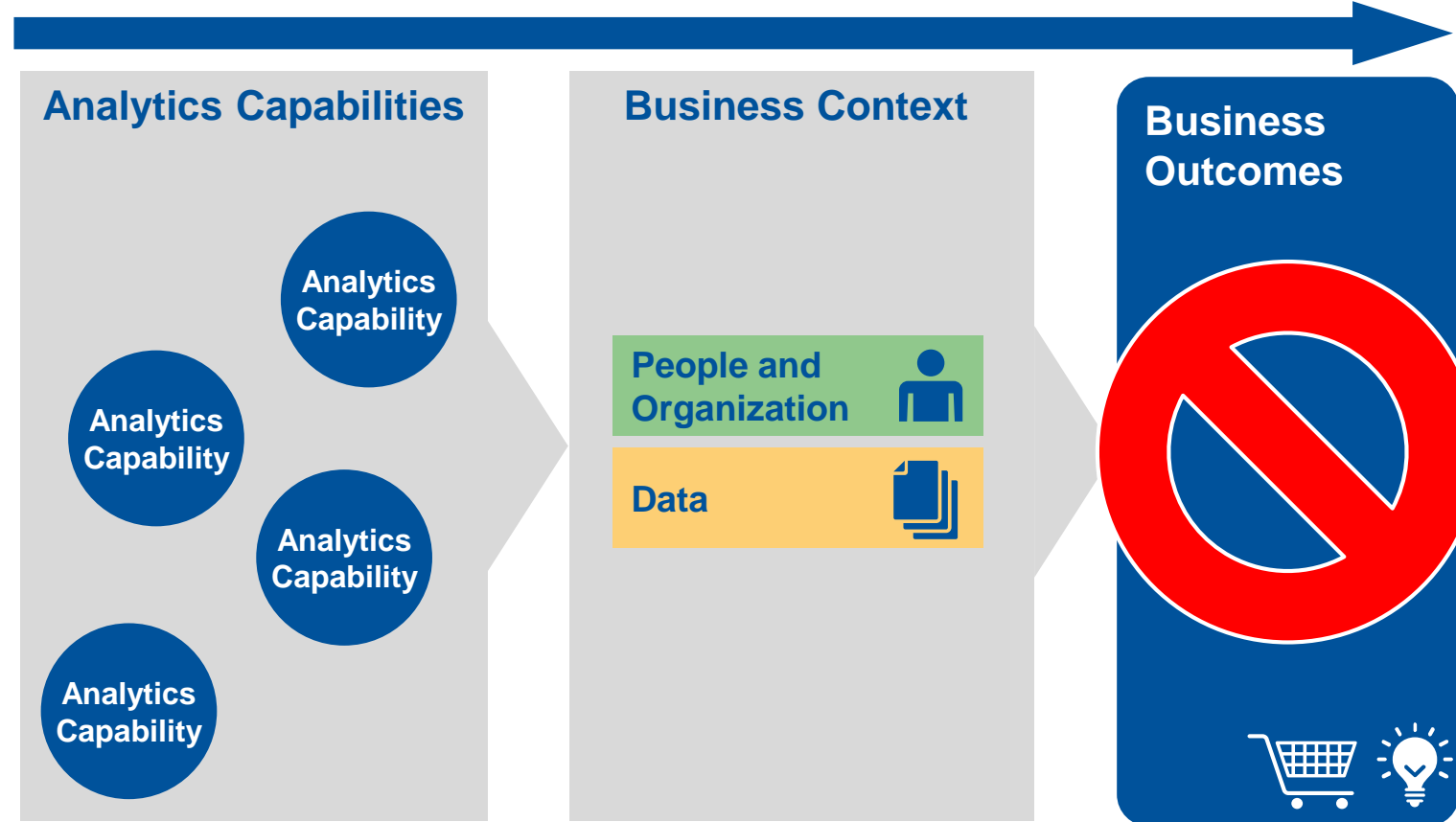
The Data and Analytics Map Is Complex and Continues to Evolve



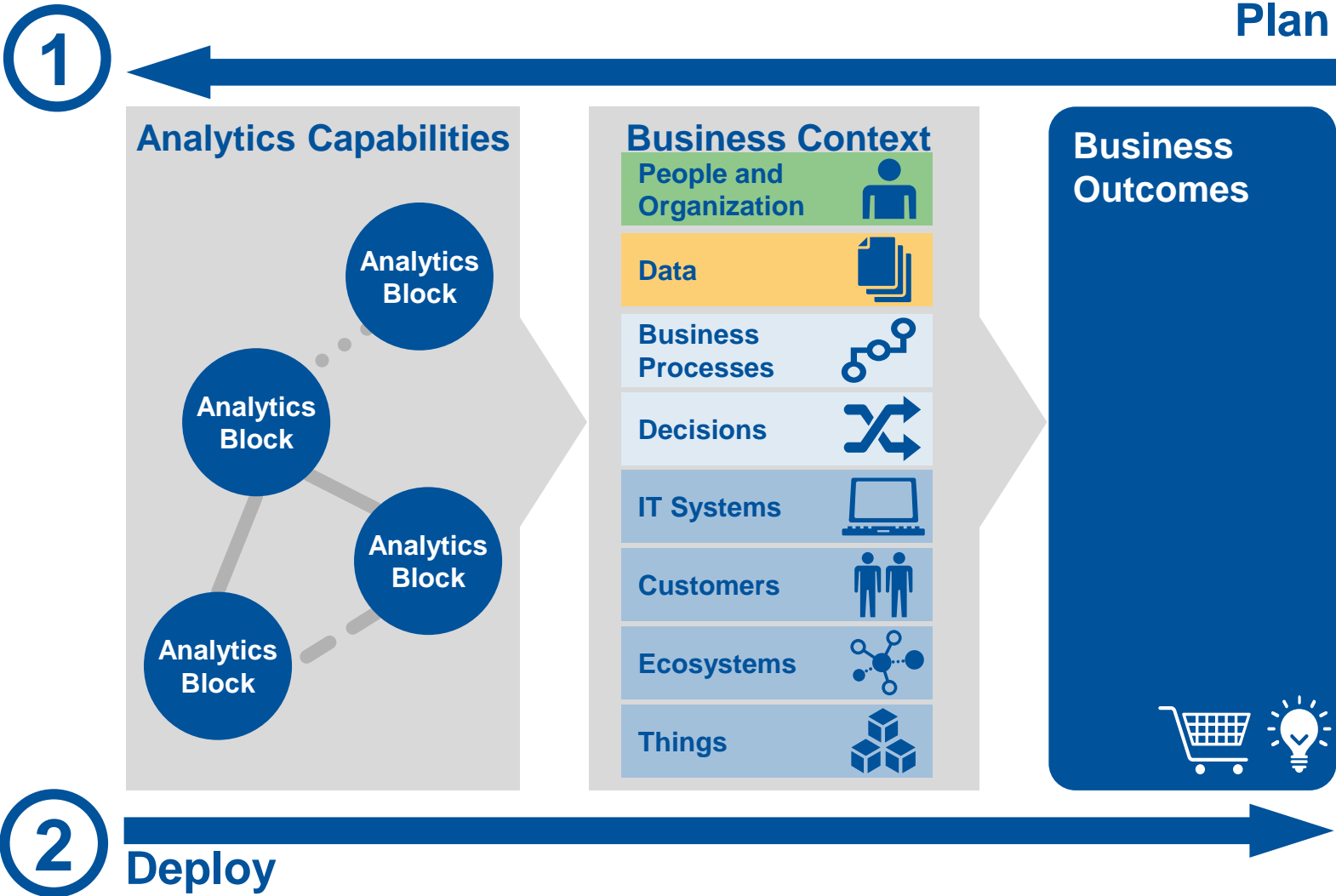
Sample List of Data and Analytics Capabilities and Most Relevant Touchpoints

Technology-Driven Analytics Deployments Fail to Deliver the Expected Levels of Business Outcomes

Deploy



Analytics Must Be Driven by Business Outcomes



Focus on Business Outcomes to Move Beyond Technology to Business Impact

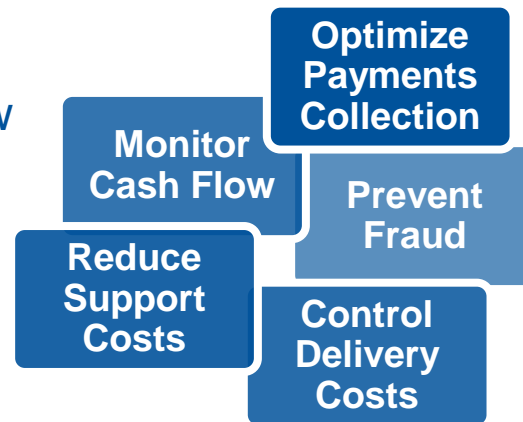
Business Outcomes



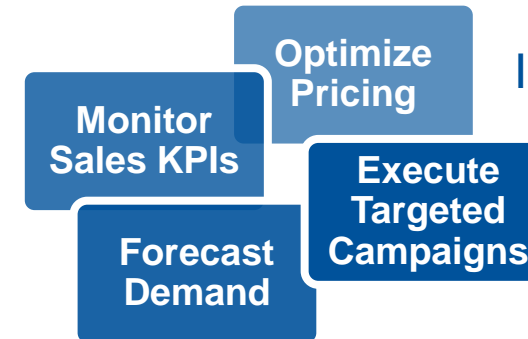
Business outcome: A business benefit result that is measurable, expressed as a change in support of the business strategy and objectives, and can be achieved within a specified time frame.

Deliver Business Goals Through Compositions of Business Outcomes

Business Goal:
Improve Cash Flow



Business Goal:
Increase Revenue

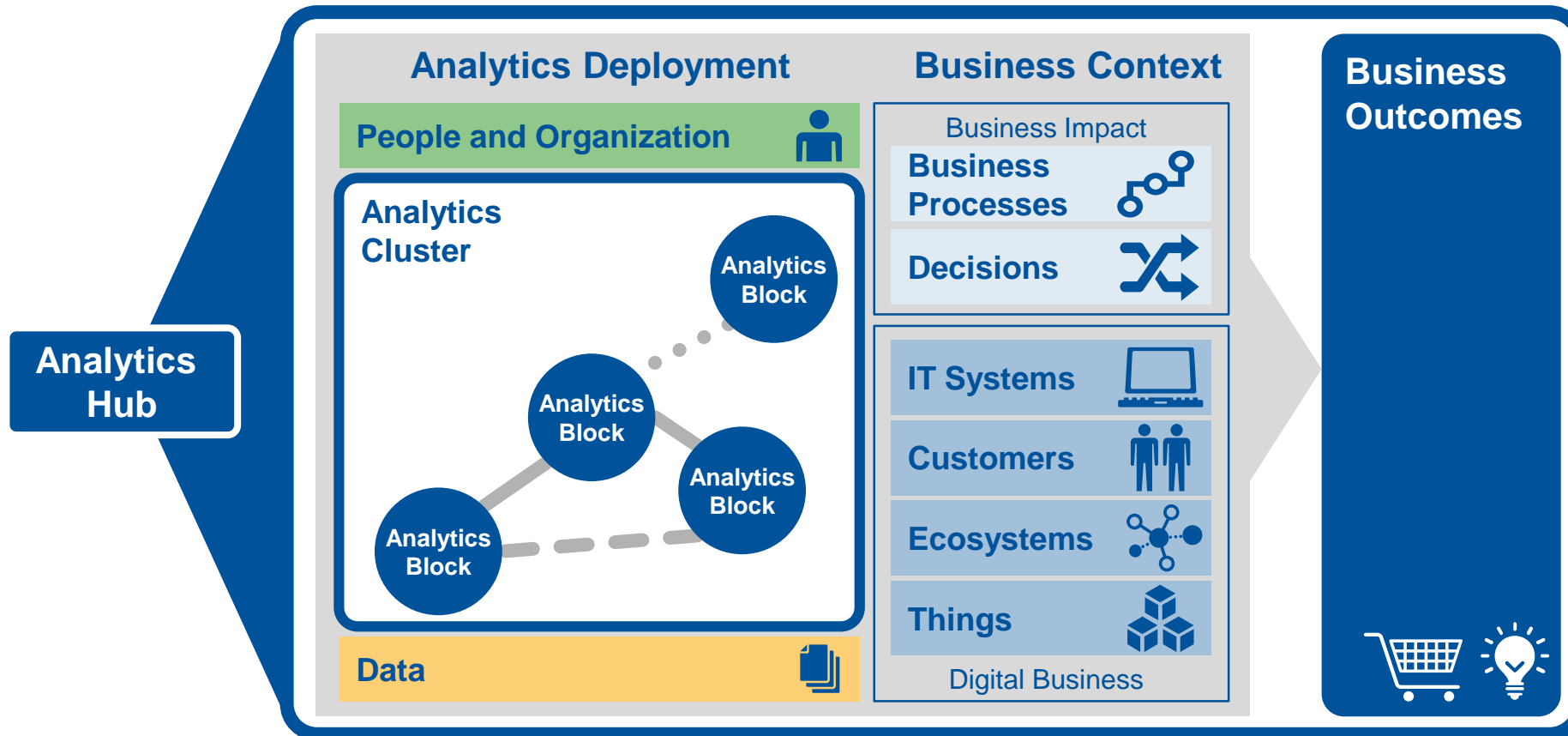


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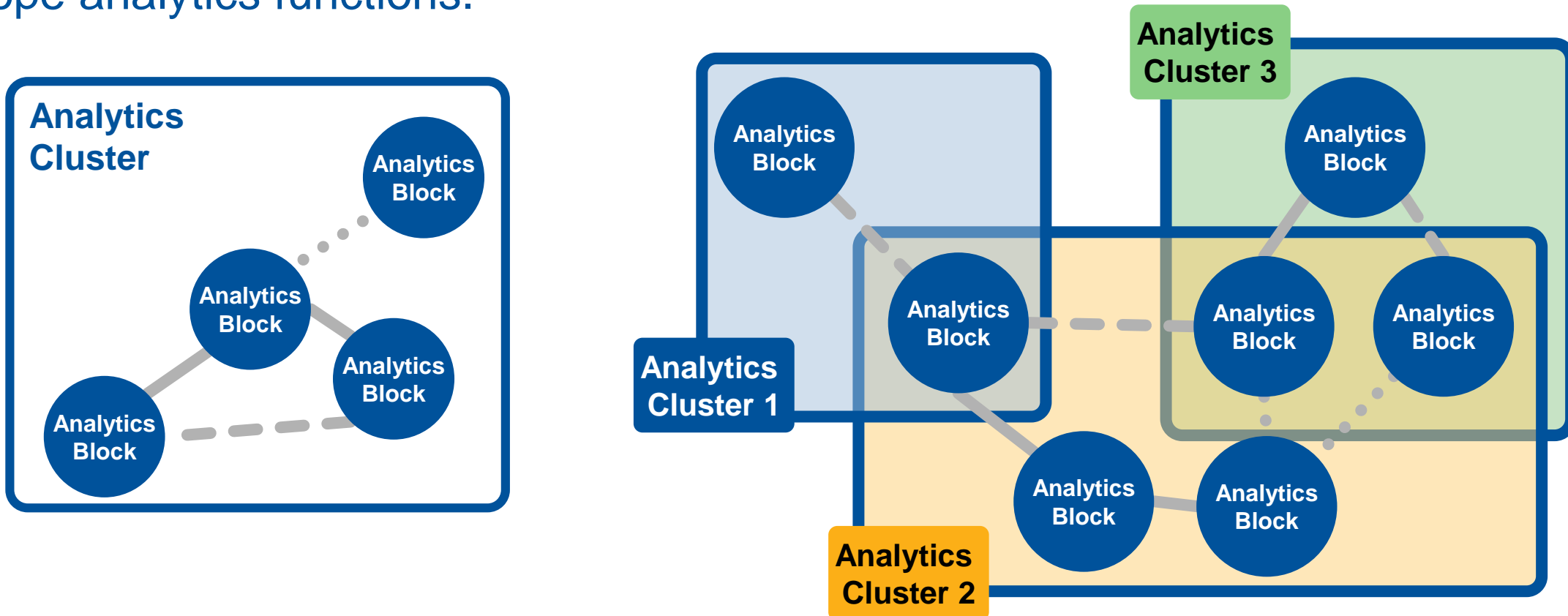
Understand the Analytics Hub

Analytics hub: A high-level analytics construct that instantiates a cluster of analytics blocks with customized business context in order to deliver a target business outcome.



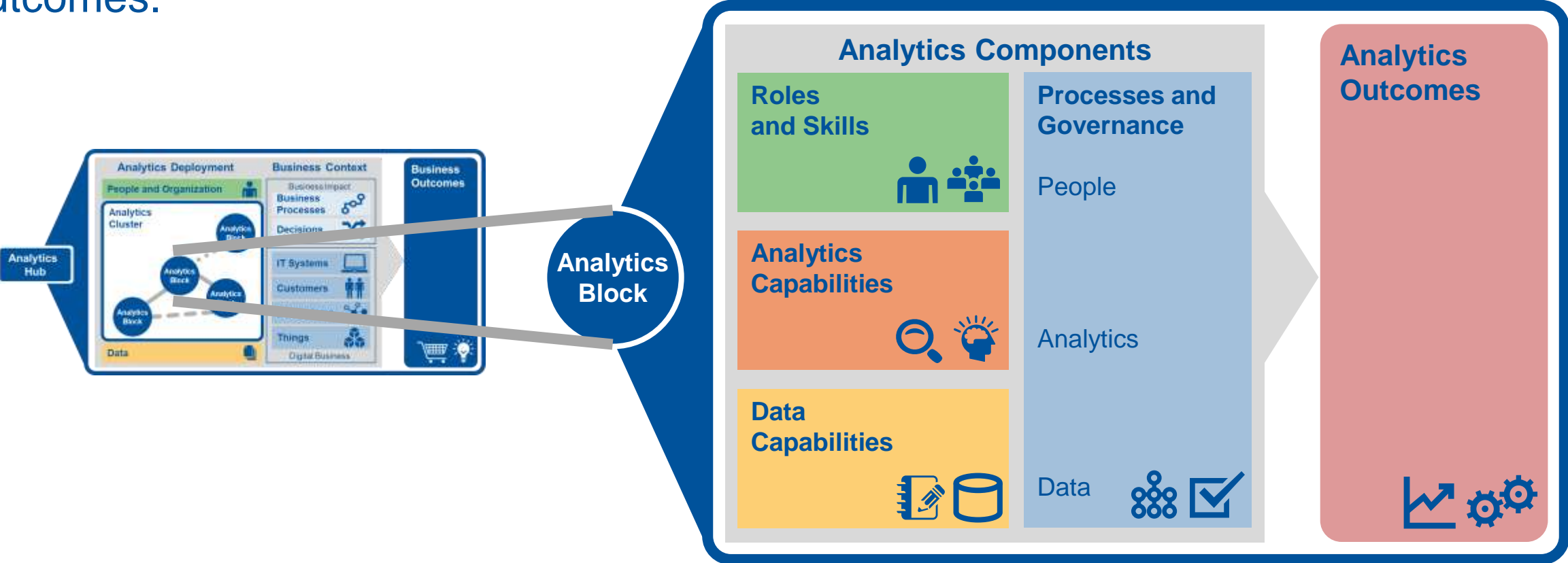
Understand the Analytics Cluster

Analytics cluster: A business-agnostic aggregation of analytics blocks, with affinity and integration between them, that is able to deliver more sophisticated and broader-scope analytics functions.

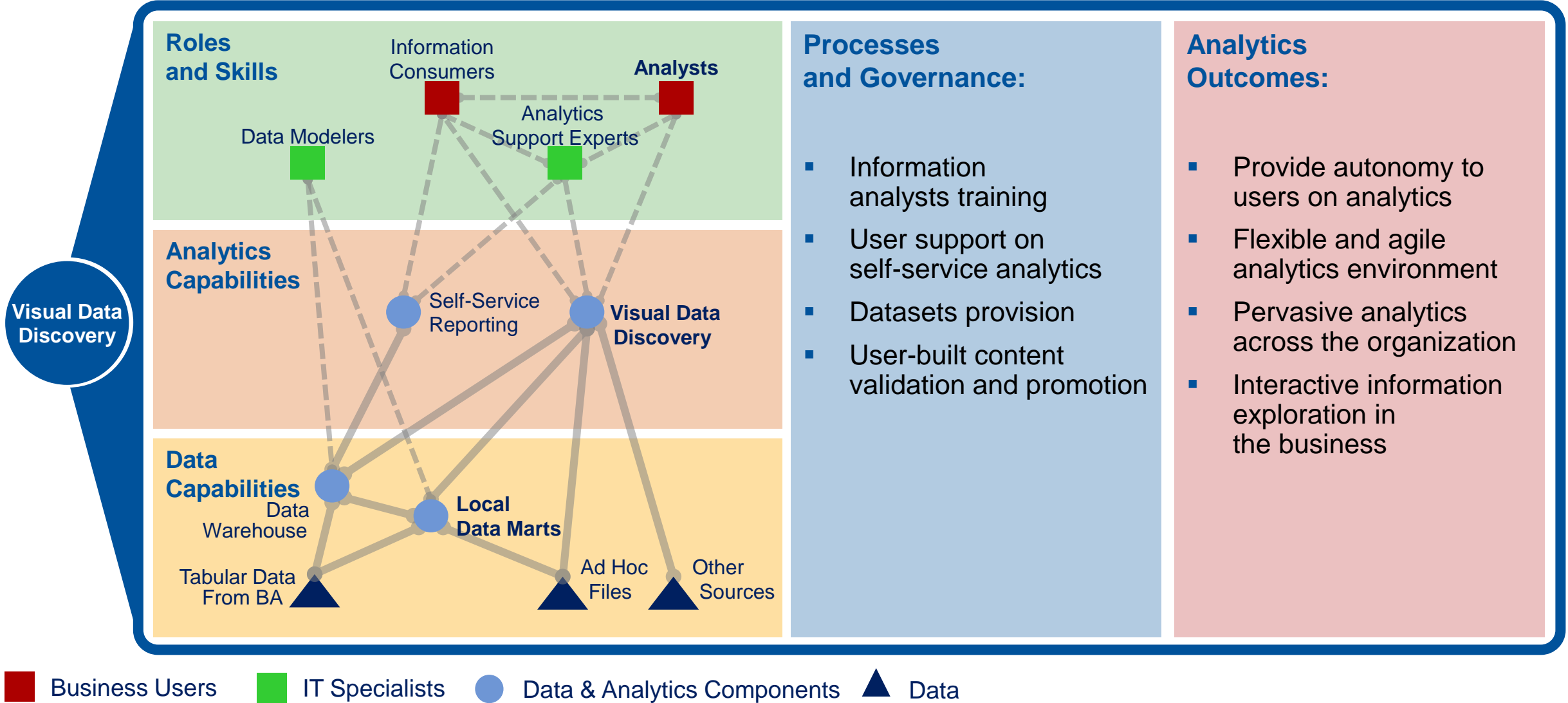


Understand the Analytics Block

Analytics block: Granular, business-agnostic analytics functions and their supporting technical and organizational components able to deliver narrow-scope analytics outcomes and, within the right business context, generate business outcomes.



Analytics Blocks: Visual Data Discovery



Analytics Domains: Analytics From BI to AI

Analytics
Capabilities

Information Portal



Reports



Dashboards

- Credible
- Consistent

Monitor

Analytics Workbench



Self-Service
Analytics and
Data Preparation



Citizen Data
Science

- Agile
- Insightful

Explore

Data Science Laboratory



Machine
Learning



Deep
Learning

- Advanced
- Comprehensive

Investigate

Artificial Intelligence Hub



Personal
Digital Assistants



Video/Image
Analytics

- Self-Learning
- Autonomous

Perform

Sample list of analytics capabilities:



Reports



Dashboards



Self-Service
Analytics &
Data Preparation



Citizen Data
Science



Machine
Learning



Deep
Learning



Personal
Digital Assistants



Video / Image
Analytics

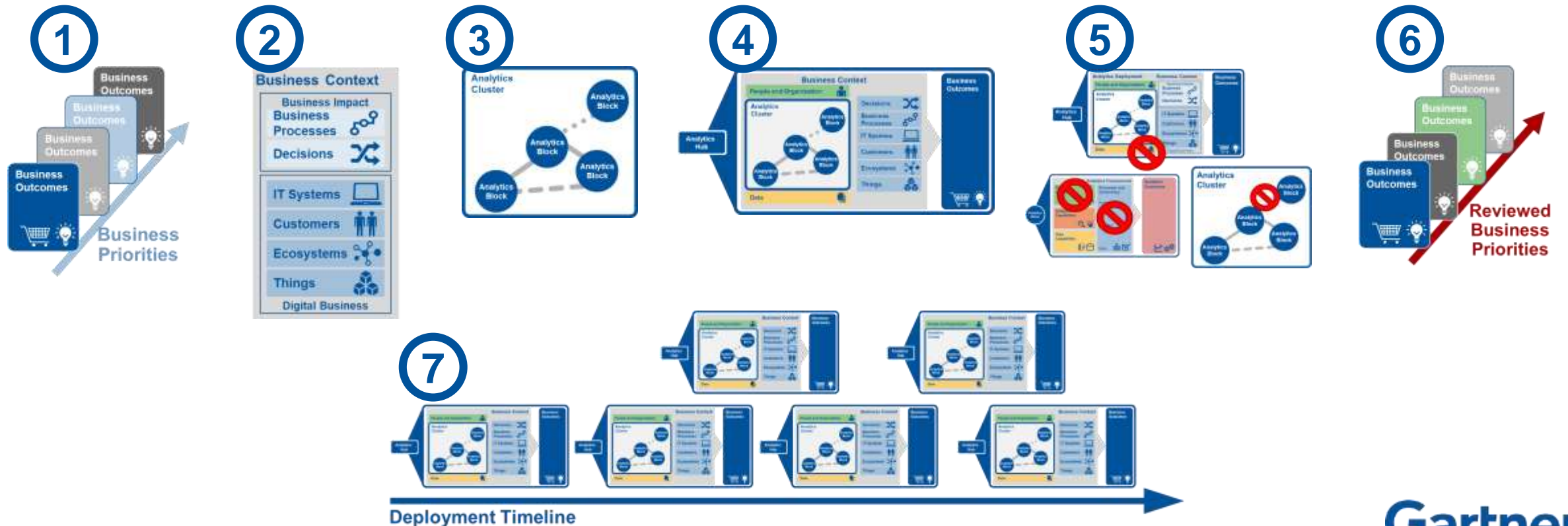
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The Business-Outcome-Driven Analytics Evolution Framework

7-steps framework to develop an evolution roadmap for the analytics initiative, focused on the outcomes and value expected by the business.

See ["Gartner Analytics Evolution Framework."](#)



Step 1: List and Prioritize Target Business Outcomes

Work with **business users**:

- Identify, describe and rate the impact of target business outcomes based on the organization's strategies and goals.
- Prioritize business outcomes according to business needs.



Target Business Outcomes:

Some business outcome will be clear, measurable and time framed:

- Reduce high-value customer churn to 5% by 2019.
- Move 1M customers from the bank branches to the online channel in 24 months.

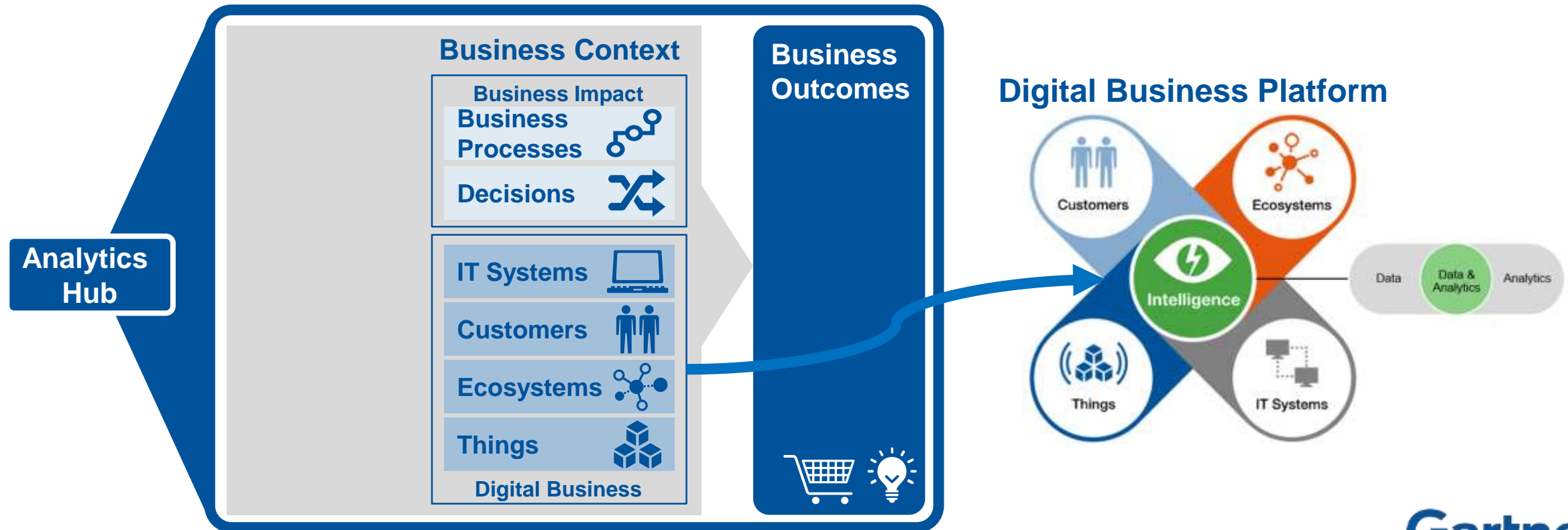
Others not so much:

- Increase the number of online campaigns while reducing target sizes and improving effectiveness.
- Create fraud detection mechanisms and reduce financial losses.

Step 2: Define the Business Context of Target Outcomes

Work with **business users** and **technical stakeholders**:

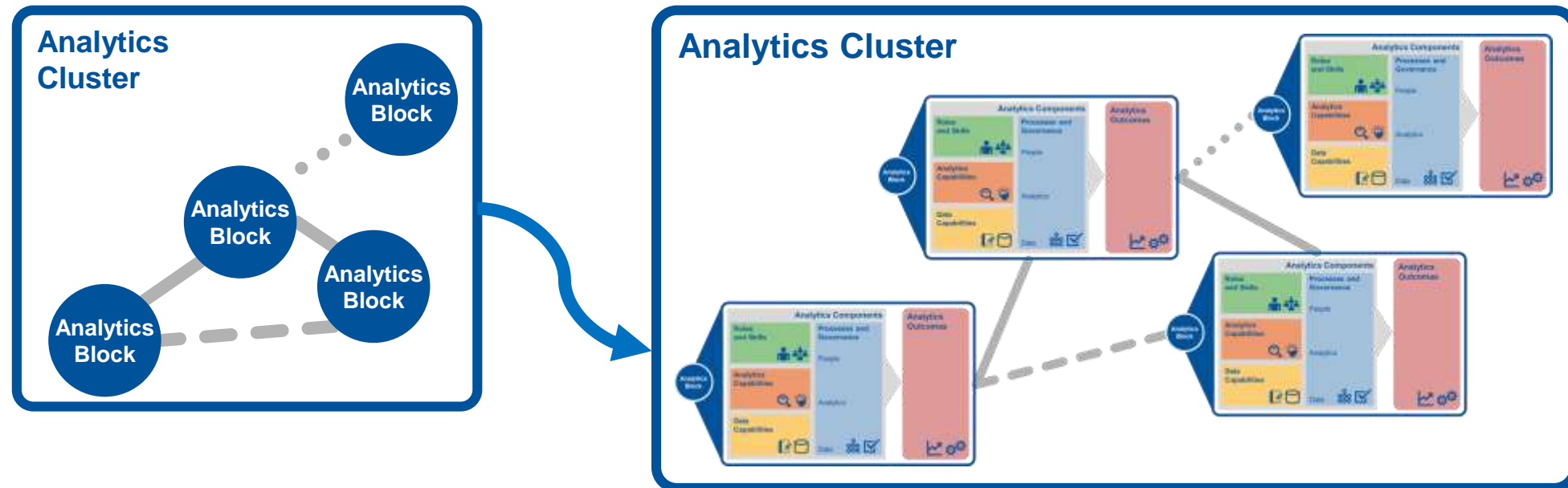
Describe business context: Business processes, decisions, IT systems, customers, ecosystems and things that are impacted, impact or relate to each business outcome.



Step 3: Select Analytics Blocks for Clusters and Embed Them in the Overall Analytics Landscape

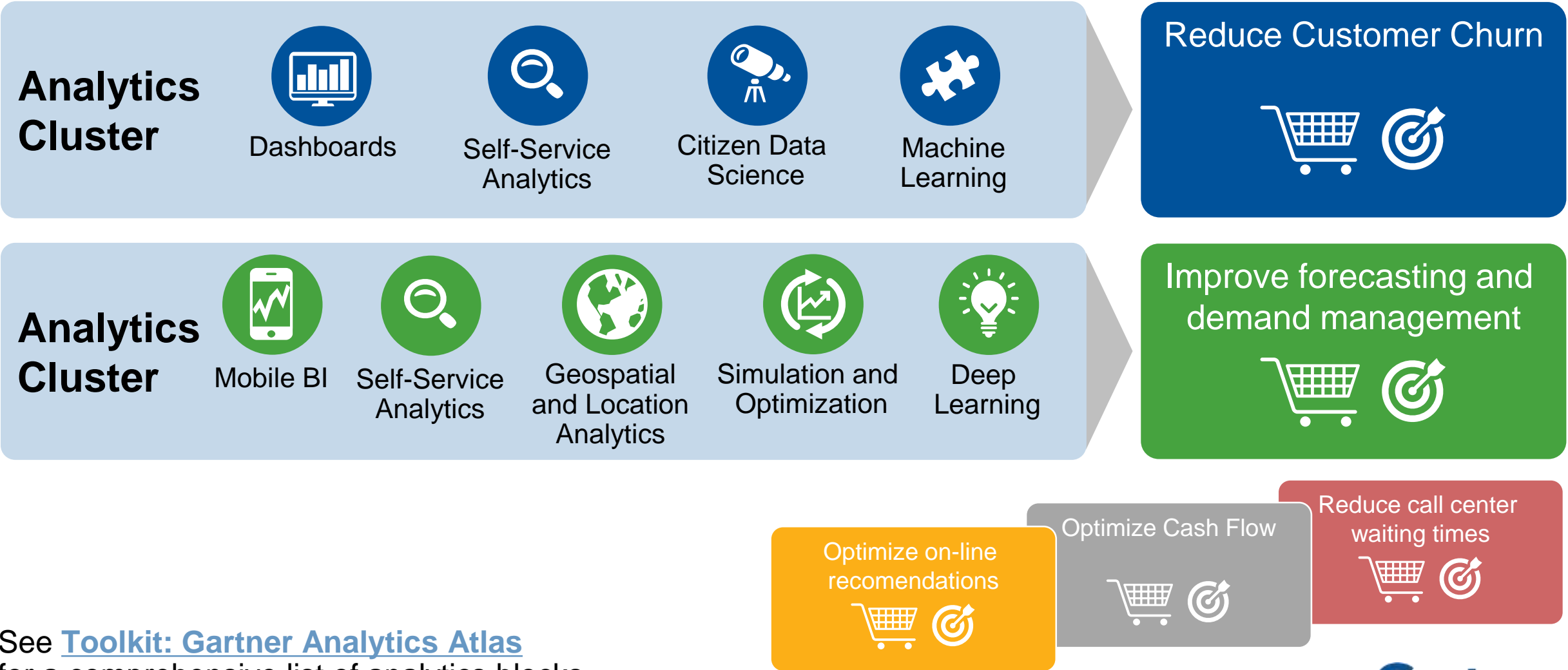
Work with the **data and analytics** team to:

- Select the analytics blocks (analytics capabilities) and the integration links within the cluster required to deliver the business outcomes.
- Review how clusters and blocks will integrate with the overall analytics landscape, including the technical architecture, people and processes.



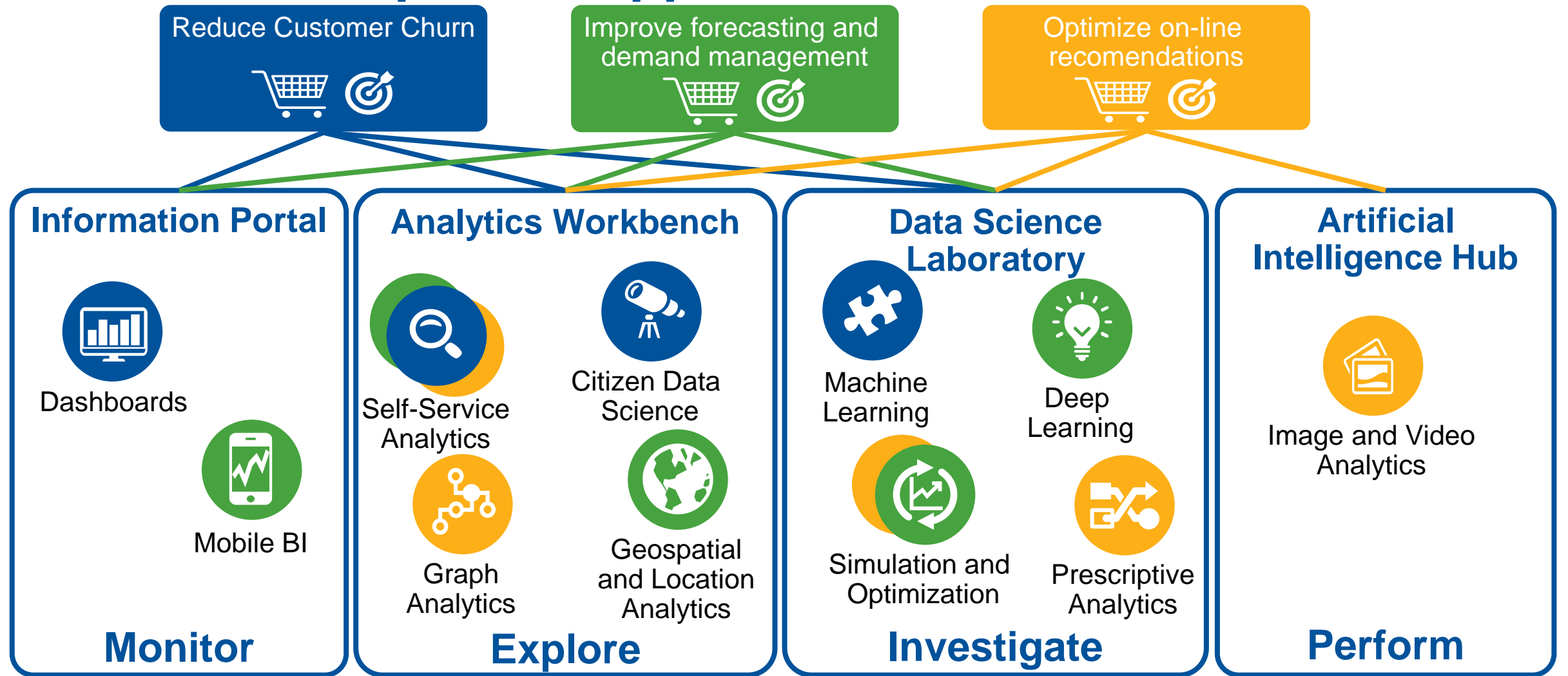
To select capabilities, use: ["Toolkit: Gartner Analytics Atlas"](#) (G00343629)

Select the Right Set of Analytics Blocks to Support the Required Business Outcomes



See [Toolkit: Gartner Analytics Atlas](#) for a comprehensive list of analytics blocks

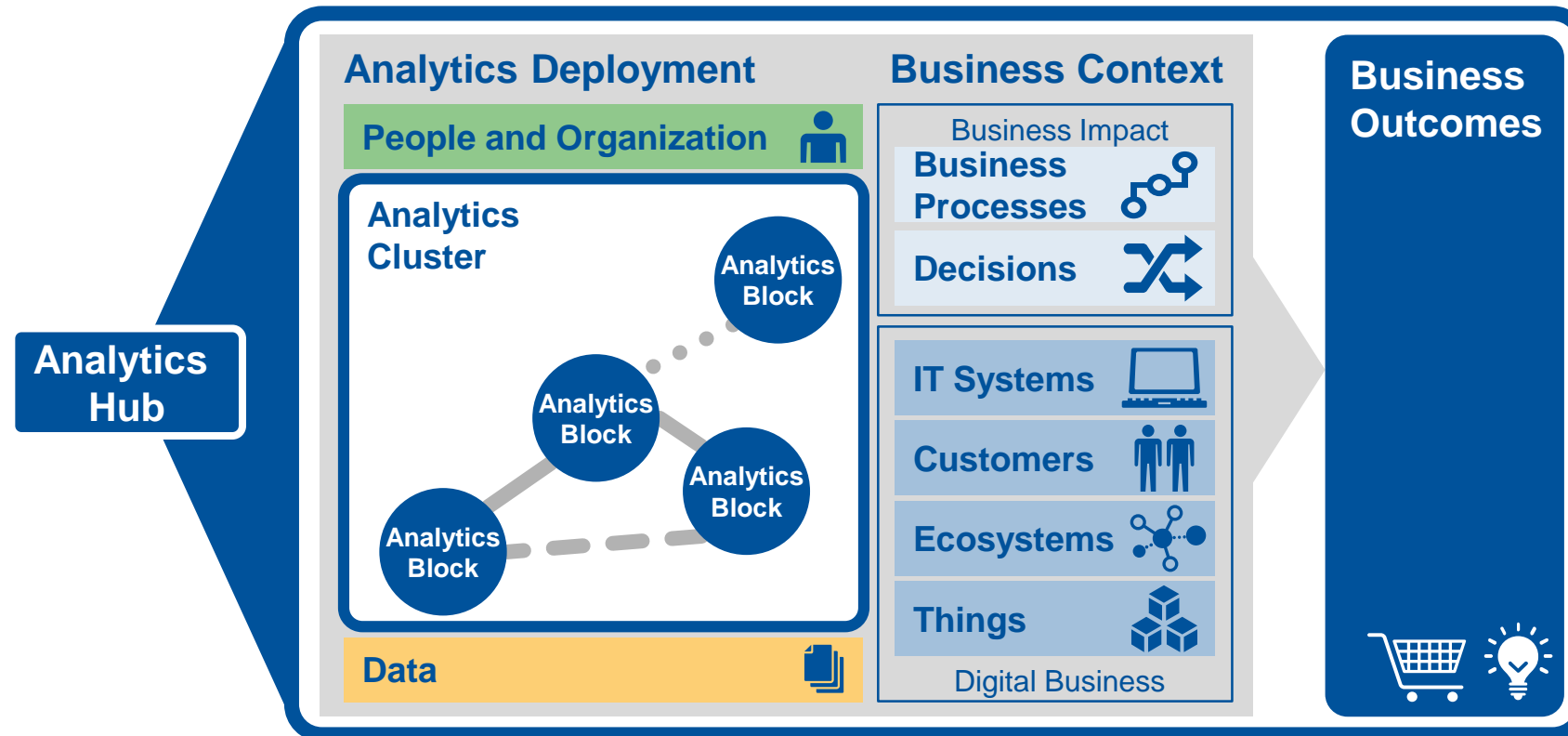
From BI to AI: Leverage the Analytics Domains to Understand Gaps and Opportunities



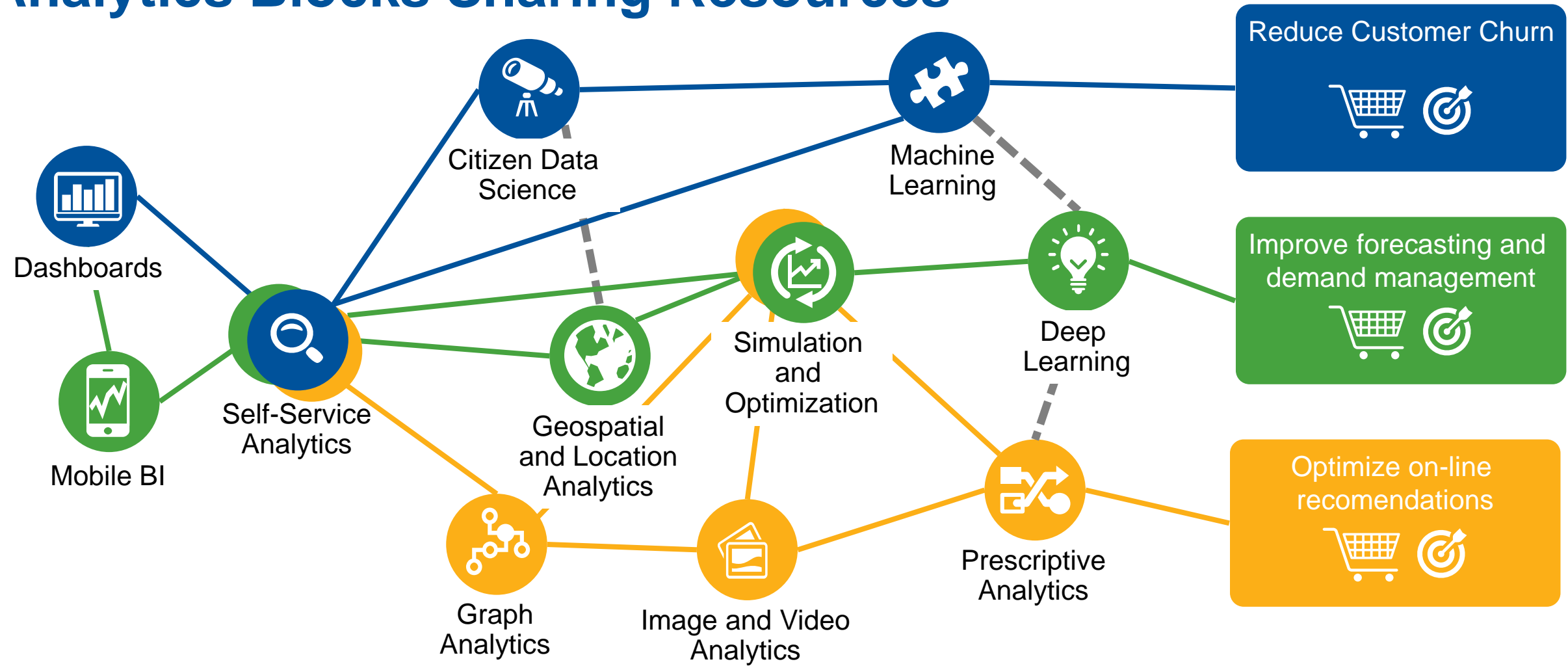
Step 5: Identify the People and Data That Will Instantiate Analytics Hubs

Work with the **data and analytics team** and **business users** to:

- Identify how to fulfill the different roles, as required by the analytics hub instantiation.
- Identify datasets, tables, inputs and outputs that will be required to deploy the analytics hub.



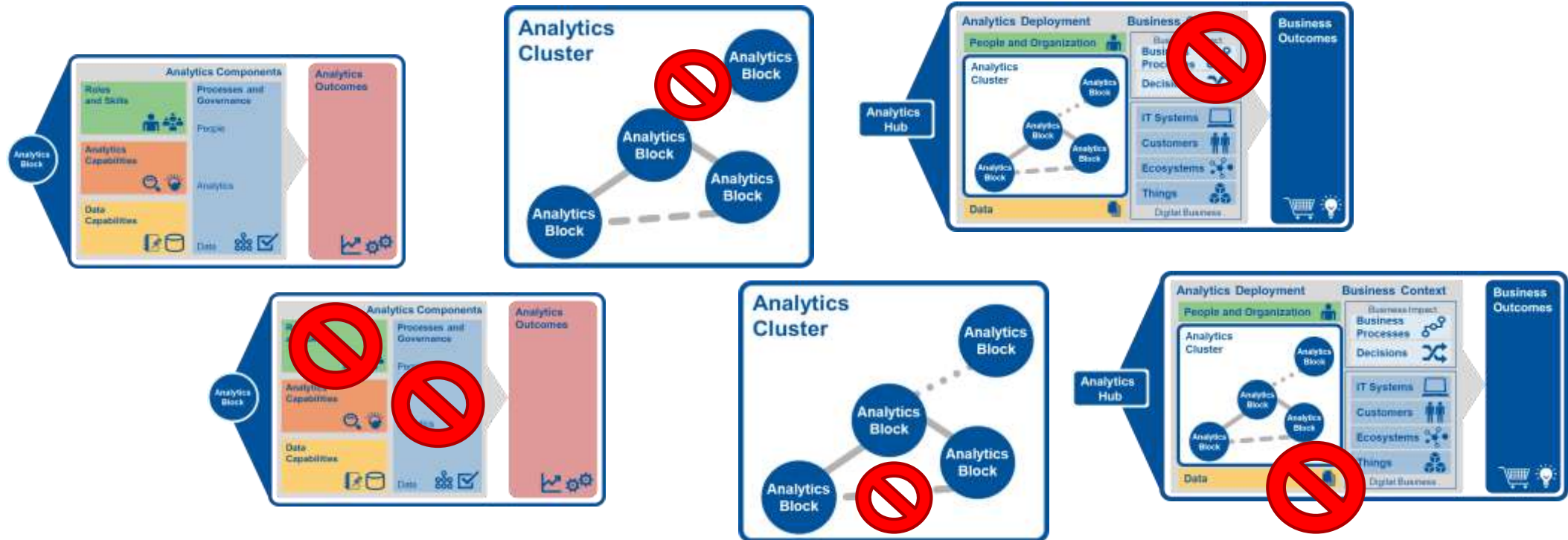
Assemble an Analytics Platform With Interconnected Analytics Blocks Sharing Resources



Step 4: Assess the Organization Readiness for the Analytics Blocks, Clusters and Hubs

Work with the **data and analytics** team to:

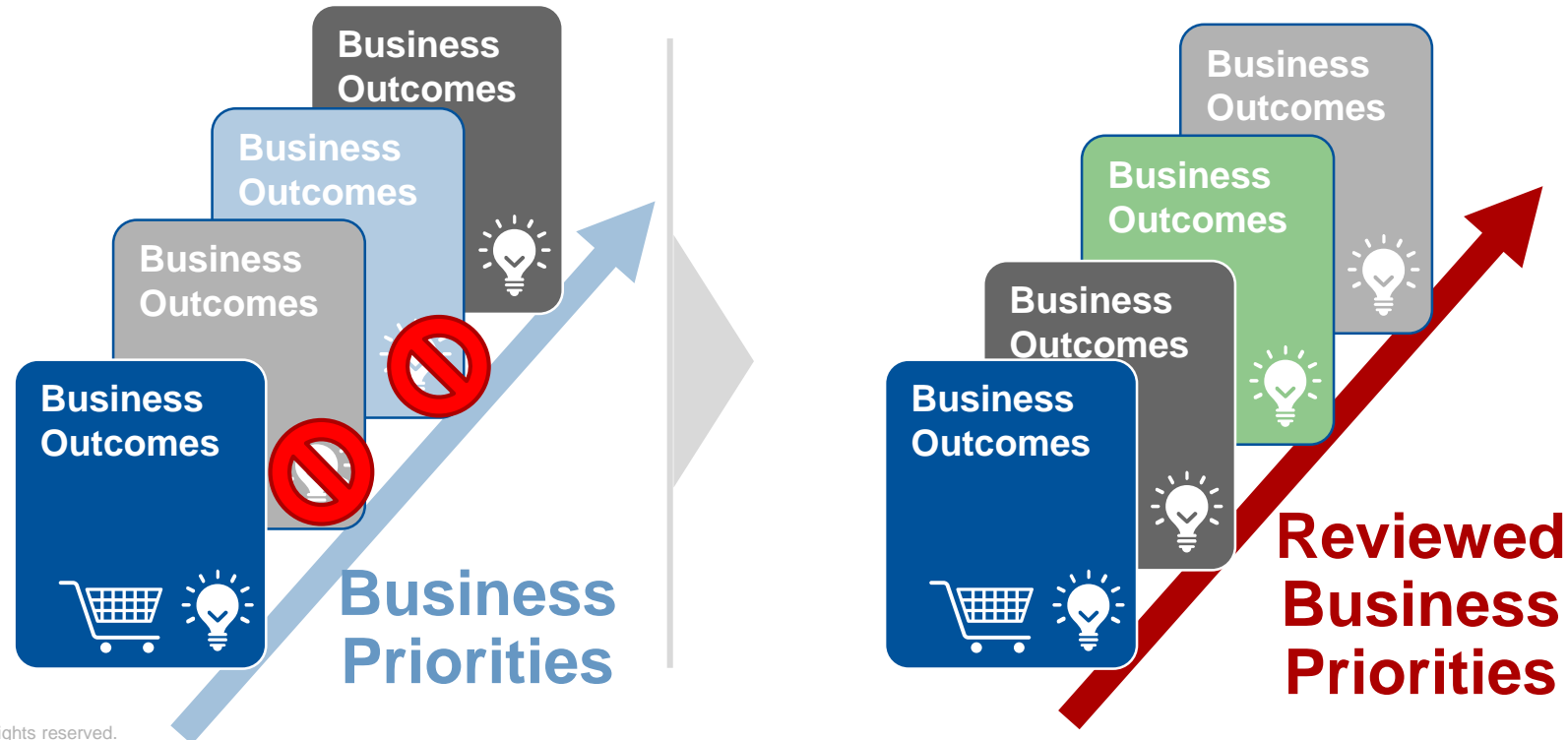
- Assess the readiness for deployment of analytics blocks, clusters and hubs.
- Identify requirements and gaps that need to be addressed for deployment.



Step 6: Review Business Outcome Priorities

Work with **business users** to:

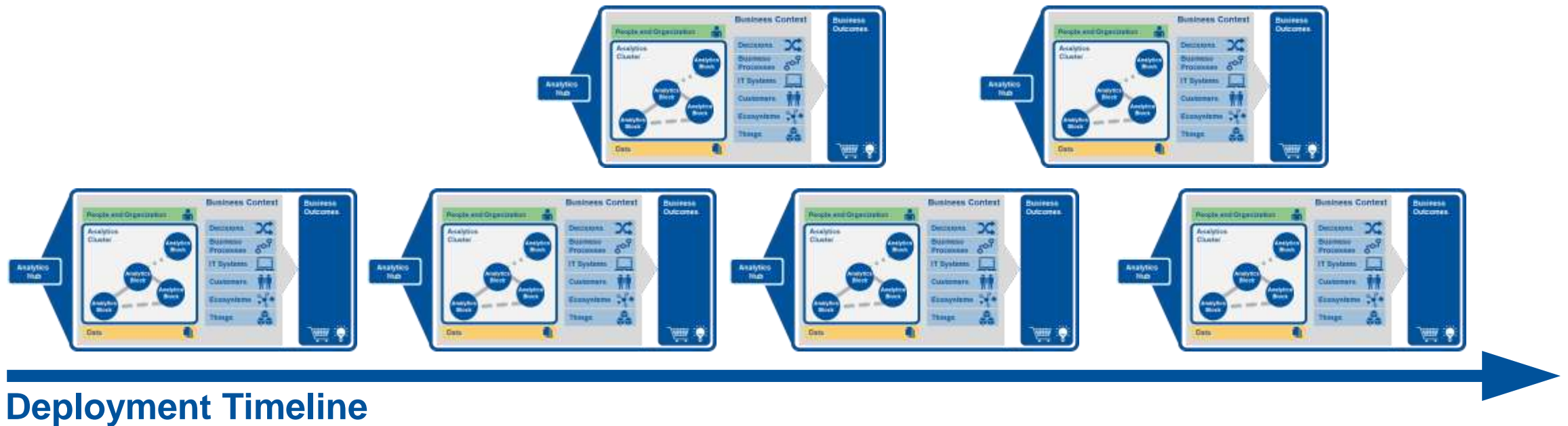
- Assess business outcomes' readiness taking into consideration the organizational and technological limitations, and deployment constraints uncovered on previous steps.
- Review business priorities, considering less ambitious business outcomes or shifting them in time, to decrease risk and increase readiness. Iterate the previous steps if necessary.



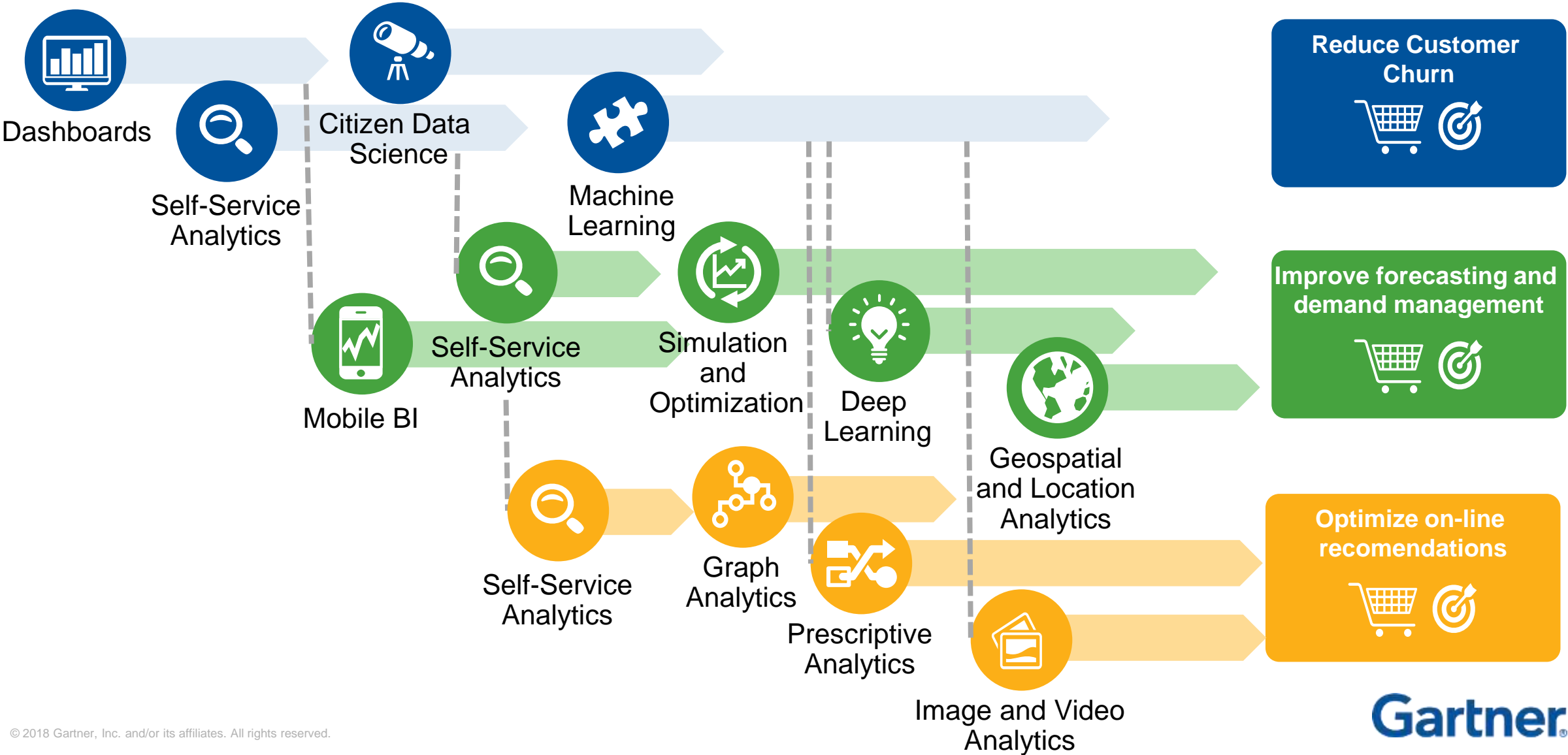
Step 7: Design the Evolution Roadmap and Establish Timelines

Work with the **data and analytics team** and **business users** to:

Develop the business-outcome-driven analytics roadmap, establishing deployment timelines according to agreed priorities, project implementation durations and resource constraints.



Program and Project Management Skills Will be Required



Recommendations

- ✓ Focus on business outcomes before focusing on data and analytics technology, to increase the likelihood of success.
- ✓ Create a group with business users, data and analytics team and IT representatives to work on the analytics evolution roadmap.
- ✓ Follow the 7 steps Gartner Analytics Evolution framework to develop the roadmap:
 1. Identify target business outcomes and establish priorities.
 2. Define the business context of outcomes.
 3. Select analytics blocks for clusters and embed them in the analytics landscape.
 4. Identify the people and data that will instantiate analytics hubs.
 5. Assess the organization readiness for analytics blocks, clusters and hubs.
 6. Review business outcomes priorities.
 7. Design the evolution roadmap and establish timelines.

Recommended Gartner Research

- ▶ [Gartner Analytics Evolution Framework](#)
Joao Tapadinhas (G00343144)
- ▶ [Toolkit: Gartner Analytics Evolution Framework](#)
Joao Tapadinhas and Shubhangi Vashisth (G00343147)
- ▶ [Toolkit: Gartner Analytics Atlas](#)
Joao Tapadinhas and Shubhangi Vashisth (G00343629)
- ▶ [Building a Digital Business Technology Platform](#)
Hung LeHong, Chris Howard and Others (G00297286)