



Building an Analytics Center of Excellence: Best Practices

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1-3PM Eastern





Purpose

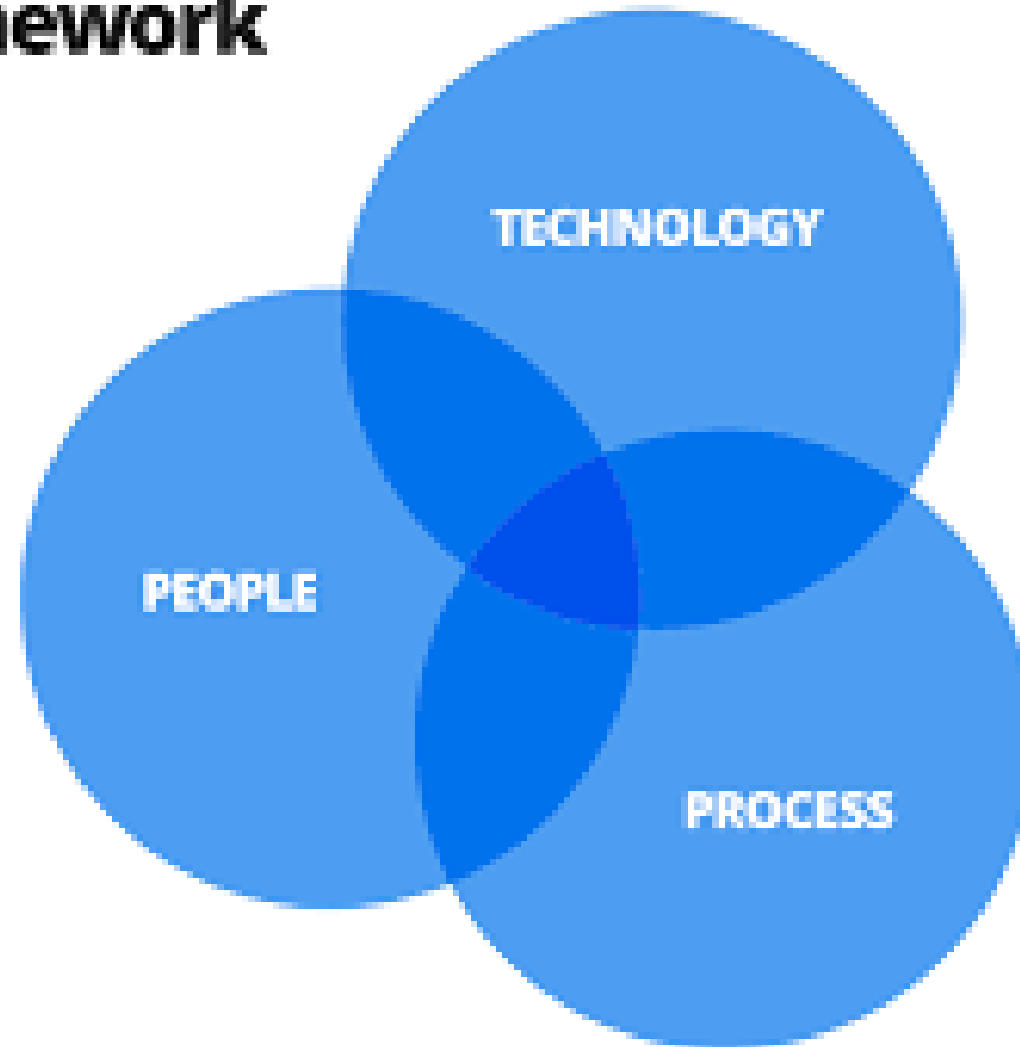


Objectives

Empower you to build your organization's analytics muscle

- Gain specific, practical advice to **define/augment your analytics strategy**
- Hear real-world recommendations on how to **change culture**
- Why are data projects risky? What can we change?

People - Process - Technology Framework



Does the Center-of-Excellence model work?



“Perceived” Analytics Challenges

- Data is not your biggest obstacle
- Only 1 in 5 cited concerns with DQ or ineffective DG as the PRIMARY concern
- Data and technology are probably NOT the problem

Overarching Principles

- Establish trust in your “data processes”. This does NOT mean “Data Quality”
- The business owns the data
- Encourage Data Discovery/Sandboxing/EDA. Everyone gets a sandbox!
- Decentralize analytics – Centralize Governance

Small wins vs “Digital Transformation”



But, how do I get started on my first use case?

- One way, set aside a bit of budget to test something a bit weird. Maybe the opposite of what you think is actually true?
- Don't worry if an experiment doesn't replicate. Most experiments will not replicate every time.
- You don't have to be right all the time. That's what an academic does, not a business person.
- You don't always need robust data. It isn't physics. You just want to try something you wouldn't otherwise try. If the cost of failure is low, then why not try something different?
- If you test counterintuitive things, it's much more valuable when they pay off because your competitors aren't already doing those things.

Example:

As of today, there is no longer an Instant Queue option for streaming customers — **it has been replaced by something called “My List,”** in which Netflix's recommendation algorithm organizes your options into the items you are most likely to want to view immediately.

Aug 21, 2013

Start by Asking Interesting Questions

- What's the biggest challenge you face?
- What are you up against here?
- What causes the most frequent breakdowns?

During the Design Thinking Session we will cover A
LOT more about use case development



Don't allow Data Governance and Data Quality to stifle innovation



Stop Forcing Centralization of Data Assets



**Favor Design Thinking, Fail Fast, Lean, Rapid
Prototyping, Feedback Loops
-over-
Scrum/Agile, Fixed Sprint Scope, User Stories**



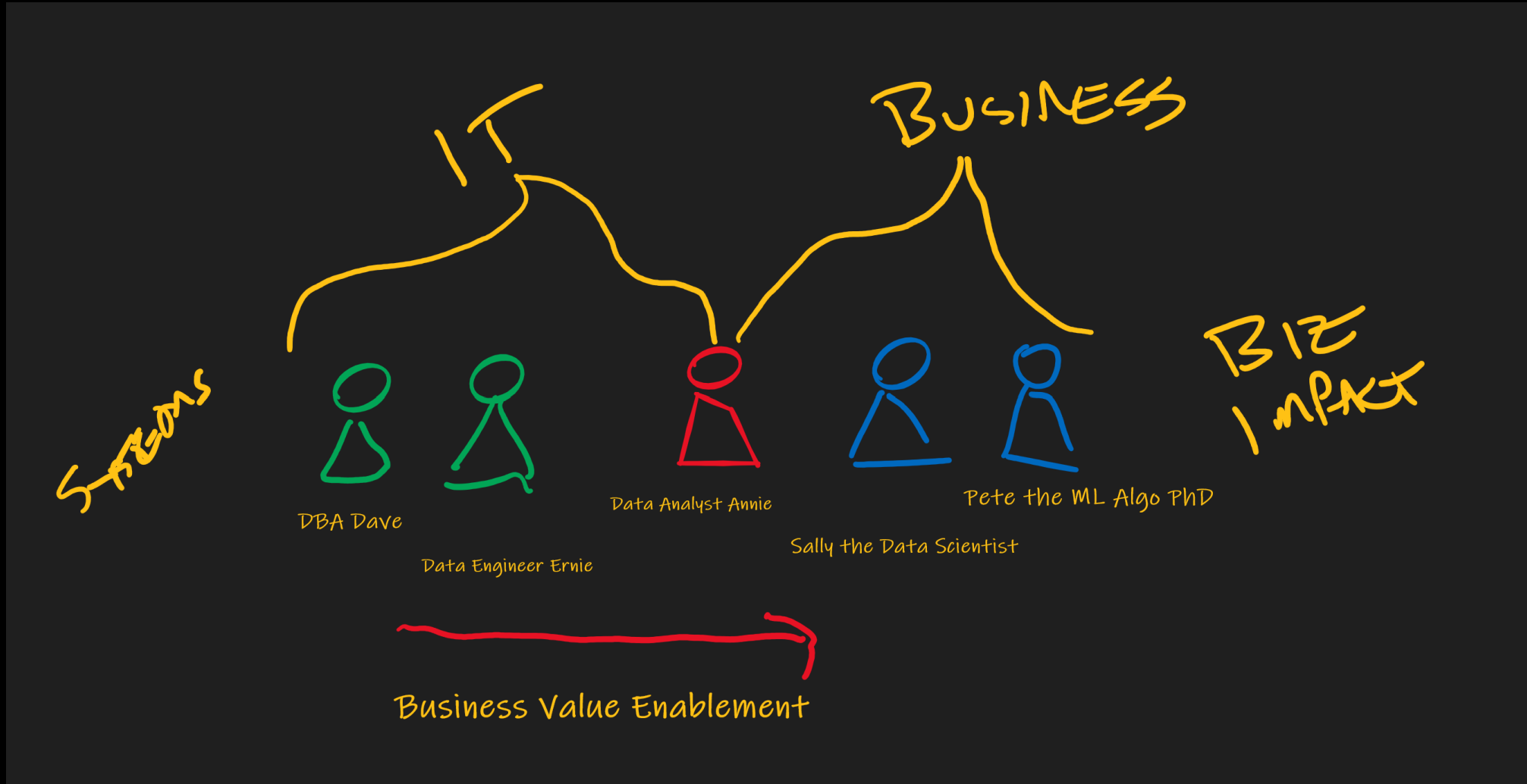
How to Think about ROI for Analytics Projects

vague responses with quantitative jibberish
time-to-market
stakeholders tell the ROI story
My Approach...



Are we moving towards more closely impacting business outcomes?

every data persona needs a KPI



A woman in a dark blue dress stands in front of a large screen displaying data visualizations, pointing at a bar chart. She is addressing a group of people seated around a long conference table in a modern office with large windows. The screen shows a pie chart on the left and a bar chart on the right, both representing data over time. The text "The Modern Data Ethos" is overlaid in the center of the image.

The Modern Data Ethos

Adopting Advanced Analytics and AI in your company



Where do you see **your company today**?



Where do you see your **top competitors today**?

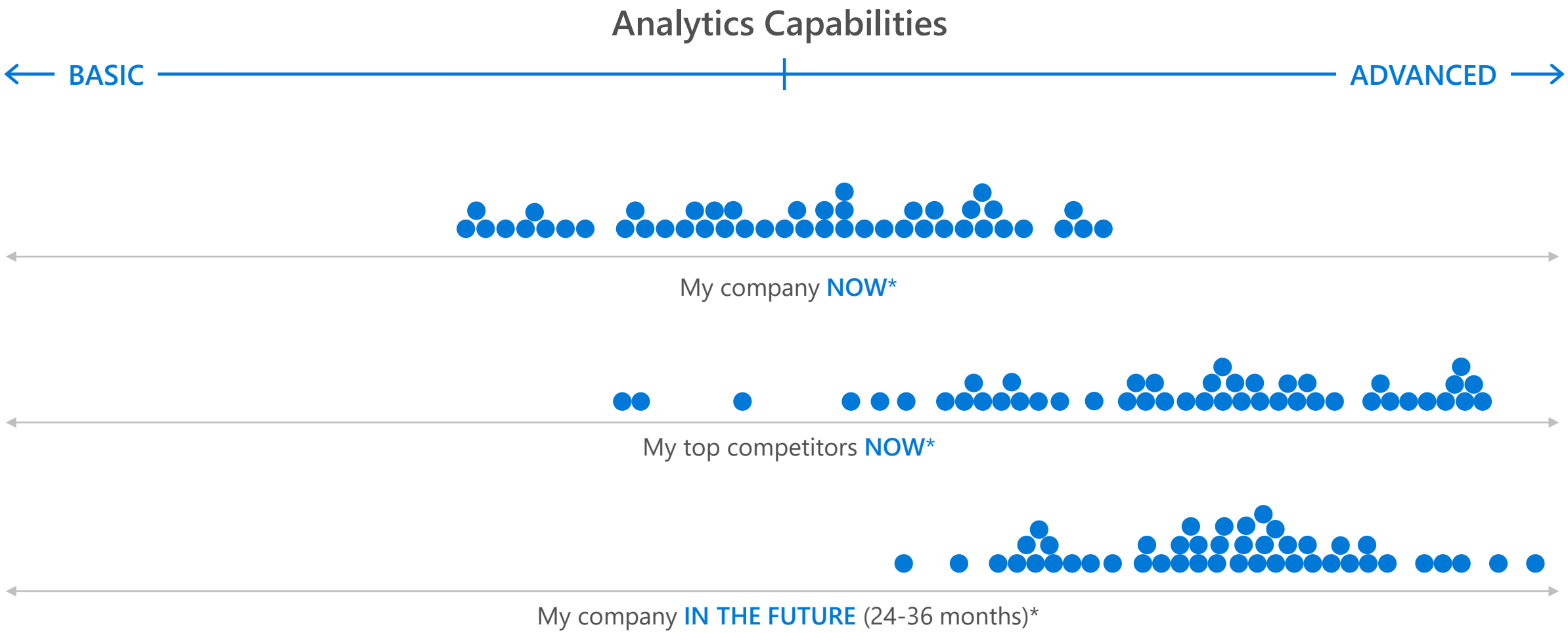


Where do you see **your company in the future**?

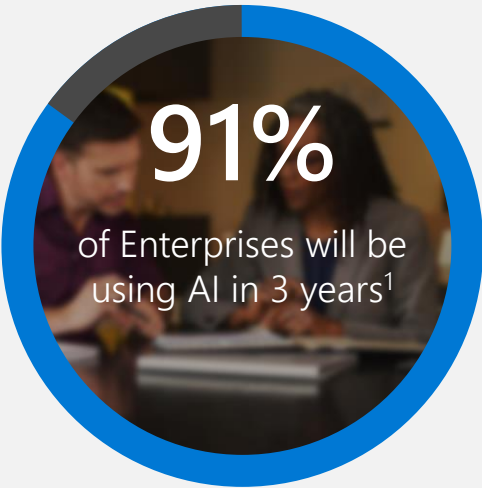
Analytics Capabilities

← BASIC ————— ADVANCED →

Anecdotaly...



Understand what's holding your organization back



What's holding organizations back when it comes to analytics?



Security/Privacy 37% Value measurement 24%
Risk/Liabilities 32% Understanding what AI is 20%



Strategy definition 30% Finding use cases 30% Finding Funding 24%



Integration complexity 33% Confusion over vendor offerings 20%



Governance issues 20% Lack of staff skills 23%

Base: Answered Artificial Intelligence (AI) section; n = 890
Q43. What are the top three challenges to the adoption of AI within your organization?
ID: 355907 ³

¹ Source: Gartner, 2019.
² Source: Gartner, 2019.
³ Source: Gartner, 2018.

What are the qualities of an analytics-ready culture?



Data-driven

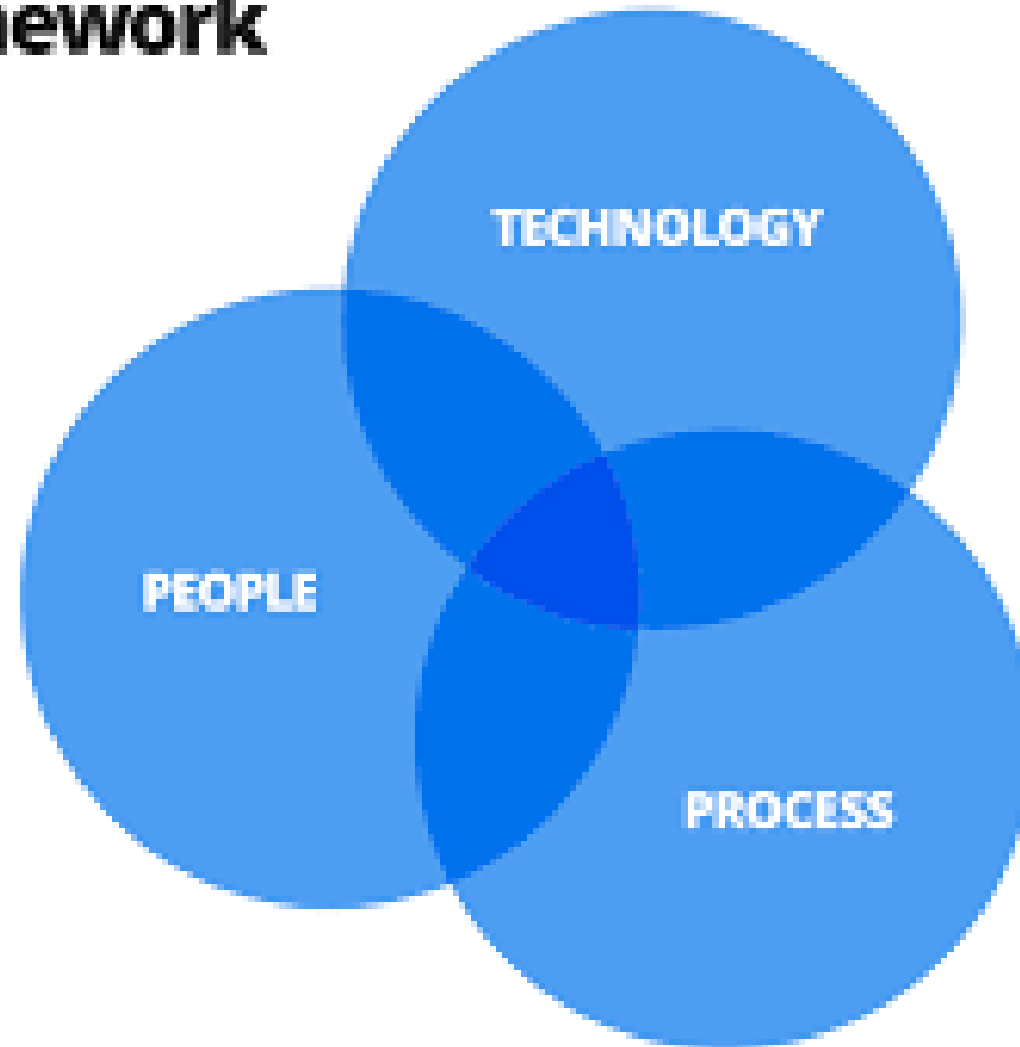


Empowering and inclusive



Responsible

People - Process - Technology Framework



Introducing the citizen data scientist



Every
application



Every
process



Every
employee



Do I need to hire data scientists?

or

How do I make my data scientists more productive?



Every
application



Every
process



Every
employee

How do I hire data scientists?

What makes good data scientists?

Think of this more as “what makes a good analyst?”



Every
application



Every
process



Every
employee

Bring analytics to every employee



Every application



Every process



Every employee



HELP THEM

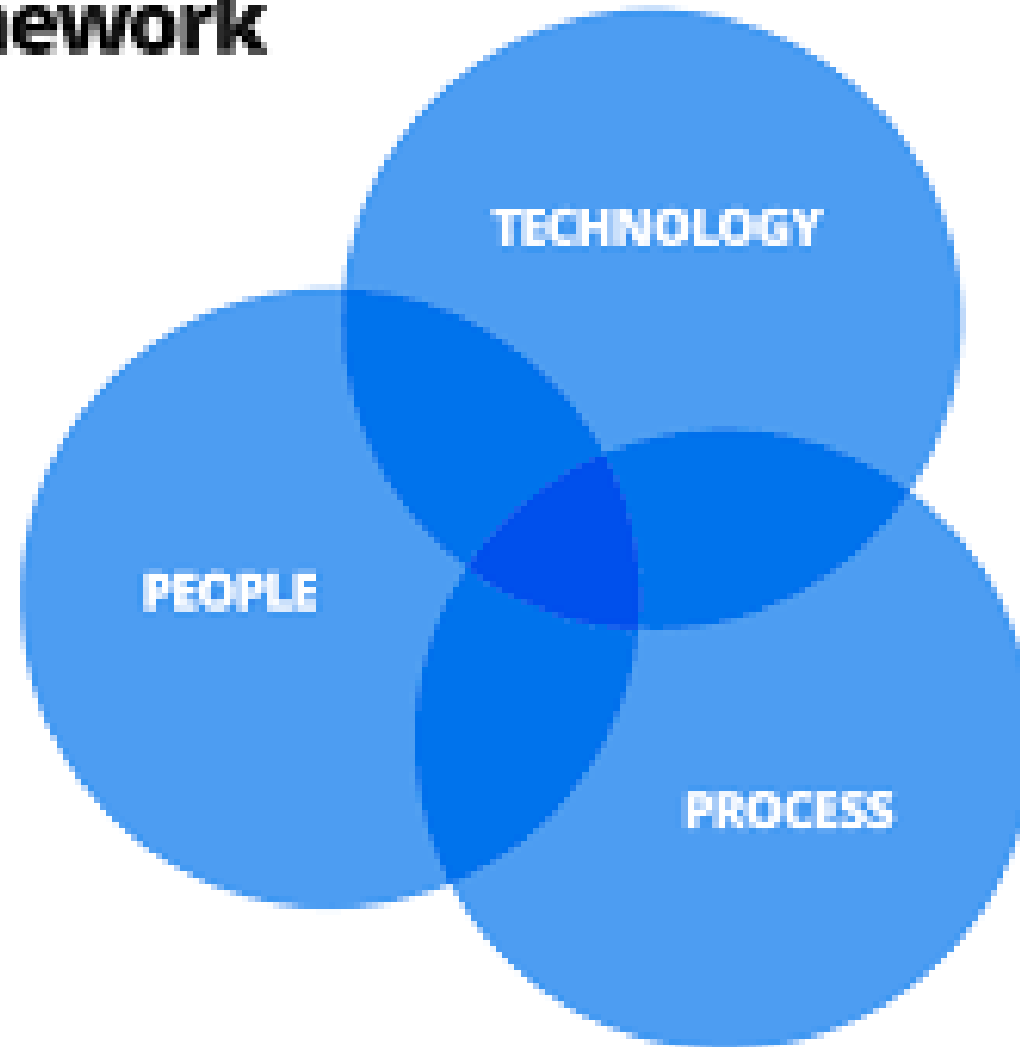


Democratize experiences



Drive innovation with
self-service analytics

People - Process - Technology Framework



Technology Considerations

- Separate storage from compute
- Give everyone a data sandbox
- Don't dictate tooling (BYOC)
- The right tool for the user and use case: think PERSONAS
- STRONGLY favor open source