



# Analytics at Work: Smarter Decisions, Better Results

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# **Notes**

## **Chapter 1**

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- 4. Interview with Mike Linton, February 15, 2006.
- 5. Nassim Nicholas Taleb, The Black Swan: The Impact of the Highly Improbable (New York: Random House, 2007).
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- 5. Mary Hayes Weier, "Coke's Customer-Loyalty Web Site Scores Big with Consumers," InformationWeek, July 21, 2008.
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- Blog post by Judah Phillips of Web Analytics Demystified, July 19, 2008, http://judah.webanalyticsdemystified.com/2007/08/web-analytics-data-quality.html.
- 8. From an enterprise IT perspective, a data mart and an EDW serve different purposes. An EDW is truly a warehouse—a storage area where you can get bulk deliveries of very detailed data to fill the "store shelves." A mart is more like a grocery store, where items are already sitting on store shelves, packaged and ready for consumption.
- 9. "Getting a Handle on Our Information! Information Stewardship at BMO FG" (document furnished to author), May 12, 2006, and discussion with BMO executives, April 19, 2007. This document suggests that BICCs are responsible for two key data functions: acquisition and steward-ship. Acquisition includes activities such as data integration, data storage, testing, and maintenance. Stewardship includes the responsibility for data standards, quality, and governance.
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- 4. Interview with Jim Kolsky and Mike Van Houten, July 17, 2008.
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- 8. Interview with Pradeep Kumar, June 24, 2009.

## Chapter 4

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## **Chapter 5**

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- 2. Thomas H. Davenport and Jeanne G. Harris, Competing on Analytics (Boston: Harvard Business School Press, 2007), 9.
- 3. Leahy quote from George Anderson, "Part I: Tesco's Leahy ID's Global Opportunities," Retail Wire Discussions series, http://www.retailwire.com/Discussions/Sngl\_Discussion.cfm/12090.
- 4. For a useful framework describing three different business types and how they create value, see Øystein D. Fjeldstad and Espen Andersen, "Casting Off the Chains: Value Shops and Value Networks," *European Business Forum* 14 (Summer 2003): 47–53. See also Charles B. Stabell and Øystein D. Fjeldstad, "Configuring Value for Competitive Advantage: On Chains, Shops, and Networks," *Strategic Management Journal* 19 (1998): 413–437.

## **Chapter 6**

- 1. Jeanne G. Harris, Elizabeth Craig, and Henry Egan, "How to Create the Talent-Powered Analytical Organization" research report, Accenture Institute for High Performance, 2009.
- 2. Interview with Dr. Steven Udvarhelyi, December 10, 2008.
- 3. Interview with Kyle Cheek, November 24, 2008. Kyle Cheek has moved to another company since we interviewed him for this book and is now vice president of data services and analytics at Emdeon Business Services.
- 4. Interview with Daryl Wansink, January 29, 2009.
- 5. Interview with David Scamehorn, December 31, 2008. Scame-horn has moved to another company since we interviewed him for this book and is now director of customer analytics at Advance Auto Parts.
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- 7. R. Grover, "Box Office Brawn," Business Week, January 14, 2008, 18.
- 8. Scott Bowles, "Will Smith Has Found the Magic Formula," USA Today, June 26, 2008.
- 9. R.W. Keegan, "The Legend of Will Smith," Time, November 29, 2007.
- 10. Christopher Kelly, "Box-office champ Smith says 'Seven Pounds' offers him the chance to shed old persona" December 16, 2008, http://www.popmatters.com/pm/article/67010-box-office- champ-smith-says-seven-pounds-offers-him-the-chance- to-she/ or this one from the Will Smith fan site, http://www.willsmithweb.com/2008/12/14/seven-pounds% e2%80%99-offers-chance-to-shed-some-of-his-old-persona/.
- 11. Interview with Byrne Doyle, January 6, 2009. Since our interview, Doyle has been promoted to vice president, territory general manager, a significant promotion.
- 12. A common misconception is that most analytical workers lack broader business know-how. In fact, our research found that analytical workers had higher levels of business acumen than their non-analytical counterparts. Analysts in our study showed a greater and often more nuanced understanding of their company's strategy, goals, and core capabilities, as well as the impact of external forces on their organization—such as the actions of competitors or regulators. Analytical champions scored highest on business acumen, which is needed to align analytical capabilities with business priorities. Professionals had high levels of business acumen as well. It's clear that,

- despite their deep technical skills, pros are not just backroom statisticians, but also must possess strong business insight.
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- 14. Interview with Sharon Frazee, November 10, 2008.
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- 16. Jeanne G. Harris, Elizabeth Craig, and Henry Egan, "How to Organize Your Analytical Talent," research report, Accenture Institute for High Performance, 2009.
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- 21. Interview with Cathy Mildenhall, May 25, 2007, and March 10, 2008.

#### **Part Two**

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#### Chapter 7

- 1. "Optimization Drives \$19 Million at Avis," www.fico.com/en/FIResourcesLibrary/Avis\_Success\_2540CS. pdf.
- Also see Thomas H. Davenport and Jeanne G. Harris, Competing on Analytics (Boston: Harvard Business School Press, 2007), 150– 152.

## **Chapter 8**

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- 2. Interview with John D'Amore, May 18, 2009, and e-mail correspondence.
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- "Profile: Barry Beracha," St. Louis Commerce Magazine, November 1999, http://www.stlcommercemagazine.com/archives/november1999/ profile.html.
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#### **Chapter 9**

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- "Conning & Co. Study Says Auto Insurers Are Paying Closer Attention to Credit Scores," Insurance Journal, August 2, 2001, http://www.insurancejournal.com/news/national/2001/08/ 02/14177.htm.
- 3. Interview with Dave Williams, January 29, 2008, and e-mail correspondence.
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