**Week 2**

**Article #1: Sustaining an Analytics Advantage**

What are some examples of creating competitive advantage with analytics (companies and their techniques)?

* Walmart using advanced algorithms for supply chain management, but keeping that information secret (not sharing with industry, let them fend for themselves in the analytics market)
* Airlines using analytics for airline pricing and remaining profitable
* Implement analytics and move fast before competitors can react, such as ABB Electric in identifying “switchable” customers, forced competitors to shut down
* Focus analytics on large, critical problems, such as P&G’s international supply chain, & ICBC maintaining the best branch network
* Controlling data more so than the analytics, such as American Airlines selling crew scheduling algorithms but keeping the necessary data to use the algorithms secret
* Being a data-driven corporation from the top down, such as Amazon

**Article #2: Creating Business Values with Analytics**

What are the differences between competencies in information management and analytics expertise?

* Analytics expertise is built from talent, tools, and technology
* Information management is built from strong data governance, data management practices, and delivery of information to the right people at the right time

What are the advantages of focusing first on information management versus analytics expertise?

* Better data integration across functions/departments
* Using analytics for day-to-day operations
* Providing insights to drive sales and productivity

**Article #3: Raising the Bar with Analytics**

What new opportunities did StyleSeek and Entravision encounter when they used analytics? What opportunity allowed MillerCoors to create efficiencies with analytics?

* StyleSeek partners want the technology on their own websites to help understand their customers, enabling StyleSeek to expand its business model
* Entravision was able to shift the focus of its Luminar division from selling insights to companies interested in media spots to overall information about US Latinos regardless of a company’s interest in media spots
* The leadership and board decided to bring together and improve efficiency of the organization by undertaking a merger

Value of a house w/ no bedrooms/bathrooms is storage (garage) or the value is in the LAND!!!