**Article #1: Minding the Analytics Gap**

**1. What is a barrier to using analytics?**

Managers/board members not comfortable making decisions based off analytical approaches they don’t understand

Translating analytics into business actions (making business decisions based on the results, not producing the results)

Developing middle management skills at interpreting and applying analytical results

**2. What can be done on the production and consumption side of analytics to overcome this barrier?**

Bridging the gap between the organization’s ability to produce analytical results and its ability to apply those results to business issues

Production – data analysts can learn more about the business, business issues

Consumption – managers can take steps to understand analytical results, require straightforward explanations, ask detailed questions

**3. Describe the three levels of analytics maturity**

**Analytically Challenged** – generally rely more on management experience than data analysis and tend to lack data management and analytical skills

**Analytical Practitioners** – tend to use analytics for operational purposes, have “just good enough data” and are working to become more data driven

**Analytical Innovators** – more strategic in their application of analytics, place a high value on data, and have higher levels of data management and analytical skills, embrace predictive analytics and prescriptive analytics

**Article #2: Innovating with Analytics**

**1. Describe the three characteristics of analytics innovators**

**Using more data** - a strong correlation between how much a given company uses analytics to create competitive advantage and advance innovation and how much of their data that company uses

**Managing information transformation cycle** – capturing data, analyzing information, aggregating and integrating data, using insights to guide future strategy and disseminating information and insights

**Speed** - focus on utilizing speed in three distinct areas: customer experience, pricing strategy and, notably, innovation