**Article #1: Modern Analytics and the Future of Quality Performance Excellence**

Define analytics (page 6)

* The use of data, information technology, statistical analysis, quantitative methods, and mathematical or computer-based models to help gain improved insight about operations and make better, fact-based decisions.

How are companies using analytics in (page 7)?

* Banks – predict and prevent credit fraud
* Manufacturing – production planning, purchasing, and inventory management
* Retail – recommend products to customers and optimize marketing promotions
* Pharmaceuticals – to get life-saving drugs to market more quickly
* Sports – determine both game strategy and optimal ticket prices

Modern analytics integrates which three fields (page 8)?

* Information systems or business intelligence
* Statistics
* Quantitative methods

What are some examples of data sources (page 9)?

* Numerical, textual, audio and video data
* Click streams from the internet
* Customer transactions
* Emails
* Social media

What are examples of data visualization (page 11)?

* Space and time
* Multivariate
* Text
* Graphs
* Networks

**Article #2: A Process of Continuous Innovation: Centralizing Analytics at Caesars**

Why does Caesars use analytics (pages 1 & 2)?

* To create a rich customer experience
* Innovation
* Marketing tailored to customer behavior
* Hotel pricing

What are four lessons learned from their experience (page 3)?

* Building a talented team to run these very big organizations
* Establishing new infrastructure for data that is uniform in view and presentation
* Communication and feedback from stakeholders
* Visual and meaningful wins throughout the process to proceed without roadblocks