



**MMAS 801: Assignment 2 - Individual  
Analytics Reflection/Assessment of TD Bank**

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## **Introduction**

In today's data-driven world, utilizing analytics and artificial intelligence (AI) is essential for any organization to stay competitive. I will elaborate on why TD is an 'Analytical Practitioner' and how they are beyond basic reporting with a 3.90 out of 5.00 on the DELTA Self-Assessment scale (Davenport et al.). I will then expand on why it is important to have high-quality data for analysis. The utilization of data in Business Banking to meet targets along with the use of generative Artificial Intelligence (AI) and AI tools. The strategic initiatives for analytics at the leadership and enterprise level. Furthermore, I will provide my perspective and recommendations to enhance on key items.

At TD Bank Enterprise Data & Analytics, I am a Business Intelligence Practitioner representing Business Banking. My role has two functions. My first function is to work with the Business Banking division offering analytic and insights into various lines of businesses. Some of the lines of business we support include Credit, Deposit, Cash Management, Sales and Strategy and Merchant Solutions. Supporting various business lines is challenging at times, due to time constraints. Our goal is to provide insights to the business partners within 5 business days depending on the business problem. Some of these insights revolve around, product opportunities, regulatory asks, retaining and prospecting new customers and the performance of sales agents. My second function to represent Business Banking when working with other divisions in the bank at the data enterprise level. One of enterprises strategic initiative is called, ONE TD. This initiative is to align data strategies and identify common analytical methodologies to define best practices.

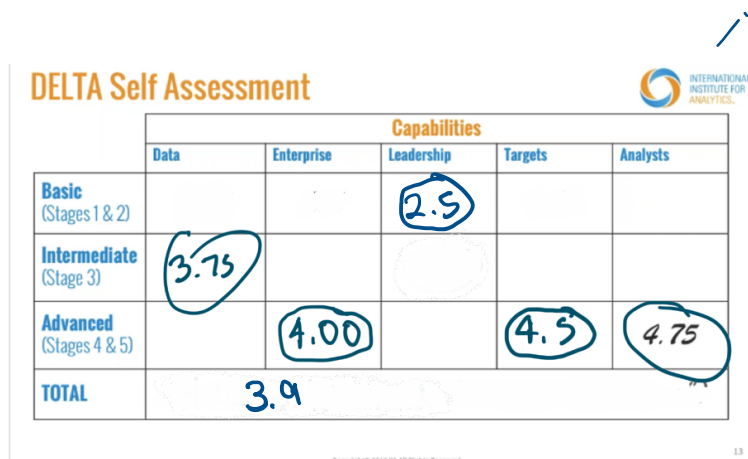


Figure 1 Delta Self-Assessment (Davenport et al.)

## The Importance of Quality Data

Due to the many lines of businesses my team supports and the growing demand for insights, it is challenging to meet service level agreement (SLA). One of the key items needed to meet SLA's is by having a high-quality, documented database. A high-quality database has five attributes such as: equivalence, accuracy, consistency, completeness and integrity (PricewaterhouseCoopers, 2020). These 5 characteristics are important to have in a database because data could easily be misinterpreted depending on the practitioner. For example, if a practitioner were to look at the data for the first time. A practitioner without any knowledge documentation, could be giving the wrong analysis to the partner or even spend days trying to interpret each of the columns. This is why it is important to have a high-quality, documented database to ensure an accurate analysis is provided to the partner.

Looking back 5 years ago, I have seen first-hand how the data use to be in Stage 1 of the Delta Self-Assessment (Davenport et al.). Where data use to be stored in flat files and in multiple databases depending on the application. This made it difficult to find consistency between datasets sources to give a complete analysis. This inaccuracy has hurt my teams' reputation in the past and I am happy that this is not the case today. Over the last two years, TD has been working with Microsoft Azure Cloud to centralize all our data from different applications. The migration to cloud has increased the level of

integrity, completeness and accuracy of our divisions data. The other benefit my team has experienced from the migration is an increase in productivity. With business partners requiring insights with short SLA's, time is the most precious resource. Therefore, having the right tools and data available is crucial for delivering a timely response. To tackle this, TD has provided practitioners with Microsoft Azure Databricks. Databricks has been proven to be a significant advantage for practitioners, due to its efficiency in processing large datasets, creating quick visualizations and the ability to run AI models. With this information and looking at DELTA Self-Assessment scale I rate my business unit's data a 3.75 (Davenport et al.).

### **Generating Insights with Business Partners to meet Targets**

Looking back 5 years ago, the data we provided business partners was primarily in the form of Excel files, where business partners would create pivot tables to derive insights. Today, with tools like Tableau and Power BI, practitioners can collaboratively analyze data and work with business partners to derive insights. These tools have created a more interactive approach with data, as business partners are now able to answer questions promptly and share insights with their leadership team. Dashboards and scorecards have also been used as an aid to meet targets and measure against their objective key results (OKRs). Below are some examples of the insights we have been able to create with business partners to meet there targets:

1. Cross Sell Opportunities – Having the ability to look at a customer who is part of two different divisions and analyze the types of products the customer has. This has given the opportunity to be able to deepen the understanding of the customer and seek opportunities to increase revenue.
2. Market Share – Being able to understand where we are compared to other banks. Bringing data from other banks with the same product line and understand where we are in current environment. With this data it has given insights to see what is working and is not working.

3.Sales and Strategy – From an agent perspective to looking for clients/customers. With this data we can answer some valuable questions such as: how are your sales as an agent doing compared to your peers? As well as, in the different levels geographically based on where the customers are located by their respective line of business. All this information is useful to for sales agents to be able to close leads.

4.Customer Journey – When a customer joins the bank, we can detail their journey starting from the submission of their application, through the initial contact by an agent, to their first loan or deposit. This type of data is important because we can identify blockers. If the expected SLA to contact a potential customer is 1 business day and the average is 2-3 business days. The Leadership team would use this information to investigate how we can shorten this gap and why this is the case.

With the four examples listed above, we can collaborate with business partners to provide insights that increase revenue and grow the business. This is not possible without the right tools and a high-quality database. With this information on how we are able to meet targets using data, I give my business unit a 4.5 out of 5 in the DELTA Self-Assessment scale (Davenport et al.).

### **AI Initiatives**

Convincing business partners to embrace artificial intelligence in the workplace used to be challenging due to concerns about models producing incorrect outcomes. However, with the growing interest in generative AI from executives throughout the bank. Partners are beginning to see its value as a tool to drive the business forward. This demand has offered an opportunity to revise all dashboards that are looking at historical trends and look for ways to integrate predictive analytics to the current dashboards. In the last 6 months, the adoption of Large Language Models (LLMs) such as Co-Pilot has been phenomenal for the team. For instance, Co-Pilot has been instrumental in time-savings for practitioners from assisting with code development, creating visualizations in Power BI and handling administrative

tasks like meeting minutes. Additionally, the integration of Large Language Models (LLMs) tools like Co-Pilot into Power BI has been phenomenal. With Co-Pilot now understanding internally used acronyms within the organization, allowing Co-Pilot to generate charts and summarize data based on a given prompt about the business.

### **Data Strategy for Business Banking Leadership and at the Enterprise Level**

With the right guidance of a good leadership team, my business unit will be able to achieve enterprise goals and create innovative data-driven solutions. After, reviewing the DELTA Self-Assessment scale (Davenport et al.), I rate the leadership in my business unit a 2.5 out of 5. Over the past year, practitioners now have 2 leaders they require sign-off from before they provide insights to the business partner. This sign-off has created difficulties when leaders have differing visions on how practitioners should provide insights. As a result, it is hard to meet SLAs, and it takes longer to deliver an analysis to business partners.

At the Enterprise level, I rate my business unit a 4.5 out of 5 (Davenport et al.). One year ago, Business Banking analytics team joined the Enterprise Data and Analytics. This move has had many benefits, such as: access to many analytical tools, collaboration with different divisions of the bank and the increase in quality of data. The overall direction the enterprise has taken to give practitioners the best possible tools to drive insights has deepened our relationship with our business partners.

### **Recommendations**

There are two items I believe my business unit could improve on, the first is data availability in cloud. Even with the core applications available in cloud, there are still more application data that is still not available to practitioners. This would give the ability for practitioner to add more information to their current dashboards and scorecards to tell a fuller insight. With the demand of generative AI, having more data available to practitioners only improves the accuracy of the model. The second takeaway is for the leadership to be aligned in their strategy and delivery of insights. When there are two conflicting

messages of how practitioners should be providing insights. This will have a negative influence in the overall performance of the team. With a clear strategy and the right messaging, practitioners will be able to act accordingly to meet the enterprise and business partners goals.

In conclusion, I believe that my business unit is heading in the right direction in its data and analytics journey. With more data being available in cloud each month, practitioners will be able to answer more business problems and drive more data driven solutions. Furthermore, a leadership team that is well aligned, both with each other and with the overarching Enterprise strategy to drive growth. With these changes I believe my business unit will be on its way to become Analytical Innovators.

## Work Cited:

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PricewaterhouseCoopers. (2020, May). Data Quality Assessment and Analysis: Risk Assurance. PwC. <https://www.pwc.com/ph/en/risk-assurance/data-analytics/data-quality-assessment-analysis.html#:~:text=We%20review%20the%20system%20data,%2C%20consistency%2C%20completeness%20and%20integrity.>