DATA ANALYTICS BRIEF

This brief will help you plan analytics projects that generate lasting and substantial business value. The questions are meant to ensure that you have fully thought through how data will lead to improvement prior to investing your time and resources. I recommend using this brief in collaboration with your data team to ensure alignment.

Problem

STEP 1: Defining the problem
- What is the business problem that needs solving?
- What is the business goal that solving this problem would help achieve?
- How would solving this problem help you achieve the goal?

Importance

STEP 2: Assessing problem importance
How important is solving this problem to:

1
Not at all

10
Critically

your OWN professional success?

your FUNCTION'S success?

your ORGANIZATION'S success?

Initiative

STEP 3: Defining the initiative
What is the initiative that you are considering implementing / have implemented?

Metrics

STEP 4: Defining the outcome(s) / metric(s)
- What outcome or metric, if improved, would provide evidence that the problem has been solved or lessened?
- What is the decision criterion that will incorporate this metric? For instance, if the metric increases by x%, then how will that information be used?

Data

STEP 5: Identifying the data
What data are available to be analyzed? What data will need to be created anew?

Method

STEP 6: Determining the analytic method
What method of analysis will be used? For instance:
- A PREDICTIVE MODEL can tell you what is likely to happen in the absence of your initiative
- An EVALUATIVE MODEL, such as a randomized experiment, can tell you the effectiveness of your initiative.

Execution

STEP 7: Determining how the project will be conducted
- Who will provide the data to be analyzed?
- Who will conduct the analysis?

Action

STEP 8: Defining the action to be taken
 What action will be taken based on the results of the data? How will you know if the action is successful?
- The answer to these questions CANNOT be "it depends on what the data tell us." Rather, now is the time to generate scenarios and role-play. You MUST be clear on what you will do if the data tell you X, Y, or Z. If you cannot answer this question with specificity, you are not yet ready to begin your analytics project.

Barriers

STEP 9: Identifying barriers
- What barriers are you likely to face?
- How do you plan to overcome them?

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