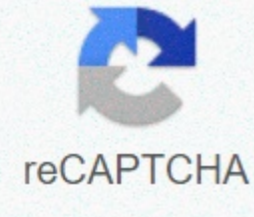




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## Remember the titans movie questions answer key

Jörg Greiel / Getty Images According to Gartner, the global market for analytics and business intelligence reached \$21.6 billion in 2018. The company also predicts that in 2022 only 20% of analytical analyses will produce business results. This means that organizations invest billions of dollars in minimal-return analytics - hardly a recipe for success. Often this is distancing itself not from the incorrect data science, but from the failure of the organization to consider the possibility of activating their approaches to real applications of analytics. For many organizations, activation or the art of attracting data to do something fundamentally different on the market is the missing piece that connects the difference between insight and business value. While most mature organizations understand how to use analytics to discover knowledge, too few are able to consistently point this discovery in the right direction. This leads to undeniably impressive analyses that are functionally useless. To avoid this pitfall of analytics for analysis purposes, organizations must take the following steps when designing and developing their analytical processes: Prioritize high-quality key business issues (KBQs) Over Pipe Dreams In a previous HBR article, I introduced a process for the arrival of the types of key business issues (KBQs) that set up success analytics organizations. KBQs are forward-looking issues that set a framework for what an organization will do with analytics-created insights. For example, can we identify customers who have been dumped after we have terminated one of our services and train our other services in a way that will bring them back? Or, KBQ I encounter often in my work, Can we adjust referral links between healthcare providers and use our understanding of these relationships to customize our communications with each provider? Kneading the KBQ generation process into a broader activation-readiness discussion requires a deeper immersion in the final step of the process: prioritizing your KBQs. After compiling an exhaustive list of your KBQs, you need to evaluate them on two axes: activation ability and business impact potential. (See figure below.) Organizations that, at least, understand how to use analysis to detect knowledge typically end up pursuing KBQ, which fall into the upper left (tubular dreams) and upper right (highly valued KBQs) quadrants of this network. High-value KBQs are the Northern Star of analysis ready for activation. Thrill dreams are questions whose answers have tremendous potential to impact your business, but are difficult to act on in the market. If you are trying to reduce the number of customers, one of your KBQs may be: How can we stimulate organic for our business by increasing the average value of our value of life? From the point of view of analysis, the answer to this question is quite clear. Armed with the right data, your analytics team can create a probability evaluation model that predicts the likelihood of losing a customer at the beginning of a customer's journey. Although this model is an analytical solution to an important business issue, its very existence does not answer the question as a high-value KBQ. The data-driven churn forecasting model is only valuable if it allows you to change what you do on the market in a meaningful way - that is, if you are able to activate the insights that the model produces. If you don't have the right CRM and technology infrastructure in place, you won't be able to put your model in play on the market, and your original question will prove to be a dream - its potential impact on the business is high, but your ability to realize that this potential is effectively nonexistent. Building different functional teams capable of translating Insight into action Overcoming the divide between insight and business value - and thus moving from knowledge discovery to ready-to-activate solutions - almost always requires a change in team structure. To understand why, we need to delve deeper into what is associated with activation. An advanced example of activation may include using transaction data to develop an algorithm that determines your customers' propensity to make certain types of purchases, pass on the algorithm data in real time to make predictions, and implement them into an activation platform to drive customer-specific offering targeting on a scale. In addition to an analysis team that can train a reliable algorithm, this activation level requires both data and IT infrastructure to maintain and transmit customer data in real time. It also needs marketing technologies capable of taking the insights derived from the algorithm, turning them into strategic offers and autonomously delivering these offers to the market. As such, organizations need to assemble interfunctional teams of domain experts who understand all the considerations that are interested in activating the data on the market, not just the considerations of analysis. In other words, activation-ready analysis requires analytical teams to collaborate and even share their decision-making responsibilities with colleagues whose expertise rests outside analytical disciplines. As a result, organizations may encounter internal resistance, as members of interfunctional teams may be hesitant to indulge in power over their scope of competence. There are a few steps you can take to reduce this resistance: Confirm that this is a new process for everyone and that you do not your interfunctional teams take care of everything right away. Explain why each expert in the field is present. If your analysis does not understand why you invited your IT and marketing teams to accommodate the analysis planning sessions, will probably see it as our visit to its territory. Regularly engage your team. Building an activation-ready analysis program is a collaborative enterprise and you should actively seek feedback from each member of your team(s) between functional. Use Process Formalization as a stand-in for someone who can translate analytics In addition to the steps above, ensuring that analytics teams, business teams, IT teams, marketing teams, and partner providers understand the strengths, limitations, and priorities of others, includes performing multiple translation actions at each stage of the analysis process. As articulated in other HBR articles, as an analytical translator who can organize the operations of the analysis professionals and make them understandable to non-technical stakeholders, can dramatically improve your chances of success in the analysis. McKinsey estimates that domestic demand for interpreters for analysis could reach 4 million by 2025. This shortage of translators is already more vivid, but its severity increases exponentially when viewed against the background of the types of cross-functional teams described above. If the goal is ready for activation, organizations need multilingual translators, not just bilingual ones. Finding such translators can feel like a fool, which is why most organisations should consider alternative approaches to facilitate communication and cooperation within their interfunctional teams. This usually involves formalization of processes that create spaces for active, constant communication among experts in the field. This begins with the preparation of a team charter that defines the division of responsibilities and detailed analytical reports for each project, which include: KBQs, to which the project is responsible. Indicators to be used to monitor the progress of the project. Analytical approaches that will be mobilised at each stage of the project. Market actions to be taken in response to various potential analytical results. Test plans and learn that create activation-oriented next steps. If, through this process of jointly preparing short briefings, activation reporting becomes part of the way you perform all your analyses, your team may never feel the lack of domain polyglot. Bring it all together: Ultimately, a holistic approach to activation readiness analysis, the linking of analytical information, and is a less step-by-step process than the layered process. It includes choosing the right high-value KBQs, assembling different functional teams to ensure activation is considered from the outset, and analytical process in a way that allows cooperation between disciplines. Imagine being a leading global marketing executive for a hotel chain whose revenue has declined steadily over the past few quarters. Preliminary analysis shows that while the new guest acquisition is on the rise, the decline in recurring downtime by former loyal guests is the main culprit for declining revenue. To help stabilize your earnings, you can pose a KBQ like: Can we predict when customers are at risk of truism and provide incentives to solidify their loyalty? or can we implement real-time pricing optimization that will allow us to be the most affordable options for customers? These are good questions to be asked, but taking the next step(s) will require input from different stakeholders. While your analytics team can figure out how to answer the second question, your IT team can inform you that your website isn't designed to support price adjustments in real time - even if you determine the optimal room price for each customer, you don't have an IT infrastructure that actually offers those prices to customers. In other words, the second question is a pipe. Moreover, if your analysis team finds a customer who was once a monthly patron but is now a three-month patron, how should you incentivize the customer to remain loyal? You're offering the customer double points to stay for the next three months? Go on a nine-night program and your 10th night is free with the customer? Give the customer a free room of higher class during his next stay? Everyone from IT marketing to accounting will make a valuable contribution to the feasibility of these activations, and it's crucial to create a forum (in the form of an analytical summary) for these different flows of inputs to co-innovate if you're going to change customer behavior that will strengthen your bottom line. All three layers are interdependent - and they all need to be in place to be able to work on a scale. In my experience, this complexity is a big part of the reason why so many organizations are struggling to translate data-based business performance data. But while the analysis, ready for activation, can initially be something of a juggling act once all the pieces start to take their place, returns can change the game. changing games.

