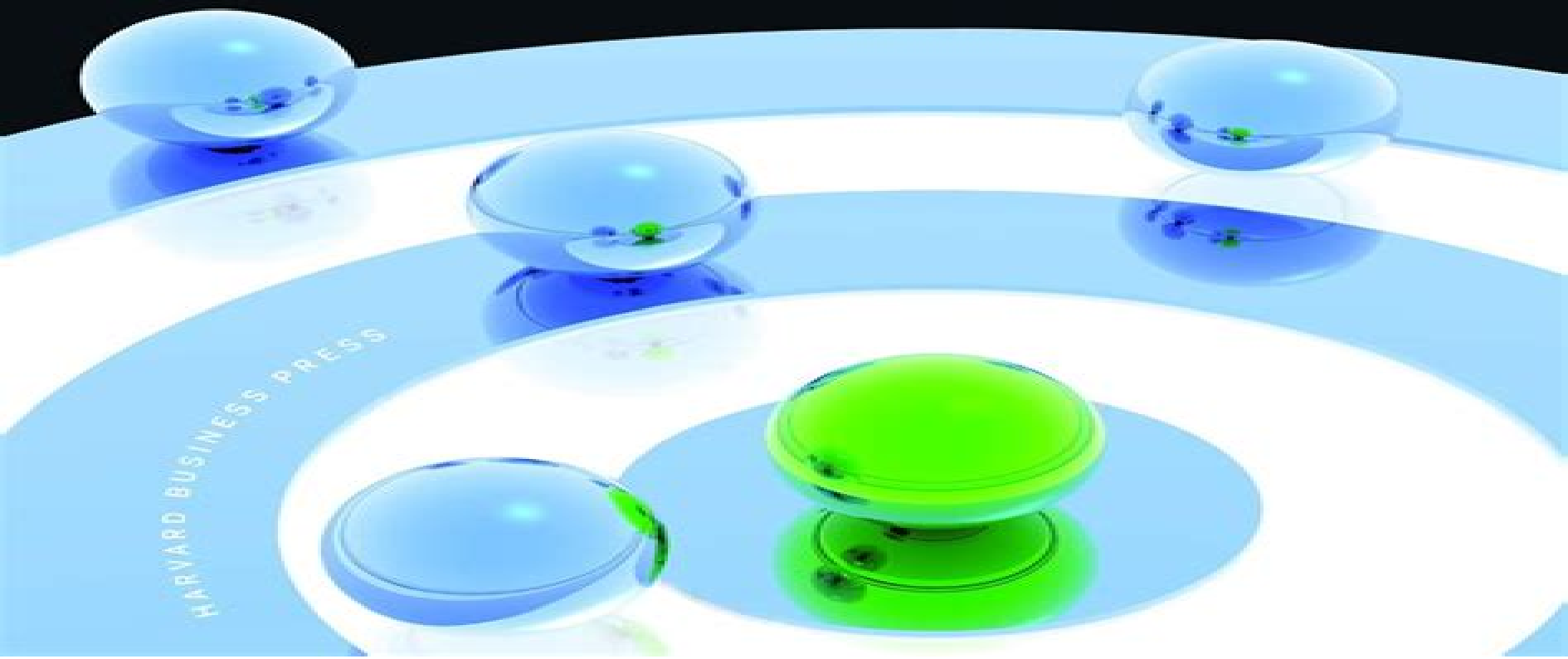


THOMAS H. DAVENPORT, JEANNE G. HARRIS
Co-authors of *Competing on Analytics*
and ROBERT MORISON

Analytics at Work

Smarter Decisions
Better Results



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Analytics At Work Smarter Decisions Better Results

Thomas H Davenport

David Roi Hardoon, Galit Shmueli



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Analytics at Work Thomas Davenport, Jeanne Harris, 2010-02-12 Most companies have massive amounts of data at their disposal yet fail to utilize it in any meaningful way But a powerful new business tool analytics is enabling many firms to aggressively leverage their data in key business decisions and processes with impressive results In their previous book *Competing on Analytics* Thomas Davenport and Jeanne Harris showed how pioneering firms were building their entire strategies around their analytical capabilities Rather than going with the gut when pricing products maintaining inventory or hiring talent managers in these firms use data analysis and systematic reasoning to make decisions that improve efficiency risk management and profits Now in *Analytics at Work* Davenport Harris and coauthor Robert Morison reveal how any manager can effectively deploy analytics in day to day operations one business decision at a time They show how many types of analytical tools from statistical analysis to qualitative measures like systematic behavior coding can improve decisions about everything from what new product offering might interest customers to whether marketing dollars are being most effectively deployed Based on all new research and illustrated with examples from companies including Humana Best Buy Progressive Insurance and Hotels.com this implementation focused guide outlines the five step DELTA model for deploying and succeeding with analytical initiatives You'll learn how to Use data more effectively and glean valuable analytical insights Manage and coordinate data people and technology at an enterprise level Understand and support what analytical leaders do Evaluate and choose realistic targets for analytical activity Recruit hire and manage analysts Combining the science of quantitative analysis with the art of sound reasoning *Analytics at Work* provides a road map and tools for unleashing the potential buried in your company's data *Analytics at Work* Thomas H. Davenport, Jeanne G. Harris, Robert Morison, 2010 As a follow up to the successful *Competing on Analytics* authors Tom Davenport Jeanne Harris and Robert Morison provide practical frameworks and tools for all companies that want to use analytics as a basis for more effective and more profitable decision making Regardless of your company's strategy and whether or not analytics are your company's primary source of competitive differentiation this book is designed to help you assess your organization's analytical capabilities provide the tools to build these capabilities and put analytics to work The book helps you answer these pressing questions What assets do I need in place in my organization in order to use analytics to run my business Once I have these assets how do I deploy them to get the most from an analytic approach How do I get an analytic initiative off the ground in the first place and then how do I sustain analytics in my organization over time Packed with tools frameworks and all new examples *Analytics at Work* makes analytics understandable and accessible and teaches you how to make your company more analytical **Analytics and Big Data: The Davenport Collection (6 Items)** Thomas H. Davenport, Jeanne G. Harris, 2014-08-12 The *Analytics and Big Data* collection offers a greatest hits digital compilation of ideas from world renowned thought leader Thomas Davenport who helped popularize the terms analytics and big data in the workplace An agile and prolific thinker Davenport has written or

coauthored more than a dozen bestselling books. Several of these titles are offered together for the first time in this curated digital bundle including *Big Data at Work*, *Competing on Analytics*, *Analytics at Work*, and *Keeping Up with the Quants*. The collection also includes Davenport's popular Harvard Business Review articles *Data Scientist: The Sexiest Job of the 21st Century* (2012) and *Analytics 3.0* (2013). Combined, these works cover all the bases on analytics and big data: what each term means, the ramifications of each from a technical, consumer, and management perspective, and where each can have the biggest impact on your business. Whether you're an executive, a manager, or a student wanting to learn more, *Analytics and Big Data* is the most comprehensive collection you'll find on the ever-growing phenomenon of digital data and analysis, and how you can make this rising business trend work for you. Named one of the ten Masters of the New Economy by CIO magazine, Thomas Davenport has helped hundreds of companies revitalize their management practices. He combines his interests in research, teaching, and business management as the President's Distinguished Professor of Information Technology Management at Babson College. Davenport has also taught at Harvard Business School, the University of Chicago, Dartmouth's Tuck School of Business, and the University of Texas at Austin, and has directed research centers at Accenture, McKinsey Company, Ernst Young, and CSC. He is also an independent Senior Advisor to Deloitte Analytics.

The Analytic Hospitality Executive Kelly A. McGuire, 2016-09-06 Targeted analytics to address the unique opportunities in hospitality and gaming. *The Analytic Hospitality Executive* helps decision makers understand big data and how it can drive value in the industry. Written by a leading business analytics expert who specializes in hospitality and travel, this book draws a direct link between big data and hospitality and shows you how to incorporate analytics into your strategic management initiative. You'll learn which data types are critical, how to identify productive data sources, and how to integrate analytics into multiple business processes to create an overall analytic culture that turns information into insight. The discussion includes the tools and tips that help make it happen and points you toward the specific places in your business that could benefit from advanced analytics. The hospitality and gaming industry has unique needs and opportunities, and this book's targeted guidance provides a roadmap to big data benefits. Like most industries, the hospitality and gaming industry is experiencing a rapid increase in data volume, variety, and velocity. This book shows you how to corral this growing current and channel it into productive avenues that drive better business. Understand big data and analytics. Incorporate analytics into existing business processes. Identify the most valuable data sources. Create a strategic analytic culture that drives value. Although the industry is just beginning to recognize the value of big data, it's important to get up to speed quickly or risk losing out on benefits that could drive business to greater heights. *The Analytic Hospitality Executive* provides a targeted game plan from an expert on the inside so you can start making your data work for you.

[From Big Data to Big Profits](#) Russell Walker, 2015 In *From Big Data to Big Profits*, Russell Walker investigates the use of internal Big Data to stimulate innovations for operational effectiveness and the ways in which external Big Data is developed for gauging or even prompting customer buying decisions.

Data-Driven Design and Construction Randy Deutsch, 2015-08-27 In this comprehensive book Professor Randy Deutsch has unlocked and laid bare the twenty first century codice nascosto of architecture It is data Big data Data as driver This book offers us the chance to become informed and knowledgeable pursuers of data and the opportunities it offers to making architecture a wonderful useful and smart art form From the Foreword by James Timberlake FAIA Written for architects engineers contractors owners and educators and based on today s technology and practices Data Driven Design and Construction 25 Strategies for Capturing Applying and Analyzing Building Data addresses how innovative individuals and firms are using data to remain competitive while advancing their practices seeks to address and rectify a gap in our learning by explaining to architects engineers contractors and owners and students of these fields how to acquire and use data to make more informed decisions documents how data driven design is the new frontier of the convergence between BIM and architectural computational analyses and associated tools is a book of adaptable strategies you and your organization can apply today to make the most of the data you have at your fingertips Data Driven Design and Construction was written to help design practitioners and their project teams make better use of BIM and leverage data throughout the building lifecycle

Healthcare Analytics for Quality and Performance Improvement Trevor L. Strome, 2013-10-07 Improve patient outcomes lower costs reduce fraud all with healthcare analytics Healthcare Analytics for Quality and Performance Improvement walks your healthcare organization from relying on generic reports and dashboards to developing powerful analytic applications that drive effective decision making throughout your organization Renowned healthcare analytics leader Trevor Strome reveals in this groundbreaking volume the true potential of analytics to harness the vast amounts of data being generated in order to improve the decision making ability of healthcare managers and improvement teams Examines how technology has impacted healthcare delivery Discusses the challenge facing healthcare organizations to leverage advances in both clinical and information technology to improve quality and performance while containing costs Explores the tools and techniques to analyze and extract value from healthcare data Demonstrates how the clinical business and technology components of healthcare organizations HCOs must work together to leverage analytics Other industries are already taking advantage of big data Healthcare Analytics for Quality and Performance Improvement helps the healthcare industry make the most of the precious data already at its fingertips for long overdue quality and performance improvement **Betriebswirtschaftliche**

Implikationen der digitalen Transformation Stefan Krause, Bernhard Pellens, 2017-09-20 Das ZfbF Sonderheft Betriebswirtschaftliche Implikationen der digitalen Transformation bietet das Perspektivenspektrum von 19 Arbeitskreisen der Schmalenbach Gesellschaft zum aktuellen wirtschaftlichen Wandel Aufgrund der Summe verschiedener Einflüsse aus Technologie Verfahren Denkweisen kulturellen Systemen Recht und Wissenschaft kann man diesen zutreffend als disruptiv beschreiben Die digitale Transformation bietet große Chancen Es gilt aber auch gewaltige Umbrüche und die damit verbundenen Risiken zu meistern Die Beiträge der Arbeitskreise sind fünf Bereichen zugeordnet Teil I ist dem Wandel von

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The Complete Guide to Business Analytics (Collection) Thomas H. Davenport, Babette E. Bensoussan, Craig S. Fleisher, 2012-10-14 A brand new collection of business analytics insights and actionable techniques 3 authoritative books now in a convenient e format at a great price 3 authoritative eBooks deliver comprehensive analytics knowledge and tools for optimizing every critical business decision Use business analytics to drive maximum value from all your business data This unique 3 eBook package will help you harness your information discover hidden patterns and successfully act on what you learn In Enterprise Analytics analytics pioneer Tom Davenport and the world renowned experts at the International Institute for Analytics IIA bring together the latest techniques best practices and research on large scale analytics strategy technology implementation and management Using real world examples they cover everything from building better analytics organizations to gathering data implementing predictive analytics to linking analysis with organizational performance You'll find specific insights for optimizing supply chains online services marketing fraud detection and many other business functions plus chapter length case studies from healthcare retail and financial services Next in the up to the minute Analysis Without Paralysis Second Edition Babette E Bensoussan and Craig S Fleisher help you succeed with analysis without getting mired in advanced math or arcane theory They walk you through the entire business analysis process and guide you through using 12 core tools for making better decisions about strategy and operations including three powerful tools covered for the first time in this new Second Edition Then in Business and Competitive Analysis Fleisher and Bensoussan help you apply 24 leading business analysis models to gain deep clarity about your business environment answer tough questions and make tough choices They first walk you through defining problems avoiding pitfalls choosing tools and communicating results Next they systematically address both classic techniques and the most promising new approaches from economics finance sociology anthropology and the intelligence and futurist communities For the first time one book covers Nine Forces Competitive Positioning Business Model Supply Chain Analyses Benchmarking McKinsey 7S Shadowing Product Line Win

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 more Whether you re an executive strategist analyst marketer or operations professional this eBook collection will help you
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 experts Thomas H Davenport Babette E Bensoussan and Craig S Fleisher *Competing on Analytics: Updated, with a New
 Introduction* Thomas Davenport, Jeanne Harris, 2017-08-29 The New Edition of a Business Classic This landmark work the
 first to introduce business leaders to analytics reveals how analytics are rewriting the rules of competition Updated with
 fresh content Competing on Analytics provides the road map for becoming an analytical competitor showing readers how to
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 SAGE Business Researcher, 2017-03-31 How different is the sharing economy from the traditional economy What can
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 offers an in depth and nuanced look at a wide range of today s latest issues and controversies in entrepreneurship This new
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 balanced and authoritative coverage on the selected topic and key research pointing students to reliable resources for
 further inquiry These articles are perfect for outside reading assignments or in class debates for any introductory
 entrepreneurship course **Big Data** James R. Kalyvas, Michael R. Overly, 2014-09-03 Big Data A Business and Legal Guide
 supplies a clear understanding of the interrelationships between Big Data the new business insights it reveals and the laws

regulations and contracting practices that impact the use of the insights and the data Providing business executives and lawyers in house and in private practice with an accessible primer on Big Data and its business implications this book will enable readers to quickly grasp the key issues and effectively implement the right solutions to collecting licensing handling and using Big Data The book brings together subject matter experts who examine a different area of law in each chapter and explain how these laws can affect the way your business or organization can use Big Data These experts also supply recommendations as to the steps your organization can take to maximize Big Data opportunities without increasing risk and liability to your organization Provides a new way of thinking about Big Data that will help readers address emerging issues Supplies real world advice and practical ways to handle the issues Uses examples pulled from the news and cases to illustrate points Includes a non technical Big Data primer that discusses the characteristics of Big Data and distinguishes it from traditional database models Taking a cross disciplinary approach the book will help executives managers and counsel better understand the interrelationships between Big Data decisions based on Big Data and the laws regulations and contracting practices that impact its use After reading this book you will be able to think more broadly about the best way to harness Big Data in your business and establish procedures to ensure that legal considerations are part of the decision

Analytics for Leaders N. I. Fisher, 2013-11-21 Analytics for Leaders provides a concise readable account of a complete system of performance measurement for an enterprise Based on over twenty years of research and development the system is designed to provide people at all levels with the quantitative information they need to do their jobs board members to exercise due diligence about all facets of the business leaders to decide where to focus attention next and people to carry out their work well For senior officers chapter openers provide quick overviews about the overall approach to a particular stakeholder group and how to connect overall performance measures to business impact For MBA students extensive supporting notes and references provide in depth understanding For researchers and practitioners a generic statistical approach is described to encourage new ways of tackling performance measurement issues The book is relevant to all types of enterprise large or small public or private academic or governmental Diagnostics for Strategic Decision-Making Joyce A. Thompson, 2016-10-14 This book helps readers develop a comprehensive understanding of diagnostics for strategic decision making with a focus on a method called rapid due diligence This method presents a compelling solution to the need for effective diagnostics drawing on academic rigor critical thinking systems dynamics and advanced practicum to enable sound strategic decision making Guiding the reader through the six stages of the process from discovery through analysis synthesis and interpretation Thompson engages all typical postgraduate disciplines in producing insights for practical application Drawing on similarities with applied social science research the rapid due diligence method is supported with scores of techniques tools instructions guidelines practical advice and examples Detailed cases and abbreviated examples of a variety of real strategic situations are provided from organizations operating in North America Europe Asia India and

Australia Ideal for graduate students organizational leaders and decision makers this book is designed to invite deeper understanding and practical application of a strategic diagnostic process that discovers insights for achieving positive results

Getting Started with Business Analytics David Roi Hardoon, Galit Shmueli, 2013-03-26 Assuming no prior knowledge or technical skills Getting Started with Business Analytics Insightful Decision Making explores the contents capabilities and applications of business analytics It bridges the worlds of business and statistics and describes business analytics from a non commercial standpoint The authors demystify the main concepts and terminologies and give many examples of real world applications The first part of the book introduces business data and recent technologies that have promoted fact based decision making The authors look at how business intelligence differs from business analytics They also discuss the main components of a business analytics application and the various requirements for integrating business with analytics The second part presents the technologies underlying business analytics data mining and data analytics The book helps you understand the key concepts and ideas behind data mining and shows how data mining has expanded into data analytics when considering new types of data such as network and text data The third part explores business analytics in depth covering customer social and operational analytics Each chapter in this part incorporates hands on projects based on publicly available data Helping you make sound decisions based on hard data this self contained guide provides an integrated framework for data mining in business analytics It takes you on a journey through this data rich world showing you how to deploy business analytics solutions in your organization

Building a Digital Analytics Organization Judah Phillips, 2013-07-25 Drive maximum business value from digital analytics web analytics site analytics and business intelligence In Building a Digital Analytics Organization pioneering expert Judah Phillips thoroughly explains digital analytics to business practitioners and presents best practices for using it to reduce costs and increase profitable revenue throughout the business Phillips covers everything from making the business case through defining and executing strategy and shows how to successfully integrate analytical processes technology and people in all aspects of operations This unbiased and product independent guide is replete with examples many based on the author's own extensive experience Coverage includes key concepts focusing initiatives and strategy on business value not technology building an effective analytics organization choosing the right tools and understanding their limitations creating processes and managing data analyzing paid owned and earned digital media performing competitive and qualitative analyses optimizing and testing sites implementing integrated multichannel digital analytics targeting consumers automating marketing processes and preparing for the revolutionary analytical economy For all business practitioners interested in analytics and business intelligence in all areas of the organization

Supply Chain Optimization through Segmentation and Analytics Gerhard J. Plenert, 2014-04-01 We live in a world where we try to solve similar problems in structurally the same way But they simply are not optimally solved all the same Supply Chain Optimization through Segmentation and Analytics addresses the issue of optimizing the planning

and scheduling process and asks the question Is there a one size fits all solution for planning and scheduling The answer is a resounding No We migrated through EOQ MRP JIT and TOC each time hoping to find that one size fits all Each of these systems looked at the facility as if it had one focused problem either optimizing work schedules materials movement or machine utilization But what if you have two or possibly even all three of these problems Then what system do you use Or what if your critical resource is not labor materials or machinery Then which planning and scheduling solution do you utilize This book introduces the concept of segmentation as the planning and scheduling tool that facilitates the optimization of the supply chain If you have one type of problem in a part of your supply chain you use the solution that appropriately focuses on that problem If you have a different problem in a different part of your supply chain then you use a different and appropriate tool for that part of the supply chain and so forth Or if your product is in different stages of its life cycle it probably requires a different set of tools for each stage of that life cycle In addition the book discusses how to integrate planning and scheduling tools using a segmentation approach that results in a world class supply chain environment It clearly details the power of segmentation and offers a systematic plan for implementation in the supply chain To facilitate this the author covers the components of an integrated segmentation policy including the analytics elements and the measures that define segmentation success He helps you build a strategy and methodology for introducing segmentation principles that allow you to break free from one size fits all thinking *Beyond Performance Management* Jeremy Hope, Steve Player, 2012-01-24

There s a bewildering array of management tools out there And they all promise to help you excel at the toughest parts of your job defining your organization s strategic direction managing customers and costs and boosting workforce performance But just 30 percent of these tools deliver as intended Why As Jeremy Hope and Steve Player reveal in *Beyond Performance Management* while many tools are sound in theory they re misused by most organizations For example executives buy and implement a tool without first asking What problem are we trying to solve And they use tools to command and control frontline teams not empower them a serious and costly mistake In this eminently useful clear eyed book the authors critically review dozens of well known management tools from mission statements balanced scorecards and rolling forecasts to key performance indicators Six Sigma and performance appraisals They explain how to select the right tools for your organization how to implement them correctly and how to extract maximum value from each Brimming with rigorous analysis and solid advice *Beyond Performance Management* helps you swiftly gauge the value of each management tool as well as navigate the increasingly crowded field of offerings so the tools you select deliver fully on their promise *Leading Projects with Data* Marcus Glowasz, 2022-12-01

The use of data and analytics significantly improves project performance but it requires a cultural foundation that connects and engages people enables evidence based thinking and facilitates new capabilities In an era of rapid change and an ever increasing flow of information data is a highly valued asset Organizations are transforming business areas into data driven practices to make better and faster decisions and respond accurately to fast

changing market behaviors and demands The project management domain cannot afford to be left behind Old practices will not serve the sector in the twenty first century That means project delivery functions must embrace new and innovative ways to deliver change In this book Marcus Glowasz argues the urgent need to employ data and analytics for improved project performance Leading Projects with Data is full of actionable insights to drive the behaviors and culture shifts necessary to ensure a successful transition to data informed project delivery practices A thriving practice needs people with the mindset to collaborate across boundaries learn from failure adapt to a new normal of frequent disruption and change and value knowledge Diversity transparency and critical thinking are key drivers in the new world of project management The future is here Embrace it

Digital Analytics Primer Judah Phillips, 2013-10-11 Learn the concepts and methods for creating economic and business value with digital analytics mobile analytics web analytics and market research and social media data In Digital Analytics Primer pioneering expert Judah Phillips introduces the concepts terms and methods that comprise the science and art of digital analysis for web site social video and other types of quantitative and qualitative data Business readers from new practitioners to experienced executives who want to understand how digital analytics can be used to reduce costs and increase profitable revenue throughout the business should read this book Phillips delivers a comprehensive review of the core concepts vocabulary and frameworks including analytical methods and tools that can help you successfully integrate analytical processes technology and people into all aspects of business operations This unbiased and product independent primer draws from the author s extensive experience doing and managing analytics in this field

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