ANALYTICS:
DON’T FORGET
THE HUMAN ELEMENT
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2 | ANALYTICS: DON'T FORGET THE HUMAN ELEMENT
FOREWORD

We are pleased to offer our latest compelling piece of research on how Canadian organizations are using analytics to compete and win. According to our new study, conducted by Forbes Insights, people and culture are critical to unlocking business value from data and analytics. Forbes Insights and EY conducted a survey of 564 executives globally; 57 of which were Canadian executives who provided deeper insights into the Canadian picture.

Canadian businesses are leading the race to becoming analytics-driven enterprises, but opportunity remains to help staff, managers and executives act on analytics insights.

Already, more Canadian executives feel that analytics has better prepared their organizations to meet today’s competitive challenges compared with their U.S. and global counterparts. But there’s still a significant amount of untapped value to be created through analytics insights. We see this focus exponentially increasing, as nearly 60% of Canadian enterprises state that analytics are a strategic priority being led by their executive teams.

While the production aspects of analytics (technology, tools, data and advanced analytic skills) appear to have been the focus of efforts in the last two years, our research reinforces that it is ultimately people in the business who need to act upon those insights in order to generate positive business outcomes. Leaders need to make sure that their teams, across business functions, are fully equipped and required to use data analytics insights in order to present ideas, make the evidence-based case for change and to take action to generate value.

Ask EY about what leading organizations in Canada are doing to create a competitive advantage through analytics, and how we can help yours.

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Steven.Maynard@ca.ey.com

The better the question. The better the answer. The better the world works.
EXECUTIVE SUMMARY

Data and analytics are disruptive. They change the way decision makers think about business problems, and open their eyes to opportunities of which they may have not been aware. They may even provide insights that go against an organization’s accepted wisdom. Ultimately, data and analytics can set organizations in entirely new, and more innovative, directions.

While data and analytics have been a part of business for a long time, it’s only in recent years that they have come to the attention of executives and managers as a powerful way to create competitive advantage. That’s because there has been an explosion of data, coming not only from every corner of the enterprise and consumers across the globe, but also from a dizzying array of sources—audio, video, geospatial, telemetric and sensor data. Computing power, now available at dramatically reduced costs, has added enormous new capabilities to the equation, making many applications and use cases of analytics commercially feasible.

However, many organizations are still struggling to derive value from their data and analytics initiatives and capabilities. In an EY and Forbes Insights survey of 564 executives in large global enterprises, most admit that they still do not have an effective and aligned business strategy for competing in a digital, analytics-enabled world, and continue to struggle with change management issues in getting business users to adopt analytic insights.

What separates the leaders in data and analytics excellence from those organizations struggling with their programs?

There is a segment of executives in the survey whose enterprises have achieved higher levels of maturity. These leading organizations are seeing competitive advantage as a result of their data and analytics initiatives. Their experiences, practices and results provide a road map for other organizations to consider on their own analytics journeys.

The survey results identify the top 10% of enterprises as representing “The Best,” or those organizations that meet three criteria:

- They use data analytics in their decision making “all of the time” or “most of the time”
- They indicate that their enterprises are “advanced” or “leading” in applying data analytics to business issues & opportunities
- They report a “significant” shift in their company’s ability to meet competitive challenges
More organizations across all industries are taking advantage of increasingly ubiquitous and low-cost technology, combined with a growing awareness of the power of data delivery. The winning formula for achieving analytics success is a combination of strategy, leadership, production and consumption. While the production aspects of analytics (technology, tools, data, advanced analytic skills) have drawn a great deal of attention, and enterprises are increasingly embracing strategy, the analytics consumption side is what ultimately delivers business value. This is where the human element—the analytics-based decisions and business processes of end users—is of utmost importance.

For companies that were not ‘born’ digital, transforming into an analytics-driven enterprise is a journey. As analytics efforts progress, the success stories begin to get noticed. Analytics becomes a greater part of executive decision-making. At the same time, enterprises must contend with organizational resistance, processes, incentive systems, skills mismatches and other factors that are essential to achieving greater buy-in for analytics-driven approaches. Enterprises are beginning to address these challenges by recognizing the importance of change management and forming teams or centers of excellence to elevate these initiatives across the entire organization. Individual departments are also taking the lead and employing analytics to improve processes and decisions.

As enterprises attain an analytics-driven culture, supported by a clear strategy, they evolve into leaders within their sectors. In an analytics-driven enterprise, business leaders recognize data and analytics as strategic to the business, strongly articulate their vision, and make resources available to address the most important opportunities.

There are no shortcuts on the journey to becoming an analytics-driven enterprise, but leading organizations have adopted proven practices that help pave the way to achieving this multiyear, multifaceted challenge. In this report, we’ll address these considerations on three important levels: strategically, in how the organization makes data and analytics a part of its growth strategy (strategy and leadership); from the technology and data angle, in how companies apply enabling technologies (analytics production); and from the human standpoint, in how the process brings in the organization’s people (organizational and individual analytics consumption).

**METHODOLOGY**

This report is based on a survey of 564 executives conducted in June 2015 by Forbes Insights. Thirty-two percent of the executives are based in the Asia/Pacific Rim region, 40% are in the Americas, and 28% are in EMEA. All are C-level executives, of whom 11% are chief executives or presidents of their organizations.

Industries represented include technology, energy, pharmaceuticals, healthcare, financial services, manufacturing, consumer products, and government. Executives’ companies had at least $500 million in annual revenues, and 21% had revenues of more than $50 billion.

**Respondents by region**

- **AMERICAS**: 229
- **EMEA**: 156
- **APAC**: 179
To determine how various organizations are aligning with and achieving the vision of the analytics-driven enterprise, the survey weighted responses to a subset of 12 key questions from the survey, depending upon overall impact, and assigned the scores to the four categories that define a data and analytics-driven organization: strategy and leadership; analytics production; and analytics consumption (organizational and individual). Each category has a maximum score of 25; the maximum index score is 100. This report compares the scores of “The Best”—the top 10% of analytics-driven enterprises (examined in the Executive Summary)—with those of “The Rest”—the remaining 90% of respondents—to provide a snapshot of progress in various areas of data and analytics.

The four key index categories structure this report. As shown below, “The Best” consistently score higher than their less-advanced counterparts across all categories. They score almost 80 out of 100 on a total index scale, showing that they are 80% along the path to becoming an analytics-driven enterprise, compared to halfway for all other companies.
INDEX COMPONENTS DETAIL

WEAKER | STRONGER

STRATEGY AND LEADERSHIP

Adoption

Strategic alignment

Competitive differentiation

ANALYTICS PRODUCTION

Technology

People-analytics skills

Data management

ANALYTICS CONSUMPTION: ORGANIZATIONAL

Governance

Culture

Change management

ANALYTICS CONSUMPTION: INDIVIDUAL

Engagement-Decision making

Insights to action

Value measurement
GLOBAL TRENDS

STACKING UP MAJOR INDUSTRIES
STRATEGY AND LEADERSHIP

KEY FINDINGS

Analytics is central to business strategy among “The Best.” A majority (54%) of executives with leading analytics organizations (top 10%) report that their “analytics strategy is well established and central to their overall business strategy”, versus about one in 10 of respondents in the lagging or learning enterprises.

Leaders already gain competitive advantage from data and analytics. Executives in the top 10% of enterprises report seeing tangible business results from their analytics efforts. The “use of data and analytics created a noticeable shift in their company’s ability to meet competitive challenges” for all of the executives representing leaders. Only 17% of the remaining respondents, or “The Rest,” report such results.

Leading enterprises designate leaders to guide their initiatives. Close to two-thirds of executives in the top 10% of enterprises indicate they “have a dedicated C-level executive—a chief analytics officer—overseeing their data and analytics programs and engagements.” In contrast, only two in five of the developing organizations have a designated CAO. A majority of leading enterprises also have a chief data officer, versus about one-third of the rest of the respondents.

STRATEGY AND LEADERSHIP CATEGORY SCORES BY SELECTED GROUPS (MAX 25)

<table>
<thead>
<tr>
<th>INDUSTRIES</th>
<th>REVENUE</th>
<th>REGIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>$100B-250B</td>
<td>Asia &amp; Pacific Rim</td>
</tr>
<tr>
<td>Best</td>
<td>$550B-100B</td>
<td>Americas</td>
</tr>
<tr>
<td>Rest</td>
<td>$100B-500M</td>
<td>EMEA</td>
</tr>
<tr>
<td>Asia &amp; Pacific Rim</td>
<td>&lt;=$500M</td>
<td>Technology</td>
</tr>
<tr>
<td>Americas</td>
<td>$500M-$1B</td>
<td>Consumer Products &amp; Retail</td>
</tr>
<tr>
<td>EMEA</td>
<td>$1B-$5B</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Technology</td>
<td>$5B-$10B</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Consumer Products &amp; Retail</td>
<td>$10B-$50B</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Financial Services</td>
<td>$50B-$100B</td>
<td>Energy</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>&gt;$100B</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Healthcare</td>
<td></td>
<td>Government</td>
</tr>
<tr>
<td>Energy</td>
<td></td>
<td>Government</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
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<tr>
<td>Government</td>
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<tr>
<td>&lt;=$500M</td>
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<tr>
<td>$500M-$1B</td>
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<td>&gt;$100B</td>
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<td>Government</td>
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</table>
As a major transformative initiative, the success of creating and sustaining an analytics-driven enterprise depends on the right strategy and leadership. This starts with creating a vision for the role of analytics. Companies need to start with a business strategy that can win in a digital, analytics-enabled world. The execution requires an agile leadership team with the capacity to govern analytics across the whole organization, while also embedding it throughout business units. This section examines the current state of strategy and leadership as it relates to analytics, and the degree to which analytics has already created a competitive advantage for companies that do it right.

Despite the considerable noise surrounding the potential of data and analytics, a small percentage of organizations are able to clearly demonstrate business value as the direct result of their efforts. They may have data scientists and analysts on staff, have identified targets for analysis or even talk about being an “analytics-driven enterprise” in their mission statements or annual reports, but enabling the organization to leverage analytics requires more than introducing technology or launching programs. Innovation through data and analytics is a continuous process that requires active buy-in and engagement from people across the enterprise.

Organizations leading the way in data and analytics are formulating and acting on their visions in a tangible way. The top 10% in the survey, or “The Best,” scored an average of 22.6 out of a total of 25 maximum points for this quarter of the index, compared with 12.6 for “The Rest.”

Leaders in analytics recognize that analytics is more than crunching numbers—it needs to be a concerted enterprise effort aligned with enterprise goals. “Most organization analytics are not binary—not a yes-no answer,” says Tony Flemish, vice president and head of commercial and international sourcing at Bristol-Myers Squibb. “It’s very much an interpretation—‘here’s the direction, here’s what the results are suggesting.’ With insights such as those from forecasting, you’re predominantly not going to get it right.” This non-binary analytical output requires an analytics organization “that has credibility, has an understanding of the business and has a receptive audience.”

The ability of organizations to define themselves in terms of analytic capabilities ranges widely. The transformation to an analytics-driven enterprise requires the integration of many components, and

Analytics Leaders Have A Well Established Analytics Strategy

Which best describes the state of your organization’s overall strategy toward data and analytics?

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No analytics vision or strategy exists at this time
Some analytics strategy exists for functions or lines of business
Analytics strategy established for the enterprise, but not fully aligned across the business
Analytics strategy is established and starting to be viewed as a key strategic priority
Analytics strategy is well established and central to the overall business strategy

54% of ‘The Best’ say “Analytics strategy is well established and central to the overall business strategy.”
a common purpose and vision has to bring all these initiatives together.

Many analytics efforts remain siloed or confined to departments or business units, but to evolve into an analytics-driven enterprise, an organization has to establish the commitment and guidance for analytics at the top levels, and bake them into both short- and long-term corporate plans. A majority of the top 10% of leading enterprises report that analytics is central to their overall strategy. They indicate that a strategy is in place and is regarded as a high-level business priority (Fig. 1). In addition, properly implemented analytics delivers a competitive advantage to organizations, and for this reason it was identified as one of the three key criteria of analytics leadership, as well as a key variable in the index (Fig. 2). Finally, the leading organizations have embedded analytics in most decisions and processes (Fig. 3).

“Analytics has to be a strategic imperative,” says Scott Filiault, vice president of information management and analytics at CIGNA. To move his organization’s efforts forward, Filiault’s team “laid out the case for change and made sure our senior leaders were all on board with it. We made sure it helped us achieve our high-level goals.”

CIGNA recognizes that consumers are more empowered than ever before and that decision makers need the power of analytics to understand the implications of that power. “Our marketplace has become highly disrupted with empowerment orientation around the consumer,” says Filiault. “Our goal is to broaden our understanding of consumers and what their needs are. We’re also focusing on how we evolve our brand, and how we attract and retain targeted customers by applying analytics to improve the consumer experience and value of our solutions.”

Without a strategic approach providing high-level guidance, analytics efforts are rudderless. “We see many organizations that have spun up initiatives, and are spending a lot of money, that don’t necessarily have a clear point of view on how value will be delivered,” says Chris Mazzei, chief analytics officer for EY. “There can be some experimentation early on, but ultimately, you want to clearly articulate how analytics is going to support and enhance your business strategy.”

Many organizations, particularly those in the earlier stages of analytics, tend to have disparate, siloed efforts “dotted around all over the place, without much control, with potential duplication and inefficiency,” says John Hopes, partner and global leader of EY’s business modeling practice. What happens is “one part of the business may produce great insights, but they will not be leveraged elsewhere.”

Ultimately, the purpose of data and analytics is to advance the business in its markets, as well as boost engagement with customers. “The Best” in the study understand the need to emphasize business advancement over internal optimization in terms of analytics goals. While the leaders indicate that their primary objectives are revenues, markets and customers, the less-developed organizations tend to emphasize the business drivers less, and give equal weight to analytics as tools for delivering internal operational efficiency. The leaders understand that the organization needs to closely align any and all analytics initiatives with its business priorities (Fig. 4).

Along with the above key index questions, the survey also explored which types of leaders are charged with guiding their organizations toward
the data and analytics vision. While successful data and analytics initiatives are inherently an enterprise-wide endeavor, the centralization of such efforts requires an executive-level position or team that can lead the effort. It’s important that a top-level executive represent data and analytics to enable delivery of organizational resources and commitment, as well as elevate analytics to the board level.

Across the board, most organizations assign many aspects of data and analytics to the chief information officer. But that’s only part of the story. The top 10% of enterprises are more likely than the rest to have assigned an individual to lead their data and analytics initiatives (47% versus 27%). Many more of the top 10% have C-level executives with a title specifically related to data and analytics, such as chief analytics or chief data officer. “The Best” also tend to have leaders for data and analytics at other levels within the organization (Fig. 5).

F4 “The Best” Seek Direct Business Advantages Through Analytics

What are the leading outcomes you are trying to achieve through data analytics initiatives?

F5 Leading Enterprises Designate Leaders to Guide Their Initiatives

Who is leading your data analytics initiatives at this time?
ANATOMY OF A DATA AND ANALYTICS LEADER

The people leading enterprise analytics initiatives provide the bridge between the business leadership and the analytics and technology teams, aligning these groups to work toward the common purpose of delivering value to the business. Accordingly, close to half of the analytics executives in the top 10% category of analytics-driven enterprises are focused on creating new revenue streams that will help deliver new products, services and business models. More than two in five of the leaders also charge their analytics executives with carrying out analytics strategies, and many of these executives also hold top management positions within their organizations (Fig. 6).

The analytics executive in today’s enterprise needs to be a renaissance professional in many ways, with a keen understanding spanning many disciplines. Executives in analytics leadership roles also need to have intimate knowledge of the business, as well as a willingness to innovate in order to unleash the insights analytics is delivering (Fig. 7). “The Best” focus on sector knowledge, innovation, and teamwork and network building, while “The Rest” focus more on program management, communications and domain experience. EY’s Mazzei points to the importance of network building or relationship building as crucial to sustaining successful data and analytics initiatives.

A key part of the job is an advanced understanding of the mathematic disciplines that underpin analytics as well as the enabling technologies. Analytics executives must also be well acquainted with delivery of insights via visualization and reporting, since the value of analytics comes from storytelling (Fig. 8). Interestingly, “The Best” focus on predictive analytics, while all other companies focus more on BI and descriptive analytics. This might be a result of organizational readiness and analytics maturity.

Along with this blend of business and analytics skills, organizations prefer their analytics executives to have a sound knowledge of data management fundamentals such as data extraction, data quality and developing data architecture (Fig. 9). “The Best” focus more on overall data architecture, ETL and big data, while “The Rest” focus more on security and privacy. That may be because the latter are still putting foundations in place.
F6 “The Best” Seek Direct Business Advantages Through Analytics
What are the responsibilities of the executive(s) leading data analytics initiatives?

- Create new revenue streams
- Execute specific analytics initiatives, deliver value
- Participate on the management board
- Work with IT to choose technology solutions
- Hire and oversee analytics teams/department
- Oversee portfolio of analytics initiatives
- Create an analytics culture in the organization
- Lead seminars/workshops on data analytics

F7 Industry Knowledge and Innovative Spirit Are Most Highly Valued Business Skills
What business skills are required to successfully lead data analytics initiatives in your organization?

- Sector knowledge/experience
- Innovation
- Teamwork/collaboration
- Critical thinking
- Network building
- Program/change management
- Training/people development
- Sales skills
- Agile/flexible

F8 Statistics and Data Mining Skills Essential to Leading Enterprises
What data analytics skills are required to successfully lead data analytics initiatives in your organization?

- Statistical proficiency
- Data mining
- Visualization & reporting
- App development
- Descriptive analytics
- Machine learning
- Text analytics

F9 Data Management and Technology Skills Sought in Leading Enterprises
What information management and technology skills are required to successfully lead data analytics initiatives at “The Best” organizations?
**ANALYTICS PRODUCTION**

**KEY FINDINGS**

**Leading enterprises have advanced data management capabilities.** Close to half of executives in the top 10% of analytics-driven enterprises report that their businesses “have implemented an enterprise-wide data architecture, and that their data is of high quality and readily accessible.” By contrast, only about one in 10 of the remainder of respondents can say this.

**Leaders have a better-oiled analytics technology infrastructure.** Close to half of the leading enterprises have “a well-established portfolio of analytics tools and technology services that they regularly update;” technology functions as an enabler of analytics-related work. In comparison, just 14% of the developing companies have achieved that level.

**Leaders have advanced competencies in the people management aspect of data and analytics.** In 39% of leading analytics organizations—versus 12% of the rest—analytics skills are “recognized, effective, efficient, monitored and clearly used to support decisions.” More than one-third of the top 10% also have well-defined competencies for each role and level, along with robust training programs that address potential skills shortages.

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**ANALYTICS PRODUCTION CATEGORY SCORES BY SELECTED GROUPS (MAX 25)**

<table>
<thead>
<tr>
<th>Overall</th>
<th>Best</th>
<th>Rest</th>
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</tbody>
</table>

**REGIONS**

- Asia & Pacific Rim
- Americas
- EMEA

**INDUSTRIES**

- Consumer Products & Retail
- Technology
- Financial Services
- Pharmaceuticals
- Manufacturing
- Energy
- Healthcare
- Government

**REVENUE**

- <$500M
- $500M-$1B
- $1B-$5B
- $5B-$10B
- $10B-$50B
- $50B-$100B
- >$100B
The enablers of analytics are crucial for success in creating an analytics-driven enterprise. These enablers are data (having the inputs), technology (having the tools) and advanced analytics skills (having the people who can build the models). This section delves into the current state of data management capabilities, such as quality of data and systems integration. It also examines how well organizations are prepared in terms of technology platforms and tools to enable data and analytics. People are at the core of every initiative. In terms of analytics production, the human resources aspect means supplying the skill sets to gather and analyze data, and to create analytics-based business insights.

While specific technology choices or investments may or may not enhance an enterprise’s overall analytics posture, the way the enterprise plans and organizes its technology architecture to support its initiatives has a significant impact. The foundation of any data and analytics initiative is trust in the information that it is providing and that is guiding decision-making.

The top 10% of enterprises scored an average of 18.4 out of a total of 25 maximum points for this quarter of the index, compared with 11.6 for all other organizations. Industries leading the way on the production side of analytics include consumer products/retail and technology.

Overall, a majority of executives indicate that their data management architecture is incomplete. While a sizable segment report that their data models and taxonomy are ready, only a handful consider their data infrastructure fully able to support enterprise data and analytics programs. This is another hallmark seen in the mature stages of the analytics journey, as close to half of the top 10% enterprises have such high-level data architecture in place (Fig. 10).

For a majority of organizations, the tools and technologies they employ to leverage data and analytics are either immature or have yet to be standardized. Even among the top 10% of enterprises who have taken the lead with analytics, not quite half can report that they have a robust and updated portfolio of analytics tools and technology services (Fig. 11).

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**Figure 10: Leading Enterprises’ Data Management Capabilities Are Designed to Support Data And Analytics**

Which best describes your organization’s data management capabilities designed to support data and analytics?

- **Best**
  - Systems are not integrated, and data is in short supply or unreliable
  - Data is missing, and systems are poorly integrated
  - Data management initiatives are under way and taxonomy defined consistently
  - Data quality is high and data models and taxonomy of all types are common
  - Enterprise-wide architecture; data is of high quality and readily accessible

- **Rest**
All technology and platform decisions need to focus on the ultimate business goals of analytics efforts—to enable smarter decision-making. “The singular purpose of all advanced analytics is to increase the accuracy of decision making, shorten the time it takes to make decisions and keep you moving quickly in the right direction,” says Sammy Haroon, director of global enterprise data and analytics for Baker Hughes. “Data tends to be collected separately. But there is a grand opportunity to collect, collate, aggregate, cleanse, qualify and virtualize data for any number of activities holistically. Data is virtualization through logical, versus physical, models, and thus data is everywhere, available anytime in the shape and form you need it.”

Data and analytics skills are becoming essential to a myriad of jobs and business roles. However, the people management aspect of data and analytics skills are recognized, effective, efficient, monitored, and clearly used to support decisions. Competencies are well defined for each role, level; robust training programs exist; skills shortages are not a problem.

F11 Leading Enterprises Are Better Prepared in Technology to Enable Data And Analytics
Which best describes how well prepared your organization’s technology assets are to enable data and analytics?

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No analytics tools and technology services are available</td>
<td>5%</td>
</tr>
<tr>
<td>Variety of tools being leveraged in functions or lines of business, with little coordination</td>
<td>23%</td>
</tr>
<tr>
<td>Common set of analytics tools are emerging</td>
<td>28%</td>
</tr>
<tr>
<td>In addition to tools, a common set of technology services have been established</td>
<td>29%</td>
</tr>
<tr>
<td>Analytics tools and technology are well established and updated regularly</td>
<td>47%</td>
</tr>
</tbody>
</table>

F12 Leading Enterprises Are Advanced in the People Management Aspect of Data And Analytics
Which best describes your organization’s competencies in the people management aspect of data and analytics?

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undefined competency model for analytics and significant shortage of required talent</td>
<td>10%</td>
</tr>
<tr>
<td>Required analytics competencies defined at a high level; required skills and expertise are inconsistent</td>
<td>30%</td>
</tr>
<tr>
<td>Competencies are defined; informal learning strategy in place to manage skill gaps</td>
<td>20%</td>
</tr>
<tr>
<td>Competencies are well defined for each role, level; robust training programs exist; skills shortages are not a problem</td>
<td>10%</td>
</tr>
<tr>
<td>Analytics skills are recognized, effective, efficient, monitored, and clearly used to support decisions</td>
<td>40%</td>
</tr>
</tbody>
</table>
analytics is an Achilles heel, with less than half (39%) of the top 10% defining their analytics skills as recognized, effective, efficient, monitored and clearly used to support decisions (Fig. 12).

Significantly, the insights gained from analytics need to be of value to the business. “There is no point in doing lots of analytics if your data is inaccessible, you don’t have standardization or you have duplication,” says David Grant, chief data officer of Lloyds Banking Group. “Our data scientists often spend too much time trying to access the right data and not enough time doing value-adding data scientist work. Also, how you use the analysis you get out is important. You lose the benefits of doing analytics if you can’t use it. You need to get information to people where they can use it to interact with customers or manage real-time threats.”

While technology is key to a successful analytics initiative, it’s a combination of people, process and technology that converges to create great outcomes. The experiences of “The Best” bear this out. “On the people front, we get talent from the outside who have best-of-breed experiences in the area of data and analytics,” says Roger Pilc, chief innovation officer for Pitney Bowes. “But we’ve also seen the ability to grow and train talent internally, and it’s rewarding for our company and employees. In terms of process, the more traditional processes often associated with new product development have to be rethought in the world of data and analytics, so that learning, customer feedback and decision-making can happen more quickly.”

“Data tends to be collected separately. But there is a grand opportunity to collect, collate, aggregate, cleanse, qualify and virtualize data for any number of activities holistically. Data is virtualization through logical, versus physical, models, and thus data is everywhere, available anytime in the shape and form you need it.”

Sammy Haroon,
director of global enterprise data and analytics for Baker Hughes
ANALYTICS CONSUMPTION: ORGANIZATIONAL

KEY FINDINGS

Leading enterprises have aligned their organizations around analytics. The top 10% in the survey have been able to organize and establish governance around their data and analytics efforts. A majority indicate that their “enterprise, department and lines-of-business data and analytics groups exist and are well aligned,” versus only 13% of the rest.

Leading enterprises embrace change management to advance their analytics vision. Change management is an important component of the top 10% of enterprises’ overall data and analytics initiatives. Almost three in five leaders embrace change management as “extremely important,” versus about one-third of the rest.

“The Best” have achieved or are close to developing an analytics-driven culture. About half of the top 10% of enterprises currently have an analytics-driven culture within their organizations, compared with 13% of the rest of the survey group. Add to this another 36% of leaders who expect to attain such a method of operating within the next two years.
The value of analytics comes from the behavioral alignment required to “consume” analytics, to move from insights to action to value—culture, organizational processes, business users’ skills and incentives. This section looks at how enterprises have aligned themselves with respect to data and analytics, and to what degree they embrace change management to advance their analytics vision. It also examines what it means to have an analytics-driven culture, and the challenges enterprises face when introducing it. The section also discusses cultural aspects, such as informal networks and collaboration, as well as organizational structures, such as centers of excellence or training programs.

Analytics consumption takes place at two levels: within the organization, insights help decision makers understand their markets, product or service positioning and operations; and individually, analytics help employees at all levels and locations throughout the enterprise improve their business processes.

“The Best”—the top 10%—in the survey scored an average of 19.3 out of a total of 25 maximum points for the organizational consumption quarter of the index, compared with 12.9 for the rest. Industry groups leading the way in enabling analytics consumption organization-wide include technology and consumer products/retail.

“There’s virtually no process an organization has that the better use of data and analytics can’t impact in some way,” says Mazzei. “It’s going to touch a lot of people. Because of that, those people need to be better consumers of analytics and have an analytics mindset. They’re not going to be building models, and they don’t have to be data scientists. But they have to be able to leverage analytics into the core business processes and business functions that they’re running.”

Data and analytics is as much an art as it is a science. A successful data and analytics environment doesn’t depend on technology alone—it requires marshaling human capital to deliver the right insights at the right time. As with any transformative initiative, support for data and analytics initiatives needs to come from the top ranks. At the same time, employees at all levels must also buy into the effort. While executives with the most advanced organizations have been able to address analytics opportunities at the strategic level, many of the people and cultural aspects still present a challenge.

F13  Leading Enterprises Have Aligned Their Organizations Around Data And Analytics
Which best describes your organization’s current approach to organizing and governing around data analytics?
One of the most important obstacles to enabling organization-wide analytics consumption is alignment between analytics delivery and business requirements. The leading 10% are dramatically ahead of the rest of their peers in terms of aligning people and analytics within their organizations. Fifty-six percent of them say that enterprise, department and lines-of-business data and analytics groups exist and are well aligned, compared with just 13% for the rest of the organizations. The difference is significant, but it still means that almost half of the top 10% are behind in this area, showing that even at the highest-performing companies, much remains to be done (Fig. 13).

Successful analytics requires understanding of the importance of change management, an area where “The Best” score much higher than “The Rest.” While a majority of the leaders (59%) rate change management as an “extremely important” component of their data and analytics engagements, only about one-third of the broader cross-section of respondents see it as essential (Fig. 14).

The ability to address change management is a vital component of data and analytics success since it is essential to driving insights into actions. “We use the data, we use the technology, we use the methods and the modeling to create and arrive at and obtain insights,” says Sunny Chu, partner with EY. “We’ve seen a lot of clients investing heavily into the insights part, even hiring talented data scientists to be able to drive the insights. Then the question is, ‘So what?’ The insights need to be brought into the business process, to grow, optimize or protect the business.” This is where change management—working with the organization to embrace the opportunities analytics presents—becomes important, he says. Change management focuses on “the business issues you want solved.”

Such is the case at Cengage Learning, an educational content, technology and services company, which is rapidly moving to productize its analytic learnings. “Instead of coming up with more-complicated algorithms to understand much more minute details, we’re focusing on how to turn those insights into features and products,” says George Moore, chief technology officer for Cengage Learning. “We’re more concerned with interpreting the data than with building the data models.”

The top 10% of enterprises have achieved or are close to developing an analytics-driven culture, the survey finds (Fig. 15). A successful data and analytics initiative “has to start with an analytics-driven culture,” says Mark Smith, general manager of digital and analytics at Fonterra, a multinational dairy company. “We need the organization to demand data in order to make decisions, instead of working with gut instinct or untested assumptions. Once we achieve this, the conversation then focuses on quality and lineage of data—this creates a demand for the truth. The next step is cadence—getting to the truth in a time frame that enables a commercial win.”

Along with the key index questions, the survey explored organizational analytics consumption

**F14 Leading Enterprises Embrace Change Management to Advance Analytics Vision**

How important is change management in your enterprise’s overall data and analytics initiatives?

**F15 "The Best" Have Achieved or Are Close to Developing an Analytics-Driven Culture**

Does your organization have a stated goal of developing an analytics-driven culture within two years?
enablers such as collaboration and availability of resources and data across employee groups. The top 10% foster collaboration, both internal and external, and are more likely to encourage employees to participate in analytics-driven decision-making. They do not shy away from seeking help and they hire change management experts. These leading enterprises also have more employees involved in data and analytics, and they are more informal about involving people in data and analytics (Fig. 16).

This more informal approach may be the key to success. Successful data and analytics initiatives require new types of cooperation that often cut across reporting structures or functional responsibilities, an insight that emerged during the Forbes Insights and EY data and analytics advisory board meeting. Existing, formal bureaucracy cannot constrain such cooperation if it is to flourish. Cooperation calls for informal networks (Fig. 17).

At Cengage Learning, salespeople and internal product managers have learned to work in close collaboration to act on insights gleaned from market data. “Our whole company is driven to look at the numbers,” says Moore. “Previously, our salespeople made subjective decisions about seeing one customer over another. Our product people would make their own decisions about books. While it’s hard to change, they’re becoming more of an objective-driven group versus the subjective organization.”

Achieving close collaboration between analytics and business teams requires a bond of cooperation and trust. “If you establish a center of excellence, the most important thing you need to establish is a team that’s credible with the business,” says Bristol-Myers’ Flemish. That credibility opens the way to the businesses’ acceptance of generated insights—as well as “deeper cooperation between the analytics organization and the business organization, so they feel like one team. Placing the focus on the analytics organizations’ understanding of the business helps drive that credibility and also ensures outputs more likely to be aligned with the priorities of the business units they support.”

Securing talent is just the first step. The organization needs to deploy that talent in a way that translates into analytics-driven enterprise outcomes. “Talent, and how it gets organized in the company, is a challenge,” says Mazzei. “There are often questions around naming a leader, where that leader sits, who is in the team and how that team interfaces with other parts of the business. This varies organization by organization. There is no one right answer, and it’s difficult to get right.”

F17 “The Best” Encourage More Informal Interaction Between Data Specialists and Corporate Staff

Does your organization encourage the following measures for building informal relationships between data analytics team members and staff?

Internal social media platforms

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Special networking events

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WHAT IS AN ANALYTICS-DRIVEN CULTURE?

As noted in this report, “The Best” have achieved, or are close to developing, an analytics-driven culture. About half of them currently have an analytics-driven culture within their organizations, compared with 13% of the rest of the survey group. Most companies, however, appreciate the importance of having an analytics-driven culture, and plan to remedy their lack of it. Almost two-thirds of less-developed organizations seek to ingrain an analytics-based culture in the months and years to come, in some or all aspects of their operations.

The survey respondents vary in how much importance they attach to different aspects of an analytics-driven culture. For “The Best,” the crux of the issue is the capacity to change based on analytics-driven insights, and embedding these insights into internal business processes and customer interactions (Fig. 18). “The Best” are approaching the culture with clear business outcomes in mind, because many of them have presumably gained acceptance for analytics-based decision-making.

In contrast, the biggest group of respondents from the less advanced organizations (35%) define an analytics culture as making decisions based on analytics-driven insights rather than judgment. This reveals that their main issue is a dimension of the human element—the capacity of their executives and rank and file to change their mindsets about decision-making. Further complicating the issue, notes Mazzei, is that not all business decision-making will be based solely on analytics-driven insights. This means the first step is to understand where analytics-driven decision-making best applies.

The challenges in moving to an analytics-driven culture also correlate with the maturity of survey respondents in the area of data and analytics. The less developed companies are struggling with the most basic challenges, such as budgetary issues and siloed or inaccessible data. The leaders, who have presumably overcome such basic issues, are facing tactical issues, such as difficulty of...
embedding analytics insights into existing business processes. They have also made enough progress—and thus caused enough change—so that 25% of them are facing resistance from managers or employees, compared to just 15% in less developed enterprises. The human element clearly grows in importance as organizations progress in their journey to become analytics-driven.

What does it take to develop an analytics-driven culture? In short, the business must lead the charge. An analytics-driven culture is an organization that has thoroughly embedded analytics into all decision-making processes, covering all levels of employees and business processes.

Executives who are part of “The Best” in the survey, for example, report that their business leaders have taken proactive measures to promote and support the use of analytics within their organizations (Fig. 19). The ability to measure the impact of analytics on business performance also helps embed analytics more deeply into the culture. The human element, of course, is what defines a culture in any sense. Companies that have successful analytics engagements have seen their business leaders bring about specialized positions and management teams to guide their efforts. Centers of excellence are also key to developing a successful analytics-driven culture, as is open and frequent communications to members of workforces.

**F19 “The Best” Actively Promote a Business-Driven Analytics Culture**

How do your organization’s business leaders actively encourage data and analytics opportunities?

- Engage outside consultants/specialists
- Track and quantify key enterprise metrics associated with analytics
- Establish dedicated positions to oversee efforts, such as chief analytics officer
- Create special management committees to explore opportunities
- Establish a center of excellence to promote data and analytics
- Regular communications with workforce and partners
- Employ technologies that encourage innovation
- Extend access to analytic capabilities
- Create new data and analytics positions
- Sponsor seminars or workshops
- Encourage formal and informal networks
- Tie compensation to innovation

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24 | ANALYTICS: DON’T FORGET THE HUMAN ELEMENT
**ANALYTICS CONSUMPTION: INDIVIDUAL**

### KEY FINDINGS

**A majority of leading enterprises act on analytic insights at all times.**
For a majority of the top 10%, analytics is an ongoing activity embedded into their jobs. Only 19% of the rest of the executives in the survey use analytics all the time throughout their workday.

**Leading enterprises provide employees latitude to act on analytics opportunities and insights, but even the most advanced organizations put limits on this capability.** About one-third of the top 10% afford their employees complete discretion and autonomy to pursue analytics opportunities, versus 13% of the rest. However, at least 42% of the leaders grant some latitude under management tutelage.

**“The Best” provide financial incentives and training to spur an analytics-driven consumption.** A majority of the top 10% of enterprises award bonuses or rewards for new recommendations derived from insights, and more than two-fifths also offer greater opportunities for promotion and advancement to individuals. Only about one-third of the rest offer such incentives. The top 10% of analytics companies are also more likely to have programs in place to help their managers and employees succeed in data and analytics.

### ANALYTICS CONSUMPTION: INDIVIDUAL CATEGORY SCORES BY SELECTED GROUPS (MAX 25)

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<td>&gt;$100B</td>
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**REGIONS**

**INDUSTRIES**

**REVENUE**

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his section focuses on what working for an analytics-driven enterprise means for individuals, and how the enterprise can best harness their efforts for success. It also discusses the latitude that employees need to have to best apply analytics in their decision-making. This section also delves into the role of motivation and incentives, as well as measuring the business value of analytics-driven initiatives.

At the end of the day, many analytics use cases still require a human being to do something different - change a business process or decision they would have otherwise made. This is what is meant by Individual Consumption. The leaders in the survey scored an average of 19.6 out of a total of 25 maximum points for this quarter of the index, compared with 13.9 for “The Rest.” “Analytics is an enabler of business, and is also something that can help you as an individual do your job,” says Hopes. “It assists individuals in making better and faster decisions. It enables people to add new skills to their capabilities.”

A key enabler of individual analytics is autonomy—enabling employees to pursue analytic thinking, use analytic tools as they see appropriate and then have the leeway to act on the insights gained through their findings. The top 10% of the survey respondents understand this and provide their employees a great deal of autonomy to pursue and act on analytic insights (Fig. 20). They also have more employees working with analytics (Fig. 21).

The phrase “You can’t manage what you can’t measure” holds true for data and analytics initiatives, as well as the corollary “If you can’t measure it, you can’t improve it.” To communicate the benefits of analytics to corporate leaders, organizations must be able to measure value realized from analytics consumption. A key enabler on the passage to becoming an analytics-driven enterprise is the ability to measure the impact of analytics on business growth and revenues. However, only a handful of executives in developing enterprises indicate that they can directly tie the measured results of their data and analytics initiatives to their investment decisions. This is a challenge that continues to emerge even among leading enterprises, with less than half of the leaders having the full visibility required to tie analytics initiatives directly to business value (Fig. 22).

“People need to think of data and analytics initiatives as a competitive driver for growth and risk mitigation, and less as an operational expense to the business,” says David Remnitz, DS FTDS global and Americas leader, EY. “To do this effectively, it is important for management to set realistic timelines for adoption, while developing tangible key performance measures to demonstrate both short-term and long-term benefits.”

As an analytics-driven culture encourages experimentation and innovation, measurement is
crucial. Working with data to determine various outcomes can help organizations move in the right direction and change course as needed. “With analytics, we’re now starting to be able to predict and manage and improve customer requirements in a very insightful way,” says Cengage’s Moore. “It’s the cornerstone of our product strategy to come up with interesting ways to help facilitate that relationship between a student and a professor, and then measure it. Is it working? If it’s not working, let’s pivot and try a different approach.”

Often, to get buy-in, the successful results of early analytics efforts need to be communicated and sold to the organization. This is a process that may take several years, as NamKyoung Ko, manager of the data department of the Korean Food Foundation, notes. “When I first kicked off our analytics initiative four or five years ago, the atmosphere or the feedback was not conducive,” he says, noting that a project of such magnitude was difficult to first justify to the Korean government, which funded the foundation.

“Fortunately, we were able to generate very clear results that helped persuade public decision makers to continue investing in the project. As we revealed the actual outcome of the data and analytics, our managers realized the importance and the meaning of this kind of data analysis work,” he adds. As a result of the successful metrics Ko’s team was able to provide, other government agencies are looking to embark on similar efforts.

Within a majority of the leading analytics enterprises, executives rely on analytics insights to guide their decision-making at all times. By contrast, analytics consistently guide less than one in five of executives in the less advanced organizations (Fig. 23).

Along with the key index questions mentioned above, the survey looked at additional factors driving individual analytics consumption—motivation, skills and competencies. Motivation takes many forms, from monetary incentives to more intrinsic rewards related to satisfying work. The structure of workflows and priorities is heavily tied to incentive systems in corporations. A challenge for organizations in the early or learning stages of analytics is encouraging executives and
The phrase “You can’t manage what you can’t measure” holds true for data and analytics initiatives, as well as the corollary “If you can’t measure it, you can’t improve it.”

employees to adopt and embed analytical thinking into their daily roles, and providing the leeway for them to act on insights.

The top 10% understand the importance of motivation. Forty percent of them have aligned incentives to desired change from analytics, compared with 23% of their peers. By far the most popular incentive is financial (Fig. 24).

The success of an analytics-driven enterprise depends on creating an analytics-driven mindset and enabling businesspeople to become better analytics consumers. Socializing the analytics mindset is more effective when people feel comfortable with the idea of analytics. Educating them takes the fear factor out of the switch from judgment-based to analytics-based decision-making. To this end, an enormous amount of in-house training goes into achieving the right skills. As we found, the top 10% are more likely than their peers to conduct on-site seminars or workshops, enroll employees in off-site education programs or coaching, and provide mentoring by data and analytics professionals or leaders (Fig. 25).

F24 Financial Incentives Are Key for “The Best”
What kinds of incentives does your organization give those who act on insights derived from data and analytics?

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<th>Incentive</th>
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<tbody>
<tr>
<td>Rewards for new recommendations derived from insights</td>
<td>58%</td>
<td>32%</td>
<td>42%</td>
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<tr>
<td>Greater opportunities for promotion and advancement</td>
<td>42%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Time away from “regular” job to explore new insights</td>
<td>42%</td>
<td>31%</td>
<td>29%</td>
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<tr>
<td>Opportunity to pursue ideas with organizational resources</td>
<td>27%</td>
<td>26%</td>
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</tr>
<tr>
<td>None at this time</td>
<td>12%</td>
<td>26%</td>
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F25 “The Best” Focus on Training
What kinds of training does your organization provide to facilitate success in data and analytics?

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<th>Training Type</th>
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<td>On-site seminars or workshops</td>
<td>47%</td>
<td>38%</td>
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<tr>
<td>Enrollment in off-site education programs</td>
<td>44%</td>
<td>35%</td>
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<tr>
<td>Mentoring by data and analytics professionals</td>
<td>39%</td>
<td>25%</td>
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<tr>
<td>Mentoring by peers</td>
<td>34%</td>
<td>27%</td>
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<tr>
<td>Partnering with data and analytics professionals</td>
<td>27%</td>
<td>19%</td>
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<tr>
<td>Online courses</td>
<td>10%</td>
<td>9%</td>
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The pendulum is swinging in the right direction—toward the human element—in terms of the importance of investing in data and analytics. This is true for the enterprises leading in the analytics race, who recognize the crucial nature of the human element in delivering success.

However, in the months and years ahead, organizations need to do more to close the gap between producing and consuming analytics. EY’s Mazzei believes that organizations need to put more focus on understanding the current state of their return on analytics investment - what is working and what the barriers are to improving.

“For a lot of companies, the bottleneck to creating value is not data, technology or advanced analytics skill sets,” he says. “It’s a question of, once we have the insights from the analytics, what are we doing with it? At the end of the day, success still involves people making different decisions, changing business processes and changing their behavior. The bridge from analytics to insights to change involves many different aspects—business processes, the incentives, and the implicit assumptions and biases of individuals. That last mile is where many times the breakdowns occur.”

Many organizations “waste a lot of time talking about tools, when in reality we are processing data that is not truthful and making poor decisions at all levels of the business,” says Mark Smith. “Tools can’t fix this—the answer is culture and process.”

Realizing business value in data and analytics depends on getting the human element right. Strategy is only as good as its execution, and successful execution of insights from analytics happens individual by individual. Ultimately, data and analytics will drive most decision-making, as well as augment—but not replace—human judgment. Executives, professionals and line employees will embrace data and analytics as a core competency to their jobs, enhancing their decisions with the right information at the right time.

While the journey to becoming an analytics-driven enterprise is not a quick or easy one, organizations can take many practical steps today to become more competitive in this arena.

RECOMMENDATIONS

STRATEGY AND LEADERSHIP

Make data and analytics a strategic imperative. The vision to energize and sustain data and analytics activities needs to come from the top levels of the organization. It is not enough to introduce an analytics strategy. An effective transformation into an analytics-driven enterprise also requires that the business strategy account for the role analytics can play in value creation.

Identify analytics leaders and embed data and analytics throughout the enterprise. To achieve analytic excellence, appoint a dedicated executive or executive team to move analytics initiatives forward. Leaders are important at every level, from enterprise-wide to units and teams. They are the bridge between business and analytics teams. It will be their task to shape the analytics-driven transformation, and they need to have credibility and the trust of the rank and file.
ANALYTICS PRODUCTION

Build and maintain your analytics backbone. Data and technology are key enablers for creating an analytics-driven enterprise. To this end, implement an enterprise-wide architecture to provide easy access to data and ensure that it’s of high quality. Run your analytics technology as a portfolio of analytics tools and technology services that you regularly update so that technology enables analytics-related work.

Define and manage data and analytics competencies. While data and technology are crucial enablers, it’s people who are at the core of every initiative. In terms of analytics production, the human resources aspect means supplying the skill sets to gather and analyze data, and create analytics-based business insights. Analytics skills need to be recognized, effective, efficient, monitored and clearly used to support decisions.

ANALYTICS CONSUMPTION: ORGANIZATIONAL

Align the organization around data and analytics. The value of analytics comes from the behavioral alignment required to consume analytics, to move from insights to action to value—culture, organizational processes, business users’ skills and incentives. While there is not one perfect model that suits all organizations, it is advisable to have a central team playing a leadership, coordination and enablement role in areas where units have common needs across the business. However, analytics delivery resources need to be close to the business units and functions where analytics are applied.

Create an analytics-driven culture. Socialize the idea of analytics-based decision-making and enable the organization’s capacity to change based on analytics-driven insights. Embed the analytics-driven insights into internal business processes and customer interactions. Encourage a culture of collaboration, including informal networks, as well as organizational structures such as centers of analytics excellence.

ANALYTICS CONSUMPTION: INDIVIDUAL

Start with the end user in mind. Analytics for its own sake will remain simply that. First, the business problem or opportunity needs to be identified. Then appropriate analytics solutions need to be developed, taking into account what changes a user will make in decision-making and/or business processes.

Align business user incentives and capabilities. Motivate employees to participate in the analytics-driven enterprise by ensuring that incentives are aligned with the actions you want people to take. Organize training in data and analytics for the business teams to help them be better consumers of analytics.

Measure results. It’s imperative to improve management’s awareness of the benefits of using data and analytics by monitoring business outcomes. Formal key performance indicators (KPIs) will help ensure that analytics efforts are focused in the right areas and delivering tangible results.
A look at how specific industries fare in terms of their data and analytics maturity reveals greater sophistication among some sectors. Technology and consumer products sectors are in the lead. The consumer products and retail industry scores the highest in analytics production, while technology is number one in analytics consumption.

**THE DATA AND ANALYTICS IMPACT AXIS**

When plotted on a three dimensional index, trends among the survey’s industry subgroups are illuminated.
$ FINANCIAL SERVICES

PERFORMANCE BY CATEGORY

FINANCIAL THE REST THE BEST

MANUFACTURING

PERFORMANCE BY CATEGORY

MANUFACTURING THE REST THE BEST

COMPONENT SCORES

FINANCIAL THE REST THE BEST

STRATEGY & LEADERSHIP

FINANCIAL THE REST THE BEST

ANALYTICS PRODUCTION

MANUFACTURING THE REST THE BEST

ANALYTICS CONSUMPTION - ORGANIZATIONAL

MANUFACTURING THE REST THE BEST

ANALYTICS CONSUMPTION - INDIVIDUAL

MANUFACTURING THE REST THE BEST

Value Measurement

Insights to Action

Engagement – Decision Making

Change Management

Culture

Governance

Data Management

People – Analytics Skills

Technology

Competitive Differentiation

Strategic Alignment

Adoption
CONSUMER PRODUCTS

PERFORMANCE BY CATEGORY

THE BEST

THE REST

THE REST

THE BEST

CONSUMER PRODUCTS

COMPONENT SCORES

THE BEST

THE REST

THE REST

THE BEST

CONSUMER PRODUCTS

STRAATEGY & LEADERSHIP

Adoption

Strategic Alignment

Competitive Differentiation

ANALYTICS PRODUCTION

Technology

People - Analytics Skills

Data Management

ANALYTICS CONSUMPTION - ORGANIZATIONAL

Governance

Culture

Change Management

ANALYTICS CONSUMPTION - INDIVIDUAL

Engagement - Decision Making

Insights to Action

Value Measurement

PHARMACEUTICALS

PERFORMANCE BY CATEGORY

THE BEST

THE REST

THE REST

THE BEST

PHARMA

COMPONENT SCORES

THE BEST

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GEOGRAPHIES ANNEX

A look at how specific regions fare in terms of their data and analytics maturity reveals subtle differences.

THE DATA AND ANALYTICS IMPACT AXIS

Scores represented by bubble size and color.
AMERICAS

PERFORMANCE BY CATEGORY

AMERICAS

THE REST

THE BEST

COMPONENT SCORES

AMERICAS

THE REST

THE BEST

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UNITED STATES

PERFORMANCE BY CATEGORY

UNITED STATES

THE REST

THE BEST

COMPONENT SCORES

UNITED STATES

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Value Measurement
Data and analytics are a vital key to competing in the global economy, and Canadian organizations are demonstrating they are moving rapidly forward in the journey to becoming analytics-driven enterprises. Already, 31% of Canadian executives feel that analytics has better prepared their organizations to meet today’s competitive challenges, compared to 20% of their U.S. counterparts and 26% globally.

Overall, Canadian organizations tend to be further along in their data analytics initiatives – 36% of Canadian executives report their data analytics efforts are “advanced” or “leading,” compared to 33% of global organizations overall, and 33% of their U.S.-based counterparts.

Close to three-fifths of Canadian enterprises (59%) state that data analytics is a strategic priority being led by their executive teams.

Canadian companies are more willing to reward executives and employees for using analytics in their work as well. Forty-percent offer bonuses/rewards for new recommendations derived from insights, compared to 27% of their U.S. counterparts and 35% globally. In addition, 40% are willing to help employees expand their opportunities for promotion and advancement through the use of data analytics on the job, versus 27% of their counterparts in the U.S. and 33% globally.
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