Developing an Analytics Center of Excellence

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Business Intelligence and Analytics

Celebrating 30 Years As a SAS Consulting Organization

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Credentials

- BS Computer Science, MS & PhD work in Statistics
- Experis has been doing this for 30 years
- I’ve been in consulting for 17 years
- Single-handedly changed my group into a Center of Excellence

Center of Excellence
Introduction

Flickr: by Brooklyn Museum
Our Discussion

• Analytics
  – Clearly become the driver

• Infrastructure
  – People
  – Processes

• Excellence
  – “We are what we repeatedly do. **Excellence**, then, is not an act but a habit.”
    -- Aristotle
  – “Perfection has to do with the end product, but **excellence has to do with the process.**” -- Senator Jerry Moran
Analytician

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Hard Skills

- Statistics
- Database programming
- Programming
- Business knowledge

Soft Skills

- Problem solving
- Collaboration
- Presentation skills
Hiring

• Don’t assume one source
  – Statistics, Physics, Economics, or Operations Research

• Analytic specific programs
  – NCSU, Oklahoma State, University of Alabama

• Interviews
  – Problem solving scenario
  – Presentations
Marketing

- Best success when Top down
- Top down or bottom up marketing is IMPORTANT
- Multiple channels
  - Announcements, videos, pamphlets, training, seminars
- Content
  - Value propositions
  - Case studies
  - Processes and procedures
Processes

- Project Management
- Software Engineering

Example

- Analysis
  - Requirements Gathering
  - Work Breakdown Structure

- Development
  - Change Management
  - Version control
Operations Benefits

- Little or no surprises
- Mutually defined expectations
- Answer the right questions the first time

Client feels comfortable working with you
Support to Provide

• Be selective

• Develop measurement framework (Evan Stubbs @ SAS)
  – Metrics: Business, Analytical and Technical

• What contributes to bottom line?

• Take on less strategic work
  – To introduce
  – To build relationships
  – To educate
  – Move to alternative types of support
### “Less Strategic” Work

<table>
<thead>
<tr>
<th>Alternative</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower level analysts</td>
<td>Cheaper</td>
<td>Need to train analysts</td>
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<tr>
<td></td>
<td>Career path</td>
<td>Doesn’t enhance the analytical mind of the business</td>
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<tr>
<td></td>
<td>Work accomplished</td>
<td></td>
</tr>
<tr>
<td>Statistical tool and education</td>
<td>Enhances the analytical mind of the business</td>
<td>Distances analytics from ACE</td>
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<td></td>
<td>Education beyond the tool</td>
<td>Business not trained on all analytics</td>
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<td></td>
<td>Utilize other tool capabilities</td>
<td></td>
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## Alternatives

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom tool and education</td>
<td>Requires application developers</td>
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<tr>
<td>Enhances the analytical mind</td>
<td>Distance analytics from ACE</td>
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<tr>
<td>Education beyond tool</td>
<td>Application can stagnate</td>
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<tr>
<td>Focuses specific analytics</td>
<td>without proper attention</td>
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<tr>
<td>Tool language business specific</td>
<td></td>
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<tr>
<td>Automation reduce analysis time</td>
<td></td>
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<tr>
<td>Features can be added</td>
<td></td>
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<tr>
<td>Tracking behavior and results can surface education or meta-analysis opportunities</td>
<td></td>
</tr>
</tbody>
</table>
Products

- Data-driven
  - New sources
  - New uses

- Analytic Service Lines
  - Done several times with a good outcome
  - Defined process
  - Available and understood data
  - Know likely customers
The Center

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Roles

- Statistician
- Database programmer
- Programmer
- Application developer
- Business analyst
- Project manager
- Public relations specialist
- IT Liaison
- Trainer
Structure of the Center
Structure of the Center

Analytics Center of Excellence

- Marketing
- Research
- Operations
- Sales
Problems with Hiring

- Labor pressure very low
  - July 2011 to January 2012
  - 1 active seeker for every 5 jobs

- Human Age
  - ManpowerGroup = World of Work
  - Talent is the new capital
Alternatives to Hiring

• Process automation
  – Long manual
  – Less strategic

• Contract work
  – On-site or Off-site
  – Full-time or part-time
The Next Level
The Next Level

• Look internally for analytic talent
  – Hire to group
  – Set up network

• Cultivate the talent
  – Collaborate
  – Analytics seminars
  – Conferences
    • Presentations, leadership
  – Training

• Cutting Edge
  – Text Analytics
  – HPA: GRID, In-database, In-memory
Analytics Excellence

• Right talent
  – Human Age
  – Right skills, right time, right place, right pay
  – Alternatives

• Repeatable processes
  – Delight the client

• Strategic services
  – Metrics
  – Service lines
  – Data products
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