

# Developing an Analytics Center of Excellence

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**sas**® | SAS Alliance  
Gold Member

***Celebrating 30 Years As a SAS  
Consulting Organization***

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Experis™  
ManpowerGroup

## Credentials

- BS Computer Science, MS & PhD work in Statistics
- Experis has been doing this for 30 years
- I've been in consulting for 15 years
- Single-handedly changed the name of Center of Excellence



# Introduction



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## 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

# Operations





# 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



# Operations Benefits



## 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

Alternative	Pros	Cons
Lower level analysts	Cheaper Career path Work accomplished	Need to train analysts Doesn't enhance the analytical mind of the business
Statistical tool and education	Enhances the analytical mind of the business Education beyond the tool Utilize other tool capabilities	Distances analytics from ACE Business not trained on all analytics

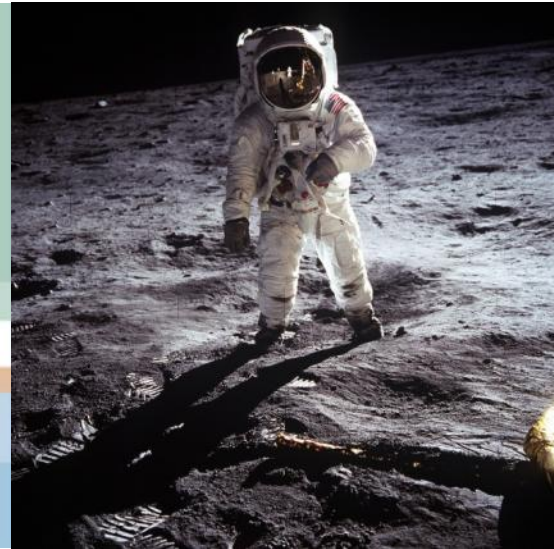
# Alternatives

	Pros	Cons
Custom tool and education	<ul style="list-style-type: none"><li>Enhances the analytical mind</li><li>Education beyond tool</li><li>Focuses specific analytics</li><li>Tool language business specific</li><li>Automation reduce analysis time</li><li>Features can be added</li><li>Tracking behavior and results can surface education or meta-analysis opportunities</li></ul>	<ul style="list-style-type: none"><li>Requires application developers</li><li>Distance analytics from ACE</li><li>Application can stagnate without proper attention</li></ul>

# 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

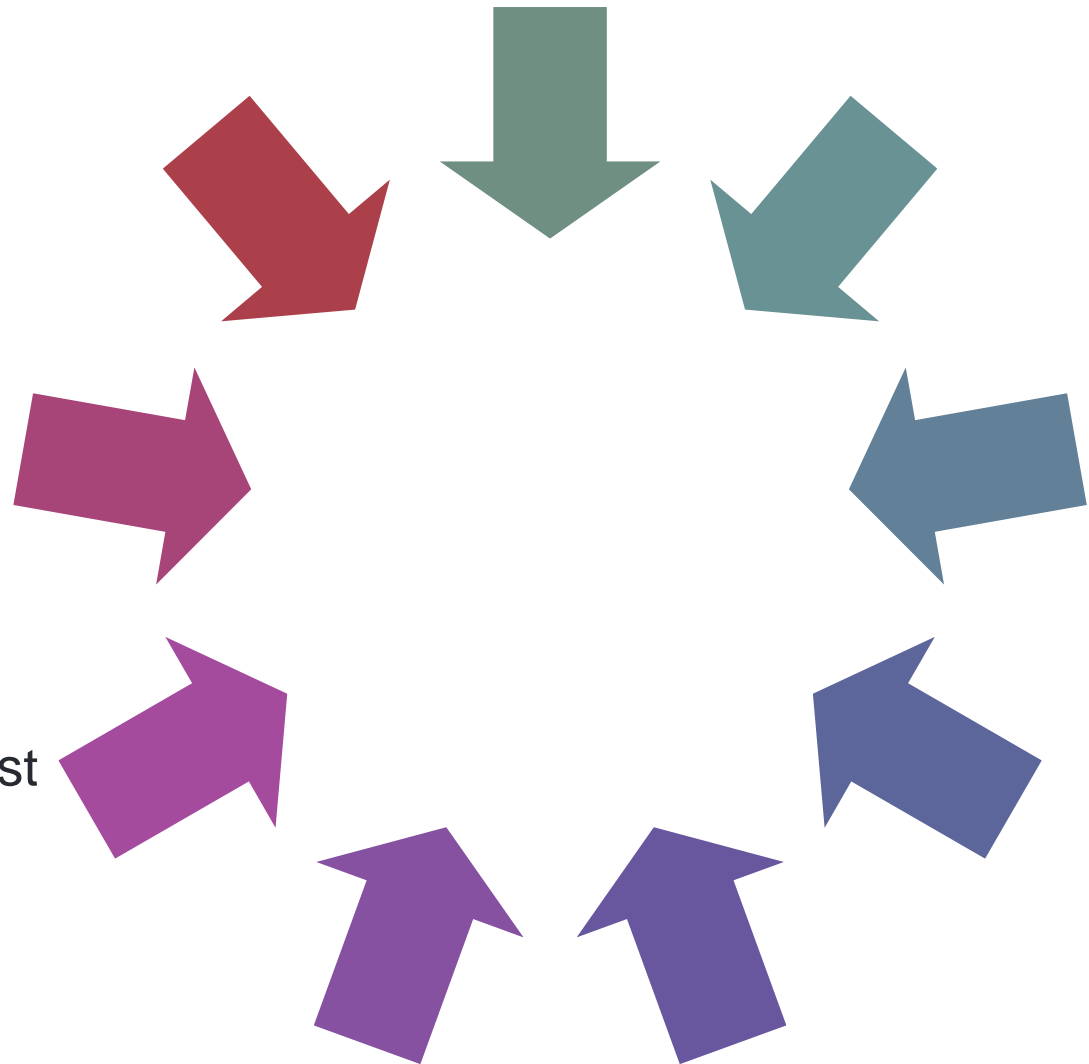


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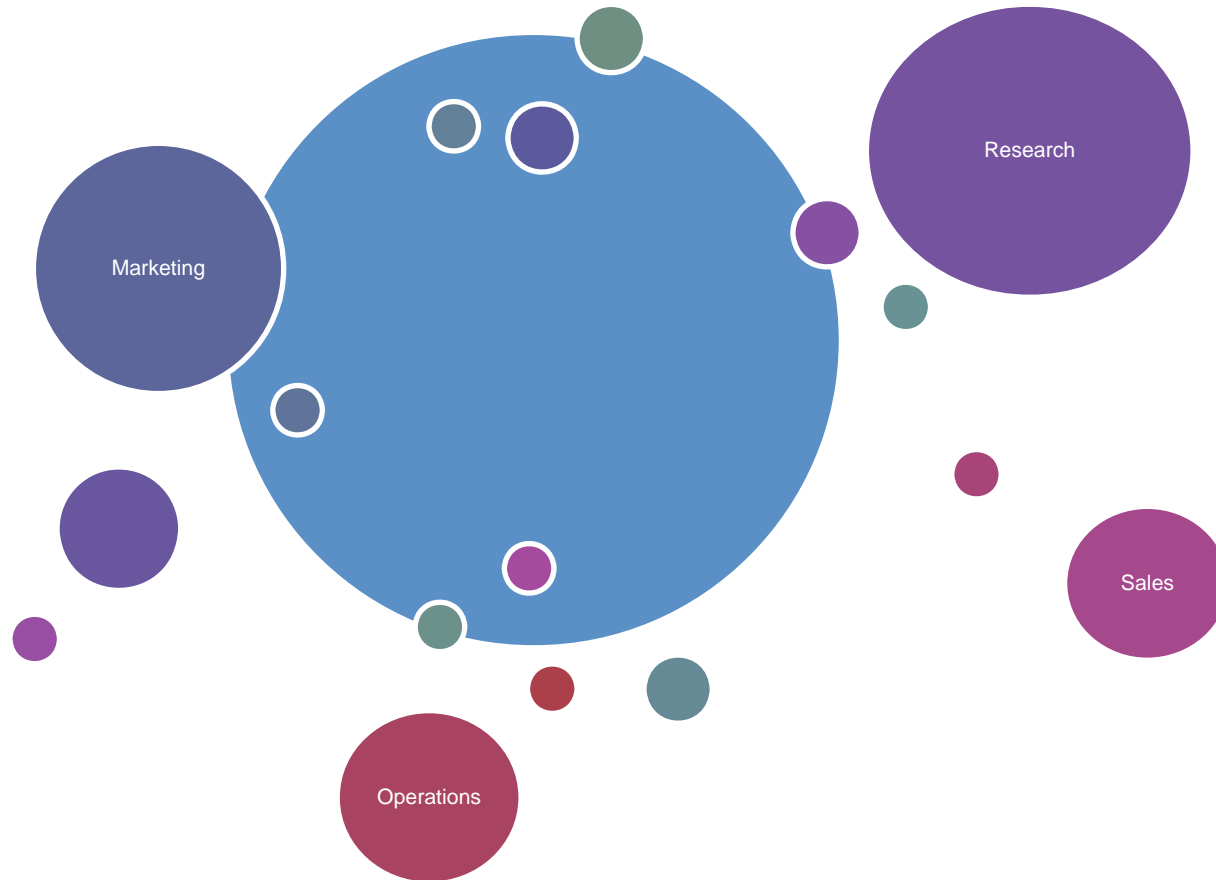


# Roles

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



# Structure of the Center



# Structure of the Center



## 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



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## 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

# Conclusion



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# 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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