

Analytics At Work Smarter Decisions Better Results Thomas H Davenport

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

"While business analytics sounds like a complex subject, this book provides a clear and non-intimidating overview of the topic. Following its advice will ensure that your organization knows the analytics it needs to succeed, and uses them in the service of key strategies and business processes. You too can go beyond reporting!"—Thomas H. Davenport, President's Distinguished Professor of IT and Management, Babson College; coauthor, *Analytics at Work: Smarter Decisions, Better Results* Deliver the right decision support to the right people at the right time Filled with examples and forward-thinking guidance from renowned BA leaders Gert Laursen and Jesper Thorlund, *Business Analytics for Managers* offers powerful techniques for making increasingly advanced use of information in order to survive any market conditions. Take a look inside and find: Proven guidance on developing an information strategy Tips for supporting your company's ability to innovate in the future by using analytics Practical insights for planning and implementing BA How to use information as a strategic asset Why BA is the next stepping-stone for companies in the information age today Discussion on BA's ever-increasing role Improve your business's decision making. Align your business processes with your business's objectives. Drive your company into a prosperous future. Taking BA from buzzword to enormous value-maker, *Business Analytics for Managers* helps you do it all with workable solutions that will add tremendous value to your business.

Our newly digital world is generating an almost unimaginable amount of data about all of us. Such a vast amount of data is useless without plans and strategies that are designed to cope with its size and complexity, and which enable organisations to leverage the information to create value. This book is a refreshingly practical, yet theoretically sound roadmap to leveraging big data and analytics. *Creating Value with Big Data Analytics* provides a nuanced view of big data development, arguing that big data in itself is not a revolution but an evolution of the increasing availability of data that has been observed in recent times. Building on the authors' extensive academic and practical knowledge, this book aims to provide managers and analysts with strategic directions and practical analytical solutions on how to create value from existing and new big data. By tying data and analytics to specific goals and processes for implementation, this is a much-needed book that will be essential reading for students and specialists of data analytics, marketing research, and customer relationship management.

Cutting through the hype, a practical guide to using artificial intelligence for business benefits and competitive advantage. In *The AI Advantage*, Thomas Davenport offers a guide to using artificial intelligence in business. He describes what technologies are available and how companies can use them for business benefits and competitive advantage. He cuts through the hype of the AI craze—remember when it seemed plausible that IBM's Watson could cure cancer?—to explain how businesses can put artificial intelligence to work now, in the real world. His key recommendation: don't go for the "moonshot" (curing cancer, or synthesizing all investment knowledge); look for the "low-hanging fruit" to make your company more efficient. Davenport explains that the business value AI offers is solid rather than sexy or splashy. AI will improve products and processes and make decisions better informed—important but largely invisible tasks. AI technologies won't replace human workers but augment their capabilities, with smart machines to work alongside smart people. AI can automate structured and repetitive work; provide extensive analysis of data through machine learning ("analytics on steroids"), and engage with customers and employees via chatbots and intelligent agents. Companies should experiment with these technologies and develop their own expertise. Davenport describes the major AI technologies and explains how they are being used, reports on the AI work done by large commercial enterprises like Amazon and Google, and outlines strategies and steps to becoming a cognitive corporation. This book provides an invaluable guide to the real-world future of business AI. A book in the *Management on the Cutting Edge* series, published in cooperation with MIT Sloan Management Review.

Smart Choices

Data Analytics Applications in Education

Building Better Models with JMP Pro

Using Data to Make Smart Business Decisions

The Enterprise Big Data Lake

Special Collection

Strategies for Gaining a Competitive Advantage with Data

You're sitting in a windowless conference room. Twenty minutes into the meeting the presenter finally makes it to slide four of a thirty two- slide deck. At least you can read this one, unlike the others, which were crammed with numbers, graphs and charts. You look around, wondering if anyone else is following the presentation. Just about everyone these days suffers from information overload the 24/7 explosion from our computers, smartphones, media, colleagues, and customers. Information is essential to making intelligent decisions, but more often than not, it simply overwhelms us. It's like trying to drink from a fire hose. The question isn't how to stop all those e-mails, meetings, conference calls, and fat reports; that's impossible. The question is what to do with them. How do you find the truly essential nuggets of information and use them with confidence? The solution proposed by Christopher Frank and Paul Magnone sounds deceptively simple: Learn how to ask the right questions at the right time. Whatever field you're in, asking smarter questions will expose you to new information, point you to connections between seemingly unrelated facts, and open new avenues of discussion with your colleagues. The authors explain the seven questions that can help you bring a big- picture perspective to problems that often leave others buried in irrelevant details. And they show through real-life case studies- including Trader Joe's, Starbucks, Kodak, Microsoft, iRobot, and IBM-how their method can have a dramatic impact. It really is possible to convert the fire hose of information into useful insights. Consider a nonbusiness example: the 2010 Icelandic volcano eruption that sent a giant ash cloud toward Europe. Tens of thousands of flights were canceled and five million passengers stranded,

leading to billions in economic losses. Europe's best scientists generated oceans of data and carefully modeled the cloud's dispersion pattern. But no one could answer the essential question: Was the concentration of volcanic ash in the air enough to damage a jet engine? Without that key answer, all the carefully gathered facts were useless to the decision makers. Once you adopt the seven questions, you'll start having more productive brainstorming sessions. You'll answer critical questions faster and find unexpected solutions to important problems. And you'll get better at communicating to your colleagues with more clarity and focus, turning down the fire hose that other people have to cope with.

Information Management: Gaining a Competitive Advantage with Data is about making smart decisions to make the most of company information. Expert author William McKnight develops the value proposition for information in the enterprise and succinctly outlines the numerous forms of data storage. Information Management will enlighten you, challenge your preconceived notions, and help activate information in the enterprise. Get the big picture on managing data so that your team can make smart decisions by understanding how everything from workload allocation to data stores fits together. The practical, hands-on guidance in this book includes: Part 1: The importance of information management and analytics to business, and how data warehouses are used Part 2: The technologies and data that advance an organization, and extend data warehouses and related functionality Part 3: Big Data and NoSQL, and how technologies like Hadoop enable management of new forms of data Part 4: Pulls it all together, while addressing topics of agile development, modern business intelligence, and organizational change management Read the book cover-to-cover, or keep it within reach for a quick and useful resource. Either way, this book will enable you to master all of the possibilities for data or the broadest view across the enterprise. Balances business and technology, with non-product-specific technical detail Shows how to leverage data to deliver ROI for a business Engaging and approachable, with practical advice on the pros and cons of each domain, so that you learn how information fits together into a complete architecture Provides a path for the data warehouse professional into the new normal of heterogeneity, including NoSQL solutions

Unprecedented shifts in the age distribution and diversity of the global labor pool are underway. Within the decade, as the massive boomer generation begins to retire and fewer skilled workers are available to replace them, companies in industrialized markets will face a labor shortage and brain drain of dramatic proportions. Ken Dychtwald, Tamara Erickson, and Robert Morison argue that companies ignore these shifts at great peril. Survival will depend on redefining retirement and transforming management and human resource practices to attract, accommodate, and retain workers of all ages and backgrounds. Based on decades of groundbreaking research and study, the authors present innovative and actionable management techniques for leveraging the knowledge of mature workers, reengaging disillusioned midcareer workers, and attracting and retaining talented younger workers. This timely book will help organizations sustain their competitive edge in tomorrow's inevitably tighter labor markets.

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.

Your Guide to Understanding and Using Analytics

Use Data to Build a Better Startup Faster

Lean Analytics

Take Control of Your Work and Live Life on Your Own Terms

Making Smarter Marketing Decisions

Infonomics

A Manifesto for Next Generation Finance

Analytics at Work Smarter Decisions, Better Results Harvard Business Press

Thought provoking -Time Magazine Welcome to the attention economy, in which the new scarcest resource isn't ideas or talent, but attention itself. This groundbreaking book argues that today's businesses are headed for disaster-unless they overcome the dangerously high attention deficits that threaten to cripple today's workplace. Learn to manage this critical yet finite resource, or fail! "A worthy message" -Publishers Weekly AUTHORBIO: Thomas H. Davenport is the Director of the Accenture Institute for Strategic Change and author of *Process Innovation* and *Working Knowledge*, Harvard Business School Press. John C. Beck is an Associate Partner and Senior Research Fellow at the Accenture Institute for Strategic Change.

A renowned thought-leader and a professor of statistics team up to provide the essential tools for enhancing thinking and decision-making in today's workplace in order to be more competitive and successful. 25,000 first printing.

Wall Street Journal bestseller! Poker champion turned business consultant Annie Duke teaches you how to get comfortable with uncertainty and make better decisions as a result. In Super Bowl XLIX, Seahawks coach Pete Carroll made one of the most controversial calls in football history: With 26 seconds remaining, and trailing by four at the Patriots' one-yard line, he called for a pass instead of a hand off to his star running back. The pass was intercepted and the Seahawks lost. Critics called it the dumbest play in history. But was the call really that bad? Or did Carroll actually make a great move that was ruined by bad luck? Even the best decision doesn't yield the best outcome every time. There's always an element of luck that you can't control, and there is always information that is hidden from view. So the key to long-term success (and avoiding worrying yourself to death) is to think in bets: How sure am I? What are the possible ways things could turn out? What decision has the highest odds of success? Did I land in the unlucky 10% on

the strategy that works 90% of the time? Or is my success attributable to dumb luck rather than great decision making? Annie Duke, a former World Series of Poker champion turned business consultant, draws on examples from business, sports, politics, and (of course) poker to share tools anyone can use to embrace uncertainty and make better decisions. For most people, it's difficult to say "I'm not sure" in a world that values and, even, rewards the appearance of certainty. But professional poker players are comfortable with the fact that great decisions don't always lead to great outcomes and bad decisions don't always lead to bad outcomes. By shifting your thinking from a need for certainty to a goal of accurately assessing what you know and what you don't, you'll be less vulnerable to reactive emotions, knee-jerk biases, and destructive habits in your decision making. You'll become more confident, calm, compassionate and successful in the long run.

How Anyone Can Use Business Analytics to Turn Data into Profitable Insight

Finding the Value of Intangibles in Business

Big Data at Work

HBR Guide to Data Analytics Basics for Managers (HBR Guide Series)

Understanding the New Currency of Business

Artificial Intelligence and Legal Analytics

How to Monetize, Manage, and Measure Information as an Asset for Competitive Advantage

Many senior executives talk about information as one of their most important assets, but few behave as if it is. They report to the board on the health of their workforce, their financials, their customers, and their partnerships, but rarely the health of their information assets. Corporations typically exhibit greater discipline in tracking and accounting for their office furniture than their data. Infonomics is the theory, study, and discipline of asserting economic significance to information. It strives to apply both economic and asset management principles and practices to the valuation, handling, and deployment of information assets. This book specifically shows: CEOs and business leaders how to more fully wield information as a corporate asset CIOs how to improve the flow and accessibility of information CFOs how to help their organizations measure the actual and latent value in their information assets. More directly, this book is for the burgeoning force of chief data officers (CDOs) and other information and analytics leaders in their valiant struggle to help their organizations become more infosavvy. Author Douglas Laney has spent years researching and developing Infonomics and advising organizations on the infinite opportunities to monetize, manage, and measure information. This book delivers a set of new ideas, frameworks, evidence, and even approaches adapted from other disciplines on how to administer, wield, and understand the value of information. Infonomics can help organizations not only to better develop, sell, and market their offerings, but to transform their organizations altogether.

For many years Finance has had a monopoly on reporting numbers to business leaders, but this monopoly no longer exists. Unless Finance gets into the analytics game, Finance risks being sidelined and replaced in many of its FP&A functions. Finance needs to act fast and step up its game. Turning data into insights and foresight is crucial for, what we call, Next Generation Finance. With recent emergent technologies and a change in mentality of wanting to influence decisions, Finance has started the journey of advancing from the Trusted Scorekeeper towards the Strategic Partner. In the journey towards a Strategic Partner an analytics culture for data driven decisions needs to be developed. A culture that has four key components of Mindset, People, Processes, and Systems. These components, when aligned, institutionalize the practices about data driven decisions for business optimization. This book describes how to build a culture of data driven decisions using analytics. It purports that Finance becomes the hub of analytics to partner with the business to deliver the insights and foresight that impact the strategic decisions. Creating a culture of data driven decisions with analytics requires a Roadmap to transform Finance to the World Class Strategic Partner. This book lays out that roadmap...

The field of artificial intelligence (AI) and the law is on the cusp of a revolution that began with text analytic programs like IBM's Watson and Debater and the open-source information management architectures on which they are based. Today, new legal applications are beginning to appear and this book - designed to explain computational processes to non-programmers - describes how they will change the practice of law, specifically by connecting computational models of legal reasoning directly with legal text, generating arguments for and against particular outcomes, predicting outcomes and explaining these predictions with reasons that legal professionals will be able to evaluate for themselves. These legal applications will support conceptual legal information retrieval and allow cognitive computing, enabling a collaboration between humans and computers in which each does what it can do best. Anyone interested in how AI is changing the practice of law should read this illuminating work.

SAS software provides many different techniques to monitor in real time and investigate your data, and several groundbreaking papers have been written to demonstrate how to use these techniques. Topics covered illustrate the power of SAS solutions that are available as tools for fraud analytics, highlighting a variety of domains, including money laundering, financial crime, and terrorism. Also available free as a PDF from: sas.com/books.

Being Boss

Drinking from the Fire Hose

Big Data

Implementing an Analytics Culture for Data Driven Decisions

Moneyball (Movie Tie-in Edition) (Movie Tie-in Editions)

Competing on Analytics

Thinking in Bets

Learn how to make better; faster decisions. You make decisions every day--from prioritizing your to-do list to choosing which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The HBR Guide to Making Better Decisions provides practical tips and advice to help you generate more-creative ideas, evaluate your alternatives fairly, and make the final call with confidence. You'll learn how to: Overcome the cognitive biases that can skew your thinking Look at problems in new ways Manage the trade-offs between options Balance data with your own judgment React appropriately when you've made a bad choice Communicate your decision--and overcome any resistance Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

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.

Discover the breakthrough tool your company can use to makewinning decisions This forward-thinking book addresses the emergence of predictivebusiness analytics, how it can help redefine the way yourorganization operates, and many of the misconceptions that impedethe adoption of this new management capability. Filled with caseexamples, Predictive Business Analytics defines ways inwhich specific industries have applied these techniques and toolsand how predictive business analytics can complement otherfinancial applications such as budgeting, forecasting, andperformance reporting. Examines how predictive business analytics can help yourorganization understand its various drivers of performance, theirrelationship to future outcomes, and improve managerialdecision-making Looks at how to develop new insights and understand businessperformance based on extensive use of data, statistical andquantitative analysis, and explanatory and predictive modeling Written for senior financial professionals, as well as generaland divisional senior management Visionary and effective, Predictive Business Analyticsreveals how you can use your business's skills, technologies,tools, and processes for continuous analysis of past businessperformance to gain forward-looking insight and drive businessdecisions and actions.

The data lake is a daring new approach for harnessing the power of big data technology and providing convenient self-service capabilities. But is it right for your company? This book is based on discussions with practitioners and executives from more than a hundred organizations, ranging from data-driven companies such as Google, LinkedIn, and Facebook, to governments and traditional corporate enterprises. You'll learn what a data lake is, why enterprises need one, and how to build one successfully with the best practices in this book. Alex Gorelik, CTO and founder of Waterline Data, explains why old systems and processes can no longer support data needs in the enterprise. Then, in a collection of essays about data lake implementation, you'll examine data lake initiatives, analytic projects, experiences, and best practices from data experts working in various industries. Get a succinct introduction to data warehousing, big data, and data science Learn various paths enterprises take to build a data lake Explore how to build a self-service model and best practices for providing analysts access to the data Use different methods for architecting your data lake Discover ways to implement a data lake from experts in different industries

The AI Advantage

New Tools for Law Practice in the Digital Age

Creating Value with Big Data Analytics

What's the Big Idea?

Business Analytics for Managers

Developing Leaders Who Shape Social and Economic Opportunity

Making Smarter Decisions Without Drowning in Information

You have more information at hand about your business environment than ever before. But are you using it to “out-think” your rivals? If not, you may be missing out on a potent competitive tool. In *Competing on Analytics: The New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier for using data to make decisions has shifted dramatically. Certain high-performing enterprises are now building their competitive strategies around data-driven insights that in turn generate impressive business results. Their secret weapon? Analytics: sophisticated quantitative and statistical analysis and predictive modeling. Exemplars of analytics are using new tools to identify their most profitable customers and offer them the right price, to accelerate product innovation, to optimize supply chains, and to identify the true drivers of financial performance. A wealth of examples—from organizations as diverse as Amazon, Barclays, Capital One, Harrah’s, Procter & Gamble, Wachovia, and the Boston Red Sox—illuminate how to leverage the power of analytics.

"This book examines current, state-of-the-art research in the areas of data science, machine learning, data mining, optimization, artificial intelligence, statistics, and the interactions, linkages, and applications of knowledge-based business with information systems"--

Become confident in your choices. Where should I live? Is it time to get a new job? Which job candidate should I hire? What business strategy should I pursue? We spend the majority of our lives making decisions, both big and small. Yet, even though our success is largely determined by the choices that we make, very few of us are equipped with useful decision-making skills. Because of this, we often approach our choices tentatively, or even fearfully, and avoid giving them the time and thought required to put our best foot forward. In *Smart Choices*, John Hammond, Ralph Keeney, and Howard Raiffa—experts with over 100 years of experience resolving complex decision problems—offer a proven, straightforward, and flexible roadmap for making better and more impactful decisions, and offer the tools to achieve your goals in every aspect of your life. Their step-by-step, divide-and-conquer approach will teach you how to:

- Evaluate your plans
- Break your potential decision into its key elements
- Identify the key drivers that are most relevant to your goals
- Apply systematic thinking
- Use the right information to make the smartest choice

Smart Choices doesn’t tell you what to decide; it tells you how. As you routinely use the process, you’ll become more confident in your ability to make decisions at work and at home. And, more importantly, by applying its time-tested methods, you’ll make better decisions going forward. Be proactive. Don’t wait until a decision is forced on you—or made for you. Seek out decisions that advance your long-term goals, values, and beliefs. Take charge of your life by making *Smart Choices* a lifetime habit.

In years past, the keywords for leaders were confidence, single-minded purpose, and strategic planning. But today’s vastly complex, globalized, and fast-evolving world requires a different kind of leadership. This game-changing book details a new approach—entrepreneurial leadership—developed at Babson College, the number-one school for entrepreneurship in the world. Entrepreneurial leadership is inspired by, but is separate from, entrepreneurship. It can be applied in any organizational situation, not just start-ups. Based on two years of extensive research, it embraces three principles that add up to a fundamentally new worldview of business and a new logic of decision making. First, rapid change and increasing uncertainty require leaders to be “cognitively ambidextrous,” able to shift between traditional “prediction logic” (choosing actions based on analysis) and “creation logic” (taking action despite considerable unknowns). Guiding this different way of thinking and acting is a new view of business, where simultaneous creation of social, environmental, and economic value is the order of the day. Finally, entrepreneurial leaders leverage their understanding of themselves and their social context to guide effective action. Each chapter offers concrete examples of how educators across all disciplines are integrating these ideas into their courses—and even their entire curricula. *The New Entrepreneurial Leader* lays out a comprehensive new paradigm for reinventing management education in order to mold leaders who will shape social and economic opportunity.

Smarter Decisions – The Intersection of Internet of Things and Decision Science

Big Data, Analytics, and the Future of Marketing & Sales

The Attention Economy

TEXT ANALYTICS WITH SAS

Taking Business Intelligence Beyond Reporting

The Playbook for How to Build a Brand Your Consumers Will Love

Optimize Performance, Process, and Decisions Through Big Data

Explains how Billy Beane, the general manager of the Oakland Athletics, is using a new kind of thinking to build a successful and winning baseball team without spending enormous sums of money.

Offers six sample business models and thirty case studies to help build and monetize a business.

Explores where new ideas come from, how to evaluate which ideas are worth pursuing, and how to customize ideas to suit and organization's unique needs.

Convert the promise of big data into real world results There is so much buzz around big data. We all need to know what it is and how it works - that much is obvious. But is a basic understanding of the theory enough to hold your own in strategy meetings? Probably. But what will set you apart from the rest is actually knowing how to USE big data to get solid, real-world business results - and putting that in place to improve performance. Big Data will give you a clear understanding, blueprint, and step-by-step approach to building your own big data strategy. This is a well-needed practical introduction to actually putting the topic into practice. Illustrated with numerous real-world examples from a cross section of companies and organisations, Big Data will take you through the five steps of the SMART model: Start with Strategy, Measure Metrics and Data, Apply Analytics, Report Results, Transform. Discusses how companies need to clearly define what it is they need to know Outlines how companies can collect relevant data and measure the metrics that will help them answer their most important business questions Addresses how the results of big data analytics can be visualised and communicated to ensure key decisions-makers understand them Includes many high-profile case studies from the author's work with some of the world's best known brands

Encyclopedia of Data Science and Machine Learning

Using SMART Big Data, Analytics and Metrics To Make Better Decisions and Improve Performance

Creating and Capitalizing on the Best Management Thinking

Enterprise Analytics

Keeping Up with the Quants

The New Science of Winning

Beloved Brands

Now updated with new research and even more intuitive explanations, a demystifying explanation of how managers can inform themselves to make less risky, more profitable business decisions This insightful and eloquent book will show you how to measure those things in your own business that, until now, you may have considered "immeasurable," including customer satisfaction, organizational flexibility, technology risk, and technology ROI. Adds even more intuitive explanations of powerful measurement methods and shows how they can be applied to areas such as risk management and customer satisfaction Continues to boldly assert that any perception of "immeasurability" is based on certain popular misconceptions about measurement and measurement methods Shows the common reasoning for calling something immeasurable, and sets out to correct those ideas Offers practical methods for measuring a variety of "intangibles" Adds recent research, especially in regards to methods that seem like measurement, but are in fact a kind of "placebo effect" for management - and explains how to tell effective methods from management mythology Written by recognized expert Douglas Hubbard-creator of Applied Information Economics-How to Measure Anything, Second Edition illustrates how the author has used his approach across various industries and how any problem, no matter how difficult, ill defined, or uncertain can lend itself to measurement using proven methods.

"International Institute for Analytics"--Dust jacket.

SAS Visual Analytics is a business intelligence and analytics platform that provides visual exploration and discovery, self-service analytics, and interactive reporting for organizations of all sizes. All organizations have a wide variety of users, and each user needs something different from data and analytics. SAS Visual Analytics allows everyone to easily discover and share powerful insights that inspire action. Several useful papers have been written to demonstrate how to use these techniques. We have carefully selected a handful of these from recent Global Forum contributions to introduce you to the topic and let you sample what each has to offer. Also available free as a PDF from sas.com/books.

Knowing everything you can about each click to your Web site can help you make strategic decisions regarding your business. This book is about the why, not just the how, of web analytics and the rules for developing a "culture of analysis" inside your organization. Why you should collect various types of data. Why you need a strategy. Why it must remain flexible. Why your data must generate meaningful action. The authors answer these critical questions—and many more—using their decade of experience in Web analytics.

Making Smarter Decisions When You Don't Have All the Facts

How to Put the Artificial Intelligence Revolution to Work

Forward Looking Capabilities to Improve Business Performance

Predictive Business Analytics

The New Entrepreneurial Leader

Workforce Crisis

A Practical Guide to Making Better Decisions

From the creators of the hit podcast comes an interactive self-help guide for creative entrepreneurs, where they share their best tools and tactics on "being boss" in both business and life. Kath

Emily Thompson are self-proclaimed "business besties" and hosts of the top-ranked podcast Being Boss, where they talk shop and share their combined expertise with other creative entrepreneurs. In this book, they share the best of their from-the-trenches advice, giving you targeted guidance on: The Boss Mindset: how to weed out distractions, cultivate confidence, and tackle "fraudulent feelings" Boss Habits: including how to be a boss for visually mapping out goals with magical results Boss Money: how to stop freaking out about finances and sell yourself (without shame) With worksheets, checklists, and other real tools for a successful business, here's a guide that will truly help you "be boss" not only at growing your business, but creating a life you love.

The abundance of data and the rise of new quantitative and statistical techniques have created a promising area: data analytics. This combination of a culture of data-driven decision making and domain knowledge allows organizations to exploit big data analytics in their evaluation and decision processes. Also, in education and learning, big data analytics is being used to enhance teaching and to evaluate efficiency, to improve feedback, and to enrich the learning experience. As every step a student takes in the online world can be traced, analyzed, and used, there are plenty of opportunities to improve the learning process of students. First, data analytics techniques can be used to enhance the student's learning process by providing real-time feedback, or by enriching the learning experience. Second, data analytics can be used to support the instructor or teacher. Using data analytics, the instructor can better trace, and take targeted actions to improve, the learning process of the student. Third, there are opportunities to use data analytics to measure the performance of instructors. Finally, for policy makers, it is often unclear how schools use their available resources to "produce" outcomes. By combining structured data from various sources, data analytics might provide a solution for governments that aim to monitor the performance of schools more closely. Data analytics in education should not be the domain of a single discipline. Economists should discuss the possibilities, issues, and normative questions with a multidisciplinary team of pedagogists, philosophers, computer scientists, and sociologists. By bringing together these disciplines, a more comprehensive answer can be formulated to the challenges ahead. This book starts this discussion by highlighting some economic perspectives on the use of data analytics in education and begins a rich, multidisciplinary discussion that may make data analytics in education seem as natural as a teacher in front of a classroom.

There is a misconception in business that the only data that matters is BIG data, and that elaborate tools and data scientists are required to extract any practical information. However, nothing is further from the truth. If you feel that you can't understand how to read, let alone implement, these complex software programs that crunch the data and spit out more data, that will no longer be a problem. In this book, analytics experts Piyanka Jain and Puneet Sharma demystify the process of business analytics and demonstrate how professionals at any level can take the information at their disposal and in one or two simple steps--using only Excel as a tool--make the decision necessary to increase revenue, decrease costs, improve product, or whatever else is being asked of them at that time. In Behind Every Good Decision: How to Clarify the Business Question Lay out a hypothesis-driven plan Pull relevant data Convert it to insights Make decisions that make an impact Packed with examples and exercises, this reframing of business analytics book explains the four fundamental analytic techniques that can help solve a surprising 80 percent of all business problems. It doesn't take a numbers person to know that is a formula you need to know. Go ahead, be skeptical about big data. The author was—at first. When the term "big data" first came on the scene, bestselling author Tom Davenport (Competing on Analytics, Analytics at Work) considered it another example of technology hype. But his research in the years that followed changed his mind. Now, in clear, conversational language, Davenport explains what big data means—and why everyone in business needs to know about it. Big Data at Work covers all the bases: what big data means from a technical, consumer, and management perspective; what its opportunities and costs are; where it can be used; and which aspects of this hot topic have been oversold. This book will help you understand: • Why big data is important to you and your organization • What technology you need to manage big data • How big data could change your job, your company, and your industry • How to hire, rent, or develop the kinds of people who make big data work • The key success factors in implementing any big data project Big data is leading to a new approach to managing analytics With dozens of company examples, including UPS, GE, Amazon, United Healthcare, Citigroup, and many others, this book will help you seize the opportunities—from improving decisions, products, and services to strengthening customer relationships. It will show you how to put big data to work in your own organization so that you too can benefit from this ever-evolving new resource.

Behind Every Good Decision

Delivering the Promise of Big Data and Data Science

Actionable Web Analytics

Fraud Analytics with SAS

How to Beat the Coming Shortage of Skills And Talent

Analytics at Work

Big Data is the biggest game-changing opportunity for marketing and sales since the Internet went mainstream almost 20 years ago. The data big bang has unleashed torrents of terabytes about everything from customer behaviors to weather patterns to demographic consumer shifts in emerging markets. This collection of articles, videos, interviews, and slideshares highlights the most important lessons for companies looking to turn data into above-market growth: Using analytics to identify valuable business opportunities from the data to drive decisions and improve marketing return on investment (MROI) Turning those insights into well-designed products and offers that delight customers Delivering those products and offers effectively to the marketplace. The goldmine of data represents a pivot-point moment for marketing and sales leaders. Companies that inject big data and analytics into their operations show productivity rates and profitability that are 5 percent to 6 percent higher than those of their peers. That's an advantage no company can afford to ignore.

Enter the world of Internet of Things with the power of data science with this highly practical, engaging book About This Book Explore real-world use cases from the Internet of Things (IoT) domain using decision science with this easy-to-follow, practical book Learn to make smarter decisions on top of your IoT solutions so that your IoT is smart in a real sense This highly practical, example-rich guide fills the gap between your knowledge of data science and IoT Who This Book Is For If you have a basic programming experience with R and want to solve business use cases in IoT using decision science then this book is for you. Even if you're a non-technical manager anchoring IoT projects, you can skip the code and still benefit from the book. What You Will

Learn Explore decision science with respect to IoT Get to know the end to end analytics stack - Descriptive + Inquisitive + Predictive + Prescriptive Solve problems in IoT connected assets and connected operations Design and solve real-life IoT business use cases using cutting edge machine learning techniques Synthesize and assimilate results to form the perfect story for a business Master the art of problem solving when IoT meets decision science using a variety of statistical and machine learning techniques along with hands on tasks in R In Detail With an increasing number of devices getting connected to the Internet, massive amounts of data are being generated that can be used for analysis. This book helps you to understand Internet of Things in depth and decision science, and solve business use cases. With IoT, the frequency and impact of the problem is huge. Addressing a problem with such a huge impact requires a very structured approach. The entire journey of addressing the problem by defining it, designing the solution, and executing it using decision science is articulated in this book through engaging and easy-to-understand business use cases. You will get a detailed understanding of IoT, decision science, and the art of solving a business problem in IoT through decision science. By the end of this book, you'll have an understanding of the complex aspects of decision making in IoT and will be able to take that knowledge with you onto whatever project calls for it Style and approach This scenario-based tutorial approaches the topic systematically, allowing you to build upon what you learned in previous chapters.

"Beloved Brands is a book every CMO or would-be CMO should read." Al Ries With Beloved Brands, you will learn everything you need to know so you can build a brand that your consumers will love. You will learn how to think strategically, define your brand with a positioning statement and a brand idea, write a brand plan everyone can follow, inspire smart and creative marketing execution, and be able to analyze the performance of your brand through a deep-dive business review. Marketing pros and entrepreneurs, this book is for you. Whether you are a VP, CMO, director, brand manager or just starting your marketing career, I promise you will learn how to realize your full potential. You could be in brand management working for an organization or an owner-operator managing a branded business. Beloved Brands provides a toolbox intended to help you every day in your job. Keep it on your desk and refer to it whenever you need to write a brand plan, create a brand idea, develop a creative brief, make advertising decisions or lead a deep-dive business review. You can even pass on the tools to your team, so they can learn how to deliver the fundamentals needed for your brands. This book is also an excellent resource for marketing professors, who can use it as an in-class textbook to develop future marketers. It will challenge communications agency professionals, who are looking to get better at managing brands, including those who work in advertising, public relations, in-store marketing, digital advertising or event marketing. "Most books on branding are really for the MARCOM crowd. They sound good, but you find it's all fluff when you try to take it from words to actions. THIS BOOK IS DIFFERENT! Graham does a wonderful job laying out the steps in clear language and goes beyond advertising and social media to show how branding relates to all aspects of GENERAL as well as marketing management. Make no mistake: there is a strong theoretical foundation for all he says...but he spares you the buzzwords. Next year my students will all be using this book."

Kenneth B. (Ken) Wong, Queen's University If you are an entrepreneur who has a great product and wants to turn it into a brand, you can use this book as a playbook. These tips will help you take full advantage of branding and marketing, and make your brand more powerful and more profitable. You will learn how to think, define, plan, execute and analyze, and I provide every tool you will ever need to run your brand. You will find models and examples for each of the four strategic thinking methods, looking at core strength, competitive, consumer and situational strategies. To define the brand, I will provide a tool for writing a brand positioning statement as well as a consumer profile and a consumer benefits ladder. I have created lists of potential functional and emotional benefits to kickstart your thinking on brand positioning. We explore the step-by-step process to come up with your brand idea and bring it all together with a tool for writing the ideal brand concept. For brand plans, I provide formats for a long-range brand strategy roadmap and the annual brand plan with definitions for each planning element. From there, I show how to build a brand execution plan that includes the creative brief, innovation process, and sales plan. I provide tools for how to create a brand calendar and specific project plans. To grow your brand, I show how to make smart decisions on execution around creative advertising and media choices. When it comes time for the analytics, I provide all the tools you need to write a deep-dive business review, looking at the marketplace, consumer, channels, competitors and the brand. Write everything so that it is easy to follow and implement for your brand. My promise to help make you smarter so you can realize your full potential.

Building Better Models with JMP® Pro provides an example-based introduction to business analytics, with a proven process that guides you in the application of modeling tools and concepts. It gives you the "what, why, and how" of using JMP® Pro for building and applying analytic models. This book is designed for business analysts, managers, and practitioners who may not have a solid statistical background, but need to be able to readily apply analytic methods to solve business problems. In addition, this book will greatly benefit faculty members who teach any of the following subjects at the lower to upper graduate level: predictive modeling, data mining, and business analytics. Novice to advanced users in business statistics, business analytics, and predictive modeling will find that it provides a peek inside the black box of algorithms and the methods used. Topics include: regression,

logistic regression, classification and regression trees, neural networks, model cross-validation, model comparison and selection, and data reduction techniques. Full of rich examples, Building Better Models with JMP Pro is an applied book on business analytics and modeling that introduces a simple methodology for managing and executing analytics projects. No prior experience with JMP is needed. Make more informed decisions from your data using this newest JMP book.

How to Measure Anything

HBR Guide to Making Better Decisions

Dispelling the Myths, Uncovering the Opportunities

Visual Analytics with SAS Viya

Information Management

Smarter Decisions, Better Results