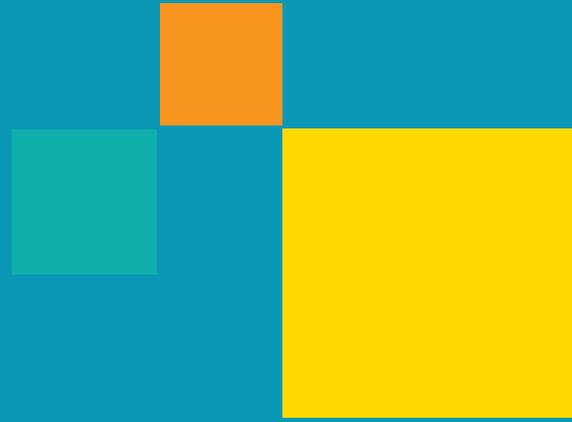


OVERCOMING BARRIERS TO
**ANALYTICS
ADOPTION**





INTRODUCTION

Have you heard it? The mention of data-driven decision making from executives who still live in spreadsheets.

Have you seen it? Dashboard screenshots coming across your email from data stored on Joe in Marketing's desktop.

Do you feel it? The pressure to transform to a data-driven culture for fear of digital born competition.

Organizations of all shapes and sizes are feeling the pressure to transform in this new digital era. As data becomes a more commoditized asset, the expectation is that accurate, timely and insightful analytics should become more readily available. While it is true that the insurgence of data has propelled software vendors to develop more user-friendly analytic applications, it has not yet made implementing analytics any less complicated.

Organizations that have been around for more than three years struggle with similar modernization challenges, maybe their story will sound familiar:

Lines of business are demanding analytics for competitive advantage and data-driven decision making. The IT department can't scale fast enough to support these new analytic demands, so lines of business are buying siloed, "easy-to-use" reporting tools and developing shadow analytic teams to support their own needs. Data quality and governance issues are running rampant resulting in at-best, misinformed and inefficient teams but at-worst, these shadow-developed analytics are riddled with inaccuracies that can have severe effects on an organization's performance and lead to a general distrust in analytics. The result is an analytics starved organization driving a wedge of frustration between IT and lines of business, paralyzing analytics maturity.¹

If this sounds familiar, you are not alone, you're among the majority. Analytics adoption is a challenge for nearly every organization. In fact, a 2017 Gartner survey found that only 30% of employees in large organizations are using IT governed BI and analytics tools today. It is proven that organizations with low levels of analytics adoption struggle to maximize the value from their data, and yet in so many instances analytics adoption is failing.

30% employees that use IT governed BI & analytics tools
GARTNER 2017

We sought out to research why it is that so many organizations struggle to scale analytics in this new age of self-service everything, interviewing hundreds of data and analytics executives to find the solution to this new-age challenge of accelerating analytics adoption and awakening a data-driven culture. Working alongside a group of customers and peers, we defined and tested three common actions that can be taken to overcome adoption challenges and prove the ROI of analytics.

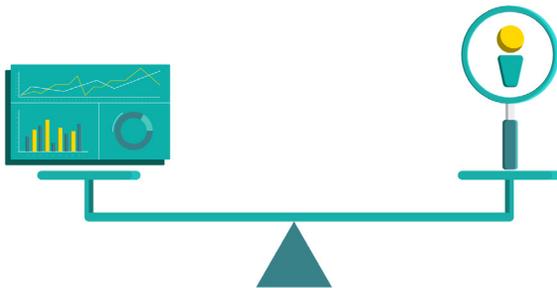
These actions are to **PLAN** for future growth of data and analytics, **DISCOVER** business value in an iterative fashion, and **EMPOWER** end users to create their own analytics. Where to start is dependent upon the maturity and strategy of your organization. The purpose of this paper is to share our findings with you in hopes that these actions will support your own digital transformation, wherever you might be in your journey.

1. Howson, Cindi and Sallam, Rita. (June 20, 2017). "Survey Analysis: Why BI and Analytics Adoption Remains Low and How to Expand Its Reach". Gartner.

PLAN

“Big data? Machine Learning? Cloud? Our data is a mess! Where do we start? Do we really need this? Are we capable? Do we have the right tools?”

Organizations often make one of two correlated analytics mistakes. One, believing that analytics can succeed without a plan. Or two, thinking that a plan is “good enough” if it includes a cool visionary statement, maybe technology purchases and action items for a few data savvy individuals. A cohesive analytics plan is generated by defining success, measuring progress and achieving results. Without a strong plan, analytics initiatives will fail, or worse, limp along with minimal adoption.



Businesses that lack a central guidance for data and analytics management suffer from data quality issues, disengagement of business users, and immaturity in data integration. Many organizations believe that if they implement the bleeding edge technologies, analytics success is guaranteed, but technology is only a part of the equation. People, process, and data challenges are almost always at the root of failed or inefficient analytics initiatives. Compound that with an unprecedented growth in data, a plethora of business use cases, a demand for IT governance and constant security threats, creating a clear, prioritized and aligned strategic plan is no longer a luxury for organizations, it is a required asset to reaching your strategic goals.

HOW TO PLAN

Organizations will quickly see significant advances in analytics maturity and readiness by taking simple steps in the areas of people, process, technology, and data.

The key to establishing a holistic analytics plan is incorporating a diverse team of contributors that represents the interests of the entire organization, both in the assessment phase and in your ongoing analytics steering committee. If executed correctly, your plan should directly tie analytics initiatives to the goals of each represented department, thus immediately tying this phased series of projects to tangible business outcomes.

Steps to create a strategic analytics plan:

1. **Excite:** Create awareness around your peer group and educate others on the possibilities of analytics to elicit excitement and begin generating high-value business opportunities
2. **Vision:** Unite business units by establishing a unified vision of a successful future analytic state
3. **Assess:** Assess the strengths and weaknesses of your people, process, technology, and data to identify potential pitfalls, ensure organizational readiness, and prioritize opportunities
4. **Steer:** Form an analytics steering committee of passionate, entrepreneurial and politically savvy data stewards responsible for enacting the vision and measuring success
5. **Govern:** Establish a basic data governance framework that will support scaling analytics
6. **Communicate:** Share, share, share your vision, the value of it and the importance of your organization's transformation, continuously create advocates and dissuade critics

Organizations with a unified vision for analytics and a plan to realize that vision will suffer fewer speed bumps on the road to adoption, but what if your stakeholders don't understand the value that analytics can generate for your organization? Generate support quickly by discovering value in your data through iterative analytic engagements.



DISCOVER

“ How valuable is this analytic? Is this worth our time? Do we even have the data to do this? We don't know what we don't know.”

Overwhelmingly, the root cause of low analytics maturity is the inability to tie analytics directly to business value, which leads to low adoption rates and limited buy-in. Lines of business are clamoring for actionable intelligence rooted in data, and the technologies to get there have never been more accessible, but an acute talent shortage, the lack of purpose-built infrastructure and needed domain expertise prevents organizations from capitalizing on analytic opportunities, leaving millions in unrealized value on the table. While talent shortage and domain expertise can't be fixed overnight, value can be achieved at any maturity level. The trick is to excel at identifying, quantifying and sharing that value.

HOW TO DISCOVER

As technologists, we need to change our vernacular from “integrating the CRM with the ERP to the website”, to “leveraging data assets to acquire, retain and grow our customer base”. Tried and true scenarios like implementing advanced analytics to support retention efforts for Marketing, informing the allocation of products for Merchandising, or determining location placement for Real Estate drive very tangible and measurable outcomes that generate lasting excitement around the use of data. As analytic adoption grows, add in additional outcomes that function as research and development for all business units, helping to identify, prioritize and test value based use cases with data to drive profitability, revenue growth, cost optimization or innovation.

Collaborating with business units to deliver analytics based outcomes in an iterative, agile fashion will excite the business with short-term value and drive long-term adoption.



Steps to **discover** value in your data:

1. **Ideate:** Work with business users to identify hypotheses that need validation or, even better, blind spots in their business functions. These will serve as your bank of value-driven business opportunities
2. **Prioritize:** Assess the feasibility of analytic opportunities based on the availability of the data, domain expertise and impact to the organization
3. **Prove:** Prototype analytic solutions with constant collaboration and continuous validation. Create partnerships and build momentum through collaboration
4. **Diversify:** To remove bias and improve outcomes, embrace the diversity of data sources, team members, and analytics applications
5. **Action:** Ensure that analytic outcomes are actionable and can be operationalized to produce ongoing value. The goal is not to unearth interesting facts but insights that can be acted upon to drive business value
6. **Learn:** Fail fast. Learn from every analytics experiment and never be afraid to move on if the value is not there

Leveraging advanced analytic techniques to rapidly iterate through data use cases is a straightforward solution to accelerating the use of analytics. Learning how to collaborate with cross-functional teams, navigate internal politics, and operationalize results to produce ongoing value is an entirely different set of challenges, many of which can be solved by empowering a larger audience of analytical users.

EMPOWER



“Where is marketing getting that number from? Are they creating their own statistic? Why aren't they using that dashboard we built them? Do we need a more user-friendly tool? Is that what data storytelling is supposed to be? It seems the business doesn't even know what they want and it's wasting my time!”

Performing iterative analytic exercises will allow you to produce value and gain support from your peer group for future analytics engagements, but it won't solve the challenge of scaling your resources to support ongoing analysis. Furthermore, expecting technologists to understand the intricacies of every valuable data set to the business fast enough to produce real value is a recipe for disaster.

In an increasingly user-driven analytic marketplace, we have seen incredible advancements in self-service analytic tools over the last five years. Leveraging these modern tools to enable business users with analytics will allow you to scale data operations while still eliciting valuable ongoing insights from a magnified analytic audience. According to Gartner, self-service analytics users produce more analytics than data scientists², likely because they know what to look for in the data and can act immediately on the results. So, how do you empower a distributed workforce with self-service tools that bring a greater understanding of their business?

HOW TO EMPOWER

Companies spend, maybe even waste, millions of dollars per year developing self-service environments that are underutilized and sit on the shelf after the initial go-live and excitement fades away, and yet organizations agree that enabling self-service analytics is the key to driving adoption and scaling growth and maturity. Ensuring success in any self-service initiative is part art, part science and a mix of magic. The art component references the need for data storytelling and compelling visualizations.

The science is a blend of modern technology and agile methodologies. The magic is the point to which you drive true business value and create the legendary story that will entice other business departments to jump onboard creating momentum. Creating a business-led, focused analytic effort will result in clarity around technology, prioritization of data assets and adoption needed to drive analytics within an

Steps to empower users:

1. **Target:** Identify an opportunity for increased visibility or augmented utility of business data
2. **Vision:** Collaborate with business users to design and wireframe an analytic solution that supports this opportunity
3. **Proof:** Develop a prototype using a subset of clean and static data. Focus first on visualization and not data integration
4. **Teach:** Conduct open and collaborative sessions with business users to solicit feedback and improve the user experience
5. **Improve:** Continuously incorporate user feedback to deliver a quality and useful solution to the business
6. **Operationalize:** Create systems for supporting ongoing data literacy and reinforcing the utility of self-service



2. Pettey, Christy and Meulen, Rob van der. (Jan. 25, 2018). Gartner. Referred: <https://www.gartner.com/>



CONCLUSION

As technology continues to permeate our everyday lives, analytics will naturally mature as businesses become increasingly data-driven and adoption challenges will subside, but will never desist on their own. Organizations can overcome adoption challenges by **PLANNING** for analytics innovation, **DISCOVERING** immediate value in available data, and **EMPOWERING** business users to produce their own insights through self-service.

While it's easy to write about these three methods for addressing analytics adoption challenges, overcoming them is not so simple, especially without help. CCG offers three unique solutions that focus on these key areas of analytic success: RapidRoadmap, RapidInsight, and RapidDash. Each of these solutions offers accelerated results in just six weeks. Read more about these three solutions and gather additional resources to support your analytics acceleration at ccganalytics.com/accelerators.

