



Analytics & big data may be an evolution in terms of tools & techniques

We see analytics and big data as an evolution – a step on from business intelligence, which in turn evolved from traditional reporting. Of course, having good information to understand what's going on in your business and run it successfully has always been important. The idea of information isn't new, but the nature of it and its use and value has moved on a great deal. Increasingly, information is seen as a competitive tool to drive growth, not just a necessary tool to control and sustain a well-run business.

In simple terms, the evolution of **reporting to modern analytics** may be characterised by:

- **From descriptive and diagnostic** uses of information **to predictive and prescriptive** (what will happen and what should I do?)
- **From backward looking** (rear view mirror) **to forward looking** (head up display)
- **From pushed, fixed format information** (requiring IT's input to change it) **to pulled, interactive and business-led insights**
- **From a focus on back-office** and internal information (e.g. finance and cost reporting) **to a focus on front-office** (e.g. customer insight, relationships and product development)
- **From internal, structured data** only to **internal, external, and unstructured data**
- **From a focus on controlling and sustaining the business** (bottom line) to a focus on growing the business and competitive advantage (top line)

An increasing part of the mix

That's not to say that analytics is taking over everything. Traditional reporting continues to be an important requirement and business intelligence has a valuable role to play, too. It's a mix – one that's determined by the needs and ambitions of each individual organisation, but also one that increasingly is seeing the emphasis of energy, resources

“Most organisations have a huge amount of untapped potential in their information – so this is an area where there is typically a major opportunity to improve business performance. From the business strategy; to the tools, technologies and information to execute; to the right organisation structure and operating model for analytics – we can help you unlock the power of information and insight, and turn data into an effective competitive tool to grow your business.”

Jon Bradbury
Partner



and value shift more towards analytics. So what, exactly, is different about analytics? This is best answered by comparing it to its predecessors.

Reporting

Traditional reporting focuses on pushing information in fixed formats to defined audiences. Monthly finance reports are a classic example. The emphasis is on capture and control. It's static, historic, a matter of record. It's essentially about the past – what's happened.

Business intelligence

Business intelligence made static data more interactive. Fixed format reports became interactive and online, with more ability to slice-and-dice, drill down and explore. Information became easier to digest with dashboards and other data visualisation techniques. But the information was still essentially backward looking, based on a defined area and amount of information – typically sourced from internal systems.

Analytics

Analytics looks not only backwards but also forwards – considering the future. It often involves predictive models to show future scenario options, forecast the outcomes, and so help you understand how best to drive your business forward. It is inherently dynamic and its power and purpose lies in enabling you to use information far more effectively than ever before as a living operational and strategic tool.

If traditional reporting is a rear view mirror, analytics is a head-up display. As such it's front office and front of foot, with a strong bias to action – analysing what-ifs to identify therefores. Moreover, the nature of the information is fundamentally different. It involves not only much larger volumes, hence the term big data, but also greater variety – looking not just at your business but at your customers' data, for example. The data sources are more disparate and, often, externally sourced. So the net is cast far wider and more dynamically, with a great variety of unstructured data, such as social media, constantly streaming in. From a matter of record to a major strategic asset.

From traditional reporting...	To Business Intelligence...	To Analytics and Big Data...
“Push”	“Pull”	“Predictive”
Mostly fixed format	More interactive/Self service (drill down, slice-and-dice, etc)	Interactive and fully business led
Typically finance-centric offering little to other functions	Applies to all business functions, ‘front office’ (customer facing) and ‘back office’ (finance, HR, etc)	Applies mostly to front office - often customer relationships and product development
Internal & structured data only, with little or no external collaboration	Still mostly internal and structured data, but bringing together more data sources (crossing internal silos of function and geography)	Combines internal and significant external data (e.g. spatial, statistical, 3rd party data); often unstructured (e.g. social media), and often using very large data sets
Implemented as an after-thought to ERP programmes	Implement independently as a peer of ERP programmers (not subservient)	Implemented as a business capability, with dedicated analytic team(s) built into the organisation
Technology generally not a differentiator	More technology differentiation and choice, generally still ‘on premise’ (not-as-a-service)	Many specialist, high differentiating technologies and tools; increasing use of open-sourced and cloud-based approaches
Backward looking/ “rear view mirror” for control (what happened?)	Still backward looking, but looking at causality (what happened and why?)	Forward looking/”head up display”, looking at correlations to predict future outcomes (what will happen?)
Focused on controlling and sustaining the business (bottom line)	Some element of bottom and top line focus.	Focussed on competitive advantages and growing the business (top line)

Three key differences at the heart of big data

1. The whole data – every last bit of it

With big data you can look at all the data – every last bit of it, rather than just samples. This can lead you to see some very different and valuable insights, as well as avoiding drawing some very wrong conclusions! Whenever you look at a sample of data, you run the risk of some sort of unintended bias in the sample, which colours your analysis. In the 2008 US presidential election for example, many of the opinion polls called the results wrong. It turned out that the polling was done by ringing up people on landlines, which excluded people who only had a mobile – younger, typically more liberal people. The polling was skewed and therefore failed to predict the result of the election. The fact that you can look at and make use of all the data, rather than just a sample size, is an exciting step change in the world of applied information.

2. What, not why

Historically, business intelligence has focused on looking for causal links – finding out why. It's a very left-to-right, linear, process based way of thinking about information. Big data swerves this by tending to focus on correlations, rather than causes – on the what, not the why. Arguably, big data may say don't waste your time and energy trying to understand what's happening – the fact that it's happening may be interesting and valuable enough. This has some very interesting consequences and practical applications. In the US, for example, flu vaccine stocks are moved to areas where there is a strong likelihood of a flu outbreak, partly based on Google search query correlations. The correlations are hard to fathom – but they work well as predictors. Spotting and acting on correlations without wanting or needing to spend time and energy understanding their causal links is an interesting change of mindset. If you just go with the correlation, no matter how odd it seems, you can end up doing some very different things with highly effective, counter-intuitive results. It's a catalyst for innovation. For example, US supermarket chain Wal-Mart identified that just prior to a major storm in the American North East, sales of Strawberry Pop-Tarts increased in line with more obviously storm-related products like batteries and flash-lights – and were able to manage stock and increase sales accordingly.

3. Buy versus build in the world of perpetual beta

Big data is increasingly open to everyone – from start-ups on a budget to multinationals with deep pockets. This is helped by another differentiator for big data, which is the growth of on demand, cloud-based services such as Amazon's RedShift and Google's Big Query. Indeed these pay-as-you-go services reflect a key change, provoking one of the big questions surrounding big data. With such large data volumes and potentially lots of

sophisticated computing power required – should you do it yourself? Or are you better off buying it as a service? Using a service can avoid major capital investments in buying big databases and the necessary number crunching power. What's more, the services are inherently dynamic and elastic, fitting in with and supporting the "perpetual beta" (i.e. constantly in development) culture of big data. But using an external service may present a range of other questions and challenges, such as data provenance, ownership, security and data transfer times. So big data is presenting some big questions on build versus buy – and the best route for you will inevitably depend on your particular situation.

Tackling the challenges

Big data clearly offers many great opportunities across both strategy and operations. But as we know from talking with senior information leaders across a variety of leading organisations, it also comes with a number of big challenges. These are the top issues on the minds of CIOs, CTOs, Heads of Analytics and other information leaders:

Getting the balance right

The balance of build versus buy is discussed above, but another major challenge is how best to strike the right balance across traditional reporting, business intelligence and big data analytics. Many want to redirect effort (in both headcount and funding) away from reporting towards more analytics, but there may not be a simple way to do this. The skills sets and culture are very different, so you are unlikely to be able simply to re-use or reassign the same people – it may require a deeper reorganisation, which leads us to the second major challenge.

Creating an effective organisation structure for analytics

Big data can be a major headache when it comes to structuring your organisation. What kind of structure do you need? What sort of people should you employ? What skills and capabilities should they have? Where do you put them in the organisation (should it be owned by Marketing, IT or neither)? One key insight here is that you shouldn't expect to be able to do analytics well by simply re-using or extending your reporting team or your business intelligence centre of excellence. The differences inherent in new data sources (as discussed below), typically require different skills, culture and management approaches.

So you may well need to employ fresh people – such as data scientists, analytics operations experts, data visualisation experts, and those with sufficient understanding of the statistical analysis fundamentals. And critically, you may be better off placing them with people at the sharp end of your business – your marketers, your supply chain experts, your product development whizzes, for example. Don't put them in an information team silo; sit them side by side with business folk.

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That way, together, they'll be able to make the most of big data's great potential to drive insights and actions that transform your strategy and operations.

Old data versus new data

The information used for analytics and big data may be quite different to that used for traditional reporting, as illustrated below. That has a number of big implications beyond organisational and structure skills. For example, effort that is

typically invested in cleansing, modelling, structuring and aligning data used for reporting may be better invested in innovative querying and insight generation techniques for analytics. Put simply, rather than spending a lot of effort tidying your loft so it is easy to find things, you might be better off simply paying someone who is very good at finding the things you want in a messy loft. The true value in analytics, however, may often come from combining old and new data sources.

Old data	New data
Data is typically highly structured	Data is often unstructured, and may be a of new types (e.g. social media)
Requires good data modelling	Less focus on data modelling
Modest data volumes (compared to Big Data)	Data is typically large volume (big data)
Strong focus on consistent data quality	Data may be a more variable quality
Data source is usually internal (e.g. ERP)	Data source is typically external
High dependency/link to master data (e.g. product hierarchies)	Less dependency/ link to master data (although typically still some)
Structural change to the data is rare and typically slow to deliver	Constantly changing structure and source (requires a much more agile approach)

Mobilising and managing big data projects

Making a business case for investment in analytics is hard. By helping you find the questions you didn't even know to ask as well as discover new, often counter-intuitive insights, it is by its very nature somewhat speculative. There may be gold in those hills, but it's hard to say just how much before you start to dig. This makes it important to start small, demonstrate the value, and then be prepared to develop in many small, evolutionary steps. Analytics projects are different – inherently open-ended, iterative, fluid, hard to pin down and constantly evolving. The very scale and dynamism that makes big data so powerful can also create big headaches for traditional project management. And no one is ever forced to use an analytics solution purely to execute their business process – they have to want to use it because they see the value. All this means different management approaches are required together with the right change management. And focusing on end user take-up and value realisation is essential.

Plotting your route

There is no easy answer on plotting the best way forward with reporting, business intelligence, analytics and big data. We recommend developing an overall enterprise information roadmap that highlights which information capabilities will really drive value, and a rough timing and sequencing for developing them. We'd also recommend thinking as carefully about the organisation structure and management approach for analytics as you would the technology and data approach. The order of development needs to take into account the underlying data dependencies as well as the business needs. Once the roadmap is set at a high level, the analytics capabilities need to have flexibility to iterate and evolve within that framework – but with just enough discipline and rigour to maintain control. Whatever course you plot should ultimately serve the aim of harnessing the power of information to reveal valuable insights and actions for your organisation.



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How we can help

We can bring the relevant sector-specific business understanding and insight that is key to applying analytics and big data to your business successfully. We have worked on some of the world's leading analytics, insight and big data transformations – from early vision, strategy and business case, right through the hard yards of execution. This gives us the pragmatic experience to cut through the hype and help you understand how practically to drive the most value from analytics, insight and big data in your business.

We can bring a compelling combination of industry and business knowledge relevant to your sector; understanding of analytics and insight techniques; technology expertise; and the transformational change know how to make it all happen. A feature of data and information transformations is often their wide business sponsorship and a struggle to understand the best organisation structures and operating model to execute. We can help all the business and technology executives involved

understand how best to move their business forward – and then work closely with them to get on and make it happen.

With our 'low volume, high value' model, we won't overwhelm with large teams or take months to produce results. Typically only using one or two highly experienced and high calibre people, we can help you cut through to a core strategy in a matter of days, or complete a proof-of-concept in a matter of weeks. Above all, this is about sound judgement – doing enough analysis and drawing on our experience to help our clients make a confident call on what's right for them.

We work as close knit part of your team, doing the work 'with you, not to you', and getting to results that have real ownership and buy-in.

To read more about the services we can provide to define and deliver the right change for your business, [please see here](#).

We are often asked to:

- Set executable [Finance](#), [HR](#), [IT](#), Digital and [Business Strategies](#).
- Lead [Finance](#), [HR](#), [IT](#), Digital Transformation.
- Make your technology work for you through maximising use of [Big Data and Analytics](#), Leveraging the Cloud and [Implementing Major Technology Programmes](#).
- Facilitate transformation through [delivery](#), [mobilisation](#), [turn-around](#), [Change Management](#), [Portfolio Management](#) and selecting the right [suppliers](#).
- Maximise business performance through developing and embedding [Business and Financial Modelling](#), [Target Operating Models](#) and post-merger Integration.
- Lay the right foundation for success through [Investment Appraisal](#), [Operational Due Diligence](#) and [Programme Assurance Reviews](#).
- Get the most out of your people through Coaching.

The full range of our services can be found on the [website](#).



Our experience

Here are just a few examples of our work in this space:

- **We helped one of the world's largest, blue-chip consumer goods companies understand how practically to implement their strategy for advanced analytics in their sales function, globally.** In a matter of weeks, we built a framework to assess how and where to roll out and best land the advanced analytics capabilities in markets; tested and developed this framework with pilot markets; and then applied the framework to assess and prioritise global roll out and activate all Year 1 markets.
- **We helped a leading, global consumer goods company define, mobilise and run their global information and analytics programme.** A core part of our contribution was to work with them to shape the strategy and business case, then select suppliers and mobilise the programme to roll out 17 key analytics capabilities, globally. These included, for example, combining their own data with retailer loyalty and point of sale data to drive sales growth.

“This programme is one of our top strategic initiatives, not just for IT but for the business worldwide. It will transform the way our businesses around the world access and use information, bringing enhanced insight and consistency.”

Chief Information Officer

“We knew we needed help to mobilise such a large, ‘game changing’ programme - especially in the Information and Analytics area, where there was little industry precedence for acting on such a strategic, global scale. We know from experience that if we involve Berkeley early on in a programme’s lifecycle, they can add tremendous value by helping us ‘set it up for success’ from the outset. The Berkeley team helped us get approval for the high-level roadmap, and then get everything quickly in place for set-up and rapid delivery in year 1. They carried on to play an integral part in the planning and sign-off of the plans for year 2, before handing over smoothly to the ‘business as usual’ organisation. They were an integral part of our leadership team during those crucial early stages, and it always felt as if they cared about the programme’s success as much as we did.”

Vice President of Business Intelligence

- **We helped a leading global manufacturer of alcoholic beverages define their end-to-end strategy for data and analytics.** They wanted to transform their Data & Information team from being focussed primarily on master data, data quality reporting and data standards, to being responsible for all information (from master data, to internal transaction data, to external and unstructured data) and

unlocking the strategic opportunity to gain greater insight and business value from information and analytics. This was essential to support many key business priorities, such as Net Revenue Management. In a matter of weeks, we helped them define their future vision and goals, target operating model, team capability requirements, and transformation roadmap.

“The team understood the goals we had set and really challenged us to think differently about how to go after them.”

Global Data & Information Director

- **We helped a leading, global consumer goods company develop a strategy for advanced analytics and big data techniques to be applied across their Supply Chain function, globally.** This was successfully developed over a period of just a few weeks, and gained the approval of their global supply chain leadership team.
- **We helped a global, blue-chip consumer goods company mobilise their Marketing Information Programme.** In order to drive greater value from analytics of all marketing and media data (both internal and external). We help them successfully produce and gain approval for the overall scope and business case, and then mobilise the project team and governance to deliver.

“By actually having dedicated resource who could pull together a variety of different areas and people, Berkeley were able to articulate clearly to other stakeholder groups a clear statement as to what the Marketing Information Programme wanted to do, and brought additional clarity and a ‘step back’ through use of tools and techniques.”

Global Marketing IT Director

“Berkeley have helped our team to successfully setup the Marketing Information Programme and provide director level input. We now have a very comprehensive framing document and executive/stakeholder overview; a very strong business case; and a ‘drumbeat’ setup for the project and steering group to execute. Berkeley was invaluable in bringing structure to the kick off of our programme. They provided us with process and structure, taking us through the process in a timely manner and chasing busy stakeholders and team members to ensure completeness.”

IT Business Partner for Marketing and Communications