Creating A Data Driven Organization Practical Advice From The Trenches

Succeeding with data isn't just a matter of putting Hadoop in your machine room, or hiring some physicists with crazy math skills. It requires you to develop a data culture that involves people throughout the organization. In this O'Reilly report, DJ Patil and Hilary Mason outline the steps you need to take if your company is to be truly data-driven—including the questions you should ask and the methods you should adopt. You'll not only learn examples of how Google, LinkedIn, and Facebook use their data, but also how Walmart, UPS, and other organizations took advantage of this resource long before the advent of Big Data. No matter how you approach it, building a data culture is the key to success in the 21st century. You'll explore: Data scientist skills—and why every company needs a Spock How the benefits of giving company-wide access to data outweigh the costs Why data-driven organizations use the scientific method to explore and solve data problems Key questions to help you develop a research-specific process for tackling important issues What to consider when assembling your data team Developing processes to keep your data team (and company) engaged Choosing technologies that are powerful, support teamwork, and easy to use and learn

"Data driven nonprofits is a guide book for nonprofit organizations that want to improve their performance and increase positive change in the world. Learn from industry leaders and nonprofit professionals that have unlocked the keys to becoming more data driven"--Back cover.

Are you planning to start working with big data, analytics or AI, but don't know where to start or what to expect? Have you started your data journey and are wondering how to get to the next level? Want to know how to fund your data journey, how to organize your data team, how to measure the results, how to scale? Don't worry, you are not alone. Many organizations are struggling with the same questions. This book discusses 21 key decisions that any organization faces when travelling its journey towards becoming a data-driven and AI company. It is surprising how much the challenges are similar across different sectors. This is a book for business leaders who must learn to adapt to the world of data and AI and reap its benefits. It is about how to progress on the digital transformation journey of which data is a key ingredient.

Discover how to survive and thrive in an increasingly digital world Digital strategy should consist of more than just updating your business' desktop computers and buying the newest smartphones for your employees. It requires the reimagining of existing business processes and the implementation of the latest technologies into current business activity to enable new capabilities for your firm. In Decisively Digital: From Creating a Culture to Designing Strategy, digital strategy advisor and author Alexander Loth leverages his extensive experience working with Microsoft, CERN, and SAP to deliver a robust and accessible exploration of what it takes for a company to unlock the potential of new digital technologies. You'll discover how to: Utilize new technologies to establish a digital culture and realize the benefits of modern work for your employees Unleash the abilities that come with processing big data and taking advantage of data democracy, analytics, and cloud computing Implement artificial intelligence, blockchain, process automation, and IoT in a way that goes beyond the hype and delivers real business results Packed with interviews with industry leaders and real-world customer examples, Decisively Digital is ideal for CIOs, CDOs, and other executives and professionals who need to know how technology can improve their businesses and power results today and tomorrow.

Why Companies Fail to Actually Use Their Data
Delivering Perpetual Performance Gains Through the Organizational System
The Data Mirage
Building a Knowledge-Driven Organization
Data-Driven Strategies for Aligning Mission, Culture and Performance in Nonprofit and Government Organizations
Performance
Software Engineering at Google

"What do you need to become a data-driven organization? Far more than having big data or a crack team of unicorn data scientists, it requires establishing an effective, deeply-ingrained data culture. This practical book shows you how true data-drivenness involves processes that require genuine buy-in across your company ... Through interviews and examples from data scientists and analytics leaders in a variety of industries ... Anderson explains the analytics value chain you need to adopt when building predictive business models"--Publisher's description.

Explore why — now more than ever — the world is in a race to become data-driven, and how you can learn from examples of data-driven leadership in an Age of Disruption, Big Data, and AI In Fail Fast, Learn Faster: Lessons in Data-Driven Leadership in an Age of Disruption, Big Data, and AI, Fortune 1000 strategic advisor, noted author, and distinguished thought leader Randy Bean tells the story of the rise of Big Data and its business impact – its disruptive power, the cultural challenges to becoming data-driven, the importance of data ethics, and the future of data-driven AI. The book looks at the impact of Big Data during a period of explosive information growth, technology advancement, emergence of the Internet and social media, and challenges to accepted notions of data, science, and facts, and asks what it means to become "data-driven." Fail Fast, Learn Faster includes discussions of: The emergence of Big Data and why organizations must become data-driven to survive Why becoming data-driven forces companies to "think different" about their business The state of data in the corporate world today, and the principal challenges Why companies must develop a true "data culture" if they expect to change Examples of companies that are demonstrating data-driven leadership and what we can learn from them Why companies must learn to "fail fast and learn faster" to compete in the years ahead How the Chief Data Officer has been established as a new corporate profession Written for CEOs and Corporate Board Directors, data professional and practitioners at all organizational levels, university executive programs and students entering the data profession, and general readers seeking to understand the Information Age and why data, science, and facts matter in the world in which we live, Fail Fast, Learn Faster p;is essential reading that delivers an urgent message for the business leaders of today and of the future.

Written by renowned data science experts Foster Provost and Tom Fawcett, Data Science for Business introduces the fundamental principles of data science, and walks you through the "data-analytic thinking" necessary for extracting useful knowledge and business value from the data you collect. This guide also helps you understand the many data-mining techniques in use today. Based on an MBA course Provost has taught at New York University over the past ten years, Data Science for Business provides examples of real-world business problems to illustrate these principles. You'll not only learn how to improve communication between business stakeholders and data scientists, but also how participate intelligently in your company's data science projects. You'll also discover how to think data-analytically, and fully appreciate how data science methods can support business decision-making. Understand how data science fits in your organization—and how you can use it for competitive advantage Treat data as a business asset that requires careful investment if you're to gain real value Approach business problems data-analytically, using the data-mining process to gather good data in the most appropriate way Learn general concepts for actually extracting knowledge from data Apply data science principles when interviewing data science job candidates

"This book shares how to instrument a company and most importantly, build an internal culture that values and uses data to maximum effect"--
A Data Visualization Guide for Business Professionals
Lessons in Data-Driven Leadership in an Age of Disruption, Big Data, and AI
The Surprising Power of Business Experiments
Storytelling with Data
Purpose-driven Organizations
Research Challenges in Information Science
Six Proven Strategies to Hack Your Culture and Develop a Learning-Focused Organization

Too many organizations are overlooking, or even suppressing, their single most powerful source of growth and innovation. And it's right under their noses. The frontline employees who interact directly with your customers, make your products, and provide your services have unparalleled insights into where problems exist and what improvements and new offerings . In their bestseller Ideas Are Free, Alan G. Robinson and Dean M. Schroeder show how to align every part of an organization around generating and implementing employee ideas and offer dozens of examples of what a tremendous competitive advantage this can offer. Their advice will enable leaders to build organizations capable of implementing 20, 50, or even 100 ideas per . In this world, they explain what's needed to put together a management team that can lead the type of organization that embraces grassroots ideas and describe the strategies, policies, and practices that enable them. They detail exactly how high-performing idea processes work and how to design one for your organization. There's constant pressure today to do more with fewer resources. Working harder with fewer resources can go only so far. Ironically, the best solution resides with the very people who have been bearing the brunt of these measures. With Robinson and Schroeder's advice, you can unleash a constant stream of great ideas that will strengthen every facet of your organization.

A higher purpose is not simply about profit. Symbolising the motivations of our actions and efforts, it reflects something much more aspirational and contributes to our global society. This open access book offers novel solutions to ensure employees support a wider organizational meaning whilst guaranteeing that the company benefits from the employee's individual and theories, this book contributes to debate and offers insight for both scholars and practitioners. The chapters bring together academic rigour and practical models to help readers distinguish between the fads and influential strategies. Exploring the development of purpose at each level of business, from strategy and leadership to communication, this book avoids sustainable purpose-driven organizations. This is an Open Access book sponsored by DPMC Spain, UIC Barcelona and Corporate Excellence - Centre for Reputation Leadership

'Market Driven Strategy' is a buzzword that many business people use without fully grasping its meaning. Now George Day, the inventor of the phrase, follows up his groundbreaking book MARKET DRIVEN STRATEGY with practical advice for managers who want to better communicate with their customers, perform miles ahead of their competitors, and continually be research, teaching, and consulting on the topic, THE MARKET DRIVEN ORGANIZATION shows how to apply Day's essential marketing theories to an entire company. Complete with diagnostic questionnaires and other assessment tools to identify strengths and weaknesses and lead companies through change, THE MARKET DRIVEN ORGANIZATION is an indispensable guide insights drawn from the most thorough research of the decade.

If you're striving to make products and services that your customers will love, then you'll need a customer-driven organization. As companies transform their businesses to meet the demands of the digital age, they find themselves grappling with uniquely human challenges. Organizational knowledge becomes siloed, employees move to safeguard their expertise, and teams. All of these challenges widen the distance between the people who make your products and the customers who use them. To meet today's challenges, companies need to do more than build processes for customer-driven products. They need to create a customer-driven culture. With the help of his friend and mentor Monty Hammontree, Travis Lowdermilk Developer Division at Microsoft. This book shows readers how to "hack" their culture and reduce the distance between them and their customers' needs. It's a uniquely personal story that's told amidst a cultural revolution at one of the largest software companies in the world. This story acts as your guide. You'll learn how to: Establish a Common Language: Help e Not Walls: Treat product building as a team sport Encourage Learning Versus Knowing: Help your team understand their customers Build Leaders That Build Your Culture: Showcase star employees to inspire others Meet Teams Where They Are: Make it easy for teams to to adopt vital behavior changes Make Data Relatable: Move beyond numbers and focus on empa

Data Science Strategy For Dummies
How Data-Driven Organizations Are Winning with Analytics
Organizational Planning and Analysis
Creating the Performance-Driven Organization
A Roadmap for Usage and Exploitation of Big Data in Europe
Impact & Excellence
The Journey Continues: From Data Lake to Data-Driven Organization

Learn to identify, capture, and utilize impactful data for organizational transformation Impact & Excellence is the culmination of a four year research study into the most successful data-driven strategies for today's non-profit and government organizations. The book focuses on five strategic elements to success based on proven principles, with solutions that are easy to implement and often lead to sweeping change. Each chapter includes discussion questions and action items to help leaders implement key concepts in their own organizations. Included with purchase is access to the Measurement Culture Survey, which will allow readers to access a free benchmark report. Learn to implement a measurement culture that emphasizes strong performance and measurable outcomes Read vivid case studies from successful organizations that do things differently Learn to utilize and leverage data to take decisive actions within your organization Avoid common barriers to developing a measurement culture and learn ways to overcome limitations The book utilizes a series of experiences and templates to help leaders develop a unique action plan tailored to their organization's particular circumstances. Filled with real success stories to inspire readers and with full study results available in the appendix, Impact & Excellence is a crucial resource for leaders to enable their social sector organizations to prosper and compete in today's economy.

In this book readers will find technological discussions on the existing and emerging technologies across the different stages of the big data value chain. They will learn about legal aspects of big data, the social impact, and about education needs and requirements. And they will discover the business perspective and how big data technology can be exploited to deliver value within different sectors of the economy. The book is structured in four parts: Part I "The Big Data Opportunity" explores the value potential of big data with a particular focus on the European context. It also describes the legal, business and social dimensions that need to be addressed, and briefly introduces the European Commission's BIG project. Part II "The Big Data Value Chain" details the complete big data lifecycle from a technical point of view, ranging from data acquisition, analysis, curation and storage, to data usage and exploitation. Next, Part III "Usage and Exploitation of Big Data" illustrates the value creation possibilities of big data applications in various sectors, including industry, healthcare, finance, energy, media and public services. Finally, Part IV "A Roadmap for Big Data Research" identifies and prioritizes the cross-sectorial requirements for big data research, and outlines the most urgent and challenging technological, economic, political and societal issues for big data in Europe. This compendium summarizes more than two years of work performed by a leading group of major European research centers and industries in the context of the BIG project. It brings together research findings, forecasts and estimates related to this challenging technological context that is becoming the major axis of the new digitally transformed business environment.

This is the first book to focus on the people side of knowledge management--what it takes to get employees to contribute to a knowledge system. Robert Buckman explains how to orchestrate this culture change, drawing from the lessons learned by Buckman Laboratories--the leader and pioneer in knowledge management--in implementing award-winning knowledge systems. His book is a practical primer on how organizations can move from "hoarding" knowledge to "sharing" it, building a global strategy that allows them to respond faster than the competition to any customer's need on a global basis. Buckman reveals how to: Combat the biggest problem with implementing knowledge management--creating the culture that supports it Increase the speed of innovation globally across an organization Resolve technical problems quickly Make immediate, informed decisions to help solve customer issues Create new products based on customer input and demand

Today, software engineers need to know not only how to program effectively but also how to develop proper engineering practices to make their codebase sustainable and healthy. This book emphasizes this difference between programming and software engineering. How can software engineers manage a living codebase that evolves and responds to changing requirements and demands over the length of its life? Based on their experience at Google, software engineers Titus Winters and Hyrum Wright, along with technical writer Tom Manshreck, present a candid and insightful look at how some of the world's leading practitioners construct and maintain software. This book covers Google's unique engineering culture, processes, and tools and how these aspects contribute to the effectiveness of an engineering organization. You'll explore three fundamental principles that software organizations should keep in mind when designing, architecting, writing, and maintaining code: How time affects the sustainability of software and how to make your code resilient over time How scale affects the viability of software practices within an engineering organization What trade-offs a typical engineer needs to make when evaluating design and development decisions

Practice Advice from the Trenches
Creating a Data-Driven Organization
Management Ideas for a Better World
Data-Driven Innovation Big Data for Growth and Well-Being
Winning with Data
Data Driven
Fail Fast, Learn Faster

A dream come true for those looking to improve their data fluency Analytical data is a powerful tool for growing companies, but what good is it if it hides in the shadows? Bring your data to the forefront with effective visualization and communication approaches, and let Data Fluency: Empowering Your Organization with Effective Communication show you the best tools and strategies for getting the job done right. Learn the best practices of data presentation and the ways that reporting and dashboards can help organizations effectively gauge performance, identify areas for improvement, and communicate results. Topics covered in the book include data reporting and communication, audience and user needs, data presentation tools, layout and styling, and common design failures. Those responsible for analytics, reporting, or BI implementation will find a refreshing take on data and visualization in this resource, as will report, data visualization, and dashboard designers. Conquer the challenge of making valuable data approachable and easy to understand Develop unique skills required to shape data to the needs of different audiences Full color book links to bonus content at juiceanalytics.com Written by well-known and highly esteemed authors in the data presentation community Data Fluency: Empowering Your Organization with Effective Communication focuses on user experience, making reports approachable, and presenting data in a compelling, inspiring way. The book helps to dissolve the disconnect between your data and those who might use it and can help

make an impact on the people who are most affected by data. Use Data Fluency today to develop the skills necessary to turn data into effective displays for decision-making.

"The uniqueness and value of this book is to exploit an integrated, end-to-end capabilities that encompass data management and analytics from a business and IT perspective"--

"Carefully distinguishing between big data and open data, and exploring various data infrastructures, Kitchin vividly illustrates how the data landscape is rapidly changing and calls for a revolution in how we think about data." - Evelyn Ruppert, Goldsmiths, University of London "Deconstructs the hype around the 'data revolution' to carefully guide us through the histories and the futures of 'big data.' The book skilfully engages with debates from across the humanities, social sciences, and sciences in order to produce a critical account of how data are enmeshed into enormous social, economic, and political changes that are taking place." - Mark Graham, University of Oxford Traditionally, data has been a scarce commodity which, given its value, has been either jealously guarded or expensively traded. In recent years, technological developments and political lobbying have turned this position on its head. Data now flow as a deep and wide torrent, are low in cost and supported by robust infrastructures, and are increasingly open and accessible. A data revolution is underway, one that is already reshaping how knowledge is produced, business conducted, and governance enacted, as well as raising many questions concerning surveillance, privacy, security, profiling, social sorting, and intellectual property rights. In contrast to the hype and hubris of much media and business coverage, The Data Revolution provides a synoptic and critical analysis of the emerging data landscape. Accessible in style, the book provides: A synoptic overview of big data, open data and data infrastructures An introduction to thinking conceptually about data, data infrastructures, data analytics and data markets A critical discussion of the technical shortcomings and the social, political and ethical consequences of the data revolution An analysis of the implications of the data revolution to academic, business and government practices

What do you need to become a data-driven organization? Far more than having big data or a crack team of unicorn data scientists, it requires establishing an effective, deeply-ingrained data culture. This practical book shows you how true data-drivenness involves processes that require genuine buy-in across your company, from analysts and management to the C-Suite and the board. Through interviews and examples from data scientists and analytics leaders in a variety of industries, author Carl Anderson explains the analytics value chain you need to adopt when building predictive business models—from data collection and analysis to the insights and leadership that drive concrete actions. You'll learn what works and what doesn't, and why creating a data-driven culture throughout your organization is essential. Start from the bottom up: learn how to collect the right data the right way Hire analysts with the right skills, and organize them into teams Examine statistical and visualization tools, and fact-based story-telling methods Collect and analyze data while respecting privacy and ethics Understand how analysts and their managers can help spur a data-driven culture Learn the importance of data leadership and C-level positions such as chief data officer and chief analytics officer

A Data-Driven Approach to Workforce Planning
Measuring, Monitoring, and Managing Your Business
The Market Driven Organization
Lessons Learned from Programming Over Time
Big Data for Growth and Well-Being
14th International Conference, RCIS 2020, Limassol, Cyprus, September 23–25, 2020, Proceedings
Big Data, Open Data, Data Infrastructures and Their Consequences

This report improves the evidence base on the role of Data Driven Innovation for promoting growth and well-being, and provide policy guidance on how to maximise the benefits of DDI and mitigate the associated economic and societal risks.

SHORTLISTED: CMI Management Book of the Year 2017 - Management Futures Category Data is changing the nature of competition. Making sense of it is tough; taking advantage of it is even tougher. There is a clear business opportunity for organizations to use data and analytics to transform business performance. Data-driven Organization Design provides a practical framework for HR and organization design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organization so everyone performs to their potential and organizations have a hope of getting and sustaining a competitive edge. Data-driven Organization Design shows how to collect the right data on organizations, present it meaningfully and ask the right questions of it to help complex, fluid organizations constantly evolve and meet moving objectives. Through the use of case studies, practical tips, and sample exercises, it explains in detail how to use data and analytics to connect all the elements of the system so you can design an environment for people to perform, an organization which has the right people, in the right place, doing the right things, at the right time. Whether you are looking to implement a long-term transformation, large redesign, or a one-off small scale project, Data-driven Organization Design will guide you through making the most of organizational data and analytics to drive business performance.

This IBM RedguideTM publication looks back on the key decisions that made the data lake successful and looks forward to the future. It proposes that the metadata management and governance approaches developed for the data lake can be adopted more broadly to increase the value that an organization gets from its data. Delivering this broader vision, however, requires a new generation of data catalogs and governance tools built on open standards that are adopted by a multi-vendor ecosystem of data platforms and tools. Work is already underway to define and deliver this capability, and there are multiple ways to engage. This guide covers the reasons why this new capability is critical for modern businesses and how you can get value from it.

Tips, techniques, and trends on how to use dashboard technology to optimize business performance Business performance management is a hot new management discipline that delivers tremendous value when supported by information technology. Through case studies and industry research, this book shows how leading companies are using performance dashboards to execute strategy, optimize business processes, and improve performance. Wayne W. Eckerson (Hingham, MA) is the Director of Research for The Data Warehousing Institute (TDWI), the leading association of business intelligence and data warehousing professionals worldwide that provide high-quality, in-depth education, training, and research. He is a columnist for SearchCIO.com, DM Review, Application Development Trends, the Business Intelligence Journal, and TDWI Case Studies & Solution.

Decisively Digital
The Idea-Driven Organization
Building Data Science Teams
Performance Dashboards
Data Driven: Harnessing Data and AI to Reinvent Customer Engagement
Leading Digital
Transform Your Culture, Empower Your People, and Shape the Future

From its inception in 2006, Thermo Fisher Scientific was a powerhouse, encompassing Fisher Scientific which was founded over a century ago in 1902, and Thermo Electric co-founded in 1956. Even though the company's revenue has been rising for a decade, they recognize that to stay on top of the industry they need to embrace and implement data science applications and analytics throughout their 70,000 employee company. The CSUSM MBA program and our team were engaged to identify some of the best practices and industry leaders, to help Thermo Fisher in their journey to become a more data-driven organization. We also concentrated on analyzing successful data science integrations in other companies with the goal of drawing from these companies' experiences and challenges to make a successful transition and embedding Data Science in their culture. The team interviewed fourteen Thermo Fisher Biosciences Division stakeholders, two Subject Matter Experts at California State University San Marcos, and three company leaders. Our results found that the most significant issues across Thermo Fisher regarding data analytics and their current state include the number of systems in use to share data cross-functionally. This lack of standardization was evident in our analysis. The way data is communicated to stakeholders varied as well as some inconsistencies. In addition to hearing some of the pain points in the current process, most of the interviewees have a positive outlook in the companies efforts to be a more data-driven organization. The stakeholders have seen recent changes and process improvements in different areas of the division and are aware of the capabilities that data science can bring to their organization. Given the access we had, the stakeholders we were able to interview, and our research on data science, we compiled five general recommendations for Thermo Fisher's Biosciences Division. These recommendations focus on addressing the needs in structure, resources, and alignment given the division's current state. Overall, our recommendations are intended to assist Thermo Fisher in becoming a more data-driven organization and integrate data science across multiple functions and departments in their organization. Recommendations include: continuing to start small and creating a timeline to guide stakeholder and monitor strategy as well as having a single strategy implementation plan focused on customer data to increase revenue sales. Another recommendation is that Thermo Fisher improves communication between their divisions and add training tools and modules so that every member in every division knows what actions need to be taken. Lastly, we recommend that the stakeholders' take initiative in becoming more knowledgeable in data science in general such as attending conferences, being flexible in change, and always inquiring to learn more.

Through insightful interviews and examples from a variety of industries, Creating a Data-Driven Organization enumerates the different aspects of culture that contribute to great data-driven organizations. It will help you pause and consider, "are we really as data-driven as we could be?" By gaining valuable advice and insights from data science and analytics leaders of what worked and what didn't, this practical book will stimulate discussion among data scientists and data analysts in companies from small startups to large corporations about what you can do to make use of data. Understand what it means to be data driven Learn the tools you need to improve data collection Gain a deep understanding of the analyst organization Get an introduction to doing data analysis Learn how to tell a story with data Understand and apply A/B testing Collect and analyze data while respecting privacy and ethics Learn about the data-driven C-suite

Axiom Business Book Award Silver Medalist in Business Technology The indispensable guide to data-powered marketing from the team behind the data management platform that helps fuel Salesforce—the #1 customer relationship management (CRM) company in the world A tectonic shift in the practice of marketing is underway. Digital technology, social media, and e-commerce have radically changed the way consumers access information, order products, and shop for services. Using the latest technologies—cloud, mobile, social, internet of things (IoT), and artificial intelligence (AI)—we have more data about consumers and their needs, wants, and affinities than ever before. Data Driven will show you how to: Target and delight your customers with unprecedented accuracy and success Bring customers closer to your brand and inspire them to engage, purchase, and remain loyal Capture, organize, and analyze data from every source and activate it across every channel Create a data-powered marketing strategy that can be customized for any audience Serve individual consumers with highly personalized interactions Deliver better customer service for the best customer experience Improve your products and optimize your operating systems Use AI and IoT to predict the future direction of markets You'll discover the three principles for building a successful data strategy and the five sources of data-driven power. You'll see how top companies put these data-driven strategies into action: how Pandora used second- and third-hand data to learn more about its listeners; how Georgia-Pacific moved from scarcity to abundance in the data sphere; and how Dunkin' Brands leveraged CRM data as a force multiplier for customer engagement. And if you're wondering what the future holds, you'll receive seven forecasts to better prepare you for what may come next. Sure to be a classic, Data Driven is a practical road map to the modern marketing landscape and a toolkit for success in the face of changes already underway and still to come.

Creating a Data-Driven Organization O'Reilly Media
Experimentation Works
21 Lessons for Large Organizations to Create Value from AI
From Creating a Culture to Designing Strategy
Data Driven Nonprofits
How to Disrupt, Innovate and Stay Ahead of the Competition
New Horizons for a Data-Driven Economy
Becoming/Creating a Data Driven Organization

Data-driven personas are a significant advancement in the fields of human-centered informatics and human-computer interaction. Data-driven personas enhance user understanding by combining the empathy inherent with personas with the rationality inherent in analytics using computational methods. Via the employment of these computational methods, the data-driven persona method permits the use of large-scale user data, which is a novel advancement in persona creation. A common approach for increasing stakeholder engagement about audiences, customers, or users, persona creation remained relatively unchanged for several decades. However, the availability of digital user data, data science algorithms, and easy access to analytics platforms provide avenues and opportunities to enhance personas from often sketchy representations of user segments to precise, actionable, interactive decision-making tools—data-driven personas! Using the data-driven approach, the persona profile can serve as an interface to a fully functional analytics system that can present user representation at various levels of information granularity for more task-aligned user insights. We trace the techniques that have enabled the development of data-driven personas and then conceptually frame how one can leverage data-driven personas as tools for both empathizing with and understanding of users. Presenting a conceptual framework consisting of (a) persona benefits, (b) analytics benefits, and (c) decision-making outcomes, we illustrate applying this framework via practical use cases in areas of system design, digital marketing, and content creation to demonstrate the application of data-driven personas in practical applied situations. We then present an overview of a fully functional data-driven persona system as an example of multi-level information aggregation needed for decision making about users. We demonstrate that data-driven personas systems can provide critical, empathetic, and user understanding functionalities for anyone needing such insights.

Become a Digital Master—No Matter What Business You're In If you think the phrase "going digital" is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In Leading Digital, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn: • How to engage better with your customers • How to digitally enhance operations • How to create a digital vision • How to govern your digital activities The book also includes an extensive step-by-step transformation playbook for leaders to follow. Leading Digital is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

OPTIMIZE YOUR BUSINESS DATA FOR FIRST-CLASS RESULTS Data Driven Business Transformation illustrates how to find the secrets to fast adaptation and disruptive origination hidden in your data and how to use them to capture market share. Digitalisation – or the Digital Revolution – was the first step in an evolving process of analysis and improvement in the operations and administration of commerce. The popular author team of Caroline Carruthers and Peter Jackson, two global leaders in data transformation and education, pick up the conversation here at the next evolutionary step where data from these digital systems generates value, and really use data science to produce tangible results. Optimise the performance of your company through data-driven processes by: Following step-by-step guidance for transitioning your company in the real world to run on a data-enabled business model Mastering a versatile set of data principles powerful enough to produce transformative results at any stage of a business's development Winning over the hearts of your employees and influencing a cultural shift to a data-enabled business Reading first-hand stories from today's thought leaders who are shaping data transformation at their companies Enable your company's data to lift profits with Data Driven Business Transformation.

The Data Mirage: Why Companies Fail to Actually Use Their Data is a business book for executives and leaders who want to unlock more insights from their data and make better decisions. The importance of data doesn't need an introduction or a fancy pitch deck. Data plays a critical role in helping companies to better understand their users, beat out their competitors, and breakthrough their growth targets. However, despite significant investments in their data, most organizations struggle to get much value from it. According to Forrester, only 38% of senior executives and decision-makers "have a high level of confidence in their customer insights and only 33% trust the analytics they generate from their business operations." This reflects the real world that I have experienced. In this book, I will help readers formulate an analytics strategy that works in the real world, show them how to think about KPIs and help them tackle the problems they are bound to come across as they try to use data to make better decisions.

Sustaining the Competitive Edge Through Organizational Analytics
Empowering Your Organization with Effective Data Communication
Data Science for Business
A Data-Driven Company

What You Need to Know about Data Mining and Data-Analytic Thinking
Data-Driven Organization Design

Understand how to drive business performance with your organizational data and analytics in the second edition of Data-Driven Organization Design. Using data and analytics is a key opportunity for businesses to transform performance and achieve success. With a data-driven approach, all the elements of the organizational system can be connected to design an environment in which people can excel and attain competitive advantage. Data-Driven Organization Design provides a practical framework for HR and organization design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organization. It shows how to collect the right data, present it meaningfully and ask the most relevant questions of it to help complex, fluid organizations constantly evolve and meet moving objectives. This updated second edition contains new material on organizational planning and analysis, role design and job architecture, position management lifecycle and data reporting. Alongside this, new case studies and examples will show how these approaches have been applied in practice. Whether planning a long-term transformation, a large redesign or an individual small project, Data-Driven Organization Design will demonstrate how to make the most of your organizational data and analytics to drive business performance.

Use this practical guide to take a data-driven approach to workforce planning and continuously analyse the organization to allow the business to meet its strategic objectives.

As data science evolves to become a business necessity, the importance of assembling a strong and innovative data teams grows. In this in-depth report, data scientist DJ Patil explains the skills, perspectives, tools and processes that position data science teams for success. Topics include: What it means to be "data driven." The unique roles of data scientists. The four essential qualities of data scientists. Patil's first-hand experience building the LinkedIn data science team.

Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating.

Attracting And Keeping Valuable Customers

Turning Technology into Business Transformation

Data Fluency

The Customer-Driven Culture: A Microsoft Story

Data Driven Business Transformation

Data-driven Organization Design

Creating a Data-driven Organization

All the answers to your data science questions Over half of all businesses are using data science to generate insights and value from big data. How are they doing it? Data Science Strategy For Dummies answers all your questions about how to build a data science capability from scratch, starting with the "what" and the "why" of data science and covering what it takes to lead and nurture a top-notch team of data scientists. With this book, you'll learn how to incorporate data science as a strategic function into any business, large or small. Find solutions to your real-life challenges as you uncover the stories and value hidden within data. Learn exactly what data science is and why it's important Adopt a data-driven mindset as the foundation to success Understand the processes and common roadblocks behind data science Keep your data science program focused on generating business value Nurture a top-quality data science team In non-technical language, Data Science Strategy For Dummies outlines new perspectives and strategies to effectively lead analytics and data science functions to create real value.

This book constitutes the proceedings of the 14th International Conference on Research Challenges in Information Sciences, RCIS 2020, held in Limassol, Cyprus, during September 23-25, 2020. The conference was originally scheduled for May 2020, but the organizing committee was forced to postpone the conference due to the outbreak of the COVID-19 pandemic. The scope of RCIS 2020 is summarized by the thematic areas of information systems and their engineering; user-oriented approaches; data and information management; business process management; domain-specific information systems engineering; data science; information infrastructures, and reflective research and practice. The 26 full papers and 3 work in progress papers presented in this volume were carefully reviewed and selected from 106 submissions. They were organized in topical sections named: Data Analytics and Business Intelligence; Digital Enterprise and Technologies; Human Factors in Information Systems; Information Systems Development and Testing; Machine Learning and Text Processing; and Security and Privacy. The volume also contains 12 poster and demo-papers, and 4 Doctoral Consortium papers.

Don't simply show your data—tell a story with it! Storytelling with Data teaches you the fundamentals of data visualization and how to communicate effectively with data. You'll discover the power of storytelling and the way to make data a pivotal point in your story. The lessons in this illuminative text are grounded in theory, but made accessible through numerous real-world examples—ready for immediate application to your next graph or presentation. Storytelling is not an inherent skill, especially when it comes to data visualization, and the tools at our disposal don't make it any easier. This book demonstrates how to go beyond conventional tools to reach the root of your data, and how to use your data to create an engaging, informative, compelling story. Specifically, you'll learn how to: Understand the importance of context and audience Determine the appropriate type of graph for your situation Recognize and eliminate the clutter clouding your information Direct your audience's attention to the most important parts of your data Think like a designer and utilize concepts of design in data visualization Leverage the power of storytelling to help your message resonate with your audience Together, the lessons in this book will help you turn your data into high impact visual stories that stick with your audience. Rid your world of ineffective graphs, one exploding 3D pie chart at a time. There is a story in your data—Storytelling with Data will give you the skills and power to tell it!

Unlocking the Power in Bottom-Up Ideas

The Data Revolution

Data-Driven Personas

Leaders and Innovators