

SETTING UP AN ANALYTICS PROGRAM

Research Sponsorship Opportunity

PROJECT OVERVIEW AND SCOPE

As organizations look at establishing analytics capabilities they are faced with many questions. What is the right model for my organization? What are the necessary skills we need to provide insights for our decision makers can use? How can we measure the ROI of our analytics investment? This project is aimed at answering those questions through a combination of surveys and case studies that look at structural characteristics, roles and responsibilities, and performance measures for analytics functions.

AUDIENCE

- ◆ Chief Information Officer, Head of Functions, Director Operations, Performance management, Director of Business Excellence, Director of Strategy, anyone interested in leveraging an analytics program to improve decision making

RESEARCH QUESTIONS

- ◆ Where do analytics programs sit in the org chart? What is the right model for them to be effective?
- ◆ What resources are necessary?
- ◆ What are the necessary roles and skillsets an organization needs for an analytics program?
- ◆ What types of methodologies do organizations use to manage the pipeline of projects?

RESEARCH METHODS

Use a broadcast survey with four sections to understand trends in analytics programs and develop program profiles (including characteristics, roles and responsibilities, skillsets, and request management practices).

1. Section One: Structural Characteristics
 - a. Place in Org Chart
 - i. Reporting structure
 - b. Model (e.g., centralized department, decentralized, functional, center of excellence, federated model)
 - c. Number of FTEs
 - d. Funding structure (e.g., corporate budget, business units, project-based, charge back)
 - e. Performance KPIs

2. Section Two: Role and Responsibilities
 - a. What roles are in the department/program (e.g., data analyst, modeler, program director, consultant, IT)
 - b. What they are responsible for:
 - i. General reporting, predictive analytics, training, building algorithms, consultation with businesses, dashboard management, etc.
 - ii. Potentially include a percent of their accountability or time for each responsibility by role
 - c. Whom does the program support:
 - i. Functions they support
 - ii. Seniority of whom they support
3. Section Three: Required Skillsets
 - a. E.g., data visualization, report writing, project management, presentation, soft skills, business or functional knowledge, statistics, model building, data management.
 - i. Potentially ask skillsets by role.
4. Section Four: Managing Requests
 - a. Service request format
 - b. Request prioritization criteria
 - c. Project management approach

DELIVERABLES

- ◆ Input into data collection tools
- ◆ Survey summary results report
- ◆ Full research report including sponsor's perspective
- ◆ Research overview
- ◆ Promotions for research deliverables across multiple media platforms
- ◆ Disaggregated, blinded data
 - Delivered in a flat Excel file
- ◆ Webinar event showcasing research results and sponsor's thought leadership
- ◆ Presentation and recording
- ◆ List of attendees who opt-in to share name and organization
- ◆ Case study of vetted, targeted organizations included in the research report

ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at www.apqc.org, and learn how you can make best practices your practices.

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