TRIANZ℠

Digital Transformation Simplified

Big Data Analytics Strategy

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Big Data Analytics Strategy: The Foundation for Digital Success

Big Data was added to the Gartner Emerging Technology Hype Cycle in 2011, with an estimated mainstream adoption timeframe of 2-5 years. Just four years later, Gartner made the surprise decision to pull it off the hype cycle altogether. The adoption and evolution of the technology had accelerated so quickly that they decided it had moved beyond emerging technology status. Yet while 80% of organizations in 2015 had deployed or planned big data initiatives[1], very few enterprises were seeing significant ROI, and that continues to be the case. 'For most legacy companies, data-analytics success has been limited to a few tests or to narrow slices of the business.'[2] The reason? Lack of clear, comprehensive strategy.

Big Data Analytics as Part of a Bigger Picture

When Big Data started to take off, very few were talking about the overarching organizational changes needed to operate in today's digital world. But in the last few years, enterprises have widely recognized the need to digitally transform their businesses to keep up with both the competition and the expectations of increasingly savvy customers and their rising expectations. Now, "Digital Transformation" has taken hold at the C-level and is driving a strategic shift in enterprises, of people, processes, and technologies. With its ability to help organizations uncover hidden and untapped opportunities, proactively mitigate risks and threats, and cater swiftly to customer needs, Big Data Analytics is a critical component of this digital transformation. It must move along with, or even ahead of, the digital transformation of an organization, from technology-focused initiative to strategic initiative. Technology decision makers and business decision makers must work together to develop an overarching strategy and roadmap to ensure success.

Developing Big Data Analytics Strategy

Though ultimately Big Data Analytics will provide their value and ROI through creation of new revenue streams and improve customer satisfaction, the ability to streamline operations, and more, these critical tools also sit at the heart of an organization's Digital Transformation strategy. As every part of a company changes, measurement is the way the executive team can keep on top of what's working and where to keep an eye. More than that, designing and implementing a Big Data Analytics strategy early in the process is an excellent way to begin the mindset shift that needs to occur in everyone, for true digital transformation to take effect. By emphasizing the top priority of data and analytics, people recognize the "new world order" and begin conducting business accordingly.

> *80% of organizations in 2015 had deployed or planned big data initiatives, very few enterprises were seeing significant ROI, and that continues to be the case.*

[1] *http://www.idgenterprise.com/resource/marketing-tools/big-data-and-analytics-the-big-picture-infographic/*
[2] *http://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/getting-big-impact-from-big-data*

Developing a strategic plan also gives line of business leaders, functional leaders, business partners, technology, data, and executive teams a way to stay on the same page and:

- Understand what's possible for the organization
- Set clear priorities to expand analytics capabilities
- Ensure IT services and technologies align with and support the organization's business requirements
- Discover untapped opportunities to create business value
- Prove initiative value quickly and set up long-term success

The work can be broken down into three phases:

Assessment

To build a strategic plan, it's important first to understand where your organization is today in six areas critical to extracting value from Big Data Analytics. This information will provide the foundation for your strategic planning, as well as a baseline comparison to show progress when you get under way.

"Big data strategy should support an organizations short and long term goals, and include everything from user adoption of the new program to external goals."

Data and Information Management: What are your current information assets? Is your data structured, semi-structured, unstructured, a combination? Where is it located and what is the life cycle? What is user and executive awareness of information as an asset?

Infrastructure: What legacy infrastructure do you have? What cloud infrastructure do you use? Will your current infrastructure support Big Data and a company-wide analytics program?

Organization: Do you have the right people with the right skills? Do you need to create new roles to support a data-driven organization? What processes do you have in place and how mature are they? How much work will need to be done to hire, train, retrain, etc.?

Analytics: Are there groups / LOBs using analytics capabilities on their own? How is it working for them? What problems are they encountering? Are there metrics and KPIs in place?

Governance: Who owns your information? What is the current state of data governance: policies, procedures, and standards? What is the state of legal and regulatory compliance? Will they scale?

Competitive Benchmarking: What are industry leaders doing with Big Data Analytics? How relevant are they for your enterprise? How long does a typical Big Data Analytics journey take?

Strategic Plan

While the assessment provides the base content, the Big Data strategic plan provides the analysis and insights needed to succeed with the initiative. The strategy should support an organization's short and long term goals, and include everything from user adoption of the new program to external goals. Strategy must answer questions around basic tenets of Big Data Analytics success, such as what future-proof and scalable technology the company will use and how they will empower business users to gain critical insights easily among others, including:

- What is our biggest opportunity?
- What industry trends are relevant to our business?
- How do we leverage internal data assets to the best effect?
- Do I have right technology and data for my chosen initiatives?
- Where do we need to do analysis?
- How can I leverage legacy and cloud infrastructure to optimize cost, scale, and availability?
- Do we need a data lake?
- Should we roll out self-service BI? To everyone, or certain groups?
- What analytics visualization tool is best for our organization?
- Where should we focus our next investments?
- Which data analytics use cases will bring quickest ROI and which will have the biggest long-term impact?
- What should we do first? What should we do later?

Actionable Roadmap

Without action, a plan won't get you far. The strategic plan should provide the recommendations needed for infrastructure upgrades, organizational changes, and use cases. The roadmap provides the stake in the ground to keep your Big Data Analytics initiatives on track. Put together a comprehensive roadmap with timeline for near- and long-term initiatives. Assign a project manager to keep things moving and act as your central point of contact. And as you move along, keep in mind these:

3 Critical Roadmap Steps to Success

A strategic plan and actionable roadmap are the first steps in your Big Data Analytics journey. But as we touched on, very few organizations are seeing enterprise-wide roll-out and of those who do, few are enjoying success. In fact, only 27% of organizations describe their initiatives as successful,[3] and only 8% as very successful. There could be many reasons for this, but our prescription for success is to follow these four steps:

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[3] *https://www.uk.capgemini-consulting.com/cracking-the-data-conundrum*

Organizations may also extend the Proof of Concept model to trial all use-cases, using a "fail-fast" approach to narrow down the optimal ones. Choosing the right use cases and moving quickly can be crucial to competitive advantage and big data analytics success.

Step 1: Start Small

As Debra Logan, Gartner VP & Fellow said in the Data and Analytics Leadership and Vision 2017 webinar, "Jumping into [a data and analytics initiative] isn't going to help any more than not having one at all." To prove value to the organization and refine requirements and the metrics framework for future projects, the first initiative on a roadmap should be a Proof of Concept (PoC). You will want to choose a use case that can deliver business value within a short timeframe (ideally 6 weeks). To help meet this timeframe, it's best to select a single business unit and secure one executive sponsor. You'll also want to ensure collaboration between IT and business stakeholders – essential team members only; aim for as few data sources as possible and focus only on the dimensions and measures that actually matter to the specific PoC; and limit your cluster size.[4] By following these PoC best practices, the team can generate company wide support for a larger initiative.

Step 2: Approach Implementation Iteratively

While a roadmap is necessary to provide guidance and prioritize use cases, it's important to have room built in for flexibility. Using agile methodology allows increased speed to implementation. Basic versions are up and running quickly and defects can be fixed or changes incorporated in iteration. Organizations may also extend the Proof of Concept model to trial all use-cases, using a "fail-fast" approach to narrow down the optimal ones.[5] Choosing the right use cases and moving quickly can be crucial to competitive advantage and big data analytics success.

Step 3: Organize for Success

Organizational structure and change is as important to big data analytics success as anything else – maybe more so. A comprehensive roadmap will include change management initiatives for leadership, governance, processes, training and hiring. In early stages, make sure there's sponsorship in the C-Suite. An active and visible executive sponsor can make the difference between success and failure, at a rate of 72% versus 29%.[6] Once there's broader buy-in, begin the true organizational change needed to shift to the digital mindset. Through 2019, 90% of large organizations are expected to hire a Chief Data or Chief Analytics Officer to lead their big data analytics initiatives.[7] That person will be in charge of determining principles, policies, standards, and guidelines for information management and data governance, along with defining how to leverage existing talent with training programs and what new roles (data scientist, information architect, information product manager, data steward, data custodian, etc.) are necessary.

[4] *Informatica How to Run a Big Data POC – In 6 Weeks*

[5] *https://www.uk.capgemini-consulting.com/resource-file-access/resource/pdf/big_data_pov_03-02-15_1.pdf*

[6] *http://www.forbes.com/sites/brentdykes/2016/08/24/data-driven-success-rests-on-the-shoulders-of-a-strong-executive-sponsor/*

[7] *Gartner Data and Analytics Leadership and Vision 2017 Webinar*

Partnering with Trianz for Big Data Success

With a proven framework that's helped over 100 clients with Big Data Analytics, in industries as diverse as Technology, Insurance, Banking, Health, and Transportation & Govt., Trianz is here to guide you from the day one. Our team collaborates with your key IT and cross-functional stakeholders to gain a thorough understanding of your assets, opportunities, and best use cases. Trianz provides several deliverables, building confidence throughout the process that you're working toward success and ROI.

We work with your team to provide the three stages outlined above and go beyond that too.

Big Data Analytics Strategy & Roadmap Projects include:

Assessment Report

Understand the state of your data and information assets, their maturity and governance, tools and technologies, and the adoption of data and analytics in your enterprise, as well as people, processes, and opportunities, with this full assessment.

Strategic Plan

See the big picture and determine where you need to go with a visionary plan outlining the business strategy upon which Big Data analytics is focused. This document will explain how to leverage big data analytics capabilities to improve business performance through topics including identifying end state goals, success criteria, technology decisions, and stakeholder engagement and governance.

Actionable Roadmap

Stay focused with an implementation roadmap, including short, medium and long term initiatives, projects and milestones, with an objective to deliver business benefits in short frequencies.

Proof of Concept

Prove the top 2 or 3 use cases with your data in our cloud environment, to qualify and quantify the opportunities, and show the business impact.

Business Case to Secure Sponsors & Funding

Socialize your business case with C-suite executives and other executive stakeholders with this compelling business case outlining opportunities, investment requirements, Return on Investment, and expected business impact.

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About Trianz

Trianz enables digital transformations through effective strategies and excellence in execution. Collaborating with business and technology leaders, we help formulate and execute operational strategies to achieve intended business outcomes by bringing the best of consulting, technology experiences and execution models. Powered by knowledge, research, and perspectives, we serve *Fortune* 1000 and emerging organizations across industries and geographies to transform their business ecosystems and achieve superior performance by leveraging Cloud, Digital, Analytics and Security paradigms. As a professional services firm, our values and culture are focused on delivering measurable business impact, predictability in execution, and a unique partnership experience.

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