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Analytics Maturity Transition Guide: Stage 1 to Stage 2

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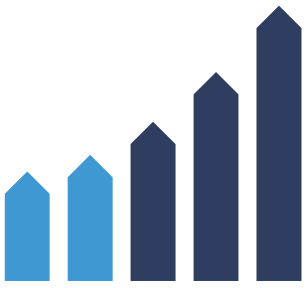

APRIL 2023

Key Actions Preview

At Stage 1, analytics has no real foothold in the enterprise and this is typically due to lack of data, skills, and business interest. The essence of the transition to Stage 2 is identifying and developing pockets of interest, being opportunistic in developing analytics applications, and building momentum.

Top-of-list actions to make this transition include:

- **Data** – Gain mastery over local data of importance, including building functional data marts.
- **Enterprise** – Find allies for small-scale analytics projects that suggest cross-functional or enterprise potential. Manage data risk at local level. Partner with IT on common tool selection and data standards.
- **Leadership** – Encourage the emergence of analytical leaders in functions and business units.
- **Targets** – Work wherever there is sponsorship and some decent data. Target "low hanging fruit."
- **Analysts** – Identify pockets of analysts and skills. Offer analytical skills training. Encourage analytical components of systems projects. Enlist managers to appreciate and engage analytical employees.
- **Technology** – Adopt predictive analytics tools and encourage their use. Make visual analytics tool available. Put important data into a data warehouse or data lake. Encourage early adopters to experiment with analytical technologies.
- **Techniques** – Encourage some departments to adopt predictive models. Begin move toward statistical analysis and range-based forecasts. Explore optimization, web analytics, and other special purpose techniques.

Advancing the analytical maturity of an enterprise requires coordinated progress across a variety of capabilities. We track enterprise maturity with a 5-stage model, and we group capabilities into the seven elements of the DELTA Plus framework – Data, Enterprise, Leadership, Targets, Analysts, Technology, and Analytics Techniques. These two models, introduced in *Competing on Analytics*[1] and *Analytics at Work*[2], continue to stand the test of time.

IIA continues to update the recommended actions for organizations to advance from stage to stage, as the landscape of analytics technologies and opportunities continues to change. Additionally, IIA offers a family of assessments based on these models covering a total of 33 analytical competencies. Most importantly, the two models have enabled hundreds of organizations to assess and improve their analytical capabilities, and thus elevate the business impact and value of their analytics initiatives.

[1] Davenport, Thomas and Harris, Jeanne. *Competing on Analytics: The New Science of Winning.* Harvard Business Review Press. 2007.

[2] Davenport, Thomas, Harris, Jeanne, and Morison, Robert. *Analytics at Work: Smarter Decisions, Better Results.* Harvard Business Review Press. 2010.

The original DELTA framework was updated in 2017 in the 10th anniversary edition of *Competing on Analytics*. The updated DELTA Plus framework adds Analytics Techniques and Technology to the framework. These are important additions to the DELTA framework and will be covered here as well.

This guide focuses on the core DELTA Plus components and presents context and recommendations for moving from maturity Stage 1, "Analytically Impaired," to Stage 2, "Localized Analytics." The main components include:

- Overview of the DELTA Plus and Maturity models
- Descriptions of Stages 1 and 2, and recommendations on making the transition to Stage 2

We list and discuss the most effective actions that organizations can take to raise their analytical capabilities, performance, and overall maturity. Since each enterprise's situation is different, and different parts of the enterprise are at different levels of maturity, ask yourself these questions as you consider the recommendations:

- To what extent have we done or tried to take this action?
- How much progress have we made?
- What lessons have we learned?
- Where in the enterprise is this action most needed?

Also note that while the recommendations are numbered for convenience, they are interrelated, and the best order in which to proceed is based on local circumstances. Each organization will need to put together its own plan and prioritize as most appropriate for the current state.

DELTA Plus Model

As enterprises of all shapes and sizes commit to harnessing the power of data and analytics to improve, even transform, key facets of their businesses, leaders will inevitably ask these questions:

- How good are we at using data and analytics throughout our enterprise? Are we actually as good as we think? How much better can we be?
- Are we ahead or behind our competitors? Are other industries ahead of ours, and if so, what can we learn from them?

The DELTA Plus and Five Stages of Analytics Maturity models have become industry standards for addressing these questions by assessing and advancing analytics capability.

D	**Data**	Breadth, Innovation, Quality
E	**Enterprise**	Approach to Managing Analytics
L	**Leadership**	Passion and Commitment
T	**Targets**	First Deep, then Broad
A	**Analysts**	Professional and Amateurs
T	**Technology**	Approach, Orientation, Velocity
A	**Analytics Techniques**	Sophistication, Diversity

There are seven core elements in a successful analytics program. To make real progress and become more data-driven, an organization must invest and advance capabilities in all seven DELTA Plus elements:

- **D** for accessible and high quality **data**. For meaningful analytics, data must be organized, integrated, and useful. Today, most organizations have data across both on-premise and cloud platforms. Ideally, some data is also unique and the source of competitive insight and advantage. The ability to leverage unstructured data, including text and images, for analytics continues to grow in importance. Good data and analytical tools need to be in the hands of capable businesspeople across the enterprise. A data governance program can advance the management, use, and value of data assets.

- **E** for an **enterprise** orientation. Most analytics may be in service of local applications and decisions, but the advancement of analytical capabilities should be directed at the enterprise level. If analytics goals are not centrally established, organizational silos will develop and lead to a range of issues. An enterprise approach is accomplished by setting an analytics strategy and building a road map for strategy implementation. If demand for analytics exceeds supply, an enterprise approach enables resources to be built effectively and deployed strategically without duplication of effort. An enterprise analytics strategy should encompass the other DELTA elements, the analytics technology platform, and fostering a data-driven and analytical culture.

- **L** for analytical **leadership**. The greatest momentum for supporting and utilizing analytics can come from leaders who embrace the power of data and analytics and are committed to leveraging that power across the enterprise. Ideally this leadership starts with the CEO and executive team; however, leaders at all levels of the organization should support and employ analytics. The most effective analytical leaders set a hands-on example, seek strategic opportunities, push the organization to be more analytical, and recognize the limits of the data and analytics in hand.

- **T** for specific, strategic, and high-value **targets**. Analytics efforts at all levels of the enterprise should be in service of specific business objectives – especially the major, cross-functional, and strategic analytics initiatives. The challenge is that, with so many opportunities to employ analytics, resources and their focus can be diluted. Organizations moving up the maturity curve should have a limited number of high-visibility, high-value analytics projects under way at any given time. Sometimes the most valuable targets can be found by looking at other industries' use of analytics.

- **A** for **analysts** and their skills. An analytical organization needs a cadre of highly skilled professional analysts and data scientists. As a group, the team must have quantitative and technical skills, business knowledge, interpersonal skills, and the ability to coach others who may not understand analytics. They must be organized for effective deployment and ongoing development. An analytical organization also needs a growing array of business people who are attuned to data and are able to use and develop analytics in the course of their work.

- **T** is for the analytics-focused **technology** in use. The technologies used for analytical processes were highly stable for many years, but there has been much evolution and disruption in recent years. Between big data, the cloud, artificial intelligence, and more, organizations must be focused on keeping their data and analytics technology stack up to date. It is also necessary to enable rapid, high scale deployment of analytical processes, which means implementing architectures that are flexible enough to enable both experimentation and production deployment.

- **A** is for the **analytical techniques** being utilized. Companies have expanded well beyond the basic regression models of the past. Today's cheap computing power combined with myriad open source options to access algorithms of all types has led to a breadth of sophisticated approaches being widely used. Automated tools that test multiple algorithms to find a winner, or create an ensemble model that beats them all, are also common. It isn't hard today for an organization to determine what techniques will add value and to then acquire access to those techniques.

From: Stage 1
The ingredients are not in place for serious analytical work. Data is inconsistent and inconsistently managed. Analyses are done with spreadsheets. Any strong analytics skills are attached to narrow functions and not visible to or shared with the enterprise. Leaders rely on experience and intuition far more than data and analyses. Thus, there is no agenda for deploying analytics in the enterprise. Analytics that are created are very basic and often created with desktop tools.
To: Stage 2
Analytical resources and activities are in departmental, functional, or process silos. Data is locally managed. Modeling may be well established in some functions, but most analytics are descriptive. There is no enterprise analytics strategy of management of talent, technology, or targets. Analytical leaders emerge in the business, but their focus is on local applications. Analysts are distributed unevenly across the enterprise and not networked together. There are pockets now using more advanced tools and methods.

The Five Stages of Analytics Maturity Model

The 5-stage maturity model enables organizations to measure their progress by assessing which DELTA Plus elements are strengths and and which are weaknesses. Analytical capabilities need to advance in alignment and in rough proportion across the DELTA Plus elements. For example, an organization at Stage 4 in analytics leadership, but only Stage 2 or 3 in data capabilities or analyst skills, will wrestle with the tension of unmet demand until capabilities are built up.

As a result, it is usually best to invest in bringing the elements to a similar level of maturity rather than focusing on heavily maturing just one or two elements. A maturity assessment enables targeted investment to raise the most crucial capabilities. The five stages are:

- **Stage 1: Analytical Beginner.** The organization is not data-driven, and leaders rely on gut or intuition to make decisions. The organization lacks one or several prerequisites for serious analytical work, such as good data and analyst skills. Basic awareness of what analytics can offer is missing.
- **Stage 2: Localized Analytics.** There are pockets of analytical activity across the organization, some making useful contributions, but they are not coordinated or focused on the most strategic targets. Most analytics are descriptive extensions to everyday reporting.
- **Stage 3: Analytical Aspirations.** The organization recognizes the value of analytics and envisions a more analytical future. Some capabilities are in place and important initiatives are under way, but the organization struggles to put all the pieces together and make analytics and data-driven decisions commonplace.

- **Stage 4: Analytical Companies.** These organizations are good at analytics, they employ analytics regularly, and they achieve business results. They are highly data-oriented and equipped with analytical tools and skills. Analytics remain more operational than strategic.
- **Stage 5: Analytical Competitors.** These organizations use analytics pervasively across the enterprise, including as a competitive differentiator. Analytics shape business strategy. Many companies at this stage are "digital natives" (e.g., Amazon and Netflix) disrupting their industries through analytics. But some long-established companies are, with concerted effort, approaching this level.

Recommendations for the Transition from Stage 1 to Stage 2

Data

Transition Summary: Moving from Stage 1 to Stage 2 in the Data category is about making opportunistic use of available data, demonstrating value with analytics, and multiplying the number of such local successes. There are two basic and connected steps:

1. *Find places where the conditions are right – identifying a business problem that lends itself to an analytical solution, managers interested in analytics, and a data store in reasonable condition.*

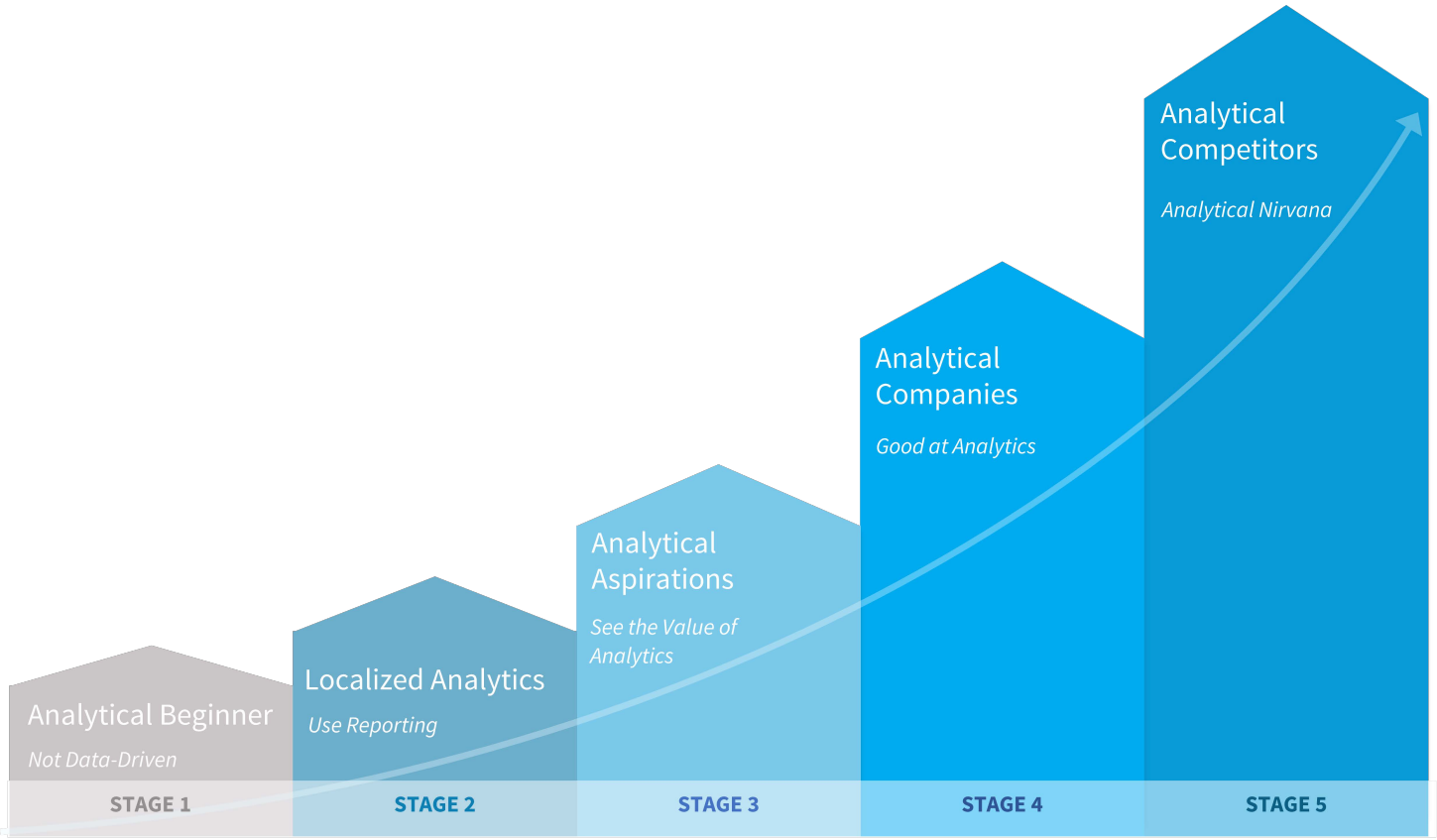

FIGURE 1: THE FIVE STAGES OF ANALYTICS MATURITY MODEL

Seek out situations where the data will not require extensive or complicated preparation or supplementing. A head start with data will accelerate time to recognized value.

The sponsoring manager should have a specific business problem and clear means of measuring results in business terms. Avoid cases where the manager is simply curious about what the data might say about, for example, operations or customers. Early forays into analytics should have concrete objectives.

2. *Provide expertise to gain mastery over that local data and pilot analytical applications.*

   Deploy analysts and data specialists who are good at working "in the field" with businesspeople. Have them focus on deriving some value with the data as it exists today, even if the analytics are fairly simple. This will help the business community begin to realize the potential of its data.

   Repeat the process in other parts of the enterprise, enlisting successful manager sponsors in helping raise awareness about what better data and analytics can do. Along the way, you'll make local progress in important dimensions of data capture, quality, integration, and trust.

Enterprise

Transition Summary: Stage 1 is characterized by a lack of enterprise-level attention to analytics. So moving to Stage 2 entails making initial connections among interested parties, and enabling business people to consider opportunities for analytics that will have a broader impact beyond their local activities.

1. *Find allies for small-scale analytics projects that nonetheless suggest cross-functional or enterprise potential.*

   Such projects may help coordinate between related departments, create data assets (e.g., about customers) that can be reused in additional places, or improve an activity (e.g., customer interaction online or on mobile devices) of inherent cross-functional interest. These efforts should get key managers thinking about analytics outside their local "boxes," and more willing to cooperate on analytics initiatives.

2. *Partner with IT on tool selection and data standards and management.*

   Establish a basic or starter kit of tools for data use and analysis that is compatible with the technology infrastructure, especially data stores. You can't be rigid because different pockets of analytics likely have different tools in use (and tools standards should never be totally rigid because new tools drive creativity). If data management is well established, learn what's in place, follow the standards, and evaluate what data is most analytics-ready. If data management is a weakness, provide input on improving data domains most important to cross-functional decisions and analytics.

3. *Build at least an informal network of analysts and analytical managers.*

   If there are pockets of analysts scattered around the enterprise, find them, introduce them, and begin an ongoing, informal knowledge exchange. The sooner, the better. This yields the immediate advantages of mutual assistance, less reinvention/more reuse, and initial coordination around tools and methods. Contact with peers also raises the ambition of teams whose accomplishments have been modest, and all analysts are more engaged when they feel part of a community of colleagues.

Leadership

Transition Summary: Several recommendations in other categories include enlisting the interest, support, and action of business managers. At this stage, proponents of analytics should pick some partners, engaging and informing selected leaders to build their awareness, interest, and ultimately commitment. This process cultivates them as potential champions and role models down the road.

1. *Educate business leaders in the ways analytics can help them meet their performance objectives.*

   If executive team meetings or retreats have regular educational components, bring in an expert to brief leaders on how analytics impact the industry and enterprises generally. However, for the most part, this initial engagement of leaders is an individual and consultative activity. Work data needs and potential analyses into discussion of business performance and improvement. Be sure to stick to tangible, current business issues and don't position analytics as a generic solution looking for problems.

2. *Encourage leaders to target and commit to specific applications.*

   Get business leaders interested and involved in analytics efforts planned or under way within their organizations. Have the sponsoring manager keep the leader informed throughout the project, and at the end get the leader actively engaged in planning the next iteration of the application, finding the next target, or envisioning a portfolio of initiatives in pursuit of an important business objective.

3. *Network leaders so they can encourage and learn from one another.*

   When several leaders are interested in analytics, start communicating with them as a group about analytics activities across the enterprise and in the industry. Encourage them to meet occasionally, compare notes, and start to discuss what an analytics agenda for the enterprise might look like. This may be the seed of an Analytics Leadership Council in later stages of maturity.

4. *Offer a simple analytics advisory or coaching service for interested leaders.*

   This is another consultative activity, designed primarily for exploring analytics opportunities. Have senior, experienced, business-oriented analytics professionals available to discuss individual leaders' business performance drivers, decision making, data needs, and analytics applications. The conversations might also include the leader's own use of information and behavior as a data-driven executive.

Targets

Transition Summary: The objective at this stage is to find ways for analytics to contribute to business improvement efforts. The goal is to demonstrate success against a wider range of targets and to have business partners begin to proactively identify new targets on their own.

1. *Encourage and support analytics wherever there are business managers with problems and some decent data for addressing them.*

Assist managers with the process of identifying, evaluating, selecting, and implementing local opportunities to improve workflows, decisions, and business processes with analytics. Provide examples of comparable applications to indicate feasibility and value.

2. *Encourage analytical components in information systems projects.*

   Review both everyday systems in use and business application projects under way. Find ways to enrich data, insight, and business performance by injecting analytics, often at key decision points. Consider whether the systems' basic information outputs can be enhanced with additional data combinations and analytics.

3. *To demonstrate some early successes, target some "low hanging fruit" – business problems and objectives that are clear, definitely worthwhile, and doable fairly quickly.*

   These may be problems that the business has been meaning to tackle but has lacked resources. Support the effort with analysts who can work very effectively with subject matter experts to diagnose, pilot, and drive quick solutions. Keep in mind that some ad hoc analytics up front may serve to clarify the problem, scope the opportunity, and shape the design. Avoid cases where the missing ingredient is data and preparing it will be time-consuming.

4. *Once analytics has established an initial track record, raise the level of ambition and degree of difficulty of analytics initiatives.*

   Common routes for expansion include the next project or iteration for organizations with analytics experience, projects in related or adjoining functions, and projects elsewhere in the enterprise that can leverage the additional experience, models, and applications now in place.

Analysts

Transition Summary: Moving to Stage 2 begins with a census of analytics talent and making initial connections among analysts. It also includes efforts to encourage the organization to recognize analysts as a specifically needed and valuable cadre.

1. *Identify and assess your analysts – who they are, where they are in the organization, and how deep their analytical skills range.*

   Analysts are likely distributed in various pockets across the enterprise, present in some functions and units, absent in many. Locate them, get to know who they are and what they can do, make introductions, and be opportunistic in encouraging them to share experiences and assisting one another.

2. *Offer training opportunities aimed at developing analytical expertise—in statistical methods, software tools, and applications.*

   Provide additional training to the identified analysts. Also offer training to businesspeople who do analytical work without the benefit of basic tools or formal methods. They will become advocates for analytics in their organizations, and some with aptitude and inclination may develop into professional analysts.

4. *Enlist managers and more senior business leaders to get to know, appreciate, and engage analytical workers and analytics professionals.*

   Keep them informed about analytics projects and seek their advice. Demonstrate and discuss the results of analytics projects. Perhaps hold a local "analytics showcase" to introduce work going on to a variety of managers and key contributors.

5. *Encourage communication and informal links among analysts.*

   Take the first steps toward building a community of analysts – resource directory, message board, shared workspace. Encourage individual analysts to confer with and support each other, and encourage their managers to recognize this kind of contribution. This is the start of what will become the enterprise analyst community.

Technology

Transition Summary: The transition from Stage 1 to Stage 2 in technology is centered around getting basic, foundational technologies in place to support the shift to increased analytical process creation and usage. This includes implementing new analytical tools as well as new data management tools.

1. *Implement predictive analytics tools and encourage their use.*

   It will take time for predictive analytics to be embraced across the enterprise. However, making tools available and encouraging teams to use them is a good first step. Providing training and support for these unfamiliar tools will be critical.

2. *Deploy visualization and other self-service analytics tools more broadly.*

   Even less technically skilled businesspeople can succeed with today's intuitive self-service tools. The impact of the basic analytics created with these tools can be substantial while also getting a wider range of the organization excited about the potential of analytics.

3. *Upgrade to data warehouse and data lake platforms.*

   It simply isn't possible to create and scale analytical processes without modern enterprise data platforms. Replacing lower-grade departmental data stores with enterprise class repositories is a critical enabler of all future movement through the stages of maturity. Initially, these can be departmental efforts all using the same platforms. Stakeholders will embrace seeing capabilities and performance both increase substantially.

4. *Identify those willing to be champions of change and drive experimentation with new technologies.*

   Everyone isn't comfortable being the first to explore a new technology. Find those who are eager to experiment and enlist them as partners in the testing and deployment of the new technologies being implemented. Use their success stories to make others in the organization comfortable.

Analytical Techniques

Transition Summary: Making the transition with analytical techniques is all about starting to move beyond the bare minimum basics. Means, trendlines, and visual interpretation must give way to basic statistical models and methods and an acceptance that they are necessary.

1. *Identify some early adopters and get them to implement the organization's first predictive models.*

   Everyone will feel more comfortable once a few successful models are deployed. The early adopters will also help convert others to predictive analytics as time passes. Have an expert work very closely on the initial efforts to mitigate users' inexperience and lack of comfort.

2. *Make statistical significance testing and confidence intervals standard expectations on top of traditional forecasts and comparisons.*

   Getting stakeholders comfortable with, and expecting, more rigorous assessment of test results, forecasts, and comparisons will set the stage for further sophistication in the future.

3. *Move users beyond spreadsheet extracts and into database querying to answer questions.*

   Once users are familiar with the new platforms in place, take their capabilities up a notch by getting them to query and analyze data directly instead of via static pre-exported extracts.

4. *Deploy at least one high-impact specialized analysis methodology.*

   Whether web analytics, optimization, or something else, every organization will have at least one advanced methodology that can provide a big business impact. Use that as a lever to show the potential of analytics at higher levels of maturity to the organization and get buy-in for further investments.

DELTA Components	Stage 1 Characteristics	Recommendations	Stage 2 Characteristics
Data	Inconsistent, poor quality and organization; difficult to do substantial analysis; no groups with strong data orientation; basic reporting tools and descriptive analytics.	1. Find places where the conditions are right – business problem that lends itself to analytical solution, managers interested in analytics, and a data store in reasonable condition. 2. Provide expertise to gain mastery over that local data and pilot analytical applications.	Much data useable, but in functional or process silos; senior executives don't discuss data management; BI and basic analytics tools.
Enterprise	No enterprise perspective on data or analytics. Poorly integrated systems.	1. Find allies for small-scale analytics projects that nonetheless suggest cross-functional or enterprise potential. 2. Partner with IT on tool selection, data standards, and management. 3. Build an informal network of analysts and analytical managers.	Islands of data, technology and expertise deliver local value.
Leadership	Little awareness of or interest in analytics.	1. Educate business leaders in the ways analytics can help them meet their performance objectives. 2. Encourage them to target and commit to specific applications. 3. Network them so they can encourage and learn from one another. 4. Offer a simple analytics advisory or coaching service for interested leaders.	Local leaders emerge, but have little connection.

DELTA Components	Stage 1 Characteristics	Recommendations	Stage 2 Characteristics
Targets	No targeting of opportunities.	1. Encourage and support analytics wherever there are business managers with problems and decent data for addressing them. 2. Encourage analytical components in information systems projects. 3. To demonstrate some early successes, target some "low hanging fruit" – business problems and objectives that are clear, definitely worthwhile, and doable fairly quickly. 4. Once analytics has established an initial track record, raise the level of ambition and degree of difficulty of analytics initiatives.	Multiple disconnected targets, typically not of strategic importance.
Analysts	Few skills, and those are attached to specific functions.	1. Identify and assess your analysts – who they are, where they are in the organization, and how deep their analytical skills range. 2. Offer training opportunities aimed at developing analytical expertise—in statistical methods, software tools and applications. 3. Enlist managers and more senior business leaders to get to know, appreciate, and engage analytical workers and analytics professionals. 4. Encourage communication and informal links among analysts.	Disconnected pockets of analysts; unmanaged mix of skills.
Technology	Desktop technology, standard office packages, poorly integrated transactional systems.	1. Implement predictive analytics tools and encourage their use. 2. Deploy visualization and other self-service analytics tools more broadly. 3. Upgrade to data warehouse and data lake platforms. 4. Identify those willing to be champions of change and to drive experimentation with new technologies.	Individual analytical initiatives, statistical packages, descriptive analytics, database querying, spreadsheets.
Analytics Techniques	Simple visual analytics, measures of central tendency, exploration, trending.	1. Identify some early adopters and get them to implement the organization's first predictive models. 2. Make statistical significance testing and confidence intervals standard expectations on top of traditional forecasts and comparisons. 3. Move users beyond spreadsheet extracts and into database querying to answer questions. 4. Deploy at least one high-impact specialized analysis methodology.	Correlation and linear regression, segmentation, database querying, use of ranges, confidence intervals.

Next Steps

In the transition from Stage 1 to Stage 2, analytics first become visible in the organization as new applications come into use and the proponents of analytics start to tell the story of what the enterprise is doing and can do with analytics and more fact-based management.

Progress is seen through:

- The number and breadth of activities of people who band together to encourage use of analytics in the enterprise.
- The number and business impact of local analytics initiatives.
- Growing attention to the importance of data management and analytics as enterprise imperatives.

This is the time to make a preliminary assessment of business interest, analytics skills and experience, and promising data. The initial purpose is to determine where conditions are right for analytics initiatives, but this also sets the stage for capability building.

It is also the time to seek advice from experienced people on how to get going. By knowing the conditions for success, you can avoid pitfalls and leverage accelerators of progress.

IIA's BIMA Assessment

Companies that have not achieved a level of sufficiency in descriptive and diagnostic business intelligence (BI) prior to their strategic turn to advanced analytics development face, uniformly, a struggle to develop their advanced analytics competencies. To help assess and bridge this gap, IIA developed the Business Intelligence Maturity Assessment (BIMA). This assessment is especially relevant for companies transitioning to stage 2 maturity.

- **Business Intelligence Maturity Assessment (BIMA)** – The BIMA assesses the maturity of your company's business intelligence. The BIMA is designed for enterprises who are early in their analytics maturity journey (stage 1-2) or having difficulty making strides in their Analytics Maturity Assessment (AMA) scores YoY, thus indicating a BI sufficiency problem. The BIMA measures 50 core BI competencies, ranging from data scope and confidence to analytical integration and socialization.

To learn how you can partner with IIA to assess and improve your entire organization's BI effectiveness, please contact your research professional or inquire at membership@iianalytics.com.

Related Resources:

- *Business Intelligence Maturity Framework*
- *A Framework for Prioritizing Analytics Efforts*
- *Does Your Analytics Program Need a Jumpstart? Consider a Data Analytics Catalyst*
- *Organizing Analytics and Data Science Organizations (Part I): Selecting the Right Organizational Model for Your Team*
- *Organizing Analytics and Data Science Organizations (Part II): Developing an Enterprise View of Priorities and Resources*

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Robert Morison serves as senior advisor to IIA. An accomplished business researcher, writer, discussion leader, and management consultant, he has been leading breakthrough research at the intersection of business, technology, and human asset management for more than 25 years. He is co-author of *Analytics At Work: Smarter Decisions, Better Results* (Harvard Business Press, 2010), *Workforce Crisis: How to Beat the Coming Shortage of Skills And Talent* (Harvard Business Press, 2006), and three Harvard Business Review articles, one of which received a McKinsey Award as best article of 2004. He holds an A.B. from Dartmouth College and an M.A. from Boston University.

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