



Building a Centralized Analytics Team

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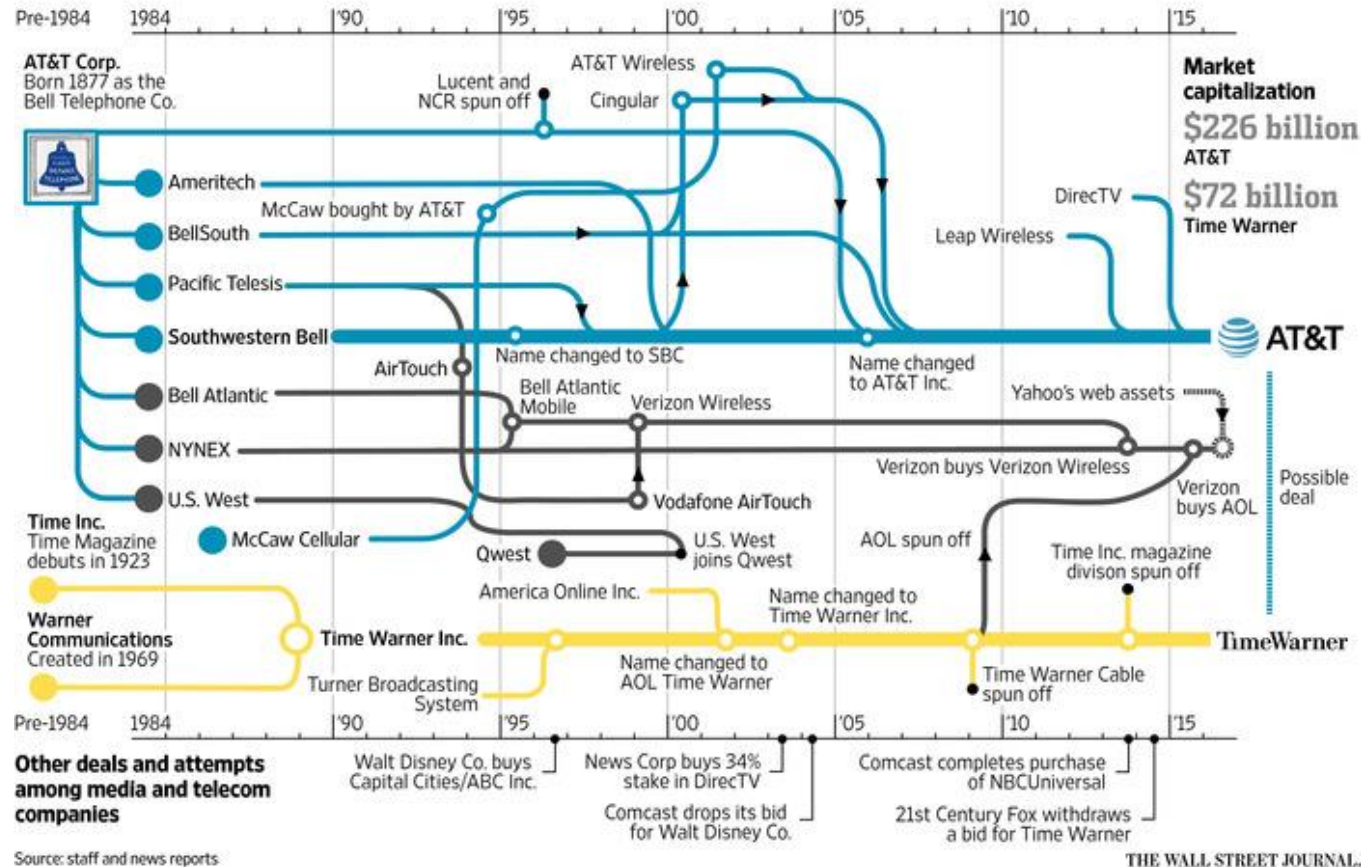
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Business transforms, data transforms, analytics needs to grow, organizational structure transforms

Converging Destinies

AT&T and Time Warner are in advanced talks to combine after decades of consolidation and deals in the telecommunication and media industries.



32%

AT&T Entertainment Revenue as a percentage of total in 2016¹

50B

Connected devices estimated by 2020²

2016

The analytics platform market's multi-year shift has passed the tipping point³

3.0

AT&T's Project Indigo 3.0, a trusted data collaboration environment⁴



Global Supply Chain (GSC) breadth of responsibility is wide and deep and results in complex data structures

Global Supply Chain

Planning



Sourcing



Warehousing



Operations



Transportation



Data



Products and Services

Global Network



Devices



TV & Entertainment



Business Services



Connectivity



Satellite



Defining the business needs and goals, approach and success measures are key to successful transformations

Business Needs and Goals

Complete Data Sets



Relevant Data Attributes



End to End Views



“One Version of the Truth”

Approach

Business Intelligence (BI)
& Reporting



One Segment
Of GSC



Top-down
& Bottoms-Up



Data, Technology, Organization



Success Measures

Adoption



Cost Savings



Revenue Growth



Transformation



Cultural and technical challenges are part of all transformations



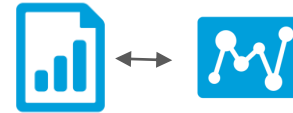
Differing Business Priorities & Expectations

“One version of the truth” is a guiding influence.
Acknowledge other goals and expectations as well.



Data Complexity & Merger Activity

Completeness and End-to-End view are priorities that directly conflicts with changing business. **Evolve** to “good enough.”



Business Intelligence vs. Analytics

Business Intelligence Reporting and Analytics have **different** goals, approaches and software tools.



Human Factors & Change

Change happens at the speed of individuals. **Adapt** to the different learning styles. **Celebrate** big and small successes.



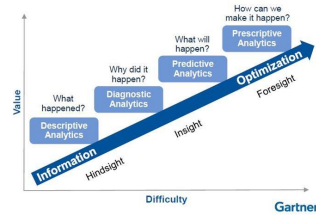
The Journey to Centralized Analytics includes tackling the technical and cultural challenges

Data

Business Intelligence (BI)
& Reporting



Actionable Data



Analytics



Data as a
Strategic Asset,
not a report
or email

Technology

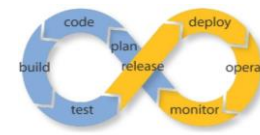
Waterfall IT



Agile IT



DevOps IT



Environment of
Trust between
business and
technical teams

Organization

5 Models for an Analytics Organization

Dispersed → Functional → Consulting → Center of Excellence → Centralized

Organizational
structure drives
behaviors, **start
the conversation**



Evaluate and assess your business goals and how organizations and teams need to evolve

1

Continuous Transformation

Have we continued to evolve the data, technology and organization through business changes?

2

Executive Advocacy

Is the Executive Advocate setting the tone of “data as an asset” and “good enough”?

3

Workgroup Variation

Are the business goals and priorities clear and have conflicts or variations been acknowledged?

4

Speed of change

Are you addressing the needs of the different user types with a variety of training and implementations?

5

Prepare to change again

Do you have a plan to evaluate tools and processes as business needs change?





Reference: 5 Models for an Analytics Organization

Model	Situation	Benefits	Drawback
Centralized	Large, single business orgs with high need for cross functional analyses. A single analytical group to serve the entire organization	Best suited for cross functional analysis. Sharing of ideas across analysts. Efficiently assign analysts to meet need	Workload tends to expand leading to unresponsiveness.
Center of Excellence	A large, diverse business with varying analytical needs and issues. A core group to lead the analytical efforts but analysts based primarily in business functions and units.	Core team responsible for training, tool adoption, innovation, and communication. Analysts are embedded in the functional business groups that they serve.	Lack of control of the decentralized resources
Consulting	A single analytical group to serve the entire organization. Analysts are assigned to projects and time is “charged back” to the consuming functional area.	Effectiveness of analysis is easily tracked by analyst and project	The “richer” functional areas can acquire more analysis – whether the problem is important or strategic.
Functional	The analysts are based in business functions and units that dominate the analytical activity for the company. Example- If Finance is the prime area of analytics then the analytics function is centered in Finance.	Analysts deployed where they can be most useful and return the most value.	Lack of resources and capability for other functional areas. Difficult to extend analysis to new areas.
Dispersed	The analysts are spread across the various functional groups with no mechanism for collaboration or coordination.	The functional groups typically staff analytics roles based on their perceived need.	No method to perform enterprise analytics. No ability to utilize analytics to drive toward enterprise goals.



Reference: The path from Descriptive Analytics to Prescriptive Analytics

