Building a Centralized Analytics Team

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April 2017
Business transforms, data transforms, analytics needs to grow, organizational structure transforms

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

1. AT&T 2016 Annual Report
2. Cisco, Inc
4. AT&T Innovation Blog
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**

<table>
<thead>
<tr>
<th>Complete Data Sets</th>
<th>Relevant Data Attributes</th>
<th>End to End Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Bar Chart]</td>
<td>![Lifebuoy]</td>
<td>![File Icons]</td>
</tr>
</tbody>
</table>

**Approach**

<table>
<thead>
<tr>
<th>Business Intelligence (BI) &amp; Reporting</th>
<th>One Segment Of GSC</th>
<th>Top-down &amp; Bottoms-Up</th>
<th>Data, Technology, Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Graph]</td>
<td>![Pie Chart]</td>
<td>![Down Arrow &amp; Up Arrow]</td>
<td>![Database, File, People]</td>
</tr>
</tbody>
</table>

**Success Measures**

<table>
<thead>
<tr>
<th>Adoption</th>
<th>Cost Savings</th>
<th>Revenue Growth</th>
<th>Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Arrow]</td>
<td>![Dollar Sign]</td>
<td>![Graph]</td>
<td>![Refresh]</td>
</tr>
</tbody>
</table>
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

**Technology**

- Waterfall IT
- Agile IT
- DevOps IT

**Organization**

5 Models for an Analytics Organization:

- Dispersed
- Functional
- Consulting
- Center of Excellence
- Centralized

Environment of **Trust** between business and technical teams.

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

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