





the organization. In order to leverage the best results from data analytics investments, organizations have to adopt a top down information analytics strategy approach wherein the top level analytics strategy/ KPI definition should have mapping and correlation with vision, mission and objectives of the organization. The KPIs at each level should reflect the business processes and outcomes of an organization structure underneath. KPI definitions at each functional node in the organizations should follow the same strategy. Each KPI at a functional node level should have a correlation and mapping to the KPIs defined one level above. In short, analytics strategy and the KPIs defined as the outcome of the analytics strategy exercise should clearly empower the business to know the key parameters and business areas that needs attention for achieving the top line results.

For example, for a media and entertainment broadcasting company, the key KPIs from a top management angle would be Return on Equity (ROE) and the market share. In order to enhance the market share that is proportionally related to ROE, viewership of their programs has to increase. Viewership increase can result in the entity enhancing their commercials for the advertisements and that resulting in directly enhancing the ROE. For viewership to increase, a complete customer profiling has to be done for different time zones to analyse the demographical split and their expectations and planning and organizing the program broadcasting accordingly. Unless and until the top level objectives of the organization is clearly percolated down to the implementation level through the right KPIs and defining the right correlations between them, analytical investments are not going to provide the intended benefits.

Similarly for an insurance company, the top level KPIs would be to achieve more profits and increased market share. Market share increase will depend on the customer retention and the on boarding of new customer base by offering the very competitive and low premiums without hitting the intended margins. From a data analytics and actionizing point of view, it is all about offering the lowest premium to a potential customer after doing a complete data analysis as part of the customer risk profiling to ensure the least possibility of a claim.

Once the information analytics strategy is in place across the functional organization, the next important aspect to be considered is the type of the KPI whether it is reflecting the business behaviour of the past, present or future, frequency at which such insights defined in the KPIs will be accessed by the authorized roles, affordable latency for the KPI generation by the analytics engine once the request is placed by the user and the volume of data to be handled by the analytics engine to deliver the KPIs within the latency acceptable.

Next important aspect is the definition of statistical and analytical models and the stuffing of data from data warehouse to create data marts to implement such models. As part of the statistical and analytics modelling data analytics strategy team has to categorize the models to see if a predictive modelling is intended for the data under analysis and whether business can reap in the benefits from such predictive models. This exercise has to be part of the analytics strategy exercise before the



implementation is being handed to the technical team to decide the right analytics tools, solutions and frameworks.

From a strategy roll out point of view, today's data analytics world has to be wetted against what is strategized. In today's data analytics world, big data has become a buzz word. Organization depending on the nature of their business and the volume and velocity of the data getting accumulated have to decide if there is a business proposition for on boarding big data solutions into the organization. Big data solutions to be rolled out in organizations where they can create a complete transaction data centric business value through real time data analytics capabilities and benefits offered by big data solutions. Unlike traditional data analytics systems and solutions that are more of offline in nature meant for functional managers in the organizational hierarchy, big data is all about on boarding huge volume of transactional data in the normal day to day business operations and activities. Big data is all about finding atleast a needle of value from a big haystack. Decision on big data systems have to be made based on the data volume, data on boarding velocity, search requirements, visualization requirements and the manner which the value discovery is planned from big data solutions roll out.

What analytics around big data solutions bring is the shift from traditional data analysts to data scientists and product and process experts well versed in IT. The community and the data that describe customer segments within the community, their needs, preferences and behaviours are changing at a very faster rate. Success of an organization adapting a detailed and robust data analytic strategy depends on how the analytical strategy and systems in place are getting mapped to the constant changes occurring in their business eco system. A complete automated analytical solution addressing the real time and offline analytical requirements having self-balancing and healing capabilities and robustness achieved on the performance, availability and redundancy aspects will be the need of the hour for an organization that wants to leverage its continuously growing terabytes and petabytes of data.