

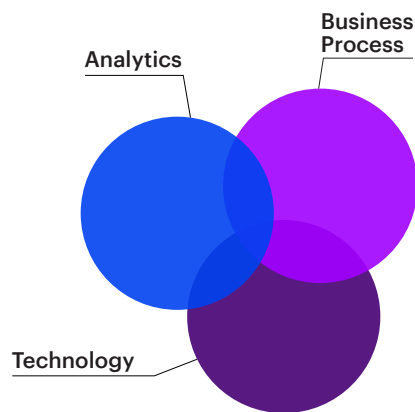
Our point of view

# The Analytics-Enabled Enterprise

**Eye-catching headlines tout the wonders of Artificial Intelligence. The hype has put pressure on managers simply to “implement AI.”**

At Accenture we understand the fear of missing out. We also understand the realities of deploying analytics in the workplace and what it takes to succeed.

**Figure 1 - Elements of an Analytics-Enabled Enterprise**



## Lay the Analytics Foundation

In practice, the success of AI and other sophisticated methods requires the following:

- Selecting techniques from statistics, optimization, or data science.
- Applying those techniques to relevant business problems.
- Abstracting complex realities into tractable formulations.
- Converting data to actionable information.

Analytics-enabled firms scale resources and enjoy productivity gains their less capable competitors cannot match. Hiring a team of data scientists isn't enough.

## Enable Analytics with Technology

“Technology” means transforming raw data into fodder for analytical discovery. It also means turning complicated results into something we humans can understand. It includes these tasks:

- Bridging from transaction data to decision support.
- Integrating with enterprise solutions.
- Making solutions repeatable and supportable.

Adept firms are methodical, starting with a proof of concept before operationalizing for all. They also know when to try something new like the Cloud.

## Help Analytics Stick via Business Process

Process issues and change management must be addressed early, openly, and with sufficient resources. We think of these as part of business process work:

- Capitalizing on business and industry insight.

- Engaging people in their process changes.
- Deploying appropriate metrics.

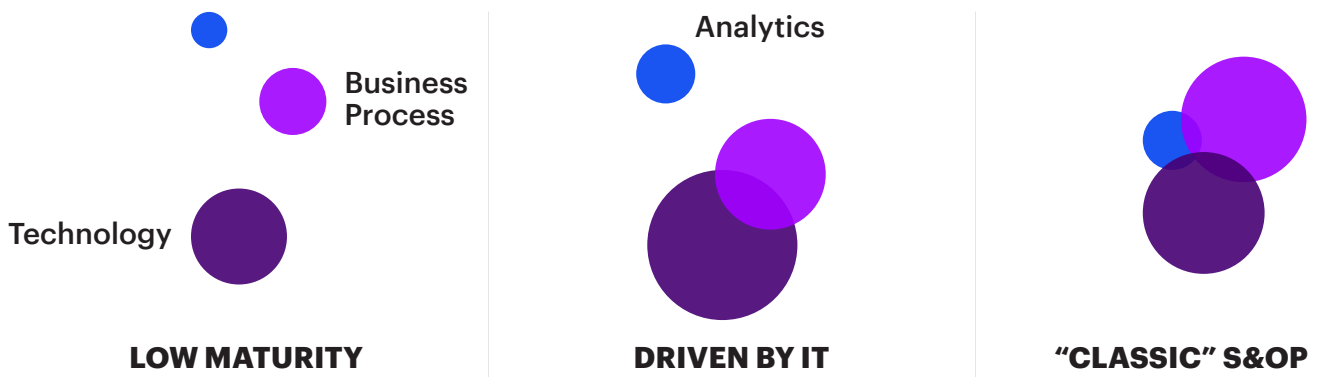
Our experience shows that “analytics” projects that don’t address core business process issues tend to fail to live up to expectations.

## Insight to Action

Success requires clear communication and team play across the disciplines of analytics, technology, and business process. Unfortunately, many firms fall short of the mark, treating analytics as an afterthought (see Figure 2).

A fancy analytical model is not an end unto itself. Done right, the effort of modeling leads to business insight, which in turn leads to profitable action by decision makers.

**Figure 2 - Insufficient Attention to Analytics**



## Case Study

**A mid-size tech company decided to focus on better forecasting to address ongoing customer service problems. With modest effort, new statistical forecasting models improved accuracy by 10-15 percentage points.**

Then they introduced a new S&OP process. They moved to monthly reviews, not quarterly. They focused on units sold, not revenue dollars. They added regular face-to-face meetings between sales and factory teams. Finally, they separated tactical problem solving from long-term planning.

All told, the process improvements provided the greater lasting value—even though they did deploy greatly improved forecasting techniques.