Index

A
ABC (activity-based costing), 94
Absence due to illness, 91, 132, 134–135
Acceptance of targets, 26
Activity-based costing (ABC), 94
Adams, Douglas, 216
Adapted information strategy, 24
Added sales activities, 64, 82–83, 84
Ad hoc reports, 123–125
Agility, 223
Amazon.com, 30–31, 142, 182, 252
Analysts. See BA analysts
Analytical base table, 39–40
Analytical competencies, 110, 116–117, 200
Analytical CRM, 81, 91
Analytical factory approach, 217–218
Analytical HRD, 91, 94
Analytical level, 103–148
   analyst’s role in BA model, 107–109
   business requirements, 143–147
   data, information, and knowledge, 106–107
   data mining with target variables, 133–139
   explorative methods, 140–143
   hypothesis-driven methods, 129–130
   required competencies for analysts, 113–129
   three requirements of analysts, 109–113
Analytical methods
   competencies, 113–114
   selecting, 114–115
Analytical processes, 5
Analytical software vendors, 106, 111–112
A.P. Moeller (APM), 96
Apple, 33, 38
Apple iTunes, 166
Arrays, 167
Artificial intelligence, 104
Assessment of BA projects. See BA projects, assessment and prioritization of
Automated reports
   on demand, 127
   event driven, 127–128
B
B2B market, 190
BA analysis
   access to BA portals, 178–180
   access to data, 177
   access to data mart areas, 180–181
   access to data warehouse areas, 178, 181
   access to source systems, 182–183
   analytical methods competencies, 113–114
   business competencies, 110
   data competencies, 112–113
   as data warehouse user, 177
descriptive statistics competencies, 122–129
   method competencies, 111–112
   reporting to IT department, 213–213
   required competencies for, 113–129
   requirements for, 109–113
   role in BA model, 107–109
   selecting analytical method, 114–115
   technical understanding, requirement, 112–113
   three imperatives, 115, 116–122
   three requirements of analysts, 109–113
   tool kit requirements, 111–112
BA (business analytics)
   analytical level, 103–148
   data warehouse level, 151–183
   definition of, 248–249
   functional level, 47–102
   future of, 248–254
   link between strategy and deployment of, 19–20
   pervasive, 138, 159, 248–254
   strategic level, 17–45
   supporting strategy at functional level, 24–28
BA deliveries, 115
BA functions
   dialogue between strategy and, 28–30
   reactive operational BA function, 210–211
   strategy integration with, 19–20
BACC. See Business analytics competency center (BACC)
Balanced scorecard, 29
BAM (business activity monitoring), 123
BA model, 1–16
   analyst’s role in, 107–109
   business processes and information use, 4
   data sources, 5–6
   data warehouse, 5
   deployment of, 6–12
   overview, 2–6
   radio station case study, 6–13
   strategic level, 17–45
   strategy creation, 4
   types of reporting and analytical processes, 5
Banner ads, 86
BA portals, 171–175
   access to, 178–180
BA projects, assessment and prioritization of, 221–245
   cost/benefit analysis used for business case, 235
descriptive part of cost/benefit analysis for business case, 233–235
determining if project is strategic, 222–224
   projects as part of bigger picture, 235–240
BA projects (Continued)
projects running over several years, 230–232
uncertainty and, 232–233
value creation of project, 224–230
Base table, 39–40, 52–53
Basket analysis, 36, 142, 175, 196–197
BA-support.com, 44, 70, 81, 83, 106, 115, 140, 243
Benchmarks, 26–27, 28
Big Data, 150
Bigger picture, projects as part of, 235–240
BIIB (Business Idea In Brief ), 242
Billing systems, 188
Binary-dependent variables, 132–133
Binary regression analysis, 133, 134
Bottom up–driven initiative, 222
BPM (business performance management), 28, 50, 171
BPM dashboard, 171, 172
Brand, 38
Breaking insight, 54–55, 58. See also Lead information
Budget line, 53
Business activity monitoring (BAM), 123
Business analytics. See BA (business analytics)
Business analytics competency center (BACC), 6
analysts reporting to IT department, 213–215
analytical factory approach, 217–218
as centralized or decentralized organization, 208–210
competency areas, 201
definition of, 200–201
dimensions of, 212–213
educating users, 207–208
as formal or virtual organization, 208–209, 211, 215–216
information wheels, 203–205
information wheels, creating synergies between, 205–207
prioritizing new BA initiatives, 208
purpose of, 201
reasons for setting up, 202–203
strategy versus performance, 210–213
structuring, 199–219
tasks and competencies, 203–208
when to establish, 215–217
Business analytics analysts. See BA analysts
Business Analytics for Sales and Marketing Managers, 81
Business analytics model. See BA model
Business case, 222, 223–224
based on cost/benefit analysis, 233
descriptive part of cost/benefit analysis, 233–235
functional strategy and, 8–9
SIPOC model, 225–230, 231
Business competencies, 110, 201
Business Idea In Brief (BIIB), 242
Business information, as source system, 190
Business initiatives, 27
Business performance management (BPM) systems, 28, 50, 171
Business process reengineering, 97
Business processes. See also Optimization of business processes
establishing, 48–50
establishing with Rockart model, 59–61
establishing with Rockart model (example), 61–72
information use and, 4
lead/lag information and, 54, 57–59
minimizing variation in, 74
reducing waste in, 74
Business requirements, 143–147
definition of content, 145–147
definition of delivery, 144–145
definition of overall problem, 144
Business rules, 157, 158
Business strategy. See Strategic level; Strategy
Business-to-business (B2B) market, 190
Business users, 177–178
C
Calculated values, 156
Campaign history, as source system, 190
Campaign management, 84–85
Capital-heavy businesses, 42
Car sales, 35
Case studies. See Radio station case study; Summerhouse case study
Cash flow, 230–231
Centralized organizations, 208–210
Change management, 217
Chat rooms, 87
Churn predictive decision trees, 41
Churn predictive models, 195
City of Copenhagen Municipality, 134, 136
Cleansing data, 162
Cloud computing, 151
Cluster analysis, 37, 122, 141–142
Coca-Cola, 38
Cockpit, 7, 52
Coded values, translating, 156
Columns, selecting for data warehouse, 156–158
Combining data, 194, 205
Competencies, 110, 116–117, 200
analytical competencies, 110, 116–117, 200
analytical methods competencies, 113–114
for BACC, 199–219
business competencies, 110, 201
data competencies, 112–113
data manager competencies, 116–117
data warehouse competencies, 112
descriptive statistics competencies, 122–129
IT competencies, 201
method competencies, 111–112
personal competencies, 113
report developer competencies, 116–117
report-developing competencies, 11
required for BA analysts, 113–129
Competitive advantage, 79
Confidence level, 117–118
Conjoint analysis, 85, 89, 94
Content, 145–147
Control charts, 93, 99
Copenhagen Municipality, 134, 136
Corporate culture, 31–32, 91, 217
Corporate performance management (CPM), 29, 50, 93. See also KPIs (key performance indicators)
Correlation, 36, 90, 121–122
data-driven methods and, 117–119
between dependent variable and other variables, 121–122
historical, 132
hypothesis-driven methods and, 130
Correspondence analysis, 141
Cost/benefit analysis, 233–235, 237
Costs, 41
activity-based costing (ABC), 94
of external consultants and employees, 206
projects running over several years, 230, 232
SIPOC model and, 225–230, 231
software costs, 205
CPM (corporate performance management), 29, 50, 93. See also KPIs (key performance indicators)
Creative processes, 85, 211
Critical success factors, 29, 51, 59
in descriptive part of cost/benefit analysis, 233
identifying, 64, 66, 67–68
Rockart model and, 59–61
CRM (customer relationship management), 62, 80–84
analytical, 81, 91
as data-generating source system, 189
optimizing existing processes, 72–73
proactive, 84
CRM systems, 189
Cross-sales models, 36, 66, 70, 82, 122, 142
Cubes, 139, 167, 168–170
Culture, 31–32, 91, 217
Customer dialogue, 84–85
Customer information, as source system, 189–190
Customer intimacy strategy, 34
Customer lifetime value, 40, 81–82
Customer loyalty, 38–39, 83, 84, 98
Customer profitability/segment analyses, 28
Customer relations, 33, 62
Customer relationship management. See CRM (customer relationship management)
Customer relations perspective, 38–42
Customer retention, 62, 64, 66–67, 81, 83–84
Customer satisfaction surveys, 98
Customer segments, 35
Customer service functions, 101
Customer value calculator, 98

D
Dashboards, 51
accessing on BA portal, 171–172
BPM dashboard, 171, 172
cockpit, 7, 52
lead/lag information in, 172–173
performance management dashboard, 52
summerhouse case study, 53
Data, 106–107
access to, 177
cleansing, 162
combining, 194, 205
different kinds of structures in, 121–122
patterns in, 121–122
primary, 186, 195
secondary, 186, 195
summing up several rows of, 156
validation of, 178, 198
Data competencies, 112–113
Data-driven analytics, 117–121
objective of, 121–122
Data-generating source systems, 187–192
Data manager competencies, 116–117
Data marts, 120, 166–167, 180–181
Data miner, 181
Data mining, 36, 70, 181
algorithms, 139–140
churn predictive decision trees and, 41
creating models, 134
customer retention and, 83–84
as data-driven analytic, 119, 133
overlapping information and, 197
prioritizing information, 192–194
results, as source system, 191
selecting best model, 134
software for, 134
steps of, 134–136
with target variables, 133–139
using selected model, 136–137
Data organization, with dimensional modeling, 163
Data profiling, 158, 160, 161–162
Data quality, 145, 157–158, 159, 182, 217
causes and effects of poor data quality, 159–162
master data management and, 175–176
of source data, 177
in source systems, 197–198
Data reduction, 122, 141
Data redundancy, 205
Data sources, 5–6, 10–12
Data stores, 159
Data transformations, loss of data through, 193
Data values, scope of, 158
Data warehouse, 5
accessing data, 177
access to, 178, 181
access to BA portals, 178–180
access to data mart areas, 180–181
access to source systems, 182–183
alternative ways of storing data, 170–171
architecture and processes, 154–175
arguments for integrating data into, 153–154
BA portal and, 171–175
causes and effects of poor data quality, 159–162
dialogue between strategy and BA functions, 28–30
dimensions, 163–164
enterprise data warehouse, 154
front-end not user-friendly, 108–109
functions, components, and examples, 162–170
information strategy for, 109
Data warehouse (Continued)
with life of its own, 108
master data management, 175–176
radio station case study, 10
reasons for having, 151–154
selecting columns for, 156–158
service-oriented architecture, 176–177
staging area and operational data stores, 158–159
tips and techniques for, 175–183
types of direct users, 177–178
Data warehouse analysts, and market analysts, 194–195
Data warehouse competencies, 112
Data warehouse level, 151–183
architecture and processes in data warehouse, 154–175
reasons for data warehouse, 151–154
tips and techniques in data warehousing, 175–183
Debt collection systems, 189
Decentralized organizations, 204, 208–210
Decision support, 249
Decision trees, 70, 134, 139
churn predictive, 41
Delivery, 115, 144–145
Demand forecasts, 173
Dependent variables, 121–122, 131–132
Deployment of BA model, 6–12
Descriptive statistical methods, lists, and reports, 122–129
ad hoc reports, 123–125
automated reports, event driven, 127–128
automated reports, on demand, 127
manually updated reports, 125–126
reports in general, 128–129
Descriptive statistics, 123
Dialogue
between company and analyst, 105
customer dialogue, 84–85
between strategy and BA functions, 28–30
Dimensional modeling, 163
Dimensions
of BACC, 212–213
of data warehouse, 162–164
hierarchies in, 164
multidimensional perspective, 163
Direct users, 177–178
Dot-com trend, 88
ETL jobs, 156–158
example, 157
extraction, 156–157
filter function, 157
joining three tables, 156–157
load phase, 156
SQL and, 157
staging, 156–157
ETL processes, 154, 158
ETL tools, 158
Event-driven automated reports, 128
Evolutionary development of systems, 237, 238
Executive brief, 235
Executive management functions, 100
Explorative factor analysis, 36, 141
Explorative methods, 140
cross-sell models, 142
data reduction, 141
tips and techniques for, 175–183
up-sell models, 143
External analysts, 194–195
Externally executed actions, 138
Extract, transform, and load processes.
See ETL jobs
Feedback processes, 29–30
Finance business process, 94–95
Finance functions, 101
Financial targets, and KPIs, 56
Firewall, 160
Forecasting models, 35, 90, 132
Forecasts of demand for services, 173
Forum. See Business analytics competency center (BACC)
Front-end system, 180, 181
accessing on BA portal, 166
not user-friendly, 108
Functional level, 47–102
choosing process, 78–99
concept of performance management, 74–78
establishing new business processes, 59–72
optimizing existing business processes, 72–78
summerhouse case study, 50–59
Functional strategy, 8–9
Fuzzy merge technology, 161
G
General support, 207
Generalized linear model (GLM) analysis, 133
General Motors, 248
Geo data, as source system, 188–189
Get, increase, keep, 81, 91. See also CRM
customer relationship management
GIF arrow, 53
GLM (generalized linear models) analysis, 133
H
Hadoop, 150, 170
HAL (computer), 253
Helicopter perspective, 2, 7
Hierarchies in dimensions, 164
INDEX

Historical correlations, 132
Hitchhiker’s Guide to the Galaxy, The (Adams), 216
HRD (human resource development), 91–93
Human resource development (HRD), 91–93
Human resources functions, 100
Human resources information, as source system, 191
Hypothesis-driven methods, 117–118, 129–130

I
Illness, absences due to, 91, 132, 134–135
Information, 106–107
business processes and, 4
from ERP systems, 191–192
loss of, through data transformations, 193, 194
prioritizing, 32–34, 192–194
relevance of, 207–208
as strategic resource, 30–32
Information architecture, 206
Information domains, 113–114
Information islands, 205
Information mapping, 114
Information quality, 145
Information requirements, 51
Information strategy, 4, 48, 109, 206
adapted, 24
for data warehouse, 109
radio station case study, 6–13, 240–243
sketching, 15
Information technology, 205–206
Information wheels, 205–207, 208, 251–252
creating synergies between, 205–207
Innovation, 33, 34–38
Input variables, 139
tests with several, 130–133
Insight, breaking, 54–55, 58, 61, 72. See also Lead information
Interactive statistics book, 106
Internal analysts, 194–196
Internal resource utilization, 97
International Leadership: How To Make Cultural Integration Programs, 201
Internet marketing, 87
Internet of Things (IoT), 18, 38, 95
Internet of Things data, as source system, 189
Internet portals, 86–87, 182
Interval-dependent variables, 131
Inventory management, 95
IoT (Internet of Things), 18, 38, 95
IT and development function, 101
IT competencies, 201
iTunes, 166

J
Joins, 156, 157–158

K
Key figures, 43
Key indicators, 44
Key performance indicators. See KPIs (key performance indicators)
Knowledge, 106–107
Knowledge management, 202, 203–204, 216
KPIs (key performance indicators)
accumulation of, as source system, 191
catalogue of, for company’s different functions, 99–101
event-driven automated reports and, 128
financial targets and, 56
as measuring points linking activities to objectives, 101
optimizing business processes, 72
performance management and, 73–74
radio station case study, 7–9, 12
stopping processes with, 56
strategy creation and, 4
summerhouse case study, 50–52, 53–57
as warning signals, 56
Kubrick, Stanley, 253

L
Lag information, 48, 49, 50, 54
business processes and, 54, 57–59
in dashboard, 172
event-driven automated reports and, 128
identifying with Rockart model, 66, 69–72
Rockart model and, 59–61
summerhouse case study, 54–57
turning into lead information, 72
Lead information, 48, 49, 50, 54
business processes and, 54, 57–59
in dashboard, 173
identifying with Rockart model, 66, 69–72
Rockart model and, 59–61
trip to summerhouse case study, 54–57
turning lag information into, 72
Lean, 74, 94–95, 97–99
Learning/learning loops, 22, 29–30, 49, 56
Life cycles, 35
Lifetime value of customers, 40, 81–82
Linear regression analysis, 132
Lists. See Descriptive statistical methods, lists, and reports
Loss of information through data transformations, 193–194
Loyalty, 38–39, 83, 84, 98
Loyalty Effect, The (Reichheld), 83

M
Manually updated reports, 125–126
Mapping of values, 156
Market analysts, and data warehouse analysts, 194–195
Market basket analysis, 142, 175, 196–197
Market developments, 43
Marketing activities, 86
Marketing automation, 138, 237–238
Market intelligence, 39
Market leadership, three disciplines for, 33
Market standard, 34
Master data management (MDM), 175–176
Maturity assessment, 213
Maturity models, 212–213, 235, 237–240
MDM (master data management), 175–176
Measurable targets, 26
Menu, 105, 115
Mergers, 43
Metadata, 153, 164
Metadata layer, 165
Metadata registration, 165–166
Metadata repository, 165–166
Metadata server, 166
Method competencies, 111–112
Mind map, 146, 147, 244
Missing data, 162
Multidimensional perspective, 163
Multiple-purchase patterns, 36–37

N
Need-based segmentation, 40
Net present value (NPV), 230, 232
Neural networks, 134, 139, 251
New sales via named campaigns, 82
Nike, 38
Nokia, 38
Nominal-dependent variables, 133
NPV (net present value), 230, 232

O
Objectives. See also Targets
directions on how to reach them, 31
identifying with Rockart model, 59, 60
KPIs as measuring points linking activities to, 101
from objectives to new processes, 57
SMART objectives, 27–28
ODBC (open database connectivity), 180
ODS (operational data store), 159
OLAP cubes, 139, 167, 168–170
On-demand automated reports, 127
One version of the truth, 28, 129, 154, 183, 194
Online analytical processing (OLAP) cubes, 139, 167, 168–170
OnStar system, 248
Open database connectivity (ODBC), 180
Operational data store (ODS), 159
Operational excellence, 33, 34, 42–44, 79–80, 95, 97
Operational strategy, identifying with Rockart model, 62, 64
Operational systems, source data created by, 186
Optimization of business processes, 58, 72–73
choosing process, 78–99
deploying performance management for, 73–78
processes suitable for optimization, 78–99
campaign management, 84–85
CPM, 93–94
CRM activities, 80–84
finance, 94–95
human resource development, 91–93
inventory management, 95
Lean, 97–99
pricing, 89–90
product development, 85–86
supply chain management, 95–96
Web log analyses, 86–89
Optimization of wallet share, 822
Optimum process, 94
Ordinal-dependent variables, 133
Ordinal regression analysis, 133
Outsourcing, 94, 200
Overlapping information, 197

P
Patterns in data, 121–122
PCA (principal component analysis), 36, 141
Performance management, 73
cost of, 74–78
dashboard, 51–52
deploying to optimize business processes, 73–78
KPIs and, 76
measuring points, 76–77
objective of, 78
reports and, 77
Performance monitoring, 53–54
Performance versus strategy, 210–213
Personal competencies, 113
Pervasive business analytics, 138, 159, 248–253
Pivot table, 167
Plug-ins, 171
Portals
BA portals, 171–175, 178–180
Internet portals, 86–87, 182
SAS Information Delivery Portal, 172
Pricing, optimizing, 89–90
Pricing methods, 94
Primary data, 186, 195
Principal component analysis (PCA), 36, 141
Prioritizing BA projects. See BA projects, assessment and prioritization of
Prioritizing information, 32–34, 192–194
Proactive CRM activities, 84
Problem, definition, 144
Processes. See also Business processes
analytical processes, 5
creative processes, 85, 211
ETL processes, 158
feedback processes, 29
Process excellence, 97
Process reengineering, 97
Product and consumption information, as source system, 189
Product and innovation perspective, 34–38
Product development, 85–86
Product innovation, 33, 34
Product leadership strategies, 34
Production function, 100
Production information, as source system, 191
Product leadership, 34
Product life cycle, 35
Product revenue, 35
Profiles (binary-dependent variables), 132–133
Profiling, 158, 160, 161–162, 197
Profitability, 28, 94
Projection, 51
Projection of trends, 132

Q
Quality assurance, 118, 140
Quality of data. See Data quality
Questionnaire analyses, 92, 141–142, 195–197
as source system, 190

R
Radar diagram, 235, 236
Radio station case study
analytical processes and front ends, 10
business processes and actions, 9
conclusions, 13–16
data sources, 10–12
data warehouse, 10
evaluation of BA process, 12
functional strategy and business case, 8–9
information strategy for, 6–13, 240–243
overall strategic targets of business, 7–8
Rank variables, 133
Reactive operational BA function, 210–211
Readiness assessment, 213
Realistic targets, 26
Redundancy, data, 205
Regression analyses, 140
Relational data model, 168
Relational transaction table, 168
Relevance of information, 207–208
Reminder systems, 189
Report developer competencies, 116–117
Report-developing competencies, 11
Reporting/reports, 5, 23–24, 28, 128–129.
See also Descriptive statistical methods,
lists, and reports
ad hoc reports, 123–125
content and, 145–147
event-driven automated reports, 127–128
manually updated reports, 125–126
on-demand automated reports, 127
performance management and, 77
Retaining customers, 62, 64, 66–67, 81, 83–84
Retaining employees, 92–93, 225–229
Return on Investment (ROI), 224
Revolutionary development of systems, 237, 238
Risk, 234
Rockart model, 48
establishing business processes with, 59–61
example of establishing business processes, 61–72
identifying operational strategy, 62, 64, 65
identifying critical success factors, 64, 66,
67–68
identifying lead and lag information, 66,
69–72
identifying objectives, 62, 63
ROI (Return on Investment), 224
Roles, 203
Rows of data, summing up, 156
S
Sales and marketing functions, 100
SAS, 106
SAS Enterprise BI Server, 172
SAS Enterprise Miner, 175
SAS/ETS software, 173
SAS Information Delivery Portal, 172
SAS Text Miner, 174
Satisfaction scores, 133
Scalability, 115, 154
Scaling of dependent variables, 131
SCM (supply chain management), 95–96
Scope of data values, 158
Scorecards, 28, 30
Search engines, 87
Secondary data, 186, 195
Segmentation, 31, 39, 142, 181
need-based, 40
value-based, 39–40, 61, 83, 94
Service-oriented architecture (SOA), 176–177
Services, 176–177
7-Eleven, 94
Shell Denmark, 94
Siio syndrome, 205
SIPOC model, 92, 225–230, 231
Six Sigma, 74, 93, 97
SMART objectives and targets, 27–28
Smiley face, 52, 53–54, 128
SOA (service-oriented architecture), 176–177
Social media data, as source system, 188
Sociodemographics, 40
Software
costs of, 205
for data mining, 134
software packages, 112
software vendors, 112, 134
Solutions, 207–208
Sony, 33
Source data, 186–198
choosing solution, 194–197
data quality in source systems, 197–198
prioritizing information, 192–194
source systems and uses, 187–192
Source systems, 187–192
access to, 182–183
data-generating systems, 187
Specific targets, 26
SPSS, 106
SQL (structured query language), 157
joins, 157–158
SQL generator, 180
working with relational tables, 168–169
Staging area, 156, 158–159
Star schema, 163
State-of-the-art, 33, 34
Statistical examples, 106
Statistical method domain. See Hypothesis-driven methods
Statistics
descriptive statistical methods, lists, and reports, 122–129
descriptive statistics, 123
descriptive statistics competencies, 122–129
examples, 106
interactive statistics book, 115
Status, 51
Status indicator, 52
“Stomach share,” 83
Strategic level, 17–45
link between strategy and deployment of BA, 19–20
Strategic level (Continued)
prioritizing information, 32–34
strategy and BA scenarios, 20–32
BA supports strategy at functional level, 21, 24–28
dialogue between strategy and BA functions, 22, 28–30
information as strategic resource, 22, 30–32
no formal link between strategy and BA, 21, 22–24
Strategy
BA supports strategy at functional level, 21, 24–28
defining targets based on, 24
definition of, 19
determining if project is strategic, 22–224
dialogue between strategy and BA functions, 22, 28–30
information as strategic resource, 22, 30–32
integration with BA function, 19–20
no formal link with BA, 21, 22–24
versus performance, 210–213
Strategy creation, 4
Strategy mapping, 114
Structured query language. See SQL (structured query language)
Summerhouse case study, 50–59
lead and lag information, 54–59
specification of requirements, 51–52
technical support, 52–53
Summing up several rows of data, 156
Supplier, Input, Process, Output, and Customer (SIPOC) model, 92, 225–230, 231
Supply chain management (SCM), 95–96
Support functions, 23
Surrogate key, 156
Synergies, 194, 195, 202, 205–206
T
Targets
acceptance of, 26
defining, based on strategy, 24
financial targets and KPIs, 56
five requirements for; 25–28 measurable targets, 26
realistic targets, 26–27
SMART targets, 27
specific targets, 26
strategic targets for business, 7–8
time-bound, 27
Target variables, 121–122, 136, 139
data mining with, 133–136
Technical understanding, 112–113
Technologies, 206
Telecom Enterprises, 33
Tesco, 83
Texts with several input variables, 130–133
Theoretical significance, 118
Think big, start small, deliver fast, 181, 193, 235
“Three Paths to Market Leadership” (Treacy and Wiersema), 32
Time-bound targets, 27
Tool kit, 111–112
Top down–driven initiative, 222
Traffic lights, 128
Training, 105, 111, 145, 207, 225,
Transaction table, relational, 168
Transformations, loss of information through, 193, 194
Translating coded values, 156
Transposing, 156
Trend, 51
Trend arrow, 53–54
Trend meter, 52
2001: A Space Odyssey, 253
U
Unknown dataset, 134, 139
Up-sell models, 82, 143
User friendliness, 207–208
User satisfaction, 58–59
V
Validation of data, 178
Value-based segmentation, 39–40, 62, 83, 94
Value creation, 23
Value chain, 213–214
Value creation, 13, 23, 48, 92
BA projects and, 223, 224–230
based on data warehouse, 211
business competencies and, 110
content and, 147
employee retention and, 92
source systems and, 183, 187
Values mapping, 156
Variables
binary-dependent, 132
dependent, 121–122, 131–132
input variables, 130–133, 139
interval-dependent, 131
nominal-dependent, 133
ordinal-dependent, 133
rank variables, 133
target variables, 121–122, 133–139
Virtual BACCs, 208–209, 211, 215–216
W
Walkman, 33
Wallet share, 82, 98
Warning signals, KPIs as, 56
Web log analyses, 86–89
Web logs, as source system, 190
Web portals, 182
Web services, 176
Web site (BA-support.com), 44, 70, 81, 83, 106, 115, 140, 243
Whale diagram, 81
Wikipedia data, as source system, 188
Wisdom, 203
Work teams, 209, 211
X
XML format, 165