

## ***Analytics support management decision making.***

### ***But is it the data or the people that count?***

#### Session summary

Our **lecture** on the 16<sup>th</sup> July considered the dual role of people and data within analytics interventions. We addressed three questions and below I have summarised the content that we covered:

#### ***What might an analytics intervention look like?***

- What analytic interventions set out to achieve
- Multimethodology and intervention design
- CRISP-DM – the Cross-Industry Standard Process for Data Mining
- Data – primary and secondary, objective and subjective, opinions and sample sizes
- Stakeholders – those with vested interest

#### ***How do we determine what questions our analysis should answer?***

- Translating from the business problem to an analytics problem
- Negotiating projects with stakeholders and the client role in evaluation
- Divergent and convergent thinking
- Problem framing and definition
- Selecting tools based upon the questions we're asking

#### ***What can we deliver with different analytic approaches?***

- Two models for categorising types of solution (analytic output)
- Categories of descriptive, predictive, prescriptive and autonomous analytics
- The relationship between analytic capability and competitive advantage...
- ... balanced against the importance of answering the client's questions!

In our **seminars** we looked at several magazine articles, as a means of accessing brief yet informative accounts of analytic interventions. Many more are available on the UK OR Society's website: [Magazine-Landing-Page | ORS](#)

We asked ourselves a variety of questions about the cases. The table overleaf provides details of the pre- and post-session that you will find on the PRESS programme teaching resource repository. These include sample answers for the case questions. Do remember that these are indicative rather than exhaustive – you may have come up with different responses.

| <b>Reference number</b> | <b>Document</b>                            | <b>Formats available</b> |
|-------------------------|--------------------------------------------|--------------------------|
| 1a<br>1b                | Introduction and briefing                  | Word<br>Pdf              |
| 2                       | Case:                                      | Pdf                      |
| 3                       | Case:                                      | Pdf                      |
| 4                       | Case:                                      | Pdf                      |
| 5a<br>5b                | Lecture slides                             | Powerpoint<br>Pdf        |
| 6a<br>6b                | Seminar slides                             | Powerpoint<br>Pdf        |
| 7a<br>7b                | Seminar exercise template                  | Word<br>Pdf              |
| 8                       | Summary of analytics session               | Pdf                      |
| 9                       | Case 1: sample answer                      | Pdf                      |
| 10                      | Case 2: sample answer                      | Pdf                      |
| 11                      | Case 3: sample answer                      | Pdf                      |
| 12                      | Reflection on collaboration: sample answer | Pdf                      |
| 13                      | UK OR Society student membership details   | Pdf                      |