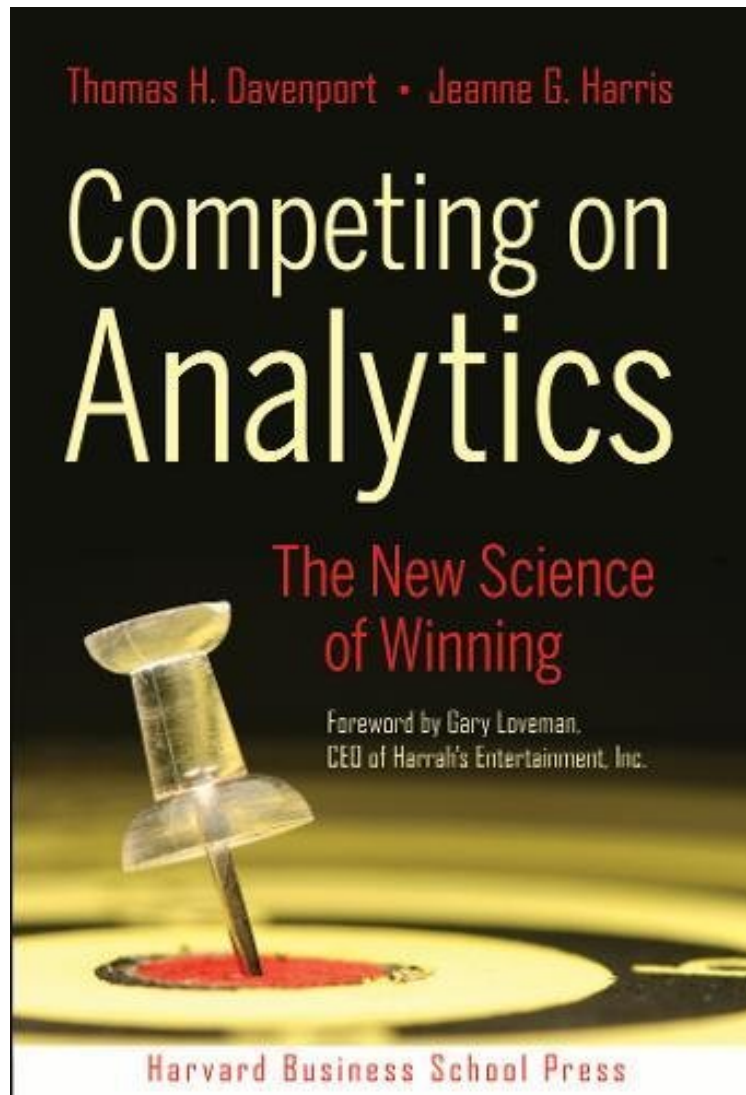


[Download ebook] Competing on Analytics: The New Science of Winning

Competing on Analytics: The New Science of Winning

Thomas H. Davenport, Jeanne G. Harris
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Thomas H. Davenport, Jeanne G. Harris : Competing on Analytics: The New Science of Winning before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Competing on Analytics: The New Science of Winning*:

1 of 1 people found the following review helpful. Your map and compass in the Analytical world By Niklas Andersson *Competing on Analytics* will explain the different forces you have to overcome in every organization if you want to compete on analytics. The book explains the key drivers behind a successful BI-endavor and what paths you should avoid if possible. I really liked the methodology where the author treats the subject as a stair in five steps you have to climb. From knowing nothing about analytics, to be an analytical competitor, and what actions you need to

take to climb each step. Competing on Analytics is full of hands-on actions you can take and gives you plenty of material to go further. 1 of 1 people found the following review helpful. "Going by the Gut" may be going by the wayside. By Eric Kassin. This book shows how several companies are effectively "competing on analytics" - defined as having the following four characteristics: 1. Analytics supports a strategic, distinctive capability 2. Approach to and management of analytics is enterprise-wide 3. Senior management is committed to the use of analytics 4. The company makes a significant, strategic bet on Analytics. In my opinion, the fourth item is really redundant, as the investment in obtaining and implementing the first criteria would satisfy the fourth. But the other three are critical. Included in both #2 and #3 is the requirement of an evidence-based decision making criteria. This is what I expect most companies will have an issue with. While the book mentions the difficulty in changing the culture and the potential for a virtual war between the "quants" and the "old guard", there are not really any good suggestions for overcoming it. The one suggestion given, proving it on a smaller scale won't work, because "proof" is not relevant for those who believe the gut is better than evidence. That said, for those who can appreciate the value of evidence, this book provides much of it. Perhaps the best is the fact how the book describes Capital One carefully targeting sub-prime risks using analytics. Since the book was published, that market in general has collapsed, but Capital One is doing fairly well. The chapters on how to build the technical and people aspects raise good points, but are far from thorough. In short, this book is a great overview, and provides many good ideas to consider, but it should not be confused as a how-to book. 0 of 0 people found the following review helpful. Needs Revision/Not Useful. By Customer. Has editing books before publishing and printing become obsolete? This is one of the most poorly written books I have ever read. I would suggest revising it. Also if you want to learn something substantial about the subject this probably is not the book for you. The book is full of generalized lists and vague industry examples and does not offer any concrete information.

You have more information at hand about your business environment than ever before. But are you using it to out-think your rivals? If not, you may be missing out on a potent competitive tool. In *Competing on Analytics: The New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier for using data to make decisions has shifted dramatically. Certain high-performing enterprises are now building their competitive strategies around data-driven insights that in turn generate impressive business results. Their secret weapon? Analytics: sophisticated quantitative and statistical analysis and predictive modeling. Exemplars of analytics are using new tools to identify their most profitable customers and offer them the right price, to accelerate product innovation, to optimize supply chains, and to identify the true drivers of financial performance. A wealth of examples from organizations as diverse as Amazon, Barclays, Capital One, Harrah's, Procter Gamble, Wachovia, and the Boston Red Sox illuminate how to leverage the power of analytics.

Intuition is useful in business. But...it isn't enough --The Wall Street Journal, October 23, 2007 "Competing on Analytics" is hardly the last word on the matter, but it is a useful primer for a business field that seems likely only to grow in importance. --The Wall Street Journal, April 18, 2007 "...the traditional ways of seeking competitive advantage are redundant and...the future lies with the ability to analyse the very considerable volumes of data it amasses about itself." --The Financial Times, April 18, 2007 From the Back Cover In a world where traditional bases of competitive advantage have largely evaporated, how do you separate your company's performance from the pack? Use analytics to make better decisions and extract maximum value from your business process. In *Competing on Analytics: the New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier of using data has shifted dramatically. Leading companies are doing more than just collecting and storing information in large quantities. They're now building their competitive strategies around data-driven insights that are, in turn, generating impressive business results. Their secret weapon? Analytics: sophisticated quantitative and statistical analysis and predictive modeling supported by data-savvy senior leaders and powerful information technology. Why compete on analytics? At a time when companies in many industries offer similar products and use similar technology, distinctive business processes count among the last remaining points of differentiation. Many previous bases for competition such as geographical advantage or protective regulation have been eroded by globalization. Proprietary technologies are rapidly copied, and breakthrough innovations in products or services are increasingly difficult to achieve. That leaves three things as the basis for competition: efficient and effective execution, smart decision making, and the ability to wring every last drop of value from business processes all of which can be gained through sophisticated use of analytics. Davenport and Harris show how exemplar organizations as diverse as the Boston Red Sox, Netflix, .com, CEMEX, Capital One, Harrah's Entertainment, Procter Gamble, and Best Buy are using new tools to trump rivals. Through analytics, these companies identify their most profitable customers, accelerate product innovation, optimize supply chains and pricing, and leverage the true drivers of financial performance. A timely, much needed resource, *Competing on Analytics* promises to rewrite the rules of competition. About the Author Thomas H. Davenport is the President's Distinguished Professor of Information Technology and Management at Babson College. Jeanne G. Harris is Executive Research Fellow and Director of Research for the Accenture Institute for High Performance

Business.