

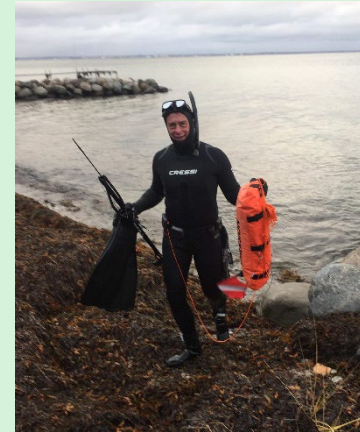
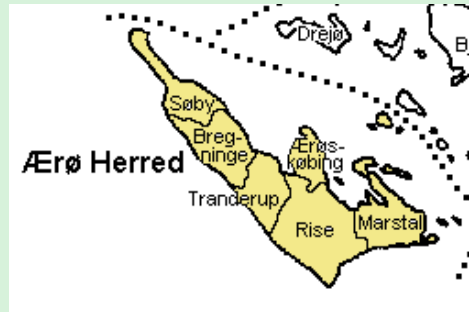
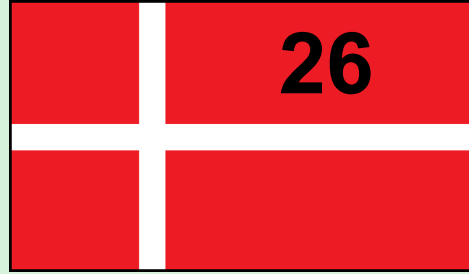


# **Agile Analytics**

## **Building a data driven culture**

### **youSee**

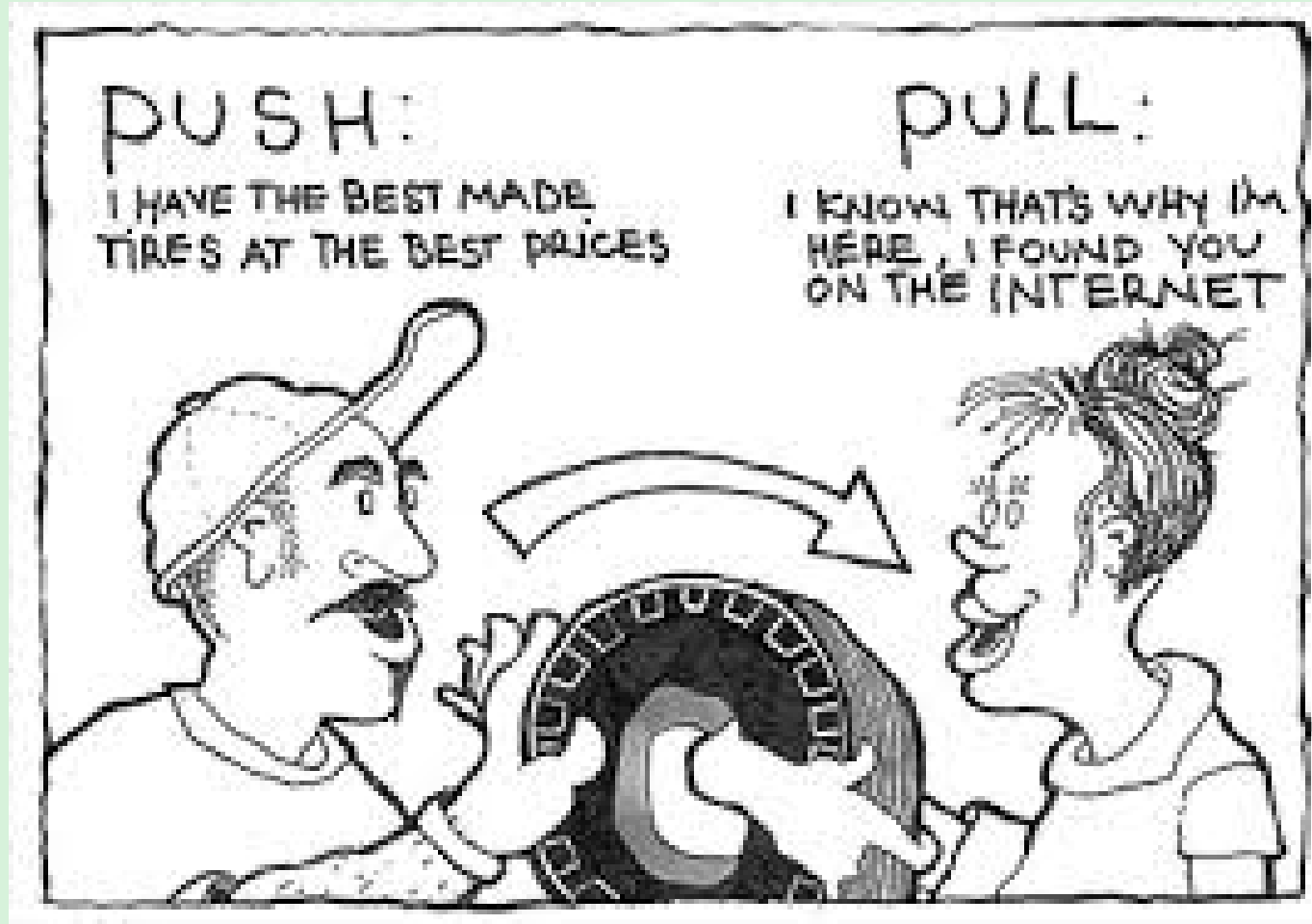
# Robert Johnson



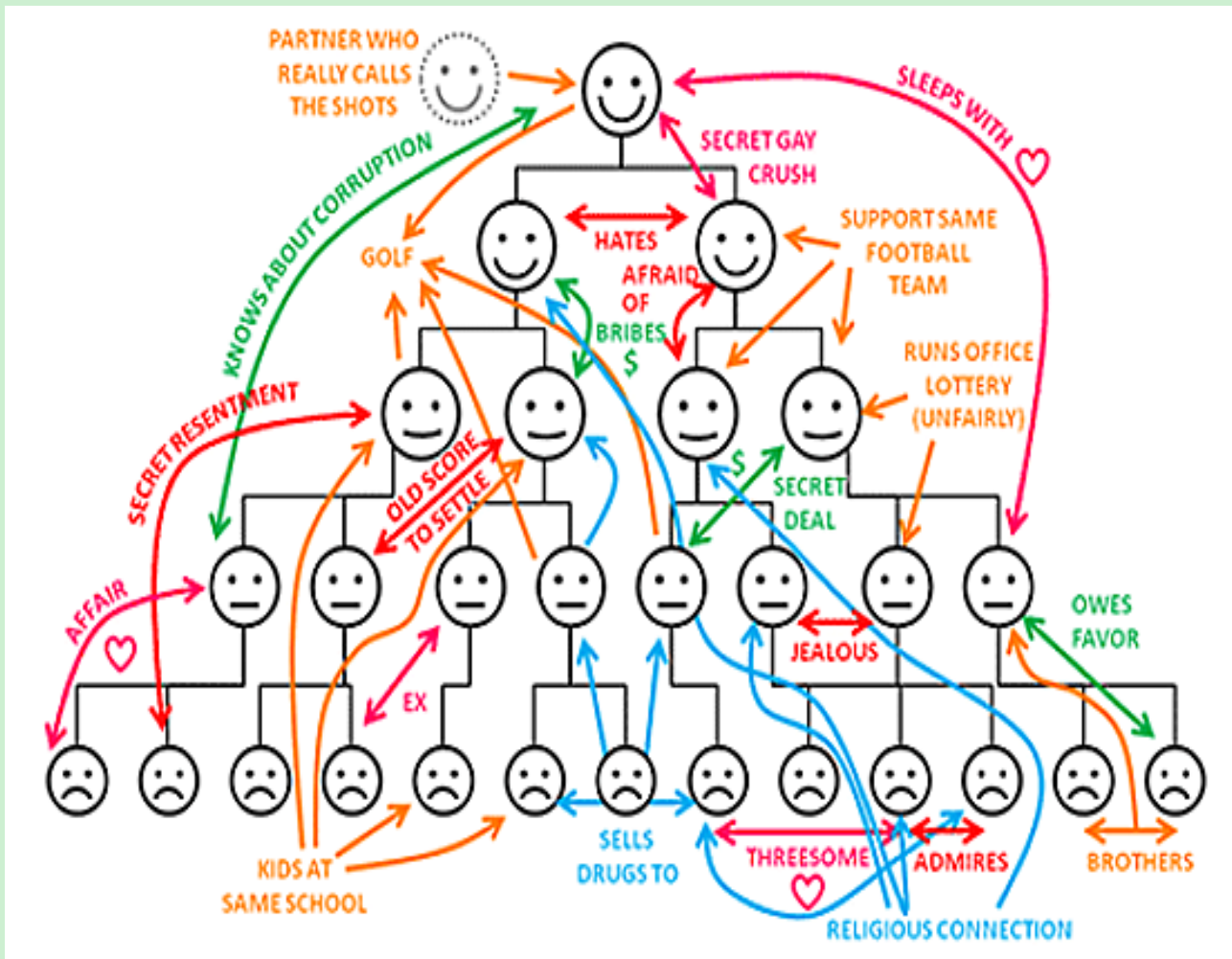
## My Story

How an organizational change and agile mindset applied to analytics resulted in developing a data-driven culture

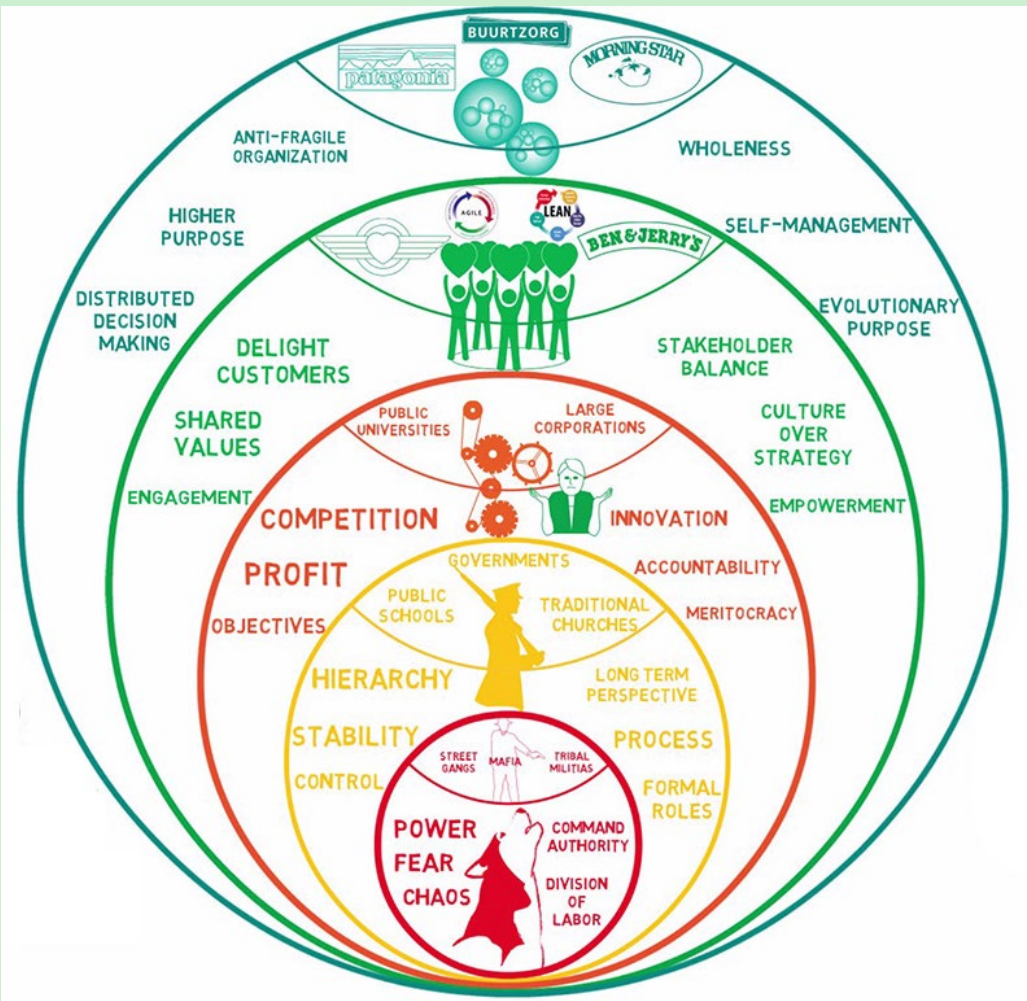
# Analytics had insight to sell – but no-one was buying



# Adopting an organization model to reflect today's needs



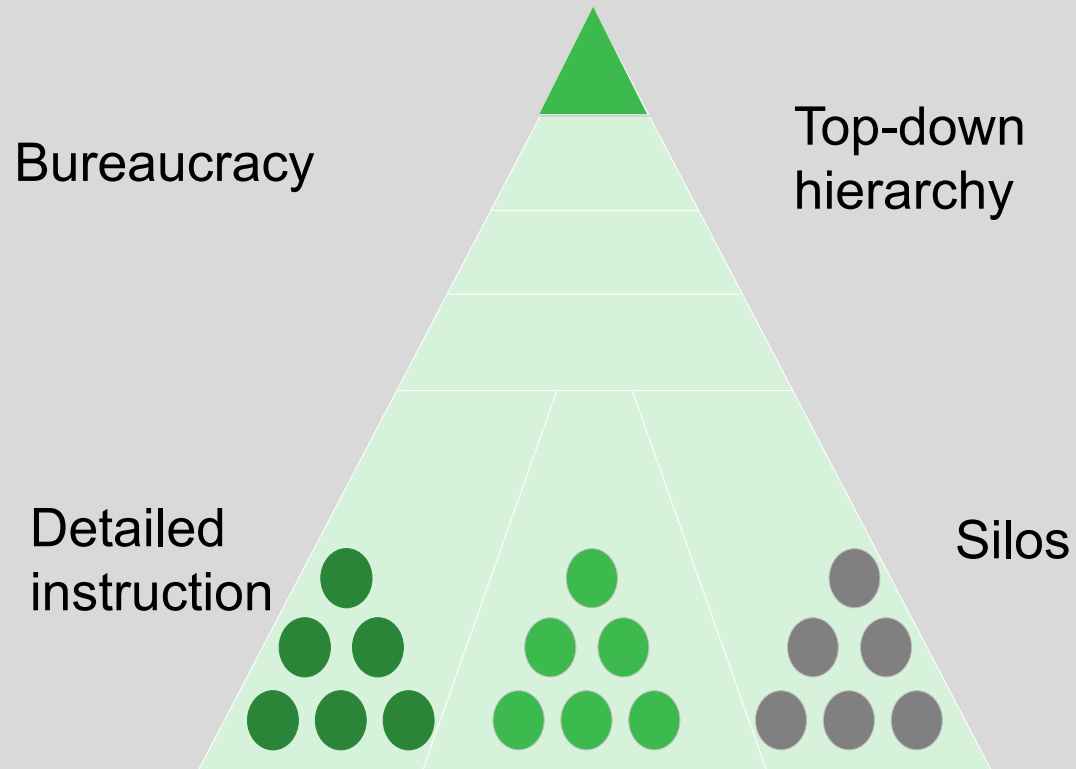
Today's reality



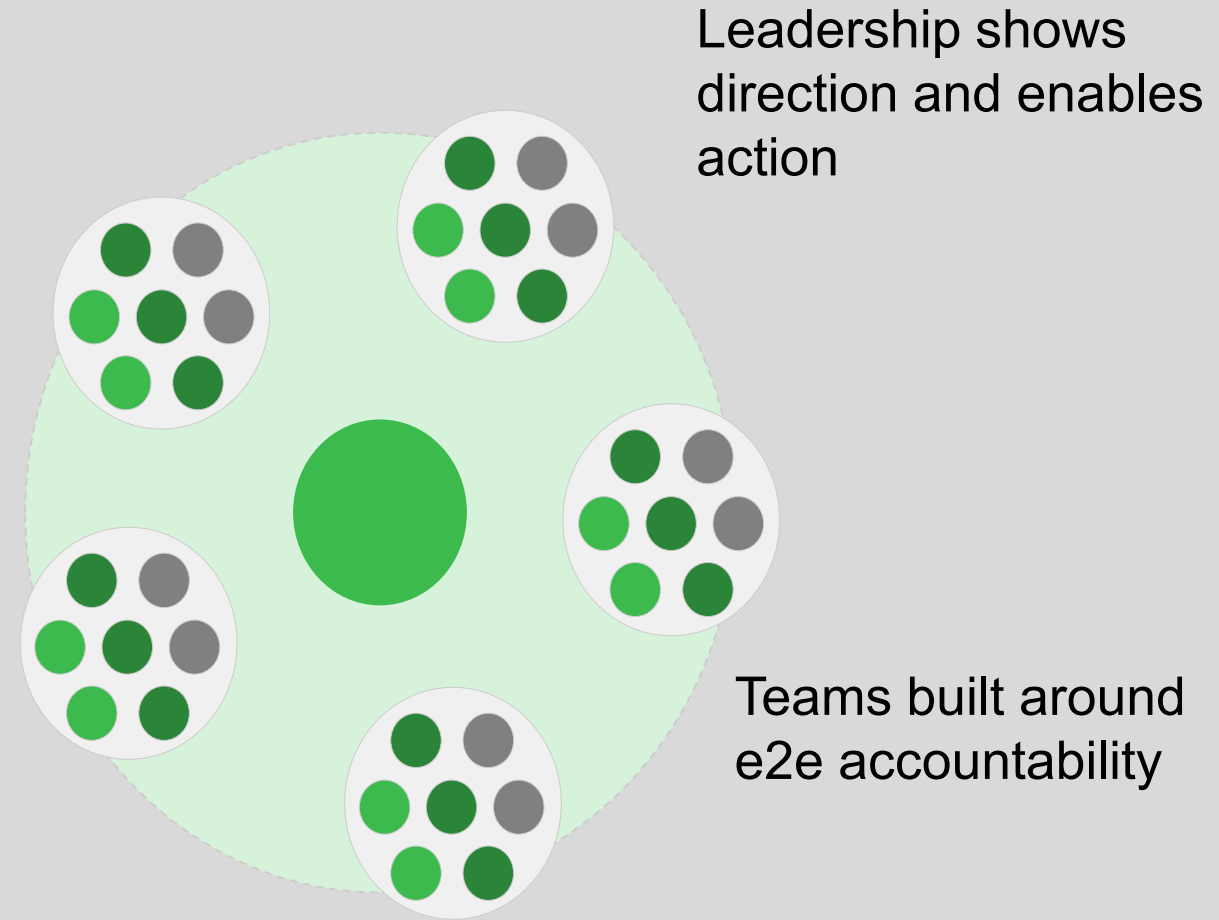
Laloux Culture model

# YouSee's organization transformation created new opportunities

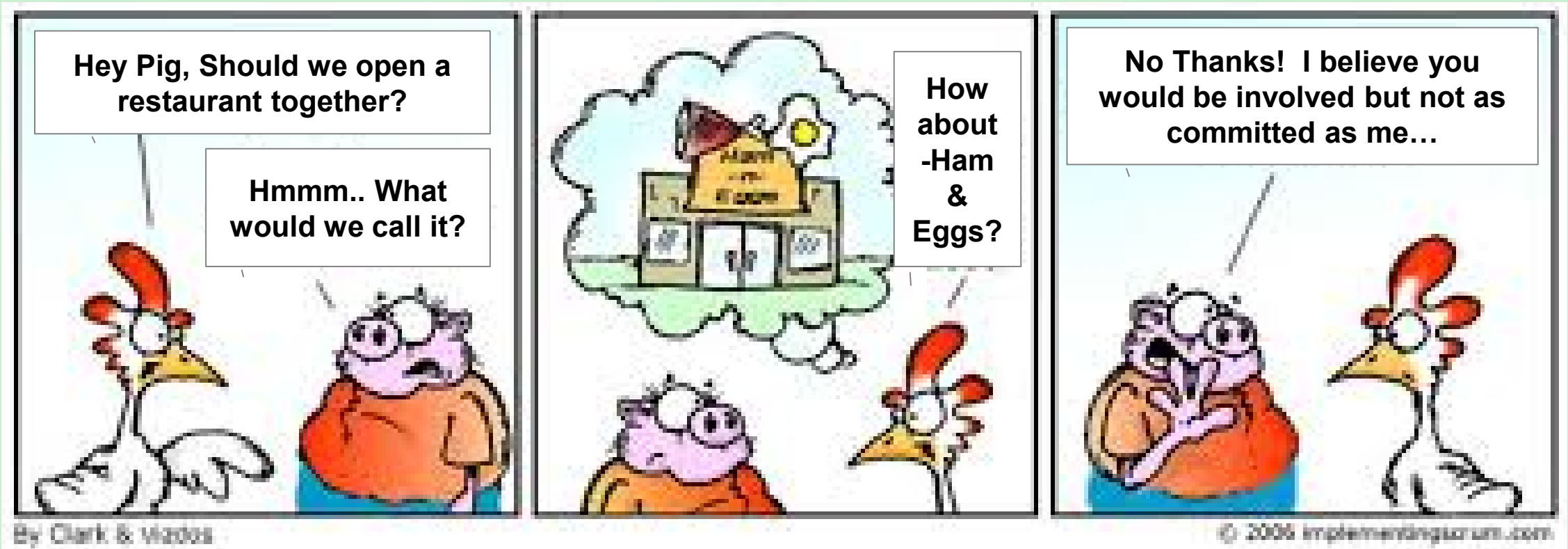
From Hierarchy...



To Holocracy...

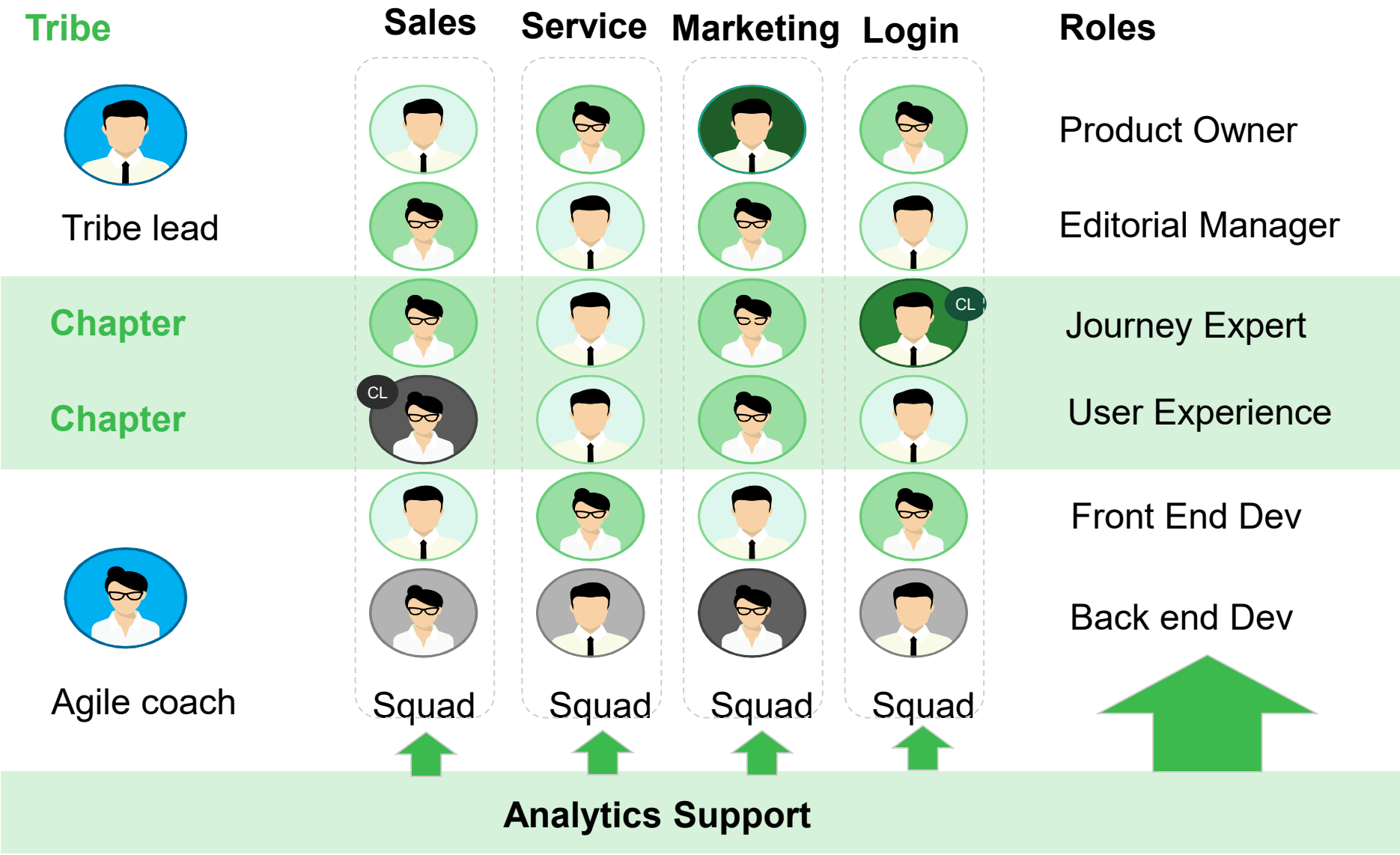


# Today we are less chickens and more pigs





# Analytics purpose in support of an Agile organization



# Key drivers that changed **pushing** data to **pulling** insights

## Top driving principles

- 1 Squad has **end-to-end responsibility**
- 2 Squads are **multi-functional** with **defined roles**
- 3 Whenever possible, **all work is carried out at the level of squad** (analytics and data science are some exceptions)

## 12 key principles of Agile

- 4 **Autonomy** and self-steering
- 5 A single squad should consist of **9-15 people** with all relevant skills
- 6 Composition of a **squad can be changed overtime** in function of its evolving mission
- 7 Participants of Squad work together **co-located in one place**
- 8 A Squad is **dismantled** as soon as its **mission has been completed**
- 9 Three roles help Squad to realize the mission: Product Owner, Chapter Lead and Agile Coach
- 10 A set of related Squads will **unite in a Tribe** which also possesses an **overarching mission**
- 11 No more than **200 people in a Tribe**
- 12 There is **no fixed organizational structure**, it constantly evolves



# The role of Digital Analytics

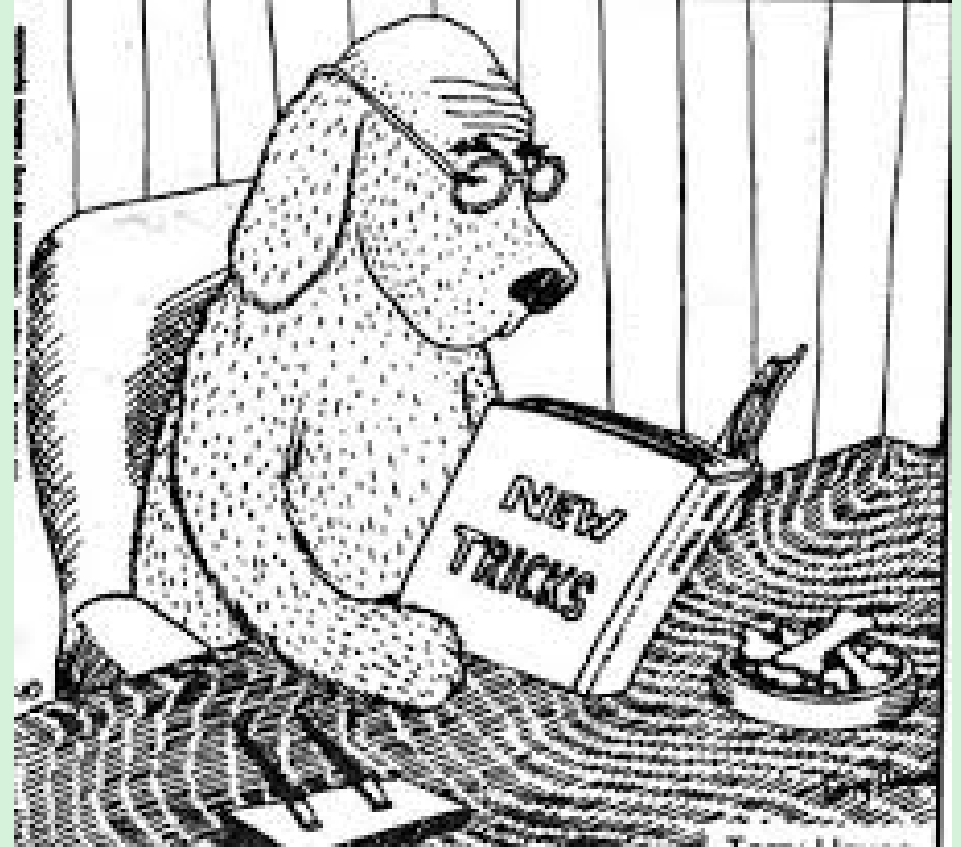
## Why do we exist?

To instill a data driven development culture

## Success criteria

- 1) All Aware of data and KPI's available
- 2) Great performance monitoring tools in place
- 3) I know Who to Go to When I need What
- 4) Less rocket ships, more MVP, KISS Interactive
- 5) Effective value in relation to time

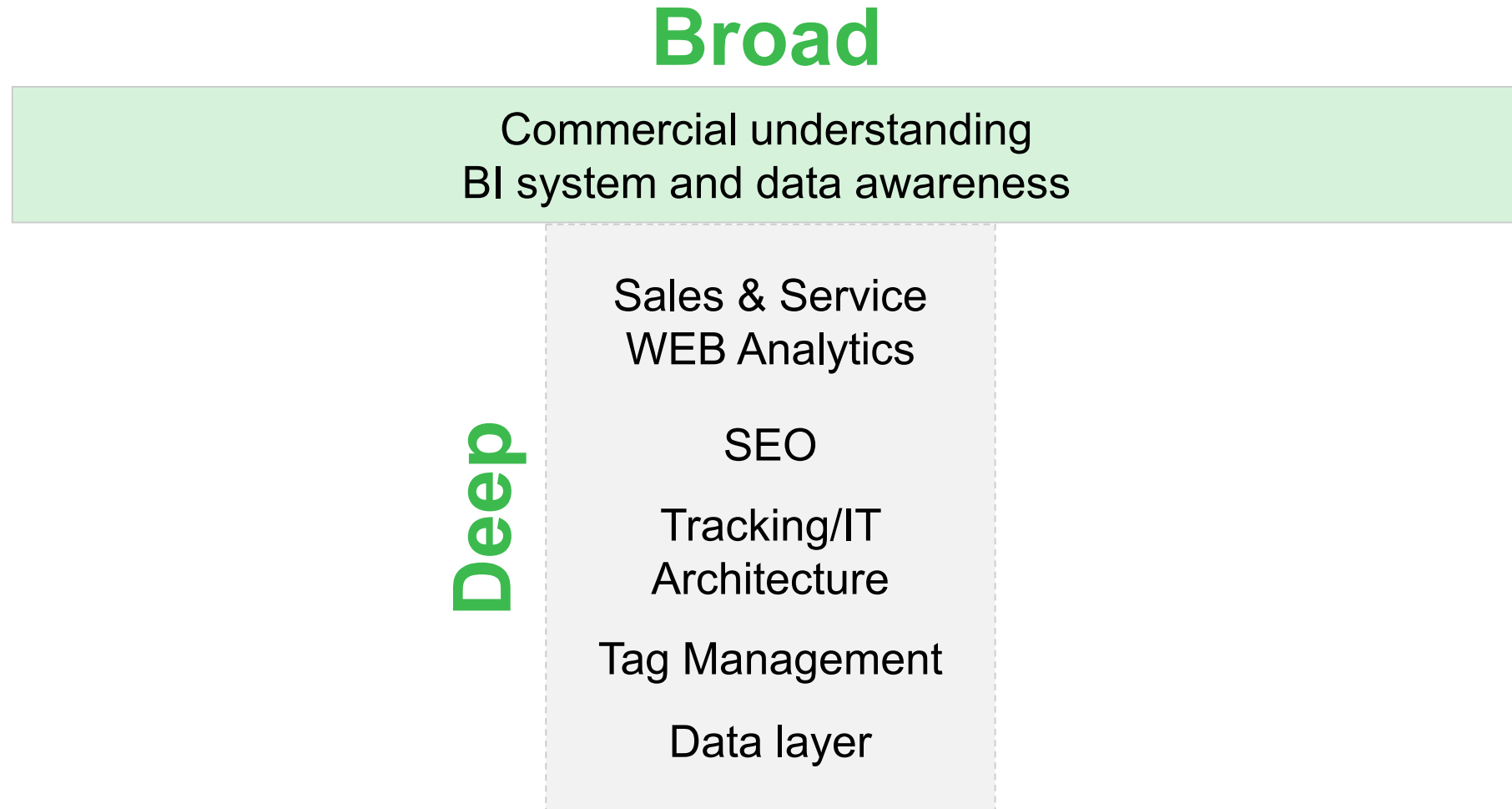
# The analytics department competency transformation



...here are 4 key ingredients we found helpful

# 4 Key Ingredients of an Agile Analytics Team

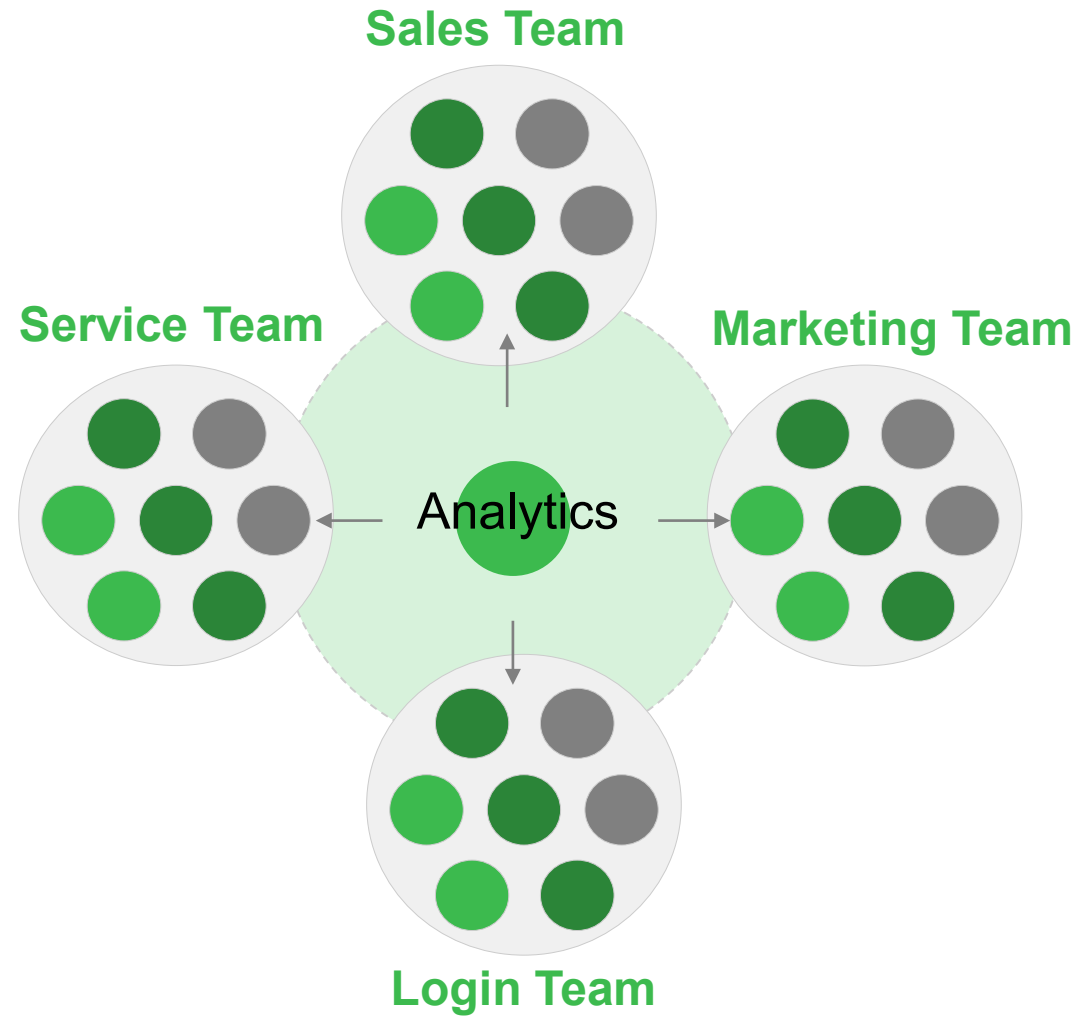
## 1 T-shaped Competencies



# 4 Key Ingredients of an Agile Analytics Team

## 2 Integration with Stakeholders

- Agile seating – understand needs
- Immersion in problem solving
- Share in KPI success
- Share and compare solutions



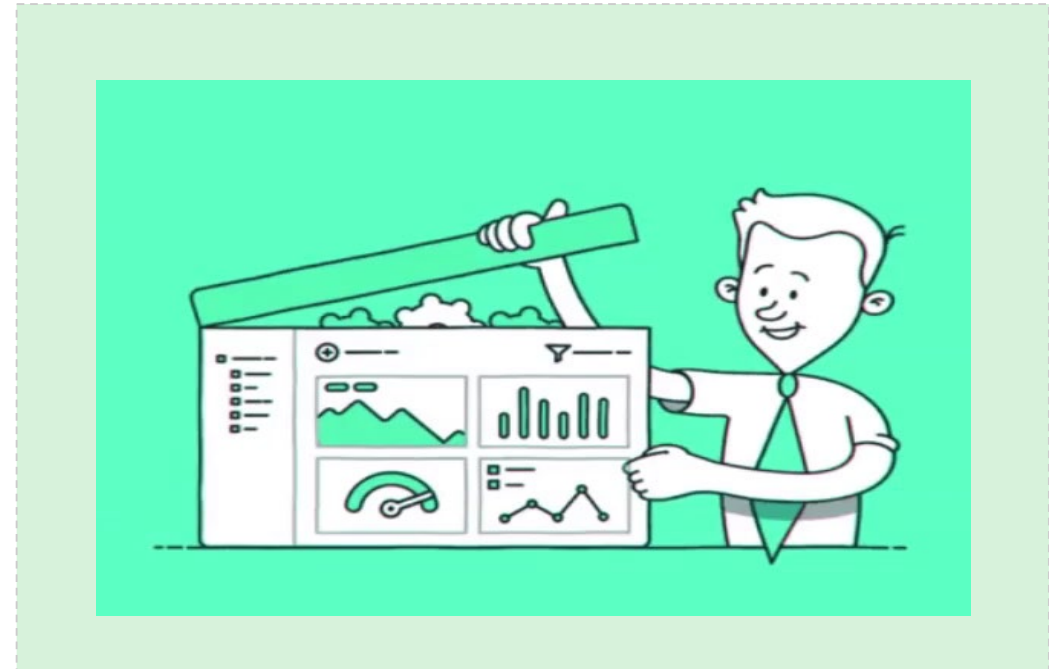
# 4 Key Ingredients of an Agile Analytics Team

## 3 Transforming static reporting to interactive learning

- Motivating stakeholders to engage, click and explore



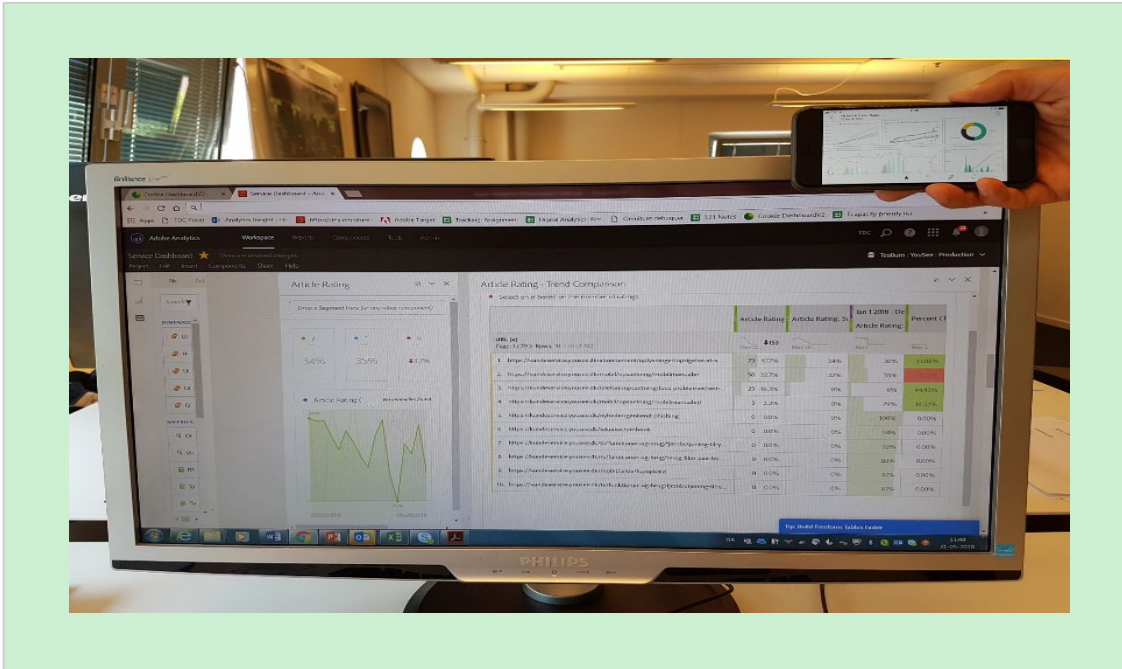
Why? Why? Why?



Enable stakeholders to find answers

# 4 Key Ingredients of an Agile Analytics Team

## 4 24/7 and multi device access to relevant insight



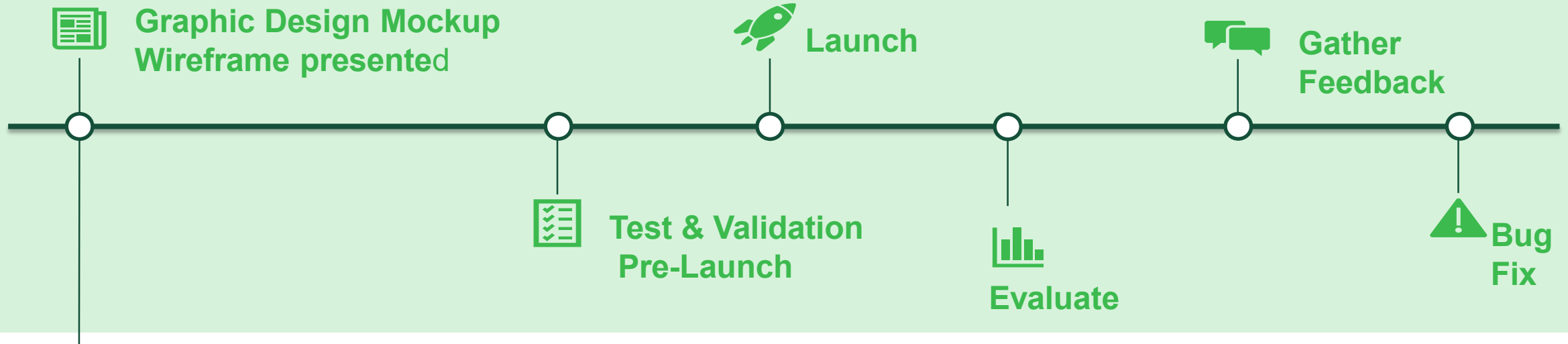
PC, Mobile, Tablet, Screens, Posters - At work, On the fly

# How we organized and What we learned





## **Tracking: Enabling the ability to capture data**

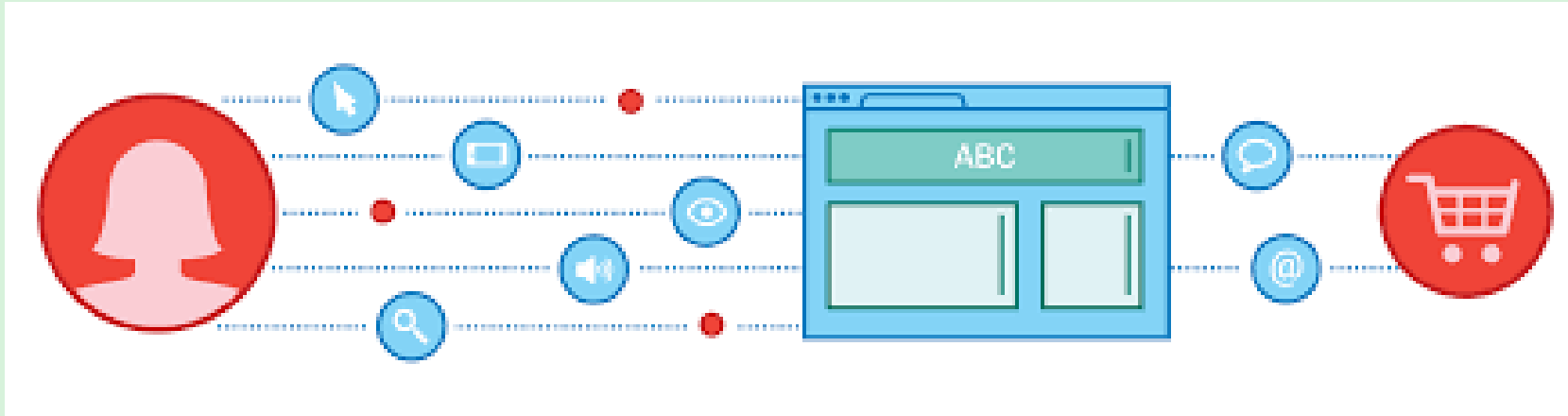


### Lessons Learned

1. If it is not tracked, you won't know – What you don't know, you can't manage
2. Plan a tracking consultation with every project
3. Follow best brief practice! Stakeholder – Analyst – Tracking architect
4. Take time to define what you want to know – Create user stories



# To Site Analytics: Marketing and Traffic optimization

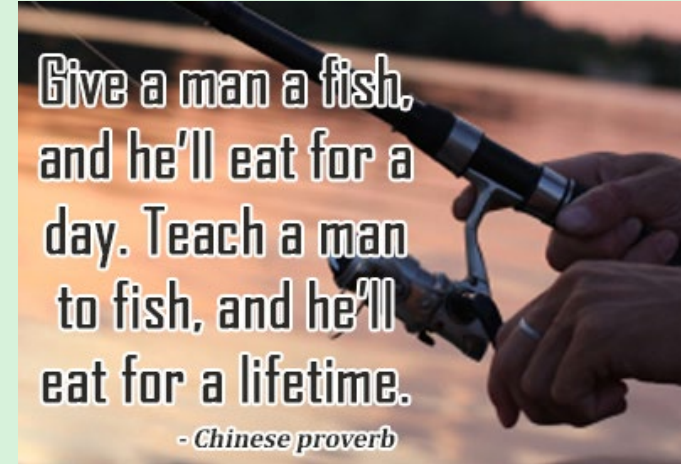


## Lessons Learned

1. Marketing needs structure to be measured properly
2. Understand the roles of different marketing performance systems (ex.: GA, Adform, Adobe)
3. Strive to make your external partners redundant
4. Take down SILOS between IT and Marketing



## On Site Analytics: CX, UX, JX, CSAT, CVR



### Lessons Learned

1. Team diversity and complimentary in skills
2. Old dogs and new tricks
3. Collaborate with BI – continually improve value and “time to insight”
4. Build stakeholder self-competency and less reports

# How do you measure successful analytics?

## Success Quotes

**A true measure of your worth  
includes all the benefits others  
have gained from your success**

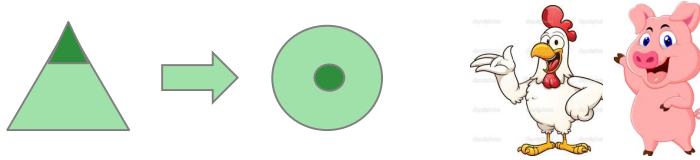
**Cullen HighTower**



# Measuring Success

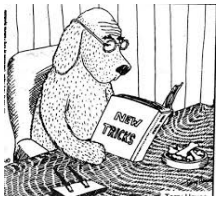
Criteria	Methods	Results
Happy Analysts	<ul style="list-style-type: none"><li>▪ ESAT –Are you satisfied with your work?</li><li>▪ 121 – How are you feeling?</li><li>▪ Smiles – More on than off</li></ul>	83%
Happy Stakeholders	<ul style="list-style-type: none"><li>▪ Do we understand your needs?</li><li>▪ Are we helping you make decisions?</li><li>▪ How is our response time?</li></ul>	82%
Stakeholder Response Rate	<ul style="list-style-type: none"><li>▪ How many survey completions?</li><li>▪ What roles did not respond?</li><li>▪ Understand WHY people did not respond</li></ul>	18% 36/200

# Summing it all up

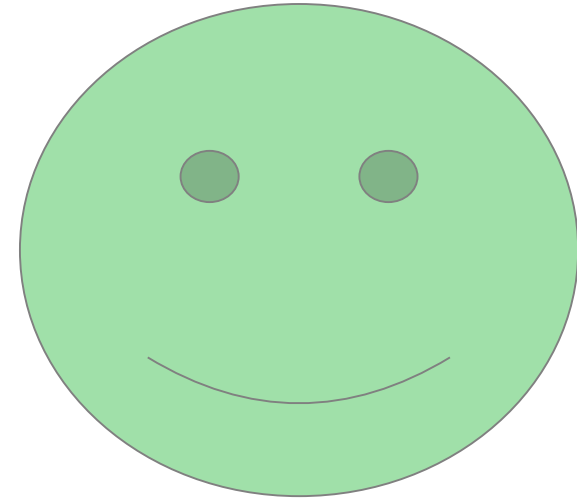


Why do we exist?

Success criteria



Happy Analysts



Happy Stakeholders

# Thank you for your Attention!

Reach out on Linked In:

**Robert Alexander Johnson**

<https://www.linkedin.com/in/rjohnsonimprovingroi/>

## Helpful References:

- YouTube - Lean and Agile Adoption with the Laloux Culture Model

<https://www.youtube.com/watch?v=g0Jc5aAJu9g>

- YouSee Digital Warehouse Intro:

<https://vimeo.com/231862984>

- “Holocracy”, A book by Brian Robertson

