

Delivering a High- Functioning, Strategic Analytics Team

Rusty Rahmer

Vanguard – Head of Enterprise Digital Intelligence

Digital Strategy and Operations

- Started Vanguard 1998
- 18 Years of Operational Leadership
- 11 Years of Digital Strategy and UX
- 6 Years Digital Intelligence Program Leadership
- Board of Directors for the Digital Analytics Association
- BA Liberal Arts and History



About Me

Vanguard - Head of Enterprise
Digital Intelligence



Digital Intelligence

Responsible for elevating the maturity of data driven decision making across the enterprise

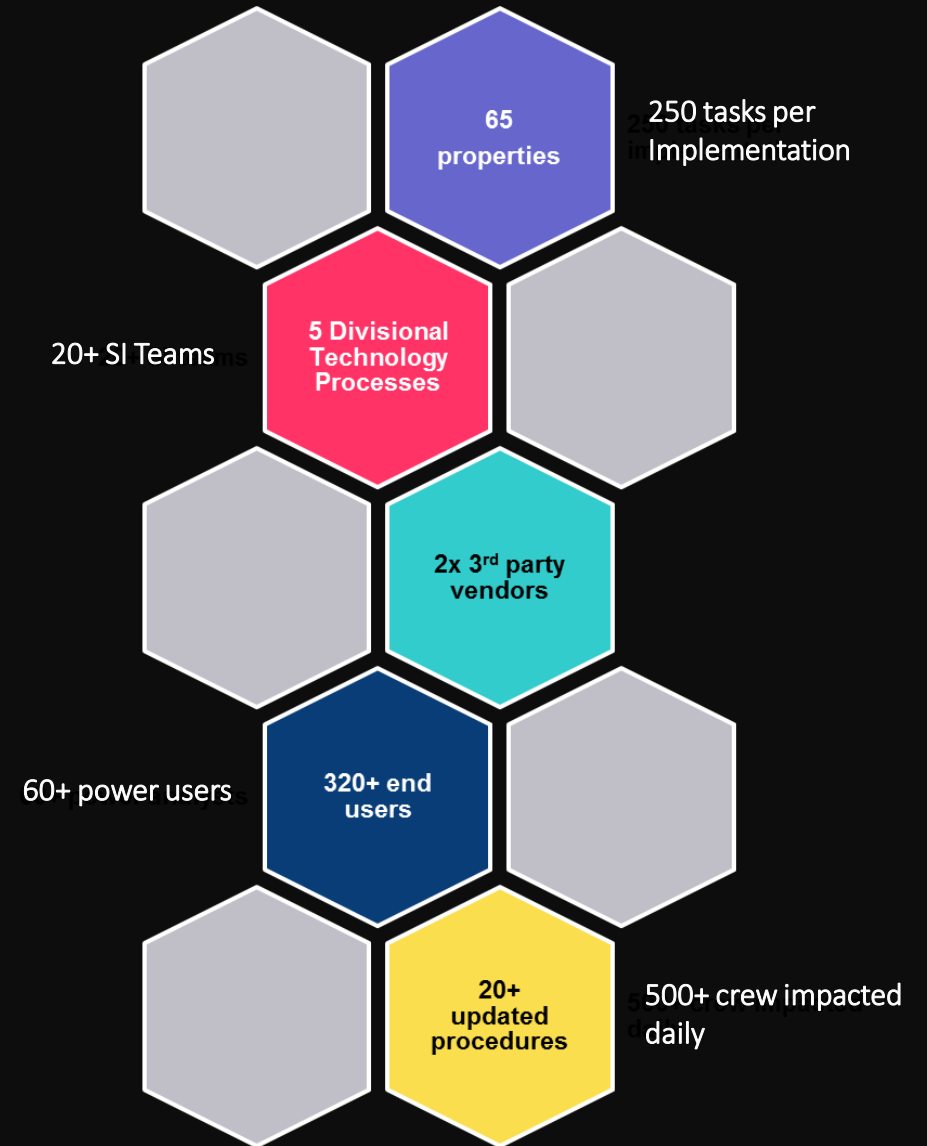
Initial Scope of Opportunity

- Digital Analytics Strategy, Role, and Priority
- Technology - Evaluate, Procure, Implement, and Train
- Organizational – Design, Structure, and Staffing

Digital Intelligence Program

By the numbers

- Launched in May 2014
- 39 Vendor Products Evaluated / 12 Vendor Product Evaluations
- 9 New MarTech Solutions Procured
- 65 Global Digital Properties
- 5 Divisions
- 40 Agile Teams
- 60 Power Users
- 320+ End Users
- Created and filled 40 new digital roles



Digital Intelligence Program

May 2017

- ✓ Executives successfully demanding data
- ✓ Best in class digital analytics and MarTech tools and capabilities
- ✓ 65+ Talented digital analysts and analytics leaders
- ✓ Active internal and external Community of Practice
- ✓ Training and development
- ✓ Job descriptions and compensation structure
- ✓ Career pathing, certification, and credialization



Digital Intelligence Program

Bringing in the new technology and capabilities revealed a new set of challenges in achieving our mission...





Digital Enablement

Helping the business evolve around the new
modern digital capabilities

Digital Enablement Program

Pivot

- Shift focus from tools and capabilities to practice
- Build an internal analytics practice consultancy to the business
- Develop offer, services, service model
- Seek high value opportunities to mature business and deliver sustainable solutions

Digital Enablement Program

Building and Internal Consultancy



Digital Enablement Program

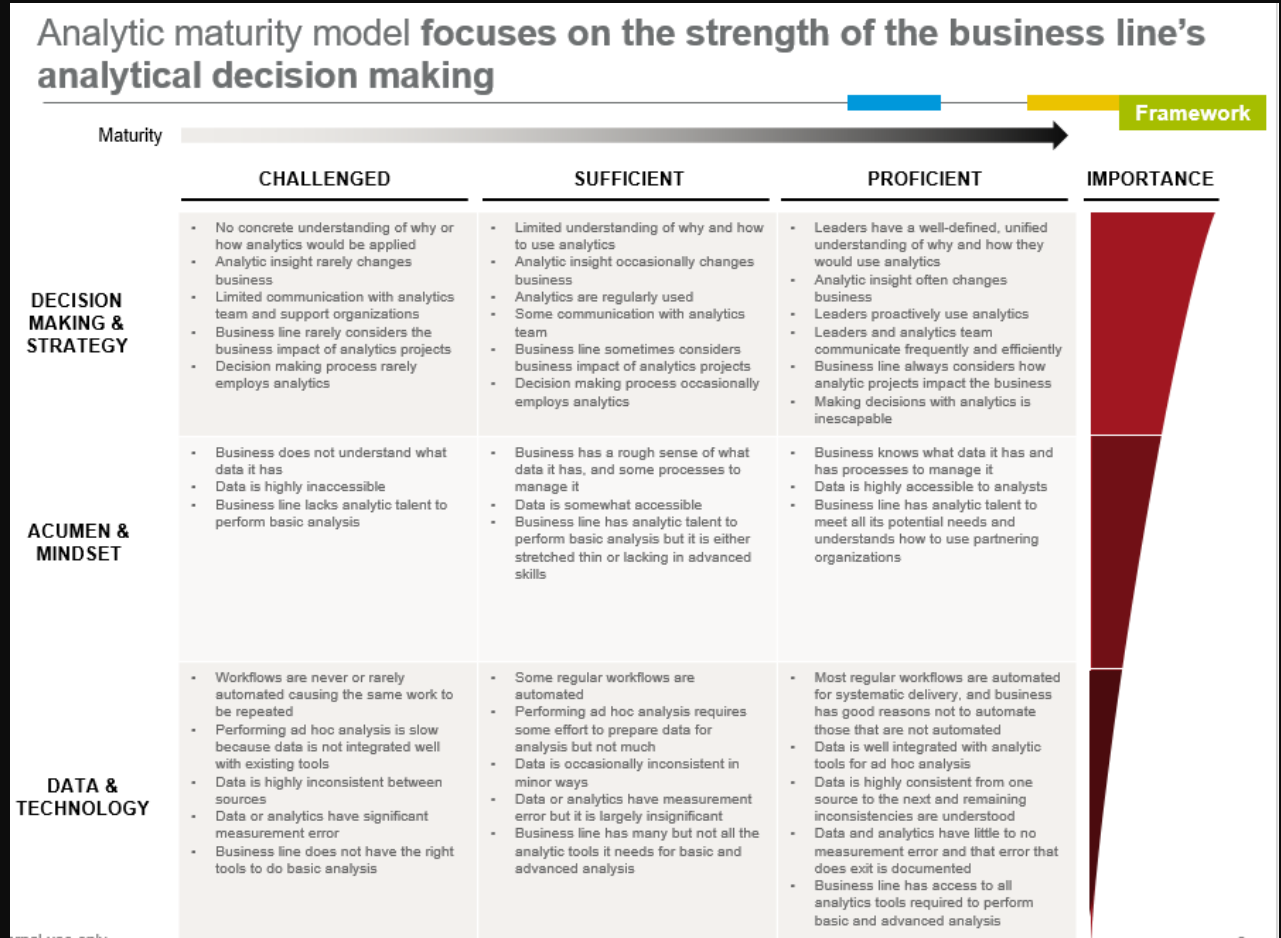
Vision of maturity



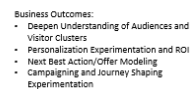
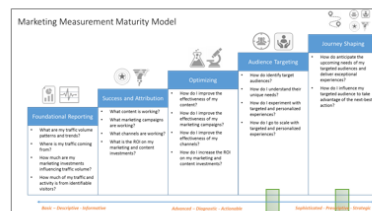
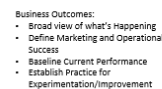
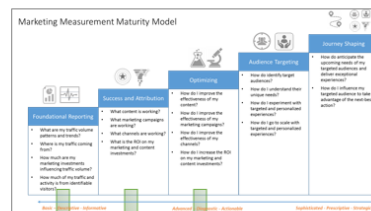
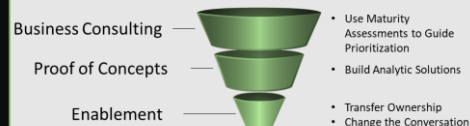
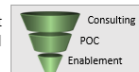
Digital Enablement Program

Maturity Assessments

- Conducted with each business line
- Baseline established against executive use cases
- Focus on areas of greatest impact
- Formally revisit semiannually to gauge improvement and value
- Review frequently to gauge success and impact of tactics and solutions



Service Model, Services, and Project Execution

[illegible]

Beta = First Time We Solve. Develops a Solution Blueprint.
POC = 80% Solution to Business Problem. Tangibly Demonstrates Potential.
Enablement = Delivers Final Solution. Transitions Ownership. Intended to Permanently Change Business Conversation.

Digital Enablement Program

Initial Results

- Solutions were successful in demonstrating what was possible, the power, and the potential
- Great conversations were happening and eyes were opening
- Handoffs were failing to sustain and the business conversations weren't durably changing
- Doubled down on our business analyst training efforts, to no avail
- Business frustrated with inability to get the solutions to generate “actionable insights”
- Still felt right, but not achieving the impact to maturity we were hoping for
- Needed to pivot

Digital Enablement Program

Analytics in Action

- Focus on Soft Skills - Less training on solutions and more on the engagement with analytics
- Create disciplined, regular engagement with performance and opportunistic data between business owners and analysts
- Teach analysts and analytics leaders how to facilitate the dialogue and channel the conversation and insights into action



Digital Enablement Program

Results

- ✓ Greater engagement from the business than ever before
- ✓ Sustainable business commitment to the conversation
- ✓ Greater adoption and ownership of solutions
- ✓ Break Down Silos - Get the right people around the table
- ✓ Visually reinforce good outcomes (Insights into Actions)
- ✓ Demonstrate the interconnection between efforts
- ✓ Big leap forward in analytics maturity assessments



Digital Enablement Program

Solving engagement revealed another set of challenges in achieving our mission...



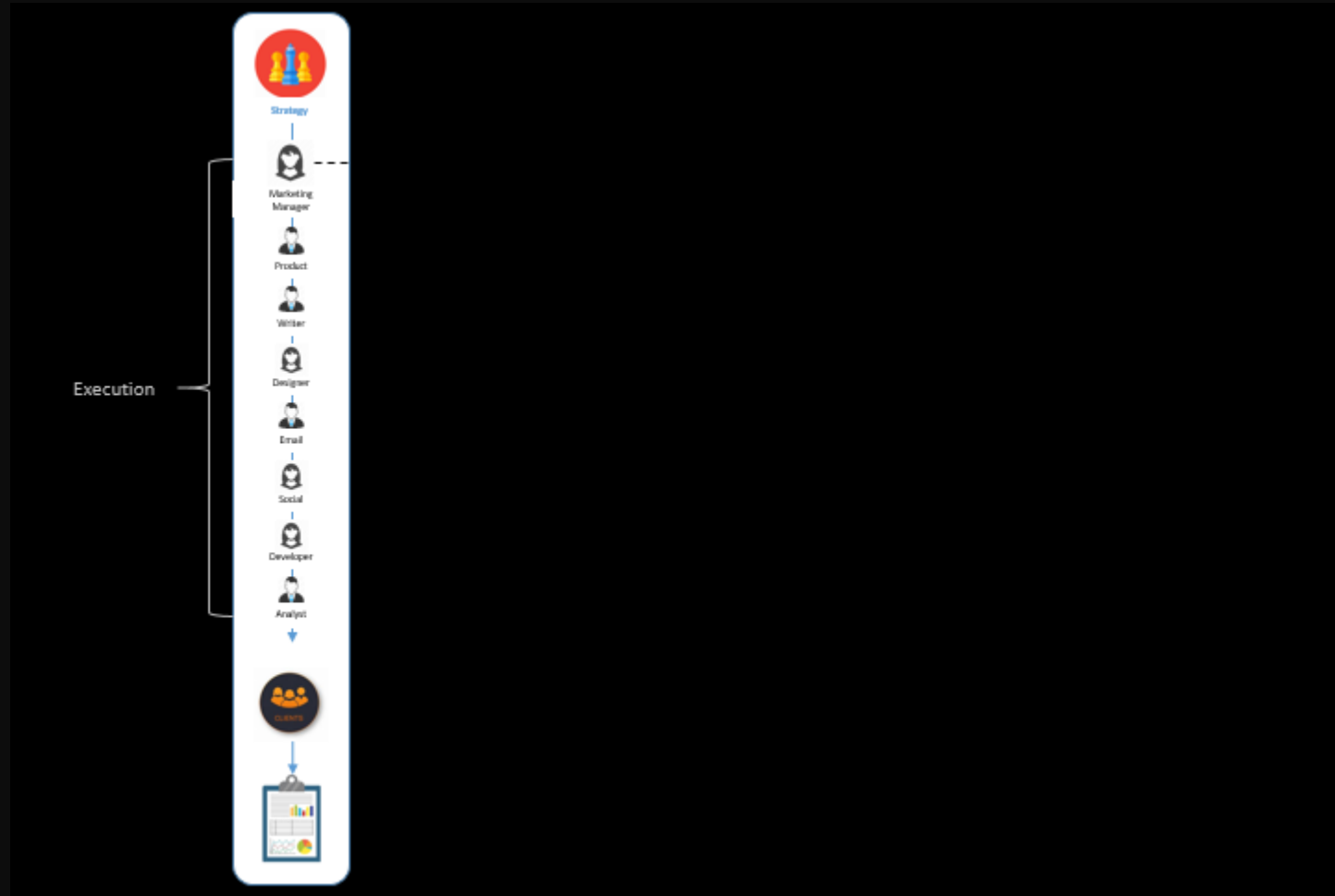


Digital Transformation

Transforming the enterprise for
greater digital responsiveness

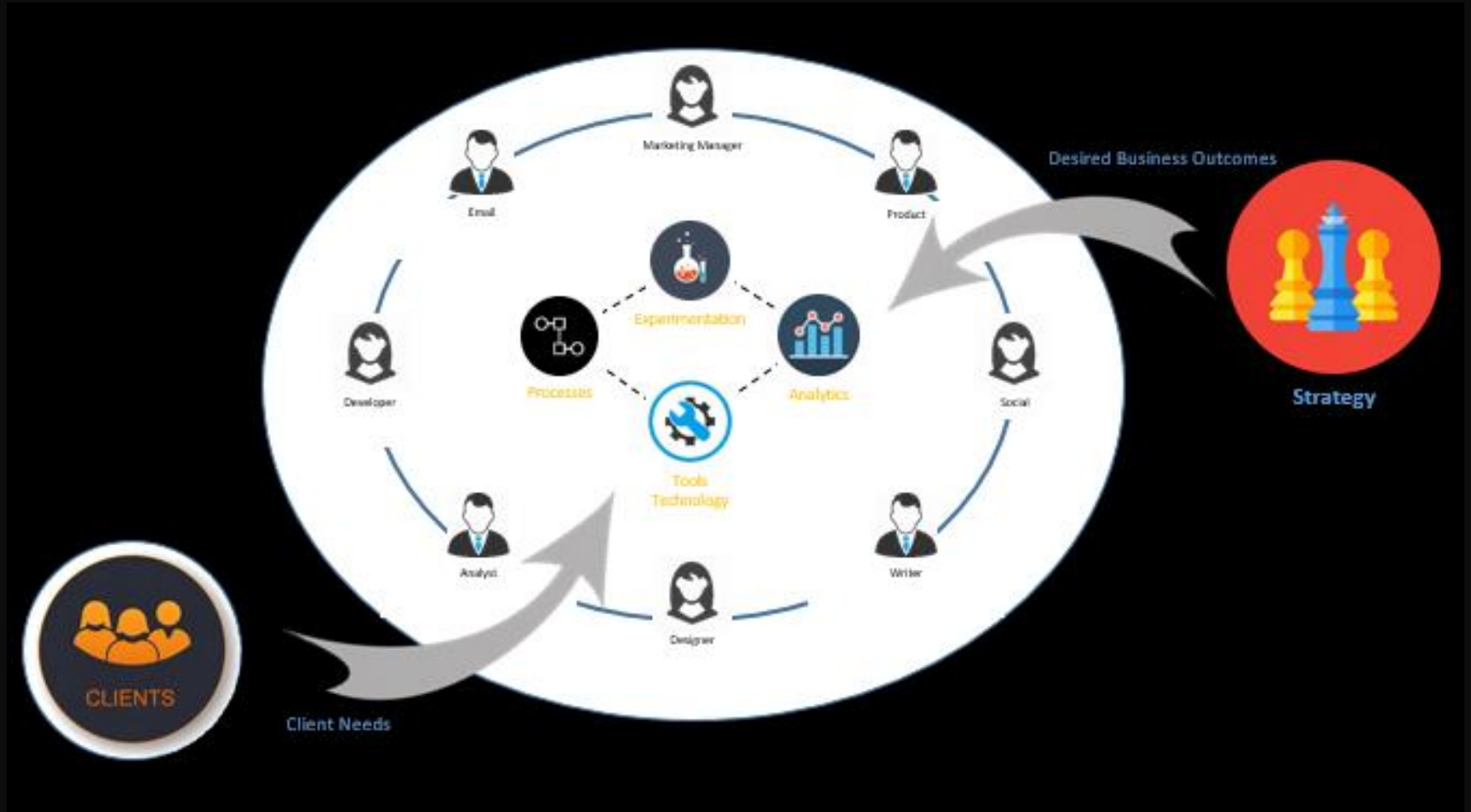
Digital Transformation

Traditional functional organization models...



Digital Transformation

Modern experience, marketing, journey, or product lab model...



Digital Enablement Program

Early Results

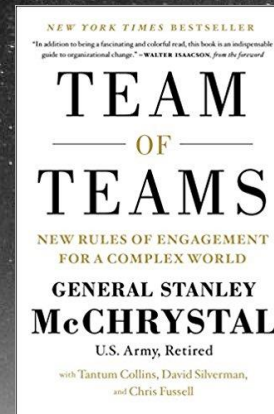
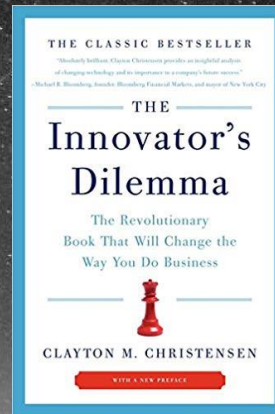
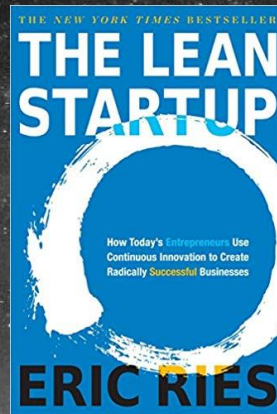
- Responsive velocity is great
- Leveraging the best of everyone around the table
- Rapid testing and innovation cycles
- Empowering
- Challenges exist with external processes (i.e. data governance, compliance, etc.)
- Demand for analytics to power innovation is HIGH
- Much more to come...

Key Takeaways

- Create and articulate a relatable vision of business success
- Carefully define your analytic program's measures of success against the vision
- Create a baseline and evaluate/reflect on efforts often
- Account for business culture, soft skills, and organizational design as a core part of your strategy
- Seek to show not tell
- Start small
- Pivots versus refinements
- Sell your wins
- Remember the Alamo LOST

10 Tips For Analytics Teams


To be the Agency Your Boss Wants to Hire





Helpful Resources



Thank You

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