Building out and developing successful analysts and analytics team

Rusty Rahmer | Vanguard Center for Analytics and Insights Enablement

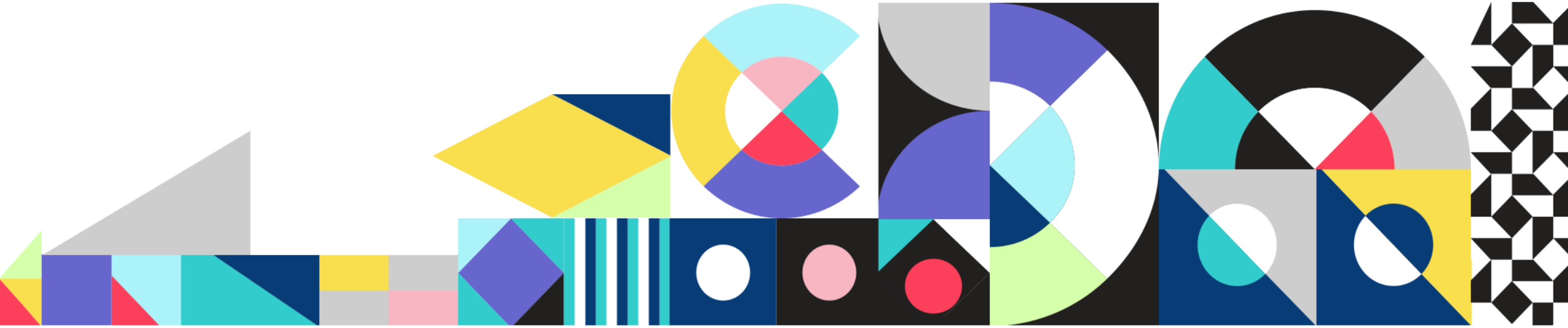
1 | Welcome and Overview

2 | Program Background and Context

3 | Approach and Solutions

4 | Results and the Next Horizon

5 | Questions



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Adobe

Who we are

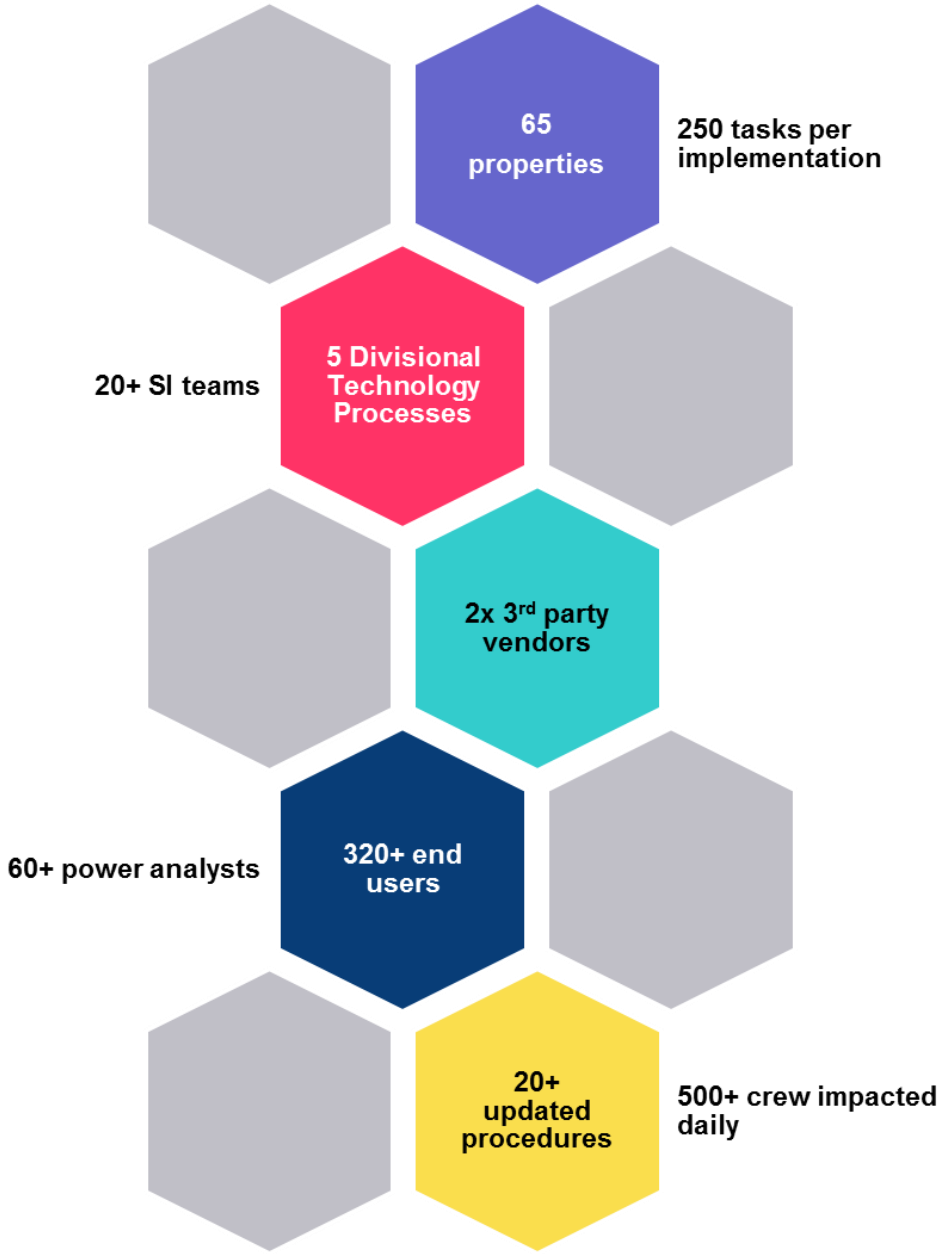
Fast Facts

- Founded in 1975
- $4.9 trillion in global assets under management
- $369.3 billion in global net cash flow in 2017
- 385 funds worldwide
- 16,600 crew worldwide
- 20 million clients in 170 countries

Digital Intelligence Program

By the numbers

- Launched in May 2014
- 65 Digital Properties
- 5 Divisions
- 60 Power Analysts
- 320+ End Users



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Digital Intelligence Program

Strategic Objectives

- Upgrade Technology Stack
- Develop Strategic Measurement Frameworks and Implement
- Establish Analytics Governance
- Integrate Build for Measurement into IT Standards
- Solve for Analytics Organizational Design, Staffing, and Community of Practice

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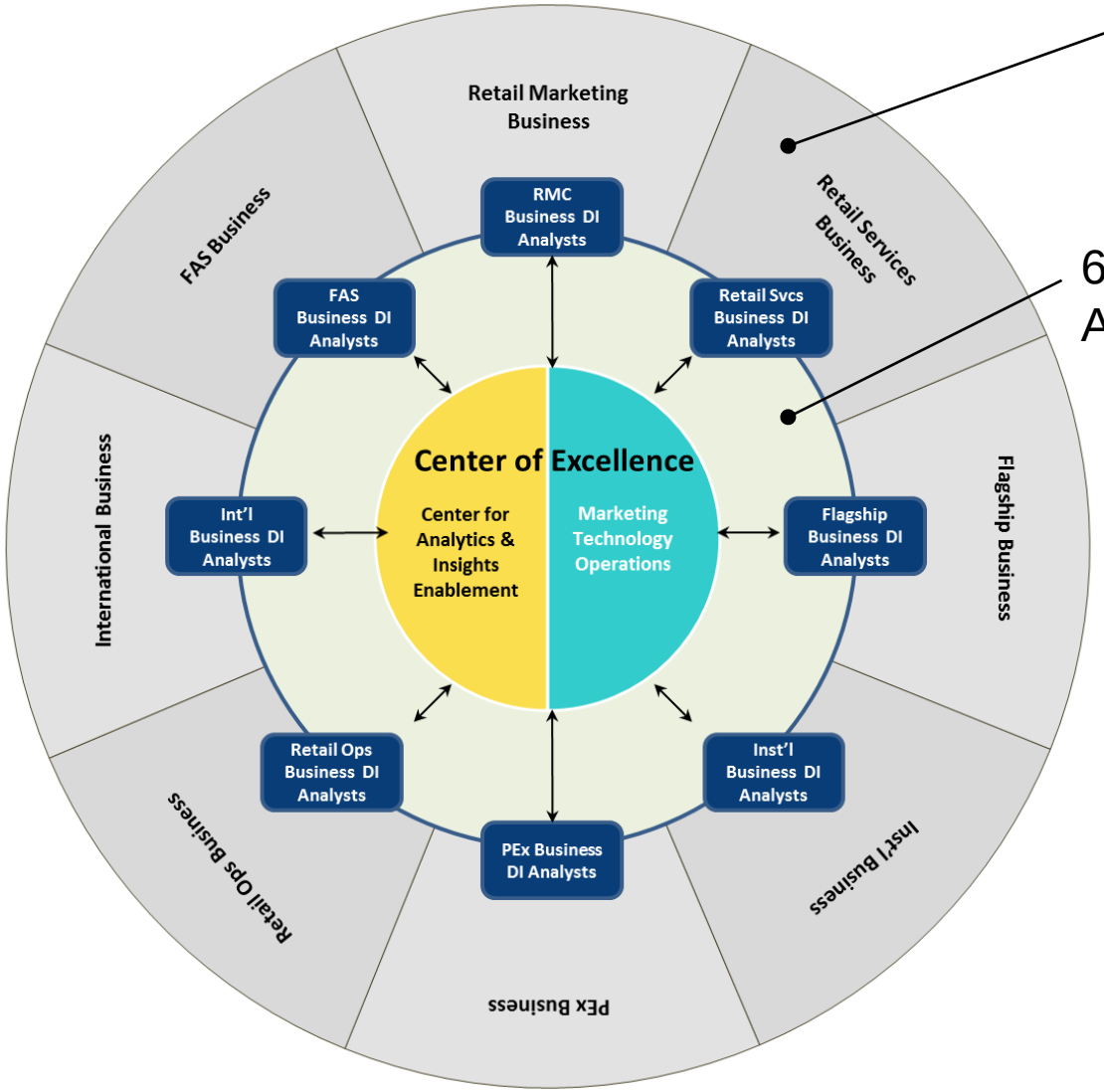
Center of Excellence



500+ Marketers, Leaders, Project Managers, and Operations Leads

60+ Analysts and Analytics Leaders

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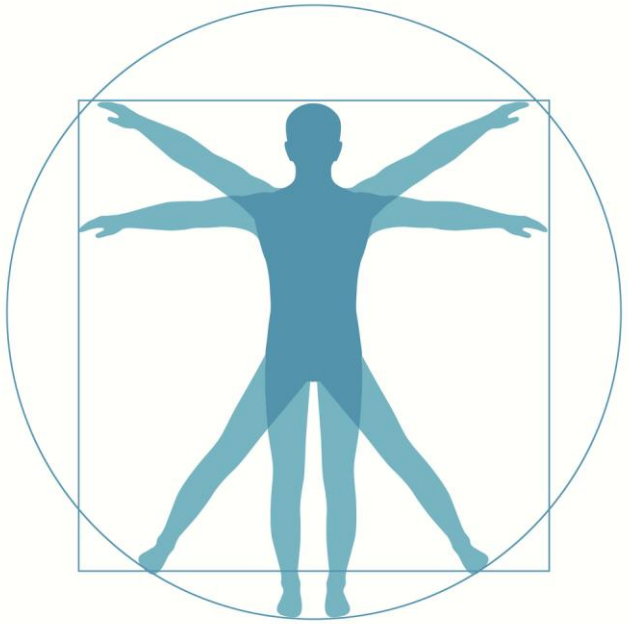
Building a Community of Practice.



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How do we ensure that we…

- Have the right the roles
- Hire the right people
- Get the resources productive quickly
- Continue to innovate and elevate quality and sophistication
- Reward and recognize the work and achievement

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Ready, set…. pause!

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The Right Roles

- Job Descriptions and Standards
  - Evaluated and Consolidated “Analyst” Job Titles and Descriptions
    - DAA Job Descriptions
    - DAA Competency Framework
    - Internal HR research
- Job Grading and Compensation
  - Evaluated and Standardized Analytics Job Levels and Expectations
    - DAA Compensation Study

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Hire the Right People

- Internal Recruitment
  - Seeded the model with existing talent
  - Opened up opportunities for those with “analytic aptitude”
  - Developing “Entry Level to Advanced Analytics” career pathing
- External Recruitment
  - Leveraging memberships to tap into talent – DAA Career Center
  - Partnered with external agencies to develop talent search specialization
  - Partnering with colleges and universities for recruiting
  - Developing analytics rotational specialty programs
- Alternative Staffing
  - Contract to hire
  - College internships
  - Internal internships

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Get the Resources Productive Quickly

- Tool Training
  - Adobe Analytics Training
    - Onsite/online/classroom
    - Co-produced customized training videos
- Applied Digital Analytics Training
  - Assign Analytics Mentors
  - Required reading (Books and Blogs)
  - Collaborated with Drexel University to develop and deliver Digital Analytics courses
  - Access to Internal/External Community and Best Practices
    - DAA Analytics Recipes
    - Proprietary library of Adobe Workspace templates and solutions

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Continue to innovate and elevate quality and sophistication

- Skill and Maturity Assessments
  - DAA Analyst Self-Assessment
  - Adobe Maturity Assessment
- Internal Analytics Community
  - Host quarterly events
    - Project presentations and discussions
    - Guest speaker/Thought Leader Presentations
    - Analytics workshops
    - Tool stack updates, Trainings/Webinars, Conference Sharing
  - Digital Analyst Peer to Peer channel

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Continue to innovate and elevate quality and sophistication

- External Analytics Community
  - Industry Conferences
    - Attend local DAA Symposiums/Chapter Events
    - Attend Adobe Summit and Symposiums
    - DA Hub
  - DAA Membership for all community members
  - Special interest groups - Women in Analytics
  - Digital Analytics Power Hour Podcast
  - Test and Learn Community
  - #measure Slack

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Reward and recognize the work and achievement

- Credentializing
  - Adobe Analytics Certifications
  - DAA Short Courses
  - DAA Certified Web Analyst
  - Internal and external industry presentations
  - Published approaches and thought leadership
  - Participation in internal and external industry activities and groups
- Compensation
- Career pathing

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24-36 Month Results

- Applicants for open analyst positions up from 6 to 50+
- Average time to fill an open analyst position is reduced to 1/3
- Analyst engagement scores are the highest among all job families
- Analyst retention rate is 20% higher than the (already high) company average
- Attendance at community events is at 90%
- Analytics maturity scores across the enterprise are on the rise
- Analyst skill and competency based rolled up scores are pending

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Next Horizon – Reaching Beyond the Analysts

Consumers and stakeholders of analytics

- Extending community solutions to non-analysts
- Integrating analytics into expected results and competencies
- Drexel and Kellogg University analytics training programs and workshops
- Career pathing from analyst to business consumer, stakeholder, and/or decision maker

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Q & A

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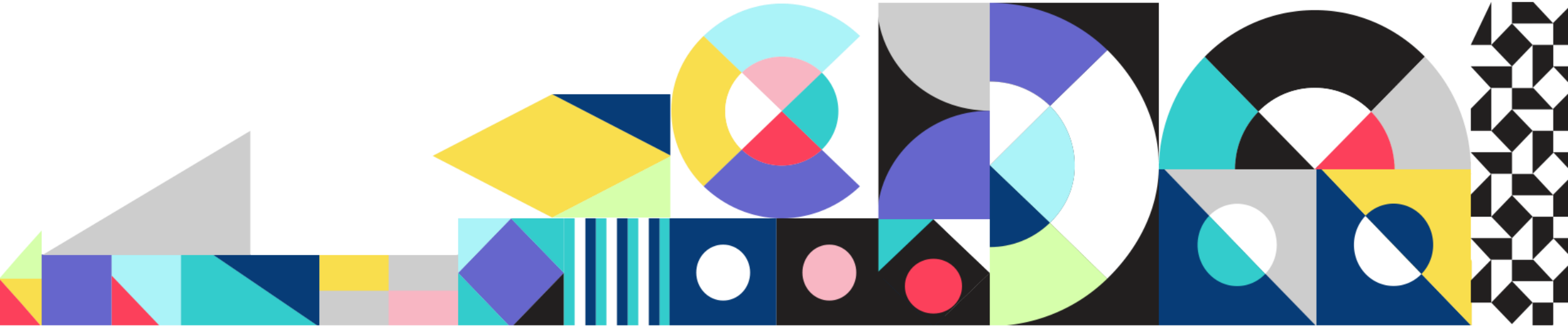

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