

TDWI EDUCATION

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Data Warehousing Education

Keynote


Dealing with Dilemmas: Where Business Analytics Fall Short


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Frank Buytendijk


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 **Dealing with Dilemmas:
Where Business Analytics Fall Short**

 **Frank Buytendijk**
Vice President and Fellow, Oracle
Visiting Fellow, Cranfield University



a·nal·y·sis (*/əˈnæl ə sɪs/*)
-- noun, plural *-ses /-siz/*

- the separating of any material or abstract entity into its constituent elements
- a method of studying the nature of something or of determining its essential features and their relations
- a philosophical method of exhibiting complex concepts or propositions as compounds or functions of more basic ones.

Variance analysis

Root-cause analysis

Trend analysis

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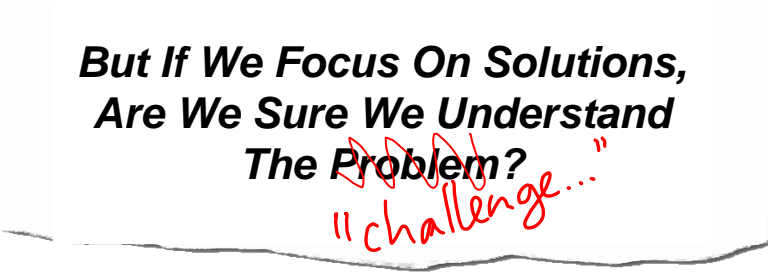


Today's Business Culture

Don't Give Me **Problems**
Give Me **Solutions**

If You're Not Part of the **Solution** You're Part of the **Problem**

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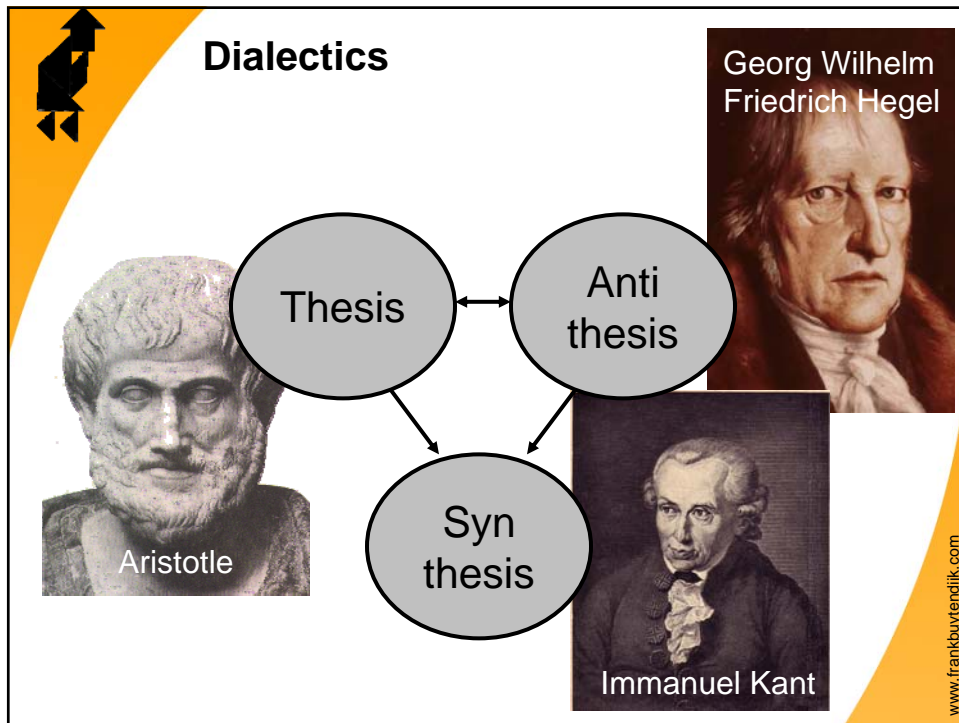
But Dilemmas Are a Good Thing

*But If We Focus On Solutions,
Are We Sure We Understand
The Problem?*

"challenge..."

*... at the bottom of a problem, often a dilemma
can be found ...*

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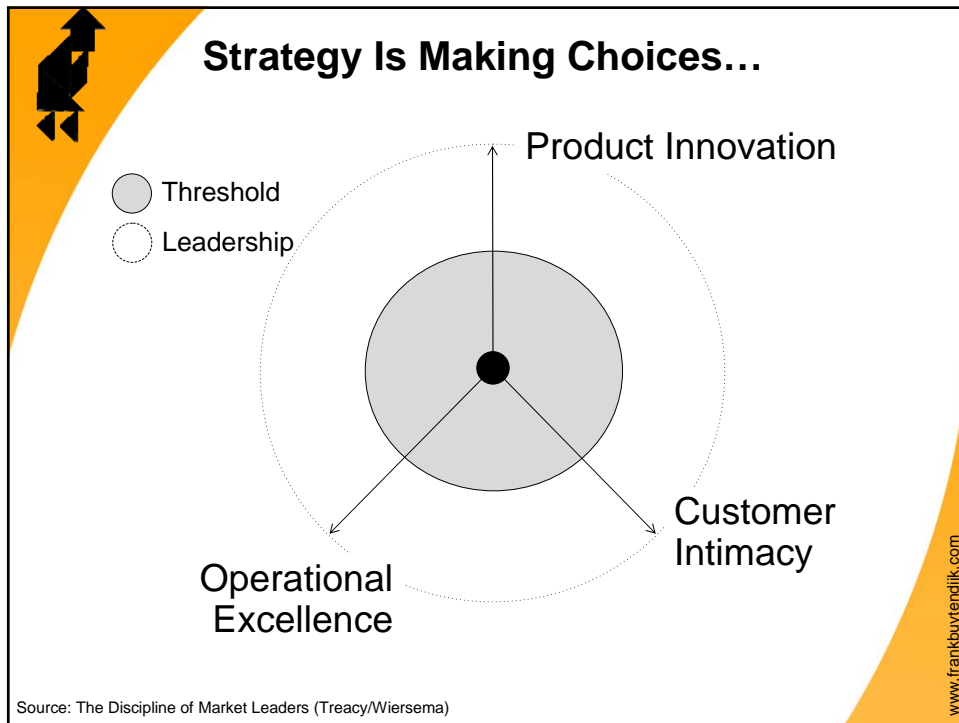
Fighting the “Tyranny of the OR”

The Genius of the AND:

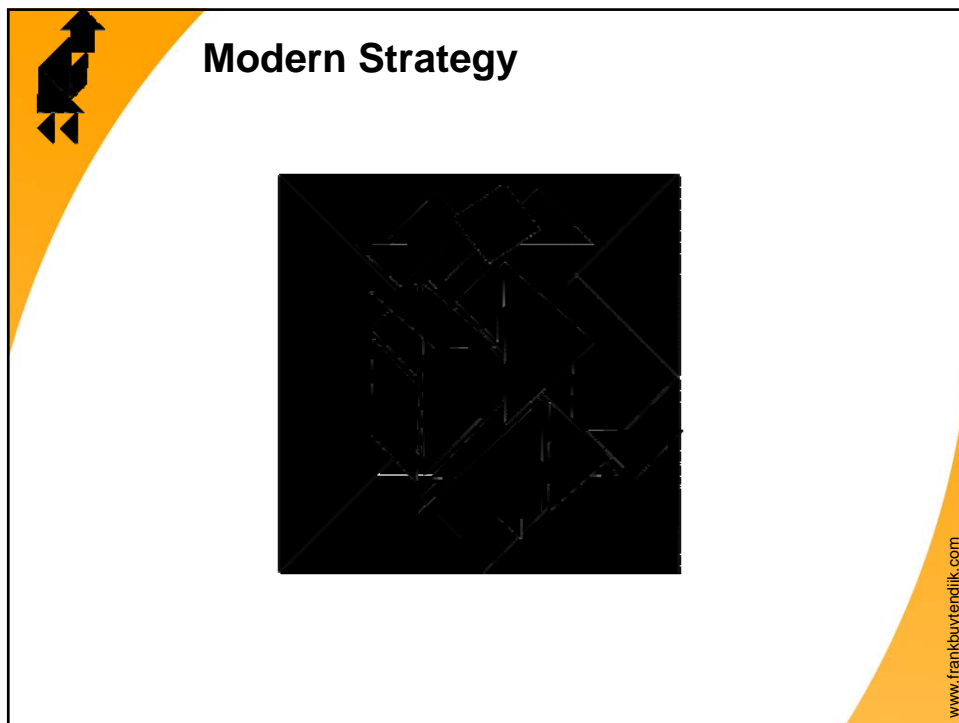
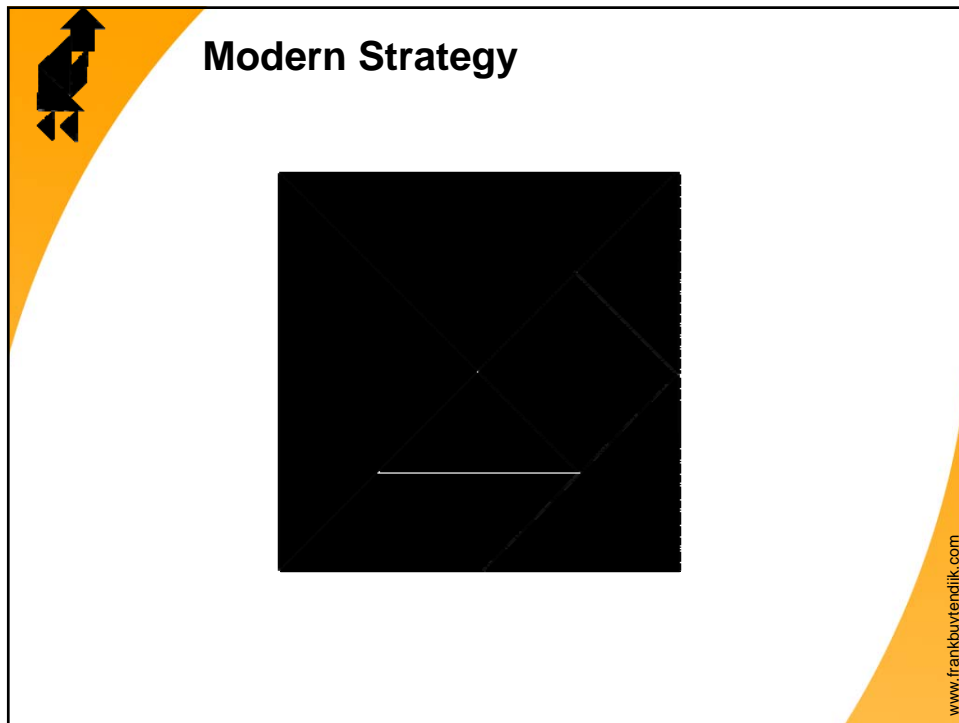
- Stability or Progress
→ Stable progression
- Growth or Compliance
→ Compliance as a differentiator
- Strong culture or individual autonomy
→ Freedom within structure

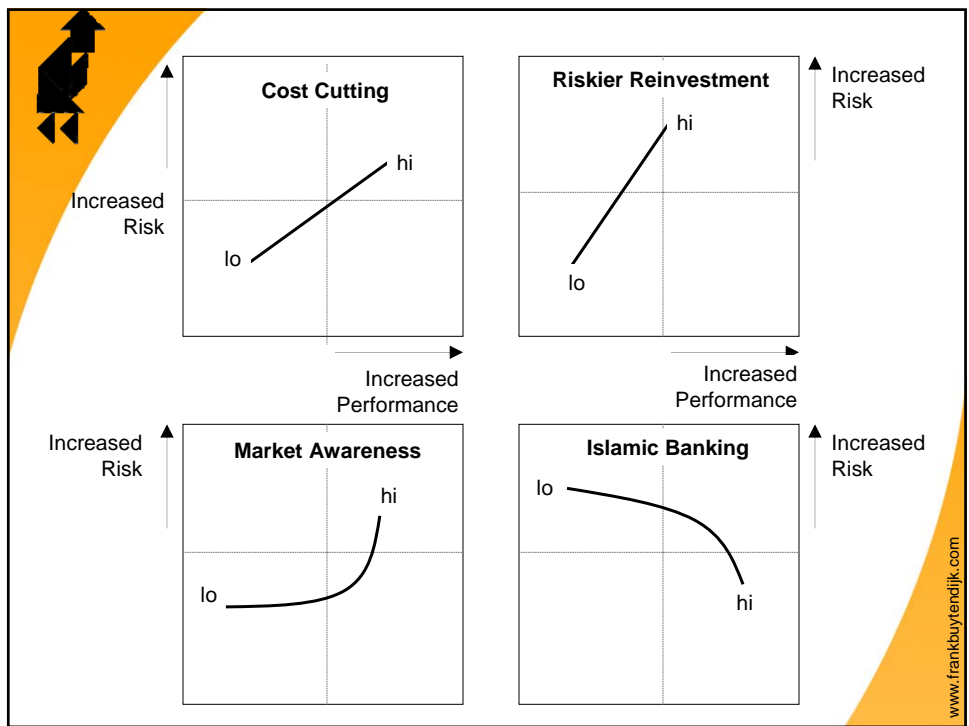
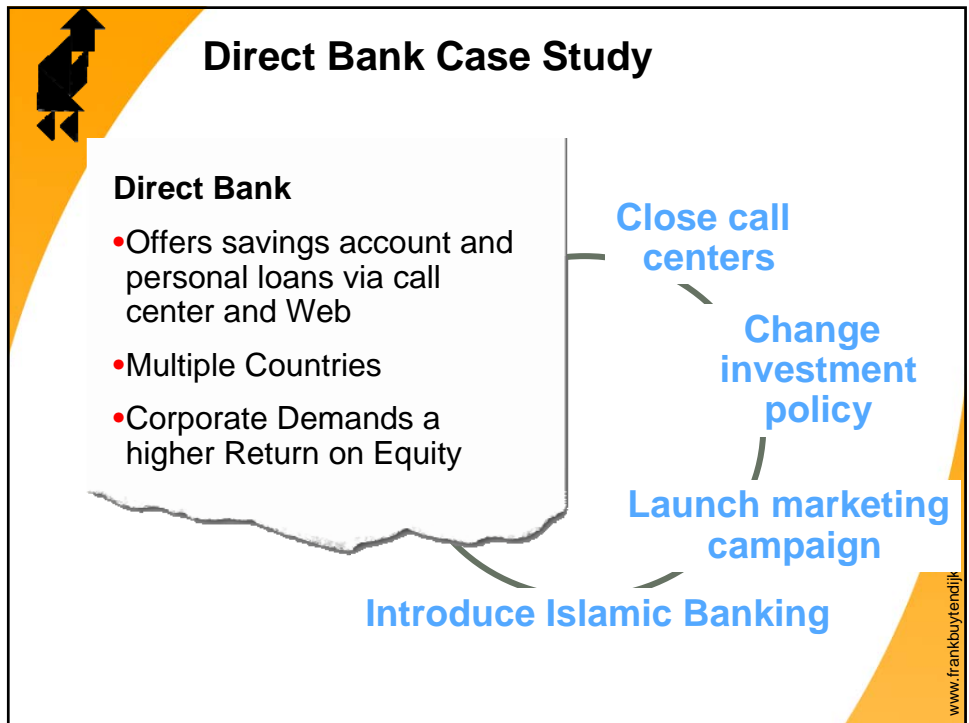
Jim Collins

“It’s not about compromise, or balance, it’s about going the full way.”

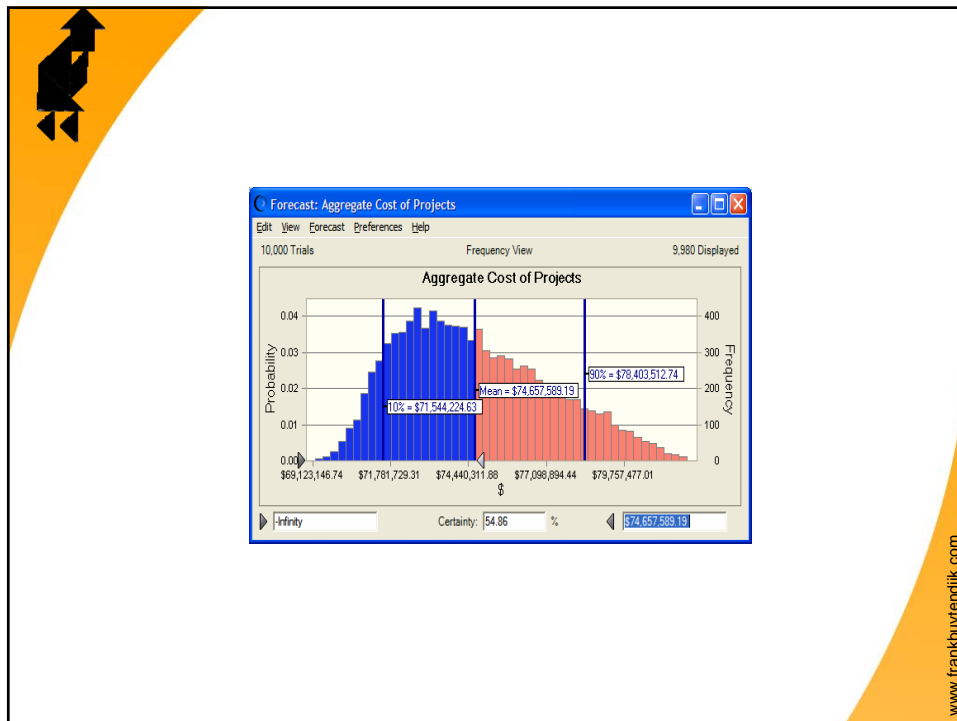


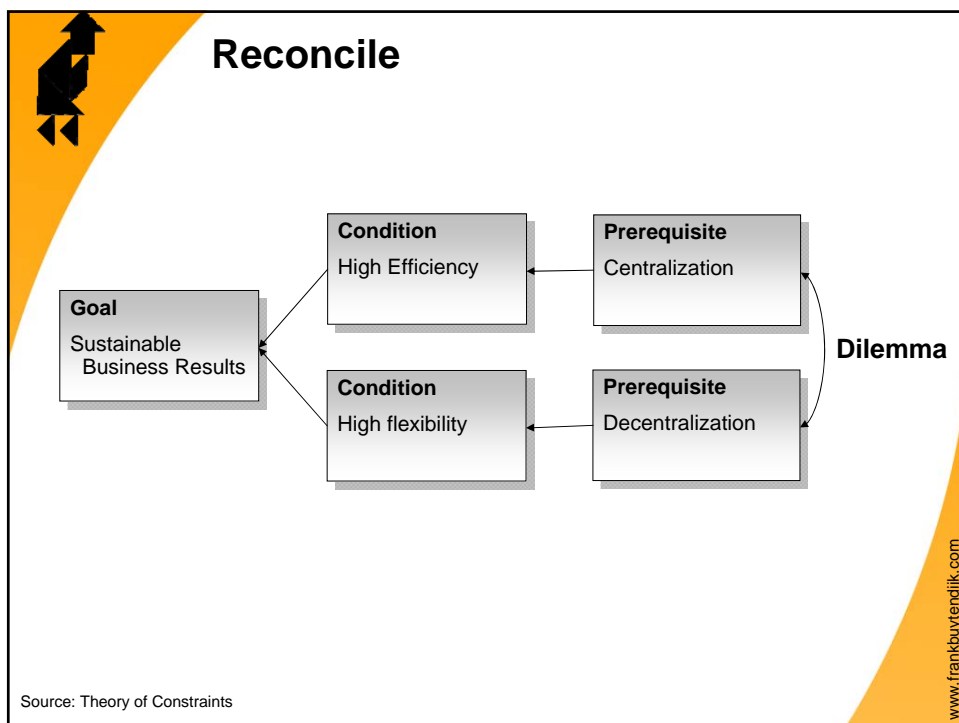






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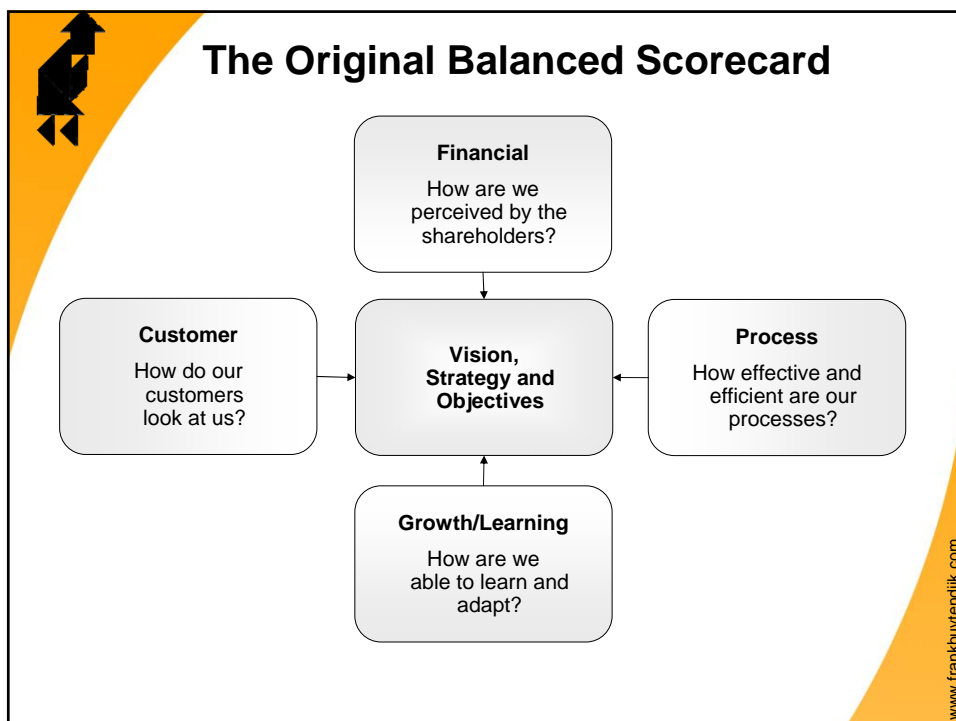




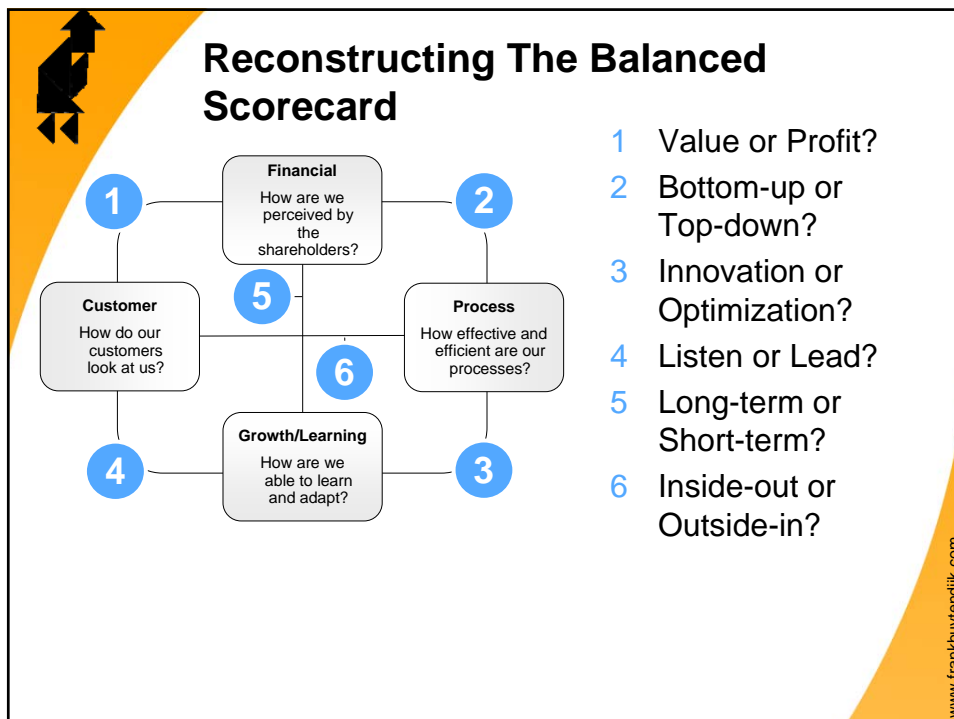
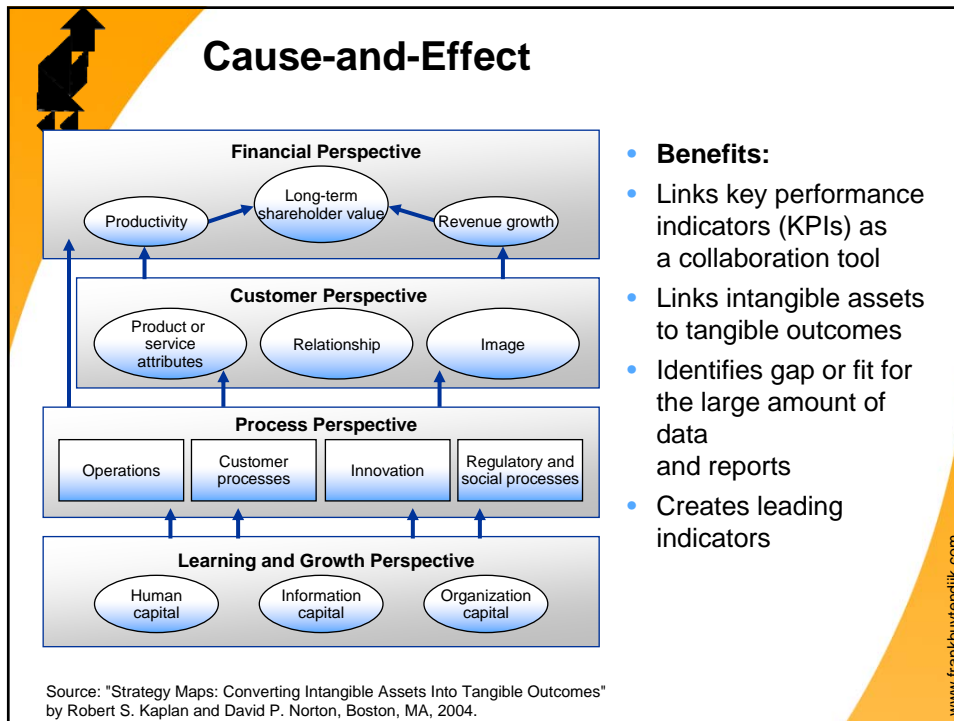
Centralization and Decentralization

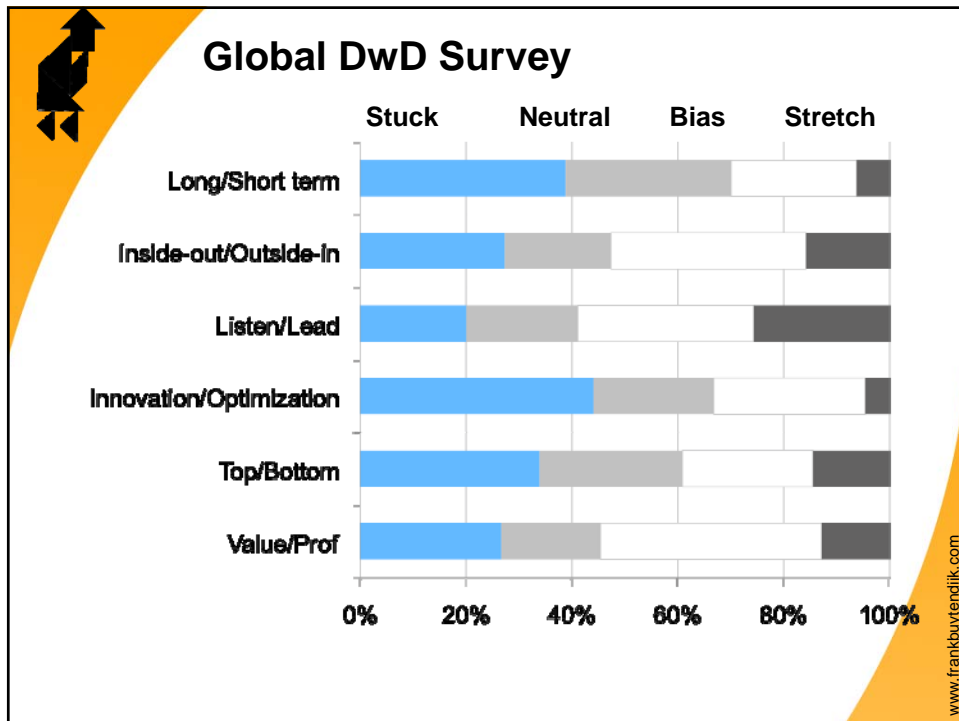
Centralization	Decentralization
+ <ul style="list-style-type: none"> • Control • Economies of scale, lower cost • Uniformity 	+ <ul style="list-style-type: none"> • Flexibility • Market focus, growth scenario • Empowering people
-- <ul style="list-style-type: none"> • Less flexible • Less focus on specific markets and growth • Less empowerment 	-- <ul style="list-style-type: none"> • Less control • Higher cost • Fragmentation, no learning

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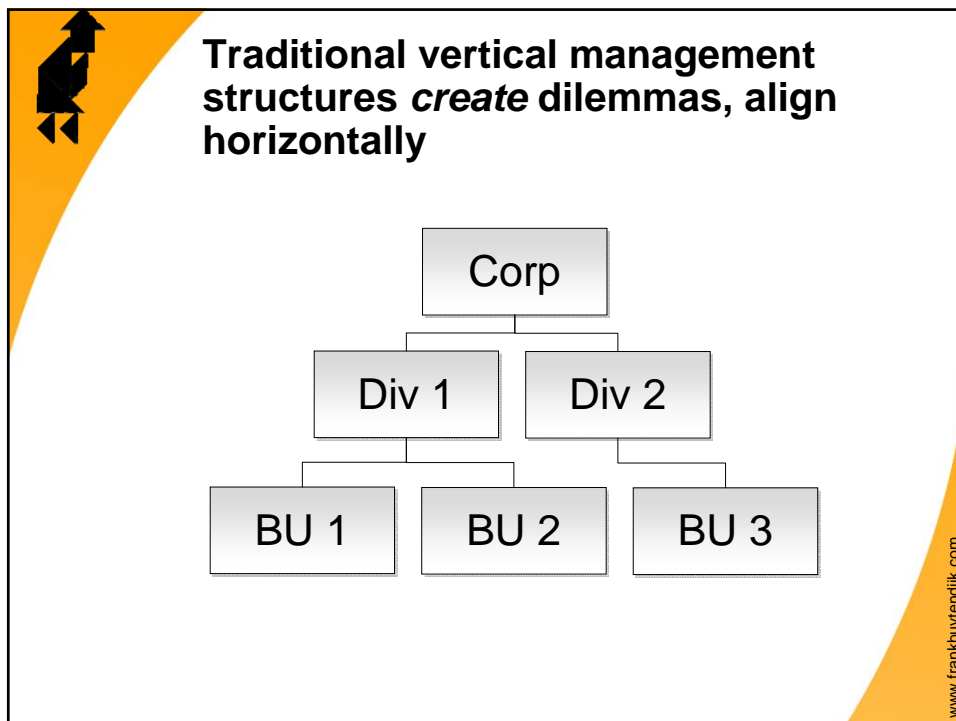
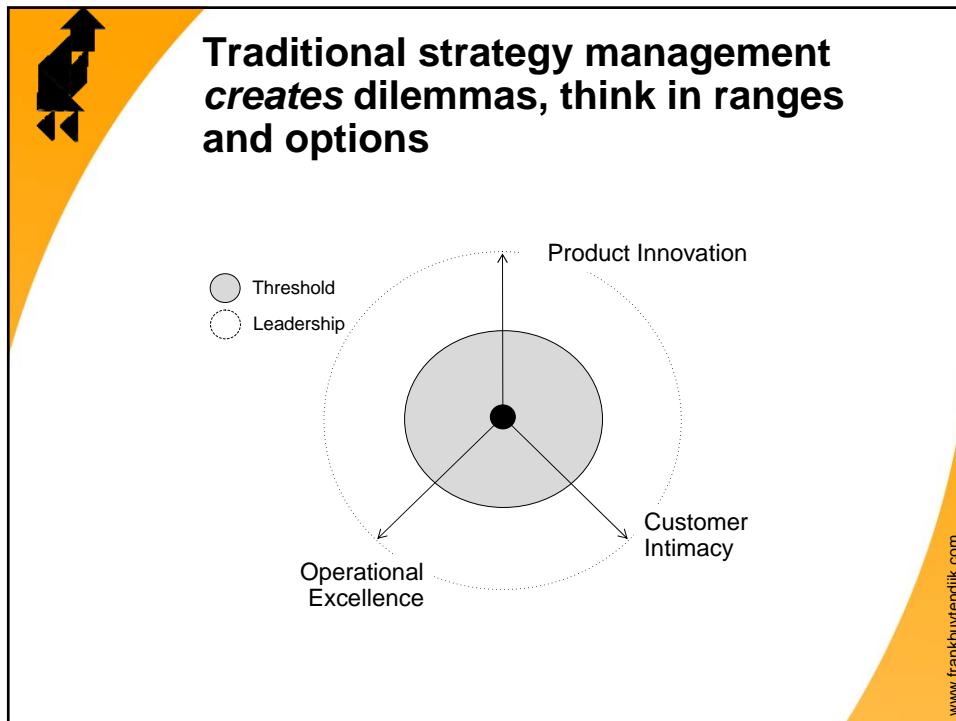
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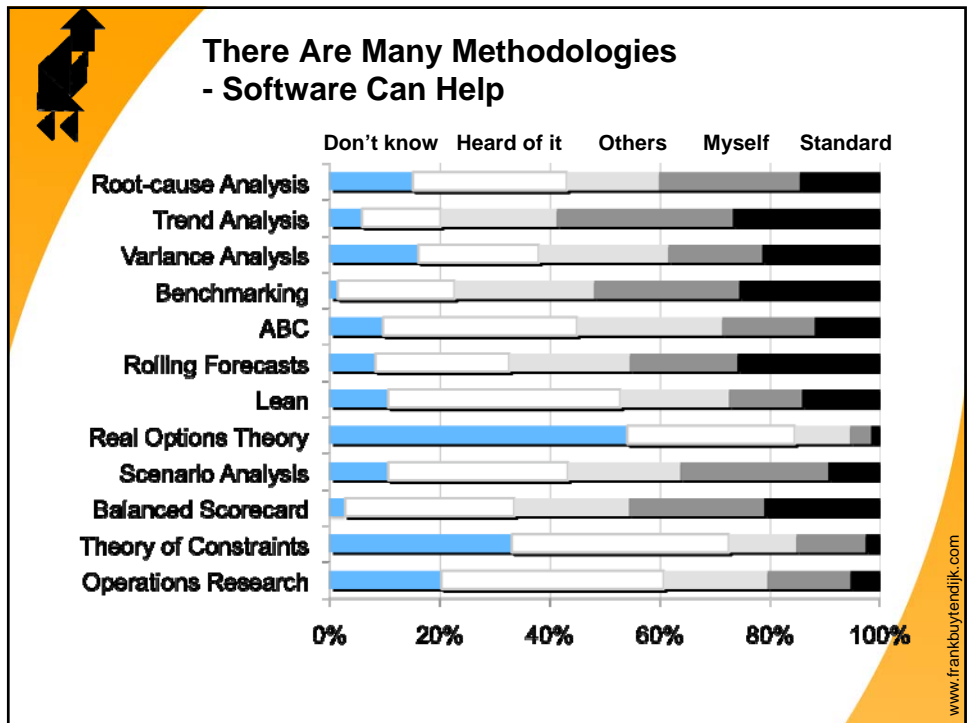




Conclusions

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Q&A

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