

## COMPETING ON ANALYTICS

The New Science of Winning

THOMAS H. DAVENPORT and JEANNE G. HARRIS

## Contents

	Foreword by Gary Loveman Acknowledgments	ix xiii
	Part One The Nature of Analytical Competition	
1	The Nature of Analytical Competition	3
	Using Analytics to Build a Distinctive Capability	
2	What Makes an Analytical Competitor?	23
	Defining the Common Key Attributes of Such Companies	
3	Analytics and Business Performance	41
	Transforming the Ability to Compete on Analytics into a Lasting Competitive Advantage	
4	Competing on Analytics with Internal Processes	57
	Financial, Manufacturing, Re[D, and Human Resource Applications	
5	Competing on Analytics with External Processes	83
	Customer and Supplier Applications	

## Part Two Building an Analytical Capability

6	A Road Map to Enhanced Analytical Capabilities	107
	Progressing Through the Five Stages of Development	
7	Managing Analytical People	131
	Cultivating the Scarce Ingredient That Makes Analytics Work	
8	The Architecture of Business Intelligence	153
	Aligning a Robust Technical Environment with Business Strategies	
9	The Future of Analytical Competition	175
	Approaches Driven by Technology, Human Factors, and Business Strategy	
	Notes	187
	Index	199
	About the Authors	217