An analytics operating model provides governance through structure and consistency
Building an analytics centre of excellence

Overview

Our client is leading the way to modernize their legacy reporting environment with a new suite of analytics technologies and a new team. They wanted to operate in an agile and iterative manner that would provide quick wins and frequent deliverables.

Building demand from the business for new analytics solutions resulted in the need to begin technical development. Raven Bay was engaged to provide a formalized, repeatable process. They recognized that an operating model was required to outline the delivery of business value in a governed manner. By formalizing how delivery would occur they would be able to appease a variety of stakeholders (risk, security, data governance, infrastructure, and operational support) and establish an analytics centre of excellence.

The Challenge

The traditional and familiar waterfall-based project delivery methodology was being pushed by various IT stakeholders. While this approach would provide the desired governance to the solution delivery it would be too cumbersome once new technologies were in place and new analytics solutions were added.

Additionally, during the initial solution development push back was faced from the IT support teams who were hesitant to take on new responsibilities and technologies. The new requests were outside of the traditional IT role definitions as cloud technologies were introduced without new resources to support them.

Industry: Energy
Location: Calgary, AB
Size: 1,500+

Company Bio

A North American energy infrastructure company based in Calgary, Alberta. The company operates in three business segments: gas, power generation, and utilities.

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15 **Stakeholders Interviewed for Input**

18 **Governance Artifacts & Touchpoints Defined**

A Process to Provide Consistent Delivery

The Solution

Using Raven Bay's IT Governance Process Design & Operationalization Methodology, our experience, and the in-progress development activities, an analytics operating model was outlined. This process value chain outlined how business needs were transformed into valuable analytic solutions.

Artifacts were incorporated from the project methodology into the analytics operating model providing comfort to the IT stakeholders and alignment to other IT initiatives.

The Results

The end result was an operating model that provided governance and a way to measure benefits, giving the program the "license to operate".

Furthermore, by outlining the key roles and responsibilities along with the technologies in use, new dedicated resources were identified and assigned to the program mitigating the concerns around new responsibilities and technologies.

"In Canada, only 9% of Canadian organizations view analytics as a living ecosystem where decisions around people, process and technology are strongly integrated through an insight-driven mindset in only and the leadership of an enterprise shared services or Centre of excellence for analytics.

If Canadian organizations are to keep pace in a market characterized by disruption and constant change, they must adopt analytics operating models that enhance analytics maturity."

Deloitte[1]