Welcome!
The presentation will begin shortly

@GLSummits
#AnalyticsSummit2020
Welcome!
The presentation will begin shortly

If your badge was not scanned at the door, please use the self check-in feature in the session details in the Schedule.
PATH TO BRILLIANCE: BUILDING AN ANALYTICAL CENTER OF EXCELLENCE AT SIGNET JEWELERS

Gary Gruccio
Director of Enterprise and Market Analytics
Signet Jewelers

Ian Reed
Manager of Enterprise Analytics
Signet Jewelers

The Premier Business Analytics Event In The Great Lakes Region

Thursday, March 12, 2020 | Metro Detroit
AGENDA

1. Path to Brilliance: Signet Transformation Plan
2. Overcoming Process Challenges in Enterprise Analytics
3. How to Keep the Momentum
4. Big Wins - Some of the Very Cool Things we are Doing
5. Closing: Key Takeaways
Path To Brilliance
**1. CUSTOMER FIRST**
- Deepen consumer understanding and leverage data analytics to uncover actionable insights
- Lead consumer-inspired innovation across product, assortment, engagement and communications
- More targeted and efficient marketing and promotion strategies

**2. OMNICHANNEL**
- Seamlessly integrated customer experience across stores and online platforms
- Breakthrough jewelry visualization to digitize shopping experience
- Industry-leading digital marketing, education, and customer service

**3. CULTURE OF AGILITY AND EFFICIENCY**
- Innovative and entrepreneurial mindset; leadership at every level
- Faster, data-driven decision-making and execution
- Drive further productivity and cost savings to deliver operating margin expansion
- Unleash the full talent of our diverse team
**Path to Brilliance Strategic Priorities**

**1. Customer First**
- Deepen consumer understanding and leverage data analytics to uncover actionable insights
- Lead consumer-inspired innovation across product, assortment, engagement and communications
- More targeted and efficient marketing and promotion strategies

**2. Omnichannel**
- Seamlessly integrated customer experience across stores and online platforms
- Breakthrough jewelry visualization to digitize shopping experience
- Industry-leading digital marketing, education, and customer service

**3. Culture of Agility and Efficiency**
- Innovative and entrepreneurial mindset; leadership at every level
- Faster, data-driven decision-making and execution
- Drive further productivity and cost savings to deliver operating margin expansion
- Unleash the full talent of our diverse team
Replicate the model we built within Real Estate and take it to the rest of the company.
Why Us?

ALTERYX Discussion

February 24, 2009
Why Us?
Why Us?

Tableau Example Dashboard

October 14, 2015
SELF SERVICE ANALYTICS

Org. Goal: Deliver the benefits of both

CONTROL

- Consistency
- Reuse
- Shared Best Practices
- Consensus

FREEDOM

- Autonomy
- Speed
- Agility
- Innovation

THE ANSWER

Establish an optimal organizational model where a centralized team works in collaboration with a finite number of decentralized teams.
**SELF SERVICE ANALYTICS**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Responsibilities</th>
<th>Job or position</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Analytics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of Data</td>
<td>Data Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACE (Analytic Community of Excellence)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental Teams</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Data Governance Committee
• Enterprise data warehouse
• Data stewards
• Discuss and vote on priorities
ANALYTIC COMMUNITY OF EXCELLENCE

- Alteryx and Data Analytics Champion (Gary Gruccio)
- Tableau and Data Visualization Champion (Ian Reed)
- Five ACE ambassadors from various departments
  - Operations
  - Credit
  - Internal Audit
  - Financial Services
  - Merchandising
ACE - Analytic Community of Excellence

1. Quarterly meetings
2. Active Microsoft Teams site
3. Lab hours
4. Certifications
   1. Alteryx Certification
   2. Tableau Certifications/Skill Belt
Winning Hearts and Minds
THREE ROLES THAT NEED TO BE WON OVER

1. **IT Department**
   Need to provide internal support for Alteryx server, data connections, Alteryx Connect, installations

2. **Analytical Community**
   Analysts who will do the work/change process from what doing today to use of Alteryx

3. **Executive Leadership and Middle Management**
   Funding – top-down support and allowing analysts time to experiment with new tools/new ways of doing things
Why Now?

Tailor your message to each department. **Make it relevant to your audience**

- Analyst
- Executives
- IT
ROAD BLOCKS AND DETRACTORS

1. The dreaded “ROI”

2. "I’m doing just fine with my current reporting”
   - Dashboarding vs Reporting

3. Use leadership meetings to your advantage
Our Story | Proof of Concept - Nine Months

- Executive sponsor
- 20+ page document to fill out
- Define success criteria vs other BI solution

Result:
- Success criteria met → Approval for go live
IT – THE IMPORTANCE OF THE IT RELATIONSHIP

Partnership

• Internal IT Champions

• Report Automation: Alteryx server from POC to Production (Publish to Tableau Online Tool)

• Key support from vendors:

• Weekly meetings to make sure we are in sync

• Result:
  • Tableau Online and Alteryx Production Server
  • Need for Data Dictionary (Alteryx Connect)
Lessons Learned

- If opposed – be glad to jump through hoops
- Need someone in IT to be a champion for the cause
- Leverage outside resources if needed
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Time
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Data Prep

Databases - spreadsheets  Blended dataset  Geographic

Demographic
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Reduce Errors

One In Five Genetics Studies Contain Mistakes Due To Microsoft Excel

THE WALL STREET JOURNAL.

Spreadsheet Mistake Costs Tibco Shareholders $100 Million

True Tales of Spreadsheet Nightmares

Vlookup Errors

Sorry, Your Spreadsheet Has Errors (Almost 90% Do)

Various studies report that nearly 9 out of 10 spreadsheets (88%) contain errors. A majority of these errors were from human error (and could have been avoided). This article lists famous examples of spreadsheet blunders and how companies can avoid spreadsheet error in the future.
ANALYTICAL COMMUNITY — WINNING HEARTS AND MINDS

Stay Relevant

How many data scientists do we have in the room?
Need to stay relevant in career skills
Emerging trend of the citizen data scientist – one who doesn’t know R or python, but can complete the same tasks

Gartner Says More Than 40 Percent of Data Science Tasks Will Be Automated by 2020

Analysts to Explore Trends in Data Science at Gartner Data & Analytics Summits 2017

More than 40 percent of data science tasks will be automated by 2020, resulting in increased productivity and broader usage of data and analytics by citizen data scientists, according to Gartner, Inc.

Gartner defines a citizen data scientist as a person who creates or generates models that use advanced diagnostic analytics or predictive and prescriptive capabilities, but whose primary job function is outside the field of statistics and analytics.

According to Gartner, citizen data scientists can bridge the gap between mainstream self-service analytics by business users and the advanced analytics techniques of data scientists. They are now able to perform sophisticated analysis that would previously have required more expertise, enabling them to deliver advanced analytics without having the skills that characterize data scientists.
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Training

How to train the user base

• Leverage external resources to assist where possible

How to work with user base

1. Build it for them
2. Build it with them
3. Allow them to build themselves
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Job Satisfaction

I love my job again!
I can spend time with my family again!!

Alteryx and Tableau Will make Your life Better!
Did it work?
Yes but not for everyone

Three types of users
1. Get it right away
2. I still love my old way of doing things
3. I feel like I’m too advanced for this

Key takeaway – focus on those who want to learn
EXECUTIVE AND MANAGEMENT
WINNING FUNDING AND SUPPORT

Executive
• Bottom line impact – financial wins

Management
• Make faster and better informed decisions
• Persuade to allow team members to develop
• Need to break “we’ve always done it that way”
Executive and Management
Winning Funding and Support

More of a challenge in some ways than the analysts
Exploring change management options
RESULTS – HAS IT PAID OFF?

- 8 designer licenses in 2015 to 100+ in use today
- 180 viewer licenses
- Over 10k views (on Tableau Online)
  - ~1,000 per month
STRATEGIES FOR GAINING AND SUSTAINING SUPPORT

- Gamification
  - Tableau SKILL BELT
- Where to spend time
  - Focus on those who show interest
- Internal Events
- Track Usage
- Landing pages for ease of use
- Don’t overlook Viewer/Explorer Training
- Professional training for Designers
  - Visualization Principles
THINK DIFFERENTLY – DEVELOPING A CULTURE OF DATA

EMPOWER the analyst:

• “No longer should the person with the most stripes on the shoulder dictate the conversation”

• “We need to create a career path for the analyst”

Hiring for success:

• Use your networking to your advantage

• Find individuals with curious minds
RESULTS – HAS IT PAID OFF?

• Specific use cases
  • Across the board time savings for all users
  • Streamlined reporting
  • Determining purchase-drivers of online users
  • Real Estate optimization scenarios
  • Warranty program initiated before key holiday
  • Ramped up internal audit – checking access to systems
  • Strategic sourcing decisions for merchandise
  • Time-series forecasting techniques applied to corporate planning
OUR BIG WINS

S&OP (Strategic and Operation Planning)
OUR BIG WINS

Repair and Maintenance Planning
OUR BIG WINS

Executive Score Card
Our Big Wins

Travel Summary
Final Key Takeaways

This is a real-life real-time example. We are in the midst of it. We intend to succeed.

Key takeaways

• Know that one person can make a difference
• Know that change can be difficult, be willing to persist and make that change happen
• Be willing to look for assistance outside your organization

SUCCESS
PATH TO BRILLIANCE DEPARTMENTAL STRUCTURE

- Lynn Dennison  Chief Transformation Officer
- Dave Clunk  SVP Real Estate/Store Planning
- Brian Strickland  VP Enterprise Analytics
- Howard Melnick  Chief Information Officer
- Brian Strickland  VP Enterprise Analytics
THANK YOU

Gary.Gruccio@signetjewelers.com
Ian.Reed@signetjewelers.com
Thank you for attending!

We value your feedback! Please rate your speaker in the session details in the Schedule.
Thank you for attending!

@GLSummits
#AnalyticsSummit2020