



Thursday, March 12, 2020 | Metro Detroit

Welcome!

The presentation will begin shortly



@GLSummits

#AnalyticsSummit2020

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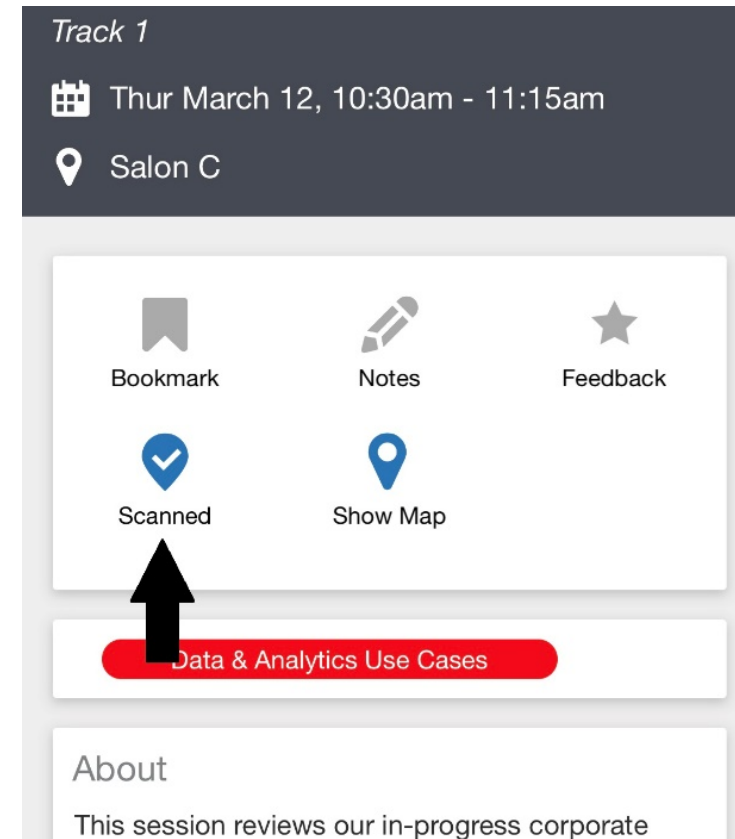


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If your badge was not scanned at the door, please use the self check-in feature in the session details in the Schedule.



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PATH TO BRILLIANCE: BUILDING AN ANALYTICAL CENTER OF EXCELLENCE AT SIGNET JEWELERS



Thursday, March 12, 2020 | Metro Detroit

The Premier Business Analytics Event In The
Great Lakes Region

Gary Gruccio

Director of Enterprise and Market Analytics
Signet Jewelers

Ian Reed

Manager of Enterprise Analytics
Signet Jewelers



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

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



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PATH TO BRILLIANCE DEPARTMENTAL STRUCTURE

Lynn Dennison Chief Transformation Officer

Dave Clunk SVP Real Estate/Store Planning

Brian Strickland VP Enterprise Analytics

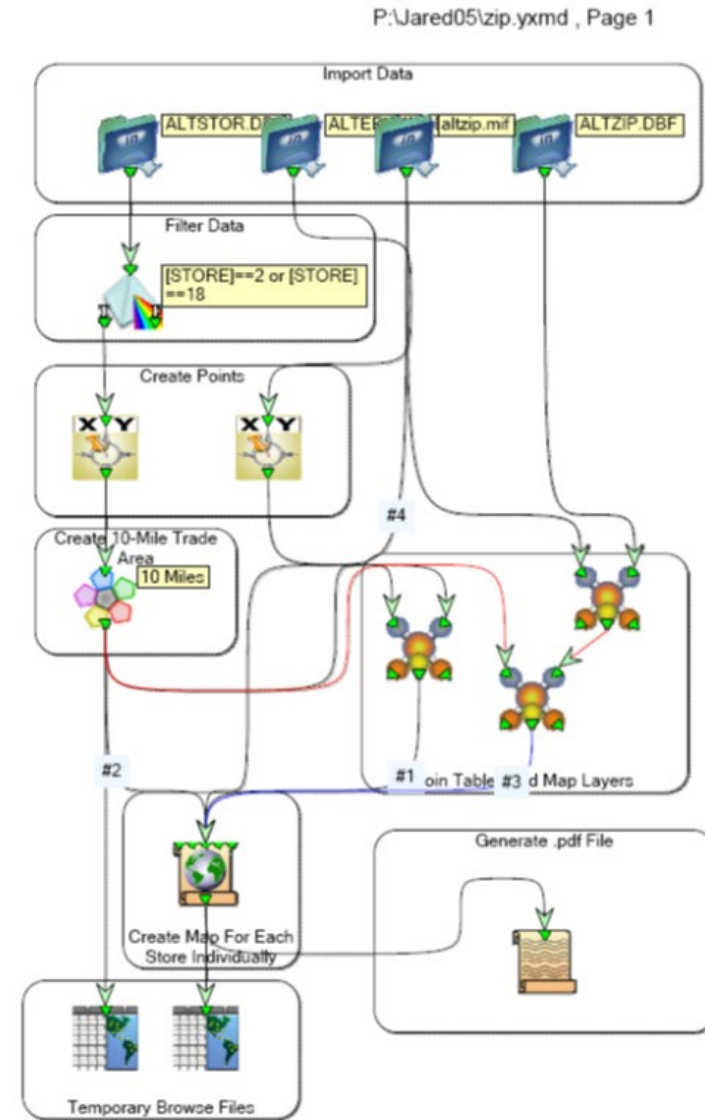
Replicate the model we built within Real Estate and take it to the rest of the company.



WHY US?

ALTERYX Discussion

February 24, 2009



zip

P:\Jared05

Type: Alteryx Workflow

Date modified: 2/26/2009 5:22 PM

Size: 33.9 KB

WHY US?

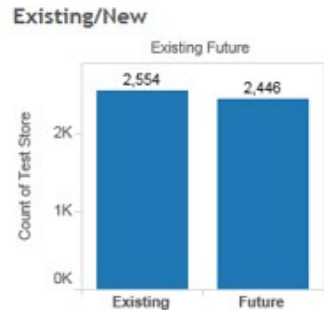
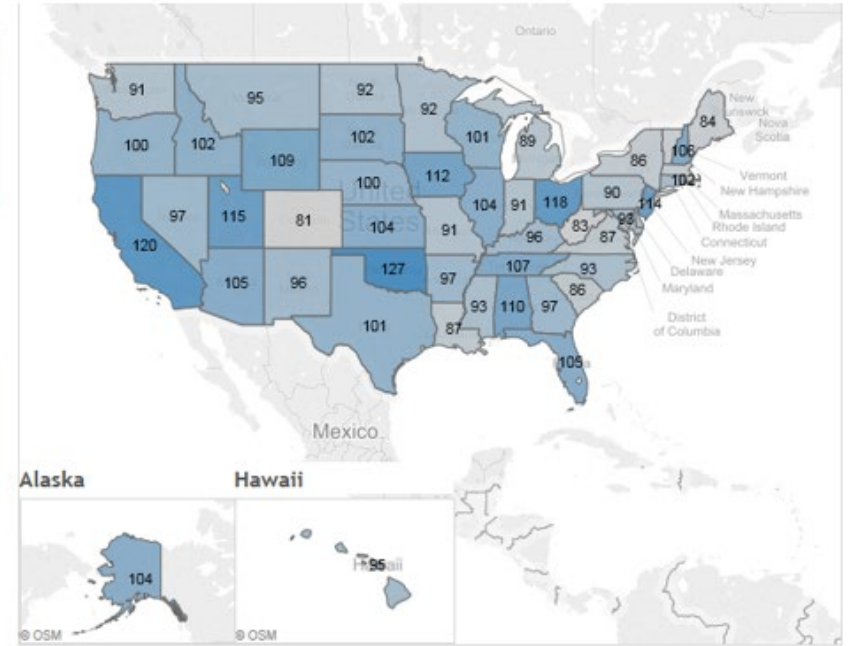
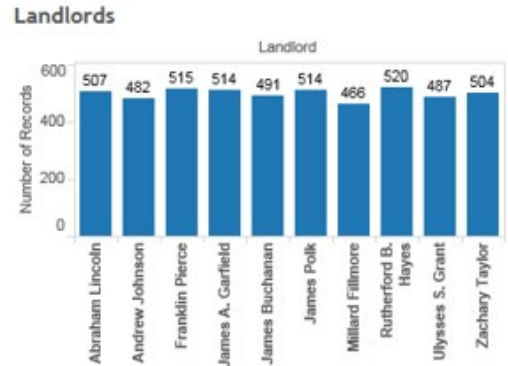
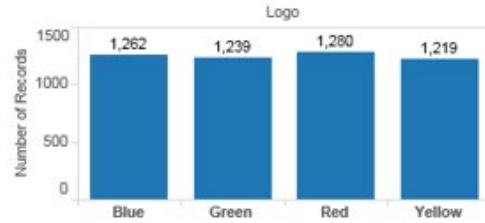


WHY US?

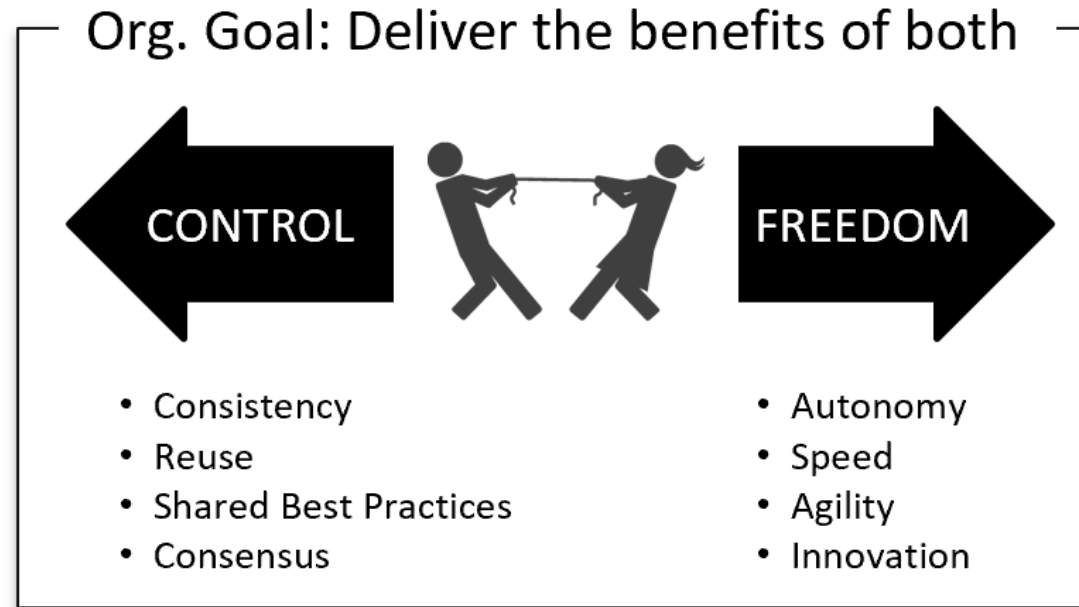
Tableau

October 14, 2015

Tableau Example Dashboard



SELF SERVICE ANALYTICS



THE ANSWER

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



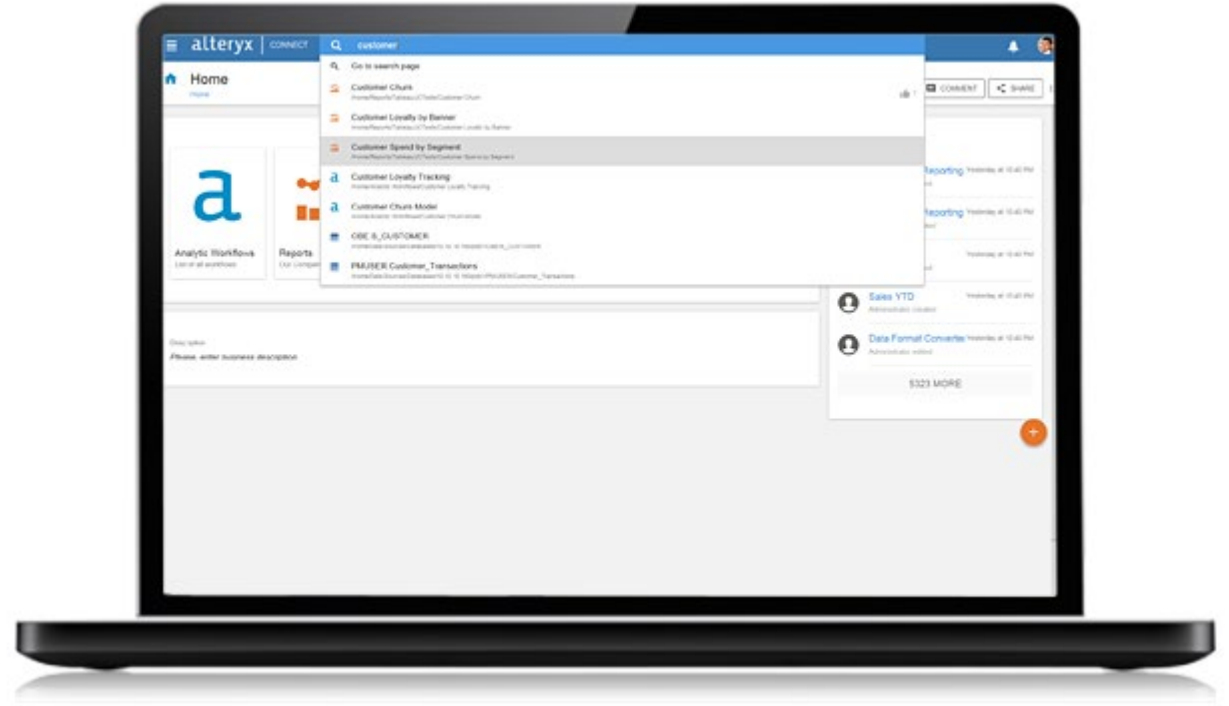
SELF SERVICE ANALYTICS

	Organization	Responsibilities	Job or position	Deliverables
Centralized	IT			
	Enterprise Analytics Team			
	Office of Data	Data Governance Committee		
		ACE (Analytic Community of Excellence)		
Decentralized	Departmental Teams			

DATA GOVERNANCE

Data Governance Committee

- Enterprise data warehouse
- Data stewards
- Discuss and vote on priorities



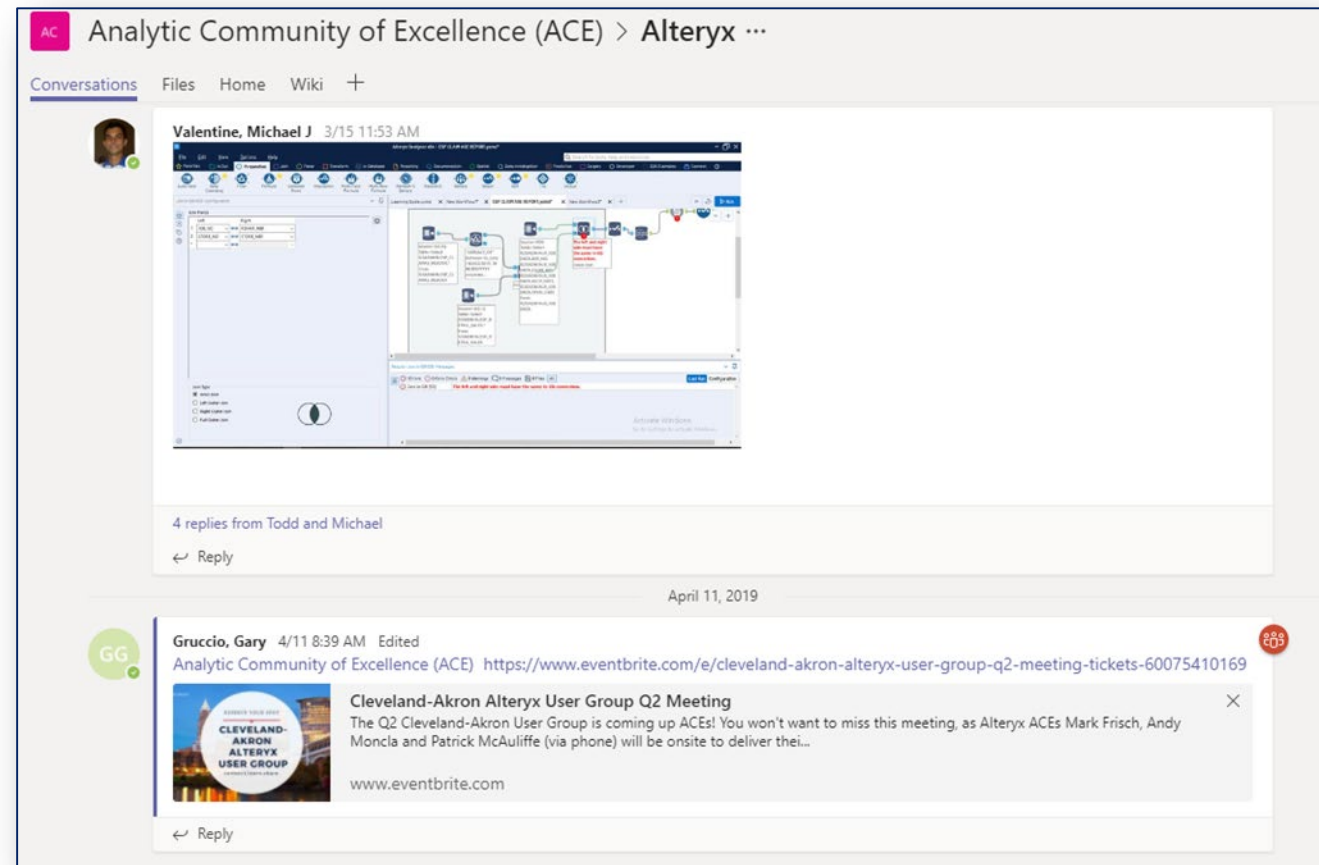
ANALYTIC COMMUNITY OF EXCELLENCE

- 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



IT – THE IMPORTANCE OF THE IT RELATIONSHIP

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)



IT – THE IMPORTANCE OF THE IT RELATIONSHIP

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



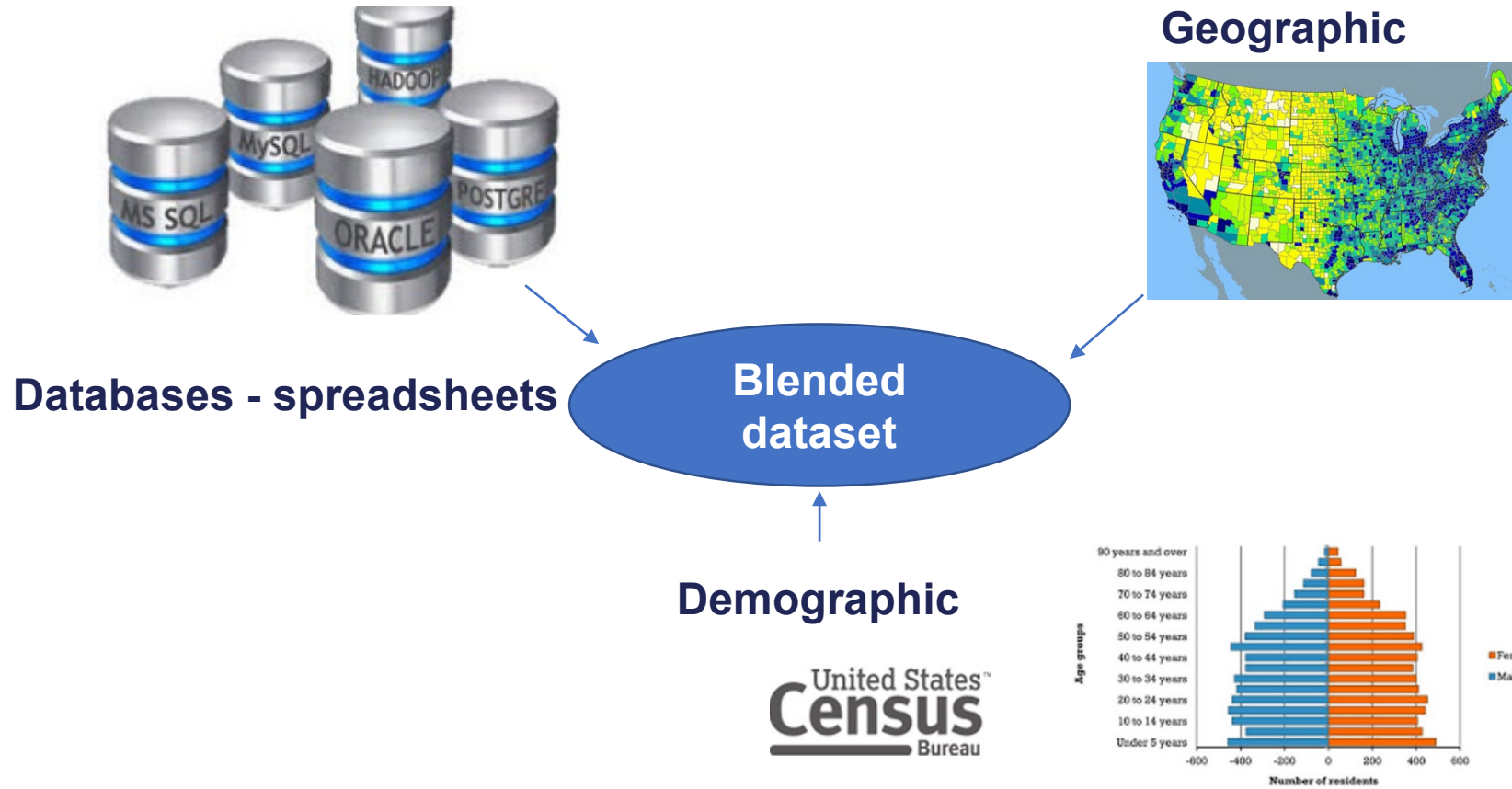
ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Time



ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Data Prep



ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

Reduce Errors

True Tales of Spreadsheet Nightmares

One In Five Genetics Studies Contain Mistakes Due To Microsoft Excel

Vlookup Errors


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1/15/2017 | NEWS | The Little Black Book of Billionaire Secrets

THE WALL STREET JOURNAL.
MONEYBEAT
Spreadsheet Mistake Costs Tibco Shareholders \$100 Million

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



 **SalesforceVoice**
Connect to your customers in a whole new way [FULL BIO](#) ▾

 **Stuart Leung**, Salesforce

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!**



ANALYTICAL COMMUNITY – WINNING HEARTS AND MINDS

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

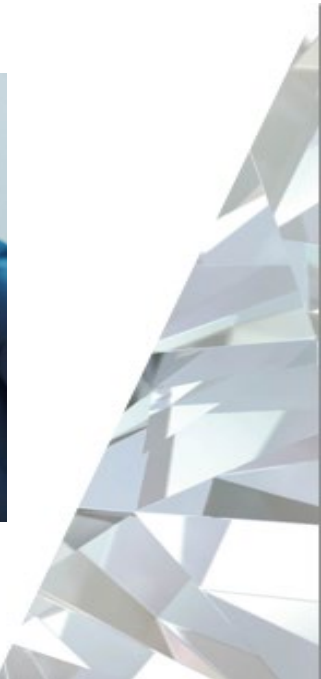
WINNING FUNDING AND SUPPORT

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**



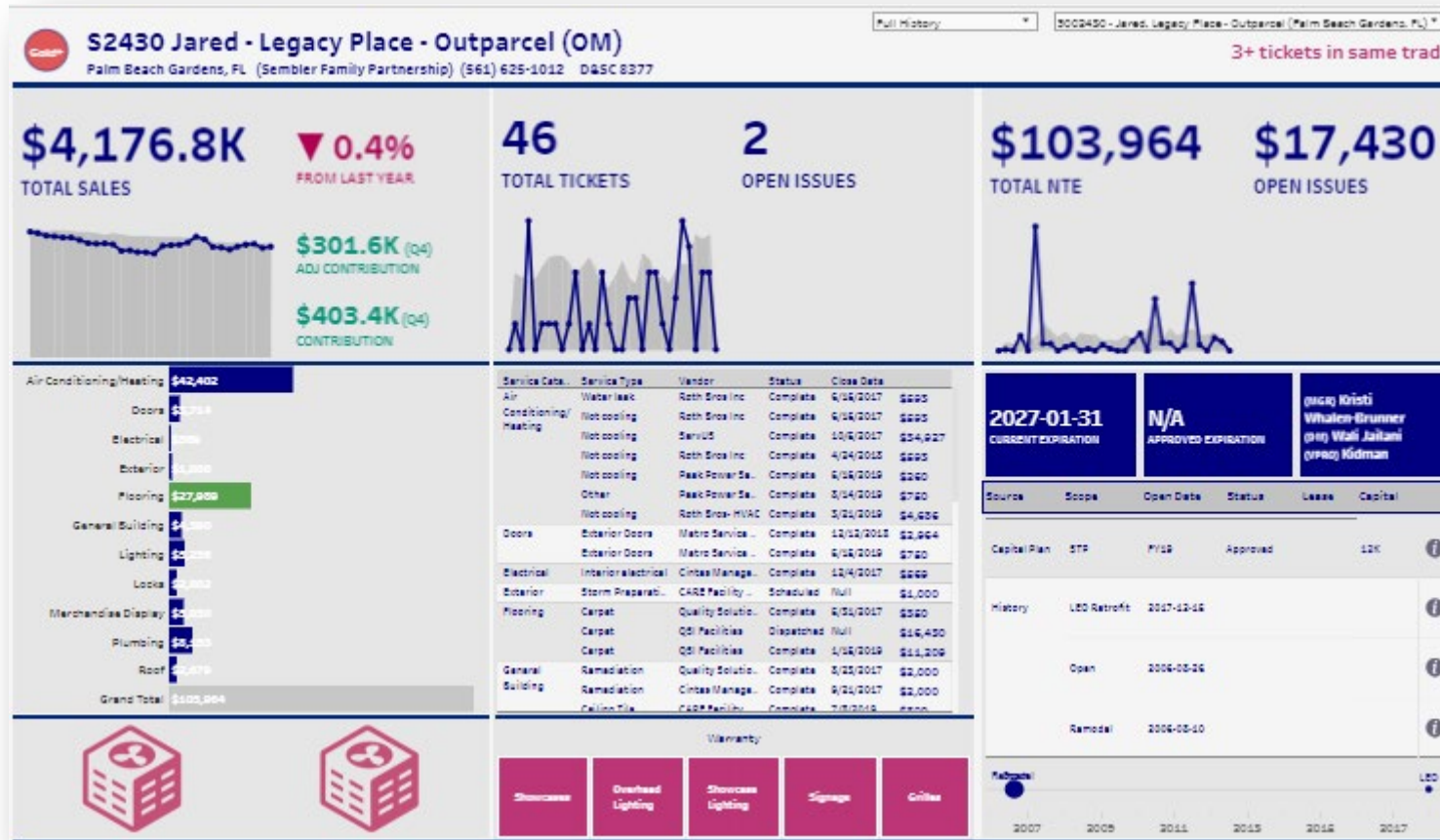
OUR BIG WINS

S&OP (Strategic and Operation Planning)



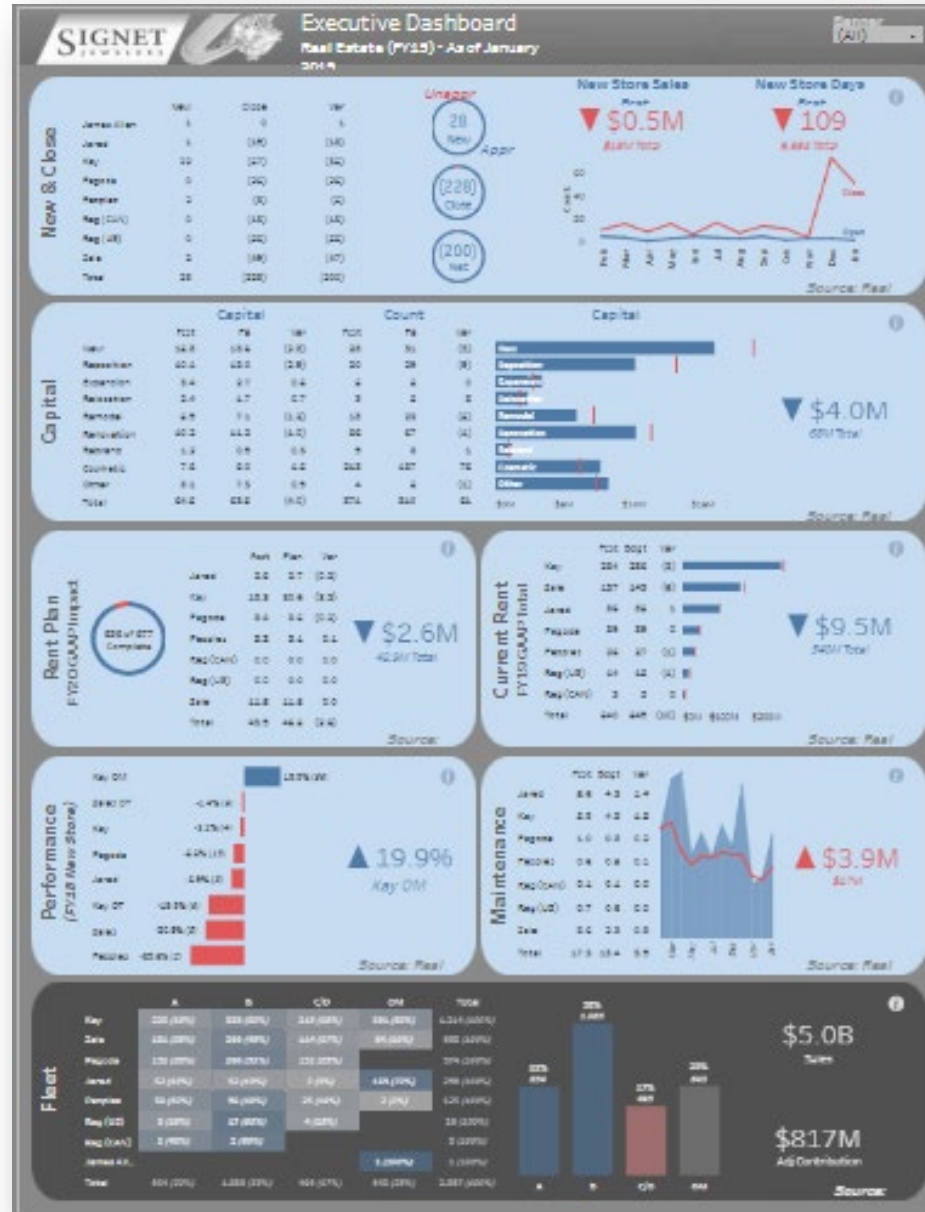
OUR BIG WINS

Repair and Maintenance Planning



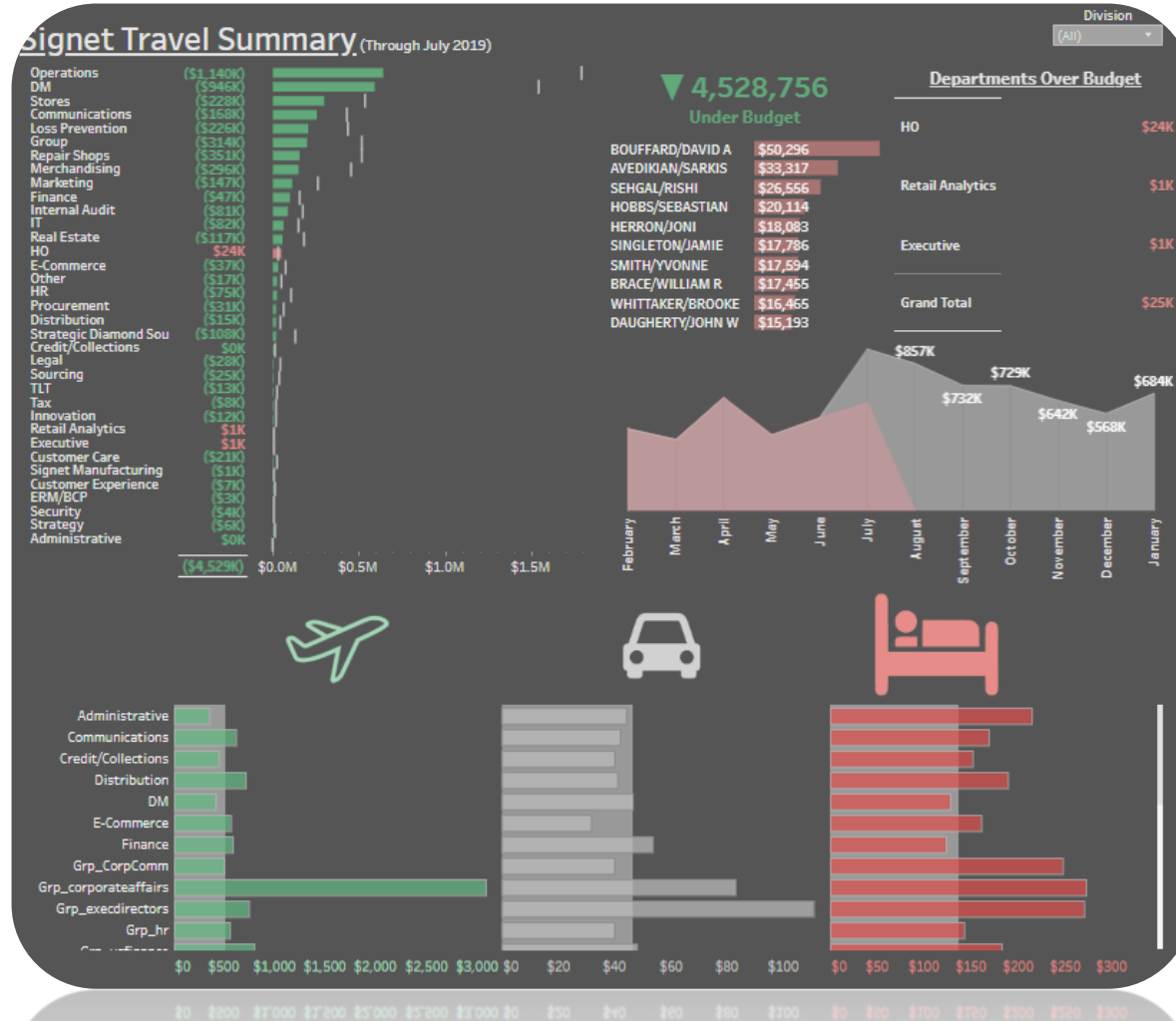
OUR BIG WINS

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.

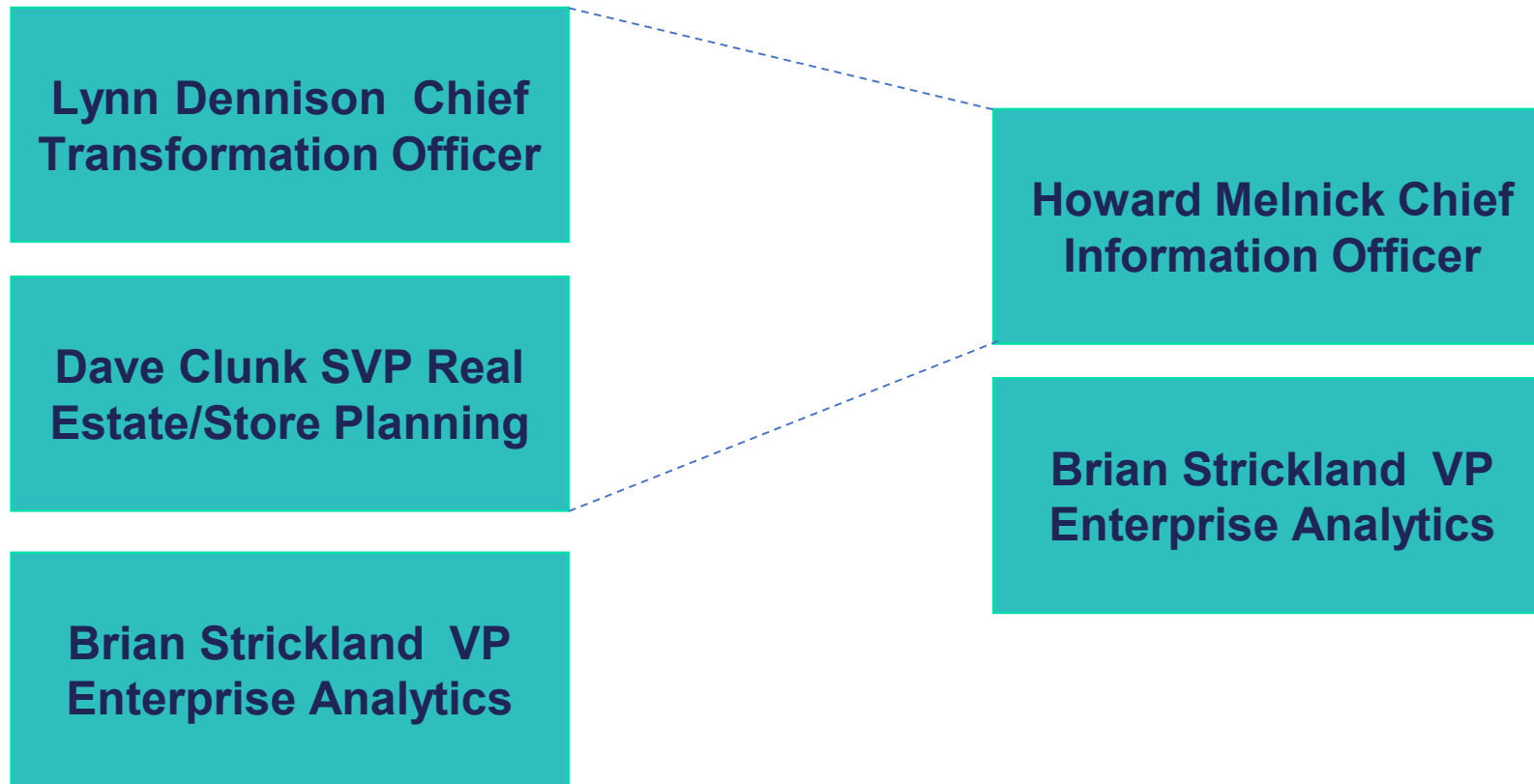
Key takeaways

- **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



Q & A



THANK YOU

Gary.Gruccio@signetjewelers.com

Ian.Reed@signetjewelers.com





Thank you for attending!

Thursday, March 12, 2020 | Metro Detroit

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Please rate your speaker in
the session details in the
Schedule.

Track 1

Thur March 12, 10:30am - 11:15am

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Show Map

[Data & Analytics Use Cases](#)

About

This session reviews our in-progress corporate

Hosted by:





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Thank you for attending!



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