+ Analytic exchanges that enable global collaboration

+ Anticipatory analytics

**Anyone** 

Monte Carlo simulations

**Key Innovations** 

**New Users** 

 Computational models for neural networks

Linear programming



+ Non-linear programming

Big Data and new technologies collide

+ Computer-based heuristic problem solving

+ Real-time analytics

+ Prescriptive analytics

+ Standardization of natural

language processing

+ R version 1.0

+ Apache Hadoop

**Analytic Innovation Accelerates** 2000–2009: Production version of R language

for analytic software grows from 0 to 1,000,000 users1

**Buy! Buy! Buy!** 

2000–2012: Analytic software market grows from \$11 billion to \$35 billion<sup>2</sup>

21st Century's Sexiest Job<sup>3</sup>

2011-2012: Data scientist job posts jump 15,000%4

**Hyper-connectivity** 

2012: 1.7 billion mobile devices sold and 2+ billion people on social networks add to data explosion

Collaboration innovation Personalization erience, offer of every event, experience, offer in medicine, energy, agriculture and more Solving the Unsolvable

Analytic Talent Gap, grows as demand skyrockets

Affordable and Accessible analytics as tools become broadly adopted

## **Government** Agencies

Dawn of **Computer Age** 

1940s:

Turing and Good conduct groundbreaking work with "weights of evidence" to decode German messages in WWII

1940:

Milestones

**Kerrison Predictor** automates targeting of anti-aircraft weapons against enemy planes

1944:

Manhattan Project team runs computer simulations to predict behavior of nuclear chain reactions

**Commercialization** of Analytics

1950:

ENIAC computer generates first models to forecast weather

**Corporations &** 

**Research Institutions** 

1951:

First university degree program in Operations Research (Case Institute of Technology)

1956:

Analytics solves "shortest path problem," improving air travel and logistics

1958:

FICO applies predictive modeling to credit risk decisions

1966:

Future SAS Institute starts as research project funded by US Department of Agriculture

1970s-1990s

**Analytics Goes Mainstream** 

1973:

Black-Scholes model created to predict optimal price for stock options over time

**Mid-size Businesses** 

& Tech Startups

1980:

First commercial tool for building model-driven Decision Support Systems is marketed

1992:

FICO deploys real-time analytics to fight credit card fraud

1995:

Amazon and eBay go live; race to personalize online experience is on

1998:

Google applies algorithms to web searches to maximize results relevance

1998:

Moneyball changes pro sports as Oakland A's use analytics for a competitive edge

**Analytics' Deep Impact** 

2000-Present

Widespread analytics use:

dynamic ticket pricing, shopping and movie recommendations, traffic management and much more

Natural language processing:

unlocks analytic value of unstructured data (e.g., Facebook posts, web pages, PDFs, email, Word docs)

• Big Data arrives:

2.5 quintillion bytes of data created each day<sup>5</sup>

 Server farms and low-cost, high-speed processing:

make distributed computing and Big Data analytics viable for most organizations

Growing demand for talent:

190,000 more analytics experts and 1.5 million more data-literate managers needed in US alone by 20186

Next

**Ubiquitous Analytics** Cloud-based analytic exchanges:

lead to Collaboration Economy between developers, businesses, researchers, scientists and entrepreneurs

· Individuals use analytics in everyday decisions:

about education, careers, finances, healthcare, peer-to-peer renting and lending ("share economy")

 Curing rare diseases: becomes a financial winner

• Predictive policing: preempts many crimes

Anticipatory analytics:

makes it nearly impossible to crash a car or burn dinner

 Mass marketing campaigns are dead: all customer interaction is personal

 Data licensing trumps data purchasing: in a world where data gets stale in minutes



- 1 http://bits.blogs.nytimes.com/2009/01/08/r-you-ready-for-r/2 IDC Market Analysis: Worldwide Business Analytics Software
- 3 http://hbr.org/2012/10/data-scientist-the-sexiest-job-of-the-21st-century/ 4 http://www.indeed.com/jobtrends?q=%22Data+Scientist%22&l=]&relative=1