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# 6 Questions to Ask Your Business Partners Before You Model

6 questions analytics teams should ask their business partners before they develop their models

*Analytics and Data Science teams know that one of their biggest challenges is effective communication and collaboration with their business partners. AI, machine learning, and analytics projects are often plagued with too many iterations, too many detours, and results that are accurate but are misaligned with the business decision to be addressed. What can you do? Ask your business partners these six questions before you start modeling:*

## 1. How will we measure success?

Understanding how to measure success in business terms, not just analytic ones, is critical. Make sure both the business and analytics teams know which business metric needs to be improved and how it will be measured.

For instance, a project might be focused on retaining more customers, but does this mean improving the overall retention rate or the improving the save rate for those that call to cancel?

## 2. What decisions does the organization make that have an impact on this measure?

The good news is that using analytics can really make a difference to business metrics. The bad news is that you can't apply analytics directly to a metric. What you can do is use AI, machine learning, and analytics to improve decision-making.

Understanding which decisions will make a difference is a key step to linking business metrics to analytics.

Decisions are the best practice for linking analytics to business objectives. Asking what decision the model should improve helps your business partner frame and express their request rather than just asking for what they think they need (such as a retention model).

If the focus is to improve the overall retention rate, then decisions from retention offer made to original discount, from renewal price calculation to service terms offered might all make a difference. If the focus is on the save rate, then only the “retention offer” decision will matter.

### 3. What question has to be answered to make a decision?

Identifying the decisions to be improved is necessary but not sufficient - you need to make sure everyone agrees what each decision involves. The best way to do this is to write down the question you have to answer to make the decision and what the possible answers are.

For the retention offer decision, for instance, the question is “Which offer should be made to this customer who has said they want to cancel their service in order to retain them?” and the possible answers would be any valid marketing offer for which that customer is eligible.

### 4. Who makes these decisions and when?

There’s a big difference between an analytic designed to support an expert making a monthly decision and one designed to be embedded in a call center application for use during a call. Who’s making the decision, where they are when they make it, how often they make it, and how much time they have all make a difference. A really great analytic that takes too long to calculate won’t get used by a call center rep trying to save a cranky customer.

### 5. Which decision(s) are we going to change?

If there is more than one candidate decision, then you will need to pick a focus. It’s rare that the same analytic can be effectively used for multiple decisions. Even if it can, having a clear focus often makes it possible to build a better analytic, one very targeted on the specific decision in question.

Knowing which decision is the focus of the project also makes it clear if the business team has the power to change the decision or influence the decision-makers. If the call center reps behave the way they do because of their incentive

plan, for example, then the business team had better be able to influence that plan if they want to change the reps' decision-making.

## 6. What are the side effects of changing these decisions?

One final question. The reality of most decisions is that they don't only influence just one metric. If we change the decision-making to focus on one thing, we run a risk of unintended consequences. So, what else might be impacted by the decisions we are going to change with our analytics? How would we detect this impact? What other metrics or measures should be considered? Figure this out now so your business partner and your analytic team knows what the trade-offs are.

We might, for instance, be mostly focused on improving retention but we probably don't have an infinite budget for retention offers so it's not just going to be about finding the best offer, it's going to be about finding the best offer we can afford.

## What Next?

The best way to build a shared understanding of the problem or opportunity with your business partner is with decision modeling using the Decision Model and Notation (DMN) standard. Starting the conversation by talking about decisions rather than the data or analytic techniques avoids overwhelming your business partner with technical jargon. It also helps your analytics or data science team avoid jumping to conclusions about the problem to be solved.

Decision modeling is easy to learn and quick to implement and complements analytic methodologies like CRISP-DM.

- ▶ Decision models bring value quickly.
- ▶ Decision models focus new projects and get lost projects back on track.
- ▶ The simple diagrams built through decision modeling simplify complex problems.

## So, 6 questions to ask your business partner before you start modeling:

1. How will we measure success?
2. What decisions does the organization make that have an impact on this measure?
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And a decision model will capture all these answers in one place.

### Learn More

Here are a few ways to learn more or get started with decision modeling:

- ▶ Try decision modeling by [downloading our white paper Framing Analytic Requirements](#).
- ▶ Check out these resources on [Building an Analytic Enterprise](#)
- ▶ Learn more about our [DMN Decision Modeling for Analytics Teams engagement](#).

We have extensive experience helping analytics teams quickly and efficiently adopt decision modeling and integrate it into their approach. Our clients are leading companies in insurance, banking, manufacturing, telecommunications, travel and leisure, health management, and retail. You can see [client case studies](#) and learn more about [our services](#) on our website.

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Decision Management Solutions specializes in helping organizations build decision-centric, action-oriented systems and processes using decision management, business rules and advanced analytic technologies.

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