

Recruiting And Retaining A World-class Insights & Analytics Team For A Disruptive World

A guide for Insights leaders

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Key Takeaways

Capabilities and Competencies

A capability and competency framework for world-class client insights teams

Professional Training Plan

A professional development training plan to support colleague growth

Talent Strategy for an AI-Impacted World

Harness the potential & unique strengths of human insights professionals

It's all about your people.

Why This Is Important

- Disruption
- Agility
- Talent
- Growth

There are five fundamental categories of skills and attributes required of individuals in a successful Insights team:

- 1 — Business Acumen
- 2 — Effective Relationships
- 3 — Market Research Skills
- 4 — Data Analytical Skills
- 5 — Activation & Impact

1. Business Acumen

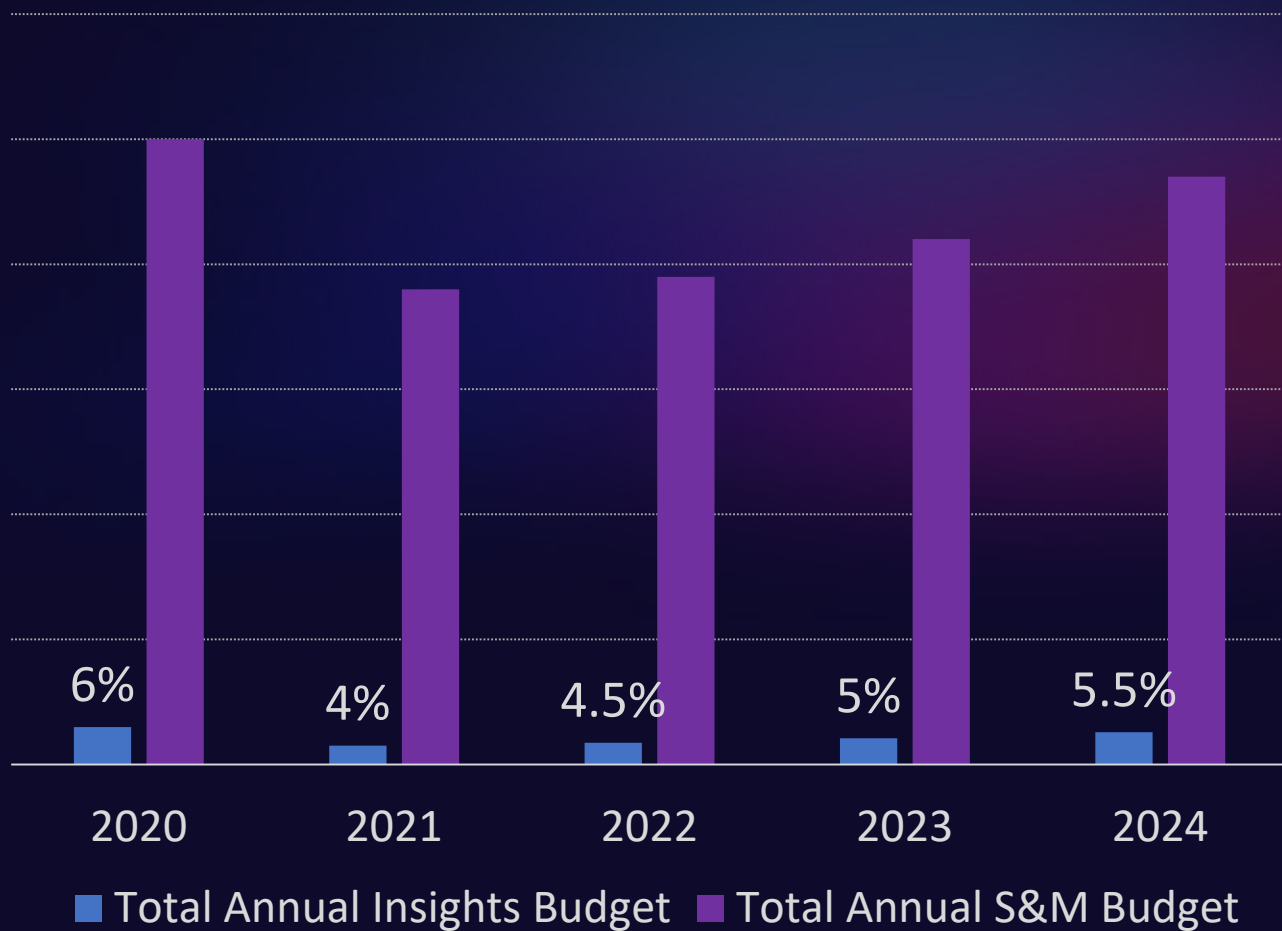
Key Competencies for Displaying Business Acumen in Insights & Analytics:

- Domain Knowledge
- Strategic Thinking
- Financial Literacy
- Stakeholder Management
- Business Strategy Alignment
- Ethical and Legal Awareness

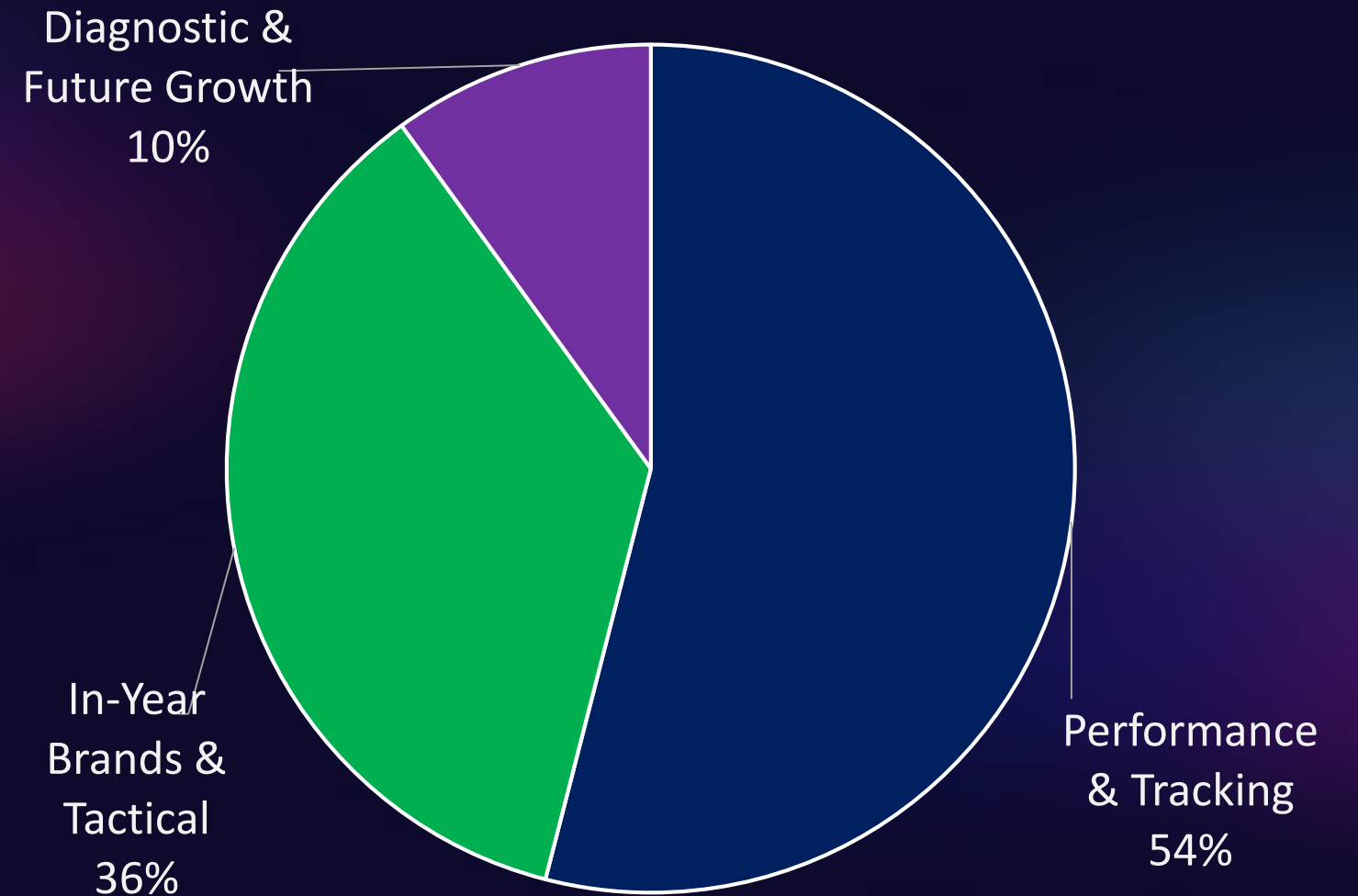


Insights & Analytics Budget – Know Your ROI

Total Annual Insights Budget 2020-2024
Proportion of Total S&M Budget



I&A B2024 Spend Focus Areas





2. Effective Relationships

Key Competencies for Displaying Interpersonal and Relationship-Building in Insights & Analytics:

- Communication
- Collaboration and Teamwork
- Relationship Management
- Influencing and Persuasion
- Empathy and Emotional Intelligence
- Negotiation and Conflict Resolution
- Client Service Orientation

3. Market Research Skills

Key Competencies for Displaying Market Research Solution Knowledge/Experience in Insights & Analytics:

- Quantitative Research
- Qualitative Research
- Secondary Research
- Consumer Behaviour Analysis
- Competitive Intelligence
- Brand and Customer Experience Research
- Market Segmentation and Targeting
- Pricing and Market Analysis





4. Data Analytical Skills

Key Competencies for Displaying Data Analytical Skills in Insights & Analytics:

- Qualitative Analysis
- Quantitative Analysis
- Data Visualisation and Reporting
- Hypothesis Testing
- Data Mining and Text Analytics
- Predictive and Prescriptive Analytics
- Critical Thinking and Problem Solving
- Data Integration and Synthesis

5. Activation & Impact

Key Competencies for Displaying Activation & Impact Skills in Insights & Analytics:

- Action-Oriented
- Results-Oriented
- Project Management
- Impact-Driven
- Measurement and KPIs
- Change Management
- Change Catalyst



Professional Training Plan

Building & executing a Competency Growth Agenda

Firstly, understand where you are today by auditing your capabilities and competencies amongst all your major internal stakeholders ...

- Assessment and Gap Analysis:
- Training and Development Programs:
- Continuous Evaluation:

How would you rate the Insights Team on their Business Acumen?

	Below Expectations	Meets Expectations	Above Expectations
1. Domain Knowledge: <ul style="list-style-type: none">• Deep understanding of the industry and market dynamics.• Familiarity with key trends, competitive forces, and regulatory landscape.• Knowledge of customer behavior, preferences, and segmentation.			
2. Strategic Thinking: <ul style="list-style-type: none">• Ability to align data analysis with overall business goals and objectives.• Aptitude for identifying opportunities and risks through insights.• Capacity to think holistically and anticipate future trends.			
3. Financial Literacy: <ul style="list-style-type: none">• Understanding of financial statements and key performance indicators (KPIs).• Ability to relate data insights to financial impact and business value.• Proficiency in cost-benefit analysis and return on investment (ROI) assessment.			
4. Stakeholder Management: <ul style="list-style-type: none">• Effective communication and presentation skills to convey insights to non-technical stakeholders.• Active listening and empathy to understand diverse perspectives and requirements.• Collaboration skills to foster strong relationships with business leaders and cross-functional teams.			
5. Business Strategy Alignment: <ul style="list-style-type: none">• Capability to translate business questions and challenges into analytical hypotheses.• Proficiency in designing research methodologies and analytical frameworks to address strategic needs.• Agility in adapting insights to evolving business strategies and priorities.			
6. Ethical and Legal Awareness: <ul style="list-style-type: none">• Knowledge of data privacy regulations and compliance requirements.• Understanding of handling sensitive data and ensuring confidentiality.			

Professional Training Plan

Moving Your Team From Novice to Competent to Expert

The Dreyfus Model

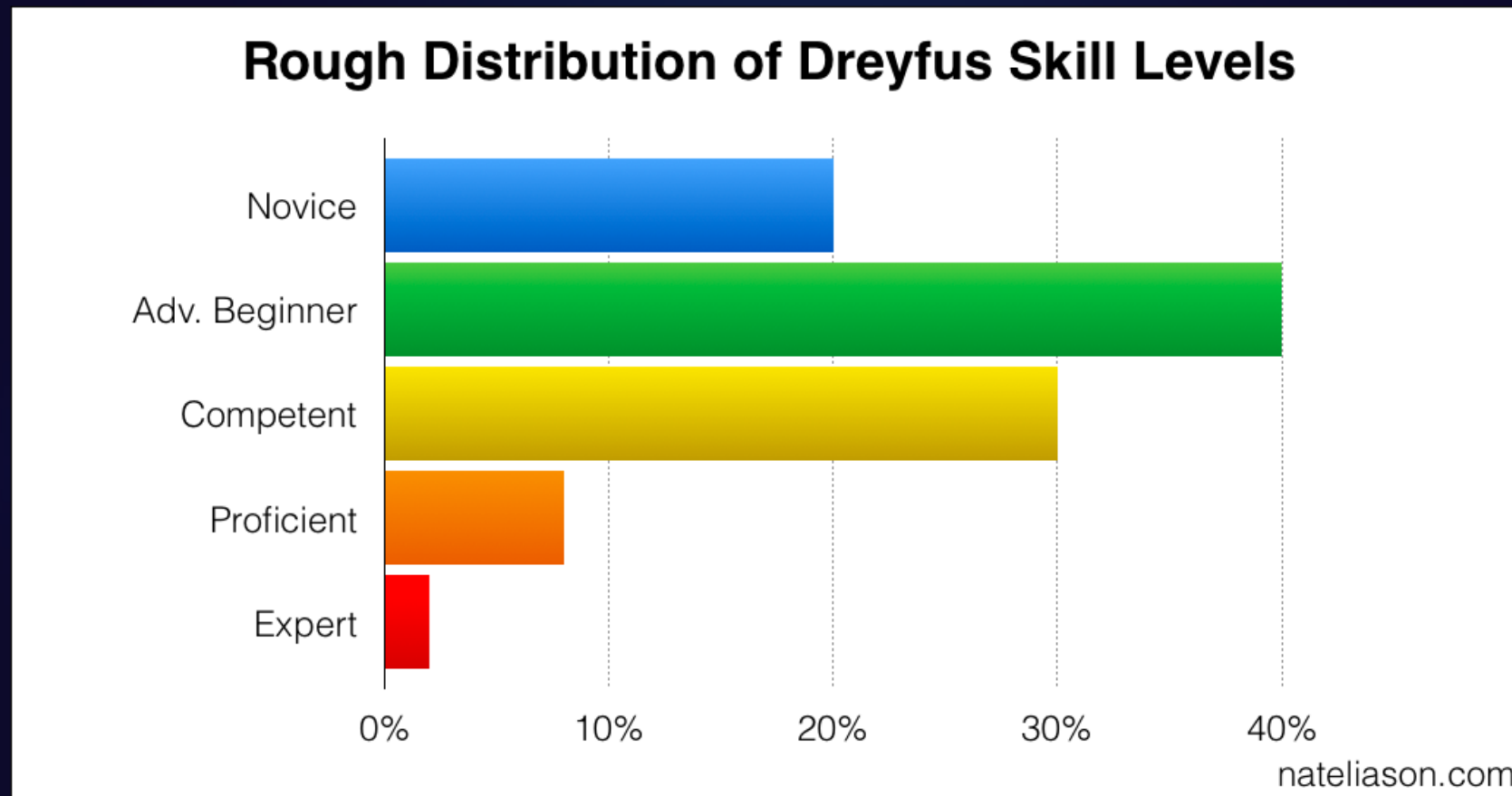
Stages of Skill Acquisition from Novice to Expert

Skill Level	Context	Perspective	Decision Making	Engagement
Novice	None	None	Analytical	None
Advanced Beginner	Situational	None	Analytical	None
Competent	Situational	Chosen	Analytical	Engaged Outcome
Proficient	Situational	Intuitive	Analytical	Engaged Goal, Outcome
Expert	Situational	Intuitive	Intuitive	Engaged Goal, Action, Outcome

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Not Everyone Needs To Be An Expert At Everything

The model is valuable for determining how skilled you need your people to be:



- **Novice:**
 - Rigid following of 'rules' or process.
- **Advanced Beginner:**
 - Has guidelines for action based on situation.
- **Competent:**
 - Sees wider context, conscious planning.
- **Proficient:**
 - Holistic, knows what is most important.
- **Expert:**
 - Intuitive, can sense right and wrong approaches & not bound by rules.

Source: The Step-by-Step Guide to Go From Novice to Expert in Any Skill
(www.nateliason.com)

Adapting Your Talent Strategy For An AI-World

Do not fear obsolescence. Embrace AI as a tool to enhance your team's capabilities in delivering valuable intelligence.

- Foster Learning and Adoption
- Re-address and Re-Harness Your Data Science Expertise
- Adapting Recruitment Strategies for an AI World

“History reminds us that human adaptability and resourcefulness have consistently proven indispensable amidst technological transformations”.



Where to start

1. The full Capability & Competency Framework white paper is available from Nick directly and will soon be available through the MRS Members website
 - Contact Nick directly at nickrichinsights@gmail.com
2. There are companies out there to support you in auditing, upskilling and supporting your journey, such as the Insights Management Academy (IMA), the Market Research Society (MRS) and AURA

Start by starting....

Any questions?



Thank You



Appendix

Five Key Capabilities & Competency Framework

Business Acumen

In today's fast-paced and data-driven business landscape, organisations are increasingly recognising the critical role of Insights & Analytics teams in driving strategic decision-making and gaining a competitive edge. As the demand for actionable insights continues to grow, so does the need for team members who possess not only technical expertise but also strong business acumen. Effective data analysis and interpretation are no longer sufficient; insights professionals must demonstrate a comprehensive understanding of the business landscape in which they operate. The following guidelines outline the key skills that Insights & Analytics team members need to display business acumen, enabling them to contribute effectively to organisational success.

1. Domain Knowledge:

- Deep understanding of the industry and market dynamics.
- Familiarity with key trends, competitive forces and regulatory landscape.
- Knowledge of customer behavior, preferences and segmentation.

2. Strategic Thinking:

- Ability to align data analysis with overall business goals and objectives.
- Aptitude for identifying opportunities and risks through insights.
- Capacity to think holistically and anticipate future trends.

3. Financial Literacy:

- Understanding of financial statements and key performance indicators (KPIs).
- Ability to relate data insights to financial impact and business value.
- Proficiency in cost-benefit analysis and return on investment (ROI) assessment.

4. Stakeholder Management:

- Effective communication and presentation skills to convey insights to non-technical stakeholders.
- Active listening and empathy to understand diverse perspectives and requirements.
- Collaboration skills to foster strong relationships with business leaders and cross-functional teams.

5. Business Strategy Alignment:

- Capability to translate business questions and challenges into analytical hypotheses.
- Proficiency in designing research methodologies and analytical frameworks to address strategic needs.
- Agility in adapting insights to evolving business strategies and priorities.

6. Ethical and Legal Awareness:

- Knowledge of data privacy regulations and compliance requirements.
- Ethical understanding of handling sensitive data and ensuring data security.
- Commitment to maintaining confidentiality and data integrity.

By embodying these key skills, Insights & Analytics team members can enhance their business acumen and contribute effectively to their organisation's growth and success.

Interpersonal and Relationship Building

Successful Insights & Analytics professionals understand that insights are only valuable when they are understood, embraced, and acted upon by key decision-makers. The following guidelines outline the key interpersonal and relationship-building skills that are essential for Insights & Analytics professionals to thrive in their roles. Key Skills for Displaying Interpersonal and Relationship-Building in Insights & Analytics:

1. Communication:
 - Clear and concise verbal and written communication to convey complex insights to non-technical stakeholders.
 - Active listening skills to understand stakeholders' needs, concerns, and expectations.
 - The ability to adapt communication style and language to resonate with diverse audiences.
2. Collaboration and Teamwork:
 - Strong collaboration skills to work effectively with cross-functional teams and diverse stakeholders.
 - The ability to foster a culture of teamwork, trust, and knowledge-sharing within the Insights & Analytics team.
 - Openness to feedback and willingness to incorporate different perspectives and ideas.
3. Relationship Management:
 - Building and nurturing relationships with key stakeholders across the organisation, such as executives, business unit leaders, and department heads.
 - Developing a deep understanding of stakeholders' goals, challenges, and decision-making processes.
 - Proactively engaging stakeholders to understand their evolving needs and align insights accordingly.
4. Influencing and Persuasion:
 - The ability to influence and persuade stakeholders to adopt data-driven insights and recommendations.
 - Skill in presenting insights in a compelling and persuasive manner, highlighting the business value and impact.
 - Using storytelling techniques to create engaging narratives around data-driven insights.
5. Empathy and Emotional Intelligence:
 - Developing empathy to understand stakeholders' perspectives, motivations, and emotions.
 - Demonstrating emotional intelligence in navigating sensitive situations and managing conflicts constructively.
 - Cultivating a supportive and inclusive work environment that encourages diverse viewpoints.
6. Negotiation and Conflict Resolution:
 - Proficiency in negotiation techniques to find win-win solutions when addressing conflicting priorities or resource constraints.
 - The ability to handle conflicts diplomatically, finding common ground and maintaining positive relationships.
 - Resilience and flexibility in adapting to changing stakeholder dynamics and resolving issues effectively.
7. Client Service Orientation:
 - A strong focus on delivering exceptional client service and exceeding stakeholder expectations.
 - Proactively seeking feedback from stakeholders to continuously improve insights delivery and value-add.
 - Demonstrating a high level of responsiveness, professionalism, and commitment to stakeholder satisfaction.

By cultivating these interpersonal and relationship-building skills, Insights & Analytics professionals can not only enhance the impact of their insights but also build strong partnerships with stakeholders, fostering a data-driven decision-making culture within the organization.

Market Research Solution Knowledge/Experience

Market research serves as the bedrock for informed decision-making within organisations, providing valuable insights into consumer behaviour, market dynamics, and competitive landscapes. To effectively execute market research initiatives, Insights teams require a diverse set of methodological expertise that encompasses various disciplines. In this section, we delve into the summary of major disciplines of market research methodological expertise, which collectively equip corporate Insights teams with the skills necessary to tackle a wide range of business needs. By understanding and mastering these key disciplines, Insights professionals can navigate the intricacies of market research, uncover actionable insights, and enable evidence-based strategies that drive organisational growth and success. Key Skills for Displaying Market research Solution Knowledge/Experience in Insights & Analytics:

1. Quantitative Research:
 - Proficiency in designing and executing surveys, experiments, and statistical analyses.
 - Knowledge of sampling techniques, questionnaire design, and data collection methodologies.
 - Expertise in analysing numerical data to derive insights and draw conclusions.
2. Qualitative Research:
 - Skills in conducting in-depth interviews, focus groups, and observational studies.
 - Ability to uncover deep insights, motivations, and attitudes through qualitative data analysis.
 - Proficiency in synthesising qualitative findings to inform strategic decision-making.
3. Secondary Research:
 - Familiarity with leveraging existing sources such as industry reports, databases, and academic research.
 - Competence in conducting comprehensive literature reviews and synthesising findings.
 - Knowledge of data mining and information retrieval techniques to extract relevant insights.
4. Consumer Behavior Analysis:
 - Understanding consumer decision-making processes, factors influencing behavior, and purchasing patterns.
 - Expertise in applying psychological and behavioral theories to interpret consumer insights.
 - Ability to analyse consumer segmentation and personas to drive targeted marketing strategies.
5. Competitive Intelligence:
 - Skills in gathering and analysing information on competitors' strategies, products, and market positioning.
 - Proficiency in conducting competitor benchmarking and SWOT analyses.
 - Knowledge of industry trends and market dynamics to identify competitive advantages.
6. Brand and Customer Experience Research:
 - Competence in measuring brand perception, awareness, and loyalty.
 - Expertise in designing and analysing customer satisfaction surveys such (e.g. Net Promoter Score (NPS) studies).
 - Ability to assess customer journey mapping and touchpoint analysis to optimise the customer experience.
7. Market Segmentation and Targeting:
 - Knowledge of segmentation methodologies, including psychographic, demographic, and behavioral segmentation.
 - Competence in identifying target audiences and developing effective targeting strategies.
 - Proficiency in using clustering and profiling techniques to understand market segments.
8. Pricing and Market Analysis:
 - Skills in conducting pricing research, including conjoint analysis, price elasticity, and willingness-to-pay studies.
 - Expertise in market sizing, demand forecasting, and trend analysis.
 - Knowledge of pricing strategies and competitive pricing analysis.

By possessing a diverse range of market research methodological expertise in these major disciplines, Insights teams can address a wide range of business needs and generate actionable insights.

Qualitative & Quantitative Data Analytical Skills

In the realm of Insights & Analytics, the ability to effectively analyse and derive insights from both qualitative and quantitative data is paramount. The convergence of qualitative and quantitative analysis, along with broader analytical skills, equips professionals with the tools necessary to navigate the complexities of today's data-driven landscape. The following guidelines explore the essential skills and competencies in qualitative and quantitative analysis, as well as connected broader analytical skills, that empower Insights professionals to unlock valuable insights and drive strategic decision-making. By combining these capabilities, professionals can harness the power of data to uncover actionable insights and facilitate data-informed strategies for corporate success. Key Skills for Displaying Analytical Skills in Insights & Analytics:

1. Qualitative Analysis:
 - Proficiency in analysing unstructured data, such as open-ended survey responses, interviews, and focus group discussions.
 - Ability to code, categorise, and interpret qualitative data using methodologies like thematic analysis and content analysis.
 - Skill in uncovering themes, patterns, and insights from qualitative data to inform decision-making.
2. Quantitative Analysis:
 - Expertise in statistical analysis, including descriptive statistics, inferential statistics, and multivariate analysis.
 - Proficiency in using statistical software such as SPSS, R, or Python for data manipulation and analysis.
 - Ability to interpret quantitative findings, identify trends, correlations, and statistical significance.
3. Data Visualisation and Reporting:
 - Skill in visually representing complex data using charts, graphs, and dashboards.
 - Proficiency in data visualisation tools such as Tableau, Power BI, or Excel.
 - Ability to create compelling and insightful reports that effectively communicate key findings to stakeholders.
4. Hypothesis Testing:
 - Knowledge of formulating testable hypotheses and selecting appropriate statistical tests.
 - Proficiency in conducting A/B testing, t-tests, chi-square tests & regression analysis.
 - Ability to interpret hypothesis test results and draw meaningful conclusions.
5. Data Mining and Text Analytics:
 - Competence in extracting actionable insights from large datasets using data mining techniques.
 - Proficiency in text mining and natural language processing to analyse textual data.
 - Skill in sentiment analysis, topic modeling, and sentiment classification.
6. Predictive and Prescriptive Analytics:
 - Understanding of predictive modeling techniques such as regression analysis, decision trees, and machine learning algorithms.
 - Proficiency in leveraging historical data to forecast future trends, customer behavior, or business outcomes.
 - Ability to provide prescriptive recommendations based on predictive insights to optimise decision-making.
7. Critical Thinking and Problem Solving:
 - Analytical mindset to break down complex problems into manageable components.
 - Capacity to identify key factors, evaluate options, and make data-driven decisions.
 - Skill in applying logical reasoning and critical thinking to solve business challenges.
8. Data Integration and Synthesis:
 - Ability to integrate data from multiple sources and perform comprehensive data synthesis.
 - Proficiency in merging and cleaning datasets to ensure data accuracy and consistency.
 - Skill in connecting insights from different data sets to provide a holistic view of the business landscape.

By possessing qualitative and quantitative analysis skills, along with broader analytical capabilities, Insights professionals can extract meaningful insights from data, provide valuable recommendations, and support evidence-based decision-making. These skills enable them to bridge the gap between raw data and actionable insights, driving business success.

Organisational Activation & Change Management

In the fast-evolving world of business, change is not merely a constant; it's an imperative. Organisations must adapt, innovate, and evolve to stay competitive and relevant in their industries. Amidst this ever-shifting landscape, Insights & Analytics teams have risen to prominence as indispensable agents of transformation. Their ability to harness data and generate actionable insights has become a cornerstone of informed decision-making. However, the journey from insights to impact does not conclude with data analysis alone.

To truly thrive in today's complex business ecosystem, organisations require professionals who possess a unique and pivotal skill set – the capability to orchestrate organisational activation and change management. These individuals are the architects of transformation, guiding their organisations through the process of adopting new strategies, technologies, and mindsets based on insights generated by the Insights & Analytics teams.

It should be noted that several of the key skills under 'Business Acumen' and 'Interpersonal and relationship building' are foundational to being successful at 'activation'. Nevertheless, there are additional specific attributes an Insights & Analytics professional can display in driving stakeholders and the wider organisation to adopt new strategies, tactics and behaviours on the back of new insights. Key Skills for Displaying Organisational Activation & Change Management in Insights & Analytics:

1. Action-Oriented:
 - Proactive mindset that drives the initiation of data-driven actions and solutions rather than merely identifying problems.
 - The ability to make swift, well-informed decisions based on insights, without excessive analysis paralysis.
 - A willingness to take calculated risks when pursuing data-informed opportunities for improvement and growth.
2. Results-Oriented:
 - The ability to define clear, measurable objectives and goals for insights-driven initiatives.
 - A commitment to making decisions based on data and KPIs, ensuring that actions align with desired results.
 - Flexibility to adjust strategies and tactics based on real-time feedback and results to maximise impact.
3. Project Management:
 - Planning and prioritisation, setting clear objectives and highlighting key tasks to ensure timely execution.
 - Effective resource allocation, whether it's personnel, technology, or budget, to support data-driven initiatives.
 - Identifying potential risks and implementing strategies to mitigate them is vital for project success.
4. Impact-Driven:
 - The unwavering commitment to achieving tangible, positive outcomes and results through data-driven strategies.
 - The capability to evaluate the real-world impact of insights-driven initiatives and adjust accordingly.
 - A dedication to learning from both successes and failures to refine strategies and drive even greater impact.
5. Measurement and KPIs:
 - The capability to identify and select key performance indicators (KPIs) that align with the organisation's objectives and reflect the impact of data-driven decisions.
 - Proficiency in data analysis techniques to measure the effectiveness of initiatives and track progress toward desired outcomes.
 - The commitment to continuously monitor and refine measurement strategies to ensure relevance and accuracy.
6. Change Management:
 - Ability to plan for and navigate organisational complexities and the steps needed for successful change adoption and the mitigation of resistance.
 - Skills in influencing and persuading key stakeholders to adopt data-driven decision-making.
 - Proficiency in project management is vital for planning and executing initiatives that result from insights.
7. Change Catalyst:
 - The capability to inspire and motivate others within the organisation to embrace change and adopt data-driven practices.
 - Encouraging a culture of innovation by fostering an environment where new ideas are welcomed and experimentation is encouraged.
 - Passionately advocating for the value of insights and analytics as catalysts for positive change within the organisation.

In an era where the ability to adapt and thrive amid uncertainty defines organisational success, those who master the art of organisational activation and change management emerge as indispensable leaders. Through this lens, we truly uncover the power and impact Insights & Analytics professionals have to guide their organisations toward sustainable growth, innovation, and excellence.