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Navigating the data analytics minefield.

”Data is the new resource = we should guard, refine, and sell products based on it.” ” Consumer data should be owned by the consumer.” ”You can’t predict that”. ”Advanced algorithms can predict anything, with great precision”. ” That’s a great insight about these clients. We should exploit it” ”That’s creepy. We don’t want to be known for computing that.”

Heard any of these? Functional groups within enterprises, in for example marketing, HR, and procurement, are of at least two minds about the use of data to drive decision making, especially operational decision making. This talk will explore the range of viewpoint of the use of data, beliefs on the capabilities of analytics, and perceptions on the value of both. It will offer some thoughts on building confidence in the use of analytics, both for routine decision, and for the design of data and insight products and services. (Received September 11, 2020)