



## Jim's Profit Accelerator 136 Is Your Big Data Producing Big Results?

It's easy to apply "Big Data" backwards. It's trendy, promising the clear insights that CEOs covet, but in the application it can fall short. Here are three common challenges with bringing Big Data into your business:

1. Conclusions so broad that they can't be applied effectively
2. Evaluations of situations not applicable to "our business or our markets"
3. Powerful insights that require major investment in organization and tools to yield results

**SPEED BUMP:** What's your data for?

The fear of missing out is one of the great drivers of ambitious folks, even when they know that what they're missing isn't really a big deal. It starts with learning to drive in high school. The promise is infinite freedom, and the reality is frequent arguments about who gets the car—you get the picture.

Rather than go after Big Data, ask yourself these questions:

- Where is the highest leverage on results? What activity by your company has the highest impact on these P&L line items:
  - Earnings
  - Revenue
  - Customer satisfaction
- What data would help move the number?
- Is the data we have good enough to prompt a push to better results?

If sharper data emerges as essential to boosting results, answer these questions:

- Who can frame the questions that we want Big Data to answer?
- Where else is this question being attacked with Big Data?
- Can we share data costs and information with them safely?

**SPEED BUMP:** If you don't know where Big Data might take you, then ask **that** question.

Look at Houston guard James Harden, front-runner for the NBA MVP for this year. He came by Santa Barbara's Peak Performance Project, as 46 percent of NBA players have done, with low expectations. He apologized that he wouldn't "blow them away" like others have. P3 gathers a trove of biometric data on each player, after tracking every move for two hours with reflective body dots, video cameras, and force plates in the floor. Harden was right; there was nothing unusual about any of his moves—except that he stops faster than anyone, by far. "He's ...at

NBA norms in most acceleration metrics, but his deceleration is off the charts,” said P3 director Marcus Elliott. That means he’s in the 99th percentile for the NBA!

Harden’s payday: He stops so fast that his step-back jumper is unstoppable, and he’s often fouled to boot. (He has led the NBA in free throws the past three years.)\*

The unspoken purpose of P3 is to highlight the extremes in a player’s tool kit. Nothing new here about purpose, but the breadth of deep data changes the outcomes. Even so, its focus is quite narrow: single player, skills alone on the floor, limited to movement measures. You might even call it little Big Data, because of its tight focus.

**ACCELERANT:** Where’s your data focused?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

\**Wall Street Journal*, 2/10/17, p.A12

For more information, visit [www.grewco.com](http://www.grewco.com).

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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