

An Insight over Analytical Tools that help to gain Competitive Advantage

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1. Introduction

The Purpose of this assignment is to discover how modern Corporations can gain a competitive advantage using Analytical Tools. In particular, we focused our research on three case studies whereas Analytics has made the difference and has helped these Companies in their specific industries finding and building a sustainable competitive advantage and improve their processes. Analytic is defined as the data analysis that aims to provide the best solution for the application process. In the case of the analysis of business and industry, given the complexity defined by such processes, it is often directly followed to the intervention of information technology for its resolution. The first steps in this field was done through mathematical analysis that has been just lately substituted by the use of statistical methods that, thanks to the tireless daily data production on every aspect of the organizations in the market and on their operative environment, allow a high degree of accuracy and reliability of predictions and analysis. Starting from the mathematical sciences to statistics the process of finding an optimal solution has lost the sheer precision of a mathematical model having to meet a number of requests far more flexible due to market trends, competition and the type of data used for the its calculation. The introduction of analytical studies within the core business of enterprises was due to the high need competitiveness in a changing environment. The subsequent arrival of a moving share of the market devoted to the production of tools for creating and solving analytical models has demonstrated the importance assigned to it from all over the management layers in every sector of production. Several trends in analytical tools for computing are emerging. It was decided to analyze, with the following use cases those which more concern with process modeling, decision analysis, and information retrieval.

2. Case Studies

The three case studies that we have chosen regard the implementation of three different Analytical Tools. In the first case study we will present how a Tool called “Banxia Decision Explorer” has made the difference into the decision process on the Council of Essex County, New Jersey. In the second case we will explore how Lumina’s Analytical Tool has helped W.L. Gore into designing new strategies for launching new products, while in the third we will discuss about the use of Factiva as a trusted source for making decisions and its use into HRW (Human Rights Watch), an international non-governmental organization that deals with human rights.

2.1 Essex County Council – Banxia Decision Explorer

Banxia Decision Explorer is a proven tool for managing soft issues, as the qualitative information that surrounds complex or uncertain situations. It allows to capture in detail thoughts and ideas, to explore them, and gain new understanding and insight. The result is a fresh perspective, and time saved through increased productivity, release of creativity and a better focus. Decision Explorer has been developed by academics at the universities of Bath and Strathclyde and now by Banxia Software, in conjunction with major organizations. This innovative tool has nowadays hundreds of major international users. In most of the modern Companies part of the problem with qualitative research is how to get from this very rich account into a linear report. Decision Explorer helps do this because is it not asking for a linear account, it allows you to spread your thoughts out on the page and build commentary in as you go along.

Another strength of using maps and Decision Explorer is that you can use it as a tool with other researchers to give feedback and information about the data which has been gathered. A map provides a good focus if you are working in a research team, as not everyone can do, or be at, every interview. Sharing the data and developing the understanding of it can become an issue, so the maps can be used to overcome this. A map can be used to provide a manageable summary of the data, without losing the complexity of the data that the interviewee conveyed. To summarize, according to Banxia’s website:

“Decision Explorer provides you with the power to manage the complexity of your data and gives you the freedom to work with it in a number of different ways.” [1]

Essex County Council IT Services Division was the subject of a study, which aimed to establish whether scenario planning increases organizational learning within a management team. Banxia Decision Explorer was chosen, in conjunction with one-to-one interviews, to identify and to analyze changes in individuals' understanding of the organization's current and future strategic situation.

The scenario building process helped management and staff to develop an action program that was more robust against the uncertainties prevailing within local government. The study was undertaken by Brian Cox, who is Principal Consultant with Woolwich plc. (Formerly the Woolwich Building Society) and is also pursuing a Ph.D. by part-time study at Strathclyde Graduate Business School. Brian's approach involved interviewing individuals before and after a one-day scenario building and half-day scenario implications workshops. The cognitive maps produced from these interviews were then compared and contrasted, in order to establish whether organizational learning had increased within the team. For example, was a view or opinion (perhaps in terms of a threat or an opportunity) as perceived by one individual before the workshops, transferred to others following the workshops.

Feedback since the exercise has been very encouraging. Essex County Council like all local authorities has had to change the way in which it operates, in order to comply with the requirements of Compulsory Competitive Tendering (CCT). Prior to CCT, the various departments within the council all supported one another, with very little formality in terms of contracts, service level agreements and so on. Information about a department's plans, budgets etc. were all, in the main, freely available. With the advent of CCT this 'soft-split' between departments was replaced with a somewhat "*harder-split*", where departments tender for work and offer their services to both internal and external providers - in other words they behave like commercial suppliers, with the award of a contract or project being based on competition and value for money. As a result, barriers have tended to go up between the client-side functions - those acquiring services - and the provider-side functions - those supplying the services.

Information was no longer freely shared and staff tended to associate with others within their own domain, rather than more widely, as had been the case prior to the introduction of CCT.

Len Graves, Corporate IT & Financial Services Officer, thought that within the current operating environment adopting a 'softer-split' was probably the right decision, although against the backdrop of local government's very uncertain future, he was less sure of its success. His team also seemed to be very divided as to whether the current hard-split or the old soft-split was the best

approach. Communicating the “softer-split” ethos and getting buy-in from his management team, and later from the whole department, would be quite a challenge. Although it is arguable that the actions resulting from the existence of a softer-split may play some part in the outcomes of any plan, how the “softer-split” approach would be implemented and its success were also very dependent upon factors that neither Len nor his department could or can influence. The decision was therefore taken to test-out “moving to a softer-split” using the scenario planning program.

Decision Explorer and the interview / mapping exercise helped Brian to understand the current situation within the Council and was also a necessary part of the process of establishing improvements in organizational learning.

Knowledge of the current situation, as represented in the Decision Explorer maps, was used to provide a focus for the scenario planning workshops. These workshops focused on topics that an analysis of the maps had revealed as key issues and concerns for the managers. Feedback from Essex County Council since the workshops and on the exercise as a whole, has been very encouraging with Len Graves commenting that the scenario planning program allowed his management team:

"To obtain a common and, to a large extent, agreed understanding of the need for and direction of change" ... "The process helped management and staff develop an action program that was more robust against the uncertainties prevailing within local government." [2]

Brian had also found that paper-based mapping exercises had a tendency to be oriented towards the interviewer rather than the interviewee, making it difficult to jointly develop the map. Decision Explorer made the capture and manipulation of the information in the maps far easier and more efficient. And finally, Brian found that:

"Interviewees seemed keener to participate in the creation and development of the maps when using Decision Explorer, because the computer maps were something that both parties, interviewer and interviewee, could see, discuss and control." [3]

Inter-and intra-map comparisons were also far easier to perform using Decision Explorer and, as an added bonus, the maps were of a far higher presentation quality than was previously possible with pen and paper.

In regard of this case of study we saw how the human factor matters in the success of the business

model adopted by firms. In fact humans have to be considered as the last and more important resource that has to be supplied for the production process. The involvement of the right people in term of knowledge, intuition, time effort and cost are new measures that have to be taken into account in all those sectors of the production that are still not fully automatize. This will be especially reflected when talking about intellectual work deriving the definition of *Human resources*. Human and their minds have to be considered as the new front-end of data generator that needs to be collected, processed and visualize. As we have seen in this section, these topics represent a hard topic that still need to be investigated deeply since most of the tools provided now a days still rely just on how visualization and links generated can affect the problem understanding from the human point of view.

2.2 W.L. GORE Associated – Lumina Analytica

Analytica is a visual tool for creating, analyzing, and communicating decision models. Its intuitive influence diagrams let you create a model the way you think, and communicate clearly with colleagues and clients. Another functionality is the use of the so-called Intelligent Arrays that let you create and manage multidimensional tables with an ease and reliability unknown in spreadsheets. Finally, the efficiency of the *Monte Carlo Model* used in its computation lets you quickly evaluate risk and uncertainty, and find out what variables really matter and why. If you use spreadsheets for building business models or policy analysis, Analytica will be a revelation.

There are analysts in almost every sector of the economy who use Analytica as their tool of choice for quantitative modeling. Some typical fields of application of Analytica applications are industries like Aerospace, Defense and homeland security, Computers and telecom, Consumer products, Consultants, Education, Energy, Environment, Financial services, Food and agriculture, Health and Pharmaceuticals, Manufacturing and Automobiles.

W.L. Gore & Associates, best known as the developer of GORE-TEX fabrics, is a \$1.2 billion company. It develops innovative fluoropolymer products for applications in next-generation electronics, medical implants, and high-performance fabrics. Gore has repeatedly been named one of the “*100 Best Companies to Work for in America.*” Its culture is acclaimed as a model for organizations seeking growth by unleashing creativity and fostering team - work.

Gore relies heavily on R&D to develop new products to generate future revenues. Like any

research-driven company, it must make careful decisions about which projects to fund based on expected return over time, subject to available R&D funds.

These decisions should be informed by careful expert forecasts of the probabilities of technical and market success, the uncertain time and costs of R&D and bringing the products to market, as well as future revenue estimates. The process must be consistent and open so that R&D executives and managers understand and buy into the decisions. According to project leader, Joseph DiGiacomo:

“Gore chose Analytica because it offers a good representation of uncertainties, with Monte Carlo Model for probabilistic simulation and sensitivity analysis, transparency by providing a visual interface and well-documented model structure, and scalability with flexibility and modularity to allow it to ‘grow without growing out of control’.” [4]

Gore has developed a standard process employing Analytica with a common framework for reviewing R&D projects. Each project has a *“Facilitator”* who is a champion of the assessment process, with skills in modeling and guiding the process. He facilitates an interdisciplinary *“Core team”* of experts that gather data, understand the context, and generate the development options to be evaluated. The process characterizes the uncertainty to understand the overall risks, and analyzes sensitivities using a tornado diagram to clarify which uncertain inputs make the most difference.

The team finally presents the results to senior R&D executives for project review. Because the modeling framework has already been tested and approved, time is not wasted challenging methodology. Finally, if there are questions executives can review the underlying assumptions and their sources in the model.

2.3 Human Rights Watch – Factiva

Factiva is a company born from the idea of Dow Jones & Company, which aims to manage the information gathered daily on the web. The potential of the idea of Factiva is its ability to transform raw data into useful information gathered through the aggregation, processing, report and their organization according to user-specified search criteria. The winning of the service

offered by Factiva is reliability. Factiva in fact states that the informations obtainable are 100% authentic. Based on this idea Factiva has created his winning strategy with the market that stands to its customers by offering a service that is unmatched in its field by providing information from more than 28,000 sources (including newspapers, radio, television, etc.) from more than 150 different countries in 23 languages. The core business of Factiva is represented by a product of research that gathers information through characterizations of *topic, region, class, sector, industry* and *metadata*. In addition to this, the user's search process can be further enhanced by using criteria of publication, language and data wide spreading. A similar service is also offered by the large number of competitors of Factiva. The successful running of this company, however, is the extent of its capabilities beyond the border of the company is making its use: external information are integrated perfectly with those already present into the information structure of the customer. In this field Factiva offers a range of integrated solutions with a high level of customization to the web services, APIs and development kits. In this way the flow of information within the organization not only increases but merges with the pre-existing data without the need to address the issue of use of a seemingly external to the company. Exploiting the potential offered by the Web and its evolution over the last decade Factiva has decided to direct its efforts on creating a Web platform for an integrated product with innovative functional capacities, as defined by its creators, in a short time the existing services-based independent platforms will be replaced strongly and creating a new trend of development for information services. With this business model Factiva should bring the prestige of being a global leader in the procurement of business information services to all professional organizations in the market that rely on data for their core functionalities.

As the stated by vice president and publisher of enterprise products for Dow Jones Interactive Publishing:

"This is a critical time for corporations as they make decisions to distribute news and information to their employees around the world. Demand for electronic-based information has never been greater, and the key to success is serving customers with a comprehensive Web-based product that truly represents the global marketplace. Reuters and Dow Jones both have successful interactive business services, and merging them will allow us to reach more customers faster to meet their rapidly changing information needs." [5]

The accessibility of the data it is no longer the main focus of the companies concerned to their treatment. The growing amount of information has created a better and better availability of them but dramatically decreasing their effectiveness. To be competitive through the use of information has become, as equally is in the case of computer systems, a critical factor in the choice of strategy by the company. The strong link between information technology and information has underlined their relationship with time is confirmed to be increasingly close and inseparable.

Another statement from Factiva (<http://factiva.com>) is the following:

"The marketplace is clearly indicating that users want to go to one organization for their information."

The organization and handling of information it is now sought in the fundamental aspect of market analysis data from those who want to use them for the success of their corporation. Factiva adds to these features the importance of the reliability of data provided by ensuring that they come and ensuring the customer in their use. Factiva provides international information of absolute quality, including the exclusive real-time access to news agency Reuters and Dow Jones and The Wall Street Journal newspaper. Factiva's products and services provide a valuable support in the integration of economic news and information in the daily news flow on which the company's activities, enhancing the organizational capacity and exploit the contents of the external and internal to the function information management. The largest company in the world uses the services of management and content integration of Factiva. Based upon the best information technology standards and open architecture, Factiva products provide flexible, extensible, and customizable for easy integration and easy use within the company. The technical advice and editorial research for taxonomy, skills and integrating e-learning programs reflect Factiva's innovative approach, which is to provide solutions as well as content. Factiva, thanks to its innovative views on the supply of data, appears in the rankings of *"Top 100 Companies in Knowledge Management"* by KM World Magazine and in 2003, Factiva has won first prize in the categories *"Best Online Business News or Information Service"* and *"Best Online Professional Financial Information Service"*, awarded by the Software & Information Industry Association [6].

Human Rights Watch is an international non-governmental organization that deals with human rights, whit headquarters is in New York City. Human Rights Watch produces research and studies

on violations of international human rights as have been defined by the Universal Declaration of Human Rights and other human rights standards accepted internationally. The purpose of this organization is to bring to the attention of the international community that abuses occur, in order to force governments accused of them to changing behavior and laws. The research aimed to explore situations that may generate concern and attention in local and international levels, including use of media support in order to better expose the various forms of injustice. Problems that Human Rights Watch raises ranging from various types of discrimination (religious, racial, political) to the use of torture, through the phenomenon of child soldiers, to political corruption and abuses that occur in the procedures of justice. Human Rights Watch documented and reported violations of the laws of war and international humanitarian law in situations of war.

HRW has decided to base his research and integration of information for its service by choosing Factiva firstly to be internationally identified as the most extensive collection of business news and information on global and regional scales. Doing so HRW has secured itself to access to the best set of global information available. Minky Wördern, Electronic Media Director of HRW said:

"As an organization that defends Human Rights Internationally, information is absolutely central to do what we do." [7]

Factiva has made possible the achievement of the information that was not easily found. The ability of organization, aggregation and association offered by the Factiva service in fact create a network that allows the discovery of the dark sides of the globe, on those HRW is focused. For HRW's researchers is often difficult to be able to find success stories to offer to its audience. There is hardly interesting topic on which to work on, to predict what will happen and be able to move in time since the world's attention is still focused before that the problem dissolves. Through Factiva, HRW manages to track information from global and local levels. The best approach to measure the success made by the use of Factiva in the core scanning of information is the possibility to count the number of stories and their periodicity that Human Rights Watch published in the newspapers and the citations that are made on its contents. The organization not only deals with extensive research on its work but also creates a large number of monthly regular reports to verify their operation. The organizational structure has undertaken large changes through the intervention of Factiva. The corporation has expanded gradually from an initial count of 3 to over 500 people, where a high percentage makes use of the services offered

by the integration of Factiva into the information research department of HRW. The international provision of Factiva's services and its interdependence on the context has allowed the localization of the various departments scattered around the various continents. The territorial expansion of the use of Factiva initially focused on the American market has found enthusiastic response in Africa, Europe and Asia, through the use of new tracking information directly from strong external to the WSJ to constantly monitor the latest developments in the relevant countries in these areas. As forced by the nature of the organization, Human Rights Watch feels the need to have reliable and relevant information as an essential need in every moment of the work of its researchers. Another fact that is certainly not negligible is the ability to find, through the use of Factiva's services, multilingual information. The high internal intercultural environment at HRW permits, associated with the large amount of information from non-English sources, to find out facts that sometimes are not documented worldwide. It is not only the high global scale to makes Factiva a winner choice in the strategy of HRW but also its great flexibility on the content to be a strong voice, even if not already stated as one of the louder present in the world, for the world's problems concerning human rights. Peter Bouckaert, HRW Senior Researcher, conclude that:

"Due to Factiva's global coverage the fact that a lot of local press is translated into English, I can search even the most obscure villages." [8]

3. Discussion

In the cases studies examined different methods were analyzed to study how Analytics and Computing have been used to intervene in the core business of some organizations. The high variance of the nature of the tools considered made it possible to analyze how they can make effective changes on various aspects of production, organization and data acquisition. What makes it necessary to introduce this type of analysis has been mainly achieved by raising the level of competition and technological advances of recent decades. While the competition was first determined by who was able to produce goods or services, now accessible technology has made the integration of these technologies the new benchmark for succeeded in the market. The production of goods or provision of a services are still achievable targets for all but the permanence into the market is dictated by the need to understand how you can do it to get

profit. The competition then moved from the production plan to the strategic plan. The quality of a product / service is still a discriminating factor for the choice made by the customers but if viewed from the manufacturer point of view this is determined by a number of strategic factors such as the achievement of customer, distribution, support offered, the integration of new technologies, etc.

All these factors are only marginally correlated with the final result given to the customer but the company's core business accounted for the major decision-making efforts. It was therefore imperative on the part of all business sectors to implement new data management polite, for their management and their subsequent processing. Historical data, although not strongly emphasized in the cases presented above, are the major precondition for the forecasting of the future with brighter clarity.

As Orwell said, *"Who controls the past, controls the future; who controls the present, controls the past."* [11] With this sentence we can in fact define what is the main aim of the analysis of business analytics: to study the data collected within the company, from production to customer satisfaction, gather to learn more about the external world to which the organization faces and thanks to their successful integration with the help of human assumptions, draw a path in the future by outlining what choices to make and how to implement them to achieve - if not the optimal - the best results from your business. So here it is to delineate the concept of competitiveness through the exploitation of analysts tool. The analysis in fact aims to develop strategies for both attack and defense aspects of the organization to implement those policies. With the advent of technology, however, is no more technology and data to define the successful application of these tools. In fact, the main impact is due to the importance given by the human introduction of these mechanisms. As you can well imagine is not enough the introduction of them in the core business but is needed a highly qualification, expectation and trust in them to be able to get the desired effect. There is therefore a need from the base to the summit of the organization to have people who understand and appreciate the importance of competing in the market through the use of analytics. This need leads through all the branches touching the area of organization that first takes care of data collection and is up to the management levels that they and their treatment must come to extrapolate meanings and forms.

Analyzing the case of studies examined we can see how competitiveness can be represented from different points of view dependent on the needs of the organization that needs it. In the first case it was seen as the human factor is the basis for decision-making mechanisms, and although not

strongly linked to the presence of data, or at least the amount of data that needs to be incorporated into decision-making, the use of analytics tools has made possible the rationalization of various points of view with the discovery of new patterns shared among different users and therefore significant for the creation of a common direction in corporate strategy. Although, as just mentioned, in this case you cannot directly address this problem to the development of historical data. In fact we can think to the widespread use of human thoughts and links that are generated between them as a source of information difficult to analyze and that is only reasonable to analyze through tools such as Decision Explorer. The analytical competitiveness in this case is highlighted by the possibility of making visible the links and correlations between different thoughts, highlighting the common points. As previously reported the possibility offered by this tool is to be shared between interviewer and interviewee, unlike the paper-based methods has allowed the extraction of information generated by the sense of collaboration.

In the second case was presented an example where the company's core business is almost entirely focused on the R&D departments to ensure the success of the product before to putting it on the market. To do this it is seen as needed by the organization that aims to look at success in the future by reducing to the minimum the inherent risks in undertaking projects. The main use of analytical tools for the calculation is designed to have as a target the reduction of the uncertainty derived from the different movements in the market by the company. To do this you can see that, unlike the first case of study, a high number of data are necessary from multiple sources. First we can define the data from the production (cost, materials, specifications, weather, etc.) as the primary source of data that is designed to improve production processes and their livelihoods. Secondly, but not least, you should count data from external sources such as market impact of previous projects, clients needs, the state of competition, market stability and so on. The complexity derived from the aggregation of data does not allow the resolution of the problem only through human effort. The use of tools such as Analytica is needed. The approach offered by statistical tools such as this one makes it possible, if necessary, to support large-scale problems by the use of statistical methods that can reduce the problem complexity (e.g. *Monte Carlo Method*). Even here, however, while the computation is left to machines, as presented in the case of study, human intervention is necessary for its finalization. The inclusion of a champion of the project, who with his expertise is able to read the results derived from the statistical analysis because of its knowledge and take the road through the future that will better guarantee the success by limiting the risks.

The third case differs from the others because of its different kind of business. The Association of Human Rights Watch in fact cannot be classified as in the first two cases as being a non-profit organization. Even if the purpose is different, it was decided to investigate the case also for its particular nature. HRW, as with other organizations such as journalism, requires a steady flow of news. The need to validate the contents of this association creates a strong case because of long analysis times that these processes require. The offer of Factiva from this point of view incorporates within itself a kind of analytical computing to solve the problem that give to its user a competitive advantage. HRW has as a direct consequence the ability to intervene quickly in his work ensuring its readers with reliable, detailed and accurate reports. The competitive advantage from this point of view cannot be measured since it is not business but the use of tools such as Factiva guarantees a safe standard for HRW's researchers in their research and information control. It is not only the reliability and updating of information ensured by Factiva to ensure its success but also its ability to be a leader in gathering and organizing information. We can compare the advantages of this as news daily service to an analytical analysis that aims not only to understand what paths to explore but most of all it helps to be the first to move into that direction.

4. Conclusions

Competing through analytical analysis is proving to be the current state of attention that organizations can do to safeguard their future. Although the use of these procedures is to be integrated within the organization, mostly for the R&D departments and information gathering and then finally to be processed by the managerial level, this is proved to be a strong element regarding competitiveness. Ensuring that the capacity to offer a product / service and maintaining the level offered is a key factor for success in the future. As seen in class even some apparently unsustainable business models can be justifiably supported by computational analysis to verify their actual effectiveness in the market. The analytical analysis can be exploited in various aspects of business by highlighting or pointing out weaknesses opportunities untapped.

Technology integrations, user support, customer management, new movements in the market, etc. are all possibilities that without an adequate study of the core business cannot be undertaken. Another possibility is even more given by the constant growth of data collected daily by most organizations. To uncover hidden trends in historical data, find the needs of customers

through questionnaires or even find the lacks of supply on the market are all aspects that are easily verifiable through careful scanning of the data. Computing through the use of information technology is strongly required because of the exponential growth of the complexity of the issues involved.

As discussed during the writing of this report it was seen as different models for the management of competitiveness based on analytical analysis are all now confirmed as the new proposals and emerging market. The offer includes a wide range of products from the creation of conceptual maps for viewing and the linking of concepts and ideas, creating models for the optimization of production resources, integration of new technologies and evaluation of projects and finally the management and organization of information in order to minimize the time to access and the quality of the data. Although these approaches are completely different because of their nature, these different approaches try to find different solutions to ensure a competitive advantage in the market. The choice of implementation is then relegated to the managerial levels, depending on the needs of the organization, having the task of assessing to what are the needs and priorities. The intervention of the analytical analysis in fact may be done to improve the competitiveness in different fields of business and do not need to be extended in all areas of the organization. This evaluation that has to be undertaken by managers becomes the focal point of this process. Understand the problem, choose the tool, read the results and finally, after a careful evaluation of them, aim the entire business strategy to the models suggested are the steps that must be properly assessed during the run. In this regard it is necessary to create a shared sense of willingness to change. It's therefore a need to be total commitment by both those who imparts the strategy, but also to those who implement and ensure its application, in coordination with the one suggested by the analytical studies during its implementation. The choice of tools to use, although delicate in many ways, is supported by the fact that the strong trend to which many organizations are moving to integrate analytics as a focus of their core business. In fact, this sense of need has led to many companies push to develop software for the analytical computation thus ensuring that it reflects a growing market demand for these technologies. Here too, the competition between the various organizations that develop these tools is growing, causing strong competition between the services offered. This factor provides a strong impetus to the development to survive in this field and brings its users a high reliability of the services offered. The highly competitive, however, raises a new interesting question: How will address the competitiveness in the market for tools for the analytical analysis? The competitive advantage

given by the analytical study in this case certainly cannot be made by the usage of the same tool which must then ensure the success of their users. To this question is not possible to give an answer yet. The advent of the next generation of tools for managing the forecast is in fact the new technological achievement that will ensure success for all companies that believed into Analytics. The high degree of adaptability to market changes made necessary by all organizations that want to maintain a competitive and winning nature a competitive approach well targeted and directed to the discovery of the near future. Being competitive today is no longer an issue verifiable in the present but rather found in our future. The present is only a moment, but in order to remain effective we need to be able to move into the future with certainty.

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