

Keeping Up With The Quants Your Guide To Understanding And Using Analytics

The authoritative account of the rise of Amazon and its intensely driven founder, Jeff Bezos, praised by the Seattle Times as "the definitive account of how a tech icon came to life." Amazon.com started off delivering books through the mail. But its visionary founder, Jeff Bezos, wasn't content with being a bookseller. He wanted Amazon to become the everything store, offering limitless selection and seductive convenience at disruptively low prices. To do so, he developed a corporate culture of relentless ambition and secrecy that's never been cracked. Until now. Brad Stone enjoyed unprecedented access to current and former Amazon employees and Bezos family members, giving readers the first in-depth, fly-on-the-wall account of life at Amazon. Compared to tech's other elite innovators -- Jobs, Gates, Zuckerberg -- Bezos is a private man. But he stands out for his restless pursuit of new markets, leading Amazon into risky new ventures like the Kindle and cloud computing, and transforming retail in the same way Henry Ford revolutionized manufacturing. The Everything Store is the revealing, definitive biography of the company that placed one of the first and largest bets on the Internet and forever changed the way we shop and read.

You have more information at hand about your business environment than ever before. But are you using it to "out-think" your rivals? If not, you may be missing out on a potent competitive tool. In *Competing on Analytics: The New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier for using data to make decisions has shifted dramatically. Certain high-performing enterprises are now building their competitive strategies around data-driven insights that in turn generate impressive business results. Their secret weapon? Analytics: sophisticated quantitative and statistical analysis and predictive modeling. Exemplars of analytics are using new tools to identify their most profitable customers and offer them the right price, to accelerate product innovation, to optimize supply chains, and to identify the true drivers of financial performance. A wealth of examples—from organizations as diverse as Amazon, Barclay's, Capital One, Harrah's, Procter & Gamble, Wachovia, and the Boston Red Sox—illuminate how to leverage the power of analytics.

The beating heart of any product or service business is returning clients. Don't let your hard-won customers vanish, taking their money with them. In *Fighting Churn with Data* you'll learn powerful data-driven techniques to maximize customer retention and minimize actions that cause them to stop engaging or unsubscribe altogether. Summary The beating heart of any product or service business is returning clients. Don't let your hard-won customers vanish, taking their money with them. In *Fighting Churn with Data* you'll learn powerful data-driven techniques to maximize customer retention and minimize actions that cause them to stop engaging or unsubscribe altogether. This hands-on guide is packed with techniques for converting raw data into measurable metrics, testing hypotheses, and presenting findings that are easily understandable to non-technical decision makers. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the technology Keeping customers active and engaged is essential for any business that relies on recurring revenue and repeat sales. Customer turnover—or "churn"—is costly, frustrating, and preventable. By applying the techniques in this book, you can identify the warning signs of churn and learn to catch customers before they leave. About the book *Fighting Churn with Data* teaches developers and data scientists proven techniques for stopping churn before it happens. Packed with real-world use cases and examples, this book teaches you to convert raw data into measurable behavior metrics, calculate customer lifetime value, and improve churn forecasting with demographic data. By following Zuora Chief Data Scientist Carl Gold's methods, you'll reap the benefits of high customer retention. What's inside Calculating churn metrics Identifying user behavior that predicts churn Using churn reduction tactics with customer segmentation Applying churn analysis techniques to other business areas Using AI for accurate churn forecasting About the reader For readers with basic data analysis skills, including Python and SQL. About the author Carl Gold (PhD) is the Chief Data Scientist at Zuora, Inc., the industry-leading subscription management platform. Table of Contents: PART 1 - BUILDING YOUR ARSENAL 1 The world of churn 2 Measuring churn 3 Measuring customers 4 Observing renewal and churn PART 2 - WAGING THE WAR 5 Understanding churn and behavior with metrics 6 Relationships between customer behaviors 7 Segmenting customers with advanced metrics PART 3 - SPECIAL WEAPONS AND TACTICS 8 Forecasting churn 9 Forecast accuracy and machine learning 10 Churn demographics and firmographics 11 Leading the fight against churn

Fragments of wisdom from the ancient world In the sixth century b.c.-twenty-five hundred years before Einstein--Heraclitus of Ephesus declared that energy is the essence of matter, that everything becomes energy in flux, in relativity. His great book, *On Nature*, the world's first coherent philosophical treatise and touchstone for Plato, Aristotle, and Marcus Aurelius, has long been lost to history--but its surviving fragments have for thousands of years tantalized our greatest thinkers, from Montaigne to Nietzsche, Heidegger to Jung. Now, acclaimed poet Brooks Haxton presents a powerful free-verse translation of all 130 surviving fragments of the teachings of Heraclitus, with the ancient Greek originals beautifully reproduced en face. For more than seventy years, Penguin has been the leading publisher of classic literature in the English-speaking world. With more than 1,700 titles, Penguin Classics represents a global bookshelf of the best works throughout history and across genres and disciplines. Readers trust the series to provide authoritative texts enhanced by introductions and notes by distinguished scholars and contemporary authors, as well as up-to-date translations by award-winning translators.

If you want to be as successful as Jack Welch, Larry Bossidy, or Michael Dell, read their autobiographical advice books, right? Wrong, says Roger Martin in *The Opposable Mind*. Though following best practice can help in some ways, it also poses a danger: By emulating what a great leader did in a particular situation, you'll likely be terribly disappointed with your own results. Why? Your situation is different. Instead of focusing on what exceptional leaders do, we need to understand and emulate how they think. Successful businesspeople engage in what Martin calls integrative thinking creatively resolving the tension in opposing models by forming entirely new and superior ones. Drawing on stories of leaders as diverse as AG Lafley of Procter & Gamble, Meg Whitman of eBay, Victoria Hale of the Institute for One World Health, and Nandan Nilekani of Infosys, Martin shows how integrative thinkers are relentlessly diagnosing and synthesizing by asking probing questions including: What are the causal relationships at work here? and What are the implied trade-offs? Martin also presents a model for strengthening your integrative thinking skills by drawing on different kinds of knowledge including conceptual and experiential knowledge. Integrative thinking can be learned, and *The Opposable Mind* helps you master this vital skill.

The business environment of the 1990s demands significant changes in the way we do business. Simply formulating strategy is no longer sufficient; we must also design the processes to

implement it effectively. The key to change is process innovation, a revolutionary new approach that fuses information technology and human resource management to improve business performance. The cornerstone to process innovation's dramatic results is information technology--a largely untapped resource, but a crucial "enabler" of process innovation. In turn, only a challenge like process innovation affords maximum use of information technology's potential. Davenport provides numerous examples of firms that have succeeded or failed in combining business change and technology initiatives. He also highlights the roles of new organizational structures and human resource programs in developing process innovation. Process innovation is quickly becoming the byword for industries ready to pull their companies out of modest growth patterns and compete effectively in the world marketplace.

Your company's data has the potential to add enormous value to every facet of the organization -- from marketing and new product development to strategy to financial management. Yet if your company is like most, it's not using its data to create strategic advantage. Data sits around unused -- or incorrect data fouls up operations and decision making. In *Data Driven*, Thomas Redman, the "Data Doc," shows how to leverage and deploy data to sharpen your company's competitive edge and enhance its profitability. The author reveals:

- The special properties that make data such a powerful asset
- The hidden costs of flawed, outdated, or otherwise poor-quality data
- How to improve data quality for competitive advantage
- Strategies for exploiting your data to make better business decisions
- The many ways to bring data to market
- Ideas for dealing with political struggles over data and concerns about privacy rights

Your company's data is a key business asset, and you need to manage it aggressively and professionally. Whether you're a top executive, an aspiring leader, or a product-line manager, this eye-opening book provides the tools and thinking you need to do that.

An Introduction to Data Science by Jeffrey S. Saltz and Jeffrey M. Stanton is an easy-to-read, gentle introduction for people with a wide range of backgrounds into the world of data science. Needing no prior coding experience or a deep understanding of statistics, this book uses the R programming language and RStudio® platform to make data science welcoming and accessible for all learners. After introducing the basics of data science, the book builds on each previous concept to explain R programming from the ground up. Readers will learn essential skills in data science through demonstrations of how to use data to construct models, predict outcomes, and visualize data.

The data lake is a daring new approach for harnessing the power of big data technology and providing convenient self-service capabilities. But is it right for your company? This book is based on discussions with practitioners and executives from more than a hundred organizations, ranging from data-driven companies such as Google, LinkedIn, and Facebook, to governments and traditional corporate enterprises. You'll learn what a data lake is, why enterprises need one, and how to build one successfully with the best practices in this book. Alex Gorelik, CTO and founder of Waterline Data, explains why old systems and processes can no longer support data needs in the enterprise. Then, in a collection of essays about data lake implementation, you'll examine data lake initiatives, analytic projects, experiences, and best practices from data experts working in various industries. Get a succinct introduction to data warehousing, big data, and data science. Learn various paths enterprises take to build a data lake. Explore how to build a self-service model and best practices for providing analysts access to the data. Use different methods for architecting your data lake. Discover ways to implement a data lake from experts in different industries.

Accurate data entry and analysis can be deceptively labor-intensive and time-consuming. *Creating and Verifying Data Sets with Excel* is a focused, easy-to-read guide that gives readers the wherewithal to make use of a remarkable set of data tools tucked within Excel—tools most researchers are entirely unaware of. Robert E. McGrath's book is the first to focus exclusively on Excel as a data entry system. It incorporates a number of learning tools such as screenshots, text boxes that summarize key points, examples from across the social sciences, tips for creating professional-looking tables, and questions at the end of each chapter. Providing practical strategies to improve and ease the processes of data entry, creation and analysis, this step-by-step guide is a brief, but invaluable resource for both students and researchers. "I have been messing around with data for over 40 years, and I still learned useful techniques and tricks from this book. It will be invaluable for everyone doing data analysis, from novices to experts. I highly recommend it." —David L. Streiner, McMaster University

"Excel has become a standard tool in the modern workplace. This well-written and accessible book covers foundational Excel data skills that are rarely taught directly in quantitative methods classes, but are essential for anyone who aspires to succeed in a data-driven environment." —Kurt Taylor Gaubatz, Old Dominion University

With the immediacy of today's NASDAQ close and the timeless power of a Greek tragedy, *The Quants* is at once a masterpiece of explanatory journalism, a gripping tale of ambition and hubris, and an ominous warning about Wall Street's future. In March of 2006, four of the world's richest men sipped champagne in an opulent New York hotel. They were preparing to compete in a poker tournament with million-dollar stakes, but those numbers meant nothing to them. They were accustomed to risking billions. On that night, these four men and their cohorts were the new kings of Wall Street. Muller, Griffin, Asness, and Weinstein were among the best and brightest of a new breed, the quants. Over the prior twenty years, this species of math whiz--technocrats who make billions not with gut calls or fundamental analysis but with formulas and high-speed computers--had usurped the testosterone-fueled, kill-or-be-killed risk-takers who'd long been the alpha males of the world's largest casino. The quants helped create a digitized money-trading machine that could shift billions around the globe with the click of a mouse. Few realized, though, that in creating this unprecedented machine, men like Muller, Griffin, Asness and Weinstein had sowed the seeds for history's greatest financial disaster. Drawing on unprecedented access to these four number-crunching titans, *The Quants* tells the inside story of what they thought and felt in the days and weeks when they helplessly watched much of their net worth vaporize--and wondered just how their mind-bending formulas and genius-level IQ's had led them so wrong, so fast.

Fascinating insights into the hedge fund traders who consistently outperform the markets, in their own words. From bestselling author, investment expert, and Wall Street theoretician Jack Schwager comes a behind-the-scenes look at the world of hedge funds, from fifteen traders who've consistently beaten the markets. Exploring what makes a great trader a great trader, *Hedge Fund Market Wizards* breaks new ground, giving readers rare insight into the trading philosophy and successful methods employed by some of the most profitable individuals in the hedge fund business. Presents exclusive interviews with fifteen of the most successful hedge fund traders and what they've learned over the course of their careers. Includes interviews with Jamie Mai, Joel Greenblatt, Michael Platt, Ray Dalio, Colm O'Shea, Ed Thorp, and many more. Explains forty key lessons for traders. Joins *Stock Market Wizards*, *New Market Wizards*, and *Market Wizards* as the fourth installment of investment guru Jack Schwager's acclaimed bestselling series of interviews with stock market experts. A candid assessment of each trader's successes and failures, in their own words, the book shows readers what they can learn from each, and also outlines forty essential lessons—from finding a trading method that fits an investor's personality to learning to appreciate the value of diversification—that investment professionals everywhere can apply in their own careers. Bringing together the wisdom of the true masters of the markets, *Hedge Fund Market Wizards* is a collection of timeless insights into what it takes to trade in the hedge fund world.

Explores where new ideas come from, how to evaluate which ideas are worth pursuing, and how to customize ideas to suit and organization's unique needs.

Manhattan Prep's 5 lb. Book of GRE Practice Problems is an essential resource for students of any level who are preparing for the GRE revised General Exam. Recently updated to more closely reflect the

nuances of the GRE exam, this book offers more than 1,800 questions across 33 chapters and online to provide students with comprehensive practice. Developed by our expert instructors, the problems in this book are sensibly grouped into practice sets and mirror those found on the GRE in content, form, and style. Students can build fundamental skills in math and verbal through targeted practice while easy-to-follow explanations and step-by-step applications help cement their understanding of the concepts tested on the GRE. In addition, students can take their practice to the next level with online question banks that provide realistic, computer-based practice to better simulate the GRE test-taking experience. Purchase of this book includes access to an online video introduction, online banks of GRE practice problems, and the GRE Challenge Problem Archive.

Annotation.

This book explains the statistical concepts and then uses Microsoft Excel functions to illustrate how to get results using the appropriate techniques which will help researchers directly with their research. This book contains the most sustained and serious attack on mainstream, neoclassical economics in more than forty years. Nelson and Winter focus their critique on the basic question of how firms and industries change overtime. They marshal significant objections to the fundamental neoclassical assumptions of profit maximization and market equilibrium, which they find ineffective in the analysis of technological innovation and the dynamics of competition among firms. To replace these assumptions, they borrow from biology the concept of natural selection to construct a precise and detailed evolutionary theory of business behavior. They grant that firms are motivated by profit and engage in search for ways of improving profits, but they do not consider them to be profit maximizing. Likewise, they emphasize the tendency for the more profitable firms to drive the less profitable ones out of business, but they do not focus their analysis on hypothetical states of industry equilibrium. The results of their new paradigm and analytical framework are impressive. Not only have they been able to develop more coherent and powerful models of competitive firm dynamics under conditions of growth and technological change, but their approach is compatible with findings in psychology and other social sciences. Finally, their work has important implications for welfare economics and for government policy toward industry. Why the future of popular culture will revolve around ever bigger bets on entertainment products, by one of Harvard Business School's most popular professors What's behind the phenomenal success of entertainment businesses such as Warner Bros., Marvel Entertainment, and the NFL—along with such stars as Jay-Z, Lady Gaga, and LeBron James? Which strategies give leaders in film, television, music, publishing, and sports an edge over their rivals? Anita Elberse, Harvard Business School's expert on the entertainment industry, has done pioneering research on the worlds of media and sports for more than a decade. Now, in this groundbreaking book, she explains a powerful truth about the fiercely competitive world of entertainment: building a business around blockbuster products—the movies, television shows, songs, and books that are hugely expensive to produce and market—is the surest path to long-term success. Along the way, she reveals why entertainment executives often spend outrageous amounts of money in search of the next blockbuster, why superstars are paid unimaginable sums, and how digital technologies are transforming the entertainment landscape. Full of inside stories emerging from Elberse's unprecedented access to some of the world's most successful entertainment brands, Blockbusters is destined to become required reading for anyone seeking to understand how the entertainment industry really works—and how to navigate today's high-stakes business world at large.

The Regulatory Technology Handbook The transformational potential of RegTech has been confirmed in recent years with US\$1.2 billion invested in start-ups (2017) and an expected additional spending of US\$100 billion by 2020. Regulatory technology will not only provide efficiency gains for compliance and reporting functions, it will radically change market structure and supervision. This book, the first of its kind, is providing a comprehensive and invaluable source of information aimed at corporates, regulators, compliance professionals, start-ups and policy makers. The REGTECH Book brings into a single volume the curated industry expertise delivered by subject matter experts. It serves as a single reference point to understand the RegTech eco-system and its impact on the industry. Readers will learn foundational notions such as: • The economic impact of digitization and datafication of regulation • How new technologies (Artificial Intelligence, Blockchain) are applied to compliance • Business use cases of RegTech for cost-reduction and new product origination • The future regulatory landscape affecting financial institutions, technology companies and other industries Edited by world-class academics and written by compliance professionals, regulators, entrepreneurs and business leaders, the RegTech Book represents an invaluable resource that paves the way for 21st century regulatory innovation.

“Irresistible is a fascinating and much needed exploration of one of the most troubling phenomena of modern times.” —Malcolm Gladwell, author of New York Times bestsellers David and Goliath and Outliers “One of the most mesmerizing and important books I’ve read in quite some time. Alter brilliantly illuminates the new obsessions that are controlling our lives and offers the tools we need to rescue our businesses, our families, and our sanity.” —Adam Grant, New York Times bestselling author of Originals and Give and Take Welcome to the age of behavioral addiction—an age in which half of the American population is addicted to at least one behavior. We obsess over our emails, Instagram likes, and Facebook feeds; we binge on TV episodes and YouTube videos; we work longer hours each year; and we spend an average of three hours each day using our smartphones. Half of us would rather suffer a broken bone than a broken phone, and Millennial kids spend so much time in front of screens that they struggle to interact with real, live humans. In this revolutionary book, Adam Alter, a professor of psychology and marketing at NYU, tracks the rise of behavioral addiction, and explains why so many of today's products are irresistible. Though these miraculous products melt the miles that separate people across the globe, their extraordinary and sometimes damaging magnetism is no accident. The companies that design these products tweak them over time until they become almost impossible to resist. By reverse engineering behavioral addiction, Alter explains how we can harness addictive products for the good—to improve how we communicate with each other, spend and save our money, and set boundaries between work and play—and how we can mitigate their most damaging effects on our well-being, and the health and happiness of our children. Adam Alter's previous book, Drunk Tank Pink: And Other Unexpected Forces that Shape How We Think, Feel, and Behave is available in paperback from Penguin.

Summary R in Action, Second Edition presents both the R language and the examples that make it so useful for business developers. Focusing on practical solutions, the book offers a crash course in statistics and covers elegant methods for dealing with messy and incomplete data that are difficult to analyze using traditional methods. You'll also master R's extensive graphical capabilities for exploring and presenting data visually. And this expanded second edition includes new chapters on time series analysis, cluster analysis,

and classification methodologies, including decision trees, random forests, and support vector machines. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Technology Business pros and researchers thrive on data, and R speaks the language of data analysis. R is a powerful programming language for statistical computing. Unlike general-purpose tools, R provides thousands of modules for solving just about any data-crunching or presentation challenge you're likely to face. R runs on all important platforms and is used by thousands of major corporations and institutions worldwide. About the Book R in Action, Second Edition teaches you how to use the R language by presenting examples relevant to scientific, technical, and business developers. Focusing on practical solutions, the book offers a crash course in statistics, including elegant methods for dealing with messy and incomplete data. You'll also master R's extensive graphical capabilities for exploring and presenting data visually. And this expanded second edition includes new chapters on forecasting, data mining, and dynamic report writing. What's Inside Complete R language tutorial Using R to manage, analyze, and visualize data Techniques for debugging programs and creating packages OOP in R Over 160 graphs About the Author Dr. Rob Kabacoff is a seasoned researcher and teacher who specializes in data analysis. He also maintains the popular Quick-R website at statmethods.net. Table of Contents PART 1 GETTING STARTED Introduction to R Creating a dataset Getting started with graphs Basic data management Advanced data management PART 2 BASIC METHODS Basic graphs Basic statistics PART 3 INTERMEDIATE METHODS Regression Analysis of variance Power analysis Intermediate graphs Resampling statistics and bootstrapping PART 4 ADVANCED METHODS Generalized linear models Principal components and factor analysis Time series Cluster analysis Classification Advanced methods for missing data PART 5 EXPANDING YOUR SKILLS Advanced graphics with ggplot2 Advanced programming Creating a package Creating dynamic reports Advanced graphics with the lattice package available online only from manning.com/kabacoff2

Fascinating stats... useful tips... entertaining topics. Did you know that to make a task seem easier, all you have to do is lean back a little? Or that retail salespeople who mimic the way their customers speak and behave end up selling more? If you like stats like this, are intrigued by ideas, and find connecting the dots to be a critical part of your skill set—this book is for you. Culled from Harvard Business Review's popular newsletter, The Daily Stat, this book offers a compelling look at insights that both amuse and inform. Covering such managerial topics as teams, marketing, workplace psychology, and leadership, you'll find a wide range of business statistics and general curiosities and oddities about professional life that will add an element of trivia and humor to your learning (and will make you appear smarter than your colleagues). Highly quotable and surprisingly useful, *Stats and Curiosities: From Harvard Business Review* will keep you on the front lines of business research—and ahead of the pack at work.

An invigorating, thought-provoking, and positive look at the rise of automation that explores how professionals across industries can find sustainable careers in the near future. Nearly half of all working Americans could risk losing their jobs because of technology. It's not only blue-collar jobs at stake. Millions of educated knowledge workers—writers, paralegals, assistants, medical technicians—are threatened by accelerating advances in artificial intelligence. The industrial revolution shifted workers from farms to factories. In the first era of automation, machines relieved humans of manually exhausting work. Today, Era Two of automation continues to wash across the entire services-based economy that has replaced jobs in agriculture and manufacturing. Era Three, and the rise of AI, is dawning. Smart computers are demonstrating they are capable of making better decisions than humans. Brilliant technologies can now decide, learn, predict, and even comprehend much faster and more accurately than the human brain, and their progress is accelerating. Where will this leave lawyers, nurses, teachers, and editors? In *Only Humans Need Apply*, Thomas Hayes Davenport and Julia Kirby reframe the conversation about automation, arguing that the future of increased productivity and business success isn't either human or machine. It's both. The key is augmentation, utilizing technology to help humans work better, smarter, and faster. Instead of viewing these machines as competitive interlopers, we can see them as partners and collaborators in creative problem solving as we move into the next era. The choice is ours.

Cutting through the hype, a practical guide to using artificial intelligence for business benefits and competitive advantage. In *The AI Advantage*, Thomas Davenport offers a guide to using artificial intelligence in business. He describes what technologies are available and how companies can use them for business benefits and competitive advantage. He cuts through the hype of the AI craze—remember when it seemed plausible that IBM's Watson could cure cancer?—to explain how businesses can put artificial intelligence to work now, in the real world. His key recommendation: don't go for the “moonshot” (curing cancer, or synthesizing all investment knowledge); look for the “low-hanging fruit” to make your company more efficient. Davenport explains that the business value AI offers is solid rather than sexy or splashy. AI will improve products and processes and make decisions better informed—important but largely invisible tasks. AI technologies won't replace human workers but augment their capabilities, with smart machines to work alongside smart people. AI can automate structured and repetitive work; provide extensive analysis of data through machine learning (“analytics on steroids”), and engage with customers and employees via chatbots and intelligent agents. Companies should experiment with these technologies and develop their own expertise. Davenport describes the major AI technologies and explains how they are being used, reports on the AI work done by large commercial enterprises like Amazon and Google, and outlines strategies and steps to becoming a cognitive corporation. This book provides an invaluable guide to the real-world future of business AI. A book in the *Management on the Cutting Edge* series, published in cooperation with MIT Sloan Management Review.

Thought provoking -Time Magazine Welcome to the attention economy, in which the new scarcest resource isn't ideas or talent, but attention itself. This groundbreaking book argues that today's businesses are headed for disaster-unless they overcome the dangerously high attention deficits that threaten to cripple today's workplace. Learn to manage

this critical yet finite resource, or fail! "A worthy message" -Publishers Weekly AUTHORBIO: Thomas H. Davenport is the Director of the Accenture Institute for Strategic Change and author of Process Innovation and Working Knowledge, Harvard Business School Press. John C. Beck is an Associate Partner and Senior Research Fellow at the Accenture Institute for Strategic Change.

A renowned thought-leader and a professor of statistics team up to provide the essential tools for enhancing thinking and decision-making in today's workplace in order to be more competitive and successful. 25,000 first printing.

As a follow-up to the successful *Competing on Analytics*, authors Tom Davenport, Jeanne Harris, and Robert Morison provide practical frameworks and tools for all companies that want to use analytics as a basis for more effective and more profitable decision making. Regardless of your company's strategy, and whether or not analytics are your company's primary source of competitive differentiation, this book is designed to help you assess your organization's analytical capabilities, provide the tools to build these capabilities, and put analytics to work. The book helps you answer these pressing questions: What assets do I need in place in my organization in order to use analytics to run my business? Once I have these assets, how do I deploy them to get the most from an analytic approach? How do I get an analytic initiative off the ground in the first place, and then how do I sustain analytics in my organization over time? Packed with tools, frameworks, and all new examples, *Analytics at Work* makes analytics understandable and accessible and teaches you how to make your company more analytical.

Knowledge workers create the innovations and strategies that keep their firms competitive and the economy healthy. Yet, companies continue to manage this new breed of employee with techniques designed for the Industrial Age. As this critical sector of the workforce continues to increase in size and importance, that's a mistake that could cost companies their future. Thomas Davenport argues that knowledge workers are vastly different from other types of workers in their motivations, attitudes, and need for autonomy--and, so, they require different management techniques to improve their performance and productivity. Based on extensive research involving over 100 companies and more than 600 knowledge workers, *Thinking for a Living* provides rich insights into how knowledge workers think, how they accomplish tasks, and what motivates them to excel. Davenport identifies four major categories of knowledge workers and presents a unique framework for matching specific types of workers with the management strategies that yield the greatest performance. Written by the field's premier thought leader, *Thinking for a Living* reveals how to maximize the brain power that fuels organizational success. Thomas Davenport holds the President's Chair in Information Technology and Management at Babson College. He is director of research for Babson Executive Education; an Accenture Fellow; and author, co-author, or editor of nine books, including *Working Knowledge: How Organizations Manage What They Know* (HBS Press, 1997).

Avoid data blunders and create truly useful visualizations *Avoiding Data Pitfalls* is a reputation-saving handbook for those who work with data, designed to help you avoid the all-too-common blunders that occur in data analysis, visualization, and presentation. Plenty of data tools exist, along with plenty of books that tell you how to use them—but unless you truly understand how to work with data, each of these tools can ultimately mislead and cause costly mistakes. This book walks you step by step through the full data visualization process, from calculation and analysis through accurate, useful presentation. Common blunders are explored in depth to show you how they arise, how they have become so common, and how you can avoid them from the outset. Then and only then can you take advantage of the wealth of tools that are out there—in the hands of someone who knows what they're doing, the right tools can cut down on the time, labor, and myriad decisions that go into each and every data presentation. Workers in almost every industry are now commonly expected to effectively analyze and present data, even with little or no formal training. There are many pitfalls—some might say chasms—in the process, and no one wants to be the source of a data error that costs money or even lives. This book provides a full walk-through of the process to help you ensure a truly useful result. Delve into the "data-reality gap" that grows with our dependence on data Learn how the right tools can streamline the visualization process Avoid common mistakes in data analysis, visualization, and presentation Create and present clear, accurate, effective data visualizations To err is human, but in today's data-driven world, the stakes can be high and the mistakes costly. Don't rely on "catching" mistakes, avoid them from the outset with the expert instruction in *Avoiding Data Pitfalls*.

Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from "growth outlier" firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, *The End of Competitive Advantage* is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

The first book of its kind: a fascinating and entertaining examination of hedge funds today Shortlisted for the Financial Times/Goldman Sachs Business Book of the Year Award The New York Times bestseller

Many managers view marketing as a creative endeavor, not something that is measurable or manageable by numbers. But today's leaders in the C-suite demand greater accountability. They want to know that they are getting a return on their marketing investment. And to get that ROI number, you need analytics. This expectation is intimidating for the many sales and marketing

managers who rely on marketing instincts, not metrics, to do their work. But *Marketing Analytics Roadmap: Methods, Metrics, and Tools* demonstrates that employing analytics isn't just a way to keep the CEO off your back. It improves marketing results and ensures marketers a seat at the table where big decisions get made. In this book, analytics expert Jerry Rackley shows you how to understand and implement a sound marketing analytics process that helps eliminate the guesswork about the results produced by your marketing efforts. The result? You will acquire—and keep—more customers. Even better, you'll find that an analytics process helps the entire organization make better decisions, and not just marketers. *Marketing Analytics Roadmap* explains: How to use analytics to create marketing and sales metrics that guide your actions and provide valuable feedback on your efforts How to structure and use dashboards to report marketing results How to put industry-leading analytics software and other tools to good use How Big Data is shaping the marketing analytics landscape Sales and marketing teams that master marketing analytics will find them a powerful servant that enables agility, raises effectiveness, and creates confidence. *Marketing Analytics Roadmap* shows you how to build a well-planned and executed marketing analytics strategy that will enhance the credibility of your marketing team and help you not only get a seat at the big-decisions table, but keep it once there. In the wake of ethical scandals and close ethical scrutiny throughout business and the accounting profession today, Brooks/Dunn's *BUSINESS & PROFESSIONAL ETHICS, 9E* provides the ethical insights and strategies you need for corporate and professional success. Learn why ethical behavior is so important and how to recognize potential pitfalls that involve much more than memorizing rules. You master the skills to develop a corporate culture of integrity that maintains stakeholder support and enables directors and auditors to complete their jobs. You also learn how to use ethical strategies to make decisions, as this edition examines the latest information on governance scandals, legal liability and professional accounting and auditing issues. More than 130 cases and readings highlight new and classic cases of fraud, bankruptcy and unprofessional practices to help you better understand appropriate codes of conduct and sound ethical reasoning while strengthening your persuasive and leadership skills for success. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Go ahead, be skeptical about big data. The author was—at first. When the term “big data” first came on the scene, bestselling author Tom Davenport (*Competing on Analytics, Analytics at Work*) thought it was just another example of technology hype. But his research in the years that followed changed his mind. Now, in clear, conversational language, Davenport explains what big data means—and why everyone in business needs to know about it. *Big Data at Work* covers all the bases: what big data means from a technical, consumer, and management perspective; what its opportunities and costs are; where it can have real business impact; and which aspects of this hot topic have been oversold. This book will help you understand: • Why big data is important to you and your organization • What technology you need to manage it • How big data could change your job, your company, and your industry • How to hire, rent, or develop the kinds of people who make big data work • The key success factors in implementing any big data project • How big data is leading to a new approach to managing analytics With dozens of company examples, including UPS, GE, Amazon, United Healthcare, Citigroup, and many others, this book will help you seize all opportunities—from improving decisions, products, and services to strengthening customer relationships. It will show you how to put big data to work in your own organization so that you too can harness the power of this ever-evolving new resource.

Praise for *How I Became a Quant* "Led by two top-notch quants, Richard R. Lindsey and Barry Schachter, *How I Became a Quant* details the quirky world of quantitative analysis through stories told by some of today's most successful quants. For anyone who might have thought otherwise, there are engaging personalities behind all that number crunching!" --Ira Kawaller, Kawaller & Co. and the Kawaller Fund "A fun and fascinating read. This book tells the story of how academics, physicists, mathematicians, and other scientists became professional investors managing billions." --David A. Krell, President and CEO, International Securities Exchange "How I Became a Quant should be must reading for all students with a quantitative aptitude. It provides fascinating examples of the dynamic career opportunities potentially open to anyone with the skills and passion for quantitative analysis." --Roy D. Henriksson, Chief Investment Officer, Advanced Portfolio Management "Quants"--those who design and implement mathematical models for the pricing of derivatives, assessment of risk, or prediction of market movements--are the backbone of today's investment industry. As the greater volatility of current financial markets has driven investors to seek shelter from increasing uncertainty, the quant revolution has given people the opportunity to avoid unwanted financial risk by literally trading it away, or more specifically, paying someone else to take on the unwanted risk. *How I Became a Quant* reveals the faces behind the quant revolution, offering you the chance to learn firsthand what it's like to be a quant today. In this fascinating collection of Wall Street war stories, more than two dozen quants detail their roots, roles, and contributions, explaining what they do and how they do it, as well as outlining the sometimes unexpected paths they have followed from the halls of academia to the front lines of an investment revolution.

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the *HBR Guide to Data Analytics Basics for Managers*. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

Keeping Up with the Quants Your Guide to Understanding and Using Analytics Harvard Business Review Press

NEW YORK TIMES BESTSELLER Shortlisted for the Financial Times/McKinsey Business Book of the Year Award The unbelievable story of a secretive mathematician who pioneered the era of the algorithm--and made \$23 billion doing it. Jim Simons is the greatest money maker in modern financial history. No other investor--Warren Buffett, Peter Lynch, Ray Dalio, Steve Cohen, or George Soros--can touch his record. Since 1988, Renaissance's signature Medallion fund has generated average annual returns of 66 percent. The firm has earned profits of more than \$100 billion; Simons is worth twenty-three billion dollars. Drawing on unprecedented access to Simons and dozens of current and former employees, Zuckerman, a veteran Wall Street Journal investigative reporter, tells the gripping story of how a world-class mathematician and former code breaker

mastered the market. Simons pioneered a data-driven, algorithmic approach that's sweeping the world. As Renaissance became a market force, its executives began influencing the world beyond finance. Simons became a major figure in scientific research, education, and liberal politics. Senior executive Robert Mercer is more responsible than anyone else for the Trump presidency, placing Steve Bannon in the campaign and funding Trump's victorious 2016 effort. Mercer also impacted the campaign behind Brexit. *The Man Who Solved the Market* is a portrait of a modern-day Midas who remade markets in his own image, but failed to anticipate how his success would impact his firm and his country. It's also a story of what Simons's revolution means for the rest of us.

Why Everyone Needs Analytical Skills Welcome to the age of data. No matter your interests (sports, movies, politics), your industry (finance, marketing, technology, manufacturing), or the type of organization you work for (big company, nonprofit, small start-up)—your world is awash with data. As a successful manager today, you must be able to make sense of all this information. You need to be conversant with analytical terminology and methods and able to work with quantitative information. This book promises to become your “quantitative literacy” guide—helping you develop the analytical skills you need right now in order to summarize data, find the meaning in it, and extract its value. In *Keeping Up with the Quants*, authors, professors, and analytics experts Thomas Davenport and Jinho Kim offer practical tools to improve your understanding of data analytics and enhance your thinking and decision making. You'll gain crucial skills, including:

- How to formulate a hypothesis
- How to gather and analyze relevant data
- How to interpret and communicate analytical results
- How to develop habits of quantitative thinking
- How to deal effectively with the “quants” in your organization

Big data and the analytics based on it promise to change virtually every industry and business function over the next decade. If you don't have a business degree or if you aren't comfortable with statistics and quantitative methods, this book is for you. *Keeping Up with the Quants* will give you the skills you need to master this new challenge—and gain a significant competitive edge.

Your guide to making better decisions Despite the dizzying amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In *Judgment Calls*, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. This book introduces a model that taps the collective judgment of an organization so that the right decisions are made, and the entire organization profits. Through the stories in *Judgment Calls*, the authors—both of them seasoned management thinkers and advisers—make the case for the wisdom of organizations and suggest ways to use it to best advantage. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model for building an organizational capacity for broadly based, knowledge-intensive decision making. You've read *The Wisdom of Crowds* and *Competing on Analytics*. Now read *Judgment Calls*. You, and your organization, will make better decisions.

Longlisted for the National Book Award New York Times Bestseller A former Wall Street quant sounds an alarm on the mathematical models that pervade modern life -- and threaten to rip apart our social fabric We live in the age of the algorithm. Increasingly, the decisions that affect our lives--where we go to school, whether we get a car loan, how much we pay for health insurance--are being made not by humans, but by mathematical models. In theory, this should lead to greater fairness: Everyone is judged according to the same rules, and bias is eliminated. But as Cathy O'Neil reveals in this urgent and necessary book, the opposite is true. The models being used today are opaque, unregulated, and uncontestable, even when they're wrong. Most troubling, they reinforce discrimination: If a poor student can't get a loan because a lending model deems him too risky (by virtue of his zip code), he's then cut off from the kind of education that could pull him out of poverty, and a vicious spiral ensues. Models are propping up the lucky and punishing the downtrodden, creating a "toxic cocktail for democracy." Welcome to the dark side of Big Data. Tracing the arc of a person's life, O'Neil exposes the black box models that shape our future, both as individuals and as a society. These "weapons of math destruction" score teachers and students, sort resumes, grant (or deny) loans, evaluate workers, target voters, set parole, and monitor our health. O'Neil calls on modelers to take more responsibility for their algorithms and on policy makers to regulate their use. But in the end, it's up to us to become more savvy about the models that govern our lives. This important book empowers us to ask the tough questions, uncover the truth, and demand change. -- Longlist for National Book Award (Non-Fiction) -- Goodreads, semi-finalist for the 2016 Goodreads Choice Awards (Science and Technology) -- Kirkus, Best Books of 2016 -- New York Times, 100 Notable Books of 2016 (Non-Fiction) -- The Guardian, Best Books of 2016 -- WBUR's "On Point," Best Books of 2016: Staff Picks -- Boston Globe, Best Books of 2016, Non-Fiction

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