Analytics at MIT Sloan Management Review

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What happens to people?
Changing roles

“They said, ‘Please help us do this,’”

Keith Moody (Director Analytics, Bridgestone Retail)
Expectations for AI are high…

… but action lags.

Percentage of respondents who expect a large ("A lot" or "Great") effect on a five-point scale.

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>Large effect today</th>
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<tbody>
<tr>
<td>Technology, Media, Telecom</td>
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<tr>
<td>Consumer</td>
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<td>Financial Services</td>
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<td>Professional Services</td>
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<td>Energy</td>
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<td>Public Sector</td>
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<td><strong>OVERALL</strong></td>
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Percentage of respondents.

- 54% NO ADOPTION
  - 22% Has not adopted AI and has no plans to do so
  - 32% Has not adopted AI but plans to do so in the future
  - 23% Has one or more AI pilot projects
  - 23% AI is incorporated in some processes and offerings
  - 18% AI is extensively incorporated in processes and offerings

Annual Descriptive Research Studies

*combine*
dozens of managerial & executive interviews

*plus*
large (3K+) global survey

http://sloanreview.mit.edu/big-ideas/data-analytics/
Case Studies

When Health Care Gets a Healthy Dose of Data
MICHAEL FITZGERALD
American health care is undergoing a data-driven transformation — and Utah’s Intermountain Healthcare is leading the way.

Data-Driven City Management
MICHAEL FITZGERALD
Data and analytics promise to improve urban living. But are cities ready?

GE’s Big Bet on Data and Analytics
LAURA WINIG
An MIT SMR case study looks at how GE is remaking itself from a traditional manufacturer into a leader of the Industrial Internet.

A Data-Driven Approach to Customer Relationships
LAURA WINIG
South Africa’s Nedbank uses analytics to help its clients reassess their customer relationships.

My Associated Commentaries
• ‘No Pain, No Gain’ in the Transition to Data-Driven Health Care
• Tensions Between CONTROL and KAOS in Using Data to Get Smart
• GE’s Calculated Bet on Analytics
• A Bank On the Edge of a Deep River

http://sloanreview.mit.edu/big-ideas/data-analytics/
Don’t Let AI Supercharge Bad Processes

When artificial intelligence is used to expedite legacy processes, it can act more like a Band-Aid than a cure.

Rethink AI Objectives

Using AI to create humanlike computers is a shortsighted goal.

Balance Efficiency With Transparency

The ubiquity of algorithms in daily life raises questions about ethics, transparency, and who’s keeping tabs on how those algorithms work.

Accelerate Access to Analytics With AI

Training employees how to locate and use data insights is a bottleneck. A potential solution: AI systems that compress employees’ learning curves.

Does Your Company Collect Data — Or Hoard It?

At what point does a company’s data collection become self-defeating?
Numerous articles, including...

- Getting Started with IoT
- Secrets in the Age of Data
- Detecting Bias in Data Analysis
- The New Data Republic: Not Quite a Democracy
- Does Your Company Collect—Or Hoard Data?
- Avoiding Analytical Myopia
- Data at the Heart of the Sharing Economy
- Why Detailed Data Is As Important As Big Data
- Analytical Value From Data That Cries Wolf
- Blockchain May (Soon) Change Your Business
- Catching Up with Scantily Clad Emperors
- Deodorizing Your Data
- How to Make Data Experiments Powerful

- Can AI Replace Executive Decision Making?
- How Will Cognitive Technologies Affect Your Organization?
- Four Management Lessons From Self-Driving Cars
- The Subtle Sources of Sampling Bias Hiding in Your Data
- The Ethics of Wielding an Analytical Hammer
- Improve Customer Service and Security with Analytics
- Romantic and Rational Approaches to AI
- How will Organizations Produce in an Autonomous Future?
- Don’t Let AI Supercharge Bad Processes
- Are AI Learning Scenarios Unpredictable Enough?
- Rethink AI Objectives
- Justifying Human Involvement in AI Decision Making

Developed with my classes in mind:

- Designed to provoke discussion and disagreement.
- Quick reads (~4 minutes), small groups in class.
- Easy to connect to current events.

http://sloanreview.mit.edu/?s=ransbotham
Opportunities for you…

Op-Ed blog content
Frontiers

Ideas, thoughts, complaints, comments, examples?
@ransbotham

Newsletter for AI Initiative at MIT Sloan Management Review: