

# 1 Appendix

## 1.1 Questionnaire

Note: Interviewees have been provided with the main questions only to not bias them with provided options. After their initial answer, the concepts in the square brackets have been tested, if they have not been addressed by the initial answer.

- (1) What is the appropriate starting point for an Analytics initiative and why?
  - a. [...is a business problem an appropriate starting point?]
  - b. [...is data set an appropriate starting point?]
  - c. [...is a solution seen at a competitor an appropriate starting point?]
  - d. [...is the desire to do something with data an appropriate starting point?]
- (2) How can the focus of initiatives be characterized and classified including in comparison to other projects, and why?
  - a. [...can the focus projects be characterized as complex?]
  - b. [...can the focus projects be characterized as simple?]
  - c. [...does the focus projects concentrate on issues already addressed?]
  - d. [...does the focus projects concentrate on ideation and design?]
- (3) How does the development of the results of the Analytics initiative proceed and why?
  - a. [...does the development proceed iteratively?]
  - b. [...does the development proceed in a trial-and-error manner?]
  - c. [...does the development proceed straightforward?]
  - d. [...does the development proceed intend to provide evidence for customer intuition?]
- (4) Which roles / which expertise is involved in the Analytics initiatives for the development of the result and why?
  - a. [...is there cross-functional team involved?]
  - b. [...is there a “jack-of-all-trades” involved?]
  - c. [...do users build their own solutions?]
  - d. [...are non-selected experts getting involved?]
- (5) If and when is it necessary to involve external expertise in the development of the result?
  - a. [...are externals used for innovation and specialized methods?]
  - b. [...are all Analytics activities given to externals?]

- c. [...are Analytics activities kept inhouse?]
  - d. [...are externals included for strategic Analytics activities?]
- (6) Comprehensive, electronically stored data sets are an important input for Analytics initiatives. What is the effort or degree of complexity behind developing a usable result from the data and why?
- a. [...is exploiting data costly?]
  - b. [...is exploiting data simple?]
  - c. [...is effort to exploit data limited, since solutions cannot exceed human intuition anyway?]
  - d. [...is effort to exploit data concentrated on getting large volumes of data?]
- (7) How and in what form are the results of analytics initiatives made available to the recipient / user of the results and why?
- a. [...is the consumability of the user in focus?]
  - b. [...is the focus on data scientists taking over user processes?]
  - c. [...is the focus on automatization and removing the user?]
  - d. [...is the focus on the analytical methods and user advised to create their insight from the results?]
- (8) Which steps after the provision of the results of the Analytics initiatives are the responsibility of the recipient / user of the results, so that the results bring advantages in the organization and why?
- a. [...must user integrate insights into their processes and take actions?]
  - b. [...must users evaluate whether to use insight or not?]
  - c. [...must users recalculate results to ensure validity of insights?]
  - d. [...do users adapt their behavior due to accountability for their action and their mistakes being transparent?]
- (9) Which factors (skills of the result recipient, requirements of the result recipient or the organization) facilitate or complicate the use of the provided results and why?
- a. [...is a data-driven culture necessary to facilitate use of results?]
  - b. [...must all employees be data scientists to facilitate use of results?]
  - c. [...is the use of results not influenced by cultural factor at all?]
  - d. [...is an intuition-based culture necessary to facilitate use of results?]
- (10) Must long-term steps be taken on or based on the outcome after the deployment is complete and usage has begun, i.e. after the initiative is complete, and why?
- a. [...is maintenance based on solution performance applied?]

- b. [...are solutions stable and stay untouched?]
- c. [...are solutions always adopted to new users?]
- d. [...are solutions always adopted to new technologies?]

## 1.2 Secondary data

<b>Source of Evidence</b>	<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>C4</b>	<b>C5</b>	<b>C6</b>	<b>C7</b>	<b>C8</b>
Article	2	8	4	5	5	2	4	1
Blog Entry	1	1	3	2	5		2	8
News/Report	12	17	15	7	6	11	7	4
Presentation	3	3	6	4	4	3		9
Video	2	4	5	3	8	8	1	7
Whitepaper		3	3	2	10	4	2	9

### 1.3 Result per proposition

++ / + Strong agreement / agreement      -- / - strong rejection / rejection  
 < > mixed / inconclusive      0 no data

	C1	C2	C3	C4	C5	C6	C7	C8
P1 Start / Problem	+	++	+	++	+	++	++	+
P1R1 Start / Data	-	-	-	--	-	-	-	-
P1R2 Start / Comp. Solution	-	-	--	0	-	<	<	-
P1R3 Start / Desire	--	--	--	--	-	-	-	-
P2 Focus / Complex	++	++	+	<	+	+	+	+
P2R1 Focus / Simple	--	-	<	<	<	<	--	--
P2 R2 Focus / Brownfield	++	++	++	0	+	0	+	+
P2R3 Focus / Creation	-	-	-	-	-	-	-	-
P3 Process / Iterative	+	++	+	++	+	++	++	+
P3R1 Process / Trial-and-error	--	--	--	--	0	0	-	--
P3R2 Process / Straightforward	--	-	-	--	-	--	--	-
P3R3 Process / Evidence for intuition	--	0	-	--	--	--	-	--
P4 Roles / Cross-functional	++	++	+	++	+	++	++	++
P4R1 Roles / Jack-of-all-trades	--	--	-	--	-	-	--	--
P4R2 Roles / Users	--	--	--	--	-	--	--	--
P4R3 Roles / Non-selected	--	--	-	--	--	-	-	-
P5 External / Special. & innovation	-	-	<	<	--	<	-	-
P5R1 External / All external	-	--	-	--	-	-	--	--
P5 External / No external	--	--	--	--	--	-	--	--
P5R3 External / For strategic initiatives	--	--	-	-	0	-	-	-
P6 Data / Costly	++	+	++	++	+	++	++	+
P6R1 Data / Simple	--	--	--	--	-	-	--	-
P6 Data / Human intuition	--	-	<	<	<	<	--	<
P6 Data / Volume	+	+	+	+	-	+	<	-
P7 Deployment / Consumable insights	+	+	++	+	++	++	++	++
P7R1 Deployment / DS responsibility	--	--	--	--	--	--	--	--
P7R2 Deployment / No users anymore	-	-	-	-	-	-	--	-
P7R3 Deployment / Self-service	<	--	--	0	-	-	-	0
P8 User / Integrate and use	++	+	+	+	+	++	+	+
P8R1 User / Evaluate	--	-	-	-	-	-	-	-
P8R2 User / Recalculate	--	-	-	-	-	-	0	--
P8R3 User / motivational transparency	-	-	-	-	--	-	-	-
P9 Organization / Data driven culture	+	<	<	<	<	<	<	<
P9R1 Organization / All data scientists	-	0	-	--	--	0	-	--
P9R2 Organization / culture independent	--	--	--	<	--	0	--	0
P9R3 Organization / Intuition culture	--	-	-	--	-	--	0	--
P10 Long-term / Renew	+	+	+	++	+	+	+	++
P10R1 Long-term / Stable	--	--	--	--	--	--	--	--
P10R2 Long-term / User requests	-	<	-	--	-	--	--	--
P10R3 Long-term / New technologies	<	<	--	<	-	-	-	-