



# How human organization drives hardware/software purchases

## A brief discussion

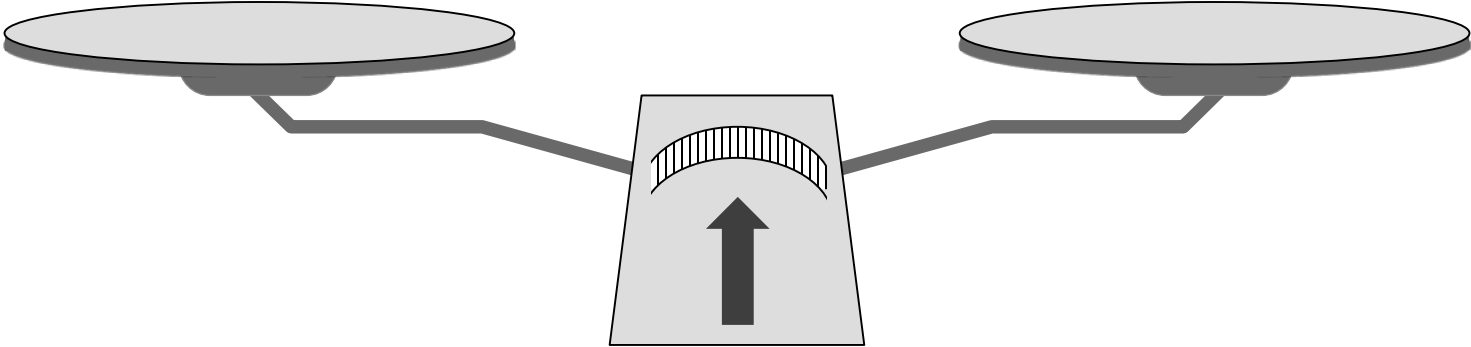
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# The tradeoff we'll be discussing today

**How hardware and software purchases impact your organizational structure**

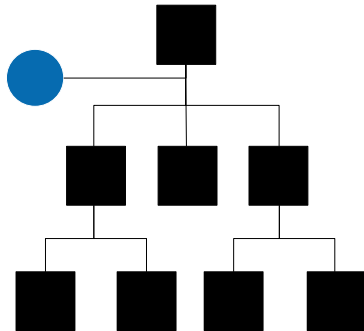
**How your organizational structure impacts your hardware and software purchases**



# We typically see two models for analytics organizations: centralized in the headquarters function or decentralized to the business units

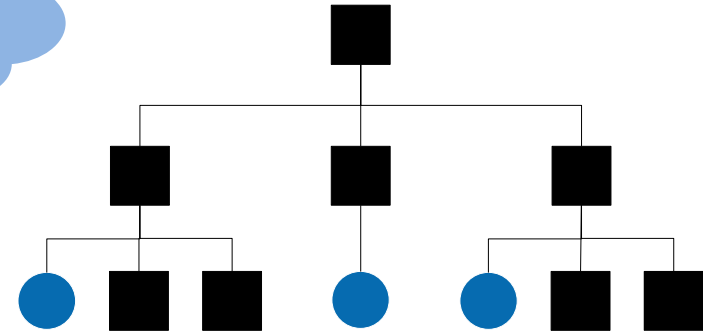
## Two Common Analytics Organization Models

### Centralized



Many variations  
and hybrids  
exist

### Decentralized



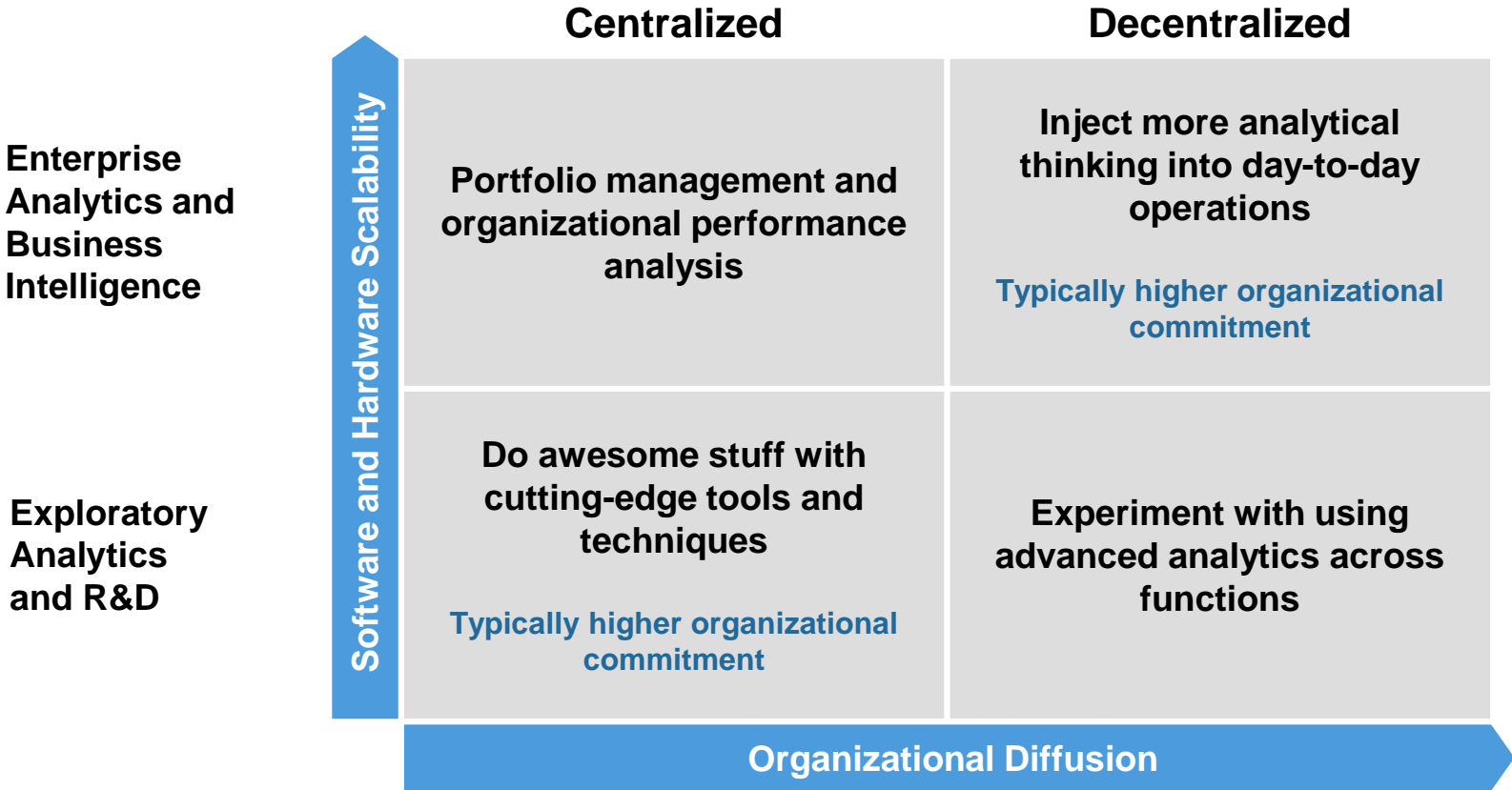
- Typically led by a Chief Data Officer, Chief Analytics Officer, or Strategy Director
- Projects selected by prioritization framework, follow a consultative approach
- Often, staff are new hire data scientists or statisticians; easier to recruit for this function

- Typically use a Center of Excellence (CoE) to share methods and ideas
- Projects selected according to business unit priorities
- Often, staff are detailed to the analytics function from regular work

# Your choice of organizational structure typically manifests the mission of your analytics program...

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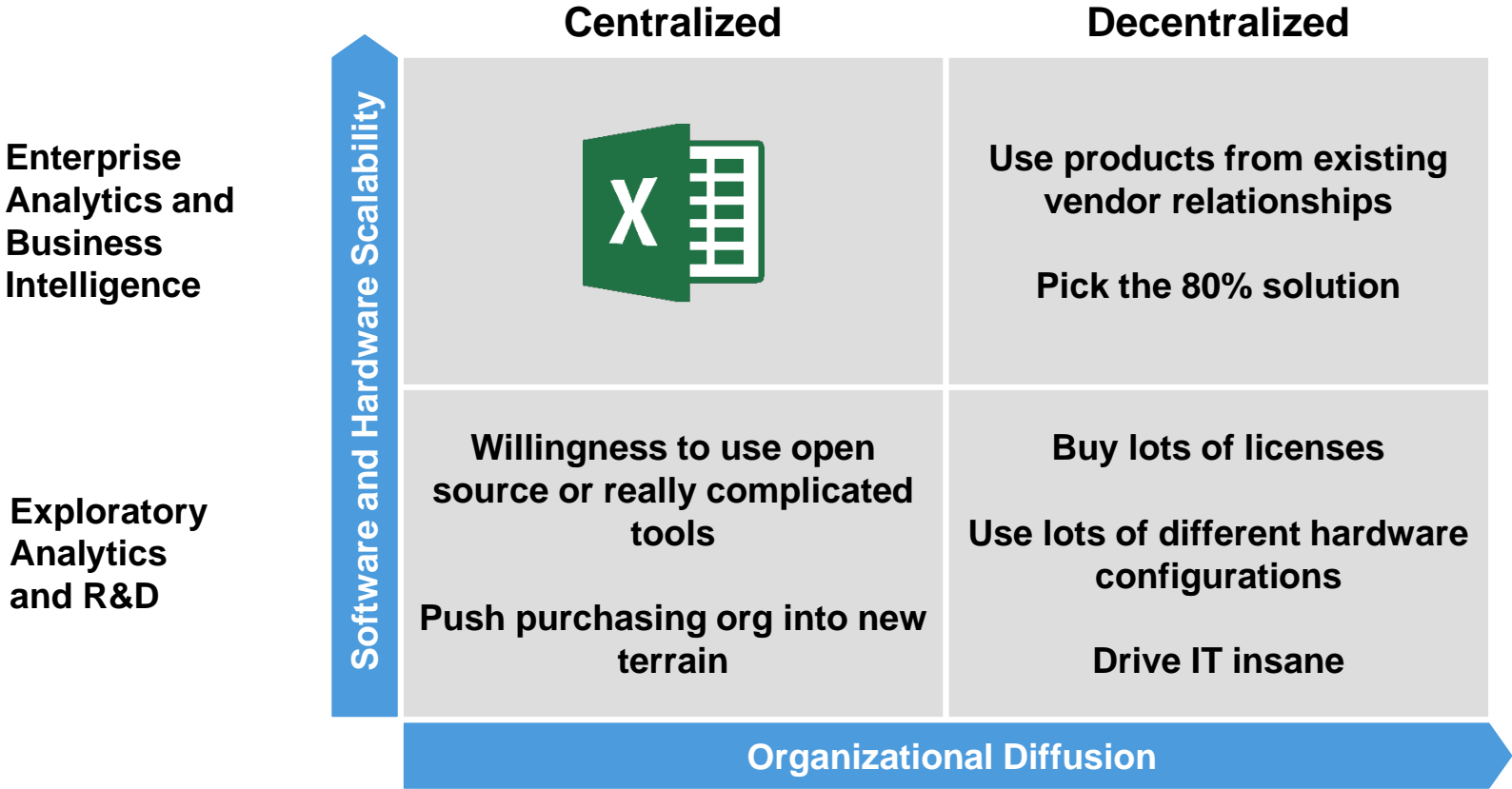
## Of-Observed Analytics Program Missions



# ...which, in turn, can reflect the purchasing priorities of your organization

ILLUSTRATIVE

## Of-Observed Purchasing Behavior



# There is constant interplay between these two forces

## Two Additional Stories

**Hardware / software purchasing decision driving organizational model**

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**IT department owns analytics capability**

**Biggest business unit driving hardware / software purchases**

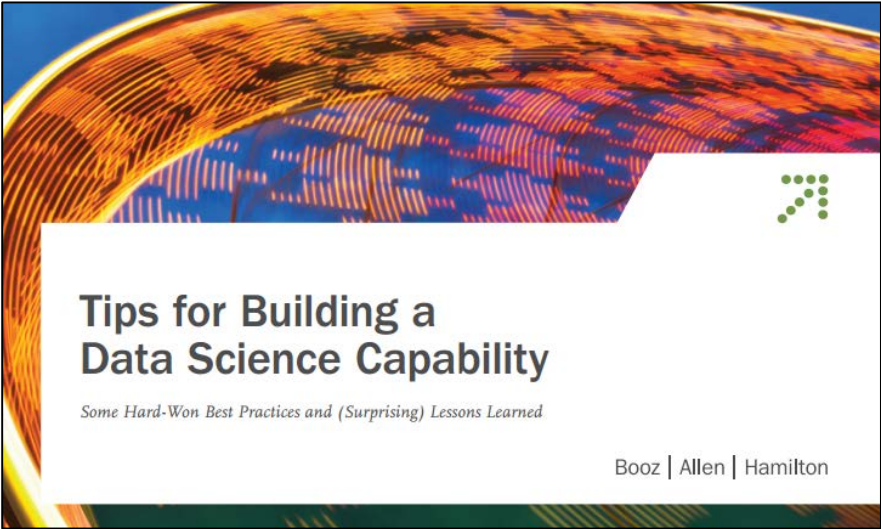
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**Buy things that are perfect for one division and useless for everyone else**

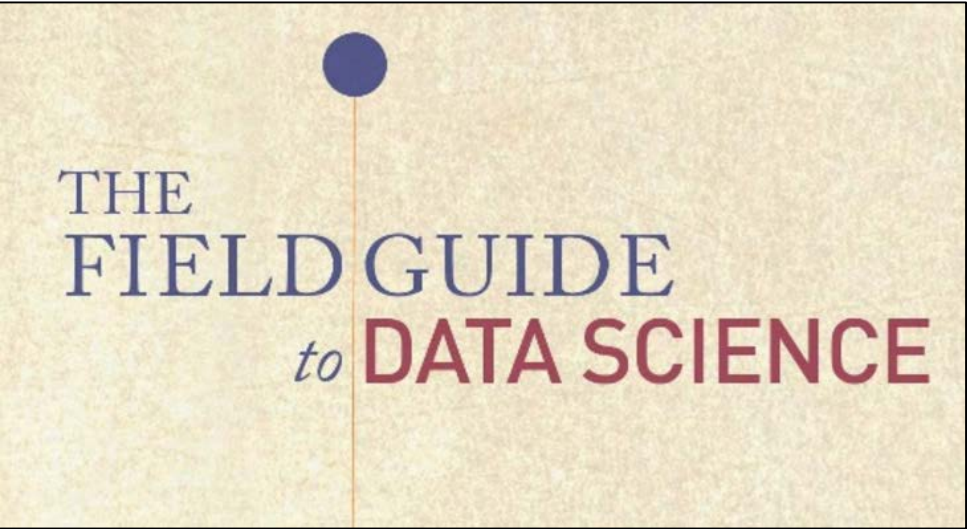
## Key takeaways

- **Start with the mission in mind**
- **Establish a vision for the eventual trajectory of the program, talk about it early and often**
- **Dedicate funding and organizational commitment to fulfilling this mission from the start**
- **Use the mission as the core decision-making tool to make technology selection and human capital allocation decisions**

# For more information...



<https://www.boozallen.com/content/dam/boozallen/documents/2015/07/DS-Capability-Handbook.pdf>



<http://www.boozallen.com/insights/2015/12/data-science-field-guide-second-edition>



Thank you

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