

## **A Correlation Technology Perspective on Applied Analytics**

Permit us to make a philosophical observation about current Applied Analytics approaches. From our reading of the recent literature, we get the impression that Applied Analytics anticipates that practitioners know in advance the full set of insights of interest, and from those, would further know a priori which data elements would reveal those insights. In other words, Applied Analytics would seem to use insights to select data - not use data to find insights.

A Correlation Technology-based approach, on the other hand, starts with the premise that "there is no God" who omnisciently mandates insights and data elements to capture. Rather, because one use of Correlation Technology (Correlation Technology) is to explicitly identify significant insights from raw data, a Correlation Technology-based approach is able to draw from a store of information all the insights, relationships, pathways, propositions or assertions that the store of data might yield through qualitative analysis. Therefore, using Correlation Technology-based qualitative analysis as a first step in the process - and only then layering in the domain expertise, and then at last capturing the values required for quantitative analysis based upon the integration of domain expertise and qualitative analysis - would deliver a very potent combination. We have long observed and give great respect to the impact of cognitive bias and subjective human selection processes in the domains we have studied. Even the brightest among us "don't know what we don't know" (Rumsfeld). We are convinced that the process described above will become the standard as more and more companies learn about Correlation Technology.

Far superior to the Applied Analytics best practice of seeking "unique and broad" data sets is the Correlation Technology "Acquisition" process that produces Knowledge Fragments. This means that not only are we in full agreement with the "unique and broad" data set paradigm, but we further emphasize that the critical prerequisite task in the Correlation Technology process is an exhaustive, one-way transform of the resources in a target corpus into a "knowledge payload" of Knowledge Fragments. Right now in the wild, there is no more "unique" a data set. And, to address the "broad" criteria, please observe that our patents describe the relaxed constraints applied when selecting member digital assets for a new corpus (where all members of the corpus are not perforce included). In other words, Correlation Technology will almost always deliver superior results from a larger, heterogeneous corpus. The better and more comprehensive the corpora data sets, the greater the likelihood of the analysis methods taking the user to new insights.

Because we reject the notion that someone can know in advance all the insights to cover and all the data to capture, we understand better than any other approach that "raw data" is best - without selection constraints imposed by persons who believe they already understand the data completely. However, we accept and recognize that the Correlation Technology approach also works because of a transformation of raw data into another form - a process in which some raw data may be deemed to be of low value. Further, we anticipate that any combined Applied Analytics/Correlation Technology implementation, the "answer space" of successful correlation outcomes will be one of two primary domains for the application of Applied Analytics methods - and the answer space is a long way from raw data. Nevertheless, the Correlation Technology approach can ensure that we all avoid sliding into repeated cycles of confirmation bias.

We admire and endorse those Applied Analytics practitioners who understand that "the less a customer has to manipulate data" and "the less a customer has to think about applying the results of analysis" - "the better". We are confident that Correlation Technology can be used to greatly improve, perhaps in equally profound and "obvious" ways, the production of actionable insights from raw data. From our own observations, we contend that in any organization above a certain size, very few individuals or teams are capable of understanding any but the most superficially obvious locations where the types of insights generated by Applied Analytics processes may be delivered on demand with greatest effect. In fact we suspect that the tendency of the people assigned to implement actionable insights would most likely be to avoid plowing any new ground (for a number of the typical reasons that people in corporate settings seek to limit deliverables and avoid controversy).

However, using Correlation Technology, with access to multiple corpora within the target organization, previously unanticipated connections can be reliably and quickly discovered between specific types of Applied Analytics-provided insights and the loci of business activity in the client organization. These loci include organizational units such as divisions, departments, and groups. Previously unimagined connections can be surfaced linking specific insights to specific persons and job functions. Also, from specific insights to specific business processes. This Correlation Technology ability to generate unbiased actionable insights could enormously potentiate the results achieved by Applied Analytics efforts within companies using Correlation Technology-powered Applied Analytics applications.

Data scientists are rare and Correlation Technology proficient data scientists are the rarest of all. Allow us to make the observation that those enterprises which obtain first access to a combined Applied Analytics/Correlation Technology approach will seize the greatest competitive edge. Applied Analytics concentrates on quantitative analysis while robust Correlation Technology-based qualitative analysis delivers business insights with non-coercive migration of qualitative analysis results to quantitative analytical functions. The combination of the two expertise areas will warrant an even higher premium on the services provided by these leading companies.