



From *Big Data, Big Innovation*. Full book available for purchase [here](#).

---

# Contents

**Preface** xi

**Acknowledgments** xvii

**Part One May You Live in Interesting Times ..... 1**

Chapter 1 Lead or Get Out of the Way	3
The Future Is Now	3
The Secret Is Leadership	5
Notes	7
Chapter 2 Disruption as a Way of Life	9
The Age of Uncertainty	10
The Emergence of Big Data	15
Rise of the Rōnin	21
The Knowledge Rush	26
Systematized Chaos	31
Notes	36

**Part Two Understanding Culture and Capability ..... 41**

Chapter 3 The Cultural Imperative	47
Intuitive Action	48
Truth Seeking	55
Value Creation	62
Functional Innovation	69
Revolutionary Disruption	75
Notes	78

Chapter 4 The Intelligent Enterprise	79
Level 1: Unstructured Chaos	80
Level 2: Structured Chaos	84
Levels 3–5: The Intelligent Enterprise	89
Notes	93
<b>Part Three Making It Real.....</b>	<b>95</b>
Chapter 5 Organizational Design	101
What Should It Look Like?	102
What Should It Focus On?	107
What Services Can It Offer?	111
What Data Does It Need?	116
Note	124
Chapter 6 Operating Models	125
What's the Goal?	127
What's the Enabler?	135
How Does It Create Value?	140
Notes	148
Chapter 7 Human Capital	149
What Capabilities Do I Need?	150
How Do I Get the Right People?	157
How Do I Keep Them?	162
Notes	164
<b>Part Four Making It Happen.....</b>	<b>167</b>
Chapter 8 Innovating with Dynamic Value	169
The Innovation Cycle	170
The Innovation Paradox	172
The Secret to Success: Dynamic Value	176
The Innovation Engine	181
Reinventing the Rōnin	185
Notes	189

Chapter 9 Creating a Plan	191
Starting the Conversation	191
Defining the Vision	193
Identifying Opportunities	196
Mapping Responsibilities	198
Taking It to the Next Level	201
Note	201
<b>Conclusion: The Final Chapter Is Up to You</b>	<b>203</b>
<b>Glossary</b>	<b>205</b>
<b>About the Author</b>	<b>219</b>
<b>Index</b>	<b>221</b>

From *Big Data, Big Innovation: Enabling Competitive Differentiation through Business Analytics*, by Evan Stubbs.  
Copyright © 2014, SAS Institute Inc., Cary, North Carolina, USA. ALL RIGHTS RESERVED.