

Creative Disruption: Data Analytics

Capitalizing on the Rise of Data Analytics



Benjamin Wohl

Senior Analyst

bwohl@eab.com

202-266-5698

Managing Your Audio



2

Use Telephone

The screenshot shows a window titled 'Audio' with a minus sign icon in the top left corner. Under the heading 'Audio Mode:', there are two radio button options: 'Use Telephone' (which is selected with a green dot) and 'Use Mic & Speakers'. Below these options, the text 'Dial: +1 800 555 1212' is displayed, followed by 'Access Code: 141-607-114' and '(and additional numbers ..)' in parentheses. At the bottom, a green message states 'You are connected to audio'.

If you select the “use telephone” option, please dial in with the phone number and access code provided.

Use Microphone and Speakers

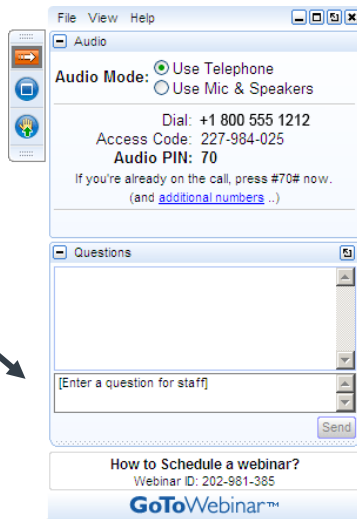
The screenshot shows a window titled 'Audio' with a minus sign icon in the top left corner. Under the heading 'Audio Mode:', there are two radio button options: 'Use Telephone' and 'Use Mic & Speakers' (which is selected with a green dot). Below these options, there is a status bar containing a microphone icon, the word 'MUTED' in red, and a speaker icon followed by ten zeros. At the bottom, there is a blue link labeled 'Audio Setup'.

If you select the “mic & speakers” option, please be sure that your speakers/headphones are connected.

Questions:

To ask the presenter a question, please type into the question panel and press send.

Questions panel



File View Help

Audio

Audio Mode: ☒ Use Telephone ☐ Use Mic & Speakers

Dial: +1 800 555 1212

Access Code: 227-984-025

Audio PIN: 70

If you're already on the call, press #70# now.
(and [additional numbers ...](#))

Questions

[Enter a question for staff]

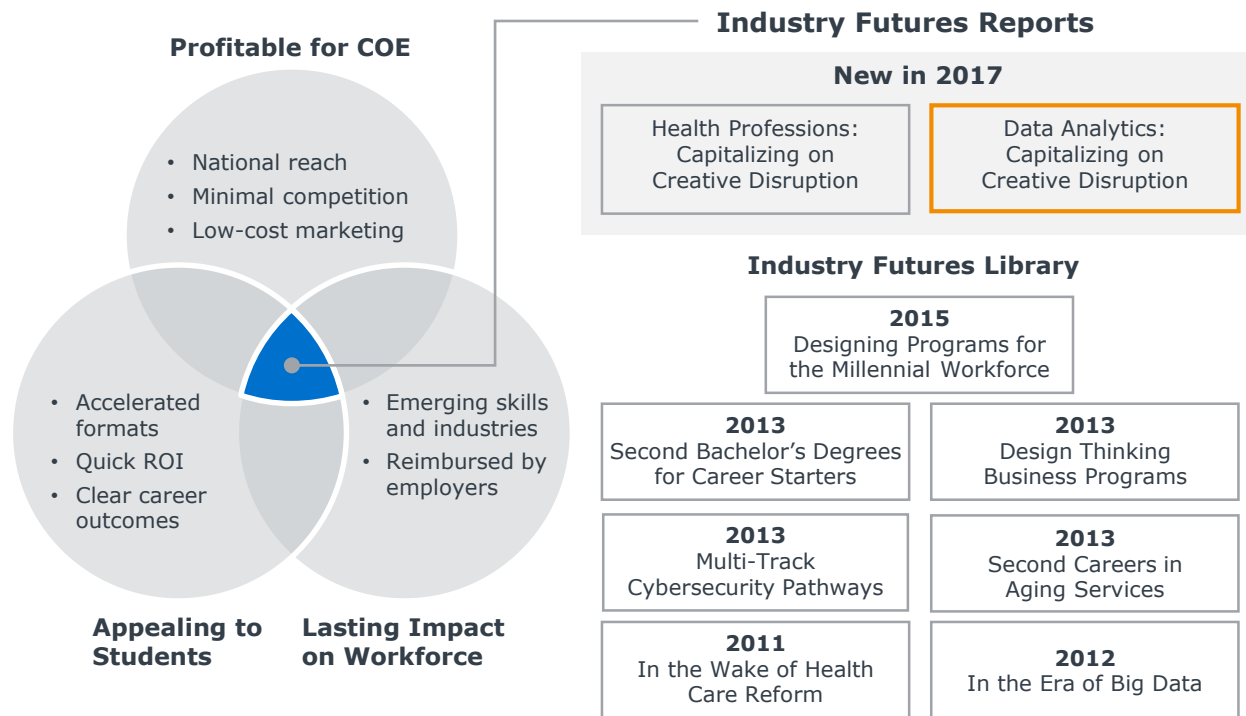
Send

How to Schedule a webinar?
Webinar ID: 202-981-385

GoToWebinar™

The Next Report in the Industry Futures Series

Programs at the Intersection of Profit, Mission, and Employability



COE Forum: New Resources

Recently Published Studies and Toolkits



**Health Professions:
Capitalizing on
Creative Disruption**
Industry Futures Study



**Data Analytics: Capitalizing
on Creative Disruption**
Industry Futures Study



**Competing on Student
Outcomes to Attract Today's
Career Changer**
Research Study



**Critical Disciplines for
Securing Employer
Partnerships**
Research Study



**Developing Health
Profession Programs in an
Era of Disruption**
*Opportunity Evaluation
Resource*



**Health Care Publication
Library Update**
*Health Care Resource
Collection*



Learning Objectives for Today

1 Data Analytics' Transformation of the Working World

- Explain why data analytics demand has been surging in the “Analytics 3.0” era
- Introduce the emerging “citizen data scientist” role
- Highlight continued opportunities for data analytics specialists

2 Emerging Threats from Competition and Automation

- Examine growing competition from traditional and non-traditional educational providers
- Illustrate how artificial intelligence will soon undermine analytics professionals

3 The Adaptive Analytics Portfolio Part I: Maximize Credential Applicability

- Introduce three-part strategy for launching or enhancing your analytics offerings
- Discuss recommendations for maximizing the COE opportunity
 - Allow all students to highly customize their degrees
 - Accommodate liberal arts graduates
 - Attract current or aspiring citizen data scientists

1 Data Analytics' Transformation of the Working World

2 Emerging Threats from Competition and Automation

3 The Adaptive Analytics Portfolio Part I: Maximize Credential Applicability

Defining Data Analytics



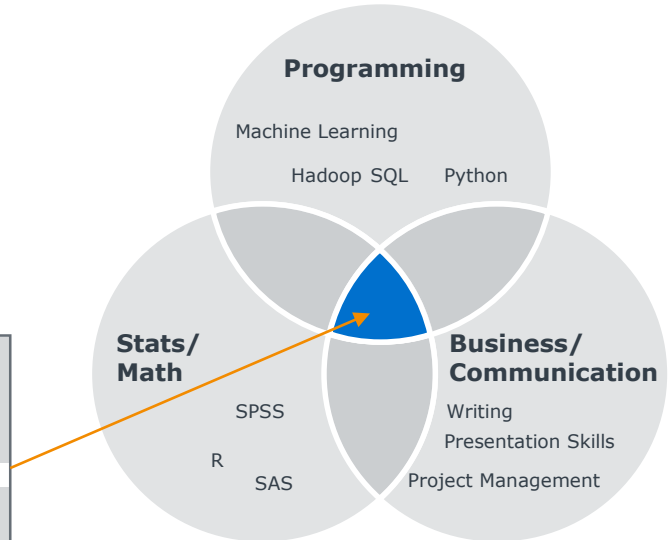
Data Analytics is the process of extracting, organizing, and modeling data to transform it into information for decision-making processes. This definition encompasses **data science** and **business analytics**.

Data Analytics Professionals

Data Scientists are the most advanced data analytics professionals. They have a sophisticated combination of programming, statistical, and business skills.

Data Analysts extract, organize, and transform data to generate insights for decision-making. They are similar to data scientists, but have less advanced technical training.

Core Analytics Domain Areas



Data Analytics: The Next Generation

The Evolution from Big Data to Analytics 3.0

Explosion of analytic capabilities...

Natural Language Processing

Internet of Things

Deep Learning

Artificial Intelligence

Sentiment Analysis

Neural Networks

Pattern Recognition

Data Mining

Cognitive Computing

Machine Learning

Predictive Analytics

Data Visualization

Behavioral Analytics

Cloud Computing

Facial Recognition

...and interdisciplinary applications...

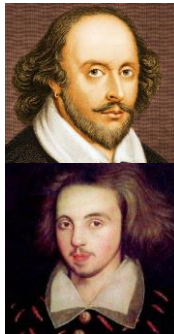


IMAGE CREDIT: BIOGRAPHY.COM



IMAGE CREDIT: CHICAGO CUBS

...signals the next generation of data analytics

Analytics 3.0

- ✓ Prescriptive Models
- ✓ Analysis of "Internet of Things"
- ✓ Ubiquitous within Industry and Function
- ✓ Embedded in All Workflows



Thomas Davenport

- Co-founder of the International Institute for Analytics
- MIT Fellow
- Distinguished Professor of IT and Management, Babson College

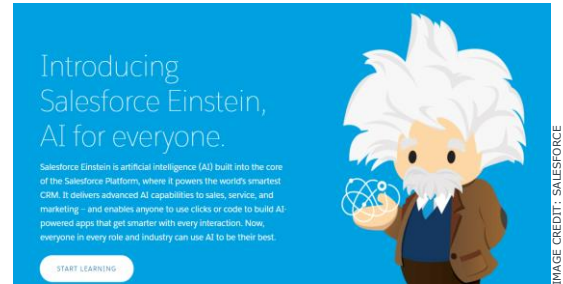
From Game Shows to AI for Everyone

Data Analytics Inexorably Gets Faster, Smarter and Cheaper

2011: IBM spends \$2B on *Jeopardy!*



2016: Salesforce Einstein is Launched



The “Question Answering Machine”

- Converts human speech into database queries
- Analyzes 16 terabytes worth of information (32 million books)
- Uses 6 million logic rules to determine best answer
- Automatically generates game theory models to determine optimal betting strategies

“Salesforce Einstein is Your Data Scientist”

- Applies AI to consumer relationships
- Analyzes CRM data, emails, calendars, social media, and Internet of Things devices
- Delivers predictions and recommendations tailored to each customer service agent or salesperson
- Generates automatic responses to routine inquiries

Source: Milburn M, “The Future of Customer Service is Here: Introducing Service Cloud Einstein,” Salesforce, Sept. 18th, 2016; Kleinman J, “IBM’s Jeopardy-Winning Watson is Becoming a Smartphone App,” *TechnoBuffalo*, May 21st, 2013; Jackson J, “IBM Watson Vanquishes Human Jeopardy Foes,” *PCWorld*, Feb. 16th, 2011; EAB interviews and analysis.

Transforming Industry

Analytics is the 21st Century's Internet



IMAGE CREDIT: PRNEWSWIRE

“Almost overnight, the Internet has gone from a technical wonder to a business must.”

*Bill Schrader,
Founder of PSINet, an early
internet service provider*

”

“As we speak, data analytics is moving from a competitive advantage to a **competitive necessity for all organizations.**”

*Simon Sheather
Academic Director,
MS Analytics
Texas A&M University*

Information Asymmetries “Winners”

Most Valuable Public Global Companies

1		\$590B
2		\$550B
3	 Microsoft	\$420B

Many Industries Playing Catch Up...

Analytics Maturity Assessment	
Lagging Industry	Maturity Level (1-6)
Telecom	3.05
Utilities	3.05
Insurance	2.89

...Along with Smaller Businesses

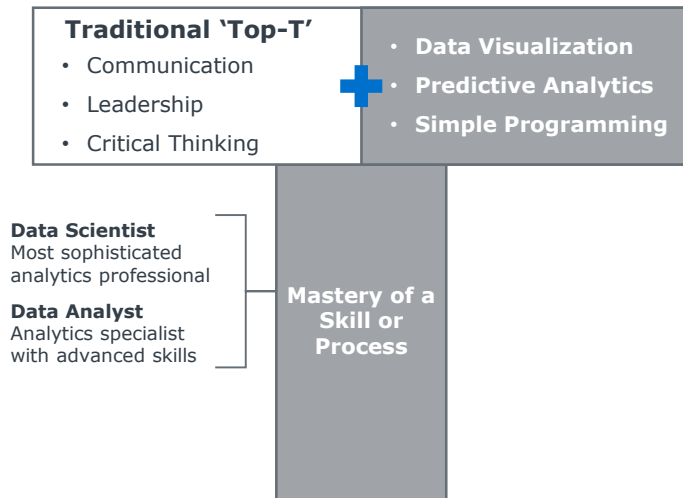
“Small and medium-sized businesses are far behind in data analytics adaption.”

“The Big Data Market,” O'Reilly Media Report

The Citizen Data Scientist Emerges

Greater Number of Jobs Require Facility with Analytics

Analytics Redefines Top of T Competencies



New Generalist Role Emerges

“A **citizen data scientist** is a person who creates or generates models that leverage predictive or prescriptive analytics but **whose primary job function is outside of the field of statistics and analytics.**”

*Alexander Linden
Research Director, Gartner*

By the Numbers

≈400K

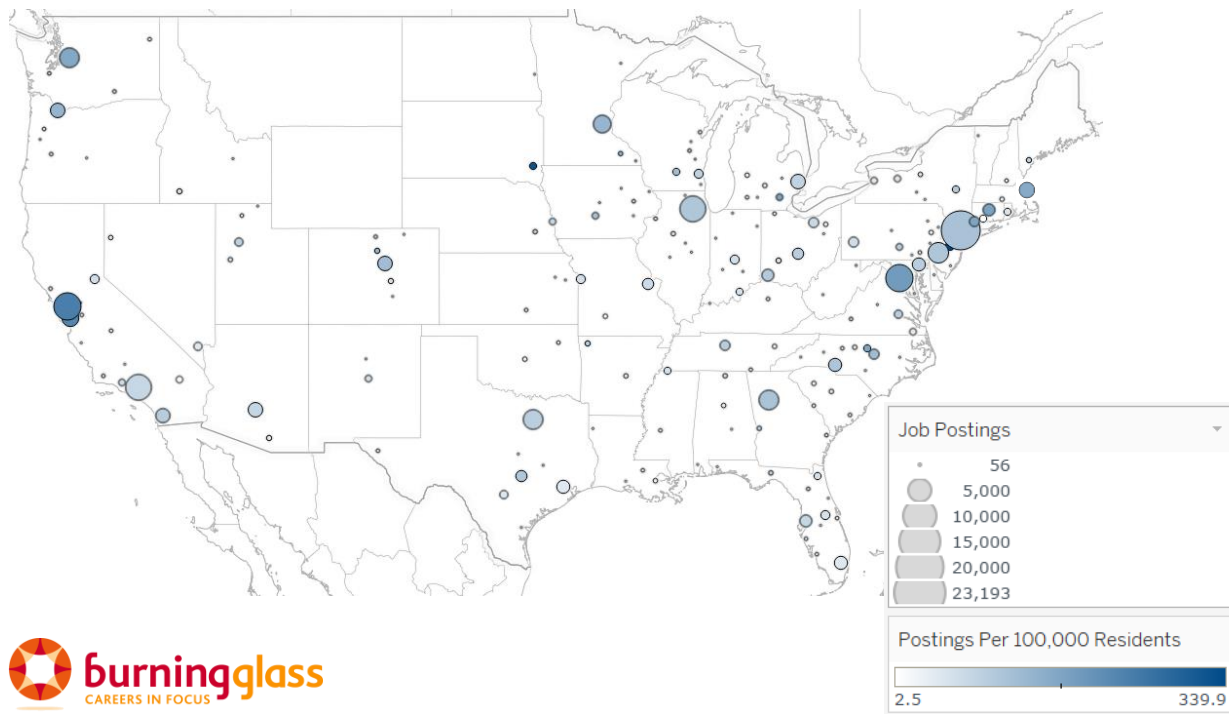
Citizen data scientist job postings in 2016

+24%

Citizen data scientist job posting growth from 2013 to 2016.



Citizen Data Scientist Job Postings (Top MSAs)



Art Meets Science

Intensifying Role for Analytics in Marketing

From Art...


IMAGE CREDIT: CINSKY

IMAGE CREDIT: BUSINESSINSIDER

...To Science

- 1 “Programmatic buying” is the algorithmic sale, purchase, placement, and optimization of ad space in real time.
- 2 Software is used to A/B test combinations of copy and images.
- 3 Social media analytics enables micro-targeting of content.
- 4 Analytics helps track and compare effectiveness of all marketing channels.

The New Marketing Manager

Responsibilities

- Create and **A/B test** high quality content
- **Track, analyze, and report** on campaign performance

Required Skills

- Digital Content System Management
- **Tableau**
- **SQL**
- Project Management
- Presentation Skills

“If they want a career in marketing... [they need to] have a base or deeper understanding of analytics. We are blending art and science here, and everyone needs to know something about both.”

Brian Harrington
 Executive Vice President and Chief Marketing Officer
 Zipcar

Masters of the Universe



Booming Job Market for Data Analytics Specialists...

Data Scientist: The most advanced analytics professional with sophisticated computer, statistical and mathematical skills.

\$120K

Median Base Salary

293%

Job Posting Growth
(2013 H2-2016 H2)

Data Analyst: Similar combination of skills as the data scientist, but with less expertise in programming, modeling, and statistics.

\$60K

Average Base Salary

24%

Job Posting Growth
(2013 H2-2016 H2)

...Fuels Hot Market for New and Established Analytics Programs



*"We launched late so we did very **little promotion**. Yet, we received **40-50 applications** to enroll a class of 16 on-campus students."*

*Carl Lee, Program Director
Central Michigan University*



Enrollment in the MS in Predictive Analytics program doubled to **1,500 students** since 2012.

Data Science Manager or College President: Who Makes More?

\$254K

Median Base Salary of a Data Science Manager with 10 or more reports.

\$220K

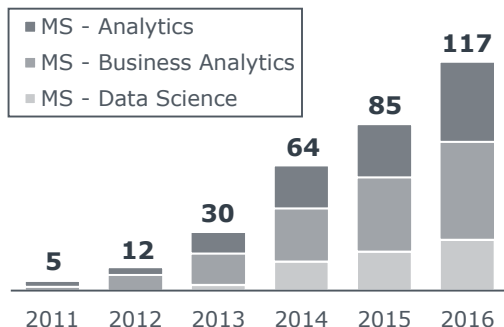
Salary of the Chancellor of a Southern Regional Public University with 18K students.

1**Data Analytics' Transformation of the Working World****2****Emerging Threats from Competition and Automation****3****The Adaptive Analytics Portfolio Part I:
Maximize Credential Applicability**

The Perils of Success

Growth Opportunities Drive Competition, Old and New

MS Analytics Programs Grow 20-Fold



More on the way

57%

Increase in COE market research requests on data analytics opportunities, 2015-2016

A Prospective Student's Non-Traditional Options



Python course is rated #1 MOOC in the world



*Collaboration launches analytics nanodegree
50% rise in Google searches since 2014 launch*



70% total bootcamp enrollment growth to 17,966 students (2015-2016)

Analytics as “Sexiest” Job of the Century...

... But What If the Century Only Lasts 10 Years?

“Automation is now blind to the color of your collar.”

Jerry Kaplan

Humans Need Not Apply: A Guide to Wealth and Work in the Age of Artificial Intelligence



IMAGE CREDIT: FORBES

Is Data Analytics Immune from Automation?

Fortune 500 Executive

“Over time, software will do more and more of what data scientists do today.”

Ronald Coultier
VP and Chief Security Officer
ADP

Startup Founder

“[Higher level tools are] the sort of automation that eliminates the need for data scientists to a large degree.”

Sirish Raghuram
Co-Founder and CEO
Platform9 Systems

Program Director

“Data Scientists always joke about how they automate jobs. Now, **their own jobs might be replaced.**”

Program Director,
Midwestern Research University

Data Scientist

51% of Data Scientists surveyed believed that the majority of their expert-level tasks will be automated in the next 10 years or less.

KD Nuggets Survey 2015

Automation at Work, in Work

“Digitalize Your Enterprise with AI Software Purpose-Built for Operations”



Founded: 2010

Location: New York City

VC Funding: \$36m

Employees: ~200

Continuous Learning

- AI software learns from the work of humans to automate additional tasks in the next project

Smart Process Automation

- AI software divides project into tasks to be automated, crowd-sourced, or done in-house

AI Project Management

- Sources, trains, and manages workers
- Distributes work based on capacity
- Makes payments with no management overhead

Quality Check

- Every task is automatically controlled using Six Sigma methods
- Pinpoints workers who do not perform

Source: Ford M, *Rise of the Robots: Technology and the Threat of a Jobless Future*, Basic Books, 2015; “WorkFusion Intelligent Automation 2017,” WorkFusion, <https://www.workfusion.com/smart-process-automation-spa>; Nichols G, “Bad news for IT: Robots and artificial intelligence will take jobs,” *ZDNet*, 12 May 2015; EAB interviews and analysis.

Future-Proofing in the Age of Automation

Lifelong Learning Is Now a Career Necessity

Defining Future-Proofing

“The process of anticipating the future and developing methods of **minimizing the negative effects** while **taking advantage of the positive effects** of shocks and stresses due to future events.”

Principlesoffutureproofing.com

The Experts Advise



“Finally, **across nearly all industries**, the impact of technological and other changes is shortening the shelf-life of employees’ skill sets. So no matter what you choose to study today, **expect to have to keep learning** throughout the course of your career.”

*Saadia Zahidi
Head of Education, Gender, and Employment
Initiatives, the World Economic Forum*

Your Prospects Agree



72%

of prospective adult learners think they will need additional education to keep up with changes in their field

*2016 Pearson
Adult Learners Survey*

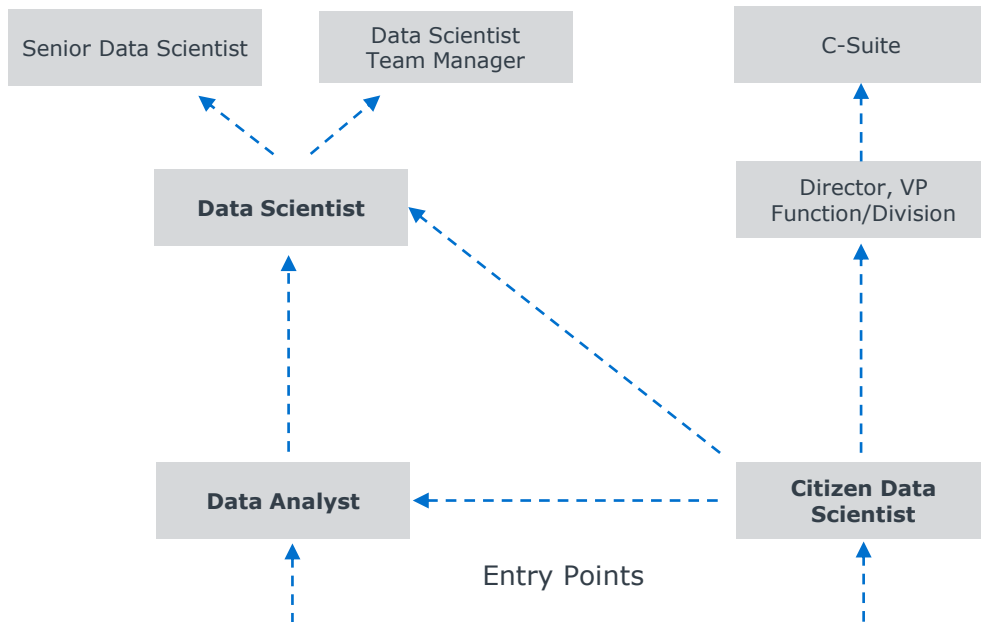
Source: Pinsker J, “Ask an Economist: How Can Today’s College Students Future-Proof Their Careers?”, *The Atlantic*, Sept. 12th, 2016; “Principles of Future-Proofing,” *Principlesoffutureproofing.com*; “Pearson Poll Finds Anxiety about Keeping Up with Innovation Now Top Career Concern for Adult Learners,” *Pearson*, Oct. 19th, 2016.

One Size Does Not Fit All

Variety of Analytics Roles and Pathways Compels a Credential Portfolio

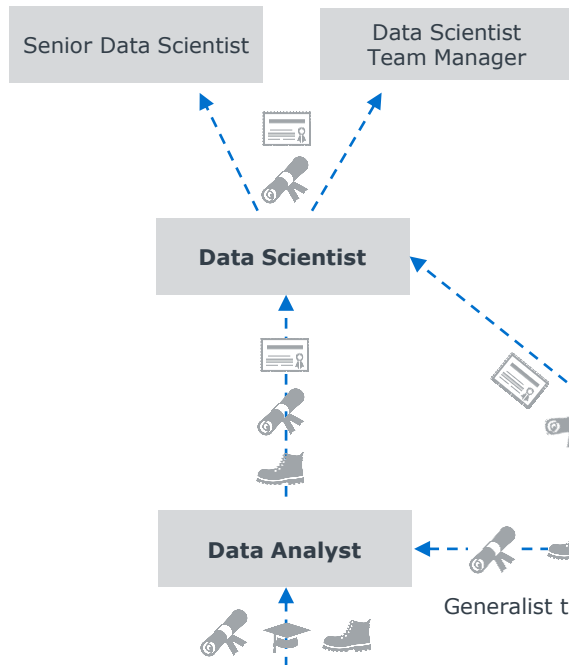
"Analytics Work" Career Ladder

"Analytics in Work" Career Ladder

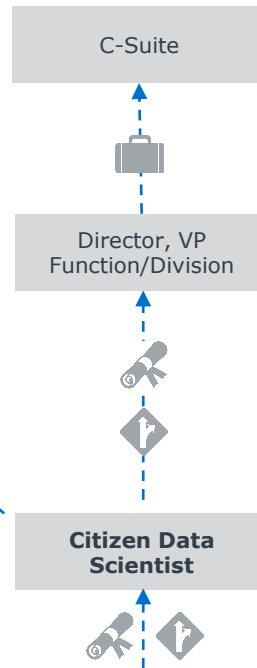


Credential Versatility Serves Role Diversity

"Analytics Work" Career Ladder



"Analytics in Work" Career Ladder



Legend

-  : Master's
-  : Certificate
-  : Bootcamp
-  : Exec Ed
-  : Bachelor's
-  : Analytics Track Within Non-Analytics Degrees

1**Data Analytics' Transformation of the Working World****2****Emerging Threats from Competition and Automation****3****The Adaptive Analytics Portfolio Part I:
Maximize Credential Applicability**

Building the Adaptive Analytics Portfolio

Key Imperatives for Analytics Programs

Maximize Credential Applicability	Track the Technological Edge	Realign the Practicum to Career Priorities
<p>Enable Analytics Specialists to Tailor their Degrees</p> <p><i>Offer advanced technical, function- and industry-specific electives</i></p> <p>Diversify the Prospective Student Pipeline</p> <p><i>Widen the enrollment pipeline by targeting non-STEM majors</i></p> <p><i>Appeal to career starters and non-traditional students through undergraduate degrees</i></p> <p>Provide Analytics Generalists Upskilling Options</p> <p><i>Offer certificates, analytics tracks within existing degrees, and executive education programs to serve citizen data scientists and executives</i></p>	<p>Monitor Bootcamp Market Performance</p> <p><i>Track bootcamp pricing, revenues, funding and valuations</i></p> <p>Analyze Curriculum Gaps</p> <p><i>Compare program curricula to bootcamps to assess market relevance</i></p> <p>Enhance Employer Market Sensing</p> <p><i>Generate broader perspectives on emerging employer skill and hiring preferences</i></p>	<p>Competitive Practicum Proposals</p> <p><i>Practice #1: Galvanize/University of New Haven</i></p> <p>Hardwiring Project Management</p> <p><i>Practice #2: Louisiana State University</i></p> <p>Solution Catalyst Hackathon</p> <p><i>Practice #3: St. Mary's University</i></p> <p>Analytics Program Evolution Accelerator</p> <p><i>Practice #4: Indiana University</i></p>

Launching a Data Analytics Program

What Opportunities Exist and How to Take Advantage?

▶ Four Steps to Support Decision Making

Conduct Market Assessment

- Determine local and regional labor demand for analytics specialist and generalist roles
- Avoid “market sensing myopia” by conducting research with existing and leading generation analytics employers to pinpoint emerging skill and role preferences

Assess Institutional Analytics Ownership Options

- Acknowledge interdisciplinary nature of analytics and consult with colleges and faculty on analytics applicability to existing programs, majors and student audiences
- Prioritize discussions with business school and engineering school, as well as computer science, statistics and mathematics departments

Examine Viability of Masters Program as Foundational Credential

- Evaluate opportunity to develop masters as it provides interdisciplinary platform to innovate additional credentials and offer tracks/courses to other professional masters programs
- Consider international student audience—residential programs are high demand and high margin

Embed Adaptability in Portfolio From the Beginning

- Ensure selected student audiences have options; absence of steady state in the field necessitates tracking technological advances closely; invest in the practicum

Full new program launch guide included in “Data Analytics: Capitalizing on Creative Disruption” study

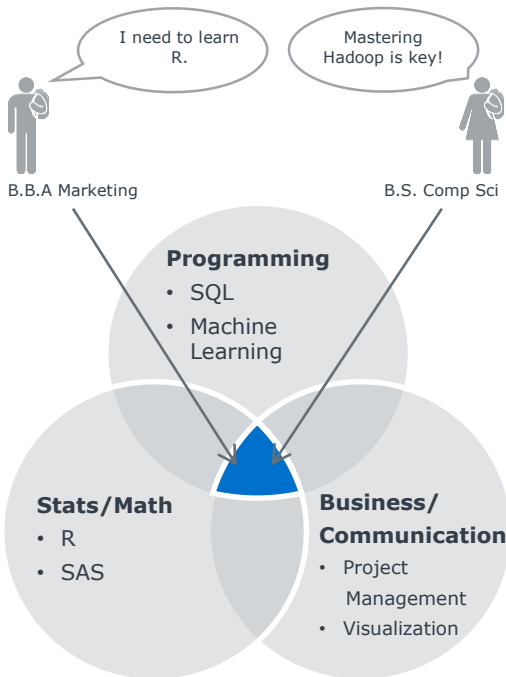


Options for Specialists to Tailor Their Degrees

Enabling Core Customization

Supporting Specialization

1 Skill Specialization



2 Function Focus

Electives and specialized degrees enable students to build business function-specific analytics skills



MS in Business Analytics

-Accounting analytics courses



BENTLEY
UNIVERSITY

MS in Marketing Analytics

3 Industry Focus

Electives and specialized degrees permit students to build industry-specific expertise

Northwestern

SCHOOL OF
PROFESSIONAL STUDIES

MS in Predictive Analytics

-Sports analytics focus






JOHNS HOPKINS
UNIVERSITY

MS in Government Analytics

From “Made to Measure” to Bespoke

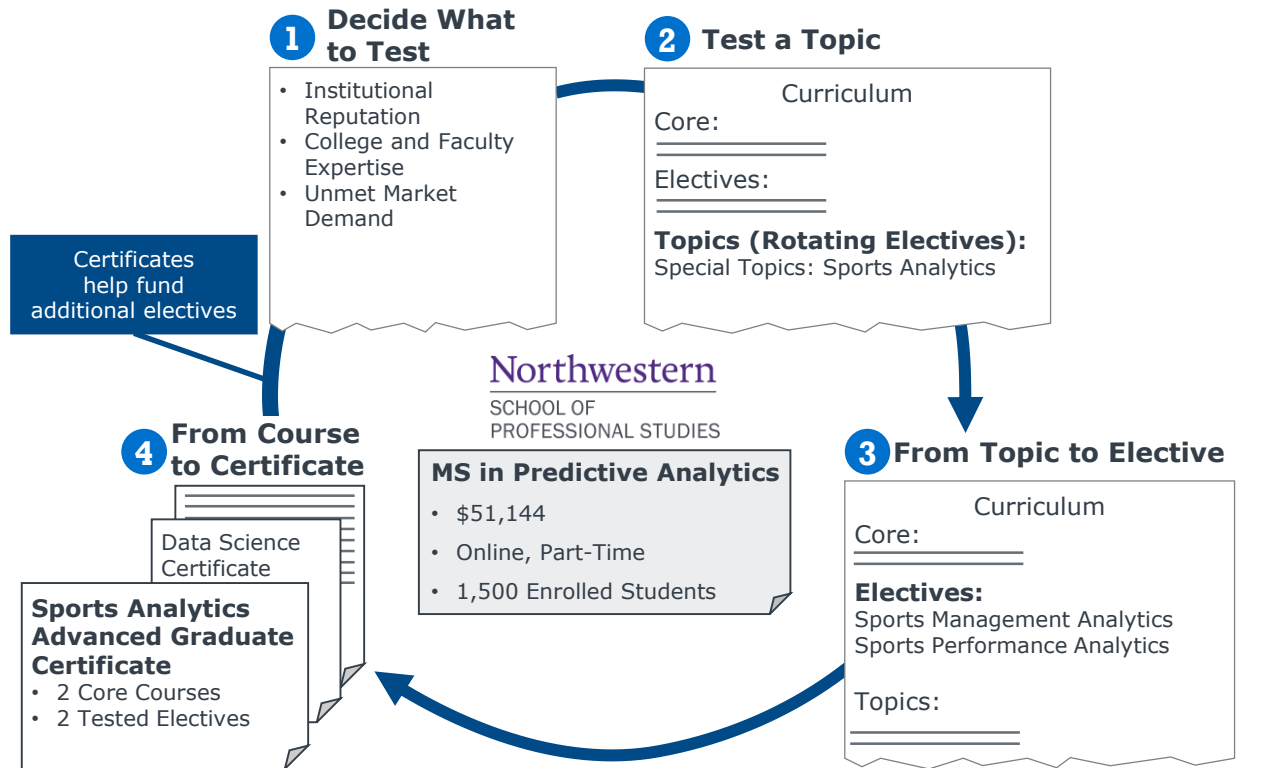
Customization Options Vary, but Proliferating Fast

Program	Launch Year	Electives	Skill Mix Options	Function Options	Industry Options
 NORTHWESTERN SCHOOL OF PROFESSIONAL STUDIES MS in Predictive Analytics	2011	12	<ul style="list-style-type: none"> • Heuristic Modeling • Deep Learning 	<ul style="list-style-type: none"> • Analytics Consulting • Marketing Analytics 	<ul style="list-style-type: none"> • Sports Analytics • Medical Data Science
 MS in Analytics	2016	15	<ul style="list-style-type: none"> • Managerial Economics • Strategic Thinking 	<ul style="list-style-type: none"> • Brand Strategy • Marketing Management 	<ul style="list-style-type: none"> • Cybersecurity Risk Management • Cybersecurity Governance
 Masters of Information and Data Science	2014	6	<ul style="list-style-type: none"> • Natural Language Processing • Machine Learning 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A

Entirely Elective-Based Curriculum Maximizes Customization

 INDIANA UNIVERSITY MS in Data Science	2015	25	<ul style="list-style-type: none"> • Artificial Intelligence • Applied Machine Learning 	<ul style="list-style-type: none"> • Social Media Mining • Web Mining 	<ul style="list-style-type: none"> • Drug Discovery Analytics • Government Analytics
--	------	----	---	---	--

Certificates Fund Innovation Pipeline



Source: EAB interviews and analysis.

A Word About Certificates



Key Observations:

- **Number:** ~150 certificates on the market¹
- **Student Career Goals:** Serve full range of analytics roles



Government Analytics Certificate

- **School:** Krieger School of Arts & Sciences: Advanced Academic Programs
- **Cost:** \$18,365
- **Analytics Focus:** Citizen data scientists
- **Admission Criteria:** No quantitative or programming skill requirements or recommendations
- **Modality:** Online/hybrid/in-person
- **Format:** For-credit
- **Number of courses:** Five
- **Details:** Stackable into MS in Government Analytics

Data Science Certificate

- **School:** Professional & Continuing Education
- **Cost:** \$3,735
- **Analytics Focus:** Data analytics professionals
- **Admission Criteria:** Score of at least 18/30 on test measuring programming, database, and quantitative skills
- **Modality:** Online/hybrid/in-Person
- **Format:** Non-credit
- **Number of courses:** Three
- **Details:** Predates MS in Data Science

Data Analytics Certificate

- **School:** Stetson School of Business and Economics
- **Cost:** Variable
- **Analytics Focus:** Senior managers
- **Admission Criteria:** Open Enrollment
- **Modality:** In-person
- **Format:** Non-credit
- **Number of courses:** One two-day class

1) "The State of Data Education in 2016" <http://www.tableau.com/data-education-2016>

Source: "Government Analytics," Johns Hopkins University, <http://advanced.jhu.edu/academics/certificate-programs/government-analytics/>; "Certificate in Data Science," University of Washington, <https://www.pce.uw.edu/certificates/data-science/>; "Certificate Programs," Mercer University, <http://business.mercer.edu/centers-initiatives/executive-education/certificate-programs/>; "The State of Data Education in 2016"; Tableau, 2016; EAB interviews and analysis.

Growth Lever Available

Non-STEM Students Represent Untapped Opportunity

“We marketed mainly to prospects with STEM backgrounds. However, we also received many applications from liberal arts graduates. We’ve evolved our admissions process to better accommodate them.”

*Donald Harter
Associate Dean for Master’s Programs,
Syracuse University*

Lessons from Early Adopters

Reshape Admissions Criteria



- ☒ Quant. Academic Courses
- ☒ Quant. Job Experience
- ☒ Upward Career Progression
- ☒ If <5 years exp., GMAT



Bridge the Gap



UNIVERSITY OF
SAN FRANCISCO

Pre-Program Summer Boot Camp

- Foundational knowledge courses in statistics, programming, and linear algebra
- Skills course on R (Stats Package)



Offer Guided Pathways



INDIANA UNIVERSITY

- Technical: Focused on advanced programming and computational models
- Non-Technical: Focused on domain-specific applications; data visualization

Embracing Career Starters & Changers

High ROI of DA Qualifications...

Data Analyst Job Posting

Requirements:

Bachelor's Degree

Salary:

\$60,000

1

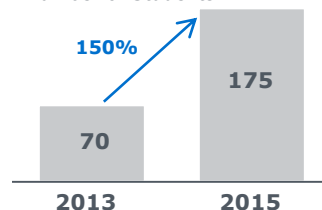
...Spurs Undergraduate Demand...

Case-in-Point

Business Analytics & Information Systems Major



Number of Students



53K

Median Base Salary

95%

Job Placement Rate

2

...Creating Core COE Opportunities

 Career Changer

 Career Starter

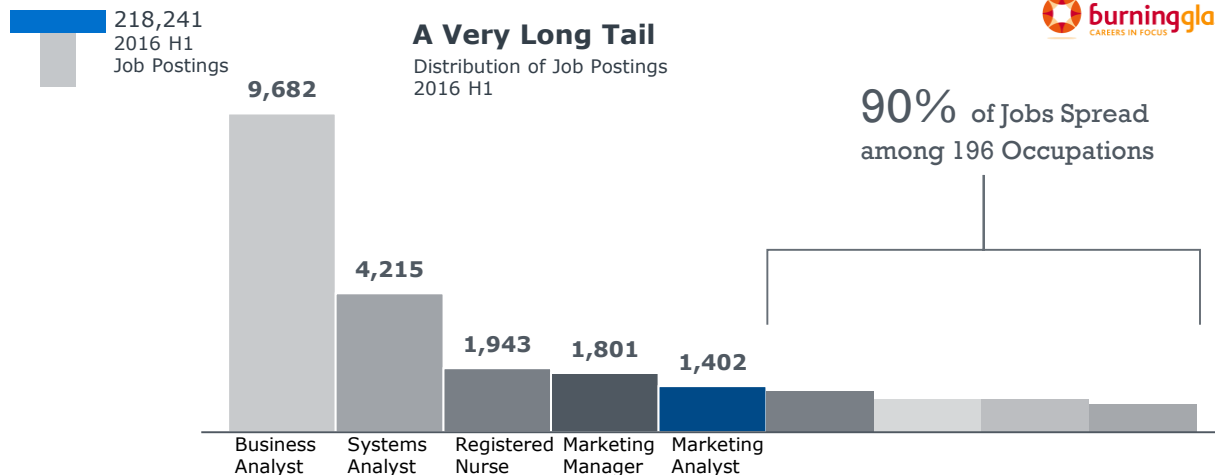
Degree Completion →

Southern
New Hampshire
University

- B.S. in Data Analytics
- Online
- Can transfer up to 90 credits

Many, Many Types of Citizens

Significant Job Diversity Precludes One-Size-Fits-All Offerings



~2.4 Million
Executives

Senior Management Market: Hiding in Plain Sight

"Senior teams...need both to acquire a knowledge of data analytics so they can understand what's rapidly becoming feasible and to embrace the idea that data should be core to their business."

"Mobilizing your C-suite for Big-Data Analytics"

McKinsey Quarterly

Many Ways to Make 'T'

Tailored for Me...



Certificates

- Serve multiple audiences
- Typically online
- Low startup costs

...My Degree...



Tracks within Masters

- Enhances existing programs
- Boosts enrollment
- Cross-marketing opportunities

...My Company



Executive Education

- High margin
- Limited customization
- Employer partnerships



Certificate in Data Science

- Four courses
- For-credit
- Online
- Entirely customizable, choose among any course in data science program



Sports Analytics Track within MA in Sports Administration

- Four courses from MS in Predictive Analytics:
 - Two core courses
 - Two Sports Analytics electives



UNIVERSITY OF
SAN FRANCISCO

The Data Institute

- Four-hour customized executive education sessions
- Use company's own data
- Held on-site or on USF campus

More than Exec Ed

- Priority graduate hiring
- Priority selection of practicum students
- Members-only events

Showcase Your Portfolio

Key Website Lessons from Adaptive Portfolio Pioneers



1. Be Liberal Arts Friendly

Ensure posted admissions requirements accommodate non-STEM students



2. One-Stop Shop

Consolidate all university (or at least COE) data analytics credentials on a central landing page



3. Cross-Market

Cross-link your analytics credentials' individual webpages to drive student awareness of full portfolio of offerings



4. Best Fit Quiz

Create a "quick quiz" to guide prospective students to the best fit analytics credential



EAB

5. Website Audit

The COE Forum's web audit provides an assessment of your unit's online presence, highlights areas of excellence, indicates opportunities for targeted improvement, and recommends implementation tools and templates



EAB



Recruiting the Silent Funnel

Practice Example: Johns Hopkins' Program Explorer

Summary of Recommendations

- 1 Allow specialists to customize their degrees**
through core, function- and industry-specific electives
- 2 Test customization options**
via rotating electives within analytics MS programs
- 3 Accommodate liberal arts graduates**
through alternative admissions and onboarding processes
- 4 Attract current or aspiring citizen data scientists**
via short-form credentials and analytics tracks embedded in existing masters' programs

Revisiting Today's Learning Objectives

1 Data Analytics' Transformation of the Working World

- Explain why data analytics demand has been surging in the "Analytics 3.0" era
- Introduce the emerging "citizen data scientist" role
- Highlight continued opportunities for data analytics specialists

2 Emerging Threats from Competition and Automation

- Examine growing competition from traditional and non-traditional educational providers
- Illustrate how artificial intelligence will soon undermine analytics professionals

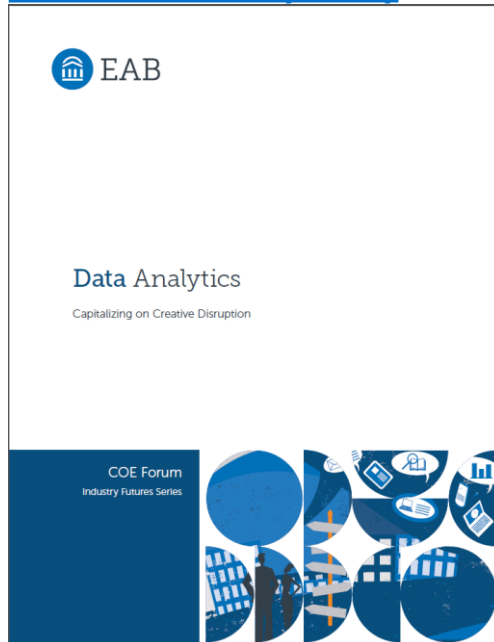
3 The Adaptive Analytics Portfolio Part I: Maximize Credential Applicability

- Introduce three-part strategy for launching or enhancing your analytics offerings
- Discuss recommendations for maximizing the COE opportunity
 - Allow all students to highly customize their degrees
 - Accommodate liberal arts graduates
 - Attract current or aspiring citizen data scientists

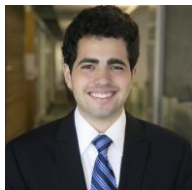
To Learn More...

Data Analytics Study Available Now

[Read the Full Study Today](#)



Thank you for your time!



Benjamin Wohl
Senior Analyst
bwohl@eab.com
202-266-5698



EAB

2445 M Street NW, Washington DC 20037
P 202.266.6400 | **F** 202.266.5700 | eab.com