Conclusion

In 1930s professor Rosenbleuth, medicine doctor and professor in Harvard Medical School, organized scientific meetings with different young scientists where they discussed different topics and problems and share experience of method they are using. They found areas which were not covered with researches inside traditional scientific fields. One of reasons for that is that those areas cannot be explored with traditional approaches. Those, “areas outside known borders” Mr. Norbert Wiener father of cybernetics called “nobody’s land” and he focused mostly on those areas founding discipline later known as cybernetics.

Looking at usage of analytic method in business as a scientific field, it is obvious that it is needed to combine different areas (mathematics, information theory, system theory, game theory, chaos theory, economics etc.) to achieve synergic effect similar to one earlier seen in cybernetics. Competitive analytics is very open discipline, which is absorbing scientific achievements from other fields but in different way. It mostly deals with problems out of standard focus, which can’t be solved with widely known patterns and methodologies. Therefore, methods have to be innovative or they simply won’t work. By knowing this, it is important for researcher to be able to manage, explore and combine many methods to be able to solve complex business problems. Furthermore, to be able to manage different methods is one of the essential assumptions for efficient usage of business intelligence. Researcher needs to step out of mechanical step-by-step approach and try to do thing in different way over and over again, with every new step in iteration process. Even final goal is important, we can say that art of combining methods and focus on path have to be key drivers for performance. To be able to find answers with satisfying level of accuracy is crucial.

This kind of approach for usage of analytic methods in business can be best illustrated through practical business cases where methods are essential for every analysis and where goals are targeted in very precise way. Analysis goals were defined based on real business problems or with intention to improve business efficiency while every new step in iteration process is subordinated in order to reach targets. Of course, we can reach goals in many ways and that is where analyst should unlock its knowledge and skills in order to choose and combine methods and analytic
instruments from different sciences. If researcher is over impressed with specific method or methods, it can be limitation factor and can affect results.

Having in mind complexity and analyst-centric environment, person able to provide high quality research have to fulfill many skills required like:

- Ability to understand large number of methods, tools and different methodologies,
- Has to be concise in analysis covering all relevant business facts and able to separate important from less important,
- Has to always consider several different methods and approaches while structuring problem area towards methods and not towards problems,
- Has to try to solve problem with every efficient method with same chance with outcome relevance ratio as major driver for method selection,
- Has to be able to combine different methods to reach higher efficiency level which can be crucial for business performance and adequate accuracy level.

Let us imagine a hypothetic situation from person A perspective. Person A has certain number of close friends. Person A knows what kind of reaction to simple situations can expect from every of his friends based on previous experience. If Person B was always late for meetings in average of 10 minutes, person A can estimate that he will be late again. Person C likes movies and he doesn’t miss any of their meetings with overview of movies that are currently showing. Because of that, person A expects that their today’s meeting will be enriched with Person’s C comments to latest blockbuster. By knowing that Person C prefer classic instead of modern titles, Person A can expect very critical comments from Person C because new blockbuster is science-fiction based. Person D collect old books. Person D introduce his friend, Person E and also old book collector, into their group. Person A knows that next week antique fair will take place in their neighborhood and he can find Person D and Person E there.

Variety of patterns, behavior, interests and relations helps Person A to come to different conclusions. Let us imagine situation in with Person A did not have any contact or cognitive information about Persons B, C, D and E. We can easy assume that Person A won’t be able to predict specific situations and behavior patterns of other persons. How is this related to our business?

In business, we are in daily pursuit of achievements aiming efficiency and profit. Even some of us may not like it, we always need to take a look from “the bottom” and understand our market segment and our customers to be able to create and develop our products and services. There is no use in creating service not needed by anybody.

There are many good reasons for development and management of churn models beyond to impress executive management. One of most obvious is to provide lists
to the marketing department giving them ability to be very precise both in targeting campaigns but also measuring campaign effects. Another application is customer lifetime value and potential by using calculations of length of time that customer are estimated to remain loyal. Another different application is prioritizing customer segments where SNA provide powerful improvement to traditional approach.

It is important to remember three most important churn modelling goals (among many others) (Berry & Linoff 2001):

- **Near-Term Goal**: Identify a list of probable churners
- **Mid-Term Goal**: Build a churn management application
- **Long-Term Goal**: Create complete CRM (customer relationship management)

This book is covering certainly one of the most important topics that business people need to face today, how to better understand our customers and how to manage their experience with all pros and cons which are coming their way. We need to understand how to deal with strong rising trends but also with “bad days” managing whole perspective and being able to travel through time towards efficiency even with some setbacks which are normal.

After explaining key points of churn and churn management, this book is going step further in explaining most efficient techniques and field best practice approach combining author’s 20+ years of experience pushing churn topic to higher level. Practical experience and “real life” approach so needed in these turbulent times is shown on examples from real projects making churn perspective completely covered for researcher, student or individual interested for this book. We should not let our experience mislead us neither we should think that future is already written. But, we need to face causes and consequences and accept that most things really are happening for a reason.

**REFERENCES**