The Power of Data Driven Decision Making
Facilitator

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SAP
Power of Data Driven Decisions

• What is a Data Driven Organization?
• How can Data help your Organization?
• The journey to becoming Data Driven
• Challenges and strategies to overcome
What is a Data Driven Organization?
Culture of Curiosity

What it is
• Client-centric & service oriented
• Quality & continuous improvement
• Smart spenders

What it is NOT
• Suits and cutthroat corporate ruthlessness
A Changing Relationship with Information

- Personalized Insights
- Sensing and Responding
- Planning and Forecasting
- New Tools
- Business Strategy
What can data do for you?

- Find new insights and opportunities
- Understand your clients and their needs
- Find anomalies in your spending
- Articulate program results and ROI for funders
- Engage your employees and clients in program and quality improvement

How is data working for you?
Proven Return on Investment

“Organizations earn an average of $10.66 for every dollar spent on deployments of analytics.”

“With such high returns, management teams should consider these technologies to be one of the most attractive investment opportunities available to the CFO”

Source: Nucleus Research, “Analytics pays back $10.66 for every dollar spent”, December 2011
The Journey to Becoming Data Driven
A Common Approach

Let’s Analyze!

Where is my data?

What do these insights mean?

Now what do I do?
A Better Way

Define Your Strategy
Define KPIs
Find the Data
Uncover Insights
Act
Start with Strategy

• Help the Board see the value behind investing in information to keep the organization on track and manage risk
• Define KPIs that measure progress towards strategic goals
• Engage the staff so they see the connection between the information they have and how it can drive your strategy
Common Challenges and Strategies to Overcome
Mooers’ Law

“An information retrieval system will tend not to be used whenever it is more painful and troublesome for a customer to have information than for him to not have it.”

Calvin Mooers, 1959
Easy can be Difficult

If you have a fragmented landscape, finding your data is like searching for a needle in a haystack.
Cheap can be Expensive

“We can’t afford a dedicated information manager”
An Expert can Help You

- Needs assessment
- Vendor selection
- Planning
- Implementation
- Roll out & enablement

Quality, Reliability, Effectiveness
SAP’s BI Strategy Methodology

Interactive discovery, prioritization, and recommendations for addressing business pains and a successful enterprise BI strategy

<table>
<thead>
<tr>
<th>Business Discovery</th>
<th>BI Strategy and Execution</th>
<th>Gap Analysis</th>
<th>BI Strategy Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Step 2</td>
<td>Step 3</td>
<td>Step 4</td>
</tr>
<tr>
<td>Create high-level summary of BI needs and their expected impact if addressed</td>
<td>Assess existence of BI Strategy, completeness of execution, and impact if completed</td>
<td>Prioritize gaps of existing BI needs and non-existent or poorly-executed strategy components</td>
<td>With prioritized gaps, promote the benefits of addressing the gaps and map capabilities to solve the business pain</td>
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## Prioritize Business Needs

*Rank both your Business Pains and Business Impact from 1-10.*

<table>
<thead>
<tr>
<th>Pain</th>
<th>Pain</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>We can’t automatically track actual vs. budgets. We’re always in reaction mode. Month and quarter ends are a nightmare; we’re experiencing staff burnout.</td>
<td>7-9</td>
<td>7-9</td>
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<tr>
<td>We can’t drill into problems and issues from desktop, resulting in lots of ad hoc report requests. We also experience many questions on data and KPIs.</td>
<td>4-6</td>
<td>4-6</td>
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<tr>
<td>Our financial systems to support internal and external reporting are not integrated and don’t meet our reporting needs. We spend many hours reconciling and compiling reports.</td>
<td>7-9</td>
<td>7-9</td>
</tr>
<tr>
<td>It is difficult to monitor costs at the product, location or customer level, hindering our profitability analysis. We don’t know if we are making money.</td>
<td>7-9</td>
<td>10</td>
</tr>
<tr>
<td>We lack a complete, correct, consistent and current view of financial data. This causes financial reporting delays. We cannot meet our audit and compliance requirements subjecting us to potential fines.</td>
<td>10</td>
<td>10</td>
</tr>
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BI Strategy Best Practices

• Find a high-level executive sponsor
• Define and prioritize business needs
• Conduct gap assessment of current vs. future needs
• Build capabilities needed using a roadmap
• Measure and communicate progress
• Don’t underestimate culture & change management challenges
BI Strategy is a Journey

System Focus

Project Focus

Team Focus

Organization Focus

Data

Information

Intelligence

Insight

IT

IT

IT

IT

Finance

HR

Staff

Executives

Finance, HR

Board

Finance

IT

IT

IT
Intelligence = Information + People
User Adoption Strategies

• Engage users in defining requirements & evaluating tools
• Give some sample data to everyone – get them hooked!
• Make it fun – eg. Data Geek Contests
• Find internal champions & embrace them!
• Share successes, publicize them
City of Boston
Open Government
A Best Run City

- Improve the quality of city services for Boston residents
- Better align the city’s actions and resources to established objectives
- Ensure public transparency to the city’s performance
Centers for Youth and Families
Compared to last quarter, community center visits
Increased by 16,900
March 2016

BRA

Basic City Services

Library
Compared to Q3 last year, library visits:
Increased 7%
March 2016

Elderly Commission
This quarter, the senior shuttle provided an additional:
400 rides
March 2016

Fire
This quarter, the Fire Department responded to
1,422 Fires
March 2016

Human Resources
In March, diverse candidates represented
56% New Hires
March 2016

Innovation and Technology
Website Visits have hit
4 Million
March 2016

Inspectional Services
Compared to last quarter, rental units inspected increased:
Over 1,200
March 2016

Neighborhood Development
This quarter DND completed
509 Market-rate units
March 2016

Parks
This quarter, the Parks Department completed:
10 Park Design Plans
March 2016

Police
As of March, there are
346 Neighborhood Groups
March 2016

Property Management
This quarter, PCM resolved:
769 Graffiti Requests
March 2016

Public Health
This quarter, the Mayor's Health Line reached
3,395 Individuals
March 2016

Public Works
This quarter, PWD's Street Light division retrofitted:
847 Street Lights
March 2016
Next Steps

• Review your current information landscape
• Find a pilot project or initiative
• Engage your staff
• Engage your board
• Get expert help
More Questions?
Want to Stay in Touch?

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