Global Information Services

Data and Insight Domain
Pillar 3 – Insight

Creating the tools and skills necessary to harness information from around the network, providing internal and external stakeholders with knowledge and insight on the British Council’s work and its impact.

This is about getting the right information, at the right time, in the right way, safely by:

• Setting and supporting a strong but pragmatic data governance framework to improve data quality across the British Council.
• Providing systems to manage, collate, and analyse structured and unstructured data across the global network and business functions to enable stakeholders to informed decisions.
• Providing systems to interpret and communicate data and knowledge in a meaningful, accessible, exciting and helpful way.
What does this mean?

- Setting data governance framework
- Data standards
- Data ownership
- Data stewardship
- Compliance

Managing, collating and analysing data

- Articulate and provide evidence of the impact that the British Council has in the countries in which we work, and the value that brings to the UK and the countries themselves
- Report on a defined set of high-level corporate KPIs, drilling down as necessary into the detail
- Identify future business opportunities and threats
- Share knowledge internally and externally

Communicating data with tools including:

- Dashboards and balanced scorecards
- Info-graphics
- Presentations
- Geographical Information Systems (mapping data to geographies)
### Link to GIS Strategy 2016-2020

#### Pillar 1: Getting the basics right
- Standardised reporting
- Data quality reporting
- One version of the truth for MI

#### Pillar 2: The Customer at our heart
- One stop shop for all BI needs
- Self Service access

#### Pillar 3: Giving you insight
- Standard data models
- Self Service Access
- Giving access to complex data in simple form

#### Pillar 4: Space for Collaboration
- Reporting and commentary can be shared
Insight Domain Description

Management Reporting
- One stop shop for data and reporting
- Visualisation of data through graphics
- Ability to develop reports by power users – flexibility within a framework

Analytics
- Latest Analytics tools to interrogate any data
- Access to structured and big data sources

Integration
- Integration of data at high level for MI across multiple systems
- Master data management and data integration leading to better reporting
Master Data and Data Governance

**What do we want to explore?**
How we can achieve a more consistent, joined up approach to data governance and master data governance across the programmes? In particular:

- Identify sources of master data (CRM, HRIS, SAP, GNOME, TOFFEE, E-Commerce, etc.)
- Identify data owners across the programmes
- Implement a data governance program and data governance council
  Develop the master data model

**Why?**
A consistent approach to data governance and master data management will give us:

- Single customer contact
- Single consistent view of customer
- Single consistent view of business operations
- Reduced data integration costs
- Cheaper, quicker and better business analytics and insight

**What are the outcomes we seek from the discussion?**
Assessment of the appetite for a joined up approach, what we could do differently, who are key contacts, commitment to tangible next steps.
Building Data and Analytics Capability

The following steps are involved in building a data and analytics capability. The British Council is currently providing mentoring and coaching around predictive analytics which forms part of the stage before step 1.

1. Define Analytics Vision
   - Assess business challenges and identify opportunity to define an Analytics vision.

2. Assess current capability and Analytics landscape.

3. Define Analytics TOM
   - Perform gap analysis and draft roadmap.

4. Implement pilots and PoCs to test use-case(s) and create success stories.

5. Deploy and exploit new capabilities. Monitor and evolve over time.

   • Explore the business challenges to be answered and business strategy to be delivered.
   • Define the Analytics Vision (the To-Be state) to support the business strategy and identify use-cases.
   • Understand the As-Is state and assess the maturity of Analytics capability in relation to the use-cases previously identified.
   • Identify the capability gaps at Enterprise / Business Unit level in order to deliver the use-cases previously identified, explore possibilities to leverage synergies and simplify complex processes.
   • Define a roadmap to build Analytics capability outlining benefits, risks, dependencies, resource requirements and implementation plan.
   • Proof of Concepts and pilots allow use-case(s) to be tested and the roadmap to be refined.
   • Success stories help create buy-in from stakeholders.
   • Deliver the capabilities set out in the implementation plan and engage with business users to ensure uptake and continuous improvement.
Planned work

• Complete corporate data model and scope for key integrations.
• Work with major programmes to develop plans for future analytics and reporting capabilities.
• Finance Transparency –
  – develop new data model,
  – assess impact on existing BW and BO reporting
  – design new reporting landscape and allocations
  – assess and start to implement technology upgrade requirements
• Develop offerings for Power BI
# Data and Insight Roadmap

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<tr>
<th>Timeframe</th>
<th>Corporate Data Model</th>
<th>Reporting for English Systems</th>
<th>Finance Transparency</th>
<th>E&amp;S Dashboards for BESS</th>
<th>HR Analytics and integration</th>
<th>CRM</th>
<th>Procurement Analytics</th>
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Data and Insight

GIS provide services globally to provide:
• Access to structured data and information
• Creation of management reports
• Uses Business Objects from SAP

Originally based around SAP reporting.
Now being planned for other data, including:
• HR
• English systems
• E&S
• Digital
Global Information Services

Thoughts on Leading Practice
Introducing the MI maturity model

The graph below outlines key stages of MI maturity.
Overview of MI maturity
Associated MI characteristics for each of the high-level stages.

**Typical Optimal Characteristics:**
*Builds on what is outlined below in progressive but also includes*
- Usage of predicative analytics to anticipate future business issues and challenges
- Close connection to proactively outline insight into business behaviour and underlying business performance

**Typical Progressive Characteristics:**
- Effective Performance Management and comparative analysis across SBU’s
- Integrated financial and non financial KPI’s that are embedded and used in the business
- Standard enterprise wide data model incorporating other reporting dimensions

**Typical Basic Characteristics:**
- Backward looking, reactive MI provision. More time spent on data crunching than analysis
- Significant data reconciliation issues
- Inconsistent data definitions and calculations
- Limited data governance and not well defined data ownership
Define Analytics Strategy and Operating Model

The following solution provides a framework to help organisations become insight-led by embedding analytics in everything they do.

- This solution offers a robust framework to help define or refine client’s Analytics vision that complement their business goals, assess their current Business Intelligence/Analytics maturity, identify the capability gaps across 5 different areas - Analytics Strategy, People & Change, Process, Information and Technology, design the road map and deliver an Analytics Target Operating Model.

- A fully insight driven organisation uses information as a source of competitive advantage and Analytics is embedded into all business as usual activities enabling them to generate:
  - **Hindsight**: reporting on what has happened
  - **Insight**: understanding why things have happened
  - **Foresight**: predicting what will happen and shaping it

- Explore the business challenges that can be addressed using Data and Analytics
  - Define a set of Data Analytics ‘Use-Cases’

- Document the current Analytics capabilities within the organisation taking into consideration Analytics strategy, people, processes, data and technology
  - Identify capability gaps at Enterprise / Business Unit level in order to deliver the Analytics ‘Use-Cases’ previously defined
  - Prioritise the Analytics ‘Use-Cases’ based on relative complexity, implementation cost/time and expected benefits

- Get stakeholder agreement on which ‘Use-Cases’ to proceed with
  - Based on the chosen Use-Cases, define roadmap to develop missing Analytics capability outlining timelines, dependencies, risks, assumptions cost and resource requirements

- Identify quick wins and use an agile method to build, test and deliver pilot Analytics projects

- Deliver the capabilities set out in the implementation roadmap and engage with business users to ensure uptake and continuous improvement

- Define Analytics Strategy and Operating Model
Vision for British Council – Ambition for 2018 and beyond

The graph below shows different stages along the MI maturity curve, outlining the British Council Enterprise MI function ambition for 2018 and beyond.
What are the key components of leading MI Operating Models

Typically MI Operating Models consist of 10 core areas outlined in the diagram, which should be assessed in line with your current organisation.

Subject to your situation, some of these areas will evolve and develop over time and therefore may only need to be defined at a conceptual/ directional level.

Building upon existing capabilities is necessary but more important to ensure these are ‘fit for purpose’ for future vision e.g. information governance.

The role of key stakeholders is paramount.
Focusing on Consumption & Demand in addition to People and Culture, Governance and user Forums, the key British Council operating principles are outlined below.

**MI Consumption & Demand Operating Principles**

1. Intelligent customers i.e. data users will be able to self serve, design and develop reports across the SBU’s
2. Users will have Freedom within a Framework to design their requirements including information changes and technology platforms
3. The Enterprise visualisation reporting tool will be Business Objects. This will include the latest functionality, including the Lumira design studio

**MI People, Culture, Governance and User Forum Operating Principles**

3. Create a community of interest that promotes best MI practice among the user group
4. Establish user reporting principles to allow data users to self serve and be more self sufficient
5. Maintain the integrity of the data platform through a well structured governance team with process and data frameworks
6. Establish a Data Steward function
7. GIS will provide consultancy and mentorship to the network of data stewards
Focusing on MI Creation and Provision, the key British Council operating principles are outlined below.

**MI Creation and Provision Operating Principles**

1. Information strategy has been developed which forms part of a cross business information framework led by the Poland hub
2. GIS will actively support all programmes across the SBU’s that have a major MI or reporting implication
3. Treat data as an asset
4. Support SBU’s, Regions and Support Functions to define a KPI library and bring it to life through a standard reporting suite
5. Provide ability to access emerging technology platforms that are proposed by the SBU’s / Businesses. GIS will retain the ultimate sign off on Enterprise class innovation landscape decisions
6. Establish a data governance team to support and monitor BAU data accuracy, integrity and availability
7. Provide the right information, at the right time, in the right way, safely