EBU

OPERATING EUROVISION AND EURORADIO

MAKING THE BUSINESS CASE FOR ANALYTICS AND CHANGE

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CONTENT

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DEALING WITH DIRTY DATA

DON'T FEEL BAD: ALL HR DATA IS MESSY

- Multiple systems
- Incomplete data
- Frequent restructurings
- … and then some M&A

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IN ANNUAL PERFORMANCE REVIEWS, SOME MANAGERS WERE OVER-RATING THEIR TEAMS

- On average performance scores were higher than forecast
- We would break our budget for bonuses
- Visualisation helped by quickly identifying which departments showed patterns of "over-rating" and let us normalise the numbers *and* correct the behaviour

SUNBURST OF PERFORMANCE PATTERNS

MAKE SURE THE BUSINESS OWNS ITS OWN DATA

DESIGNING THE FUTURE ORGANISATION

EBU HAS NOW ESTABLISHED A BASELINE

- Clear view of the organisation structure
- Potential for mapping the activities
- Potential for designing range of To-Be scenarios to assist with envisioning the future

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EXAMPLES OF ACTIVITY MAPPING

Understand your true As-Is…

EXAMPLES OF SCENARIO MODELLING

Understand the impact of different options

DESIGN FUTURE STRUCTURE FOR FUTURE WORK

MAKING THE CASE FOR ANALYTICS

HOW TO JUSTIFY BUILDING ANALYTICAL CAPABILITY

- Cost reduction outcomes
- Business critical outcomes

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EXAMPLES OF COST-BENEFIT ANALYSIS

Avoiding Attrition
Recruitment impact in sales
Manager coverage in retail stores

+ve BUSINESS OUTCOMES BEAT COST SAVINGS EVERY TIME