Data Analytics in Complex Programmes

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Data Analytics - The challenge of a Complex Programme
What do you measure?

Complex programmes will have vast quantities of data that can be very difficult to aggregate to compare

- Approach 1 : Try to measure everything
  - The programme drowns in metrics that require effort to maintain, become irrelevant and people do not understand
- Approach 2: Generate additional data to support the narrative
  - The data does not accurately reflect the actual status of the programme
- Approach 3: Rely on narrative only
  - Programme performance is subjective and may miss key facts or be biased

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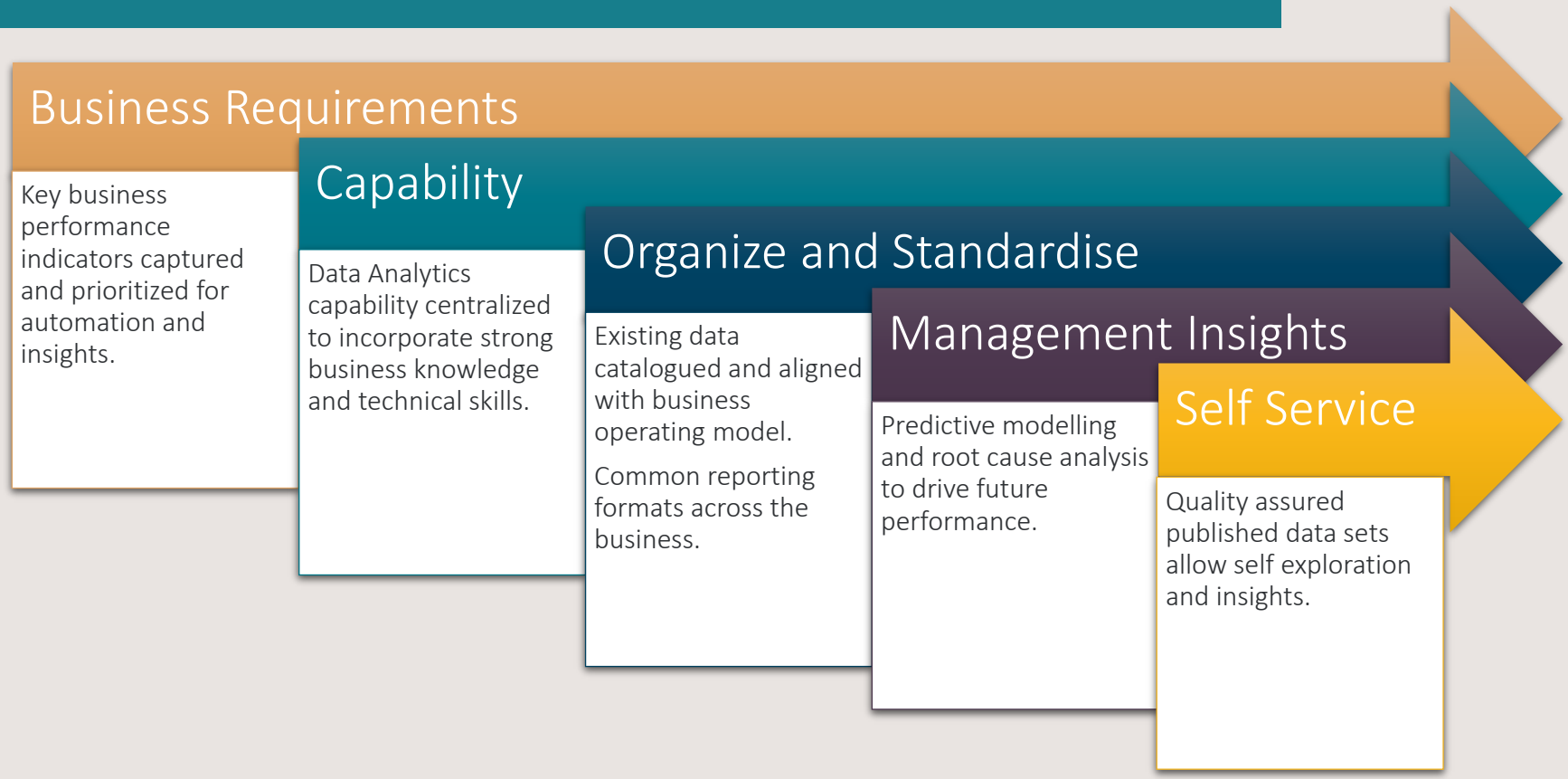
Data Analytics – The Change Journey



- Faster decision making
- More accurate decision making
- Reduced effort manipulating data
- Performance improvements through insights
- Improved Data Quality
- Shift to Data focused culture

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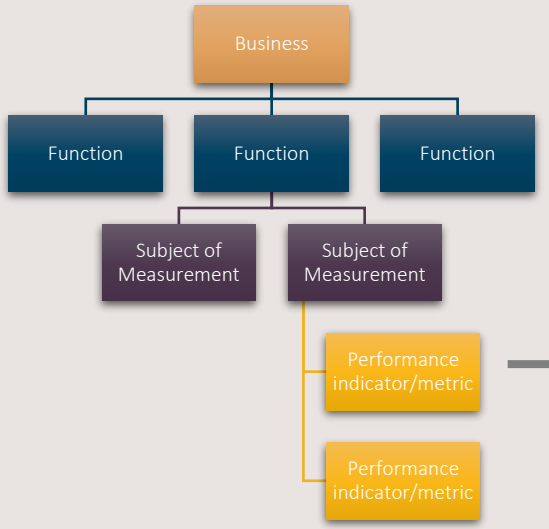
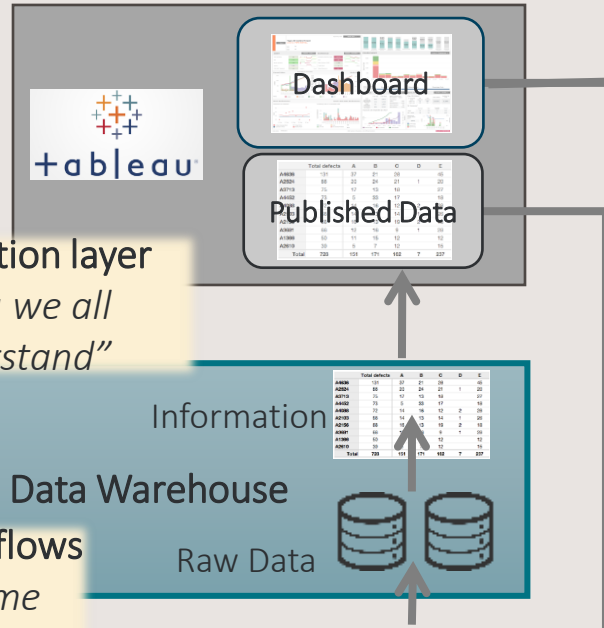
Data Analytics – The Approach

Hierarchy of measures



Function driven measurement
"Common and recognised metrics"

Hierarchy of information



Information layer
"Data we all understand"

Automated data flows
"No wasted time producing reports"

Hierarchy of reporting

Interactive business reviews
"Answers just a click away"

Data driven teamwork
"See the data, take action"

Self service
"Insights through exploration"

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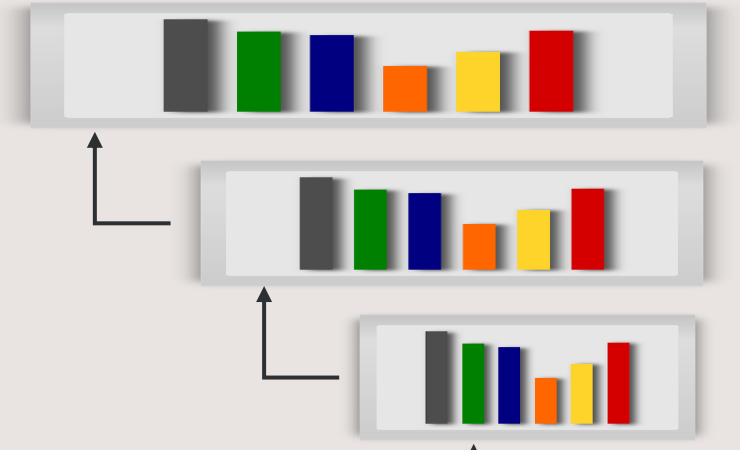
Review Hierarchy

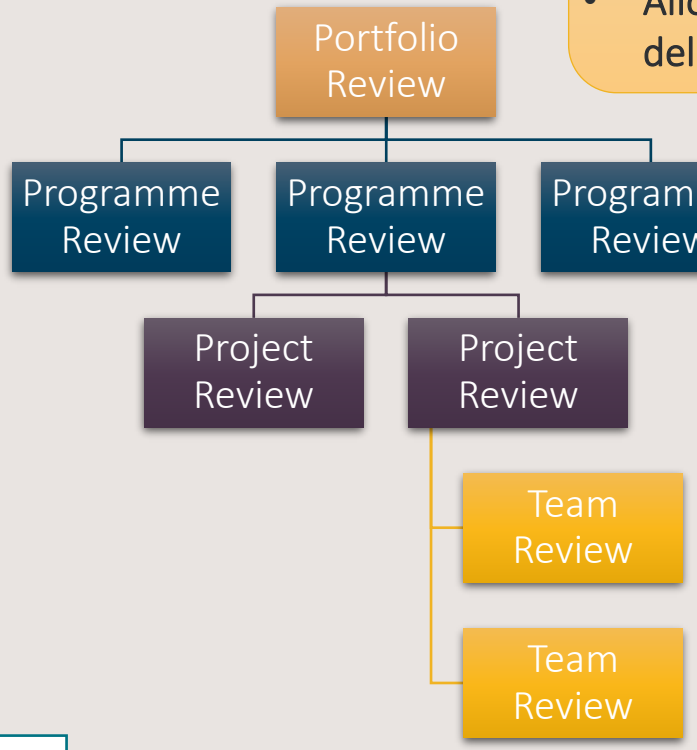
- Reduce duplicated effort
- Standardise format and improve understanding
- Improve Data Quality
- Allow teams to focus on specific data analysis and core delivery

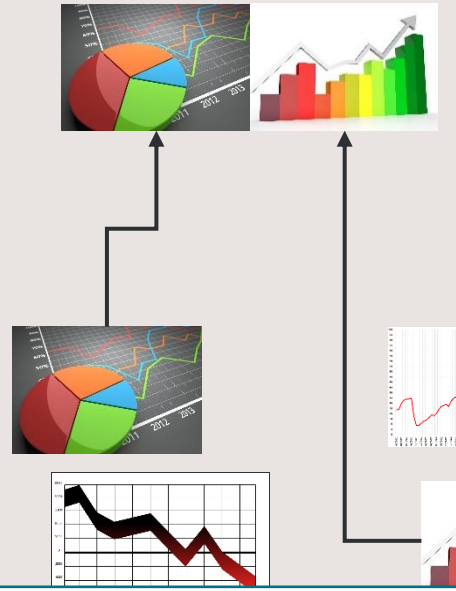


Aggregate Standard Measures
e.g. cost performance index

Single Dataset

Central team provides standard datasets and visualisation





Select specific measures
e.g. product maturity

Multiple Datasets

Central team provides support to data processing and self service capability

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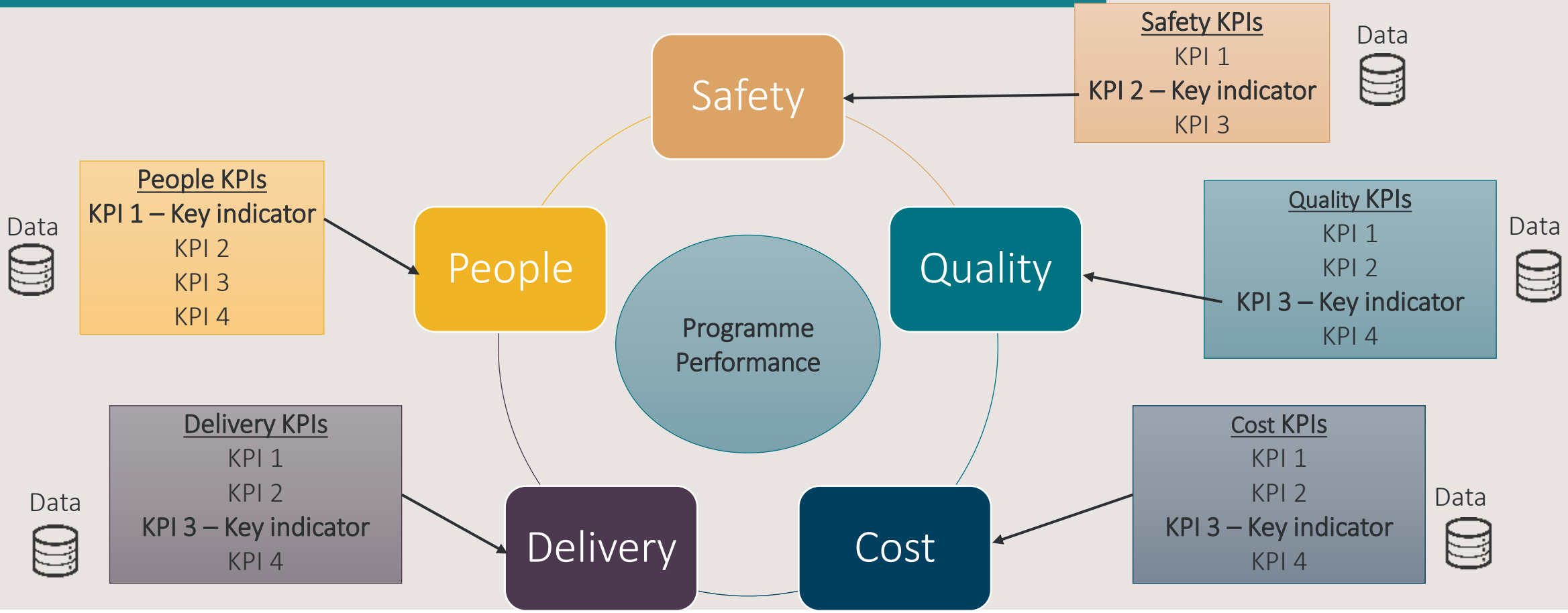
Complex Programme – Fundamental Measures



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Conclusions (so far!)

- There is no “magic bullet” complex programmes are complex!
- Data volume is good but toolsets, processes and data structures must be aligned to maximise automation and insight
- Selecting critical measures is essential to avoid information overload
- Data literacy amongst the wider population needs to be grown in order to maximise insight and reduce reliance on specialists to analyse and deliver business intelligence

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