


18. konferenca
Dnevi slovenske informatike



Vloga poslovne intelligence in analitike pri izboljšanju učinkovitosti javnega sektorja

mag. Tomaž Breznik

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Javni sektor in učinkovitost

Trend globalnih prizadevanj za preoblikovanje javnega upravljanja:

- › K rezultatom usmerjen proračun
- › Merjenje učinkovitosti

“Učinkovitost je lahko definirana kot sposobnost subjekta, da dosega rezultate v vnaprej zastavljenih dimenzijah. Merjenje in izboljšanje učinkovitosti sta ključ za zagotovitev uspešne vpeljave strategije organizacije”

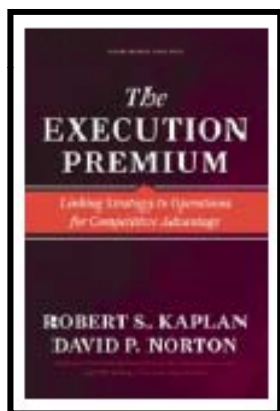
Pri merjenju učinkovitosti vsake organizacije se vzame v obzir naslednji dve lastnosti:

- › Finančni kazalniki
- › Nefinančni kazalniki

Izzivi javnega sektorja pri upravljanju učinkovitosti:

- › Pomanjkanje jasno definirane strategije
- › Imetje ustreznih KPI-jev in njihova povezanost s strategijo
- › Neoptimalno operativno delovanje
- › Osredotočenost na merjenje “izhodov” namesto na merjenje “rezultatov”
- › Upravljanje s podatki in pridobivanje informacij
- › ...

Sodoben pristop upravljanja učinkovitosti

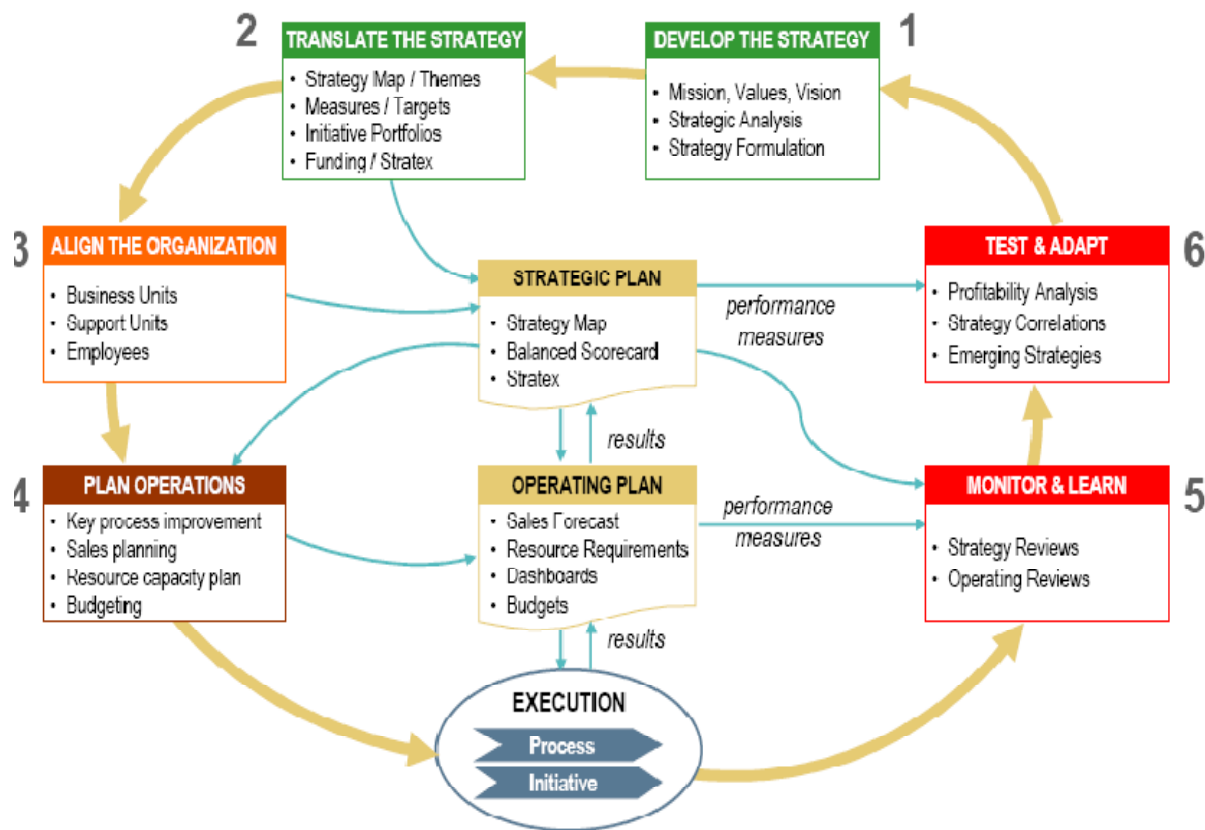


The Execution Premium Linking Strategy to Operations for Competitive Advantage

Robert S. Kaplan and
David P. Norton

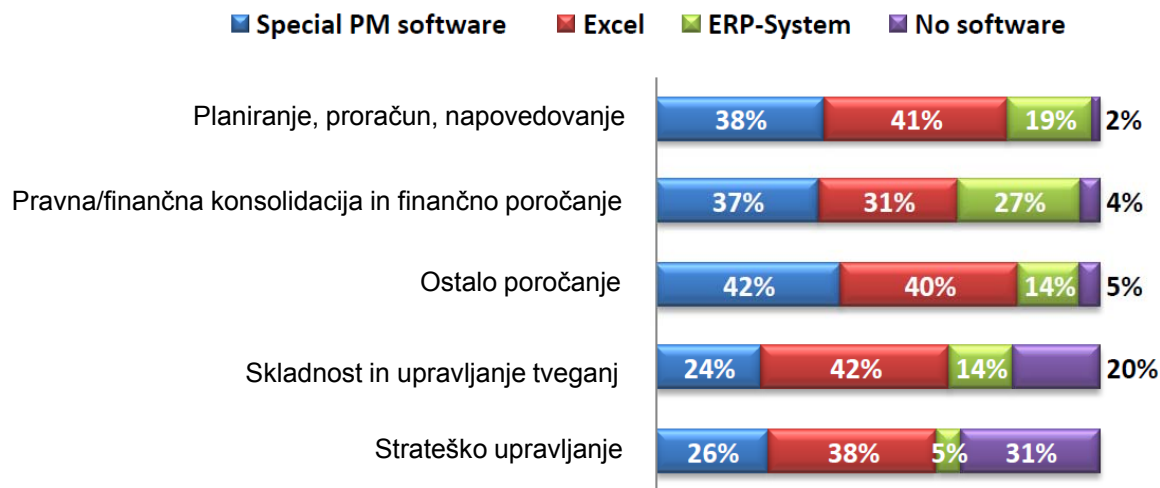


The Palladium Management System - Povezava strategije in delovanja

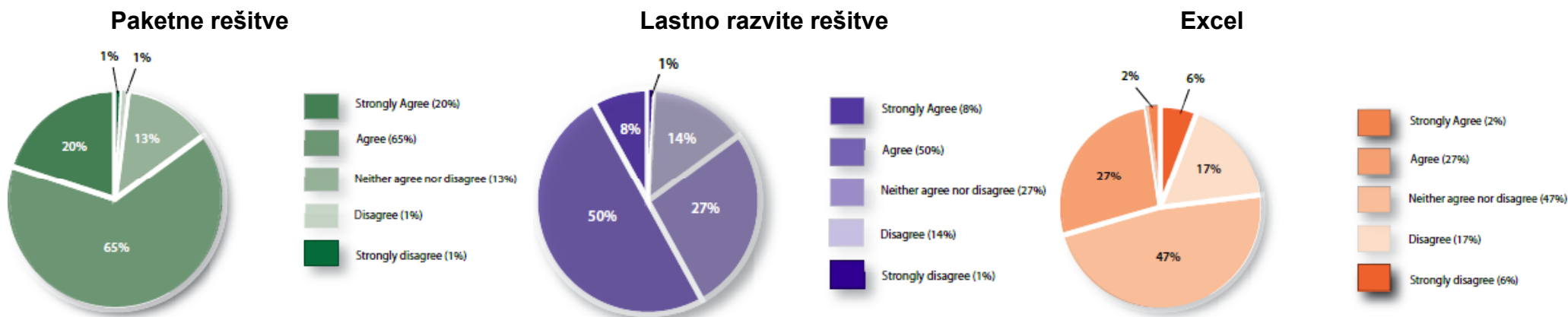


Slika 1: Model upravljanja učinkovitosti, SAP AG 2009

Programska oprema za upravljanje učinkovitosti

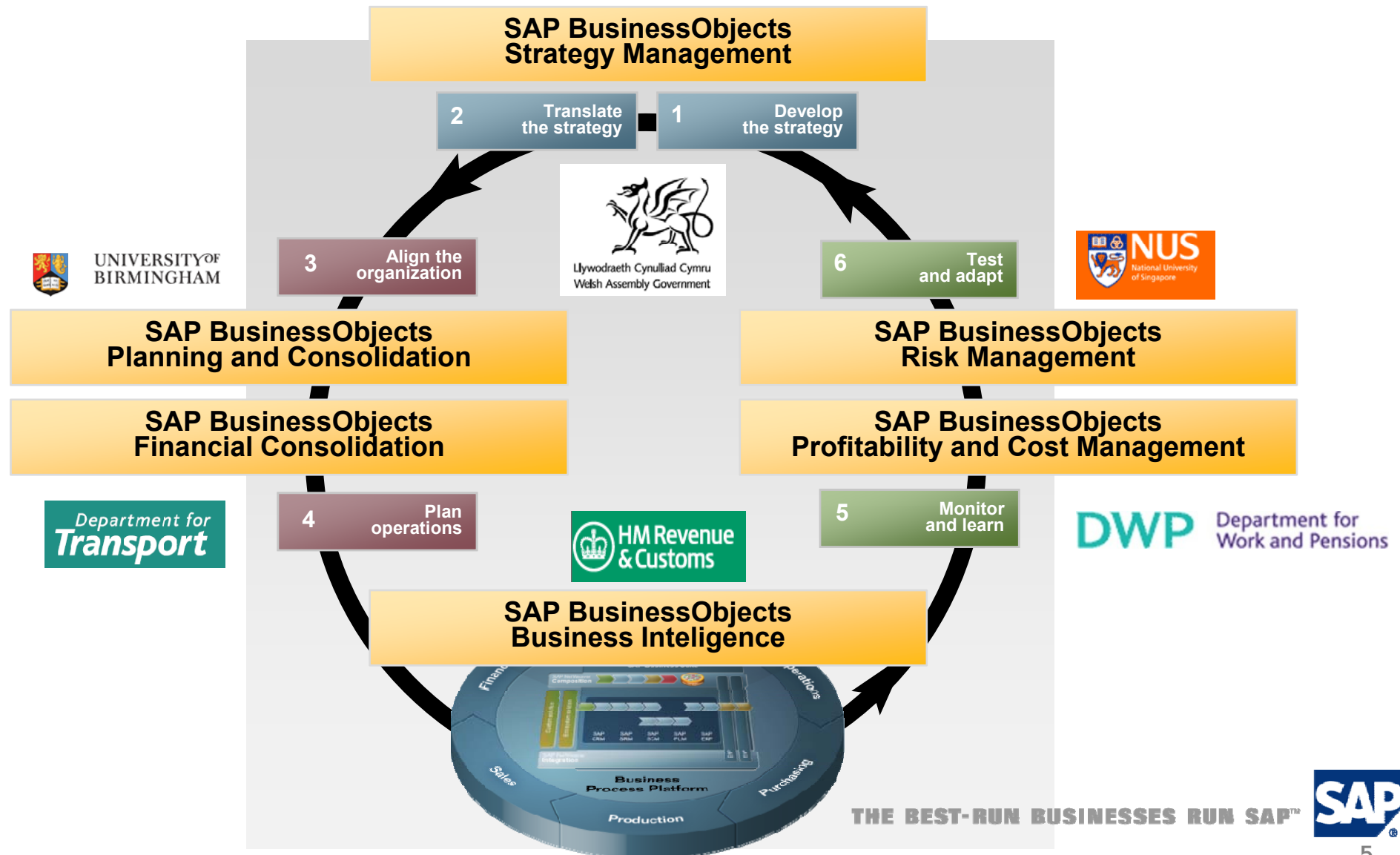


Slika 2: Zastopanost programske opreme za upravljanje procesov učinkovitosti; Performance Management – Current Challenges and Future Directions, Barc 2009



Slika 3: Programska oprema katero uporabljamo nam pomaga pri boljšem upravljanju učinkovitosti; Strategic Performance Management in Government and Public sector organizations, Barc 2009

Poslovne inteligenčno-analitične rešitve



Koristi poslovnih inteligenčno-analitičnih rešitev



Študija IDC, 2003: Mediana ROI projektov poslovne analitike je bila 112% (evaluacija pri 43 vodilnih organizacijah)

Washington State Transportation Improvement Board Gets Going with SAP® BusinessObjects™



QUICK FACTS

Washington State Transportation Improvement Board

- Industry: Public sector – state and local governments
- Budget: US\$200 million
- Employees: 12
- Headquarters: Olympia, Washington
- Web sites: www.tib.wa.gov, www.tib.wa.gov/performance/dashboard
- SAP® solutions and services: Xcelsius® software, part of the SAP BusinessObjects™ portfolio

“Performance management is not an event; it’s an ongoing process. Xcelsius software from the SAP BusinessObjects portfolio enabled us to create a dashboard to quickly visualize and communicate ways to improve performance.”

Stevan Gorcester
Executive Director
Washington State Transportation Improvement Board

Key Challenges

- Improve transparency of financial and project data to support policy decision making
- Integrate multiple databases to ensure a unified and accurate view of project data

Implementation Best Practices

Mapped business processes to help identify metrics

Financial and Strategic Benefits

- Improved transparency, accuracy, and availability of data
- Received commitment for ongoing funding from state legislature, which cited the dashboard as a measure of excellence
- Enabled better-informed and faster decision making



Why SAP Was Selected

- Ability to create custom dashboards
- Powerful, interactive graphical tools

Low Total Cost of Ownership

- Set up initial dashboards in 4 months using in-house resources
- Maximized ROI by starting project after planned database consolidation and hardware upgrade

Operational Benefits

- Reduced days to pay local governments by 85%
- Reduced number of delayed projects by 70%, saving millions in public funds
- Reduced active projects by 41%, enabling the agency to stay within budget
- Reduced average time to complete projects by 30%

City of Henderson Boosts Operations with SAP® BusinessObjects™ Strategy Management



QUICK FACTS

City of Henderson

- Industry: Public sector – state and local governments
- Budget: US\$547,879,667
- Employees: 2,000
- Location: Henderson, Nevada
- Web site: www.cityofhenderson.com
- SAP® solutions and services: SAP BusinessObjects™ Strategy Management application

“We now require a fraction of the time previously spent preparing for operational review meetings and have significantly increased the amount of time we devote to improving operational performance.”

Bristol Ellington
Assistant City Manager
City of Henderson

Key Challenges

- Reduce prep time for operational reviews and strategic plan creation
- Establish a uniform process to monitor progress on strategic plans
- Align and track daily tasks

Implementation Best Practices

- Established effective performance processes; clarified mission, vision, and values before deployment
- Gained the support of upper management
- Rolled out software incrementally

Financial and Strategic Benefits

- Reduced time required to prepare for operational reviews
- Integrated performance management into strategic planning and decision-making processes



Why SAP Was Selected

- Intuitive design for business users; flexibility to customize look and feel
- Support for fast, automated paper-report generation

Low Total Cost of Ownership

- Allowance of incremental rollout
- Rapid implementation across 9 departments in 18 months
- Integration with existing solutions
- Configuration by business users without expensive customization

Operational Benefits

- Provided managers with faster, easier access to data and reports
- Aligned performance objectives with actions to achieve long-term goals
- Streamlined permit-issuing management

Welsh Assembly Manages Outcomes with Strategy Management and Business Planning and Consolidation

SAP

QUICK FACTS

Welsh Assembly Government

- Location: Cardiff, Wales
- Industry: Central Government
- Business: The Welsh Assembly Government is the devolved government for Wales
- Expenditure: £14 Billion, Employees: 6,200
- Web Site: www.wales.gov.uk

SAP® Solutions and Services:

- Business Planning and Consolidation
- Strategy Management



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

“IDEAS (Information to Deliver Excellence, Accountability and Success) will allow us to use One Wales as the basis for planning; put resources against priorities and show how they are making a difference.”

Gill Morgan, Permanent Secretary

Challenges and Opportunities

- Excel based plans, budgets and forecasts, separate scorecards
- Inconsistent versions lacked overall integrity of information
- Manual collation, aggregation, analysis and reporting processes made it difficult to make meaningful business decisions in a timely manner
- Lacked financial data reliability and control

Objectives

Outcome-based Strategic Management

- To identify and structure the strategic delivery priorities for the Welsh Assembly Government
- To align the objectives of Corporate, Departments and Delivery Agencies service lines around the 19 Strategic Objectives of the WAG to minimise waste and maximise business effectiveness.
- To create a usable applications for the WAG to proactively manage towards its strategic objectives based on alignment, transparency, greater insight, and a balance of information
- To provide more relevant insight and track progress against business delivery
- To integrate strategic, financial and non-financial management information as ‘one version of the truth’

Business Planning

- To implement a standard, holistic approach to business planning across WAG.
- To enable the production of business plans aligned to the 19 Strategic Objectives “Outcomes”.
- To implement a standard, holistic approach to business planning across WAG
- To reduce the cycle time/effort required for the planning and budgeting process
- To enable a robust management challenge to a significant portion of ‘controllable’ costs or discretionary funds based on facts and data, scenarios and transparent assumptions
- To re-allocate funds towards areas of most value for money and align strategy, business, service planning and budgeting

Primeri nadzornih plošč poslovne inteligence-analitike v javnem sektorju – trajnostna učinkovitost

The screenshot shows the RECOVERY.gov website. At the top, there's a navigation bar with links like 'HOME', 'ABOUT', 'ACCOUNTABILITY', etc. The main content area features an 'ABOUT' section with sub-sections: 'The Recovery Act', 'The Board', 'Recovery in Action', 'Focus Groups/Usability Testing', and 'Timeline/Milestones'. A sidebar on the left contains a 'See Where the Money Is Going' map and a 'Go to the Recipient Reported Data Map' link.

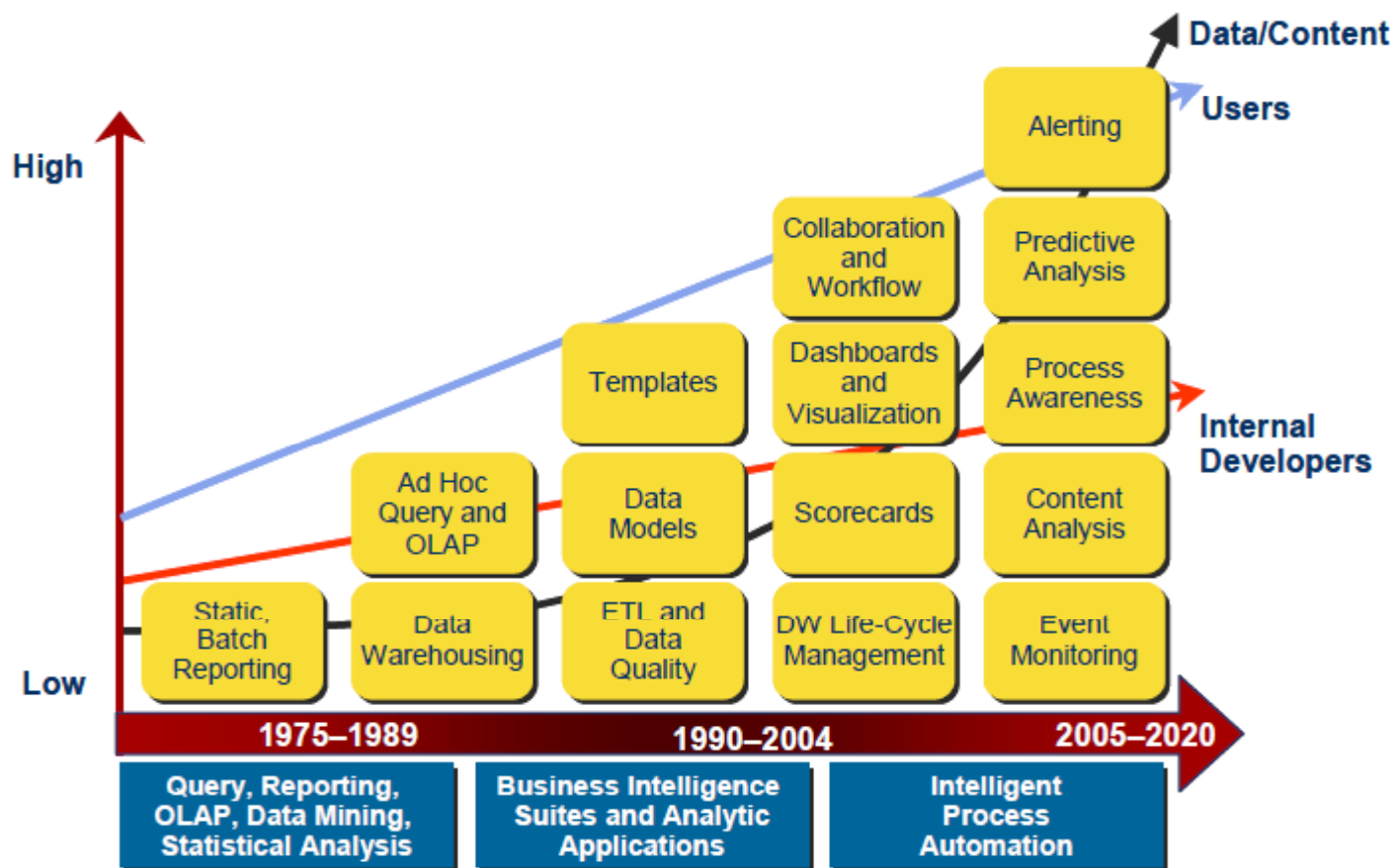
US government: Recovery Act
<http://www.recovery.gov/>

The screenshot displays the TIB GMAP Performance Management Dashboard. It features several key components:

- TIB At A Glance:** A sidebar menu with categories like 'Balanced Scorecard', 'GMAP Reporting', 'Selected Projects', etc.
- Program Metrics:** A pie chart showing 'Statewide Project Inventory' with categories: Application (red), Design (orange), Bid (yellow), Construction (green), and Closeout (blue).
- Agency Status:** A diamond-shaped scorecard with four quadrants: Investors & Customers, Financial, Project Control, and Business Practices.
- Financial Health:** A line chart showing 'Fund Balances' over time for TIA, UATA, and SCPP.
- Key Metrics:** A list of values including Active Projects (168), Rem. Commitment (\$159,529,638), Completed (FYTD) (24), Under Construction (105), TIA Fund Balance (\$10,653,177), UATA Fund Balance (\$16,125,465), SCPP Fund Balance (\$1,352,231), Transactions (MTD) (31), and Payments (MTD) (\$3,768,834.90).

State of Washington: Transportation Improvement Board
<http://www.tib.wa.gov/performance/Dashboard/>

Trendi poslovnih inteligenčno-analitičnih rešitev



Slika 4: Trendi trga poslovne inteligence in analitike; Improving Organizational Performance Management Through Pervasive Business Intelligence, IDC 2009

Kje in kako začeti?

Razmisliti o naslednjem, ko se odloča za poslovno inteligenco in analitiko:

- › identificiranje poslovnih ciljev;
- › identificiranje ključnih kazalnikov učinkovitosti (KPI) za merjenje napredka proti zastavljenim ciljem;
- › osredotočenje na tisto odločitev, ki ima visok učinek na KPI-je;
- › pridobitev podpore in sodelovanja s strani relevantnih poslovnih in tehnoloških lastnikov;
- › preučitev razpoložljivosti paketne analitične rešitve za izbran poslovni proces in odločitev;
- › ocenitev, izbira in implementacija analitične rešitve z namenom boljšega sprejemanja odločitve za izbrani poslovni proces;
- › izobraževanje uporabnikov o procesih odločanja na podlagi dejstev glede na rešitev;
- › merjenje in ocena napredka napram zastavljenim ciljem, nato spremembe.

Hvala na pozornosti!



mag. Tomaž Breznik
Predprodajni specialist
SAP d.o.o. Ljubljana

GSM +386 51 643 099

Email tomaz.breznik@sap.com

<http://www.sap.com/solutions/sapbusinessobjects/>

