

「SNAPSHOT」

Decision making for the
modern manager



Trusted and well-presented data drives decision-making capability

By now we are all aware of the power and availability of data, which makes its chronic under-utilisation harder to understand. It is particularly frustrating when readily available data is lying dormant, its effectiveness blocked by lack of know-how, resource or technology to be able to drive intelligent decision-making.

Where business intelligence can be found, it is often ad hoc, manual, laborious and error-prone, which can fatally undermine the exercise. A data visualisation strategy, supported by an effective data visualisation tool, is an effective way to resolving these issues through the appealing and ingestible presentation of trusted data.

Through the key principles of appealing visuals, transparent data points and self-service adoption, data visualisation platforms drive utilisation, interaction and confidence in the data, all resulting in effective decision-making capability.

Data visualisation platforms give your data the stage

Whether it's customer insight, run-the-bank functional performance, or the KPIs of a large multi-year change programme, a data visualisation tool can give your data the platform it needs to drive decision-making. By creating data visualisation dashboards, we are delivering across four important trends of the modern manager:

1. Satisfies the need for immediacy with real time data feeds
2. Supports the new physically dispersed but digitally hyper-connected workplace by delivering reports straight to mobile devices
3. Exercises cognitive curiosity by creating dashboards that are visually appealing, interactive and intuitive
4. Powerfully communicates the story of decision-making with objective evidence and enables the whole team to "talk off the same page"

Where should I start?

Designing attractive charts is an obvious and key part of the solution, but it is just the tip of the iceberg for delivering the data visualisation operating model. From data sourcing to embedding lasting change, here are five key considerations:

- 1. Fix the data quality of authorised data sets, then maintain it** – no matter how attractive the graphs, it is still true that your analysis will only be good as the data that serves it. A one-time clean up might well be required, but then controls and governance to maintain the quality should be implemented to avoid repeat issues. To ensure truly strategic solutions, data visualisation tools should only be linked to authorised data sources, which will support data quality and drive trust in the tool.
- 2. Understand what matters most to the consumers** – from the C-suite down, what you are measuring needs to resonate with the consumers of the data. At senior levels, this means aligning KPIs to senior management scorecards to enact senior level change. At operational levels, more granular and reactive data may be what's required, but there's no reason why tiers of data cannot be implemented to bridge the gap between the two.
- 3. Data points require transparency to be trusted** – trust is a function of understandable data points, which means transparent and readily available definitions. Where relevant, metrics must align to policy.
- 4. Be creative with the design (including functionality)** – there are more ways to represent data than you can imagine, and intuitive graphics doesn't have to mean simplicity or familiarity. Spend time exploring the designs and piloting options on team members to find the right solution. The same goes with the ever-growing suite of functions to support use, from artificial intelligence to natural language processing.
- 5. Embedding the solution may require a culture shift** – embedding the data visualisation operating model should not be an afterthought for successful implementation. User training and communications is a good starting point but by no means exhaustive and a culture shift towards self-service may be required.

How can BCS help?

BCS are perfectly placed to be your strategic partners in the end-to-end delivery of your data visualisation operating model across the key phases of:

- 1. Current state assessment** – baseline the current situation and benchmark it against competitors using industry best practice comparisons
- 2. Vendor selection** – choosing the right data visualisation tool is about more than how the graphs look on the page. Our experience across all the key players can help you make the right decision, factoring in both functionality and costs. Our project management experience working with third parties means we are also well placed to manage large and complex data visualisation programmes directly involving the vendors.
- 3. Requirements, design and implementation** – whether working in Agile or Waterfall frameworks, BCS are well versed in drive collaboration across all stakeholders to realise the optimal design for your organisation. Furthermore, our team has the skills and experience to build the solution across all the major data visualisation platforms.
- 4. Embedding the operating model** – our change management approach understands that success of the project is determined by its continued use long after the project team has wrapped up. As well as comprehensive training and communications strategies, we will work to ensure the resources, tools and governance are in place to ensure lasting success.

BCS Consulting can use our delivery, industry and business intelligence expertise to help mobilise, plan and deliver your data visualisation programme. We have experience in delivering the end-to-end solution, from data remediation and analysis, through to design, implementation and embedding. We are as comfortable delivering the programme with third party vendors as we are delivering the full solution hand-in-hand with the client.

Who should you speak to about it?

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