Increasing Relevance of Official Business Statistics Using Proven Business Approaches

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Situation

more information

less money

more competition

burden vs. value

Problem

Product

Positioning

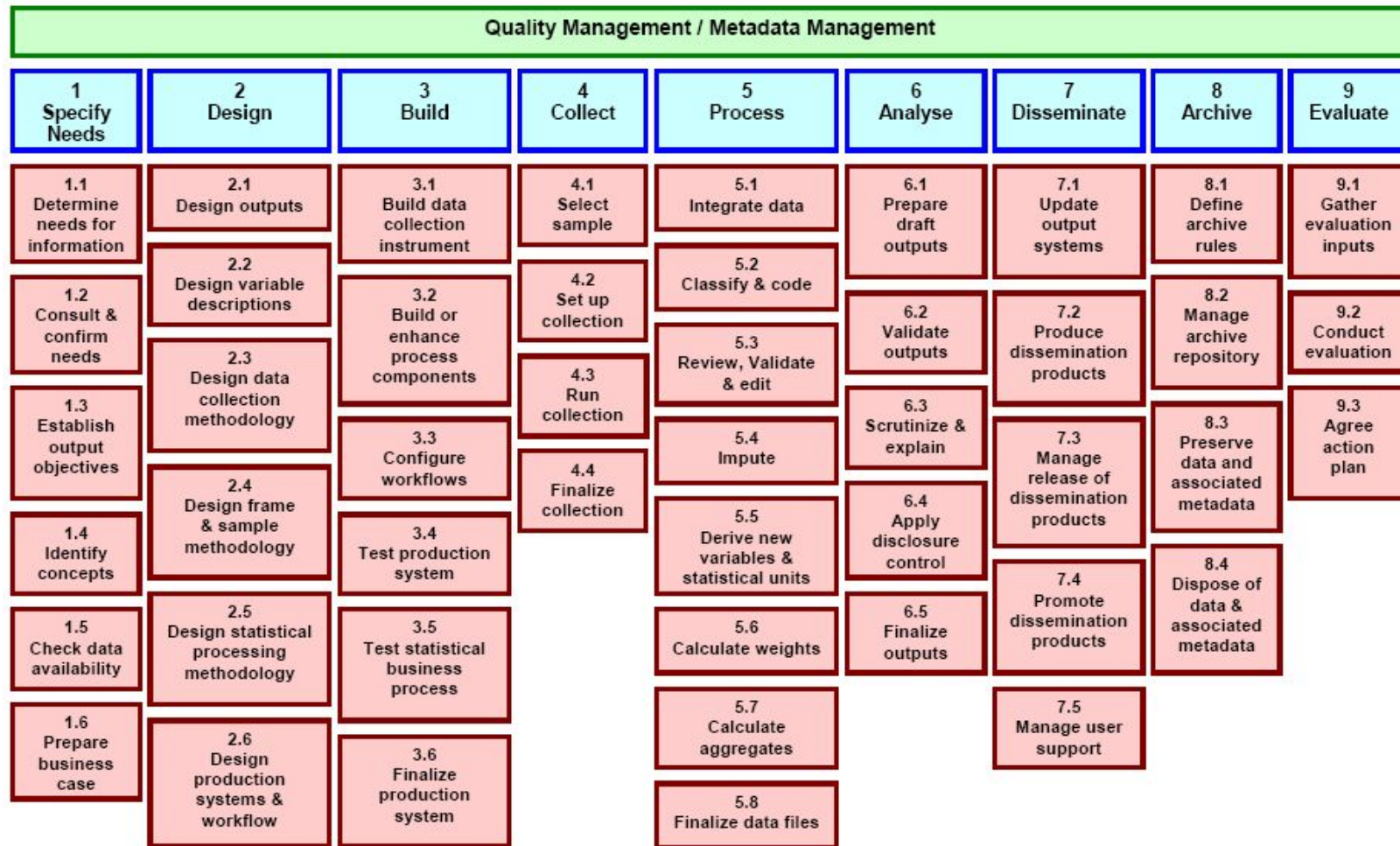# Business approaches in public sector

- TQM
- 6σ
- Lean

HOW?

- Blue-ocean strategy
- Customer development
- Lean start-up

WHAT & WHY?

# Generic Statistical Business Process Model (GSBPM)

Quality Management / Metadata Management								
1 Specify Needs	**2** Design	**3** Build	**4** Collect	**5** Process	**6** Analyse	**7** Disseminate	**8** Archive	**9** Evaluate
1.1 Determine needs for information	2.1 Design outputs	3.1 Build data collection instrument	4.1 Select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Define archive rules	9.1 Gather evaluation inputs
1.2 Consult & confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify & code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Manage archive repository	9.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design data collection methodology	3.3 Configure workflows	4.3 Run collection	5.3 Review, Validate & edit	6.3 Scrutinize & explain	7.3 Manage release of dissemination products	8.3 Preserve data and associated metadata	9.3 Agree action plan
1.4 Identify concepts	2.4 Design frame & sample methodology	3.4 Test production system	4.4 Finalize collection	5.4 Impute	6.4 Apply disclosure control	7.4 Promote dissemination products	8.4 Dispose of data & associated metadata	
1.5 Check data availability	2.5 Design statistical processing methodology	3.5 Test statistical business process		5.5 Derive new variables & statistical units	6.5 Finalize outputs	7.5 Manage user support		
1.6 Prepare business case	2.6 Design production systems & workflow	3.6 Finalize production system		5.6 Calculate weights				
				5.7 Calculate aggregates				
				5.8 Finalize data files				

Waterfall (linear) model

- non-linear paths
- iterations

$\Rightarrow$ Inadequate for product development

1. Customer Discovery

GSBPM: phase *Specify needs*

$\Rightarrow$ No search or definition of the target group
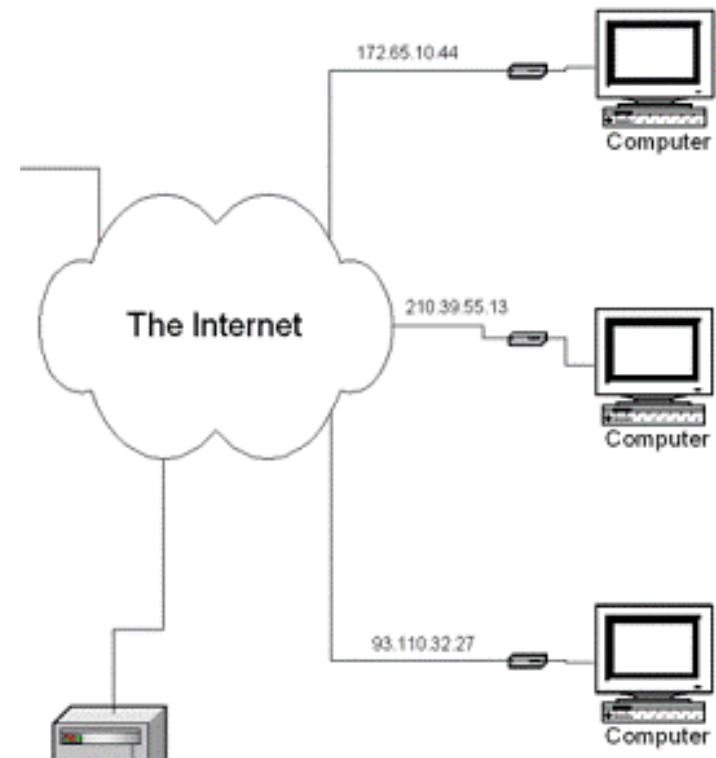
What problems businesses solve with offstats?

$\Rightarrow$ Problem unknown

+

How offstats could solve the problems?

$\Rightarrow$ Solution unknown

- GSBPM:
  statistical products released when finalized

$\Rightarrow$ Delayed market feedback

- Min features allowing product deployment

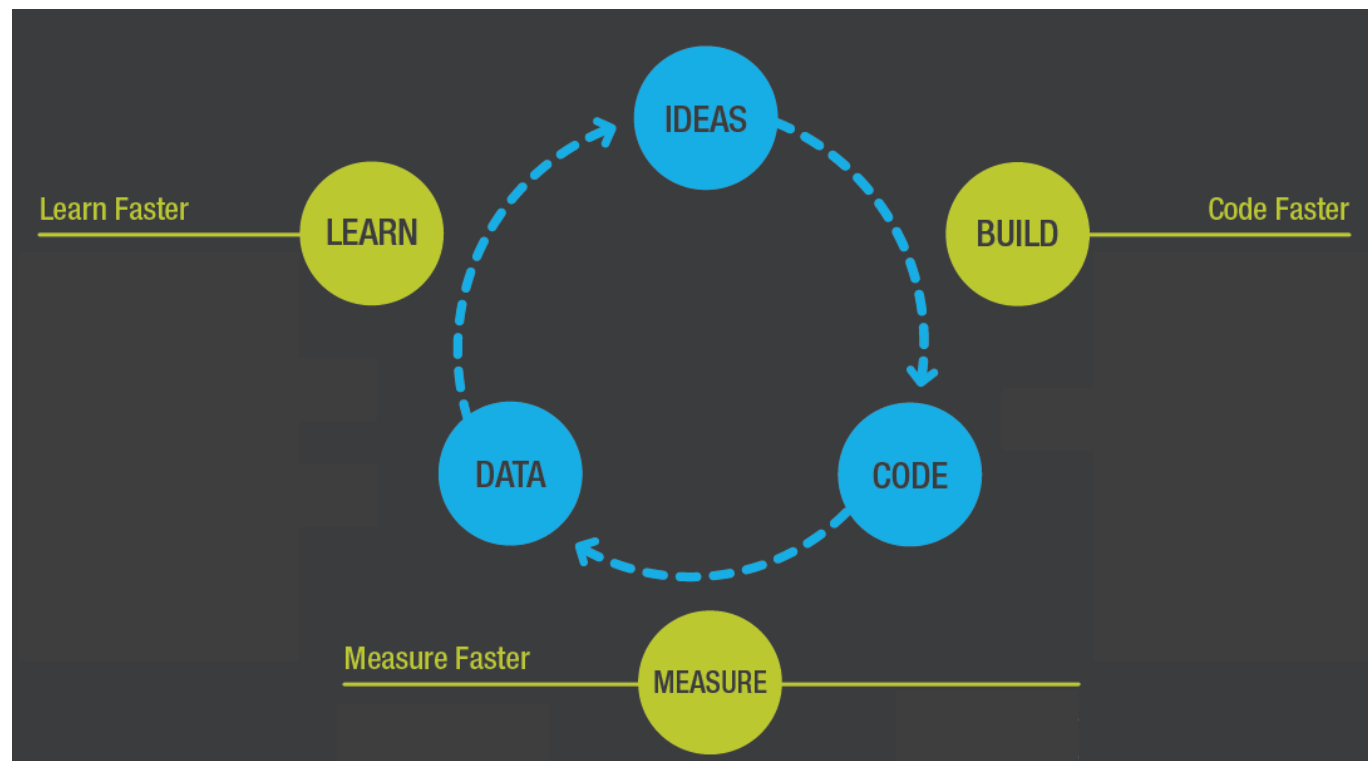$\Rightarrow$ More features ONLY IF product accepted

Experiments $\Rightarrow$ Findings $\Rightarrow$ Validated learning

GSBPM:

- experimentation NO
- evaluation YES

- content/purpose? product characteristics?
- "a report"

4. Fast Iterative Product Releases

- GSBPM: not supporting so many iterations (tens, even hundreds)

Recommendations

- Layer on GSBPM

- Add missing sub-processes

- Shift in focus to obtain a better problem-solution fit:
  - $\Rightarrow$ **job-to-be-done**
  - $\Rightarrow$ **business-related hypotheses**

Concluding thoughts

Layer on GSBPM:

- usual statistical production
- (re)use of data

$\Rightarrow$ less resistance, low cost, fast delivery

Change in way of thinking and working