

Change Management for Analytics

14 March 2019

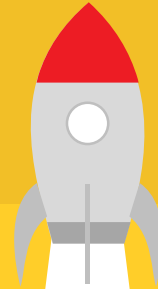
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FIRSTRAND
NAMIBIA

Life Healthcare



Adoption pitfalls preventing organisations from achieving desired outcomes in their Analytics Journey...



Lack of analytics vision and direction

Analytics not an enterprise priority, with a lack of direction to build scalable and reusable capabilities



Fragmented organization and processes

Fragmented organization with under leveraged pockets-of-excellence and point solutions that do not scale



Missing the right business sponsor

Function led or IT led – not driven from the top, with inadequate sponsorship and inconsistent funding



Lack of execution focus

Disconnected efforts or shifting focus areas that lead to a lack of standardized and proven approaches



Culture “stuck in the old ways”

Lacking an analytical culture that will enable an environment of data driven decisions and analytics maturity



Insights not actionable

Generated insights not actionable or not delivered in an end-user friendly way



Not enough attention to talent

Constraints in building the right talent pool; lack of analytical training among the business



Poor outcome measures

Impact and benefit often not measured, resulting in hype without tangible results

1. Define the Outcome

Improved
Transition



Increased
Profits



Sustainability &
Long Term Success



Successful Adoption
& Endorsement



- Faster Recognition of Program Goals
- Increased Productivity
- Reduced Redundancy

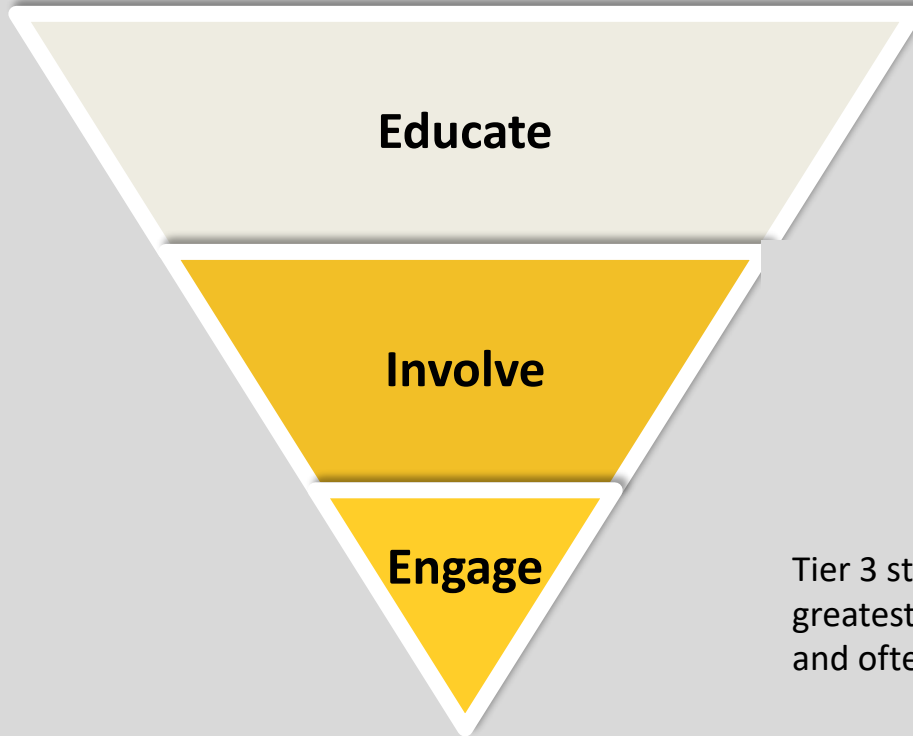
- Realization of Projected Savings & Revenue
- Stability of Ongoing Operations
- Decreased Turnover

- Sustainable Results
- Leverage Strengths

- Adapted Culture
- Minimized Program Risk
- Increased Stakeholder Engagement

INDICATORS
OF SUCCESS

2. Define the Target Audience



Tier 1: Low Impact

Tier 1 stakeholders require consistent, high-level education to prepare them for timely programme adoption.

Tier 2: Medium Impact

The involvement of Tier 2 stakeholders will be required for accurate definition of current and future processes, and will reduce the organisation's resistance to change.

Tier 3: High Impact

Tier 3 stakeholders are responsible for, and subject to, the greatest degree of change. As such, they must be engaged early and often to ensure programme success.

3. Identify Critical Behaviours

| | Stage 1 Analytical Novice | Stage 2 Localized Analytics | Stage 3 Analytical Aspirations | Stage 4 Analytical Companies | Stage 5 Analytical Competitors |
|---------------------------|--|---|---|---|---|
| Data & Technology | Inconsistent, poor quality and organization; difficult to do substantial analysis; no groups with strong data orientation. | Much data useable, but in functional or process silos; senior executives don't discuss data management. | Identifying key data domains and creating central data repositories. | Integrated, accurate, common data in central warehouse; data still mainly an IT matter; little unique data. | Relentless search for new data and metrics; organization separate from IT oversees information; data viewed as strategic asset. |
| Enterprise & Organization | No enterprise perspective on data or analytics. Poorly integrated systems. | Islands of data, technology, and expertise deliver local value. | Process or business unit focus for analytics. Infrastructure for analytics beginning to coalesce. | Key data, technology and analysts are managed from an enterprise perspective. | Key analytical resources focused on enterprise priorities and differentiation. |
| Leadership & Culture | Little awareness of or interest in analytics. | Local leaders emerge, but have little connection. | Senior leaders recognizing importance of analytics and developing analytical capabilities. | Senior leaders developing analytical plans and building analytical capabilities. | Strong leaders behaving analytically and showing passion for analytical competition. |
| Targets | No targeting of opportunities. | Multiple disconnected targets, typically not of strategic importance. | Analytical efforts coalescing behind a small set of important targets. | Analytics centered on a few key business domains with explicit and ambitious outcomes. | Analytics integral to the company's distinctive capability and strategy. |
| Analytical Talent | Few skills, and those attached to specific functions. | Unconnected pockets of analysts; unmanaged mix of skills. | Analysts recognized as key talent and focused on important business areas. | Highly capable analysts explicitly recruited, developed, deployed, and engaged. | World-class professional analysts; cultivation of analytical amateurs across the enterprise. |
| | TECHNOLOGY | | PEOPLE | PROCESSES | CULTURE |

4. Execute and Operate



CHANGE IMPACT ASSESSMENT

Identifies high level changes to be expected across all tracks and stakeholder groups
Identify



COMMUNICATION TRACKER

Create common communication platform



WORK PLAN

Clear workplans and milestone management



CALENDAR

Showcase planned interventions across all workstreams



CHANGE MEASUREMENT

Measures effectiveness of completed interventions for future planning efforts

In Summary...

01

Define the Outcome

02

Define the Target Audience

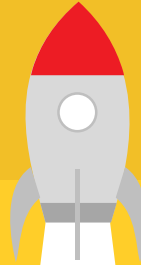
03

Identify Critical Behaviours

04

Execute and Operate





Thank you

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