

# Business Information

## Some of the latest thinking in Business Information Analysis

By

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# Business Information Value Chain



- Develop Form Templates (e.g. Timesheet, Leave form)
- Design research methodology
- Design survey forms, interview plan
- Review Internet or Academic Literature

# Business Information Value Chain



- Complete/Fill-out Forms
- Undertake experiment, survey, or interview
- Extract data from literature review

# Business Information Value Chain



- ERP Data Entry
- Enter data into spreadsheet or Survey Support Application
- Generate data (e.g. during a pay run)
- Audit data
- RDBMS with Active Data

# Business Information Value Chain



- Data Staging
- Integrate from multiple sources
- RDBMS for static data

# Business Information Value Chain



- Datawarehouse
- Datamarts
- MDBMS

# Business Information Value Chain



- OLAP
- Ad-hoc Query
- Standard Reporting
- Forecasting
- Benchmarking
- Data Mining
- Statistical Analysis
- ROI/NPV/EVA

# Business Information Value Chain



- Verbal Presentation
- Graphical Presentation
- Annual or Regular Report
- Special or Project Report
- Inter- or Intra-net
- Meeting Agenda Item
- Business Case
- Hallway Discussion

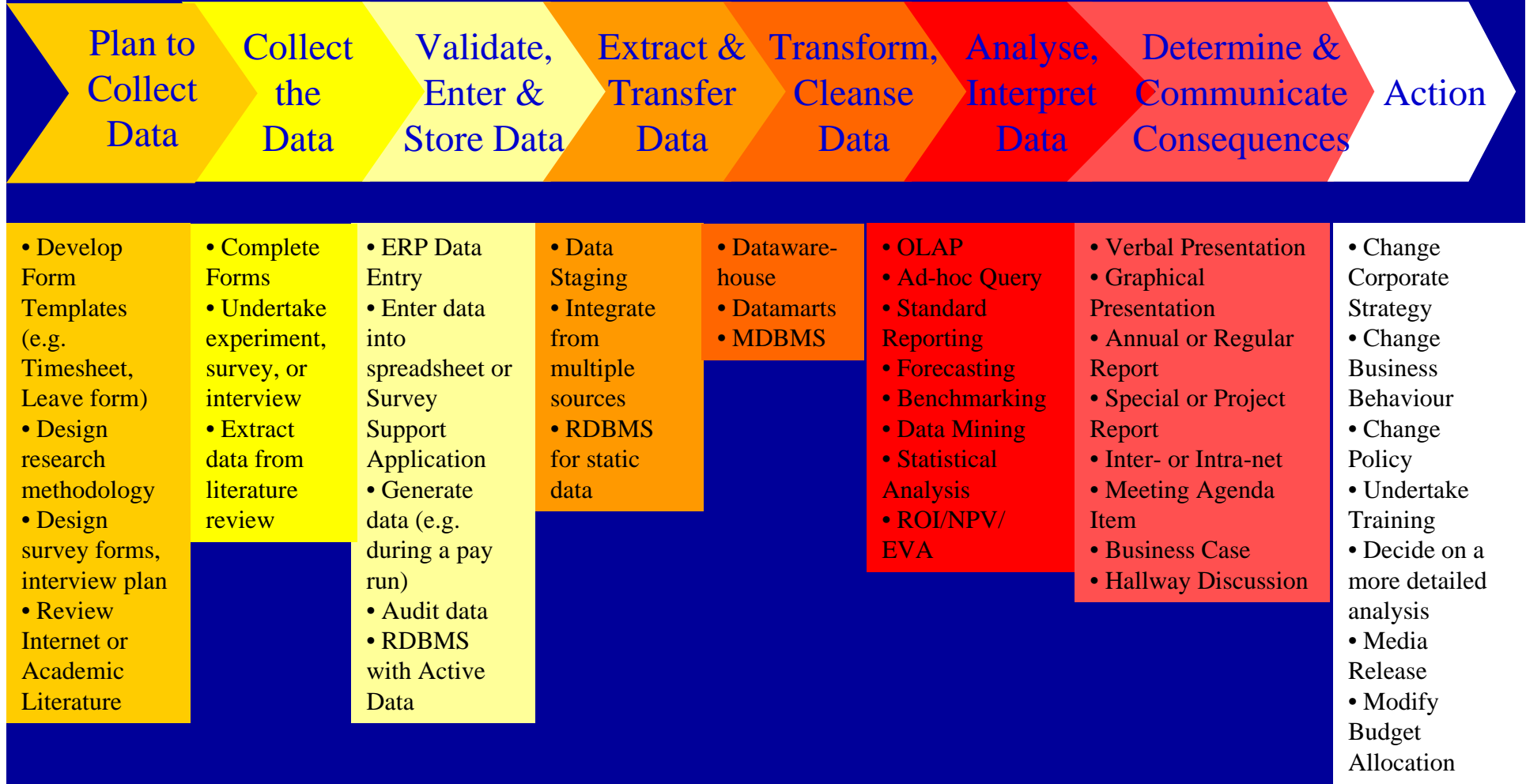


# Business Information Value Chain

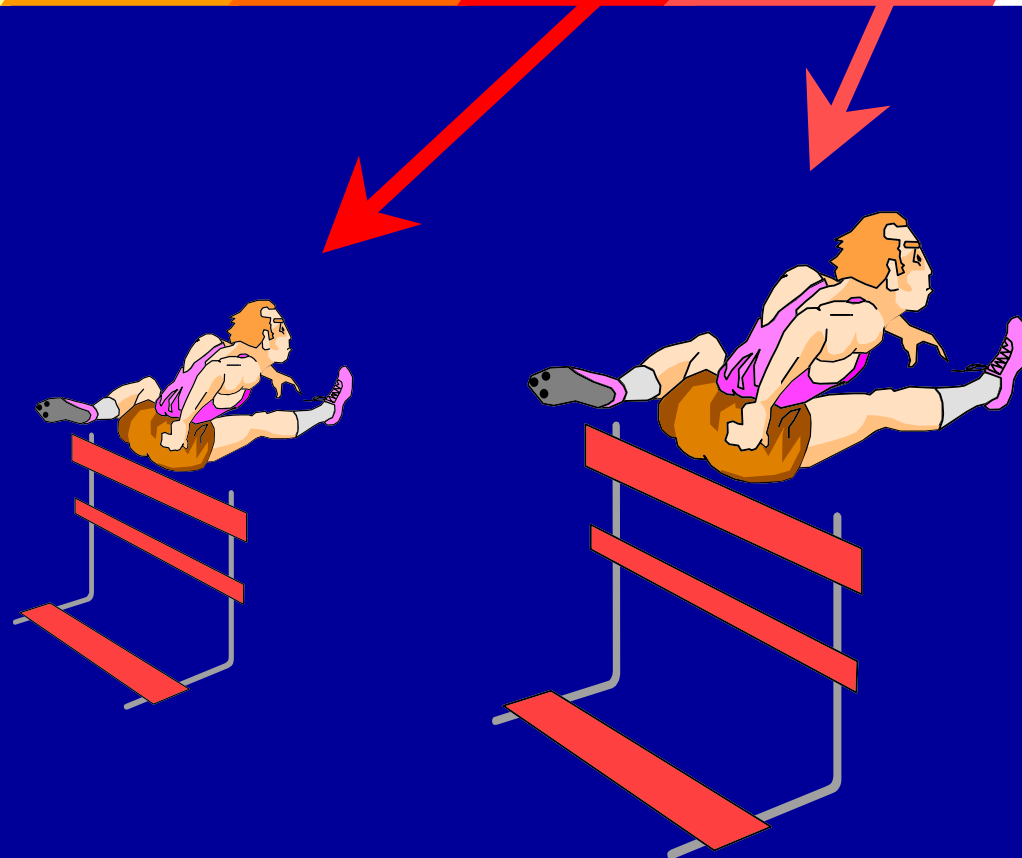
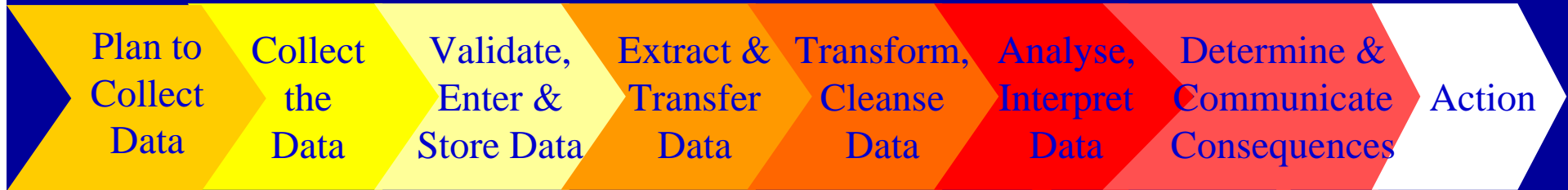


- Change Corporate Strategy
- Change Business Behaviour
- Change Policy
- Undertake Training
- Decide on a more detailed analysis
- Media Release
- Modify Budget Allocation

# Business Information Value Chain



# Business Information Value Chain



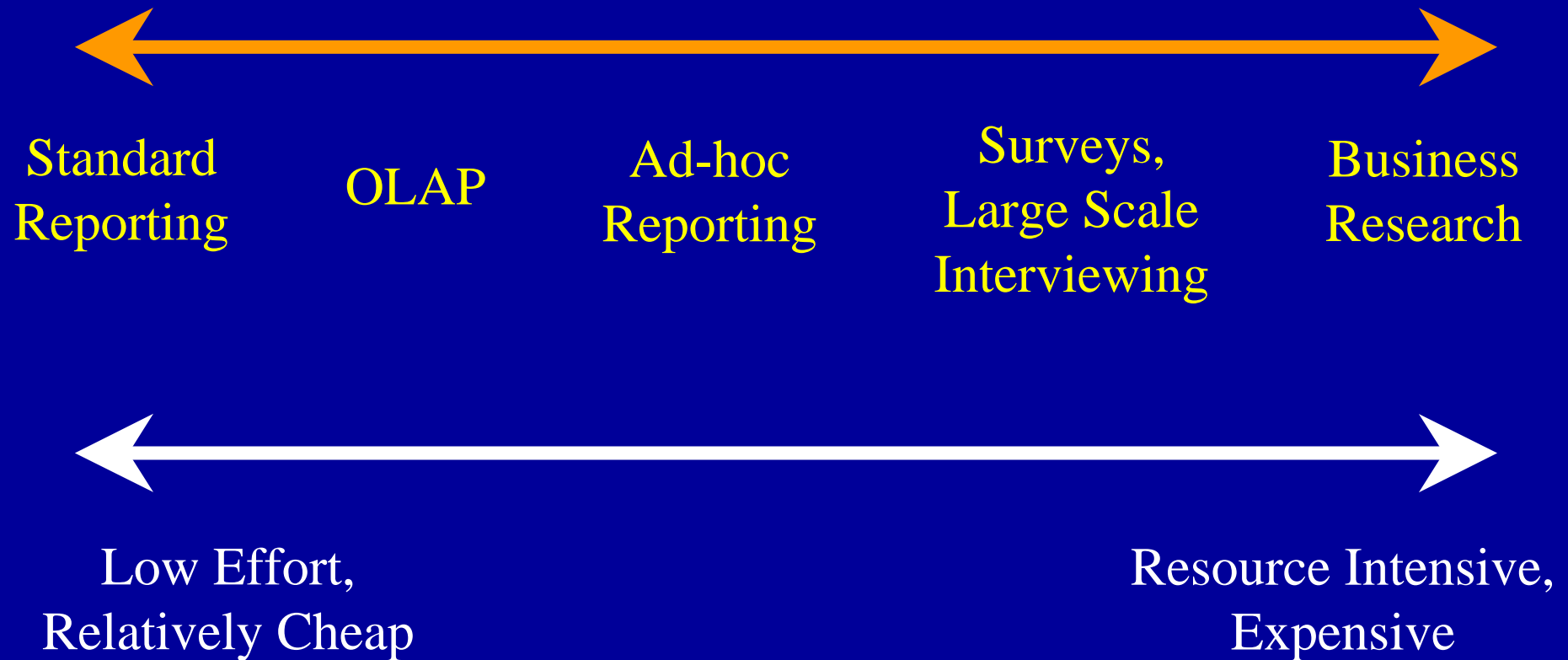
# Business Information Continuum



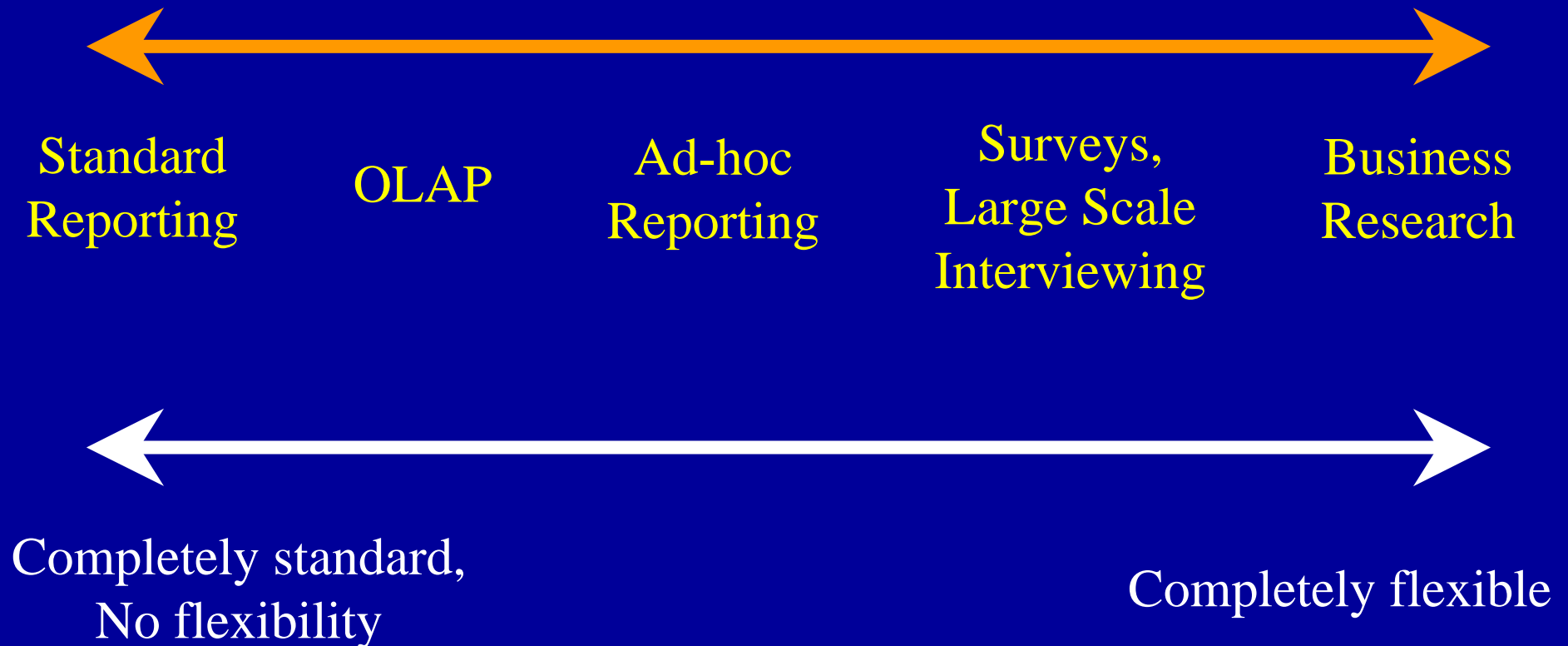
# Business Information Focus



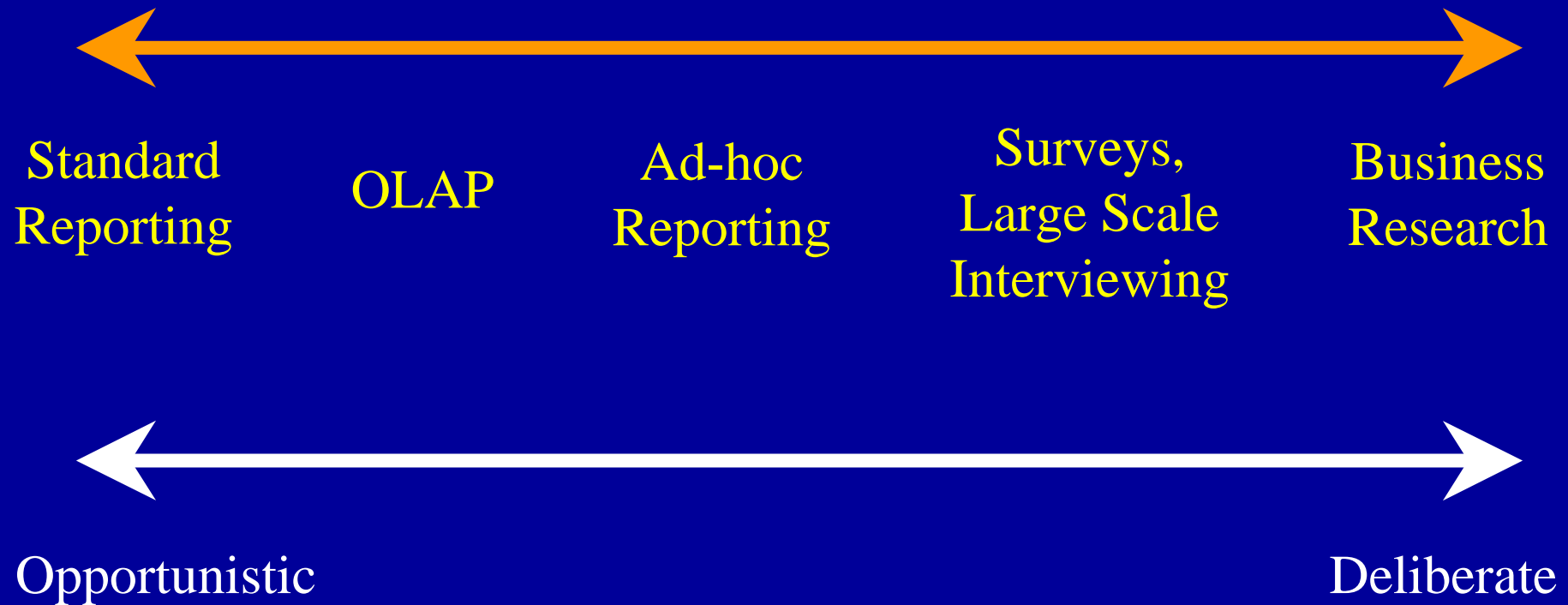
# Business Information Investment



# Business Information Flexibility

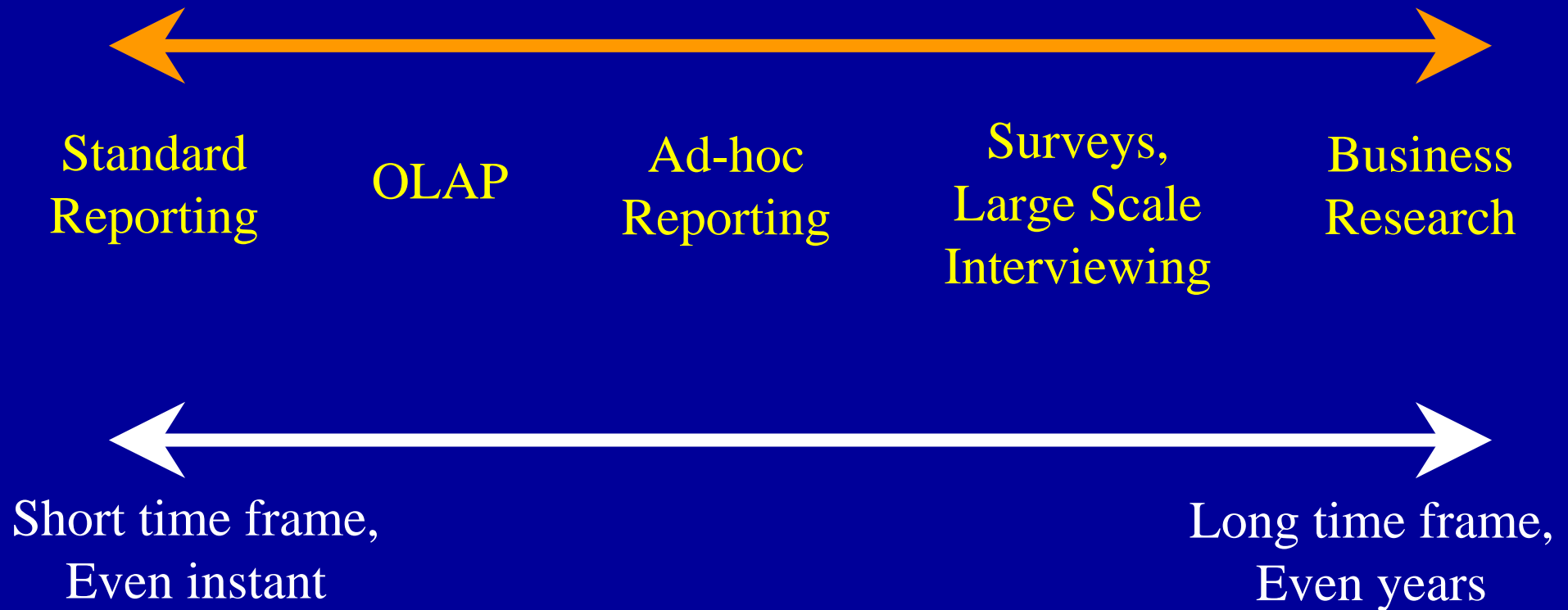


# Business Information Drivers

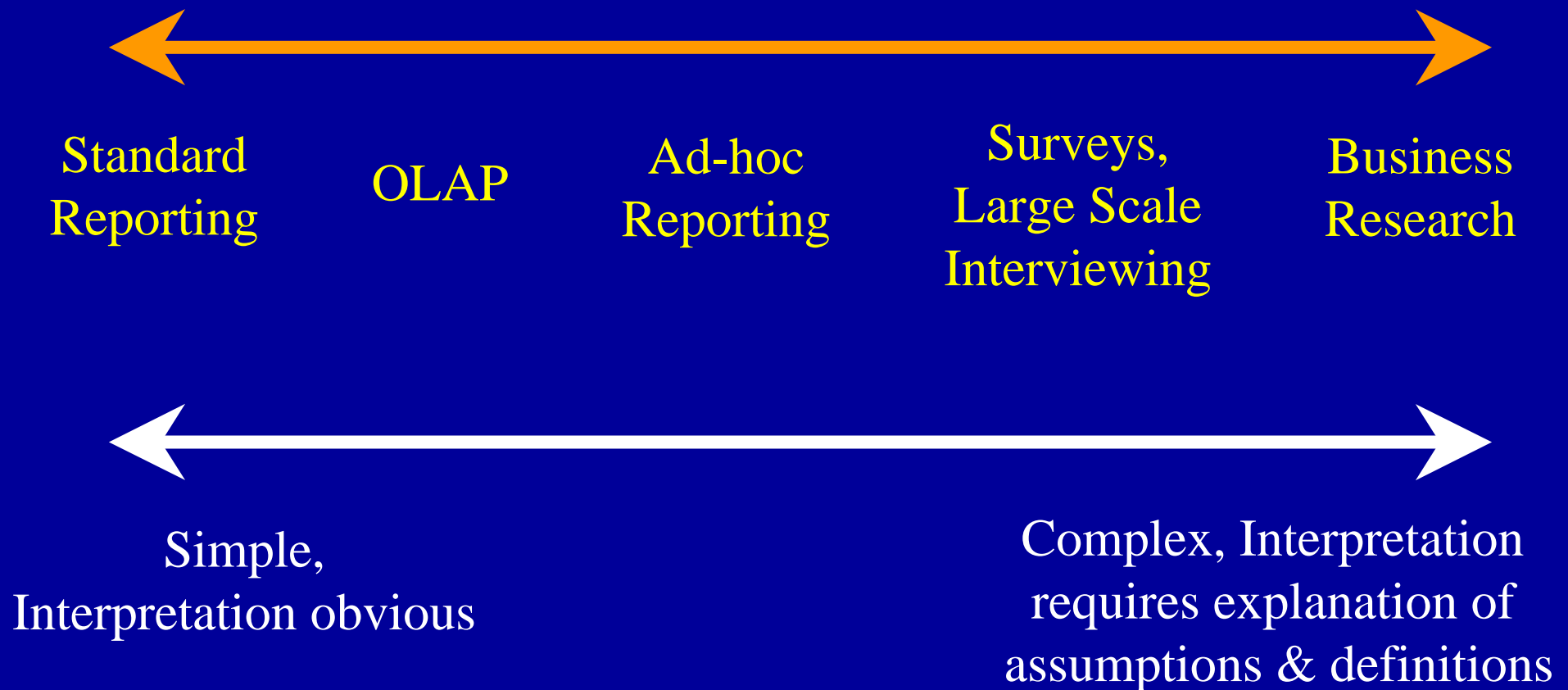




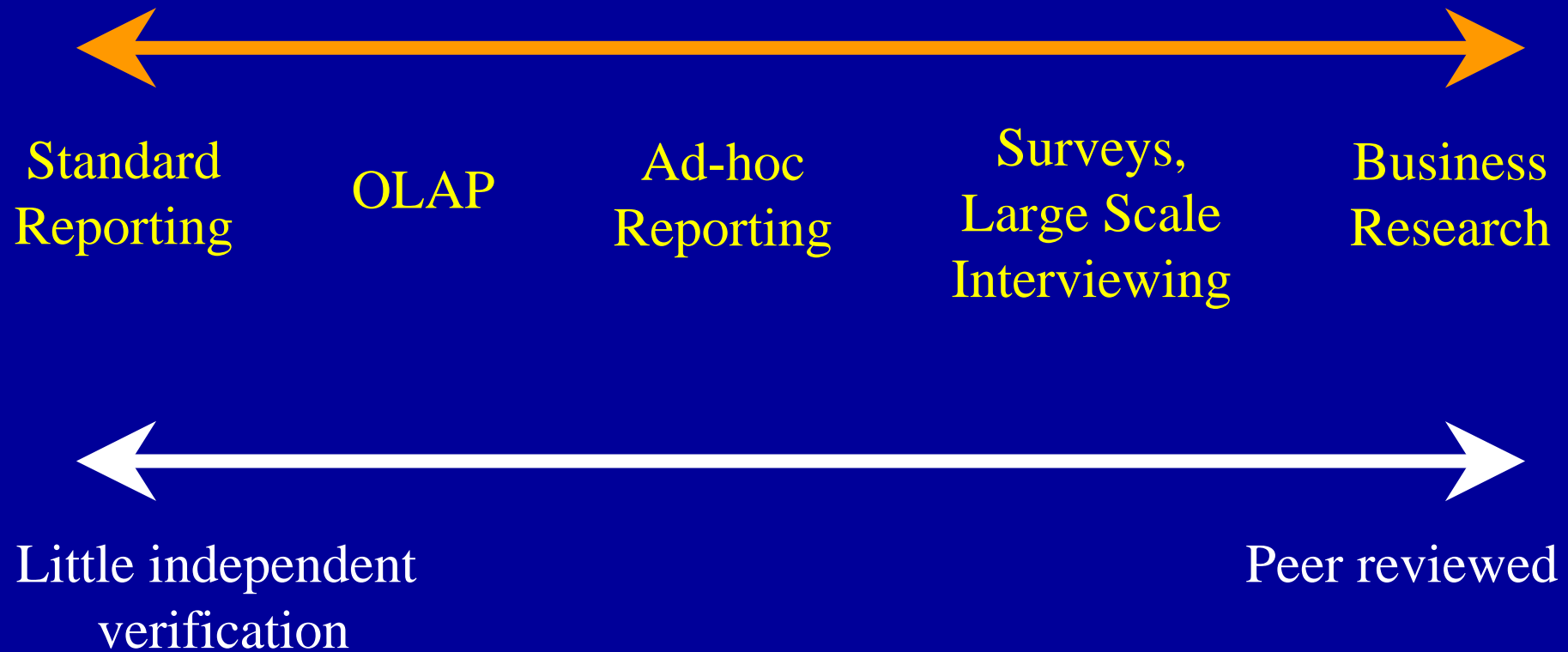
# Business Information Timeframes



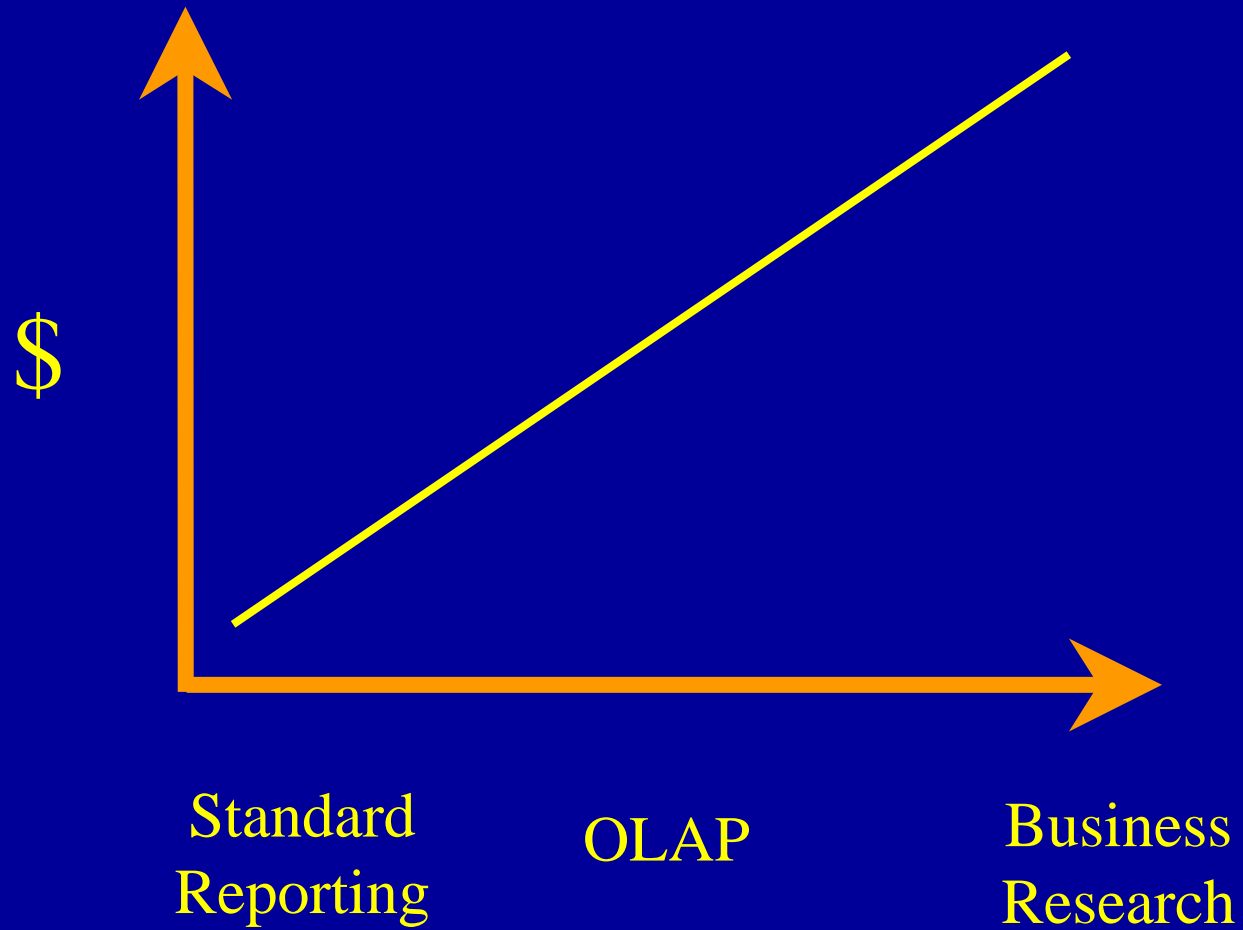
# Business Information Complexity



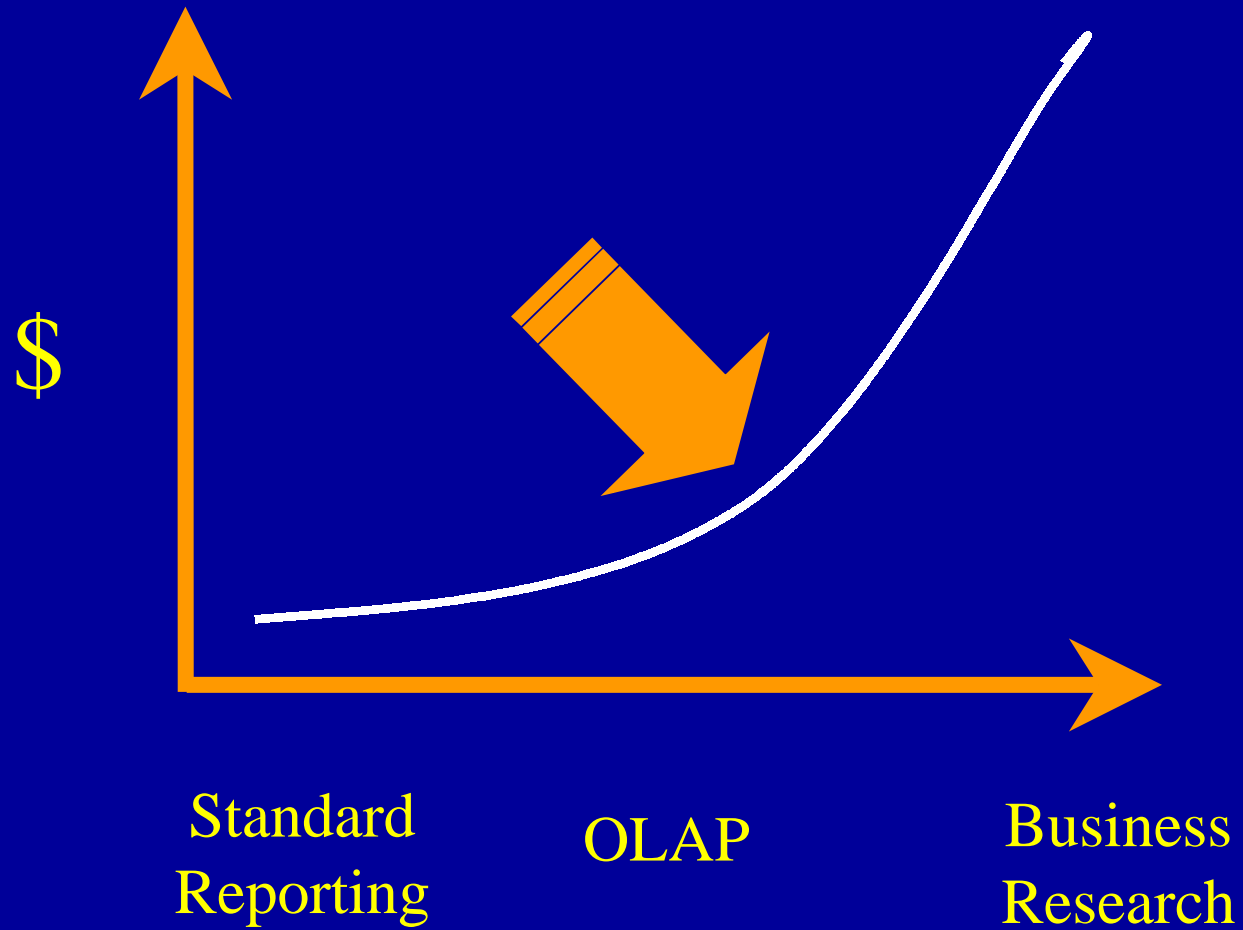
# Business Information Verification



# Effect of Technology - Before



# Effect of Technology - After



# Information Source Dimensions

External

Internal


Quantitative

Qualitative

# Business Analysis Audience

- Function's clients
- Senior Executive group
- Government Statistical Entities
- Central Office or Department (e.g. audit)
- Other function's staff
- Other corporate peers (e.g. Finance)
- Benchmark partners
- Media/students/interested external parties
- Your direct supervisor
- Yourself (or at least your unit)

# Monitor vs Investigate

- **Monitoring**
  - Performance
  - Service Level Agreements
  - Budgetary or Tax purposes
  - Proactive (detect issues before they become an issue)
- **Investigating**
  - Find opportunities to make a larger impact
  - Better allocate resources
  - Test an hypothesis (do we really need Performance Pay?)
  - Reactive



# Business Measures

- Dollars
- Products
- Sales
- Days, Years
- Customers
- Advertisements/  
Promotions
- Contracts
- Patents
- Contacts
- Invoices
- Deliveries
- Assets
- Errors
- Returns
- Complaints
- Share of Wallet
- Market Share

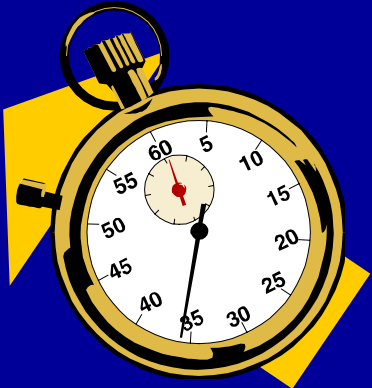
# People-Related Business Measures

- Dollars
- Employees
- FTE
- Days, Years (absence, accruals)
- Incidents
- Transactions
- Job Titles/Positions
- Locations
- Qualification Level
- Experience Level
- Competencies
- Injuries
- Participations/  
Attendances  
(workshops, doctor)
- Errors
- Grievances/Claims
- Vacancies

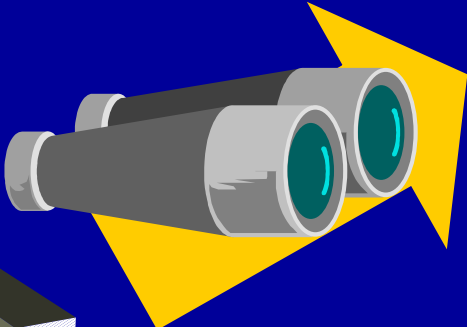
Or any mathematical combination of the above

# Comparisons

Past

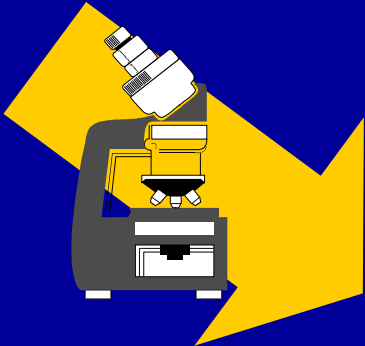


External



# KPI

Gold Standard



Internal

# Refinement Continuum



Raw  
Production  
Data

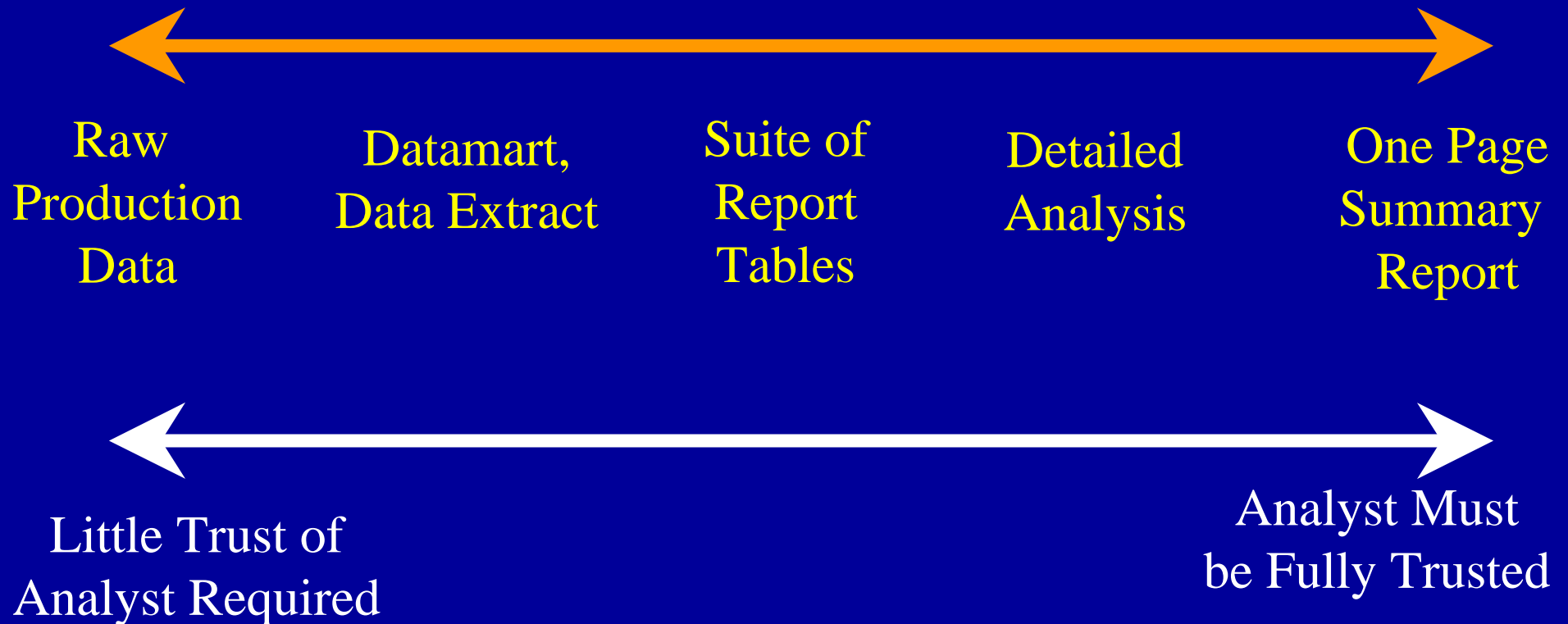
Datamart,  
Data Extract

Suite of  
Report  
Tables

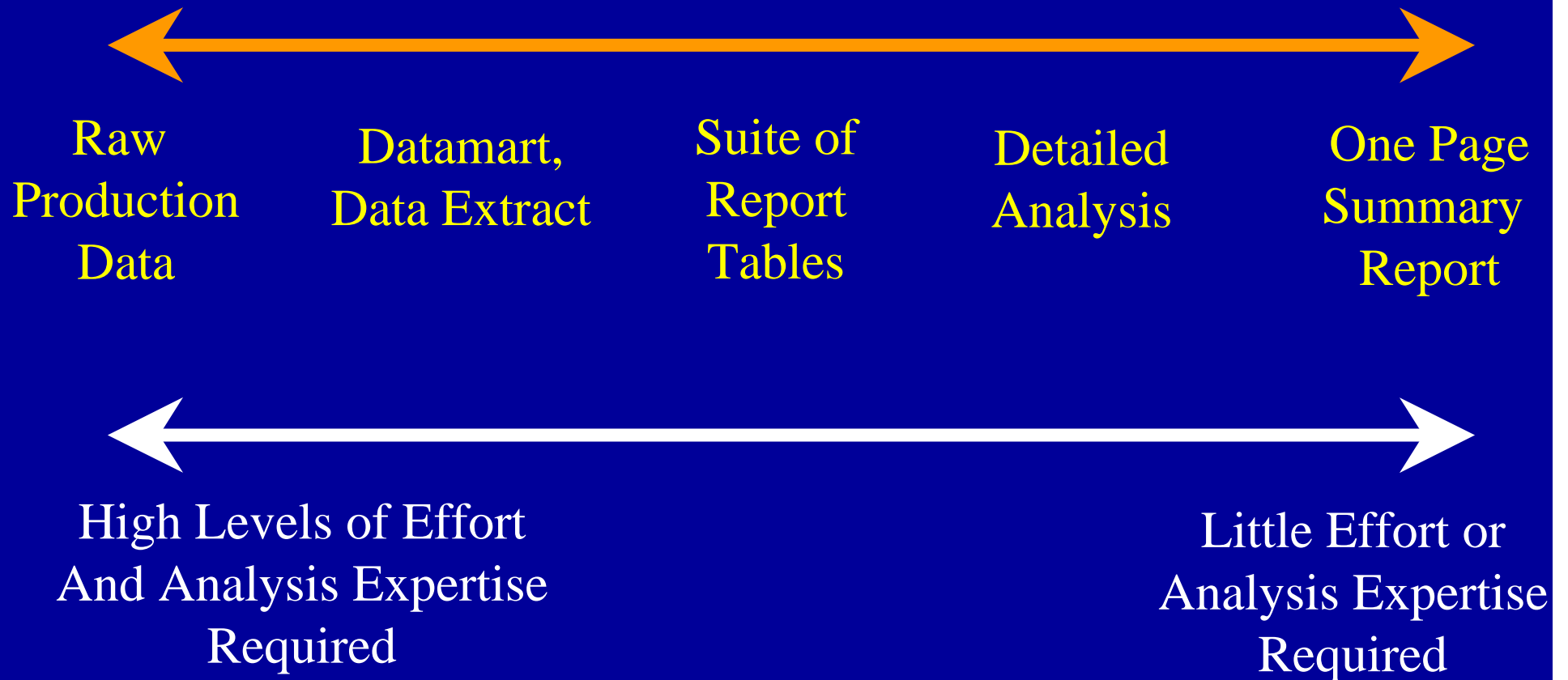
Detailed  
Analysis

One Page  
Summary  
Report

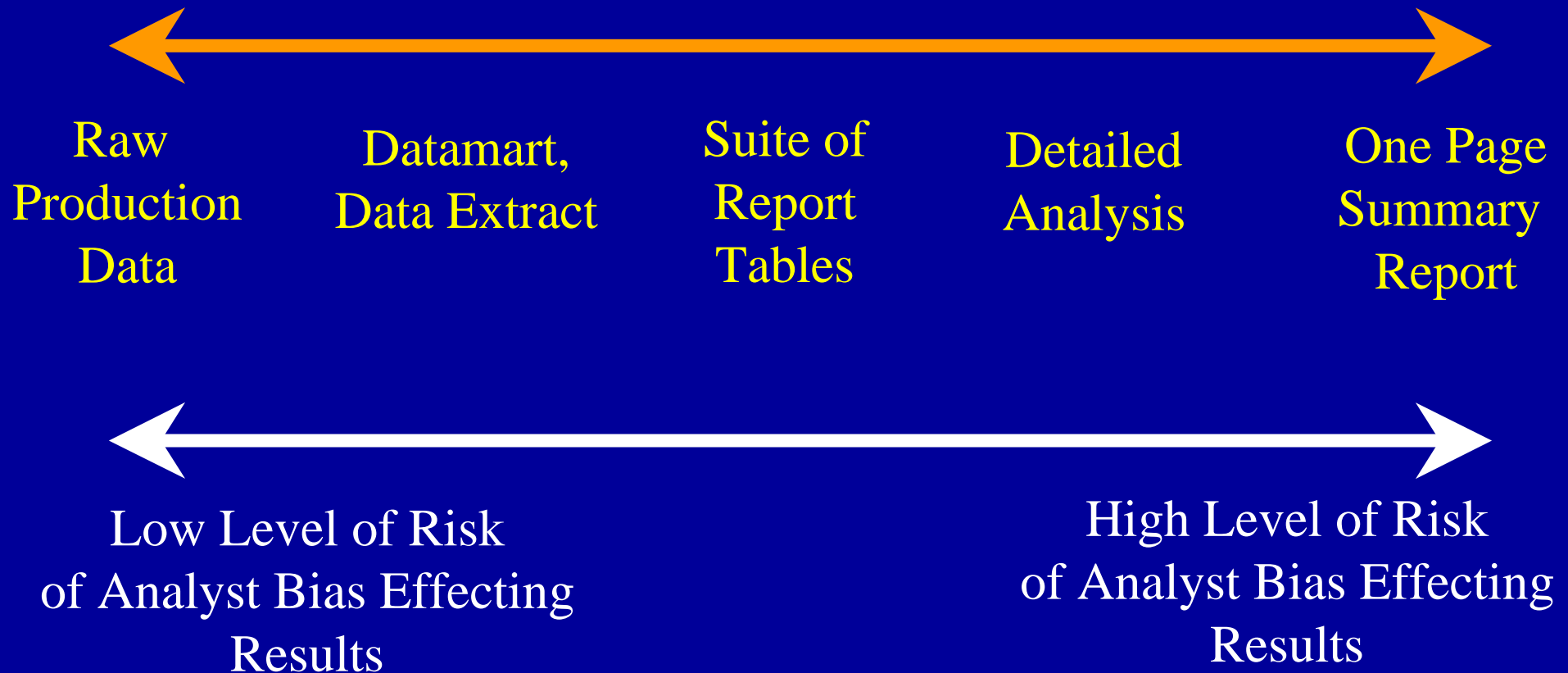
# Trust of Analyst



# Effort of Audience



# Risk of Bias



# Reporting Biases

- Overly positive
  - Find any good news (irrelevant of cause)
  - Excuses
  - Justifying previous investments
  - Understating risk
  - Putting on a positive spin
  - Recommend “steady as she goes”
- Overly negative
  - Find any bad news
  - Assign blame & overstate risk
  - Recommend “fixes”



# Breadth of Analysis

- Organisation-wide
  - Absence, Turnover, OH&S Severity & Frequency
  - Revenue, Expenses, Profit
  - Return on Shareholder Investment
- Function Wide
  - Rec & Sel Efficiency
  - T&D Expenditure/Investment
  - ROI of entire HR function
- Project/Intervention-Wide
  - Return-on-Investment

# Types of Analysis - Summary

- Timeframe Available
- Resources Available
- Source/Type of Information
- Target Audience
- Breadth of Analysis
- Monitor or Investigate
- Comparison Targets
- Bias Tendency