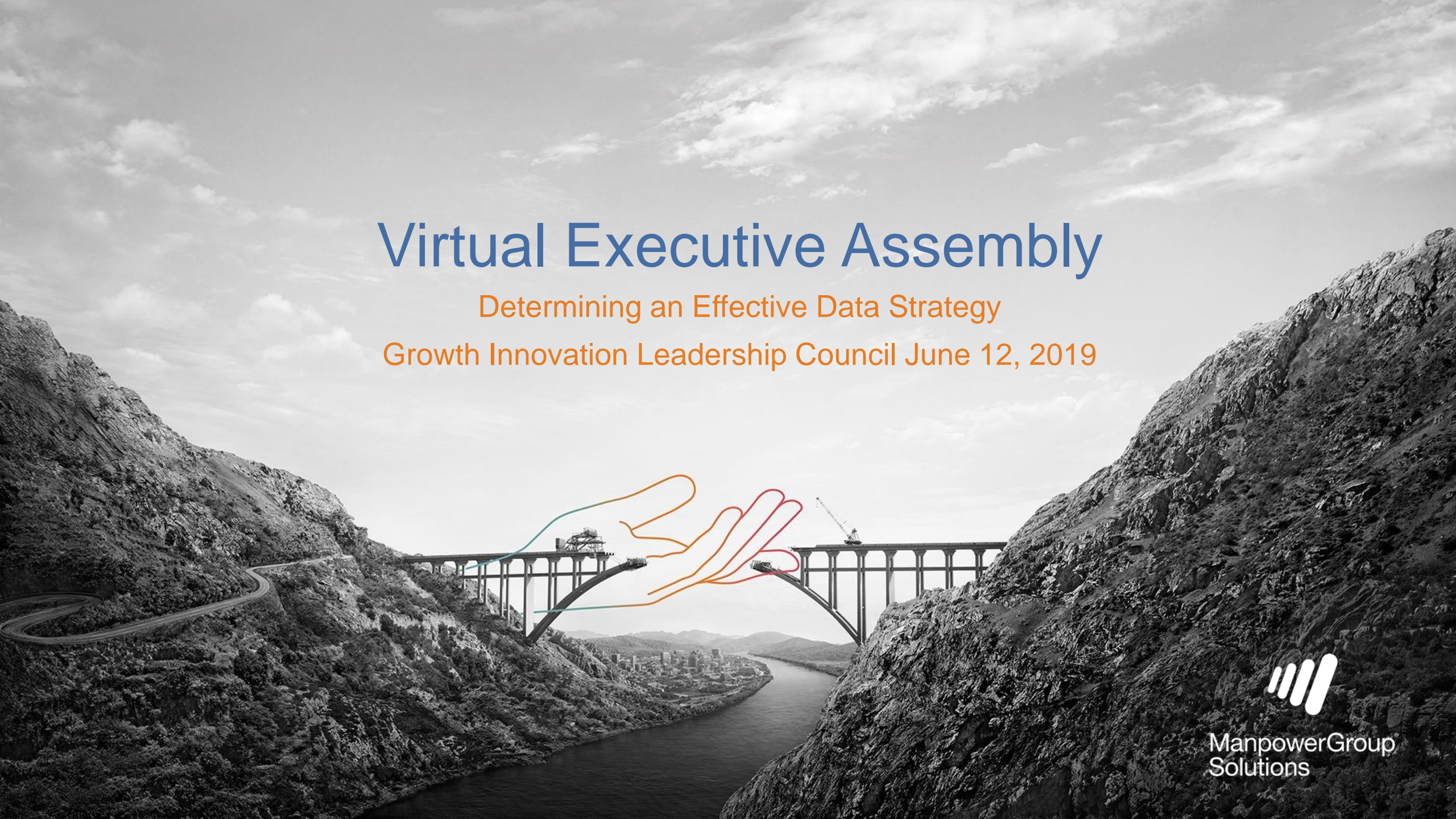# Virtual Executive Assembly

Determining an Effective Data Strategy

Growth Innovation Leadership Council June 12, 2019

ManpowerGroup Solutions

Determining An Effective Data Strategy Agenda

- The Basics vs. the Buzzwords

- Risks & Considerations

- Best Practices

- Key Takeaways

- Q&A

The Basics vs. The Buzzwords

KPI

Query

Ad-Hoc

Big Data

Data Wrangling

Data Science

Relational Analysis

Scorecard

Data Lake

Drill-Down

Data Cloud

Ad-Hoc

Aggregation

Data Mart

Smart Data

More Isn't Always 'Better' - Be Careful With 'Big Data' Objectives

Data comes from many forums, and in many formats…

External Data	Internal Reports	Communications	Events	Operational Data	Commentary

Autogenerated Reports	Customer Data	Activity Reports	Ad-Hoc Reports

Overlapping datapoints need to be aligned

✓ All data should be centralized

✓ All data should be mapped and normalized

✓ All data should be aligned to known topics

✓ All data should be aligned to known audiences

✓ All data should be validated and sourced

✓ All data should be dated AND updated

Business Intelligence is Only Insightful if it is Organized

Prioritize what you need, not what you can get

Data Science isn't a Science, it's a Practice

Data Management Practice

DO: Have oversight of all data and analyst activity
DON'T: Have separate teams and systems operating in silos

DO: Define all data consistently across all reports and systems
DON'T: Allow analysts to modify data requirements and definitions

DO: Have set limits and privacy controls on data access for defined user sets
DON'T: Allow untethered access to data or reports without proper classification

DO: Have one person or team over data integrity, regardless of functional allocation
DON'T: Overcomplicate your hierarchy and limit data access and impact

Risks and Considerations

Disorganized Data Leads to Inconsistency and Inaccuracy

1. Sales, Business, and Operational Initiatives all rely on common data sets, despite needing different insights and structure
   - Lack of normalization results in conflicting strategies and assumptions

2. Too many 'cooks in the kitchen' can create a mess
   - Reliance on inaccurate or incomplete data can do more damage than a lack of data

3. Gaining leadership approval and business alignment is easier with shared data knowledge
   - Lack of data alignment will result in skewed perceptions and divisive strategies

Effective Data Management Drives the Intelligence in the Business

- Assess all available data across the business **identify common data sets, stakeholders, and current reporting focus**.

- Identify meaningful data relationships and **determine where data needs to be synchronized and mapped**.

- Determine which stakeholders need various levels of reporting **and structure data and data access to allow or consistent data mapping with appropriate permissions**.

- Develop data models based on reporting requirements, not on reporting capabilities and **establish appropriate protocols for report generation and validation.**

- Establish data management policies to **enable data clustering based on category and topic that will drive multi-tiered reporting and insight**.

- Audit existing resources to **measure skills and capability** that will determine how you structure your analytics team(s).

Workforce Demographics		Operational/Cost Considerations	
Workforce Supply		Market Wages	
Workforce Demand		Wage Trends	
Workforce Experience		Overtime	
Workforce Education		Paid Sick Leave	
Workforce Diversity		Statutory Burdens	
(Gender, Race, Nationality)		Cost of Non-Wage Benefits	
Workforce Competition		Transportation Reimbursement	
Competitive Hiring		Food/Beverage Provision	
Competitive Compensation		Cost of Real Estate	
Competitive Benefits		Turnover Impact	
Competitive Strategies		Rate of Turnover	
Workforce Sustainability		Cost of Turnover	
Age Progression		Shift Differentials	
Educational Attainment		Supply Chain Access	
Migration		Raw Materials Access	
Economic Indicators		Shift Restrictions	
Workforce Economic Data		Marijuana Legislation	
COLA		Workforce Mix	
Commuting Requirements		Contractual Practices	
Employment Requirements		Contract Limits & Terms	
Language Proficiencies		Contract Enforcement	

Avoid the Chaos Factor to Minimize Data Risk

GOVERNANCE IS KEY

- Analysts running rogue don't find answers, they find problems
- Data management starts at executive level, with the right leadership team beneath them to structure data, develop reports, and prioritize insight

VALIDATION IS NEEDED

- A team of one, doesn't drive success
- Any analysis tied to key business initiatives whether marketing or finance based should be validated by more than one person, before investments are made

PEOPLE CAN'T BE AUTOMATED

- Data visualization tools are just that, they highlight data and trends but do not develop insight
- Technology is a tool to enable efficiency and conveyance of analysis
- No BI tool fully replaces the value and ability of the right Analysts

Best Practices

An Effective Data Strategy is a Comprehensive Strategy

## Requirements should determine priorities.

- **Build the Right Data Structure:** not everyone needs a 'Data Lake', but you need to avoid swimming in a **swamp**. Understanding how data impacts the business and structuring it accordingly is key.

- **Build the Right Analytics Team:** if you don't have a BI team, you should. But the need for Data Architects and Data Scientists depends on the complexity of your data - sometimes, all you need are some good Analysts

Define data requirements

Select appropriate tools and database structure

Hire Analysts w/ detail oriented comprehension of data and business

Build reports for appropriate stakeholders to drive action

Measure results over time

- **Have the Right Data Technology:** know your leadership team, and determine the right data visualization requirements. BI tools are aligned to varying levels of data complexity.

- **Develop the Right Reports:** eliminate unnecessary reports and focus om actionable insights driven by data analytics.

If You Aren't Where You Want to Be – Plot Your Path Now
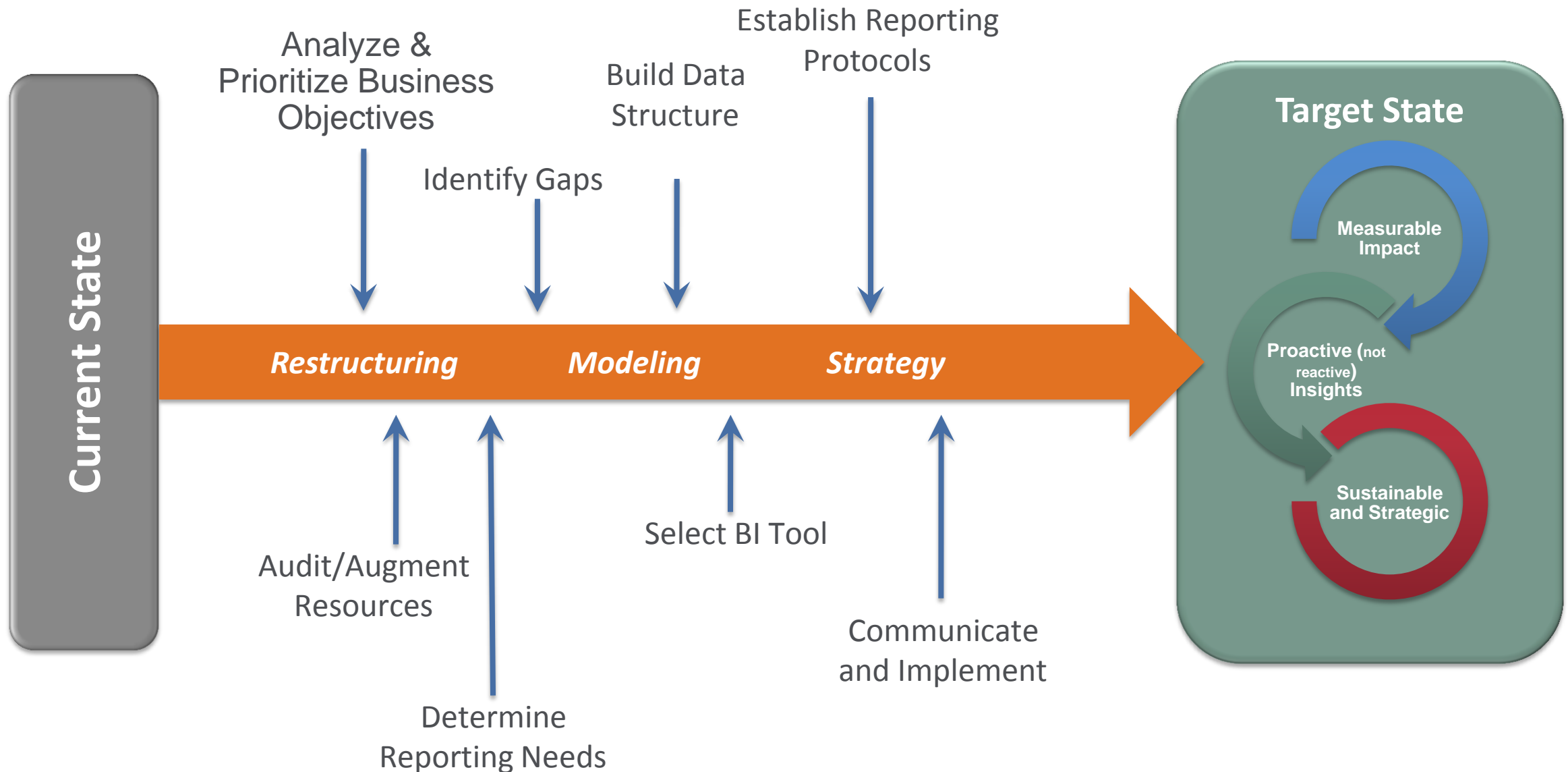
Emerging Trends and Best Practices

Analysts Define Your Data

Your current resources may not be the right resources.
Despite 89% of jobs requiring degree, **only 43%** of Analysts have higher education.

Virtual Collaboration Drives Productivity

58% of all Data Analytics Openings are remote rather than onsite.
Existing teams are increasingly leveraging online collaboration tools to enable remote access.
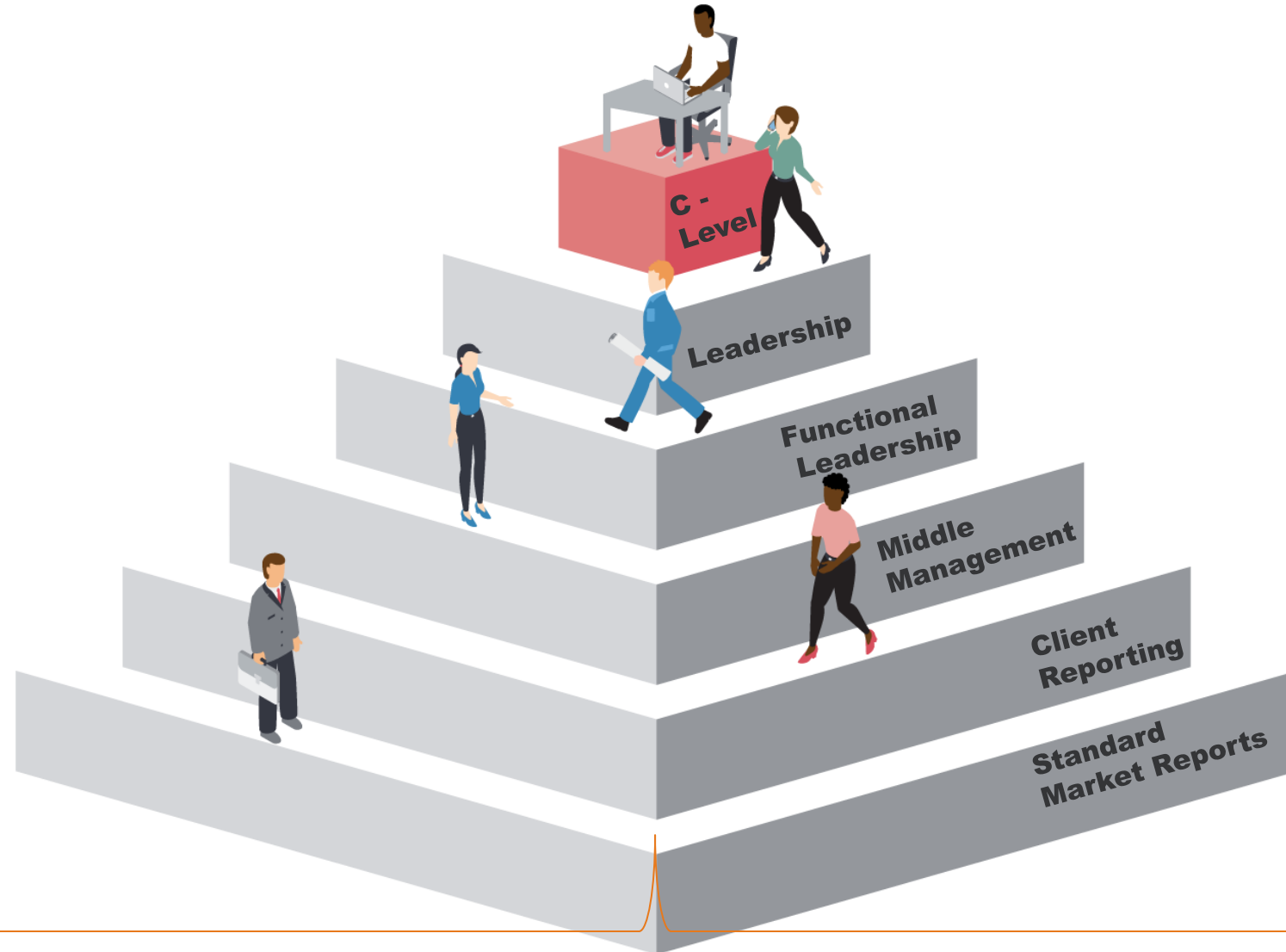
Data Consolidation

Don't let 'how it's always been done' prevent you from making necessary change. Consolidation of data systems, analytics teams, and reporting responsibility is consistent priority among executives and corporate strategy teams.

Data Privacy and Compliance

Governance benefits effectiveness, accuracy, and risk management. As data models become more complex and involve personnel and client data, appropriate data restrictions are critical to compliance.

The Right Data Structure Enables the Right Analytics & Reporting

C - Level

Leadership

Functional Leadership

Middle Management

Client Reporting

Standard Market Reports

One Data Warehouse Feeds **ALL** Reporting and Analytics

Questions?

Available Thought Leadership

Quarterly Market Report
https://insights.manpowergroupsolutions.com/thought-leadership/quarterly-market-report/

Total Workforce Index
http://www.TotalWorkforceIndex.com

Global Insights Portal
http://insights.manpowergroupsolutions.com/

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