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The knowledge and expertise of Capgemini's Business Intelligence consultants have helped us to take the first step towards a professional implementation of Business Intelligence."

Information manager
Public organization

Government agency puts accurate information at heart of customer service

Capgemini analyzes information processes to lay the groundwork for a centralized, cost-efficient Business Intelligence environment in a government agency.

The Situation

A large Dutch government agency with responsibility for the timely and correct distribution of welfare payments to more than five million customers strives to provide high quality services. The availability of accurate business information will be crucial in pursuit of this service excellence. This will be especially the case over the next few years as the agency faces significant challenges, of which the need to deliver its strategy to expand the online service portfolio is viewed as the most important. Moreover, government policy calls for large-scale cost cutting, but this should not damage the organization's focus on service excellence. The agency recognized that tackling these challenges had to begin with the establishment of a solid information and reporting structure.

The Solution

The process began with the development and implementation of a Business Intelligence (BI) strategy. An important step in this was an inventory of the current information provision among stakeholders and their assessment of its effectiveness. Capgemini's BI specialists were requested to perform a diagnostic scan. This consisted of a questionnaire among twenty (internal) stakeholders and eight in-depth interviews. The consultants paid particular attention to the tools that were used in the organization, the perceived areas of improvement, the desired changes and the obstacles that might stand in the way of a professional BI environment in public sector organizations.

People matter, results count.

The Result

Capgemini provided quantitative and qualitative analysis of the scan results, together with substantiated recommendations and a business case for optimizing the agency's information streams. While implementing a Business Intelligence strategy at this complex organization will take several years, Capgemini has laid the groundwork for a centralized, cost-efficient BI environment that yields better insight into all the environmental factors a public sector organization has to deal with.

How the public organization and Capgemini work together

To achieve a broadly supported BI strategy and its effective implementation, all parties need to have a mutual starting point and understanding. As such, the government agency's BI process is the result of intensive and constructive collaboration between Capgemini and the organization's diverse stakeholders. These include the agency principal, who helped to draw up the questionnaire, as well as employees taking part in the interview process.

By listening to one another and respecting each other's knowledge and expertise, everyone involved helped to create a report that can serve as a blueprint for a solid BI environment. The agency showed its appreciation by awarding the project with a high On Time and Above Customer Expectations (OTACE) rating.

In undertaking the analysis, Capgemini used the international standards deployed by the government agency to formulate its Business Intelligence strategy. Capgemini consultants also assessed participants' awareness of the BI topic and, from several points of view, analyzed the information streams.

It quickly transpired that the employees involved had a high level of BI awareness, a strong desire to improve the information landscape, and a shared commitment to work together to reach their goals. The consultants used the employee feedback in their analysis of the results, recommendations and business case.

Capgemini's diagnostic scan and ensuing recommendations identified the importance of Business Intelligence to the agency. It also helped to identify obstacles that would have to be surmounted to further the development of BI. In addition, Capgemini's consultants found that demand for BI among stakeholders was substantial and, as a result of employee engagement in the process, support for the effort to realize the agency's BI ambitions has grown further.

Looking ahead, next steps will include the establishment of a single common BI platform/data warehouse, followed by the development of new data definitions, reports and dashboards. Ownership of BI has, in the meantime, been transferred to the Finance & Control department. Currently, the organization's focus is predominantly with operational variables such as legality, optimal use of budgets, and processing time. This focus will be gradually shifted to integral management.

BI and the availability of accurate business information now form the basis of the organization's effort to transform into a smart, lean and service oriented operation.

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