

**DO
MORE.**

How ED's and Organizational Leaders Can lead a Data-Driven Culture



Nonprofit Association
of the Midlands
Serving Nebraska & Western Iowa

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Catherine has extensive experience working with public service clients such as nonprofits, governments, governmental entities, schools, hospitals and foundations. A seasoned certified public accountant, Maydew is also a certified information systems auditor, and is a certified fundraising executive.



AGENDA

- ▶ Creating a data-driven culture
- ▶ Strategies from BerganKDV to achieve leading data indicators
- ▶ Examples of data analysis for the “what if?” questions



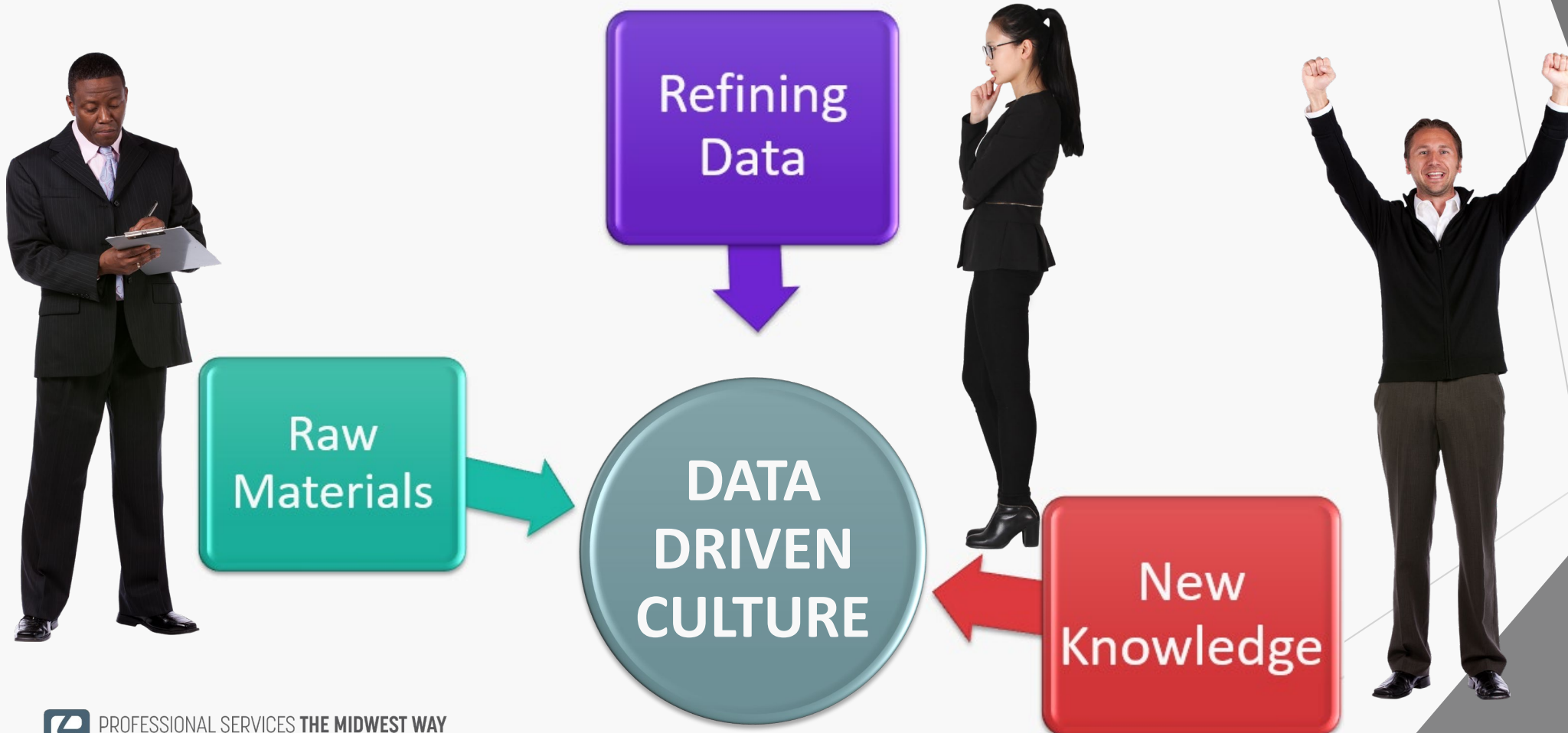
Statistics to share

- ▶ Gartner, a leading research and advisory company, in a recent survey noted that by 2023 more than 1/3 of large companies will have analysts practicing the discipline of decision intelligence, which includes decision modeling.
- ▶ Published by Statista Research Department, Sep 8, 2022, the total amount of data created, captured, copied, and consumed globally is forecast to increase rapidly, reaching **64.2 zettabytes** in 2020. Over the next five years up to 2025, global data creation is projected to grow to more than 180 zettabytes.



What is a data-driven culture?

A shared set of customs that manifest as shared understandings.





BUSINESS INTELLIGENCE



BUSINESS ANALYTICS



BIG DATA

Data-driven culture
places data in the center
of organizational related
decisions.

Breakdown
of Ad Spend
FROM AGENCY REPORTS

Capturing big data
is not enough.

We need to leverage
it!

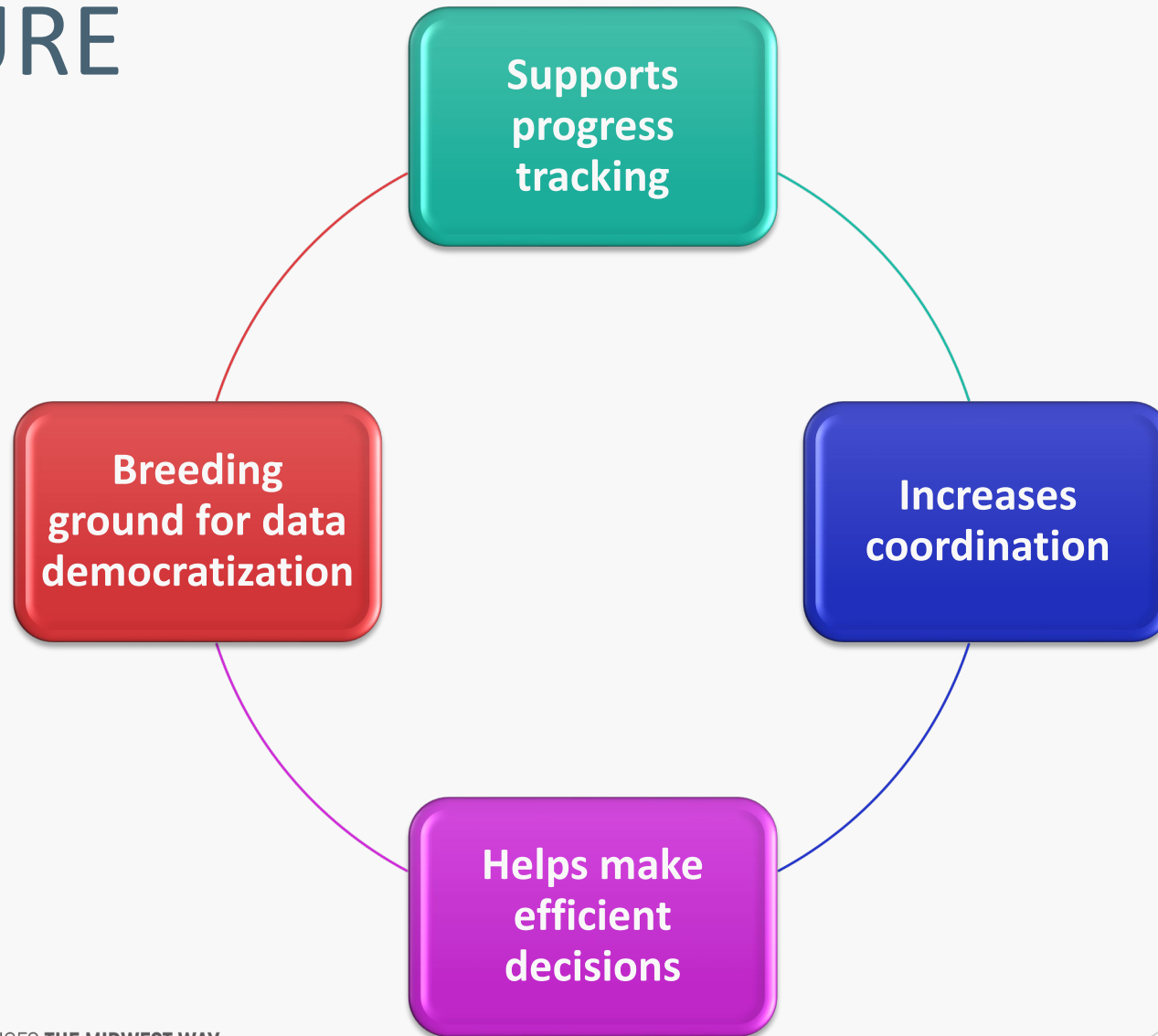
WHAT IS THE BENEFIT OF A DATA-DRIVEN CULTURE?

The benefits of a data-driven culture is to examine and organize the data with the goal of better serving one organization's customers and consumers.

*Alan Duncan, Vice President Analyst
Gartner*

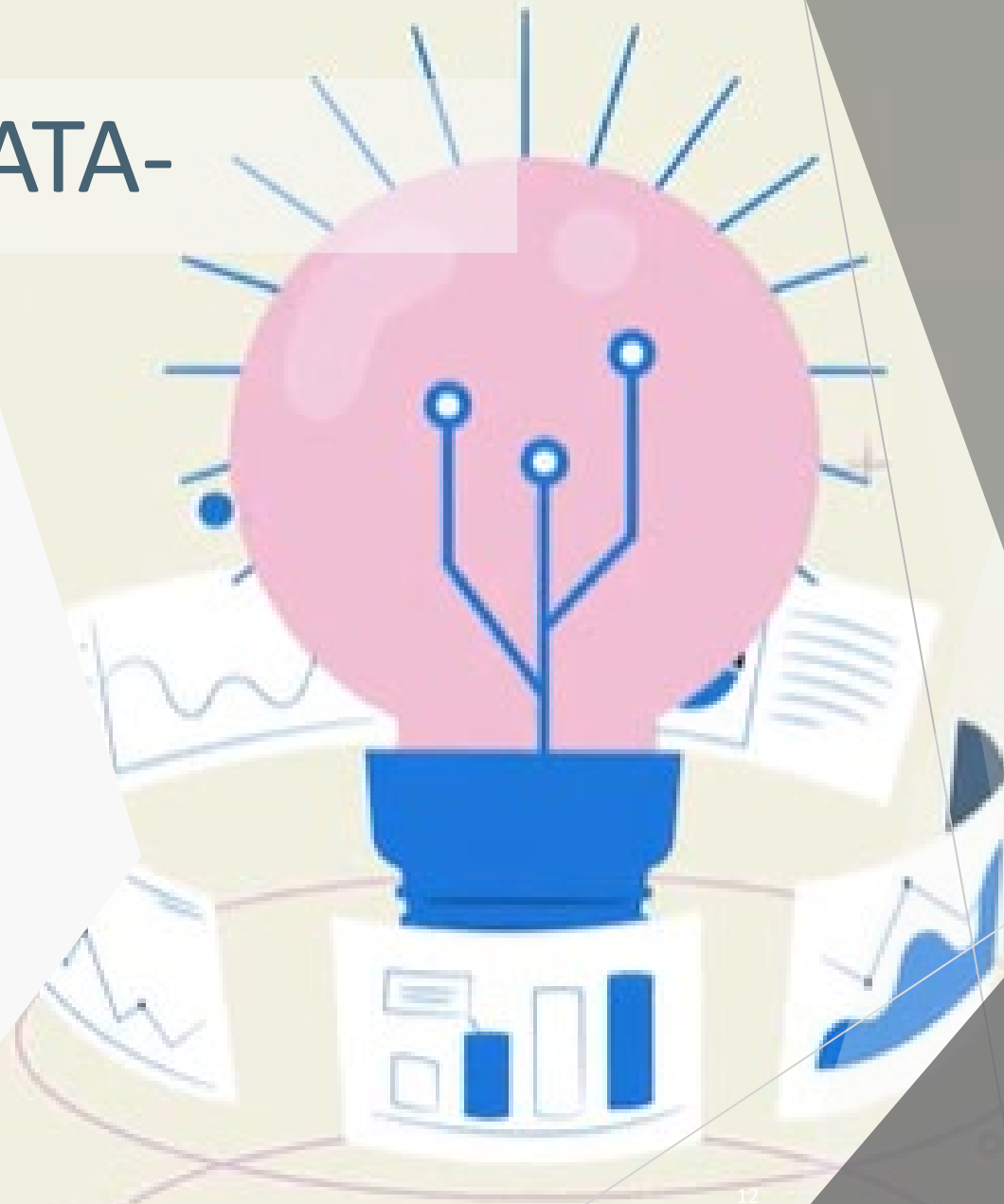
- ▶ A data-driven culture is all about making decisions based on numbers crunched and insights generated using data.
- ▶ It bolsters and speeds up a business' decision-making process.

ADVANTAGES OF HAVING A DATA-DRIVEN CULTURE



HOW TO CREATE A DATA-DRIVEN CULTURE

- ▶ Data has the potential to fuel a new era of fact-based innovation

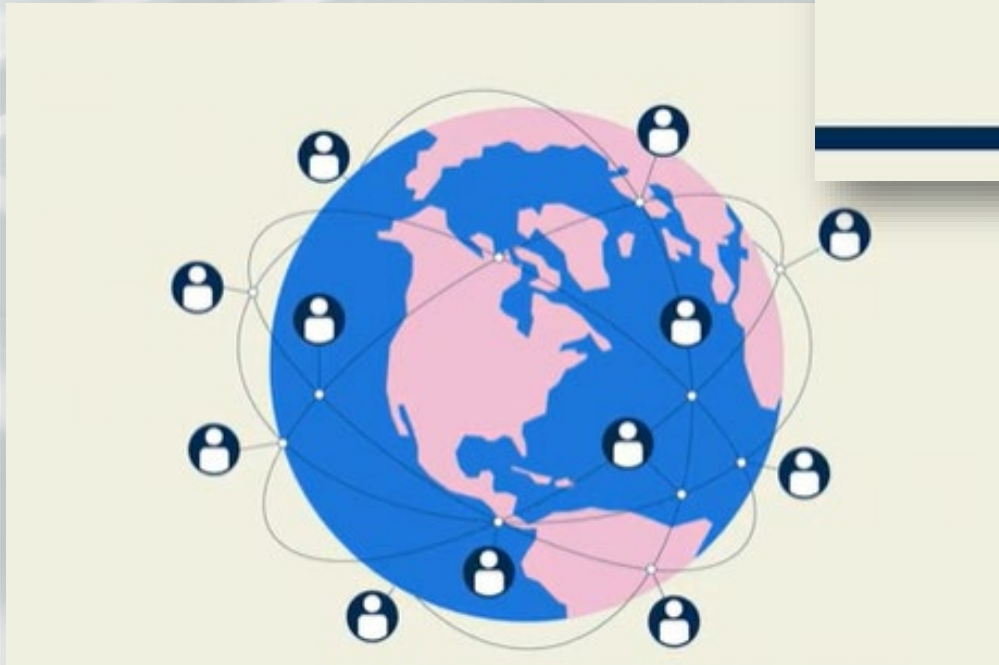
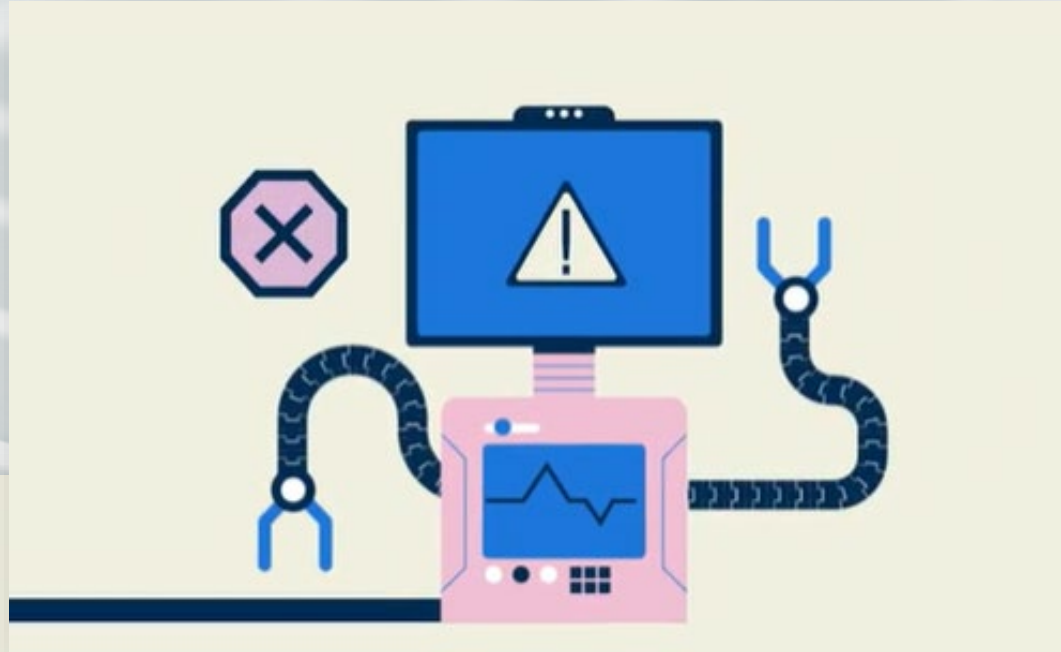


Data-driven culture remains elusive

- ▶ Data are rarely the universal basis for decision making

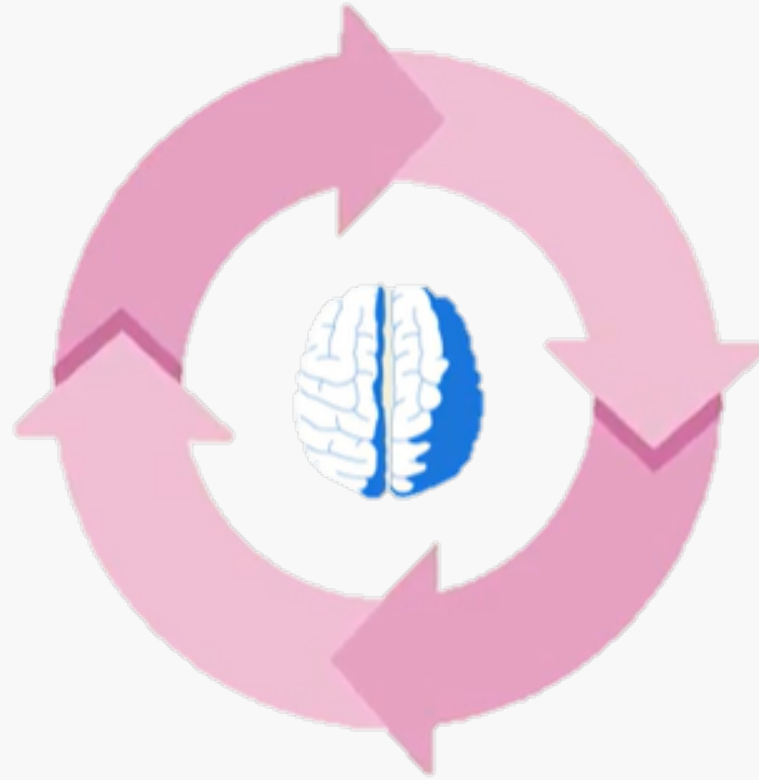


THE BIGGEST ROADBLOCKS AREN'T TECHNICAL



THEY ARE
CULTURAL

IT'S HARD TO MAKE THIS NORMAL
FOR EMPLOYEES

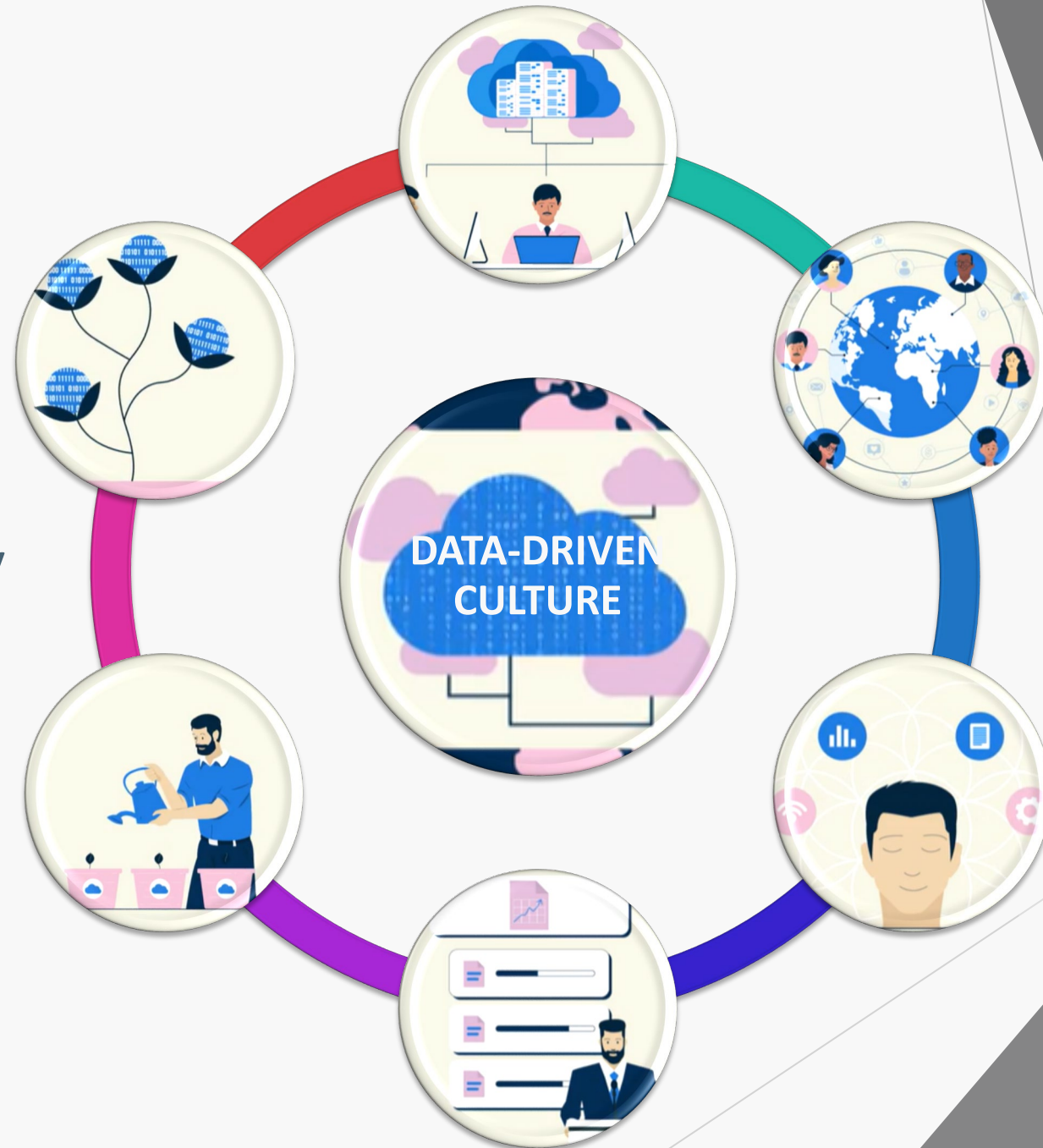


IT REQUIRES A
MIND SHIFT

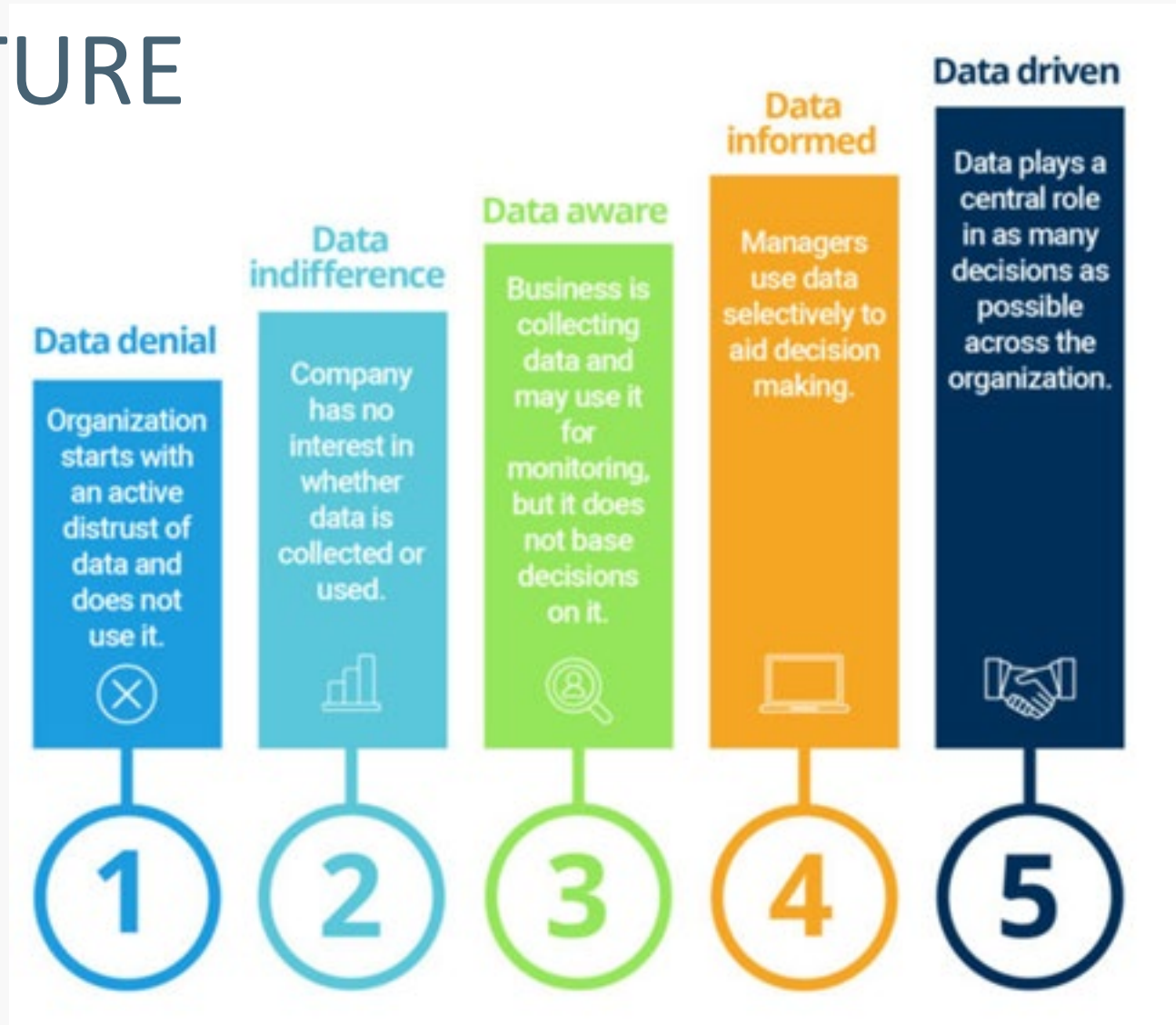
Data-driven culture starts at the top of the organization



- ▶ Companies must develop cultures in which this mindset can flourish.
- ▶ Leaders can promote this shift by practicing new habits and creating new expectations for what it really means to root decisions in data.



FIVE STAGES TOWARD DATA-DRIVEN CULTURE





Business Intelligence & Analytics for Non-Profits

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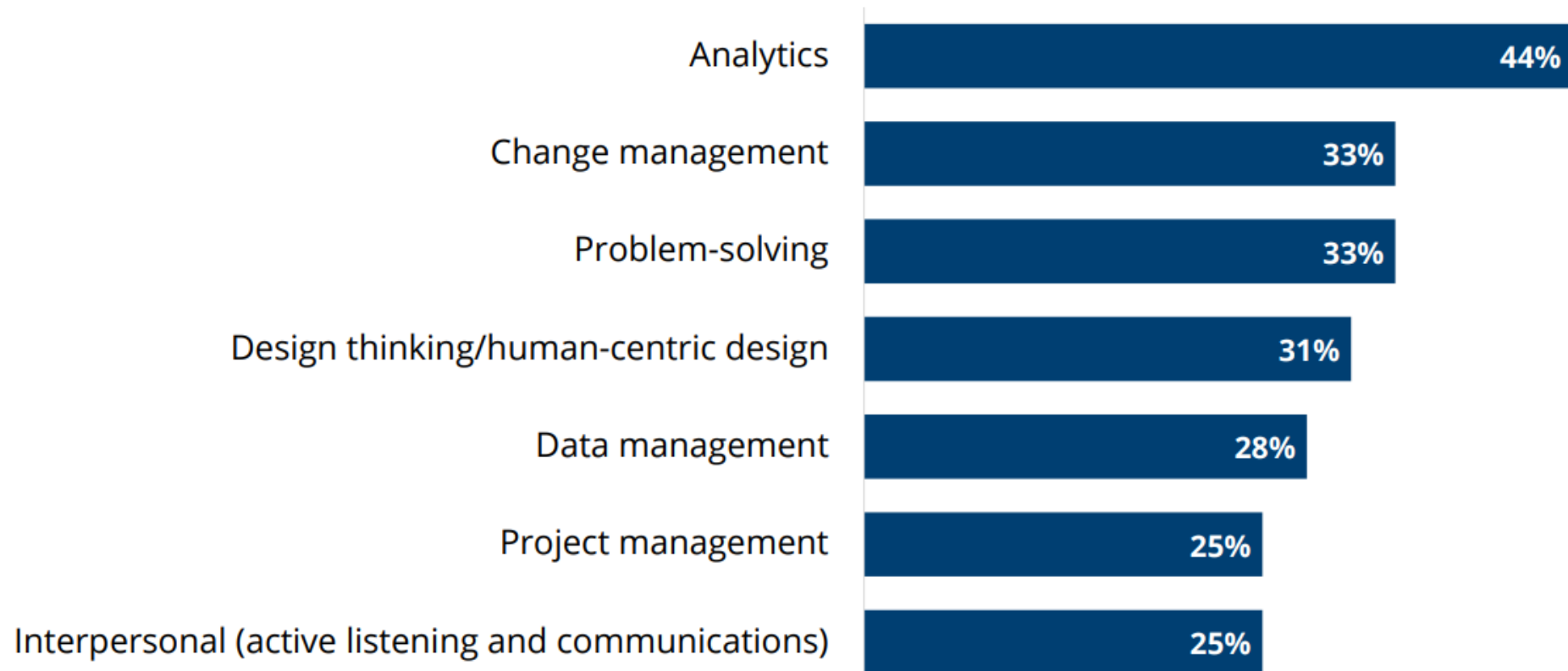
Laura Gebauer is the leader of Business Intelligence & Analytics at BerganKDV in Des Moines, IA. Her team of Financial Analysts specialize in providing companies and organizations with data consolidation, business insights and metrics utilizing technology.

Prior to joining BerganKDV, Laura spent the last 15 years in Accounting, Finance and Treasury for larger corporations in the Des Moines area which includes Casey's General Stores, Gregg Young Automotive and Life Care Services.



TOP 7 SKILLSETS FOR KM TO DEVELOP RIGHT NOW

Analytics skills are critical to prove out KM's business case and "sell" KM to education and non-profit leaders who will not devote limited funding to KM without hard data about its impact. And given the roller coaster of the last 18 months, it's unsurprising that change management and problem solving are key skillsets for KM teams to foster.

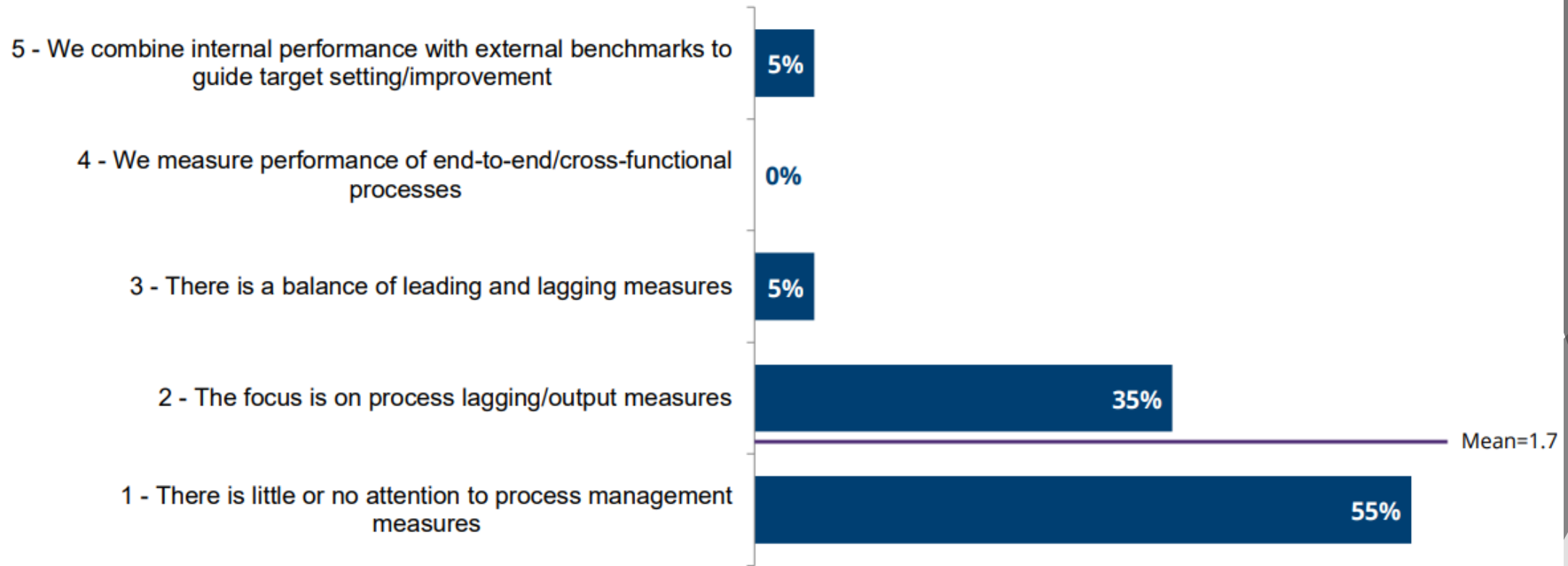


KM= Knowledge Management= how to manage all the knowledge from tech to employees

PROCESS PERFORMANCE MEASURES

The majority of organizations pay no attention to process management measures.

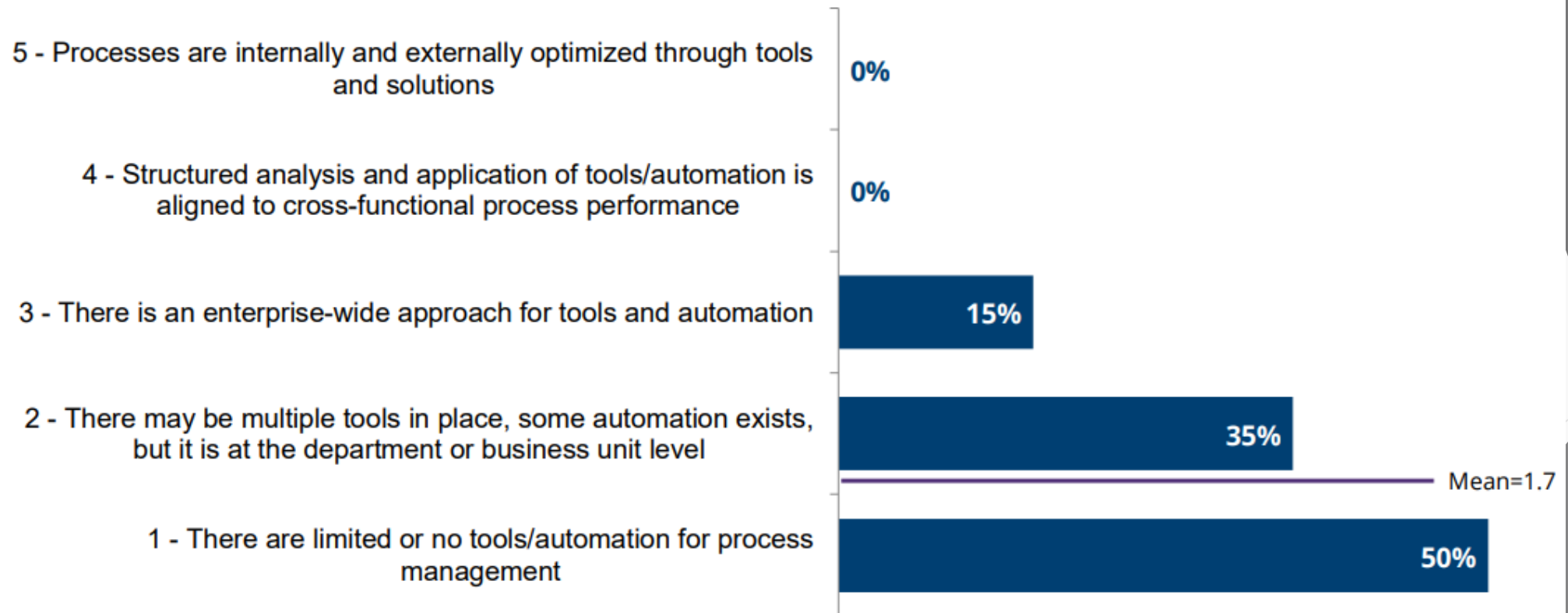
How does your organization use metrics to measure its process performance?



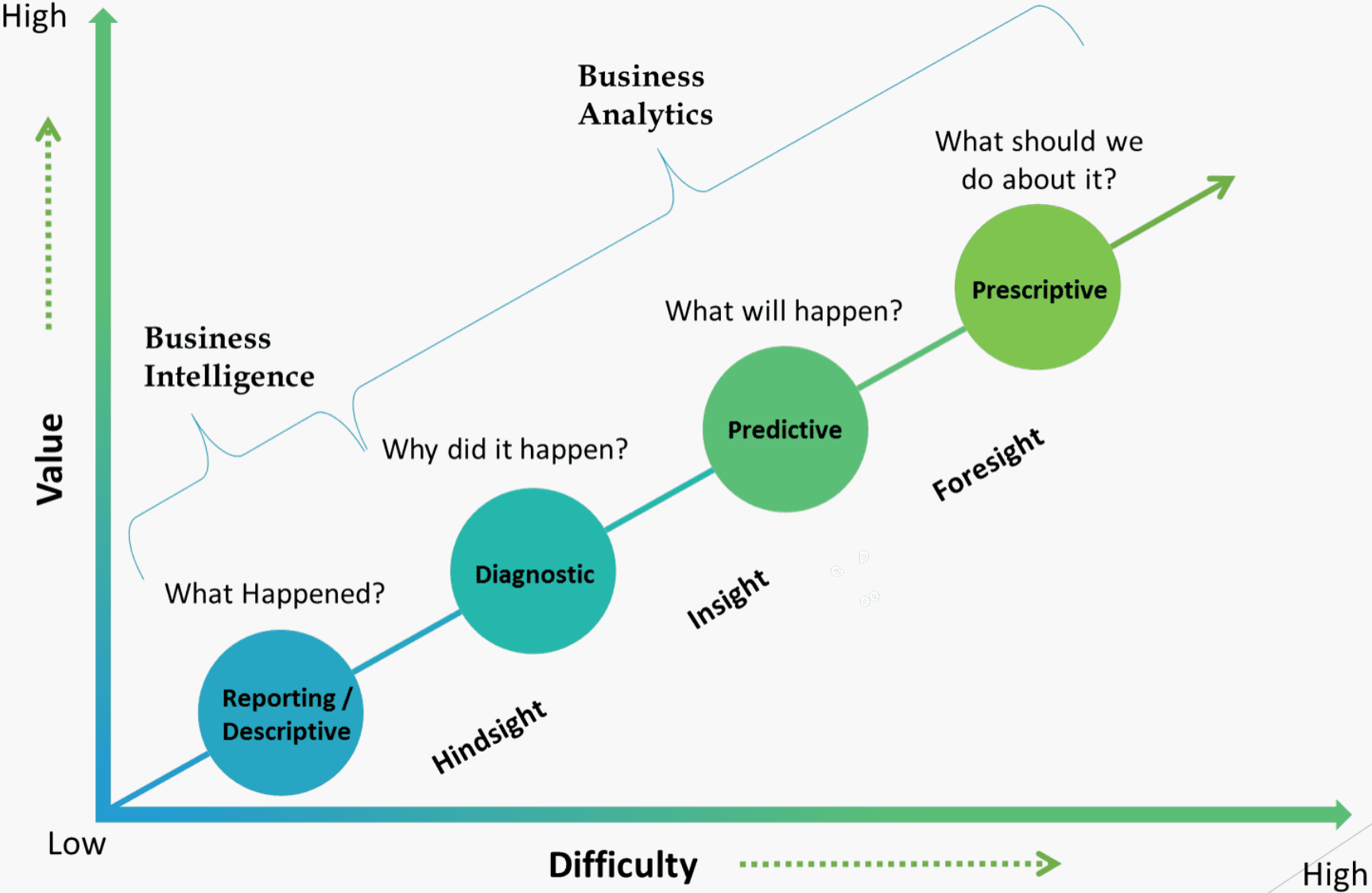
TOOLS AND TECHNOLOGY

Half of organizations do not leverage process tools or automation for their process work.

How does your organization leverage process management tools and technology?



Journey to analytics



Start with the data- Financial+Workforce+Non-Financial



Workforce

Import Your Data



CONNECT



CONNECT



CONNECT



CONNECT



CONNECT



CONNECT



CONNECT



CONNECT



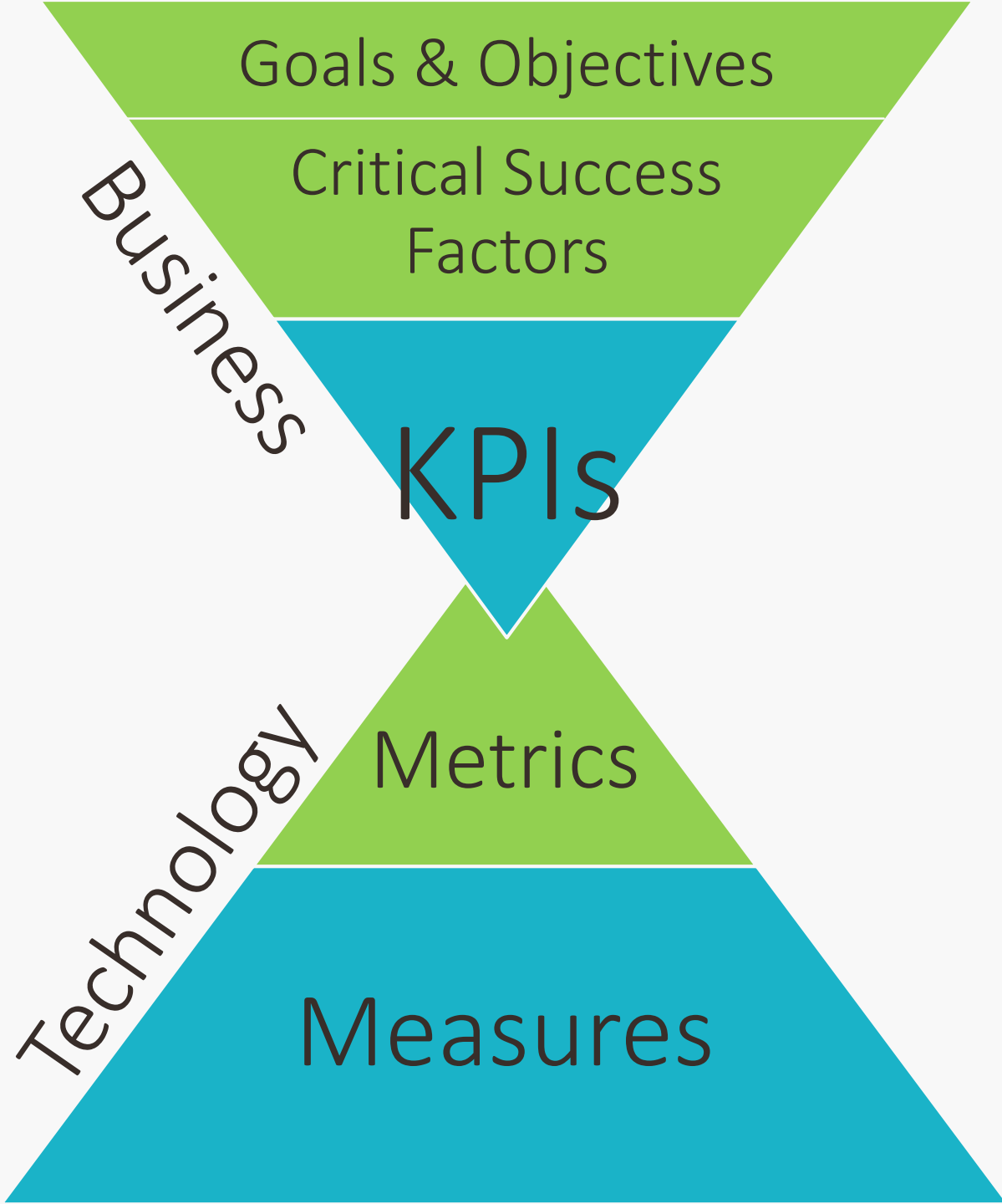
Excel
↓ Template
● Help Center

IMPORT



Use Technology





From Lagging to Leading

Without technology:

- ▶ Median Cycle Time in days to complete annual budget = 35
- ▶ Number of Budget versions produced before final approval= 5
- ▶ Median Cycle Time in days to prepare financial forecast= 12
- ▶ Median Cycle Time in days to update/revise the rolling forecast= 5

With Technology those cycle times are cut by at least 50%

Metrics and measures

- Fundraising Efficiency = Fundraising Expenses / Contributions.
- Operating Reliance = Unrestricted Program Revenue / Total Expenses.
- Program Efficiency = Program Expenses / Total Expenses.
- Donor Attrition = Lapsed Donors / Total Number of Donors
- Liquidity
- Program expense as % of total expenses
- Sources of unrestricted recurring dollars
- Liabilities as % of total assets
- Full Cost Coverage
- Fundraising Expenses as % of total contributions
- Cash flow from operations

Outcome

- Gauge growth
- Show exactly how funds are being used
- Increase impact populations you serve
- Faster, more confident decisions

Data Driven Culture



Establishing a culture of data-driven decision making



Aggregating analysis into a dashboard to support decision making



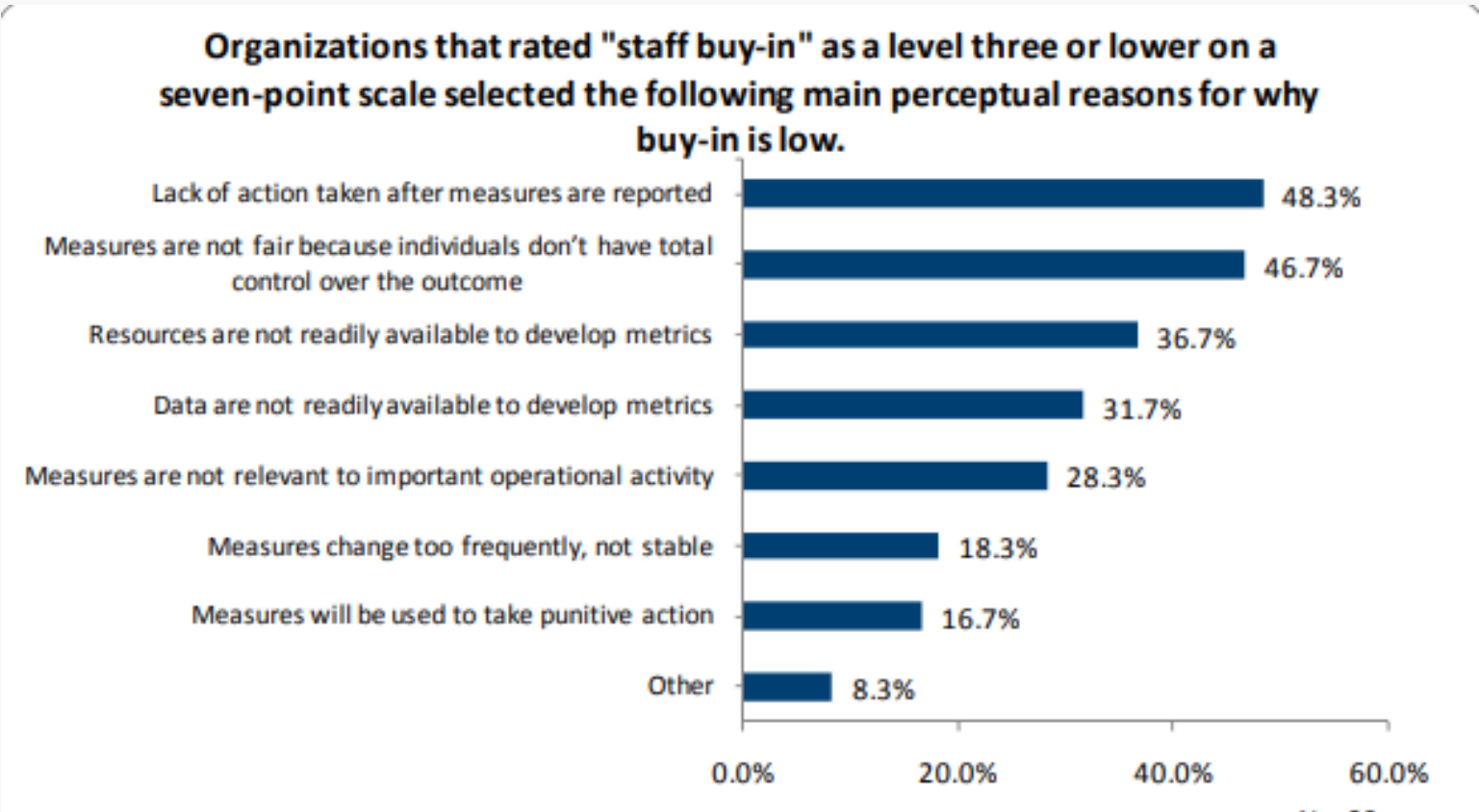
Ensure performance measures are relevant to their purpose

Figure 1

These three priorities go hand-in-hand: each enables the others, while struggles with one can make tackling the others more difficult. For example:

- » If you don't have a culture of data-driven decision making, even the best-fit measures and easy-to-use dashboards won't impact much.
- » If you don't have good dashboards, people won't use them, so you'll struggle to ensure measures stay fit for purpose and establish a data-driven culture.
- » If you don't have relevant performance measures, your dashboards won't be of much use for decision making, which encourages a culture of "going with your gut" instead of looking at the data.

Downfalls if data driven culture is not there



What Analytics can do for you

TOP 5 PURPOSES OF ANALYTICS

Overall, organizations rely on analytics to provide insights and help decision making towards high-level organizational goals like customer experience, reducing costs, and optimizing performance.



1. Create actionable insights for decision makers (92%)



2. Improve customer satisfaction (89%)



3. Provide visual tools like dashboards (88%)



4. Reduce costs (85%)



5. Improve productivity (84%)

JASON GREER

BUSINESS ADVISOR

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Jason specializes in process improvement and design, business intelligence design, financial modeling, business metrics design and data governance. As a business advisor at BerganKDV, he partners with clients in the manufacturing industry to solve their complex business issues. In addition to his focus in the manufacturing field, Jason also brings in-depth experience of data strategy, data science, data analysis, agile coaching and continuous improvement to the firm.

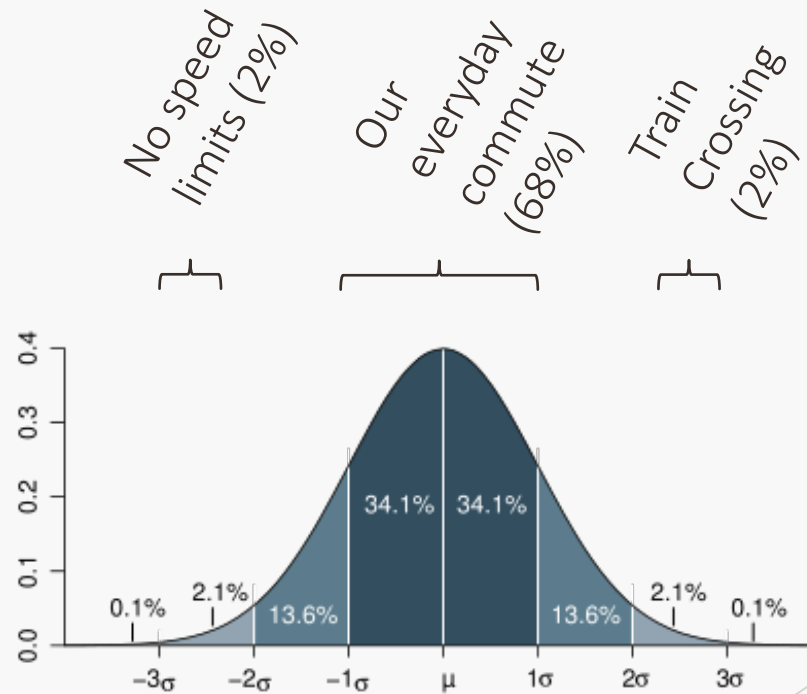
What Jason loves most about his role is building relationships with his clients and seeing the world through their eyes. One client engagement that stands out for Jason is when he helped a client solve a quality problem costing millions of lost revenue each year. Through meticulous data and product analysis, his team was able to work with the business to identify the root cause and resolve it.

Jason has a Six Sigma Black Belt and is regularly involved in the Iowa Business Association. When he's not partnering with manufacturing clients on their business advisory needs, Jason enjoys long-distance swimming, hiking and traveling.



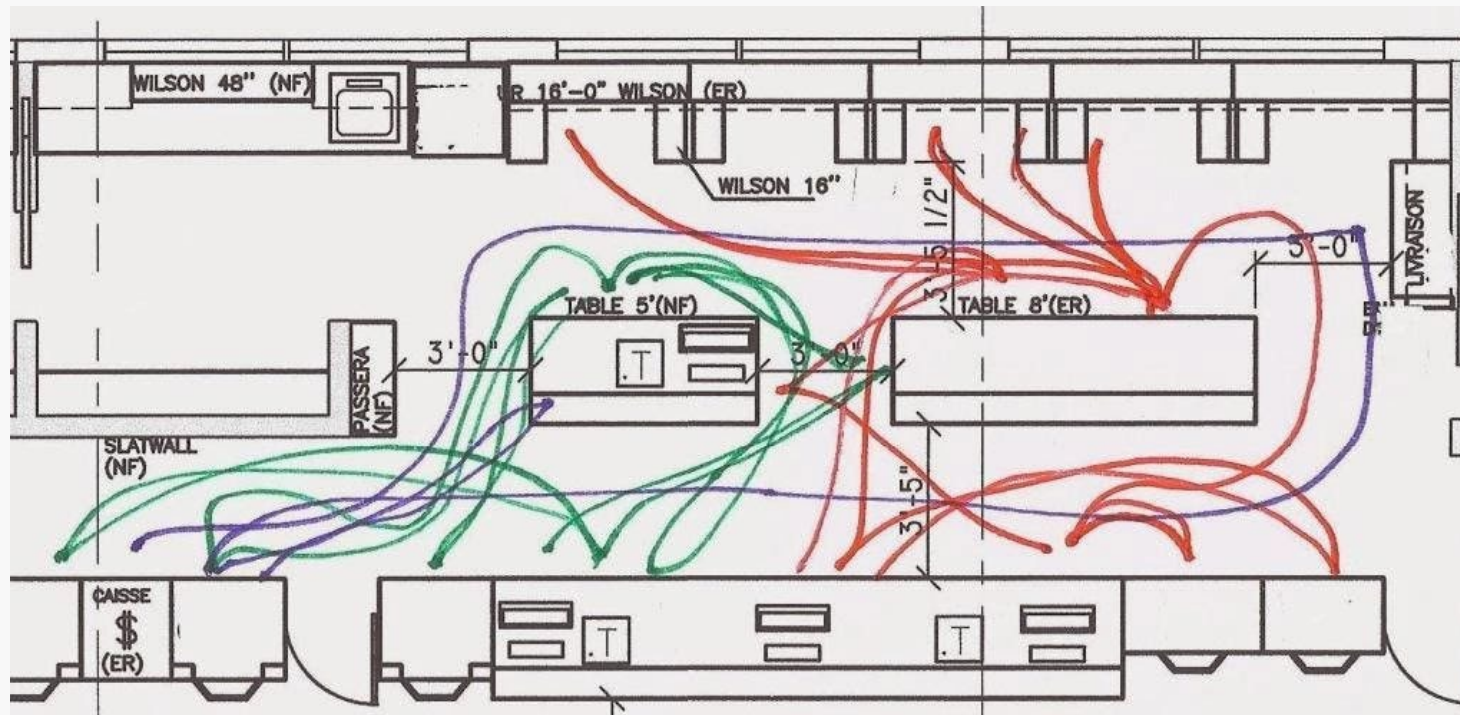
Imagining a world of 'What-ifs'

Monte Carlo Simulator



What are you measuring?

“Tell me how you measure me, and I will tell you how I will behave. If you measure me in an illogical way... do not complain about illogical behavior...” Eli Goldratt



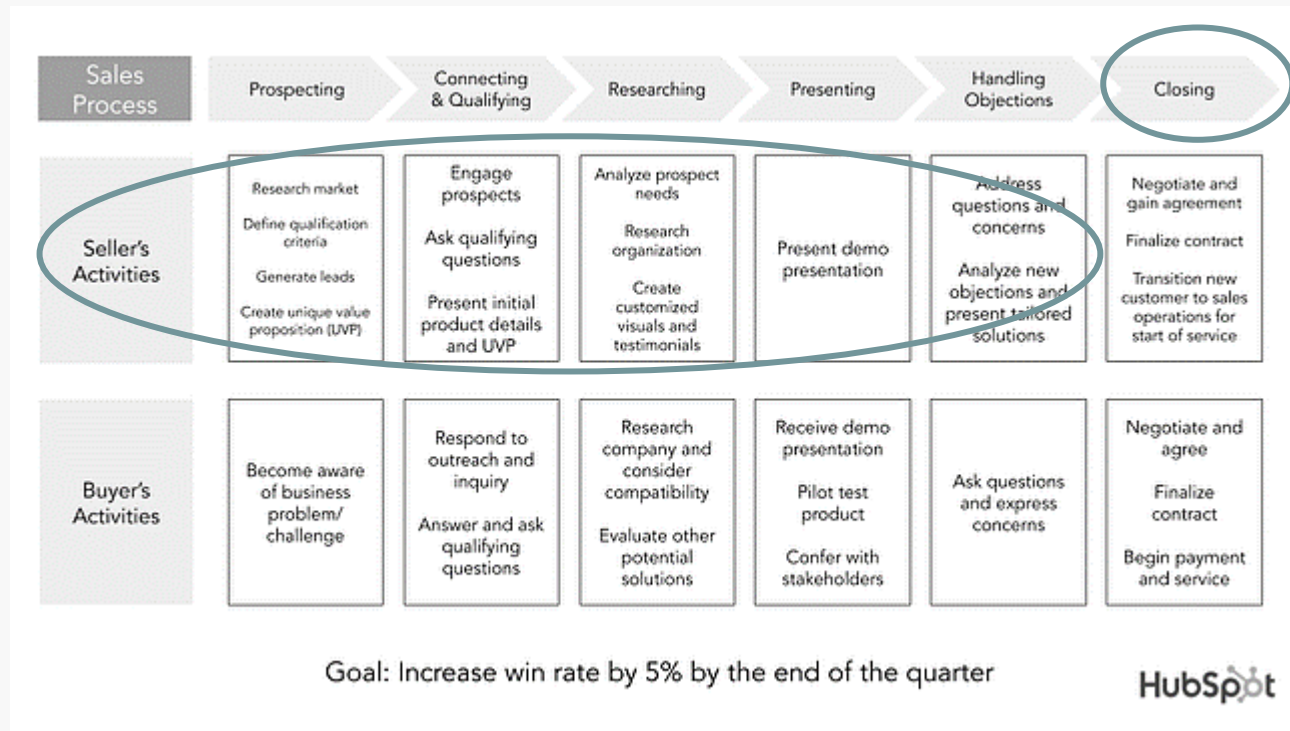
<https://www.thinkleansixsigma.com/article/spaghetti-diagram>

Measuring the Leading, not Lagging

"We attack processes, not people" – Jason Greer

We measure this!

But the WIN happened because of this!



<https://blog.hubspot.com/sales/sales-process->

QUESTIONS?

BerganKDV is a leading professional services firm with a contagious culture; where growth is fostered and making a difference means something. Our values drive our decisions, and our passion is empowering people and creating a wow experience for our clients.

We are powered by people who do business the Midwest way delivering comprehensive business, financial and technology solutions including business planning and consulting, tax, assurance and accounting, technology, wealth management and turnaround management services. From tax reform to technology, we go beyond so you can...

DO MORE.



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