**UNECE High-level Group for the  
Modernisation of Official Statistics**

**Business Case for gathering experience from NSOs in achieving business agility**

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| This business case was prepared by Statistics Sweden, and is submitted to the HLG-MOS for their approval. |

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| **Type of Activity** | | | | |
|  | New project | |  | New activity |
|  | Extension of existing project | |  | Extension of existing activity |
| *Projects are undertaken by separate project teams. Projects are expected to produce a significant contribution to achieving the HLG-MOS vision* | | | *Activities are undertaken by Modernisation Groups. These activities produce smaller, more detailed outputs to help achieve the HLG-MOS vision* | |
| *See here for more details: https://statswiki.unece.org/display/hlgbas/HLG-MOS+Strategy* | | | | |
| **Purpose** | | | | |
| Many statistical organisations work on establishing more agile production processes in order to be more responsive to evolving information requirements and to make better use of new data sources. Integrating a new data source into an existing statistical product could result in data from multiple data collection sources being used to process, analyse and disseminate a statistical product in a more efficient way but sometimes this type of change clashes with the more traditional way of thinking of a production chain as comprised of *a* data collection phase, *a* data processing phase, *an* analytical phase and finally *a* dissemination phase. The same type of problem can occur when we aim to reuse already collected data to produce a new set of statistical products that can be disseminated more quickly in order to respond to a new need for statistical information.  Thinking of the production in more of a cluster of interlinked activities is easy on paper but when we try to make this a reality we quickly see that the traditional way of organizing the production has left a deep imprint on multiple levels in our organisations.   * IT-systems tend to be built around a traditional *product* structure and changing this is costly * People are organised in departments and units or roles based on statistical products * We are faced with methodological challenges in the new model * Internal economy/decision structures are often based on statistical products   Achieving an agile production process requires more than adding new databases or adding a new statistical product in our dissemination channels. This involves changing the mindset of how we organize people, IT-systems, production design etc.  The result from previous modernisation initiatives under UNECE-MOS has given us the building blocks for working with internal modernisation initiatives in statistical organisations but doesn’t describe how this type of business agility can be established using these models. The GSBPM is described as a “non-linear model” and that you should only make use of the relevant parts based on the specific production context. How it can be used in an “activity-cluster”-viewpoint isn’t described.  This initiative aims to gather experience from modernisation programs in which these challenges has been tackled and gather both good and bad experiences from these initiatives. Where have models provided good input? Where was it necessary to adapt the models to fit with the new viewpoint? How has the *product-culture* been addressed to change the mindset of the people? What types of systematic approach has been used for integrating data flows between activities? | | | | |
| **Description of the activity** | | | | |
| A set of workshops/sprints with parallel groups working on collecting experience and aligning/expanding the models to better provide guidance and support for the shift in mindset. | | | | |
| **Alternatives considered** | | | | |
| *What is the impact if we do nothing? Could the work be done on a smaller scale?* | | | | |
| **How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?** | | | | |
| The activity builds upon result from the work undertaken by HLG-MOS so far and summarizes how this can be used in statistical organisations to achieve better business agility and responsiveness to evolving requirements. | | | | |
| **Proposed start and end dates** | | | | |
| **Start:** January 2019 | | **End:** October 2019 | | |
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