Booz Allen Hamilton: How One Difficult Decision Paved the Way for a Data and Analytics Revolution

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Quick Poll

(from my dog Zoey)
What happens when an unstoppable force meets an immovable object?
Unstoppable Force

Immovable Object
Analysts

Corporate BI
Analysts
Corporate BI
- Focused on compliance
- Good for predictable, consistent, repeatable processes and reporting
- Access to data and tools is limited to certain users
- Development process is centralized and linear
- Slows information flow
- Blocks some traffic
- Limits user access
- Helps compliance, hurts agility
Client Service Analysts vs. Corporate BI

- 11 workflow steps
- 9 handoffs
- Weeks-months delivery timelines
- Serial workflow
- Slow feedback loop

Image credit: https://s3-ap-southeast-1.amazonaws.com/tv-prod/photo/21560-large.png
Our Tool of Choice…

Enabled us to:
1. Build custom logic
2. Build custom data models
3. Build interactive dashboards

(gasp!)
Major Shortcomings

Major Shortcoming:
• No automated data feeds
Corporate BI

- Client Service Analysts
- Finance Analysts
- Marketing Analysts
- Real Estate Analysts
Corporate Reporting Went from This
To These Interactive Dashboards
We Helped Improve Corporate BI

- Reliable data pipelines
- Legacy products for planning, external reports, cubes
- New modern, dynamic dashboarding platform
- New Enterprise dashboards
Expectation

Reality
• Data access still difficult
• QlikView not adopted by majority of analysts
• Dashboard development still centralized and slow
• Legacy products still used
Increased demand for analytical agility led to increased *Shadow BI*
Shadows Were the Problem...

... and the Solution
TC16 Kicked off Our Transformation
Step 1: Develop Pilot Dashboard
First Pilot Dashboard

Booz | Allen | Hamilton

ESG Financial Analytics Dashboard

Fiscal Year Spending

Summary Metrics

- YTD Plan
- YTD Actuals
- YTD Variance
- Total Year Plan
- Forecast
- Plan Vs Forecast

Data As of: EOM Dec 2016

View by: Admin Group | Cost Class

FY Spend Progress

- Days Elapsed 75%
  - 163%: $7,113K
  - 61%: $21,386K
  - 73%: $6,643K
  - 75%: $21,617K
  - 65%: $3,372K
  - 69%: $4,448K
  - 72%: $14,867K
  - 73%: $22,795K
  - 55%: $2,880K
  - 76%: $16,682K
  - 73%: $69,550K
  - 65%: $29,789K
  - 66%: $29,943K

YTD - Plan vs Actuals

- $1,057K
  - $472K
  - $250K
  - $299K
  - $340K
  - $560K
  - $453K
  - $525K
  - $737K
  - $1,016K
  - $1,189K
  - $2,423K
  - $3,816K

Cost Class Breakdown

- Plan vs Forecast

帮扶... TRAVE... OTHE... VA... REP... CONF...
Step 2: Deploy Self-service Pilot
Step 3: Make the Decision!
Step 4: Develop Service Offerings
Step 5: Develop New Content
Step 6: Launch Tableau Platform
- Governed data access
- Tableau is immensely popular with analysts
- Dashboard development is distributed and agile
- More modern platform
First Year Growth

- 300 Server Users
- 5 Corporate Dashboards
- 30 Customer Dashboards
- 20 Data Sources
- 5,000 Total Views
Second and Third Years

- 28,000 Total Server Users
- 2,800+ Self-Service Users
- 13 Corporate Dashboards
- 325 Self-Service Dashboards
- 160 Data Sources
- 850,000 Total Views (in the last 6 months!)
Self-service Innovation
17 dashboards
8 data sources
751 active users
(579 client staff)
360,000+ dashboard views
90% of legacy financial analyst products replaced with Tableau
Current Period Dashboard
30 minutes/day for 40 staff

100 hours each week

5200 hours per year
Real Estate and Facilities Operations

**REAL ESTATE AND FACILITIES OPERATIONS DASHBOARD**

- **TOTAL BUILDING CAPACITY**
  - How many people our buildings can accommodate based on physical seats.

- **TOTAL DEMAND FOR SPACE**
  - How much demand there is for seats at our offices. Based on alignment to Booz Allen offices.

- **Over/Under Capacity**
  - Positive numbers indicate more capacity than demand for space.

- **Average Utilization**
  - Average utilization based on daily badge swipes.

**Building Capacity and Demand for Space**

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Metro Area</th>
<th>Address</th>
<th>Hoteling Facility</th>
<th>Max Daily Utilization</th>
<th>Avg Daily Utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building 1</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Building 2</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>75%</td>
<td>65%</td>
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<tr>
<td>Building 3</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>85%</td>
<td>75%</td>
</tr>
<tr>
<td>Building 4</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>90%</td>
<td>80%</td>
</tr>
</tbody>
</table>

**Portfolio Map**

- Map of North and South America and parts of Asia and Africa.
Real Estate and Facilities Overview

Total Facilities
Includes all leases and licenses paying rent and excludes warehouses, storage and parking

FY20 Annual Facilities Cost
(YTD Actual Cost is [value]) as of [date]

Real Estate & Facilities Quarterly Metrics

Booz Allen Onsite Employees

Client Site / Teleworkers

Executive Suites, Virtual Offices, iHubs

Washington Metro Area Facilities*

Extended Enterprise Facilities

International Facilities

Hoteling Facilities

Total Portfolio RSF
(Rentable Square Feet)

Average RSF per Person

Secure Space RSF

RSF

RSF
Real Estate and Facilities Density
Corporate Innovation
New Tableau Service Offerings
Employee Backpack

Electronic Devices

Catalog Software
BI Portal

Welcome to the B.I. Portal

Browse your BI Gallery

Content Types:
- Applications (2)
- Dashboards (4)
- Data Sources (1)

Functional Areas:
- People Services (7)
- Finance (3)
- Corporate Enterprise (18)
- Real Estate (3)
- Other (5)

FY20 Cloud Spend Trends

Cloud Spend Trends

Total Cloud Forecast Firm v IS: by Month

Create Custom View
Tableau User Group and COE
If you want to fast, go alone.
If you want to go far, go together.

-African Proverb
(to the best of my ability to attribute it)
Thank You

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