

ESTABLISHING A COMPETENCY CENTER FOR DATA ANALYTICS

Capgemini Invent initiated a Competency Center for Data Analytics in a German authority

The Federal Office for Migration and Refugees (BAMF) is responsible for the registration, integration and repatriation of migrants. It is a federal authority within the Federal Ministry of the Interior (BMI). BAMF came into the spotlight of attention during the European refugee crisis. In summer 2016, the authority developed its "Digitization Agenda 2020", placing digitalization on top of its priority list as a "major success factor". Since 2018, Capgemini Invent supports BAMF in establishing data analytics.

Our approach

Our three-phase approach covers the entire process of creating a Competency Center for Data Analytics end-to-end. In the first phase, Capgemini Invent carried out an AI maturity assessment. In the second, a Competency Center for Data Analytics was designed and implemented. The third phase consists of embedding and scaling the data analytics solutions.

The Maturity Assessment assessed the prerequisites for implementing analytics at BAMF. We leveraged our know-how, assessment frameworks and tools to quickly deliver valuable insights. Our team evaluated internal documents and conducted expert interviews with BAMF employees to assess the preconditions for analytics along the three dimensions: "Organization", "Processes" and "Technology".

The insights gained from the Maturity Assessment formed the foundation for the concept and structure of the Competency Center for Data Analytics. The concept included a clear vision, the definition of the analytics service portfolio as well as the target operating model. It was decided that the Competency Center for Data Analytics will operate in the intersection between several units and interact as innovation driver within BAMF. The Competency Center has several tasks and objectives with the goal to translate the needs of BAMF employees into analytics use cases and ultimately support them by enabling data-driven decision making.



Federal Office
for Migration
and Refugees

Overview

Customer: Federal Office for Migration and Refugees (BAMF)

Industry: Public Sector

Location: Nuremberg, Germany

Client Challenges:

- Potential of increasing amounts of data not fully explored and leveraged
- Compliance to the regulations when accessing and using data
- No aligned definition and application of data analytics

Results and Added Value of Capgemini Invent:

- Built a competency center as internal service unit for analytics
- Implemented agile ways of working and promoted cultural change

"The Competency Center serves as active driver to ensure that Data Analytics is a natural component of our daily work at the federal office"

Dr. Markus Richter,
Vice President, BAMF

The Competency Center's service portfolio includes:

- data analytics,
- use case management,
- agile project management and
- data management.

To increase acceptance of the new internal service portfolio in BAMF and ensure the project's long-term success we applied our proven Change Management framework in embedding data analytics. During the entire change process the main objective was to extensively involve the stakeholders. We put individual needs of the employees in focus and build our communication around concise and comprehensive messages. Thus, it can be ensured that BAMF employees understand the significance of change and remain open to innovations. To further ensure and increase the involvement of the employees an internal so-called ambassador network was set up. The nominated representatives come from various departments and are responsible for bringing the idea of data analytics into their units. However, the ambassadors do not just cater information to their colleagues, but also collect innovative ideas and suggestions from them, which makes the communication bidirectional. Thus, ambassadors act as the driving force for innovative analytical solutions within BAMF.

Our value add

To efficiently build up the Competency Center for Data Analytics our team leveraged the Capgemini Invent framework for establishing an Analytics Service Unit and agile project management tools. Our strategy was based on the stakeholder-differentiated approach that helped to achieve visible results in a short period of time. The Competency Center for Data Analytics has already implemented its first data analytics prototypes and use cases. Based on these quick wins we have gained support from different management levels as well as BAMF employees, building the foundation for a cultural change within BAMF. The approach of the Capgemini Invent team aims at sustainable development of internal analytics capabilities of the client. Through the know-how transfer the institution will be able to independently operate and further develop data analytics in the future.

Besides BAMF our frameworks can be equally applied in other authorities and industries. BAMF employees benefit from the data-driven decision making possibilities in their daily work already today. By establishing the Competency Center for Data Analytics and implementing first use cases at BAMF, Capgemini Invent created sustainable added value for society.

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