

Business Model for external customers

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Understanding and questions

First understanding op to now and some questions

- and then DST Survey.

- One Department – headquarter here in Jerusalem
 - design surveys, monitor and develop.
 - training of interviewers and supervisors
 - make the sampling plan based on x, y coordinates of the selected units to which interviews is allocated
- Three physical districts, data collections centers
 - hires interviewers, select interviewers and confirm data collection plan, payment ?



Understanding and questions (2)

- Up to 35 domains (supervisors) depending on survey
- Normally 1-6 interviewers in each domain, if face to face
- Sampling plan collected in small geographic clusters, which typically is a monthly collection
- Know headquarters who work in a district and the selection unit? Before/after?
- How to sending task and addresses to interviewers?
- How often and how sending interviewers results back. And to whom?
- Smallest reporting unit with the metadata is the statistical area, which is also stable over time.



Agenda

- SD Surveys business model
- Purpose of external business
- Principles - customers and tasks
- Statistics Denmark's reputation and registers
- Pricing Model
- Financial Management
- Marketing



SD Survey's business model

- **SD Survey** is a external selling offices in Statistics Denmark
- 90% of the turnover on 6 mill. € is from external customers
- Positive result 0.5 mill. €. Overhead 2 mill. €
- External 90% and 10% internal
- Contacts annually 200.000 people or business in 80 surveys
- 29 employees in 4 teams: Finance, IT-production, Datacollection and Consultants
- 50 central (employee) and 250 nationwide interviewers
- Mix mode with web first (up to 45% by web). 90% of the dannedes have at digital post
- On going development - keep efficiency. A main driver.

Three principles:

Non loss, no (much) profit and take care of the reputation

Mission: Make SD methods and register valuable for others



Purpose of external business

- SFI Survey and DST Interviewservice -> DST Survey
- SFI Survey sell survey as main activity since 1990
- SD Interviewservice as main activity since 2005
- First as supplement since as main activity
- The shift to the main activity due to survival
- The general reasons:
 - Fulfilling the mission
 - Economies of scale and cheaper prices
 - Contribution margin for SD
 - Development of the organization



Principles - customers and tasks

- Not products and private marketing
- The entire process from sample, questionnaire, weighting and report
- Anonymous data sets or researcher access to registers
- Collaborative projects with other such as private
- Not sexual orientation and party politics
- Can be a processor for other data owners, e.g. SFI



SD reputation and registers

- The client decides what is asked about
- Burden, scope and questions should be relevant
- Sensitive issues approval of Director
- SD is responsible for how it is asked and IP contact
- If sensitive (e.g. disease) double sampling
- Not identifiable disclosure of registers
- Extraction for qualitative interviews if acceptance



Pricing Model

- Each component is estimated in hours
- 80% overhead on internal salary
- 30/40% overhead on interviews (critical)
- Other expenditure at cost
- Standard contract model
- Payment may be divided or by year



Financial Management

- Finance Team controls the internal economy
- Ongoing reporting of economic data
- Budgets for 1-3 years
- Budget: invoiced tasks, offers with estimate and residual
- SD economics office set prices and made account
- National Audit Office and Danish Competition Authority control
- Electronic system for the authorization of payments
- Careful recruitment policy



Marketing

- Possible strategic customers are targeted
- Conferences and places customers are
- Canvassing activities
- Existing customers
- Offers public tenders
- Separate market leader
- Branding through SD dissemination

The present organization (1)

- Standardized solution in operation or in development: templates for pricing, project script, SAS EG and production, web-questionnaires, pilot testing, portal for field interviewers and documentation.
- Office management: Head of Office, portfolio manager and 4 team leaders = team management. 1½ hour meeting once a week.
- The 4 teams organize their own work – the team leader is responsible for the work internally in the team and for the work between teams. The team leader recommends wage supplements.



Maja: Team leader for 7 consultants. Responsible for contracts and the consultants professional work. Also coordinator of development projects.



Martine: Portfolio manager. Responsible for operation meetings among team leaders each week. Responsible for the resource overview, project script template and team management meetings.

The present organization (2)



Finn: Team leader for Data collection with 9 members. Responsible for coordination of central and field data collection.



Toke: Team leader for Economy with 2 members. Responsible for accounts, price template, budgets, payments and costing.



Poul: Team leader for IT with 6 members. Responsible for data operations, populations and samples, programming of questionnaires, data management and documentation.

The present organization (3)

- The Head of Office is responsible for the team management and general priority. Education and careers. Statistical methods. Preliminary customer contact. No direct operational contact.
- The projects follow a horizontal model where each team is responsible for different parts of the project.
- Many deliveries between teams every day.
- Sickness, vacation og working from home are coordinated within each team.
- 1 Head of Office, 1 organization and 1 team management.

Challenges in the model of organization

- 3 levels of management: Head of Office, Team leader and self-management
- The possibility of differences between teams e.g. homework, level of responsibility delegated from team leader to team members.
- Working together within and between teams.
- Building self-management within teams.
- Working together and loyalty within the team management.