

59th ISI World Statistics Congress
Hong Kong, China
25-30 August 2013

Innovate or perish – Italy’s *Stat2015* modernisation programme

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In the last decade, official statistics is undergoing a dramatic shift, both in the production model and in its output. The traditional chain, based on vertical integration of different survey specific tasks carried out to collect, process, analyse and disseminate statistical data, has become out-of-date. This reflects the inability to exploit the economies of scale of industrialised production systems. Moving from a stovepipe model to a new structure based on a “Plug-and-Play” architecture can enhance productivity, supports better quality control, and allows quicker innovations. However, this change requires a major redesign in the production model. In addition, the demand for statistical information is growing exponentially. Data have become the “soil” out of which knowledge can bloom and mining data to discover information has become an essential task in almost all human activities. As new IT and communication tools make it easier for most individuals, companies and institutions to access data, the demand for tools that allow to transform data into higher value-added knowledge to take decisions has grown rapidly. This puts pressure on data providers to adjust their products and create tools to increase data accessibility, allow data management and mining by the users, and support result dissemination.

These changes are occurring in a context where private sector provision of statistics has also improved. Both supply side factors, such as innovation in technologies to collect and analyse data, and demand-driven forces have increased the scope for unofficial statistical productions. This has concluded a traditional monopoly of statistical agencies, although it has not replaced the need for high quality statistical data, based on international standards. However, in the new environment public and private producers of statistical data can compete and cooperate in a market that has grown in size and complexity.

Within this framework, this presentation aims at illustrating Istat commitments towards a change and a full-fledged modernisation route, inspired by a common vision shared with the European and international statistical community. For this purpose, a concrete instance is represented by *Stat2015*, the flagship innovation programme that Istat has been carrying out since 2010: it is designed to allow the transition to a business environment based on a Service Oriented Architecture, consistent with the industrialisation and standardisation of production processes. *Stat2015* will drive the implementation of a business architecture enabling the evolution from vertically integrated to horizontally integrated processes, to manage statistical production through a matrix-based organisation structure.

Key Words: Industrialisation, standardisation, *Stat2015*, “Plug-and-Play” architecture.