

## Chapter 2

# DATA ENVELOPMENT ANALYSIS EXPLAINED

*The purpose of chapters 2 and 3 is to provide a clear explanation for managers who may have no background in linear programming about i) what DEA is, ii) how to apply DEA to identify paths to improve service performance, iii) how the reader can try DEA using Microsoft® Excel, and iv) how to use the Excel Solver based DEA software - DEAFrontier.*

### 2.1. INTRODUCTION

Data Envelopment Analysis (DEA) is a very powerful service management and benchmarking technique originally developed by Charnes, Cooper and Rhodes (1978) to evaluate nonprofit and public sector organizations. DEA has since been proven to locate ways to improve service not visible with other techniques. Yet there is an anomaly surrounding this developing methodology. One of the largest US banks located over \$100 million of excess annual personnel and operating costs, enough to affect their earnings per share and these savings were not identifiable with other techniques in use. While other banks have also realized improved profits through initiatives driven by DEA, we could not locate more than 10 banks in this category. While businesses have no obligation to report their internal methods, DEA has not been widely adopted by banks. Why is DEA, a method that can generate new paths to improved profits not used when other less powerful techniques continue in use? We believe that

# Chapter 2 Data Envelopment Analysis Explained

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## **Chapter 2 Data Envelopment Analysis Explained:**

## The Enigmatic Realm of **Chapter 2 Data Envelopment Analysis Explained**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing in short supply of extraordinary. Within the captivating pages of **Chapter 2 Data Envelopment Analysis Explained** a literary masterpiece penned with a renowned author, readers attempt a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of those who partake in its reading experience.

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