



## Data, analytics, and integration-as-a-service

Capitalize on your data for competitive advantage

**Successful companies profit from their competitive advantages by making effective use of all the resources at their disposal. Yet there's one area many seem unable to truly capitalize on: their data. Businesses have access to massive amounts of information regarding customers, competitors, supply chains, internal processes, human capital, real estate, and more. Despite that, most have been unable to crack the code of high-impact analytics to unlock that data's potential.**

For decades, organizational leaders have been sold on the immense potential of deploying reporting and analytics capabilities. And getting these right has been a competitive differentiator—certainly, there are examples of companies that have successfully realized the potential of high-impact analytics, deployed at scale and used to inform better decision-making over time. But they are the outliers.

The widespread adoption of digital technologies and the emergence of technologies like robotic process automation (RPA) and generative artificial intelligence (GenAI) make it critical for organizations to decipher the analytics code to maintain their edge.

# Overcome the obstacles

Organizations that have been unable to make progress on their analytics agendas are typically challenged by a dearth of skilled talent, limited connection between the business and other teams, unnecessarily high program costs, and an inability to pivot quickly when conditions change.

## Challenge #1: Ownership

Analytics is almost always treated as an IT function. This approach often leads to a greater focus on the technology needed to create reports and dashboards rather than on the core business strategy that requires those tools to deliver outcomes. The limited connection and engagement between business and IT teams and the lack of a shared perspective around outcomes exacerbates the disconnect.

One of the most common challenges is that they don't always communicate effectively with each other. IT teams understand the technology but aren't close to the business issues they've been asked to solve, while business teams don't always understand the opportunities available or the limitations of the technology platforms, leading to requests that are difficult to implement and expectations that can't be met.

As frustration grows, business teams have a tendency to try to resolve the issues by undertaking the complex and time-consuming role of building their own reporting and analytics capabilities, which distracts them from their core roles and, on top of that, produces insights that are often inaccurate and/or not reusable. This "shadow analytics" function can drain significant costs due to duplication and reduce the effectiveness of teams.

## Challenge #2: Overload

As the pace of change in business continues to accelerate, calls have increased for more and better analytics and reporting for a wide range of challenges and opportunities. In-house analytics teams struggle to keep up with new requests while continuing to balance proper maintenance of the baseline reports inventory with the data repositories that feed them. Compounded by a lack of visibility on existing reports repositories, practitioners often create from scratch reports that are either already available or could have been more easily adapted from an existing report or dashboard.

As for end users, they're often unsure which reports are available to them and lack the training on how best to apply insights generated from the analytics to make informed decisions and produce the desired outcomes.

## Challenge #3: Minimal return on spend

Despite having access to unprecedented amounts of data, organizations still struggle to harness it in a consistent and efficient manner. Often this is a result of poor integration and inconsistent approaches to data management and governance. Businesses tend to deploy more applications to try to fill gaps rather than to solve the root causes. The combination of high costs, low adoption, and limited effectiveness make for an unattractive business case.

## Challenge #4: Tech trends

A thoughtfully designed and effectively used technology platform is essential for storing, surfacing, and processing the data required to feed the needs of the business. The scale and pace of change in analytics is like no other area in business, and the number of tools available from technology companies is daunting. Understanding which technology investments to make and which to avoid is difficult for even the most advanced organizations. The cost of building a platform and evolving it over time can be significant.



# Break the cycle

With such complex obstacles, it's no wonder that most organizations find it difficult to break the cycle of escalating costs, rapid report-inventory growth, limited business adoption, and questionable impact.

Deloitte's data, analytics, and integration-as-a-service is designed to help organizations get the results they want from their analytics function and to better align the outcomes they want with the spend required to attain them. This comprehensive offering includes numerous distinct elements, which allows each organization to have a tailored, flexible program that delivers tangible results.



Solution:

## Talent and capacity

The data, analytics, and integration-as-a-service offering is powered by skilled Canadian-centric specialists, pulling talent from across Deloitte's global network as required. This allows for a blended team that's responsive to client needs for local and/or on-site presence and has a breadth of capabilities. Once engaged, we work from a prescribed execution model that enables our team to ramp up quickly and scale as needed. Remaining flexible helps us better address our clients' most pressing problems, whether that means reducing their reports inventory through a consolidation and/or de-duplication exercise (more on this later), increasing the pace of new report development, improving the quality of data, or freeing up the client team's capacity to deal with other priorities related to data and insights.

Solution:

## Structured execution

Our ability to improve clients' data and analytics capabilities and deliver more predictable outcomes to them as a result of using our own proven reporting and analytics operating model. Over time, we've actively refined this model as we've learned during advisory work and client service delivery engagements. The model addresses:

- Managing the foundational data-related elements of analytics programs
- Reducing the inventory of supported reports (and the associated costs to sustain them)
- Rapidly and cost-effectively developing new reports and dashboards
- Freeing up client teams to focus on more strategic projects

Solution:

## Rationalized reports

Many organizations have correctly identified that they've allowed too many reports to propagate across the enterprise. This stems from users making requests of an overloaded analytics team that, with limited to no visibility of the existing reports inventory, agrees to develop reports from scratch that could have been created by modifying an existing one—or, worse, may already exist. Such redundant tasks create a massive backlog in the report-creation queue and lead to unnecessary costs that escalate over time.

Our proprietary report rationalization toolset, called D2.R2, helps us rapidly assess a client's inventory of reports and dashboards and identify which can be decommissioned or consolidated. The toolset can then be used to keep the reports inventory under control, thereby mitigating the cost and complexity of managing the project as it progresses. With a well-curated analytics inventory, sustainment costs are significantly reduced, and analytics and business teams can focus on the delivery and use of high-impact reports and dashboards.

Deloitte's data, analytics, and integration-as-a-service is designed to help organizations get the results they want from their analytics function.



Solution:

### Measurable results

Deloitte's extensive industry and capability know-how allows us to bring a unique perspective that will best serve their needs. This insight informs the report curation process and helps identify better models that businesses could use to assess performance and make informed decisions.

Without proper tailoring and an appropriate consumption context, businesses can't make best use of the reports and dashboards. But individuals also aren't always sure how to make use of the insights. To address this shortfall, our approach includes a change management layer that helps users become more proficient in deploying the insights generated through analytics and reporting.

We bring thoughtful use cases, help prioritize their deployment, and help clients effectively use these analytics outputs. This helps improve relations between business users and the analytics team and enhances decisions for better business outcomes.

Deloitte's extensive industry and capability know-how allows us to bring a unique perspective.



Solution:

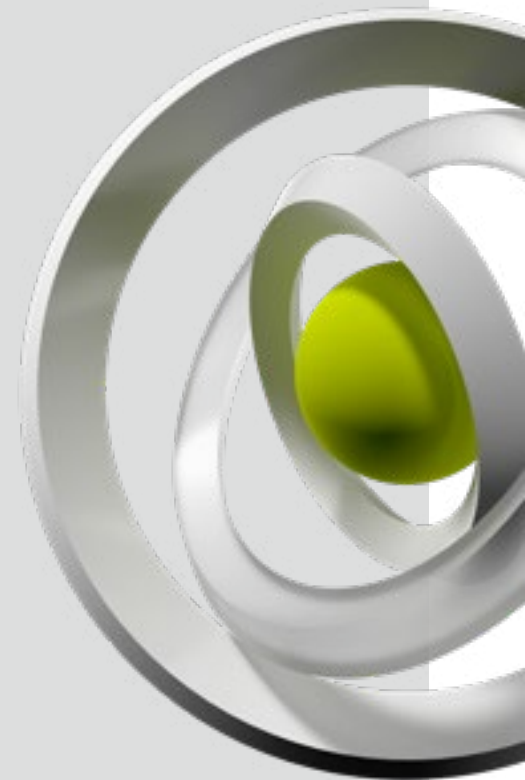
### Outcomes-based services

While most organizations spend a lot on their analytics capabilities—people, processes, and technology—, many aren't getting results commensurate with that spend. Our model helps create a better connection between spend and outcomes. We've worked with clients under a variety of commercial models, from basic time and materials through to full outcomes-based pricing. We've also worked with build, operate, and transfer (BOT) models, in which we take over the analytics capabilities of a client, transform them and return a modernized suite at the end of the engagement. The needs of individual clients differ, and the commercial model employed for our data, analytics, and integration-as-a-service offering should as well.

## Practical insights, trusted guidance

Make the leap to high-value analytics to serve the evolving needs of your business and IT teams. We'll help you start to tap the potential of targeted analytics through an accelerated program of simplification and modernization. We'll also help you better align your analytics spend to real outcomes that move the needle for your business.

Contact us for our perspective on how to generate the outcomes your business needs.



# The seven steps to analytics success

## 1 Assess challenges and current state

We'll work with your teams to develop a perspective of the key obstacles and challenges your organization is wrestling with. This will form the bedrock of the end-state program delivery model with respect to technical solution, user engagement and enablement, and sustainment focus.

## 2 Identify and prioritize possible changes and desired outcomes

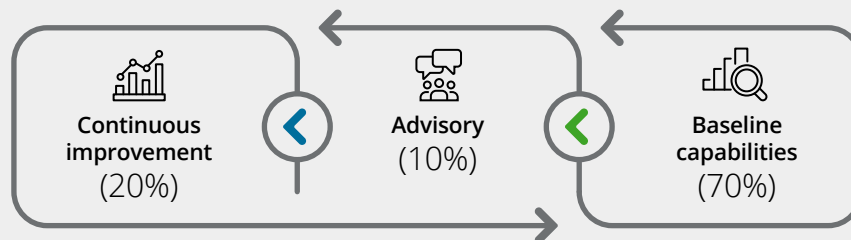
Not every challenge is created equal. We'll help you sort through the obstacles to your analytics success and work with you to develop a prioritized list of outcomes for the data, analytics, and integration-as-a-service program to help realize.

## 3 Socialize program objectives

Once we've aligned on objectives, we'll support their socialization throughout your organization to ensure the right people understand what we're doing, why we're doing it, and how they each fit into the plan to meet the program's objectives.

## 4 Define operating model and delivery approach

We'll co-develop an operating model that is tailored to your current capabilities and program objectives. Whether you're looking for incremental capacity, ongoing improvement advice and execution support, or to have us transform your analytics capabilities, we're open to working in any of those models. We'll also co-develop the delivery approach, so that we can bring the right blend of technical sustainment, report rationalization, new report development, advisory services, and continuous improvement activities.



## 5 Define commercial model

We'll work with you to define a commercial model that not only addresses your budget priorities and constraints, but also aligns the service fees to the realization of the program's desired outcomes.

## 6 Align on division of roles and responsibilities

Each program differs in terms of the role Deloitte plays and the role the client plays. Based on your unique situation and objectives, we'll work together to define a program model that clearly outlines what we'll do and what your team will do.

## 7 Detect and respond

Throughout the execution of the data, analytics, and integration-as-a-service engagement, our approach to governance will be critical. We'll identify areas of positive progress and areas that are proving challenging, and use this information to adapt the services as needed to help attain your overall objectives.

## CASE STUDIES

# Data, analytics, and integration-as-a service



### Telecommunications and media

*A Canadian telecommunications, entertainment, and media company wanted to accelerate its growth strategy by integrating and expanding its customer service platform to capture households with internet, mobility, land lines, and streaming services.*

A major telecommunications company that serves over 10 million Canadians with wireless, internet, and home phone services wanted a consolidated view of customer insights to help identify, retain, and drive revenue growth with existing customers.

The Deloitte Data, Analytics & Integration (DA&I) team was invited to help assess, evaluate, improve, and operate the full division of the organization's enterprise integration services, which included cross-functional groups in Canada, India, and Bulgaria. The team looked at the project through a client-centric lens, focusing on the end-user experience.

Deloitte's approach helped the client reduce its annual maintenance and system supports cost by approximately 40% and, thanks to streamlined business processes, reduced end-users' queued wait times by up to 50%.

As a result, the client experienced a significant increase in sales, employee productivity, and customer satisfaction. This led the organization to engage the Deloitte team to operate the business unit, as a managed service model. This change enabled the client's IT leaders to refocus on building the organization's brand and capability in the marketplace, and to better serve its customer base as the company grows.



### Consumer retail

*A multinational retail clothing company was looking for more transparency into and deeper insight from its supply chain vendors in an effort to capitalize on seasonal trends and increase inventory turnover.*

The popular North American retailer, which has annual sales over CAD\$8 billion, needed help integrating data across its organization. The executive leadership team wanted a holistic view of its business to help optimize planning, budgeting, forecasting, and purchasing decisions.

The DA&I team was tasked with helping the company's IT leader to build a high-value business case and blueprint design of an agile solution that could be tailored to forecasting demand and managing store inventory.

Deloitte recommended a cloud data platform to underpin the business solution, which had millions of data points. The software was further developed with AI-based visual analytics to replace the existing outdated applications, enabling users to create ad-hoc analytic reports into a visual dashboard.

The new software platform was a game-changer for the organization, providing its leaders with relevant, accurate, and quality data to help them make informed, strategic decisions about growth in new and existing markets.



## Power, utilities, and renewables

*One of Canada's leading providers of clean, renewable energy needed a reliable, accurate, and secure technology infrastructure to enable its leadership team to easily access the information needed for financial and regulatory reporting requirements.*

A leading clean renewable energy organization serving over five million Canadians was being challenged by an overextended technology infrastructure and growing demands from the board of directors, regulatory bodies and tax payers to securely translate accurate and relevant analytic reports into a digestible format for internal and external users.

The Deloitte DA&I team was asked to build a robust technical foundation that not only met the technical architecture requirements, but also satisfied the industry's regulatory requirements. Our team designed and created a technical framework for essential service providers to address the organization's complex interfaces between internal applications and external business partners.

Business continuity and scalability was critical during this engagement, and the Deloitte team mitigated any risks and outages for this essential service provider—even during extreme weather conditions. Executing the project with no outages or interruptions, the Deloitte team delivered a custom solution that can support over 600 complex interfaces between 50+ internal applications and 22 distinct external business partners into one centralized platform.



## Government and public services

*A regulatory organization needed help to simultaneously upgrade over 50 application program interfaces (APIs) and create a sustainable onboarding and training plan to run and support the operational aspects of the applications.*

A trusted government regulating body that serves over four million Canadians had two big challenges: retaining talent on its IT team and implementing a major technology upgrade that would impact the business continuity of the organization. Not only was there an immediate need to integrate over 50 APIs to modernize and secure the information transmitted to and from end-users, but ongoing support and maintenance for IT systems was a major concern because of an unstable staffing level.

The Deloitte DA&I team deployed a prescribed framework and methodology to accelerate the client's objective to modernize its application platform. It also designed an operating and support model embedded with continuous improvement, innovation, and areas for automation for the next five to 10 years.

The nine-month migration plan was completed on time and on budget, which allowed the regulatory organization to refocus on enhancing its service offerings, while seeking opportunities for growth and innovation.

Results to date been favourable. The client's leadership team decided to adopt a new operating model for IT built on a multi-year, managed services relationship with the Deloitte team.

To learn more, visit [deloitte.ca/operate](https://deloitte.ca/operate) or contact one of our team members today.

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# Deloitte.

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