Deloitte.
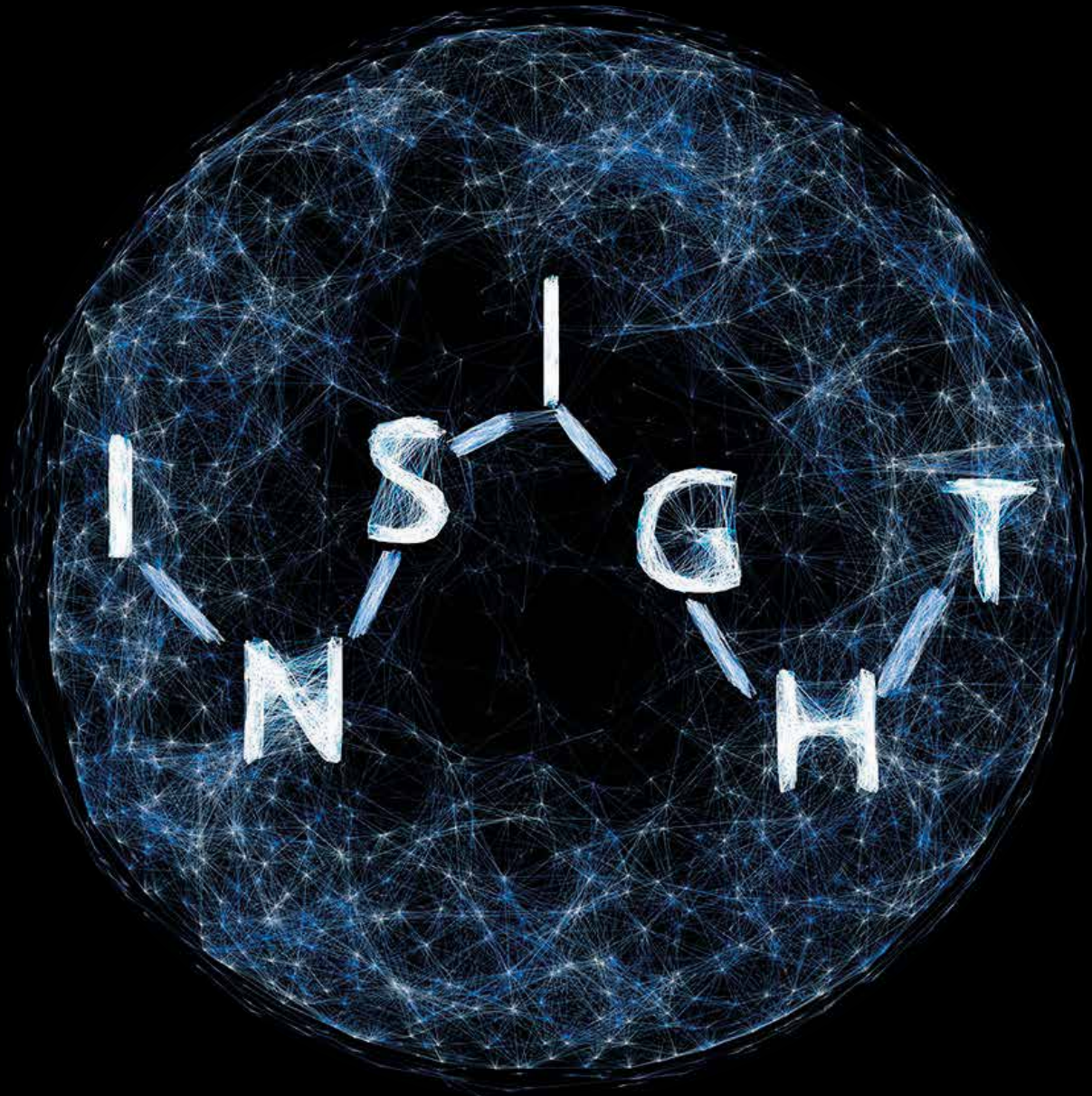

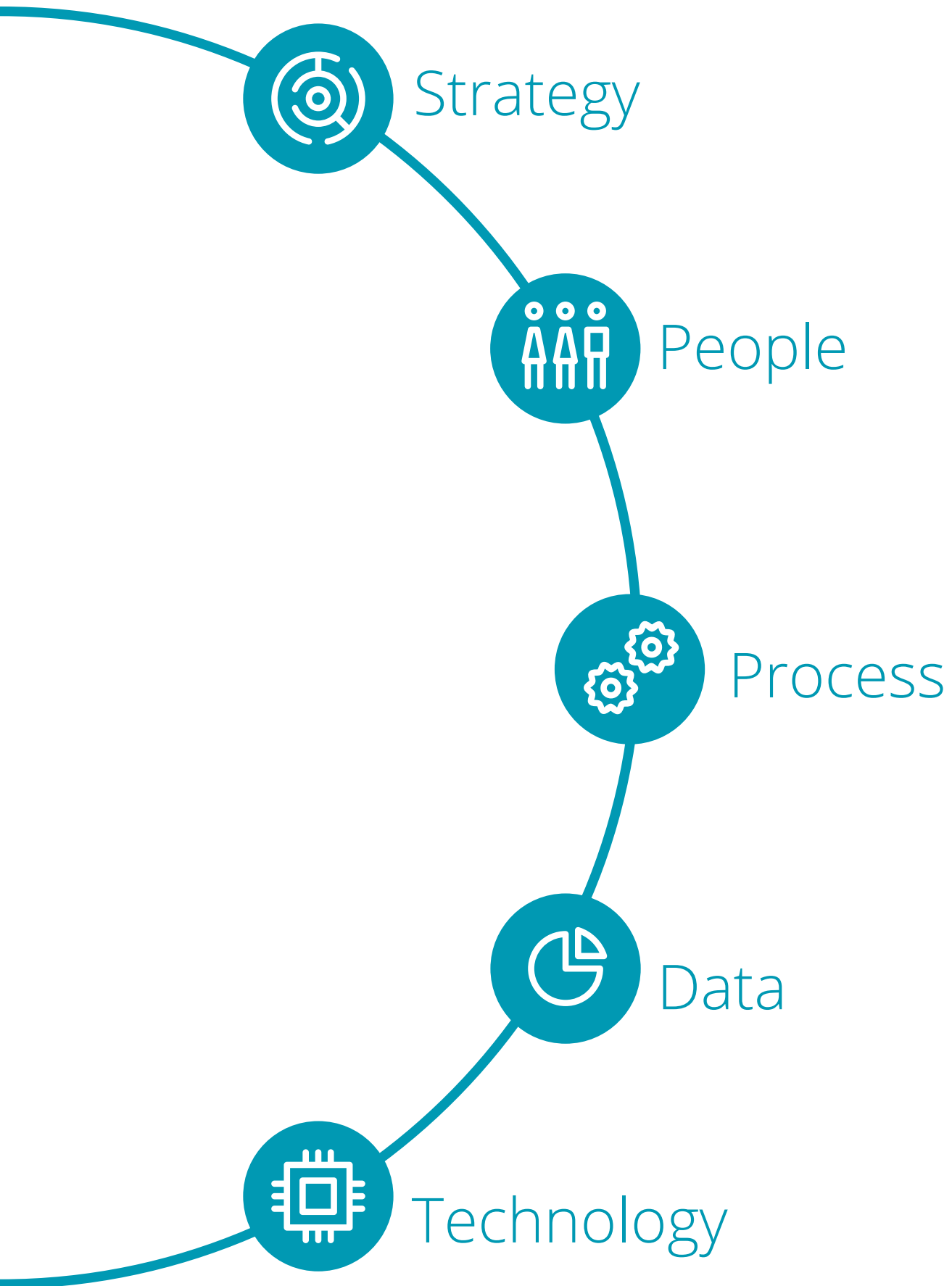**Insight Driven Organization Survey**

Report: Benchmarking your
analytics journey

2019 Italian Survey Report

Contents

Strategy

People

Process

Data

Technology

Introduction

Analytics use data to deliver insights about the organization and its environment. Successful analytics projects build the mindset and ability to make data-supported decisions.

With the volume of data available to organizations, both internally and externally, they can easily get caught up in the processing of data analysis and lose sight of improving the decision making process.

An Insight Driven Organization is one which embeds analysis, data and reasoning into its decision making processes. IDOs see analytics as a core capability across their organization to provide insight to support the decision making process, to tackle their most complex business problems and to address the growing analytical trends. They do not view Analytics as a project with a start and end date.

Outlook	Non-IDO	IDO
Past	What has happened?	Why and how did it happen?
Present	What is currently happening?	What is the next best action?
Future	What is going to happen?	What does simulation tell us; the options; the pros and cons?

In this Report, we describe the results of a survey created to understand the maturity level of Insight Driven Organization (IDO) in the Italian Market.

In particular, we illustrate the outcomes we caught from the answers about where organizations are, how they are addressing their "data challenges", and where they see themselves going.

Our respondents recognize data as a critical asset enabling excellence across their business. They are now beginning to look at their data to generate revenue. For 38% of them, Analytics-based formal strategies or business plans have been defined in one or several business units.
In 67% of the answers, we found that Analytics are used in the Business Strategy / Development functions of their companies.
For most of the attendees, "Analytics needs" have been defined and companies are beginning to evaluate them in the recruiting processes and in the career growth.

At the same time, for around 50% of respondents no centralized and "easy to access" repository stores documentation related to all previous experiences in Analytics environment and for 61% the Data Governance is not managed by a formal process and structure rather than through key reference people/teams.

In the next pages, you will also find interesting comparisons with the UK 2018 IDO survey, on-line between November 2017 and June 2018 and conducted by our UK Colleagues, guided by Andy Gauld, IDO Global Proposition Leader.

We hope that the results of this survey will help you ask the right questions, assess (or perhaps re-assess) your current analytical capabilities, and make the competitive advantage yours.

Alfredo Maria Garibaldi
IDO Italy Lead

Thanking our respondents for their willingness and openness, we are pleased to illustrate the results of our first Italian IDO Survey. This work confirms that to deliver successful analytical insights, organizations need to develop solutions that are underpinned by the right analytical capabilities, organized with an appropriate operating model, governed in a structured way and supported by "purple people". Technology is used as an enabler (but not a driver) of this process. Developing a clear vision and narrative for the IDO journey will help organizations align behind a set of common objectives and invest only in capabilities supporting these strategic goals.

Methodology

The first Italian Insight Driven Organization (IDO) Survey was conducted online between January and February 2019 and was directed to C-Level clients across a wide spread of industries and organization sizes.

The Survey was composed of 45 questions, mainly grouped in the 5 analysis dimensions considered by the Standard Deloitte Maturity Assessment Methodology: Strategy, People, Process, Data and Technology.

To join our panel of respondents for next year or for more information on the survey, please contact our IDO Italy Lead Alfredo Maria Garibaldi at agaribaldi@deloitte.it

Strategy

# Tracking the next business steps with the right Strategy

A business-driven analytics strategy to map your journey

Based on Deloitte's global IDO Model methodology, an organization can assess itself against the Insights Maturity Curve which has 5 key stages (see Figure 1 below).

Looking at the survey's answers, we are not surprised to see that most of organizations are in the first three stages. In particular there is a similar split between organizations which consider themselves as running 'Analytically Impaired' (Stage 1, 24%) and those which are running 'Localized Analytics' (Stage 2, 28%). Those which harbor 'Analytical Aspirations' (Stage 3) are 14%. A not negligible 34% of respondents consider themselves in the Stage 4 - 'Analytical Companies' of the Maturity Curve.

Even if no company seems evaluating itself as an Insight Driven Organization, in general we catch a good result, meaning that business leaders are more likely than ever now to put their money, time, and effort where their data are. Financial Services, Manufacture and Entertainment respondents were most likely to have an 'Analytical Companies' or "Analytical Aspirations" classification.

Figure 1. Insights Maturity Curve, showing the five key stages against which an organisation can assess its current analytical competencies
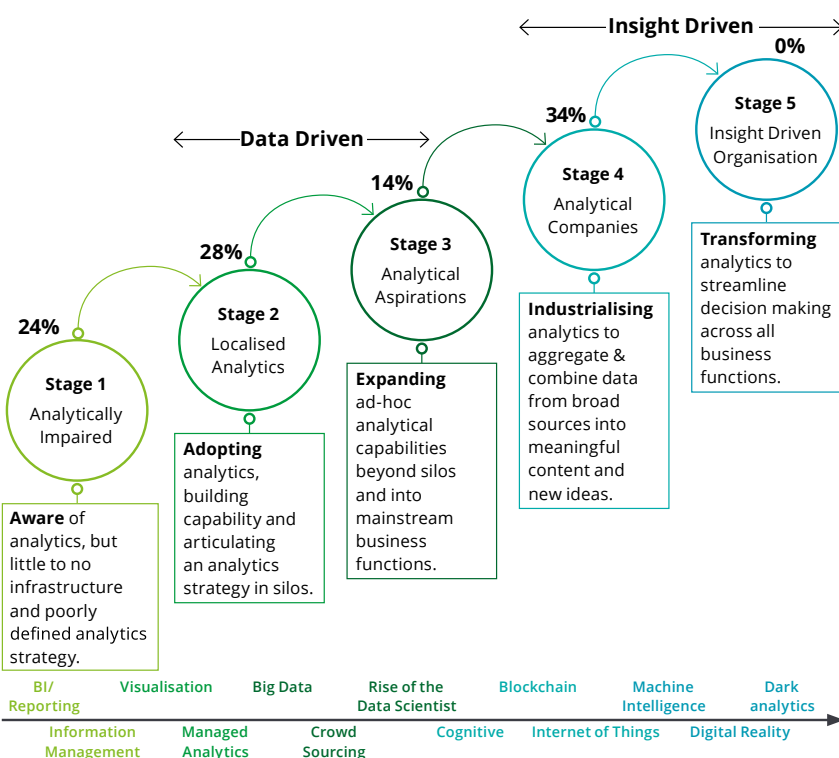
Asking the right questions

Most organizations already have the information and data available to answer questions – they just haven't asked the questions yet.

Becoming more focused on answering niche questions increases responsiveness to disruption in the near term whilst paving the way for large scale business change and innovation in the long term.

An IDO has built a culture of asking the right questions and constructed an ecosystem of data, digital and innovation capabilities to support an analytical culture.

An IDO's capability goes far beyond technology considerations–it takes into account strategic alignment, talent and leadership, business processes and the entire information lifecycle and systems associated with it to elevate the effective generation and application of insights in all areas of the enterprise.

← **Insight Driven** →   0%

← **Data Driven** →

24%

Stage 1
Analytically Impaired

Aware of analytics, but little to no infrastructure and poorly defined analytics strategy.

28%

Stage 2
Localised Analytics

Adopting analytics, building capability and articulating an analytics strategy in silos.

14%

Stage 3
Analytical Aspirations

Expanding ad-hoc analytical capabilities beyond silos and into mainstream business functions.

34%

Stage 4
Analytical Companies

Industrialising analytics to aggregate & combine data from broad sources into meaningful content and new ideas.

Stage 5
Insight Driven Organisation

Transforming analytics to streamline decision making across all business functions.

BI/ Reporting   Visualisation   Big Data   Rise of the Data Scientist   Blockchain   Machine Intelligence   Dark analytics

Information Management   Managed Analytics   Crowd Sourcing   Cognitive   Internet of Things   Digital Reality

The majority of organizations recognize the strategic importance of analytics. No respondent opted for "Analytics are considered without any strategical relevance inside the organization".

In the 2018 UK IDO Survey, organizations recognizing themselves in Stage 1 where 13%, while 35% of them opted for Stage 2 and 3. In the top positions of the curve, there where 11% of Analytical Companies and a 6% of Insight Driven Organizations.

This strategic importance is quantifiable and measureable – we found a correlation between **organizations higher up the analytics maturity curve, and those that have exceeded, or significantly exceeded their corporate goals**.

The Ownership debate | Analytics responsibility

5% of our respondents has a Chief Data Officer or a Chief Analytics Officer, but the most relevant point is that in several answers (38%) we found "Analytics are endorsed informally across the organization".

24% of respondents report having a C-suite or senior analytics champion without a formal mandate, and only 10% of respondents observed that "There is a clear and active leadership on the use of Analytics at the functional level (business unit / group)".

We feel that there is a lack of clearly defined, communicated and empowered owner for analytics, crucial to its success, is a fundamental missing building block, indeed, we have observed a strong and visible boardroom presence championing analytics to be crucial to its successful embedment in an organization.

Comparing our results with those reported by the UK 2018 IDO survey we found remarkable differences: almost 60% of UK respondents reported having a clear, senior executive formally leading the analytics agenda.

20% of UK respondents reported having a C-suite or senior analytics champion without a formal mandate, and only 15% of respondents observed analytics being championed informally with no boardroom presence.

Figure 3: C-Suite Leadership - Which of the following statements best describes who supports Analytics at the board table and guides organizational changes?
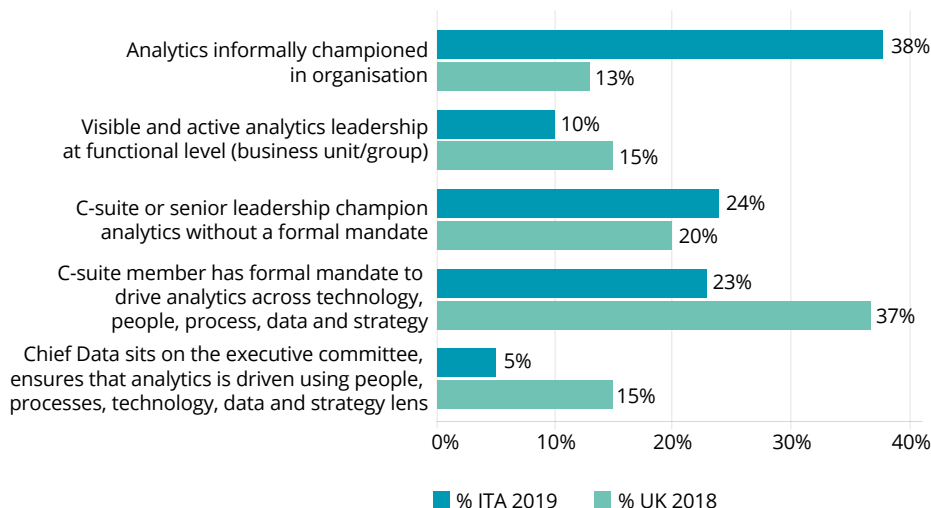
Where to start?

Aligning key executives from across the organization on what analytics is and how access to insights can positively impact the organization is the first step in creating an analytics vision.

This likely involves educating stakeholders on what is possible with analytics –few senior leaders are fully across this broad and diverse topic.

Understanding the pockets of business intelligence and analytics capabilities which may have already organically sprung up across the business and linking these to the enterprise-wide analytics vision will help gain quick wins and breath life into analytics change and engagement programs.

Identifying where these pockets of capabilities lie –including any existing software licenses -can also help to determine where to begin with analytics proofs of concept, avoid duplicate investments and encourage further demand for insights.

Engaging a cross section of business and technology leaders in creating the analytics vision will help set the right pace and momentum for change that is required to become an IDO.

Whether built into an existing position or achieved by creating a new role, having clearly defined and communicated responsibilities for analytics is crucial to its success and diffusion – a fundamental building block that many organizations still need to clearly establish.

There are several options for executive sponsorship of the IDO journey, each with traditionally different focuses and skills. The figures below can be supposed as the "boardroom of the future".

Chief Digital Officer
Intrinsically linked to evolving experiential demands of customers, CDiOs also drive the internal digital agenda as demands between customer and employee continue to blur and BYOD and enterprise mobility are fully realised.

Chief Data Officer
Critical thinking, data science and a keen grasp of data ethics plant the CDO firmly at the table. Working closely with the CIO on information availability, the CDO owns the internal and external data communites.

Chief Analytics Officer
Driving a data vision with analytics at its core, the CAO transforms the organisation's culture to become Insight-Driven. A strategist responsible for ongoing management, monetization and model evaluation.
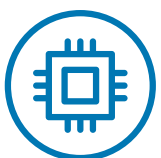
Chief Information Officer
Cumbersome technology infrastructure gives way to an "Everything as a Service" approach.
Rapid technology progressions require CIOs to act with agility to meet the requirements of a digital business.

People

People are the main resource

Attracting, growing and retaining analytical talent and knowledge

Analytics talents have a combination of technical skills, analytical skills, storytelling and data visualization skills. These kinds of profiles are hard to find, and companies face hard challenges to cover the needs in analytics fields. Both entry-level and senior positions represent a real challenge.

Reading the survey's answers, we understood that companies are starting to take this phenomenon in consideration: 81% of the respondents are introducing, or have already introduced, an assessment of the analytical skills in the selection process.

However, it is notable that only 5% of the companies successfully identified their gap in terms of analytical skills and 19% per cent of the respondents say that analytical skills are not taken into account during the recruitment process.

Figure 4. Talent - All cross-industry responses to the question, "What statement best describes how analytics is embedded in the talent life cycle?"

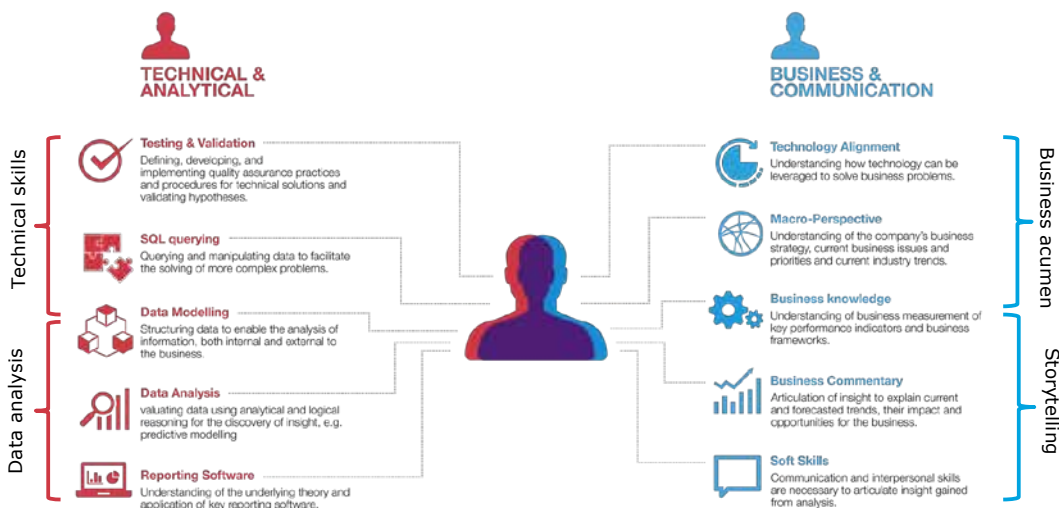|	
Analytics needs are not taken into consideration for hiring	5%
Analytics needs defined and considered for hiring/developing specific roles	10%
Analytics needs are defined and influence hiring and talent development strategies for all roles	28%
Analytics needs broken down at capability level and embedded into hiring and talent development strategies and processes	38%
An analytics mindset seen as essential from the board room to the front office and processes exist to hire or develop teams	19%

% respondents Italy 2019

Purple People

If they want to maximize the investments on analytics, companies need a new breed of data scientists who can handle sophisticated data analysis (**red skills**), but who also have fluent communication skills, business acumen and political nous (**blue skills**).

Being able to understand the right business question to ask of the data through interrogation and modelling to gain the insight to answer them, and then present the insight in a compelling way are important skills for an insight driven organization.

These skills may be all present in a very highly skilled individual or be complementary skills within a team; however it is this blend of skills within a capability which is critical for success.

Creating a balanced Purple Team made up of both the Arts and Science helps drive the IDO agenda forward on all fronts.

TECHNICAL & ANALYTICAL

BUSINESS & COMMUNICATION

Technical skills

Testing & Validation
Defining, developing, and implementing quality assurance practices and procedures for technical solutions and validating hypotheses.

SQL querying
Querying and manipulating data to facilitate the solving of more complex problems.

Data analysis

Data Modelling
Structuring data to enable the analysis of information, both internal and external to the business.

Data Analysis
valuating data using analytical and logical reasoning for the discovery of insight, e.g. predictive modelling

Reporting Software
Understanding of the underlying theory and application of key reporting software.

Business acumen

Technology Alignment
Understanding how technology can be leveraged to solve business problems.

Macro-Perspective
Understanding of the company's business strategy, current business issues and priorities and current industry trends.

Business knowledge
Understanding of business measurement of key performance indicators and business frameworks.

Storytelling

Business Commentary
Articulation of insight to explain current and forecasted trends, their impact and opportunities for the business.

Soft Skills
Communication and interpersonal skills are necessary to articulate insight gained from analysis.

Engagement and Retention

Attracting the right talents to your organization is never an easy task. In the current climate, talents can afford to be picky and it is not just about the salary. Executive sponsorship, conducive organizational design, innovation culture and access to funding can.

Developing and growing talent is important to increase the breadth and depth of analytical capabilities. Defining specialist learning and developing pathways for your analytical talent, in addition to initiatives for knowledge sharing, both within your analytical capabilities, as well as looking at opportunities externally to knowledge share keeps skills and ideas fresh and relevant.

Knowledge Management

When Analytics teams grow and especially the amount of data and analytical models that they are dealing with is increasing, knowledge management becomes complex and challenging. The knowledge transfer, sometimes ignored due to other priority activities, can be incentivised by using centralised and efficient tools amongst the Analytics teams and the company itself. These elements make possible to share previous analytical experiences across the firm and activate the knowledge transfer.

Looking at our survey results, we see that 48% of the total respondents do not have a centralised structure to share details of the previous analytical activities across the firm and 19% of the respondents possess a repository storing some of the previous analytical activities, which though is not accessible by all the potential interested users.

However, the rest of the respondents – a good 33% – has a centralised repository and all the users have access to it.

Moreover, 9% of these says that they have also developed standards and guidelines in order to provide to the business units the best practices to share and adopt Analytics solutions.

In this respect, it is worth noticing that our British colleagues in 2018 detected a good 42 per cent of the total respondents who defined guidelines and standards across the firm in the United Kingdom. Therefore, we expect an even more significant increase of the number of the companies which started the Analytics growth process within this roadmap.

Centralize your knowledge

Managing a knowledge base is very important as analytics teams grow and work with an increasing breadth of data and deployed analytical models.

Using centralized tools to manage knowledge helps to retain and share knowledge amongst your analytics team(s) and more broadly across the organization. Enabling employees, stakeholders and ecosystem partners to collaborate better, work more efficiently through powerful, user-driven enterprise tools is a core component in building insight capabilities.

This often involves re-imagining enterprise user interfaces and engagement models to drive adoption, productivity, and stakeholder sentiment.

Some quick-win examples include:
• Yammer groups
• SharePoint sites
• Algorithm repositories
• Visualization hubs

The ongoing management of the analytics repository should also be considered to ensure relevant and up to date material which engages the audience.

Figure 5. Knowledge Management - All-cross industry responses to, "How do you leverage the knowledge and skills you develop as you become more analytical?"
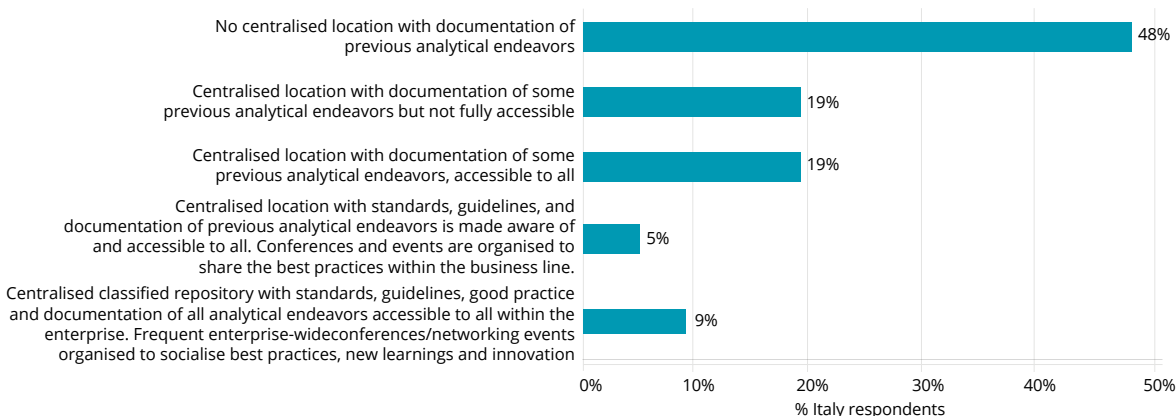
Process

Process is the main barrier

Challenges to become an Insight-Driven Organization

In our survey, we tried to understand where companies find **the biggest barriers** in the adoption of analytics. The most common answer (almost 62%) is "Embedding analytics into processes".

When embarking on an analytics journey, it is important to properly estimate the potential for **resistance** and **the levels of education and change** which need to take place across the organization.

Looking at the distribution of challenges in the sectors, for **industrial and manufacturing**, the biggest obstacle is certainly the understanding of the analytics and the definition of a data strategy (indicated by almost all the respondents in these sectors), but also adopting analytics represent for many of them a barrier to overcome.

Figure 6. All-cross industry responses to "in which phase of the analytics process is your organization more exposed to challenges?"
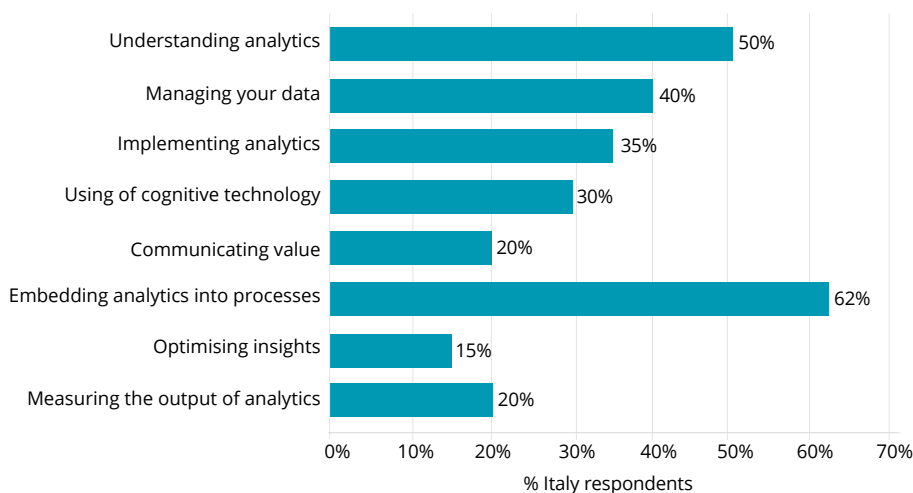
For this question, it was possible to select several challanges ; for this reason, the sum of all % is more than 100.

For **financial auditors** and in general for those involved in **insurance services**, the challenges to overcome are many: the understanding, the management and the implementation of analytics, the usage of cognitive technologies, the communication of the values found and the optimization of the insights.

Instead, the implementation of analytics represents a significant stumbling block in business management as well as the analysis embedded in the processes.

The same goes for the **Art, Entertainment & Leisure sectors**, which also find difficult the monitoring of the output of analytics.

Other common barriers

Insights communication
The results and insights are often "lost in translation" because marred by jargons and complicated tables.

Talent crunch
There is a large supply gap of data analytics talent. Organizations are shifting towards hiring talent who can derive insights, and are not just numbers.

Buy in
Scepticism and cost considerations on ROI are often a blocking problem.

Data
Confidence in data is low due to inconsistent definitions and different answers to the same question. Reluctance to share data and inability to get timely access to it.

Analytics skills shortages
Talent is a critical obstacle in analytics adoption. The skills gap might delay some of the analytics implementation.

On the other hand, no one identifies the information delivery as a possible obstacle. So, as can be seen from the graph above, the **impediments** found are different and **homogeneously distributed**. Each of these obstacles represents one of the main barriers that organizations can encounter at one point or another of the route; for us they represent also potential cross-industry approaches: no challenge, and therefore no solution, is in fact unique for a particular sector.

Demand prioritization

Within a company, in the growth of analytics, **the process of managing requests** for development activities is very important. For this reason, we asked our interviewees if, in the companies they work for, there is a mechanism to prioritize the applications and how this is done.

The following graph shows the results collected comparing them with the same ones produced by the UK survey.

Figure 7. All-cross industry responses to "which statement best describes how your prioritization criteria and models are developed to determine the relative importance of analytical requests?
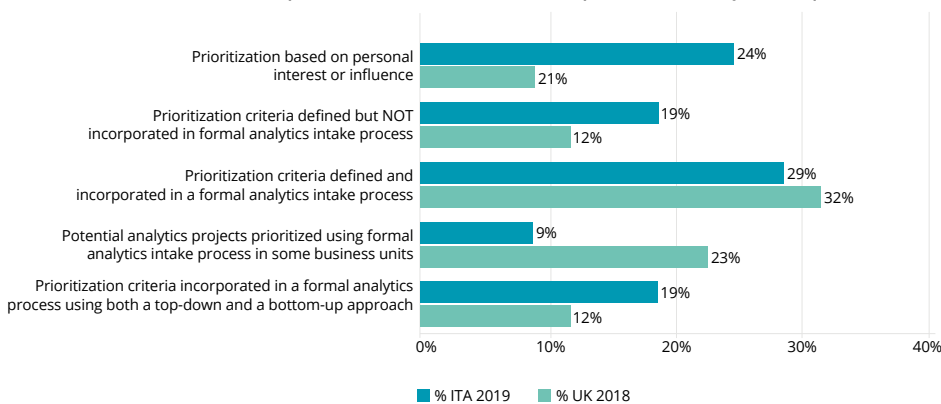
29% of respondents are dealing with a **formal analytics selection process** in which prioritization criteria are well defined and another 19% state that this is applied both with a **top-down and a bottom-up approach**. However, for 10% there is only **a fair level of formality**, linked to **some key business units**.

On the other hand, a significant 24% of respondents told us that the definition of data analysis priorities is mainly based on **personal interests** or **personal influences**. This is not surprising for companies that do not have a formal analytics leader; in any case, we expect that the volume of random and unofficial priorities will decrease and the handling of the demands will improve once this leadership capacity will be well established.

Finally, 19% assert that, although prioritization criteria have been defined, these have **not been integrated into a formal process**. As the new owners and analytics teams of companies begin to create working relationships with the business units that require analysis projects, we predict the formation and the growth of more formalized and organized questions management structures, in order to improve the visibility of work pipeline. This is useful for identifying bottlenecks and for focusing attention on what really counts for data analysis.

What does success look like?

Each analytics project should be assessed on **the value** it delivers (strategic and financial) and **the risk** involved.

To enable the business value to be consistently measured across all projects, they should be assessed against each value driver to establish **a relative score for the perceived benefit** to be delivered to the organization.

When assessing projects, **the impact on people and organization, the technology** as well as **the data** and governance should be taken into consideration since change can create significant value as well as risk.

Value will be overlaid with **the ability to capture that value** (complexity, cost and effort) and **the strategic alignment** of each project to create a scoring mechanism that will help to prioritize the projects.
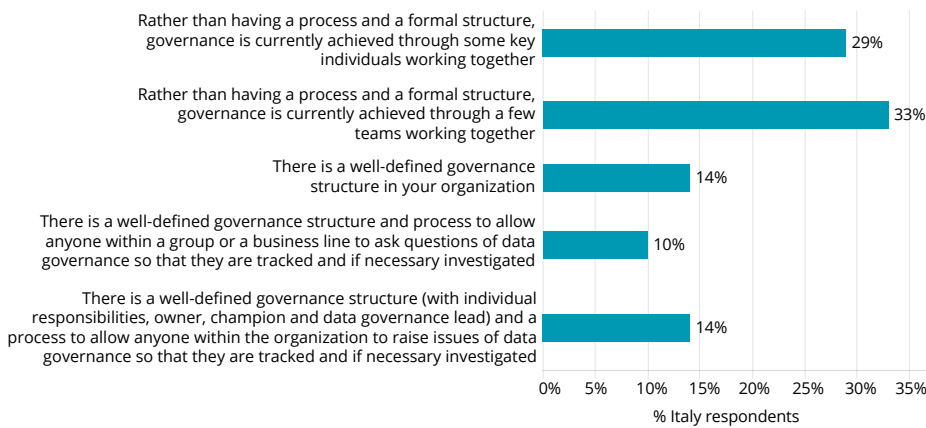
Know your data

Data

The importance of data quality and data governance is clear: people can only make the right data-driven decisions if the data they use are available in time and if they are reliable

Without governance and quality checks, data are practically useless and sometimes even dangerous. On the data governance side, the survey highlights an improvable environment.

Most of respondents (62%) told us that rather than having a process and a formal structure, governance is currently achieved through a few individuals or teams working together. Fewer percentages are present on better options (e.g. "There is a well-defined governance structure in your organization").

Figure 8. Which of the following statements best describes how your analytics governance structure is defined?

Statement	%
Rather than having a process and a formal structure, governance is currently achieved through some key individuals working together	29%
Rather than having a process and a formal structure, governance is currently achieved through a few teams working together	33%
There is a well-defined governance structure in your organization	14%
There is a well-defined governance structure and process to allow anyone within a group or a business line to ask questions of data governance so that they are tracked and if necessary investigated	10%
There is a well-defined governance structure (with individual responsibilities, owner, champion and data governance lead) and a process to allow anyone within the organization to raise issues of data governance so that they are tracked and if necessary investigated	14%

% Italy respondents

Getting to know our data

When embarking on an IDO journey, there is often an awareness of the potential value of data but this is abstract and non-specific and organisations or teams have had little time to spend in understanding what data are available to them or how to gain access to them.

Data Catalogue
Creating and managing a catalogue of what data are held, and where, and who the responsible owner is, will enable teams to keep abreast of what is available and have easier access to key information.

Data Scouts
Applying resource to scout for useful data sources in the external environment will help to ensure analytics projects, remain cutting edge and are using the most relevant information.

Today, more than ever, Data Governance is vital for companies to remain responsive and to open up new and innovative fields of business, which do not permit the persistence of backward thinking and overhauled structures.

On the Data Quality side, we found improvement needs on Data ownership and stewardship. A worrying 24% of respondents indicated that these roles are not yet defined. An additional 33% stressed that Data Quality issues are addressed in a reactive mode. A converse 14% reported that Data Quality themes are addressed proactively, by taking action to control and monitor the company's data assets rather than just responding to the questions which show up in the particular situation. 10% of respondents declared Data ownership and stewardship roles clearly defined and assigned and the 19% of respondents can boast Data quality technologies and processes standardized cross-enterprise.

Figure 9. All-cross industry responses to "Which of the following statements best describes how your organization relies on Data Quality and Data completeness and monitor them?"
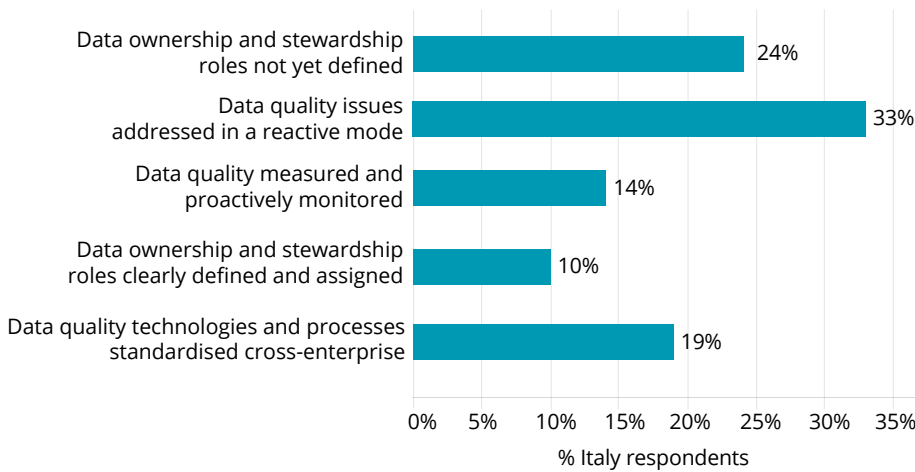
More than arbitrarily organizing data structures and relationships, data modeling must connect with end-user requirements and questions, as well as offer guidance to help ensure the right data is being used in the right way for the right results.

Above all, a key goal of data modeling is to establish one version of the truth, against which users can ask their business questions. While people may have different opinions on how an answer should be used, there should be no disagreement on the underlying data or the calculation used to get to the answer.

It is worth highlighting that data models in business are never carved in stone, because data sources and business priorities change continually. For this, data models should be stored in a repository that makes them easy to access for expansion and modification, and a data dictionary has to be established, in order to store clear, up-to-date information about the purpose and format of each type of data.

Looking at the survey's answers, only 5% of respondents claimed a consolidated data model used by the entire organization. In 19% of cases Data are spread across all systems without a precise business data model and therefore can not be used to derive data-driven insights. 28% of our respondents reported that data of at least one units are managed in a central repository which follows the enterprise data model. An additional 24% answered that Some BUs have reorganized their information assets to follow the company data model. There is a central repository for data management and for insight generation.

Look for causation, not just correlation

Data modeling includes guidance in the way the modeled data are used. While empowering end users to access business intelligence for themselves is a big step forwards, it is also important that they avoid jumping to wrong conclusions.

For example, perhaps they see that sales of two different products appear to rise and fall together.

Are sales of one product driving sales of the other one (a cause and effect relationship), or do they just happen to rise and fall together (simple correlation) because of another factor such as the economy or the weather?

Confusing causation and correlation could lead to targeting wrong or non-existent opportunities, and thus wasting business resources.

Figure 10. All-cross industry responses to "Which of the following statements best describes how your Information Management strategy meet your IDO vision and your business goals?"

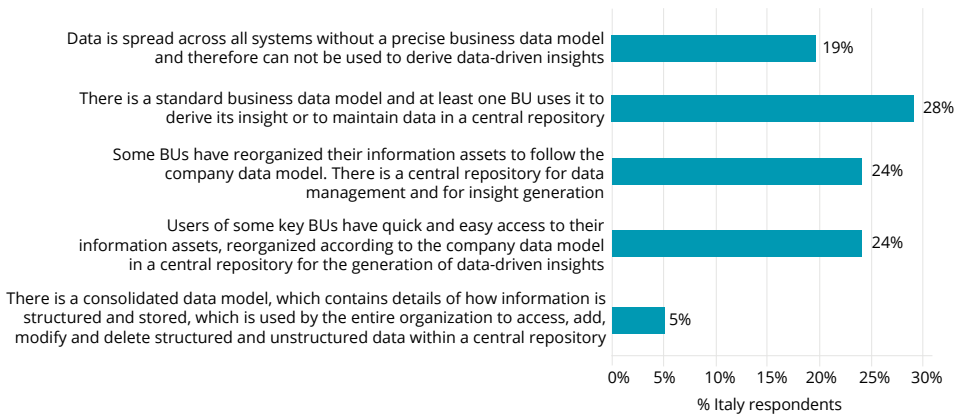| Statement	%
Data is spread across all systems without a precise business data model and therefore can not be used to derive data-driven insights	19%
There is a standard business data model and at least one BU uses it to derive its insight or to maintain data in a central repository	28%
Some BUs have reorganized their information assets to follow the company data model. There is a central repository for data management and for insight generation	24%
Users of some key BUs have quick and easy access to their information assets, reorganized according to the company data model in a central repository for the generation of data-driven insights	24%
There is a consolidated data model, which contains details of how information is structured and stored, which is used by the entire organization to access, add, modify and delete structured and unstructured data within a central repository	5%

% Italy respondents

Business performance in terms of profitability, productivity, efficiency and customer satisfaction can benefit from data modeling that helps users quickly and easily get answers to their business questions.
Key success factors for this include linking to organizational needs and objectives, using tools to speed up the steps in reading data to answer all queries, and making priorities of simplicity and common sense.

Once these conditions are met, your company, whether small, medium, or big, can expect your Data Models to bring you significant business value.

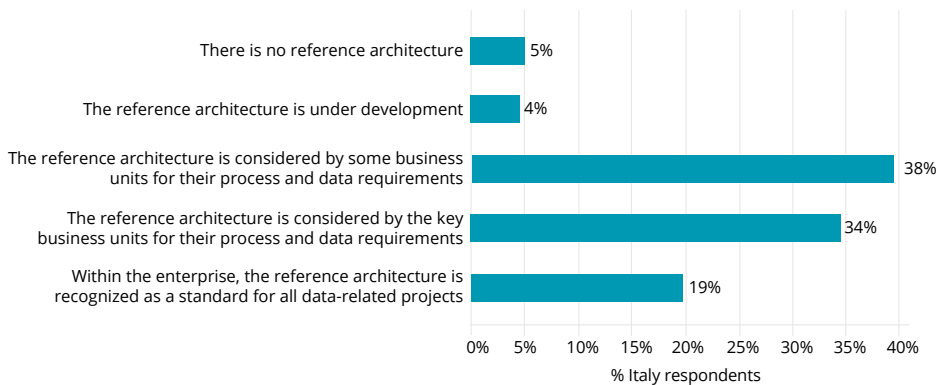# Towards an advanced Technological Framework

Technology

Designing to support analytical innovation and insight delivery

Traditional reporting platforms had stabilized in recent years around a simple 'layered' architectural model following a linear data flow from source to end user. This model is increasingly out-dated by the advent of disruptive technologies and vendor offerings.

The survey's answers highlight companies understanding that designing a complete, cross-project enterprise architecture is a proactive goal.

72% of respondents indicated that the reference architecture is considered by business units (key BUs in 34% of cases) for their process and data requirements. A proactive 19% opted for «Within the enterprise, the reference architecture is recognized as a standard for all data-related projects and there is a steering committee that monitors, evaluates and updates the reference architecture based on new applications or business requirements". The remaining 9% has no reference architecture or is going to design now one.

Figure 11. All-cross industry responses "What kind of vendor ecosystems supports your analytic programme?"

There is no reference architecture	5%
The reference architecture is under development	4%
The reference architecture is considered by some business units for their process and data requirements	38%
The reference architecture is considered by the key business units for their process and data requirements	34%
Within the enterprise, the reference architecture is recognized as a standard for all data-related projects	19%

% Italy respondents

A successful architecture for analytics needs to be reimagined from the viewpoint of these new concerns:

- Linear data movements no longer satisfy; predictive models are developed based on a blend of structured and unstructured feeds and these then need to flow into the wider organization to support front-end applications (e.g. CRM) or to drive analytics and reporting.

- Traditional reporting architectures retain the confidence derived from tight control of enterprise data, but lack the ready flexibility required to meet emerging expectations around large volumes of data and agile delivery of solutions.

Reducing Blind Spots

Blind spots are the excel spreadsheets, desktop databases, and ungoverned analytics applications that emerge to operate many parts of an organization.

Blind spots typically start as an innovative approach to solve a business problem, then harden to become the solution for delivering repeatable reports and content.

To change this outcome, analytics architecture needs to be reimagined from the viewpoint of the end users and decision makers, innovators and analysts -not the technology stack -to understand all of the components that support decision-making across their landscape. End users expect that this content is in a usable, clean and desirable UI based on a consumer grade expectations.

Summary

Huge disruption is taking place in the world in which we live and work. The ways in which people and businesses interact, the types of services being delivered and the channels through which these services are secured have fundamentally changed.
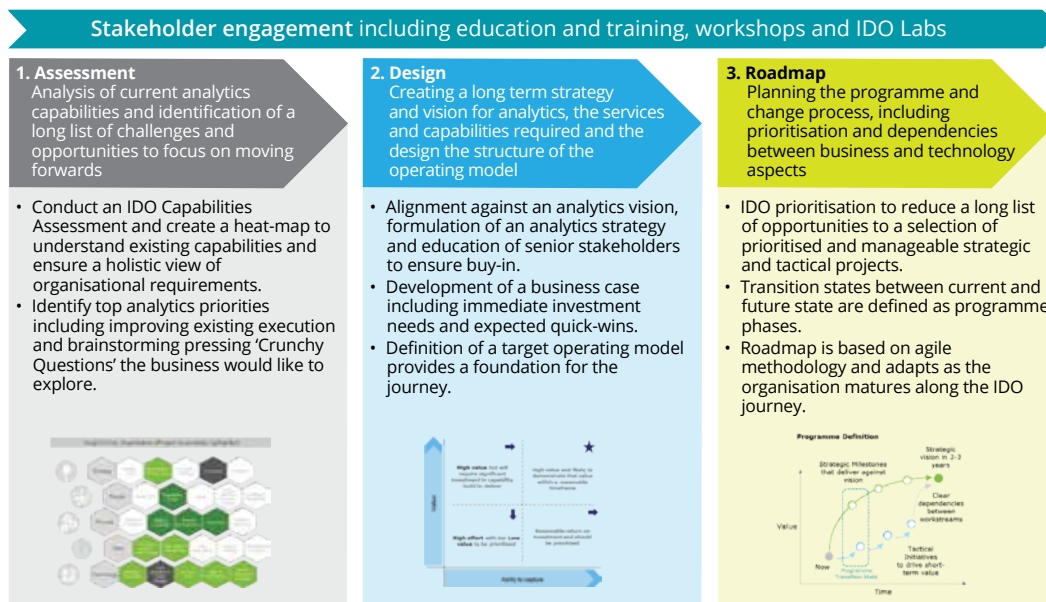
Organizations have recognized that they need to rise to the challenge of the Information Age and analytics provides the number one opportunity to drive innovation and insight into every level of the organization.

Our respondents have indicated that demonstrating a sustainable return on investment is required to come out unscathed through the storm. The ways to use analytics across the business, and what supporting platforms and people are needed. Having the right person at the helm is critical. Defining and growing an enterprise-wide ownership model and establishing a formal analytics governance appear as the main pain points to be enhanced in the next years.

Actionable Advice

Deloitte offers a unique approach to help you implement a successful Analytics Strategy, by developing one coherent vision and a comprehensive tactical implementation plan, to ultimately embed data-driven decision making into the fabric of the organization. The IDO approach and methodology is based on our experience embedding analytics capabilities in our own organization worldwide, as well as those of our clients. Each IDO area is continuously scrutinized and updated as new technologies and analytical models are created, new risks and regulations adopted and the latest skills enter the market place with next generation talent.

What's next? Becoming an Insight Driven Organization is about evolution, not revolution. We recommend you:

Stakeholder engagement including education and training, workshops and IDO Labs

1. Assessment
Analysis of current analytics capabilities and identification of a long list of challenges and opportunities to focus on moving forwards

- Conduct an IDO Capabilities Assessment and create a heat-map to understand existing capabilities and ensure a holistic view of organisational requirements.
- Identify top analytics priorities including improving existing execution and brainstorming pressing 'Crunchy Questions' the business would like to explore.

2. Design
Creating a long term strategy and vision for analytics, the services and capabilities required and the design the structure of the operating model

- Alignment against an analytics vision, formulation of an analytics strategy and education of senior stakeholders to ensure buy-in.
- Development of a business case including immediate investment needs and expected quick-wins.
- Definition of a target operating model provides a foundation for the journey.

3. Roadmap
Planning the programme and change process, including prioritisation and dependencies between business and technology aspects

- IDO prioritisation to reduce a long list of opportunities to a selection of prioritised and manageable strategic and tactical projects.
- Transition states between current and future state are defined as programme phases.
- Roadmap is based on agile methodology and adapts as the organisation matures along the IDO journey.

Our Insight Driven Organization Labs are designed to help you understand analytics trends in the insurance sector and explore your current capabilities in an interactive manner. A capability assessment can help to build on this foundation by shortlisting and prioritizing actionable opportunities for your organization.

In order to capture these opportunities, we can help you define an insights strategy that balances short-term initiatives and long-term investments.

Contacts | Get in touch

Alfredo Maria Garibaldi
Partner | Analytics Country Leader
Insight Driven Organization Italy Lead
agaribaldi@deloitte.it
www.linkedin.com/in/amgaribaldi

Giovanni Faccioli
Partner
Deloitte Analytics
gfaccioli@deloitte.it
www.linkedin.com/in/giovanni-faccioli-47953

Daniele Bobba
Partner
Deloitte Analytics
dbobba@deloitte.it
www.linkedin.com/in/danielebobba

Marco Leani
Partner
Deloitte Analytics
mleani@deloitte.it
www.linkedin.com/in/mleani

Giuseppe Taranto
Director
Deputy IDO Italy Lead
gitaranto@deloitte.it
www.linkedin.com/in/giuseppe-taranto-2b43751

Alberto Ferrario
Director
Deloitte Analytics
alferrario@deloitte.it
www.linkedin.com/in/albertoferrario

Stefano Magni
Manager
Member of IDO Leadership team
stmagni@deloitte.it
www.linkedin.com/in/stefanomagni

Deloitte.