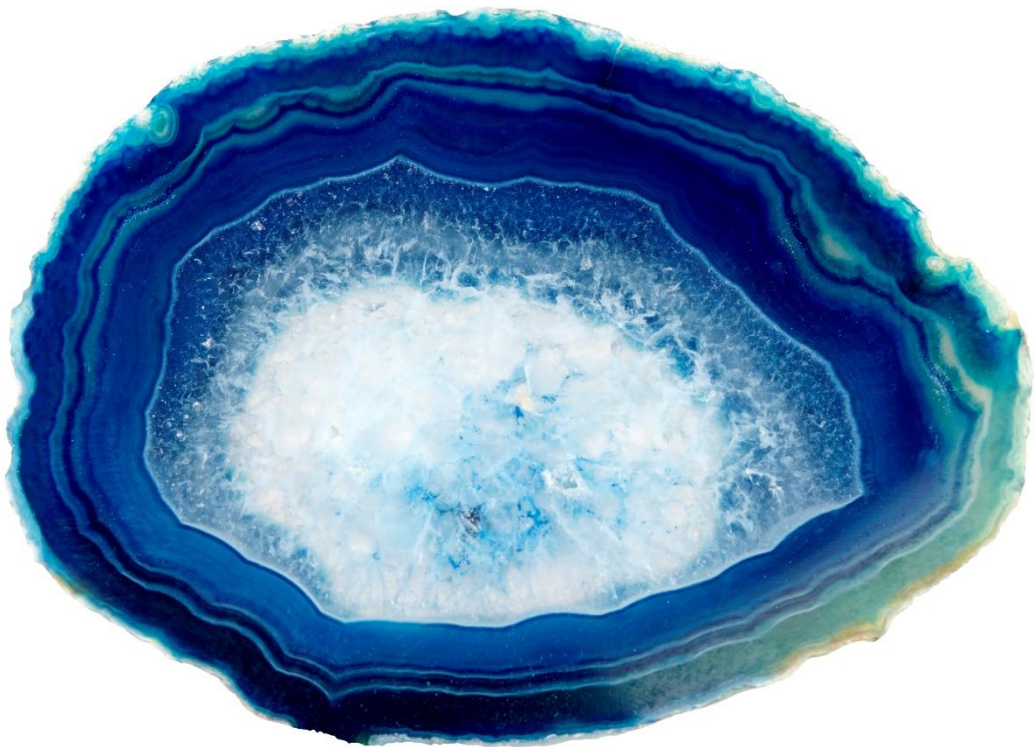# Deloitte.

Deloitte Analytics

A new frontier in Analytics
Shifting from Traditional BI to Data Discovery with the right governance model

Deloitte Analytics

## The data discovery approach and the governance challenge

The data discovery momentum

The digital revolution and the rapidly growing Internet of Things (IOT) are creating more data than ever seen before. The variety, complexity, and velocity of this data, and its many sources, are changing the way organizations operate. Perhaps the biggest factor in data growth is the advancements in technology that have made data capture and data sharing easier and more affordable. Modern users have also become more tech-savvy and are leveraging technology to generate and share more data and applications.

Today structured and unstructured data can be viewed from multiple perspectives. These new, unexpected patterns help businesses find new solutions to complex problems.

Business users want control over how they use their data. They want to engage with the data in an approach called data discovery. Data discovery means that the user is able to access the data when and where they need it, and then interact, analyze and visualize the data to explore its business value. When a user sees a visual expression of the data, this can lead to insights and spark a natural curiosity for further exploration. Data discovery puts the power in the hands of the business user, enabling an iterative process that is in contrast to the early days of static reports and data warehouses that were optimized for specific types of queries.

Seven trends are driving and re-shaping data usage, transforming access data into data exploration


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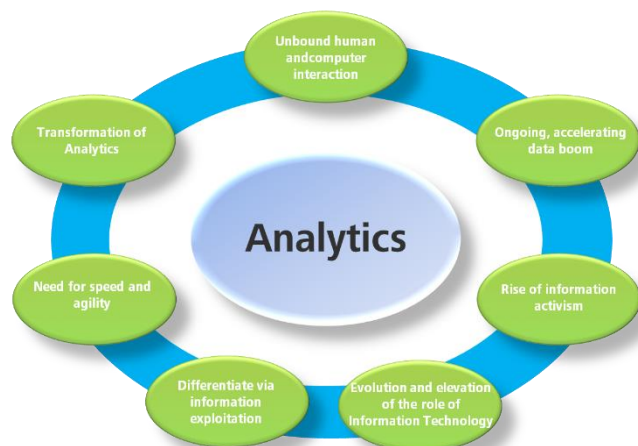
- **#1: Unbound human and computer interaction:** Usability is a crucial factor in delivering a good user experience and driving business benefits. In the case of analytics, usability means going beyond static reports to give users the ability to access, from any devices, the data and interact with it through exploration, modeling, and visualization tools.

- **#2: Ongoing, accelerating data boom:** IDC predicts that the volume of data in the world will grow tenfold by 2020, from 4.4 Zettabytes in 2013 to 44 Zettabytes1. In this exponentially growing data boom users are demanding better, greater access to more and more data, but they need ways to sort the signal from the noise. That's where visual data discovery comes in. It gives users the self-service exploratory access they want, while also making it easier to spot trends and signals in the data.

- #3: **Rise of information activism:** Information activism is about the behaviors and skills of users who are taking advantage of today's technology. Tech-savvy workers bring their own devices everywhere they go and expect to easily mash-up data, communicate, and collaborate with their peers. The overall trend is for knowledge workers to be much more actively engaged in finding business value in data. Data discovery is a natural outcome of this information activism.

- **#4: Evolution and elevation of the role of Information Technology (IT):** In the early days of BI, the IT organization was the prime and often sole creator of reports. Today's CIOs are driving their organizations toward an elevated role with a focus on business enablement. Rather than just providing infrastructure, IT organizations are delivering tools and information products that empower business users to help themselves to what they need. Data discovery empowers business users to innovate and act quickly using an infrastructure of analytical tools and data sources provided by IT.

- **#5: Differentiate via information exploitation:** today's businesses are differentiated based on their use of information, Analytics can be used to exploit information to create differentiated products and services that set businesses apart from competitors.

- **#6: Need for speed and agility:** Gaining a competitive advantage from information requires that the analysis is in sync with the operational and market time of the business users. Today, users must ask and answer

questions quickly and repeatedly. Then, after they have seen the results, they may want to explore different scenarios and models with different types of data and analysis.

- **#7: Transformation of analytics:** Companies are introducing new products and marketing campaigns at an accelerated pace, and are even entering new markets at a fast pace. Faced with these business dynamics, business users must actively monitor new campaigns, understand what's happening today and take corrective actions. This requires a shift in analytics efforts to connect things that are seemingly unrelated and discover hidden insights in the data that helps people anticipate, or perhaps predict, what comes next. In other words, analytics itself is transforming and addressing modern requirements as organizations become more and more data-centered and data-driven.

The role of IT in the shift from Traditional BI reporting to Data Discovery

Today's business culture operates much faster and information is required at many more points of contact. While many of today's operational activities can benefit from data, there is a great diversity in the types of data needed. Each activity might happen at a different pace and use different sources of data, including both internal and external sources. The data discovery architecture must be able to help business users spend less time gathering and integrating data, and more time understanding, analyzing, and gaining actionable insights from the data.
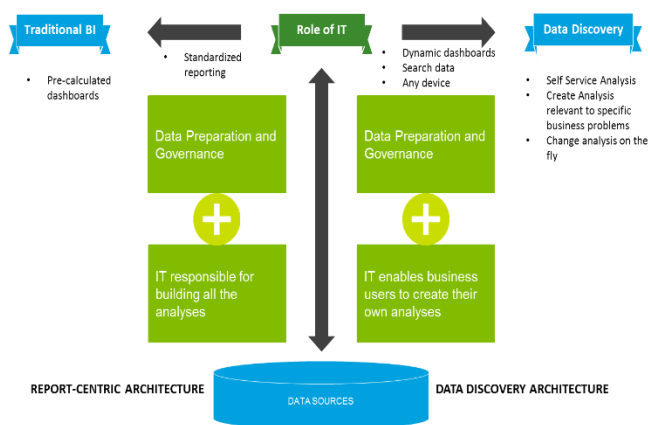
While IT may still generate some standard reports for mandatory reporting needs, the IT organization also provides a data discovery environment that supports user self-sufficiency. This decentralized approach allows the IT organization to focus on maintaining the data and analytics infrastructure while empowering users to explore data on their own with proper protection against security and privacy issues. IT essentially delivers data-as-a-service and analytics-as-a-service offerings that give users independence while reducing or virtually eliminating the

bottlenecks that can occur when IT is responsible for all reports.

This requires a cultural shift in the IT organization. IT teams should collaborate with business users to ensure that analytical projects reach their potential and deliver high value to the business as well as to suppliers and customers

The Data Discovery implies a strong BI Governance

Like any project, successful analytics implementations require a combination of technology, people, and process.

Deciding whether an analytics center of excellence (COE) staffed with analytics specialists, data scientists and information artists will be centralized, federated or decentralized depends on your organization's culture, maturity, and goals.

- **Centralized:** characterized by a group of analysts who acts as core unit in support of all the analytical activities of the company. In centralized model the group of analysts working in an independent team coordinated by a leader figure, taking care to meet all the analytics needs coming from business units and / or business functions.

- **Distributed:** analysts work with the functions and / or business units without being part of a same corporate group. The coordination of analysts is directly responsible for the BU, or function.

- **Consultancy:** analysts are part of a single working group and are hired by individual business unit or the company functions as "consultants" (charge-back). This model is a specialization of the centralized model.

- **Functional:** Analysts mostly work with functions, or business units, which have a strong analytical orientation and require strong skills; usually the areas most affected in this model are: CRM, Marketing, Finance and Supply Chain.

- **Competence Center:** analysts work within business units analytics-oriented, but the activities are coordinated by a competence center. It is a community of analysts who can interact by sharing know-how and best practices.

Is applied in data-driven enterprise and by companies that aim to organize the performance analysis through reporting and analytics.

Why Deloitte Analytics

Like other companies, we can help our clients capture, manage and analyse internal and external data.

But only **Deloitte Analytics** has the deep industry expertise, advanced analytics capability, and understanding of decision-makers' roles to maximize its value – turning everyday information into useful and actionable insights.

Deloitte Analytics can help clients addressing complex business issues that can be defined by business outcomes and not just technology requirements

Analytics can be applied to better understand and manage business areas such as (not exhaustive):

- Customer relationship management
- Fraud detection and prevention
- Revenue management
- Operational efficiency
- Workforce performance and productivity
- Business agility through interaction channels

At Deloitte, we have tools and services can help to gain the hindsight, insight, and foresight needed to solve complex problems that seem intractable. Its uses are myriad, and its applications span the enterprise.

Additionally, Analytics can support with services and solutions tailored on the specific market segment your enterprise belong to:

- **Financial Services**
- **Retail and manufacturing**
- **Energy and utilities**
- **Telecommunications and Media**
- **Public Sector**

We can be the trusted partner for an organisation during all you journey to a successful BI Strategy.

Strategy	▪ Maturity Model and Assessment ▪ Business, Technical and Regulatory analysis ▪ Business Case(s) ▪ Strategic BI Roadmap	Enterprise Data Management
Design and Governance	▪ BI Program Advisory and PMO ▪ Organizational Model Set-Up ▪ BI Competence Centre ▪ Change Management and Communication ▪ Solution Architectures Design	DWH/BI Advanced Analytics Big Data Analytics
Execution	▪ Data / Vendor Selection & Testing ▪ Analytic Environment Set-up ▪ End-to-End implementation ▪ Application Management	Social Media Analytics Web Analytics

Deloitte Analytics exists to solve complex business challenges

The Deloitte Difference:
Exceptional People and Powerful Assets

Key Challenges Ahead

Vision and Strategy

Begin your Analytics Journey by exploring the business challenges to be answered and business strategy to be delivered.

Define the Analytics Strategy to support the business strategy

Analytics and maturity assessment

Assess current capabilities and data landscape. Understand your current state, benchmark and define more detailed requirements for analytics capability.

Roadmap

Define a roadmap of initiatives to build Analytics capabilities. Perform gap analysis and draft roadmap.

Vendor Selection

Proof of Concepts and pilots allow hypotheses to be tested and the roadmap to be refined, creating buy in for the Analytics initiatives.

Target Operating Model

Implement the capabilities set out in the Analytics Strategy and start exploitation with business users to ensure uptake and continuous improvement

Ultimately, Achieving an effective Analytics Environment is pinned to developing a culture of continuous improvement, accountability and measurement.

It is not a once off project, it's an ongoing discipline.

Deloitte helps our clients address these issues through the people and offerings of its Deloitte Analytics practice. Our national team of over 100 professionals has proven experience in structuring, managing, and delivering Enterprise Information Management strategies and implementation services. Through the collective experience of local practice and leveraging assets and best practices of our global WW Deloitte Analytics team, we have serve our customers with a broad array of toolkits, accelerators, models, leading-edge practices, diagnostics, and governance approaches to accelerate and improve the quality of EIM projects and ensure a focus on value creation.

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