

Deloitte Analytics

Data Strategy



Deloitte Analytics

Data Strategy

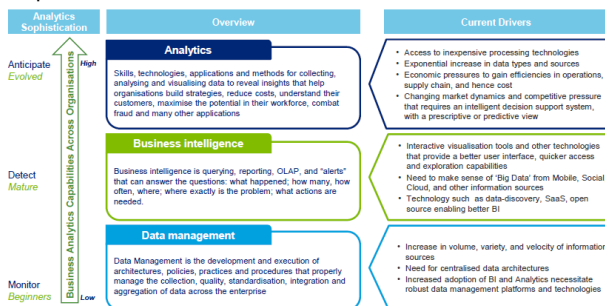
Everywhere Analytics

The pace and complexity of business is soaring and finding new areas of growth, efficiency or competitiveness implies to be sure that the right people have access to the right information at the right time to make the right decisions.

To discover these kind of insights, business and public sectors both need to appropriately process and protect their own data and exploit any advantage from external data.

With the growing volume and type data available to organizations, they can easily get lost in the processing of data analysis and improving the decision making process, while trying to tackle their most complex business problems and to address the growing market competition.

To any organization, analytics must be a way of staying ahead of their competitors. Without embedding in the organization analytical capabilities and integrating them into the decision making processes, they won't be able to make better and faster decisions and will fall behind their competitors.



NOW IS THE TIME TO GENERATE GREATER INSIGHT TO IMPROVE COMPETITIVE POSITIONING:

Make the same decisions faster

Make the same decisions cheaper

Make better decisions

Make innovations in products and services

Often, Analytics is managed by several executive roles within companies and a wide range of functions benefit from the available capability. Increasing the coordination and alignment - though not necessarily with full centralization - is needed to realize the opportunities and benefits offered by company's data to the whole organization.

Establishing sustainable analytics across the whole company is important and requires a Data Strategy approach which support this goals

Data Strategy Approach

Successful analytics is more than just using data and technology to generate insight

Organizations often fail to realize the true potential of analytics due to the misconception that successful analytics has to be IT driven.

A wider approach than focusing only on data and technology must be adopted. Organization need to develop solutions, underpinned by the right analytical capabilities, aimed to develop an appropriate operating model and supported by "purple people".

That's why a Data & Analytics Strategy has to properly manage the fundamental building blocks of People, Process, Data and Technology.

STRATEGY

Are our analytical ambitions aligned with the overall company strategy?

PEOPLE

Are the right people engaged across the organization? Are there sufficient resources with the right skills internally to deliver analytics?

PROCESS

Are efforts being focused on the right projects and aligned to the overall strategy to deliver the greatest value versus risk?

DATA

Are measures and dimensions defined centrally with agreed hierarchies, calculations, KPI definitions? Is data actively managed with process, people and technology in mind?

TECHNOLOGY

Are analytical solutions conforming to best practices and consistent standards? Are environments available to enable development of proof of concepts and the ability for industrialization into enterprise solutions?

This enables the embedding of analytics into the decision making process, link to an extensive business strategy, connecting business decisions to data, with technical solutions capable to support and sustain this process.

Organizing for Success

To deal with the growing complexity, some organizations have chosen to create new leadership positions – such as the **Chief Analytics Officer** and the **Chief Data Officer** – to assign the accountability for analytics. These roles take over all the considerations on the Target Operating

Model, Talent, Risk, Data Governance and Growth to embed analytics into 'business as usual' for an organization.

The analytics agenda must be explicitly aligned to the corporate objectives and focused on embedding analytics into the decision making process, generating measurable business value.

So what it's important is to identify the right analytics function and adopt an operating model tailored on both the organization current and potential foreseeable needs. The size, the scale and the level of influence of the Analytics function will evolve over time as the perception of business about it and the thirst for insight matures.

BENEFITS OF THE RIGHT ANALYTICS FUNCTION INCLUDE:

Make better decisions, by joining the dots across business siloes

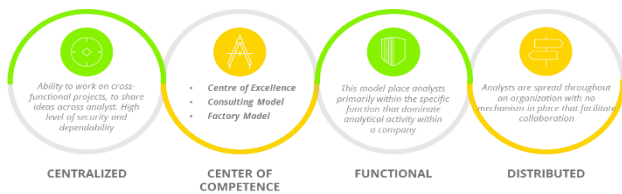
Improve the speed and reliability and reduce the cost of decision making

Drive innovation in products, services and internal operations

Make learning & development and knowledge sharing easier

Govern the use of analytics in a non-pervasive way

Best Practice lead to 4 common models



It's not a 'one size fits all' model, an Analytics Operating Model has to be:

- consistent with the main features of the Company
- defined considering the actual strategic importance of the Analytics
- aligned with the Analytics maturity level in the company ecosystem

So adopting the right TOM is more about **evolution** that revolution. In fact, the Data Strategy is usually a Three Stage Approach:

- **Assessment**
Analysis of current analytics capabilities and rapid development of Proof of Concepts to identify challenges and opportunities
- **Roadmap Definition**
Creating a long term strategy and vision for analytics, scope and prioritise projects to achieve this
- **Deliver**
Initiating the programme and deliver the roadmap.

The Data & Analytics Strategy blends the fundamental building blocks of People, Process, Data and Technology, evaluated in all these stages.

Changing the mind-set: new skill, new roles

Sometimes in companies the act of taking a "gut feeling" decision, while supported by deep knowledge and experience, is often driven by a lack of trust in, or access to, data and insight to support the decision making process.

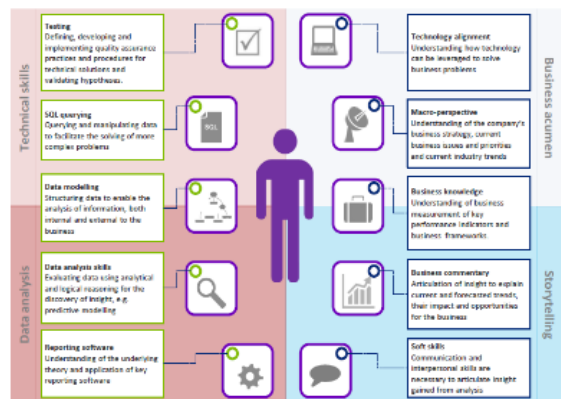
As fixing the underlying issues of quality and access to data is only part of the challenge, changing deep seeded perceptions is just as important in realising the benefits of improved insight.

In addition, resistance to analytics implementations is common within any organisation. As an organisation grows in its ability to draw and leverage insight, as does its ability to highlight non-value adding behaviours, exploiting the ramifications and the opportunities for internal cost reduction.

This requires multiple layers of collaboration, communication, education and change management, but above all it's necessary to have resources with the right balance of business and technical skills that guarantee the successful execution of analytics.

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

This is "Purple People"



Why Deloitte Analytics

Like other companies, we can help our clients to capture, manage and analyze 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,

Starting by its own **EVD methods** (Enterprise Value Delivery), Deloitte Analytics developed a specific approach

to guides organizations from strategy development through **planning, integration, and execution**, to effectively launch and scale analytics across the enterprise.



Deloitte’s accelerators for data strategy are focused on

- **understanding** how data can help organization,
- **creating the vision** for analytics, aligning to corporate objectives and organizing to deliver value from analytics
- **Developing** a scalable, repeatable process to industrialize analytics

- **Changing** the way decisions are made and the business operates to confirm the benefits of data strategy and analytics are achieved





Additionally, Analytics can provide services and solutions tailored to the specific market segment your enterprise belongs to:

- **Financial Services**
- **Consumer & Industrial Products**
- **Energy & Resources**
- **Technology Media & Telecommunications**
- **Public Sector**

The Deloitte Difference: Exceptional People and Powerful Assets

Deloitte helps our clients address these issues through the people and offerings of its Deloitte Analytics practice. Our national team of over 250 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.

For more information, please contact:

 <p>Alfredo Maria Garibaldi Partner Leader of Deloitte Analytics ✉ agaribaldi@deloitte.it in https://www.linkedin.com/in/amgaribaldi</p>	 <p>Marco Leani Partner Deloitte Analytics ✉ mleani@deloitte.it in https://it.linkedin.com/in/mleani</p>
 <p>Daniele Bobba Partner Deloitte Analytics ✉ dbobba@deloitte.it in https://it.linkedin.com/in/danielebobba</p>	 <p>Alberto Ferrario Director Deloitte Analytics ✉ alferrario@deloitte.it in https://www.linkedin.com/in/albertoferrario/</p>

About Deloitte

‘Deloitte’ refers to the Italian partnership of Deloitte Touche Tohmatsu and its subsidiaries. Deloitte, one of Italy’s leading professional services firms, provides audit, tax, consulting, and financial advisory services through around 3000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit Deloitte’s web site at www.deloitte.it.

Deloitte Touche Tohmatsu is a Swiss Verein (association), and, as such, neither Deloitte Touche Tohmatsu nor any of its member firms has any liability for each other’s acts or omissions. Each of the member firms is a separate and independent legal entity operating under the names “Deloitte,” “Deloitte & Touche,” “Deloitte Touche Tohmatsu,” or other related names. The services described herein are provided by the member firms and not by the Deloitte Touche Tohmatsu Verein. For regulatory and other reasons certain member firms do not provide services in all four professional areas listed above.

This brochure is provided as general information only and does not consider your specific objectives, situation or needs. You should not rely on the information in this brochure. We accept no duty of care or liability to you or anyone else regarding this document and we are not responsible to you or anyone else for any loss suffered in connection with the use of this document or any of its content. Liability limited by a scheme approved under Professional Standards Legislation.

© 2018 Deloitte Touche Tohmatsu. All rights reserved.