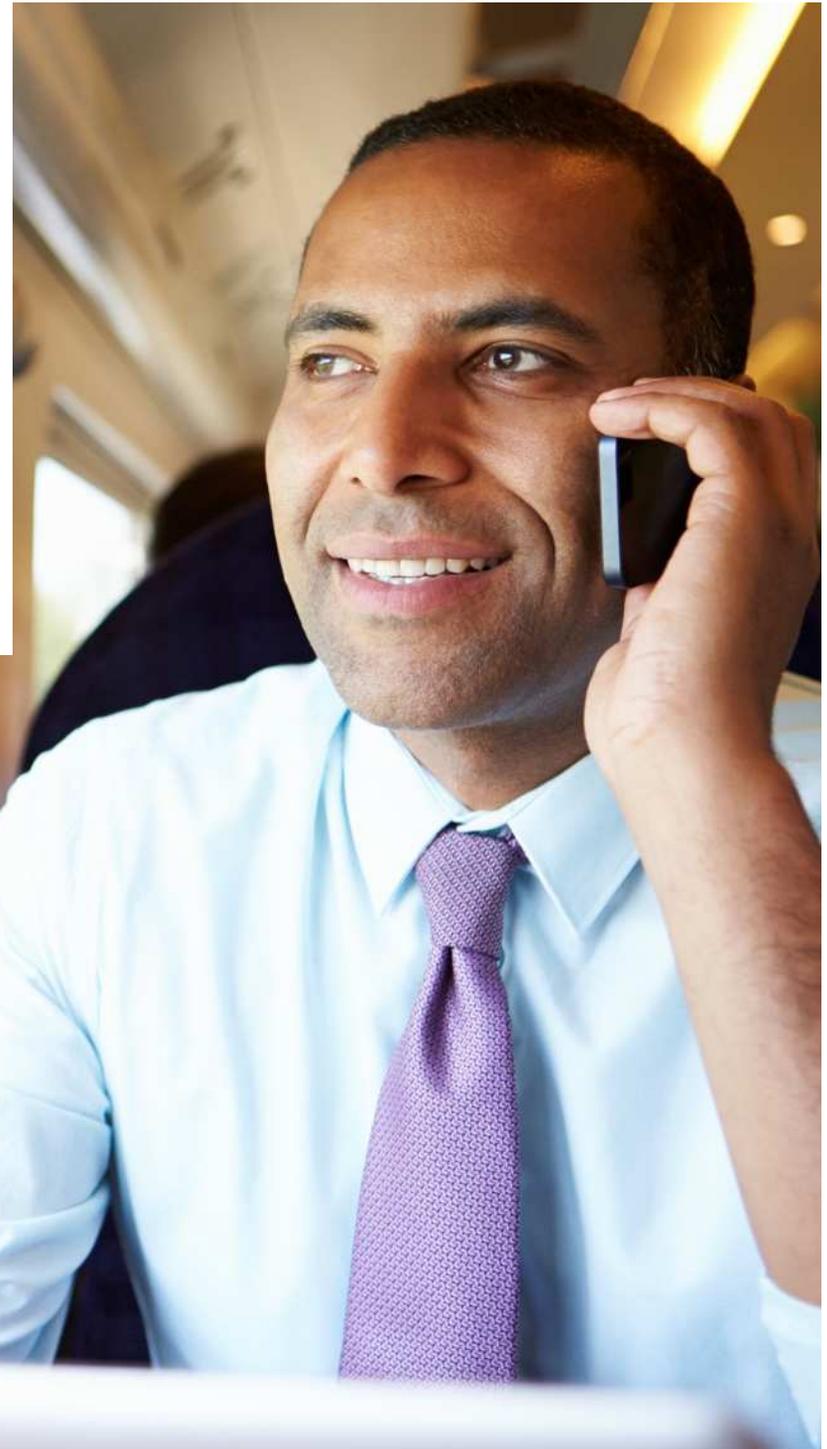


Deloitte.

Everywhere Analytics

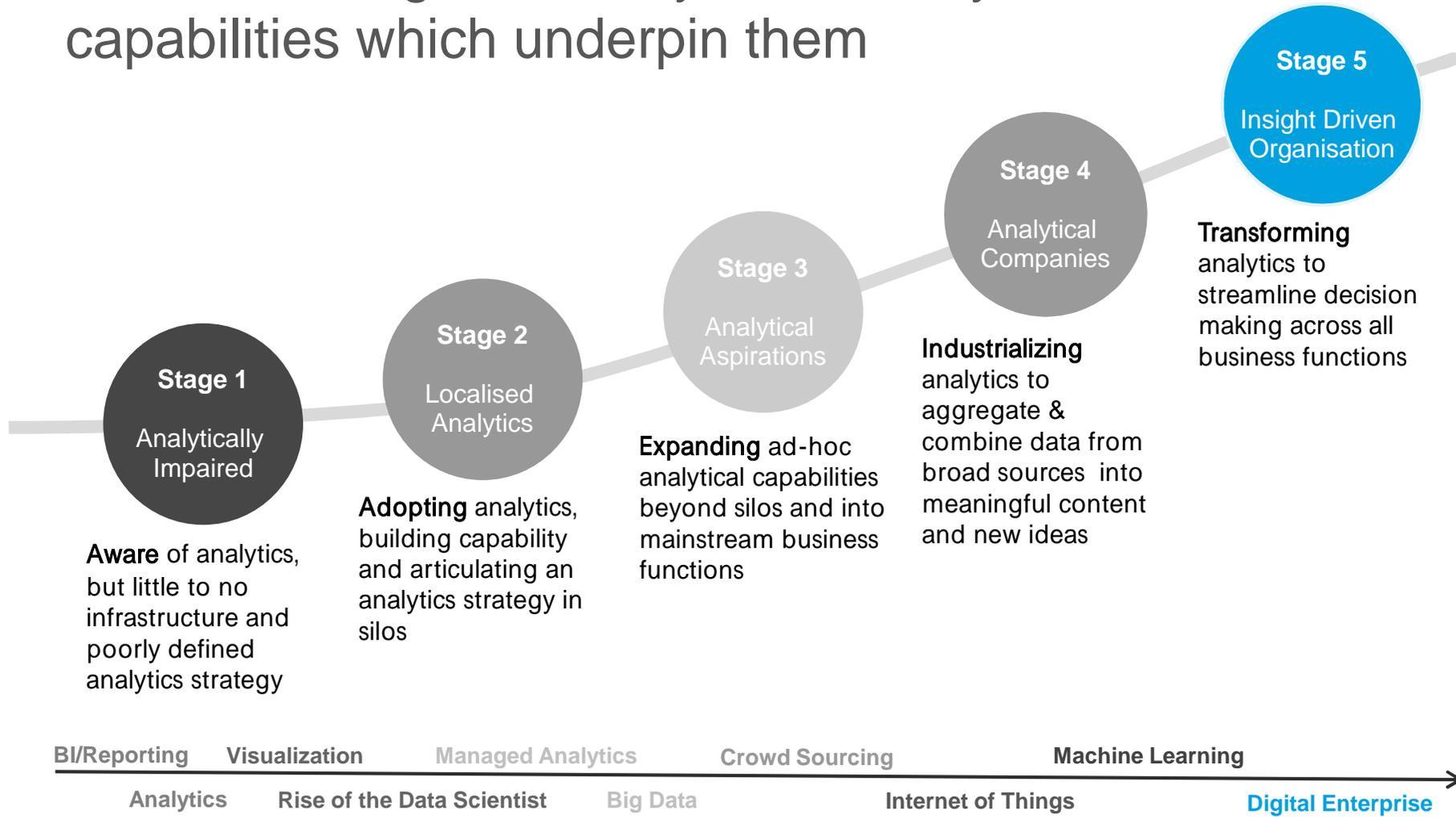
Bringing Insights to
Executive Officers

2016/05/19



Insights maturity curve

5 different stages of analytics maturity and the capabilities which underpin them



What is an Insight Driven Organisation?

The market has changed considerably

What clients are asking for has changed... It used to be “can you help us do some analytics”

Now its – “we want to do that ourselves, regularly”

“Can you teach us to catch our own fish?”



What is an Insight Driven Organisation?

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

Becoming an Insight Driven Organization

Considering analytics with a wider lens than just technology

PLAN - Asking the right questions



Vision

Ensuring the Analytics Vision aligns to and supports corporate goals and objectives



Value generation

Understanding the value from Analytics and prioritising initiatives appropriately



Organising for success

Organising for ongoing success and sequencing activities to deliver early benefits

ALIGN - Doing the right analysis



Purple people

Building a team with the right balance of business and technical skills to deliver actionable business insights



Internet of Things

Incorporating structured, unstructured, internal and external data for insights everywhere



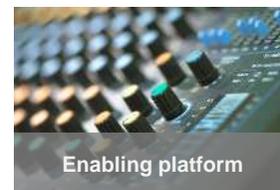
Trusted insight

Ensuring that data and analysis is accurate, trusted and assured



Enterprise science

Developing a repeatable process to test and industrialise analytics



Enabling platform

Constructing a technical capability which scales to your long term vision

ACT - Taking the right actions



Changing the mind-set

Evolving a culture of asking crunchy questions and addressing cognitive bias



Digital delivery

Leveraging digital transformation to ensure insights are visual and intuitive



Re-engineering the business

Redesigning your processes and operations to act on analytical insights



Vision

Ensuring the vision aligns to and supports corporate goals and objectives

Aligning on the vision for an analytics organization is both the most important and often the most overlooked element of becoming an IDO. Some questions to think about:

- What type of analytics organization do we want to be?
- Do we want to use data to innovate existing services and businesses?
- Will we want to monetize our data and use this to diversify revenue streams?
- Can we use the ecosystem of suppliers and partners to build a new offering, underpinned by data?

Whatever it is – get aligned!

Value Generation

Understanding the value from analytics and prioritizing initiatives appropriately

Almost ironically in a discipline driven by math and statistics, measuring the value of analytics is incredibly difficult

Understanding value drivers and creating a value matrix and scoring mechanism will help you prioritize analytics projects

All analytics projects are not created equal
Have a solid selection system in place!



Organizing for Success

Organizing for ongoing success and sequencing activities to deliver early benefits

Approaching IDO as a 2-3 year transformation isn't going to work – you need to think 'agile implementation'

Small incremental steps, quick wins gained in 6-8 weeks will help you build credibility and generate momentum for your analytics journey

Whilst getting the quick wins you can simultaneously think about constructing the capabilities you need longer term (talent, operating model, data quality...)

Plan the journey in stages!

Purple People

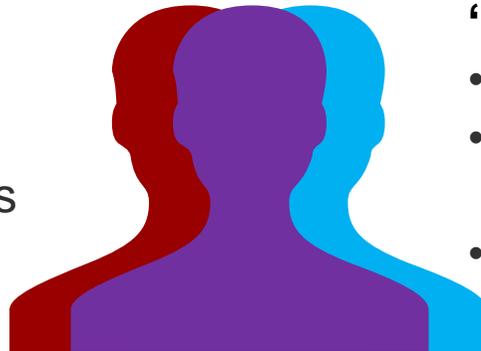
Building a team with the right balance of business and technical skills

The right team for becoming a successful IDO requires a diverse skillset, ideally in what is called “purple people”

“Purple” skillset

“Red” skillset

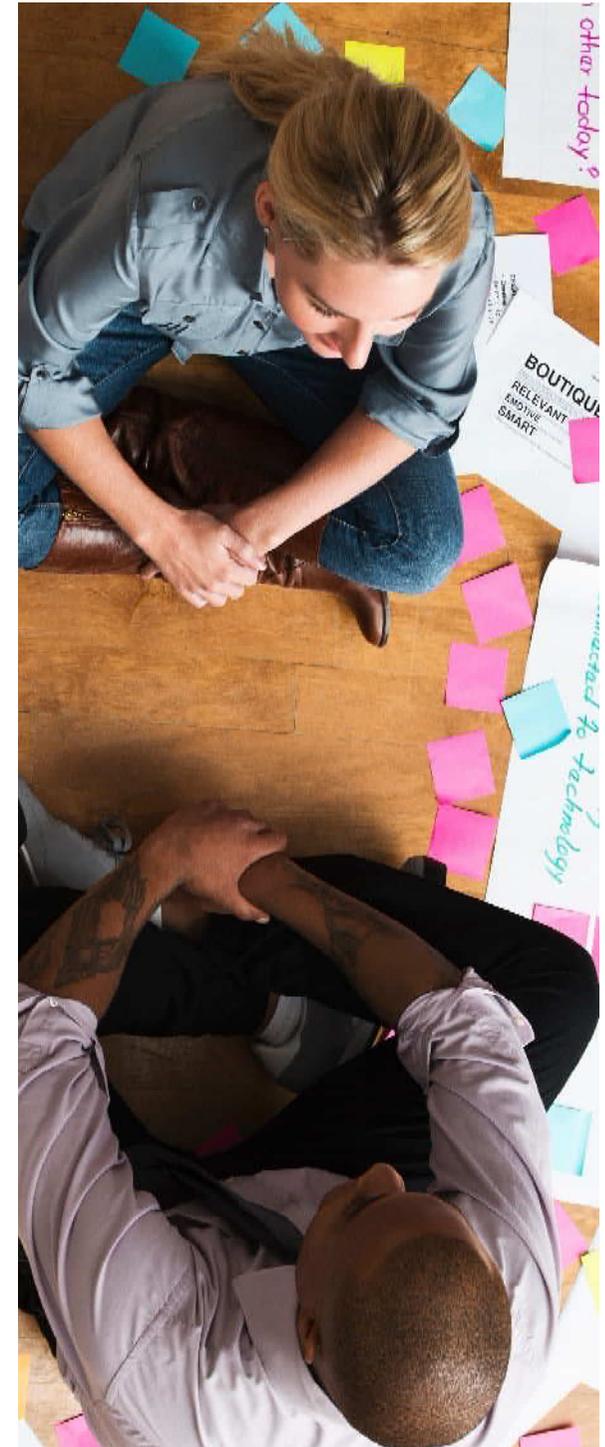
- Data Scientists
- Programmers
- Statistics



“Blue” skillset

- Analysis
- Industry Knowledge
- Change & communication

*Don't focus on finding purple persons....
Get a purple team!*



Internet of Things

Incorporating structured, unstructured, internal and external data

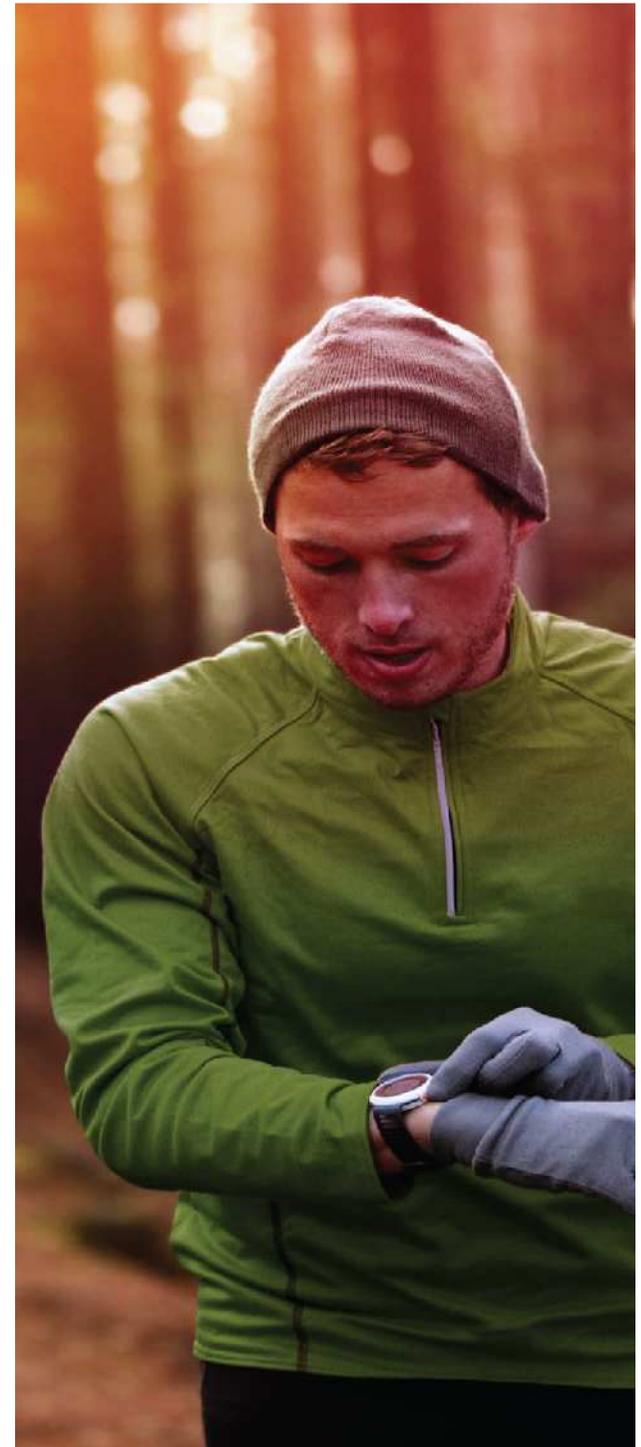
The sheer volume of information being generated everyday from an ever larger number of sources has increased at an astounding rate. Two initiatives can help you navigate this sea of data:

Data catalogue

Creating and managing a catalogue of what data is 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 resources to scout for useful external and internal data sources will help to ensure analytics projects remain cutting edge and are using the most relevant information





Trusted Insight

Ensuring that data and analysis is accurate, trusted and assured will increase the use of data for decision making

Of course you need good quality, but...

If you try and get 100% data perfection, you'll be waiting most of your life

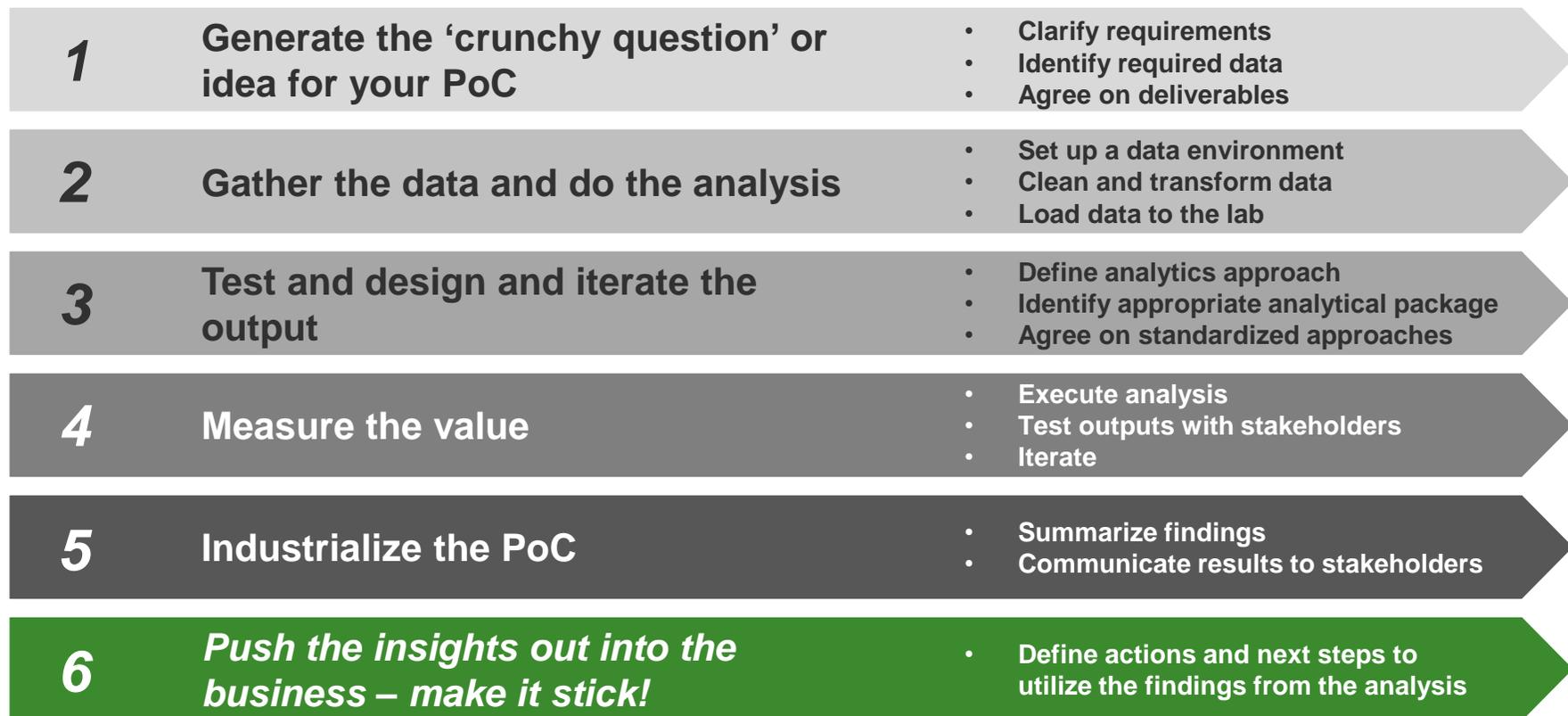
Instead use proof of concepts to prioritize data sources and clean them up as you go

Cleaning data in bite size chunks as you go is much more effective than trying to do a big-bang

Insight Process

Developing a repeatable process to test and industrialize analytics

The insight process is how we refer to the creation, testing and industrialization of analytics proofs of concept You can think of this in 6 simple steps:

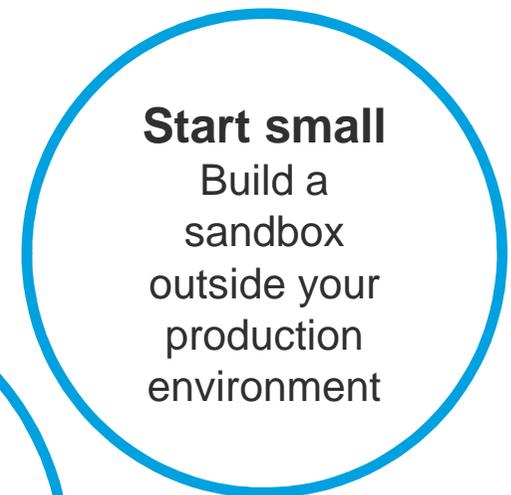
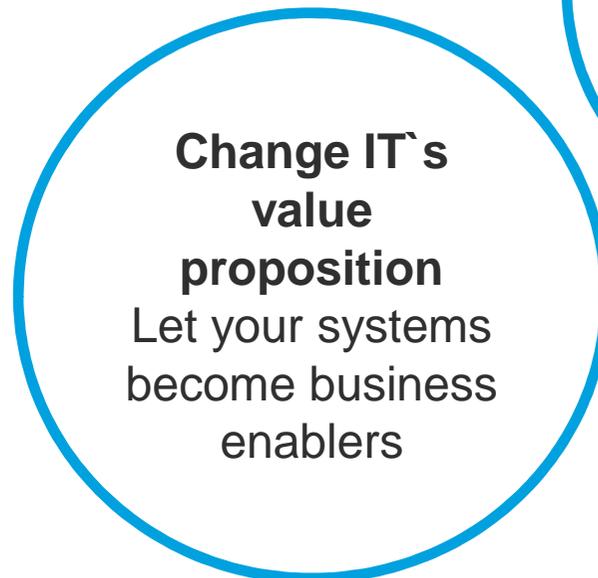
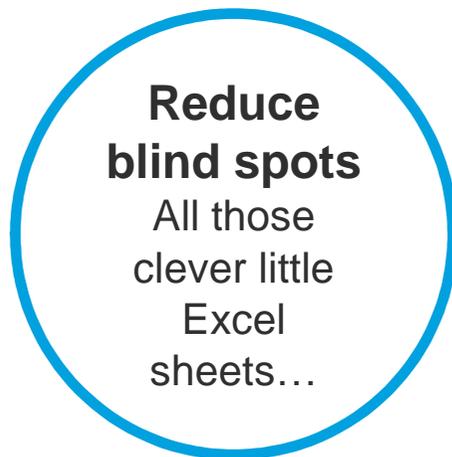


Enabling Platform

Constructing a technical capability which scales to your long term vision

There's a reason we leave technology to further down the discussion – IDO should not be led from a technology perspective but of course it plays a fundamental role

How do you construct an architecture that is agile enough to move with the speed of the industry? How do you see through the hundreds of latest and greatest solutions available? How much do you really need to spend?!



Changing the mind-set

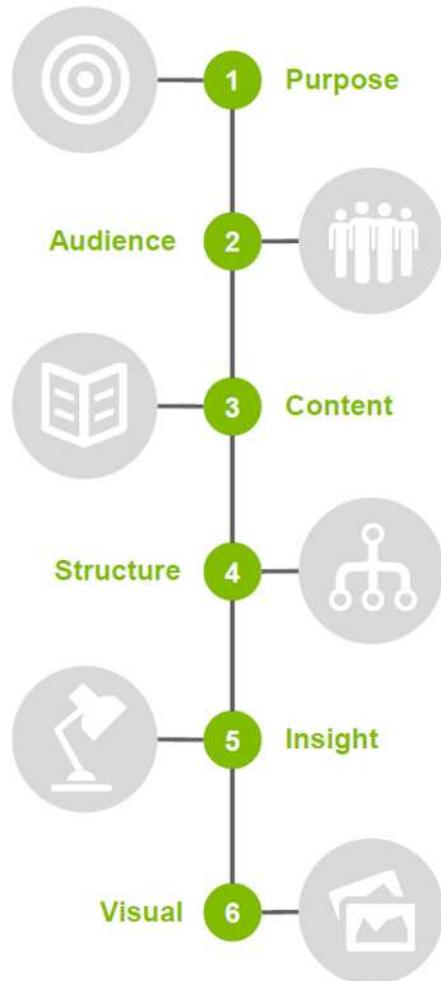
Evolve to a culture of asking crunchy questions

Do not underestimate the amount of change needed throughout the IDO journey. This is where we see many organizations stumble. Make sure to do the following four activities:

- 
Communicate Build a compelling picture of the future, with a clear benefits case, that will steer people in the right direction, align them behind a common goal and motivate them into action
- 
Advocate Develop a cohort of leaders across the business who are advocates for the program and who clearly, consistently and powerfully articulate the need for change and the future direction
- 
Engage Identify key figures across the business to create a 'pull' from the business for the changes the program will bring about and develop real business ownership of the change journey ahead
- 
Mobilize The right team from across the business to design the solution and plan the activity and support needed to make the change land well

Digital Delivery

Leveraging digital transformation to ensure insights are visual and intuitive



Purpose

Why is this visualization being created? What business questions does it need to answer?

Audience

Who is it the visualization created for? How will it be viewed? For how long?

Content

What are the most important metrics? What are the relationships that matter?

Structure

Is the most important information clearly shown? Is the layout enhancing the message?

Insight

Does the visualization answer the user's questions? Does it align with the purpose?

Visual

How does the visualization look and feel? Is it visually appealing?

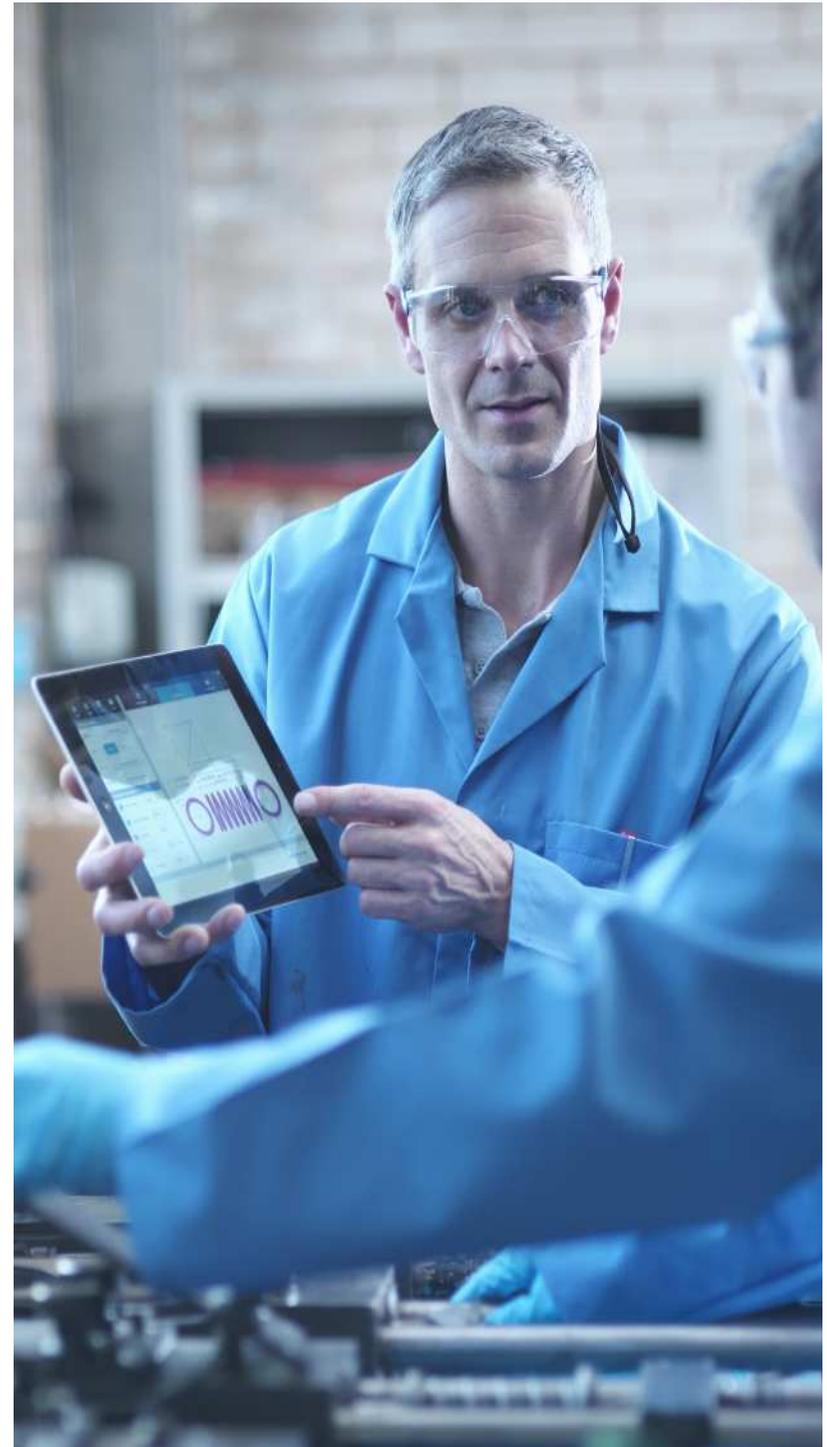
Good visualization is worth a billion data points!

Re-engineering the business

Redesigning your processes and operations to act on analytical insights

End-to-end processes need to be reconsidered and redefined to optimally leverage the newly available insights

If analytics isn't changing the ways in which you operate your business and make decisions then there is something missing....



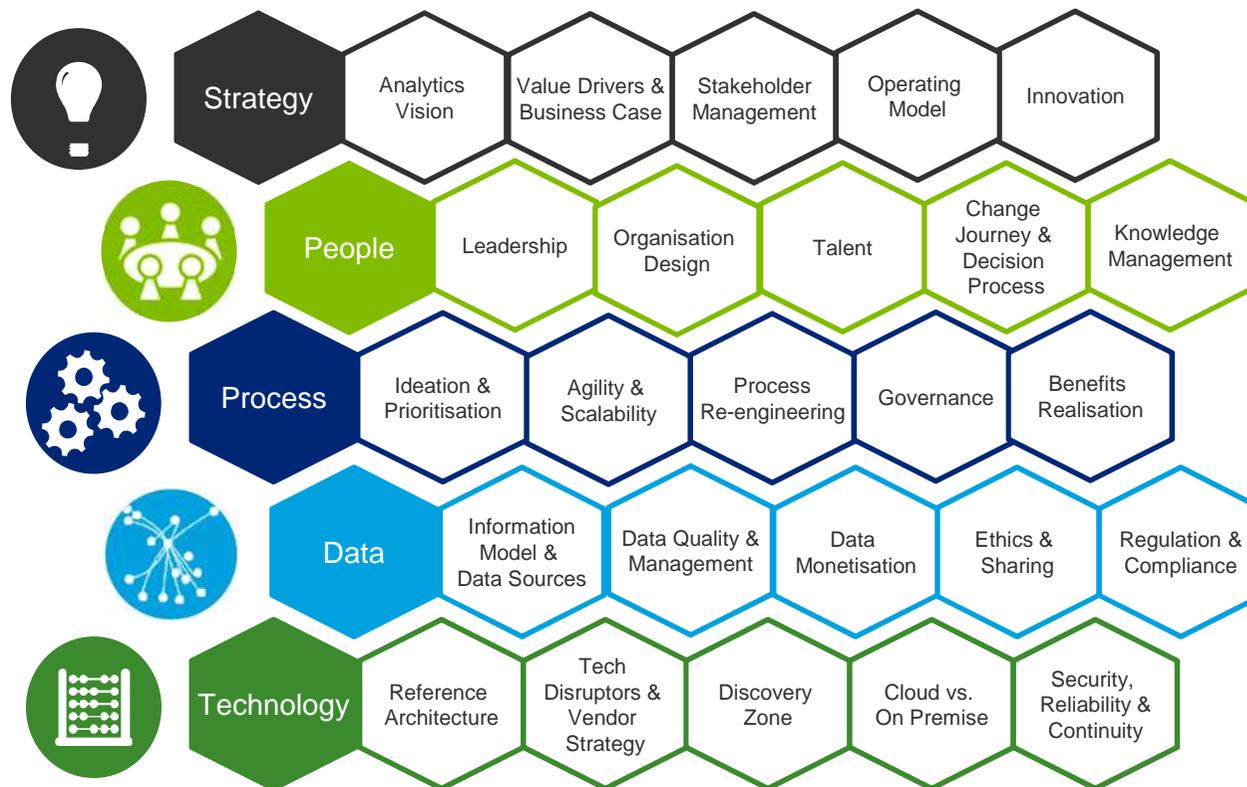
Questions?



Becoming an Insight Driven Organization

The essential building blocks for your IDO journey

Becoming an IDO relies on the fundamental building blocks of People, Process, Data and Technology being in place and informed by an Analytics Strategy. Each building block represents an area to cover on your IDO journey. Deloitte has the capability and experience in each of these building blocks to help you on your journey





The CFO Program

Deloitte provides audit, consulting, financial advisory, risk management, tax and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries bringing world-class capabilities, insights, and high-quality service to address clients' most complex business challenges. To learn more about how Deloitte's approximately 225,000 professionals make an impact that matters, please connect with us on [Facebook](#), [LinkedIn](#), or [Twitter](#).

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2016. For information, contact Deloitte Touche Tohmatsu LLC, Deloitte Tohmatsu Consulting LLC, Deloitte Tohmatsu Financial Advisory LLC, Deloitte Tohmatsu Tax Co.

Member of
Deloitte Touche Tohmatsu Limited