



The Promise of Analytics

What CFO's need to know

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The **CFO** Program

Promise of Analytics

Accelerated business drivers



Increase Revenue

Opportunities to streamline business process can be identified using advanced analytical techniques



Reduce Cost

Removing redundancies and automate processes to reduce the cost of doing business



Improved Compliance

Regulatory bodies are becoming more stringent and an insight driven methodology to compliance is required



Targeted Operations

Core strategic decisions and operational improvements based on evidence discovered in the company data



Insights

Obtaining a competitive edge and driving business forward will require advanced techniques in prediction and modelling



Visibility

Increased visibility of the business operations opens opportunity for growth and reduces risk of issues such as safety

Promise of Analytics

How can analytics help?



Customer Analytics uses Analytics to enhance the customer life cycle, sales and pricing processes, and overall customer experience.

- Customer Segmentation/Retention
- Customer Insights and Analytics
- Customer Experience
- Marketing Mix Modeling
- Marketing Transformation

Supply Chain Analytics uses Analytics to provide insights across the organizational value chain.

- Spend Analytics
- Inventory Analytics
- Global Transportation Optimization
- Driver-Based Forecasting
- On-Demand Sourcing Analytics

Finance Analytics uses Analytics to measure, control, and optimize financial management processes.

- Integrated Performance Improvement
- Performance Management Technology
- Revenue Recognition/Assurance Analytics
- Capital Efficiency
- Financial Reporting and Accounting Analytics

Workforce Analytics uses Analytics to enhance and optimize workforce processes and intelligence.

- Workforce Planning and Optimization
- Retention Risk Analysis
- Workforce Recruitment Analytics
- Pay and Performance Correlation
- Pay Differentiation

Risk Analytics uses Analytics to measure, monitor, and mitigate enterprise risk.

- Risk Measurement and Dashboards
- Enterprise Risk Management Technology
- Exploratory Risk Assessments
- Risk Based Performance Management
- Risk Based Portfolio Optimization
- Financial Crime Monitoring

CFOs can drive capabilities and partner with business

The CFO is best suited to own analytics across the organization

Analytics can provide several key strategic benefits to organizations

- Smarter and more informed decision making
- Optimize operational processes such as procurement
- Increase client acquisition and retention effectiveness
- Reduce costs through tighter inventory control
- Reduce risks that could lead to loss of funds

CFO

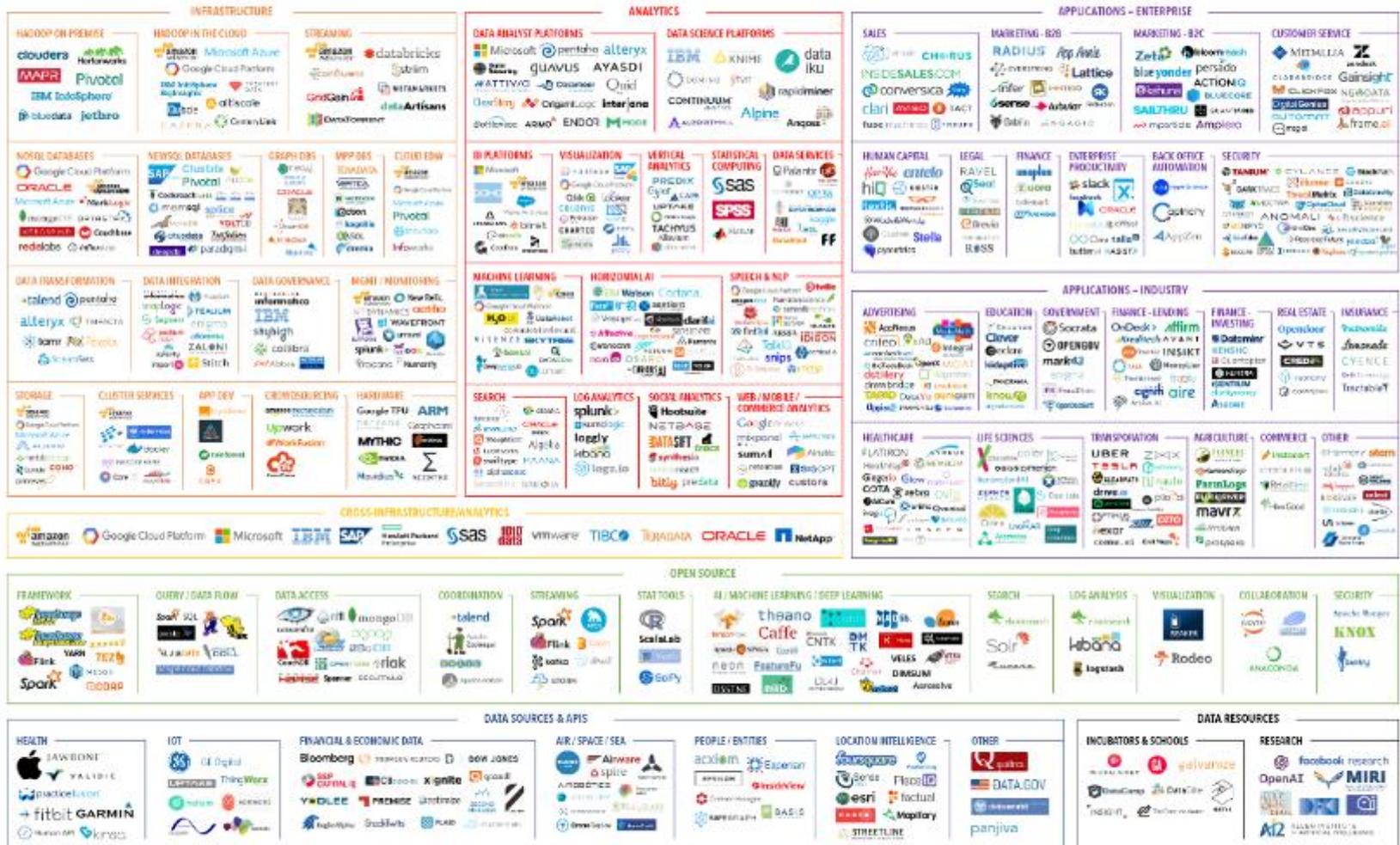
Current organizational trends signal a foundation for central ownership

- Unstructured approach to ownership of the analytics agenda collaboration across teams
- IT is reporting through the CFO
- Finance plays a more holistic role than just strategy
- Nexus of forces is impacting approach to technology
- Finance is positioned to partner with the business
- Effective decisions and changes to operations requires multiple disciplines
- A concerted effort is required to manage data assets appropriately

Analytics in the Marketplace

How do you filter through the noise?

BIG DATA LANDSCAPE 2017



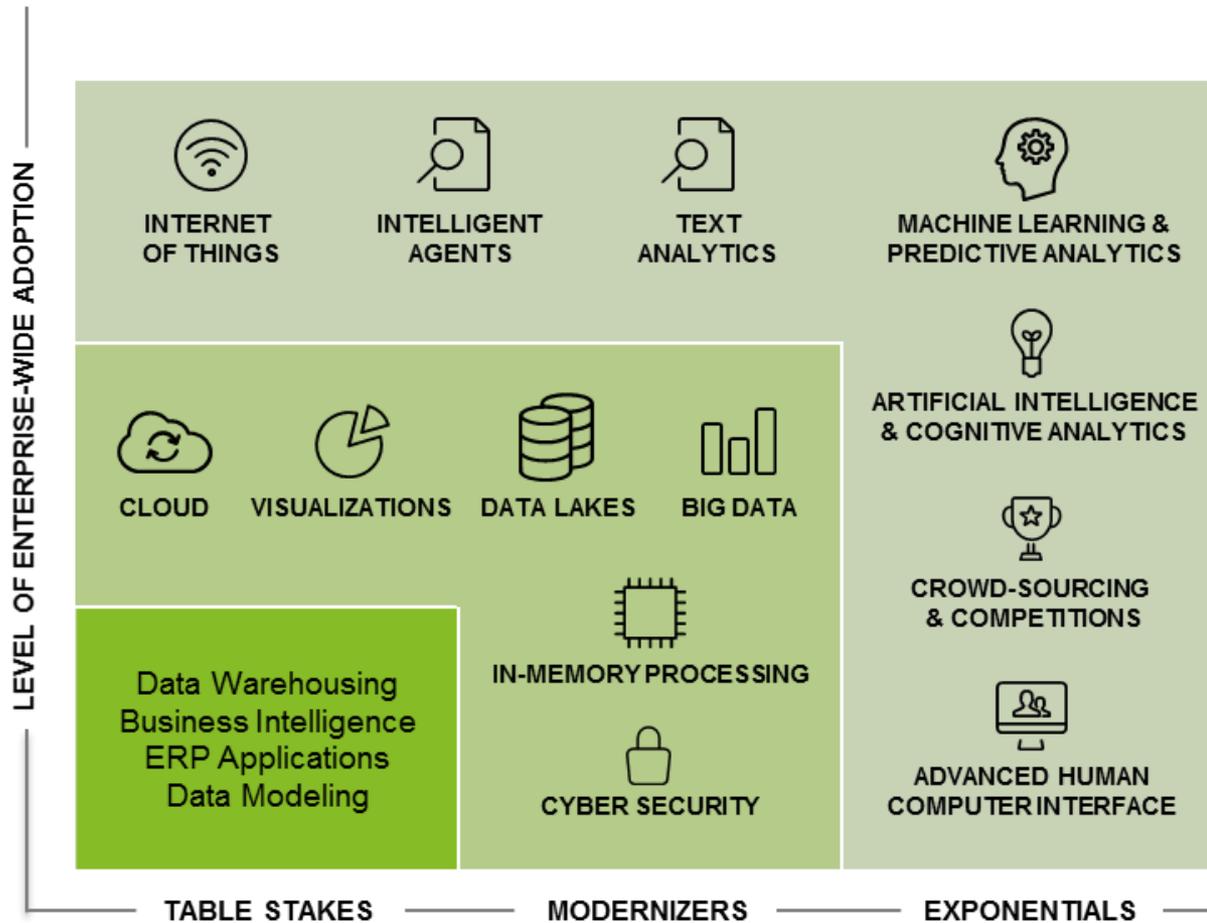
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Analytics in the Marketplace

Some key areas to consider



- Start small and experiment
- No need for large investments upfront to start the journey
- Identify what is fit for purpose

Solving the problem

What it takes

Asking the right questions



Prototyping

Investigation of problems and rapid prototyping of solutions



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

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



Insight Process

Developing a repeatable process to test and industrialise analytics



Enabling platform

Constructing a technical capability which scales to your long term vision

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

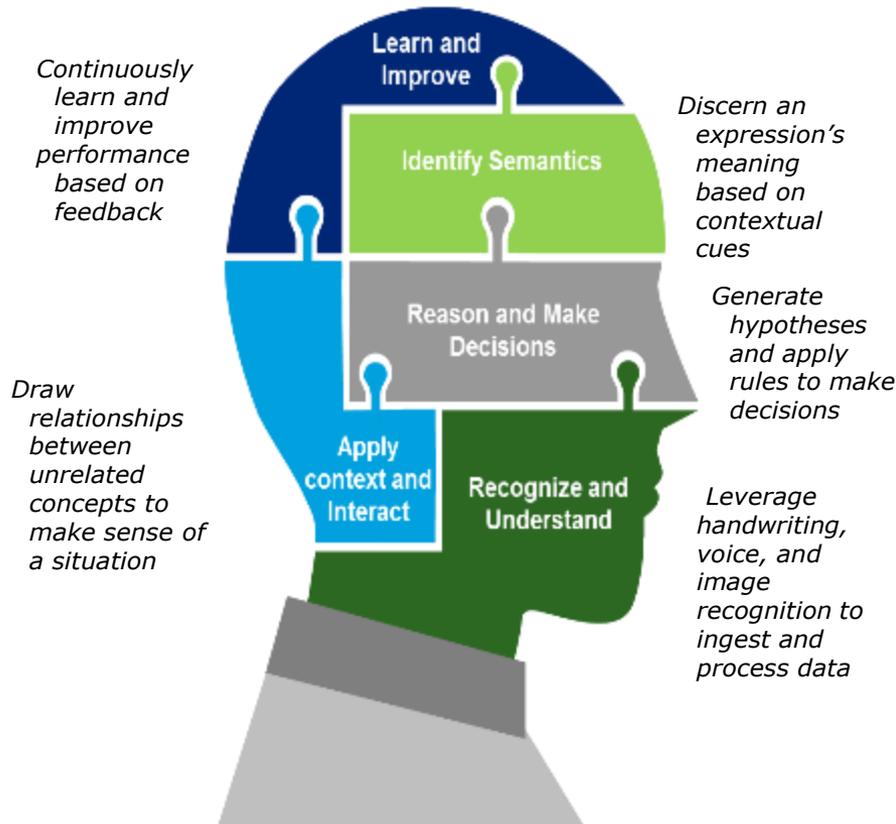
Solving the problem

How to organize for success



The rise of Cognitive Computing

Making more precise decisions from the data deluge



Primary Cognitive Components	1	2	3	4	5
Machine Learning	■				
Probabilistic Inference	■		■		
Rules-Based Engine	■		■		
Natural Language Processing		■		■	
Semantic Computing/ Ontology		■			
Handwriting Recognition					■
Image Recognition					■
Text Analytics Engine		■			
Information Retrieval					■
Voice Recognition				■	■
Natural Language Generation				■	
Virtual Decision Advising			■	■	
Textual Entailment		■		■	
Reinforcement Learning	■		■		
Augmented / Virtual Reality				■	
Speech Synthesis				■	■



Machine Learning for Fraud

Background

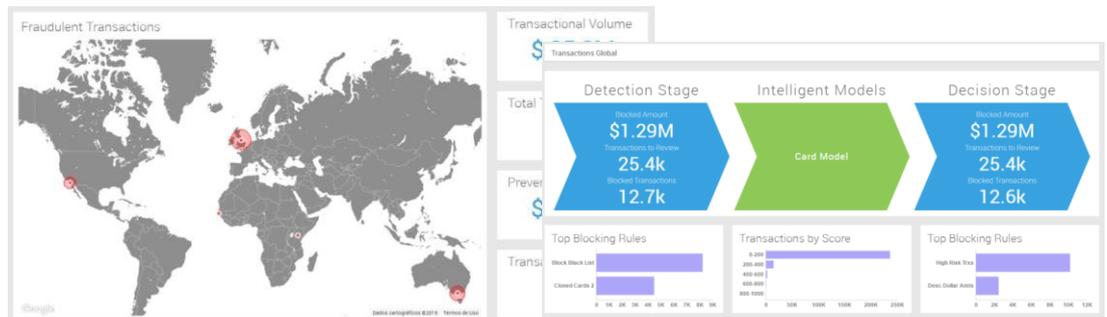
A worldwide leader in athletic apparel, this global brand has witnessed commerce traffic on mobile quickly surpassing desktop. Current fraud monitoring tools have made loss prevention reactive with high false positives leading to an unsustainable manual review process. This, along with 55% YOY growth, has brought about the need for an enterprise-wide risk management platform that can unlock the bottleneck of manual processing and enable data-driven business strategies for expanding opportunities and the new world of Omni-channel commerce.

Approach

In collaboration with client's risk management and technology teams, Deloitte and Feedzai cyber security experts and data scientists worked in parallel paths to vet business requirements, scoped innovative Use Cases and develop a lost prevention cost-benefit analysis and POC, to quantify regional and global cost savings from ML and real-time big data processing.

Outcome

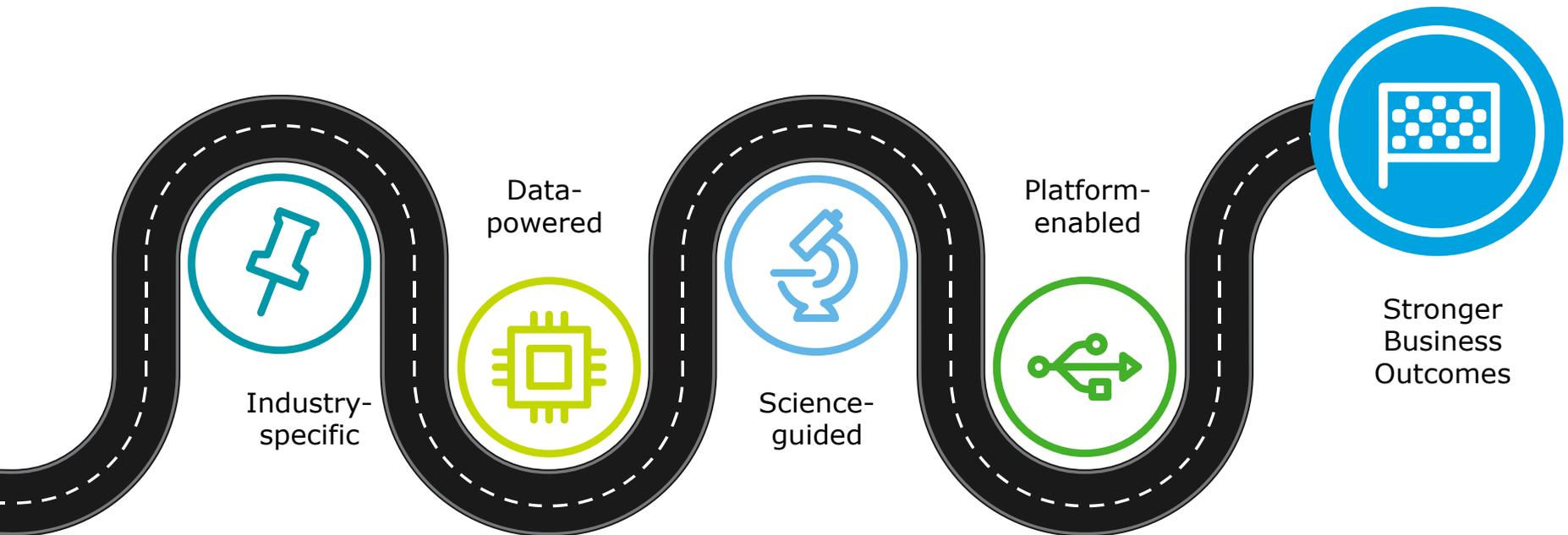
The joint effort of Deloitte and Feedzai provided client with strategic consulting, analytics and full enablement of the Feedzai platform for real time payment fraud monitoring, reshipper and employee abuse and a top-down global performance dashboard.



Recommendations

Some quick steps to start you on the journey?

- Identify business problems ripe for analytics support
- Understand potential solutions to develop competitive advantage
- Roadmap of insights underpinned by operational backbone
- Position as strategic business imperative driven by CFO





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