Reporting and Business Intelligence Services
Deloitte Public Sector Shared Services Forum

5th July 2018

smith&nephew

Supporting healthcare
professionals for over 150 years

Topics to Cover

- Brief Introduction to Smith & Nephew

- Why Reporting & BI is Important in an SSC Journey?

- How to move from Reporting to genuine Business Insight

- Advice on how to get started on your own journey towards improved data and reporting

- How to develop an 'Insight' driven culture and organisation

Introduction

- Smith & Nephew supports healthcare professionals in more than 100 countries in their daily efforts to improve the lives of their patients.

- We have leadership positions in:
  - **Orthopaedics Reconstruction** - joint replacement systems for knees, hips and shoulders
  - **Advanced Wound Management** - wound care products used to treat hard-to-heal wounds
  - **Sports Medicine** - minimally invasive surgery of the joint
  - **Trauma & Extremities** - products that help repair broken bones

- Listed on London and New York Stock Exchanges

- Number 41 by market capitalisation in FT100 but smallest by revenue ($5bn)

- Strong margins but playing in an increasingly challenging market place where data and business insight are critical to our sustained growth and success

- My role is to look after Transactional Finance, Data, BI and Finance Transformation reporting to the Group CF
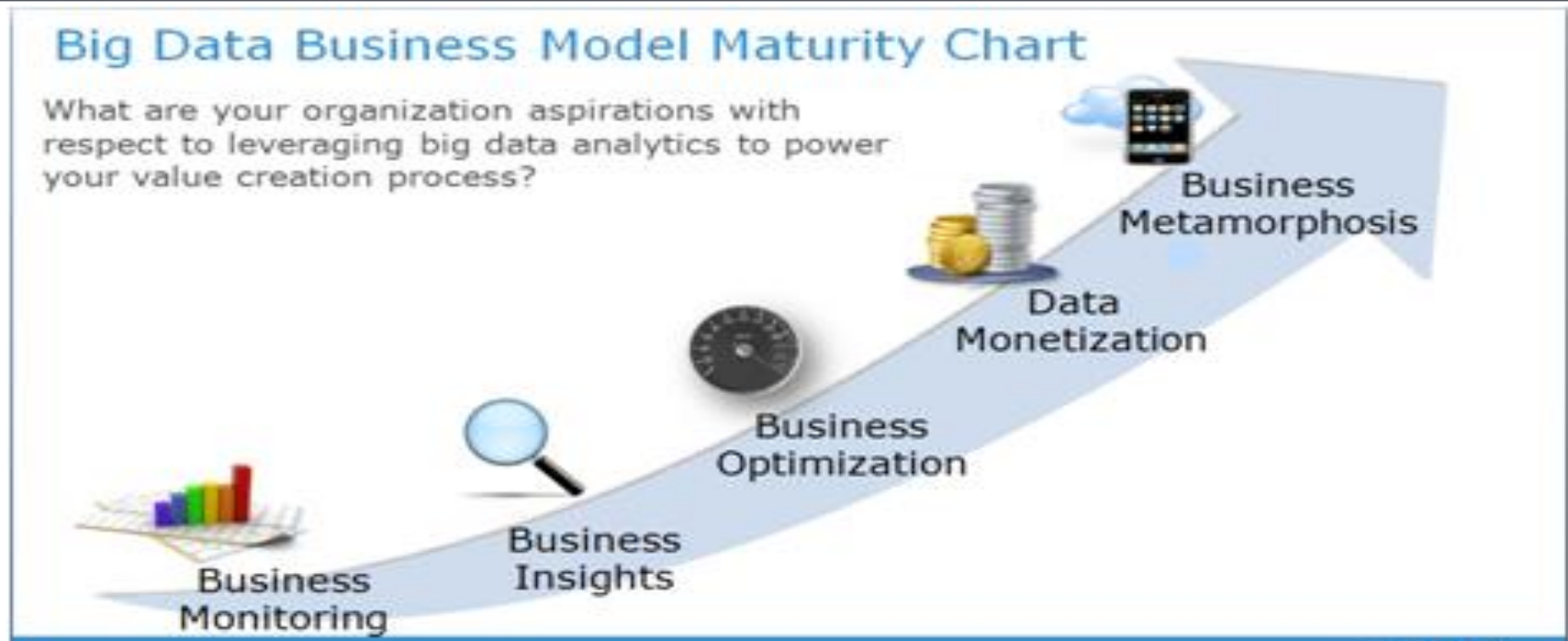
Why is Reporting and BI an important part of the SSC Journey?

- BI adds to SSC scope and sustains value

- The SSC search for continued relevance!

- Standardisation and flexibility – Good SSC's do both!

- Data, Data, Data – SSC's often own the lot!

- It's intellectually challenging

- Potential rewards are huge if you get it right is profound

- Sexy tools and technology!

- Grows people (not just the geeky!)

- Puts the SSC at the heart of the business!

Why Reporting is Different from Analysis and Insight?

Big Data Business Model Maturity Chart

What are your organization aspirations with respect to leveraging big data analytics to power your value creation process?

Business Monitoring

Business Insights

Business Optimization

Data Monetization

Business Metamorphosis

- Too many organisations including SSC's spend too much time on reporting - little time for the rest!

- The "Only if I had time to do the really valuable stuff" moan!!

- Snapshot insight can be more valuable than reporting

- New tools allow mixed data sets & unstructured data to be interpreted in new and exciting ways

Benefits of moving from reporting to genuine business insight

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The benefits are obvious

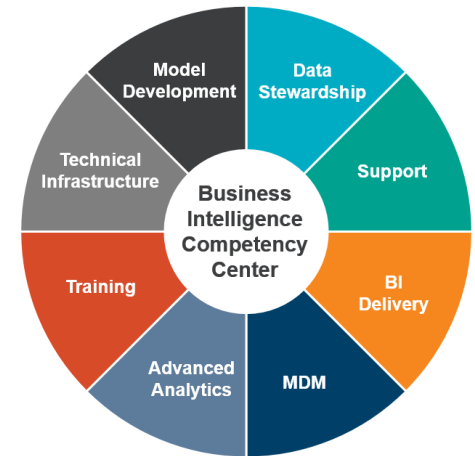|				
Get deeper insight in business	Improve productivity and efficiency	Informed decision making	Analyze data in a business meaningful way	Optimize cashflow and increase profitability
Enhance team sharing and collabo-ration	Improve Customer Service and Satisfaction	Enforce regulatory compliance	Increase flexibility and agility	Streamline budgeting and planning

How to get started on your own journey towards improved data, better reporting and analytics

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- Find a business sponsor!

- Come to the party with a respectable service delivery record

- Undertake a reporting capability maturity analysis

- Engage with business customers and understand their needs

- Identify and validate the need and business benefits – you are well placed to do this!

- Undertake an assessment of the foundational elements – data quality, existing reporting estate and baseline!

- Do the hard yards on activity analysis!

- Look at your Target Operating Model – is it fit for purpose (IT, Data, Reporting Teams, Reporting COE)

- Look at your architecture and tooling – is it good enough?

- Never forget the fundamentals – e.g. report elimination

- Be prepared to invest in new technology and skills

- Continuously measure performance and value

How to develop an 'insight' driven culture and organisation?

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- Understand your business and its evolving data and reporting needs

- Prove the validity of the concept – Jamming Sessions, Free POC's

- Invest in a resource – e.g. a Data Scientist

- Evangelise and Market the Power of Data

- Invest in data – map the flows, build the standards, establish the governance, appoint your stewards and test the quality

- Constantly engage with Customers

- Watch the benefits flow!