

**Deloitte.**

**THE RIPPLE EFFECT**

Stories of purpose and lasting impact

# Creating harmony in numbers

**How Deloitte helped a company gain insights by unlocking its data**

# DATA FROM 20-PLUS BUSINESSES DISTILLED INTO ONE SILO

## THE SITUATION

Success created unexpected setbacks for a global food company that, despite double-digit growth, faced data and analytics challenges when shifting from a holding company to an integrated operating company. The transition required finding a way to disseminate siloed data, harmonize competing hierarchies, and define sources of truth.

As a holding company for 20+ individual businesses, it was previously forced to wrangle difficult business cultures that collected and tracked data in different ways.

That prevented it from developing a central data platform, which could help users access data from throughout the organization and use it for analytics. All functions, including sales, marketing, pricing, finance, and the supply chain, needed analytics to help leadership make strategic decisions that would subsequently help drive growth and boost efficiencies. But because data from every arm of the company was siloed, visibility was hindered.



## THE SOLVE

Starting in 2020, Deloitte helped establish a company-wide data analytics operating model that gave users visibility to data demand across the business.

To do so required finding, accessing, and transforming data from all systems of record and embedding data engineers to design insights from those datasets that offered better answers to all business questions. Ultimately, about 100 Deloitte analysts and engineers worked to scale up the model throughout the organization.

Ultimately, Deloitte helped:

- Define the ambition for data and analytics.
- Stand up and operate a data and analytics foundry to identify, prioritize, deliver, and operate data and analytics products.
- Establish a business and IT lead steering committee to prioritize use cases and maintain tight alignment to business strategy.
- Serve as executive advisors to the business by sharing outside-in perspectives on how to achieve top business objectives with data and analytics.
- Establish a design thinking capability to shape insights with the business.

CREATING A **CENTRAL SOURCE OF TRUTH** FOR ALL COMPANY DATA

# THE IMPACT

Deloitte's efforts helped the company deliver 4x ROI on all projects requiring analytics. Brand awareness and perception both spiked, resulting in a broadening of analytics offerings throughout the organization. Finally, the company used the heightened analytics capabilities to successfully deliver more than 50 projects in the first nine months across all businesses, regions, and functions.

The transition to an integrated operating company became easier when Deloitte helped create a central place for all data, helping all arms of the company make stronger strategic decisions to drive growth.



UNIFYING DATA FOR 20+ BUSINESSES

# LET'S CONNECT.

Do these challenges sound familiar?



**KEVIN BYRNE**

Principal  
Deloitte Consulting LLP  
kebyrne@deloitte.com  
+1 617 437 3020



**DANIEL KINZLER**

Principal  
Deloitte Consulting LLP  
dkinzler@deloitte.com  
+1 312 486 3216



**PAUL MAYNARD**

Partner  
Deloitte Services LP  
pmaynard@deloitte.com  
+1 612 397 4776



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