

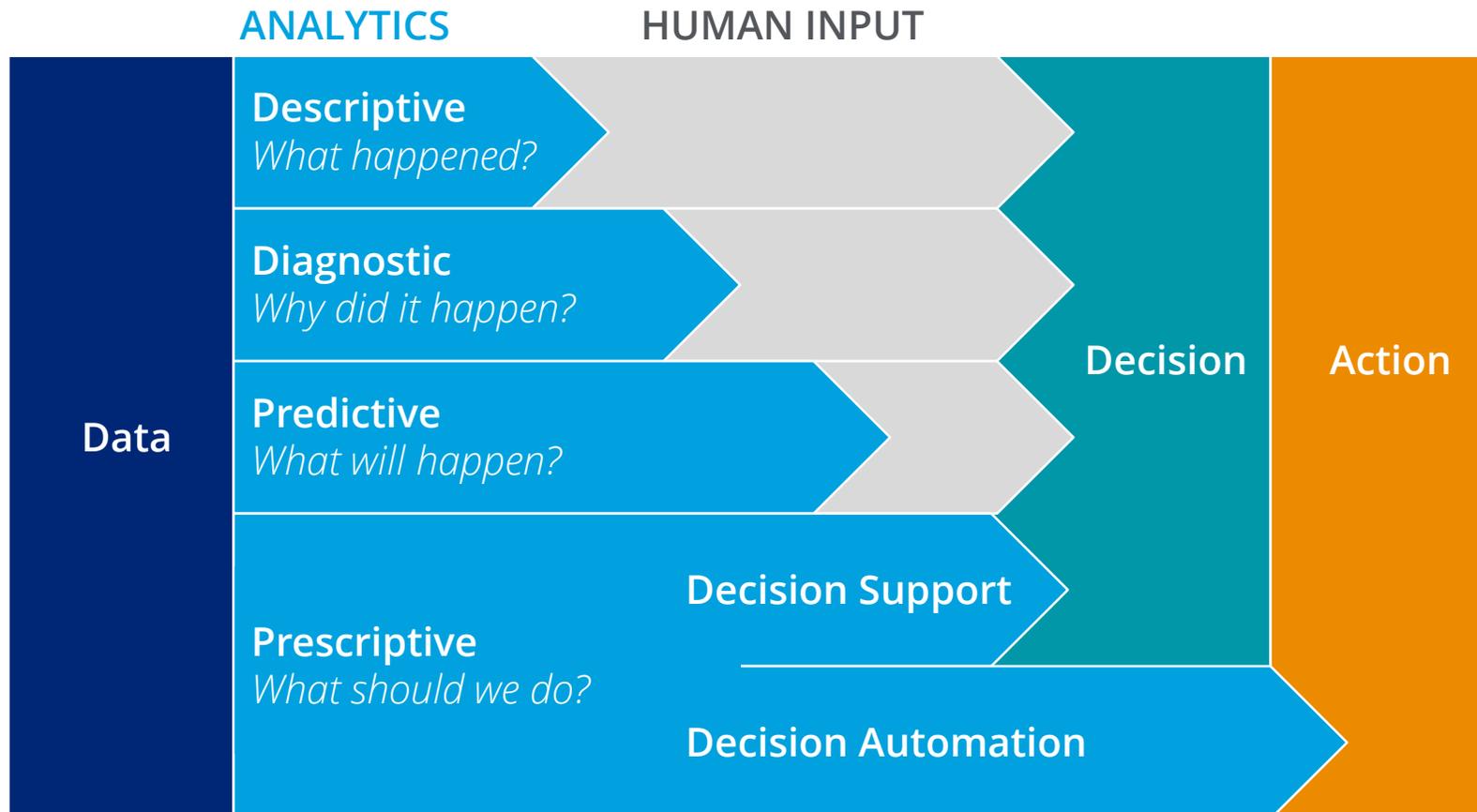


Becoming an Insight-Driven Organization

Sofia, 12th February, 2020

WHAT IS INSIGHT-DRIVEN ORGANIZATION?

The Insight-Driven Organization (IDO) sees analytics as a core capability across the organization to provide insight to support the decision making process, to tackle the most complex business problems, and to address the growing analytical trends.



IDs ask the right questions, they are more analytical, which improves the decision making process and the identification of the most appropriate action.

Outlook	Non-IDO	IDO
Past	<i>What has happened?</i>	Why and how did it happen?
Present	<i>What is currently happening?</i>	What is the next best action?
Future	<i>What is going to happen?</i>	What does simulation tell us, the options, the pros and cons?

DELOITTE INSIGHT-DRIVEN MATURITY SCALE

Deloitte developed five different stages of analytics maturity and the capabilities, which underpin them. In general, the advancement of key inputs such as tools, talent, and culture as well of outcome metrics such as success of business are examined across the maturity continuum.



Aware of analytics but little to no infrastructure in place and undefined analytics strategy.



Adopting analytics, building capability and articulating the analytics strategy in silos.



Expanding ad hoc analytical capabilities beyond silos and into mainstream business functions.



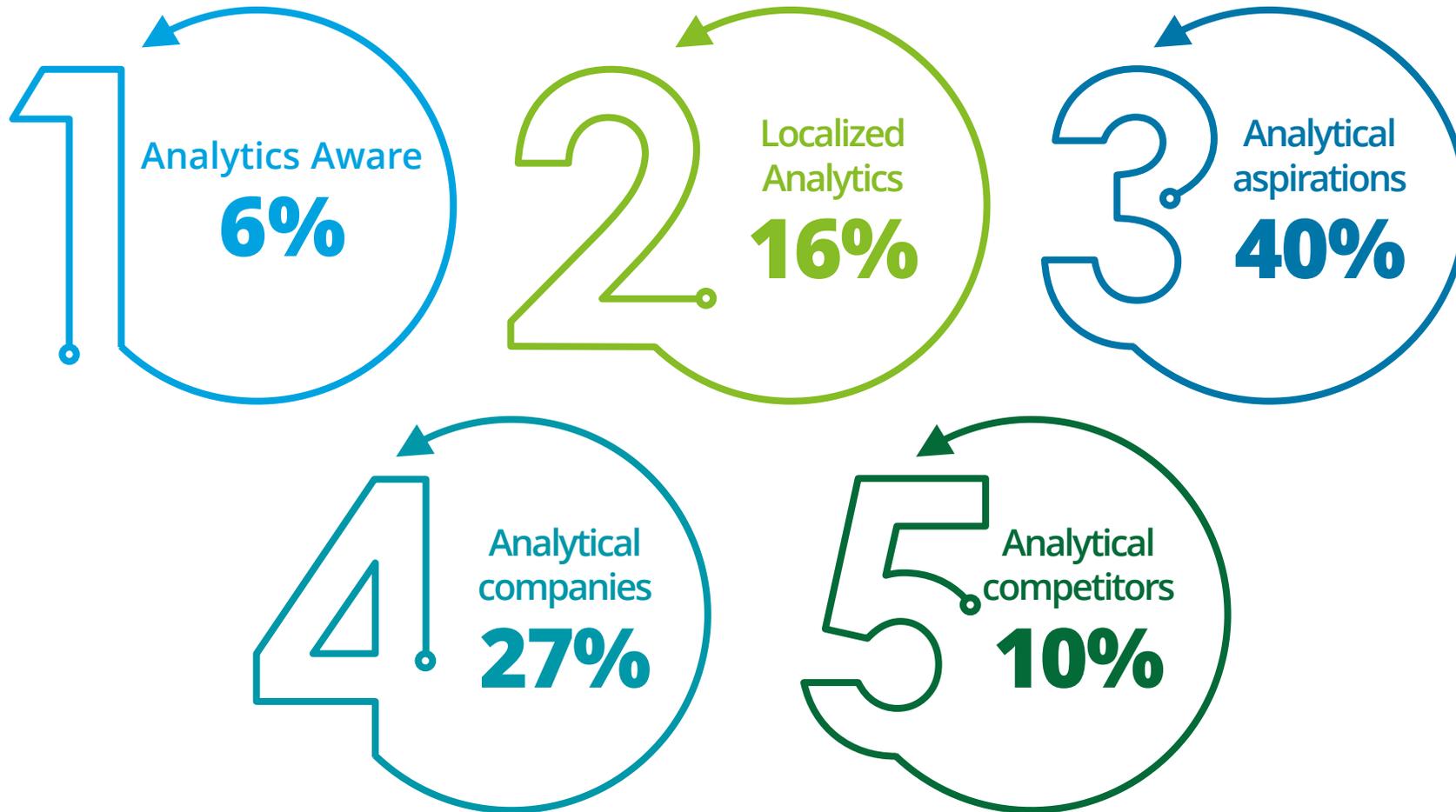
Industrializing analytics to combine data from broad sources into meaningful content and new ideas.



Depend on analytics to manage performance, preserve value, create new products and sources of value.

DELOITTE SURVEY: BECOMING AN INSIGHT-DRIVEN ORGANIZATION

In April 2019, Deloitte conducted an online survey of 1,048 executives at large companies (500+ employees) to obtain a cross-industry view of how organizations approach analytics as part of their jobs. Deloitte placed all participants on the Insight-Driven Maturity Scale.



Based on our experience most of the Bulgarian organizations fall in categories “**Analytics Aware**” and “**Localized Analytics**”

DELOITTE SURVEY | KEY FINDINGS

Among the key drivers that help companies scale from carrying out analytics projects in pockets to becoming an IDO, a data-driven culture is the most difficult to establish. We revealed a strong correlation between culture and business performance.

CULTURE IS A CATALYST OR A CULPRIT

Companies should instill responsibility for analytics across the organization, regardless of job title or level, and enlist an executive sponsor, ideally the CEO, to spur change in mindset across management.



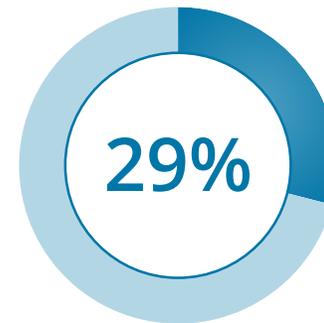
From those **37%** with the highest level of analytical maturity exceeded business goals in the last 12 months.

Organizations with the strongest cultural orientation to data-driven insights and decision-making were twice as likely to have significantly exceeded business goals.



Use a single common set of tools and methods across the enterprise for accessing and analyzing data and **80%** exceeded their business goals last year.

The absence of one **enterprise approach** to finding insights is a common barrier to effectiveness.



Of the surveyed, responded that the CEO is lead champion and those companies are **77%** more likely to exceed goals.

Executive sponsorship is vital to this level of organizational change and the best champion sits in the corner office.

DELOITTE SURVEY | KEY FINDINGS

In an age of collaboration between humans and machines – what we call the “Age of With” – organizations can gain advantage by designing systems, in which humans and machines work together to improve the speed and quality of decision-making.

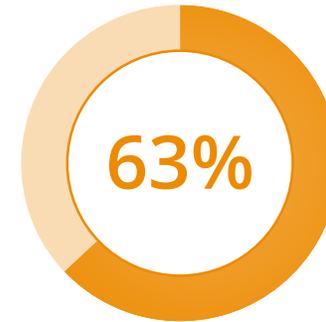
TODAY’S BUSINESS ANALYTICS LANDSCAPE

To be successful in this age, companies must leap from being perpetual data “dabblers” to becoming true analytics “doers”, systematically embracing data, adopting analytics, AI and automation; and changing the way the enterprise operates.



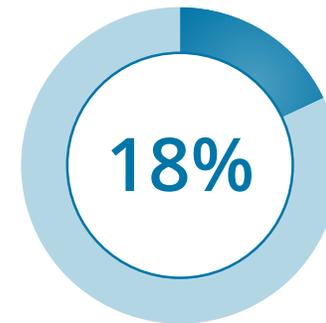
Are still using traditional tools such as spreadsheets and business intelligence (BI) tools.

Investment in and adoption of data and tools is perhaps the most visible and easily measured manifestation of where a company is on its journey to becoming an insight-driven organization.



Are aware of analytics, but they lack technology infrastructure, are still working in silos or are expanding ad hoc capabilities.

In addition, 67% of executives surveyed are not comfortable accessing or using data from their existing tools and resources.



Only have taken advantage of unstructured data and they are 24% more like to have exceeded their business goals

These forms of data are often more challenging to interpret but can deliver a more comprehensive and holistic understanding of the world outside an organization.

HOW TO BECOME AN INSIGHT-DRIVEN ORGANIZATION?

An Insight-Driven Organization (IDO) injects analytic insight into every decision it makes. IDOs empower their people to use insights to change the way they do business. To become insight-driven, CEOs need to address five essential building blocks.

PROCESS

Putting in place a scalable and repeatable insight process with a strong governance framework is paramount to prioritizing the right analytics projects and industrializing analytics.

PEOPLE

The ability to derive meaningful insights from data is about acquiring the right talent as IDO relies heavily on your people.

DATA

A holistic approach to ensuring the sources, structure, rigor and quality of the data to create trustworthy insights.

STRATEGY

Developing a strategy for analytics will help you align to corporate objectives, create a vision and describe how to achieve this vision.

TECHNOLOGY

Bringing together the right solutions and components to create an analytics platform, which provides responsiveness and scalability.



IDO: STRATEGY

What does becoming an Insight-Driven Organization mean to our business?



OUR TOP 5 TIPS

- 1 Start with business issues
- 2 Create alignment at executive level
- 3 Plan your approach in bite-size pieces
- 4 One size does not fit all
- 5 Scalability breeds success

IDO: PEOPLE

Have we got the right people, in the right place, at the right time, ready to perform the right actions?

- CHIEF EXECUTIVE**
Which are the executive roles do I need?
- C-SUIT LEADERSHIP**
Who will champion analytics around the boardroom table and drive organizational change?
- ORGANIZATION DESIGN**
Are our people incentivized and organized in the right way to support our analytics journey?
- TALENT**
Do we have the right mix of technical, analysis, communication and business acumen available?
- CHANGE JOURNEY**
Have we planned the change management journey to support becoming insight-driven?
- KNOWLEDGE MANAGEMENT**
How can we leverage the knowledge and skills we develop as we become more analytical?



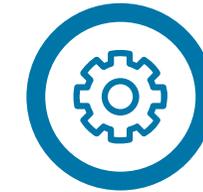
OUR TOP 5 TIPS

- 1 Appoint an IDO program lead
- 2 Find a C-Suite champion
- 3 Expect a competitive talent market
- 4 Prioritize change and communication
- 5 Analytics requires continuous upskilling

IDO: PROCESS

Have we designed an end-to-end process, in which we can accurately identify, correctly prioritize and satisfactorily control the delivery of actionable insights to our business?

- INSIGHT PROCESS**
What does the repeatable process look like for industrializing analytics projects?
- DEMAND MANAGEMENT**
Have we developed our prioritization criteria and model to determine the relative importance of requests?
- ENTERPRISE PROCESS RE-ENGINEERING**
Are we evolving end-to-end business processes using the insights we gain from each project?
- GOVERNANCE**
Do we have a well-defined governance structure which mitigates risk and facilitates decision making?
- AGILITY & SCALABILITY**
Have we designed our processes and model with future demands in mind?
- DECISION PROCESS**
Are we using data-driven decision making to help overcome traditional 'gut feel' and cognitive bias?



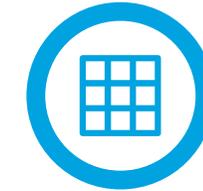
OUR TOP 5 TIPS

- 1 Decide which services are in scope
- 2 Define and measure success metrics early on
- 3 Align governance structure to business goals
- 4 Leverage and reuse models, algorithms, tools
- 5 Track adoption of insights by the business

IDO: DATA

Have we created a clear line of sight from business decisions to data sources, with data management delivered to support and inform this process?

- INFORMATION MODEL**
Is our information management strategy designed to deliver against our IDO vision and business objectives?
- DATA SOURCES**
Are we collecting all the relevant internal, external, structured and unstructured data available?
- DATA QUALITY**
Can we rely on and consistently maintain the quality and completeness of my data?
- PRIVACY & SECURITY**
Is our data protected against cyber threats and do we have the right level of security in place?
- ETHICS & SHARING**
Is the business collecting and using data ethically and have we created an environment of trust?
- REGULATION & COMPLIANCE**
Are we positioned to meet local and global data policies both now and in the future?



OUR TOP 5 TIPS

- 1 Data is everywhere – get inspired!
- 2 Create an environment of trust around data
- 3 Treat data as an asset and organize it as such
- 4 Strong data governance is a necessity
- 5 Cyber security should be high on your agenda

IDO: TECHNOLOGY

Have we constructed an integrated technology infrastructure and architecture, which scales to support our long term vision of becoming an Insight-Driven Organization?

- 
REFERENCE ARCHITECTURE
 Is our reference architecture integrated to support a complex network of data flows?
- 
VALUE PROPOSITION
 Are we rationalizing and standardizing existing tools and platforms to minimize large upfront investments?
- 
VENDOR LANDSCAPE
 Have we developed a vendor ecosystem which supports our analytics program?
- 
DELIVERY MODEL
 Do our sourcing and delivery model support workflow across the analytics lifecycle, including digital outputs?
- 
RELIABILITY & CONTINUITY
 Do we have secure infrastructure, platforms and SaaS either in the cloud or on premise?
- 
SANDBOX & INNOVATION
 Have we provided a platform for agile development outside of the safeguarded production environment?



OUR TOP 5 TIPS

- 1 Where possible, leverage what you've got
- 2 Talk business when asking for budget
- 3 Thoroughly research vendor capabilities
- 4 Collect data with a digital end goal in mind
- 5 Create an environment to experiment in

“

DATA IS NOT
THE WHOLE STORY...

WHAT MATTERS MOST IS HOW WE MAKE
SENSE OF THE DATA AND HOW

DATA INSIGTS

WILL BE GENERATED THROUGH PEOPLE

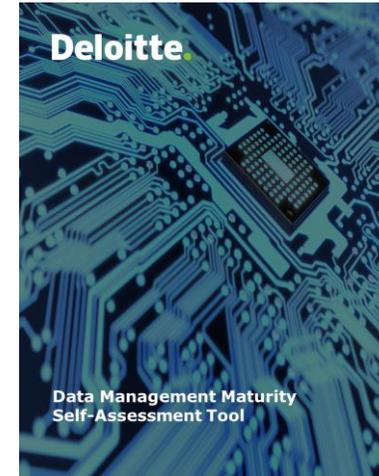
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THANK YOU!

If you would like to know more, please feel free to contact me.



Alexander Ganchev
Manager
Deloitte Bulgaria
Tel: +359 882 801 355
Email: aganchev@deloittece.com



[Data Management Self-Assessment Tool](#)

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