Becoming an Insight Driven Organisation
The role of SSCs and GBS in enterprise-wide analytics

David Anderson and Natalie Williams | September 2016 | Lisbon
Technology predictions
There is a long history of people underestimating technological change

“This ‘telephone’ has too many shortcomings to be seriously considered as a means of communication.”
William Orton, President of Western Union, 1876
Technology predictions
The result can be missed opportunities

“The horse is here to stay but the automobile is only a novelty – a fad.”
The president of the Michigan Savings Bank advising Henry Ford’s lawyer not to invest in the Ford Motor Company, 1903
Technology predictions
A failure to understand the emerging tastes of your customers

“Television won’t be able to hold on to any market it captures after the first six months. People will soon get tired of staring at a plywood box every night.”
Darryl Zanuck, executive at 20th Century Fox, 1946
Technology predictions
Letting competitors get the advantage

“Everyone’s always asking me when Apple will come out with a cell phone. My answer is, ‘probably never’.”
Today, we’re here to encourage you to view analytics with a much wider lens than technology.
Over 65 per cent of Shared Service Centres said they are investing in building analytics capabilities and will offer some form of ‘Insight Services’ by 2018

Deloitte’s Global Shared Services Study 2015
Analytics in Shared Services

Why is analytics so strategically important?

Cognitive Computing, Robotics, AI, Digital. What do all the latest trends have in common? Data.

The ways in which we make decisions are shifting from ‘gut feel’ to fact and insight-based.

Using analytics to better understand what we do now makes us more agile and adaptable to the next phase of disruption.

The volume of data we are creating is growing exponentially. We can use that information more effectively.
Analytics in Shared Services
How are shared services supporting enterprise-wide analytics capabilities?

Analytics Maturity Curve
- Data provision and management
- Advanced reporting
- Shared Services efficiency using analytics
- Insights as a service back to the business
- Providing the engine-room for enterprise wide analytics
How are you applying analytics in your SSC?
What we’re seeing in the Shared Services market

**Analytics within a single SSC or GBS tower**
A finance dashboard to understand where expenses policies are being violated

**Analytics across multiple SSC or GBS towers**
Combining sales and performance data to visualise the attrition of high performers

**Analytics as a Service to the business**
Providing the engine to generate customer segmentation insights for the CMO

**Owning the Analytics agenda**
An Analytics Hub and Spoke model with onshore and offshore capability
Analytics is far more than gathering data from source systems into an analytics solution. Analytics capabilities need to support the overarching business strategy, and require a fundamental shift in culture to succeed.
Which skills do you train and which do you hire?
Purple people
Who are the purple people?

**TECHNICAL & ANALYTICAL**

- **Testing & Validation**
  Defining, developing, and implementing quality assurance practices and procedures for technical solutions and validating hypotheses.

- **SQL querying**
  Querying and manipulating data to facilitate the solving of more complex problems.

- **Data Modelling**
  Structuring data to enable the analysis of information, both internal and external to the business.

- **Data Analysis**
  Valuating data using analytical and logical reasoning for the discovery of insight, e.g. predictive modelling.

- **Reporting Software**
  Understanding of the underlying theory and application of key reporting software.

**BUSINESS & COMMUNICATION**

- **Technology Alignment**
  Understanding how technology can be leveraged to solve business problems.

- **Macro-Perspective**
  Understanding of the company’s business strategy, current business issues and priorities and current industry trends.

- **Business Knowledge**
  Understanding of business measurement of key performance indicators and business frameworks.

- **Business Commentary**
  Articulation of insight to explain current and forecasted trends, their impact and opportunities for the business.

- **Soft Skills**
  Communication and interpersonal skills are necessary to articulate insight gained from analysis.
Purple People
Top tips for creating purple teams

PhD is not the answer to everything

Don’t underestimate the need for training and development (of everyone!)

Analytics is as much an Art as it is a Science

Learn what’s teachable – and what’s not

If the table isn’t Purple, you’ve invited the wrong crowd

Learn to be an Analytics Storyteller

Collaborate to identify Crunchy Questions

Unleash the geek!
Key takeaways
What now?

- Time is of the essence – use analytics to move your SSC up the value chain
- Start small and niche with 6-8 week Proofs of Concept
- Align on your vision for analytics in shared services
- Focus on a few ‘crunchy’ questions that analytics might help you answer
- Find a senior executive sponsor who can champion your agenda
- Train your people and focus on creating purple teams