Building world class analytics capability at Global In-house Centre

Advisory, India Analytics
Analytics can add significant value to businesses by accelerating growth, improving business performance and offering protection.

Organizations across the world are keen to take advantage of the transformational power of analytics and are looking for new ways to create a competitive edge. The purpose accomplished by analytics for an organization can be classified into three areas:

**Accelerate growth**
- Support business growth, product development and pricing strategy through analytics:
  - Customer analytics
  - Pricing analytics
  - Social media and digital analytics

**Improve business performance**
- Increase financial and operational efficiency by identifying the right cost reduction initiatives and performance improvement areas through:
  - Enterprise performance management
  - Agile cost-focused analytics program
  - Process performance analytics

**Protect**
- Protect your business by getting ahead of significant risks and monitor what can be a threat to your business with analytics including:
  - Risk Analytics
  - Contract Lifecycle Management
  - Records Management

With such benefits, organizations are making a beeline to invest in Analytics capabilities and technology.

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<tr>
<th>500 million</th>
<th>90%</th>
<th>40ZB</th>
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<tbody>
<tr>
<td>The number of tweets posted every day.</td>
<td>90% of the world’s data was created in the last two years.</td>
<td>The volume of data being generated each year will end up reaching 40 Zettabytes - 21 zeroes.</td>
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<td>Source: Twitter*</td>
<td>Source: IBM*</td>
<td>Source: IDC*</td>
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<th>US$34 billion</th>
<th>4.4 million</th>
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<td>The amount of spend on Big Data IT in 2013.</td>
<td>The number of people estimated to be working in analytics and big data by 2015.</td>
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<td>Source: Gartner*</td>
<td>Source: Gartner*</td>
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*Research Source: Capital Insights from EY Transaction Advisory Services | Issue 9 | 1Q14
However, when organizations try to embrace analytics, they face challenges such as:

Strategy:
- Organizational design, scalability, lack of clarity in ownership and responsibility
- Siloed approach to BI, Analytics and data implementation leading to different standards, methodologies, skills and tools developed and used across different geographies or business functions
- Unnecessary additional costs due to duplication of skills, technology and methodologies

People:
- Lack of qualified resources and difficulty in getting the right resources at the right time

Setting up Analytics CoEs can help in addressing several of these challenges. In this context, the SSCs established by organizations offer significant synergies and could definitely be the right place to develop this capability...

Shared service centres are the ideal choice to be the enterprise wide Analytics service provider

Many companies are already reaping the more obvious benefits of a shared service centre – improved efficiency and control, deeper support for business units, and freedom that allows people across the enterprise to focus on what they do best. However, there is more potential value hidden under the surface.

- Shared service centre data touches the entire enterprise – employees, vendors, customers, and partners. Analytics at SSC can highlight potential fraud or regulatory noncompliance, pinpoint customers headed for financial trouble, single out hiring practices that undermine employee retention and more.
- Marketing, Finance, and HR all crave analytic insights, but few functional areas can afford their own data mining operation. As a provider of analytic services, the shared service centre’s investments in tools, people, and processes can benefit the entire enterprise.
- Since SSCs are already exposed to substantial business processes and are an integral part of everyday business, providing analytics service is a logical extension to the scope of a shared service centre.
EY’s methodology to create a strong Analytics capability in shared service centres

EY has an optimized “out of the box” Enterprise Intelligence Solution Centre methodology to set up, deploy and operate Analytics CoEs. EY’s Analytics repository (KPIs, dashboards, Advanced Analytics Approach notes and toolkits) will help the CoE team deliver analytics thought leadership and develop analytics quickly. We can:

- Help the client to set up Analytics COEs; our Analytics Leadership Team has extensive experience in advising clients across people-process-technology to set up an Analytics CoE.
- Be the chosen Analytics enabler for an organization and deliver analytics as a service by setting up dedicated Analytics Labs and teams for clients and manage the entire Analytics requirements.
- Act as an incubator and provide Analytics as a service till the client’s Analytics COE is up and running.

The EY Advantage

**Sector knowledge:**
- Sector aligned competencies and experienced team
- Knowledge of sector-specific issues and business needs

**Domain knowledge:**
- Domain-specific competency and experienced domain SMRs coming from both industry and consulting background

**Analytics knowledge:**
- Experienced Econometrics, Statisticians and Modellers
- Tried and tested repeatable components and repository

**IT enablement:**
- Capability to deliver end-to-end, single window services across most technology platforms

EY’s Enterprise Intelligence Solution Centre model is a framework/model to set up, deploy and operate analytics CoEs.

- EY’s Enterprise Intelligence Solution Centre is an industrialized, high-performance Business Intelligence (BI), Analytics & Information Management delivery methodology, backed by a strong set of accelerators, methodologies and templates including Rapid Design Visualization, an estimation tool, Demand Management processes, industry KPI libraries, MDM and Data Quality frameworks.
- It is a permanent and formal organizational structure, staffed by individuals from business and IT, with defined tasks, roles, responsibilities and processes, who support and promote effective use of BI, analytics and data to drive business strategy.
EY’s Analytics repository of KPIs and advanced analytics frameworks/data models/toolkits.

EY’s global advantage

- Our team of 3,500 analytics professionals, with easy access to world-class analytics tools, enables us to provide effective analytics services to SSCs from day one.
- Our Analytics teams have wide exposure to world-class data extraction, analysis and reporting tools and technologies.

With such apparent benefits, adopting analytics is the way forward for organizations in order to remain competitive.

EY, with its extensive experience, can help in setting up, incubating and institutionalizing analytics as a culture in your organization.
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