Accenture Reporting and Analytics

Deliver actionable insights through a scalable and cost-effective model

High performance. Delivered.

DATA INSIGHT ACTION

To build a competitive advantage, companies must make decisions quickly. To make high-quality decisions, organisations first need the benefit of sophisticated reporting and analytics capabilities to turn the data they collect into insights they can use.

However, many companies lack true enterprise-wide reporting and analytics capabilities. Instead, they are constrained by pockets of disconnected capability spread across the enterprise. This can result in higher costs, slower decision making and a lack of control over sensitive data.

Accenture Reporting and Analytics is an all-in-one service that allows companies to develop high-performance, enterprise-level reporting and analytics capabilities. We help businesses effectively analyse data and extract actionable insights while employing a scalable and cost-effective operating model. The service allows companies to tap into mature and tested capability, bringing fast, effective results where internal approaches have failed.

Accenture Reporting and Analytics has helped companies from a range of industries including financial services, logistics, product manufacturing and telecommunications:

- reduce the costs of reporting and analytics activities by up to 40 to 50 per cent

- increase sales (in some cases by more than 400 per cent) by rolling out insight-led campaigns

- optimise return on marketing investment

- improve the quality and speed of decision making by rationalising reporting and aligning with key business drivers

- improve data governance by industrialising the collection, storage and use of data

Why Accenture Reporting and Analytics?

Accenture Reporting and Analytics helps companies unleash their competitive advantage based on three key elements.

1. Creating a scalable and cost-effective enterprise centre of excellence (COE)

We can help consolidate your company's reporting and analytics capabilities into a scalable and cost-effective COE. This can help reduce the cost of producing reporting and analytics by up to 50 per cent.

About half of these savings can be achieved by consolidating reports and introducing automation to realise efficiencies. The remaining savings can come from the ability to offshore reporting and analytics activities and take advantage of cost arbitrage.

2. Harnessing tested solutions to accelerate results

Our approach rapidly cuts through multiple levels of complexity to develop high-performance reporting and analytics solutions. We have successfully demonstrated our track record in working across different operating models, reporting types and platforms to deliver a stable and high-quality user experience.
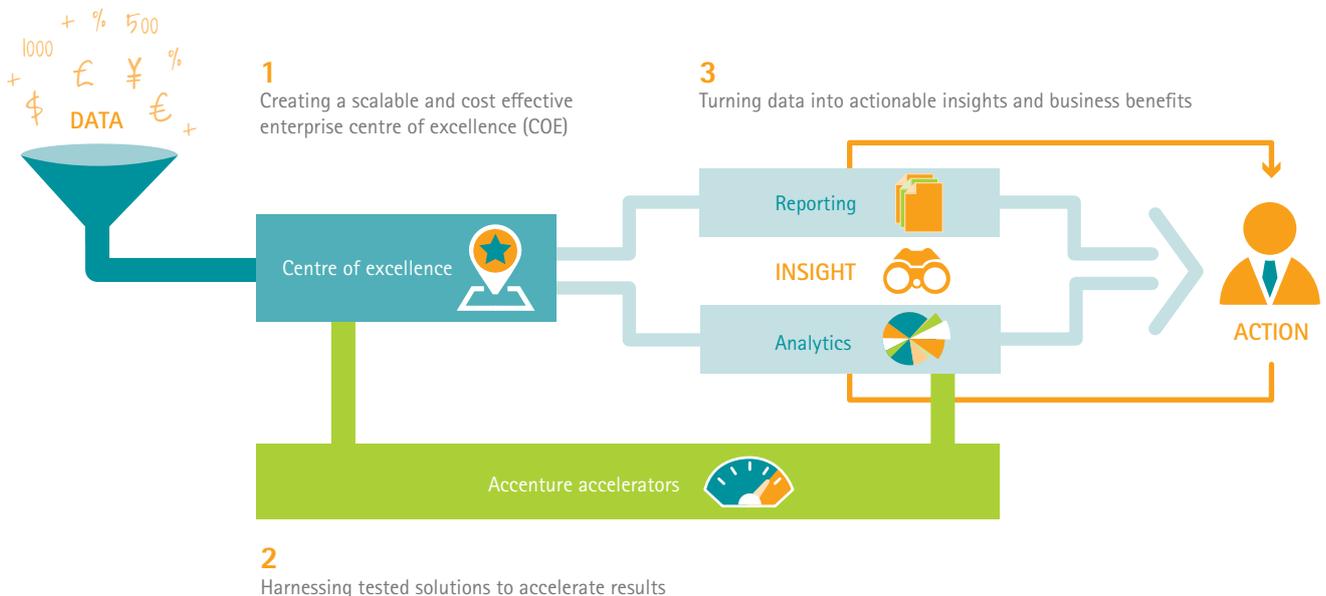
For many clients, our all-in-one service achieves results faster and with more certainty than their internal programs. For example, we have set up new reporting and analytics services in as little as one month, creating greater alignment of reporting with leading practice and providing access to sophisticated analytical models.

3. Turning data into actionable insights and business benefits

Accenture helps companies glean insights from their data, and then use this knowledge to deliver benefits – such as increasing revenue, reducing costs and more effectively complying with regulatory requirements.

Our innovative approach is underpinned by a 'pod of three' model, where an analytics leader, data analyst and modeller work together to develop insight-led initiatives. We focus on 'closing the loop' – confirming that the benefits of analytics projects are measured and delivered. Our goal is for analytics pods (aligned with marketing or sales functions) to generate initiatives which are implemented to realise savings worth at least two-and-a-half times their costs each year.

Figure 1. Why Accenture Reporting and Analytics?

1
Creating a scalable and cost effective enterprise centre of excellence (COE)

3
Turning data into actionable insights and business benefits

DATA

Centre of excellence

Reporting

INSIGHT

Analytics

ACTION

Accenture accelerators

2
Harnessing tested solutions to accelerate results

Creating a scalable and cost-effective enterprise COE

At the core of Accenture Reporting and Analytics is a scalable and cost-effective COE that supports the entire enterprise (see Figure 2).

The COE has a 'hub and spoke' structure with strategic and operational functions. Strategic functions represent the core foundations required to deliver high-quality reporting and analytics to business users. These include enterprise performance management, quality data governance, service offering design and the ability to make strategic toolset and technology decisions.

The hub's operational role is to deliver high quality reporting and analytics projects of simple to medium complexity to business users from across the enterprise. The hub's work is underpinned by a pool of skilled reporting and analytics professionals with diverse capabilities.

The spokes in the COE are groups of analytics professionals aligned to specialised business functions such as marketing and finance. Each spoke has a deep capability pool containing the niche analytical skills and business understanding required to deliver

analytics projects of medium to high complexity. The spokes are connected to the hub to create greater alignment of solutions with the company's reporting and analytics strategy and to bring together analytics professionals.

The COE is resourced by staff from within a client's business as well as professionals from the Accenture Global Delivery Network. Individuals come from both business and technology backgrounds to increase the likelihood that solutions are highly relevant and utilise the most appropriate technology tools and platforms.

Figure 2. Hub and spoke centre of excellence

Human resources spoke

Risk and compliance spoke

Digital spoke

Hub

Strategic duties
• Enterprise performance management
• Quality data governance
• Service offering design
• Toolset and technology management

Operational duties
• Reporting and analytics service delivery
• Capability management

60–70% of COE workforce

Finance spoke

Marketing spoke

Procurement spoke

Analytics service delivery

30–40% of COE workforce

Typically, 60 to 70 per cent of professionals working in the COE are aligned with the hub and 30 to 40 per cent of professionals reside in the business unit spokes. Staffing in the COE is flexible increasing the enterprises' ability to respond quickly to changing business priorities and service demand.

Companies can potentially save up to 40 to 50 per cent with this model, which allows them to deploy more resources back into core business functions to generate more value.

Around half of the total savings come from consolidating reporting across the enterprise and introducing automation. The other half is generated through cost arbitrage by moving reporting and analytics activities offshore.

These centres can be quickly established. Accenture has created COEs at the enterprise level in as little as 18 months, based on buy-in from senior executives, a robust business case and a comprehensive road map.

Driving down reporting and analytics costs through a COE model

Accenture is helping an Australian bank to reduce the cost of its reporting and analytics activities by up to 40 per cent by creating and consolidating demand to a COE.

Client profile

A leading financial services firm wanted to reduce costs by centralising reporting and analytics professionals, rationalising its reporting inventory and providing industrialised services to business users.

How Accenture helped

Accenture helped the client establish an enterprise-wide reporting and analytics COE. The model leverages a low-cost offshore location to resource the hub and spokes with staff from a blend of business and technology backgrounds. Accenture worked with the client to design and deliver a highly industrialised service offering that would address management information needs, such as report development, reporting inventory management and closed-loop analytics.

The critical success factors included gaining an enterprise-level strategic mandate, establishing a highly visible top-down program that harnessed external support, and consolidating reporting and analytics activities within the COE.

Harnessing tested solutions to accelerate results

Accenture Reporting and Analytics has a successful track record in helping companies quickly establish sophisticated reporting and analytics capabilities to achieve business benefits.

Rather than requiring companies to work with multiple vendors, the Accenture solution is an all-in-one service. Once the COE is in place, clients can then purchase or 'bolt on' the additional services they need. This allows Accenture to develop a truly customised approach to the client's business needs. Services include the following:

Figure 3. Accenture Reporting and Analytics service offering

Service overview		
1. Integrated reporting		Development of automated, industrialised reporting solutions (e.g. management dashboards). Appropriate where business users have a good understanding of requirements and require a strategic solution for the long term.
2. Rapid reporting		Agile report prototype development including tactical automation of manual reports. Appropriate to support temporary requirements (e.g. business pilot), where business users are unclear of their requirements or where manual reports require significant effort on a regular basis.
3. Data extracts		Extraction of data from core systems and presentation to respond to one-off business requirements. Appropriate where business users require specific information to resolve a business issue or explore an opportunity.
4. Analytics		Closed loop analytics service turning data into insights and actions, leveraging the unique Accenture 'pod of three' resourcing model. Appropriate where a company has a need to quickly establish sophisticated analytics skills to drive competitive advantage.
5. Reporting inventory management		Support, maintenance and rationalisation of the reporting inventory to align with enterprise performance management principles. Appropriate where the company has a large reporting inventory, large number of manual reports, with reliance on key people for ongoing support.
6. Mobile apps		Development and maintenance of internally and externally facing apps using the Accenture 'Mobile Apps Factory'. Appropriate where the company's digital capability is not mature and a strong connection with increasingly digital customers is important.
7. Action		Industrialised delivery capability to close the loop and realise business benefits identified by analytics. A variety of sub-services exist for COE spokes (e.g. marketing spoke sub-services include leads and campaign management). Appropriate where a business struggles to convert insight into action or where success rates are low.
8. Data governance		Establishment and participation in governance bodies. Principles and processes to improve the collection, storage, maintenance and use of data. Appropriate where the company has suboptimal data quality and multiple data stores.
9. Infrastructure management		Management of technology environments, data interfaces and data stores. Appropriate where the organisation desires a fully integrated end-to-end solution to deliver a fast, fully integrated user experience.
10. Toolset management		Convergence to a strategic toolset which best deliver the reporting and analytics service offering, leveraging the Accenture strategic alliances with technology vendors. Appropriate where a company uses a large number of reporting and analytics tools with high license costs.

Generating substantial savings by automating reporting inventory

Accenture helped a global logistics company identify cost savings of up to US$12 million per annum by rationalising and automating its reporting inventory.

Client profile

Accenture worked with a world leader in freight and logistics that struggled to quickly make business critical decisions. When Accenture was brought in, the company consulted more than 1,000 reports, which resulted in a highly inefficient process.

How Accenture helped

Accenture used its management reporting diagnostic tool to rapidly assess how the company could rationalise its reporting approach. During this process, Accenture compared more than 1,000 reports to identify duplication in terms of audience, use and metrics.

The assessment process was conducted in only two months by a predominantly offshore team of five Accenture staff.

The team also achieved business user consensus on the prioritised metrics required to drive enhanced business outcomes and align key performance indicators.

Improving data quality to enhance business insights

Accenture helped a global brewer improve its data governance by establishing a master data management capability, creating a 'common language' to enable better insights.

Client profile

One of the world's top brewers was struggling with multiple versions of data definitions. The data was captured using more than 24 different business unit processes and more than 1,000 global data sources. This required extensive manual data migration, resulting in high error rates and low searchability.

How Accenture helped

Accenture helped its client establish robust and clear data governance, enforcing standards to improve and control the quality of master data and providing clarity on how data would be used.

Accenture worked to create a common view of master data by using single data definitions and a single enterprise-wide data repository. Additionally, Accenture embedded a common global master data process across business units, including a single method for managing data and establishing clear data ownership.

Employees are now much more confident in the accuracy of data and spend less time searching for and validating data. In addition, people are empowered to make decisions based on data rather than judgement.

The processes and performance metrics of the Accenture data governance operating model were critical in implementing a common approach to data across a large number of business units.

Turning data into actionable insights and business benefits

To remain competitive, companies should use data as a strategic asset. They need to use advanced analytics to understand and address the needs of their customers, and to make data-driven decisions quickly and confidently.
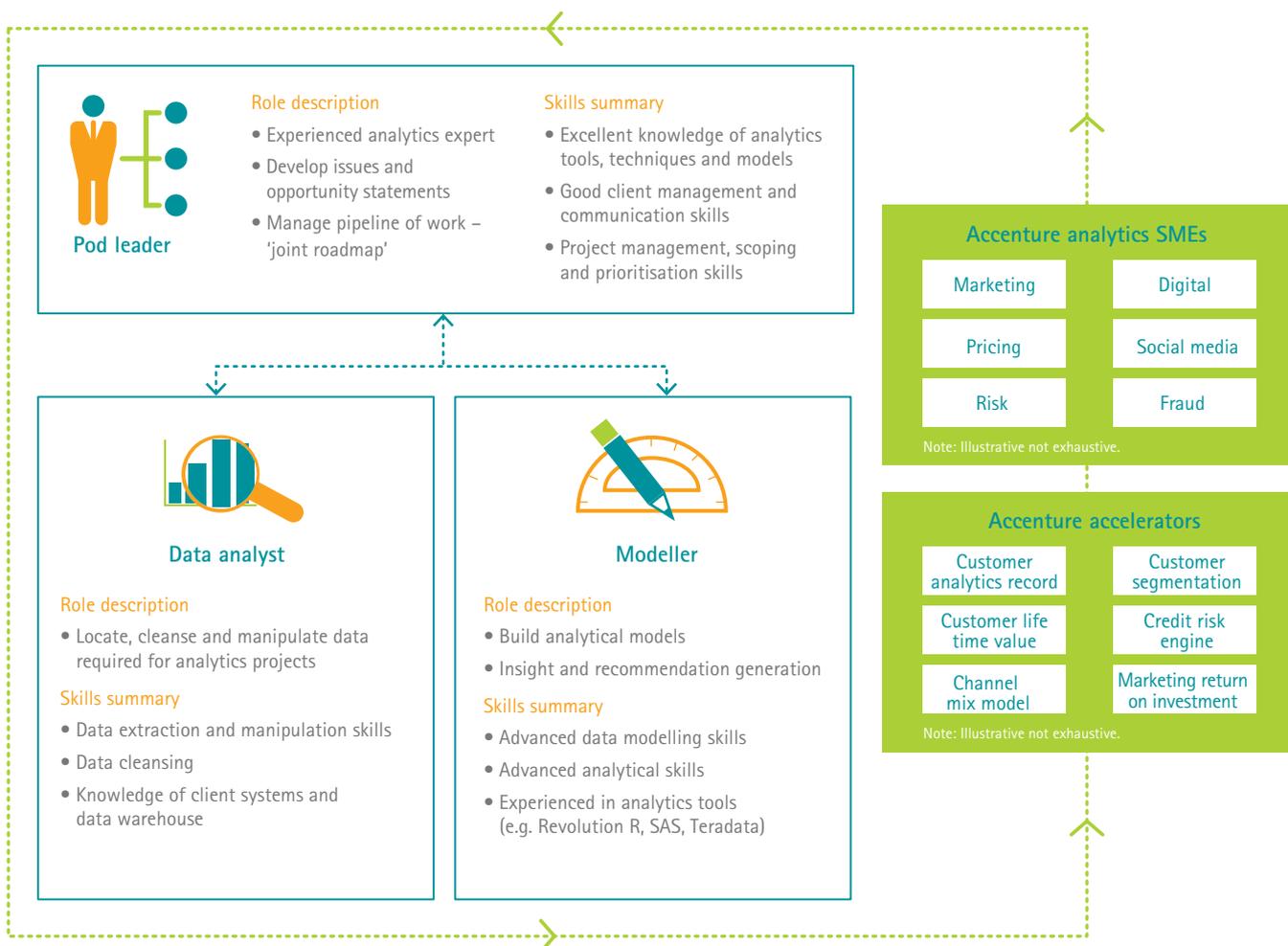
Accenture Reporting and Analytics can help your company quickly establish a mature analytics capability. Accenture delivers this capability by applying its 'pod of three' resourcing model which brings together technical (data, segmentation, propensity modelling and predictive modelling) and functional (finance, human resources and marketing) experience to create customised approaches for a business.

Capability and experience of the pod is tailored to the type of work required by the business function. As shown in Figure 4, the 'pod of three' has a:

- **leader,** a senior analytics professional with excellent communication skills, who works with client teams to prioritise and manage delivery of analytics projects

- **data analyst**, who is proficient at data extraction and manipulation

- **modeller,** who is experienced in specific analytical techniques, developing insights and generating recommendations.

At the start of the relationship a 6 to 12 month roadmap is developed in collaboration with the client. The roadmap generally includes a combination of projects suggested by the client team and the pod, and references analytics projects that have delivered value for similar companies. The roadmap is regularly revisited to track progress of analytics activities and review strategic direction.

Figure 4. Analytics 'pod of three' resourcing model

Pod leader

Role description
- Experienced analytics expert
- Develop issues and opportunity statements
- Manage pipeline of work – 'joint roadmap'

Skills summary
- Excellent knowledge of analytics tools, techniques and models
- Good client management and communication skills
- Project management, scoping and prioritisation skills

Accenture analytics SMEs

Marketing	Digital
Pricing	Social media
Risk	Fraud

Note: Illustrative not exhaustive.

Data analyst

Role description
- Locate, cleanse and manipulate data required for analytics projects

Skills summary
- Data extraction and manipulation skills
- Data cleansing
- Knowledge of client systems and data warehouse

Modeller

Role description
- Build analytical models
- Insight and recommendation generation

Skills summary
- Advanced data modelling skills
- Advanced analytical skills
- Experienced in analytics tools (e.g. Revolution R, SAS, Teradata)

Accenture accelerators

Customer analytics record	Customer segmentation
Customer life time value	Credit risk engine
Channel mix model	Marketing return on investment

Note: Illustrative not exhaustive.

From experience, Accenture has found that the 'pod of three' model is an efficient way to kick-start a competitive advantage grounded in analytics. The model enables companies to quickly create an industrialised analytics capability, or boost their current offerings.

The scope of the resulting business benefits will depend on how this analytics capability is used – what cost, revenue and regulatory improvements are identified and implemented.

This is where Accenture focuses on closing the loop, and confirming that the benefits of analytics projects are estimated, agreed by business leads, delivered and measured. The Accenture goal is for analytics pods (aligned with marketing or sales functions) to generate initiatives which are implemented to realise savings worth at least two-and-a-half times their costs each year.

Using the Accenture analytics service to drive sales uplift

Accenture helped a large European bank increase sales by more than 400 per cent to date on insight-led campaigns.

Client profile

A leading European financial services firm wanted to embed an analytics culture to drive better customer insights and sales performance.

How Accenture helped

Accenture worked with the client to establish an analytics COE that 'closed the loop' by generating insights, managing campaigns, defining customer propositions across priority segments and informing the future business strategies.

The Accenture customer analytics record was used to structure and consolidate data sources into a single customer view and identify customer-level insights. These results are now presented to the company on a monthly basis.

The customer base has been segmented three ways to produce more than 200 actionable sub-segments. This enables the bank to create targeted campaigns based on customer needs and preferences, and then fine-tune these initiatives based on predictive models for enhanced results. The campaigns are managed across multiple distribution channels, and every step is tracked against performance goals.

The solution is delivered using a blended client and Accenture team, split between onshore and offshore locations. The critical success factors include taking a collaborative approach, acknowledging that data is never perfect – but working with what is readily available, strong executive sponsorship and an unrelenting focus on business outcomes.

Boosting the effectiveness of marketing spend through analytics

Accenture helped a large Australian telecommunications company embed and scale across the business a reporting and analytics capability to improve its return on marketing investment (ROMI).

Client profile

The client's chief marketing office (CMO) was evolving into a fact and data-driven team. It wanted to use analytics to optimise future returns on marketing investment and improve customer advocacy.

How Accenture helped

Accenture Interactive team created the industrialised capability to measure the financial impact of discrete marketing activities, enabling the company to channel investment to areas with the greatest potential.

This involved gathering, validating and harnessing a highly complex multi-dimensional data set from across the business. This capability has the potential to be delivered through the analytics 'pod of three' resourcing model. Accenture then used advanced econometric modelling, tailored to the client, to determine the impact of marketing on sales and calculate return on investment.

The initiative's success stemmed from:

- People – application of comprehensive change and stakeholder management partnering techniques

- Process – blended onshore and offshore delivery model to balance scale of delivery with cost of implementation

- Presentation – presentation of realistic and actionable insights and recommendations visually through interactive, web-based self-service tools, so they can make informed decisions based on fact rather than gut instinct

- Precision – application of sophisticated econometric techniques to cope with a complex data set and solve a business critical insights requirement.

Getting started

By choosing to work with Accenture, you can gain the benefits of our unique approach, including lower costs, increased sales and greater efficiency.

Accenture can work with you to implement Accenture Reporting and Analytics in five steps.

1. Centralise your reporting and analytics capabilities

We can help you build an executive mandate, business case and implementation roadmap to supercharge your current capabilities and help achieve a lower cost of operation.

2. Establish a foundation for harnessing offshore delivery

By implementing our industrialised service offering, we can help you remove complexity and establish operational governance and service management to manage demand and deliver a high-quality user experience.

3. Create robust data governance

We can help you improve confidence in the accuracy of your data by reducing duplication, and by creating a self-service capability that makes it simple for business users to get the information they need for strategic and operational decision making.

4. Rationalise your reporting inventory

We can consolidate your reporting inventory and align with enterprise performance management principles. We have helped some companies reduce their reporting inventory from 1,000 reports to less than 100 strategic reports and a small number of reports at operational levels.

5. Foster an analytics culture

We can work with your staff to drive organisational change by embedding a culture of data-driven decision making. In addition, we can help you use analytics to deliver meaningful revenue, cost and regulatory benefits.

For more information

We would be delighted to discuss how Accenture Reporting and Analytics can help your organisation. Please contact:

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.

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