



cutting through complexity

Going Beyond the Data – Turning Data from Insights Into value

Executive summary

kpmg.com/data



Going beyond the data delves into the challenges and opportunities today's organizations face as they strive to create value through D&A.

Survey Methodology

- *830 senior business executives*
- *More than 15 countries included*
- *Conducted between August 2014 and January 2015*


The report reflects the views of a wide variety of:

- **Job titles**, including Chief Financial Officers, Chief Marketing Officers, Chief Human Resources Officers, Chief Information Officers, Chief Analytics Officers and Chief Executive Officers
- **Industries**, including Telecommunications, Healthcare & Life Sciences, Retail, Insurance, Banking and Industrials & Chemicals
- **Markets**, including Australia, Brazil, Canada, China, France, Germany, India, Japan, Mexico, the Netherlands, Singapore, Spain, Switzerland, the UK and the US
- **Viewpoints**, including comments, analysis and insights from global organizations, international services organizations and KPMG's own network of experienced professionals around the world

Starting the journey: Turning DATA into INSIGHTS

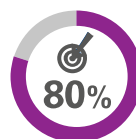
D&A HAS ENTERED THE MAINSTREAM

FAST ADOPTION  **97%**
of organizations say they are already using D&A in some area of the business

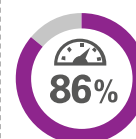
US MOVES D&A INTO THE BOARDROOM 

US respondents were almost twice as likely as the global sample to say they use D&A in decision making at least once a week

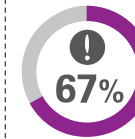
EARLY ADVANTAGES ARE ALREADY BEING ENJOYED



of respondents say they are already making more accurate decisions



of respondents say they are already making faster decisions



of respondents say they are already reducing business risk

BUT BIG CHALLENGES STILL REMAIN

DOUBTING THE DATA 

58% 
of organizations have difficulties evaluating data quality and reliability

Only **14%** **STRUGGLING FOR SUFFICIENT SKILLS**
think they have all the talent and capabilities they need to fully leverage D&A

“

While it is understandable that data quality and skills are top challenges, the apparent lack of desire to address the enterprise cost of D&A or to invest in improving the data (at the very least, understanding which data is critical to the business and why) is a deeply concerning trend.

– **Dr. Thomas Erwin**, KPMG in Germany

Striding towards maturity: Moving from INSIGHTS to VALUE

GETTING INSIGHTS, MISSING VALUE

MISSING THE MARK

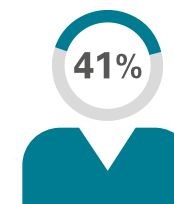


say they are already **'very satisfied'** with the insights their D&A tools provide

OPPORTUNITY LOST



of respondents have improved their understanding of customers but only



have created more tailored offers to prospective customers

GROWING GAPS BETWEEN GOOD AND GREAT

KEY AREAS OF OPPORTUNITY REMAIN UNEXPLORED



Less than a quarter say they currently use D&A to identify new revenue streams



Only **31%**

of respondents say they have used D&A to drive individualized marketing



Only **16%**

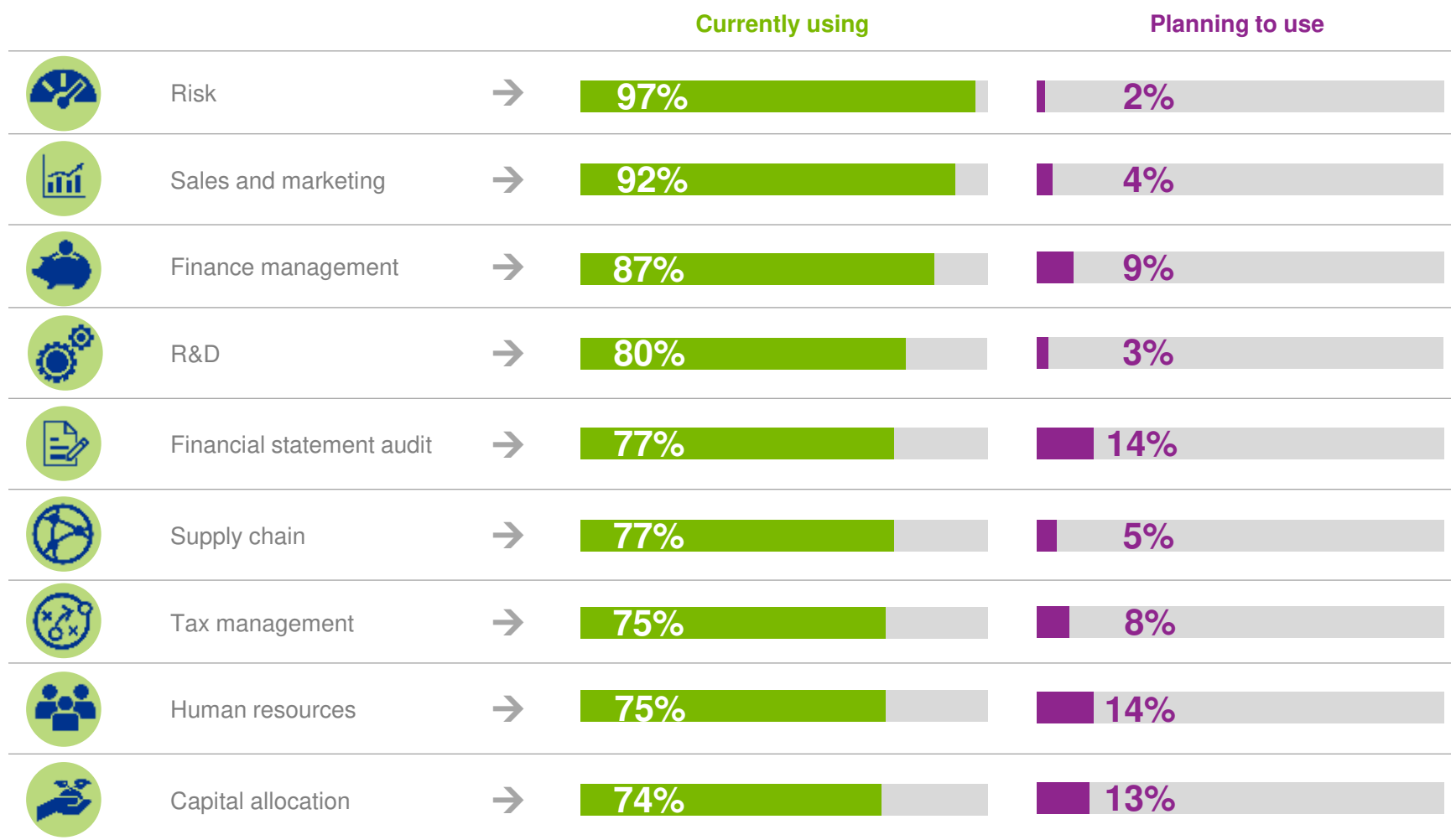
say they use D&A to predict future trends

“

As maturity increases, we have seen a corresponding increase in the complexity of the analytics being undertaken. Recurring themes are emerging, such as the increasing use of multiple sources of data for analytics, growing use of more sophisticated techniques in innovative areas of the business, and an improvement in the quality and repeatability of the solutions being implemented.”

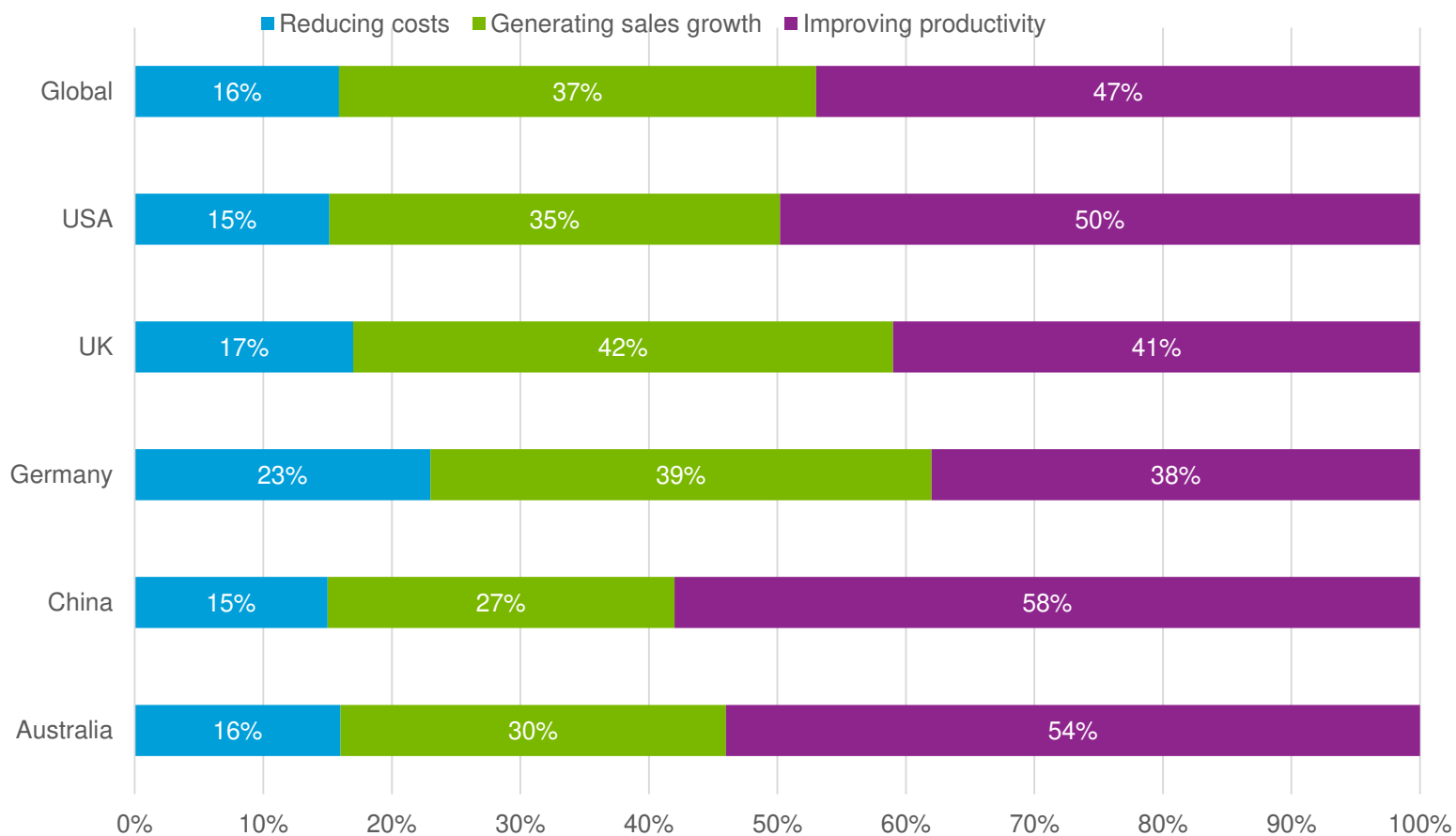
– **Anthony Coops**, KPMG in Australia

D&A sees widespread adoption across industries around the world



Note: graph doesn't show respondents who answered "not using or planning on using"

The drivers for adopting D&A are starting to shift towards value creation

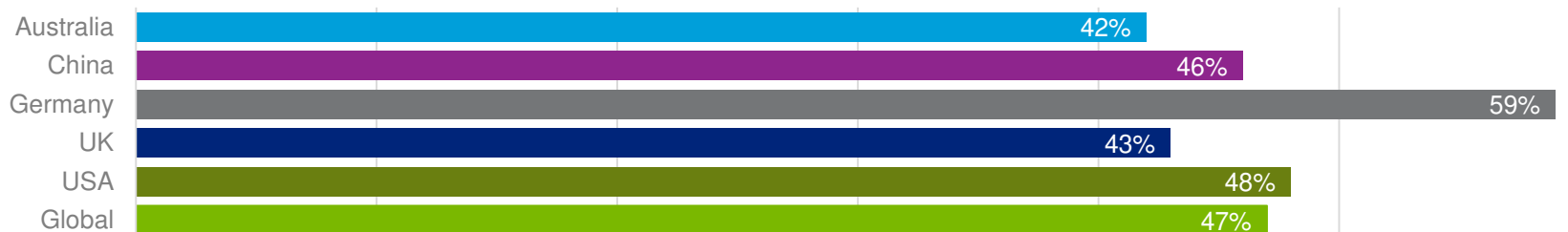


Organizations continue to struggle with the fundamentals required to turn data into insights

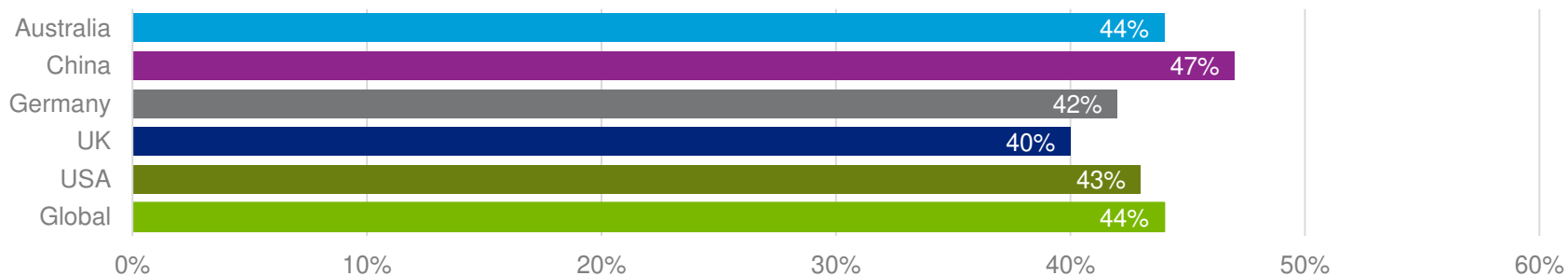
Difficulties in evaluating data quality and reliability



Appropriate data not always available

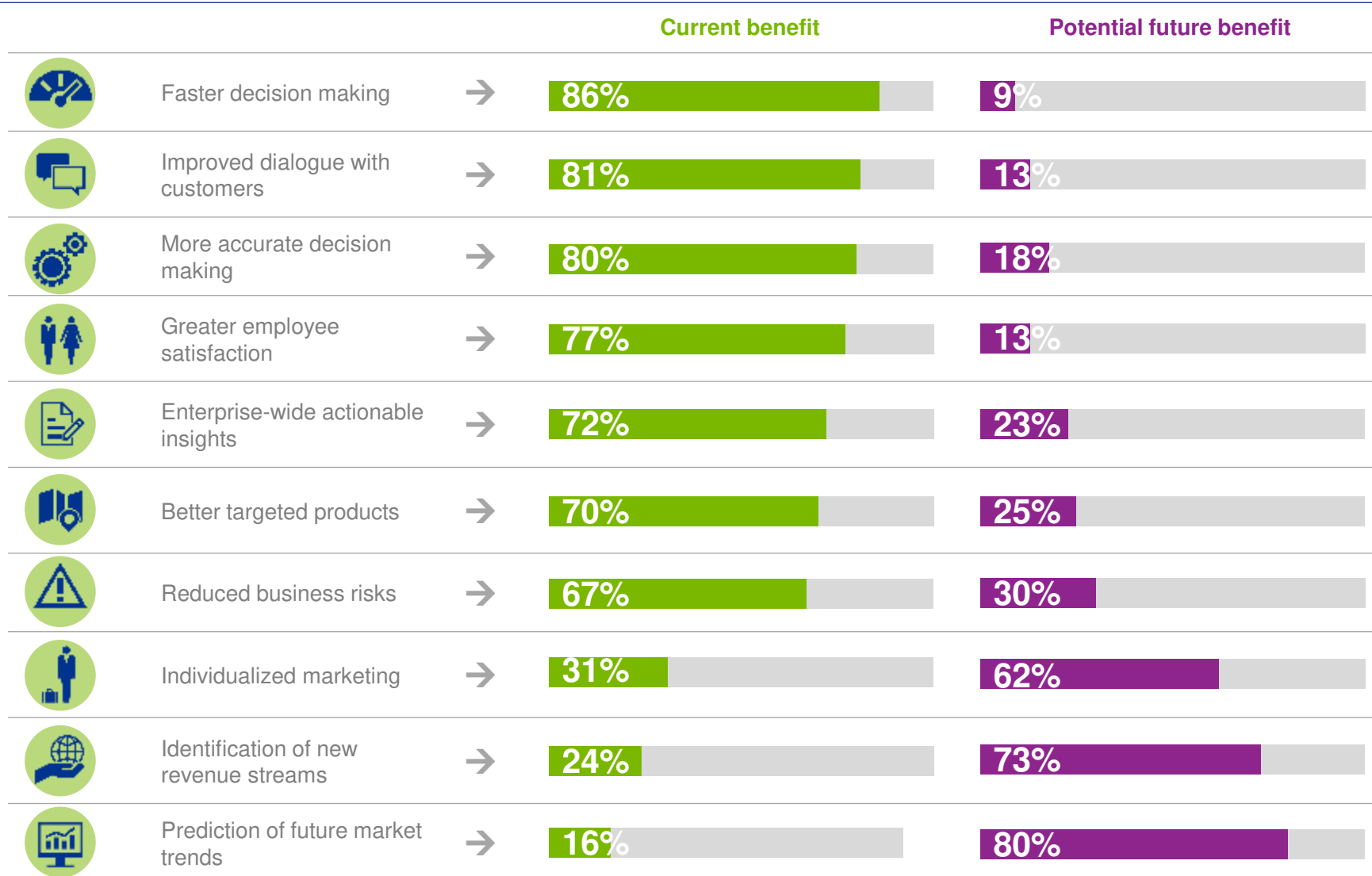


Limited expertise in running queries



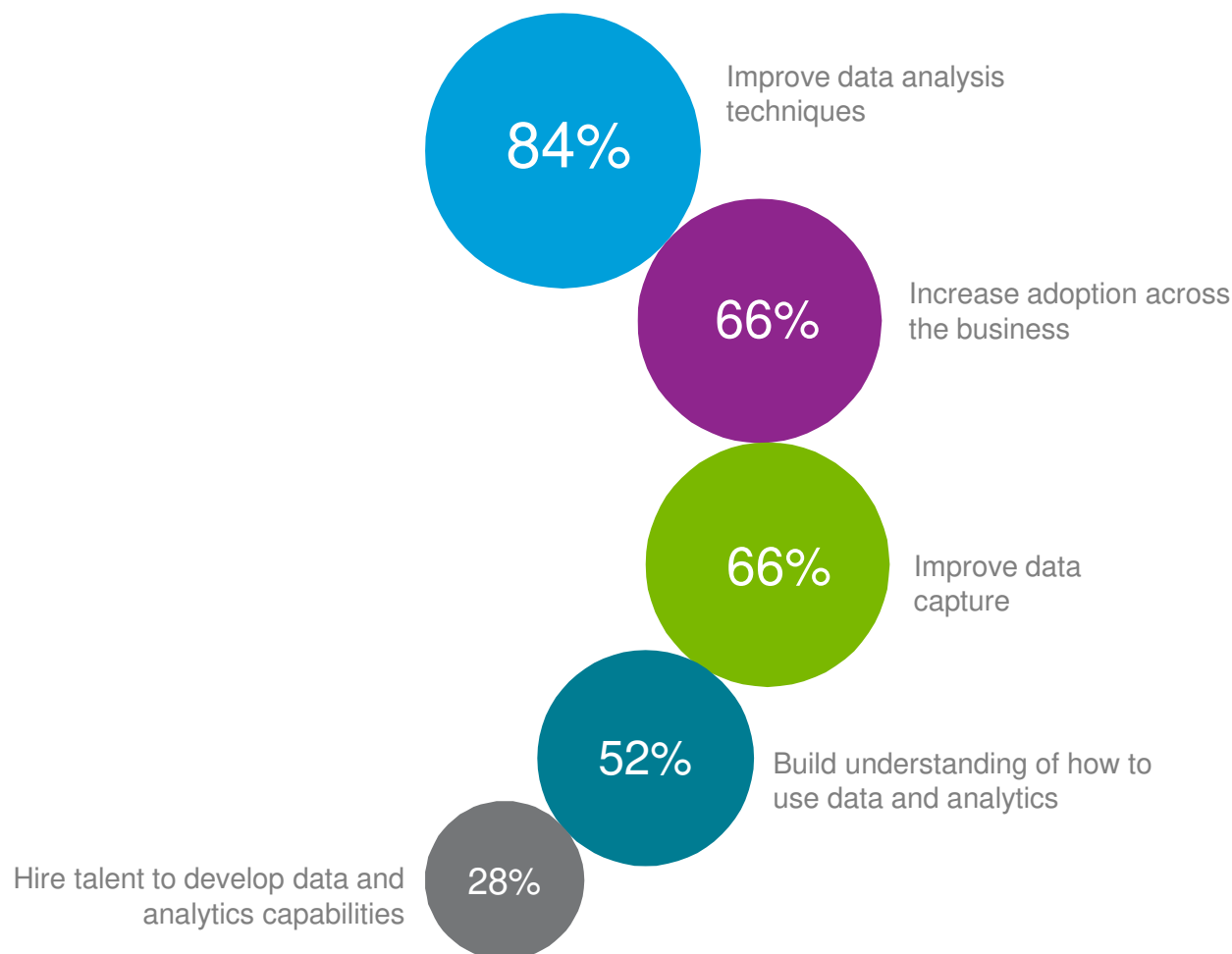
Source: KPMG International survey: Going Beyond the Data: turning insights into value 2015.

Some benefits of D&A are being realized, but significant areas of untapped opportunity remain



Source: KPMG International survey: *Going Beyond the Data: turning insights into value 2015*.

Improving analytics techniques and capabilities is critical to unlocking potential



Note: respondents were able to select more than one answer

Source: KPMG International survey: Going Beyond the Data: turning insights into value 2015.

1

ADDRESS THE ISSUES YOU ARE FACING.

Most clients we work with do not ask for a D&A solution, they ask for a solution to a specific business problem. Understanding your biggest issues will direct you to where you can best focus your D&A capabilities.

2

UNDERSTAND THAT THE INSIGHTS DO NOT COME FROM DATA ALONE.

They come from analyzing the data and working across silos to map back to the issues and challenges the business is addressing. D&A is a team game.

3

GO BEYOND POINT SOLUTIONS.

Transcend individual projects towards an overarching enterprise-wide data-driven culture that underpins investment decisions.

4

DEFINE WHAT VALUE YOU ARE LOOKING FOR.

What is it you want to achieve? Is it reduced cost? Better management of risk? Improved customer experience? The reality is that 'value' differs depending on the issue you are dealing with and its relative importance to the business.

5

FOCUS ON CUSTOMERS.

Ask yourself how to use new forms of data and algorithms to automate decision making in order to bring greater customer service and expand your capacity to transact profitably with customers.

6

ASK THE RIGHT QUESTIONS.

Don't do D&A just for the sake of doing it. Prioritize your insights and understand their potential value (in terms of not only the 'size of the prize', but also in terms of speed and complexity).

7

MEASURE YOUR SUCCESS.

Use your successes and evidence of the value created to fund more projects and share your expertise and knowledge across the organization.

8

ENGAGE EARLY WITH STAKEHOLDERS.

Articulate the value of D&A to the business and to investors who increasingly see D&A as a transformative strategy, not simply as a way to bring greater insight to your existing business problems.



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