

Digital disruption and rapid-fire innovation enable the controllership function to imagine a dramatically different future — one in which “digital controllership” harnesses technology to fundamentally transform its role and add greater value to the organization.

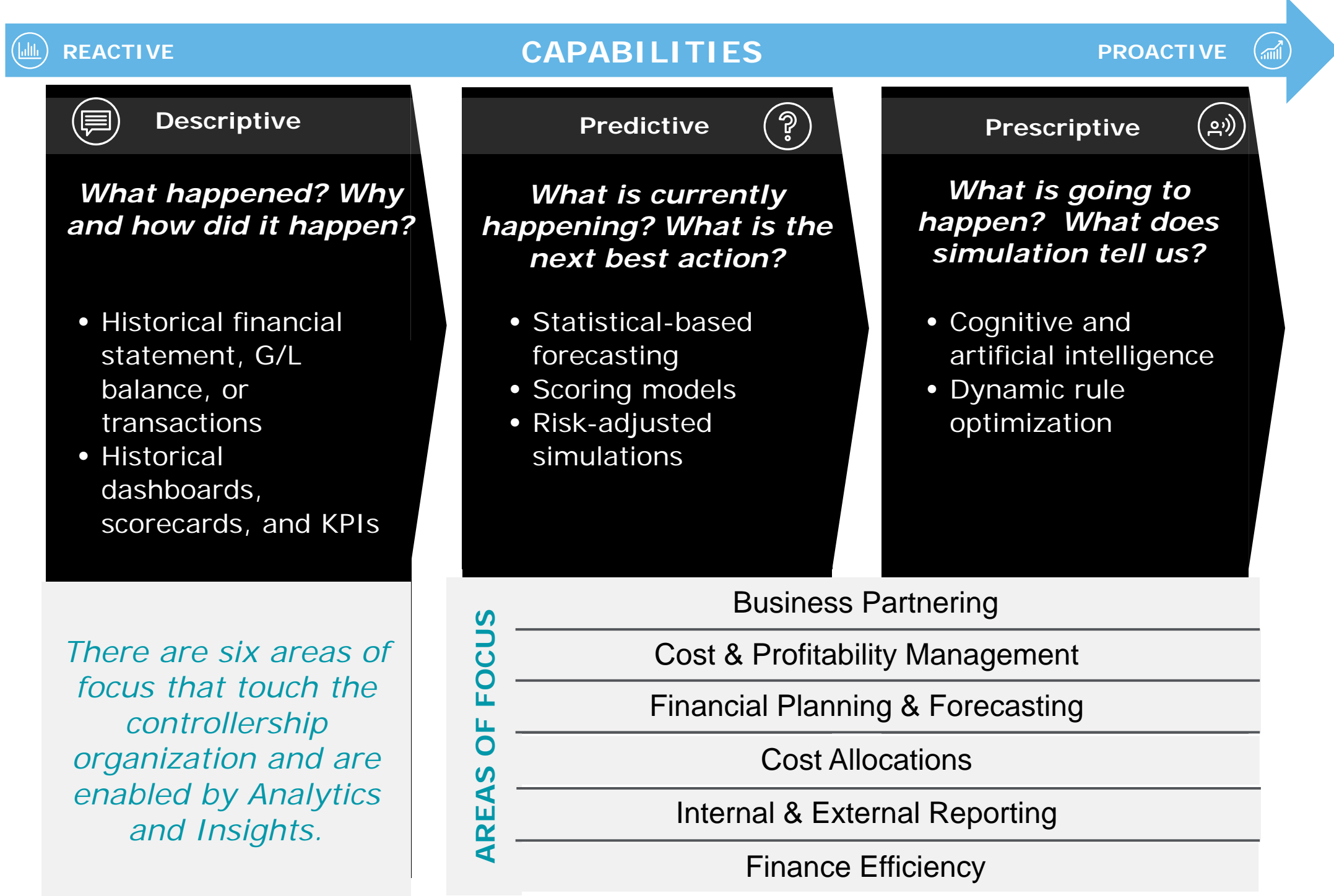


“By 2021, the number of users of modern BI and analytics platforms that are differentiated by smart data discovery capabilities will grow at twice the rate of those that are not, and will deliver twice the business value.”

Source: Gartner, Magic Quadrant for Business Intelligence and Analytics Platforms, Worldwide, Rita L. Sallam, Cindi Howson, Carlie J. Idoine, Thomas W. Oestreich, James Laurence Richardson, Joao Tapadinhas, 16 February, 2017)

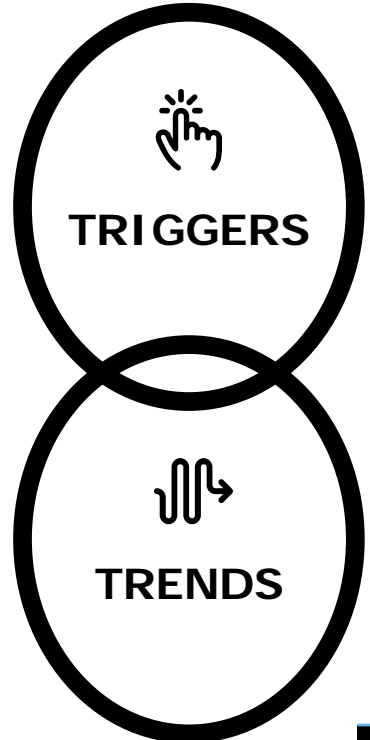
[www.deloitte.com/us/digitalcontrollership](http://www.deloitte.com/us/digitalcontrollership)

In today’s highly competitive business environment, companies need more from the Controllership than accurate financial statements and reports. They need forward-looking, predictive, prescriptive insights that can help shape tomorrow’s business strategy and improve day-to-day decision-making. In short, they need **Analytics & Insights**.



*There are six areas of focus that touch the controllership organization and are enabled by Analytics and Insights.*

Analytics is at its best when it is providing practical insights to inform your approach to the real business challenges you encounter every day — fast.



**When the business has...**

- Limited finance/business partnering or support
- New operating models, strategies, and M&A activity
- Aging non-integrated systems
- Under performing operations
- New executive leadership
- Inconsistent practices across business units
- Compliance and control issues

**When departments see...**

- Accounting and Finance as the “checkbook” or scorekeeper
- Multiple versions of the truth
- More time spent on reporting, not enough time on insights or support
- Conflicting performance indicators
- Manual processing and rework of analytics and reporting
- Lack of transparency to true costs and profitability

**ANALYTICS & INSIGHTS USE CASE EXAMPLES**

	Business partnering	Cost & Profitability Management	Financial planning & Forecasting	Cost allocations	Internal & External reporting	Close: Variance Analysis
<b>Characteristics:</b>	<ul style="list-style-type: none"> <li>• BU, geographic, and customer profitability</li> <li>• Supply chain, operations, sales/marketing support</li> </ul>	<ul style="list-style-type: none"> <li>• Product costing and profitability analysis</li> <li>• Value chain complexity management</li> </ul>	<ul style="list-style-type: none"> <li>• Product/service mix</li> <li>• Improve forecast accuracy</li> <li>• Drivers of variances</li> </ul>	<ul style="list-style-type: none"> <li>• Cost to serve</li> <li>• Corporate chargebacks</li> <li>• Cost reduction in delivering shared services</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce reporting volume and redundancies</li> <li>• Accelerate report generation and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Spreadsheet elimination</li> <li>• Reduction of data manipulation</li> <li>• Visualization</li> <li>• Close acceleration</li> </ul>
<b>Business Sponsor:</b>	CFO, CAO, Controller, VP of Accounting, VP of Finance, CAE, CIO					

**“If organizations anticipate disruptive forces and alter their strategy, leaders can take proactive steps and not only avoid being disrupted, but also become the disrupters in their industries.”**

- Chuck Saia, CEO, Deloitte Risk and Financial Advisory

LEAD. NAVIGATE. DISRUPT.

Accelerating performance by embracing complexity

**REPRESENTATIVE EXPERIENCE**

**Global Manufacturer**

- Project:** Product Profitability Analytics
- Project sponsor:** CEO, CFO, Exec. VP of Supply Chain
- Focus Area:** Cost and Profitability Management

**Description**  
Leveraged advanced analytics to combine financial and operational data to determine true product profitability and identified opportunities for improvement. Unlocked \$100+M in cross-value chain savings by re-defining the product offering to reduce complexity in product portfolio, parts, and processes.

**Project length:** Four-month pilot

**Approach**

- 1** Prioritized key business questions and challenges
- 2** Rapidly iterated wireframe designs of prioritized analytical views
- 3** Developed analytic prototypes to demonstrate quick insights and accelerate end-user adoption
- 4** Leveraged analytical insights to unlock hidden cross-value chain costs and gain alignment on future product portfolio

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