

Deloitte.

Global Business Services –
Grow with confidence

ARE YOU PREPARED TO MAKE DATA-DRIVEN DECISIONS?

Generating data-driven insights is crucial to make right decisions, drive sales growth and find cost efficiency opportunities.

Out of Deloitte's Insight Driven Organisation (IDO) Survey 2021 respondents:

52%

see high or exceptionally high return on investment from **analytics and AI**.

80%

are implementing, planning to or likely to implement data-driven projects **within a year**.

Approach

An **Insight Driven Organization** is one which has succeeded in embedding analysis, data and reasoning into its decision-making processes.



Information

Secure and reliable data storage



Insight

Strong analytical capabilities



Intelligence

Automation, cognitive analytics and AI



Innovation

Culture of ideation, knowledge sharing



Industrialization

Enterprise-wide collaboration

How can Deloitte help?

Deloitte's 3-step approach and tools helps develop an analytics strategy and support our clients become insight driven.

1 Assess

Vision
IDO maturity
Gap analysis

2 Design

Operating model
Business case
Service and solution architecture

3 Transform

Programme delivery support
Data privacy aspects

DO YOU HAVE THE RIGHT SKILLS TO SERVE?

Reskilling your workforce is key to increase client satisfaction and move up the value chain.

- Digital revolution
- New ways of working
- Need for business partnering and insights

Respond quickly and specialize in long-term capabilities

Shortfall of professionals with the specialized skills

Approach



Our end-to-end reskilling approach involves **anticipating the skills** and capabilities of the future, **assessing the workforce** to identify critical gaps and **activating the workforce** to drive new business value.

How can Deloitte help?

1 Assess

Benchmarking and trend analysis,
Maturity assessment,
Vision definition

2 Plan

Define future skills and capabilities
Identify gaps
Develop reskilling strategy

3 Reskill

Plan and implement reskilling strategy

Deloitte Tool

FinLearn is a digital platform that provides professionals with interactive learning experiences based on Deloitte knowledge

- Access to modular e-learnings
- Helps embed behavioral changes
- Focus on finance, GBS, ESG and operational excellence competencies

POSITION YOURSELF HIGHER IN THE GBS ECOSYSTEM

The role of the back office is changing as digitization and automation are redefining the way of work.

Digitization
Automation
Sustainability
are driving...

the need for reimagining
the role of service delivery
structures...

...to improve
Agility
Quality
Speed

Approach

The **Maturity Assessment** process identifies the current and the desired future state of your organization...

ACROSS 4 KEY VALUE CHAINS...



Strategy



Work delivery
management



Organization



Process,
Technology and
Infrastructure

...WITH FIVE STAGES OF MATURITY



How can Deloitte help?

The NexGen Maturity Assessment Tool and Lab

1	Maturity Assessment Survey	An online, comprehensive capability maturity assessment survey
2	Leadership workshop	Defining focus areas based on the maturity assessment survey
3	Maturity Assessment Lab	Based on the prioritized focus areas, developing a sequenced roadmap

HOW CAN GBS LEADERS DRIVE THE TRANSFORMATION AGENDA?

Fast-pacing industry changes require large-scale and lasting transformations. Successful execution of complex, enterprise-wide programs has key importance.



New corporate functions appear



Digital transformation is on the way



Moving towards high value-added services



Comprehensive
operational and
technological
transformations
are required

Approach

The **Transformation Nerve Center** (TNC) is a tried and tested new generation PMO, holding the most critical capabilities for realizing transformation projects such as:



Challenges
stakeholders
for growth



Holds strong
transformation
know-how



Drives the GBS
transformation
agenda



Defines the
transformation
ambition

How can Deloitte help?

We can help You build up the 3 blocks of a Transformation Nerve Center



Architect

Set up transformation
agenda, initiate projects,
perform communication
and manage changes



Orchestrate

Address escalations
and resolve conflicts,
change priorities
and relocate resources



Track

Establish and track
transformation metrics
and timeline

MANAGE TALENT SHORTAGE BY FLEXIBLE RESOURCING

By involving Interim Workforce it is possible to have the right skills, experiences available at the right time.

- 1 Attracting and retaining talent has become a serious challenge due to stressed labor markets
- 2 Skill requirements have been changing in a fast pace

Most companies overcome these challenges by either **reskilling** their workforce or using **alternative workforce**.

Approach

Many organisations recognize the need to act with agility to on-board relevant talent, expertise and experience in order to drive success.

Interim Workforce is a temporary alternative staffing option in order to fill positions. Key features are:

- providing quick access to experts having the right skillset to perform tasks;
- ensuring flexibility in the length of the engagement;
- comes without extra recruitment costs;
- ensuring high quality by Deloitte standards.




How can Deloitte help?

Combining the know-how and background of a global consulting firm with top experts in its network, Deloitte provides the interim workforce in the below professional areas among others:

• Transaction/IT Project Manager	• Finance Controller
• Process excellence specialist	• Business Analyst
• Change management specialist	• Internal auditor and Controls specialist
• Tax/compliance specialist	• Accountant

CONTINUOUS IMPROVEMENT CAN HELP YOU BUILD COMPETITIVE EDGE

Creating a culture, where sustainable improvement and innovation is at the forefront, is essential to remain competitive in today's ever-changing business environment.

-  Increased customer expectations for quality
-  Unpredictable economic environment
-  Digital transformations

There is an increased need for sustainable efficiency improvement and innovation that strengthens the focus on making improvements to efficiency and productivity on an ongoing basis

Approach

Deloitte's **Continuous Improvement (CI)** program is built across 8 key pillars and helps establish a successful and sustainable CI culture:



How can Deloitte help?

Deloitte Global CI Methodology is deployed through the following 4 phases:

- 1. Visioning**
Develop vision and establish organizational construct for CI Program
- 2. Align and activate**
Develop CI methodology and finalize execution support tools
- 3. Design and Deploy**
Deploy pilot initiatives and execute immersion sessions for employees
- 4. Scale and Sustain**
Scale CI across the enterprise and establish mentor-apprentice model

NEW SERVICE AREA: SUSTAINABILITY

Many stakeholders, including governments, financial regulators and investors are paying more attention to the performance of organisations in view of their non-financial impacts.

According to Deloitte's ESG (Environment, Sustainability, Governance) executive survey:

...more than half of the senior executives claimed that **data quality and availability are the greatest challenges** when it comes to ESG data disclosure.

... the majority of executives agree that **ESG reporting requires** effective use of **technology**.

*Source: ESG Executive survey, Preparing for high-quality disclosures, Deloitte, March 2022

Approach

There are different ways for GBS organisations to support companies in achieving their ESG related targets.

Reporting support

Help the companies' mandatory reporting and due diligence by data gathering, processing and coordination.

Supply chain responsibility

Drive data gathering processes for product traceability and supply chain transparency.

Integrated governance

Drive sustainability efforts across functional areas and monitor sustainability performance.

How can Deloitte help?

Deloitte offers support for GBS organisations at various stages of their ESG journey:

1



Competency development

Knowledge transfer about ESG topics, focusing on compliance.

2



System development

Build ESG related data monitoring, processing and reporting systems.

3

Change management

Support the establishment of an internal function driving ESG excellence.

NEED A SECURE AND CONTROLLABLE SAP ENVIRONMENT?

With the ongoing digital advancement companies have to find solutions for new risk and security challenges.

SAP S/4HANA transformation brings to organizations new opportunities. On the other hand, key stakeholders (CFO, CIO, CISO) must face new challenges also in the areas of **security and risk resilience**. Cloud-based transformation requires different solutions than the on-premise ones.

Approach

SAP Security & GRC (Governance, Risk & Compliance) is a domain that groups competencies to support organizations in building more efficient, friendly and secure SAP environment (during and post SAP transformation)

Improvement of security, internal controls and audit processes – for SAP systems hosted on **every platform type**

SAP **access management** area –effective SAP roles, authorization models, & secure automation of IAM* and PAM** processes

Create a **positive user experience** in the areas of access security, risk management and internal auditing

How can Deloitte help?

- Design and build of roles & authorization concepts (SAP Fiori applications, etc.).

- Improve and automate areas of risk management, internal controls, fraud prevention and internal audit

- Develop and automate areas of identity & user management as well as roles & authorizations management in SAP

- Build manual and automatic risk, control and audit mechanisms and procedures for SAP

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