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.

DO YOU HAVE THE RIGHT SKILLS TO SERVE?

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

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

see high or exceptionally highreturn on investment fromanalytics and AI.

are implementing, planning 80% to or likely to implement datadriven 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.



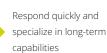
How can Deloitte help?

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





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



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?



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

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



Approach

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

ACROSS 4 KEY VALUE CHAINS... Ø 20 Process. Work delivery Technology and Strategy Organization management Infrastructure ...WITH FIVE STAGES OF MATURITY 3 5

LAGGING



LEADING

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



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:



Holds strong transformation know-how

Drives the GBS transformation

agenda



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

(a)

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.

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.

Attracting and retaining talent has become a serious challenge due to stressed labor markets

Skill requirements have been changing in a fast pace

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

Approach

1

2

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



- Increased customer expectations for quality
- Unpredictable economic environment

Digital transformations

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:

finalize execution

support tools

1. Visioning Develop vision and establish organizational construct for CI Program

3. Design and Deploy Deploy pilot initiatives and execute immersion sessions for employees

4. Scale and Sustain

There is an increased need for

and innovation that strengthens

sustainable efficiency improvement

the focus on making improvements

to efficiency and productivity on an

ongoing basis

Scale CI across the enterprise and establish mentorapprentice model

2. Align and activate Develop CI methodology and

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.

NEED A SECURE AND CONTROLLABLE SAP ENVIRONMENT?

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

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

Supply chain responsibility

Integrated governance

Help the companies' mandatory reporting and due diligence by data gathering, processing and coordination. Drive data gathering processes for product traceability and supply chain transparency. 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:



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.).
- Develop and automate areas of identity
 & user management as well as roles
 & authorizations management in SAP
- Improve and automate areas of risk management, internal controls, fraud prevention and internal audit
- Build manual and automatic risk, control and audit mechanisms and procedures for SAP

*IAM: Identity and Access Management, **Privileged Account Management

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