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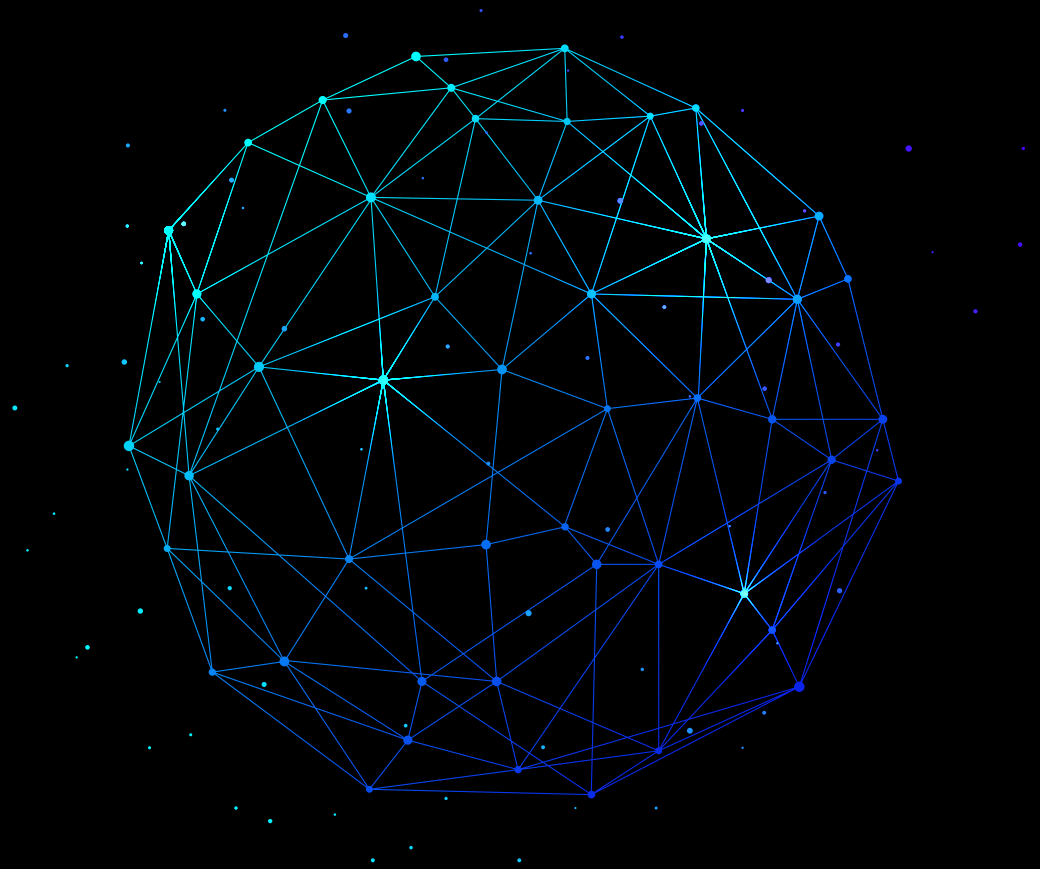


Next

Predictive Analytics Market Study

How Finance Leaders already leverage Predictive Analytics

April 2025

MAKING AN IMPACT THAT MATTERS since 1845

Foreword

Intelligent technologies, such as artificial intelligence, are becoming commonplace in the current business landscape. One of these powerful tools is Predictive Analytics (PA), which uses statistical models and machine learning to forecast financial outcomes, such as revenues, costs, risks, and market trends.

In this joint market study Deloitte Switzerland and Predikt shed light on how strongly PA has established itself within Finance Departments. The study examines the most frequent use cases and benefits, the underlying approaches and data used, and concerns and challenges organisations face when considering adoption of PA.

In this report, you will find the consolidated results of the market survey and in-depth interviews conducted with Finance leaders of international companies across various sectors. These key findings provide insights on how Finance teams are currently using PA in their day-to-day operations and what future applications of the technology they foresee.

We hope the report can serve as an insight on how your peers are harnessing the benefits of PA and offers inspiration on how you can leverage the technology.

Markus Zorn Nick Vandesype

Markus Zorn

Partner
Finance Transformation,
Deloitte Switzerland

Nick Vandesype

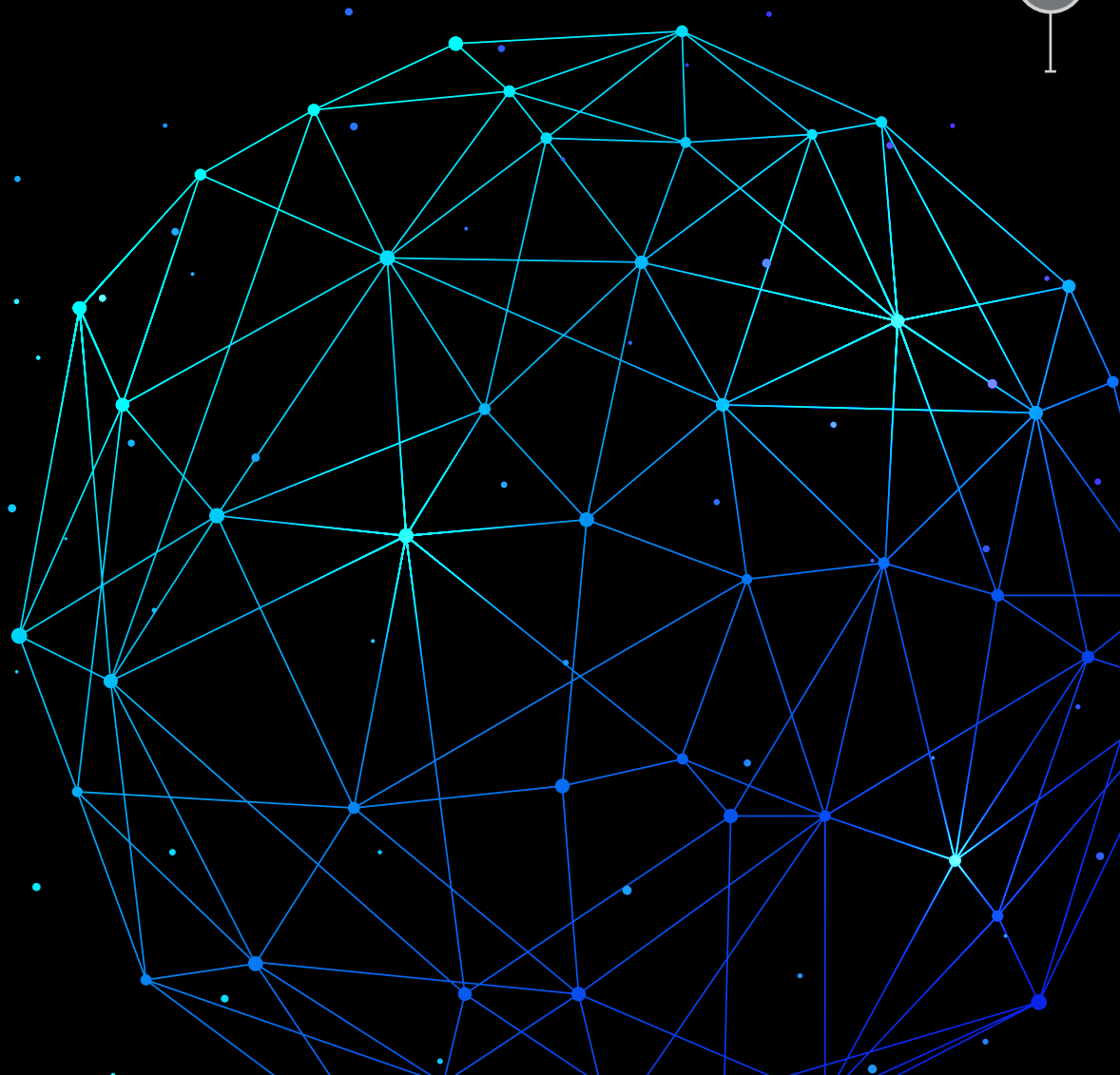
CEO and Founder
Predikt

Introduction

Organisations are increasingly affected by the volatile and complex macroeconomic environment. Traditional financial planning often falls short when dealing with fluctuating macroeconomic market conditions. Finance departments are therefore turning to Predictive Analytics (PA) technology to obtain more advanced, robust, and insightful analyses.

27% of respondents see improved decision-making processes as the main benefit of Predictive Analytics.

PA is a technology that uses a wide array of data, statistical techniques, and machine learning algorithms to identify patterns and make informed predictions about future events. By incorporating a wealth of data into the forecasting, planning, and budgeting processes, PA helps Finance Departments, especially Financial Planning and Analysis (FP&A), estimate future revenues, costs, and risks with greater precision. It allows Finance professionals to update estimates as soon as new data becomes available, spot trends and potential outcomes early through advanced scenarios, and perform data-driven benchmarking. This results in an overall leaner, faster, and more proactive planning process, enabling Finance leaders to adapt quickly to changes in the environment and steer the business with greater confidence.



Key results

Benefits and use cases: 27% of users report an enhanced foundation for decision-making, while aspiring users place accuracy as the most important benefit, at 29%.

The introduction of Predictive Analytics (PA) within Finance departments has gained traction and is becoming a regular tool within Finance department, with 22% of surveyed leaders currently using it. In addition, approximately two thirds of respondents state that they want to further expand its use or introduce it within the next 1-3 years.

Finance leaders see the main benefits of PA as increased forecast accuracy, an in-depth inside and outside view of the organisation, enabling better-informed decisions, and a large reduction in the effort involved in making forecasts.

Maturity of Predictive Analytics: 22% of organisations have already integrated PA tools in their organisation.

PA is rapidly becoming an essential tool across industries, with a majority of organisations indicating that they are either already working with PA tools or planning to do so in the near future.

Challenges and concerns: 28% of aspiring users indicate the cost of implementation as a major concern, while 25% of current users see integration and acceptance as their main concern.

Cost of implementation appears the primary concern for 28% of aspiring users, whereas 25% of current users focus on integration and acceptance challenges. This suggests that for most leaders cost is not a significant issue. The trade-off involves balancing implementation costs against the risks of relying on outdated and biased forecasts. Furthermore, modern solutions are crafted to integrate smoothly with existing systems, thereby reducing both implementation and operational efforts.

Approaches and tools: 36% of current users opt for a straightforward but effective time series forecasting model, followed by 21% who use a Machine Learning model.

Mathematical, more advanced models are evolving for organisations who are already working with PA tools. To get started, organisations begin with less complex models, such as simple time-series forecasting, validate their use cases, and gradually transition to more sophisticated PA solutions.

Data: 50% of current users and 29% of aspiring users rank internal historical financial data as the most frequently used source of data for PA tools.

In the FP&A department there is an increasing trend towards combining internal financial data with relevant external signals—such as commodity prices, inflation trends, macroeconomic indicators and ESG data—to create adaptive and insightful forecasts. Perfect data is not a prerequisite for the use of PA tools, correct and clear data ownership is.

Organisation and culture: 67% of aspiring users plan to implement PA tools within the next 1-3 years.

The fact that two thirds of respondents plan to implement PA within the next 1-3 years underlines its importance. This shift in mindset begins at the leadership level. The majority of surveyed Finance leaders are committed to increasing the utilisation of predictive tools. Their talent strategies are purposefully structured to equip the organisation with the skills required.

Contents

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Benefits and use cases

Highlights:

- The main anticipated benefits of aspiring Predictive Analytics (PA) users are already enjoyed by current users: an enhanced foundation for decision – making, reduced forecasting effort and improved accuracy.
- After calibrating predictive models and exploratory use cases, business leaders can turn their attention towards their core function, making sound and future-proof decisions.

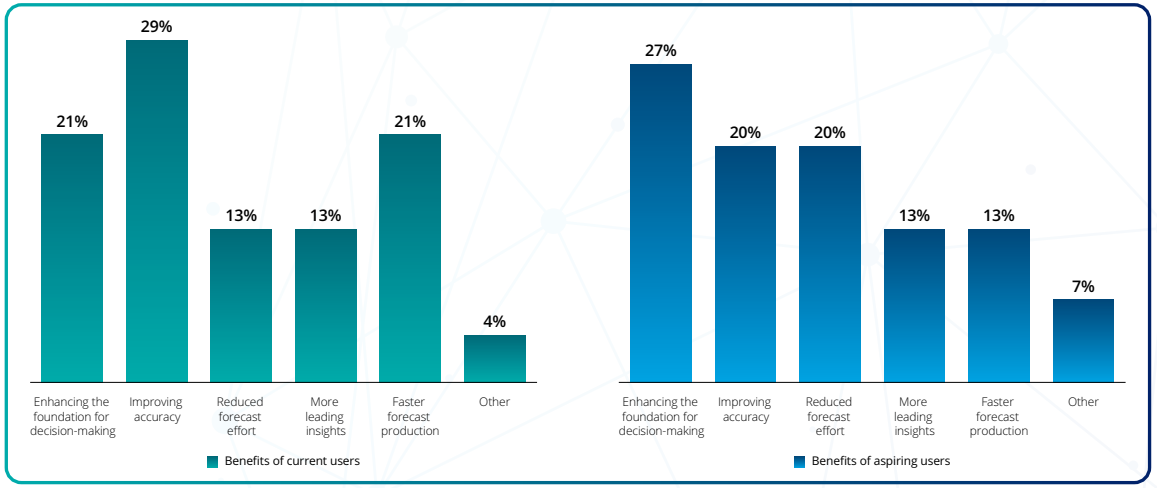
"Through AI and automated Predictive Analytics, business owners can shift their roles back from finding correlations to focusing on what really matters: the business."

Matthew Flesher – Head of Corporate Planning and Reporting at IATA

Current benefits of Predictive Analytics

Harnessing Predictive Analytics (PA) for Enhanced Decision-Making to steer your organisation.

Figure 1: What benefits has your organisation realised or plans to realise from using Predictive Analytics tools?



Analysing the survey responses of both current and aspiring users, we find that one of the main benefits of PA is improved decision-making. Both aspiring (21% of respondents) and current users (27% of respondents) of PA identify improved decision-making processes as the main value of the technology (see Figure 1). Additionally, leaders who currently do not use this technology rank improved accuracy higher at 29%, compared to current users with 20%. 4% of respondents who are currently not applying PA answered that they were not convinced it would help them.

Click on the image for enlarged view

Insights from Finance Leaders

As with the utilisation of GenAI in day-to-day Finance processes, Finance leaders do not use PA tools solely for their ease of use or improved accuracy but see these benefits as crucial enablers for overall better decision-making. PA tools enable leaders to focus on what really matters: making timely and carefully considered decisions based on a sound rationale in order to elevate the Finance function to the next level.

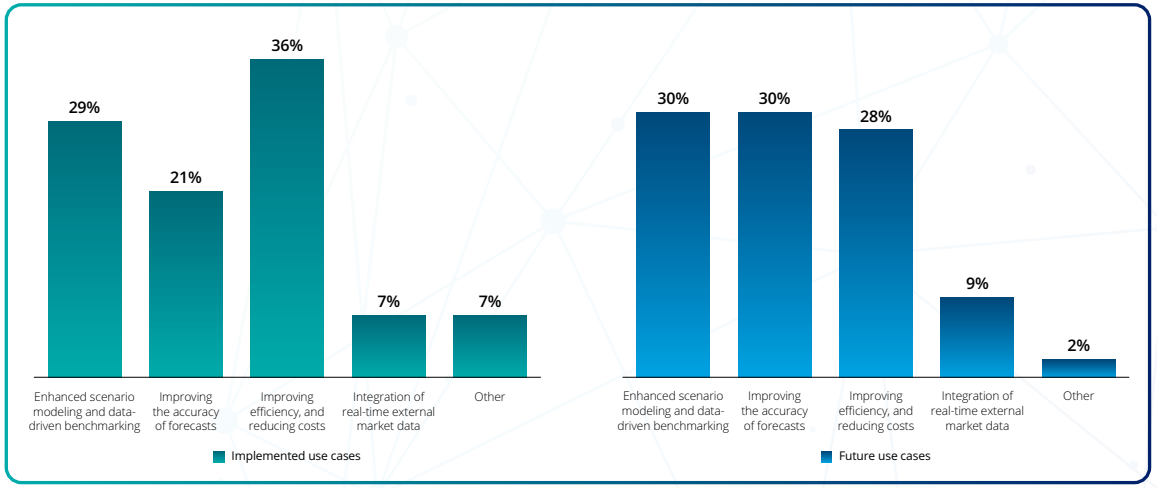
Our perspective

PA is being integrated into Finance functions in response to real business needs – the pressure to act swiftly, allocate capital wisely, and navigate volatility with certainty. The motivation extends beyond acquiring more data or AI, it is about making better decisions. Finance leaders see the real value of PA in actionable decisions, with accuracy as a crucial enabler. This gives them the confidence needed to commit to plans, defend budgets, and challenge assumptions. PA empowers their decision-making, enabling decisions to be based on forward-looking insights and unlocking a strategic role in steering the business. These tools reduce effort and yield quicker results, allowing leaders to focus on driving the business forward.

Use cases for Predictive Analytics

Empowering Finance functions with PA for accurate forecasting and decision-making.

Figure 2: What are further use cases you would like to realise with PA?



Given the extreme macroeconomic uncertainty at present, organisations are increasingly turning to PA to enhance their strategic capabilities. As Figure 2 shows, 36% of respondents who have implemented PA tools aim to further improve efficiency by reducing costs. Additionally, 29% of current users are leveraging PA for scenario modelling to better navigate economic volatility. This use case also appeals to aspiring users, with 30% aiming to enhance their scenario modelling capabilities.

Click on the image for enlarged view

Insights from Finance Leaders

Finance leaders highlight that amid the current turbulent macroeconomic conditions, PA tools are proving to be an invaluable asset in the Finance function. They enable decision-making based on robust evidence, irrespective of the macro environment, as well as timely updates of the analyses, improving the overall efficiency and accuracy. By incorporating external data into their forecasts, Finance leaders can mitigate risks, and capitalise on valuable insights, with scenario planning one of the options.

In a Financial Services company, for example, this may involve modelling exchange and interest rates, while a consumer company would focus on inflation and key performance indicators such as consumer confidence.

Our perspective

In our experience organisations often begin by applying PA to a specific, manageable use case before gradually expanding its application across the Finance function. Key use cases include scenario planning, performance benchmarking, driver-based planning, and cost optimisation. The benefits that aspiring users hope for are largely being realised by those currently utilising these tools.

Maturity of Predictive Analytics

Highlights:

- Predictive Analytics (PA) tool adoption and integration is moving into a higher gear. Approximately 22% of surveyed companies have started using PA and are discovering its benefits. A further 62% of respondents plan to implement PA tools in the near future.
- PA is advancing rapidly. Do not fall behind your peers and competition by waiting too long.

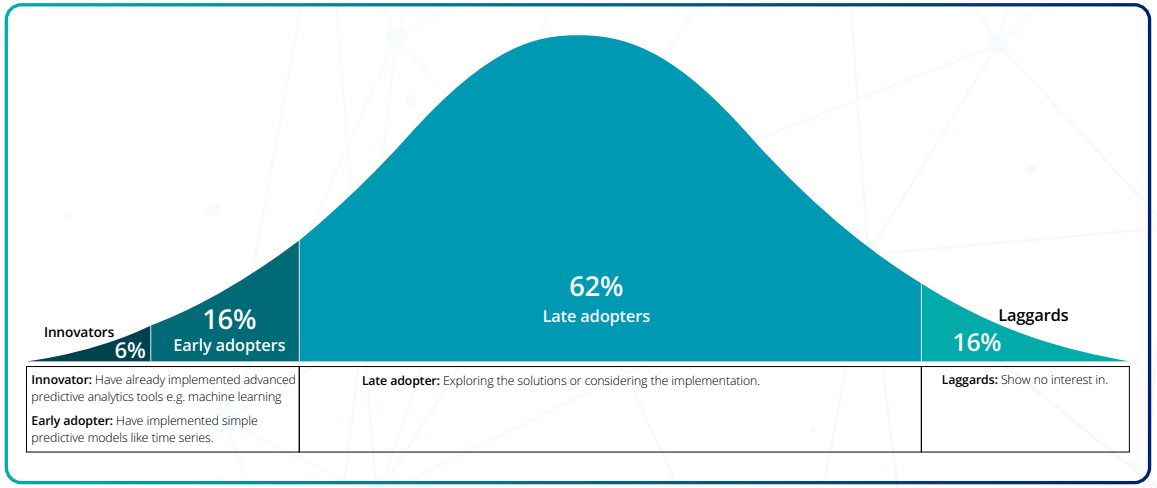
"If you have not started experimenting and testing Predictive Analytics, you´re running behind and need to jump on the wagon"

Uros Manojlovic – FP&A Group Head at Holcim

Maturity of Predictive Analytics usage

Despite initial scepticism, overall integration and application is scaling up with innovators setting the trend through widespread utilisation of PA in Finance Departments.

Figure 3 – Does your organisation currently use predictive planning tools for financial planning?



The integration of PA within Finance Departments is gaining significant momentum. Currently, over 22% of companies have successfully implemented PA solutions (see Figure 3). Looking ahead, this trend is set to accelerate with more than 60% of companies currently exploring solutions and considering implementation. However, 16% of companies remain hesitant, showing no interest in adopting PA solutions.

Click on the image for enlarged view

Insights from Finance Leaders

The initial scepticism of Finance Leaders is giving way to enthusiasm. Innovators are already reaping the first benefits of PA through increased accuracy, higher efficiency, and more insights as it is possible to make more frequent forecasts under various scenarios. Early adopters are seeing the benefits through targeted pilot projects and continue to explore further use cases.

Our perspective

Organisations risk falling behind and missing out on the substantial benefits that PA can offer. Market pressure is intensifying, making timely implementation crucial. As predictive technologies become more accessible and integrated into planning cycles, the performance gap between companies that proactively anticipate and adapt versus those that react too late will widen significantly. There are clear signs that a technological transformation is taking place within the Finance function.

Challenges and concerns

Highlights:

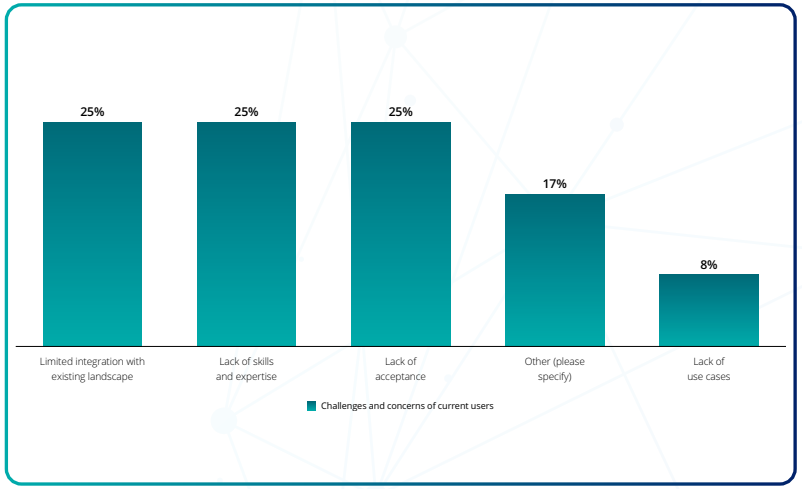
- Aspiring Predictive Analytics (PA) users say their main concerns are the costs of implementing the tools, followed by the feasibility of integrating the tools within their current systems.
- Leaders in PA face challenges in building the necessary skills and expertise to get the most out of their PA tools, as well as in creating an environment that embraces the insights generated.
- Aspiring PA users can progress beyond concerns over costs and integration feasibility, as leaders demonstrate that mastering skills and embracing insights leads to meaningful outcomes.

"One fundamental challenge of Predictive Analytics is that you need to use your brain to imagine what you can do with it."

Marc-Alain Weder – Group CFO at Triumph

Challenges and concerns of current and aspiring Predictive Analytics users

Figure 4: What are the top 3 issues you face with your current PA tools?



PA users' concerns are evenly divided between integration challenges, expertise and acceptance of tools and their results, at 25% each.

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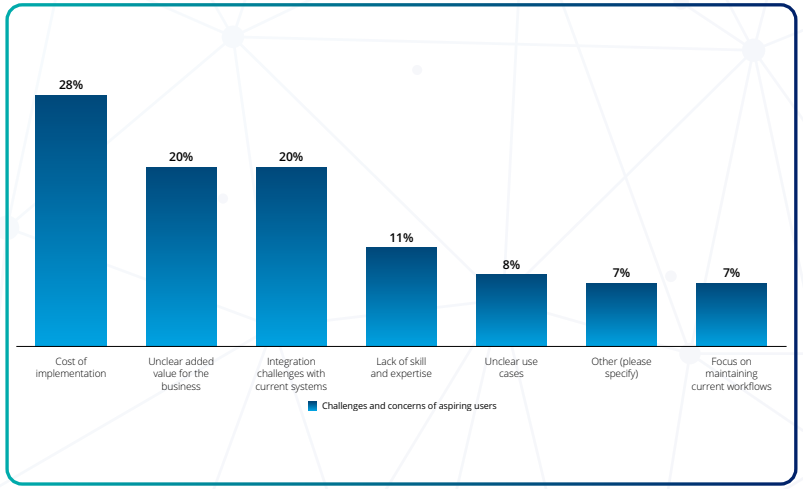
Figure 5: What are the top 3 concerns about adopting predictive planning tools in your organisation?



The responses of aspiring PA users show that their biggest concern relates to the cost of the implementation of tools (28%), followed by unclear added value (20%) and questions on the feasibility of integration with other tools (20%).

Click on the image for enlarged view

Insights from Finance Leaders

When starting with PA, organisations often struggle with the challenge of assessing whether these tools can truly add value and outperform human expertise. One organisation conducted a parallel evaluation, contrasting PA with traditional methods, and it quickly became apparent that PA delivered higher accuracy and faster results. Typically, these tools operate as stand-alone systems, fed with the relevant data, and this can work smoothly and efficiently, separated from the broader IT architecture. Deep business knowledge remains paramount in understanding and leveraging the insights generated by PA. By understanding the outcomes and leveraging them to make more insightful decisions, leaders can harness the true benefit of PA.

Our perspective

Costs are crucial and firms need to balance implementation expenses against the costs of outdated forecasts or missed signals, especially in volatile markets. With PA it is important to note that neither a team of data scientists nor a multi-year IT project is required to get started. State-of-the-art solutions are designed to integrate seamlessly with existing systems, deliver value quickly, and scale according to actual business needs. Ultimately, for most organisations, the business case for implementation and operation remains a fundamental input for decision. The reduced effort in forecasting typically outweighs the implementation costs.

Approaches and tools

Highlights:

- Current users of PA opt often for simple but highly effective tools. This enables them to apply them directly with a low learning curve, focusing on what really matters: the business. We find that 36% of Finance professionals opt for a straightforward time-series forecasting model, followed by a Machine Learning-model (21%).
- Innovators expand their models by integrating Machine-Learning features and more complex simulations, improving accuracy but requiring a higher level of expertise and skills.

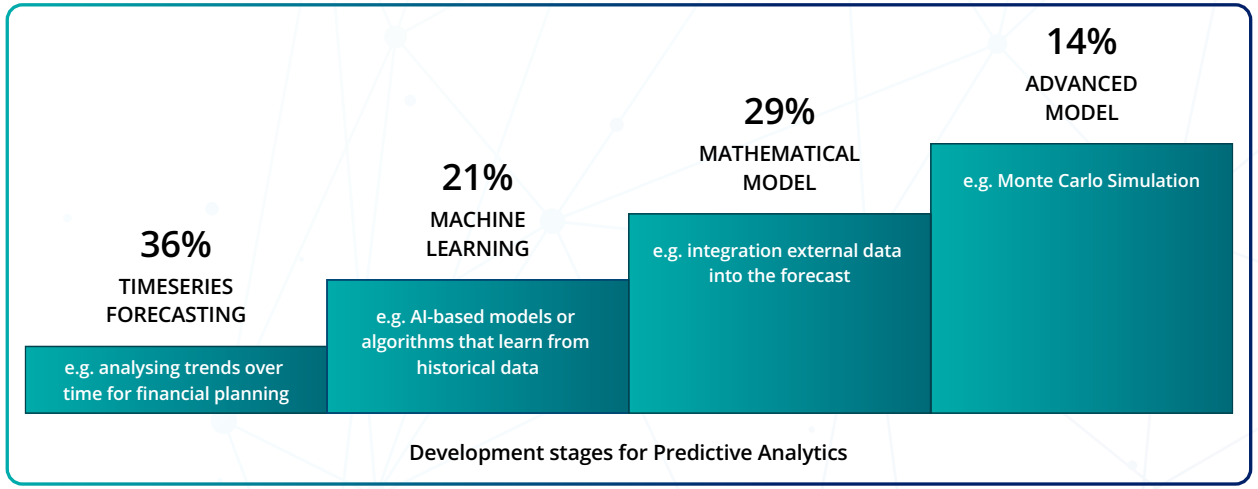
"The combination of Predictive Analytics tool and the deep business insight of experts is a powerful combination and brings outstanding results."

Pascal Perritaz – CFO at Cembra Money Bank

A glimpse into current approaches and tools

How to unlock the Predictive Analytics (PA) potential: Start with simple models and explore further models for even better results after undergoing a learning curve.

Figure 6: What types of predictive modelling approaches does your organisation currently use?



Our survey reveals that the majority (57%) of current users rely on relatively straightforward methods, such as time series forecasting or Machine Learning tools (see Figure 6). Advanced approaches, including mathematical models, are utilised by 29% of organisations. The remaining 14% employ advanced models. These figures highlight a gradual shift towards more complex PA solutions with different complementary methodologies layered for higher efficiency, enhanced accuracy, and better insights.

Click on the image for enlarged view

Insights from Finance Leaders

To validate initial use cases, some organisations have developed in-house solutions, employing relatively simple approaches that leverage time-series forecasting. To fully capitalise on the benefits of PA these organisations plan to adopt more advanced models that harness the power of AI. These innovators enhance PA with machine learning capabilities and multiple models, and also incorporate external factors for higher accuracy and extensive scenario planning across various dimensions.

Our perspective

The market for PA tools is diverse. Across companies we see a wide range of solutions, including standalone predictive tools and custom-built in-house applications. This variety reflects the differing needs and strategic priorities of each organisation. More advanced models and machine learning tools are evolving. Organisations can start with less complex models, such as simple time-series forecasting, to validate their use cases and gradually transition to more sophisticated PA solutions. Typically, an evolutionary approach is employed.

Data

Highlights:

- As with the use of straightforward PA models, most companies leverage internal historical data for their PA tools (50%). A group of innovators have moved further and utilised macroeconomic indicators and other external data for enhanced insights.
- External indicators and macroeconomic factors such as ESG data are being leveraged to provide additional insights.
- Perfect data is not a prerequisite for utilising Predictive Analytics (PA) tools; correct and clear data ownership is.

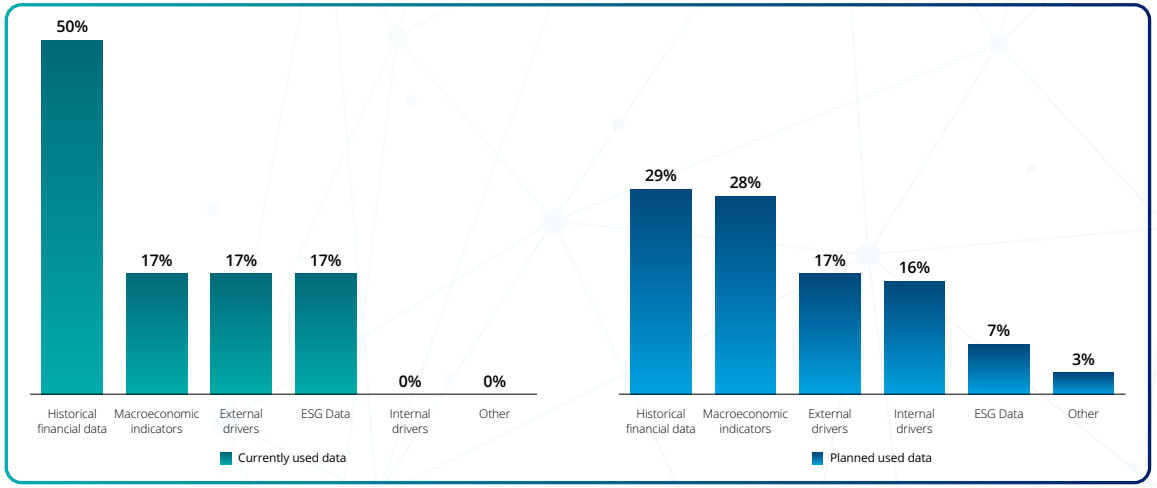
"No matter which department manages the data and which department consumes it, the consumer will always guide the owner on what is relevant. The interpretation of insights and decision-making should always remain with the domain experts."

Head of Corporate Planning, Transportation Industry

Data sources for Predictive Planning

Building PA tools: Integrating historical financial data with internal and external non-financial insights for an outside-in perspective.

Figure 7: What data sources are currently in use or would be beneficial for financial planning in your organisation using PA?



As Figure 7 shows, 50% of companies currently using PA draw on internal historical financial data as an input. For aspiring users this is also the most selected data source, at 29%. Innovators move further and utilise macroeconomic indicators and other external data for enhanced insights – 17% of current users are doing this and 28% of aspiring users plan to do so. Sector specific external drivers are at 17% for both groups. Additionally, ESG data is becoming more relevant, with 17% of current users incorporating it into their models and 7% of aspiring users planning to do so.

Click on the image for enlarged view

Insights from Finance Leaders

Leaders should recognize the importance of accurate data, but understand that a perfect database isn't necessary. Data readiness is an ongoing process, but leveraging correct data is vital. Incorrect data leads to inaccurate insights. Leaders often use external data from reputable providers. For example, one consumer industry organization uses over 400 external data points and historical data to produce accurate market forecasts. Data ownership is crucial, with Finance determining important data and insights. Collaboration between data departments and Finance ensures meaningful insights.

Our perspective

A common concern in the industry is that the data needs to be clean before embarking on PA. However, our experience shows that perfect data is not a prerequisite. Current technology has significantly enhanced the ability to work with imperfect data. Automated data pipelines now extract, clean, and structure messy inputs more reliably than manual processes. AI and statistical techniques can handle gaps, detect anomalies, and learn from noisy data.

Additionally, modular tools adapt to the level of data maturity within an organisation, eliminating the need for a complete transformation before delivering value. It is essential to foster data ownership within the organisation and make continuous progress in data improvement.

Organisation and Culture

Highlights:

- Predictive Analytics represents a fundamental shift in mindset, with early adopters setting benchmarks for future financial performance. Leadership's commitment is crucial for this transformation. Businesses are identifying use cases within the Finance function. Demonstrating the value of PA through parallel processes using traditional methods can highlight the benefits.
- 42% of organisations plan to implement PA within the next one to two years, underscoring the urgency and importance of this shift.

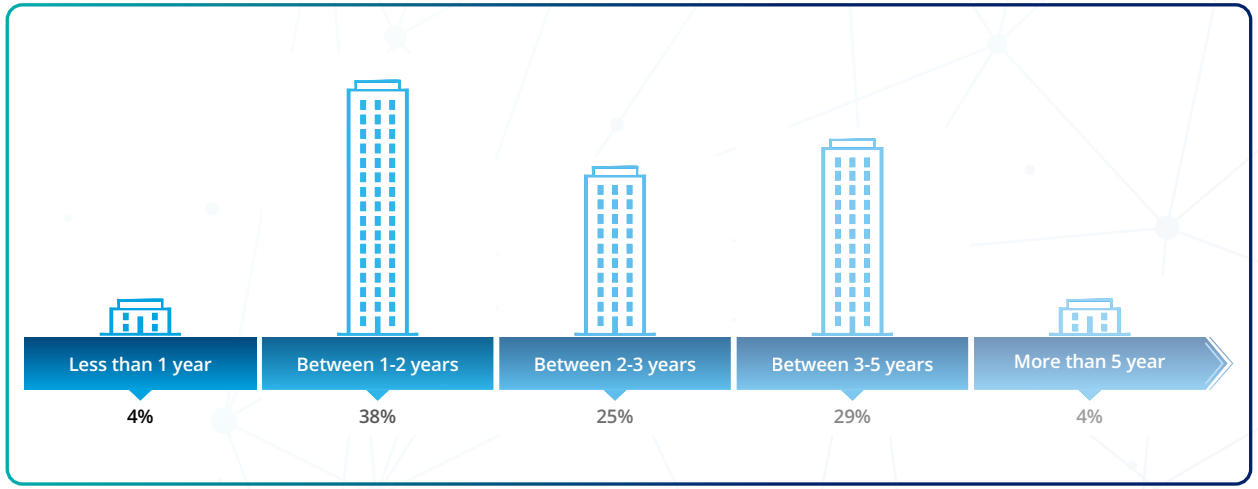
"While there was initial resistance, Predictive Analytics automation soon showcased its advantages over manual work."

Rolf Stettler – Head of Group Controlling at Swisscom

Organisation as enabler

Finance Leaders are exploring tools and plan to adopt them in the near future.

Figure 8: In what timeframe is your organisation most likely to implement the use of PA?



Finance departments are planning to adopt PA tools in coming years. Of organisations surveyed that are currently not using any form of PA, 42% plan to implement PA within the next one to two years, underscoring the urgency and importance of this shift (see Figure 8). 67% plan on adoption within the next three years. A minority of 4% intends to wait for five years before implementing PA.

Click on the image for enlarged view

Insights from Finance Leaders

Many Finance leaders face cultural resistance when introducing PA tools. However, demonstrated performance over time can persuade late adopters within the organisation. To facilitate this change, leaders are integrating the latest tools into their talent attraction strategies, ensuring new hires possess the necessary skill set. In addition, when leadership is keen on implementing PA tools – encouraged by PA's higher level of scrutiny of numbers faster insight generation, and the results obtained by peers – the pace of adoption accelerates significantly.

Our perspective

PA is more than just a trend; it represents a fundamental shift in mindset. Early adopters will set the benchmarks for financial performance in the years ahead. Leadership is crucial for this organisational transformation. We see that businesses are identifying use cases for PA within the Finance function. To demonstrate PA's value, leaders should present a compelling business case and consider running parallel processes with both the existing and PA approaches in order to highlight the benefits directly.

Key takeaways

Benefits and use cases

Predictive Analytics (PA) revolutionises decision-making for Finance leaders by delivering forward-looking insights. Experience from early adopters and innovators shows a clear benefit from using PA in both efficiency gains and better decision-making. First use cases are typically around sales and revenue and then extend further across the entire Finance function.

Approaches and tools

There are clear signs of technological transformation within the Finance function, with PA transitioning from being exotic to a vital tool within the department. A wide range of solutions is readily available on the market, most of them fit-for-purpose, including standalone predictive tools and custom-built in-house applications. This variety reflects the differing needs and strategic priorities of each organisation. Many organisations start with straightforward models like time-series forecasting before transitioning to more sophisticated solutions, applying an evolutionary approach.

Maturity of Predictive Analytics

The maturity of PA tools is already advanced and ready to be scaled. The use of PA is advancing rapidly, with 22% of companies already using it and 62% planning to implement it soon. Timely implementation is crucial as the performance gap between proactive and reactive companies is likely to widen as proactive companies benefit from the experience their users gain.

Data

Most companies leverage internal historical data for their PA tools. Organisations increasingly incorporate external data like macroeconomic indicators and ESG data for enhanced insights. Perfect data is not a prerequisite for utilising PA tools; correct and clear data ownership is. Fostering data ownership within the organisation and making continuous progress in data improvement are other crucial steps.

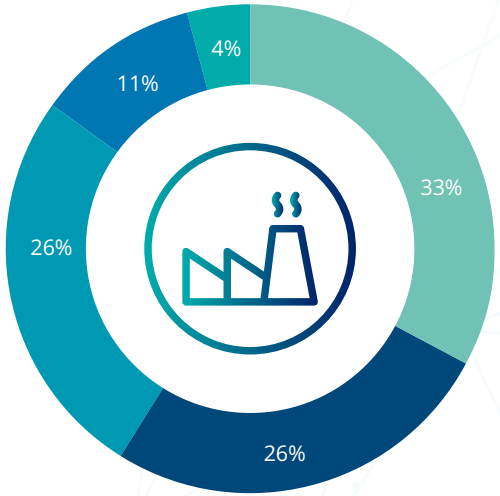
Challenges and concerns

Most Finance leaders do not see implementation costs as a concern. There is an asymmetry present between the concerns of aspiring users and current users. The primary concern for the former is the cost of implementing PA tools. The latter do not mention this concern but rather face challenges in integrating tools within existing systems and building necessary skills. Organisations need to demonstrate the added value of PA to overcome scepticism.

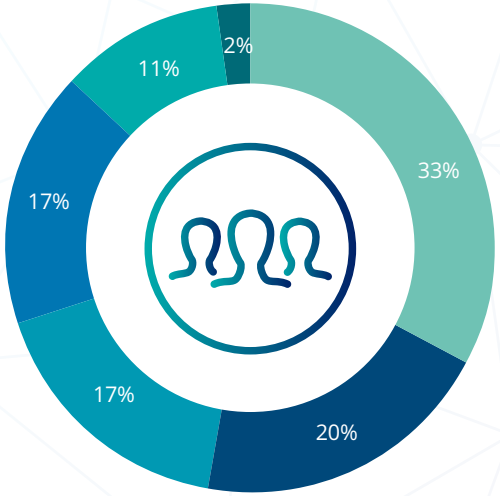
Organisation and culture

The tone set by leadership is crucial for the organisational transformation towards integration and acceptance of PA. Integrating PA tools into talent attraction strategies ensures new hires possess the necessary skill set. Demonstrated performance over time can persuade late adopters within the organisation.

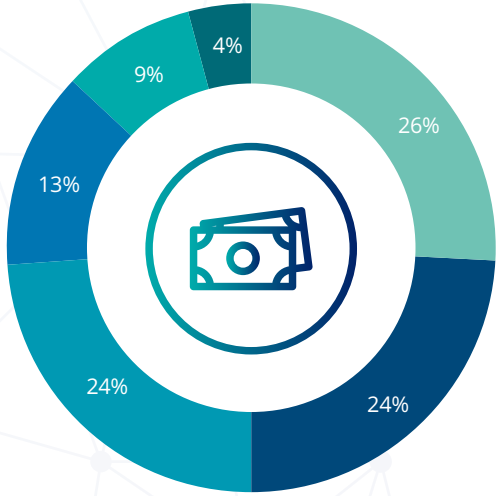
Demographics



- Energy, Resources & Industrials
- Consumer
- Financial Services
- Life Sciences & Health Care
- Other



- Below 5,000
- 5,001 to 10,000
- Not disclosed
- 10,001 to 30,000
- 50,001 to 100,000
- Over 100,000 Employees



- Not disclosed
- 1 billion – below 5 billion
- Below 1 billion
- 5 billion – below 10 billion
- 10 billion - below 20 billion
- Over 20 billion

Figure 9

Please indicate your industry.

The surveyed population covers all European industries. The Energy, Resources & Industrials industry, followed by Consumer and Financial Services industry have the strongest representation.

Figure 10

Please indicate the size of your company workforce.

53% of respondents work for companies with less than 10,000 people. 11% of surveyed Finance leaders work for companies with more than 50,000 employees.

Figure 11

Please indicate your company turnover.

24% of companies surveyed have an annual turnover between 1 and 5 billion CHF. 13% represent companies with revenues higher than 5 billion CHF.

Authors

If you would like to participate in our next survey or discuss the results, please do not hesitate to contact us.

For additional insights on the future of Finance, please refer to our Crunch Time series for CFOs.

Markus Zorn

Partner
Finance Transformation,
Deloitte Switzerland

mzorn@deloitte.ch

Nick Vandesype

CEO and Founder
Predikt

nick@predikt.ai

Vincent Vercruyssen

Founder & COO
Predikt

vincent@predikt.ai

Jochen Büter

Senior Manager
FP&A & Management
Reporting Lead
Deloitte Switzerland

jbueter@deloitte.ch

Murielle Nobleaux

Senior Manager
Finance Strategy Lead
Deloitte Switzerland

mnobleaux@deloitte.ch

Maria Stumpf

Senior Consultant
Finance Transformation,
Deloitte Switzerland

mariastumpf@deloitte.ch

Mathis Vanholder

Consultant
Finance Transformation,
Deloitte Switzerland

mvanholder@deloitte.ch

Deloitte.

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