

The Insights Driven Organization

A value driven approach to become the visionary enterprise you are dreaming of

Today's business environment enables insights driven decision making

Being insights driven opens a whole new world of opportunities for organizations to thrive, by creating value through improvements on products/services based on understanding of customer trends and characteristics or attracting more customers by competitive differentiation. In an increasingly digital world, the environment of organizations becomes more complex and changes faster. This may result in a need for more data and use of technologies, emergence of new and different types of competitors, changing regulations and customer trends. Being insights driven will help companies to face these challenges by making better decisions underpinned with data.

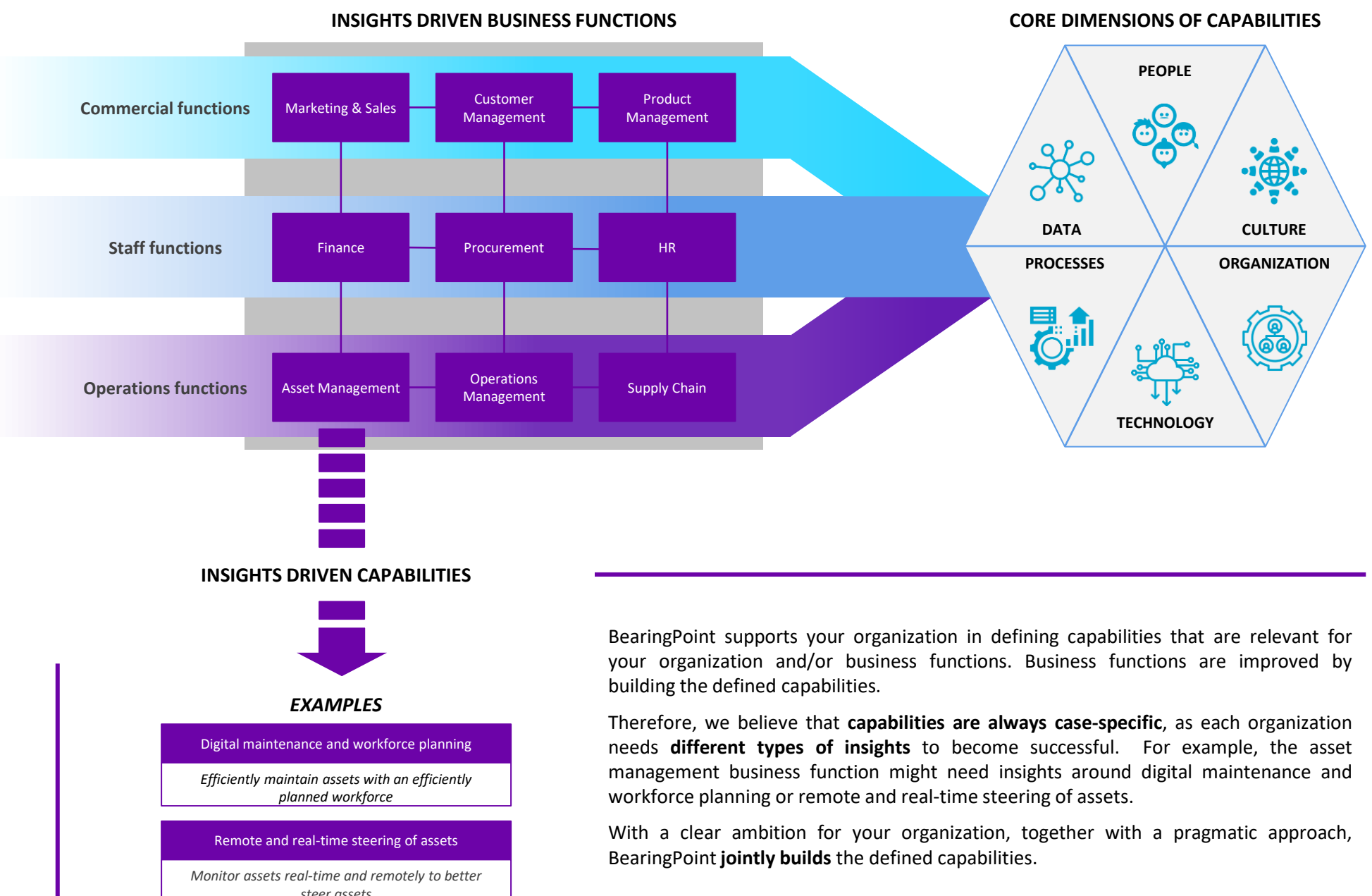
- ✓ A more complex and faster changing world
- ✓ The need to make better informed decisions
- ✓ Opportunities of data in creating new products and services

The Insights Driven Organization puts data and analytics front and center in its business strategy and throughout all echelons

Focus on the development of insights driven capabilities

In our view the Insights Driven Organization is developed by building the right insight driven capabilities. This goes beyond technology alone. These capabilities can be established for all types of business functions. We believe that initiating the development begins by starting small, while thinking big, scaling fast and maintaining a holistic view.

Becoming insight driven requires an organization to have the right **technology**, **data**, **processes** and **organization** in place. Although the hardest part lies in establishing a data-driven **culture**, where taking decisions purely on gut-feel is simply not on the table. This requires a different mindset where **people** need to develop new competencies.



BearingPoint supports your organization in defining capabilities that are relevant for your organization and/or business functions. Business functions are improved by building the defined capabilities.

Therefore, we believe that **capabilities are always case-specific**, as each organization needs **different types of insights** to become successful. For example, the asset management business function might need insights around digital maintenance and workforce planning or remote and real-time steering of assets.

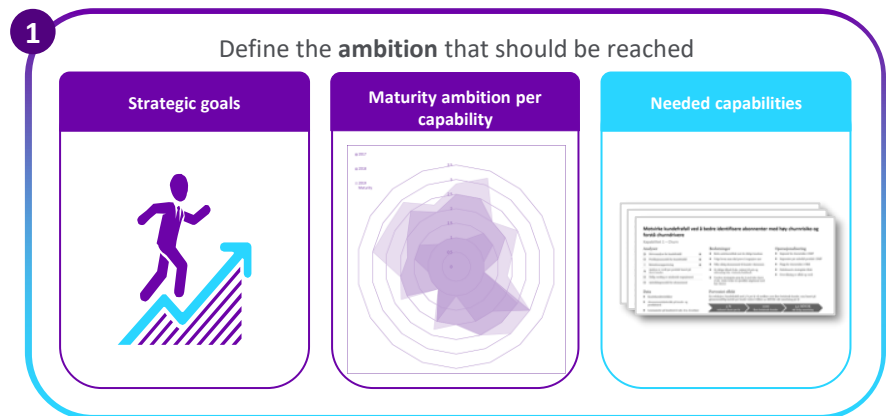
With a clear ambition for your organization, together with a pragmatic approach, BearingPoint **jointly builds** the defined capabilities.

The Insights Driven Organization

How to start developing an organization that uses insights

Setting the right ambitions in terms of capability development is important in becoming insight driven. Not every organization needs to be the next Apple!

When assessing an organization often there is a focus on current maturity levels and business needs. However, BearingPoint believes that determining the maturity ambition is more important. The maturity ambition determines whether you need to become an Apple or not. Together with consideration of cost, benefits and uncertainties, this ambition gives further guidance, by means of capability prioritization, in the transformation towards an insight driven organization.



A large telecom operator is facing an increase in churn from customers, presumably due to recent changes to their network and accompanying service interruptions. Recognizing churn as part of the larger topic of customer management we helped build up the insights driven customer management capability of this organization.

Using data analysis and machine learning to find the true causes of customer churn it turned out that the primary cause of churn was not the service interruptions themselves, but the poor customer service related to it. Acting on this finding, churn was rapidly reduced to levels prior to the network change, thereby proving the value of insights and further solidifying the position of insights driven customer management in the organization.

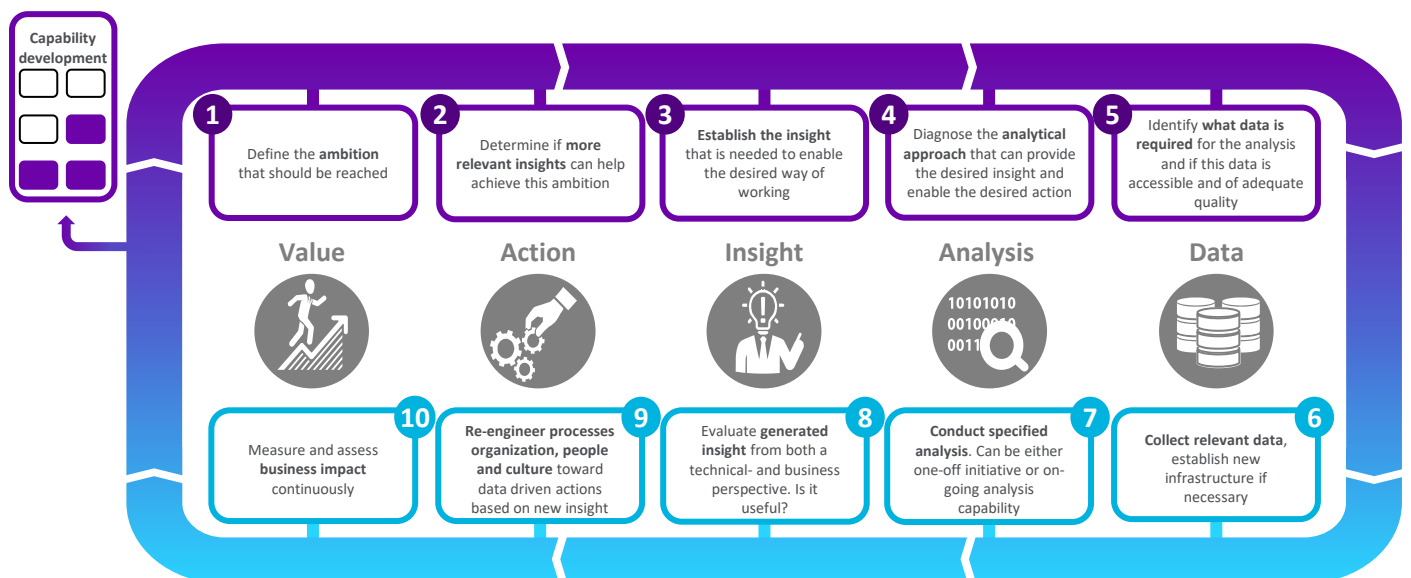


CASE STUDY

Value Driven Approach: begin with the end in mind

At BearingPoint we believe that this big challenge should be tackled by consecutive small steps with the end in mind; starting with a pragmatic value driven approach in a specific department or team and expanding outwards towards the visionary insights driven organization you are dreaming of.

Capabilities with the highest impact and lowest effort are developed first, even if this requires organizations to develop an advanced analytics capability.



CASE FOR CHANGE

WHY NOW?

- ✓ A more complex and faster changing world requires more informed decisions
- ✓ Adapting your organization in such a way it can use insights to make better informed decisions is key to business success
- ✓ Creating an insight driven organization helps to gain competitive advantage, become more effective and reach new opportunities

WHY BEARINGPOINT?

- ✓ Proven methodology with a holistic approach which results in fast value: we start small and scale later
- ✓ Focused on business impact: we deliver tangible results and embed capability transfer towards the organization
- ✓ Analytics and business transformation expertise in-house: we work as one team with the same objectives
- ✓ Small and flexible with a global reach: extensive international experience in management, analytics and technology consulting

