



2024 Americas Global Employer Services Summit

Synthesizing data to drive business solutions

Introductions



Patti Wilkie
Principal
Deloitte Tax LLP

Learning objectives

- Understand the approaches for gaining insights from data that support business decisions
- Importance of having a data strategy
- Overview of tools that support making strategic decisions that are critical for today's global workforce leaders

Agenda

- Overview: What is data analytics?
- Developing a strategy
- Toyota business case
- Software tools and landscape
- Types of insights and informing decision making
- Q&A

Overview



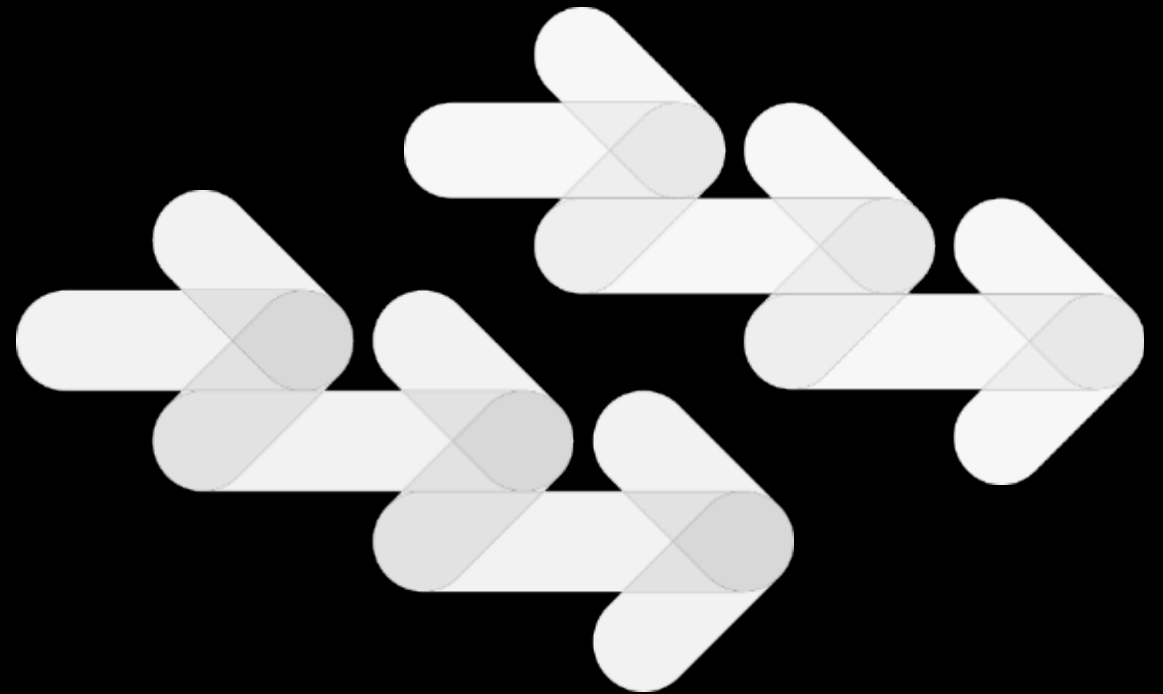
What is data analytics?

Data analytics is taking the available data and making sense of it in a way that answers business questions, in order to drive better decisions



We use **data analytics** to:

- **Describe** (descriptive analytics)
- **Confirm** (diagnostic analytics)
- **Predict** (predictive analytics)
- **Recommend** (prescriptive analytics)



Data-Driven and AI-Powered Insights

Global talent mobility has the opportunity to leverage data to drive insights and support business decisions

Organizations **aggregate large data** sets, many of which are underutilized because they span multiple systems or are difficult to analyze. By **centralizing data and enhancing** data quality / reliability, it is possible to gain insights that drive **policy development, enhance compliance, promote DEI outcomes, and measure ROI.**

WORKFORCE TRENDS



83% of organizations believe that leveraging worker data to create **benefits for both the organization and its workers** is important or very important to their organizations' success¹



Only **19%** of organization believe they **are very ready to leverage** their worker data¹



86% of business leaders say **measuring DEI outcomes** is important or very important to their organizations' success²

THE POTENTIAL OPPORTUNITY

Global Talent Mobility can leverage and understand what data is required to make informed and strategic decisions with respect to talent strategy, vendor strategy, compliance thresholds, benefits packages, and employee experience. A live data set can also help measure the impact of changes, create a rapid feedback loop and allow ongoing iterations and enhancements.

GENERATE IMPACT THROUGH:

Increasing data transparency, accuracy, and accessibility to yield more valuable data insights and data-driven decisions



Demonstrating the value that Talent Mobility can deliver to the organization through metrics and data insights

Collecting and analyzing data on worker interests, goals and skills to better inform candidate selection

Leveraging AI to generate real-time and continued analytics to help improve performance at scale

Audience engagement

By show of hands



How many of you are currently using data analytics in your global talent mobility program?

- a) Using a variety of data analytics tools on a day-to-day basis
- b) Starting to leverage more tools
- c) Only using spreadsheets
- d) Interested to learn more about using data to drive business insights

Importance of a data strategy



Navigating the fog to find clarity

Designing a best-in-class data strategy

Global Talent Mobility professionals may find themselves inundated by **high-priority** requests requiring a **quick turn around**.

Layer in the fog of **data disparity and reliability** ... how do we pivot to becoming more strategic when we feel like we're **constantly putting out fires**?



Challenges to leveraging data

Voluminous sets of data, often from multiple sources

Significant time manipulating, reviewing, analyzing data

Data **requires sorting, pivot tables, and filtering**

Same sets of data are being **analyzed on a recurring basis**

Errors have popped up due to missing or misunderstanding

Multiple scenario **analysis of alternatives**



Stronger analytics outcomes

Streamlined collection of data across multiple platforms and vendors

Automated rule sets applied to **promote accuracy and consistency**

Efficient wrangling and manipulation of data for easy consumption

User defined reporting accompanied by self service to manipulate data

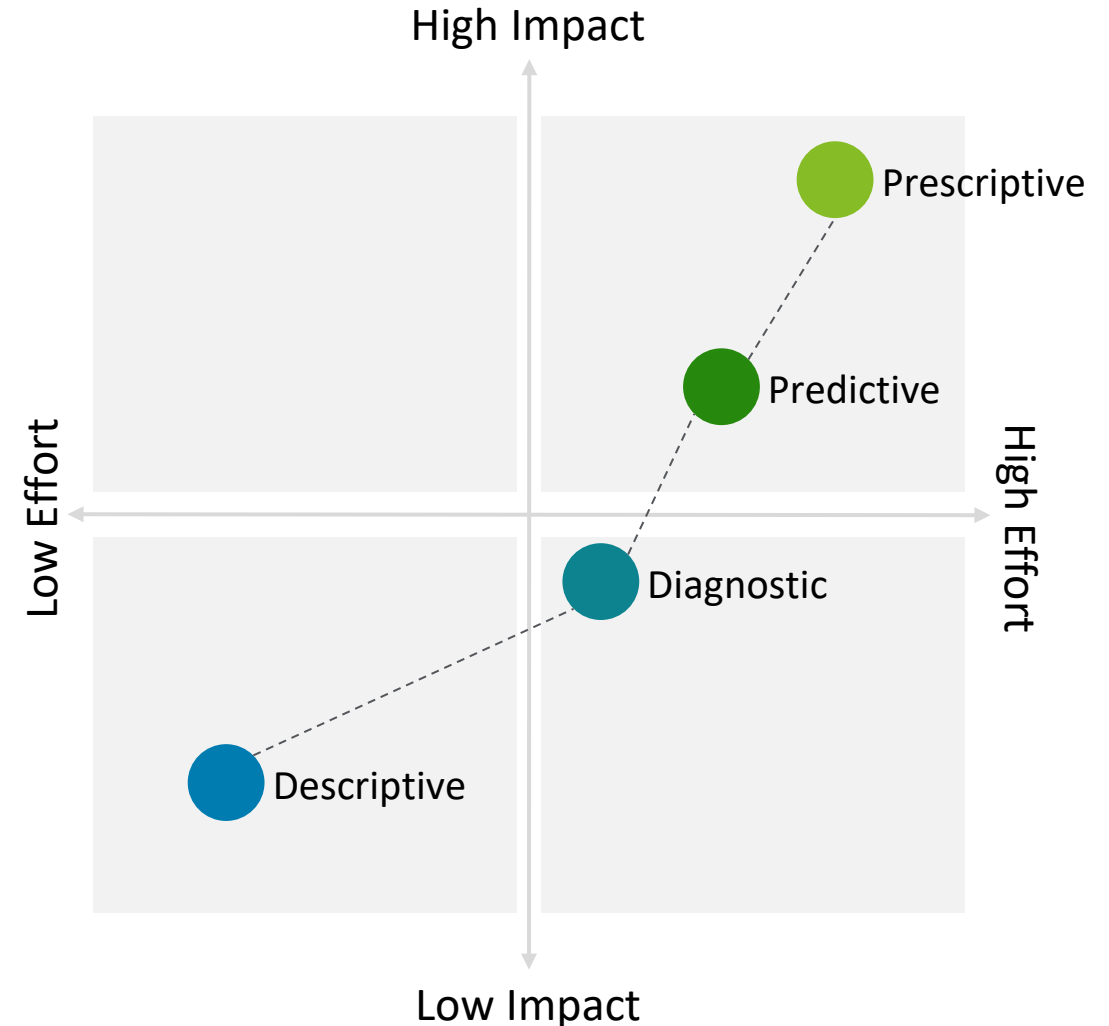
Robust **validation and escalation** processes to continuously cleanse

On demand modeling using data science and artificial intelligence

Spectrum of impact

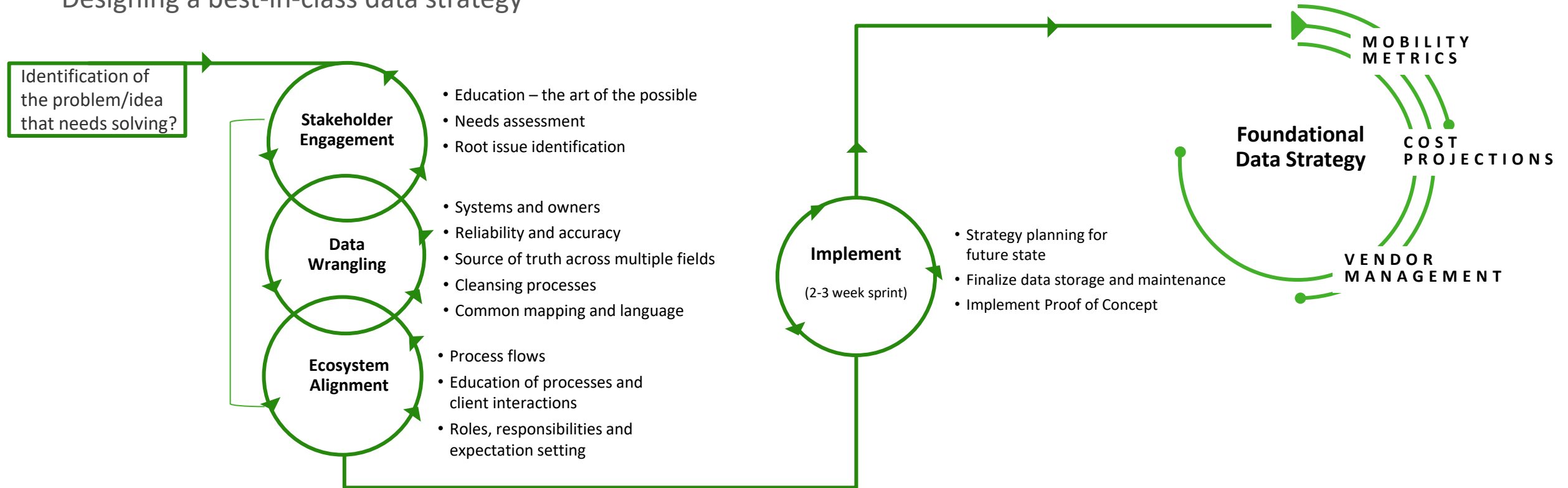
Designing a best-in-class data strategy to allow data analytics identify patterns to better understand a problem and gain business insights.

- **For descriptive analytics**, this means using data analysis to say X is happening (or happened)
- **For diagnostic analytics**, takes a deeper look at data to attempt to understand the causes of events and behaviors.
- **For predictive analytics**, you're using data analysis to forecast what is likely to happen in the future
- **For prescriptive analytics**, analyzing insights to recommend what should be done based on the success probability of that action



Developing the strategy

Designing a best-in-class data strategy



An immediate need to improve reporting **accuracy** and **streamline** the process of gathering and cleaning report, aligns with that of designing and standing up a **foundational mobility analytics program**.

With a data strategy in place, you can be well-positioned to leverage your data to **inspire action** and **transform** the business.

Software tools and landscape



The variety of tools that are in market

There are a number of data analytics tools in the market that range from simple to advanced. They provide capabilities for descriptive to predictive insights, and are supported by various software and languages for data mining, text mining, network analysis, forecasting, sentiment analysis, and machine learning.



Tableau

A data visualization tool used to simplify raw data into-an understandable format



**Microsoft
Power BI**

Business analytics tool by Microsoft that provides interactive visualizations and business intelligence capabilities



**IBM SPSS
Statistics**

Software package designed for statistical data analysis.



Alteryx

Self-service data analytics tool that helps process data and build predictive models.



Excel

Microsoft's spreadsheet software that's used for data analysis, manipulation, and visualization.

Types of insights



Business challenges that can be solved with data

Below are examples of the types of data insights that global talent mobility leaders can use to drive business outcomes and insights.



Talent Management

Proactively and effectively manage your global talent pool to meet the needs of the business



Operational Effectiveness

Identify ways current processes can be automated to facilitate decision making



Cost Stewardship

Accurately forecast costs and actively monitor global program costs

Give stakeholders the data they need to...

Stakeholder Reporting

Provide strategic program **insights** and enable **informed decisions**, in an **efficient and understandable** way.



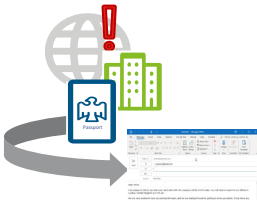
Vendor Effectiveness

Evaluate vendor **performance** and make **future vendor selections**.



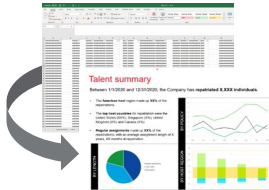
Speed to Deployment

Map out timing and resource constraints, streamlining the resource management process.



Talent Stewardship

Centralize talent **planning** and link talent and global mobility data for business/talent planning discussions.



Cost Analysis

Compare estimated to **actual costs** and improve program budgeting.



Financial Management

Understand program costs and **identify cost reduction opportunities**.



Performance Metrics

Measure program success and progress towards **key performance indicators**.



Leaning in to help measure the return on investment

Designing a best-in-class data strategy



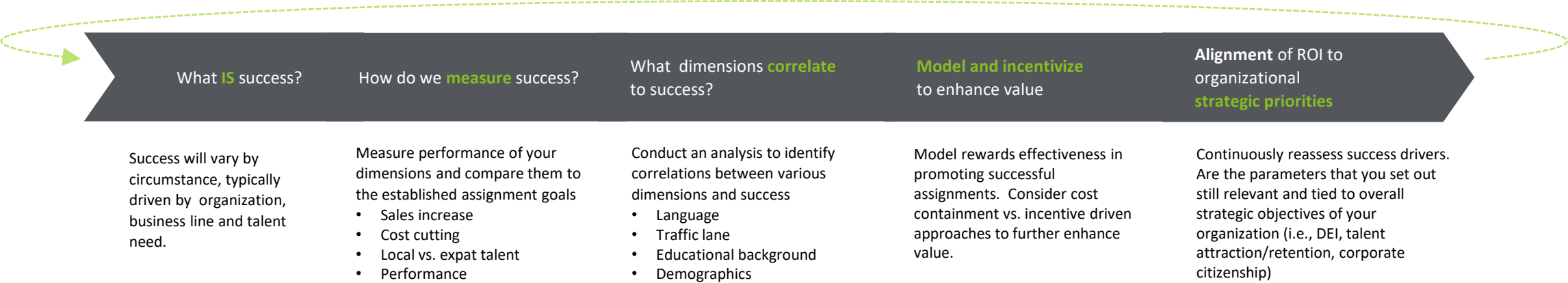
What if you could report out on the **return on investment** that each business is getting from their assignments?

That would mean that you could **partner** with your talent and business line stakeholders to **enhance the value of assignments**.

You could then leverage policy provisions and rewards to further **promote success**.



You can do this with a defined methodology to **define success**, with a **foundational data strategy** to measure and report on it:



Questions?





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