

Data Intelligence

Gain an unbeatable competitive edge with data intelligence

December 2022

KPMG Future of Finance

CFO agenda for elevating finance

We believe that CFOs and their teams are natural leaders in today's digitally enabled, dynamic environment. Leading finance organizations are investing in new capabilities that enable them to elevate from their traditional roles to strategic advisors across the enterprise. Our strategy for future-ready finance includes five distinct but complementary pillars focused on unlocking business value. [Download](#) this white paper to learn more.



Finance is now able to integrate data and intelligence, unlocking insights that were not available just a couple of years ago.

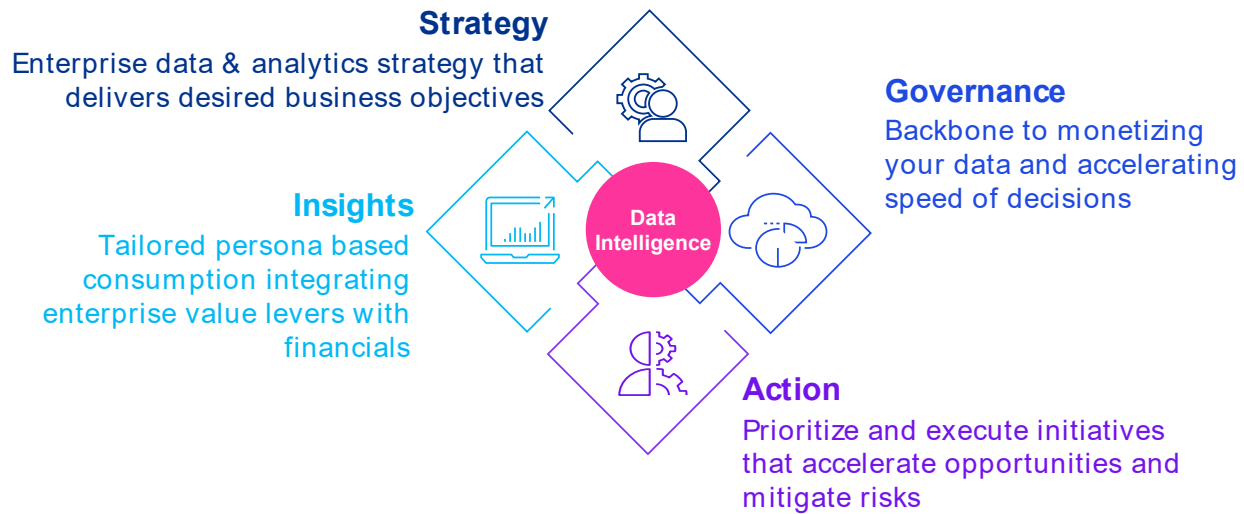
— **Brett Schumacher**
Director
Finance Transformation

In our recent white paper, [CFO agenda for elevating finance](#), we explained how data intelligence can position finance as the value multiplier and integrator of data across the enterprise.

In this point of view, we'll review the basic aspects of data intelligence and then discuss potential challenges and ways to develop a modern data platform built to adapt and scale with constantly changing data sources.



Finance leads enterprise performance through delivery of connected, cross-functional intelligence and actions that enables the business strategy and financials



Among finance leaders: **75%** agree effective enterprise data use can radically change the business model


71% improved revenue with greater use of customer data


70% are increasing spend on data-related activities in 2022


Source: KPMG 2021 The Data Imperative, KPMG 2021 CEO Outlook Report

A modern data intelligence platform

Today's organizations need to transform and analyze massive data sets, inform innovation and strategic imperatives, and tailor consumption to internal and external customers. To address these requirements, finance organizations can consider the following steps in creating and supporting a modern data intelligence platform:

 Establish a comprehensive data **strategy** to enable business insights. Finance should partner with the business to develop actionable strategies and take steps to better understand relevant data signals and repositories.

 Unlock new opportunities with data **insights**. This requires finance to broaden its scope of activities by tightly integrating transactional, reference, and other metadata. At the same time, finance needs to shift its focus toward untraditional reporting such as ESG reporting and customer/product profitability.

 Prioritize key **actions** that accelerate business opportunities and mitigate risks. This entails providing and managing real-time data tailored to stakeholders across the value chain and offering fit-for-purpose, self-service reporting.

 Develop effective **governance** as the backbone of your data strategy. Finance can help create a culture of trusted data based on effective, secure stewardship by focusing on quality, integrity, and consistency.

Leverage data as an asset to gather insights and take action

The use of data in business is a competitive advantage that supports decision making and actionable insights in close alignment with both the short- and long-term goals of the organization.

Over the short term, data intelligence can support dynamic pricing, initial top-line revenues, improved margins, and the ability to match competitor pricing. Long-term benefits can include sales force optimization, enhanced manufacturing decisions, and more informed decisions involving capital investments for new products and services.

Potential challenges

Organizations are often faced with a number of potential challenges that can hinder the development of a fully integrated data strategy. However, finance and the central data strategy group can help mitigate risks with a number of specific actions.

Business alignment

Misalignment can occur between strategic plans and related data initiatives.

How finance can mitigate risk: Partner with operations, clearly define expected outcomes, and link outcomes to action plans.

Data Quality

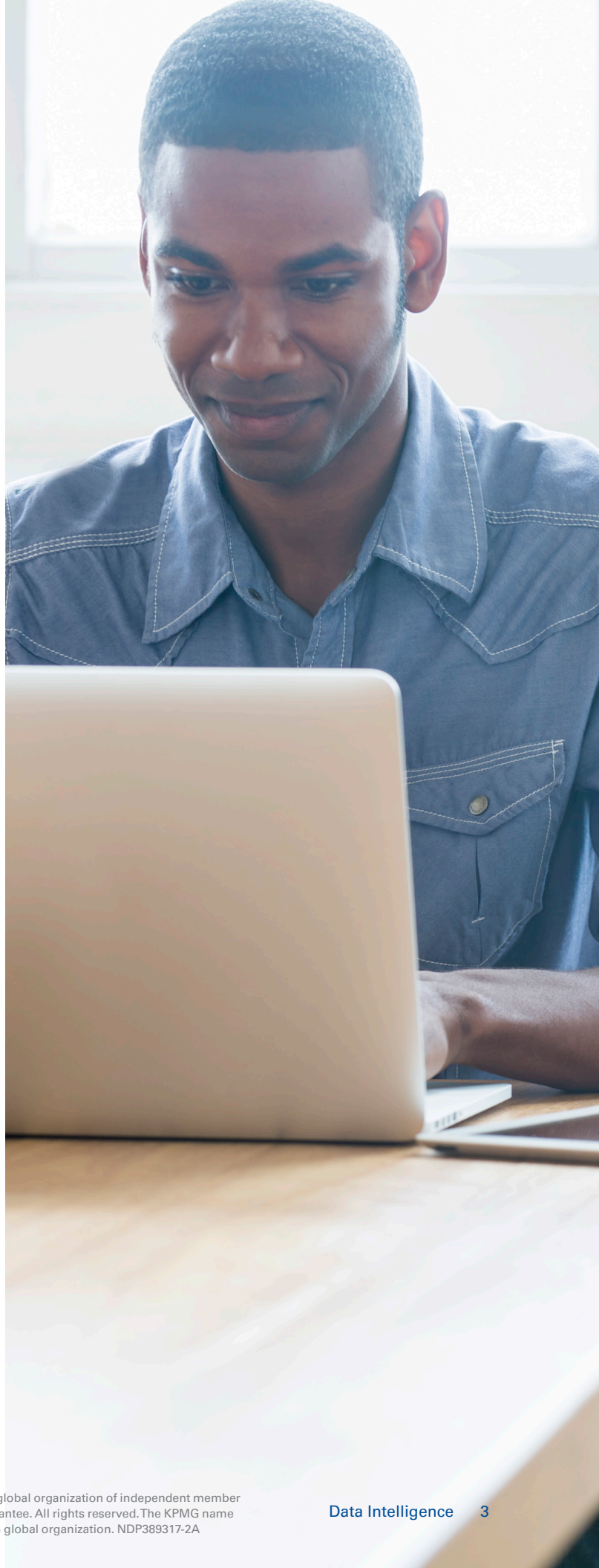
Poor data quality can result from the lack of governance, human error, multiple data streams, varying levels of granularity of actual and plan data, inaccurate allocations, etc.

How finance can mitigate risk: Develop data risk and readiness assessments, perform historical cleanup on key financial and statistical data, and establish data governance processes.

Change management

Adoption of a data-driven culture can be difficult due to the lack of knowledge, training or support from leadership.

How finance can mitigate risk: Organize a centralized data team with both operations and finance partners, invest in data and analytics training, and incorporate adoption of data and analytics into performance.



Design a plan of action

Consider these steps in developing an integrated data intelligence platform based on operational drivers tied to enterprise-wide strategies and objectives:

1) Business strategy:

Review business strategy and link the goals to a data action plan which is tied to business performance metrics.

2) Maturity assessment:

Analyze current processes, source systems, levels of automation and internal controls.

3) Centralized data team:

Establish a team dedicated to data management involving governance, maintenance, and technology.

4) Technology and automation:

Develop a comprehensive technology architecture plan that incorporates data requirements and opportunities for enhanced automation.

5) Data governance:

Implement internal controls and standardized processes to mitigate the risk of data quality issues.

6) Data insights and analysis:

Adopt data-driven decision making within all aspects of the business using the established models and analytics.

Case in point

KPMG helped a client in the car rental industry sharpen their competitive edge with improved data management and visualization solutions.

Challenge: Our client in the car rental industry needed a way to bridge operational and financial data to help them better assess how their business was performing according to rental location, brand, and function, all at a global scale.

How we helped: KPMG led the implementation efforts for multiple data management and visualization tools including Oracle, Tableau and Alteryx to support and enhance an end-to-end, global data strategy for the client.

Benefits to the client: Through the implementation of these tools, we helped increase global visibility into our client's performance with real-time reporting linked to dynamic visualizations driven by both operational and financial metrics.

Authors



Michael Kokotajlo
Partner,
Finance Transformation
T: 609-462-7107
E: mkokotajlo@kpmg.com



Ryan Kenney
Managing Director,
Finance Transformation
T: 617-988-1405
E: rkenney@kpmg.com



Zach Gianola
Director,
Finance Transformation
T: 214-840-2511
E: zgianola@kpmg.com



Colleen Mohnkern
Director,
Finance Transformation
T: 713-319-2247
E: cmohnkern@kpmg.com



Brett Schumacher
Director Advisory
Innovation and Investment
T: 216-875-8368
E: brettsschumacher@kpmg.com

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