Deloitte.

Management Consulting in Digital Age

May 10th, 2021

Agenda

1 / INTRODUCTION

2 / CONSULTING IN DIGITAL ERA

3 / DIGITAL TRANSFORMATION APPROACH

4 / Q&A

Today's Presenters

Gianluca Cerrato
Manager, Deloitte Digital

Salvatore Di Salvo
Manager, Deloitte Digital

CONSULTING

in Digital Era

Deloitte Consulting

Offering Portfolio overview

Strategy, Analytics & MA

We help clients achieve breakthrough value by developing integrated strategies to win in their chosen markets, architecting data driven programs that transform their business, and enabling our clients to grow, shrink, and fundamentally change the nature of their business through merger and acquisition, divestiture and restructuring

Enterprise Technology & Performance

Helps clients achieve the maximum possible impact and value from their investments in Finance, Supply Chain and IT operations

Takes a holistic view of key business functions from strategy articulation through process design and technology enablement

Customer & Marketing

Capitalize on our diverse, globally recognized brands and capabilities to elevate the human experience in everything we do for our people and every outcome we deliver for our clients.

Leverage our unique strengths in creative, design, innovation, strategy, branding, advertising, platforms, and solutions – as well as our continued growth through acquisitions – to bring fully integrated solutions to our clients

Business Operations

Combines functional and technical capabilities to help clients transform, modernize, and run their existing technology platforms.

Optimizes clients' business operations and helps them take advantage of new technologies.

Drives product and service innovation, improves financial performance, accelerates speed to market, and operates client platforms to innovate continuously

Human Capital

Organization transformation can occur at the enterprise, business unit or functional level, and leverages behavioral analytics, actuarial capabilities and research insights to drive the change.

Change management run also on Workforce Transformation to enable clients' success in creating the very best workforce to achieve their business aspirations - providing end-to-end workforce lifecycle solutions.

Helps organizations manage and sustain their performance through their most important asset: their people.

Focus next slides

What Deloitte Digital offers

Our offering portfolios cover a wide range of expertise that allows us to manage all GNV tours needs.

Customer Strategy & Applied Design

Identify Insights

Market Opportunity Analysis

Market Needs Assessments

Customer Analysis & Segmentation

Ethnography

Audience & Content Analysis

Brand Audit

Competitive Analysis

Create Experiences

Omni Channel Experience Design & Development

Immersive Digital Environments

Mobile Web & Emerging Experiences

Experimental IoT

Ignite Innovation

Ideation

Creative Strategy

Innovation Process

Products, Solutions, & Services Design

Define Strategy

Growth Strategy

Brand Strategy

Customer Experience Value (CX)

Customer Platform Strategy

Enterprise Digital Strategy (EDS)

Product & Solution Strategy

Pricing & Profitability Management

Business Case Development

Digital Customer

Enable Enterprise

HR Transformation

Agile Learning

Digital Leadership & Talent

Digital Change Management

Digital Culture

Digital Supply Networks

Digital Finance

Mobile Workforce

Optimize Operations

Applied Analytics

Marketing Mix Modeling

Advanced Analytics Strategy & Architecture

Visualization & Reporting

Campaign Measure & Optimization

Predictive Analytics

Platform Support

Robotics and Cognitive Automation

Cyber Security

ID, Asset, & Vulnerability Management

Data Protection

Secure SDLC

Threat Intelligence

Security Monitoring

Risk Analysis

Incident Response

Forensics

Crises Management

Advertising, Marketing & Commerce

Amplify Brands

Creative Campaigns & Content

Brand Content Marketing

Digital, Social, & Mobile

Loyalty & Performance Marketing

Marketing Services

Deliver Platforms

Customer Platform

e-commerce Platforms

HR Systems

Content Marketing

Artificial Intelligence

AR/VR Platforms

Analytics Platforms

Marketing Automation

IoT Platforms

Deloitte Digital

──── **WE ARE A** ────

creative digital consultancy.

──── **WE BELIEVE** ────

everything is branding.

──── **WE** ────

imagine, deliver, and
run the future.

Digital is woven into everything we do

For the first time in history, technology is pervasive enough and cheap enough that everyone is using it with little or no learning curve, creating business models and opportunities that never existed before.

Personal/Consumer

The digital lifeline. Family and friends stay connected, scheduled, and entertained. Technology is now necessary for entertainment, health, driving, socializing, shopping, banking, traveling, learning and dozens of other personal activities.

Society

Technology is more than an enabler for the digital era. Ubiquitous and accessible, the rapid pace of innovation has made technology as important as food, water, and shelter in society.

Business/Employees

Every sector is being turned inside out by digital disruption and expanded capabilities. Marketing, customer engagement, employee productivity, sales, and many other business functions are being redefined.

Digital Transformation

Companies need to rapidly adapt to enable new digital trends in their Business.

Our studio in Milan

Our studio is a place where creativity, business knowledge and technology get together to craft digital experiences for Companies leader in all markets.

We give a lot of attention on user experience aspects, building experiences centered on the user and working on different scenario technologies to create new business opportunities.

DISCOVER THE STUDIO

Deloitte.
Digital

DIGITAL
TRASFORMATION
APPROACH

Creating human-first enterprises requires transforming both the business *and* the organization

Transforming your culture, introducing new ways of working, and engaging the workforce and partners with intuitive solutions

TRANSFORMING THE ORGANIZATION

Transformation of individuals' experience

TRANSFORMING THE BUSINESS

Revisiting business models, installing the right platforms and systems, embedding data and insights, and rethinking processes

23 |
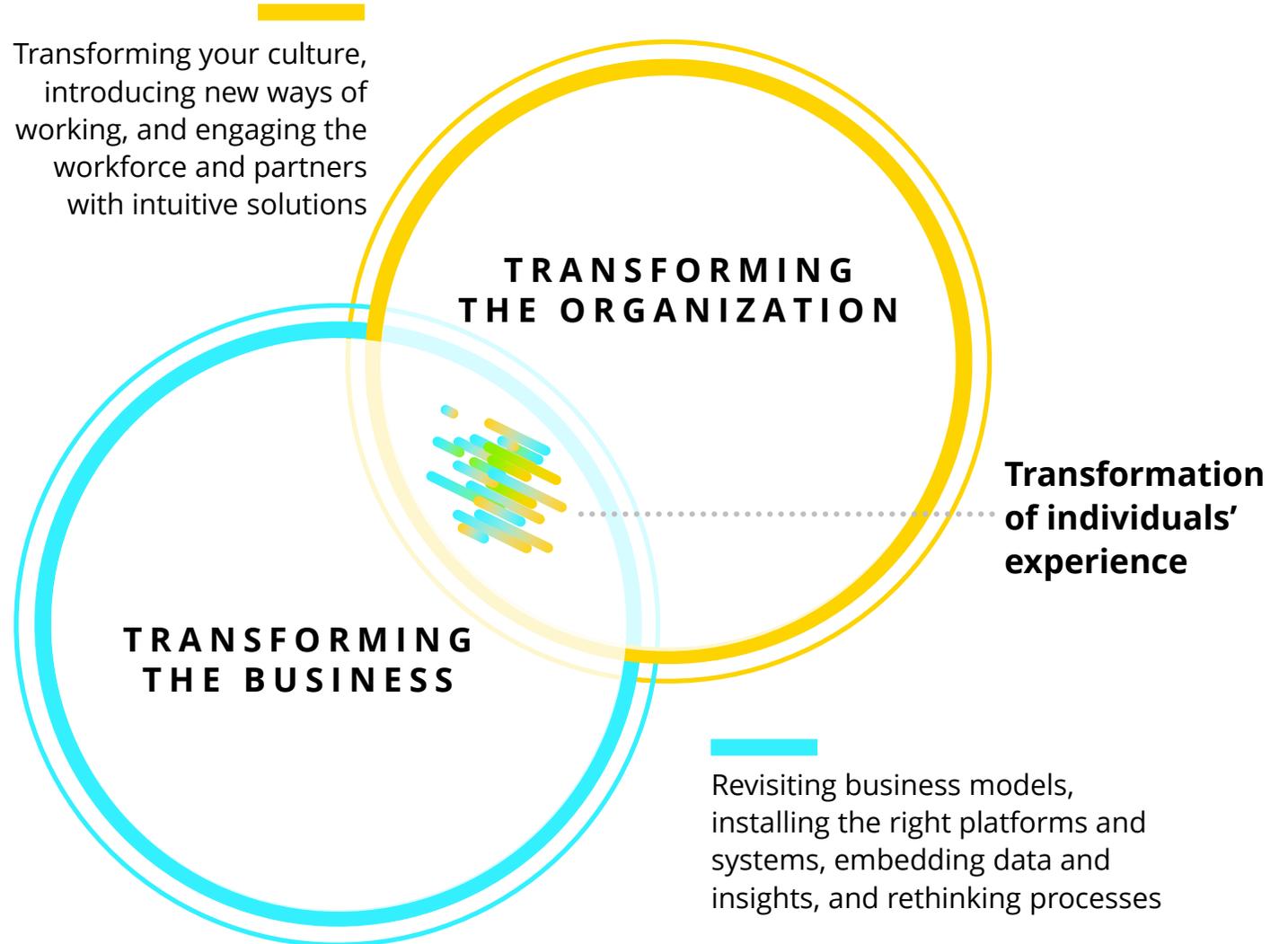
At **Deloitte Digital** we connect creativity with technology for business, bringing empathy, ideas and experiences into all that we do.

Together across the breadth of our organization we make an impact that matters to our clients and society.

Guided by our aspiration to

elevate the human experience

and shape offerings around moments in real lives...

We

imagine, deliver, and run

the future, joining the parts of our diverse business to better connect our clients with the potential in theirs...

To build brands off strong relationships, make good on growth, and create

sustainable business futures.

Deloitte.
Digital

Imagine, deliver, and run...

Successfully evolving is the difference between failing or flourishing in the digital age, and our foundational philosophy to digital transformation underpins all of our client service.

...the future.

Imagine

Look forward, Explore broadly

What are our client's ambitions? How can the drive strategic advantage by leveraging brand new business models, forming new eco-systems, and implementing new platforms that deliver amazing customer experiences? Through in-depth discovery, trend research we expose and explore opportunities form a vision for the future.
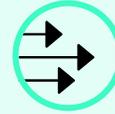
Deliver

Iterative concept refinement, prototyping, and planning

What we imagined begins to take shape, the business model, branding or platforms are brought forward in market ready concepts to be tested for fit and validity and their ability to delight and surprise our customers. We refine our concepts based on feedback and plan for the future state operating models necessary to drive to scale.

Run

Agile operations to create business impact

On plans begin to drive the change envisioned, implementation moves forward. The business transformation takes shape, benefits begin to be realized at scale and the organization is prepared for continuous learning.

Different is really good

Unlike our competitors, we're a one-stop shop, able to provide true end-to-end capabilities for our clients

IMAGINE **DELIVER** **RUN** **...THE FUTURE**

DESIGN HOUSES

GLOBAL SYSTEMS INTEGRATORS

DELOITTE DIGITAL

HOLDING COMPANIES (MARKETING DOMAIN ONLY)

MANAGEMENT CONSULTANCIES

MARKETING SERVICE PROVIDERS

BIG FOUR

26 |
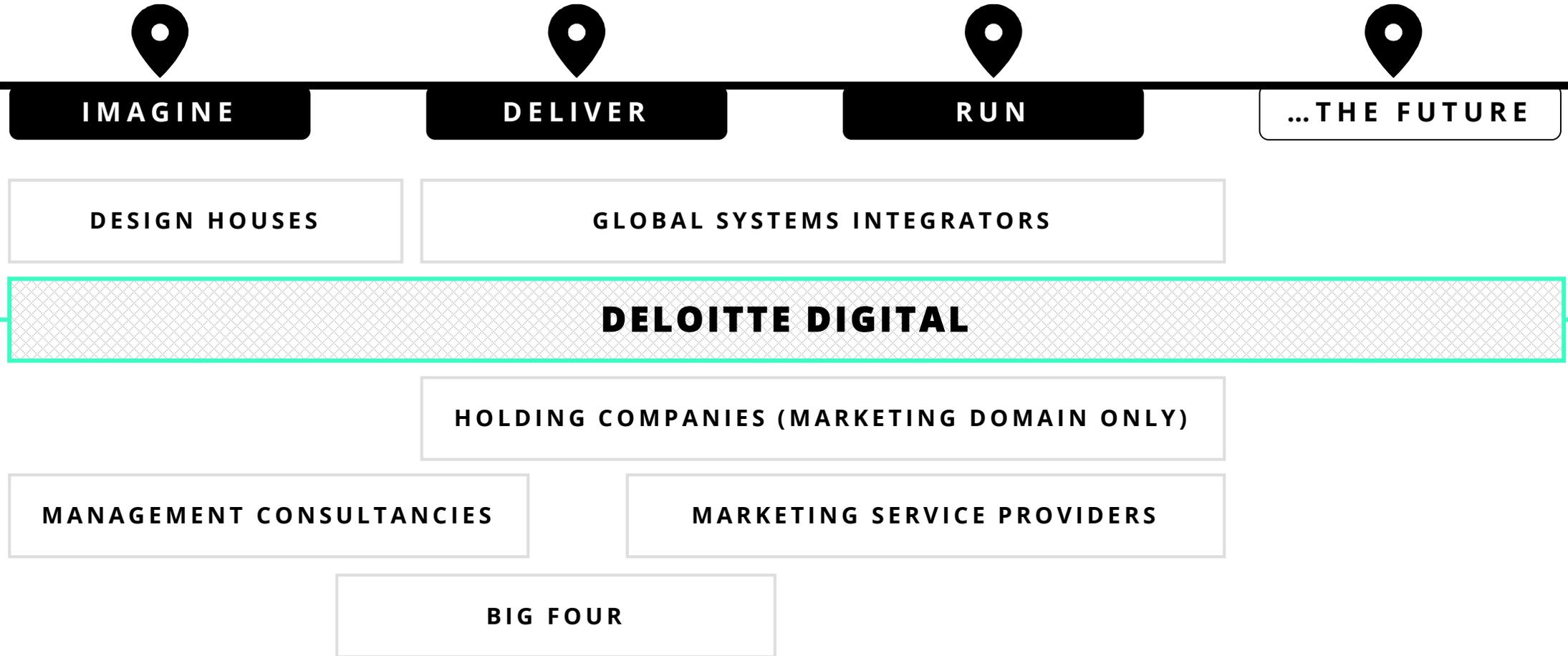
The approach goes beyond 'imagine'

Our methods bind data, technology, and people in a coherent response to our clients' needs, iterating, always, for flexibility and effectiveness

DOING DIFFERENTLY	DELIVERING DIFFERENTLY
What we do	*Enabling our clients to...*

Identifying the right customer
Segment and target the market, understanding their values and motivations. Sharpen the brand proposition and build awareness

Find the right moment
Meet humans where they are in the moments that matter most

Engage the right way
Deliver with context, empathy, and creativity and deliver new ways to interact to build loyalty

Extend the relationship
Help clients shift to be in the business of humans, delivering continued engagement to become a part of their customers', employees', and partners' lives

Get **end-to-end visibility** into customer, workforce, and/or partner data to understand their journey

Reduce the gap between expectations and engagements

Reach and serve current and future customers with the **right content** across touch-points (online, offline)

Transform experiences across the journey, especially in industries with a high volume of interactions

Improve brand perception, **increase awareness** and consideration

Imagine

Imagine

DISCOVER

- Understanding of the **context** and definition of current market **opportunities** and critical **issues**
- Understanding of the **customer**, his **behaviors** and **needs**, personas development
- Understanding of the **brand** (ident**ity/values/positioning**) and analysis of touchpoints/experience delivered by the company

CUSTOMER EXPERIENCE DESIGN

- Recap of all the observations gathered in the "research and insight" phase in order to identify opportunity areas, **idea generation** to define **project scenarios**
- Development of **to-be experience** in all its aspects (channels, devices, touchpoints, customer journey, blueprint)
- Definition of **requirements** and **logic architecture** to implement and development **roadmap**

Tools

Interviews   **Experience Map**   **Priority map**   **Surveys**

Storyboard   **On site visits**   **Workshops**   **Stakeholder map**   **Video Storytelling**
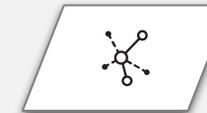
Deliverables
(examples)
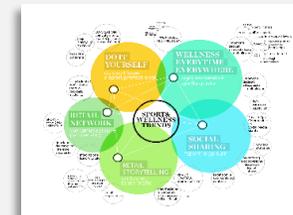
CONTEXT & TREND MAP

COMPETITORS BENCHMARK
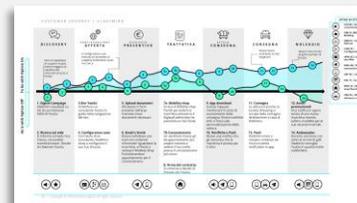
CUSTOMER JOURNEY

STORYBOARD
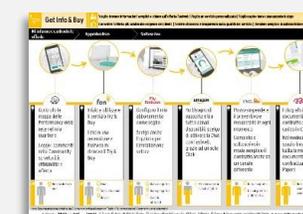
SERVICE BLUEPRINT WITH CAPABILITIES

PERSONAS CARD

Personas
(example)

Illustrative output

Personas are archetypes to represent specific goals, feelings and interactions needed to assess the journeys and validate the solution.

Activities aimed at understanding the customer:

- Analysis of customers' needs and way to access products/services (as-is customer journey)

- Qualitative/quantitative data analysis (CRM, market researches,…) for a deeper understanding of the "as-is"
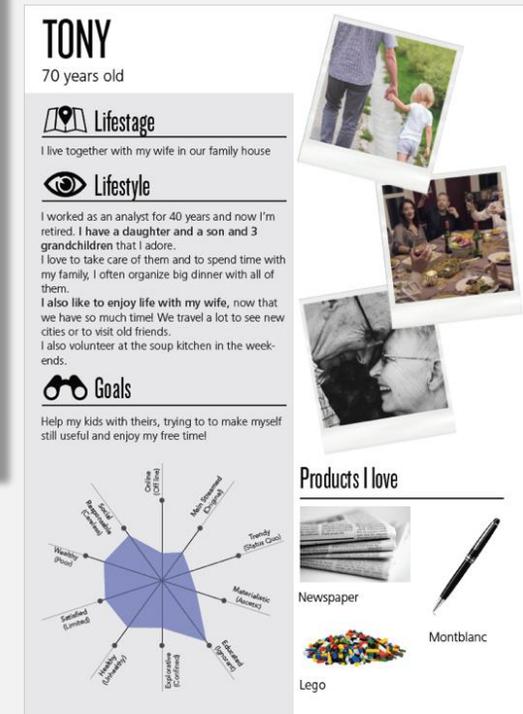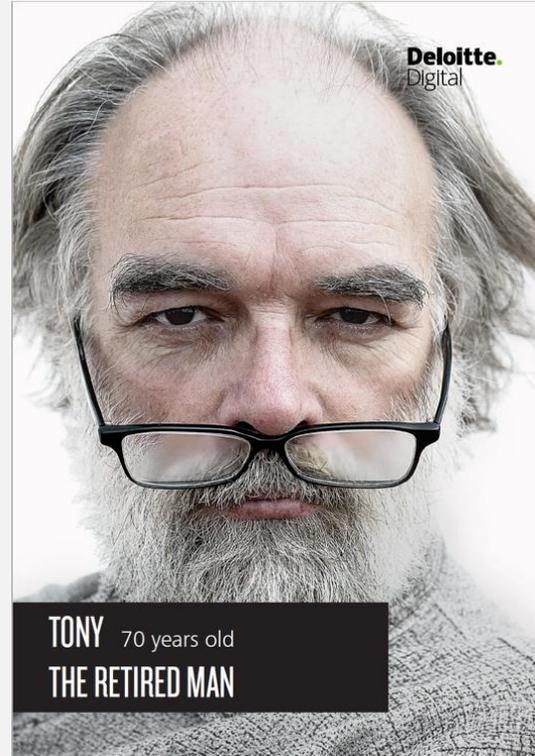
Customer focus on the basis of Personas

There are four key perspectives typically used for developing personas. The choice of the dominant perspective will depend on the context and the objective of the personas use

The Goal – directed perspective

A persona is defined by its **various goals** and **relationships** to the product development

The Role – based perspective

This perspective focuses on the role of the persona and it is based on **quali-quantitative research on behaviour and attitudes**

The Engaging perspective

This perspective aim at creating a **realistic representation** of people to allow the designer to engage and relate to the persona

The Fiction – based perspective

Uses the **design team's experience**, **assumptions**, and **intuition** to create personas

Customer Journey
(example)

Illustrative output

The customer journey is the complete sum of experiences that customers go through when interacting with a brand.

The customer journey map is an oriented graph that describes the journey of a user by representing the different touchpoints that characterize his interaction with the service.

Different aspect can be considered:
- Channels used
- Communication material
- Emotional path etc.
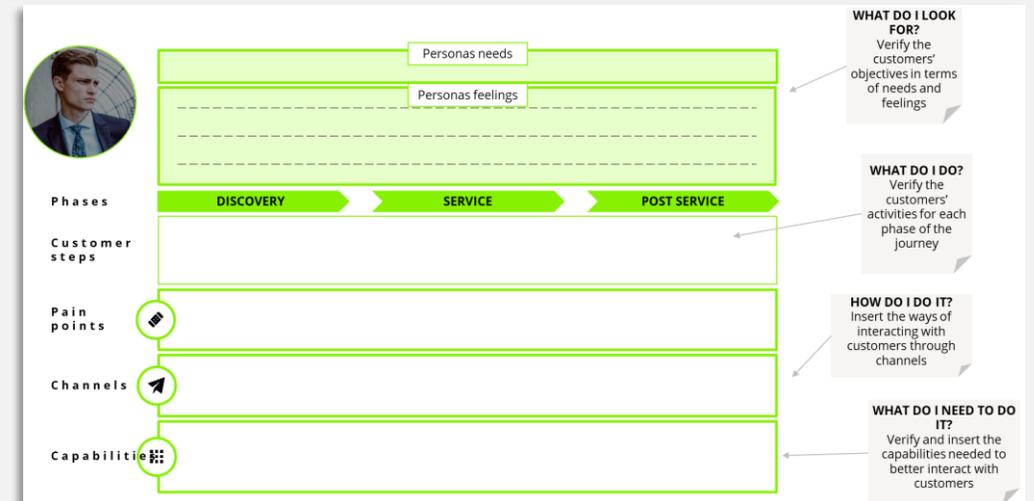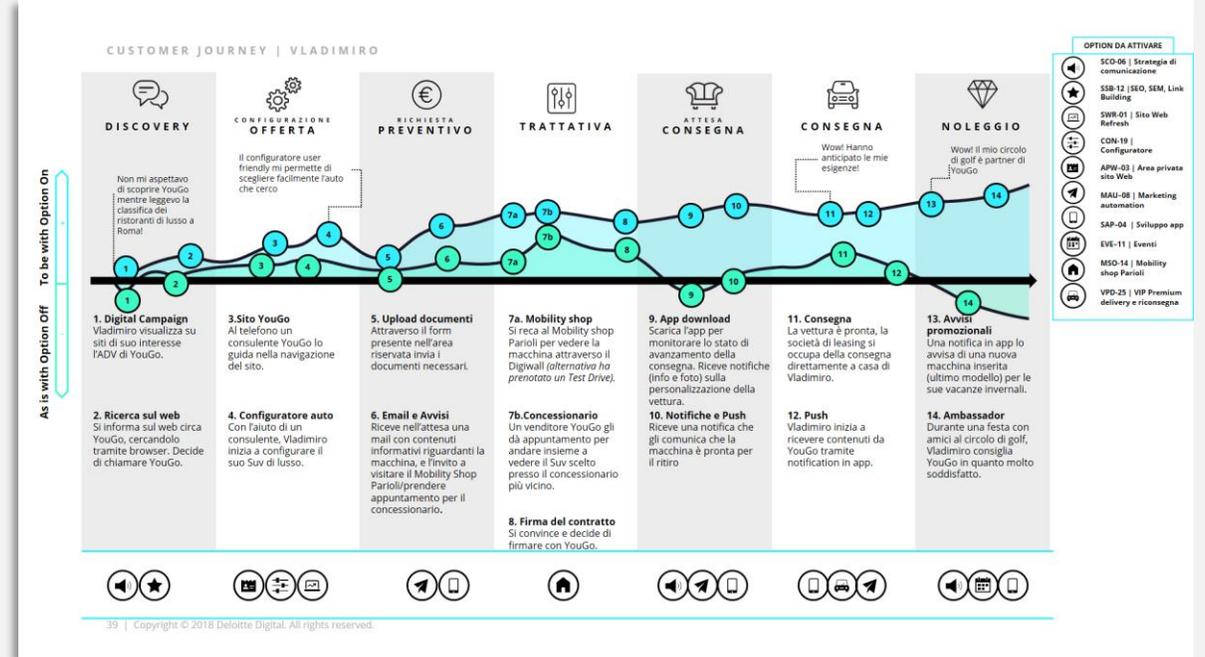
The CJ approach to design the experience

The customer journey is the complete sum of experiences that customers go through when interacting with a brand. It represents the full experience of being a customer

CUSTOMER JOURNEY KEY ELEMENTS

Customer needs	Customer feelings	Phases

Customer activities	Company activities

Touchpoints	Capabilities
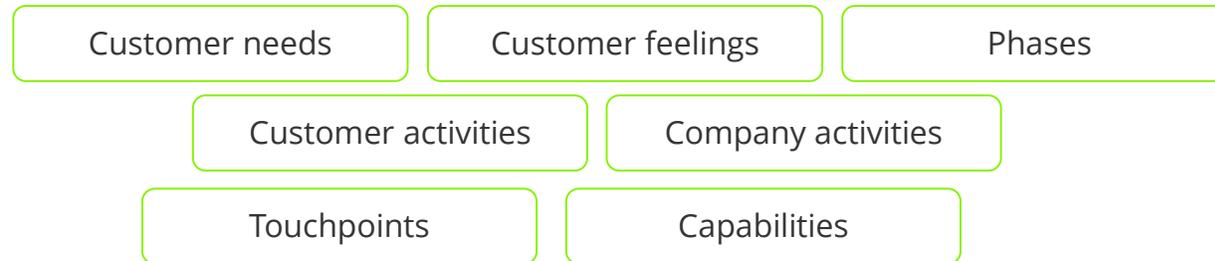
PERSONAS

Personas are archetypes to represent specific goals, feelings and interactions needed to appraise the journeys and validate the solution.

SCENARIO

A scenario is a story about the persona's interaction with a product or service. A scenario represents the main actions a user takes to reach a specific goals.

Deliver

Deliver

PROCESS DESIGN
- Interaction design (sketch, wire framing, draw.io)
- Data Model designing with all the entities
- Graphic interfaces (UX/UI)
- Fast prototyping to validate the concept (testing the appeal of the service idea)
- Prototype development

DEVELOPMENT
- The final development is prioritized with an agile approach to maximize its efficiency
- Joint Application sessions to show the next phase deliverables
- Testing activities

Tools

Sketching	Process Modeling	Data Model Design	Joint Application Design

Deliverables
(examples)
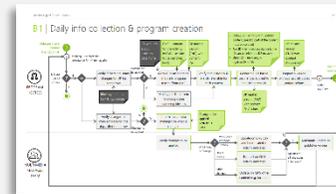
PROCESS DESIGN	MOCKUPs	DATA MODEL	HL ARCHITECTURE
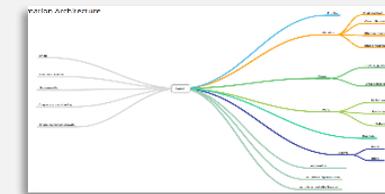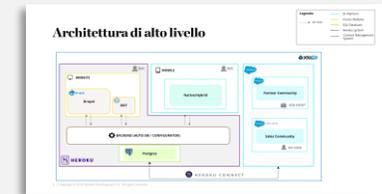
A proven approach for successful project

The proposed approach is aimed to put the client at the center of our design and cover all the 3 phases of the Deloitte Framework

Sprint retrospective

DISCOVERY

SPRINT CYCLE

DEPLOYMENT

Requirement collection

Epic definition

User Story approval

User Story definition and Backlog initiation

Sprint Planning

Scope sharing

Development

Test execution

Sprint Review

Backlog Refinement

Sprint Review

Backlog Refinement

Training

Deploy
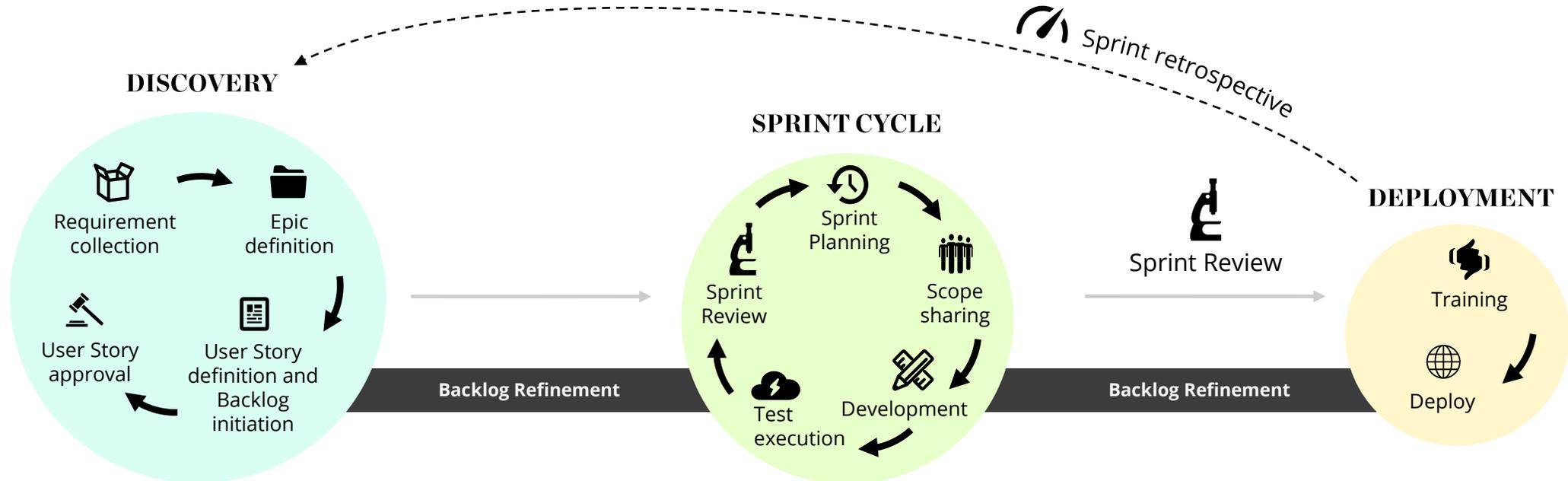
- Analysis meeting to **collect Business requirements**
- Organization of collected requirements in **Epics**
- Draft of all requirements in form of **User Story** and backlog initiation
- Submission of **Sprint**'s included User Stories to Business for approval

- **Sprint Planning** performed by Development Team
- Meeting with Business to share the **scope** of the Sprint
- **Implementation** of in-scope User Stories
- **Tests** executed by Business
- Sprint **monitoring** available to Business and Development Team

- Business **decision of 'Go/No-Go'** Live
- Package preparation
- **Deploy** activities
- **Training** activities

Process Modeling
(example)

Illustrative output

Business process modeling (BPM) is the activity of representing processes of an enterprise, so that the current process may be analyzed, improved, and automated.

BPM is typically performed by business analysts, who provide expertise in the modeling discipline; by subject matter experts, who have specialized knowledge of the processes being modelled; or more commonly by a team comprising both.
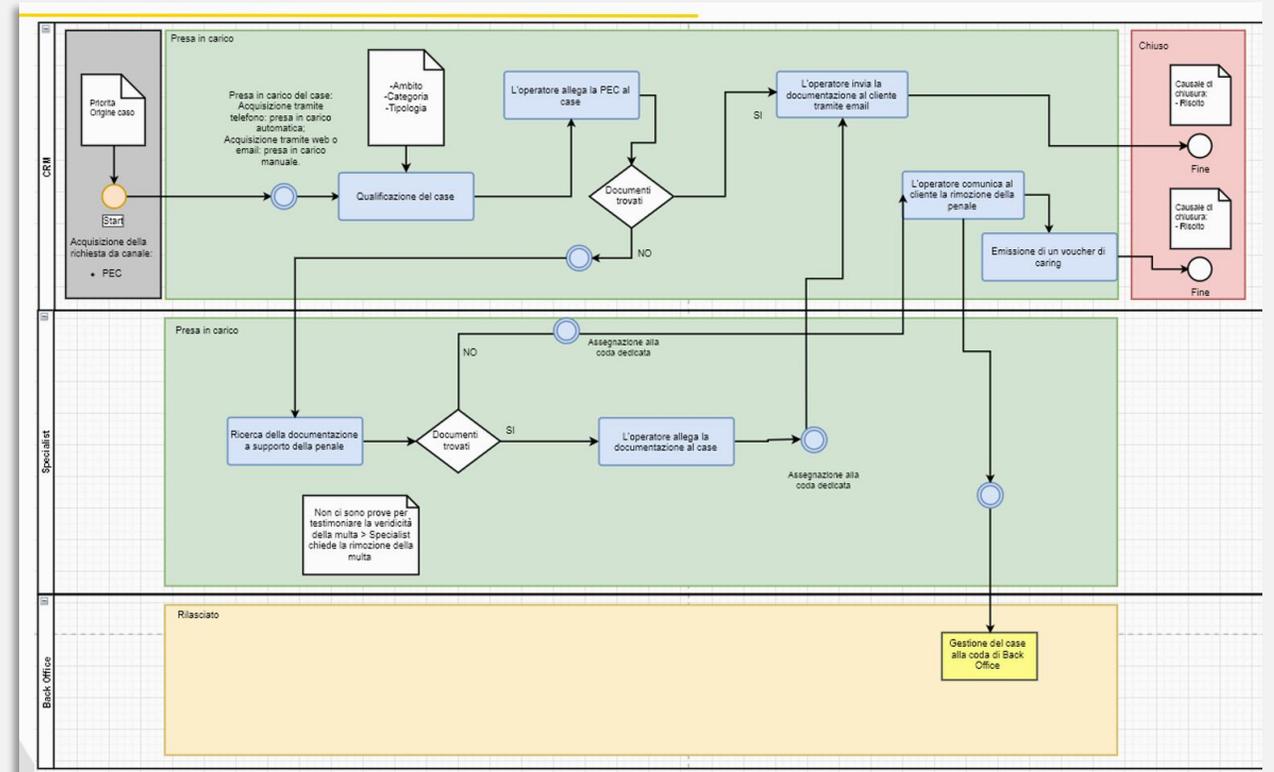
Mockup
(example)

Illustrative output

Mock-ups are used to simulate the interface the user will have to interact with. At the beginning of the design process they can be very rough, but during the next phases they get more and more realistic, till they represent the main features of the project.
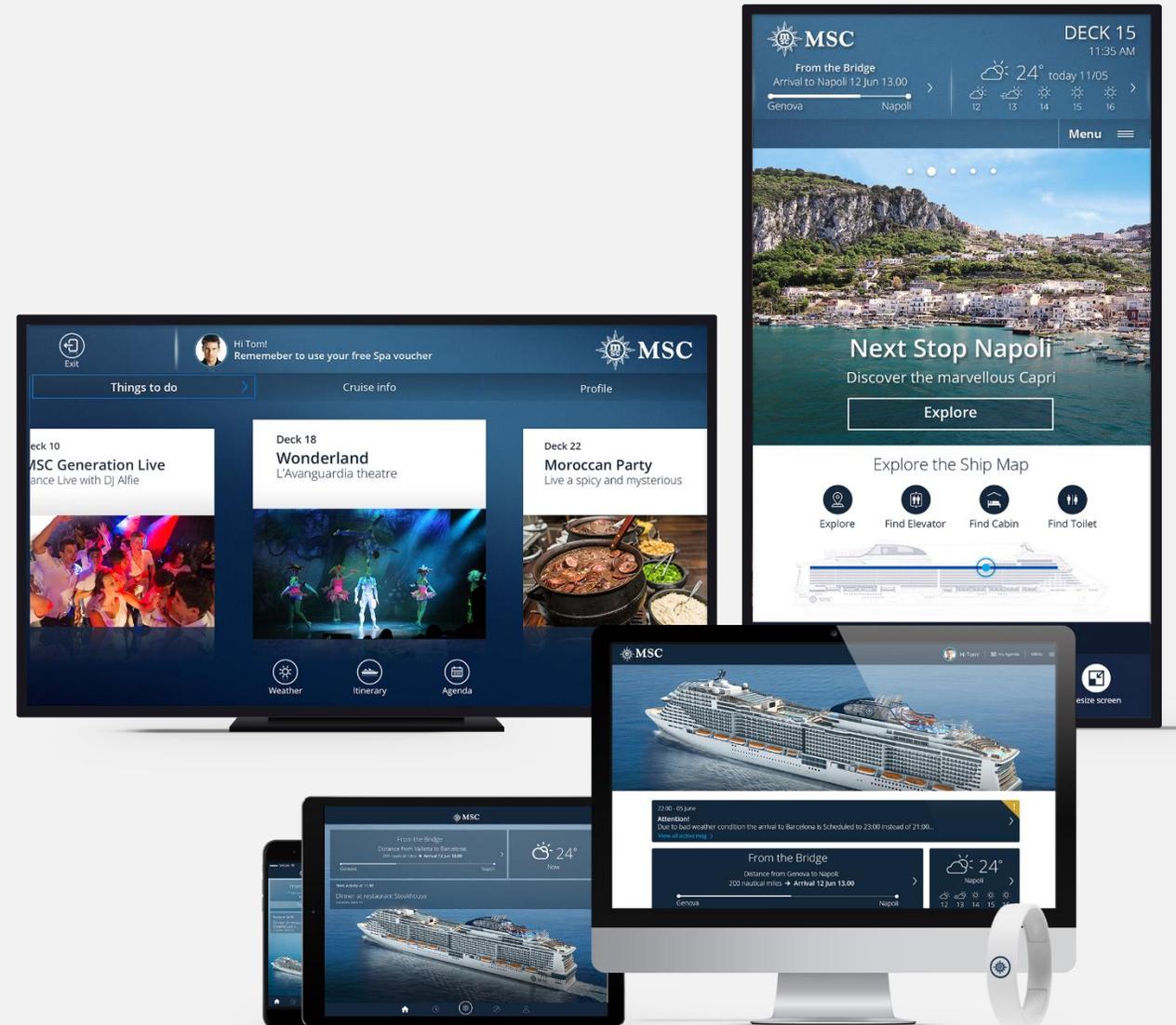
Run

Run

CHANGE MANAGEMENT

- Training sessions
- Post go-live support framework definition and impacts evaluation
- Communication activity with users
- Identification of changes in terms of:
  - Processes
  - Organizations
  - Skills
  - Culture

ANALYTIC MONITORING

- Monitoring of the main KPIs through the analytics Reports & Dashboard

Tools

User Manuals	Test Sessions	Daily scrum meeting	Training sessions

Deliverables
(examples)

ANALYTICS DASHBOARDS

USER MANUALS

ASSESSMENT QUESTIONNAIRE FOR USERS

CHANGE ANALYSIS CARDS

STAKEHOLDERS MAP

User Manuals
(example)

Illustrative output

A user guide is intended to give assistance to people using a particular system.

User guides are most commonly associated with electronic goods, computer hardware and software, although they can be written for any product.

Most user guides contain both a written guide and associated images. In the case of computer applications, it is usual to include screenshots of the human-machine interface(s), and hardware manuals often include clear, simplified diagrams.

Analytic Monitoring
(example)

Illustrative output

Organizations may apply analytics to business data to describe, predict, and improve business performance. Specifically, areas within analytics include predictive analytics, prescriptive analytics, enterprise decision management, descriptive analytics, cognitive analytics, Big Data Analytics, retail analytics, supply chain analytics, store assortment and stock-keeping unit optimization, marketing optimization and marketing mix modeling, web analytics, call analytics, sales force sizing and optimization, price and promotion modeling, and so on.

Q&A
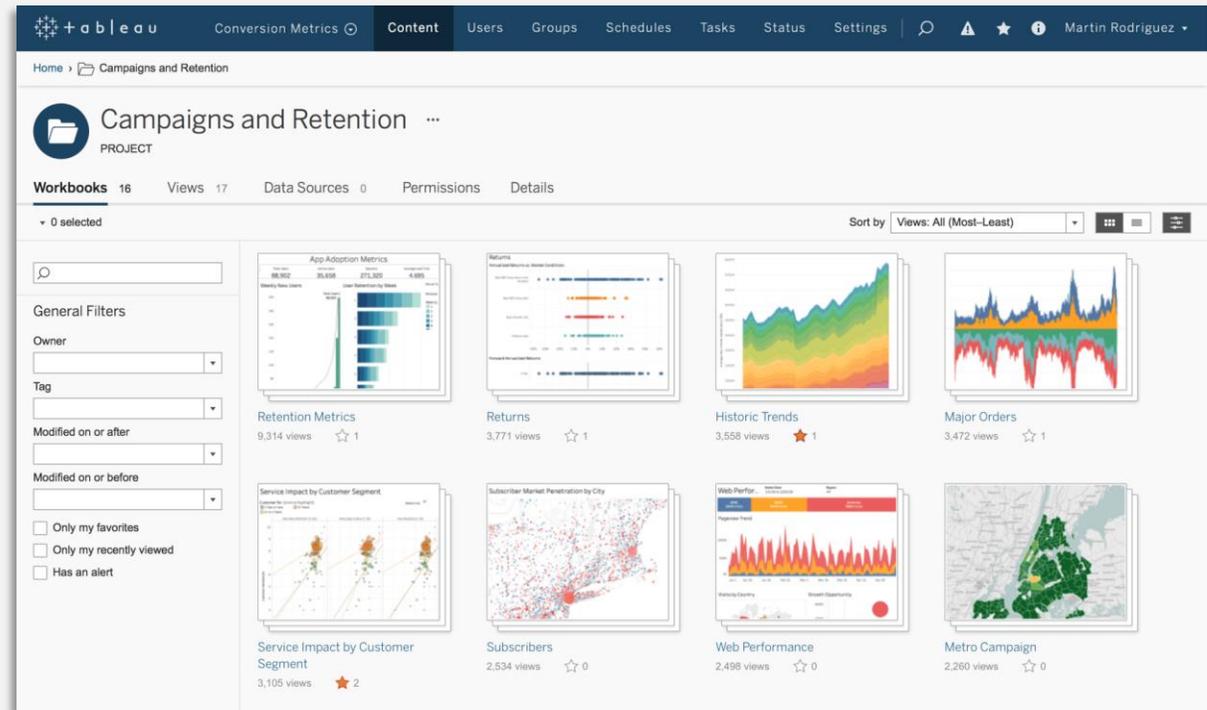
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Digital

Gianluca Cerrato

Manager

Contact: gcerrato@deloitte.it

Salvatore Di Salvo

Manager

Contact: sdisalvo@deloitte.it

Thank you.