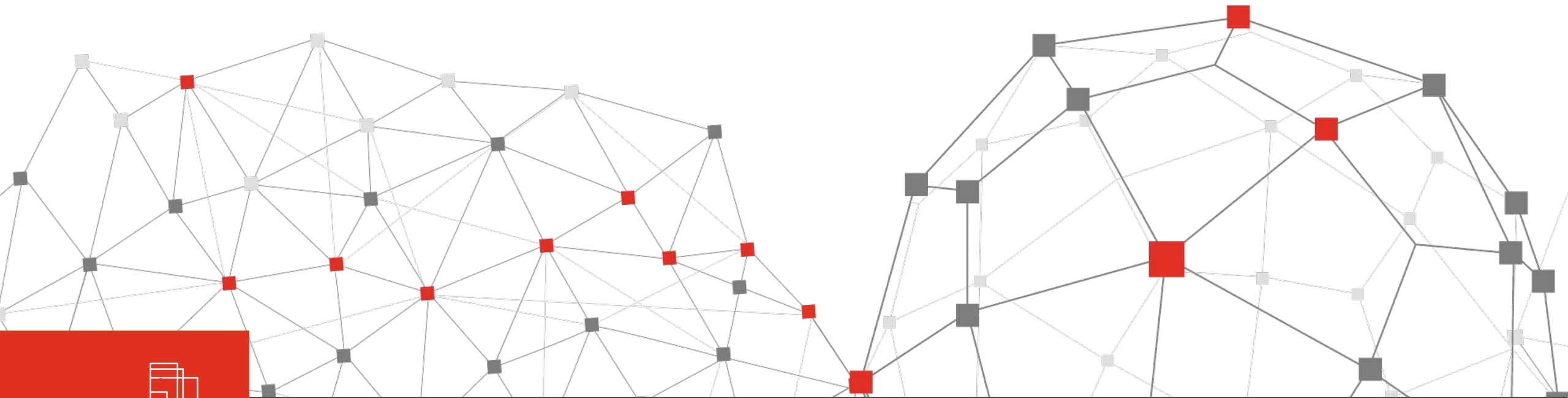


COVID-19

Optimising data for new ways of working Virtual Panel by PwC Singapore



30 April, 2020

10:00 AM - 11:00 AM

Introducing the panel and interactivity



Mark Jansen
Data and
Analytics Leader



Matias Heilala
Director, Data
Strategy



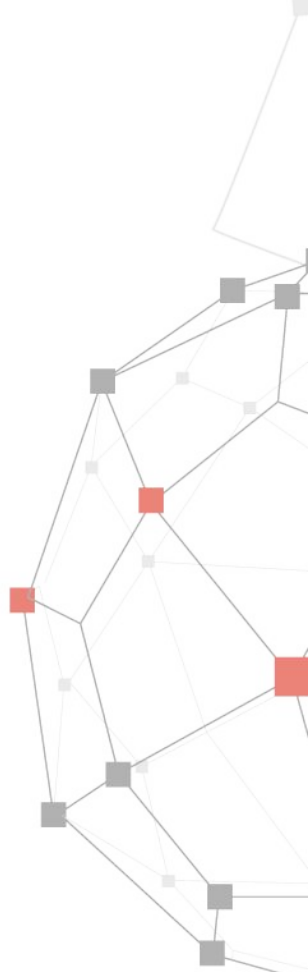
Ronald Chung
Managing Director,
Data Management



Tan Ren Hao
Senior Manager,
Analytics and
Automation

- Questions can be submitted via www.slido.com meeting reference #300420
- Interactive polling during the workshop via WebEx

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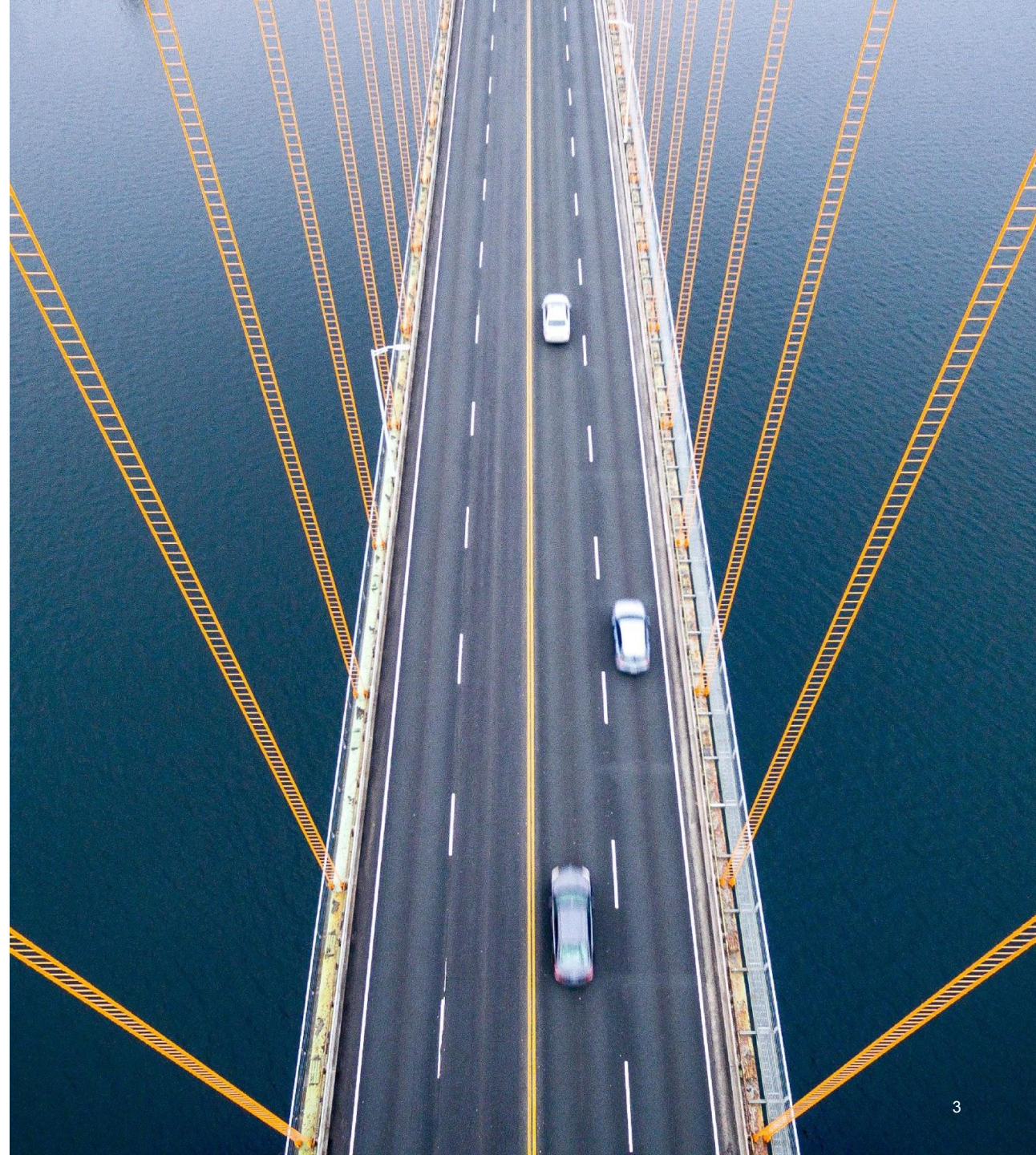
The virtual panel discussion

Balancing the present with the future

Managing your business during uncertainty whilst at the same time preparing for post COVID-19 requires balancing the challenges of the here and now with the opportunities of the future.

We would like to share our perspectives on:

- **What we are seeing as key challenges**
- **How you can plan for both survival and growth**
- **The importance of managing data access and availability**
- **How to leverage data for business insights**



What we are seeing and hearing from the market

73%

of respondents are greatly concerned about the effects of COVID-19 on their operations

45%

of CFOs plan to take advantage of government support programmes.

56%

of respondents believe their company could return to 'business as usual' within three months if the crisis were to end today

What we are seeing and hearing from the market

As a result of COVID-19, which of the following does your company expect to occur in the next month? (Select all that apply.)

Productivity loss due to lack of remote work capabilities



Higher demand for employee protections (e.g., including sick leave policies, increase demand for benefits, discrimination)



A change in staffing due to low/slow demand (temporary furloughs)



Separation of staff (layoffs)



Insufficient staffing to accomplish critical work (workforce capacity)



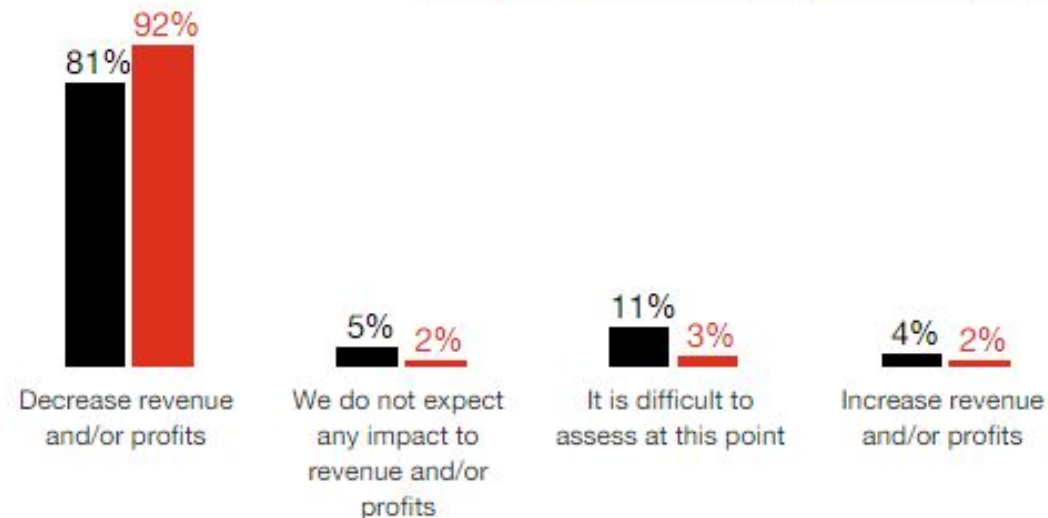
Other (please specify)



Source: PwC COVID-19 US CFO Pulse Survey
April 8, 2020; base of 313

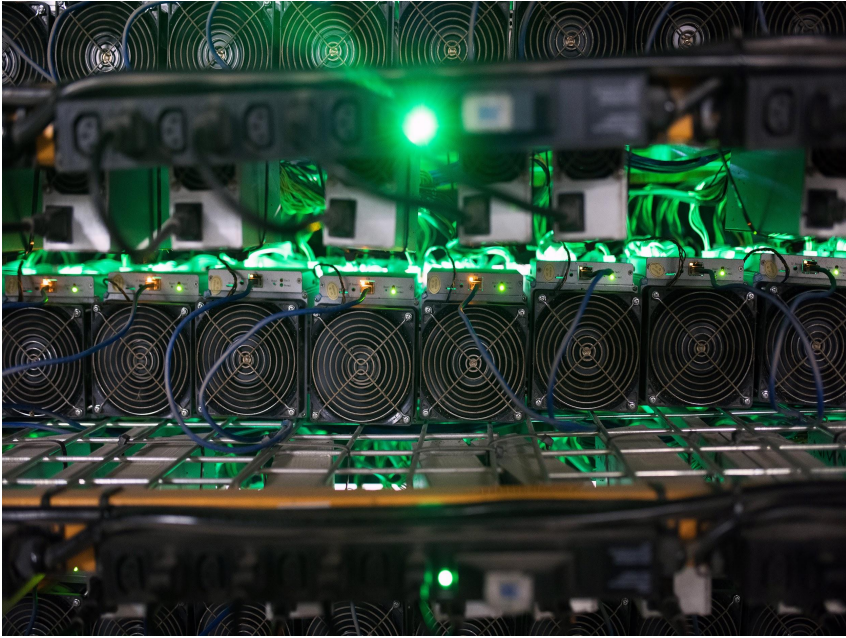
What impact do you expect on your company's revenue and/or profits this year as a result of COVID-19?

■ Total US respondents ■ Financial services respondents



Source: PwC COVID-19 US CFO Pulse Survey
April 8, 2020; Total base of 313; FS base of 86

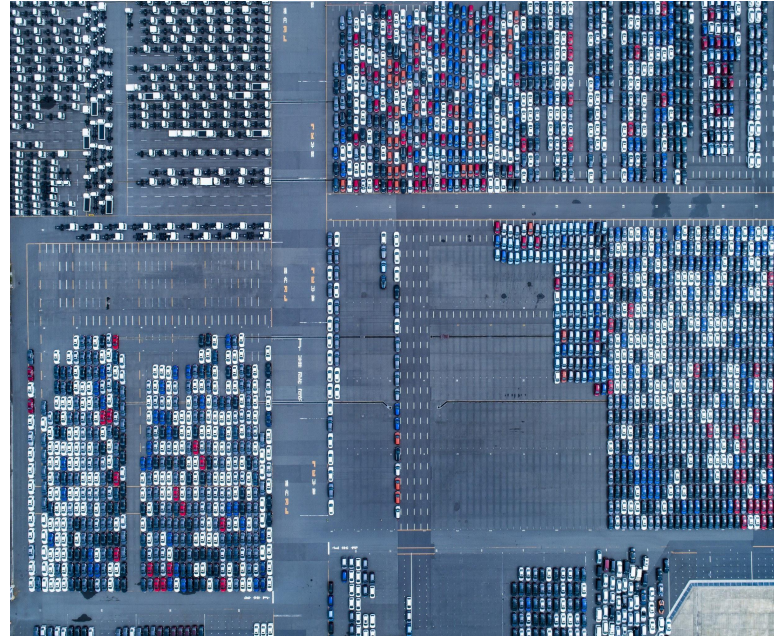
As companies seek to protect themselves, optimise operations and start adjusting to a new normal, we have seen companies change and utilise data in multiple ways



Reviewing **Data Strategy** to deal with the financial, people and technical impacts of COVID-19

“Using data to re-design and integrate warehousing and adapt supply chain strategies to respond faster to volatile consumer demand”

PwC



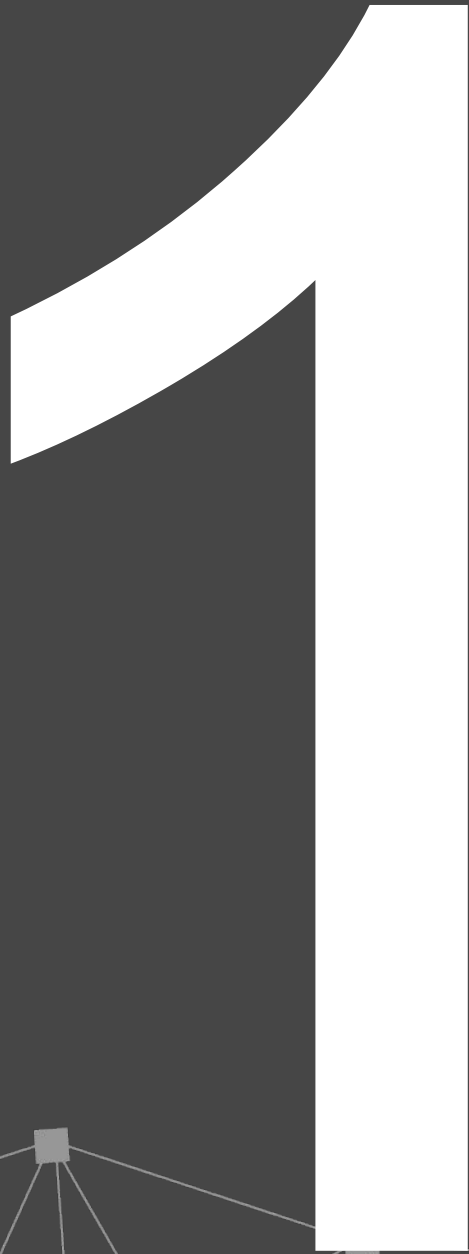
Adapting and improving the way in which **data is managed** and accessed to support the business priorities

“With optimised data management companies can to continue offer critical services incl. remote inspections, tech support, onboarding etc. in a safe manner remotely”

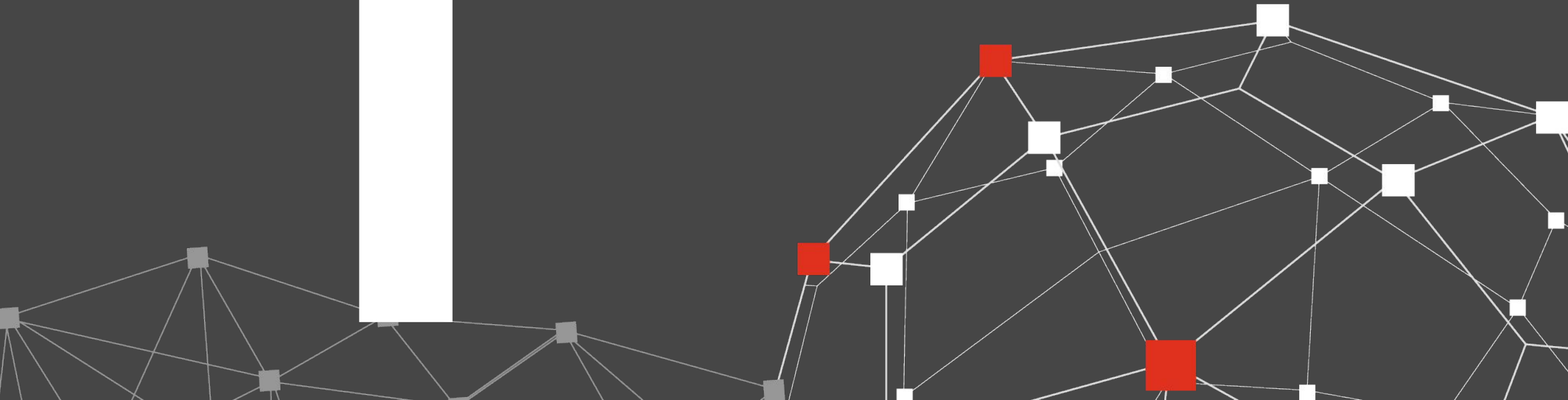


Focus on drawing improved insights from the growing quantities of data available to **optimise decision making**

“Using video, AI and crowd density analytics to track social spacing in the workplace across multiple industries including construction, the educational sector, and call centres”

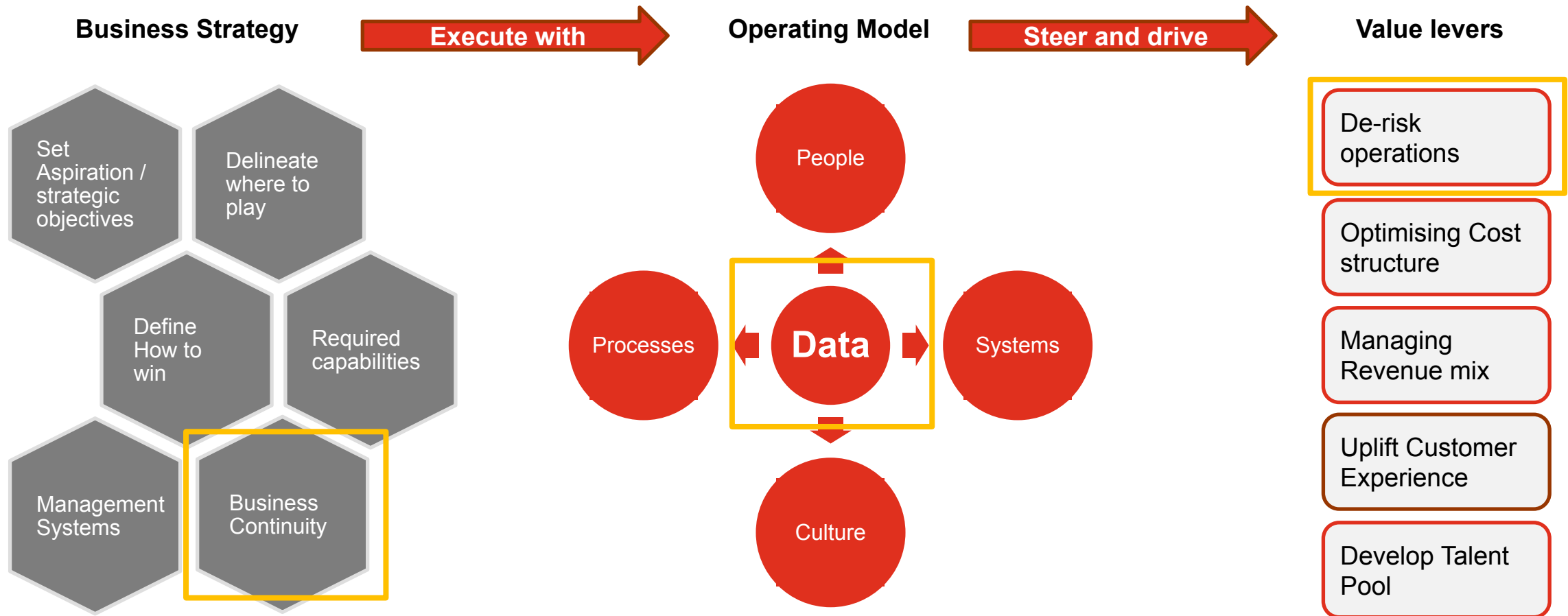


Reviewing Your Data Strategy



Data is a critical component of the inner workings of an organisation

End to end alignment of business strategy, operating model and value levers is the key to success



Building a flexible data-driven strategy for your organisation

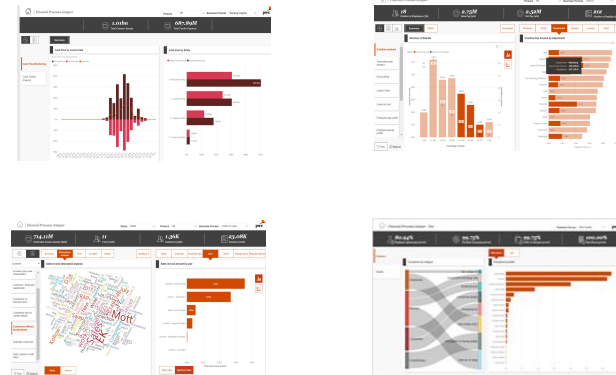
1. **Define a strategic path** with clear milestones on how data can support, enable or grow your business
2. **Build flexibility into how your business operates and how you use data**
3. **Understand how data** can help manage key value levers and “own” the control points where most critical

1

De-risking operations

Solution:

- Continuous controls monitoring that brings critical finance and other data into an integrated application
- Enables visualisation and insights based upon job function and user



Outcomes:

Enables visualisation and insights based upon job function e.g. Risk, Compliance, HR, Finance, to make clearer and more insightful decisions to identify outliers and derisk operations

2

Customer acquisition

Innovation:

- Facial recognition analytics and robotics technologies utilised to enable 24/7 unmanned retail stores



Outcomes:

Combining technology with customer data analytics to offer relevant offers, always-on customer engagement and service channels

How to start unlocking value with a data-centric strategy

Diagnostic – Understand your starting point

- ✓ Have you identified the **role of data** within your business' operating model?
- ✓ Are you looking to utilise data to **grow your business** or are you looking to **optimise your operations**?
- ✓ Have you assessed your company's digital and **data maturity** and readiness?
- ✓ Do you **recognise your weaknesses** and conversely also the opportunities of digital and data?

Strategic planning – Define your route and milestones

Identify the where, why and what of data in relation to your business priorities

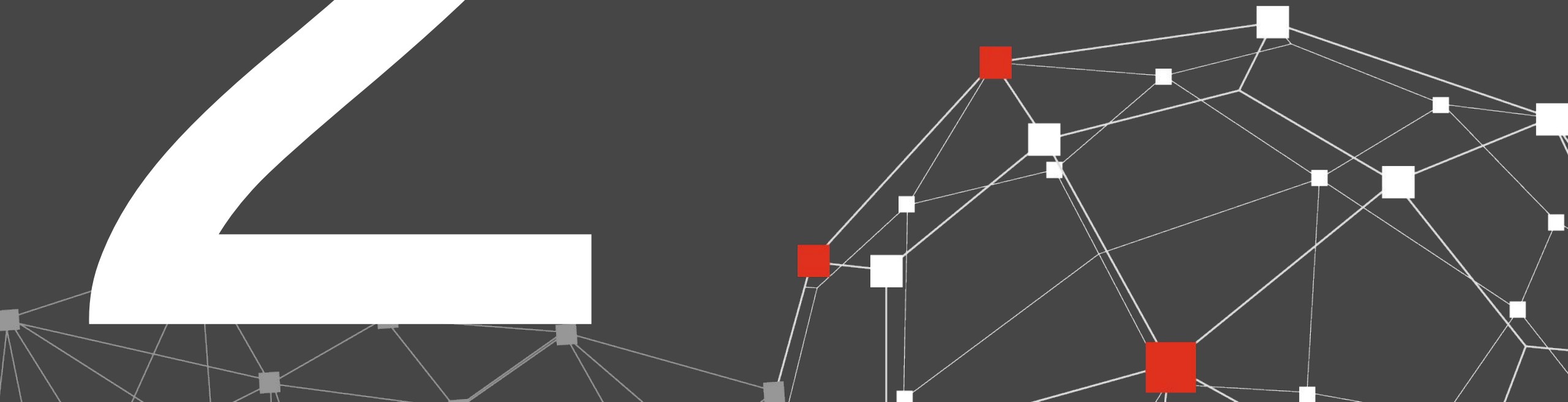
- ✓ Increase control and visibility
- ✓ Improve customer understanding
- ✓ Optimise the performance of key functions
- ✓ Upskill your employees
- ✓ Automating operations and processes

Execution roadmap – regularly review enablers for data-led success

- ✓ **Talent/Culture** – embracing lifelong learning, non-traditional hires, new working models enabled by Digital and Data
- ✓ **Processes** – automation/RPA, integrating across the boundaries of the firm enabled in new ways
- ✓ **Technology and digital capabilities** – partnering vs. building in-house and system agnostic vs. system-dependent
- ✓ **Partnering** - Working with partners willing to invest in your growth and success and embrace new commercial models including concepts such as data sharing

2

Managing Your Data Smartly



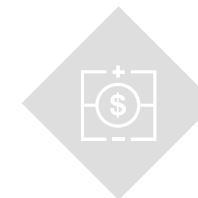
Data Management

Organisations continue to be pushed for innovation while trying to stay afloat during these times of uncertainty

With increased scrutiny on discretionary spending, we need to ensure current platforms are operating but new projects are initiated which are future looking

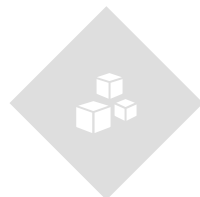


**Balancing
BAU vs
New
Projects**



Buying an off the shelf platform generally involves a higher up front cost but allows us to quickly use it. Building however takes longer to implement but highly customised for the business

As companies streamline regional and global operations, not every BU or country need their own separate data platform



**Centralised
vs
Federated
Platforms**

Challenges

**Build vs
Buy**

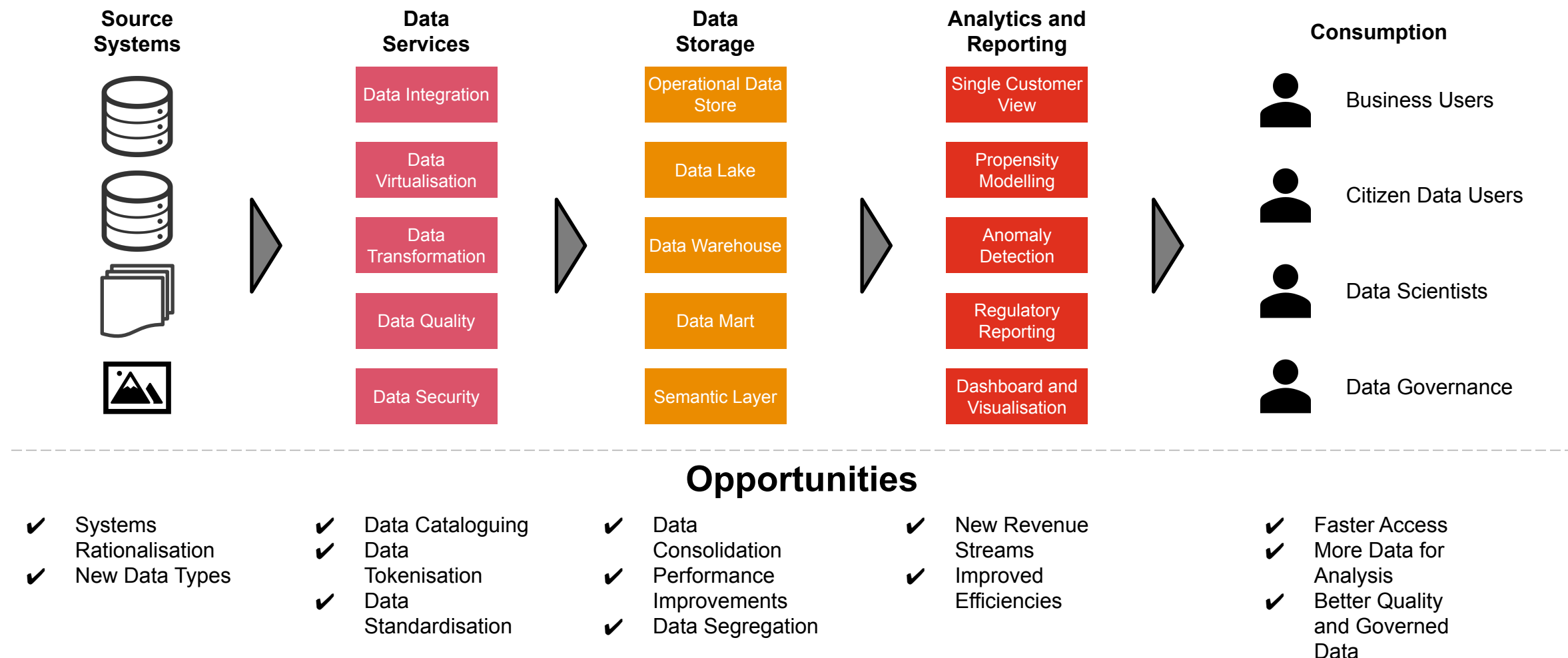
**Cloud vs
On-Prem**



Cloud platforms allows for very quick setup and the ability to manage the performance but running costs may not be cheaper if you don't have the right cloud strategy

Data Management

Multiple opportunities arise across the Data Management landscape aligned to the different ways of working



Data Management

Having the right Data Management strategy, principles and roadmap drives long term business benefits as organisations recover from COVID-19



Standardised Data Models

which eliminates ambiguity, provides common understanding and less rework during consolidation



Single Platform for Multi-Tenants to reduce maintenance efforts and data transfer needs



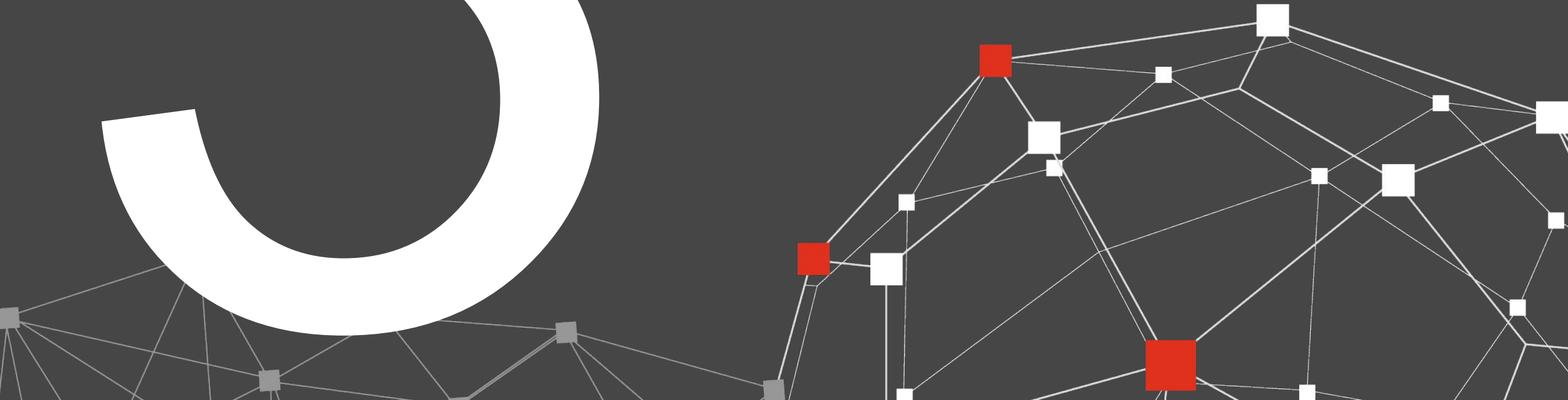
Shared costs across BUs and countries for infrastructure, software and support costs



Centralised Data Governance function to drive data trust through transparency and quality

3

Drawing Insights From Data



Business Intelligence

Data is being generated at an accelerated pace, yet, some organisations are still making decisions based on traditional methods



Timeliness

Many organisations fall behind due to late decision making, therefore, organisations should make decisions timely to respond to rapid changes in the environment



Comfort level

Key decisions are being made more frequently now, hence, the need for management to have the necessary metrics at their fingertips

Business Intelligence

Timely data-driven decisions are even more essential when our business environments are changing rapidly

Spend Analytics

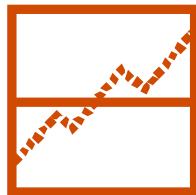
Costs can be managed, however, organisations will need to know the breakdown of their spend, both direct and indirect procurement



Cost Savings

Customer Analytics

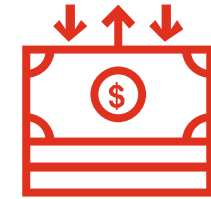
Demand for most services and products have decreased due to tightening of spending, hence, the need to identify new revenue streams



Increase Sales

Working Capital Analytics

Liquidity is key for survival, hence, the need to manage working capital more efficiently, including monitoring of inflow and outflow



Working Capital

Business Continuity Analytics

Organisations must be able to determine impact of remote working / worst case scenarios on critical business functions



Business Continuity

Business Intelligence

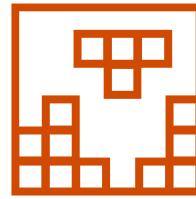
Key considerations when evaluating business intelligence use cases are **quality, infrastructure, and culture**



Trusted Data

Data Governance

Data-driven decisions are only as good as the underlying data, therefore, it is important for organisations to have both preventive and detective controls



Infrastructure

Fit-For-Purpose Infrastructure

BI requirements are evolving and emerging daily, therefore, organisations need to ensure infrastructure is able to scale and integrate with ecosystem



Culture

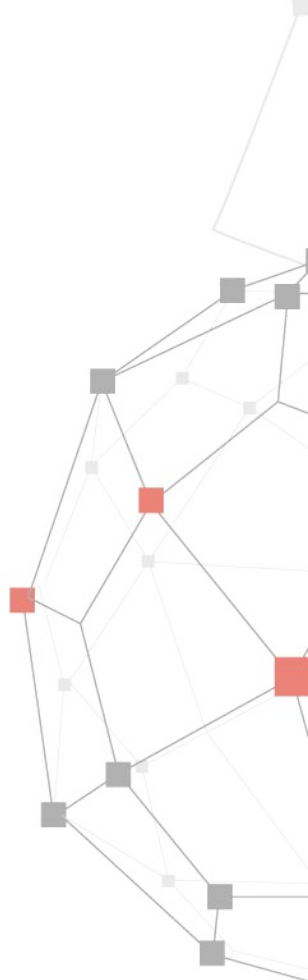
Data-Driven Culture

Culture change is important for organisations to reap the full benefits of business intelligence, hence, organisations need to ensure the right level of investment

Looking ahead to our second panel conversation

Build Resilience and leverage Data to accelerate your growth during the upturn

- The economy is resilient, organisations can spring out of 'survive' and start to thrive. In our upcoming webinar, our data experts will explore how your organisation can:
 - **Grow:** Utilise and develop data assets to enhance existing and drive new revenue streams for the future
 - **Share:** Explore data-sharing arrangements and develop data ecosystems for secure and controlled sharing of data enabling richer and more value-adding analytics
 - **Protect:** Leverage technology for data controls and compliance
- Look forward to seeing you then: Tuesday 12 May 2020, 10:00 AM - 11:00 AM SGT, 8:30 AM - 9:30 AM MMT



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