

CELENT

Getting Value from Data

Latin America

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A division of Oliver Wyman

LO QUE DICEN LOS CIOS EN AMÉRICA LATINA...



Diferentes departamentos en diferentes líneas de negocio que usan diferentes sistemas están en diferentes niveles de madurez, esa es nuestra cultura.

Los datos no confiables impiden que el liderazgo tenga confianza que se utilice los datos en contextos de interacción directa con el cliente

Estamos atascados: los datos a nivel de cliente no están disponibles para vincular nuestros datos entre sistemas

Muchos sistemas pequeños especialmente diseñados con silos aislados de datos que no concuerdan cuando se fusionan

Nadie está a cargo de la calidad de los datos. Tenemos focos de grandeza rodeados de zonas pantanosas. Lo estamos poniendo en la nube y lo estamos ordenando todo

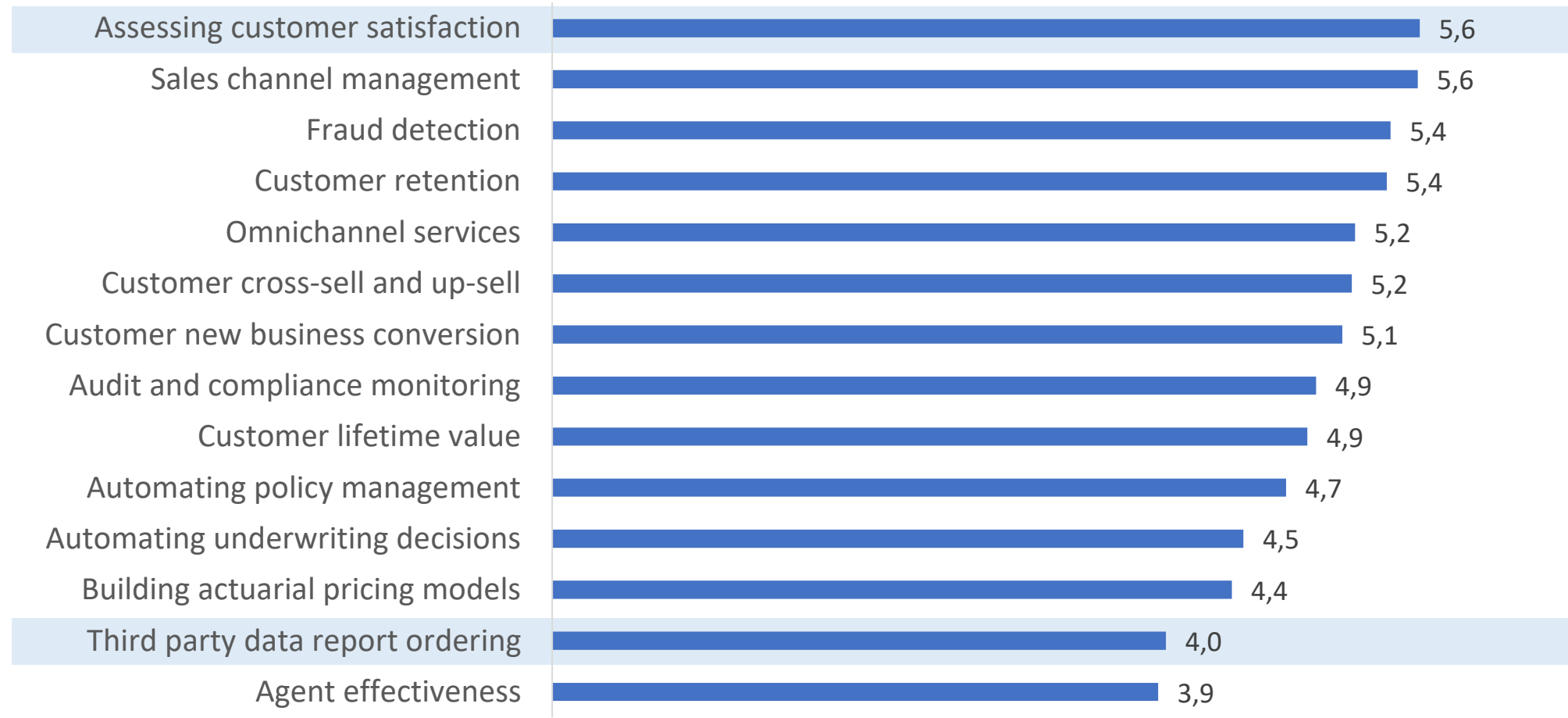
Se encendieron las luces: dirigíamos una empresa multimillonaria con una maraña de hojas de cálculo entrelazadas: era peor que COBOL

Queremos estar basados en datos, pero todavía los estamos depurando, por lo que es una etapa inicial

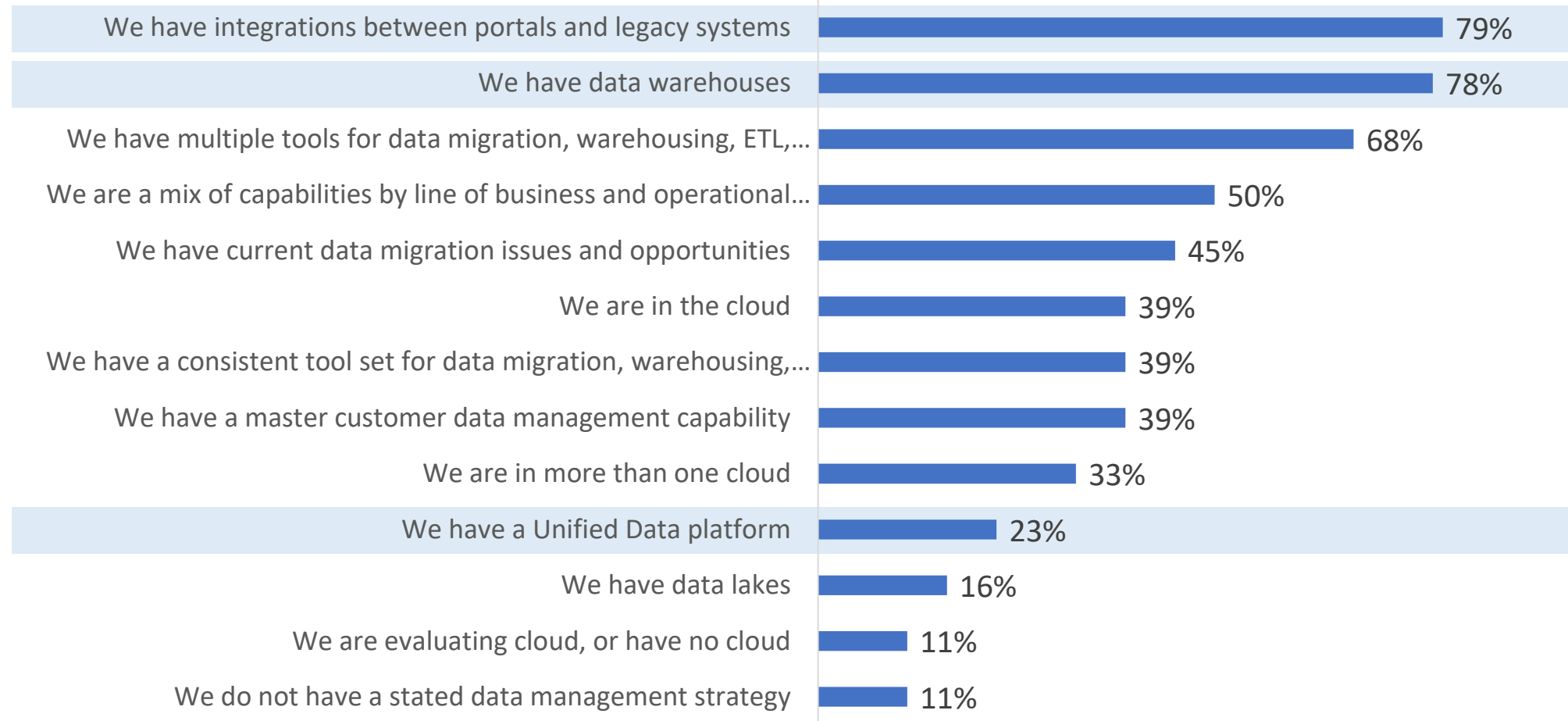
El simple énfasis comercial en obtener los datos correctos la primera vez que se ingresan en cualquier sistema es un problema cultural importante



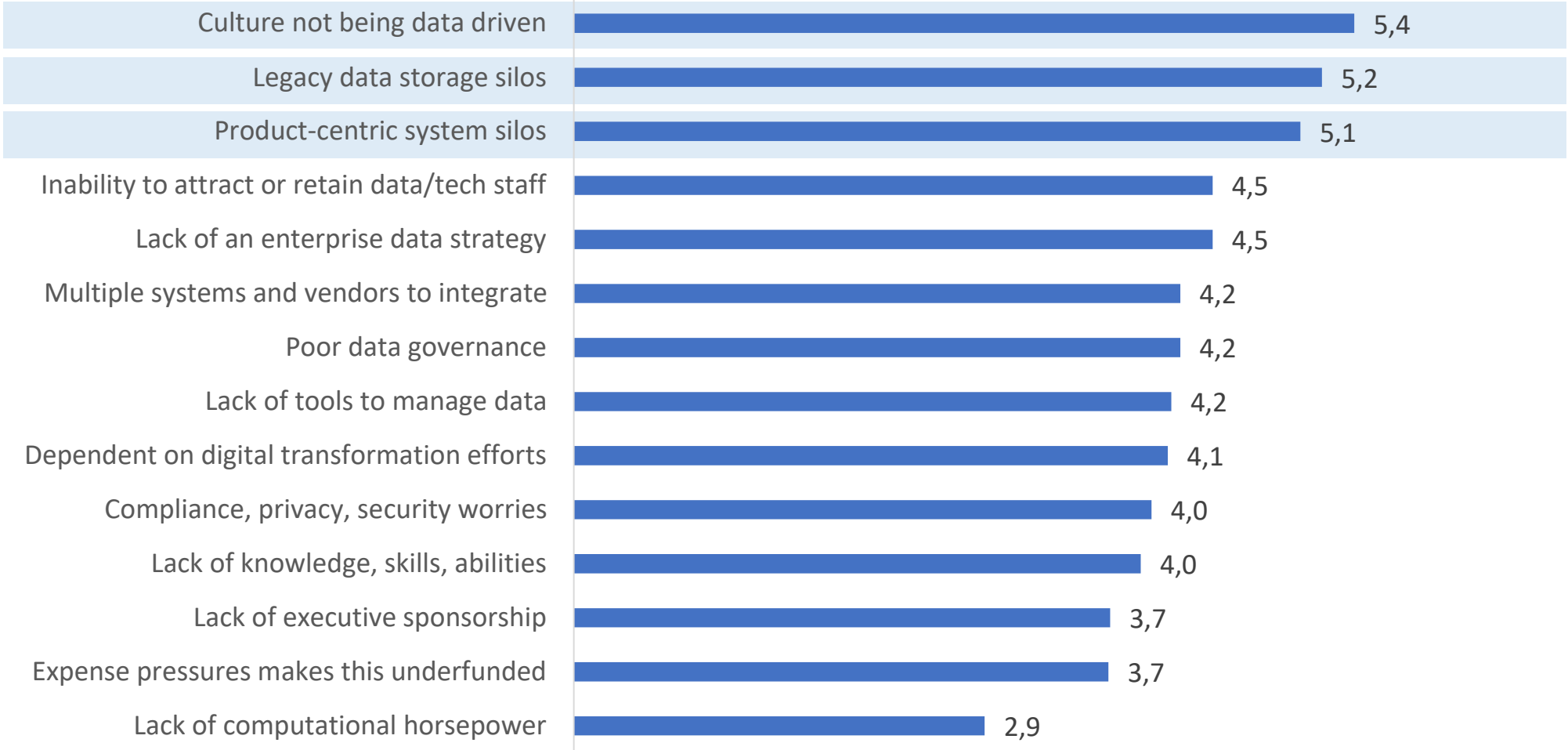
HOW MUCH YOU AGREE OR DISAGREE THAT DATA IS CREATING VALUE IN THESE BUSINESS MEASURES AND DECISIONS WITHIN YOUR ORGANIZATION (1-TO-7 RATING SCALE)



DESCRIBE HOW YOUR DATA IS MANAGED IN YOUR COMPANY (%)

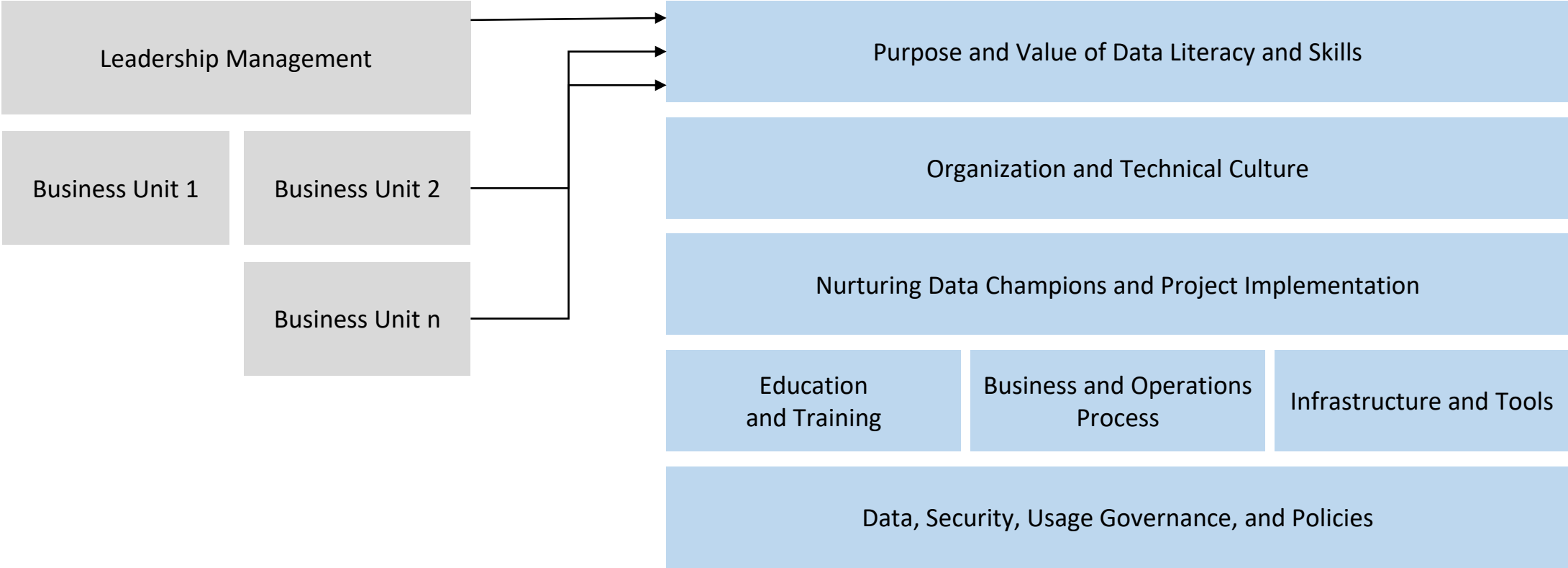


TELL US HOW CHALLENGING THE FOLLOWING FACTORS ARE WHEN IT COMES TO THE SUCCESS OF DATA AND ANALYTICS IN YOUR FIRM (1-TO-7 RATING SCALE)



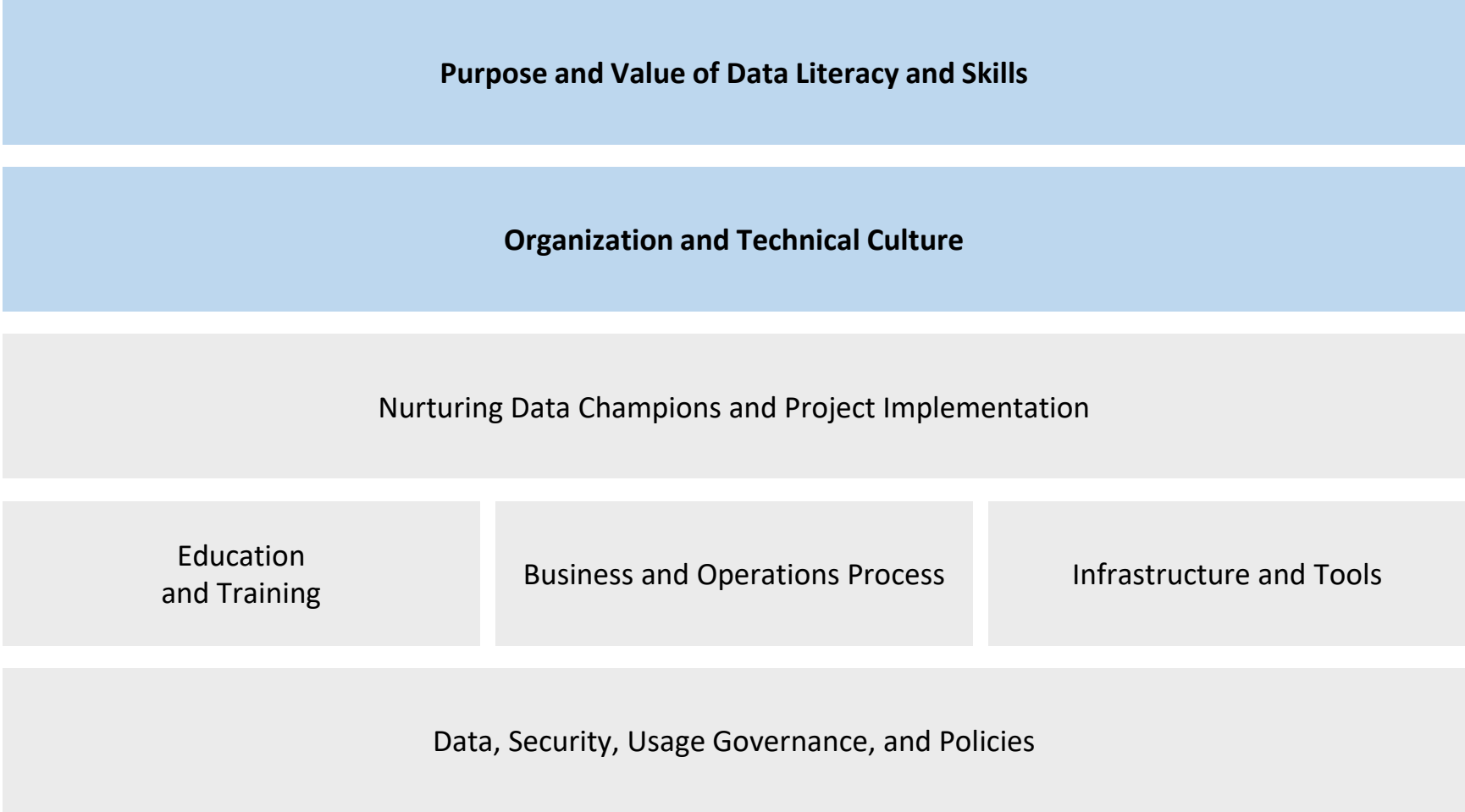
Source: Celent presentation, Getting Value from Data

BRIDGING SILOS IMAGE



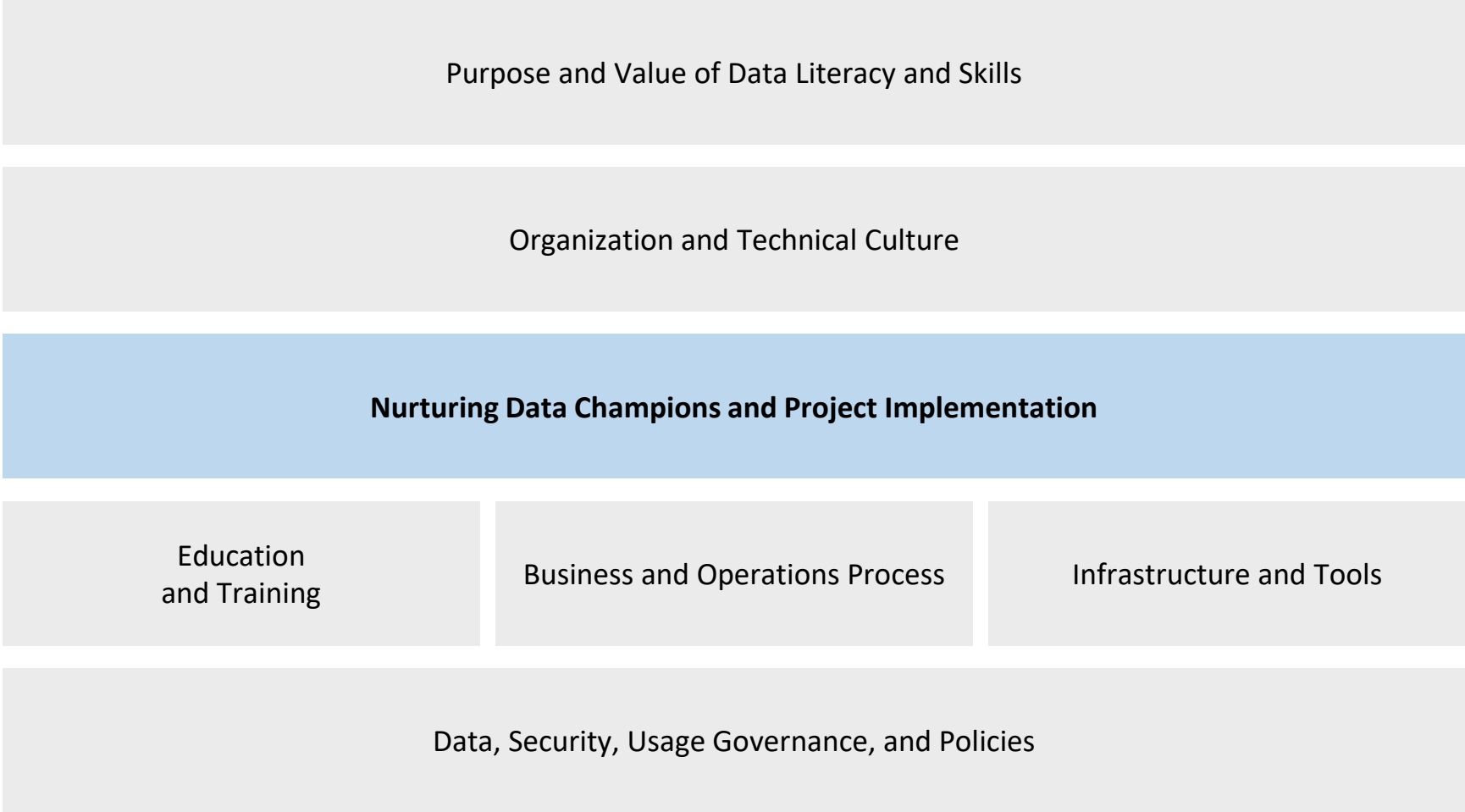
Source: Celent report, The Data Force Cultivating a Data-ready Organization

BRIDGING SILOS IMAGE – PURPOSE & VALUE AND ORGANIZATION & TECHNICAL CULTURE



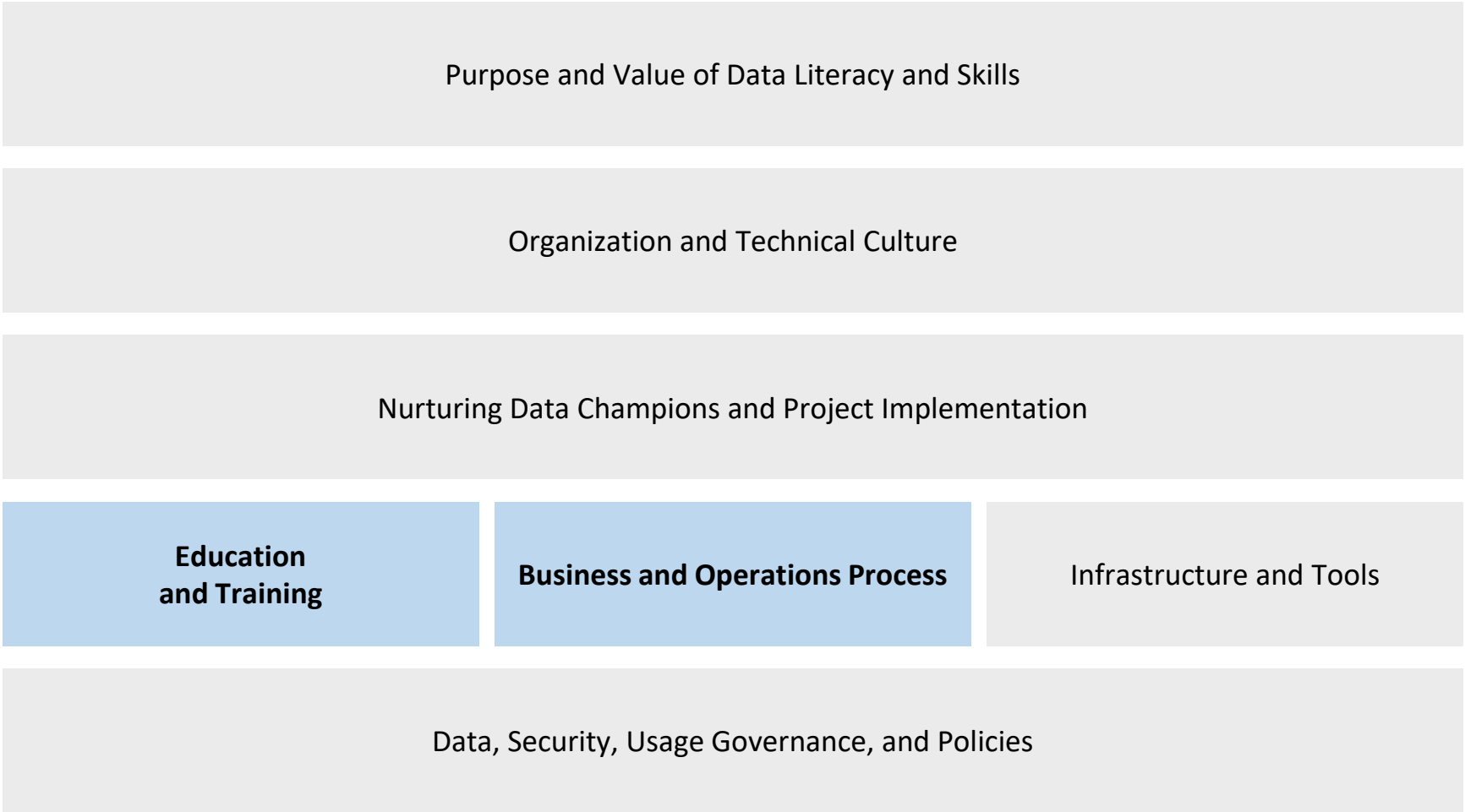
Source: Celent report, The Data Force Cultivating a Data-ready Organization

BRIDGING SILOS IMAGE – DATA CHAMPIONS AND PROJECTS



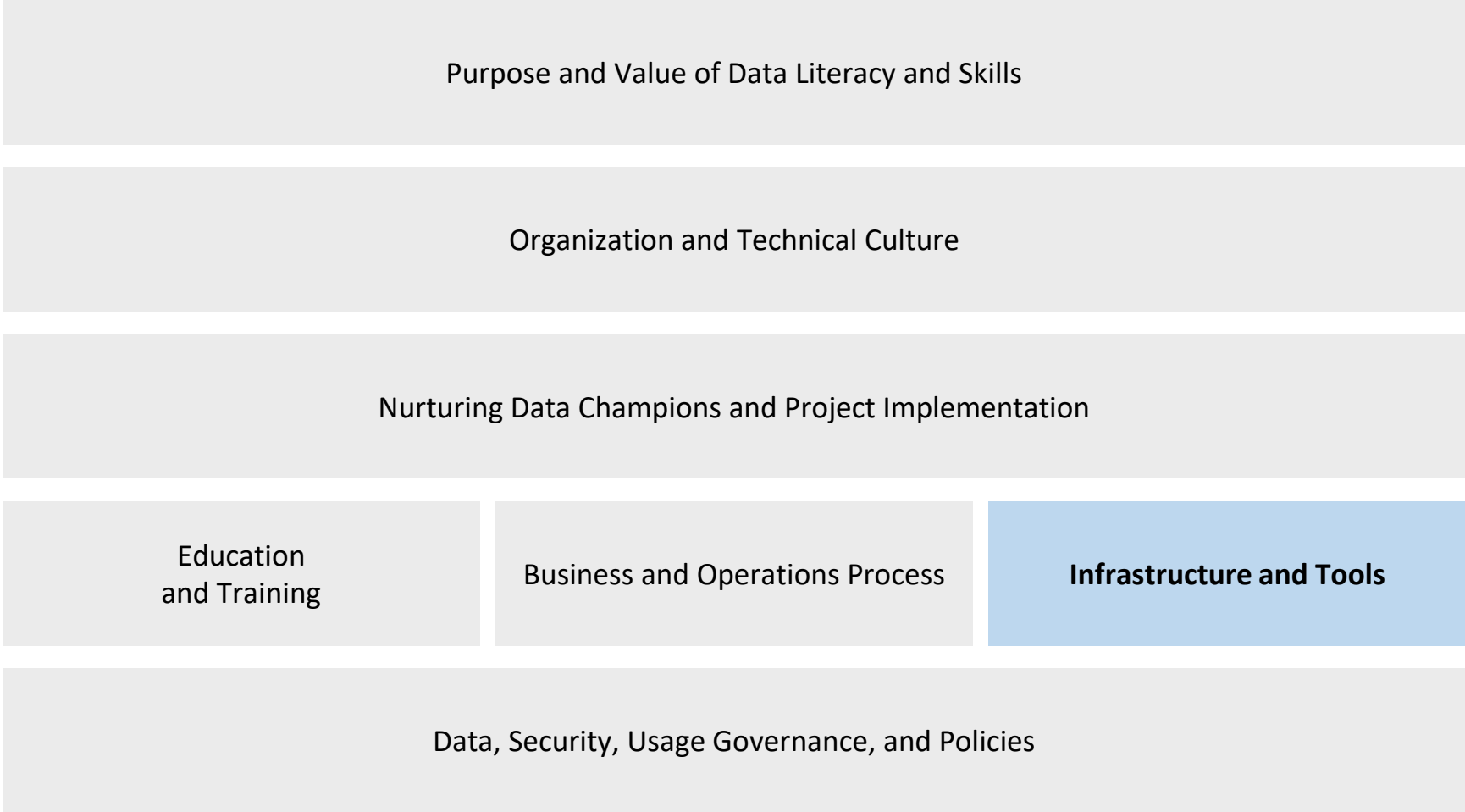
Source: Celent report, The Data Force Cultivating a Data-ready Organization

BRIDGING SILOS IMAGE – EDUCATION AND UNDERSTANDING INTERNAL PROCESS



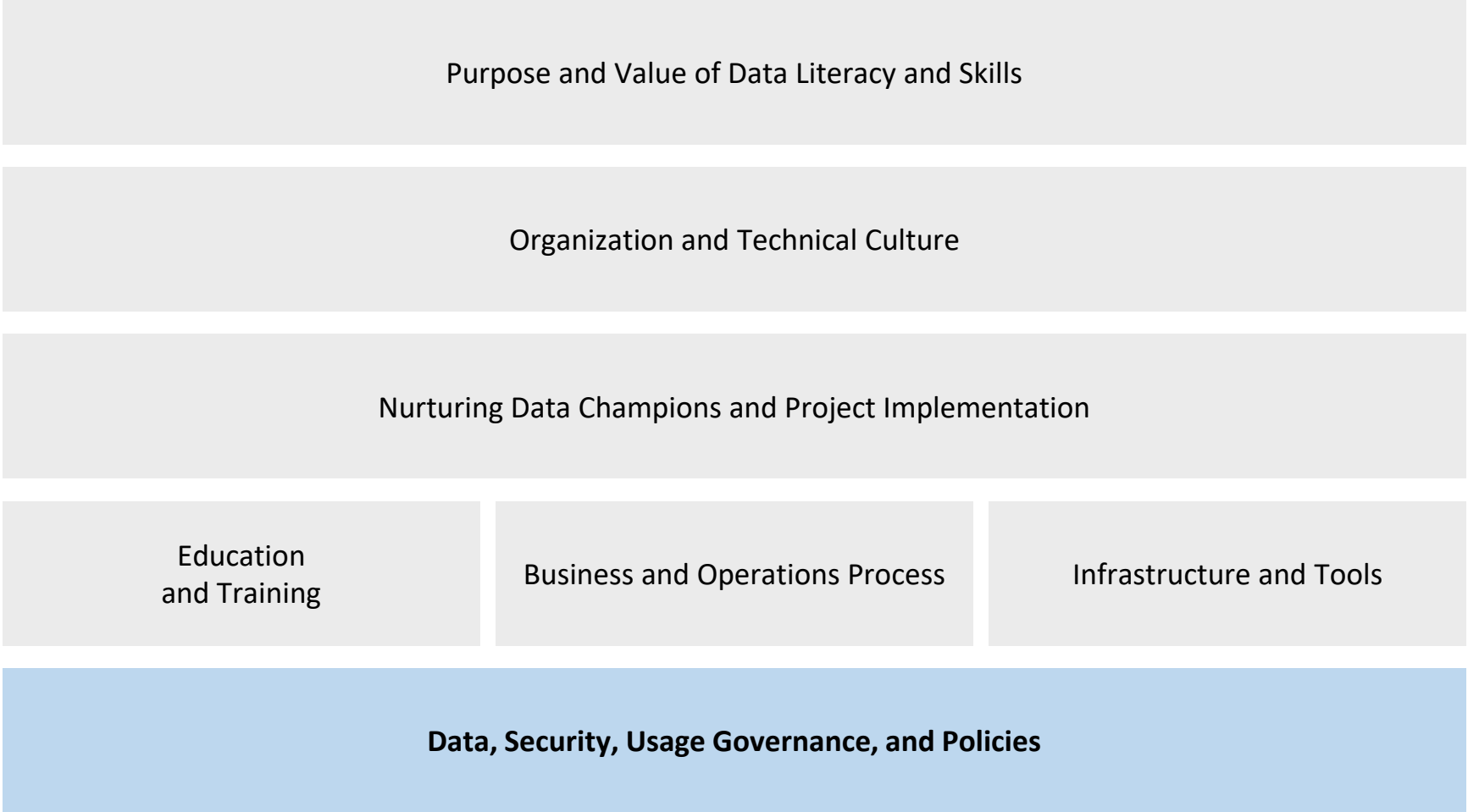
Source: Celent report, The Data Force Cultivating a Data-ready Organization

BRIDGING SILOS IMAGE – INFRASTRUCTURE AND TOOLS



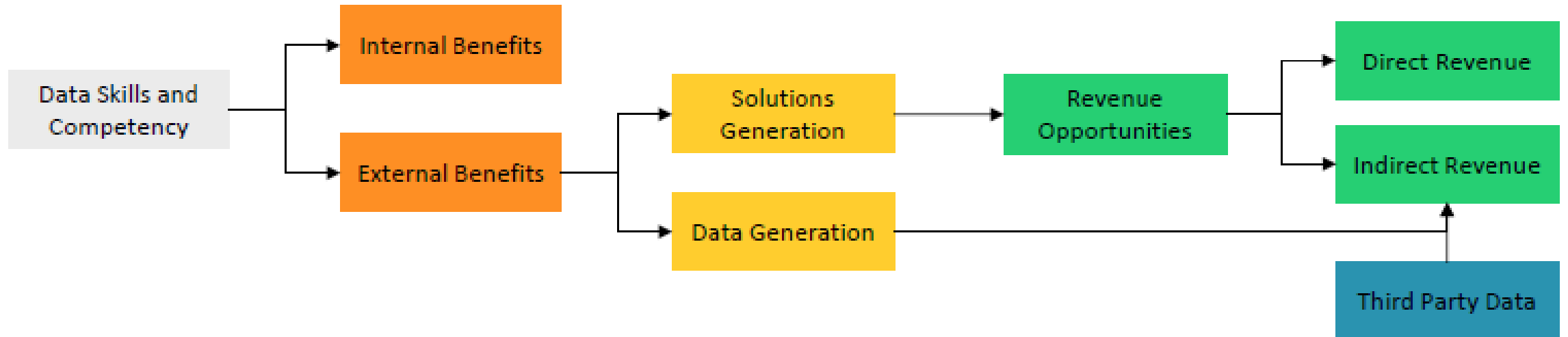
Source: Celent report, The Data Force Cultivating a Data-ready Organization

BRIDGING SILOS IMAGE – DATA, USAGE GOVERNANCE, AND POLICES



Source: Celent report, The Data Force Cultivating a Data-ready Organization

TRANSLATING DATA LITERACY TO DATA VALUE – FROM SKILLSET TO VALUE CREATION



INSURERS SHOULD ENABLE SOUND BUSINESS GENERATION, AND TECHNOLOGY IS THEIR BEST ALLY TO ACHIEVE THIS OBJECTIVE...



- Lack of relevant information
- Time-intensive processes
- Complex business decisioning (rating, pricing, underwriting, claims)
- Cost-intensive operations
- Product types vs. holistic, customer-oriented organization

- Access to multiple data sources
- Real-time data access and understanding
- High calculation power and clear decision strategy
- Simple system and infrastructure environments
- Cross-functional and customer data and expertise

- APIisation and ecosystem
- IoT, RPA, AI, machine learning
- Cloud, grid computing, AI, advanced predictive analytics
- Cloud, DevOps, DataOps, MLOps
- Data lake, cloud, and microservices architecture
- Insurtech-based innovation

GRACIAS