

HR Moves Boldly into Advanced Analytics with Collaboration from Finance

By Tom Davenport, PhD
and Donald Anderson, PhD





Tom Davenport, PhD

President's Distinguished Professor of IT and Management, Babson College; Co-founder of the International Institute for Analytics; Fellow of the MIT Initiative on the Digital Economy; Senior Advisor, Deloitte Analytics

Tom Davenport pioneered the concept of *competing on analytics* with his bestselling 2006 Harvard Business Review article (and his 2007 book by the same name).

He has written or edited 18 books and over 100 articles for *Harvard Business Review*, *Sloan Management Review*, the *Financial Times*, and many others. Tom has been named one of the top three business/technology analysts in the world, one of the 100 most influential people in the IT industry, and one of the world's top 50 business school professors by *Fortune* magazine. His latest book, ***The AI Advantage: How to Put the Artificial Intelligence Revolution to Work***, is available now.



Donald Anderson, PhD

Director, Organization and Talent Development, Oracle; Instructor, University of Denver

Donald Anderson is a seasoned practitioner with professional and academic experience in corporate transformation. He works with senior executives to facilitate large-scale change and organization transformation, with a particular focus on organization design and talent management. He is the author or editor of four books, including the bestselling text, ***Organization Development: The Process of Leading Organizational Change***.

His most recent book, ***Organization Design: Creating Strategic and Agile Organizations***, was published in July 2018. Dr. Anderson has also published a number of articles on organizational change and has special proficiency in managing large-scale change and acquisition integration in large global organizations. He currently leads an organization and talent development team at Oracle.

The Road to Collaborative Analytics: Can HR and Finance Pave the Way?

As evidenced by the proliferation of analytics solutions, the appetite for data to help leaders innovate and make smarter decisions is, without question, voracious and growing. The challenge (as always) is harnessing meaningful insights from data and using those insights to gain a competitive advantage. The findings from this research report provide direction for HR leaders looking to prioritize their analytics strategies and initiatives to effect the greatest talent outcomes.

Having the right talent strategy is a top priority for CEOs who need to drive innovation and transformation to grow in an increasingly complex, competitive business landscape. HR leaders rely on analytics to inform, measure, and refine their strategies. Given the cost of personnel and the relentless competition for talent, the stakes are high for HR leaders to deliver.

Artificial intelligence (AI) and machine learning (ML) are fueling HR's rapid analytics advancement with capabilities to predict high-performing recruits and identify at-risk talent. As HR organizations mature in their analytics capabilities from descriptive to diagnostic to predictive and prescriptive, the key challenges will be interpreting and acting on the data to solve issues and effectively advise business leaders. *Having the data is not the same as being able to use it effectively.*

HR will continue to benefit as AI becomes more embedded in HR technology solutions, but to really take advantage of the promise of analytics, HR and finance need to create a strong alliance. At Oracle, we have found that collaboration on a holistic analytics strategy can create a complete picture of the business through shared data models, technology, and business partnering.

This report offers a perspective for CHROs and their finance counterparts on trends in HR analytics technology, skills, and processes that can lead to better collaboration and new opportunities to drive competitive advantage.

Joyce Westerdahl, Executive Vice President, Oracle Human Resources



Executive Summary

It is now widely agreed within large organizations that data and analytics are effective guides to decision-making and action. Companies, governments, nonprofits, and sports teams are increasingly using these tools to augment or, in some cases, replace human intuition and experience.

This use of data and analytics needs to be widespread throughout organizations for maximum benefit, but some functions have been more aggressive than others. Finance functions, for example, have long been numerically oriented, and were early adopters of descriptive analytics if not more advanced methods. Human Resources (HR) functions, on the other hand, were often relatively late to adopt data and analytics, perhaps due to a lack of accurate HR transaction data, a culture focused on human decisions, or low demand from the rest of the organization for analytical approaches to HR.

To continue to grow and evolve at the pace of modern business, HR will need to build on its analytical infrastructure, change behaviors, develop further analytic skills, create dedicated pools of analytical and AI talent, and collaborate with finance to understand the financial impacts of different talent strategies and initiatives. In many companies, personnel costs are the highest expense, and hiring/retention plans are often based heavily on financial forecasts. For these reasons and others, it's important for HR and finance to collaborate in their use of data and analytics.

The outlook, however, is bright. Today, the trajectory of data and analytics use in HR is among the steepest in any function, and many HR teams are using data not only to describe what has already happened, but also to predict future outcomes (such as which recruits may be most successful, or which employees might be at risk of attrition).

In late 2018, Oracle surveyed both HR and finance executives to explore their growing use of data and the collaboration between the two teams. This report presents the findings of that survey, and an analysis and summary of what these results might mean for the future of HR's partnership with finance.



HR Analytical Activity— Current and Future

Respondents were asked several questions about their ability to perform analytics and translate data into plans and actions. One key issue is whether firms can perform more-advanced analytics, such as diagnostic (understanding statistical relationships in the data to know why something happened), predictive (indicating what is likely to happen), or prescriptive (determining a plan of action) analytics.

What is the most sophisticated type of analytics your business unit regularly employs?

Figure 1: HR Analytics Maturity

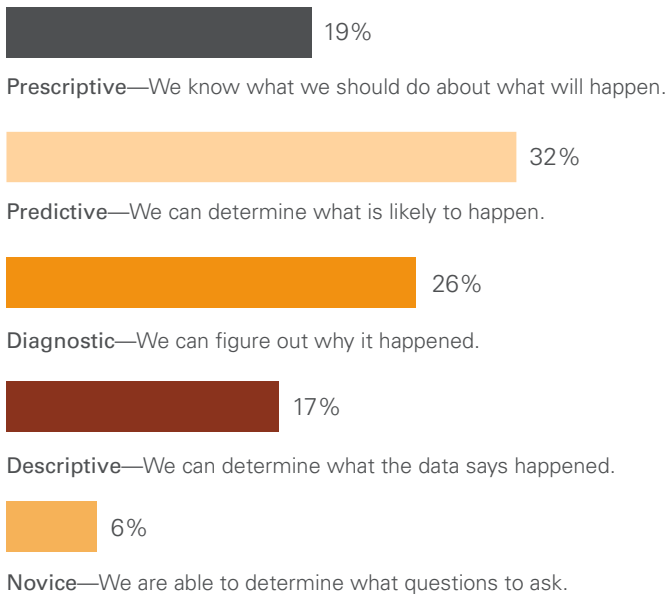
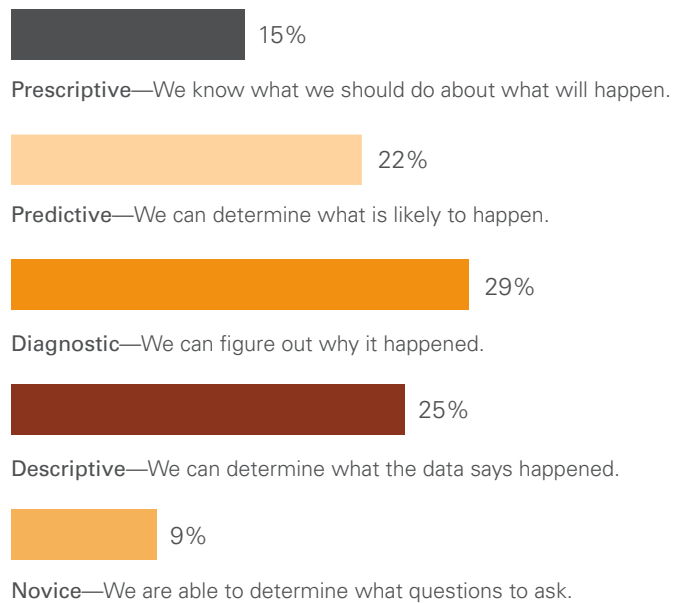


Figure 2: Finance Analytics Maturity



Almost half of respondents said their organizations could perform relatively advanced predictive and prescriptive analytics. Somewhat surprisingly, more HR than finance respondents said that they could perform predictive or prescriptive analytics.



Advanced Uses of Analytics in HR

My HR function is highly skilled at using data to determine future workforce plans currently (e.g. talent needed).

Figure 3: Workforce Plans



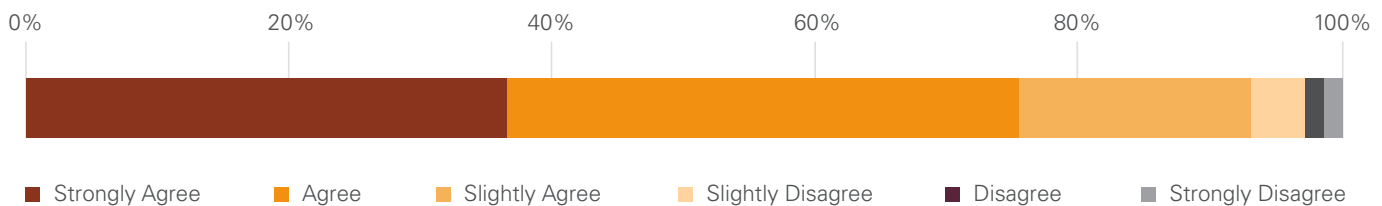
We are able to predict the likelihood of turnover in critical roles with a high degree of confidence currently.

Figure 4: At-Risk Talent



We have accurate, real-time insight into our employees' career-development goals currently.

Figure 5: Career Goals



The answers to these three questions are much more positive than many would anticipate. 98 percent agreed that they can use data to predict workforce needs, 94 percent agreed they can predict turnover, and 94 percent agreed they have insight into employees' career goals.

To make such accurate assessments, companies would need to have accurate and current information on business-unit workforce needs, employee career development goals, and predictions of employee attrition. This level of confidence

in HR analytical capabilities is surprising, given that half of respondents said their organizations could perform predictive or prescriptive analytics.

Perhaps the respondents are not familiar with, or as demanding about, more sophisticated HR analytics capabilities. Another possibility is that they are impressed by a relatively rapid rise in the use of analytics within HR. If this level of capability is valid and accurate, HR information and analytics would be among the best of any function in the contemporary enterprise.

Given the high degree of optimism we noticed among our HR respondents about their analytics capabilities, we wondered whether perhaps this self-assessed capability might be too high. In fact, when we asked the same question of our general management/executive population, the results remain notably high (75 percent strongly agree or agree compared to HR's 82 percent). There is room for improvement, however, given that 21 percent of our

executive audience only "slightly agreed" with this statement versus just 13 percent of HR practitioners. The opportunity may exist at the high end of analytics capability: 51 percent of HR respondents believed that they performed predictive or prescriptive analytics, but our executive audience thought that was true in only 37 percent of cases, noting that most analytics data are of the descriptive or diagnostic type.

A regional bank is known both for its customer service and satisfied employees. Its CEO is a strong advocate for data and analytics-based decision-making throughout the organization.

An HR executive at the bank says that its analytical orientation is found throughout the Human Resources function as well. "We've long had a strong focus on descriptive analytics," she notes, "and predictive analytics is one of our priorities for the near future." She notes that the HR function pays close attention to data on high potential employees, and the reasons why they might leave employment at the bank. There is also detailed measurement of managers throughout the bank, and their activities in terms of employee feedback and talent development. HR also uses analytics to get a holistic view of employee diversity.

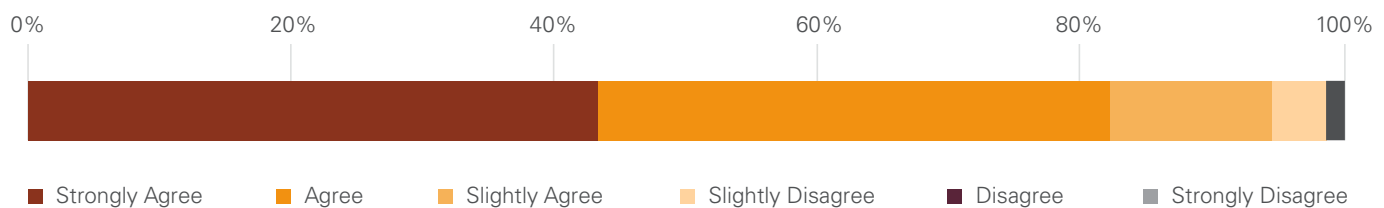
The bank's HR function expects to soon begin using predictive modeling of employee attrition. They will also do predictive assessments of potential hires. The executive notes that the HR organization regularly collaborates with the finance function at the bank to forecast staffing needs and their implications for cost and growth. "Over the past three years," she adds, "we've consistently championed analytics and showed how we're using data analysis to add value and earn a seat at the table."

Analytical Collaboration Between HR and Finance

The collaboration between HR and finance is critical if organizations are to understand the relationship between talent, cost, and financial performance.

Integrating HR and finance data is a top priority for us this year.

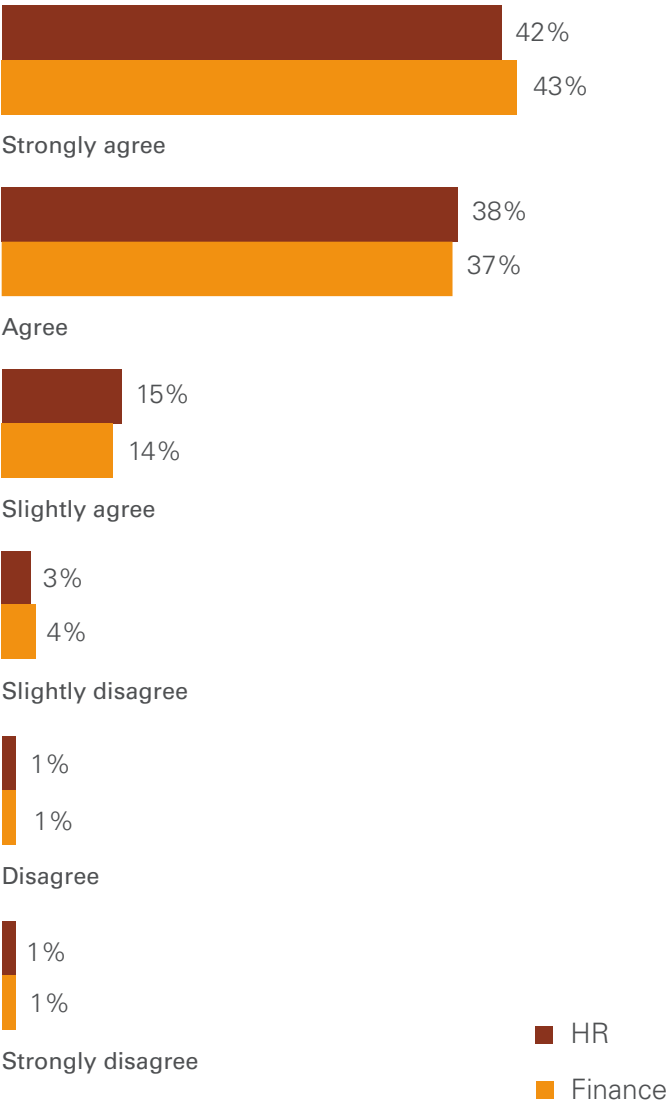
Figure 6: HR–Finance Data Integration



A substantial majority agreed that this objective is a high priority. Presumably these two functions are already discussing with each other how to make this goal a reality.

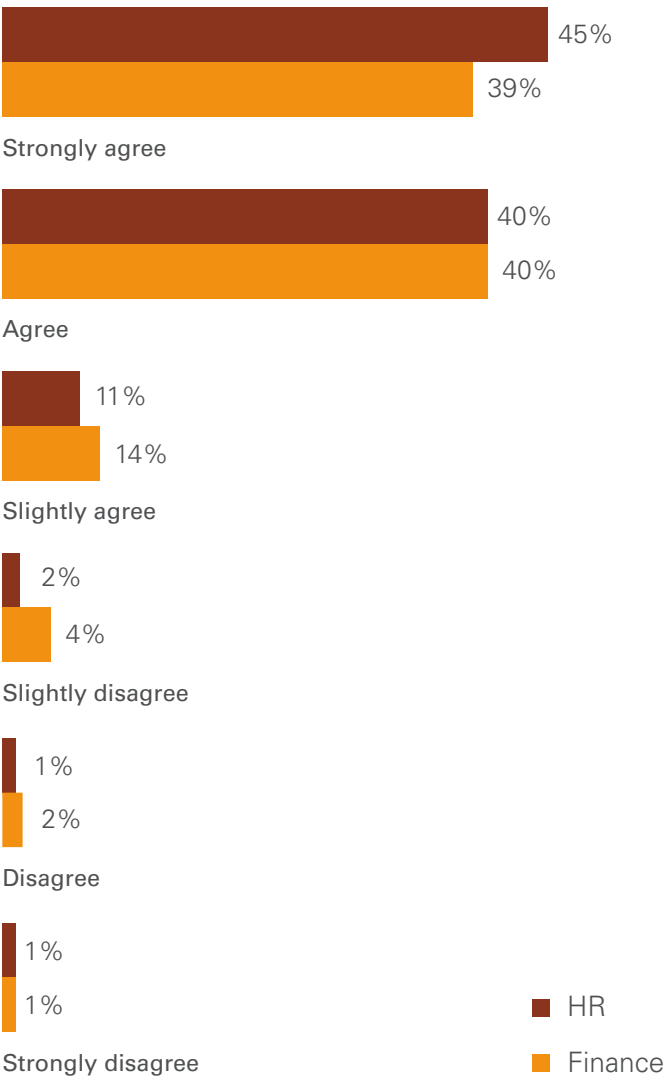
HR and finance currently work together as collaborative partners to jointly present data-driven recommendations that are adopted by business leaders.

Figure 7: HR and Finance Collaboration



HR and finance plan to work together as collaborative partners to jointly present data-driven recommendations that are adopted by business leaders in the next 12 months.

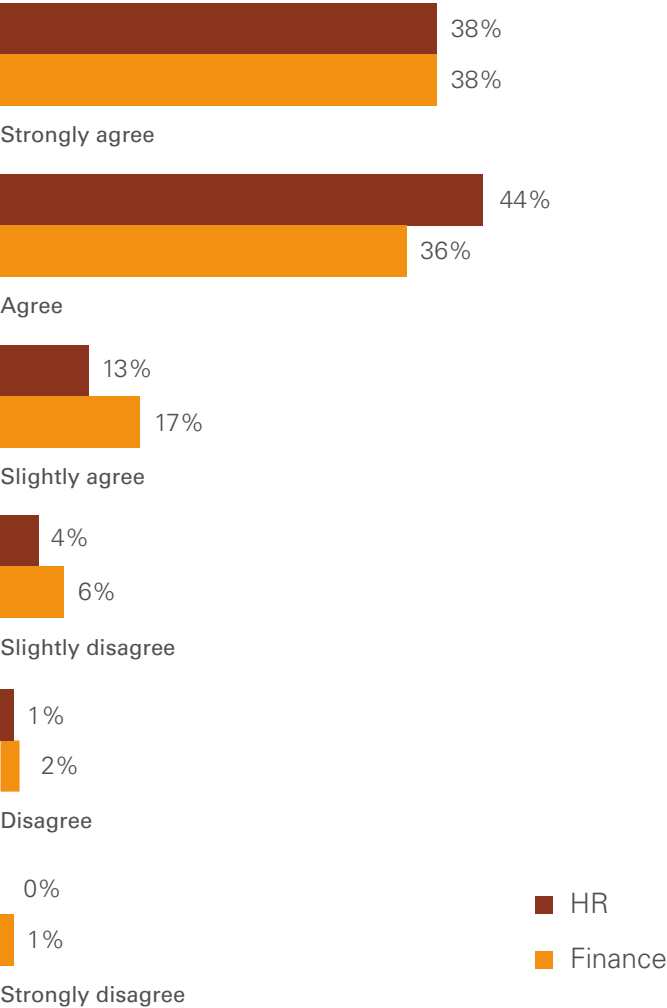
Figure 8: HR and Finance Collaboration in the Next 12 Months



The results of the above two questions were quite positive and bode well for sustained HR–finance collaboration. While 80 percent of respondents agree that HR and finance teams are already working together, 83 percent said they plan on more collaboration in the coming year.

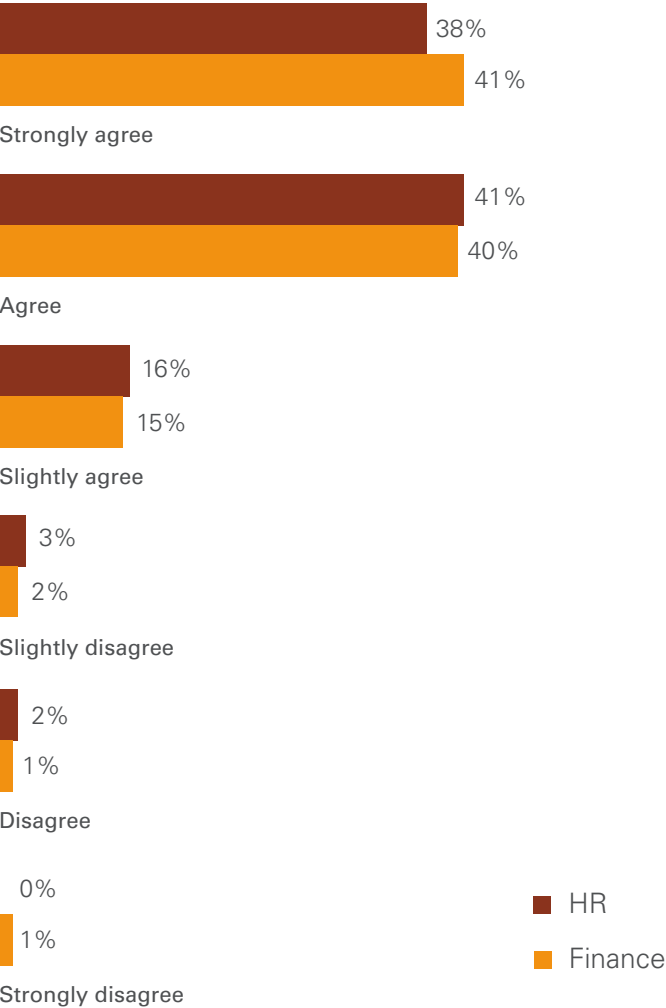
Our HR teams consistently deliver analytics-driven insights to the right people to make effective business decisions.

Figure 9: HR Data Insights



Our finance teams consistently deliver analytics-driven insights to the right people to make effective business decisions.

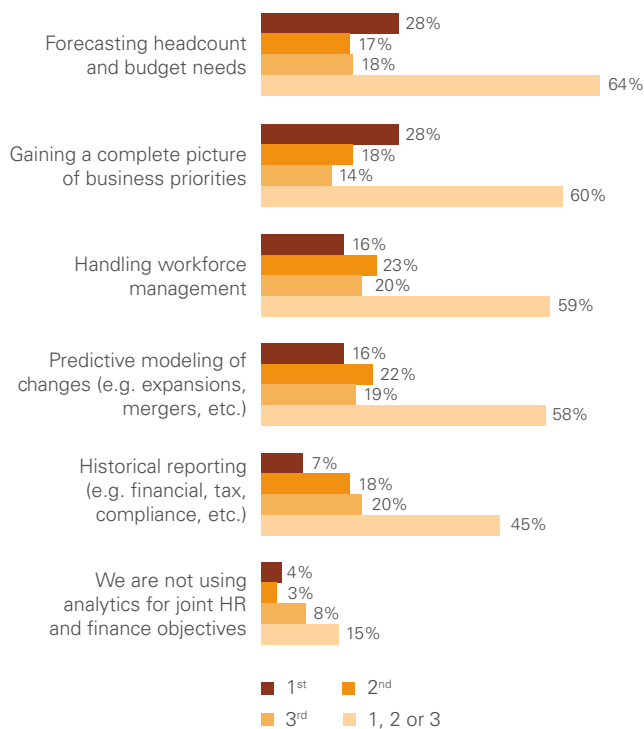
Figure 10: Finance Data Insights



When asked whether their HR and finance teams consistently deliver analytics-driven insights to the right people to make effective business decisions, approximately 80 percent of respondents said they do, suggesting there is support for greater collaboration between HR and finance. There were some differences by respondent segments, however. HR respondents were more positive about HR’s analytics-driven insights than those of finance; conversely, finance was slightly more complimentary about its own insights than HR’s.

How are you using analytics for joint HR and finance objectives in your organization currently?

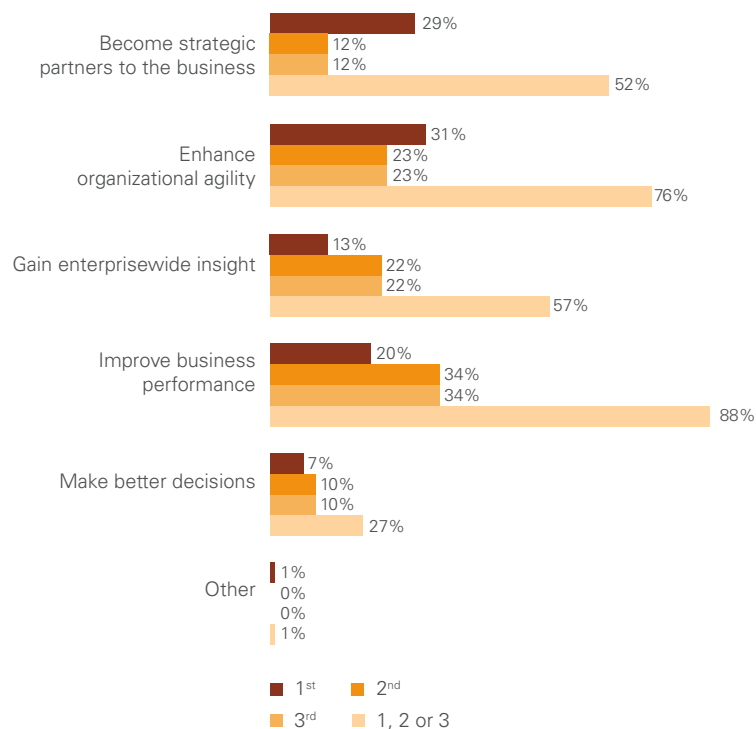
Figure 11: HR and Finance Objectives



When asked to specifically describe (from a series of choices) how they are using analytics for joint HR and finance objectives currently, “forecasting headcount and budget needs” and “gaining a complete picture of business priorities” were ranked most highly in the survey. Other relatively highly ranked choices included “handling workforce management” and “predictive modeling of changes.” These were also the most popular responses to the question of plans to use analytics for joint HR and finance objectives over next 12 months.

What primary benefits do you plan to achieve with shared HR and finance analytics?

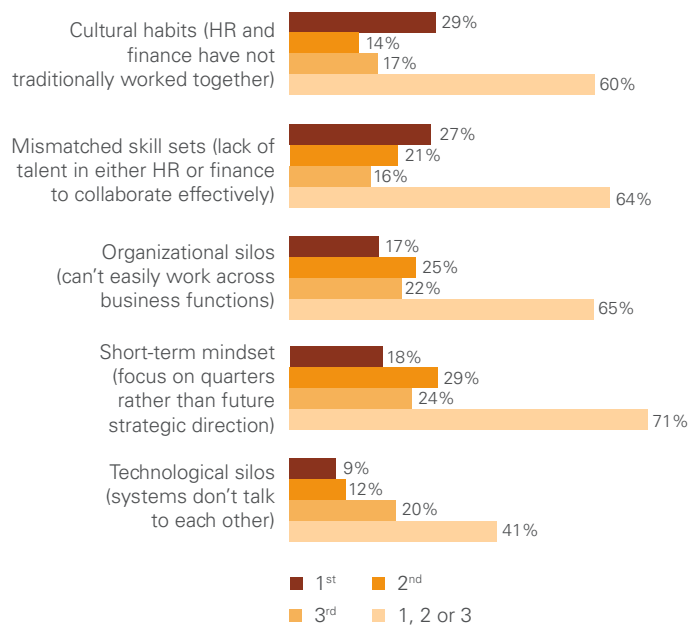
Figure 12: HR and Finance Benefits



Both “enhance organizational agility” and “become strategic partners to the business” were the top choices for most respondents. However, the category that respondents most frequently ranked in their top three objectives was “improve business performance.” Both agility and strategic partnership are worthy but somewhat abstract benefits that may be difficult to measure. Business performance is easily measured, but is the result of a variety of factors beyond HR–finance collaboration on analytics. As a result, it may be difficult to know if these objectives are realized.

What barriers are most getting in the way of HR and finance collaborating?

Figure 13: Barriers to Collaboration



Respondents recognized that collaboration between HR and finance can be challenging. Perhaps unsurprisingly, cultural habits and the lack of traditional collaboration were the biggest barriers for half of our respondents. Yet the category that appeared most frequently in respondents' top three concerns was "short-term mindset" (71 percent). Interestingly, collaboration challenges were not due to technology silos; that was true for only 9 percent of our respondents. HR and finance both shared these perceptions with almost identical results.

HR–Finance Partnership Critical for Success with Analytics at Oracle

As our survey showed, gaining the benefits of analytics relies on a collaborative partnership between HR and finance. That message is at the heart of the relationship between Oracle Finance and HR when it comes to analytics work. HR and finance partner on a wide range of strategic business analytics, from modeling workforce planning to attrition to productivity and the best areas for investment.

Ivgen Guner, SVP of Global Business Finance at Oracle, reflects on the benefits of data, process, and organizational integration of HR and finance ([see blog post](#)). What makes the partnership so collaborative is not just a common set of metadata, but also an integrated set of process touch points and a commitment to shared success.

"Finance and HR are in lock step", says Eric Kinnoin, VP of Finance for Customer Support Services. The two functions collaborate on obvious areas of connection such as headcount metrics and workforce performance, but they also look for opportunistic moments to work together. Financial data analysis of dashboards or key productivity trends might lead to a discussion with HR on the development of a new predictive model, for example. "Key to the partnership is examining the right areas of intersection that add value to the business", Kinnoin adds.

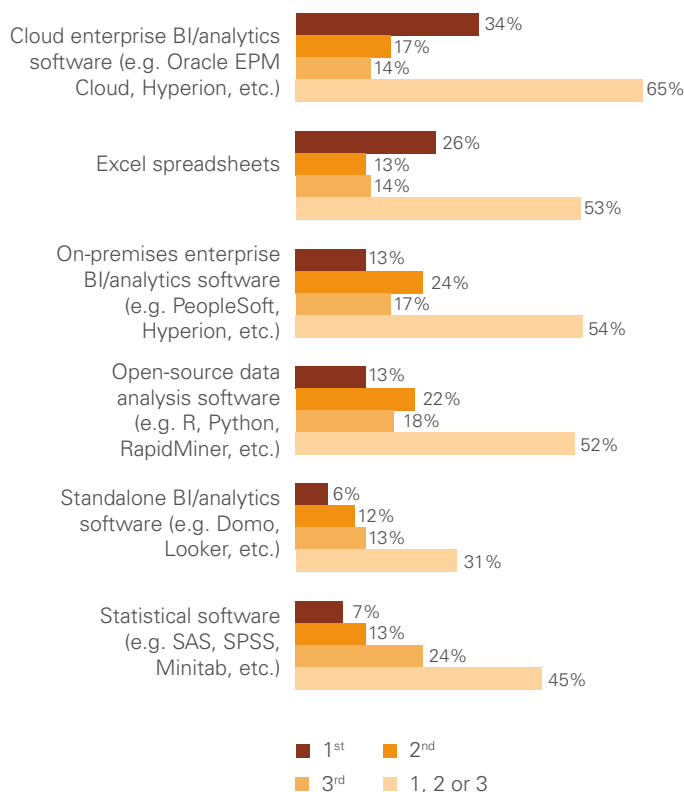
Analytical Methods, Tools, and Skills

We asked the following questions to better understand how HR and finance teams are gathering and sharing their data. Based on the results of the survey cited above, we can safely say that the interest in analytics across HR and finance groups is high, that collaboration is important, and that the joint pursuit of data-informed business decisions will only increase in the future.

However, it remains to be seen whether the methods currently in use will be able to effectively support such worthwhile goals.

What tools do you use for analytics?

Figure 14: Analytics Tools



The highest-ranking answer was “Cloud enterprise BI/analytics software.” These tools are probably popular because they specifically address HR use cases, can easily access HR transaction data, and benefit from the flexibility and agility of the cloud. Predictably, Excel was the second-highest choice. Spreadsheets are easy to develop for many business users, although from an enterprise perspective they may lead to mismatched data sets—the “multiple versions of the truth” problem. On-premises, proprietary enterprise business intelligence (BI)/analytics software was third, with open-source data analysis and statistical software coming in behind the others. Both open-source and proprietary statistical offerings may become more popular as companies move to predictive and prescriptive analytics.



Caesars Entertainment, the world's most geographically diversified casino-entertainment company, has competed on analytics for many years.

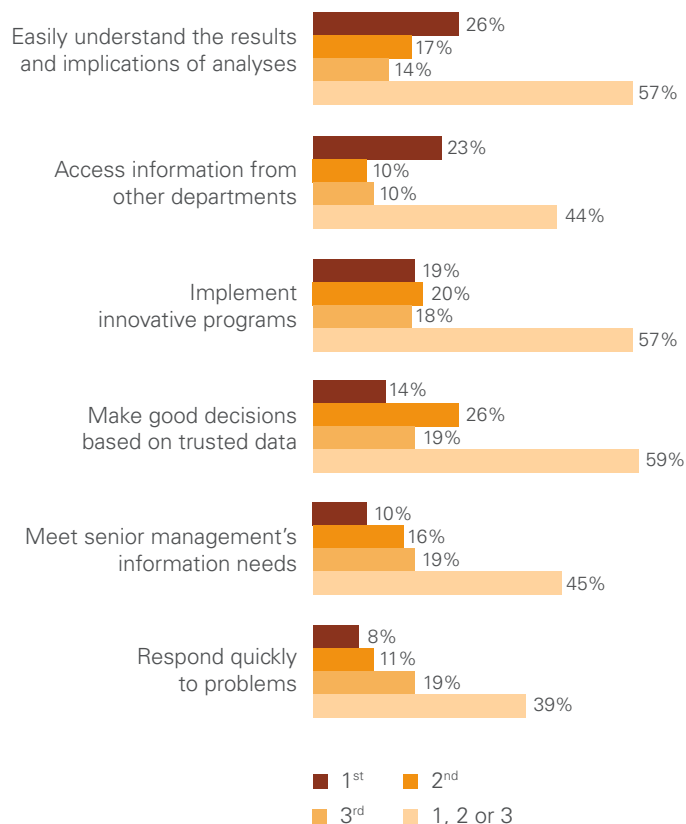
Its use of analytics for customer loyalty and service, marketing, social media, and even gaming device placement, are unrivaled in the industry. Not surprisingly, Caesars management also has a strong appetite for analytics about human resources. There are 65,000 employees, and there is a need to know about their engagement, diversity, productivity, and likelihood of attrition.

To address these issues, Caesars has two internal groups that focus on HR analytics topics. One addresses "labor analytics" as part of a broader focus on food and beverage/retail analytics. The other addresses HR analytics and is a part of the HR organization. That group, headed by Michelle Lai, is focusing again on analytics after implementing Oracle HCM Cloud.

Lai, who had previously worked in marketing analytics at Caesars, notes that the current focus is on reporting, with only about 20 percent of her group's efforts devoted to more advanced analytics. However, she has an ambitious set of advanced analytics goals, including understanding the true cost of attrition, identifying at-risk employees, measuring true productive hours for casino floor employees, and collaborating with the finance function to understand the true costs of hiring.

With your current analytical tools, which of the following tasks are most difficult to do?

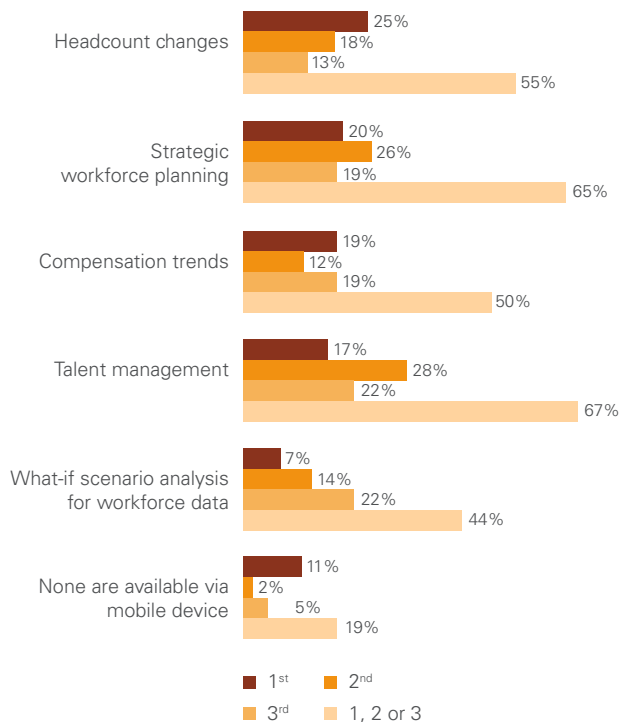
Figure 15: Analytics Challenges



"Make good decisions based on trusted data" was chosen most frequently as a top-three concern, but the response most frequently appearing in the number one spot was to "easily understand the results and implications of analyses," and, slightly behind it, "access information from other departments." These issues are not purely technological, and may signal a need to grow or change culture, behavior, or skills. To understand the results and implications of analyses requires a high level of quantitative understanding, and to access information from other departments usually requires a sharing and collaborative culture.

Which of the following analytics [all related to HR] are available via mobile device?

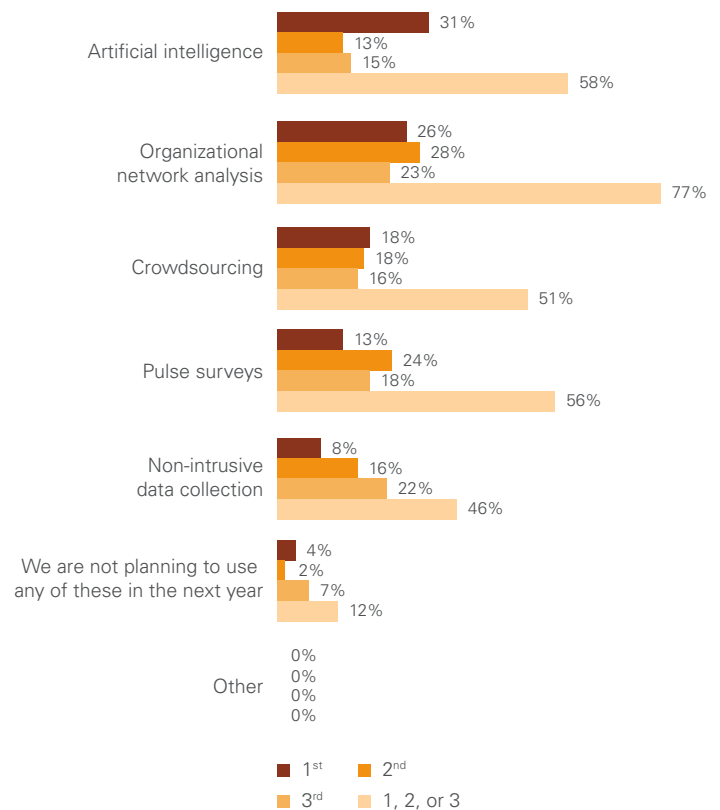
Figure 16: HR Analytics Available on Mobile



The highest-ranking response went to “headcount changes.” This makes sense, because this data seems to involve only descriptive analytics that could be easily analyzed and viewed on mobile devices. But the two highest “in top three” responses are “talent management” and “strategic workforce planning.” These responses are somewhat counter to expectations because these types of analyses seem to be more difficult to perform on a small mobile screen. And some of the HR managers we interviewed—particularly those from financial services—suggested that their companies were reluctant to make analytics available on mobile for security reasons.

Which of the following analytics are you using?

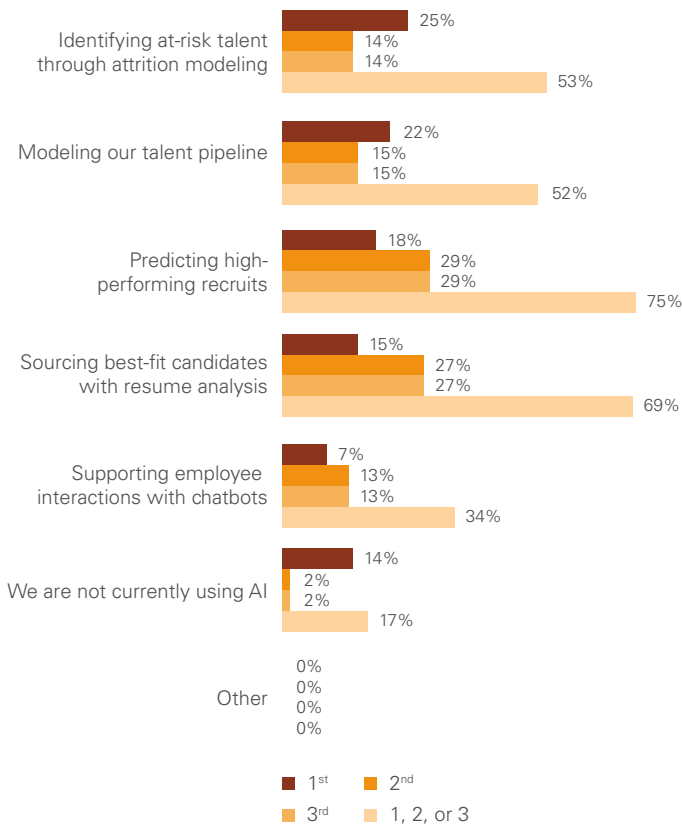
Figure 17: Top HR Analytics



Somewhat unexpectedly, “Artificial intelligence” got the highest #1 response. A possible explanation is that many respondents who chose this option might have been thinking of predictive analytics; machine learning can be used to “score” employees in terms of their likelihood of attrition, for example. “Organizational network analysis” was the highest 1, 2, 3 response. This method seeks to understand who is communicating with whom, and how frequently, within an organization. It is normally a form of descriptive analytics and is based on either self-reported interaction data or data that is extracted from personal communications tools like email and messaging applications.

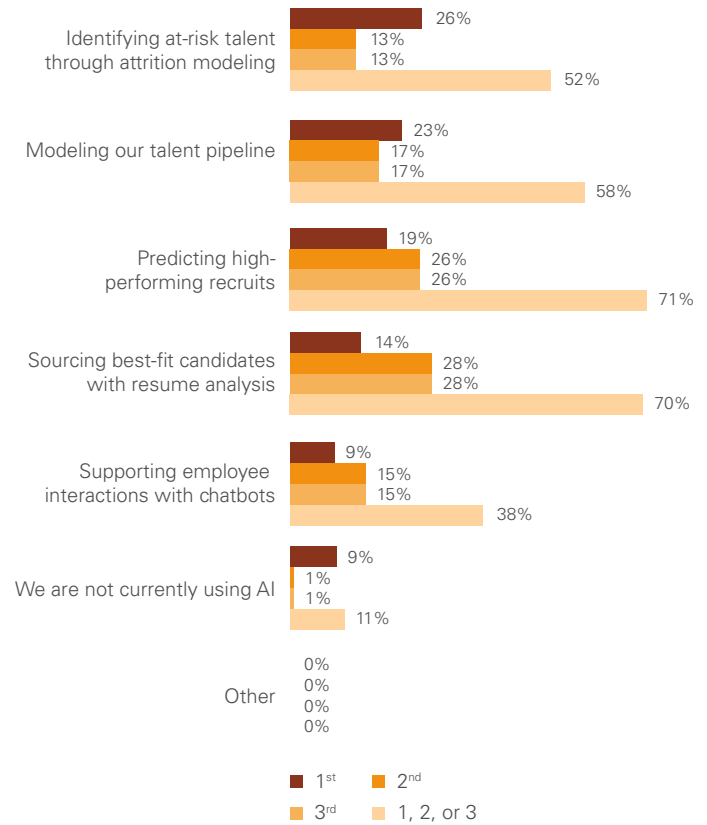
How are you using Artificial Intelligence (AI) currently?

Figure 18: Current AI Use Cases



How are you planning to use AI in the next 12 months?

Figure 19: AI Use Cases in the Next 12 Months

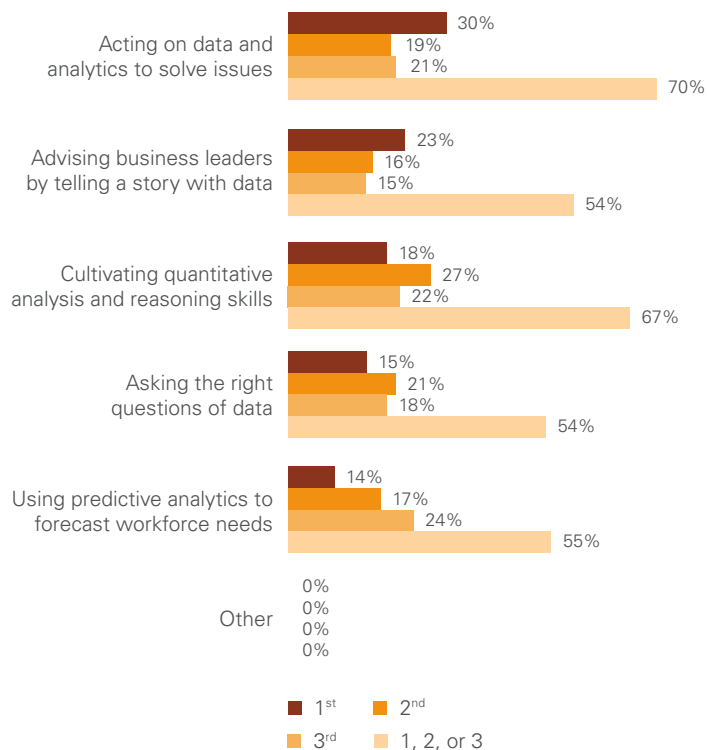


When asked how they are currently using AI for analytics, the top response was for “identifying at-risk talent through attrition modeling.” Most likely, respondents are using machine learning to predict which employees may leave based on several relevant factors. When looking at the responses that most frequently appeared in the top three, “predicting high-performing recruits” and “sourcing best-fit candidates with resume analysis” came out ahead. This may be because HCM software providers are beginning to offer these predictive capabilities in their solutions and respondents are already adopting them.

Regarding respondents’ plans to use AI over the next year, the top responses were “attrition modeling” and “modeling our talent pipeline.” Predicting high-performing recruits and resume analysis were also popular future goals. HCM software vendors are also beginning to provide what-if scenario analysis capabilities that will help organizations do more modeling to predict future talent needs.

What analytics skills do your HR employees most need to develop or improve?

Figure 20: HR Analytics Skills Gap



The results show that the highest-ranking choice was “Acting on data and analytics to solve issues.” This is, of course, a management skill as much as an analytical one. “Cultivating quantitative analysis and reasoning skills” and “Advising business leaders by telling a story with data” also ranked highly. For the most part, these answers suggest that respondents feel that HR needs to address not only the generation of data, but also effective analysis of the data, interpreting the findings and applying them across the business.



Building a Collaborative Organization and Culture

Despite the surge in collaboration between HR and finance, some organizations still struggle. Survey responses suggest several reasons for this.

Skill Gaps: Real and Imagined

More than half of the HR and finance executives in our sample mentioned that the lack of skills and talent was one of the top barriers to collaboration. Finance has historically been a source for analytics-driven insights and numbers-based expertise. So even though HR appears to be catching up, there may be some lingering doubts about the function's ability to rise to finance's established reputation.

Entrenched Habits and Professional Barriers

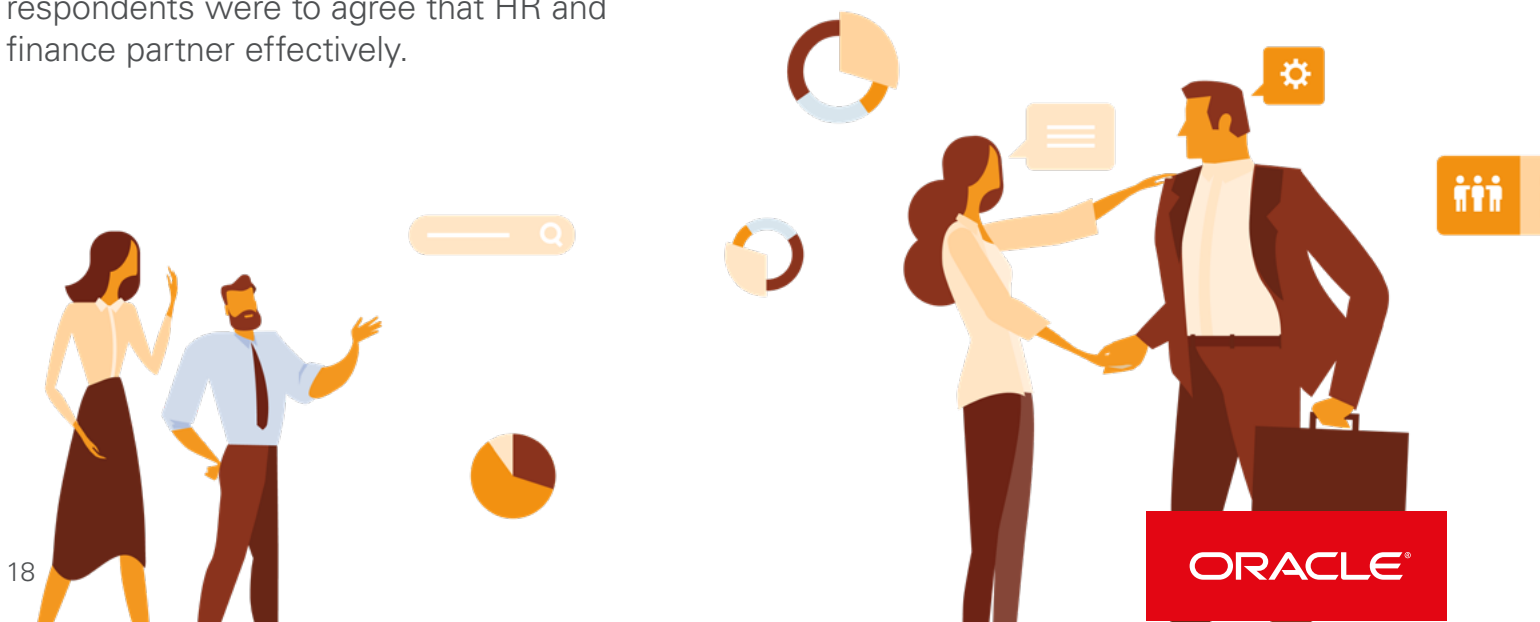
HR and finance come from different perspectives and traditions, and thus have not historically collaborated on analytics. Without intentional effort to cross the silos, the two organizations continue to produce separate insights. The size of the organization played a role, too. In our sample, the larger the organization, the less likely respondents were to agree that HR and finance partner effectively.

Overconfidence

C-level executives have greater confidence in their organization's analytics ability than their nonexecutive counterparts who are doing the actual work. VPs have the lowest confidence in their organizations' analytical capabilities. This may be because they are in the position of having less control over analytics than directors, but more responsibility for day-to-day use of them than C-level executives.

Resistance to Organizational Change

Employees on the ground find it harder to collaborate across lines. Moreover, they're less likely than their executive counterparts to agree that they plan to work more closely over the next 12 months. This lack of optimism suggests that change, even when beneficial, can be difficult for employees to manage.



Collaboration Practices That Work

Successful collaboration on analytics requires a collaborative culture and an organization design to match. Best practices for collaboration include the following:

Keep it simple to start.

One respondent mentioned that collaboration happens best in bite-sized chunks. Create small teams that agree to answer a specific question. The team should consider what data will answer that question, the source of that data, how it should be interpreted, and what action plans would achieve the best results. Use frequent, short interactions to check in along the way—much like agile software development uses a short daily briefing or “standup” to ensure that people stay connected before they stray too far.

Emphasize mutual interest in business partnering.

Both HR and finance value their ability to support business leaders in making informed decisions based on good data. Leaders of both functions need to reinforce this value through shared goals and communications that encourage mutual trust and respect.

Highlight and reward role models.

Leaders can support collaboration practices by endorsing good examples for others to follow. Reward practices should be designed that support collaborative rather than isolated, siloed actions.

Create a learning mindset.

Collaboration works best when team members approach the interaction with an open mind and curiosity, respecting one another’s expertise and being willing to learn from one another.

Be clear on your model.

Decide whether your analytics function will be centralized, decentralized, or a hybrid. Will you have a:

- Central shared service of experts who generate analytics insights on demand?
- Decentralized model where data experts reside in and stay closely connected to different functions?
- Matrix or hybrid model with centralized control over some areas and decentralization in others?

Some organizations are creating cross-functional “newsrooms,” where analytics insights are shared across functions. None of these decisions is right or wrong, but each has a different purpose and process. Explicitly decide and communicate your analytics organization design to avoid confusion, duplication, and resistance.

Stay the course.

Regardless of the model you choose, the culture of the organization needs to reinforce joint ownership of analytics—not just HR and finance or, worse, HR versus finance. The organization needs to be prepared for a shift in power and the internal resistance that can occur when new and unexpected insights come from unlikely sources.

Conclusions from Survey Results

Judging from the survey respondents' answers, analytics are quite advanced in HR. Many organizations are managing talent pipelines, predicting attrition, and selecting highly qualified recruits from resume analysis. Given these results, it is perhaps time to reconsider the stereotype that HR functions are behind other key business areas in their use of data and analytics. The survey does suggest, however, that half of the organizations responding are not yet using predictive and prescriptive analytics, so there is plenty of room for growth in the use of advanced analytical approaches.

Additionally, HR organizations are not just using conventional analytics, but have also embraced artificial intelligence. Identifying candidates for attrition and predicting high-performing recruits are the most common applications and most likely use ML models. As AI tools become more commonplace and more embedded in HR software from vendors, we will undoubtedly see even greater adoption.

HR and finance agree that both teams deliver valuable analytics that help inform business decisions. There is also widespread agreement across the two functions that they work collaboratively to produce needed analytics. This suggests that the two functions could learn from one another: While the finance function has traditionally enjoyed a reputation for being data-driven, the evolution of the finance function to a business partnering model has been only a recent evolution. On the other hand, HR has pushed the business partnering model for many years while its need to become solidly data-driven is more recent. Together, they may be able to broach new frontiers to take their businesses even further.

Learn more: oracle.com/hcm

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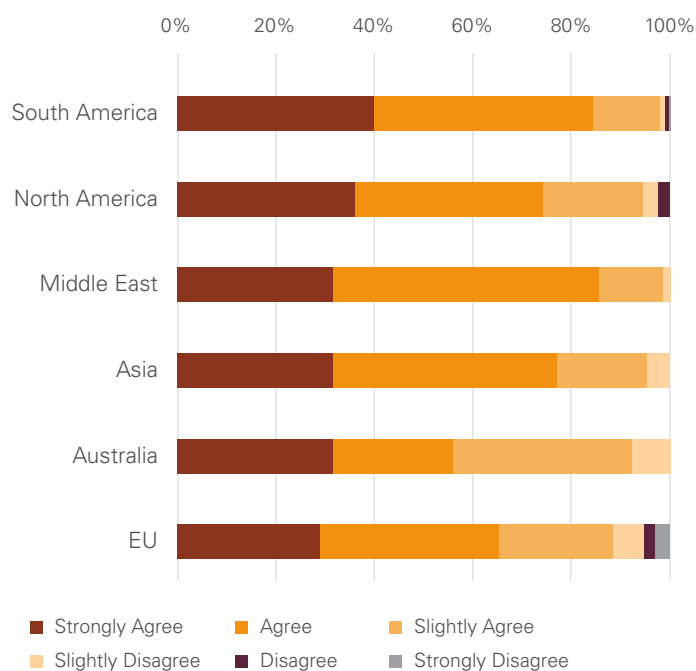


Appendix

Geographical Differences Among Selected Questions

We will be able to predict the likelihood of turnover in critical roles with a high degree of confidence in the next 12 months.

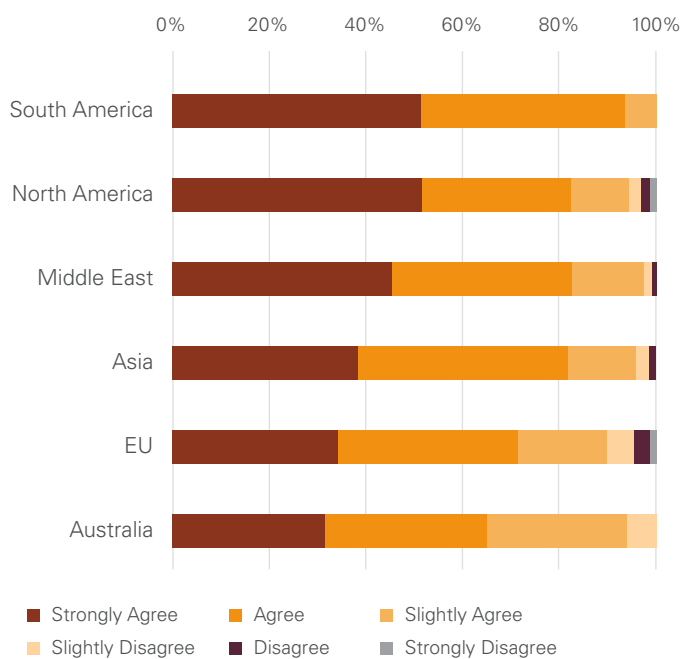
Figure 21: Predict At-Risk Talent in the Next 12 Months Across Geographies



Self-assessed capability was high in almost every geography and for every question but was somewhat lower in Asian, European, and Australian organizations. Large European firms are improving rapidly at customer-oriented data and analytics (in part because of GDPR requirements), so it is unclear why they would rate themselves relatively poorly on HR data and analytics. Self-assessed capabilities were generally highest in North America, the Middle East, and South America. The high results for the Middle East and South American organizations are somewhat surprising, because organizations in these geographies were not generally early adopters of other types of analytics.

Integrating HR and finance data is a top priority for us this year.

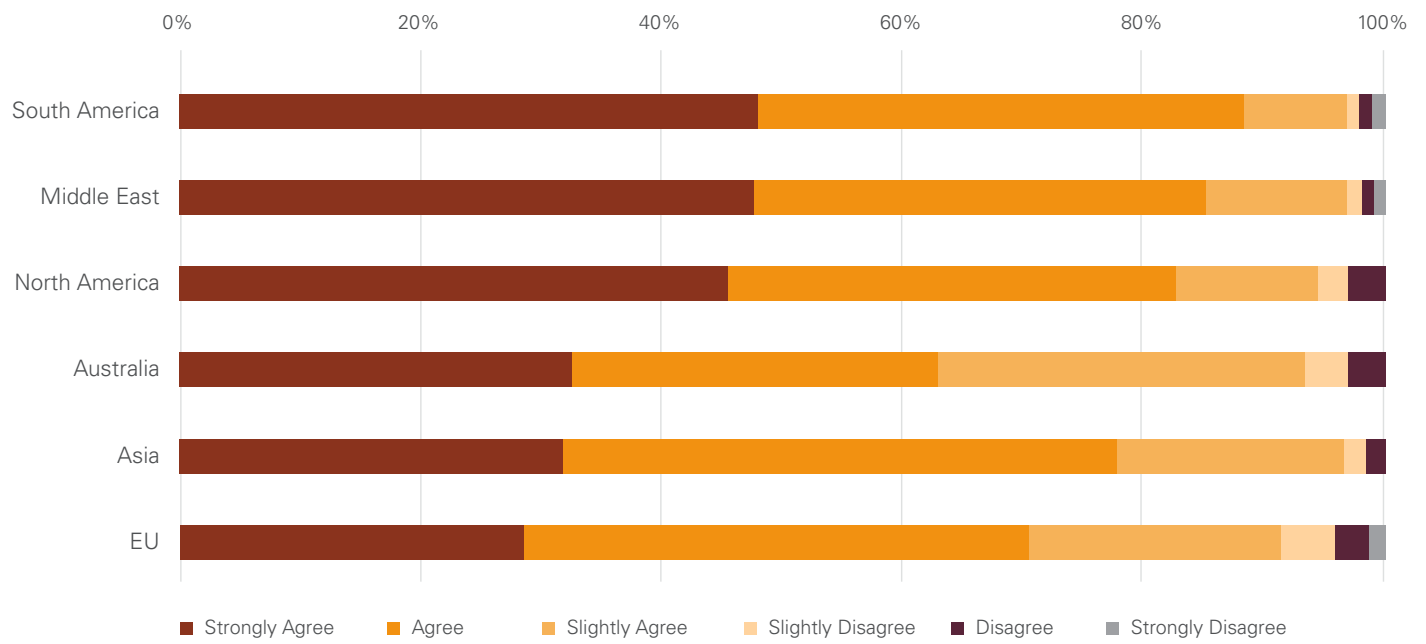
Figure 22: HR–Finance Data Integration Across Geographies



There was some variation across geographical regions in this objective. The lowest-ranking regions were Europe and particularly Australia—only 66 percent agreed or strongly agreed with the goal of integrating HR and finance data. While the reason for the low priority in these geographies is unclear, it is consistent with the low levels of HR data and analytics capabilities reported.

Our finance teams consistently deliver analytics-driven insights to the right people to make effective business decisions.

Figure 23: Finance Data Insights Across Geographies



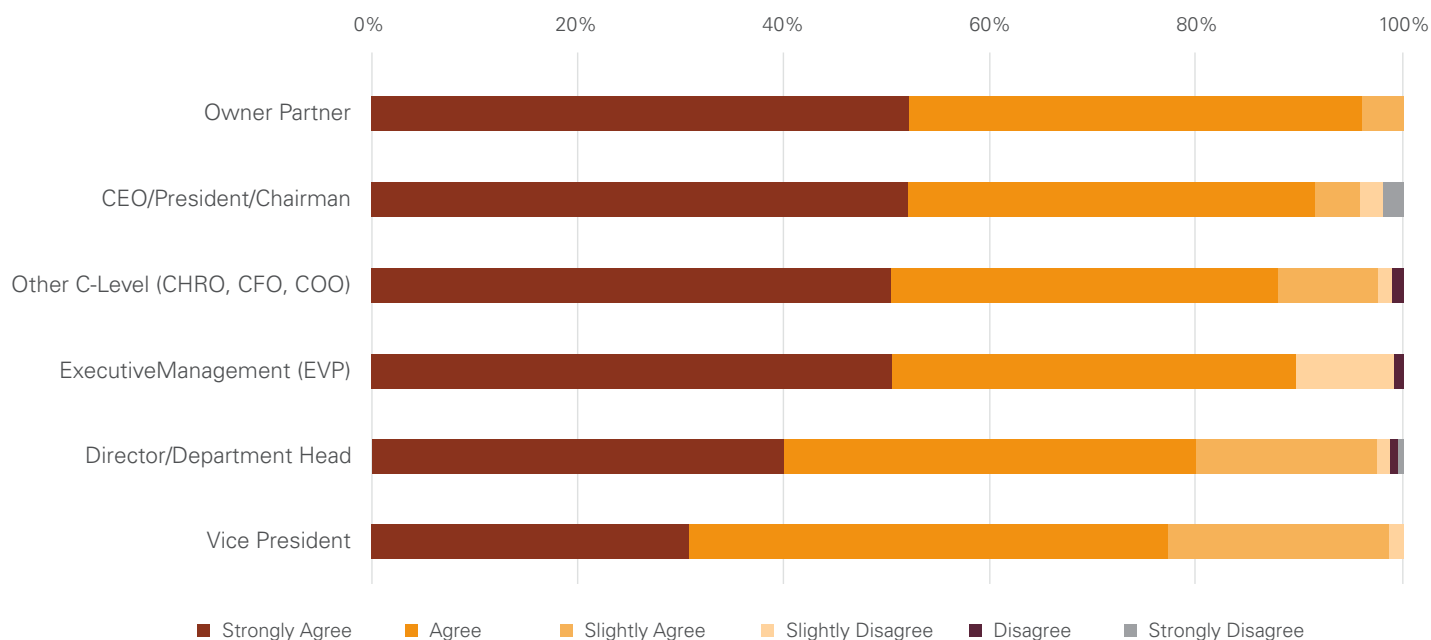
North America, the Middle East, and South America had the highest levels of agreement on finance’s ability to consistently deliver analytics-driven insights; Australia and Europe had somewhat lower levels of agreement.



Industry and Role Differences Among Selected Questions

We will be highly skilled at using data to determine future workforce plans in the next 12 months (e.g. talent needed).

Figure 24: Determine Workforce Plans in the Next 12 Months Across Roles/Levels

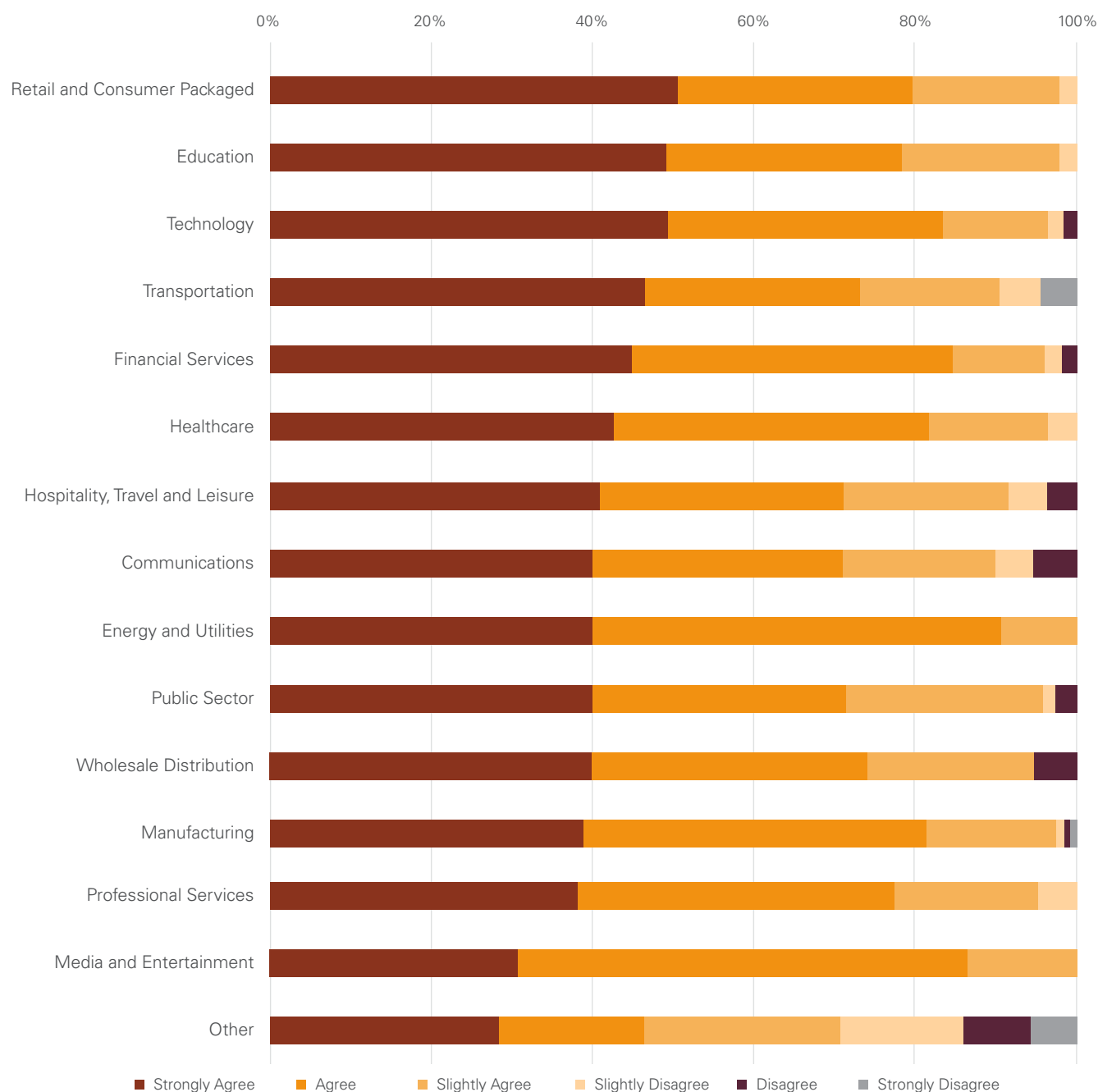


Across industries, the level of self-assessed capability was lowest in “Hospitality, travel, and leisure” and “Media and entertainment.” Hospitality companies are often quite distributed—hotel companies, for example, have many properties around the world with many employees who work for a given property and not the parent company—and it may be difficult to manage data and analytics about employees in that environment. Media and entertainment companies are being forced to change dramatically with the decline in print media, for example, so they may be focused on survival rather than advancing HR data and analytics.

Industries with high self-assessment included financial services, energy and utilities, professional services, and wholesale distribution (WD). WD includes large global distribution firms like UPS, FedEx, and DHL, which have long considered data and analytics to be important assets. Judging from these results, the companies may also be investing in HR data and analytics.

Integrating HR and finance data is a top priority for us this year.

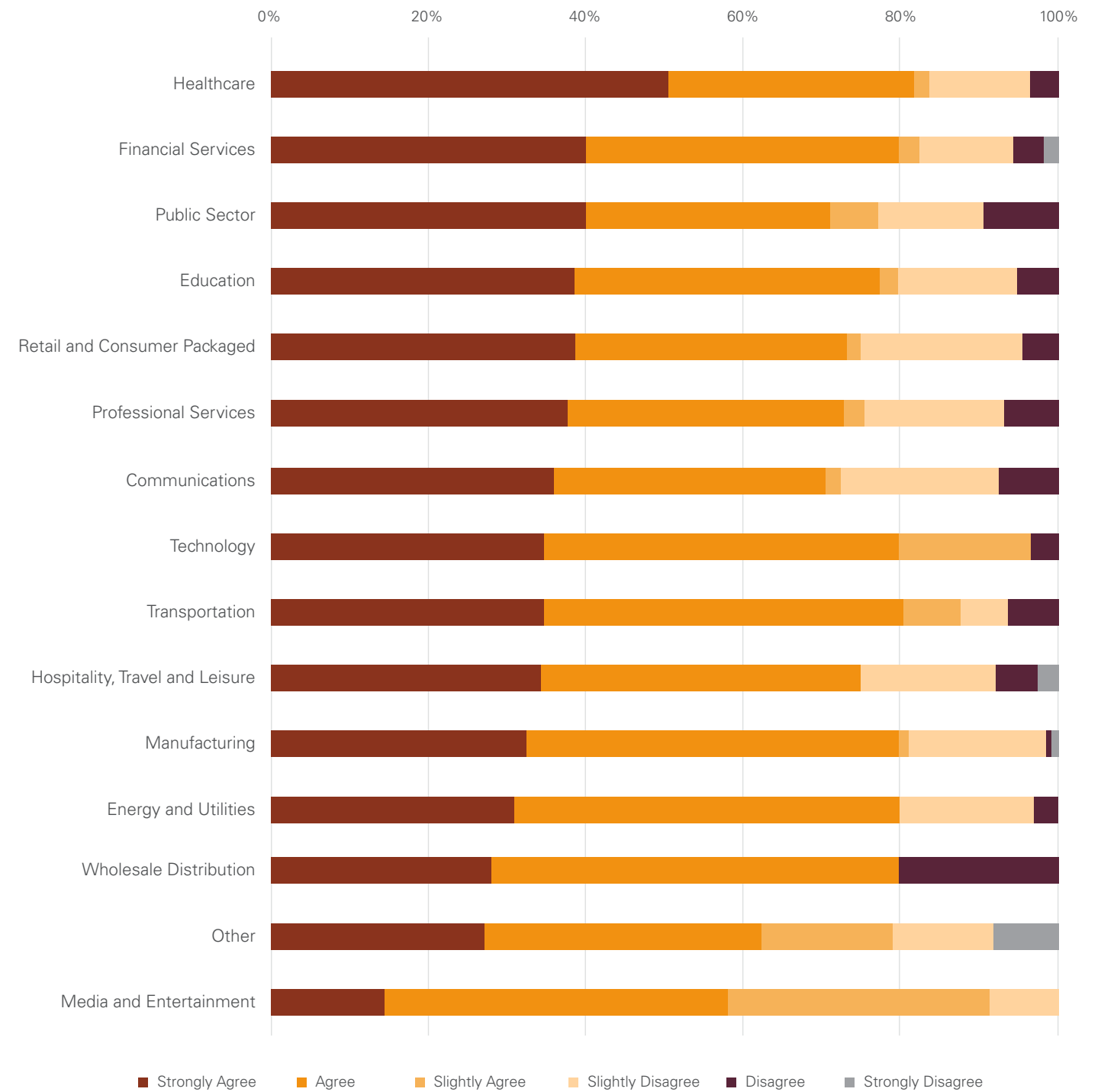
Figure 25: HR–Finance Data Integration Across Industries



Across industries, communications, hospitality, transportation, and wholesale distribution representatives were the least likely to agree. One of the highest levels of positive responses among industries to the HR/finance collaboration questions—both current and future—was found in the energy and utilities sectors. Those same industries were also relatively high in evaluating their own HR analytics capability. Energy and utility companies are known for their engineering orientation and talent. Their HR analytics may be focused on hiring and retaining highly skilled talent that might be wooed by other companies and industries. Their strong emphasis on analytics in finance may be the result of their intent to keep operations lean and large capital projects transparent.

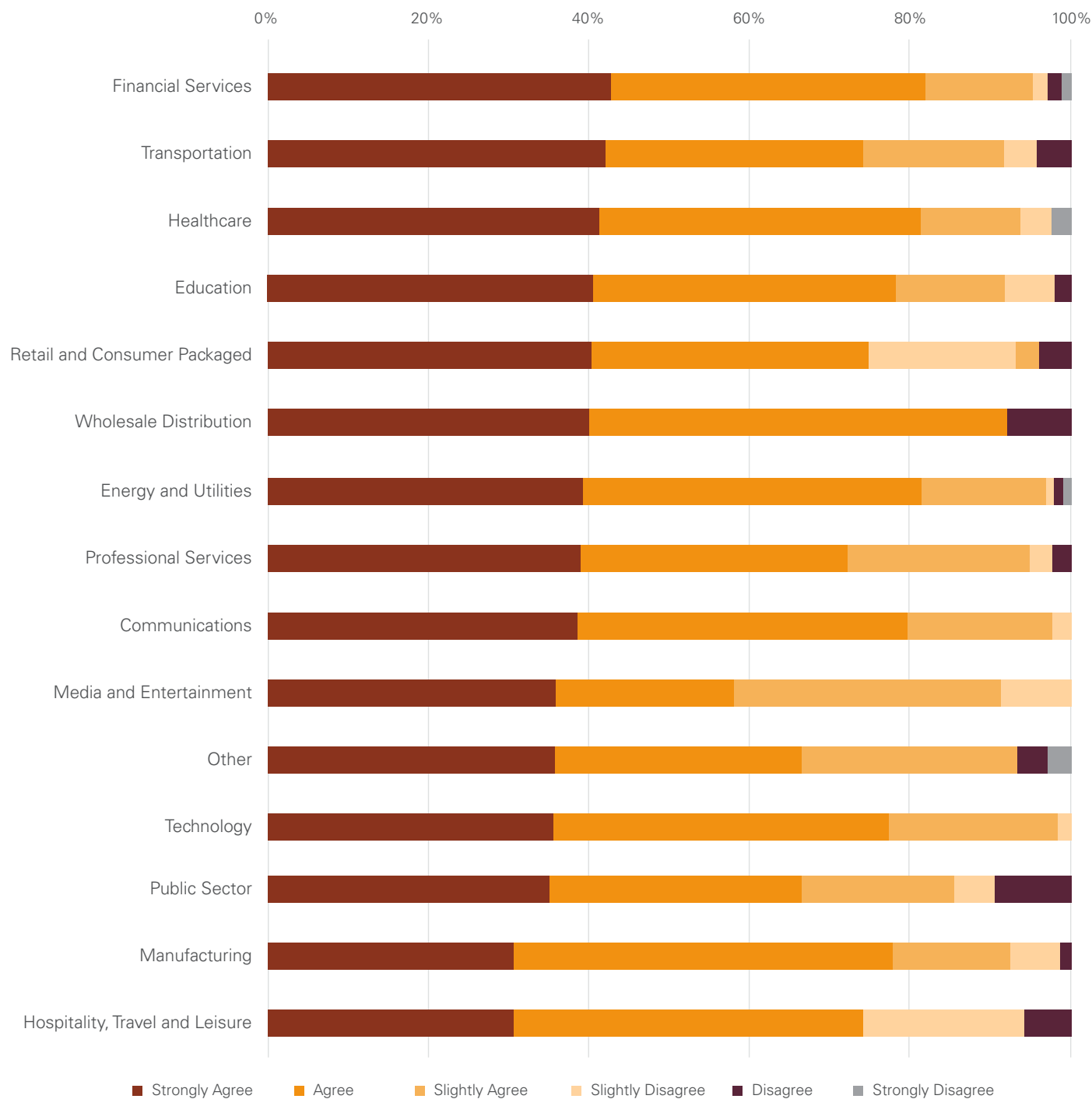
Our HR teams consistently deliver analytics-driven insights to the right people to make effective business decisions.

Figure 26: HR Data Insights Across Industries



Our finance teams consistently deliver analytics-driven insights to the right people to make effective business decisions.

Figure 27: Finance Data Insights Across Industries



The wholesale distribution industry had the highest level of agreement with regards to HR's ability to consistently deliver analytics-driven insights, while media and entertainment, hospitality, and manufacturing had the lowest. Regarding finance's ability to consistently deliver analytics-driven insights, financial services had the highest level of agreement and the public sector reported lower levels of agreement.

Survey Respondent Demographics

The survey was performed in late 2018, and 1,510 respondents were interviewed. As shown in Exhibit 1, the respondents were a mix of HR executives (the majority), finance executives, and general managers. They were at various levels within their organizations, but all were managers or executives. The respondents came from a variety of industries and geographies, and all were from companies with US\$100 million of revenues or larger. Finally, the survey included a wide variety of industries. Financial services (31 percent), manufacturing (14 percent) and professional services (8 percent) were the most frequently represented. All other industries are included in “Figure 32 Survey Respondents—Industries”.

Figure 28: Survey Respondents—Functional Areas

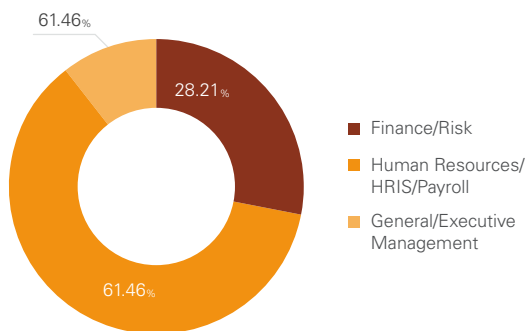


Figure 30: Survey Respondents—Countries

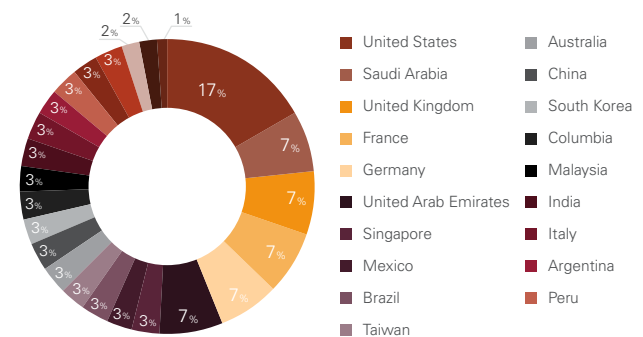


Figure 29: Survey Respondents—Roles/Levels

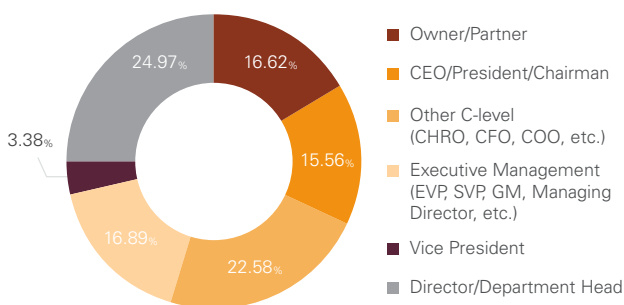


Figure 31: Survey Respondents—Organization Size (Revenue)

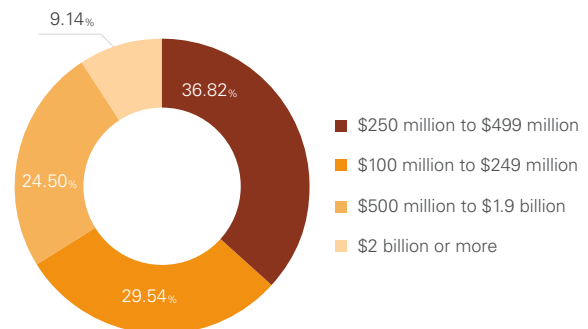


Figure 32: Survey Respondents—Industries

