

# Guardians of trust

Who is responsible for trusted analytics in the digital age?

A trusted organization has traditionally been anchored by the behaviors and decisions of trusted people. As people give way to machines, a trusted organization (and a trusted platform) also requires trusted data and analytics.

KPMG International's *Guardians of trust* report looks closely at the intimate relationship between trust and digital transformation within an organization — who is responsible for ensuring trusted analytics and what good governance can look like in a digital world.

## The Study

Over 2,190 executives were surveyed across 9 countries representing 6 industries



### Industries:

- Banking/Financial Services
- Insurance
- Telecom
- Retail
- HC/LS
- Govt.

## Trust in analytics is lacking\*

Only **35%** of respondents say they have a high level of trust in their own organization's use of different types of analytics



and **25%** admit that they either have limited trust or active distrust.

## Trust in an age of digital transformation\*

Trust is becoming a defining factor of an organization's success or failure. Underpinning a company's license to operate effectively, trust reduces uncertainty and builds resilience as well as:



## Executives and customers are wary of technology

Rapid, uncertain tech disruption can lead to unstable levels of internal and public confidence.



## Trust in a digital world

The need for trust is expanding from trust in brands, organizations and their employees to also include trust in machines, algorithms and analytics.



## The trust gap grows: C-suite executives question the trustworthiness of data, analytics and intelligent automation\*

Few decision-makers trust the way their organization uses different types of analytics. But the trust gap is not reducing with experience or time.



## Understanding that trust in analytics is founded on four key anchors



Trusted analytics is not a vague concept or theory. At its core are rigorous strategies and processes that aim to maximize trust.

## Levels of trust vary by geography\*

The trust gap is not the same in every country and decision-makers may need to adjust their approach depending on the market they are in.



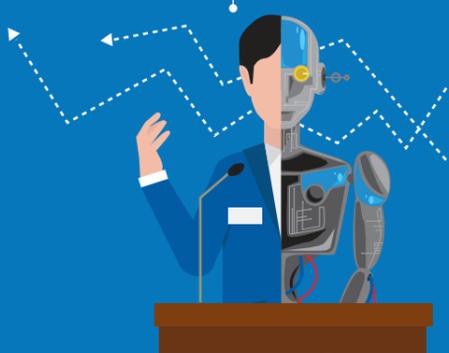
## Spreading the blame\*

Everyone should share some level of responsibility and accountability for faulty or untrustworthy analytics.



## Like human, like machine

The governance of machines should not be fundamentally different from the governance of humans.



## Who holds organizational responsibility?\*

It is not clear who **within** the organization has primary responsibility for ensuring the trustworthiness and accuracy of advanced analytics and models. A larger percentage says it rests with the technology function.

## Creating the foundation

There are eight areas that form the basis for emerging standards, enablers and controls for trusted analytics.

- Governance
- Processes
- Regulation
- Data
- People & culture
- Technology
- Strategic alignment
- Alliances and supplier networks

## Key takeaways

- If you can't measure it, you can't manage it
- Prioritize risks
- Create trust-impact personas
- Create a buddy system
- Stay legal
- Checklist manifesto for data and analytics
- Don't let the board off the hook
- Be flexible with horses for courses
- Create a mesh governance framework

\* Source: A commissioned study conducted by Forrester Consulting on behalf of KPMG International, July 2017