WHO ARE WE?

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DATA ON THE EXECUTIVE LEVEL
FIRST THERE WAS A DATA STICK…

- HIPAA (the Health Insurance Portability and Accountability Act), Sarbanes-Oxley, and the Gramm-Leach-Bliley Act all mandate standards for the protection of patient and consumer data.
- Industry ideals such as the PCI (Payment Card Industry) data security standards also stipulate how sensitive data should be handled.
THEN A DATA CARROT EMERGED.

• The increasing volume, variety, and velocity of data available to organizations in every industry has made it a raw material that can be transformed into new product offerings and operational efficiencies.
The stick of regulation = data governance
The carrot of new revenue = data strategy
Centralization
Evangelization
Facilitation
CENTRALIZATION

• Data from internal silos
• Data from external APIs and real-time streams
• The organization’s priorities
Wells Fargo

An American multinational banking and financial services holding company.
Because of the breadth and scope of our businesses—we have some 90 different businesses—imagine all the people who have come to the conclusion that we need data. The question is: who’s tying it together?

– A. Charles Thomas
CDO, Wells Fargo
Allstate Corporation

The largest publicly held personal lines insurer in the US, and the third-largest overall.
We have very good data, but it is organized to help us run our business the way we have run our business for 80-some years.

– Floyd Yager
CDO, Allstate
I need to take all of the data... to help process an auto insurance policy, and join it to all of my homeowners data, all of my life insurance data, all of my commercial insurance data, and everything else I have, so that when Joe Smith calls me, I can look at Joe Smith as that unit, rather than Joe Smith's auto policy.

– Floyd Yager
CDO, Allstate
FACILITATION

• Coordinate stakeholders across the organization
• Free up resources and lower barriers
• Offer tools and training to help others succeed
City and County of San Francisco

The most densely settled large city in the state of California, and the second-most densely populated major city in the US.
Welcome to SF OpenData! SF OpenData is the central clearinghouse for data published by the City and County of San Francisco and is part of the broader open data program, DataSF. Explore, view, and download our data. Developers - check out our developer page for tips on API access and use. Read more on our About page.
What we found is that it’s better in a lot of ways to have [analytical services] within the departments. So how do we support that? How do we provide toolkits and training to allow those ideas to flourish?

– Joy Bonaguro
CDO, San Francisco City and County
EVANGELIZATION

• Technical chops
• Business savvy
• The diplomacy skills to translate between the two
Federal Reserve Board

Board of Governors of the central bank of the United States, charged with overseeing the Federal Reserve Banks and with helping implement monetary policy of the United States.
“What I am setting up my team to do—and thus educating my senior advisory committee on—is about this balance between strategic needs of the organization with moving things forward in agile ways.”

– Micheline Casey
CDO, Federal Reserve Board
CHALLENGES FOR THE CDO

Mining for business value:
  • Asking the right questions of the data

Building technical bridges:
  • Working with data in different silos, formats, etc.

Building political bridges:
  • Lowering barriers to org-wide participation
The main challenge is not technical; it’s not on the analytics side; it’s not even to get some data from multiple systems (which is extremely complicated in our case). It’s about people.

– Eugene Kolker
CDO, Seattle Children’s Hospital
“Data, while supported by technology, is not fundamentally a technology problem. Your information systems can house the data, but your questions — like, ‘Should we be running this program?’ — those are business questions.

– Joy Bonaguro
CDO, San Francisco City and County
The ideal CDO exists to drive business value.
PUTTING DATA TO WORK FOR BUSINESS
CONVENTIONAL DATA STRATEGY
“WHAT YOU DO TO DATA”

CLEAN
VALIDATE
CONTROL
PROTECT
MODERN DATA STRATEGY

“WHAT YOU DO WITH DATA”

ATTRACT NEW CUSTOMERS

TARGET VIP CUSTOMERS

AUTOMATE
CONNECTING TECHNOLOGY AND BUSINESS VALUE

If you find that you can’t articulate how the cost of your data systems relates to the benefits of your business, or if you can’t articulate how your technology philosophy enables your business aspirations, then your company would almost certainly benefit from data strategy.
DEVISING A DATA STRATEGY
BEGIN WITH THE BUSINESS

• First understand what drives your business
• Then make the leap from strategy to tactics

@Technologists: This can’t be done without the business leaders in the room

@BusinessLeaders: This can’t be done without the technologists in the room
TECHNOLOGY MAKES IT POSSIBLE

USE CASE 1
WORKLOAD A
WORKLOAD B
WORKLOAD C

USE CASE 2
WORKLOAD B
WORKLOAD C

USE CASE 3
WORKLOAD B
WORKLOAD C
WORKLOAD D
AN EXAMPLE
DATA STRATEGY FOR THE DOGS
We've been investing in new capabilities to help us capture and use customer and pet data, and this year, we will deliver on new methods to use this data to drive growth.

— David Lenhardt
PetSmart CEO
STRATEGIC IMPERATIVE

Connect with pet parents in a personalized way
BUSINESS OBJECTIVES

Capture and use customer and pet data

Deliver personalized recommendations and offers

Track and share real-time store inventory
USE CASES

Recommend new pet products based on past purchases at point of sale

Recommend upcoming store/community events based on customer preferences

...
Recommendation engine
FOCUS ON THE VALUE

PRIORITIES

DIMENSIONS

OVERCOME YOUR ASSUMPTIONS
DEFINE YOUR ROADMAP
MAKE SURE IT’S FLEXIBLE

• Lather, rinse, repeat
• Technology moves incredibly fast, and competitive landscapes are highly dynamic.
• Your data strategy should be a living document, revisited often and revised as conditions change.
MAKE SURE IT’S ACTIONABLE

- If it isn’t clear how you’re going to execute your strategy, then you don’t have the right one.
- Must work within the realm of the possible and practical.
IN SUMMARY
DATA STRATEGY CHECKLIST

• Identify your business objectives.
• Go from objectives to tactics.
• Include all stakeholders in the conversation.
• Look at how technology can support the use cases.
• Exploit patterns and reuse.
• Prioritize the possibilities to figure out where to start.
• Define your roadmap with an end-point in mind.
• Lather, rinse, repeat.
DECIDING TO HIRE A CDO

• Know why you want one
  • Are you part of a regulated industry?
  • Do you need to move from being product-centric to customer-centric?
  • Could you add products or services?
  • Could your current processes and outcomes be optimized even further?
  • Are there insights in one part of your company that could benefit others?
DECIDING TO HIRE A CDO

• Look for the right skill set
  • Technical chops
  • Business savvy
  • Diplomacy and political skills
  • Executive-level experience
THE AVAILABILITY GAP

“The spike in demand for Chief Digital Officers has been felt globally. In Europe, the number of search requests for this role has risen by almost a third in the last 24 months. The United States has seen the same growth in half that time.”

— Russell Reynolds Associates
PREPPING FOR SUCCESS

Companies that are eager and prepared for real change will be the most appealing to qualified CDO candidates.
RESOURCES
Understanding the Chief Data Officer

Exclusively available at www.svds.com/CDOreport until March 12

Thereafter, available there and from O’Reilly Media at www.oreilly.com/data/free
Data Strategy Position Paper

Exclusively available at www.svds.com/data-strategy
THANK YOU

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WHAT WE DO

Data Strategy
Defining your approach to create value from data, driven by business priorities, resulting in a prioritized action plan

Architecture Design
Designing architectures that enable rapid development of your data-driven platforms and applications

Agile Build
Prototyping, piloting, and deploying your production systems using cross-functional teams of data scientists and engineers

@SVDataScience
FROM IDEA TO PRODUCTION

We identify the business goals, distill those into use cases, and then work in short, iterative cycles to achieve tangible gains.

What can we do with data?
THE EXPERIMENTAL ENTERPRISE

Data science allows us to observe our experiments and respond to the changing environment.

We need to both support investigative work and build a solid layer for production.

The foundation of the experimental enterprise focuses on making infrastructure readily accessible.
THE DATA VALUE CHAIN
DRAW VALUE FROM YOUR STRATEGIC DATA ASSETS

Discover    Ingest     Process     Persist     Integrate     Analyze     Expose