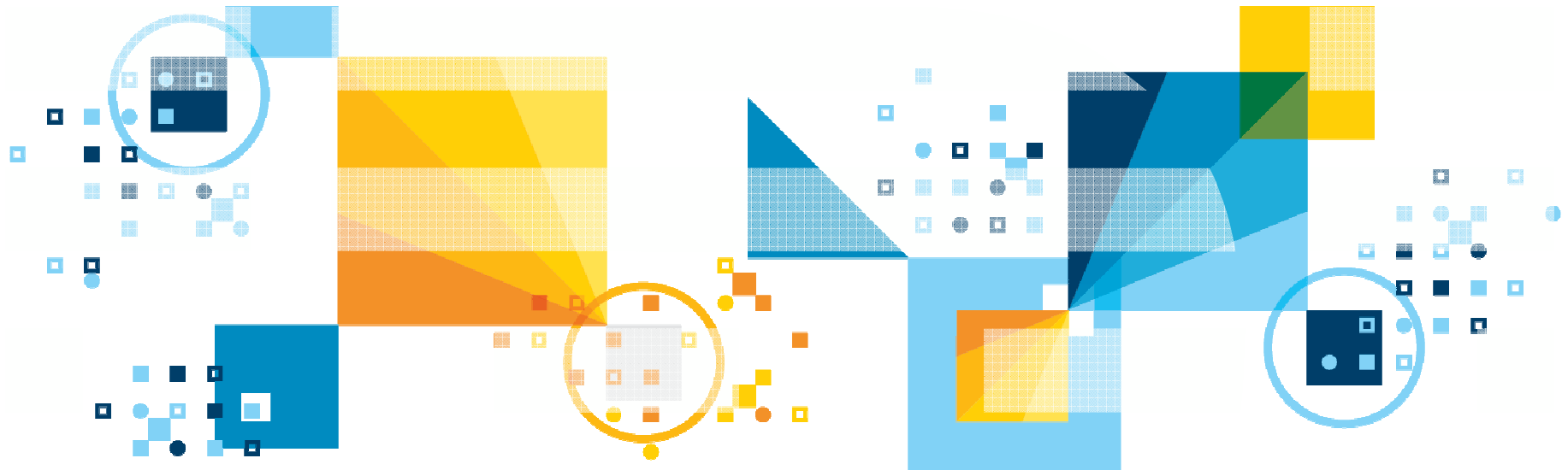


**Ron Shelby**  
Director, Big Data & Analytics  
IBM Global Business Solutions

# The Roadmap to Data-driven Advantage





“The propensity to just allow your data environment and your data appetite to just splinter wildly across all your lines of business is really a big risk...”

– Banking CDO

It's clear - CEOs want to use data as a basis for competitive advantage.

## But where to start?

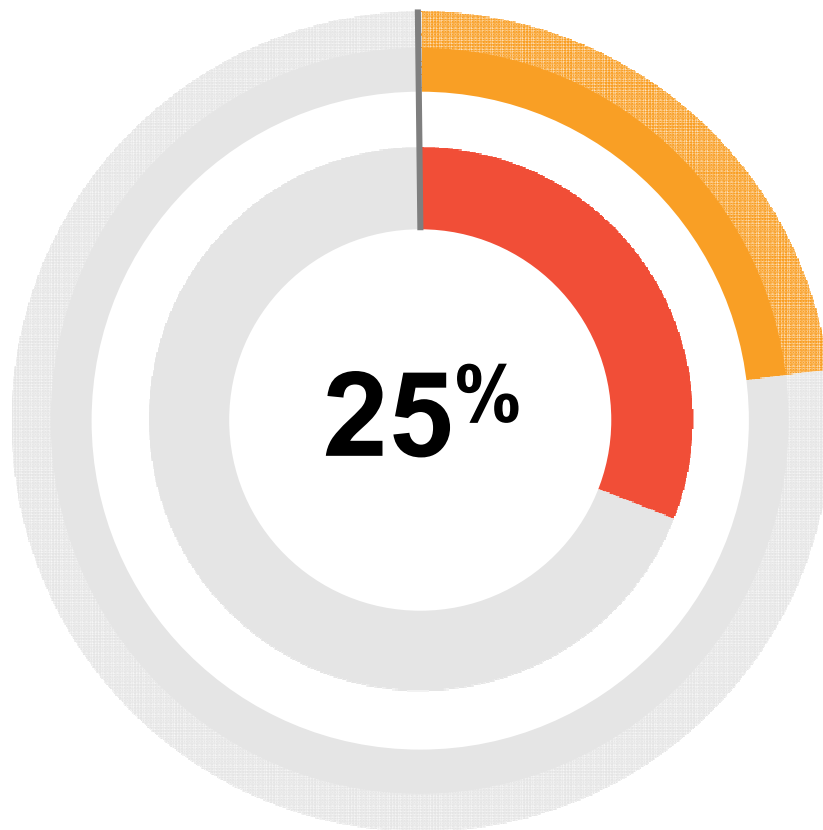
*“The CEO gave me a blank paper to articulate the strategy that would help him move from a retrospective, intuitive approach to proactive marketing management.”*

CDO, Insurance

- Chief Data Officer perspective

## Big Data & Analytics

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“By 2015,  
25% of large global  
organizations will  
have appointed  
Chief Data Officers.”

*Gartner Newsroom*  
[www.gartner.com/newsroom](http://www.gartner.com/newsroom)  
*January 30, 2014*

Source: *The new hero of big data and analytics: The Chief Data Officer*, IBM Institute for Business Value. ©2014 IBM

# Mandates driving the CDO span multiple fronts in an organization

## Mandates of the office of the CDO

Sharing, collaboration, reuse and openness

Enhancement of compliance and security



Office of the CDO:  
Driving value  
on multiple fronts



Management of scarce resources efficiently

Identification of new sources of data

Source: *The new hero of big data and analytics: The Chief Data Officer*, IBM Institute for Business Value. ©2014 IBM

## How to be an agent of change for the data era



### Envision

- Build the case for organizational change
- Create a singular data vision and unify data goals
- Motivate people around you and the data strategy to achieve quick wins



### Activate

- Provide data know-how to solve specific business challenges
- Showcase early wins
- Uncover new insights and new ways to use data

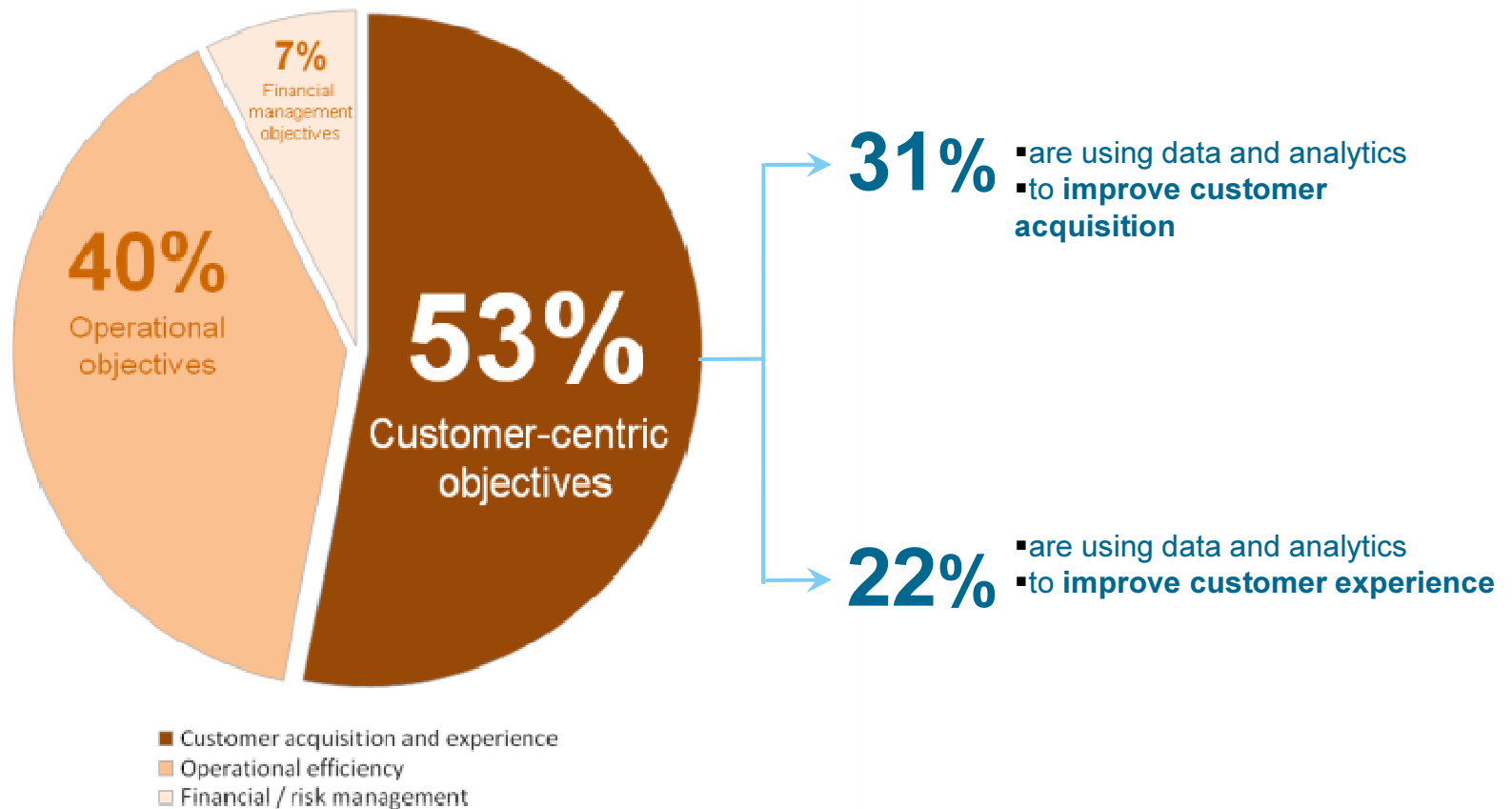


### Transform

- Align efforts to organization's top priorities
- Establish trust in the data and end-to-end platforms
- Scale analytics and speed delivery by enabling consumers of data and insights

Customer centricity still dominates analytics activities, but many are also focused on operations

### Organizational objectives for use of data and analytics



# Roadmap to Data-driven Advantage

## Envision

### Catalyze

Make the case for change

### Strategize

Create unified data vision

### Orchestrate

Facilitate stakeholder action

## Activate

### Solve

Smaller business challenges

### Prove

Showcase early wins; art of the possible

### Innovate

New ways to use data

## Transform

### Prioritize

Align larger initiatives to organization's top priorities

### Build

Organization-wide data platform and govern it

### Accelerate

Speed adoption, expansion, re-use of data and analytics



## A CDO leads an enterprise vision for strategic use of data and analytics

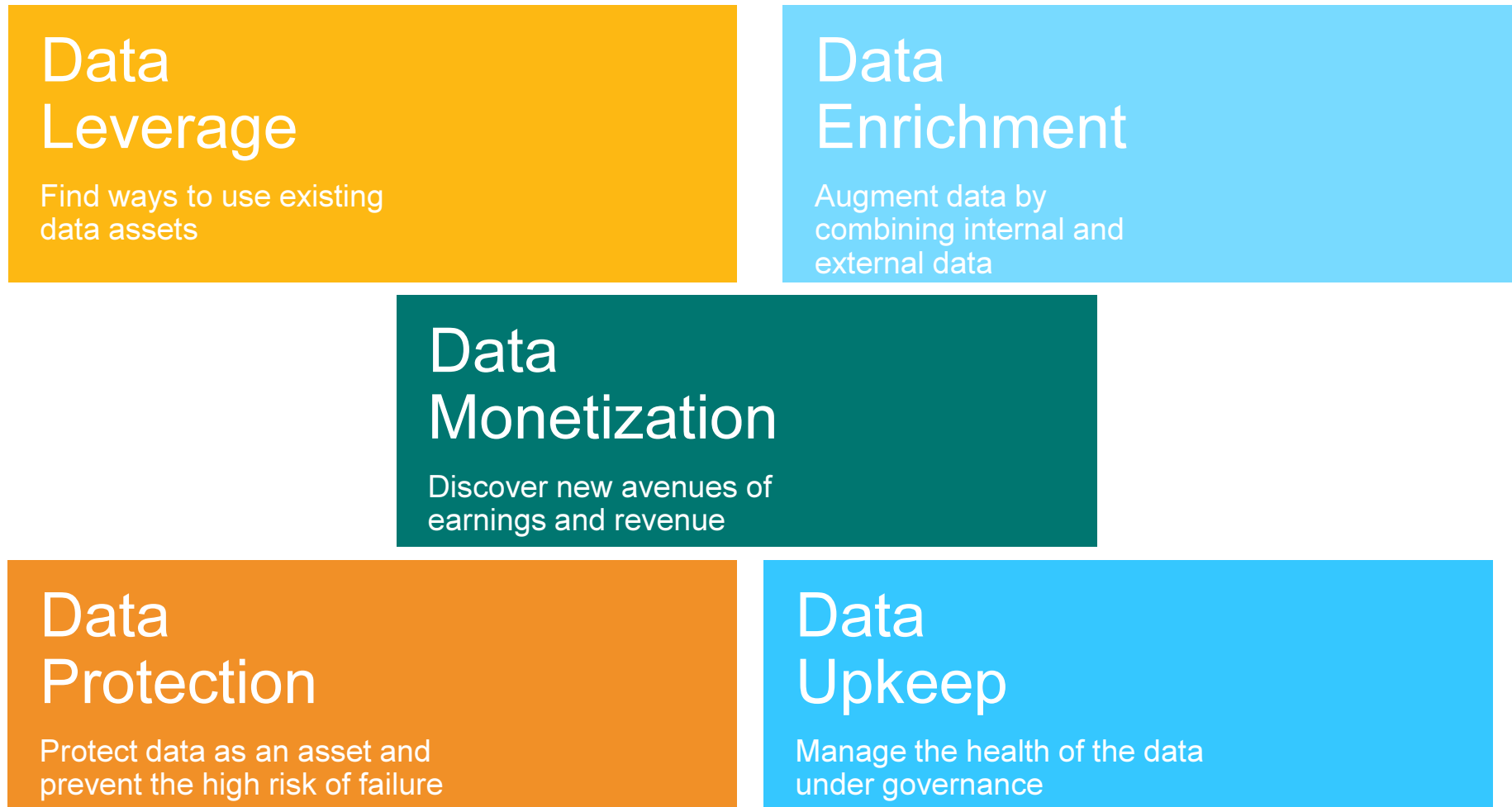
- Providing strategic guidance
- Creating a systematic approach
- Taking an enterprise-wide view
- Developing trusted data



“Sometimes these things are very episodic. And episodic won’t give us competitive advantage. A CDO should help us in a systematic, institutional way.”

– Insurance CDO

## CDOs primary focus is to drive business value from data



# Envision

## Catalyze

Make the case for change

## Strategize

Create unified data vision

## Orchestrate

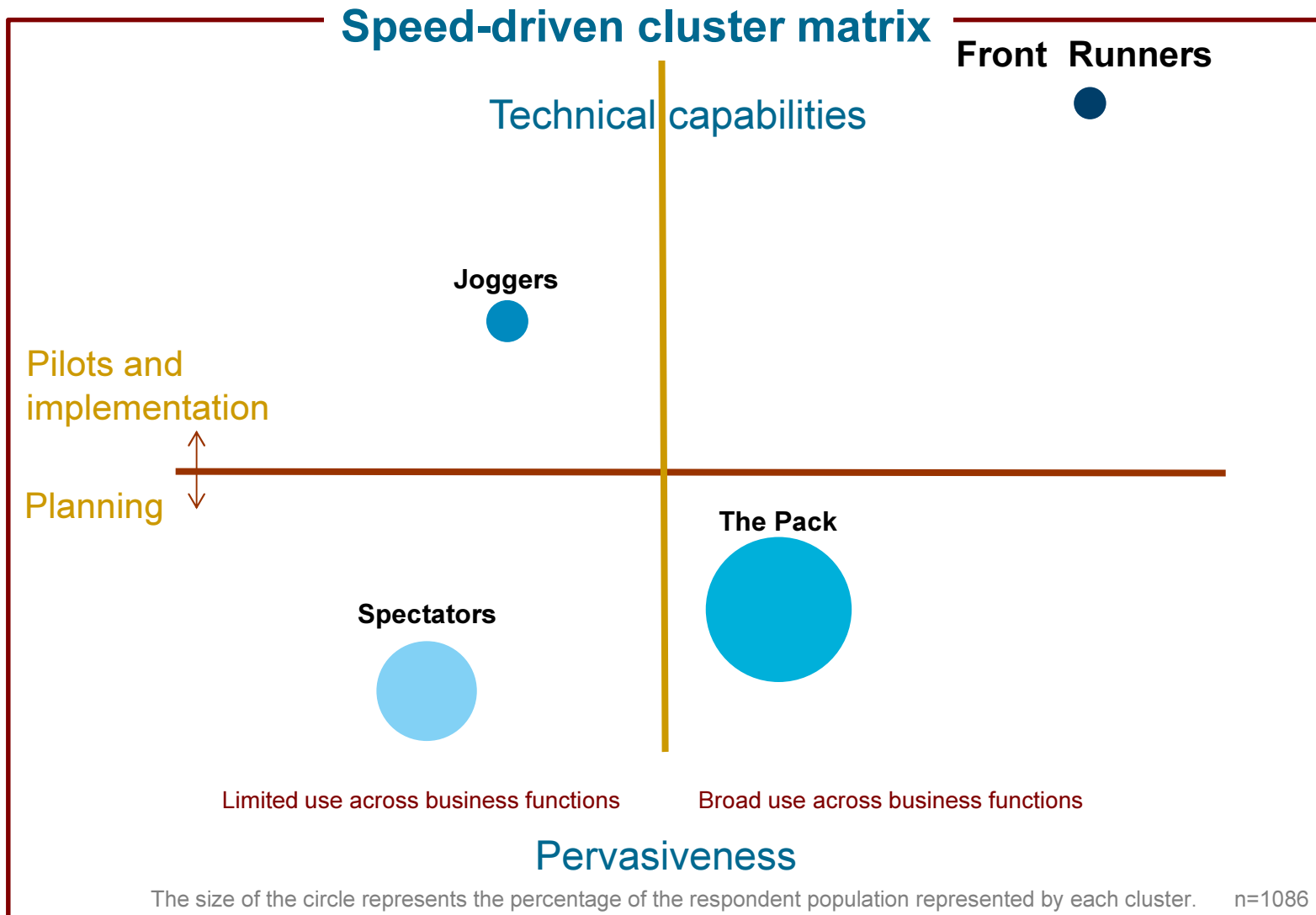
Facilitate stakeholder action

Critical need to address data and analytics both:

<https://www.youtube.com/watch?v=yhdLfWVJfW8>



Keeping up with today's speed requires both a pervasive use of analytics and the technical capabilities to enable them



# Activate

## Solve

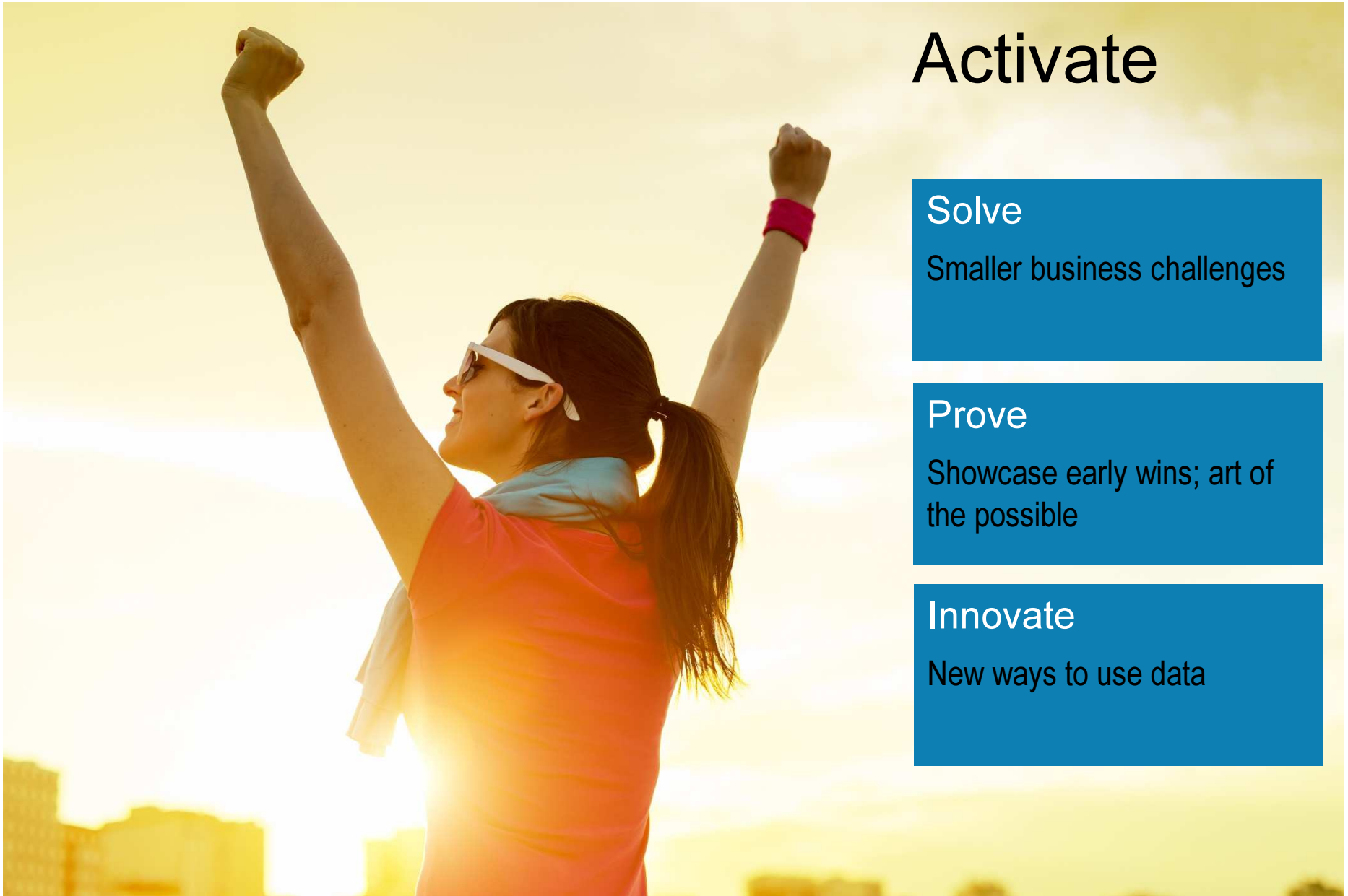
Smaller business challenges

## Prove

Showcase early wins; art of the possible

## Innovate

New ways to use data



## A CDO is better positioned to activate the entire organization

- Getting closer to customers
- Finding new value
- Going beyond stewardship
- Supporting new basis of competition



“The whole concept behind this CDO role is determining innovative ways to leverage the data that is available within the company.”

– Telecommunications CDO

# Transform

## Prioritize

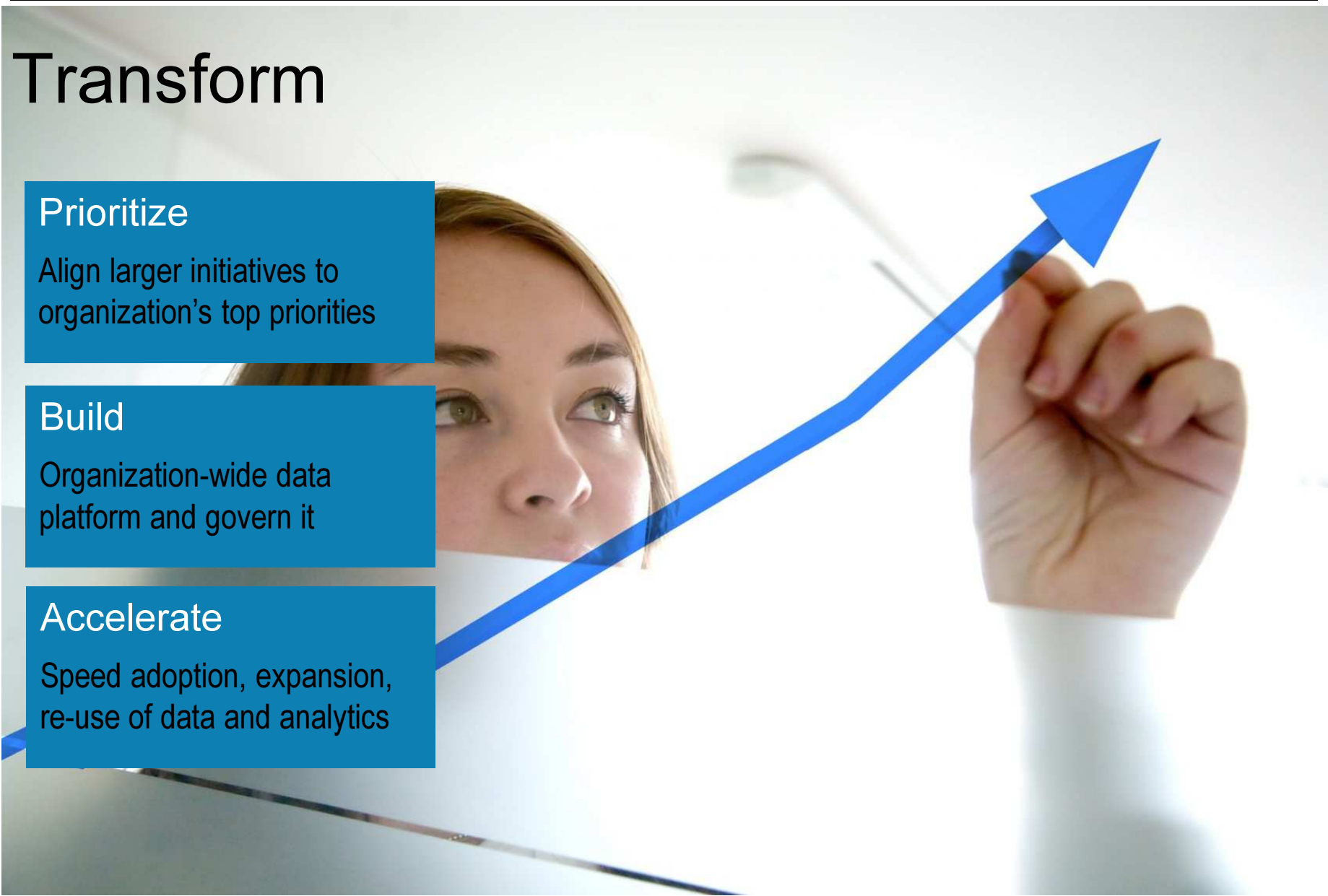
Align larger initiatives to organization's top priorities

## Build

Organization-wide data platform and govern it

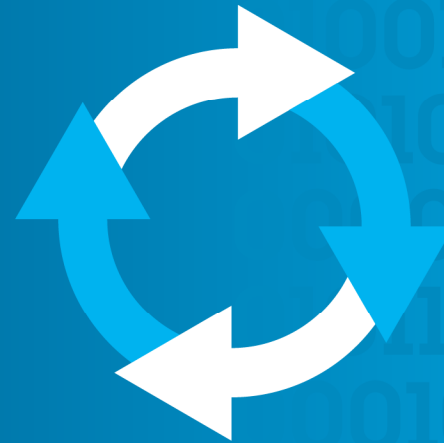
## Accelerate

Speed adoption, expansion, re-use of data and analytics



## A CDO leads the transformation into an analytically driven organization

- Shift to analytically driven decision making
- Treating analytics as a way of life

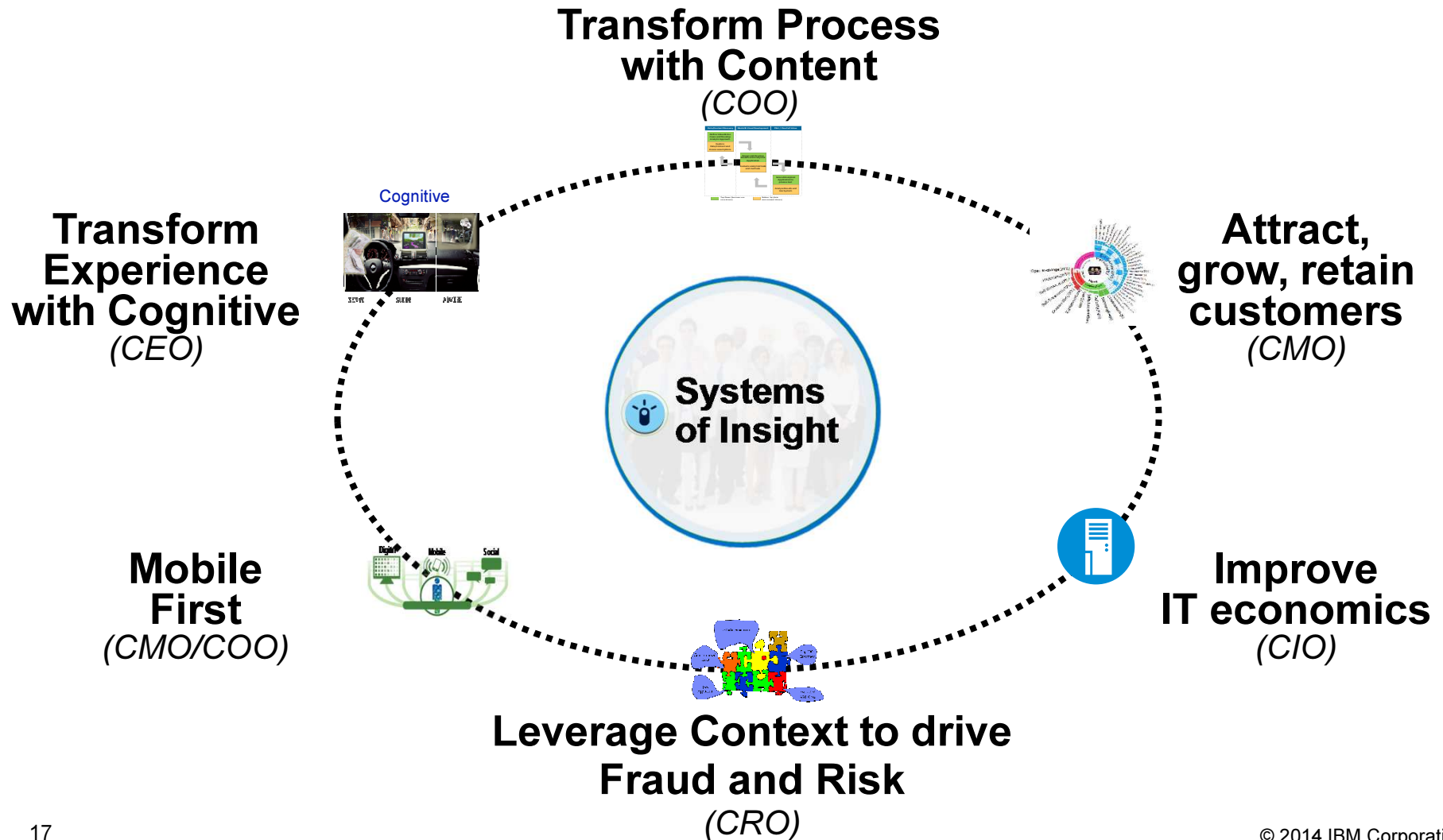


“The whole reason you want a chief data officer – whether you articulate it or not – is because you desire to be more evidence- or analysis-based in the way you make decisions and respond to market stimulus.”

– Banking CDO



You have chosen a series of Initiatives in your change cases – each with 5 year valuations from \$100M-\$500M



## Contact

- Ron Shelby 
- Cortnie Abercrombie  

## Learn More

[ibm.com/services/c-suite/cdo](http://ibm.com/services/c-suite/cdo)

[ibm.com/ibmcai/cдостudy](http://ibm.com/ibmcai/cдостudy)

Future of the CDO:

<https://www.youtube.com/watch?v=wCTbhOzwrs8&list=PLSmatcykxc0kmmnOHgIkTHNP1VwgUw6kI&index=4>