

Transforming organisations through
an

Enterprise Data Strategy

Maritza Curry
June 2018

@maritzacurry1



Setting the scene

REALITY CHECK

Your world is changing



We live in the Digital Economy

“In today’s society,

knowledge

is the primary resource for individuals
and for the economy”

– Prof Adeline du Toit



The 21st Century Competitive Environment

FOOD & BEVERAGE BRANDS OF THE FUTURE

COFFEE & TEA



MEAT & DAIRY



ICE CREAM & FROYO



EGG & DAIRY ALTERNATIVES



NUTRITIONAL DRINKS



PROTEIN BARS



BABY FOOD



SNACK FOOD



INGREDIENTS & CONDIMENTS



PACKAGED MEALS



COCONUT WATER



PROBIOTIC DRINKS



ENERGY DRINKS



WATER & FRUIT DRINKS



CANDY & GUM



93
Start-ups
disrupting
food retail

The 21st Century Competitive Environment

THE RETAIL STORE TECH MARKET MAP



133
 Start-ups
transforming
 brick & mortar retail

The 21st Century Competitive Environment

THE DIGITAL HOSPITAL: 82 COMPANIES REINVENTING THE PRACTICE OF MEDICINE



82

Companies
reinventing
the practice of medicine

The State of the Data & Analytics Industry

For the past few years analytics and business intelligence have been the

top CIO technology priority

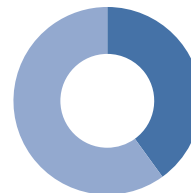


\$17.1 billion

Worldwide Business Intelligence revenue forecasted for 2016



Failure rates for BI projects are in the **30-90%** range



40% of business executives base their major decisions on **judgment** instead of on business analytics

Global BI and analytics software market expected to increase from \$17.9 billion (2014) to **\$26.78 billion** (2019)



Fewer than **30%** of BI initiatives will succeed in **aligning analytics** with enterprise business drivers



\$4.1 billion

The BI software and analytics software market in **Middle East and Africa** will grow at **8.3%** in the next 5 years to reach **\$4.1 billion** by 2020

WHY is there this contradiction in the industry?





**DATA &
ANALYTICS**
can change your
business....

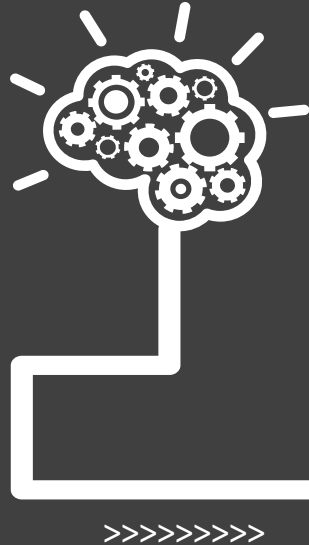
....BUT
your **organisation**
has to change first

WHO is responsible for formulating a Data Strategy?



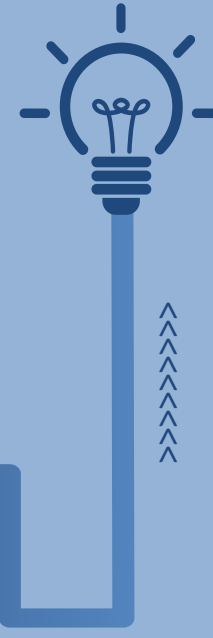
VIEW 1

Data Strategy
should be dictated
by
IT / Business

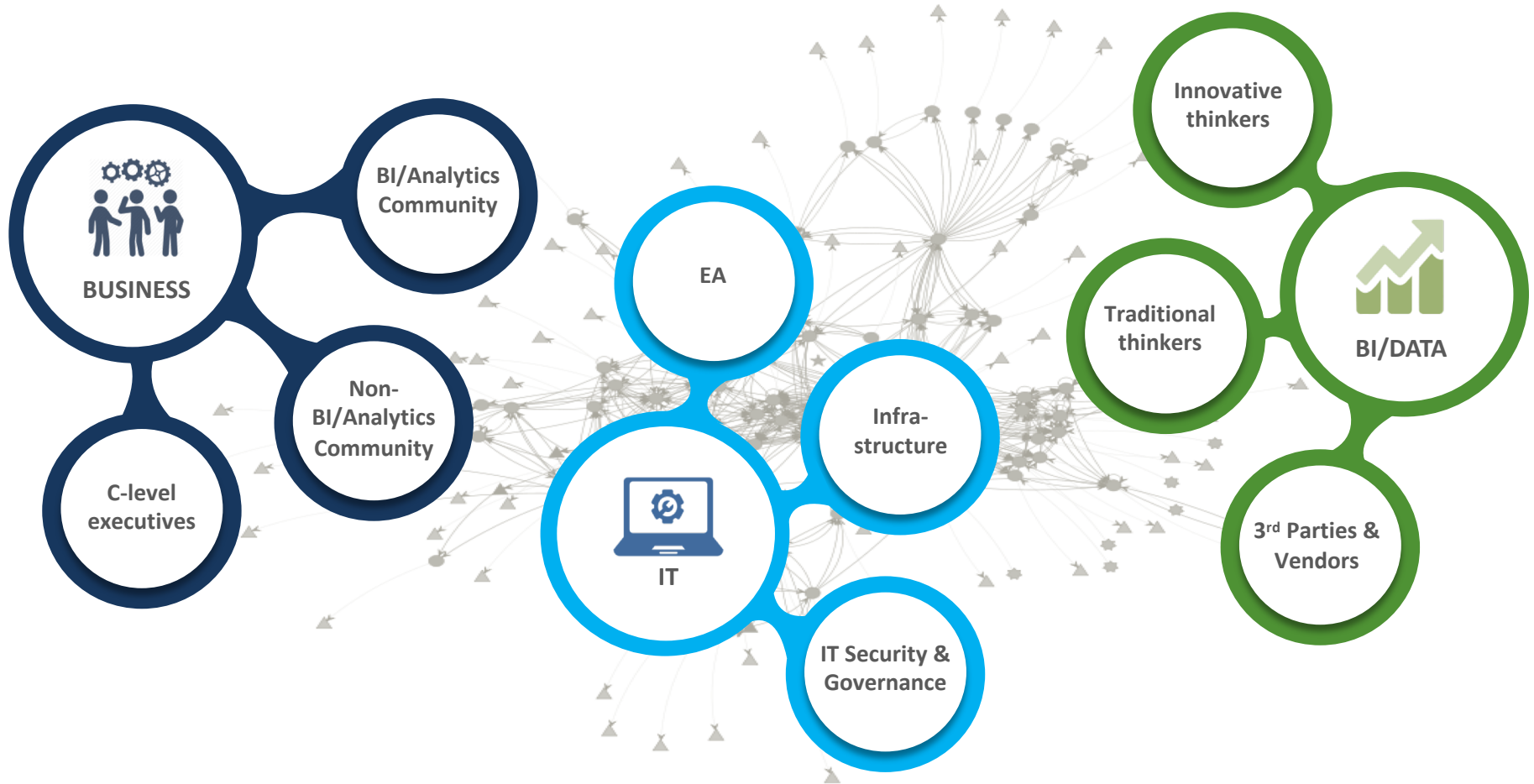


VIEW 2

Data Strategy is a
TEAM SPORT



Alignment, Alignment, Alignment



Data Strategy is a process, not an event

CURRENT REALITY

Data Management,
Governance & Analytics
INTERVIEWS

People

Process

Governance

Technology

Business & IT
strategy alignment

Opportunity Matrix
(technical feasibility +
business value =
prioritisation)

SWOT

Maturity
Assessment

Strategy
formulation
workshop

Strategic
Framework

Conceptual
design

Implemen-
tation
Roadmap

Measure,
evaluate,
rethink,
realign

SHARED
VISION

AS IS & TO BE
picture

Capability Map
Data Principles

GSOT
(Goals
Strategies
Objectives
Tactics)

Data Architecture
People Structure
Operating Model

3 Year Plan
↓
365 Day Plan
↓
100 Day Plan

Data Strategy
Scorecard

WHAT do we need to do to get
there?

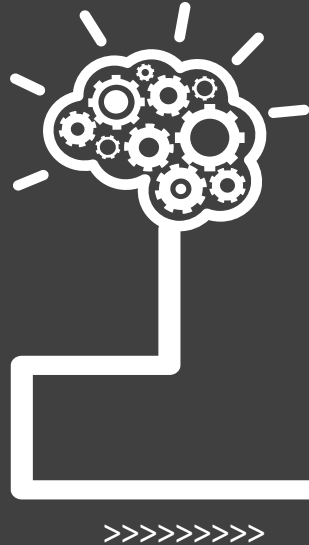
HOW do we get there and HOW do we know we have arrived?

WHAT is a Data Strategy?



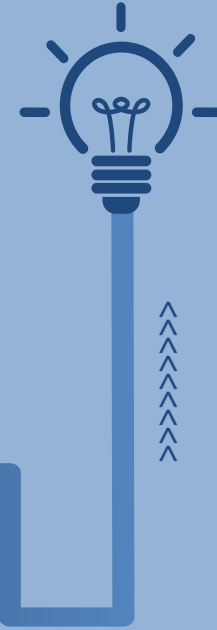
VIEW 1

Data Strategy is
about
TECHNOLOGY



VIEW 2

Data Strategy is
about
**DATA, PEOPLE,
PROCESS &
TECHNOLOGY**



BI / Business Analytics / Data Trends

Advanced analytics



Artificial intelligence & machine learning



Data discovery & visualisation

Embedded analytics



Collaborative analytics



Mobile BI



Cloud BI & analytics



Self-service BI



Data complexity



The 3 Pillars of a Data Strategy

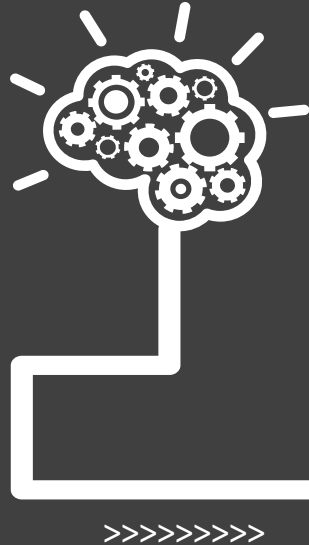


WHAT should be included in the Data Strategy?



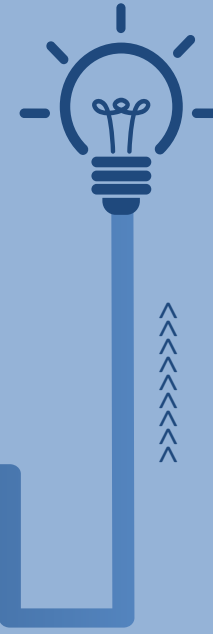
VIEW 1

Data Strategy is
about getting
EVERYTHING
right

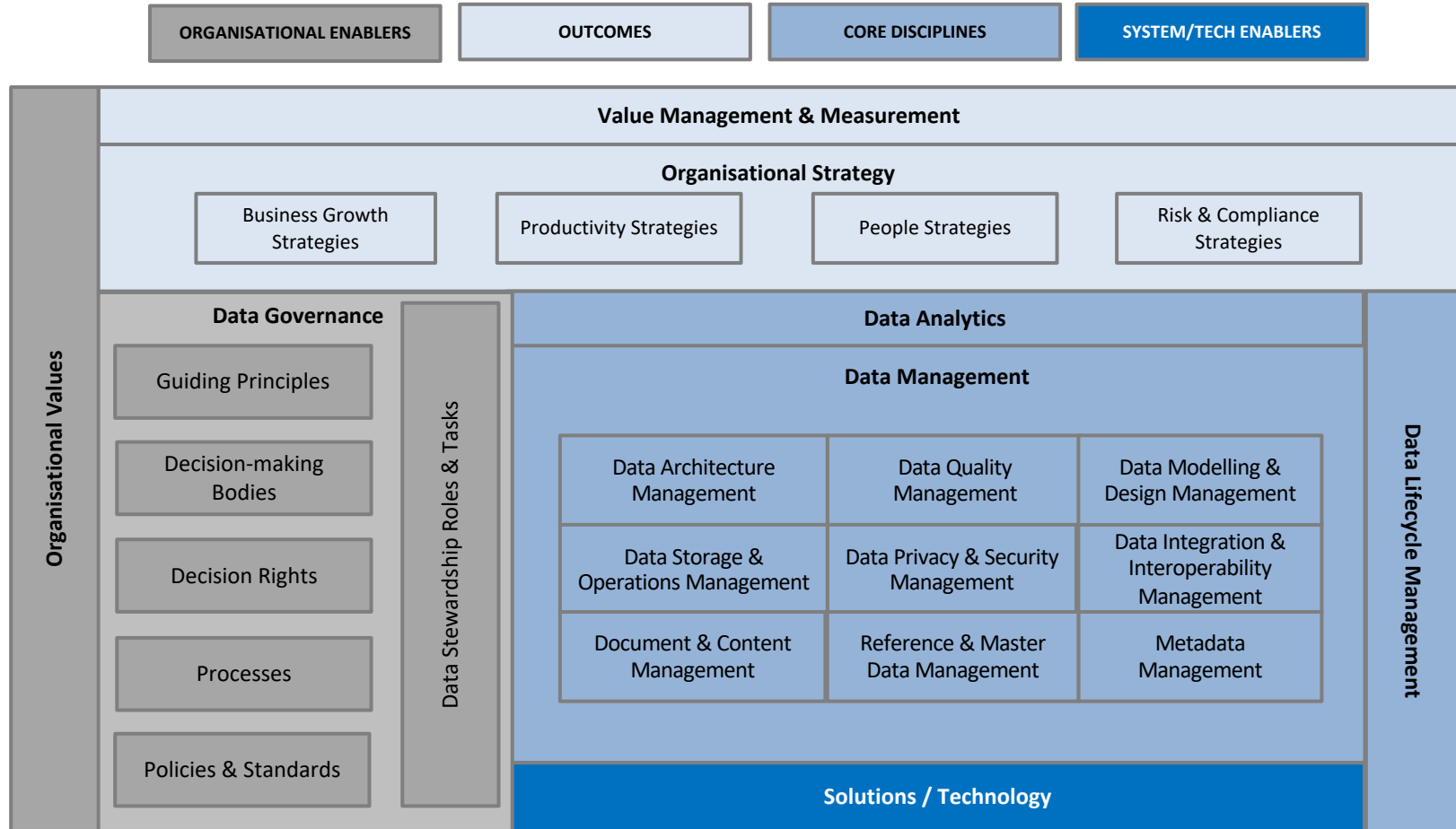


VIEW 2

Data Strategy is
about getting the
RIGHT THINGS
right



Data Strategy Framework

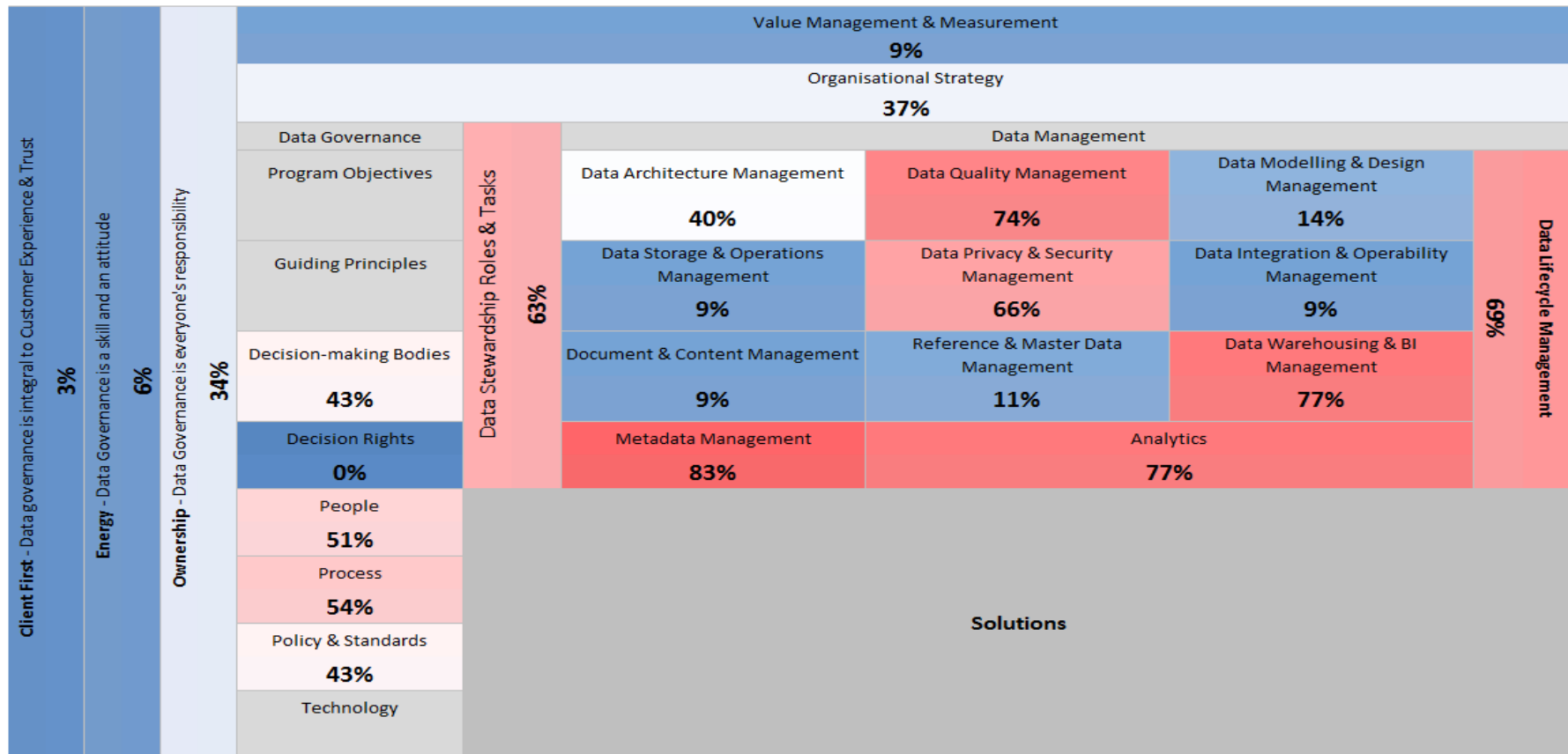


Understand the Problem

HIGH focus



LOW focus

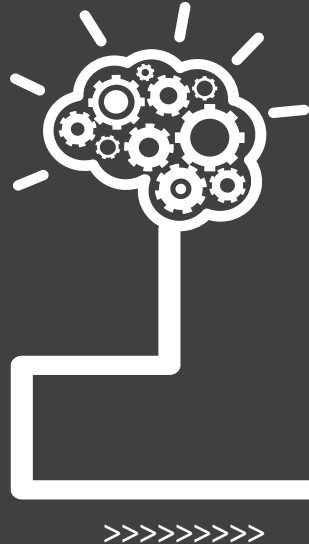


WHO is responsible for executing the Data Strategy?



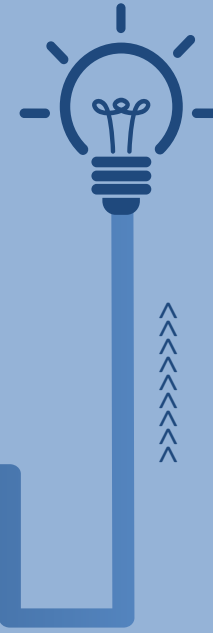
VIEW 1

Data Strategy is
IT's/Business's
responsibility

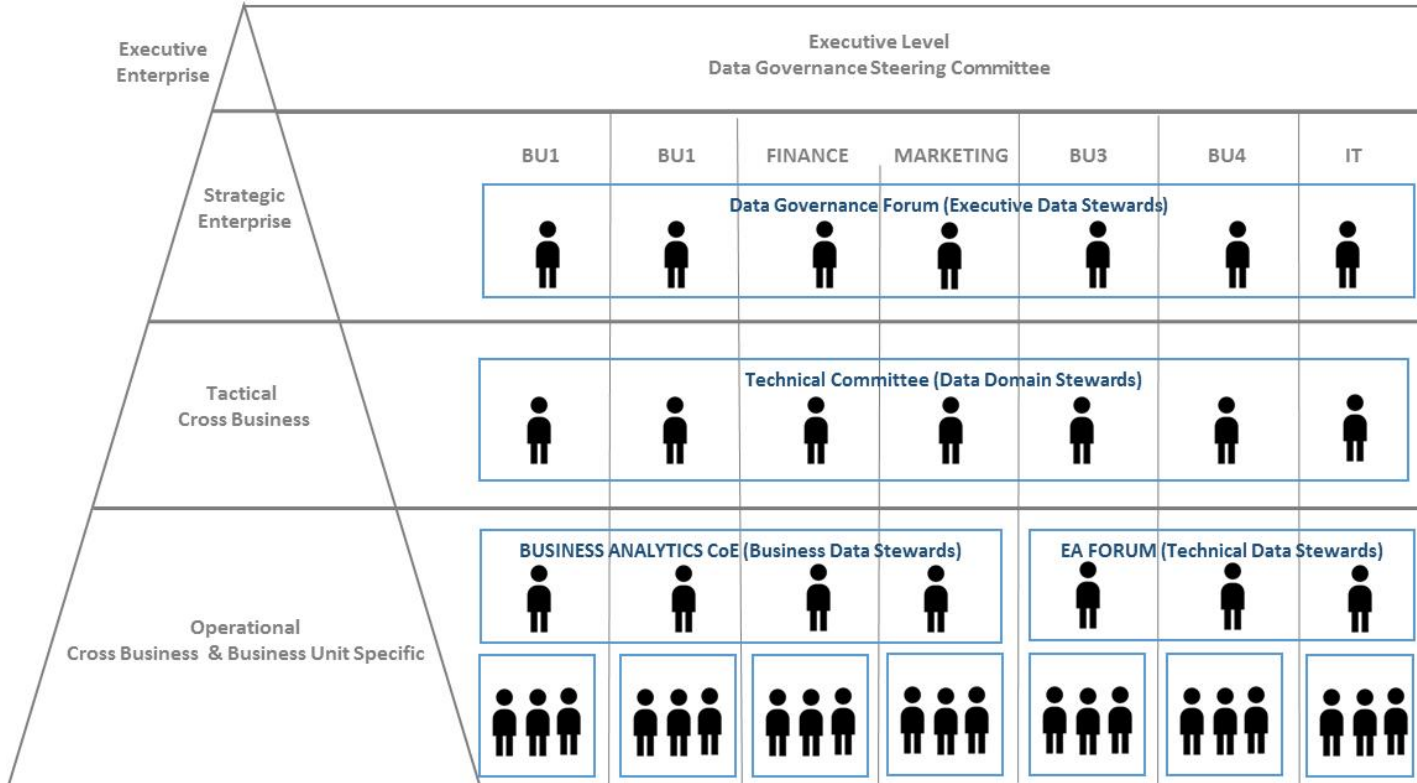


VIEW 2

Data Strategy is
EVERYONE'S
responsibility



Data Ownership & Stewardship



WHY are we doing this?

WHAT should be done?

HOW should it be done?

Data Stewardship story

BRANCH STAFF OPTIMISATION



Client service data is uploaded into <system>



Business rules are built into complex code which runs daily



Legacy business rules in the code result in closed branches being included



Forecast of Client demand is calculated based on incorrect historical service volume



Clients faced with LONG queues due to incorrect forecasting of "Required staffing"

DATA QUALITY MANAGEMENT



Business Data steward and Business unpack staffing forecasting model



Key variables are defined and selected for daily monitoring



Automated test picks up sudden spike in number of open branches for forecasting model



Team targets the variables with the large variances and exclude closed branches



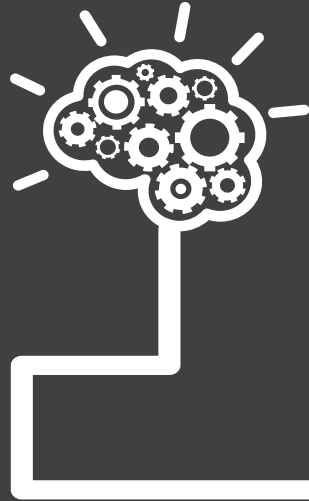
Clients experience more optimal wait times, and knows a visit to <company> is smooth and efficient

HOW do you ensure the longevity of the Data Strategy?



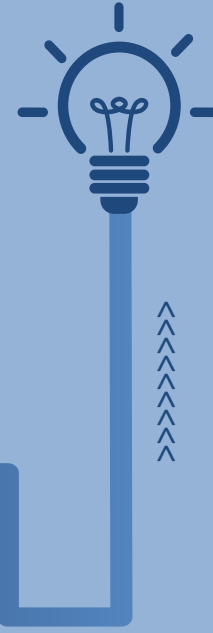
VIEW 1

Build it and they
will use it



VIEW 2

Data Strategy
success is about
how you manage
CHANGE





75%

“Of BI success is determined by factors other than

DATA & CORE ANALYTICAL TECHNOLOGY”

– Information Age

Change Management

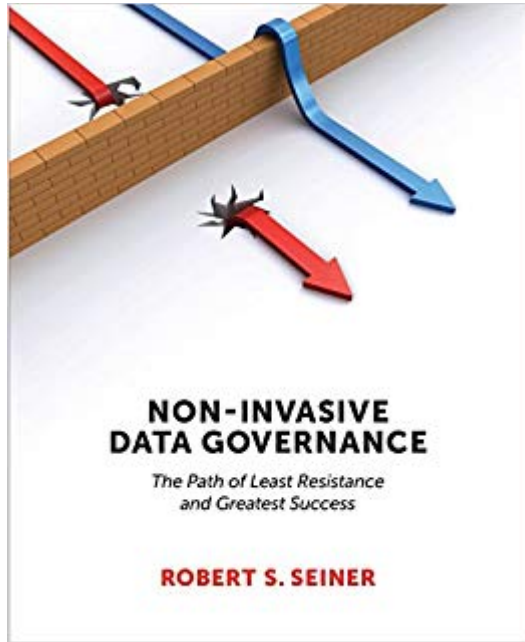
T.Knoster Model



CHANGE = Vision + Skills + Incentives + Resources + Action Plan

	Vision	Skills	Incentives	Resources	Action Plan
Confusion	✗	✓	✓	✓	✓
Anxiety	✓	✗	✓	✓	✓
Resistance	✓	✓	✗	✓	✓
Frustration	✓	✓	✓	✗	✓
False starts	✓	✓	✓	✓	✗

Non-intrusive Data Governance & Management Practices



**The
Data
Administration
Newsletter**

Since 1997

Published by Robert S. Seiner

Non-intrusive Data Governance & Management Practices



Formalise

existing Data
Governance &
Data Management
practices



Embed

Data
practices in existing
Business & IT
processes



New practices must
deliver **value** to the
organisation &
individuals

Quantify the WHY

DEFENSE

- 01 FINES
- 02 OPPORTUNITY COST
- 03 COST – PRODUCTIVITY HOURS

OFFENSE

- 01 BUSINESS GAINS
- 02 COMPLIANCE OPPORTUNITIES
- 03 GAIN – PRODUCTIVITY HOURS





FINAL THOUGHTS

Data is **everyone's** responsibility



Do the **right things** right



Data Strategy is about **data, people, process & technology**

Manage **CHANGE**



An overarching, clear **strategic vision for data** within the organisation – **co-authored by IT & Business**

How to contact me



Maritza.Curry@pbtgroup.co.za



+27 083 460 5636



za.linkedin.com/in/maritzacurry/



@MaritzaCurry1