The Future CDAO 2022

Data and Analytics Executives Reveal the Secrets to Their Success, How Their Roles are Evolving and How to Follow in Their Footsteps

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Contents

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Foreword

Chief Data and Analytics Officers (CDAOs) are the future. This emerging cohort of executives is proving vital in helping enterprises accelerate their digital transformation plans and thrive in an increasingly data-driven business environment.

Yet, these executives must also cultivate a unique and broad range of skills to succeed in what is a notoriously demanding role.

On the one hand, they must be strategic advisors to senior company stakeholders, assessing business needs and identifying the capabilities needed to meet them. On the other, they must partner closely with IT to implement strategic technology investments and spearhead company-wide initiatives to establish data-driven business processes.

As a leading enterprise data platform provider, Cloudera is committed to understanding data and analytics leaders and partnering with them to help them achieve their goals and thrive.

It's with this philosophy in mind that we developed our CDP Hybrid Data Cloud, based on open-source information architecture, with complete data lifecycle capabilities and a data management ecosystem that can be deployed as part of a private, hybrid or multi-cloud ecosystem. We also offer analytics capabilities, including CDP Machine Learning which enables enterprise data science teams to collaborate across the full data lifecycle with immediate access to data pipelines, scalable compute resources, and access to preferred tools. It's also why we commissioned this report from Corinium's *Business of Data* team.

Inside, you'll hear from nine top data-focused executives from across the globe, spanning industries as diverse as financial services, media and publishing, manufacturing, retail and beyond. (There's even one contributor who may very well be the first former Chief Analytics Officer in the world to become the CEO of a financial services company!)

Whether you're a CDAO looking to understand how executives in other companies are approaching the role, or an ambitious data leader looking for tips on how to make a faster impact: This report is for you.

We'd like to thank everyone who took the time to contribute their experiences, insights and advice to this report, and hope you enjoy the unique portrait it paints of how data and analytics leadership is evolving as we move into 2022. ■

Hannah Smalltree
Senior Director,
Data-Driven Business,
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Executive Summary

The number of data and analytics leaders in C-suite roles has soared since Capital One appointed the very first Chief Data Officer in 2002. Yet, the average tenure for someone in these positions **is just** 2.5 years.

For aspiring CDAOs, there's an urgent need to discover what it is that enables the world's best data leaders to rise to the top and succeed in these demanding roles. With expert commentary from nine of the world's top data and analytics executives, this report does exactly that.

Our research reveals that data and analytics leaders have now started taking the helm as company CEOs. To follow in their footsteps, aspiring CDAOs must hone their technical, business and storytelling skills to become 'data science unicorns'.

Successful CDAOs must also act as strategic partners to IT, playing a key role in evaluating potential service providers and specifying what technical infrastructure they'll need to deliver their strategies.

Data leadership roles are evolving continuously. A CDAO's responsibilities will typically depend on where their organization is in its data and analytics journey, with those at more data-driven organizations playing a greater role in steering business strategies and driving digital transformation.

Identifying opportunities to drive business value, securing buy-in and budget from company executives and delivering stakeholder-pleasing 'quick wins' are key priorities for new CDAOs. But over time, their priorities tend to shift toward embedding analytics, machine learning and AI into their companies' core operations.

For data and analytics professionals with their sights set on the C-Suite, the advice from the executives we spoke to is clear: Be bold! To secure these roles, you must pioneer ambitious initiatives, move quickly and take credit for the results they deliver for your business. ∎

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From Data Leader to CEO: Breaking into the C-Suite

KEY FINDING

At least one analytics leader has now taken the helm as CEO of a financial services company. To follow in his footsteps, aspiring CDAOs must hone a range of skills to become 'data science unicorns'

Jose A Murillo is one of a very rare breed: A data analytics leader who has risen to the rank of CEO.

He became one of the first executives in the world to make the jump from Chief Analytics Officer to the top job in September 2021, leaving Mexican banking giant Banorte to take the helm at payments firm RappiCard Mexico.

But Murillo may not be alone at the top for long. With more and more enterprises creating C-suite positions for data leaders, he is confident that others will make similar transitions in future.

"In the next 10 years, I predict we will see many more Chief Analytics Officers become CEOs," he says.

If Murillo is right, we are about to witness the rise of a new breed of CEOs with deep know-how in data and analytics. But for those who may wish to follow in his footsteps, the big question is: How?

Murillo says his own appointment was thanks in part to the fact that Banorte entered into a joint venture with vehicle hire and delivery firm Rappi. The two companies decided RappiCard Mexico needed a leader who could wed their differing approaches to doing business. ▶

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"They needed someone who could have one leg in one world and another leg in the other," he recalls.

While every leader's route to the top will be different, a major step for ambitious data and analytics professionals is to become a company's CDAO.

The problem is that these roles still don't exist in many legacy organizations, where senior data and analytics staff must settle for VP or EVP positions. But would-be CDAOs (or even CEOs) can still improve their chances by honing the skills needed to succeed at the top and pioneering bold and impactful initiatives to prove themselves.

Marrying Technical and Business Expertise

Among the data-focused executives who attend Corinium's flagship **CDAO conferences**, some have technical or academic backgrounds, while others took a non-technical route to the top.

The key to success, says Aleksandar Lazarevic PhD, VP of Advanced Analytics and Data Engineering at Stanley Black & Decker, is wedding the expertise that comes from both of these approaches.

"You have to walk this thin line between these two worlds," he says. "Having that business impact is

definitely important, but so is knowing how to make the data scientists happy and understanding what they're talking about."

"I believe there is an often-missed aspect of executives needing to have technical expertise," Dr Lazarevic adds. "People who make technical decisions and who lead fully technical teams should at least have some technical background."

Those who take the non-technical route to the top often have consultancy backgrounds. They win leadership positions because of their strong communication skills and familiarity with the business problems data can solve. Aspiring leaders with

technical backgrounds must also focus on developing these 'soft skills'.

"Don't get buried in technology details," advises Haroon Abbu PhD, VP, Digital, Data and Analytics at technology manufacturer and service provider Bell and Howell. "I've dealt with people who'll say, 'I ran this Python code.' But when you ask, 'what problem you are trying to solve or how does it help the company?' they have no answer."

Data leaders with technical expertise, business acumen and people skills are so rare, Dr Lazarevic calls executives who master all three 'data science unicorns'. Aspiring executives can stand out by reflecting on their own abilities developing whichever skills are lacking.

Sarah Gadd, Credit Suisse's Head of Data and AI Solutions, argues that you don't even need a data science degree to get started; the technical stuff can be learned on the job.

"If you've got a curious mindset and regard yourself as a bit of a data geek, get yourself in the water," she suggests. ▶

"My number one advice is, don't get buried in technology details. Always the ask the question, what is it you're trying to do with the data?"

Haroon Abbu PhD
VP, Digital, Data and Analytics, Bell and Howell

Acting as a Data Translator for the Business

Communication and people skills are not just for winning hearts and minds in an organization. Successful data-focused executives must act as 'Chief Data Translators', helping to build bridges between business and IT functions to scale early successes and drive enterprise-wide digital transformations.

"Part of what I've been doing for the last 12-24 months is helping people understand that AI and machine learning is not about having scary robots in the room," Gadd says. "We're not talking about Robocop. These are things that actually help people and inform better decisions."

"So, what I've been doing is demystifying data science and AI," she adds. "I've been holding a lot of sessions – everything from sessions with project managers about how

"What I've been doing is demystifying data science and AI"

Sarah Gadd
Head of Data and AI Solutions, Credit Suisse

they should think about AI ethics to thinking about how to make this a more natural, tangible topic."

Data-focused executives must also form strong working relationships with their colleagues in IT. While people in this department will likely be responsible for implementing their companies' cloud solutions, they often know they're not best placed to evaluate the latest data-driven technologies.

"We have the opportunity to select

the technologies, and then we've got to partner with IT to make sure that all the privacy and security aspects are taken care of," Dr Abbu explains. "IT is typically very familiar with the traditional tools. But when it comes to the latest and greatest technology related to data, we need to bring them up to speed."

He adds: "From the infrastructure implementation side, we need to get IT involved right from the beginning. I've learned it the hard way." ▶

Overcoming Political Barriers to the C-Suite

Some feel that businesses with a Chief Information Officer and a Chief Technology Officer don't need a third executive focused on data. But data leaders say existing roles simply aren't sufficient for enterprises that want mature analytics or AI capabilities.

"Companies need to have two types of [data leaders] in their C-suite. One is the Analytics or Data Science Officer and the other is the Technology Officer," says Murillo. "The reason is that companies need to transform themselves and the [window of opportunity in terms of] transformation is shortening all the time."

While there is still resistance to the idea of data leaders in the C-suite in some sectors, the executives we spoke to feel it's just a matter of time until more legacy organizations adapt to the new reality.

"You need that type of thinking so that you can really understand how you can transform," Murillo says.

After seeing the way younger, digital-native organizations structure their executive suites and the value successful CDAOs drive for their organizations, the newest generation of business leaders see a real need for these roles.

For executives whose careers have plateaued at the EVP level, it may seem like the best chance of promotion to the C-suite is waiting for a position to open up in a new company. But for those who don't want to wait, Murillo says the best thing to do is to stay and take risks, and then to be sure to take credit when those risks pay off.

"Undertake big projects that have a large impact," he implores. "There's no person of importance that has gotten to that place without taking any risks." ∎

"Companies need to have two types of [data leaders] in their C-suite. One is the Analytics or Data Science Officer and the other is the Technology Officer"

Jose A Murillo
CEO, RappiCard Mexico

The Future of Data and Analytics Leadership

KEY FINDING

Best practices for the make-up of data and analytics organizations and how they interface with business units evolve with an enterprise's analytics maturity. As such, data leaders' roles and responsibilities evolve over time

I n 2002, Capital One appointed the very first Chief Data Officer (CDO). Since then, the number of data and analytics executives in C-suite roles at large, data-intensive firms has grown to 65%, according to a **recent study**.

For much of the past 20 years, technology companies and digitally native start-ups have led the way on data and analytics innovation. But today, virtually all organizations are keen to exploit the value of their data.

"[Legacy organizations] collected data [in the past], but not for the reason to do anything with it," says Aleksandar Lazarevic PhD, VP of Advanced Analytics and Data Engineering at Stanley Black & Decker. "So, right now, all these companies are going through the digital transformation and trying to figure out how they can best leverage data to optimize their businesses."

However, turnover in senior data and analytics roles is high. *Harvard Business Review* **reports that** the average tenure of a CDO is just two and a half years. The title argues that ambiguity around these executives' roles and responsibilities leads many companies to expect too much from them.

"There are very high expectations for CDOs," notes Haroon Abbu PhD, VP of Digital, Data and Analytics at Bell and Howell. "But they cannot do a lot of things because corporate responsibilities are scattered. You have to work with IT, engineering, innovation departments and lots of business units."

But, while some in the business community may be uncertain about the appropriate roles and responsibilities for CDAOs, data and analytics leaders are forming their own consensus. ▶

> *"All these companies are going through the digital transformation and trying to figure out how they can best leverage data to optimize their businesses"*

Aleksandar Lazarevic PhD
VP of Advanced Analytics and Data Engineering, Stanley Black & Decker

The Many Facets of Data and Analytics Leadership

Gartner has **famously** 'identified' four types of CDO. The first generation of executives in these roles focused just on data management. The second started to embrace analytics. The third led and participated in digital transformation projects, and the fourth provides data and analytics products to business stakeholders 'as a service' to facilitate innovation.

These different 'types' of CDO still exist. And what is expected from any given CDO will depend on the analytics maturity and culture of their organization. This underscores the fluidity of the office and the varying roles

"Having the ideas without the muscles to implement them doesn't really give you a lot of credibility"

Jose A Murillo
CEO, RappiCard Mexico

these executives play in different companies and industry verticals.

"There are no standards yet," notes Dr Lazarevic. "That's why this evolution of the analytics leadership role is even more challenging. It depends on your current business culture. It depends the analytics mindset within your company. And actually, analytics leaders really have to adapt based on these two facts."

As a result, the tasks that occupy CDOs' time can vary greatly from executive to executive. Some focus on managing large teams of data engineers and establishing effective data governance and management processes. Others act as strategic advisors to business executives, identifying opportunities to drive value with analytics.

To maximize their effectiveness, however, some argue that CDOs must become masters of both approaches.

"You have to have the [governance mindset and the] change mindset, because this is a rapidly evolving environment, as well," says Credit Suisse Head of Data and AI Solutions Sarah Gadd.

Jose A Murillo, CEO at RappiCard Mexico, adds that analytics-focused executives are likely to enjoy the greatest credibility when they have both the authority to guide strategic decisions and teams at their disposal to execute their visions. "Having the ideas without the muscles to implement them doesn't really give you a lot of credibility," he says. "Having a person that has that dual role certainly requires a different set of skills." ▶

How Data and Analytics Functions are Evolving

Another factor driving the evolution of data and analytics leadership is the organizational structure of data-focused teams within modern enterprises. This has implications for the relationships that CDOs have with their partners across the business.

Historically, the trend has been towards centralizing data and analytics functions, establishing enterprise-wide data management and governance functions and analytics centers of excellence. But as enterprises mature, many move away from this model.

"It's an interesting landscape," says Gadd. "People have tried the 'centralize everything' model. That pretty much failed. People have tried the completely decentralized model. That pretty much failed. I think where people are settled is somewhat on the 'hub and spoke' model."

Under the 'hub and spoke' approach, a small central data team provides data and services to specialized teams embedded in business units. These teams are increasingly responsible for their own data governance and empowered to apply analytics capabilities in innovative ways to drive business value.

This will likely mean smaller centralized data warehousing teams, data specialists embedded in cross-functional teams in specific business units and a more strategic focus for executives at the top of the food chain.

In tandem with this transformation, CDAOs will generally also need to establish new data-focused functions to ensure that advanced analytics models can be developed efficiently (MLOps) as well as governed, monitored and maintained in production (ModelOps).

But Murillo cautions that the 'hub and spoke' operating model is only suitable for companies with a certain level of data and analytics maturity. Executives must wait until the right foundations are in place before shifting to a more federated or democratized approach.

"The people within the company must have the maturity and the skills to ensure that data is effectively used to understand the business' problems much better," Murillo argues. "If you don't have the skills within the company to do that, it might end up being a disaster." ▶

"Where people are settled is somewhat on the 'hub and spoke' model"

Sarah Gadd
Head of Data and AI Solutions, Credit Suisse

Tailoring Your Analytics Leadership Style

A data or analytics leader's success rests on their ability to understand what kind of leader their organization needs them to be.

Executives at less mature organizations will typically want to prioritize more foundational investments to lay the groundwork for success. They can then consider broader organizational transformation and target more advanced analytical projects in the future.

But as more enterprises succeed in laying the groundwork for advanced analytics and AI-powered capabilities, we expect to see the roles and responsibilities of data-focused executives become more strategic. The more data-led companies become, the more pivotal their CDAOs will be in guiding their strategies and shaping the future of their businesses. ■

"You've got to bring the right pod together to be able to deliver the value"

Sarah Gadd
Head of Data and AI Solutions, Credit Suisse

Making Your Mark as a CDAO

KEY FINDING

Identifying opportunities to drive value, securing buy-in from senior company stakeholders and delivering 'quick wins' are crucial steps on the path to data and analytics leadership success

For a new data or analytics leader, the early days are critical. It's during this time that an executive must assess the data landscape within their organization. While doing this, they must partner with business stakeholders to develop a strategy that aligns with business objectives and create a roadmap to implement it that delivers value fast.

"In my first 100 days, I tried to meet as many business stakeholders as possible to understand their urgent business problems and to identify what quick wins we could develop to create or build trust and credibility," recalls Aleksandar Lazarevic PhD, VP of Advanced Analytics and Data Engineering at Stanley Black & Decker.

Natalia Lyarskaya, Chief Data Officer at ZestMoney, a financial technology company operating in the 'buy now pay later' space, says one thing that makes analytics leaders successful during this time is an ability to focus on partnering with company stakeholders and enabling them with the right data, insights and analytical tools.

"This is where open and honest discussion is needed," she says. "You do not want to just impose things, but to be perceived as someone who understands the problems of the rest of the business and finds the solutions for them."

To identify the most common things that successful data and analytics leaders do when starting out in senior posts, we interviewed a range of top executives from across the globe. ▶

> *"You need to meet with as many business stakeholders as possible and try to understand what the urgent problems [are]"*
>
> **Aleksandar Lazarevic PhD**
> VP of Advanced Analytics and Data Engineering, Stanley Black & Decker

Assessing the Data and Analytics Landscape

A new CDAO must first discover what data and technology infrastructure their company has in place and take stock of the ecosystem they've inherited.

From there, they will typically meet with key stakeholders to understand their needs and business pain points, identifying the most valuable potential data and analytics use cases.

"You need to meet with as many business stakeholders as possible and try to understand what urgent problems they have," Dr Lazarevic says.

"I'm not necessarily saying that you need to grant all their wishes," he cautions. "Very often business stakeholders will ask you for something that may not necessarily be the best option to handle their business problem. As an analytics leader you need to be able to

"If a digital strategy exists, the data strategy must align with it, because you can't do digital without data"

Gladwin Mendez
Data and Technology Operations Officer, Fisher Funds

propose the right analytics solution and, at the same time, convince the business this is the right solution."

For Gladwin Mendez, Data and Technology Operations Officer at New Zealand's Fisher Funds, making an impact quickly meant first recognizing that few execs in his region understand what a CDAO does. His solution to this challenge was to ensure that he understood the company in-depth.

"Understanding our company and our people was the first thing I

prioritized," he says. "The aim was to learn from them and also educate people about my role."

Once an executive understands what their business needs, they can develop a data strategy that aligns with the corporate strategy and addresses key pain points. Where possible, they should do this in a way that allows them to quantify the outcomes of their initiatives.

"Being able to convert all the qualitative information into quantitative information was key," says Mendez, who used the data capability maturity model Mike 2.0 to do this. "Data people are often bad at measuring things, and the risk of not having quantitative information was that I might become just another person with an opinion."

Julien Molez, Group Innovation, Data and AI Leader at European financial services giant Societe Generale, recently secured buy-in for a framework to measure the financial impact of the company's data and AI transformation.

"Sharing a unique framework for value definition and tracking across our different businesses was critical to create a massive, quantified data and AI dynamic aligned with business strategy," he says. ▶

Setting Your Data Strategy Up for Success

Once a data-focused executive has their enterprise data strategy, they can partner with company executives to develop an implementation roadmap that aligns with the business strategy while delivering quick wins.

This will help them to communicate a clear vision of what they will achieve and secure buy-in for their plans. But as they do this, setting realistic goals and then meeting people's expectations is key.

"Knowledge is power, but only if shared," Mendez says. "A 'one enterprise' view was critical for delivering a view of the full data value lifecycle to the various executives. Some hadn't realized what a big impact their actions upstream have on teams downstream."

As well as securing buy-in for their plans, a new CDAO needs to build a strong team with the right skills. Initially, this will often mean recruiting data scientists and engineers and establishing a center of excellence.

"One of my top priorities is always around people," says

Sarah Gadd, Head of Data and AI Solutions at Credit Suisse. "We need to make sure that we nurture talent, especially in data spaces. That's not data science specifically. It's also things like data engineering."

Sahar Nezami, Senior Director, Advanced Analytics and Data Management, Internal Audit at CIBC says she ensures access to

top talent with a range of focused, best-in-class talent management policies.

"We've introduced a lot of programs, making sure people are rotating from every part of the bank," she says, "We are now actually the destination for top analytics talent."

At the same time, CDAOs must forge strong working relationships with IT to plan and execute data and cloud infrastructure upgrades collaboratively.

"We have a part of the IT organization that is accountable for our cloud infrastructure and making sure that cloud infrastructure works well," Dr Lazarevic says. "My organization works very closely with them, because we are probably the main user of that cloud infrastructure." ▶

"A 'one enterprise' view was critical for delivering a view of the full data value lifecycle to the various executives"

Gladwin Mendez
Data and Technology Operations Officer, Fisher Funds

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Drive Value from Day One

Driving value with data and analytics and communicating those successes to the wider business is essential for securing buy-in from teams across the business for larger scale transformations.

It's not necessary to wait until a strategy is 100% signed off on and finished to start work; identifying a suitably high-impact 'quick win' is a good enough reason to get things underway.

"We started very small," says Haroon Abbu, VP, Digital, Data and Analytics at Bell and Howell. "We started connecting our machines on a small scale. And then our employees started seeing the results right away.

"If you're able to remotely fix the machine, that is a success, because we don't have to send the technician out and spend an hour on back-and-forth travel to do repairs for 10 minutes. They see that as successful."

For Mendez, identifying small, practical improvements that can be made is something a data leader can do regardless of the longer-term vision. He implores new CDOs to drive value from the get-go.

"Just because a guiding light or strategy needs to be created, doesn't mean you stop making change," he says. "If something can be improved pragmatically and sustainably, get on with it from day one." ■

"If something can be improved pragmatically and sustainably, get on with it from day one"

Gladwin Mendez
Data and Technology Operations Officer,
Fisher Funds

Leading the Charge to Analytics Maturity

KEY FINDING

Analytics executives at the leading edge of innovation have put the infrastructure they need in place to provide data and analytics products to business stakeholders as a service

As data-focused executives succeed in laying the foundations for data-driven business transformation within their organizations, the focus of their roles starts to change.

Companies at the start of their journeys typically focus on 'quick wins' and individual use cases. But this approach is inefficient when the question becomes how best to drive company-wide change and embed data-driven capabilities firmly in the organizations' DNA.

The need for efficiency as executives scale their data strategies means their focus typically shifts toward providing analytics capabilities as services that can be reused or repurposed for use in a variety of business settings.

"If you're a mature data and analytics shop, you're serving up your data and analytics as a product or as a service, which is exactly what we have done," says Sahar Nezami, Senior Director of Advanced Analytics and Data Management and Internal Audit at CIBC.

"When you're not a software company, reusing or working across silos on these different technology challenges is not easy," notes Julien Molez, Group Innovation Data and AI Leader at Société Générale. "So, we really need to create that market and make sure that this reuse happens."

He continues: "This reuse can have many different aspects. It can be sharing ideas or sharing implementation paths. It can be sharing libraries of assets or sharing a whole solution." ▶

"We need to be more entrepreneurial. We need to try things fast. We need to fail fast, as well, and learn new things"

Haroon Abbu PhD
VP of Digital, Data and Analytics, Bell and Howell

The Rise of Analytics as a Service

Today's top analytics executives are focusing on providing data-driven capabilities 'as a service' to cross-functional teams embedded in business units across their organizations. This approach empowers these teams to use their domain expertise to innovate with these data-driven services to solve their most pressing challenges.

Sean MacCarthy PhD, Executive Director, Global Analytics and Store Segmentation at accessories company Claire's, explains: "The biggest evolution since I got here

"Analytics as a service, or whether you call it intelligent automation as a service, is absolutely the way forward"

Sarah Gadd
Head of Data and AI Solutions, Credit Suisse

was really enabling people to self-serve, building the tools out to be able to do that, so we could free up our own time to do the more strategic things that leadership wanted us to do."

"Analytics as a service, or whether you call it intelligent automation as a service, is absolutely the way forward," adds Credit Suisse Head of Data and AI Solutions Sarah Gadd. "You need to look at which things are going to benefit the enterprise. So, in other words, more than one group. If it's not going to benefit anybody else, you do it in the domain."

Providing analytics capabilities as a service depends on having the right infrastructure in place to make data and analytics products accessible to business stakeholders. This will in turn require effective and scalable processes for educating staff about how to use these new tools and driving adoption over time.

"We created a use case library (with over 600 use cases), that's a fully searchable web-based tool," says Gadd. "[And] we hold an analytics community forum every month which is open to business and IT, and where people can showcase ideas."

"We are the only analytics team in the entire organization that has our own website," chimes Nezami. "We call it our 'data hub'. Anything that is repeatable is done on the hub. So, we have now moved on to data as a service, and analytics as a product." ▶

Establishing New Data and Analytics Functions

When they begin executing their strategic roadmaps, data leaders typically focus on foundational challenges, such as ensuring good data governance and making data accessible for those who can benefit from it.

But as enterprises progress down the path to analytics maturity, executives must establish new data-focused business functions so that they can scale advanced analytics and AI-driven initiatives more effectively.

For example, ZestMoney Chief Data Officer Natalia Lyarskaya says the company is thinking more about AI governance, as well as the monitoring and maintenance of AI systems, as it starts bringing more models into production.

"I think the challenge is building systems at a scale, where we go beyond just a proof-of-concept stage," Lyarskaya says. "Especially systems where we do a lot of experiments, A/B testing and running multiple solutions in parallel, which are subject to potential shifts across multiple parameters and patterns."

She continues: "We currently have 30-35 models running in production. [We need] to make sure that all of them are performing correctly. The first [priority for me in 2022] is to scale the AI and predictive analytics solutions that are built currently and reach a certain level of maturity of the system in terms of scalability and performance."

"From a strategy execution point of view, this is the key focus, so that the team can be focusing on really solving the business problems rather than solving a lot of technical challenges that they're currently facing," she concludes.

The necessity of these new business functions grows as more analytics use cases are implemented, more models or products are put into production and more data sources are ingested into a company's data ecosystem. ▶

> *"[My priority] is to scale the solutions that are built currently and reach a certain level of maturity in terms of scalability and performance"*

Natalia Lyarskaya
Chief Data Officer, ZestMoney

Embedding a Culture of Innovation and Reuse

Ensuring analytics projects can be repurposed across an organization minimizes duplication of labor and increases the pace of innovation. But executives typically need to put the right technical infrastructure and incentives in place to establish this culture of rapid innovation and reuse.

Société Générale first began laying the groundwork for promoting analytics innovation and reuse by implementing a platform to provide a group-wide unique framework to describe use cases and their associated value.

The platform assisted with a use case backlog that had built up across five business units by cataloging the work that was being done, making it easier to find opportunities for efficiency. It also promoted reuse because all use cases were in one place.

"When you're not a software company, reusing or working across silos on these different technology challenges is not easy"

Julien Molez
Group Innovation, Data and AI Leader, Société Générale

From there, Molez and his team expanded the catalog to include new features and functionality, with a focus on providing added value to end-users to promote the tool's adoption and use.

"The challenge, just like any platform, is really engagement and adoption," he says. "We really worked on the user experience, simplified the different fields to input and then added different features about managing your portfolio. We also added the ability to make comparisons with the analytics portfolios of your peers, so you can compare yourself with them."

At Credit Suisse, analytics forums and events also play key roles in socializing new analytics capabilities and inspiring more business units to innovate with new data and tools.

"About three years ago, we had the first AI innovation day," says Gadd. "Then, we obviously took it virtual and global in the last two years. It's been a great way to not just drive culture at the bank, but to get that passion around how to use data and how to deliver value and insights."

Analytics organizations that facilitate this kind of scalable and efficient innovation represent current best practices for the discipline.

For executives who are still trying to prove the value of data and analytics or secure buy-in to transform their organizations, short-term business needs often override longer-term considerations about how to deliver value efficiently at scale.

But as more CDAOs set their sights on embedding analytics into their enterprises' core processes, we expect to see the 'analytics as a service' operating model become more prevalent. ∎

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Key Takeaways

1 Analytics leaders are breaking into the C-suite

At least one Chief Analytics Officer has now taken the helm as CEO of a financial services company. To follow in his footsteps, aspiring Chief Data and Analytics Officers must hone their technical, business and storytelling skills to become 'data science unicorns'.

2 Data-focused executives act as strategic partners to IT

While IT functions are often responsible for investing in their companies' cloud infrastructure, they are not always experts on the latest data-driven technologies. As the main users of cloud systems, data and analytics teams must play a role in evaluating potential service providers.

3 Data analytics leadership roles are evolving continuously

Best practices for the make-up of data and analytics organizations and how they interface with the business evolve with an enterprise's analytics maturity. As such, data leaders' roles and responsibilities evolve in line with the maturity of the companies they work for.

4 Long-term success is built on efficiency and scalability

Once CDAOs have laid the foundations for analytics success, they must promote a culture of innovation and provide data and analytics products to business stakeholders 'as a service'. In this way, they can embed analytics into their companies' core operations.

5 The early days are crucial

Identifying opportunities to drive business value, securing buy-in and budget from senior company executives and delivering stakeholder-pleasing 'quick wins' are crucial during the first 100 days as a data and analytics leader.

6 To make an impact, be bold!

The executives we interviewed expect to see more companies establish C-level roles for data and analytics leaders in the years ahead. Data or analytics leaders who dream of securing these roles must pioneer ambitious initiatives and take credit for the results they deliver for their businesses.

About Cloudera

Cloudera is a hybrid data cloud provider that believes data can make what is impossible today, possible tomorrow.

The company empowers people to transform complex data into clear and actionable insights and offers an enterprise data cloud solution for any data, anywhere, from the edge to AI.

Powered by its relentless innovation of the open-source community, Cloudera is helping to advance digital transformation projects for the world's largest enterprises.

Find out more here: www.cloudera.com

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About the Editor

Solomon Radley is an experienced editor and reporter with a deep understanding of the data, analytics and CX space and close relationships with many of the sectors' most prominent C-level executives.

He works with data and analytics, learning and development and customer experience leaders to champion new innovations and highlight how the world's most forward-thinking brands are using data to fuel their digital transformations.

To share your data story or enquire about appearing in a Corinium report, blog post or digital event, contact him directly at **solomon.radley@coriniumgroup.com**

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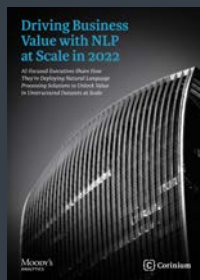
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