



Mapping the different professional profiles in data:

The Insight Driven Organization

ADM Evening Session

October 2016



Objective – I<sup>3</sup>

To inform<sup>1</sup>

To inspire<sup>2</sup>

To ignite<sup>3</sup>

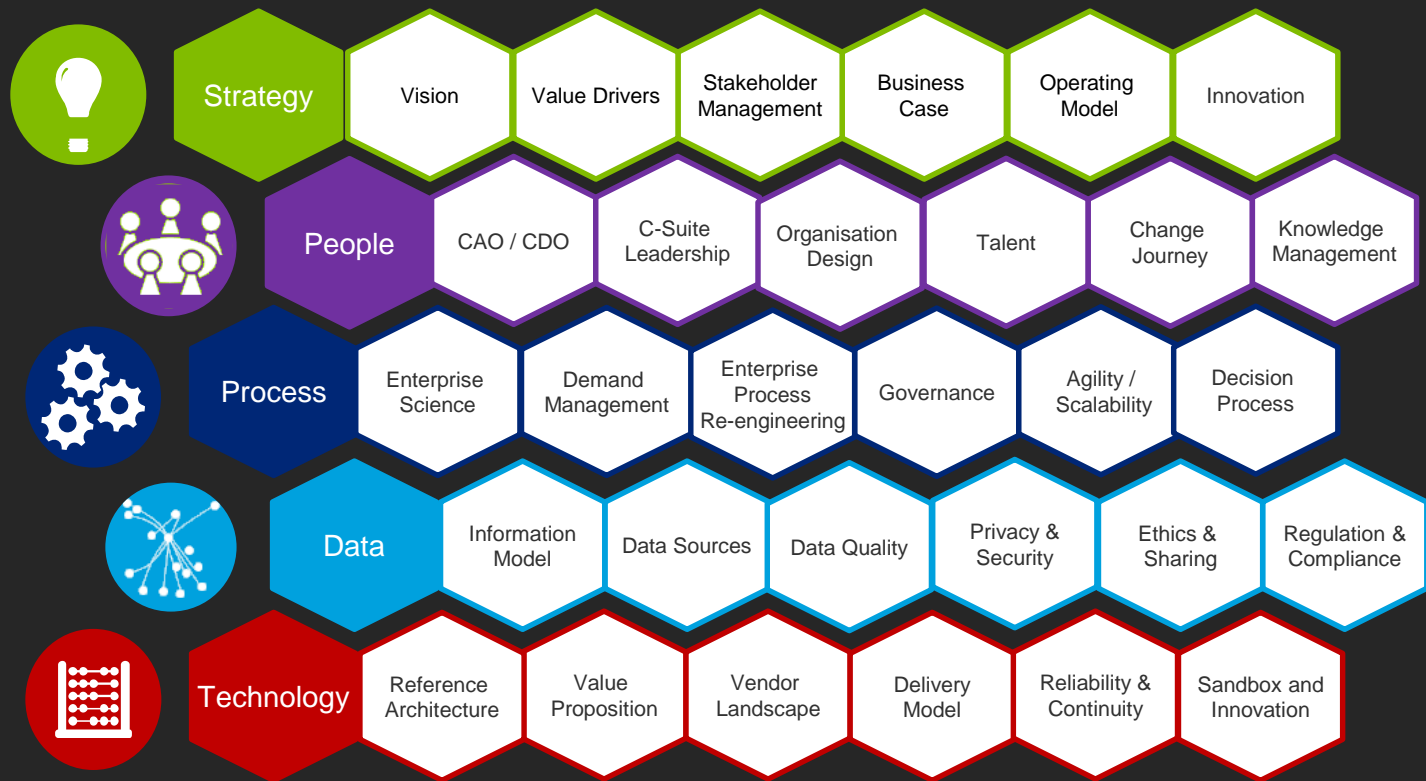


# The insight driven organization



# Components of becoming insight driven

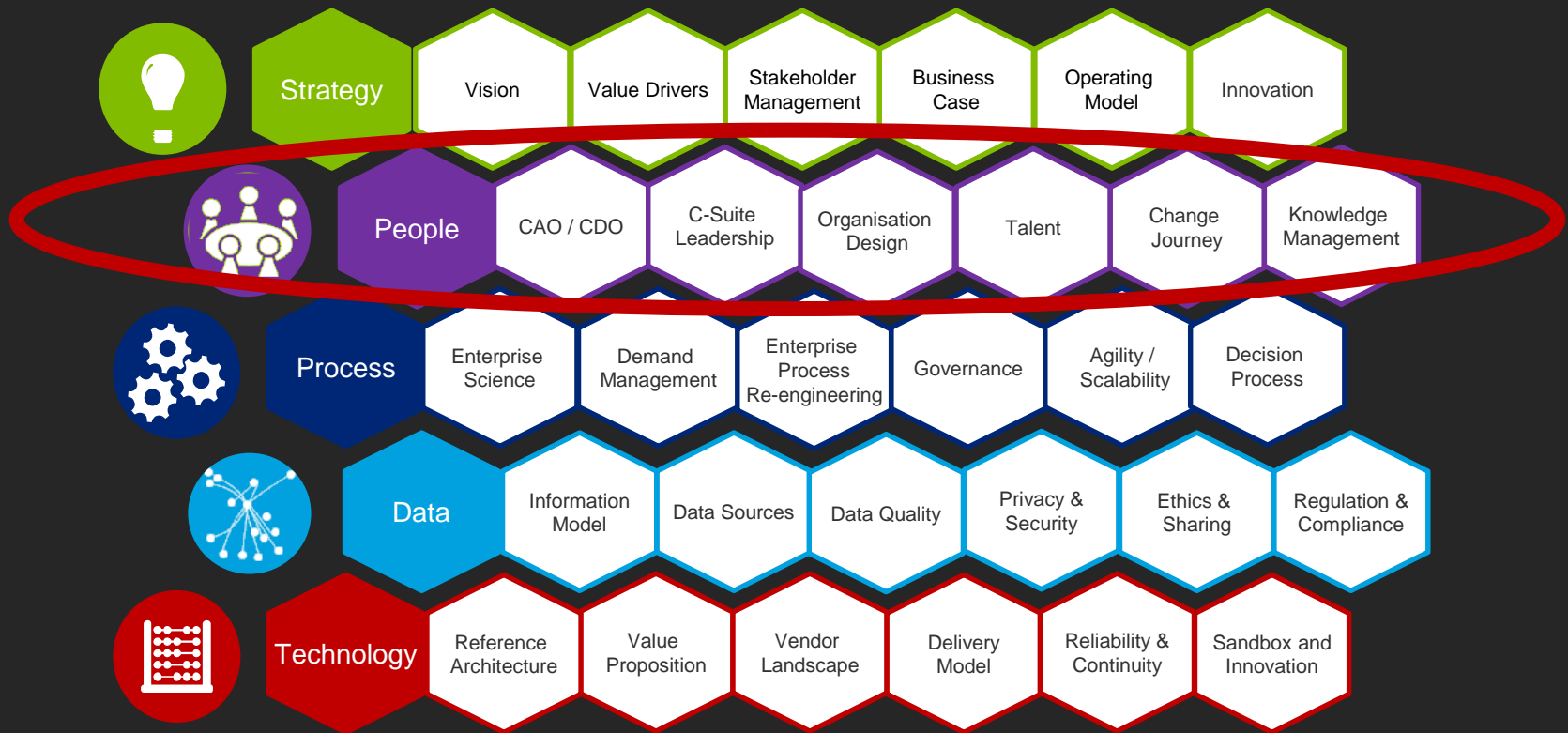
Putting Analytics at the core of your business is more than just Data and Technology





# Components of becoming insight driven

Putting Analytics at the core of your business is more than just Data and Technology





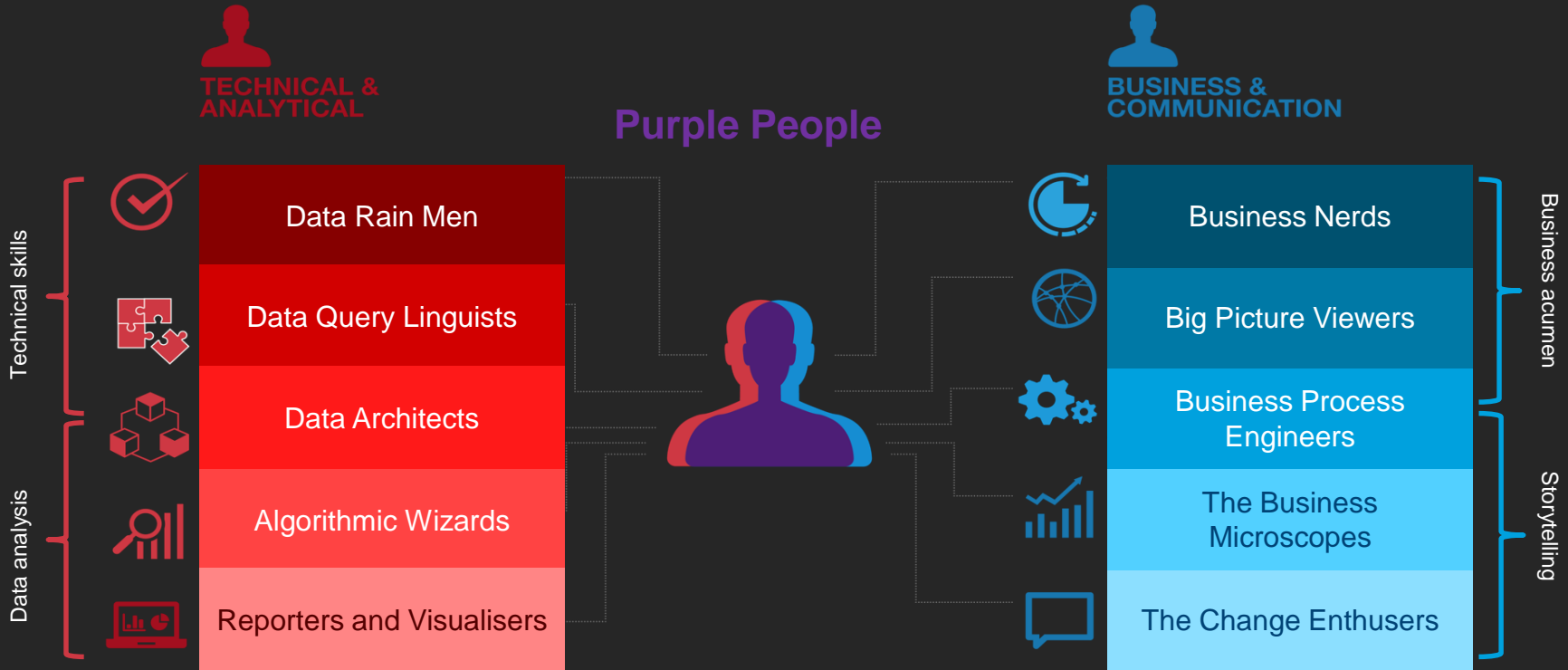
Meet the blue



# Who are the Purple People And why do you need them?



## Building purple structures and skills



Attracting the right quality of talent to your organisation is tough. In the current climate, talent can afford to be picky and its not just about the salary. Executive sponsorship, conducive organisational design, innovation culture and access to funding feature high on the talent agenda.

## Data Rain Men

The Data Rain Men (or Women) take pleasure in the exactitude of data patterns. They aggregate, slice, dice, to crosscheck and - validate. They drill-down into the details. They compare the details of analytics with the details of source systems. They hunt for errors. They take pleasure in the beauty of checklists.

## Data Query Linguists

The Query Linguists speak the various dialects of one or more analytical language. Python, R, Spark, SQL, etc. are not Chinese to them. They see the beauty of the powerful language construct and can interrogate computers in the most efficient way.

## Data Architects

The Data Architects make sure that data does not explode like a clusterbomb throughout your organisation. They see the beauty in domain models, data models. They link data to enterprise architecture, to process architecture. They keep order.

## Algorithmic Wizards

The Algorithmic Wizards love mathematics and statistics. Conjoint, regression, single or multi variate, monte carlo, linear and nonlinear programming,... One man's nightmare is another man's dream. You need them badly, because they make the difference between a computerised gut feeling and a true scientifically relevant outcome.

## Reporters and Visualisers

Don't think B.I. or dashboards are dead! They are alive and kicking. However, the folks building them need more and more feeling for graphical design and beauty. They put the icing on cake, they make all the above visible. They give a face to analytics.





# Meet the Blue

## Business Nerds

The Business Nerds know every little detail about the business context you are in. Maybe you will come to hate them, because they know all those annoying little exceptions about everything.

## Big Picture Viewers

The Big Picture Viewers know where the business is going and they will make sure you do not engage in analytics just for the sake of it. Maybe public transport analytics become irrelevant when we have self driving cars?

## Business Process Engineers

Data comes from processes and data needs to go back into processes if you want to make an impact. Involve business process specialists from the start. Or else, your analytics will be beautifully floating in...mid air.

## The Business Microscopes

These folks will challenge your outcomes and tell you that your statistics may not be entirely correct in this or that context. They can give the accurate comment, the full context to your findings. Do not underestimate the complexity of reality.

## The Change Enthusiars

Analytics equals change. There is no point in predicting equipment failure if your mechanics will not trust the automated recommendation. Have communication specialists on board from day one.

# What is a data scientist?



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**Richard Downes**  
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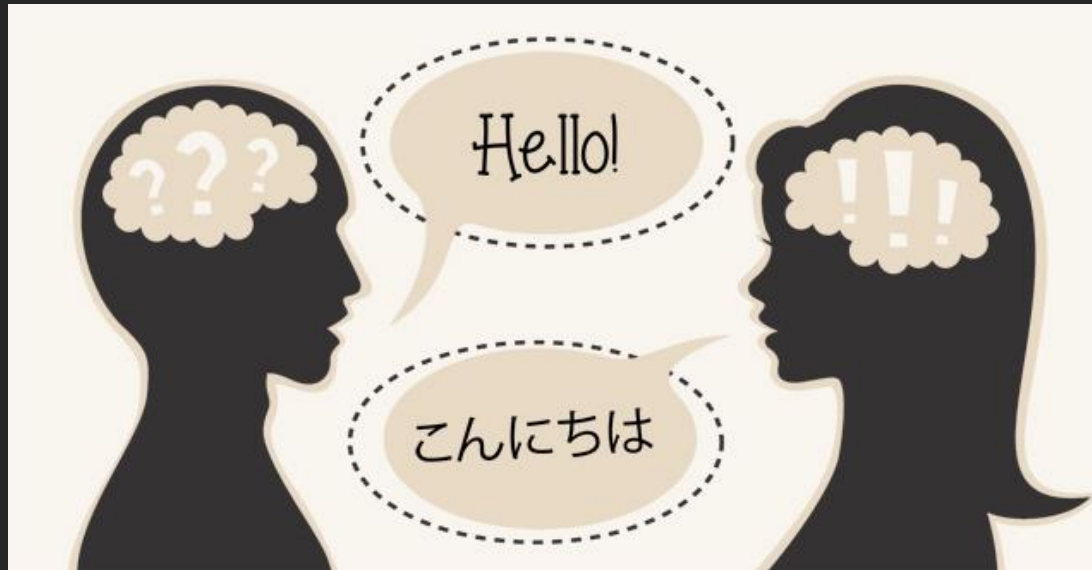
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*"I think already the era of a generic data scientist who can work across all industries is beginning to go away."*

**Tom Davenport**



# Meet the Blue





Where do the blue feel happy?



# Organising for success starts with the right Operating Model



## Centralized

Analysts reside in one central group where they serve a variety of functions and business units and work on diverse projects.



## Consulting

Analysts work together in a central group, but act as internal consultants and charge business units for their services.



## Center of Expertise

A central entity coordinates the activities of analysts across units throughout the organization and builds a community to share knowledge and leading practices.



## Functional

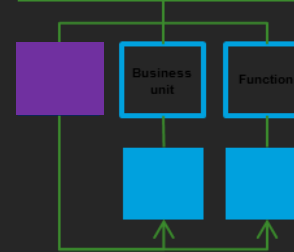
Analysts are located in functions such as marketing, finance and supply chain, where the most analytical activity occurs.



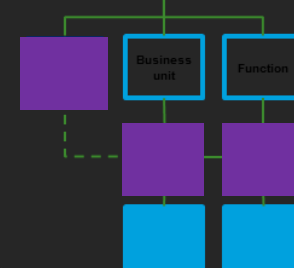
## Dispersed

Analysts are scattered across the organization in different functions and business units with little coordination.

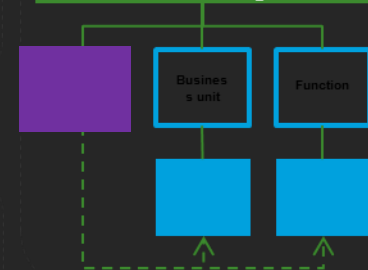
### Centralised



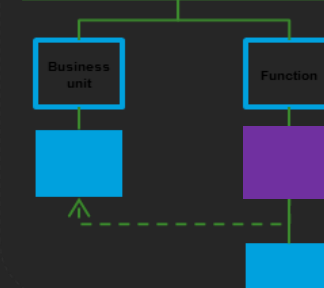
### Centre of Expertise




### Consulting



### Functional

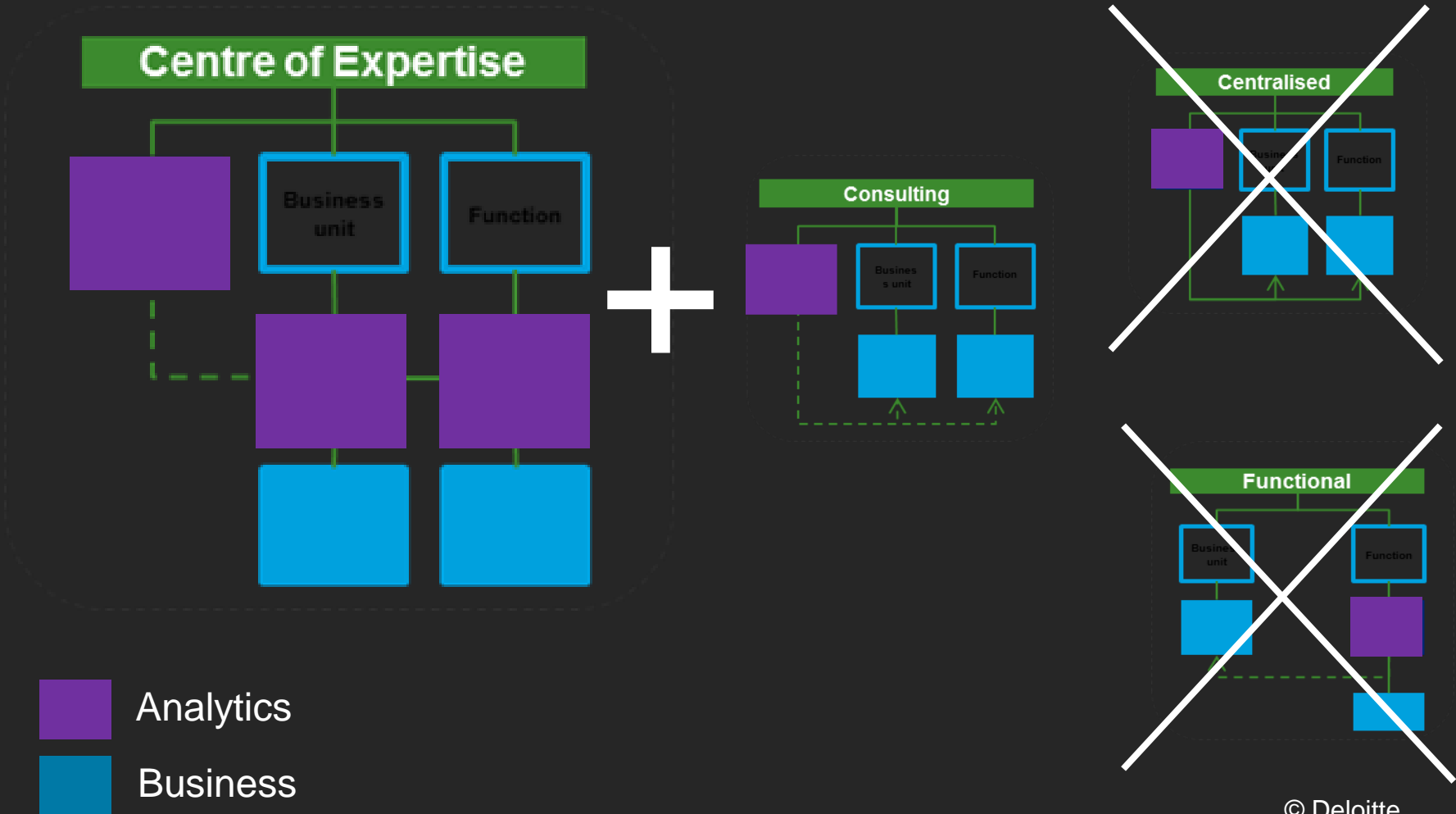


 Analytics

 Business



# Organising for success starts with the right Operating Model





# C-Suite Leadership, Boardroom of the future



## Traditional roles augment whilst data, analytics and digital make their debuts at the boardroom table



**Chief HR Officer**  
Organisations undergo widespread human capital and talent transformation, inducing significant re-profiling of employee spend. Coupling innovative talent and analytical skills is seen as a obligatory differentiator.

**Chief Financial Officer**  
CFOs take on the role of information Czar, providing insightful forecasts and predicting future behaviour. Growth and risk are intricately balanced as the CFO tight-ropes between Steward and Strategist .

**Chief Executive Officer**  
Data becomes central to the CEO's strategic agenda, seen as a driver of growth and enabler of operational effectiveness. Demands for business insights rise dramatically and fuel ecosystems and acquisitions.

**Chief Business Owners**  
Data is a key asset in the commercial and operational processes that serve the client. The Business Owners make sure that they serve their clients according to the "new normal"

**Chief Risk Officer**  
From traditional risk management approaches to new types of risk (such as cyber) prevalent in the digital world, data and analytics permeates the CRO's role. Decisions become data-driven at their core.

**Chief Marketing Officer**  
As the 'voice of the customer' gets ever louder, CMOs position themselves at the intersection of innovation, product and service development and end-to-end experience delivery, powered by technology

**Chief Operating Officer**  
Operating models and business processes undergo considerable evaluation and re-engineering to cater for the adoption of a 'digital' culture. COOs redefine organisational expectations and service levels.

**Chief Digital Officer**  
Intrinsically linked to evolving experiential demands of customers with the CMO, CDiOs also drive the internal digital agenda as demands between customer and employee continue to blur and enterprise mobility is fully realised.

**Chief Data (Analytics) Officer**  
Business thinking, technology, data science as a discipline and a keen grasp of data ethics and compliance plant the CDO firmly at the table. Working closely with the CIO on information availability, the CDO owns both internal and external data communities.

**Chief Information Officer**  
Cumbersome technology infrastructure gives way to an "Everything as a Service" approach. Rapid technology progressions require CIOs to act with agility to meet the requirements of a digital business.



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