

The Top 5 Fundamental Check Points for a Successful Data Office

About Craig Steward:



Craig is Corinium Global Intelligence's Managing Director for Middle East & Africa. He's been deeply involved in the development of South Africa's Chief Data Officers and the data analytics market in general. When he started Corinium in South Africa in November 2015 there were 3 Chief Data Officers and 1 Chief Analytics Officer. Now there are 23 Chief Data & Analytics Officers.

Craig regularly works with large organisations on strategic workshops to identify gaps and opportunities within their data analytics capabilities.

Corinium's globally recognised events are designed to help senior leaders drive the maturity of their data analytics capabilities.



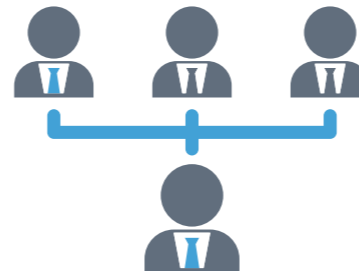
A Chief Data Officer

Nominate someone to lead this data office and give them autonomy and accountability for the data strategy



Culture is King

The whole organisation needs to live the culture of data-driven decision making



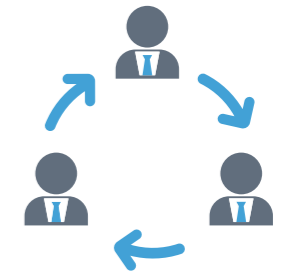
Break the Silos

To ensure that a single version of the truth is achieved data silos need to be broken down and data needs to be centralised (and owned by a Chief Data Officer)



Communicate the Vision

The Data Office needs to be able to communicate the vision of the data strategy to the whole organisation to achieve buy-in



Build the Team

A Chief Data Officer can't act in isolation but rather needs to build a team structure that delivers value across the organisation

I recently posted on LinkedIn suggesting that the role of the Chief Data Officer and where data ownership sits in an organisation depends on the type of organisation and their data maturity.

This was the debate that followed:



I agree Craig. So many aspects make each organisation unique (just like each individual) however at some level we are all human... Not so different you and I; so we can all learn from one another. The important thing is to at least start the conversation in your company. Then get down to business! The business of data." **Gavin van Wyk, Data Strategist, Alexander Forbes**



"Thanks Craig. We have been seeing positive signs at forums and conferences where organizations seem to embracing the importance of data as a competitive differentiator by establishing a Chief Data Officer role. While this adoption has increased steadily in past several years, there appears to be strong misalignment on the requirements of the role and it's responsibilities, as well as the core skills required for a CDO to be successful.

A major part of this misalignment comes from the fact that companies expect the CDOs to be responsible for more than "just" data governance i.e. they expect the CDO to drive long and short term offensive data strategies such as revenue generation, cost savings through efficiency creation and risk management. Organizations are pushing for this part of the data strategy as it is the one that carries economic value. Roles like the Chief Risk Officer, Chief Economists etc. report directly to the CEO as they have a clear end to end accountability in their roles which is in line with their core skills.

This should not be different for a CDO who has the required core skills plus background, and is mandated to drive the data strategy of an organization." **Dr. Mark Nasila, Chief Analytics Officer: Consumer Banking, FNB**



"I agree. Maturity is key. Regulation, organization strategy, nature of business and senior leadership disposition should also be considered. This notwithstanding, as long as the organization begins the data & analytics maturity journey, the destination is a CDO reporting to the CEO." **Hartnell Ndungi, Head of Data Analytics, The Co-Operative Bank of Kenya**



"I maintain my view that if your company is really serious about the importance of data to increase revenue, decrease costs, improve customer and employee satisfaction and remain compliant to regulation, the end to end data strategy must be with the CDO who must sit on Exco. Ownership therefore must with CDO." **Morne Bosch-Serfontein, Chief Data Officer, Multichoice Group**



"Spot on Morne, it is unfortunate that our executives or EXCO need to buy in the concept of data and information management within the organisation, they need to create and empower the CDO with all the necessary support to drive the data agenda for the organisation. Once the CDO is created and empowered, the data ownership will fall into place, however is worth mentioning that is a journey that is going to take some time depending on the maturity of the organisation and also depending on us (data practitioners) to sell and show the value of data and information. I am putting to all of us as practitioners in data and information management to develop a "value quantification model" that would shows the returns on investment. Let's change the perception that our executives see CDO as a cost center rather than profit centre, a key component in risk and compliance, in growth and profitability, in effective and efficient of organization. A key drive in any organisation strategic plan and execution." **Magoshi Machika, Head of Governance & Data Management, Standard Bank**



"I'm with @Morne Bosch-Serfontein on this one. Ownership of the Data Strategy with CDO, who reports direct to CEO. Otherwise I think it's fair to say that your company is not as serious about data as it could be.

Where I think time needs to be spent is clarifying that ownership of strategy does not equate to ownership of data, as I've heard some suggest. Just look to HR, for example, where the Head of HR invariably sits on ExCo, and reports to CEO. The HR Strategy, Policies and Governance Frameworks all "belong" to the Head, but very very few would claim to "own" all the people in the business.

As has also been pointed out, every organisation is different, but for a clue as to what might work best in a given environment - look to HR, or even Finance. The three building bricks of economic value are, after all, money, people and information." **Bill Hoggarth, Growth & Innovation Leader, Bitanium**



"What if where the CDO sits is irrelevant as long as he is the orchestrator of the value of data in the business? Often, I see organisations driving some/little value from data due to silos departments and without a clear link to the organisational key kpis, initiatives and strategies. the CDO who owns the translation of value of data to all business functions will be the winner and ultimately earn a strategic seat in the c-suite. Bringing in the company functions together to learn, collaborate on data and drive the knowledge share is what's needed today vs a functional limited view which limits the value. Exciting times!" **Abboud George Ganem, RVP: Middle East & Africa, Alteryx**