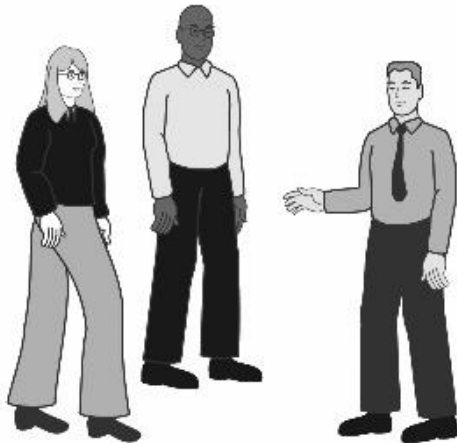


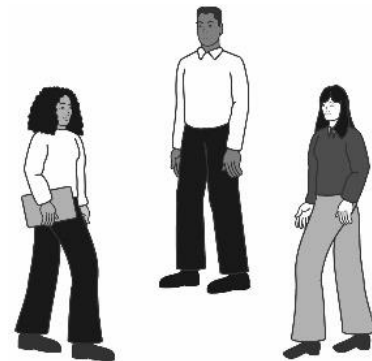
# DATA TRANSFORMATION BREAKFAST EVENT



Last Thursday morning I was privileged to host 10 Chief Data, Analytics and Technology Officers for another roundtable breakfast event at the iconic and historic Wolseley restaurant in central London. This is one of my all-time favourite venues to host these kind of events – and the upstairs private dining area was the ideal spot for such an engaged group of Data professionals to come together.

This breakfast was the fourth in my transformation series since the summer, and – once again – it has reinforced to me that there is no such thing as a data, digital or technology transformation. Invariably and inevitably it always needs to initially be a cultural one, starting at the Board level, for it to work.

This group of data and analytics ‘C suite’ professionals came from the retail, luxury, media and intelligence / events sectors – but their challenges, their learnings and their agreed perspective on the function of data (generally speaking) was very industry agnostic.



## FROM MY PERSPECTIVE, SOME OF THE INTERESTING BITS FROM THIS BREAKFAST WERE:

- It really is valuable to have the Data function sat on the Board. The need to have visibility for where the company is going is key.
- For anyone new to their Chief Data Officer role, the idea of ‘impact’ seems paramount. Where is the low hanging fruit? The little things at the beginning that are visible are critical. The more they see, the more support you will get.
- You cannot possibly create a data strategy in the beginning. It seems more important to understand initially who is accountable for the impact of the data. And the understanding that data does not give you the outcome of anything, rather its how the customer uses it that really matters.
- Does the CEO really understand what the data is doing? The concept of reverse mentoring at the Board level was an interesting one. The CEO of LinkedIn was referenced as recently hiring a Chief of Staff whose sole remit is to educate him on the new digital / data / technology that is coming up.



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- One of the guest commented that there is only 3 things that data does: gives a new user experience, impacts the process and helps you make better decisions.
- How can you use data for things like sustainability and how can data be leveraged to provide a truly seamless experience and customer journey throughout the entire lifecycle? The idea of starting with the product (as in clothing) to understand what the customer is saying and how she is interested in the particular item and working backwards from that.
- Clearly every Board today is interested in data – one CDO mentioned that in their recent annual report data was mentioned 135 times. But understand the value of data is key and understanding and fostering a system to use this data to help you is more important.