



 White paper

# Leading Data-Driven Transformation: Inside DataGalaxy's CDO Masterclass

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# Introduction

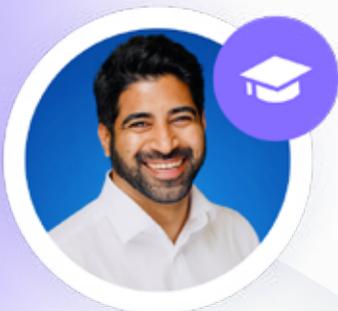
## Dear CDO Masterclass Participants,

We at DataGalaxy would like to extend our warmest thanks to each and every one of you for your participation in our three-day Chief Data Officer Masterclass. Your collaboration, thoughtful discussions, and the richness of your experiences have made this event truly insightful and memorable.

The Masterclass gathered a diverse and international group from various industries, including financial services, healthcare, and others. Each participant's unique perspectives and challenges fostered a dynamic learning environment, leading to engaging conversations and valuable insights.

We are grateful to have had the opportunity to create a space for like-minded professionals to connect, learn, and grow together. Our goal was to provide you with a comprehensive understanding of the challenges faced by CDOs and the necessary tools for success in this role.

**We hope you learned as much from this event as we did!**



**Kash Mehdi**  
VP of Growth

# Day 1

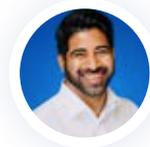
## Agenda: Business Drivers for CDOs

### Class 1

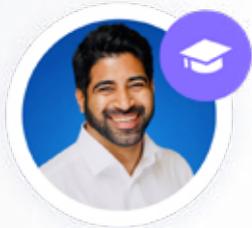


### Business Drivers for CDOs

- Meet-and-greet introduction of participating CDOs and aspiring Data Leaders
- Group activities on key business priorities, industry trends
- Presentation from Danette McGilvray, President of Granite Falls Consulting, on the topic “Empowering CDOs: Key Solutions for Overcoming Challenges»
- Presentation from DataGalaxy’s Chief Evangelist, Laurent Dresse, showcasing a customer story on the Utilities sector



## Learnings



"It's important to understand the culture in change management. There isn't one culture - you have data managers, data stewards, and they all have varying views of that data. Understanding these varying values and culture and stitching it together can be a challenge." - **Kash Mehdi**

## Meet-and-greet introduction & shared challenges

The first day of the Masterclass began with a meet-and-greet session, allowing participants to get to know each other and engage in group activities focused on key business priorities and industry trends.

This session facilitated open discussions about the shared challenges faced by CDOs across different industries, laying the groundwork for collaborative problem-solving throughout the event.



**Danette McGilvray**  
President of Granite  
Falls Consulting

### Key takeaways from Danette's presentation included:

- Data governance is all about people – their roles, responsibilities, and decision-making abilities.
- Never do data for the sake of data; it should always be driven by business needs.
- The estimated cost of bad data for most companies is **15-25%** of revenue.

## Empowering CDOs: Key Solutions for Overcoming Challenges

Danette McGilvray, delivered a presentation on empowering CDOs and overcoming challenges in their roles. She emphasized the importance of addressing the human aspect in change management and supporting employees as they learn new data governance practices.

**Danette also highlighted the need to communicate, manage, and engage with people to create a thriving data-driven culture within an organization.**

**Expert speaker**

**Danette  
McGilvray**  
President of  
Granite Falls  
Consulting

## Change Management and the Human Factor

During Danette McGilvray's presentation, she posed a critical question to the participants, which highlighted the importance of the human aspect in change management:

### Question

“Are you addressing the human aspect in change management? And are you supporting them in their learning? How are you making people a priority in your organization?”

One of our participants leading a data governance initiative shared his approach to addressing the human aspect and supporting adult learners in his organization:

**“If you specifically talk about how we keep reminding adult learners about these concepts, we have different change management techniques such as our SharePoint site, we’ve tried the computer backgrounds to be a reminder of data governance, data stewards, and people you can reach out to. We’ve done lunch and learn sessions for people curious to learn more.”**

This response illustrates one organization's approach to prioritizing the human aspect in change management and data governance.

By using various techniques such as SharePoint sites, computer backgrounds, and lunch and learn sessions, organizations can keep employees engaged and informed while fostering a culture of continuous learning and collaboration.

## Top Business Drivers: Your vote!

During the first day of the Masterclass, we conducted a poll asking participants to identify the top three business drivers that would significantly impact their organizations' success in the next 12 months.

**The poll results revealed the following top choices:**

- **Data literacy and enablement**
- **Digital Transformation**
- **Critical Data Certification**
- **Change Management**

The poll results and participants' insights underscore the importance of addressing data literacy and enablement, digital transformation, critical data certification, and change management in organizations' strategies for the coming year.

By focusing on these key business drivers, CDOs can better prepare their organizations for success and navigate the challenges they face in their roles.

**“Change management can’t be reactive. It needs dedicated focus, and it is often not prioritized.” -Masterclass participant**



# Day 2

## Agenda: Common Challenges Faced by CDOs

### Class 2



### Common Challenges Faced by CDOs

- Interactive activities on common CDO challenges
- In-depth review of Swiss Life's data governance journey with Emmanuel Dubois
- CDO Checklist and sample roadmap



## Learnings

### Group Feedback

Based on the feedback from participants at the beginning of day 2, **three common themes emerge:**

- **People and Collaboration:** Participants highlighted the importance of people and collaboration in driving data governance and change management. Emphasizing the human aspect, they acknowledged the need for a strong people-centric approach to implement data governance initiatives and overcome challenges successfully.
- **Connecting Data Challenges with Business Outcomes:** Participants mentioned the difficulty in linking data problems with business outcomes, emphasizing the need for effective communication to create executive awareness. They discussed strategies such as framing long-term goals, focusing on analytics enablement, and tying data governance efforts to specific business outcomes.
- **Crawl, Walk, Run Methodology:** Participants suggested adopting a gradual approach to implementing data governance, emphasizing the need to maintain a balance between product, people, and technology. The crawl, walk, run methodology encourages organizations to start small, learn from their experiences, and gradually expand their data governance initiatives.

These themes demonstrate participants' focus on collaboration, effective communication of data governance benefits to drive business outcomes, and taking a measured approach to implementing data governance.

**Expert speaker** 



**Emmanuel Dubois**  
Director of Data Governance and Data Quality

### SwissLife's Data Governance Story with Emmanuel Dubois

We were delighted to have Emmanuel Dubois from Swiss Life, one of Europe's leading comprehensive life and pensions and financial solutions providers, share insights on their data strategy.


**Emmanuel Dubois**

Director of Data Governance  
and Data Quality

**Here are some of our favorite highlights from Emmanuel's enlightening presentation:**

- Prioritize change management from day one.
- Ensure support from top management to foster a data-driven culture.
- Design a consistent governance framework while balancing creativity and agility.
- Adopt a mixed approach with top-down and bottom-up strategies.
- Focus on reliable and undisputable data sources.

## Day 2 Summary: Key Themes

### Executive sponsorship

- **What:** Lack of executive sponsorship can impact CDO success
- **Why:** Need to align data initiatives with corporate vision
- **How:** Create Data Governance KPIs and include them in executive HR scorecard (create a bonus dependency).

### Change management

- **What:** Building data culture is hard.
- **Why:** Help stakeholders understand how the entire business works on data.
- **How:** Create corporate data policy, get execs involved, training and education.

### Data Governance approach

- **What:** No one-size fit all.
- **Why:** Data culture and maturity is a critical factor to success.
- **How:** Assess key Domains and produce maturity scorecards by domain. Communicate, communicate!

# Day 3

## Agenda: Leading Data Transformations

### Class 3



### Leading Data Transformations

- Group activity to identify measurable outcomes for CDOs
- “Day in the life of a CDO” track with practical examples
- Awarding of CDO MasterClass graduate certificate



## Learnings

### Top picks were centered on vision, key indicators, and tech innovation.

Participants emphasized the importance of data culture, innovation focus, common business language, and self-service search technology. Conversations also touched upon the challenges faced by CDOs in regulated and non-regulated industries, and the significance of communication and people structure in the retail sector.



#### CDOs Roundtable

Day 3 featured a roundtable identifying key outcomes for Chief Data Officers (CDOs).

- **Vision:** Participants identified Data Culture and Innovation Focus as essential components for CDOs to create a successful data-driven organization.
- **Key Indicator:** A common business language was considered the most crucial factor in ensuring clear communication and understanding across all teams and departments.
- **Tech Innovation:** Self-service search was agreed upon as a vital technology to empower employees to easily access and analyze data.
- **Industry-Specific Challenges:** Regulated vs. Non-regulated industries: CDOs in non-regulated industries often face difficulties in showcasing business outcomes and obtaining executive sponsorship due to a focus on immediate results.

**"In a regulated environment, it's easier because you have more sponsorship from the business."**

- **Retail industry:** Effective communication, both internally and externally, is crucial for success. The importance of people structure and establishing clear roles and responsibilities for data governance was also highlighted.

## Presentation: Critical or Key Data Elements (CDEs) & Report Certification by DataGalaxy Chief Evangelist Laurent Dresse

We also had an illuminating presentation from DataGalaxy's Laurent Dresse, who dove into the vital subject of Key Data Elements.



**Laurent Dresse**  
Chief Evangelist

### Here are a few takeaways:

- CDEs were defined as data elements significantly impacting business or analytical processes, requiring thorough data quality scrutiny.
- Laurent delved into the importance of governance standards for CDEs and the need for normalization by the Data Gouv team.
- Laurent shared a methodology for efficiently focusing and prioritizing data quality efforts on CDEs.
- We were introduced to an enterprise-wide report certification framework designed to enhance transparency and information quality.

## Conclusion: Charting the Course for Data-Driven Success

DataGalaxy CDO Masterclass provided an invaluable platform for data leaders and decision-makers to collaborate, learn, and discuss challenges and opportunities in leading data-driven transformations.

Throughout the three-day event, the participants' insights and engaging discussions greatly enriched the experience for all involved.

The collective wisdom, practical examples, and dynamic conversations at the Masterclass have equipped attendees with valuable knowledge and tools to overcome challenges and lead successful data initiatives in their organizations.

We hope that the lessons and connections forged at this event, driven by the participants' invaluable insights and lively discussions, will have a lasting impact on both the attendees and their organizations, empowering them to drive data-driven transformations and achieve their goals!



### About the Masterclass

**CDO Masterclass is a three-day online event designed to provide Chief Data Officers (CDOs) and other data decision-makers with the opportunity to learn from world-class brands leading data-driven transformations. The event included extensive content on practical case studies, industry best practices, a 30-60-90 day CDO guide, sample roadmaps, interactive activities, and CDO networking opportunities.**

**Attend the next masterclass**