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## CDO-Smart Services

### The Emerging Chief Data Officer Role

The Chief Data Officer (CDO) role is quickly emerging as a critical enabler in the C-suite, enhancing executive decision making, improving operational efficiency, and empowering innovation. The key to success for CDOs is to figure out how to influence transformational change and deliver business outcomes within their organizations.

#### Areas of focus for CDOs include:

- **Enterprise data organization**
- **Cross-organization data strategy and vision**
- **Business data architecture**
- **Data governance**
- **Metadata management**
- **Analytics and regulatory data**
- **Data quality management**
- **Master data management**

#### A successful office of the CDO needs:

Executive-level alignment, new talent model support, and a leader that can operate as an Operator, Catalyst, Technologist, and Strategist.

### “Big Shifts” to Help Accelerate the CDO Function

The industry 4.0 revolution is raising the relevancy of data and its business value. The critical intersection of data and its integration with the business may determine which companies succeed.

There are several key shifts to help accelerate business through a data advantage perspective:

- Allocate approximately 10% of IT and/or CapEx, OpEx spend
- Appoint a CDO and empower the office of the CDO to function in a way that can manage and monetize data
- Establish a data business value map
- Manage spend on data to enable business outcomes

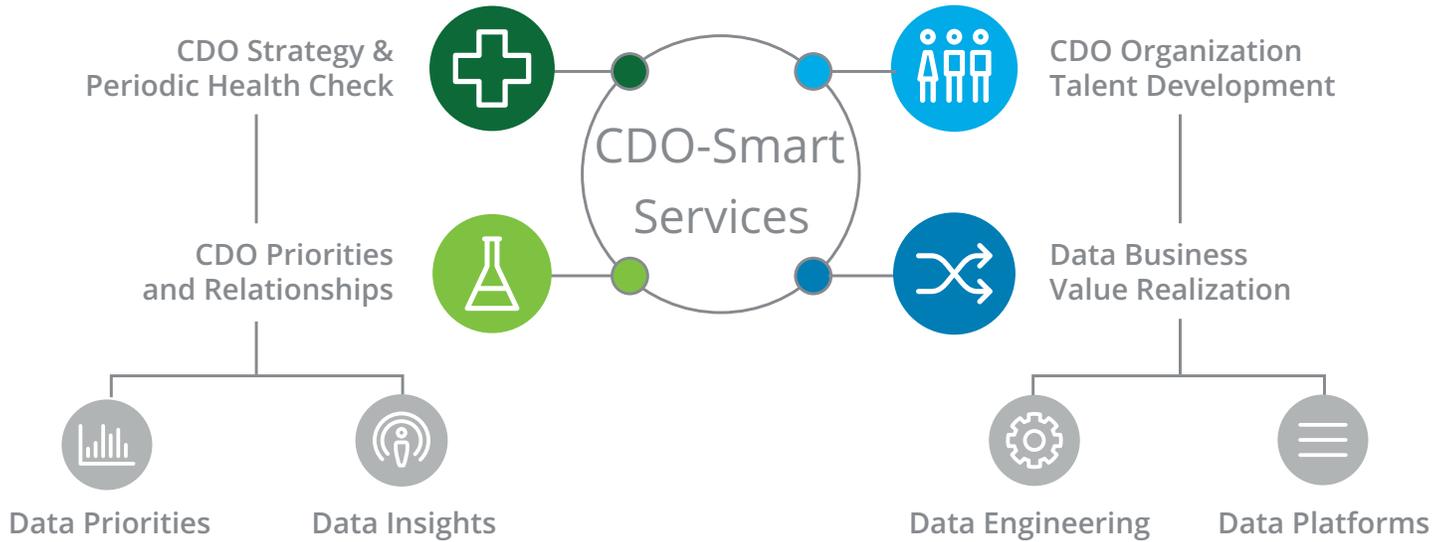
### Focus of the CDO Function, Based on Maturity

**Starting the CDO function?** Focus on creating a holistic vision and delivering an end-to-end CDO capabilities portfolio, including executive leadership, to get the CDO organization up and running.

**Looking to take the next step in the CDO journey?** Establish short- and long-term priorities, and accelerate the CDO team’s alignment and execution. Identify data value opportunities and advanced capabilities such as AI, machine learning, and cognitive.

# Building a Successful CDO Function

Any CDO function should attempt to transform the organization into a data-driven organization across the full lifecycle of advice, implementation, and operation. There are four critical building blocks that are essential to empowering the CDO and aligning the function with business priorities:



## Full Data Strategy and Vision

Measure maturity and performance before standing up the CDO organization (or as a recurrent audit); this includes:

- Assessing the organization, processes, and technology supporting the CDO strategy
- Implementing periodic audits to validate the effectiveness of the CDO strategy—and adjust as needed

## CDO Priorities and Relationships

Assess of business priorities and relationships across the entire organization; this includes:

- Defining CDO priorities
- Identifying and cultivating key relationships
- Developing a game plan for 180 days

## Let's get started

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## Right Organization Talent

Stand up or enhance the CDO staff; this includes:

- Developing the CDO organization's talent strategy
- Staffing and training the CDO organization
- Aligning across the enterprise
- Transitioning the CDO organization to run and operationalize independently

## Data Business Value Alignment

Align the data with business value drivers for the industry or organization; this includes:

- Create a data strategy
- Redefine the data process to map to the true business value
- Execute data-focused exploratory labs

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