



Data-Driven Organization



Culture



Business
Outcomes



Data









Talent



Technology



Process

Report Centric		Maturing BI	Digital Leaders
 Culture	<ul style="list-style-type: none">• Gut-feel valued over facts• Resistance to change• Risk averse• Info hoarding and fear to share data	<ul style="list-style-type: none">• Data mostly valued but hard to get to• Some distrust among stakeholders• Shadow IT and fail-fast celebrated	<ul style="list-style-type: none">• Data always valued• Innovation encouraged, change embraced• Collaboration for greater good• Individual accountability and empowerment
 Business Outcomes	<ul style="list-style-type: none">• Few organizational or BU KPIs• Lagging indicators	<ul style="list-style-type: none">• Bottoms up approach – “what can we do with data”• BU & departmental KPIs• Mostly lagging & some leading KPIs	<ul style="list-style-type: none">• Data is core to digital transformation• “Top-down” approach where D&A aligns to goals of the organization with clear and common KPIs• Leading indicators
 Data	<ul style="list-style-type: none">• Source system specific• Poor data quality	<ul style="list-style-type: none">• Common definitions increasing• MDM in the works• Ability to combine data across sources	<ul style="list-style-type: none">• Data validated at source• Bi-directional MDM with shared dimensions• External and internal data considered strategic assets
 Talent	<ul style="list-style-type: none">• IT Manages• Highly centralized	<ul style="list-style-type: none">• Train and recruit for analytics talent• Business asking for more capabilities• Mixed levels of data fluency	<ul style="list-style-type: none">• Business-savvy CDO or business “pushes”• Hybrid organizational model• Data fluent people pervasive• Diverse, cross-functional teams
 Technology	<ul style="list-style-type: none">• Traditional BI with too many reports• Data silos on marts and multiple EDW• One-off ETLs	<ul style="list-style-type: none">• Visual data discovery• Data lake emerging• Cloud prototypes	<ul style="list-style-type: none">• Augmented Analytics, NLP, AI, in context• Logical Data Warehouse (lake + EDW)• Cloud Strategy
 Process	<ul style="list-style-type: none">• Waterfall• Order-takers	<ul style="list-style-type: none">• Governance evolving• Some agile• Data needs part of app design	<ul style="list-style-type: none">• Adaptive governance balanced with privacy• Agile, co-location and collaborative• Enablement, evangelizing in roll out plans