

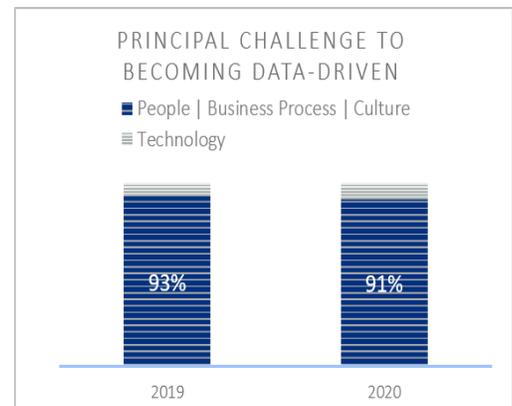
Updating the CDO Playbook

Organizations must be data-driven to compete in the 21st century. Even with significant investments in technology and the supply side of data, companies are struggling to drive data transformation and unlock the value of their data. Is it time to add some plays to the playbook?

Introduction

A Chief Data Officer once remarked that the only true way to know if your data strategy was being successful was if business leaders were including it in their business plan for the coming year, if they were counting on it to help them achieve their business goals. Unless data and analytics is creating business value, it is little more than a science project.

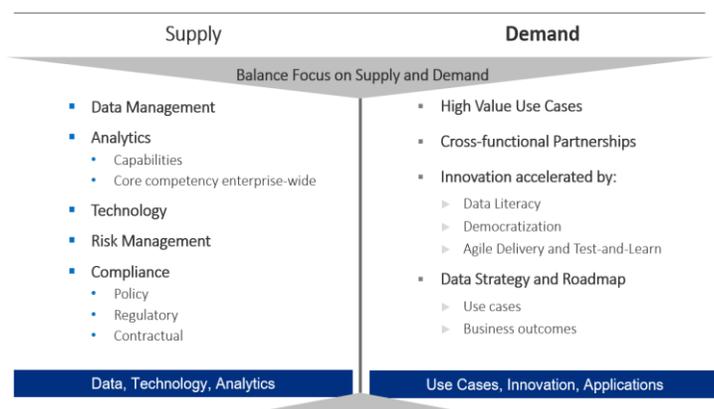
While leading companies are creating value out of data, many companies are struggling to drive transformation and become data driven. Less than half of companies we surveyed in our [2020 Big Data Executive Survey](#) are achieving this transformation. And, the challenge is not Technology - an overwhelming 91% of those surveyed cite People, Process and Culture as the principal challenge to becoming data-driven while only 9% point to Technology as the issue.



Industries have invested billions in data and analytics technology and the Supply-side of data. Now is the time to pay greater attention to the Demand-side of data to connect data with business needs and to shift from leading with data and technology to becoming use case driven.

Supply and Demand

Every good business knows it must produce a good product or provide a good service. But they also recognize that there needs to be demand for that product or service. A historical emphasis on Data Management, Governance, and Analytics has left little room to focus on Demand. The Supply-side of data is the foundation, but the Demand-side is where value gets created. The Demand-side is where the business is waiting.



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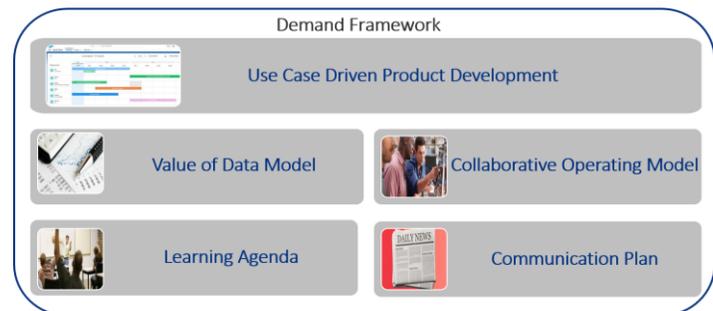
If driving transformational change requires greater focus on the Demand-side of data and shifting from leading with data and technology to leading with use cases, how do we go about that.

We see three opportunities for data and analytics leaders to drive transformational change and create greater value.

- ▷ **Reshape the role of CDO** - Evolve from the primary role of Data Steward and Provider to also being a Change Agent and Enabler - a role that is a champion, partner, communicator, and educator.

- ▷ **Expand the CDO Playbook** - In addition to core Supply-side activity for Data Management, Governance and Analytics, capabilities dedicated to the Demand-side of data must be added, such as creating a **Demand Framework** to foster innovation with data and drive value creation activity.

- ▷ **Operationalize Insights** - Value is created when insights, recommendations and actions are delivered to people or integrated with business systems and processes. This step is the most important and requires strong collaboration with business and technology partners.



Conclusion

Driving transformational change and creating value from data requires data and analytics leaders to engage the business in new and different ways. Unlocking the Demand-side of data unlocks the value.

NewVantage Partners Can Help

Since 2001, [NewVantage Partners](http://NewVantagePartners.com) has helped a blue-chip roster of Fortune 1000 companies and industry leaders leverage data and analytics to drive innovation and business transformation. We serve as thought leaders, trusted advisors, and management consultants to leading companies. If you are interested in learning more, please contact Randy Bean at rbean@newvantage.com or either of the authors below.

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