Data that is "fit for training" requires careful quality assurance. It must be clean. The Torchbearers are assiduously perfecting the quality of their data (see Figure 12).

The Torchbearers are concerned as well about data drift: the tendency of data to become inaccurate over time. Six in ten Torchbearers are focused on incorporating current real-time data. Just three in ten Aspirationals are.

Organizations recognize that it's no longer sufficient to simply pour all their data into a data lake and expect everyone to go fishing. Instead, they must curate data to meet specific business needs and intelligent workflows. A marketer, for example, requires a very different view of data than someone in R&D.

In turn, curation requires metadata. Metadata, the information about information, reveals context. It depicts the relationships among data sets, their sources, and their history. Absent strong metadata, it's difficult to integrate data and retrieve it for specific purposes to deploy analytics and AI models. Governance is necessary to set the parameters, agree on labels, and decide what metadata is needed. Machine learning technologies can then be trained to profile and classify data, automating metadata generation.

Figure 12

Clean it up

Torchbearers are working to improve the quality of their data

Extensive data cleansing 74% more

75%

43%

Extensive data purging 132% more

65%

28%
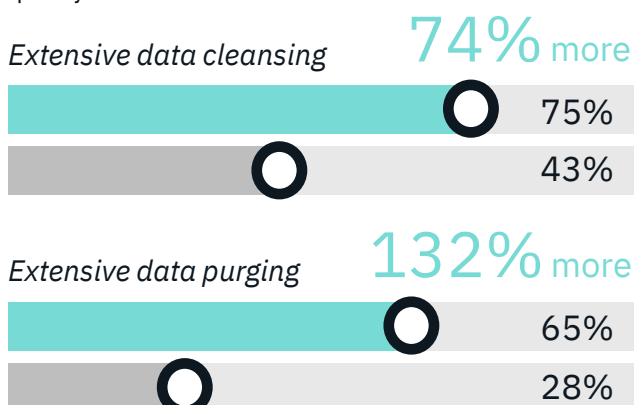
Torchbearers
Aspirationals

Club Med: A Torchbearer's tale

"A holiday at one of Club Med's luxury resorts is a high-stake purchase," says Anne Browaeys, Club Med's Chief Marketing, Digital, and Technology Officer. People take about three months to make the decision—longer than they take to buy anything other than a house or an automobile. "Most of the buying journey occurs online, but 80 percent of those who book a trip phone the call center at least once. So getting a 360-degree view of the customer is very important to us," she explains.

Club Med has gone to great lengths to ensure that it can indeed observe its customers in the round. When customers contact the call center, employees can immediately see all their pertinent details, including their booking history and behavioral history—and even which page of the website they were looking at, if they hit the click-to-call button. The company is now introducing a system that uses machine learning to analyze everything from customers' emails to the level of satisfaction they express in consumer surveys. Within the next year, it will be able to personalize its interactions with every customer on every incoming call.

Club Med has also developed an analytics tool to help its business and marketing managers make sense of the data it collects. Rather than having to rely on a team of specialists for the answers to all their queries, they can simply put the app on their phones and use it to delve into the data. "We believe it's best to bring the data closer to the people who are actually using it. We want to put data in every layer of the business for daily decision making," Anne Browaeys concludes.