

Building Data Cultures

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Speaker



**Sudaman Thoppan
Mohanchandralal**

Regional Chief Data & Analytics Officer
Allianz Benelux

- Regional Chief Data & Analytics Officer at Allianz Benelux
- Business Sponsor for Global Tribe Data and Analytics
- Double Masters (Computer Science, Business Administration)
- Specialization in Business Analytics and Intelligence
- Doctoral student (Artificial Intelligence)



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This talk in a nutshell



1 Building Data Culture Theory

- Building data culture for business value in a world of change
- As business value advances, the value of people increases
- What is the nature of change? Where's the opportunity?
- Applicable to all types of organizations

2 Building Data Culture — Allianz Benelux Case Study





1

Building Data Culture Theory



Business Response

Yottabytes

For everyone Culture Design

Change

Where's the money?

Where's the opportunity?

Where are the people?



What it means to build a data culture



Not just a
buzzword



Data Driven
Decision Making



Requires time, change,
and discipline



Requires building
habits



Building data cultures starts with the end-user

Any building activity starts with an understanding of those whom we are building it for — this is true for data cultures



Do we know (y)our
business experts?

Building data cultures starts with the end-user

Business Experts are passionate and follow their intuition & instincts

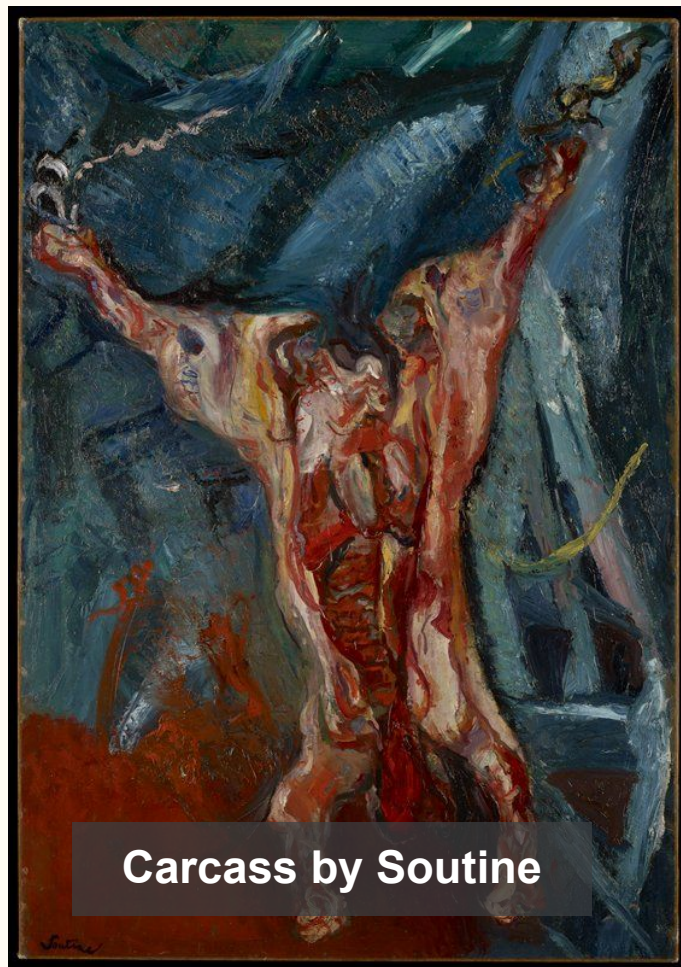


[Source — Field of Dreams](#)



Building data cultures starts with the end-user

Business Experts are artists and business is an art

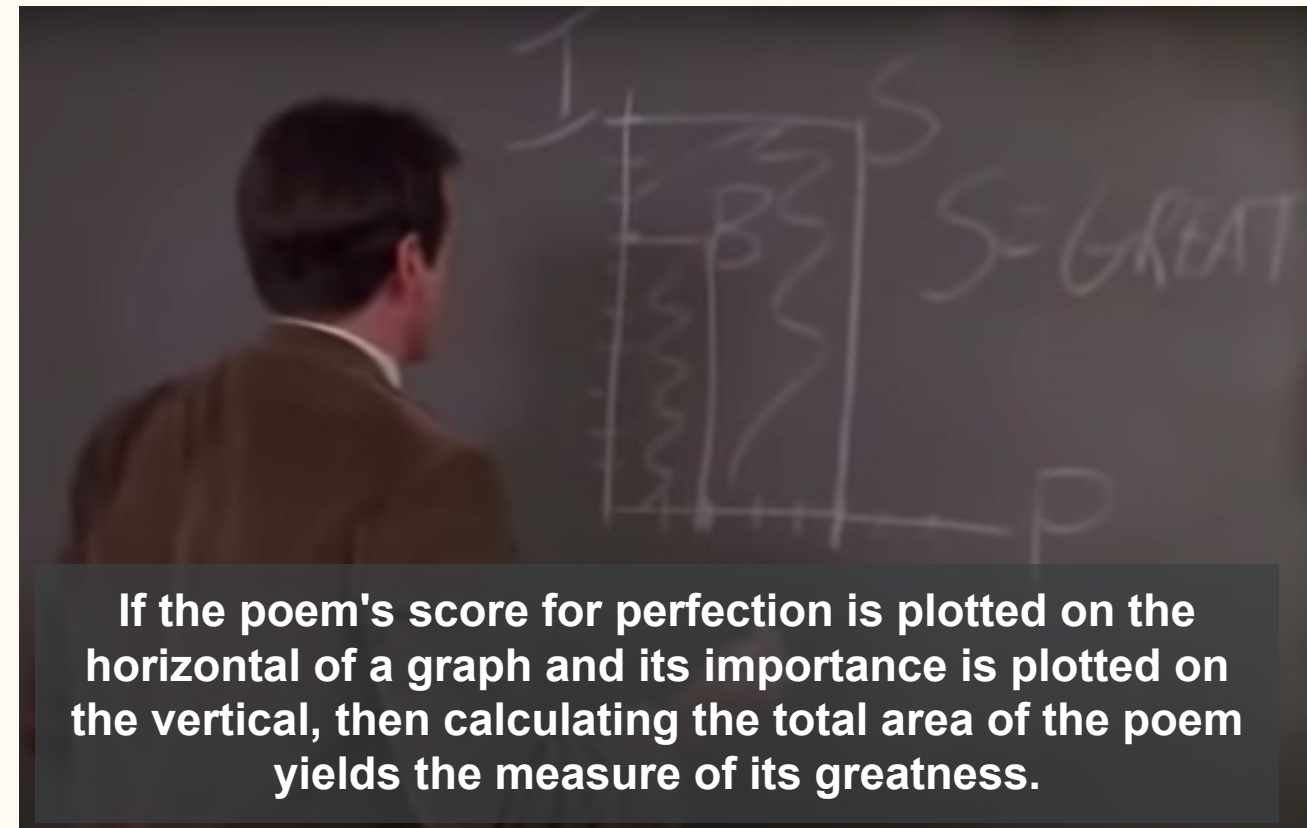
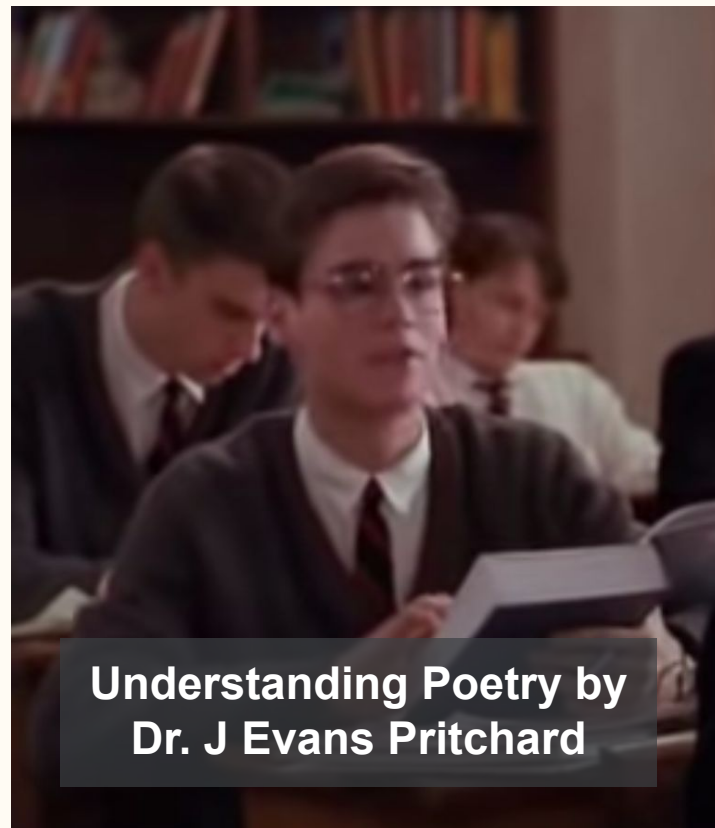


[Source — Mona Lisa Smile](#)



Building data cultures starts with the end-user

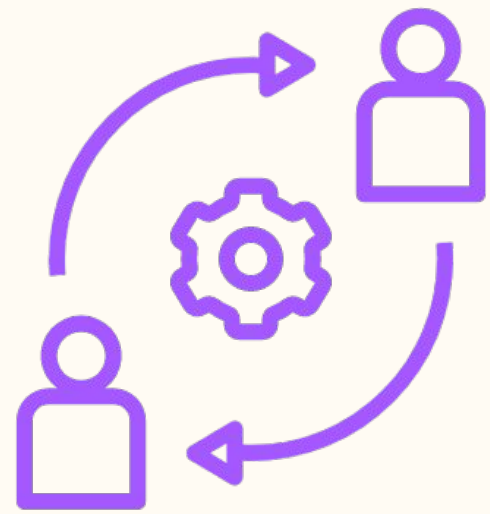
Business Experts believe in their experience



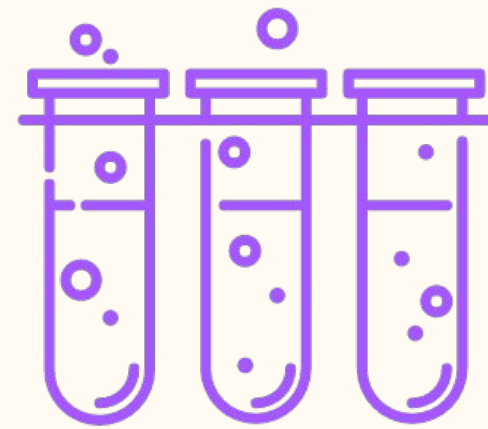
[Source — Dead Poets Society](#)



Culture change



Why change?



The nature of change



The opportunity in change



Why change? A snapshot of the financial industry



Changing Needs

Shift in demand from mass-market products to personalized services



Evolving Relationships

Personal relationships with customers but accentuated by data to stay relevant



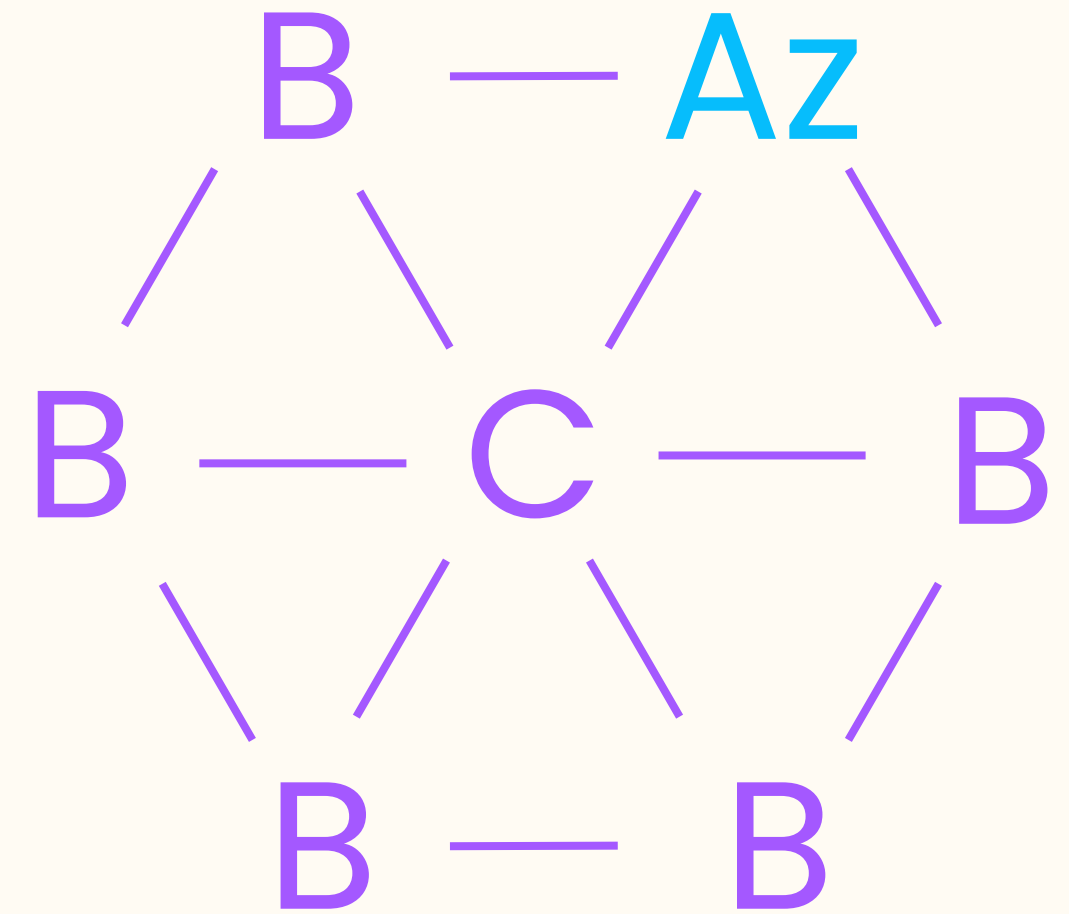
Growing Resources

Untapped potential to customize service to each individual customer profile & preference by capturing & interpreting large volumes of data

Why change? A snapshot of the financial industry

B-2-C

B-2-B-2-C

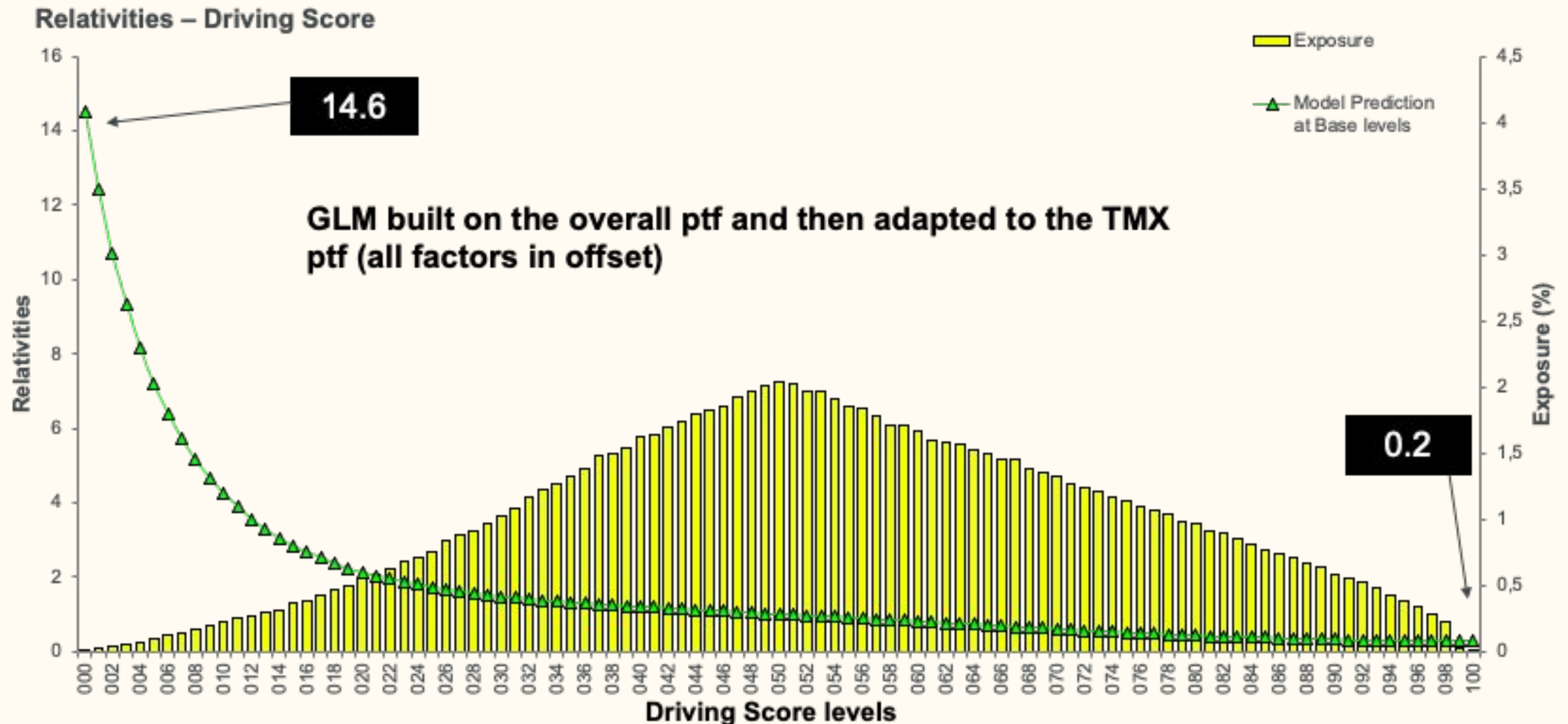


BPLEX-2-C



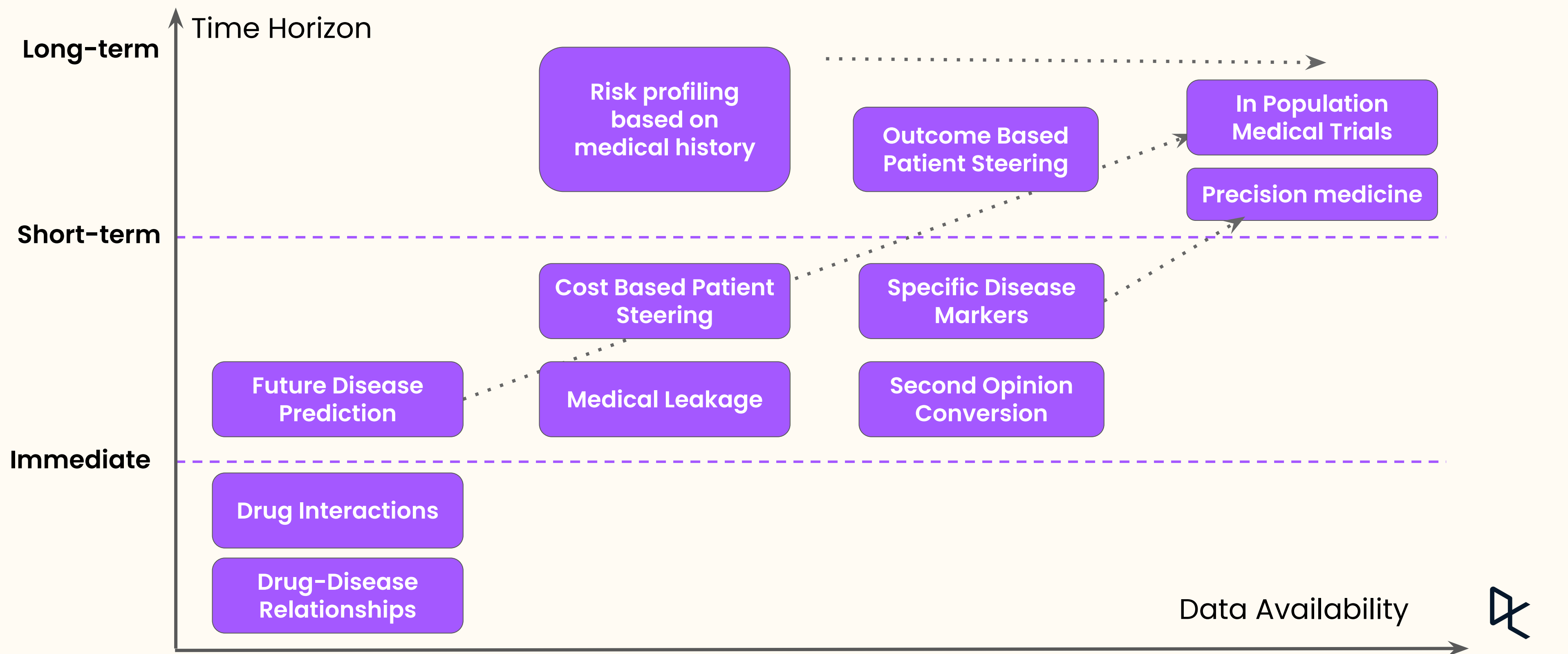
Nature of change

Use case: Risk premium model, effect on top of all traditional factors



Opportunity in change

Example: Advances in data science and medicine enable new transformative products and services



How does this change feel?

Compelling & captures undivided attention



[Source — Margin Call](#)



Data culture is the base of capturing opportunity



Data, the new oil, void without mining

Data as a stand-alone asset will be futile without systemic ways of value extraction



Radically different methods & ways of working

Reverse in statistical modelling methods by starting with the business challenge & adapting to its dynamism



Dependency on several stakeholders

Data in isolation is meaningless without the interpretation of numerous stakeholders in the value chain



Scattered data assets

Data assets are generated across the organization & hence are dispersed



Behavioral change to adapt to environment

Need to facilitate a cultural change to cope with the changing landscape



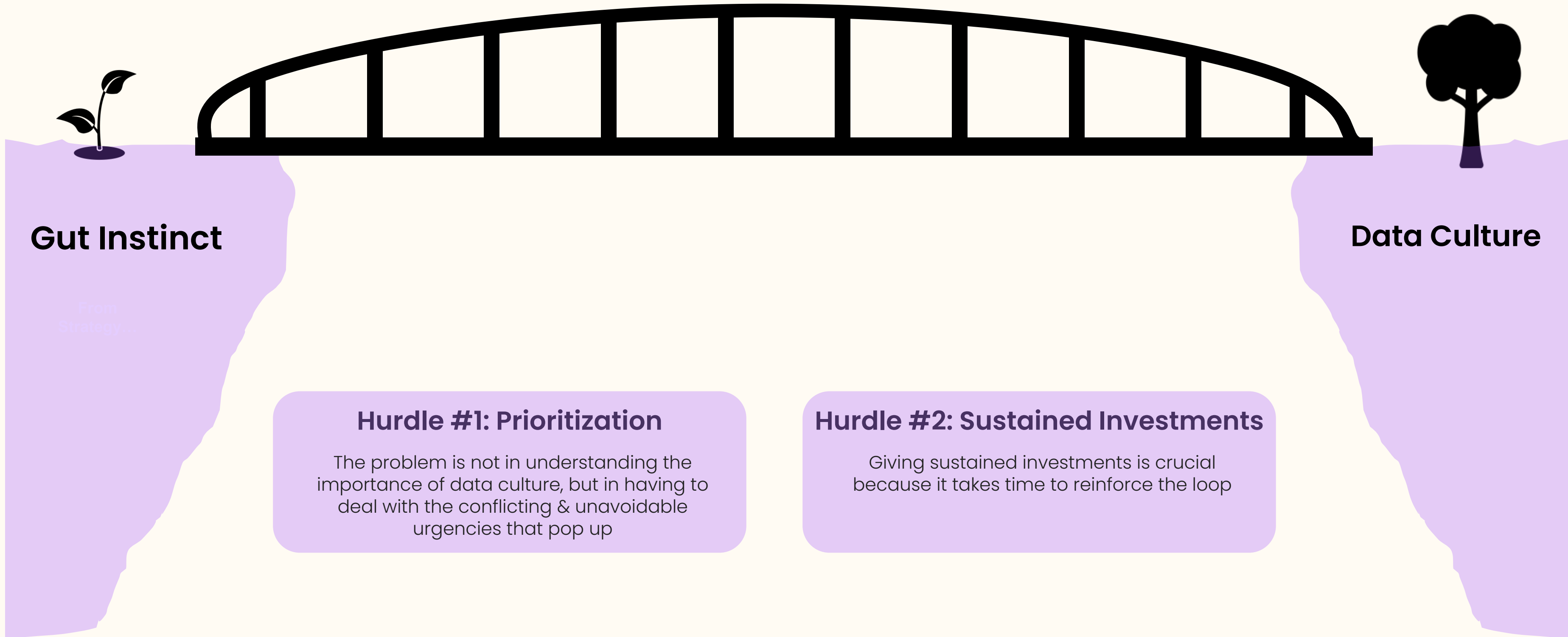


Data culture is not just an option
It is business critical

No adoption means no ROI on
data analytics investments — just
like wearing a ⌚



The acceptance hurdles of data culture



When to invest in data culture

No one size fits all — not just at the beginning and definitely not at the end

CONTINUOUS & ITERATIVE

DEFINITION



Why do we exist as a business for our customers and why do customers choose to do business with us?

MEASURE
DEVIATION



What is the type of information we need to serve the interests of our customers?

APPROPRIATE
RE-PRIORITIZATION
& INTERVENTION



What would we do differently to achieve that information and capability?



Successful Ingredients of a data culture program

Track progress & re-calibrate
Monitor & measure ROI from data-driven decisions

Develop project lifecycle
Develop a framework for data driven decision making to avoid numerous re-iterations

Prioritize energy
Select the right analytics initiatives and use cases

Re-program redundant behavior
Diagnose habits to reinforce desirable behaviors

Know your default behavior
What habits are at play behind these decisions & how are data driven are these decisions?

Know the moves you need to make
What kind of decisions are different business functions making?

Know your Impact
How are we generating value for customers?



A summary



- Discover, develop and deepen
- Nature and nurture
- Redefining 'culture'
- The people agenda has never been more important





2

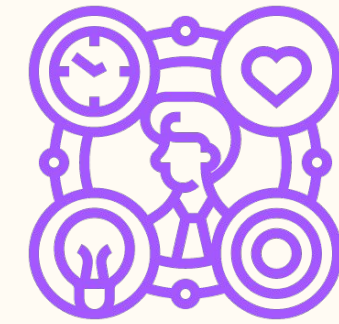
Building Data Culture

Allianz Benelux Case Study

Discovery — What is data culture for Allianz?



**Building Data
Solutions**

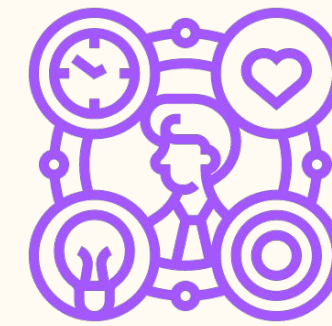


**Habits and
routines**

Discovery — What is data culture for Allianz?



**Building Data
Solutions**

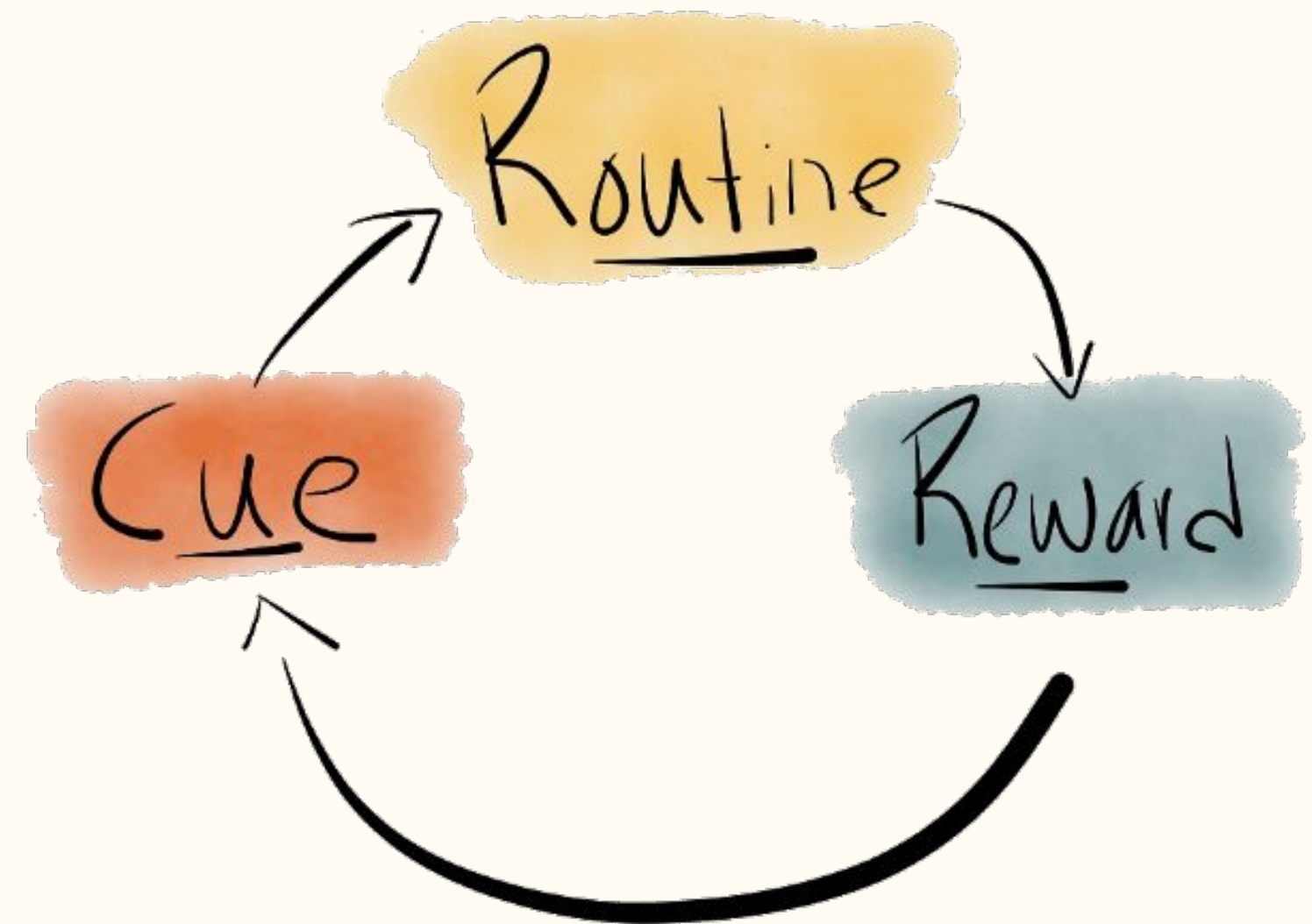
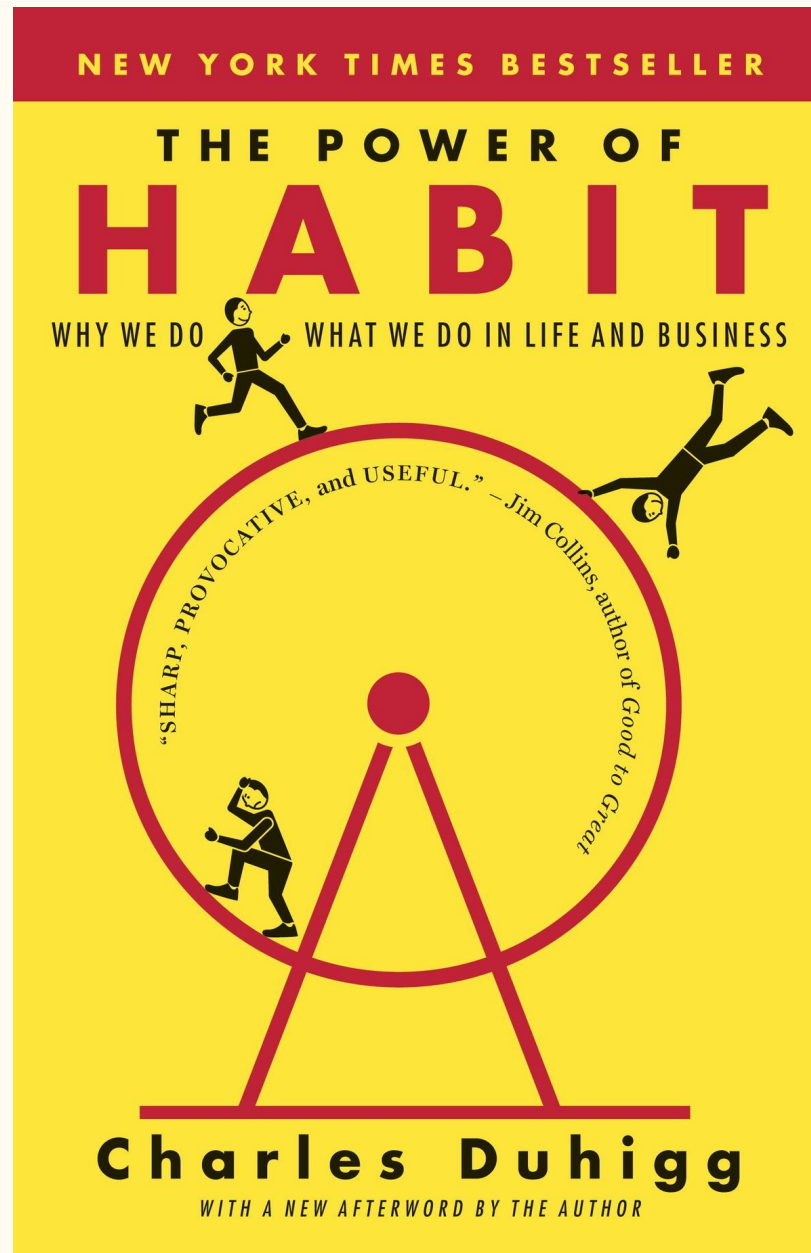


**Habits and
routines**

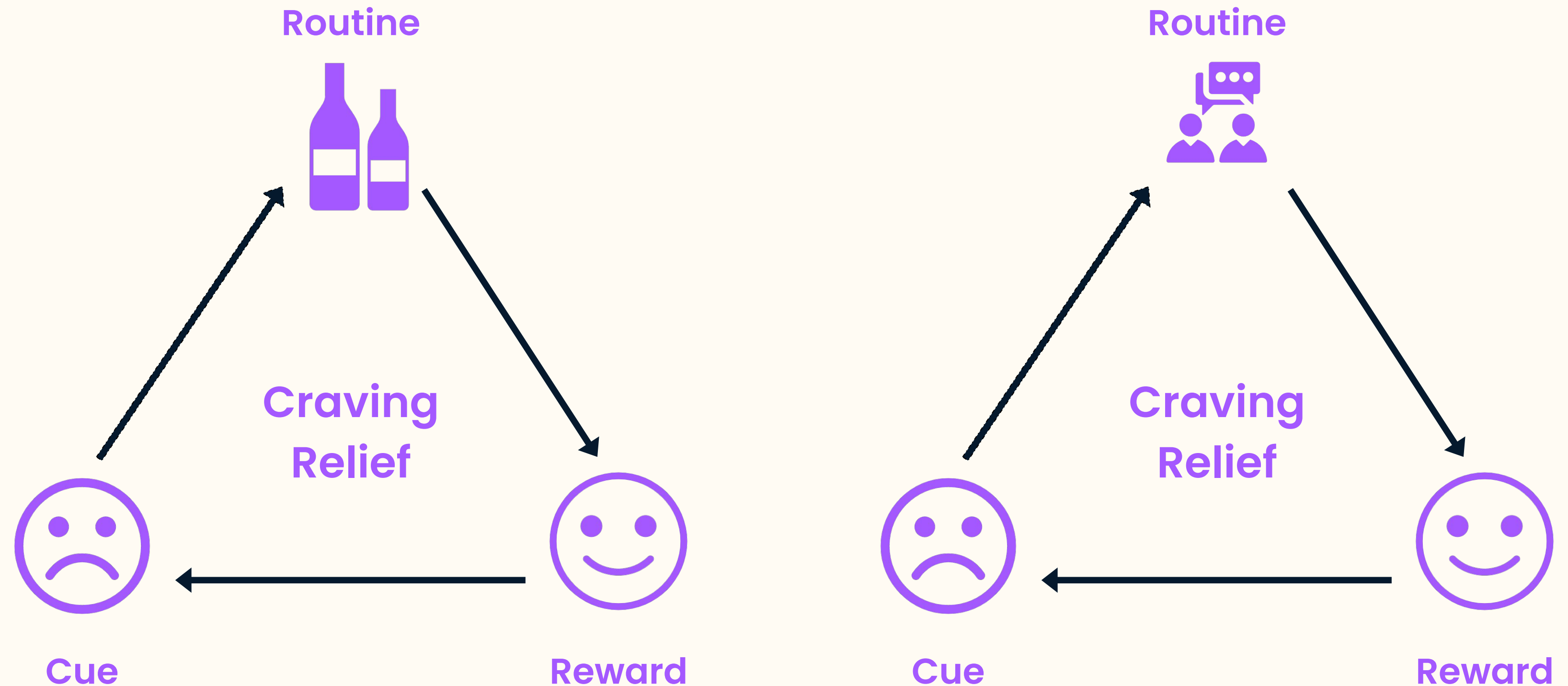
Habits define the culture, and data related habits and routines will transform a culture into a data culture



Discovery — The science of habits



Discovery — The science of habits



The golden rule of habit change is to keep the cue, provide the same reward, but insert a new routine

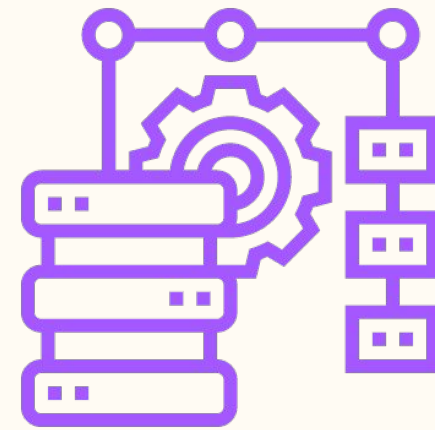


Discovery — Enabling elements of a data culture



Common language

Data Literacy and subject matter expertise are key



Data governance

Setting responsibilities for data ownership



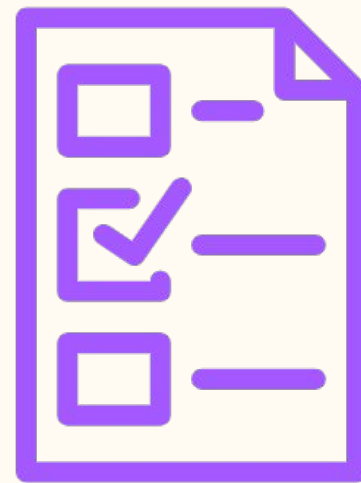
Continuous measuring

Implement continuous learning loop



Design & Experiment — Data Driven Decision Making Framework (D3M)

Measuring and control creates the tool to impact a data culture. How to measure?



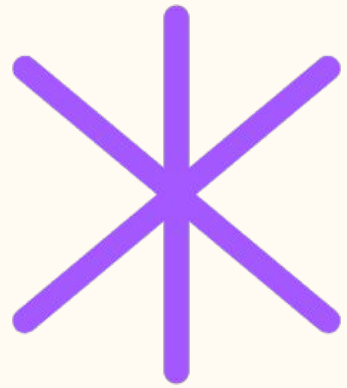
Surveys



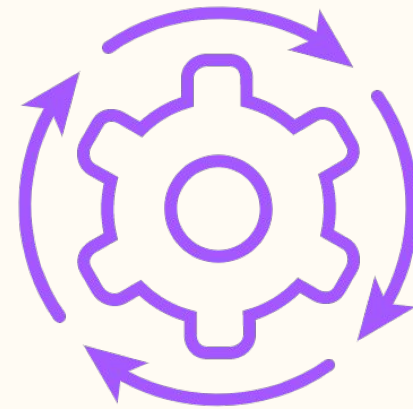
Interviews

Design & Experiment — The components of D3M

Measuring and control creates the tool to impact a data culture. What to measure?



7 dimensions



7 operationalization areas

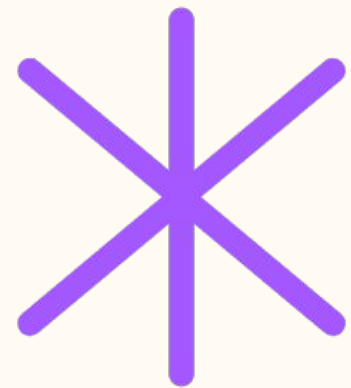


14 subjects



Design & Experiment — The components of D3M

Measuring and control creates the tool to impact a data culture. What to measure?



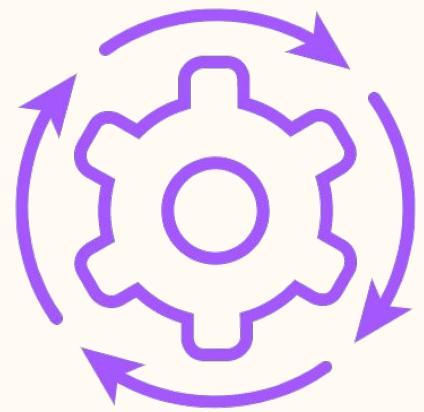
7 dimensions

- ✓ *Data*
- ✓ *Strategy*
- ✓ *Technology*
- ✓ *People*
- ✓ *Process*
- ✓ *Customer Centricity*
- ✓ *Experimentation*



Design & Experiment — The components of D3M

Measuring and control creates the tool to impact a data culture. What to measure?



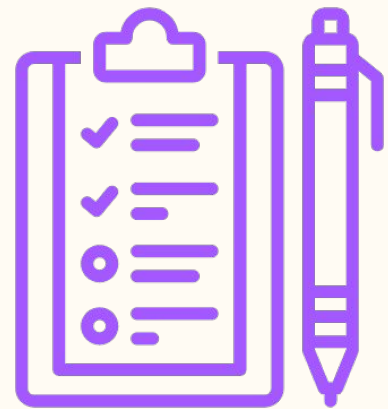
**7 operationalization
areas**

- ✓ *Data Infrastructure*
- ✓ *Leadership*
- ✓ *Tools*
- ✓ *Data Literacy*
- ✓ *Embeddedness*
- ✓ *Customer Centricity*
- ✓ *Experimentation*



Design & Experiment — The components of D3M

Measuring and control creates the tool to impact a data culture. What to measure?



14 subjects

✓ *Data Availability*

✓ *Data Quality*

✓ *Vision & Strategy*

✓ *Role*

✓ *Modeling*

✓ *Communication & Support*

✓ *Relevance*

✓ *Usability*

✓ *Readiness (value, mindset)*

✓ *Ability (skills & behavior)*

✓ *Business integration*

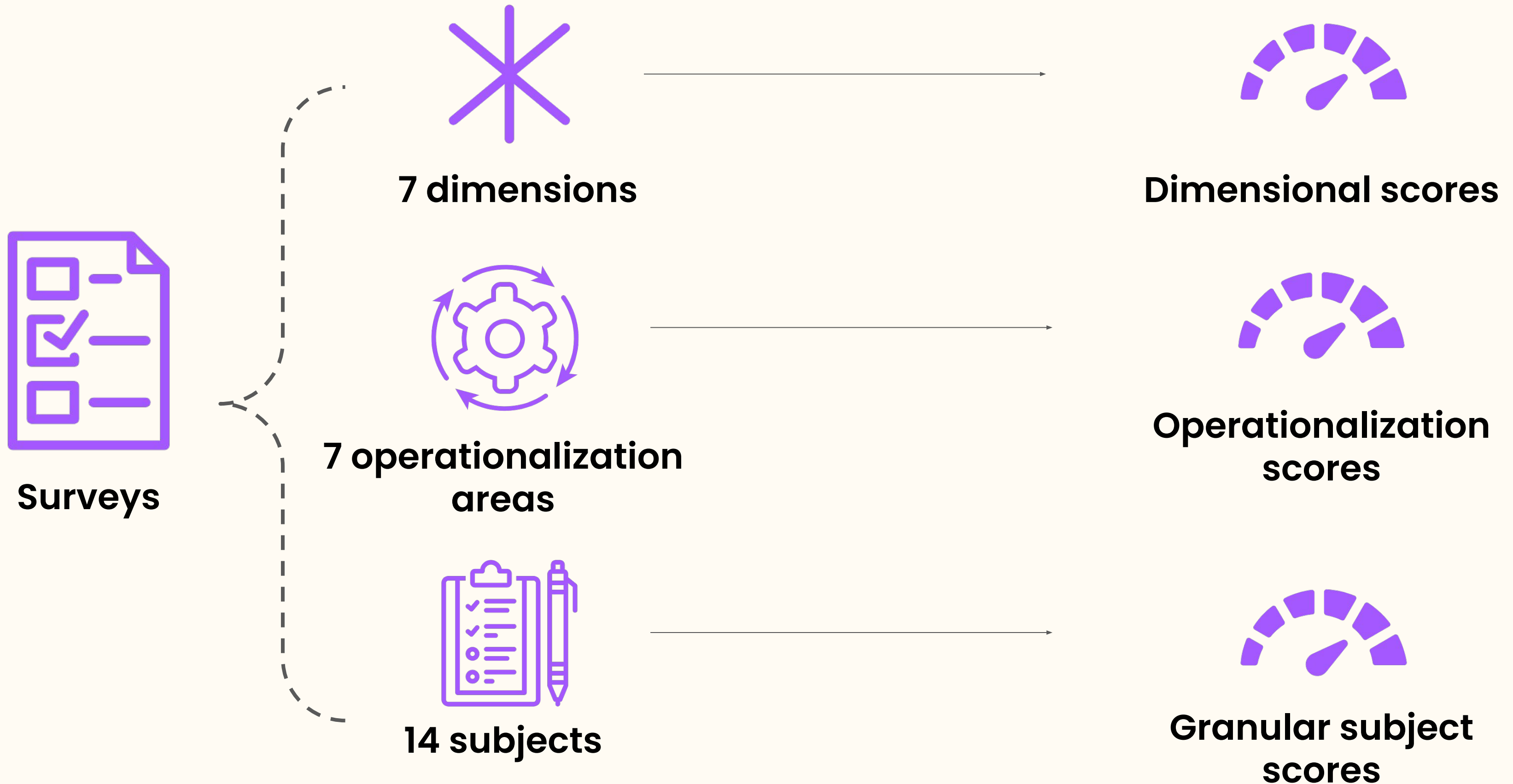
✓ *Training & Support*

✓ *Customer Centricity*

✓ *Experimentation*



Design & Experiment — Measuring data culture

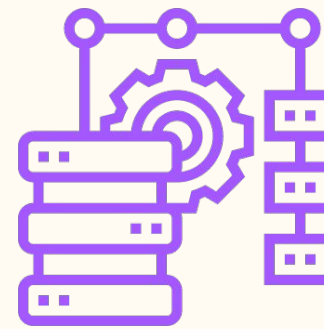


Design & Experiment — Creating impact

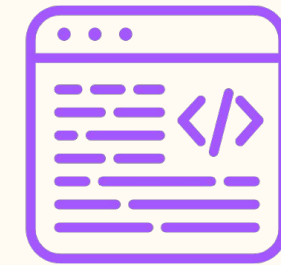
*Measuring and control creates the tool to impact a data culture. How to impact?
Provide personalized feedback and learning*



**Data
Faculty**



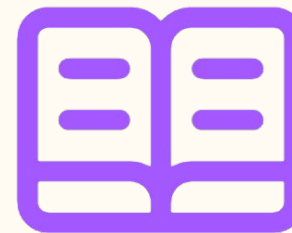
**Data Governance
Framework**



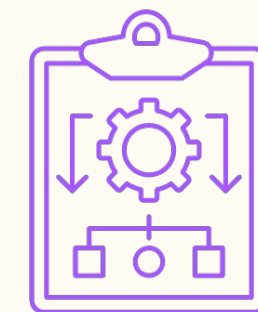
**Data
Training**



**Subject Matter
Expertise Training**



**Internal
Resources**

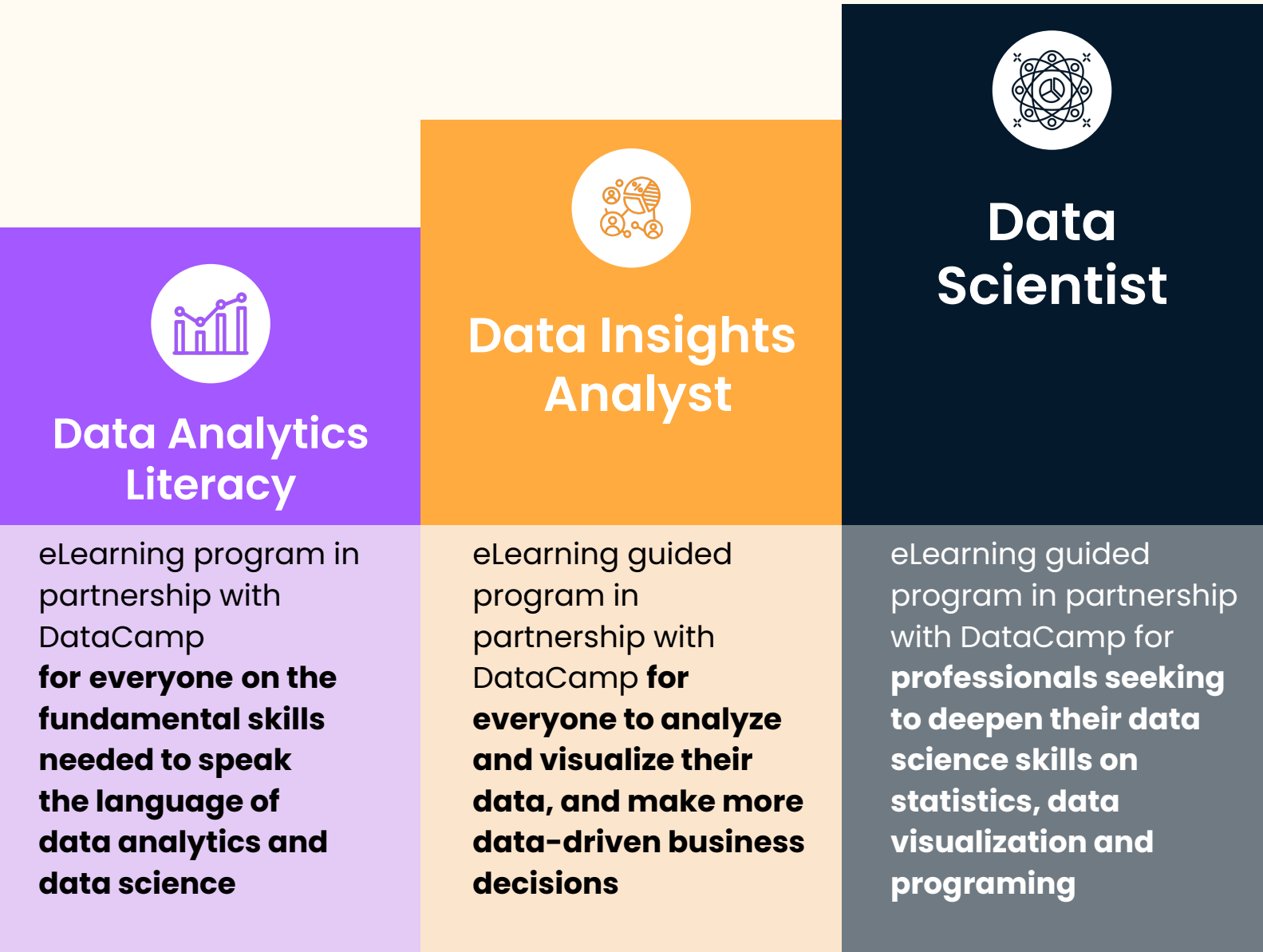
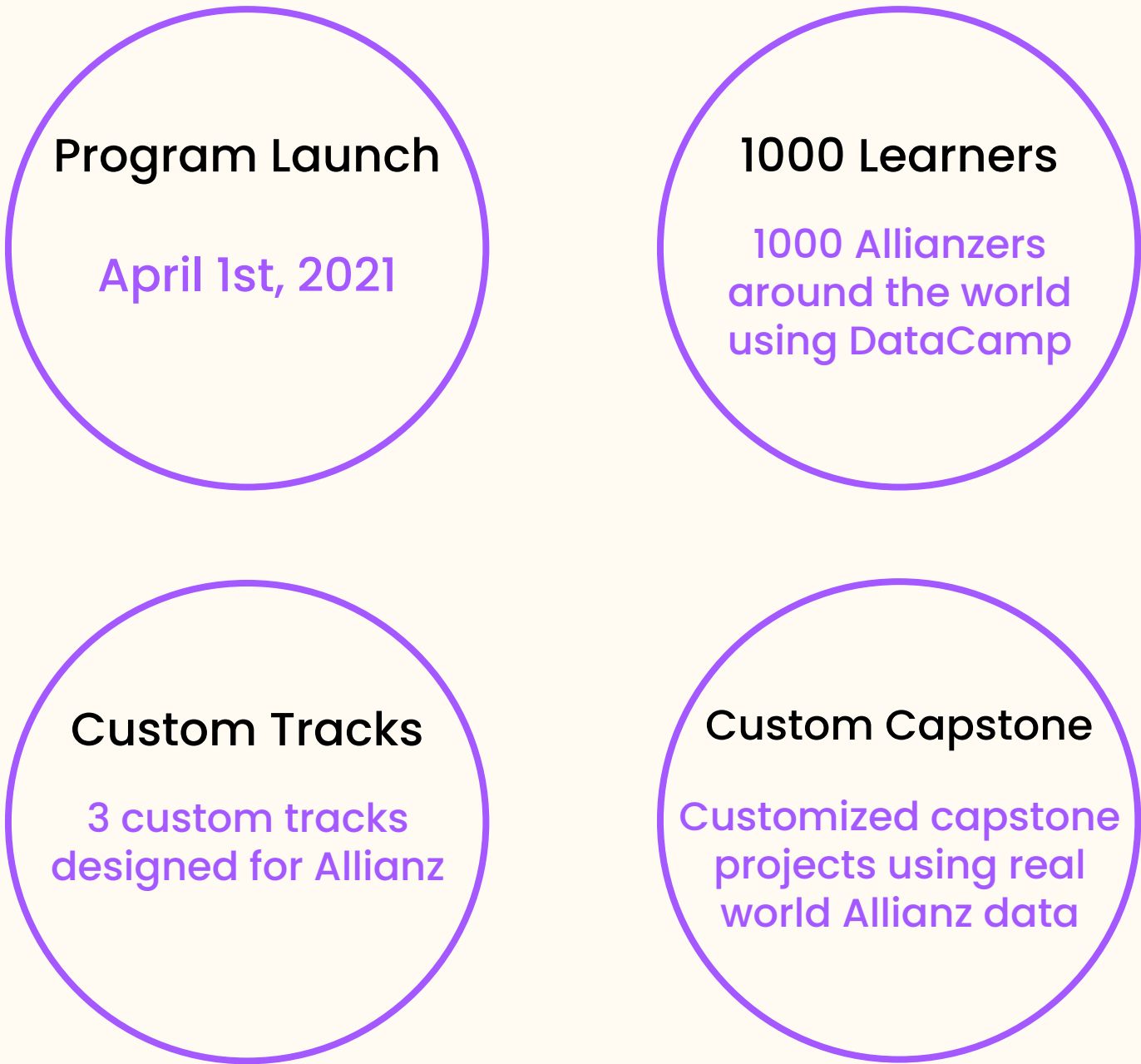


**Running Data Science &
Analytics Projects**



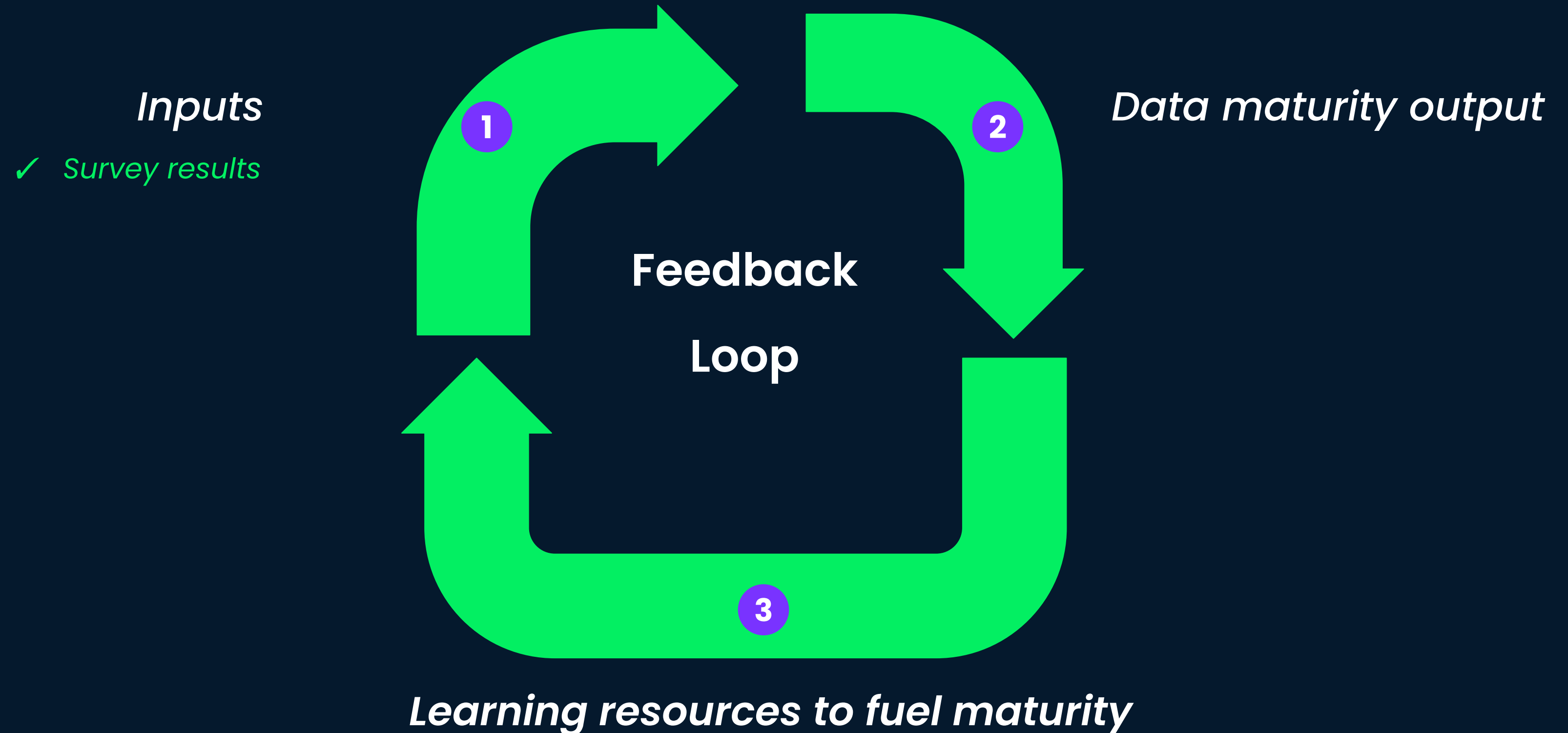
Allianz In Partnership with DataCamp

The Data Analytics Academy and DataCamp have joined forces on data upskilling across Allianz



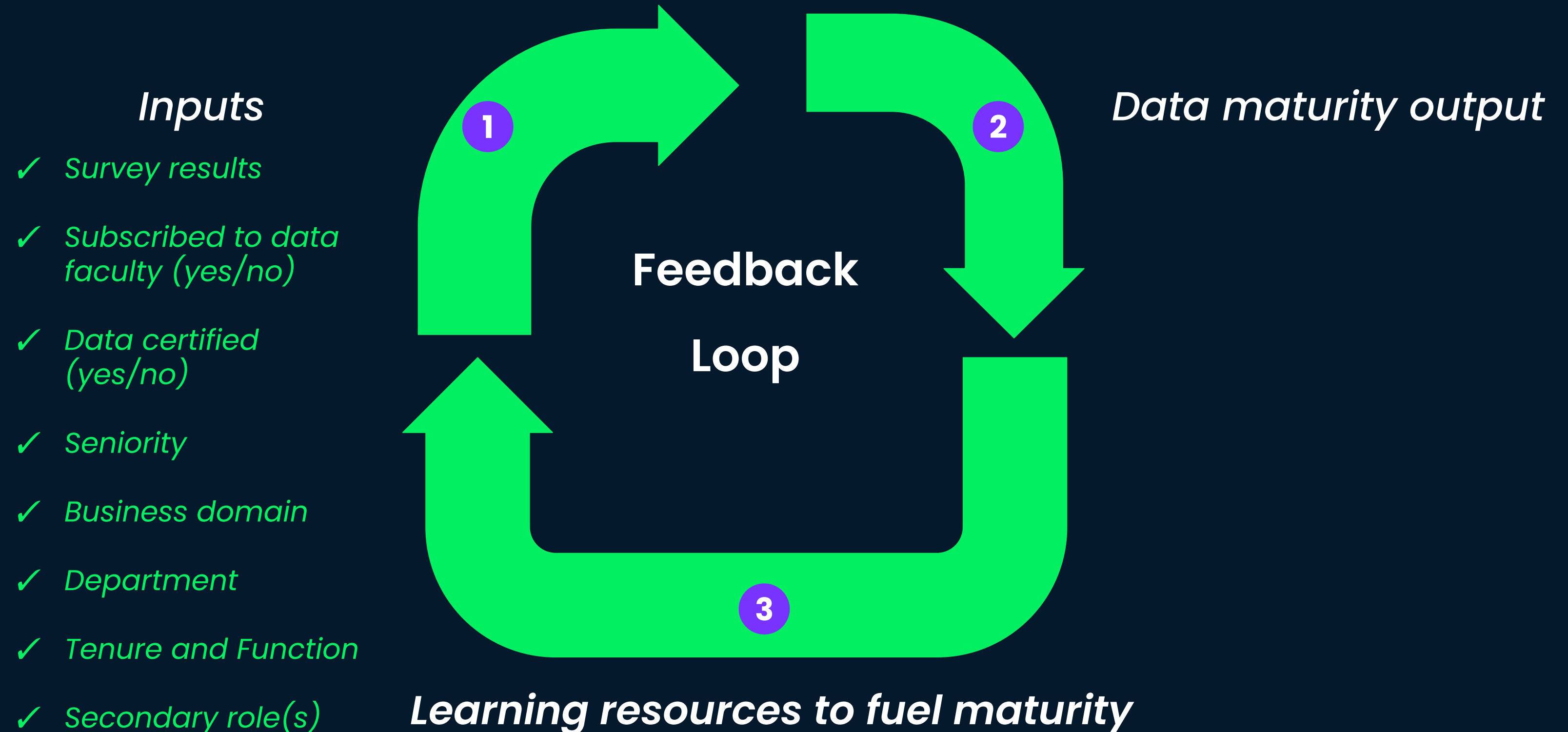
Design & Experiment — Measuring impact

In this framework, we have data maturity inputs, data maturity outputs, and a learning loop

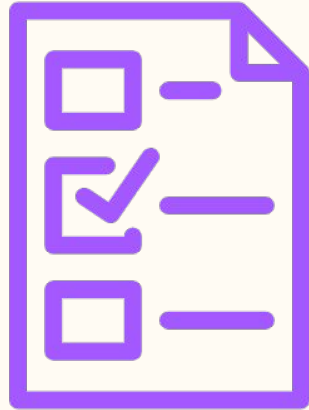


Design & Experiment — Measuring impact

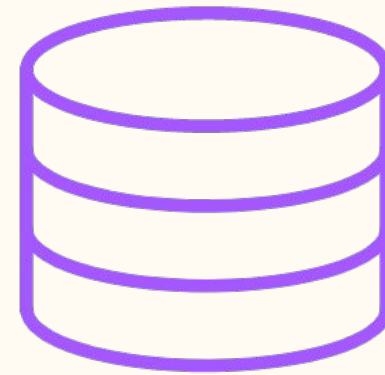
Supplementing inputs to measure D3M maturity level



Industrialization and Operationalization – Scaling Impact



Surveys



Supplemental data



Personalized Learning

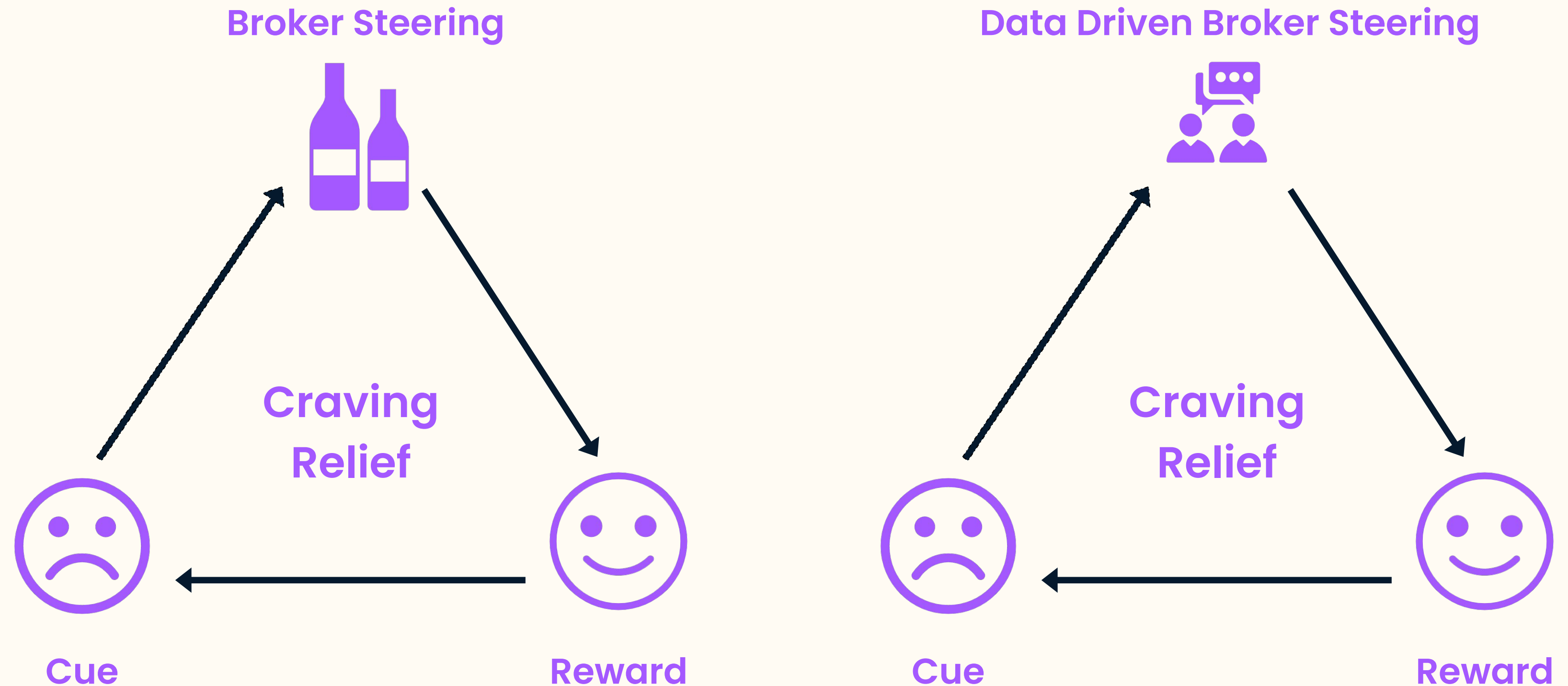
Data maturity output



**D3M Dashboard that
provides business impact**



Belgium Sales & Distribution — Decision Making habits



*(1) List decisions (2) Order by business impact (3) Measure Data Maturity (4)
Change routine maintaining cue and reward*





Think Outcome

Stay Hyper-relevant





What questions can I answer **for you?**

Additional Resources



[Connect with Sudaman on LinkedIn](#)



[Learn more about DataCamp for Business](#)



[WHITE PAPER: Your Organization's Guide to Data Maturity](#)



[ON-DEMAND: Storytelling for more impactful data science](#)



[Register for one of our upcoming webinars](#)



[ON-DEMAND: How Data Governance Enables Scalable Data Science](#)





Thank you

Adel Nehme
Data Science Evangelist
adel@datacamp.com