

Build High Business Impact Habits of Top Technology Leaders With Data, Analytics and AI Responsibility

Rita Sallam

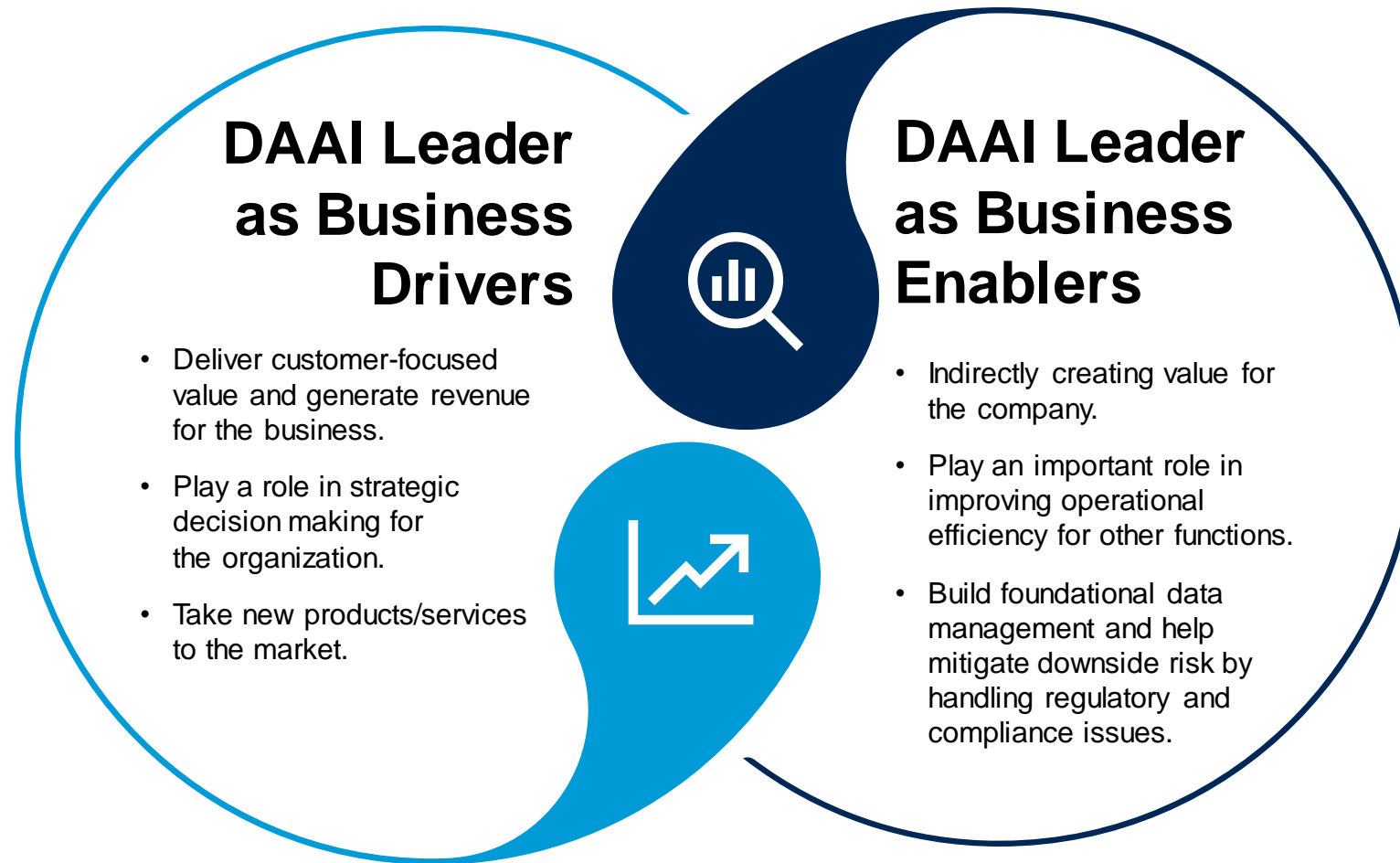
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By 2026, more than a quarter of global organizations will have at least one top-earning product that is based on data, analytics and AI.

Not All DAAI Leaders Are Same ...



... High Business Impact DAAI Leaders Do Both

6 High Business Impact Habits of DAAI Leaders

1

Build a value-centric, DAAI-native business strategy

2

Prioritize talent, skills and change management core competencies

3

Drive business innovation by leveraging emerging trends and fast teams with audacious goals

4

Build data, analytics and AI products — not projects

5

Build a scalable data, analytics, and AI foundation and ecosystem

6

Treat data, analytics, and AI governance and risk management as an essential value driver

1



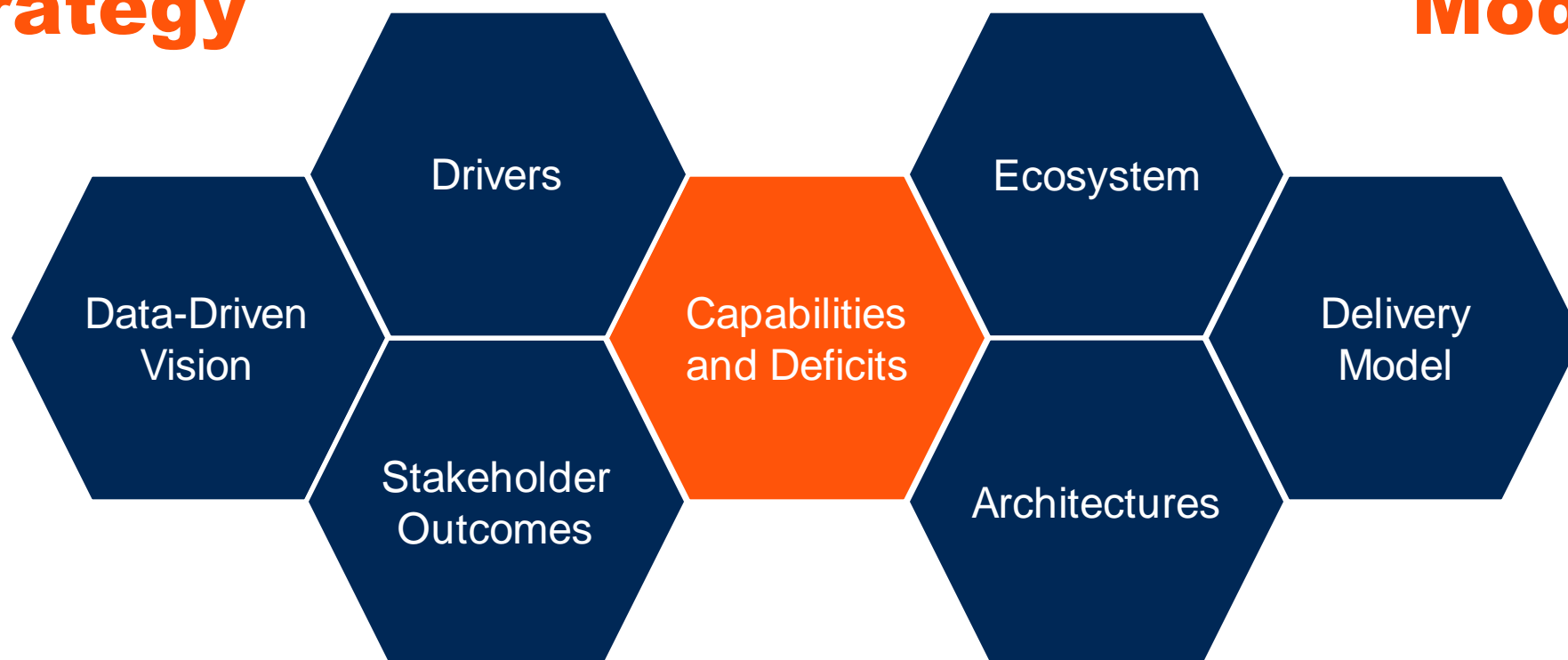
Create a business strategy that is infused with data and analytics, not a data strategy or an analytics strategy.

1

Build a Value-Centric, DAAI-Native Business Strategy

**D&A
Strategy**

**Operating
Model**



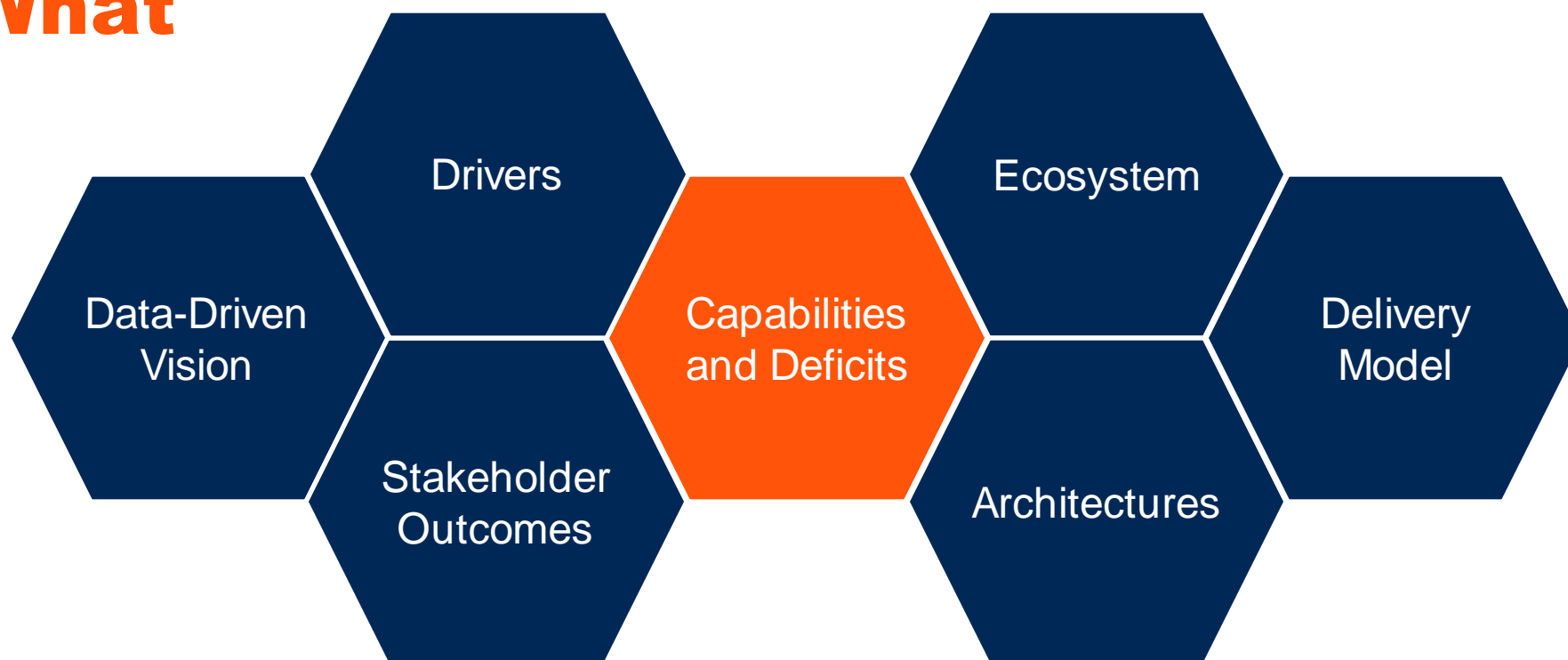
Source: [The Foundation of a Modern Data and Analytics Strategy — Presentation Materials](#) (G00778456)

1

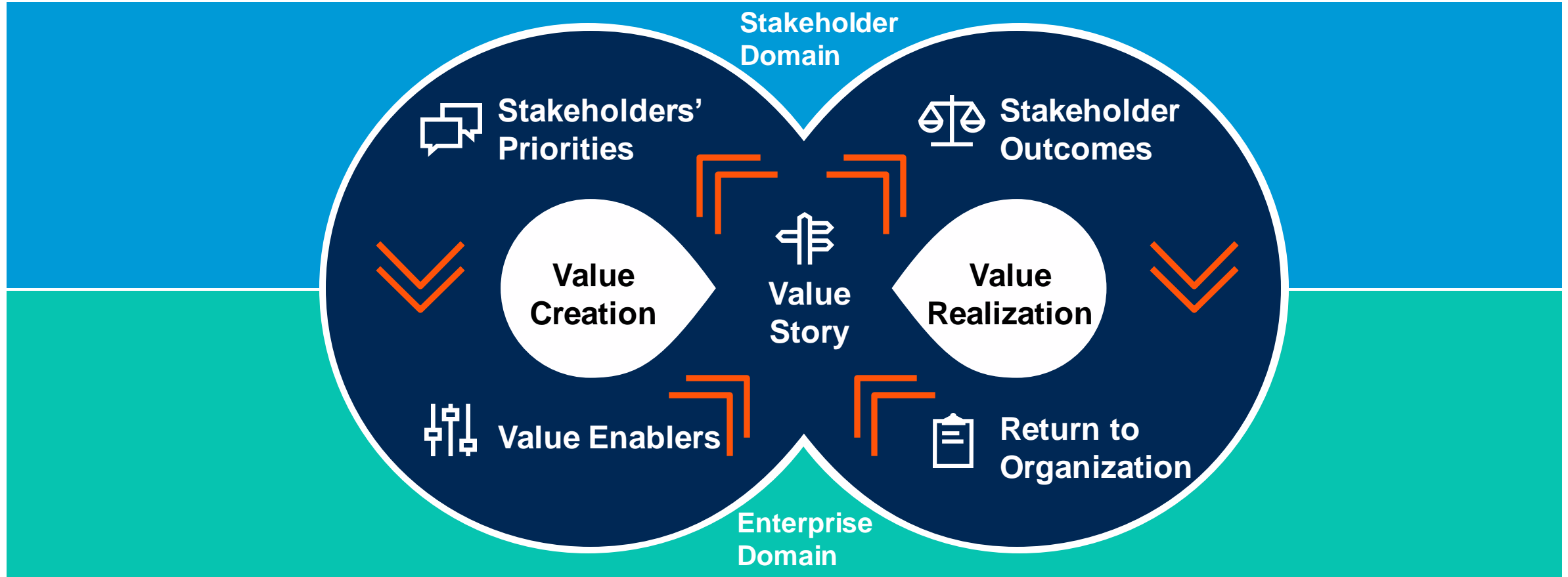
Build a Value-Centric, DAAI-Native Business Strategy

**Why and
What**

How



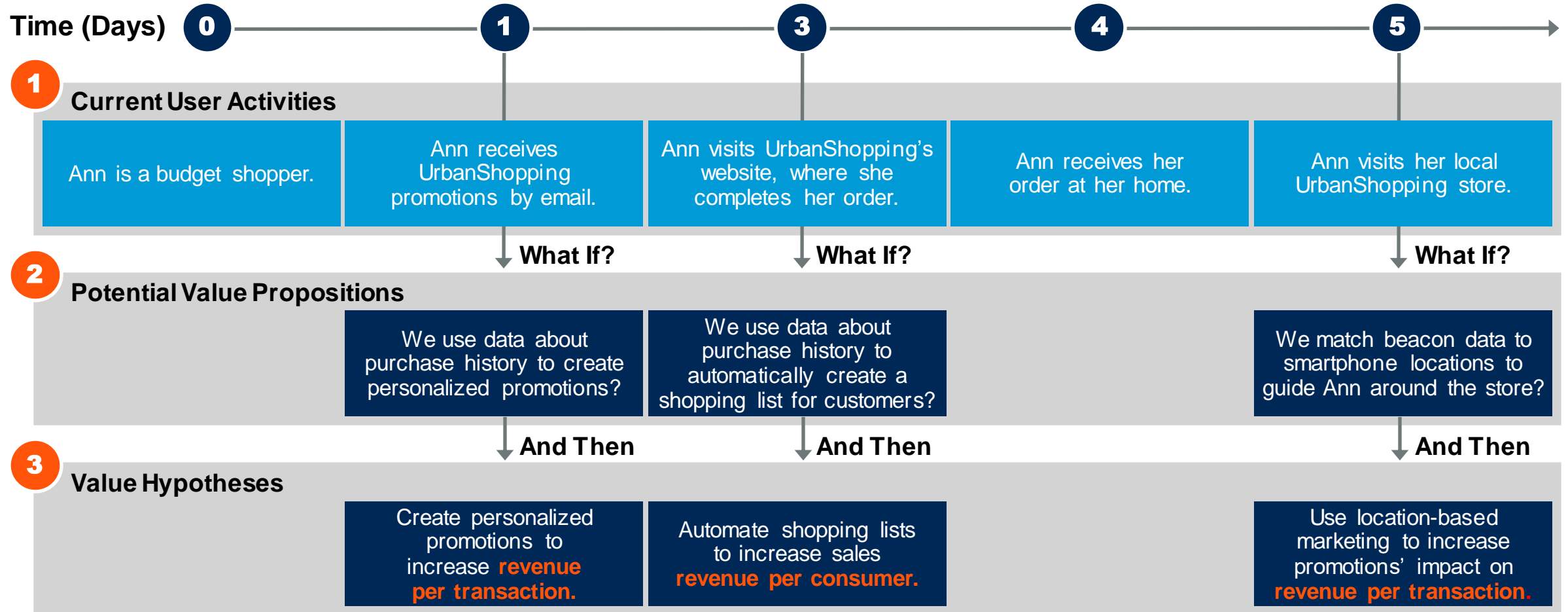
Build Value Stories That Align and Measure DAAI Value Enablers to Stakeholder Priorities and Outcomes



Source: [How to Optimize Enterprise Value From Data and Analytics](#) (G00777180)

Uncover the Value of a Data on the Customer Journey

UrbanShopping*

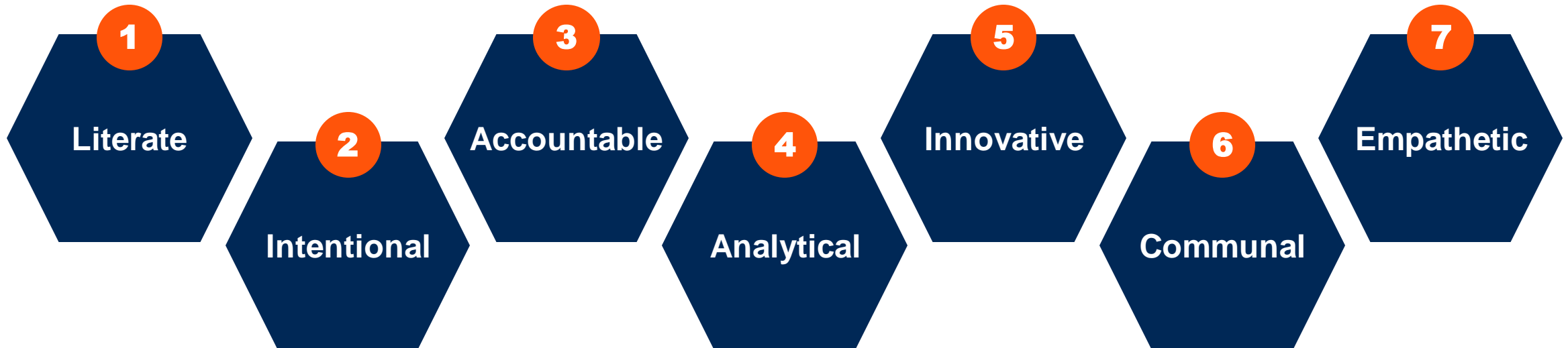


Source: Adapted From UrbanShopping; [Continuously Market-Tested Data & Analytics Strategy \(UrbanShopping*\)](#) (G00710519)

* Pseudonym

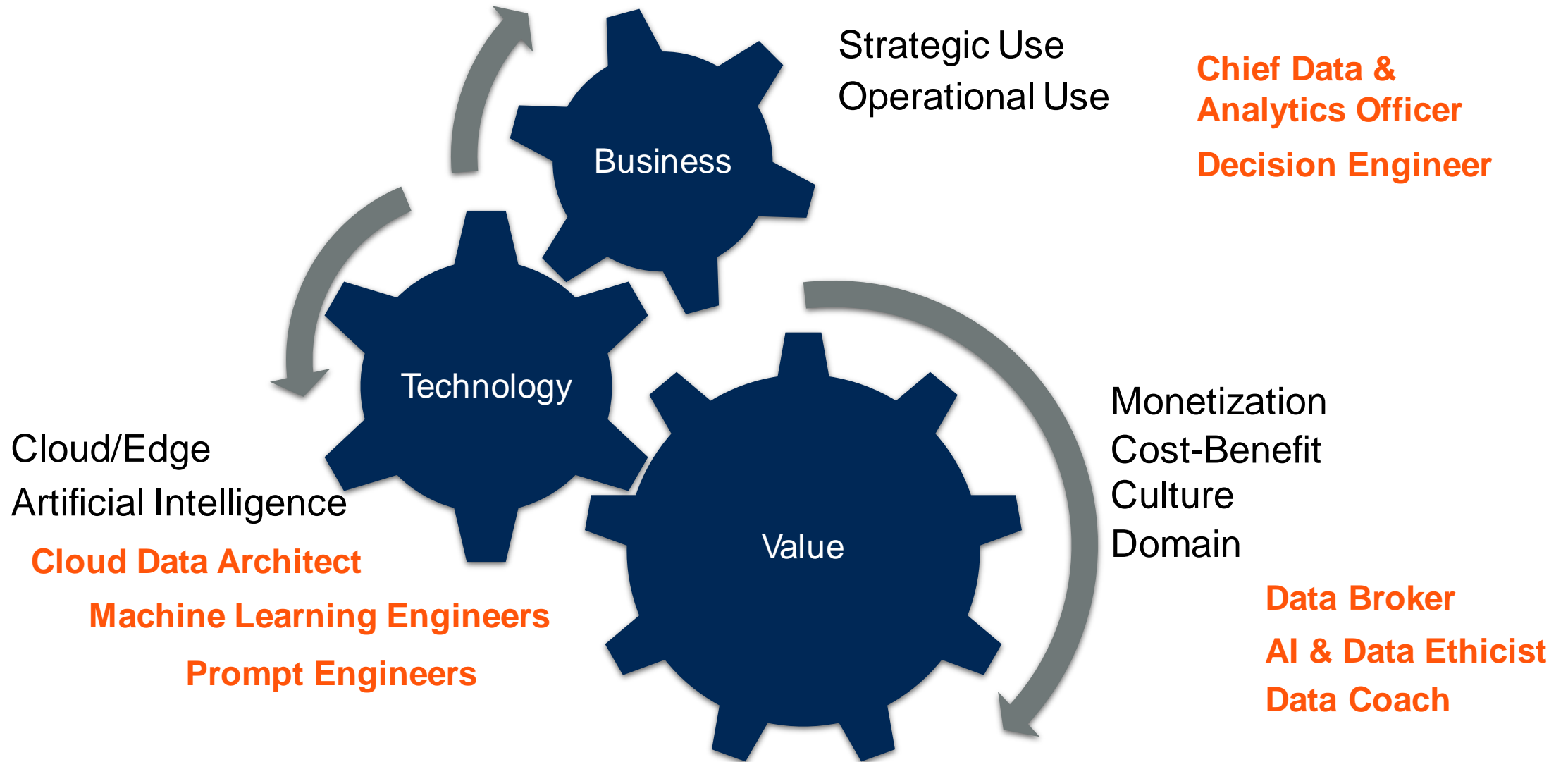
2

Prioritize Talent, Skills and Change Management Core Competencies



Value-Driven Organizations Think and Act Differently

What Is Driving Future Roles?



Deliver Insight, Not Data

Structured Insight Delivery

Quarterly Business Reviews

Trends/Observations

- Understand how we are doing ... key performance indicators
 - Employee
 - Customer
 - Shareholders
 - First-use customers trends
 - Key initiative data (e.g., mobile)

Insights

- What's important ... key priorities to accelerate growth
- Priorities to improve ... assessment of internal capabilities, help needed
- Say/do execution ... informed resource allocation decisions
- Opportunities and risks properly weighted

Monthly Operating Update

Trends/Observations

- Customer metrics
 - Number of active customers
 - Percentage of customer churn
 - New subscribers
 - Key partnerships
- Shareholder metrics
 - Revenue
 - Spend
 - Contribution

Insights

- Three to five significant actions to capitalize on opportunities or address shortfalls
- Transparency into key levers and assumptions ... what you have to believe

Quarterly Forecast Update

Trends/Observations

- Variance analyses
- Projected next quarter results
- Benchmark against previous year
- EBIT analysis

Insights

- Updated model assumptions
- Drivers of forecast variance
- Resource stretch and trade-off opportunities

Example 2

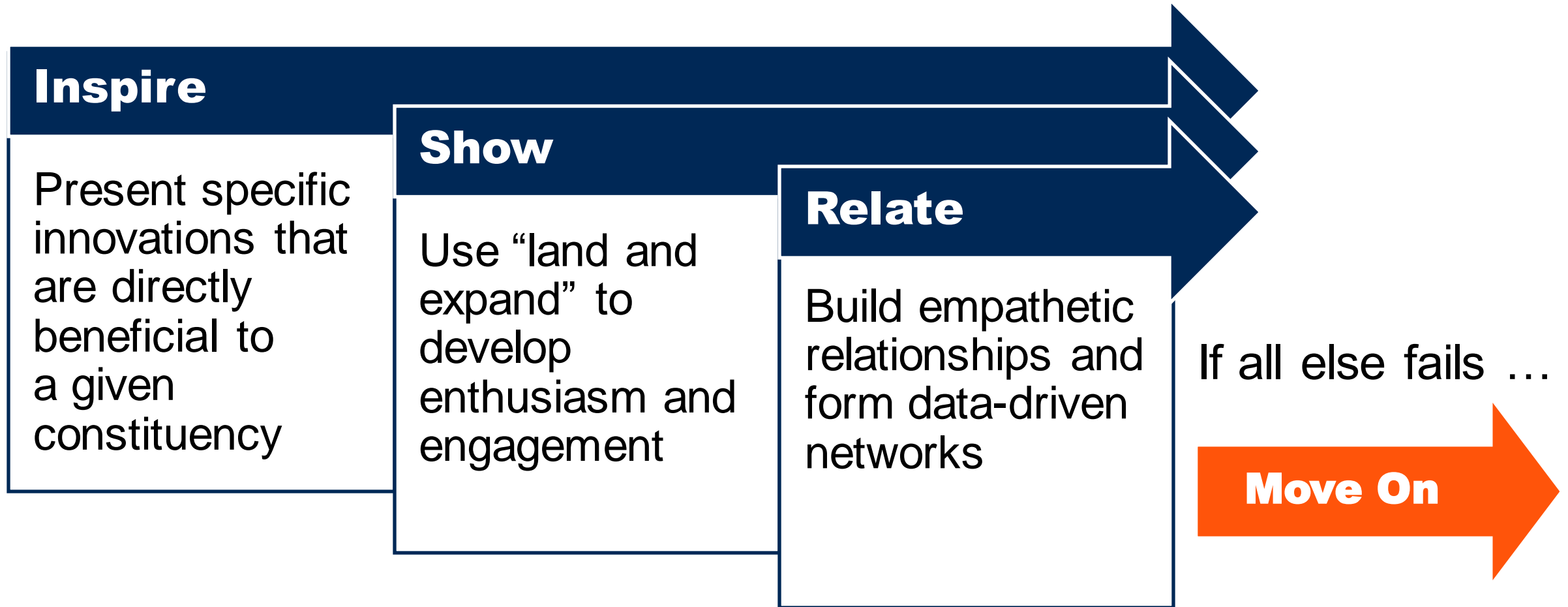
Foster Broad-Based Data Literacy



Components	1. Classroom and Online Training	2. Action Learning Projects	3. Grading and Ranking	4. Rewards and Recognition
Objective	Develop the analytics skills of all employees, without any prerequisites of skills experience.		Foster competition and identify top analytics talent.	
Design Principles	<ul style="list-style-type: none">• Train on understanding data and conducting analysis, not just tools.• Course examples: developing and testing hypotheses, visualizing analyses.	<ul style="list-style-type: none">• Learners select real-world challenges for their projects (e.g., improving local branch operations, understanding changing investor needs).	<ul style="list-style-type: none">• Assess the business value of learners' recommendations, not just their analytics skills.	<ul style="list-style-type: none">• Winners selected on the basis of 80% leader scores and 20% employee scores.• Broadly publicize projects and results.
Percentage of Learners	<div><div></div><div>300 employees in online and 80 in classroom training</div></div>	<div><div></div><div>50%</div><div>Participate in action learning projects</div></div>	<div><div></div><div>15%</div><div>Certified as analytics vanguard</div></div>	<div><div></div><div>5%</div><div>Gold, silver, bronze awards</div></div>

Source: Adapted From GF Financial Markets (GF Securities); Gartner

How to Reinforce Change ...



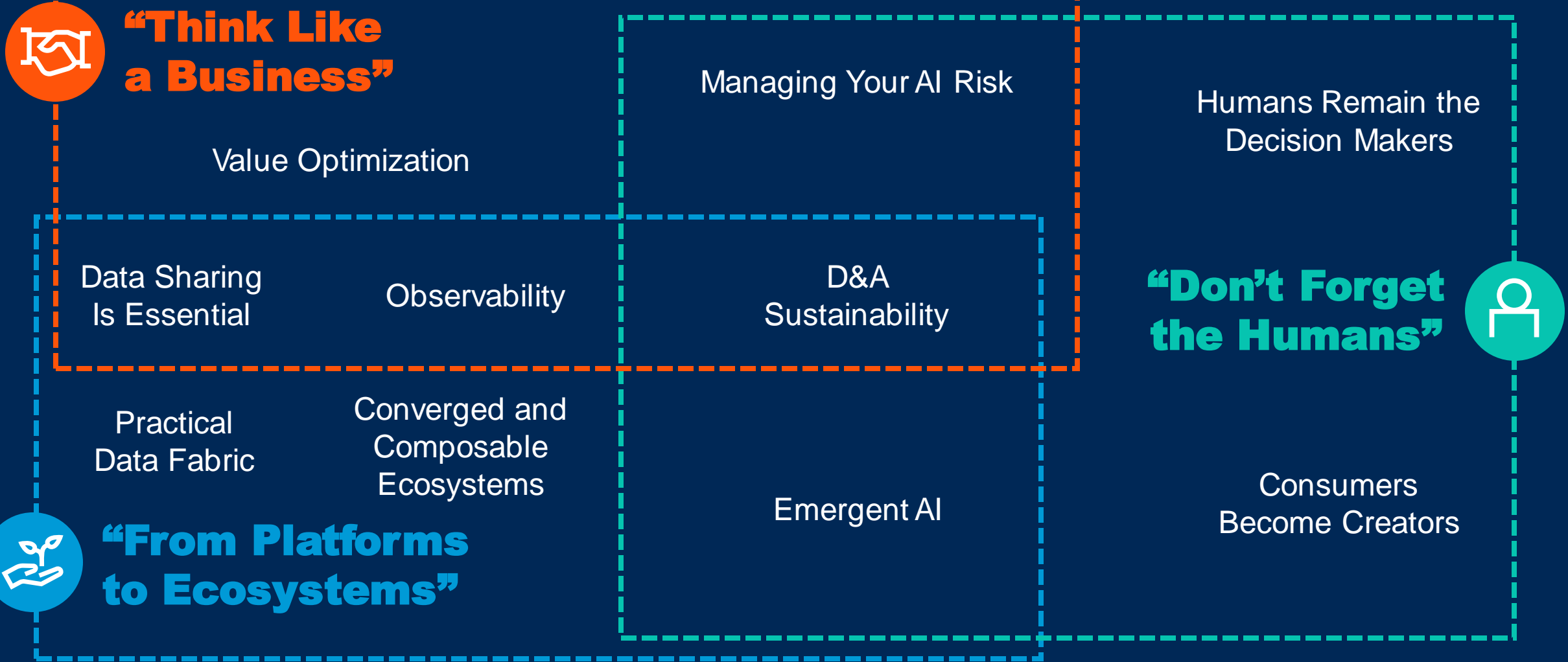
Source: [How CDAOs Can Overcome Change Resistance to Deliver the Value of Data and Analytics](#) (G00777246)

3

Drive Business Innovation Leveraging Emerging Trends and Fast Teams With Audacious Goals



Top DAAI Trends for 2023: Driving Value at Scale



Source: [Top Trends in Data and Analytics, 2023](#) (G00776758)

Reducing Time to Write Job Descriptions From 90 to 5 Minutes ... But That's Not the Real Story

Impact

- Took 20 minutes to 1.5 hour to write a job description advertisement
- 10K to 12K adverts per month
- Now takes 5 minutes using generative AI

How They Did It

- Early experimentation with key trend
- AI-ready data foundation
- Fast cycle data lab — 28 days and you're out
- Audacious goals

4

Build Data, Analytics and AI Products — Not Projects



Data Services



Insight Delivery



Information Product (or Service)

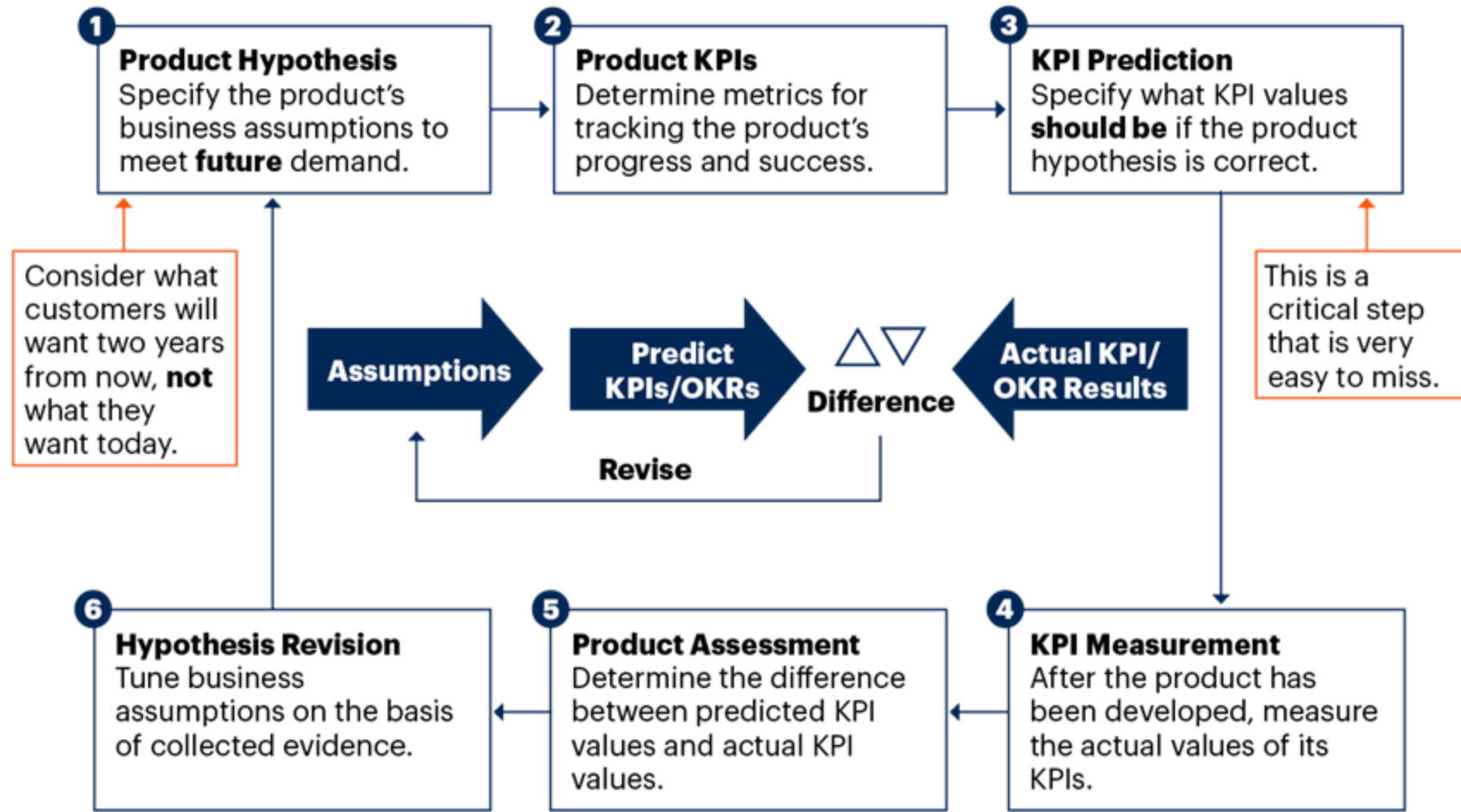
Examples

- Supplying data feed(s) and application programming interfaces
- Data platform (warehouse, lake) and data ingestion/integration

- “Consumer behavior product” with the data and insights used by several business areas
- Churn prediction
- Product profitability model

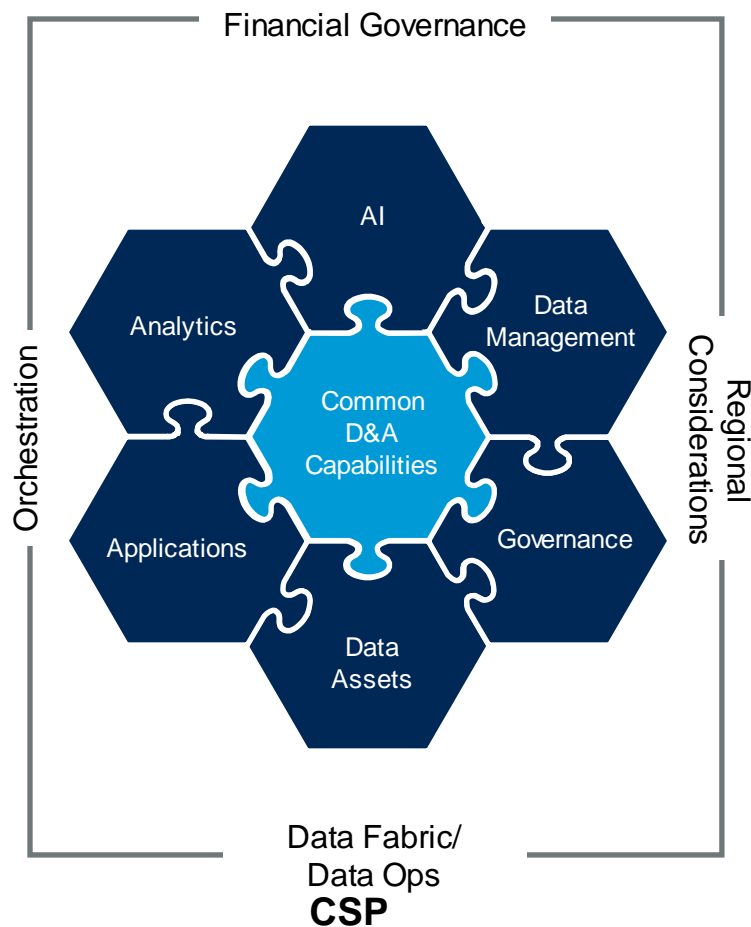
- Public sector open data initiatives
- Private sector licensing raw data, information-enabled products
- Data marketplaces and exchanges

Case Study: Data Monetization Through Data Product Development (ZF Group)

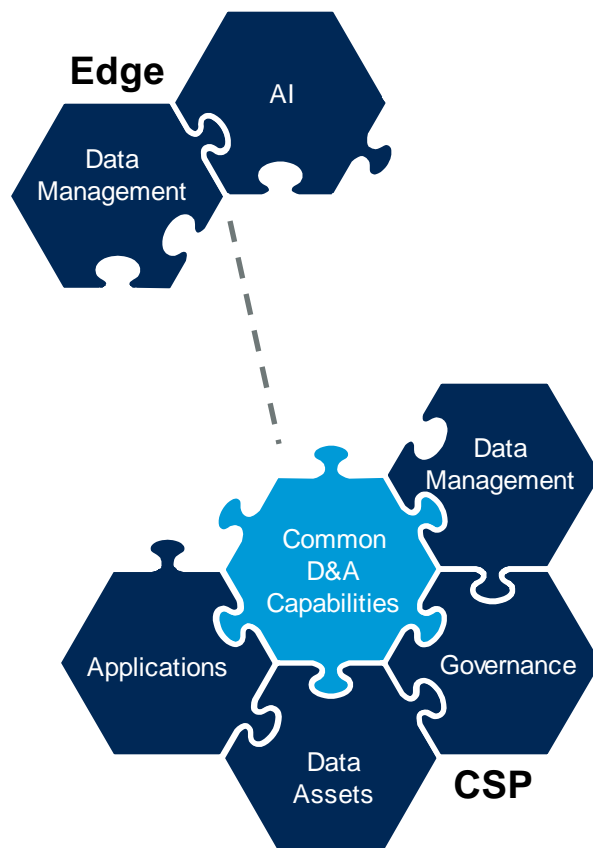


Build a Scalable Data, Analytics, and AI Foundation and Ecosystem

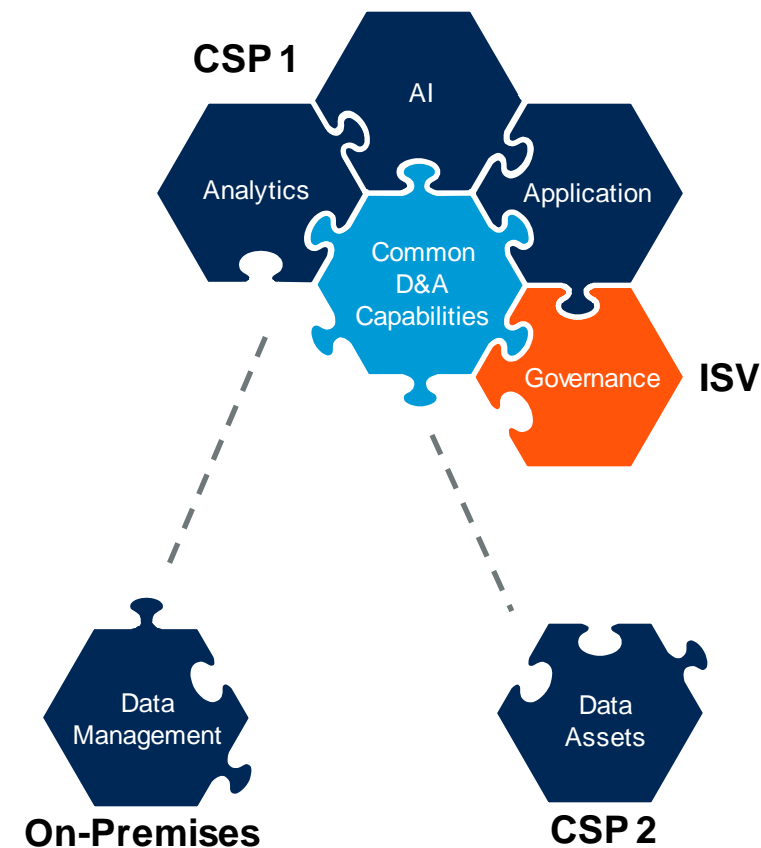
Data and Analytics Ecosystem



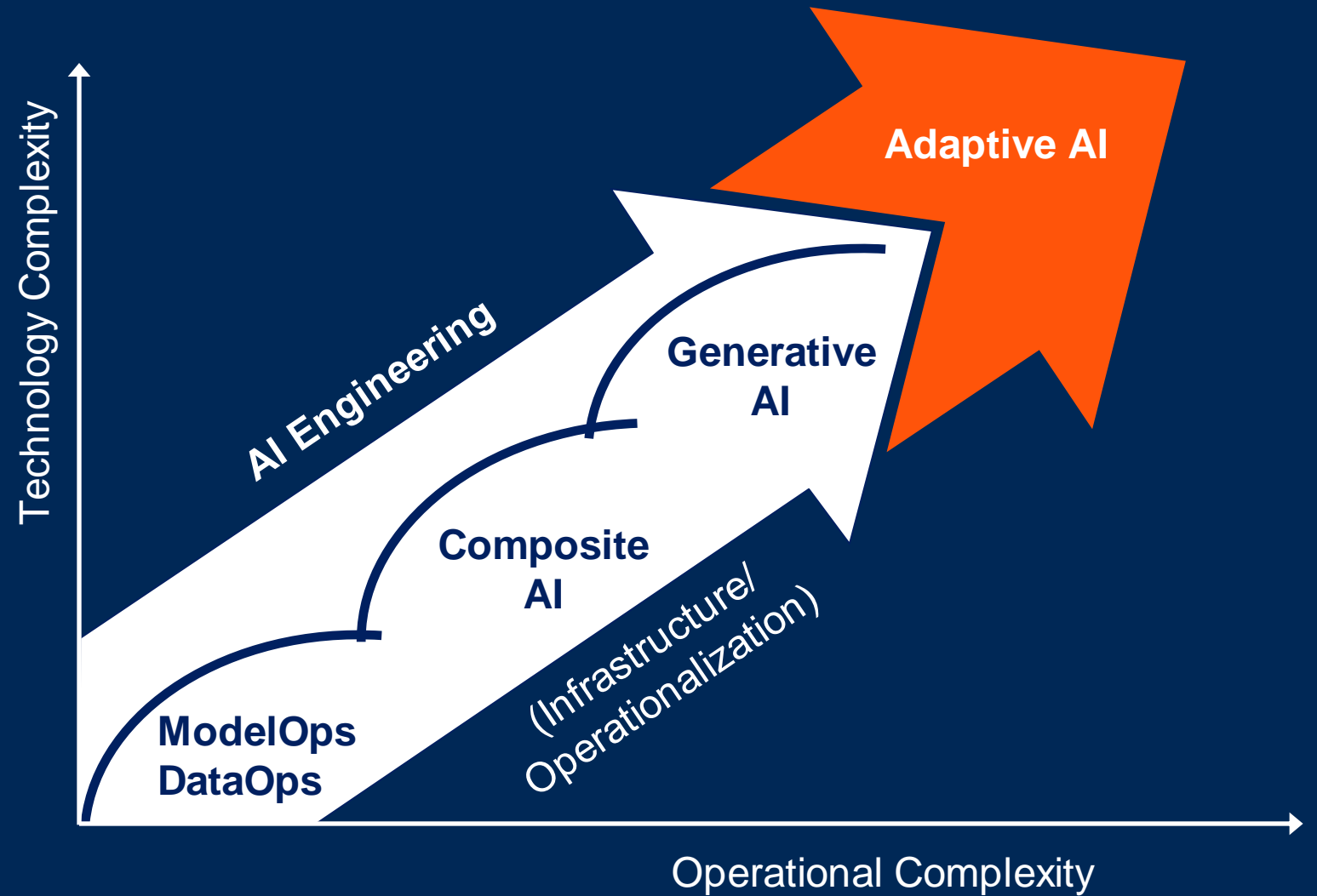
Distributed Data Ecosystem



Distributed Intercloud/Hybrid Ecosystem



Implement AI, Platform and Data Engineer Practices



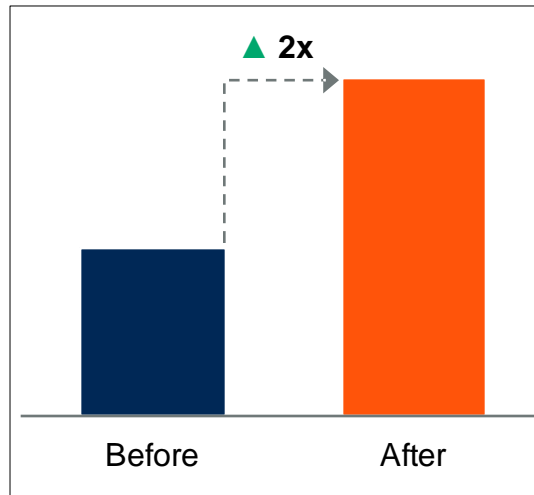
Source: [Applying AI — A Framework for the Enterprise](#) (G00775831)

Put in Place an AI Model Operations Framework for Scale and Speed

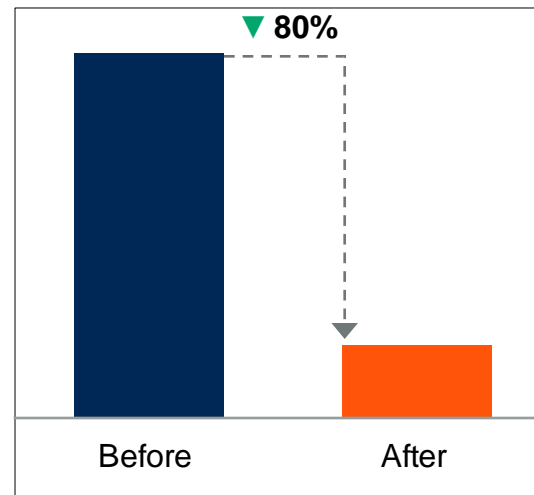


Faster Time to Value and Better Utilization of Valuable Resources

Increased Speed to Production



Reduced Time to Identify and Resolve Production Issues



Increased Governance and Business Oversight



Ensure models follow governance standards



Ensure models work effectively



Optimize the model portfolio by eliminating redundant models

“We didn’t want to stifle the creativity of our data scientists, both professional and citizen. Our model operations platforms enable us to deliver **robust, value-generating models** at speed and keep them that way. We aim to operationalize, govern, and monitor 100s of AI models in production.”

Paul Howard, AI Architect, Fidelity

Treat Data, Analytics, and AI Governance and Risk Management as an Essential Value Driver



The Bad:

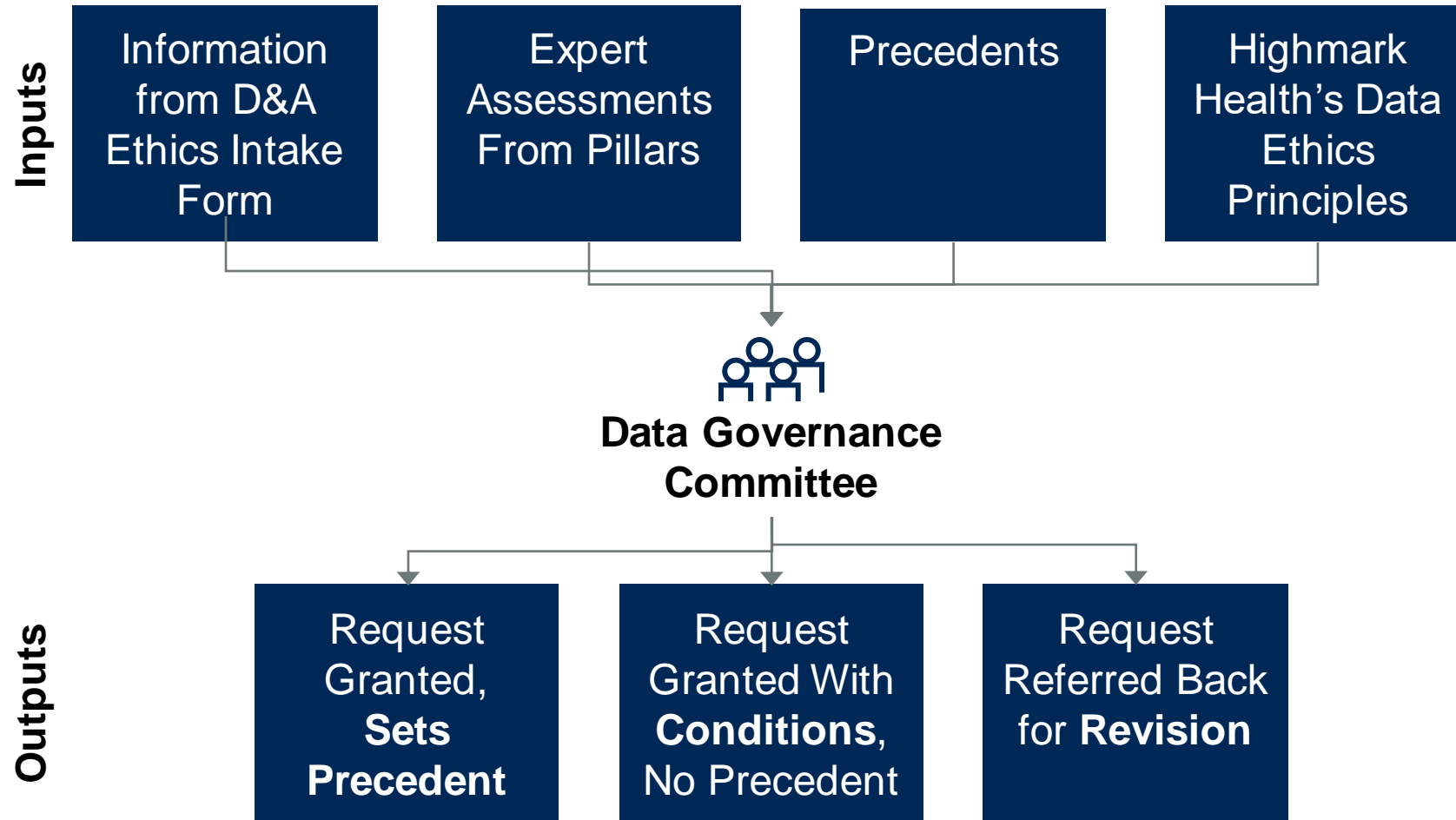
- Starting by cataloging all your data
- Assembling a large D&A governance committee
- Assigning all stewards to define standards
- Asking about “which data is important”
- Publishing a charter that lists loads of data principles
- Acquiring an MDM tool and assuming it fixes everything



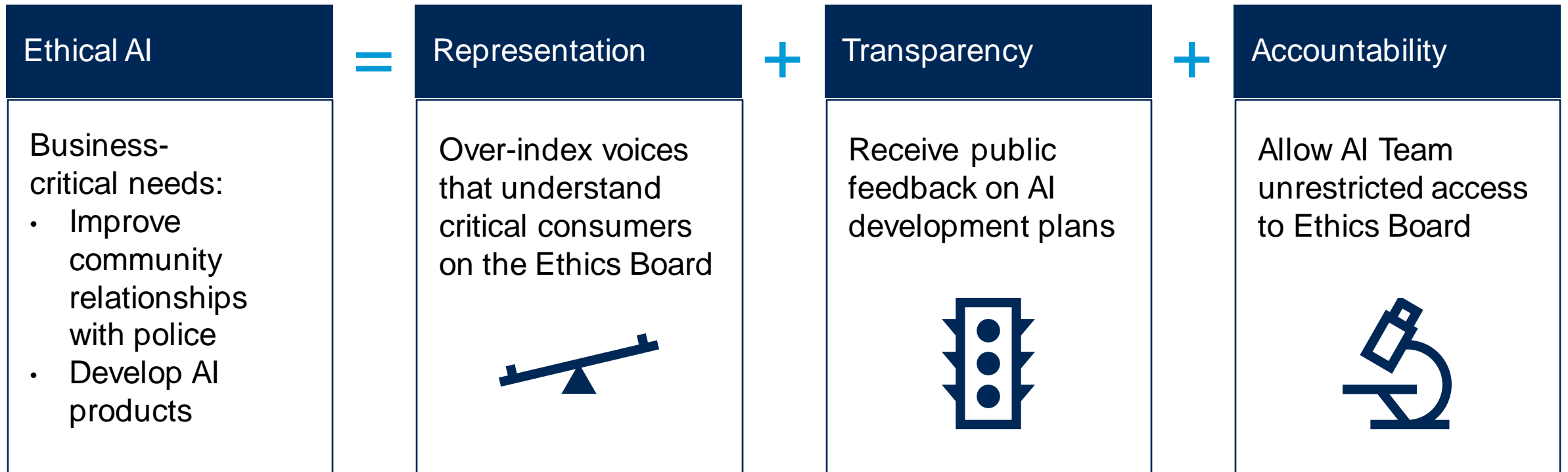
The Good:

- Start with a focus on prioritized business outcomes to identify the data that needs governance
- Set up governance bodies and stewards once you have work to do
- Technology/IT will be needed eventually to scale and automate

Case Study: Data Ethics Decision-Making System (Highmark Health)



Case Study: Ethical AI With an External Board (Axon)



6 High Business Impact Habits of DAAI Leaders We Covered Today

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Build data, analytics and AI products — not projects

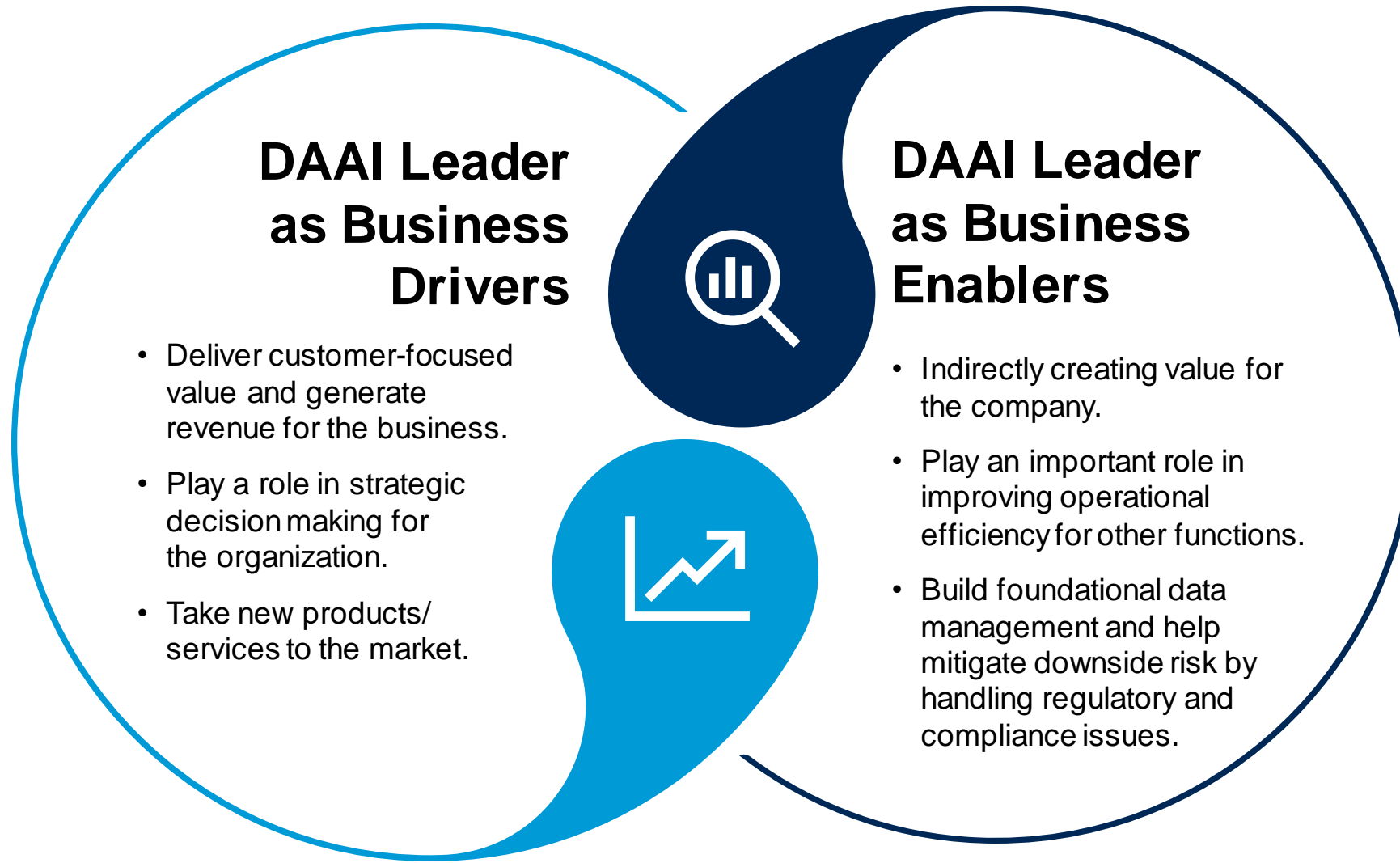
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Build a scalable data, analytics, and AI foundation and ecosystem

6

Treat data, analytics, and AI governance and risk management as an essential value driver

What Type of Leader Will You Be?



Recommended Gartner Research

- 🔍 [The Foundation of a Modern Data and Analytics Strategy — Presentation Materials](#)
David Pidsley, Frank Buytendijk and Others
- 🔍 [How to Optimize Enterprise Value From Data and Analytics](#)
Rita Sallam
- 🔍 [Uncovering Artificial Intelligence Business Opportunities in Over 20 Industries and Business Domains](#)
Alexander Linden and Farhan Choudhary
- 🔍 [Top Trends in Data and Analytics, 2023](#)
Gareth Herschel, Ramke Ramakrishnan and Others

Recommended Gartner Research

- 🔍 [Tool: Data Literacy Playbook](#)
Data and Analytics Practitioner Research Team
- 🔍 [Applying AI — A Framework for the Enterprise](#)
Bern Elliot, Anthony Mullen and Erick Brethenoux
- 🔍 [How CDAOs Need to Prioritize Data Sharing Investments for Digital Business Success](#)
Lydia Clougherty Jones and Clementine Valayer