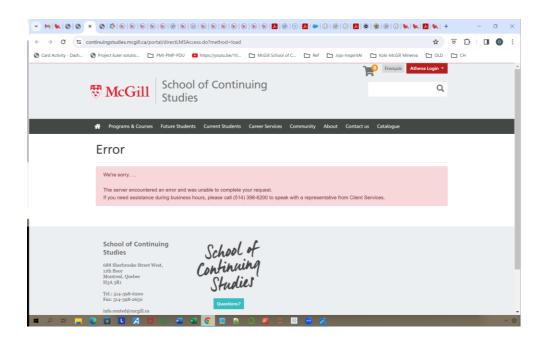
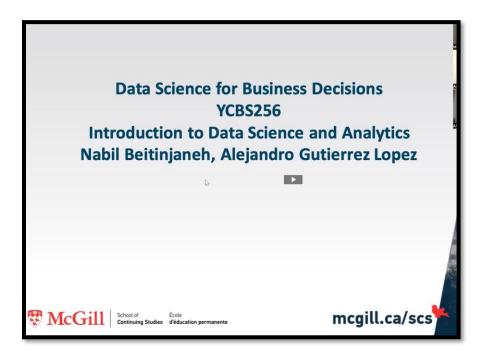
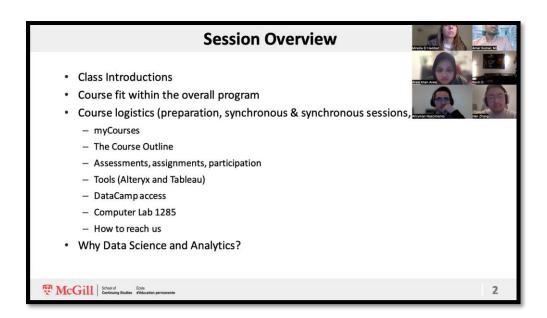


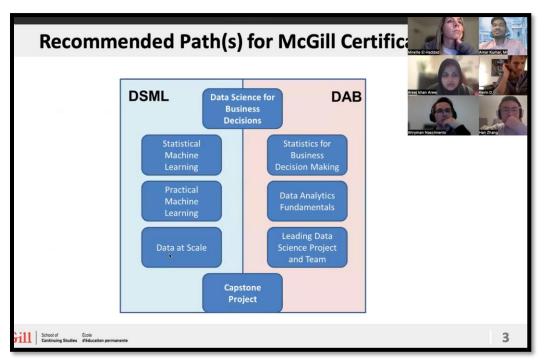
what is phone # and email address for IT

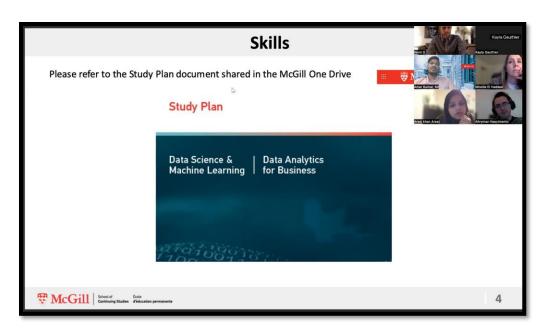
**Michelange Chouinard** 7:29 PM 514-398-6200



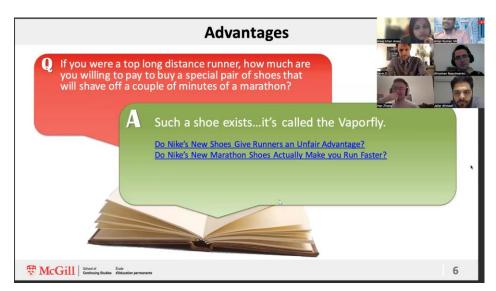




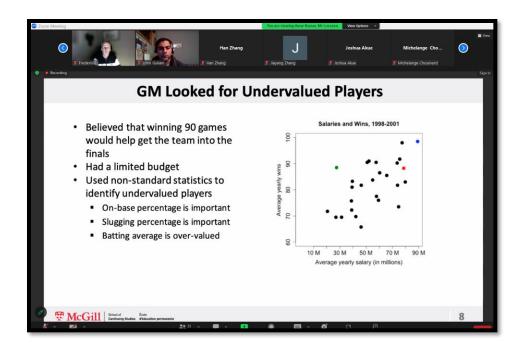


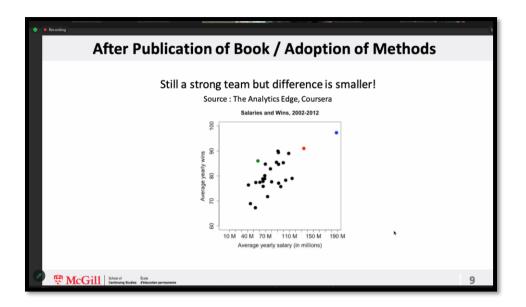


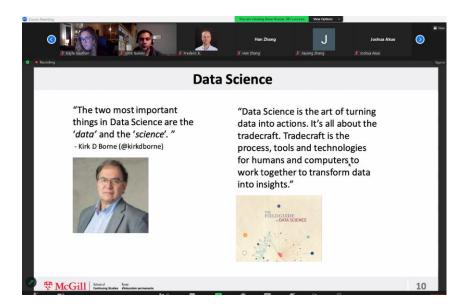




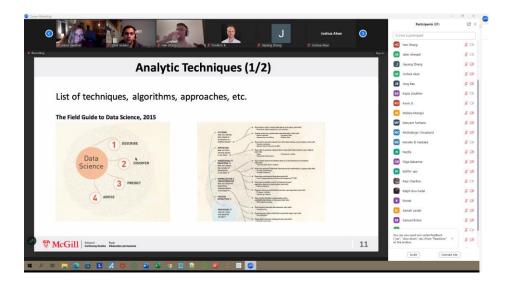


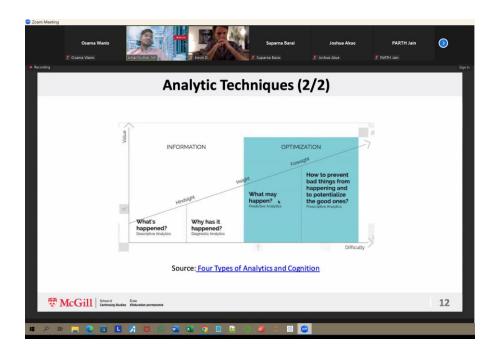


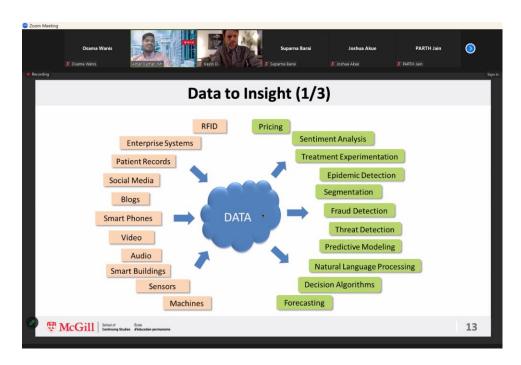


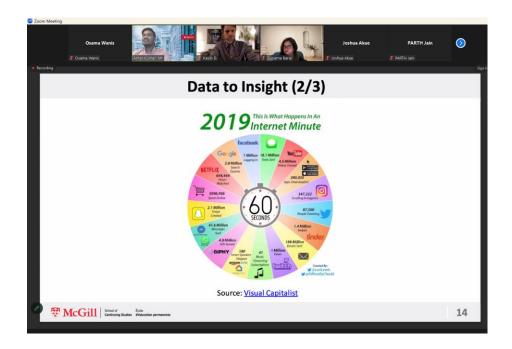


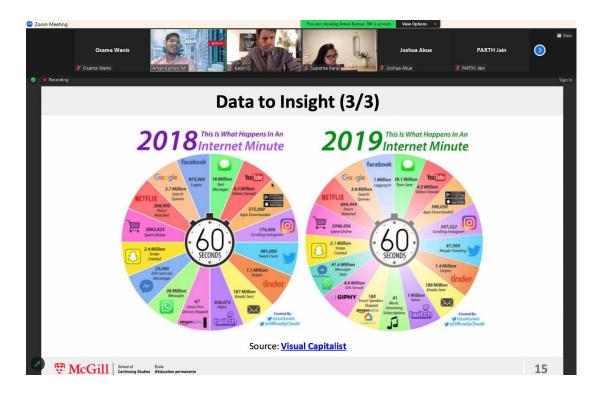
The book in the mcgill library I can access with mcgill ID



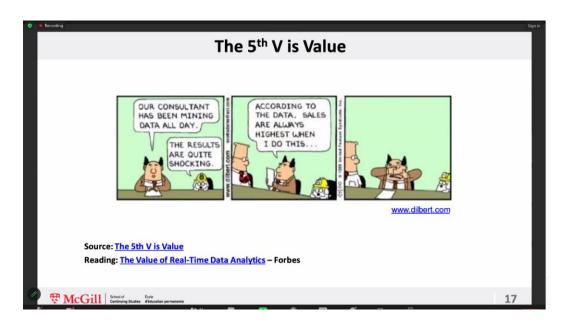


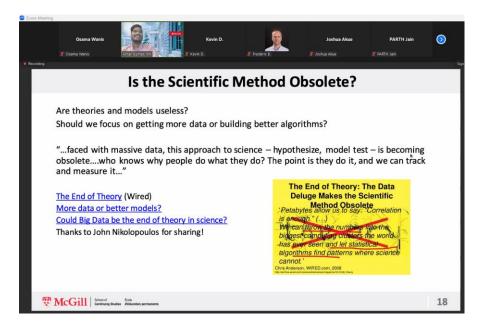




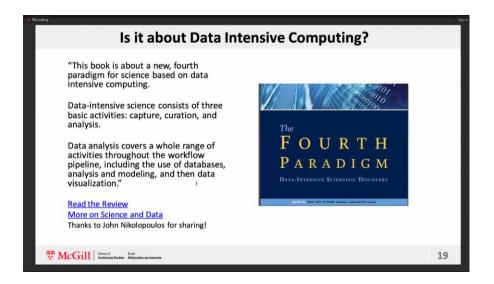




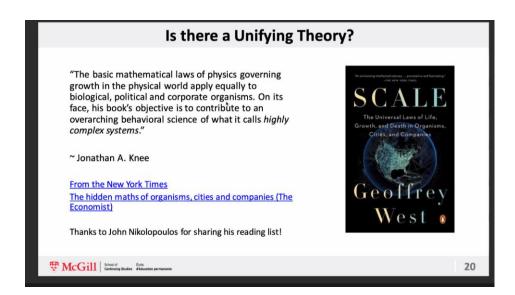


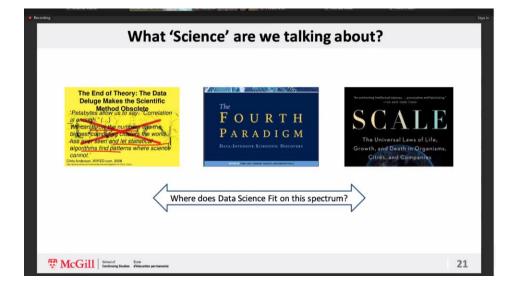


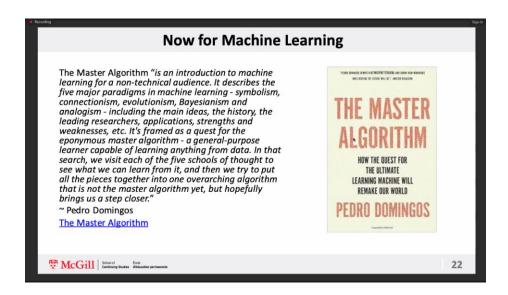
Check the post/sharing by John Nikolopoulos

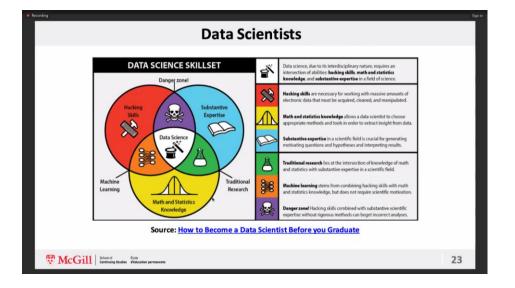


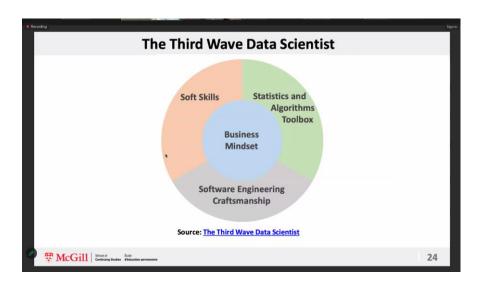
Check also the above



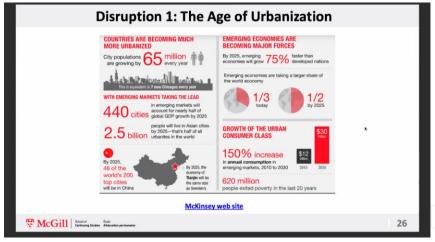


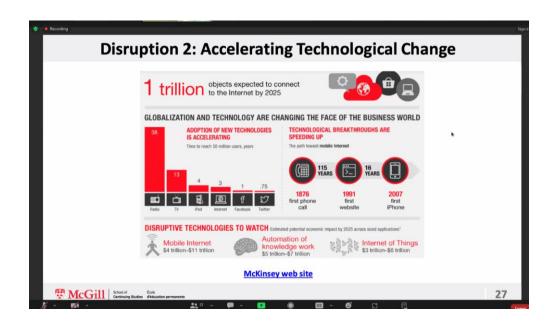


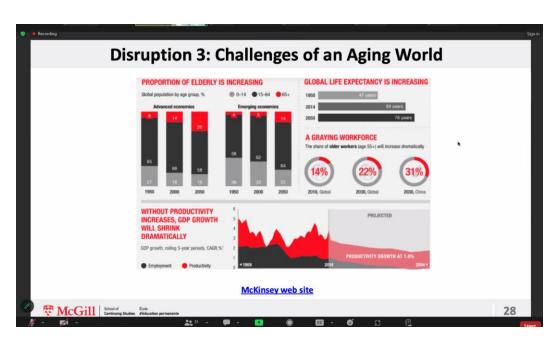






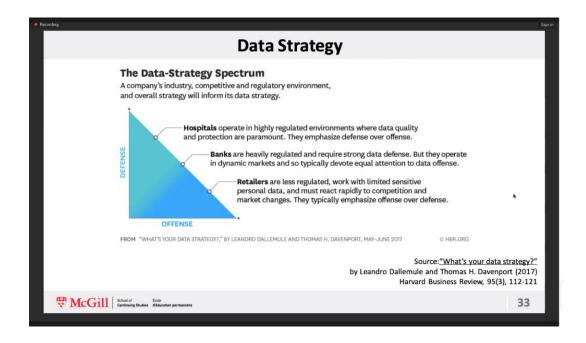












## The Elements of Data Strategy

	DEFENSE	OFFENSE
KEY OBJECTIVES	Ensure data security, privacy, integrity, quality, regulatory compliance, and governance	Improve competitive position and profitability
CORE ACTIVITIES	Optimize data extraction, standardization, storage, and access	Optimize data analytics, modeling, visualization, transformation, and enrichment
DATA-MANAGEMENT ORIENTATION	Control	Flexibility
ENABLING ARCHITECTURE	SSOT (Single source of truth)	MVOTs (Multiple versions of the truth)

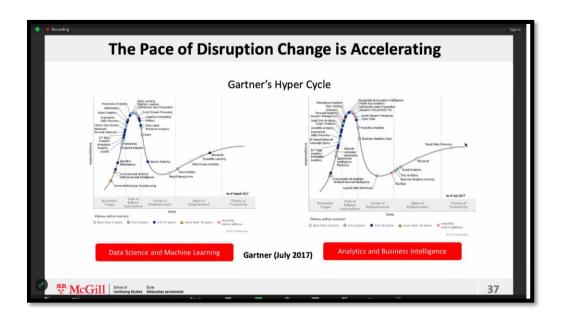
Source: <u>"What's your data strategy?"</u> by Leandro Dallemule and Thomas H. Davenport (2017) Harvard Business Review, 95(3), 112-121

#### **Various Models Used by Business**

- Freemium model: Basic products/services are provided free but users are charged for advance features
- Pay as you go or Subscription Model: Pay only for services which are used
- Customer experience model : provide the customer experience never before
- On-Demand model : provide customer service on demand with speed
- Marketplace model: provide a platform for buyer and seller interact with each other directly
- Free model: provide the typical services to users free and sell their behavior data to different businesses
- Crowd-sourcing model: receive money for engaging crowd for common goal, innovation, problem solving
- Bundling model: selling similar products or services together
- Gamification model: use of game like feature to simplify the interaction

Source: All You Need To Know About Business Models In Digital Transformation – Sandeep Raut





# The Unicorn Club – Top 20 Private Tech Companies

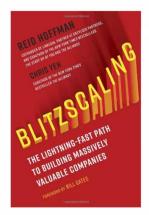
Company	Valuation (\$B)	Date Joined	Country	Industry
Toutiao (Bytedance)	\$75	04/07/2017	China	Digital Media/ Al
Didi Chuxing	\$56	12/31/2014	China	On-Demand
WeWork	\$47	02/03/2014	United States	Facilities
JUUL Labs	\$38	12/20/2017	United States	Consumer Electronics
Airbnb	\$29.30	7/26/2011	United States	eCommerce/Marketplace
Stripe	\$22.50	1/23/2014	United States	Fintech
SpaceX	\$18.50	12/01/2012	United States	Other Transportation
Epic Games	\$15	10/26/2018	United States	Gaming
GrabTaxi	\$14	12/04/2014	Singapore	On-Demand
Bitmain Technologies	\$12	07/06/2018	China	Blockchain
Samumed	\$12	08/06/2018	United States	Biotechnology
Palantir Technologies	\$11	05/05/2011	United States	Big Data
Global Switch	\$11.08	12/22/2016	United Kingdom	Computer Hardware & Services
Infor	\$10	11/16/2016	United States	Internet Software & Services
DJI Innovations	\$10	05/06/2015	China	Hardware
One97 Communications (operates Paytm)	\$10	05/12/2015	India	Fintech
Go-Jek	\$10	08/04/2016	Indonesia	On-Demand
Coupang	\$9	5/28/2014	South Korea	eCommerce/Marketplace
Guazi (Chehaoduo)	\$9	03/12/2016	China	eCommerce/Marketplace
Coinbase	\$8	08/10/2017	United States	Fintech

Note that companies such as Uber were recently floated via IPO

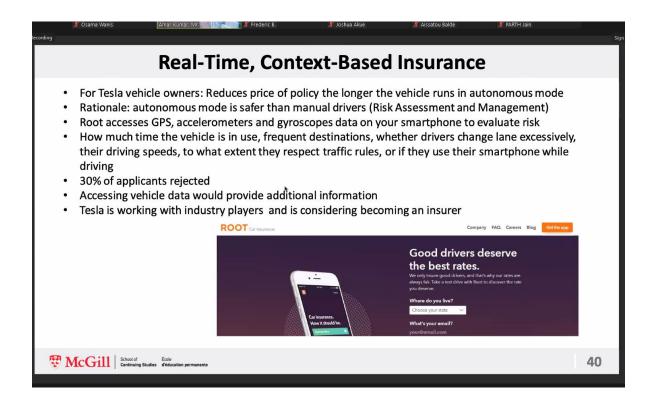
Source : Research Unicorn Companies

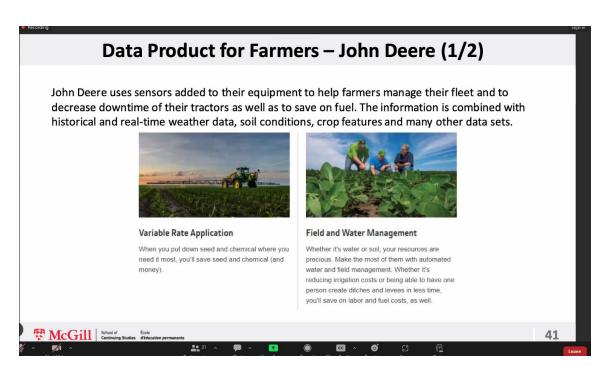
# How to get there?

- Presents a set of processes and frameworks in order to scale
- Prioritize growth over efficiency
- Needed in industries with high demand-side network effects (winner takes all markets)









### Before we leave...

'Would you tell me please, which way I ought to go from here,' (said Alice).

'That depends a good deal on where you want to get to,' said the Cat (Cheshire).

'I don't much care where,' said Alice.

'Then it doesn't matter which way you go,' said the Cat.

—Lewis Carroll, Alice in Wonderland

#### For Next Week

- · Do the readings!
- Get your McGill e-mail
- Install Alteryx
- Install Tableau
- Login to DataCamp

McGill | School of Ecole d'éducation permanente

49