**HBR – TD Bank Group: Building an Effective Enterprise Data Management Policy**

**Assignment 3.2**

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[The main issues that plagues TD Bank Group’s new Chief Data Officer (CDO) Glenda Crisp, are the following: 3](#_Toc168787145)

[ Too little was being done to leverage available data to enhance and add to the customers experience and relation to the bank. 3](#_Toc168787146)

[ Keeping analytics within each business line and dispersing reporting among several teams and systems resulted in inefficiencies and ineffective data management. 3](#_Toc168787147)

[ Data was being managed at a business when the data quality processes, goals, and governance needed to be formalized at an enterprise level. 3](#_Toc168787148)

[ While TD was developing its ability to govern, manage, and acquire data, it was however still in the “infancy stage of its ability to prepare, consume, and measure the data” (Kristal, Crisp, Bonello, Heighington). TD had yet to develop mature capabilitie for any of its data processes and was behind its American competitors. 3](#_Toc168787149)

[1.1.2 Based on the industry overview and knowledge of the situation, prioritize the issues, and suggest how the CDO should address them. Be sure to include the following: 3](#_Toc168787150)

[ What is design thinking, and how can you use design thinking in a big data project? (Please use the internet to find more info about design thinking methodology.) 3](#_Toc168787151)

[Design Thinking is an approach to problem-solving that includes the following five stages: Empathize, Define, Ideate, Prototype, and Test. It emphasizes understanding the user's needs, reframing problems, and creating innovative solutions through iterative testing and refinement. Empathize stage is where the project owner understands the needs of the users by building empathy with them. This involves conducting interviews with the users to understand pain points, motivations, and behaviors relevant to the design problems. The define stage is where the project owner now have to the define the nature and extent of the problems more concretely using the information learned so far. The third stage is ideate, which is the stage where a series of ideas and solutions are generated for the data management and governance process. The prototyping stage is when the concepts from the ideate stage comes to fruition. Prototypes usually undergo various iterations until they have fully address pain points during research. Finally, is the testing stage. The testing stage is where the protypes are tested and users are able to provide feedback about how the design solutions addresses their needs. 4](#_Toc168787152)

[ What steps should the CDO take to simplify the overly complex process to ensure the process is adopted and followed? Do you think the CDO should engage with IBM for a design thinking workshop? Why or why not? 4](#_Toc168787153)

[IBM's expertise and an external perspective can bring valuable insights and innovative solutions that internal teams might overlook. A design thinking workshop facilitated by IBM can help streamline the data quality management process by involving experienced data stewards in exercises aimed at simplification and practicality. 4](#_Toc168787154)

[ How should the CDO handle the expanding role of the data stewards? 4](#_Toc168787155)

[The CDO should handle expanding the role of the data stewards by increasing the effectiveness of how they execute TD’s data governance and management standards and in realizing project delivery outcomes. This is essential as they are responsible for identifying critical data elements, managing data issues, and data changes across their line of business. To expand, there needs to be a increase in support and resources. This starts with training development as the CDO can provide perpetual trainings to not only enhance the skill of the data stewards but also keep them up to date with the newest technologies as well as standards. The CDO can also make sure that the data stewards have sufficient dedicated time for data governance tasks by adjusting their roles and responsibilities. Finally, the CDO can also Equip data stewards with tools and technology that simplify their tasks and increase efficiency. 5](#_Toc168787156)

[ Should the CDO take on responsibility for the data life cycle management? If so, how should the CDO proceed with the other executives? 5](#_Toc168787157)

[The CDO should take on the responsibility for the data life cycle management. To do this, they must first understand the scope and impact of the data life cycle management. This means assessing the current state of data life cycle management and identify gaps and areas for improvement to ensure that TD’s overall business and goals aligns with the data strategy. The CDO can then use this to engage with other executives to discuses the responsibilities as well as share knowledge to help TD grow as a data centric enterprise. 5](#_Toc168787158)

[1.1.3 Determine whether the CDO should implement changes across both Canada and the United States or in just one country. If in only one country, which country would you choose to implement first, and why? 5](#_Toc168787159)

[TD should implement changes to both Canada and the United States. However, they should do it in America first. This is because according to the document, “In 2002, TD started to expand into the United States, leading to significant and continual growth. The market cap increased from CA$18.2 billion” (Kristal, Crisp, Bonello, Heighington). This number would of course grow to over $103.5 billion by 2016. This shows that TD’s expansion to the United States was not only successful, but it goes to show that the U.S market is critical to TD’s growth and overall success over the last decade. 5](#_Toc168787160)

# HBR Case STUDY - Volkswagen Group: Driving Big Business With Big Data

## UVA CASE STUDY QUESTIONS

### Identify the main issues that plagued TD Bank Group’s new chief data officer (CDO).

### The main issues that plagues TD Bank Group’s new Chief Data Officer (CDO) Glenda Crisp, are the following:

### Too little was being done to leverage available data to enhance and add to the customers experience and relation to the bank.

### Keeping analytics within each business line and dispersing reporting among several teams and systems resulted in inefficiencies and ineffective data management.

### Data was being managed at a business when the data quality processes, goals, and governance needed to be formalized at an enterprise level.

### While TD was developing its ability to govern, manage, and acquire data, it was however still in the “infancy stage of its ability to prepare, consume, and measure the data” (Kristal, Crisp, Bonello, Heighington). TD had yet to develop mature capabilities for any of its data processes and was behind its American competitors.

### Based on the industry overview and knowledge of the situation, prioritize the issues, and suggest how the CDO should address them. Be sure to include the following:

### What is design thinking, and how can you use design thinking in a big data project? (Please use the internet to find more info about design thinking methodology.)

### ****Design Thinking**** is an approach to problem-solving that includes the following five stages: Empathize, Define, Ideate, Prototype, and Test. It emphasizes understanding the user's needs, reframing problems, and creating innovative solutions through iterative testing and refinement. Empathize stage is where the project owner understands the needs of the users by building empathy with them. This involves conducting interviews with the users to understand pain points, motivations, and behaviors relevant to the design problems. The define stage is where the project owner now have to the define the nature and extent of the problems more concretely using the information learned so far. The third stage is ideate, which is the stage where a series of ideas and solutions are generated for the data management and governance process. The prototyping stage is when the concepts from the ideate stage comes to fruition. Prototypes usually undergo various iterations until they have fully address pain points during research. Finally, is the testing stage. The testing stage is where the protypes are tested and users are able to provide feedback about how the design solutions addresses their needs.

### What steps should the CDO take to simplify the overly complex process to ensure the process is adopted and followed? Do you think the CDO should engage with IBM for a design thinking workshop? Why or why not?

### IBM's expertise and an external perspective can bring valuable insights and innovative solutions that internal teams might overlook. A design thinking workshop facilitated by IBM can help streamline the data quality management process by involving experienced data stewards in exercises aimed at simplification and practicality.

### How should the CDO handle the expanding role of the data stewards?

### The CDO should handle expanding the role of the data stewards by increasing the effectiveness of how they execute TD’s data governance and management standards and in realizing project delivery outcomes. This is essential as they are responsible for identifying critical data elements, managing data issues, and data changes across their line of business. To expand, there needs to be a increase in support and resources. This starts with training development as the CDO can provide perpetual trainings to not only enhance the skill of the data stewards but also keep them up to date with the newest technologies as well as standards. The CDO can also make sure that the data stewards have sufficient dedicated time for data governance tasks by adjusting their roles and responsibilities. Finally, the CDO can also Equip data stewards with tools and technology that simplify their tasks and increase efficiency.

### Should the CDO take on responsibility for the data life cycle management? If so, how should the CDO proceed with the other executives?

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### Determine whether the CDO should implement changes across both Canada and the United States or in just one country. If in only one country, which country would you choose to implement first, and why?

### TD should implement changes to both Canada and the United States. However, they should do it in America first. This is because according to the document, “In 2002, TD started to expand into the United States, leading to significant and continual growth. The market cap increased from CA$18.2 billion” (Kristal, Crisp, Bonello, Heighington). This number would of course grow to over $103.5 billion by 2016. This shows that TD’s expansion to the United States was not only successful, but it goes to show that the U.S market is critical to TD’s growth and overall success over the last decade.

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