

isCDO Meeting - Orlando - 4 Jun 2018

On 4 Jun 2018, the isCDO was able, thanks to the support of both SAP and INTEL, to hold a meeting in Orlando, Florida, USA. The meeting was attended by 35 CDOs, or equivalents coming from across North, Central and South America and Europe and drawn from a wide range of industries.

The Day was divided into 4 sessions that discussed topics put forward by those attending with each session moderated or led by CDOs with a particular interest in that area. With discussions being conducted under "Chatham House" rules we all felt confident to speak with openness certain that whilst our view may be recorded that would not be attributed to individuals.

Our first session covered Protecting Data and the impact of the General Data Protection Regulations (GDPR) which came in to force in the EU on 25 May.

It was noted that although an EU set of regulations its impact is being felt across the world. Aside from the obvious need to ensure that those companies operating in the EU or offering services to EU data subjects companies we taking the opportunity to improve the standards of their privacy offering for all people they deal with. It was the opinion of those present that raising the standards of the data privacy offering for all will have the effect of improving the trust customers will have in the company which will lead to increased interactions with those companies that deliver these standards.

All those present agreed that moving to compliance with the regulations was not an easy process that will take time. Working towards full compliance will require a great deal of effort to identify and document all of the processes that use data across the organisations systems. All agreed that even in organisations with the most mature Data Governance set up there would still be work to be done to be compliant. Documenting all of the processes, the data they use and which part of the business "own" the process and the data will also aid in our efforts to exploit the data to meet the information needs of the organisation. In essence GDPR will aid the work of data governance and deliver other benefits in terms of the exploitation of data.

Above those benefits, the consequences of not being compliant has raised the issue of Data Governance back to the Boardroom. While some sectors have long had a regulatory regime to drive their work on governing and exploiting their data most have not. GDPR means that Businesses can no longer afford to pay lip service to data governance and the CDOs present welcomed the impact it was having in raising this side of their responsibilities.

There was also discussion on the impact of the sections of the GDPR on the retention of data. We have, for some years, had the orthodoxy that as storage became cheaper we should store more and more data, just in case. Businesses were creating massive stores of data that were becoming unmanageable in the chase to have stored "enough" data for use.....when??? The new rules on retention have begun to change the view on that orthodoxy. While the technocrats will tell us that storage is getting even cheaper and the exploitation technology ever improving the CDO will have to manage those siren calls against the rules on the retention of data and the need to be able to justify the decisions around retention and use.

We agreed:

- GDPR is raising the profile of those who govern and administer data to the Boardroom and across the whole of the business.
- Mapping and documenting processes that involve data will have benefits to governance and exploitation of the data.

- Businesses that do not collect or use the data of EU data subjects can see benefits in adopting the requirements of the GDPR in managing their data and increasing the trust their customers have in them.
- The GDPR rules on the retention of data are changing the current paradigm that suggests we should save everything we can and store it for as long as we can.

Session 2 looked at data ethics and the responsibility for the ethical use of data in a business.

Ironically, the day began with a report on yet another questionable use of data by Facebook which meant that those present had the issue at the front of their minds.

The group discussed and agreed the premise that for too long it has been assumed that if a business used data to produce or do something that created a new product or a new opportunity for a business that that was a good thing. Events have shown what we instinctively really new which is that that is not necessarily true.

We all agreed that the recent publicity surrounding the behaviours of Facebook and Cambridge Analytica had raised the subject of data ethics to a wider audience. After much discussion it was agreed that the CDO as the “Data Leader” in a business had a responsibility for ensuring that the business examined the ethics behind all decisions relating to the collection and exploitation of data. The data leader should use their knowledge and understanding of what is being proposed, the laws on data privacy and society’s ethics in their examination of the possible, often unintended, outcomes of the proposal. Where ethical questions are raised they should not be the final arbiter but they must ensure that those questions are addressed early enough so that should changes need to be made they can be.

We noted that the number of recent incidents on both sides of the Atlantic had prompted comment from legislators. If business is unable to regulate itself and behave ethically then legislators have said that they will intervene and produce laws that will control behaviour. New laws will ensure that business behaves in what is currently seen as an ethical way but will restrict our ability to experiment and to develop new products and services. If we, business want to retain that ability to experiment then it must behave in a way that does not encourage the law makers to produce the legislation that will restrict development.

All those present joined this lively debate which could have run and run. We agreed:

- New products and services using data are not always to benefit.
- We must apply ethics early in the development process to ensure we do the right thing.
- The CDO may not be the final arbiter on data ethics in a business but as the Data Leader they MUST be involved.
- If we do not behave ethically law makers will produce new regulations restricting our ability to experiment.

After lunch we began a session on data monetisation and the role of the CDO.

Discussion quickly went to did we mean monetisation or the creation of value? We agreed that the use of the term monetisation came from entrepreneurial business and with a number of public sector representatives in the room what we should say is “creating value” which also has applicability in reducing cost and improving processes in all businesses.

We looked at how data can be used in delivering value through predictive maintenance. It was agreed that there have been many examples of experiments and proofs of concept that have shown the value that can be derived from exploiting data for predictive maintenance but that few, if any, had been successful when scaled up. Delivering success at scale takes a significant investment of resource that organisations are not always willing or able to invest.

Delivering a value through data requires organisation to have clear lines of responsibility. A suggested division was:

CDO	CIO
Data Inventory	Technology
Value of Data	Architecture
Data Quality	Application Management
Data Curation	IT Service Management
Data Security	
Data Privacy	
Data Ecosystem	
Chief Digital Officer (if present)	
Digital Products	
New Business Models	
Process Transformation	

A member also shared their own version of agile development, 3-4-3. This breaks down as 3 days of requirements definition, 4 weeks to produce a proof of concept and 3 months of sprints to produce a viable product. An interesting spin on agile and because of its structure a good way to sell the idea of agile to sceptics.

The take-aways from the session were:

- Monetising data is delivering value from data and vice versa.
- All the ideas for monetising data do not always work when scaled up and put into real life environments.

The final session of the day was a lively discussion on the changing role of the CDO.

This session was led by Maria Villar a founder member of the society and the former CDO of SAP. Acknowledging that the origins of the CDO lay in the finance industries response to regulation and the need for governance of the data the role is changing. From the previous session there is a move in to the monetisation of data but more than that the CDO is changing business, how it is structured, how it behaves and what it does; it is a transformational role.

This role in transformation means that the CDO must be a leader and in a leadership role in the organisation. To deliver the change/transformation necessary to derive value from data the CDO must be in a position to advise the business how it must change its processes to enable it to maximise the value it can from its data

In terms of the fundamental roles of the CDO they have moved from just governance and now included the quality of the data moving towards trust – ensuring the business can trust the data it is using. The CDO is moving from the internally facing role to a more dynamic outward facing role:

Internal	Outward
Data Quality	Strategic Transformation
Governance	Trust and Ethics
Compliance	Build Business Capabilities
KPIs	Business value metrics
Enforcer	Leader
	Trusted Advisor

We agreed:

- The role of the CDO is developing as it becomes a more accepted part of the business environment.
- The CDO is a leader; they can no longer just deliver data governance.
- The CDO has a role leading the transformation of the business in changing to deliver value from data.
- The CDO is moving from defending the business to being an integral part of how the business develops.

The meeting concluded with a reception, again thanks to our sponsors and was followed the next day with a VIP programme at SAPPHIRE including a 2 hour session with Katrin Lehman the CDO of SAP during which we heard about how SAP were developing the use of their own data and using the new tools in their own suite to develop the management of their business.

All in all a successful start to the re-energising of the society thanks to our sponsors and their commitment to allowing the society to conduct its business in a vendor agnostic atmosphere.

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