The CDO Mandate and Path Forward

Collibra Data Citizens Conference

May 3, 2017
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Background

• Summer 2016, PwC and CDO IQ Center at MIT
• Topic: Tension in the office of the CDO

• Current issues and emerging CDO practices in the areas of:

Control
Change
CDO Agenda+
Growth
Technology
The “Control Agenda” has historically driven the CDO role...

Current State

- Ongoing regulatory pressure
- More data savvy regulators
- Limited CDO budgets for discretionary spend
- No “one size fits all” governance model

Market Observations

- Collaboration and transparency when discussing data with the regulators
- Educating senior management to appreciate and “speak” data
- The right governance model is influenced by the “data maturity” of the firm, business readiness, and functional needs
...but, the explosion of data is shifting focus to the “Growth Agenda”

**Current State**
- The pendulum is swinging from risk to growth
- Data proliferation
- Funding models are changing
- Need to evangelize

**Market Observations**
- Leveraging regulatory objectives to fund growth initiatives
- Enhancing communications to drive awareness
- Positioning data as part of the organizational DNA and aligned with organizational goals
- Talent management and development is critical to bridge control and growth agendas
- Assessing data governance capabilities against emerging privacy and cybersecurity risks
CDO’s must adapt in order to thrive

Current State
- Increasing stakeholder demands for data
- Disruptive technologies and threats
- The resilience of data governance models are being tested

Market Observations
- Find partners among businesses and functions
- Make the business data self-sufficient
- Develop partnerships with non-traditional competitors (e.g., fintechs) to accelerate change
- Enabling talent to shift from a data advisor role to an implementation / change agent role
Technology is moving fast...can the CDO keep up?

**Current State**
- Manual and ad hoc data controls cannot keep pace with technological change
- Proliferation of "golden copies" and data silos
- Data lineage is dying in Excel

**Market Observations**
- Building shared service models to provide standard, advanced enterprise analytic capabilities
- Integrating AI, machine learning and workflow tools for continuous data quality monitoring and certification
- Making sure data ownership by the business does not get lost amid technological changes
- Applying emerging technologies on top of legacy IT rather than making wholesale infrastructure changes
CDOs are at the center of a changing ecosystem

Current State

“New Data Math”

- More data
- More users
- Increased Demand
= Systemic Data Stress

Market Observations

- Business Strategy = Data Strategy
- Setting boundaries and realistic goals to enable the success of the CDO Office
- Setting expectations and having agreed upon roles and responsibilities
  → effectively navigate senior management, the business and core functions
- Having a plan to pivot from the Control Agenda to the Growth Agenda
The Path Forward

From Defense......to Offense
Where do you stand?

Technology changes data
Are you ready?

Friends at the top of the house
What language do you speak?
What should data practitioners do?

Data Governance
- Integrated
- Active

Technology
- Formalize data architecture
- Partner with IT

Organization
- Skills in the data organization
- Top management coaching
Active Data Governance

Start Early
Governance is the glue
Make Governance an enabler

Show Control
From sponsor to execution
Embed into solutions

Deliver Results
Define tangible benefit
Think business as usual
Thank you!

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