



Big Data Strategy
Future-Back Approach

What Happens in an Internet Minute?

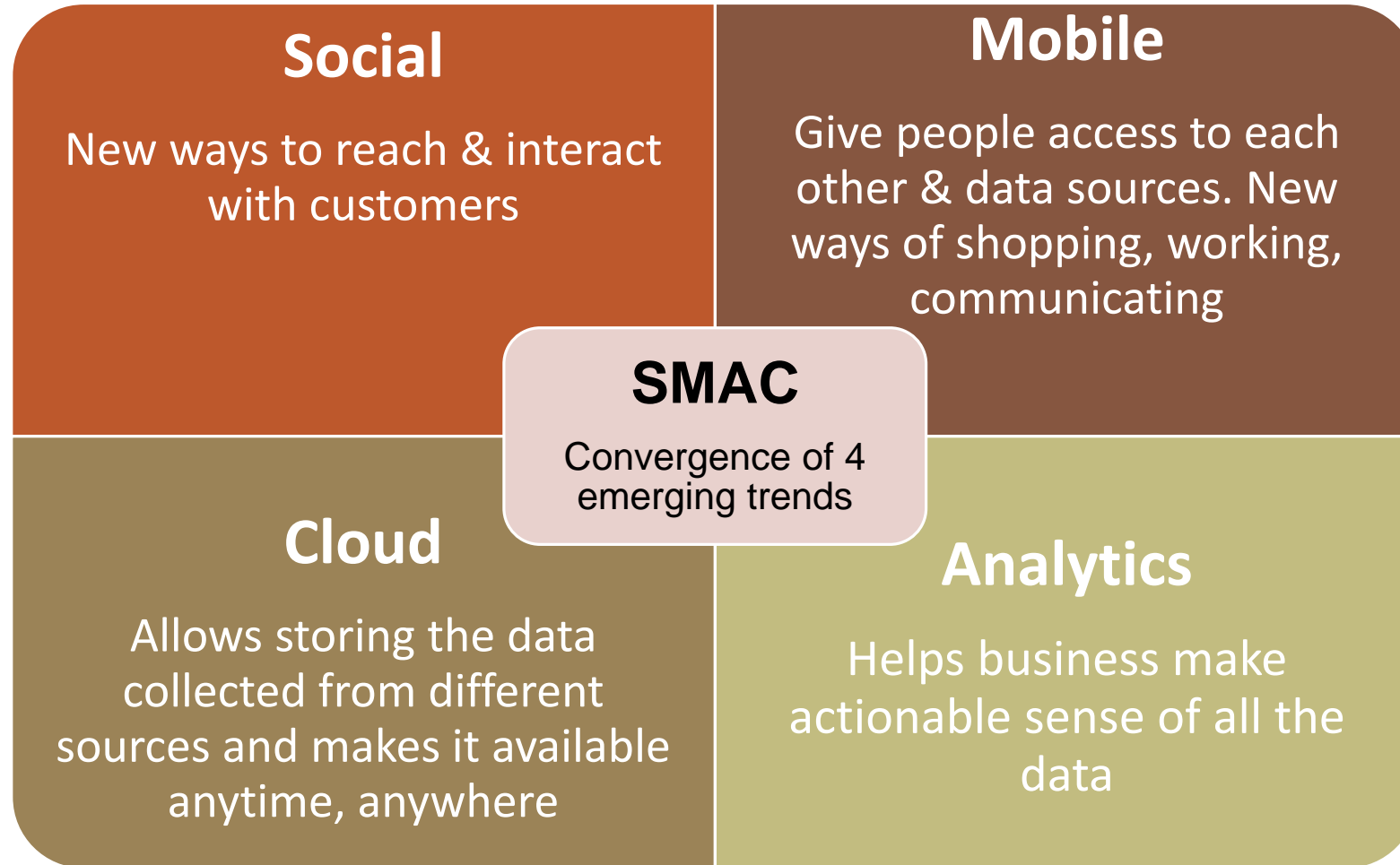




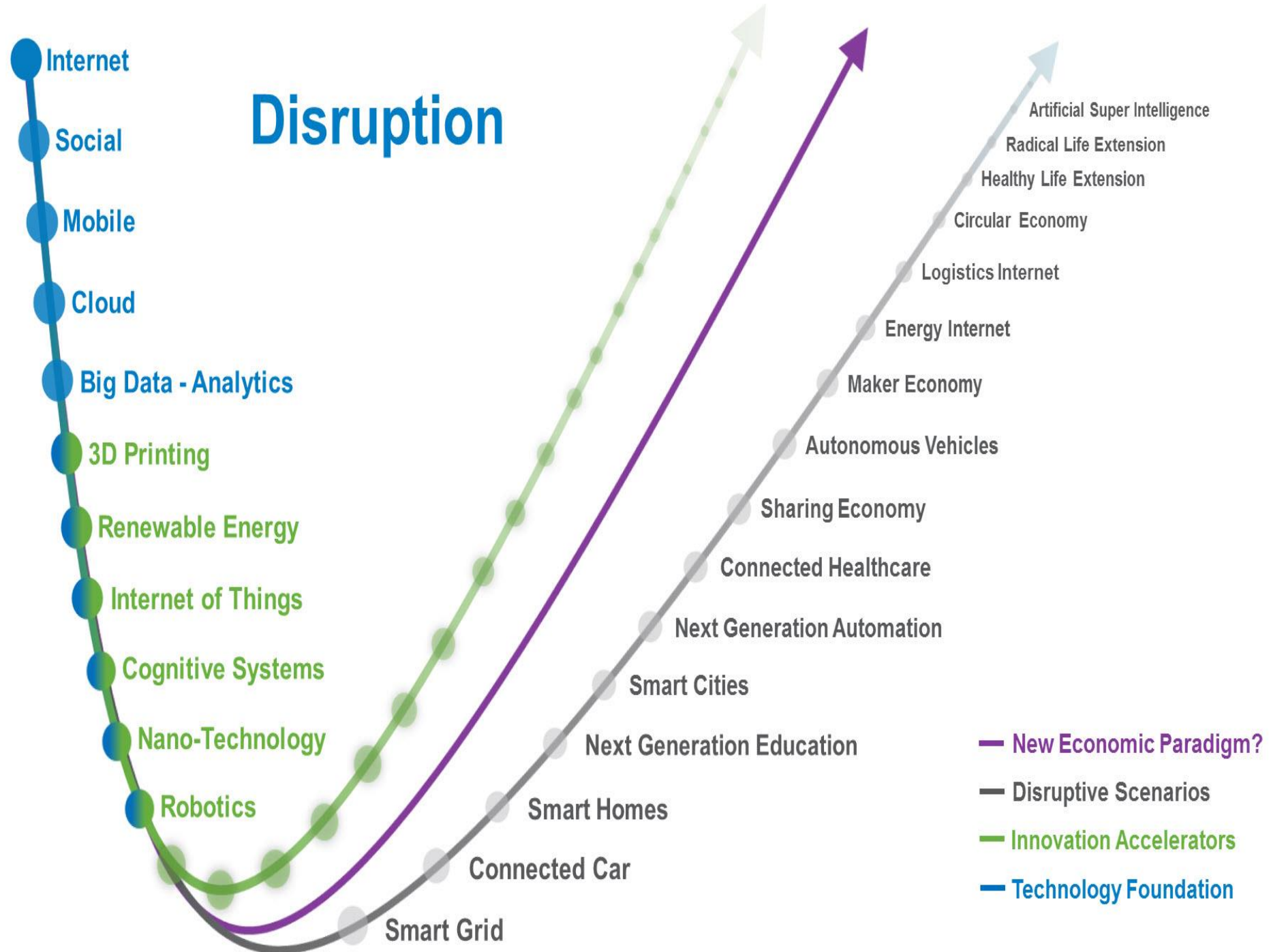
Data- Driven Decision Making

Drivers of Digital Transformation

Unleashing the Power of the SMAC Stack



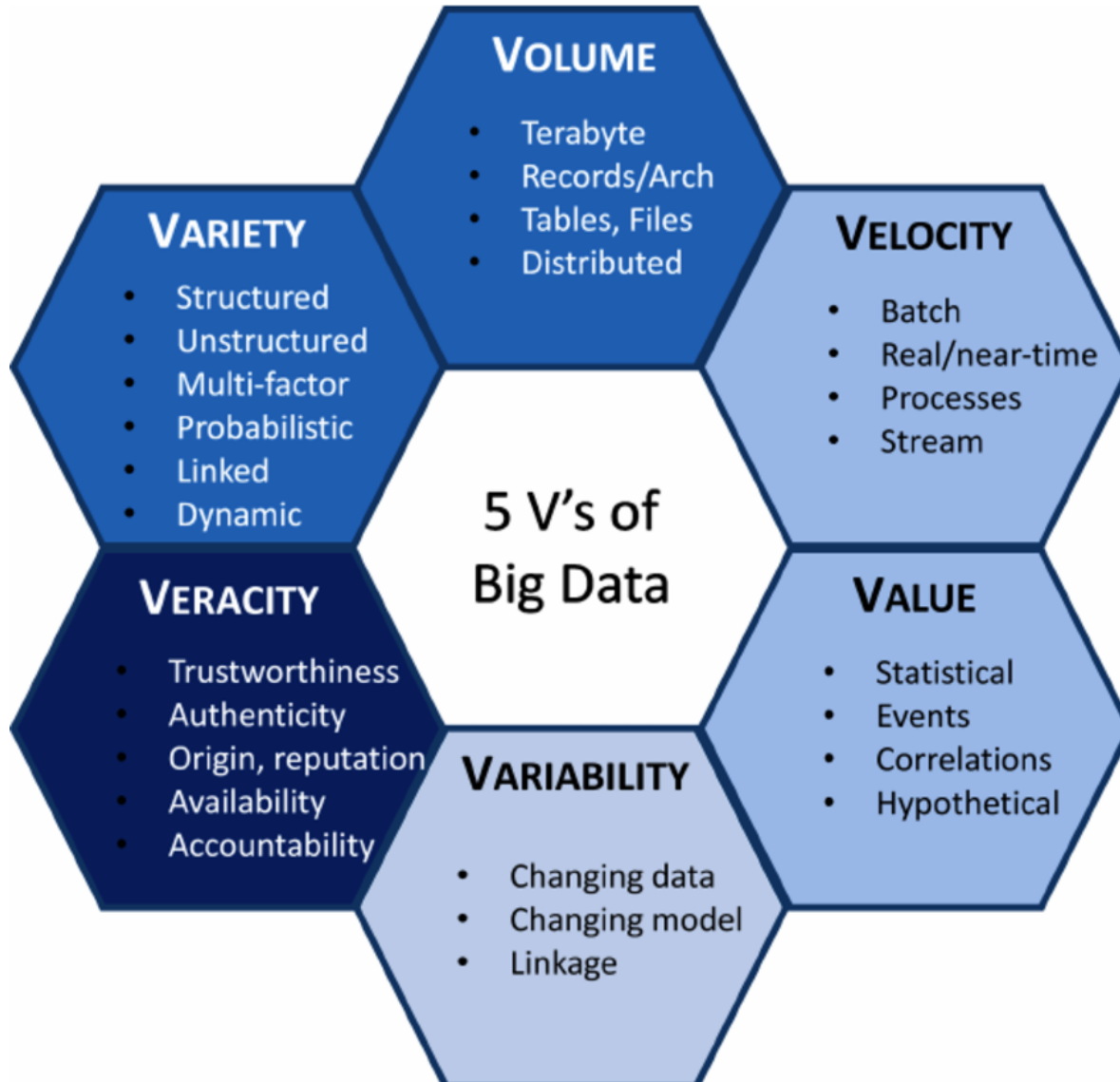
Disruption



Big Data Iceberg



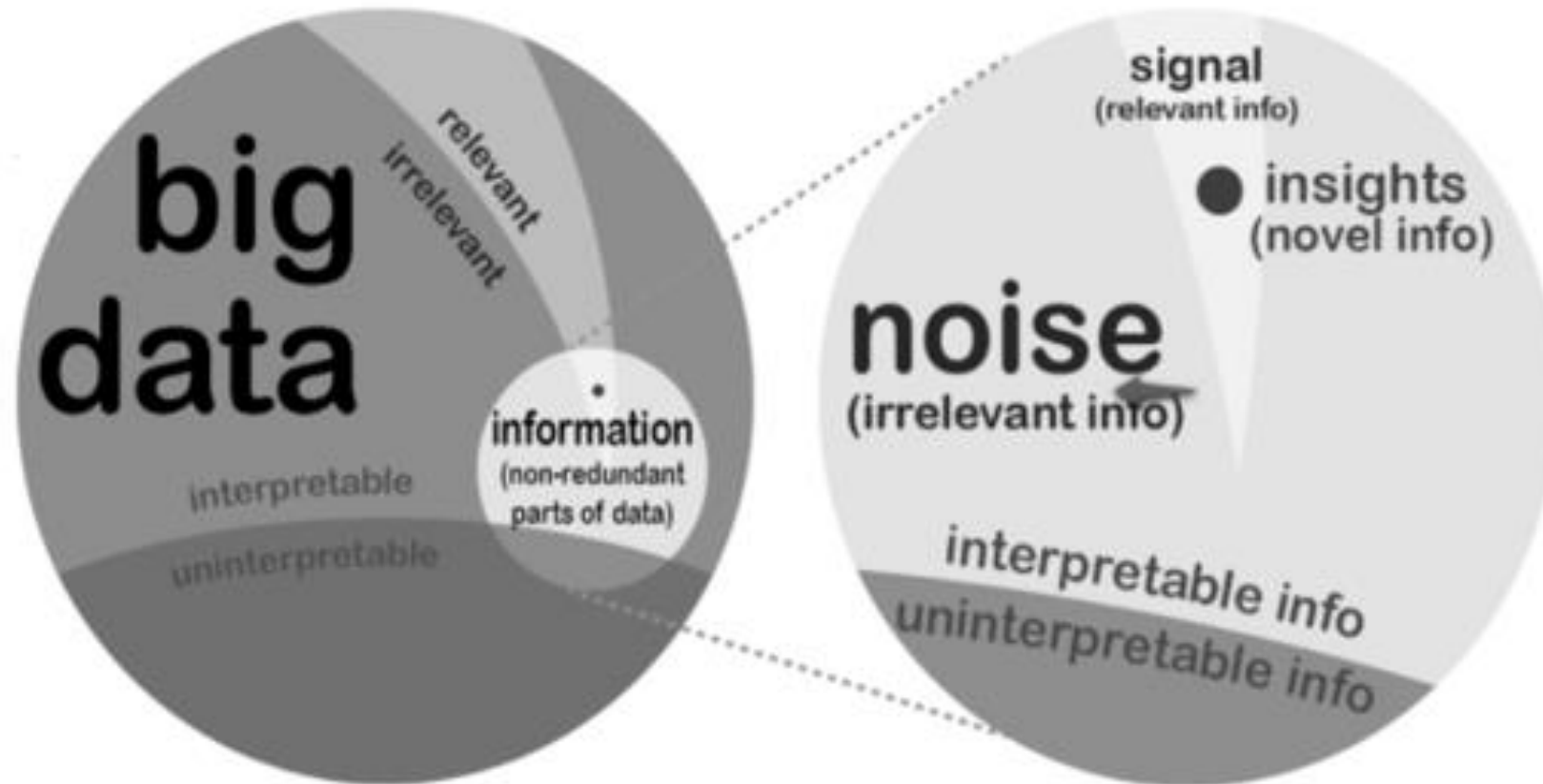
The Many V's of Data



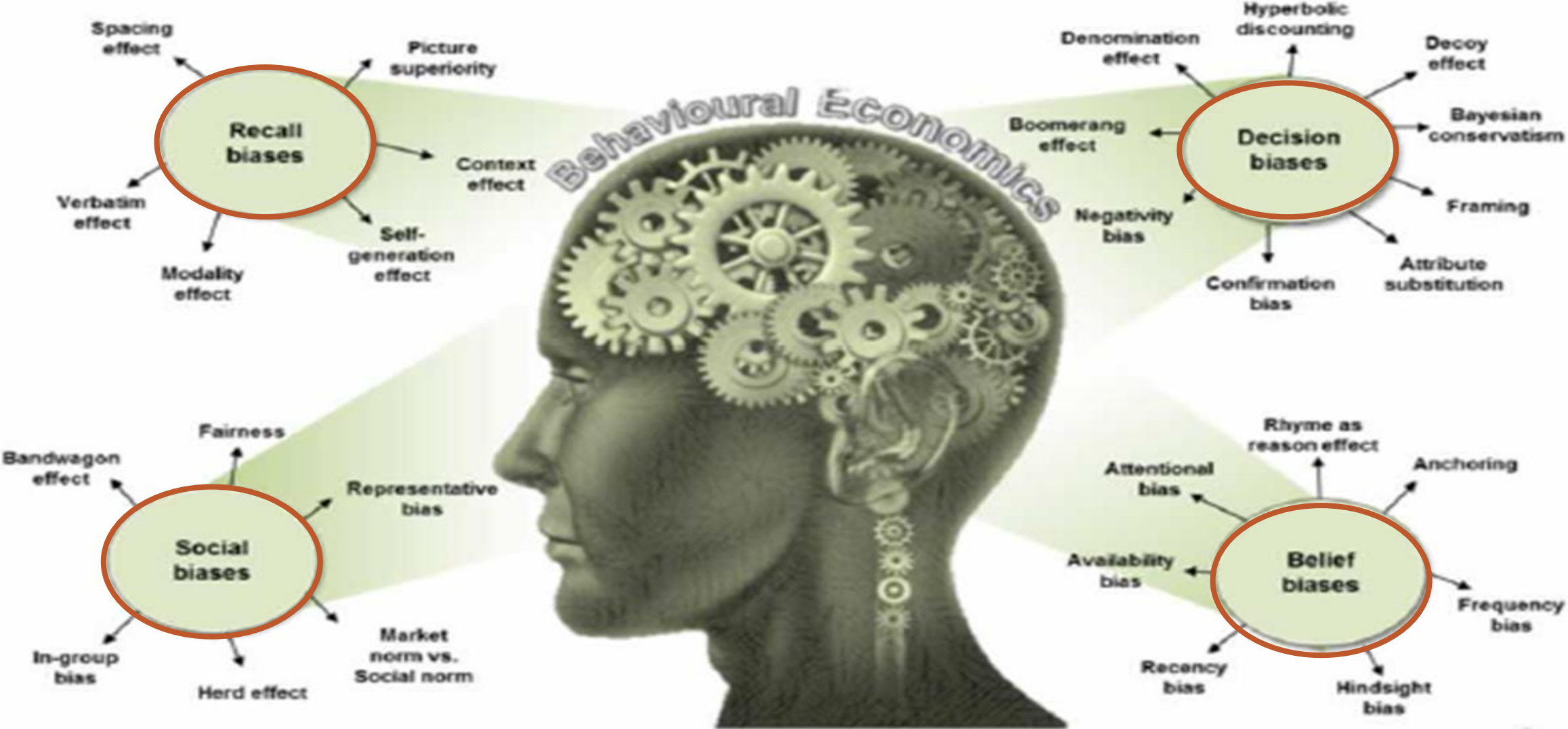
“Without data, you’re just another person with an opinion,” WE Deming

The Challenge of the “Needle in a Haystack”

Separating the signal from the noise¹ becomes really relevant



Beware of Heuristics and biases



Traditional Approach
*Structured & Repeatable
Analysis*

Business

Determine what
question to ask

IT

Structures the data
to answer that
question

Big Data Approach
*Iterative & Exploratory
Analysis*

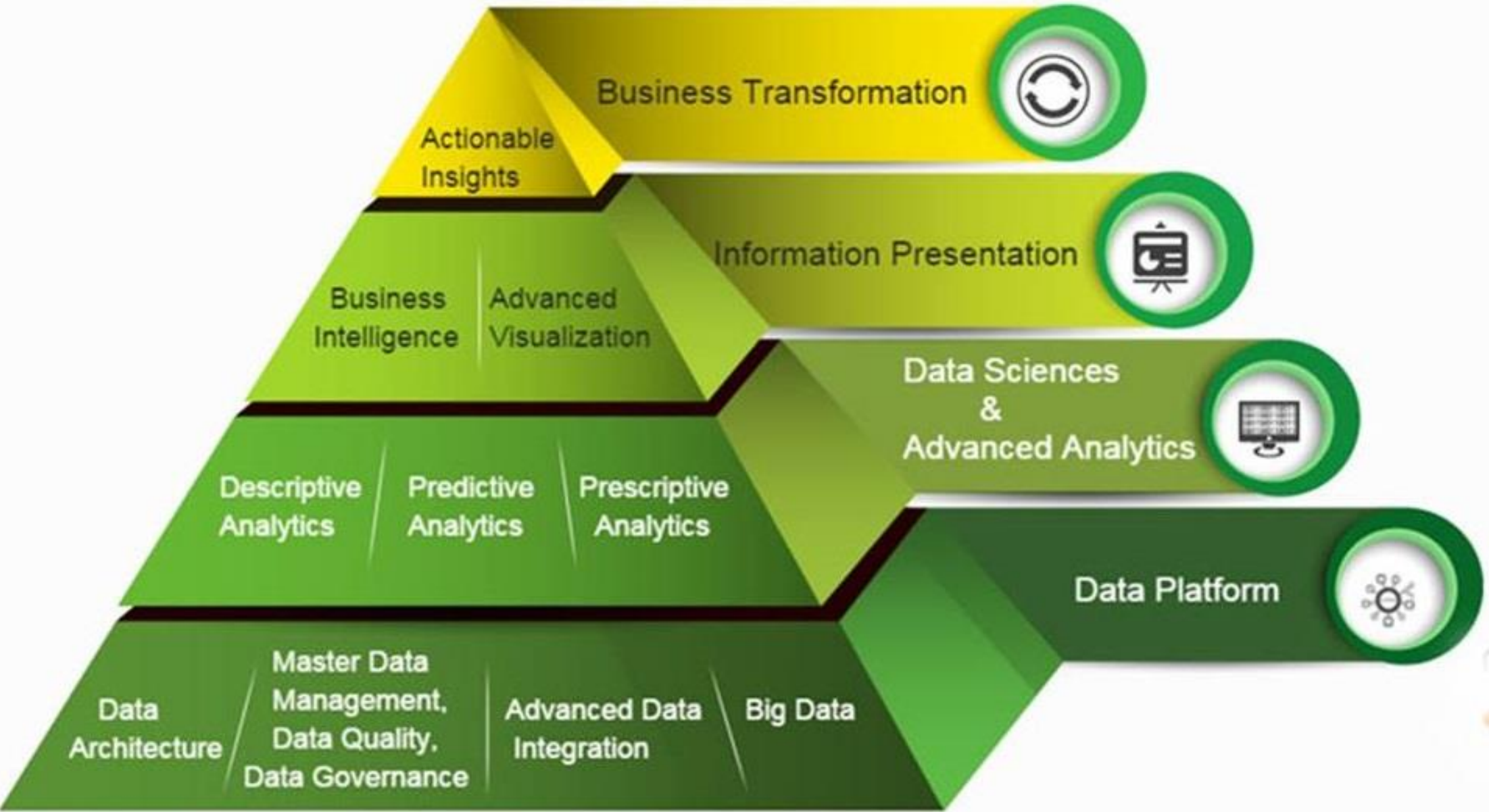
IT

Delivers a platform
to enable creative
discovery

Business

Explores what
questions could be
asked

From Opinion to Evidence-Based Decision Making (EBDM)



“Lots of people get all hung up on what is changing in the world.

I focus on what isn't going to change. No customer will ever say I wish your products were more expensive, delivered slowly and wasn't world class.”





DigiShift™ Steps

Evaluate digitalisation options against business strengths and capabilities , fit & contribution, big data options, deals with uncertainty through a guided portfolio framework, Straightforward, quick and efficient enough to be used and repeated whenever the situation changes

Digital Transformation health check & strategy – analysis of risk of digital disruption to the value chain & business model, due to new, dynamic, digitally-oriented market participants

Digital readiness – creating a comparative, competitive analysis using specific evaluation criteria for digital maturity wrt. strategy, organisation, partners, customers and technology

Big Data Journey & roadmap – roadmap for the systematic transformation of Co. in line with specific stages of digital evolution and big data readiness

Big data operational excellence - operational optimisation potential + return on big data initiatives

• **Orchestration**

• **Big Data Strategy**

4

1



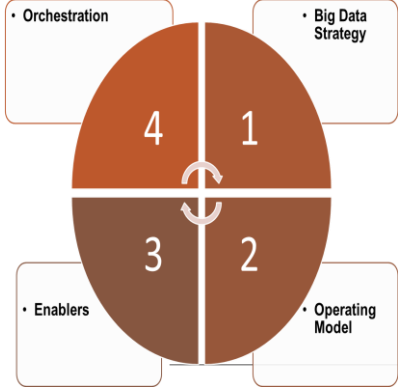
3

2

• **Enablers**

• **Operating Model**





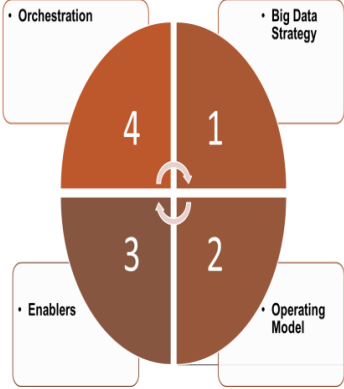
Big Data Strategy

Future- Back Approach

What role will Co ABC play in the Big Data Future and how will ABC play to win?

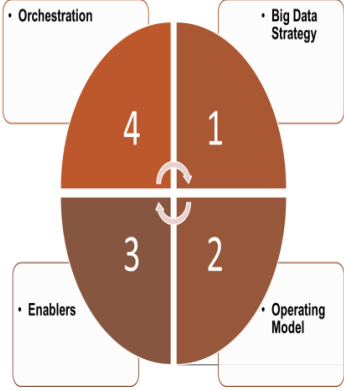
- What will the industry look like in 5, 10, 20 years without Co ABC? Will it still exist?
- What are the future scenarios? What would make ABC obsolete? Who will be market leaders?
- What are the “*customer value pools*” of the future?
- What are the gaps? How can data close these? What data?
- What are the stepping stones, i.e. how will you make progress without being certain of the end game?
 - Define initiatives that will start moving ABC in the right direction while preserving optionality along the way
 - Balance a sense of direction with flexibility to adapt along the way
- What is the big data departure point?
 - **Rank** business objectives based on available resources against perceived benefits
 - **Stress test objectives** against cost savings/efficiency and time-line goals
 - Activities already underway as a good starting point
- What parts of ABC make the most margin, give rise to the greatest costs, and most inefficiencies?
- What reducible friction, inefficiencies do users and customers of ABC/industry hate?
- How can big data investment increase revenue, margin or reduce costs?
- What is possible to realistically envision and achieve in the next 3-5 years?

Operating Model



- How to engage channel partners, generate income and operate in the future
- Must drive real value for the users (both internal & external), customers and improve business outcomes
- Be used as an opportunity to get ahead and not play **digital defence**
- Discover raw needs, freed from and independent of today's operating model
- Product and services – **delivering a 5 Star products/experience in a 3 Star world**
- Anchoring on the raw need, how can ABC use data to take customer experience beyond good to great?
- To stay ahead, the Big Data vision must evolve as new technologies emerge
- Embed data into everyday decision making (Evidence-Based Decision Making)
- Big Data solutions demand **new economic models** that benefit both users and value chain partners
- Explore **Platform models** where value is derived from connecting providers and users
- **Outcomes-based pricing** - when customers pay for results and not inputs
- Synchronisation of operations and human capacity & capability to **deliver speed & magnitude change**
- Applying the **digital revolution mindset** to both front-end as well as back-end services; and **end-to-end integrated service approach**

Enablers



What new technologies, capabilities, skills and culture are central to success?

People, Skills and Capability

- Success depends on enabling people to use technology and data to make better decisions and innovate faster
- Adopting ways of working, acquiring new capabilities, enhancing skills and overhauling where necessary

Systems and Technology - a future technology state that balances efficiency and agility without breaking the bank

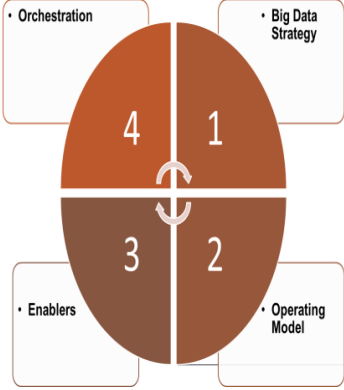
Operating model & Partnerships

- Does the current operating model support and accelerate digital progression?
- **Fail-safe experimentation** - ring-fencing pilot projects allows for rapid progress but brings isolation
- Know where to build organisational capability and operational excellence or engage the ecosystem/partners

Organisational Culture - culture must transform to support agile execution, cross-functional collaboration and risk taking, e.g.

- Cross-functional initiative ownership
- Radical reduction in project cycle times
- Empowered decentralised work teams
- Bottom-up idea generation

Orchestration...



What you need to scale from pilot (experimentation) to full scale transformation

- Experimentation and/or piloting is easy, transformation is hard
- Need to build a **sponsorship spine** and change agents across the Organisation
- BDx best initiated via contained initiatives with dedicated funding, top talent and strong leadership support

Leadership and Engagement - execs must be the front line and embrace change as the new normal

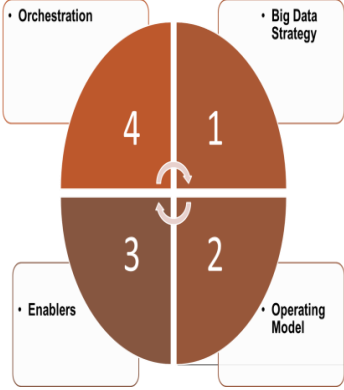
Scaling - requires an entirely new **organisational muscle**

From pilots to scale is a new skill for many organisations. Define “***units of transformation***”, e.g. a user registration episode and roll through the units methodically, extending scope and scale at the same time

Governance, metrics and risk management

- How to sequence and measure progress in BDx initiatives and activities
- From chaos to momentum – execute and monitor in controlled bursts
- Empower teams, distribute execution and encourage innovation without creating chaos
- Central governance to **prioritise value and momentum** over sticking to a plan, while monitoring **lead indicators + tracking return** on bid data initiatives

...Orchestration



Funding

- How can analogue players fund digital bets?
- Build an investment case both internally and externally
- Balance the old with the new; ring-fence transformational investments and where appropriate learn to act like a venture capitalist

Regulatory and community engagement

- What role will ABC play in developing and contributing to “**digital commons**”?
- Emerging technologies have both benefits and risks, organisations leading the change have a responsibility to work with the global and local digital commons and shape new government standards
- Engaging government to influence legal and regulatory changes that help progress the **digital agenda for Zimbabwe**

Access and Security

- Data sharing provides better outcomes for everyone
- There is a shared responsibility to protect the newest global resource – data
- End-to-end integrated security design and services

Big Data Statement of Implementation

A well-defined statement of direction for a BDx investment including:

- **Defining a vision and the guiding values for big data exploitation**
- **Defining a big data digital functionality roadmap and high-level schedule**
- **Describing reference architecture**
- **Assessing organisation readiness for digital**
- **Identifying the skills gap that needs to be filled**
- **Management of internal and external expectations**
- **Producing a business case that pulls all this information together with identified and quantified organisational benefits**
- **Measuring return on BDx**

A black and white photograph of John F. Kennedy speaking at a podium. He is wearing a dark suit, white shirt, and dark tie. He has a serious expression and is looking slightly to his left. In the background, two other men in suits are visible, one on the left and one on the right, both looking towards the speaker. The lighting is dramatic, with strong highlights and deep shadows.

ASK NOT WHAT **DATA CAN DO FOR YOU,**
ASK WHAT YOU CAN DO **WITH THE DATA!**



For more information or assistance please contact

Dr Muriel Chinoda
Managing Director
Business Engine Consultancy
Tel: +27 11 791 1365[Office]
+27 78 977 2477[Mobile]
murielc@businessengine.co.za

