



Five Imperatives for the Chief Data Officer.

A field-tested approach for delivering high-value digital transformation.

Contents

Tip: Click on parts to jump to the particular section you want.

The CDO Challenge.	3	The Transformed Enterprise	
A CDO's Priorities.	6	The Transformed Enterprise.	25
The Five Imperatives of Success.	8	Listen, Leverage, Lead.	27
The Five Imperatives		Read More	
Align the Organization.	11	Further Reading.	28
Align Business Drivers With Data.	14	About Informatica® Professional Services.	29
Manage Change.	17		
Develop a Roadmap.	21		
Leverage Data Governance.	23		



The CDO Challenge.

The CDO Challenge.

Data powers business, and the data-driven enterprise needs a data leader. Big data has moved from science experiment to business as usual, so companies must place a higher value on analytics and the disparate data streams that drive insight. After decades of siloed data management within discrete applications and singular use cases, the need for enterprise-wide data fluency is no longer optional. With this evolution, a new leadership role has arisen: **the Chief Data Officer.**

The CDO role debuted more than 15 years ago in the financial services industry to support regulatory compliance and information security initiatives, and blossomed following the credit crisis of 2008. As data became more central to business strategy and outcomes, the role has now spread across all industries.

CDOs are tasked to harness data to fuel innovation, improve customer experience, deliver business insights, meet compliance requirements, and deliver other crucial business objectives.

In many companies, the CDO position is without precedent, or at least lacks a long history. You're not inheriting a smooth and well-defined operation. You may lack a clear reporting structure, defined and collaborative peer relationships, an intimate sense of the business culture, or even a working knowledge of the organization's data resources. You may not even directly own a budget line item, relying on influence across other C-Suite executives to fund your priorities. In short, you've got your work cut out for you.

And that work is often poorly defined. The CDO arrives in uncharted territory, usually without much in the way of maps or tools.

The CDO and CIO Relationship

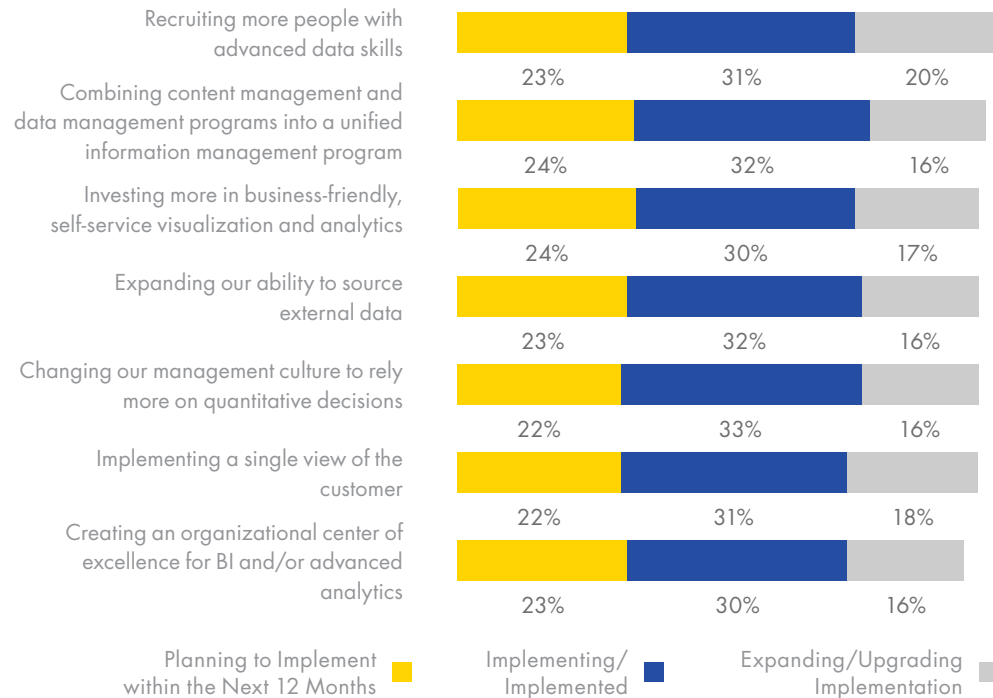
The roles Chief Data Officer and Chief Information Officer are both complementary and critically important in delivering the promise of digital transformation, and they should work together to build an integrated plan to achieve it. Successful digital transformation requires the implementation of both business and technological changes, and, by collaborating and coordinating their efforts, the technical capabilities built by the CIO can be utilized by the CDO and most effectively aligned to achieving meaningful business outcomes.

The CDO Challenge.

You must make sense of a competency no one in your organization has mastered—or even recognized needed to be mastered: the vast and rapidly growing sprawl of data. In addition to the high volume of data created from the various transaction systems used to run your business, there's the mass of insights now available with social media interactions, the growth of the Internet of Things, and the proliferation of devices used by customers to interface with your business. These new sources introduce unprecedented challenges and opportunities for the CDO.

In this eBook, we share many of the best practices and observations that Informatica's Professional Services organization has collected from working closely with a variety of CDOs over many years. We share a recommended framework for quickly assessing the business landscape and leading a high-value digital transformation that will measurably improve your business results.

What are your firm's plans for the following data-driven initiatives?



Source: Forrester's Global Business Technographics® Data and Analytics Survey, 2015

A CDO's Priorities.

The CDO mission, at the highest level, is to transform data into competitive advantage. CDOs drive considerable success at those organizations that have invested in the role. Forrester research uncovered that companies that hire a CDO and invest in digital transformation report better decision-making, greater customer value, new efficiencies, a growing market footprint, and, most importantly, better results.

How has the business benefited from the investments in managing data your firm has made in the past two years?



Source: Forrester's Global Business Technographics® Data and Analytics Survey, 2015

A CDO's Priorities.

There will be numerous tactical opportunities.

Among the priorities we see most frequently, CDOs aim to:

- Deliver business insights through trusted analytics
- Support customer-centricity strategies
- Minimize risk in terms of regulatory compliance and data security
- Support hybrid data management to bridge critical data across on-premise, cloud, and Hadoop environments
- Build the foundation for the organization's digital transformation

But a shotgun approach to data projects lacks focus and prioritization, creating scattered success at best, and probably quite a bit of confusion. Foundational to every data initiative must be an overarching goal to integrate previously siloed data into a holistic data ecosystem. This still supports the success of individual initiatives, but also builds the necessary foundation for new insights by making disparate streams of data available across the enterprise. How do you get there? The right approach is methodical: **these five practical steps will lead to CDO success.**

The Five Imperatives of Success.

Two key tools for a CDO include data (appropriately enough) and diplomacy. CDOs today don't have the resources or authority to effect transformation alone, and instead must lead through collaboration and evangelism. Thus, as table stakes, invest your time to truly understand your organization's market, business objectives, and culture. Build the relationships that will allow you to be an effective leader of transformation. It's easy to be overwhelmed and lose focus, especially if you give in to the urge to dive in and pursue immediate results—any results—before developing this deep understanding. Whether you're new to the organization or a veteran employee who has held many roles throughout your tenure, your first 30 days as CDO are about introduction and assessment, while removing any prior assumptions and perceptions; the next 30 are about planning. Only then do you actively pursue concrete results.

In helping customers go from the chaos and dysfunction of scattered data silos to a holistic enterprise data environment, we've found one effective path to success. It smoothly moves from macro to micro, with the constant understanding that digital transformation is anything but a mere question of technology:

- Align the business and technology teams on a common data vision and strategy
- Identify compelling business drivers that are enabled by the data strategy
- Define a change management approach that builds a data-driven culture
- Develop a holistic roadmap and program that delivers incremental business value
- Leverage data governance to manage your data assets and establish shared accountability

This journey not only leads to a complete, integrated vision of your data strategy, it helps to foster a data-driven culture. The biggest challenge of a digital transformation is not the technology—it's changing the people and processes in a meaningful, sustained way that prevents the technology from being underutilized or misused—or turning into shelfware.

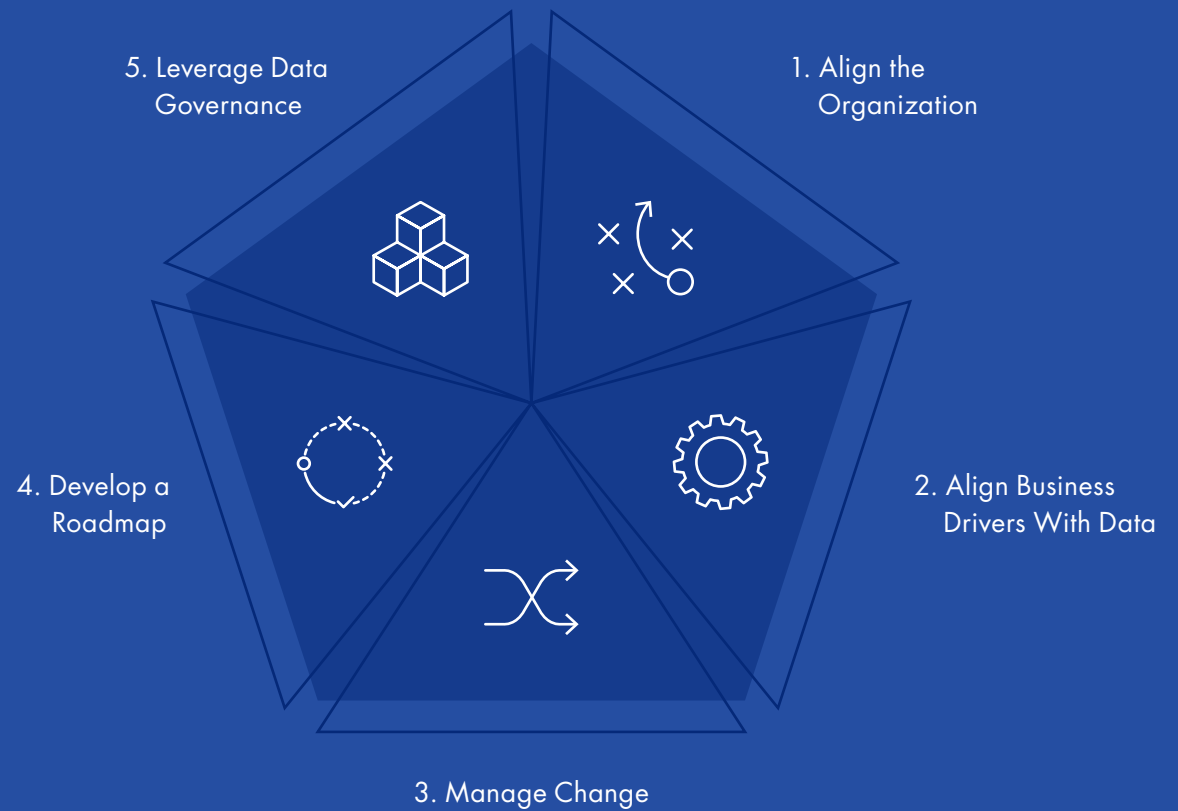
It's worth repeating: even if you moved to the CDO post from another leadership role within the organization, it's essential to let go of assumptions. Take a new look at the vision, strategy, and culture of your organization, as well as your current level of data maturity.

An aerial photograph of five sailboats with white sails on a deep blue ocean. The sky is a clear, light blue with scattered white clouds. In the far distance, a range of low mountains or hills is visible on the horizon. The sailboats are scattered across the frame, with one in the lower left, one in the lower center, and three in the upper right. The text 'The Five Imperatives.' is overlaid in white, centered horizontally and slightly above the middle vertically.

The Five Imperatives.

The Five Imperatives.

These five crucial milestones in your greater CDO journey focus on creating a real vision based on where your business is and where it wants to go—and then leading through to sustained success. **Your first step is to get a lay of the land.**



1. Align the Organization.

Align the business and technology teams on a common data vision and strategy.

It's essential that your first step be to take the pulse of the organization. Even if there's already a digital transformation under way (and there probably is), start by pursuing a deep, fresh understanding, with no assumptions about vision, strategy or culture.

Begin with Your Organization's Vision.

There's an official vision statement written down somewhere, which aims to paint a picture of what your company wants to become. That vision is either inspiring, with vast employee buy-in, or a vague and saccharine statement buried in your website —“To be a world leader in providing Service X,” or “To change our customers' lives through Product Y.” Yet even that vision will offer a starting point. What does world-class service look like? What do your most important customers need or expect? Are we on track to making this vision a reality? It's important to know exactly what your company (or, at minimum, your CEO and board of directors) wants to be so you can make sure your plans have a direct line of sight to that end-state goal.

A corporate vision tends to last, and have resonance across time. Organizations often find it takes longer than expected to achieve an ambitious vision, or they may change strategies for achieving it well down the road, but the vision itself tends to endure, absent catastrophic disruption to your market.

And in the event your organization lacks a clear vision, or the vision is outdated, simply identifying your CEO's top strategic priorities for the next few years will give you a good starting point for aligning your activities to those priorities.

Follow Vision to Strategy.

A future-facing, actionable vision will be served by specific strategies: moving from being a product-centric business to customer-centric; embracing a cloud-first IT strategy; evolving from dual channel to omni-channel distribution, and so on. Almost always highly dependent upon data, these strategies are likely to further evolve as you lay out your data strategy roadmap.

Nonetheless, it's important to see how the current strategies have been conceived—and how they're being executed. How is data serving the strategies today, and are there data-related delivery risks that you could help address?

This is an executive-level picture of the enterprise's ambitions. Next, get specific and tactical. What applications are generating data, where is it being stored, and in what format? What is this data being used for—and is it doing the job? Talk to the data owners to find out what they're doing, what they wish they could do, and how you can help.



1. Align the Organization.

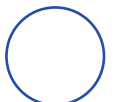
Align the business and technology teams on a common data vision and strategy.

Get Down in the Trenches.

C-level executives often spend too much time talking to other senior leaders about goals, results, and ambitions. These executives generally skim reports but never touch the data. Talk to the actual users of your organization's technology, and to the consumers, creators, and stewards of the data.

These conversations will span every level and function across your organization, because all touch or are dependent upon your data. How do these people ingest and leverage data? What questions would they love to answer? What insights would provide critical value? What's in their way? **Identify current needs and pain points before promoting ambitious new uses for data, so that you'll build on a stable foundation.**

Externally, you should meet your end customers and partners, if not in the earliest stages, then before you start putting concrete plans into a roadmap. **Throughout every activity and process you study, it's vital to consider the customer at the end of the value chain, whether you're serving retail shoppers, banking customers, a hospital's patients, or B2B end users.**



1. Align the Organization.

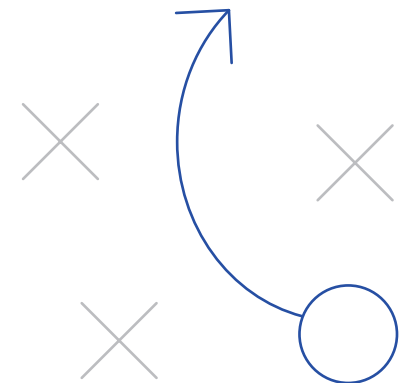
Align the business and technology teams on a common data vision and strategy.

Win Friends, Develop Influence.

During this discovery process, you're also establishing key relationships and building up credibility. It's very important that stakeholders throughout the organization see the CDO as an ally, as someone concerned with their success. Digital transformation is inherently disruptive, and you need the enthusiasm and goodwill of those who must collaborate on that transformation to actually make it succeed. A vice president who doesn't think your initiative will help meet her goals becomes an obstacle; a front-line worker who thinks your changes just make his job harder becomes a passive (or active) saboteur.

Paradoxically, as you work to become a well-integrated insider, you also should maintain the fresh-eyed perspective of an outsider. This is particularly challenging if you come to the CDO role with an existing history at your company. An insider on a discovery mission tends to ask, "How do we do this?" An outsider, with the mentality of a consultant, will ask, "Why do we do this?" That's more likely to uncover weaknesses and opportunities. As CDO, you're looking not only at what the business thinks it wants to do to accomplish a goal, but at what it hasn't even thought of trying. Consider bringing in outside examples; look at best practices both among industry peers and beyond. And keep a close eye on what your competitors are doing. It's important to know if your data strategy will be a differentiator, or an effort to catch up if you've fallen behind.

The result of all this is your data vision—concepts or principles about what data will do to better accomplish your organization's goals. Note that we're not yet thinking about how to accomplish those goals, nor even their order of priority. In the next phase, you start to think about the priorities that will guide your transformation roadmap.



2. Align Business Drivers With Data.

Align compelling business events and drivers with the data strategy.

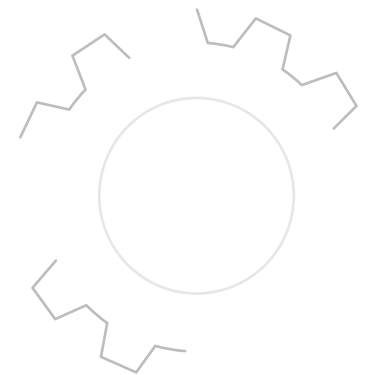
Having identified the silos and shaken some hands, the next step is to align your data vision with key business drivers. Along with a rough idea of where you want your digital transformation to go, you'll have begun to note potential initiatives, some offering quick wins, others suggesting a more complex path to higher value. Understanding immediate business needs will help prioritize.

By scrutinizing the business's strategic imperatives, you'll find the specific priorities, actions, and goals that have already won executive approval. You'll know what direction everyone's supposed to row.

Key business events and drivers may include:

- Launch of new products or service categories, from adding a whole new product line to significantly expanding the functionality of your mobile app.
- Expansion plans: Serving a new market, or opening a factory or business location in a new territory.
- Planned mergers and acquisitions. Sometimes a known deal is on the calendar, and sometimes strategic acquisitions have not yet been identified but are a high priority for the coming year or 18 months.
- Disruptive process changes, such as taking on new partners or suppliers.
- Seasonal factors, such as a retailers' holiday rush.

Prioritizing in line with existing initiatives is, of course, the easiest way to win executive support, stakeholder participation, and funding for a data initiative. You'll never achieve 100 percent alignment with stakeholders and leaders across a large organization, but it's important to win key support for crucial initiatives, and to know where the points of friction or disagreement lie.



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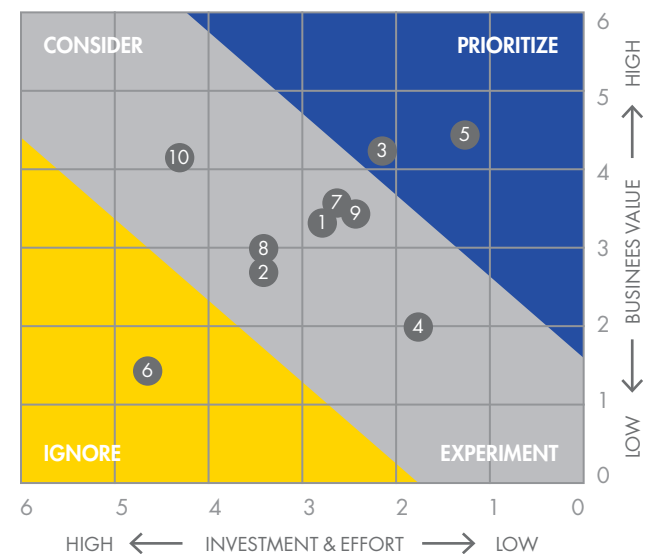
As a recommended best practice, Informatica Professional Services consultants often overlay a 'business opportunity heat map' that helps synchronize business priorities with potential data enhancements and the larger infrastructure goals of your eventual roadmap. Just as your enterprise risk management team may use a similar heat map to determine the greatest areas of risk, this portfolio-management approach helps to prioritize the highest-value, quickest-ROI data initiatives.

This heat map is a great collaboration and communication tool when working with executive leadership to shape priorities, and to see the entire functioning of the enterprise the way a conductor sees an entire orchestra, understanding every musician's role and spotting where something's out of tune.

Example of a Business Opportunity Heat Map.

BUSINESS OPPORTUNITY NAME

1. Reduce eDiscovery risk
2. Improve customer satisfaction scores
3. Improve call center efficiency
4. Improve financial reporting
5. Optimize supply chain
6. Reduce global data sync (GDSM) failures
7. Improve upsell/cross-sell
8. Introduce new mobile ecommerce channel
9. Accelerate acquisition integration
10. Improve sales territory alignment process

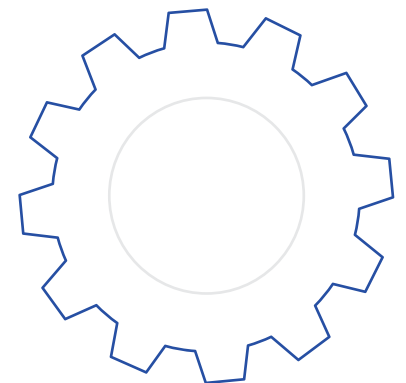


2. Align Business Drivers With Data.

Align compelling business events and drivers with the data strategy.

As you look to combine an overall vision with specific strategies, you begin to think about two time horizons. **Your data vision encompasses a complete evolution that brings enterprise-wide improvements.** In an ideal state, there are no data silos, and it's possible to bring in new data streams and combine existing data sets in new ways to arrive at new insights. You're envisioning an organization in which you'll never again have to say, 'This system can't talk to that system,' or 'It's going to take too long to get that data into a usable format.' Infrastructure improvements on that scale generally take at least three to five years, and may be updated based on changes to the business and new technological developments.

But your data strategy is on a much shorter horizon. You need concrete plans for the next 30, 60, and 90 days. You need to know what you'll accomplish in the next six, nine, and 12 months. But before you can write that plan, there's a crucial aspect of your discovery phase to complete, addressing the issue that's arguably more important than embracing executive ambitions or plotting out where all the data resides.



3. Manage Change.

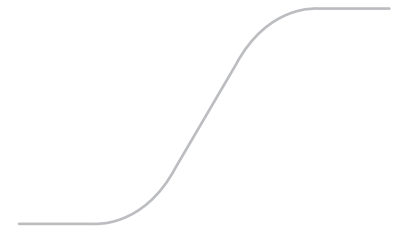
Define a change management strategy that builds a data-driven culture.

CDOs who see their enterprise data challenges as a question of simply putting a messy house in order tend to focus on technology. **Define the requirements, spearhead an ambitious rollout of new systems, run some quick trainings, and behold: improvement!** Unfortunately, technology isn't the cure-all: unfortunate because technology is the easy part, but change management is hard. Ultimately, it's like buying a jigsaw puzzle: whether 100 pieces or 1,000, you can always put it together, right? But what if you've got a team that's not interested in assembling the puzzle? That's distracted with other priorities? That's careless, and prone to losing pieces? That's incentivized to ignore the puzzle because their performance isn't measured on it? What if everyone simply hates puzzles?

That's culture. And when you set about changing how your enterprise handles data, managing that culture is often the single most important success factor. Thus, before you create the roadmap that defines your intended changes, focus on getting to know the relevant culture and human processes, so you can plan to mitigate disruption and increase adoption of new processes and technologies.

Most leaders underestimate how much change management is needed. Broad-based, lasting change takes dedication and commitment on the part of all involved, and research shows that far too many employees just aren't up for that. Gallup polling consistently finds [only one-third of employees are 'engaged'](#) in their jobs.

"Employee engagement is strongly connected to business outcomes," Gallup reports. "... Yet, most U.S. workers continue to fall into the not-engaged category. These employees are not hostile or disruptive. They show up and kill time, doing the minimum required with little extra effort to go out of their way ..." And that is a recipe for failed initiatives. Your organization's culture can levy a significant tax, or act as a powerful accelerant, on transformation initiatives.



3. Manage Change.

Define a change management strategy that builds a data-driven culture.

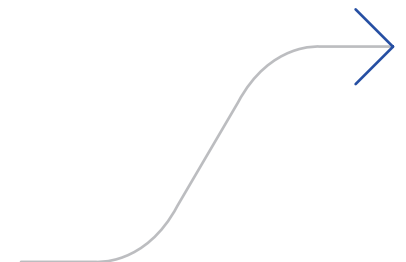
McKinsey suggests that effective transformational change cannot merely be imposed from above.

Rather, it requires genuine commitment from those affected, and must become 'organic' rather than managed. None of that happens by simply creating a roadmap and announcing a timetable.

Culture change is difficult, and if a CDO's transformative vision brings in outside expertise for only one aspect, change management is where it will be needed most. Changing a culture starts with being able to clearly state what it is (or isn't) in the form of shared values and beliefs. **Culture should talk about what is important to the organization, then give tangible examples that explain how it helps the organization be successful.** And culture cannot be mere rhetoric. Senior leadership must be role models demonstrating these values, not just messengers dictating them.

What Is a 'Data-Driven' Culture?

Culture is typically defined as a set of customs, traditions, and values shared by a society or community. In business, we often think of a company's corporate culture as the way its employees behave and react to different situations. In a data-driven culture, data is used in a pervasive way within the enterprise, with processes and operations that have been established to make it easy for employees to acquire and analyze information. In addition, employees not only feel that they are consumers of data but also that they have ownership over and accountability for the quality and completeness of the organization's data assets.



3. Manage Change.

Define a change management strategy that builds a data-driven culture.

Informatica's Professional Services consultants have found the following guidance helpful for CDOs and other executives looking to get a grip on culture to drive digital transformations:

Look at the Past as Well as the Present.

How have previous data initiatives (or similar transformation projects) fared? How was buy-in established, training delivered, and adoption encouraged? Where results were sub-optimal, why? Was buy-in sabotaged by poor communication, lackluster executive sponsorship, insufficient training, botched rollouts? Was everyone simply too busy keeping up with their daily tasks? Did the changes actually make sense, or were they designed from on high with no input from the people forced to function within the new order?

Look at All Levels of the Organization.

Don't only listen to leaders about what the company culture is, and how change will be embraced. Managers, supervisors, and line workers live the culture. Remember, you want to change how data is leveraged, and business leaders want to change results in customer experience, sales, etc. But an awful lot of workers just want to get their jobs done.

Underproductive shortcuts develop when an official process is too onerous, or the benefits of 'doing it right' are either not understood, or not a shared cultural value. And any time you're creating a plan to change how people get their job done, don't forget to also consult the expertise of the people who actually spend their time getting that job done.

Also, be aware of existing disconnections between leadership and staff realities. Ask leaders if they're getting the data they need to make decisions and they may simply answer yes—without understanding the urgent and wasteful manual effort that goes into pulling it together for them. The leaders get the data they asked for, unaware of the people scurrying in the background to pull it from multiple systems, trying to resolve discrepancies, and, in most cases, using brute-force manual effort to bring it together. What's worse, this is seldom a repeatable process and when it is repeated the results don't always line up.



3. Manage Change.

Define a change management strategy that builds a data-driven culture.

Don't Neglect Implementation and Follow-Through.

Even with a strong, accepted vision, we see companies encounter significant pitfalls during the implementation stage and beyond the go-live date. For example:

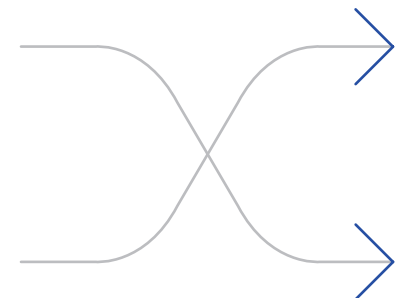
- Absentee executive sponsorship. Often limited to a rah-rah kickoff announcement, but never to be heard from again, signals a lack of real priority and commitment.
- Inadequate buy-in stifles meaningful adoption; people must understand and embrace the value the change will deliver for them.

- Inadequate training sabotages even the best intentions. Employees can't do what they don't know how to do.
- Poor follow-up allows old habits or new shortcuts to assert themselves.
- Continue to assess worker performance by old metrics, and you encourage the status quo.

A CDO cannot change culture alone. That requires top-down sponsorship and bottom-up understanding.

Our Informatica Professional Services consultants often take clients back to the basics, facilitating workshops and sessions around core values to begin to create a new culture of data. Successful change management is about a lot more than saying, "We're going to do it this way now."

In fact, when you do move on to formally creating your roadmap, a significant portion must address the human elements of culture and plan for purposeful change management.



4. Develop a Roadmap.

Develop a holistic roadmap and program that delivers incremental business value.

The CDO's credibility is ultimately based on the roadmap execution: what did you promise to do, did you get it done on time, and did it deliver value? That's why so much work around context, collaboration, and culture come first—so you can get the roadmap right.

The roadmap is a record of intent, but more importantly, it's a communication vehicle. If 'CDO' were a product, the roadmap is your brochure. It should describe technology and process implementations in terms of the business outcomes they deliver. Use the language of business. Don't think in terms of launching projects; express yourself in terms of creating capabilities that will drive business results. No executives beyond perhaps your CIO care that you're migrating a data warehouse to the cloud.

They care that this will let you create more accurate sales forecasts, and update them faster at a lower cost.

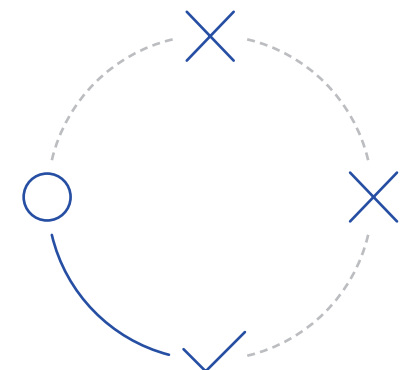
They don't care that you're integrating sales, customer service, and marketing data sets; they care about how this will allow them to reduce customer churn and increase share of wallet.

The second key to a solid roadmap is communicating a clear sense of evolution. You start with the basics: where people don't have the data or analytics tools to do their current jobs, deliver that first. From there, chart a meaningful evolution in which one implementation builds on previous rollouts to increase value throughout the chain. The roadmap helps you escape a reactive cycle of short-term thinking to build long-term success. It must tell that story.

Finally, as we've been stressing, your roadmap must consider more than technologies and launch dates. It's a complete plan for transformation, incorporating change management efforts that help you establish a track record of success.

The specific components of the roadmap include:

- Strategic vision statement: where will this roadmap lead us?
- High-level sponsors, as well as key stakeholders/team members (consider leveraging DACI or RACI role assignments).
- Project timeline for the next few years (i.e., start/end, cost, surrounding factors like change management). More detail in the near term, less as you look further out.
- Business value/objective for each initiative, who has responsibility for it, and metrics of success. Always consider how the customer or end user benefits.



4. Develop a Roadmap.

Develop a holistic roadmap and program that delivers incremental business value.

Two final caveats: first, the roadmap is driven by the vision and strategic plan, prioritized in collaboration with business leaders and key stakeholders. It must address more than just immediate results, but quick wins do matter. Make sure your grand vision will deliver early, measurable success in priority areas, to ensure your credibility and earn continued (and increased) support.

Second, adapt to new crises/demands without derailing the roadmap. Be flexible, but also don't set your roadmap on fire because of some immediate, short-term urgency. That's the whole point of having a plan.

	Q1	Q2	Q3
Leadership	Gain approval from executive team on goals and rollout	Update vision and strategy	Report progress to senior leadership team
People & Culture	Address gaps in skill and capacity	Train first wave of data stewards	Measure performance of team and adjust where necessary
Process	Implement data council and working group process	Define naming, validation and data capture policies	Document the reference architecture
Infrastructure	Install and pilot data quality and business glossary tools	Integrate metadata across reporting systems	Implement master data management solution

If 'CDO' were a product, the roadmap is your sales brochure. And a good roadmap communicates a clear sense of evolution.

5. Leverage Data Governance.

Leverage data governance to establish a culture of shared accountability.

By the time you create the roadmap, you've earned enthusiastic support from some quarters, and reluctant agreement from others. But effective execution and maintaining success is the hard part. Change management helps you get to the launch, but governance and accountability help you maintain success and make continued improvements.

Data Governance:

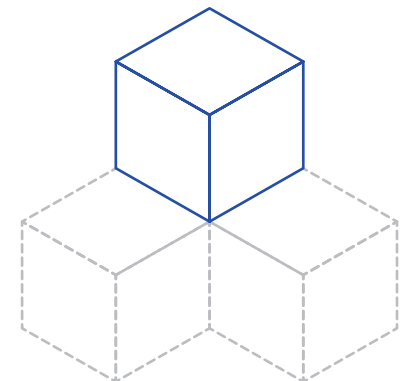
You need a framework for how data enters and moves through the organization, where it resides and in what format. You need processes for how that data is analyzed and used to make decisions. Methods are required for identifying new opportunities within the data, and for remediating problems and inefficiencies. Data governance is a coordinated, enterprise-wide effort to protect and optimize the business value of your data assets.

For many businesses, ownership of data has defaulted to IT, because IT has responsibility for the databases, applications, and systems that capture, process, and deliver that data. But digital businesses recognize that data is the lifeblood supporting every business process, decision, and interaction. True ownership must reside in the business units that own the business outcomes that data helps deliver, with IT a crucial collaborator.

With an understanding of data's value and proper ownership, you can establish a holistic approach to data governance: policies, processes, and standards for the effective use of data that are both repeatable and scalable. That approach will define roles and responsibilities to ensure compliance with guidelines to deliver trusted, secure data.

Accountability:

Defining ownership of data and stewardship of processes instills another crucial element to ongoing success: accountability. There's probably nothing more important to making a transformation stick than shared accountability. Someone must own the new, ongoing processes and technology. Someone must be responsible for data quality. Someone must be concerned that the transformation remains aligned with overall vision and strategy. Questions of measurement and accountability need to be defined in the roadmap, and widely understood. Everyone must have a stake in the outcomes of individual initiatives and the overall transformation effort.



5. Leverage Data Governance.

Leverage data governance to establish a culture of shared accountability.

Area	Task	Data Governance Program	Business Data Owner	Data Stewards	Source System Owner	IT Custodian	Data Architect
Discover	Profile and source target data	I	I	R	I	I	I
	Manage data models	I	I	S	S	S	AR
Define	Define business rules	A	A	R	C	C	S
	Define key performance indicators	A	A	R	C	C	S
Apply	Apply business rules to source systems	I	I	S	R	S	C
	Resolve issues in data/process	I	A	R	S	S	C
Measure and Monitor	Create data quality scorecard	A	A	R	I	I	I
	Analyze data lineage	I	I	S	S	R	C

R = Responsible
A = Approving
S = Supporting
I = Informed
C = Consulted

Tracking key roles and responsibilities helps create and maintain a culture of shared accountability – crucial to the success of any transformation project.

The Transformed Enterprise.

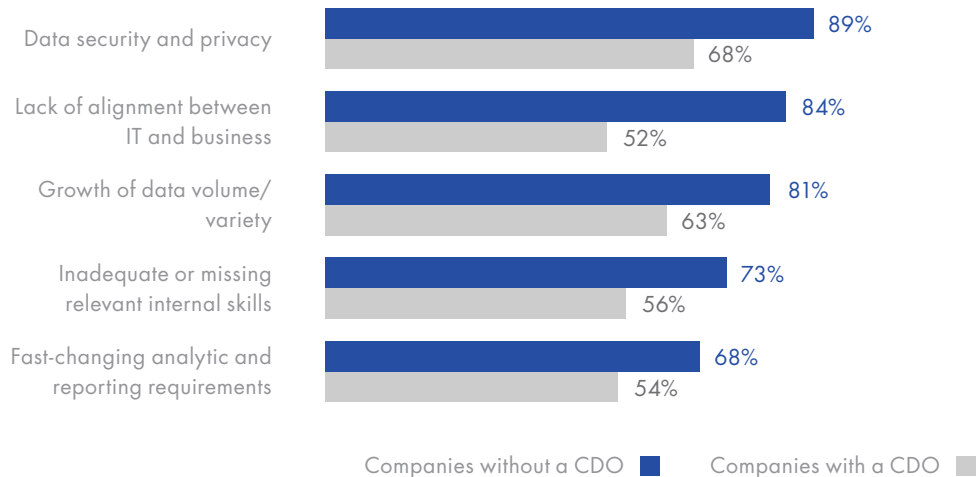


The Transformed Enterprise.

Data has become more central to business success, and businesses increasingly turn their attention—and resources—to their data and the digital transformation of their enterprise. We see this in the proliferation of data initiatives in large organizations. We see it in headlines about disruptive, data-driven startups that come from nowhere to fundamentally remake entire industries. And we see it in the explosive growth of the CDO role, which has been tasked with a great many transformative responsibilities.

In this regard, success of the CDO may hinge more on relationships than on hard knowledge of technology or business principles. “The importance of soft skills should not be understated,” [according to McKinsey](#). “Some CDOs estimate they spend 80 percent of their time building relationships.”

What are the biggest challenges your firm faces when orchestrating its business intelligence strategy?



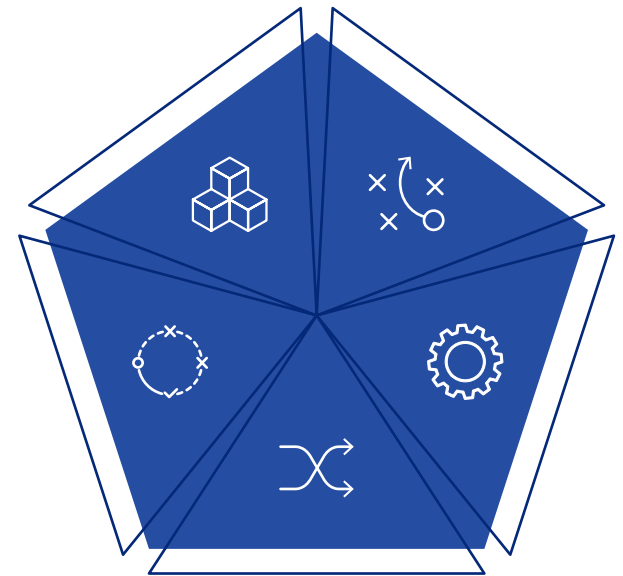
Source: Forrester's Global Business Technographics® Data and Analytics Survey, 2015

Listen, Leverage, Lead.

Pay close attention to how enterprise strategies impact priorities for your peers and their staff. Get to know your organization and build a plan that prioritizes valuable and relevant results. Work with your people and your processes to ensure the adoption and ongoing success of your data initiatives.

Rely on expert collaboration. Your executive board shapes strategy; BU leaders and managers make the strategy real. Your CIO owns the technology and architecture strategy (and data strategy, if the CIO is your boss!), and your HR team is vital to change management. Vendors, partners, and consultants can be valuable through the entire process or in key areas.

But above all, never lose sight of the end user, the customer, and your partners, the source of business success. **The CDO is evolving into a key strategic leader in the enterprise because, increasingly, data is the business. The CDO is therefore more than the steward of data. He or she must be, in effect, a steward of the business itself.**



About Informatica.

Digital transformation changes expectations: better service, faster delivery, with less cost. Businesses must transform to stay relevant and data holds the answers.

As the world's leader in enterprise cloud data management, we're prepared to help you intelligently lead—in any sector, category or niche. Informatica provides you with the foresight to become more agile, realize new growth opportunities or create new inventions. With 100% focus on everything data, we offer the versatility needed to succeed.

We invite you to explore all that Informatica has to offer—and unleash the power of data to drive your next intelligent disruption.

For more on digital transformation and driving an enterprise-wide, holistic data strategy, contact us at ips@informatica.com.



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