

The rise of the CDO: panel discussion

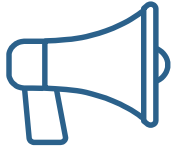
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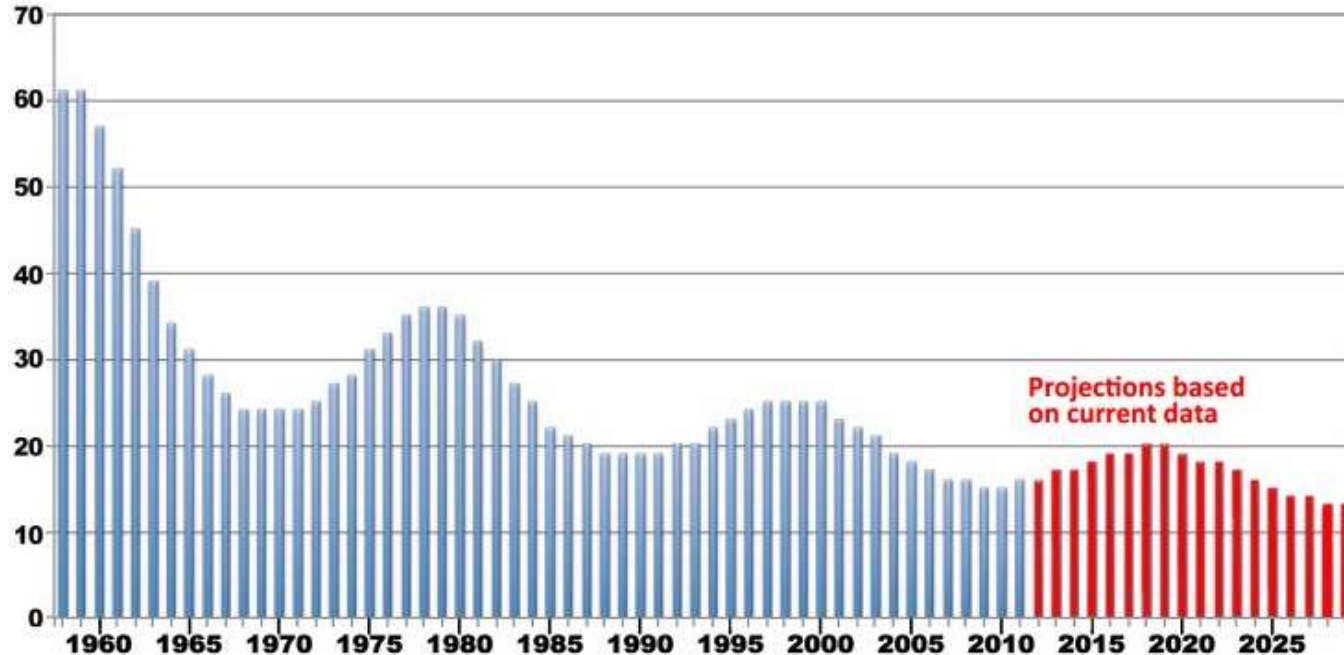
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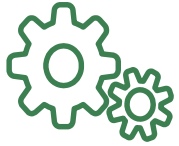
Setting the stage



Average company lifespan is declining



Source: Morgan (2013)



**Companies can stay ahead
through **innovation:****

Analytics



Macro

- ▶ **Analytics increases US GDP up to 2% by 2020 (McKinsey, 2013)**

Micro

- ▶ **Most analytical firms are twice as likely be in the top quartile of financial performance within their industries (Bain, 2013)**
- ▶ **Strong link between data-driven decision making and business outcomes (Brynjolfsson, Hitt, & Kim, 2011)**



#SFBL17

Q1: How does your company leverage the potential of analytics?

2



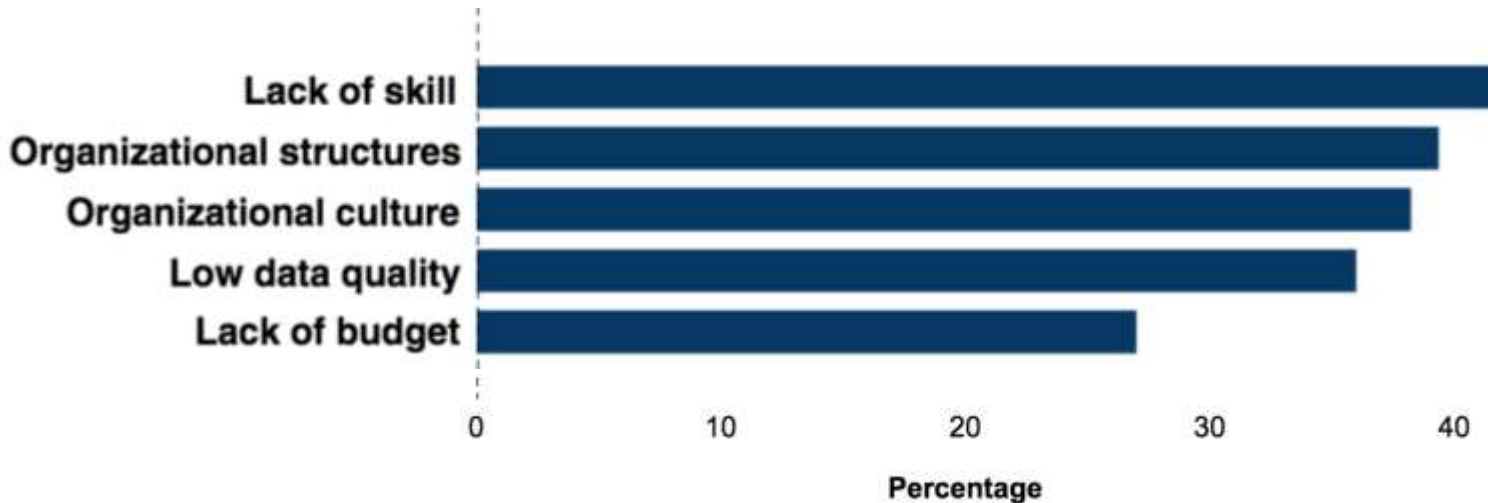
48% of analytics ambitions **fail to reach expectations**



Technologies and algorithms are relatively **mature**



4 out of 5 top challenges are related to organizational characteristics



Source: Vandenbrouaene (2017)



Q2a: What are the **biggest challenges your firm faces when implementing analytics?**

Q2b: How do you **tackle them?**

3



**Companies hire data & analytics
related **C-level officers****



Chief Data Officer

- ▶ Many Chief Data Officers were hired after the financial crisis to comply with tightening **regulation**
- ▶ Initially focused on **compliance** and **data governance** issues (**Defensive** applications)
- ▶ Now also often responsible for **innovation** (**Offensive** applications)



Chief Data Officer



- ▶ Very **broad** responsibility spectrum



Chief Analytics Officer

- ▶ **Most recent** data & analytics related C-level positions
- ▶ Focuses on **offensive** initiatives



▶ Chief Data Officer

▶ Chief Analytics Officer



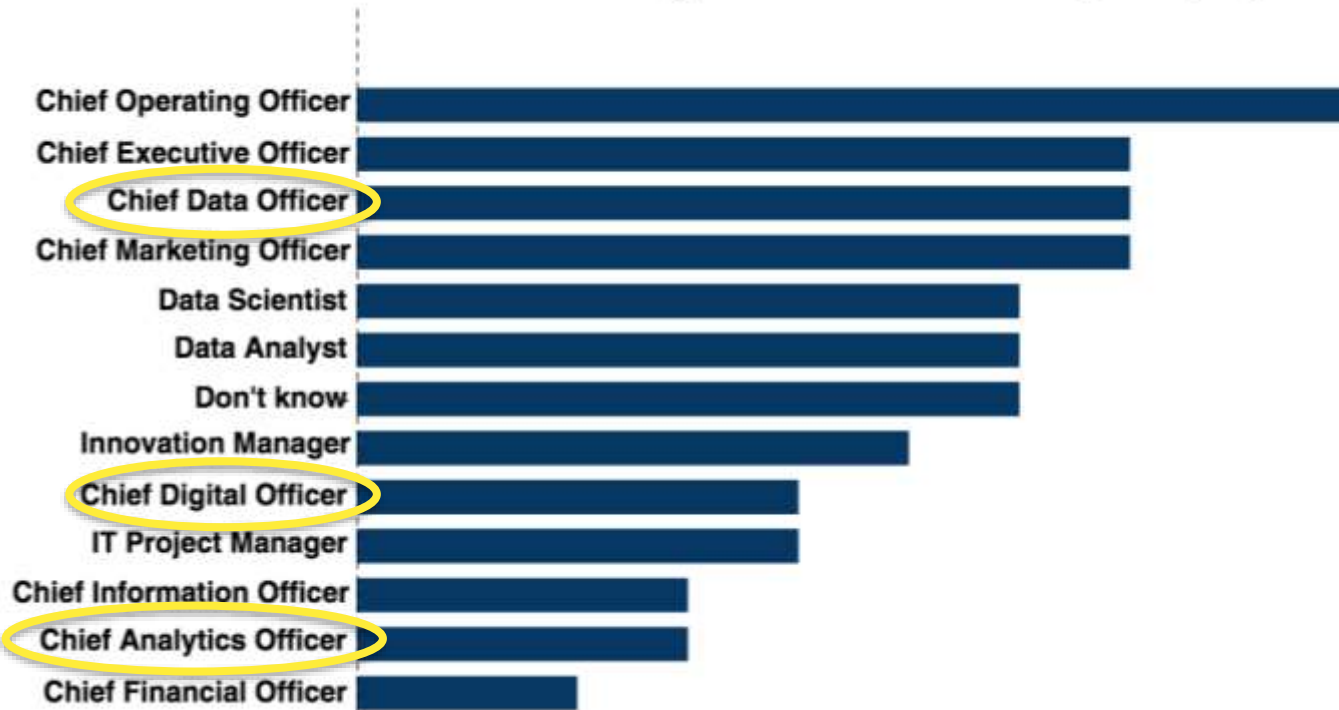


Q3a: What are the **responsibilities** of the Chief Data Officer?

Q3b: Is his responsibility spectrum **too wide**?

Q3c: Chief Data Officer & Chief Analytics Officer new **Batman and Robin**?

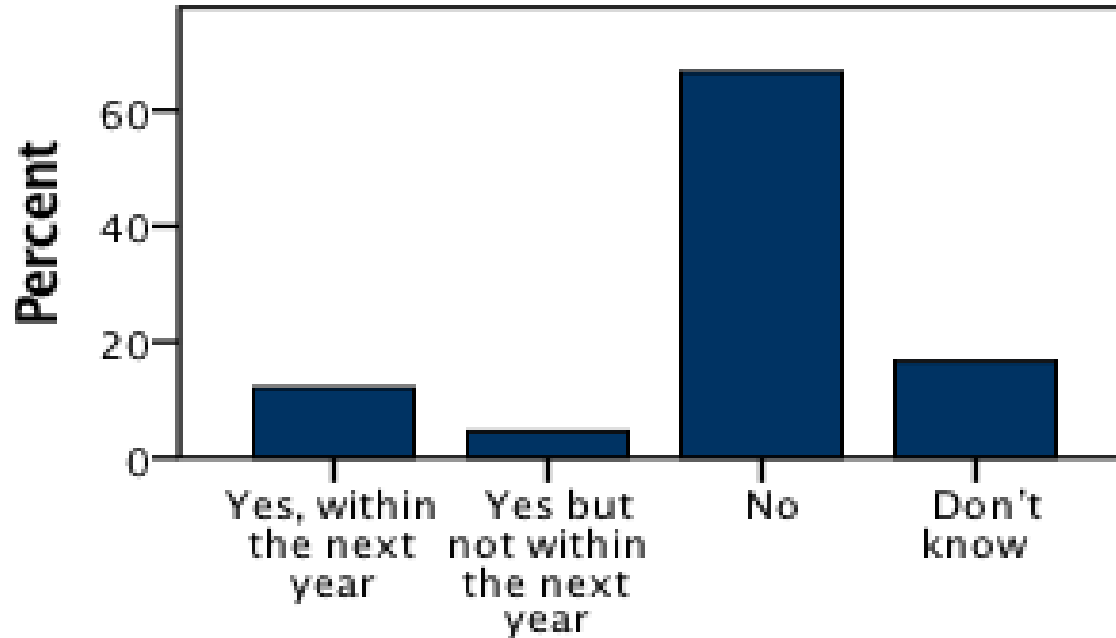
Who is in charge of the data & analytics projects?



Source: Vandenbrouaene (2017)

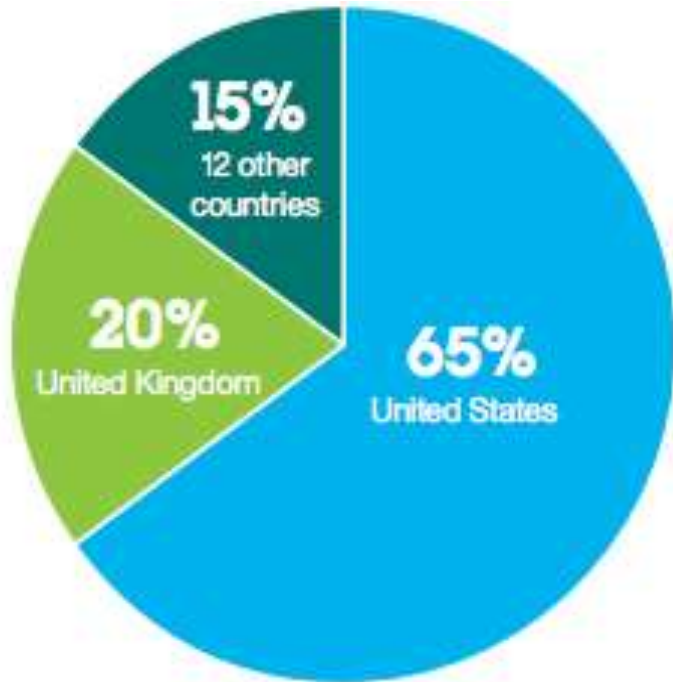
- ▶ Vast majority of data & analytics initiatives are still being led by the traditional C-level officers

Does your company plan on hiring a data analytics related C-level officer?



Source: Vandenbruaene (2017)

- ▶ Only 10% of companies that do not yet have a data & analytics related officer plan to hire one this year



Source: IBM (2014)

- ▶ **Vast majority of data & analytics C-levels are employed in the US or the UK, Europe seems to lag behind**



Q4a: why are the majority of data & analytics initiatives still being led by traditional C-levels?

Q4b: why does europe seem to lag behind in hiring Chief Data/Analytics Officers?

Q4c: is the added value of these officers high enough?



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