

# HOW TO BECOME A DATA CHAMPION

## 5 KEY PIVOTS YOU NEED TO MAKE

IDC #EUR149093422

© 2022 IDC

Authors:  
Giulia Carosella  
Luca Butiniello

### THE JOURNEY TO BECOME A DATA CHAMPION ORGANIZATION IS NOT FOR A LONELY HERO — IT'S A TEAM EFFORT

Although along this journey CIOs are the most under pressure to design a data strategy, they need to work in tandem with the rest of the C-Suite to be successful

#### The team: Top 5 CxOs in charge of signing off new data and analytics initiatives

(% of organizations choosing the specific CxO to sign off new data and analytics initiatives)

50%



CIO

45%



Chief Digital Officer

34%



Chief Data Officer

30%



COO

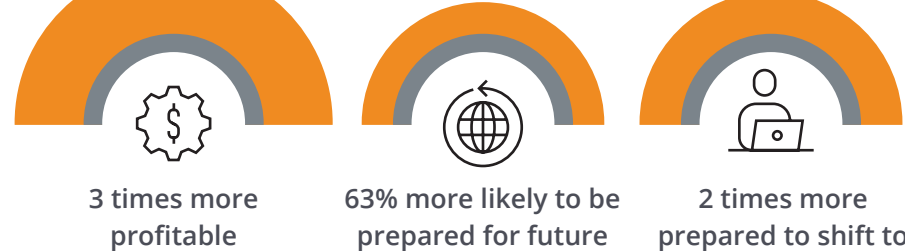
23%



CEO

Whatever your business priorities are, **data champions achieve them twice as fast and better.**

For example, data champions are:



● Data champion ● Data laggard

Note: arc size representing the number of organizations achieving the following improvements

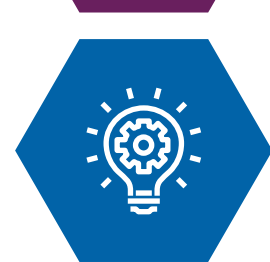
### TO BE SUCCESSFUL, YOU NEED TO SHIFT FROM A "FUNCTION-OWNED" MENTALITY TO A "DIGITAL-BUSINESS FABRIC" MENTALITY

To become a data champion, organizations need to shift from a "function-owned" mentality, where data and technology are owned by one department, to a "digital-business fabric" mentality, where the entire C-Suite works in a coordinated fashion with the CIO/CDO and other line-of-business leaders to drive a joined-up data strategy driven by strategic business priorities, use cases, and outcomes.

In a digital business fabric, all processes are interconnected, and business stakeholders are empowered to leverage data to achieve business outcomes. Data sits at the heart of the organization connecting the three threads:



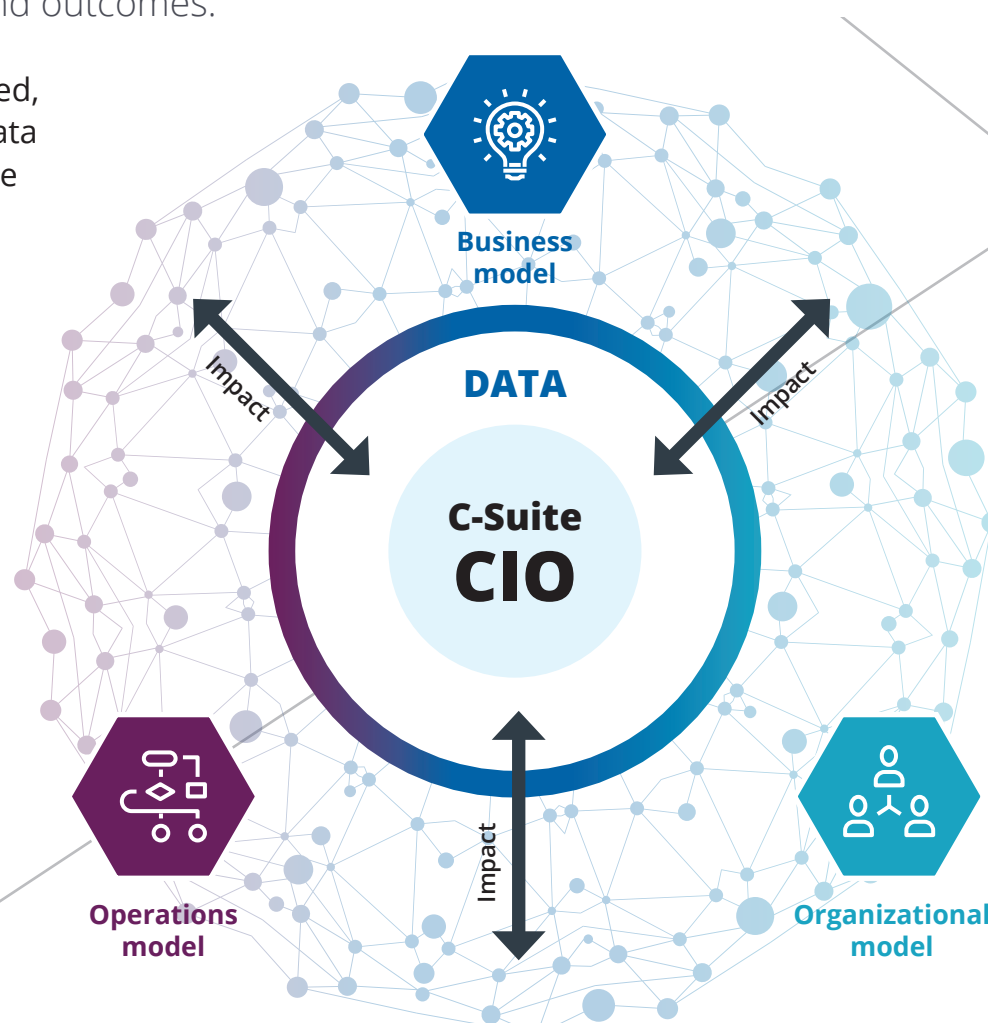
**Operations model** — the internal engine that keeps organizations running



**Business model** — the process through which revenues are generated

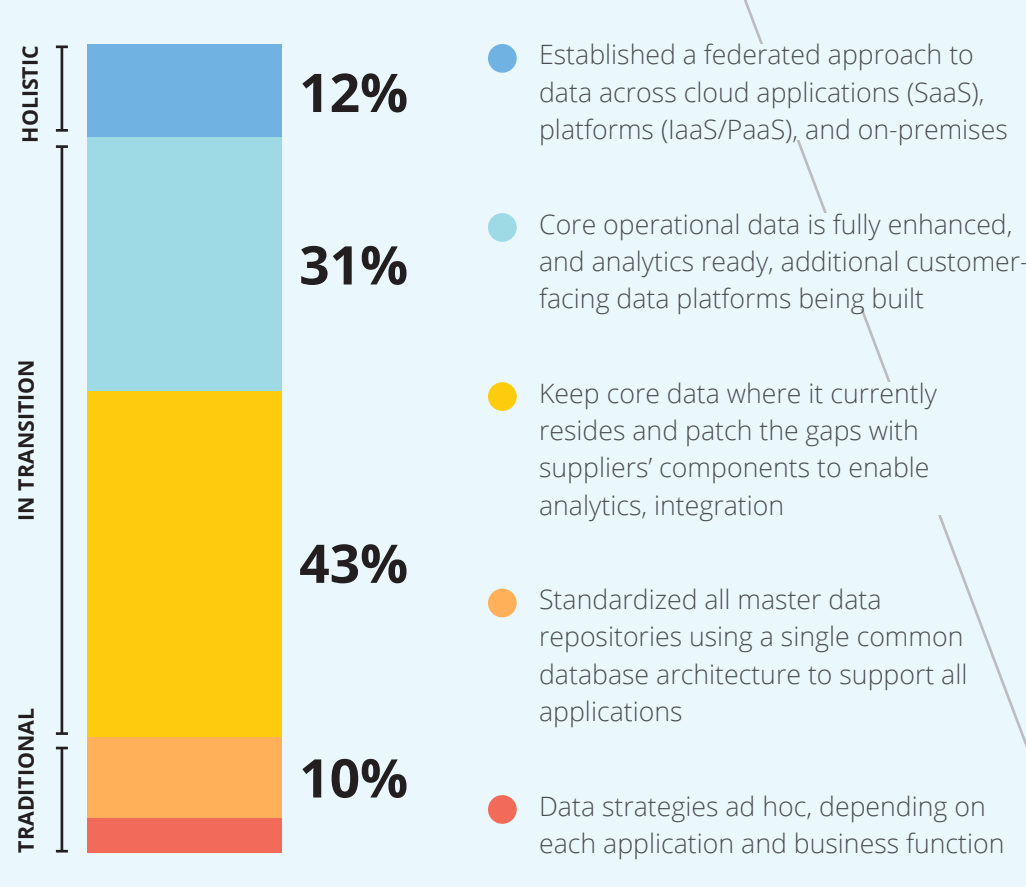


**Organizational model** — the way an organization is structured



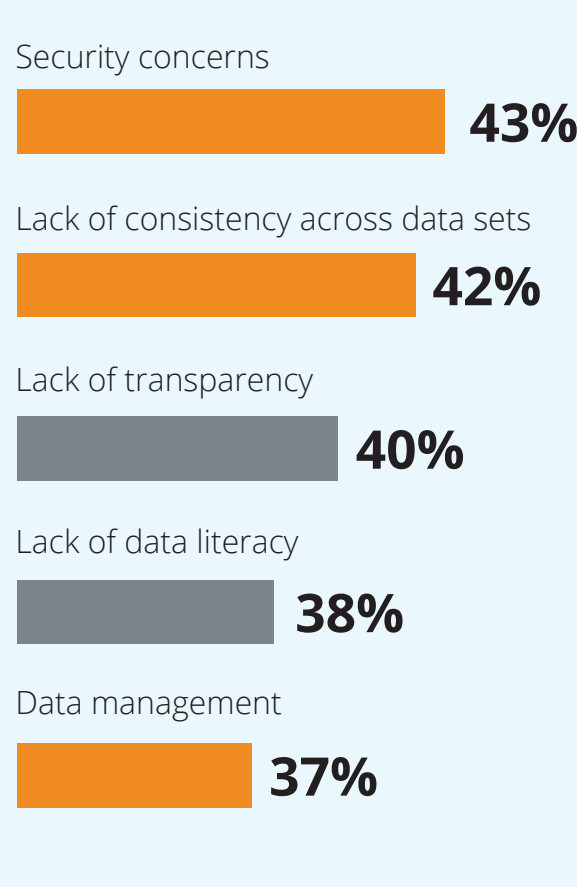
### BUT THERE ARE SEVERAL HURDLES ALONG THIS JOURNEY

Most organizations are in a transitory phase in executing their data strategy, while only few have a holistic data strategy in place (12%). Are you ahead of this transition or behind?



Source: IDC Europe, Data Driven architecture, November 2021; n=450

What are the main technical and business hurdles to executing your data and analytics plans (% of organizations)?



● Technical hurdle ● Business hurdle

### SHIFTING YOUR ORGANIZATION TO A DATA CHAMPION MENTALITY WILL MEAN FACING 5 TURNING POINTS

Taking the right decision will be crucial to operating with a Digital Business Fabric mentality.



**Business strategy**



**Data-driven functions**



**Execution**



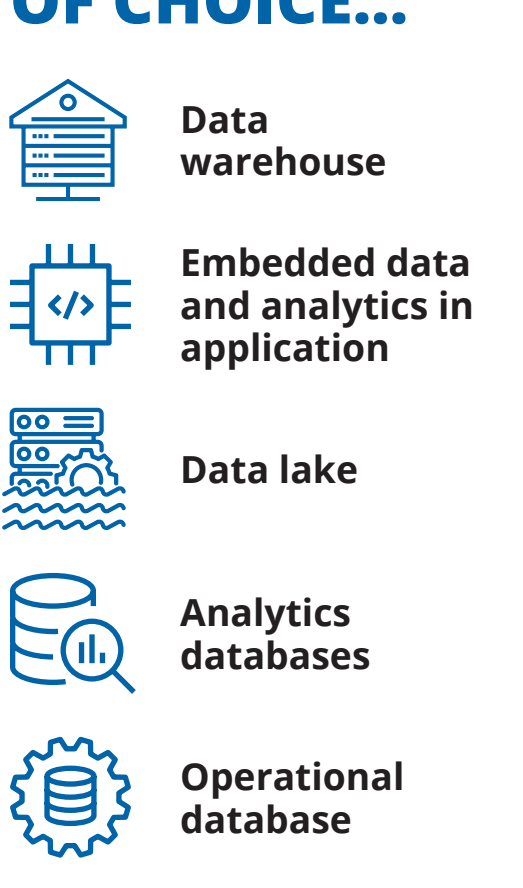
**Data architecture vision**



**Key tech components**

FROM	Ad hoc budgeting and isolated initiatives	IT is the unique sponsor and primary user	Specific data and analytics projects are run in isolated pockets	Patching the data gaps ad hoc but silos across systems and applications remain, no overarching vision and plan	Rigid architecture based on a standardized data repository and siloed components
TO	Enterprisewide strategy and budgeting	IT and Business users, with strategic sponsorship from CEO	Entire enterprise leverages data and analytics to automate tasks and enable new business	Federated and holistic data approach, unifying platforms, and applications under a single vision	Dynamic, agile, and federated data architecture with different IT capabilities supporting a plethora of use cases

### SEVERAL COMPONENTS CAN UNDERPIN THE DATA ARCHITECTURE OF CHOICE...

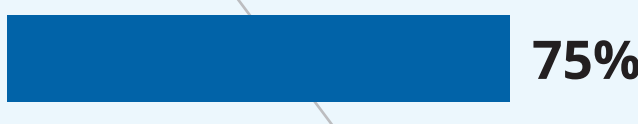


—but there is no "either/or" choice between these components! Different components support different use cases and produce different impacts.

The right data architecture will therefore be a **federated architecture of multiple components and applications** able to support a plethora of use cases and stakeholder needs.

**What impact to achieve through data?\***

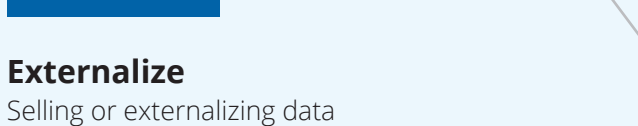
**Decide**  
Data to accelerate decision-making process



**Plan**  
Data for scenario-based modeling and forecasting



**Execute**  
Data to deliver automation and optimization



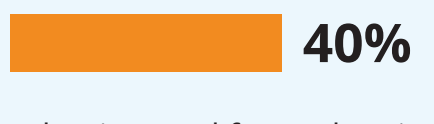
**Externalize**  
Selling or externalizing data



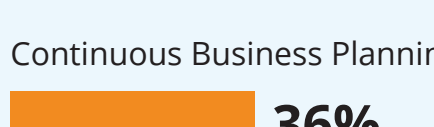
Source: IDC Europe, Data Driven architecture, November 2021; n=450  
\* % of companies that consider each impact pattern very or extremely relevant for their strategy

**Which use cases are priorities for your organization?**

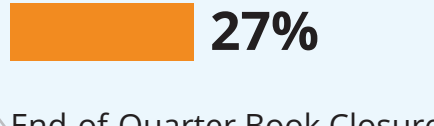
Customer Churn Analysis



Adaptive Workforce Planning



Continuous Business Planning



Continuous Sales Operations Planning

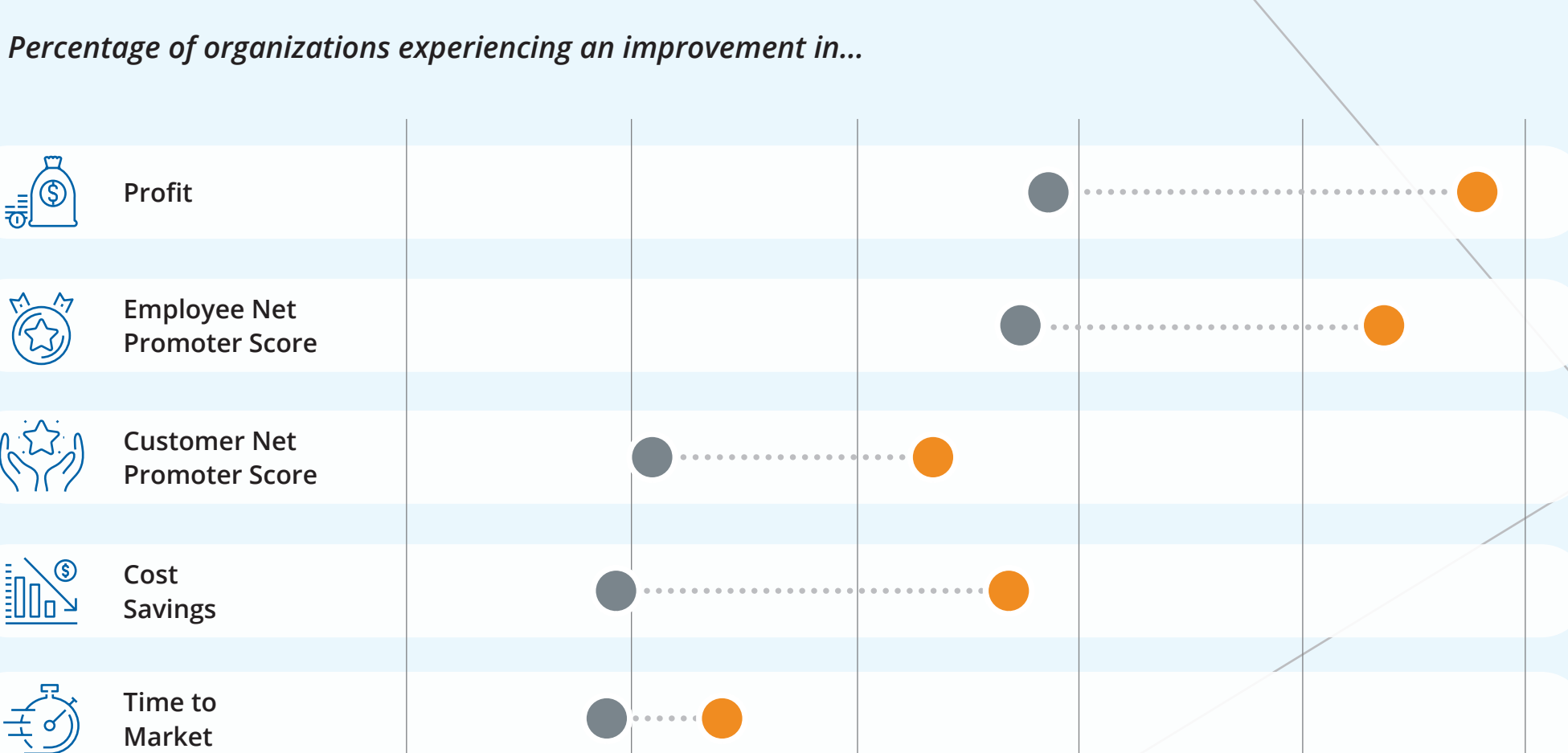


End-of-Quarter Book Closure



### AT THE END OF THE JOURNEY, DATA CHAMPIONS CAN ACHIEVE SIGNIFICANT IMPROVEMENT ON SEVERAL KPIS

Percentage of organizations experiencing an improvement in...



● Data champion ● Data laggard

### CIOs' TOP THREE ACTIONS TO ACHIEVE ORGANIZATIONAL GOAL OF DATA CHAMPION



**Identify Silo-Breaking Data Sponsors in the Business**

The CIO needs to identify key data sponsors in the organization who are going to rise to the "data challenge" and bust silos across all areas of the business.



**Understand the Data-to-Business-Impact Patterns and Key Use Cases to Prove Outcomes**

These patterns require different data variability and velocities. Understanding them will deliver quick wins. Where to prioritize (and when) drives the significant credibility of the CIO.



**Invest in the Right Data Architecture**

Delivering comprehensive outcomes across a digital business fabric requires an agile data architecture. A federated hub of multiple components and applications is a data architecture that can support a variety of use cases and stakeholder needs.

To find out more about how to become a data champion organization and unlock the right data-architecture to power your business, check out the accompanying White Paper.