Chief Data Officers’ Perspectives on How to Achieve Data Management Maturity

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Emerging Chief Data Officer segments
Our conversations with Chief Data Officers (CDOs) identified two emerging groupings with distinct priorities.

<table>
<thead>
<tr>
<th>Innovation-focused CDOs</th>
<th>Regulation-focused CDOs</th>
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<tbody>
<tr>
<td>Priorities</td>
<td>Priorities</td>
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<tr>
<td>Revenue-driven</td>
<td>Compliance-driven</td>
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<tr>
<td>Informal processes</td>
<td>Highly regulated</td>
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<tr>
<td>Not highly regulated</td>
<td>Formal review board</td>
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<tr>
<td>CDOs from Marketing &amp; Advertising Software Technology</td>
<td>CDOs from Finance Insurance</td>
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Regardless of their priorities and motivations, CDOs revealed four attributes for measuring and achieving maturity of their data management and data science practices.

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Maturity attributes

<table>
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<tr>
<th>Attribute scorecard</th>
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<td>CDOs we interviewed had mature adoption of tools to manage data.</td>
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Attribute scorecard
How does your organization stack up on these four attributes?

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Prioritization and measurement

- High-value projects are prioritized across the organization.
- Value measurements include revenue increase, business savings and risk mitigation.
- Projects are re-used to increase return-on-investment.
- To build trust, CDOs must work effectively across the organization.
- CDOs who possess IT skills and business acumen are more likely to succeed at this task.
- When there is trust, the business invests in data-centric value creation.

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Data platform fit for purpose

- Team members are trained and empowered to interpret data.
- Business understanding and engineering capabilities are built into teams.
- The organization can use and deploy models at scale.

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Data interpretation at scale

- Data is managed in a way that is meaningful for the use cases it must support.
- A single source of truth is a tooling requirement.
- Tools must support governance and vertical mandates for data management and access.

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Organizational trust

- Interpreting business value and sharing successes across the organization. Building trust among teams.
- Projects are done on a consistent basis.

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Data platform fit for purpose

- How the organization is designed to measure, own and manage data. The structure of data is integral to this.

8

Prioritization and measurement

- The organization is designed to measure, own and manage data. The structure of data is integral to this.

9

Data interpretation at scale

- The organization is designed to measure, own and manage data. The structure of data is integral to this.

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