



CHIEF DATA OFFICER FORUM AFRICA ROUNDTABLE

CHIEF ANALYTICS OFFICER Forum West Coast

May 25-27, 2016
San Francisco, USA



Chief Data Officer Strategy Summit Spring

April 7, 2017
San Francisco, USA

CHIEF DATA OFFICER Forum Insurance

September 13, 2016
Chicago, USA

CHIEF ANALYTICS OFFICER Forum Canada

June 21-22, 2016
Toronto, Canada

CHIEF DATA SCIENTIST Forum Europe

September 13-14, 2016
London, UK

CHIEF DATA OFFICER Forum Europe

May 9-11, 2016
London, UK

CHIEF DATA AND ANALYTICS OFFICER Forum Singapore

June 27-28, 2016
Singapore, SG

CHIEF DATA AND ANALYTICS OFFICER Forum Hong Kong

Event details coming soon...

CHIEF DATA OFFICER Forum Government

June 8-9, 2016
Washington DC, USA



Chief Data Officer Strategy Summit Fall

September, 2016
Boston, USA

CHIEF DATA OFFICER Forum Financial Services

June 22-23, 2016
New York, USA

CHIEF DATA OFFICER Forum Africa

June 6-9, 2016
Johannesburg, South Africa

CHIEF ANALYTICS OFFICER Forum Fall

October 4-6, 2016
New York, USA

CHIEF ANALYTICS OFFICER Forum Africa

September 19-22, 2016
Johannesburg, South Africa

CHIEF DATA OFFICER Forum Melbourne

September 5-7, 2016
Melbourne, Australia

CHIEF DATA AND ANALYTICS OFFICER Forum UAE

October 9, 2016
Dubai, UAE

DATA AND ANALYTICS LEADERS Forum UAE

October 9-12, 2016
Dubai, UAE

CHIEF DATA AND ANALYTICS OFFICER Forum Public Sector

Event details coming soon...

CHIEF DATA OFFICER Forum Sydney

February 21-23, 2017
Sydney, Australia

CHIEF ANALYTICS OFFICER Forum Sydney

April 5-6, 2017
Sydney, Australia

CHIEF DATA SCIENTIST Forum USA

Event details coming soon...



IMB Outthink Tour 2017

Dates TBC
Various cities, USA

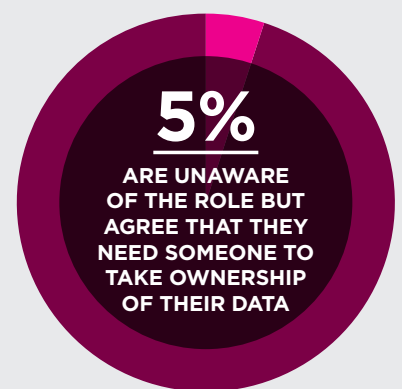
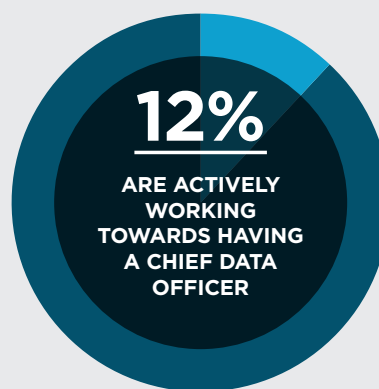
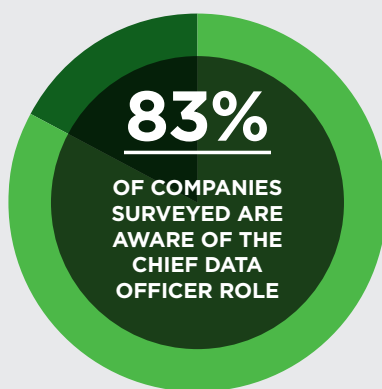


CHIEF DATA OFFICER FORUM AFRICA ROUNDTABLE

The volume and velocity of data in today's ever-increasing digital world is getting bigger and faster. Companies are facing an exponential growth in the amount of data they acquire.

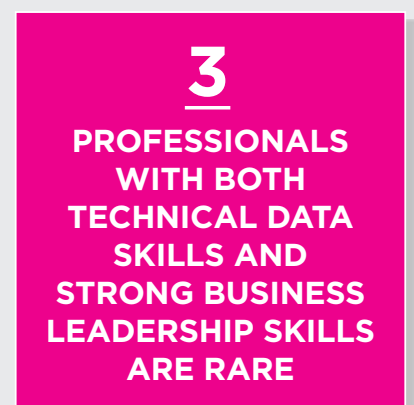
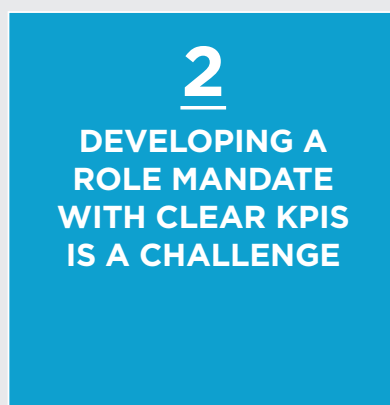
But, long gone are the days where data is seen as a byproduct of business. Progressive companies have already made the move toward monetising their data - deliberately collecting it, governing it and analysing it.

Our research indicates that South African companies are becoming evermore aware of the need to have someone take ownership of their data & analytics.



To date, in corporate South Africa, there are only 3 professionals holding the Chief Data Officer title. And while this is a new title there are many data professional in the country that are effectively doing this role.

WHAT'S STOPPING COMPANIES FROM EMPLOYING A CDO?



Add to this that most companies don't view themselves as data-driven enterprises.

Corinium Intelligence sat down with 5 of the country's leading data professionals, including the 3 official CDOs, to gain insight into how they view the role and the development of data and analytics in South Africa. Although these are the views of only a fraction of the market they are representative of the current state of play.



CHIEF DATA OFFICER FORUM AFRICA ROUNDTABLE

SPEAKER PROFILES



Pieter Vorster
Chief Analytics Officer
Barclays CIB

Pieter has recently been appointed as the Chief Analytics Officer for CIB Africa. The core focus of this role is to deliver data as a strategic asset through big data technology and data science practices. This role is also part of the Digital Executive team and CIB Africa extended leadership team.

Prior to this role Pieter was appointed as Head of Client Value Management for Corporate and Investment Banking in April 2012. In this role he was responsible for Client Insight, Client Solutions and Client Service (including Africa).

Before he joined CIB, Pieter held the position of Chief of Staff in the Office of the CEO and Deputy CEO at Absa Group, and GM Absa Home Loans and Pension Backed Lending.

Prior to joining Absa in 2007, Pieter worked at Liberty Life as Director Strategic Partners and Director Bancassurance amongst other positions.

Pieter is a qualified Civil Engineer and CFP. He also holds an MBA from the University of Wales where his thesis was on building a predictive model for determining financial adviser success, development and recruitment practices.



Magan Naidoo
Group Data Manager
Dimension Data

Magan is the Group Data Manager for Dimension Data which is a role that is positioned as the leading authority on Data for the organisation globally, providing data strategy and direction. This includes coverage of data in 53 countries in multiple geographies across the globe comprising Middle East Africa, Europe, Australia, Asia Pacific and the Americas as regional hubs. The role reports into the office of the Global CFO and is a business side role interfacing with the Group IT Executives as well as the Business Executives. Primary areas of focus include Data Strategy, Data Governance, Data Migration, Data Architecture, Data Quality and Data Culture. Some achievements to date in this role include establishing a Data Roadmap, Data Education and Awareness, Data Governance Framework, Data Governance Policies, Data Processes, Data Ownership, Centralising Data Management, and Data Architecture for the future state to cater for global data privacy requirements.

Magan has gained international experience by working in the USA on global SAP projects for a few years as well by working in the Dimension Data offices in Germany, Australia and Singapore. His collective work history has exposed him to industries such as Banking, Chemicals, Manufacturing, Transport, Consulting and ICT. Prior to joining Dimension Data, Magan worked at EY where he consulted to many large corporates at the C-level to provide assurance on large SAP system implementations and data related projects. He has also worked as a Global lead in the Data Migration stream at SABMiller in a global rollout of SAP.

In line with his field of expertise and future aspirations Magan has obtained the following degrees: Bachelor of Science (Computer Science), Honours Bachelor of Science (Information Systems) and Master of Business Leadership (Thesis: IT Strategy & Business Strategy Alignment).



Yasaman Hadjibashi
Chief Data Officer
Barclays

Yassi's roots in banking started at Wells Fargo in California, where she worked during her time as an undergraduate student at University of California, Berkeley.

She joined Barclays in 2010 and has worked in senior management positions in product innovation and execution across digital and mobile as well as client/customer experience and design. She has been fundamental in establishing Data and new Big Data capabilities as a Group-wide function at Barclays whilst defining the Bank's next generation Data strategy and driving the execution of a number of key Big Data initiatives.

As Chief Data Officer of Barclays Africa Group since Feb 2015, she has been leading the Bank's Big Data transformation across the African continent with one of her core focuses on real-time, intelligent customer/client experience.

Prior to Barclays she worked for Deutsche Bank Global Markets in New York and PwC Assurance and Business Advisory in San Francisco.



Pierre-Johan Bezuidenhout
Chief Data Officer
Wesbank

PJ has recently moved in the Information Office within WesBank. He takes on the role of the Chief Data Officer. The Office has been established to pull in the many data, records and information initiatives, making sure the Bank drives information management and information governance, and services towards all individual businesses within the Group.

Prior to the role of CDO PJ spent his first few years in the WesBank Credit divisions, both Retail and Commercial segments. He has a strong actuarial and statistical background and headed up Portfolio Management for the past six years. The role managed a group of young Actuaries and Statisticians with background in mathematics and economics. Part of his responsibilities were to manage capital and provisioning for the commercial portfolios. The role involved business interaction backed by long standing relationships within the company.

PJ obtained a BSc. Honours degree in Actuarial Sciences at the University of North West. He holds an MBA from the Potchefstroom Business School and did his thesis on Business Rescue and the successes this then new Act had on businesses in South Africa.



Dr Richard van der Wath
Chief Data Officer
MyBucks

I am a highly skilled individual with above-average problem solving and leadership skills. I have in-depth knowledge in the science of extracting knowledge from data as well as making predictions by building computer models and simulations of complex dynamic systems. I have worked in a wide area of fields from financials through microbiology to industrial processes, and I really excel at crossing domain boundaries and interacting with people from diverse backgrounds.



CHIEF DATA OFFICER FORUM AFRICA ROUNDTABLE

CDO **What is your view on the value a Chief Data Officer role adds to a business in today's business climate?**

YH Yasaman Hadjibashi: The CDO is slowly becoming a corporate standard. We face an unprecedented volume of data, legacy infrastructure - and someone needs to take charge. There needs to be top-line management that is putting together and driving the adoption and evolution of new technologies, people and processes to really embed a data-driven culture in the bank. I think CDO adds that focus towards this seamless integration where data will help power consumer experiences, and it that focus of flow from back-end technology to delivering data-driven products back to the consumer that a CDO can have the most impact.

PV Pieter Vorster: Seems often to be a reactive stance to the leading players in data value and benefits. Where it has worked well is the impact on costs (storage, platforms, licensing) . In financial services the role of a CDO to support regulatory requirements has become a key focus. This links to broader risk management challenges and data security. If a CDO pulls a singular strategy together to manage data assets (at an enterprise level) and apply the appropriate rigour in technology application the ability to realise value is already a great step forward. Typically the proliferation of data assets and information becomes a cottage industry type structure without the ability to scale. Efficient decision-making then becomes the focus and ensuring the scenarios and ability to predict best outcomes drives business strategy. This is a case of maturity where executives should not make decisions without knowing what the impact could be.

MN Magan Naidoo: The Chief Data Officer role gives organisations clear direction in formulating and driving the data strategy in support of the business strategy, by acting as the single point for Data ownership at the "C" level. It allows for direct representation regarding Data in Boardroom discussions, with Executive sponsorship at the "C" level. This paves the way to secure appropriate resourcing and funding to leverage Data as a value driver. The value add of the role is even greater for Global organisations that operate in multiple geographies by helping to address country and culture dynamics, data privacy challenges and technical complexities. It also gives "all things data" a clear and well defined home within the organisation.

PJB Pierre-Johan Bezuidenhout: Noticeable companies are beginning to see the value of information in their organisations. Data, records and information are becoming a strategic asset to the one who can squeeze out its value. But this value comes at a price and for most companies it becomes a journey as mistakes from the past are corrected through a process of re-alignment and re-engineering, creating awareness and changing a corporate culture in how data is perceived. The Chief Data Officer becomes that strategic executive driving this corporate transformation.

RVDW Dr Richard van der Wath: In recent years data and data generating devices has become ubiquitous, with the main driving factors the advent of social networks and mobile smart devices. At the same time business management are increasingly realising the potential value not only in their own operational data but also the competitive edge that can be gained from the information encapsulated in their customer's data. The obvious approach to ensure that the full potential value from all data a business and its customers generates is achieved, is to have a dedicated c-level management role overseeing the full value chain of data: the CDO.

CDO **What are the key factors that are preventing the proliferation of Chief Data Officers in South Africa?**

YH Yasaman Hadjibashi: Companies in Africa are still entering that phase of maturity with data and it's importance - and over the course of the next year I think that will change.

PV Pieter Vorster: Skills, investment into data transformation which is the crux of the job and political will by the board and executive teams to centralise data assets/skills and people.

MN Magan Naidoo: Some key factors are:

- Low Data maturity levels in organisations
- Lack of understanding how pivotal Data is to an organisation's success
- Conventional thinking regarding Data Ownership i.e. "Data is an IT problem"
- The belief that technology alone is the "Silver Bullet" to solving all Data problems

PJB Pierre-Johan Bezuidenhout: There are today still a large percentage of corporate companies that have not yet see what value information can bring to their organisations. This may be due to ignorance or due to executive having "larger" problems to face in their boardrooms. South Africa is not shooting the lights out on growth prospects. Unlike some of our Africa cousins, we are growing in low single digits for some time now. Corporate companies are impacted by this sluggish growth in a macro economy which makes discussions around budget for information a difficult sell.

RVDW Dr Richard van der Wath: Confusion in exactly what the role entails, overlap in the duties of the CDO with existing more established management roles and shortage of the particular combination of skills that would typically be expected for a CDO.

CDO **What are the critical steps needed to change and/or improve this situation?**

YH Yasaman Hadjibashi: Over the next year we will see the emergence of more data-driven products being launched to the consumer, and together with a growing number of thought leadership forums in Africa on the power of data and analytics will help drive the increase in need for a CDO in South Africa. At the same time there needs to be focus on initiatives like Deloitte School of Analytics that will help up-skill the local workforce to increase data science talent which there will be growing demand for.

PV Pieter Vorster: Critical steps companies need to take are:

- Drive a change agenda at the Board level based on a competitive landscape of globally successful digital and technology companies
- Understand how the "exponential company" forces are shaping the global competitive landscape and responding through Data and Analytics as a core pillar to this
- Start small and scale



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MN

Magan Naidoo: In my view companies need to focus on:

- Executive mandate from the CEO or COO to appoint someone with the requisite skills to provide organisational leadership on Data
- Visible support from the CEO and COO for the person appointed to the role
- Education and awareness to create a Data driven culture

PJB

Pierre-Johan Bezuidenhout: Having a strategy and getting buy-in from executives on this journey is half the battle. One needs to understand that this can be a long stretched out road ahead. Break the journey up into shorter trips, utilise on quick wins and share those value creating successes with the ones approving budget for next year is key to success. Keep it simple, learn from others mistakes and communicate frequently.

RVDW

Dr Richard van der Wath: Two things:

1. Forums such as the Chief Data Officer Forum Africa
2. Outreach programmes to Tertiary institutions to create awareness of the role.

CDO

How do the Chief Data Officer and Chief Analytics Officer (Head of Analytics/Insights etc.) roles combine to drive business performance? Which other internal relationships are important?

YH

Yasaman Hadjibashi: Both are equally important roles which need to work together seamlessly or as one to help deliver data products back to the consumer. It's not just about fixing the back-end infrastructure so that you can capture, store, query data more efficiently - it's about bringing these benefits back to the consumer in the form of personalised experiences to drive revenue, customer satisfaction and engagement, and that's really where the true power of data lies.

PV

Pieter Vorster: Link of a CAO is to the CEO/ Business lead for P&L with an entrepreneurial nature, CDO is into CIO/ COO with a governance and infrastructure focus to build scale and sustainability. The combined vision for data and related analytics activities becomes a key thread linking the two to each other.

The focus and challenges that each of these two roles present becomes too big to typically have one person focus on both successfully without leaning to one of the disciplines

Ability to scale analytics and insights becomes a key dependency of a CAO on a CDO, The ability to drive revenue/ efficiency etc becomes a key turn around for a CAO allowing for investment in the CDO world. Collectively they will succeed or fail,. But clear roles and mandates are important else duplication will occur. This is also a source of confusion into the business partners (P and L owners) that are a key driver of demand. IT/Technology becomes a key enabler for support and maintenance of the technology infrastructure underpinning data assets.

MN

Magan Naidoo: My sense is that it would be difficult for an organisation to justify both a Chief Data Officer role and a Chief Analytics Officer role. The Chief Data Officer is responsible for utilising Data as an asset and I would therefore expect the analytics capability to form part of the Chief Data Officer's sphere of control in the form of Data Analytics or Data Science.

Other internal relationships: Chief Information Officer, Data Privacy Officer, Business Executives, Program Management Office Executive, Chief Data Steward

PJB

Pierre-Johan Bezuidenhout: There is a big drive on leadership to manage this strategic asset as effectively and efficiently as possible. This movement is partly caused by compliance and regulatory requirements. But there are other spinoffs for having good clean data and information in a manageable format. Building an environment where data scientists and data discoverers have an open invitation to explore data and information, creates that opportunity to unpack value out of this asset. The CDOs journey towards this capability is delivered in partnership with the CIO and CTO. The Analytics Officer creates that extra return on investment possible through BI and analytics.

RVDW

Dr Richard van der Wath: Personally I do not view separation between managing data and managing the data analytics as the best approach. An understanding of analytical requirements is necessary to manage data properly and vice versa. So I would view a CDO and CAO as the same role, just a different title.

The CDO requires good relationships most of the other C-roles, the Chief Financial Officer, the Chief Technology Officer, the Chief Legal Officer, and off course the CEO.

CDO

What do you predict to be the Top 3 Data & Analytics trends in 2016?

YH

Yasaman Hadjibashi:

1. Growth in personalised dynamic experiences for the consumer
2. Growth of AI capabilities within businesses
3. Strong focus on the cyber-security

PV

Pieter Vorster:

1. Omni channel analytics for enhanced personalisation and service
2. Cognitive technology becoming automated analytics
3. In Banking : Payments Analytics combining adjacent business data

MN

Magan Naidoo:

1. Data Governance – ownership, rules, standards, councils
2. Data Quality – data stewardship, reliable and accurate data
3. Data Analytics/Science – value drivers, cost drivers, predictive analytics, optimisation

PJB

Pierre-Johan Bezuidenhout:

1. Self service data discovery capabilities
2. Data integration from non traditional sources
3. Emphasis on governance and compliance will continue

RVDW

Dr Richard van der Wath:

1. An increase in mobile services, including financial (banking & payment) and services similar to Uber.
2. More data sharing companies or companies that sell data and data analytics services.



THE CHIEF DATA OFFICER ROUNDTABLE: EVENTS CALENDAR 2016/2017



**CHIEF DATA OFFICER
FORUM EUROPE**

May 9-11,
2016
London, UK

View Event www.chiefdataofficereurope.com



IBM
Chief Data Officer Strategy
Summit Fall

September,
2016
Boston, USA

View Event www.ibmcdosummitfall.com



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FORUM WEST COAST**

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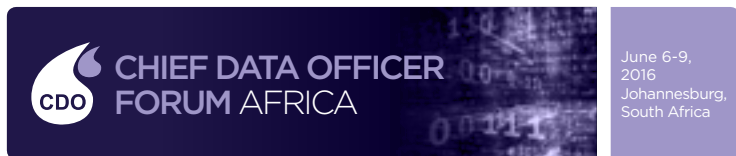
View Event www.caoforumwest.com



**CHIEF DATA OFFICER
FORUM MELBOURNE**

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View Event www.cdaoforum.com



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FORUM AFRICA**

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View Event www.chiefdataofficerafrica.com



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FORUM EUROPE**

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**CHIEF DATA OFFICER
FORUM GOVERNMENT**

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DC, USA

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**CHIEF DATA OFFICER
FORUM INSURANCE**

September
13, 2016
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View Event www.chiefdataofficerinsurance.com



**CHIEF ANALYTICS OFFICER
FORUM CANADA**

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Toronto,
Canada

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**CHIEF ANALYTICS OFFICER
FORUM AFRICA**

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Johannesburg,
South Africa

View Event www.caoforumafrika.com



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FORUM FINANCIAL SERVICES**

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USA

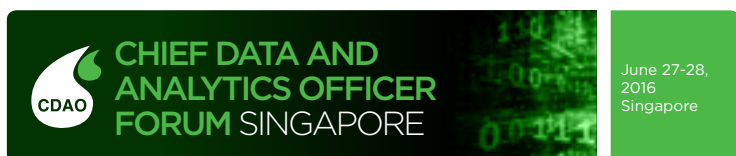
View Event www.chiefdataofficerfinancial.com



**CHIEF ANALYTICS OFFICER
FORUM FALL**

October 4-6,
2016
New York,
USA

View Event www.chiefanalyticsofficerforum.com



**CHIEF DATA AND
ANALYTICS OFFICER
FORUM SINGAPORE**

June 27-28,
2016
Singapore

View Event www.cdaosingapore.com



**CHIEF DATA AND
ANALYTICS OFFICER
FORUM UAE**

October 9,
2016
Dubai, UAE

View Event www.chiefdataofficerdubai.com



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Leaders Forum

UAE

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Dubai,
UAE

View Event www.dataanalyticsdubai.com

CAO CHIEF ANALYTICS OFFICER
FORUM EUROPE

March 7-9,
2017
London, UK

View Event www.caoforum europe.com

CDAO CHIEF DATA AND
ANALYTICS OFFICER
FORUM HONG KONG

October 18-
19, 2016
Hong Kong

Event details coming soon...

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IBM Outthink Tour 2017
USA, 2017

Dates TBC
Various Cities,
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CDAO CHIEF DATA AND
ANALYTICS OFFICER
FORUM PUBLIC SECTOR

November
2016
Canberra,
Australia

Event details coming soon...

CAO CHIEF ANALYTICS OFFICER
FORUM SYDNEY

April 5-6,
2017
Sydney,
Australia

View Event www.caoforumapac.com

CDO CHIEF DATA SCIENTIST
FORUM USA

December
6-7, 2016
USA

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Summit Spring

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CDO CHIEF DATA OFFICER
FORUM SYDNEY

February
21-23, 2017
Sydney,
Australia

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