

DATA-DRIVEN ORGANISATION

Navigating Organisational Hype and Change Dynamics to Generate Value with Data

Roundtable Summary

- For consumer goods companies, with massive reach, talent, and data assets, there is obvious opportunity to connect the dots across the route to market to unlock continued growth. Yet, in reality, big organizations face multiple challenges in driving change to realize the potential of these data opportunities. What really matters in the change journey? What are the conditions for success?

Background context

How companies create value has shifted. Data ubiquity, a growing focus on transparency and sustainability, a need for speed in navigating the turns at times of economic volatility - all catalysts for businesses to rethink how they create value, often through the use of technology and data. Yet, at a time where digital dynamics are dramatically reshaping industries, and digital & data transformation is in the top 5 challenges of most CEOs, successful transformations remain slow.

Peers speak to significant investments in technology, artificial intelligence capability and new venture innovation hubs. Many implemented tech such as DMPs 5 years ago and are now on the CDP and clean room path. A common theme being the struggle with complexity, to find sustainable value creation models and/or to gain stakeholder adoption at scale.

McKinsey claim that organizations with successful transformations deploy more technologies than others do, but that tech alone was not enough – key structural changes and leadership conditions needed to be in place for success.

Harvard Business points to the "inverted firm" dynamic, a shift from value creation being primarily internal to the organization to being more and more external, with partnerships and collaborations with outside parties becoming increasingly important. Implying that businesses must adopt new organizational structures and strategies that enable them to more effectively manage and collaborate with external partners. This shift has implications not only for technology, but also for how companies are managed and governed.

In this round table we share some of our main challenges and successes in this area, including:

1. Landing a compelling story with significant value at stake: Leadership alignment; clear KPIs and value articulation
2. Fostering a culture of business-focused application of data: Cutting through the hype action that impacts business
3. Igniting value driving behaviors: Building capability and enablers, across functions, internally and externally.
4. Pulsing the change dynamic: Proof points and communication to maintain traction across stake holders.

Roundtable Chairs



Ian Curd
Global Head,
Connected Data
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Ian Curd is commercially focused data and technology leader with extensive experience in new market development across Europe, Asia-Pacific, and the US. He is an expert in driving growth through data-driven strategies. Currently serving as Global Connected Data Director at Diageo, a leading global beverage alcohol company, Ian oversees the development and implementation of connected data strategies for the group. Prior to this, Ian held senior leadership positions, at multiple high profile innovative adtech, big data, AI and media companies, including Lotame, Octopeek Get IT, and News Corp.

Recognized international digital transformation expert, Antonia is a co-founder of Pivot & Co, a consultancy focused on data and AI strategies for business growth that was established in 2018. Her clients include numerous prestigious luxury and consumer goods companies. Before starting Pivot & Co, Antonia held the position of Chief Digital Officer at Pernod Ricard Group. She also served as a partner a leading digital agencies, where she contributed to significant transformation initiatives at major corporations such as Danone, Sanofi, and L'Oreal.