About Me

- Jeff Wilts
  - IT Executive > 20 years Data Focus
  - Chief Architect – Trader Corp (AutoTrader)
  - Tech Advisor - DecisionETCH
  - MBA – Queens University
  - BSc. Physics & Computer Science - WLU
  - MCSD, Teradata Certified Professional
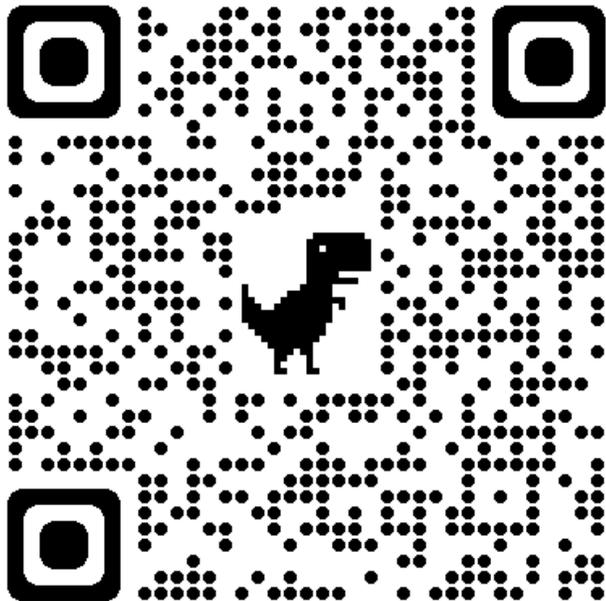
Goals

How to present your Data Strategy

Plan that maps out data strategy

Answers to mitigate hesitancy

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BETTER, TOGETHER

AutoSync

autoTRADER.ca

Dealertrack dt

Making dealers & OEMs more profitable & efficient via digitization

Helping Canadians buy and sell cars quickly, easily and with confidence

Seamlessly connecting lenders to car shoppers via technology

MOTOINSIGHT

EasyDeal

TAdvantage

vAuto

xtime

VinSolutions

DEALER.COM

Activix

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LES **PAC** ✓

auto**HEBDO**.net

KELLEY BLUE BOOK Kelley Blue Book OFFICIAL GUIDE **KBB.CA**

Credit Application Network
Digital Contracting
Lender Reports
Digital Retail Solutions

Clients of Trader services?

Trader has multiple different client groups with differing models for each.

Financial Institutions

Private Buyers / Sellers

Dealers

Media

Insurance Providers

OEM

Data Partners

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	Focus Areas
Vision	Vision, Strategy, Roadmap, Critical Success Factors
Sponsor	Sponsorship & Funding
Align	Roadmap Alignment with Business
Sell	Communications & Advocacy

Strategy
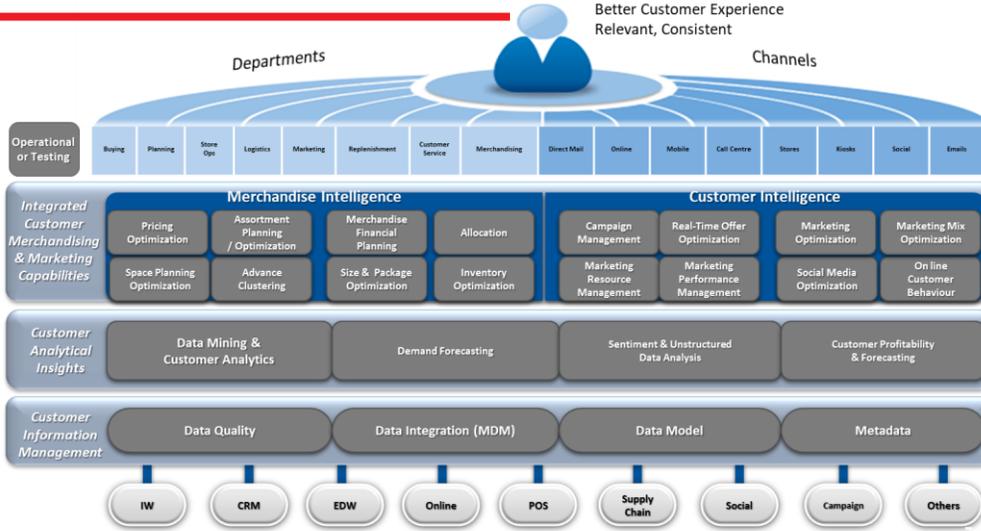
Processes/ Roles

Services

Better Customer Experience
Relevant, Consistent

Departments   Channels

Operational or Testing	Buying	Planning	Store Ops	Logistics	Marketing	Replenishment	Customer Service	Merchandising	Direct Mail	Online	Mobile	Call Centre	Stores	Kiosks	Social	Emails

Integrated Customer Merchandising & Marketing Capabilities

Merchandise Intelligence | Customer Intelligence

Pricing Optimization | Assortment Planning / Optimization | Merchandise Financial Planning | Allocation | Campaign Management | Real-Time Offer Optimization | Marketing Optimization | Marketing Mix Optimization

Space Planning Optimization | Advance Clustering | Size & Package Optimization | Inventory Optimization | Marketing Resource Management | Marketing Performance Management | Social Media Optimization | On line Customer Behaviour

Customer Analytical Insights

Data Mining & Customer Analytics | Demand Forecasting | Sentiment & Unstructured Data Analysis | Customer Profitability & Forecasting

Customer Information Management

Data Quality | Data Integration (MDM) | Data Model | Metadata

IW | CRM | EDW | Online | POS | Supply Chain | Social | Campaign | Others

Enterprise Strategy	Data Governance	Steering & Project Coordination
Formulate Vision and target architecture		
Oversee analytic approach and appropriate integration across the enterprise		
Business case framework and assistance		
Develop business process templates		
Management of data quality		
Set standards and define project delivery methodology		
Technology watch, Market research, lab		
Contractor / Consultant / Vendor supervision		

Value

Education	Consulting	Development	Infrastructure	Services
• Trainings • Advice and guidance for users • Workshops • Communication	• Business Case definition • Business Process definition • Analytic Approach • Project planning • Solution Review	• Requirement definition • Data Modeling • ETL & End-user Application development • QA	• Product Selection • Installation • Privacy & Security • Configuration • Monitoring • Recovery	• Report production • Ad Hoc analysis • Data Quality control • Help desk • Support

People | Processes | Goals | Technology | Analytics

Big Data
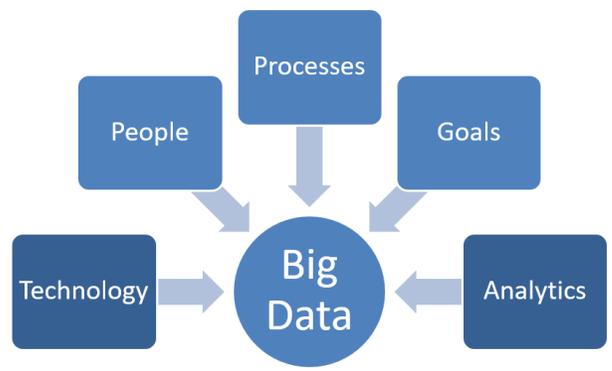
To make Data / Information as accessible and complete as possible for use throughout the Enterprise.

Integrate well, Govern Effectively
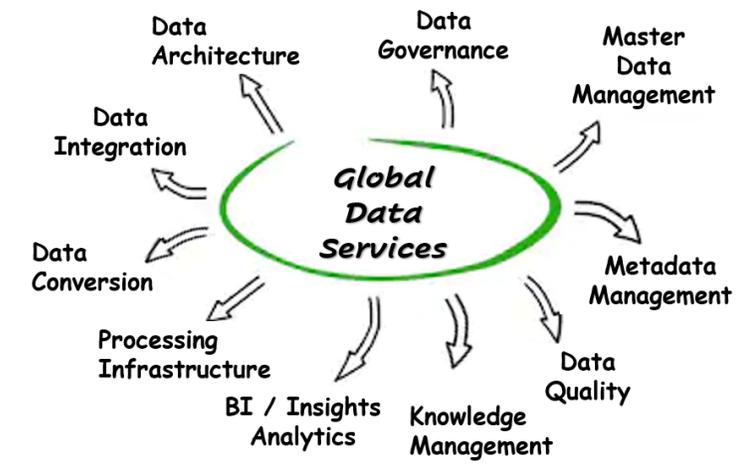
Data Architecture | Data Governance | Master Data Management

Data Integration

Global Data Services

Metadata Management

Data Conversion

Processing Infrastructure | BI / Insights Analytics | Knowledge Management | Data Quality

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Sponsorship And Funding

CEO / COO
- Report to the core business in a collaborative environment
- Or to largest business unit

OR

CFO
- Report to the finance function
- Requires awareness that management information is about more than costs and revenues
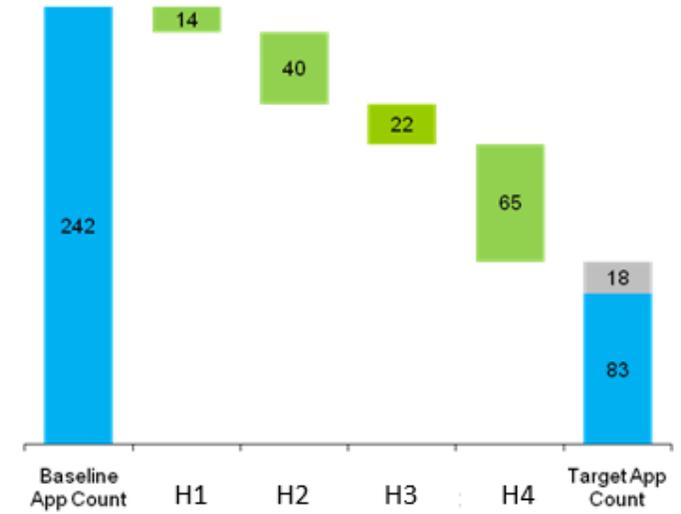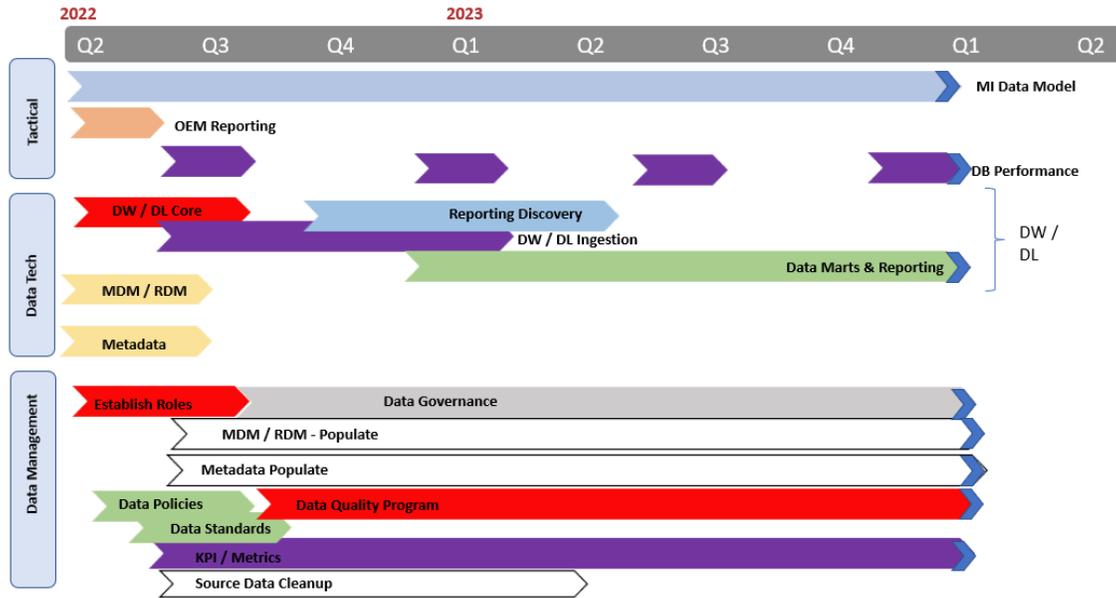
OR

CIO / CSO
- Report to the CIO
- Or "strategic Role Officer"
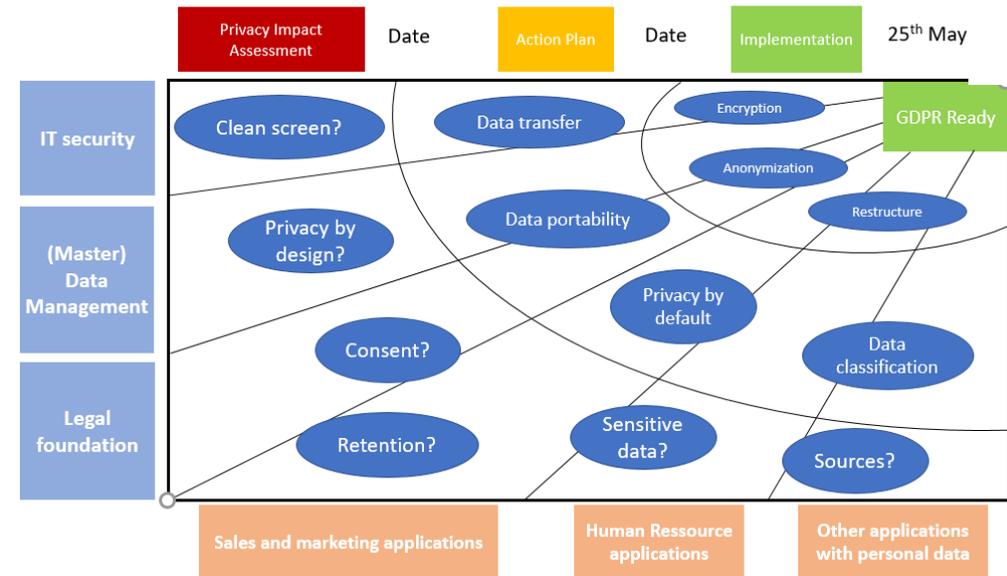- Requires good links with the business
- Beware of "technical comfort zone"

Funding
- Some organizations require a "Virtual P&L" for shared services – Punishes good behavior for analytics
- Start Early, may need several pooled sources to fund overall roadmap

Roadmap

Roadmap template for a GDPR readiness program

Communication & Advocacy

1. Sense of Urgency (Too easy to dismiss, get above the noise)

2. Brand it

3. Story Telling & Show & Tell

4. Negative vs. Positive Story

5. Quantify benefits (Good, Improve, Reduce) Hard to Quantify -- Propose some KPIs

6. Data advocates

- Spend **five (5) minutes** with **three (3) peers** from your country

- Define the following two terms as they apply to Fleet Complete:

  - **CHURN**

  - **ACTIVATION**

- Appoint a spokesperson to explain your definitions and rationale to the GLT – Global Leadership Team.

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Negative vs. Positive

We have foundational unfulfilled data needs:
- Data exists in fractured sprawled silos with no standard models, with no cohesive tools, no established governance
- The urgent / tactical needs across all the banners is not identical, but end state align
- Data skills and capacity are located in multiple teams and spread thin, several key capabilities are missing.
- We are integrating more and more functions and collecting more sensitive data which increases corporate risk.
- Key business functions are challenged by data problems, which impacts day-to-day work.

- Able to integrate acquired businesses more quickly and easily
  - Expedite cross-product value
  - Serve our customers more completely as a portfolio of businesses that "talk to each other"
- Monetize our data assets in new ways for our customers and the market at large
- Culturally changing how we perform decision making (Governance, Training)
  - become truly 'data informed' throughout the corporation.
  - Enable people to understand the data we have and how to leverage it

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[McKinsey Global Institute](#) says companies that are data-driven (gather, process and analyze data in real-time) make better decisions
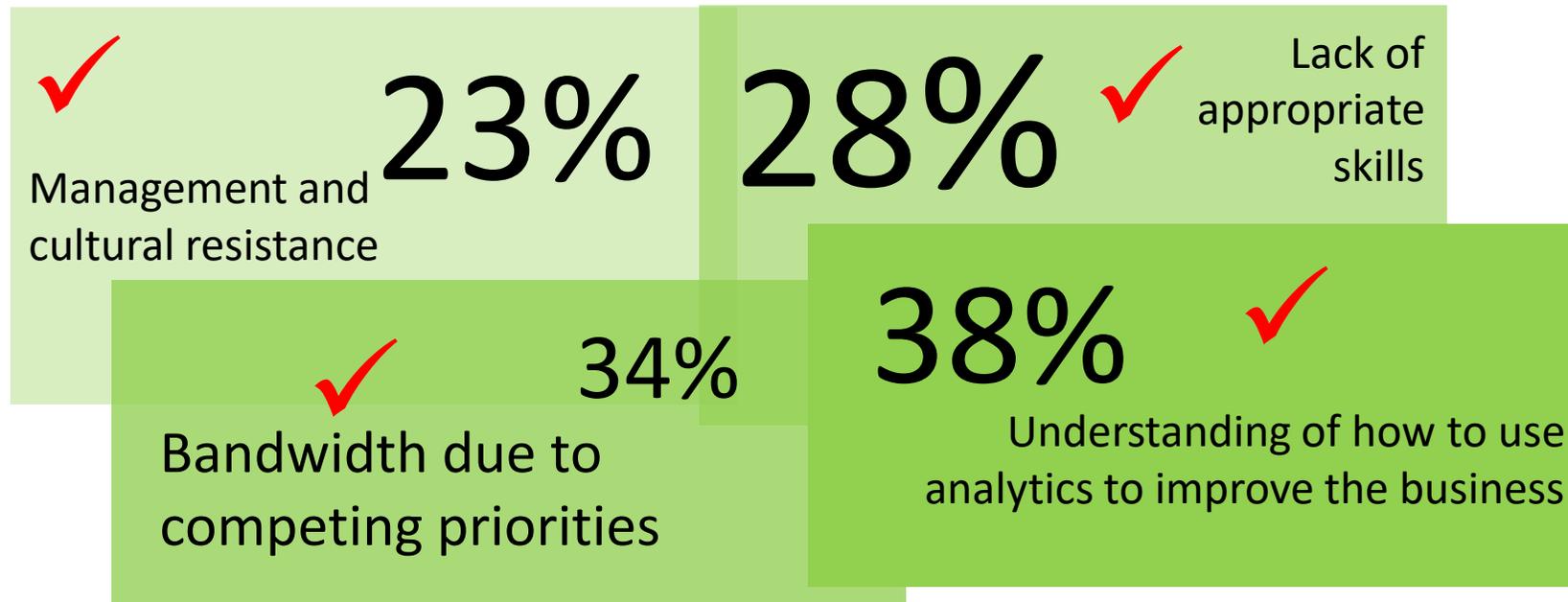
Being data driven results in:

- **23x greater likelihood of customer acquisition!**

- **6x greater likelihood of customer retention!**

- **19x greater likelihood of profitability!**

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Barriers to Analytics Implementation

"Companies that are looking to implement analytics solutions are finding their employees, not the complex technology, are serving as a major barrier. Change management and cultural resistance are two of the

most common barriers, according to the study."

MIT Sloan Management Review

✓ **23%** **28%** ✓ Lack of appropriate skills

Management and cultural resistance

✓ **34%**

Bandwidth due to competing priorities

38% ✓

Understanding of how to use analytics to improve the business

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Source: MIT Sloan Management Review, Survey of 3000 executives and business analysts in 108 countries, 30 industries

Resistance Considerations

- Resist change: forces areas of the business to adapt

- Big Undertaking – want results this quarter

- NIMBY

- We don't have skills in house to do this work

- Want this to be a project vs. ongoing change

- Data ownership / stewardship too murky

- Audit, risk, compliance, privacy, security concerns from aggregating data

Thank You!