

2023 Global Top 100 Innovators in Data & Analytics

*Shining A Spotlight on the Most Innovative
Minds in Corinium's Global Network of
Data and Analytics Leaders*

Contents

Click below to navigate

A Foreword

B The Official 2023 List

C Top 100 Interviews

1 Zachery Anderson

2 Anish Agarwal, PhD

3 Glenda Crisp

4 Xu Cheng

5 Onyinyechi Daniel, PhD

6 Cecilia Dones

7 Brian Ferris

8 Alex Golbin

9 Kathryn Gulifa

10 Iván Herrero Bartolomé

11 Maija Hovila

12 Deepak Jose

13 Pablo Adrián Mlynkiewicz

14 Esther Munyi

15 Sarfraz Nawaz

16 Prachi Priya

17 Eugene Ras

18 Leandro Rocha de Andrade

19 Chun Schiros, PhD

20 David Thomas

Foreword

We're excited to unveil our 2023 Global Top 100 Innovators in Data and Analytics report – Corinium's list of the world's top 100 data and analytics leaders!

We publish these lists annually to acknowledge the incredible work that's being done to advance the cause of data and analytics across the globe.

In addition to honoring the 100 brilliant executives who make up this year's list, this report also contains exclusive interviews with 20 of them, highlighting their key achievements of the last 12 months.

As in previous years, the Business of Data editorial team partnered closely with Corinium's conference producers in America, Europe, the Middle East, Africa and Asia Pacific to identify the most innovative executives in our 300,000-strong global network.

We also invited members of our community to put themselves forward

to be included in our 2023 Top 100, or to nominate peers they believe should be acknowledged for their outstanding work.

Together, we have compiled a truly global list that spans a range of industry verticals and geographic regions.

Of course, there are many other industry leaders whose work is every bit as impressive as that of the 100 people we recognize here. It's impossible to get everyone on one list. But we shall continue to provide a platform for these outstanding business leaders in the months ahead.

We hope you enjoy the insights this report contains. And if you'd like to hear more from the data and analytics leaders featured within, you will be able to hear from (and network with) many of them at our **upcoming events.** ■

Gareth Becker
Managing Editor, **Business of Data**

The Official 2023 List



Winifred Andriessen
Director, Advanced Analytics
KPN



Wendy Batchelder
SVP, Chief Data Officer
Salesforce



Anish Agarwal, PhD
Global Head of Data & Analytics
Dr. Reddy's Laboratories



Gaia Bellone
Chief Data Scientist
Prudential Financial



Bobbi Jo Allan
VP, NF Digital Product Management
and Innovation, **Nationwide**



Chantal Berthiaume
Senior Director, Commercial Analytics
& Customer Insights, **Air Canada**



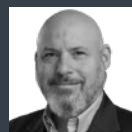
Camilo Amarcy
Director of Information Management
MozaBanco



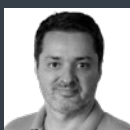
Inderpal Bhandari, PhD
Global Chief Data Officer
IBM



Zachery Anderson
Chief Data and Analytics Officer
and Head of Personalization
NatWest



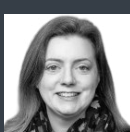
Diego Bustos
Global Chief Data & Analytics Officer
Grupo Bimbo



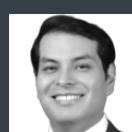
Fábio Andrade
Chief Innovation Officer and Chief
Analytics Officer, **Rede D'Or São Luiz**



Sandor Caetano
VP Data & AI
iFood



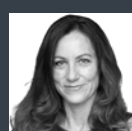
Eleanor Armiger
Head of Insight and Innovation
British Airways



Josué Careaga
Customer Insights & Business
Analytics Head, **Bayer**



Omer Awan
Chief Data & Digital Officer
Atrium Health



Micheline Casey
SVP and Chief Data & Analytics Officer
Siemens Energy



Victor Barrera Núñez, PhD
Chief Analytics Officer
Banco Sabadell México



Rafael Cavalcanti
SVP Data Analytics and AI
Banco Bradesco





Xu Cheng
Head Of Business Intelligence & Insights
Ascot Group



Geoffrey Finnie
VP, Head of Advanced Analytics, Canada
Manulife



Sherman Cooper
Managing Director, Big Data & Data
Science Platform, **Marsh**



Ana Cristina Flores
Chief Data Officer, Banco Sabadell
México



Glenda Crisp
Head of Data and Analytics
Thomson Reuters



Peter Gavin
GM, Data & Analytics,
ANZ



Jennifer Curtiss
US Chief Data Officer
Scotia Bank



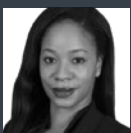
Alex Golbin
Chief Data Officer
Morningstar



Onyinyechi Daniel, PhD
Vice President, Data & Analytics Strategy
and Partnership, **Highmark Health**



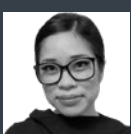
Kathryn Gulifa
Head of Data and Analytics
Catch



Chandra Donelson
Deputy Chief Data Officer
US Army



Iván Herrero Bartolomé
Chief Data Officer
Grupo Intercorp



Cecilia Dones
Former Head of Data Science,
Moët Hennessy



Maija Hovila
Chief Analytics Officer
KONE



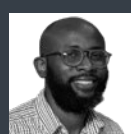
Joe DosSantos
Chief Data and Analytics Officer
Qlik



Pascale Hutz
Chief Data Officer, EVP Enterprise Digital
& Data Solutions, **American Express**



Brian Ferris
Chief Data, Analytics and Technology Officer
Loyalty New Zealand



Olamide Jolaoso
Head, Data Analytics,
Wema Bank

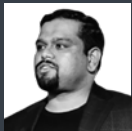




Kari Jones
GM Analytics & Insights
Woolworths



Mimi Li
Global Head of Analytics & Insights
Stripe



Deepak Jose
Global Director - Demand Analytics
Mars



Shahidul Mannan
Chief Data Officer
Bon Secours Mercy Health



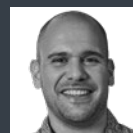
Suresh Kandula
Chief Technology Officer,
Ford Motor Company



Edward Martin
VP Data & Analytics
IKEA



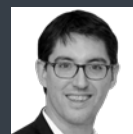
Ivan Karlovic
Director, Data Analytics and Master Data
Norwegian Air Shuttle ASA



Pablo Adrián Mlynkiewicz
Chief Data & Analytics Officer
Naranja X



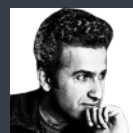
Ansar Kassim
Head of Financial Analytics
Verizon



Julien Molez
Group Innovation, Data and AI Leader
Societe Generale



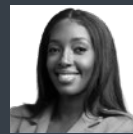
Jaya Kolhatkar
Chief Data Officer
Hulu



Maz Motahari
Head of Data Science & Analytics, Payments,
Risk, Compliance, Identity, **Uber**



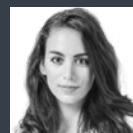
Liz Kwo
Chief Medical Officer
Everly Health



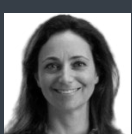
Esther Munyi
Chief Data & Analytics Officer,
Sasfin



Francesca La O
Chief Data Officer,
Early Warning (Creators of Zelle)



Mira Murati
Chief Technology Officer,
OpenAI (ChatGPT)



Marisa Leysen Jestin
Data Analytics & Insights Director,
Commercial Digital, **Volvo Cars**



Minal Nagin
Chief Operating Officer, Group Risk
Investec





Moisés Nascimento

Chief Data Officer
Itaú Unibanco



Linda Powell

Deputy Chief Data Officer
BNY Mellon



Sarfraz Nawaz

Associate Director, Digital Product Management,
Johnson & Johnson, Digital and Innovation



Prachi Priya

Former Chief Data Officer
Team One



Sabrina Nazario

Chief Data Officer
Schneider Electric



Mishen Rampath

Head: BI and Analytics Platforms and Services
Sanlam



Tito Pablo Neira Avila

Chief Data Strategy Officer,
ADL Digital Lab (Grupo Aval)



Gareth Ramsay

Chief Data Officer
Bank of England



Kutlwano Ngwarati

Head of Data and Analytics,
Lombard Insurance



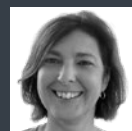
Eugene Ras

Head of Data and Analytics
Distell



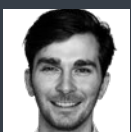
Jim Oliver

Chief Analytics & Insights Officer
eBay



Andressa Ribeiro Maddalena

Head de Estratégia Corporativa, Governança
e Estratégia de Dados, Globo



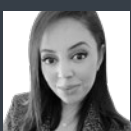
Conor O'Neill

Head of Data Science
Compare the Market, Australia



Leandro Rocha de Andrade

Chief Data and Analytics Officer
Banco de Crédito BCP



Terrina Pather

Chief Data and Analytics Officer,
Massmart



Giovanni Roza Ortega

Chief Data Officer
Banco Davivienda



André Penariol

Head of Raízen Analytics Center
Raízen



Nagesh Saldi

Chief Information Officer
Tesla





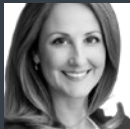
Ove Scavenius

Senior Vice President, Head of Advanced Analytics, **Danske Bank**



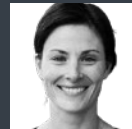
Ashwin Sridhar

Chief Data & Technology Officer
CHOICE



Diana Hoskins Schildhouse

Chief Analytics & Insights Officer,
Colgate Palmolive



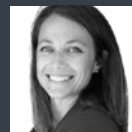
Elizabeth Stone

VP, Data & Insights
Netflix



Chun Schiros, PhD

Head of Enterprise Data Science Group
Regions Bank



Jennifer Sullivan

Executive Director, Personalization Experience Strategy, **CVS Health**



Ajai Sehgal

Chief Data & Analytics Officer
Mayo Clinic



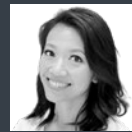
Andrea Suman

Chief Data Officer
Hospital Albert Einstein



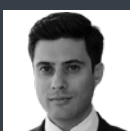
Ross Simson

Chief Data Officer
Costain Group PLC



Feiselina Tan, PhD

Head of Analytics
Telstra



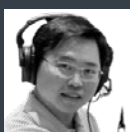
Stephan Singh

Chief Data Officer (R&C)
Pictet



Ming Tang

Chief Data & Analytics Officer (Interim)
NHS England



Victor Siow

CDAO
H&M



Guy Taylor

Director of Data Science and Analytics
Booking.com



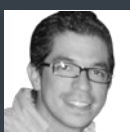
Pamela Snively

Chief Data and Trust Officer
TELUS Communications



David Thomas

Group Platform Owner Data Analytics & Insights, **Genesis Energy**



Eduardo Soto Alarcón

Chief Data Officer
BanBajío



Milad Toliyati

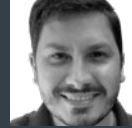
Director, Analytics Enablement and Innovation
Cisco





Karim Touma

Chief Data & Analytics Officer
falabella.com



André Vieira Gomes

Chief Data Officer and Corporate
Credit Executive, **Banco Sofisa**



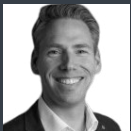
Andras Valko

Chief Data Science Officer
SBAB Bank AB



Andres Vives

Enterprise Chief Data & Analytics Officer
TD Bank



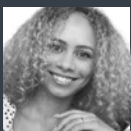
Jelle Van Etten

Head of Global Data Platform
Heineken International



Elise Walker

Data Platform Director,
International Data Office
Walgreens Boots Alliance



Meek Van Os

Data Management Head,
First National Bank of Botswana Limited



Fabian Winter

Chief Data Officer
Munich Re



Rodrigo Vasconcelos

Head Data & Analytics (CDAO)
Banco do Brasil



David Wright

Chief Data Officer
BNY Mellon





Zachery Anderson

Chief Data and Analytics Officer
and Head of Personalization
NatWest

Click to view profile

In a professional context, what achievements are you most proud of in the past year, and why?

We are driving better quality engagement with our customers and using data smartly, personalizing insights to support and retain existing customers.

One of the ways we've done this is through better targeted and more supportive messaging. Comparing the first six months of 2023 with the same period in 2022, we have seen a 33% uplift in the number of personalized messages delivered that our customers positively interact with. And this is just the start – we have really big ambitions to deliver personalized solutions across customers' lifecycles and support them in achieving their financial goals through personalized, data-driven engagement.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Making time and working together in partnership with everyone in the business. A modern CDAO has to balance two ends of the spectrum. We've been through a stage where CDAOs were focused on the defensive strategy and were technology focused; but now we deliver value directly to the business and are leading transformation. You need to stay on top of all this without losing connection with your day-to-day work.

Despite all the time pressure, it is also vital to engage with boards and executives

to get the understanding and buy in at the top of the organization. You also have to make sure you speak to your people actually doing the work on the ground.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

It's fun to nerd out on things like machine learning, but we must always remember that the data we manage and interact with represents peoples' lives. Customers and colleagues must be number one.

For example, we recently delivered the first conversational intelligence machine learning-driven models that transform unstructured conversations into adaptive business insights. This has enabled us to analyze over half a million weekly customer conversations in our telephone and chat channel to help our businesses better serve our customers.

One of the first teams to adopt this was our bereavements team who have used the insights to improve and simplify their customer journeys by identifying and eliminating pain points for customers who are already dealing with highly emotional and challenging situations.


With a lot of focus on regulation and technology, it's important that we don't overlook colleagues and I'm really proud of the award-winning data academy that we've launched to deliver world-class learning and development opportunities and build our data capabilities and culture across the whole organization.



Anish Agarwal, PhD

Global Head of Data & Analytics

Dr. Reddy's Laboratories

 [Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

I will talk about our top three achievements. First is the significant progress made in data science, where we designed industry-first data science solutions for the pharmaceutical sector, optimizing the drug discovery process and making marketing campaigns more effective.

Second is in the data engineering space, where we initiated a project to modernize existing data platforms and tools, conducting an in-depth review of the existing data leak to optimize infrastructure.

Third is on data governance, focusing on creating a single reusable data asset and looking at data access and security, ensuring encrypted and quality data.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

I see three main challenges: first is the rapid technological volatility, making it difficult to stay relevant. Second is the availability of the right talent, especially with the emergence of new languages and platforms. Third is data security, with increased threats from hackers and ransomware.

To overcome these challenges, maintaining an emphasis on continuous learning, investing in training for new platforms, and prioritizing data security is essential.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

More than ever there is an immense need to focus more on competency and soft skills versus technical skills. Abilities like innovation, adaptability to change, critical thinking, and becoming a trusted advisor to the business are key.

Even if an analyst gets stuck on writing code, tools like ChatGPT can help troubleshoot rapidly. Being a successful data leader today is more about critical thinking, readiness to adapt, and acting as a trusted advisor.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

There are three aspects: First, I'm committed to learning something new every day and continue to research and learn about new aspects of the industry.

Second, I'm passionate about mentoring and coaching aspiring talent in the data analytics ecosystem. I learn a lot from them as well because they bring a different, new mindset.

And lastly, within the technical area, I'm very passionate about artificial intelligence. What worries me is the scrutiny and the nervousness related to AI about killing jobs, passing incorrect decisions, bias, privacy, and ethics. And while these elements are important to get right, of course, it's crucial to understand that humans made AI, and it's within our power to ensure the outcomes of AI are what we desire.



Glenda Crisp

Head of Data and Analytics
Thomson Reuters

[Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

There are quite a few professional achievements that make me proud. One of the main ones is the revamping and streamlining of our data and model governance practices. This includes not just policy development but also a strong focus on data ethics. We established new standards and rolled out comprehensive training on these topics. A significant achievement was our ability to adapt swiftly to the sudden rise of generative AI that we experienced late last year. Thanks to our strong foundation in data governance, we were able to provide immediate guidance and accommodate these new AI advancements within our governance processes.

The second achievement I'm proud of is the significant advancements we've made in our enterprise platforms. This includes our enterprise AI platform, data platform, and BI platforms. We've embedded our data model governance policies and standards within these platforms, essentially automating our governance processes. This reduces the likelihood of deviations and ensures compliance with our standards.

The third accomplishment is related to our goals of delivering high-value data analytics use cases. Last year, we set ourselves a target to deliver data analytics use cases driving significant value, which we exceeded. The use cases we developed delivered substantial

value across the organization in terms of increased revenue, expense reduction, risk mitigation, and improvements in both customer and employee satisfaction.

These achievements are a testament to the dedication and talent of our team.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Based on my experience, a successful data leader needs more than technical proficiency; they need a holistic understanding of the entire data process. This encompasses knowing how data is captured, stored, moved, transformed, cleansed, enriched, and eventually used in AI models. Such knowledge allows leaders to guide and challenge the work of software engineers, ensuring the right data quality is obtained from the beginning, eliminating the need for cleanup later.

However, two skills that often get less attention but are equally important are active curiosity and empathy. Being actively curious allows leaders to be forward-thinking, open-minded, and innovative, while empathy is crucial for understanding the concerns and fears of others regarding data and AI, especially in an era where these subjects are often surrounded by hype and fear. Cultivating these characteristics alongside a deep understanding of data is crucial for aspiring data leaders.



Xu Cheng

Head of Business Intelligence and Insights
Ascot Group

[Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

One of things I am most proud of is building a platform called DAISY, which stands for Data Analytics Insights Services for You.

When I joined Ascot, I took my time to listen and understand the pain points of my business customers. It took several months to talk with everyone, understand their needs, and bridge the gap in skill sets. The past year was focused on solving the problem of data delivery.

Previously, everyone obtained data from various sources, which was confusing. With DAISY, people now have a clear and easy-to-navigate platform for accessing and using data. The emphasis is on service, ensuring customers understand the data, its quality, and providing resources like videos and blog posts for their convenience. This has resulted in faster decision-making, increased adoption, and reduced ad hoc requests to the data team.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One challenge is not losing sight of data strategy and the foundation of our data ecosystems. Amidst all the exciting developments in the field, it's important to prioritize building a solid data management infrastructure.

Another challenge is managing the increasing demand for data analytics within organizations. To address this, leaders should build teams with diverse skill sets, including 'unicorn' staff who can try new things, connect with business customers, and understand their problems.

Balancing time between foundational work and exploring new tools is crucial. Negotiation skills are also essential in managing expectations and setting priorities, allowing for incremental progress while delivering value.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Successful leaders in the data and analytics space possess three key qualities: curiosity, listening skills, and negotiation skills.

Curiosity is essential for understanding customer pain points and finding innovative solutions. Listening skills ensure leaders ask the right questions, dive deep into problems, and align solutions with business needs. Negotiation skills help manage priorities and expectations, allowing for incremental progress. Cultivating these qualities will help data leaders thrive in their organizations.



Onyinyechi Daniel, PhD

Vice President , Data & Analytics Strategy and Partnership
Highmark Health

[Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the bigger challenges is interoperability and data integration.

Although we have access to vast amounts of data, the lack of integration and interoperability slows down our ability to generate actionable insights. While progress has been made in recent years, it remains a challenge.

Another challenge is keeping up with the pace of innovation and ensuring teams are continuously upskilled to meet the evolving needs of the organization and broader industries.

Additionally, placing people at the forefront is essential. Building strong relationships across different teams and having sound business acumen are crucial for success in data and analytics leadership roles.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Aspiring data leaders should cultivate curiosity and a passion for continuous learning and innovation. Being curious about what's possible in the field and maintaining a sense of the "art of the possible" helps inspire and lead others.

Building strong relationships, having excellent communication skills, and

understanding the business is vital. It's important to be able to contextualize the needs of the business and help identify the capabilities that can drive the organization and industry forward. Balancing technical expertise with a focus on people and maintaining a genuine passion for the field are key characteristics of successful data and analytics leaders.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I am most passionate about the people on the receiving end of every data point. In healthcare, I'm interested in the quintuple aim, how we leverage data and analytics to achieve those goals, and how we measure our target outcomes: improve outcomes, affordability, patient experience, clinician experience and health equity.


Maintaining the dignity and integrity of individuals is essential in healthcare, where vulnerability is often present. Sometimes in the excitement of technological advancements, the importance of keeping people at the center can be overlooked.

It's necessary to anchor ourselves in ethical principles and ensure that we're not causing harm or exacerbating existing disparities. People should always be the focus of everything we do in data and analytics.



Cecilia Dones

Former Head of Data Science
Moët Hennessy

 [Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

There are several challenges that data and analytics leaders face. One challenge is demonstrating the tangible value of data and analytics to the organization, especially when there are no clear financial metrics that quantify data as an asset.

It can be difficult to articulate the return on investment (ROI) of data initiatives, especially during challenging times for the organization. Overcoming this challenge requires finding ways to showcase the indirect value that data and analytics can provide.

Another challenge is the hype and lack of standards in the industry. The use of exciting but sometimes confusing terminology can create a hype bubble, leading to a disconnect between what is feasible and what is actually valuable for the organization. Balancing enthusiasm and pragmatism is crucial to avoid getting caught in a hype cycle.

Lastly, building and nurturing a talented team while fostering a culture of data-driven decision-making is a significant challenge. People are complex, and understanding their motivations, needs, and how they can deliver value for the organization requires effective leadership and creating a sense of belonging within the data and analytics community.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I'm most passionate about the people in the data and analytics field. I find data and analytics professionals to be incredibly curious and interesting individuals. Their passion for asking questions, seeking answers, and exploring different topics is inspiring to me. Data and analytics is a creative discipline that allows us to approach problem-solving in unique ways.

One aspect that is often overlooked or misunderstood is the creativity involved in data and analytics. It's not just about following rules and applying mathematics. It's about thinking outside the box, coloring outside the lines, and finding innovative approaches to analyzing and interpreting data. Data and analytics professionals are artisans where data and analytics is the medium and tools to express our art.

Overall, the discipline of data and analytics combines the best of human curiosity and creativity with the power of technology, and that's what excites me the most.



Brian Ferris

Chief Data and Analytics Officer
Loyalty New Zealand

[Click to view profile](#)

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

My first thoughts on this are that functional skills are a hygiene factor. This is not to say they're not important. They're critical, but they are your ticket to ride, not your ticket to success.

For me it really boils down to needing the ability to build close working partnerships with all parts of the organization that will use data to create value, including your own people.

Where there are departments in your organization that are going to use data to create value, you need a trusted, joined-at-the-hip-relationship. This is because you'll be speaking different languages to each other and are 99.9% certain to have miscommunication and misunderstanding at some point.

The only way through that is a deep level of trust that lets you overcome the all the intrinsic frustrations and contradictions that go with a highly technical data scientist trying to communicate with a supply chain person, for example.

This says to me that there are a bunch of skills that you need to be adding on as you develop. I would suggest that as you get to about the senior analyst level, when you are still in a 90% functional role, you need to start building those skills.

Start by asking yourself if you understand how your organization creates value. If you haven't got a clue, that's not a good thing! You don't need to be the CFO, but start adding that understanding and increase it at each level.

People leadership is also critical. You don't need to have people reporting to you to start practicing and building your people leadership skills. As a senior analyst and perhaps even before that, you will have people that look up to you, who you are influencing, mentoring and guiding. You do all of that without a label.

Understand the difference between managing and leading, what a servant leader is, what the tension between support and challenge is. Start young on those and as you're building up, you'll have a foundation to work from in your first leadership role.

This will prevent you from ending up as a senior data leader that doesn't actually know how to interact with humans. That's where many frustrations tend to come from.

There are also a lot of other skills to leadership around finance, strategy, executive presence, people leadership, delivery leadership, operational leadership, management and so on. But what I would stress it to start really early with your focus on people.



Alex Golbin

Chief Data Officer
Morningstar

[Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

One of my proudest achievements in the past year has been delivering a platform that allows us to integrate multiple data assets. This is something we've been working on for several years, and it all came together nicely recently.

I believe that the value lies in the experience of data and analytics, rather than just the assets themselves. So being able to provide a platform that combines different data ingredients and turns them into a cohesive story has been a significant accomplishment.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the major challenges facing data and analytics leaders today is the tendency to focus on new and shiny technologies without paying enough attention to foundational aspects like data quality and governance.

Many leaders get caught up in the excitement of machine learning and artificial intelligence, but without a strong foundation, these advanced technologies won't yield meaningful results. Overcoming this challenge requires a balanced approach that prioritizes both incremental

enhancements to foundational data processes and parallel efforts to leverage new technologies.

By focusing on eradicating errors that matter and ensuring data quality where it matters most, leaders can address this challenge and drive successful outcomes.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I am most passionate about data quality and the eradication of errors that matter. While data quality is not overlooked in conversations, it is often misunderstood or not prioritized appropriately.

Every data professional knows that achieving perfection is impossible, but the focus should be on eradicating errors that have significant impacts. The key is defining what matters in the specific context and aligning quality control efforts accordingly. For example, accuracy, timeliness, completeness, relevance, and consistency are all important aspects of data quality.

Understanding the context and applying the right measures of quality can make a significant difference. Data quality is the foundation on which all analytics and insights are built, and it cannot be compromised.



Kathryn Gulifa

Head of Data and Analytics

Catch



Click to view profile

In a professional context, what achievements are you most proud of in the past year, and why?

First and foremost, it's the rebuilding of our data and analytics team. Particularly as it is a very hot market for talent. We've managed to recruit a strong technical and experienced team that's brought a lot of capability to Catch.

That was what I spent my first five months doing before applying that team to our environment. Catch is a startup turned grown-up, so there is a lot of capability that was built with the startup mentality and then, through the pandemic, scaled very quickly. There were a lot of foundations that needed stabilizing when I first joined.

The ability of the team to transform processes has been great. We previously would spend more than 70% of our time on production support, troubleshooting data pipelines and things like that. Now we're down to 5%. It's been a massive turnaround and a big shift for the team to be able to focus on building new capability instead of putting out fires all the time.

Then I think from a value creation perspective, I'm proud of some of our key use cases like delivery estimates. We've been able to help customers have a better understanding of when to expect their parcels. We've also produced more of the recommender engines that help with the personalization of the user experience on the site.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

I think in a practical sense, they are some of the same challenges that we've been facing for years, for decades even. It is primarily that demand for insights cannot be met with by the resources of the organization.

As I mentioned before, given the hot talent market, this is true now more so than ever. With financial pressures it's not viable to expect to be able to continue to grow your team in size as demand for insights grows.

If I ever needed convincing of the importance of the democratization of data and analytics capability, I certainly don't now. Of course, democratization needs good data foundations and data structures.


Inevitably, you're facing legacy platforms, legacy data warehouses, and disparate systems that need integration and simplification. Those are big tasks and not sexy tasks when you're trying to present a business case to executives for investment.

Those need to be tied back to direct commercial outcomes and data leaders need to talk about the business outcomes instead of the data lake you're building.



Iván Herrero Bartolomé

Chief Data Officer
Grupo Intercorp

 [Click to view profile](#)

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Passion for the field is a vital characteristic for success in the data and analytics space. It can be a challenging and sometimes frustrating journey, so maintaining passion and resilience is crucial.

Aspiring data leaders should balance a sense of urgency in the execution with patience, recognizing that transformation takes time. Effective communication is a key skill to develop, setting up a compelling vision and managing inflated expectations at the same time.

Building trust should be the number one priority for a data leader. Listening to the needs of the business and finding ways to improve their decision-making process together is the best way to build trust and respect within the organization. Being adaptable to the evolving needs of the company and understanding one's role in the transformation process are also important qualities to cultivate.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

What excites me the most about data and analytics is the power to transform companies, not just on a technical level, but in terms of changing behaviors and making companies more customer centric.


By better understanding our customers through data analytics, we can anticipate their needs, increase loyalty, and make our companies more competitive. Unfortunately, the true value of digital transformation is often misunderstood. Some companies focus only on building interfaces to interact with customers, neglecting the importance of collecting and leveraging data from those interactions to enhance their experience.

Data and analytics leaders must play a crucial role in helping companies to drive the value they expect from their digital transformation efforts.



Maija Hovila

Chief Analytics Officer
KONE

 [Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

For the past two years, I've been building up our analytics capability as part of the corporate strategy.

In the past months, I've seen the high-performing team come to fruition, with smooth processes and amazing deliverables. We have developed use cases that deliver clear business value, changed the way salespeople work, made data accessible to a wider population in the company, and fostered a thriving community for knowledge sharing.

I'm incredibly proud of pioneering this journey and making analytics an integral part of our company's DNA.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the significant challenges is that many senior leaders and decision-makers in large companies grew up in the pre-Internet era.

To effectively leverage data and analytics, there needs to be an unlearning of old mental models and a shift in decision-making. The rapid technological developments offer unprecedented opportunities, but embracing them requires openness, learning, and adapting to new ways of doing things.

Overcoming these challenges necessitates senior leaders' realization of the need for unlearning and fostering a culture of continuous learning.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Successful leaders in data and analytics need a blend of technical, business, and people skills. They must be flexible, able to navigate uncertainty, and persist in the face of challenges.

Being open-minded, energized, and willing to learn new ways of doing things is crucial, given the constant influx of opportunities and advancements in the field. Gathering diverse technical and business experiences and understanding how to manage change and motivate people are also vital skills for aspiring data leaders.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I'm passionate about helping senior leaders realize that data reflects the business and that they should be the ones driving its importance and taking ownership of it.


It's often overlooked that data is a critical asset that should be sponsored and driven by the business, rather than outsourced solely to technology or IT departments.

Additionally, the diverse expertise and skill sets required in the data and analytics space are sometimes misunderstood, leading to a lack of awareness about the different roles needed for success.



Deepak Jose

Global Head and Senior Director of One Demand Data and Analytics Solutions
Mars Wrigley

 [Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

One of the key things I'm really proud of is building partnerships and collaboration with cross-functional business teams to enable shared decision-making through data and advanced analytics.

As the leader of the newly formed One Demand Data Analytics Solutions team, I have been able to bring together a diverse and global team of data engineers, data scientists, product strategy leaders, and DevOps engineers.

Our focus has been on breaking organizational silos and creating a connected decision-making ecosystem. We have successfully built globally scalable predictive AI capabilities that are being used across multiple functions, such as media trade, shopper marketing, and ecommerce. These capabilities have significantly improved both the top line and bottom-line growth for the company, driving success for Mars Wrigley and our customers.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the biggest challenges is the need for improved data literacy within organizations. We need to upskill our associates in the business to enhance their ability to use data and analytics effectively. This will lead to better adoption of advanced AI capabilities and drive value.

Another challenge is the antiquated processes in large organizations that are not ready for the digital age. We need to change these processes to enable the easy embedding and utilization of digital capabilities.

Additionally, storytelling remains a challenge. Being able to communicate the value and insights generated by data analytics is crucial. Leaders who can tell compelling stories about how data analytics can transform business operations are making significant progress in overcoming this challenge.



Pablo Adrián Mlynkiewicz

Chief Data & Analytics Officer
Naranja X

[Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the biggest challenges for data and analytics leaders today is the rapid advancement of artificial intelligence and the potential it holds for transforming user experiences.

However, there is often a misunderstanding about what problems can actually be solved using these technologies. Leaders need to clearly define the business problems they want to address and ensure that the technology aligns with those objectives.

Another challenge is the potential bias in algorithms. It's crucial to continuously monitor and assess machine learning models to identify and mitigate any biases that may arise. By focusing on problem-solving and staying vigilant about biases, data and analytics leaders can overcome these challenges.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I'm particularly passionate about the potential of artificial intelligence and its impact on user experiences. However, what is often overlooked or misunderstood is the importance of clearly defining the problem that AI can solve.

Sometimes there is a misconception that AI is the solution to everything without considering whether the problem at hand can be effectively addressed using AI.

It's crucial to identify the specific business problems that can be solved and focus on using AI and data analytics to provide valuable insights and enhance decision-making. Additionally, the potential biases in algorithms should not be ignored. Data and analytics leaders must remain vigilant in assessing and addressing any biases that may emerge, ensuring fairness and inclusivity in their analyses and decision-making processes.



Esther Munyi

Chief Data & Analytics Officer
Sasfin

[Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

There are several significant challenges that data and analytics leaders face today.

One common challenge is not having a seat at the executive table, which hinders their ability to drive real change and add value to the organization. To overcome this, CDOs and data leaders need to be recognized as bridges between business and IT, demonstrating the data-driven value they can bring.

Obtaining buy-in and support from business stakeholders is another challenge, particularly when it comes to securing resources and budgets for data investments. It requires courageous conversations addressing the inhibitors and challenges to showcase the value of data initiatives. Speed in the deployment of data initiatives and the adoption of data products can also be a challenge, often caused by miscommunication between business users and data teams regarding data requirements. Convergence of business and data literacy programs can help overcome this challenge.

Lastly, there is a global shortage of data skills, resulting in a bidding war for talent. Long-term solutions should focus on partnerships with educational institutions to create awareness about data and analytics careers from an early stage.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

While I believe that there is no fixed set of requirements for success in data and analytics leadership, there are certain skills and characteristics that can be beneficial.


Technical proficiency in data and analytics techniques is essential, as well as a solid understanding of the business in which one operates. Effective communication skills are crucial for bridging the gap between technical and non-technical stakeholders and conveying complex concepts clearly.

Data ethics is another important aspect, considering the sensitivity of the data accessed and used. Leadership skills are vital for leading teams, fostering a culture of innovation and collaboration, and inspiring problem-solving. Additionally, being a curious and adaptable individual is valuable in a field that constantly evolves.



Sarfraz Nawaz

Associate Director, Digital Product Management
Johnson & Johnson, Digital and Innovation

 [Click to view profile](#)

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

Successful leadership in the data and analytics space requires a unique set of characteristics and skills. Firstly, a leader must champion innovation and stay up to date with the rapid advancements in the industry.

This involves fostering a culture of continuous learning and being at the forefront of emerging technologies and trends. Additionally, effective communication and storytelling skills are vital for data leaders. They should be able to translate complex data insights into compelling narratives that enable decision-making across the organization.

Advocacy for data is another critical aspect, as leaders need to drive the development of robust infrastructure, tools, and compliance frameworks. Collaboration, building strong teams, and developing future leaders are also essential qualities for success in this field.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I am most passionate about building foundational technologies within the data and analytics industry. This includes cutting-edge models, such as large language models, that have the potential to transform the way we analyze and understand data.


These foundational technologies pave the way for innovation and drive the next wave of change in the industry. However, one area that is often overlooked is the importance of timely regulations and standards.

As data and analytics capabilities continue to evolve, it is crucial to establish guidelines that ensure high data quality, appropriate consumption patterns, and ethical considerations. Striking the right balance between innovation and responsible use of data is essential for building trust and maintaining the integrity of the industry.



Prachi Priya

Former Chief Data Officer
Team One

 [Click to view profile](#)

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

To be a successful leader in the data and analytics space, a combination of specific characteristics and skills is crucial.

First and foremost, technical expertise is essential, including a strong foundation in data analytics, statistics, and programming languages. In today's context, it is particularly valuable to refresh and update knowledge in AI and machine learning. Alongside technical skills, leaders need strategic thinking to align data initiatives with broader organizational goals and identify opportunities for data-driven growth.

Effective communication and collaboration are vital, as data is a team sport. Leaders must be able to articulate complex concepts clearly and foster collaboration with cross-functional teams.

Lastly, having a solid understanding of the industry and business context in which they operate allows leaders to identify data-driven opportunities, prioritize projects, and demonstrate value.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I am most passionate about diversity, both personally and professionally. As a Chief Data Officer, I believe it is my responsibility to ensure inclusive and unbiased data practices and drive positive social impact.

Ethical considerations are crucial, particularly as new tools and technologies become more prevalent. Implementing programs and initiatives to support and mentor underrepresented groups in data and technology is a priority for our team.

We also strive to minimize algorithmic bias and consider the ethical implications of data collection and usage. While progress has been made, the industry still has a long way to go in terms of achieving diversity. It is essential to continue addressing this issue and creating initiatives to foster inclusivity and representation.



Eugene Ras

Head of Data and Analytics
Distell

[Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

For the last couple of years all organizations have been competing for a limited supply of data talent. As data and analytics leaders, we must change the way we recruit new talent into our organizations.

We will have to be a lot more flexible in talent management which will be hedged on a strategy-driven, differentiated approach. This at the very least means that new talent should be recruited with the end in mind. A focus should be on what business requirements are, and only then match that with human and technical skills needed to fulfil those requirements.

Added to that, strategies such as outsourcing, offshoring, and retraining talent will become more important. Tech talent is also more likely to join organizations based on the work they will be doing. A proper career path will become critical allowing talent to build depth in multiple areas over the course of their career. Finally, as AI continues to automate problem-solving, our focus should shift to talent that is able to guide AI-technologies towards business results.

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

Unfortunately, the hype created around data has become our Kryptonite! Often, we are not able to deliver on the promises we make, with some recent studies indicating that close to 80% of data projects fail.

I am still passionate about the potential data has to transform a business. I always tell my team that we need to work ourselves out of job – the use of data should become second nature to the business users, and it should be their first port of call-in making decisions.

Therein lies another fallacy about data driven decision-making – that it completely discounts experience and intuition. This is a common misunderstanding. I am a big proponent of informed intuition, where data is used to either confirm or challenge your intuition. This approach always leads to better decision-making. I am also very passionate about driving data literacy with non-technical employees.

Utilizing data as a tool within your tactical and strategic arsenal should not only be limited to those who have a knack for writing code. Cultivating a better understanding of how data can be used to make your work-life easier is something I place a lot of emphasis on.



Leandro Rocha de Andrade

Chief Data & Analytics Officer
Banco de Crédito BCP

[Click to view profile](#)

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

One of the biggest challenges is the need to increase knowledge about the application of data analytics in businesses. We still have room to enhance understanding of how to apply data analytics and identify the best solutions available in the market.

Additionally, as organizations speed up the development of new products and services through innovation and digitalization, it becomes crucial to ensure that business users are actively sharing the information they generate and thinking about how it can create value across the organization.

To overcome these challenges, continuous training programs should be in place for both analysts and leadership roles, fostering the use of analytics as a means of improving business operations. Creating a center of excellence for data analytics within the organization can provide the necessary knowledge and support for the business users, encouraging their engagement and promoting a culture of data-driven decision-making.

In your experience, what does it take to be a successful leader in the data and analytics space? What characteristics or skills should aspiring data leaders focus on cultivating?

To be a successful leader in the data and analytics space, it is crucial to understand the business beyond technical aspects.

Data and analytics leaders need to comprehend how the organization makes money, creates solutions, and solves problems using data analytics. They should be able to propose data-driven solutions and work collaboratively with the business to find answers.

Leadership skills are also vital, not just within their teams but across the organization. It is essential to ensure that everyone recognizes the importance of data analytics in their own areas of responsibility and understands the value it can bring.

Additionally, ethical usage of data and artificial intelligence should be a priority, considering fairness, avoiding biases, and promoting transparency in decision-making. Successful leaders must prioritize understanding the business, exhibit leadership skills, and address ethical concerns.



Chun Schiros, PhD

Head of Enterprise Data Science Group
Regions Bank

[Click to view profile](#)

In a professional context, what achievements are you most proud of in the past year, and why?

Our team had a remarkable 2022 filled with pivotal breakthroughs. We focused on building the best team, executing with excellence, and promoting data-driven innovation. We built a dynamic group of data professionals and fostered a culture of learning and innovation through educational sessions and advanced training. This led to cross-functional collaboration, breaking down silos and empowering teams to utilize data effectively. We improved our analytics capabilities, delivering reliable results and driving growth and savings through ML/AI-powered insights, while ensuring proactive model risk management practices. Additionally, we automated routine data tasks to enhance efficiency.

I was honored to be recognized as the Data Leader of the Year, underscoring the impact of our team not only within our organization but also in the broader data community. These achievements have filled me with pride and a deep sense of responsibility to continue collaborating, innovating, and executing effectively.

What do you think are some of the biggest challenges facing data and analytics leaders today? And how do you think they can be overcome?

Data and analytics is a rapidly evolving field, and there are shared challenges that emerge consistently across the industry. Those challenges fall into three categories: data, process, and people. Addressing these challenges requires a comprehensive data strategy.

Data-related challenges involve ensuring data quality, integrity, accuracy, and security. Process-related challenges include maintaining the scalability of data operations and managing the increasing size and complexity of data and algorithms. People-related challenges highlight the need to attract and retain skilled talent, foster a culture shift toward data-driven decision-making, and promote continuous learning.

At the same time, the rapid development of artificial intelligence in recent months has become a powerful driving force behind innovations and growth. But the emerging area of responsible AI brings its own unique set of challenges that include ensuring transparency and accountability, as well as fostering public trust.



David Thomas

Group Platform Owner Data Analytics & Insights
Genesis Energy

[Click to view profile](#)

What are you most passionate about when it comes to data and analytics? What do you think is too often overlooked or misunderstood?

I'm very clear when I think about data and analytics, I think about the data value chain, from end-to-end. From governance through to ops, what the platform looks like, the analytics, the reporting and data science.

There is no value in establishing that data value chain unless the insights are being actioned and showing benefits. Our role in the organization is to enable. Whether that is in a commercial aspect, for customers or to improve the risk profile, I get great pleasure when I see insights being recognized and paradigms changing because of their delivery.

For us, as a listed company, commercial, customer and risk are all focus areas and we need to demonstrate the value against those three criteria. That, to me, is the most important thing.

Watching the data ops team putting a piece of work in place, followed by the governance team going over it, then analytics building models for it and it subsequently going into production with the reporting team is a pleasure.

You can see our value streams changing their approach to the way they do business. That last mile is often challenging but extremely rewarding.

When we have regular catch ups across the data team, those that are closer to business say, 'We were able to do this because you did this work and your data products are now being used', that is immensely satisfying.

The bit that I think sometimes is missed, and not everyone agrees with me on this, is research. I think research answers the question of 'why?'

Often the data will show correlation or a little bit of causation or will give you a count of what happened in the past or forecast what's going to happen in the future. That's all great but it's the 'why' and the qualitative research to ask questions that will give you a jump start on that.

Particularly now in the world of LLM's, research, in my opinion, hasn't been recognized as a primary part of data and analytics. We've just built them a toolkit that can make them more powerful than they've ever been before, so how are we going to set that up for success?

About the Editor

Gareth Becker is an experienced editor and content marketer and produces B2B stories that focus on emergent trends in data and analytics, cloud computing, information security and more.

He works with world-leading brands to shine a light on fresh ideas and innovative products using a range of multimedia content.

To share your story or enquire about appearing in a Corinium report, blog post, or digital event, contact him directly at gareth.becker@coriniumgroup.com

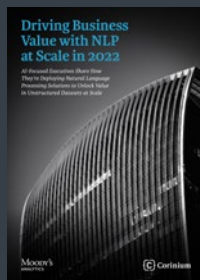


Gareth Becker
Content Strategist,
Corinium Global Intelligence

Partner with *Business of Data* by Corinium

We'll develop in-depth benchmarking research, special reports and editorial content to establish your brand as an industry thought leader.

FIND OUT MORE HERE











Discover Corinium Intelligence

Corinium is a specialist market intelligence and events company, with the world's largest business community of more than 300,000 data, analytics, customer experience and digital transformation leaders.

Through insights, practical tools, expert guidance and industry connections, we help executives drive efficiencies and innovation.

Find out more: www.coriniumintelligence.com

Connect with Corinium

-  Join us at our events
-  Visit our blog
-  Read our white papers
-  Follow us on LinkedIn
-  Like us on Facebook
-  Find us on Spotify
-  Find us on YouTube
-  Find us on iTunes