

EXECUTIVE BRIEF

# THE ROLE OF BIG DATA IN CREATING DATA SCIENCE-DRIVEN ENTERPRISES

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THIS EXECUTIVE BRIEF IS A SUMMARY OF THE WHITE PAPER:

## Transforming Your Company into a Data Science-Driven Enterprise

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### DEFINITION

- A refined definition of Big Data, beyond merely referring to growth in data volumes, includes diversification, low latency, and ubiquity.

### IMPORTANT FINDINGS

- The position of data science within an enterprise will impact the outcome of Big Data analytics. In the preferred centralized model, data science sits within an IT department that owns the data platform. Positive outcomes are more likely when data science is not decentralized - in the Line of business chain.
- A centralized data team receives more senior-level oversight and sponsorship, a necessary ingredient in pushing forward data science initiatives.
- The core requirement for introducing new data science initiatives is the identification of data assets and establishing a centralized storage that is congruent with enterprise privacy and security policies.
- The fact that data (information) critical to new initiatives in data science might not be currently collected should be addressed through strategic planning of the extent of data collection.
- The access layer of a database platform should be un-complex if the outcome of data science initiatives in Big Data are to be positive. Data availability is a fundamental enabler of predictive enterprise.
- Selecting the right distributed computing platform is a critical catalyst to transformation. It is an enabler of an enterprise data science paradigm shift.



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**IMPORTANT FINDINGS** (cont.)

- In predictive analytics the selection of the right toolkit for Big Data is a contributor to positive outcomes. Relying on Small Data toolkits in predictive enterprises restricts advanced analytics.
- Recruiting people with the right skills to enable sophisticated tool selection is critical for success in a predictive enterprise. Data science skills are at the core of predictive modeling.
- As well as offering continuing education to existing staff, building out a team of data scientists will require competing in the currently white-hot market for them.
- In the centralized organization, the Data Scientist involved with model development works within the value chain of operationalized predictive and machine-learning models. Proximity to product, platform, data engineers and application developers working with a project management office is preferable to isolating data science in LOB.

**KEY POINTS**

- There is a growing realization that Big Data is more than data and a platform.
- CIO's now accept that Big Data platforms must be transformed from cost-centers to data-monetized engines.
- With Big Data, output evolves from rigid aggregated data. This change permits use-driven, iterative and agile analysis of granular data to provide insights that transform an organization into a predictive enterprise.
- With Big Data, enterprises can expand data use beyond the functions of marketing and finance.
- Given the expanded possibilities of data use, enterprises can evolve from data-driven to predictive.
- More pervasive use of data science in enterprises is disruptive on many levels.
- Individuals throughout an organization used to legacy or status quo will be exposed to uncertainty and vulnerability as data science evolves.

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**KEY POINTS**  
(cont.)

- An initiative to initiate enterprise change in data management and data analysis may lead to conflicts over data ownership, shortsighted IT investments and disputes over legacy platforms.
- A good outcome of enterprise change is the promotion of data-driven innovation leading to competitive advantage.
- There are several levers for change or "transformation catalysts" that lead to good outcomes in shifting to a data science-driven enterprise.

**TAKEAWAYS**

- Informing decision making, while good doesn't scale and is often left to languish. In a successfully transformed predictive enterprise the path from predictive models to production environments leads to automated actioning.
- Successful transformation to predictive enterprise involves a number of elements, understanding their requirements and establishing a clear allocation of resources. Without a clear path, predictive enterprise will not deliver value to the business.
- Success of data science initiatives depend on clearly defined processes from concept to execution.
- Multi-team coordination is required for data science effectiveness. Changes in instrumentation for required data capture, analytics roadmapping, service level agreements to lower latencies and data policy changes are examples of areas where coordination is essential.
- C-level executives considering a strategic shift to predictive enterprise must prioritize the transformation or risk being left behind by those who are doing it right.

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