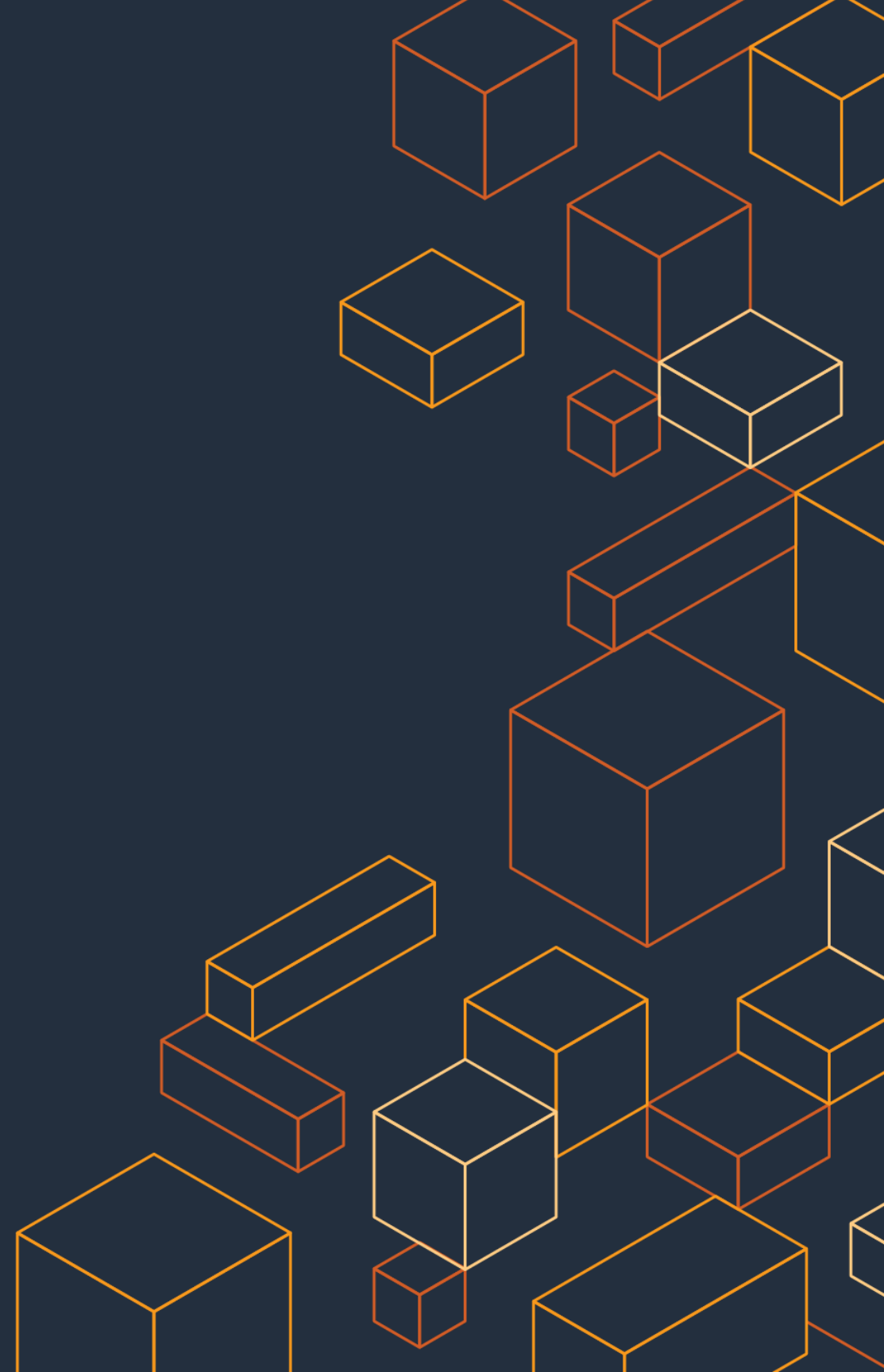




Creating a Data-driven Culture

Ishit Vachhrajani
Enterprise Strategist
Amazon Web Services



Data is an asset

Data is a **unique** asset

Data is a **unique** asset



Fixed supply

Controlled by few

Transferred

The more you use,
the less you have



Limitless supply

Available to everyone

Shared

The more you use,
the more you have

Evolution of enterprise data



Data aware



Data informed



Data driven

Functions

Report

Monitor

Guide

Capabilities

Static batch reports

Interactive dashboards,
data warehouse

Data science,
AI/ML, Data Lake

Users

Executives,
department heads

Power users

Everyone

Data

Financial and
operational data

Siloed data

All data

Why become a **data-driven** enterprise?



Make better
decisions, faster



Respond better
to the unexpected



Create better
customer experience



Uncover new
opportunities



Improve
efficiency

“Data without **action** is useless,
action without data is **roulette**”

Desired outcome
Go to the beach

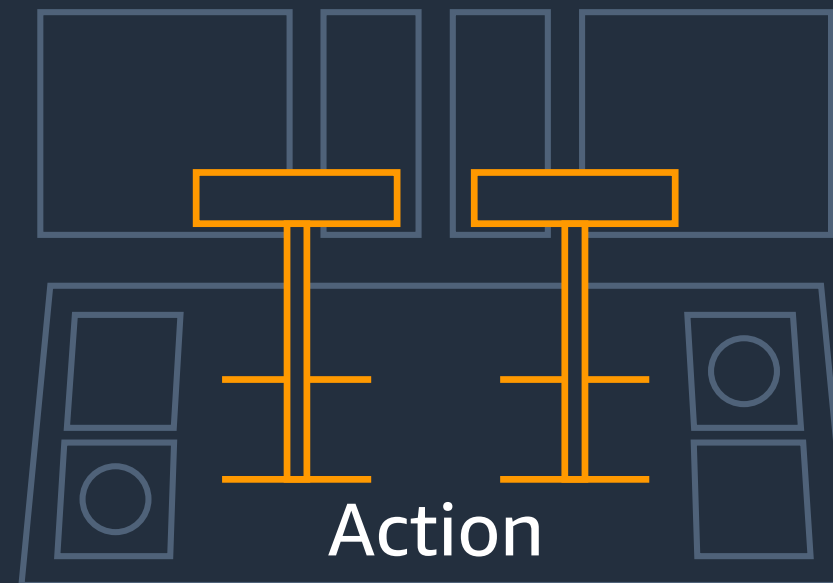
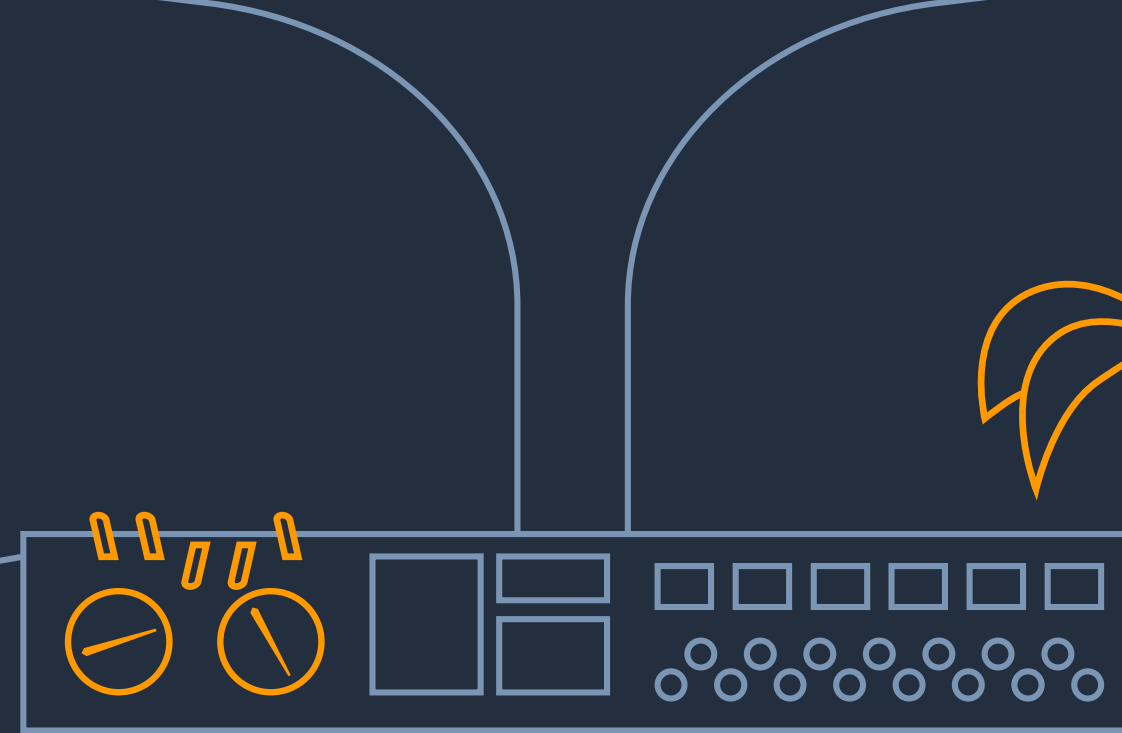


Target output
Land safely and
on time



Take action to manage inputs

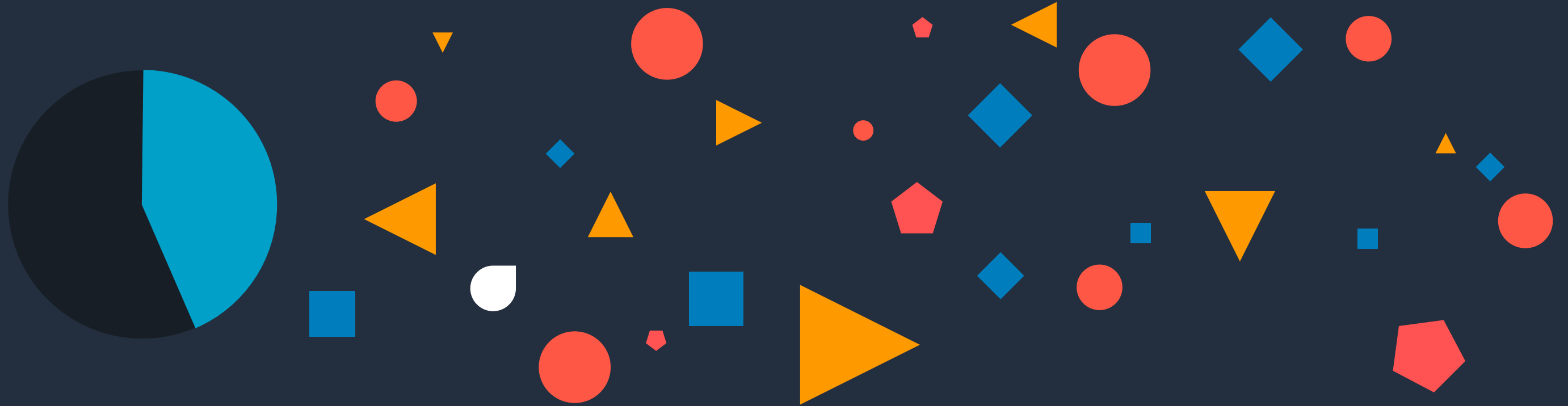
Inputs
Speed
Altitude
Direction



Variables
Weather
Air traffic

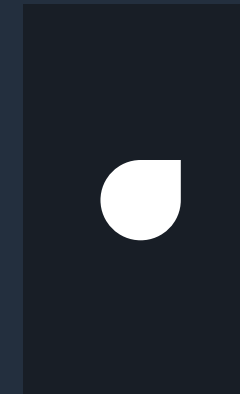
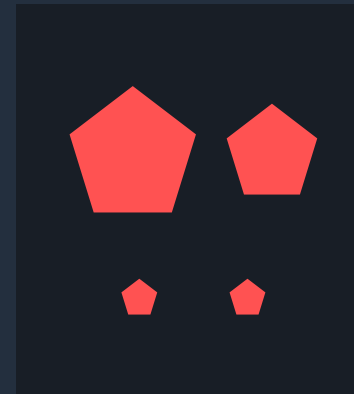


Data-driven enterprise



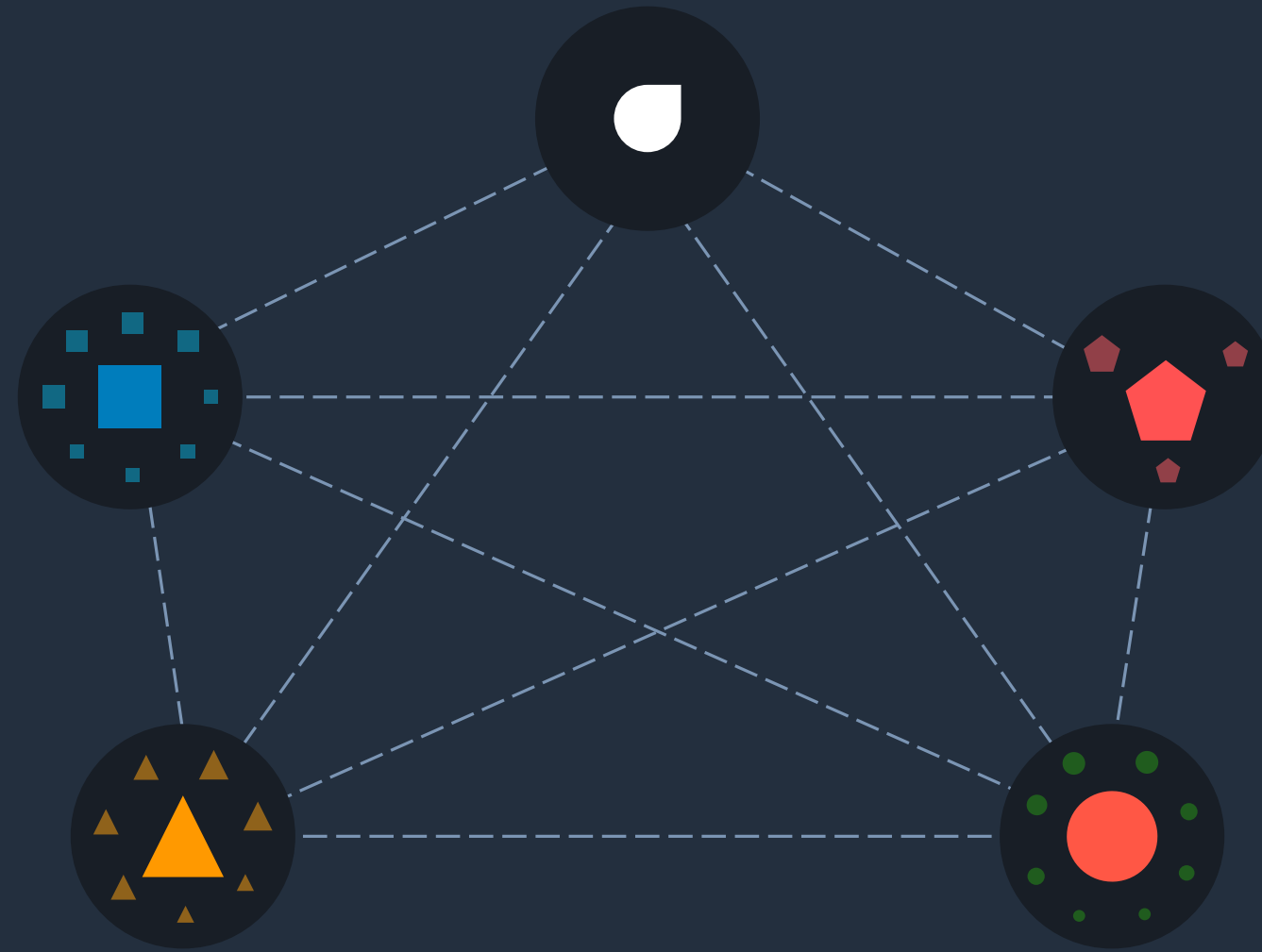
Data

Data-driven enterprise



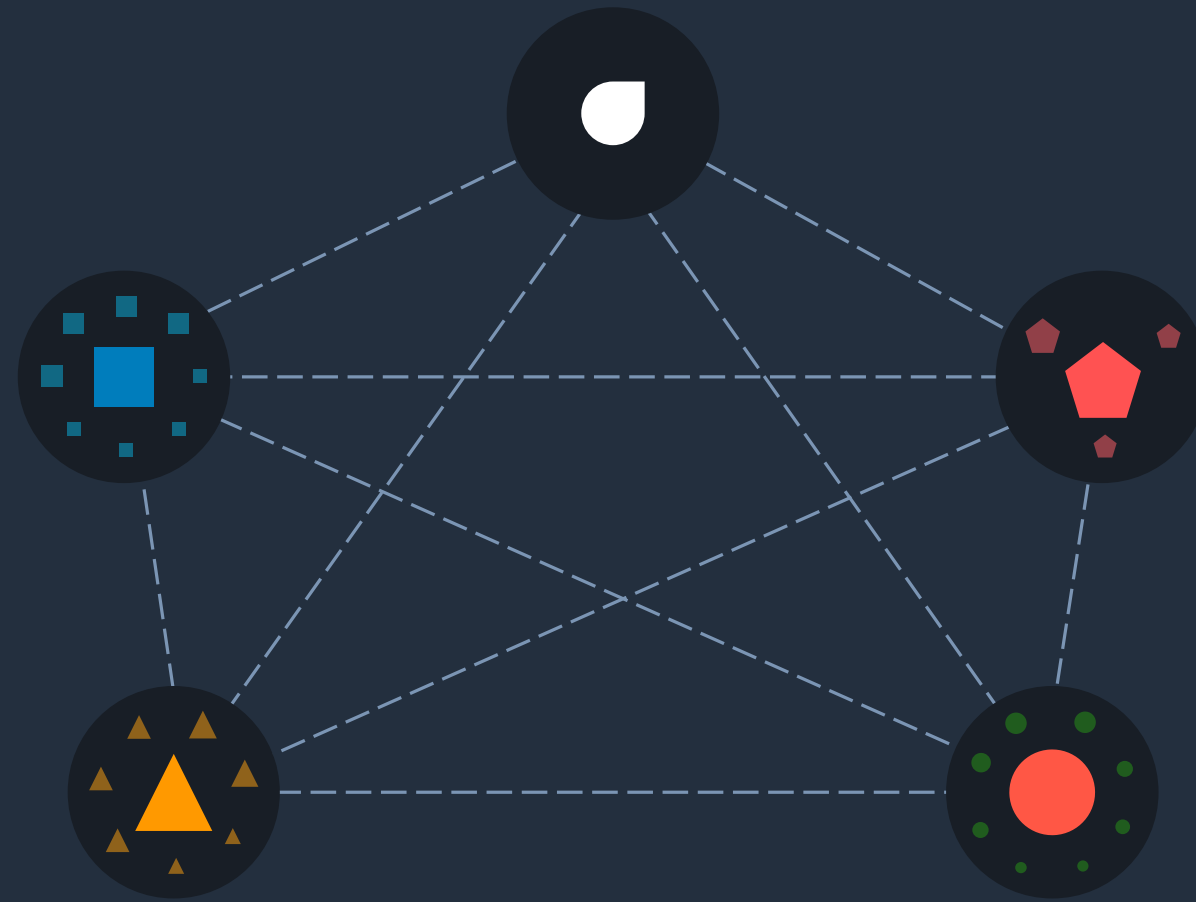
Data —————> Insights

Data-driven enterprise



Data —————> Insights —————> Actions

Data-driven enterprise



Data —→ Insights —→ Actions —→ Outcome

How to become a **data-driven** enterprise?

How to become a **data-driven** enterprise?

- ☐ Proclaim that “data is the new oil”
- ☐ Launch several “Big Data” initiatives including an AI project
- ☐ Start by hoarding as much data as possible
- ☐ Hire a Chief Data Officer (CDO) but change little else
- ☐ Create an analytics function and funnel all requests to them
- ☐ Repeatedly say that we are in the data business
- ☐ All of the above

$(\text{Culture} + \text{Capability}) \times \text{Scale}$

$(\text{Culture} \times \text{Scale}) + (\text{Capability} \times \text{Scale})$

Culture at Scale



of challenges to
business adoption
of data are cultural

Source: Big Data and AI Executive Survey 2021 by NewVantage Partners

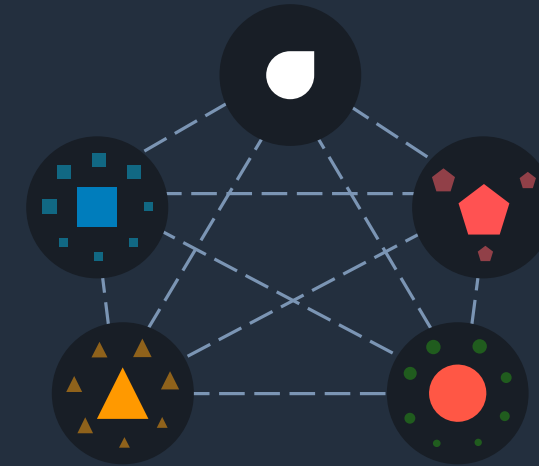
Engage in data-driven decision making

1 2 3 4



Use data to justify decisions

Executive sponsorship



Use data to guide decisions

Executive engagement

boxes of size 4 diapers. To complicate matters, weight – and not age – is the best predictor of a baby’s diaper size.

With Amazon’s Subscribe & Save program, customers previously created diaper subscriptions in a specific size which was replenished until the customer decided it was time to move up a size. This meant that parents needed to anticipate the change in diaper size and either cancel their existing subscription to create a new one, or go to the Manage Your Subscriptions page to update the existing diaper subscription with the new size. This caused endless frustration for parents, added to the stress of having a newborn, and the experience ran counter to the concept of a subscription that should run smoothly with minimal touch points.

With the introduction of the new auto-sizing feature, customers who subscribe to diapers will be asked to provide their child’s weight, in addition to the existing child info. They will then be able to set up a single subscription that will take them through the various sizes at the right time. Customers will be notified before the next box of diapers is due to ship that it has automatically sized up – if it’s too soon, there will be a simple one-click process to keep the current size.

“I love using Subscribe & Save. But for my older child, I have had to return boxes that were one size too small, which actually increased my work load,” says a customer who has used Subscribe & Save for her baby for several years. “As I expect my second child, I am very excited at the thought of having the right size diapers show up at my door each month. New parents have enough to do without having to keep calculating which size of diapers they should be buying for their baby.”

“We want parents to always have the right sized diaper for their child at the right time,” said Greg Farnham, VP of Subscribe & Save. “This single subscription experience for diapers will ensure that customers can depend upon Subscribe & Save to do the work for them and not have to worry about changing size as their children grow.”

Amazon’s Subscribe & Save ships thousands of items to their customers on a regular basis, with additional discounts. With the diaper subscription service, the program has simplified the experience for new parents.

To learn more about Subscribe & Save’s diaper subscriptions auto-sizing, go to www.amazon.com/diaper-subscriptions

Not a good name for this

Could a customer really say this?

Weasel words

Better

Clearly

Faster

Around

Lower

Many

Higher

Greater

Nearly

Often

Significant

Probably

Worse

Usually

Very

"...we gained **more** customers this quarter"

"...response to our new marketing campaign is **great**"

"...we improved the performance **significantly**"

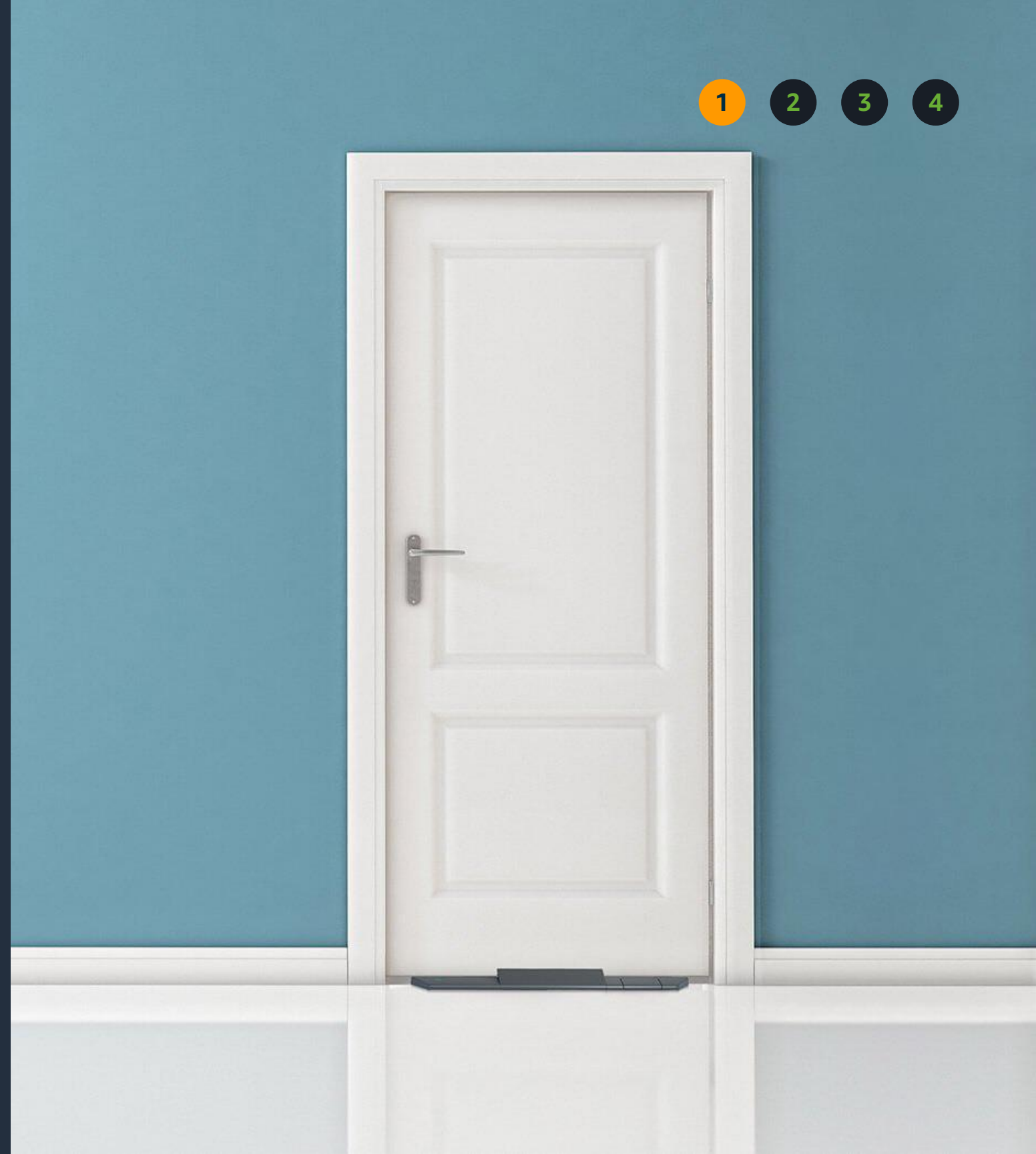
"...we gained **100 new** customers in Q1 of 2020 **compared to 75** in Q4 of 2019"

"...our new marketing campaign resulted in **30% increase** in new customer sign up"

"...we reduced our page-load times **by 20%**"

Is it a **one-way** or
a **two-way** door?

1 2 3 4



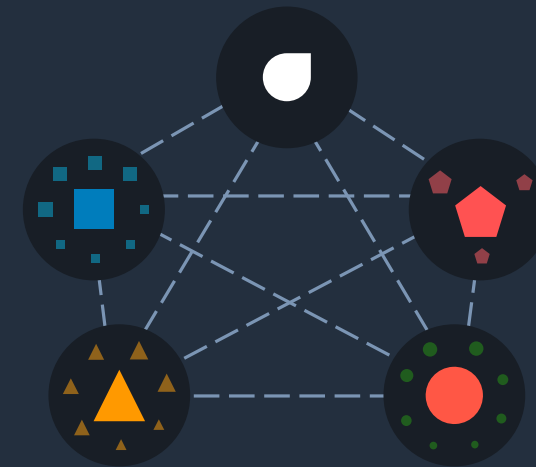
Enable frontline action using data

1 2 3 4



HiPPO based decision-making

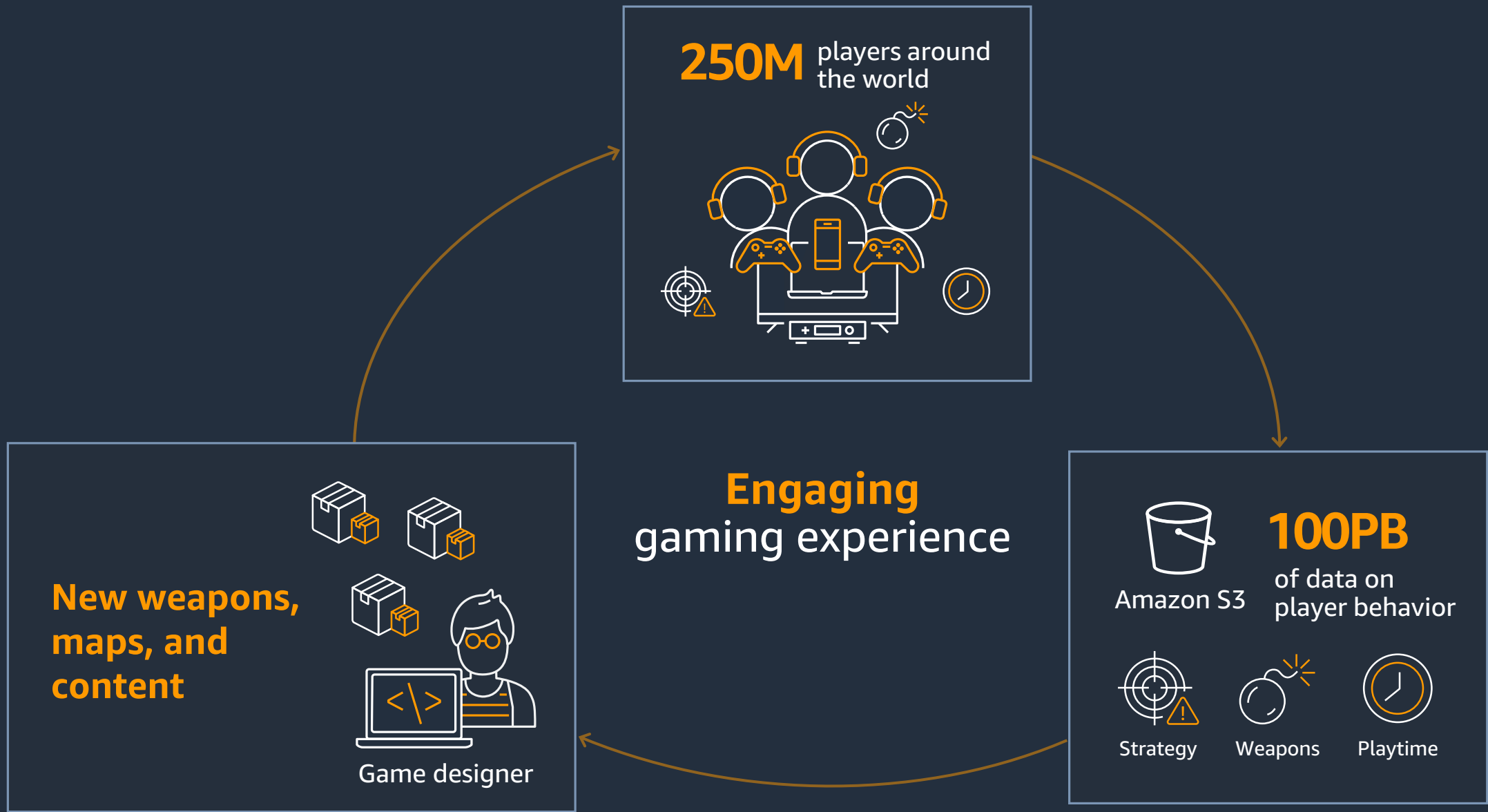
Many insights, little action



Decentralized decision-making

Insights actioned in everyday activities

Frontline action driving engagement



Govern to enable, not restrict

Establish **tenets** before policies and procedures

Unify **implementation**, decentralize **controls**

Invest in **data catalog, lineage, and traceability**

Make **secure path**, the path of **least resistance**

Educate everyone on effective use of data

1

2

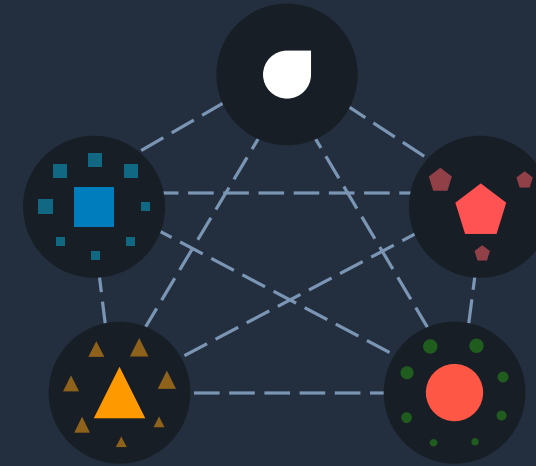
3

4



Data is for analysts

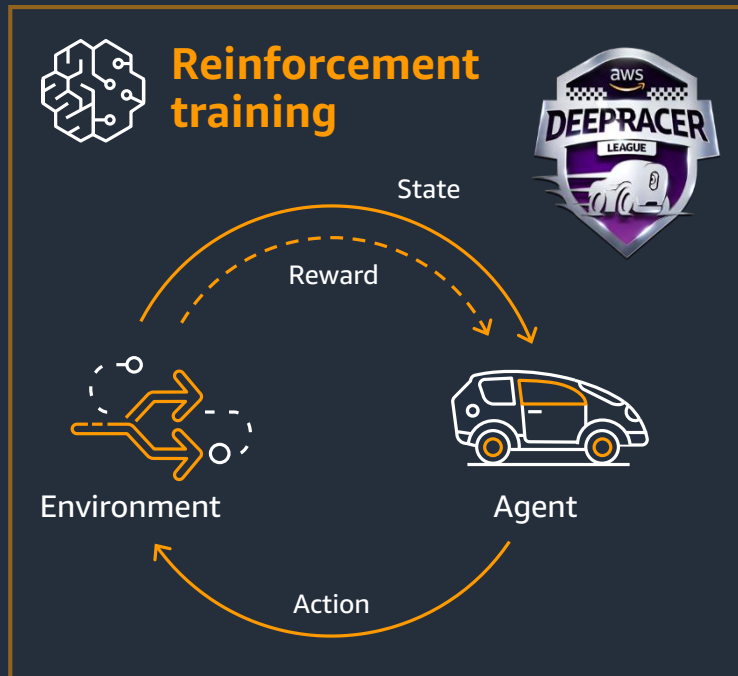
Start with the Master Data
Management tools



Data proficiency as a core skill

Define common entities
and vocabulary

Make learning fun with AWS Deepracer

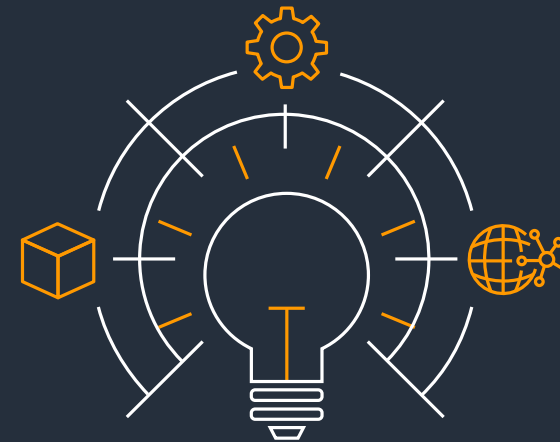


35%
of technology
function

445 employees
across 8 countries



**New products, services, and
processes driven by ML**



Eliminate cultural silos that guard data silos

1

2

3

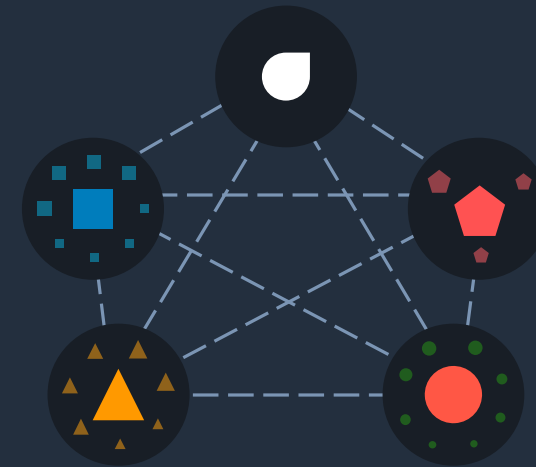
4



Data in departmental silos

Data as a crutch

Reporting ghost towns



Data as organizational asset

Data to seek honest inquiry

Integrate data in core products

A+E Networks breaks down silos

Who is our
customer?

Where are we
spending money?



Content

How are we
making money?

What do we have in
the basket to sell?



A+E
NETWORKS

A+E Networks breaks down silos

- 1
- 2
- 3
- 4

Revenue

Linear

Digital

International

Distribution

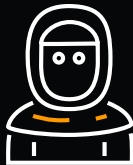


Cost

Production

Marketing

Talent



Viewership

TV ratings

Digital downloads

OTT subscribers



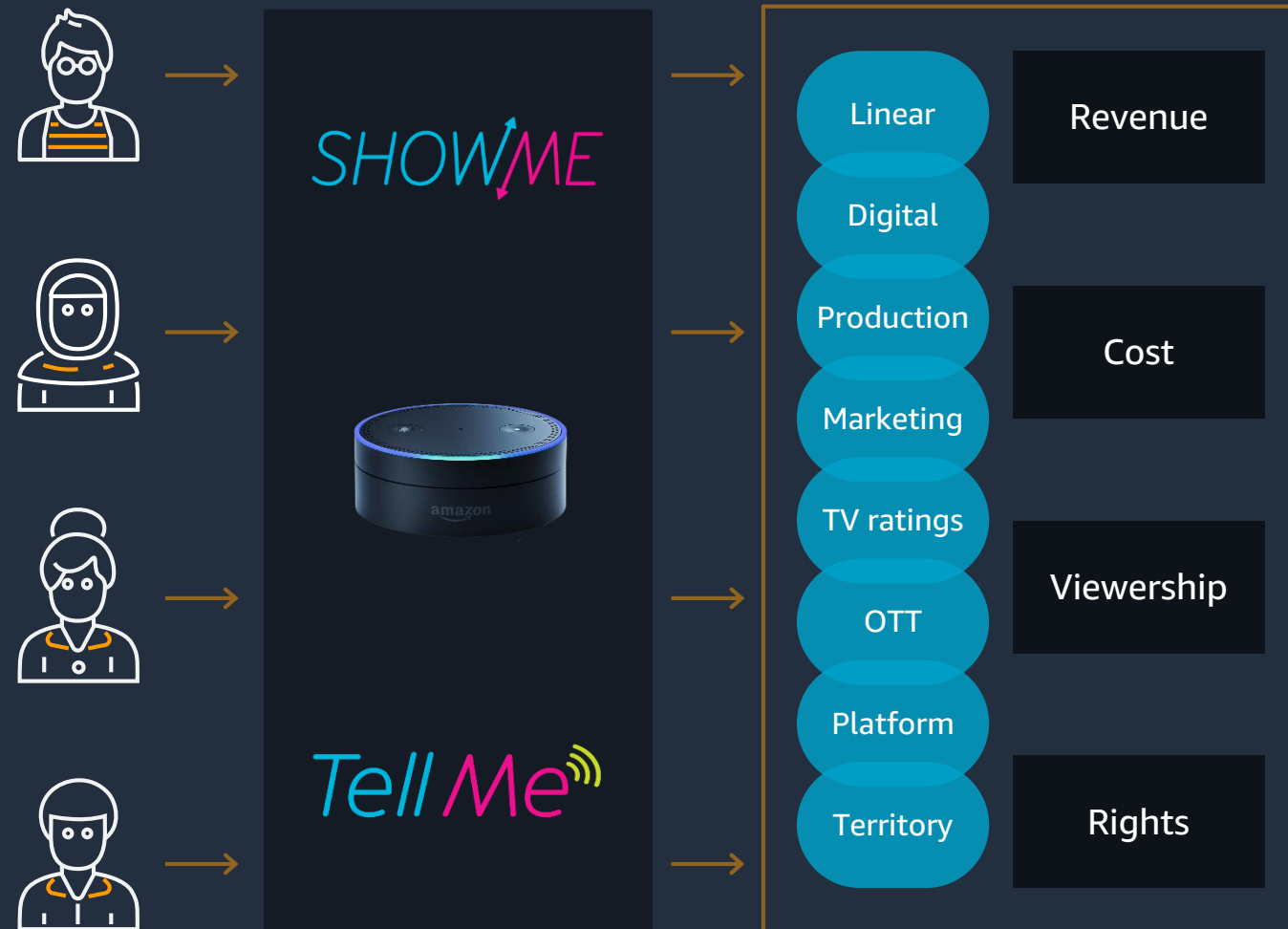
Rights

Platform

Territory



A+E Networks breaks down silos



Corporate alignment
across 12 common KPIs

Increased content
sales with real-time rights

Data-driven optimization for
inventory, price, and
marketing

Better program
scheduling decisions using
data

1 2 3 4

A+E
NETWORKS

Creating and scaling a data-driven culture



Engage in data-driven decision making



Enable frontline action using data



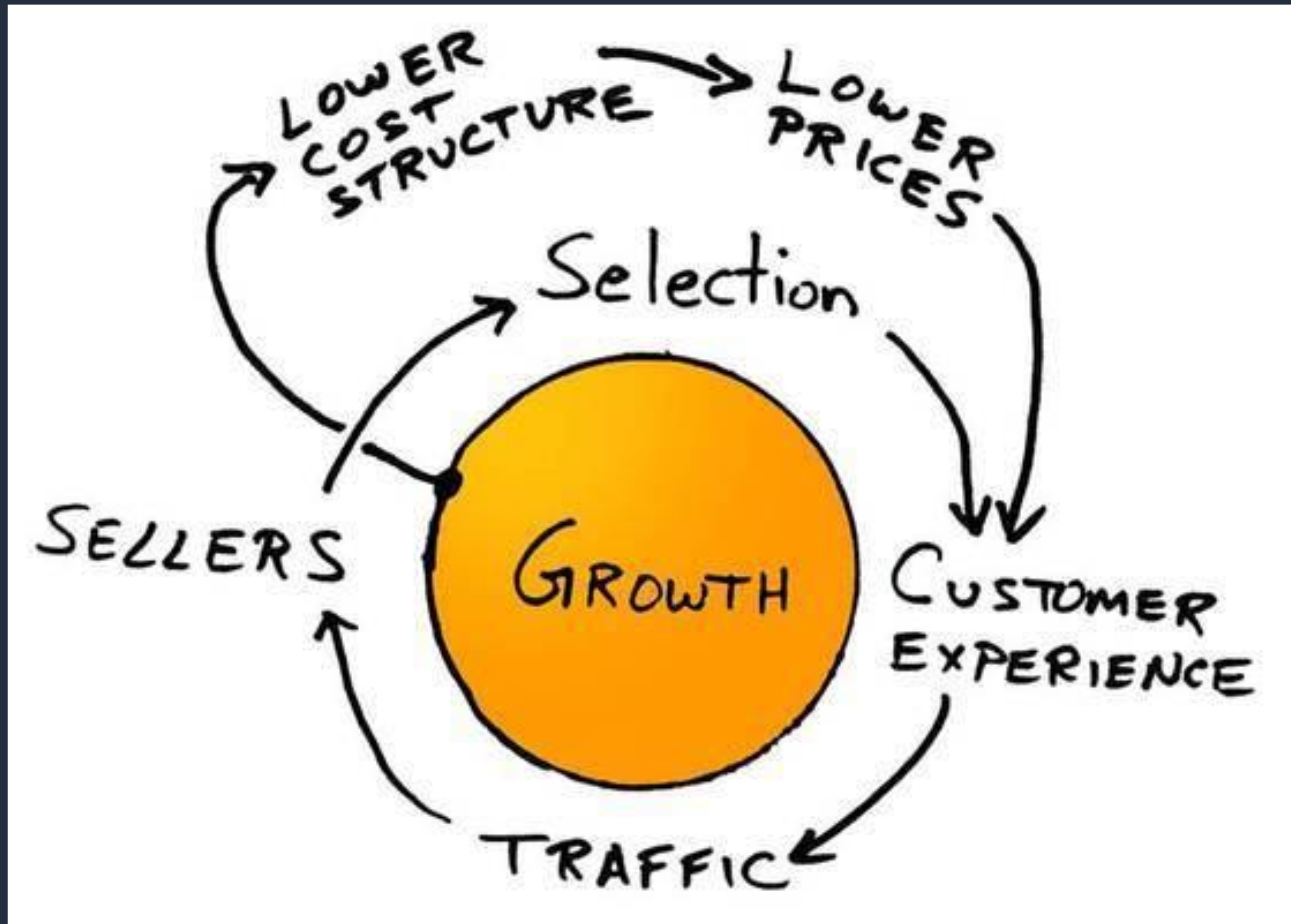
Educate everyone on effective use of data



Eliminate cultural silos that guard data silos

Building your flywheel

Growth Flywheel

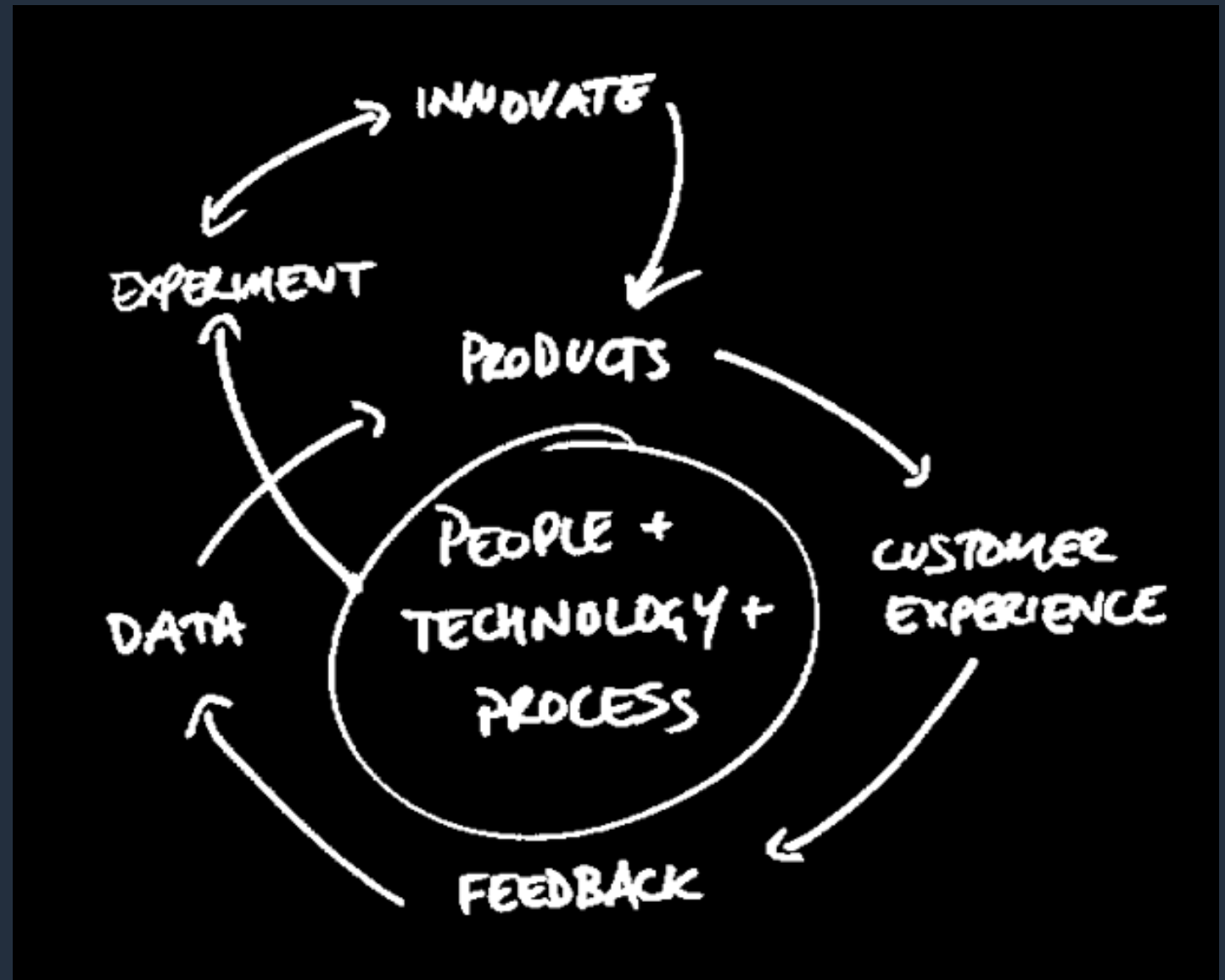


Durable Customer Needs

- Value
- Selection
- Convenience

Data Flywheel

1. Define what being data-driven means for **your** company
2. Commit and start by driving the **cultural** change
3. Pick few **impactful, visible**, and **relatable** opportunities



“When the anecdotes and the data disagree,
the anecdotes are usually right.”

Jeff P. Bezos
Founder and Executive Chairman, Amazon.com, Inc.





[https://aws.amazon.com/
executive-insights/](https://aws.amazon.com/executive-insights/)



[https://open.spotify.com/show/
1Qp5byBTsBeF20RdyWulqd](https://open.spotify.com/show/1Qp5byBTsBeF20RdyWulqd)



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blogs/enterprise-strategy/](https://aws.amazon.com/blogs/enterprise-strategy/)

Thank you

Ishit Vachhrajani

 /in/ishitv

 @ishitv

