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
- Functions: Report
- Capabilities: Static batch reports
- Users: Executives, department heads
- Data: Financial and operational data

Data informed
- Functions: Monitor
- Capabilities: Interactive dashboards, data warehouse
- Users: Power users
- Data: Siloed data

Data driven
- Functions: Guide
- Capabilities: Data science, AI/ML, Data Lake
- Users: Everyone
- 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

Action
Data-driven enterprise
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
(Culture + Capability) \times Scale
(Culture \times Scale) + (Capability \times Scale)
Culture at Scale

92% 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

Use data to justify decisions

Use data to guide decisions

Executive sponsorship

Executive engagement
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 baby, and the experience ranged from 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 delivery 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 before, I would have to return boxes that were one size too small, which actually increased my work load,” says Sarah, who uses the service for her baby now 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 diapers for their child at the right time,” said Greater. “This single subscription experience for diapers will ensure that customers can depend upon Subscribe & Save to do the work for them, so they don’t 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.
“...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?
Enable frontline action using data

HiPPO based decision-making
Many insights, little action

Decentralized decision-making
Insights actioned in everyday activities
Frontline action driving engagement

New weapons, maps, and content

Game designer

250M players around the world

Engaging gaming experience

100PB of data on player behavior

Amazon S3

Strategy, Weapons, Playtime

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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

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

Reinforcement training

Environment

Agent

State

Reward

Action

35% of technology function

445 employees across 8 countries

New products, services, and processes driven by ML

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Eliminate cultural silos that guard data silos

- 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?

How are we making money?

What do we have in the basket to sell?
A+E Networks breaks down silos

<table>
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<th>Cost</th>
<th>Viewership</th>
<th>Rights</th>
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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
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
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.
Thank you

Ishit Vachhrajani


https://open.spotify.com/show/1Qp5byBTSBeF20RdyWulgd

https://aws.amazon.com/blogs/enterprise-strategy/