

# Global Data Visionaries

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# The data dilemma

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## Top 100 global data visionaries: an industry first

Global Data Visionaries are making waves in the digital world. They are championing a privacy-by-design approach to data usage, which enables organizations to realize the full value of their data, bespoke to their contextual needs.

These 'Data Visionaries' comprise of individuals who have disrupted industries or companies by using privacy-enhanced analytics to lead innovation and spark accelerated growth - without compromising consumer trust.

The Global Top 100 Data Visionaries is an industry first, curated by a panel of expert judges. In addition to the full rundown of leading individuals, this report offers a glimpse into the minds of ten listed visionaries to provide an in-depth understanding of how consumer privacy and trust can be safeguarded in an insights-driven organization.

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### Acknowledgement: the interviews

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# Meet 10 Global Data Visionaries

Learn how some of the most innovative data leaders are transforming their businesses and sectors worldwide.





# Simon Gratton, Royal Mail

Fenland, England

**“A ‘Data Visionary’ is somebody that identifies, articulates, leads and then executes ‘as of yet unknown’ opportunities for data innovation for operational gain repeatedly against a backdrop of continuous business change and competitive market pressure,” says Simon Gratton, Director of Advanced Analytics at Royal Mail.**

Gratton joined the UK based postal and logistics business in 2020 having led data change at JCB, data centre tech leaders Schneider Electric and energy firm Centrica. These roles have shaped Gratton’s belief that the role of data leader to be someone who pushes the organization forwards. “Without wanting to list too many clichés, a Data Visionary really does work to bring an out-of-the-box mindset, an alternative view to the norm and present different ways of doing business,” he says.

“They should possess a perspective across functional thinking and business silos, and be a protector of data as an asset without prejudice. Whatever business you work for, a Data Visionary is trusted to share recommendations based on data fact, as well as being on point as a revenue generator, a cost and risk mitigator.”

As a result, Gratton believes data leaders are part of the digital transformation journey many organizations are on. “The Data Visionary is a catalyst for disruption and change that powers the next and most

important business outcome. Data is at the heart of everything from back-office to front-office each day and every day. It is never an afterthought; it’s a living, breathing ecosystem and culture that is a fundamental part of the business and its strategy.

That business outcome is not a purely technological focus, says the former technology leader. “The focus should be on cultural and operation change from the outset using the technologies already at your disposal.

“From a tooling perspective, I tend to look for technology capabilities that are increasingly intelligent, dynamic, and that drive a high-level of automation into data delivery.” But Gratton is keeping an eye on a set of data technologies that have the potential to transform organizations. “I’m fascinated by anything in the space of Decision Intelligence, Augmented Data Management, Relationship Analytics,



DevSecOps and cloud-based artificial intelligence and machine learning (AI/ML) innovation pipelines.

“From a Royal Mail perspective, my key focus for the year ahead is to help reduce dashboards and reporting estates in favour of delivering intelligent recommendations and insight directly to the front-line teams,” he says of the need to decommission technologies as new ones arrive, and ensure the organization is operating from a single data set.

“The beauty of working for the national post operator means I seldom need to describe what we do, even to my family and friends! Royal Mail is the leading provider of postal and delivery services in the UK and the nation’s designated universal postal

service provider. As part of Royal Mail's UK strategy, the company is currently transforming from a letters business that delivers parcels, into a parcels business that delivers letters – something that has been further accelerated by the pandemic," he says of his role. Gratton's role is to be the lead for data capabilities across Data Science, Analytics, Data Architecture, Data Analysis and Data Engineering at Royal Mail.



**We use a variety of capabilities to secure, mask, distribute and protect our data on-premise and in the cloud at Royal Mail.**

"We experience many of the same data issues of any large corporate business. We have an enormous supply-chain undergoing fundamental transformation, a dynamic and changing workplace and a necessary pace of change which is faster than ever before. Keeping data consistent, secure and accessible as a sustainable foundation

for innovation is the daily challenge," he says.

As the nation's most famous delivery firm, privacy has long been an integral part of the service and brand for Royal Mail and that will remain a key component of the organization as it becomes an increasingly digital and data-led business. "My strategy work typically places 'data at the heart of the customer experience' with a focus on integration and reuse," Gratton explains. "The thinking is simple; If we harness the same information consistently, its privacy, quality, value and context will be consistent across all corresponding business and customer interactions.

"Privacy by design to me is a cultural mindset. If we can set the right behaviors that balance privacy with the need for digital execution and market agility culturally, the likelihood is that the brand, customer and business users will be more successful.

"We use a variety of capabilities to secure, mask, distribute and protect our data on-premise and in the cloud at Royal Mail."

### Business head

"Become a rounded business professional rather than a pure-play technologist," Gratton says of the key skill to being a data leader in a major organization. "Walk in the shoes of the businesses, functions and people you are supporting before helping them improve through technology transformation.

Diversify your professional experience early in your career and avoid specialism where possible." Once at the helm of data leadership Gratton says data visionaries should: "Consider automation and machines as advocates rather than competitors and embrace opportunities for collaboration, creativity and complex change at their periphery."

Gratton adds that in leading change, peers should: "Always think about the 'what' the outcome should be and not 'how' it should be achieved."

Gratton says his data visionary career began in the mid 1990s with the IBM Cognos business analytics application that was one of the pioneering technologies of business intelligence (BI). This is Gratton's second

tour of duty with Royal Mail, having led data in 2009 as part of a major transformation of the organization, which he describes as a: "breath-taking transformation against a backdrop of declining mail revenues". Gratton has held technology and data leadership roles in major organizations such as Canadian telco Telus, professional services firms Capgemini and Deloitte, as well as financial services firms Zurich Group and his more recent roles in manufacturing.

Away from the role Gratton is a private pilot and gamer, both of which he says are data rich past times. "Data seems to pervade my personal life even more sometimes than my professional life."



# Kevin Fletcher, HMRC

London, UK

Trust ranks as one of the key pillars of being a data visionary, and the role of data within an organization, according to Kevin Fletcher, Chief Data Officer & Chief Economist at Her Majesty's Revenue & Customs (HMRC).

There are many, especially in the UK, that will be reassured that the nation's tax collection and management agency places trust so highly in its data vision outlook, but as Fletcher reveals to the Data Visionaries 100, trust has to have a deep meaning to the way a data centric organization operates.

"HMRC is the UK's tax, payments and customs authority, and we have a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support," Fletcher says of the services that HMRC provides to the UK. As Chief Data Officer (CDO) Fletcher's

responsibilities are: "bringing coherence and innovation to the way we use data across our estate, for the benefit of our customers, HMRC and government more widely".

He also holds the data strategy for HMRC. It is a role Fletcher has held for five years,

joining London headquartered HMRC in 2005 as an Economic Advisor, and taking on the CDO role in 2017. During his time with the government agency Fletcher has also held knowledge and analytics roles.

Fletcher describes the role of CDO and that of being a data visionary as, "someone who can recognize the opportunity to convert a data asset into value for the organization and its customers.

"To put an HMRC lens on that, it is about bringing insight and understanding around how you acquire, manage and use data that enables those with a business purpose in the organization to unlock value and improve services."

## Data's trusted role

Building and maintaining trust in the way data is used is vital to Fletcher and HMRC, the data visionary says. As the world



economy becomes increasingly data-centric, government collection and use of data has to be transparent and easily understood by the citizens that pay tax, and have to give data to the government, this has been clearly demonstrated during the Coronavirus pandemic, with track and trace systems and mobile Apps in the UK as well as other economies being dogged with data trust issues.

"Trust sits at the heart of what HMRC does in collecting revenue to fund vital public services.

That encompasses trust in our data, processes and system design, and it sits at the centre of all our organizational

strategies,” Fletcher says. “At the centre of this is being transparent and clear about how we use data. And, internally, it’s about making the ethics conversation important in the way data is managed and used in the organization.



**We’re looking at a range of technologies that will improve the services we provide customers, and our interactions with them, and strengthen our analytics capabilities.**

“I’d also say build responsible partnerships when using data, and providing services. This comes back to where the reputational risk sits, and organizations needing to take responsibility for the decisions they make around data.”

Fletcher’s experience on partnerships and transparency have led the data visionary

to hold the belief that data leaders must: “Always be clear on the business (or organizational) objective you are trying to achieve! Trust in data gives you a licence to operate.”

In recent years, and especially in the UK, trust in the data and the relationship between government agencies, political advisors as well as technology and data services providers has been challenged. There have been concerns about the use of data in healthcare, the electoral system and more recently the pandemic. Fletcher says that any person or organization dealing with data and operating a data-driven organization has to: “share a common set of values that put citizens’ interests at the heart of using their data responsibly.”

### **Power of the cloud**

Cloud presents “the opportunity to store and use data far more efficiently,” Fletcher says of the increasing use of enterprise cloud computing within data-centric organizations and HMRC. Connected to the cloud, Fletcher says he is keeping a close eye on customization of services using the

insight and analytics that HMRC and data-centric organizations can create. Fletcher’s views demonstrate how the public sector has drawn on the technologies, skills and experiences of industries like retail, financial services and hospitality in the use of personalization.

“Like all large and complex organizations, the challenge is to stay at the edge of innovation while managing a broad data estate,” Fletcher says of keeping abreast with the rapid rate of change in data technologies and strategies.

“We’re looking at a range of technologies that will improve the services we provide customers, and our interactions with them, and strengthen our analytics capabilities,” he says.

“I come from an economist background and worked in the South African National Treasury, before coming to work for the UK government. I’ve also held both large operational commands and worked in policy development, which have all shaped my approach to the current role,” Fletcher says of a varied data-centric career that

has involved roles in macroeconomic policy and tax analysis at the South African National Treasury.



**Always be clear on the business (or organizational) objective you are trying to achieve!**

“Across life outside work – from finance to sports and fitness – I am constantly interested in exploring how data can help inform the actions I take, and the benefits I see in return,” Fletcher says of how data touches every corner of his life.





# Nelly Chatue-Diop, Ejara

Bordeaux, France

The data opportunities of Africa, as well as privacy by design and bias within artificial intelligence (AI) are three of the biggest topics in the world of data, and for Nelly Chatue-Diop.

Chatue-Diop is about to embark on a new career as a data entrepreneur in Cameroon, as founder and CEO of Ejara, a blockchain based mobile investment platform that has been developed specifically for African markets - her passion for the opportunities that data and mobile technology bring to African markets is infectious.

Ejara will bring blockchain technology to the burgeoning mobile financial services sector in Africa, in a move she says will help African economies and businesses leapfrog the legacy data technologies many data-centric organizations in western economies are struggling with. "The aim is to be giving back to my original continent," she says. "There is a real ambition

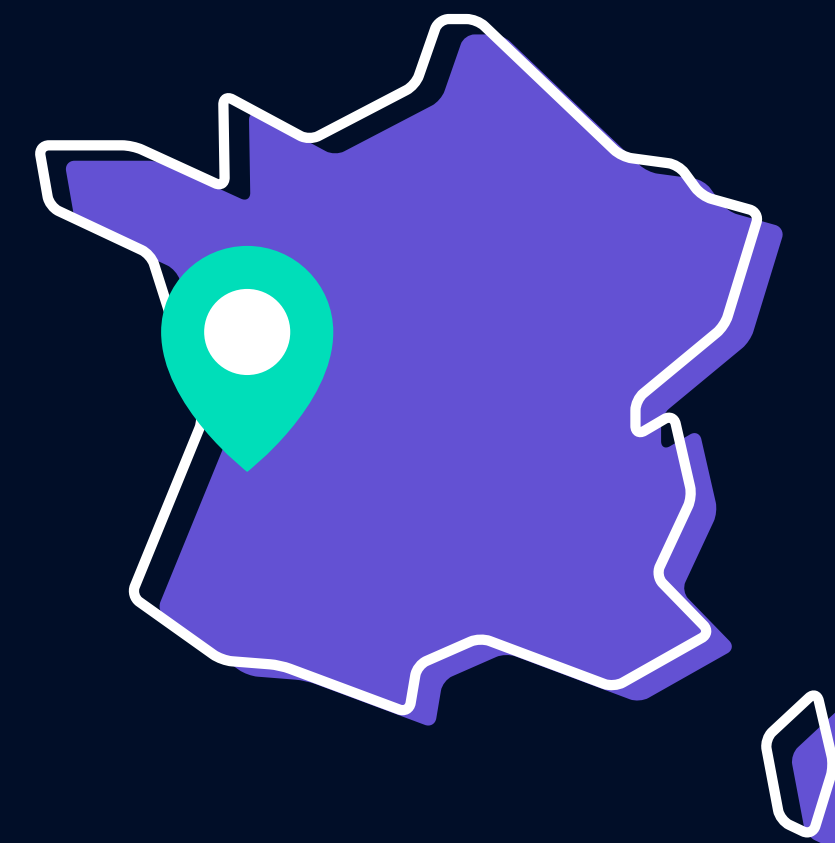
and appetite for the next generation of technology."

Chatue-Diop has been a data leader for Betclic Group, a major French gaming services provider, her data-centric career has given the data visionary a deep belief that organizations need to embrace the principles of privacy by design. The

concept of privacy by design has become more commonly used since the arrival of the General Data Protection Regulations (GDPR), and means that data protection is provided by the technology design in use by an enterprise.

Chatue-Diop's six years experience in retail, as a founder of Booper, a price optimization technology provider, revealed to her that shopkeepers need to sharpen their data management. "As data visionaries we need to think about how do we make sure that we are making data privacy a key freedom." She adds that this, in turn, is connected to the rising awareness of bias within AI. Data security is also a major concern for her: "At the basic level you should make sure that your architecture is very secure, and you must have a zero trust framework across the data so that everyone accessing that data is double or triple checked."

She advises fellow data visionaries: "Before



you start, think about the tools and the data governance, and how you share across the organization," adding that discussions about data tools and governance should not be restricted to the 'data champions' and visionaries in the organization. If organizations are to become data-centric, a businesswide debate about the tools and governance methodologies has to be discussed, understood and then adopted by everyone in the business.

"The people creating the data in IT development, marketing and customer relationship teams must be involved in how we create a good governance around customer data, and then how do we make that work?" she says.

Chatue-Diop says that if data visionaries

involve the wider organization in the selection of tools and shaping protocols, the organization can avoid poor adoption of these tools and methods. She advises peers to demonstrate to the organization, and in particular those frontline teams creating data, that the data gives them “superpowers” to be more effective in their existing roles. As a result, the positive storytelling around superpowers prevents a build up of fear that the data will be used as a way to replace or downgrade the roles of frontline team members.

### Data leadership

“To be a successful leader you have to think outside of the box, people don’t understand how you can be so logical and also be able to think outside of the box,” she says of the unique abilities that data visionaries have. As a data visionary within an organization, Chatue-Diop says it is vital to set a single vision for what the data strategy is for the organization. “This has to be a vision that can stand the test of time, but you also have to think about how you question the data.” She adds that in

setting the data vision it is also important to consider the effect the data vision will have on the market, the industry, and the social impact.

“I have made it my mission at each and



**To be a successful leader you have to think outside of the box, people don’t understand how you can be so logical and also be able to think outside of the box.**

every organization I join to create good diversity. It is so difficult to be a woman in technology, but I have always had at least 40% of my team made up of women,” she says of how important diversity and inclusion is. “Diversity and inclusion are different, and you really have to work hard at it.”

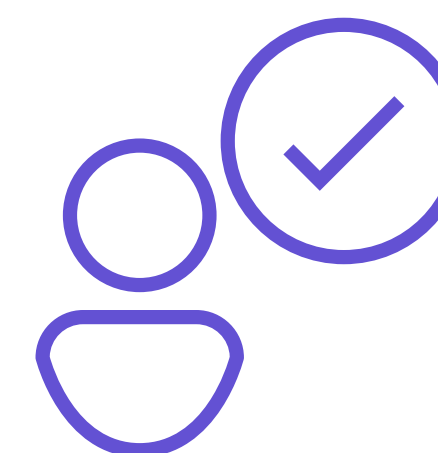
Chatue-Diop has only had a data-centric

job title since March 2017, when she joined Betclic as its Chief Data Officer (CDO), but Chatue-Diop has clearly been a data leader throughout a career that has included roles as consultant, market research, pricing director, strategic sales and founder in sectors such as financial services, retail, gaming, technology and professional services.

“I couldn’t leave data, I am a nerd that used to finish their maths books over the summer holidays,” Chatue-Diop says with a laugh. “As far as I remember maths and physics, anything that used a lot of numbers excited a lot of passion,” she says of her journey to becoming a data visionary. “When I look at data there is a connection and an energy that comes from the information,” she says of how she trained in computer engineering and became a data visionary.

“I figured out that using data and applying it to solved problems or gave a better understanding, and that is when I decided to make it my career,” she says. Our

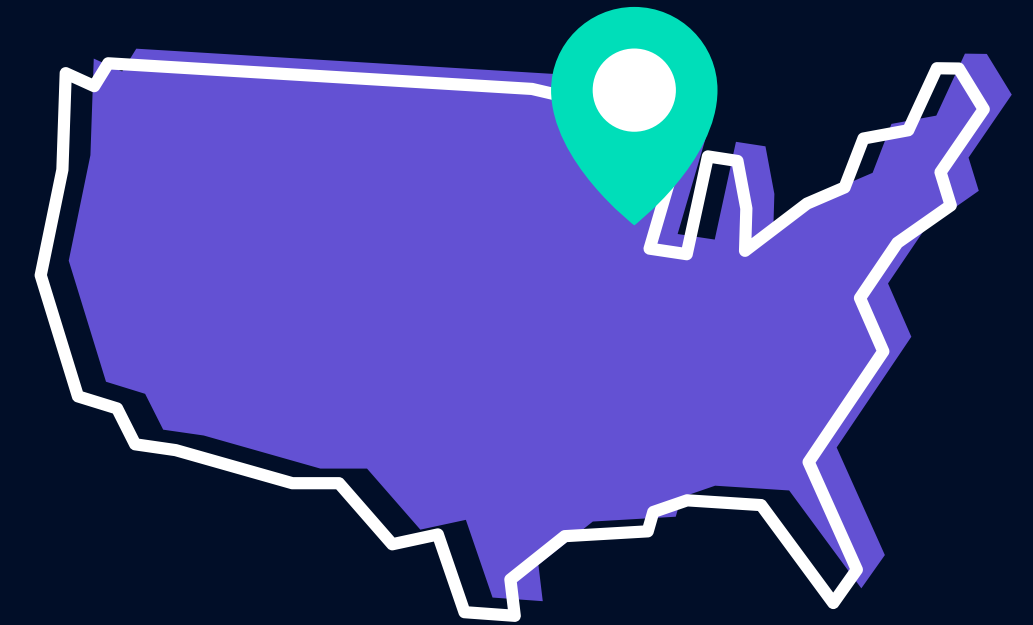
interview took place on the day Chatue-Diop was moving from France to Cameroon, as a data visionary that has reshaped how data is used in retail, gaming and financial services in one of Europe’s largest economies, it will be exciting to watch the next iteration of her data vision in the exciting growth of technology for the continent of Africa.





## Doug Laney, West Monroe

Chicago, US



**“One of the challenges with data, is that it is not a balance sheet asset; so it is not managed accordingly,” says Doug Laney, Innovation Fellow, Data & Analytics Strategy at West Monroe. Laney has spent his career understanding the intrinsic value data has to organizations, and today is a prominent expert on how businesses need to reassess how they view and manage data.**

Laney believes it is time for organizations to understand the cost and market value of data. But to do that, businesses must also understand the accuracy of their data, the scale of data they hold, the completeness of that information, and its relevance to the business. “Any data that you do not measure, then you cannot get economic value from it,” he says.

“Most firms have a team that procure and manage physical assets, but not one that

procures data assets and understands how to integrate data,” Laney says if organizations are to succeed with data, they must treat data in the same way as they do acquiring physical assets such as an office or commercial building, technology, manufacturing hardware or the raw materials to make the goods they sell. If organizations do not change their approach, then according to Laney, they will not be able to benefit from the next generation of data tools, such as artificial

intelligence (AI) and machine learning (ML).

Laney warns organizations not to fall into the trap of believing that improving the measurement of data will turn the business into a digital giant. “People can look at the digerati like Apple, but most businesses cannot expect to reach that level, at most, a business like Apple is aspirational, it is not achievable.” It is sentiment a number of data visionaries and business technology leaders share, data and technology is the key to new opportunities, but organizations must remain true to their origins, whether that be retailing, banking, manufacturing, health or public services.

“Data has become a substitute for physical services, like telehealth for example,” he says of how technology is reshaping markets, and in doing so creates a data set. Although many organizations won’t

become pure data businesses like the FAANG firms (Facebook, Apple, Amazon, Netflix and Google), Laney says almost all organizations will become part of a data economy. “In the longer term we will see firms become part of an extended information ecosystem, with businesses partnering to share data, and also to accept that a member of that data ecosystem will be the caretaker of a data asset.



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Laney's role at West Monroe is in effect to be a data visionary consultant, as he enters organizations to help them develop a vision of what they could do with their data. "Organizations need to identify where data is being under-utilized," he says of the work he does. Laney is helping businesses envision and understand why customer support data is not being used in product development or the sales process. In some cases, Laney says, this can lead to new revenue streams or identify unnecessary costs that exist within an organization.

Laney adds that new data-based revenue streams are on the horizon for many organizations. "Synthetic data, data which is de-identified, is rising in interest. But, there are concerns about sharing this data," he says of how some, such as Trūata, have demonstrated that sometimes synthetic data is not as anonymous as it should be according to regulations such as the General Data Protection Regulation (GDPR), which came into force in 2018 across the world's largest trading area, the European Union. Laney though says there are innovative ways to use synthetic data, and create new revenue streams. "Inverted

data monetization is a model where an organization states that it cannot share its data, but can share a partner organization's products and services to their customers."



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These new data management and revenue-driving models are changing the skills and career journeys of the next generation of

data visionary, according to Laney. "Most are coming into the role from a business context, so someone with an asset management position and a strong data literacy is vital." This, he says, is seeing data visionaries increasingly coming from within an organization, rather than being recruited to the business. Laney identifies the need for data literacy, which of course a visionary requires, but the consultant adds that data literacy must be held by the senior leadership team of organizations too, if they are to benefit from their data assets.

Laney has been understanding data and its role within organizations throughout his career, he has previously worked at the well known technology analyst practice Gartner, where he was Vice President for the Chief Data Officer research and advisory practice.

Data management quickly became central to Laney's career following a degree in software engineering and business administration when in the mid-1990s he joined one of the pioneering businesses in extract, transform and load (ETL), Prism

Solutions. After four years with Prism Solutions, Laney has had an illustrious career in data, working with leading providers, analysts and thinkers in data vision such as Meta Group, BMC, Deloitte Consulting, Gartner, and the University of Illinois. Laney describes his role as: "My focus is helping organizations envision new ways to generate value streams from the data that they have access to."





# Dinanath Kholkar, Tata Consultancy Services

Pune, India

Data can help a business to pole-vault, not just leap-frog forwards, says Dinanath Kholkar Vice President, Global Head of Analytics & Insights, Tata Consultancy Services. The data visionary has been at the forefront of the growth of data skills and services at Tata Consultancy Services (TCS) for the majority of his time with the well known global technology services provider.

Elected to the Data Visionaries 100, Kholkar reveals that data is increasingly one of the most important elements of the TCS and its customers, as new data environments reshape vertical markets.

Kholkar's role effectively splits into three areas; his day job is leading the data service that TCS provides to its customers; secondly, he helps TCS understand and use its own data more effectively, and thirdly, he heads the

data Tata Excellence Group. The latter is helping all the different arms of the Tata conglomerate use their data more effectively. The Tata group is involved in diverse business areas, including steelmaking, ownership of the Jaguar

Land Rover luxury automotive brand and even tea production.

"We cut across every industry, and we keep on learning new things," he says of how TCS data and technology services are involved in vertical markets as diverse as financial services, manufacturing, utilities and healthcare.

Data has been core to Kholkar's career during his tenure with TCS, beginning with the early adoption of Oracle database technologies. "I have worked with Oracle, Sybase, DB2 and SQL," he says with a smile. That insight led to Kholkar forming the data arm of the TCS Research Centre, which developed data mining technologies. Further roles in business operations with TCS strengthened Kholkar's view that data is the cornerstone of business change and optimization.



## Data's time has come

With a long and rich heritage in the data industry, Kholkar believes that we are now entering one of the most exciting periods of data history. "For any business leader, their priority is on the data," he says. Data is not only changing the business community; Kholkar sees major changes in society being driven by data. "Every country is coming up with data or AI regulations; we see them in Europe, India and the UK. There are citizen databases and a whole lot of things that can be done with that, for example, know your customer (KYC) services, and then the opportunity is, how do businesses integrate with that data," he says of how societal changes will create a deeper data ecosystem.

As a visionary, Kholkar is excited by how organizations are using data for more than just increasing revenues or protecting the profit margin. Like many business leader peers, he sees organizational purpose rising in importance, and data driving the opportunities to deliver a purpose. Kholkar reveals that TCS has worked on a project for a health insurance business that is moving towards being a wellness provider and using data to promote active living to their customers. "They have created an ecosystem that helps their customers with so much more than selling and processing insurance claims," he says.



**New business will come from analyzing your data, and you have to design your systems with this in mind.**

Within TCS Kholkar led the creation of a data target operating model (TOM), taking his experiences of technology leadership and bringing best practices into the world of data analytics. That TOM has now been added to the services Kholkar's TCS team

offers, and 12 businesses have adopted the TOM. The TOM enables organizations to really unlock the power of data in their organizations.

"New business will come from analyzing your data, and you have to design your systems with this in mind," he says of how data can reveal customer behavior, economic trends, regional differences, and opportunities to improve the operations of the organization. "Data is a means to tell you what could happen and how do you get an idea of what the unknown unknowns are in your business, and then, do you have the right partnerships in place."

Kholkar says it is important as a data visionary within an organization to be constantly demonstrating what is possible with a data-centric way of working, adding that a data-centric approach can make a major difference to financial governance and in customer-facing services. He adds that the data visionaries power list reflects the rising demand for data innovation in major organizations. "Everyone is accelerating their data journey," adding that the global pandemic has not decreased the rate of demand. "Everyone wants outcomes, and they want them fast."



**Everyone wants outcomes, and they want them fast.**

Not only has the Coronavirus pandemic increased the interest in data-centric business strategies, Kholkar believes organizations are realising the value of data-led ecosystems and that certain parts of their business ecosystem are broken. Demonstrated clearly by the problems supply chains have suffered in the public sector and retail. Alongside data ecosystems, Kholkar advises fellow data visionaries to be looking at the opportunities data marketplaces offer.

"Open data is a very interesting paradigm, and data marketplaces in vertical markets such as utilities, energy, financial services, healthcare and supply chains is a concept that is gaining interest. The marketplace is all about trust as well as the revenues," he says. "In banks, for example, they have a defined model for customer risk, and they are discovering the market possibilities of this data," he says of how banks can provide

data services to other organizations seeking to know more about a customer and their risk profile.

With the rise of data marketplaces and ecosystems, there is, of course, a counter impact of rising concerns and regulations about data privacy and cybersecurity. "GDPR made data privacy a board-level agenda, and organizations have invested in this role, and people have got a handle of what has been required," he adds that this is benefiting organizations and customers. "Only 20% of organizations now don't have a privacy leader, so GDPR has clearly been a big eye-opener." The General Data Protection Regulation, introduced across the world's largest economic market - the European Union block - in 2018 introduced not only the role of data privacy leader, but also major fines for organizations that don't handle customer data according to the European regulations.

Kholkar's view is that GDPR has begun a general awareness of data amongst citizens and businesses. This, in turn, will impact how the next generation of data technologies and services are used by data visionaries.



# Abhay Johorey, ICICI Bank

Gurgaon, India

As the lead data advisor for India's largest private bank, Abhay Johorey possibly has one of the most exciting remits of his function in Asia. ICICI Bank seeks an enterprise wide transformation in order to meet the demands on the industry and of its customers, by 2025, and Johorey is central to actioning its vision—but the remit goes beyond data.

**"[ICICI Bank] wants to become more customer centric, more operationally efficient and to use data in new and innovative ways," Johorey surmises.**

Only a few years ago, transformations would have been crafted by the CIO, or, where appropriate, a CTO. The C-Suite has had its own transformation, however, and since welcomed new executives to advise on ever-specific parts of the business. The Chief Data Officer is one such position, and has become an integral part of an

organization's arsenal of talent. The reasons for that are relatively clear.

"Of course the industry now has a higher appreciation for data leaders," Johorey said, "mainly because the amount of data generated by the world today is vast. We need to store that data, translate

it, understand it. Almost all aspects of the analogue world are changing and those that work hard with data, at scale, have a higher chance of surviving the next decade."

What does that mean for a data professional on a day-to-day basis? For ICICI Bank's advisor it means a lot of time reviewing its technology architecture. It means spotting patterns of use and redesigning its systems to help the Bank streamline roles, make it easier to work with customers, even simplify processes. The term "future-ready" is used a lot.

## Talent begets innovation

Perhaps most surprising however is not the technical aspects of Johorey's role, nor is it the strategic elements under his responsibility: it's the importance he places on talent. He considers the



Grumman F-14 Tomcat, an American supersonic, twin-engine, two-seat, twin-tail, variable-sweep wing fighter aircraft, for comparison.



**Of course the industry now has a higher appreciation for data leaders.**

"The planes technically speaking were some of the finest built by humankind, but they're useless without trained pilots.

That's how we must think of data, and it's easily forgotten by those outside of my function. Not everyone can interpret data effectively.

"There are three types of experts I look for when hiring, especially mid-transformation," he continues. "First is the domain expert. Finance is a specialized field and regardless of your function I believe an understanding of the sector helps drive clarity to your work."

This also ties with his focus on trust, privacy and security.

Johorey recognizes trust as vital to the survival of a business, but possibly more so for his sector. It's effectively a trust industry. As a data leader, he closely examines regional regulations on data sovereignty, compliance and customer sentiments. This works as an undercurrent to every strategy his data teams employ. Ethics is the semi-subjective consideration that tries to find its balance between frictionless experiences and respect to customers, whilst emerging privacy technologies can take on some of the

burden of responsibility. He's cautiously optimistic about the future.

Back to hiring. Second, efficiency drivers, or those that can look at what we're doing and spot ways for us to work better, faster, leaner. These are internal considerations but no less important.

"Finally, the storytellers. These are the most important because these individuals frame hypotheses, present their findings and explain what's happening with the information they've received."

With this triple entente, Johorey has been able to encourage ICICI Bank to experiment and to imbue the organization with more than just human hunches and traditional ways of working.

"Data either shows you a pattern human intelligence has limited concept of seeing, or explains it at a scale not possible for us to comprehend."

And no technology quite represents 'beyond comprehension' like AI.

"AI is absolutely a key consideration for us in the next 12 months. It gives us access to more data and allows us to interpret it faster. I have to be interested in this: I'm a data leader!"

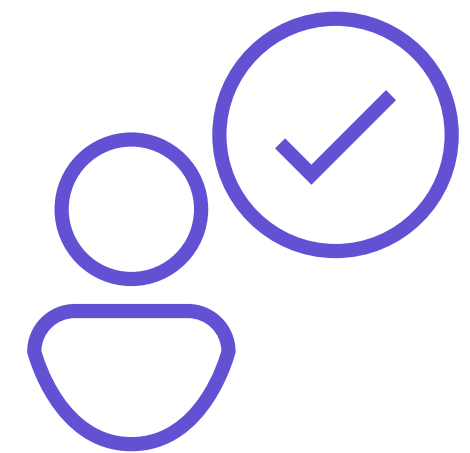
Which means what? I ask to close the conversation.



**Finally, the storytellers. These are the most important because these individuals frame hypotheses, present their findings and explain what's happening with the information they've received.**

Data professionals help the entire team: they make the CMO's role easier, the CFOs' more interesting; they provide the edge that every function benefits from. But a

data leader also challenges them by asking the right questions. They not only use data when asked, they use the information to dictate. For this data visionary, the data leader is an expert in querying, and what he's found is that questions can be more important than answers.





# Florence La Carbona, MetLife Australia

Sydney, Australia

MetLife is among the largest global providers of insurance, annuities and employee benefit programs, with 90 million customers in over 60 countries. It's Australian subsidiary, MetLife Australia, specializes in life insurance, provided by a network of financial advisors and super annuity funds specific to the continent. To help it keep pace with the digitalization of its industry, MetLife Australia recently hired a Head of Data.

Florence La Carbona sees her role like this. To turn a fairly regular business intelligence function into a data and analytics innovation lab that provides real business value, one needs to pull some specific levers. First, perhaps obviously, is a continued focus on data collection and analysis. The next for La Carbona, however, is data literacy.

"The number one lever I wish to explore is how to make MetLife Australia a more data literate firm. I want my team's aspiration to focus on innovation and experimentation, but to do those they need more time, time currently being taken up by the rest of the company who, to an extent, see and use our function as a help centre."

She goes further. "The data function is still relatively new. Suddenly there is now a team whose responsibility is to collect, interpret and showcase what we're doing and when—it's exciting! And for the rest of the company who've been waiting for something like this, they now want to come to us to answer all their questions. I like the enthusiasm, but it's not the best use of our time."

This data visionary is clear about where her team will find value.



"When we experiment and test things we don't understand and have the freedom to fail and learn, we will be able to make amazing products. But we need space, time, that freedom."



**The data function is still relatively new. Suddenly there is now a team whose responsibility is to collect, interpret and showcase what we're doing and when—it's exciting!**

## Two necessary ingredients

For her, a data leader must therefore be creative and patient. The former she can boast; the latter she isn't too sure about. Creativity is needed, for example, when her function is managing multiple tasks, ensuring the basics are running smoothly, whilst also pushing forward to continually prove the value of analytics. Here she pauses to some advice.

"A data leader's main cause should be proving their worth. It's what it is all about... and sometimes that means saying 'No', to your boss, to colleagues and to the wider company. If you and only you see it, it won't bring value.

"Sometimes creativity is having the vision to see past what is possible and impossible, relevant and irrelevant."

How does that translate to finding solutions with a relatively new team (La Carbona was hired in early 2020)?

It's a very careful balance, apparently. People, technology and ways of working need to be minded to the context of the company and its sector, La Carbona

explains. The right tools for the right platform—start small to demonstrate their value and scale up iteratively—and use these wins to gain that all important trust from senior leadership. More trust in turn begets more budget, and the cycle for this Australian data visionary continues.

"I'm also a big advocate for agile ways of working, yet I've found in technology that it's hard for people to embrace this philosophy," she laments. "Agile alleviates your team's time by providing a predictability of your deliverables that you can communicate to the rest of the company. This means outcomes are seen faster, feedback is given in real time—and also shows how data is not such a simple currency to work with!"

It all comes back to freeing time for more experimental tasks, an aim that can still transform even when working within the boundaries of trust and decency.

"Before doing anything with data, ask yourself if you should, not if you can. Make it your own data and consider if you want your information being used in the way you're proposing.



**"A data leader's main cause should be proving their worth. It's what it is all about...and sometimes that means saying 'No', to your boss, to colleagues and to the wider company. If you and only you see it, it won't bring value.**

"Privacy is one of the most important things as humans we should be protecting."

Together with experimentation, trust and privacy forms the backbone of her data function. In turn, data and digital are the two legs of the same body that wants to flex to "win the marathon" that is a transformation. She wouldn't want any other job in the world.





# Norma Dove-Edwin, former Places for People

London, UK

As one of the largest property management, development and regeneration companies in the UK, it is understandable Places for People's need for data analysis. It is made up of over 20 companies and has assets in excess of £3 billion, yet has a continued desire for growth, explains its most recent former Chief Data Officer, Norma Dove-Edwin.

"Inspiration for new revenue streams, improved operating models and better products are all facilitated by data and technology. Whilst Places for People's data and digital information lead, it was my role to provide those elements."

And it's a role she has taken seriously across her career.

Her CV is a litany of top FTSE multinationals, such as Shell, Unilever, BAT and HBOS. In all she drove business and technology change programs across

a global footprint; at BAT for example she successfully led one of the most critical departments in the BAT enterprise transformation programme, which was the largest, fastest target operating model change and SAP implementation in the world.

Places for People was no different. Dove-Edwin's main focus was its Digital Business programme, which the company describes as "driving cultural and behavioral improvements, explores and deploys innovative technologies and uses analytical insights to transform the way the Group operates and works to serve its customers."

Behind these initiatives lies customers.

"The core of what I do lies in considering the internal customer (employee) and the external customers. That starting point makes it easier to frame strategic questions — how can we design a new product to suit an emerging consumer, for example — and then I can seek the right data to help answer the question."

It sounds relatively simple. In practice, challenges present themselves within whatever context you find yourself in.



"Places for People had a lot of technical debt when I joined. A focus for me was to reduce that, alongside transforming its people, culture, mindsets and technology. That takes time. Most traditional organizations will be able to empathise with this position. It's like a challenge on a challenge."

We then move onto the position of the data officer within the senior leadership team. Clearly Dove-Edwin had the responsibility of providing the insights that would allow Places for People to grow intelligently, in ways it might otherwise have missed. Looking back across her career surely the rest of the board are easily swayed to her directives?

“The C-Suite is very rarely aligned [to the data function],” she replies. “And it’s not hard to see why: decisions that were once made by gut feeling or intuition are suddenly data-led. There’s a feeling of human replacement, but that isn’t the case. Data is a partner. We use it to further human intelligence, not replace it, which is the usual hurdle I come across.



**Driving cultural and behavioral improvements, explores and deploys innovative technologies and uses analytical insights to transform the way the Group operates and works to serve its customers.**

“Data has been unloved for a long time.”

It is, of course, imperative for leadership alignment here, not least because across

the industry the data function is being handed the keys to a business’ strategy, teams and make-up. If the function is under-utilized, or misunderstood, the consequences are quick and damaging. Happily, there are simple, practical steps to avoid this result.

“First, behaviors need to change with education and training. We need to shift the dial on what data is and what it does. Then executives need to understand the importance of questions. Ask my team the right questions and wonderful things will happen. Then it’s how to frame the questions: link each question to the purpose of the company and any answer will be appropriate, regardless of whether it provides positive or negative connotations. The worst answer to receive is one that has no bearing on your business’ KPIs.”

She continues that this then builds into a timeline of excellence with data. Once a leadership team has a handle on how to use its data function, change happens quickly, if iteratively. Employee data reports are an easy win to create in order to prove historic company hypotheses. Then do with operations, and then finance, and

all the while advising changes based on what you find. Once content with internal reports, Dove Edwin said, look to external data, which is when you find the “holy grail” of patterns, correlations and behaviors between your external customers, internal processes and team decisions.



**First, behaviors need to change with education and training. We need to shift the dial on what data is and what it does.**

Judging by her career, it seems to be a playbook that has worked so far. Yet change is what business and technology rely upon, and no playbook remains valid for long. On the horizon (or possibly even closer) for Dove Edwin and her colleagues is AI.

“Everybody needs to start their AI journey. Given cloud technology, the volume of data sitting in most companies, customer

expectations, workforce expectations — emerging technologies like AI will help us be more effective and efficient.”

And ethical? Yes, she answers quickly — but it depends on the data officer.

She advises anyone to create a data and ethics policy document before you “unleash your data scientists and their algorithms on your information.” Then privacy and security is added to the overall purpose and strategy remit because one of a data officer’s key goals should be to “build an organization built on trust with transparent business practices.”

Having just finished her tenure at Places for People it seems her next business has much to look forward to.





# Dan Jeavons, Shell

London, UK

“Across the evolution of data, mini disciplines have emerged that every data leader needs to master. The two that come first to mind are data privacy and data security. Indeed, at Shell, we have specific teams that look at these two disciplines, who are leveraging the information they find into our ways of working and our overall approach. We do this to understand our privacy concerns and them mitigate errors; any self-respecting data science group needs to get this right because, frankly, if you get them wrong your entire business could be shut down.”

These are blunt words honed with experience from Shell’s General Manager Data Science, Daniel Jeavons, especially as someone with an unconventional career path who didn’t always have data in mind.

Jeavons had always loved computers. He learned programming as a teenager and set up his own studio to learn how to record

music. He graduated to building websites for charities at university, before applying that to a career at Accenture. It wasn’t until he prised open the machinations of a large organization such as this that he realized the true value was in the detail.

“Improving processes was the best way to get value from your technology

investments, we knew that, but the building blocks of improvement is data,” he recalls. The rest was history.

He now leads a global team of 180, working out of Houston, Amsterdam, London and Bangalore. In his own words they “develop new solutions that require algorithms embedded in software, plus we provide consultancy on the side to help the business understand data problems.”

They are Shell’s crack force of data specialists.

Now in this leading role he has an optimal view of his function, how it’s evolved and why. He recognizes that the world of IT was once disconnected from the world or process improvement. Yes they implemented large solutions but once complete they handed the keys to a solution to the rest of the business to let



them deal with consequences. Data has had the same journey, he adds.



**Improving processes was the best way to get value from your technology investments, we knew that, but the building blocks of improvement is data**

“So, what’s changed? First, we’ve understood that for a business to evolve it needs its technology team. Silicon

Valley taught us that lesson. They also taught us about user-centric design, agile methodologies and tool triage. Then cloud technology encourages the whole industry to shift several gears.

“These are all huge changes — methodologically, technically, culturally — for the technology and data function”

The resulting business and team now respects not just the data underpinning their existence but the people vanguarding its intelligence. It means terms like data visionary are understood immediately for their tangible roles transforming companies. But it also means change is afoot; respect for a function also hints at greater responsibility and power. What does Jeavons see in the future?

“My sense is that companies will go one of two ways [for their data strategy]: one, the data function becomes an additional arm to the strategy function, with centralized operations, empowered Chief Data Officers, big remits and open access to the C Suite.



**“My sense is that companies will go one of two ways [for their data strategy]: one, the data function becomes an additional arm to the strategy function, with centralized operations, empowered Chief Data Officers, big remits and open access to the C Suite.**

“Or two, companies may take a hybrid approach. The data function is brought back to the core and is linked to each line of business. There are challenges with both: if you centralize you lose business proximity, but if you federate you don’t optimize skill sets because data is no respecter of organizational lines.”

This dilemma represents a key question for the industry. How do you centralize

information to cut across the lines of business whilst ensuring it remains relevant to each line?

Perhaps aptly, Jeavons answers the question with how not to do so: with his failings.

“What I’ve learned is what doesn’t work. This space is confusing because people have a different agenda, business problems, platform investments, data quality and access, and much, much more. With all of this in mind you need a razor sharp focus on the business problem in mind.

“One of my best engineering solutions I led didn’t work out. It was a project to improve how we as a business managed the input for our refineries. Now, this was exciting because it had all the characteristics of a super data project, with natural language processing, deep data engineering and complex data integration. But in the end, no-one internally used the finished product.”

The problem, he goes on to say, was that the initial problem statement they used was

too vague. They didn’t identify who would benefit from the solution or what they would need to benefit from it at all: in fact, they spent so long refining the data they didn’t realise that Shell already had access to this data (admittedly in a harder-to-access format).

“This one project taught me a lot.”

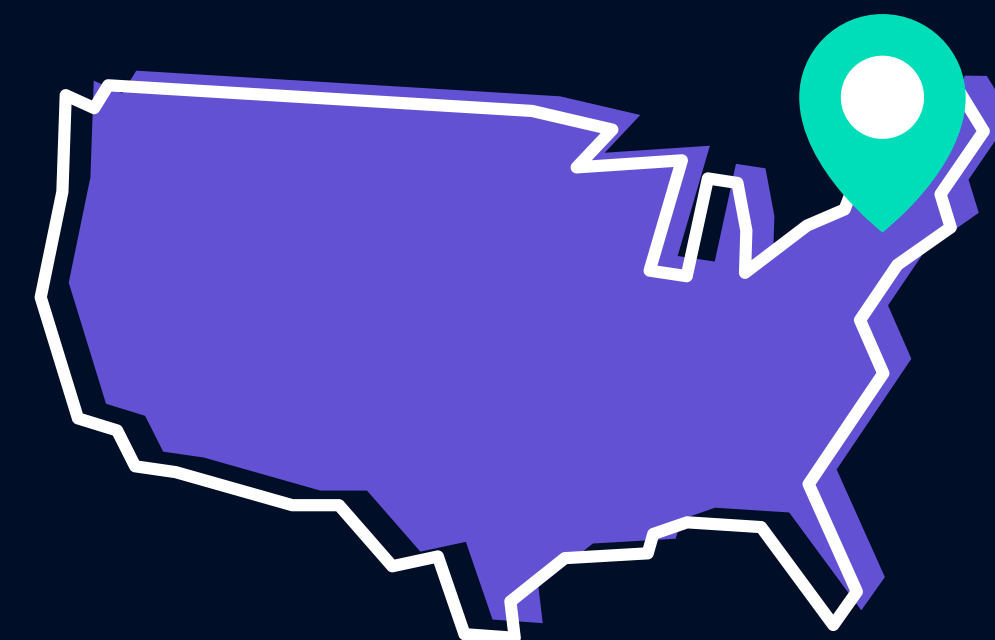
And it shows. Data will be at the heart of Shell’s energy transition as it seeks to move away from fossil fuels. Jeavons is particularly excited by the use of AI and machine learning to aid his team in Shell’s complete transformation. Not bad for someone who started off building websites in his spare time.”





# Christina Clark, GE Gas Power

New York, US



**Christina Clark is calling from upstate New York as she enjoys a staycation. From the sound of her pioneering role at GE Gas Power, she deserves it. Clark is its Financial Planning and Analytics Lead, a financial-data hybrid role that brings together two vital functions in an uncommon union. Her main role? To bring transparency.**

Transparency at GE Gas Power allows its people to make strategic decisions even as information moves at the speed of a text. It provides them with insight into how the business is performing relative to its vision and it highlights opportunities and risks in equal measure. Finally, it also synthesizes that all into meaningful advice that can be disseminated to the right people at the right time.

And it sounds like Clark is one of the few data leaders perfectly experienced to lead it.

"My data journey started in finance when I was an analyst. Back then I was frustrated with data, and its lack of availability and accessibility, but I did work with different systems and tools. I then moved into an internal audit program that gave me a lesson during the financial crisis in data governance and literacy, and expectations in what governance can provide for a company."

With that under her belt Clark spent six years building a data function across the

business, combining it with her skills in finance during a company restructure in 2019.

"Now we can finally accelerate the business with the right combination of tools and expertise. It's a golden age of data we're living through."

She then discusses the recognition of the data function as an example of the "golden age". Many technologists or business analysts have had to mature quickly and fill in the gaps created over the last decade as the currency of data grew out and up into the clean oil it is today. To be recognized as a data visionary is another step though; many of her peers nominated in the list are individuals she's learned from.

One intriguing aspect of the data visionary of course is how they build a team around

them to sustain success. Clark's answer is quite simple.

"The first place to start if you're a leader looking to build a data team is to ask yourself why. Is it for compliance purposes as you strengthen your privacy tools? Have you expectations from a regulator? Are you optimizing for employee performance, or customer outcomes?"

"This is important to qualify because any new data team will need to be focused on their outcomes. If they're asked to cover too much ground they won't perform."

She then continues, considering the two types of team members a data leader needs.

"First are subject matter experts. They are amazing people who know your business, or at least your sector, inside and out.



**“The first place to start if you’re a leader looking to build a data team is to ask yourself why. Is it for compliance purposes as you strengthen your privacy tools? Have you expectations from a regulator? Are you optimizing for employee performance, or customer outcomes?”**

They know its strengths and weaknesses, partnerships and heavy hitters. They will know what data the business needs. Then of course you need technical experts—and make sure you get a decent balance of the two. Only with both can you really succeed!”

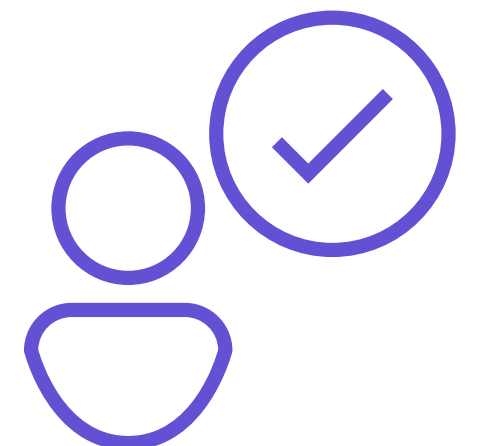
That’s exactly how Clark has been building her team. The objective is to continually ensure transparency. That information is delivered in ever more real time contexts, and that employees have the right tools to accelerate the analysis of data so they can contribute to the business mission. And it’s an objective that will never end.

“Customer markets are always changing, business markets are constantly evolving. I need to make sure the business has everything they need for right now and to consider what it needs tomorrow.” Earlier on in the conversation, GE Gas Powers’ data and finance lead mentioned the “golden age” of data we’re in. She cites new technologies like machine learning as reason for her description—and a tool to help her continually meet that aforementioned objective.











“One of the best use cases for AI I can think of is for supporting the foundation of data we have access to and for strengthening the guardrails that prevent breaches and illegal access. Right now we have an ever expanding lake of data, which is

heightening the chance of risk. Machine learning and, in the future, AI, can solve these. It’s incredibly exciting.” But in the meantime she asks us — and her peers — to be patient.

“Patience is a necessity as a data leader. Whilst waiting, make sure you are building your technical skills and stay true to your business domain. It’s a personal thing but I believe you can make a bigger impact with data and technology only when you fully understand the industry or business model you’ve worked hard to develop yourself.”



# Global Data Visionaries

Name	HQ	Job Title	Company
 <b>Abhay Johorey</b>	IN	Digital Strategy	ICICI Bank
 <b>Alessia Kosagowsky</b>	UK	Chief Data and Analytics Officer	YNAP
 <b>Alex Hutchison</b>	UK	Director	The Data Lab
 <b>Ameet Shetty</b>	USA	Chief Data and Analytics Officer	McDonald's
 <b>Andrew Lynn</b>	UK	Head of Data	Unicef UK
 <b>Anita Fernqvist</b>	FR	Chief Data and Operations Director	Zurich Insurance UK
 <b>Arvind Mathur</b>	SG	Chief Information Officer AMEA	Kellogg Company
 <b>Barbara Martin Coppola</b>	DK	Chief Digital Officer	IKEA Group
 <b>Carlie Idoine</b>	USA	Research Director, Data Science	Gartner
 <b>Caroline Bellamy</b>	UK	Chief Data Officer	MOD

Name	HQ	Job Title	Company
 <b>Catherine Brien</b>	UK	Chief Data Officer	Guardian News and Media
 <b>Catherine Lopes</b>	AU	Head of Data Strategy	ME Bank
 <b>Celine Le Cottonnec</b>	SG	Chief Data Innovation Officer	Bank of Singapore
 <b>Charles Ewen</b>	UK	CIO and Technology Director	Met Office
 <b>Chris Bannocks</b>	NL	Global Chief Data Officer	Danone
 <b>Christina Clark</b>	USA	Analytics Lead	GE Gas Power
 <b>Cornelia Schaurecker</b>	UK	Big Data and AI Director	Vodafone Group
 <b>Daljit Rehal</b>	UK	Global Digital Director	Centrica
 <b>Daniel Hughes</b>	HK	Chief Data Officer, APAC and MEA	Publicis Group
 <b>Dan Jeavons</b>	UK	General Manager - Data Science	Shell

Name	HQ	Job Title	Company
 <b>Daragh Kelly</b>	UK	VP Data and Analytics	Burberry
 <b>Dawn Hemingway</b>	UK	Head of Data	NSPCC
 <b>Debra Farber</b>	USA	Privacy Lead, APV	Amazon
 <b>Diego Vallarino</b>	UY	Chief Data Science	Scotiabank
 <b>Dinanath Kholkar</b>	IN	VP, Global Head, Analytics and Insights	Tata Consultancy Services
 <b>Doug Laney</b>	USA	Innovation Fellow, Data and Analytics Strategy	West Monroe
 <b>Fernando Lucini</b>	UK	AI Lead UK	Accenture
 <b>Florence La Carbona</b>	AU	Head of Data	MetLife Australia
 <b>Francisco Fernandez</b>	CI	VP AI and Innovation	ITMS
 <b>Gilles Cochevelou</b>	FR	Chief Digital Officer	Total

Name	HQ	Job Title	Company
 <b>Gillian Docherty</b>	UK	CEO	The Data Lab
 <b>Gregory Piatetsky-Shapiro</b>	USA	President and Editor	KDnuggets
 <b>Helen Mannion</b>	UK	Global CDO	Specsavers
 <b>Hilary Mason</b>	USA	Data Scientist in Residence	Accel Partners
 <b>Imma Chippendale</b>	AU	General Manager Data and Analytics	ACCC
 <b>Inderpal Bhandari</b>	USA	Global Chief Data Officer	IBM
 <b>Inken Braunschmidt</b>	UK	Chief Innovation and Digital Officer	Halma
 <b>Itumeleng Monale</b>	SA	Head of Enterprise Information	Standard Bank
 <b>Jacky Mampana</b>	SA	Head: Data, Analytics and Insights	Hollard Insurance
 <b>James Weatherall</b>	UK	VP Data Science and AI, R&D	AstraZeneca

Name	HQ	Job Title	Company
 <b>Jean-Philippe Desbiolles</b>	FR	Global VP, Data, Cognitive and AI	IBM Global Market
 <b>Jeanine Norden</b>	SA	Group Chief Information Officer	Momentum Metropolitan
 <b>Jeff Harner</b>	USA	Chief Data Officer	Teladoc Health
 <b>Jen Stirrup</b>	UK	Director	Data Relish
 <b>Jeni Tennison</b>	UK	CEO	Open Data Institute
 <b>Jillian Ney</b>	UK	Director	The Social Intelligence Lab
 <b>JoAnn Stonier</b>	USA	Chief Data Officer	Mastercard
 <b>Joao Barbosa</b>	BR	CIO LATAM	GE Healthcare
 <b>Joao Torres Barreiro</b>	UK	Chief Privacy Officer	Willis Towers Watson
 <b>Jonathan Westley</b>	UK	Chief Data Officer UKI	Experian

Name	HQ	Job Title	Company
 <b>Kabir Sohal</b>	UK	Head of Analytics and Insight	Adobe
 <b>Kate Carruthers</b>	AU	Chief Data Officer	UNSW
 <b>Kevin Cunnington</b>	UK	Director General	DWP
 <b>Kevin Fletcher</b>	UK	Chief Data Officer	HMRC
 <b>Kirill Petropavlov</b>	SG	Director, AI Innovation	Bank of Singapore
 <b>Kirk Borne</b>	USA	Principal Data Scientist	Booz Allen Hamilton
 <b>Kshira Saagar</b>	AU	Director of Data Science and Analytics	Global Fashion Group
 <b>Lauren Sager Weinstein</b>	UK	Chief Data Officer	Transport for London
 <b>Lauren Walker</b>	UK	Chief Operating and Data Officer	Dentsu Aegis
 <b>Leandro Cresta</b>	BR	Latin American CIO and Global IT Director	BIC

Name	HQ	Job Title	Company
 <b>Lidia Fonseca</b>	USA	EVP Chief Digital and Technology Officer	Pfizer
 <b>Lillian Pierson</b>	USA	Data Consultant	Data-Mania
 <b>Lloyd C L Hollenberg</b>	AU	Thomas Baker Chair, Quantum Computation	University of Melbourne
 <b>Louis DiCesari</b>	UK	Global Head of Data, Analytics and AI	Levi Strauss
 <b>Louise de Beer</b>	SA	Head of Business Intelligence	Harambee YE Accelerator
 <b>Luc Osborne</b>	UK	VP Marketing Insights and Analytics	DAZN Group
 <b>Marcello Savarese</b>	IT	Chief Data Officer	Wind Tre
 <b>Marcus Borba</b>	BR	Analyst and Consultant	BBBT
 <b>Martin Draper</b>	UK	CIO and Change Director	Liberty
 <b>Martyn Jones</b>	UK	AI Strategist	Cambriano Energy

Name	HQ	Job Title	Company
 <b>Matthew Fryer</b>	UK	VP Chief Data Science Officer	Hotels.com
 <b>Michael C. R. Collemiche</b>	PE	Chief Data Officer	Belcorp
 <b>Michael Li</b>	USA	VP Data	Coinbase
 <b>Muirne Laffan</b>	IRL	Founder	LaffanLabs
 <b>Nagesh Saldi</b>	USA	CIO	Tesla
 <b>Nanda Padayachee</b>	SA	Head AI, Automation and APIs	Standard Bank Group
 <b>Nelly Chatue-Diop</b>	FR	Co-Founder and CEO	Ejara
 <b>Norma Dove-Edwin</b>	UK	Chief Data and Information Officer	Places for People
 <b>Ofir Shalev</b>	SG	Chief Data Officer	GOJEK
 <b>Pamela Cook</b>	UK	MD	Infoshare

Name	HQ	Job Title	Company
 <a href="#">Paul Davison</a>	UK	Head of Data	Royal Mail
 <a href="#">Paul French</a>	UK	Director of Business Intelligence	Nationwide
 <a href="#">Rebekah Horne</a>	AU	Country Director	Apple
 <a href="#">Roisin McCarthy</a>	UK	Co-Founder	Women in Data
 <a href="#">Ross Simson</a>	UK	Global Chief Data Officer	CDP
 <a href="#">Sandra Nudelman</a>	USA	Chief Data and Analytics Officer	Chase
 <a href="#">Sarah Flannigan</a>	UK	Chair	Riverford Organic
 <a href="#">Sarah Wilkinson</a>	UK	CEO	NHS Digital
 <a href="#">Simon Gratton</a>	UK	Director of Advanced Analytics	Royal Mail
 <a href="#">Stefan Olander</a>	USA	Speaker	Royal Mail

Name	HQ	Job Title	Company
 <a href="#">Stephen Schmidt</a>	USA	CISO	Amazon.com
 <a href="#">Sue Daley</a>	UK	Director of Technology and Innovation	techUK
 <a href="#">Terri Sutherland</a>	AU	Head of Insights	NAB
 <a href="#">Tom Pringle</a>	UK	VP Market Research	G2
 <a href="#">Umer Khan</a>	USA	VP Information Technology and Security	SpaceX
 <a href="#">Vijay Sharma</a>	UK	Data Leader, VP Europe	IBM
 <a href="#">Vukosi Sambo</a>	SA	Chief Data Officer	Kaelo
 <a href="#">Wade Munsie</a>	UK	Global CDO	GSK Consumer Healthcare
 <a href="#">William Groves</a>	USA	Chief Data Officer	Walmart
 <a href="#">Young Sohn</a>	USA	Chief Strategy Officer	Samsung Electronics

# Global Data Visionaries

Insights, Leadership and the Future

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