The CIO’s Guide to Developing a Data-Driven Culture.

How to root out legacy thinking and effect lasting change.
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Your Enterprise Needs You: Why the CIO is Best Placed to Lead Digital Transformation.

A Note from Graeme Thompson, SVP and CIO, Informatica.

Today, most established organizations are focused on digital transformation, driven in part by a need to compete with digitally native businesses. Free of the legacy baggage of capital-intensive systems and processes, these newer entrants are more nimble, flexible and adaptable. This need to transform is having a profound effect on established organizations—not only on their people, technology and processes, but also on their culture.

Meanwhile, for the last few years CIOs have been focusing on a handful of IT megatrends, such as mobile, social, cloud, big data.

These are undoubtedly some of the building blocks of a digital business, but as we enter 2017, a more complete picture is starting to unfold.

The business impact of digital transformation is clear. Less obvious, but just as important, is the significant opportunity it’s creating for CIOs.

Because, while many recent business transformations have been led by business functions, this one is different. This is not a change to a single process, the launch of a couple of new products or a pivot to take advantage of a new technology. This is a transformation that reaches across the company and out into the ecosystem where the company does business, impacting partners and customers alike.
Foreword

Since this concerns the whole organization, it necessarily impacts the culture of the organization. For new systems to take hold and for silos to fall away, attitudes and behaviors must also change. To do this, we must evangelize other companies’ data-driven transformations and embrace the role of Transformer-in-Chief—if we don’t, nobody will.

Luckily, we have a unique overview of—not to mention responsibility for—the entire organization’s applications, process, and data. The only other C-level exec with this perspective is the CEO, which is why they’re increasingly viewing our role as critical to their company’s transformation. They need us to shape the strategic conversations and deliver more business value than ever before.

It’s now up to the CIO to build and lead a team that uses data to innovate and move the business forward, and to banish problems of legacy systems and processes by recasting them as products of legacy thinking.

At Informatica, we’re undergoing exactly this kind of transformation—and we’ve seen similar journeys in hundreds of our customer companies. It’s my goal to use my experiences and insights to help you with your journey, and to demonstrate just how exciting it is to be a CIO right now.

I look forward to continuing this conversation with you online and in person. Please connect with me on my blog at Informatica.com.

Your Enterprise Needs You: Why the CIO is Best Placed to Lead Digital Transformation.
Introduction:
The Relevance of Culture.
The closest thing to a universal truth in IT is that investments in technology must be tied to business outcomes. All manner of initiatives and fads have tried to surpass this truism, but it remains steadfast.

Technology-as-a-Service has taken us to a point where the only barrier to entry faced by an employee in search of the latest solution is the health of their credit card. As CIO, you no longer have the keys to the kingdom. The self-service genie is out of the bottle.

Rather than worry about this loss of control, the most successful CIOs are the ones using data to prove those dollars are better spent by them.

This is about transforming your organization into a data-driven enterprise. Already (as noted in Gartner’s “The 2017 CIO Agenda: Seize the Digital Ecosystem Opportunity”):

• “The typical CIO is already spending 18% of his or her IT budget in support of digitalization, with that number expected to increase to 28% by 2018.”¹

• “In particular, it is clear that current top performers are even more committed to BI and analytics than their peers, with nearly half of them having BI/analytics as a top three investment priority.”²

• “For all but the top performers, ERP remains a large investment.”³
Clearly, to attack digital transformation, businesses have to harness the power of data. CIOs, with their cross-company, horizontal view of applications, processes, and data, are uniquely positioned to drive this data-driven transformation.

But there’s more to this than technology. To effect lasting change, you have to be prepared to tackle the thorny issue of culture. Rather than replacing legacy systems, you need to tackle legacy thinking. Instead of taking a hammer to a few silos, investigate the decisions that led to their creation. And when it comes to winning people round, you need to advocate on behalf of the whole business, with vivid, tangible arguments for a digital enterprise backed by a data-driven culture.

The Culture Dynamic.

Setting out to change people’s ways of thinking and working might not feel like the job of the CIO, and it’s fair to say the relationship between data and culture is not an obvious one. But it’s there all the same: The extent to which your data is governed, accurate, and accessible will influence individual behavior and, in simple terms, culture comes from that behavior.

This eBook identifies common obstacles to data-driven transformation and recasts them as problems of culture. It gives you seven imperatives for overcoming them, and explains how to bring people with you to ensure your transformation takes root.

With that in mind, let’s get started.
Why Culture Matters: Three Obstacles to Data-Driven Transformation.
Warning: Thoughts of “legacy systems” may induce flashbacks—of client/server architectures that struggled to scale across the enterprise; the race to deploy ERP software; or a multitude of niche applications to automate key functions like finance, HR, and other business processes.

Fast-forward 20 years and this race is being repeated. Today, businesses are rushing to adopt all sorts of cloud applications to automate processes and make workers more productive.

Productivity was always the ultimate goal of legacy systems, but smart businesses are beginning to realize that there are larger nuggets of gold elsewhere. Specifically, in the data that until now has been locked in myriad applications across the organization and beyond, in the cloud.

Instead of investing in yet more applications to squeeze as much productivity as possible from every employee, competitive businesses are beginning to invest in resources that harness and serve data to the business, such as predictive analytics.

Mission-Critical Data Governance in Medicine.

Cleveland Clinic is a nonprofit, multi-specialty academic medical center and, with 101 operating rooms and seven hybrid surgical suites, one of the world’s largest hospitals. It has improved patient healthcare by using its data to forecast the demand it must meet every day for each operating room, including the associated supplies and support specialists. (Read more about Cleveland Clinic’s advanced analytics.)
Getting to the state where you can use data for predictive analytics or any other advanced analytics is not an easy ride. Not only do you still need to deal with your legacy systems and the silos of data created by years of application sprawl, you also need to change how your company thinks about data, and the processes of how you create, manage, and harness it. Your organization has to shift from using technology for automation and productivity to using technology to create data that can help your business innovate, better compete with more agile startups, or disrupt the market altogether.

Right now, however innovative and creative your knowledge workers are, their thinking will be confined by and to the systems and data they’re aware of. The decisions they make, the ideas they argue for, and the guidance they give will already be severely limited by legacy thinking.

The systems limit the thinking and the decisions reinforce the systems. To break out of this cycle we need to recast the problem as one of culture.

When it comes to creating a data-driven culture, legacy systems are a challenge, but legacy thinking is a far greater barrier. We need to solve for the former and attack the latter. As CIO, you have a wide lens on the enterprise, which puts you in a unique position to drive this transformation.
“Silos—and the turf wars they enable—devastate organizations. They waste resources, kill productivity, and jeopardize the achievement of goals.”

— Patrick Lencioni, Silos, Politics and Turf Wars

Some silos pose huge problems for a data-driven culture. Application silos, departmental silos, process silos, data silos—they all prevent the ready access to data and the ability to deploy it where it can make the most difference. They cause duplication and prevent holistic insight. They allow individual people and departments to invent their own solutions to problems they perceive to be their own, but are in fact common to multiple departments or even the entire company.

Without single sources of truth, your customer experiences suffer, your processes slow down, and the cost of compliance spirals.

But this isn’t about taking a hammer to every wall—that would create chaos. Some silos exist for perfectly good reasons. But even in those cases, we want to get to the data we need and publish a better version of it back to the source system.

Are short-term customer service metrics creating unsustainable costs elsewhere? Is marketing obsessing about the volume of leads they pass over to the sales team without seeing the impact of lead quality?

Again, this is not about technology. It’s perfectly possible to have the shiniest tech within a silo, but still have users hampered by the walls between silos.

Being data-driven is about making the lens wide enough to capture the whole picture; the sum-total of your data and what it’s able to tell you. Creating a data-driven culture is all about bringing the whole enterprise around to that way of thinking.
It remains paramount that IT and the business are agreed on the technology investments necessary to achieve stated business outcomes.

No matter how hard CIOs work at this problem, there will still be times when agendas conflict. The cause might be different levels of organizational maturity between the business and IT; lack of awareness around each other’s processes and methods; and/or IT being stuck in the middle of multiple competing agendas. What matters is what you do about it.

Like most perennial problems, the issue of alignment persists because we’re not framing it correctly. Misalignment is not just the cause of all our problems, but both a cause and an effect.

If different parts of the business haven’t agreed on, say, a common set of definitions for different opportunity stages in Salesforce, this can (and almost certainly will) lead to misalignment, which in turn will create its own set of problems.

Once again, the real problem here is culture—specifically, simple but profound misalignments about basic definitions, goals, metrics, and the solutions deployed to achieve them.
The Hidden Upside of Ending Legacy Thinking.

If it sounds like there's a common refrain here, there is. Legacy systems, silos, and misalignment between IT and the business all feel techy, but the root of the problem lies inside the heads of the people involved.

Before we move on, here's something else to bear in mind: if you get this right—if you successfully change the way your organization thinks about and approaches data—you will have insulated yourselves from the endless hype cycle of technology. It won't matter whether your underlying tech is brand new or starting to creak; you'll still be able to ask the right questions of the data and receive insightful answers.
Seven Imperatives for Transformation.
“You’ve got to get out of your office. Get off the IT floor. [...] If you’re not going to the staff meetings of business units, invite yourself or try to get invited.”

— Michael Newcity, SVP and Chief Innovation Officer, ArcBest

Business users working in an enterprise that’s undergone this digital transformation can quickly access accurate insights from clean and trusted data. Data governance is the imperative that makes this possible.

We’re starting to see CIOs being tapped for strategic insight and leadership across many moving parts of a business influenced by data, including journeys to the cloud and increased mobility. The most successful will be the ones who focus on data governance, driving the process to guarantee clean, high quality data that’s able to deliver fast and accurate insights.

But here’s the thing: Data governance is critical to your success but often anathema to the business’s agenda. Because data governance is not a product; you’re asking people to run their business in a different way.

Let’s look at some of the ways to get the business’s spotlight on data governance.
Historically, data has been seen as IT’s job. But smart businesses understand that the job of creating clean data belongs to the entire organization; or as Terri Mikol, Enterprise Analytics Initiative Leader at the University of Pittsburgh Medical Center (UPMC) explains: “Better data is everyone’s job.” That’s the embodiment of a data-driven culture.

UPMC’s trusted data is used to improve the quality of patient care. It creates an accurate and comprehensive view of the complete cost of providing particular types of care by bringing together data from hundreds of sources across UPMC and from outside entities. This helps UPMC to automate the creation of patient problem-lists, and examine clinical practice variations. (Read more about UPMC’s use of data governance and analytics.)
Elevate Data to the Enterprise Level by Getting People Round the Table.

Gather together the relevant stakeholders from the business. It’s important that this is done collaboratively because they need to realize this problem can only be solved at the enterprise level. But first you must engage them at the departmental level by appealing to a challenge or problem they’ve been unable to solve. Ask them questions, such as:

“What information do you wish you had but haven’t got?”

“What’s the one thing you should be able to do but can’t for whatever reason, whether it’s misalignment, lack of access, or lack of consistent definitions?”

With their pain points established, ask them what fixing their problem would be worth to them and together, work out if it makes sense to put effort against fixing it.

During this process one thing will quickly become clear: although these problems are felt at the departmental level, in reality they’ll be much more widespread. Therefore, once you’ve obtained the stakeholders’ buy-in, you can elevate those problems to the enterprise level. This is the beginning of data governance.

Now you can use the aligned priorities to drive or even force a prioritization of effort for IT that has clear alignment back to value, because the value conversation has already happened among the people who want to or need to use that data.
Kevin’s team took researchers’ lab data—recorded on individual desktops and in departmental databases—and integrated it into a single analytics data warehouse. By applying data governance to the integrated data model, they could agree on common terminology and methods of capturing and storing information, thus accelerating the speed of experiment analysis worldwide.

This allowed Pfizer to form teams by expertise, regardless of location. This had never been possible before, and drastically improved time to market for many life-changing medicines.
You’ve convinced the business that data governance is the key to unlocking the magical insights in their data—now they’re looking to you to deliver. Keep their attention, enthusiasm, support, and your momentum by plotting out quick wins on your roadmaps to delivering the capabilities they need.

Quick wins aren’t the end goal of data-driven transformation, but they give you something to shout about early in the process. Marketing your successes to the rest of the business is a vital part of this process. Nothing creates the demand for transformation faster.

For our own marketing data lake program at Informatica, we started with a dashboard for the sales development team that gave them an account-based view of our pipeline. The dashboard was hugely popular and gave us the momentum and support to drive on to further use cases. Read our bare-all account of how we built a marketing data lake in our 220-page book.
Invest in Lasting Relationships With Your LoBs.

The State of CIO and Business Alignment.

- 48% of CIOs say their relationship with their CMO is more collaborative now than at any time over the last three years.

- CIO/LoB alignment on business drivers has also increased; customer experience and operational efficiency being the top two priorities for each.

- Disagreement remains on which tech initiatives should be receiving the most attention.

— “State of the CIO 2016”, CIO.com

The closer your relationships with your LoB leaders and key stakeholders, the faster (and easier) your data-driven transformation will happen. An aligned pair of business and IT leaders are an unstoppable duo; one that understands the needs of the business, the consequent data demands and the data architectures and integrations needed to deliver the goods.

If you don’t have a close working relationship with at least one LoB leader, you’ll always be up against it. Once you’re working together you’ll become more aware of what’s on their quarterly calendar and they’ll have a greater appreciation for your work. Ideally they’ll begin to champion it to the rest of the business on your behalf.
Inside Informatica, our big data marketing initiative was only possible because of an extremely close relationship between marketing and IT. Investing in this relationship up-front paid off over and over again as the project proceeded.

The most progressive CIOs make sure their teams consult with the LoBs and budget holders on a regular basis. Demands can change quickly over the course of a year and effective collaboration, in which everyone at the table shares what they’re seeing and the possible consequences, results in an innovative, aligned, proactive approach to solving problems and delivering new capabilities.

It’s also wise to pay particular attention to the CFO, COO, and if applicable, the Chief Data Officer. Get their perspective on priorities and discuss the cost to the business of not undertaking digital transformation. Sometimes the most powerful story is the one about the consequences of you not doing something—especially if there’s a risk your competitors might do it.
3

Invest in Lasting Relationships With Your LoBs.

Step Back.

LoBs are spending more money on tech than ever before—in 33 percent of companies, marketing has its own tech budget—and this might initially be a cause for concern. It shouldn’t be, providing you maintain influence over how the technology is ultimately decided upon and deployed in your ecosystem or technology platform.

Step Forward.

Security wasn’t a surprising top-three priority for CIOs and CEOs in 2016, yet most organizations remain reactive even now. Only 37 percent of respondents to CIO.com’s State of the CIO survey 2016 described security as being tightly integrated with IT strategy. Data affects everybody, but IT security sits purely within the CIO’s remit; everyone at the table knows you’re the expert on this. Instead of approaching them with examples of the technology required, focus on the potential real-world reputational and infrastructural costs of inaction.
It’s not enough to be valid—we need to be vivid. As CIOs, we’re much more comfortable using facts to prove a point (“The server is at 98 percent capacity”), but your business audience responds better to explanations of how a server running at full capacity will affect the business in real terms (“Customers won’t be able to access their data if we don’t increase capacity”).

Keep showing them the promised-land-made-real by evangelizing examples of companies who’ve become data-driven and reaped the rewards.

- Coca-Cola’s vending machines went from dumb devices to intelligent IoT machines that report back sales, inventory, and service issues in real-time, slashing operating costs and improving service levels.5

- JLL’s transition to a data-driven customer service offering meant easier access to rich, consistent data, which in turn generated a 15 percent saving in energy consumption across its facilities.6

- General Electric is using big data analytics to predict when parts on its jet engines, turbines and medical scanners are likely to fail, which enables a proactive service model. Airlines use GE’s real-time analytics for greater efficiency in an industry that spends $200 billion a year on fuel.7

These stories—from within your market and other sectors—prove the value of a data-driven approach. Use them to paint vivid pictures of the potential of this transformation.
“Advanced analytics (i.e., predictive and prescriptive) are fundamental to customer, citizen and user engagement.”

— “The 2017 CIO Agenda: Seize the Digital Ecosystem Opportunity,” Gartner

Two imperatives define today’s enterprise as it evolves toward digitization: Customer experience and operational improvements. Successful CIOs tie their culture change initiatives to these two big buckets.

The cost of getting it wrong—the cost of poor data to the customer experience and operational metrics—is more significant than it’s ever been. This makes it a higher-level item on the boardroom agenda, which will draw it to the attention of the CEO.

What’s more, our inexorable journey to the cloud and adoption of big data and mobile means the problem of poor data isn’t fixable at the application level as it was 15 years ago. The only way to get a complete picture, to remedy the problem, to effect operational improvement, and compete on customer experience, is to lead the transformation to seeing data as a strategic asset.
If you want people to treat data like a strategic asset, you need a strong data foundation layer—abstracted from the application layer—making it easier to deploy next-gen initiatives like iPaaS (Integration Platform as a Service) and data lakes. This foundation layer needs to be flexible and extensible, yet solid enough to provide a consistent foundation to build upon.

“Companies are struggling to transform into digital versions of themselves, often with no clear idea of what they will look like at the end. The IT group must be ready for anything.”

— Andrew Horne, Managing Director, CEB

Implementing cloud data integration platforms and tools, agile data governance, and an intelligent data lake will help you transcend silos, mitigate technical debt, promote data integration and validation, and solve the sprawl of SaaS applications.

CIOs are no longer constrained to select either a uniform suite of software or best-of-breed applications. Instead, with the right integration strategy and tools, you can use both approaches to help you get the most information and insight possible from your data.

The right infrastructure won’t create a data-driven culture overnight—but the wrong one will hold it back for years.
“Today, building on analytics successes in discrete disciplines, leaders are beginning to take serious steps toward connecting these successes to create something bigger.”

Not only does the CIO’s unique perspective on the business mean you’re best placed to lead the data-driven transformation; it’s also the case that if you don’t do it, nobody will.

It’s a rare beast that steps out of its cave and announces that the business needs to fundamentally change how it operates. Everybody thinks it’s either an organic, invisible process or somebody else’s job—the effect of which is that it becomes nobody’s job.

The challenge reaches new heights when the issues are enterprise-wide. Their catch-all nature creates a tragedy of the commons, where individual users act according to their own self-interest at the departmental or individual level in a way that runs counter to the common good of the enterprise.

As CIOs, we need to be the rare beasts who ask the hard questions, not just because nobody else will but because we already know the answer to all of them lies in how we manage, control, provide access to, and define data for our enterprise.

Leading the Way to Data Analytics.

In June 2015, Jones Lang Lasalle launched RED, a data management and analytics platform that mixes client information with third-party data to give customers more insight into JLL’s property portfolios or help identify potential new sites. The project was spearheaded by Eddy Wagoner, CIO of JLL’s corporate solutions division, who successfully launched data governance processes for increased consistency and accuracy of data across the enterprise. (You can read more about JLL’s market intelligence-fueled decision-making here.)
Why Culture is Hard to Change, and How to Do It.
Why Culture is Hard to Change, and How to Do It.

Corporate culture is notoriously difficult to change because it comprises the sum-total of attitudes, rituals, behaviors, and assumptions of every single employee.

Into this melting pot go all the top-down initiatives, handbooks and manuals, processes and technologies. Sprinkle on professional and personal agendas and you end up with no two cultures being alike. But one thing that is common to all cultures is that they bind the workforce together, which means any attempt to alter them must be tactful and deft in its execution.

The trick is to frame change in the language and interests of the people whose behavior you’re seeking to alter. While you already know that working in a data-driven culture is in the interests of everyone in the organization, others may not. Similarly, while you already know having a solid data foundation layer will make life easier for you, that isn’t going to capture the attention of anyone outside IT unless you show them why it matters to them.

Creating an Effective Digital Culture is an Intentional Effort.

Digitally maturing companies are constantly cultivating their cultures. Nearly 80 percent of respondents from digitally maturing companies say their companies are actively engaged in efforts to bolster risk taking, agility, and collaboration. Only 23 percent of companies at the early stages of digital development are doing so.15

— “Aligning the organization for its digital future,”
Deloitte, 2016
Take People as you Find Them, but Remember to be Vivid.

When it comes to transforming into a data-driven enterprise, start by accepting that some people are data-driven and some aren’t—yet. Find and embrace the former; work to understand the latter and show them how a data-driven approach can help them achieve their goals faster.

How to Bring People with you.

Successful transformation finds the right balance between technology, business needs, and process. Technology can give you greater quality and accuracy of data at lower cost, but it can’t influence the people who use it. Any review of technology should be accompanied by a review of the processes around it. CIOs need to understand the why, what, and how of the information required by the business.

Here’s a recap of the most salient points so far:

- The role of technology in delivering business outcomes will never change, so make sure you understand the goals of the business.
- Ally with the LoBs as much as possible, particularly the CFO.
- Communicate how you’ll help them achieve their goals.
- Get top-level sponsorship for air cover.
- Start your transformation with quick wins and heavily promote your successes throughout the company.
- Deliver regular progress reports and back them up with solid data.
When it comes to starting small and at the local level, finding pain points and plotting the quick wins on a larger road map, start with the LoBs that stand to gain the most from this initiative: Sales, marketing, and customer service are universally considered the top candidates.

The amount of change they’ve already been through is equal to the impact the CIO can now have by doing what sales and marketing can’t do on their own: connect their applications to a common infrastructure and show them where they should be investing in future. Their position on the frontline means the huge, high-profile impact you make will be more immediately and keenly felt right across the business.16
Conclusion:
This is Your Time.
Conclusion

This is Your Time.

Your business needs you now more than ever before. With the barriers to entering markets lowering and productivity gains quickly drying up, businesses are looking to data to generate new markets and competitive advantages. Great data fuels innovation and smart business moves; bad data sabotages it all.

The future belongs to CIOs who can best make use of the data being generated and consumed by your organization and how you can provide the right insights at the right time to have the maximum impact on the business’s bottom line.

This transformation can’t happen without you. Digital capture of human interaction, the unprecedented number of “things” that are being connected, and the new technologies that specialize in unstructured data are creating huge goldmines of data.

The CIO is the only person with a wide enough lens on the enterprise that enables them to see:

a) all of the data and technology

b) the cultural change necessary to eliminate siloed thinking and elevate data from a secondary to a primary concern, and

c) the enterprise-wide roadmap to success.

CIOs who are successful in the creation of a data-driven culture will transform not just the enterprise, but their own careers as well. A generational shift is taking place within the industry, and you’re right at the center of it.

This is your time. Take advantage of this opportunity and lead your organization’s transformation into the data-driven enterprise of the future.
Further Reading

Leading Digital Transformations.

For more takes on digital transformation, follow the blog of Informatica CIO, Graeme Thompson.
Informatica is 100 percent focused on data because the world runs on data. Organizations need business solutions around data for the cloud, big data, real-time and streaming. Informatica is the world’s No.1 provider of data management solutions, in the cloud, on-premise or in a hybrid environment. More than 7,000 organizations around the world turn to Informatica for data solutions that power their businesses.
Sources


7. **ComputerWeekly.com**, GE uses big data to power machine services business, 2013


15. **Deloitte**, Aligning the organization for its digital future, 2016