
Join data leaders and influencers at **CDAO New Zealand**

# Connecting you with what's next in data

**Main Conference**: 4-5 November 2020 •
*Hilton Auckland*

**CDAO New Zealand 2020 brings you:**

Tailored sessions to get the most out of your time at CDAO, from dedicated user case presentations to off-the-record extended Q&A sessions with international speakers and a deep-dive into robust data governance as critical prerequisite for AI and machine learning.

Take part in the essential meeting place with expert and renowned leaders internationally and from across New Zealand to benefit your own leadership journey with C-level discussions and thought leadership.

Key themes:

- **Awaken Data Investment and Opportunity** – Turning your analytics narrative into a success story. With data analytics at a crossroads it's time to separate the grain from the chaff for quality and ability.
- **Future Data Protection** – Operationalising data governance to ensure security, privacy and the ethical use of data and AI.
- **Fuelling Data Innovation** – Building capability to respond to competitors, regulators and deliver for customers as an AI-powered organisation.
- **Data-Informed –** Upskill, adapt and evolve. Learn how organisations are enabling change through cross-functional, diverse, agile teams who excel in consulting and communication skills to grow effective decision makers, smart adopters and end-users of data.
- **Doing More with Less -** Case studies on making it happen, with the nuts and bolts of the execution

New for 2020:

- More case studies, less theory: Failures and success - what were the ***real*** **lessons learned** and how did we recover?
- **Doing more with less:** Perspectives from customer of data services – including our CFO panel on 'How to get my support for data projects'
- How successful organisations use data and analytics to **solve real business problems**

Confirmed speakers:
Dr Andrew Peterson, Head of Group Data Science, **The Warehouse Group**
Mike Congdon**,** Business Insights Manager, **OfficeMax**
Anna Tarasoff, Head of Data and Analytics Capability, **Southern Cross Health Society**
Tim Reed, Head of Data Delivery and Product, **New Zealand Post**
Tom Lintern, Head of Commercial, Chief Data Scientist, **homes.co.nz**

Invited speakers include:
Stephen Clarke, Chief Data Officer, **NZ Transport Agency**
Eduardo Weinstein, Head of Analytics and Attribution, **Google**
Jeff Carter, Vice President: Data, Analytics and Machine Learning, **Amazon**
Kevin Sweeney, Principal Advisor - Data Leadership & Capability, **Stats NZ**
Ashley Bloomfield, Director-General of Health, **Ministry of Health, New Zealand**
Richard Griffin, Head of Data, **TOWER Insurance**
Sarah Auva'a, Lead Digital Trust Partner, **Spark New Zealand**
Kelly Uphoff, Vice President, Content and Marketing Data Science & Engineering, **Netflix**
Akbarali Ladhani, Global Head of Data Analytics, **Uber**
Evelyn Wareham, Chief Data and Insights Officer, **Ministry of Business, Innovation and Employment**
Mark Sowden, Chief Executive and Government Statistician, **Statistics New Zealand**
Nic Aagaard, Principal Advisor, **Ministry of Health New Zealand**
Jan Sheppard, Chief Data Officer, **Tertiary Education Commission**
Mike Foley, Chief Digital and Information officer, **WorkSafe New Zealand**
Kirstie Hewlett, Deputy Chief Executive, Regulatory and Data, **Ministry of Transport (New Zealand)**
Robert Harrison, Chief Data Scientist, **Joint Border Analytics**
Huazhuo Lin, Chief Data & Analytics Officer, **WEL Networks**
Dr Kameron Christopher, Chief Scientist - High Performance Computing and Data Science, **NIWA (National Institute of Water and Atmospheric Research)**
Joshua Taylor, Head of Data, **Kotahi Logistics LP Ltd**
Mike Sherwin, Head of Data and Analytics, **Kiwibank**
David Thomas, (former) Chief Data & Analytics Officer, **Bank of New Zealand**
Dr Matthew Spencer, (former) Chief Analytics Officer, **Ministry of Social Development (MSD) New Zealand**
Dr Paulo Gottgtroy, Chief Data Scientist, **Inland Revenue New Zealand**
Nina Herriman, Chief Storyteller (Data and Visualisation), **National Council of Women of New Zealand (NCWNZ)**
Kari Jones, GM, Data & Analytics, **New Zealand Post**
Tina Maclean, Data Science & Analytics Leader, **Inland Revenue New Zealand**
Dr Kevin Ross, General Manager, **Precision Driven Health**
Brian Ferris**,** Chief Data and Analytics Officer at **Loyalty New Zealand**
Louise Barber, Head of Data Analytics, Insights & AI, **Qantas**
Peter Gavin, Head of Data Transformation, **Bank of New Zealand**
Mozhgan Memari, Lead Data Scientist, **The University of Auckland**
Dame Diane Robertson, Executive Director, Executive Director, **The New Zealand Data Trust**
Matthew Alexander, National Development Coach, **Tennis NZ**

To get the full details of all the sessions visit: **https://cdao-nz.coriniumintelligence.com**

*Draft Agenda – Subject to Change.*

# CDAO New Zealand Day One

## Wednesday 4th November 2020

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| 08:20 | *Registration, Coffee & Connection in the Exhibition Area* |
| 08:50 | *Chair's Opening Remarks* |
| 08:55 | **Connection Spark**: *Let's start how we mean to go on, in discussion making valuable industry connections.* |
| **DATA AND ANALYTICS IN A POST-COVID WORLD** | |
| 09:10 | **Keynote Presentation**: **Economist Perspective - What is the world going to look like in 2021?**<br>COVID-19 has had an economic impact like no other. With unemployment in NZ predicted above 10%, GDP dropping by more than 20% and life as we know it completely disrupted, this economist will examine what life will look like in 2021, focussing on the following areas:<br>• Greater public spend, lower retail spend and unemployment – how long until NZ find its feet again?<br>• How does NZ look relative to the performance other OECD countries?<br>• How has COVID impacted relative momentum internationally?<br>• What will the tail of COVID look like in the developing world? |
| 09:35 | **Thought leadership presentation** |
| 10:10 | **Keynote Discussion Panel: Data–driven Decision Making during a Crisis**<br><br>Data is the fuel for decision making – day-to-day decisions and strategic decisions. During the COVID-19 pandemic, data was the lifeblood of every country's response. This panel discussion will explore what that decision making looked like in NZ, and what were the lessons learned.<br><br>• What does interdisciplinary knowledge really look like?<br>• Data sharing – and why the value of those models can only increase with the sharing<br>• Examining the usefulness of information in a context like this<br>• How do we measure the effectiveness of different data decisions?<br>• How do you explain it and communicate it to the public?<br>• The balance between epidemiological modelling and macro-economic forecasts in decision making<br>• How do you know which modellers to listen to? |
| 10:40 | *Morning Coffee. Get Refreshed! Mingle.* |
| 11:10 | **Thought leadership presentation** |
| 11:35 | **Presentation**: **NZ Privacy law reforms - How they will shape New Zealand's Data Future**<br><br>• Mandatory breach notifications - how this will work in practice?<br>• The increased regulation related to sending data overseas for processing. What is now required? Where does this leave the cloud?<br>• Examining where NZ privacy sits in the global tightening of privacy regulation: An update GDPR and the California Consumer Protection Act |

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| 12:00 | **Thought leadership presentation** | |
| 12:25 | **Data-Driven Leaders Panel**: **Privacy During a Pandemic**<br>Privacy and trust are becoming increasingly important in the public conversation.<br>• When health outcomes are of paramount importance, and policy is moving at pace, does a citizen's privacy become a luxury?<br>• Has the epidemic increased the public's fear of data misuse? Or brought to light the vital importance of data-driven decision making?<br>• Open data and the ethical use of public data<br>• What do organisations need to do above and beyond legal compliance? Delivering on trust to your customers<br>• Why businesses need to take a holistic approach to customer privacy, ethics, compliance and digital trust<br>• What the recent privacy changes from Silicon Valley tell out about the changing global data privacy landscape | |
| 12:55 | *Buffet Lunch & Networking in the Exhibition Area*<br><br>*Meet in our **Discussion Corner** with like-minded peers and talk about the following themes:*<br><br>• Modern Data Architectures<br>• Machine learning for good governance<br>• Big Data as a Service<br>• Data Lineage | ***VIP Private Luncheon*** |

| | **Track A:**<br>**Data Governance and Quality** | **Track B:**<br>**Strategy & Analytics Implementation** | **Track C:**<br>**Data Leadership Discussions** |
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| | *Delegates can attend sessions from any of the three tracks* | | |
| 13:55 | **Case study: As you scale up your data capabilities, how do you manage the data governance framework?**<br>• How good data governance enabled this organisation to have a competitive advantage<br>• Ensuring your data governance is in place in order to generate full benefit from AI<br>• Fixing the challenge of legacy systems to ensure data quality<br>• Assigning the correct roles and responsibilities to ensure good foundational data quality | **Case study – Building Scalable Data & AI environments**<br>• How do business that don't have in house expertise figure out what is hype around AI versus what is truly value adding<br>• Emerging technologies that connect and validate data<br>• Everyone talks about AI, but what does it really mean? Is it more than just a fancy programme?<br>• Is it realistically applicable?<br>• What is the technology stack around that data? | **Discussion Group:**<br>**Selling your story within your business**<br>• Balancing the art of the possible with your ability to deliver and meet expectations<br>• Communicating to the company what data they need to move forward |

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| 14:30 | **Discussion Group**<br>**What 'ethical' means in terms of data privacy and governance**<br>One of hand we talk about ethics as doing the right thing with data - but we don't talk about doing the right thing by whom. Whose interest are we operating in? This discussion will go to the heart of the following issues:<br>• Organisational culture – do we believe that the customers or the organisation own a person's data?<br>• Making sure customers know what their rights and responsibilities are<br>• What does the group think of the notion of a legal definition of data sovereignty? Is it less a case of ownership or is it more about rights and responsibilities? | **Case study**<br>**Forming data led partnerships by augmenting public data sets with new information**<br>• Augmenting the public data sets with new information for commercial outcomes<br>• Assessing the willingness to share data to create new value from it<br>• Deciding where it makes sense - What value you can generate by adding more to it?<br>• Contributing data insights to engage users and enable commercial relationships<br>• Successful collaborations with AirBNB and Harris energy<br><br>*Speaker:*<br>Tom Lintern, Head of Commercial, Chief Data Scientist, **homes.co.nz** | **Discussion Group**<br>**Citizen Data Science – the inevitable way forward?**<br>The move of Data and Analytics from centralised to federated is a global mega-trend. The importance of the Citizen Data Scientist (people with analytical skills in the business) is increasingly pivotal to the success of D&A within organisations.<br><br>This session will look at the practical steps that are needed to make this collaborative relationship between the core D&A team, and the business Citizen Data Scientists, work effectively.<br><br>*Moderator:*<br>Mike Congdon**,** Business Insights Manager, **OfficeMax**<br><br>Tim Reed, Head of Data Delivery and Product, **New Zealand Post** |
| 15:05 | **Discussion Group**<br>**Data risk and governance in a remote working environment – the cultural and human aspect of disruption**<br>For many companies their risk appetite and posture has changed with staff working from home. "Out of sight and out of mind" has never been so relevant as it is during this pandemic where we have entire functions straining approved access points and networks, all the while having to trust that client side aspects are secure.<br>• Security, privacy and data protection in a remote working environment<br>• How do we make our systems better for working remotely?<br>• Security implications of fast adoption of cloud storage | **Case study**<br>**Increasing Customer Engagement through a Data-driven Loyalty Programme**<br>• How we needed to ensure value in the post-COVID retail world<br>• Value of partnerships and data sharing<br>• Why good businesses will keep data in their DNA<br>• How we used data to target customers who are likely to convert<br>• Drawing conclusions on where waste is<br><br>**Or**<br><br>**Case study** | **Discussion Group**<br>**Indigenous data sovereignty in New Zealand**<br>• Governance and data quality – what does this mean in an indigenous context?<br>• Overcoming the barriers to increasing data sets on Māori and south pacific communities<br><br>Or<br><br>**Discussion Group**<br>**Ensuring the Ethical use of AI**<br>• Ensuring AI complies with human rights law<br>• Why AI needs to be used in ways that minimise harm<br>• Why humans need to be accountable for the way AI is used.<br>• Fairness in Machine Learning – how is this managed?<br>• Machine learning for good governance |

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| | *Moderator:*<br>Anna Tarasoff, Head of Data and Analytics Capability, **Southern Cross Health Society**<br><br>**Or**<br><br>**Case study**<br>**Building a Data Privacy Culture**<br>The core tenants of a data driven culture are: data consolidation, access to data, education & awareness, and decision empowerment.<br>• What are some practical examples of said steps being implemented at organisations?<br>• Policies and procedures around acceptable behaviour<br>• Training to ensure the business can meet the above needs<br>• Privacy by design: Incorporating that into data so that it spreads out across the organisation<br>• How do we bring data privacy to life – not just in data world, but in new products and services?<br>• Building a culture of considering customer data up front | **Building Data and Analytics Self-service into your business**<br>• Ensuring your governance and data literacy fundamentals are in place<br>• Maximising what data is available to your business units and how they can interpret it<br>• How to achieve real success increasing data literacy across the organisation<br>• How do you know you trust the data you have been given?<br><br>Or<br><br>**Debate**<br>**Death of the Dashboard – is it near?**<br>Advancements in technology, more specifically Augmented Analytics, are changing the way we consume data. In another few years it's likely that the primary way business users will consume data is by data stories being narrated to them via their devices – or will they?<br><br>In this session, two engaging speakers will debate for and against this proposition.<br><br>Or<br><br>**Case study**<br>**Data Literacy Programme**<br>Within the next few years the area of Data Literacy, and the services around it, will be as common in D&A teams as reporting and data warehousing is today. Businesses need to be doing something, or at least planning something, with respect to Data Literacy, now.<br><br>**Or**<br><br>**Discussion Group**<br>**X Analytics**<br>With advancements in Advanced Analytics, particularly around, video, audio, text, emotion and | Or<br><br>**Discussion Group**<br>**Contemporary D&A Roles**<br>By now everyone has heard of the term Chief Data Officer, but what about other emerging D&A roles that are increasingly becoming more common place such as Data Ethicist's, Data Journalist's, Data Translator's and others. Do you have skill gaps in your team that these roles could fill? |

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| | | vibration analytics, what sort of new business innovation will this trigger?<br><br>Or<br><br>**Case study**<br>**Successfully Monetising Data as an Asset**<br>• The process for deciding how much your information is actually worth<br><br>Or<br><br>**Case study**<br>**Tennis NZ: Improving NZ Athletes performance based on data analytics**<br>During the lockdown, since no tournaments, events or coaching was allowed, Tennis NZ decided to look at all the data on all tournaments and players in NZ over the last few years to identify any patterns and trends that would give them ideas on how to improve athletes performance. As a result they developed great data models and tools which will turn NZ Tennis into a data driven industry. This was in three main areas:<br><br>**National Tennis Match Statistics:**<br>• Looked at all the tennis matches played around the country.<br>• Found trends in rankings and match competitiveness that will influence competition structures going forwards to increase the competitiveness of all playing pathways.<br>• Created a tool for players and coaches to view win/loss ratios, playing habits and to provide recommendations about which competitions to play | |

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| | | for the best development.<br><br>**Physical Testing Database**<br>• Created and used the database to create national averages for each age group. Players around the country can now assess their strengths & weaknesses and compare themselves to national and international averages and also physical benchmarks required for team selections.<br>• Tennis NZ can track the averages over time to see the effects of training interventions on the physical abilities of age groups.<br><br>**Athlete Well-Being Monitoring Tool**<br><br>• Created a tool to record and analysis daily subjective measures of athletes as well as their perceived difficulty of training sessions<br>• Can use this tool to provide recommendations to athletes and coaches around improving sleep, recovery, training and competition schedules as well as managing injuries. | |
| 15:40 | *Get Refreshed! Mingle and connect.* | | |
| **FUTURE PROOFING YOUR DATA AND ANALYTICS STRATEGY** | | | |
| 16:10 | **Keynote Session: How to set your team up to be responsive to questions you can't predict** | | |
| 16:40 | **Thought leadership presentation** | | |
| 17:05 | **Keynote Panel Discussion: The Future of Data and Analytics post-COVID-19**<br>Correlation tells you how numbers interacted in the past, but it doesn't tell you the structure of that data. After a shock, the ability for data leaders to forecast future scenarios is so much harder, as you can't just draw on previous trends. This panel will examine: | | |

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| | • What will the post-COVID business look like? Will there be a major swing to online?<br>• To what extent will data and analytics play a more important role in most organisations?<br>• What digital trends have been accelerated for organisations?<br>• How do data and analytics leaders support organisations during a crisis?<br>• Do we see a reverting back to a tried and tested (and not necessarily right) data approach during a crisis?<br>• What happens when you cannot use historical data to make decisions?<br>• How have businesses had to change their approach around systems and frameworks? |
| 17:35 | *End of Day One Chair's Remarks* |
| 17:40 | **Now Cheers with Peers with our CDAO networking fun!**<br>*Opportunity to continue the conversations in the cocktail reception.* |

## CDAO New Zealand Day Two

## Thursday 5th November 2020

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| 08:20 | *Registration, Coffee & Networking in the Exhibition Area* |
| 08:55 | *Chair's Opening Remarks* |
| | **DEMONSTRATING VALUE TO THE BUSINESS** |
| 09:00 | **Keynote Presentation**: **What's required of data and analytics teams and their leaders in the future?**<br>• Future skill set required<br>• Empathetic leadership: What is it and how can it unlock the potential of your team?<br>• Retention of that talent<br>• How does data become part of the business DNA?<br>• It needs to be in core decision making |
| 09:25 | **Keynote Discussion**: **Getting up the value chain: How do you demonstrate value in a time of uncertainty?**<br>• Moving up the value chain to ensure you data and analytics team is achieving its full potential<br>• How to move from reporting function to strategic analytics function<br>• Working on the most important business problems<br>• The idea of analytics team being and order taker – need to become a partner in business problem solving That can be commotised<br>• During a recession, how would you run business as usual data teams do on a smaller budget? |
| | **Thought leadership presentation** |
| 09:55 | **Discussion Group**<br>**Tackling the Inherent Tensions of the Data Marketplace**<br>Infonomics is increasingly becoming common practice in many large organisations, particularly concerning data sharing.<br>• What are some practical examples of profitable data sharing arrangements?<br>• Sharing data generates revenue, but because of GDPR there is increasing awareness of Personally Identifiable Data. What is the way forward?<br>• An update on the increasing regulation around data security<br>• Cost versus benefit of sharing data: When is it too high? |

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| 10:20 | **Thought leadership presentation** | | |
| 10:35 | **CFO panel: How to get my support for data projects**<br>• What it takes to have a successful data science projects<br>• What we would like to see from AI projects<br>• How can data better serve the business<br>• What peaks our interest in the competition for funding requests<br>• How can data leaders win the war for attention? | | |
| 11:00 | *Get Refreshed! Mingle* | | |
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| | **Track A: Data Governance and Quality** | **Track B: Strategy & Analytics implementation** | **Track C: Data Leadership Discussion Groups** |
| | *Delegates can attend sessions from any of the three tracks* | | |
| 11:30 | **Debate**<br>**Can data stewardship only truly work when you have a dedicated fulltime employee?**<br>Data stewardship is an important business function, however in most cases being a Data Steward isn't a discrete business role. How do you make a data stewardship programme work effectively when there are not dedicated roles in the business for said? | **Case Study:**<br>**Using AI and super computing capabilities to analyse and reduce climate change**<br>• Highly scalable end to end AI<br>• Getting data governance in place to take advantage of AI systems | **Think-Tank** — *Invitation only*<br><br>**Future Data Talent and Skills: Building Diverse Data and Analytics teams**<br><br>Upskill, adapt and evolve. Learn how organisations are enabling change through diversity. It will look at:<br><br>• Achieving true diversity of teams – not just for show<br>• How to create diversity of thought?<br>• How it can correct inherent bias<br>• Data Literacy;<br>• Talent Gap;<br>• Leadership<br>• Upskilling<br>• 'Develop Her' programme |
| 12:05 | **Presentation**<br>**What does a good data governance structure look like?**<br>• Who should be part of the committee?<br>• What frameworks should be used?<br>• Strategies for ensuring data governance is prioritised within your organisation<br>• What are the minimums any business needs to do to get a good foundation?<br>• How do we handle PII (personal identifying information)? | **Case Study**<br>**Understanding the AI journey that our company is taking**<br>• From a strategy point of view, how do you get exec buy in?<br>• Where is your strategy to support R&D?<br>• Achieving synchronisation between the AI timelines and the R&D time line | |

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| 12:40 | **Discussion Group**<br>**Viewing Data Governance through a Risk Lens**<br>• Deciding the critical data elements of each business<br>• A risk based approach to data quality and lineage<br>• Private information and how to manage it<br>• Ensuring Data risk is minimised from a strategic and operational point of view<br>• Managing issues of stewardship and custodianship<br>• Where is our data and what data do we have? Why is there a habit of always collecting?<br>• Life cycle management and data disposal<br>• How the data asset is required, acquired and used<br>• Using awareness and education to encourage business units to take more ownership of their data<br>• Brining the data under the appropriate technical controls | **Presentation – The Analytics Full Spectrum**<br>The facets of the modern Data and Analytics team include: information portal, data discovery, data science lab, decision intelligence. This session will outline why all Data and Analytics professionals should understand the fundamentals around these areas. | **Discussion Group**<br>**Understanding if and how it may add value to your business**<br>• Is today's AI simply yesterday's statistical modelling?<br>• Where does the value of AI really lie compared to simpler, faster, and cheaper methods of advanced analytics?<br>• Is the value in the technology or the business challenge/opportunity?<br><br>*Moderator:*<br>Dr Andrew Peterson, Head of Group Data Science, **The Warehouse Group** |
| 13:05 | *Buffet Lunch & Networking in the Exhibition Area*<br><br>*Meet in our **Discussion Corner** with like-minded peers and talk about the following themes:* | ***VIP Private Data Driven Leader Luncheon*** | |

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| 14:05 | **Discussion Group**<br>**Review of the Tracking and Tracing App used During COVID-19**<br>• Contact tracing app: How legitimate were public concerns around security and privacy?<br>• What are the privacy protections around it? What are the rights of the individual in being able to delete it?<br>• Could it be used in ways for which it was not intended? | **Case study**<br>**Now we have the data, how do we turn this into daily decision making? A case study from a medium-small sized business**<br>• The analytics will only be as relevant as the decision and question along with it for the front line analytics piece: How do I ask the right questions of our data?<br>• ML and predictive analytics: How do we get the machine to detect changes and forecast the future? | **Discussion Group**<br>**Data and Analytics Business Continuity Planning - Lessons learned from COVID-19**<br>• What did this look like for organisations during COVID-19, how did D&A services change during this period?<br>• What steps can we take to ensure we are better prepared should something similar happen again? |
| 14:40 | **Case study**<br>**Augmented Data Management**<br>Augmented Data Management is about the use of ML and AI to automatically refine data, and self-configure and self-tune databases. Automation in these areas offers businesses significant cost savings and other efficiencies. | **Case study**<br>**Predictive modelling and creating predictive data sets for better customer experience**<br>• How do we use predictive models to better understand what drives customer experience?<br>• What data architecture is required? | **Discussion Group**<br>**Overcoming Data and Analytics Programme Barriers**<br>What are the practical steps that can be taken to tackle common organisational barriers to the success of D&A programmes, such as:<br>• Cultural resistant to change,<br>• Lack of investment (funding/resource),<br>• Organisational poor data literacy,<br>• Lack of relevant D&A skills/staff. |
| 15:15 | **Case study**<br>**Demystifying Lean Data Governance**<br>The trends around data governance seem to be moving away from enterprise wide governance programmes, to more discreet business unit focused endeavours. What does this look like in practice? | **Presentation**<br>**Data Virtualisation**<br>Increasingly businesses are looking for ways to consolidate as much of their data as possible for reporting and analytics, whilst avoiding the large costs usually associated with said. Data virtualization is one approach that can achieve this. | **Discussion Group**<br>**Open Data and Ethics - Where are we going from here?**<br>• To what extent are we moving away from the traditional, colonial approach of using public data?<br>• Discussing the ethical issues of how data is collected and used<br>• If people are willing to share their data, should they have a say in how it is used?<br>• Why people should be benefitting from open data<br>• The implications of data collection on marginalised communities |
| 15:40 | *Get Refreshed! Mingle and connect.* | | |
| 16:00 | **Futurist perspective: Future of work post-COVID-19**<br>• Will the workplace become truly flexible?<br>• If organisations can be productive with a remote structure offices need to exist?<br>• How did COVID accelerated self-service?<br>• What has been the impact on our ability to service the business quickly? | | |
| 16:25 | **Closing Keynote Discussion Group**<br>**Becoming a truly data enabled business - What organisational culture is required?** | | |

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| | We know that prioritising data is something that comes from the top management – but how do we get this to happen? This panel will examine:<br>• How your analytics team can involve the sponsors on the journey with them<br>• How to get your execs to ask for what they truly need<br>• What does it mean to embrace a data culture?<br>• How does data and analytic help execs to sell their story?<br>• Why you need to know your stakeholders and know their data level of maturity<br>• How to you take them on the journey of what they can achieve with the data |
| 16:55 | ***Close of CDAO New Zealand*** |