



How to Solve the Puzzle of Data-Driven Business?

SOLITA

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“Data! Data! Data! I can’t make bricks without clay!”

DATA-DRIVEN SHERLOCK HOLMES BY SIR ARTHUR CONAN DOYLE

Welcome to the data journey!

I have a secret to tell you. Becoming data-driven is as easy as 1, 2, 3. But because of the hype around this topic and because know-how is rare in the market, consultants are cashing you out with the get-started basics. We want to end cheap information hoarding and scream the truth out loud.

All you need to do is to follow our framework, and you’ll end up being an awesome company that beats everyone in the market. At first, being data-driven sounds sexy but difficult to understand – but it really isn’t. It’s all about empowering your customers, being more efficient and building sustainable value.

We’ve developed this method with dozens of our customers – it’s proven to work, and now we’re making it freely available for you to use to help you understand where you are on your journey towards data-driven business. I want to thank people behind the scenes, my colleagues for creating and iterating the frameworks further. It was an team effort, done by Anna Metsäranta, Antti Voutilainen, Janne Pullinen, Jussi Olkkonen, Lasse Girs, Mika Nikkola, Mikko Väätäinen & Tero Kallioinen.

I hope you enjoy reading this. Feedback is always appreciated, and further discussion is welcome.

Thank you!

OLLI LINDROOS
DATA BUSINESS DESIGNER
SOLITA



Data-driven companies have an edge over the competition

Have you ever wondered what the big FAANG-companies Facebook, Apple, Amazon, Netflix, Google have in common? Subconscious and customer data.

Traditional companies try to target your brains with product leadership or cheap prices and hearts with world-leading brands with beautiful self-boosting thoughts. But FAANG play with different rules. They target your subconscious. Thanks to the data we provide them, these tech-monsters already know what you want before you even know it yourself. It's called a good customer experience.

"Thanks, FAANG, I didn't even know I was interested in this!"

Since they control the channels you're using, they can forward the traffic to the companies paying them most – and at the same time they regather the data to power up a self-feeding relevancy loop. Or they even steal the market for themselves when it's finally big enough for their interests – thanks to data.

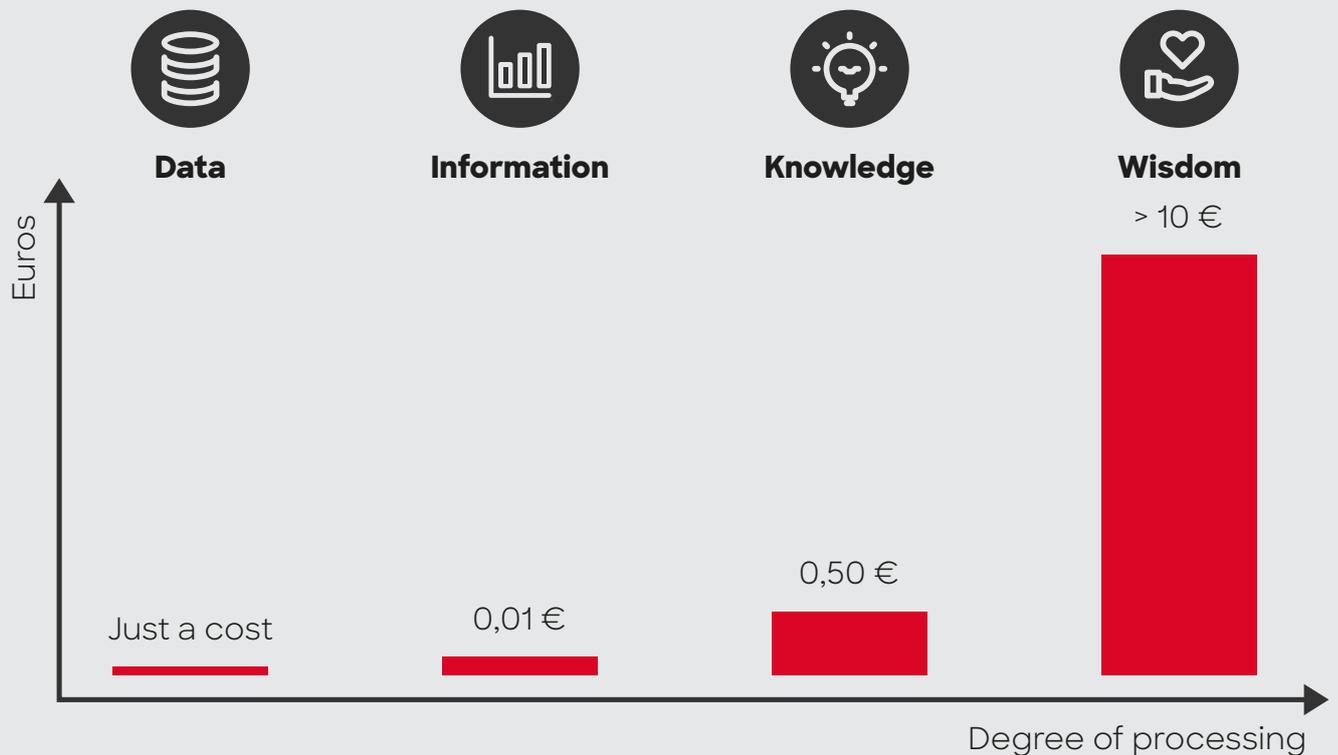
Even globally known consulting companies like McKinsey, PWC and BCG have rushed to state how data makes you better.

What's usually forgotten is what you actually DO with the data you've acquired. Data is just an asset whose value increases with the degree of processing. While data is nowadays nearly free, only a few companies are capable of converting it into better business. To make it more concrete, try to give a price tag to:

1. Raw clickstream data from my web browsing
2. Information about my demographics, the list of things I do and my ecom behaviour
3. The knowledge that I identify myself as a runner, and I'm looking for a new pair of shoes
4. The wisdom of tipping someone that they should offer me a certain high-end shoe model on my favourite mobile app (my preferred channel) after my record-breaking run (I like to reward myself after my achievements – meaning a high purchase probability).

Data-driven companies are growing more quickly and are 3 times more likely to report a significant improvement in decision making.

Our experience in real customer cases has shown that value grows exponentially.



Nike is a good example of a brand company that has understood and moved towards data business. According to data and media company Bloomberg, NikePlus members (recognised customers who provide Nike with data to receive better service) spend three times more on the app than non-members on Nike.com (anonymous users).

Now just stop there for a moment. 300% more profitable!

It's not only American multibillion-dollar companies that can make this happen. Even smaller Nordic companies like DNA, an €800 million-revenue telecom company, has built [a data platform](#) that is used to gather all the information available from their customers to produce a relevant and unified service for the individual. No matter which channel customers use - e.g. web pages, bricks and mortar, customer care - the service knows which services their customers are using and even what DNA should offer next for their

valued customers. Thanks to knowing and offering the next best offer in any channel they happen to use next, they've achieved more than 200% growth in sales generated by Artificial Intelligence.

Fewer resources just means you need a better focus.

You can't do everything all at once! If you can't do everything, what should you do? How can you become data-driven?



Step 1: What does data- driven mean for your company?

By typing “data-driven” into the modern all-knowing oracle, Google, in a fraction of a second I get a direct reference to Google’s pub quiz-winning cousin, Wikipedia: “The adjective data-driven means that progress in an activity is compelled by data, rather than by intuition or by personal experience.”

More academic sources like the Cambridge Dictionary state dully that data-driven means “happening or done according to information that has been collected”. However, even Cambridge’s definition gets exciting when it lists under “Synonyms and related” words like “dead” and “(just) one of those things”. But luckily for the whole data industry, they also list terms like “win” and “asynchronous”. And to be honest, all of these are correct. The question is how to utilize data to avoid your company being the one facing death. As a consulting company we wanted to keep the definition simple but still ambitious.

We put it like this: Being data-driven means being guided by data in all stages of your business.

Now, you’re probably wondering, “Am I data-driven?” Keep it simple and ask yourself: Could you do whatever you’re doing without data, or would you be like Sherlock Holmes making bricks without clay?

Don’t linger in that feeling too long! Even though term definition and academic discussion over coffee about differing nuances are interesting and important, it can sometimes get a little abstract. To really understand the magnitude of the change we’re facing, we need some more concrete examples.

Being data-driven means being guided by data in all stages of your business.

“Gartner predicts that through 2022, 85 percent of AI projects will deliver erroneous outcomes due to bias in data, algorithms or the teams responsible for managing them.”

GARTNER, 2018

What are the pitfalls, and how can we avoid others' mistakes?

“Why? How can a company put millions and millions into data projects that fail to deliver results?” was my naive first thought when I read Gartner’s study. Then I stopped for a moment and understood that even I have personally contributed to this madness.

At Solita we have been working with data and AI since 2003. We have worked with over 400 clients and 800 projects – and counting. This is what we have learned:



TECHNOLOGY IS EASY. ORGANISATIONAL CHANGE IS DIFFICULT.

I’m sorry, my fellow engineers: In the big picture technology IS easier part. Have you ever seen [pictures of the beach volleyball stadium](#) the Greeks built in Athens? Eventhough the stadium is an engineering masterpiece, no one uses it anymore. People tend not to be logical and consistent, they are complex. Technical challenges are complicated so those can be planned and solved with logical set of algorithms. Of course, building something requires years and years of know-how and sometimes even lots of luck. But changing people or an organisation? That’s been a challenge since the beginning of time – and we’re still working on it.



INDEPENDENT PROOF OF CONCEPTS ARE EASY. TRANSFORMING CORE BUSINESS IS DIFFICULT.

It’s easy to do some things. Doing things that change how business is conducted is a hard one. Implementing things on the edge of a company’s ecosystem can be fun and sometimes even improve things, but to make an organisation truly data-driven you have to dare to touch the core of your business. The core is the place where the impact happens. Impact is what you want to achieve.



GATHERING DATA IS EASY. DATA AS A BUSINESS ASSET IS DIFFICULT.

Hoarding information isn’t an unique skill. Everyone can pile things up, but what are you going to do with it? Can you build the platform in easy-to-understand form that scales with the demand? Can your customers find what you’re looking for, or are you planning to go with the squirrel tactic of hiding food everywhere so you might find something valuable later? What if a company felt data was an asset?



Some of our customers have learned this the hard way, and some – but too few – have understood that these are the three basics that they need to fix before implementing anything. **This is how we've tackled these challenges before we start any project:**

1

FIND THE RIGHT TEAM

People make things happen. No matter how perfect your idea is, if you don't have the right people with you and a good team spirit, don't do it. When you start something new, you don't want to waste time on politics. You already have enough to do.

2

FOCUS ON THE CORE BUSINESS, WHERE RESULTS ARE EASY TO MEASURE

If you can prove that your data-driven idea had huge impact compared to an investment, you don't have to worry about resources. Successful teams who can prove the results will get what they need. To prove your impact, you have to be able to measure the results. To get the biggest results possible, improve your core business.

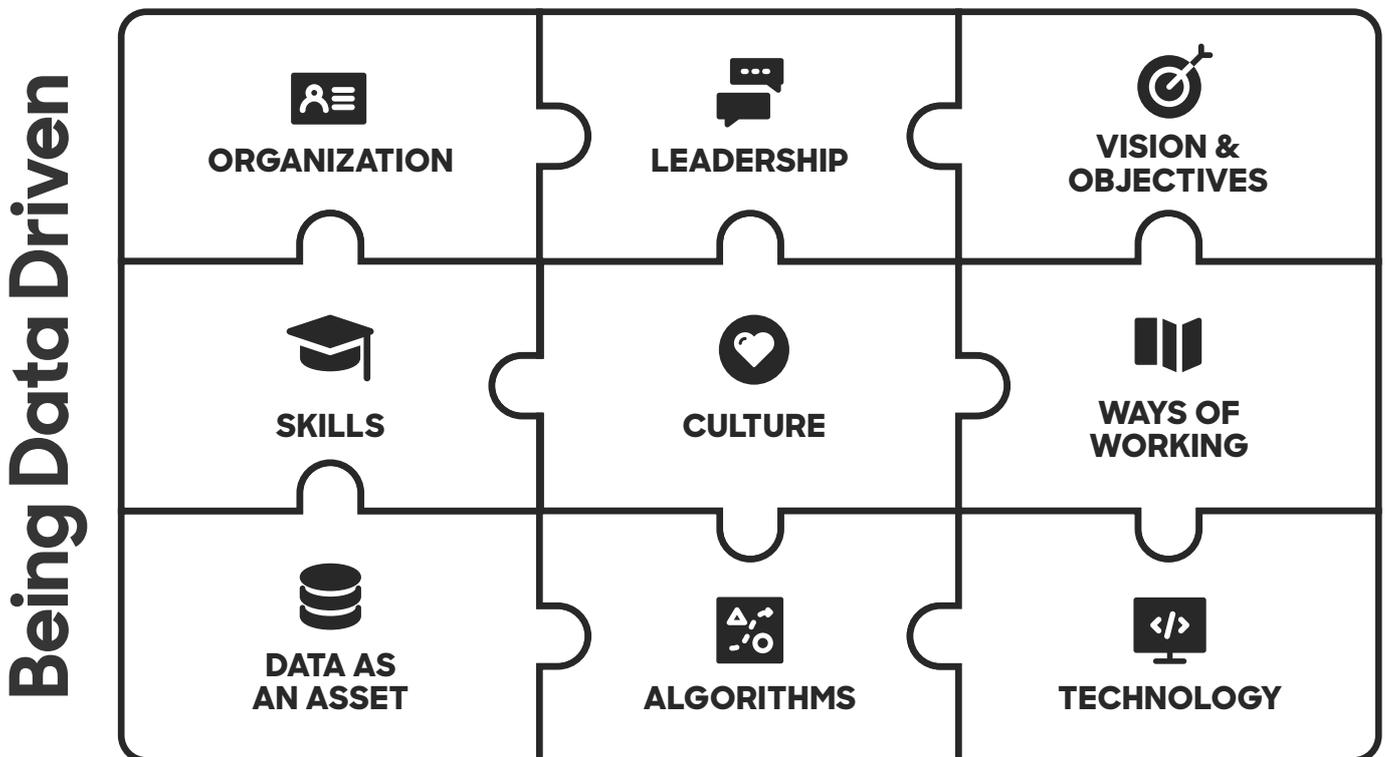
3

FOCUS ON TALKING ABOUT BUSINESS AND HOW DATA CAN HELP IMPROVE DOING BUSINESS

Too many data platforms end up being built for the sake of the platform. This is the sin of the IT organisations especially. The world has already spent too many billions on worthless data lakes no one knows how to use in real life. Don't forget why we build a platform – to enable better business. To make sure that your asset is really usable in the future, you have to use it constantly.

Step 2: Recognise the data-driven pieces you already have and the ones you are missing

To eat the data-driven elephant we wanted to chop it into pieces. With my dearest colleagues at Solita, we assembled a puzzle of what is needed to be a really data-driven company. After iterating it further with hundreds of executives, data experts and business coaches around the globe, it came out like the picture below.



A data-driven culture is built on four cornerstones: vision and objectives that drive us towards a common goal; enabling technology, seeing data as a business asset; and organisation supporting change. With these cornerstones, we can begin to build better leadership, develop necessary skills, improve our ways of working and implement lots of attractive media algorithms - as we've done recently. Culture changes the company and takes time, but roots habits into a new way of working.

The Four Cornerstones



VISION & OBJECTIVES

DOING THE RIGHT THING ISN'T ENOUGH. EACH ACTIVITY HAS TO TARGET THE ORGANISATIONAL CORE

When a customer contacts me to ask about any kind of data solution, I tend to use the annoying 5-whys method. It usually goes something like this:

1. **Why are we building this?**
2. **Why are we achieving that?**
3. **Why do we need that achievement?**
4. **Why do we want to fulfil that need?**
5. **Why do we want to do that?**

Only a few have survived. Those who were able to answer every Why usually refer to their objectives around question 3, their vision

around 4, and after 5, they tend to refer to their core business values.

Could you answer those questions about what you are working on? What about the people around you? It's easy to forget what we're working for, so we constantly need to remind ourselves of the goal we're trying to achieve at every level of the organisation.

TIP 1

To help you remember: once you have a clear vision, draw a picture of it. Pictures are easier to remember than boring bullet points full of company propaganda.

“Technology is a useful servant but a dangerous master”

CHRISTIAN LANGE, NOBEL PEACE PRIZE WINNER, 1921



TECHNOLOGY

TECHNOLOGY IS A CRITICAL ENABLER

No matter where I go, for some reason people tend to start with technology. “We’ve been doing research on this and that technology and visited that cool hipster company, and they’re using that tool too! An old quote immediately pops into my head: “Technology is a useful servant but a dangerous master.”

Yes, technology is important, but don’t get too keen on it. As human beings (especially those with an engineering background), we tend to fix the feature comparison matrix in front of us and make our surroundings data-driven one feature at a time. It’s easy to forget the other cornerstones, because they’re harder to grasp than a product page that promises too much.

But don’t underestimate this either. Technology is the thing that makes scaling good practices possible. It’s the cornerstone

that makes things happen. Failing here means endless inefficiency or a complete inability to respond to the demand.

You need the right tools for the right purpose. Select principles with your data development community that guide their technical selection and give them the freedom to use the best tools with agreed principles. Otherwise, you can’t scale efficiently. That means cloud technology. Reality has shown that there really are no exceptions here.

TIP 2

Take those engineers to the design table early on. But never leave them alone. (BR: fellow engineer)

“An asset is a resource with economic value that an individual, corporation or country owns or controls with the expectation that it will provide future benefit.”

INVESTOPEDIA



DATA AS AN ASSET

APPRECIATING AND NURTURING
DATA AS AN ASSET

How does your business think about data? Is it an asset or an abstract concept that the IT geeks are talking about?

An organisation's relationship with data reveals a lot about its readiness to utilise data in creating new business. To be a little provocative, it feels like there are two kinds of companies:

1. Companies that aren't that mature yet and see data as a report that IT delivers to help make better decisions. When something is wrong with the data, or people don't know how to use it, it's someone else's fault.

2. Companies that live and breathe data, and couldn't do any business without it. Data is the key asset they monetise – just like any other physical asset. Business representatives care about data quality and they have the processes to maintain master data and metadata (two words that every company of the first type fears).

Luckily, there is something in between the simplification – even if it isn't that far from the truth. Once you see the benefits of how data can improve results, there's no return. Check Chapter 1 about why data-driven companies are winning.

TIP 3

Dear business leader, let me make this clear: data isn't an IT thing. It's the measure of your business. Data is your responsibility.
DATA IS YOUR BUSINESS.

"In God we trust, all others must bring data."

W. EDWARDS DEMING, STATISTICIAN



ORGANIZATION

"STUFF" NEEDS TO BE ORGANIZED

Here comes the tricky part: organisational change! Prepare for resistance. No one wants to change for change's sake. (Unless you already have a culture of constant change.) Change always produces friction.

The tricky thing in data-driven organisations is that data breaks the old power structures and the traditional function-silo thinking where leaders tell others what to do. You'll find out why this happens in Step 3 of this guide, but let's put it this way:

How does your organisation adapt to a world where gut feeling and executives' opinion is no longer the guiding star the whole organisation has to follow? In a data-driven world, decisions and actions are driven by data combined with professional know-how in varying mixes, and the one closest to the data therefore makes

the decision that takes us towards our vision and objectives.

In addition to organisational change, you also need to consider how much you want to centralise/decentralise analytics capability development. You also have to consider if you want to utilise in-house resources or outsource something.

TIP 4

To maximise the benefits, start encouraging a purpose-driven culture as early as possible. People won't become data-driven teams capable of understanding how their behaviour affects the big picture overnight.

The Linking Parts



LEADERSHIP

WHO ARE THE TRUE LEADERS?

Are you working to make your manager happy, or do you have leaders who enable you? Every group has some kind of leadership, but there's a big difference between management and leadership. Actually, both are needed – managers keep the direction, and leaders unleash people's potential productivity. It's just like the steering wheel and engine of a car.

To make things even more complex, there are two kinds of organisational structure: formal and informal. Stop for a moment and think. Who are your company's formal and informal leaders? Or let's put it this way: who enables your work so you can create value for your

customers (the customer can be internal or external in this example)? Could they do something else to help you or your team to deliver value for the customer?

It doesn't matter if we're talking about resource allocation, budgeting or the mandate to decide and do something: good leadership makes it happen (or talks with you about why it won't).

You need the engine and the wheel to get to the target. But it doesn't always have to be too formal.

TIP 5

Modern leadership enables and directs individuals through all the obstacles in the official AND unofficial organisation. Take care of the team, focus and resourcing, and make sure that everyone commits to the vision.

For a professional it's easy. But what if we're not professionals or we're doing something completely new?



SKILLS

TRANSFORMATION REQUIRES NEW SKILLS

Skills can be divided into two categories – hard and soft skills. It doesn't help if you hire dozens of the world's leading data scientists or data warehouse experts and they don't know how to tell an impactful story of what they're doing and why. Or the other way around: it's hard to achieve the required results if marketers don't understand how the recommendation engine works.

To make whatever you're doing understandable for you and your customers, you need different points of view. Diversity discussion can sometimes feel a little overwhelming – until you face the results if you don't have it. Here's a slightly radical example from the past: imagine yourself as a FaceApp customer who wants to check how you'll look when you're older. You find some other filters too and check them out! When black people

turned the app on, they laughed at their own older look and then flipped to the filter called “hot”. The app changed their skin tone to white, because the algorithm had been taught only with Caucasian training material. Did the development team care about diversity? Maybe – but at least they never tested their product diversely. Did this create negative publicity? Definitely.

How should you handle diversity and skill acquisition? Buy, recruit or train existing employees? There is no clear answer, and it depends on your situation. But you have to find a plan that fits your strategy and culture.

TIP 6

Start with small steps, support friends and colleagues who are out of their comfort zone, and gather people around you who can teach you from multiple viewpoints!



WAYS OF WORKING

IT'S NOT ABOUT THE DESTINATION - IT'S ABOUT THE JOURNEY

What do you do when you're data-driven? Can you remember the kind of push notification you get on your phone when you wake up, and which dashboard you check during your morning routines? How about your company? What does it need? What do you need to do to make your company data-driven? I'm hoping you can't answer those questions. If you can, consider your life choices. Please make it more exciting!

Those who don't know their data-driven life beforehand consider agile ways of working. When you let yourself admit that you don't know, it's easier to accept and build your future piece by piece. When you build

something, remember to measure if it has any impact! You can't know in advance if the solution changes anything. Admit that as well and start to measure value!

When you combine lean and agile ways of working (doing less in faster increments) and service design (understanding what brings value for the customer), you can quickly focus on things that matter.

TIP 7

Agility doesn't mean a scrum. A scrum is a framework, but nowadays there's a lot more. Check out what's out there if you haven't studied recent agile methodologies.

“People worry that computers will get too smart and take over the world, but the real problem is that they’re too stupid and they’ve already taken over the world.”

PEDRO DOMINGOS, PROFESSOR AT UNIVERSITY OF WASHINGTON



ALGORITHMS

DEVELOPING ALGORITHMIC ADVANTAGE

I’ve seen algorithms being underestimated way too many times. Companies that want to start with artificial intelligence tend to buy one “data-driven technology out-of-box” solution that (according to the sales pitch) immediately suits their needs. They tend to place too much trust in black-box solutions, which works ok in the beginning.

But then a day comes when you want to change something, and it either can’t be done because you don’t know how the thing works, or you don’t actually even own it and the service provider just won’t implement your unique requirement. If things go well, the second trap is a lack of scalability – resorting to building a monolithic system that won’t scale with use is another challenge that is sometimes difficult to predict.

A lack of understanding or monitoring of existing algorithms have raised another topic recently: ethics. Algorithms control our lives every day. Google tells us what information we should read, email spam filters select which emails you shouldn’t even open, the navigator tells us which route we should use, and recruiting systems recommend the best candidates for your needs. These selections can be dangerous if you haven’t thought the ethics through.

Data tells the truth, and it tells it directly like a 3-year-old child. It doesn’t tell its own story. It doesn’t make it sound nice or morally correct. Algorithms mirror the surrounding world and the data you’ve used when developing it. A good example from the news was when Amazon’s recruitment tool favoured men and immediately got the nickname “Sexist AI”

TIP 8

When working with your core business, don’t buy out-of-box solutions without knowing exactly what you’re doing. Every company is different, and so is the toolset you need to develop it further. Algorithms isn’t magic, it’s just maths. There’s good info about algorithms out there. Read a book about artificial intelligence, for example.

“Culture is what employees do when no one is looking”

HERB KELLEHER, FORMER CO-FOUNDER, CEO AND CHAIRMAN OF SOUTHWEST AIRLINES



CULTURE

CULTURAL GLUE BETWEEN FOUNDATIONS

Do you want to have an innovative mindset? Become data-driven! Although being data-driven and innovativeness may seem at first thought to have nothing to do with each other, there's a clearly positive relationship between them. Data is at the core of driving innovation and pivoting concept hypotheses as an idea generator and measuring results. Measuring means admitting we don't know the benefits beforehand, which means we sometimes have to fail.

Data-driven companies talk differently. When a gut feeling is tackled with facts, and boring jobs are automated with analytics, employees start to do meaningful work and focus on how things are, and how we can measure things. When taken even further, they start to talk about A/B testing their ideas.

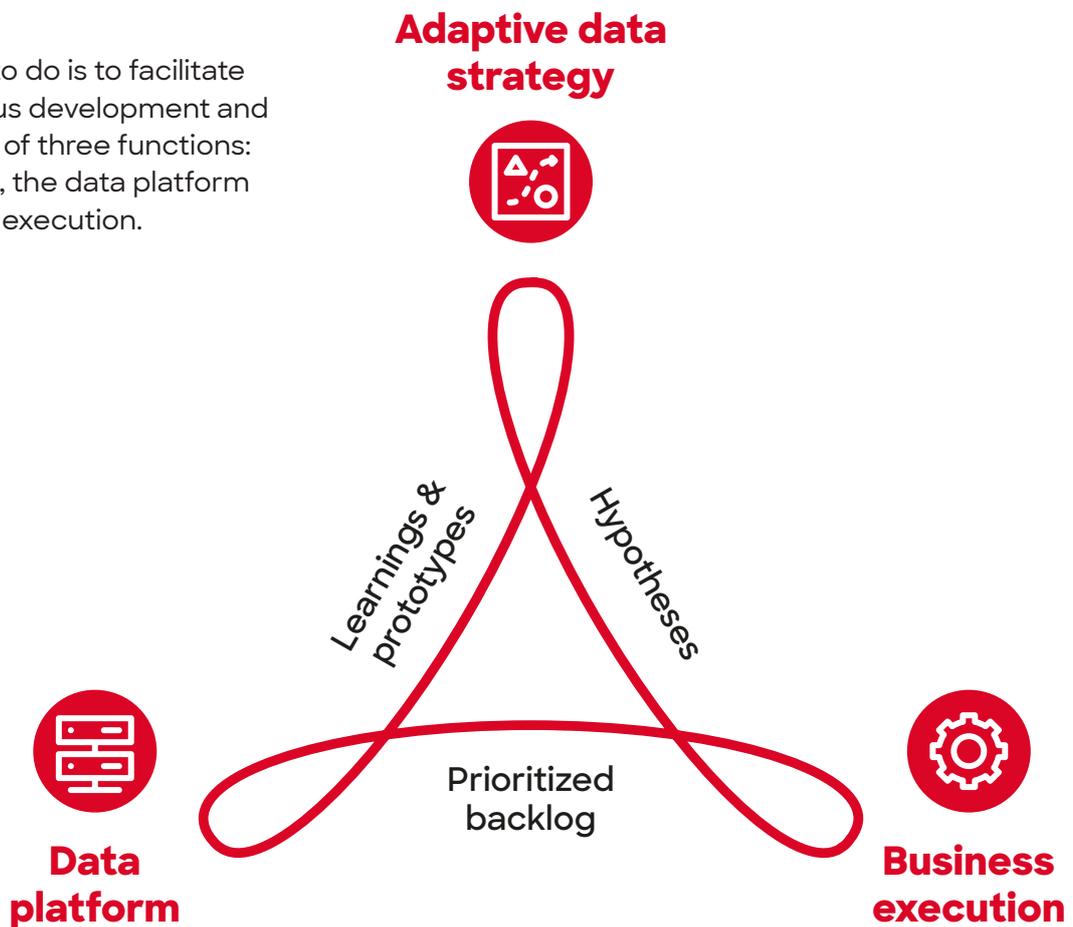
TIP 9

Data-driven organisations value change. Ways of doing business change. Decision making changes. Language people speak about change. Data changes you.

Step 3: Conduct the orchestra

Admit it, you don't really know where you'll end up. How do you facilitate something when you don't know how it will end? Be agile!

All you need to do is to facilitate the continuous development and collaboration of three functions: data strategy, the data platform and business execution.



Change five-year strategy planning to a constantly adapting data strategy

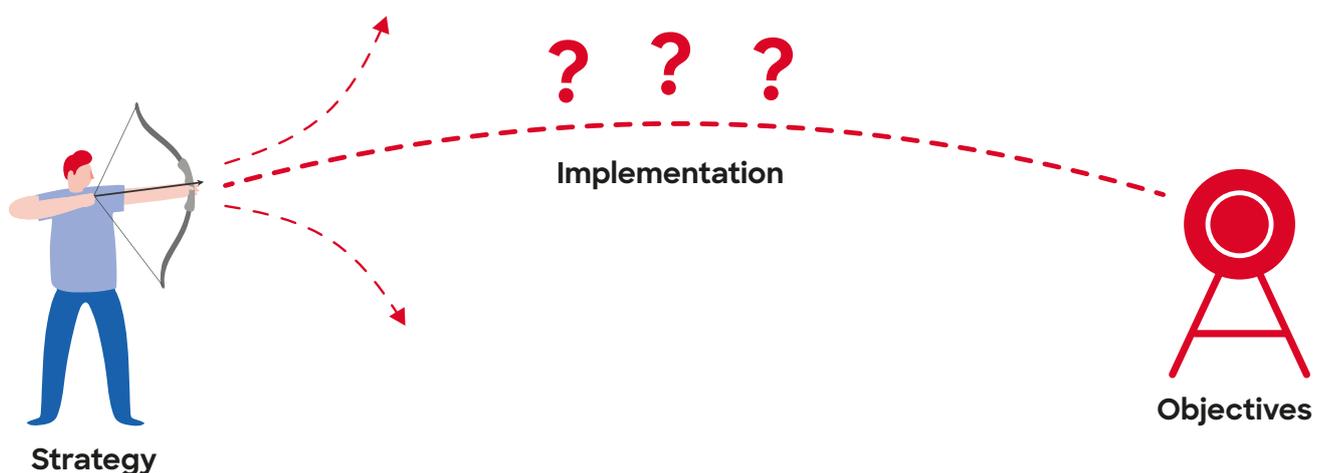
Do you know what exotic fruits and strategy papers have in common? Both are too raw to use when you buy them. Then at some random moment they're just perfect, but after a while they already start to taste rotten.

The challenge in planning strategically for three to five years is that there's a tendency to aim too far into the future. In a world where changes happen all the time at a faster pace, every strategy loop needs a lot of work. So the strategy becomes so holy you feel a little sick if you even dare to think about touching it. You've spent so much work updating the

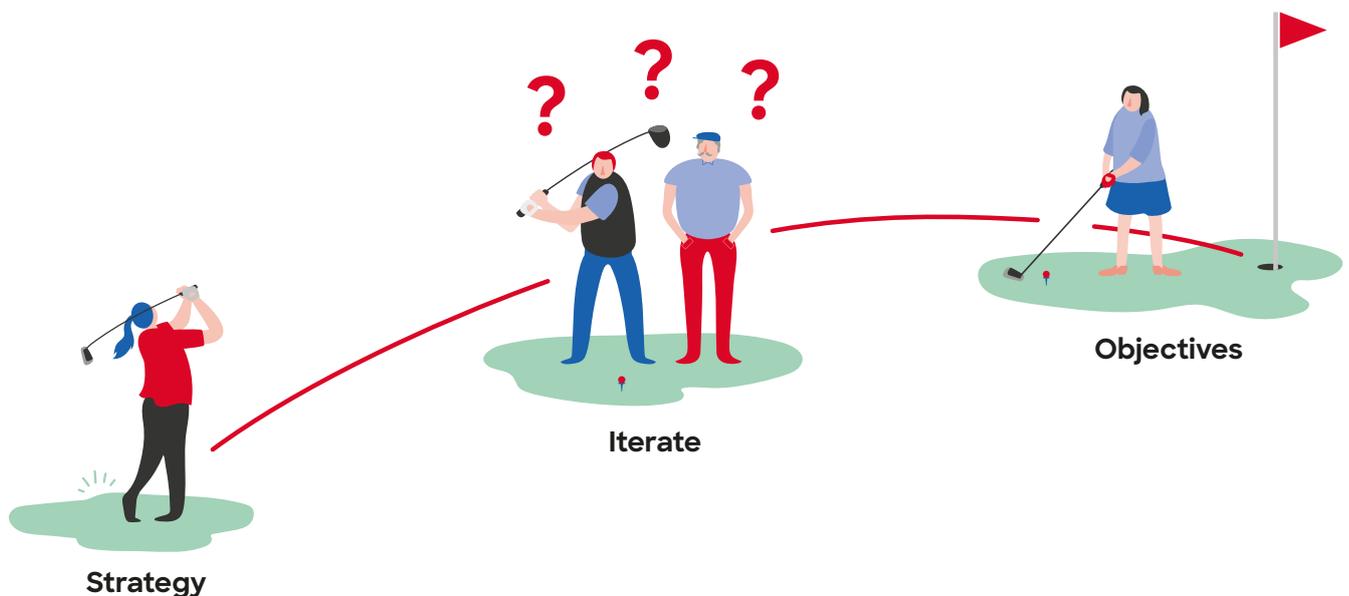
strategy paper, listening to all the parties and involving employees – now you're telling us that we should do this more often!

At the moment, strategic planning can be seen as shooting arrows. You know the bullseye is objectives, and you try to find a way through to the target. You have to consider how strong the wind is. What if the wind direction changes? Are there some obstacles on the way? The further away the objectives are, the harder it gets to predict all the variables along the way. There's a reason archery is still an Olympic sport.

Traditional strategy work is like archery – you have to predict all the variables along the way and try to hit the bullseye at the same time.



What if we admitted no one can predict everything in a constantly changing business environment? Let's change the game to golf!



How many times have you heard about a golfer potting a hole in one? Everyone's heard a few stories about them, but very few have seen one.

Most players need to hit the ball multiple times – and as everyone knows, it's all about putting skills in the end. We ought to focus on strategy work just like golfers. You can adapt your plans based on the events on the course. Your perfect drive landed in the sand? A crocodile ate your wood? You never know. You should have a similar relationship with your strategy

paper. It's a best guess, and it represents the time it was created. If something changes, you need to be ready to change course along the way – even at a strategic level.

When you know the objective, come up with a few hypotheses that will take you towards it. Involve the business unit related to the hypothesis and plan with them what you're aiming for and how you can get closer to it. Take a lean start-up approach: experiment, learn, build, measure and pivot until you find a way to the goal.

Renew, operate and integrate in business execution

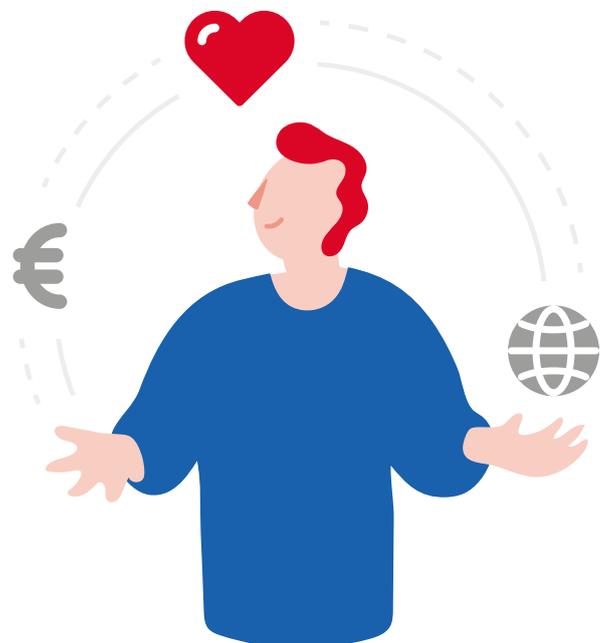
Do you have the perfect idea but nowhere to present it? Ideas are worthless without execution! But there's nothing to execute without ideas. It's easy to present new ideas and apply for funding in data-driven organisations that have an adaptive data strategy.

Business responsables are making the bread and butter your organisation lives on, and they have loads of ideas about what should be done but so little time to make it really happen. I have news for you: if your idea's worth exploring, you shouldn't have to do it by yourself! Organisation management's job is to enable and direct business growth, and if your development idea is structured well enough (well enough depends on your organisation's maturity in supporting an innovation/start-up culture) and it:

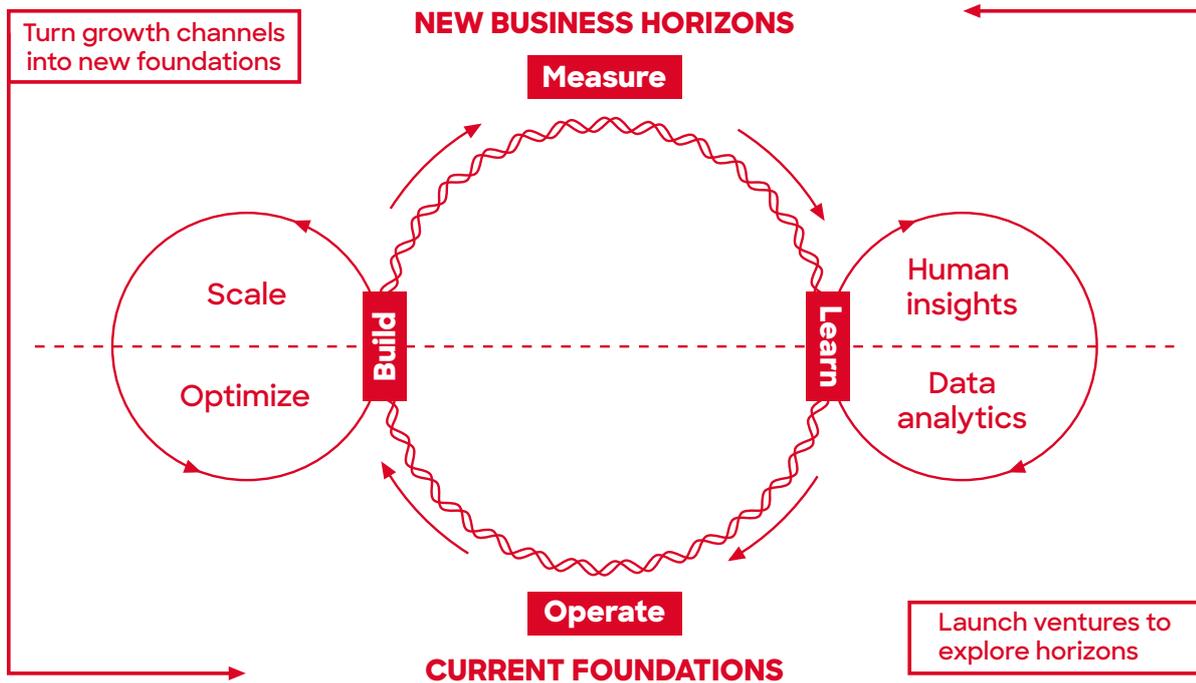
1. **Generates cash flow**
2. **Improves customer experience**
3. **Supports resource efficiency**

What does a successful innovation process look like? In the big picture, it's all about playing ping-pong between current foundations and new business horizons. Existing business launches ventures to explore new horizons, and if results are fruitful, new ideas turn into growth channels and into new foundations for the company with the passage of time.

More value and impact with fewer resources



Do you have funding and an idea, but don't know how to implement and integrate it in daily business? To keep it simple and traditional (with a little extra flavour):



1

BUILD

Start small and agile, then scale and optimise. This is usually the relatively easy part – if you remember to keep it small. Ask the customer if you're solving the right problem, do something quick and dirty, ask if they'd buy your solution, and try to think how you could scale the solution to fit your operations.

TIP: When you've figured out what to build, think through whether you could do even less to prove your point. Many start-up entrepreneurs say they should have done just the box and description for their future product, and tested whether users were ready to buy the product/service (which didn't even exist yet).

2

MEASURE

Measuring is the step people tend to “forget”, because we've already done it, and “it isn't that easy to measure”. I dare to challenge both these excuses: if you don't have time to measure, how do you know what to do next, and if you don't know how to measure it, do you even know what you've really achieved?

TIP: Figure out how to measure the impact as lightly as possible and at the same time in a manner that measures what really matters (e.g. customer experience instead of relying on click ratio alone). As a point of reference, check how medium use claps as a feedback measure.

3

LEARN

When you have the measures, take two kinds of data into account: thick data and big data. With human insights, you can gather the customers' big picture, but with big data, you can scale information gathering to new levels. Go onto the site where your solution is used, check how customers behave with your service and understand what your quantitative results mean. Follow the numbers and identify what it means. Try to understand the data outliers and what the "normal levels" where you should be are.

TIP: It's very rare to find someone who knows how to do both human insights and data analytics. Have a diverse team: especially at this point, learning is more powerful when done together with people of different backgrounds.

4

OPERATE

Someone has to keep business going efficiently and deliver the promises made to customers (also known as sales). To be efficient, you don't want to have too many experiments hanging around your core business. More things to focus on means less focus on the things that matter. Find a way to turn new ventures into new foundations and integrate it in your daily business.

TIP: Involve your own employees in planning and experimenting to reduce resistance to change and embed the integrating phase. Although involving people takes more time in the exploring phase, it pays back in the big picture.



Data Platform

Previously, agility was boring manufacturing mumbo-jumbo and the religion of IT hipster-geek companies. Today it's the only way to do business and remain relevant for the next 10 years!

Data platform development is usually a clear part of an organisation's IT team responsibilities:



1
Prioritise the product backlog with the business by helping to understand the possibilities and effort needed to make a task happen

2
Have a vision of the architecture you're building incrementally piece by piece to enable continuously incoming business needs.

3
Provide lessons learned in working with multiple business cases and develop fancy prototypes as showcases to raise the ambition level with new technical innovations on the market.

When all three are taken into account, and cooperation between the business execution and strategy teams is smooth, data really becomes a controlled asset that sustainably scales out with demand!

This topic is pretty wide and can get a little technical. If you're interested in the engineering part and want to learn more about agile data platform development, check out the data ops enabling agile data engine platform we're working on.



See where you need to focus but don't know how to get started?

The topic of being data-driven is broad, and this guide has given you a hint of what you can find behind the curtains of every successful data-driven company. I could write a book about each framework presented in this material, but I wanted to keep this short(ish) but informative with a set of tools and a framework free for you to use. Choose the weapon that fits your maturity and situation.

We've covered how data-driven companies know what customers want even before the customer knows it and therefore have a competitive edge in the market. We've discovered that the end game isn't actually data - it's wisdom about the surrounding world, the business environment and our customers. This has already been proven by the FAANG companies. Nike can get three times more sales from known customers than anonymous ones.

Change the way you work, focus on your core business and grow your data as an asset - these are the things data-driven companies do, yet many companies still fail. If data doesn't integrate truly with your way of

working and doing business, it's impossible to get the required benefits from the investment.

Being data-driven can be divided into 9 different puzzle pieces: organisation, vision and objectives, technology, data as an asset, leadership, skills, ways of working, algorithms, and culture. We've opened up what each piece of the puzzle means, but most importantly - you need to keep each one in mind when building the bigger picture.

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When you have the pieces of the puzzle somewhat together, start to facilitate and drive awareness across the company about what it means to be data-driven.

To scale out, you need to divide the responsibilities into three different categories: data strategy steering, business execution, and data platform capability development. With these three functions, you can scale

out and root the culture as part of the entire culture of the organisation.

Typically, when we go deeper into the details of each state with our customers, we use one of these frameworks. We determine together what the priority is and the biggest pain-point we need to fix first. Currently (autumn 2019), many companies are still figuring out their vision and how they might benefit from data and analytics.

**So: don't be shy!
Feel free to
contact us any
time.**

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Solita is a digital transformation company driven by data and human insight.

We create culture, services and tech solutions that help us reinvent businesses and society for the better.

Our services range from strategic consulting to service design, digital development, data, AI & analytics and managed cloud services. Established in 1996, Solita employs over 800 digital business specialists in Finland, Sweden, Estonia and Germany.

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