

2022 Global Top 100 Innovators in Data & Analytics

*Our List of the Most Innovative Minds
in Corinium's Global Network of Data
and Analytics Leaders*





Contents

Click below to navigate

A Foreword

B The Official 2022 List

C Top 100 Interviews

- | | |
|-------------------------|-----------------------------|
| 1 Haroon Abbu PhD | 13 Aleksandar Lazarevic PhD |
| 2 Zachery Anderson PhD | 14 Natalia Lyarskaya PhD |
| 3 Sanjeevan Bala | 15 Nollie Maoto |
| 4 Inderpal Bhandari PhD | 16 Paul Morley |
| 5 Maritza Curry | 17 Sahar Nezami |
| 6 Brian Ferris | 18 Ian Oppermann PhD |
| 7 Sarah Gadd | 19 Jawad Raza |
| 8 Shreya Goswami | 20 Rogayeh Tabrizi |
| 9 Thierry Grima | 21 Harleen Thethy |
| 10 Noel Jarrett | 22 Peggy Tsai |
| 11 Deepak Jose | 23 Geraldine Wong PhD |
| 12 Maciej Kaliszka | |
-

D Meet the Advisory Board

Foreword

Welcome to the *2022 Global Top 100 Innovators in Data and Analytics* report – Corinium’s list of the world’s top 100 data and analytics leaders!

We publish these lists to acknowledge the incredible work that’s being done to advance the cause of data and analytics across the globe, and to highlight the achievements of the individuals at the leading edge of innovation.

In addition to honoring the 100 brilliant executives who make up this year’s list, this report also contains exclusive interviews with 23 of them, highlighting their key achievements of 2021, the challenges they’ve overcome along the way and their goals for 2022.

With the COVID-19 pandemic raging, the past 12 months have seen a continuation of the industry trends we first highlighted in our 2020 list. Digital, data and analytics are still proving vital as enterprises adapt to ongoing uncertainty and embed digital commerce and ways of working into their operating models.

As a result, data-focused executives including those named in this year’s ‘top 100’ are playing integral roles in shaping the data-driven, digitally enabled business models of the future.

In previous years, the Business of Data editorial team has partnered closely

with Corinium’s conference producers in America, Europe, the Middle East, Africa and Asia Pacific to identify the most innovative executives in our 300,000-strong global network.

But this year, we also invited members of our community to put themselves forward to be included in our 2022 ‘top 100’, or to nominate peers they believe should be acknowledged for their outstanding work. Then, we invited the **Business of Data Advisory Board** to review those nominations and help us select the ones that should be included on the final list.

Together, we have compiled a truly global list that spans a range of industry verticals and geographic regions.

Of course, there are many other industry leaders whose work is every bit as impressive as that of the 100 people we recognize here. It’s impossible to get everyone on one list. But we shall continue to provide a platform for these outstanding business leaders in the months ahead.

We hope you enjoy the insights this report contains. And if you’d like to hear more from the data and analytics leaders featured within, you will be able to hear from (and network with) many of them at our **upcoming events**. ■

Solomon Radley
Editor, **Business of Data**

The Official 2022 List



Haroon Abbu PhD
VP, Digital, Data and Analytics
Bell and Howell
US | INDUSTRIAL AUTOMATION



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Director of Data Science
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US | MEDIA AND ADVERTISING



Cortnie Abercrombie
CEO and Founder
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US | CONSULTING



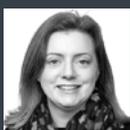
Inderpal Bhandari PhD
Global Chief Data Officer
IBM
US | TECHNOLOGY



Zachery Anderson PhD
Chief Data and Analytics Officer
NatWest
UK | FINANCIAL SERVICES



Louise Blake
VP, Data
Seera Group
MEA | TRAVEL



Eleanor Armiger
Head of Insight and Innovation
British Airways
UK | TRAVEL



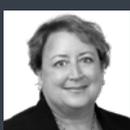
Joy Bonaguro
Chief Data Officer
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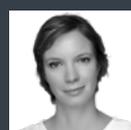
Harvinder Atwal
Chief Data Scientist
MoneySuperMarket Group
UK | INTERNET



Ranil Boteju
Group Chief Data and Analytics Officer
Lloyds Banking Group
UK | FINANCIAL SERVICES



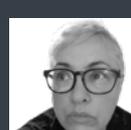
Linda Avery
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Catherine (Hackworth) Brien
Chief Data Officer
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UK | MEDIA AND ADVERTISING



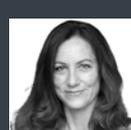
Alejandro Bahnsen PhD
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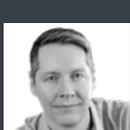
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APAC | EDUCATION



Sanjeevan Bala
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UK | MEDIA AND ADVERTISING



Micheline Casey
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APAC | LAW



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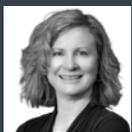
Ursula Cottone
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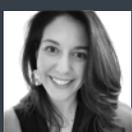
Maritza Curry
Head of Data
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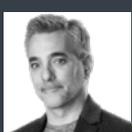
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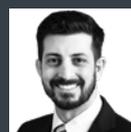
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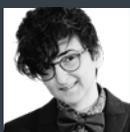
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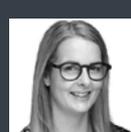
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EUROPE | TRANSPORT



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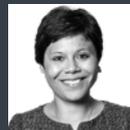
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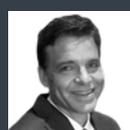
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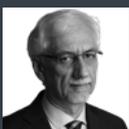
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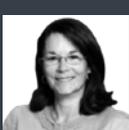
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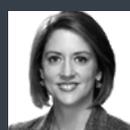
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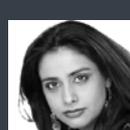
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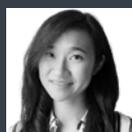
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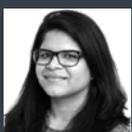
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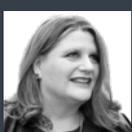
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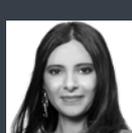
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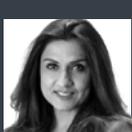
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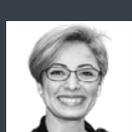
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Rogayeh Tabrizi
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Director of Data Science and Analytics and Interim Director of Experimentation, **Booking.com**

EUROPE | INTERNET



Aldo Valadez

Chief Analytics Officer
Banregio

LATAM | FINANCIAL SERVICES



Harleen Thethy

Head of Analytics (BBC StoryWorks)
BBC Global News

UK | MEDIA AND ADVERTISING



Joe Vellaiparambil

Chief Data and Analytics Officer
AXA Equitable

US | FINANCIAL SERVICES



Jean Tranter

Head of Analytics
The Foschini Retail Group

MEA | RETAIL



Evelyn Wareham

Chief Data and Insights Officer, **Ministry of Business, Innovation and Employment (AU)**

APAC | PUBLIC SECTOR



Peggy Tsai

Chief Data Officer
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US | TECHNOLOGY



Geraldine Wong PhD

Chief Data Officer
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APAC | FINANCIAL SERVICES



Bhavika Unnadkat

Head of Data Governance and Knowledge Management, **Energy Australia**

APAC | ENERGY



Brett Woolley

Head of Data Strategy and Governance
QBE Insurance

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Haroon Abbu PhD

VP, Digital, Data and Analytics
Bell and Howell

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Haroon Abbu PhD is VP of Digital, Data and Analytics at automation equipment manufacturer and service provider Bell and Howell.

He has 20 years' industry experience in leading technology-enabled business transformation and is a Six Sigma Master Black Belt and certified Project Management Professional.

Dr Abbu earned his bachelor's in industrial engineering from Malnad College of Engineering India, his MS in engineering management from the University of South Florida and his doctorate in business from New York's Pace University.

He is a frequent keynote speaker and a panelist at industry events and has published his work in business magazines and scholarly journals. He recently co-authored a book, **Trust: The Winning Formula for Digital Leaders, a practical guide for companies engaged in digital transformation.**

What new challenges are you encountering as Bell and Howell progresses through its digital journey?

One of the key issues especially in established companies is around

promoting an entrepreneurial mindset – a startup culture – that's essential for successful digital transformation. How do we ensure the culture of innovation can coexist and thrive within an existing legacy culture?

So, at Bell and Howell, data analytics is strategically intentional for us. We established analytics as a center of excellence for the whole company. And we brought in people who are not only knowledgeable in the latest and greatest skillsets but also have a more entrepreneurial, more start-up-like mindset.

When it comes to digital initiatives, we need to try things fast. We need to fail fast, as well, and learn new things. And once we put things in place and are successful, how do we make sure the entire company knows about it so they can also become part of the journey?

We have implemented state-of-the-art tools in the last three years to transform our business. But how do you make sure that each and every technician, technicians' managers and all the way to senior management use the information to make data-informed decisions?



Zachery Anderson PhD

Chief Data and Analytics Officer
NatWest

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As NatWest’s Chief Data and Analytics Officer, Zachery Anderson PhD leads a multi-disciplinary data team that uses new and emerging technology to provide insights and value for the bank and its customers.

Before joining NatWest, Dr Anderson spent 12 years at Electronic Arts in San Francisco, where he led consumer insights, UX research, data science and marketing analytics for the world’s largest video game company.

Dr Anderson is also a guest lecturer for the University of Pennsylvania’s Wharton Executive Education programs, focusing on the use of machine learning, AI and big data. For his PhD, he studied game theory at the University of California.

How has data and analytics maturity at NatWest evolved over the past 12 months?

COVID-19 has been a real catalyst for the maturation of data and analytics. At the highest level, it’s thrown all the chips up in the air. People didn’t know what was going to happen, they didn’t know what the impact was going to be. They weren’t sure of the risk to our portfolio, the economy, and/or behavioral change in our customers.

Because of that, nobody had a gut instinct, they had to rely on the data to be able to make decisions. That forced a lot of executives and senior people to suddenly look at the data.

That has driven a lot from the demand side. On the supply side, we’ve had to raise our game to meet that demand. We’ve had to do a lot of work around tooling and data quality to make sure that what we were supplying to the executives made sense. We developed what we called a “gold dashboard” which was all the key metrics of the bank, reported daily up to the executives.

There’s been an overall maturation of the group, our systems, and our data quality standards. It’s a 300-year-old bank, so in some cases, we’re using quantum computing and in others we have things running through a mainframe. We have one of the most used banking apps in the world and at the same time we’re managing parts of our business by manual processes. We’ve built a plan to systematically start to decommission and unwind those going forward.



Sanjeevan Bala

Group Chief Data and AI Officer
ITV

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Sanjeevan Bala joined ITV as its Chief Data and AI Officer at the height of the COVID-19 pandemic. Despite the immense personal and logistical challenges of this time, he spearheaded a group-wide data and AI strategy with an inside-out approach.

Prior to joining ITV, Bala was the Head of Data Science at Channel 4, where his award-winning team launched several never-seen-before data innovations in the media sector.

Bala's career has spanned decades and continents, from Silicon Valley startups to Australian banks. His focus is on integrating data strategies with company culture to enhance, rather than impose upon, day-to-day work.

How has data and analytics maturity in ITV evolved over the past 12 months?

We are full-on underway in a material transformation program in how we watch content. That's everything from how you discover it, how you talk about it and how you recommend it to friends. But it's also how we work, looking organizationally and saying, what needs to change around how we're going to work in the future so that we're much more digital and data-enabled?

A lot of programs go wrong because they focus on the technology, on hiring data scientists and specialists when that's the easy bit. The bit we're focusing on is winning over hearts and minds.

What will your key priorities be in 2022?

2022 for us is about actually realizing the value that we've mapped. That means ensuring that culture change sticks in the first use-cases we've mapped out. We also need to be able to track the hard numbers and the value to prove what data has done and will be able to do.

We have a whole work stream looking at benefits realization and tracking. We create a baseline and demonstrate, if we did a control group, how much of a contribution data has made. We're working with the finance teams to develop a methodology that achieves this in a robust and defensible way.

The risk otherwise is that you put a load of this infrastructure in and all you get is faster horses. And we're mindful that we don't just want to deliver faster horses in the strategy, we want to drive value and growth.



Inderpal Bhandari PhD

Global Chief Data Officer

IBM



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Inderpal Bhandari PhD leads IBM's data strategy. Under his leadership, the 'cognitive enterprise blueprint' was created, a roadmap for IBM's clients on their transformation journeys.

Dr Bhandari brings IBM more than 20 years of experience in leadership roles at companies including Cambia Health Solutions and Express Scripts/Medco Health Solutions.

He is an expert in transforming data into business value and improving customer experiences by delivering strategic, innovative capabilities that use analytical insights to enable growth and productivity.

In 2017, Dr Bhandari was named US Chief Data Officer of the Year by CDO Club. He has been featured as an industry expert by Wall Street Journal, Washington Post, US News and World Report, CNN and FOX.

What would you say have been your greatest achievements over the past 12-24 months, and why?

In the past 24 months, the IBM Global Chief Data Office (GCDO) continued to accelerate the adoption of trusted, enterprise-wide data sets and data standards, advancing IBM's efforts to embed AI across our business.

Our transformation journey of applying AI into our major business processes

and touching the entire enterprise with IBM's Data Enterprise Platform brought to 100K+ IBM users a whole new level of business-driving insights, as we focused on advancing our data platform to build on hybrid cloud and data fabric capabilities.

The Chief Data Officer is becoming a pivotal member of the C-suite for organizations across the globe, providing a competitive edge in the AI enterprise journey. Due to the increasing privacy regulations, another focus of our IBM GCDO team was on preparing the enterprise for compliance.

Externally, we are leading the conversation with clients to understand their transformation needs and showcase how our data and AI solutions - that transformed our own IBM's processes - can help their businesses.

Lastly, we remain focused on our most valuable asset, our employees. Active listening and co-creating with employees were two of the most important things that we dialed up at IBM when COVID began. In the GCDO, we are dedicated to our employee's well-being, education (skills of the future), empowerment, and progression. Our employees are empowered to reach decisions in their area of expertise regardless of rank or title, which has led to great success within GCDO and best-in-class engagement.



Maritza Curry

Head of Data
RCS Group

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Maritza Curry is the Head of Data at BNP Paribas Personal Finance South Africa, in its global Chief Data Officer community. In South Africa, the French international banking group trades as RCS Group.

Curry has worked in data analytics for 20 years. But since 2012, she's focused on helping organizations, both in South Africa and Australia, to formulate and execute their data strategies.

In 2015, she completed her MBA at the University of Stellenbosch Business School, where her research report was on how to measure the value of data analytics in organizations.

How has the data and analytics maturity in your organization evolved in 2021? What new challenges is this giving rise to? And how are you working to overcome them?

The one major advantage that we have at RCS is that we've always had a really strong analytics community. We're making great strides in driving a positive data culture and actually building on that community, extending it into the rest of the organization.

We've started an initiative called 'data bytes', a community open to everyone

at RCS. We have monthly knowledge sharing sessions where we share what we're doing with data and analytics. In addition, there is an online 'data bytes' community where we share data and analytics news and a leaderboard through which we reward participation in the 'data bytes' community.

One of the most exciting (and unexpected) outcomes of 'data bytes' is that it encouraged the data office to partner with other teams, like learning and development and marketing, giving us the opportunity to combine forces to drive our departmental initiatives through collaboration and co-creation. No one is successful on his or her own!

What advice would you give an aspiring data and analytics leader to help them prepare for the role?

The skills that are sometimes overlooked are the transformational skills because, by their nature, data strategies are transformational.

The skills a data leader needs include change management, empathy, influence and the ability to create, articulate and drive a shared data vision. It's also important to be a community builder, because data and analytics always starts and ends with people.



Brian Ferris

Chief Data and Analytics Officer
Loyalty New Zealand

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Brian Ferris has worked in information technology for about 20 years and has extensive experience leading data and analytics teams while managing projects and building solutions in a global environment.

Before joining Loyalty New Zealand in 2020, he spent three and a half years as Nike's EMEA Data and Analytics Director, based in Amsterdam. There, he built and led the team's data capability, migrated the business to the cloud and built an advanced analytics function to deliver value to the business.

At Loyalty NZ, he champions a high performing agile culture and is reinventing loyalty data and analytics with new platforms and advanced analytics.

What would you say have been your greatest professional achievements of the past 12-24 months, and why?

I have seen a lot of progress since joining Loyalty NZ two and a half years ago. Top of the achievements list has to be our cloud migration and strategic partnerships.

Firstly, we're very happy with our cloud migration and in just a few weeks (March 2022), we'll be completely out of our data centers and have no on-prem presence. This has been a big journey. We've turned off a number of pretty clunky on-prem solutions in making the move and that opens up a whole range of opportunities for the next few years.

We have also introduced a totally different way of working with some of our key vendors, which is really bearing fruit. We're investing in more meaningful, longer-term partnerships; I'm not a big fan of RFIs and RFPs and that real 'nickel and diming' transactional approach to vendors.

I find people tend to get what they pay for and what they invest. So, we identified a number of key vendors that we wanted to commit to and build a strategic partnership with, and they've done the same. What we're seeing is that they're putting a lot of investment back into us. The longer-term benefits we're getting from this approach are colossal, particularly in the cloud space.



Sarah Gadd

Head of Data and AI Solutions
Credit Suisse

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Sarah Gadd is Global Head of Data and AI Solutions at wealth manager and investment bank Credit Suisse. She has more than 15 years' experience using technology to drive change across business divisions and corporate functions in the financial services sector.

Gadd created Credit Suisse's Analytics Community Forum three years ago, to highlight the firm's data-driven success stories. She also leads Credit Suisse's AI governance and is a member of the Bank of England and FCA's closed **AI Public-Private Forum**.

Alongside her AI governance and data science center of excellence roles, Gadd works closely with Credit Suisse's Group Chief Data Officer, Adrian Pearce PhD. Her team is responsible for the firm's big data platforms.

What would you say have been your greatest achievements at Credit Suisse over the past 12-24 months?

I've been holding a lot of knowledge sessions internally and externally, with data scientists, students, business leaders and project managers, on

how they should think about AI ethics, focusing on making this a more natural, tangible topic.

We're a large wealth management company, with a huge number of employees spread globally, across many different offices and divisions. We have been breaking the divide down in the space of data analytics and data science, so people can understand what colleagues are doing.

So, whether I'm creating a visualization or doing analytics or building machine learning in one part of a division, it's getting that out there and adding transparency, so the broader bank can understand and potentially cross-leverage the work that has already been done, or the lessons learnt.

Then, on the platform side of things, we've been building a 'data access framework', tying data governance to data analytics. So, leveraging data governance for a data shopping cart experience, where we can shop for quality data assets from across the firm and streamline secure data access for analytics.



Shreya Goswami

Chief Data and AI Officer
Microsoft (Middle East & Africa)

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Shreya Goswami is responsible for the growth of Microsoft's data and AI Azure solution business across the Middle East and Africa.

She is passionate about enabling organizations to be data-driven and the impact that advanced analytics and AI can have on businesses and their digital transformation journeys.

Before joining Microsoft, Goswami spent 17 years in financial services, including at banking group Absa. As the bank's first female regional CDO, Goswami led her team to the Best Technology Initiative – Rest of the World award at the 2019 Financial Innovation Awards.

Would you please start by telling us a bit about your greatest achievements over the past 12-24 months?

What stood out for me is the number of people that we have reached out to in a short space of time, educating them,

making them aware of what they can do with data analytics, artificial intelligence, cloud computing. Previously, I could only do that within a limited network. Being at Microsoft gives me a huge platform to do this.

It's also helped me realize the data maturity of different industries; they're embracing new tech to drive revenue.

How has the data and analytics maturity in your organization evolved in 2021? What new challenges is this giving rise to? And how are you working to overcome them?

The data maturity at Microsoft has to be very high. It's the way the business is run. We have to practice what we preach; that's why we often share our own journey with clients. Data journeys rely on commitment from organizational leadership. You're not going to see results in a year or two, so consistent commitment and support are important.



Thierry Grima

Group Chief Analytics Officer
ENGIE

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As ENGIE'S Group CDO, Thierry Grima drives data transformation at the energy firm, supporting business entities in an international and multicultural environment. His focus is on promoting data literacy across the organization and keeping its data technology at the cutting edge.

Grima has been working on global data programs for 22 years, with a focus on multinational organizations. His passion is building novel tools (and even games) to develop data literacy and ease of support.

Before joining ENGIE, Grima was the CIO for AXA's Data Innovation Lab, where he led a big data engineering team with a yearly budget of €20 million. He also led data management and business data strategy in western Europe at tech consultancy Accenture for more than 15 years.

How has data and analytics maturity at ENGIE evolved over the past 12 months?

I think the maturity has significantly improved. This is primarily due to being able to onboard stakeholders and lay the foundations for our transformation program over the last 12 months.

We have hundreds of terabytes of data. We see value in that data.

We have the technology to analyze the data, and we are working on making sure those tools are useful to people across the organization with different levels of data literacy – not just data scientists.

However, we still need to be able to convince some stakeholders.

If we do not progress faster, it's not because of a lack of data or lack of technology, it's because of the human element.

At the end of the day, ENGIE is an industrial company. To make money we produce and sell energy, it's as simple as that. Data is this fancy new thing, but the core of the business is the same as it was before the data age. Naturally, people ask: why should we change?

Addressing this reluctance is the missing piece in many organizations. You need to educate people that the game has changed otherwise they will get left behind. This is why I spend most of my time on data advocacy towards identified influencers in local entities.



Noel Jarrett

Chief Data and AI Officer
Telstra

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Noel Jarrett joined Telstra, Australia's largest telecommunications provider, in January 2012, with more than 20 years of senior roles within the industry under his belt.

For the best part of a decade at Telstra, Jarrett has held directorial roles, leading teams in operations, customer service improvement and data. In 2018, he became Telstra's Chief Data and Automation Officer, and he took on his current role of Chief Data and AI Officer in September 2020.

What would you say have been your greatest professional achievements of the past 12-24 months?

Some of the major achievement highlights I would list within this role so far include:

- Building the data and AI foundational capabilities and embedding a 'Think Data First' culture that facilitates the business to derive value from its data assets, while at its core keeping our customers as the primary focus
- Establishing the data and AI center of excellence, which has provided Telstra with ready access to its vast data assets, improving confidence

in the quality and reliability of our data, along with its role in driving enhanced business insights and decision-making

- Securing broad senior stakeholder recognition and buy-in of the criticality of data and AI to Telstra's [T25 strategy](#)
- Creating the roadmap to deliver T25 data and AI strategy

What are the key things you hope to achieve in the coming 12 months?

We plan to design and build the next phase of Telstra's data and AI blueprint to deliver its T25 strategy. Additionally, we expect to realize the benefits of applying AI to Telstra's rich data assets to derive value and opportunities for our customers, processes and business operations.

We will also continue to monitor and influence global innovation, regulation and trends in responsible AI, General Data Protection Regulation (GDPR), data sovereignty and consumer data rights (CDR) for both their direct impact on Telstra and partner countries' law and practices when hosting and accessing data.



Deepak Jose

Global Director - Demand Analytics
Mars

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Deepak Jose is a digital transformation, commercial strategy and analytics leader whose career has spanned global organizations such as Coca-Cola, insurance provider Asurion and decision sciences firm Mu Sigma.

As Mars's Global Director of Demand Analytics, Jose leads a team of data scientists and business translators around the world, working on analytics transformation programs. The team's priorities include strategic revenue management, route to market optimization, portfolio simplification and more.

Jose is also an Executive Data Council member at New York's BCI Summit, an exclusive insights program for Fortune 500 and banking executives. He holds an MBA from George Washington University School of Business.

Would you please start by telling us a bit about your greatest achievements at Mars over the past 12-24 months?

When I started on board at Mars, we were doing a fantastic job at descriptive and diagnostic analytics, which essentially focus on what is happening in the business and why it is happening. A priority over the last 12-24 months was to move towards predictive and

prescriptive analytics, which ask what is going to happen in the future and what are the actions we should take?

This means prioritizing finding the right problem to solve over solving the problem right, working in partnership with the rest of the business in a cost-functional setup leveraging user centricity and design thinking to reframe the problem before we go and solve it.

We moved towards a value-led approach to analytics. I've seen many different approaches in my career: automation-led, where you automate a lot of data then give it to the business to generate insight; insights-led, where a central team generates insights without worrying about automation or value; then value-led, where business problems lead the analytics strategy.

Transitioning to this value-led approach, especially in our advanced analytics team, is what I am most proud of. We want data and analytics to generate profitable growth for the company rather than generate a lot of analytical tools that nobody uses. This has led to the development of programs, such as strategic revenue management, that have driven significant value creation for the organization.



Maciej Kaliszka

Head: Analytics (Corporate and Investment Banking, Pan-Africa),
Absa Group

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Having gained extensive experience as a Strategy Management Consultant at Accenture, Maciej entered the banking industry with a passion to deliver data as an asset and a catalyst to business growth and optimization.

He recently earned a post-graduate qualification in AI, machine learning and data science from the University of Texas and uses his broad business and technical expertise to galvanize insights into action.

He became Absa Group's Corporate and Investment Banking Pan-African Analytics Head in October 2021.

Would you please start by telling us a bit about your greatest achievements at Absa CIB over the past 12-24 months?

Over the last few years, we've successfully established data and analytics as a value lever that we can pull across the entire organization. The business is now certain that data and analytics is the future and is putting its support into our strategy, and it's become central to theirs.

This is where the magic happens; a co-creation of data and analytics value across the bank. And if you just think about the size of the organization, getting this type of commitment across such a broad audience, and especially in banking, is a really great achievement.

What will your key priorities be in 2022?

This year was about maturing the business data assets we built in 2021. We don't want to build more without understanding the value that our 2021 data assets are providing to the business.

A new year brings new priorities. We have to make sure we always align to the most important things business wants us to solve. We're now going back to what we've built, measuring what value we've added and now aiming to connect the deployed business data assets together so we can create a wider data value ecosystem.



Aleksandar Lazarevic PhD

VP of Advanced Analytics and Engineering
Stanley Black & Decker

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Aleksandar Lazarevic is an award-winning AI and Data Science executive with 19 years of experience spanning multiple Fortune 500 companies.

He currently leads Stanley Black & Decker's efforts to drive impact through AI and advanced data analytics. His responsibilities include providing a scalable, enterprise-wide data platform and using machine learning and AI to solve business problems around supply chain optimization, pricing, ecommerce, sales and marketing and customer experience.

Previously, Lazarevic was accountable for building overall Aetna's analytics solutions in healthcare fraud, waste and abuse detection.

He is also a frequent conference speaker and has co-edited a book on cybersecurity analytics, written eight book chapters and published more than 50 research articles, which have been cited more than 6,500 times. He holds a PhD degree in machine learning from Temple University.

Would you please start by telling us a bit about your greatest achievements at Stanley Black & Decker over the past 12-24 months?

Being part of a company that offers a wide range of products and services to our customers, our centralized analytics organization also works on many product areas including problems in supply chain management, pricing,

e-commerce, sales and marketing, and procurement. We recently also started to work in people analytics.

Maybe we could start with procurement. We generated a procurement analytics tool that leveraged commodity pricing, currency changes, labor and other external data to predict cost fluctuations and make procurement recommendations. This tool helped planners to better negotiate rates with our suppliers. It's saved close to \$100M in both direct and indirect spend over the last two years.

In supply chain analytics, we created a dashboard visualization tool that tries to determine the root cause for missing **customer fill rates**, based on certain material information, manufacturing information, logistics information, distribution center information, and especially the availability of distribution centers. It predicts the fill rate in advance and recommends areas where we need to improve this.

In the e-commerce space, we created our 'voice of customer' visualization tool that evaluates social media information. By using natural language processing and text analytics machine learning based algorithms we are able to automatically identify persistent product quality issues, warranty issues and recall risks. By analyzing this information early, we were able to increase the efficiency of how we handle these issues.



Natalia Lyarskaya PhD

Chief Data Officer
ZestMoney

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Natalia Lyarskaya PhD, is Chief Data Officer for financial services company ZestMoney. She joined the firm as its Head of Decision Science in 2015. Today, she leads its data science and AI strategies and is responsible for establishing a data-driven business culture across the organization.

Dr Lyarskaya has more than 15 years of data leadership experience and was previously leading data science and innovation at payday lending company Wonga. She earned her doctorate in economics from Sorbonne University.

What would you say have been your key achievements at ZestMoney over the past 12-24 months?

The first one is the complete restructuring of our data science capabilities. They were previously coupled with the credit risk strategy vertical because, initially, the key use case for applying data science was data- and algorithms-driven credit underwriting process, i.e. how we onboard new customers and how we take decisions about their credit line, interest rates, etc.

With the business scaling and growing, we realized that it's the right time to apply data science and AI capabilities

outside just credit strategy. We've been doing a lot of POCs [proof-of-concepts] with the collection, the customer support, the marketing and the product teams. So, we decided to separate from the credit strategy team completely and create a dedicated, centralized data science and AI capability.

Together with this, the fact that many POCs that our data scientists have been working on have successfully transformed into live functionalities and features means this was also the year when stakeholders across multiple functions realized and could actually see the value that data science and machine learning capabilities could deliver to them.

How would you say ZestMoney's data maturity evolved in 2021?

We're now building certain systems at scale, where we go beyond just a POC stage and are doing a lot of experiments, A/B testing and moving towards scalable and agile solutions. The next step for us is doing that, not on a case-by-case basis, but actually having a proper infrastructure in place by creating fully functional MLOps system to deliver AI solutions faster and in a more robust and controlled manner.



Nollie Maoto

Executive Head: Business Intelligence,
Analytics, Planning and Monitoring, **FNB**

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Nollie Maoto is a business intelligence and analytics leader with 14 years of experience across the telecoms, financial and consulting industries.

She also serves as director in various companies and sits on several boards. Most recently, she was appointed as an advisory committee member for CDO Magazine's editorial board.

Maoto is the South African Country Head for leadership organization Strategic African Women in Leadership (SAWIL). In December 2020, she was selected as one of the winners of the inaugural SAWIL Trailblazers Awards.

How has the data and analytics in your organization evolved in 2021? What new challenges is this giving rise to and how are you working to overcome the challenges?

When the pandemic struck and agents needed to work from home, we still had to ensure that productivity remained consistent. We were able to use data and analytics to manage the agents' productivity and customer experience.

One of the things we did was create a geolocation dashboard to actually track where all the agents live and, with loadshedding in mind, we linked the dashboard to City Power (Johannesburg's municipal power utility). So, when we know that your area is scheduled for a power cut, we tell you in advance so you can work from the office to limit disruption.

We also using analytics to monitor things such as background noise and dead air in agent calls with customers and system outages and downtime.

COVID-19 also pushed the bank's mobility 2023 strategy forward. We were already planning a hybrid work model for our bank employees. Part of the project will ensure that when you're working at home, the bank supplies you with the necessary tools to perform your work to make sure employees are always connected, especially during loadshedding or any other power interpretations.



Paul Morley

Enterprise Data Executive
Nedbank

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With almost 30 years of experience in IT and data, Paul Morley has been recognized internationally for his leadership and commitment to innovation in the global data community.

Morley has led hundreds of millions of dollars' worth of enterprise solution implementations in South Africa, the Middle East and the UK.

At Nedbank, one of South Africa's big four banks, he's responsible for delivering on the bank's regulatory commitments. He participates regularly in data 'think tanks' and speaking engagements, sharing his knowledge with like-minded and passionate people.

Would you please start by telling us a bit about your greatest achievements at Nedbank over the past 12-24 months?

The first thing is realizing the impact I've had on people as a coach and mentor. A young man I had a chat with about a year and a half ago recently made contact again to thank me for the impact that conversation had on him. I was really proud of that moment because, when you reflect, you realize that the little things can actually change someone's direction in life.

The second is around our enterprise data program. We were the first bank to go to the cloud on our SaaS/SAS platforms, our backbone. We implemented these high-speed analytical file systems in around nine months. We did it in cooperation with Wits University. We've played a small part in contributing to the history of South Africa. We were the first in a number of areas concerning best practices.

What will your key priorities be in 2022?

I've got two. The first is to continue upskilling my staff. I'll continue my accelerated education program because we've got a lot of technology we've deployed in the last year and a half, so we need to reinforce what we've learned across the data enterprise. I'm into cross-skilling. It won't just be about specialization.

The second goal is to further embed AIOps deep into the enterprise – like, at an operational, server, storage, user access level, right down to mobile.



Sahar Nezami

Senior Director, Advanced Analytics and Data Management, Internal Audit, **CIBC (Canadian Imperial Bank of Commerce)**

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Sahar Nezami joined CIBC as a Senior Manager of Finance Decision Management in July of 2005. Since then, she has held several roles in finance, decision intelligence and data. She became the Senior Director of Advanced Analytics and Data Management for Internal Audit in March 2016.

Nezami is a software engineer and master's and MBA graduate with more than 15 years of business experience in building and leading teams that apply analytics to a wide range of problems and opportunities.

She is a regular speaker at leading data analytics events and conferences, co-chair of the CIBC International Professionals Network, and a Mentor for the Toronto Region Immigrant Employment Council.

Would you please start by telling us a bit about your greatest achievements at CIBC over the past 12-24 months?

I would call outstanding talent management one of our biggest accomplishments in the past two years. Here's why:

The nature of our role is very interesting. We are tool agnostic and skill agnostic as well. When you land in my shop, you

can be working with any type of tool or any type of database depending on what the client is working on. So, we have very specific, best in class talent management policies to make sure that people stay with us and grow with us as they are learning new skills and honing the ones they have.

We also look for or develop talent that is business savvy and able to communicate with non-technical partners. To be successful as a data analyst in audit, you need to be working closely with every other business, asking questions, understanding both data and processes outside of your domain of expertise, and being able to articulate your findings and insights.

How do you go into somebody else's business and work with somebody else's data and still deliver a quality job? The skills that you really must know are interviewing skills. How do you ask the right questions? How do you learn somebody else's business in a short period of time? Data profiling, and the like, all become very important.

And lastly, we've introduced several programs to make sure that people are rotating into analytics from every part of the bank. We are now actually a leading destination for top analytics talent.



Ian Oppermann PhD

Chief Data Scientist
NSW Department of Customer Service

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Ian Oppermann PhD is the Chief Data Scientist for the New South Wales state government in Australia and an Industry Professor at the University of Technology Sydney. Dr Oppermann has nearly 30 years of experience in the fields of ICT and data and analytics and is a thought leader in the area of the digital economy in Australia.

What will your priorities be in 2022? And what are the key things you hope to achieve in the coming 12 months?

Smart cities, AI and data sharing are the three major areas.

In the smart cities case, the New South Wales Government has set up the Smart Places Acceleration Fund. We're about halfway through allocating that fund and the projects we are seeing are becoming increasingly innovative and ambitious. These projects are all about the outcomes, getting meaningful indicators in place, and building those journeys of community and even journeys of infrastructure. New South Wales really is moving the conversation forward with smart cities and smart places.

In the AI space, the New South Wales cabinet is soon to endorse our AI assurance framework, the first of its kind in Australia. When it does, we then need to build it into an actual tool, which interestingly will have AI in it, which means it needs to be reviewed by our AI committee. Bringing that to life and making sure that we have a useful yet generic assurance framework to apply to all AI projects in the state will be important.

In data sharing, the big one is to get the standard finalized within the standards body JTC1. With the working group that's on it, we got really close. But we aren't likely to get it over the line this year. It's a consensus building process. We want this to encapsulate as much data usage as possible, and we have spent a lot of time trying to put our arms around everything, which takes time, but we were determined to do it. Building consensus on every use of data is a big job.



Jawad Raza

SVP - Head of Data Analytics, Big Data and AI
Meezan Bank Limited

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Jawad Raza started his career in Canada and worked in London for several years. He is currently based in Pakistan and is SVP, Head of Data Analytics, Big Data and AI at Meezan Bank Limited.

Raza oversaw one of the largest strategic projects for Meezan, which included data initiatives such as installing data champions within business units and launching a 'data super league' for change management. This resulted in several new data use cases.

Raza also has a degree in accounting and finance from Canada's Simon Fraser University.

Would you please start by telling us a bit about your greatest achievements at Meezan Bank over the past 12-24 months?

We started the bank's greenfield big data AI project. My biggest achievement was making it live with about four use cases, including machine learning use cases, delivered to the bank that are now in production. You read stats such as 82% of all big data projects fail so you feel the odds stacked against you. So, when you deliver a project which has never been done before in the organization, it's a huge achievement.

We're even starting to see some change within the company. People are relying more and more on data than gut feelings. The data is now permeating into the organization. We're even using prediction and probability to tell how many ATM cash withdrawals can happen across the 900 ATMs we have across the country without cash outages and without adding extra cash into the system.

The exciting part about the whole transformation is when you start getting feedback from the organization and someone tells you your system has helped them cut time off some of their tasks. It's satisfying.

How has the data and analytics maturity in the bank evolved in 2021? What new challenges is this giving rise to? And how are you working to overcome them?

I'd say we took quite a leap here in the sense that business has actually started believing in it and asking for more of it. The challenge now is meeting that demand because they've tasted blood. As data has become more critical to business, we need to do more to make sure the information is available 24/7, not just nine to five.



Rogayeh Tabrizi PhD

Founder and CEO
Theory+Practice

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Rogayeh Tabrizi PhD is a tech leader helping Fortune 100 companies connect with their customers to create delight and value.

Dr Tabrizi studied her master's in experimental particle physics at Simon Fraser University in Vancouver and worked on the ATLAS Detector at CERN. She earned her doctorate in economics, focusing on social and economic networks and game theory as a more effective way to engender positive change in the world.

Seeing the need for large enterprises to understand their data to connect with their customers in a meaningful and personalized way, Dr Tabrizi founded Theory+Practice. This company deploys AI tools in retail and finance to create intelligent interventions which drive value.

Would you please start by telling us a bit about your greatest achievements at Theory+Practice over the past 12-24 months?

There are two things. The first is team-focused and the second is client-focused.

I have a very specialized team. We come from a broad range of disciplines. I'm a physicist and economist, and I have several other people who have very similar backgrounds to me. There are also computer specialists and data scientists.

I feel very proud when I think about how a very culturally, intellectually, and professionally diverse group of people has come together and learned the languages of each other and our clients with humility and curiosity. By doing this, we are unlocking incredible potential, creating tangible value and tackling seemingly impossible problems, and to me, this is one of our greatest achievements.

I'm also proud of how effectively we partner and communicate with our clients. We help them find the right questions, shed light on the assumptions they are making without realizing, and decode their problems by extracting signals out of their data and turning them into action. We have an excellent track record with our clients in terms of the value that they see in tackling truly difficult data problems. I am truly grateful and proud of the partnerships that we have built in the last year.



Harleen Thethy

Head of Analytics, BBC StoryWorks
BBC Global News

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Harleen Thethy has been Head of Analytics at BBC StoryWorks - BBC Global News since December 2018. She began her career in analytics as an Operations Analyst at investment firm Pendragon Capital Management and has held senior positions at The Economist at biotechnology firm LGC.

Thethy earned a law degree from the University of Westminster and studied IT Systems Management at the University of Oxford. She also participates in regularly in Corinium's Leading Female Data Executives roundtables and panel discussions.

What would you say have been your greatest achievements at BBC Global News over the past 12-24 months?

I genuinely think our successes are reflected in our team. Seeing the passion and enthusiasm from my team is so rewarding. It's important to remember that not all successes are about improving or resolving your day-to-day business issues. The current

climate has taught me to step back and reassess the social or charitable involvement that I've partaken in my career.

What are the key things you hope to achieve in the coming 12 months?

One area I'd like to focus on in the year ahead would be predictive analysis to enable storytelling through data, particularly when looking at client campaigns.

I think it would be beneficial to take learnings from our existing data and use those to shape strategic predictive analysis, and essentially take a guided approach to data-driven forecasting.

Being in a position where we have can predict our audience and their trends, so we understand their engagement with our content, even prior to it being created, would enable us to adapt our products, or style, to ensure we can tailor our approach and evoke the desired responses.



Peggy Tsai

Chief Data Officer
BigID

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As BigID's Chief Data Officer, Peggy Tsai drives data strategy and product development to provide organizations with platforms that enable actionable data-driven insights.

Tsai has spent almost two decades working in data and held leadership roles at Morgan Stanley, AIG and S&P Global. She speaks, writes and podcasts extensively about data and her experiences working in tech and corporate environments.

Tsai is passionate about improving visibility and support for women in data. Her writing can be found in FINTECH Circle's The AI Book, and she is co-host of the Data Transformers podcast with Ramesh Dontha.

What will your key priorities be in 2022?

I'm very excited about 2022. There's a lot of exciting things that we've built the groundwork for in the last year or so. The concepts of data discovery

and how to incorporate more machine learning AI into the data management framework and responsibilities are going to be key. That's going to become clear to a lot of the data industry leaders today.

A personal priority is to continue cultivating a data-driven mentality, thinking about how to incorporate and operationalize these technologies and processes into the day-to-day work of data practitioners. My goal is to think about adoption, about usability, identify business priorities and challenges then tie that into the products that we have coming out next year.

I'm excited to be continuing conversations with Chief Data Officers in the industry and thinking about what their needs are and supporting them. Whether it's in terms of education, data literacy or helping to improve their culture. Ultimately, it comes down to: how do I make their lives easier with better data governance tools?



Geraldine Wong PhD

Chief Data Officer
GXS

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Geraldine Wong PhD is Chief Data Officer for soon-to-launch GXS, a financial services organization born out of a joint venture between telco giant Singtel, and Grab, an all-in-one ‘super app’ that offers delivery, merchant services and ridesharing across Southeast Asia.

Dr Wong was recently named among Singapore’s Top 100 Women in Tech by the Infocomm Media Development Authority.

What would you say have been your greatest professional achievements of the past 12-24 months, and why?

It’s been a busy 12 months since I joined GXS, which has been awarded one of Singapore’s four digital bank licenses by the Monetary Authority of Singapore. I was one of the first few appointed within the bank, as the Chief Data Officer.

With technologies that today enable us to do more with data, we are in a really exciting time to push the boundaries of digital banking. With the ability to be more creative, more innovative and

more agile, we can improve access to financial services and empower more people across the region to reach their aspirations.

I see the task of creating GXS’ data strategy from a blank slate as a privilege. One of the achievements in the past 12 months has been establishing the data partnerships within the consortium, which was not an easy task given that each company has its own sets of governance, policies and processes.

Having established these partnerships, we can leverage data assets and technology within the ecosystem to drive our goal of promoting financial inclusion across the region and to create an engaging experience for customers.

At GXS, we also take the trust of our stakeholders very seriously. I’m proud that, over the past year, we have created a set of robust policies, processes and systems to managing, processing and protecting data in service of and for our customers.



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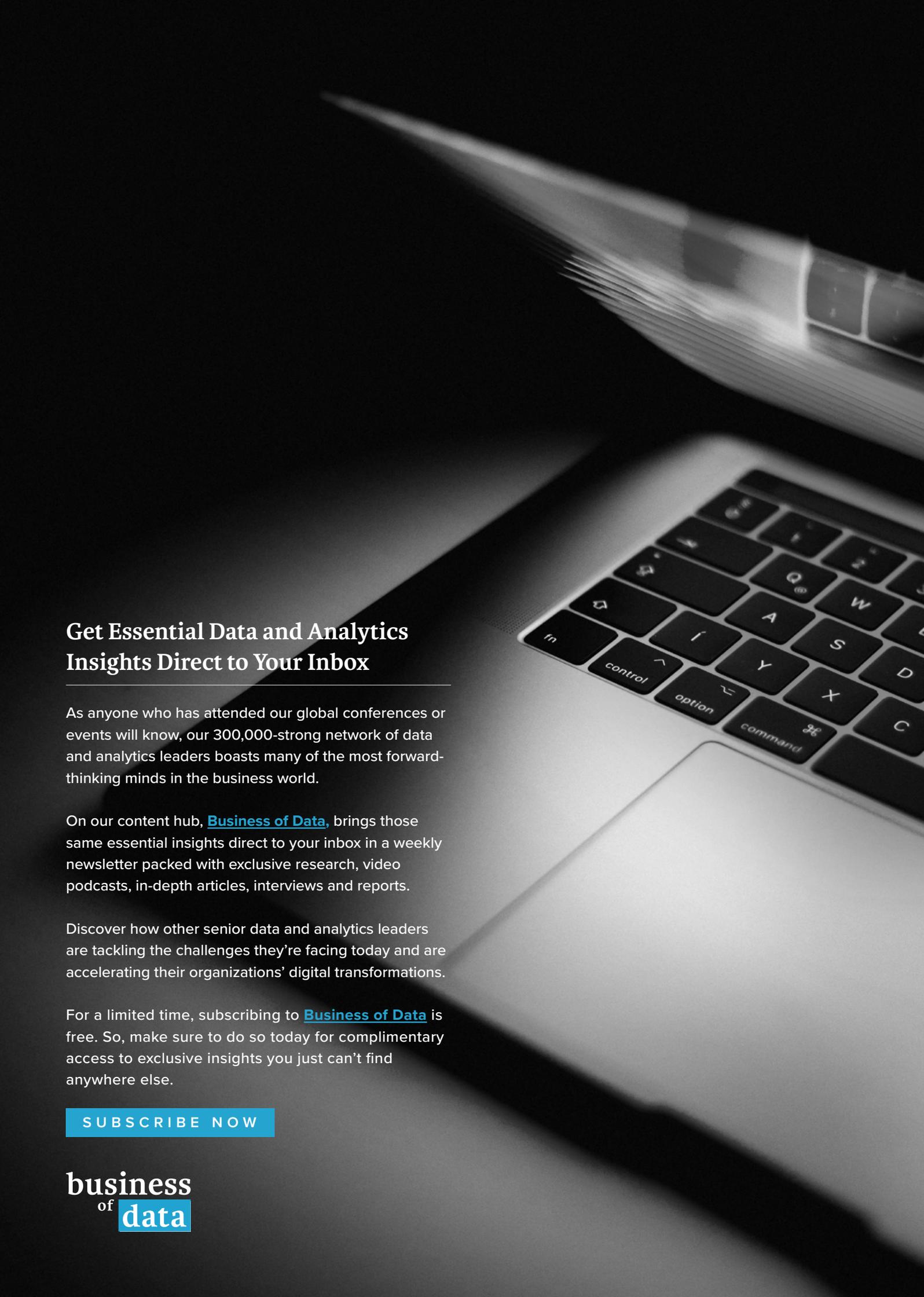
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About the Editors

Gareth Becker is an experienced editor and content marketer and produces B2B stories that focus on emergent trends in data and analytics, cloud computing, information security and more.

He works with world-leading brands to shine a light on fresh ideas and innovative products using a range of multimedia content.

To share your story or enquire about appearing in a Corinium report, blog post, or digital event, contact him directly at gareth.becker@coriniumgroup.com



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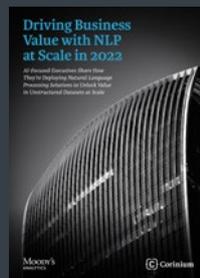
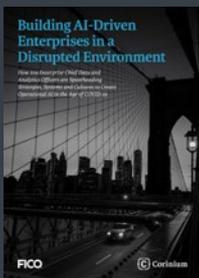


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