

# Face-to-Face with Data and Analytics Leaders



An Interview Series With  
12 Data & Analytics Leaders



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# INTRODUCTION

In a world where digital transformation is key, data & analytics plays a vital role in the success of organizations large and small. Utilizing them can unlock knowledge which can inform business decision making, which is essential in today's competitive market.

Corinium Global Intelligence recently profiled a selection of the leaders who are pioneering the use of data and analytics within their organizations, and who are using up to the minute technology to stay one step ahead in a business world that changes almost daily.

We found out what they think of the data and analytics industry today, and what key things will form part of the future of data and analytics.

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## Interviewees



Vijay Venkatesan  
Senior Vice President -  
Chief Data Officer  
**Providence**  
**St. Joseph Health**



Jeff Bodzewski  
Chief Analytics Officer  
**M Booth**



Dipti Patel  
Chief Data & Analytics  
Officer  
**Vituity**



Inderpal Bhandari  
Global Chief Data Officer  
**IBM**



Michael Berger  
Vice President, Population  
Health Informatics and  
Data Science  
**Mount Sinai**



Anand Rao  
Innovation Lead;  
Data and Analytics  
**PwC**



Ursula Cottone  
Chief Data Officer  
**Citizens Bank**



John F. Carter  
Senior Vice President,  
Analytics & Business  
Insight  
**Charles Schwab**



Amy Gershkoff  
Chief Data Officer at  
**Ancestry**



Allison Sagraves  
Chief Data Officer  
**M&T Bank**



Jose Murillio  
Chief Analytics Officer  
**Banorte**



Liz Rowe  
Chief Data Officer  
**State of New Jersey**

Interviewees were featured in the prestigious  
**Top 50 Data and Analytics USA and Canada Professionals Report**



# Face-to-Face with Data and Analytics Leaders



## Vijay Venkatesan

Senior Vice President - Chief Data Officer  
**Providence St. Joseph Health**

 [providence.org](http://providence.org)  751 connections

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

I am humbled and honored. These recognitions are the result of the hard work and efforts of our teams and organization that support us. I am very privileged to be mentioned alongside such great pioneers from different industries and backgrounds.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

I was genuinely surprised as I believe that the work you do on a daily basis is recognition enough. If you are helping your teams create value and the organizations realizes the benefits of that value, this is in essence the reward of working in data and analytics..

### Why did you choose a career in data and analytics?

I have a passion for data and analytics and I believe that it tells an organization's story of inter-connectedness. Even when systems are not truly interoperable, the data can be the connection layer to bring that value into the open.

### How did you get into the data and analytics industry? Tell us a bit about your career path in data and analytics.

This was a conscious decision to move away from system implementations to understanding the value of the systems through the analysis of data being captured. This led me to start thinking about connecting data across systems to tell an organizations story and their strategies.

Healthcare was a calling for me as I have always believed in the ability of human beings to heal one another. People utilize healthcare in their time of need. Easing their way during their time of need or engaging them in a proactive manner is an awesome responsibility. Data can be a powerful connector between caregivers and consumers of healthcare and can pave the way for simplifying health.

### What has been the highlight of your career in the data and analytics industry so far?

Highlights are many, but one that I always am proud and humbled by is to help teams believe in the power of the possible. When people see transformations or their ability to create value with data, that sense of accomplishment and satisfaction is worth the price of admission.

### What do you expect 2018 to be like for the data and analytics industry?

2018 is going to be the year of Big Data and AI in the industry. The ability to move beyond retrospective and be more prescriptive and prospective is the new normal. Many startups are focused exclusively on accelerating the AI adoption by offering machine learning or model-as-a-service. In addition, migration to the cloud is becoming mainstream for large enterprises that want to leverage AI for business transformation.

### What are the best projects you have worked on in data and analytics so far in your career?

The simplest and the honest answer is every project I have worked on is the best project because we are trying to improve quality or lower costs so that we can serve the organisation's mission.

## What is the best thing about working in the data and analytics industry for you so far?

Every day is an opportunity to learn and grow with the amount of disruption that is occurring in this space. The goal for data leaders is to separate the signal from the noise and focus on real value versus perceived value.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

The data and the analytics space is growing at an exponential rate and there are more startups than consumers but we still have not tackled the basic foundations of data at scale. To have a robust data platform still requires data collection, harmonization, master and reference data management, quality and stewardship. If the foundation of your house is not strong, then structure will not sustain the additions. However, it is critical that data leaders do not take years to build the foundations but find strategic partnerships to accelerate the foundation building.

## What has been your toughest lesson in data and analytics to date?

The toughest lesson in data and analytics is always being mindful that this is not a technology conversation but a culture change conversation. It is about inviting people in to a culture of collaboration and convergence. Shifting the mindset from “monarchy” to “democracy” is the hardest lift, but data leaders must find innovative ways to break through the noise to create an impact.

## What have been the biggest barriers to advancing the data and analytics capability in your organization?

The leadership in our organization have been great champions for data and analytics as a system shared services function. The barriers of a shared services organization is that each part of the system exhibits different maturity levels and it is important for a data leaders to remind themselves of the Maslow’s laws of hierarchy.

Some folks are hoping to get their basic needs met while others are at self-actualization. Understanding these varied perspectives and creating a strategy that balances the run the business and transform the business imperatives is a must.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

Cloud and Big Data along with Machine Learning and AI has revolutionized the data and analytics landscape. Enabling performance and agility at scale, which used to be expensive propositions, are relatively economical now. In addition, the ability to do real-time or near real-time analytics with low investments is another differentiator in the data and analytics marketplace. Prediction at scale leveraging machine learning and NLP, as well as algorithms that enable process automation are the emerging trends that have the potential to transform the landscape.

## Has there been a particular data or analytics solution that has revolutionized the industry?

There are many industry leaders in this space. Amazon, Google, IBM, Microsoft, Oracle, SAP to name a few have all made tremendous strides. The goal that is still eluding all the major ones is the ability to create an interoperable ecosystem. The wave of the future is moving more towards action-oriented enterprises by leveraging the power of data. This will require some paradigm shifts and a heavy focus on interoperability.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

First and foremost you must have a passion for data and its power to transform, coupled with being clear eyed about the opportunities and the challenges. Data journeys are not quick hits or one-hit wonder conversations or careers. It has to do with being a student for life and learning that strategy and technology are enablers to winning the hearts and minds, but not the panacea.

**A**s the Chief Data Officer for Providence St. Joseph Health (PSJH), Vijay Venkatesan is accountable for the creation of a next generation data and analytics strategy that accelerates the use of data, analytics, mobile-ready apps and machine learning to advance PSJH mission and strategies. Prior to joining PH&S, Vijay served as vice president of enterprise data management for Sutter Health. Under Vijay’s leadership, Sutter Health made great strides advancing its capabilities around data, reporting and analytics. He was instrumental in advancing several regional and system wide strategic priorities in support of the shared savings program, advanced illness management, epic clarity reporting and other quality-related initiatives. Vijay also served as vice president of analytics and business intelligence for Sutter’s physician services.



# Face-to-Face with Data and Analytics Leaders



## Inderpal Bhandari

Global Chief Data Officer

IBM

 [www.ibm.com](http://www.ibm.com)

 571 connections

 @valuefromdata

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

I can say it was very humbling and an important recognition – not only for me, but for the great team here at IBM. I am very proud of the work we have accomplished here in IBM's Global Chief Data Office, and I am very confident in our ability to make an impact as we move forward. IBM is one of the largest enterprises in the world so, by successfully establishing a data strategy and AI capabilities here, it is a very good example for any other company, no matter the size, to follow. I truly believe the work we are doing here is revolutionary, so I am very happy to be included in this award.

### Why did you choose a career in data and analytics?

My PhD was in applied AI, and while I was studying for that, I worked with one of the founders of AI – Herb Simon. Data is the underlying key to AI, so it was a natural path. Every opportunity I have had since then, while working in AI, had been founded in data. From my time at IBM Research, my Advanced Scout program that mined data for the National Basketball Association, running my startup Virtual Gold, being the first CDO in healthcare, then later on creating the CDO role in four different organizations – data has always been at the heart of my career.

### Tell us a bit about your career path in data and analytics.

I hold a Master of Science Degree in Electrical & Computer Engineering from the University of Massachusetts and a PhD in Electrical & Computer Engineering from Carnegie Mellon University. That set the foundation for a longer than 20-year career in leadership roles at such leading companies as Cambia Health Solutions and Express

Scripts/Medco Health Solutions. Prior to joining IBM, I served as Senior Vice President and Chief Data Officer of Cambia Health Solutions where I led the development of Cambia's data strategy and drove the transformation of the company's consumer experience strategies.

Prior to that, I served as Vice President of knowledge solutions and Chief Data Officer at Express Scripts/Medco Health Solutions, where I was responsible for maximizing the utility of the company's data and its readiness to respond to emerging market trends. Prior to that, I founded Virtual Gold, growing the company into an international market leader for data mining of a call center and professional sports data.

### What has been the highlight of your career in the data and analytics industry so far?

Establishing a legacy in the field by creating the Chief Data Office for four different companies. The senior leaders I hired in those companies are now all CDOs/CAOs/CTOs in their own right.

A close second is winning the 2017 U.S. Chief Data Officer of the Year award. This has been the biggest highlight because the winner of the award is voted on by a large group of industry peers. There is no greater honor than to be recognized by one's peers.

### What do you expect 2018 to be like for the data and analytics industry?

We are already seeing major enterprises adopt machine learning and other AI capabilities into their business processes. By the end of the year, we are expecting these technologies to actually generate revenue. Much of this will be due to more advanced data lakes that make it easier to access massive amounts of data and conduct analysis on this data.

In terms of actual data, the amount of information from the IoT will continue to grow, and merged with open source technology and machine learning, this will result in unlocking key business insights which will lead to better products and services.

Essentially, 2018 will be the year that businesses transition from adopting and implementing cutting edge technologies, to generating tangible value from them:

- We will see companies begin to exploit the natural synergy between AI, blockchain and IoT
- We will also see the first exploratory works in quantum computing applied to AI

## What are the best projects you have worked on in data and analytics so far in your career?

My current project – transforming IBM into a Cognitive (AI) Enterprise as a showcase for our clients to replicate has been the most challenging, exciting, and rewarding project thus far.

My time spent as a Chief Data Officer in the healthcare industry means very much to me as well, because it was all about improving the quality of care and lowering the cost of healthcare for people.

## What is the best thing about working in the data and analytics industry for you so far?

It has been the growth of the Chief Data Officer position – from the “king of the data warehouse” to “Change Agent in Chief”, and being able to be a key and integral part of this evolution.

Recently, it has been building the Cognitive Enterprise Blueprint. After garnering feedback from our internal driving of IBM’s transformation, as well as speaking with clients and analysts, we arrived at a four-part blueprint for the Cognitive Enterprise around Data, Technology, Business Processes, and Organizational/ Cultural Considerations. This is the culmination of the transformation we are driving internally at IBM and a strong foundation for our clients to use to accelerate building their own cognitive enterprises.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

It would be to bring the workforce along faster as we transition to increasingly efficient approaches:

- I would like to see universities keeping pace with the industry. Advanced analytics and AI programs are around, but I would like to see them more widespread and emphasized in education
- I also wish our industry was able to move faster. Namely, speeding up our ability to retrain top technical talent with continuous emerging technologies, and speeding up our ability to scale the critical work we are doing.

## What has been your toughest lesson in data and analytics to date?

This role has not been so much about data and analytics as it has been about being a change agent – changing structure, culture, people and organizations. There is a culture of siloism across the industry and I have learned that these barriers must be broken down in order to make an impact.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

The internet really ushered in the era of Big Data, as well as the largescale data collection that followed. The development of extremely powerful computers which, when combined with massive datasets, are able to learn at a rate and pace that we would not have thought possible even five years ago. These are really the foundations for the power of our industry today.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

The first thing I would say is: great choice. But do not just focus on data and analytics - focus on being a change agent - on changing the world. Extend yourself to understand, learn, and apply AI, and recognize the importance in changing the people around you for the better.

**I**nderpal Bhandari recently rejoined IBM as Global Chief Data Officer. In this newly created role, he will leverage his extensive experience to lead the development of IBM’s data strategy. Inderpal brings to IBM more than 20 years of experience in leadership roles at such leading companies as Cambia Health Solutions and Express Scripts/Medco Health Solutions. Prior to joining IBM, Inderpal served as Senior Vice President and Chief Data Officer of Cambia Health Solutions where he led the development of Cambia’s data strategy and drove the transformation of the company’s consumer experience strategies. Prior to that, Inderpal served as Vice President of knowledge solutions and Chief Data Officer at Express Scripts/Medco Health Solutions, where he was responsible for maximizing the utility of the company’s data and its readiness to respond to emerging market trends. Prior to that, he founded Virtual Gold, growing the company into an international market leader for analytics in call centers and professional sports. Inderpal is an expert in transforming data into business value and improved customer experiences by delivering strategic, innovative capabilities that use analytic insights to enable growth and productivity. He has been featured as an industry expert by Wall Street Journal, Washington Post, US News & World Report, CNN and FOX. Inderpal earned his Master of Science Degree in Electrical & Computer Engineering from the University of Massachusetts and holds a PhD in Electrical & Computer Engineering from Carnegie Mellon University.

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# Face-to-Face with Data and Analytics Leaders



## Ursula Cottone

Chief Data Officer  
Citizens Bank

[citizensbank.com](http://citizensbank.com) [in 735 connections](#) [@happyurs](#)

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

Yes, I was surprised. It was a lovely surprise and I am so honored. The list of people I'm with on there are fabulous people. I know many of them, so I was quite excited to be included.

### Why did you choose a career in data and analytics?

I don't know that I chose it. I think it chose me. The jobs I've had leading up to it. So I moved into this official data role back in 2012, and up until then, I had been in business roles. All of the business roles that I held had a data component to it, so when this role, the Chief Data Officer role became available, it was an obvious suggestion for the role. I didn't even see it at the time, but once I was in the role, I fell in love with it. It was such a perfect fit and really a culmination of all my experiences to date.

### Tell us a bit about your career path in data and analytics.

Some of the things that led specifically to it, as I said, the business roles that I had, from managing branches to building out a CRM solution for bankers on the middle market credit team. In all of those types of roles I had to deal with data. In a role right before I moved into data, I was a Chief Administrative Officer for all of the commercial businesses at KeyBank. In that role, I was doing sales force effectiveness, profitability analysis, so I had analytics teams reporting to me. Part of the biggest challenge we were having was from a data perspective. Although we had a data warehouse, it was very difficult to get data that we needed in a timely fashion that we could do automated reporting and analytics in a much more nimble way.

When we decided as a bank to fill that Chief Data Officer role, and I moved into that space, it really was a perfect fit for me. I understood the pain of trying to run businesses, trying to do your job and having little or no access to necessary data. This is crucial to undertaking the role and providing reporting and analytics much more quickly. In addition, not having the right tools at our disposal was often a hindrance to accurate reporting. In that role at Key, I was the Chief Data Officer for two and a half years before moving to Citizens where I've now been for three years. Each role has been unique in its own way. They've had different challenges, both from a data and analytics perspective.

### What has been the highlight of your career in the data and analytics industry so far?

For me, I don't know that it's specifically data-related. I've been given amazing opportunities throughout my career and so appreciate the people who took the leaps of faith with me to do these, so I think number one, moving into the Chief Data Officer role at KeyBank is probably one of the highlights. As I said, I fell in love with the role. Alternatively, I had been with KeyBank for about 17 years, and when I decided to make the change and move over to Citizens, it really was a big change for me, from working at the same place for 17 years to making that switch. Again, I'd say moving into the role at Citizens and what we've been able to accomplish at Citizens Bank in an overall picture is probably the highlight, as opposed to something individually specific.

### What do you expect 2018 to be like for the data and analytics industry?

There is an ongoing shift from data to analytics. Maybe some companies have cracked the code on the data structure foundation, data quality, data stewardship, data

governance and are easily moving into the analytics space and then much more quickly into artificial intelligence. It is a battle between the two because the challenges as we look towards those advancing analytics types of capabilities, although every company needs to move in that direction, I don't want to see people abandon the foundational work that's critical to make those advanced analytics possible.

It will be an interesting struggle between where the investments are. Are they still in foundational capabilities and governance and stewardship, or are they truly in just the advanced space? My fear is that the data scientists that get hired find frustration in the role at companies if the foundation isn't strong enough for the types of analytics they want to be able to perform.

## What are the best projects you have worked on in data and analytics so far in your career?

I'll say probably one of them that has been particularly rewarding at Citizens has been related to the customer master, an NBM installation that we've done. The movement from not having a true customer master. They had variations of them but nothing that actually brought together every customer across the entire bank with every product and service into a centralized location. Making that a reality for the bank has been probably a highlight for me because now the number of projects that need that data is growing exponentially. For people who had to build and combine their own customer data, now having that centralized source of truth is really starting to make a really significant difference in that. So I'd say that's probably one of the projects that we've worked on that has been the most significant for me.

## What is the best thing about working in the data and analytics industry for you so far?

For me, I think working in the industry itself has been the people. It's a fantastic community of people who are willing to help one another provide their expertise, their experience to help the others grow. I don't know if it's the same for other specialized areas like this, but it is the one thing that's probably been what has made me feeling as attracted to this. I like that community feeling that data and analytics professionals have created and the constant desire for innovation and growth and learning and the support that the people bring to each other.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

The technology and the continued technology advances have been fabulous, but they also make it very difficult to keep up. As we try to build the foundation, and the technology for the foundation continues to change, which changes the expectations of users, it's really hard to tow that line, especially from a financial perspective, on purchasing a tool. It's like I wish there was a much better balance between the new technologies and our ability to implement them because they take much longer to implement than they do to come out.

## What has been your toughest lesson in data and analytics to date?

I'd say the challenges around people change and cultural change, related to becoming a data-driven and analytics-oriented company. It is despite the advancements in technology, things just don't move nearly as fast when you're changing people as when you're changing the technology. The ability to get people's heads around the change that's needed, from I have data I keep in my own space that I'm comfortable with to the concept around enterprise data and working toward the enterprise goal. Everybody says that they are on board with that, but when it comes to changing their own internal processes, their own way of doing business, it's much more difficult. That cultural change, shouldn't have been a surprise. Normally, cultural change does take a lot of time, so another lesson learned is the impatience of companies overall to move faster and the speed at which technology is changing, while people are not changing nearly as fast.

## What have been the biggest barriers to advancing the data and analytics capability in your organization?

I think the cultural barriers are probably the biggest challenge because no matter how many times everybody says that they're on board, you still get some passive resistance around the change. It's not because they don't want to change, but it's hard to make that change, especially when you become reliant on the quality of your own data or what it is that you're working toward on any given day, week or a month. Making that shift is not easy so there's been no active resistance, I don't believe. I think it's all just in people's willingness to make the change when they're willing.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

Probably the biggest being for me is the Hadoop environment. The ability to do much more advanced analytics and the tools that go with that have probably been the most significant. Shifting from warehousing to big data was probably an enormous advancement from that perspective, but I don't know if there's anything else at the moment that comes to mind that I would say is revolutionizing, other than as we look toward advanced analytics and artificial intelligence.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

It depends on what starting in the industry means. For me, I believe my business background has been a significant key to my success in the role because of the appreciation that I have from the different type of roles that I had within the bank and the challenges from a data perspective. So it's much easier for me to see some of the challenges and how to solve those, for business partners within the organization.

**U**rsula Cottone is the Chief Data Officer at Citizens Bank and leads the Enterprise Data and Information Management Office. In this capacity she is driving the end-to-end processes for Citizens Bank's strategic enterprise asset, data. Previously she was at KeyBank for more than 16 plus years in various roles, and most recently she was the first Chief Data Officer providing vision, strategy and policy guidance for data acquisition, usage and management activities. From 2008 to 2012, she oversaw and directed support related functions of the Corporate Bank, including strategy, support and project management for information technology, marketing, communications, prospecting, and other Corporate Bank-wide initiatives. From 2003 to 2005 she was responsible for many facets of the Client Experience. Her primary focus included the design, development and deployment of a single instance of Siebel 7 across multiple lines of business. Her responsibilities also included the coordination of diverse project teams, including business analysts and technical resources in a matrixed reporting structure. With her Six Sigma Green Belt, she also led multiple projects through process analysis, future state design, and implementation phases.



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# Face-to-Face with Data and Analytics Leaders



## Allison Sagraves

Chief Data Officer  
M&T Bank

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 645 connections

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

It is truly an honor to be selected and I share this honor with the great data community at M&T Bank, our dedicated partners and those who have helped guide us on this emerging journey.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

Yes, it was certainly a very pleasant surprise.

### Why did you choose a career in data and analytics?

When I was in business school my favorite professor told us: "Everything you do is data." While he said that before the era of Big Data, I believed it then and I live it now. I am a strong proponent of the power of using data to make better decisions in our companies, improve the quality of life in our communities, and solve difficult problems and challenges in the world.

### Tell us a bit about your career path in data and analytics.

I have had a career that has spanned a range of functions, including technology, finance, strategy, process improvement, business transformation, risk and consulting, and most of my roles have involved being a leader and change agent. Beyond the technical and business acumen required for a data and analytics role, being a change agent is a key skill needed to build a data-driven culture.

### What has been the highlight of your career in the data and analytics industry so far?

Working with a business to solve real problems and generate business value is a very rewarding aspect of my job. I also enjoy collaborating with teams to identify ways in which they can improve their business with better access to data and more advanced analytical techniques.

### What do you expect 2018 to be like for the data and analytics industry?

I expect to see the continued rise of the Citizen Data Scientist as tools become automated and enable users to perform more sophisticated analytics without being full-time data scientists. Things like machine learning will become much more mainstream and available to business users.

### What are the best projects you have worked on in data and analytics so far in your career?

Establishing a data-driven culture has certainly been a highlight involving the collaboration of people all across our organization. It's so exciting to work with our business partners to test new ways of using data to identify ways to improve our service to our customers. It is fun to test and learn new approaches and methods. Iterate, iterate, iterate!

### What is the best thing about working in the data and analytics industry for you so far?

I love to learn and this is a constantly changing industry. There are so many talented people in this field developing new approaches and solutions every day and it is an intellectually demanding field to keep up with and one that provides enormous value. It's very exciting working on emerging capabilities and technologies that can solve difficult problems.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

As a proponent of diversity, I would like to see more women and minorities in this field. There are lots of opportunities and we need diverse opinions to challenge conventional wisdom.

## What has been your toughest lesson in data and analytics to date?

Patience. Culture change takes time.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

The sheer rise in the volume of available data as we have entered the digital age, and the lower cost of computing, along with continually enhanced technologies, have converged to enable the generation of real-time actionable insights. This is driving change across industries - from precision medicine to precision agriculture.

## Has there been a particular data or analytics solution that has revolutionized the industry?

The rise of autonomous analytics in which machines can make decisions that were once made by humans will be a game-changer on a scale we cannot begin to contemplate.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

Learn everything you can. There is so much information available, and there are classes and certificate programs available online. Data is transforming every industry, so immerse yourself so you can understand how data is changing medicine, agriculture, transportation, retail and financial services, to name a few. Research what employers are looking for and equip yourself with the skills to earn your first opportunity. Work hard and continue learning as this is a field with boundless opportunity. Go for it!

**A**llison Sagraves is the Chief Data Officer of M&T Bank and has more than 25 years of experience in financial services and consulting. Through her work in data science, Allison developed an interest in Citizen Data Science, and is a promoter of this emerging field which she believes holds significant potential to effect positive change. Allison has held leadership positions in many disciplines including risk, technology, finance, and operations. Leading many enterprise change initiatives, she has worked for Barclays Bank, American Express, Deloitte, and served as Assistant Staff Secretary to the President of the United States. Allison is a Harvard MBA and Smith College B.A. cum laude. She is a frequent speaker on a range of business topics, and her talk *Gravitas: The Leader's Edge* was named Best of 2014 by Ellevote Network. Allison currently serves on several non-profit boards in education and the arts. Most recently, she gave a Tedx talk on the topic of Citizen Data Science.



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# Face-to-Face with Data and Analytics Leaders



## Jeff Bodzewski

Chief Analytics Officer

**M Booth**

 [mbooth.com](http://mbooth.com)

 **1226 connections**

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

Truly humbled. The list contains so many thought leaders as well as friends whose opinions I value that to be included with them is really something special.

### Why did you choose a career in data and analytics?

I'm a marketer at heart and data has really become the core of any attempt to reach and influence a target to action. My professional goal is to get people to buy more things or services they arguably may or may not need. Accomplishing that means understanding what data is available and how to use it.

### Tell us a bit about your career path in data and analytics.

From failed artist at 17 to Top 50 data and analytics professional is likely a pretty unique career path among those on the list. My liberal arts undergrad education and early career provided a really helpful balance to the quant side of my MBA from Kelley School and shift to data and analytics, as it allows me to communicate much more effectively with business leaders and creatives about the value of data.

### What do you expect 2018 to be like for the data and analytics industry?

The democratization of data has been a big topic lately and we can thank the seemingly simple infographic for mainstreaming it. Today more people than ever understand and appreciate the value of data, but 2018 is going to be the year that controlling and manipulating data goes more mainstream. Already there are so many self-service tools that can offer some level of analysis, either descriptive or very basic predictive, and I expect that to only grow in 2018.

### What is the best thing about working in the data and analytics industry for you so far?

At a leading creative agency, it's seeing compelling ideas grounded in data about the target, competitors and brand come to life. It's so much more than numbers in a chart or spreadsheet when you turn on the TV or go online to see ideas grounded in your work come to life.

## What has been your toughest lesson in data and analytics to date?

Not everyone is excited or even as interested in what data and analytics can reveal as we are. There is a tension right now in many agencies between creatives and analytics teams on how, or even if, to shape creative ideas with data. Some still remain in the Don Draper age where instinct and the perceived ability to force a message to a consumer are the right recipe. Luckily we know that's not the case!

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

Technical expertise and the ability to providing compelling intelligence is arguably less than half of the skillset they'll need. The best solution or approach will fail without the ability to excite and interest other people who may not have the same analytics grounding. The soft skills like communications, relationship building and writing are the difference between a good and great career.

**J**eff's role at M Booth is to build and infuse a culture of data and its parent company, Next 15, that enhances the team's abilities to reach consumers, motivate them to action and deliver measurable business and brand results. He and his team have been recognized in trade media and agency awards as contributing to the success of M Booth as a function that typically only the largest agencies possess. Jeff is a senior marketer who has been an officer at some of the world's largest digital, advertising and communications agencies. He has led seven figure account teams, digital shared services and the data horizontal to help brands such as Microsoft, AT&T, Infiniti, Discover, Sprint and Carnival build relationships with consumers that drive revenue, loyalty and innovation. The Harvard Business Review recently profiled him and his analytics work at M Booth alongside companies such as eBay, KPMG and Clorox. He is regularly quoted by media ranging from DM News to NPR and has recently spoken at various conferences, such as IBM's signature Chief Data Officer Symposium, Marketing to Women and New York Social Media Week. The leading data site, iCrunchData, features Jeff as a regular contributor about the industry. He currently leads data and analytics for M Booth, the reigning Mid-size and Creative Agency of the Year, working with partners including American Express, Godiva, GM, Brooks Running and Tinder to build a culture of data that delivers the right message to the right person at the right time. Jeff has been both an entrepreneur and senior leader responsible for large P&Ls within Epsilon,



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# Face-to-Face with Data and Analytics Leaders



## Michael Berger

Vice President, Population Health Informatics and Data Science  
**Mount Sinai**

[mounsinai.org](https://www.mountsinai.org) [in 1998 connections](#)

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

Quite honored to be considered in the company of dozens of thought leaders who are helping to transform the role of analytics within their organization.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

Certainly a very pleasant surprise. Like the peers on the list I've worked with in the past, we are just trying to keep up with all the change inside and outside of our companies – there was no team to think about accolades like this.

### Why did you choose a career in data and analytics?

I had been a system implementer and lean expert for years and ended up running a small BI team, by accident if anything. But I saw the opportunity, especially in healthcare, where technology investments were capturing data but failing to make it available for continuous improvement.

### How did you get into the data and analytics industry? Tell us a bit about your career path in data and analytics.

After getting to work on a small BI team, learning about the technology and its business value, I felt that the opportunity was in enterprise data warehousing and

accompanying analytics. I found myself in a great role helping to drive strategy and got to learn about all the vendor offerings in the space and where they were seeing the introduce evolve. After getting restless waiting for my first organization to execute the data strategy, I found another home much further down the path. I learned so much about building and operating data and analytics teams, it was an amazing opportunity. I parlayed that into my first Chief Analytic Officer position at a health plan back in NYC which was my true home. Now I help my health system build and converge clinical and actuarial informatics into a population health business model with over 350k patients at risk.

### What has been the highlight of your career in the data and analytics industry so far?

Getting to work on an NLP project where we mined radiology notes for key findings that were missed by the ER and primary care providers, but we found them in the unstructured data. We were able to match these up to the patient's records, confirm their issues hadn't been resolved and got them scheduled for AAA surgery – truly saving lives through analytics.

### What are the best projects you have worked on in data and analytics so far in your career?

It's changing so fast. There is continuous disruption caused by ever increasing data, computing power and advanced analytics to solve real business problems.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

Considering data and analytics like a horizontal skill that crosses every vertical industry, we have to continue to deliver value but must change our sales pitch as analytics leaders from “we can support the business” to “we can create competitive advantage for the business”.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

It's been a combination of cheap storage, infinite horizontal computing power, IoT and open source that have provided the building blocks to enabling the rise of data and analytics as a key corporate asset. There's also been a maturing at the leadership level which has allowed us to point these new skills at the right problems.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

Learn R and Python, then learn an industry – you won't be successful without both.

**M**ichael Berger is the Head of Population Health Analytics at Mount Sinai Health Partners, which is a critical lever in Mount Sinai's vision to transform into the leading population health manager in the USA. Michael is a contributor to this vision, heading up Mount Sinai's population health analytics group. By building a team of analysts, engineers and data science unicorns, Michael leverages the understanding of claims and clinical data with data science methods and technologies to find new ways to stratify and operationalize population health management for Mount Sinai's hundreds of thousands of at-risk lives. Michael is passionate about operationalizing data science and having worked at large and complex integrated health systems, as well as heavily matrixed health plans, he has earned his stripes transforming existing reporting resources and assets into high-performing data scientists and operational analytics worth commercializing. His background in the provider and payer space enables a perspective to not only find the opportunities, but to actually bend the cost curve and improve quality. Mike's teams have taken on the challenges of value-based payments, out-of-control medical expenses and population health management through novel risk adjustment, stratification, predictive modelling and patient/ member engagement analytics. Always an industrial and systems engineer at-heart, he brings operational consistency and scale to the fastchanging world of analytics and presents his lessons of master-story-telling, at webinars and conferences.



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# Face-to-Face with Data and Analytics Leaders



## John F. Carter

Senior Vice President, Analytics & Business Insight  
**Charles Schwab**

 [schwab.com](https://www.schwab.com)

 [642 connections](#)

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this, and was it a surprise when you found out?

I was humbled to be included in such an impressive list of data and analytics professionals and it was a huge honor to find out I had been selected as one of the 50 in Corinium's list. I feel that much of this recognition has a great deal to do with the work that my team has done, so I feel it is not just recognition for me personally but also for my team who have accomplished many things along the way in data and analytics here at Charles Schwab.

### Why did you choose a career in data and analytics?

I was always very good at math and science, and I actually started my career as a university professor in mathematics. However, I had a burning desire to use all the analytics and statistics knowledge that I gained in school and use it in a practical business setting. Therefore I decided to embark on a career in data and analytics to use what I learned in school.

### How did you get into the data and analytics industry?

I was originally recruited into the industry by a company called Donnelly Marketing, as they were looking for someone to do statistical analysis for them, and I had those skills. When I joined the company, I started building predictive models and segmentation products and I was quickly able to show value to them. I hired my first team with them and my career took off from there.

### Could you tell us a bit about your career path in data and analytics?

When I started out in analytics I was working with very heavy-duty hands-on statistical analysis, but I had the opportunity to move and gain a diverse set of experiences along the way. I've had jobs in marketing, product management, operations and software development, but after doing those roles for a few years I decided that my real passion was in data and analytics. I want to continue to focus on data and analytics, which is where I am today.

### What has been the highlight of your career in the data and analytics industry so far?

My career highlight in data and analytics has been the work I have undertaken at Charles Schwab over the past six years. Charles Schwab has a terrific culture of collaboration and putting their clients first, and we've been able to utilize data and analytics to create a high impact analytics organization at Charles Schwab.

### What do you expect this year to be like for the data and analytics industry?

I think the data and analytics industry is going to grow in importance and capabilities this year. Companies like Charles Schwab and others are really starting to recognize the importance of data and analytics to serving their clients and customers, and ultimately driving growth. Also, I think that venture capitalists and vendors are saying there is a fantastic opportunity to build new products and services to support this growth in data and analytics. So, I think that data and analytics will continue to grow in importance and capabilities not just in 2018, but beyond.

## What are the best projects you have worked on in the data and analytics industry so far in your career?

Some of the best projects I have worked on so far are projects I've created that have delivered a great deal of business value, and also where I've worked in collaboration with a team. An example of this was early in my career where I worked on a project with a team which pioneered the use of market research, and audience measurement data to really help advertisers better target their audiences across TV, radio and other broadcast mediums. Those methodologies are still being used today, so this is one of my accomplishments that I am particularly proud of.

## What is the best thing about working in the data and analytics industry for you so far?

For me, the best thing about working in the industry is being able to work with smart people who are curious and passionate about using data and analytics to drive innovation and change. This motivates me to see all the great creativity and innovation across the industry overall.

## If you were granted one wish to change something about the data and analytics industry, what would that wish be?

I think one of the things that I would like to change if I could is to try and get a better balance between the hype in data and analytics and the reality. At times in our industry we have companies that really push past the hype through an innovative technology or capability. As leaders in the data and analytics industry we need to have the ability to sort through that and understand what we can do to drive value and improve the customer journey through data and analytics.

## What has been your toughest lesson to date in data and analytics?

I learnt a long time ago that trying to do things alone is a recipe for failure. The way to be successful is to create strong partnerships across your organization and collaborate effectively with your team along the way.

## What do you think have been the biggest barriers to advancing the data and analytics capability at Charles Schwab?

Charles Schwab is an extremely data driven company and we have been successful when we have gained executive support for our data and analytics initiatives.

We've been able to collaborate effectively with our business partners and other key stakeholders such as our technology organization.

## What do you think are the key things that have revolutionized the data and analytics industry to date?

I think the biggest things that have revolutionized the industry are companies that have really been able to show value around the use of data and analytics. For example, when you see political elections being won through the use of data and analytics or baseball world series being won through advances in analytics. New companies are really transforming the industry such as Uber, Facebook, Amazon, and Netflix. With the tremendous business value being generated by these companies and applications everyone takes notice and wants to jump on the data and analytics bandwagon.

## If someone came to you for advice because they are thinking about starting a career in data and analytics, what advice would you give them?

I would say that they would have to have a real passion and desire to be able to leverage data and analytics, and have a real curiosity about it along with great problem solving skills. Those who are natural problem solvers, are curious about things and really want to get into the detail of data and analytics are usually the ones who are generally the most successful in the industry. I would also encourage people to not only get technical training, but also learn some of the softer skills required to be successful, such as presentation skills, communication skills and project management. A great attention to detail is also a plus. Those softer skills are all very important to being successful in a data and analytics profession.

## In terms of building trust, how can those in data and analytics become vital partners, rather than rivals for the marketing function in organizations?

To build trust with a marketing department or organization you need to work with them in a very collaborative fashion. You need to understand what their objectives and your objectives are from a data and analytics perspective from the start and be able to translate those objectives into meaningful analytics that can help add value and insights to help those in marketing do their jobs better and more effectively.

**J**ohn F. Carter is Senior Vice President of Analytics, Insight & Loyalty at Charles Schwab. In this role, John is creating a world class analytics and research organization that provides thought leadership and actionable insights to drive company growth and client loyalty. John has extensive background in analytics, and is widely known as an expert in data, database marketing, segmentation and predictive modelling. Prior to joining Schwab, John was Chief Data Officer at Equifax, Inc. where he had global responsibility for data strategy, data acquisition, data quality and data analytics.



# Face-to-Face with Data and Analytics Leaders



## Jose A. Murillo

Chief Analytics Officer  
**Banorte**

 [banorte.com](http://banorte.com)

 **648 connections**

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

I am truly pleased to be selected as one of Corinium's Top 50 in North America! It is a great distinction and I am amazed with the impressive things that my fellow Top 50 peers are doing in their own industries. Fortunately, I have met several of them at Corinium's CDAO conferences and have exchanged very useful insights from the conversations we shared in the past.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

The truth is that I was not surprised. I am lacking modesty, but not honesty! When I started attending Corinium's CDAO forums in 2016 I understood that Banorte analytics model had some unique features that set it apart from the rest: we were built to pay off and had amazing quantifiable contributions to the bottom line. Furthermore, even though you might think that the case of a Mexican financial group could go under the radar to Corinium I am very impressed with the global nature of the company!

### Why and how did you get into the data and analytics industry?

Analytics professionals come from different paths. My case is no exception! Right after completing my PhD in Economics at Rice University I began my career at Mexico's Central Bank. For about a decade I was part of the Monetary Policy Committee conveying to the Governor's the staff's view on inflation –the key variable in the monetary policy decision process.

As a Chief Information Officer at the Central Bank I assured data quality, found new sources of data, developed information systems and apps. I guess the later was much more appreciated in the private sector. Thus, five years ago I moved to the private sector and became an Advisor to the President of the Board at Banorte –at the time the fourth largest financial group in Mexico. Soon after that, a newly appointed COO –Rafael Arana- invited me to build an analytics group within Banorte with a core mandate: translate information into profits by increasing customer equity.

### Tell us a bit about your career path in data and analytics.

Fortunately, after a little bit more than three years our analytics group has been quite successful in producing value for our customers, shareholders and employees:

- Banorte leapfrogged Citibank and Santander- our international competitors- to become the second largest financial group measured by net income generation.
- In 2017 Banorte's ROE reached almost 20% which compares very favorably to Santander and Citibank who had 15 and 9.6. %, respectively.

During this time the value created by the analytics team in partnership with the business and support lines has reached almost a billion dollars in net income.

### What has been the highlight of your career in the data and analytics industry so far?

One of the things I have enjoyed the most is having Harvard Business Review publishing an article about Banorte's analytics group early this year (<https://hbr.org/2018/01/how-one-company-made-its-analytics-investment-pay-off>).

This case study together with being listed at Corinium's Top 50 confirmed that we are on the right track to deliver more value to our customers, shareholders and employees.

## What do you expect 2018 to be like for the data and analytics industry?

The new data and analytics industry needs to prove its value. In a survey conducted by Corinium Intelligence (<http://www.corinium-digital.com/wp-content/uploads/2018/01/The-Growing-Influence-of-Analytics-Departments-on-the-C-Suite.pdf>) among 300 senior analytics professionals in the fourth quarter of 2017 uncovered that 71 percent of the respondents work at analytics units set up as cost centers and that 80 percent of the respondents do not measure their ROI. Additionally, I expect that there will be a more profound divide between traditional and data enhanced organizations that are focused on increasing customer equity i.e. transforming into smart customer centric organizations.

Both streams will be increasingly sustained by two analytics pillars that will be established in organizations: a culture of experimentation, and artificial intelligence.

## What are the best projects you have worked on in data and analytics so far in your career?

One of my favorite projects is an analytical redesign of the credit card cross sell process. This project is on its third year of maturity. As most of the successful analytics projects, this one required a mixture of science, business knowledge and distinguishing how hard it would be to sort out the inevitable institutional hurdles.

The business knowledge side: Even though this is a very profitable business, Banorte's market share was way below its natural quota, cross-sell efforts were scant with dismal results.

The science aspect: we dissected the problem and learned that we did not had good estimates of our customers income, lacked good contact data, did not use non-intrusive digital channels for the sales effort and the whole process was too cumbersome. Then we did at least 6 things right:

1. Built new income estimation models in partnership with the risk department;
2. Incorporated digital channels for the sales process in partnership with the channels MD;
3. Improved contact data by sevenfold in partnership with the CDO and channels MD;
4. Built a new offer which recognizes the fact that cross-sale customers are better than walk-ins;
5. Created a very efficient delivery process with the operations department which customers loved; and
6. Setup with the product division a multiwaving campaign effort to increase activation and first usage metrics.

In 2017 the customer equity built with this project was equivalent to 130 million usd and was recognized by the industry with the Lafferty Global Award on Credit Card Excellence (2016).

Since its inception the process has been on a continuous improvement path. Nowadays, we are doing two very neat things: nudging and using speech-to-text algorithms to improve the sales process.

## What is the best thing about working in the data and analytics industry for you so far?

I am convinced that I have the best job in the world! I have the chance to improve the lives of our many customers doing something that requires a thoughtful analysis of data, finding creative solutions and partnering with really business savvy people from the financial group in order to execute.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

Improving the communication and diplomatic skills that the very deft quant analytics professionals. This will empower them and facilitate the resources that they need to transform their businesses into data enhanced organizations.

## What has been your toughest lesson in data and analytics to date?

The most frustrating thing that can happen is when a high ROI project gets derailed or stalled because of my inability to build the necessary consensus among various stakeholders.

## What have been the biggest barriers to advancing the data and analytics capability in your organization?

The biggest barrier which I encountered at the beginning was skepticism from the business lines about the power of analytics to unleash their productivity. The organization had previous unfortunate experiences in which the business lines invested time in quasi-analytics projects without getting any pay off. Nowadays, although my business partners at Banorte might not fully understand the data or algorithms which I use, they appreciate their impact on the bottom line so they know I have their back.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

Without a doubt the power to store data and the capacity to process and analyze big chunks of data very efficiently.

## Has there been a particular data or analytics solution that has revolutionized the industry?

The big revolution is coming from our ability to hear the voice of our customers. This is improving very significantly our understanding of our customers! The big promise: artificial intelligence!

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

Develop your communication skills and be nice to your partners: analytics is a repeated game!

**J**ose Antonio Murillo Garza is an analytics leader with a distinguished track record of translating analytics into high profits. He established and leads the Analytics Business Unit at Banorte –Mexico’s second largest financial group. His team develops a deep understanding of Banorte’s customers with the aim of finding opportunities to increase profitability. He assures end to end implementation of the projects which his team undertakes. During its first year of operations (2015) the value created by the Analytics team was equivalent to 9% of Banorte’s total net profits. During the second year of operations the Analytics contribution increased to 20% of Banorte’s total net profits. In 2016 he was awarded the Lafferty Global Award on Credit Card Excellence for the impact of analytics on Banorte’s productivity. Prior to Banorte, Dr. Murillo Garza was a top ranking official at Mexico’s Central Bank, an advisor to the International Monetary Fund and taught economics at Rice University, ITAM and El Colegio de Mexico. He holds a BA in economics from ITAM (graduated with honors and received national prizes in economics from the National Chamber of Commerce and Tlacacl National Prize in Economics) and a PhD in economics from Rice University.



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# 9

# Face-to-Face with Data and Analytics Leaders



## Dipti Patel

Chief Data & Analytics Officer  
**Vituity**

 [Vituity.com](http://Vituity.com)

 1285 connections

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

I am honored and thrilled to be included in a list of such prestigious data and analytics professionals.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

It was a huge surprise to be included alongside such distinguished professionals in the data and analytics industry.

### Why did you choose a career in data and analytics?

I have always been analytical in my approach and followed my passion of using data to solve real world problems.

### How did you get into the data and analytics industry?

After my MBA, I started as a Senior Financial Analyst and over time built out an analytics department.

### Tell us a bit about your career path in data and analytics.

I have my Ph.D. in Chemistry and early in my academic career took 5 years to be with my kids. I entered back into the work force and got my MBA. I loved data and analytics and started as a senior financial analyst. That combined with my leadership skills have been key in my career. I have recognized how important leadership skills are in data and analytics and often work as a leadership coach with teams and people leaders to help build teams and develop leadership skills.

### What has been the highlight of your career in the data and analytics industry so far?

Over my career, I have had phenomenal teams and we have built many innovative solutions. Our current set of real time solutions are used by a number of clinicians in over 100 hospitals to impact patient outcome, patient satisfaction, and reduce unnecessary tests. For me the adoption and application of these innovative solutions to make a difference is one of the current highlights in data and analytics.

### What do you expect 2018 to be like for the data and analytics industry?

I expect a lot of innovation, new tools and technologies. I also envision collaboration across industries. I also see a focus on tools that can impact a process/ workflow change – as true ROI impact is when data and analytics are utilized to change a process.

### What are the best projects you have worked on in data and analytics so far in your career?

Personally for me I am energized by innovation, and as a result I often work on projects that others have either not tackled or have tackled and not been successful.

### What is the best thing about working in the data and analytics industry for you so far?

The opportunity to make a difference with data is the best thing about working in data and analytics. Data and analytics help decision making and the results have a significant impact.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

My one wish would be quicker access to data.

## What has been your toughest lesson in data and analytics to date?

The toughest lesson has been to learn how to best build tools and solutions that can change workflow.

## What have been the biggest barriers to advancing the data and analytics capability in your organization?

There are no barriers in my organization to advance data and analytics capabilities, we are a very data driven physician partnership.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

Technology, cheaper storage and processing.

## Has there been a particular data or analytics solution that has revolutionized the industry?

Many solutions have revolutionized data and analytics and it is the combination of technology and techniques that are leading the way.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

If one is passionate about data my advice to them would be to have a depth of skills in one particular data and analytics domain and then broaden their skills in other domains giving them an end to end understanding. Secondly, I suggest learning as much as they can about business process so as to build solutions that make an impact.

**D**ipti Patel-Misra, Chief Data & Analytics Officer for Vituity, leads the data analytics team with more than 15 years of success in designing and implementing data and analytics strategies for business growth in healthcare. She specializes in simplifying complex issues to drive enterprise strategic objectives and is passionate about impacting healthcare outcomes and empowering leaders to engage and change the healthcare landscape. Dipti is a member of the North Carolina Hospital Association Quality Center Board, the chairperson of the Health Informatics Board at UNC Charlotte, and is leading the effort to build an innovation lab (an industry-academia partnership). She also teaches Health Informatics as an adjunct faculty at UNC Charlotte. Dipti earned her Ph.D. in chemistry from Johns Hopkins University and a Master of Business Administration from the University of North Carolina. She has her professional coach certification from the International Coach Federation.



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# 10

# Face-to-Face with Data and Analytics Leaders



## Anand Rao

Innovation Lead; Data and Analytics  
**PwC**

 [pwc.com](https://www.pwc.com)

 [658 connections](#)

### Why did you choose a career in data and analytics?

I was extremely interested in computing in my high school days in the 1970's. That resulted in me doing an undergraduate program in Computer Science. I chose Artificial Intelligence for my PhD because I was fascinated with making robots and computer systems 'intelligent'. I was a keen student of Isaac Asimov and his science fiction stories. My interest in AI was largely kindled by my reading in Science Fiction and the future we can and should create.

### How did you get into the data and analytics industry?

I got into computer science in 1980 and then went on to complete my PhD in Artificial Intelligence in 1988. I worked in the AI industry for over a decade which prepared me well for the data and analytics wave that came in the mid-2000's. Given my work in management consulting I was able to blend my technical and business capabilities together to enter into Data and Analytics. Initially, my work was more focused on traditional statistical analysis, than on big data and big data analytics. With the next wave of AI maturing during the late 2000's I started doing more work in natural language processing, machine learning, deep learning, and agent-based simulation and reinforcement learning.

### What do you expect 2018 to be like for the data and analytics industry?

I see three major trends to play out in 2018. (1) More and more of data science is being democratized. This is leading to more automation of data science and machine learning. We will see this trend accelerate with respect to various types of data science tools and techniques. (2) Increasingly we will see the line between advanced data and analytics and AI disappear. Particularly we will see more use of different types of machine learning and deep learning across the board. (3) More people will start focusing on the risks of AI and building robust and safe AI systems, that are unbiased and explainable.

### What do you think is the key thing or things that have revolutionized the data and analytics industry?

Increased computing power, cloud computing, open source movement, availability of large volumes of data and better algorithms have revolutionized the current wave of data and analytics. Of these, the availability of large volumes of data to do supervised and unsupervised machine learning (and especially deep learning) is probably the single most revolutionary development that has fueled the excitement and growth of AI. Creation of open source data that the community can use to benchmark their results (e.g., MNIST or Imagenet data) have also helped a great deal.

## Has there been a particular data or analytics solution that has revolutionized the industry?

One of the most revolutionary solutions in the advanced analytics area is reinforcement learning – especially deep reinforcement learning. Another area that is often under-represented is agent-based simulation modeling. The combination of agent-based modeling and reinforcement learning will play a big role in generating prescriptive actions to real-world situations. We are already seeing a number of ground-breaking results in solving strategic issues for business – we call this the ‘Gamification Strategy’.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

I would encourage them to join the data and analytics industry and focus on building domain expertise, as well as deep expertise in reinforcement learning and all types of deep learning. Also the ability to work with humans and machines and draw the best of both would be critical for the future generations.

**A**nand Rao is the global Artificial Intelligence Lead with PwC. With nearly three decades of experience, Rao is responsible for a team of practitioners who work with C-level executives, advising them on a range of topics including global growth strategies, marketing, sales, distribution and digital strategies, behavioral economics and customer experience, risk management and statistical and computational analytics. His experience spans primarily financial services, insurance, telecommunications, and health care. Rao has lived and worked at clients in Asia, Australia, Europe and Americas. Rao is responsible for research and commercial relationships with academic institutions and startups focused on new and innovative big data and analytic techniques. With his PhD and research career in Artificial Intelligence, and subsequent experience in management, he brings a unique combination of business domain experience, statistical, and computational analytics expertise to generate unique insights into the theory and practice of ‘data science’. Prior to Rao’s strategic consulting career he has led and managed innovative artificial-intelligence based approaches for air-combat modeling, airtraffic management, customer service decision support, and telecommunications network management. He has also taught and supervised doctoral students at the University of Melbourne and served as the Program Director of the Center for Intelligent Decision Systems. Rao has co-edited four books and published over fifty peer-reviewed papers in conferences and journals.



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# Face-to-Face with Data and Analytics Leaders



## Dr Amy Gershkoff

Chief Data Officer at Ancestry

[Amy Gershkoff](#)

[in 768 connections](#) [@amygershkoff](#)

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

I am deeply honored to have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada, alongside such esteemed colleagues from across the industry. Thank you!

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

I was thrilled that my contributions were recognized by Corinium and my peers!

### Why did you choose a career in data and analytics?

My father has worked his entire career in analytics and was previously a CIO, so we like to say that analytics is a "family business" for us. He inspired me to enter the field by strongly encouraging me to pursue analytics and statistics courses when I was an undergraduate. I loved the courses so much that I decided to pursue a Ph.D. in this field.

### What has been the highlight of your career in the data and analytics industry so far?

Being personally selected by then-President Obama to run all media planning, buying, and analytics for his re-election campaign was definitely the highlight of my career to date. It was a tremendous honor to serve President Obama and to have played a role in helping him to be re-elected.

### What do you expect 2018 to be like for the data and analytics industry?

One of the things I'm most excited about for the data industry in 2018 is the significant increase in the number of academic programs offering undergraduate and graduate degrees in data science. In 2015, there were only six undergraduate degree programs in Data Science in the entire United States; today, there are dozens of such programs all over the country. These programs will help us create the robust talent pipeline we need to meet the demand for data scientists in the industry.

### What are the best projects you have worked on in data and analytics so far in your career?

Being part of the Obama re-election team was a tremendous honor. My team and I had a very challenging assignment: build all of the infrastructure and analytical systems from scratch to enable the President's campaign to optimize every day how they spent every dollar in voter outreach. We were advertising in literally millions of places, between the thousands of cable television channels and programs, the millions of websites and advertising networks, the hundreds of radio stations, Twitter, Facebook, YouTube... the list goes on and on. What we built was the system to track every dollar we (and our opponent) spent, where we spent it, what creative was used, what voter segments were targeted, and we then measured the effectiveness of the advertising in changing voter perceptions and potential votes.

## If you were granted one wish to change something about the data and analytics industry, what would it be?

As an industry, we would benefit from a much more diverse talent pool pursuing careers in data and analytics. The research is very clear – diverse teams result in better outcomes. Therefore, it is critical that we increase the diversity – along every dimension, including gender, race, ethnicity, age, and so on – of those pursuing careers in data and analytics.

## What has been your toughest lesson in data and analytics to date?

Hiring truly outstanding top talent is an on-going challenge. Given the popularity of data science today, many people call themselves data scientists, and know how to string together all the right industry buzzwords, and push all the correct buttons in the proper order on a software package, but actually do not have a solid understanding of the underlying mathematical and engineering principles at work behind the buttons they are pushing. So while on first blush, such individuals may appear to be highly qualified candidates, after a rigorous interview process, I often find that they are woefully under-qualified, even if they have previously worked at top technology companies. A rigorous interview process, including not only a coding test but also a “white board” test of the principles behind the code, is critical for separating truly top talent from people who have learned to push buttons according to a recipe.

## What have been the biggest barriers to advancing the data and analytics capability in your organization?

In most organizations, the barriers to advancing data science are not about algorithms or technology – it’s about educating leaders internally on how to integrate

data science within their functions, putting data science and data-driven thinking at the core of how they run their part of the business. The most successful organizations sew analytics and data-driven thinking into the fibers of how they run key areas of the company, such as marketing, product, strategy, operations, and finance.

## What do you think is the key thing or things that have revolutionized the data and analytics industry?

More and more companies are now open to becoming more data-driven, to integrating data and analytics and data science into how they run the business. This has dramatically increased the demand for data scientists and analytics professionals, catalyzing the creation of data science degree programs, and prompting more interest from all industries in data science.

## Has there been a particular data or analytics solution that has revolutionized the industry?

The advent of open-source software such as R and Python has fundamentally changed the industry. Back when I was in graduate school, advanced analytics required the purchase of an expensive software package such as SAS; today, the widespread availability of software to do advanced analytics, data science, and even machine learning and AI, has broadened the industry’s reach significantly.

## Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

This field is evolving extremely rapidly, so it’s incredibly important to stay up-to-date on the latest technology, algorithms and applications. Learning shouldn’t stop with college or graduate school – everyone should be a life-long learner.

**D**r. Amy Gershkoff is an independent data and analytics consultant, having previously been the Chief Data Officer for Ancestry, the world’s leading genealogy and consumer genomics company. Prior to joining Ancestry, she was Chief Data Officer at Zynga. Previously, Amy built and led the Customer Analytics & Insights team and led the Global Data Science team at eBay. She has also served as the Chief Data Scientist for WPP, Data Alliance, where she worked across WPP’s over 350 operating companies worldwide to create integrated data and technology solutions. She was also the Head of Media Planning at Obama for America 2012, where she was the architect of Obama’s advertising strategy and designed the campaign’s analytics systems. A successful entrepreneur, Gershkoff co-founded Changing Targets Media, an advertising analytics company. Gershkoff has been named one of the nation’s “40 under 40” leading entrepreneurs and was featured in the Washington Post as one of the nation’s most prominent innovators. She was also named one of the Top 50 Women to Watch in Tech and one of San Francisco’s Most Influential Women in Business. Her articles have appeared in publications such as the Washington Post, San Francisco Chronicle, TechCrunch, and Business Insider, and she has been a commentator on NPR, Bloomberg News, ABC, CSPAN, and for various print media outlets including the New York Times. She holds a Ph.D. from Princeton University.

# 12

# Face-to-Face with Data and Analytics Leaders



## Liz Rowe

Chief Data Officer  
State of New Jersey

 [nj.gov](https://nj.gov)

 1755 connections

### You have been selected as one of Corinium's Top 50 Data and Analytics Professionals in the USA and Canada. How do you feel about this?

It's such an honor to be recognized and a privilege to represent the many Data and Analytics professionals in the State of New Jersey and within State Government across the nation.

### Was it a surprise to be included in Corinium's Top 50 Data and Analytics Professionals for the USA and Canada?

Absolutely it's pretty humbling. There is so much happening in this space and it's changing so fast – but that's what makes this industry exciting! So much opportunity and innovation, a continuous stream of new possibilities and evolving expectations.

### Why did you choose a career in data and analytics?

I've always been fascinated with answering the questions "why" and "what if". One cannot answer either of those questions without reliable data or thoughtful suppositions to check assumptions – so it was a natural gravitational pull for me.

### How did you get into the data and analytics industry?

I started on the data and information governance side in consumer products and had a fabulous boss and mentor Pam Tann. She introduced a world to me that I didn't know existed, but once I did I was hooked.

### Tell us a bit about your career path in data and analytics.

I started with MDM, moved on to Information Governance as part of business transformation, and transitioned to Global Data Standards Development and Education.

### What has been the highlight of your career in the data and analytics industry so far?

So far I'm very proud of my participation in the drafting and bi-partisan adoption of the NJ Open Data Initiative; a bi-partisan result from a legislation and administration of different parties. The legislation codifies the role of a Chief Data Officer in state government and requires the establishment of common data standards across the executive branch.

### If you were granted one wish to change something about the data and analytics industry, what would it be?

Getting the business to understand that they can't get results they seek and a return on the analytics investment without the critical foundation of governance and standards. They don't want to hear that. The talk is all about IoT, smart cities, and AI, but your machines can't learn and your cities won't be smart unless you have your governance in place first. "One cannot fly into flying". Build the foundation first. Businesses are routinely skipping over the governance step and paying a steep price for it in rework and failed analytics initiatives.

### What have been the biggest barriers to advancing the data and analytics capability in your organization?

Not focusing on solving business problems. Achieving specific, measurable business objectives is the best way to demonstrate the success of an analytics project and move the capability forward in the organization.

### Finally, if someone came to you for advice as they are thinking about starting a career in the data and analytics industry, what advice would you give them?

Always be open and ready for change – this field lives on the cutting edge. Keep learning, never be afraid to ask questions, and take risks – innovation is driven by asking “why” and more importantly “why not”.

**L**iz Rowe is a pioneer in the new role of Chief Data Officer (CDO), a role solidifying the bifurcation of IT into distinction disciplines governing Information and Technology. She is a member of the first wave of CDOs in government. As the first CDO for the State of New Jersey, she has helped define the role of State CDO as a critical component of an effective executive branch. In the past 18 months, Liz has been recognized twice nationally for her leadership in State government, and in 2017 was recognized as one of the Top 50 Women in Government IT. As a founding State CDO, Liz was asked to build a governance organization and strategy from the ground up. Her primary mission was to develop data strategy and tie it directly to improving outcomes and solving business problems; then collaborating with the technology organization to enable it. Business strategy informing data strategy which informs technology strategy. Liz was instrumental in the development and passage of the 2017 New Jersey Open Data Initiative. As one of the primary authors, she worked with key stakeholders in both parties to define and enable Open Data within the state, as well as codify the role of State CDO; defining and ensuring the governance of data and information within and across the executive branch. Liz is also a strategic advisor to the New Jersey Big Data Alliance. She is a founding member of the International Society of Chief Data Officers, as well as a founding member of two working groups within, the National Association of State Chief Information Officers (NASCIO); Privacy and Data Protection Group, and Data Management Strategy Group. Liz is the co-author of the NASCIO Executive Issue Brief, “Data: The Lifeblood of State Government.” Liz is a sought-after speaker on big data and information governance, most recently featured in “Priorities” podcast on Data Strategy and Governance. She has presented at: the MIT Chief Data Officer Information Quality (MITCDOIQ) Symposium, The Government Chief Data Officer Forum, The Data Governance and Information Quality (DGIQ) Conference, the New Jersey CDO Summit, and The New Jersey Digital Government Summit. Prior to joining state government, Liz worked in the private sector and provided the vision and direction for the development of enterprise-level information standards; the design of integrated and coordinated data management processes across multiple functional areas, including: data acquisition, storage, transformation, delivery, access and control, knowledge management, governance; the evaluation and selection of the associated tools and technology; and the structure of the organization required to support and maintain enterprise information governance.



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# UPCOMING CONFERENCES AND EVENTS

## AMERICAS

### **Chief Data & Analytics Officer, Financial Services**

April 18-19, 2018  
Boston, MA

### **IBM Chief Data Officer Strategy Summit, Spring**

May 1-2, 2018  
San Francisco, CA

### **Chief Analytics Officer, Spring**

May 14-16, 2018  
San Francisco, CA

### **Chief Learning Officer, Spring**

May 15-17, 2018  
San Francisco, CA

### **Chief Data & Analytics Officer, Government**

May 30-31, 2018  
Washington, D.C.

### **Chief Data & Analytics Officer, Canada**

June 5-6, 2018  
Toronto, ON

### **Chief Customer Officer, Fall**

September 11-13, 2018  
San Francisco, CA

### **Chief Analytics Officer, Fall**

October 1-4, 2018  
Boston, MA

### **Chief Learning Officer Forum, Fall**

October 23-25, 2018  
Boston, MA

### **Chief Data & Analytics Officer, Brazil**

October 23-24, 2018  
Sao Paulo, BR

### **Chief Data Scientist, USA**

November 27-29, 2018  
San Francisco, CA

### **IBM Chief Data Officer Strategy Summit, Fall**

October, 2018  
Boston, MA

### **Chief Data & Analytics Officer, Mexico**

January 29-30, 2019  
Mexico City, MEX

### **Chief Customer Officer, USA**

January 29-31, 2019  
Miami, FL

### **Chief Data & Analytics Officer, Winter**

February 5-7, 2019  
Miami, FL

### **Chief Data & Analytics Officer, Insurance**

March 25-27, 2019  
Chicago, IL

## EUROPE

### **Chief Data & Analytics Officer, Europe**

September 18-20, 2018  
Frankfurt, Germany

## AUSTRALIA/NEW ZEALAND

### **Chief Data & Analytics Officer, Sydney**

March 20-22, 2018  
Sydney

### **Chief Customer Officer, Melbourne**

April 16-18, 2018  
Melbourne

### **Chief Data & Analytics Officer, Public Sector**

May 30-31, 2018  
Canberra

### **Chief Customer Officer New Zealand**

August 1-2, 2018  
Auckland

### **Chief Data & Analytics Officer, Melbourne**

September 4-6, 2018  
Melbourne

### **Chief Customer Officer, Sydney**

October 2018  
Sydney

## ASIA

### **Chief Data & Analytics Officer, Singapore**

July, 2018  
Singapore

## AFRICA

### **Chief Data & Analytics Officer Africa**

June 12-13, 2018  
Johannesburg

### **DataCon East Africa**

September 11-12, 2018  
Nairobi

### **DataCon Africa**

February, 2019  
Cape Town

### **Chief Digital Officer Africa**

March, 2019  
Johannesburg

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