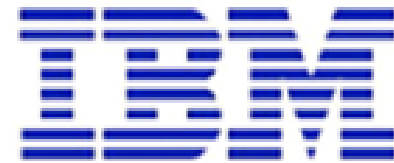


Introducing the TDWI Big Data Maturity Model

Fern Halper, TDWI
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February 11, 2014

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Analysts



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Guest panelists



Webster Mudge
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James Kobielus
Sr. Program Director,
Big Data Analytics, IBM



Donna Prlich
Sr. Director of Product Marketing,
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Matt Turner
CTO, Media and Publishing,
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Agenda

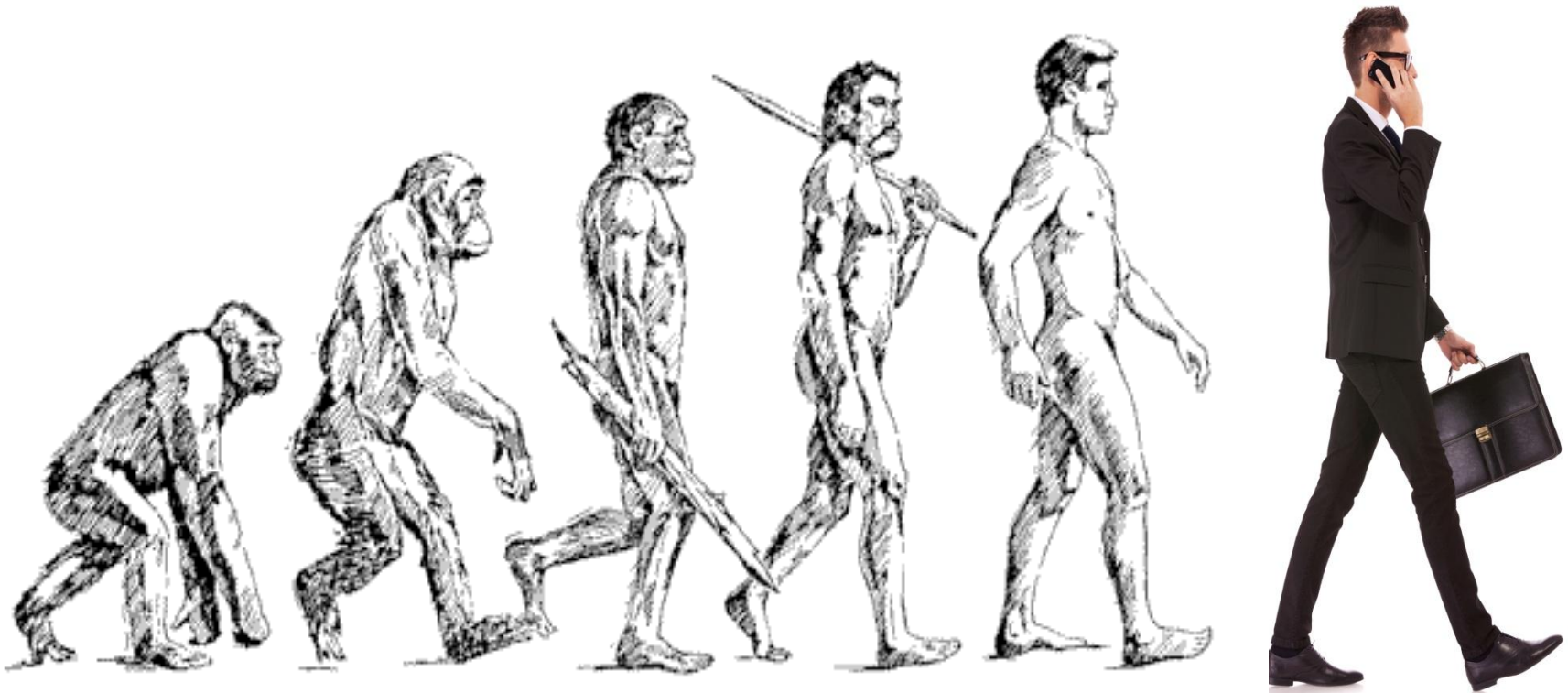
- The Big Data Maturity Model
- Some Results, To Date
- Round Table Discussion
 - *Three sets*
 - *Focused on the journey and best practices*

Big Data Stages of Maturity

CHASM



Big Data is an Evolution, not a Revolution



internet

Innovation as Way of Life

Top management is responsible for setting strategy

Getting better, getting faster is the way to win

IT creates competitive advantage

Being revolutionary is high risk

We can merge our way to competitiveness

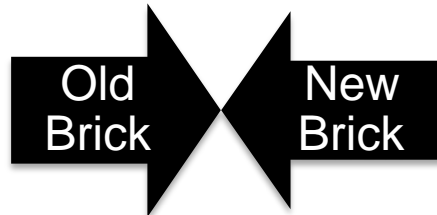
Innovation equals new products and new technology

Strategy is the easy part, implementation the hard part

Change starts at the top

Our real problem is execution

Big companies can't innovate



Everyone is responsible for setting strategy

Rule-busting innovation is the way to win

Unconventional business concepts create competitive advantage

More of the same is high risk

There's no correlation between size and competitiveness

Innovation equals entirely new business concepts

Strategy is the easy only if you're content to be an imitator

Change starts with activists

Our real problem is innovation

Big companies can become gray-haired revolutionaries

Why a Maturity Model?

- Where do I stand relative to my peers?
- What are the expectations where I am?
- What are the best practices to move to the next level?

The Big Data Maturity Model

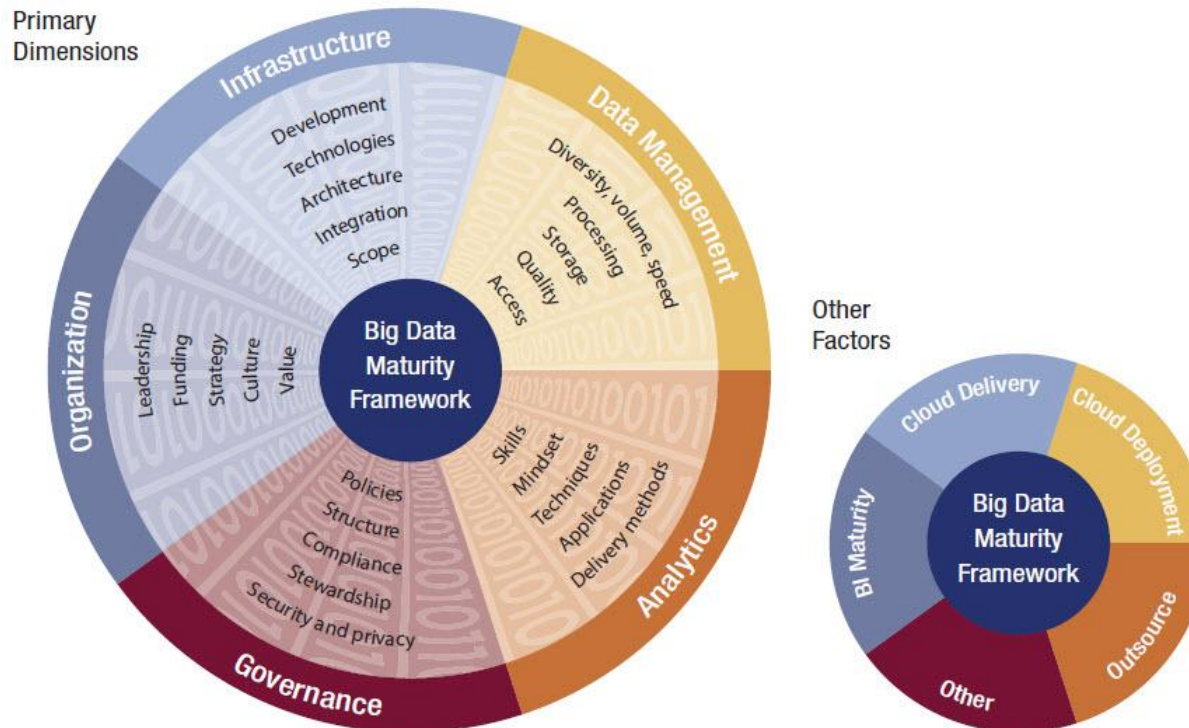
Big Data Stages of Maturity



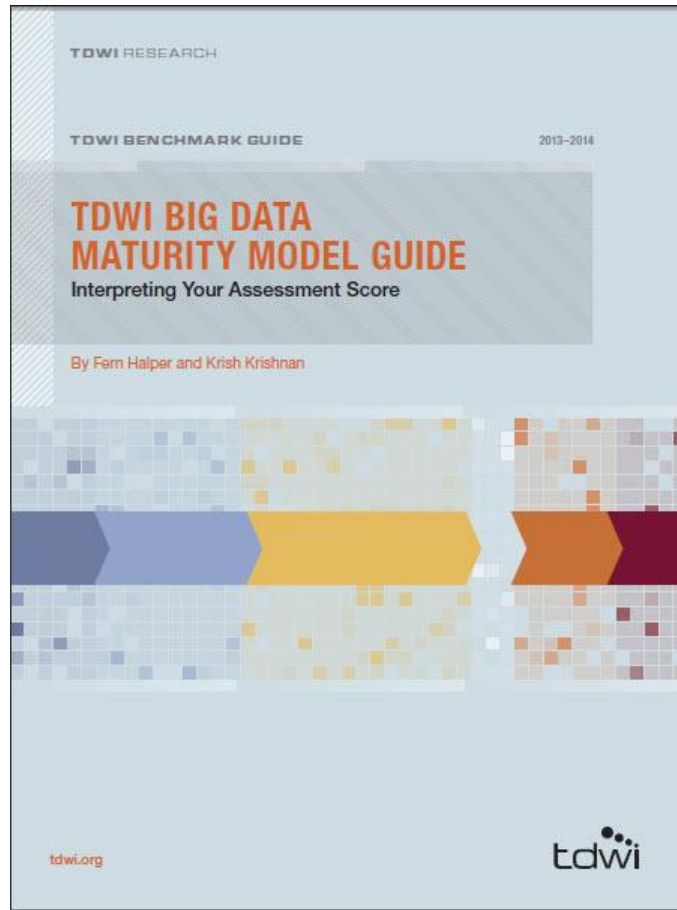
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Assessment Criteria

Big Data Maturity Assessment Criteria



The Guide



- Describes the stages of maturity
- Provides characteristics for each stage
- Explains scoring

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Enter Here!

BDMM

The screenshot shows a web browser window with the URL tdwi.org/BDMM. The page features a navigation bar with categories like 'GAIN KNOWLEDGE', 'CONNECT WITH PEERS', 'ADVANCE YOUR CAREER', 'THOUGHT LEADERSHIP', and 'PREMIUM MEMBERS'. The main content area is titled 'TDWI Big Data Maturity Model and Assessment Tool' and includes a prominent button that says 'TAKE THE ASSESSMENT NOW' with a right-pointing arrow. Below this, there is a paragraph explaining the maturity model and a diagram titled 'Big Data Stages of Maturity' showing five stages: 1 NASCENT, 2 PRE-ADOPTION, 3 EARLY ADOPTION, 4 CORPORATE ADOPTION, and 5 MATURE/ VISIONARY. A 'CHASM' is indicated between stages 3 and 4. The right sidebar contains a 'FREE MEMBERSHIP' section and a 'CHANNELS BY TOPIC' list.

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TDWI Big Data Maturity Model and Assessment Tool

TAKE THE ASSESSMENT NOW →

How mature is your enterprise's big data program?

Big data is a journey. It involves building an ecosystem that includes technologies, data management, analytics, governance, and organizational components. TDWI developed the Big Data Maturity Model to describe the stages that most organizations follow when they embark on big data initiatives. The model provides the big picture of a big data program, where it needs to go, and how to get there. As organizations move through these stages, they gain more and more value from their investments.

Big Data Stages of Maturity

CHASM

1 NASCENT 2 PRE-ADOPTION 3 EARLY ADOPTION 4 CORPORATE ADOPTION 5 MATURE/ VISIONARY

No organization evolves through these stages at the same rate or in the same way. So where does your organization fit into this picture?

Assessment Tool

TDWI developed this unique tool, the first of its kind, to help you **determine the maturity of your organization's big data initiatives** in an objective way when compared with other companies. [Complete the assessment](#) and receive a set of scores indicating your big data maturity across five

FREE MEMBERSHIP

Free membership with TDWI gives you access to sponsored content such as **research, Webinars, and white papers.**
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CHANNELS BY TOPIC

- Agile BI >
- Big Data Analytics >
- Business Analytics >
- Business Intelligence >
- BI Leadership >
- Data Analysis and Design >
- Data Management >
- Data Warehousing >
- Performance Management >
- Program Management >
- Master Data Management >

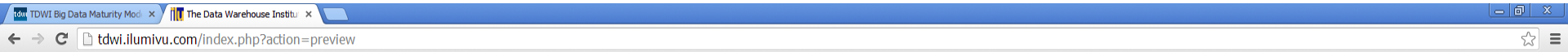
TDWI WORLD CONFERENCE

In-Depth Education in BI, DW,

WQ688 Internet access

12:20 PM 11/21/2013

The Questions



Organization

This section asks a series of questions about ORGANIZATION related to your big data efforts.

I. Leadership

1. We have both business and IT sponsorship across the company for big data and big data analytics initiatives.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

2. At least one of our executives has championed our big data effort.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

II. Strategy

3. We have a big data road map in place that has been agreed to across the company and the discipline to change the road map as needed.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

4. We have a companywide big data strategy in place, which is top down and bottom up.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

III. Culture

5. Creativity and innovation are valued in my company.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

6. We take action using big data (i.e., analytics, as part of a process, as part of a business model, etc.) in my company.

- Strongly disagree Disagree Neither disagree nor agree Agree
 Strongly agree Don't know

7. We have a collaborative culture in my company. People are willing to work together and share.

- Strongly disagree Disagree Neither disagree nor agree Agree



The Feedback: Best Practices

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Overall Score: 50/250

Organization

Your Score: 31/50

Minimum & Maximum Scores

	Min	Avg	Max
Industry: Other	N/A*		
Corp Size: Less than \$10M	N/A*		
Industry/Size	N/A*		
Overall	14.5	30.06	43

Expectations

Your score puts you in the Early Adoption stage for the Organization dimension. The expectations at this stage are:

- Several proof-of-concept projects (POC) are under way.
- Executives are sponsoring the effort (or possibly a strong product management team).
- The funding process is specified but may be at the department level.
- Big data value is starting to be seen as very important and an analytics culture is emerging.
- There may be a shortage of certain big data skills (Hadoop, etc.).

Best Practices

Companies that have moved past the Early Adoption phase to the Corporate Adoption phase need to move through the Chasm to obtain corporatwide adoption of the principles and practices surrounding big data. This is often very difficult and can take time (unless your company is very small and everyone is on board) and sometimes happens in fits and starts. Companies that have moved past this stage report the following organizational best practices:

- Obtain executive agreement. There has been a lot of work done to get executive agreement about the big data strategy. This often involves finding executives who are serious about big data. This can involve a lot of show and tell. The key is to show some wins that get people excited. Executives bring others on board.
- Continue to build trust and collaborate. There should be agreement across the organization for issues such as big data sharing. This will involve agreement among

Big Data Respondent Status: Snapshot (will update)

Early-adoption

Pre-adoption

Nascent



(Source: TDWI 2014, n=~300)
Preliminary and subject to change

Big Data Status Snapshot

- Organization
 - *Have executive sponsors, innovative culture*
 - *Little funding, early roadmaps, little strategy*
- Infrastructure
 - *Mostly DW focused*
 - *One workload if Hadoop in place*
- Data Management
 - *Sharing and good access*
 - *Collecting 2-3 kinds of data; analyzing less*

Big Data Status Snapshot

- Analytics
 - *Have an idea of business problem trying to solve*
 - *Not a lot of advanced analytics*
- Governance
 - *Feel like they understand security*
 - *Haven't put much in place*

Question 1

- Who are your customers and how are they using big data? Can you talk us through a popular use case and speak to where the customers are in the adoption cycle?

Question 2

- What best practices can you recommend for people getting started with big data and/or crossing the chasm?

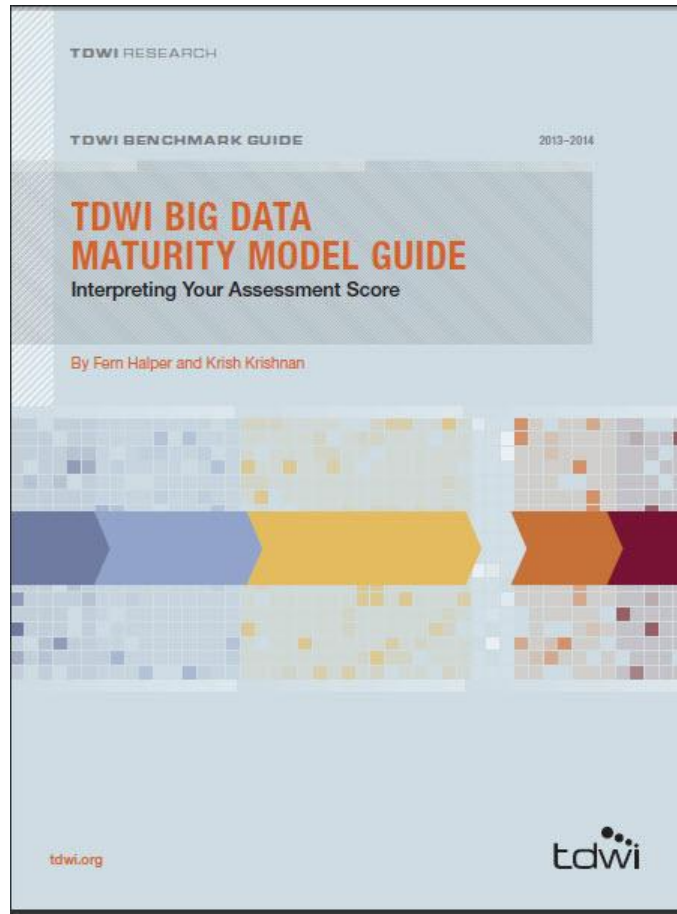
Question 3

- What does the very mature big data organization look like to you? Can you speak about that in the context of the five dimensions of the maturity model (i.e., organization, infrastructure, data management, analytics, governance)?

Questions?



The Guide



- Describes the stages of maturity
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Contact Information

If you have further questions or comments:

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