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How we chose the DataIQ Big Data 100

A combination of desk research, personal contacts and online nominations was used to put together a long list of potential candidates. At this stage, the key question we asked was the degree of visibility and engagement shown by individuals within both their own organisation and the broader data industry. Leadership of a team together with involvement in industry councils and events was seen as critical.

We have chosen a Top Ten from within this final group and placed members into five categories:

Data Titans - end-users leading the creation of business value through data and analytics.

Data Enablers - vendors and business partners who support data value creation.

Influencers - regulators, lawyers, researchers and opinion formers offering thought leadership.

Guardians - advisers who ensure best practice becomes a reality.

Rising Stars - practitioners under the age of 30 who are making their mark already.

Welcome



How do you know that something you do is having a positive impact? One sign for me was when one of our 2015 Data Titans was contacted

the day after our launch party about a top job at one of the UK's fastest-growing organisations - he is now its chief data officer. That was more proof that the DataIQ Big Data 100 is the power list of our industry.

Our purpose is to recognise the brightest and best in the industry, highlighting their achievements and how the data-driven strategies they have adopted are benefitting their organisations, rather than to serve as a recruitment board, of course. Attracting and motivating talent is vital to our industry's future (although career opportunities are obviously part of that).

It seems to be working. Ever more organisations are now using their

valuable data assets to drive business growth, reduce costs and gain competitive advantage. Ever more talented individuals are developing careers working with data.

Certainly, we have had a record number of nominations, with a surge in client-side Data Titans being identified and recognised, which made the task of selecting this year's 100 even harder. Our community as a whole has more than doubled in the last 12 months, with events and the hugely popular DataIQ Talent Awards big drivers of that engagement.

To provide even greater content and support to this growing community we have spun off DataIQ as a standalone venture focused on the data-driven practitioner community. Our former owner, DQM Group, will be concentrating on helping companies with data governance, reducing risk, and compliance, in particular with the new EU General Data Protection Regulation (GDPR).

At DataIQ, we look forward to continuing to act as the champion for the positive use of data as a valuable asset that drives business success.

Adrian Gregory,
Chief executive, DataIQ

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Deciding to support the DataIQ Big Data 100 for a second year was an easy decision to make. Easy in business terms for the focus it gave last year to everybody at DBS Data and for the positive impact it made on our clients and prospects. Combined with our support for the DMA, it established our reputation as trustworthy partners able to deliver data services to the best industry standards.

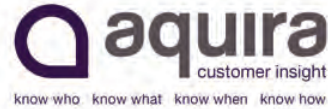
It was easy this year because of the changed climate around data and compliance. We have been pursuing a strategy of permission-led data supply since 2014 and are now seeing the benefits of a decision made ahead of the curve. The 100 practitioners on this year's list are similarly at the vanguard of the data industry, rather than having to rush to catch up with the new benchmark.

At a time when many in the data industry were still choosing to take the consumer's permission for granted, we could already see it was a game which was drawing rapidly to a close. Making the transition was not as difficult as we anticipated, especially as we achieved buy-in from the entire company, top to bottom. Ensuring everybody in your organisation is on-board with your data strategy is critical as the individuals represented here also know.

As we unravelled the twists and turns which had entered into the supply chain around compliance, we recognised how much value would be created from our new positioning. It is true that the greatest threat can often be the greatest opportunity, never more so than when dealing with a sensitive, perishable asset like data.

With nine out of ten of our staff having some direct involvement with data, ensuring they understood their responsibilities and communicating the potential rewards was essential. This year, everybody will need to follow our example and that of the DataIQ Big Data 100. Good examples make for easy lessons.

**Adam Williams, managing director,
DBS Data**



With so much change taking place in the world of data, it is important to take a moment to salute the skilled and dedicated individuals who are making those changes happen. That is why we are delighted to be supporting the DataIQ Big Data 100, especially this year when we all face unprecedented transformations to the way we work and the resources we have to work with.

At Aqira, we have noticed an acceleration in the pace of these fundamental shifts. We have worked for a long time with clients in the energy and telecommunications sectors to deliver sustainable, compliant contact strategies. Now we are seeing other major sectors, such as financial services, re-engineering their customer acquisition strategies to ensure they stay ahead of what the law demands - and what those customers expect.

For practitioners in the data industry, something of a paradox is emerging. On the one hand, new digital channels and connected technologies are creating an abundance of big data and behavioural indicators which allow unprecedented insight into prospects and customers. But on the other hand, regulation is acting to constrain where and how that data can be captured, processed, analysed and applied.

To ensure compliance, companies need to maintain a careful balance between their appetite for data and insight with their obligations around data governance. The knowledge and skills of practitioners such as the ones represented here are essential to keep driving value out of data without also creating risk. Our own lengthy experience of the evolving nature of data-driven marketing and customer acquisition means we can help to put our clients on the right side of that risk-value equation.

As 2016 unfolds, it is our belief that the positive aspects of how businesses make use of data in a compliant way will gain even wider recognition. This list with its abundance of knowledgeable professionals pursuing best practice is a good place to start.

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Aqira**

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The Power 10

Leaders in their organisations and the data industry, these ten individuals have demonstrated the real value and opportunities held in data and analytics. They are the figureheads who set the benchmark for everybody.
By **David Reed**

01 Payal Jain

Managing director, strategic analytics
Barclaycard

Path to power From SAS analyst working on marketing effectiveness, Payal has spent 15 years in consumer lending, learning the similarities and differences in consumer behaviour across six different countries. Her career has been a triangle between analytical, commercial and credit risk roles, with an understanding of data being critical to her success in each.

What was your data highlight of 2015?

“Testing new data sources and using new big data technology to create value for the business and our customers. Not only have we had new findings, the team have loved playing with the technology and experimenting.”

Why is Payal in the Power 10?

The proof of how to build a career that embraces data while staying firmly in the commercial realm, Payal has demonstrated how far dedication and hard work can take you. She is also a role model for the representation of women in the data industry, an issue she is passionate about.

02 Calum Gordon

Managing director - data, analytics and reporting
Royal Bank of Scotland

Path to power Calum is a senior professional in the financial services industry with extensive front and back office finance experience gained at Royal Bank of Scotland, Credit Suisse and Barclays Capital. He brings over



15 years of experience in developing and leading finance teams covering a wide range of products and functions. In 2013, he took on responsibility for building and developing the data, analytics and reporting function for corporate and institutional banking at RBS.

Why is Calum in the Power 10?

Since 2013, Calum has built out the analytics and reporting function across RBS, following a gap analysis and top-down mandate. In doing so, he has created probably the biggest team of analysts currently operating in the UK.

03 Andy Day

Business intelligence director
News UK

Path to power Spells at Claritas and Acxiom led to a five-year stint at Sky TV as head of database marketing and a couple of years as head of customer development at Orange. He then spent 11 years at O2, leading a business-wide transformation to create a centralised business intelligence centre. In 2013, Andy moved to News UK with a brief to put customer data, insights and analytics at the heart of its decision making, before moving on in January 2016.

What was your data highlight of 2015?

“Without a doubt, winning three awards at the annual Data IQ Talent Awards, including the Grand Prix. Given that the team had only been in existence for 15 months, these awards are recognition for the amazing talent we have assembled at News UK. It’s enormously satisfying to create work that drives deep-rooted business

change and is also recognised by the data industry and our peers.”

Why is Andy in the Power 10?

Creating the business intelligence function at News UK from scratch, Andy has seen data-driven insights adopted right through the organisation, right up to the chief executive. He inspires those who work for him and those meeting him for the first time in equal measure.

04 Chris Ferguson

Director, Government Digital Services Cabinet Office

Path to power Chris established and leads the digital group within the Cabinet Office, having been responsible for the GOV.UK Verify programme since its inception. This has seen him collaborating with leading privacy and consumer experts to shape the new identity policy and service, creating a new market for trusted identity services.

Why is Chris in the Power 10?

One of the new breed of civil servants who are transforming the way government interacts and supports its citizens, Chris has been on the fast track to the top. The introduction of GOV.UK heralds a whole new world of identity-based services which will roll out from the public sector into the commercial realm over the next few years.

05 Julia Porter

Director of consumer revenues Guardian News & Media

Path to power A former “cowboy with a calculator” (media planner and buyer), Porter spent eight years at IPC Magazines, eventually moving to ITV. Since 2013, she has been developing the Guardian’s data-driven business development, based currently around an “anonymous-to-known” strategy.

What was your data highlight of 2015?

I’m particularly proud of the Guardian’s data charter, ‘Why your data matters to us’. In a nutshell, we have produced a one-minute video, which explains in user-friendly language why The Guardian collects data and what we do with it. As a not-for-profit media organisation with no pay-wall, being able to collect and



utilise customer data transparently is key to our future financial viability. We have won a variety of awards for this work, including a DMA Gold, The Data Storytelling Awards Grand Prix and a Data IQ Award.

Why is Julia in the Power 10?

Last year’s number one has continued to drive GNM’s data-driven expansion, building its brand extensions into new turnover of £20 million, having initiated a single customer view and CRM system to support the core £40 million-plus revenues from subscriptions, events and e-commerce. She is one of the most knowledgeable and engaged people in the industry.

06 Christopher Graham

Information Commissioner Information Commissioner’s Office

Path to power Chris started working life as a graduate news trainee at the BBC, working his way up in news and current affairs to become managing editor of news programmes and finally Secretary of the BBC. In 2000, he made the move into industry regulation as director general of the Advertising Standards Authority. His tenure as Information Commissioner started in 2009 and reaches its



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conclusion in June 2016.

Why is Chris in the Power 10?

The very model of an effective regulator, Chris has managed the difficult balancing trick of increasing his enforcement powers while keeping an open door to industry practitioners, influencing European law makers towards a more practical view of data protection while proving his effectiveness to UK paymasters. His successor will have a lot to live up to.

07 Kjersten Moody

VP information and analytics Unilever

Path to power Kjersten took on the lead role for Unilever’s global information and analytics in 2014, moving to the UK to do so. The University of Chicago graduate progressed through consulting and healthcare analytics into Thomson Reuters, building a thorough knowledge of cloud, data security and consumerised IT along the way.

What was your data highlight of 2015?

“This has been a year of important innovations in the data industry, and it’s been a professional honour to bring them to Unilever and apply them for business value. It’s hard to pick a



single achievement - we have worked on a wide variety of innovations, from master data to cognitive computing, each of which is mission-critical to the delivery of leading-edge global solutions. I am also very proud of the way in which Unilever culture is adapting to make the most of these data innovations."

Why is Kjersten in the Power 10?

Bringing data and analytics into the heart of one of the world's largest FMCG companies would be a challenge for anybody - moving with a young family to a new country to do so doubly so. Keeping a strong focus on people and ensuring a coherent team culture proves the qualities and skills she has brought to the role.

08 James Morgan

Director of management information
British Gas

Path to power James has overseen the root-and-branch transformation of the management information function at British Gas, introducing genuine KPIs and a new data infrastructure. He previously introduced the business intelligence competency centre and information council at O2, having established his career at Thorn UK, Sky TV and Hutchison Telecom. James continues to be a highly-effective chair of the IDM Data Council.

What was your data highlight of 2015?

"It's been an interesting year with lots of great things happening as we have been delivering a full people, process, technology, data and culture transformation of MI within British Gas. One of the many highlights has been seeing the fruits of the work with our IS colleagues as the first set of reports was created from the new enterprise data warehouse and MI solution. The capabilities are based on Hadoop (Hortonworks) and Microsoft toolsets and the outputs are really a step change from what has previously been possible on our legacy systems."

Why is James in the Power 10?

A leader with serial successes at O2 and British Gas, James doesn't shy away from the big challenges of the data industry, whether it is starting from a blank sheet or re-engineering a legacy business. Those who have seen him chair meetings know he manages to blend effectiveness with good humour - a winning combination.



in airports and moved to Carphone Warehouse to lead its technical CRM and marketing automation strategy. This included winning an industry award for innovation for introducing real-time customer decisioning in their stores. While at Royal Mail, the initial focus was on data integrity as we headed into an IPO. We have since built an enterprise view of data integrity, visualisation and science in what was an Excel-dominated organisation. While we continue to have a strong focus on data accuracy, we are increasingly looking at using data to find insights to enable growth for the company.

10 Chris Combemale

Group CEO
DMA Group

Path to power With 35 years' experience in advertising and one-to-one marketing, Chris developed Emailvision into Europe's leading email services provider as both chief operating officer and UK managing director from 2000. He is now CEO of the DMA Group, which comprises the Direct Marketing Association, Institute of Direct and Digital Marketing and the Telephone Preference Service.

What was your data highlight of 2015?

"2015 was the year the DMA and IDM finally merged. A combined organisation will create a stronger profession by helping every company and every individual be better at what they do. A merged organisation will protect and grow our industry, inspire the best talent and be a passionate advocate of best practice, innovation and excellence. Last year also saw the conclusion of five years of lobbying on the new GDPR. While the new legislative framework heralds significant change, it is also much better balanced than earlier versions, alleviating many of the industry's worst fears."

Why is Chris in the Power 10?

2015 was not an easy year in which to be making the case for customer-first, data-driven marketing, yet Chris ensured that the direct marketing industry got its case heard and believed, while also presiding over the merger with the IDM. As a result of his leadership, practitioners are entering 2016 with greater confidence than might otherwise have been expected.

09 Robert Kent

Chief data officer
Royal Mail

Path to power A computer scientist since I was old enough to type '10 Print "hello mum"; 20 Goto 10' and impress the parents, I have been in business-facing IT roles for the majority of my 20-plus year career. The last four have been spent working for Royal Mail's CEO providing a trusted view of corporate data and leading the company's transformation in business intelligence strategy and creating the Group BI team. I have a history of leading BI and data warehousing programmes coupled with a seven year "sabbatical" on all things CRM.

Following a long period in consultancy roles, I got tired of sitting





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DataTitans

As data and analytics get adopted across every industry sector, leadership becomes more important to ensure end-users gain the promised benefits. The individuals on this list have demonstrated the commercial uplift that results from keeping focused on business outcomes.

(Listed alphabetically by surname.)

Mark Addleman

Head of customer value management
TSB Bank

Path to power A career in banking has seen Mark spend eight years at Lloyds Banking Group where his focus on customer value has covered retail banking, personal current accounts and strategy. In 2012 he took on his current role at TSB Bank where his activities cover one-to-one customer contact, customer insight and customer research, such as Net Promoter Score, qualitative and quantitative research, brand and ad tracking. He is a fellow of the Chartered Institute of Management Accountants

Martin Aylward

Head of sales
EDF Energy

Path to power Martin's role in the creation of MORE TH>N brought him to the attention of French-owned EDF Energy in 2006 as it mounted its invasion of the UK energy market. His love of all things French makes EDF a perfect home.

What has been your data highlight of 2015? It was the year when smart meters became a reality for a material number of consumers. Early adopters are able to visualise their energy consumption patterns online allowing them to change behaviours to save both money and the planet. Our current focus is to further understand this data and patterns being generated through smart technology and how we can use this insight to create

propositions and experiences that can further help our customers.

Sanjeevan Bala

Head of data planning and analytics,
Audience Technologies and Insight
Channel 4

Path to power Sanjeevan built his expert understanding of data and analytics at dunnhumby from 2002, where he was responsible for developing customer-centric strategies for clients in the media, online and financial services verticals. He joined Channel4 in 2011 to lead its innovation around the way broadcasters develop and direct a meaningful relationship with viewers.

What has been your data highlight of 2015? "Working with our digital sales team to launch the the UK's first premium programmatic video solution that is powered by the predictive models developed by my team. This is a UK first and brings unrivalled innovation in the digital video business."

Robbie Burgess

Data and technology director
Reed Business Information

Path to power Burgess started work in Tesco's commercial division when data was already central to the business. During the dot.com boom, she joined Reed Elsevier in a technical role, tasked with creating a single customer view for a group of newly-acquired online businesses. Sixteen years on, she continues to lead on data and technology as leader of a team of over



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20 data professionals.

What has been your data highlight of 2015? "Speaking at the DataIQ Link conference in October. It was really good to be among like-minded data and technology professionals who share the same challenges and can, as a consequence, also share ideas and solutions. I have followed this up with discussions with Andrew Buckley of Mastercard about 'virtual scrums'."

Mark Chapman

Director of insight and analytics
Virgin Media

Path to power Mark moved to his current role in 2015 to bring his commercial focus on CRM and business intelligence built at BT, where he was responsible for everything data, from insight and big data teams, campaign operations, real-



time decisioning and customer data warehouses. He was originally hired to transform BT's capabilities in data insight and turn it into a competitive advantage. His remit expanded to include owning all data warehousing and leading the big data agenda at BT. Prior to that, he ran one-to-one marketing teams at Lloyds TSB.

Simon Chatfield
 Head of eBusiness and CRM
 Heathrow

Path to power A former management consultant focused on digital transformation at Caggeini, Simon became the owner of Heathrow's single customer view and customer relationship management in 2012, including the operation of the Heathrow Rewards loyalty programme. He manages marketing communications to Heathrow's global customer bases, ensuring the resulting insight is available to wider business processes.

Simon is also responsible for delivering Heathrow's eBusiness strategy, improving passenger experience and driving online and in-terminal commercial revenue with new digital capabilities, such as indoor navigation, location-based marketing and electronic vouchering.

Mark Chipperfield
 Head of data management
 BBC TV Licensing

What was your data highlight of 2015?

"At the BBC last year, the highlight was probably that it was when the concept of mass personalisation finally came into sight - something which has been discussed at the BBC for at least ten years with a few false dawns. There's a way to go, but I have been particularly pleased about the way the importance of information security, data protection and privacy are being managed alongside communications, simplicity and customer experience in enabling what is hoped will be a step change in services to licence fee payers. There are parts of the BBC that have never worked together before which are doing so now. Time will tell, but it feels very exciting."

Liz Curry
 Business planning and process
 manager
 Comic Relief

Path to power Liz joined Comic Relief in 1995 after working briefly with the UN and in various marketing roles at the National Theatre. After a secondment to the volunteering charity, TimeBank, as campaign



manager, Curry returned to Comic Relief to take up the position of CRM Manager, a position she held until 2015. During this time, she realised that the thing she'd been missing all her life was a good data strategy.
What has been your data highlight of 2015? "At the end of last year, we got approval to build a single view of our supporters and buy a tool that will help us to keep our data clean. After 13 years of 'gentle' nagging, it was a wonderful moment when it was green-lit!"

Vince Darley
 Chief scientist
 King Digital Entertainment

Path to power With more than 17 years' experience in data science, Vince both oversees the development of King's team of 70-plus data scientists and is responsible for its vision for data and sophisticated analytics technology platforms to serve the business both today and in the future - including downstream and upstream data pipelines, data warehousing, real-time and batch reporting, segmentation and real-time analytics - information which is used across the business to improve the player experience. Prior to his role at King, Vince was head of analytics and optimisation, supply chain and trading systems for Ocado, and was also founder and CEO of Eurobios.





Ryan Davies
Head of loyalty
Marks and Spencer

Path to power In 2012, Ryan moved from RAPP to join the turnaround of specialist parent and child retailer Mothercare and Early Learning Centre, birthing a new connected customer journey helping the traditional bricks and mortar establishment become a digitally-led retailer. The implementation of digital receipts transformed customer visibility and built communities around stores. A new single customer view, cross-channel marketing platform and data-driven My Mothercare parenting club were launched. In 2015, Mothercare became the first UK retailer to integrate digital store receipts. This year, he has joined M&S, another retailer in turnaround looking to reconnect with its customers.

Mike de Halpert
Global head of strategic analytics
eBay

Path to power Mike has been working in business intelligence for 15 years, from creating his first integrated decision support system for Birkbeck College through to full marketing

database and business intelligence systems for Ads dot com (InterCasino) and LloydsTSB Business Lending Taskforce. He moved to eBay in 2011 to lead its brand acquisition campaign analytics team and since 2015 has taken the lead on strategic analytics globally.

Ryan den Rooijen
Head of capabilities, insights and analytics
Google UK

Path to power Ryan started at Google in 2012 as a sales analyst working with UK entertainment clients, followed by another analyst role on its new product solutions team. A year later, he moved to the global brand solutions team, focusing on Google's approach to insights. Since 2016, he has headed his current team, working on analytical capabilities for Google's sales organisation. This involves understanding advertisers' key questions and how Google is able to use its unique understanding of intentions and behaviours to address these.

What was your data highlight of 2015?
"In the last year, we have seen a number of exciting client projects around insights and analytics, really

combining the best of their knowledge as well as Google's. I love being able to work with these iconic companies as they write the next chapter of their brands."

Michelle de Souza
Head of CRM and group database
Age UK

Path to power "Back in the day, I started my fledging data career at AGB (now TNS) with an amazing job title of 'special analysis assistant'. This, of course, bore no relation to the miniscule salary or the actual duties that the role entailed. However, I still reminisce about my first foray into the world of data as I have never again been categorised as special. Career-wise, I continued on the data path, following the TNS role with employment at both Argos and the Arcadia Group before joining Age UK, where my current role covers all things data."

"As a data practitioner, I have a healthy interest in practical data know-how and have substantial experience in planning and executing data management strategies and designing data governance policies/standards. This, together with an ability to assess the value and potential benefits of new technology architectures, means that I have enabled Age UK to drive operational efficiencies and align data to its business objectives."

Norman Driskell
Chief digital and data officer
corporate services
Home Office

Path to power After graduating in physics and acoustics from the University of Surrey, Driskell got involved in the ISP sector. He moved to Scotland to run a network operations and customer contact centre for telco THUS (now Vodafone). Returning to London, Norman jumped to digital marketing and spent seven years establishing a service delivery capability for leading agency Razorfish, leaving early in 2014 as global service director. He moved to the public sector as the Home Office's first chief digital and data officer helping to deliver digital and data services for consumers and back-office operators.



Patrick Dunn

**Customer relationship marketing manager, OnStar Europe
 General Motors**

Path to power Patrick started his career in operations and multi-plant project management at St Ives before moving into marketing with a CRM focus. From health club management to marketing and CRM leadership at Cineworld Cinemas, Whitbread Hotels & Restaurants, he went on to head up a customer data and analysis team at Save the Children. Since 2014, Patrick has led the CRM programme as part of a senior management team which launched OnStar connected services to Opel/Vauxhall customers across Europe for General Motors.

Stephen Gilbert

**Chief marketing officer
 Moneysupermarket.com**

Path to power From early roles in listbroking and database agency MillerStarr, Stephen moved to Cisco in 2005 where he took on responsibility for the tech vendor's data strategy and demand generation. He crossed to Microsoft in 2012, taking up a CRM role across both B2C and B2B, supporting a more integrated brand experience and the move towards providing software-as-a-service. In 2015 he took on the CMO role at the online comparison web portal.



Above: Patrick Dunn

Fedelma Good

**Director, information policy and strategy
 Barclays**

Path to power Fedelma has spent a decade at Barclays ensuring that everything the bank does in relation to the use of information has a customer-centric focus. From being head of marketing privacy and information management, she moved

into her current role in 2013. Key initiatives she has driven through include launching "Think Accuracy" and seeing it deliver a positive improvement in data quality, as well as in colleagues' and customers' understanding of the importance of accurate customer data.

Simon Kaffel

**Head of data transformation
 RBWM EMEA
 HSBC**

Path to power After 11 years at Sky, Simon moved to Zurich Insurance in 2011 to gain exposure to global working. He was credited with changing the way the organisation used data to better understand its customers. In 2014, he moved to O2 working with a 32-strong team in information management. At the end of 2015, Simon returned to banking as EMEA head of data transformation for HSBC's retail banking and wealth management arm.

What was your data highlight of 2015?

"This is a difficult one, given that my time at O2 offered up so many opportunities. For me, however, my data highlight has been landing my new role at HSBC and gaining traction in delivering some challenging plans for global data projects for 2016."



Matthew Keylock

Director of data insight
The Net-a-Porter Group

Path to power Matthew brings 17 years' experience in using rich behavioral data to drive strategic insights and effective business tactics across multiple sectors (retail, telco, financial services, media) and markets (EMEA, Asia, Americas). His career started at dunnhumby in 1996, developing into group client services director then a US posting as SVP client solutions and SVP global partnerships, before returning to the UK as global head of data. In early 2015, Matthew moved to drive data and insight-led transformation growth at the online fashion retailer.

Sue Knowles

Marketing and administration director
Costco

Path to power A 22-year career at Costco has seen Sue take on responsibility for all aspects of marketing, as well as being head of PR. She has successfully developed a data-driven strategy for the wholesale business, creating a single customer view and driving business performance through improved effectiveness.

David Lockwood

Head of CRM
Boden

Path to power David cut his teeth in direct marketing back in 1998 at Dream Direct, progressing through buying, merchandising and marketing, before being appointed marketing director. After a short spell at The Cotswold Company in 2007/08, he joined Direct Wines as head of marketing analytics where he introduced fully-integrated, one-to-one dynamic personalisation across on and offline media, driving an increase in response and retention. In 2015, he moved to the British online and catalogue fashion retailer.

Lewis Longman-Jones

Group head of data architecture
Aviva

Path to power "I started my career as a system developer for a media practice, working with national and



international news organisations including Mirror Group and CNN. After that, I moved to Standard Chartered Bank which was where I really cut my teeth overseeing architecture, design and delivery of various technology capabilities in a diverse global business. When the long-haul travel started to get to me, I moved to T-Mobile International to run various aspects of architecture, including business intelligence and CRM. This was all about lowering costs and enhancing customer loyalty through data."

"When the opportunity of working at Telefónica UK came up, I jumped at the chance. I moved there to head up enterprise information architecture and data quality, helping to establish a data centre of excellence. I am now working at Aviva to simplify and modernise an overly-complex data landscape that has been allowed to languish for decades."

Ken Macpherson

Director of data
Telegraph Media Group

Path to power Ken started at Uni-Marketing focusing mainly on publishing clients, such as Condé Nast, BBC and IPC Media, helping them to commercialise their data

assets. He then made the move to Wegener DM and later to CACI, with both companies having extensive data offerings, before returning to the publishing industry in 2011 to join the Telegraph Media Group. There he has set up and refined the data management platform (DMP) to improve the understanding and commercialisation of first-party digital data.

Helen Mannion

Head of business intelligence
giffgaff

What was your data highlight of 2015?

"So much has happened in the last year, it is hard to choose. Setting up a big data environment, integrating a new reporting tool, identifying characteristics to reduce early-life churn, developing customer (member) lifetime value and embedding this to ensure it drives business strategy, constructing credit risk models which increased accept rates"

"If I had to choose, my highlight would be changing the culture within the team to ensure everyone's overriding focus and desire is to make insight really impact business decisions. This has led us to get some fantastic feedback from our stakeholders."

Pete Markey

Chief marketing officer
Post Office

Path to power After starting at British Gas, Pete then moved onto senior roles in the AA and Onetel, before heading to MORE TH>N (RSA), running marketing for five years, overseeing a period of record growth, helping the business win over ten major industry awards, before being promoted to CMO for RSA Group. As part of this role, he oversaw global projects including delivering of a new brand positioning across 30 markets. In May 2014, Pete joined Post Office as CMO where he is responsible for all marketing, a team of 50 and a multi-million pound annual marketing budget. His team looks after the marketing of all Post Office products,

including mail, telecoms and financial services.

Stacie Maxey

Director of database marketing
Domestic and General

Path to power Stacie has held roles within financial services, retail, agency and oil Industry companies where she has delivered single view database projects, introduced modelling techniques and usage, led data analytics teams and an MI team. After six years as data analytics manager for LV=, she moved to her current role to lead the data and analysis strategy across the group, including establishing and leading a multi-disciplined team responsible for data quality, client data management, customer modelling and analytics,



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web analytics and direct marketing campaign management.

What was your data highlight of 2015?

“I’ve spent most of my career streamlining data solutions to empower marketing teams, but my role at D&G came with the opportunity to step change performance. Moving from item-centricity to customer-centricity has been an interesting challenge, and introducing an analytics team has been a necessity. We’re now positioned to make data-driven decisions with the confidence of good outcomes. This is the first role I’ve had where I’ve actively recruited data scientists and worked with them to utilise data to drive performance step changes through the business. We’ve gone from being an ‘extremely serious’ team to engaging, thought-provoking and fun.”

Graeme McDermott

Insight and data director
The AA

Path to power After an Aviva takeover of his then-employer in 1999, Graeme headed to The AA to complete its product warehouse and lead the exploitation team. After his boss departed, he was left in charge. A few years later, he was approached to set up an internal marketing analytics team and work with the central function running the warehouse. After three years, Graeme assumed total charge as The AA headed away from its parent company, Centrica. Following five changes of AA ownership, he gained charge of its insight and data operations.

David Payne

Head of data services
Cancer Research UK

Path to power Since joining CRUK as a senior data planner in 2009, David has helped business teams across the organisation to draw benefits from the data available. Initially working on campaign selections, MI reporting, data planning and supporter insight, his role now spans the full supporter data capability. Ensuring the quality of the supporter database has been a major initiative he has led and one which has been especially crucial given the challenges facing the charity sector.



“

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➤ **Gareth Powell**

Head of web analytics
JD Williams

Path to power Gareth has evolved the analytical capabilities at JD Williams to become a crucial business resource since joining in 2010. As well as setting analytical strategy, he has ensured the spread of online data operationally across the business. He leads a multi-disciplinary team which brings together online and offline data and customer behaviour analytics to create customer insights which align with immediate business goals and long-term strategic objectives.

Brian Price
Chief data officer
Betfair

Path to power Brian recently took on his new role as CDO having been group head of data engineering at MoneySuperMarket since 2013. At the UK's biggest price comparison service,



his team included data engineers, business intelligence developers and delivery experts tasked with putting customers at the heart of all its decisions. Prior to this, Brian led the consumer markets solutions team at dunnhumby, having previously been data and insight director at TELUS Communications, the second largest telecommunications operator in Canada. Other former roles included business database marketing director for Cable & Wireless UK and Europe.

Ross Simson
Head of domestic MI transformation
npower

Path to power Since January, Ross has been supporting the new vision at npower of consistent, timely and accurate reporting based on a single version of the truth. This will ensure the domestic energy business has clear insights and calls to action for its goals. Previously, Ross spent 16 months as head of MI transformation

at British Gas identifying and mapping the MI requirements of its new enterprise data warehouse. He has a track record in insight and analytics that also saw him shaping how the BBC collects the license fee while working at Capita.

Martin Squires
International head of loyalty and digital analytics
Alliance Boots

Path to power Since 2008, Martin has led the analysis of the Boots Advantage card data, redeveloping the data warehouse and analytics toolset and developing a research and analytics team of 75. In 2015, this has expanded to include international responsibilities, leveraging the retailer's data in Thailand, Norway and the United States.

What was your data highlight of 2015?
"Maybe not the sexiest thing to pick in a year that saw interesting



Above: Alex Vass

data company purchases from Dell and Microsoft and we saw mobile internet usage overtake desk/laptop, but I think December's draft form agreement of the General Data Protection Regulation will be the thing we'll look back on as the most important event of 2015."

Alex Vass

Head of analytics
IPG Mediabrands

Path to power Alex joined IPG Mediabrands four years ago as a manager and moved up through director to head of analytics at the start of 2014. During this time, he has helped to build teams of analysts around the world, in large economies such as the UK and South Africa, but also Estonia and Columbia.

What was your data highlight of 2015?

"The most exciting thing was being asked to evaluate and improve the impact of advertising and other factors on healthcare.gov (commonly known as Obamacare). I find it amazing to think how improving communications leads to more people having health cover in America and eventually to actively saving lives. My family has a strong medical background and I've often felt that, by not choosing the same path, I've missed out on contributing to society. But now

"I'm improving people's health and wellbeing in my own way."

Jon Waring

Director of customer marketing
Screwfix

Path to power Jon joined Screwfix in 2015 after a year as head of customer base marketing for Hutchison 3G. He was previously head of customer analytics and database marketing for Aviva UK from 2011. Jon's career spans large data owners in telecoms, utilities and financial services, building a reputation for his skills in real-time decisioning.

What was your data highlight of 2015?

"I have two highlights in 2015: 1) joining a fantastic, forward-thinking organisation (Screwfix) with an amazing multi-channel data asset; and 2) gaining agreement to implement a new customer database and real-time customer management system to drive some truly innovative omni-channel customer marketing from this data asset."

David Watkins

Head of data
Yell

Path to power Dave recently left RSA, where he was chief data officer, to take up his new position. A computer



science graduate, he joined ISL in 1993 where he was part of the team developing the data mining tool Clementine (now owned by IBM and called Modeler). After ten years as a predictive analytics consultant, he took over running the information management team at ING UK. Moving to O2 in 2011, he helped drive strategic change through the use of analytics, before joining RSA in 2014.

Peter Williams

Head of enterprise analytics
Marks and Spencer

What was your data highlight of 2015?

"The democratisation of data at M&S. The analyst community I've created has grown to stretch across all areas of the enterprise. Focusing on collaboration means it goes from strength to strength with more influence in decision making. Sharing tools, methods, data and best practice has shown you don't need 'unicorns' when you set out to be influential. That doesn't mean we don't need better capabilities, though, so we've also launched data science training at foundation and specialist level this year, teaching the power of analytics to those who create insight and those who use it to make decisions."

Adam Williamson

Head of customer data strategy
and analytics
British Airways

Path to power Adam spent 14 years agency-side in strategy and director roles, working across a broad range of industries and clients with a wide variety of data prowess, from telecommunications, FMCG, banking through to government and leisure. After spells at Rapier and EHS Brann, he spent seven years at Proximity London where, as head of data, he led one of the largest agency data operations in the UK, with the BBC, Sainsbury's Nectar and VW, among others, as clients. In April 2013, Adam joined BA to develop the data insight capability to drive business decision-making across the BA global organisation.

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(Listed alphabetically by surname.)

Claire Aldous

Data strategy and innovation partner
Proximity London

Path to power Claire has been a fixture at Proximity London, rising from data director in 2007 to her current position in 2013. She has been pivotal to significant business wins by the agency in the last year through her innovative way of looking at data. Under her leadership, the data team outside of BBC TV Licensing has grown to one of the biggest in the sector with a roster of 13 clients. Claire has ensured that data is at the heart of everything the agency does.

Carl Bates

Leader
Deloitte Analytics

Path to power Carl has been lead partner for analytics since 2009, with responsibility for a client practice focused on using data to drive business performance improvement and risk reduction. Having joined from Detica, where he was a director from 2000, Carl has been part of Deloitte's own analytics transformation, building a practice of over 600 people in the UK and about 9,000 globally.

Jim Conning

Managing director
Royal Mail Data Services

Path to power In his current role, Jim is spearheading Royal Mail's entry into

new markets by commercialising the company's data assets and growing Royal Mail Data Services beyond the £100 million business it is today. Over more than 25 years, he has built an impressive track record of growing technology and data businesses across both UK and international markets, including EMEA, Asia and North America. Before joining Royal Mail, he held the position of managing director for Experian across a broad set of businesses, including marketing services, credit and risk, and latterly for the identity and fraud business.

Andy Crisp

EU data strategy leader
Dun and Bradstreet

Path to power Having worked in data-driven marketing for over 15 years, Andy has first-hand experience in sales - understanding the data requirement from the customer perspective, positioning data in a solution sales environment, as well as managing and building the world's most complete B2B global marketing asset. He moved into a more operational role at D&B in 2006 to deliver custom data solutions and is currently responsible for executing its data and insights strategy in the UK and Europe..

What was your data highlight of 2015?

"A personal highlight has been recent industry recognition for the important work with data for the many B2B use

cases, both locally and globally. For example, some proof of concept work around the use of semantic search, natural language processing and graph database technologies."

Tim Drye

Managing director
DataTalk

What was your data highlight of 2015?

"Two distinctive developments this year have opened up a wide vista of opportunities for the year to come. The first one is technical - the introduction of developments in socio-physics and identifying how these methods yield new insights



into the communication of new ideas and behaviours. This includes the identification of a phase transition in the dissemination of ideas and the exploration of its implications for marketing analysis.”

“The second one is organisational - Keith Dugmore established the Demographic User Group 18 years ago, and it has become an influential group of senior analytics teams working together and with government and academia. On his retirement in April 2016, I have been asked to take over the direction of the group.”

Edwina Dunn

CEO
Starcount

Path to power Edwina started her career as at CACI where she became the company’s youngest-ever vice-president in charge of marketing and met her future husband and business partner, Clive Humby. In 1994, Tesco approached the pair about its plans for a loyalty card. The result was Clubcard and dunnhumby. In 2014, she became CEO of fan science company Starcount and director at Purple Seven, the UK’s leading theatre analytics and targeting company.

What was your data highlight of 2015?

“We have now created a self-service, on-line platform that allows brands and agencies to understand 1.7 billion consumers across any country and how consumers’ interests and demographics trend and change daily. This will transform market research and focus group capability over the next few years because of the instantly available, massive read of behaviour.”

James Eiloart

Vice president EMEA
Tableau Software

Path to power James is leading the EMEA team at visualisation software provider Tableau where he combines the roles of sales strategist, mentor, coach and leader. He joined the business in 2012 from Alterian (now SDL), where he spent the preceding decade developing the marketing services platform to a turnover of £40 million before it was eventually acquired. His career in software includes a spell as director at CRM vendor Epiphany.



Ray Eitel-Porter

Managing director – UKI lead,
analytics and big data
Accenture Digital

Path to power In 2013, Ray joined Accenture as lead for analytics and big data in the UK and Ireland. In this role, he helps businesses turn data into an asset by embedding analytics into the heart of their decision-making and delivering outcomes at scale. Through data and analytics, clients can find competitive advantage and enable a digital transformation. During 2014, he led a team developing the global information and analytics strategy for a major consumer goods company.

Sean Farrington

RVP Northern EMEA and managing
director UKI
Qlik

Path to power Sean was commissioned into the British Army in 1981 and served as an ammunition specialist and army helicopter pilot. Having served for almost 14 years, he decided on a change of career following the first Gulf conflict and the end of the Cold War. He was managing director and regional VP and general manager at Business Objects for five years up to 2008 when it was acquired by SAP. A year later he moved to business intelligence vendor Qlik.



Prof Dr Michael Feindt

Founder
Blue Yonder

Path to power A former CERN physicist and a predictive analytics specialist, in 2000, Michael wrote the NeuroBayes algorithm, the goal of which was to create a tool for accurate forecasts for scientific research and also for various industry sectors and businesses. In 2008, he founded Blue Yonder to help support businesses in the use and evaluation of their data. The business supplies forecasts and data models for various areas, such as sales forecasts, the probability of customers leaving and dynamic pricing. He is also a professor at the Karlsruhe Institute of Technology.

Tanya Field

CEO
Smartpipe Solutions

Path to power Having spent six years at Telefónica O2, initially as head of content and then director of its mobile data group, Tanya moved into a range of consultancy and advisory positions, including with personal information management system Privowny and as a partner with Mobile Value Partners. She is now CEO of one of MVPs investments, Smartpipe, which provides a privacy compliant way to monetise data networks.



Paul Forrest
Chairman
MBN Solutions

What was your data highlight of 2015?

“2015 was a great year for data. For me, it was the year we launched Consilium, a full service analytics strategy consulting firm. I also completed a project with a large listed business that focused on their entry to the periphery of the Internet of Things marketplace. It took time to convince the company it wasn't just about technology and that it could yield greater benefit to them, their customers and stakeholders if they were to think carefully about data available from the initiative. An uphill struggle initially that was met with stark realisation that the venture could deliver substantial savings in addition to revenue generation opportunities.”

Anna Foster
Data director
TMW Unlimited

Path to power “I took a fairly unusual path to get to where I am now. I've worked in data planning, list broking, digital media analysis and CRM strategy. I've jumped between creative, specialist data and digital media agencies. And I've worked in data teams of three people all the way up to running teams of thirty.”

“Marketing and data have been the two uniting factors along my roller coaster ride of a career but, despite the twists and turns, I can highly recommend it to all. Gaining knowledge and experience in different types of agency, using different types of data has made me a better data practitioner, a better storyteller, a

better boss and now a better member of the board. It's been challenging and I've definitely been pushed out of my comfort zone at times but, to paraphrase Nietzsche, what doesn't kill you makes you stronger!”

Tamara Gaffney
Principal analyst
Adobe Systems

Path to power Tamara's journey started in advertising agencies, but ultimately led to product management in three start-ups in the media research industry: NetRatings (which became Nielsen Media Research online), Telephia (which became Nielsen Media Research mobile) and Integrated Media Management (which became a part of Arbitron radio ratings and later was bought by Nielsen Media Research). She joined Adobe in 2010, becoming principal analyst for its marketing cloud proposition in 2012.

James Hanscomb
Chief data officer
Tenth Avenue

What was your data highlight of 2015?

“I certainly can't take more than a portion of the credit for some great work our team in France has done creating an audience-based premium mobile network where we can target,

measure and optimise drive-to-store retail campaigns. We have done this by combining a number of technologies and data sources that give us a real uniqueness in a very interesting market. We realised we were ahead of the game when one of our lead tech guys was asked to explain to a US conference how they had done it. Sometimes we think we learn everything from the US - not on this it seems.”

Simon Hay
Chief executive
dunnhumby

Path to power “After graduating from university with a degree in human geography, I spent seven years with the market analysis company CACI. It was this experience using customer insight to shape business strategies that brought me to dunnhumby in 1991. I worked my way up to managing the Tesco relationship for seven years up to 2001.”

“I then took up the challenge of leading our expansion to the United States through a partnership with the grocery retailer Kroger. In my six years running our US business, I was able to help the company grow from a team of just four to more than 500. I moved back to the UK in 2010 and took on the role of CEO in March 2011.”



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➤ **Rob Hick**

Director, data science and analytics
Criteo

Path to power “I started off my love affair with data in the NHS working on an early web-based data collection platform. Then I joined Which? to run the statistics side of its research function. In 2012, as the data science hype-cycle really kicked in, I jumped head-first into start-up land as a co-founder at a data science consultancy called Bright North.”

“In mid 2015, I decided the time was right to take on the next challenge and joined Criteo as data science and analytics director for Northern Europe. We’re sat on the biggest data set in Europe, which gives me plenty to be getting on with and a mind-boggling array of opportunities.”

Boris Huard

Managing director
Experian Data Quality

Path to power A former aerodynamic engineer, in the late Nineties, Boris took on roles in the ERP software and management solutions arenas. Most recently, he was CEO of a SaaS document management software business, before joining Experian in 2014. As managing director of Experian Data Quality, he is focused on helping clients put the focus on data management and strategy to ensure that they are able to satisfy

burgeoning customer expectations, both now and in the future.

Gurman Hundal

Co-founder
MEDIA iQ Digital

Path to power Prior to launching MEDIA iQ, Gurman set-up the online ad network, A&NY Media, for the large publishing group Associated Northcliffe Media. It acted as a major catalyst in positioning Associated as the most advanced online UK publisher, boasting a robust technology infrastructure and a highly impressive client retention rate. He co-founded his current business in 2010 as a global analytics technology company aiming to inspire through insight.

Sean Jackson

Chief marketing officer
EXASOL

What was your data highlight of 2015?

“The fact that EXASOL has actively embraced data analytics and reporting internally as well as extolling its value to its customers is something that I am very proud of. While others may still use gut-feel inferences to manage their decision-making process and therefore their business, in 2015 we ensured that we now put data and information at the very heart of our operations and act accordingly. The saying “we drink our own champagne”



could not be more apt. Moreover, I am incredibly proud that EXASOL’s customer portfolio grew by 41 per cent in 2015 and our data tells us that we are prepared well for even stronger customer adoption rates in 2016.”

Mike Johns

CEO
POWADData

Path to power “I started my career in finance, gaining amongst other things a great understanding of financial data, systems, early BI tools, and the importance of presentation, etc. Although I didn’t realise it at the time, this has proved to be a good grounding for the world of data. In 1998, I entered the technology industry working on acquisitions for a global software business. Two years later, I was fortunate enough to get the opportunity at 29 to become CFO of a private equity-backed FinTech business. That was my first taste of working with private equity investors and, since then, I have been involved with three other PE-backed software businesses, as both CFO and, more recently, CEO.”

“After successfully turning around and selling a software business in 2011, I took some time out with my family. Keen to get back into business after a break, I saw the opportunities in the growing digital sector took on an interim CEO position with a digital marketing business focused on product data. After completing this interim role, I joined Powa Technologies (a well-funded mobile commerce start-up with a mobile engagement platform called PowaTag) and developed the data strategy for the business. I am now in the process of executing against this strategy.”



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“Inherent value of personal information is becoming recognised.”

Richard Law,
GB Group



Richard Law

CEO
GB Group

Path to power “I’ve worked in a hi-tech public company environment at board level for 17 years and, for the last 12 years, have been successfully implementing my strategy to transform the prospects of GBG by directing the business towards the new and rapidly-growing market of identity data intelligence - using data to understand people at an individual level. I’m proud to be leading the company at a time when the inherent value of our personal information is becoming more widely recognised and we can use it to combat fraud, manage risk and help governments deliver services more efficiently and safely in a digital environment.”



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Henry Lawson

CEO
autoGraph

Path to power A Cambridge engineering graduate and Harvard MBA, Henry’s impressive track record in innovative technology businesses includes a 14-year tenure as worldwide president for Donovan Data Systems where he built transaction volume to \$85 billion per year by the time he left in 2009. He joined autoGraph in 2011 (then called nFluence) to help drive growth in the privacy-compliant consumer profiling business.

Richard Lees

CEO
dbg

What was your data highlight of 2015?

“We built and launched the dbg customer engagement platform (CEP), which is set to be a game-changer for many of our clients. Our CEP is a truly omni-channel tool allowing marketers to connect, listen to and understand customer interactions via a single date and time-stamped event stream. Tracking journeys across potentially unrelated channels, CEP creates a real-time ‘engagement score’ and then orchestrates an appropriate interaction.”

“The platform incorporates data from social, email, mobile apps, call centres, websites, CRM databases and transactions, integrates with data

management platforms and ad servers and allows instantaneous and relevant ad tracking and serving. It means we can rightly trigger activity by customer, not just channel.”

Iain Lovatt

CEO
Blue Group

Path to power In 1985, Iain founded Blue Sheep with the sole focus of helping other businesses to understand their customers better by building databases and, more importantly, analysing those databases. He has held the chair on the DMA Data Council and for a short period was a member of the DMA board. In 2013, Iain combined with business partners to purchase BlueVenn, a rebranded marketing automation business with a 20-plus year history, from EmailVision. Combined, the coalition of BlueVenn and Blue Sheep is now one of the largest CRM and data analytics suppliers in Europe.

Will Lowe

Managing director, marketing services
Callcredit Information Group

What was your data highlight of 2015?

“The data industry is always changing and, during 2015, we have seen a continuation of the move towards greater consumer empowerment and regulatory developments.





Callcredit's marketing solutions division is one of the UK's leading providers of marketing data and we have made a decision to strengthen our requirements for consent from the privacy notices we and our data partners use to collect consumer permissions. I am proud of our decision to adapt to these changes to provide greater protection for consumers and our clients who want to invest in data with confidence."

Steve Matthey
Former COO
VCCPme

Path to power "A long and winding road...nearly 30 years and counting! Starting out with HSBC in direct marketing, I then became the 'data bloke' for some big agency groups working across the globe, before starting my own thing. In 2001, I founded Tree which went on to work for some of the biggest data businesses in the UK - notably O2 and Channel 4 - and Tree's reach stretched into Europe and Asia. The business was acquired by Chime in 2010 and merged into the direct arm of VCCP, Chime's advertising agency, to create VCCPme in 2012."

What has been your data highlight of 2015?

"Data is now permeating the social consciousness like never before. Unfortunate incidents like Ashley Madison's data breach and mainstream TV shows like 'Hunted' mean that, possibly for the first time, I can actually tell people I meet what I do without them looking at me quizzically."

Myles McKeown
Technical director
Infoshare

Path to power Myles was a founder member of Infoshare in 1998 and

has over 25 years of wide-ranging experience in the IT industry. He is responsible for driving much of the innovation which characterises Infoshare's products. The differentiators created by Myles have ensured that his solutions compete against global software giants on accuracy, transparency and performance. This has most recently been seen in being selected as a core component to process multiple millions of daily transactions and deliver one of the largest and most innovative customer single views deployed in the private sector in 2015.

Laurie Miles
Head of analytics
SAS UK and Ireland

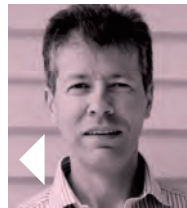
What was your data highlight of 2015?

"In 2012, I invented something new for SAS - an 'analytics-as-a-service' proposition that enables organisations to simply provide their data to SAS and let us use our technology, environments and data scientists to solve problems for them. We had success in the UK between 2012 and 2014. Due to this, in 2015 I was asked to roll this out globally for SAS. It has been a great experience working with so many different countries and organisations to make this happen, dealing with different nuances around data security and privacy, hardware environments and business problems in different geographies."

Jed Mole
European marketing director
Axiom

What was your data highlight of 2015?

"Working with the DMA and Future Foundation, the consumer research, 'Data privacy - What the consumer really thinks', was an important and revealing study into the very heart of our industry. Seeing not only absolute statistics, but also trends compared to 2012, we were able to learn how consumers really view data today. The fact they're more accepting of it, but need to trust brands to share it, that they want more obvious and direct offers, to see more value for them, rather than 'us'. All data-driven marketing needs to be consumer-centric so where better to start than the consumer?"



Guy Mucklow
President
PCA Predict

Path to power Guy started out in the City as a fund manager for Invesco, developing a passion for software through his involvement in US technology investments. After 10 years, he left for the property company his grandfather had started in the 1930s, then started his own dot.com, pubowner.com. In 2001, he launched PCA Predict, becoming a major force in the data quality market, processing over 10 million transactions a day for more than 10,000 customers worldwide. Guy is currently looking to capitalise on those data insights through a range of machine learning-based services under a new brand called Triggarr.

Kim Nilsson
CEO
Pivigo

What was your data highlight of 2015?

"This year we launched our first online training programme. We had 15 S2DS participants sitting in seven countries, working on data science projects for five weeks. It was intense work and they collaborated via a range of online tools. And it worked! The projects were delivered to a high standard, the participants had a good time and learned a lot and are now starting to enjoy their new data science careers. What I am most proud about is the fact that they managed to form really strong bonds, even though they never met in person!"



John O'Hara
President, Europe
NICE Systems

Path to power John is an executive with a successful career improving sales and profit performance for early-growth companies, as well as large, US-based global software companies, including Microsoft, Lotus/IBM, MapInfo and PB Software. He is recognised for his exceptional global understanding and mentality, leadership of diverse teams across multiple continents, and experience of acquiring, integrating and uniting numerous, disparate businesses behind a consistent message and purpose. John moved into his current role in early 2016.



Richard Pilling
Chief technology officer
Simudyne

Path to power "I've gone through my career purposefully working at different large companies and roles to learn the different cultures - what works and what doesn't work with organisations - while keeping a weather-eye on the future of technology with the view of moving to a start-up and building it with the experience I've gleaned. Which is what I'm doing now."

What was your data highlight of 2015?

"I became the CTO of an exciting company (Simudyne) which is taking big data to the next level by combining it with modelling of the real world. Also, working with the Planet Earth Institute charity to make a real difference to people's lives in Africa."

Steve Rooney
General manager
Royal Mail Address Management Unit

Path to power "I have been lucky enough over the years to be involved in a number of key customer roles within Royal Mail, variously as head of group shared services, head of customer experience and head of learning and development. My pathway into the world of data commenced in May 2010 when I took over as the head of Royal Mail's Address Management Unit, looking after the licensing and maintenance of PAF."

"My early challenges involved

Right: Laura Scarlett



getting the new 2010 licensing terms established and then re-organising and re-structuring the AMU team to give us a better platform on which to engage both our customers and our various stakeholders in the addressing and data industries, including Government. The on-going challenge is to look at how PAF can be used in conjunction with other datasets and data solutions to create even greater value to our customers."

Laura Scarlett
Consultant

Path to power Laura has worked for most of the key customer data-driven brands in the UK. After cutting her teeth at Wunderman in the late Eighties, she ran her own DM agency in the Nineties, then joined the executive board of dunnhumby in 2001. She then embarked on a series of change management assignments at Air Miles, Centrica, Telefonica and John Lewis. From 2013, she spent two years delivering a transformation programme within National Trust to enable more relevant and engaging one-to-one relationships with its 12 million supporters.

Carolyn Stebbings
Executive managing partner, data
RAPP

Path to power Since 2008, Carolyn has been accountable for both the P&L account as well as the development and growth of clients and new business in RAPP's data division. She

also ensures that the data offering is at the disposal of the total group, delivering leading data-driven marketing services and technology solutions. A former managing director at Draft FCBI London and Wunderman, she has a track record of agency-side optimisation of clients' use of data and technology within their marketing.





Ruaraidh Thomas
 Managing director
 DST Applied Analytics

Path to power Ruaraidh has spent over 15 years working in the database marketing world. He was one of the founding directors (as managing director) of Data Lateral (2005) and then also part of the founding team who set up Lateral Group (2008). There, he ran Data Lateral and the digital marketing specialist, Shift Click. In 2011, DST acquired Lateral Group and Ruaraidh now heads up its recently-formed applied analytics division, supporting the DST business and client base in leveraging the value of data and driving the compliant, effective use of the big data opportunity (both through technology and proposition).

Lauren Walker
 Senior strategy advisor, corporate strategy team
 IBM Analytics Group

Path to power Starting her career in the White House, Lauren moved from ChoicePoint (now LexisNexis) via a MBA at Yale to Trigo - her first entry into IBM. From there, she led up the master data management business, before working on corporate strategy and the Netezza integration. A move to London saw Lauren leading the big data business across Europe, before her recent return to strategy and M&A, focusing on data science and analytics transformation.

What was your data highlight of 2015? The exposure of new and unexpected insider fraud patterns which we uncovered for a client using Hadoop, data mining and IBM data scientists.

Mike Weston
 CEO
 Profusion

Path to power Mike is a digital marketing pioneer, having worked on new media at ANM, Engage and Yahoo! before founding his own agency, Digital Oxygen, specialising in rich media advertising. He sold the business to form the EMEA office for Silverpop in 2005, before joining Wunderloop and then Lyris in European roles. Mike became chief executive of Profusion in 2012 to bring the skills of data science to bear on understanding the relationships between clients and their customers in order to increase their value.

Tash Whitmey
 Group CEO
 Havas helia

Path to power Tash has been at Havas helia for 16 years, serving as MD of Euro RSCG 4D from 2010 and group MD of EHS 4D Group from 2011, before becoming CEO in 2011 with responsibility for the growth of the agency, fusing creativity with data. She oversees work for clients such as Tesco, Eon, easyJet, Danone and Diageo. In 2015, she oversaw the official launch of the Havas helia network in the UK and other markets.

Martin Wilcox
 Director, big data centre of excellence
 Teradata

Path to power "I joined ASDA as a graduate IT management trainee in 1995 having developed a fascination with the nascent world wide web and establishing that academic life was



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not for me. A whirlwind two-year apprenticeship was followed by a fallow spell at a systems integrator, until I was re-united with several of my ex-ASDA managers at Co-operative Retail as the data warehouse manager. I then went on to become the enterprise data architect at the Co-operative Group."

"Having worked extensively with Teradata in both of my roles at the Co-op, joining the company as a solution architect to see what the consulting life was all about felt like a natural next step. Eleven years later, I am still here, heading-up the big data centre of excellence for Teradata outside of the Americas."



Stuart Wilson
 VP EMEA
 Alteryx

Path to power "I've been with Alteryx for two years, starting out as the only employee in London and growing the team from there (we will be nearly 40 soon). Years ago, I worked in the IT security space, helping bring a new product to market for Sophos and building the EMEA sales team for Proofpoint. Then I decided to try my hand working at an investment bank. I was a broker in London for four years, selling Canadian equities to hedge funds (let me know if you want to hear my pitch for a gold mining stock). I struggled with data every day - we wanted to make use of it, but didn't have access or the tools to do it. I connected with Alteryx and I've been helping build the EMEA business ever since."

Influencers

In a year when everything in the data industry is set to change, these individuals are working out the agenda for business, consumer and the public sector. Through their leadership, the roadmap for how to ensure a sustainable data-driven future is being drawn.

(Listed alphabetically by surname.)

Sue Daley

Head of big data, cloud and mobile techUK

Path to power “After starting out as a parliamentary monitor assistant in a windowless basement office in Westminster, I was offered an account manager role in a new business unit created to look at technology issues and something called eBusiness. Not only did this role come with a windowed office, it also started my love of technology issues.”

“I left the world of political consultancy to join the CBI where I managed the first ever eBusiness council and was senior policy advisor on information security issues. This role sparked my interest in the exciting world of cyber security and led me to Symantec, where I ran the UK and Ireland government relations programme for many years. In 2015, I became the first head of big data, cloud and mobile for techUK.”

What was your data highlight of 2015?

“I had the honour of being invited to give oral evidence to the House of Commons Science and Technology Select Committee’s big data dilemma



inquiry. This was a great opportunity to represent the UK big data and data analytics community and highlight the value of big data to the UK and position it as key to the UK’s future digital development.”

Gavin Starks

CEO
Open Data Institute

Path to power Not many people can move seamlessly from mapping the universe as a graduate student into mapping how the same mathematics could be used to drive computer-music. Fewer go on from an interest in music to become CEO of a world-leading digital distribution business, as Gavin did in 2003. Having been the fifth employee at Virgin Net in 1995, then running six start-ups since 1999, he has headed up the government-backed Open Data Institute since its launch four years ago, leading the way for open data. Retaining his involvement in music and digital entrepreneurship, Gavin somehow also found time to build an historic harbour on the Thames and also sits on the board of Smart London.

Matt Stroud

Head of personal data and trust
Digital Catapult

Path to power “I started out working on technology strategy at the mobile phone operator, One2One. Mobile phone networks produce lots of data and so, when I later worked in commercial strategy for T-Mobile/EE, I explored the opportunities to use this to create new and better services for the customer. This led to my helping to set up a company called Weve, a joint



venture between Vodafone, O2 and EE, where I established the data analytics function.”

“My role at the UK’s Digital Catapult is to promote innovation and support the emergence of a consent-based data sharing eco-system. Personal data and trust impacts many different parts of a business, encompassing technology, business model, brand, regulations/compliance and so offers unparalleled scope for innovation and differentiation.”



What was your data highlight of 2015?

“To unlock the huge potential of personal data it needs to be able to flow, with the individual’s consent, between organisations. To achieve this, different organisations need to voluntarily agree to use common technical, legal and commercial standards and operate under a common framework. Last year, we made great progress in igniting this discussion in the UK and building momentum toward the deployment of an operational capability in 2016. In conjunction with the forthcoming regulatory changes, such as the GDPR and PSD2, this has the potential to transform many businesses operating environment and UK productivity.”

Guardians

Standards, processes, audits, best practice - for any data business, these are the essential working tools to ensure sustainable access to compliant data. These practitioners work tirelessly with their clients and across industry to ensure that the right to use data is maintained through doing the right thing.

(Listed alphabetically by surname.)



Christine Andrews

Managing director
DQM

Path to power Christine's career started in BT's customer communications team, working in advertising, marketing and sales, mostly for SMEs. After 11 years, she moved to Cable and Wireless to develop the company's attack on the SME market, progressing to run its contact centres globally for all enterprises with board member responsibility for CRM. She changed tack in 2003 and became a shareholder and director in a four-person data protection and data management business, which became DQM Group.

DQM was one of the first companies

to recognise data as a valuable business asset that needs protecting before it can become an essential asset for driving business potential. The company has grown to a team of 25 today and works with most of the large data owners on data protection and governance, as well clients working on data transformation and data security.

Stephen Groom

Deputy chair, privacy and data law group
Osborne Clarke

Path to power A fixture at Osborne Clarke since 1999, Stephen's practice covers privacy and data law, as well as being co-chair of the advertising and marketing group. Wherever the branding and marketing process touches the law you are sure to find

him involved, with digital and privacy particular areas of focus.

Stephen also has extension involvement with data and marketing industry bodies. Currently, he is deputy chair of the Direct Marketing Association's governance committee and has also chaired the law and best practice hub for the DMA Email Marketing Council. In that role, he was the lead legal author of the first edition of the DMA's Email Marketing Best Practice Guidelines. Stephen was also a founder member of the DMA's Social Media Council.

Rosemary Smith

Director
Opt-4

Path to power "After starting off in publishing (strictly offline and hot metal in those days!), I joined the PPA, which is where I first came into contact with data protection. Little did I know that it would end up as my full-time occupation. I joined Mardev and worked in the data business, finally in my own company, RSA Direct, until 2012. I was an official DMA groupie and chaired the governance committee for seven years before finally chairing the DMA Board."

"Keeping up with the progress of data protection legislation, I found myself advising clients on the practical aspects of the law and how it affected data collection. In 2004, with former client and lifetime friend Jenny Moseley, I set up Opt-4 which continues to advise organisations on UK and international data protection compliance and the maximization of marketing permissions. Still unable to stray far from Margaret Street, I am currently chair of the DM Trust."



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Rising stars

A new generation of data practitioners, analysts and data scientists is reshaping the way organisations think about the opportunities and challenges they face. The under-30s in this category are leading the transformation and will be among the prime beneficiaries of the revolution.

(Listed alphabetically by surname.)

Sandra Matz

PhD candidate/Psychometrician
University of Cambridge
Psychometrics Centre

What was your data highlight of 2015?

“The worldwide expansion of the Facebook Audience Insights tool - it’s not just the sheer amount and diversity of data (Facebook internal and third-party) that is summarised and intergated in this tool, it’s first and foremost the opportunity for marketers to gain incredibly fine-grained insights into the psycho-demographic characteristics of their potential audiences.”

“What I personally find most fascinating about it is that these insights can inform marketing strategies beyond the immediate context of Facebook advertising and are even applicable to traditional offline marketing. What previously took market research companies months to find out and was usually fairly expensive for marketers can now be done in a few seconds at no cost. For example, it takes only a few clicks to find out the psycho-demographic profile of women aged 18 to 25 who live in Cambridge, are in a relationship and like travelling.”

Aimee McIntosh

Acting head of CRM
Guardian News and Media

Path to power “Since graduating with a marketing degree in 2006, I’ve had a varied career across multiple industries and marketing disciplines. With an early interest in e-commerce and digital marketing, I evolved my



Emma Prest

General manager
DataKind UK

Path to power “I’ve worked for a range of NGOs supporting the third sector to use technology and data. After seeing how hard it was for charities to work with data and get the support they needed, I was drawn to DataKind’s model of bringing in pro bono data scientists to work with NGOs to wrangle and make sense of their data.”

What was your data highlight of 2015?

“We supported 35 charities this year to make better use of data and did it all with one staff member!”

Charlotte Richards

Strategy and TNL director, business intelligence
News UK

Path to power Charlotte is responsible for a team of business partners and insight editors who provide the strategic link between the News UK business units, including The Times, The Sunday Times and The Sun, and the wider business intelligence team. This includes responsibility for ensuring that action and measurable outcomes are delivered from insight, championing business intelligence expertise across the organisation and developing knowledge management capabilities to deliver insight at all levels. Previously, Charlotte worked as head of data, insight and analytics for Penguin Random House UK, having been head of management consultancy at Beyond Analysis.

CRM experience at the UK’s largest family history site, Ancestry.com; the leading independent energy supplier, First Utility; and, most recently, The Guardian Media Group.”

“I joined The Guardian in 2014 as CRM marketing manager where I was responsible for devising and implementing complex lifecycle marketing campaigns, with a focus on increasing engagement and revenue across multiple business verticals, including direct subscriptions, Guardian bookshop, Guardian professional networks and Guardian money deals. Currently, I’m acting head of CRM at The Guardian in an interim role. I’m responsible for managing the execution of the overall GNM CRM strategy, in particular providing support and resource for the CRM steering groups.”



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E-mail Christine.Andrews@dqmgrc.com today.



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