PROBLEM STATEMENT:

Data management and analytics capabilities were fragmented, uncoordinated and not aligned to strategic business objectives.

Client profile
- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- $600M+ Revenue

Key Team Roles
- Data architect
- Data engineers
- Data analysts
- Data scientists
- Business analyst
- Product manager

Business Impact
- Improved customer data quality mechanisms as part of ROI stabilisation and churn mitigation initiatives
- Cost savings from eliminating multi-vendor data infrastructure redundancies
- Real-time and consistent reporting of business critical metrics
- Domain-specific access to decision insights
- New data product pipeline and monetisation options
- Safeguards against data breaches
- Accessibility of relevant data and better enterprise-wide data literacy

Our client had multiple data silos, variable levels of data expertise and no formalised data governance processes. This manifested into common issues associated with a failure to regard data as a strategic asset such as high-cost, redundant infrastructure and a lack of accountability over data quality. It also highlighted that business growth and operational efficiencies were being compromised by the lack of a unified view of the advertiser and consumer.

Approach:

To prevent the fragmentation of data assets across the organisation and the ability to evolve the role of data to make more personalised recommendations for customers we embarked on three major objectives. First, to centralise data talent in order to support a coordinated and consultative data management practice. This also gave greater focus to governance, knowledge sharing and to eliminate redundant capabilities. Secondly, to architected a unified data infrastructure that developed and integrated a cloud-native data warehouse for BI with historical and event stream data transformation for analytic and operational use cases. A data science platform to automate experimentation, visualisation, training and monitoring was layered into this architecture. Thirdly, the co-designed creation of product analytics and automation of event-driven insights to improve customer ROI and arrest revenue decline.

Solution:

- Focused data teams into a centralised consultancy model aligned to strategic business objectives
- Integrated data engineering with data science in pods dedicated to solving customer problems
- Introduced ways of working which promoted rapid experimentation as well as continuous delivery
- Built a scalable and unified data infrastructure platform capable of near real-time transformation and availability of structured and unstructured data for reporting and product analytics
- Embedded event-driven insights and product recommendations to customer account portal
- Established data governance structures and accountabilities to improve responsible data sharing and accessibility
- Introduced machine learning models into production environments to facilitate product recommendations and anomaly detection

DATA INFRASTRUCTURE COST	DATA AVAILABILITY & ACCESS	DATA QUALITY & TRACEABILITY
+$17M	**<1min**	**+70%**
OVER 3 YEARS	YEAR ON YEAR	YEAR ON YEAR