

# 100 Day Plan: Data Analytics

Pedro URIA-RECIO

		Prepare: days -10 to 15	Assess: days 1 to 30
People	Self	<ul style="list-style-type: none"> <li>Listen and define how personal brand adapts to new role</li> <li>Study airline industry &amp; operations and investor reports</li> </ul>	<ul style="list-style-type: none"> <li>Identify own KPIs</li> <li>Assess current culture and infuse the role with personal brand</li> </ul>
	Own Team & dotted-lines	<ul style="list-style-type: none"> <li>Meet all team leaders face to face</li> <li>Understand team-leaders' work-style</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and empower team leaders</li> <li>Assess organization in the team: skill gaps, org, roles</li> <li>Establish regular management routines with the team</li> </ul>
	Senior Leadership	<ul style="list-style-type: none"> <li>Align goals &amp; work-style with your boss</li> <li>Align goals with C-Suite;</li> <li>Meet IT leaders</li> </ul>	<ul style="list-style-type: none"> <li>Align C-Suite and your boss on preliminary hypotheses</li> <li>Identify areas in and out of scope</li> <li>Start a biweekly cadence with your boss</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>Craft a day-1 and a 100 day communication</li> </ul>	<ul style="list-style-type: none"> <li>Communicate objectives of the transformation across the org.</li> </ul>
Strategy	Analytics Strategy	<ul style="list-style-type: none"> <li>Understand strategy and industry dynamics</li> <li>Understanding current data strategy and lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Assess where your company is currently is against its data vision</li> <li>Understanding perception of IT and Analytics in the organization</li> <li>Define your company's case for change</li> </ul>
	Portfolio Management	<ul style="list-style-type: none"> <li>Understand top 10 analytics uses cases and projects current in implementation</li> </ul>	<ul style="list-style-type: none"> <li>Understand backlog of analytics requirements</li> <li>Create list of new projects that they will use to close the gap</li> </ul>
Infras-structure	Information Technology	<ul style="list-style-type: none"> <li>Understand the current IT roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Understand and assess current big data stack and architecture</li> </ul>
	Data Architecture	<ul style="list-style-type: none"> <li>Understand airlines industry data architecture and definitions</li> </ul>	<ul style="list-style-type: none"> <li>Identify the top 10 headings which describe the data &amp; their owners</li> </ul>
Process	Data Management & Data Governance	<ul style="list-style-type: none"> <li>Comprehend approach to create, store, model and provision data</li> <li>Understand existing governance bodies and processes</li> </ul>	<ul style="list-style-type: none"> <li>Assess challenges in the information management process</li> <li>Assess needs and gaps with best practices</li> </ul>
	Agile Delivery		<ul style="list-style-type: none"> <li>Assess current state of usage of agile methodologies in IT: huddles, iterative cycles</li> </ul>
	Change Management	<ul style="list-style-type: none"> <li>Understand your company's organization</li> </ul>	<ul style="list-style-type: none"> <li>Assess skills in key data science and data engineering teams</li> <li>Understand cultural and organizational catalyzers and brakes</li> </ul>
Ope-rations	Analytics and BI	<ul style="list-style-type: none"> <li>Understand top 10 BI reports</li> </ul>	<ul style="list-style-type: none"> <li>Understand reporting needs and gaps from business leaders</li> </ul>
	Data Science	<ul style="list-style-type: none"> <li>Understand current projects and work of the team</li> </ul>	<ul style="list-style-type: none"> <li>Understand tools and level of sophistication of methodologies used in team: neural networks, graph theory, etc.</li> </ul>
	Artificial Intelligence		<ul style="list-style-type: none"> <li>Understand key applications of artificial intelligence in airlines</li> </ul>

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		Plan: Days 15 to 45	Act: days 30 - 90	Measure : days 60 to 100
People	Self	<ul style="list-style-type: none"> <li>Be transparent and build trust with counterparts</li> <li>Identify help needed: C-levels, peers, external</li> </ul>	<ul style="list-style-type: none"> <li>Customize leadership style to each person</li> <li>Meet Chief Data Officers</li> </ul>	<ul style="list-style-type: none"> <li>Validate / rethink assumptions</li> <li>Decide how to be remembered</li> </ul>
	Own Team & dotted-lines	<ul style="list-style-type: none"> <li>Define an agile culture for analytics</li> <li>Further empower team leaders</li> <li>Start running management routines</li> </ul>	<ul style="list-style-type: none"> <li>Start hiring required positions</li> <li>Start transferring people internally</li> <li>Define KPIs for team</li> </ul>	<ul style="list-style-type: none"> <li>Measure performance of team and provide feedback / coaching</li> <li>Measure cultural changes</li> </ul>
	Senior Leadership	<ul style="list-style-type: none"> <li>Get feedback and align monthly objectives</li> <li>Identify top 100 people to be involved in analytics</li> </ul>	<ul style="list-style-type: none"> <li>Align with top 100 people about program</li> <li>Develop personal relation with top 20 people;</li> <li>Workshop with senior leadership</li> </ul>	<ul style="list-style-type: none"> <li>Update on quick-wins and challenges to C-Suite &amp; top 100</li> <li>Conduct quarterly reviews</li> </ul>
	Communication	<ul style="list-style-type: none"> <li>Craft a 1 year communication plan</li> </ul>	<ul style="list-style-type: none"> <li>Communicate analytics strategy</li> </ul>	<ul style="list-style-type: none"> <li>Communicate about quick-wins</li> </ul>
Strategy	Analytics Strategy	<ul style="list-style-type: none"> <li>Deep dive into top 10 use cases for next year</li> <li>Identify Quick Wins</li> </ul>	<ul style="list-style-type: none"> <li>Include data need's inside the company's strategy</li> <li>Deep dive into data</li> <li>Launch quick wins</li> </ul>	<ul style="list-style-type: none"> <li>Measure status of quick wins</li> </ul>
	Portfolio Management	<ul style="list-style-type: none"> <li>Prepare a framework to prioritize projects</li> </ul>	<ul style="list-style-type: none"> <li>Align project prioritization frame with budgets</li> </ul>	
Infras-structure	Information Technology	<ul style="list-style-type: none"> <li>Identify changes required in platform (e.g. cloud, standardization)</li> </ul>	<ul style="list-style-type: none"> <li>Define implementation calendar and kick-off</li> </ul>	<ul style="list-style-type: none"> <li>Proactive monitoring</li> </ul>
	Data Architecture	<ul style="list-style-type: none"> <li>Plan data model standardization through a semantic layer</li> </ul>	<ul style="list-style-type: none"> <li>Start initial semantic model</li> <li>Identify relevant external data to integrate</li> </ul>	<ul style="list-style-type: none"> <li>Proactive monitoring</li> </ul>
Process	Data Management & Data Governance	<ul style="list-style-type: none"> <li>Start putting in place an enterprise-wide organization for data governance</li> </ul>	<ul style="list-style-type: none"> <li>Draft enterprise-wide data governance: 1) quality &amp; updates 2) security &amp; compliance, 3) storage, models &amp; metadata, 4) presentation &amp; distribution</li> </ul>	<ul style="list-style-type: none"> <li>Launch regular audits on key stages of the lifecycle and regulatory audits</li> </ul>
	Agile Delivery	<ul style="list-style-type: none"> <li>Create an agile methodology roll-out plan across data functions</li> </ul>	<ul style="list-style-type: none"> <li>Launch agile pilot and set KPIs</li> <li>Hire scrum masters and other talent</li> </ul>	<ul style="list-style-type: none"> <li>Start reviewing agile KPIs</li> </ul>
	Change Management	<ul style="list-style-type: none"> <li>Assess skills across the organization</li> <li>Draft a change management strategy including culture (e.g. value based prioritization)</li> </ul>	<ul style="list-style-type: none"> <li>Design an curriculum for analytics and all employees: online / offline</li> <li>Run workshops to democratize analytics</li> </ul>	<ul style="list-style-type: none"> <li>Launch training program</li> <li>Create a community of analytics professionals across the group</li> </ul>
Ope-rations	Analytics and BI	<ul style="list-style-type: none"> <li>Design a self-service BI platform</li> </ul>	<ul style="list-style-type: none"> <li>Create a self-service BI platform across the org.</li> </ul>	<ul style="list-style-type: none"> <li>Proactive monitoring</li> </ul>
	Data Science	<ul style="list-style-type: none"> <li>Prepare plan to increase capabilities</li> <li>Identify 3<sup>rd</sup> party providers</li> </ul>	<ul style="list-style-type: none"> <li>Create an agile data-science factory supporting business g functions and set KPI</li> </ul>	<ul style="list-style-type: none"> <li>Start reviewing agile KPIs</li> </ul>
	Artificial Intelligence	<ul style="list-style-type: none"> <li>Identify top 10 use cases in A.I.</li> </ul>	<ul style="list-style-type: none"> <li>Define pilots and provide data</li> </ul>	<ul style="list-style-type: none"> <li>Deliver data and follow-up</li> </ul>