**ALTHEA DAVIS**

**NON-EXECUTIVE DIRECTOR**

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Non-Exec: [CLICK HERE](https://virtualnonexecs.com/member/althea-davis-non-executive-director-abu-dhabi)

**PROFILE**

Hello VNXD Community,

I would like to introduce myself to begin building my network, currently based in the Abu Dhabi, UAE. As a Data Leader and hold the position as a Chief Data Officer 7 times.

Disruptive innovation, data monetization , impactful analytics, AI and data assets is the signature of my career. I have lead business transformations such as migrations, digital transformation, M&A and separation for 25 years. My forte is crafting purposeful strategies "partnering with" business strategies to create "information transformation" for corporations to be highly competitive and avoid the "corporate inequality gap." In corporate it is no longer a matter of survival but to thrive.

In my experience, many digitization, big data and data science efforts fall short due to tactical approach. I know how to monetize digital/data assets with strategies that address RPA, AI, Analytic, IOT, hungry for rich-linked data. I revolutionize business processes using untapped information assets to identify, leverage and enable competitive opportunities with emerging technologies.

I am the co-founder of the worlds first Chief Data Officer led data management consultancy. We bring the best and brights data minds together globally. Our clients only face accomplished Chief Data Officers and Data Leaders to handle their strategic business performance gaps and outcomes. I lead an accomplish team to offer clients globally what no on else can; accomplished Chief Data Officers, expert Data practitioners and world class consulting experiences to put data leadership rightfully at center stage in the C-Suite. As a 7 time Chief Data/Digital Officer I've developed and executed strategies, build diverse teams for everything data, digital, analytic and data science. I use contextualized data with non-conventional data management methods to create data delight out of data chaos. I see paths to develop adoptive strategies and practices to champion disruptive emerging technologies, disruptive data, digital and AI assets, cultivate inclusive data culture to make even more competitive edge than at present.

**EDUCATION**

* Bachelors Degree, Eckerd College , ST. Petersburg, Florida

January 1989 - January 1992

* Bachelor of Business Administration in International Business

Fulbright Scholar , Universität des Saarlandes, Saarbrücken, Germany

September 1992 - June 1993

* 1stYr-MBA Bilingual(German/English) International for Business Administration
* Awarded Fulbright Scholarship Germany, 1992
* PMP , Project Management Institute, Arnhem

June 2005 - September 2005

* Scrum Master , iSense, Utrecht

October 2010 - October 2010

* Program/Portfolio Management, Cadence Training Institute (Nike In-house

Training) , Hilversum

March 2006 - June 2006

* Certified Data Management Professional (CDMP), DAMA International,

Washington, D.C.

April 2015 - April 2015

* Enterprise Data Management Experts (EDME) , CMMI Institute, Orlando

November 2017 - June 2019

**CAREER HISTORY**

**Dates Employer Position**

**Mar 2021 - Present Turn Key Technologies, Abu Managing Partner and**

**Dhabi, United Arab Emirates Chief Data Officer**

I am the co-founder of the world’s first Chief Data Officer led data management consultancy. It was our vision to bring the best and brightest data minds together globally to be the most trusted data advisor on the planet.

Our clients only face accomplished Chief Data Officers and Data Leaders to handle their strategic business performance gaps and outcomes. I assembled accomplished Chief Data Office with three to six appointments to offer clients globally what no on else can; accomplished Chief Data Officers, expert Data practitioners and world class consulting experiences to put data leadership rightfully at center stage in the C-Suite.

In my role as Managing Partner, I provide a new option in niche consulting to add a new dimension of data leadership by experienced Chief Data Officers. My mission is to build a stealth and prestigious data management consulting agnostic of industry to give the world data leadership on steroids. Together with my the co-founder, I craft the strategic vision of the service offering that provides professional data services, data products and data solutions based on data first principles. Our offering is for contextualized data and non-conventional data management.

As the CDO of the firm's, I ensure we practice what we preach and have created a next gen data strategy and data management operating model to allow our organization the most edge over the competition in the data management consulting space.

**Dates Employer Position**

**Sept 2021 - Feb 2021 NXN ( Formerly NextGen), Dubai Director Data and Analytic**

**Practice, Practice, Data**

**Strategy and CDO**

**Advisory Services,**

Director to transform a data practice into a data business. Create and implement a Data and AI Strategy with overall responsibility for manage and drive forward NXN’s Data & Analytics Practice, including the Data Management, Data Science, and Data Engineering and a team of data management consultants, data scientists, BI developers, data engineers and big data data engineers. Leading Data Portfolio, Data and AI Product Development, AI Use Case Management and Data & AI Value Proposition and Service Offering. Leading the CDO Advisory Services for our governmental clients in the GCC countries, North Africa, The Americas for Smart Cities, Smart Districts, eHealth, Telecoms and Commercial clients.

**Dates Employer Position**

**Jan 2020 - Present Etihad Aviation Group, Enterprise Data Strategy**

**Abu Dhabi and Governance Manager**

Mandate: develop data strategy, conduct data/analytic maturity assessment. Establish enterprise data governance framework , community of practice and data management technology strategy, operations and digital transformation programs for customer journey, compliance; NESA & GDPR, restart operations. Impact: up-skilling, mentoring data team in SaFe agile and data assets, implementing new data practices, stakeholder enterprise operational data management. Utilizing automated data process optimization, evaluate emerging knowledge graph, augmented data catologs, implementing intelligent automation with Microsoft 365 solutioning; support Financial DW on Data Lake with IBM and Zaloni, Commerical BI on SAP4Hana data universes, streamline, maturing data practices, identify data valuation propositions for cost efficiencies. Result: improving operational data management while developing data strategies and engaging business stakeholders.

**Dates Employer Position**

**Aug 2019 - Dec 2019 Heineken International, Global Data Governance**

**Amsterdam Manager, (Contractor)**

Mandate: to optimize the current data management practice with disruptive technologies. Impact: ; AI enable data profiling, augmented auto classification solutions for data cataloging and enable reliable analytics & reporting practice globally. Using intelligent information automation for information management, identifying monetization enterprise use case. Results: Lead and manage the Global Data Governance Organization with a team of 21 Data Domain Consultants, 2 data modelers, 5 Regional Data Quality Leads globally. Data-Driven Digitalization Program: Product Owner Data Domain.

**Dates Employer Position**

**Oct 2017 - Sept 2018 Ing Bank, Amsterdam Chief Data Officer,**

**(Contractor)**

Mandate: Set up new Chief Data Office with global team in 10 countries.

Impact: Manage Data & AI strategy and data portfolio of projects and programs, data operations to support data compliance, data infra/architecture modernization, advanced analytic, digital and semantic uses cases. Manage data budget, data portfolio & data leadership. Results: set up Asia data/AI/ML leadership and developed the ING Asia Data Strategy, hired 12 CDO in Europe, Asia, Australia, mentored staff on data strategy development & execution, lead digitalization program for domain phase 1 data ingestion for ING Data Lake. Deliver Digitalization use cases for Commercial Banking Program, set up advanced analytics practice, building agile teams for Analytic Platform design, deploy for new business; bank assurance. Establish AI and augmented automated for GDPR practice for unstructured information.

**Dates Employer Position**

**Sept 2016 - Feb 2017 Abn Amro Insurance, Amsterdam Chief Data Officer,**

**(Contractor)**

Mandate: Set up new Chief Data Office for a domestic insurer Impact: Manage Data strategy with focus on Marketing and Pricing Modelling, support data operations for solvency II compliance & IFRS, key data programs and set up digital /data organization and establish data valuation proposition for the new organization. Establish data maturity based on global data standards AIIM/DAMA/ISO, CMMI- DMM, lead business stakeholder engagement on everything data, manage budgets and set up business case for the data driven digital transformation program. Results: set up agile data teams to improve data literacy, improve data access, data monetization for customer retention & marketing product development, improved data pricing analytic with emerging technologies & address pricing/marketing competitive position, improve Solvency II liquidity challenges, streamline data operations to reduce cost and operational risk.

**Dates Employer Position**

**Aug 2015 - Apr 2016 European Commission, Brussels Head of Enterprise Data**

**and Information**

**Management (Contractor)**

Mandate: establish DAMA/CMMI DMM global standards for data management within the Horizon 2020 digitalization transformation program of the Commission. Impact: Design Data strategy and advise prominent Directorate Generals; Devco, Finance, HR, Central Library providing Big Data and digitalization advise on good data practices and standards for data capabilities. Results: Provided practical advice to DG's on Metadata Management, MDM, Information Management for high quality and trustworthy financial reporting to the public, Data Integration, Data Modeling, Data Quality Framework to improve service to EC citizens within an EC Data Strategy. Advising on the EC Big Data Strategy in Luxembourg and providing extensive stakeholder knowledge transfer to multiple data leaders in prominent Directorate Generals.

**Dates Employer Position**

**Aug 2014 - May 2015 RGP Management Consultancy, European Director of**

**Utrecht Strategy Practice**

**(Contractor)**

Mandate: Set up new Data Strategy Practice for EMEA Impact: Create Data Proposition for FMCG, Financial Services and Semi-conductor clients; Philips, Office Depot, Campina, Rabobank, Aegon, Arcadis, DLL, ASML. Train staff on data propositions delivery. Results: expanded client engagement , with data establish new agile engagements , demonstrating how emerging technologies revolutionize data, information and digital asset management for client to do data migration, business transformation and GRC data compliance consulting services to expand the EMEA practice of the global consultancy.

**Dates Employer Position**

**Jul 2014 - Dec 2014 ABN AMRO Bank, Amsterdam Head of Center of**

**Expertise for Data**

**Management (Contractor)**

Mandate: Set up new Center of Expertise for optimizing and digitalization within Data Management based on global standards to serve banking domains.Impact: Lead team of 20 data/information architects, business analyst, data analyst to create frameworks and advise model for data integration, data migration, data compliance, data ethics. Lead data warehouse re-design for multiple DWH's across the firm. Results: manage agile team, methods and service delivery model for an effective managed data practice to reduce operational risk, positively contribute to business transformation to reduce IT spend as part of the banks digitalization transformation Program and Enterprise data for the IFRS Program.

**Dates Employer Position**

**Feb 2013 - Feb 2014 Atradius, Amsterdam Senior Advisor: Enterprise**

**Data Consultant**

Mandate: Create a Data Strategy for a Business Transformation and SAP implementation. Impact: Be a senior advisor on Data, Digital, Information Management Organization. Formalize DQ Reporting Requirements identification for Concentration Risk Reporting in the Semantic Layer. Results: Create External Data Vendor Management Framework including External Data Disclosure Statement for Enterprise Wide Data Procurement, advise on operational control process, mentor external Data procurement and vendors like Bloomberg on external data management and interoperability. Senior Data Mentor to Atradius excecutive; buyer, policy underwriting, ratings, technical provisions, ORM and GRM at Atradius in Wales, The Netherlands, France and Germany.

**Dates Employer Position**

**Feb 2012 - Feb 2013 Westland Utrecht Bank, Enterprise Data Consultant**

**Amsterdam**

Mandate: Data Management Roadmap estimated +/- 5 Mln for period 2013 – 2016 for Basel III banking regulation program. Impact: extensive stakeholder management with Internal NN Bank, WUB Bank, ING Insurance Group- Finance Shared Services, ING Holding, DNB-Basel and Solvency Regulators, Third Party Suppliers – Ordina, Microsoft, TibCo, SAP, SAS – DataFlux. Results: Create MT NN Bank Data Strategy & Data Governance Proposal to support Business Strategy & Basel III. Develop Data Program adherence to the Basel III & Service-I; focus on Pillar I & II PD, LGD,EAD, Maturity & Optimizing Capital Ratio Generate Awareness & Strategic Sponsorship to enable operational Data Governance. Create Stakeholder Awareness Campaign

across the entire organization at WUB and NN Bank. Set up Data Governance Knowledge Repository.

**Dates Employer Position**

**Apr 2012 - Nov 2012 Nationale Nederlanden Senior Data Manager -**

**Insurance, Rotterdam Solvency II**

Mandate: provide Data Management Assessment consulting advises to legal entities starting with Business Consulting, assessment of Business Architecture and Capability Assessment and Gap analysis for Internal Model. Impact: Raise awareness of data management discipline within the Solvency and Digitalization Programs, lead data quality assessments within agile teams of teams, organize reviews, recommendations, design DQ balanced scorecard enabled with AI augmentation. Conducting data assessment for data quality within Market Risk for Risk Neutral Scenarios, cash-flow based on assumptions for MCEV and IFRS data control.

Results: complete business model assessment, business capabilities mapping to data process model. Provide recommendation & gap resolution for process model and controls.

**Dates Employer Position**

**Nov 2010 - Mar 2011 Achmea Insurance, Utrecht Senior Data Program**

**Manager Eureko Holding**

**(Contractor)**

Mandate: Set up enterprise wide data strategy for all domains as part of the digitalization transformation program key business entities Interpolis, Pensions, Central Beheer in the federated conglomerate. Impact: manage 2.5 Mln budget, all data and digitalization projects for the program, direct reports 20 data stewards, chairperson data management committee and IT data architect. Results: set up data & analytics organization, IT /Information infrastructure alongside existing SAP landscape. Develop data/information management program, sparring partner to MT, thought leader, train and mentor data teams in Pension, Life Interpolis, Finance & Risk.

**Dates Employer Position**

**Jul 2010 - Oct 2010 ING Bank, Amsterdam Senior Portfolio Manager**

**FEC/AML (Anti-Money**

**Laundering) (Contractor)**

Mandate: Set up new Center of Excellence and manage the digitalization and risk reputation related to Anti-Money Laundering (AML) with data, digital and IT Management to serve all banking domains globally. Impact: manage 15 Mln., program budget, 3 agile uses cases, 15 program team and 100 internal stakeholders for group compliance, all global ING Country Banks, Payments, Customer Content, and external vendor: Erase, TCS, Fiserv, Fircosoft, Wipro. Handle all executive briefing toING Board member and AML Steering Committee. Results: improve FEC operations through addressing commercial, organizational, IT gaps of current FEC business model to adhere to compliance with digitalized approach.

**Dates Employer Position**

**Jun 2009 - Jun 2010 ABN AMRO Bank, Senior IT Portfolio Manager**

**Amsterdam (Contractor)**

Mandate: Manage Business Transformation Portfolio: Enterprise IT IBM Infrastructure Portfolio for separation of RBS Bank & ABN AMRO Bank and merger of Fortis Bank into ABN AMRO BANK.Impact: manage Euro 70 Mln, manage 10 Project manager, 25 indirect reports at IBM and extend internal stakeholder network. Leading portfolio of data migration, business process, application alignment, server merger for multi-year portfolio management Results: agile delivery 75% of project within timelines and align interdependent projects delivery multi-year.

**Dates Employer Position**

**Apr 2009 - May 2009 CBAO Bank , Dakar, Senegal Senior IT Portfolio Manager**

**Senior Business Program**

**Manager Roles**

**(Contractor)**

Mandate: Implement PCI-DSS credit-card holder data compliancy across the West African Retail Bank Chain. Impact:manage 10 staff, budget 10 Mln. program with 4 projects, manage executives, external suppliers, Visa and Mastercard, Legal counsel, security consultants, procurement, finance and customer payment departments. Results: Program completed 265 rules, 12 key areas for PCI compliance and delivery model on SAP landscape.

**Dates Employer Position**

**Apr 2008 - Mar 2009 ING Bank, Amsterdam Senior IT Portfolio Manager**

**Senior Business Program**

**Manager Roles**

**(Contractor)**

Mandate: Manage the movement of servers for the Enterprise Infrastructure/ Architecture Portfolio to support the merger of ING and Post Bank. Impact: manage 35 Mln. portfolio, 5 PMO staff, Department stakeholder on ING Transformation Program Process Council. Results:delivery of 100% server migration and data migration within Tango Program timeline for ING - Post Bank merger.

**Dates Employer Position**

**Jun 2002 - Mar 2008 Nike, Hilversum Senior Business Program**

**Manager**

Mandate: Senior Program Manager for global programs in Retail, Logistic, Apparel managing global teams and vendors. digitalize EMEA franchise business model technologies augment the SAP data landscape. Impact: budgets up to 25 Mln and teams of 40 FTE, Program leader for strategic programs with remote and local teams for Seasonal Forecasting, Ecommerce Roadmap, Retail Store Expansion EMEA, EMEA Finance Shared Services & Supply Chain Management - ERP SAP Program, SAP Global Collaborative Delivery Scheduling Results: set up IT Retail Solutions | Store Expansion, Ecommerce business model in EMEA.

**Dates Employer Position**

**Mar 1998 - Mar 2001 Accenture(Anderson Consulting), Strategy Management**

**Amsterdam Consultant**

Mandate: Strategy and Process management consultant to lead teams, engage clients and quality assurance for delivery: SAP SCM, SAP CRM, Business Process Assessment Impact/Results: manage projects for Retailers, FMCG, Automotive and Telecom.

**Dates Employer Position**

**Jan 1996 - Mar 1998 Docker's Europe, Levi’s Strauss, European Retail**

**Amsterdam Forecast Manager**

Mandate: line manager and program manager for EMEA store roll out. Leading LOB and external vendors to implement SAP models, data solutions. Impact/Results: manage projects for Retailers franchise model expansion, merchandise planning and deployment, stakeholder franchise owners management.

**SKILLS**

* Data & AI Strategy
* Analytics Strategy
* Data Management
* Technology Strategy
* Analytics Platform Strategy
* Agile Methodologies
* IT Strategy
* Change Management &
* Business Transformation
* (ADKAR & Maturity Model
* approach)
* Business Process
* Management
* Information Architecture
* Business Analysis
* Internal & External
* Stakeholder Management
* Emerging Data Solutions:-
* Alation, Alteryx, Stardog,
* Virtuoso, Zaloni, Trifacta,
* Microsoft 365,Attacama,
* LogoRhythm, Docauthority,
* Marklogic
* Data & Analytics Platforms:-
* Azure, AWS, Hive, Hue,
* Dataiku
* BI Reporting Solutions:
* SAP4Hana, Hadoop,
* Cloudera, IBM Infosphere,
* Oracle, Confluent, Kafka
* Platforms: IBM infosphere,
* Oracle, Confluent

**LANGUAGES**

* English
* Dutch
* German
* French

**MEMBERSHIPS AND ASSOCIATIONS**

* Editorial Board Member CDO Magazine. Founded in by MIT, and maintain ties with, the MIT CDOIQ Symposium and are building our network of peer to peer and academic collaboration. <https://www.iscdo.org/about>

April 2019 – Present

* Board Member and UAE Country Ambassador for isCDO.org. International Society for Chief Data Officers, Founded in by MIT, isCDO.org grew out of, and maintain ties with, the MIT CDOIQ Symposium and are building our network of peer to peer and academic collaboration. <https://www.iscdo.org/about>

April 2019 – Present

* Board Member Oxford - SDE - OXFORD Sustainability Development for Open

Data Cube (ODC) , London

April 2019 - Present

* AIIM Member, The Association for Intelligent Information Management, Silver

Spring, MD, USA

March 2017 - Present

* IADSS Member - Initiative for Analytics and Data Science Standards , Boston

January 2019 - Present

* CDO Magazine, Editorial Board Member , Abu Dhabi

July 2021 — July 2021