

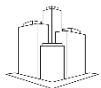


Supercharge your data strategy from Top to Toe

how to build a data culture?

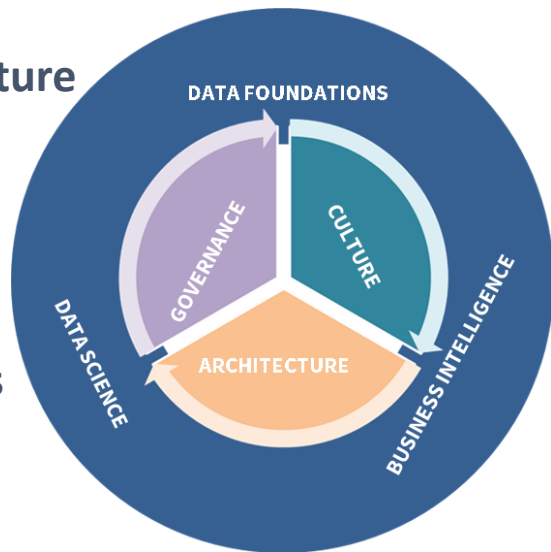
Singapore Data Strategy 4 pillars

Beyond investments into building the data foundation, our priority will be to focus on the use of data empowering business to create impact, generate value and innovate



Platform Architecture

Build solid IT infrastructure by moving to **hybrid Cloud Data Lake** to support both BI, Advanced Analytics and Data Science.



Analytics Use Cases

Implement enhanced tool for **self-BI** to leverage the culture of impact through the use of data, **automation and machine learning models**.



Culture & People

Foster a customer centric and “data-driven” culture across the company by training Super Users (**10% of the employees**) across business function, raising awareness at company level.

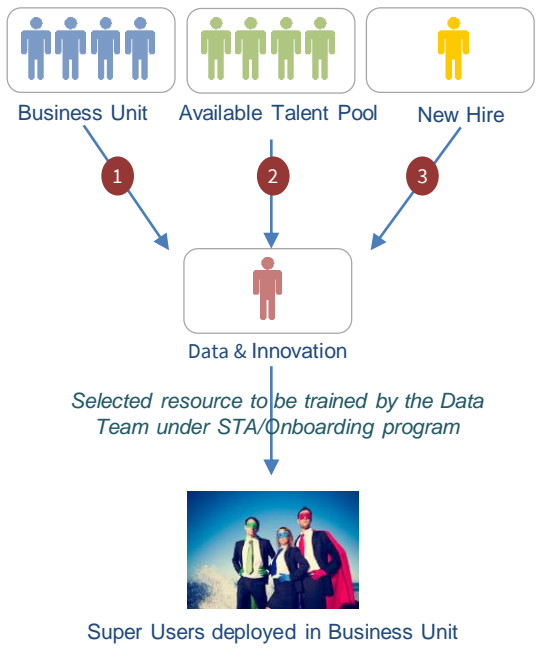


Governance

Strengthen **Data Governance and Management** to ensure coherence and accuracy of data quality, strengthen data-quality by design.

Focus on the Super Users , its role and responsibilities

Reaching maturity and becoming a data driven organization involves Increased number of business users with data skills capable of performing self discovery and becoming business/BI translators.



Super-User Job Description

1. Point of contact for all BI and reporting needs of the business unit
2. Maintain, modify and update reports as per changing business needs
3. Handle all Ad-hoc Data extraction needs of the business
4. Perform Descriptive/Exploratory analysis and develop dashboards on visualization tools

KPIs set-up for SU & HOD

Super User	Head of Department
<ul style="list-style-type: none"> • Certification in Super User training and timely completion of assignments. • Point of contact for all data and BI related needs within the business unit. • Create, maintain and modify reports as per changing business needs. • Handle ad-hoc data extraction needs for the business unit. 	<ul style="list-style-type: none"> • Encourage and drive data driven decisions within his/her own department • Ensure participation in Super User training and timely completion of assignments. • Prioritize the tasks of the Super User related to Tableau dashboard creation, Data extraction and report automation • Maintain a succession plan of the Super User.



Building a Culture of Analytics



BI maturity survey : moving away from manual reporting and empowering business with data

Endorsed by the Data Board, an assessment of the BI maturity of all department was completed to assess the impact of the training on each department. Each department was requested to assign a super user.

A quick overview of the assessment process



BI Maturity Assessment

4.5. Team Readiness for Super Users

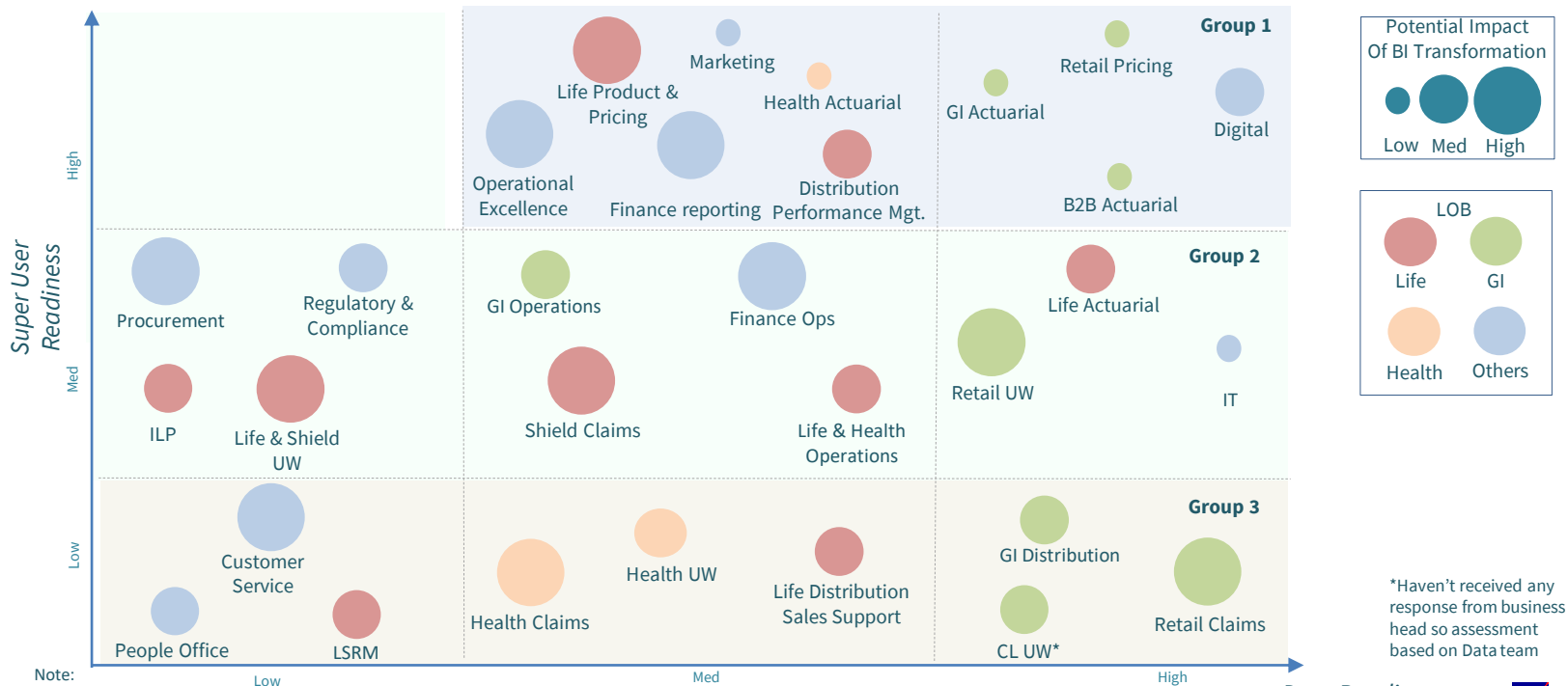
	Current Maturity Level	2020 Aspirational Maturity Level	L1 No/Does not exist	L2 Initial	L3 Ad hoc	L4 Managed	L5 Institutionalized
How do you best describe the current state of Business Intelligence/Reporting work by your team?			None	Standard Reporting (mostly manual)/ad hoc data extraction	reporting (semi automated)/ ad hoc data extraction	Automated Reportings, data analysis and insights	advance analytics (e.g - stats & modeling), Automated Reportings, data
What would be the approximate volume of monthly reports generated by your team (including both standard and adhoc reports/data summaries)			None	1 to 5	6 to 10	11 to 15	>15
Who does the Reporting/Business Intelligence related work in your team?			None	Everyone but no dedicated resource	One dedicated resource with comparatively better data expertise skills	More than 1 dedicated resource with comparatively better data expertise skills than others	All team members with needed data expertise skills
How do you best describe the Business Intelligence competency level of respective team member/s as referred to in previous question?			NA	Basic Excel (e.g - Pivot, basic formulas..)	Advance Excel/VBA Macros/Data manipulation Software (Emblem, FoxPro, Anaplan..)	Basic Coding in SAS/Python for data manipulation and insights	Advanced coding in SAS/Python for advance data analytics (e.g - modeling)
How do you best describe the dependency on other teams (e.g - IT, Actuarial, Data Team..) for Business Intelligence/Reporting work?			None	Rely on reports generated by other teams but don't generate any report	Rely on reports generated by other teams to further manipulate and generate new reports	Dependent on other teams for data extractions, but generate and manage reports on their own	No dependency on other teams for data extraction or regular reports generation

Meeting with All business heads to calibrate and normalize the BI Maturity score (1st week of Sep)

Final normalized score shared with Excom

Super Users Training Strategy & Prioritization

Readiness of Business Functions in terms of Data and Super User has been used as guiding principle to categorize the functions into 3 groups with customized training and action plans



Note: Data Readiness: High-Centralized source of data available; Med- Access to data from different sources; Low- Limited access to data
 Potential Impact and Super User readiness is based on the feedback of Business Heads

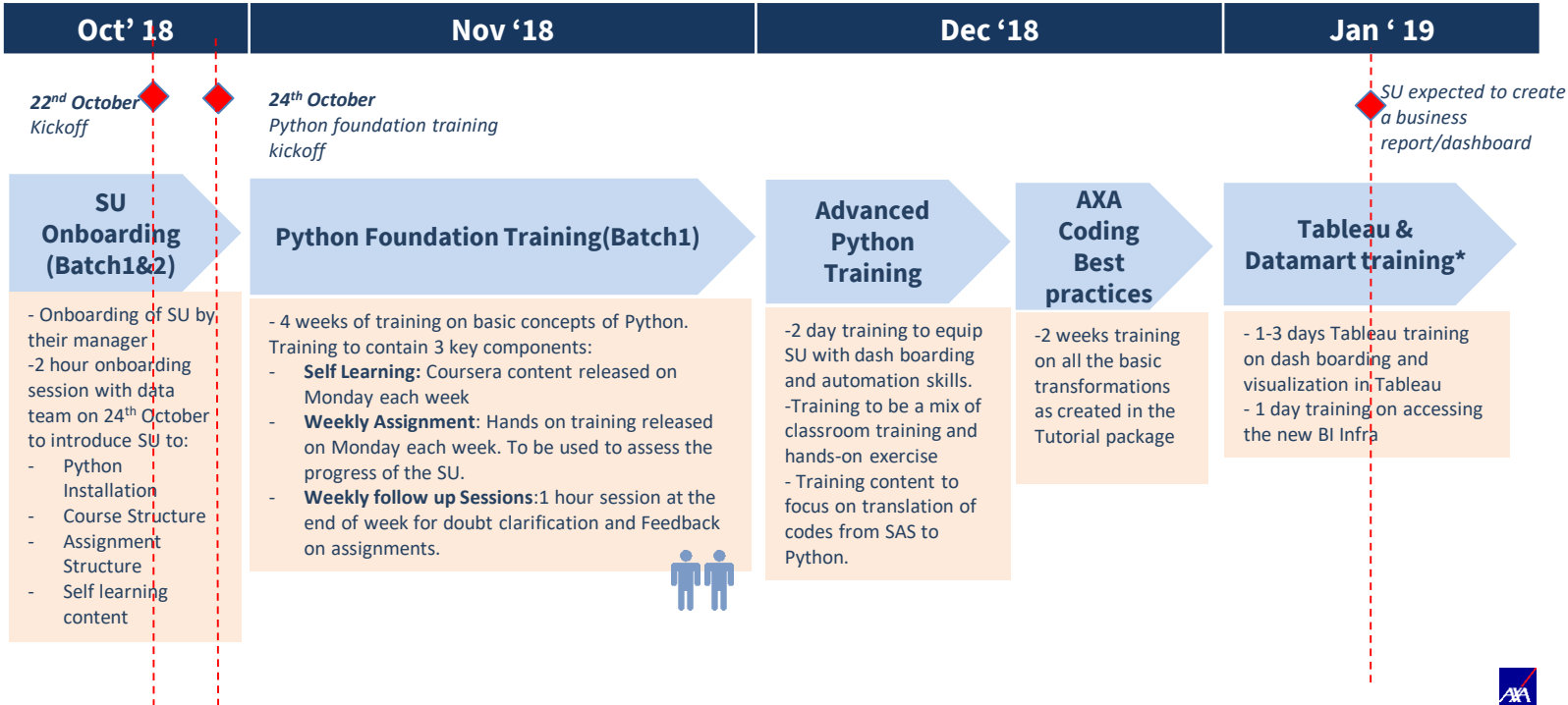
*Haven't received any response from business head so assessment based on Data team

Data Readiness



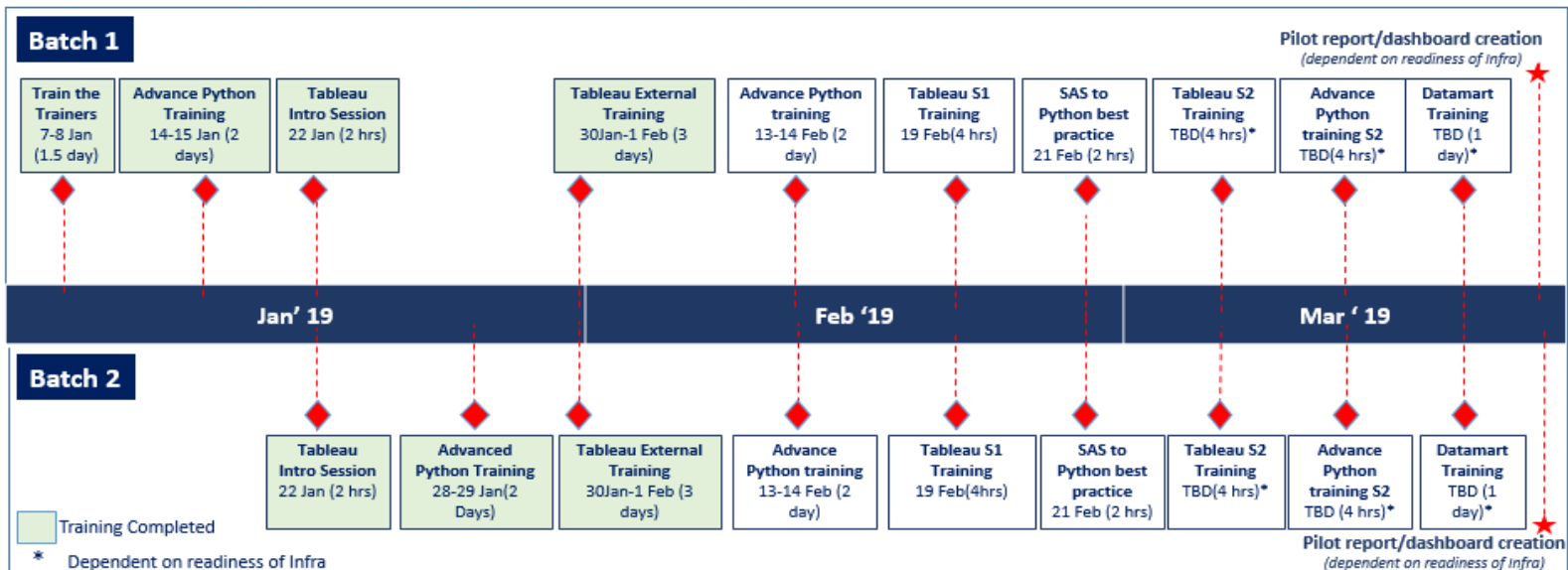
Super Users training : Python Training Plan Overview

Teaching Python to Super Users in order to have a common programming language, moving away from SAS, getting back the knowledge of decommissioned systems and supporting reports/tasks automation within the business



Super Users training : Other Trainings Plan Overview

Coupled with training on soft skills, best practices, advanced analytics and visualization

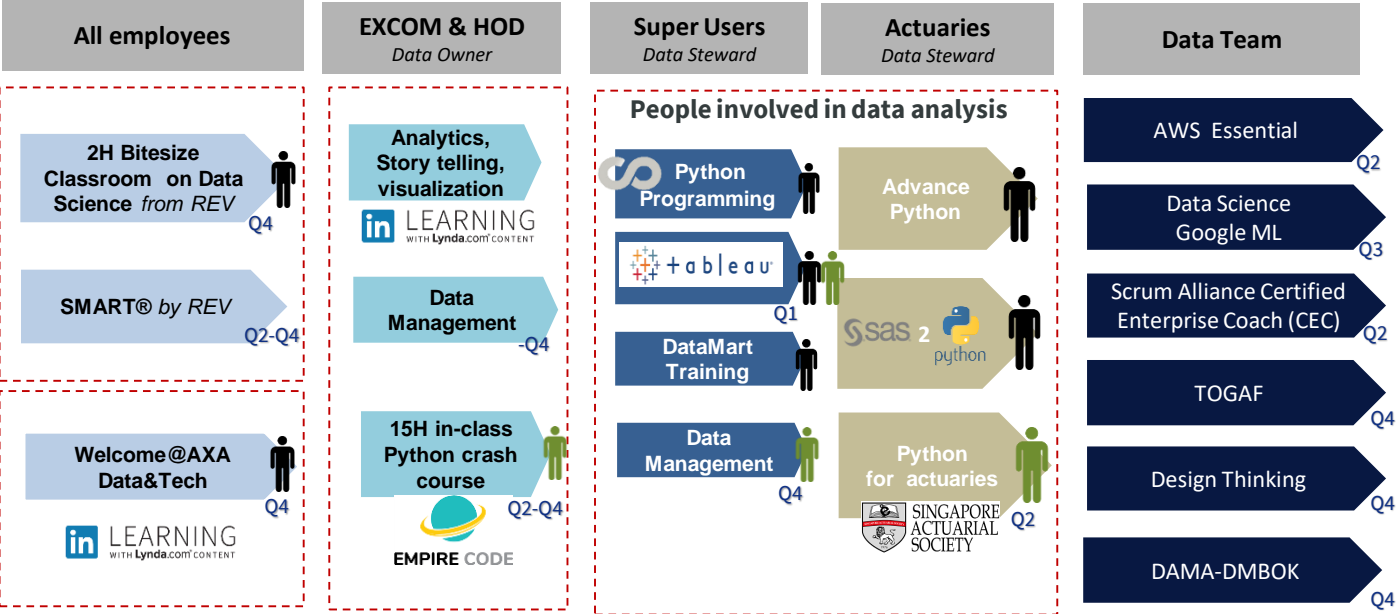


Training;	Trainer	Comments
Train the trainers	External	1.5 day training to empower members of data team & Super Users on felicitation skills
Advance Python training	Data team	2 day Live in class training on data manipulation in Python. Conducted in 3 sessions to ensure individual attention to each Super User
Tableau External training	External	6 members of data team + 9 Super Users to attend 3 day Tableau Training
Tableau 1 training	Data team/Super Users	Half day session for all Tableau creators for hands on in Tableau and to familiarize them with course material
SAS to Python best practices	Souriyo/External	2 hrs training to be attended by existing SAS users
Tableau 2 Training	Data team/Super Users	Half day session to provide mentorship on Super User specific Tableau dashboard
Advance Python 2 training	Data team	Training on best coding practices in Python with the new platform
DataMart training	Souriyo	Training on accessing and handling data in the new infra.

Data Capability Building for all audience of AXA SG

Because we will only become a Data driven company, once each of us, at all level has become Data Aware, we are planning along with People Office a comprehensive training plan for each target group

Training Roadmap



People Transformation Journey : where are we now ?

Status as at Nov 2018

Based on availability of dedicated reporting resources and their data competency

Up-skilled through training and engagement

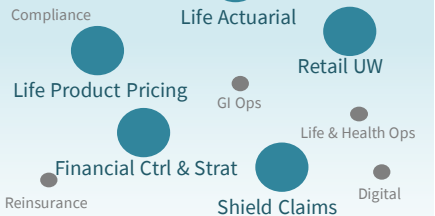
Status as at June 2019

Based on resources up-skilled to use Python and Tableau on the new data platform

5 Depts



13 Depts



14 Depts



DATA CAPABILITY BUILDING INITIATIVES

Python Training

In-Class trainings
E-learning-Coursera/LinkedIn Learning
Hands on exercise
Take home exercise and mini projects
Doubt Clearing Sessions

90+
Staff Members

Tableau Training

External Tableau Training
In class Training
Hands on exercise
Take home exercise and mini projects

40+
Staff Members

Leaders Training

2 day Python Training for AXA SG
Leaders

18
AXA Leaders

DATA AWARENESS INITIATIVES

LinkedIn Learning

Curated content recommended to staff members

160+
Staff Members

SMART

Data Awareness Challenge

400+
Staff Members

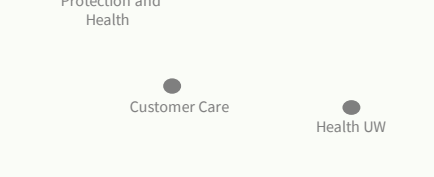
11 Depts



18 Depts



4 Depts



6 Depts moved from Med to High

- All members of Life Actuarial up skilled in Python
- Financial ctrl & Strat- 4 resources and Leader up skilled in Python/Tableau
- Life Product Pricing & Retail UW: 6 resources up-skilled in Python each
- Shield Claims: 3 resources up skilled in Python and 10 Tableau Explorers

11 Depts moved from Low to Med

- Health Claims: 4 resources up skilled in Python and Tableau
- Super Users identified and trained in 11 departments where people maturity on BI was low before

Leaders up skilled in Python
*P&H newly created function

No resources up skilled



People Engagement : Feed-back from the staff

SMART Data Awareness Challenge



400+

Participated from AXA SG
in this initiative by Group

70% Felt SMART raised curiosity towards data

70% Felt SMART made them data aware

90% Would participate in the next data
awareness challenge

Here is what participants had to say!



Patricia Yeo -
Bancassurance

*Continue to have such fun quiz as part of
the learning journey*



Zech Toh - IT Project
Management Office

*Share some kind of reading to help us
with the quiz? its fun going in blind but it
maybe more beneficial to learn what I've
read*

Python Crash Course for Leaders



18 Leaders

Dedicated 2 days to learning
Python

60% Felt they are data aware and can now work
with their Super Users

100% Would recommend this training to their
peers

Here is what participants had to say!



ALCID Monica – Deputy Director, Talent
Management and Development

*Practical application commitments post
the session. Set up support groups to
continue learning*

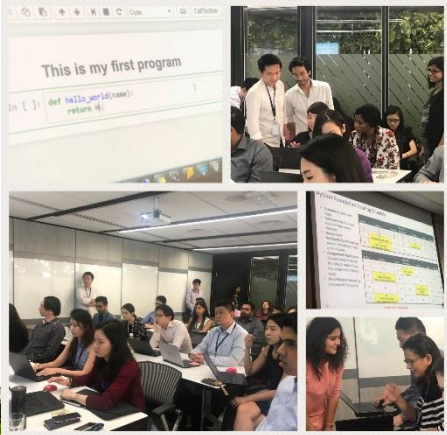


BRARD Pierre-Emmanuel- Director,
Investments, ILP and Wealth
Management

*The training (and trainer) is very good - I
believe it could do with few more
exercise or project on our own to learn
more rather than copy the programming
- maybe 3 times 30 minutes guided mini
project?*

People Engagement : awareness, reward and recognition

Various events (Lunch & Learn, panel discussions, talk with leaders) were organized to arouse interests for the staff. A top down approach was taken for the Batch 1 while now employees are self-registering to the Super User Program





Thank you!

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