



COUNCIL FOR CHIEF DATA AND ANALYTICS OFFICERS



Modernizing Your Enterprise for Optimal Analytics Capability

NOVEMBER 21 – 22, 2018
MONTREAL, ON

Accommodations and Meeting Location:

Hotel Monville - The Anderson Room
1041 Rue de Bleury, Montréal, QC H2Z 1M7
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Meeting Objectives:

BETTER UNDERSTAND how modernizing enterprises can help optimize analytics capability;

EXPLORE how organizations can improve analytic capability and solve business problems;

EXAMINE how data governance supports business intelligence initiatives and helps organizations better manage and leverage actionable data;

HIGHLIGHT use-case examples of organizations moving to more modern platforms;

IDENTIFY member experiences, strategies, and successes in modernizing enterprises for optimal analytics capability.



Agenda

Wednesday, November 21st, 2018

5:30 p.m. **Networking Dinner**

Ferreira Café

1446 Rue Peel, Montréal, QC H3A 1S8

The reservation is under the Conference Board of Canada.

Thursday, November 22nd, 2018

Meeting Location: The Anderson Room (2nd Floor), Hotel Monville, 1041 rue de Bleury, Montreal, QC

7:45 a.m. **Networking Breakfast - *Foyer Room***

8:30 a.m. **Welcoming Remarks and Introductions – *Anderson Room***

Dianne Williams, Director, Strategy and Operations, The Conference Board of Canada

Dr. Vanessa Thomas, Senior Research Associate, Science, Technology and Innovation Policy, The Conference Board of Canada

Dianne and Vanessa will provide an overview of how we will address the theme of modernizing enterprises for optimal analytics capability throughout the day.

9:00 a.m. **Fireside Chat: The Competitive Advantage of Good Data Ethics**

Carl Boutet, Chief Strategist, StudioRX

David Dadoun, Senior Director, Business Intelligence and Data Governance, Data Protection Officer, Aldo Group

In this fireside chat-style session, Carl and David will explore the strategic opportunities that good data ethics can create for organizations using data analytics. Presenting viewpoints from a data governance practitioner and a business strategist, they will shed light on how strategy and reality can work cohesively to provide business solutions.

Carl Boutet is an experienced retail executive with a deep understanding of the shifting business dynamics we are facing. For the past 25+ years, he has worked directly with both global and independent retailers. He has owned and operated his own retail chain with 65 locations across Canada. Today he focuses on better understanding how the combinations of good design, relevant data, and empowering technologies create better retail outcomes (e.g., understanding customer needs first and then considering the technological options to better meet them). Carl is often invited to speak at keynote events pertaining to retail strategy/innovation/data/technology and design.

David Dadoun is a BI evangelist, lecturer/guest speaker, and BI and data-warehousing consultant with expertise in functional, technical, and business analysis, data governance, project management, and BI system architecture. He is responsible for the Aldo Group's business intelligence, data governance, and data protection programs, and often lectures on these topics at HEC Montréal.

10:00 a.m. **Refreshment Break**



10:30 a.m. The Institute for Data Valorisation (IVADO)



Nancy Laramée, Director, Partnerships, Institute for Data Valorisation

IVADO members provide data management methods and inform decision making for optimal resource use by bringing together industry professionals and academic researchers to develop cutting-edge expertise in data science, operational research, and artificial intelligence. Through a project example, Nancy and Emma will show how IVADO is advancing data science and explore how collaborative research can help different organizations meet business needs.

As a graduate of the Université de Sherbrooke in Engineering Management, Nancy is a versatile experienced Director with more than 20 years of experience in creating business value through continuous improvement, data science and judicious use technological advances. Prior to joining IVADO, she held various management positions related to process optimization and profitability management.

Combining Operations Research and Statistical Learning Methodologies to Solve Large-scale Decision Problems



Dr. Emma Frejinger, Associate Professor, Department of Computer Science and Operations Research (DIRO), University of Montreal

Emma Frejinger's research activities lie at the intersection between operations research and statistical learning with a particular focus on demand forecasting and optimization of transport systems. She is the holder of the Canadian National Railway Company (CN) Chair in Optimization of Railway Operations. The Chair research and development team designs novel models and algorithms to solve large-scale decision problems faced by the railway industry. Emma is a member of CIRRELT (www.cirrelt.ca) and an associate member of Mila (mila.quebec). She also holds a part-time position as scientific advisor of IVADO Labs (ivadolabs.com).

11:15 a.m. Exploring Machine Learning and Learning Algorithms

Dr. Aaron Courville, Assistant Professor, Department of Computer Science and Operations Research (DIRO), University of Montreal, and Member of the Montreal Institute for Learning Algorithms (MILA)

The Montreal Institute for Learning Algorithms researches deep learning and machine learning for AI and provides unique access to state-of-the-art research to a pool of companies which can benefit from the opportunities opened up by machine learning. Researchers from MILA have pioneered the field of deep learning and deep neural networks (both discriminative and generative) and their applications to vision, speech, and language. This session will focus on some of the many breakthroughs in developing novel deep learning algorithms and applying them to various domains, such as neural language modelling, neural machine translation, object recognition, structured output generative modelling, and neural speech recognition.

Dr. Courville's current recent research interests focus on the development of deep learning models and methods. He is particularly interested in developing probabilistic models and novel inference methods. While he has mainly focused on applications to computer vision, he is also interested in other domains such as natural language processing, audio signal processing, speech understanding, and just about any other artificial-intelligence-related task.

12:00 p.m. Networking Lunch - *Foyer Room*

1:00 p.m. Bank of Canada's Enterprise Data Strategy – *Anderson Room*



Arthur Berger, Senior Director, Enterprise Data Strategy, Bank of Canada

In this member spotlight session, Arthur will explore the Bank of Canada's Enterprise Data Strategy, which will largely focus on capabilities to support analytics.



Arthur is responsible for ensuring that economists at the Bank of Canada have easy access to accurate, coherent, relevant, timely and interpretable data, as well as the IT tools, programming, subject matter and statistical support to effectively exploit the data. He is also responsible for a comprehensive range of statistical activities, including design of conceptual frameworks, design and implementation of statistical methodologies, data collection and verification, data processing, data analysis, continuous improvement of overall data quality, data and metadata management, data analytics, data dissemination and data acquisition/warehousing.

1:45 p.m. Member Spotlight: Canada Pension Plan Investment Board or Canadian Automobile Association

Jeff Walker, Chief Strategist, CAA National Office

In this member spotlight session, Jeff will highlight the types of data analytics the Canadian Automobile Association (CAA) is using, how this is modernizing the enterprise, and what some of the key successes and challenges are.

Jeff is committed to enabling progress, in his own organization, in partner organizations, and among the people he works with. He enjoys identifying organizational challenges and breaking them down to build and execute solutions that take organizations to a new level. He gets really excited about exploring the cross pollination of different fields in business—like analytics and marketing—where synergies emerge, and new ideas germinate. For the first 15 years of his career, he worked as a consultant at places like the Earncliffe Strategy Group and for or the past few years he has worked at CAA, where he has been given a window to explore new challenges, and seek to build solutions to those challenges, in marketing, rewards, analytics, and public affairs.

2:30 p.m. Networking/Health Break

2:45 p.m. Facilitated Discussion: Member Roundtable on Overcoming Barriers and Identifying Promising Strategies

Dr. Vanessa Thomas, Senior Research Associate, Science, Technology and Innovation Policy, The Conference Board of Canada

CCDAO members will discuss their own experiences, strategies, successes, and challenges in modernizing their enterprises for optimal analytics capability. Based on what they have learned today, they will focus on what they can take home and implement in their own organizations.

3:15 p.m. Council Strategic Session

Dianne Williams, Director, Strategy and Operations, The Conference Board of Canada

Dianne will present the proposed CCDAO Program Plan that was developed based on CCDAO member feedback regarding their priorities, strategic focus area preferences, and research interests. The subsequent discussion will provide CCDAO members with the opportunity to provide further feedback on the proposed program and plan for the Council.

3:50 p.m. Wrap-Up and Closing Remarks

Dianne Williams, Director, Strategy and Operations, The Conference Board of Canada

4:00 p.m. Adjournment