

# ALTHEA DAVIS

## AWARD WINNING CHIEF DATA OFFICER

As an experienced Chief Data and Analytics Officer with eight successful tenures, I have honed my expertise in developing and executing practical data strategies. My focus is on building diverse teams proficient in data, digital, advanced analytics, and data science, driving organizations to become data-savvy. By fostering a data culture, I eliminate data chaos and design a **"Data as a Business"** model that positively impacts the top and bottom lines.

Whether aligning data strategies with business objectives or establishing data practices throughout the value chain, including external partners, I leverage next-gen data discipline, disruptive technologies, and innovative data methods to unlock the full potential of data, information, knowledge, digital assets, and AI. My ultimate goal is to deliver tangible business outcomes and establish data as a revenue-generating business capability.

## EDUCATION

### **Eckerd College, St. Petersburg, Florida**

Bachelor of Business Administration in International Business

January 1989 – January 1992

**Fulbright Scholar:** Bilingual German /English MBA, Universität des Saarlandes, Saarbrücken, Germany.

1st Year-MBA (German/English). International Business Administration.

Awarded Fulbright Scholarship Germany, 1992

September 1992 – January 1993

### **Project Management Professional, PMI – Project Management Institute, Arnheim**

PMP Certification from the PMI, Global Project Management Institute.

June 2005 – September 2005

### **Program and Portfolio Management, Cadence, Hilversum**

Program/Portfolio Management Certification (Nike In-house Training).

March 2006 – June 2006

### **Scrum Master – Agile Mgmt., iSense, Utrecht**

Scrum Master Certification.

October 2010

### **Sustainability Consulting, ToFuture, Helsinki**

Certified Sustainability Professional based on Global Reporting Initiatives (GRI).

October 2010 – November 2010

### **Certified Data Management Professional (CDMP), DAMA International, Washington, D.C.**

Certified DAMA International Data Management Professional (CDMP)

April 2015

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

Certified Enterprise Data Management Experts (EDME) – on the Global Data Management Standard CMMI – DMM

November 2017 – January 2019

## EXPERIENCE

### **CEO/FOUNDER**

#### **Alstrada Information Technology Consulting LLC (Abu Dhabi, UAE)**

July 2022 – Present

- Alstrada is on a mission to bring you award-winning data leadership, globally recognized data professionals, data thought leaders, and best-selling authors, with unparalleled experience of 20 – 30+ years, to make your data sing any business note you please.
- Leadership | Data Monetization | Data Strategy | Data Literacy | Semantic AI

### **Chief Data Officer (Contractor)**

#### **Abu Dhabi Digital Authority (Abu Dhabi, UAE)**

March – July 2022

- Developed a detailed data strategy, data organization and operating model.
- Reached out to and orchestrated 77+ government entities to create data leadership, inclusive data culture, and viable data monetization.
- Advocated for data-centric architecture for the government data estate.

### **Managing Partner and Chief Data Officer**

#### **Avantologie (Abu Dhabi, UAE)**

March 2021 – February 2022

- Provided advisory services to add a new dimension of data leadership. This involved advising on data strategy, data governance, data management, and data analytics.
- Crafted the strategic vision of the service offering that provides professional data services, data products, and data solutions.

### **Director, Data and Analytic Practice, Data Strategy and CDO Advisory Services**

#### **NXN (Dubai, UAE)**

September 2020 – February 2021

- Transformed a data practice into a data business by creating and implementing a Data and AI Strategy.
- Established data leadership at the decision-making table as the first Chief Data Officer on the Board of Directors.
- Upskilled and augmented the existing data team, managed the RFP process for all data-related client initiatives, and established data leadership and data team roles and responsibilities in business operations.

## MEDIA LINKS

[CDO & Data Leaders' Global \(Virtual\) Summit 2023](#)

[RTA World Open Data Day 2023 Speaker](#)

[LEAP 2023 Panelist | Riyadh, KSA](#)

[GITEX 2022 Panelist | Dubai, UAE](#)

[Award Power Data Women 2022](#)

[CDO Magazine Welcomes Althea Davis](#)

[Bank Revolution Summit](#)

[Althea Speaker @ Healthtech](#)

[Althea Davis Appointed CDO @ ADDA](#)

[Data Insight Leader Summit Europe](#)

[Althea Speaker @ 2018 Intelligent Automation, Singapore](#)

[Althea Davis | ING Bank | MIT ComSpark | Technology](#)

[Navigating a CDO role across geographies, organizations and cultures](#)

[Signature - Data Leaders Data Manifesto](#)

[Althea Davis Appointment Announcement](#)

[Book Reviewer - Data Monetization](#)

[Speaker @ Velocity Data & Analytics Summit Dubai](#)

[Venturi's Podcast interview with Althea Davis Technology | Leadership](#)

[Veda Bawo, Raymond James & CDOIQ 2019 - The Cube Althea Davis, ING Bank | MIT Interview](#)

[How to build a data analytics dream team | MIT Sloan](#)

[The next chapter in analytics: data storytelling | MIT Sloan](#)

[3 challenges for chief data officers in finance | MIT Sloan](#)

[6th Africa Bank 4.0 Summit 2021](#)

[CDO Magazine Interview on Data Literacy](#)

[Award Power Data Women 2021](#)

[CDO MENA SUMMIT 2021](#)

## Enterprise Data Strategy & Governance Manager

**ETIHAD AVIATION GROUP (Abu Dhabi, UAE)**

January - August 2020

- Developed a data strategy and conducted a data/analytic maturity assessment.
- Established an enterprise data governance framework, a community of practice, and data management technology strategy, operations, and digital transformation programs.
- Up-skilled and mentored the data team in SaFe agile and data assets, implemented new data practices, and engaged business stakeholders to raise data awareness.

## Global Data Governance Manager (Contractor)

**HEINEKEN INTERNATIONAL (Amsterdam, Netherlands)**

August - December 2019

- Optimized the current data management practice with disruptive technologies such as AI-powered data profiling, auto-classification solutions, and intelligent information automation for information management.
- Lifted the morale of the global data team by creating a more collaborative and data-driven culture, as well as providing opportunities for professional development.
- Changed the data culture to make data assets actionable. This involved creating a clear data governance framework, as well as developing data-driven decision-making processes.

## Chief Data Officer (Contractor)

**ING Bank (Amsterdam, Netherlands)**

October 2017 - September 2018

- Set up a new Chief Data Office with a global team in 10 countries.
- Managed Data & AI strategy and data portfolio of projects and programs, data operations to support data compliance, data infra/architecture modernization, and advanced analytic, digital, and semantic use cases.
- Managed data budget, data portfolio & data leadership.

## Chief Data Officer (Contractor - KPMG)

**ABN AMRO Insurance (Zwolle, Netherlands)**

October 2016 - November 2017

- Set up a new Chief Data Office which involved hiring and managing staff, developing a data strategy, and implementing data governance policies.
- Managed data strategy with a focus on Marketing and Pricing Modelling.
- Supported data operations for Solvency II compliance & IFRS.

## Head Of Enterprise Data & Information Management (Contractor)

**European Commission (Brussels, Belgium)**

August 2015 - June 2016

- Established DAMA/CMMI DMM global standards for data management within the Horizon 2020 digitalization transformation program of the Commission.
- Designed Data strategy and advised prominent DGs on good data practices and standards for data capabilities.
- Provided practical advice to DGs on Metadata Management, MDM, and Information Management for high-quality and trustworthy financial reporting to the public, Data Integration, Data Modeling, and Data Quality Framework to improve service to EC citizens within an EC Data Strategy.

## SKILLS SUMMARY

Data strategy development	<div style="width: 100%;"></div>
Team building and leadership	<div style="width: 100%;"></div>
Business acumen	<div style="width: 100%;"></div>
Data governance	<div style="width: 100%;"></div>
Advanced analytics	<div style="width: 100%;"></div>
Data science expertise	<div style="width: 100%;"></div>
Change management	<div style="width: 100%;"></div>
Revenue generation	<div style="width: 100%;"></div>

## EXTRA-CURRICULAR ACTIVITIES

### Chairwoman Editorial Board – Mena & African Region

**CDO Magazine, Abu Dhabi**  
June 2021 – Present

### Board Member / UAE Ambassador

**International Society for Chief Data Officers, Abu Dhabi**  
April 2019 – Present

### UAE Ambassador

**She Loves Data, Abu Dhabi**  
July 2021 – Present

## REFERENCES

### Chris Bannock

Group CDO, ING Bank (former)

### Tom Vekemans

Enterprise IT Architecture, European Commission

### Philip Venema

Group CCO, ABN AMRO INSURANCE

### Willem Van Meerveld

SVP, ABN AMRO Bank

### Doug Laney

Distinguished SVP & Author: Infonomics, Gartner/ Godfather of Data Monetization

### Professor Dr. Richard Wang

CDO Institute, Massachusetts Institute of Technology & Founder of the International Society for CDO's

### Professor Peter Aiken

Board Member, International Society for Chief Data Officers, and Professor at Commonwealth of the University of Virginia

### Bill Inmon

Forest Rim Technology, Father of Data warehousing and Textual Analytics Pioneer

## European Director Of Data Strategy Practice (Contractor)

### Resources Global Professionals (Utrecht, Netherlands)

August 2014 – June 2015

- Set up a new Data Strategy Practice for EMEA.
- Created a Data Proposition for FMCG, Financial Services and Semi-conductor clients.
- Trained staff on data propositions and implemented a data strategy for RGP.

## HEAD OF CENTER OF EXPERTISE FOR DATA MANAGEMENT (Contractor)

### ABN AMRO Bank (Amsterdam, Netherlands)

July 2014 – December 2014

- Set up a new Center of Expertise for optimizing and digitalization within Data Management based on global standards.
- Led a team of 20 data/information architects, business analysts, and data analysts to create frameworks and advise models for data integration, data migration, data compliance, and data ethics.
- Led data warehouse re-design for multiple DWHs across the firm.

## SENIOR ADVISOR, ENTERPRISE DATA CONSULTANT (Contractor)

### Atradius Insurance (Amsterdam, Netherlands)

July 2013 – March 2014

- Created a data strategy for a business transformation and a data quality framework for an SAP implementation.
- Advised on data, digital, and information compliances and formalized DQ reporting requirements for concentration risk reporting.
- Created an external data vendor management framework, advised on operational control processes, and mentored external data procurement and vendors on external data management and interoperability.

## Enterprise Data Consultant (Contractor)

### Westland Utrecht Bank (Amsterdam, Netherlands)

February 2012 – February 2013

- Developed a Data Management Roadmap for the Basel III banking regulation program.
- Managed extensive stakeholder engagement with internal and external teams.
- Created a Data Strategy & Data Governance Proposal to support the business strategy and Basel III compliance.

## SENIOR DATA MANAGER – SOLVENCY II

### Nationale Nederlanden Insurance (Rotterdam, Netherlands)

April 2012 – November 2012

- Provided consulting advice on data management to legal entities.
- Raised awareness of data management discipline within the Solvency and Digitalization Programs.
- Completed business model assessment and business capabilities mapping to the data process model.

## SENIOR DATA PROGRAM MANAGER (Contractor)

### Achmea Insurance (Utrecht, Netherlands)

October 2010 – March 2011

- Set up an enterprise-wide data strategy for all domains which involved identifying the organization's data needs, developing a plan to manage data, and ensuring that data is used in a way that is compliant with regulations.
- Managed a 2.5 million euro budget, for all data projects. This involved overseeing the implementation of data-related projects, ensuring that projects were on track and within budget, and managing the relationships between the organization's data teams and other stakeholders.
- Set up data & analytics organization, and IT /Information infrastructure alongside existing SAP landscape.

## LANGUAGES

English	<div style="width: 100%;"><div style="width: 100%;"></div></div>
Dutch	<div style="width: 100%;"><div style="width: 95%;"></div></div>
German	<div style="width: 100%;"><div style="width: 80%;"></div></div>
French	<div style="width: 100%;"><div style="width: 70%;"></div></div>

## HOBBIES

- Skiing
- Travelling
- World History
- Tennis
- Yoga
- Reading

## CONTACT



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, Abu Dhabi, 0000,  
United Arab Emirates.



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### **SENIOR PORTFOLIO MANAGER FEC/AML (CONTRACTOR)** **ING Bank (Amsterdam, Netherlands)**

July 2010 – October 2010

- Set up a new Center of Excellence for Anti-Money Laundering (AML). This involved defining the scope of the Center, recruiting and managing staff, and developing a roadmap for AML digitalization.
- Managed a 15 million euro program budget. This included managing the budget for 3 agile use cases, 15 program teams, and 100 internal stakeholders.
- Handled all executive briefings to ING Board members and AML Steering Committee. This involved providing updates on the progress of the AML digitalization program and answering questions from senior stakeholders.

### **SENIOR IT PORTFOLIO MANAGER (CONTRACTOR)** **ABN AMRO Bank (Amsterdam, Netherlands)**

July 2009 – July 2010

- Managed a Euro 70 million portfolio of data migration, business process, application alignment, and server merger projects.
- Led a team of 10 project managers and 25 indirect reports at IBM.
- Agilely delivered 75% of projects within timelines and aligned interdependent projects delivery multi-year.

### **SENIOR IT PORTFOLIO & BUSINESS PROGRAM MANAGER (CONTRACTOR)**

#### **CBAO Bank (Dakar, Senegal)**

April 2009 – May 2009

- Managed a team of 10 staff and a budget of \$10 million to implement PCI-DSS compliance across the West African Retail Bank Chain.
- Worked with executives, external suppliers, Visa and Mastercard, legal counsel, security consultants, procurement, finance, and customer payment departments to ensure the successful completion of the program.
- Completed 265 rules and 12 key areas for PCI compliance, and delivered a model for PCI compliance on an SAP landscape.

### **SENIOR IT PORTFOLIO & BUSINESS PROGRAM MANAGER (CONTRACTOR)**

#### **ING Bank (Amsterdam, Netherlands)**

April 2008 – March 2009

- Managed the movement of servers for the Enterprise Infrastructure/Architecture Portfolio to support the merger of ING and Post Bank.
- Managed a Euro 35 million portfolio, 5 PMO staff, and Department stakeholders on the ING Transformation Program Process Council.
- Delivered 100% server migration and data migration within the Tango Program timeline for the Bank merger.

### **SENIOR BUSINESS PROGRAM MANAGER** **Nike (Hilversum, Netherlands)**

June 2002 – March 2008

- Led global programs in Retail, logistics, and Apparel, managing global teams and vendors.
- Digitalized EMEA franchise business model technologies to augment the SAP data landscape.
- Set up IT Retail Solutions | Store Expansion, E-commerce business model across EMEA.

### **STRATEGY MANAGEMENT CONSULTANT**

#### **Accenture (Amsterdam, Netherlands)**

March 1998 – March 2001

- Led teams to deliver SAP SCM, SAP CRM, and Business Process Assessment projects.
- Engaged clients to ensure their satisfaction with project deliverables.
- Managed quality assurance for project delivery.

### **EUROPEAN RETAIL FORECAST MANAGER**

#### **Levi's Strauss - Dockers Europe (Amsterdam, Netherlands)**

January 1996 – March 1998

- Led the implementation of SAP models and data solutions for EMEA store rollout.
- Managed projects for retailer's franchise model expansion, merchandise planning and deployment.
- Managed stakeholder franchise owners' management.