

## Session 4A

### Driving a data strategy in a large, decentralized organization



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**Bio:** *To safely create value from data at scale, Nicolas Shire leads the enterprise-wide data strategy at AXA, as Group Chief Data Officer. He has been driving business transformations powered by technology and data over the last 25 years, in Financial Services, the Utilities – as a consultant, and the Food industry. He has an Engineering diploma from Supaero and a Master in Business Consulting from the Ecole Supérieure de Commerce de Paris.*

**Brief description:** Driving a data strategy in a company is a recent practice, usually assigned to a Chief Data Officer, that involves many internal and external stakeholders. Driving a global data strategy across operating companies within a decentralized group is another challenge. In this session, we will discuss the example of AXA.

**Abstract:** In the last 5 years, AXA – a 100b€ Revenue Insurance company operating in 50 countries, has increased its level of decentralization by downsizing the Corporate Center, accelerated its business transformation through a large acquisition and increased its resilience. At the same time, Chief Data Officers have been appointed in operating companies to safely create value from data & AI at scale.

During this presentation, attendees will:

- Learn how the global and operating companies' data strategies are articulated at AXA,
- How operating companies are encouraged to cross-fertilize data & AI use cases,
- Why and how community management and performance management are combined,
- What is done to increase data & AI culture, the biggest challenge today.



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Assuming attendees face similar situations, they will leave with at least one idea to explore in their own context.

**Key words:** *data strategy, decentralized organization, data & AI culture.*