



*All Rabobank employees
get the opportunity to
enhance their data literacy
knowledge and skills*



Front office

Has an operational role in the internal or external customer service process. Registers data and communicates insights

E.g. CDD Analyst, Recruiter, Financial Advisor



Sponsor

Has a leadership role in the organisation. Promotes use of data, identifies opportunities and uses data to make decisions

E.g. Tribe Lead, Area Lead, Manager



Translator

Is the bridge between the business and developers when translating business requirements into data requirements

E.g. Business consultant, Project lead



Developer

Designs more complex solutions related to data and analytics, that are used by the business

E.g. Data Scientist/Engineer, Researcher



Supporter

Provides expertise knowledge and support required for creating value out of data

E.g. Privacy Officer, Auditor, Modeller



The Translator

In the Data Driven Enterprise, Translators will...

Deliver (basic) analytics insights yourself

Translate business needs to clear requirements for the analytics and developer teams

Find the right data and the right people for your use case

Understand and learn more about D&A within different functions and departments

I will Recognize Opportunities

- You recognize interesting use cases that can solve business challenges
- You can translate business needs to data driven solutions and required data sources
- You can solve some of these challenges yourself with the use of (basic) analytics, but also work together with developers
- You connect smoothly with different roles and functions, connect people and transfer information. This helps in becoming One Rabobank





The Sponsor

In the Data Driven Enterprise, Sponsors will...

Use data and insights to manage risk, make decisions, and reach business objectives

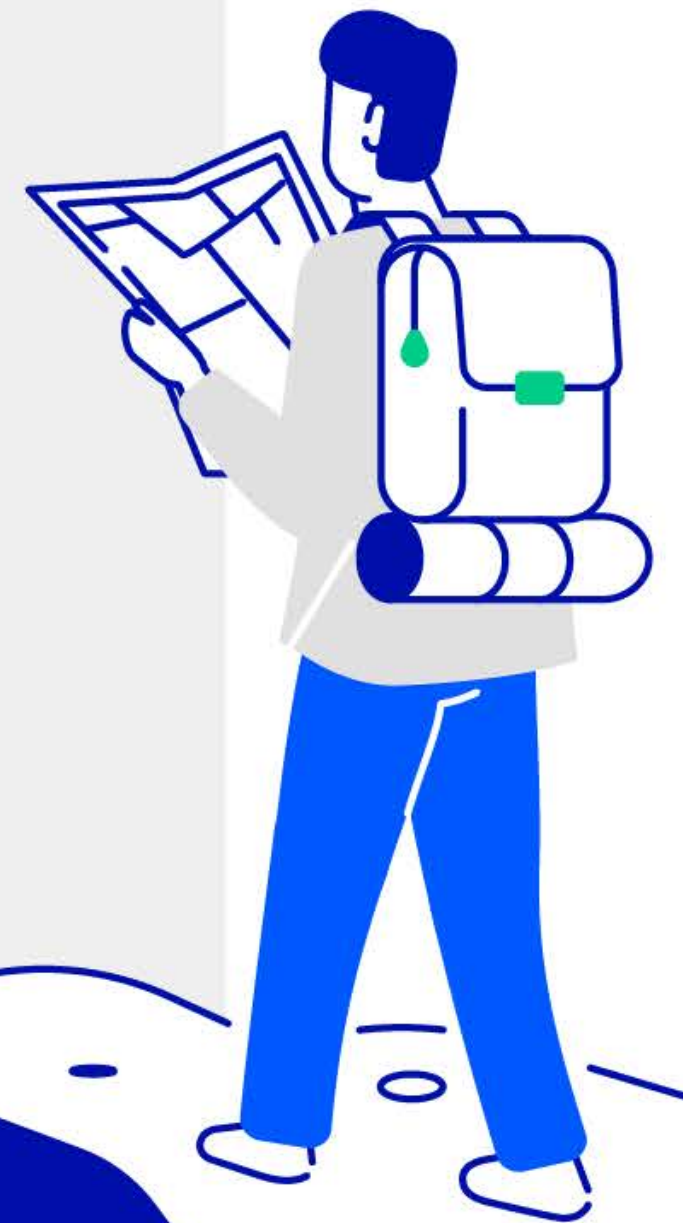
Encourage others to work more data driven

Stay up to date with new societal trends and recognize opportunities

Understand and translate data driven decision making to all stakeholders, customers and colleagues

I will Realise Sustainable Employability

- As a leader, you stimulate your employees to stay up to date in terms of capabilities and knowledge
- To do so, you want to know the business opportunities of tomorrow and the employee skills that become more or less in demand
- Based on client and economic data, you can spot these new market trends
- You instruct your team to hire accordingly and stimulate existing staff to educate themselves. For example on D&A skills





The Supporter

In the Data Driven Enterprise, Supporters will...

Create one source of truth for data

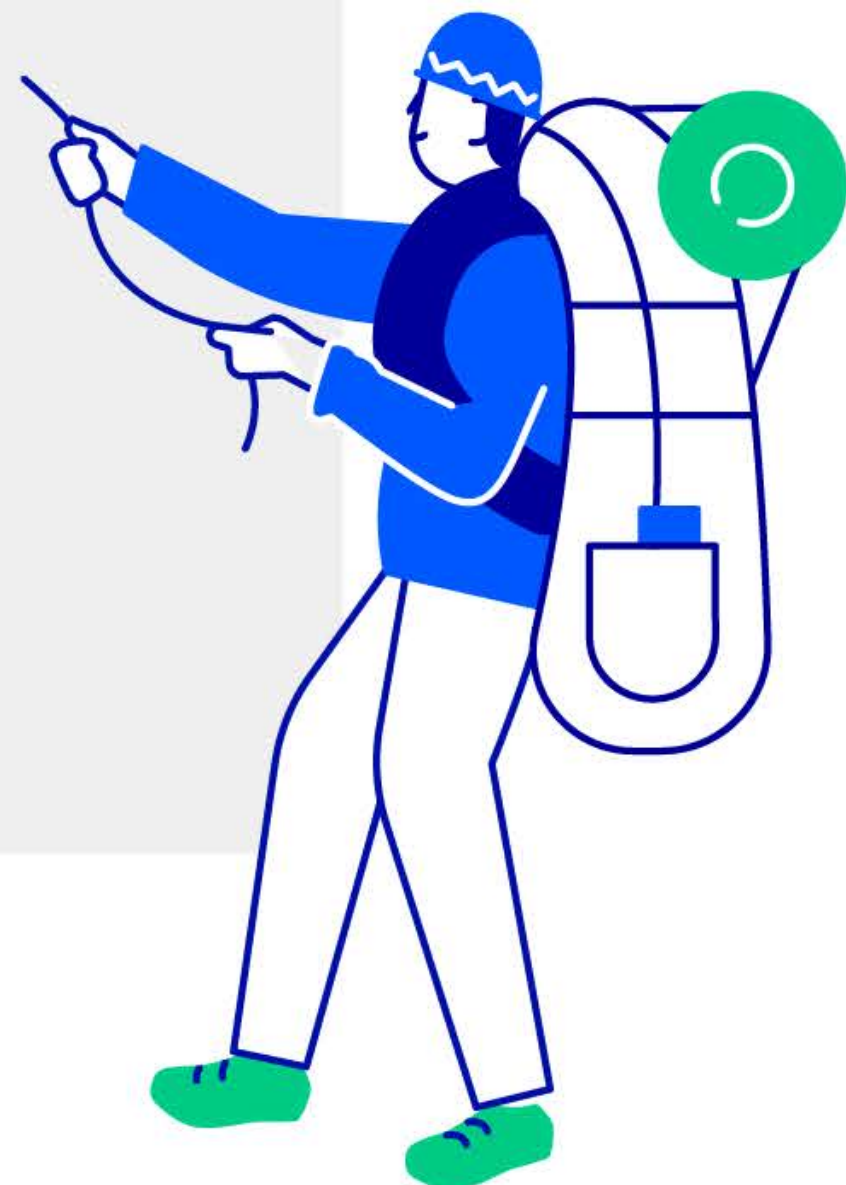
Promote compliant use of data

Explain your and other's responsibilities effortlessly

Speak the same language with different functions and departments

I will Improve Data Hygiene

- As a supporter you take responsibility for the fact that our data is available, re-usable and of the right quality for all
- You set rules and guidelines on compliant use of data ensuring we handle it carefully
- You work together with the business to connect their data sources, creating one single source of truth
- You advice development teams on compliancy, process, architecture
- You stimulate understanding and collaboration across departments





The Front office

In the Data Driven Enterprise, Front office will...

Help clients better through data driven insights and advice

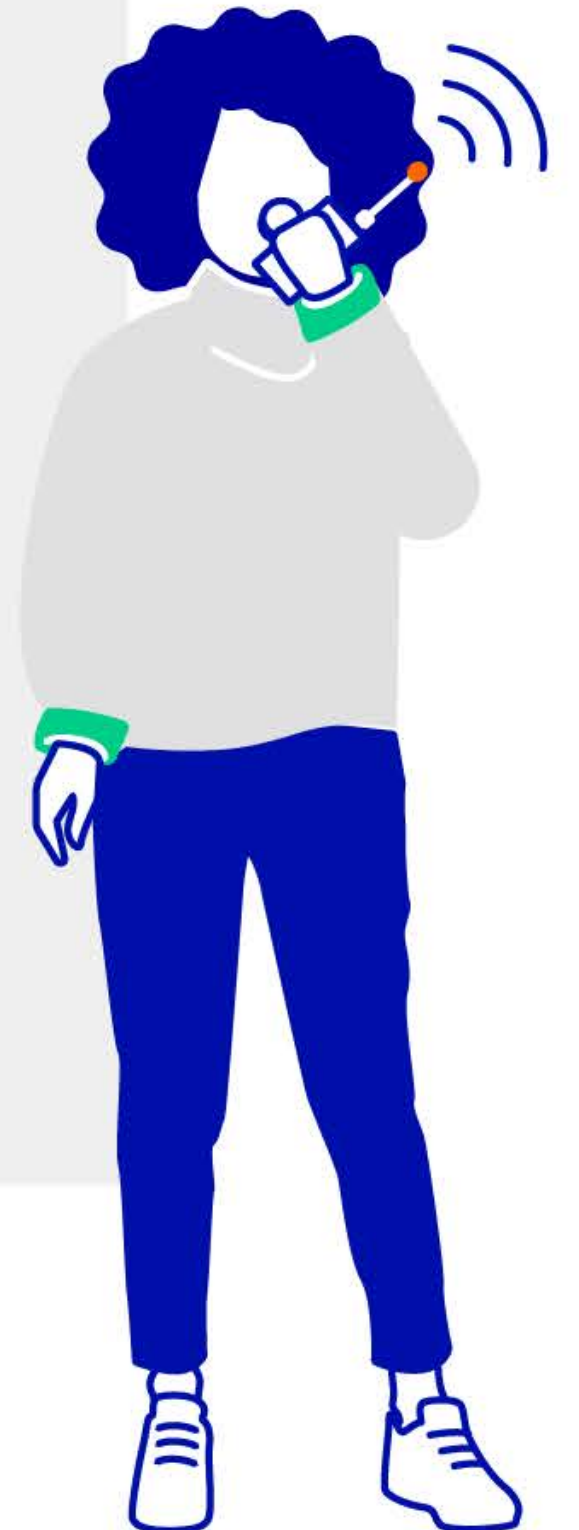
Work smarter and with less administrative burden

Enter high quality client data

Propose improvements with the use of data

I will Provide Excellent Customer Service

- You use the output of advanced Data models in your decisions and advices towards client's
- Providing faster and better customer service
- You understand the importance and impact of data quality, and ensure the data you enter fulfils all criteria
- You pro-actively flag data quality issues
- You use data driven insights to improve internal ways of working or customer service





The Developer

In the Data Driven Enterprise, Developers will...

Create valuable analytics solutions for the business

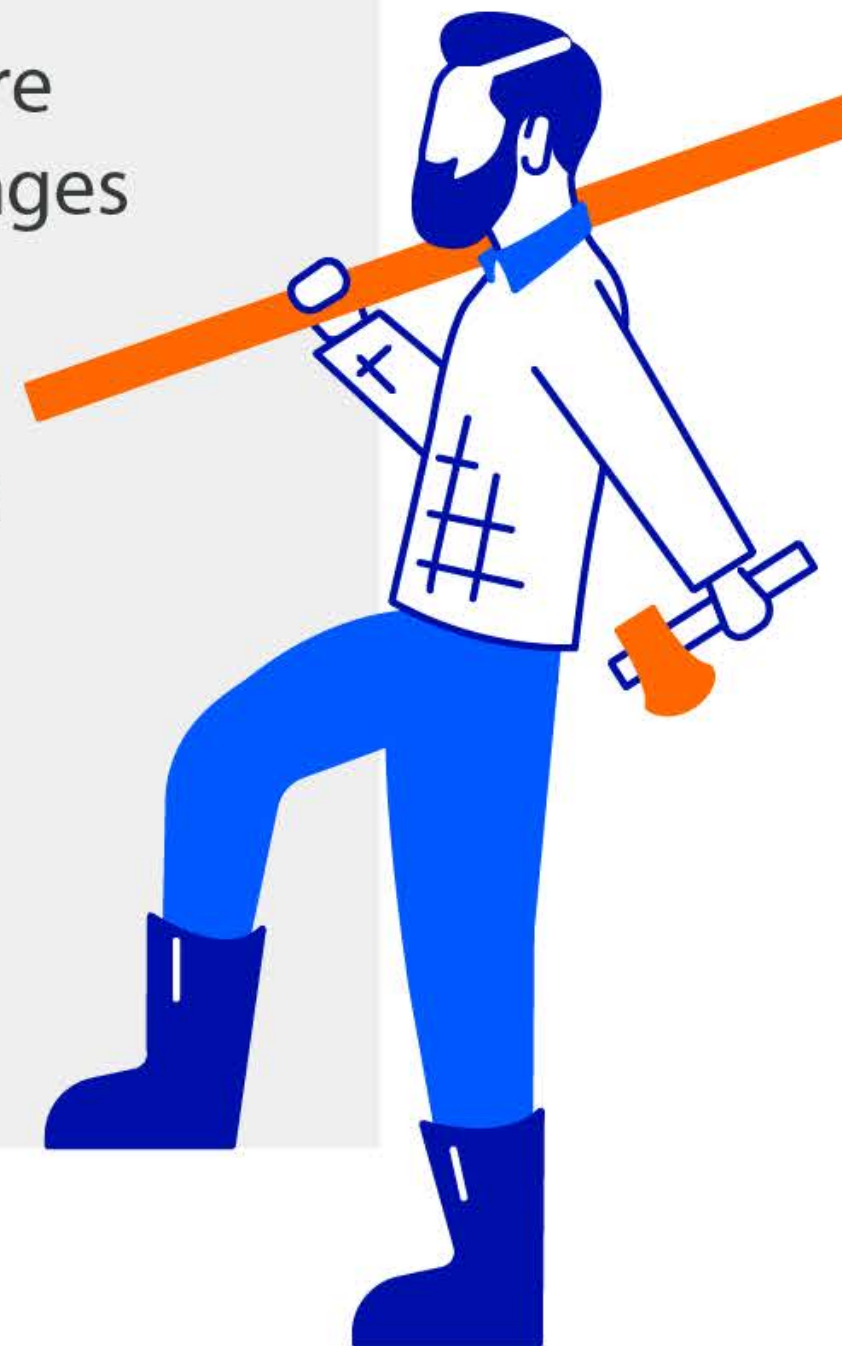
Discover new requirements and opportunities with the use of data

Clearly communicate your findings, challenges, and results

Speak the same language with different functions and departments

I will Build New Data Solutions

- You work on new solutions providing both client value as well as digital information provisioning
- You work closely with translators to ensure your solution answers to business challenges and ultimately to client's needs
- You take advantage of the high data quality, ensuring Rabobank is leading the way in the development of safe products and services
- You communicate your findings and challenges to the business, and improve common understanding



The Data Driven Enterprise benefits us all

What is in it for me?



Front office

I am confident about the quality of the client information that I create



Sponsor

I leverage data to reduce risk, make decisions, and reach business objectives



Translator

I understand and use data to create added value for our customer and business



Developer

I deliver more business value and can easily communicate my solutions to the business



Supporter

I'm able to align processes and data use better, creating one source of truth