



JADS

Jheronimus  
Academy  
of Data Science

# Creating value with data

*Overcoming the Hype*

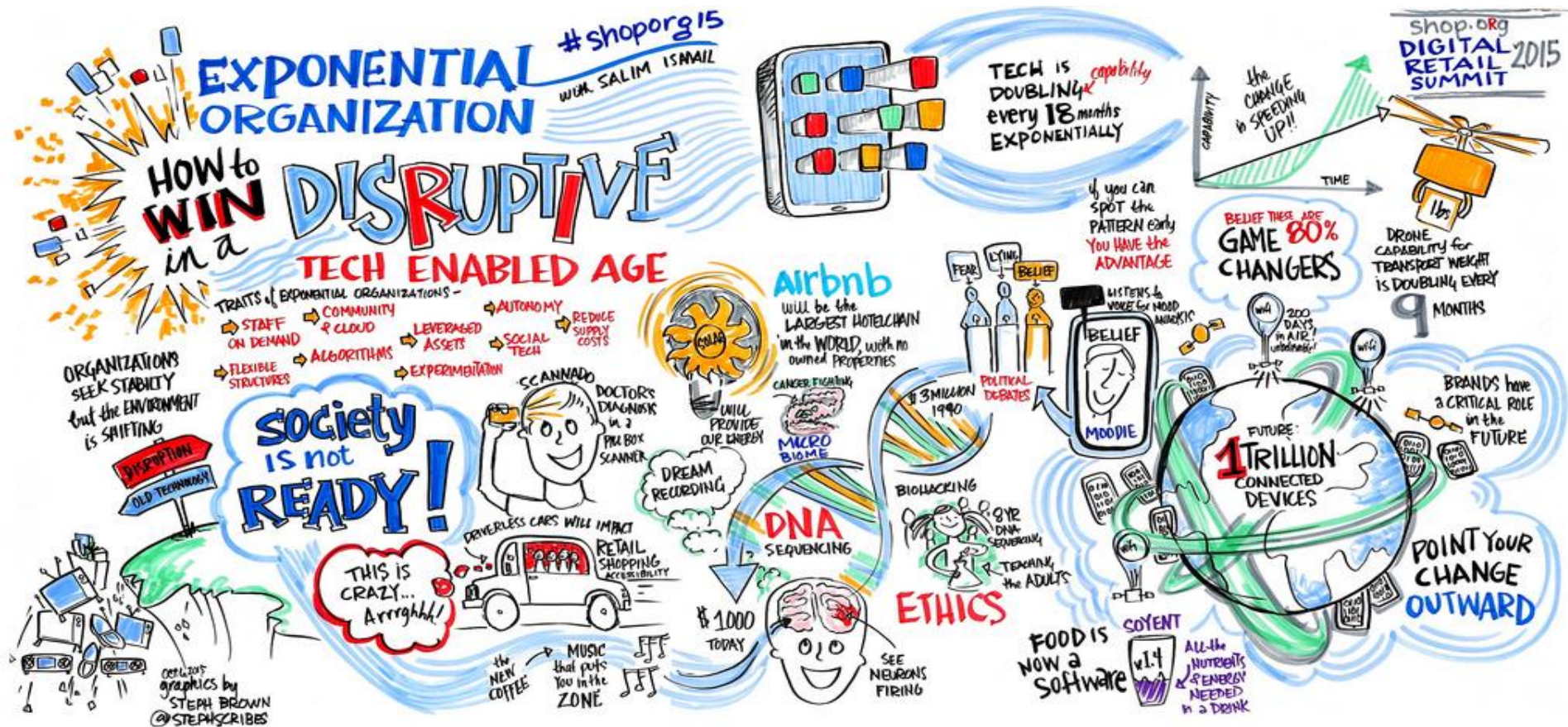
September 15<sup>th</sup> 2016

**Arjan van den Born**

# CONTENT

- The disruptive force called data science
- Cool examples
- JADS – Bringing business and IT together
- The Graduate School Mariënborg – Data, Entrepreneurship & Innovation
- Unlocking the Value of Data Science – The Data Driven Organization

# The Usual Story





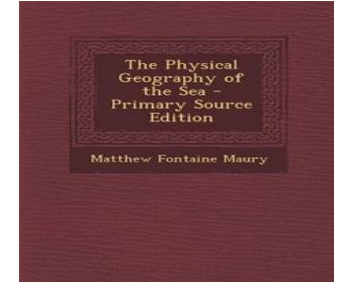
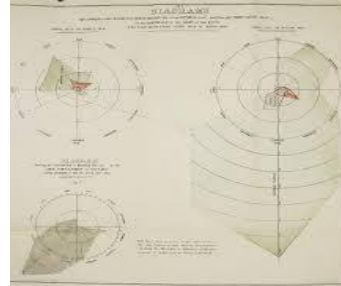
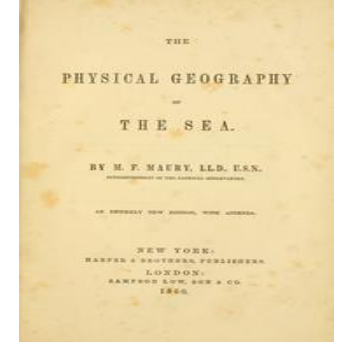
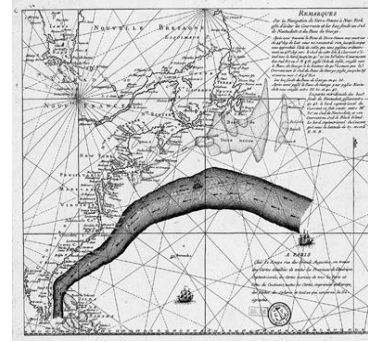
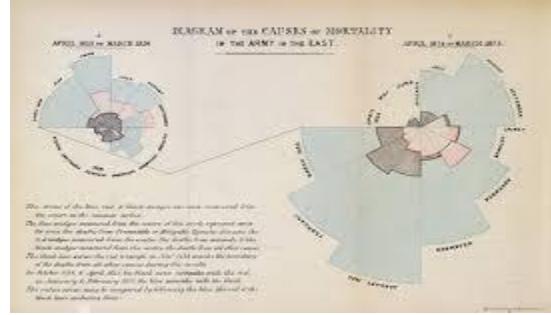
## Life changes...so what

*We trained hard, but it seemed that every time we were beginning to form up into teams, we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.*

This quote is attributed to a disgruntled soldier in Ancient Rome, one Petronius Arbiter, in 210 BC.



# The Datafication era started in the early 1800's



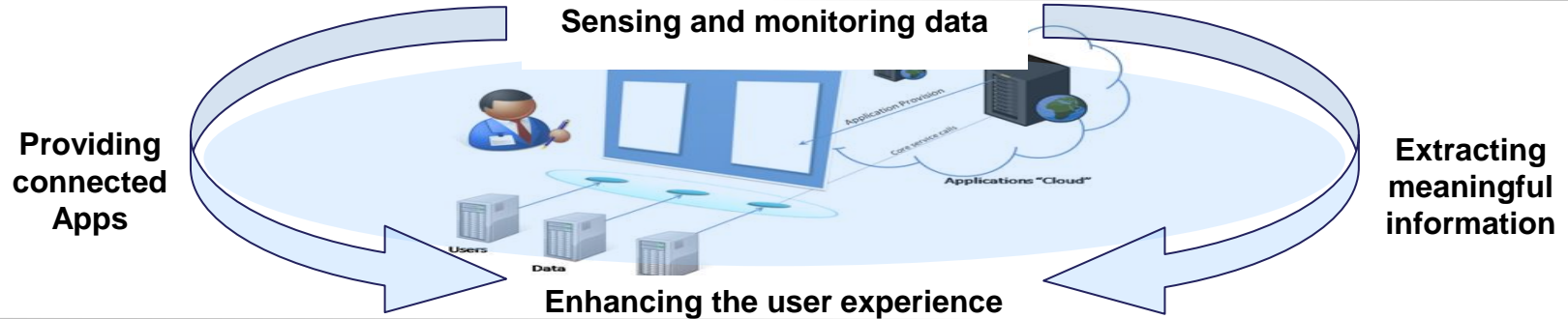
Florence Nightingale , London 1820-1910

Mathew Fontaine Maury, Virginia 1806-1873

[6]

# The Always-On Society generates true Big Data

## Connected devices



## Connected Solutions

# Data science will create new professions

Large scale

**Jeremy**

*Data Regulatory Officer*



**Melissa**

*On-line Data  
Business Strategist*



Public

Private

**Debora**

*Consultant  
Data Concessions*



**Ron**

*Web-data Entrepreneur*

Small and medium scale



# Every profession becomes a Data Science Profession

## Health Analytics

### *On the Case at Mount Sinai, It's Dr. Data*

By STEVE LOHR MARCH 7, 2015



Jeffrey Hammerbacher uses his finance and tech experience to understand diseases. Sam Hodgson for The New York Times

[E-mail](#)

Jeffrey Hammerbacher is a number cruncher — a Harvard math major who went from a job as a Wall Street quant to a key role at Facebook to a founder of a successful data start-up.

But five years ago, he was given a diagnosis of bipolar disorder, a crisis that fueled in him a fierce curiosity in medicine — about how the body and brain work and why they sometimes fail. The more he read and talked to experts, the more he became convinced that medicine needed people like him: skilled practitioners of data science who could guide scientific discovery and decision-making.

Now Mr. Hammerbacher, 32, is on the faculty of the Icahn School of Medicine at Mount Sinai, despite the fact that he has no academic training in medicine or biology. He is there because the school has begun an ambitious, well-funded initiative to apply data science to medicine.

## Marketing Analytics



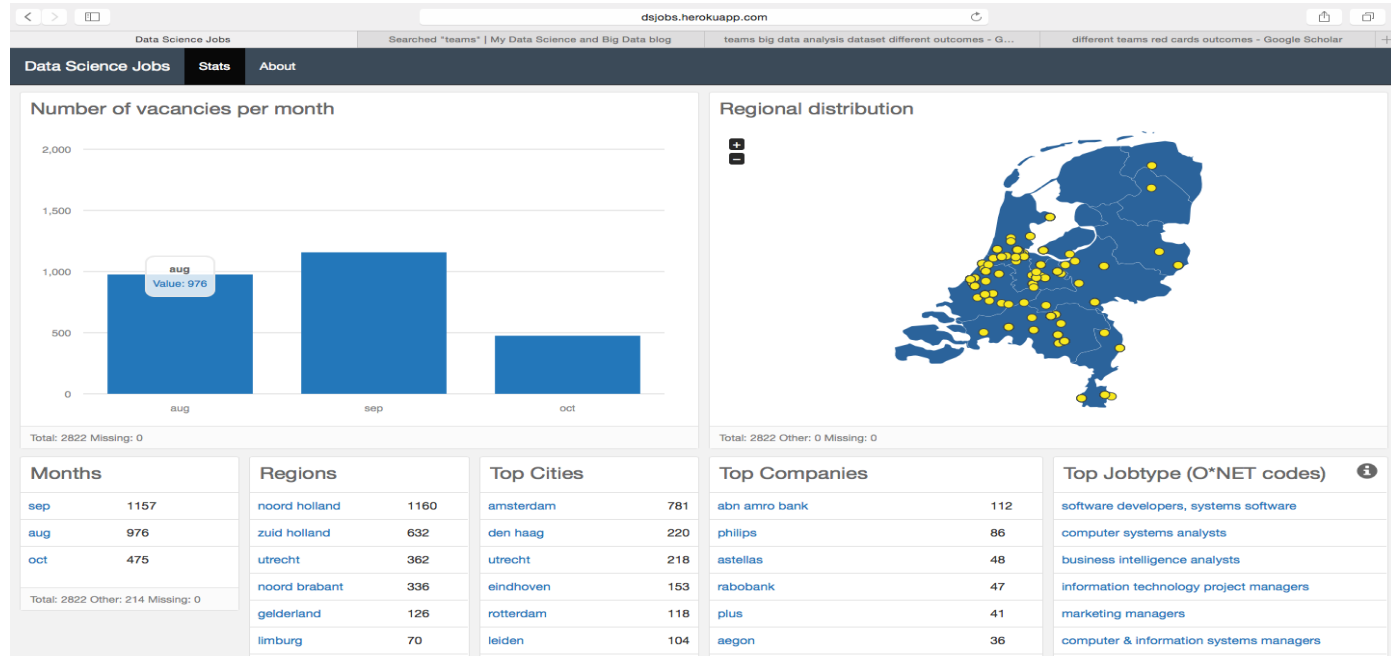
## HR Analytics



## Accounting & Finance Analytics



# Explosive demand of “data scientists” in the Netherlands



# Data Science is the next big thing

**Data science** seeks to use all relevant, often complex and hybrid data to effectively tell a story that can be easily understood by non-experts



# Data Science is also the next big risk

Big data can and should bring greater safety, economic opportunity, and convenience to all people.

There is discrimination in delivery of these ads.

"Big data" allows for a new level of specificity in underwriting, changing how risk is allocated.

A hiring preference against workers who live far away may be accurate—they may really average shorter tenure in the job—but is it fair?

There are few laws governing the data brokerage industry.

A lack of high-quality, individualized financial data can exclude a person from the mainstream financial system.

Despite their importance, the algorithms used by E-Verify are not disclosed to the public.

Body-worn cameras are poised to help boost accountability for law enforcement and citizens.

[http://bigdata.fairness.io/wp-content/uploads/2014/11/Civil\\_Rights\\_Big\\_Data\\_and\\_Our\\_Algorithmic-Future\\_v1.1.pdf](http://bigdata.fairness.io/wp-content/uploads/2014/11/Civil_Rights_Big_Data_and_Our_Algorithmic-Future_v1.1.pdf)



## Data Science has two words

Data

Science

*....we need both to subtract value from data*



Does the data always reveal the truth?

**I'M SCARED TO DEATH  
BIG DATA DOESN'T MEAN  
BIG WISDOM.**

canva

UX

design

research

hci

usability

ia

ibcd

canva

## The vision is clear: data is the new oil water





A woman with short reddish-brown hair is seen from the back, walking through a brightly lit store. She is wearing a black t-shirt with the white text "Because there is no Plan B" printed on the back. In the background, other people are visible, including a man in a black t-shirt with the number "1" and a woman in a light-colored jacket. The store has shelves with various items in the background.

**Because there  
is no Plan B**

# Cool Examples



# Big data and gene-environment interactions



Setting up Big Registries to find new answers to complex questions

wiseGEEK



A close-up photograph of a person's hand holding a small, white and blue MinION sequencing device. The device is rectangular with a blue tab on the right side and the word "MinION" printed on the left. It is positioned on a light-colored surface next to a laptop keyboard. A semi-transparent dark grey banner is overlaid across the middle of the image, containing the text "GENOME ANALYTICS MADE SIMPLER" in white, bold, sans-serif capital letters.

GENOME ANALYTICS MADE SIMPLER

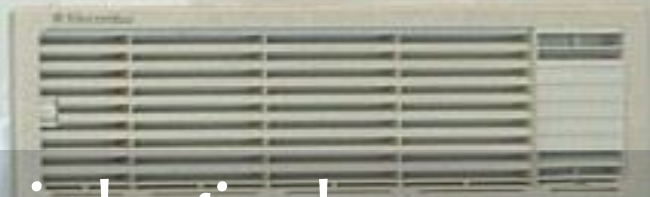


A software framework  
made specifically for  
medical research

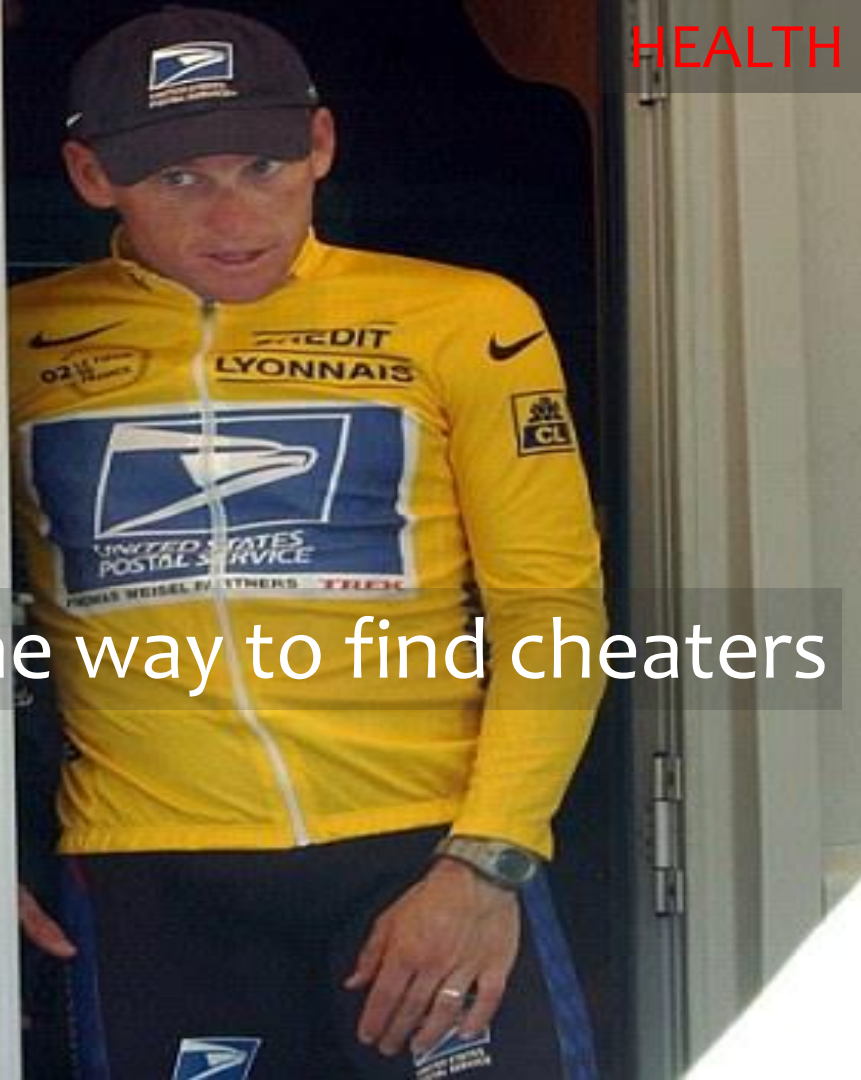
Your I-phone has become a biomedical research  
device



# Contrôle Anti-Dopage



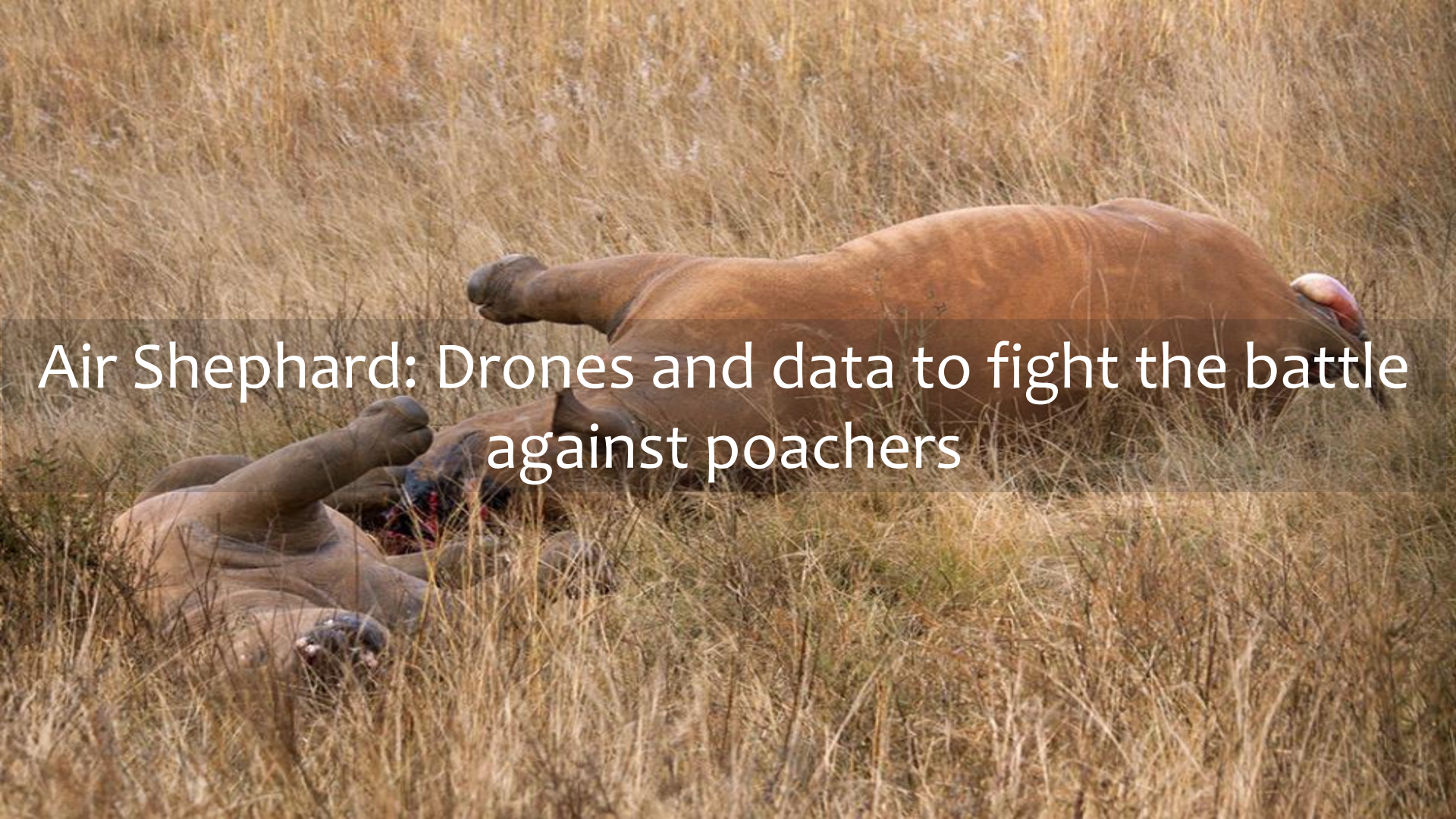
The biological passport as the way to find cheaters





# SMART MAINTENANCE USING PREDICTIVE ANALYTICS (e.g. GE, BMW & DAF)



A photograph of two dead hippos lying in a field of tall, dry, yellowish-brown grass. One hippo is in the foreground, lying on its side with its head turned towards the viewer. The other hippo is further back, also lying on its side. The scene is somber and highlights the impact of poaching on wildlife.

Air Shephard: Drones and data to fight the battle  
against poachers





PREDICTING DEFORESTATION

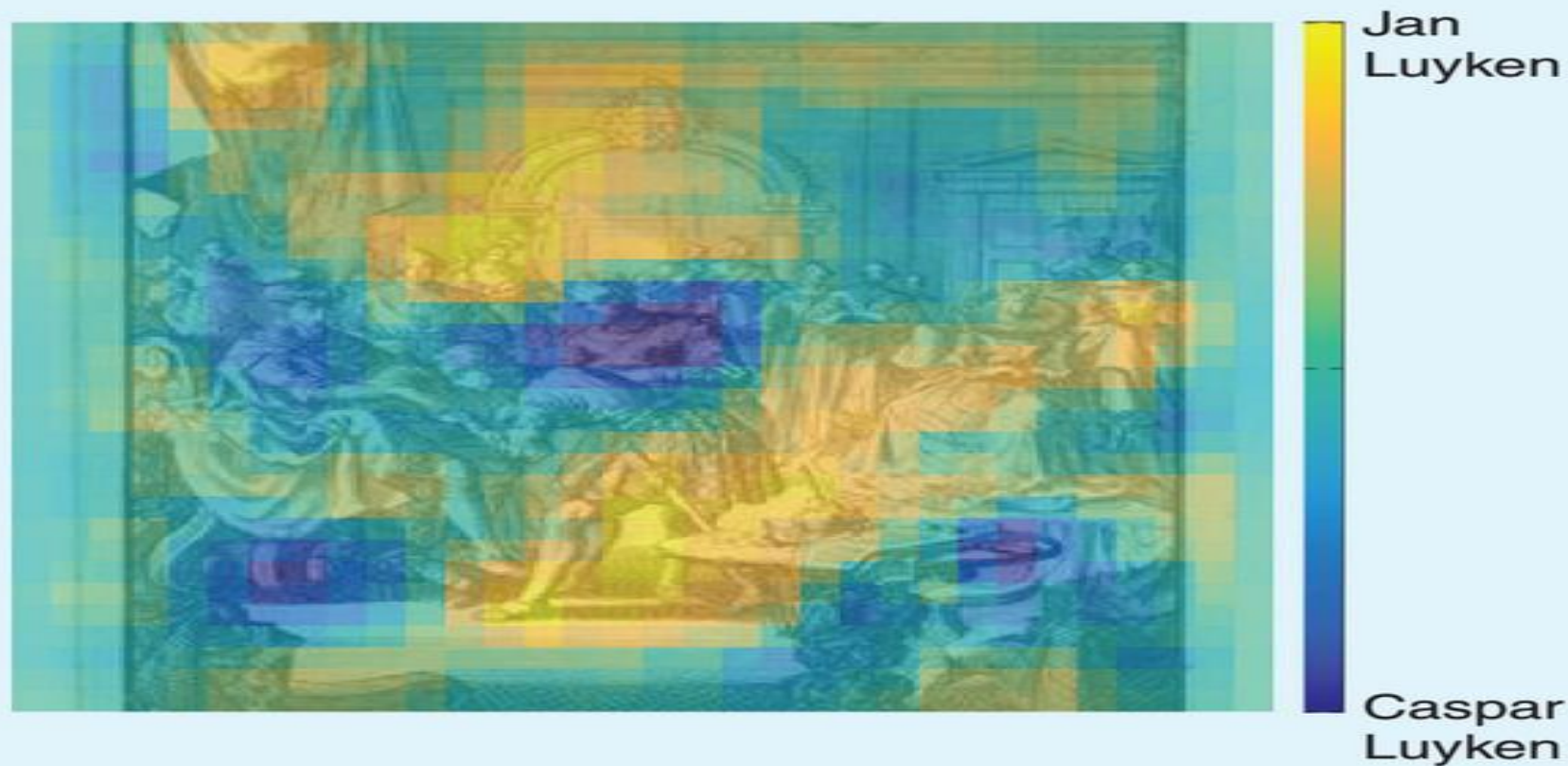


FROM SEED PRODUCER TO BIG DATA COMPANY

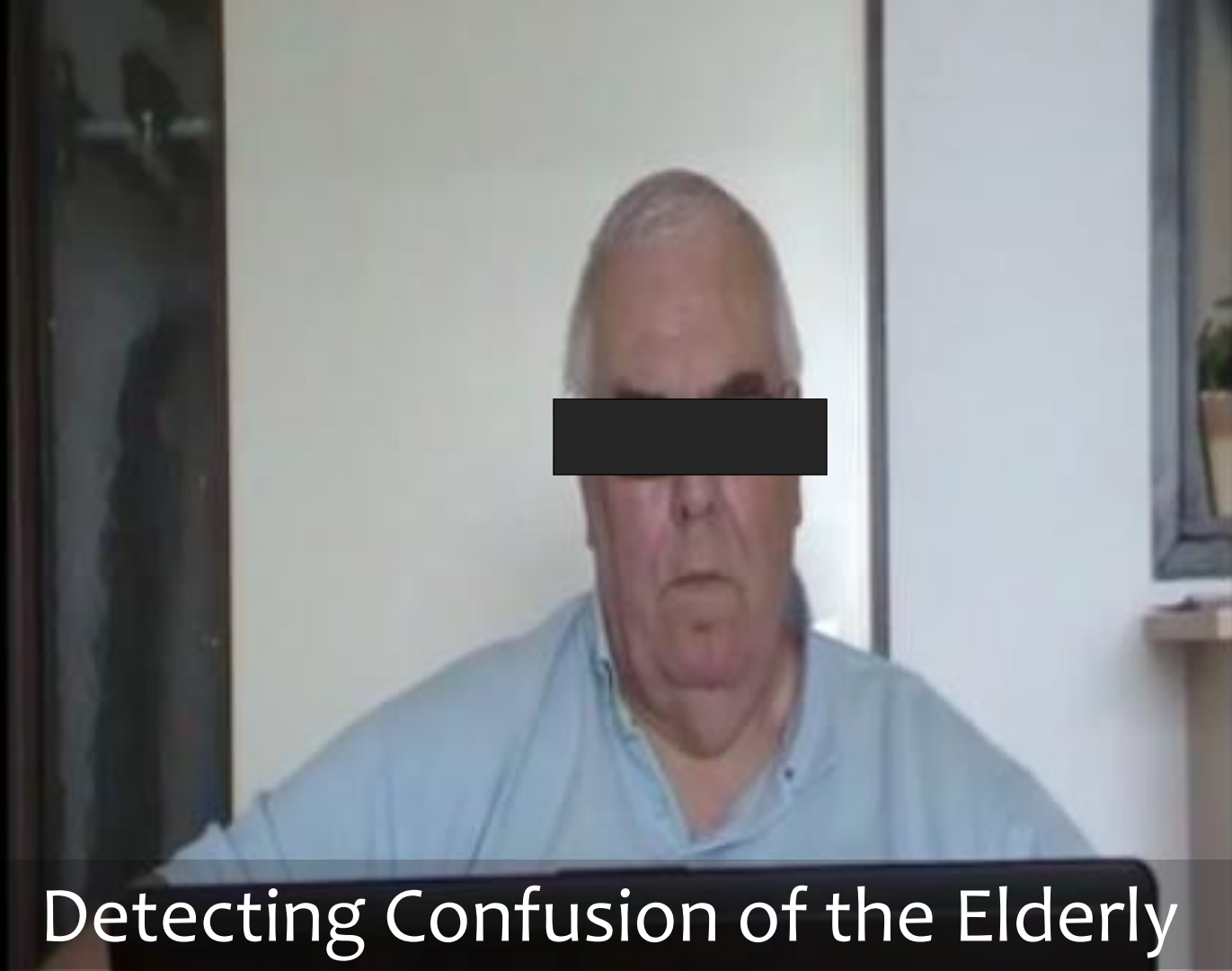




**[FIG5]** An image of the *Overdracht der Nederlande, aan de Infante Isabella* (1697–1699) by Jan Luyken.



**[FIG6]** Visualization of how characteristic each image region is for the artists Jan and Caspar Luyken. The yellow regions are characteristic of Jan Luyken, whereas the blue regions are characteristic of Caspar Luyken.



Detecting Confusion of the Elderly





Does Spotify Increase Variety?



Design Targeted Marketing Actions



More Products than Persons?



NAME

ID

☐ House of Cards

☐ Hemlock Grove

☐ Arrested Development

COLOR

ADD

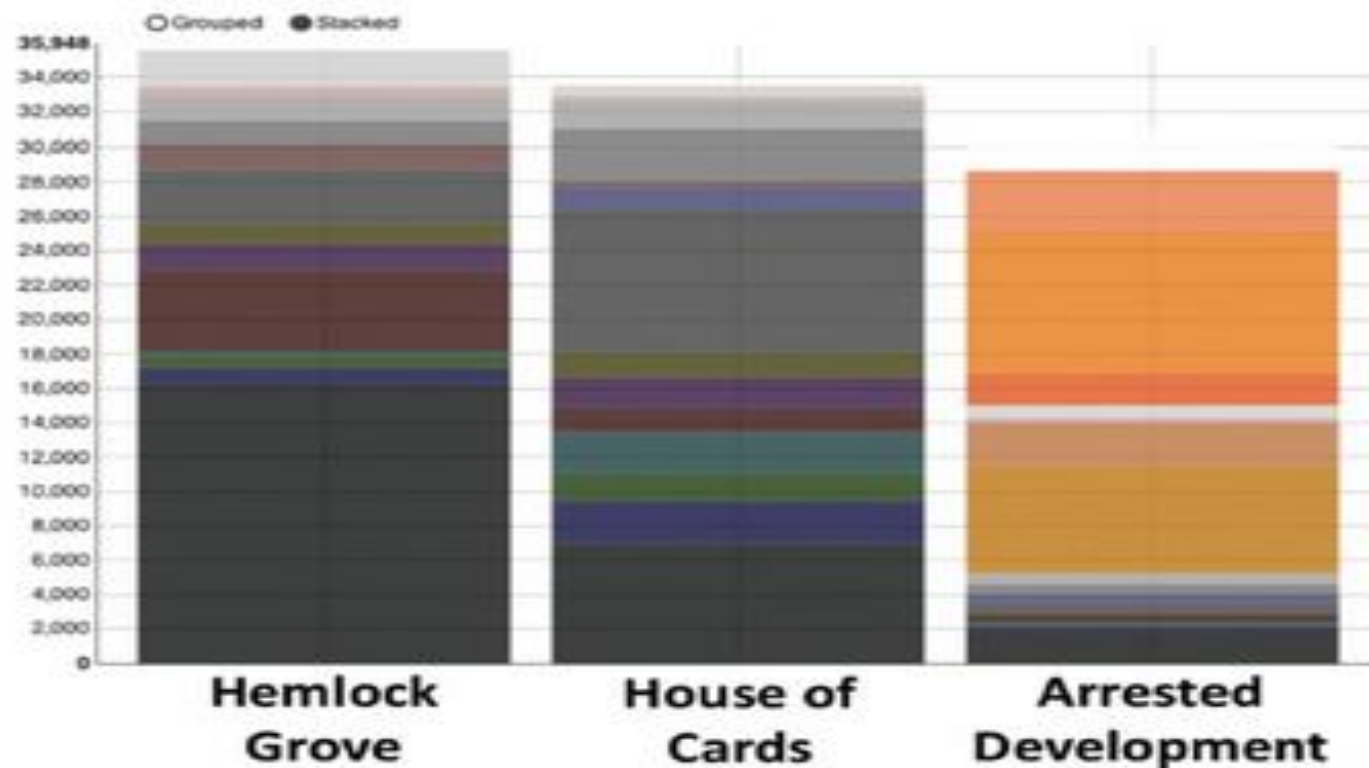
GROUP BY

☐ auto

☐ id

☒ color


## Colors



NETFLIX

**Figure 3.2** Detailed Color Comparison of *Hemlock Grove*, *House of Cards*, and *Arrested Development*

Source: Netflix Technology Blog ([techblog.netflix.com](http://techblog.netflix.com))



Time for *Silberman's Fitness Center.*  
899-9501

Pricing for advertising space on billboards,  
benches and busses based on actual # views





HR Analytics: Overhaulin' HR



How does big data affect competitive processes?

# Computational Legal Studies™



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[Network Analysis and Law Tutorial](#) [JLE Law Prof Article](#) [VTR Tax Court Article](#) [About CLS Blog](#)

**Tag Archives:** *Judicial Decision Making*

## Obamacare's Chances Of Survival Have Improved (But It Is Still Very Close)

Posted on [March 6, 2015](#) by [Daniel Martin Katz](#)

Posted in [Uncategorized](#) | Tagged [artificial intelligence and law](#), [computational legal studies](#), [fantasy scotus](#), [Judicial Decision Making](#), [obamacare](#), [quantitative legal prediction](#), [supreme court](#), [wisdom of crowds](#) | [Leave a comment](#)

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[Michael Bommarito \(SSRN\) \(CV\)](#)

### Presentations

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[Machine Learning + Legal Informatics](#)

[5 Obs. Regarding Tech & Legal Industry](#)

[Innovation in the Legal Industry](#)





Earthquake Haiti (Jan 2010)

# Who we are





# Two focused, comparable, yet distinct top universities



# Are Business & IT finally meeting up?

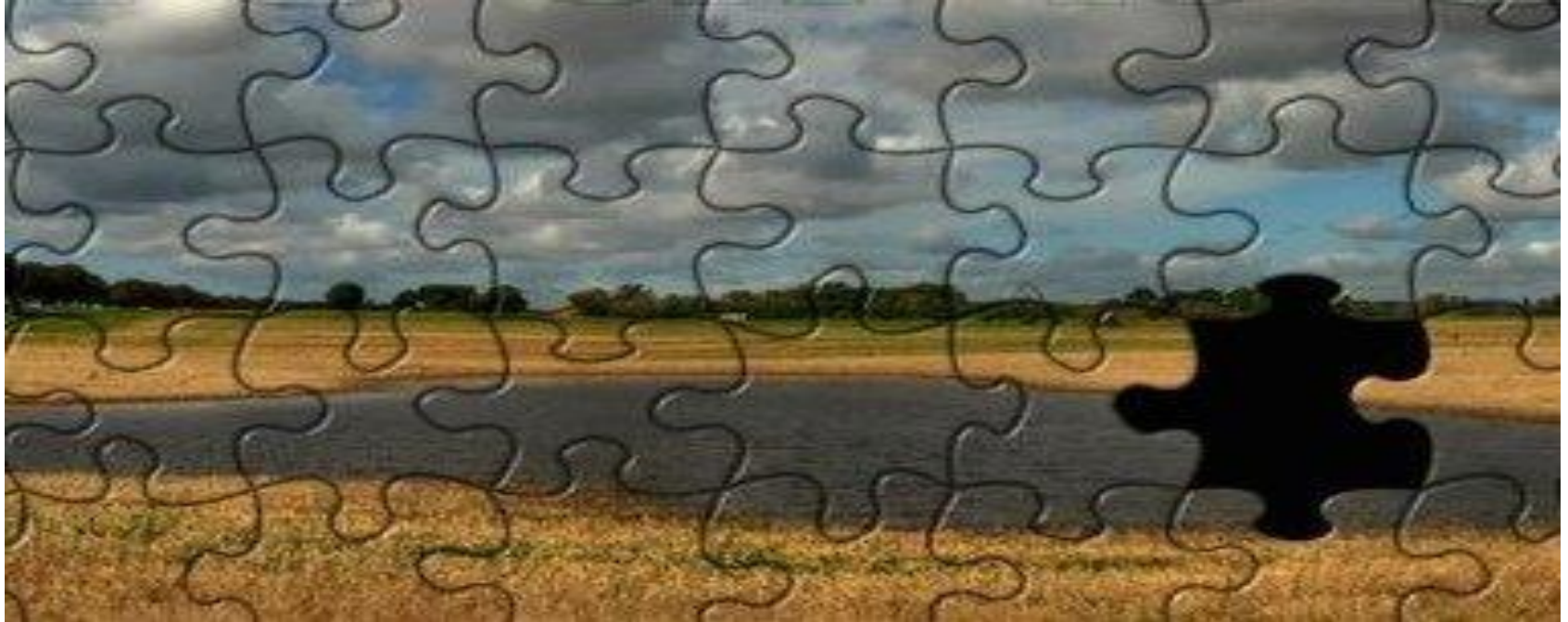


# JADS: What, Why & How



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# WHY JADS? Bringing Technology and Sociology/Business together





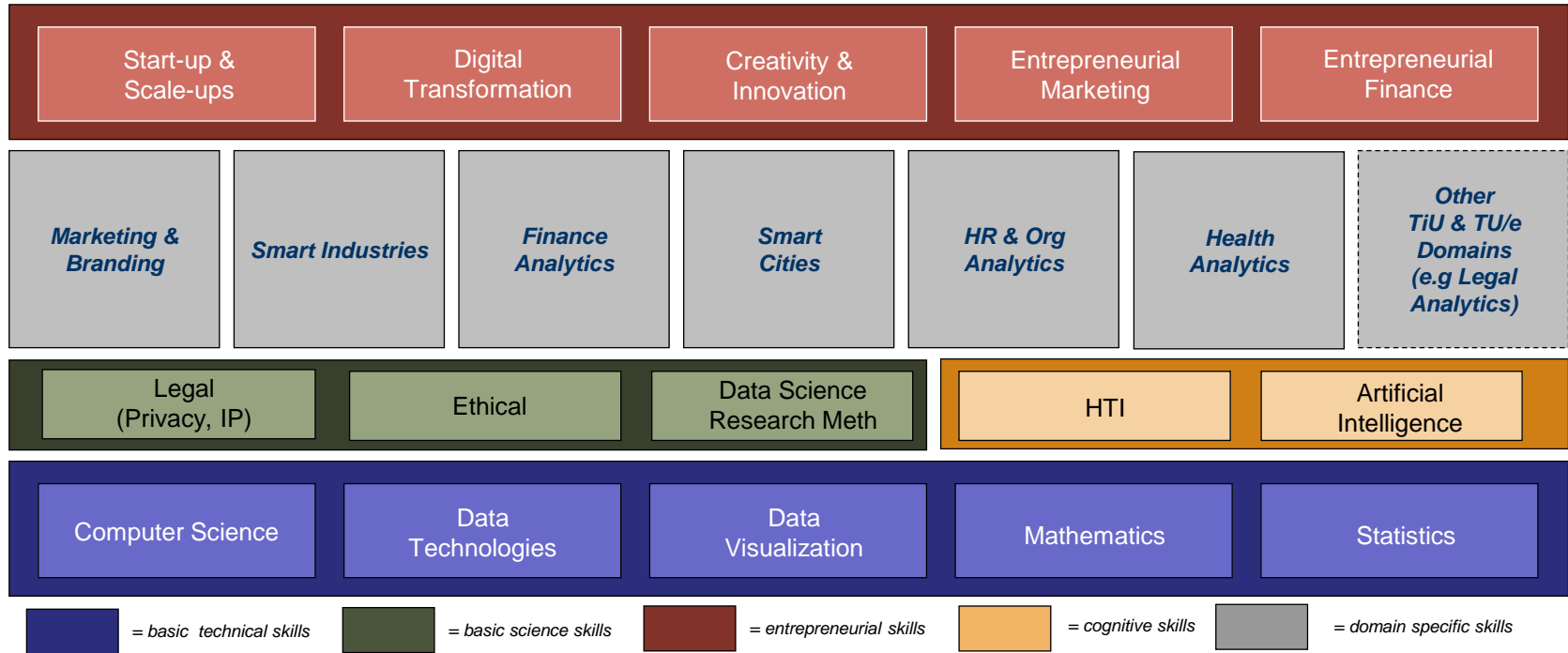
# Key Ingredients of Data Science



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[45]

# Our Capability Framework



[46]

# JADS: close collaboration of 2 universities on 3 areas within data science

edu  
ca  
tion

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JADS provides a number of data science programs at undergraduate, graduate and post-graduate level to educate the data scientist of the future

re  
se  
arch

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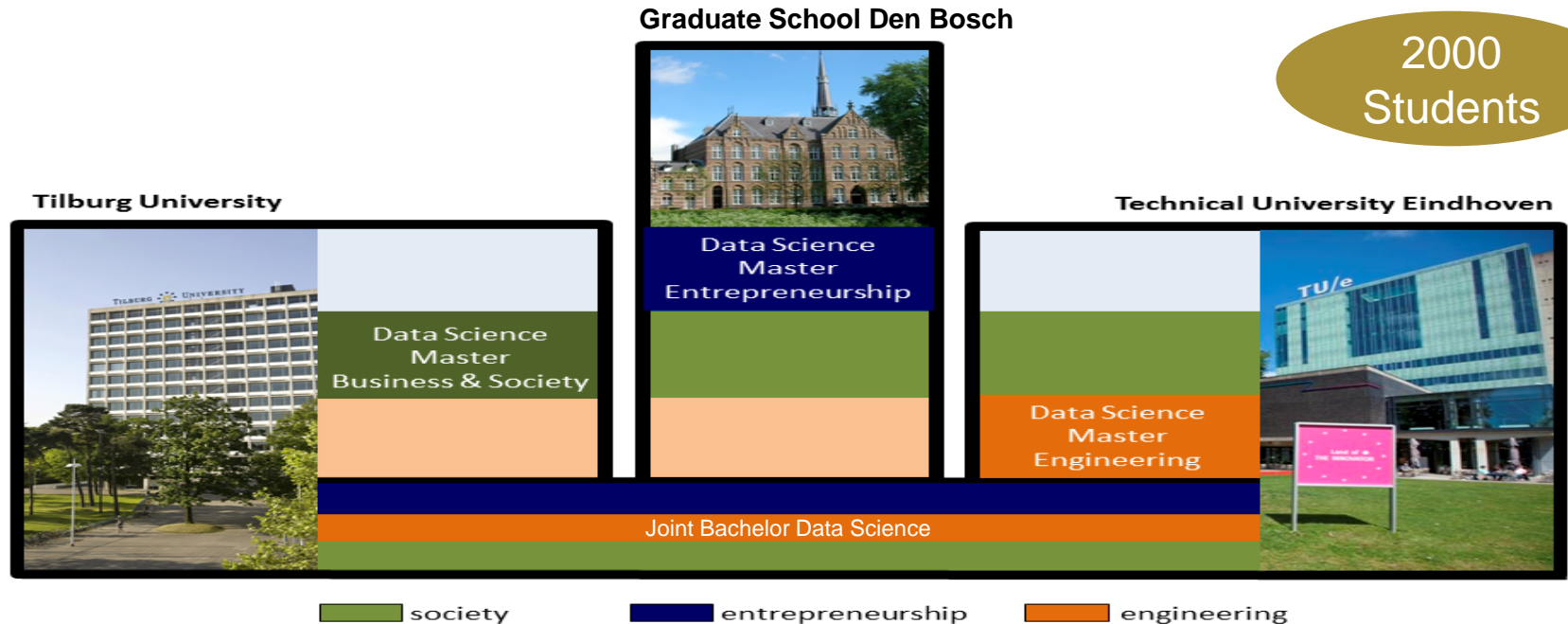
Offering Data science research in three locations. Research programs that enhance the relevance of academic research to business and society.

bu  
si  
ness

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JADS offers great opportunities for organizations to become part of the data science ecosystem in 's-Hertogenbosch.

# Education: nine data science programs offered at three locations

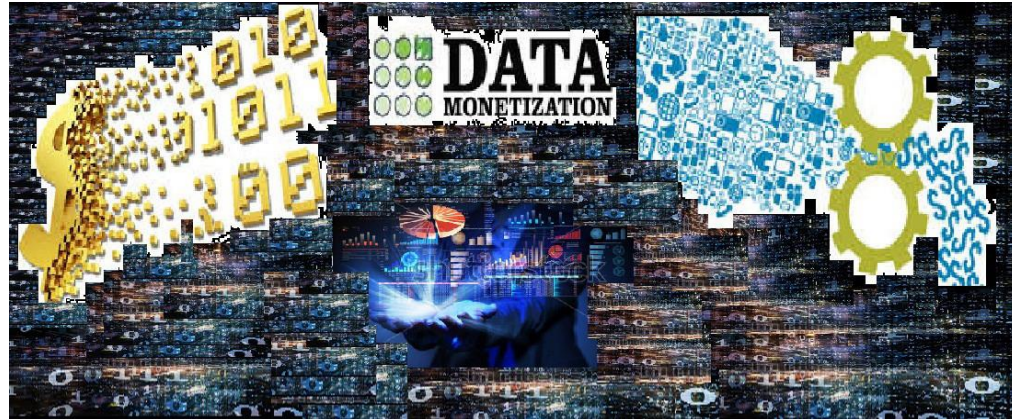


[48]



**Research: we will have one generic research theme ...**

## Data Innovation & Data Entrepreneurship



Transforming data into value through analysis and visualization

[49]

# ... and six dedicated research themes

## Personal care and wellbeing



Monitoring non-intrusively biomarkers and body functions and feeding back information.

## Productivity and maintenance



Monitoring performance remotely and enabling long-distance control and maintenance.

## Branding and marketing



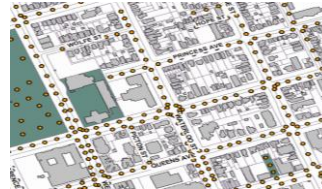
Analyzing customer behavior and mapping needs on business propositions.

## Finance and insurance



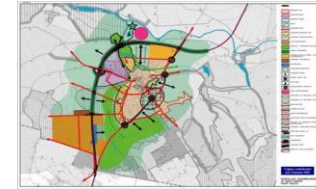
Developing data driven options for innovative financial and insurance related business improvements.

## City management and control



Enabling adaptive public space support by urban service management and commissioning.

## Agro, food, and life science



Providing decision support by correlating information from different life-science related sources.

[50]

# Five unique elements of our proposition

Size: 2000 students in various programs with 3 research centers

Novelty: educational programs are newly designed using DS design criteria

Multi-disciplinary: Mixing business and IT to drive innovation

Ambition & Quality: world class staff & students to make an impact

Relevance: Intense collaboration with industry in education and research

[51]

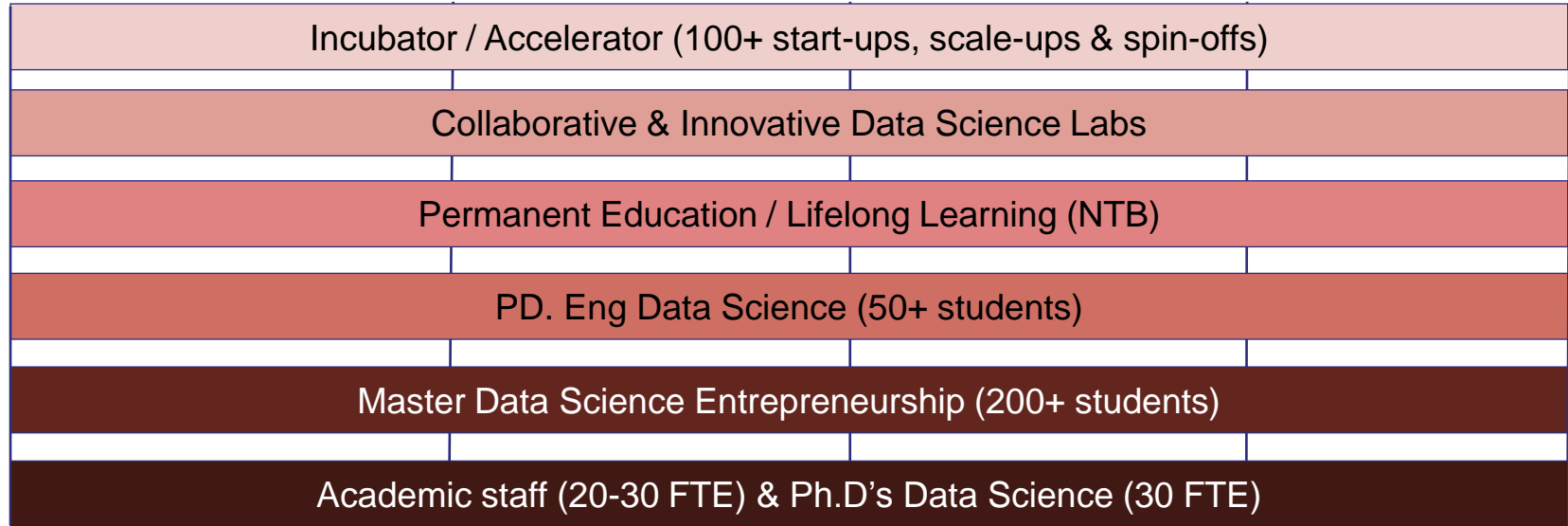
# Mariënborg: the hotspot of our initiative





## Combining Data Science & Entrepreneurship

# Functions in our 'hotspot': 's-Hertogenbosch



[54]

# The place where we will collaborate intensively with our partners

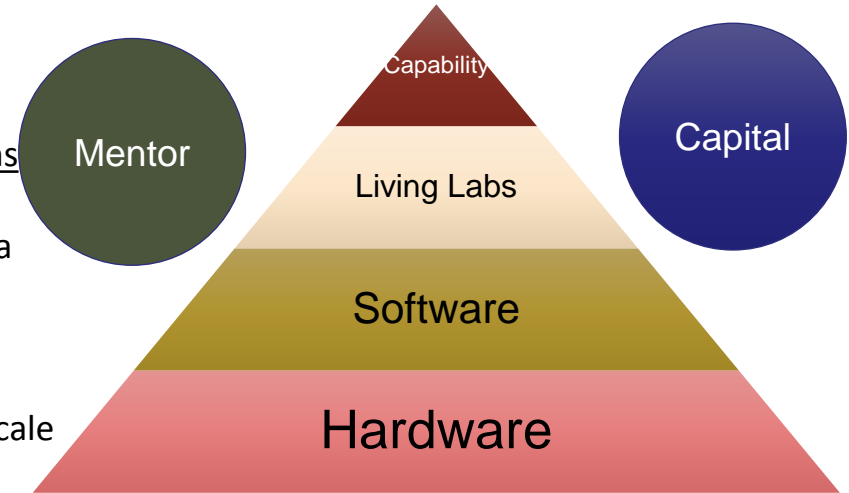


[55]

# Our offering to start-ups, scale-ups and spin-offs (and students)

We offer a unique proposition to start-ups (incubator), scale-ups (accelerator) and spin-offs to take shop in and around Mariënburg. This offer has several layers.

1. **Hardware** – state of the art facilities.
2. **Software** a scientific cloud (e.g. R, Python, Matlab, Mathematica, Hadoop) and commercial applications (e.g. SAS, Tableau) on premises.
3. **Living Labs** with proprietary datasets and open data
4. **Data science capability** by having established researchers open to discussion and dedicated scientific programmers who do data science.
5. **Financial capital** available for students, start-ups, scale
6. **Mentoring network** of 100+ data science entrepreneurs, data scientists, advisors (IP)





# Unlocking the Value of Data



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**Entrepreneurship** = the art & science of  
spotting and grabbing opportunities



**To really change the world one needs to understand both business & IT**



**elastic**

**Booking.com**



**airbnb**

# Unlocking Value out of Data

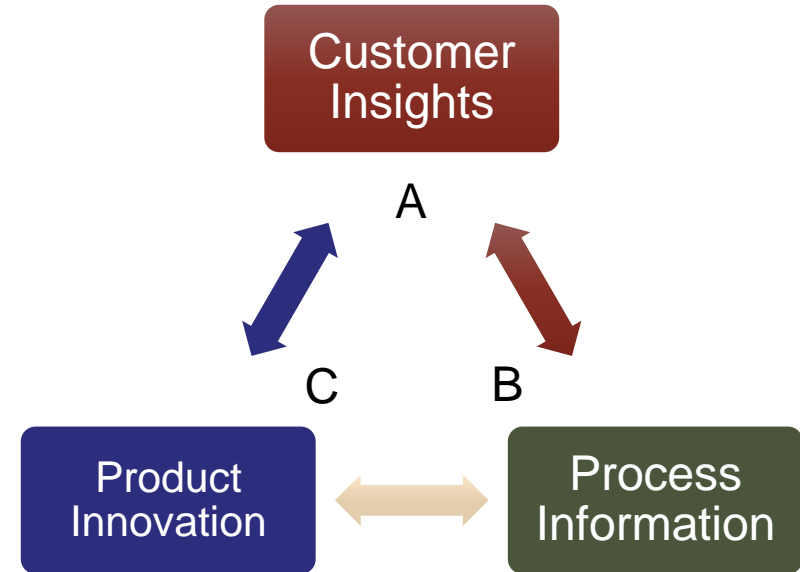
- The triple pathway to unlocking Data Value
- Volume, Variety, Velocity, Veracity and Value
- The Process of Data Science
- The Organization of Data Science
- The Business Models of Data Science
- The difficulties of building a Data Science Capability

[60]



# The Triple Pathway to Data Value

- There are various ways to extract value from Data:
  - Improved customer relations
  - Effective and efficient processes
  - New products and services
- The current focus is mainly on improving customer understanding



[61]

## 40 ZETTABYTES

( 43 TRILLION GIGABYTES )  
of data will be created by 2020, an increase of 300 times from 2005



## Volume SCALE OF DATA

It's estimated that  
**2.5 QUINTILLION BYTES**  
( 2.3 TRILLION GIGABYTES )  
of data are created each day



The New York Stock Exchange captures  
**1 TB OF TRADE INFORMATION**  
during each trading session



By 2016, it is projected there will be  
**18.9 BILLION NETWORK CONNECTIONS**  
— almost 2.5 connections per person on earth



## Velocity ANALYSIS OF STREAMING DATA

Modern cars have close to  
**100 SENSORS**  
that monitor items such as fuel level and tire pressure



# The FOUR V's of Big Data

From traffic patterns and music downloads to web history and medical records, data is recorded, stored, and analyzed to enable the technology and services that the world relies on every day. But what exactly is big data, and how can these massive amounts of data be used?

As a leader in the sector, IBM data scientists break big data into four dimensions: **Volume, Velocity, Variety and Veracity**.

Depending on the industry and organization, big data encompasses information from multiple internal and external sources such as transactions, social media, enterprise content, sensors and mobile devices. Companies can leverage data to adapt their products and services to better meet customer needs, optimize operations and infrastructure, and find new sources of revenue.

By 2015  
**4.4 MILLION IT JOBS**  
will be created globally to support big data, with 1.9 million in the United States



As of 2011, the global size of data in healthcare was estimated to be

**150 EXABYTES**  
( 161 BILLION GIGABYTES )



**30 BILLION  
PIECES OF CONTENT**  
are shared on Facebook every month



## Variety DIFFERENT FORMS OF DATA

By 2014, it's anticipated there will be  
**420 MILLION  
WEARABLE, WIRELESS  
HEALTH MONITORS**

**4 BILLION+  
HOURS OF VIDEO**  
are watched on  
YouTube each month



**400 MILLION TWEETS**  
are sent per day by about 200 million monthly active users



**1 IN 3 BUSINESS  
LEADERS**

don't trust the information they use to make decisions



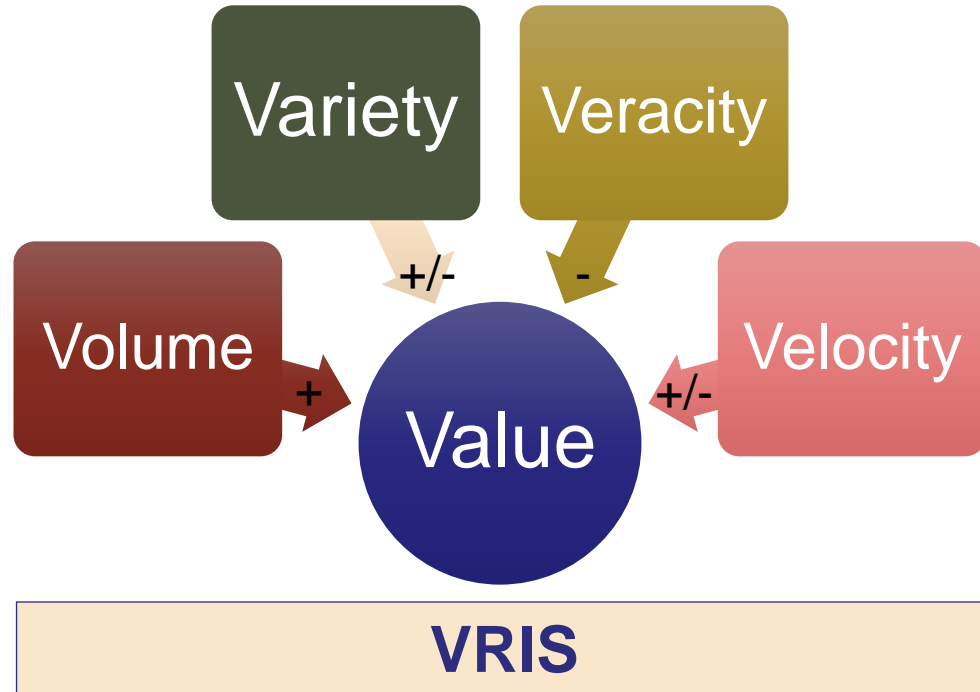
in one survey were unsure of how much of their data was inaccurate

## Veracity UNCERTAINTY OF DATA

Poor data quality costs the US economy around  
**\$3.1 TRILLION A YEAR**



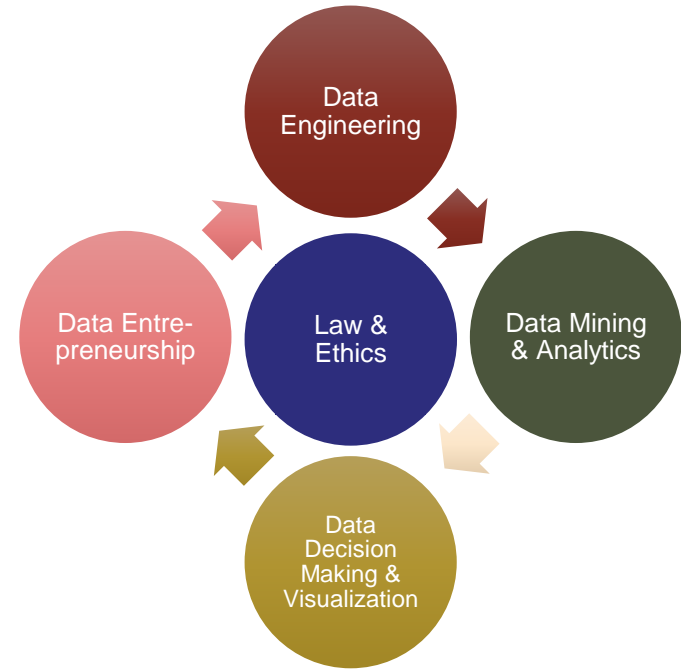
# The Potential Value of Big Data is determined by it's uniqueness



[63]

# The High-Level Process of Data Science

- Data value can be created in every phase of the data value process
- Data value can be destroyed in every phase of the data value process
- Without potential value, there is no way value can be created



[64]



## The Mature Data Science Organization

## A mature data science organization...

- ...democratizes all data and data access.
- ...uses Agile for everything and leverages DataOps (i.e., DevOps for Data Product Development).
- ...leverages the crowd and works collaboratively with businesses (i.e., data champions, hackathons, etc.).
- ...follows rigorous scientific methodology (i.e., measured, experimental, disciplined, iterative, refining hypotheses as needed).
- ...attracts and retains diverse participants, and grants them freedom to explore.
- ...relentlessly asks the right questions, and constantly searches for the next one.
- ...celebrates a fast-fail collaborative culture.
- ...shows insights through illustrations and tells stories.
- ...builds proof of value, not proof of concepts.
- ...personifies data science as a way of doing things, not a thing to do.



[65]

# Data Science is not Business Intelligence



Data science als aanvullende discipline op bestaande analytics.

Bron (aangepast): <http://blog.revolutionanalytics.com/2013/05/statistics-vs-data-science-vs-bi.html>

# Project Aristotle: Google's question on how to build teams



## Google Myths

*“Building the best team means combining the best people”*

*‘It’s better to put introverts together’*

*“Teams are more effective when everyone is friends away from work”*

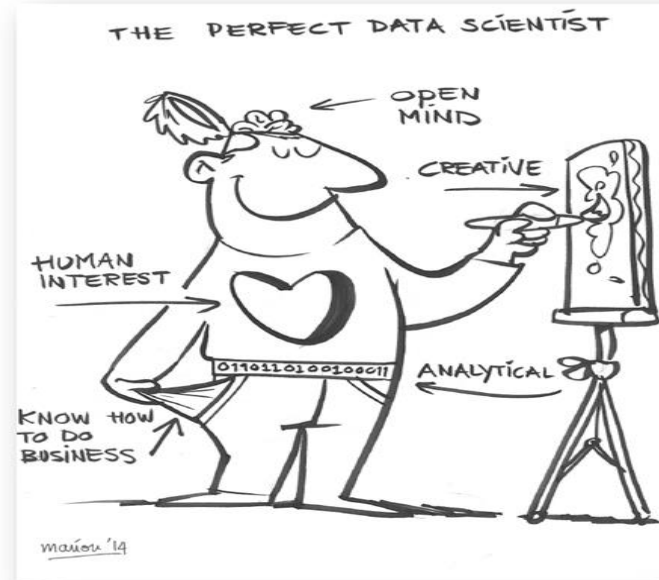
[67]

# It's all very much about human capital

## We need T-shaped people

Data scientist have knowledge of

- Engineering
- Business and society
- Entrepreneurship

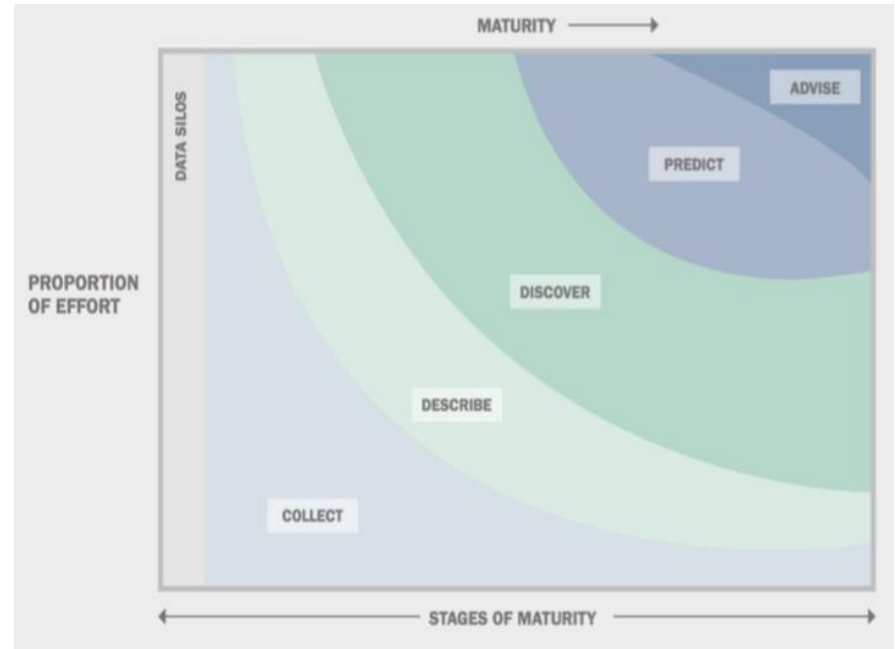




# Data Science Maturity is generally low

A Data Driven Organization Has:

- Data Technology
- Data Processes
- Data Governance
- Data Skills & Data Culture



[69]

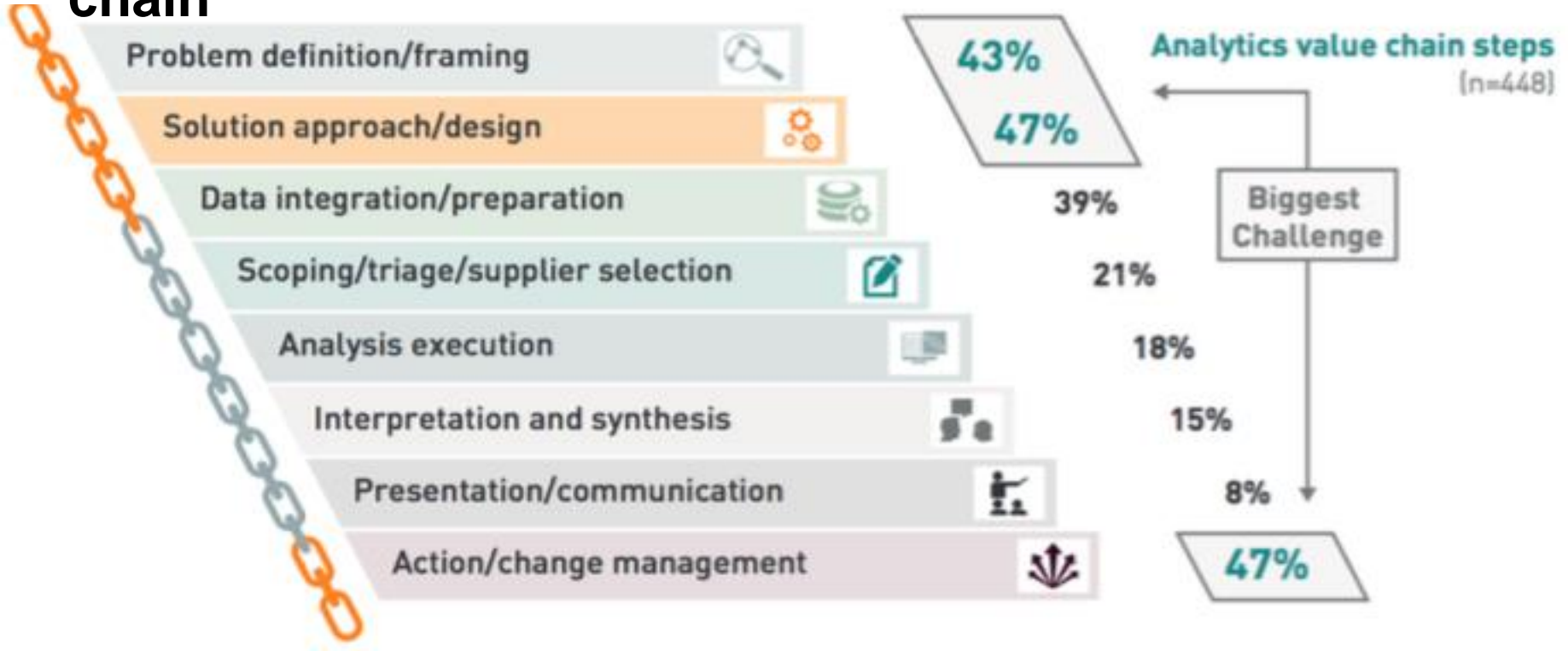
# Key Aspects of Your Data Science Business Model

- Who is the data customer?
- What is the product or service?
- What is your pricing model?
- What is the price?
- Where is your added value?



[70]

# Problems at the end and beginning of the value chain



# INDUSTRY CHANGE AHEAD





## A contemporary fairytale

"ONCE UPON A TIME IN DEN BOSCH"



... A DREAM BECAME TRUE

# APPENDIX

