




# CLOUD REALITIES

## CR025

Becoming a data driven  
organisation with Wessel In  
Der Rieden, Burberry



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## CR025

# Becoming a data driven organisation with Wessel In Der Rieden, Burberry

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[00:00:00] Yeah, something like that. About that at the moment. About that. The moment about that. At the moment? About that. At the moment? About that. The moment about that. The moment about that. At the moment. About that. At the moment, that is weird. About that moment, about that.

Welcome to Cloud Realities, a conversation show exploring the practical and exciting alternate realities that can be unleashed through cloud driven transformation. I'm David Chapman. I'm Sjoukje Zaal, and I'm Rob Kernahan.

And this week we're gonna be talking about data products in the retail sector. How do you evolve to data as a product approach, and what benefits can it bring?

Joining us this week to talk about their journey and. What leading through this journey is like, and some of the challenges is Wessel In Der Rieden, [00:01:00] director of Data and information at Burberry. Wes, great to see you. Thanks for joining us this week. Do you wanna introduce yourself and tell us a little bit about what you're doing at Burberry?

I'm Wessel In Der Rieden. I'm the director of data and information at Burberry, and that really entails the foundational element usually of data serving the entire enterprise. Let's kick off with the ambition that you guys have around becoming a data-driven organization, and that's a phrase that gets bandied around like quite a lot.

So let's, let's start with maybe your definition and the definition that you guys are talking about. What do you mean by. Data-driven initially? Well, it has multiple definitions, so, and it's not you, there's a, there's a U vessel and there's a u Burberry. Mm-hmm. I e there's a number of people that look at data-driven in, uh, through different lenses.

So the lens I apply is enablement. So as a company and as an [00:02:00] industry, what's happening is more and more touch points with customer. Supplier, vendor and customer is individual, wholesale and more in the digitized. In a digitized space, more and more need to to be innovative, to have multiple touchpoints, and therefore more and more specialist application.

So we are still quite e r P centric, but we have many more applications in our landscape than we ever had, and therefore, If we have multiple applications that all engage with the same partner, vendor, supplier, um, customer, employee, how do we make sure that there's consistency so that the data enablement, uh, and the data-driven organization.

I often refer to is consistency of data across all applications [00:03:00] and, and therefore allow us to, to continuously grow and have those multiple touch points. But be consistent that when a customer engages with Burberry, that uh, whatever platform or application they, they, they deal with. It's the same product content, it's the same price, it's the same inventory.

Yeah. So consistency. So therefore allow the organization to be, to be very customer vendors, et cetera, facing. But having that, that backbone of consistency, that's one of the lenses I applied. There is a, a predictive analytics, um, lens on that as well, which we can cover separately. Yeah, I was, I was actually gonna come on to the rationale for going through the process because obviously aligning data, uh, as we know, and it's a, it's a, it's a long held truth that it's, it's way easier to say than do.[00:04:00]

So what I can see in your description there is tremendous customer experience advantage. What are the other uses that you think you're gonna drive through the business as a result of going through the journey through the business? It's basically speed and agility. Yeah. How are we going to evolve constantly with the marketplace, with new business models, evolved



business models, so effectively helping.

Helping that, that evolution. So I would say in, in the current day and age, a lot of companies are struggling with their heavy backbone of, of systems of the E R P and they've, everything is hard, is almost every change is hard because with e R P, everything is constantly the, the great thing, everything is integrated, but therefore everything is about everything.

Yeah, yeah, yeah, yeah. And therefore, change is hard. An organization I worked with on that point, uh, had a large e r [00:05:00] p system, and they had three global instances, which they wrestled for years into one single global instance. And then it became so interdependent that it could barely make changes to the thing, so actually slowed the business down and, and therefore the outcome.

So, Good. It obviously is, is something I care about, but that's, that's not what we're selling. What we're trying to sell is speed and agility and the, the enablement of the business to transform itself constantly with new initiatives and say, o o obviously sustainability is, And the capability of, of bigger companies to be able to move with the time, with constantly changing requirements, both, uh, legal requirements as well as customer expectations.

[00:06:00]

Yeah. And that, that is, that's changing so fast at the moment. How do we do that and, and therefore, and how do we do that across multiple platforms? Hmm. Yeah. And often with new. New requirements coming out that somehow we, we can't just plunk that in to existing applications. How do you do that? So speed and agility.

Is, is the outcome I always look for, not, um, great architecture. Yeah, great architecture enables speed and agility, but it's in that sequence and from an architectural point of view at the moment, with obviously cloud coming along and the evolution of application architecture, and now presumably not having the data.

So coupled to applications, it gives us a new opportunity. Yes. And that, that's, so I talk about data centrality a lot and, and almost, and this is, there's a marketing element to it. To it. Yeah. So plug and play of new applications because [00:07:00] plug into that data centrality and data is master data and transaction data in a common Burberry standard.

Therefore, um, people don't have to ask the question. People being new, new applications, solution architects, they don't need to know everything about everything. Just buy the data product. Yeah. Buy, consume the data product and, and therefore enable people to not solve every problem, just solve their problem and consistency is.

Therefore given without them even asking for it, uh, it's a, it's a very powerful pattern, isn't it? When you get data into a state where you can just get on top of the data and not have to worry about the systems that are producing it beneath. So you're unencumbered by that complexity and legacy, but you're able to be curious.

You're able to try new things. You're able to build things based just on the data set, and then suddenly you get [00:08:00] this freedom in the organization. I think many businesses are waking up to the power. Of this, this style of integration integrate through data and don't worry so much about the producer systems beneath it, but just, yeah, they have to be managed.

But actually I can sit on top of a, a very pure and consistent model that, uh, you know, enables freedom. Yeah. Yes. And, and because of the rapid changes. We don't have the luxury, but I think very few of of other companies do, of a single system of entry or record of, of a master data or transaction data object.



So, so therefore, um, There, there's a, there's a new problem, and that also is combined with the continuous need to, to decommission all their systems. So we are constantly changing. How do you do that? How do you both enable change and, um, and update your system landscape and update, upgrade your system [00:09:00] landscape and that dilemma.

I e sometimes you're like, we, we can only do one. But, but really that's not realistic. We need to do both. We can't stand still, but we can't run aged architecture either. So we need to be able to do both. So therefore, a decoupling and an abstraction layer and data centricity is something we are pursuing, uh, to try to do both.

That doesn't make it easy. Obviously this is a chat. Um, one, once you sit with engineers, then, then it really gets hard. But we are making good progress and I think it's that everybody has the burden of the past, but they need to meet the challenge of the future. And this pattern I see rising a lot with a, ah, there is a practical pathway using this approach, data centric.

Way to, to enable the, the future. It is one of the critical mechanisms of any organization that's gonna thrive in the future. Yes. The thing is though, the business, business who are consumers of this data and use [00:10:00] it to build the business models and interaction and everything, I, I still see them waking up to the reality of how they need to think about data.

And I was interested in your viewing about. Your culture and has that shifted to understand that this is the future, this this very powerful thing. And then you get to the point you made about AI and predictive analytics. This can add real business value. Is that, has that awareness arisen? It's a growing awareness.

But I'd like it to be, um, to it, for it to accelerate, let me put it that way. So most, most companies are, are familiar with say, um, process owners, order to cash, procure to pay. I'm, I'm gonna go very basic here, um, but a business owner of. Single view of product, single view of price. It sounds a bit techy or do we really need to, but, but really the enablement of of that.

And uh, I was having a discussion earlier in the week about, say, [00:11:00] pricing. Where is the industry, not necessarily Burberry specifically, going with. How do we sell our products? Is that always through stores and, and and.com, third party.com? Are we gonna ever have sort of associates, sales associates that, that sell on any social media platform?

Yeah. That, that kind of, I'm, I'm just dreaming here. Yeah. Are the metaverse, you know, the metaverse. E. E, exactly. And therefore, what do they need? Consistent view of product, price and inventory. Em, I mean, again, I'm going very basic, but how do, how do we enable the future? And whether that is a, a business model that we're going into or something else.

What we do know is that the rate of change is gonna increase. More and more and more. So how are we ready for that? And, and what's also clear is not all those solutions or touchpoints are gonna be internal. I e [00:12:00] owned by us. So how do we scale to that? How do we meet the challenge of the future? So yeah, I'm, I'm really.

Uh, obviously equally excited as well as, oh my God, how is this, how we're gonna do this? Yeah. We did a podcast a few weeks ago around changing management styles and systems, thinking going away and uncertainty, and things like an effin framework. Rising. It's alm and, and the, the, the position was you have to prepare your organization to be able to adapt to whatever you face in the future.

Yeah. But you may not know. Covid taught us, we weren't prepared for that. And exactly. Becoming data centric. And the things that you discuss are preparing you for what the future



might hold. So it's future proofing your architecture and systems to allow the business to adapt and be flexible extremely quickly.

And, and therefore, That, that discovery or the journey for, for that, what, what you call business ownership of these data products is much more of a cultural [00:13:00] journey than anything else. Very much so. And, and the rate of change, I would say in it, uh, is sometimes higher than the rate of change within the business.

And, and, um, it, it's hard to meet these challenges and sometimes. Uh, difficult to explain it is, it is very difficult and, and, yeah. You know, I think many, if not all organizations that are going through some aspect of digital transformation are going through the same challenges of the cultural journey.

And, and I sort of align it to digital skills and being sort of a business leader who for years has effectively had. An expertise in whatever their business domain would be. Mm-hmm. But then almost always have a secondary expertise in finance and how the business actually functions. Yeah. And to me, digital becomes one of those, at least one of those secondary skills.

It's, it's so to the [00:14:00] forefront of how organizations are evolving. Yes. Then it becomes critical, I think, for business leaders to have digital as one of their secondary skills. Yes. So what. I try to do to, to sort of think outside the box is, is ask this question, what does Amazon sell? Then the answer turns out to be, well, it used to be books many moons ago, and now it's everything.

Anything. Yeah. And therefore, well, how is a company able to do that? And the answer is, it's the same model. It really doesn't matter. The pro, they have a, a data product for, for finished good, for price, for inventory. Hmm. For fulfillment. And therefore it's almost like, what shall we do next? There's no tech inhibitor for, for them, and that's sort of the mindset.

I'm, I'm. [00:15:00] I'm aligning to Now. I'm not saying we're Amazon. No, no. That's last thing I did. But as a, as a mental a to think, well, that's a capability thing. Yeah. As a model, the capability is A to B to C, and you have then a series of, of supporting data products underneath that. And, and, and. Therefore you can push anything through that model.

I do wanna return to the phrase that you use the data products. And just in your mind, what is that and how is that different to just managing data generally? What is a data product? I'll start there. So that's, um, I, I, I try to explain it like this, that single view of. Finished good single view of bill of material, single view of raw material, single view of vendor, single view of inventory, single view of historical sales, which is also a very important single view of demand, single view of supply.

So those are the, the core, the [00:16:00] basic data products. That, uh, that we are working on and, and, and have, and therefore gone back to that, that very com complex landscape. We have many systems of entry for most of these data products. Therefore, either. Any new or subscribing system, we can either create a whole host of interfaces and the subscriber needs to do all that modeling, every individual subscriber, or we create that, that data product, and that becomes therefore a physical product, a consolidation of the many systems of, of potentially many systems of entry.

Um, and that data product to, to go to your next question is available and trusted data. Yeah. So what, what is it available in trusted data for any subscriber to, to have access to? And, uh, it's got therefore many layers. It's a, it's usually a, [00:17:00] a canonical and physical model. And then we have a team that looks at data quality.



I was gonna say, would you align the term product I think is very specific. So would you align like product management techniques to that product? Yeah, to, to sort of maintain the data and its consistency and accuracy. Yes. So, um, we call them data product managers, simply to not call them product managers.

'cause product managers are usually associated with business capabilities. Mm-hmm. So, uh, a data product manager is, yeah, that, that single view, but therefore also that data product manager looks at. The run aspect as well as the future. Yeah. And run being, is it available, is it trusted? Yeah. Uh, and how do we engage with, with, with the rest of the organization?

Yeah. 'cause you in a way, you're also a shop. Yeah. We're trying to be a shop to come to our [00:18:00] shop and buy our shiny data product. And you can trust it. Yeah. And there's after sales service. Yeah. Get a loyalty card out of it as well. Yes. A loyalty every time you use a data product No, but, but from, for an organization having these data products, it's, it's actually not a loyalty card.

It's almost a reverse loyalty card. Once, once you've built it once, yeah. Every new subscriber gets it for free. Yeah. Um, Now for free. Obviously data dictionaries are different for every subscriber. So, so there's still work, but the product is there and, and therefore also from a cost base for, for us. Um, It, it actually, the, the return on investment once there's, once it's reused, once a data product is reused, the, the return on investment is enormous and therefore we create [00:19:00] speed, agility, and scalability.

Yeah. And, and then from a. Uh, one of the things that organizations are having to wake up to is when you go to product centric models, lines of funding needs to change. Traditional IT funding lines have been through programs and projects and, and now we have to curate these things. They're a thing we need to sustain.

They need to survive and thrive. What's your view on, on, on that shift? Because these are things that the whole organizations use, but no one funding vehicle may allow you to initiate and create one from the big ginning. So we need to think differently. So I recognize the challenge, the great thing that at strategic level and the IT leadership level, we've, we've, uh, coined things like what, what are our strategic initiatives and data and APIs are one of those, so therefore, Using our principles, we can enforce projects enforce in a, in a lighter sense of the word.

Yeah. There's no, uh, no one's carrying a stick here, [00:20:00] um, to No, no. You have, we have to consume that data via a data product slash a p i. Right. Therefore, the problem is usually the first project that requests it is, is the one paying. Yeah. So that's, In a way unfortunate, but it's, that's accepted as a, as an, as an unfortunate byproduct of our funding model.

Yeah. So therefore we're gonna do it like this. The first, first, first subscriber, uh, is the, is the one paying for it. Now the good thing is it's usually the same business areas that reuse those data product in multiple projects. Yeah. So, It, it, there isn't that sense of envy to what? Yeah. And, and then there, there must be a point when you, you hit critical mass where you, you talked about the facets of the core products earlier.

Then you get there and then it, it's almost [00:21:00] like it's, it's much easier. And that burden of initial one in has gone. Yes. Yes. And, and, I would say we are reaching that now that a number of projects are going to our internal a p l portal and saying, oh, so it's already done. Oh, and it's already documented and it's assembled and it's quick and it's fast, and suddenly you're at the place you want, you always wanted to be.



Yes. And, and therefore suddenly, And this is back to the funding question. Very appealing. 'cause hold on. What we used to do is you had the, let lemme call it the data engineers as part of these projects and every time you had to have a data engineer and now is, we we're trying to turn it around a little bit.

Like with the data centricity, the projects are just a customer. Yeah. Um, but the customer reusing the products that are already there. [00:22:00] Yeah. And, and therefore we. 'cause 'cause all a lot of landscapes, uh, are, are quite complex. So effectively we're also reducing that, uh, that um, the need for golden resources.

Yeah. Those bottlenecks that many organizations have of that. Those superstars that you have are, every organization I've worked for has always got, oh, we better get, uh, uh, Johnny involved or, or Sarah involved 'cause he or she knows everything. Yeah. Mm-hmm. That we wanna, we wanna move away from that. And commoditized data products very much so is one of those, those ways and, and really, um, Also it's a benefit to those, to those key resources.

'cause they don't have to do the complex things for every project. We can start thinking about the future. It removes the expert bottleneck from the organization. Yes. Those highly [00:23:00] valuable people. I think, um, uh, Jane Kim calls that out in the, uh, in the Phoenix project, doesn't he? Which you like. Yes, yes.

You know, the, the people who you absolutely rely on and quite often keep everything moving along, but. Through no fault of their own, they end up inhibiting pace. Absolutely. And we've seen that over the years. And, um, no fault of their own, but sometimes, and, and because those type of people, real subject matter experts, they care, they care deeply and therefore at times the stress levels because the demand is so high, uh, Full for summer in in peak in peak times.

Yeah. So, so it it's even about, we're even talking about wellbeing here. Yeah, absolutely. Absolutely right. Absolutely right. But look, I, to bring the conversation to a bit of a close today, I wanna just return to the little model that we talked about, which is like, if you establish steps 1, 2, 3, and you have the [00:24:00] correct data products underneath it, you can then, you can then push.

Product through that. And very briefly, I just wanted to talk about the application architecture evolution you must be going through to achieve that sort of pattern. Presumably you're looking at abstraction. Yep. And where are you on that journey and what challenges are you getting to getting to that point of We now have composable processes with tech that supports that with underlying data products.

Uh, well, it, it, first of all, first of all, it's hard, but, um, we've, we've created a factory model. So that's working really well. So we've ring-fenced, a group of engineers that just look at this. Um, then the, the second challenge is the continuous change of the underlying systems. So one, one of the key things about the, the reference to canonicity is how [00:25:00] do we, um, what's the governance, what's, what are the naming conventions that we use?

And therefore, who owns these? These naming conventions. Then secondly, or second thirdly, uh, another challenge is obviously continuous change. Yeah. 'cause um, again, sustainability is a, is a good example. New fields will, um, going quite basic, but new fields emerge all the time. So therefore, Hub and spoke.

Data centricity is great, but now versioning. Yeah. How do we do this? 'cause, um, and how do we do the governance? 'cause new fields doesn't mean that a subscriber is interested in that





field. So how do we evolve our operating model to that data centrality? And that's really an area we are reaching right now.

The other big one that. So almost going back to very start about [00:26:00] analytics. So the data products, we, we wanna also start augmenting the data products with predictive analytics fields that help the decision making in, in applications and not just insightful, um, analytics, but also help the whole every consuming application use augmented data.

To further optimize whatever, whatever it does. So continuous evolution of those data models is, is the next challenge, evolution, i.e. growth as well. And what advice would you give to an organization that is starting on this journey? It's like you have got a real grip on what's going on and the evolution in your organization is, is really clear.

And you know, really starting to push ahead with some of this stuff though, you know. Though the journey is challenging there, there's no doubt about that. So if I'm like, at the beginning of that journey and uh, [00:27:00] I could, I could leverage a couple of pearls of wisdom from you, what would there be? Start with the recognition of data as, as a communal product.

Yeah. 'cause often I see many organizations and, and ourselves as well. Yeah. We, we are in love with the the new application. Yeah. That's always where all the excitement is and, and therefore to, to pause and say, right. How do we have, how do we, I, I'm even gonna say, commoditize that data and therefore appoint somebody that's actually not part of the project.

That person and that group is part of every project and therefore, um, almost pausing, reflecting, and not go with every project, say, what is that central capability we need? And therefore scaled, scaled to that. And that goes back to Rob's question. How do you fund that as well? Yeah. 'cause that's, that's often a, a challenge, but that's [00:28:00] what I would say.

Recognize the need for those communal products. The communal needs, and. Scale, scale to that and also make sure that at, uh, with, with our consulting partners, that we ring fence the right resources. 'cause these are usually very knowledge hungry areas and therefore, There's, there's a lot of value in people being part of a team for an elongated period of time to really build up their mastery.

But then secondly, document, document, document, document documentation is, is boring. Yeah. But it's essential. It's essential. A commoditized product is fully documented. So, Also taking the time to, to really document, um, and, and therefore having the time, taking the time, but having the time, [00:29:00] which is often, it's not a funding issue, it's a capacity issue usually, but every time you don't spend the time on documenting and making it therefore reusable, repeatable.

It becomes, uh, the problem for the next project. 'cause people are unaware what's already been done. Documentation, documentation, documentation.

All right, sha, what you've been looking at this week. So each week I will do some research on what's trending in tech, and this week I want to focus on how to establish a data-driven culture change. So to really become a successful data-driven organization, it's extremely important to establish a data-driven culture.

And the benefits of the [00:30:00] data-driven culture is to examine and organize the data in such a way that it serves the organization's customers and consumers. And actually establishing a data different culture is more a matter of influencing than a matter of control. So therefore, leaders and CDOs need to show leadership in free areas of influence.



First one, identify and communicate the business value of data across your organization. Also, address the cultural change impacts of a data-driven approach, and inspire your people to believe that this change is really necessary. And lastly, manage the ethical implications of data and analytics by, for instance, establishing a code of conduct that defines ethical guidelines and also be clear about any trust expectations.

So Wess, a question for you. What do you think of these areas of influence? Are they important and do you think this will really help organizations [00:31:00] to change their culture? Culture towards a data, data-driven organization? Yeah, I, I mean, I can't, I, I can't even try to disagree with, with any, um, any of them.

So, um, one, one of the challenges we have, 'cause again, I I agree completely with it, is that, There is still, I would say, an outdated notion that data is that thing that it does. Yeah. And, and therefore, uh, we have a number of people in our, in our IT organization that, that understand data both technically, but actually also impact wise and and benefit wise Now, That to me is, is in the wrong place.

Yeah. That what can we do with the data? Yeah. Where does it serve as application solutions, analytics, and therefore that, that's very much a [00:32:00] gradual cultural shift to share that and, and therefore start with. The outcome. Yeah. Because in the end, the business cares about outcome and no one, we Burberry, we don't buy data.

Sell data. We use data. Yeah. And why do we use data for an outcome? That's it. So, so there is sometimes quite a different language we need to speak and that, that influencing, um, aspect that you raised, how do, how do we also as, as IT professionals, I. Not talk that it language. Yes. But it is important because of a, uh, a p I or I, I love the word canonicity.

Um, however, when I use that in a, in a meeting with, with business leaders, they, they'd look at who, who, who's the it loony, who let the it looney in? Yeah. Is that what the pirates used to have? [00:33:00] So, so yeah, that, that influencing us. What does it allow us to do? Yeah. Have to lead with the outcome and, and therefore make it clear that, um, that data, and obviously we've been talking about data products.

How do you nurture, how do, how do you cultivate, how do you cur, curate, and what is in it for you? Yeah, it's not a just an it thing. I think you make such, you make such a good point on language, which is, you know, it can, if you, if you're using the wrong language, it can be extremely off-putting can't it to, yeah.

To, to others that particularly aren't, they either don't understand, you know, you see you, you're effectively not communicating correctly or you're alienating almost, or, or you're, or you're actively alienating. Yeah. So surely a good part of a, a big part of culture. Is, it is addressing that language point.

And, and actually I'd never thought of it quite like that. It's a powerful point. Ye yes. But it's, [00:34:00] it's quite hard for people that are, almost it people died through the wolves, died through the wool. Yeah. To embrace that and to, to find that empathy with, with the business. How do you look at this? Yeah.

Because often I find myself saying, data products and APIs are fantastic. This is what you want. And they're looking at you again blankly. Yeah. Yeah, yeah, yeah. And, and therefore, How do you also create the time to write and, and to ex to tell that story to your business partners? Yeah. And that, that's just very hard.

Again, also because it's a little bit alien to how it people have been trained, uh, and how we think. Yeah. We, we love fields. We love data dictionaries. Yeah. And at, in the business, it's



the opposite. They don't care. It's that adage, if you don't use the [00:35:00] right language, you don't understand my problem. And it's that it needs to learn to speak differently.

So you were saying earlier, single view of the customer. Yeah. That resonates far better than a data product associated with the customer and things like this. It's the, it's the way you phrase the, and position the what you are creating. That's so important. But the other thing, and I, I think I've stolen that from somewhere, browsing, browsing the web.

Um, my quest for purple people. So whether. Whether say the business is red and it is blue. Yeah. The quest for purple people, um, people that, that can. Do a bit of SS q l can self-serve, write their own reports using standard tools, uh, understand the data and, and, but therefore, again, how do you create that, those purple people?

'cause I. Again, many organizations struggle with, you've got the IT department and you've got the business department, and they [00:36:00] communicate via email and, and, and Word documents. Yeah. I mean, I think you'll see, I, I think the, there'll be a generational shift that helps solve that problem over time. I think when you look at, you know, um, certainly.

You know, the, uh, the younger end of the millennial generation and then certainly into Gen Z and Alpha, where they're highly proficient from a tech perspective. They're just gonna take that naturally, I think, into their, yeah, you already see that. So let, lemme call it traditional IT versus digital it. So when, when you, when you walk on a digital floor, atti often you, you can't.

Identify who's it and whose business. Right. Exactly. Yeah. 'cause digital by definition is, is technology. And whether you are business or or it there, there's a deeper affinity. Therefore it's often easier to to [00:37:00] be purple. Right? It's almost You are purple. You're purple. Purple by definition. Purple by definition, purple by definition.

And yeah, and I do think that that, exactly as you just said from a, from the newer generations, uh, perspective, that us almost. Yeah. That the new generation is purple by definition. Yeah. Technology is part of their d n a Yeah. Yeah. Come, comes with some downside as well. But I, I think this is not a social impact podcast, but that I, I think I was about, I was literally about to say, I think that's a subject for another podcast.

Yeah. And on that I've got three teenage kids. Oh my God. No, we haven't, we haven't got another three hours to unpack that was, but look, on that note then, look, thank you so much for joining us today, spending some time with us and sharing your insights. It has been a fascinating look at a movement and a data transformation in action, uh, with, you know, some very good driving points, [00:38:00] uh, like the, you know, changing customer expectations.

So Wes, thank you very much for that. Thank you. Now we end every episode of this show by asking our guests what they're excited about doing next. And that could be, you know, I'm going to see Guardians of the Galaxy Volume through the weekend, or it could be, uh, an exciting business opportunity that you've got coming up.

So Wes, what are you excited about doing next? Um, Well, I'm, I'm just gonna stick to, to business. Uh, and, and therefore work, I mean, it's almost like the new Dawn. I, I, I, I can see also, uh, with the benefit of being 50 plus. Yeah, the whole. E r p, uh, evolution, and I loved and was part of eer that, that whole, I'm not gonna call it a movement, but the e r p was the e r p was of the nineties and nineties.

Yeah. And, and, and, and therefore, I mean, that was revolutionary in a way for, for many companies and [00:39:00] now almost, um, decoupling. Yeah. The, the, the real thing I



believed in was. The integration of, of E R P and I still do, but that mindset I, I retain, but therefore the future and, and how I can help shape that and, and meet these challenges and therefore be part of the continuous transformation, not a specific transformation of Burberry, but also the growth and the success of Burberry.

Yeah. And, and Jeff. I've described sometimes my function as one step removed. Yeah. There's nothing I do that says, or my team does that says we sold that trench code. Nothing. Yeah. That, that was the customer engaging on either a digital platform or a sales associate in install. However, uh, making that process easier, quicker, and, and being part of that.

That, that [00:40:00] complete transformation of how. The world works, but also how therefore companies like Burberry work is just so exciting. I, I couldn't agree more. We are, we are absolutely at the beginning of a, a very significant change. Yeah. Uh, what is the world gonna be like in 10 years time? I dread to think I can dread, as in I can't understand it.

Yeah, the robots will have taken over and, um, yeah. And, and you know, we won't be podcasting anymore because there'll be an artificial version of this one. Yes. Yeah. We'll be avatars digitally generated. Yeah. Running somewhere in the data center if we're lucky. Rob, some of the things you've said on these past podcasts, I'm, I'm, I fear for you mate when the robots take over.

That's all I'm saying. I'm in trouble. Yeah. No, but I, I'm just excited 'cause I feel I'm part of something even though I don't know what that is. Yeah, because I don't know what the future is. Well, it's the exploration. That's the joy, isn't it? It's the exploration. That's the joy. [00:41:00] So Wes, thank you very much.

Cool. Thank you. So a huge thanks to our guest this week, Wessel. Thank you so much for being on the show Thanks to our producer Marcel, our sound and editing wizards, Ben and Louis, and of course, to all of our listeners.

We're on LinkedIn and X, Dave Chapman, Rob Kernahan, and Sjoukje Zaal. Feel free to follow or connect with us and please get in touch if you have any comments or ideas for the show. And of course, if you haven't already done that, rate and subscribe to our podcast.

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