



DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

11 - 14 March 2024 | London, UK

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Enabling Business Success: **Practical Data Strategy** **Session**

Liz Henderson

IRM Data Governance & Master Data Management Conference Europe
- March 2024

I empower individuals and organisations to unlock the full potential of their data to achieve success and growth



- *Board Advisor*
- *Non-Executive Director*
- *Speaker, Podcaster, Blogger*
- *Mentor*
- *STEM Ambassador*

Liz Henderson

#dataqueenliz

<https://www.linkedin.com/in/dataqueenliz/>

<https://lizhendersondata.wordpress.com/>

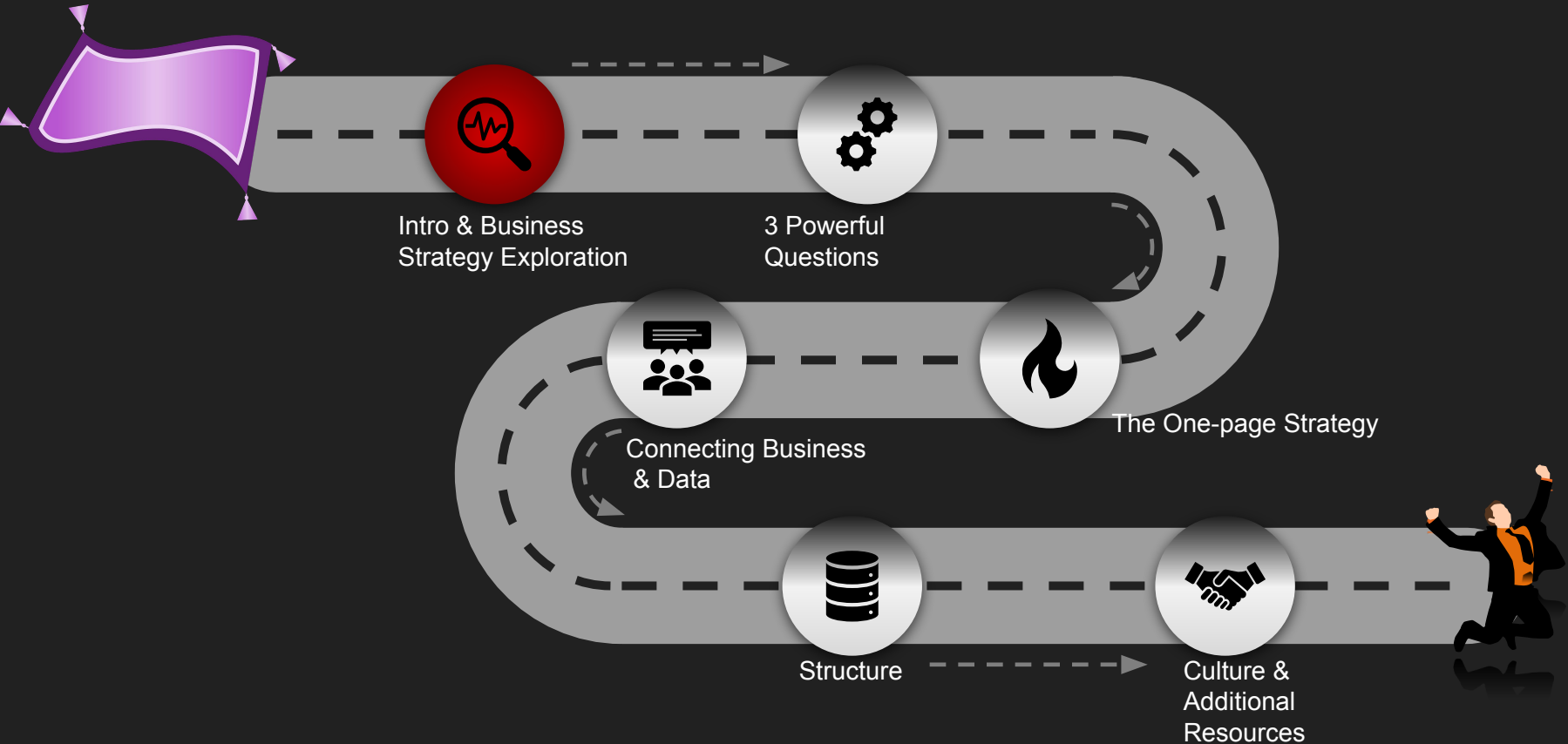
A silhouette of a woman with long hair, sitting and reaching out with her right hand towards the sun as it sets. The background is a warm, orange and yellow sunset sky. The woman's silhouette is dark against the bright sky.

**Strategy without tactics is the
slowest route to victory.**

**Tactics without strategy is the
noise before defeat**

- Sun Tzu

Today's Magic Carpet Ride of Activities

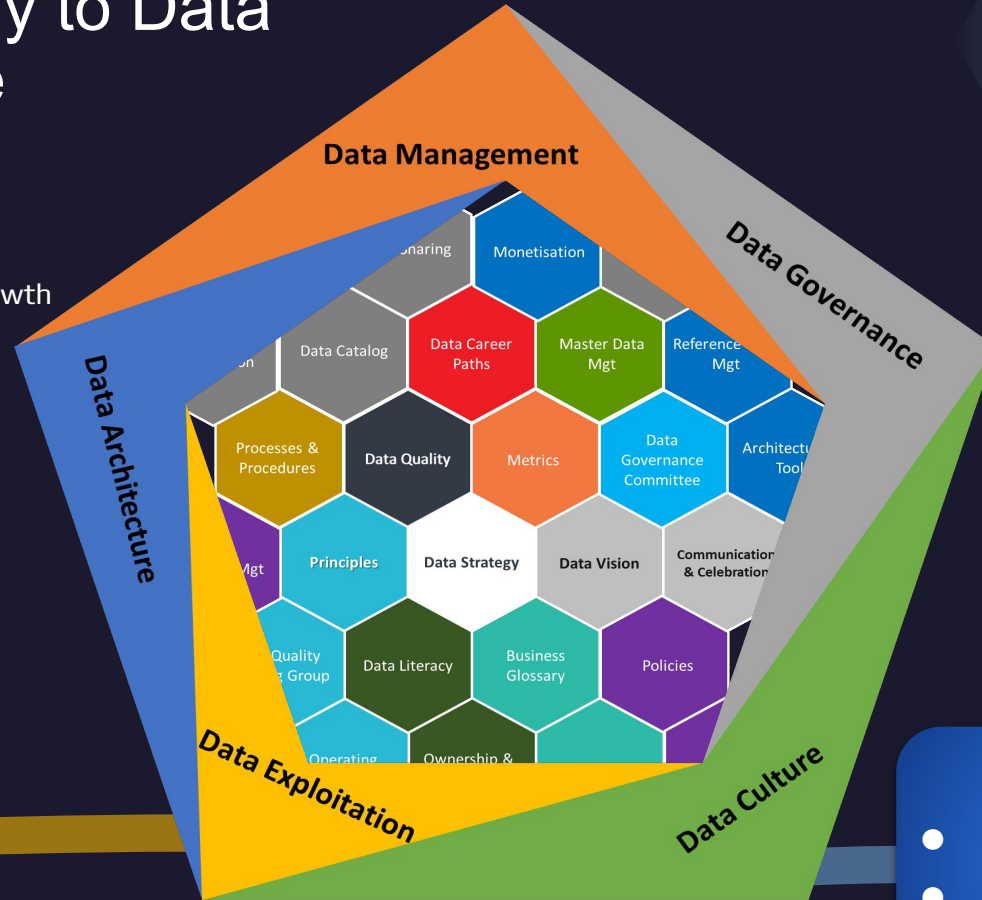


Business Strategy to Data Strategy to Value

Each of the **5 components** contribute towards the **capabilities** required to achieve the outcomes of: Increased Value, Reduced Risk, Operational Efficiencies to generate success & growth

Business Strategy

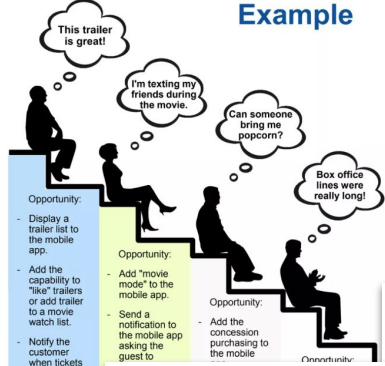
Data Strategy



- Outcomes**
- Inc. Revenue
 - Reduced Risk
 - Ops Efficiencies

Data Strategy Examples

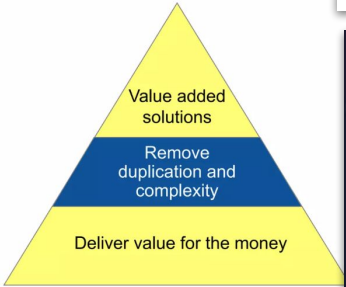
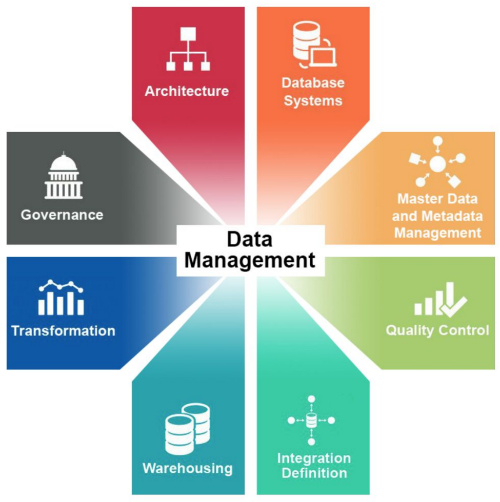
Example



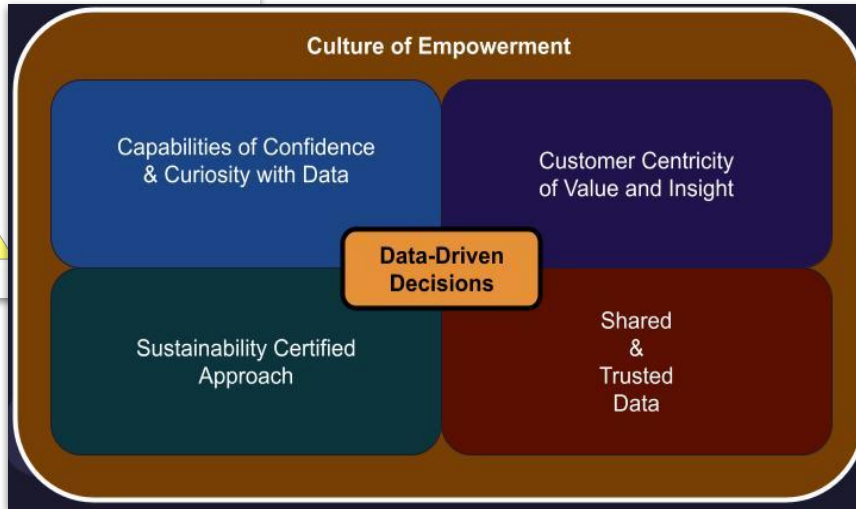
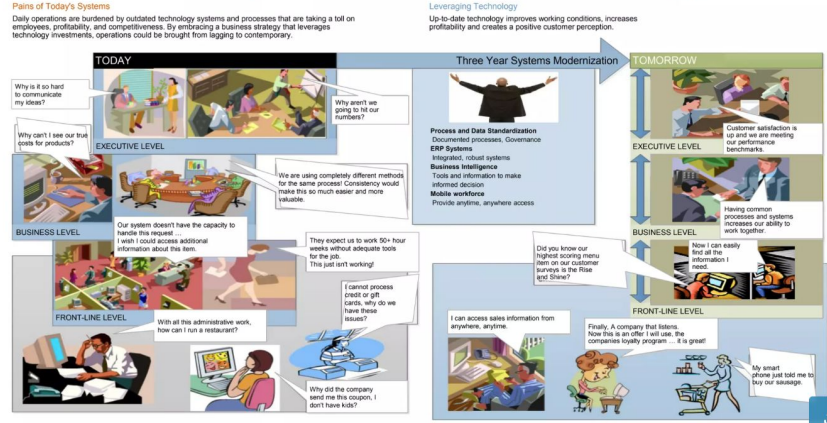
Customer Experience Goals:

- 1) Encourage future visits through increased engagement.
- 2) Leverage the mobile app to provide additional in-theatre services.
- 3) Offer the...

Example: At Fujitsu Services they moved value for money to providing value-added



Example: An Integrated Business and IT Strategy



Where To Start...

Business Strategy Example

“...to offer quality fashion at unbeatable, low prices...”



What Does The Business Strategy Aim To Achieve?

Business Strategy Example

“...to offer **quality**
fashion at
unbeatable, **low**
prices...”



What Does The Business Strategy Aim To Achieve?

Business Strategy Example

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- Trust
- Efficiencies
- Optimisation
- Automation/AI
- Processes
- Sharing of Data

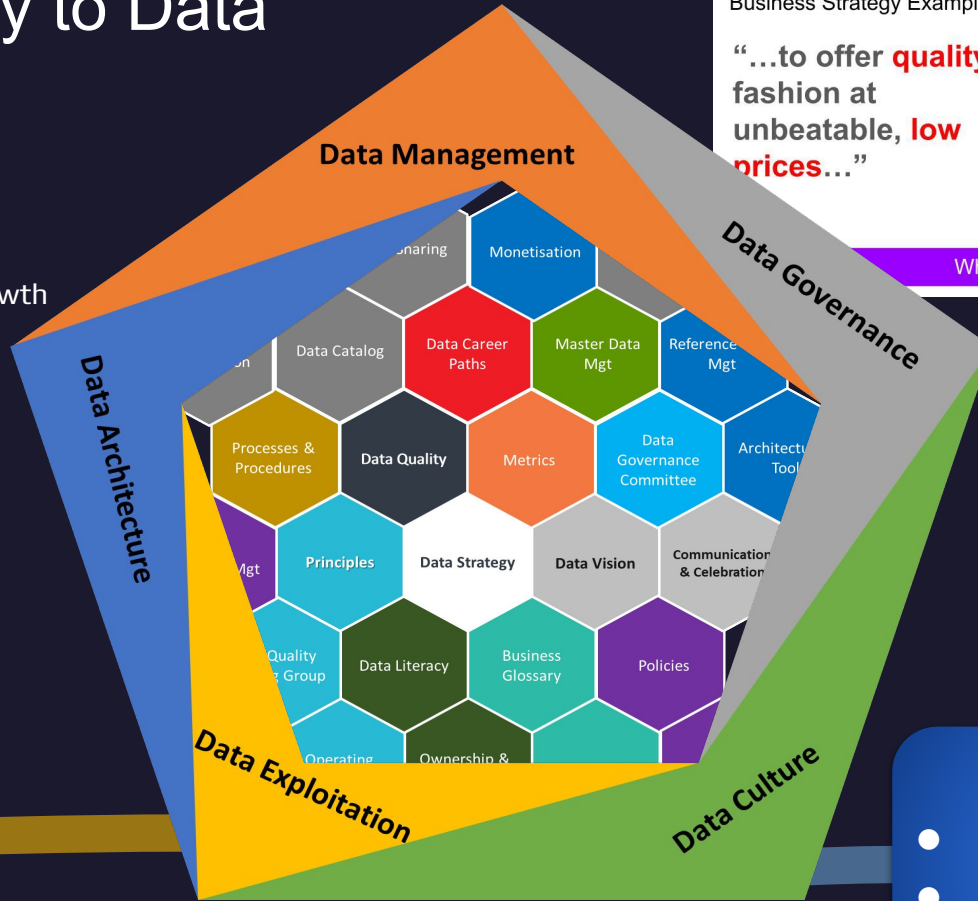
What's Next?

Business Strategy to Data Strategy to Value

Each of the **5 components** contribute towards the **capabilities** required to achieve the outcomes of: Increased Value, Reduced Risk, Operational Efficiencies to generate success & growth

Business Strategy

Data Strategy



Business Strategy Example

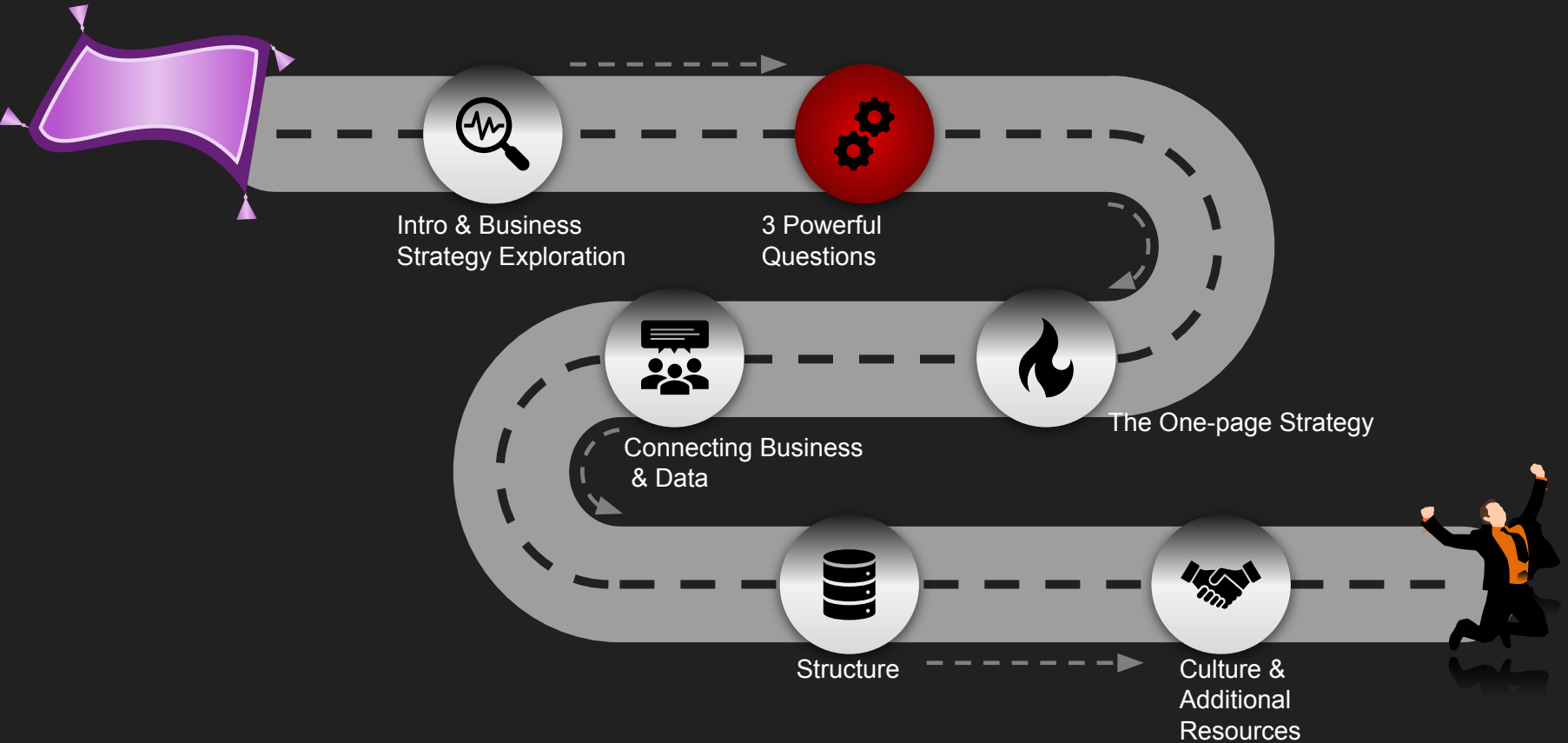
“...to offer **quality** fashion at unbeatable, **low prices**...”

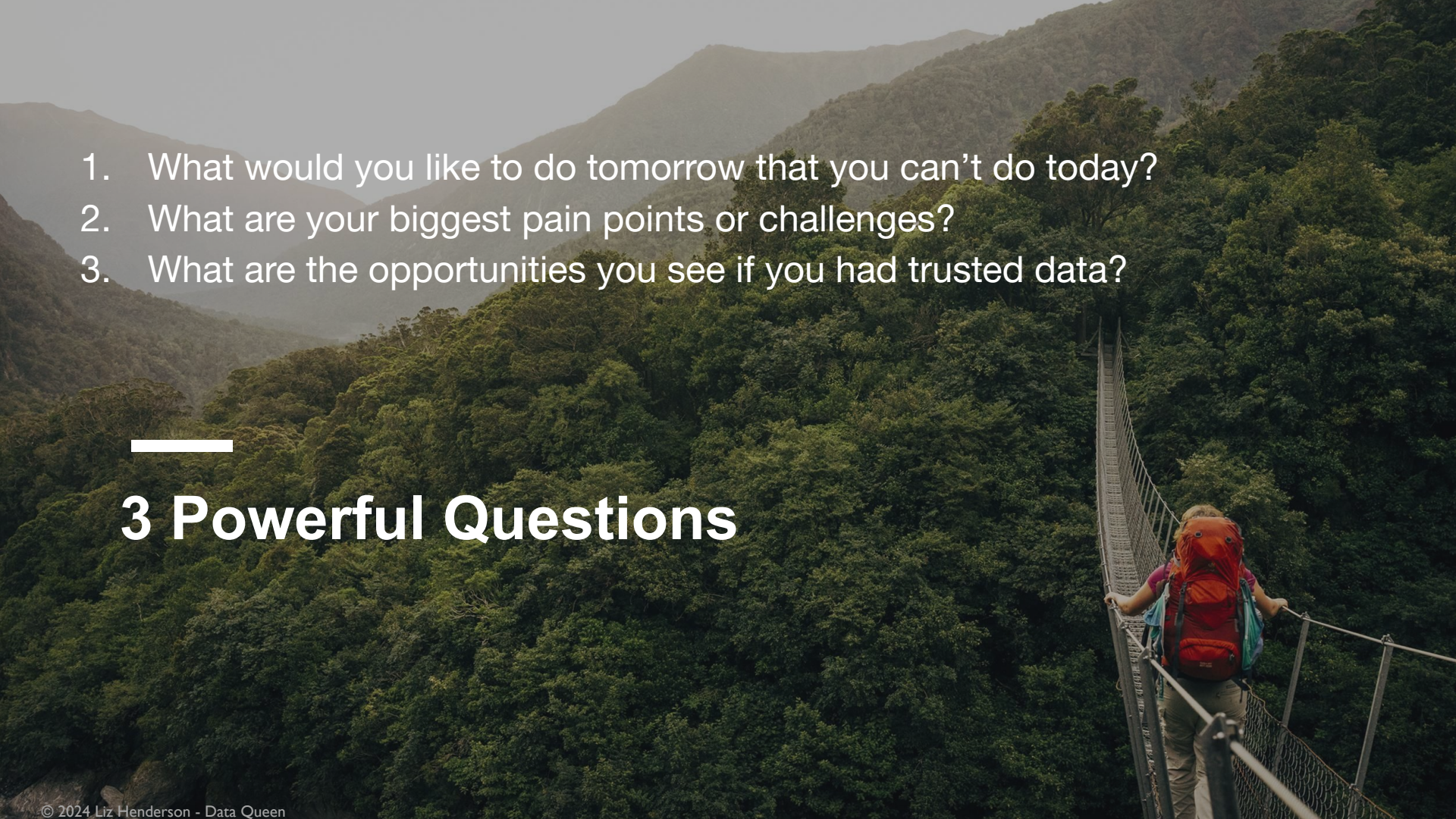
- Trust
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What's Next?

- Outcomes**
- Inc Revenue
 - Reduced Risk
 - Ops Efficiencies

3 Powerful Questions



- 
- A person with a red backpack is walking across a suspension bridge that spans a deep, lush green forest. The bridge is made of metal cables and a mesh floor. The person is seen from behind, looking towards the end of the bridge. The background shows rolling hills and mountains covered in dense vegetation under a slightly hazy sky.
1. What would you like to do tomorrow that you can't do today?
 2. What are your biggest pain points or challenges?
 3. What are the opportunities you see if you had trusted data?

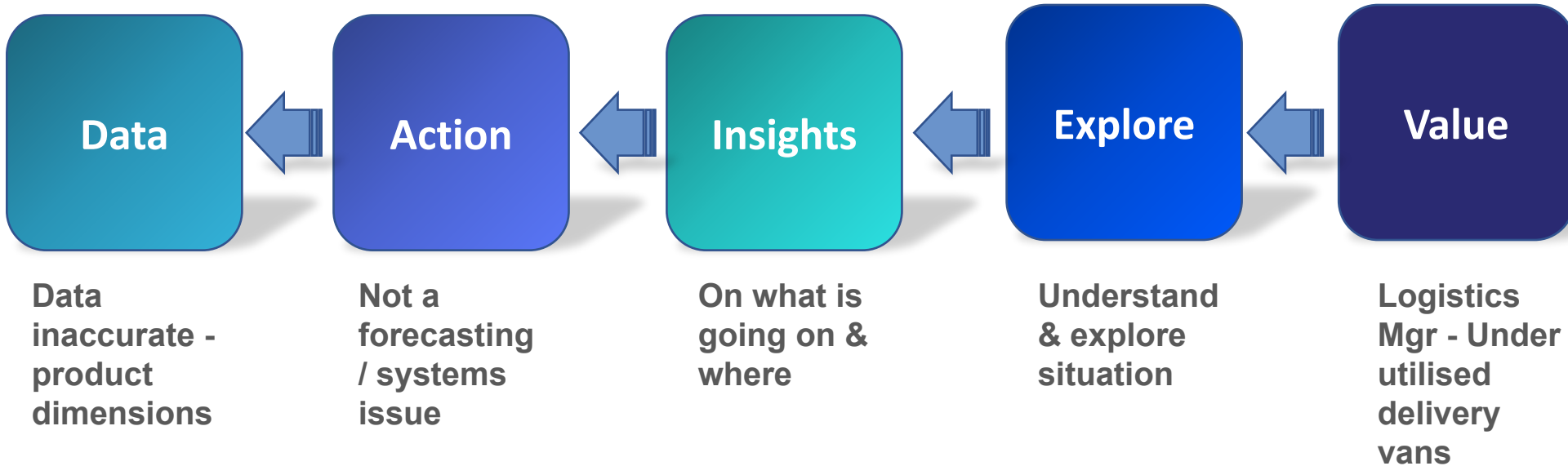
3 Powerful Questions

The Colossal Citrus Conundrum



Work Backwards From Your Outcome of Value

The Colossal Citrus Conundrum



Work Backwards...

“...to offer **quality** fashion



Data

Action

Insights

Explore

Value

What data needs attending to?

What is your plan & communication approach

Armed with information from views & analyse
- Develop insights for action

What is 'Quality Fashion'

Explore Views
- 3 powerful questions

“...**quality** fashion”
Customers perception of value, increased sales

The 5 Pillars of Data



Governance

The framework of policies, principles & processes that ensure data availability, quality & security

- Strategy & Vision
- Exec sponsorship
- Policies
- Roles & Responsibilities
- Processes & Procedures
- Principles
- Operating Model
- Committees & Working Groups



Management

The admin processes of how to acquire, maintain, access, store, & secure your data

- Master Data Mgt
- Quality / Profiling
- Reference Data Mgt
- Catalog & Marketplace
- Lineage
- Glossary
- Meta Data Mgt
- Metrics & KPI's
- Infonomics



Architecture

The tech infrastructure that supports your Data Strategy, in how data is managed across the organisation

- Data Landscape of Technology
- Data Dictionary
- Access & Security
- Storage
- Data Model
- Mesh / Fabric
- Documentation
- Information Mgt
- Observability
- AI & Gen AI



Exploitation

Needs to explore & visualize data to uncover insights for value creation, communicated with stories

- Business Intelligence
- Advanced Analytics
- Data Prep & Manipulation
- Visualisation
- Storytelling
- AI Insight generation



Culture

The collective behaviours & beliefs of people who value, practice & encourage the use of data

- Data Literacy
- Needs Assessment
- Training (initial & ongoing)
 - Importance of Data
 - Ethics, etc.
- Communication & Celebrations
- Career Paths.

- Trust
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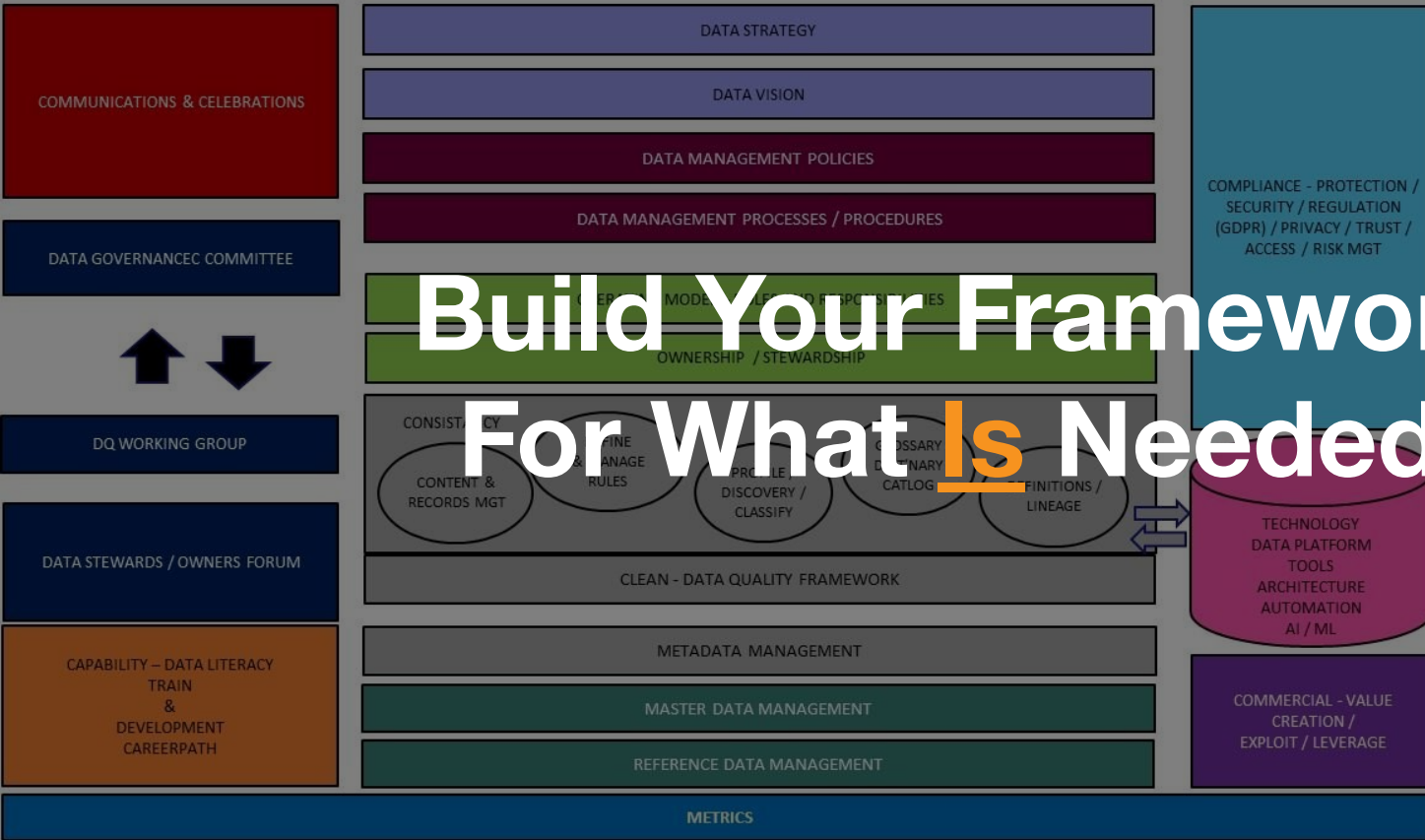
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What Do You Not Need?

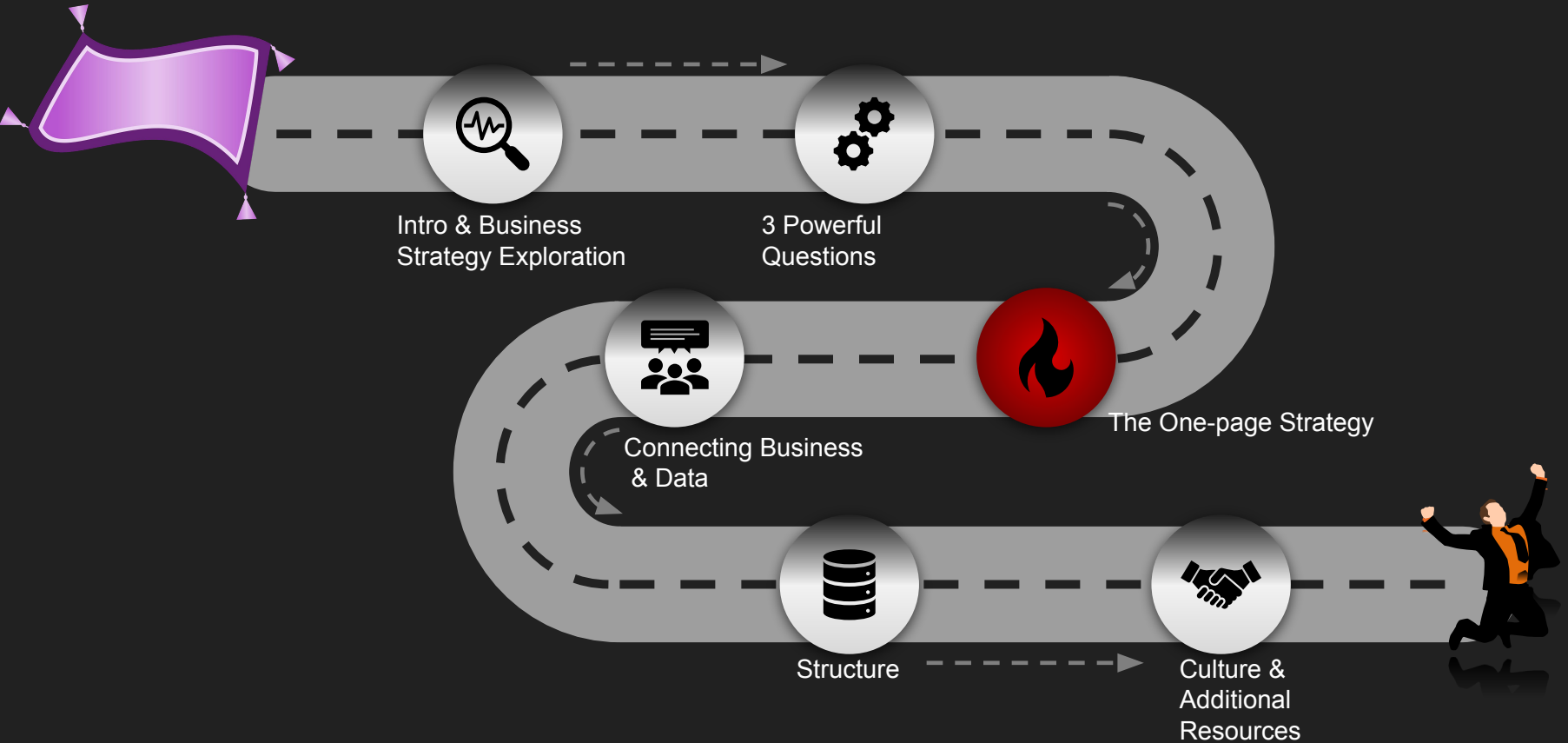
Data Governance Framework (DGF)



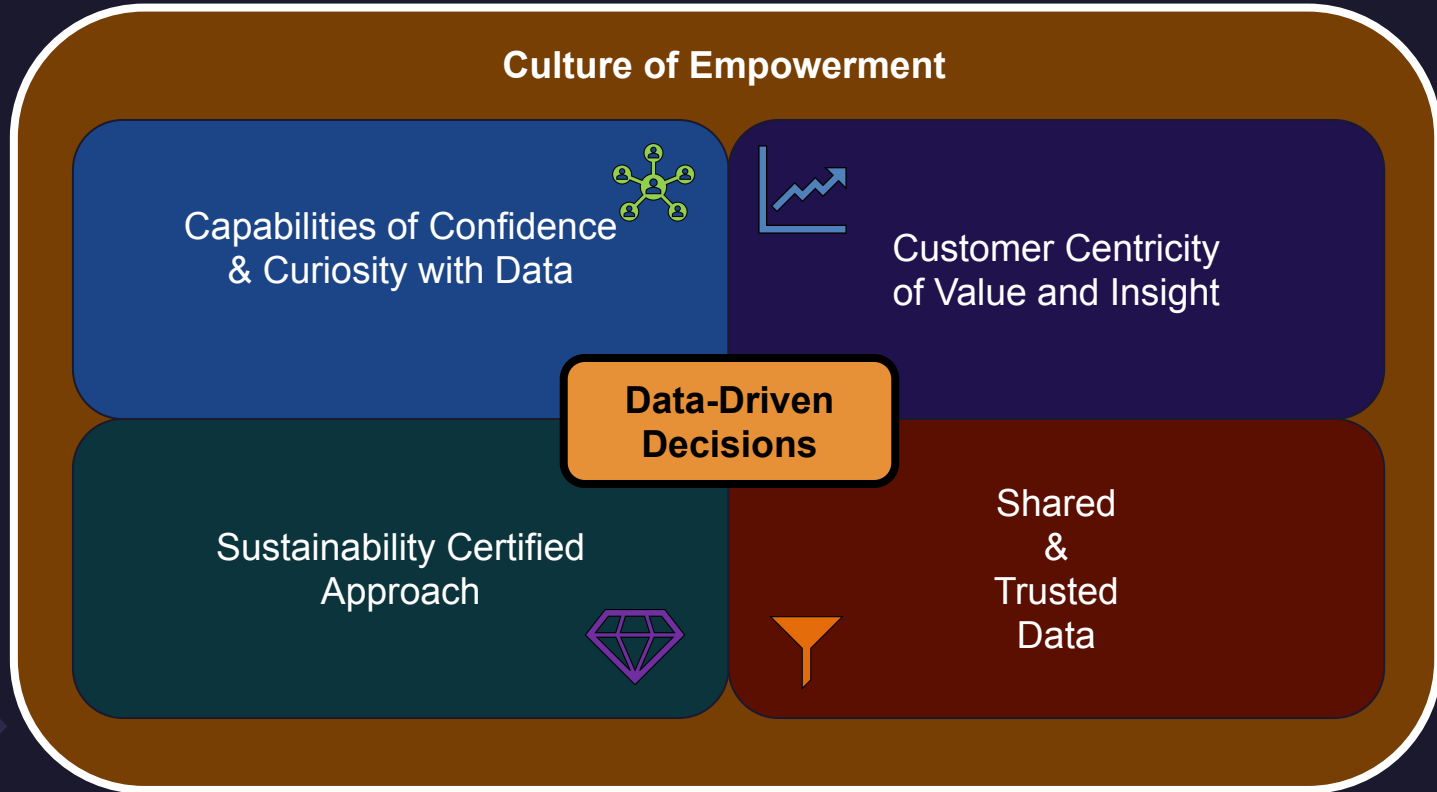
Build Your Framework For What Is Needed

- To support the delivery of good data across the business, each component shown here will move you up the maturity curve towards its goal of a data driven organisation, with fit for purpose data
- Each component is allocated an owner for delivery along with a RACI for involving other teams on the data journey
- A roadmap is required to plan how and when each component is scheduled for delivery

The One-Page Strategy



Data Strategy Vision

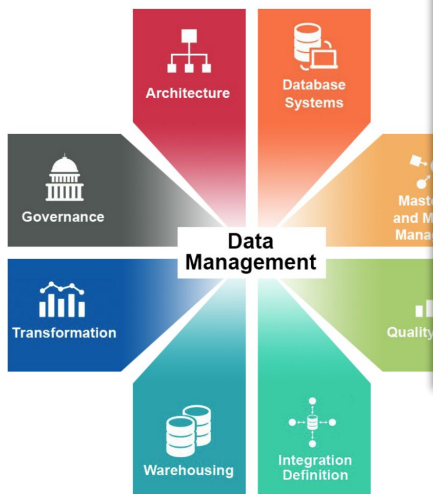


Data Strategy One-Pagers

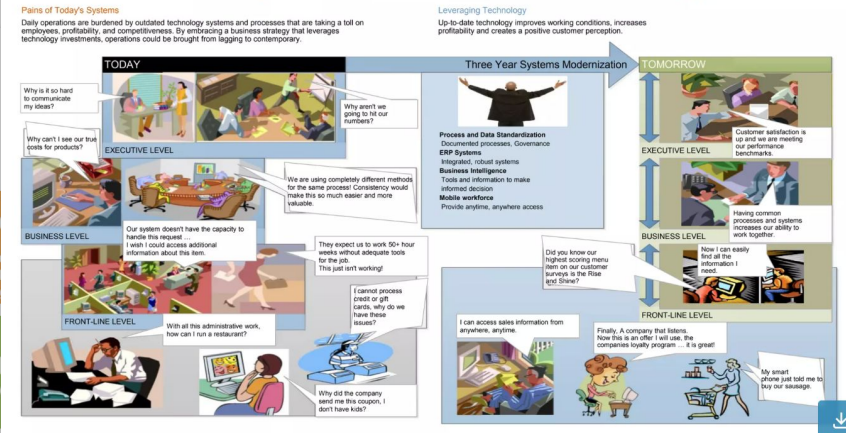
Example



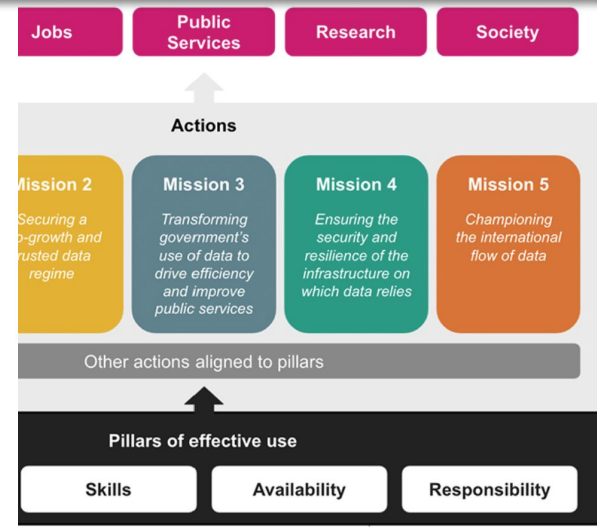
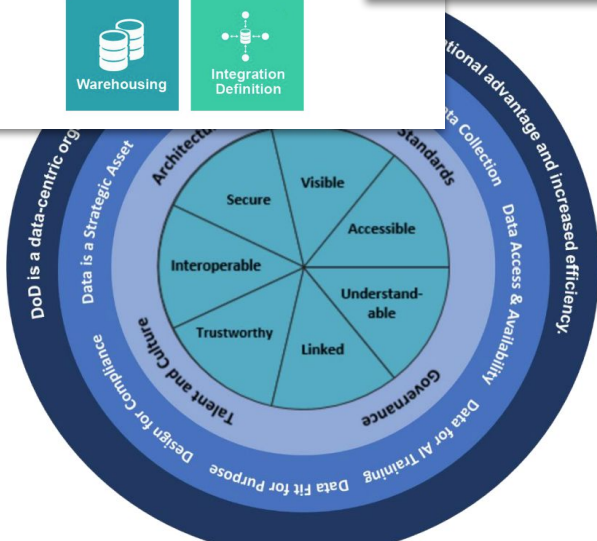
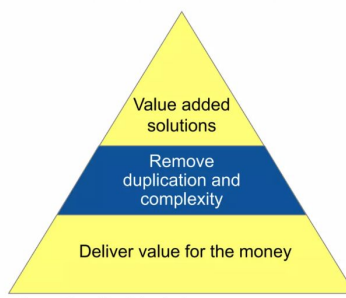
- Customer Experience through engagement**
- 1) Encourage through interactive engagement
 - 2) Leverage the data to provide additional services.
 - 3) Offer the guest a personalized transaction



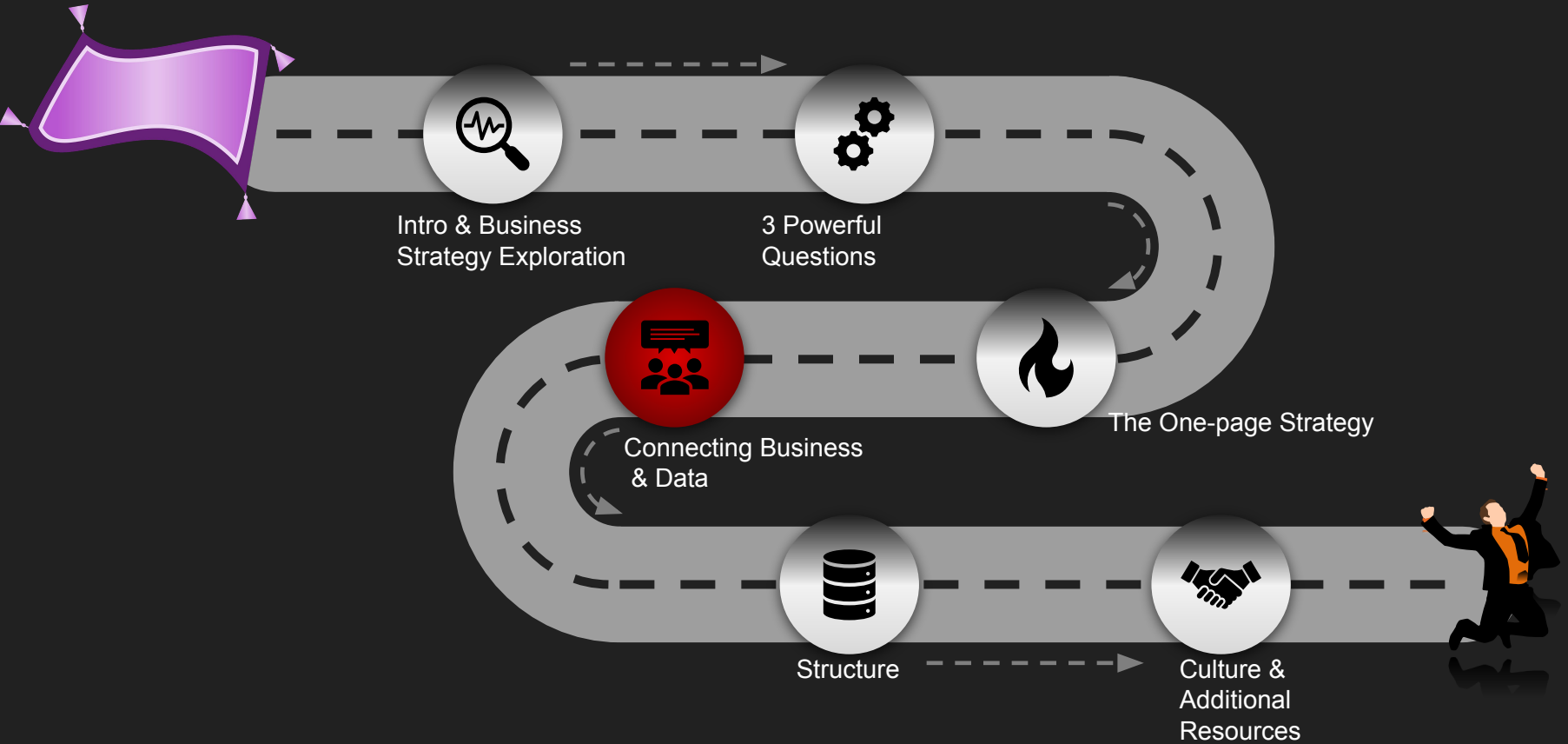
Example: An Integrated Business and IT Strategy



Example: At Fujitsu Services they move value for money to providing value-added








Connecting Business & Data To Create The Data Strategy



Problem Statement

Better Decision Making is Supported by Our New Data & Digital Agenda and Cultural Adoption


Problem


-  We lose access to key systems without notice and it takes weeks for them to be accessible again
-  Inconsistent reporting on stock holding & sales due to each team obtaining raw data from different sources
-  Premium paid on regulatory reporting submissions due to submitting estimated volumes
-  The workforce are raising concerns that they don't understand what is happening, feel confused & left out
-  Data is hoarded, not shared and accuracy of data is not recognised as a need, rather an inconvenience

Problem Statement


Better Decision Making is Supported by Our New Data & Digital Agenda and Cultural Adoption


Problem

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Focus Areas

1. Mastered data across contracting & Procurement

2. Information management standardisation

3. Increased efficiency of operations

4. Communication & Celebration

5. Data value is recognised and understood

Develop KPIs to measure progress against Mission


Problem Statement

Better Decision Making is Supported by Our New Data & Digital Agenda and Cultural Adoption

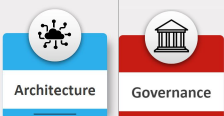
Problem


Focus Areas



 We lose access to key systems without notice and it takes weeks for them to be accessible again


1. Mastered data across contracting & Procurement



 Inconsistent reporting on stock holding & sales due to each team obtaining raw data from different sources


2. Information management standardisation



 Premium paid on regulatory reporting submissions due to submitting estimated volumes


3. Increased efficiency of operations



 The workforce are raising concerns that they don't understand what is happening, feel confused & left out

4. Communication & Celebration

















 Data is hoarded, not shared and accuracy of data is not recognised as a need, rather an inconvenience

5. Data value is recognised and understood

Develop KPIs to measure progress against Mission

Our FutureInsight Driven World

Focus areas, delivery phases & activities for achieving our vision

Focus Areas	Phase 1 – Develop the Foundations 0-6 mths	Phase 2 Building the Landscape 7-23 mths	Phase 3 – Shooting for the Moon 2-3 years		Vision
1. Mastered data across contracting & Procurement	Tools & talent in place with clear responsibilities	Data Quality Mgt embedded & monitored	Self-serve analytics capabilities widely adopted		 
2. Information management standardisation	Assess current reports, identify ownership and usage, record on IAR*	Dashboards adopt best practice, standardised format & are embedded into applications	Data Fabric to streamline & simplify mgt of diverse data types & sources		
3. Increased efficiency of operations	Framework for insight capture & prioritisation	Assess and implement intelligent process automation	Expand opportunities with intelligent process automation		 
4. Communication & Celebration	Data & Analytics strategy is familiar and referenced by all internally	Promote and assess effort vs benefit of data activities	Embedded high levels of data culture and maturity achieved		 
5. Data value is recognised and understood	Define & approve the methodology for data valuation	Data valued, communicated and recognised as an asset	Margin calculated on data activities		 
Develop KPIs to measure progress against Vision					



*IAR – Information Asset Register

Connecting the Strategies for the Business & Data

Connect the focused activities of the Data & Analytics strategy to the goals of the business strategy

Business Goals

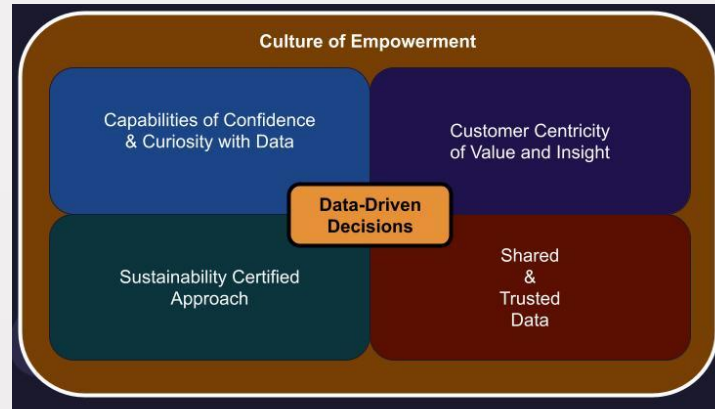
“To offer quality...at unbeatable, low prices...”

Data Empowered Workforce

Measurable Quality Products

Costs Managed To Offer Low Prices

Data & Analytics Vision & Analytics Mission



Focus Areas

1. Mastered data across contracting & Procurement

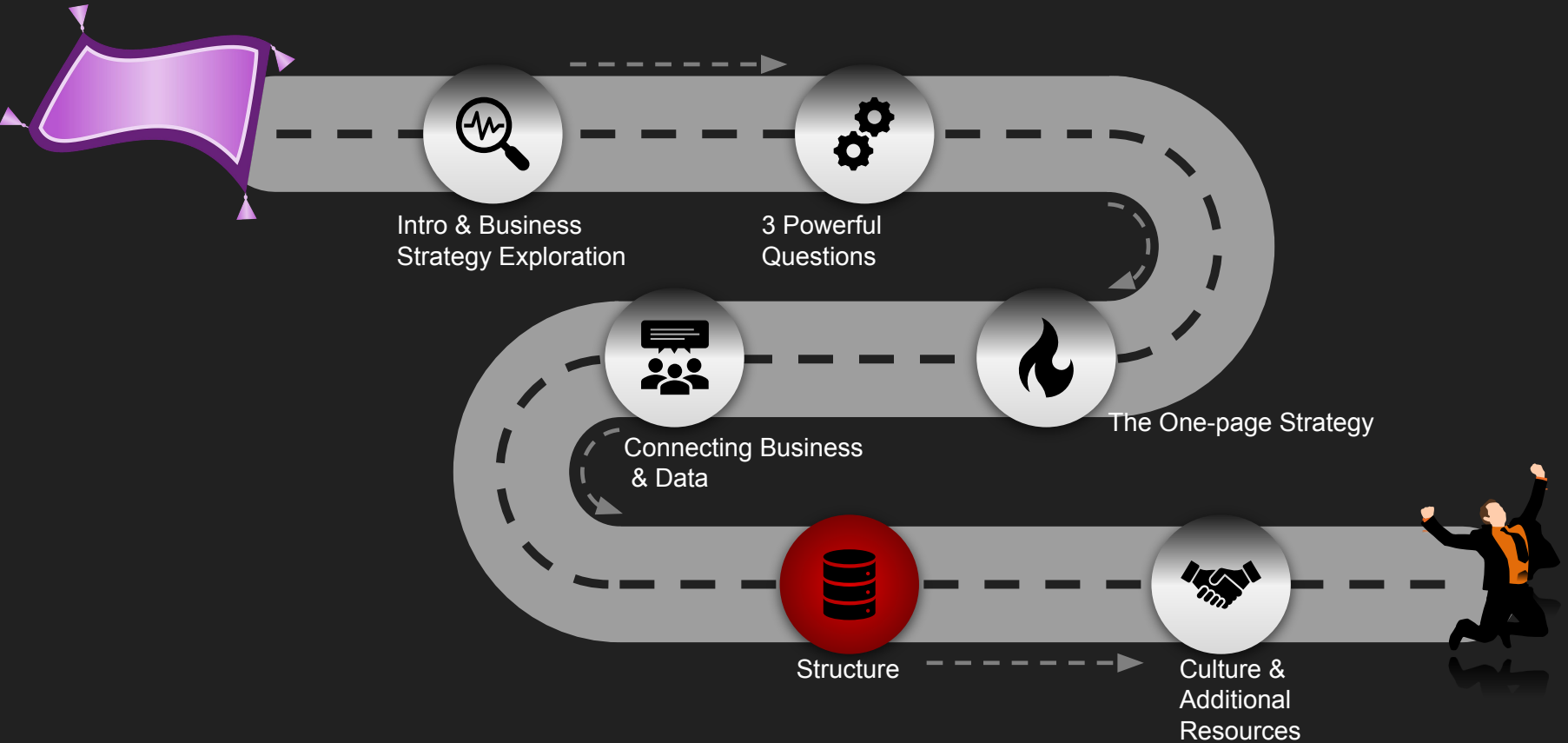
2. Information management standardisation

3. Increased efficiency of operations

4. Communication & Celebration

5. Data value is recognised and understood

Templates / Structures



Data Strategy Structure

1. Title
2. Connection between Business & Data Strategies
3. Summary of Insights Gathered
4. Problem Statement
5. Vision & (Mission)
6. High Level Plan/ Phases
7. Next Steps
8. Appendix
 - a. New World Operating Model
 - b. Organisational Structure
 - c. Definition of Data Governance & Data Management
 - d. Data Governance Framework
 - e. Detailed Problem Statement

In Summary



01
01. Explore
Needs /
Opportunities

02. Work
backwards to
what needs
to be
delivered to
achieve

02

03
03. Identify
capabilities
needed to
deliver

04.
Create
a Plan

04

05.
Summarise
and socialise
to obtain
buy-in

05

06.
Obtain
approval
& a
Sponsor

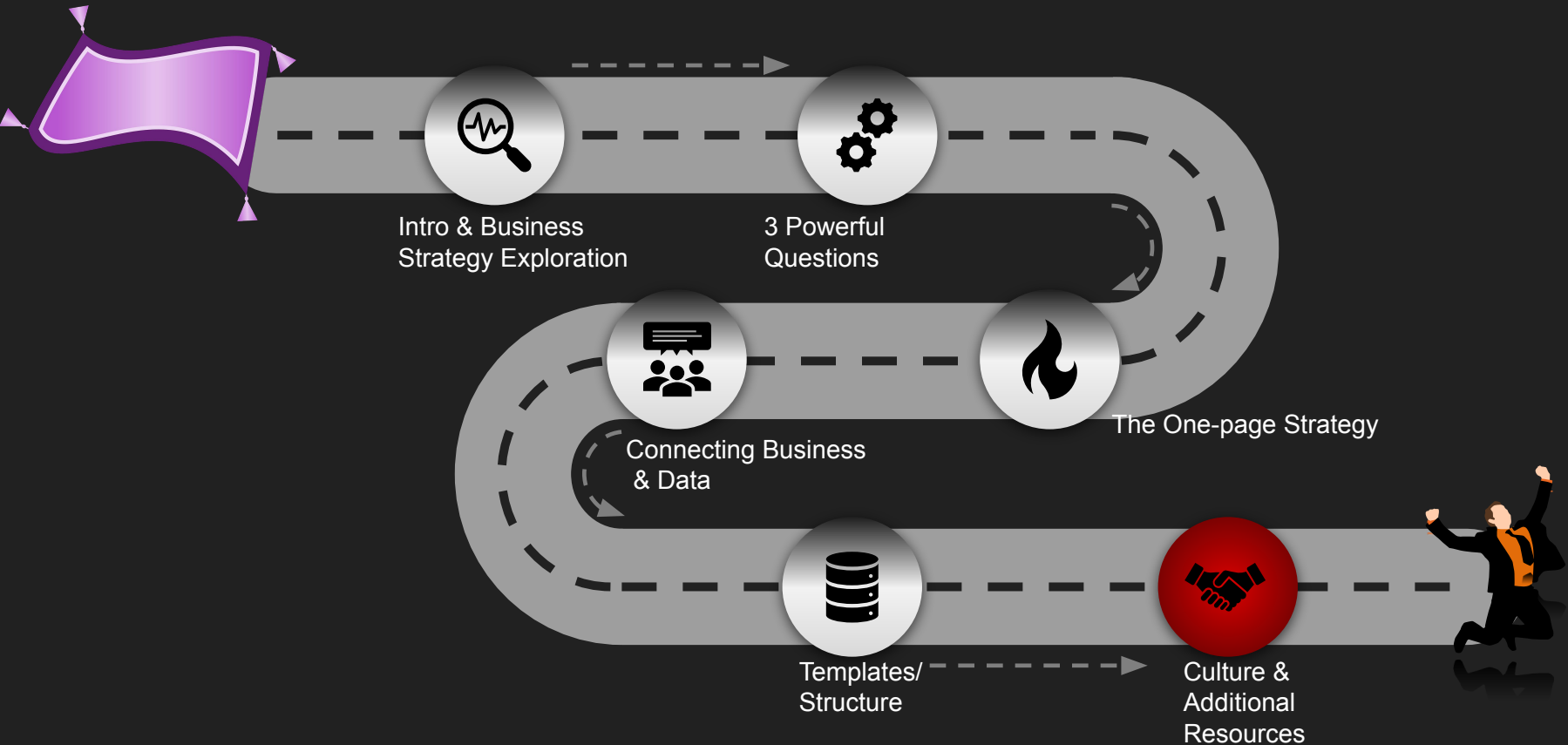
06

07

07. Kick off activities



Culture & Additional Resources



A close-up photograph of two women in traditional attire. They are wearing large, textured red hats with green trim. Their clothing features intricate, colorful geometric patterns in blue, red, and white. The woman on the left is smiling broadly, and the woman on the right is also smiling and has her hand on the first woman's shoulder. The background is dark.

Don't Forget Your Culture -
Your People Are Your Key To Success

Example Data Strategies

1. [SSRO data strategy \(publishing.service.gov.uk\)](#)
2. [datastrategy.pdf \(food.gov.uk\)](#)
3. [DOD Data Strategy \(defense.gov\)](#)
4. [Data Strategy for the U.S. Department of Justice](#)
5. [NHS Digital data and information strategy - NHS Digital](#)
6. [UN Secretary-General's Data Strategy 2020-22](#)
7. <https://www.gov.uk/guidance/national-data-strategy>
8. <https://www.ons.gov.uk/aboutus/transparencyandgovernance/datastrategy/ourdatastrategy>
9. <https://dallascityhall.com/departments/ciservices/DCH%20Documents/data-management-strategy.pdf>
10. https://unece.org/sites/default/files/2022-11/S2_2_Canada_DataStewardship_TDufour.pdf
11. https://www.statcan.gc.ca/en/about/datastrategy/statistics_canada_data_strategy.pdf
12. <https://corporate.dwrcymru.com/-/media/Project/Files/Page-Documents/Corporate/Innovation/Innovation-Strategy-2022-Final-version.ashx>
13. <https://www.cheshireandmerseyside.nhs.uk/media/udyhswav/cheshire-and-merseyside-ics-digital-and-data-strategy-2022-2025-final.pdf>
14. https://foi.tfl.gov.uk/FOI-2260-1617/Our_Technology_and_Data_Strategy%20r_v4.0.pdf
15. <https://foi.tfl.gov.uk/FOI-2044-2122/TD%20Technology%20strategy%202021.pdf>
16. <https://assets.publishing.service.gov.uk/media/63eb62c9d3bf7f62e21c274a/dft-transport-data-strategy.pdf>

Data Canvas' - Product, Strategy, Quality, AI, MDM

<https://lizhendersondata.wordpress.com/2023/08/20/mastering-the-art-of-data-quality-unveiling-the-power-of-the-data-quality-canvas/>

<https://7wdata.be/big-data/data-product-canvas-a-practical-framework-for-building-high-performance-data-products/>

Data Quality Canvas - Based on The 6 P's of Data Quality Framework

Problem	Stakeholders	Perform & Measure	Data & Tech	Plan of Actions
<ul style="list-style-type: none"> What is the business problem? Why is it a problem? Whose problem is it? Who will be solving the problem? Why, why, why? How to prioritise the problems? Who will be solving the Quality (Data) problems? How will the Quality (Data) be recorded? How will the Quality (Data) be prioritised? Who Owns the Quality (Data)? 	<ul style="list-style-type: none"> Who owns the data in question? 	<ul style="list-style-type: none"> What will be the measures of data quality (Dimensions)? 	<ul style="list-style-type: none"> Source of data Access / Availability 	<ul style="list-style-type: none"> What are the next steps? Who is accountable?

AI Canvas

Value Proposition <ul style="list-style-type: none"> Where does AI fit? Automation might be the first thing that springs to mind, but AI's magic lies beyond just that. From uncovering hidden business insights to creating bespoke customer experiences, where do you envision AI creating the most value for your organization? 	Data <ul style="list-style-type: none"> Your AI Fuel The efficacy of AI depends on the quality and relevance of the data it feeds on. Are you sitting on a goldmine of data? And if so, how are you refining it for optimal AI application? What Governance, Management & Ownership do you have on your data? 	Ethics <ul style="list-style-type: none"> How are you keeping AI fair and safe? AI, in its sheer capability, can inadvertently magnify biases or breach data privacy. It's pivotal to quest guard against this ensuring your AI is ethical and safe. 	Talent <ul style="list-style-type: none"> Do you have the right minds on board? AI's implementation might necessitate new hires, or it could mean upskilling your current workforce. 	Employee Transformation <ul style="list-style-type: none"> AI doesn't just change systems; it alters job roles. As the orchestrator of your company's
Purpose <ul style="list-style-type: none"> What is the purpose of AI? What makes AI successful? Reduced Costs 	Defining Success <ul style="list-style-type: none"> Beyond the buzz and hype, it's vital to set tangible metrics. How will you gauge your AI's effectiveness and ROI? 	Regulatory <ul style="list-style-type: none"> As AI propels forward, so does the web of regulations surrounding it. Keeping abreast of these How will you ensure continual compliance? 	Culture <ul style="list-style-type: none"> Fostering an AI-continuous learning culture How will you inspire and motivate your team? 	Communications <ul style="list-style-type: none"> How will you communicate the value of AI to your stakeholders?

Data Product Canvas

Problem	Data	Solution	KPIs	Actions
<ul style="list-style-type: none"> Ask the right questions: <ul style="list-style-type: none"> What is the problem? 	<ul style="list-style-type: none"> Ask the right questions: <ul style="list-style-type: none"> Source 	<ul style="list-style-type: none"> Ask the right questions: <ul style="list-style-type: none"> Type (Analytics, ML, IA, ...) 	<ul style="list-style-type: none"> Ask the right questions: <ul style="list-style-type: none"> How to evaluate the model? 	<ul style="list-style-type: none"> Ask the right questions: <ul style="list-style-type: none"> Which actions will be taken?

Data Strategy Canvas

Problem <ul style="list-style-type: none"> xx 	Stakeholders <ul style="list-style-type: none"> xx 	Data <ul style="list-style-type: none"> xx 	KPI's <ul style="list-style-type: none"> xx 	Actions <ul style="list-style-type: none"> xx
			Risks <ul style="list-style-type: none"> xx 	Change <ul style="list-style-type: none"> xx
Communications <ul style="list-style-type: none"> xx 				

Master Data Management (MDM) Canvas

Why? <ul style="list-style-type: none"> *What is the business problem? *Why is it a problem... 	Stakeholders <ul style="list-style-type: none"> *Identify who leads the business area/domain vs who owns the data? *Are they aware ... 	Requirements <ul style="list-style-type: none"> *Gather needs/requirements from stakeholders *Ensure the requirements ... 	Tech/Software <ul style="list-style-type: none"> *What are the current systems? *Identify 4-6 solutions to assess *Identify a small ... 	Data <ul style="list-style-type: none"> *Identify source of data for MDM *Create Data Model *What are the gaps between...
Change / Communications <ul style="list-style-type: none"> *What change is needed - Mindsets/Beliefs? *Who is impacted? *What t... 	Value / Benefit <ul style="list-style-type: none"> *What is the value generation from MDM? *How will value ... 	Governance <ul style="list-style-type: none"> *If not already in place, set-up Data Governance committee for decision making & inclusivity. Check on attendance and agenda for including MDM *Develop & ... 		

<https://lizhendersondata.wordpress.com/2023/09/27/ai-canvas-mastery-from-ideas-to-impact/>

<https://lizhendersondata.wordpress.com/2024/01/27/love-in-the-data-kingdom-how-master-data-management-reigns-supreme-in-loveville/>

<https://lizhendersondata.wordpress.com/2023/08/01/data-strategy-canvas-charting-your-path-to-data-driven-success/>

Thank You

Q&A

Liz Henderson

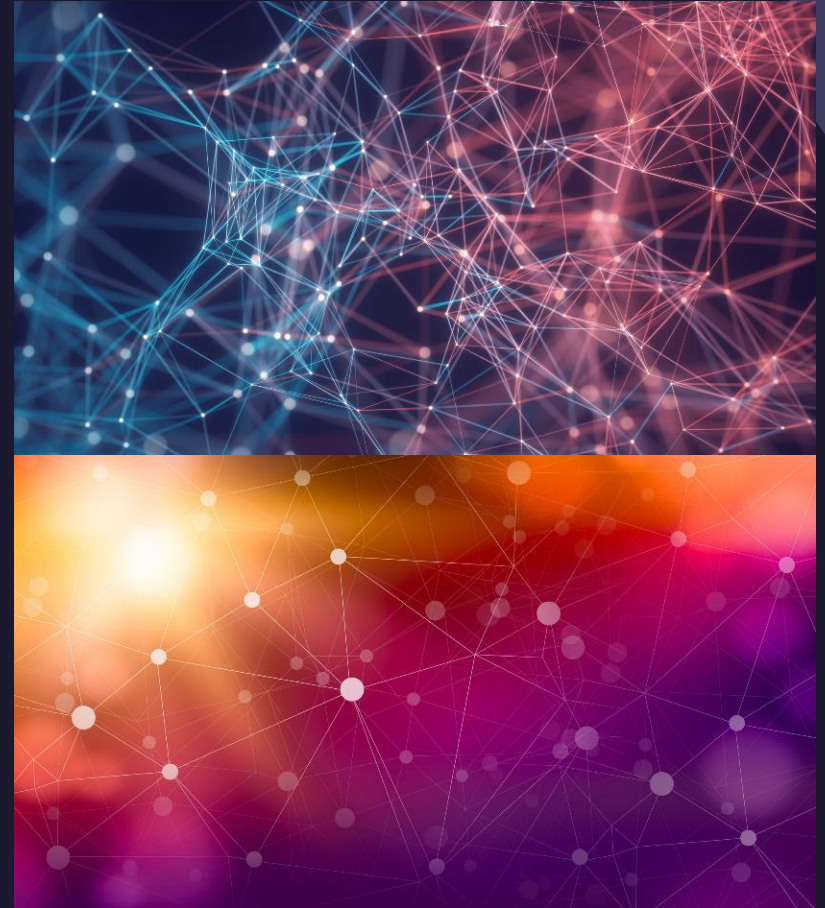
Board Advisor, NED, Mentor & Data Queen

Looking for my next NED role

<https://www.linkedin.com/in/lizhendersondata>

<https://lizhendersondata.wordpress.com/>

#dataqueenliz





DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

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