

# High level Data Strategy for Artemis

Developed by Kurt Pereira

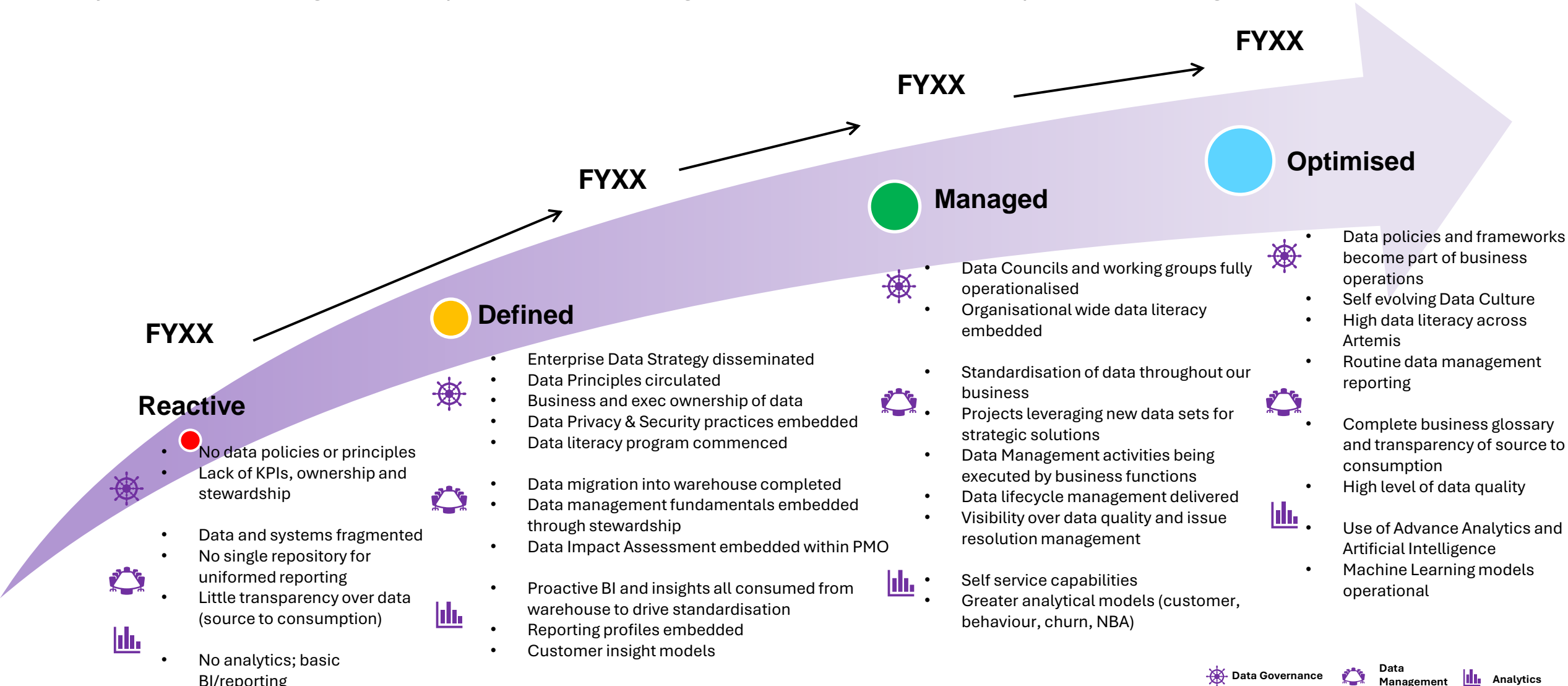
Each organisation sits at a different point along its data and analytics maturity curve. While some may have strong foundations in reporting, others are only beginning to explore fundamental data capabilities. Regardless of starting point, the key to progress lies in developing a clear data vision, strategy, and roadmap - one that defines where the organisation is today and where it needs to be. This roadmap must be supported by the right operating model, governance framework, and delivery mechanisms to ensure alignment with business priorities.

Organisations that invest in this structured approach consistently realise greater business value from their data. It enables faster, more confident decision-making, improved operational efficiency, stronger customer insights, and ultimately, a competitive edge. By moving intentionally from siloed or reactive use of data to an integrated, enterprise-wide model, organisations are better positioned to innovate, adapt, and grow with confidence in an increasingly data-driven world.

To illustrate this model, I've developed a fictitious company - Artemis - which delivers both B2C and B2B products and solutions. The following slide is a high level overview of the key artefacts, processes and platforms needed to achieve the above.

# Understand where you are is critical in determining where you need to be

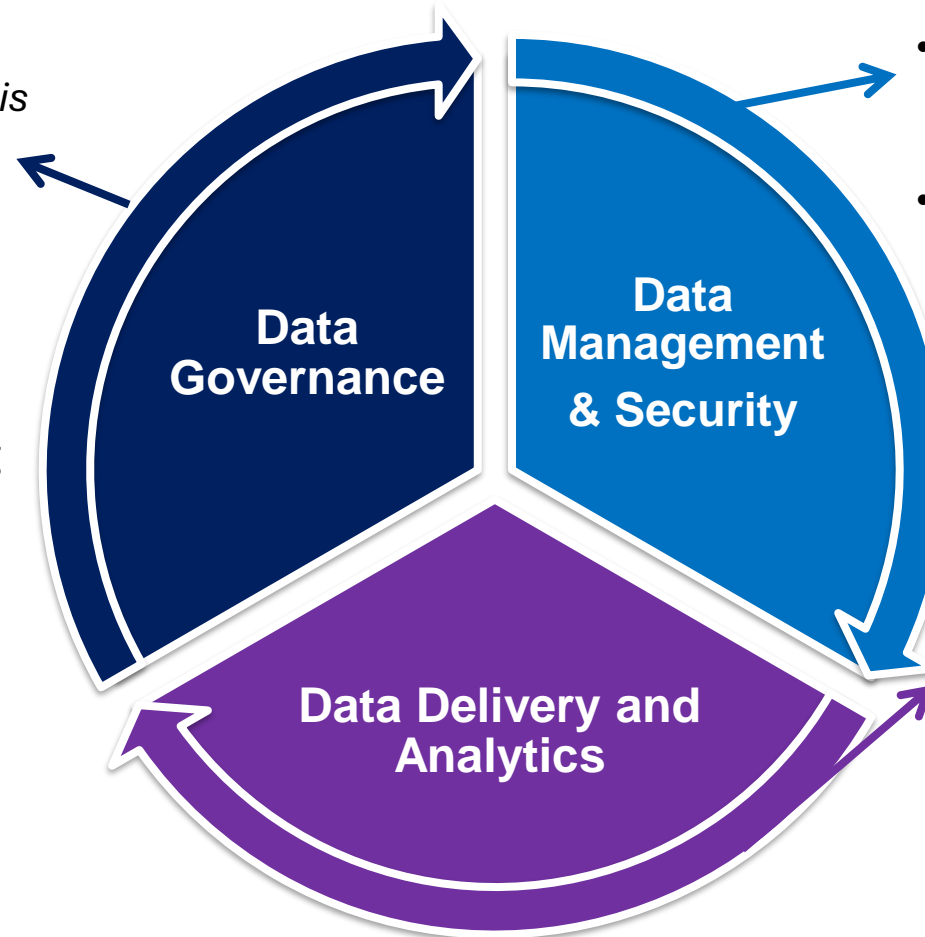
Artemis should aim to transition to an ‘optimised’ state — where data and analytics are embedded into every facet of decision-making, enabling the business to operate as a truly data-driven organisation. Most companies sit within the early stages of the data maturity lifecycle, so a clear, staged roadmap will be essential to guide Artemis from its current position to its target state.



## Greater collaboration, trust and insights is how we transform

*Data Governance provides the ‘**Why**’, Data Management provides the ‘**What**’ and Analytics provides the ‘**How**’. These three concepts are fundamental building blocks for SA to become a data driven organisation*

- Making decisions on data along with our own intuition – *fact-based decision making*
- Having key responsibilities for data from top to bottom – *data is everyone's responsibility*
- Operating Rhythms on how we work together across domain – *democratisation and interdependency of data*
- Easy to follow standards that can steer people when working in the grey – *guide not instruct*



- Accurate, timely and relevant reports so you can make faster and better decisions
- Greater insights on our customers behaviors so we can tailor fit for purpose products
- Automation of repetitive task to focus more on value add activities

- Do you ever look at a report and think “that data doesn’t look right?”
- When I want to make a change to a system what is the downstream impacts to other teams, processes, reports and applications?
- How do I ensure that my team is adhering to the competition laws with data?

## Data principles provides guidance to navigate us through the grey

*Data is black and white but when applied to real life problems it can become unclear and ambiguous. This is further exacerbated when there are moving pieces and a lot of change. Therefore, the need to have robust data principles that will help an organisation navigate through the ambiguity and provide a path forward is imperative and foundational to future success.*

### Data is managed as a strategic asset

- Data is critical to support business decisions
- Data should be used to drive decisions, not support them

### Data from day one

- Data and reporting considered at the beginning of any initiatives
- We build information assets that last and are continually reviewed for fit
- We choose strategic over tactical where applicable

### User Experience

- Business and stakeholders are part of the journey from conception to completion
- Continue to educate, enable and empower our customers

### Their data is your data

- We treat data ethically
- We ensure our data is safe, secure and protected
- We respect data as we would want our data to be treated

### Committed Data Governance and Management

- Embedded Data Governance and Management practices (Bus Glossary, Definitions, Transparency)
- We uphold Data Quality Excellence measures as best we can

### Flexible approach to tactical solutions

- Iterative approach to build solutions
- Benefit/objective over solution
- Our legacy is through our solutions
- Commitment to move from tactical to strategic

# Establishing ownership around our organisational data is the number one milestone for measuring governance

*By assigning clear data ownership roles, we create accountability, drive consistency, and embed a culture of responsible data use across the organisation.*

## Data Owners (ELT)

*Accountable for:*

- The expectation of quality of data within their area i.e. setting tolerances
- Ensuring data risk or issues are remediated in due course
- Representing their domain in relevant forums and making decisions to improve how their data is used across the organisation
- Investing in data management activities that align to their business strategic priorities (quality, business glossaries)
- Enforcing data adherence and compliance

## Data Owner Delegates (SLT)

*Accountable for:*

- Delegate for Data Owner
- Adherence to data policies and framework for their respective domain

*Responsible for:*

- Contributing to build data governance, management and security practices
- Managing capacity within department
- Working with other departmental DODs to support organisation data strategy
- Driving data culture
- Improving data quality
- Reducing data risk and issues

## Data Stewards (Nominees)

*Accountable for:*

- Being ambassador for all things data (gov, management and security)
- SME support of their data elements and ensures they are compliance to processes and procedures

*Responsible for:*

- Delivering self service BI/Insights for relevant function
- Being first line of support for data
- Implementing all aspects of data governance and management

## Data Custodians (IT/System Owners)

*Accountable for:*

- Managing the data lifecycle including storage and transmission
- Ensuring systems are operational
- Enhancement of systems and tables to support data requirements

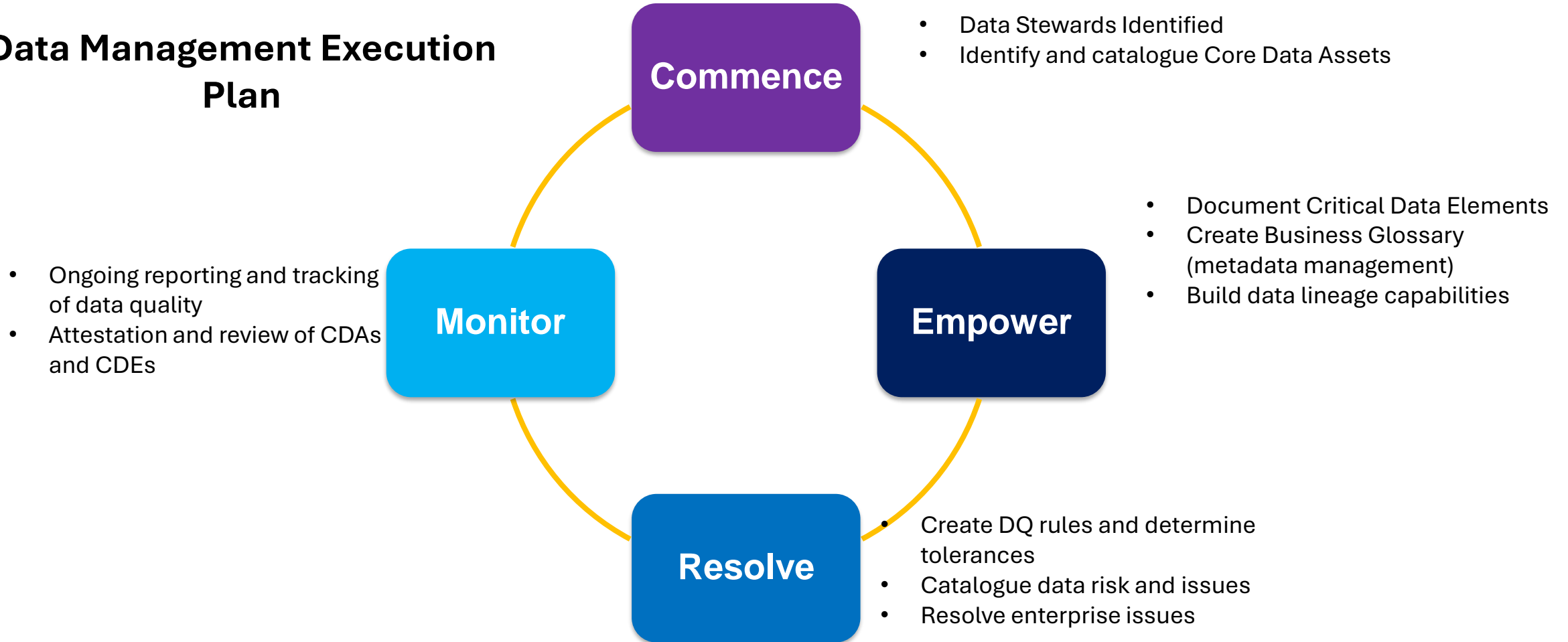
*Responsible for:*

- Ensuring relevant data management and security standards are applied to the systems they managed

## Ensuring data management activities are simple, actionable and pragmatic

*Data Management promotes transparency, integrity, and consistency in how data is used across the organisation. It uplifts both the quality of our data and the capability of our people to make informed, fact-based decisions. Strong data management lays the foundation for operational excellence, innovation, and trust.*

### Data Management Execution Plan



# A guide to AI/ML Operating Model and Playbook Deployment for Artemis

Developed by Kurt Pereira

This plan outlines a practical approach to building and embedding an AI/ML function within any organisation, regardless of its current data maturity. It is based on a proven method I have used to recruit, structure, and integrate AI/ML teams not as standalone units, but as embedded, cross-functional squads aligned to business priorities and outcomes.

To illustrate this model, I've developed a fictitious company - Artemis - which delivers both B2C and B2B products and solutions. Artemis has a foundational data and reporting environment in place and is now looking to evolve its capabilities by incorporating advanced analytics, AI, and ML into its core operating model.

# Executive Summary

Actionable steps to uplift Artemis's AI capability and increase value creation: collaboration and ways of working.

Artemis is committed to advancing its AI capabilities and expanding its customer service portfolio. Initial efforts have centred on Proof of Concept (POC) projects, which have delivered encouraging results and demonstrated the potential of AI to drive value across the business.

The next phase is to transition from isolated, ad hoc initiatives to strategic, integrated solutions that are embedded within Artemis's broader business and technology platforms. As a lean and agile organisation, this shift is critical to achieving scalable impact, supporting long-term growth, and maintaining a competitive edge.

## **Key activities & objectives**

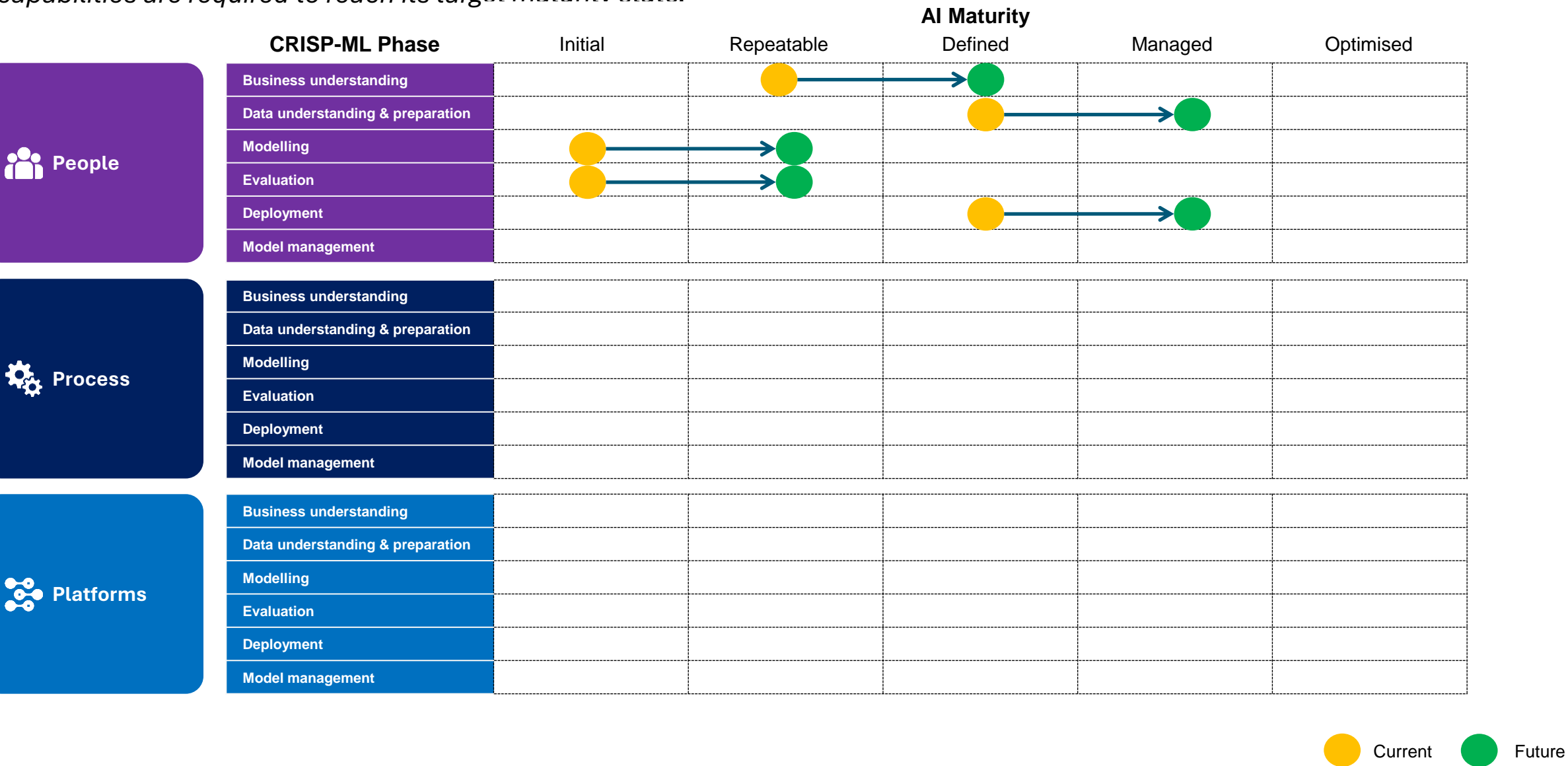
The following key activities have been completed over the course of a seven week period to bridge the gap between silo teams and have a common operating model that Artemis can work towards:

- Assessment of the current AI/ML operating model to identify potential risks and opportunities for improvement and to accelerate speed to value
- Definition of an AI/ML Target Operating Model
- Co-creation of a set of ways of working in the form of a playbook that defines how work will flow in a future state AI operating model
- Recommendation of next steps and a proposed roadmap



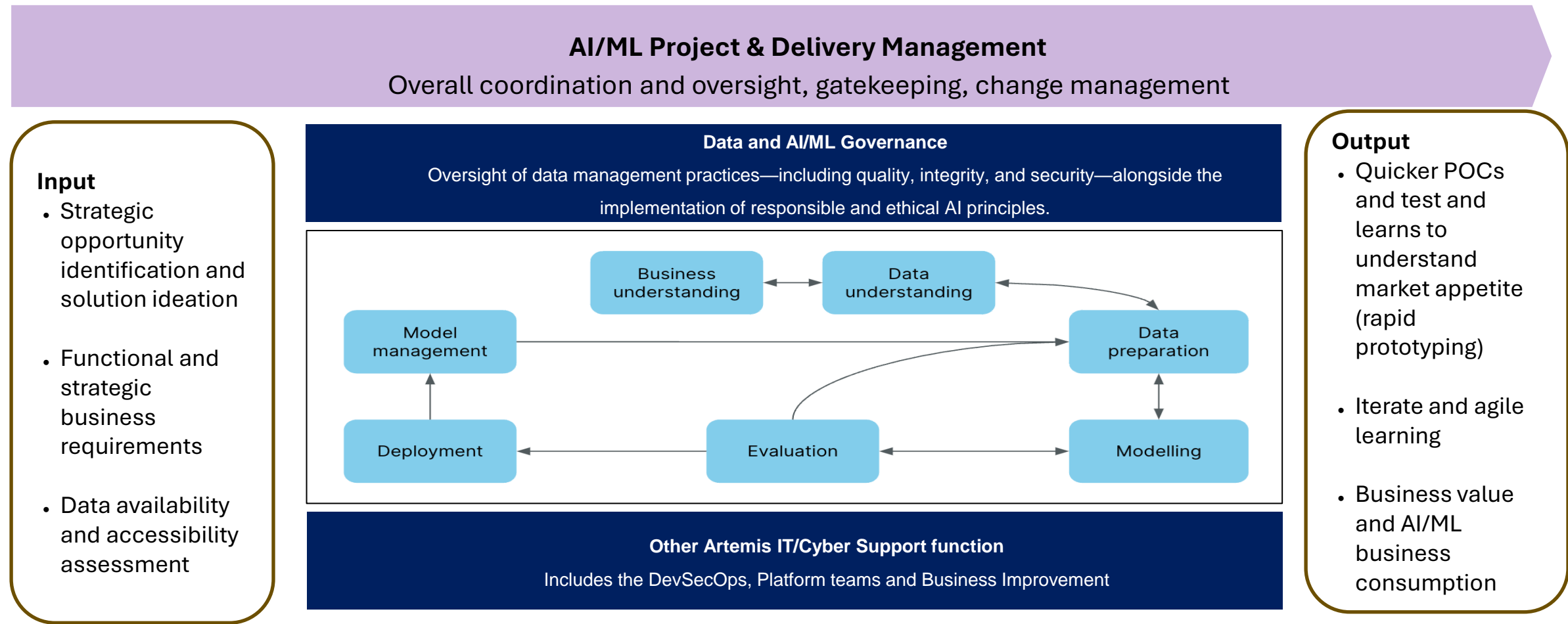
# Maturity Assessment - Overview

When assessing business maturity in AI and machine learning, a CRISP-ML approach is commonly applied. This structured methodology examines key phases across the ML lifecycle, helping to determine where Artemis currently stands and what capabilities are required to reach its target maturity state.



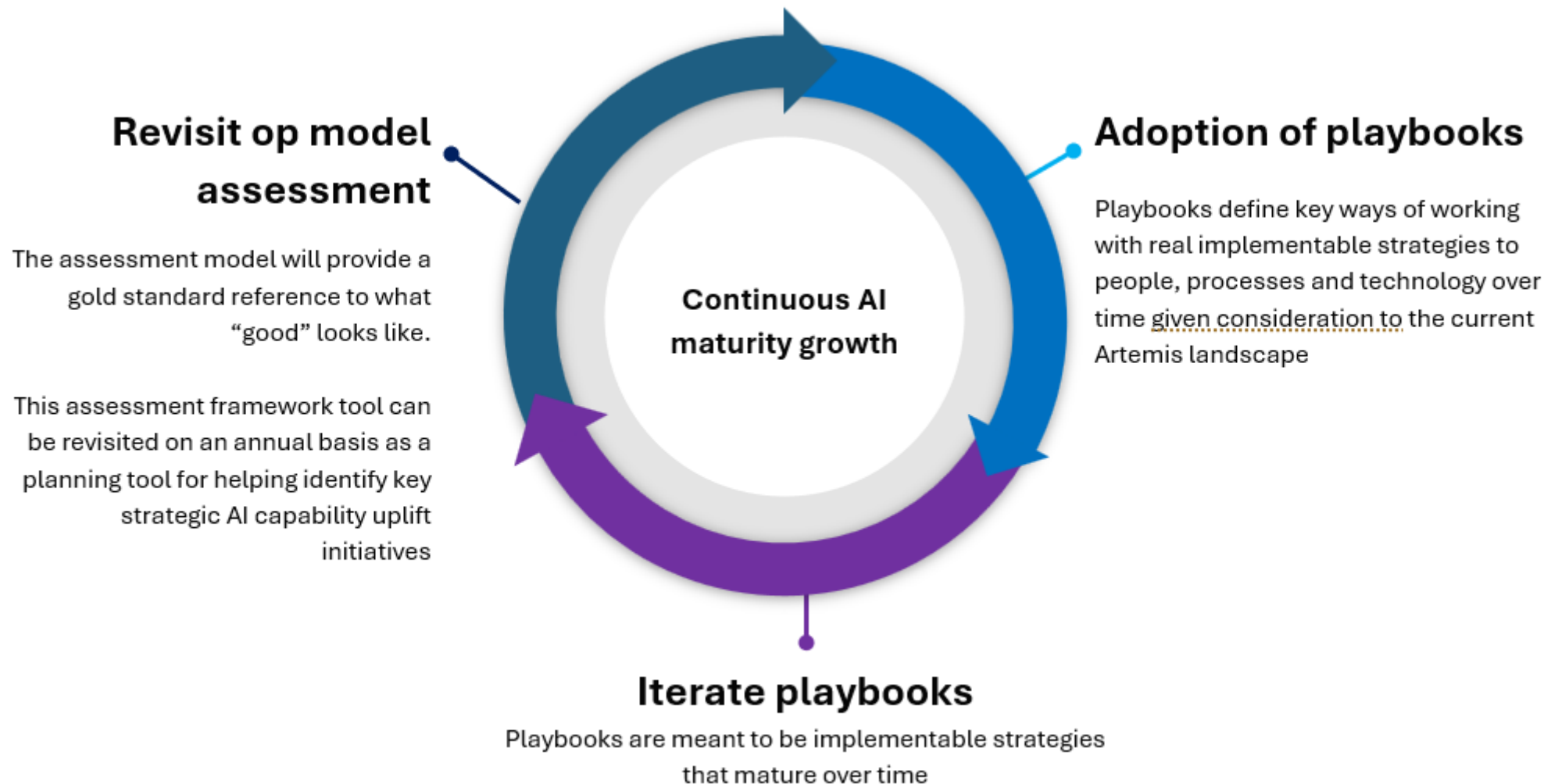
# AI/ML Target Operating Model

The Target Operating Model considers the whole organisation rather than the data team within Artemis in isolation. It unlocks increased collaboration across Artemis’ data, Cyber and IT and will improve ways of working . This will ultimately foster a culture of prototyping, continuous improvement and growth.



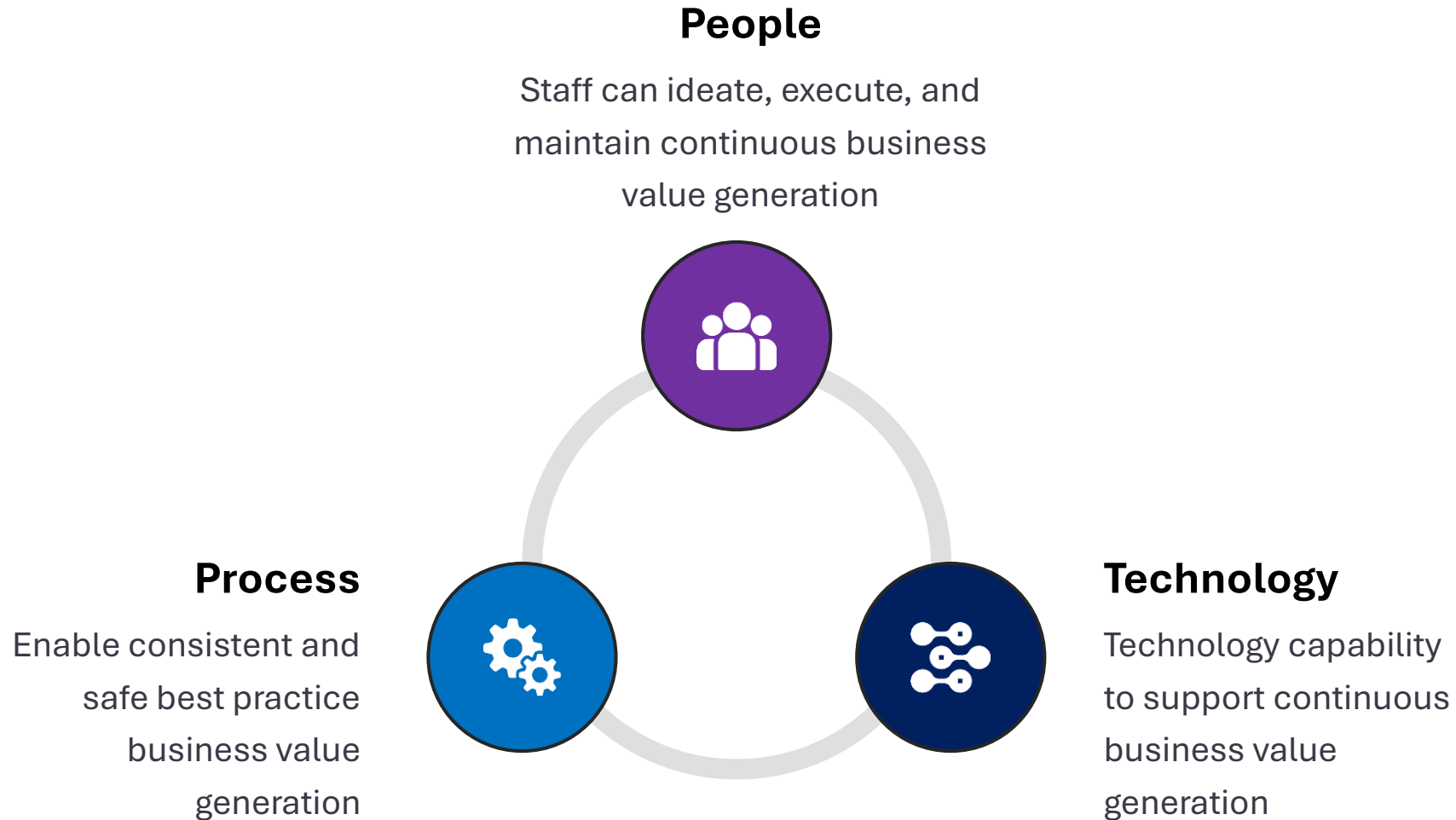
## Continuous AI improvement over time

*Artemis will need to create playbooks that can be evolved as Artemis grows. The playbooks are designed to be changed and adapted iteratively over time in response to changes in strategic direction of Artemis and to enable continued AI maturity growth. These playbooks will form the Op Model of how the Artemis' data function should run.*



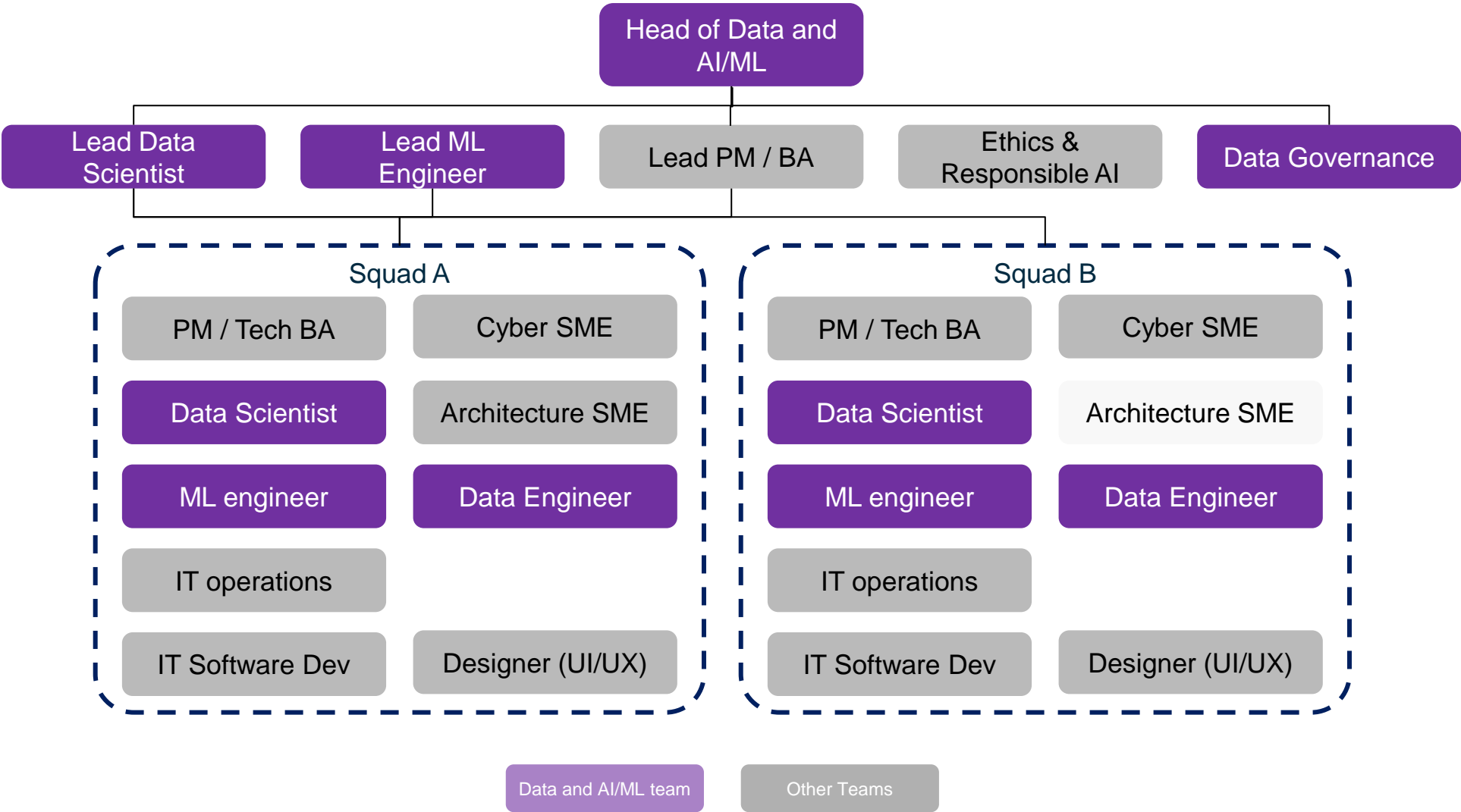
## Holistic view of an AI/ML Operating Model

*An AI/ML operating model provides a holistic view across People, Process, and Technology to unlock business value. It ensures AI/ML teams are embedded within the business — not siloed — and focused on delivering measurable outcomes.*



What does an effective team structure look like to deliver to the OpModel and Playbook

The below is a proposed structure of a diverse, cross-functional AI/ML squad aligned to a single business outcome. Ideally, Artemis would combine expertise across data science, engineering, product, and domain knowledge. Foster collaboration, agility, and accountability to drive measurable impact. But of course budgetary constraints will inhibit a team of this breadth.



# Greater collaboration, trust and insights is how we transform

*Data Governance provides the ‘Why’, Data Management provides the ‘What’ and Data Delivery provides the ‘How’. These three concepts are fundamental building blocks for SA to become a data driven organisation*

	Why do we need it?	What value does it bring?	Real life benefits
Data Governance	<ul style="list-style-type: none"><li>• Data Governance is a critical enabler for generating business value</li><li>• It is the foundational work that links business (consumers) and technology (enablers) together</li><li>• It promotes collaboration and a shared understanding of goals, terms and processes so we are collectively heading in the right direction</li></ul>	<ul style="list-style-type: none"><li>• Establishes clear ownership and accountability, enabling informed, timely decision-making across departments.</li><li>• Promotes a strong data culture through a shared language, an embedded operating model, and accessible policies and frameworks.</li><li>• Makes data a shared responsibility, embedding it into the organisation’s ways of working and culture.</li></ul>	<ul style="list-style-type: none"><li>• If you are using sales data and there is underlying integrity concerns, you know who you would need to speak to in order to resolve</li><li>• Clear ownership and accountabilities means there is only a subset of people that steer the business</li><li>• If we are audited, we have policies and framework to support our decision model</li></ul>
Data Management	<ul style="list-style-type: none"><li>• Provides a clear set of executables that will drive uniformity and uplift transparency and quality</li><li>• As organisations invest significantly across people and technology, data management provides guidance on what we need to do to ensure we are successful</li><li>• It is where strategy becomes reality — where the principles and frameworks we define are translated into tangible, day-to-day execution.</li></ul>	<ul style="list-style-type: none"><li>• Agreed definitions of metrics and measures so we know what is happening (Business Glossary)</li><li>• Transparency on where data is coming from and going to (Data Lineage)</li><li>• Understanding quality of key systems, reports and metrics to make more accurate and informed decisions</li></ul>	<ul style="list-style-type: none"><li>• Have you ever seen a metric reported but you have no idea what the definition is or even how it should be used</li><li>• Is more of the conversation about the integrity of the number rather how to improve the metric?</li><li>• You have a question, you fill in a JIRA request, it is triaged 2 weeks later, then assigned 1 week after that, then capacity opens up to work after 3 more weeks. It is completed in one week. You could have done it if you just knew where to look</li></ul>
Data Delivery	<ul style="list-style-type: none"><li>• Data Delivery is the mechanism through which strategic intent is converted into tangible business outcomes.</li><li>• While DG and DM provide the foundations for trust, it is through disciplined delivery that organisations realise value i.e. driving decision-making, enhancing customer experience and enabling innovation</li></ul>	<ul style="list-style-type: none"><li>• Provides clear visibility into past performance, enabling transparent reporting and accountability.</li><li>• Delivers insight into drivers and root causes, supporting informed and proactive decision-making.</li><li>• Enables prediction and optimisation of future outcomes, turning data into a strategic advantage.</li></ul>	<p>Solve problems related to:</p> <ul style="list-style-type: none"><li>• Effectiveness and usage of polices</li><li>• Having real data i.e. sourced from systems and not manually adjusted</li><li>• Store analytics to drive future growth</li><li>• Understanding customer sentiment and impacts to revenue</li></ul>