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.

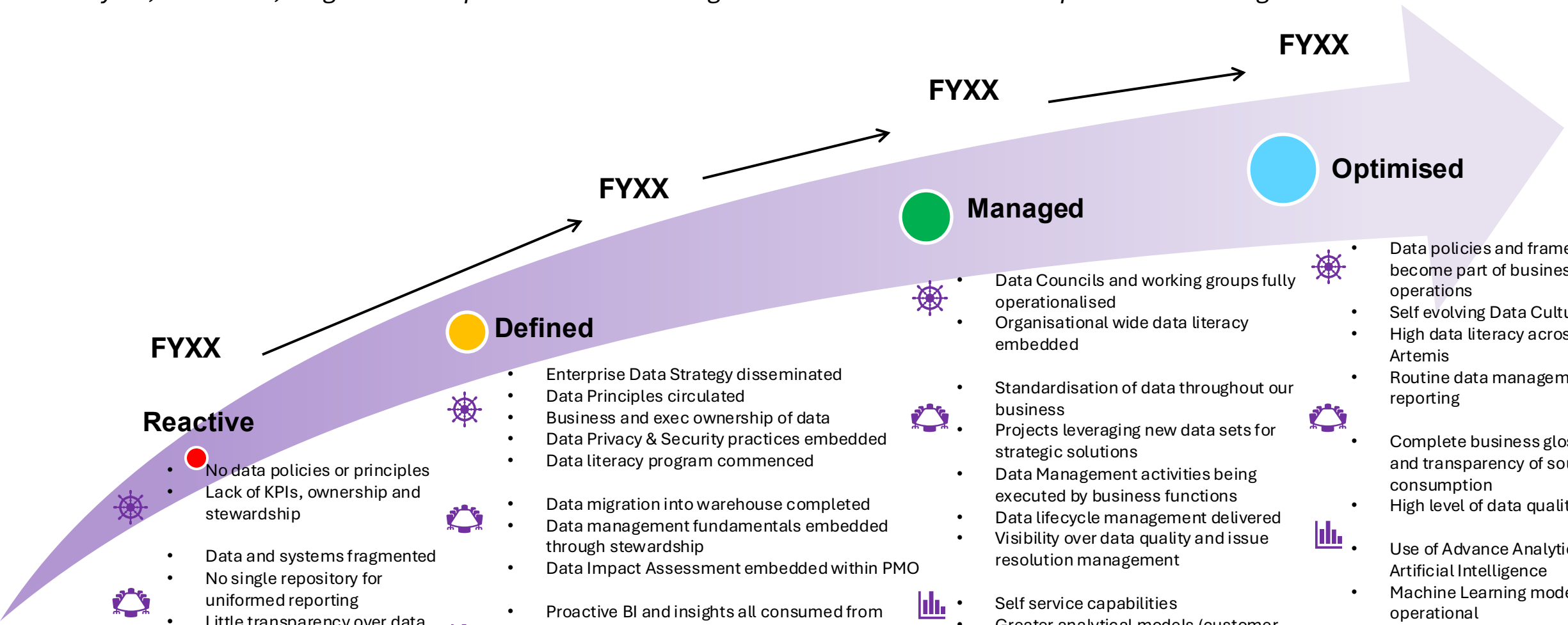
Organisations that invest in this structured approach consistently realise greater business value from their data. It enables faster, more confident decision-making, improved operational efficiency, stronger customer insights, and ultimately, a competitive edge. By moving intentionally from siloed or 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.

Setting a Data Vision

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

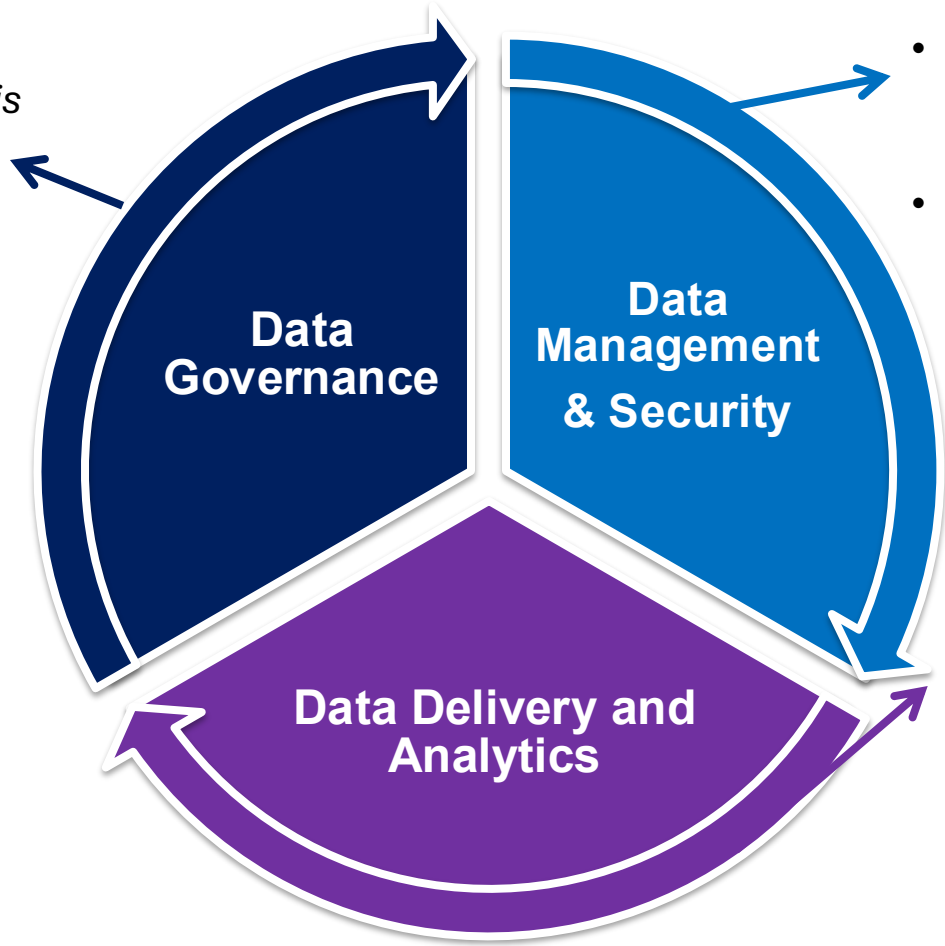
Artemis should aim to transition to an 'optimised' state, where data and analytics are embedded into every facet of decision-making, enabling the business to operate as a truly data-driven organisation. Most companies sit within the early stages of the data maturity lifecycle, so a clear, staged roadmap 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?

Embedding Data Strategy

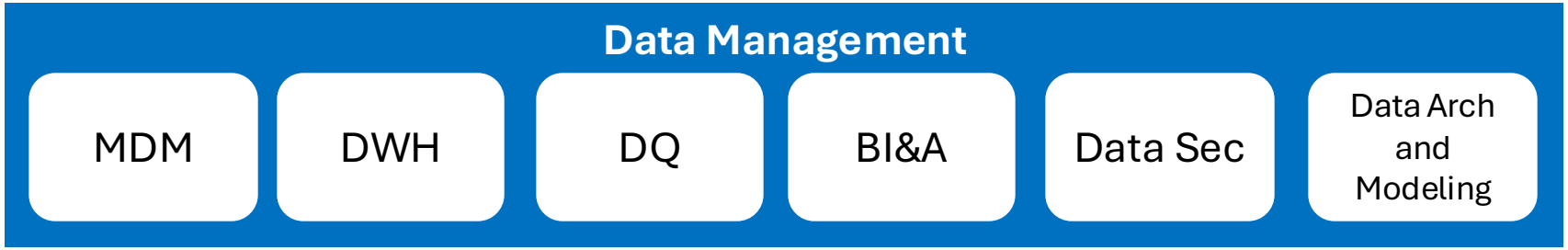
Building an Enterprise Data Strategy

A successful data strategy must connect business objectives with the right technology and empower people to deliver impact. Without this integration of business outcomes, technology solutions, and a culture of ownership, a data strategy remains just words on a page, failing to unlock its full potential for driving real and measurable value.

"Top-Down" alignment with business priorities

Managing the people, process, policies & culture around data

Leveraging & managing data for strategic advantage



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

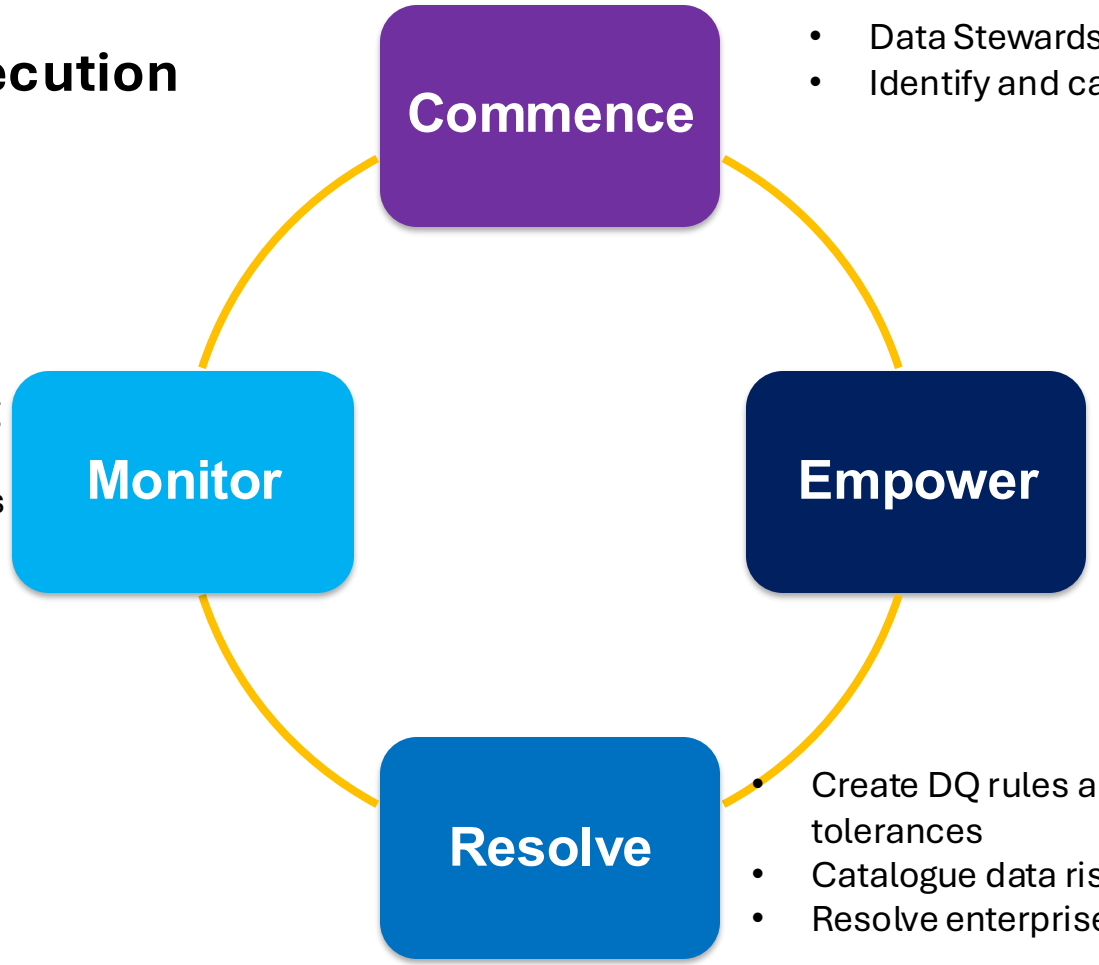
Responsible for:
- Ensuring relevant data management and security standards are applied to the systems they managed

Data Management Implementation Guide

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



- Data Stewards Identified
- Identify and catalogue Core Data Assets

- Document Critical Data Elements
- Create Business Glossary (metadata management)
- Build data lineage capabilities

- Create DQ rules and determine tolerances
- Catalogue data risk and issues
- Resolve enterprise issues

- Ongoing reporting and tracking of data quality
- Attestation and review of CDAs and CDEs

Data & AI Deployment Playbook

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

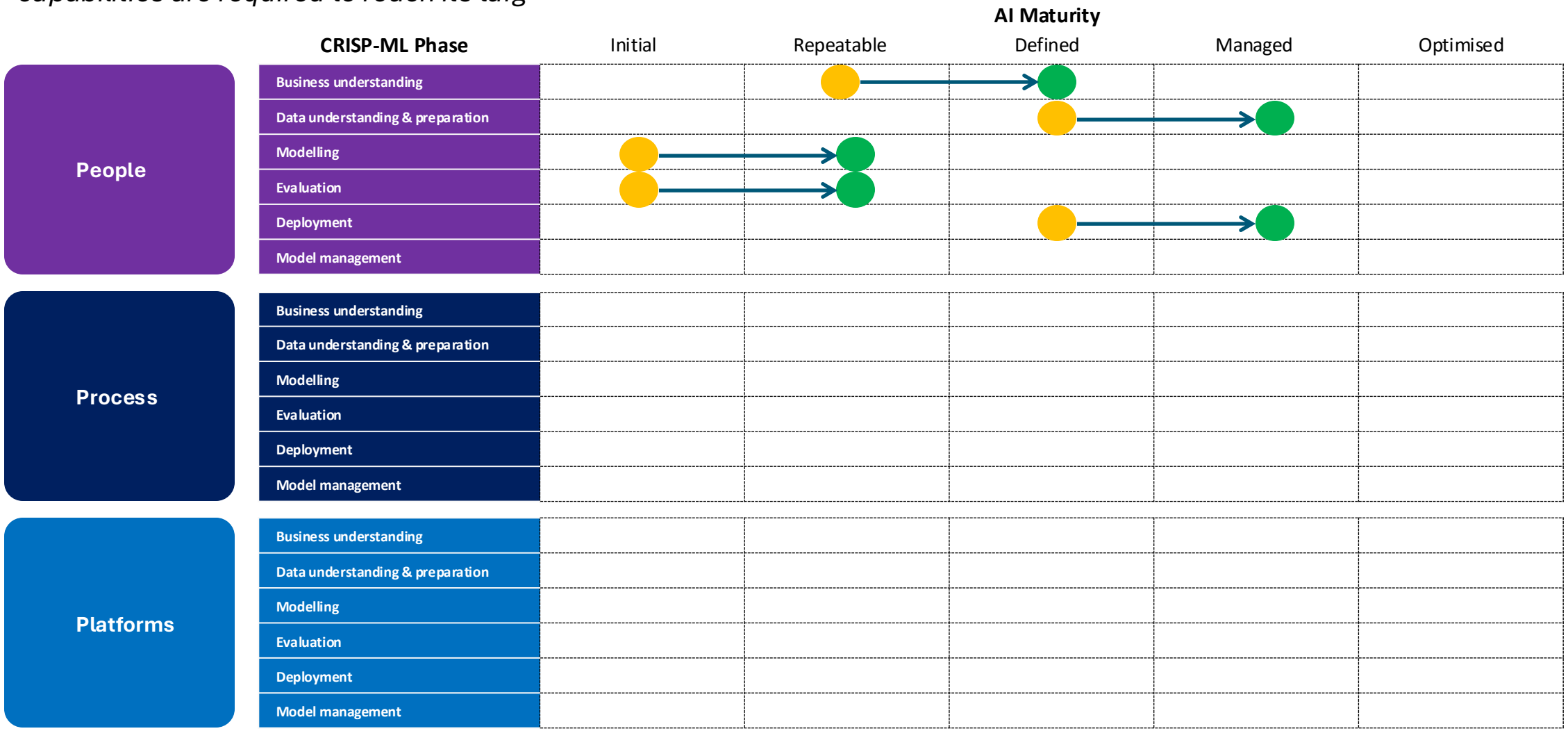
The following key activities have been completed over the course of a seven week period to bridge the gap between silo teams and have a common operating model that Artemis can work towards:

- 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

1. Understanding Artemis current maturity and target state

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.

AI/ML Project & Delivery Management

Overall coordination and oversight, gatekeeping, change management

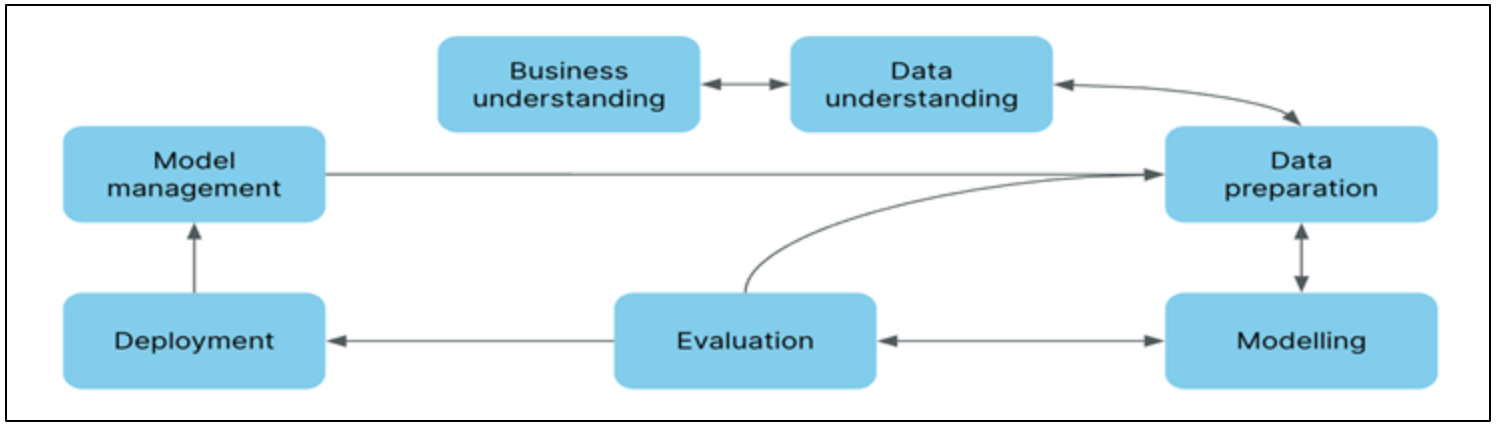
Input

- Strategic opportunity identification and solution ideation
- Functional and strategic business requirements
- Data availability and accessibility assessment

SA business units
IT teams

Data and AI/ML Governance

Oversight of data management practices—including quality, integrity, and security—alongside the implementation of responsible and ethical AI principles.



Other Artemis IT/Cyber Support function

Includes the DevSecOps, Platform teams and Business Improvement

Output

- Quicker POCs and test and learns to understand market appetite (rapid prototyping)
- Iterate and agile learning
- Business value and AI/ML business consumption

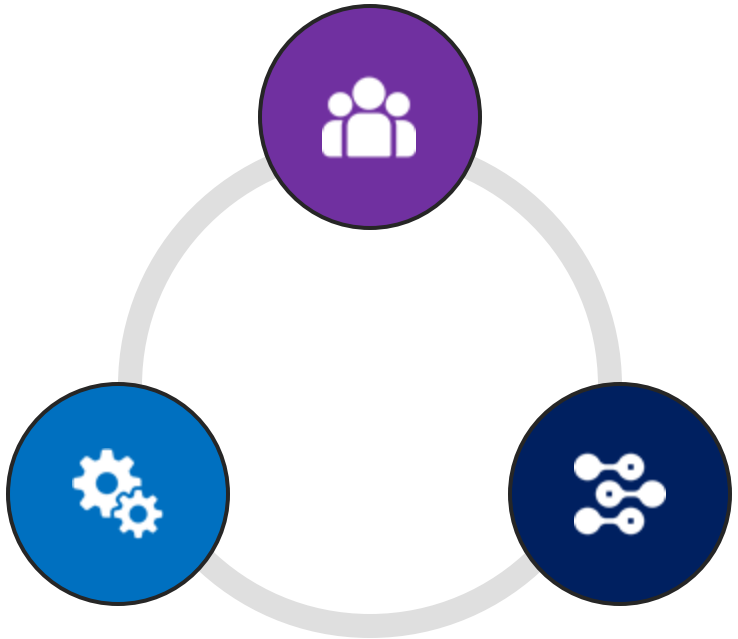
SA business units

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.

People

Staff can ideate, execute, and maintain continuous business value generation



Process

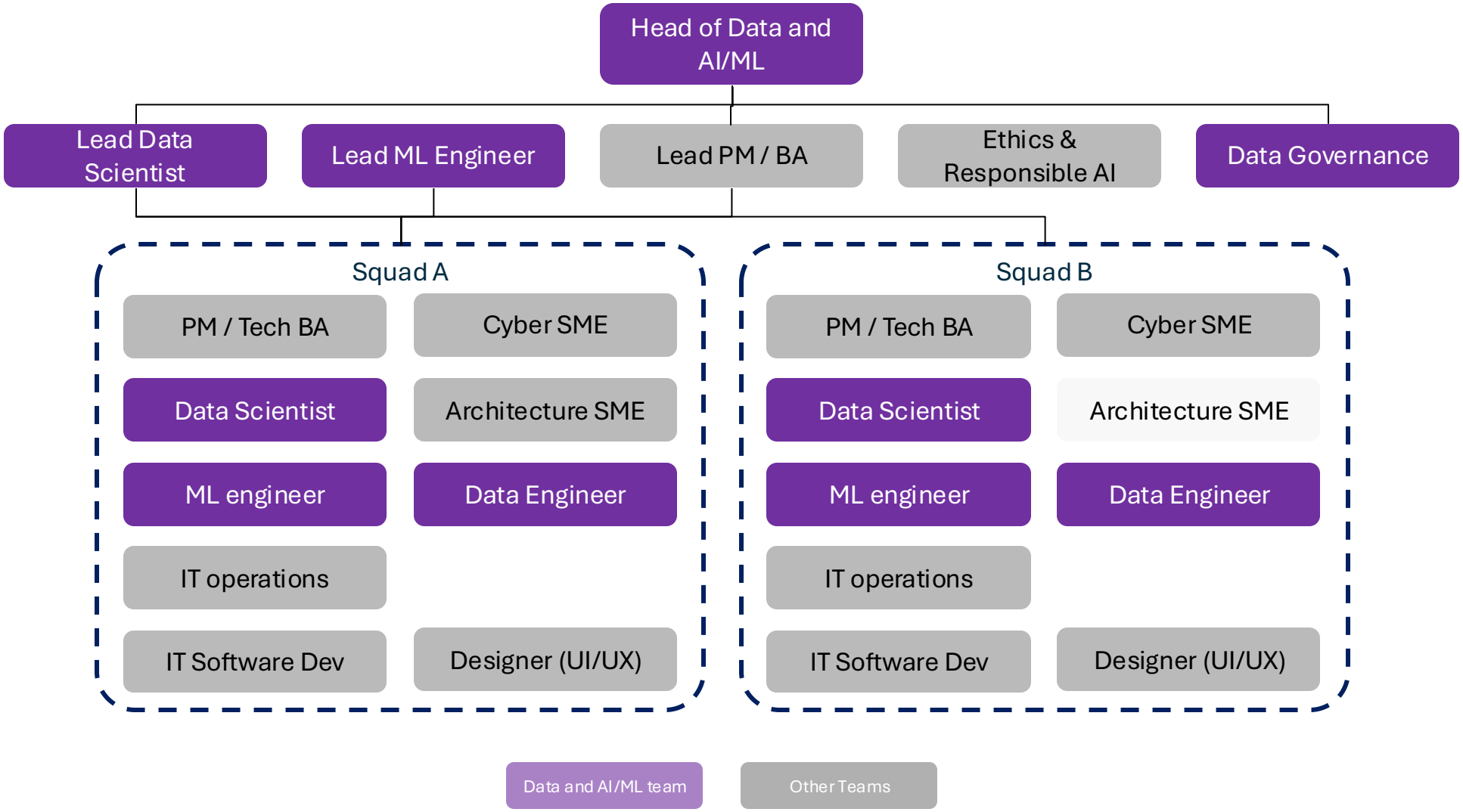
Enable consistent and safe best practice business value generation

Technology

Technology capability to support continuous business value generation

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.



2. Alignment to business objectives

Without a clear understanding of Artemis's strategic goals, AI/ML use cases will lack relevance, alignment, and long-term viability.

The success of any AI/ML solution depends on clear alignment with the organisation's strategic objectives. Solutions should be developed in response to well-defined business outcomes. Without this connection, even the most sophisticated models risk limited adoption and commercial impact.

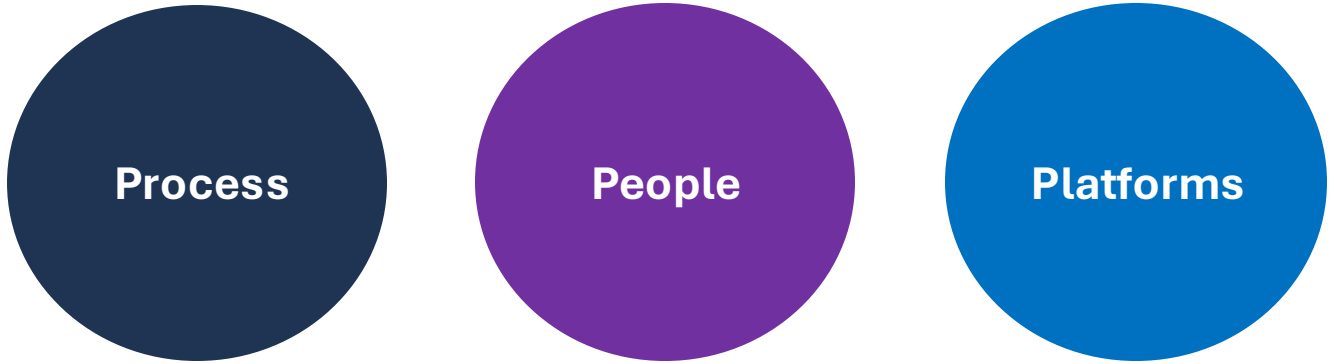
Business Objectives

Grow Revenue
AI/ML products or service offerings that allow Artemis to create and optimise revenue streams

Improve CX
Leveraging AI/ML to better the customer experience when interacting with Artemis

Increase Employee Productivity
Identify opportunities where AI/ML can drive efficiency or optimise processes

Reduce Risk
AI/ML that reduces operational risk and does not impact customers

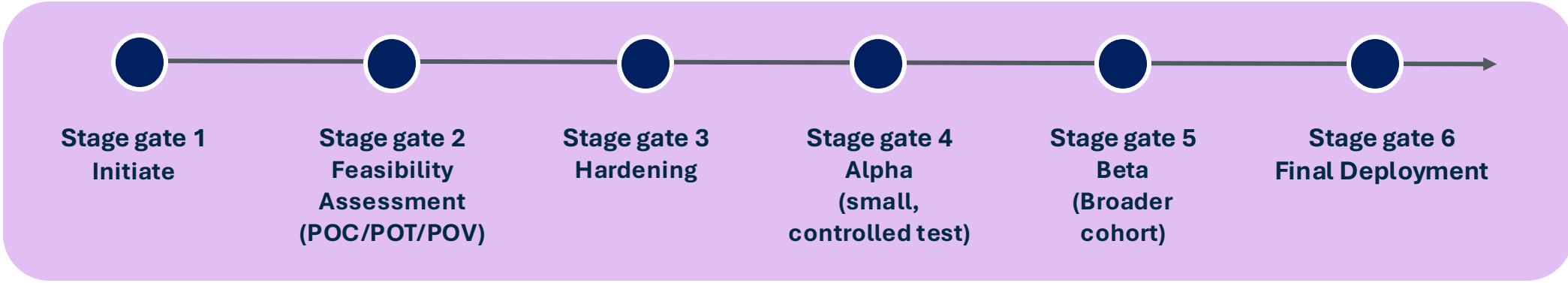


The business objectives is underpinned by the 3Ps

3. Developing an AI Deployment Playbook for Scalable and Market-Ready Solutions

Deploying AI/ML solutions requires a multi-stage approach with each evaluating the effectiveness to the overarching goal

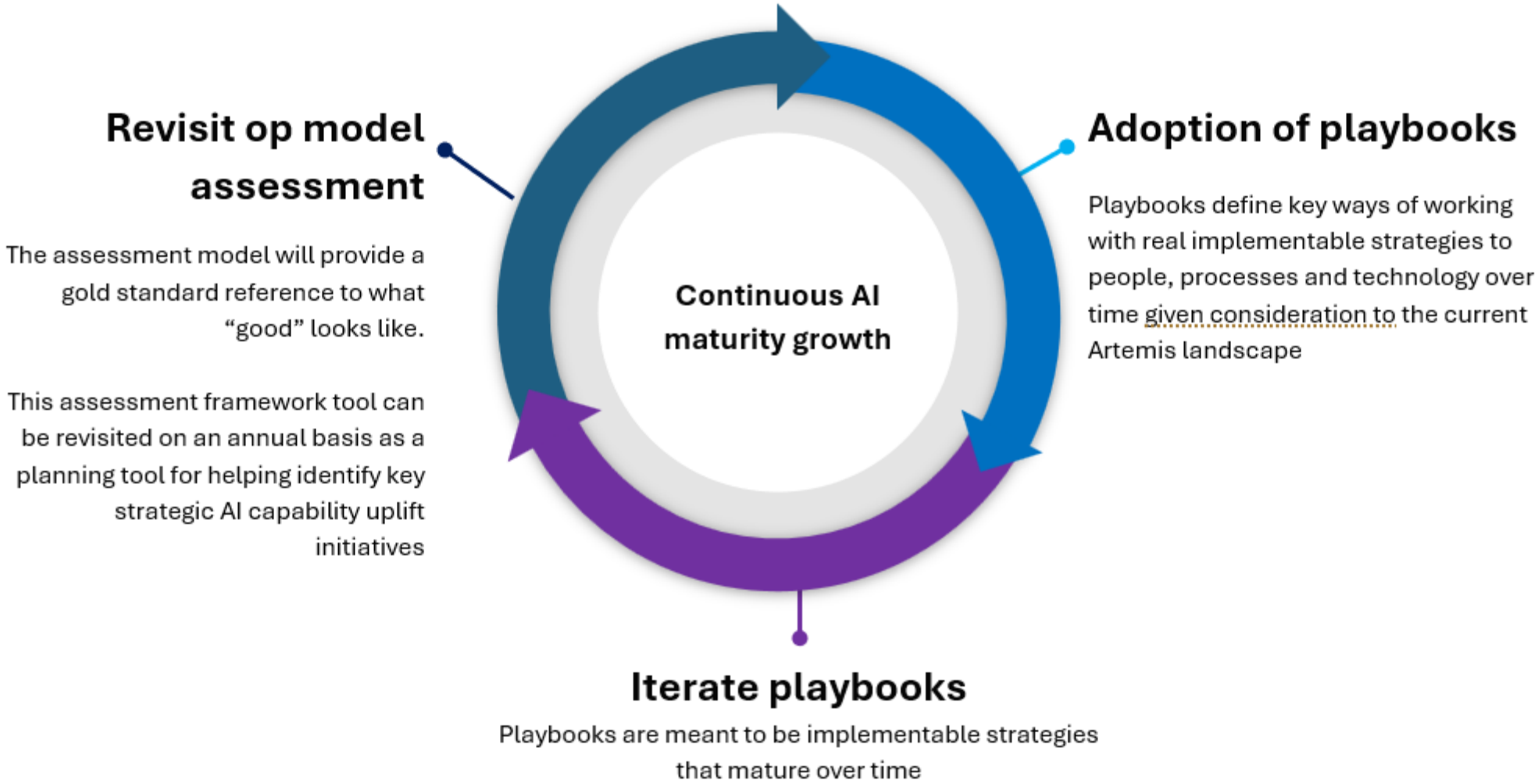
The below playbook ensures higher levels of collaboration and consistency across a portfolio of AI use cases. Core to this new way of working is the introduction of stage gates that will meet both business and technical requirements.



	Stage gate 1 Initiate	Stage gate 2 Feasibility Assessment (POC/POT/POV)	Stage gate 3 Hardening	Stage gate 4 Alpha (small, controlled test)	Stage gate 5 Beta (Broader cohort)	Stage gate 6 Final Deployment
Purpose	Define AI opportunity and align with strategic priorities	Assess technical fit, business feasibility, and expected value	Prepare solution for controlled testing and stakeholder feedback	Demonstrate early value in a controlled setting	Validate solution performance and impact at scale	Finalise solution and prepare for go-live
Outcome	Use case prioritised, C suite endorsed and approved for Proof of Concept (POC); dev environment provisioned	Approval to proceed with hardening; UAT environment provisioned	Approval to proceed to alpha testing; test environment provisioned	Approval to progress to beta testing; extended test cohort prepared	Approval for production deployment; production environment provisioned	Final production approval with operational readiness confirmed Formal handover to business with monitoring in place
Deliverable	Use case canvas with business objective, scope, and success metrics	Feasibility pack including POT results, POC outcomes, and early POV evidence	Costed solution design and refined prototype	Evaluation report with insights from pilot deployment	Measured proof of value from scaled pilot	Documented deployment plan, risk mitigation, and CI/CD setup

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.



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	• Data Governance is a critical enabler for generating business value • It is the foundational work that links business (consumers) and technology (enablers) together • It promotes collaboration and a shared understanding of goals, terms and processes so we are collectively heading in the right direction	• Establishes clear ownership and accountability, enabling informed, timely decision-making across departments. • Promotes a strong data culture through a shared language, an embedded operating model, and accessible policies and frameworks. • Makes data a shared responsibility, embedding it into the organisation's ways of working and culture.	• 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 • Clear ownership and accountabilities means there is only a subset of people that steer the business • If we are audited, we have policies and framework to support our decision model
Data Management	• Provides a clear set of executables that will drive uniformity and uplift transparency and quality • As organisations invest significantly across people and technology, data management provides guidance on what we need to do to ensure we are successful • It is where strategy becomes reality — where the principles and frameworks we define are translated into tangible, day-to-day execution.	• Agreed definitions of metrics and measures so we know what is happening (Business Glossary) • Transparency on where data is coming from and going to (Data Lineage) • Understanding quality of key systems, reports and metrics to make more accurate and informed decisions	• Have you ever seen a metric reported but you have no idea what the definition is or even how it should be used • Is more of the conversation about the integrity of the number rather how to improve the metric? • 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
Data Delivery	• Data Delivery is the mechanism through which strategic intent is converted into tangible business outcomes. • 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	• Provides clear visibility into past performance, enabling transparent reporting and accountability. • Delivers insight into drivers and root causes, supporting informed and proactive decision-making. • Enables prediction and optimisation of future outcomes, turning data into a strategic advantage.	Solve problems related to: • Effectiveness and usage of polices • Having real data i.e. sourced from systems and not manually adjusted • Store analytics to drive future growth • Understanding customer sentiment and impacts to revenue