High level Data Strategy for Artemis

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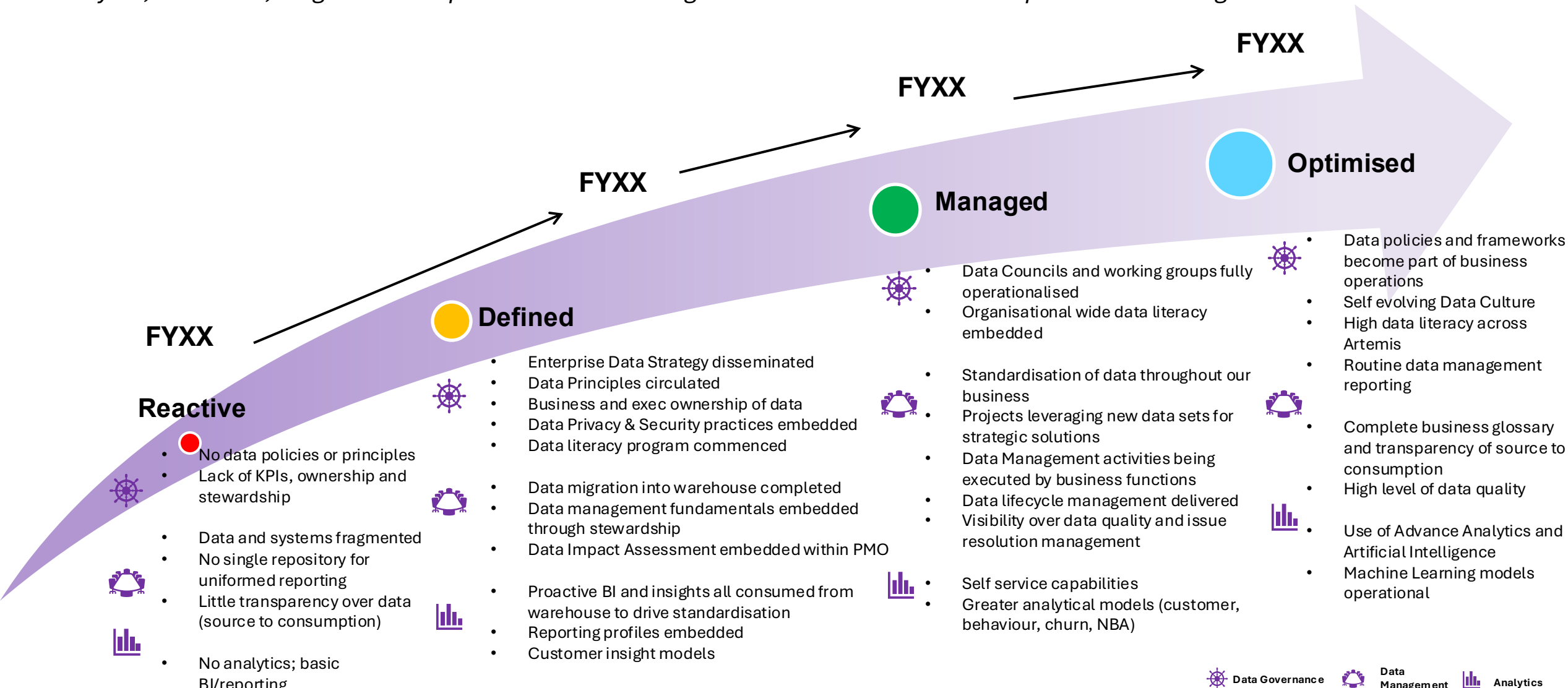
Organisations that invest in this structured approach consistently realise greater business value from their data. It enables faster, more confident decision-making, improved operational efficiency, stronger customer insights and ultimately, a competitive edge.

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

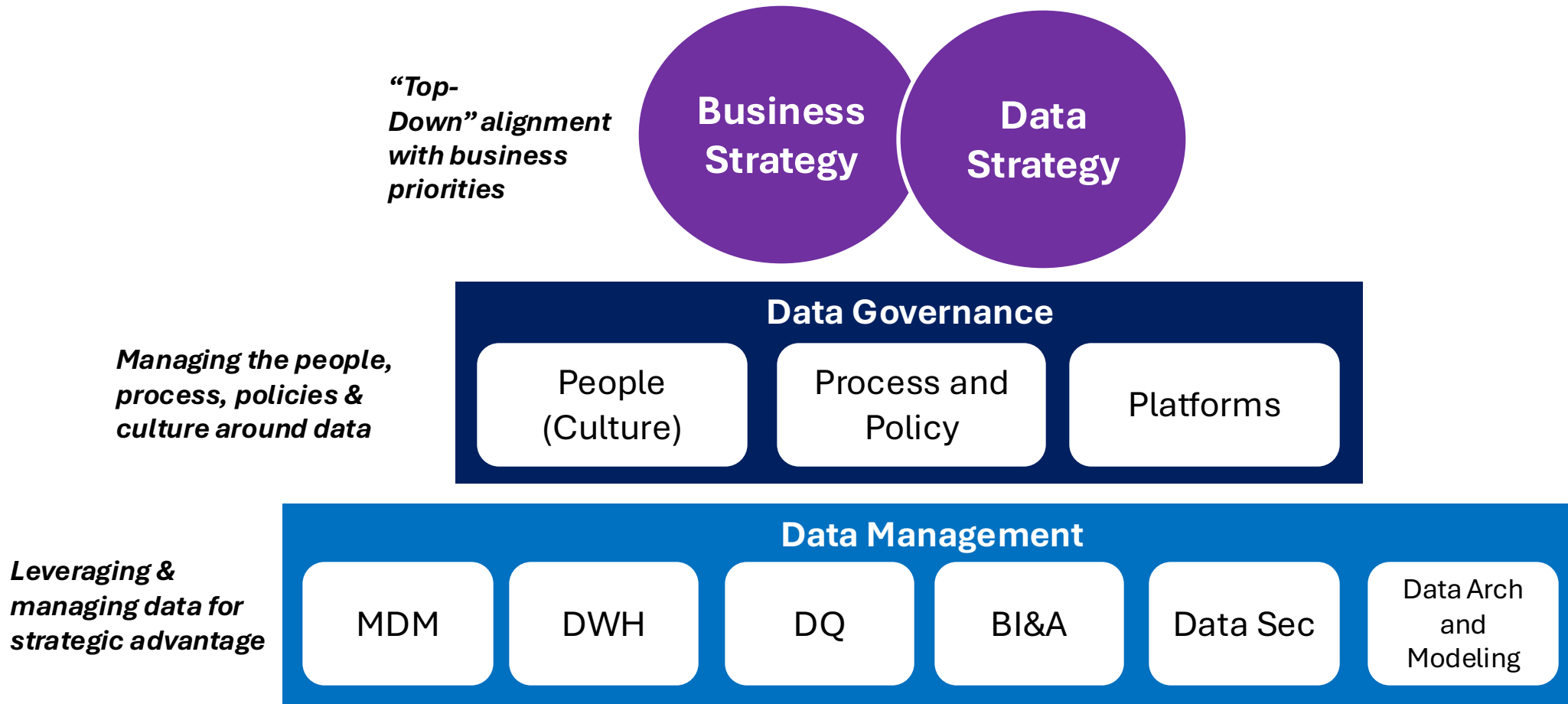# Understanding where you are is critical in determining where you need to be

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.

FYXX

FYXX

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FYXX

Optimised

Managed

Defined

Reactive

Reactive
- No data policies or principles
- Lack of KPIs, ownership and stewardship

- Data and systems fragmented
- No single repository for uniformed reporting
- Little transparency over data (source to consumption)

- No analytics; basic BI/reporting

Defined
- Enterprise Data Strategy disseminated
- Data Principles circulated
- Business and exec ownership of data
- Data Privacy & Security practices embedded
- Data literacy program commenced

- Data migration into warehouse completed
- Data management fundamentals embedded through stewardship
- Data Impact Assessment embedded within PMO

- Proactive BI and insights all consumed from warehouse to drive standardisation
- Reporting profiles embedded
- Customer insight models

Managed
- Data Councils and working groups fully operationalised
- Organisational wide data literacy embedded

- Standardisation of data throughout our business
- Projects leveraging new data sets for strategic solutions
- Data Management activities being executed by business functions
- Data lifecycle management delivered
- Visibility over data quality and issue resolution management

- Self service capabilities
- Greater analytical models (customer, behaviour, churn, NBA)

Optimised
- Data policies and frameworks become part of business operations
- Self evolving Data Culture
- High data literacy across Artemis
- Routine data management reporting

- Complete business glossary and transparency of source to consumption
- High level of data quality

- Use of Advance Analytics and Artificial Intelligence
- Machine Learning models operational

Data Governance   Data Management   Analytics

Creating and Embedding a Data Strategy

How do we go about building a future state strategy and roadmap

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

Business Strategy

Data Strategy

Data Governance

Managing the people, process, policies & culture around data

| People (Culture) | Process and Policy | Platforms |

Data Management

Leveraging & managing data for strategic advantage

| MDM | DWH | DQ | BI&A | Data Sec | Data Arch and Modeling |

Aligning with Executive Priorities and Strategic Context

To understand what the future state and target operating model should be, data leads would need to work with all CxO members to understand their objectives, organisational goals, pain points and challenges. This cannot be a one off session but would need to be periodic as goals can shift therefore the strategy will need to be slightly dynamic to flow as the business might adapt.

Phase 1: Strategic Context & Executive Alignment

1.1 Stakeholder Identification & Mapping

- **Map interests**: Understand how each executive uses or values data (e.g., the CFO may care about reporting agility; CMO may care about customer 360°).

1.2 Interview and Questionnaire – *detailed questions within appendix***:**

- A structured set of high-level questions designed to surface executive level priorities, data challenges and alignment opportunities to shape the future state data vision.
  - **What are your top 3 business priorities over the next 2–3 years?**
    (Helps align the data strategy to core enterprise outcomes)
  - **Where do you see data helping or hindering your ability to execute on these priorities?**
    (Uncovers strategic friction points or underused opportunities)
  - **What decisions do you or your teams struggle to make due to lack of timely or trusted data?**
    (Reveals decision latency, data trust issues, and bottlenecks)
  - **What are your expectations of a future-fit data environment in this organisation?**
    (Helps define aspirational outcomes in their language)
  - **Where do you think we are duplicating effort or lacking consistency in how we manage or use data?**
    (Identifies fragmentation, shadow systems, and inefficiencies)
  - **What does 'value from data' look like to you in your area?**
    (Clarifies whether value means customer outcomes, automation, growth, risk mitigation, etc.)
  - **How would you describe the data culture and data literacy in your part of the organisation?**
    (Assesses change readiness and potential barriers)
  - **If we fixed one data-related issue in the next 12 months, what would have the most impact on your area?**
    (Prioritises highest-impact interventions)

Assessing Current Maturity to Identify Gaps and Opportunities

Next we need to understand how data is currently managed and used across the organisation. This includes looking at things like data quality, systems, governance, and how confident people are using data. By using a structured framework, we can identify what's working well and where the biggest gaps are. This helps us focus our future efforts on the areas that will make the most impact.

Phase 2: Data Maturity & Capability Assessment

2.1 Use a Maturity Framework

- Apply a framework like DAMA-DMBOK for Data Gov, Management and Risk and Control assessment
- Assess overall data maturity against an established and industry recognised maturity model like Gartner EIM
- Evaluate across:
    - Data governance
    - Data Management
    - Architecture/infrastructure
    - AI/ML maturity
    - Data literacy

2.2 Facilitated Workshops by Function

- Run workshops with business and technical leaders (Ops, Finance, Marketing, Risk, Data, IT) to capture:
    - Current pain points
    - Aspirations for data capabilities
    - Current-state scorecards
    - Shadow systems
- Leverage EX data to understand pain points from front line teams, business reps, internal customers.

2.3 Data Asset & Platform Mapping

- Create an inventory the systems generating, consuming or storing critical data i.e. Core Data Assets
- Assess current AI models, their costs and value
- Complete high level architecture and data mode, if it does not exist

Co-Designing a Clear and Practical Future Vision

This phase is about working with business and technical teams to shape what our future data environment should look like. We explore what capabilities we need such as better data access, trusted reporting, and automation and how they support organisational goals. Everyone contributes to defining what 'great' looks like, so we are bringing everyone on the journey. After all, data is everyone's responsibility.

Phase 2: Data Maturity & Capability Assessment

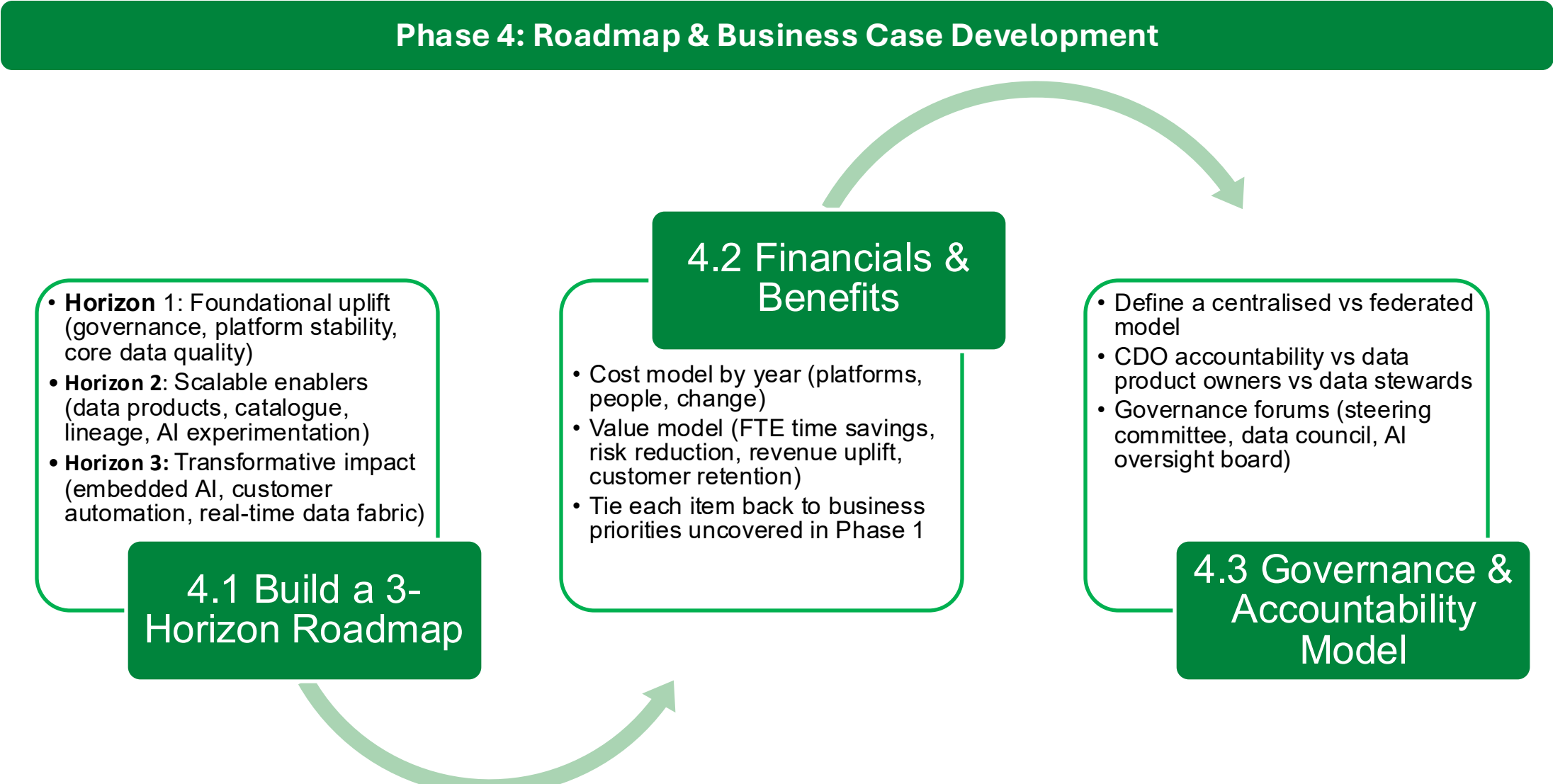**3.1 Develop a Future-State Blueprint**

- Define the future state operating model, platform, and capabilities *with* the business.
- Use the lens of:
  - *Customer:* 360° view, consented personalisation, low churn
  - *Risk*: Trust, lineage, governed AI, compliant with CPS 230/234
  - *Finance:* Real-time forecasting, clean master data
  - *Operations*: Workflow automation, real-time data feeds
  - *Technology*: Scalable, modular architecture
- **Artifacts to produce:**
  - Future-state architecture map (data platforms, data models, APIs, AI/ML stack)
  - Future-state governance model (ownership, roles, forums, CDE ownership)
  - Future-state team model (data product teams, federated stewards)

3.2 Prioritisation & Feasibility Workshops

- Identify the business opportunities through interview, questionnaire and discussions with CxO and senior leaders
- Map each of the opportunities against '*Strategic importance vs. Execution feasibility*' or '*Business Value vs Technical Feasibility*'
- Leverage tools like PICK model to understand prioritisation
- Split opportunities in low hanging fruit vs business case submission
- Create a staged model: *Foundational → Scalable → Transformative*

Building a Roadmap That Turns Vision Into Action

Once we've agreed on the future vision, we create a phased roadmap to bring it to life. This includes prioritising initiatives, estimating time and cost, and showing how each part delivers value. We also define who will lead and own key pieces of work. The goal is to move forward with a plan that is realistic, resourced, and clearly aligned to business outcomes.

Phase 4: Roadmap & Business Case Development

4.1 Build a 3-Horizon Roadmap

- **Horizon** 1: Foundational uplift (governance, platform stability, core data quality)
- **Horizon 2**: Scalable enablers (data products, catalogue, lineage, AI experimentation)
- **Horizon 3:** Transformative impact (embedded AI, customer automation, real-time data fabric)

4.2 Financials & Benefits

- Cost model by year (platforms, people, change)
- Value model (FTE time savings, risk reduction, revenue uplift, customer retention)
- Tie each item back to business priorities uncovered in Phase 1

4.3 Governance & Accountability Model

- Define a centralised vs federated model
- CDO accountability vs data product owners vs data stewards
- Governance forums (steering committee, data council, AI oversight board)

Creating 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

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

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

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

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

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