





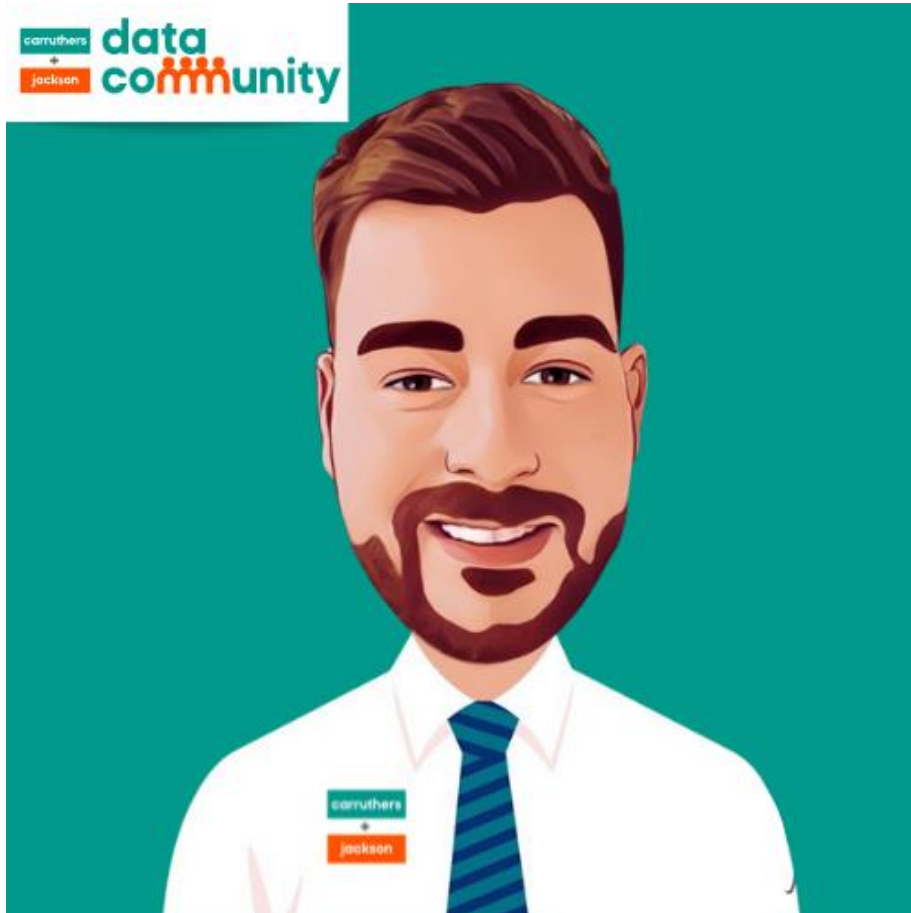
Welcome to Week 4

Class of 2024

Our Program Partners



Where to find support: Your community manager Sam Toseland



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Lookback: Class 3

Counting your days and Maturity



THE FIRST ONE HUNDRED DAYS

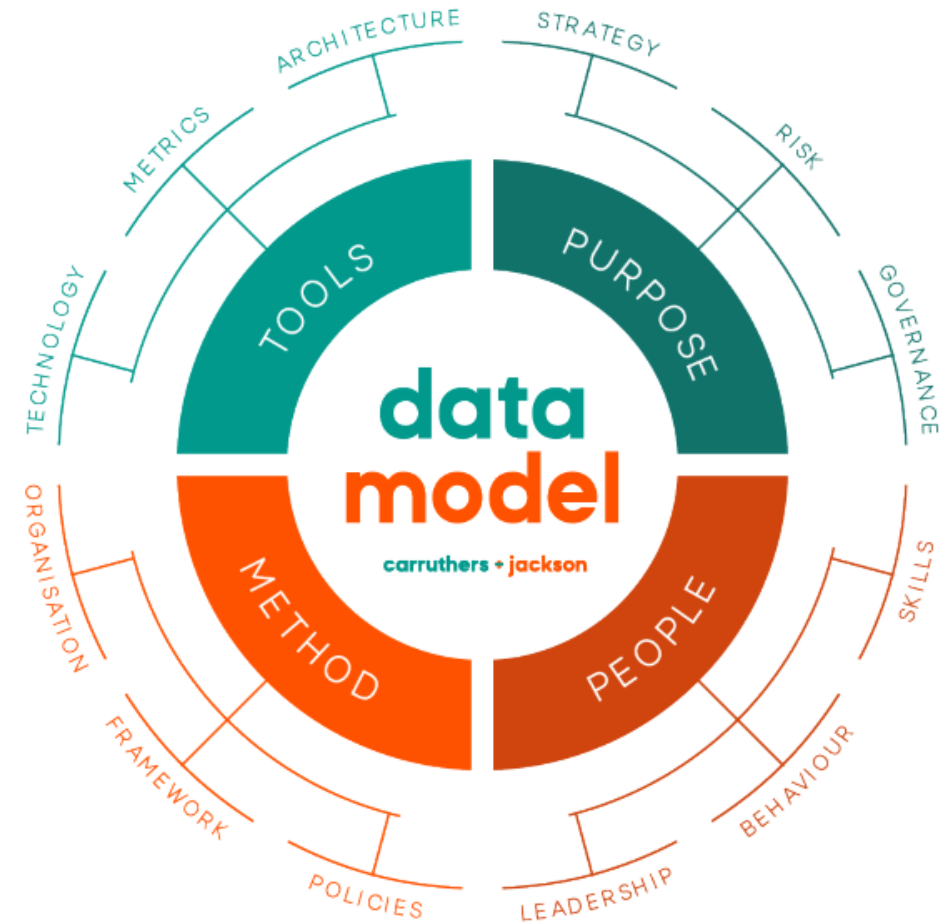


THE NEXT 300 DAYS

Data Maturity Model

The data model is based upon 4 core areas, each of which contribute to data maturity:

1. **Purpose** - we know where we are going
2. **People** - we have inspired and capable people doing the right thing
3. **Method** - everybody understands what they need to do and how
4. **Tools** - everyone has what they need to do their jobs effectively



The level ratings!

Rating	Guidance
0	Unaware , the organisation has no understanding of the relevance or importance of this element.
1	Aware , few processes other than those required by legal demands or regulation exist within the organisation, ad hoc efforts with very low levels of trust.
2	Reactive , some processes are emerging, not monitored and regularly worked around, data quality checks are done ad hoc, the idea of standards are starting to emerge but normally in response to an issue faced or direct data breach. Activities tend to be functional and not consistently applied across the organisation.
3	Proactive , processes developed with limited authority; a more consistent cross functional approach to data management has started and governance of data begins to emerge. Starting to get ahead of the curve but there still seems like a long way to go.
4	Managed , information governance is in place and functions at enterprise level, stewards and champions are working together. A cohesive framework is developing which is communicated, understood and embedded. Continuous data improvement is evident with data thinking embedded in all activities.
5	Optimised , the majority of information assets, including external sources, are inventoried. Information is advocated across the business, demonstrated through enablement and value generation. Transformative data is used internally and externally to enhance business performance. True partnerships with customers and suppliers are embedded and the data landscape is trusted and agile.

And let's not forget....





Program Overview

The Program

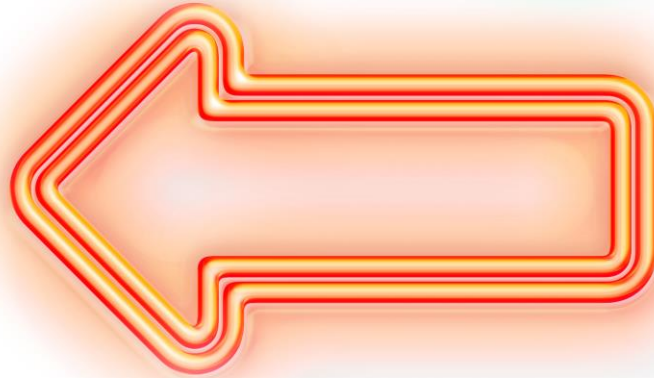
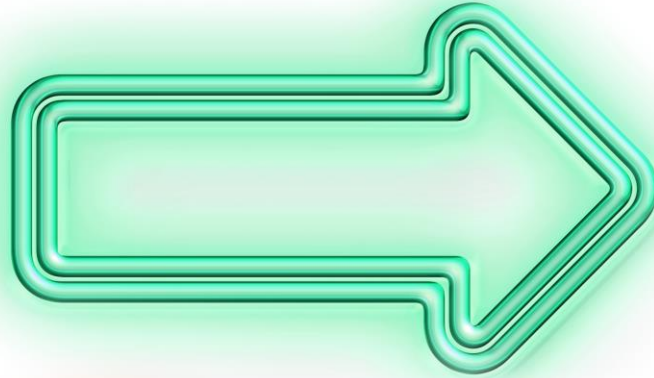
- **Week 1 - Guest Speaker Aaron Wilkerson** - Understanding the different types of CDO and what kind are you
- **Week 2 –To be joined by Scott Taylor** - Making the case for the CDO and business case development
- **Week 3** - Planning for your first 100 days and beyond and The Carruthers and Jackson Data Maturity Assessment Overview
- **Week 4** - Strategy Development part 1 Purpose
- **Week 5** - Purpose
- **Week 6** - People
- **Week 7** - Method
- **Week 8** - Tools
- **Week 9 To be joined by Kate Strachnyi** - Building your team
- **Week 10** - Disruption versus innovation



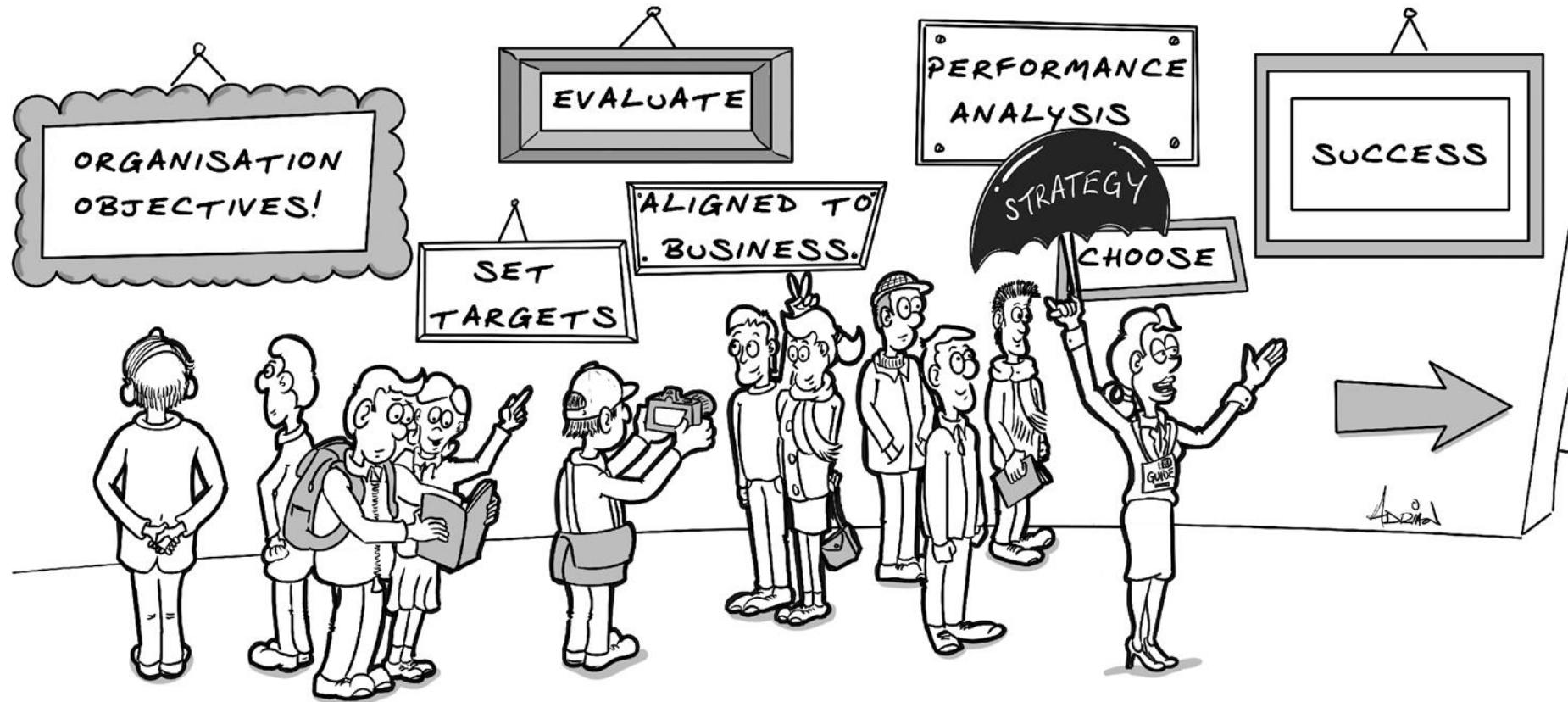
Class 4

Purpose: Strategy

Purpose

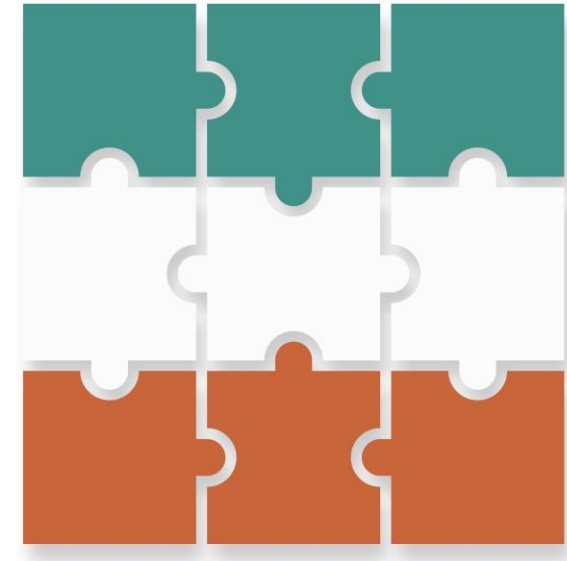


Strategy



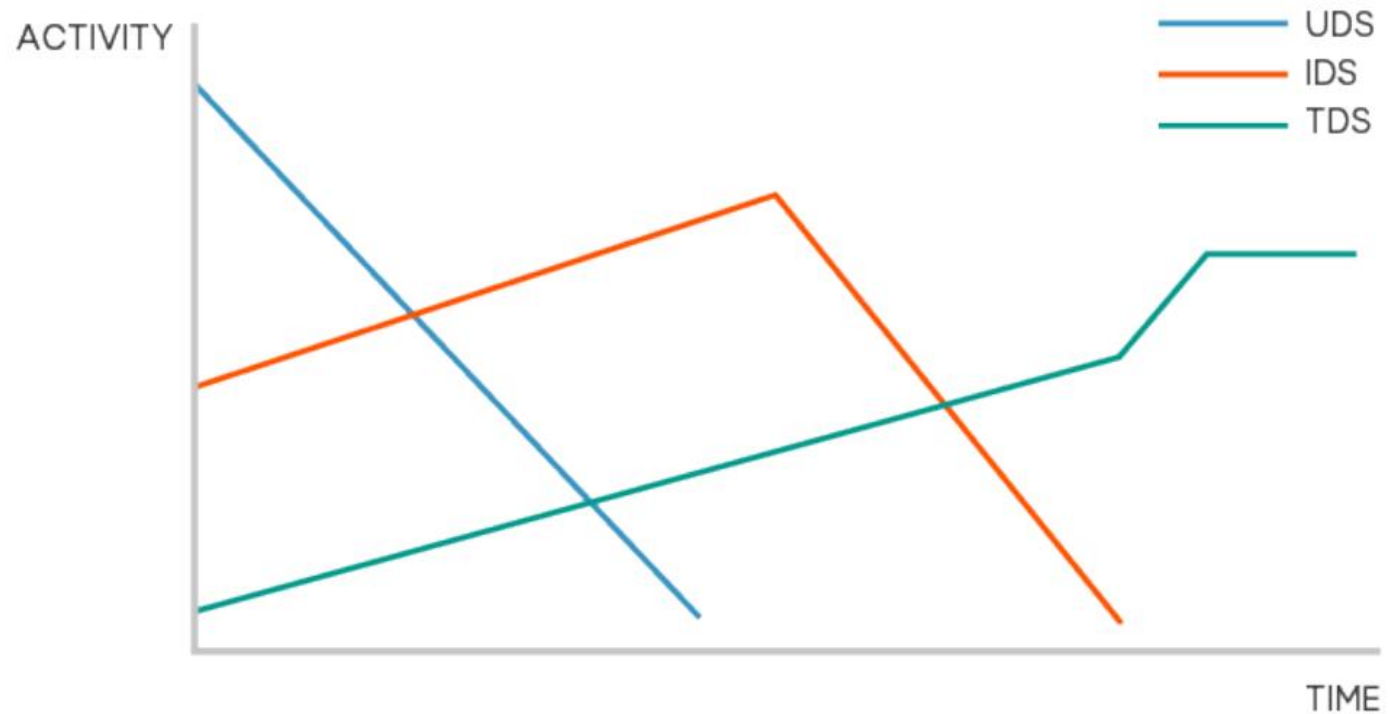
Purpose: Strategy

- Does a data strategy exist?
- Does the data strategy underpin the business strategy?
- Is the data strategy timebound?
- Is your organisation clear on how it treats data?
- Is the data strategy clearly communicated to the organisation?
- Are you enabling the rest of the company to be better?
- Is the data strategy regularly reviewed?



The multi-dimensional data strategy approach

- Urgent Data Strategy
- Immediate Data Strategy
- Target Data Strategy



Urgent Data Strategy

Urgent firefighting issues

Highly tactical

High-profile problems

Stop the problem getting worse

Start of laying your foundations



DELIVERING A DATA STRATEGY
IN THE CAULDRON OF BAU

Immediate Data Strategy

Stability and rationalisation

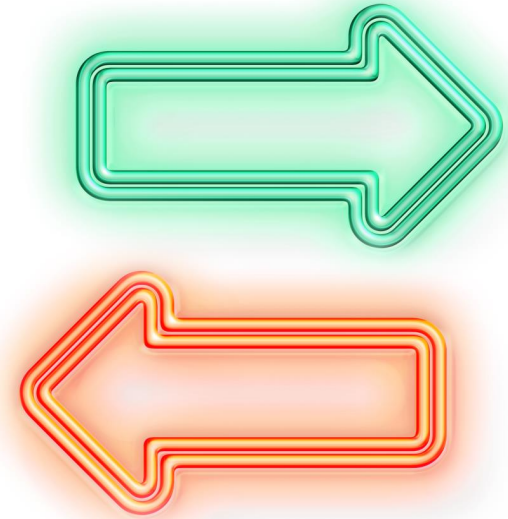
Data culture and governance

Existing and Immediate Data Initiatives

Data exploitation and integration

Data performance, quality, integrity, assurance and provenance

Data Security



Target Data Strategy

Vision

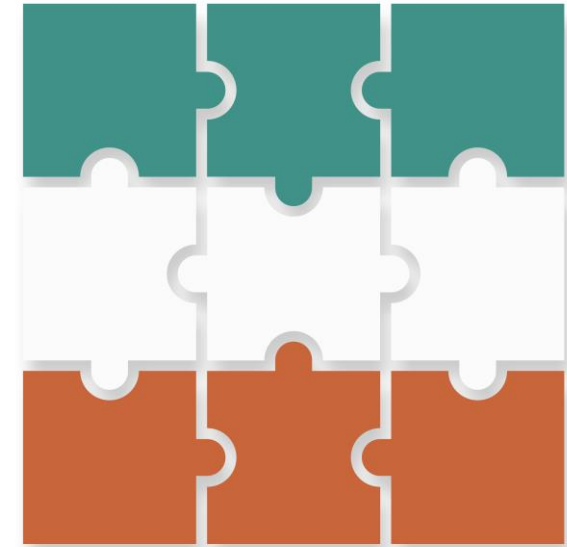
Underpinning principles

Goals

How to deliver to your vision

Focus on value

How to win the hearts and minds battle



Delivering the data strategies

- The most frequently asked question: how do I create a data strategy?
- Communicate, communicate, communicate and don't let a vacuum form
- Be the data cheerleader
- Socialise the vision
- The battle of hearts and minds: engage, engage, and then engage some more



Key points

- Your data strategy must underpin your organisations overarching strategy
- Use the points in our maturity model to check you've covered everything you needed to
- Make sure its succinct
- Include an articulation of what good looks like and include metrics where you can
- Make sure it sounds like you!





Data Strategies in Action: Example

carruthers



jackson

Acme Delivery Corp

Example Data Strategy

Summer School 2024



ACME Delivery Corp
*The fastest delivery service in
the world*

Disclaimer

This is a fictitious example for teaching and demonstration purposes only.

Its purpose is to act as a guide to illustrate what a typical data strategy could look like and some of the key sections that a data strategy would normally contain.

Contents

1. Executive Summary
2. Our Vision for Data
3. Our Guiding Principles
4. Our Data Maturity
5. Priority Areas
6. Data Strategy Approach
7. Data Strategy Roadmap



ACME Delivery Corp
*The fastest delivery service in the
world*

1.0 EXECUTIVE SUMMARY

ACME Delivery Corp is a company with a long history and an unrivalled reputation for impressively fast delivery. We pride ourselves in being able to ship anything, anywhere.

Our priority as a business is to provide a consistently **fast and reliable delivery service** and **exceptional customer service**, whilst keeping our **costs low** and **reducing our carbon footprint**.

This strategy sets out how we will better harness and manage our data to enable us to meet these goals.

Our aim is:

"To bring together and use all of our data to offer the fastest, most reliable, and most customer-friendly delivery service in the world"

We have assessed our data maturity and identified that:

- We are strong in: managing high profile data-related risks, meeting regulatory data protection requirements, and measuring our business performance.
- We have challenges when it comes to: our organisational framework with regards to data (accountabilities are unclear and there is a siloed approach to data), and our data architecture which does not provide adequate levels of data accessibility.

We will address these current challenges by

- Improving our core data foundations
- Building our data capabilities
- Addressing cultural and behavioral issues
- Establishing an organisational framework that enables people to use data in the right way.
- Providing our people with the skills and tools they need to access and use data effectively.

...until data enables us to effectively innovate, optimise and personalise our services, to ensure we are always our customer's first choice for fast, high quality, and value for money delivery services.

This data strategy covers our approach to:

- All the internal data related to Acme Delivery Corp
- All the data we hold, and use related to our customers and business partners.

This data strategy will evolve and adapt over time to respond to our changing business needs and expectations.



2.0 OUR VISION FOR DATA

“To bring together and use all of our data to offer the fastest, most reliable, and most customer-friendly delivery service in the world”

What will it look like when we achieve our vision?

*“Data enables us to effectively **innovate, optimise and personalise** our services, to ensure we are always our customer’s first choice for fast, high quality, and value for money delivery services.”*

3.0 OUR GUIDING PRINCIPLES

The following principles guide our priorities and set the standards for our actions

Our Business Principles



Continual improvement - We are always looking for new and innovative ways to be the best at what we do.



Striving for excellence and efficiency - We work quickly but we never sacrifice quality.



Customer-centric - Our customers' needs are at the heart of everything we do. We constantly strive to provide the best possible services to our customers.



Empowering our people – We empower each one of our employees to be creative and innovative, and to bring their best selves to their work.

Our Data Strategy Principles

Our data helps us to monitor and understand our business and know how to improve our operations and services.

Our data is high quality, trusted, automated and integrated, and helps us to optimise our internal operations and the services we provide.

Our data helps us understand our customers. It is accurate, secure and complete and is used effectively to improve our customer's experiences.

Our data is timely, accessible, shareable and democratised, and our employees have the skills and knowledge to use it.

4.0 OUR DATA MATURITY

The Carruthers & Jackson Data Model was used to determine the current and desired state of our data maturity.

The model comprises 12 core dimensions, which when combined address all core areas of data management.

The entire business was engaged through a series of cross-discipline workshops, in early 2023, to understand how our employees experience each of these dimensions and provide an overall rating.



Strengths:

- Risk** – High probability risks and regulatory requirements are well managed .
- Policies** – Key data policies are in place and communicated, especially with regards to data protection and regulatory requirements.
- Metrics** – Metrics framework in place for business performance monitoring.

Challenges:

- Organisation** – Lack of clarity over data ownership, roles and responsibilities. Siloed approach to data.
- Framework** – Lack of a defined Data Operating Model and no data steering group.
- Architecture** – Lack of business-wide approach and no common standards for models, makes data difficult to locate and access causing delays to reporting.

	Dimension	Current	Target
Purpose	Strategy	★ 1.7	☆ 3
	Governance	★ 1.8	☆ 3
	Risk	★ 2.3	☆ 3
People	Leadership	★ 1.5	☆ 3
	Behaviour	★ 1.5	☆ 3
	Skills	★ 1.7	☆ 3
Method	Organisation	★ 1.2	☆ 3
	Framework	☆ 0.2	☆ 3
	Policies	★ 2.0	☆ 3
Tools	Architecture	★ 1.3	★ 4
	Metrics	★ 2.2	★ 4
	Technology	★ 1.5	★ 4

Ratings

0 – Unaware 1 – Aware 2 – Reactive
3 – Proactive 4 – Managed 5 - Optimised

Target Maturity Levels:

The recommended target states are *proactive* (3) for the majority with Architecture, Metrics and Technology elevated to *managed* (4) due to their importance in achieving our vision.

5.0 PRIORITY AREAS

Based on our understanding of where we are today (informed by our **current data maturity**), and guided by our **data strategy principles**, we have identified the key things we will need to accomplish to reach our Vision and achieve a data-driven transformation of our business:

- Foundations - Establish and mature our core data foundations
- Risks - Address the urgent risks and priority issues
- Value - Deliver immediate and continued business value.
- People – Ensure our company culture supports data transformation and promotes collaborative and innovative use of data.
- Capabilities - Build and scale our data capabilities
- Organisation – Create a framework that brings people together to do the right thing with data.
- Embed - Turn the changes into the new “business-as-usual”
- Evolve - Allow the vision and strategy to change over time

6.0 DATA STRATEGY APPROACH

We understand that data-enabled transformation will not occur overnight and needs to be delivered gradually and incrementally, allowing the strategy and vision to evolve over time. Our Data Strategy be made up of two concurrent tracks and we will take a phased approach to addressing the priority areas.

Data Strategy Tracks:

- The **Immediate Data Strategy (IDS)** – which addresses the most urgent issues, establishes core data foundations, delivers early business value from data, and begins the cultural change towards becoming data-driven.
- The **Target Data Strategy (TDS)** – which delivers the strategic, complex and dynamic end state that is only achievable over a longer period.

Running across both tracks will be “**Use Cases**”:

- **Use Cases** are discrete data activities focused on addressing a specific issue or “data opportunity”. By fixing the elements of our data foundations that underpin these use cases, we will deliver value quickly whilst demonstrating the viability of new approaches which can be scaled across the business (see 6.1).

Phased Approach:

- The data strategy will be delivered in **3 phases**. Each phase will have a specific focus; be aligned to value delivery in support of our business priorities and strategic goals; and iteratively move us towards our vision (see 7.1).

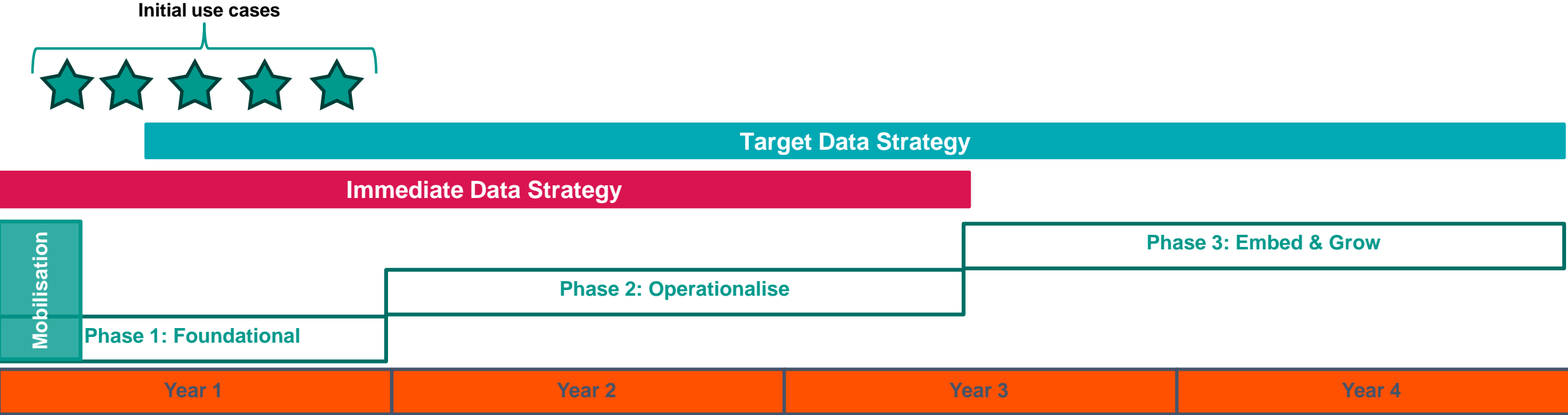
6.1 Use Cases

The following five initial use cases have been selected to be delivered in Phase 1, as they address existing business problems/opportunities, are aligned to our business priorities, and will start to deliver value quickly.

	Use Case	Business problem/opportunity to be addressed	Business Priority			
			Fast deliveries	Customer experience	Low costs	Reduced carbon emissions
1	Self-service data for customer service team	Customer feedback is a key metric monitored by the business. Although Customer Service teams' performance is measured against customer feedback scores, they currently have limited access to data to help them understand how to influence and improve scores.		✓	✓	
2	Personalised communication	Our customers expect a more personalised experience. We need to be able to access all the data we hold on our customers, gathered from various sources and channels, to create a single customer view, to be able to provide communications that are targeted and tailored.		✓	✓	
3	Delivery route optimisation	We need to ensure delivery routes are optimised and can be proactively adjusted. We are currently unable to quickly and accurately collect and combine all the data on influencing factors, such as van locations, weather, traffic, road closures, etc.	✓	✓	✓	✓
4	Demand prediction	We need to improve how we use data and insights to more accurately predict future demand, so we can efficiently plan and manage our staff and fleet.	✓	✓		✓
5	Shipment visibility	Our customers expect to be able to track their shipments in real-time and receive an accurate predicted time of arrival.	✓	✓	✓	✓

7.0 DATA STRATEGY ROADMAP

The following provides indicative timelines* for the phasing of the key components of the data strategy.



*Further scoping and dedicated programme management will be required to specify and manage specific tasks and deliverables required at each phase.

7.1 Data Strategy Roadmap - Phased Approach

The Data Strategy Roadmap describes the steps to implementing the IDS and TDS in **3 phases**.

Each phase will have a specific focus; be aligned to value delivery in support of our business priorities and strategic goals; and iteratively move us towards our vision.

Phase		Approx. duration	Expected Outcomes at end of Phase
Phase 1	Mobilise	3 months	<ul style="list-style-type: none"> • Leadership commitment established. • Mechanisms to build capabilities created. • A dedicated team established to implement the IDS
	Foundational	12 months	<ul style="list-style-type: none"> • Data foundations established. • Most urgent data issues addressed. • Data environment stabilised. • TDS communicated and engagement building. • Initial use cases delivered. • Data literacy curriculum in place
Phase 2	Operationalise	18 months	<ul style="list-style-type: none"> • Data transformation programmes/projects planned, and implementation started • New and innovative methods/processes introduced and developed to MVPs • Data governance maturing. • Data culture building. • Data literacy improving.
Phase 3	Embed and Grow	18 months+	<ul style="list-style-type: none"> • Data strategy now delivering significant data transformation. • Organisation reshaping around data. • Data literacy reaching desired levels. • Data capabilities matured and scaling. • Data cultured engrained and decision-making, and operations are data-enabled. • TDS starting to evolve.

7.2 Data Strategy Roadmap - Measuring Success

Phase	Success measures	Opportunities
Mobilization	Success Measure	<ul style="list-style-type: none">• Opportunity example
Phase 1	Success Measure	<ul style="list-style-type: none">• Curated and aggregated customer data• Self-service dashboard for customer data• Personalised marketing communications
Phase 2	Success Measure	<ul style="list-style-type: none">• Route optimisation tool• Personalised customer service responses• Self-service AI powered customer communication
Phase 3	Success Measure	<ul style="list-style-type: none">• Predictive insights• Real time tracking



A word from this week's
guest

this week's class guest



David Atherton, Technical Director



Class Discussion



Next week's class

Week 5

Purpose: Risk and Governance

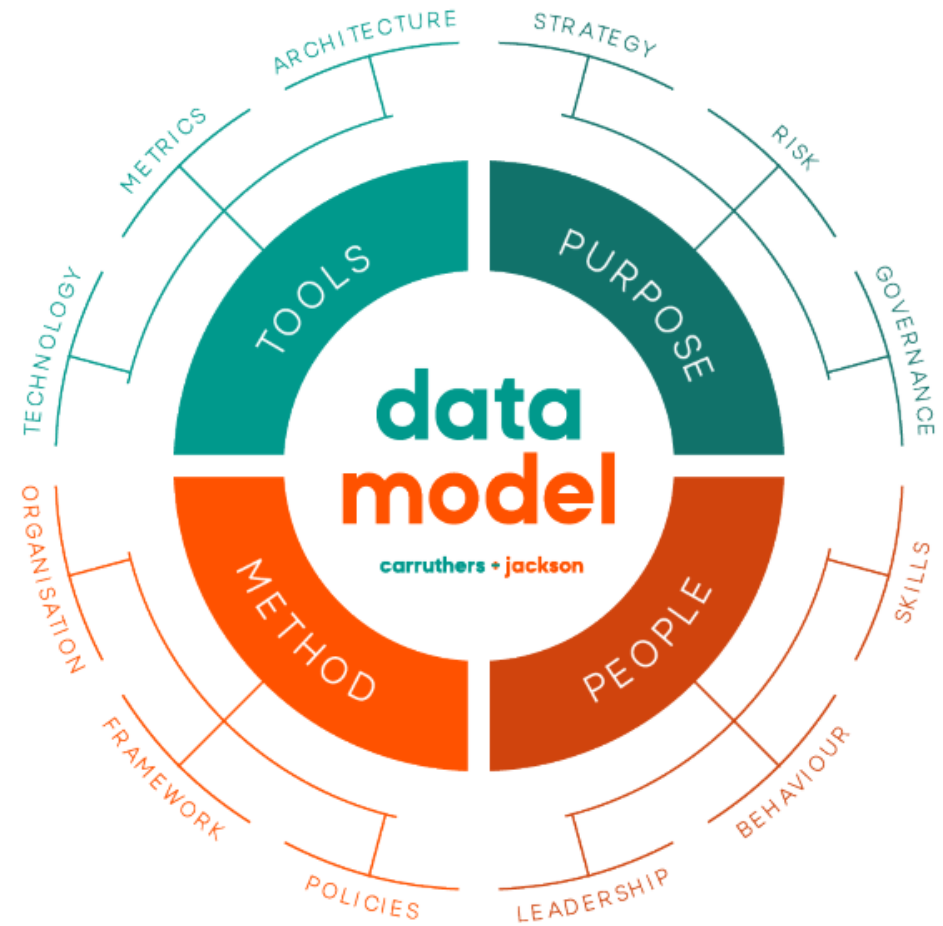
➤ Thursday July 24

08.00 PDT

10.00 EDT

16.00 BST

17.00 CEST





Closing Remarks

