DV lean canvas: Data Ventures

The problem	Our solution	Our value proposition	Our advantage	Customer segments
Data drives so many policy decisions and solutions. Getting access to data can be tricky. This means that there are gaps in the data, especially data used to measure performance of investments over time. Currently, the only option is to get one-off access from one source. This is expensive and time consuming for everyone. There are very few trusted, neutral and impartial parties that can bring open government and private data together. When providing data to government, there is a risk that the government agency receiving the data can react with legislative and regulatory changes impacting the data providers heavily.	A commercially focused Stats NZ business unit allows us to: * give value back to the data suppliers, * bring competing data sets together for the first time, * be trusted to look after the privacy of the data sets, protecting all parties involved. Data suppliers will provide us with aggregated data based on the use case. We will standardise, confidentialised, and provide assurances to it and then make it accessible according to the various maturity levels of the customers (it could be a data stream, or it could be a basic web application). Customers can provide feedback to help us improve. We will bring together open government data and private commercial data to create new and improved value.	We have a government mandate to test how we'd work with other public and private organisations quickly and pay for itself. We are a neutral and trusted party looking into how we can build products and services that private partnerships can't. People will do business with Data Ventures because of the Stats NZ brand, reputation, and expertise. Stats NZ is not an agency to create regulation or legislation, this is where the drive for trust comes in. We will provide access to datasets that are previously too expensive, or inaccessible for customers to get themselves. We bring together competing datasets and apply models that improves the overall quality and accuracy of the datasets. Customers trust in our expertise to clean and anonymise data without losing value.	We have the right mix of business, government and data expertise, and we are allowed to experiment. We are trusted by organisations to be impartial and transparent. This allows us to be an intermediary for partnerships and data. We provide robust and accurate data that keeps integrity and privacy standards that organisations expect from Stats NZ but with a commercial focus. We have access to Stats NZ unique expertise in data, data management and data processing.	Central Government Local Government Crown Entities Iwi Council-controlled organisations Council-controlled trading organisations Other customer groups discovered through the pilot

Existing alternatives	Key metrics	Channels	Cost structure	Value generation
Equifax QV CoreLogic Data Republic Koordinates Marketview Anyone who sources data themselves (DIY)	Number of organisations that have access to data they hadn't previously. Number of organisations that can now access the data available to them (i.e. they don't have any Data Scientists, and can't consume raw information) Team wellbeing inside of Data Ventures. External awareness/perception of Data Ventures. 12 month goals: * 10 paying customers * 6 data providers signed up * 3 products in the market * Self sustainable business model validated and in action	Our networks (incl Minister). Media/comms (internal and external). Organisation groups that offer benefit/value add services such as SOLGM for Local Councils. Referrals Events/Talks	The core costs of running of Data Ventures will come from the core team and some business as usual (BAU) costs (such as software subscriptions, stationary, toilet paper, etc.) and hiring a team. We have levers in the business model which attributes to the running costs of the data brokerage model: * Short term return to data providers, a fixed amount (either annual or one off) that we provide to offset their initial investment on the work required to shape/process the data sets we require, i.e. to create certain anonymising and classifications based on the data * Long term return to data providers, a % share of revenue of the use case, access to the aggregated dataset, leverage of DV market research as a value add channel Marketing and PR are essential to managing perceptions and ensuring stakeholders are appropriately kept up to date. If we get this wrong, people assume we are doing bad things (which we aren't) e.g. selling Stats NZ data. Technology costs (marketing / hosting / tools and apps).	For each product, we will create a base offering. Afterwards, we will add more features/offerings to the data, but still make available the base offering i.e. Small/Medium/Large, or Bronze/Silver/Gold. Two revenue streams, monthly subscriptions from products and services based on the data brokerage model. One-off on demand customers are for specific use cases, such as Civil Defense in an emergency. This is not a standard or open offering. Environment/Economic returns: Unlocking data sets normally unobtainable to allow more beneficial decisions impacting Aotearoa New Zealand. Social returns: 1+1 Model; allow smaller customers to be able to afford access to the data sets, such as pricing higher for customers with larger allocations of budget/cash to then offset.

Scoring

Effort: 6 - Enterprise sales in a condensed period of time and the funding cycle associated with government. Limitation in our complexity due to limiting our sales channel to govt only

Acquisition: 6 - We have developed an operating model that considers what's in it for the data providers, DV and the public benefits. It's a case of using this now to develop any further relationships for new and existing data providers for future products. We will have to do some acquisition of either internal resources or contractors or seconded but either way it's not that hard

Risk: 6 - We have mitigation plans of things we have control of. The risk associated is through lack of control over third parties.

Complexity: 6 - Unknown complexities around long term commercial arrangements between DV and customers and DV and data providers.

Value: 8 - DV views the value to bit high, but customers and data providers need help to understand that value.