



# GPS OCDO Pursuit Pack

Office of the GPS Chief Data Officer  
Data Strategy



Contents

About this Document..... 2

    Data Strategy ..... 3

        Data Strategy - Introduction ..... 3

        Data Strategy - Frameworks and Approaches ..... 5

        Data Strategy - Accelerators ..... 10

        Data Strategy – Quals..... 11



## About this Document

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This document contains best-in-class Data Strategy proposal language and resources for pursuit teams working on bids that align with the Office of the GPS Chief Data Officer's major service areas. Other service areas listed in separate KX documents include:

- Data Office Setup & Operations,
- Data Governance & Management,
- Data Security, Ethics, & Privacy,
- Data Architecture & Platform Modernization,
- Data Literacy & Talent Development, and
- Analytics, Automation, & AI.

This document contains references to "clients", "Table XX", and "Figure XX" throughout the document that the pursuit team should tailor to your specific document.

This is a living document and will be periodically updated. Please feel free to check back with the OCDO team to get the latest version.

If you need further help with a pursuit or qual information, please contact the team at [usgpscdo@deloitte.com](mailto:usgpscdo@deloitte.com).

Have Feedback on SmartStarts? Please click here to provide your feedback on this SmartStarts: [SmartStart Feedback Survey \(deloitte.com\)](#)



## Data Strategy

### Data Strategy - Introduction

Data strategy refers to collaborating with key stakeholders to define a shared vision for data use and initiate implementation within an organization.

Organizations often do apply data-driven approaches, but these practices are usually siloed or sporadic. Most people, even data leaders, can struggle to identify the data an organization holds or how it's being used. Without an enterprise-level approach to analyzing its data, an organization may miss untapped opportunities for improved efficiency, innovation, collaboration, and communication. However, it could lead to more severe ramifications such as inconsistent or inaccurate use of data, uncontrolled data issues, noncompliance with evolving expectations, or loss of trust and engagement from those they serve.

The government's focus on becoming more data- and customer-centric can further galvanize the need for a sound data strategy. And chief data officers (CDOs) may be best positioned to drive data strategy across their organizations. It is, therefore, not surprising that 86% of CDOs consider defining a data strategy as their top priority.

Across the public and private sectors, data strategies are helping organizations realize the critical value of their data by helping them optimize the decision making, meet their analytic and AI goals, and optimize resource allocation.

Deloitte has created enterprise data strategies for at least 18 federal agencies and has a dedicated CDO Services group within our Government Public Services practice that serves over 40 CDOs. Through our experiences, we have identified leading practices that consider both offensive and defensive priorities.

An organization's data strategy must be aligned with and support its overall business strategy and business requirements and be part of its data strategy. By linking data to mission-related objectives, organizations will understand the true value of their data and leverage it as a strategic asset to drive mission-related decisions. In the past, data were considered to be a by-product of operations, not a driver for decision-making. Without using data to make decisions about an organization's goals, data remain siloed and do not inform progress or performance. Today, how agencies gain value from their data will enable their ability drive mission effectiveness. To use data throughout an organization – from strategy to execution – leaders need to develop a strategy that uses data to articulate new value that supports mission, business, and technology.

A data strategy must include criteria to evaluate:

- **What problems the organization is trying to solve. What it needs analytics for:** While one advantage of Data Science is that it can provide a new perspective on an organization, the organization still needs to have a starting point. An organization may determine that the data is to be used to understand the business or the business environment; to prove ideas about the value of new products; to explore something that is unknown; or to invent a new way to do business. It is important to establish a gating process to evaluate these initiatives at several phases during the implementation. The value and feasibility of initiatives need to be evaluated at several points in time.

- **What data sources to use or acquire:** Internal sources may be easy to use but may also be limited in scope. External sources may be useful, but are outside operational control (managed by others, or not controlled by anyone, as in the case of social media). Many vendors are competing in this space and often multiple sources exist for the desired data elements or sets. Acquiring data that integrates with existing ingestion items can reduce overall investment costs.
- **The timeliness and scope of the data to provision:** Many elements can be provided in real-time feeds, snapshots at a point in time, or even integrated and summarized. Low latency data is ideal, but often comes at the expense of machine learning capabilities – there is a huge difference between computational algorithms directed to data-at-rest versus streaming. Do not minimize the level of integration required for downstream usage.
- **The impact on and relation to other data structures:** There may need to be structure or content changes in other data structures to make them suitable for integration with Big Data sets.
- **Influences on existing modeled data:** Including extending the knowledge on customers, products, and marketing approaches. The strategy will drive the scope and timing of an organization’s Big Data capability roadmap.
- **Data Strategy and Business Needs.**

Sources :[CDO Playbook 2023](#) | [Deloitte Insights](#)

Policy drivers for a data strategy – Source: [CDO Playbook 2023](#) | [Deloitte Insights](#)



Figure XX: Policy Drivers for a Data Strategy





### Data Strategy - Frameworks and Approaches

Our approach to data strategy formulation begins by arriving at a shared understanding on the frameworks, approaches, and tools that will be used to formulate the strategy, and planning stakeholder engagement and communication to gain alignment around the vision for the data strategy and identify specific focus areas.

We understand the complexities around crafting a data strategy that advances [insert organization] mission and values, and that **the most effective data strategies are those that are built with organizational stakeholders, learning from their experiences, and gaining their input during the strategy development process.** This buy-in makes implementation easier and “stickier”—because the strategy focuses on unlocking the potential of data for organization. Strategy development is not about the creation of a document, but about ownership of the data strategy and commitment to practical actions by leaders and staff to “move the needle” across the organization.

Therefore, we will align our activities around the business needs and community of users the strategy is intended to serve. Our innovative approach for data strategies is “human-centered” and is designed to assess and support an organization’s full set of data capabilities. We believe that effective data strategies are designed and deployed in a manner that reflects the characteristics, needs, and challenges of its intended users. This human-centered approach will drive how we design stakeholder engagement throughout the project, recognizing that there may be a need to involve some stakeholders at various points across the data strategy formulation process.

**We have a pragmatic and results-oriented approach to data strategy:** Deloitte has a dedicated CDO Services group within our Government and Public Services practice that has created enterprise data strategies for at least 18 other federal agencies. Through our experiences, we have identified leading practices that take into account both offensive and defensive priorities. Offensive priorities are focused on mission-related objectives the agency desires to accomplish via analytics and insights. Defensive priorities are the policies and architecture to govern how data is managed, protected, and used.

As illustrated below, our three-phase approach is designed to strategically manage and leverage data and enable the Bureau to be more efficient, effective, secure, and transparent. The strategy will also help to align existing capabilities and activities across the organization such that they complement and build upon each other to deliver greater impact.

Our approach will take the following form:

1. **Phase I – Discover:** Research best practices and analyze and assess fit for the Bureau; build a shared understanding of how the data strategy will be created including choosing the right data strategy framework.
2. **Phase II – Define:** Engage and gain alignment with customers and stakeholders around a high-level vision and framework; assess the gaps between the future state vision and needs and how the Bureau currently manages and uses data.
3. **Phase III – Develop:** Leverage the selected framework to build-out the data strategy, based on the collective understanding of the CFPB’s data challenges and strategic drivers. Communicate and socialize the strategy and refine as needed.

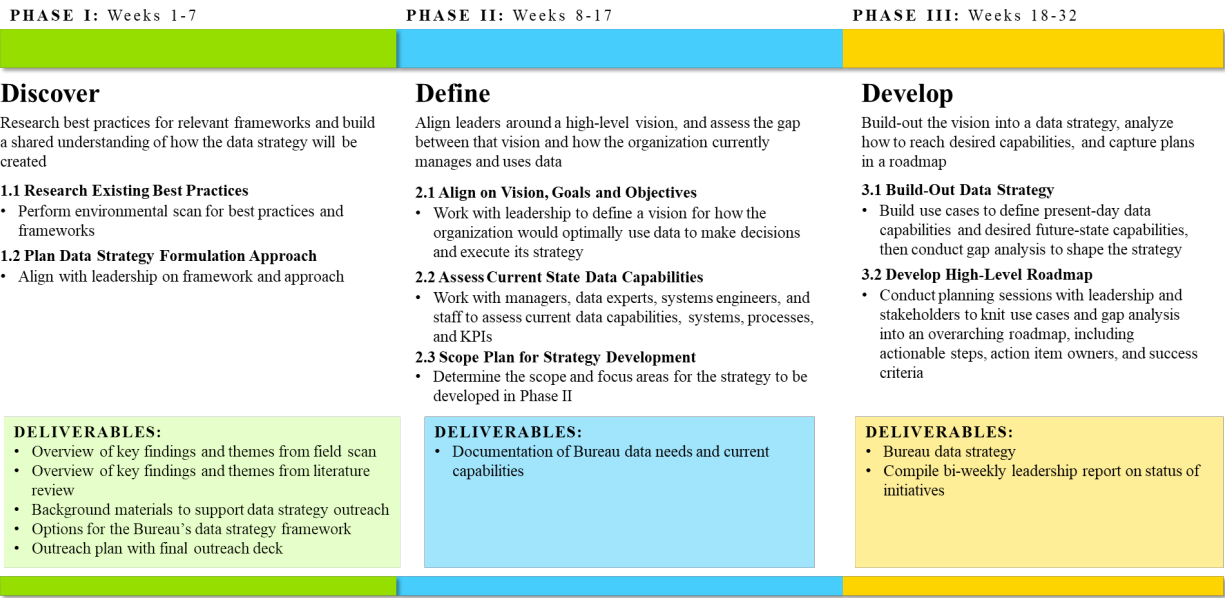


Figure XX: Data Strategy Phased Approach

Our proposed approach creates a baseline understanding of the current state of the organization’s data capabilities and will result in a forward-looking data strategy so that the organization data are reliable, comprehensive, and secure – allowing it to be used to make data-driven decisions at strategic and operational levels.

We take a collaborative and iterative approach from Day 1, bringing along the right stakeholders, SMEs, and users throughout the process, which reduces the risk of extensive rework and produces higher quality deliverables sooner for the Client.

Our approach leverages past experiences partnering with other agencies to develop data strategies, and we continually refine it using lessons learned and successes from partnerships with OCDO organizations across public and private sector.

Phase 1: Discover

Phase I will focus on laying the foundation for executing a successful data strategy formulation process by researching existing best practices, arriving at a shared understanding on the frameworks, approaches, and tools that will be used to formulate the strategy, and planning stakeholder engagement and communication. **Deloitte Difference:** Our approach is designed to assess and support an organizations full set of data capabilities. Through Deloitte’s Center for Government Insights, we have published a number of public-facing articles as part of the CDO Playbook. The CDO Playbook is a compilation of industry best practices that have been tried and tested with clients across the federal government and serves as a valuable resource to develop the framework and data strategy.

Research Existing Best Practices: After the initial kickoff to align on expectations and goals, the first set of activities in Phase I involve performing a field scan of data strategy approaches, literature, and relevant data strategy frameworks, leveraging the expertise we have from building successful data strategies at other federal agencies to accelerate the process.



To inform the field scan, we will also interview current and past Deloitte Enterprise Data Strategy teams to understand their approaches, best practices, and challenges encountered in formulating data strategies at other agencies. **Deloitte Difference:** Our teams have leveraged Deloitte's data strategy framework to help structure enterprise data strategy initiatives and improve decision-making through the use of data analytics for our clients. Our framework helps organizations consider multiple aspects that are critical to developing an effective data strategy. Most importantly, the framework helps clients determine how best to clearly define the purpose of data, prioritize resources, and consider the necessary trade-offs.

The results of this scan will be a summary of research, best practices, and lessons learned, as well as an analysis of relevant data strategy frameworks which will be reported to the OCDO to establish key tenets for drafting a data strategy. While we have our own data strategy framework (as described above), we'll develop alternatives based upon our scan of approaches, and we'll arrive at the best alternative in collaboration with OCDO and Client leadership.

*Plan Data Strategy Formulation Approach:* Effective stakeholder engagement is critical to create a data strategy, and we will lay the foundation for engagement early. In Phase I, we will develop the draft outreach and engagement plan to align on the list of key stakeholders and when they will be engaged for input, review, and feedback. Working with OCDO, we will work with key stakeholders (internal and external), discuss their goals, objectives and needs to develop an understanding of how data assets can help achieve these outcomes.

The outcome of these discussions will help define the vision and how the data strategy fits into the scope of existing business strategy. We will also socialize the proposed data strategy framework and approach with relevant stakeholders across the organization to ensure continued engagement, buy-in and support.

In the latter half of the first phase, we will work with OCDO to select an established data strategy framework to guide the rest of the strategy development process. We will also develop Client-specific enterprise data strategy branding for selected frameworks to create recognition for this effort, a tactic that has worked at other federal agencies to increase engagement with the data strategy formulation process.

### Phase II: Define

Phase II focuses on gaining stakeholder alignment around the vision, identifying data needs, and assessing the gap between that vision and how the organization currently manages and uses data. **Deloitte Difference:** We bring interview guides, maturity assessment surveys and tools, and communication and reporting templates that have been developed by our teams to accomplish similar goals across federal government. The templates will be tailored to reflect the specific and unique needs of the Bureau and uncover needs in areas such as governance, culture, processes, and technical capabilities.

*Align on vision, goals, and objectives:* The first step of this phase is to understand the various stakeholder needs and gain alignment on the vision, goals, and objectives of the data strategy. A critical element of our approach is the use of facilitated data strategy-focused labs (either remote, on-site, or hybrid). **Deloitte Difference:** We maximize engagement through facilitated lab sessions that are designed and structured to create an immersive experience for stakeholders. The interactive facilitated sessions help stakeholders to collaboratively define the vision, goals, objectives, and capabilities, for the strategy. The labs are facilitated by hand-picked Deloitte leaders with deep experience in assisting other private and public sector organizations develop data strategies.





As we conduct these sessions, we will hone not only the “north stars” for the data strategy, but also the value proposition, metrics of success tied to business outcomes, and compelling messaging for CFPB leadership to communicate the data strategy.

***Assess Current State Data Capabilities:*** The second major step of Phase II will focus on understanding the Bureau’s needs and capabilities when it comes to data. This task will include heavy stakeholder engagement using a human-centered design approach to understand different business unit’s data needs and desires. This stakeholder outreach is critical, as the other organizations are the OCDO’s customers who will be able to provide insights into their needs for data services, guidance and policies concerning data, and a sense of their current experience and satisfaction level with data accessibility and tools. We will lead and/or support the CDO/DCDO in conducting this external outreach and document takeaways to be analyzed for determining key needs. We will also deploy our data-capability survey to elicit timely responses that help baseline critical data capabilities and inform the development of the data strategy.

***Plan for Strategy Development:*** As we proceed to the end of this phase, we will lay the groundwork and plan to draft the data strategy. Using the selected data strategy framework, we will work with the OCDO to evaluate the proposed data initiatives, assess business value, and group these initiatives into meaningful focus areas. The prioritized initiatives and groupings will guide the development of the draft strategy. Continued communication to engage the stakeholder community is critical during this phase. We will compile and present outputs from our lab sessions, results of analysis, and key findings to the broader stakeholder community through engaging and meaningful channels.

### **Phase III: Develop**

Building off of the baseline maturity assessment in Phase II, we will draft the data strategy in the Develop phase. Realizing the target vision will require alignment on data capabilities that the client needs to build and/or enhance. Some of the capability-building initiatives may be related to existing programs, while others may not fall under the scope of one single program and/or organization element.

As a result, ongoing engagement with key stakeholders will be as important in this phase in order to meaningfully create a strategy that addresses users’ most pressing data needs. For each priority within the data strategy, we will work with the stakeholder group to validate the benefits of the strategy, identify present-day gaps, risks, and success metrics. Ultimately, drafting a strategy that is focused on creating business value for the Client.

***Build-Out Data Strategy:*** We anticipate an abundance of opportunities to arise out of the various discussions with the stakeholders. Through continued engagement and facilitated sessions, we will help the Bureau evaluate risk/reward and facilitate decision making on strategic choices that deliver the maximum business value.

Our approach takes a business-focused view to draft a data strategy that fits the Client’s mission priorities. Outputs from the prior phase lab sessions, maturity assessments and internal publications will provide the basis to establish a contextualized set of desired capabilities and specific initiatives grouped by common themes. We will conduct a gap analysis to assess the Client’s present-day data capabilities against desired future capabilities. The gap analysis will help identify critical gaps in areas such as, data capabilities, governance, culture and skills, processes, and technology capabilities.

Our collaborative approach will continue to engage business units across the organization through the strategy build-out process and thoughtfully encompass users’ desires, behaviors, motivations, and everyday responsibilities and business needs.

Along with prioritized initiatives and desired future-state capabilities we will also help the organization define actionable next steps, owners, success criteria and metrics that are clearly tied to business outcomes.

*Develop High-Level Roadmap:* The actionable steps, action item owners, and success metrics defined when outlining future-state data capabilities will tie together into an overarching roadmap to help guide data strategy execution. Client key stakeholders and business units will be actively engaged as the roadmap is compiled to confirm their support for the data strategy and alignment with the organization’s strategic plan. To secure buy-in, we will utilize every opportunity to solicit and incorporate feedback from key stakeholders, and we will work with the CDO/OCDO to encourage broad participation from relevant offices/divisions throughout the process. Planning sessions and workshops with the CDO/OCDO and other Offices/Divisions will be held as one means of tying future-state success metrics into a roadmap and collecting feedback, in addition to physical documentation of ongoing data strategy development, via established communications, templates, and trackers.

At the conclusion of Phase 3, the Client will have confidence in an actionable data strategy and roadmap with clearly defined future-state milestones, owners, and success measures.

## What is our Approach?

When developing a data strategy for an organization, multiple aspects need to be considered. Organizations require focus on both the defensive and offensive side of data, but will need to determine where to prioritize their resources.

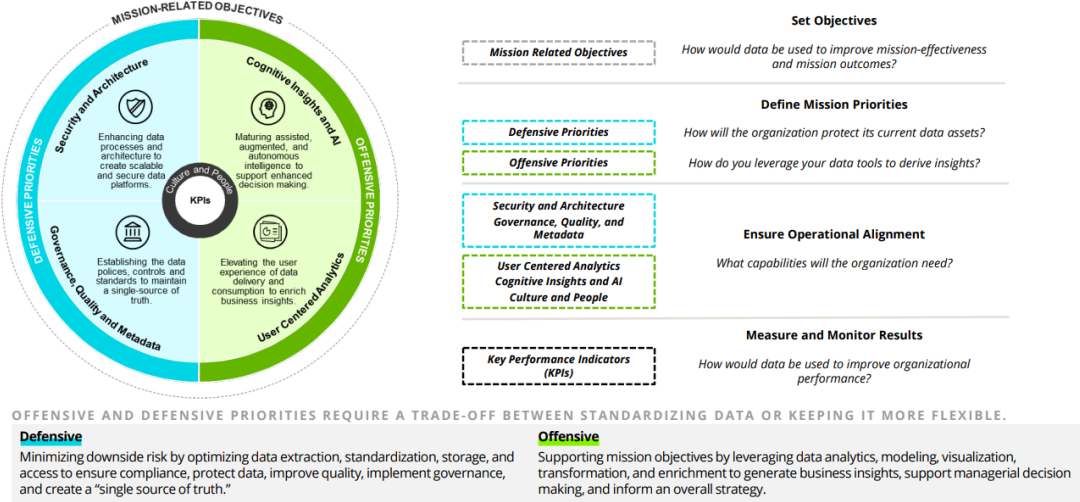


Figure XX: Offensive and Defensive Trade Offs

## Defensive vs. Offensive Priorities

All organizations have offensive and defensive priorities that need to be considered when developing a data strategy. Leadership needs to make the strategic choices on where they want to focus their priorities for their data.



### Where to Focus

The trade-off between data defense and offense is prioritizing standardizing data or keeping it more flexible. "The more uniform data is, the easier it becomes to execute defensive processes.... The more flexible data is, the more readily it can be transformed or interpreted to meet specific business needs – the more useful it is in offense. Balancing offense and defense, then requires balancing data control and flexibility."\*

### Defensive

Data defense is primarily about minimizing downside risk by ensuring compliance, protecting the data, implementing governance, and creating a "single source of truth."

### Offensive

Data offense focuses on supporting mission objectives by leveraging the data to generate business insights, support managerial decision making, and informing an organization's overall strategy.

The Elements of Data Strategy*		
	DEFENSE	OFFENSE
Key Objectives	Ensure Data security, privacy, integrity, availability, findability, usability, interoperability, reusability, quality, regulatory compliance, and governance	Improve competitive position and profitability
Core Activities	Optimize data extraction, standardization, storage, and access	Optimize data analytics, modeling, visualization, transformation, and enrichment
Data Management Orientation	Control	Flexibility
Enabling Architecture	Single Source of Truth	Multiple versions of truth

Figure XX: Defensive vs. Offensive Data Strategy Priorities

## Data Strategy - Accelerators

### AI and Data Strategy Playbook

The AI and Data Strategy Playbook contains:

- **Pitch Decks:** Ready-To-Use Pitch Deck for Deloitte clients to demonstrate the value of an AI or Data Strategy
- **Overview & Objectives:** Overview of and AI or Data Strategy delivery approach, and set of milestone objectives
- **Development Playbook - Guide to Delivery:** Step-By-Step guide for how to plan for, develop, and implement an AI or Data Strategy, and deliverable templates

Find the Playbook here: <https://kx.deloitte/documents/view/68246?u=1&lang=EN>

### CDO Data Strategy Lab

The CDO Data Strategy Lab is a one-day experience designed to help CDOs define a data strategy framework for long term success. Through collaborative work with your Deloitte Lead Client Service Partner, client service team, and our subject matter specialists, our lab teams customize each session to help you reach your goals.

According to Gartner – by 2022, 90% of corporate strategies will explicitly mention information as a critical enterprise asset and analytics as an essential competency.

Art of the Possible: CDOs will engage in relevant case studies to offer insight into how Deloitte has helped other organizations solve similar problems. There will also be the option for a panel interview with Deloitte subject matter specialists to inform of data strategy experience.



**Data Foundations:** Helps participants understand the foundations of key data/AI topics which are critical to understand and apply in the process of building a data strategy. Aligns client priorities to elements of strategy frameworks.

**Prioritize Opportunities:** A culmination of ideas discussed throughout the lab to create actionable opportunities for attendees to put their vision into action.

Who should participate?

Deloitte's CDO Data Strategy Lab is applicable to both CDOs who are new to the role and want to learn more about data strategy, as well as experienced CDOs looking to add direction to their data strategy. The labs are modular and can be tailored accordingly to your business needs.

Why is this lab useful?

Deloitte's CDO Data Strategy Lab brings together a multidisciplinary team of Deloitte leaders and experienced professionals to help CDOs lay a data strategy foundation that will help them get ahead – and stay ahead – in the face of growing challenges and demands.

### Data Strategy – Quals

KX SmartStarts cannot host GPS qual details, for more information reach out to [usgpscdo@deloitte.com](mailto:usgpscdo@deloitte.com).