# DEVELOPING OF DATA STRATEGY AS AN INTEGRAL PART OF THE BUSINESS PLANNING

**Vladimir Bendikow, Chief Data Officer**
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# WHAT IS A STRATEGY

**FirstBank UK**

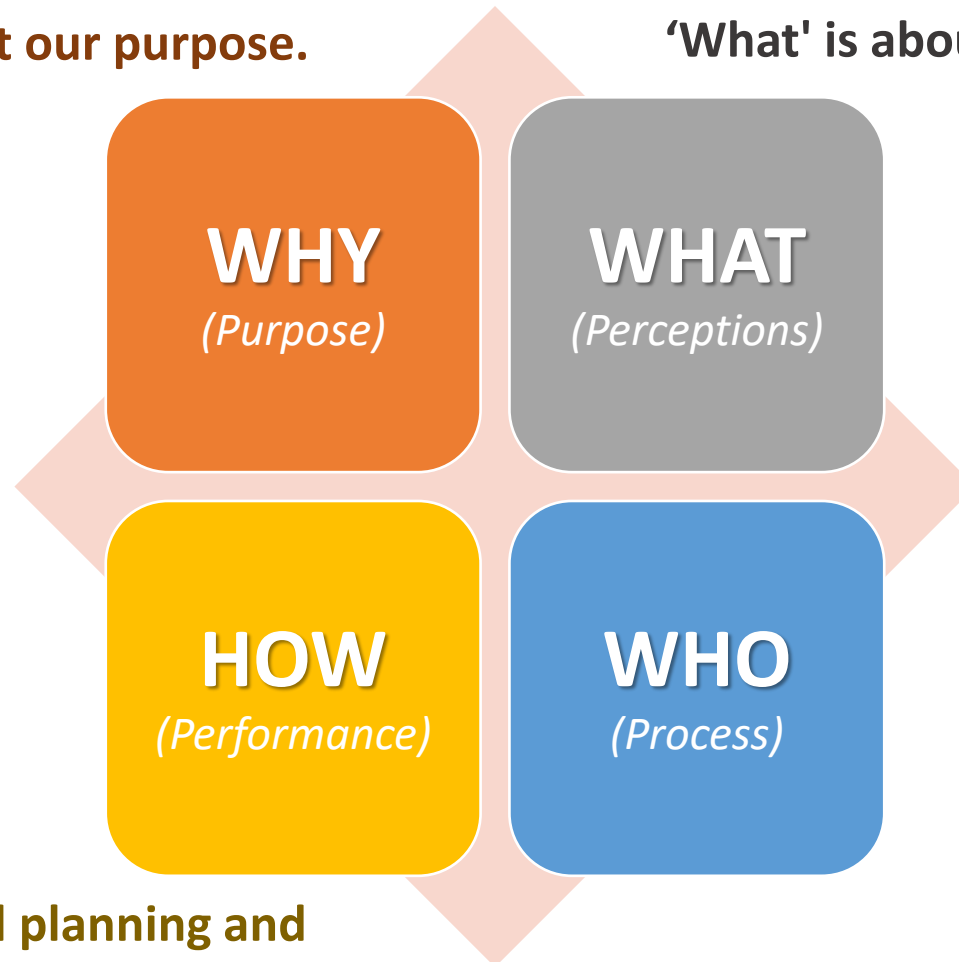**This question asks us to look at our purpose.**

- Key deficiencies of the analytical environment in the bank.
- Outline key issues and bottlenecks with rolling out Data Citizens concept

- High-level sequence of projects to introduce new or enhance existing capabilities – high level Roadmap
- How will we monitor our progress?

**WHY** *(Purpose)*

**WHAT** *(Perceptions)*
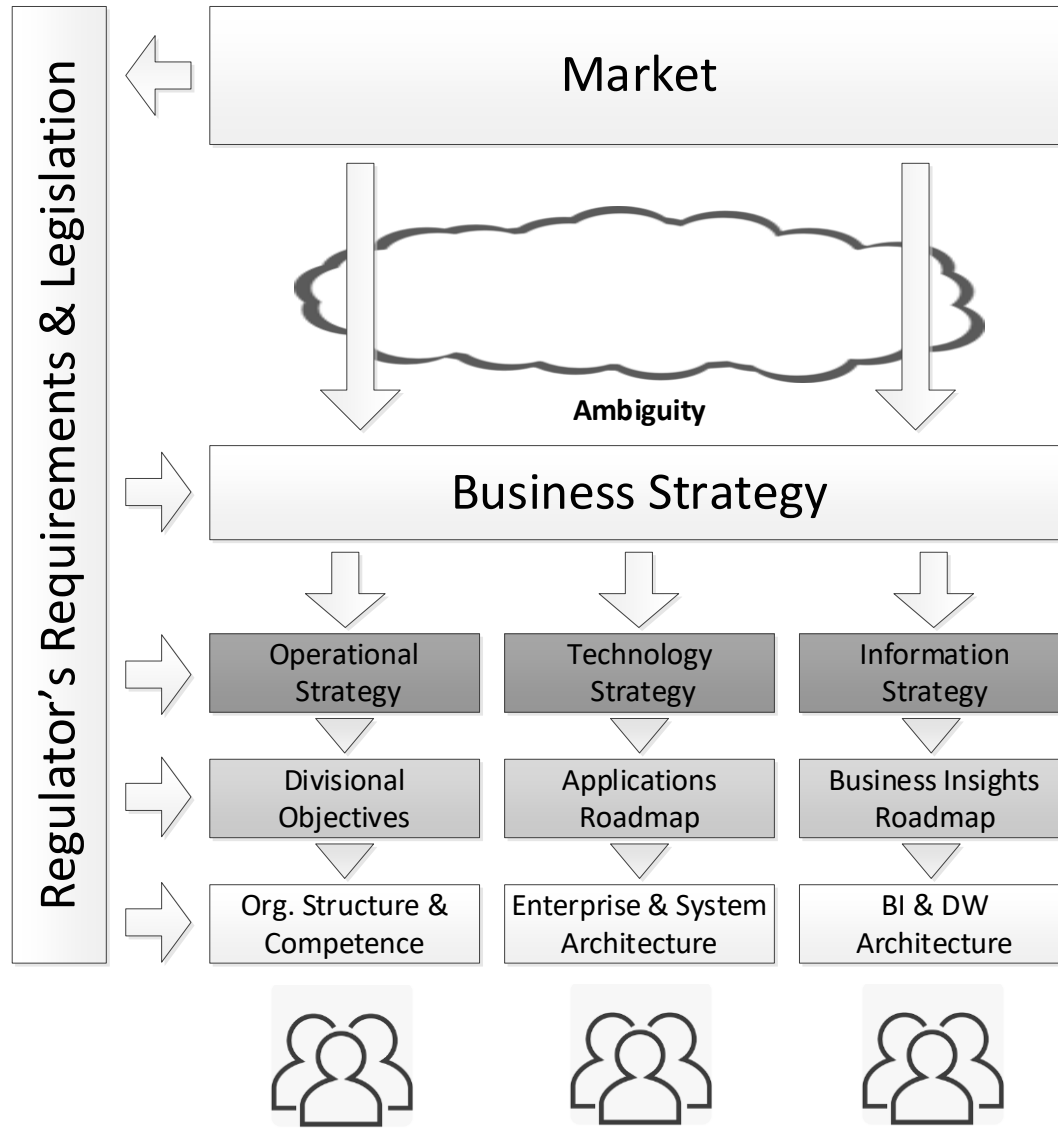
**HOW** *(Performance)*

**WHO** *(Process)*

**'What' is about our goals.**

- Define business services and capabilities DataOffice is going to be focused to roll out
- Rationalising technical environment as a key element to successful implementation of the Data Citizens (Self-Service capability)
- Evolving the maturity of the organisation to become more efficient and digital

- DataOffice make up, its relationship and interactions with the rest of the business

**This question is about detailed planning and scheduling**

**This is about resources and agreements on Accountability**

# STRATEGY FRAMEWORK

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**Regulator's Requirements & Legislation**

```
Market
   │  Ambiguity  │
   ▼             ▼
Business Strategy
   │         │         │
   ▼         ▼         ▼
Operational   Technology    Information
Strategy      Strategy      Strategy
   │             │             │
   ▼             ▼             ▼
Divisional    Applications   Business Insights
Objectives    Roadmap        Roadmap
   │             │             │
   ▼             ▼             ▼
Org. Structure & Enterprise & System   BI & DW
Competence       Architecture          Architecture
```

External environment is constantly developing and changing complex system that dictates the direction of the possible evolution,

Due to complexity of the system and extremely large number of influencing factors, the ability to predict any future state (of a Market) is limited.

Strategy takes into account known factors of the market or those could be predicted with high level of probability in anticipation that Market evolution would be favourable in delivering those.

Business Strategy defines shape and constrains for the functional areas that support the delivery and critical to succeed in it.

Functional objectives, plans and roadmaps at the lower level that outline an evolution of these areas in order to successfully deliver the Business Strategy

Definitions format and architecture at the lowest levels to support the day-to-day activities but also to ensure that higher levels aligns with the desired outcome.

Personal Objectives linked to the overall Business goals are powerful motivation for individuals to deliver beyond traditional value and deliverables

**FirstBank UK**

**WHY**

This question asks us to look at our purpose

**FirstBank UK**

**KEY QUESTIONS TO ASK AN ORGANISATION**

**1**
What are your top business goals and initiatives that require data?

**2**
What are the biggest challenges preventing you from achieving those priorities?

**3**
What data privacy and security challenges do you have related to self-service data access?

**4**
How much time do you spend integrating tools in order to build solutions?

**5**
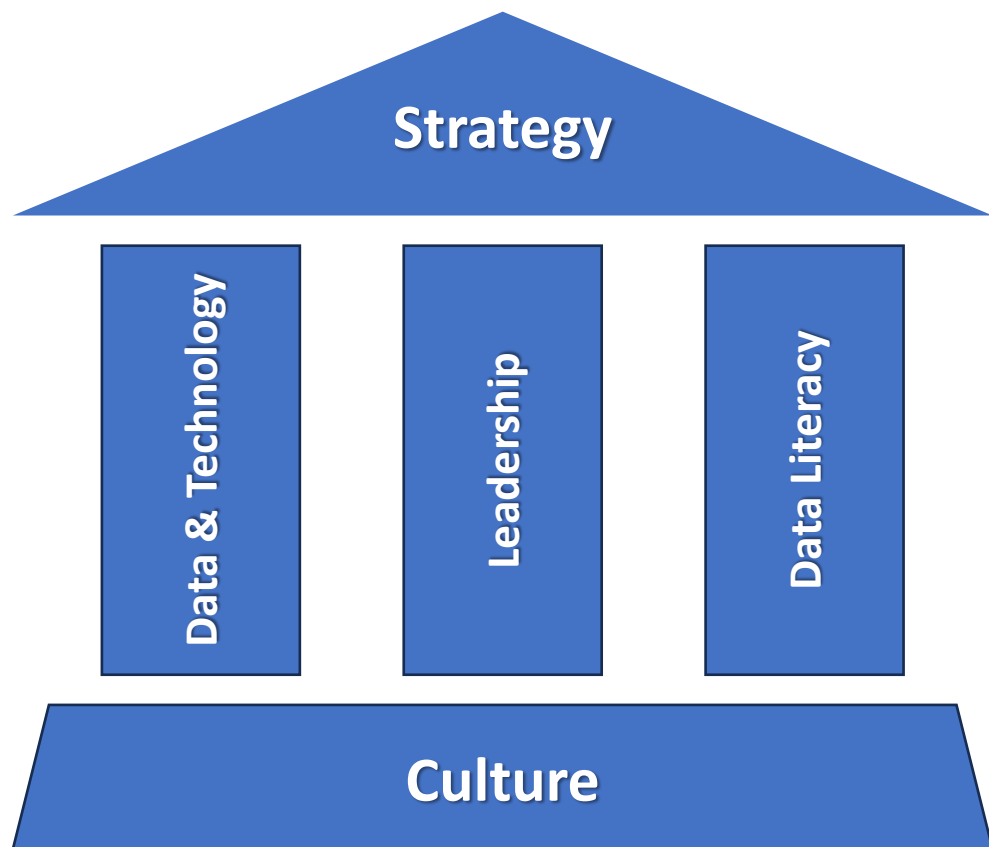What do you wish you could use data for that you can't quite hack right now?

**6**
How do you measure success for yourself and your teams?

*In your early conversations with stakeholders,*
*ask these questions to map out your direction.*

**STRATEGY PILLARS**

**FirstBank UK**

**Strategy**

**Data & Technology**

**Leadership**

**Data Literacy**

**Culture**

*"Culture eats strategy for breakfast."*

Peter Drucker

An organizational data strategy is a starting point for an organization to succeed with being data driven.

Leadership sets the tone for the organization and the organization will follow. If leadership is not using data and insight to make decisions, what incentive does an individual who is not comfortable using data have to use data to make decisions?

Drive a data literacy initiative personally with yourself to begin, but then lead it in your team, business unit and/or organization. These things are key to driving success. Data literacy is a wonderful way for an organization to ensure data and analytical success, and to build a truly data-driven organization.
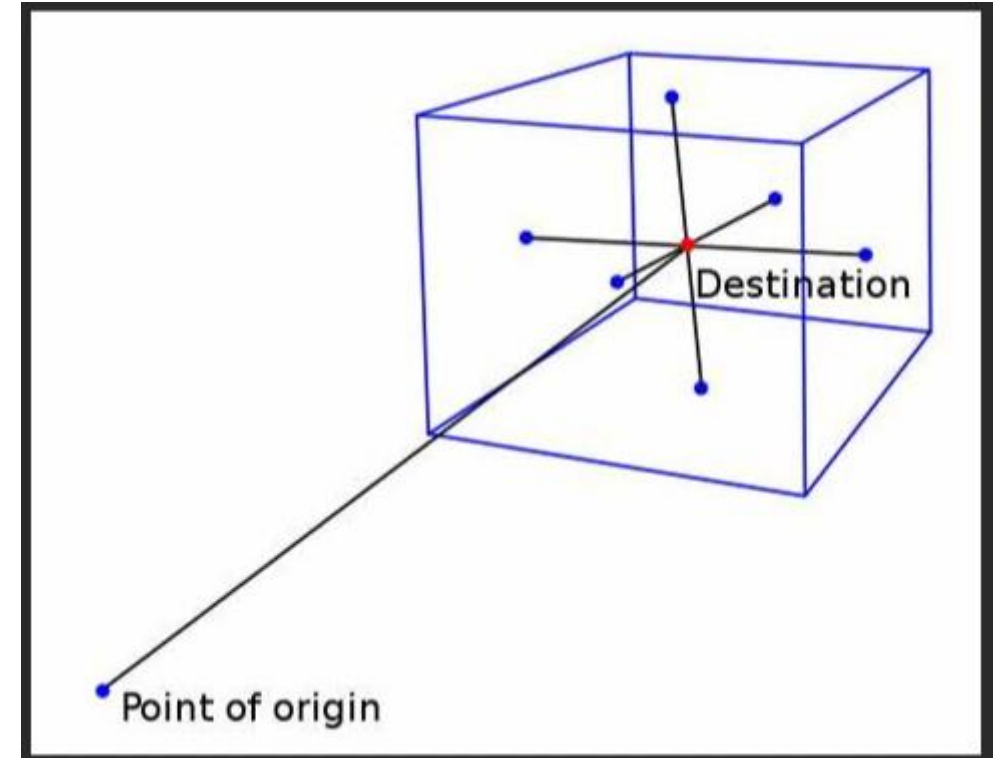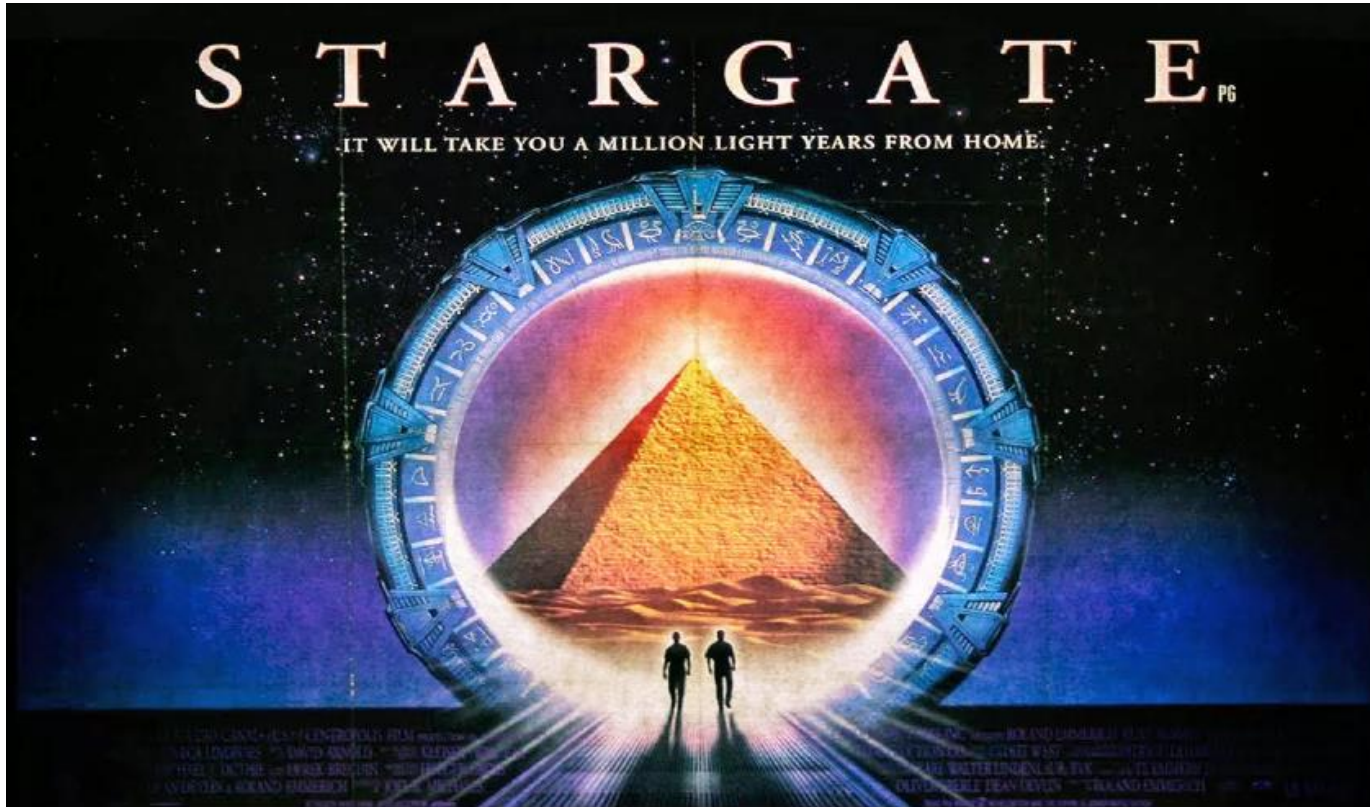
The first characteristic of data literacy is the ability to read data. The second characteristic is the ability to work with data. The third characteristic is the ability to analyse data. The final characteristic is the ability to argue and/or communicate with data.

Tools and technology the company wants to invest in to ensure a successful strategic implementation.
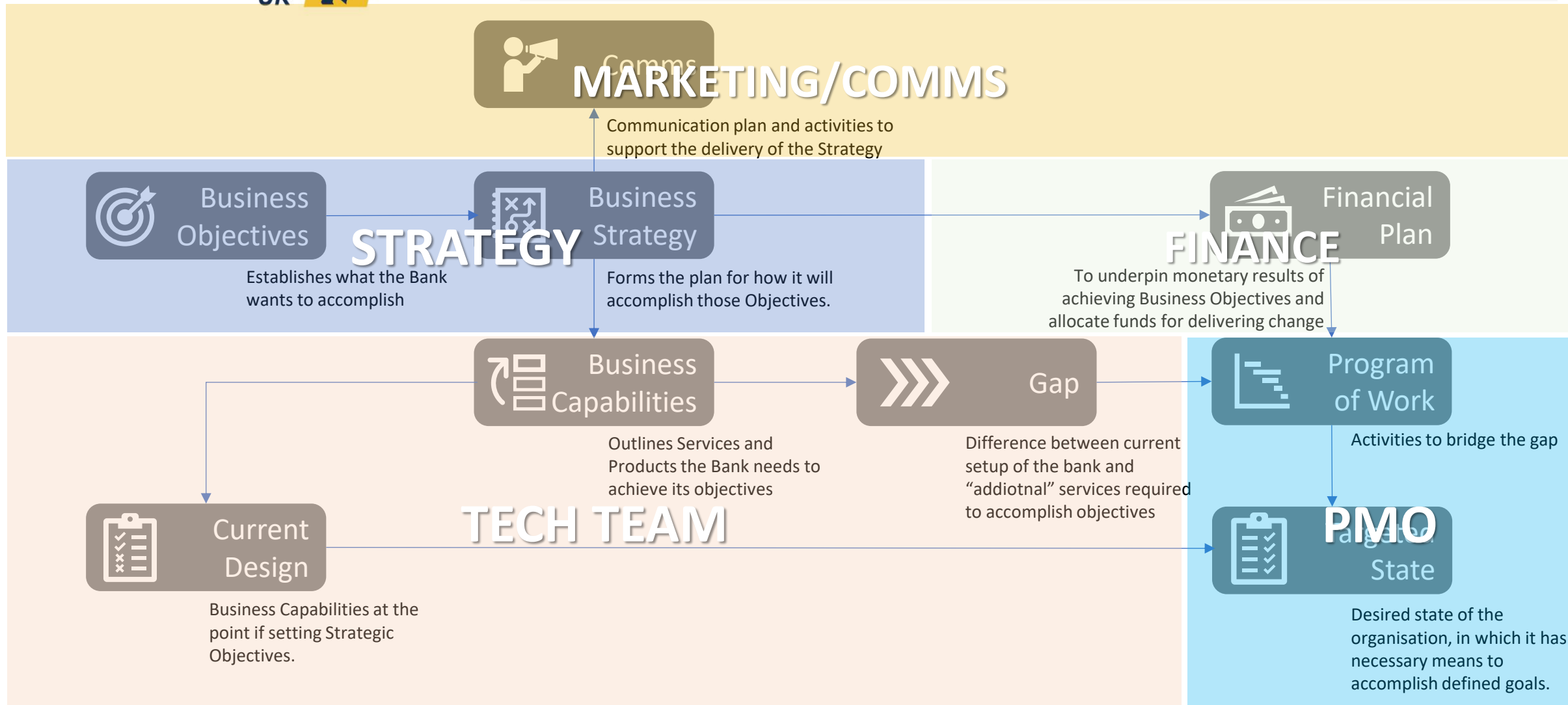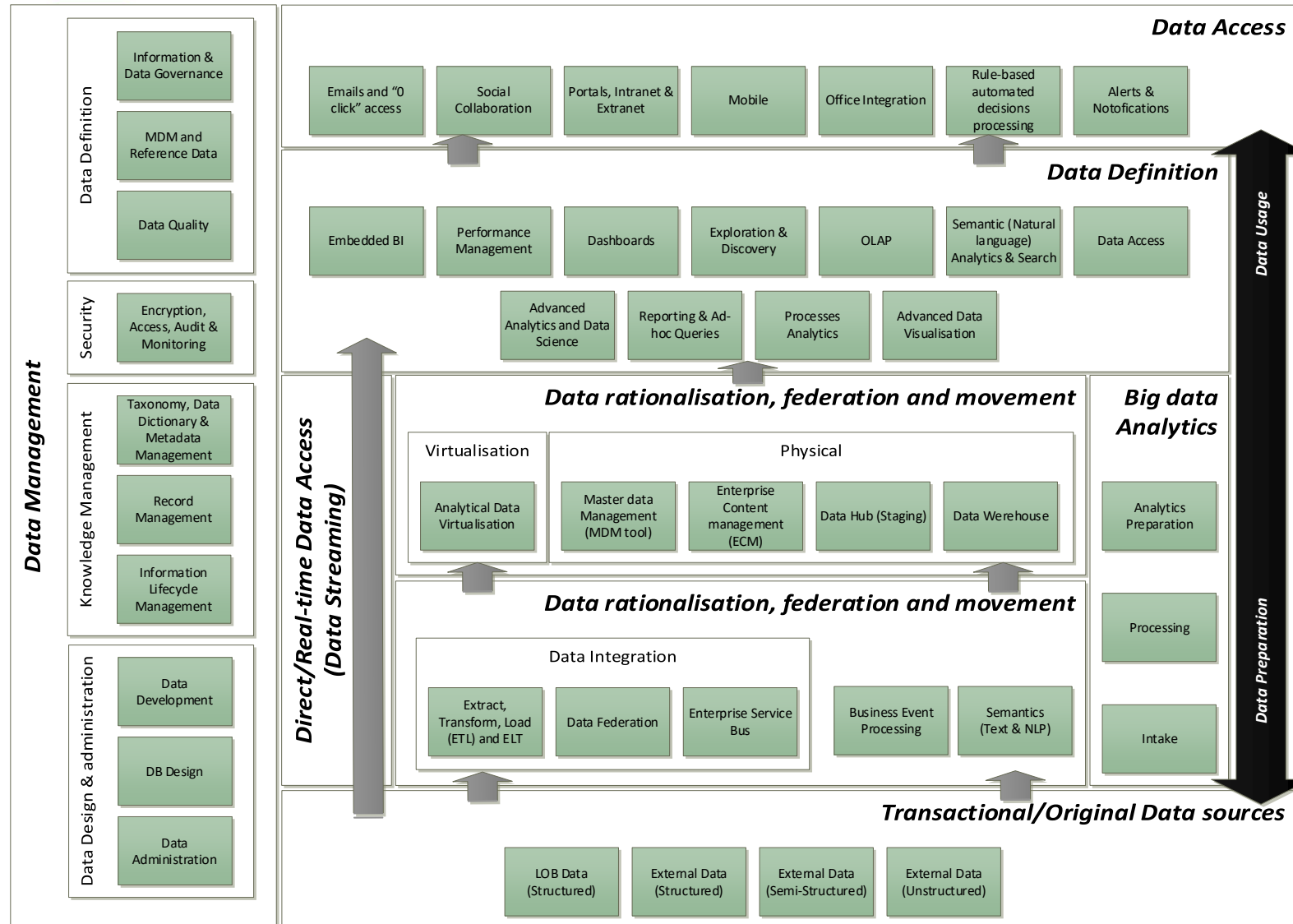
# WHAT

'What' is about our goals.

**POINT OF ORIGIN**

# ALIGHMENT BEETWEN VARIOUS VIEWPOINTS

**MARKETING/COMMS**

Comms

Communication plan and activities to support the delivery of the Strategy

**STRATEGY**

Business Objectives

Establishes what the Bank wants to accomplish

Business Strategy

Forms the plan for how it will accomplish those Objectives.

**FINANCE**

Financial Plan

To underpin monetary results of achieving Business Objectives and allocate funds for delivering change

**TECH TEAM**

Business Capabilities

Outlines Services and Products the Bank needs to achieve its objectives

Gap

Difference between current setup of the bank and "addiotnal" services required to accomplish objectives

Current Design

Business Capabilities at the point if setting Strategic Objectives.

**PMO**

Program of Work

Activities to bridge the gap

Target State

Desired state of the organisation, in which it has necessary means to accomplish defined goals.

# DATA ARCHITECTURE

**Data Access**

**Data Management**

**Data Definition**

- Information & Data Governance
- MDM and Reference Data
- Data Quality

**Security**

- Encryption, Access, Audit & Monitoring

**Knowledge Management**

- Taxonomy, Data Dictionary & Metadata Management
- Record Management
- Information Lifecycle Management

**Data Design & administration**

- Data Development
- DB Design
- Data Administration

**Direct/Real-time Data Access (Data Streaming)**

| Emails and "0 click" access | Social Collaboration | Portals, Intranet & Extranet | Mobile | Office Integration | Rule-based automated decisions processing | Alerts & Notofications |

**Data Definition**

| Embedded BI | Performance Management | Dashboards | Exploration & Discovery | OLAP | Semantic (Natural language) Analytics & Search | Data Access |

| Advanced Analytics and Data Science | Reporting & Ad-hoc Queries | Processes Analytics | Advanced Data Visualisation |

**Data rationalisation, federation and movement**

**Big data Analytics**

**Virtualisation**

**Physical**

| Analytical Data Virtualisation | Master data Management (MDM tool) | Enterprise Content management (ECM) | Data Hub (Staging) | Data Werehouse |

- Analytics Preparation

**Data rationalisation, federation and movement**

**Data Integration**

| Extract, Transform, Load (ETL) and ELT | Data Federation | Enterprise Service Bus | Business Event Processing | Semantics (Text & NLP) |

- Processing
- Intake

**Data Usage**

**Data Preparation**

**Transactional/Original Data sources**

| LOB Data (Structured) | External Data (Structured) | External Data (Semi-Structured) | External Data (Unstructured) |

**HOW**

This is about resources and agreements on Accountability

# MATURITY OF THE ANALYTICS

**Descriptive analytics:**
- For businesses that are interested in understanding what is going on in their business at an aggregate level
- For businesses interested in summarizing and describing some areas in their business (e.g. sales, customers, financials, inventory, etc)

**Diagnostic Analytics:**
- For businesses interested in getting an understanding of the reasons to the past outcomes

**Predictive Analytics:**
- For businesses interested in forecasting the future and predicting what will happen

**Prescriptive Analytics:**
- For businesses interested in knowing "what should be done" and understanding future opportunities
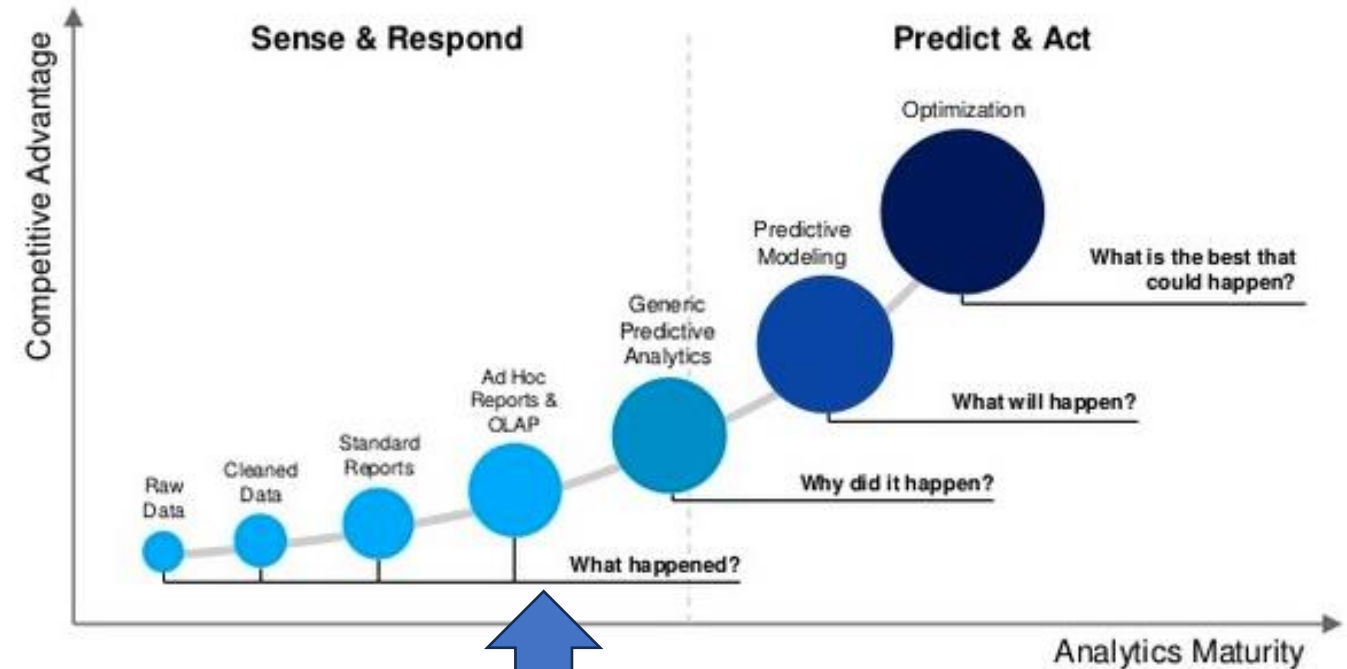


*START HERE*

*As the business develops and improves its analytical capabilities, it becomes more proactive and less passive, and the value to the business also increases, as well as the competitive advantage.*

# DATA TEAM

## Analytics and Data Function

*accountable for how Data is both controlled and leveraged in pursuit of executing the organisation's business strategy, and exploitation of the data in the organisation. It would also define Data Strategy for the organisation, unification of the business language (Data related) and overall Information and Data Architecture (for application beyond operational needs).*

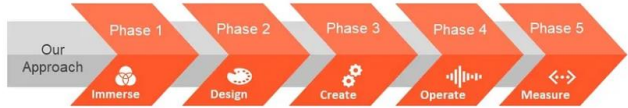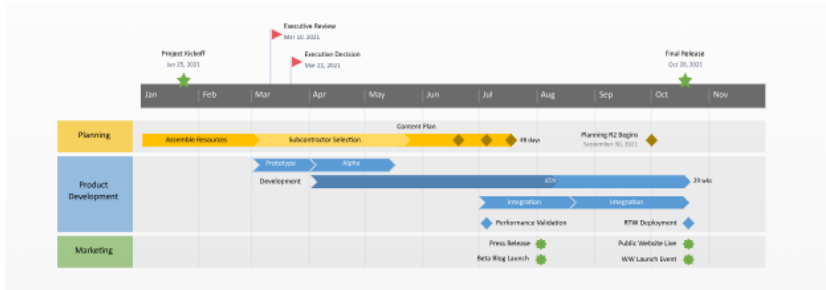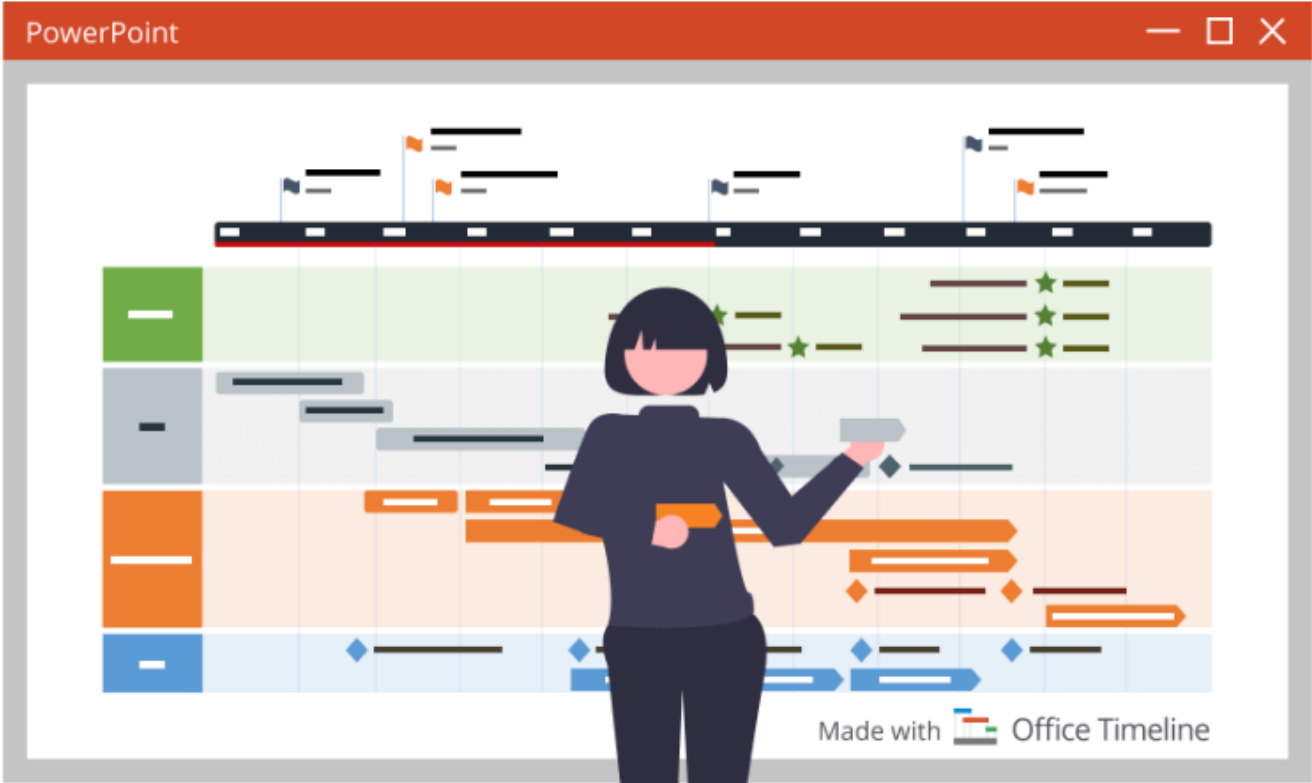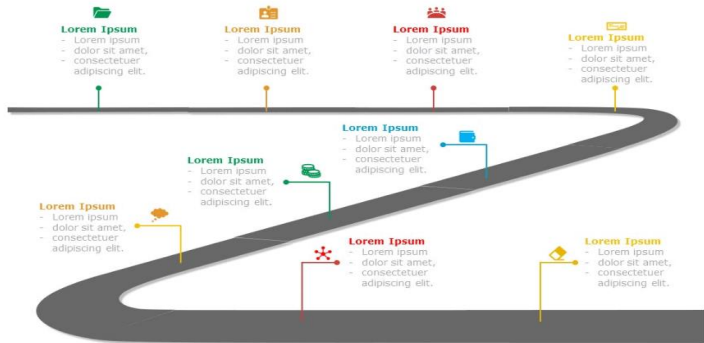| Data Governance and Data Management | Analytics and Insights | Data Operations | Data Engineering |
|---|---|---|---|
| Develop the framework and required documentation, Apply and manage institutional changes associated with BI delivering BI. | Production of reports, analytics, insights and data analysis to support the business decisions with skills to query & mine existing data sets. | Leading on technical expertise directly creating data capabilities to construct comprehensive technical & data solutions, prototype required datasets, report and solution. | Technical expertise to lead building EDW (or any form of centralised data repository for analytical purposes), alter existing data models and support functionality & maintenance of data definition and dissemination |
| **Data Governance** | **Business Insight Analysts** | **Regular Reporting** | **Information & Data Architecture** |
| The management processes and policies to ensure that data captured or generated within a company is of an appropriate standard to use, represents actual business facts and has its integrity preserved when transferred to centralised repositories, on aggregation or merging of different data sets. | Business and commercial analysis productions and alteration, advising business functions on business performance, upskill business users, collect and consolidate narratives, set standards for the presentation of visual data across teams and leverage visualisation tools. | Ensuring development of the reporting capability – delivery of the data and information to business users on regular basis – automated rendering. | Determining business & information needs through modelling these and mapping them to appropriate Data structures, systems landscapes and integration / interface strategies – to define business alignment, facilitate governance activities and inform business users. |
| **Managing Delivery** | **Data Science** | **Business Intelligence** | **Data Modelling** |
| Ensuring an appropriate management of delivering new capabilities and enhancements to the Analytical and Data enviroment. | Comprehensive analysis of the data using statistical models to discover trends and gain additional understanding of organisational drivers, impact of external factors though the data. Build predictive models and analytics to anticipate future states of the organisation or external environment. | Transformation of raw data collected form the operational systems into shape and form that can be disseminated to business people to support decision-making. This would include ensuring the data is available for reporting tools (through Data Manager Framework). | Examining data (explore and document) in order to understand how its are structured, the relationships between various parts and the business entities and transactions they represent – to inform for non-technical staff and map the data to business terms and activities delivered by the team. |
| **Data Audit & Data Quality** | **Data Analysis** | **Data Services** | **Data Development** |
| Design, implement and enhance algorithms and related Business Rules to ensure appropriate quality of the data in organisation. Advise on any new changes especially to ETL processes that would impact DQ. Document data low for the specific business purposes and Analytics. | Sourcing Data, combining different Data sets, cleansing or otherwise filtering Data and producing analyses and graphical exhibits based on collected data – focusing on the ad-hoc needs rather than operations. | Provide requested datasets to UKEF functions and other UK Government departments on ad-hoc basis, investigate data issues and provide comprehensive analysis of the data quality across operational systems. Development new data collection to support the ad-hoc queries and exploratory work. | Codding and technical development of the various data and application components used to support BI and Analytics. Where necessary - design, implement and document ETL packages and procedures to maintain the data used for the dissemination. |
| **Master & Reference Data Management** | | **Data Innovation** | **Technical BI Architecture** |
| The set of processes by which commonly defined data and concepts are created and changed across various LOB applications and also tools that can ensure consistent and unified use , identify prime source of this information and minimise inefficiency to manage the data | | Keep up with the latest developments and to try out new techniques to collect, exploit and operationalise data and new technologies that may later be adopted more widely. | Oversee technical architecture of BI capabilities and services - supervise development and integration of the components with UKEF's EA, aligned with Targeted Architecture and supported by IT infrastructure. |

WHEN

This question is about detailed planning and scheduling

# ROADMAP

# SUMMARY

This question is about detailed planning and scheduling

# KEY TAKEAWAYS

## Business Strategy defines key objectives

- Ideally any BU strategy should be linked back to Business Strategy objectives

## Strategy does not exist in Isolation

- **There are several factors – internal and external, that influence the strategic objectives**

## Strategy is Living Document

- Long-term objectives must be reviewed regularly and adjusted if need to

## Delivery requires Starting Point

- One of the critical elements to deliver strategy is As-Is understanding.

## Be SMART

- Well-defined SMART objectives allow tracking of the Strategy Delivery

## Leave "Big-Bang" to Universe

- The Strategy delivery is a series of incremental deliverables that help to realise value of changes earlier.

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

~ Sun Tzu

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