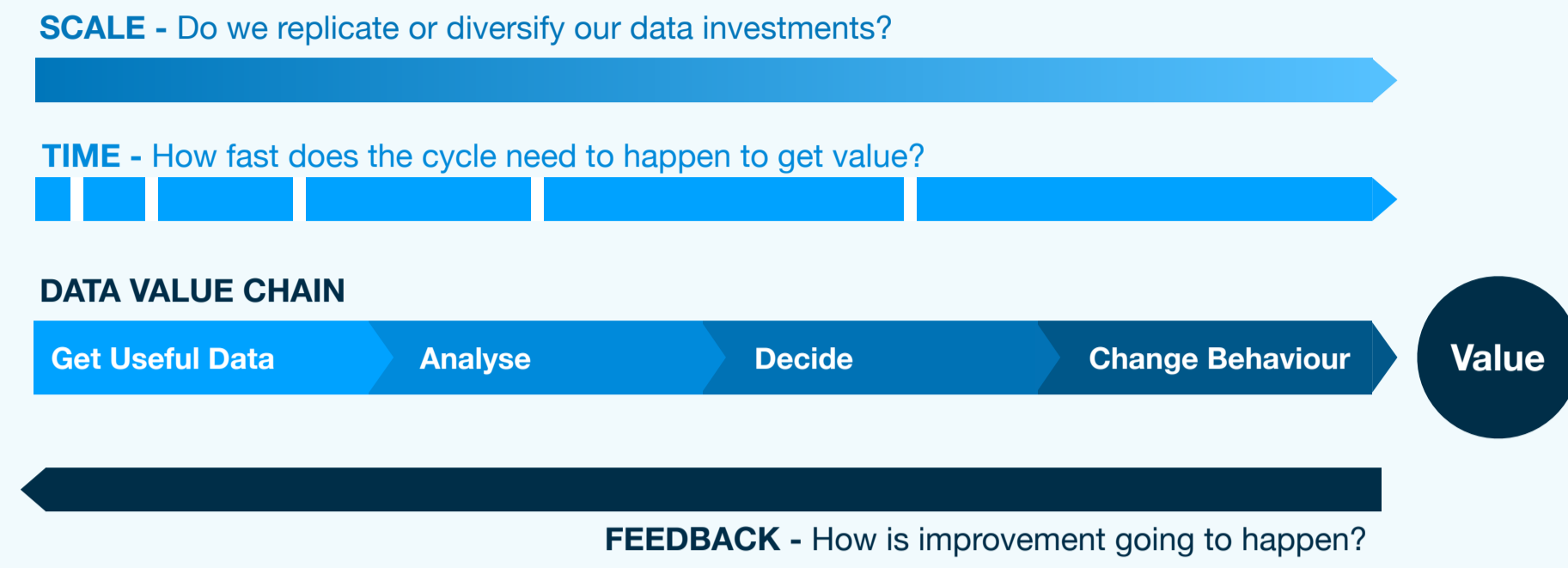


DATA VALUE FRAMEWORK

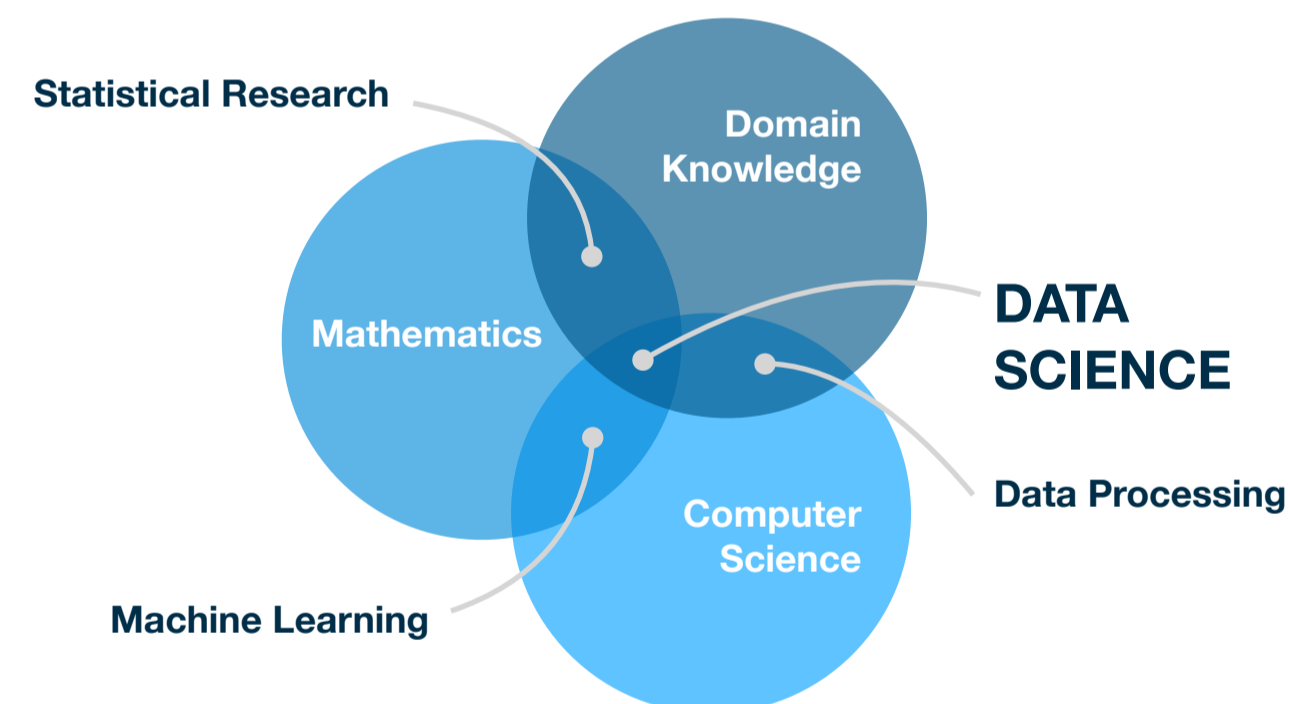
DATA VALUE FRAMEWORK OVERVIEW



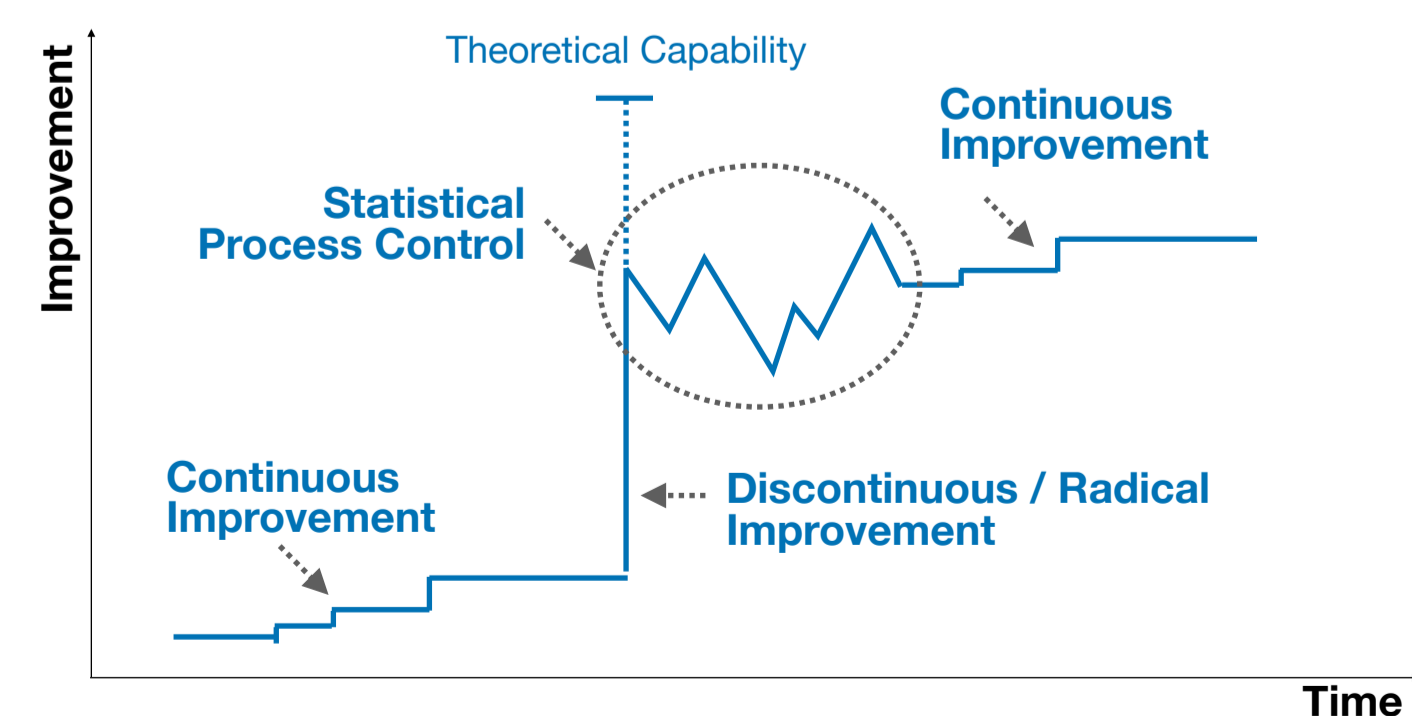
Critical Questions

- Is our investment anchored in a clear business value hypothesis?
- Do the contracts and licence agreements allow us access to data?
- Are objectives and KPIs between data producers and consumers aligned?
- How are we going to get the skills we need to get the most out of our data investments?
- Are insights communicated in the language of the people who will act on the insights?
- Is data or evidence based decision making a part of our corporate culture?
- Are the decisions going to be executed by people or software?
- How is our organisation going to execute the decisions we make?
- Are we replicating or diversifying our data investments?
- Are we improving the actual situation within our business or just numbers?
- Are we designing and building our data value chain for maintainability?
- Are we collecting data about the performance of our Data Value Chain?

Multidisciplinary Approach to Data Investments



Applying investment for different types of Improvements



LEARNING THOUGHT EXPERIMENTS

Critical Questions

- What is the inherent risk associated with our data investments and how do we manage that risk?
- Do we know clearly who pays, who does and who benefits for each of our data investments?
- Have we, or others, done this before and what were the learnings?
- Are we focusing on how to adopt new technology, not just whether it works.
- Are we building organisational capability in software development?
- Is this technology a complete solution, or a solution building block?
- Is this investment sustainable and are we building internal talent at all levels of our organisation?
- Do we understand the real investment required to achieve and sustain value at acceptable risk?
- Are we securing data both in transit and when we store it?
- Are our cyber security practices evolving with our data investments?

Managing Risk by understanding Uncertainty through Experiential Learning

	Frame Risk / Uncertainty	Expose Risk / Uncertainty	Prioritise Risk	Manage Risk
VALUE RISK	<ul style="list-style-type: none"> Where to start? Do we have the skills and leadership? Do we have a clear customer? 	<ul style="list-style-type: none"> Data access and leadership support? Continuous vs discontinuous change? 	<ul style="list-style-type: none"> Are we dealing with <i>get useful data</i> and <i>change behaviour</i> risk first? Do we understand difference between learning vs delivery risk? 	<ul style="list-style-type: none"> Are we learning by building? Are we investing low at short timeframes?
SCALE RISK	<ul style="list-style-type: none"> Replication vs diversification? Is work the same at scale? What is the total cost of ownership? 	<ul style="list-style-type: none"> Value at scale risk, how is the investment going to be sustainable? 	<ul style="list-style-type: none"> Technical solution scalability? Are we standardising work? How are we going to continuous improve? 	<ul style="list-style-type: none"> Pilot before scale, validate design and value in a different part of the organisation. Are we piloting the entire Data Value Chain?
TECHNICAL RISK	<ul style="list-style-type: none"> What technology to use? What is the operating model? What is the transition plan and how do we manage legacy? 	<ul style="list-style-type: none"> Build vs buy vs partner? Are we building an internal team? 	<ul style="list-style-type: none"> Are we focusing on leadership and internal team first? Is new technology a second concern? 	<ul style="list-style-type: none"> Are we learning from others and see it in action? Is Technical Leadership in charge of design decisions?

MANAGING THE PORTFOLIO

Critical Questions

- Do we understand our path to production, that is viable, cost effective and manages technical debt?
- Do we understand the work we are doing and keeping decisions as close to work as possible?
- Are we understating the "how" uncertainty just as much as "what" uncertainty in our investment portfolio?
- Are we designing the platform to satisfy real demand from customers?

