



“Practice isn’t the thing you do once you’re good. It’s the thing you do that makes you good.” - Malcolm Gladwell

Applied Data Strategy



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Peter Aiken, Ph.D.

- I've been doing this a long time
- My work is recognized as useful
- Associate Professor of IS (vcu.edu)
- Institute for Defense Analyses (ida.org)
- DAMA International (dama.org)
- MIT CDO Society (iscdo.org)
- Anything Awesome (anythingawesome.com)
- Experienced w/ 500+ data management practices worldwide
- 13 books and dozens of articles
- Multi-year immersions



– US DoD (DISA/Army/Marines/DLA)

– Nokia

– Deutsche Bank

\$1,500,000,000.00 USD

– Wells Fargo

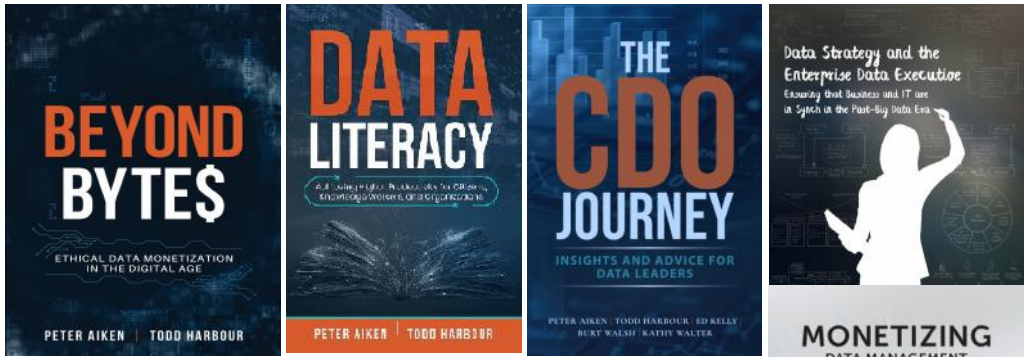
– Walmart

– HUD ...

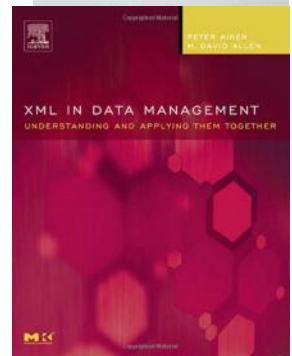
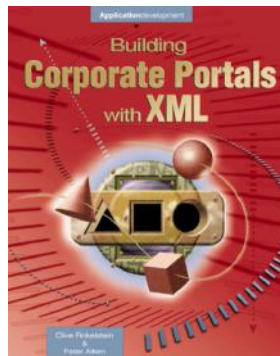
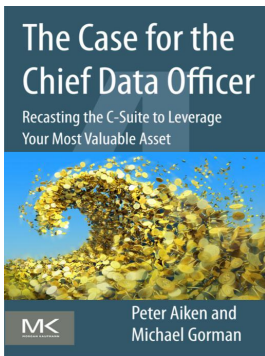


2

Event Pricing on Peter's Books



- 25% off directly from the publisher on some titles
- My 'Book Store' @ <https://anythingsomes.com/books>
- Enter the code "TP25" at the Technics bookstore checkout where it says to "Apply Coupon"



Context

- Strategy
 - Inherently a repetitive process that can be easily improved
- Dependency
 - Data strategy exists to support organizational strategy
- Evolution
 - Focus on improving data capabilities
- Output
 - Plans are of limited value anyway and always discount obstacles
- Overemphasizing Technology
 - People and process challenges are 95% of the problem
- Nirvana
 - Q: How do I get to Carnegie Hall?
 - A: Practice Practice Practice

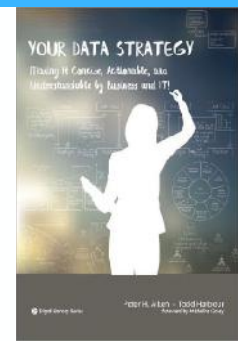


Program overview

- A data strategy specifies how data assets are to be used to support the organizational strategy
 - What is strategy?
 - What is a data strategy?
 - How do they work together?
- A data strategy is necessary for effective data governance
 - Improve your organization's data
 - Improve the way people use their data
 - Improving how people use data to support their organizational strategy
- Effective Data Strategy Prerequisites
 - Lack of organizational readiness
 - Failure to compensate for the lack of data competencies
 - Eliminating the barriers to leveraging data, the seven deadly data sins
- Data Strategy Development Phase II–Iterations
 - Lather, rinse, repeat
 - A balanced approach is required
 - Establish various data value chains



Q&A



Applied Data Strategy



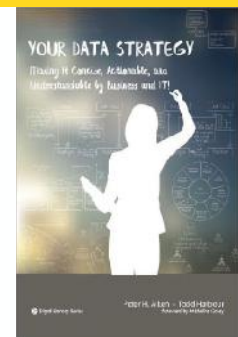
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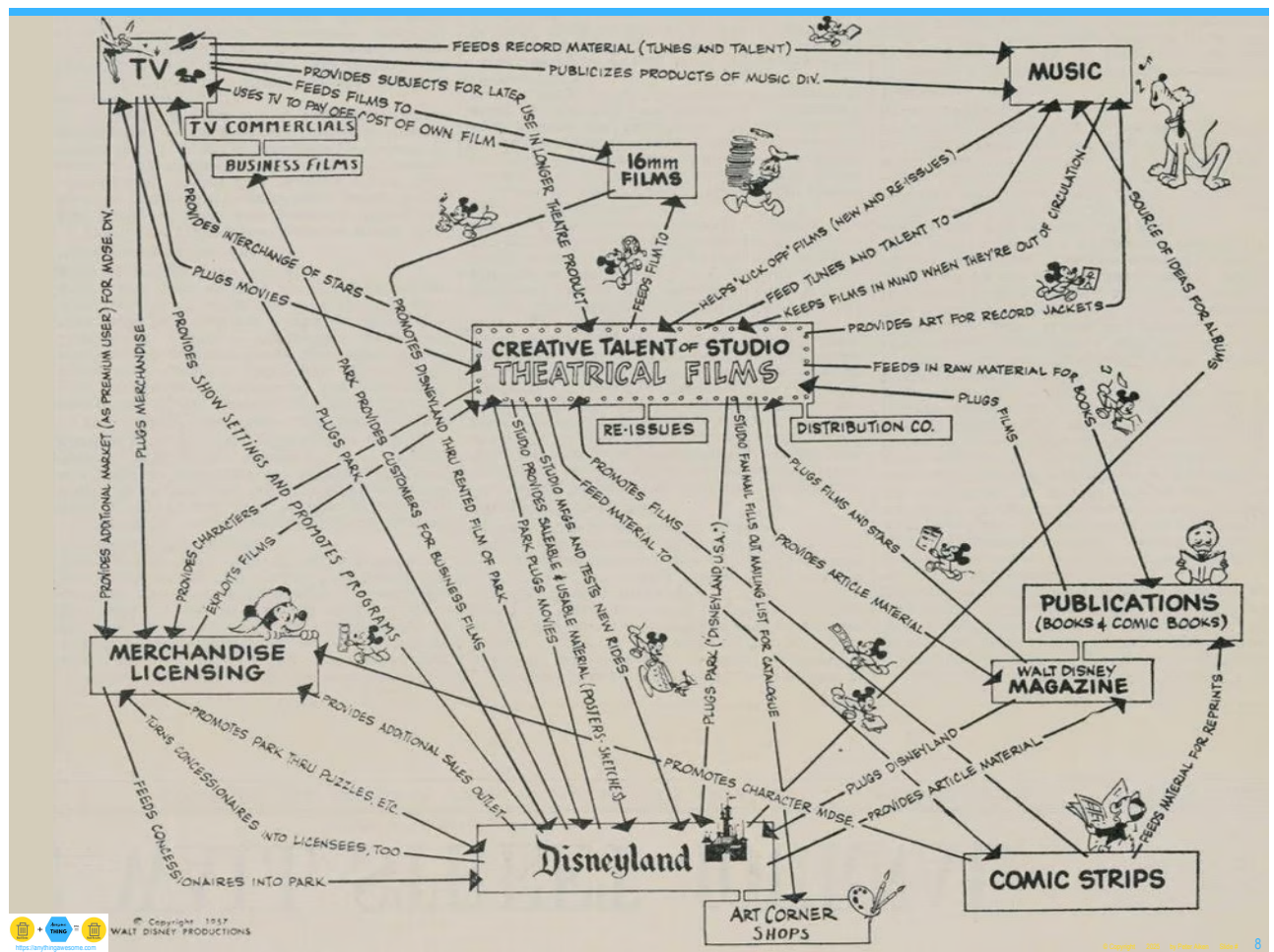
Q&A



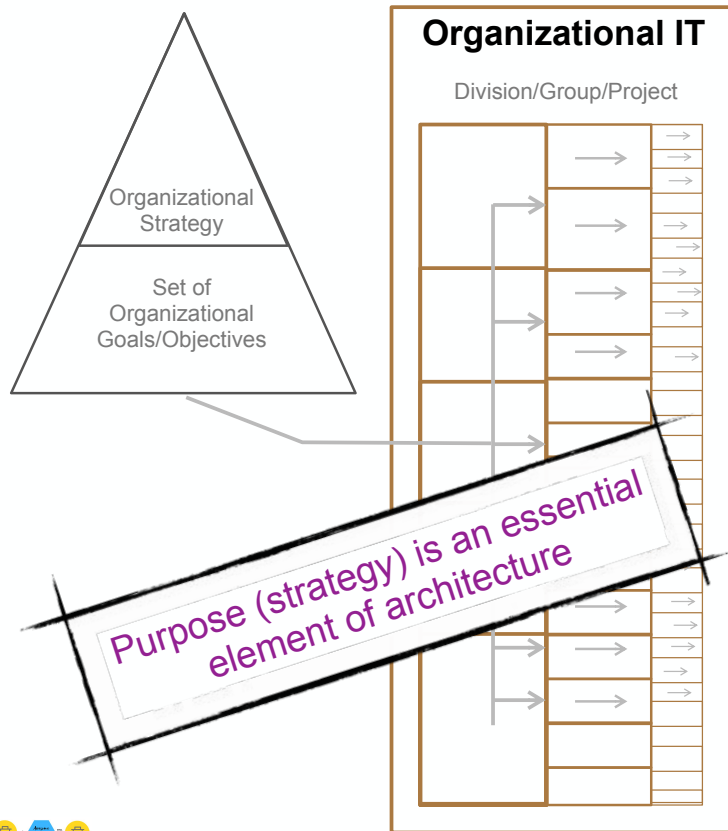
Applied Data Strategy



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Strategy is Difficult to Perceive at the IT Project Level



- If they exist ...
- A singular organizational strategy and set of goals/objectives ...
- Are not perceived as such at the project level and ...
- What does exist is confused, inaccurate, and incomplete
- IT projects do not well reflect organizational strategy



Simon Sinek: How great leaders inspire action



Strategy must provide

the

Why

How

What

- What motivates people
 - is not what you do,
 - It is why you do it (for example)
- Rev. Martin Luther King Jr. gave the
 - "I have a dream speech" (not the)
 - "I have a plan speech"

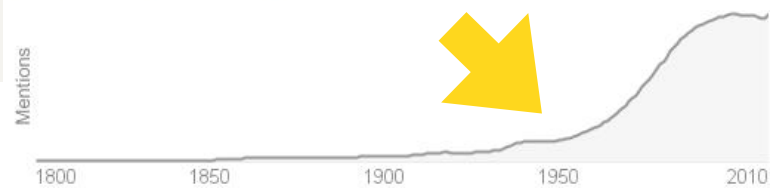


http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html

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What is Strategy?

Use over time for: Strategy



strat·e·gy

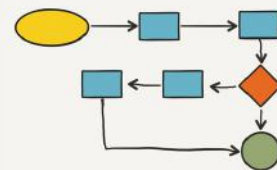
/ˈstrætəjē/

noun

1. a plan of action or policy designed to achieve a major or overall aim.
"time to develop a coherent economic strategy"
synonyms: master plan, grand design, game plan, plan (of action), action plan, policy, program; More

A thing

- Current use derived from military
 - **a pattern in a stream of decisions** [Henry Mintzberg]



PROCESS



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Every Day Low Price



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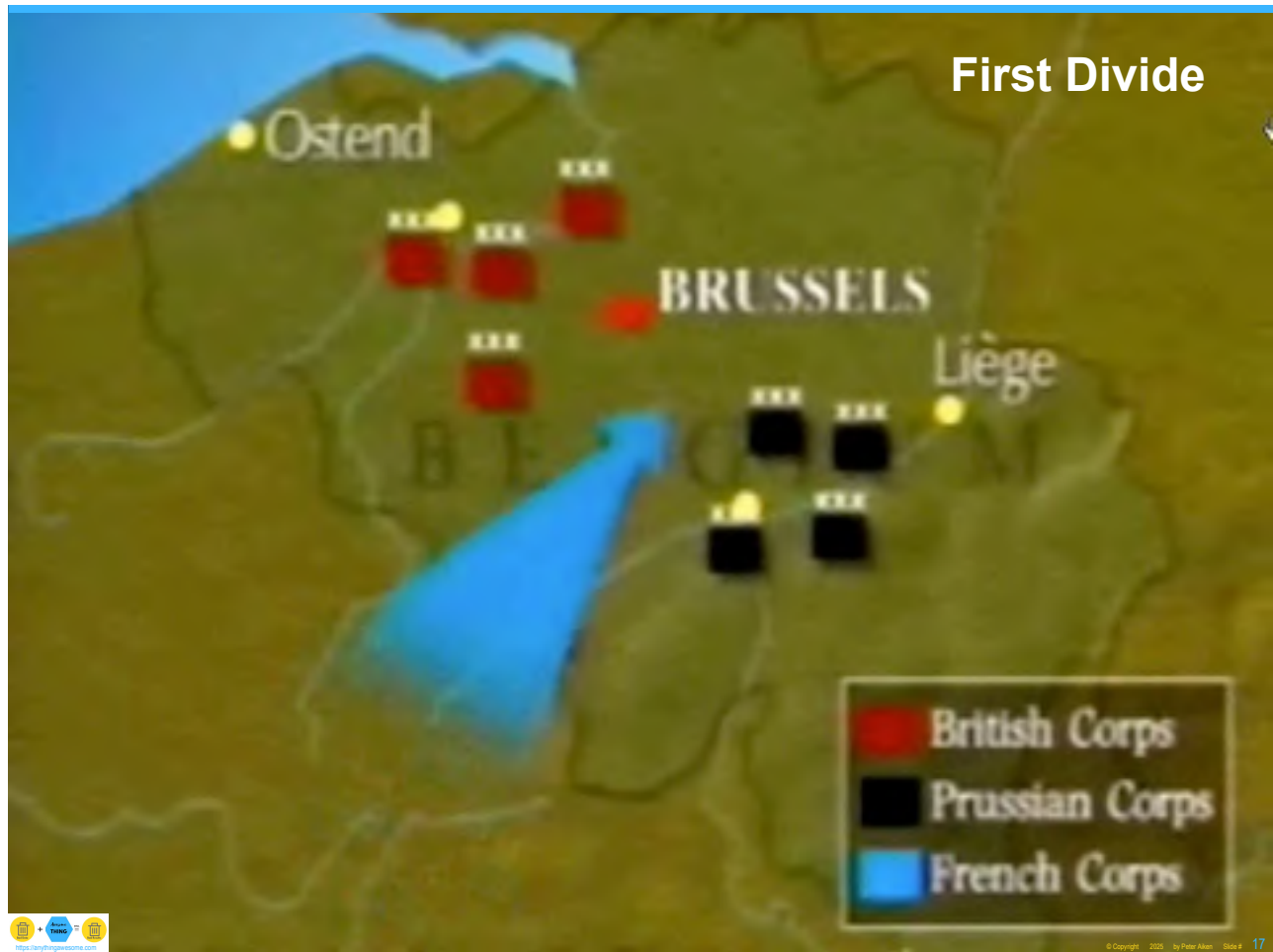
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Strategy in Action: Napoleon faces a larger enemy

- Question?
 - How do I defeat the competition when their forces are bigger than mine?
- Answer:
 - Divide and conquer!
 - “a pattern in a stream of decisions”



First Divide

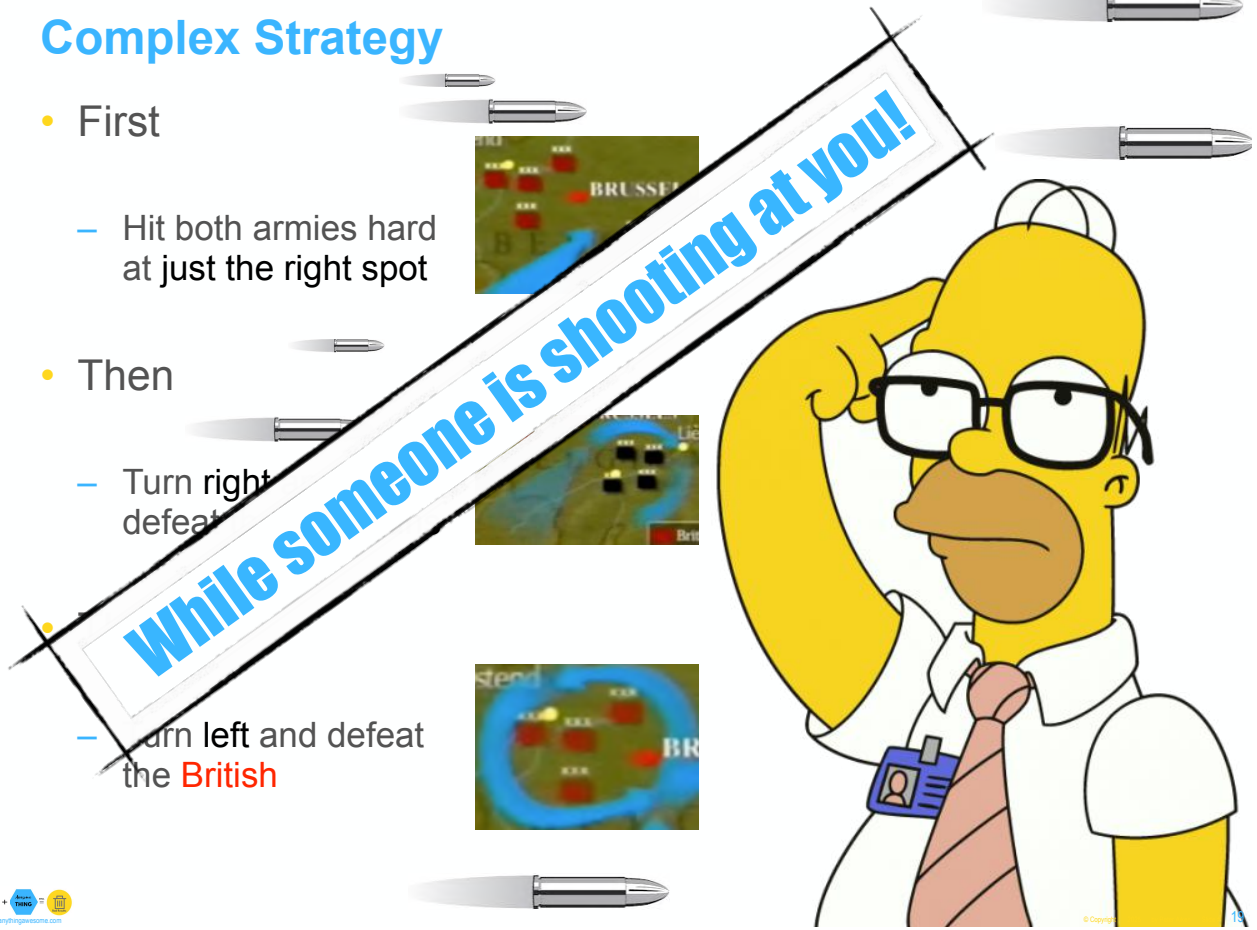


Then Conquer



Complex Strategy

- First
 - Hit both armies hard at just the right spot
- Then
 - Turn right and defeat
 - Turn left and defeat the **British**

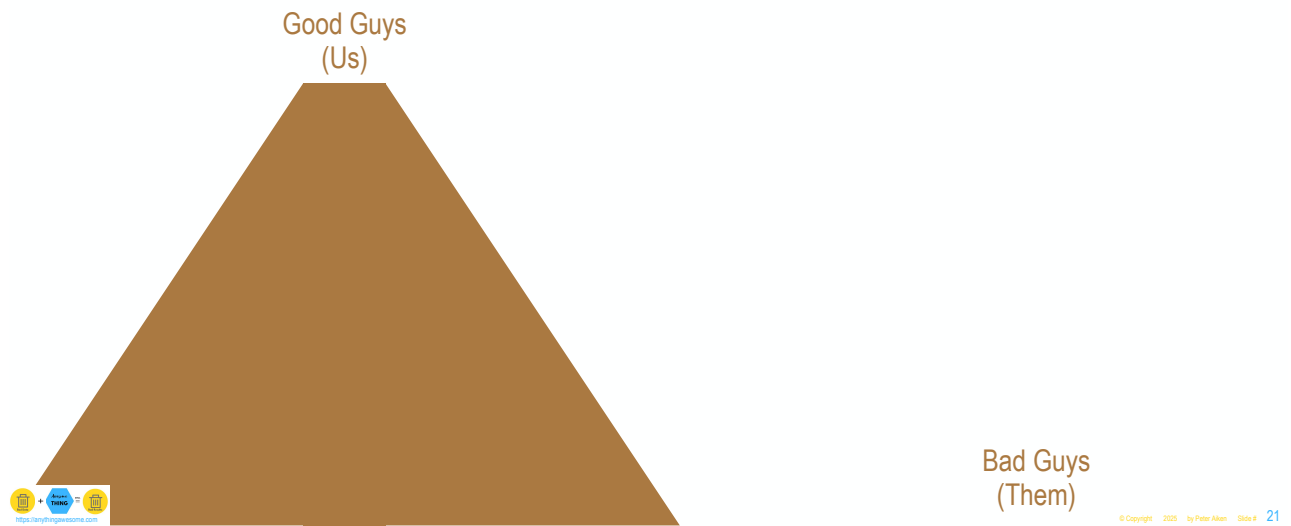


Contextually Important Strategy Example 1

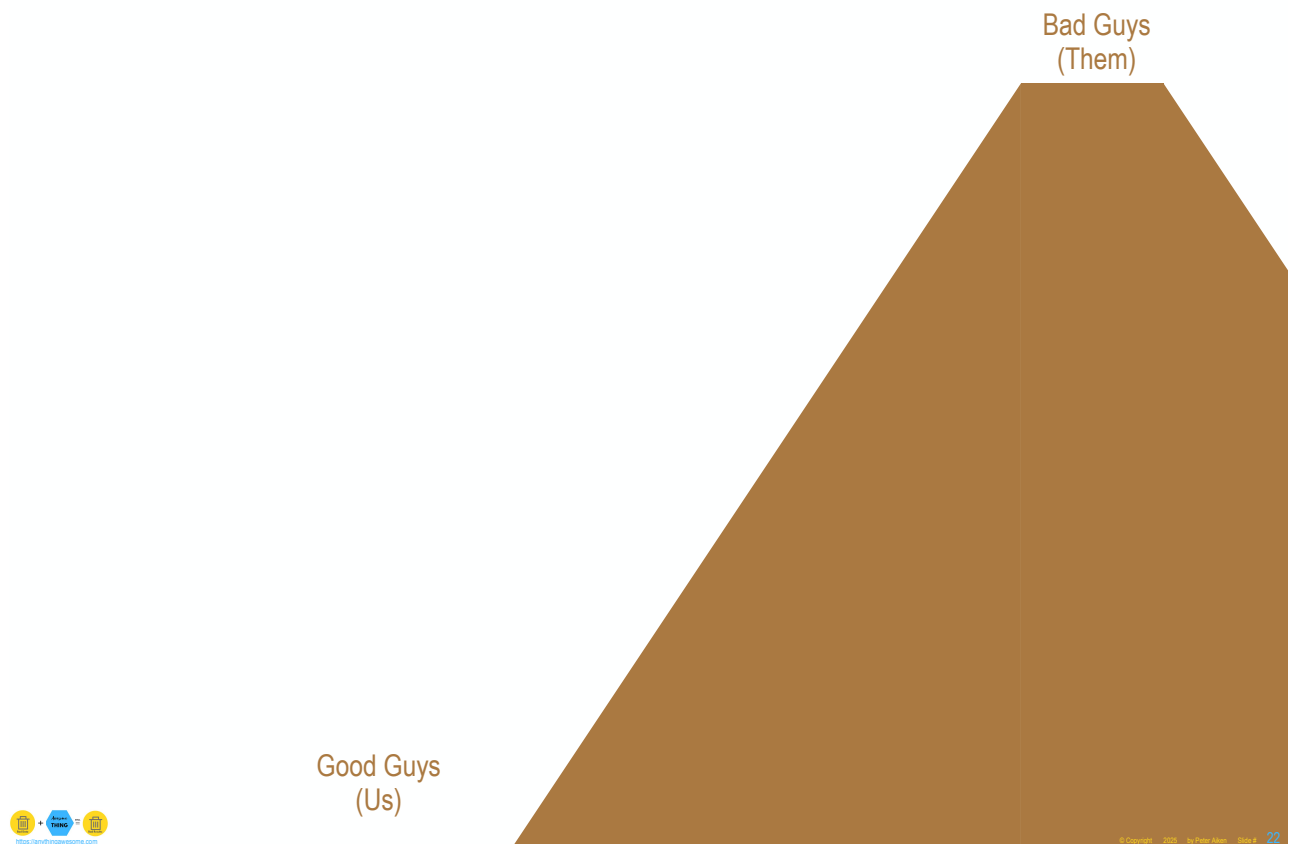
Good Guys
(Us)

Bad Guys
(Them)

Contextually Important Strategy Example 2



Contextually Important Strategy Example 3



A pattern in a stream of decisions



Strategy that winds up only on a **shelf** is not useful



General Dwight D. Eisenhower



Military Plan



Dwight Eisenhower

“In preparing for battle I have always found that plans are useless, but planning is indispensable ...”

<https://quoteinvestigator.com/2017/11/18/planning/>



<https://anyringwallstone.com>

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Mike Tyson

“Everybody has a plan until they get punched in the face.”

<http://f--f.info/?p=23071>

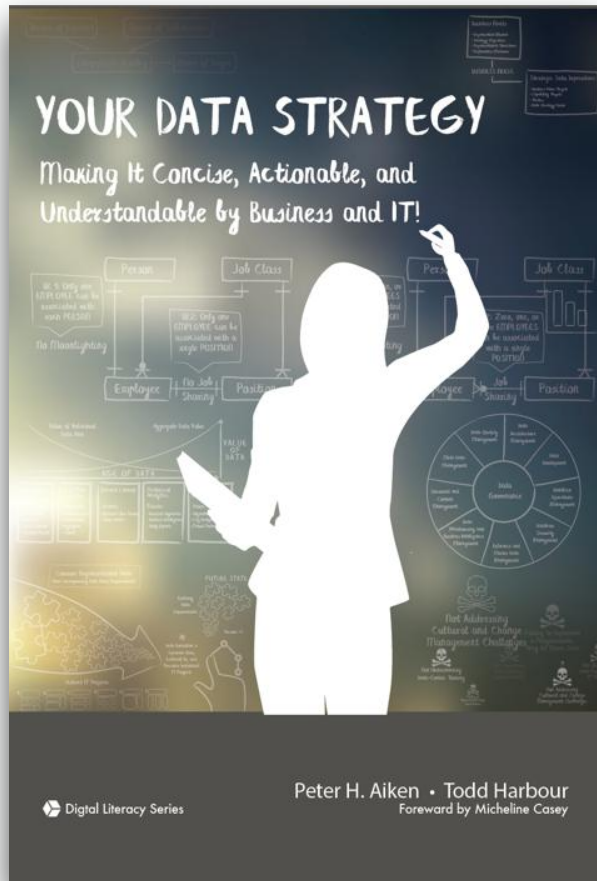


<https://anyringwallstone.com>

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Your Data Strategy

- Highest level data guidance available ...
- Focusing data activities on business-goal achievement ...
- Providing guidance when faced with a stream of decisions or uncertainties



Data Strategy Measures

- Effectiveness

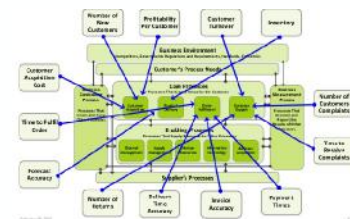
– Over time



- Volume (length)

– Should be not a whole lot longer than the organizational strategy

<https://www.gartner.com/en/webinars/3994588/the-art-of-the-1-page-strategy-storytelling-enables-business-gro>



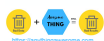
- Versions

– Should be sequential (with score keeping)



- Understanding

– Common agreement can be measured



Information Management Strategy On A Page

Statement of Information Management Strategy: Shift the focus of IT investment and skills toward information management with the goal of providing employees with attainable and useful information and boosting their capability to exploit that information for competitive advantage.

State of IM in 20XX

Top 5-7 Metrics Describing the Initial State

- Percentage of IT budget devoted to information and analytics projects = 23%
- Percentage of budget spent on employee capability < 5%
- Percentage of information subjects targeted for harmonization and integration > 80%
- Target number of analytic tools = 1-3
- Percentage of employees who are informed skeptics = 38%

Top 5-7 IM Initiatives

1. Launch an information management and analytics center of excellence.
2. Redesign IT's opportunity-identification process to make it proactive and informed by observation of distinct employee segments.
3. Identify analytic capabilities used by employees and offer a portfolio of tools to meet those needs.
4. Develop and hire usability and information design skills in IT.
5. Coach employees to boost their skills and foster informed skepticism.
6. Harmonize and integrate a small number of subjects where there is greatest value.

Top 5-7 Underlying Beliefs and Assumptions

1. The number of opportunities to drive growth through information management will equal or outstrip the opportunities for process automation.
2. Many of our employees lack the skills and judgment to use information effectively for decision making.
3. Not all information needs to be harmonized or integrated at enterprise level. Similarly, some information needs higher levels of quality than others.
4. Our business partners will take the lead in information stewardship.
5. Employee reliance on external information sources and on unstructured information will continue to rise.

State of IM in 20YY

Top 5-7 Metrics Describing the End State

- Percentage of IT budget devoted to information and analytics projects = 40-50%
- Percentage of budget spent on employee capability > 10%
- Target number of analytic tools = 8-12
- Percentage of employees who are informed skeptics = 59%

Aspirational



Example courtesy of Dr. Chris Bradley - chris.bradley@dmadvisors.co.uk

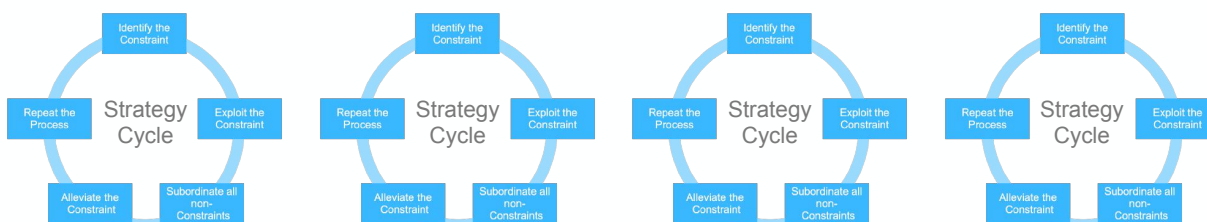
Planning Options

- Plan the entire process before beginning
 - One attempt

Note: Numerous upfront assumptions are required because plans must be detailed, specifying end objectives

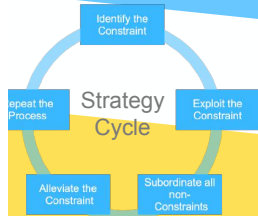


- Use iterative strategy cycles
 - Incorporate corrective feedback on initial assumptions



Strategy helps your data program

Over time increase capacity and improve operations



Focus evolves from reactive to proactive



<https://anyingstone.com>

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Other recent data "strategies"

- Big Data
- Data Science
- Analytics
- SAP
- Microsoft
- Google
- AWS
- ...



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Recap



A pattern in a stream of decisions



- A data strategy specifies how data assets are to be used to support strategy
 - What is strategy?
 - What is a data strategy?
 - How do they work together?
- Strategy evolves periodically



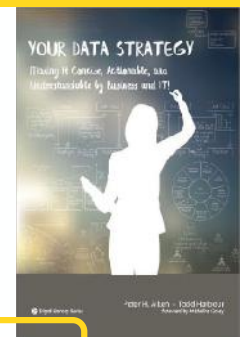
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- Q&A



Applied Data Strategy



7 Data Governance Definitions

- The formal orchestration of people, process, and technology to enable an organization to leverage data as an enterprise asset – [The MDM Institute](#)
- A convergence of data quality, data management, business process management, and risk management surrounding the handling of data in an organization – [Wikipedia](#)
- A system of decision rights and accountabilities for information-related processes, executed according to agreed-upon models which describe who can take what actions with what information, and when, under what circumstances, using what methods – [Data Governance Institute](#)
- The execution and enforcement of authority over the management of data assets and the performance of data functions – [KiK Consulting](#)
- A quality control discipline for assessing, managing, using, improving, monitoring, maintaining, and protecting organizational information – [IBM Data Governance Council](#)
- Data governance is the formulation of policy to optimize, secure, and leverage information as an enterprise asset by aligning the objectives of multiple functions – [Sunil Soares](#)
- The exercise of authority and control over the management of data assets – [DM BoK](#)



Elevator Pitch



An **elevator pitch**, **elevator speech**, or **elevator statement** is a short description of an idea, product, or company that explains the concept in a way such that any listener can understand it in a short period of time.
(Wikipedia)

What is Data Governance?

Managing Data with Guidance

Go Ask
Anyone!™

*Would
you
want
your
sole,
non-
depletable,
non-
degrading,
durable,
strategic
asset
managed
without
guidance?*



3

What is Data Governance?

Managing Data Decisions with Guidance

Go Ask
Anyone!™

*Would
you
want
your
sole,
non-
depletable,
non-
degrading,
durable,
strategic
asset
managed
without
guidance?*



3



External Comprehension



Most do not appreciate the difference between Data Governance and the other data stuff that needs to be done

Data Program



Data Assets Win!

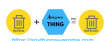
Asset: A resource controlled by the organization as a result of past events or transactions and from which future economic benefits are expected to flow [Wikipedia]

- Today, data is the most powerful, yet underutilized and poorly managed organizational asset
- Data is your
 - Sole (only)
 - Non-depletable
 - Non-degrading
 - Durable
 - Strategic
- Asset
 - Data is the new oil!
 - Data is the new (s)oil!
 - Data is the new bacon!
- As such, data deserves:
 - It's own strategy
 - Attention on par with similar organizational assets
 - Professional ministraton to make up for past neglect

	Data Assets	Financial Assets	Real Estate Assets	Inventory Assets
Non-depletable	Available for subsequent use	Can be used up		Can be used up
Non-degrading	✓	✓	Can degrade over time	Can degrade over time
Durable	Non-taxed		✓	✓
Strategic Asset	✓	✓	✓	✓

2020 American Airlines market value ~ \$6b
 AAdvantage valued between \$19.5-\$31.5
 2020 United market value ~ 9\$b
 MileagePlus ~ \$22b

<https://www.forbes.com/sites/advisor/2020/07/15/how-airlines-make-billions-from-monetizing-frequent-flyer-programs/?sh=66da87a614e9>





Separating the Wheat from the Chaff



Is well organized data worth more?

DATA ROT EXPLAINED



Pre-Information Age Metadata



- Examples of information architecture achievements that happened well before the information age:

- Page numbering
- Alphabetical order
- Table of contents
- Indexes
- Lexicons
- Maps
- Diagrams



"While we can arrange things with the intent to communicate certain information, we can't actually make information. Our users do that for us."

Example from: *How to make sense of any mess* by Abby Covert (2014) ISBN: 1500615994

https://www.youtube.com/watch?v=60oD1TDzAXQ&feature=emb_logo

<https://www.youtube.com/watch?v=r10Sod44rME&t=1s>

<https://www.youtube.com/watch?v=XD2OkDPAI6s>

DATA ROT EXPLAINED



Remove the structure and things fall apart rapidly



- Better organized data increases in value

DATA ROT EXPLAINED



Separating the Wheat from the Chaff



- Better organized data increases in value
- Poor data management practices are costing organizations money/time/effort
- 80% of organizational data is **ROT**
 - Redundant
 - Obsolete
 - Trivial
- The question is which data to eliminate?
 - Most enterprise data is never analyzed

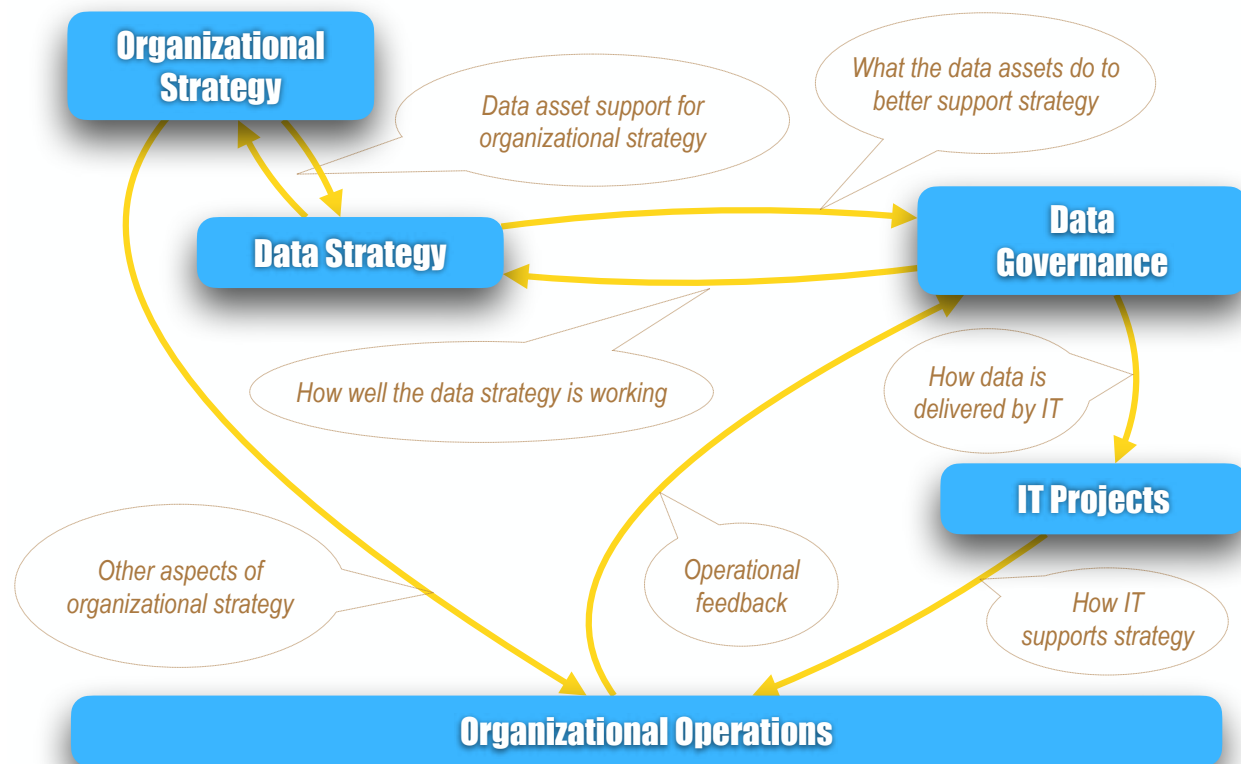


DATA ROT EXPLAINED

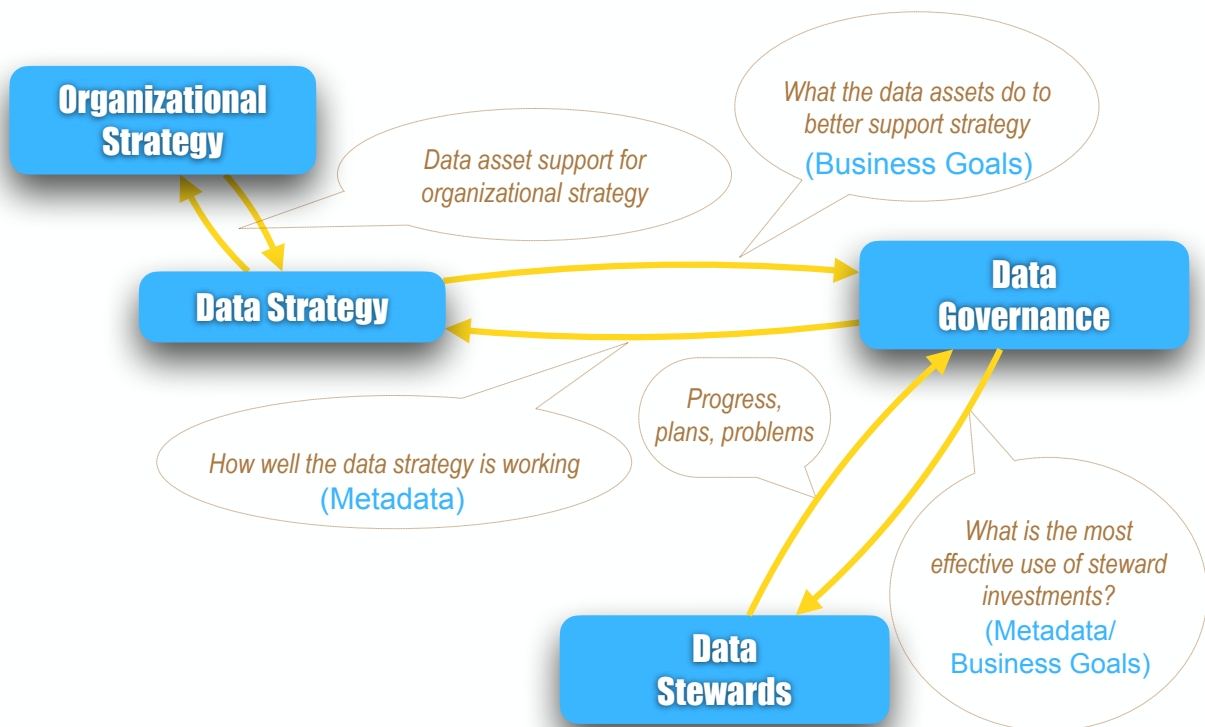




Data Strategy and Governance in Strategic Context

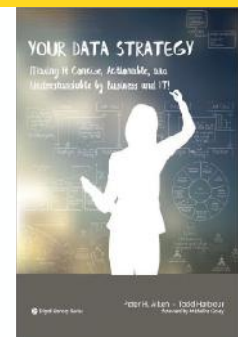


Data Strategy and Governance in Strategic Context



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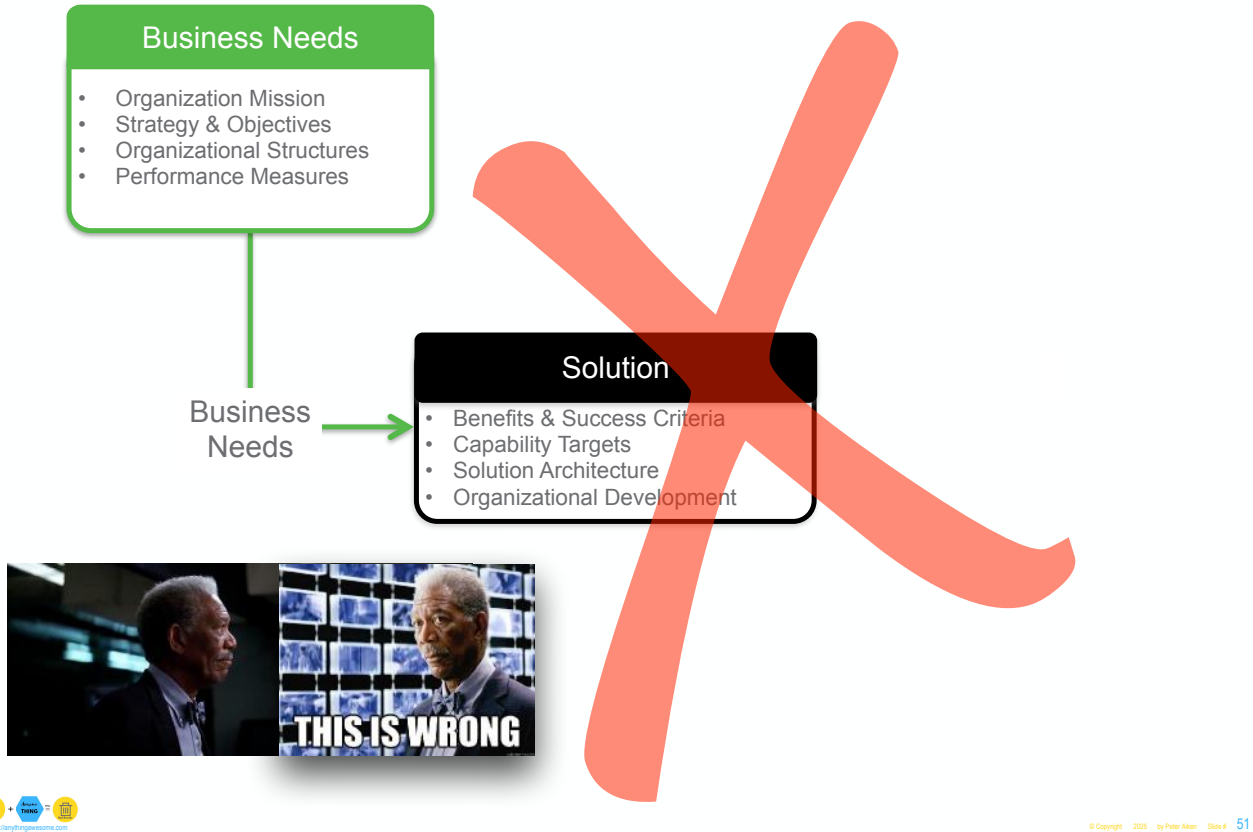
Applied Data Strategy

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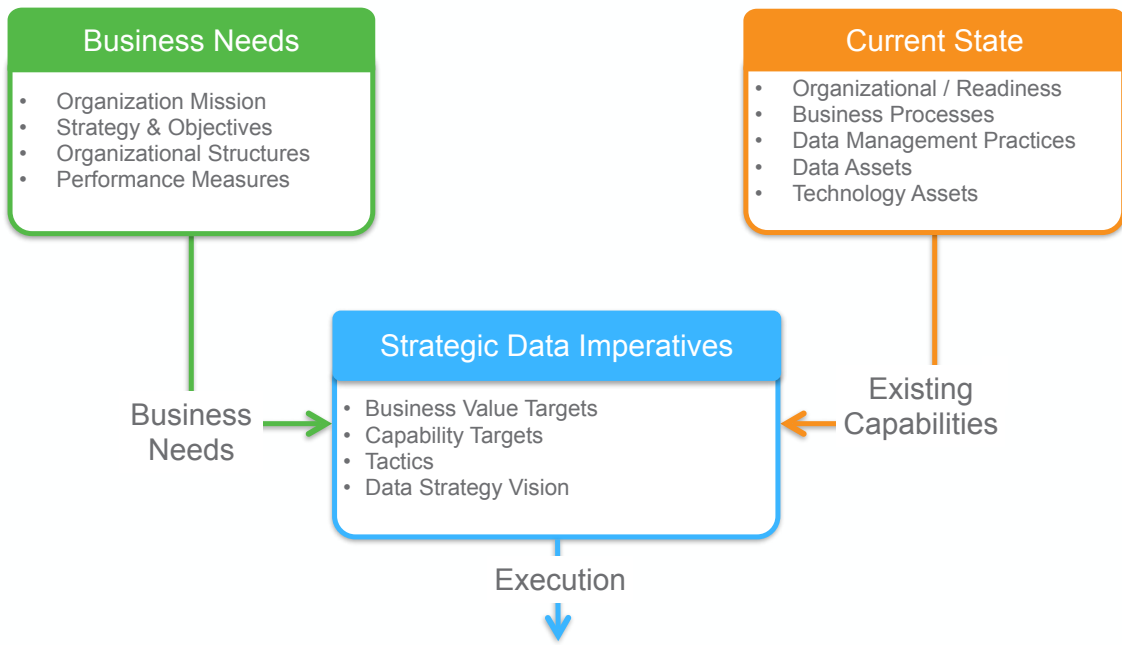


Q&A

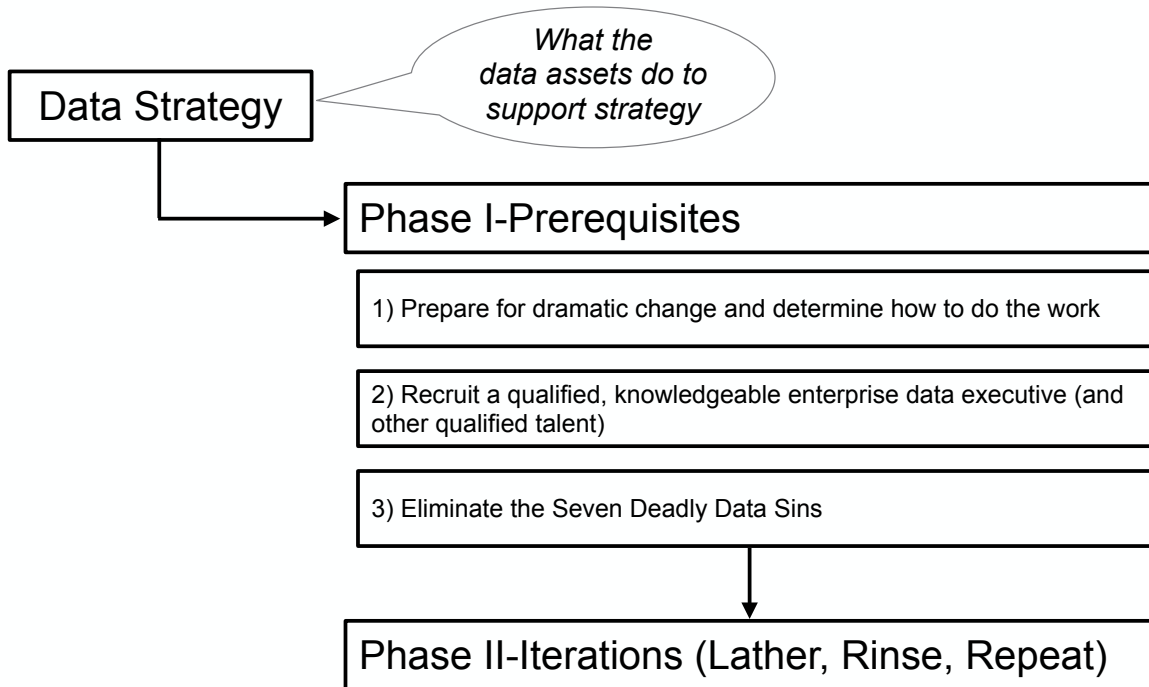
Data Strategy Framework (Part 1)



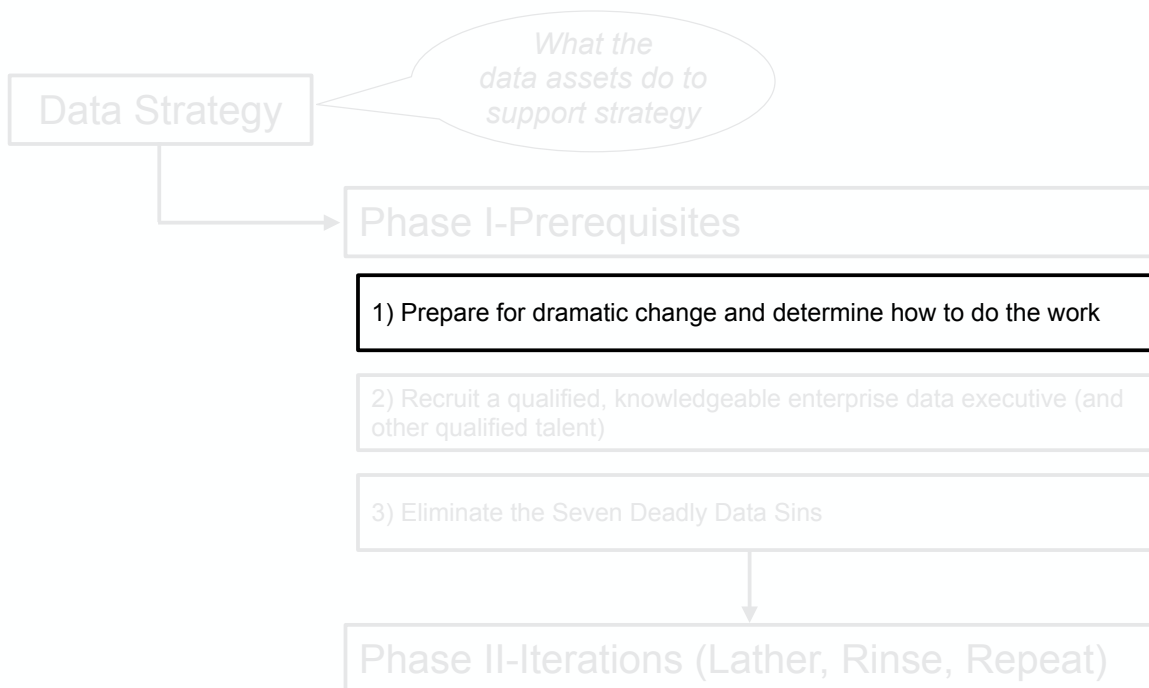
Data Strategy Framework (Part 1)



Data Strategy is Implemented in 2 Phases



Data Strategy is Implemented in 2 Phases



CIOs aren't



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CDO Job Description

**There are more Chief Digital Officers
than there are Chief Data Officers**

Reporting to senior leadership, the CDO is the data leader responsible for evolving data practices to better support the organizational mission.

Improving organizational data practices extends the CDO's responsibilities to every knowledge worker in the organization. Empowering knowledge workers with better data practices is the single most important productivity improvement that organizations can make. The CDO is responsible for growing not just an organizational data team but for operationalizing an organization-wide conversation and focus on data innovation, improvement, and value.

The CDO establishes, fiduciary responsibilities through stewardship, aimed at leveraging data assets and organizational capabilities and creating a climate of data sharing. Some of this can be accomplished by leading the organizational data governance program to effectiveness. The data leader will be required to understand how to appropriately incorporate change management capabilities to the substantive people, process, and ethical challenges that will support the new data focus.

As an organization's sole, non-depletable, non-degrading, non-rivalrous strategic asset, its data has likely been suffering from data debt. The CDO must nurture programs to improve useful subsets of organizational data and simultaneously reduce the impact of data debt. Data volume and debt necessitate prioritization and the CDO must incorporate a strategic approach to improving the value of an organization's data.

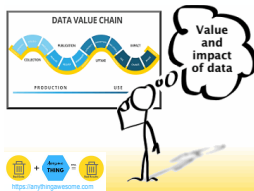
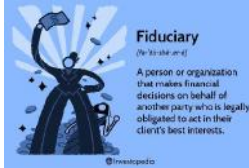
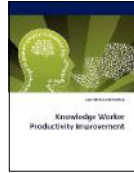
For data's true value to become apparent, it needs to be understood as a defined part of the organizational value chain. The CDO is responsible for appropriate aspects of monetization to the organizations data. This requires architecting organizational data requirements in the context of present and future business operations. These requirements identify data products directly supporting business value.



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The Case for the Chief Data Officer

Recasting the C-Suite to Leverage Your Most Valuable Asset



MK
MORGAN SAUFMANN

Peter Aiken and
Michael Gorman

清华大学数据科学研究院与清华大数据产业联合会联合推荐



Chief Data Officer Combat

Recasting the executive team. make full use of the most valuable assets

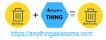
首席数据官实战:

重铸高管团队, 充分利用最有价值资产

[美] Peter Aiken, Michael Gorman 著 / 刘昶 高军志 译



清华大学出版社



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CIO

CDO



Credit: Image credit: Matt Vickers



<https://anyingwastone.com>

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Change the status quo!

- Keep in mind that the appointment of a CDO typically comes from a high-level decision. In practice, it can trigger an array of problematic reactions within the organization including:
 - Confusion,
 - Uncertainty,
 - Doubt,
 - Resentment and
 - Resistance.
- CDOs need to rise to the challenge of changing the status quo if they expect to lead the business in making data a strategic asset.
 - from *What Chief Data Officers Need to Do to Succeed* by Mario Faria



<https://www.forbes.com/sites/gartnergroup/2016/04/11/what-chief-data-officers-need-to-do-to-succeed/#734d53a8434a>



Change Management & Leadership

CHANGE MANAGEMENT

Who Moved My Cheese?

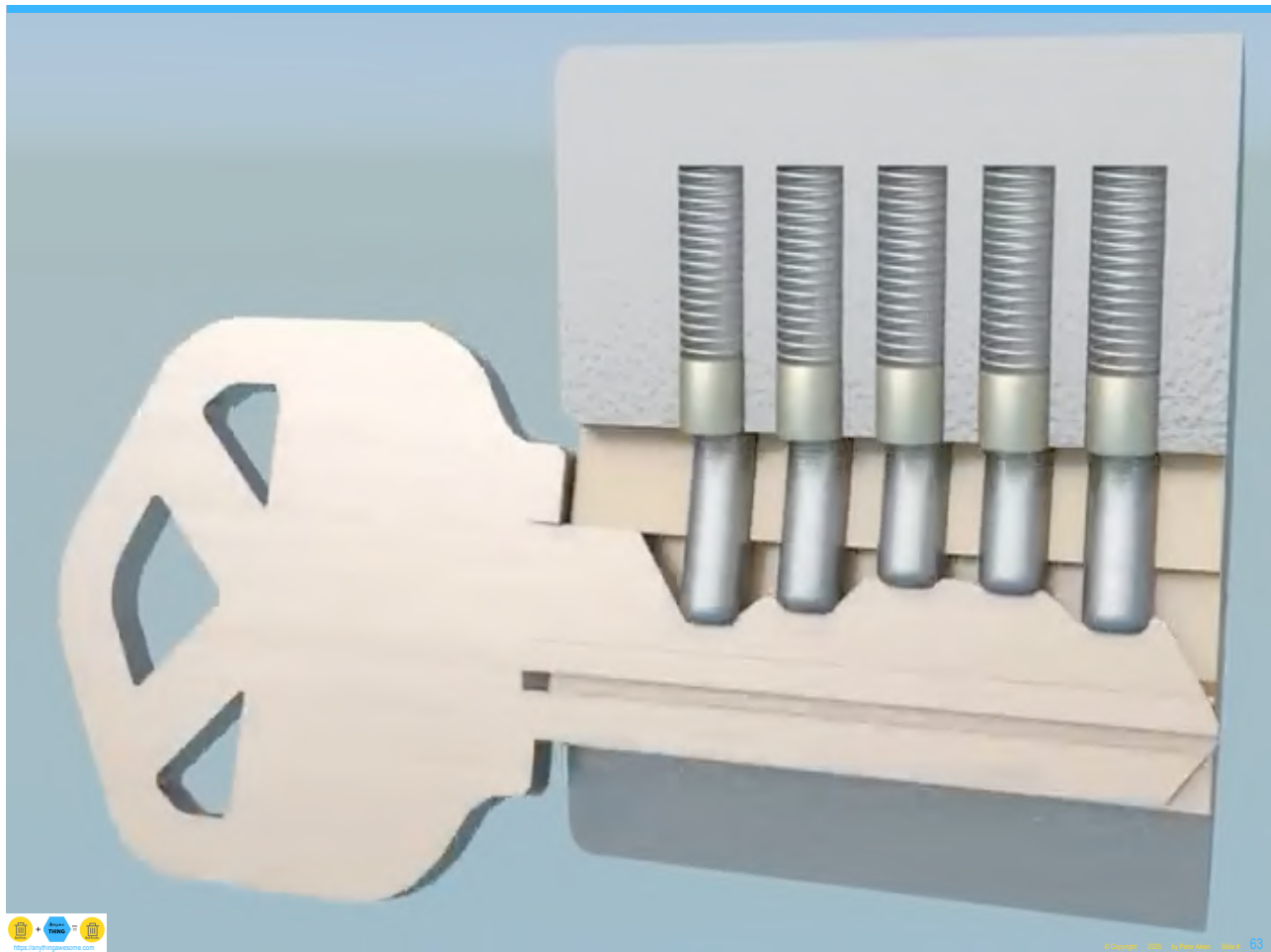
Change Management 50mg Plan Before Use

INDIVIDUAL RESPONSE TO CHANGE

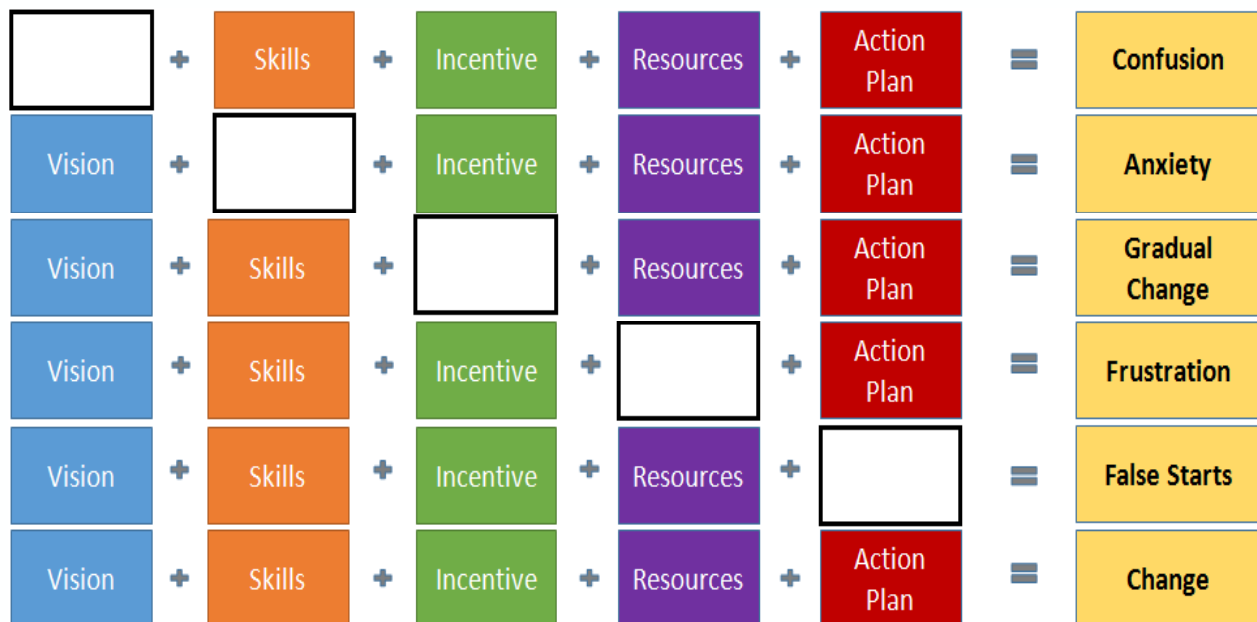
NEW WAY →

← **OLD WAY**

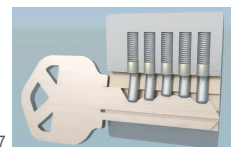




Diagnosing Organizational Readiness



Culture is the biggest impediment to a shift in organizational thinking about data!



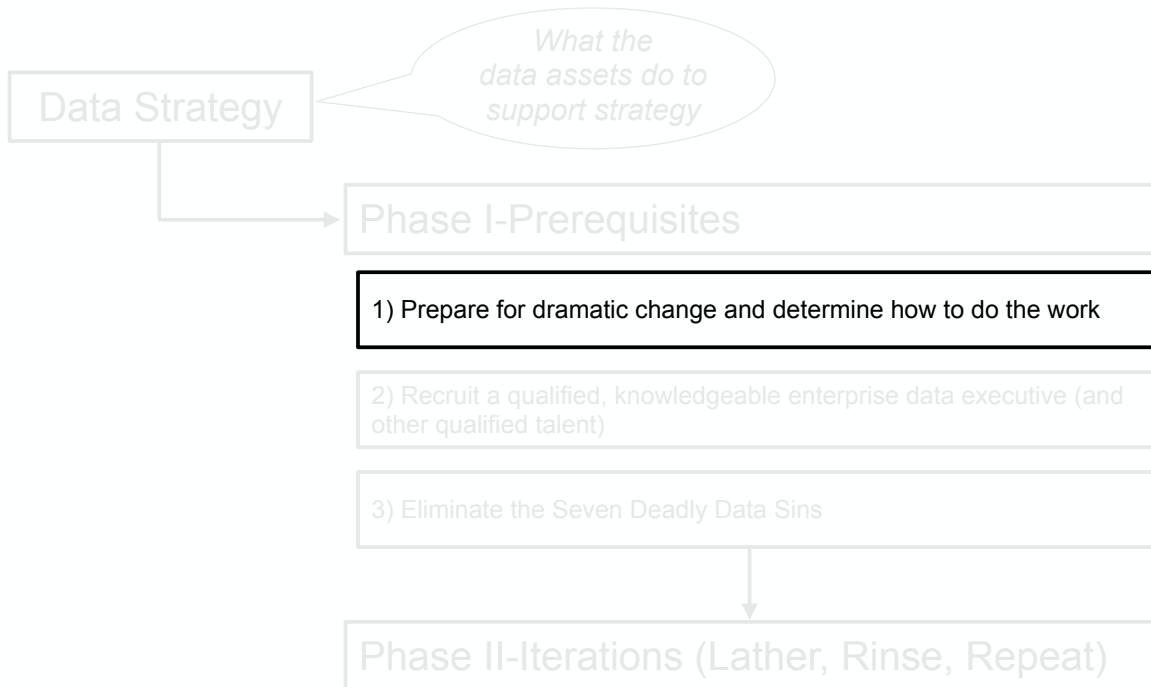
No cost, no registration case study download

The screenshot shows the ACM Digital Library interface. At the top, there are navigation links for Journals, Magazines, Proceedings, Books, SIGs, Conferences, and People. Below this, the article title is prominently displayed: "EXPERIENCE: Succeeding at Data Management—BigCo Attempts to Leverage Data". The author is listed as Peter Aiken. A yellow arrow points from the article title to a red "PDF" button in the download options section. Below the screenshot, there is a red bullet point with the text "Download Here!" and a URL: <http://dl.acm.org/citation.cfm?doi=2888577.2893482>.

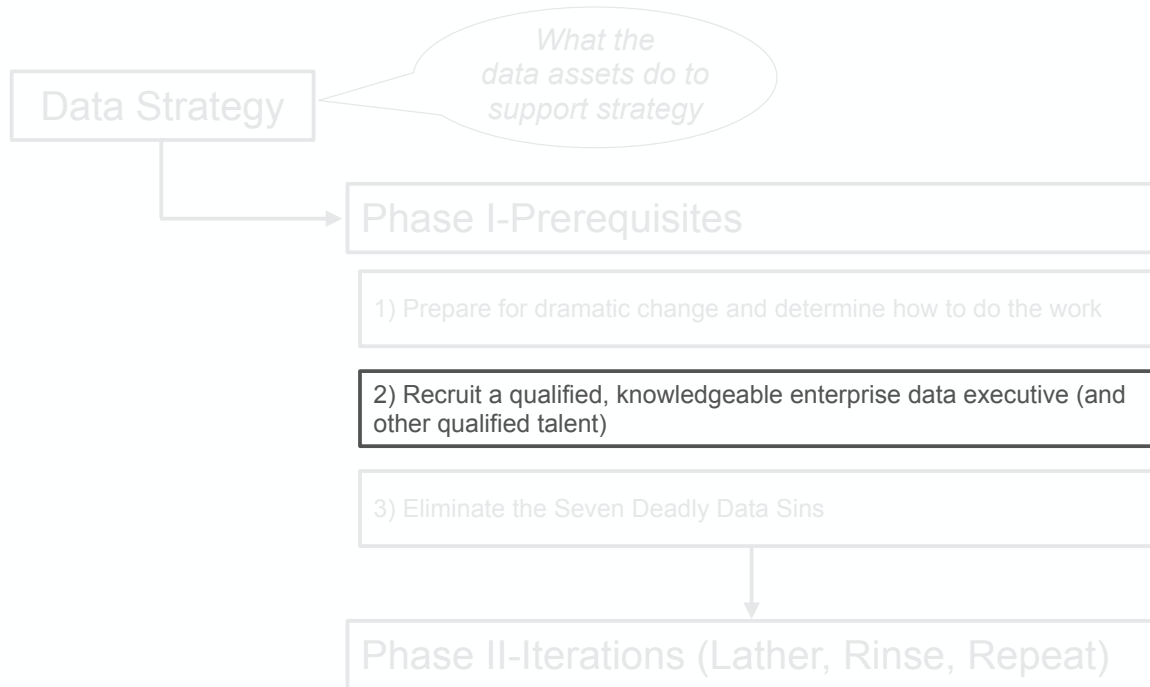
This block contains a thumbnail of the article's content. It includes the title "EXPERIENCE: Succeeding at Data Management—BigCo Attempts to Leverage Data" and the author "PETER AIKEN, Virginia Commonwealth University/Data Blueprint". The main text begins with "In a manner similar to most organizations, BigCompany (BigCo) was determined to benefit strategically from its widely recognized and vast quantities of data. U.S. government agencies make regular visits to BigCo to learn from its experiences in this area. When faced with an explosion in data volume, increases in complexity, and a need to respond to changing conditions, BigCo struggled to respond using a traditional, information technology (IT) project-based approach to address these challenges. As BigCo was not data knowledgeable, it did not realize that traditional approaches could not work. Two full years into the initiative, BigCo was far from achieving its initial goals. How much more time, money, and effort would be required before results were achieved? Moreover, could the results be achieved in time to support a larger, critical, technology-driven challenge that also depended on solving the data challenges? While these questions remain unanswered, these considerations increase our collective understanding of data assets as separate from IT projects. Only by recognizing data as a strategic asset can organizations begin to address these new challenges. Transformation to a data-driven culture requires far more than technology, which remains just one of three required "stool legs" (people and process being the other two). Seven prerequisites to effectively leveraging data are necessary but insufficient awareness exists in most organizations—hence, the widespread misfires in these areas, especially when attempting to implement the so-called big data initiatives. Refocusing on foundational data management practices is required for all organizations, regardless of their organizational or data strategies." It also lists categories and subject descriptors, general terms, and additional key words and phrases.



Data Strategy is Implemented in 2 Phases

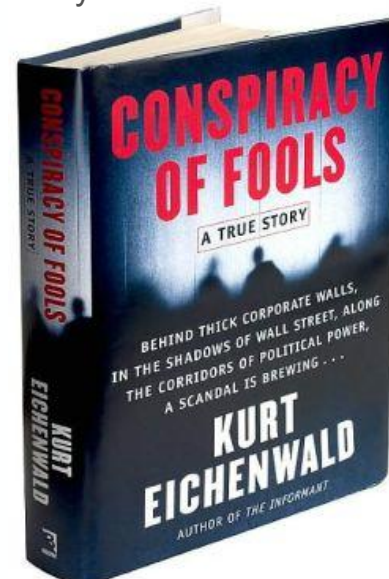


Data Strategy is Implemented in 2 Phases

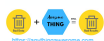


Enron

- Fortune named Enron "America's Most Innovative Company" for six consecutive years
- Suffered the largest Chapter 11 bankruptcy in history (up to that time)
- August 2001: \$90.00 → \$42.00 → \$0.26
- Dynegy (several \$ billion) attempted rescue
- Enron spends entire amount in 1 week
 - Any person can write a check at Enron for
 - Any amount of money for
 - Any purchase at
 - Any time ...
- Enron goes back to Dynegy for more \$?
- Dynegy: What happened to the several \$ billion I gave you last week?
- Enron:



<http://en.wikipedia.org/wiki/Enron>



CFO Necessary Prerequisites/Qualifications

- CPA
- CMA
- Masters of Accountancy
- Other recognized degrees/certifications
- These are necessary but insufficient prerequisites/qualifications



What do we teach knowledge workers about data?

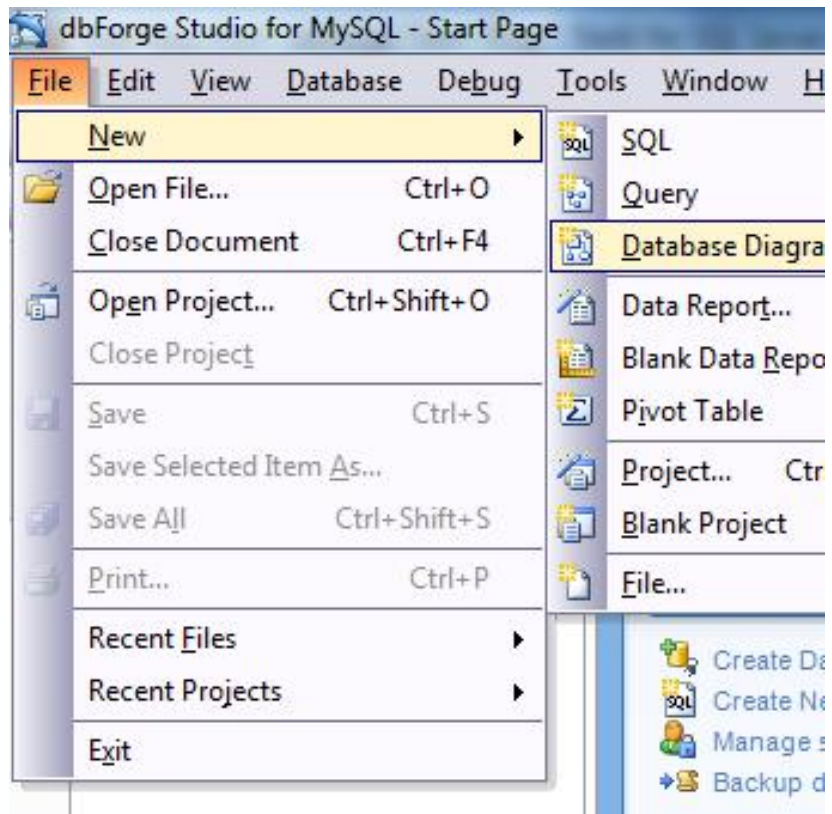


What percentage of the deal with it daily?

100%

What do we teach IT professionals about data?

- 1 course
 - How to build a new database
- What impressions do IT professionals get from this education?
 - Data is a technical skill that is needed when developing new databases



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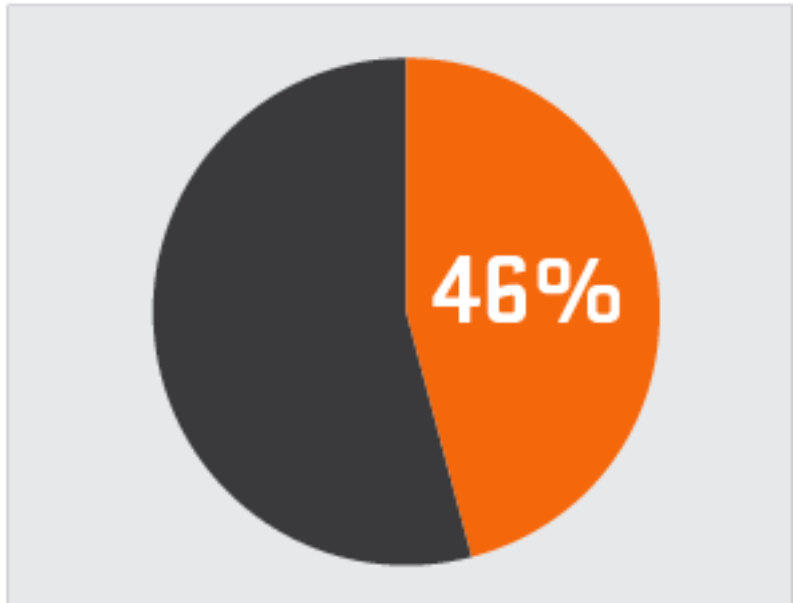


Bad Data Decisions Spiral

NEWS FLASH!

46% of companies report they made an inaccurate business decision based on bad or outdated data. Bad data leads to bad business decisions. Companies need to be careful that their data is sound – especially when dealing with investors.

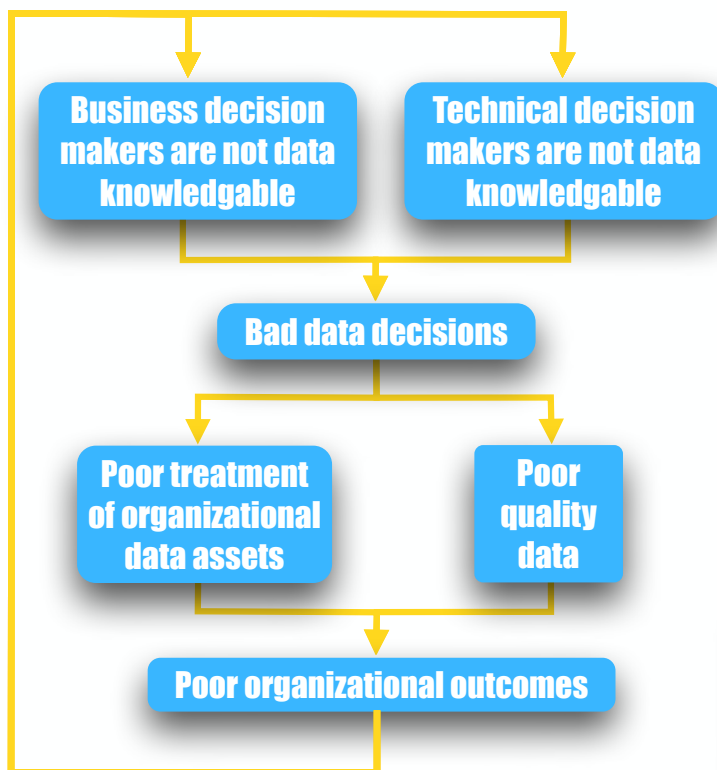
[Like](#) [Comment](#) [Share](#)



<https://anyring.com>

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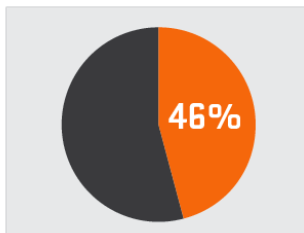
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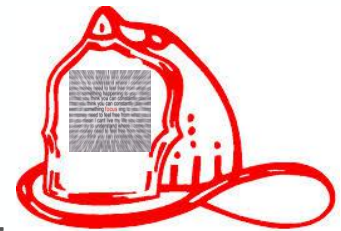


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A Single Focus



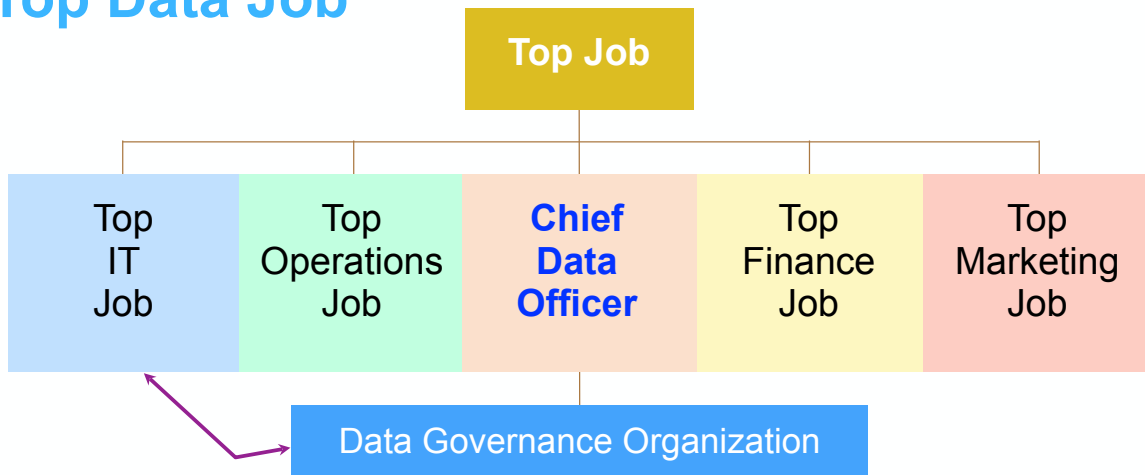
- Chief
 - The head or leader of an organized body of people; the person highest in authority: the chief of police
- Chief Financial Officer (CFO) ← *does not balance books*
 - Individual possessing the knowledge, skills, and abilities to be both the final authority and decision-maker in organizational financial matters
- Chief Risk Officer (CRO) ← *does not test software*
 - Individual possessing the knowledge, skills, and abilities makes decisions and implements risk management
- Chief Medical Officer (CMO) ← *does not perform surgery*
 - Responsible for organizational medical matters. The organization, and the public, has similar expectations for any of chief officer – especially after the Sarbanes-Oxley bill.



Hiring Panels Are Often Challenged to Help

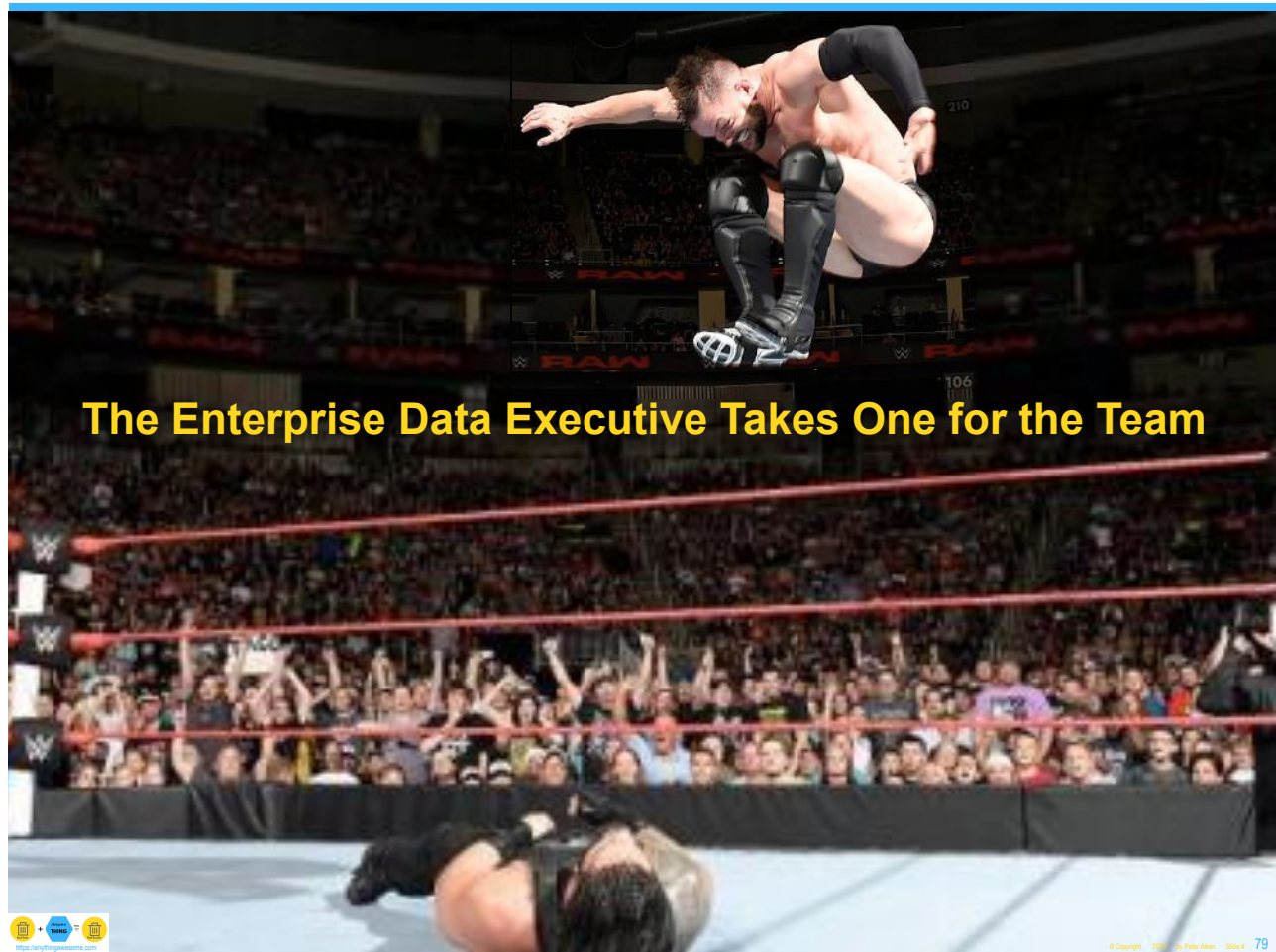


Top Data Job



- Dedicated solely to data asset leveraging
- Unconstrained by an IT project mindset
- Reporting to the business

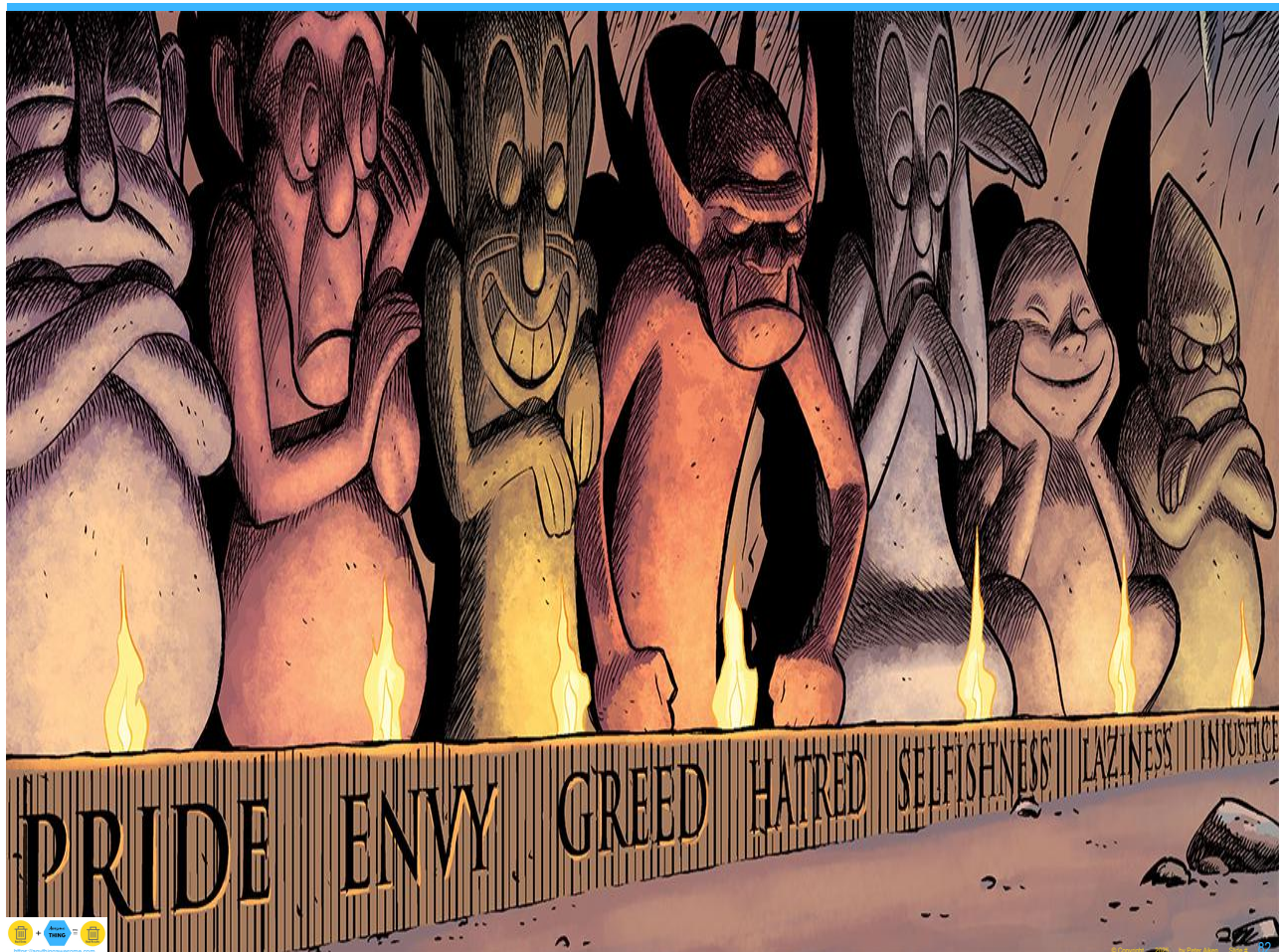
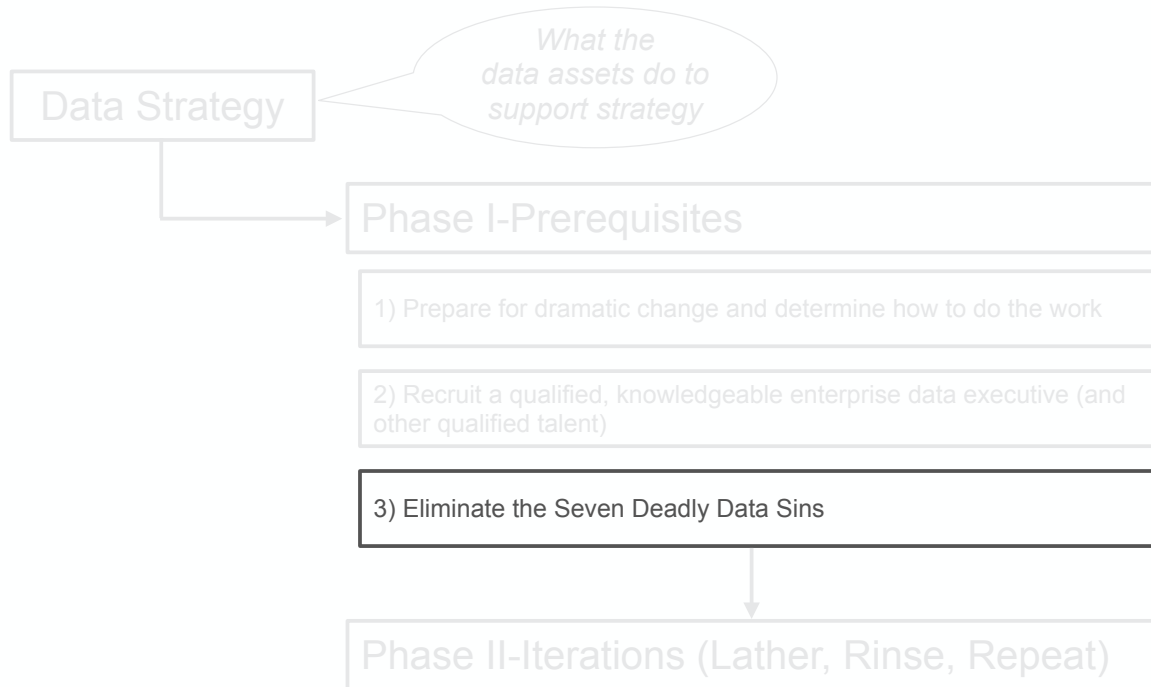











Data Strategy is Implemented in 2 Phases

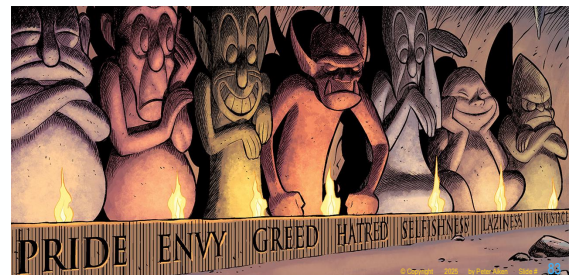


Data Strategy is Implemented in 2 Phases



Exorcising the Seven Deadly Data Sins

-  1 Not Understanding Data-Centric Thinking
-  2 Lacking Qualified Data Leadership
-  3 Not implementing a Robust, Programmatic Means of Developing Shared Data
-  4 Not Aligning The Data Program with IT Projects
-  5 Failing to Adequately Manage Expectations
-  6 Not Sequencing Data Strategy Implementation
-  7 Failing To Address Cultural And Change Management Challenges



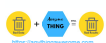
the Data Doctrine® (V2)

THE DATADOCTRINE

We are uncovering better ways of developing IT systems by doing it and helping others do it. Through this work we have come to value:

data programmes driving IT programs
informed information investing over technology acquisition activities
stable, shared organizational data over IT component evolution
data reuse over the acquisition of new data sources

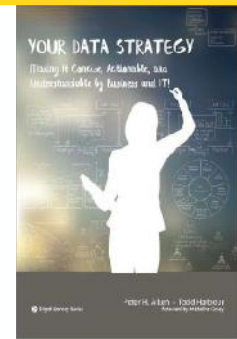
That is, while there is value in the items on the right, we value the items on the left more.



Program overview

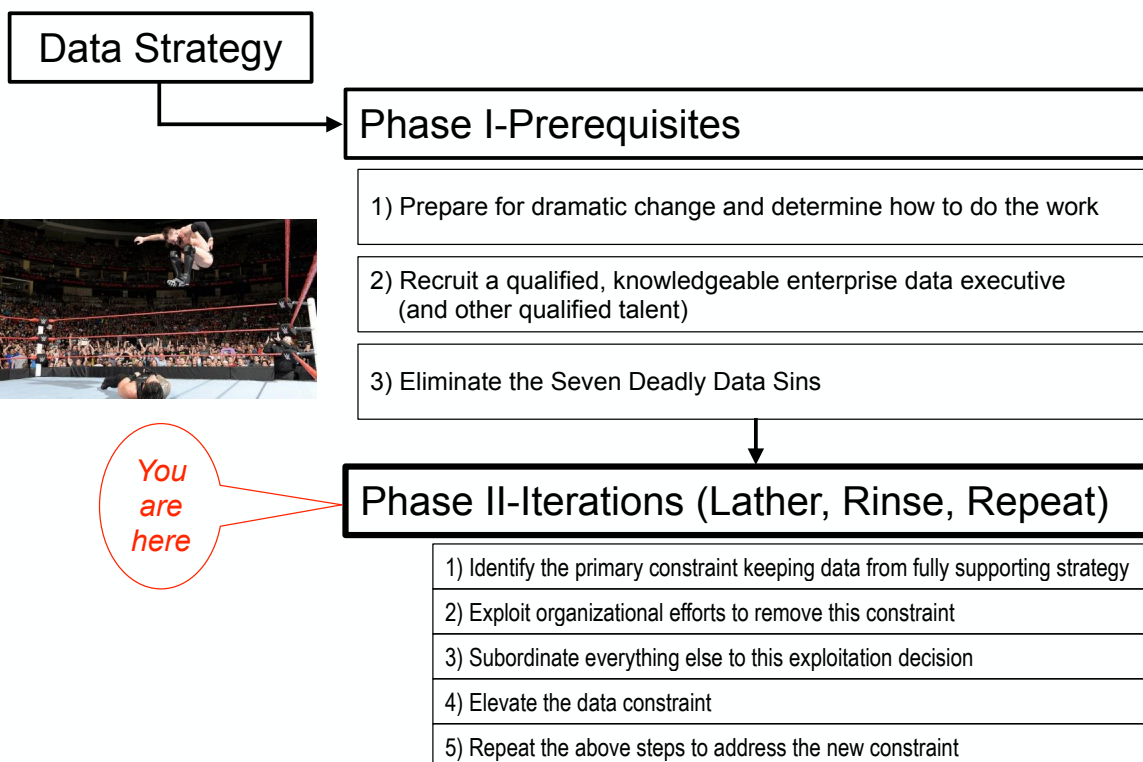
- A data strategy specifies how data assets are to be used to support the organizational strategy
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 - Failure to compensate for the lack of data competencies
 - Eliminating the barriers to leveraging data, the seven deadly data sins
- Data Strategy Development Phase II–Iterations
 - Lather, rinse, repeat
 - A balanced approach is required
 - Establish various data value chains

Applied Data Strategy

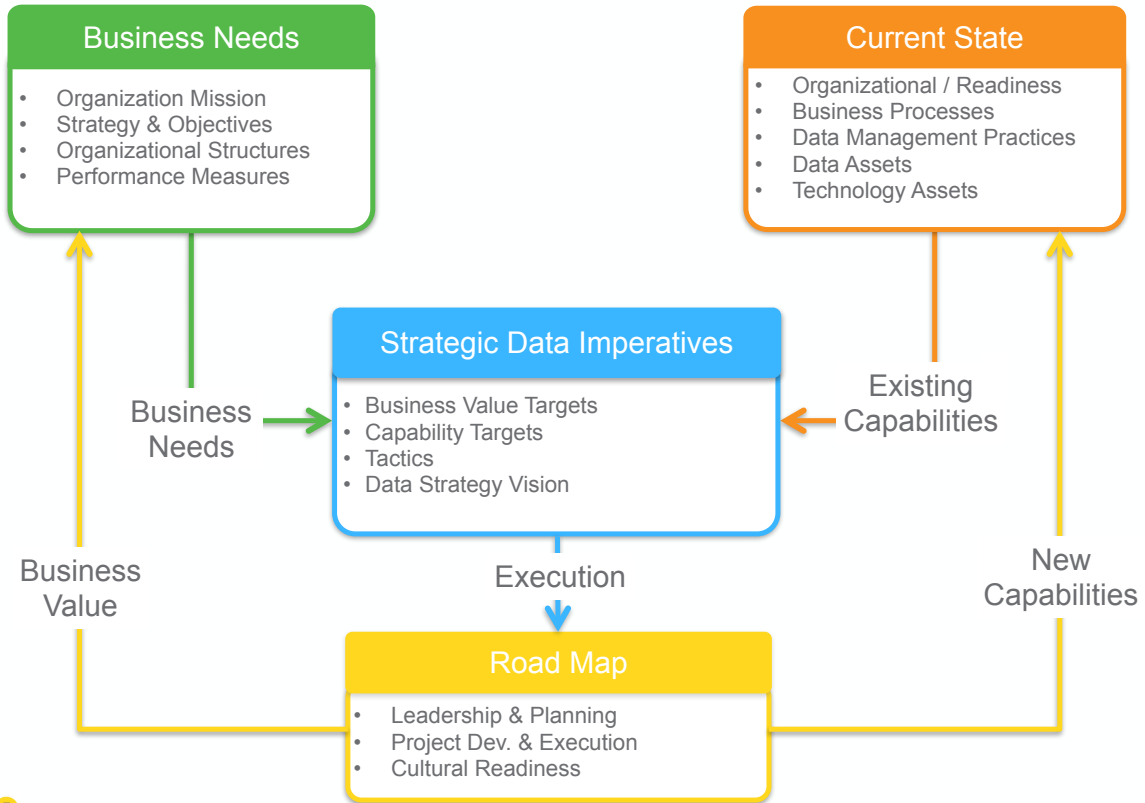


Q&A

Data Strategy is Implemented in 2 Phases



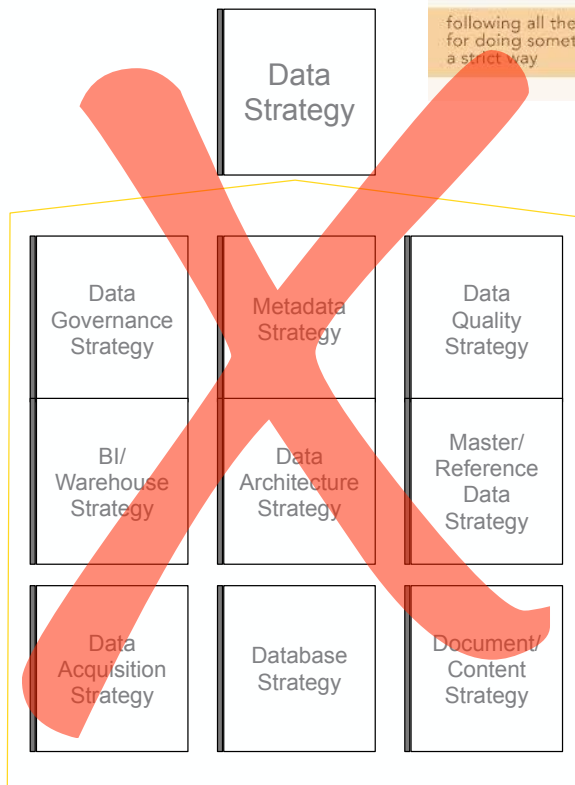
Data Strategy Framework (Part 2)



By the (other) Books

by the book

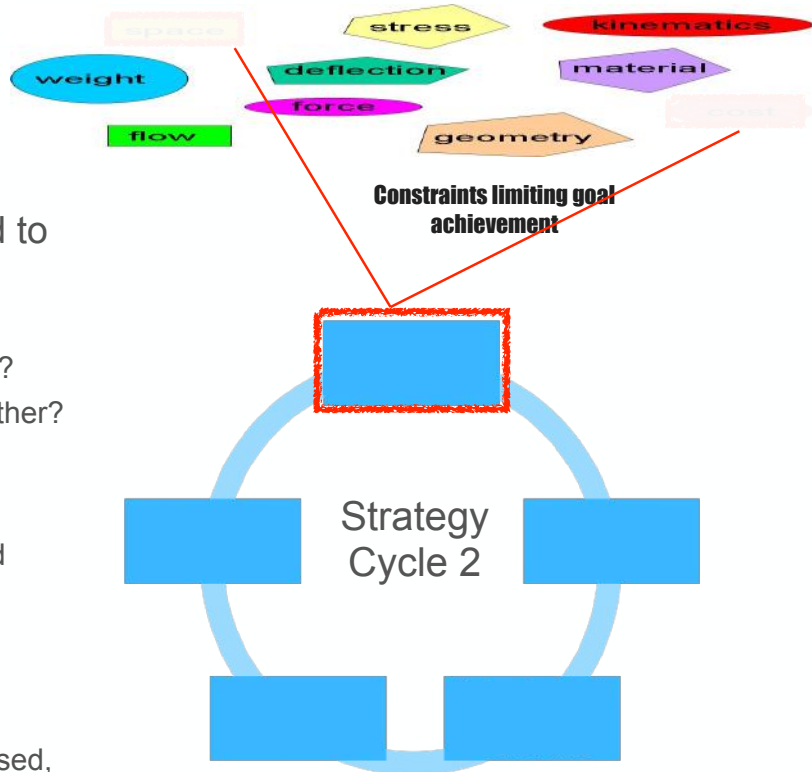
following all the rules for doing something in a strict way



Recap



A pattern in a stream of decisions



- A data strategy specifies how data assets are to be used to support strategy
 - What is strategy?
 - What is a data strategy?
 - How do they work together?
- Strategy evolves periodically
 - As data debt is reduced
 - Determine the most fixable/highest value constraint
 - Cycle through
 - If constraint not addressed, start over



The Goal

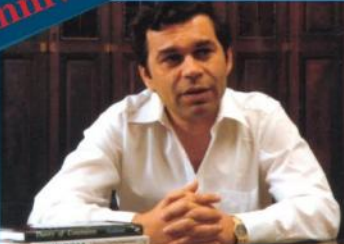
Includes Eli Goldratt's, "Standing on the Shoulders of Giants."

Eliyahu M. Goldratt and Jeff Cox

THE GOAL

A PROCESS OF ONGOING IMPROVEMENT

30th Anniversary Edition



Eliyahu M. Goldratt has been described by *Fortune* as a "guru to industry" and by *Business Week* as a "genius". His book, *The Goal*, is a gripping fast-paced business novel.

"Goal readers are now doing the best work of their lives."
Success Magazine

"A factory may be an unlikely setting for a novel, but the book has been wildly effective..."
Tom Peters

Required reading for Amazon's management.

THE BEST-SELLING BUSINESS NOVEL THAT INTRODUCED THE

THEORY OF CONSTRAINTS

AND CHANGED HOW AMERICA DOES BUSINESS

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The Free Encyclopedia

Article [Talk](#)



Theory of constraints

From Wikipedia, the free encyclopedia

(TOC)

- A management paradigm that views any manageable system as being limited in achieving more of its goals by a small number of constraints (Eliyahu M. Goldratt)
- There is always at least one constraint, and TOC uses a focusing process to identify the constraint and restructure the rest of the organization to address it

Includes Eli Goldratt's, "Standing on the Shoulders of Giants."

Eliyahu M. Goldratt and Jeff Cox
THE GOAL
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- TOC adopts the common idiom "a chain is no stronger than its weakest link," processes, organizations, etc., are vulnerable because the weakest component can damage or break them or at least adversely affect the outcome



<https://anythingispossible.com>

https://en.wikipedia.org/wiki/Theory_of_constraints

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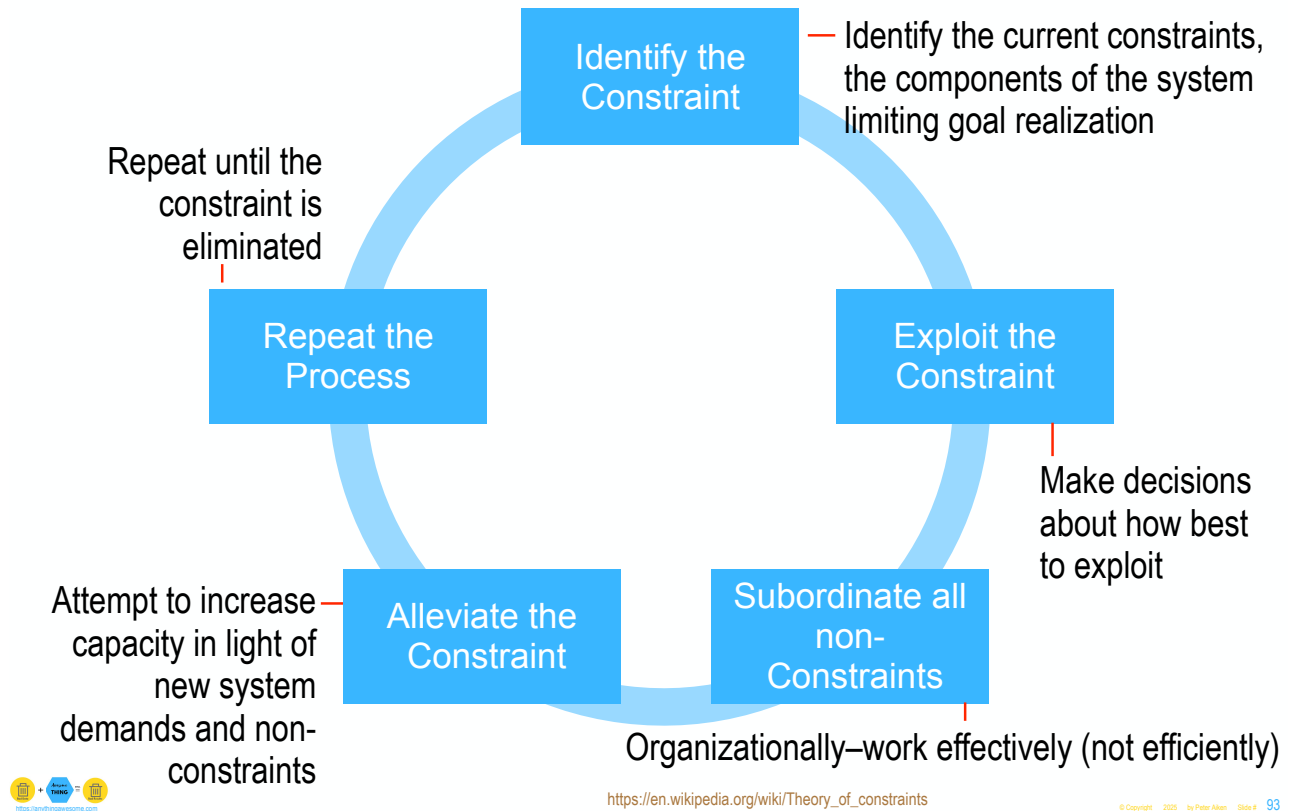
Each cycle has an articulated purpose



<https://anythingispossible.com>

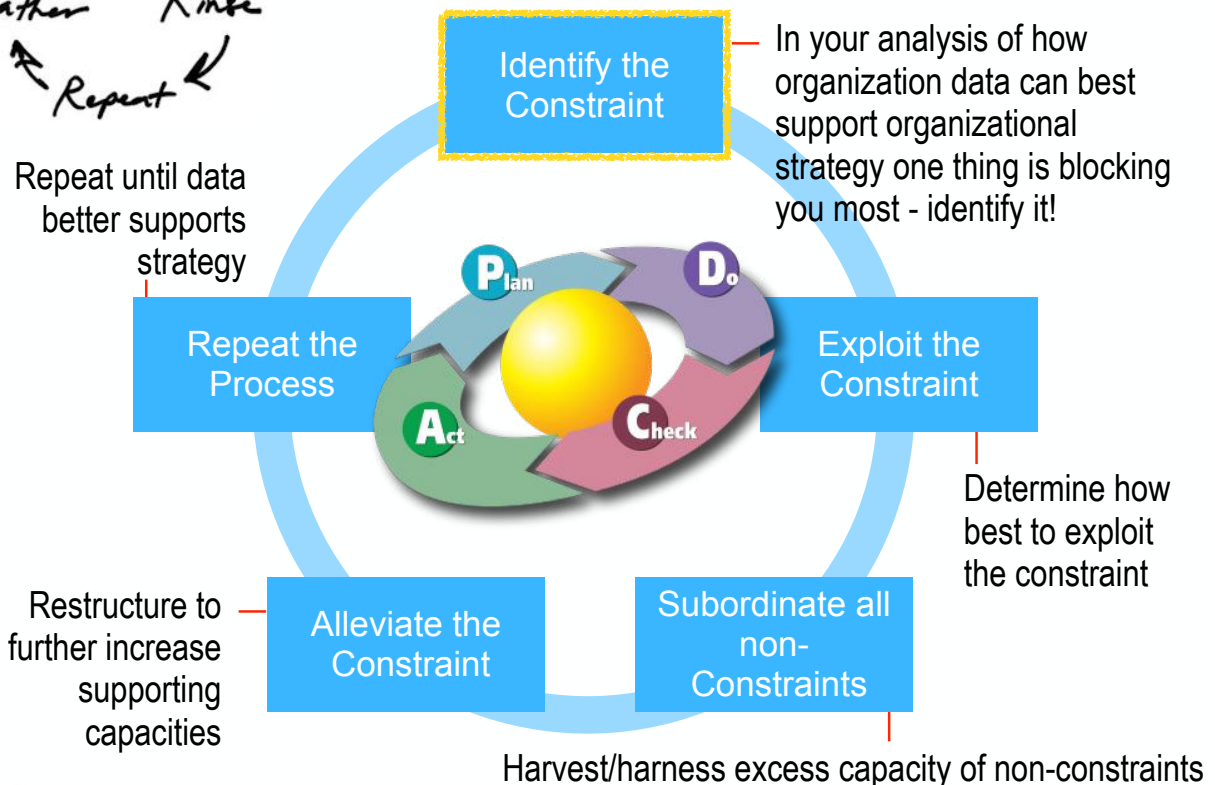
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Theory of Constraints - Generic



Data Strategy Cycle

Wash Rinse Repeat



Data Management Body of Knowledge (DM BoK V2)



Practice Areas



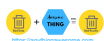
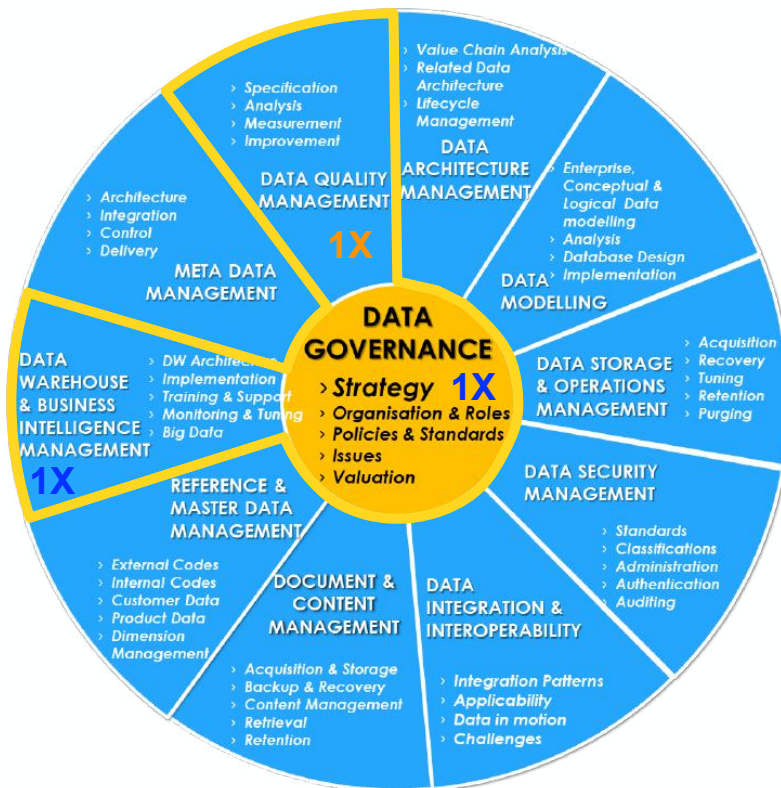
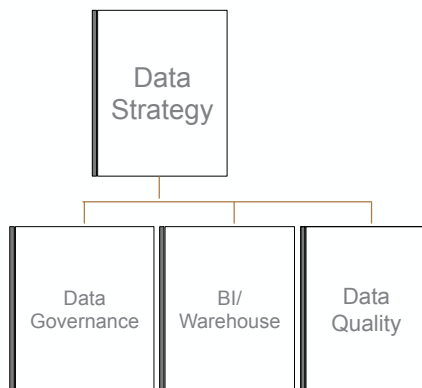
from The DAMA Guide to the Data Management Body of Knowledge 2E © 2017 by DAMA International

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Iteration 1



Perfecting operations in 3 data management practice areas

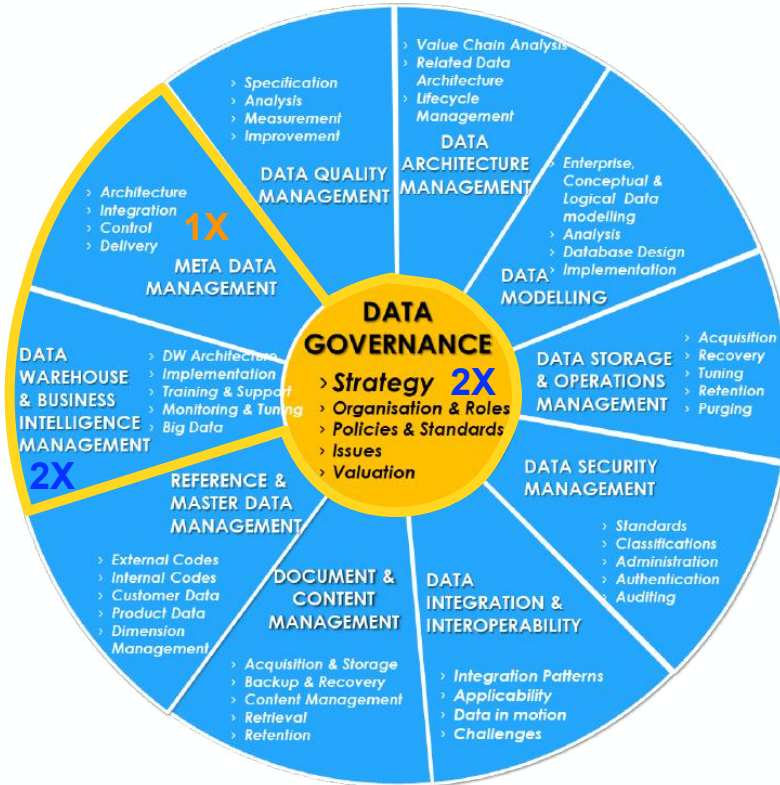
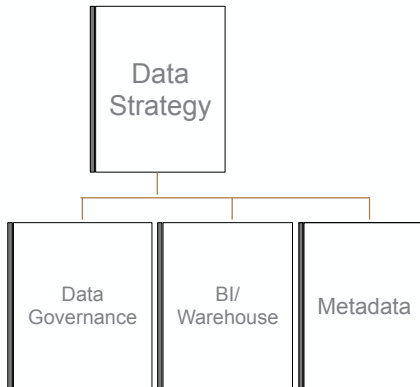


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Iteration 2



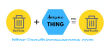
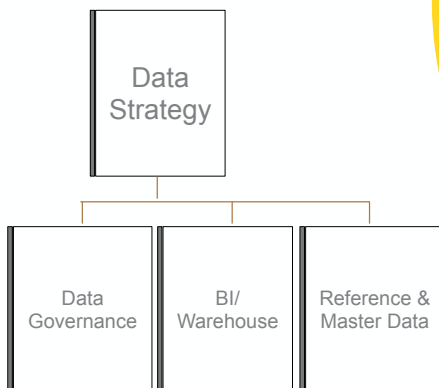
Perfecting operations in 3 data management practice areas



Iteration 3

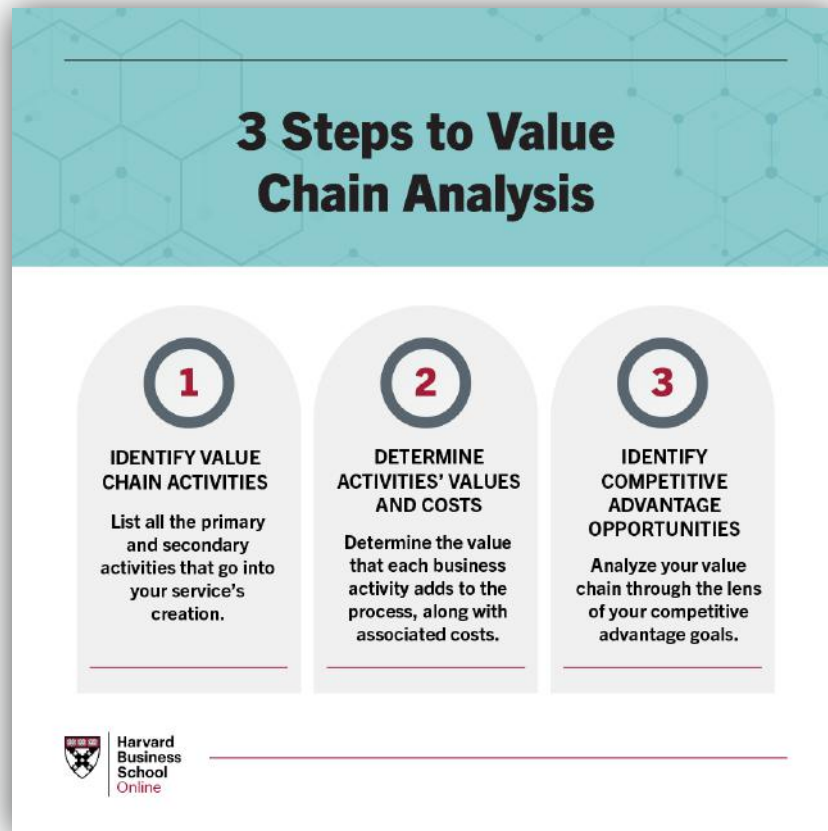


Perfecting operations in 3 data management practice areas

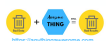
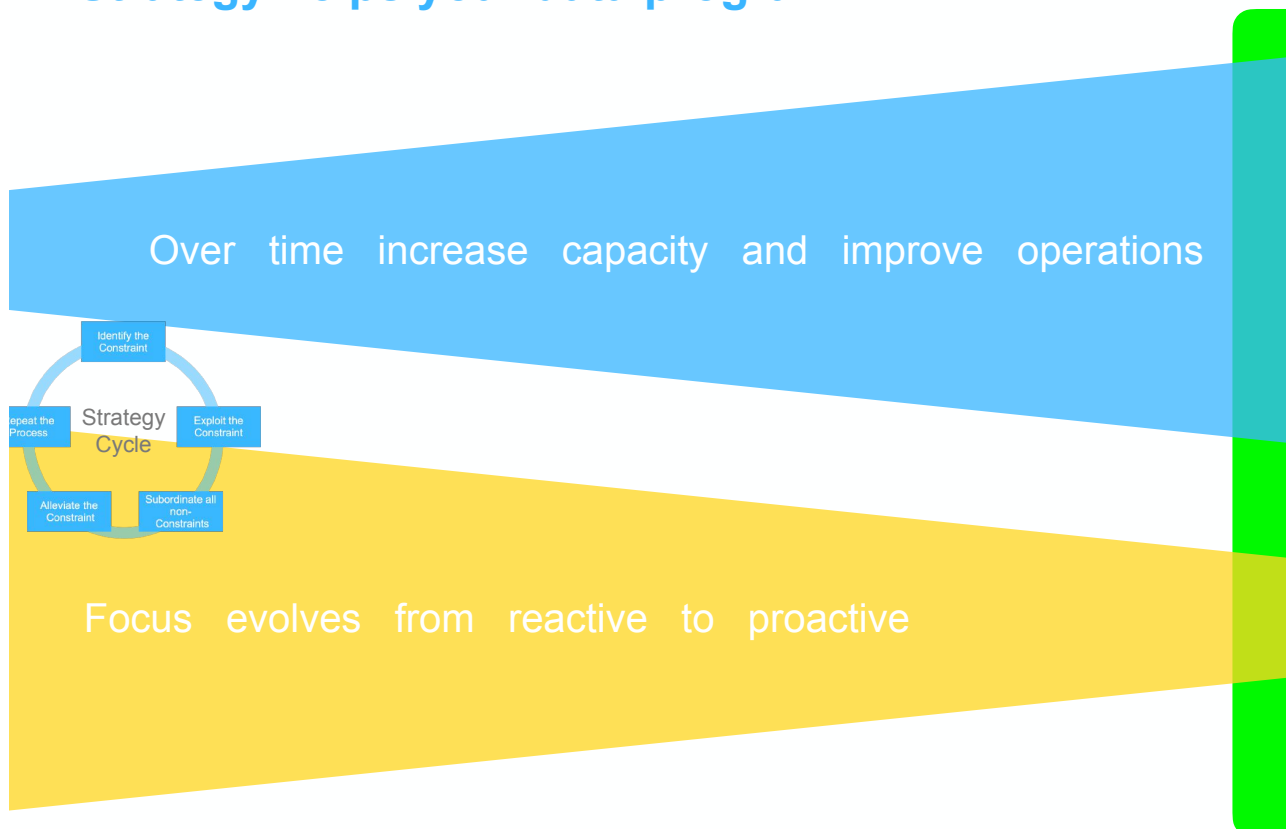


Value Chain

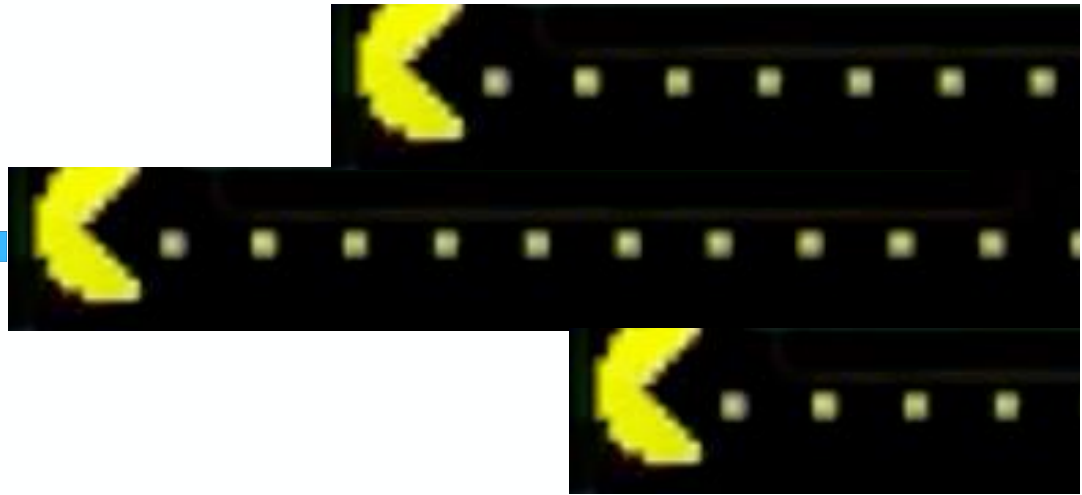
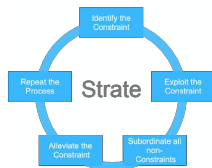
- Consider who knows?
 - Data professionals?
 - Knowledge workers 10x multiplier
 - A sequence of intellectual tasks by which knowledge workers build their employer's unique competitive advantage [1] and/or social and environmental benefit. [<https://online.hbs.edu/blog/post/what-is-value-chain-analysis>]



Strategy helps your data program

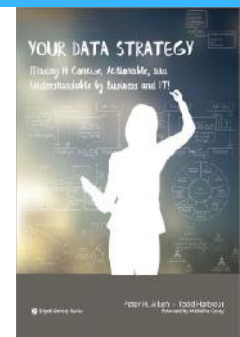


Increasing Implementation Effectiveness



Program overview

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 - A balanced approach is required
 - Establish various data value chains
- Q&A



Applied Data Strategy





Bottom Line Up Front (BLUF)

- Multi-dozen+ page data strategies are less useful than the process of creating them, especially at first
- Too much time spent writing the perfect plan is accomplished at the expense of the equal effort required to become proficient implementing data strategically
- Cycling through a series of improvements is a better way to think about using data strategically than a grand plan



Upcoming Events

Time: 19:00 UTC (2:00 PM NYC) | Presented by: Peter Aiken, PhD

Data Modeling Fundamentals
11 February 2025



The Roles of Data Stewards
11 March 2025

Reference vs Master Data Management
8 April 2025

Brought to you by:



Note: In this .pdf, clicking any webinar title opens the registration link



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Critical Design Review?

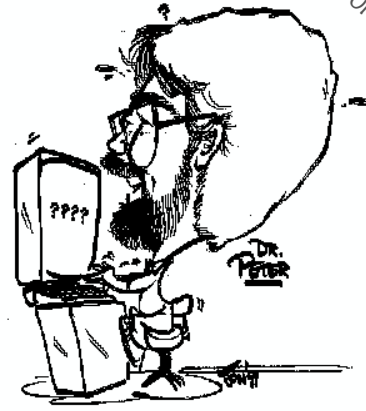
Mentoring?

Executive Data Literacy Training?

Collaboration?



Peter.Aiken@AnythingAwesome.com +1.804.382.5957



Independent Verification & Validation

Reverse Engineering Expertise?

Hiring Assistance?

Thank You!

Use your data more strategically?

Tool/automation evaluation?



Book a call with Peter to discuss anything - <https://anythingawesome.com/OfficeHours>