Data Strategy

Service Description



anmut

Table of Contents

About Anmut *1*

Overview of our Data Strategy offering *2*

How Anmut delivers its Data strategy service *5*

Client requirements *6*

An example of our experience *7*

The Challenge **7**

The solution **7**

What were the results? **11**

Data protection *13*

About Anmut

Anmut provides public sector decision-makers with the tools and insights to understand how data supports their organisation's goals and where to invest to create measurable value.

We specialise exclusively in data management. Our multi-disciplinary team has proven experience delivering evidence-based outcomes for government organisations. Typical results include clearer prioritisation of data investments, reduced rework and processing costs, strengthened governance, and faster, lower-risk cloud or digital programmes.

We are Cyber Essentials Plus certified and operate an Information Security Management System aligned to ISO 27001. We treat data protection and responsible handling as core to every engagement. For more information visit anmut.co.uk.

"Anmut is unique in that they bring the best of both worlds: the rigour of a Big Four combined with the agility and creativity of a start-up."

"Anmut apply data science to data problems."

CDO, UK Government organisation

Overview of our Data Strategy offering

Data is a critical success factor for all organisations whether it supports their digital transformation ambitions or their continuous improvement journey. A core foundation to unleashing the opportunities data presents is a data strategy that aligns with and enables the business strategy, and a data operating model that allows the organisation to bring that strategy to life.

Like any organisational resource, data needs to be managed through its lifecycle to ensure its usefulness and value are maximised. But not all data is equal, some is more critical to the organisation's operations, decisions and longer-term goals. It is this data that is more valuable to the organisation and deserves the most attention and investment. The organisation's data strategy must recognise this fact and focus on enabling the conditions in which the organisation's most valuable data can successfully meet the needs of the 'business'.

Our approach is to use data about data to help understand what 'good' needs to look like and ensure that stakeholders across the organisation know the business capabilities and data needed for the organisation to achieve its ambitions.

Our strength lies in our focus on data asset management throughout the whole data asset lifecycle, our ability to draw a line-of-sight between data assets, data dependency and business delivery, and our ability to help our clients identify and prioritise their most valuable data assets.

Our data strategies are built with the business, for the business, supported by the right data operating model to help enable and transform the way that data assets are owned and managed.

We have a unique team of data scientists, computer scientists, software developers, business leaders, world-class academics, performance management experts, governance specialists, data architects and programme managers who deliver our data strategy and operating model services.

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A good data strategy:

- Is based on a rigorous **diagnosis** of the current situation, without which most, if not all, data strategies stall. To ensure organisations can quickly and efficiently assess their current state, Anmut has a comprehensive software-based data maturity assessment.
- Is **purpose and value driven**. Anmut data strategies are successful because they uniquely connect with the board-level agenda. They focus on maximising the strengths of the organisation and target the business-critical use cases and stakeholders. Our data valuation shows which data assets are most important to achieving organisational goals and generating value for citizens and the wider UK economy.
- Creates a **coherent set of actions**: The Anmut data strategy is built on a solid understanding of the organisational purpose, vision and strategy. Our approach is fact-based; so not only do you have much more confidence in the plan, it resonates with people in the organisation who are focussed on delivering services.

Our data strategy and data operating model design services are a fundamental component of the data asset management services we offer. They enable our clients to develop and implement data strategies and data operating models, and are distinct for three reasons:

1. They ensure alignment between your organisation's strategic and operational goals and your data strategy;
2. They focus on the development and management of your data assets that create the most value for your organisation and external stakeholders; and
3. They ensure there are quantified performance measures for your data assets that tie in with your existing performance management system to ensure your data strategy has real stickiness within your organisation.

To develop a data strategy that creates value, we work with our clients to understand their organisation's strategy and operational goals, their current data strategy and the challenges and shortcomings of this strategy. Once we have a solid understanding of the current state using the *Anmut Data Maturity Assessment*, we design a visioning workshop to align senior project sponsors behind a new data strategy. Our workshops are designed to follow a pattern of baseline, disrupt, design and accelerate.

To disrupt the status quo, we use the information gathered regarding the current state to communicate key 'burning platform' facts that highlight the need for change. During the design sessions, we showcase our leading ideas, as well as those from other organisations to help facilitate discussion and gain agreement on the guiding principles for the new data strategy. The final session of the workshop focuses on creating a plan that attendees feel they own, which enables us to create a clear roadmap to complete the development of the data strategy.

We use a similar workshop approach to that outlined above to develop data operating models for our clients. When we develop these data operating models, they cover seven main components:

1. **Governance** - Roles and responsibilities including ownership, strategy, capital allocation, as well as policies and standards;

2. **People** – Workforce competencies, motivation methods and required changes to culture;
3. **Processes** - Key processes that support the data management lifecycle with a particular focus on creating and maintaining;
4. **Value-driven Data architecture** - Design authority, reporting lines and design principles of data architecture based on key value drivers;
5. **Technology architecture** - Creation of an appropriate framework for data tools to ensure that the appropriate tools are used for the task at hand;
6. **Data asset management** - Mechanism for identification of, assigning ownership to and setting and tracking data asset performance; and
7. **Measurement and feedback system** - The measurement and feedback system will allow key performance measures established to be monitored.

The roadmaps we create for the development and implementation of our client's data strategies and data operating models provide a clear, prioritised and stakeholder-agreed plan. They show how the gap between the current state and the desired future state is closed in a way that balances with other constraints in the organisation, such as affordability, organisational priority, readiness and capacity to change, business unit, functional or geographical need and sponsorship and strategic imperatives.

How Anmut delivers its Data strategy service

At Anmut, we are passionate about using data to drive positive change for the benefit of our clients, their stakeholders and society. We care enough about our clients to commit to solving their most important problems, undertaking rigorous root-cause analysis and defining remediations.

We do this by building a deep understanding of your organisation and relationships based on trust and empathy, iterating our learning so that we can continue to develop industry-leading solutions which help our clients create the most value from their data and target data investments that optimise value creation.

During the onboarding phase of projects, we work with clients and their key internal stakeholders to confirm project goals, scope, deliverables, approach, and project plan. We also set our projects up for success by running design principles and project alignment sessions with the appropriate functional and technology leads. By spending time upfront with the principal sponsors to understand expectations and gain alignment on the objectives and outcomes, we ensure that our project work is delivered efficiently, the deadlines are met, and stakeholder engagement is built in from the outset.

For the duration of our projects, we work closely with our client teams. This means our clients gain a detailed understanding of our innovative methodologies and can build up the knowledge base required to make the most out of our services long after our work is complete.

"What surprised me about working with Anmut was the level of empathy. You spent time properly understanding our business and unique behaviours and were able to provide key insights that we weren't able to deliver in-house. You worked with us to develop a great understanding of the data value of our business, which has helped us to distil and communicate this value to investors."

CEO, European digital health organisation

Client requirements

In addition to working collaboratively with our client teams, the following, where available, help to optimise the delivery of our services:

1. Documentation of the organisation's strategic and operational goals;
2. Documentation of existing data strategy and data operating model;
3. Access to senior sponsors within the organisation;
4. Outputs of completed data valuation and data condition work; and
5. Existing stakeholder analysis.

As part of our client onboarding process, we agree on the project scope and approach. We review the above requirements with our client, and in cases where the required inputs are not available, we would suggest options based on our previous client projects and agree a revised approach before moving forward.

An example of our experience

THE CHALLENGE

A large Government infrastructure organisation engaged Anmut to help them move their organisation from a 'data-aware' organisation to a data-driven organisation.

Historically, data was regarded as an IT problem, a cost and a risk that was of little interest to the rest of the organisation who was focussed on delivery. Data capability and literacy were relatively immature and there was a strong focus on systems and technology. Business capabilities, processes and standards were not designed with data in mind, and consequently, the organisation's digital ambition and transformation were at high risk of failure.

The challenge was two-fold:

1. To understand the data landscape of the organisation, the relationship and dependency between the data assets and delivery and the value the data assets contributed to the UK economy; and
2. To shape a data strategy and operating model that would define, prioritise and enable the capabilities the organisation needed to become data driven.

THE SOLUTION

We worked through two phases. First, defining and assessing the data asset portfolio, so the client knew what they had and what condition their data assets were in. Secondly, installing the data asset management disciplines and associated tools, so they could guarantee a data-driven approach.

1. Defining and assessing the data asset portfolio

This involved three areas of work, data maturity assessment, data valuation and data condition.

a. Data maturity assessment

We began by collecting more than 10,000 data points in two weeks, against our 56-point data maturity assessment framework, to understand the maturity of the data capabilities needed and the perception of data across all areas of the organisation. This gave both the client and us an understanding of data capability maturity, a suite of leading indicators that enabled us to prioritise the remediations to the data capability gap and it identified pockets of good practice within the organisation which could be leveraged to improve the overall level of capability.

b. Data valuation

We do not try to value every single data asset. Instead, we focus on the data assets that create the most value. We identify the relative importance of value drivers – the activities

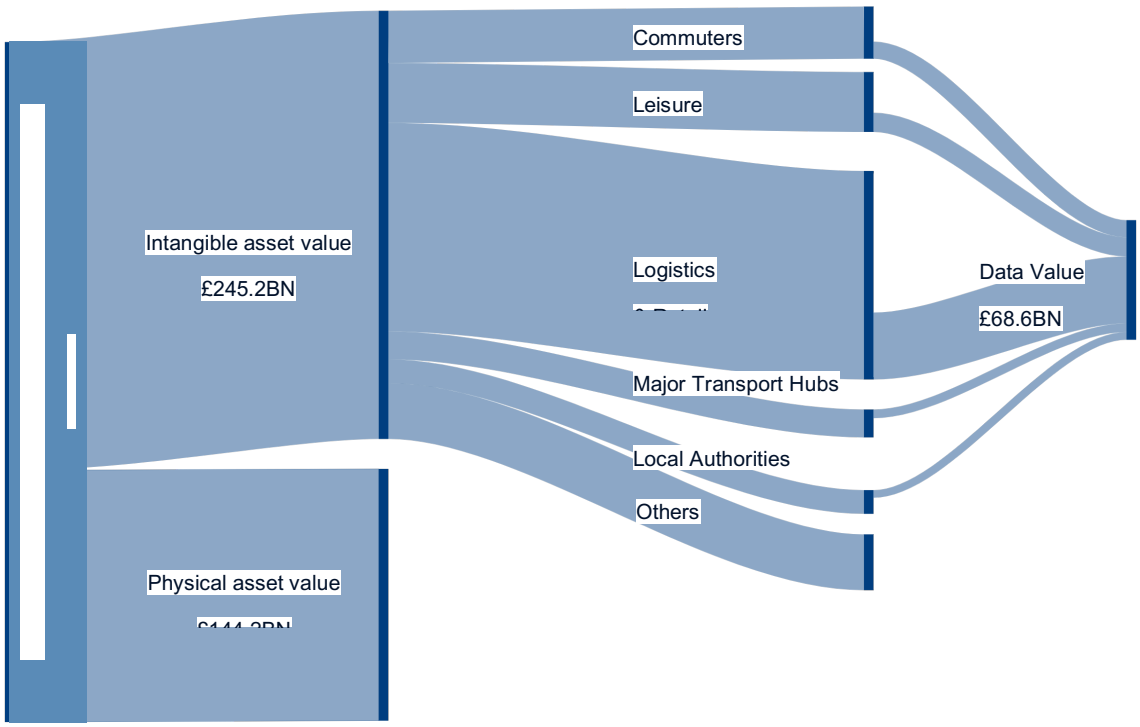
that the organisation carries out which create value for each of its stakeholder groups. From there, we identified the data assets that underpin these value drivers and the role they play. Machine learning was then used to assign values to each of the 60 data assets identified.

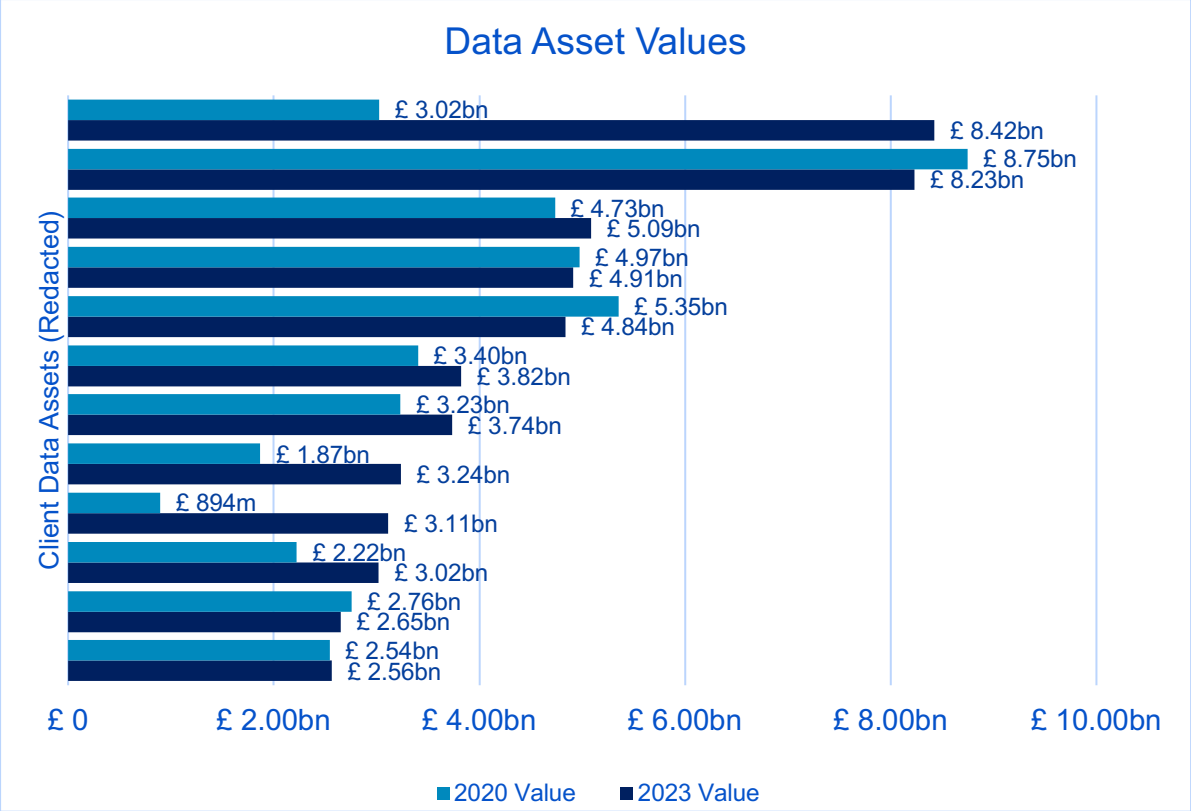
In 2018, we focused on five stakeholder groups, including local authorities, commercially focused sectors, a segment of the public and the environment. Then in 2019, our scope at the time was extended to add three more groups, including suppliers and employees.

In 2023 we undertook a refresh of the 2019 data valuation to ascertain if the value creation identified by stakeholders had increased, and whether their value preferences had changed.

Data valuation gave the Chief Data Officer the language they needed to change the conversation around data. It gave a substantial £ value but more importantly, it helped show the business how dependent their delivery was upon fit-for-purpose data.

In all, we valued their data assets at £68.6bn, and ranked their data assets by value so, for the first time, they could see and understand their data portfolio, prioritised by value, as summarised below.



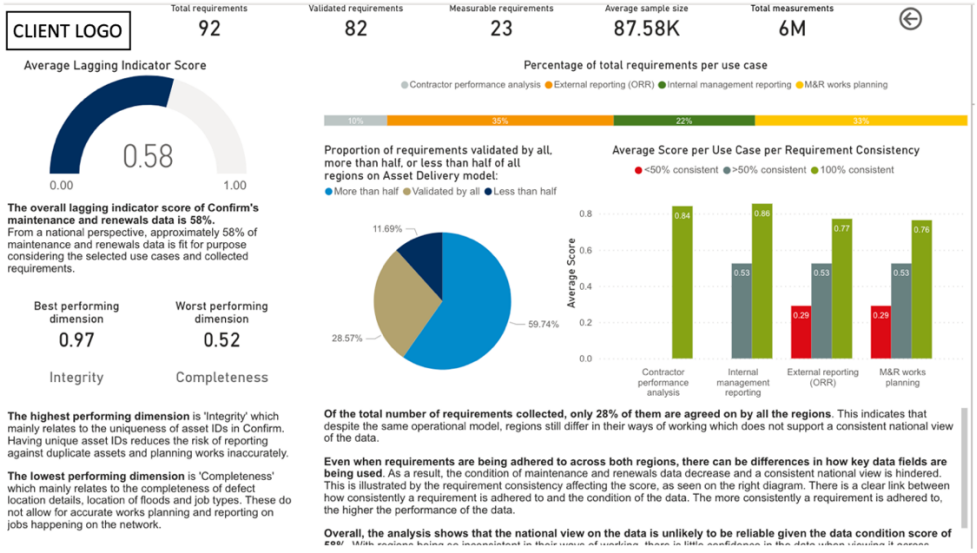


c. Data condition

Once we identified which were the client's most valuable data assets and the maturity of each of those assets, the client commissioned Anmut to assess the condition of five of them. For this work, we used our 56-point, seven-layer framework to build a comprehensive picture of each data asset – the underlying datasets and the systems that sat around them.

Data condition work provides a more detailed assessment of a data asset in terms of whether the data collected is fit for the purpose that the organisation uses it for. Unlike the more traditional concept of data quality, data condition focuses not on whether a data field is 100% complete, accurate etc., but whether it meets the requirements of the business use cases it enables. To assess this, we interviewed those involved in data generation, collection, management and use, to understand the purpose of the data, as well as each stakeholder's relationship and view of the data. Then we evaluated all documentation around data processes, management and governance for each asset, and measured the technical condition of the datasets and systems themselves.

This resulted in a score for how fit-for-purpose the data assets were and a remediation plan. The outputs from this exercise were also translated into a technical standard, against which future condition assurance could be undertaken. An example visualisation of these scores out of five is shown below.



Our root-cause analysis, which considers both leading and lagging data condition indicators, helps our clients understand exactly what remediations they need to make to get their data to the required standard. By also understanding the value of the data assets, we were able to produce a clear, prioritised remediation strategy for the client, which focussed on improving the assets that created the most value for them and for their stakeholders.

2. Data asset investment and performance management tools

Over a single year, prior to our engagement, our client invested an estimated £100m in multiple, uncoordinated tactical data-related projects that were often duplicated by multiple business areas, and in some cases caused unintended consequences for data users in other areas of the business. Since completing our work, this investment has increased by 300%, but it is now directed towards business cases that address strategic data issues, which enable the optimum business and stakeholder value across the organisation, rather than just focusing on tactical fixes.

Similar to many organisations, the challenge for this client was made greater because their investment decision-making processes were designed for technology solutions and not for data. However, more often than not the remediations required to improve the data were process or people-oriented and did not require any new technology solutions. Instead, they required understanding the businesses' requirements of the data and amending processes, standards and work practices to ensure the data met the needs of users. To capture the relevant information and help address these issues we created a Data Investment Prioritisation Tool (DIPT), and an internal Data Specification and Standards Service.

a. Data investment prioritisation

The DIPT ensures that technology business cases incorporate a data component. Now, they assess the data requirements of each investment, as well as the costs and benefits and the synergies between different data investments. This has enabled them to be more strategic in their digital investments.

As business cases are prioritised and move through development stage gates, the client uses the DIPT to manage them and ensure data activities and costs are built in up-front and reduce duplication. As stage gates are completed, additional details of the risks and costs that were not previously accounted for are included, helping to ensure projects are successful.

3. The Data Strategy

By understanding the data landscape, prioritising their data assets by value, understanding the maturity and condition of those assets, and aligning them to the delivery of the business strategy, we enabled the client to build a Data Strategy that was based on data and develop a coherent and convincing strategy for data-enabled change.

The Strategy focussed on prioritised data capabilities and data remediations that were required to enable the business to deliver successfully and leveraged business support and engagement, as both data and non-data people now understood what they needed to do to achieve their vision and strategy.

4. The Data Operating Model

We developed a data operating model to support the delivery of the data strategy by designing core data capabilities and data decision-making into the business operating model.

By taking a business capability lens we were able to drill down into the data the business needed to enable those capabilities, understand the multiple data assets that supported those capabilities, design the data processes, roles and responsibilities that would govern and execute the actions needed, and build a model which put data decision making in the hands of those who used it. This was supported by a strong Information Management System and a suite of specialist data services to support the business to build their data management capability against a backdrop of corporate specifications and standards and mandated a suite of tools to encourage standardisation.

By implementing data asset lifecycle management, at an enterprise level, the client was able to implement enterprise-level data asset ownership, understand all data use cases, and define data standards that captured the condition requirements of each data asset. This provided a documented benchmark against which data condition would be assured and data performance monitoring could be undertaken.

WHAT WERE THE RESULTS?

The client wanted to transform into a data-driven organisation to achieve their vision and strategy. Their data portfolio, with data assets totalling £68.6bn, is now understood and valued by the whole organisation.

The valuation has changed the Board-level conversation about data. With the knowledge that for every £2 of physical assets, they have £1 of data assets, the client's management team are

changing how they spend their time, to give data the attention and investment it deserves. As their Chief Data Officer said, "*The numbers give people the language they need to think about data as a strategic asset.*"

By understanding the condition of their key data assets, our client can diagnose business problems that have a significant impact on their performance. In one instance, an estimated 20% reduction in service delivery issues could be achieved by improving the condition of the data required to better coordinate supplier activities.

As the data strategy is aligned with the business goals and the business benefits of improving the data's condition are clear, the organisation has recently committed to a threefold increase in their previous data spend, which is an indication of how much it has transformed in just a short space of time and how much it now values data as an asset.

Data protection

At Anmut, we feel strongly that data is one of the most valuable and important assets, which is why we are committed to protecting data by maintaining the highest levels of data security and ensuring compliance with data protection regulations. We are Cyber Essentials Plus certified and have developed a comprehensive information security management system that is aligned with ISO 27001.

RECOGNISED

anmut

Connect your data to your purpose.

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