IBM Consulting

G-Cloud 15
IBM – Data Value Proposition

Service Definition Document

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Contents

Data Value Proposition

Key Features of this service

- A proven, simple framework that supports the organisation to define and measure the business value arising from small to large data programmes, data services and data products.
- Facilitates stakeholder engagement to ensure that the data value supports wider business strategic goals and objectives.
- Helps identification of direct business value and in-direct or foundational/ enabler value arising from data solutions.
- Supports development of robust, quantified business cases for data projects, including clear benefits, costs and payback period analysis.
- Supports one-off data projects and ongoing data initiatives where a stream of data projects, ideas or products are being delivered from ideation or conception through delivery to BAU operations where the business value is monitored and realised.
- Helps identify good practice in setting up for clear business value realisation with activities pre-MVP and post MVP delivery of the data solution.
- Develops a prioritisation model to ensure that data projects both align with business objectives and deliver maximum value, and that objective decision-making is employed to identify which data projects should be funded into delivery first.
- Focusses on a pragmatic approach to tailor the level of detail needed depending on data solution funding required, complexity and risk to realising the business value.
- Focusses on building and upskilling the organisation’s internal capability to measure its data value so that it can gradually run this service itself, which will increase self-service and reduce spend on external services.

Data Value Proposition

Why this service is needed

Common challenges that some organisations have reported they face which this IBM service helps address:

- Quantified business value has not been defined for the key data programmes, data products or data services.
- There is a lack of a robust data value, payback measurement and data benefits realisation framework so it is difficult to assess the value of data projects in a simple, pragmatic, repeatable fashion.
- There is no coordinated data project governance so data project proliferation leads to duplication of effort and wasted resources.
- There is an inability to efficiently prioritise data projects which leads to ineffective allocation of valuable data resources.
- There is no clear rigour or good practice around monitoring and governing the business value realised once a data project has been delivered, so stakeholders are unclear on whether their investment was ‘worth it’.

Key benefits of this service

- Increases clarity on the data project value generated and payback period.
- Facilitates data-driven decision making throughout lifecycle of data project, namely when 1) prioritising data programmes for delivery; 2) determining which data programmes to fund; 3) deciding if it is worth continuing to fund or close-down in-flight data programmes’ delivery.
- Aligns data programmes and data solutions to organisation-wide objectives, ensuring auditability from business strategy to data delivery.
- Improves stakeholder engagement as it improves stakeholder awareness of the expected and realised value from their investments in the data programmes.
- Supports the development of a data-driven culture across the organisation, highlighting data value definition and data value orchestration throughout a data product’s lifecycle.
- Identifies the key measures of value and performance (KPIs) from data programmes and aligns these to the organisation’s wider strategic objectives.

Data Value Proposition

Key IBM Differentiators

- IBM has a proven track record of working with small, large and complex organisations to define the business value of their data programmes, data products and data services.
- We have access to IBM Global research's industry good practice benchmark metrics to compare value from other organisations' business processes to accelerate the quantification of business value.
- Access to a large repository of data value assets (to accelerate and de-risk this service) including: Data Services Data Value Catalogue, access to IBM SMEs across the globe to leverage latest insights on data value metrics.
- Leveraging IBM AI to generate value drivers, value levers and metrics to accelerate generation of data value cases and value trees for data projects.
- Long history working with major UK government departments, ready access to IBM SMEs with industry-expertise in defining data strategies.
- IBM has a broad breadth and depth in security cleared professionals.

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Service Description

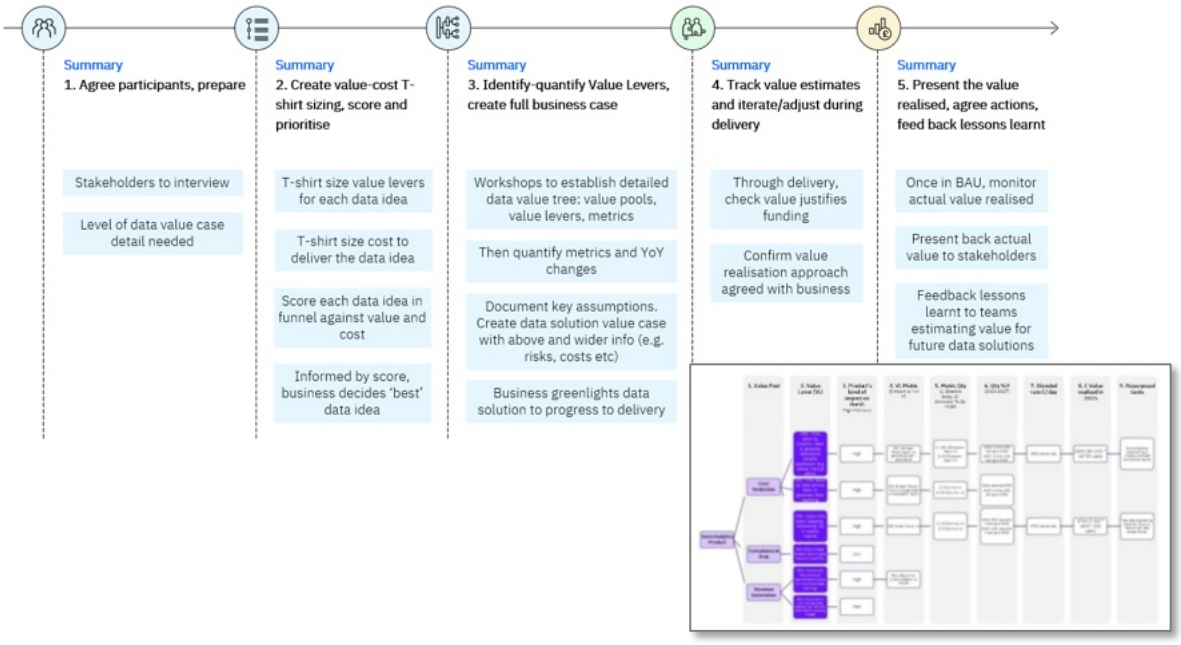
50-Word Summary:

IBM's data value advisory service defines and manages business value for data projects, using a structured process-methodology to quantify and track value through value trees, value drivers, value levers, KPIs and assumptions. It helps organizations maximize data investment-ROI and prioritise programs, and leverages IBM assets, e.g. AI Garage Value model.

Summary:

IBM offers this advisory consulting service of defining and managing data value for data projects and it has 2 sub-offerings. 1) Defining the data value for a single data programme (small to large, simple to complex) either before delivery has started or whilst it is in-flight; 2) Defining and managing data value for an ongoing series of data use cases being supplied by the business into a garage of delivery needing to establish which data use case it should deliver next and governing the value across the data use case's lifecycle from ideation into delivery and BAU operations. The approach of these sub-offerings involves a structured process to define, quantify, and track the business value of data projects. It involves workshops to co-create and identify value drivers and value levers to quantify value. IBM leverages its assets, including the AI Garage Value Orchestration model and Data Value Lever Catalogue, to accelerate this process. The key outcomes of this service include driving confidence in the business estimated value of its data products, ensuring investment in high-value initiatives, and enabling informed decision-making on prioritisation and continuing to fund in-flight data projects. By following this approach, organisations can maximise the value of their data investments, increasing the probability of achieving their business objectives.

The approach to defining this service is summarised in the following diagram:



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Delivery Approach

This approach covers the scope of the 2 sub-offerings and involves:

- Agreeing on the key business stakeholders to engage, to identify and quantify the business value of their data ideas and data programmes.
- Establishing the extent-detail of a data value case needed based on business needs, data project complexity and level of funding and risk involved.
- Running workshops to identify value drivers and value levers, to provide a high-level estimate of the value and feasibility of data use cases. Use a value-feasibility matrix to prioritise data use cases and select the most promising one(s) to progress into delivery.
- For the most promising data use case, developing a detailed data value case, including quantified value, costs, key assumptions underpinning value and costs and associated key risks, and estimated payback period.
- Throughout delivery, tracking the business value remains as expected and checking the funding of the data solution during delivery through regular checkpoints and reprioritising the data use case backlog as needed.
- Creating a business readiness checklist and target operating model to ensure successful deployment and adoption of the data solution.
- Collecting and reporting on actual value metrics post-deployment of the data solution and identifying lessons learned to improve future value estimation.
- Presenting realised business value to stakeholders and agreeing on actions to optimise benefits realisation further.

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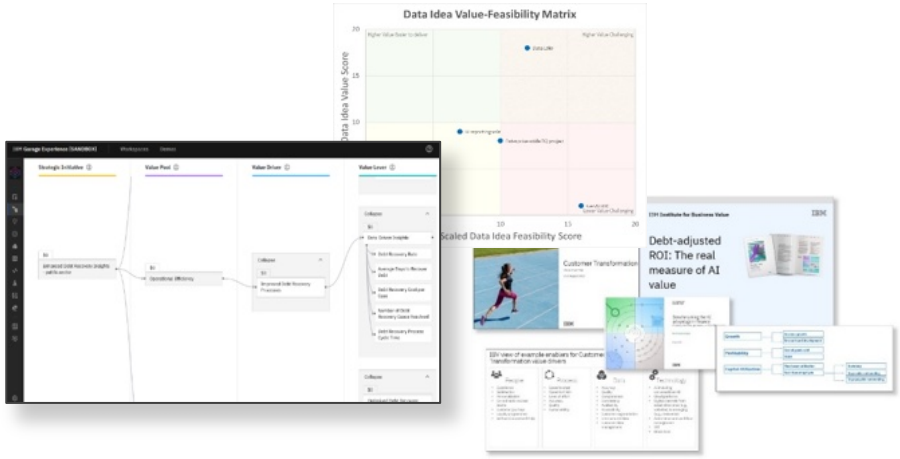
IBM leverages its large repository of assets such as 1) the IBM AI Garage Value Orchestration model to generate value levers relevant to specific business data challenges, 2) the IBM Data Value Lever Catalogue built up from IBM's large experience of helping Government agencies and departments and organisations across the industries define the data value cases for their data initiatives and 3) IBM Global research providing access to industry data value benchmarks and reports on where organisations are driving value from their data projects; 4) IBM's Value-Feasibility matrix tool to help prioritise data projects based on business value and delivery feasibility. Several examples of this repository of IBM data value assets are shown in the following diagrams.



Outcomes:

The key outcomes of an IBM data value service are that an organisation can:

- Drive confidence that it has an auditable, transparent mapping of the business value of a data product through its lifecycle, from idea to delivery to business operations; and with a repeatable method showing how it was identified, quantified, measured and monitored in collaboration with the business.
- Ensure it is investing in initiatives that deliver the best business value or minimum payback period, through defining and quantifying the value of data projects.
- Make more informed decisions about where to allocate often limited business and technical resources.
- Rapidly respond to changing business conditions and adjust its investments accordingly, by monitoring and tracking the overall value of data projects in-flight.
- Optimise its data project portfolio and ensure that it is focusing on the initiatives that will deliver the most appropriate value to the business, by prioritising data projects based on their value and feasibility.