G-Cloud 15

Data Sharing and Monetisation Services

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Transforming Business using the Cloud

Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations. For most organisations globally, adopting and adapting to the cloud has already happened or has become a question of "when and how" rather than "if".

We have worked across the public sector to support the implementation of business objectives using cloud related strategies and technologies. Our technology services help organisations to balance costs, optimise the use of cloud whilst being able to rapidly adopt a new way of working through their use of data.

Opportunities for enterprises generally include a combination of one or more of the following:

- Gaining timely insight based on larger and more complex datasets which in turn can boost organisational performance
- Using cloud to drive new business opportunities, services or digital operations - for example through the Data Sharing and Monetisation framework discussed in this service definition
- Allowing access to software applications or infrastructure that have features, controls and security built in - for example new finance systems that have out of the box financial controls and security by design
- Providing an opportunity to reduce costs through improved data retention policies and ongoing monitoring of workload costs.

PwC provides the frameworks and extensive private and public sector experience to help organisations exploit the cloud in a safe manner. Our methods include the combination of agile Business, customer eXperience and Technology (BXT) activities required to transform, grow and maintain organisations. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support clients as follows:

- As a partner through the complete lifecycle of strategy through to execution
- With point-in-time business issues encountered during implementation or running the business
- As a trusted advisor, providing assurance and risk related services over your programmes of works and your suppliers.

Data Sharing and Monetisation

There is a growing understanding among organisations that data sharing internally and, potentially, externally is a key opportunity to drive additional value from a readily available resource. Knowing what data you have, how good it is and whether it can be shared or monetised is the necessary starting point. But, it also takes a combination of commercial innovation, understanding of regulation and data literacy to realise value from data. If you get these right, it's possible to reap the benefits. The market is maturing and while there can be challenges there are measurable gains that can be made through a strategic approach.

It should be noted that Data Monetisation is not simply about selling data. It is about exploring the value of the data sets the organisation holds and using the knowledge of the value to focus and prioritise effort. Monetisation activities may never involve data ever leaving an organisation.

The following section describes the service features and benefits included within this service definition document in more detail.

1. Why are these services required?

Senior leaders are increasingly recognising the potential value their data holds for the public, their customers and their organisation. However, effectively harnessing this value and achieving a mature data sharing and monetisation capability can be challenging. The key challenge lies in leveraging data to maximise benefits while ensuring compliance with standards, regulations and maintaining data security.

In today's data-rich and often cloud-based landscape, organisations must understand the value of their information to help them focus and prioritise their data and technology investments. If you are considering or advancing your data sharing and monetisation journey, perhaps looking at internal monetisation to drive efficiency or even exploring how you could gain additional funding streams externally, you may have some fundamental questions:

- Where (and how) do we start monetising or sharing our data?
- What is our data worth?
- Who might want/benefit from our data?
- Which of our datasets could/should be leveraged?
- What are the risks in monetising our data?
- What people / process / technology / organisational changes would be needed?

- What data are we overlooking that could be captured and capitalised on?
- Do we have the legal rights to use this data?
- Is our data of sufficient quality?

The key question is, what path is right for your organisation to realise the full value of your data?

2. Opportunities and Challenges

We have seen that value realisation – when based on a durable data foundation and a clear, widespread data strategy – is both realistic and achievable. Success requires a strong focus on long-term strategy, governance and a data-focused culture, plus adequate attention on compliance and privacy.

Driving value from data today requires ideas that are unique and strategic, using clear insight. Whilst your data should be your starting point, you need robust ideas, perhaps supported by initial proof of concepts or a business case. Establish who might value your data and why, then build your strategy to bring it fruition.

Data sharing and monetisation is not only about investing in tools and technology. From creating the right culture to governing quality, there are a myriad of building blocks to consider. The PwC Sharing and Monetisation Framework, our holistic model, identifies the core domains that must be addressed to achieve sharing and monetisation maturity.

Once you have the right data and the right idea, any subsequent strategy must bring the two together within the legal and regulatory boundaries. It's critical to have an up-to-date understanding of the risks, legislation, the underlying ethics and potential impact on your brand.

Some organisations use data to expand their existing offerings; others venture into entirely new business territories. Collaborating with peers to create a shared data mart is also an option. From 'Data As A Service' to standalone products, there are multiple ways to share and potentially monetise data. To maximise value-add, your strategy and solution should be tailored to your organisation's requirements and capabilities.

3. Our Approach

Value can be measured across four stages of maturity:

- Exploration and alignment
- Investment and foundations

- Data distribution

- Revenue generating.

These stages provide insight into how to structure a roadmap for development and the measurement of maturity for data assets.

Preparing well by considering ideas, options and developing a strategy as well as preparing the data itself are critical. Sharing through targeted initiatives internally, supported by data literacy programmes, could lead to further opportunities, including looking at models that could share data externally and even drive new revenue streams.

Maturity for data monetisation and sharing will vary across and within organisations, and it is fundamental to identify the factors which require addressing to progress from one stage to the next. These factors can be complex and obscure, so PwC have developed a standardised framework for identifying and addressing them.

Our approach to reaching Data Monetisation Maturity is underpinned by the PwC Data Sharing and Monetisation Framework, which outlines the requisite building blocks to deliver a mature and resilient capability. We can help you to realise value by providing services in the following areas:

- **Sharing and Monetisation Vision:** We can support your business to have a clear vision for data sharing and monetisation that aligns with your specific needs and objectives

- **Data and insight:** We provide high-quality, secure, and well-managed data suitable for generating insights through analysis and analytics.

- **Commercial, contracting and market:** We offer market insight and benchmarking to identify recipients and have fair value data and deals. We also assist in developing business models, business cases, procurement processes, and contracts

- **Tools and technology:** We provide support with the right technology and infrastructure, including development and risk management for cloud-based solutions and API-driven systems for data integration

- **Process and governance:** We help establish governance processes, legal compliance, and risk management to maintain the quality, security, and ownership of the solution, programme management, and the data itself

- **People and organisational structure:** We assist in aligning your legal business structure with an appropriate people structure, culture, and ethics to maintain and grow your sharing and monetisation programme.

An effective monetisation strategy considers each of these areas with appropriate consideration given to the specific needs of the organisation. Different businesses have differing needs and face unique challenges within each of these areas so must follow a distinct path on their journey to monetisation maturity. Our framework allows us to tailor services specifically to the needs of each organisation, delivering bespoke targeted solutions focused on your needs and requirements.

4. Our Team: Why PwC?

PwC has extensive experience in helping businesses navigate complex transformations and has seen the increased value placed on data as an asset as the world becomes more technology-focused and information-driven. As more resources and infrastructure become the domain of cloud computing services, data becomes an even more important asset over which organisations need to exert control. The need to maintain a clear view and understanding of the value of their data becomes increasingly important to generate insight, prioritise effort and maintain appropriate controls.

The PwC Data Sharing and Monetisation service, which has been deployed in the public sector with Home Affairs and Business Affairs related clients, supports organisations to develop end-to-end data value services from initial vision through to sustainable and controlled information management, with people, process and governance considered throughout. Whether that be an entirely internal initiative (as is most common in the public sector) or sometimes aiming to share data externally, by enabling functions to share and/or generate additional financial flows in association with third parties.

We bring multidisciplinary expertise, spanning Data and Analytics, Artificial Intelligence, Technology, Commercial, Legal, Tax, Corporate Finance and Cyber Security, and combine this with deep sector experience, consumer and regulatory insights to accelerate your capabilities where you need it.

Data Sharing and Monetisation Services Features	Data Sharing and Monetisation Services Benefits
• Vision and strategy: Trusted advice on achieving data monetisation maturity • Data Asset Valuation: benchmarking against market, industry and consumer insight • Data Integration: Seamless tech integration for example API, Web Services	• Quantified business value for data using principles of infonomics • Adopt and build new products and services that support AI • Facilitate altruistic support for other organisations aligned with open data

- Risk Management and Assurance: Data quality, governance, privacy and protection
- Operating model definition and organisational restructuring for monetisation success
- Confidence in Deals and Contracts: Assured commercial agreements and terms
- Assured Programme Management: Trusted oversight for successful delivery and adoption
- Technology Strategy, Architecture and Delivery: Alignment with principles and common approaches
- Tax and Legal Support: Guidance on law, compliance and regulation
- PwC Data Sharing and Monetisation Framework: standardised approach for excellence.

- Identify and capitalise on growth, cost reduction areas through VFM
- Support National Data Strategy and National Data Standards aims
- Unlock latent data potential, enhance data literacy and demonstrate differentiation
- Scope to develop new competencies and drive modernisation
- Build trust through expert management and assurance of your risks
- Data governance, data quality and automation
- Bespoke data sharing and monetisation solutions specific to business need.