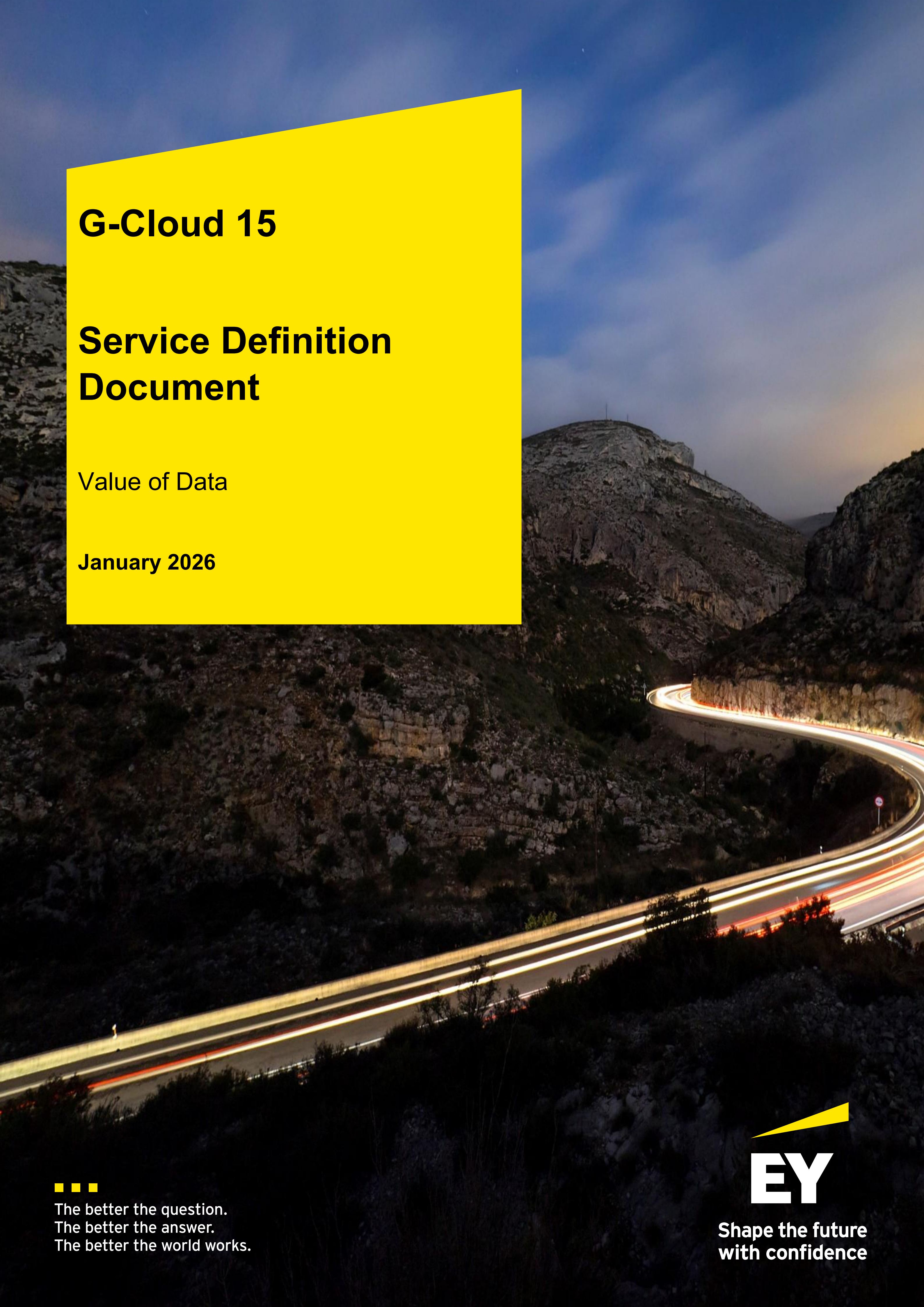

G-Cloud 15

Service Definition Document

Value of Data

January 2026

The better the question.
The better the answer.
The better the world works.

EY
Shape the future
with confidence

Contents

1. Service detail

1.1. Introduction to the Service

The volume of digital data held by businesses continues to grow exponentially. Recent advances in technology, combined with a reduction in the unit cost of computer power, means it is now possible to collect, store, analyse and generate commercially relevant insights from that data, in a cost-efficient manner.

Data can have value, but this will vary according to its characteristics. Data can have a commercial value when it can be used to generate realisable incremental cash benefits either from new business models or by generating insights that lead to improved operational performance in the existing business.

In EY’s opinion, many businesses are yet to realise the full commercial value of the data they own, and no commercial value in any data set unless at least one of the following conditions is met:

- The data owner can analyse the data and identify insights that lead to improved strategic and operational decisions that deliver a net cash benefit to their business
- The data owner can analyse the data and identify insights that a third party will pay cash to acquire
- The data owner can charge a third party for providing access to the data

When it comes to generating commercial benefits from data and providing data access to third parties, ethical issues involving data (e.g. data privacy and security) will be increasingly important to businesses and to wider society.

Privacy and regulatory concerns should not stop commercial value from being realised as long as it is done ethically and appropriately.

Realising commercial value from data should not be seen as a temporary measure but as an integrated part of long-term value (LTV) and stakeholder capitalism.

In addition to commercial value, data can also be used to generate a socio-economic and public good value.

This typically arises when data can be analysed and provides insights that enable governments, public bodies, charities and not-for-profit organisations to make better informed policy and operational decisions that result in improved outcomes for society.

Whoever the organisation and whatever data that organisation holds, unless actual, realisable benefits from that data can be generated, it has zero value. Indeed, it will likely be a liability given the ongoing costs of collection, storage and maintenance.

1.2. Service Description

EY is working for a range of C-suite clients, helping them:

1. Understand what data they have
2. Advise on what commercial insight might be able to be drawn from that data, and who would pay real cash for that insight
3. Build business models, business plans and road maps to realise this value

Our key premise is that if you cannot generate cash from the data, it has no value at all. The delivery involves modelling, valuations and economics teams to work together.

1.3. Pricing

This service is priced in accordance with the SFIA rate card provided and can be modelled using a range of commercial approaches e.g. time & materials, fixed price, etc. ‘Ordering and Invoicing’ and ‘Termination’ are to be undertaken in accordance with G-Cloud 15 contract terms unless varied by mutual agreement and detailed within a call-off contract.

2. Key contacts

For further information please get in touch via the email address below.

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About EY

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Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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