JAYWING

Maximise ROI: Turn data into strategic business value

Data management playbook

Your data's untapped potential

As the world changes, planning for business strategies must consider so much more information. Justification is needed for even the smallest budget line, which means that effective data strategies are needed to work in tandem.

The good news is that data has the power to turn "gut feel" into informed strategies.

It's no longer enough to collect data and use it sporadically. Businesses must learn to enable the full potential of this asset. At Jaywing, with over 25 years of experience in data management, we've seen first-hand how the role of data in business strategy has evolved. **Today, data shapes entire business models and drives competitive advantage.**

Drawing on our extensive expertise, we'll explore how businesses can align their objectives with data-driven insights, overcome common challenges, and build a culture that places data at the heart of decision-making.

In this ebook, we'll:

- Look at the real value of data in your organisation.

- Reveal the state of data management today and uncover the key components of effective data management.

- Examine real-world case studies that demonstrate the tangible benefits of a robust data strategy.

Whether you're just beginning to take your data management seriously or looking to enhance your existing strategies, this ebook will provide you with actionable insights and proven methodologies to transform your data into a powerful driver of business value.

Chapter 1: The full value of data

Budgets are being almost forensically scrutinised. Effective use of accurate data means that every penny spent returns maximum value. But why are data-driven decisions providing such an uplift in value?

Data-driven decisions drive business growth in several ways:

1. **Inform:** Data enables decisions based on what's really happening, not just gut-feel or personal priorities. It provides hard evidence that focuses minds on the real world, rather than an individual's perception of it.

2. **Power:** Sales data can inform major business decisions, such as where to build your next factory based on consumer locations. This smart use of data ensures resources are allocated where they'll have the most impact.

3. **Measure:** When changes are made, data helps measure their success. This ability to quantify outcomes is essential for continuous improvement and strategic planning.

Data can also reveal hidden truths about your business operations. For example, a product may appear to be a good income stream based on sales volume, but the right data can show that it's actually making a loss when the entire end-to-end process is considered.

The competitive edge of data-driven companies

And it's not just hearsay. Data-driven organisations consistently outperform their competitors. Recent studies show:

- According to McKinsey, companies that use data-driven insights for decision-making are **23 times** more likely to acquire customers and **19 times** more likely to be profitable.

- A Forrester study shows data-driven organisations are **162%** more likely to have significantly surpassed revenue goals compared to their counterparts that were lagging in analytics.

- Forbes highlights that **73%** of organisations say data analytics creates valuable insight, and **60%** say it improves efficiency and productivity.

Bottom line: If you're not using data in the right way, you can bet your competitors are leaving you behind. It's all about competitive advantage.

Aligning objectives with data

If data is to drive value, then any data strategies need to be built up to fully support the business objectives. Being able to track against business objectives is key – you need to know exactly where you are on your journey. This will ensure that you can:

- Justify investments and demonstrate ROI to stakeholders.

- Make decisions based on real-world evidence rather than assumptions.

- Quickly identify areas of underperformance and opportunities for growth.

73%

of organisations say data analytics creates valuable insight

Chapter 2: The current state of Data Management

Data Management isn't just about loading data into a database. Unfortunately, some organisations are missing a trick by not applying best practice principles to their data estate which can lead to inefficiencies, and worse – incorrect interpretation.

Understanding the full lifecycle of your business – from suppliers and raw materials through operations to customers – is critical. Great Data Management helps ensure this data is available, secure, and can be trusted.

It's not always straightforward – there are challenges.

Common challenges in data management

Several common hurdles emerge:

1. Data silos

Many businesses find their data locked away in multiple systems that can't be easily linked.

This lack of a single consolidated view of the data makes it challenging to get an overall picture of operations and customer interactions.

2. Limited data context

There's often a shortage of people with a full understanding of data context within organisations. This can lead to the wrong decisions being made, or critical information being ignored.

3. Trust

A lack of trust in data can stem from a number of reasons, although often this is simply because evidence to support data quality is not available.

This leads to data going unused and slows down adoption of data-driven strategies.
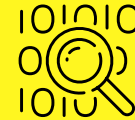
4. Communication gaps

Many businesses struggle with effectively communicating and sharing information about available data across the organisation. Without proper data documentation, even well-managed data can go unused or be used incorrectly.

5. Integration challenges

Particularly for businesses that have grown organically or through acquisitions, integrating data from disparate systems can be a major barrier. This often results in large volumes of non-integrated data that aren't fully understood or utilised effectively.

The impact of changing data landscapes

To add to these already complex challenges, the data management landscape is far from static. Recent developments and ongoing trends are continuously reshaping how businesses approach data collection, analysis, and utilisation.

The evolving story of third-party cookies

Although Google recently announced a reversal in phasing out third-party cookies in Chrome, forward-thinking organisations should still prepare for a future where third-party cookie data is less available or reliable. This shift means a rethinking of data strategies, particularly in areas like:

- Customer tracking across different websites.

- Personalised advertising and content delivery.

- Retargeting campaigns.

- Attribution modelling.

- Quickly identify areas of underperformance and opportunities for growth.

The key takeaway? Businesses should work as if this data is not available or has significantly lower coverage. This approach will future-proof strategies and align with growing consumer expectations for privacy.

The rise of first-party data

As third-party data sources become less prevalent, there's an increasing focus on getting great value from first-party data—information collected directly from customer interactions. This brings both challenges and opportunities:

Challenges:

- Developing systems to collect and manage first-party data.

- Ensuring data quality and completeness.

- Integrating data from various touchpoints (website, app, in-store, customer service).

- Ensuring all Data Protection regulations are covered.

Opportunities:

- Greater data accuracy and relevance.

- Improved customer trust through transparent data collection.

- Potential for deeper, more meaningful customer insights.

- Reduced reliance on external data sources.

Businesses that get this right will have a significant competitive advantage going forward.

The complexities of data privacy regulations

The introduction of regulations like GDPR in Europe, CCPA in California, and similar laws worldwide has added new layers of complexity to data management. These regulations require businesses to be more mindful and transparent about how they collect, store, and use customer data. Key considerations include:

- Obtaining explicit consent for data collection and usage.

- Providing users with control over their data (right to access, right to be forgotten).

- Ensuring data portability.

- Implementing robust data security measures.

- Maintaining detailed records of data processing activities.

While compliance can be challenging, it also presents an opportunity to build trust with customers by demonstrating a commitment to protecting their privacy.

Chapter 3: Step-by-step comprehensive approach to Data Management

A robust and flexible approach is key to unlocking true business value. At Jaywing, we've refined our data management strategy over 25 years, developing a comprehensive methodology that addresses the complex needs of modern businesses. Our approach is broken down into a series of manageable steps.

Step 1
Auditing & data scope

The first step is understanding what you're working with. This begins with a thorough data audit, allowing us to:

- Document your entire data landscape.
- Identify data silos and integration opportunities.
- Assess data quality and completeness.
- Understand data flows and dependencies.

This then lays the foundation for all subsequent data management activities, ensuring that no valuable data assets are overlooked or underutilised.

Step 2
Normalisation & cleansing

Raw data is like an uncut diamond – valuable, but not yet ready to shine. Our normalisation and cleansing processes transform your data into a consistent, high-quality asset. This involves:

- Standardising data formats and structures.
- Removing duplicates and resolving inconsistencies.
- Correcting errors and filling in gaps where possible.
- Ensuring data adheres to defined quality standards.

By establishing a 'single version of the truth', we enable more accurate analysis and decision-making across your organisation.

Step 3
Merging & connectivity

Nowadays, valuable insights often lie at the intersection of different data sources. Our merging and connectivity processes focus on:

- Identifying relationships between disparate data sets.
- Creating a unified view of your data landscape.
- Enabling cross-functional analysis and reporting.
- Facilitating the flow of data between systems and departments.

This interconnected approach breaks down data silos, providing a more holistic understanding of your business operations and customer interactions.

Step 4

Consistency, accuracy & reliability

The value of data lies in its trustworthiness. Our approach places a strong emphasis on maintaining data integrity through:

- Implementing robust data governance frameworks.
- Establishing clear data ownership and stewardship.
- Regular data quality assessments and improvement initiatives.
- Ensuring data accuracy and consistency across all touchpoints.

By building trust in your data, we empower your team to make confident, data-driven decisions.

Step 5

Flexible technology integration

While our approach is grounded in best practices, we understand that every business is unique. That's why we maintain flexibility in our technology choices, ensuring that our solutions integrate seamlessly with your existing infrastructure and adapt to your specific needs.

We are expert users of various technologies, including the following:

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Regulatory compliance & security

At a time of increasing scrutiny of data regulations, compliance isn't just about avoiding penalties – it's about building trust with your customers. Our approach incorporates:

- Adherence to data protection regulations (such as GDPR).
- Implementation of robust data security measures.
- Clear processes for managing consent and data subject rights.
- Regular audits and updates to ensure ongoing compliance.

7

Empowering data-driven culture

Technical solutions are only part of the story. We believe in creating a data-driven culture within your organisation. This includes:

- Training and support to improve data literacy across your team.
- Developing intuitive data access and visualisation tools.
- Helping build a culture of data-driven decision making at all levels.
- Regular reviews and success stories to demonstrate the value of data.

By combining technical expertise with cultural change, we ensure that your investment in data management translates into tangible business outcomes.

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Continuous improvement & adaptation

The data landscape is constantly evolving, and so is our approach. We continuously refine our methodologies based on:

- Emerging technologies and best practices.
- Changes in the regulatory environment.
- Feedback and learnings from our diverse client base.
- Ongoing assessment of data management effectiveness.

This commitment to evolution ensures that our approach remains at the cutting edge of data management practices.

Whatever your data needs, we're able to be flexible and support you.

[Talk to us about your project](#).

Chapter 4: Key components of effective Data Management

Extending the step-by-step approach in Chapter 3, there are a set of key components that help these build towards an effective data management strategy.

Here's a quick overview:

1. Data audit

A data audit starts with identifying all data sources within your organisation. This includes cataloguing the types of data you collect and store, whether it's customer information, financial data, or operational metrics.

The audit will assess the quality and reliability of your data, uncovering any inconsistencies or gaps. Finally, it maps out how data flows through your organisation, from point of collection to its various uses.

2. Architecture design

This process begins with choosing appropriate data storage solutions that align with your data types and usage patterns.

Next, data models are designed that accurately reflect your business needs and processes, ensuring that your data structure supports your operational and analytical requirements as well as covering your data and business strategies.

Essentially, it's the framework that allows your data to flow smoothly and be utilised effectively across your organisation.

3. Data build and implementation

This involves setting up data storage and processing systems based on your architectural design, including deploying new databases, setting up data warehouses, or implementing customer data platforms.

A critical part of implementation is integrating data from various sources. This might involve setting up ETL (Extract, Transform, Load) processes to consolidate data from different systems into a central repository.

4. Maintenance

This is predominantly around monitoring the data flows and ensuring they are performing well; they're not constrained by lack of resources and incorporating new best practices as they emerge.

It also covers deploying changes either due to source system changes, requirements changes or to support findings from the Data Governance process.

5. Data description

For data to be truly valuable, it needs to be understandable and accessible to those who need it. This is where data description comes into play. It involves creating comprehensive data dictionaries that explain what each piece of data represents, its format, and its potential uses.

Documenting data lineage is another crucial aspect, tracking where each piece of data comes from and how it has been processed along the way. Providing context for data interpretation is also key. This means not just presenting raw numbers, but explaining what those numbers mean in the context of your business. It's about turning data into information, and information into insight.

True Data Democratisation can only start when the right information is available to the right people – and they understand how and when to use it.

6. Data governance

Data governance provides the overarching structure for your data management efforts. This starts with defining roles and responsibilities for data management. Who owns each dataset? Who is responsible for its quality? Who has the authority to make changes? Establishing policies for data usage and security is another crucial aspect of governance. This includes setting up access controls, defining how data can be used and shared, and ensuring compliance with relevant regulations like GDPR.

Finally, defining and monitoring quality is key. For each data item, the data governance process needs to define "what good looks like". This is key to adoption as it helps drive trust in the data.

7. C-suite support and a data-driven culture

Building a data-driven culture within your organisation is key to realising the full value of your data management efforts. This means training staff on data management best practices, and equipping them with the skills to confidently use and interpret data. This requires leadership to lead by example, demonstrating the value of data-driven decision-making in their own work.

Encouraging collaboration between technical and business teams is also key. Data scientists and analysts need to understand business contexts, while business users need to appreciate the possibilities and limitations of data analysis. Building these bridges can lead to more effective use of data across the organisation.

In our experience at Jaywing, we've found that businesses often struggle most with data description and governance. The challenge lies in communicating and sharing information about available data across the organisation. Without proper documentation and governance, even well-managed data can go unused or be used incorrectly. That's why we place a strong emphasis on these areas in our data management strategies.

Chapter 5: Regulatory compliance and risk mitigation

The regulatory environment for data management is constantly changing. From legislation like the General Data Protection Regulation (GDPR) in Europe to the California Consumer Privacy Act (CCPA) in the United States, new laws are continually reshaping how businesses must handle data across the globe.

These regulations share common themes:

- Hefty penalties for non-compliance.
- Greater control for individuals over personal data.
- Increased transparency about data collection and usage.
- Stricter requirements for data security and breach notification.
- Controls over what data can be transferred to other countries.

For businesses operating across multiple jurisdictions, staying compliant can feel daunting. However, viewing compliance as an opportunity rather than a burden can lead to stronger data practices and increased customer trust.

Building a compliance-first data strategy

At Jaywing, we believe that compliance should be baked into your data strategy from the ground up. This approach involves:

1. Data mapping and inventory:

Understanding what data you have, where it comes from, and how it's used is the first step in ensuring compliance. This aligns closely with the data audit process we discussed earlier.

2. Privacy by design:

Incorporating privacy considerations into every stage of your data processes, from collection to deletion. This might involve data minimisation (only collecting what's necessary) and implementing strong access controls.

3. Consent management:

Developing robust systems for obtaining, recording, and managing user consent for data collection and processing.

4. Data Protection Impact Assessments (DPIAs):

Regularly assessing the potential risks associated with your data processing activities and implementing measures to mitigate these risks.

5. Documentation and record-keeping:

Maintaining detailed records of your data processing activities, including the purposes of processing, data sharing, and security measures.
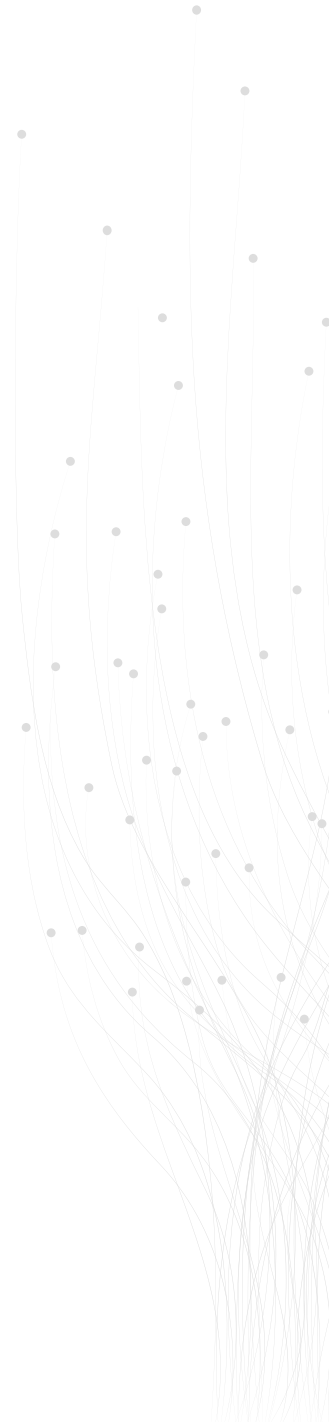
Mitigating data-related risks

Of course, compliance is just one piece of the risk mitigation puzzle. Other key areas to consider include:

1. Data security:

Implementing robust security measures to protect against data breaches and unauthorised access. This might include encryption, access controls, and regular security audits.

2. Data quality and integrity:

Poor data quality can lead to faulty decisions and regulatory issues. Implementing data quality checks and data governance practices can help mitigate this risk.

3. Third-party risk management:

If you share data with third parties or use third-party data services, it's crucial to ensure they also adhere to high standards of data protection and compliance.

4. Business continuity and disaster recovery:

Having plans in place to ensure data availability and integrity in the face of disruptions or disasters.

5. Ethical data use:

Beyond legal compliance, considering the ethical implications of your data practices can help avoid reputational risks and build trust with customers.

Turning compliance into a competitive advantage

While compliance can seem like a burden, it can also be a powerful differentiator. Businesses that go beyond the basics of compliance to embrace data ethics and privacy as core values can:

- Build stronger, trust-based relationships with customers.
- Improve data quality and decision-making processes.
- Reduce the risk of costly data breaches and regulatory fines.
- Gain a competitive edge in privacy-conscious markets.

Technology can play a key role in managing compliance and mitigating risks. Some key technologies include; data discovery and classification tools, consent management platforms, data lineage and impact analysis tools, automated compliance monitoring and reporting systems, and AI and machine learning for anomaly detection and fraud prevention.

At Jaywing, we combine these technologies with our deep industry expertise to ensure our clients go beyond standard regulatory compliance.

Talk to us to find out more.

Chapter 6: Turn data into strategic business value

We've explored the components of effective data management and the importance of regulatory compliance.

Now, let's turn our attention to the **ultimate goal**: Transforming data into strategic business value. To bring this to life, we'll examine a real-world example of how Jaywing helped Anchor, England's largest not-for-profit provider of housing and care for people in later life, utilise data management to support their digital transformation.

The challenge:

Scaling data management for organisational growth

Anchor serves more than 65,000 residents across 54,000 homes in almost 1,700 locations. An organisation of this scale faces unique challenges in managing and using its data effectively. As part of its digital and technology transformation programme, Anchor recognised the need to improve organisational data governance and data management to support their growth and enhance services for both colleagues and residents.

The approach:

Building a foundation for data-driven decision making

Jaywing's engagement with Anchor demonstrates how a strategic approach to data management can drive business value. Here's how we approached the challenge:

1. Enterprise entity modelling

We began by defining a logical enterprise entity model covering all information required for Anchor to do business. This focused initially on core components: Customers, Properties, and Services. This model provided a comprehensive view of Anchor's data landscape, essential for strategic decision-making.

2. Data dictionary development

We created the foundations for a comprehensive data dictionary documenting accepted terminology and definitions for all entities in the model. This step was key for establishing a common language across different business areas, ensuring better communication and data consistency.

3. Stakeholder engagement

Both the model and dictionary were developed with and reviewed by key, non-technology stakeholders. This collaborative approach ensured business acceptance and alignment with strategic goals.

4. Data governance and management processes

We defined the processes required for effective data governance and management enterprise-wide. This involved outlining necessary tasks, designing appropriate processes, and ensuring that essential information was recorded at each step.

5. Knowledge transfer

Over a three-month period, Jaywing provided consulting expertise and tangible deliverables, ensuring that Anchor's team responsible for data governance and management fully understood and could implement the new processes.

The results:

The strategic approach to data management resulted in several key benefits for Anchor:

- **Enhanced decision making:** With a comprehensive view of their enterprise data, Anchor can now make more informed decisions about resource allocation, service improvements, and strategic initiatives.

- **Improved operational efficiency:** The standardised terminology and defined processes reduce miscommunication and streamline operations across the organisation.

- **Future-proofing:** The data governance and management processes provide a scalable foundation that can adapt to Anchor's future needs and growth.

- **Support for digital transformation:** As noted by David Sparling, Anchor's Chief Technology Officer, the improved data management practices ensure that their data "is managed to the highest standards and continues to meet our current and future business needs."

- **Regulatory compliance:** The structured approach to data governance helps Anchor meet regulatory requirements more effectively, reducing risk and potential compliance costs.

Lessons learned:

Anchor's experience provides some useful lessons for any organisation looking to derive strategic value from their data:

- **Start with a solid foundation:** A comprehensive understanding of your data landscape is crucial. Invest time in creating robust data models and dictionaries, and then ensure these are kept up to date as part of any changes.

- **Engage stakeholders early and often:** Ensure buy-in across the organisation by involving key stakeholders in the development and review processes.

- **Implement standardised processes:** Defined, repeatable processes for data governance and management are key to maintaining data quality and consistency over time.

- **Align data strategy with business goals:** Ensure that your data management initiatives directly support your organisation's strategic objectives.

- **Invest in knowledge transfer:** Empower your team with the knowledge and skills to maintain and evolve your data management practices.

Chapter 7: Overcoming common data management challenges

As we've explored in previous chapters, effective data management can transform your business. However, the journey to becoming a truly data-driven organisation is rarely without obstacles.

Here are some of the most common challenges and strategies for overcoming them:

Data silos and integration issues	Data quality and consistency	Skills gap and resource constraints	Regulatory compliance and data security	Resistance to change
Problem: Organisations struggle with data trapped in disparate systems that don't communicate effectively. This can lead to inconsistencies, duplication, and missed insights.	**Problem:** Poor data quality can undermine even the most sophisticated analytics efforts. Inconsistent definitions, duplicate records, and outdated information are common culprits.	**Problem:** Many organisations lack the in-house expertise to make full use of their data assets, or struggle with limited resources for data initiatives.	**Problem:** As discussed, navigating the complex landscape of data regulations while ensuring robust security can be daunting.	**Problem:** Shifting to a data-driven approach often requires significant changes in processes and mindsets, which can meet resistance.
Solution: Implement a unified data architecture that allows for seamless data integration. This might involve creating a central data store that unifies your information, making it accessible across the organisation.	**Solution:** Establish robust data governance practices, including clear data ownership, quality standards, and regular audits. Implement data cleansing and validation processes to maintain high-quality data.	**Solution:** Invest in training and development for existing staff. Consider partnering with external experts (like Jaywing) to supplement your team's capabilities and accelerate your data initiatives.	**Solution:** Adopt a compliance-first approach to data management. Implement strong data security measures and stay informed about evolving regulations. Regular audits can help identify and address potential issues.	**Solution:** Focus on change management alongside your data initiatives. Communicate the benefits of data-driven decision making, showcase early wins, and involve stakeholders throughout the process.

Chapter 8: Build a data-driven culture

As well as implementing the right technologies or processes, overcoming data challenges means creating a culture where data is valued and leveraged at all levels of the organisation. Here's how to build that culture:

1. Lead by example

Leadership must champion the use of data in decision-making. When leaders consistently ask for data to support proposals and decisions, it sets a powerful precedent.

2. Democratise data access

Make relevant data accessible to employees across the organisation. User-friendly dashboards and self-service analytics tools can enable teams to make good use of data in their daily work.

3. Invest in data literacy

Provide training and resources to help employees understand and use data effectively. This could range from basic data interpretation skills to more advanced analytics techniques.

4. Celebrate data-driven successes

Highlight instances where data-driven decisions led to positive outcomes. This reinforces the value of data and encourages others to adopt similar approaches.

5. Encourage collaboration

Encourage cross-functional collaboration around data. When teams from different parts of the organisation share data and insights, it can lead to unexpected breakthroughs.

6. Embrace experimentation

Create a safe environment for data-driven experimentation. Not every data initiative will be a success, but there are valuable lessons in both successes and failures.

7. Align data initiatives with business goals

Ensure that data projects are clearly tied to business objectives. This helps demonstrate the tangible value of data-driven approaches.
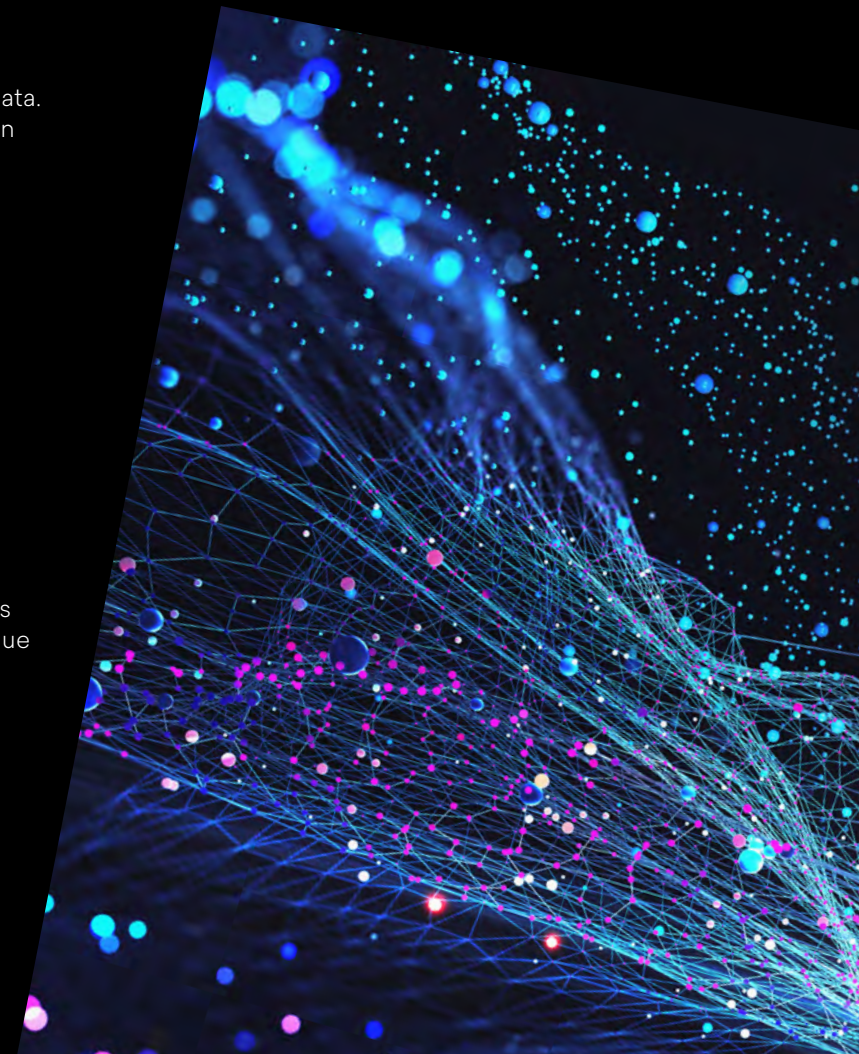
Case Study: Creating a data-driven culture at Anchor

Returning to our case study, Anchor's journey towards improved data management also involved significant cultural change. By involving non-technical stakeholders in the development of their data model and dictionary, Anchor ensured buy-in across the organisation.

This collaborative approach helped to:

- Break down silos between departments.
- Create a shared language around data.
- Demonstrate the value of data-driven approaches to sceptical team members.

As David Sparling, Anchor's Chief Technology Officer, noted, this approach supported their broader digital transformation, emphasising **"greater use of technology to deliver services to our customers."** By linking data management to tangible business outcomes – in this case, improved service delivery – Anchor made the value of a data-driven approach clear to all stakeholders.

Conclusion: The path forward

As we've seen, becoming a truly data-driven organisation is both challenging and rewarding. But like in Anchor's case, data transformation demonstrates that with the right approach and expertise, organisations can unlock tremendous value from their data assets.

To prepare for this data-driven future, organisations should focus on:

1. Build a data-driven culture:

Actively create an environment where data literacy is the norm and data-driven decision making is encouraged at all levels.

2. Invest in technology and skills:

Embrace cloud technologies, flexible data stores, and real-time processing capabilities. Simultaneously, invest in upskilling your workforce to utilise these new tools effectively.

3. Reimagine data governance:

Shift from viewing data governance as a compliance issue to seeing it as a strategic enabler of innovation and value creation.

4. Prioritise data ethics and security:

As data becomes more central to business operations, ensuring its ethical use and robust security will be paramount to maintaining trust and compliance.

The Jaywing advantage

At Jaywing, we're committed to helping organisations navigate this evolving data landscape. Our expertise in data management, coupled with our pragmatic and collaborative approach, positions us as an ideal partner for your data transformation journey. We can guide you through every step of the way.

Whether you're just beginning to explore the potential of your data or looking to take your data-driven capabilities to the next level, we're here to help you write the next chapter in your data story. Together, we can turn the vision of a truly data-driven enterprise into reality, unlocking new opportunities for growth, innovation, and competitive advantage.

Find out more and talk to us today. We'd genuinely love to help.