



Discovery & Planning

Workstream	Discovery & Planning
Purpose	<ul style="list-style-type: none">/ Understand the strategic objectives, and the current operating model, processes, and technology platforms, from D&A, DG, and OCM perspectives./ Assemble a D&A use case prioritized backlog and perform a gap analysis regarding organizational readiness.
Scope	<ul style="list-style-type: none">/ Discovery regarding strategic objectives/ Discovery regarding D&A, DG, and OCM current state (operating model focus)/ Discovery regarding systems, data domains, and technology platforms for D&A and DG/ Define D&A and DG prioritized use case backlog, while also identifying and sizing the lighthouse use case/ Perform gap analysis, identifying current state challenges, and formalizing future state goals and technology design
Benefits	<ul style="list-style-type: none">/ Ensures strategic objectives guide D&A and DG roadmap activities, ensures the roadmap aligns to prioritized business value outcomes, ensures the right people and process changes are planned to support the roadmap, ensures the right technology enhancements are implemented to support the roadmap, and establishes a shared north star for all roadmap activities
Deliverables	<ul style="list-style-type: none">/ Discovery Findings Report/ Current Operating Model Report/ Gap Analysis and Future Goals Report/ Prioritized Use Case Backlog/ Enhanced Technology Architecture (if gaps or need for adjustment was identified)
Dependencies	<ul style="list-style-type: none">/ Corporate strategy SMEs/ Corporate systems SMEs/ Data architecture SMEs/ Business analytic SMEs



Lighthouse Project

Workstream	Lighthouse Project
Purpose	<ul style="list-style-type: none">/ Implement a successful D&A solution that proves the value of the Data Product and Data Marketplace approach, while demonstrating new and differentiating Azure capabilities to the wider organization, through a strong value-aligned use case
Scope	<ul style="list-style-type: none">/ Define business requirements document and technical design document/ Model data products and incorporate just enough data governance/ Develop and validate data pipelines to populate data products/ Create analytic innovation from data products, to generate new data products and value outcomes/ Demonstrate data product marketplace democratization through reusable and understood data assets
Benefits	<ul style="list-style-type: none">/ Proves that the recommended Azure platform enables data product and data democratization outcomes, while demonstrating a storefront to access and innovate through, and showing real organization value through this approach aligned to well defined success criteria for the use case
Deliverables	<ul style="list-style-type: none">/ BRD and TDD/ Enhanced Azure D&A and DG platform/ Built and validated D&A use case with successfully proven outcomes/ Demonstration of data product marketplace
Dependencies	<ul style="list-style-type: none">/ Business analytic SMEs/ Azure administrator/ Source systems SMEs



Workstream	Data Driven Strategy Design (Data Products)
Purpose	<ul style="list-style-type: none">/ Establish the people, process, and technologies required to launch a new data driven strategy program/ Finalize key technology decisions and execution roadmap to achieve data driven goals
Scope	<ul style="list-style-type: none">/ Map the maturity journey required to enable data literacy/ Define a new data driven operating model with roles and requirements/ Assess skills and define a skilling plan to optimize data literacy among impacted staff/ Develop a prioritized roadmap and design data product integration into the marketplace/ Validate the technology platform and processes for serving and using data products
Benefits	<ul style="list-style-type: none">/ Establishes a strategic operating model, enablement plan, roadmap, platform, and processes to achieve desired data literacy, from which the data driven program can start
Deliverables	<ul style="list-style-type: none">/ Data driven journey and steps/ Data driven operating model/ Skills assessment and skilling plan/ Data driven roadmap and process and platform design/ Executive presentation and validation
Dependencies	<ul style="list-style-type: none">/ Corporate strategy SMEs/ Corporate systems SMEs/ Data architecture SMEs/ Business analytic SMEs



Data Driven Strategy Workstream: Benefits & Success Measurement

Benefits

- / Ensures current analytic effort and investment creates reusable data assets that accelerate future use cases
- / Ensures data products are understood, accessible, trustworthy, and democratized, so the data product value can be realized beyond just IT
- / Empowers innovation off core data products for the wider organization, thereby accelerating LoB aligned analytic benefits
- / Creates data products incrementally, aligned to the highest priority strategic goals, enabling the greatest benefit earlier in the roadmap
- / Ensures the right people and process are established to support the data driven journey, which is a requirement for successful maturity

Success Criteria & Measurement

- / **Trustworthy, understood, and accessible data products published through a centralized marketplace**
- / **New analytic use cases leverage aligned data product marketplace assets, or create new data product assets that benefit future use cases**
- / **New analytic use cases are managed via a CoE managed intake process, to ensure data product dependencies stay services from the marketplace**
- / **Successfully enable the highest value analytic outcomes early in roadmap execution, demonstrating data driven benefits in <6 months for multiple use cases**
- / **Successfully empower LoB stakeholders to leverage data products and innovate themselves, to create new data products, with the right training and tooling, supported by an enabling IT organization**
- / **Secure and protected data assets, with relevant data classification, data rights, data use governance, and access control**
- / **Well adopted analytics operating model, covering all CoE, platform, support, and solution hub functions**
- / **Advancing from the current data driven maturity state to the target democratized analytics future state**



Enterprise-Wide Data Governance Program Framework Design

Workstream	Enterprise-Wide Data Governance Program Framework Design & Data Product Processes
Purpose	<ul style="list-style-type: none">/ Define and create a DG framework and operationalization roadmap/ Enable management of data products by proposing data product owner and steward candidates/ Create initial set of processes to enable definition of data products
Scope	<ul style="list-style-type: none">/ Assessment of DM current state (processes, roles, technology)/ Definition and customization of DG Program Framework & operationalization roadmap/ Creation of enterprise view of data (i.e. organization of data estate into domains & subject areas), identification of data product owner and steward candidates, creation of initial processes
Benefits	<ul style="list-style-type: none">/ At the end of the engagement, ready to take its tailor-made DG program live by necessary filling roles and executing pilot projects/ Note: initial processes provided are metadata management processes aimed at data product definition & cataloging; data quality and master data management should be created later phase once relevant tools are chosen
Deliverables	<ul style="list-style-type: none">/ Enterprise DG Program Operating Model and Roadmap Defined/ Processes for initial definition of Data Products,/ Enterprise View of Data, Accountability structure for Data Products
Dependencies	<ul style="list-style-type: none">/ Convening of an interim data governance working group composed of representatives of business areas which are key D&A producers and consumers. Estimated time requirements: 3x 1.5-hour sessions weekly over 6 weeks; additional “homework” may be required (e.g., pre-reading, consultation by member with their home business area stakeholders and SMEs)/ Identification of data products (Data Strategy workstream)



Data Governance Workstream: Benefits & Success Measurement

Benefits

- / New, enterprise-wide data management organizational readiness formalized in a tailor-made, right-sized DG program and DG operationalization roadmap co-designed and validated by key business stakeholders. Ready to be deployed by filling roles and executing initial pilot projects
- / Data estate organized into an enterprise view of data (by thematic domains and subject areas), with accountability and responsibility assigned to appropriate business areas for sustainable data management
- / Processes defined enabling definition, cataloging, access management, and provisioning of data products to data marketplace

Success Criteria & Measurement

- / **Key success measures are related to DG and data product adoption.** Once adopted, DG program roll-out will be phased according to an action plan. Adoption can be measured by:
 - / Data Provisioning Outcomes:
 - / # of data products placed under governance
 - / # of data products defined, classified and provisioned to data marketplace
 - / Data Literacy Outcomes:
 - / # of visits to data marketplace
 - / # of data product access requests approved and fulfilled
 - / DG Activity
 - / # of DG intake requests and tickets
 - / # of DG process runs executed
 - / # of data owners and stewards appointed
- / Later, it is anticipated that DG program will additionally focus on **Data quality management.** At that stage, success will additionally be measure by data quality outcomes, including:
 - / Count of data assets for which data quality rules are defined and monitored
 - / For individual data assets monitored: trend tracking of applicable data quality dimensions targeted for improvement (i.e., Accuracy, Completeness, Consistency, timeliness, validity, uniqueness)
 - / Count of DQ issue intake requests
 - / Average time to resolution of DQ intake requests



Organizational Change Management

Workstream	Organizational Change Management
Purpose	<ul style="list-style-type: none">/ To optimize stakeholder adoption of desired outcomes (i.e., a data-driven culture, Data Strategy, Data Governance).
Scope	<ul style="list-style-type: none">/ Our scope of work corresponds to the first two phases of Adastra's 4-phase OCM framework: Phase 1 - Evaluate, and Phase 2 - Define
Expected Results	<ul style="list-style-type: none">/ A comprehensive understanding of current state from a cultural and stakeholder perspective./ Clarity surrounding the magnitude of change that each stakeholder will experience as they transition to a more data-literate culture./ Awareness of potential obstacles (issues and risks) that must be mitigated before the OCM strategy can be implemented in Phases 3 and 4.
Deliverables	<ul style="list-style-type: none">/ A custom, end to end OCM strategy (inclusive of training)./ A corresponding roadmap and comprehensive tactical plans for each of the following: sponsorship, communications, stakeholder engagement, resistance and risk management, HR alignment, training and education, and sustainment./ Ownership grids (RACI)./ OCM Metrics.
Dependencies	<ul style="list-style-type: none">/ OCM is dependent on information gathered with which to perform Phase 1 current-state assessments./ In addition, OCM will require the support of the leaders to endorse and promote planned changes./ As OCM is a cross-functional workstream, it will be carried out in parallel with each phase of the initiative's deployment to facilitate incremental change



Organizational Change Management Workstream: Benefits & Success Measurement

Benefits

Minimized organizational disruption

Projects that prioritize the human impact cost less, take less time and achieve better results.

Improved project outcomes

Projects that implement OCM experience a ROI of 143% vs. those who do not see 35%. (McKinsey study 2002)

Realization of Project Goals

OCM helps employees understand and accept the sacrifice of their current work environment (as well as any transitional discomfort) to leap toward something new.

Adoption of Cultural Change

OCM evaluates the behavioural impact on key stakeholders and then builds custom strategies for enabling their acceptance and desire for the new state.

Reduced resistance

OCM proactively creates gradual acceptance for change by promoting its benefits, leveraging influencers, and using targeted strategies to diffuse resistance.

Stakeholder readiness

OCM optimizes personal readiness, ensuring that employees have all that they need to perform successfully once organizational changes are implemented.

More meaningful work

OCM redesigns processes so that inefficient tasks are replaced with more purposeful, enriched work.

Employee satisfaction

OCM optimizes satisfaction with the new state, paving the way for greater performance and productivity.

Success Criteria and Measurement

Success will be measured by the adoption of organizational changes by impacted stakeholders: Leadership, IT staff, Data Stewards.

Evidence of adoption includes the following OCM measurements:

Compliance

/ Impacted Stakeholders fully embrace changes by adhering to new policies and procedures related to the new data-driven strategy and Data Governance. They do not “backslide” or regress to former habits.

Utilization

/ Impacted Stakeholders use Data Products appropriately, as they were intended.

Proficiency

/ Impacted Stakeholders:
/ Fully participate in education and training sessions.
/ Demonstrate required knowledge and skills to perform capably in the new state.
/ Have minimal reliance on the IT Help Desk for “learning curve” based help.

Productivity

/ Impacted Stakeholders trust data, allowing them to make faster, strategic decisions that are evidence-based and reliable.

Satisfaction

/ Impacted Stakeholders:
/ Display desired behaviours representative of the new data-driven culture.
/ Publicly endorse the new organizational changes (i.e., testimonials).
/ Show increasing acceptance for organizational changes with each “pulse-check” (survey) at each stage of implementation.