The Data Value Map For GDPR
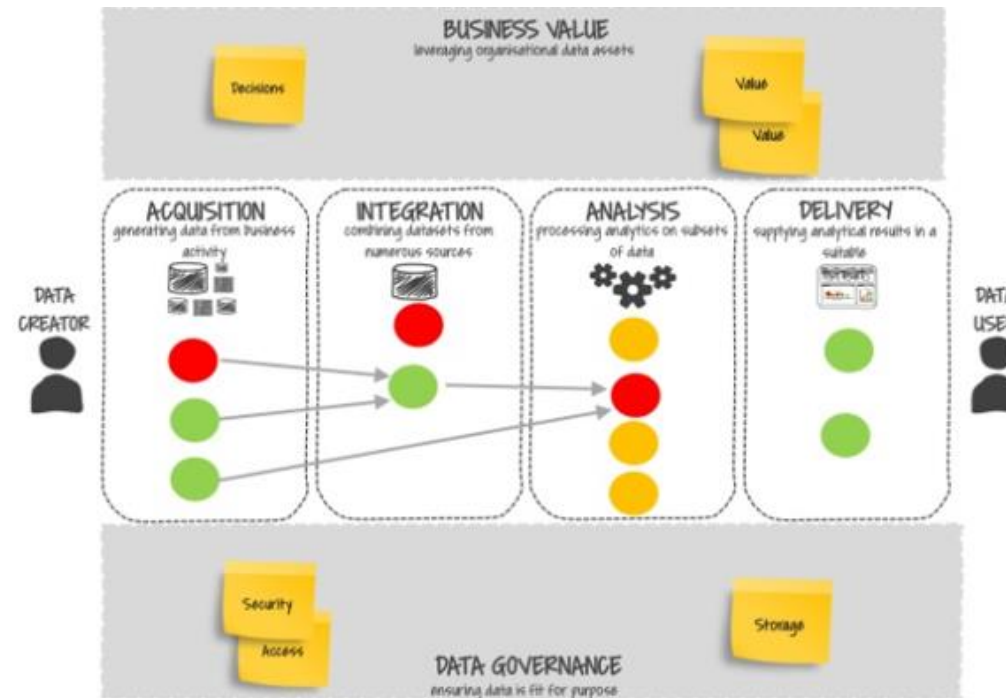
How to Extract Business Value from your GDPR preparations

KEN O'CONNOR

DATA MANAGEMENT FOR BUSINESS VALUE CONSULTANT

DAMA Ireland – about us

Data Management Association ([DAMA](#)) International is a **non-profit, vendor-independent, global association** of technical and business people dedicated to advancing the concepts and practices of information and data management.
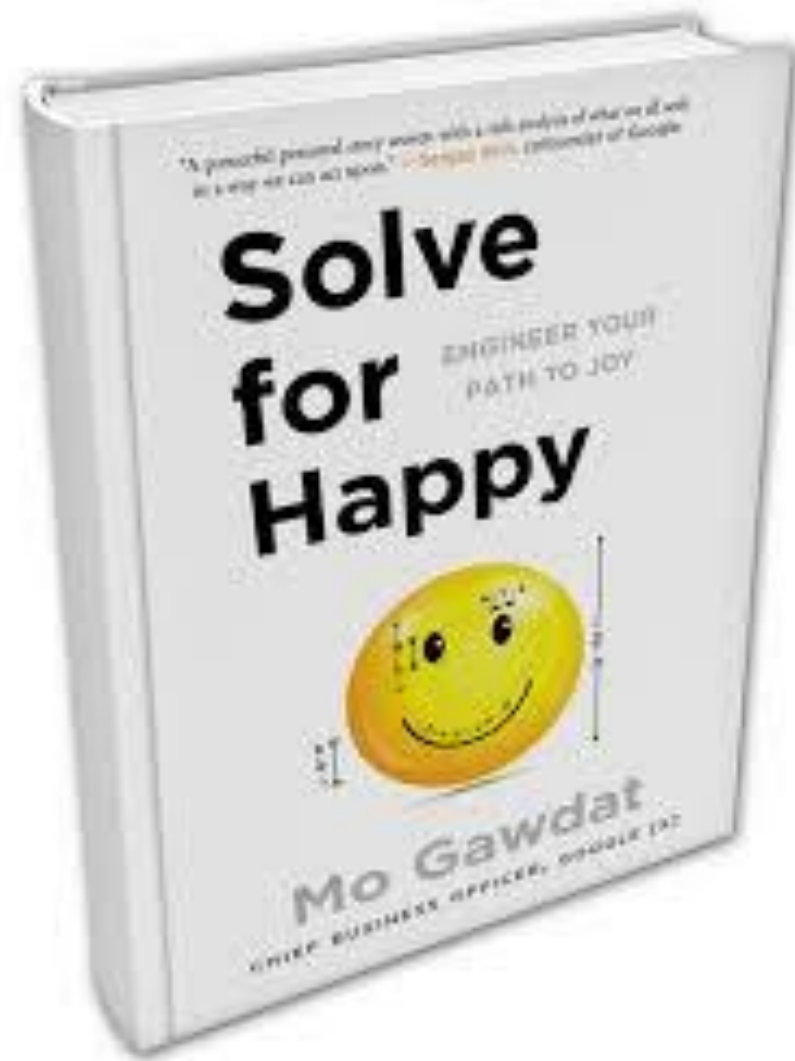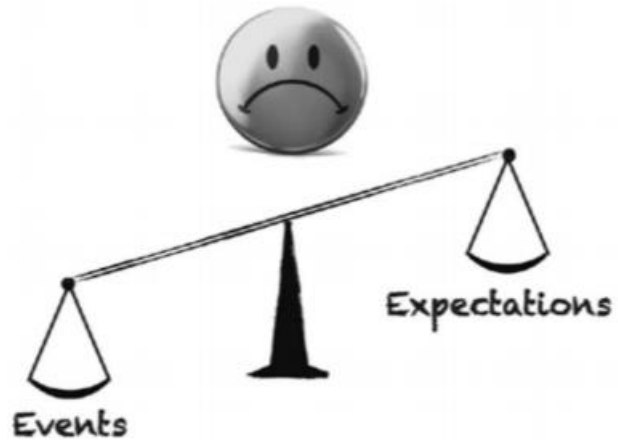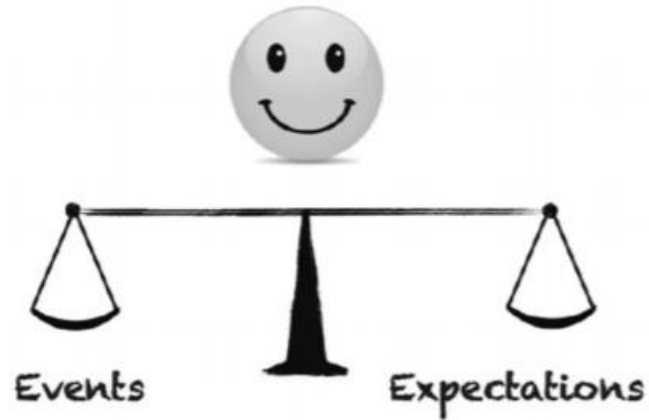
DAMA Ireland is the local Irish chapter of DAMA International, established to enable data professionals in Ireland to **network** and discuss **non-technical** questions of data and information resource management.

DAMA Ireland provides a **regular** forum for **local discussion** among users who want to manage data as a corporate resource, regardless of hardware or software environment.
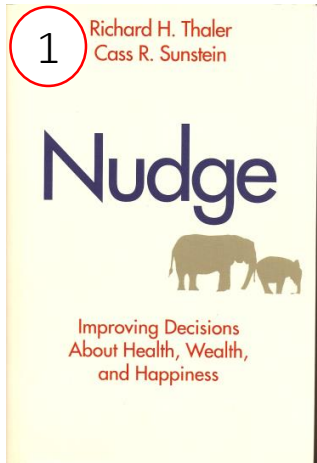
Join our [LinkedIn Group](#) – Attend our events - See our [presentations on SlideShare](#)

The objective of my presentation is to make you happy…

We're happy when **our expectations** are met…

What you may expect from this presentation

Richard H. Thaler
Cass R. Sunstein

Nudge

Improving Decisions About Health, Wealth, and Happiness
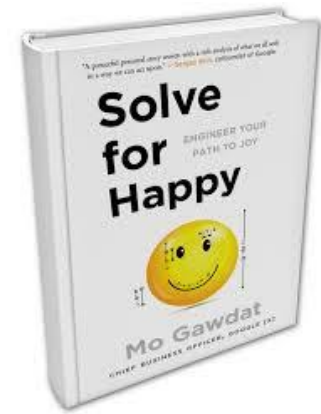
1 "Behavioural Science"; "Choice Architecture"; "Design Thinking"

Solve for Happy
ENGINEER YOUR PATH TO JOY
Mo Gawdat

2 GDPR — A "Tipping Point" for Data Management

Data Value Map
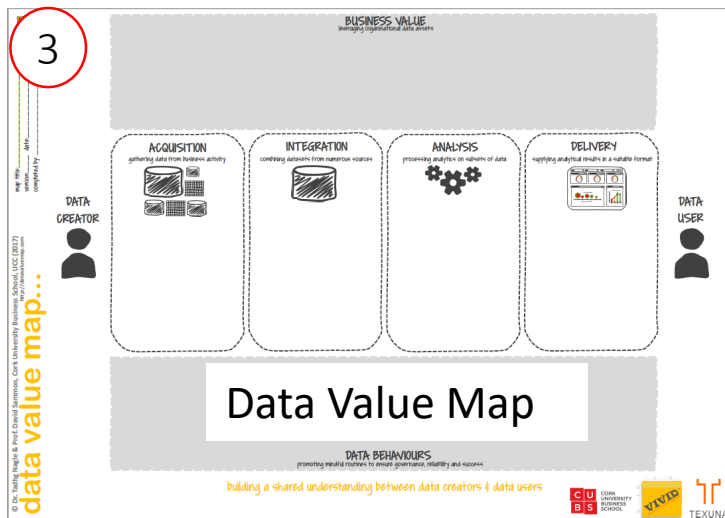
➤ Breakthrough thinking for Data Governance; Data Management; Information Lifecycle etc.

➤ How to apply it to extract business value $

Nudge (2008)

➢ In Oct 2017, Richard Thaler, co-author of the book "Nudge", won the Nobel prize for Economics. The book applies "**Behavioural Science**" to Economics.

➢ Nudge principles accept that **we're human**, not machines. **We make decisions emotionally**, not rationally; and **we make mistakes**, lots of them.

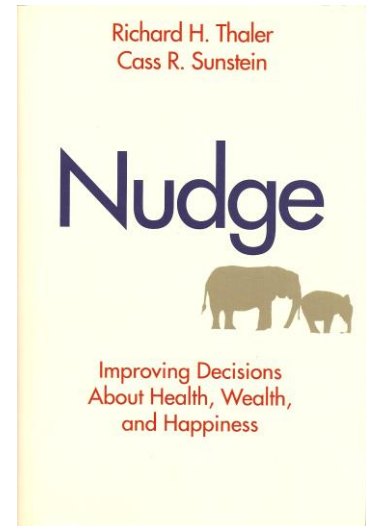➢ Nudge tells us that when designing products and processes for people, we are "**Choice Architects**" and should apply "**Design Thinking**", which **anticipates human error** and designs for **simplicity and ease of use**.

Simple examples of good "choice architecture" include:

➢ ATMs require us to remove our card before dispensing cash.

➢ Petrol caps are now attached by a plastic tether

➢ My ambition is to win the Nobel prize for applying "Behavioural Science" to Data Management 🙂

I've helped organisations manage Data challenges for 30+ years – GDPR is another one… but with a *twist*…

Solvency II

BCBS 239

Anti-Money Laundering

KYC

Euro Changeover

GDPR

Digital Transformation

Single Customer View

GDPR is different...

For the first time ever, regulators **EXPECT** organisations to be able to demonstrate that they understand their personal **data supply chain** and how they exercise control over it, including:

- ➢ **What** they process
- ➢ **Why** they collect it (legal basis)
- ➢ **How** and when they acquire it
- ➢ **Where** it goes
- ➢ **Who** can see it
- ➢ **Who** they share it with

- ➢ **Where** they store it
- ➢ **How** they secure it
- ➢ **Who** is accountable for it
- ➢ **How** long they retain it
- ➢ **How** they delete it
- ➢ Etc.

Thankfully, there's now a simple, paper based, tech free, silo-busting way to map your data supply chain

Its called
The Data Value Map
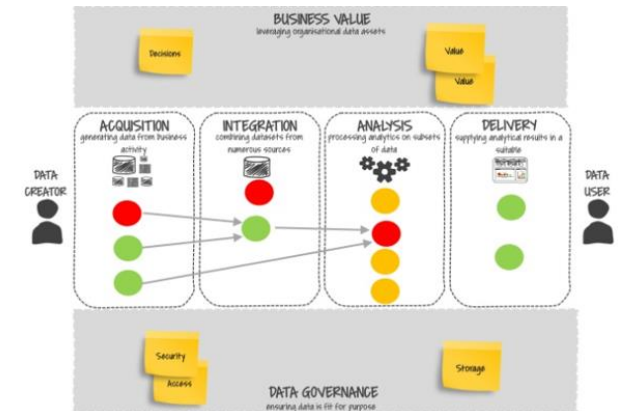
DataValueMap.Com

A "discursive template for building shared understanding around data initiatives"

Closing the communication gap between data creators and data users.

Based on "The six honest men"
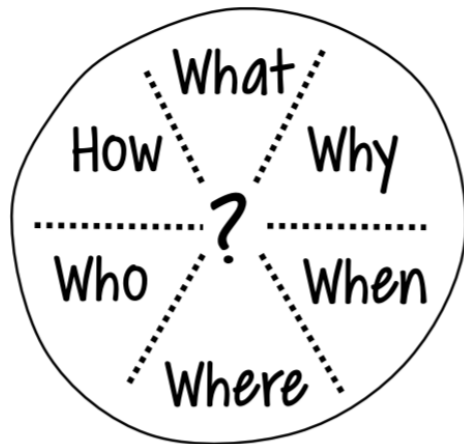
Reduces the risk of surprise and helps keep stakeholders happy

Source: T. Nagle; D Sammon, "The Data Value Map: A Framework for developing shared understanding on data initiatives", Twenty-Fifth European Conference on Information Systems (ECIS), Guimarães, Portugal, June 2017

Kenoconnordata.com 2018

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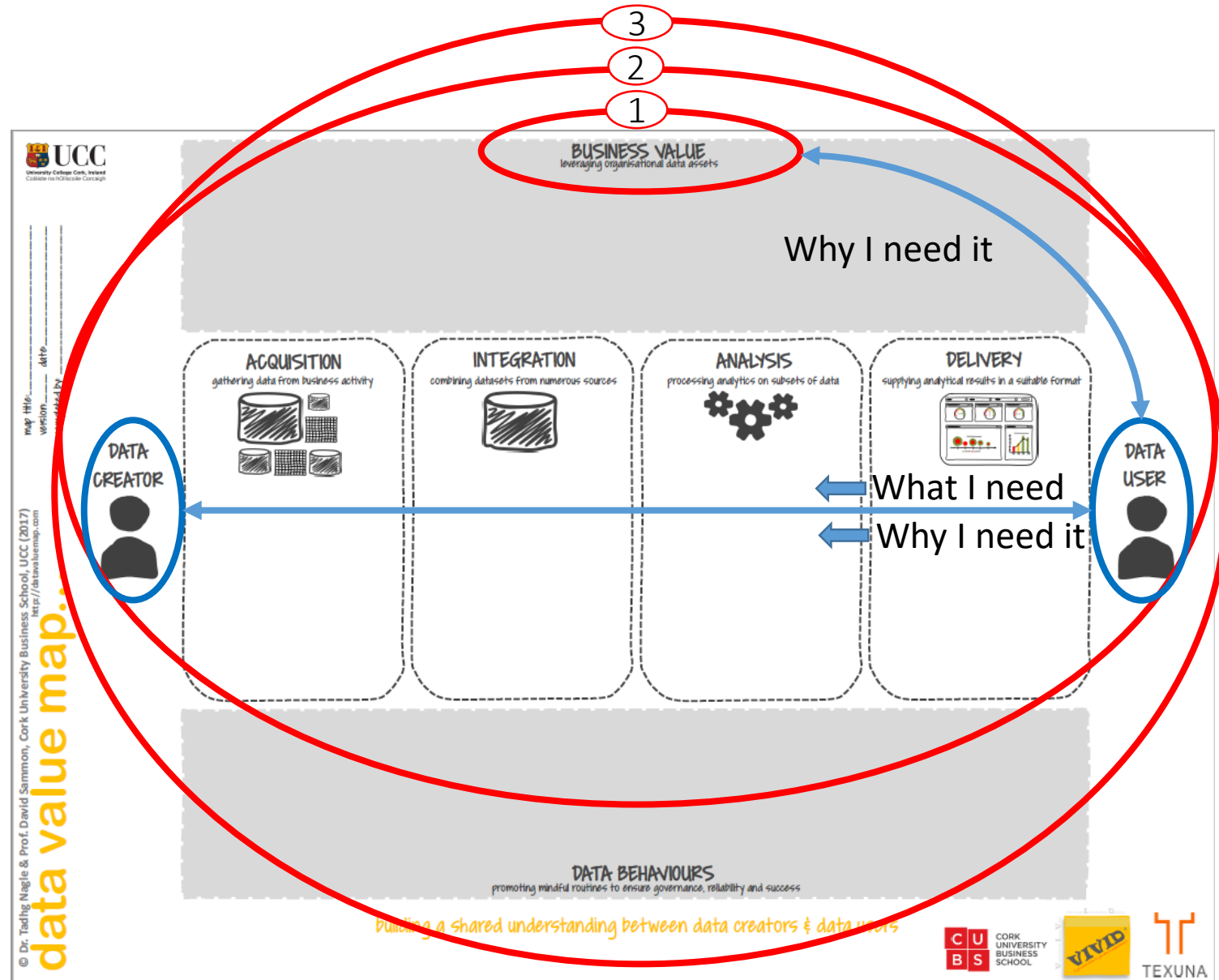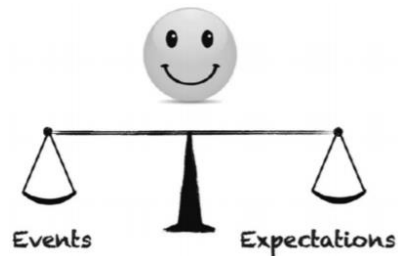
Where to start.... take one room....

1. Add people (data stakeholders)

2. An A0 printout of the Data Value Map,

3. Lots of Post-its,

4. A facilitator and...

5. The "Data Value Map Question Cards"...

Stakeholders

Data Value Map

Post-Its

Facilitator

WHO? WHAT? WHERE? HOW? WHY?
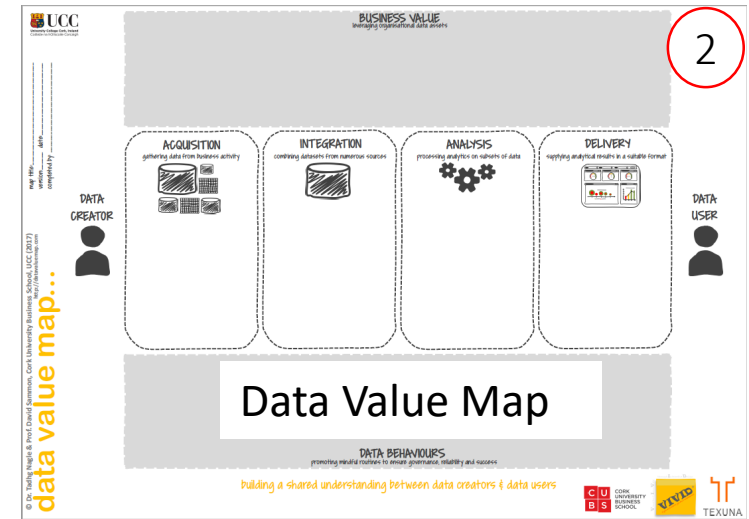
- Kick off the conversation among the data stakeholders using "Data Value Map Question Cards".

- Together, the stakeholders develop an agreed understanding of their data initiative, the business value it delivers, the people involved and the information/data supply chain required to deliver it.

- The stakeholders also agree "data behaviours" (aka "Data Governance") to ensure that the information/data they require is fit for the purpose of delivering their planned business value – at each point along the supply chain.

The Data Value Map applies "Choice Architecture"…

➢The Data Value Map makes it easier to develop a shared understanding of data initiatives **by giving us the questions to ask…**

➢It starts with the most fundamental question:
"What **#BusinessValue** are we delivering"

Data Value Map for GDPR – Sample Questions & Answers

1 **What** business value?

Minimise risk of GDPR Breach

BUSINESS VALUE
leveraging organisational data assets

2 **What** personal data do we process?

3 **hoW** do we acquire it?

4 **Where** do we integrate it?

5 **Why** do we analyse it?

6 **Who** uses it? Why?

Data Subject

DATA CREATOR

ACQUISITION
gathering data from business activity

INTEGRATION
combining datasets from numerous sources

ANALYSIS
processing analytics on subsets of data

DELIVERY
supplying analytical results in a suitable format

DATA USER

Data Subject

Customer Prospect Employee Supplier

Mobile form

Desktop form

Paper form

Phone

Branch

Customer Data

Employee Data

Supplier Data

Cross Sell

Sales Leads

Email

Prospect

Sales team

7 **What** legal basis?

Apply consistent consent process across all channels

Verify Consent at Data Acquisition
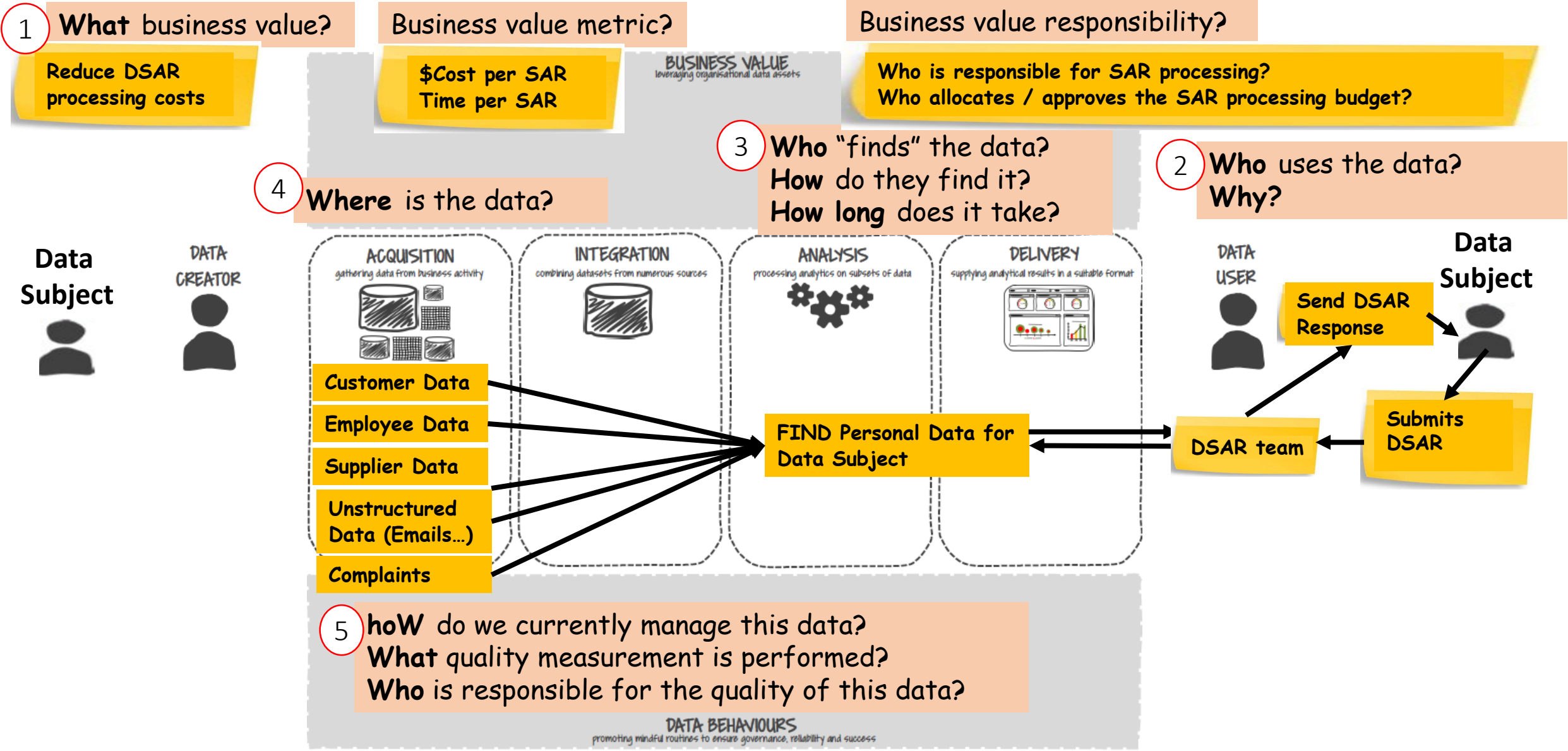
Measure Consent Quality along data supply chain

Consent

8 **hoW** should we manage this data?

DATA BEHAVIOURS
promoting mindful routines to ensure governance, reliability and success

Data Value Map for DSAR processing – "As Is" processing

Business value metric?

Business value responsibility?

Reduce DSAR processing costs

$Cost per SAR
Time per SAR

BUSINESS VALUE
leveraging organisational data assets

Who is responsible for SAR processing?
Who allocates / approves the SAR processing budget?

3 **Who** "finds" the data?
How do they find it?
How long does it take?

2 **Who** uses the data?
Why?

4 **Where** is the data?

Data Subject

DATA CREATOR

Data Subject

DATA USER

ACQUISITION	INTEGRATION	ANALYSIS	DELIVERY
gathering data from business activity	combining datasets from numerous sources	processing analytics on subsets of data	supplying analytical results in a suitable format

Send DSAR Response

Customer Data

Employee Data

Supplier Data

Unstructured Data (Emails…)

Complaints

FIND Personal Data for Data Subject

DSAR team

Submits DSAR

5 **hoW** do we currently manage this data?
What quality measurement is performed?
Who is responsible for the quality of this data?

DATA BEHAVIOURS
promoting mindful routines to ensure governance, reliability and success

The Data Value Map addresses "Data Ownership"

(i)   **all organizational parties** have a **collective responsibility** to ensure data quality (and potential value) is kept high,

(ii)   its flow is not obstructed through the organization, and

(iii)   there is a **collective ownership** from which all parties should benefit.

However, ownership of data is often **abdicated by those who have most to benefit (business owners)** and transferred to those who lack the knowledge/domain expertise (technologists) to ensure its quality is maintained and value realized.

More importantly, it is **communication between all data stakeholders** that provide the foundation for realizing the value of data rather than the type of technology used (Redman 2013).

The Data Value Map **gives us the questions to ask... Business owners** must agree the answers

Data Value Map Card for the Information Supply Chain

1	**Why is it …?**.	
Data	This ensures the underlying objectives and motivations for doing the data task is clearly detailed.	
	What data is….?	
	This ensures the actual data involved in the operation is defined.	
	When is the data…..?	
	This ensures the temporal aspect of data is not overlooked. Very important in keeping the quality of data high.	
2 **People**	**Who … the data?** This ensures all stakeholders are identified for all data tasks outlined. If possible these stakeholders should be included in project discussions.	
3 **Technology**	**Where is data….?** Details the technologies that are needed for each of the data tasks.	
4 **Process**	**How is it….?** Outlines the actual processes needed to move the data from one phase to the next in the ISC.	

"Going through these questions each time makes the process rigorous with every implicit assumption being questioned."

Smart businesses are extracting business value from GDPR

The process of **mapping their personal data supply chain** is providing businesses with a **big picture view** of how their business currently operates

Revealing **"unexpected"** bottlenecks, pain and friction points in their personal data supply chain

➢ Multiple duplicate processes (e.g. for capturing "Consent")

➢ Data not required - No identified "Data User"

➢ Data "not trusted" - Unknown data quality

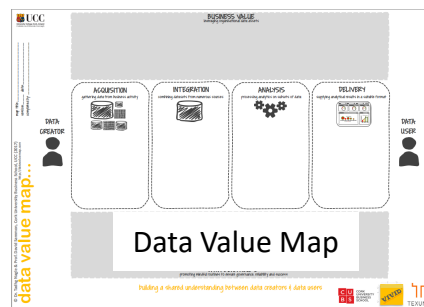Presenting opportunities to **satisfy expectations** and deliver **#businessvalue**:

➢ Streamline processes

➢ Reduce costs

➢ Improve data quality
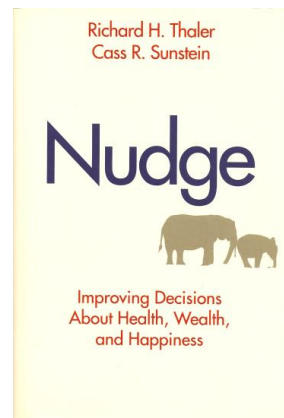
➢ Deliver improved customer service

💡The Data Value Map unlocks business value from all data...

Facilitator

Uses

Data Value Map

To

Nudge
Improving Decisions About Health, Wealth, and Happiness

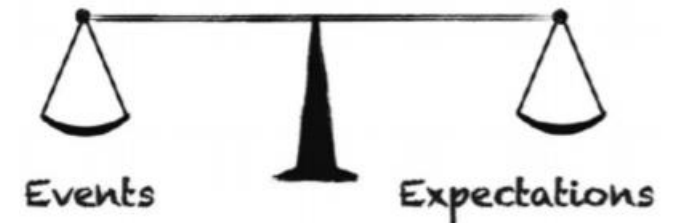**Business** Stakeholders

To

Collaborate
(Break down silos)

For

Business Value

E.g. How well do you understand your Product Data / Information Supply Chain?
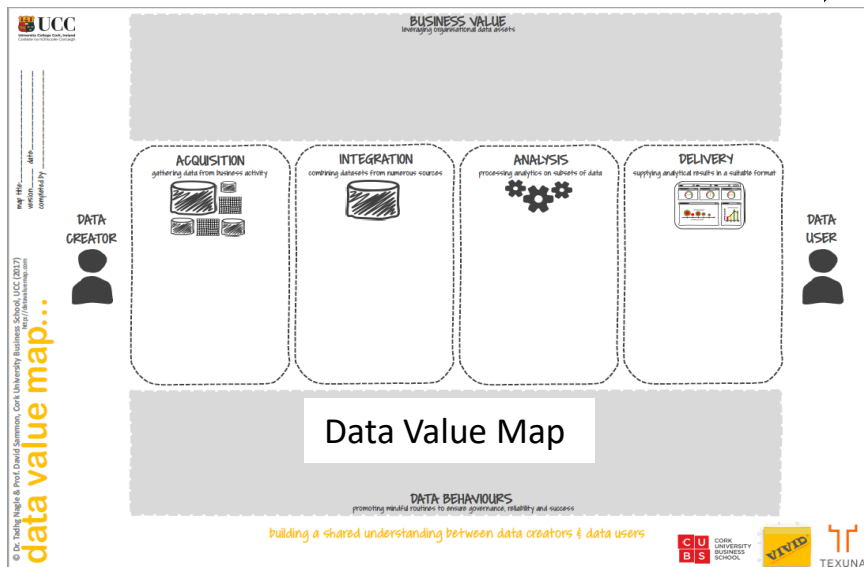
If you only remember one thing...

GDPR Preparation = Data Supply Chain Opportunity

Business Value

= Better Results

Data Value Map

= **Happy Customers; Prospects; Employees**
= **Happy Suppliers**
= **Happy Regulators**
= **Happy CEO; Shareholders**
= **Happy YOU !**

Events   Expectations

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Ken O'Connor is an independent data consultant with over 30 years of hands on experience in the field. Ken specialises in helping organisations meet the data quality management challenges presented by data intensive programmes such as data migrations, data population and regulatory programmes such as GDPR, Solvency II, Basel II / III, Single Customer View and Anti Money Laundering.

Ken is a founding board member and Vice President of Marketing of Data Management (DAMA) Ireland.

Ken provides practical data quality and data governance advice at his popular blog: http://kenoconnordata.com