

# Data as a Product - The Key to Gaining Influence

*The story of how we went from a good and necessary data idea to a transformational reality through Product Management*

Kenway Data & Analytics Practice - 2023



## Introduction

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### **Brenden McGlinchey**

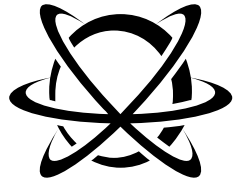


Brenden brings passion and a wealth of experience as a transformational data and analytics leader within Kenway. His industry experience in Finance and Healthcare working in startups through Fortune 100 companies on the leading edge of people and technology change enable him to keenly understand the people, process, and technology challenges and opportunities of our clients. He has built and matured data and analytics capabilities and teams to meet strategic organizational goals, accomplish merger & acquisition activity, and enable digital transformation. His principal areas of focus are Data Governance, Data Management, Business Intelligence, and leading through change.

# Introduction



# Kenway Capabilities & Services



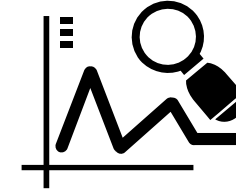
## Technology Solution Delivery

- IT Strategy
- Architecture & Design
- Custom Development
- Enterprise Applications & Solutions



## Enterprise Program Leadership

- IT Governance
- Project Management Office Enablement
- Program Management & Delivery
- Change Management



## Information Insight

- Data Governance
- Data Management
- Business Intelligence & Analytics

## Delivery Excellence



Project Management



Business & Technical Analysis



Implementation



Transition Planning

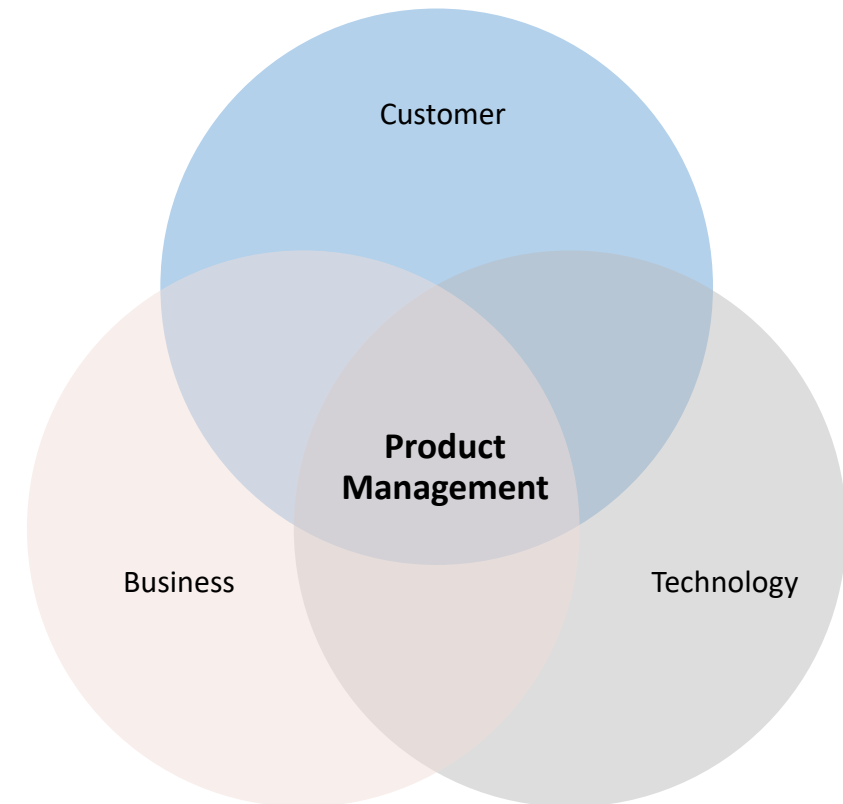


Quality Assurance

## Key Takeaways

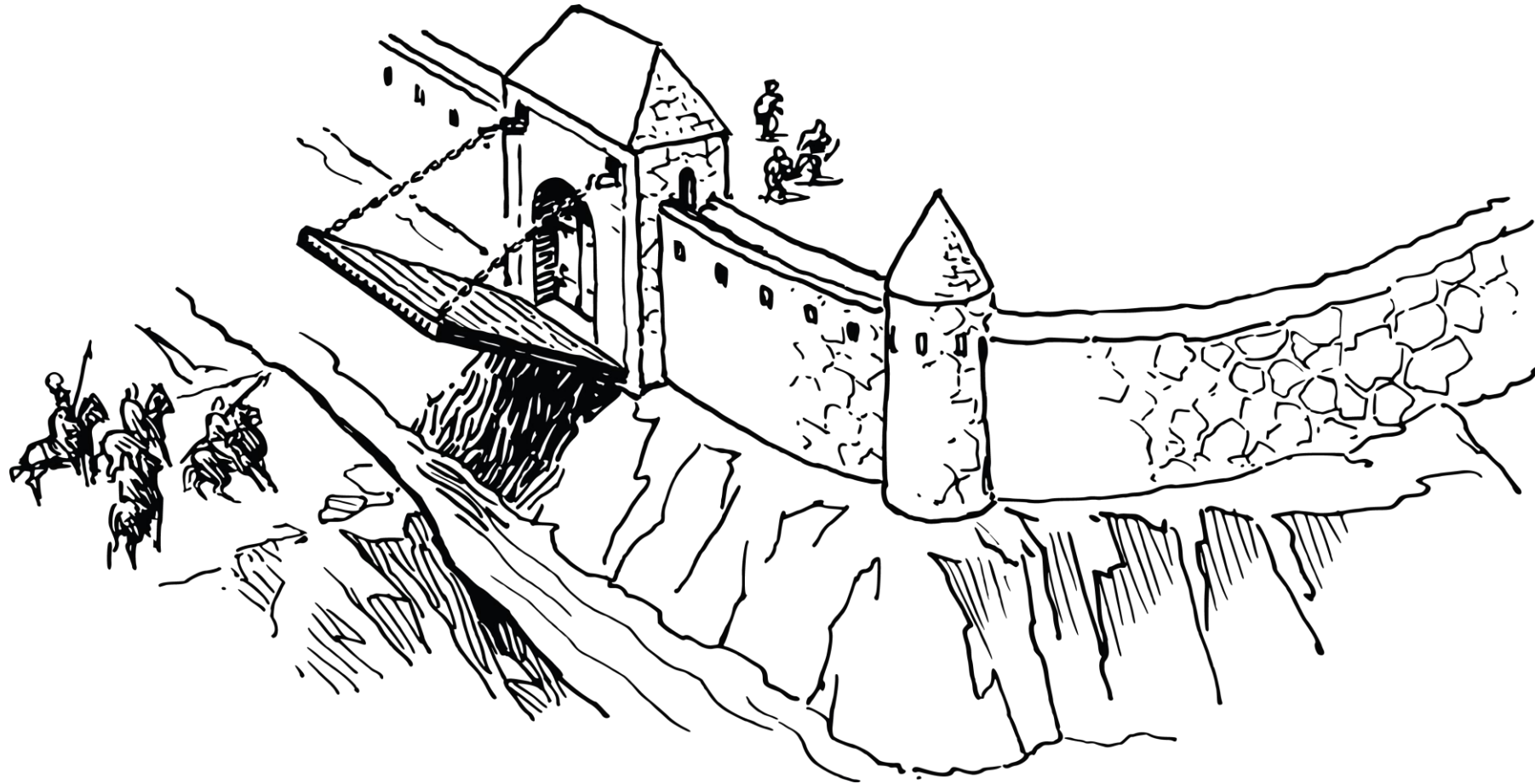
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- We have transformational ideas and opportunities, but lack tools to be successful
- Product Management, customer focus, and its associated disciplines are key to accomplishing your goals
- Pursue partnership with Product Management for success



## A Strategic Asset – Growing Frail

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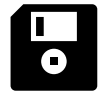
# What we were after

## Flexible Ingestion Options

Consolidate data from across the organization with lower lead times



Databases



Third-Party Data Sources

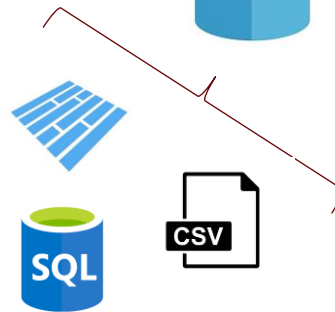


API's and Streaming Sources

## Flexible Storage & Warehousing

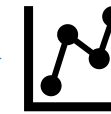
Unify data in a cost-effective & scalable manor

Data Products to Suit Numerous Use Cases



## Discovery & Downstream Process Enablement

Support varied and segmented data use cases concurrently



Advanced Analytics



Reporting



Data Experimentation







## Challenges/Common Symptoms of the Need for Product Management

### Lack of Stakeholder Influence

- Lack of advocacy amongst business leaders
- Failure to convert excitement and “head nodding” into roadmap and budget support
- Challenges determining motivations of stakeholders or aligning them to initiatives

### Elusive or Questionable ROI

- Lack of awareness or certainty of business goals
- Uncertainty how to create a compelling case
- Deficiency of trusted data for calculations



### Focus on Technology

- Starting with an architecture and backing into a business case
- Overuse of terms like “Modernization” and “Update”
- Use of architecture diagrams in executive presentations

### Insufficient Change Management

- Lack of adoption and behavior change
- Failure of transformational initiatives
- Failure to achieve ROI or benefit targets
- Organizational or departmental resistance

## The Emergence of Data Product Management

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*“The value is in what gets used, not what gets built”.*

– Kris Gale, Yammer

*“Roadmaps are evidence of strategy. Not a list of features”.*

– Steve Johnson President and COO of Vidyad

*“Move away from output to outcomes”.*

– Lea Hickman, Silicon Valley Product Group

*“Companies that treat data like a product can reduce the time it takes to implement it in new use cases by as much as 90%.”*

– Harvard Business Review

*“A great product manager has the brain of an engineer, the heart of a designer, and the speech of a diplomat”.*

– Deep Nishar, VP of product and user experience at LinkedIn

## Introducing Product Management

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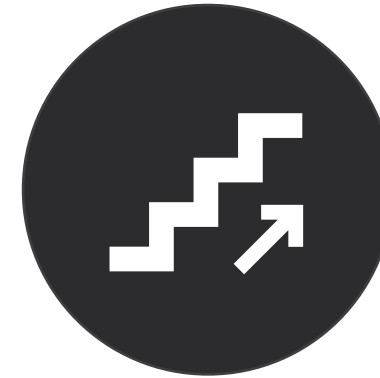
Customer  
Driven



Plan Strategically  
& React Tactically



Allow for  
Experiment-Driven  
Decisions



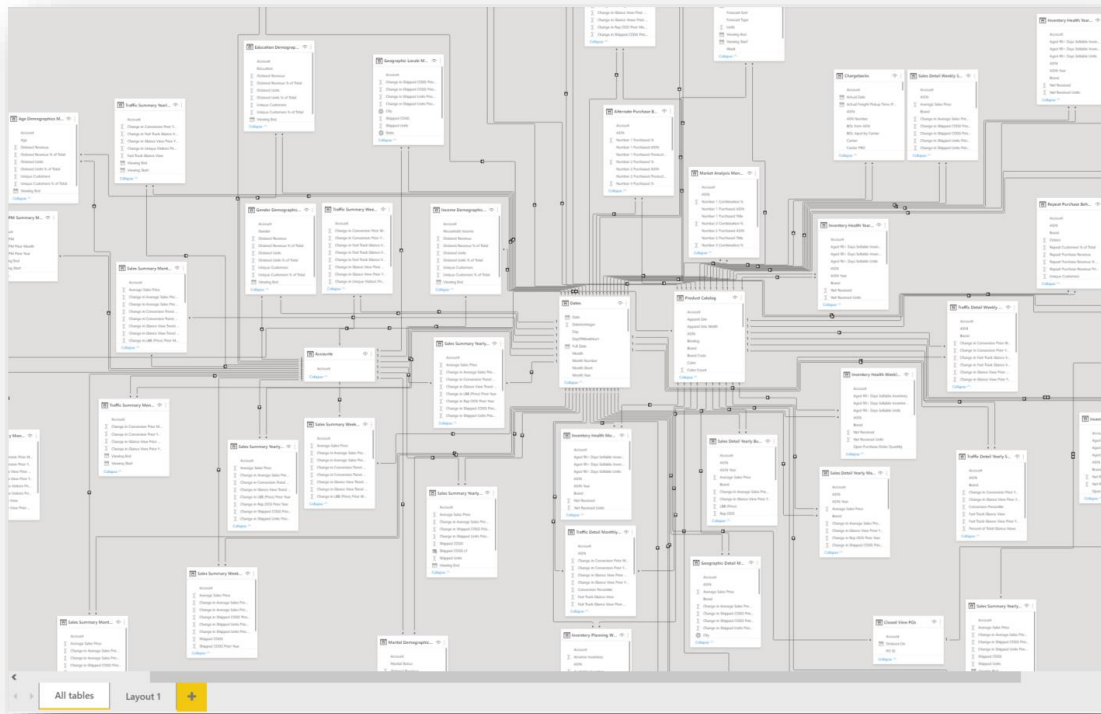
Release  
Incrementally  
& Often



Ensure Product  
Effectiveness  
& Use

# How do we think of data?

Beautiful and Complex

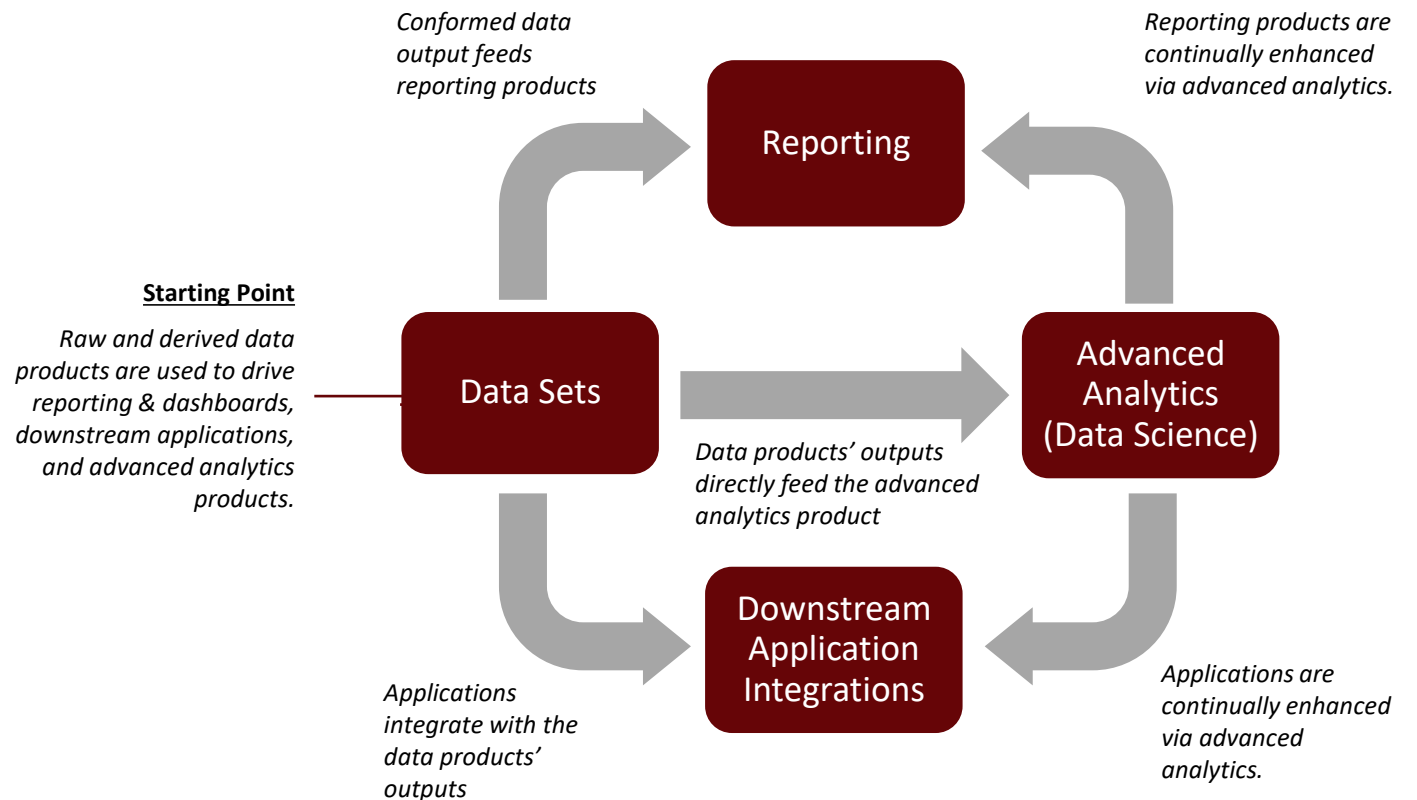


Raw Value and Potential



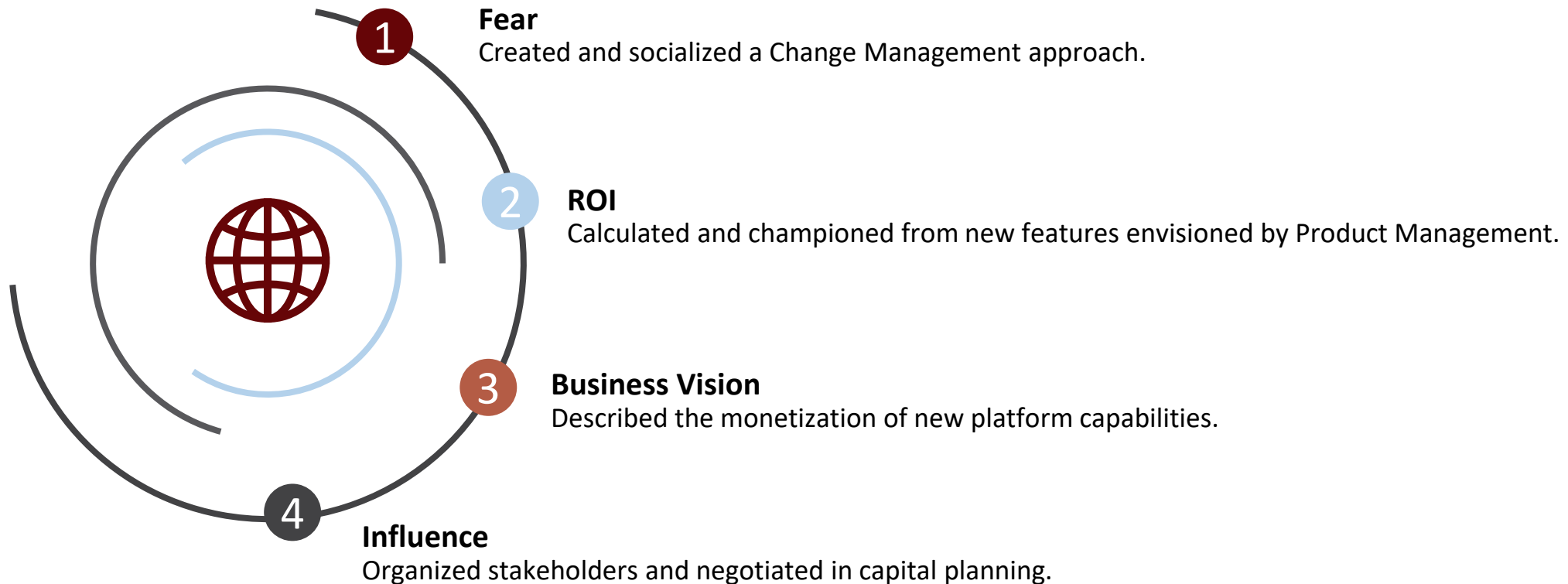
## How does Product Management apply to data?

- The discipline and tools of product management applied to data outputs that result from the data platform, this could include:
  - Governed data sets – for example, a customer file produced daily
  - Advanced analytics – for example, a pricing algorithm that is leveraged in an operational process
  - Reports & visualizations – for example, a dashboard that shows sales per region
  - Integrations – for example, an API that facilitates consumption of data
- Using this approach means that aspects of product management should apply, for example:
  - Product vision
  - Feature roadmap
  - Defined target user groups and persona
  - Technical roadmap
  - Change Management & Communication



## Real-world application

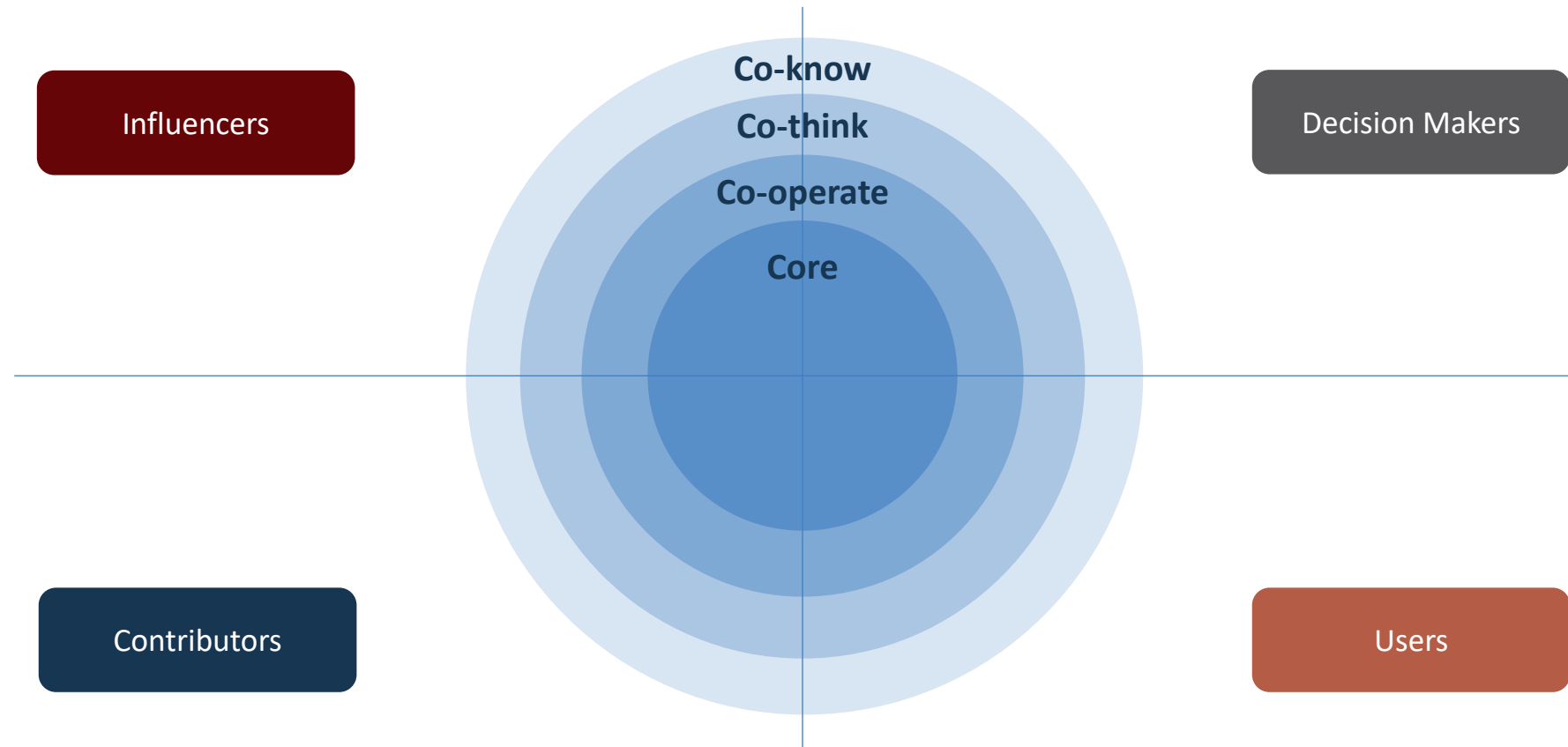
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## Real-world application

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## Pitfalls to Avoid

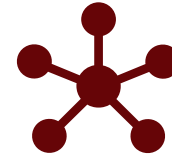
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Starting with a solution and then looking for a problem



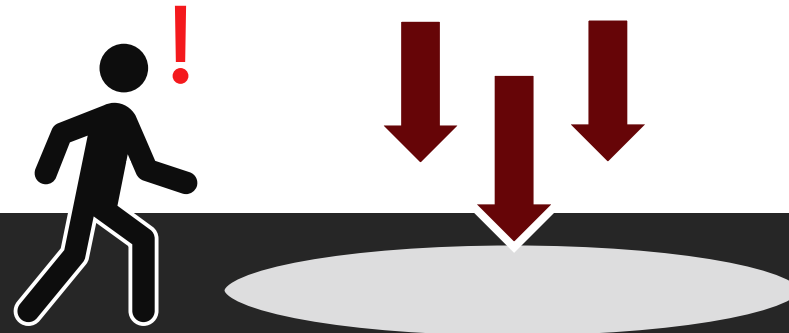
Keeping technology siloed



Confusing Data Mesh with Data as a Product



Simply retitling everyone with Product Management titles



## Data Product Manager Job Description

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1. Management of all aspects of the **data product lifecycle**, from ideation to execution, including product development, **profitability (P&L)**, pricing, **product marketing**, and data product go-to-market activities, including **end user training** (both internally and externally).
2. The data product manager works cross-functionally to ensure the internal **data governance** policies and procedures (including data security and privacy) are aligned and supportive of product needs, and that the governance policies of data products align to broader corporate governance policies.
3. The data product manager will define all **data product requirements** based on **customer needs** and will work internally to optimize the business processes and system used in the creation and management of data any analytical insights used to meet customer needs.
4. The data product manager is responsible for both internal and external consumption of the data products, and to work cross functionally to **optimize all the distribution channels** utilized in product delivery. This includes internally facing analytics platforms, or externally facing data marketplaces.
5. The product data manager is responsible for all marketing needed to drive awareness and create demand for product data capabilities and value, both internally and externally.
6. The data product manager will ensure users of data products have sufficient **ongoing support**, including **product functional documentation** and training, online resources, FAQs, and any similar support tools.
7. The product data manager is responsible for the **usability** and overall design of data products, and to ensure those products are **fit for the business purpose**.

## Next Steps

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**1/ Assess**  
Evaluate your “Portfolio” and  
your roadmap for opportunities

**2/ Partner**  
Partner with your existing  
Product Management group

**3/ Recruit**  
Hire Product Managers if not  
available

**4/ Ask for Help**  
Identify gaps in capabilities or  
where additional help is needed

## Examples of Where We've Had Success

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### RETHINKING DATA OWNERSHIP ON THE SUPPLY CHAIN

Today's Supply Chains are fragmented, constantly evolving, with many data producers and consumers representing diverse needs. **We provided an operational blueprint for a Global Logistics provider, managing over 10,000 distinct partners (suppliers, distribution centers etc.) to increase Data Agility and Data Quality concurrently through the use of a domain driven data product ownership and operating model.** This streamlined customer experience and opened the door for them to monetize key data assets.

- [Kenway's Approach To Modern Data Enablement](#)
- [The Big Data Transformation: How Cloud Data Tooling Enables a Company's Modern Data Lifecycle](#)
- [Principles of Information Insight: How Kenway Improved a Healthcare Technology Company's Data Assets](#)
- [From Manual to Automated: A Supply Chain \(Optimization\) Success Story](#)

### HARVESTING DATA ASSETS IN ASSET MANAGEMENT

The Asset Management arm of one of the country's largest financial institutions was struggling to make progress bringing a cloud data platform online. Through a series of workshops, we revamped the organizations Product Roadmap and segmented roadmap between foundational platform and data products. **We introduced the idea of source aligned, aggregate, and consumer aligned data products to focus efforts on developing high value assets to support the way they worked.** These high-quality assets support Sales Territory Revenue Management, Enhanced Lead Generation, and Product Development activities. **The end result mitigated a critical key person risk where several hundred of the firm's data products (reports, views tables etc.) were inextricably tied to one individual.**

### STREAMLINING DATA DELIVERY IN THE TELECOMS SECTOR

Digital customer facing operations generate massive data volumes. Storing and seamlessly reporting on critical KPIs and metrics in as close to real time as is possible is challenging. **We assessed, designed, and implemented a technical stack that worked in harmony with the company's existing infrastructure and legacy applications, and delivered a cost optimized data storage solution for close to 1mil records/day coupled with scalable and efficient reporting allowing aggregations going back several years. All** without disruption to legacy downstream processes ensuring the approximately \$120B/year corporation continued to operate seamlessly.

