



DATA AS A PRODUCT

Turning strategy into Delivery

Vladimir Bendikow, CDO @ First Bank UK
@ Feb 2026



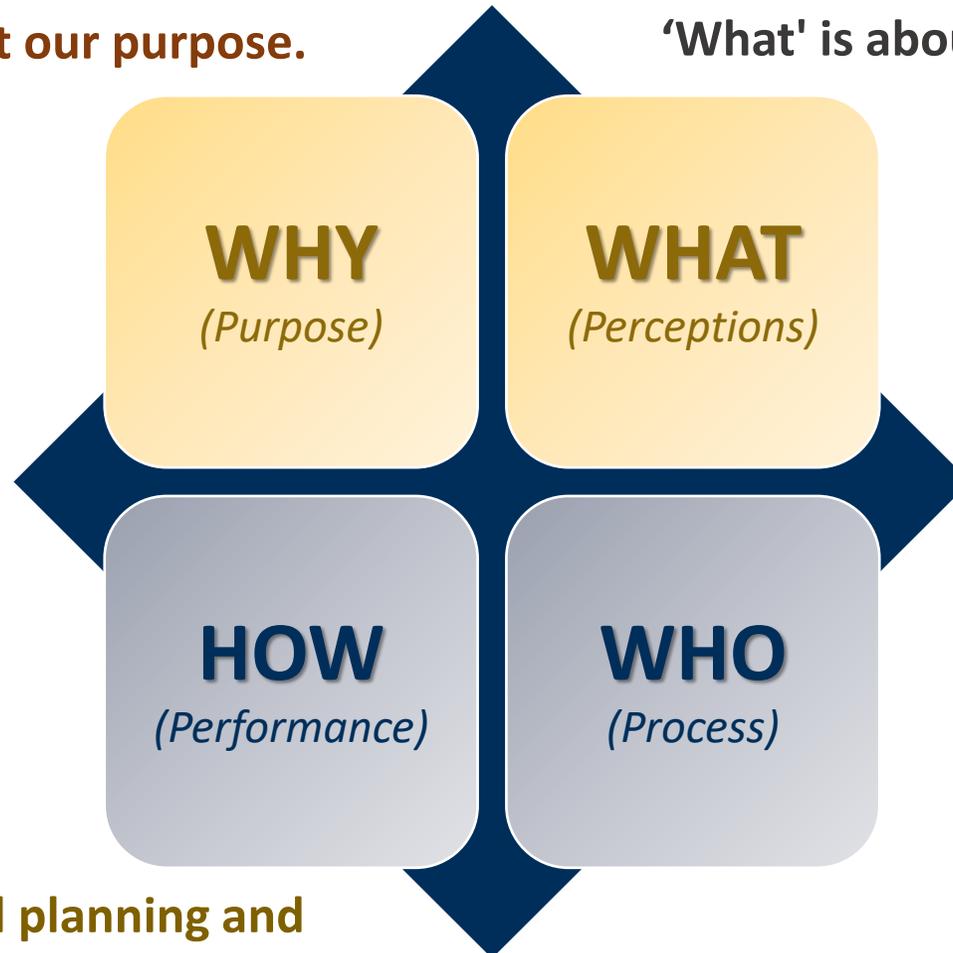
WHAT IS A STRATEGY

This question asks us to look at our purpose.

- Key deficiencies of the analytical environment in the bank.
- Outline key issues and bottlenecks with rolling out Data Citizens concept
- High-level sequence of projects to introduce new or enhance existing capabilities – high level Roadmap
- How will we monitor our progress?

This question is about detailed planning and scheduling

'What' is about our goals.



- Define business services and capabilities DataOffice is going to be focused to roll out
- Rationalising technical environment as a key element to successful implementation of the Data Citizens (Self-Service capability)
- Evolving the maturity of the organisation to become more efficient and digital
- DataOffice make up, its relationship and interactions with the rest of the business

This is about resources and agreements on Accountability



STRATEGY PILLARS

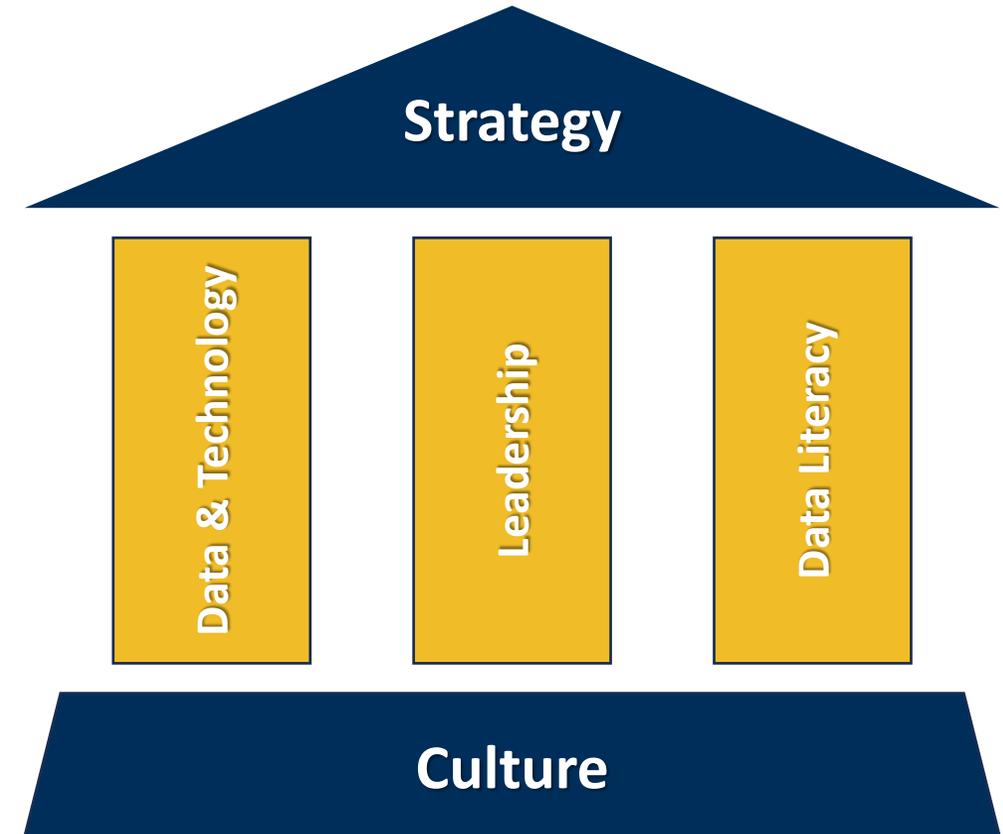
An organizational data strategy is a starting point for an organization to succeed with being data driven.

Leadership sets the tone for the organization and the organization will follow. If leadership is not using data and insight to make decisions, what incentive does an individual who is not comfortable using data have to use data to make decisions?

Drive a **data literacy** initiative personally with yourself to begin, but then lead it in your team, business unit and/or organization. These things are key to driving success. Data literacy is a wonderful way for an organization to ensure data and analytical success, and to build a truly data-driven organization.

The first characteristic of data literacy is the ability to read data. The second characteristic is the ability to work with data. The third characteristic is the ability to analyse data. The final characteristic is the ability to argue and/or communicate with data.

Tools and technology the company wants to invest in to ensure a successful strategic implementation.



"Culture eats strategy for breakfast."

Peter Drucker

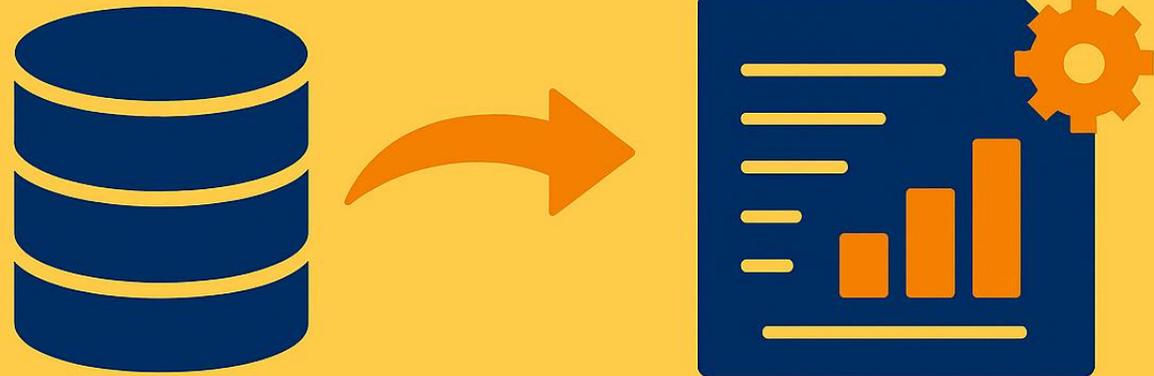


Treating data as a product means **designing, managing, and delivering data with the same discipline and intentionality that organisations apply to customer-facing products.** Instead of viewing data as a by-product of systems or a raw asset to be stored, you treat it as a curated, high-quality, reusable solution built for specific business uses.

A data **product exists to solve a real business problem, support a decision, or enable a business capability.** It is not just a dataset, a pipeline, or a dashboard — it is a complete solution.

MEANING OF “DATA AS A PRODUCT”

DATA FROM ASSETS TO PRODUCTS



- Data products are curated, reliable, reusable data solutions built for specific users and decisions, not just datasets or dashboards.
- They have clear purpose, defined users, documented interfaces (APIs, semantic layers, reports), and measurable value.
- Treating data as products shifts focus from technology delivery to solving real business problems repeatedly.



TURNING STRATEGY INTO ROADMAP

Recognising data as a product fundamentally changes how strategy becomes execution. Instead of initiatives, platforms, and pipelines, the strategy is delivered through a portfolio of data products, each with owners, users, interfaces, SLAs, and measurable value.

Start from business outcomes: OKRs, regulatory needs, or cost-saving targets, then work backwards to candidate data products

Prioritise a small portfolio using product roadmapping: problem statements, value hypotheses, effort/impact, and clear success metrics.

Use iterative delivery: ship a minimal viable data product (MVDP), gather feedback, improve quality, usability, and coverage over time.

In One Sentence

When data is recognised as a product, the data strategy becomes a roadmap of sequenced, value-driven data products—each owned, governed, measured, and delivered like a real product—to systematically realise the strategy's outcomes.



Operating Model: Ownership, Teams, and Governance

Heading: Making Data Products Sustainable



Appoint Data Product Owners with full end-to-end accountability

- Adoption, data quality, SLAs, lifecycle roadmaps.



Stand up cross-functional product squads

- Data engineering, analytics, domain SMEs, and platform teams aligned around products—not projects.

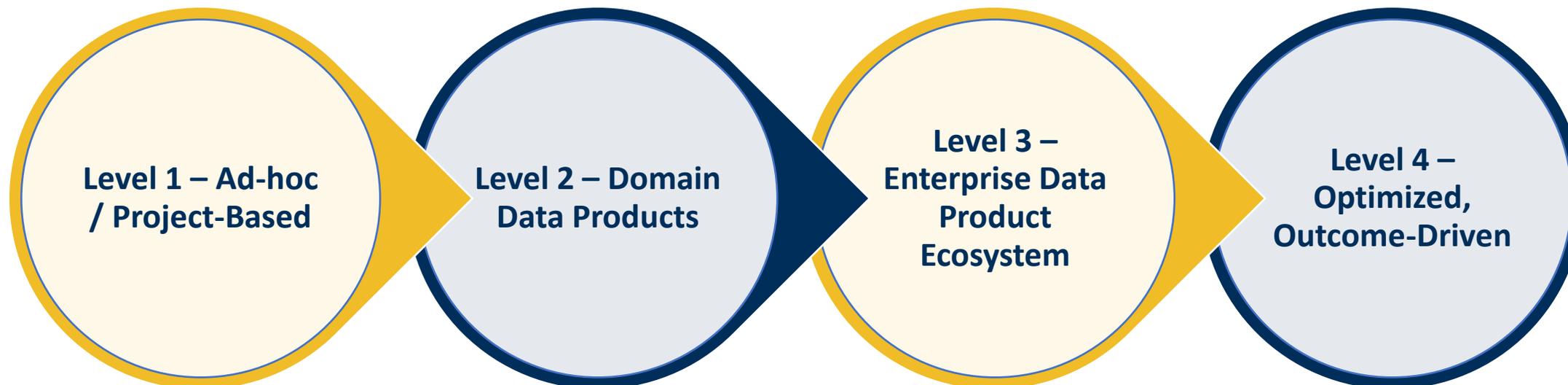


Enable with lightweight, enterprise-wide governance

- Shared standards for quality, metadata, access, and SLAs delivered through a common data platform.



Data as a Product maturity Model



- Data work is delivered as one-off projects and reports, with little reuse across teams.
- No clear concept of “data product”; ownership is unclear, and documentation is minimal or absent.
- Success is measured in outputs (dashboards, pipelines) rather than outcomes or user adoption.

- Teams start packaging data for specific use cases as reusable datasets, views, or dashboards within a domain.
- Emerging product practices: named owners, basic SLAs, some documentation, but standards vary by team.
- Value is visible in pockets, but discoverability and cross-domain reuse are still limited.

- Organization has catalogue of domain data products with clear contracts, quality expectations, and access patterns.
- Cross-functional product teams manage data products end-to-end, focusing on adoption and business impact
- Shared standards exist for metadata, observability, governance, and lifecycle management across domains.

- Data products are treated as critical enterprise assets, powering advanced analytics and AI use cases at scale.
- Formal data contracts and robust governance enable reliable, wide reuse and automation.
- Investment decisions are made at the portfolio level, using product metrics (usage, satisfaction, value) to optimize and retire products.



Use case: Global Bank Data Product Ecosystem

Banking: Tiered Data Products at Scale

Situation:

- A bank had invested heavily in platforms but struggled to show business value and adoption.

Approach:

- Defined a tiered ecosystem (raw → foundational → business → enterprise products) anchored to urgent business demand.

Result:

- Faster time to value, better adoption when products unblocked pressing needs (e.g., acquisition visibility) instead of just replacing “working” legacy reports.



KEY TAKEAWAYS

Business Strategy defines key objectives

- Ideally any BU strategy should be linked back to Business Strategy objectives

Focus on Outcome to the business

- There are several factors – internal and external, that influence the strategic objectives

Strategy is Living Document

- Long-term objectives must be reviewed regularly and adjusted if need to

Consider Maturity of Organisation

- One of the critical elements to deliver strategy is understanding of starting point and level of maturity in your organisation

Be SMART

- Well-defined SMART objectives allow tracking of the Strategy Delivery

Leave “Big-Bang” to Universe

- The Strategy delivery is a series of incremental deliverables that help to realise value of changes earlier.



Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

~ Sun Tzu