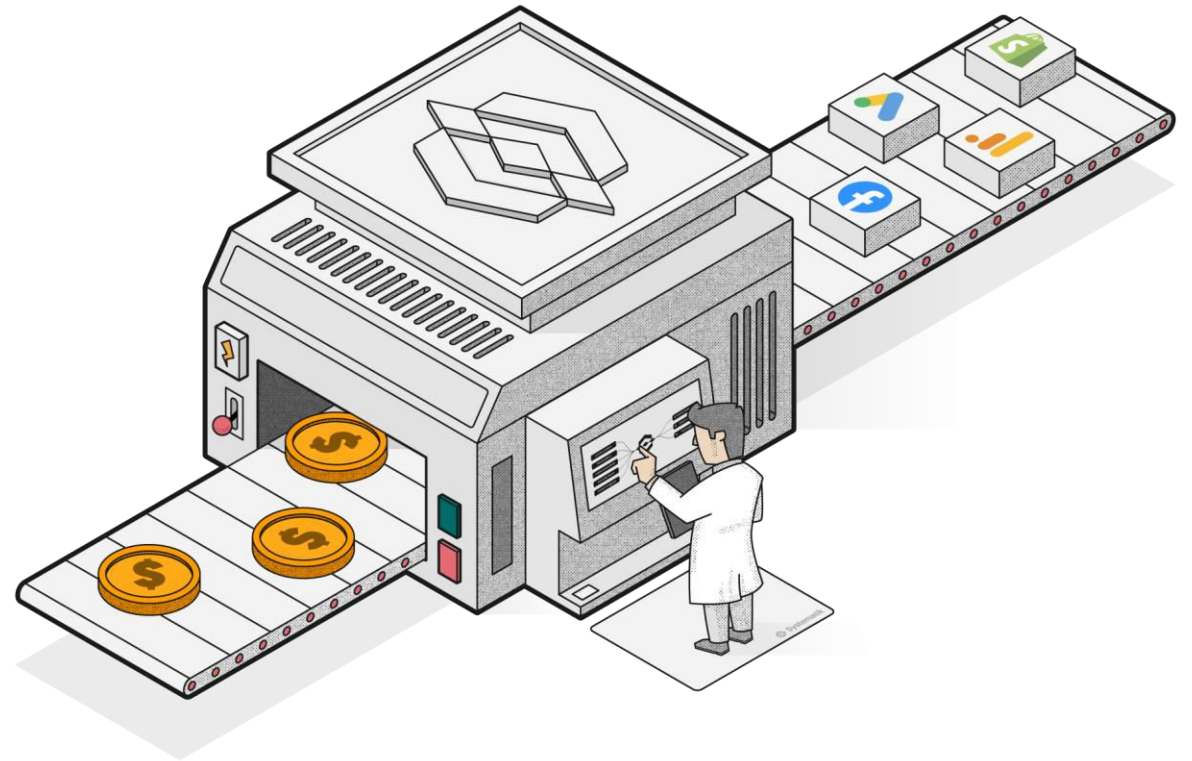


How to build your data strategy

A comprehensive guide to launching a successful data initiative for your organization.

Measure Summit 2024 edition

Workbook included



INTRODUCTION

The Data Strategy Workbook

Important

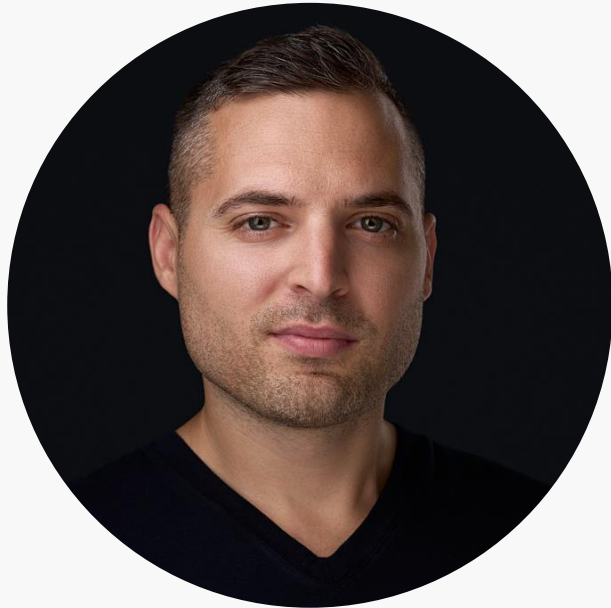
To help you get the most out of this guide, we built [The Data Strategy Workbook](#) a practical tool to facilitate the creation of your data strategy.

Click here to access [The Data Strategy Workbook](#). Then, make a copy of this document so you can edit it and make it your own.



TAP TO OPEN

**THE DATA STRATEGY
WORKBOOK**



Eric Boissonneault

Founder & CEO of Systematik

- From Montreal
- Former professional poker player (more than \$2M in profit over my career)
- Studied mathematics at University du Québec à Montréal
- Founded Systematik in May 2019
- Helped companies such as Zendesk, Good Ranchers, Galls, Axon, Wounded Warrior Project, Dialogue and many more, extract value from their data.



INTRODUCTION

Today's agenda

01 What is a data strategy and why you need one

02 How to get stakeholders involved and why

03 Defining your current & desired state

04 Data governance: From chaos to order

05 Choosing your data platform technologies

06 Prioritization & sprint planning

07 *BONUS* Workbook



LuxaLoom

Michael Reynolds

Marketing Director at LuxaLoom

- **Recently hired** to develop marketing strategies to increase sales and brand awareness.
- Oversee a **\$1.5 million annual marketing budget**.
- **Manage campaigns on five paid ad platforms** (Google Ads, Facebook Ads, Instagram Ads, Pinterest Ads, TikTok Ads).
- Prepare and present marketing performance reports to senior management.
- Has no clear KPIs to report on

INTRODUCTION

Michaels' Timeline

MONTH 1

WEEK 01



GA4 data seems inaccurate.

Realize his GA4/GTM knowledge is outdated.

WEEK 02



Post job on freelance platform.

WEEK 03



Hire a freelancer to "Fix GA4".

MONTH 2

WEEK 05



Notice UTM parameters are improperly implemented.

MONTH 3

WEEK 07



Built UTM convention for all ad platforms is done.

WEEK 10



UTMs are implemented across all paid ads platforms.

WEEK 11



Conversions are not tracked properly for Meta Ads.

WEEK 12



Post a job on freelance platform.

MONTH 4

WEEK 13



Hire someone to fix Meta Ads conversion tracking.

INTRODUCTION

Michaels' Timeline

MONTH 4

WEEK 14



Fail to build report in GA4. Hire freelancer to build reports.

WEEK 15



Discover traffic attribution issues (not set). Try to figure it out himself.

MONTH 5

WEEK 17



Give up and post another job on a freelance platform.

WEEK 18



Hire another freelancer to finally "Fix GA4".

WEEK 19



Explore GA4 reports, seeking easy fixes to double sales.

WEEK 20



Marketing team failed to maintain UTM convention.

MONTH 6

WEEK 22



Data is okay-ish. Decides to wait for more accurate data before analysis.

MONTH 7

WEEK 26



6 months in, panic: GA4 tracking failed due to a change done to the website by the dev team without informing the marketing team.

Sounds familiar?

INTRODUCTION

Michaels' Timeline

What went **wrong**?

- ✘ Discovered issues as they came, wasting weeks per issue
- ✘ Didn't continuously monitor data quality
- ✘ No standardized procedures
- ✘ No global strategy

**“If you fail to plan,
you are planning to fail.”**



Benjamin Franklin

“Every successful data initiative starts with a good plan. A data strategy”



Eric Boissonneault

INTRODUCTION

What is a data strategy?

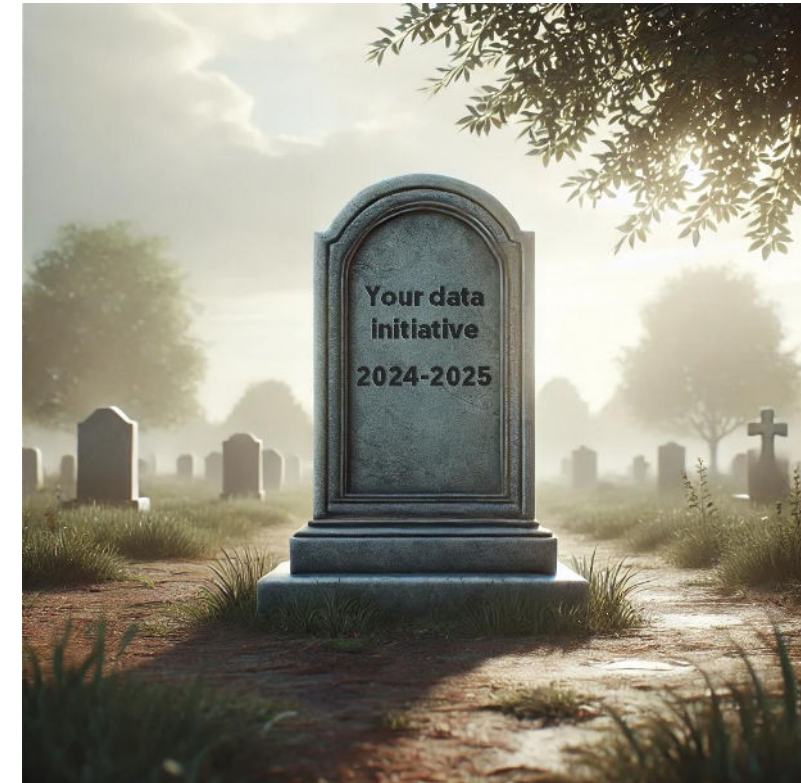
It is a comprehensive **plan** that outlines **how** an organization will collect, manage, analyze, and **use data to achieve its** business **goals**.



INTRODUCTION

Why you need a data strategy

- Real-life data is messy and hard to manage.
- If no processes are in place, you won't be able to maintain an acceptable level of data quality.
- Your competitor might have one, leaving you at a serious disadvantage.
- **If you don't, your data initiative will fail at generating value and die (or continue to bleed money).**



Let's **get started.**

STEP 1

Getting the stakeholders involved



STEP 1: GETTING THE STAKEHOLDERS INVOLVED

Why engage stakeholders?

1. Data-driven culture

By definition, when an organization employs a “data-driven” approach, it means **it makes most of its strategic decisions based on data analysis** and interpretation.



STEP 1: GETTING THE STAKEHOLDERS INVOLVED

Why engage stakeholders?

1. Data-driven culture

19

What it looks like

- ✓ Build and implement a data strategy
- ✓ Performance metrics
- ✓ Prioritize data quality
- ✓ Ongoing data education
- ✓ Incorporate data into most decisions
- ✓ The data team is involved in board meetings
- ✓ Lead by example
- ✓ Data analytics is considered before any project

STEP 1: GETTING THE STAKEHOLDERS INVOLVED



Attention

If C-level executives don't commit to a data-driven culture with actions, don't even bother with a data initiative.

STEP 1: GETTING THE STAKEHOLDERS INVOLVED

Why engage stakeholders?

2. Diverse perspective

Different stakeholders bring unique insights and perspectives that can help identify potential challenges and opportunities from various angles.

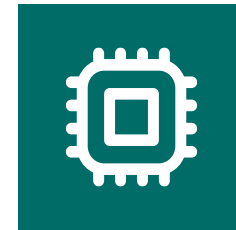


STEP 1: GETTING THE STAKEHOLDERS INVOLVED

Why engage stakeholders?

3. Resource allocation

Stakeholder support is often crucial for securing the necessary resources – **budget**, **personnel**, or **technology** – to build and sustain data initiatives.



STEP 1

Getting the stakeholders involved

Who leads the data strategy engagements?

- Has experience implementing data initiatives
- Can talk business and tech
- Has the support of C-level executives



STEP 1: GETTING THE STAKEHOLDERS INVOLVED

How to engage stakeholders

1. Identify & list key stakeholders

- C-level executives
- Business unit leaders (IT, Marketing, Operations, etc.)



STEP 1: GETTING THE STAKEHOLDERS INVOLVED



Pro tip

Do not only involve people who are interested in launching the data initiative. Have at least one meeting with every business unit leader. You will most likely uncover ways to provide them value with very little additional effort.

STEP 1: GETTING THE STAKEHOLDERS INVOLVED

How to engage stakeholders

2. Be a salesperson

- Tailor your message
- Demonstrate value
- Show them this presentation
- Get them excited



STEP 1: GETTING THE STAKEHOLDERS INVOLVED



Pro tip

Digital marketing tends to be the perfect place to start. With standardized data sources and results significantly tied to data, it makes for an ideal starting point to demonstrate value.

STEP 1: GETTING THE STAKEHOLDERS INVOLVED

How to engage stakeholders

3. Define and agree on responsibilities

- KPIs they are responsible for
- Meetings they need to attend
- Deliverables from both sides



STEP 1: GETTING THE STAKEHOLDERS INVOLVED

Recap

1. Getting the stakeholders involved

- **Implement a data-driven culture. If you don't, your data initiative will fail**
- **Find who needs to be involved & get them excited**
- **Define and agree on responsibilities**

STEP 2

Discovery



STEP 2: DISCOVERY

1. Define the organization's goals

Goals	Department	KPIs
Reach a return on ad spend (ROAS) of 3.00 by the end of 2024	Marketing	ROAS
Reduce monthly churn by 25% by the end of 2024	Product / Operations	Monthly churn rate
Reach gross margins of 54%	Purchasing	Gross margin

STEP 2: DISCOVERY

2. List business questions

-
- ⊕ What is our ROAS per marketing channel?
 - ⊕ What is our customer lifetime value (LTV)?
 - ⊕ What is the conversion rate for each ecommerce funnel step?
 - ⊕ Do customers prefer "money-off" or "percentage" promotions?
 - ⊕ What is our monthly churn rate?
 - ⊕ What is our cart abandonment rate?
-

STEP 2: DISCOVERY

3. Define the current & desired state

What is our return on ad spend (ROAS) per acquisition channel?

33

Current state

- Manual and time-consuming process
- We simply divide revenue by ad spend
- Only available to the marketing director
- Low trust in the data
- Doesn't include refunds and recurring revenue
- Difficult to compare against previous periods
- The data is accurate and complete starting on 2024-01-15

STEP 2: DISCOVERY

3. Define the current & desired state

What is our return on ad spend (ROAS) per acquisition channel?

34

Current state

- Manual and time-consuming process
- We simply divide revenue by ad spend
- Only available to the marketing director
- Low trust in the data
- Doesn't include refunds and recurring revenue
- Difficult to compare against previous periods

Desired state

- Updates daily automatically
- Available to the marketing team
- Accurate
- Includes refunds and recurring revenue
- Easy drill down by platform, campaign, ad group
- Easy to compare against previous periods
- Well documented

STEP 2: DISCOVERY

4. Data profiling

What is our return on ad spend (ROAS) per acquisition channel?

35

Problems

- Ad group was not included in UTMs prior to 2024-01-15
- UTMs were inconsistent across platforms prior to 2024-01-15
- Conversion tracking was inaccurate prior to 2024-01-15 due to tags using page view triggers instead of data layer pushes
- Some campaigns went live with no UTMs parameters or the wrong ones prior to 2024-01-15

STEP 2: DISCOVERY

4. Data profiling

What is our return on ad spend (ROAS) per acquisition channel?

36

Problems

- Ad group was not included in UTMs prior to 2024-01-15
- UTMs were inconsistent across platforms prior to 2024-01-15
- Conversion tracking was inaccurate prior to 2024-01-15 due to tags using page view triggers instead of data layer pushes
- Some campaigns went live with no UTMs parameters or the wrong ones prior to 2024-01-15

Data quality score:

Solutions

- Ignore data prior to 2024-01-15
- Implement data tests, alerts, and processes to ensure the data remains accurate moving forward

Good moving forward

STEP 2: DISCOVERY

4. Data profiling

Good:

Historical and new data quality is good enough for analysis.

Good moving forward:

The data quality of the new data is good enough to be used for analysis. Historical data can't or won't be fixed. Historical data will be ignored.

Could be good:

The quality of the new data is good enough for analysis. Historical data can and should be fixed.

Bad:

The data quality of historical and new data is NOT good enough for analysis.

STEP 2: DISCOVERY

Recap

1. How & why to engage the stakeholders

2. Discovery

- Define the current state & desired state
- Identify the problem(s) preventing you from achieving the desired outcome
- Agree on the solution(s) to those problems and what should be the next step(s)

STEP 3

Data governance



STEP 3: DATA GOVERNANCE

What is data governance?

It is a **set of rules and practices** ensuring an organization's data is **accurate, secure, easy to access**, and **used responsibly** throughout its life cycle.



STEP 3: DATA GOVERNANCE



Pro tip

Data governance is an ongoing process. As data platforms evolve, missing key elements becomes more critical, but over-engineering can slow progress and reduce value. Balance is key.

STEP 3: DATA GOVERNANCE

The basics

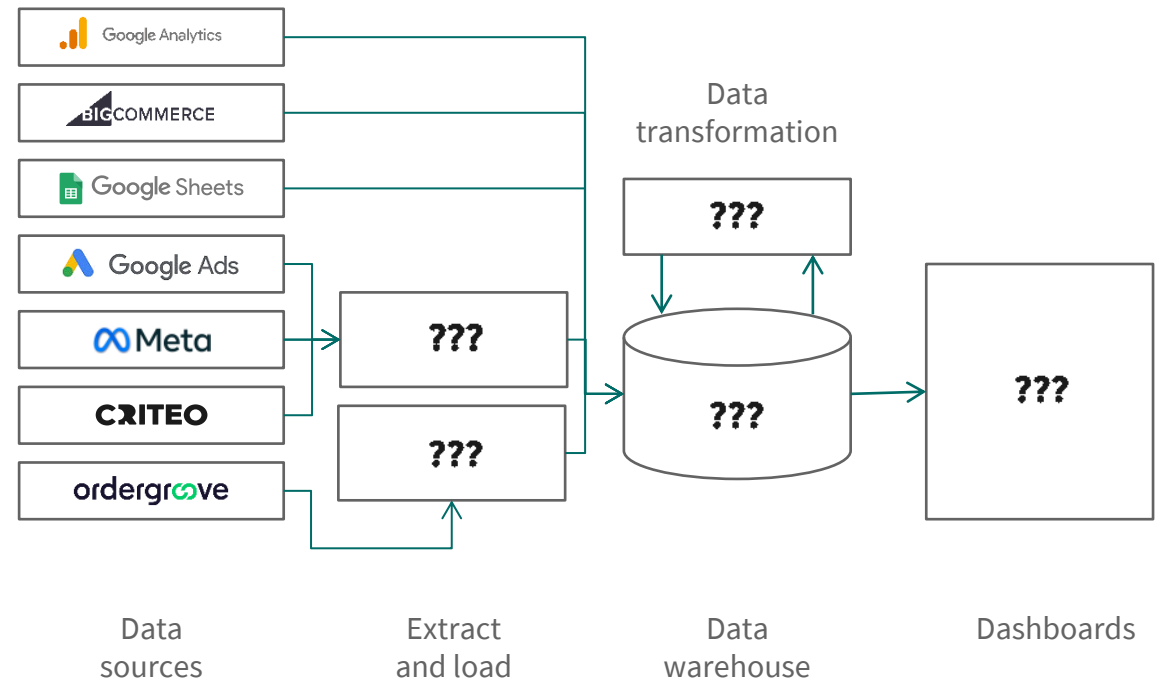
- ✓ **Business glossary**
- ✓ Data platform architecture diagram
- ✓ Data roles
- ✓ Data quality management
- ✓ Compliance & risk management
- ✓ Training/enablement

Key	Definition	Formula
Web purchase rate (by session)	Number of purchases made through the website divided by the number of sessions for a given date range.	$\text{SUM}(\{\text{web purchases}\}) / \text{SUM}(\{\text{sessions}\})$
Gross revenue	The sum of line items total excluding taxes based on Shipped Date	$\text{SUM}(\{\text{item total_ex_tax}\})$
Gross revenue after discounts	Gross revenue minus discounts	$\text{SUM}(\{\text{item total_ex_tax}\}) - \text{SUM}(\{\text{discount_amount}\})$
Shipping cost	Total amount of Americold invoices. If filtered by product, it is divided by the shipped quantity of the selected products. See more info here	$\text{SUM}(\{\text{shipping_cost}\})$

STEP 3: DATA GOVERNANCE

The basics

- ✓ Business glossary
- ✓ **Data platform architecture diagram**
- ✓ Data roles
- ✓ Data quality management
- ✓ Compliance & risk management
- ✓ Training/enablement



STEP 3: DATA GOVERNANCE

The basics

- ✓ Business glossary
- ✓ Data platform architecture diagram
- ✓ **Data roles**
- ✓ Data quality management
- ✓ Compliance & risk management
- ✓ Training/enablement

Key	Data steward
UTM parameters	jgladwell@company.com
SKU costs	mpage@company.com
Coupon code type	jgladwell@company.com

STEP 3: DATA GOVERNANCE

The basics

- ✓ Business glossary
- ✓ Data platform architecture diagram
- ✓ Data roles
- ✓ **Data quality management**
- ✓ Compliance & risk management
- ✓ Training/enablement

- What automated tests are needed to ensure high data quality?
- What alerts are needed, and what should be the triggers?
- Which data points rely on manual inputs? How can we ensure they are filled out properly? Who should be responsible?

STEP 3: DATA GOVERNANCE

The basics

- ✓ Business glossary
- ✓ Data platform architecture diagram
- ✓ Data roles
- ✓ Data quality management
- ✓ **Compliance & risk management**
- ✓ Training/enablement

- Are we subject to specific laws such as GDPR or CCPA?
- Are we storing personal information? Do we need it? Is it safe? Is it ethical?
- Who has access to what? Is it necessary? Is it safe? What are the risks? Can we mitigate them?

STEP 3: DATA GOVERNANCE

The basics

- ✓ Business glossary
- ✓ Data platform architecture diagram
- ✓ Data roles
- ✓ Data quality management
- ✓ Compliance & risk management
- ✓ **Training/enablement**

- Technologies
- Business glossary
- Relevant metrics
- Resources
- Legal and ethical considerations

STEP 3: DATA GOVERNANCE

Recap

1. Getting the stakeholders involved

2. Discovery

3. Data governance

- Document how data is managed and used throughout its life cycle

STEP 4

Data platform architecture



STEP 4: DATA PLATFORM ARCHITECTURE

What is a data platform?

It is a **centralized system** that **organizes data** by **collecting, storing, processing,** and **making it accessible for various applications** and **analysis.**



STEP 4

Data platform architecture

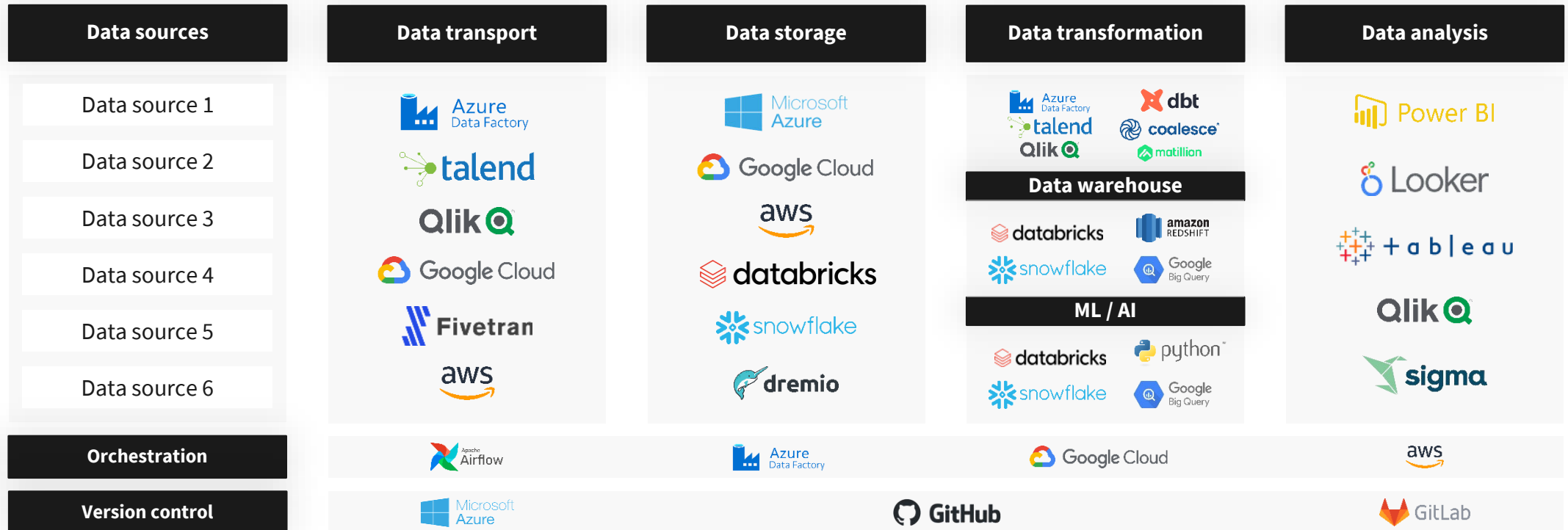
It needs to be:

- ✓ Scalable, and reliable
- ✓ Performant & efficient
- ✓ Secure
- ✓ Well documented



STEP 4: DATA PLATFORM ARCHITECTURE

Choosing your data platform technologies



STEP 4: DATA PLATFORM ARCHITECTURE

Guide to selecting your data platform technologies

1.

Prioritize technologies that integrate well with your organization's IT ecosystem.

STEP 4: DATA PLATFORM ARCHITECTURE

Guide to selecting your data platform technologies

1.

Prioritize technologies that integrate well with your organization's IT ecosystem.

2.

Choose technologies that can meet your requirements.

STEP 4: DATA PLATFORM ARCHITECTURE

Guide to selecting your data platform technologies

1.

Prioritize technologies that integrate well with your organization's IT ecosystem.

2.

Choose technologies that can fulfill your requirements.

3.

Prioritize technologies your team is familiar with.

STEP 4: DATA PLATFORM ARCHITECTURE

Guide to selecting your data platform technologies

1.

Prioritize technologies that integrate well with your organization IT ecosystem

2.

Choose technologies that can fulfill your requirements

3.

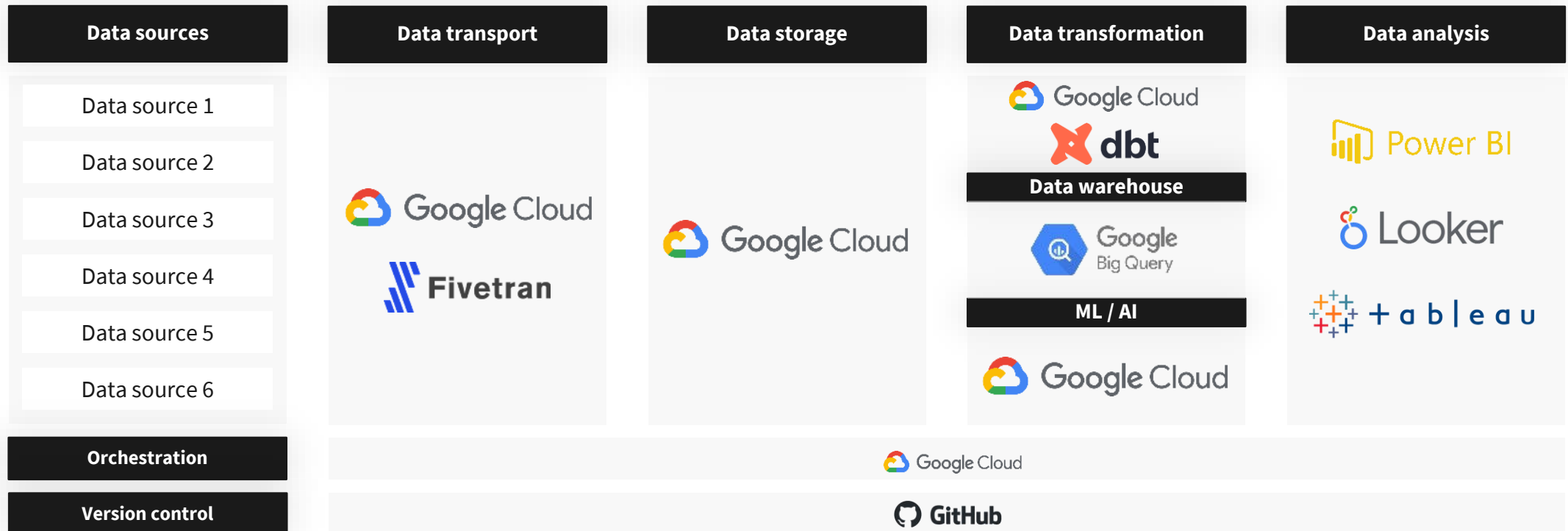
Prioritize technologies your team is familiar with.

4.

Pricing

STEP 4: DATA PLATFORM ARCHITECTURE

Data platform technologies example



STEP 4: DATA PLATFORM ARCHITECTURE

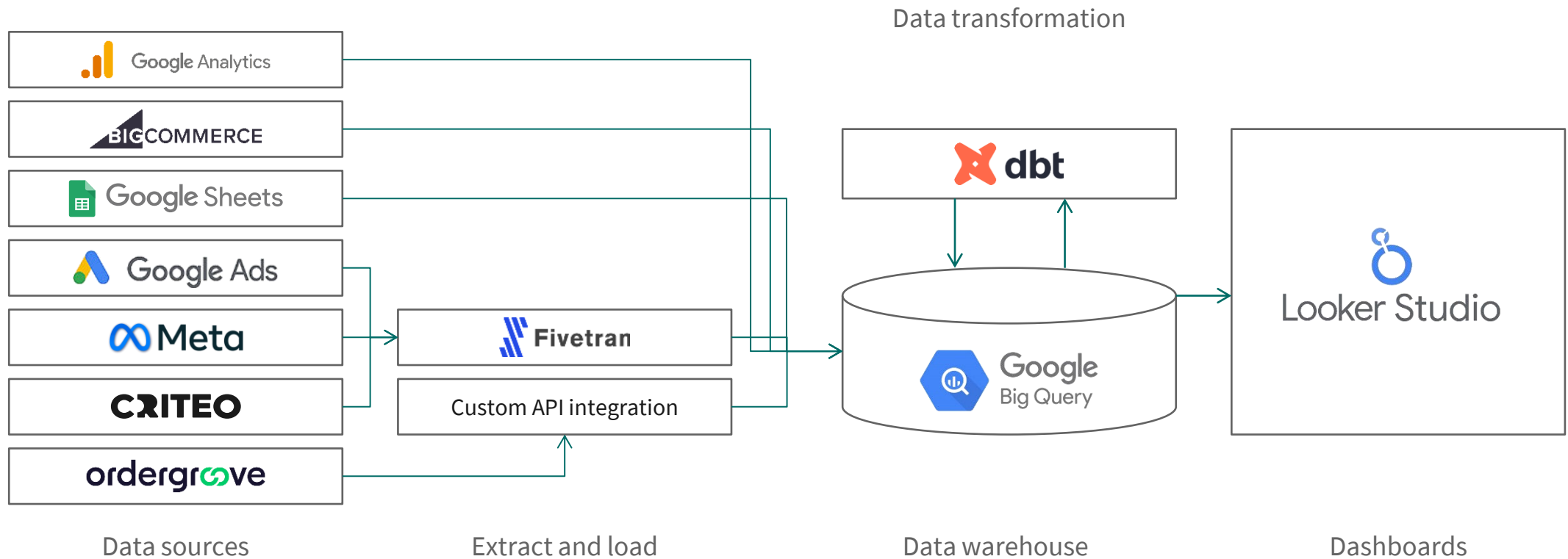


Attention

As a general rule, wherever possible, data transformation logic should not live in your data visualization tool.

STEP 4: DATA PLATFORM ARCHITECTURE

Drafting your data platform architecture diagram



STEP 4: DATA PLATFORM ARCHITECTURE

Recap

1. Why & how to engage the stakeholders

2. Discovery

3. Data governance

4. Choose the data platform technologies

- **Tips on choosing the right data platform technologies**
- **Avoid having transformation logic live inside your BI tool**

STEP 5

Prioritization & sprint planning



STEP 5: PRIORITIZATION & SPRINT PLANNING

1. Business impact assessment

What is our return on ad spend (ROAS) per acquisition channel?

Business impact score:

High

STEP 5: PRIORITIZATION & SPRINT PLANNING

1. Business impact assessment

What is our return on ad spend (ROAS) per acquisition channel?

63

	Score
Benefit more than one department?	✘ No
Currently impossible to answer?	✔ Yes
Aligned with current business/department goals?	✔ Yes
Directly tied to revenue or profitability?	✔ Yes
Need to be answered frequently?	✔ Yes
Time-sensitive due to an upcoming event?	✘ No
If answered, can we do something about it?	✔ Yes
Business impact score:	High

STEP 5: PRIORITIZATION & SPRINT PLANNING

2. Effort required

What is our return on ad spend (ROAS) per acquisition channel?

	Score
Effort required score:	Low

STEP 5: PRIORITIZATION & SPRINT PLANNING

2. Effort required

What is our return on ad spend (ROAS) per acquisition channel?

65

	Score
Require data from multiple sources?	✘ Yes
High volume of data?	✔ No
Track changes over time?	✔ No
Complex logic?	✔ No
Require custom solution for data ingestion?	✔ No
Contains semi-structured data	✔ No
Effort required score:	Low

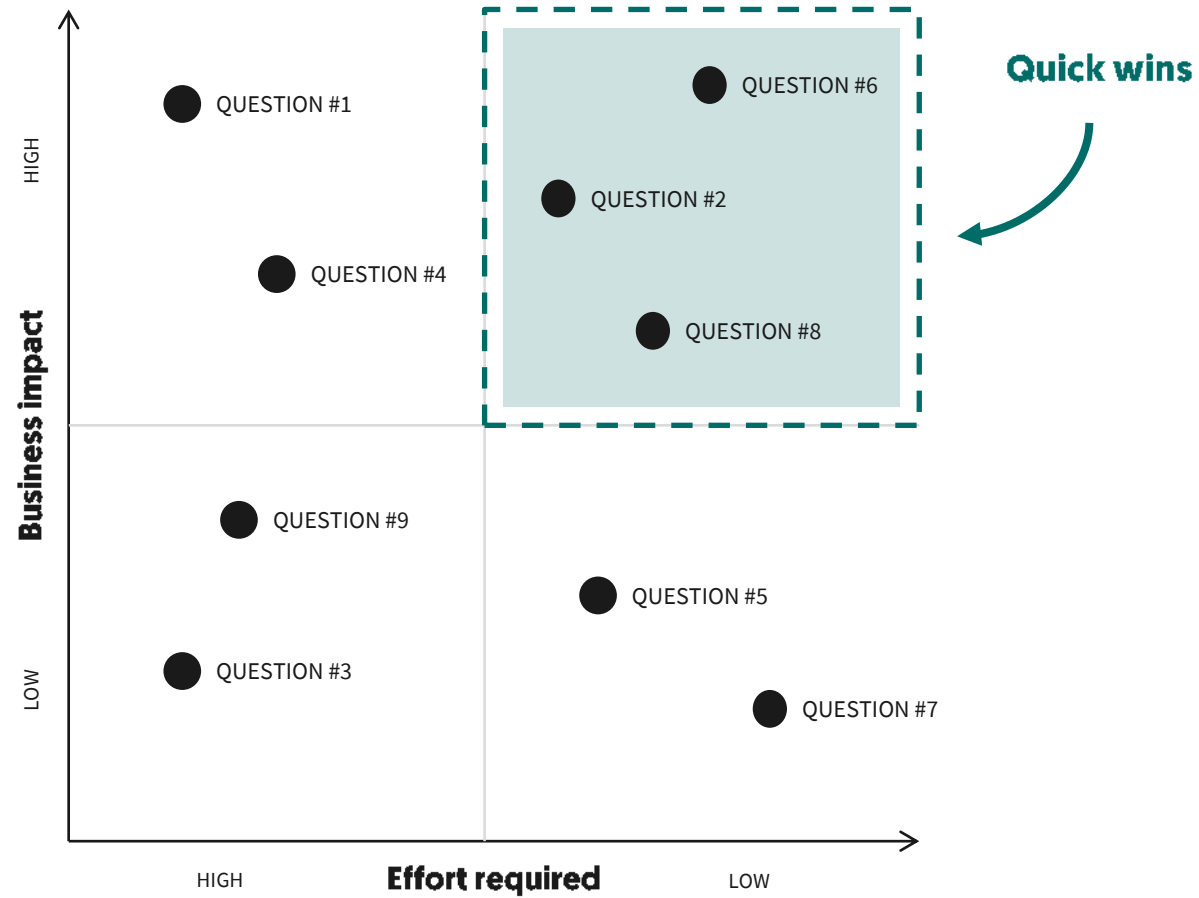
STEP 5: PRIORITIZATION & SPRINT PLANNING

2. Prioritization

Priority	Business questions	Data quality	Business impact	Implementation effort
↓	Question 1	Good	Medium	High
↑	Question 2	Good moving forward	High	Low
↓	Question 3	Bad	High	Medium
↑	Question 4	Good	High	Low

STEP 5: PRIORITIZATION & SPRINT PLANNING

2. Prioritization



3. Sprint planning

A well-constructed sprint should have:

- ✓ Clear goals & deliverables
- ✓ Provide standalone value
- ✓ Required resources
- ✓ Timeline
- ✓ Roles and responsibilities
- ✓ Contingency plan
- ✓ Cost

3. Sprint planning



Pro tip

It's crucial to resist overloading a sprint with too many tasks or objectives. Balance your ambitions with the practical realities of your workflow, ensuring that each sprint is structured to deliver high-quality, well-documented outputs that stand the test of time. This might mean being more selective about what you commit to in each sprint, but it ensures you maintain the high standards your work requires and your stakeholders expect.

STEP 5: PRIORITIZATION & SPRINT PLANNING

Recap

1. Why & how to engage the stakeholders

2. Discovery

3. Data governance

4. Choose the data platform technologies

5. Prioritization & sprint planning

- Assess the business impact and the effort required for each questions
- Prioritize each questions
- Look for quick wins
- Plan value packed sprints

Download The Data Strategy Workbook



<https://go.systematikdata.com/measure-summit-2024>