



# Data as an asset

June 28th, 2023

# Meet your speaker

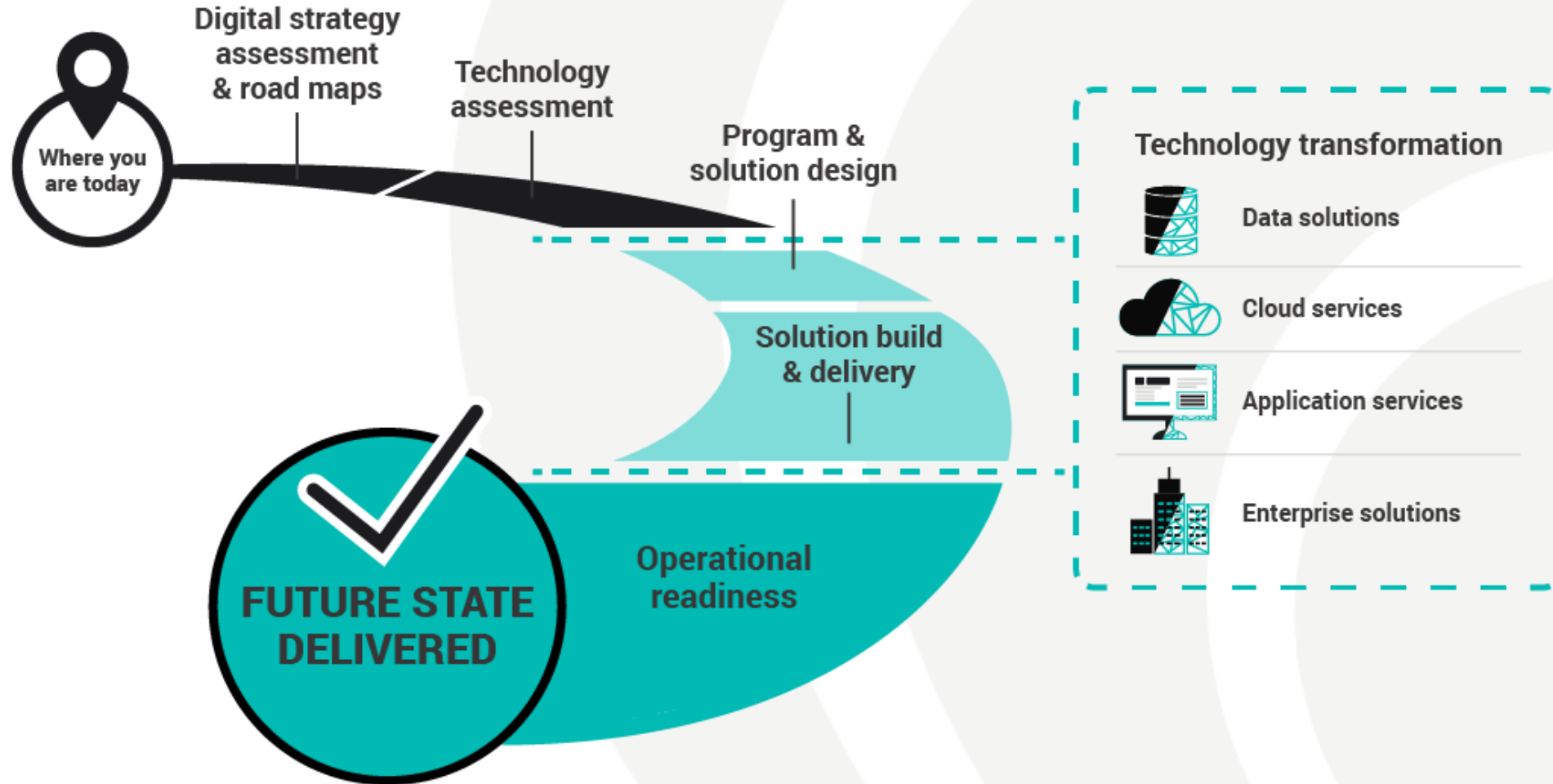


**Dave DuVarney**

PRINCIPAL  
BAKER TILLY DIGITAL



# Who we are



# Today's Agenda

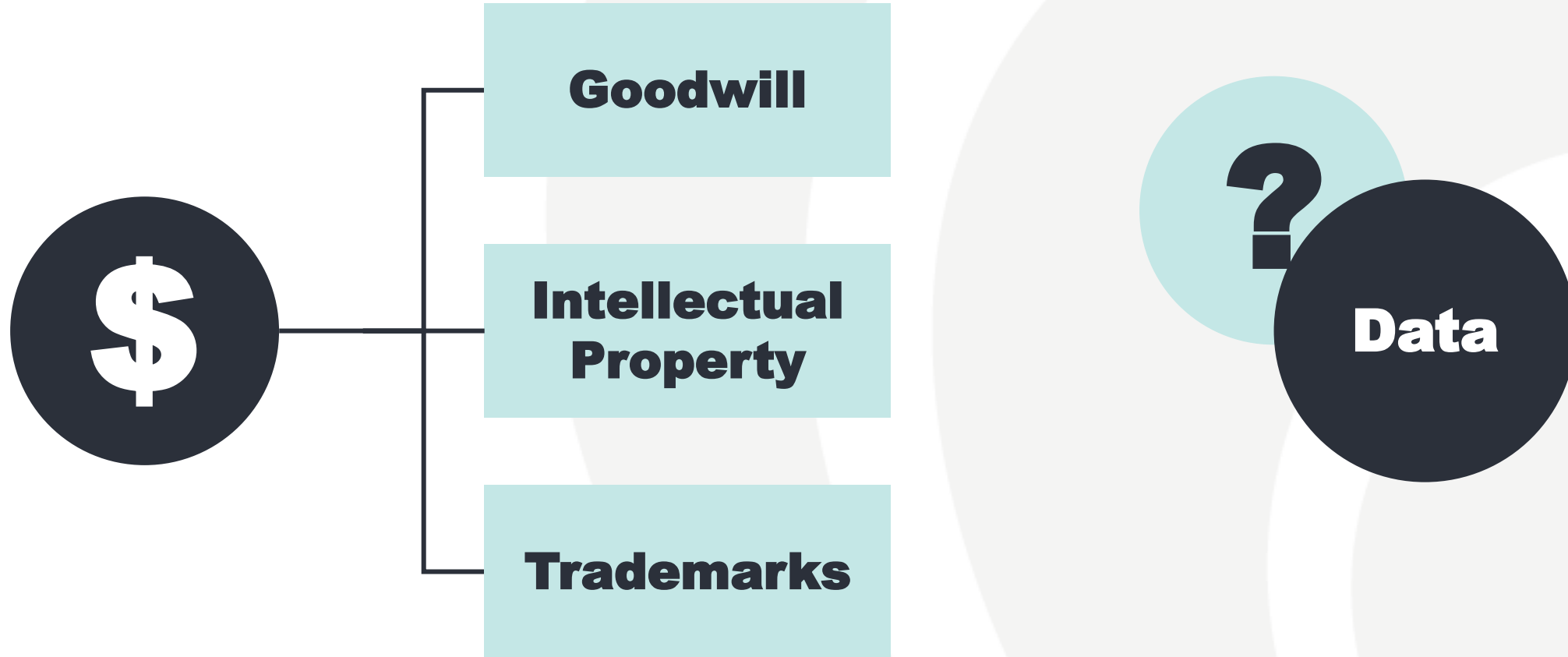
- 1 Why data is an asset
- 2 How to drive your data strategy
- 3 Importance of governance

**"Data is a precious thing and will last longer than the systems themselves."**

-Tim Berners-Lee

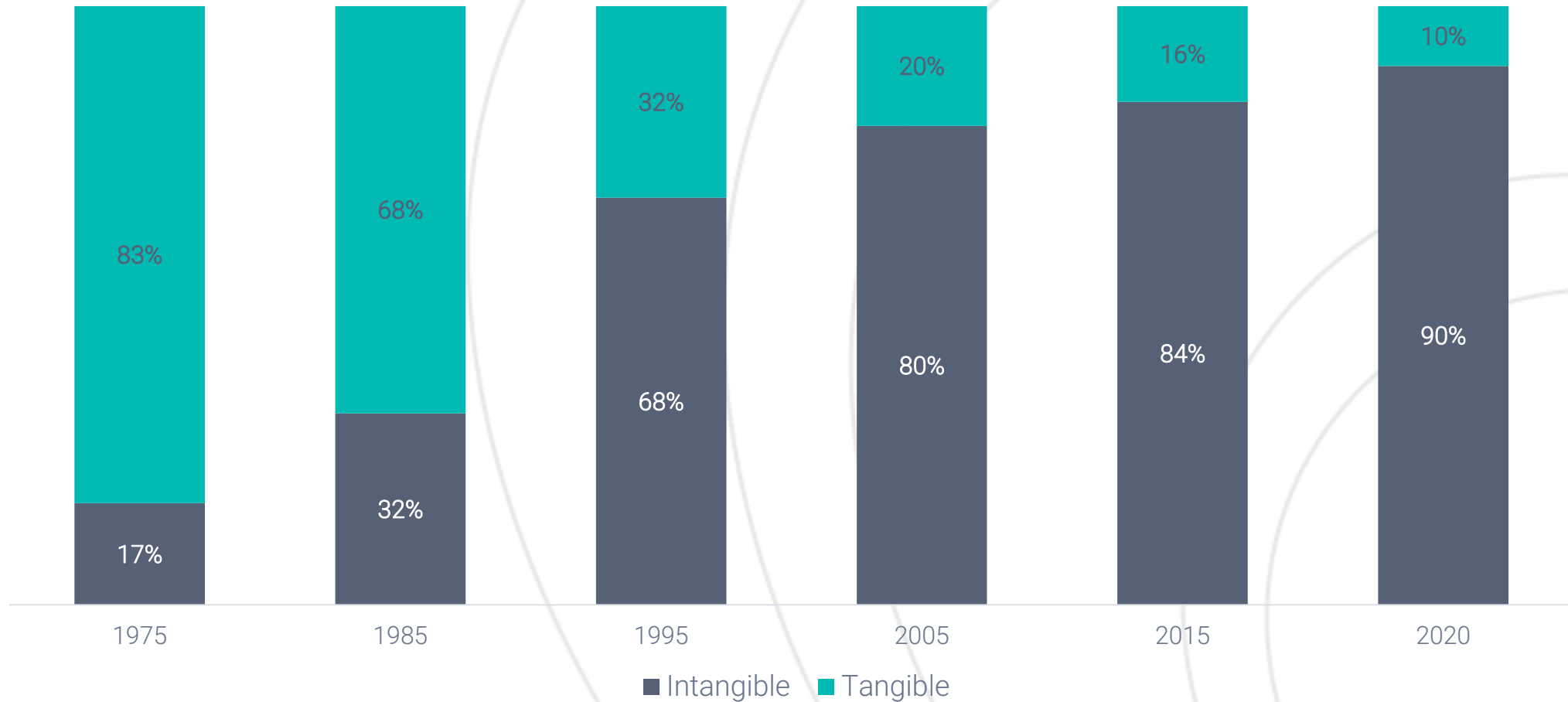


# Intangible Assets



# Tangible Versus Intangible Assets

S&P 500



# Top US Companies by Market Capitalization

Rank	1975	2000	2010	2020
1	IBM	Microsoft	Exxon Mobil	Apple
2	AT&T	General Electric	Apple	Microsoft
3	Exxon	Cisco Systems	Microsoft	Amazon
4	Eastman Kodak	Walmart	Berkshire Hathaway	Alphabet
5	General Motors	Intel	General Electric	Facebook (Meta)

1975: <https://born2invest.com/articles/the-differences-in-market-capitalization-between-1975-and-2019/>

2000: [https://en.wikipedia.org/wiki/List\\_of\\_public\\_corporations\\_by\\_market\\_capitalization#2000](https://en.wikipedia.org/wiki/List_of_public_corporations_by_market_capitalization#2000)

2010: <http://media.ft.com/cms/253867ca-1a60-11e0-b003-00144feab49a.pdf>

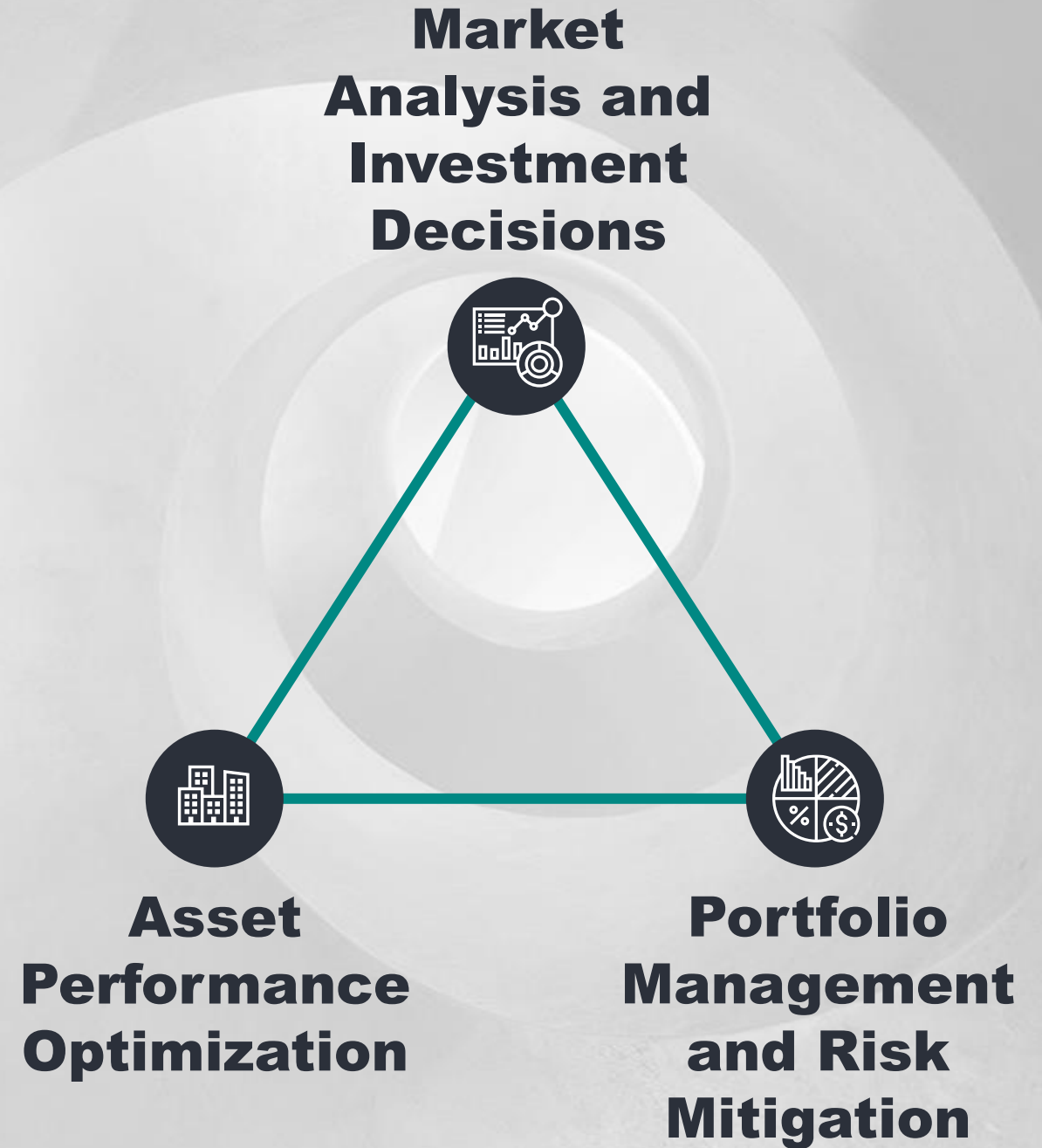
2020: [https://en.wikipedia.org/wiki/List\\_of\\_public\\_corporations\\_by\\_market\\_capitalization#2020](https://en.wikipedia.org/wiki/List_of_public_corporations_by_market_capitalization#2020)



# Investors view data as an asset



# Triangulating on data value in real estate

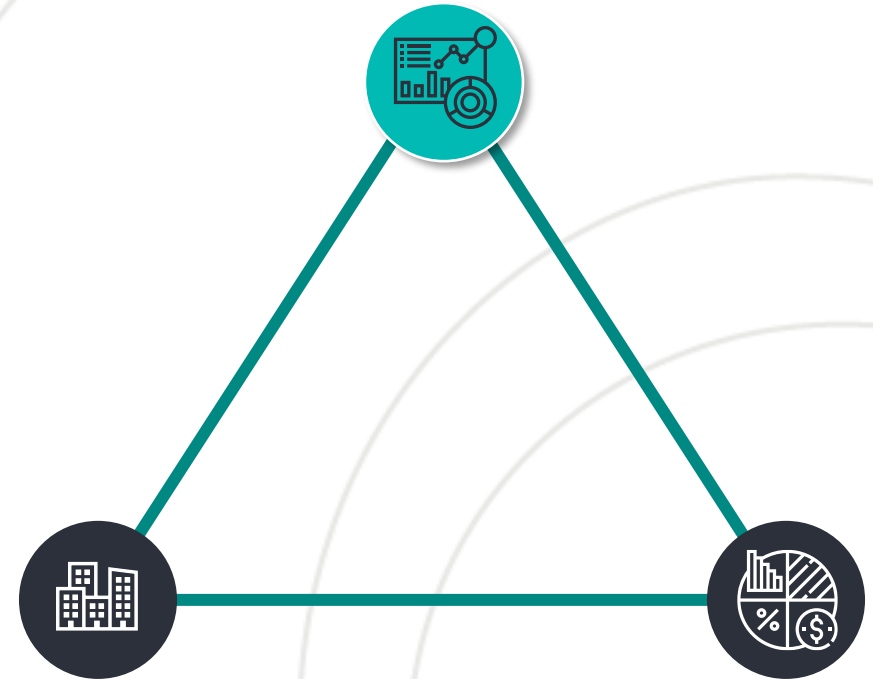


# Market Analysis and Investment Decisions

- Market Trends
- Rental Rates
- Vacancy Rates
- Demographic Information

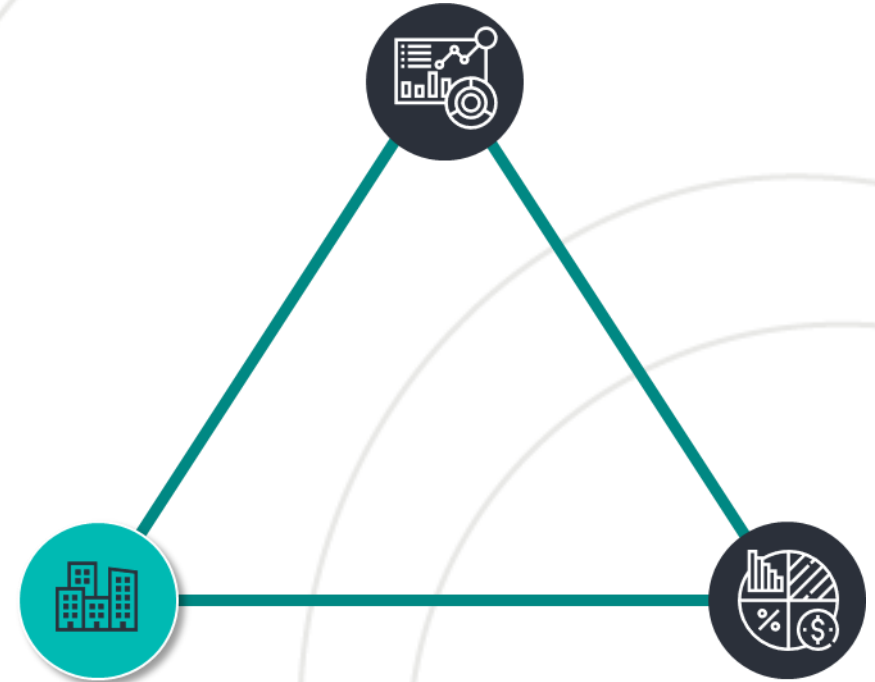


[Baker Tilly's Commercial Real Estate Market Report](#)



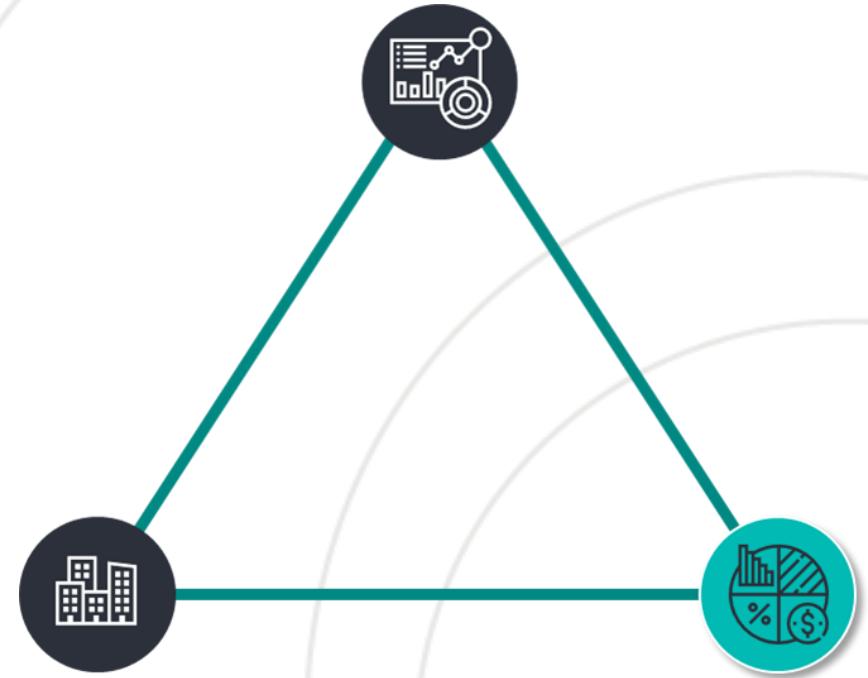
# Asset Performance Optimization

- Property Operations
- Leasing Activity
- Tenant Satisfaction
- Maintenance Records
- Energy Consumption
- Financial Performance



# Portfolio Management and Risk Mitigation

- Property Performance
- Lease Expirations
- Tenant Profiles



# Byproducts of Treating Data like an Asset

1

Investment in people, technology, and other resources

2

Improved governance and accountability

3

Increased data quality and availability

4

Quicker turnaround for new analysis

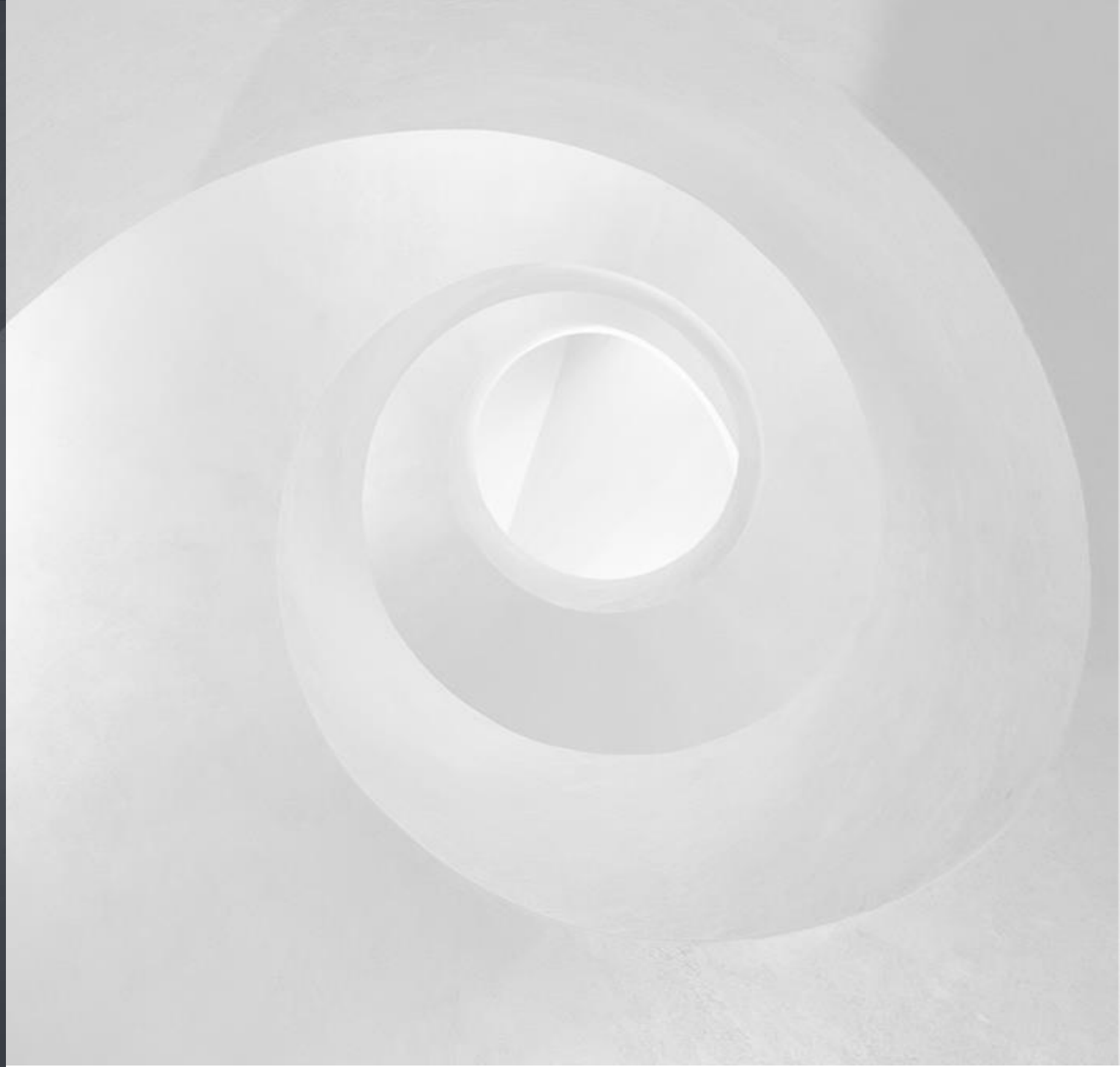
# Polling question #1

**How would you describe your organization's ability to leverage data?**

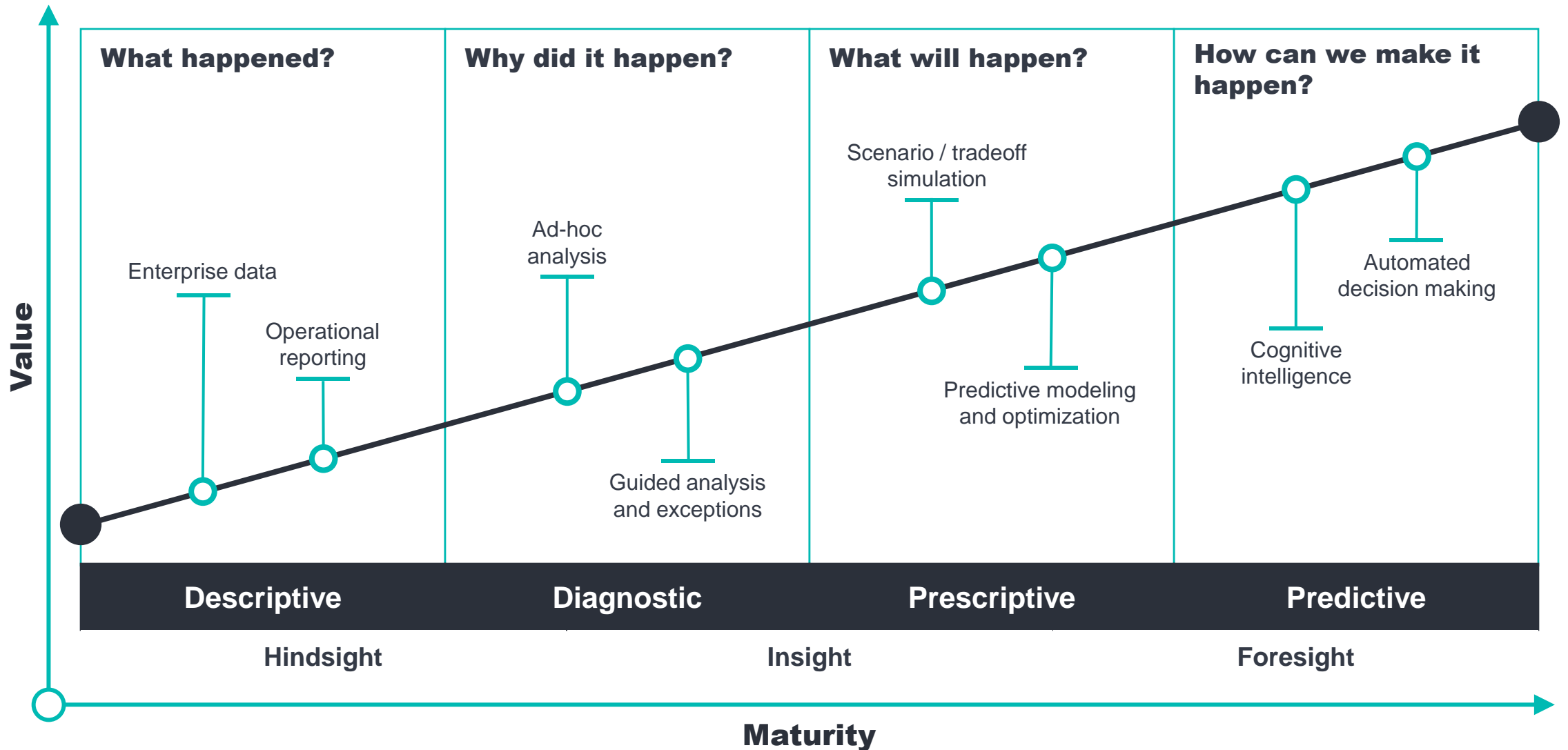
- a. We are excited but haven't started**
- b. We have a data foundation but haven't leveraged it**
- c. We have started but see an opportunity to do more**
- d. We are leveraging our data and doing great**



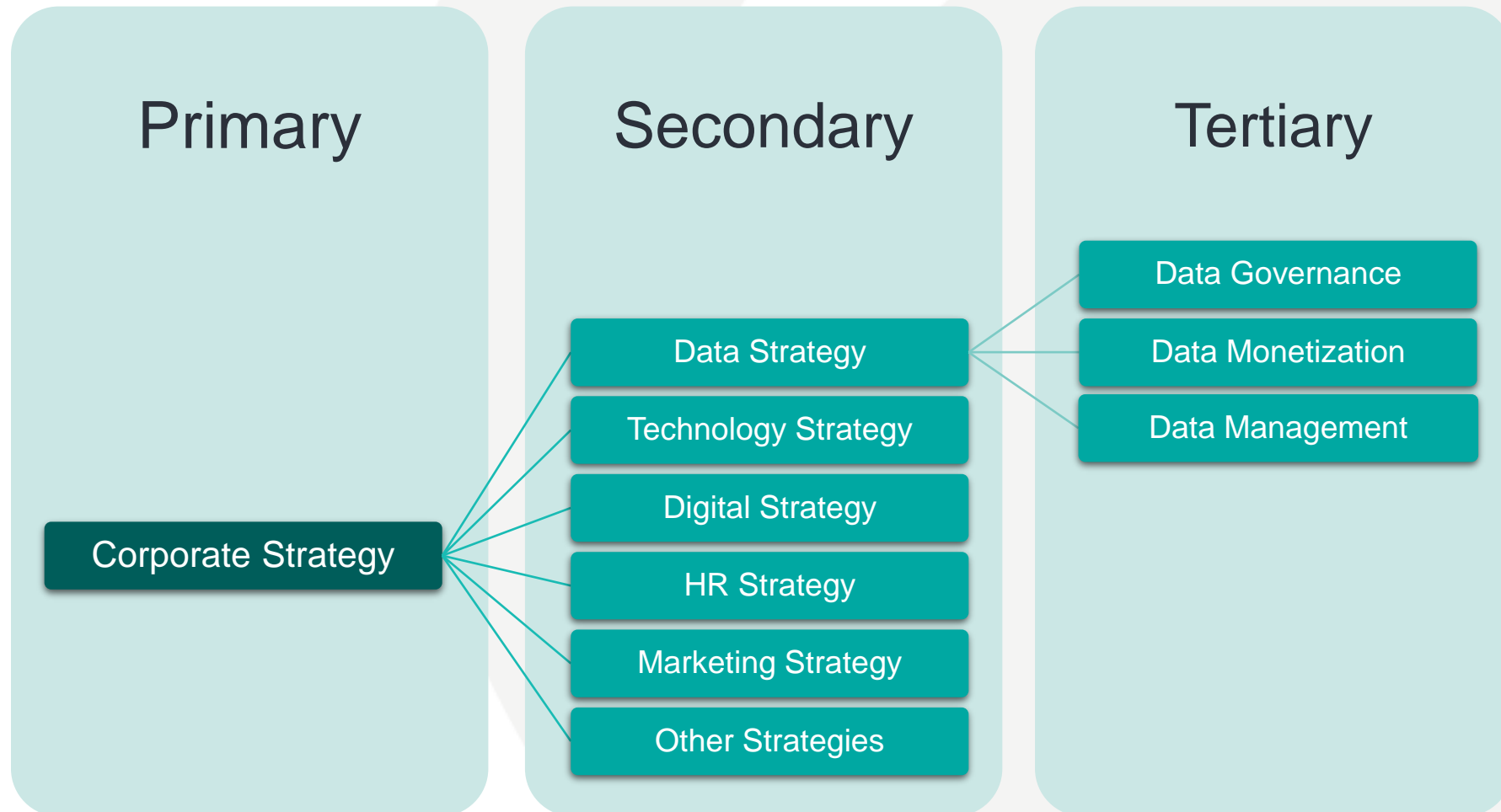
# Approach



# Analytical Maturity Model



# Multiple strategies support the organization



# Data Strategy and Program Execution



[Five steps to consider when building your data strategy - Baker Tilly](#)



# Aligning Priorities

It's key to align business overall business priorities to analytical initiatives. Below are typical scoring criteria to develop a four-square priority matrix of initiatives.

## Business Impact

- Weighted Number of Anticipated Users
- Existing Alternatives
- Achievement to Financial Goals
- Strategic Significance and Alignment
- Frequency of Use

## Technical Feasibility

- Data Availability
- Transformation Complexity
- Infrastructure Impact
- Maintenance and Support
- Data Quality



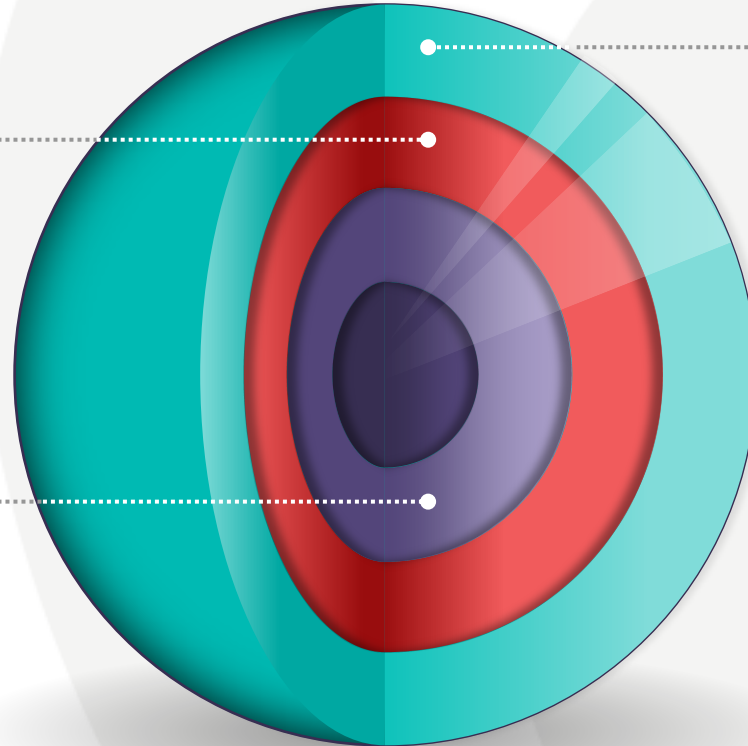
# Consider your “datasphere”

## Partners

Suppliers, service contractors,  
utilities

## Internal

Leases, financials, investments



## External

Social, macro trends, census,  
financial markets

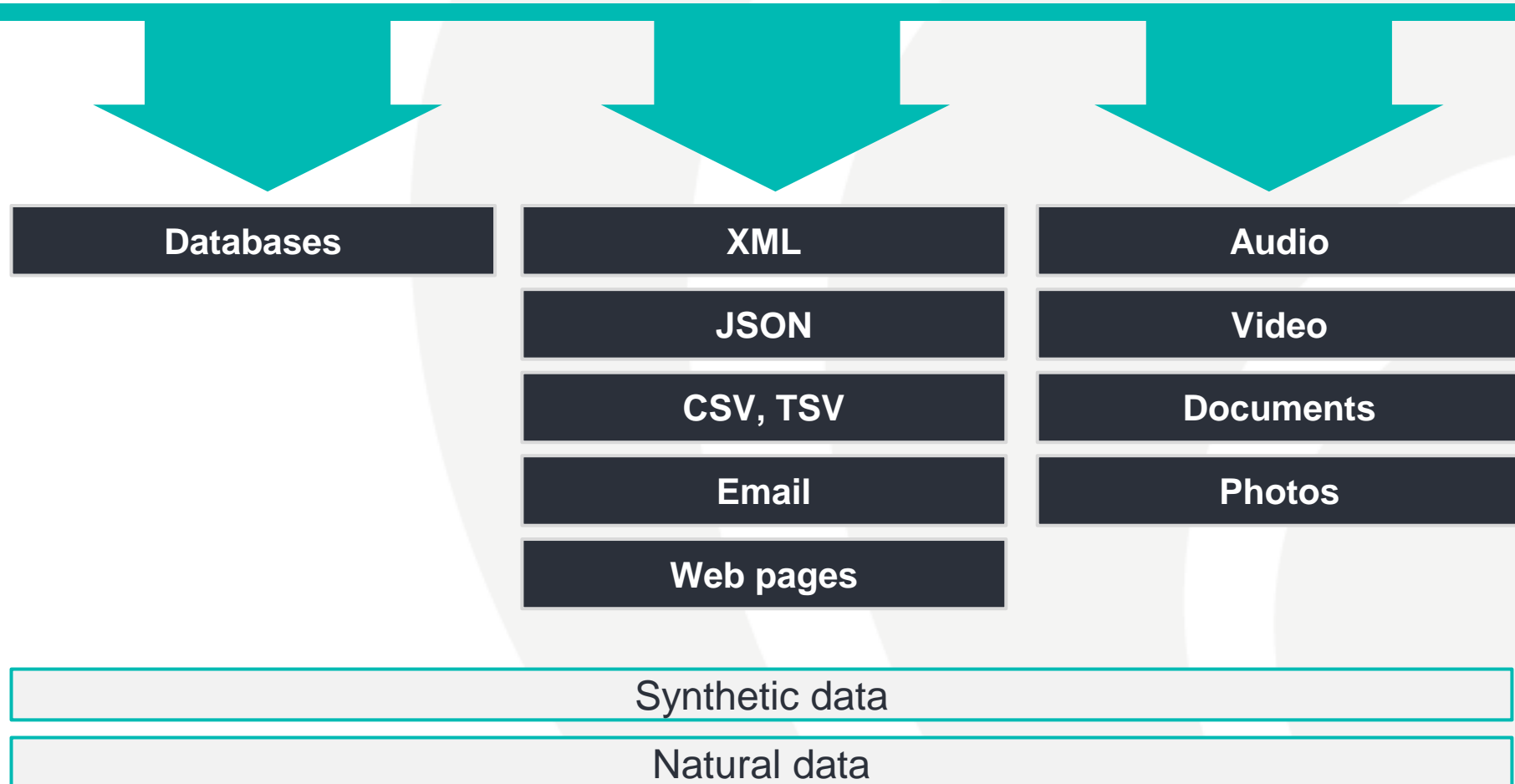


# Consider different forms of data

Structured data

Semi-structured data

Unstructured data



# Measure opportunity against risk



DATA BREACHES,  
DATA SPRAWL, COPY  
DATA, DATA  
SYNCHRONIZATION



LITIGATION AND  
DISCOVERY RISK  
PROFILE

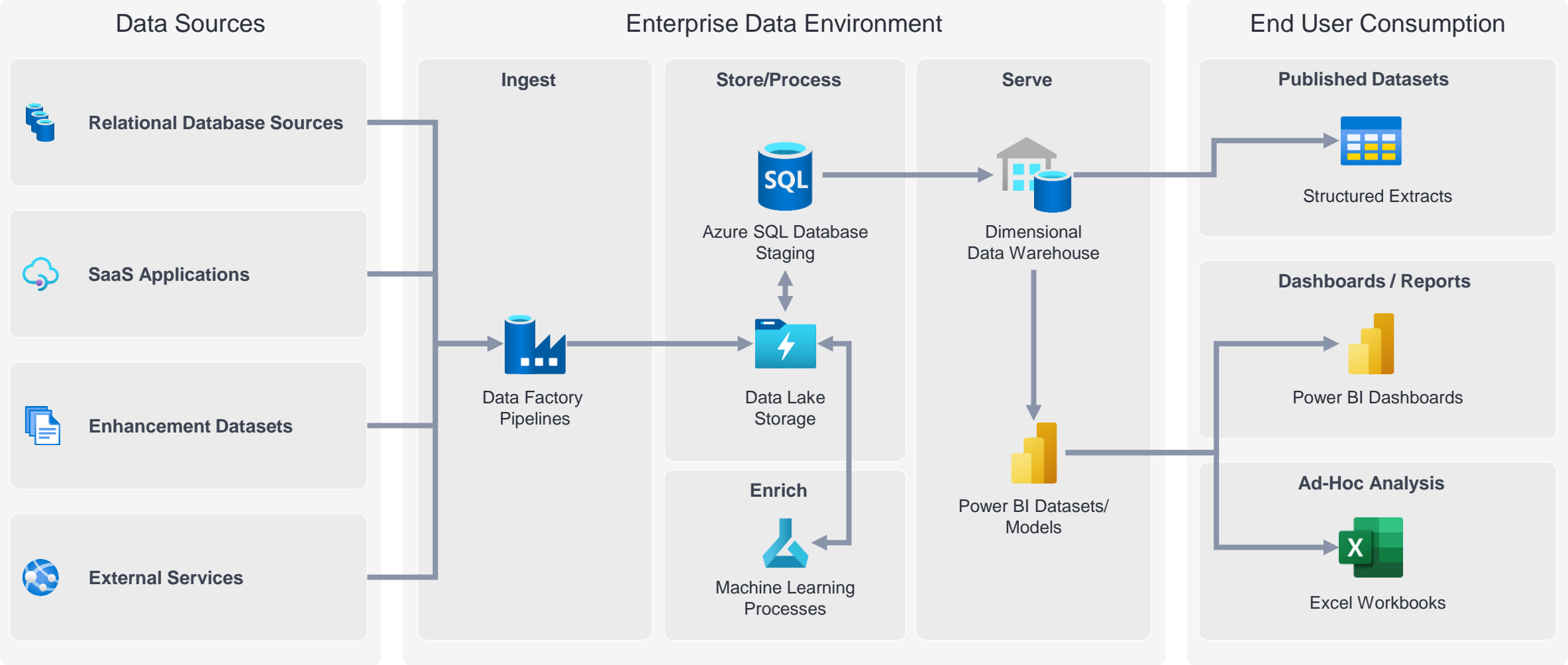


REGULATORY  
COMPLIANCE  
(E.G., CCPA, GDPR,  
CDPA)



TECHNICAL  
DEBT

# Enterprise Modernization (Microsoft Example)





# OpenAI

## ChatGPT



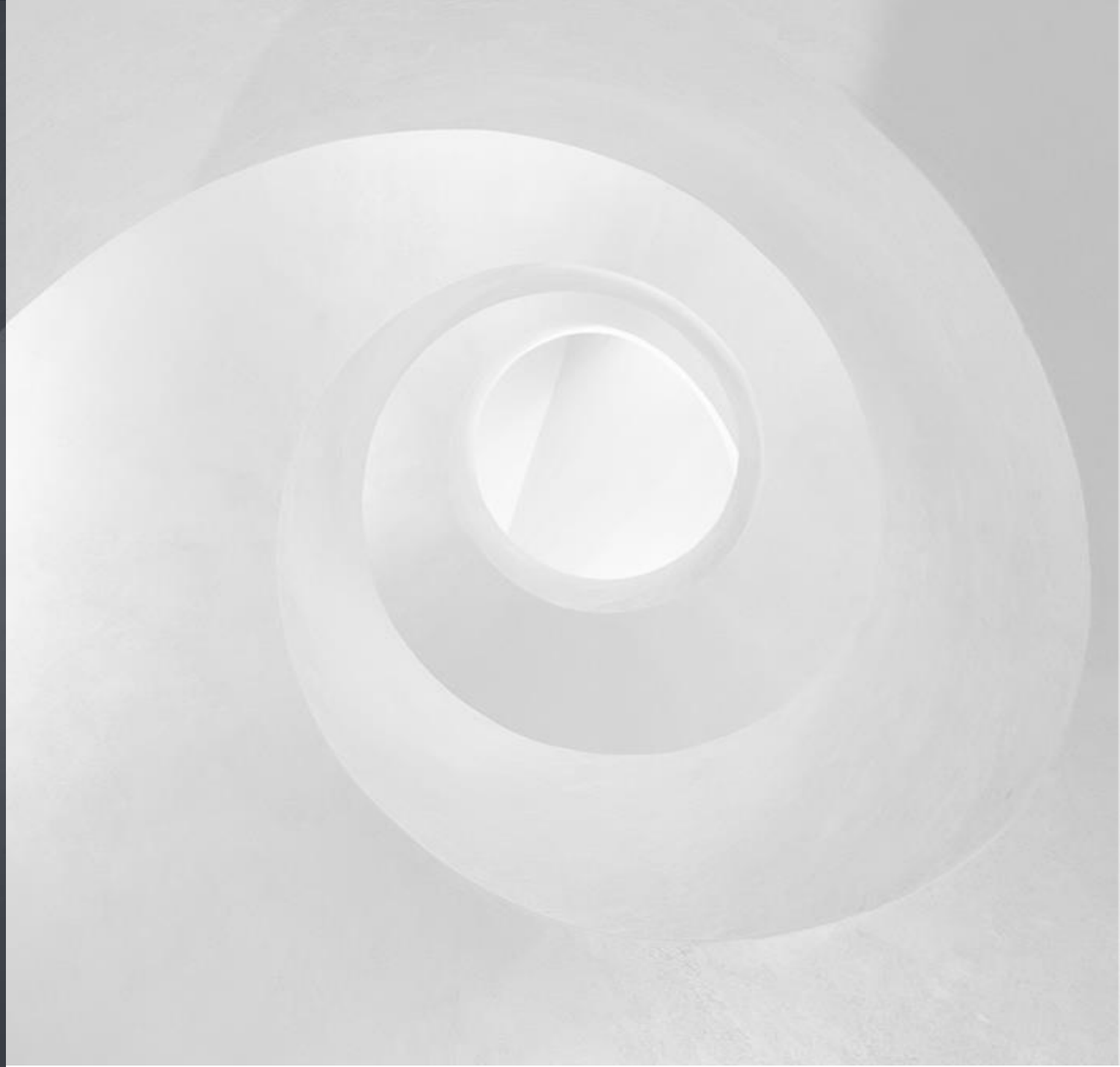
## Polling question #2

**What is the biggest opportunity to improve your overall approach to establishing a data strategy?**

- a. **Aligning our overall business strategy to data analytics initiatives**
- b. **Understanding how new technologies can improve our existing solutions**
- c. **Understanding how we drive greater business adoption of the solutions that already exist**



**Data  
Governance and  
management**



# Data governance to enable monetization



## Key Activities

- Business Stakeholder Interviews
- Analysis and Consolidation
- Establish Guiding Principals
- Set Goals and Objectives
- Define Roles and Responsibilities
- Design Organizational Framework
- Create Standard Operating Procedures
- Develop Change Management Plan
- Develop Communication and Training Plan
- Data Governance Committee Review
- Monitoring of Quality Metrics

# Consider strategic and tactical team roles



# The importance of the Chief Data Analytics Officer (CDAO)

- Capitalizing on data opportunities
- Creating a competitive advantage through data
- Having a consistent approach to minimize risk in data-driven projects



## **Polling question #3**

**How would you describe the level of quality of your organizations data?**

- a. We've got a beautifully integrated single view of our organization**
- b. My data is great, but everyone else seems to be living in a mess**
- c. It needs significant work**



# What we covered

- 1** Why data is an asset
- 2** How to drive your data strategy
- 3** Importance of governance

**Questions?**

# Let's connect



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Baker Tilly Digital's **Pathfinder** can help you identify, prioritize and activate your digital transformation regardless of where you are in your journey.

