Treating Data as a Company Asset

- Why Business Leaders should care about data
- The Business Leader's role in data management

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Introduction

Did you know?

- In the next 60 minutes in the US
  - 251 businesses will have a suit, line or judgement
  - 246 business telephone numbers will change
  - 58 business addresses will change
  - 81 directorship (CEO, CFO etc) will change
  - 41 new businesses will open their door
  - 11 companies will change their name
  - 7 businesses will file for bankrupcy
- In a year
  - 21% of CEOs will change
  - 20% of all addresses will change
  - 18% of telephone numbers will change
  - 17% of business names will change

Business Data decays and therefore needs to be managed

What Data should the firm manage?

- Unstructured Data
  - Documents
  - Emails
  - Web sites
  - Institutional knowledge
- Structured Data
  - Databases

Not ALL data should be managed equally. A company must decide what/which/how/how long to manage its data based on

Criticality to the Business

Legal Obligations

Risk to the company

Why is Data Mgmt is important to Business leaders?

- Regulations
  - Sarbanes Oxley
  - Privacy
- Employee and IT cost and productivity opportunities
- Data Quality impacts
  - Customer sat
  - Cost
- Capturing and Reusing Employee Knowledge
- Analytics
  - Customer Relationship Management
  - Security & Fraud
- End to End Re-engineering Initiatives CRM, ERP, e-Business

Current state of data management

- Managed from IT (recent Gartner Group report)

Who is responsible for Data Quality at your company?

CIO	30%
IT	40%
CEO	13%
CFO	10%
Every User	14%
Data Quality org	36%

- Limited budget or attention from business leaders
- Lack of confidence

Price Waterhouse Global data mgmt survey: Has the company suffered significant problems , cost or losses in any area because of poor data Quality? 75% said YES !

5 Truths of Data Management

- Data Management is an ongoing program
- Data issues are Business process Issues
- Hard to Fix , takes dedicated time & resources
- People/Organizations like to “own” their own data – but don’t want to do what it takes to steward the data for the entire company
- Requires Business, IT and operations
- Good data quality means different things to different people

What you should know about your companies data

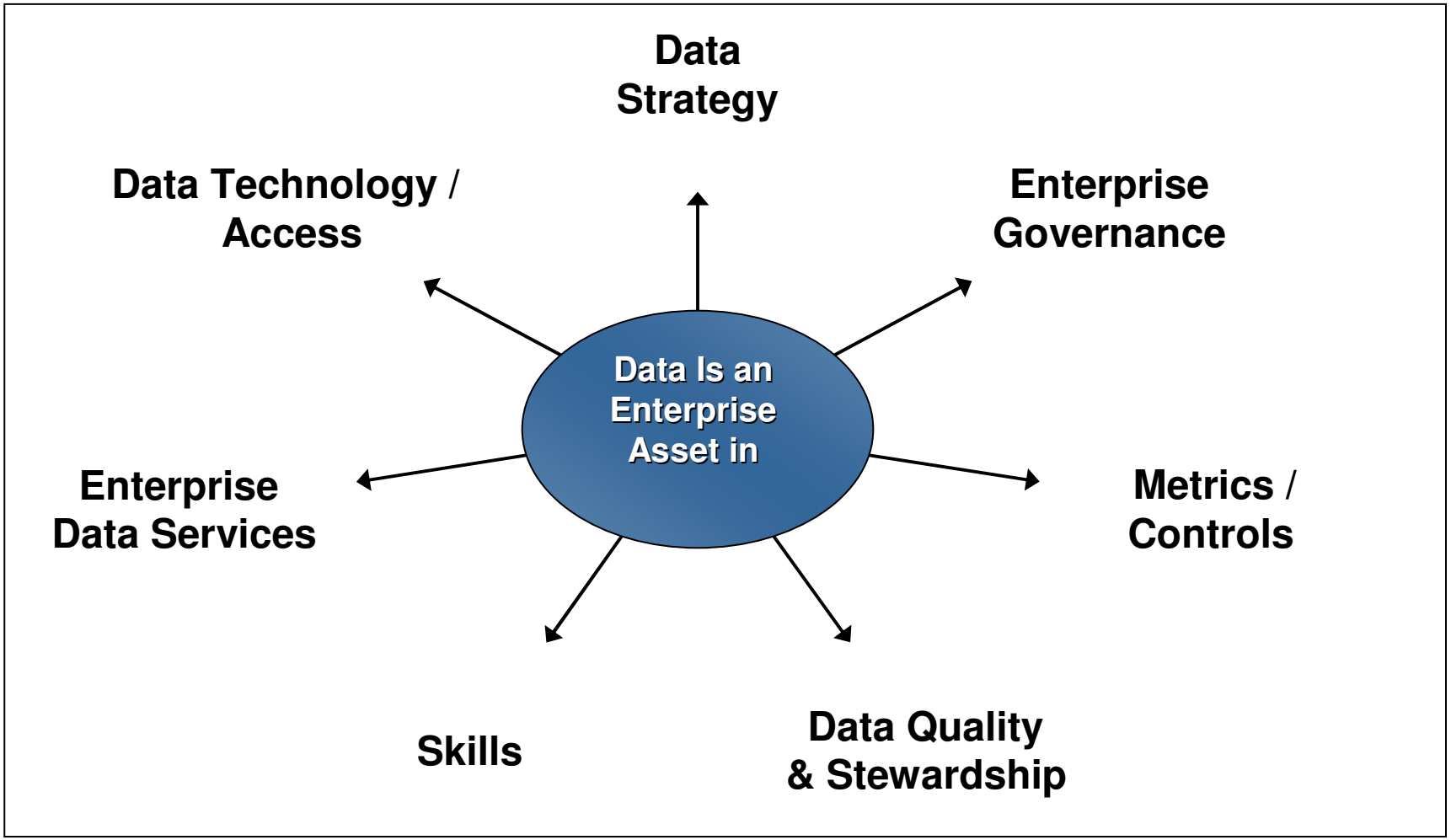
- Same data in multiple places== different formats, meaning, values
- Highest quality data source is usually unknown
- Data moves often from system to system == changes made, defects introduced
- Little data quality checking in most applications
- Data documentation is missing or lacking
- Little metrics, lots of myths
- Integration projects see the inconsistencies – usually late in the project

Leads to more complexity, resources, people and risk across the firm

How to Fix it :

Treat data as a business asset

Data as a Business Asset



Establishing Metrics & Controls

- Data Quality Assessments
  - Timeliness
  - Accuracy
  - Validity
  - Completeness
  - Consistency
- Data Infrastructure
- Cost of Ownership (TCO)
- Re-use
- Data Asset Value

- Standards & Policies
  - Retension
  - Data Quality
  - Data Field Naming
  - Privacy
  - Security

Create a Balanced Scorecard

Data Balanced Scorecard

Area	Objectives	Measurement	Current State
Internal Perspective			
IP1: Reduce Operational Costs through the Simplication the Data Landscape	1. Reduce database redundancy 2. Maximize utilization within databases 3. Reduce data element redundancy	1a: # of Production Physical Databases 1b: # of Production Logical Databases 2: Storage space utilization rate 3. # of data elements in Fannie Mae	
IP2: Manage the Critical Data	1. Identify Enterprise Critical Data Elements (ECDE) 2. Identify trusted sources of ECDE	1. % of ECDE's identification effort completed 2.% of ECDE's with identified trusted sources	
IP3: Establish Control of Data	1. Data Governance structure established 2. Ensure databases are properly documented 3a. Data policies and procedures established	1a: ED Steering Committee fully engaged 1b: ED Stewardship Council fully engaged 1c: Domain Stewards named 2: # of data models in the Enterprise MetaData Repository (EMR) 3a: # of Enterprise Data Standands approved 3b: % of monitored compliance with data standards	
IP4: Measure and Improve Data Quality	1. Establish data quality measures 2. Reduce the number of open DB Mods	1. Enterprise Data Quality assessment 2. # of open DQ-related data corrections (DB Mods)	

Area	Objectives
Financial Perspective	
Data for Financial Close	
External Perspective	
EP1: Regulatory Compliance	1. Meet all regulatory requirements related to data
Learning & Growth Perspective	
L1: Recruit and retain highly skilled workforce	1. Retain best qualified staff
L2: Organizational awareness	2. Formal data management training

New Emerging Roles

- **Chief Data Officer**
  - VP or higher
  - Reports to COO, CFO, CEO or CIO
  - Leads development and execution of data strategy, architecture
  - Establishes standards and policies
  - Responsible for Data Quality program
  - Chairs data governance forums

- **Business Data Steward**
  - VP or director
  - Reports into business function
  - Represents business data issues and requirements
  - Matrixed to CDO
  - Identifies critical data
  - Drives data mgmt across the function
  - Drives data quality across the function

Data Center of Excellence

Consolidated data services

High Impact data warehouses

Technology

- Enterprise Meta Data
- Databases
- KM tools
- Reporting Tools
- Document management tools
- Data Quality tools

Business Intelligence Category is growing - Niche vendors are consolidating (IBM, SAP, HP)

How and where to start

- Hierachy of needs

Getting Senior Mgmt Commitment

- Align Data Strategy to Corp business strategy
- Leverage a crisis
- Align data project to business re-engineering initiative (CRM, ERP, Lean six sigma
- Make information a “utility service”
- Have a senior mgmt sponsor

10 Keys to data mgmt Success

1. Start at the top
2. Integrate enterprise data management into overall company business strategy and process
3. Deploy in stages
4. Communicate and educate
5. Set realistic, measurable milestones and success metrics
6. Get talent
7. Keep your data alies close and your data enemies closer
8. Dispel data myths with data facts
9. Change the data management culture
10. Governance is critical

Q & A??