Enterprise Data Management

- The Why/How/Who
- The business leader's role in data management

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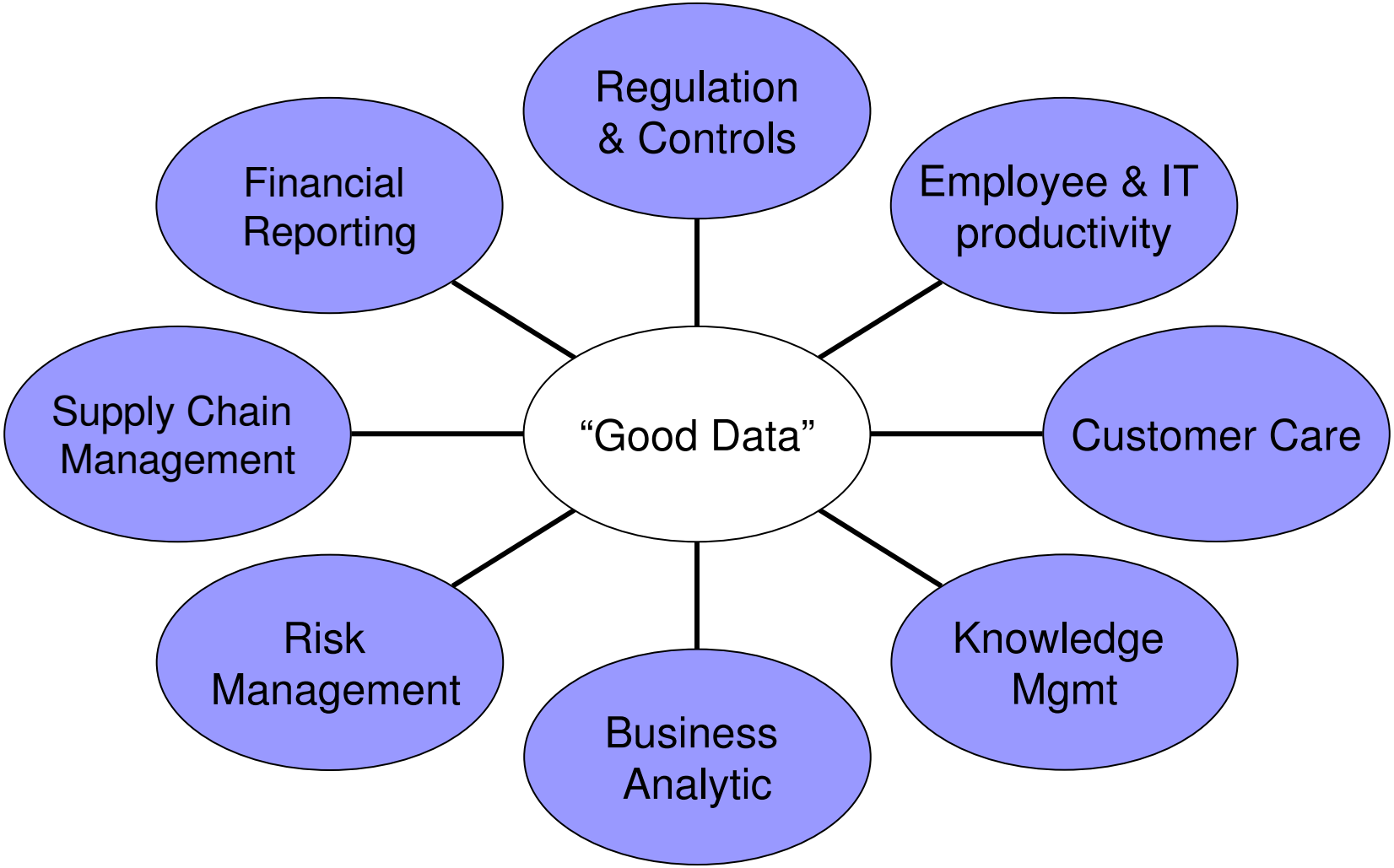
Business Data Leadership

Introduction

“Good Data “ is necessary for all business activity



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%

- Managed in silos (IF AT ALL !)
- Limited budget
- Lack of confidence or attention from business leaders

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 !

What causes data problems at your company?

- 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
- Few metrics, lots of stories
- Integration projects see the inconsistencies – usually late in the project

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

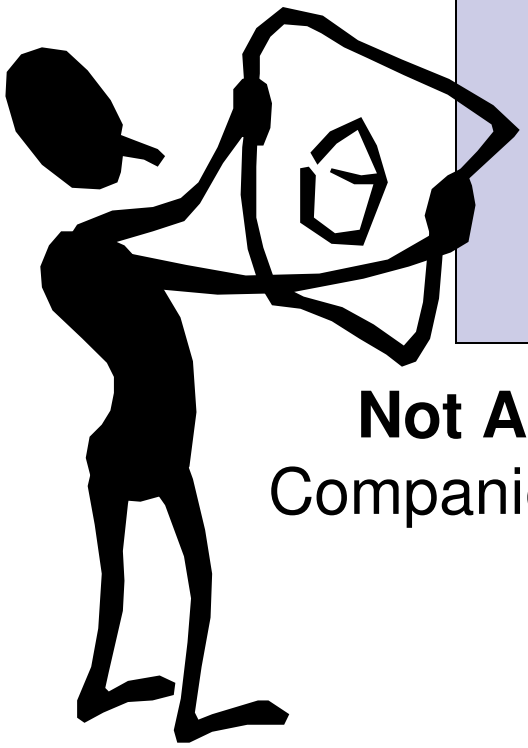
What is Enterprise Data Management?

… common , company wide program

- processes
- procedures
- controls
- technology
- roles

Produces high quality data that meets ALL critical business needs

What data should be managed?



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

Not ALL data should be managed equally

Companies must decide what/which/how/how long to manage data based on:

- Criticality to the business
- Legal obligations
- Risk to the company

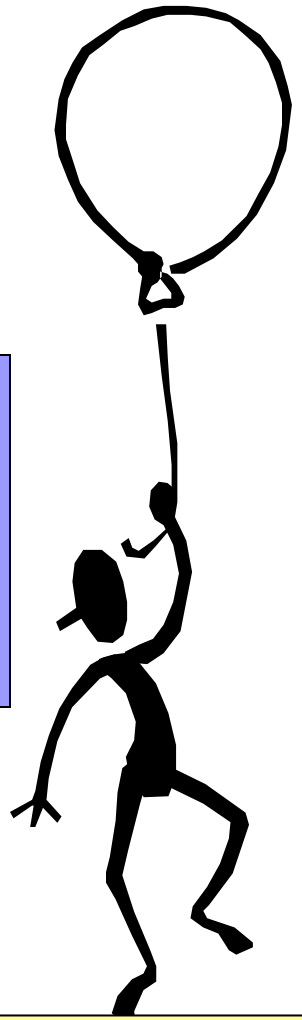
6 Truths of Data Management

- 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 collaboration
- “Good” data quality means different things to different people/processes

How to fix it:

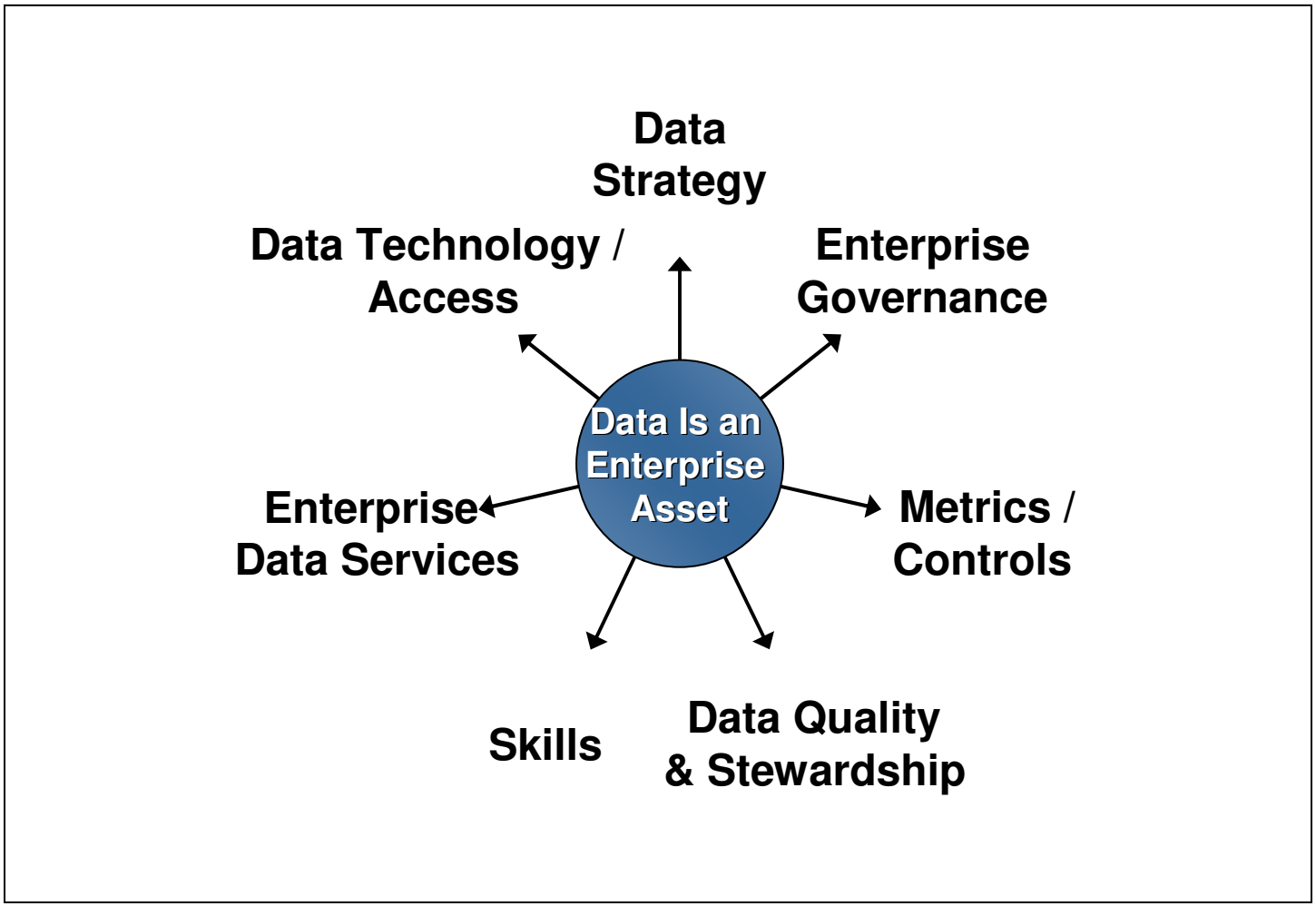
Enterprise Data Management

Treat data as a corporate asset



"From CHAOS to CONFIDENCE"

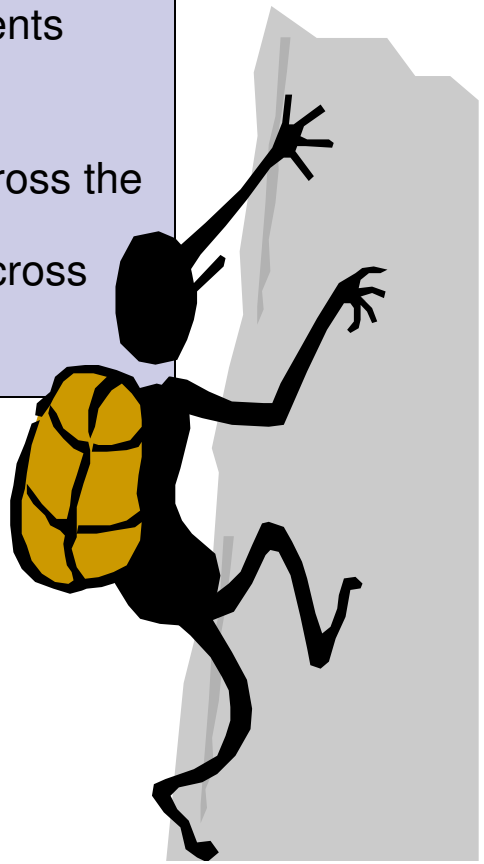
Enterprise Data Management: a holistic approach



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

Establishing Metrics & Controls

Metrics

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

Controls

- Standards & Policies
  - Retention
  - 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 simplification of 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 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 efforts completed 2. % of ECDE's with identified trusted sources	
IP3: Establish Control of the Data	1. Data Governance structure established 2. Ensure databases are properly documented 3a. Data policies and procedures established	1a. Steering committee fully engaged 1b. Stewardship council fully engaged 1c. Domain stewards named 2. # of data models in the Enterprise Metadata Repository 3a. # of Enterprise Data Standards approved 3b. % of monitored compliance with data standards	
IP4: Measure and Improve Data Quality	1. Establish data quality measures	1. Enterprise data quality assessment	

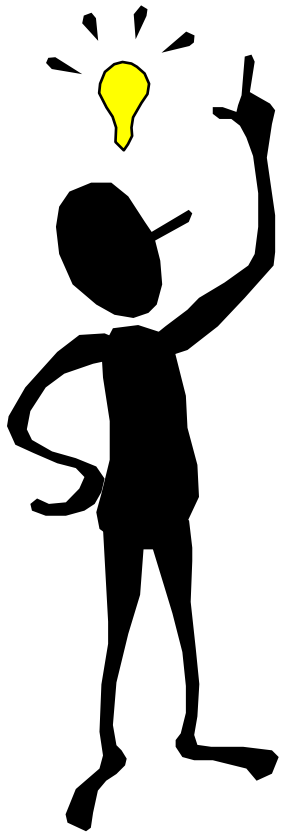
Area	Objectives
Financial Perspective	
Cost of quality	

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

Technology

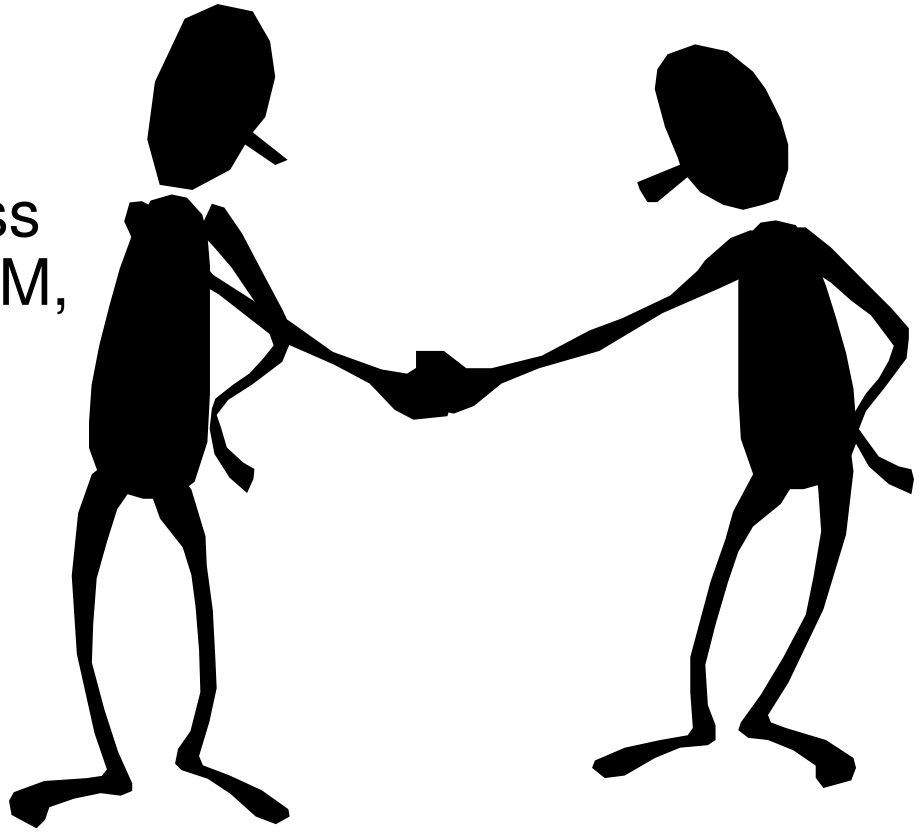
- Enterprise meta data
- Databases
- KM tools
- Reporting tools
- Document management tools
- Data quality tools
- Data monitoring tools
- NPI masking tools



Business intelligence category is growing - niche vendors are consolidating (IBM, SAP, HP)

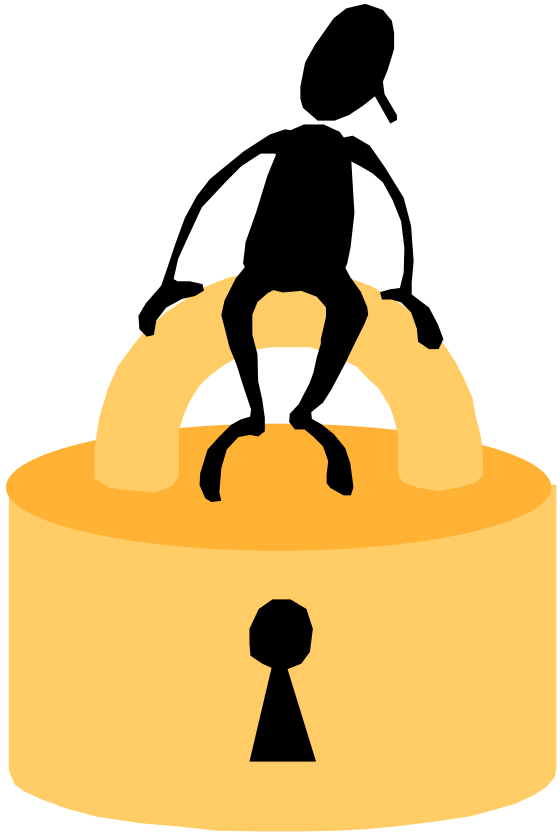
Getting Senior Management Commitment

- Align data strategy to corporate 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 management sponsor

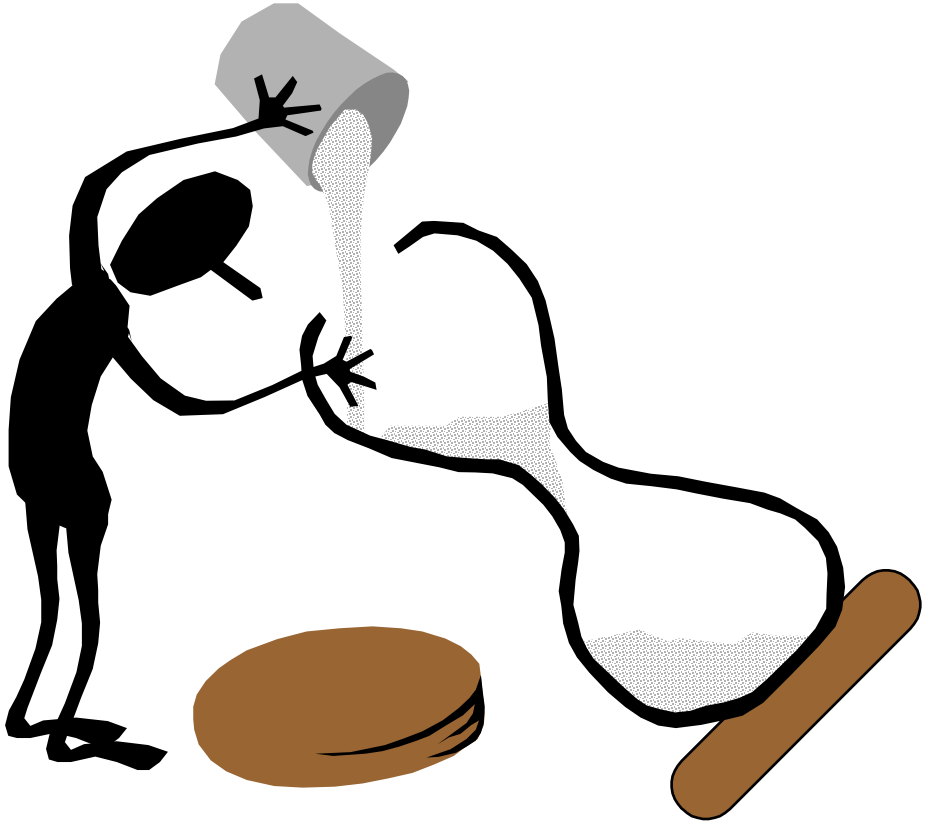


10 Keys to Data Management Success

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 allies 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



Thank you!

Did you know?

- In the next 60 minutes in the US
  - 251 businesses will have a suit, line, or judgment
  - 246 business telephone numbers will change
  - 58 business addresses will change
  - 81 directorship (CEO, CFO etc.) will change
  - 41 new businesses will open their doors
  - 11 companies will change their name
  - 7 businesses will file for bankruptcy
- 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