



Strategic Data Management

Kirby Sinclair
Clear Cell Canada Inc.

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Presentation Objectives

- Clear understanding of the value Strategic Data Management (SDM) delivers
- Define where this Value is created for an organisation
- Understand the cost of not following an SDM Plan
- Articulate the different activities that occur under the SDM umbrella
- Identify the SDM toolset



Contents

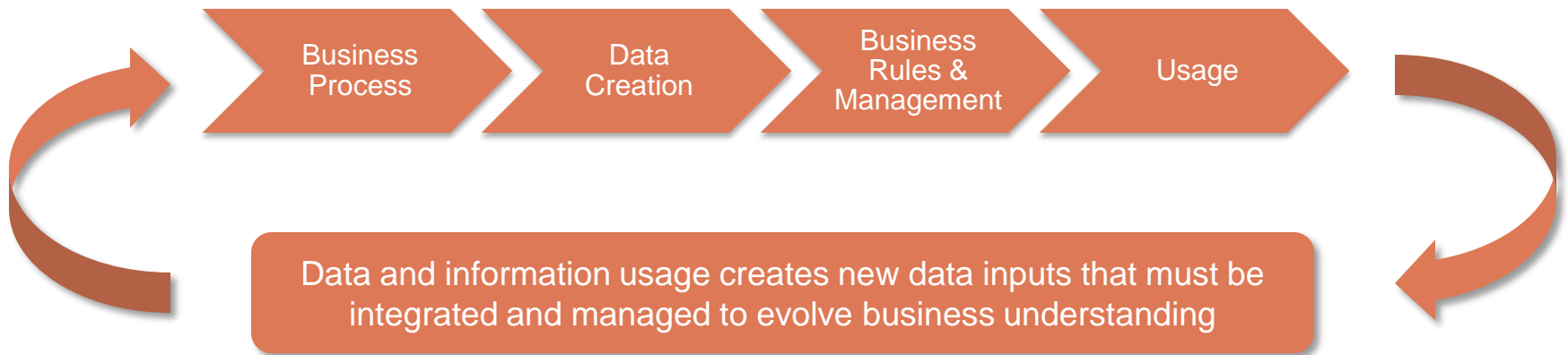
- What is Strategic Data Management?
- What is the importance of SDM?
- What are the objectives of SDM and why are these important?
- What are the costs of not following an SDM Plan?
- What Value does SDM provide an organisation?
- What does SDM cover?
- How to measure the impact of SDM?
- The SDM Toolkit



What is SDM

Strategic Data Management is set of frameworks that enable an organisation to proactively manage its data asset to help deliver on its business objectives; key to this is the ability to measure the impact of the data initiatives based on both activity and value.

The Data Lifecycle





The Importance of SDM

The value of data

“A company’s data is perceived to represent some 37% of the worth of their organisation”

*The Global Data Management Survey
PriceWaterhouseCoopers*

Value is transient

“Customer data degrades at a rate of 2% per month”

Gartner Inc.

It plays a critical part in most business processes

“...more than 25% of critical data is flawed ”

Gartner Inc.

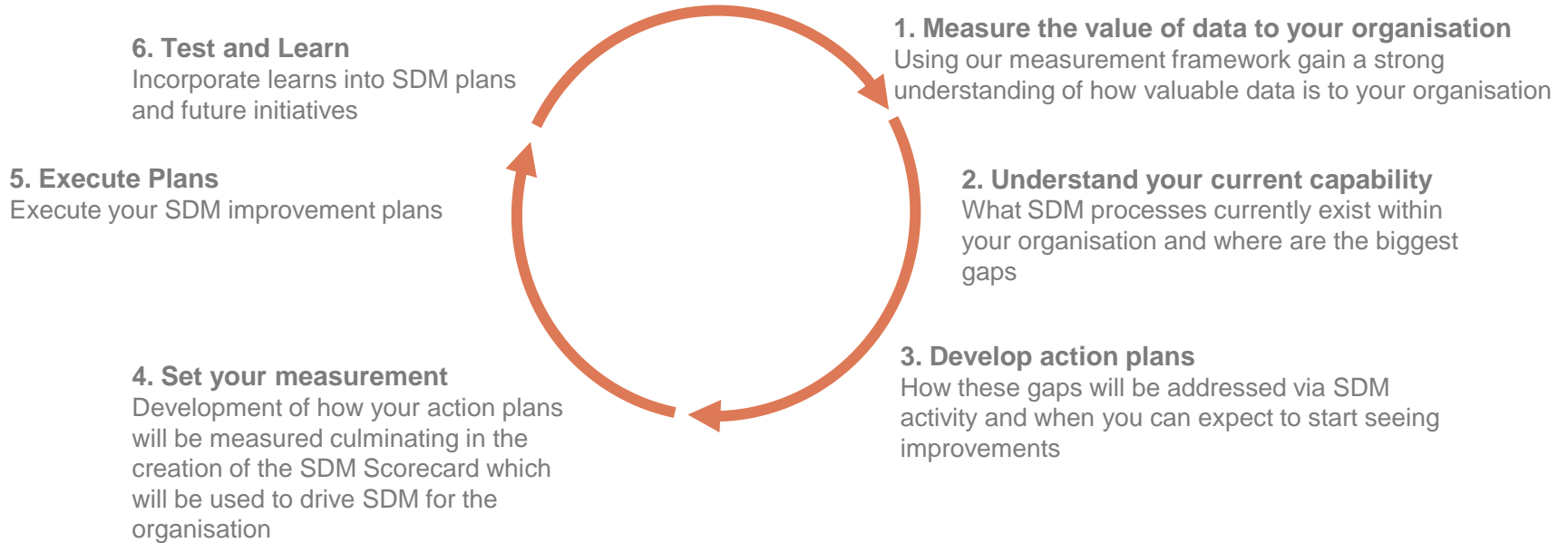
And can cause problems if it isn’t part of the process

“Bad Data Fouls Background Checks”

Wired



The SDM journey is a continuous cycle...



... of understanding the value of data to your organisation, measuring objectives and driving through to execution



The Objectives of SDM

Objectives

- Data is 'fit for purpose' to support business decision making
- A single version of the truth exists within the organisation
- All business processes that create or update the data asset follow the SDM rules
- The organisation is able to track and monitor its performance in managing the data asset

Why?

- Information provided delivers the most accurate picture of performance and opportunity
- Decision making is based around a common set of KPI's
- The value of the data asset increases overtime
- Align resources around objectives and performance



Ignore SDM at Your Peril

Issues

- “Greenspan, Cox tell Congress that bad data hurt Wall Street’s computer models”

Computerworld

- “The cost of bad data could be as much as 15 to 20 percent of corporate operating revenues”

D&B

- “TJX paying \$10 million (US) for data breach investigations”

TechTarget

How SDM overcomes these issues

- Capabilities assessment of critical data will determine whether that data meets the needs of the organisation
- Data Quality Frameworks can intercept and correct bad data before it reaches core systems
- By assessing the architecture against legislative rules, breaches would have been identified and the risks mitigated



The Value of SDM

SDM delivers both hard and soft benefits to organisations: -

Hard

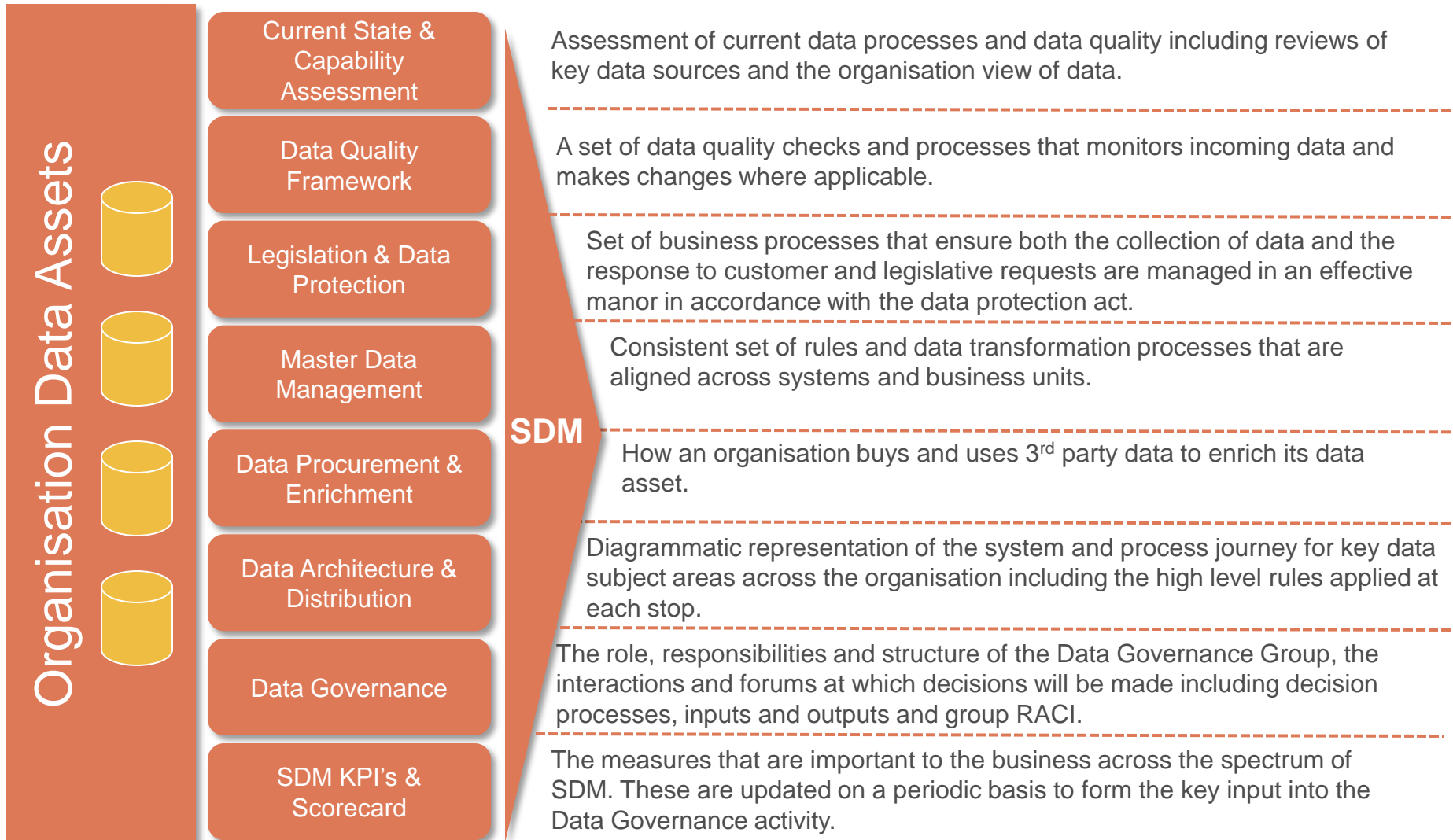
- Reduces communication returns
- Delivers improved efficiencies and reduced costs across data processing activity
- Reduces analyst work load by removing activity associated with data preparation
- Minimises data processing failures by managing quality upstream
- Data can be packaged and sold to partners and suppliers creating new revenue streams
- Reduction in the storage of redundant data by aligning owners around what data is important
- Improves data related project delivery by reducing data preparation activity

Soft

- Enabler to a majority of business processes and decision making
- Reduces legislative risk
- Reduces activity required to explain the differences in business KPI's
- Ensures all key decision makers are using the same information to assess business performance
- Aligns the business across a set of key performance measures associated with data
- Establishes ownership of data subject areas to aid decision making and progress
- Builds trust of the information sources available within the organisation



What does SDM cover?





How to measure the impact of SDM

- A SDM Scorecard is defined adhering to the key principles: -
 - Simple to understand
 - Well understood in the business
 - Significant to users of the data
 - The focus of the organisation's delivery and consistently applied
 - Easy to measure
- The Scorecard is used to monitor progress against objectives and is a key input into Data Governance
- The Scorecard objectives become part of team and individual goals to ensure activity occurs to support the objectives



SDM Scorecard example

Objective	Sponsor	How	Measurement	Target
Master Data Management				
To obtain a single version of the truth	CIO	To enforce a master set of business rules for each key data subject area	For any subject area that is stored in more than a single system a quarterly comparison of value and volume metrics are run	Results within 5% across systems
Data Quality				
Data quality to be made part of everyday activity	CTO/CIO/CMO/COO	Develop a set of data quality processes that are run and monitored for the next 6 months	At least 10% of activity recorded against DQ timesheet codes	10% of team activity
Legislation & Data Protection				
Reduce the number of customer complaints associated with customer communication processes	CEO/CMO	Define and enforce new complaint management processes and monitoring	Number of complaints as a % of total customer communications	10% reduction in customer complaint volumes



Assessing the Value benchmark

How to build quantifiable value statements: -

- What daily, weekly and monthly reports or processes require overly manual work to produce/complete on the part of the organisation's valuable resources?
- How many reports rely on manual data pulls in the form of spreadsheets or Access databases that require time and effort on the part of numerous IT and businesspeople?
- How frequently are these reports run, and how much time is spent weekly/monthly verifying manual data feeds across systems?
- Do business functions agree on common definitions of shared data elements, such as revenue or expense?
- If not, how much time is spent translating and communicating cross-functional reports across the enterprise?
- How much time is wasted recalculating and reconciling reports when an issue is discovered at the eleventh hour?
- How poor is the data that resides today in the source systems and is utilized for reporting and decision-making?
- Is it possible to quantify the resources involved and amount of hours necessary to manage and remediate these issues on an ad hoc basis?
- What IT exception management reporting is in place today?
- What data steward processes are in place to handle these exceptions?
- How many resources are involved to manage, monitor and manually track and remediate exceptions as they occur?
- How is the efficiency of this process tracked, if at all?



The SDM Toolkit

- People
 - Data Council – comprised of IT and Business Resources
 - Data Steward – responsible for all Data-related activities
 - Data Management Teams – from Business and IT
- Processes
- Software
 - Database Stored Procedures
 - SAS Stored Procedures
 - SAS Macros
 - DataFlux
- Hardware to support the Software Tools



Questions?

- Contact Information:
 - Kirby Sinclair
 - kirby.sinclair@clearcellgroup.com
 - Phone: (905) 361-2798
 - Mobile: (647) 280-8595



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