

**EDM**Webinar 

# A Business-First Approach to Building Data Governance Programs

*A conversation with*



**Cameron Ogden**  
Vice President of Product Management  
Precisely

**precisely**

  
**EDM**Council



# Today's speakers

Moderator



**Mike Meriton**  
Co-Founder & COO  
EDM Council



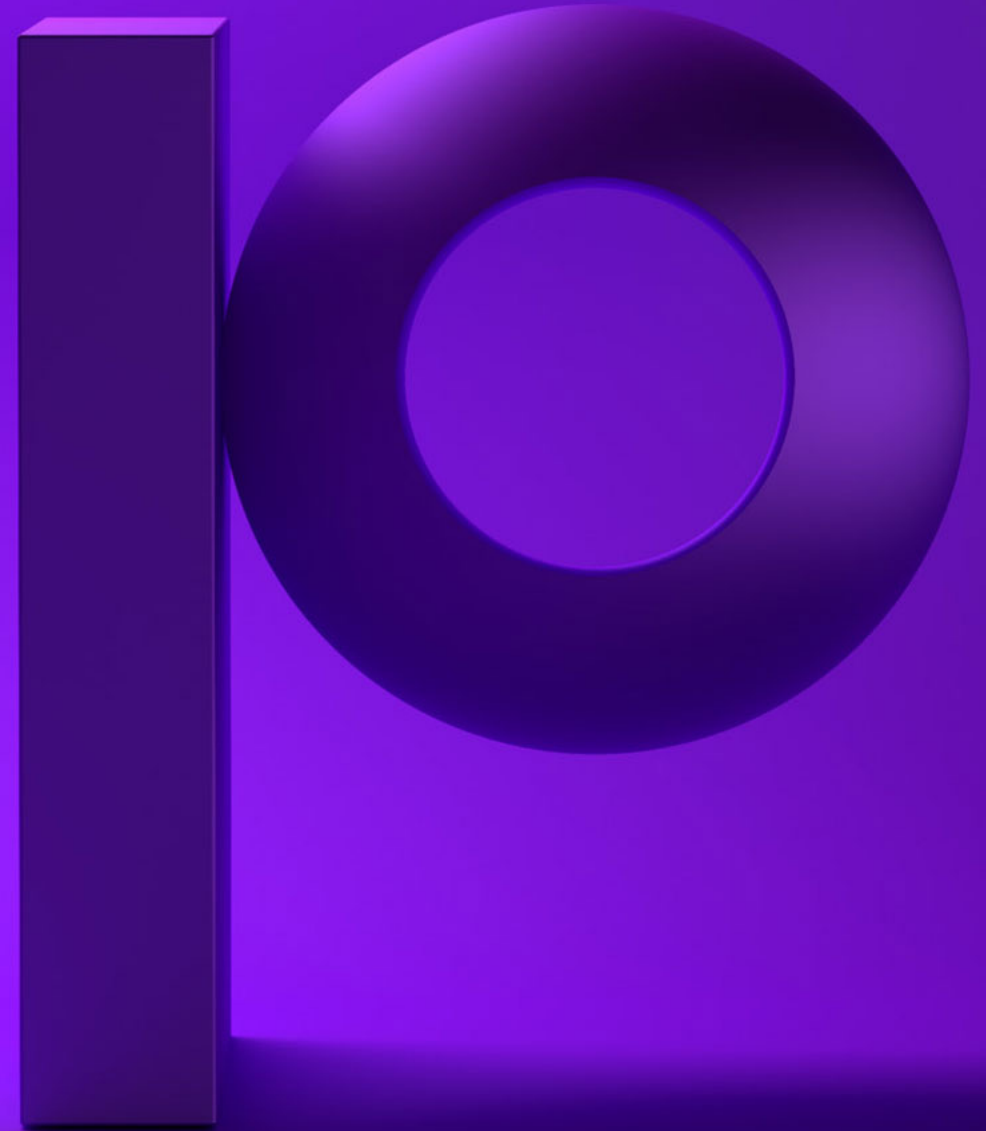
**Cameron Ogden**  
Vice President of  
Product Management  
Precisely





# Business-first Data Governance

Cam Ogden | VP of Product Management  
Precisely



# The Need for Business-First Governance

80%

of governance initiatives fail to deliver expected outcomes

Gartner

65%

of data citizens don't know how data governance impacts their role

HBR

74%

of data leaders struggle to calculate the ROI of data governance projects

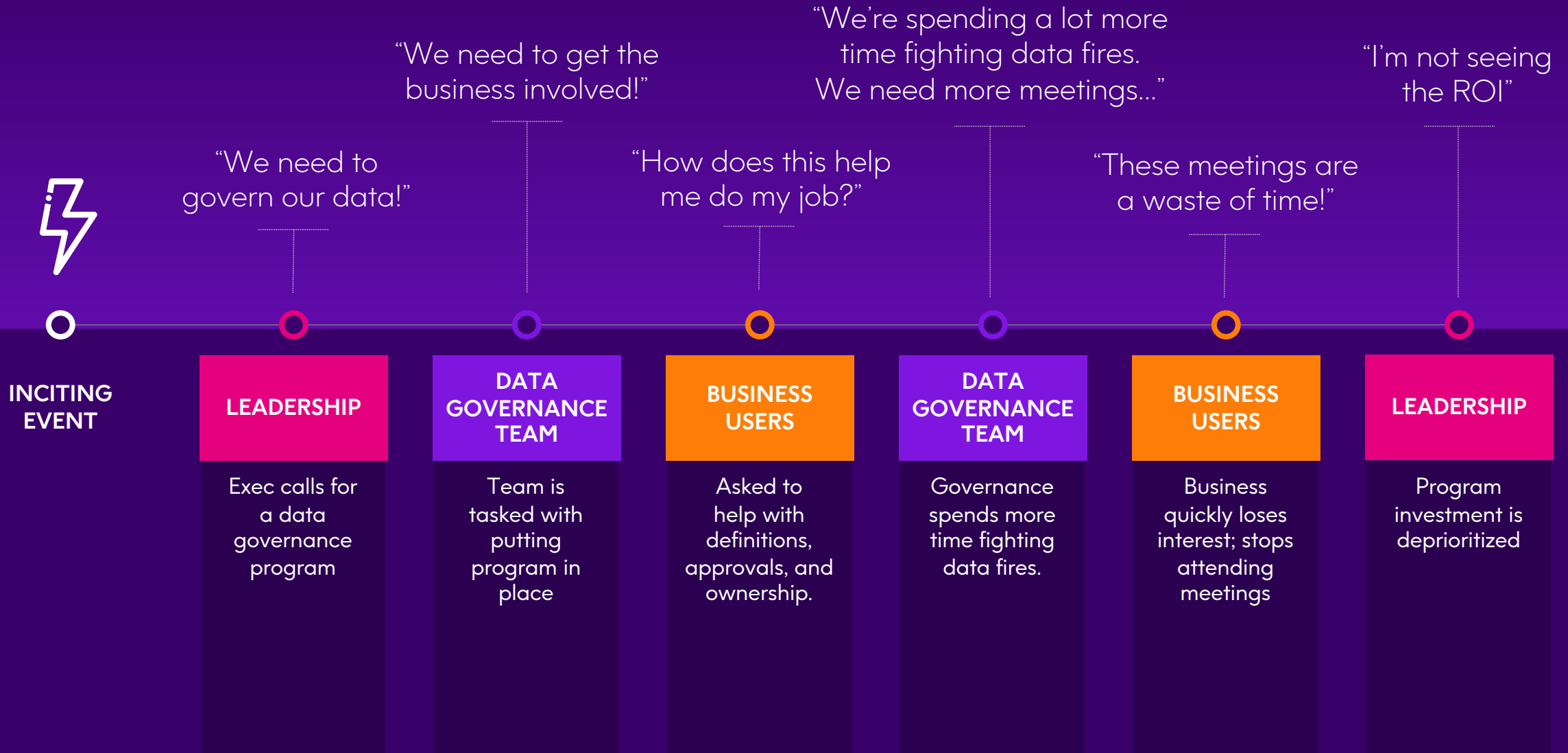
Forbes





# Poll Question #1

# A Typical Governance Story



# How to Build “Business-First” Data Governance



**Successful programs  
link Data Governance to value drivers**





# Business goals inform your steps

Data to  
minimize risk

REPORTING & COMPLIANCE

- Data protection
- Risk and fraud
- Privacy
- Safety
- Regulatory compliance
- Internal reporting

Data to  
make decisions

ANALYTICS & INSIGHTS

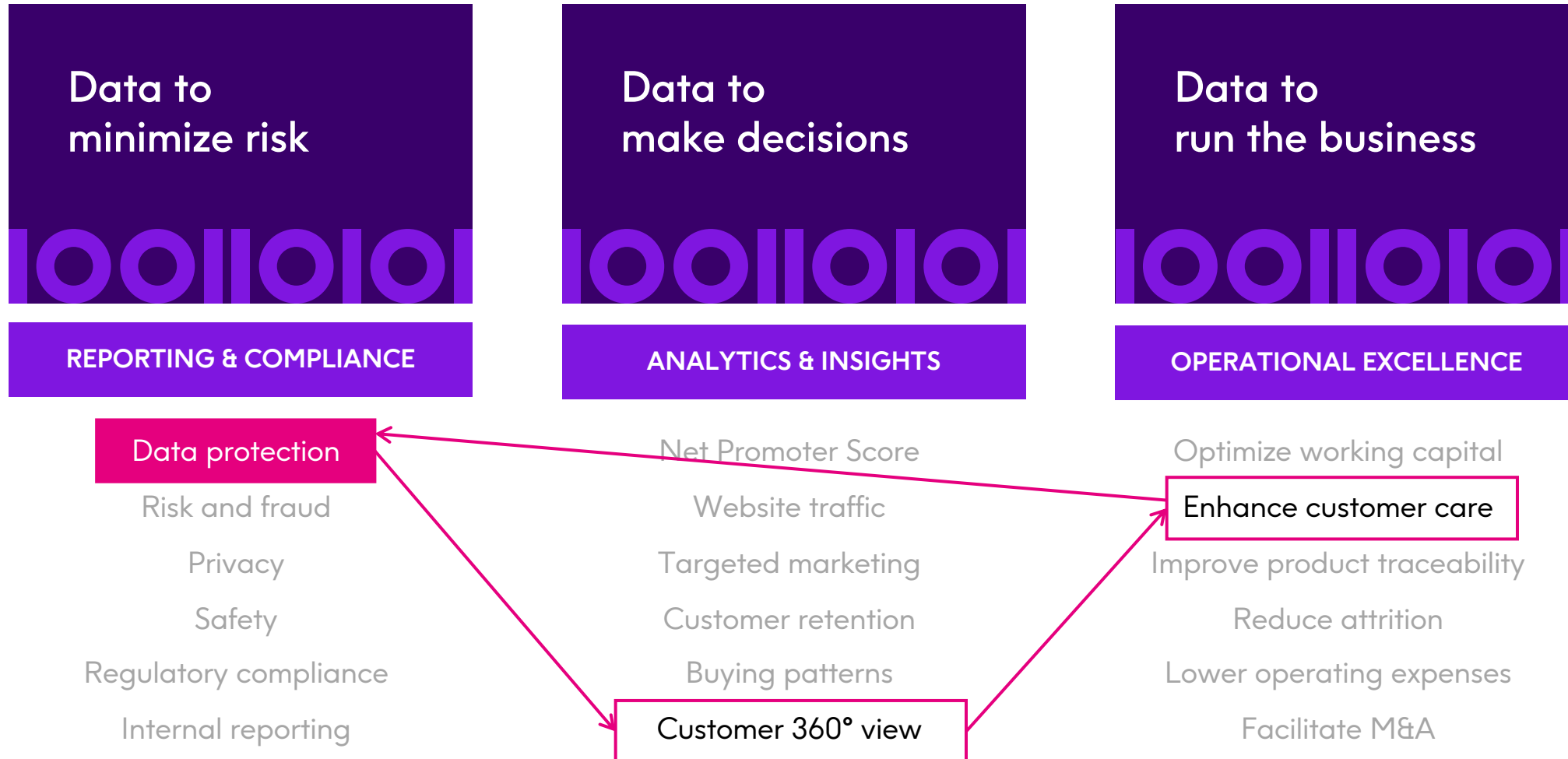
- Net Promoter Score
- Website traffic
- Targeted marketing
- Customer retention
- Buying patterns
- Customer 360° view

Data to  
run the business

OPERATIONAL EXCELLENCE

- Optimize working capital
- Enhance customer care
- Improve product traceability
- Reduce attrition
- Lower operating expenses
- Facilitate M&A

# How data drives the business



# Mapping data governance business value



Goal	Org Stakeholders	Expected Outcomes	DG Objective	DG Capabilities
Improve personalization of customer goods and services	Marketing Sales Finance	<ul style="list-style-type: none"> <li>• Increase NPS by 5%</li> <li>• 17%+ repeat customer purchases</li> <li>• 11% reduced churn</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a common view of trusted customer data assets</li> </ul>	<ul style="list-style-type: none"> <li>• Data Catalog</li> <li>• Data Lineage</li> <li>• Approval Workflow</li> <li>• Data Integrity rules</li> </ul>
Increase sales and revenue through faster speed-to-market	Marketing R&D Finance	<ul style="list-style-type: none"> <li>• \$15M+ top-line revenue</li> <li>• 25% increased deployment speed</li> </ul>	<ul style="list-style-type: none"> <li>• Establish stage gates, rules, policies, and quality measures from Ideation through Commercialization</li> </ul>	<ul style="list-style-type: none"> <li>• DQ rules</li> <li>• Business process monitoring</li> <li>• Data quality metrics</li> </ul>
Increase user productivity by improving time-to-insights	Business Analytics IT Data Office	<ul style="list-style-type: none"> <li>• Improve decision-accuracy by 22%</li> <li>• Reduce time-to-insight by 45%</li> </ul>	<ul style="list-style-type: none"> <li>• Launch data literacy campaign across business data SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Data lineage</li> <li>• Data Catalog</li> <li>• Automated workflow</li> </ul>
Reduce supply chain costs associated with errors in orders	Vendor Management Finance Supply Chain	<ul style="list-style-type: none"> <li>• Reduce COGS by 4%</li> <li>• Improve OTIF by 15%</li> </ul>	<ul style="list-style-type: none"> <li>• Establish common semantics view across order fulfillment data</li> </ul>	<ul style="list-style-type: none"> <li>• Impact analysis</li> <li>• DQ rules</li> <li>• Business process monitoring</li> </ul>

# Governance as a “painkiller” and “vitamin”

Goal	DG Objective	DG Capabilities
Improve personalization of customer goods and services	<ul style="list-style-type: none"> <li>Establish trusted view of customer data assets</li> </ul>	<ul style="list-style-type: none"> <li>Data Catalog</li> <li>Data Lineage</li> <li>Approval Workflow</li> <li>Data Integrity rules</li> </ul>
Increase sales through faster speed-to-market	<ul style="list-style-type: none"> <li>Establish stage gates, rules, policies, and quality measures for Commercialization process</li> </ul>	<ul style="list-style-type: none"> <li>DQ rules</li> <li>Business process monitoring</li> <li>Data quality metrics</li> </ul>
Increase user productivity by improving time-to-insights	<ul style="list-style-type: none"> <li>Launch data literacy campaign across business data SMEs</li> </ul>	<ul style="list-style-type: none"> <li>Data lineage</li> <li>Data Catalog</li> <li>Automated workflow</li> </ul>
Reduce supply chain costs associated with errors in orders	<ul style="list-style-type: none"> <li>Establish common semantics view across order fulfillment data</li> </ul>	<ul style="list-style-type: none"> <li>Impact analysis</li> </ul>

PAINKILLER “Must Haves”	VITAMIN “Bonus”
Centralized collection of customer data elements used for marketing and promotion	Data profile providing additional context on volume, counts, location, and contents
Data lineage flow of upstream/downstream relationships	Impact analysis to business processes, metrics, and analytics
Approved governance ownership indicating data is certified for access and use	Automated approval workflow to grant access to data at source
Data integrity metrics to indicate data that is accurate, consistent, and trusted	Quality monitoring to trigger notifications below acceptable values

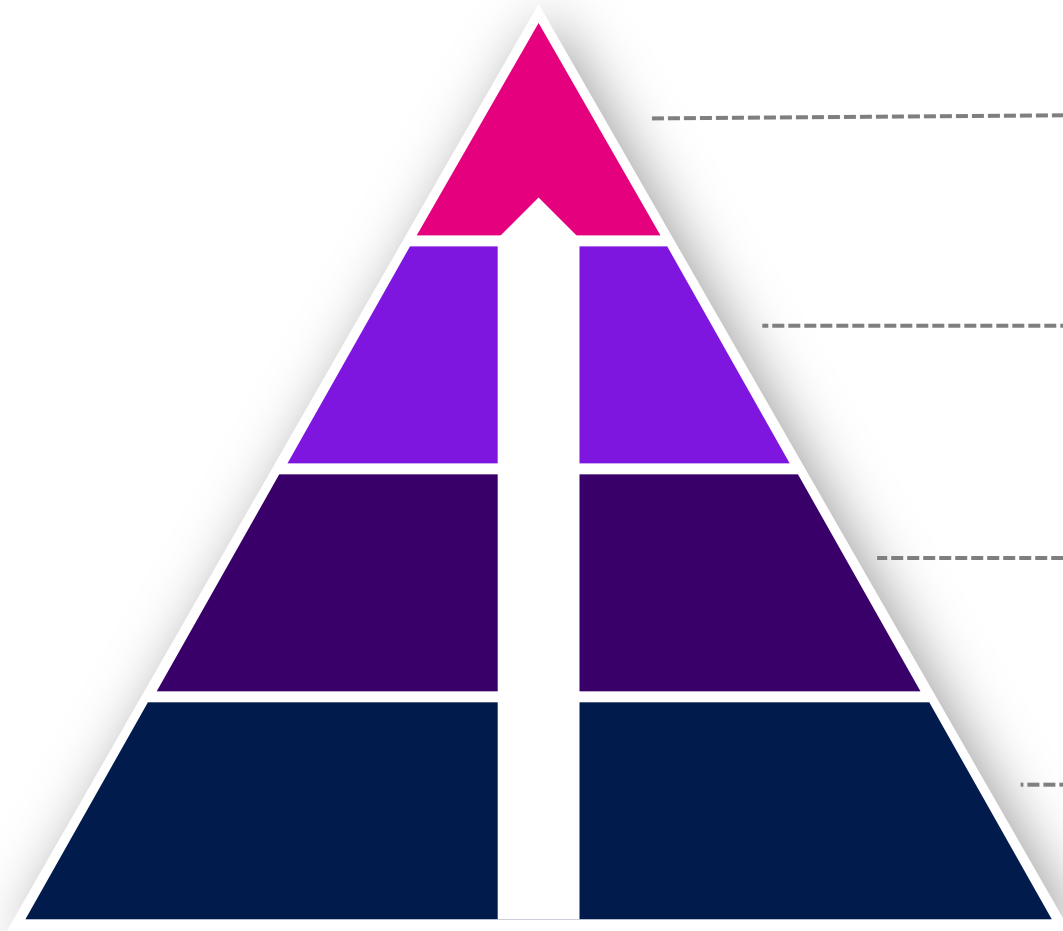
# Poll Question #2

**Successful programs  
prioritize the data that matters**





# Focusing on what matters (critical data adding value)



**CRITICAL DATA**

## **Actionable Insights & Business Value**

Strategic enterprise and organizational business value drivers

## **KPIs / Performance Measures / Analytics**

Measuring process effectiveness & enabling sound business decisions

## **Information**

Information required to run the business and conduct daily operations

## **Data**

Selection of data maintained at the system level (tables and fields)

# Prioritizing what matters

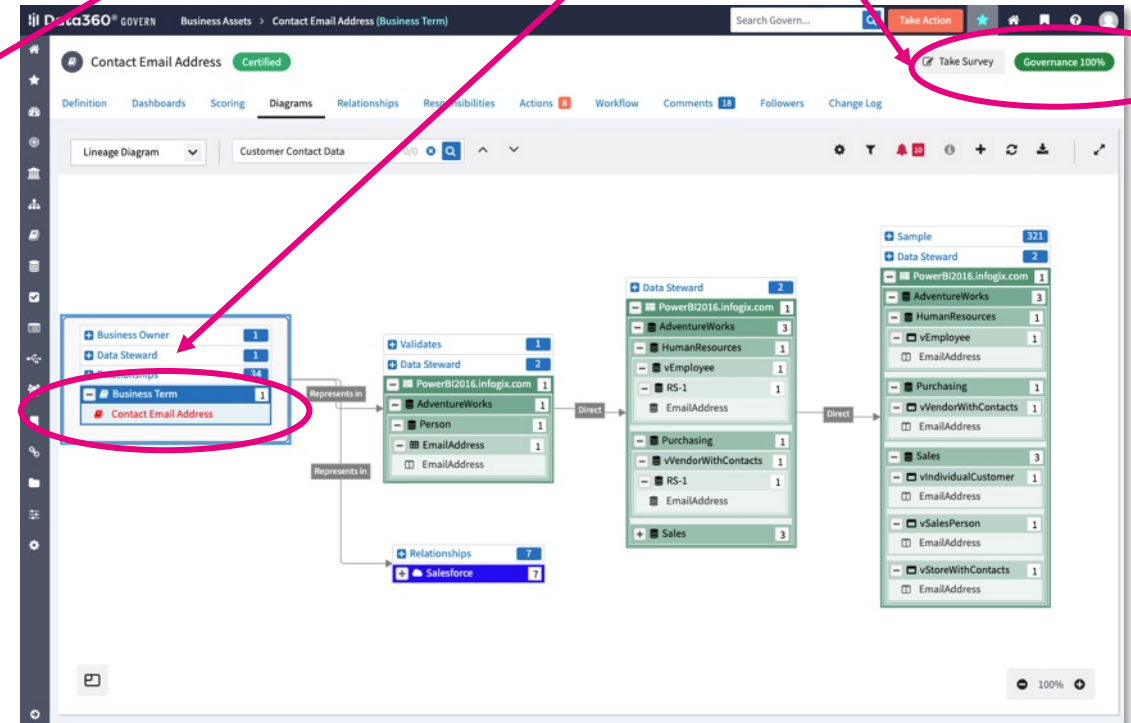
"We need to personalize our outreach to reduce churn."



Goal	Org Stakeholders	Expected Results	DG Objective	DG Capabilities
Improve personalization of customer goods and services	Marketing Sales Finance	<ul style="list-style-type: none"> <li>Increase NPS by 5%</li> <li>17%+ repeat customer purchases</li> <li>11% reduced churn</li> </ul>	<ul style="list-style-type: none"> <li>Establish a common view of trusted customer data</li> </ul>	<ul style="list-style-type: none"> <li>Data Catalog</li> <li>Data Lineage</li> <li>Approval Workflow</li> <li>Data Integrity rules</li> </ul>

## Critical Customer Attributes (Typical Examples)

- |   |  |   |   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>Customer Account Group</li> <li>Customer Name</li> <li>Address</li> <li>Zip Code</li> <li><b>Email Address</b></li> <li>Telephone Number</li> <li>Class of Trade</li> <li>NAICS Code</li> <li>SIC Code</li> <li>Market</li> <li>Sub-Market</li> <li>Vertical</li> <li>Sub Vertical</li> <li>Customer Size</li> <li>Number of Employees</li> <li>Sales District</li> <li>Sales Office</li> <li>Tax Jurisdiction</li> <li>Tax Indicator</li> </ul> | <ul style="list-style-type: none"> <li>Name and Address</li> <li>Market Segmentation</li> <li>Business Alignment</li> <li>Tax</li> </ul> | <ul style="list-style-type: none"> <li>Group Key</li> <li>Tolerance Group</li> <li>Credit Rep Group</li> <li>Credit Limit</li> <li>Risk Category</li> <li>Terms of Payment</li> <li>Bill PO Complete</li> <li>Order Acknowledgements</li> <li>EDI Delayed Billing</li> <li>Invoice Output</li> <li>Priced Pack Slip / BWG</li> <li>Shipping Conditions</li> <li>Shipping Location</li> <li>Freight Allowance</li> <li>Condition Group 2</li> <li>Condition Group 3</li> <li>Handling Charge Exception</li> <li>Price List Type</li> </ul> | <ul style="list-style-type: none"> <li>Credit</li> <li>Billing</li> <li>E-Business</li> <li>Shipping</li> </ul> |
|---|--|---|---|






# Poll Question #3

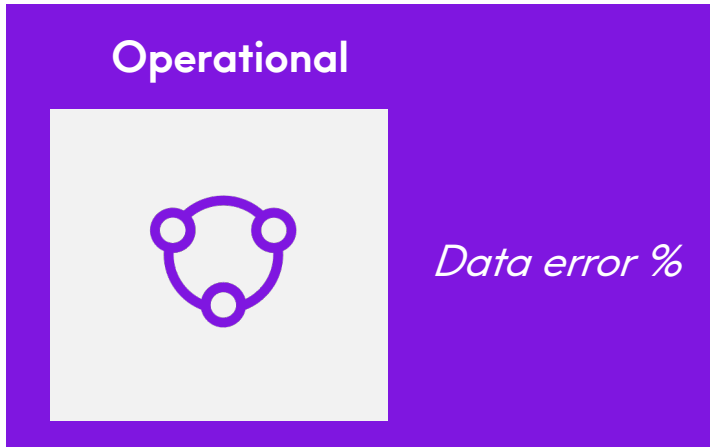
**Successful programs  
build value across three levels**



# Value metrics across three levels

	<b>Strategic</b> <ul style="list-style-type: none"><li>• Business Transformation Lead</li><li>• CDO / Data &amp; Analytics Lead</li><li>• CIO</li></ul>	<b>Value Metrics:</b> Business Impact / ROI <ul style="list-style-type: none"><li>• Process enablement</li><li>• KPI's / PPI's</li><li>• Customer sentiment</li><li>• Project acceleration</li></ul>
	<b>Operational</b> <ul style="list-style-type: none"><li>• Business Process Lead</li><li>• Data Governance Lead</li><li>• Data Management Lead</li><li>• Information Architect</li></ul>	<b>Value Metrics:</b> Performance Improvement <ul style="list-style-type: none"><li>• Data Quality (e.g. Accuracy)</li><li>• # of touches</li><li>• Data Error % (Rework %)</li><li>• Cycle time vs SLA's</li><li>• Timeliness / availability</li></ul>
	<b>Tactical</b> <ul style="list-style-type: none"><li>• Business Data SME</li><li>• Data Analyst / Scientist</li><li>• Data Steward</li><li>• Data Maintenance &amp; Quality</li><li>• Data Engineer</li></ul>	<b>Value Metrics:</b> Efficiency & Effectiveness <ul style="list-style-type: none"><li>• Volume / counts</li><li>• Completeness</li><li>• Accessibility</li><li>• Curation times</li><li>• Scale (# Systems managed)</li></ul>

# Building the Business Case



## Data remediation variables



Each data error takes two people to fix



Each error takes each person 10 minutes to fix



Each person costs \$2.50 per minute (fully loaded cost)

## Calculation

- 10,000 Customer records
- Total cost per error is \$50  
(2 people \* 10 minutes \* \$2.50/minute)
- Assume 25% of errors can be avoided with a governance program = 2,500
- 2500 \* \$50/savings = **\$125,000**



# Choosing benchmarks that resonate

- Master data degrades 2-7% per month (Gartner)
- Every data error has a 6X impact on business processes
- Avg. cost to fix a data error is \$20
- Avg. cost to remediate a data error that impacts a business process is \$16,500
- 17% higher data accuracy for organizations that have a global data governance operating model
- 13% higher data accuracy for organizations that have established data governance automation
- 37% lower “IT projects delivered over budget” for organizations with Data Stewards

Benchmark data

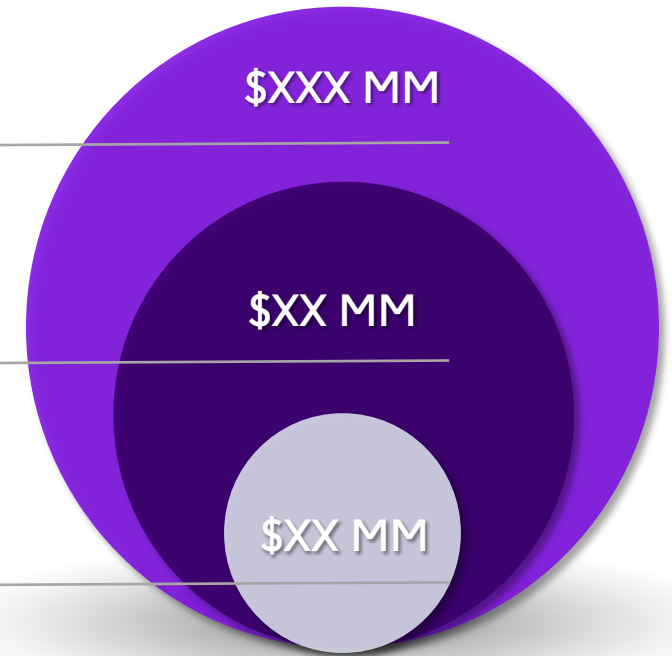
\$XXX MM

Conservative estimate  
of benchmark data

\$XX MM

Value tied to your specific  
governance strategy

\$XX MM



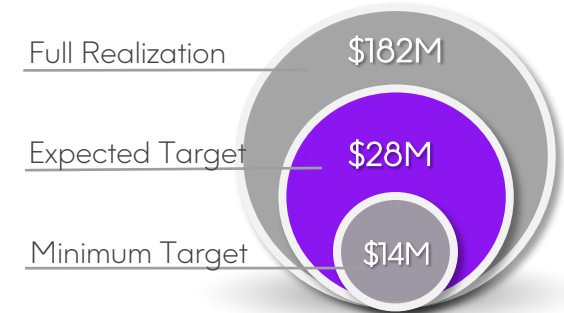
# Value metrics across three levels



## Strategic

- Business Transformation Lead
- CDO / Data & Analytics Lead
- CIO

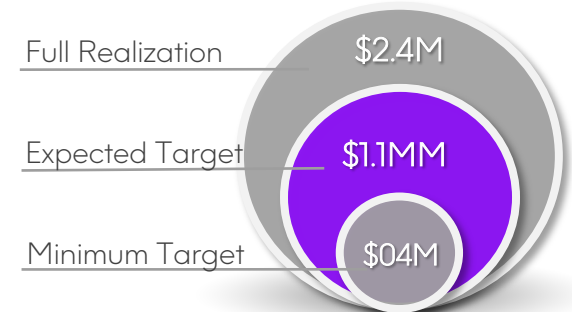
Increased Revenue from  
New Products



## Operational

- Business Process Lead
- Data Governance Lead
- Data Management Lead
- Information Architect

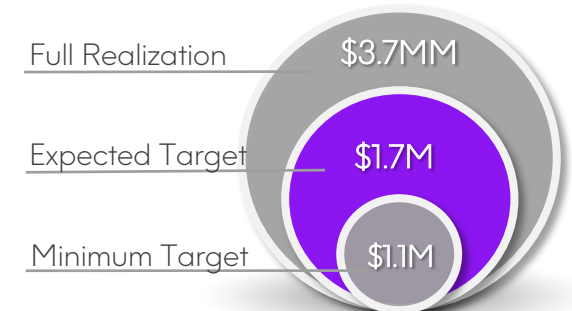
Cost of Delayed  
Product Information



## Tactical

- Business Data SME
- Data Analyst / Scientist
- Data Steward
- Data Maintenance & Quality
- Data Engineer

Cost of Inaccurate  
Product Data



# Use Case

Value metrics come together at each level to tell a complete story that resonates.

## Tactical Value Metrics (Inputs)

- Catalog assets
- Terms defined
- Quality rules developed
- Data owners identified
- Issue requests

- 
- We've catalogued 10,000 supplier data assets...
  - Defined the top 50 critical supplier terms ...
  - Aligned on key rules and policies for each...
  - And our data quality is showing 90+% accuracy and consistency for supplier spend data...

Lead to

## Strategic Value Metrics (Outcomes)

- FTE Productivity
- Data Literacy index
- Adoption / NPS
- Cycle time
- Data sharing

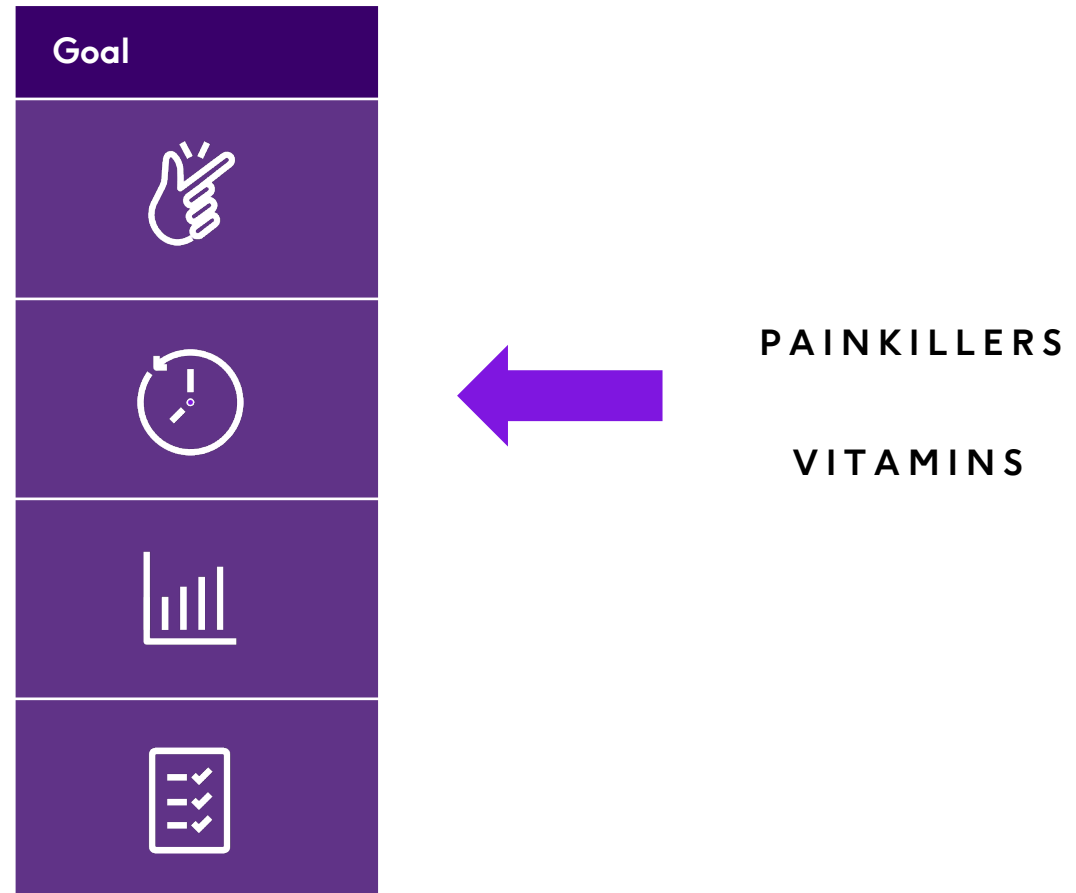
- 
- Our supplier data setup process has decreased by 25%...
  - We're able to identify top 20 vendors 33% faster for contract renegotiations...
  - And we've increased FTE productivity by 20% due to data self-service ...

As a result...

# Business-first Data Governance

## Link to business goals

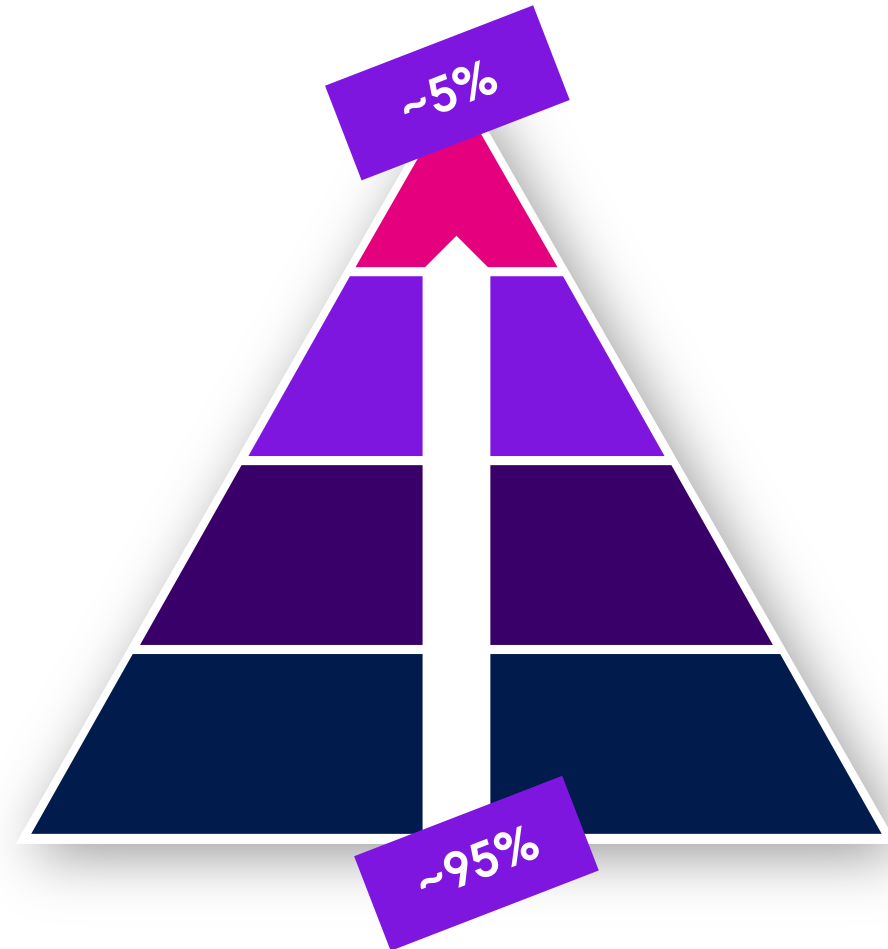
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# Business-first Data Governance

## Prioritize what matters

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# Business-first Data Governance

## Build value across 3 levels

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Strategic



Operational



Tactical



Q&A



## The leader in data integrity

Our software, data enrichment products and strategic services deliver accuracy, consistency, and context in your data, powering confident decisions.

12,000

customers

99

of the Fortune 100

100

countries

2,500

employees

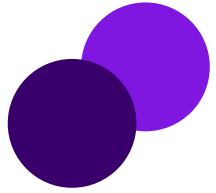
### Brands you trust, trust us



### Data leaders partner with us

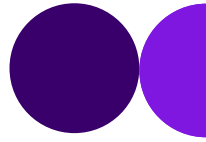


# The Precisely Data Integrity Suite



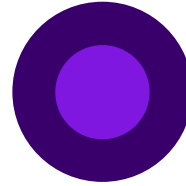
## Integrate

Change Data Capture  
ETL  
Machine Data  
Integration  
Process Automation



## Verify

Data Governance  
Data Catalog  
Data Quality  
Master Data Management  
Self-Service Analytics



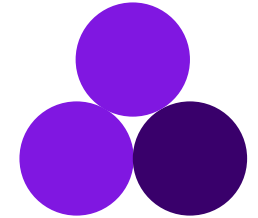
## Locate

Spatial Analysis  
Geocoding  
Routing  
Visualization



## Enrich

Geographic Data  
Business Data  
Industry-Specific Data



## Engage

Integrated Comms  
Personalized Video  
Chatbots  
Responsive Messaging  
Digital Self Service



# precisely

[precisely.com/solution/data-governance-solutions](https://precisely.com/solution/data-governance-solutions)