Information Governance: Reducing Costs and Increasing Customer Satisfaction

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Learning Points

- Why Does Information Governance Matter?
- How can an organization reduce costs through ongoing Information Governance?
- How can an organization increase customer satisfaction through ongoing Information Governance?
Best Practices

- Overview of the SAP Best Practices for Information Governance v1.0
- Overview of the Capgemini Best Practices for Information Governance
Agenda

- Information Governance Strategy
  - Achieving Costs Reductions Through Information Governance
  - Leveraging SAP’s Best Practices for Data Migration & Information Governance
  - Demo
  - Client Case Studies
  - Session Feedback
What We Hear From Our Clients Regarding Data Issues

“Who really owns the data? Is it IT or the Business? My Business counterparts want me (IT) to clean up their data!”

“I don’t have a single view of key things like customer, vendor, product, stock.”

“I have a single instance of SAP, do I need MDM?”

“I am convinced that I need an MDM solution - should I ‘build’ or ‘buy’ it.”

“How do I get my business counterparts to take ownership of their data?”

“I now have more and more data about consumers, citizens, complaints, sales transactions, web/social activities – if we can harness this we would really be really good.”
Why Does Data Governance Matter?

- Organizations increasingly **rely** on their data for reporting and decision making.

- Data is an Organizational Asset, which is increasingly becoming a **Business Enabler** rather than merely being stored for administrative purposes.

- Information is a **Product** built up of pieces of data that are collected from within as well as outside organizational boundaries.

- Organizations need to develop a **Vision** on Data Governance in order to have good control of their organizational information.

- A Governance **Strategy** is needed to create awareness, get management support and provide tools to execute.
The Impact of Information Initiatives without Data Governance

- **MDM without Data Governance**
  - Leads to un-clear / un-unified / un-approved corporate definitions
  - Leads to unbalanced data quality requirements
  - Leads to lot of ‘transformations’ between environments due to a missing single definitions

- **BI without Data Governance**
  - Leads to extra effort in alignment of data structures
  - Leads to publications to unauthorised people
  - Leads to publications of wrong information

- **Data Distribution and Sharing (cloud) without Data Governance**
  - Leads to unauthorized distribution of data
  - Leads to ‘spreading’ of incorrect data throughout the organisation or beyond the organisational limits

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Data Governance is about setting principles on how data should be used and how it is used to support operational growth and how to maintain that in the future.
What is Data Governance?

- Traditionally Governance is defined as: *the use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy*.

- Data governance refers to the overall management of the:
  - Availability
  - Usability
  - Integrity
  - Security

  of the data employed in an enterprise.

- A sound data governance program includes:
  - a governing body or council (people)
  - a defined set of procedures
  - and a plan to execute those procedures.

*S. Bell (2002)*
The model for information governance

- Involve downstream business areas in configuration of OLTP systems
- Data stewardship program, owners of information across all OLTP and EDW implementations

- Common definition for data across, a library of aliases
- Central management of data models and data dictionaries
Data Governance Overview – 3 Simple Constructs

Roles: What roles and responsibilities are needed for or impacted by data governance?

Legislation
- Process:
  - List legislation processes (example: Define Scope, Create Common Definition, Define Meta-data)
  - For each process, create process flows, list activities, and participating roles.

Execution
- Process:
  - List legislation processes (example: Assess Compliance, Initiate Remediation Projects, Review Projects, etc)
  - For each process, create process flows, list activities, and participating roles.

Jurisdiction
- Process:
  - List legislation processes (example: Review Deviation Request, Review Issues, Publish Compliance Reports, etc)
  - For each process, create process flows, list activities, and participating roles.

Tools: What tools are needed to support processes, store documents, etc.

Scope
- Data Area: Which data is in scope (Part, Customer, etc) and at what level (entity, attribute, etc)?
- Architecture Area: Which aspect of architecture (data model, integration, data-warehouse, etc)
- Focus Area: What is aim (data quality, common definition, redundancy, consolidation, etc)?
- Region: Which region or process area?
### Data Quality: a Driver and a Product of Data Governance

1. “Data Quality” strategy is an enabler for all Enterprise Information management streams
2. The strategy requires multiple components (business & IT) to come together – governance, quality, business dictionary (metadata)
3. Most companies do not understand how to “Operationalize”
4. Deliver business value

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#### Data Governance

Requires top down mandate to deliver each component
- Decision making body that is accountable for defining, implementing and monitoring a data quality strategy
- Is BUSINESS led because the data is owned and used by the business

#### Data Requirements (Metadata) (Business Dictionary)

Metadata provides the facts about the data
- Critical to data quality objectives – links Business & IT
- Drives accountability for “right first time, read-only” data
- As a means for articulating Risks data requirements

#### Data Quality

Define, measure and monitor data quality
- The metadata has a set of quality requirements (business rules) and allocates data ownership
- This drives data quality measures
- Targets set against the measures and regularly monitored

#### Organization, Culture and Compensation

Data owners positively affirm the quality of the data they provide
- Data quality targets form part of an individuals or groups performance criteria (including external service providers)
- This drives performance evaluation and compensation
- Along with the other components this drives a “right first time” culture

#### Process

Processes, data, systems and organisation are linked and need to be looked at together
- Good data processes enable good data quality
- Metadata repository is critical to operationalize

#### Infrastructure

A well designed and implemented data infrastructure supports quality objectives
- Strategy to be defined and implemented by the IT organisations, based on business requirements
- Repository must link business and IT; DQ dashboards enforce

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### Business Benefit

Our ability to make good Business Strategy decisions and act responsively is more likely achieved with timely and accurate data inputs
- Making data more accessible and transparent, improves the time-to-market for data mining and delivery, e.g. turn-around of ad hoc reports
- Better data quality measures enable us to better assess and improve the performance of the data owners
- Decrease operational overhead; Decrease operational risks
- Quicker time-to-market for additional products

This helps us answer questions like ...
- Do I understand the data? Where can I get at it? Can I quickly use it too my advantage? Is it of sufficient quality for me to drive decisions off it?
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Information is at the Core of Capgemini’s SAP ERP Approach

Traditional Approach

- People
- Process
- Technology

Information-Centric Approach

- People
- Process
- Technology

- Information-centric – information across people, process & technology

Application & Process centric – information is often an after-thought
Reducing Costs: Improved Data Management

- **Rising costs associated with managing data**
  - Lack of policies and processes in place to manage the data
  - Clients often discuss issues around multiple versions of the truth
  - Multiple versions of the truth exist may exist from a duplicate data standpoint, as well as in inconsistent business rules.

- **Lack of basic Information Governance**
  - Lack of a centralized business glossary (or data dictionary) that is readily available to document the single version of the truth within a given data domain.
  - Lack of an approval process
    - How to handle changes to the data definition or business rules?
  - Inability to understand the impact of a change
    - What other implications the change will have (to data, systems, processes, etc)
Better Decisions: Leveraging Your Data

- **Multiple Versions of the Truth Exist**
  - Need a process to address the issues associated with multiple versions of the truth (both with data itself and the definitions of data).
  - Traceability - process and tools to trace back to our business glossary how data is defined and ultimately who is responsible for the data (both from a business and IT perspective).

- **Customer Satisfaction – Internal and External Customers**
  - Internal Customer
    - Increase satisfaction due to having clear visibility into the data and data definitions
  - External Customer
    - Increased satisfaction may be as basic as not having multiple versions of my account when I call in to place an order
The Business Case for Data Governance

The main benefits of being in control of your data:

✓ Increased Revenue
  ✓ Revenue growth increasingly depends on the creation of innovative products that are constructed wholly from information. Effective data management integrates data from multiple sources, multiple markets and multiple asset classes. With accurate, timely data, professionals can craft products that respond to urgent market demands - and anticipate emerging opportunities.

✓ Reduce Time to Market
  ✓ One of the biggest barriers to new product development is inadequate access to actual data. By integrating multiple data streams into a single view that can be monitored and managed, high quality data management facilitates effective financial modeling and efficient decision making.

✓ Increase Productivity
  ✓ Business professionals must be at liberty to focus on what they do best – manage assets, products and portfolios. The right data management tools deliver the information your professionals want when they want it – and allow them to make changes in sources, field assignments and reports without the time-consuming intervention of developers or IT technicians.
Reducing Costs: Benefits of Information Governance

- Redundant databases
- Redundant data tools and BI reporting systems
- Manual, duplicate data quality checking
- Duplicate external data vendors providers
- Business process inefficiencies
Business Process Benefits to Information

Demand Identification > Demand Generation > Lead Management > Opportunity Management > Invoicing

- Cross-/Up-sell Service
- Lead Management
- Opportunity Creation
- Yearly Billing – DSO
- 360-Degree View of the Customer

Core Data Processes – CREATE, UPDATE, DELETE

Enterprise Information Management – CRM Technology Improvements, Data Archiving

Real Experience. Real Advantage.
Capgemini’s Data Centric Framework: Data Governance and Stewardship

Business value and value longevity are driven from business decisions that are traceable back to reliable facts generated from repeatable processes. The dimensions of Data are:

1. **Processes** – to provide consistency, understanding, transparency and accountability.

2. **Technology** – to help enforce standards, policies and delivery of information at the time and place of need.

3. **Organization** – to execute the processes with the technology for business value realization and operational improvements.

4. **Operations** – that are predictable with controls for quality and drivers for operational decisions.

5. **Metrics** – meaningful for improvements to the processes, define objectives for the technology and reward the organization for adherence.

Data Governance Activities

Governance coupled with tools are the key to creating and delivering a healthy data lifecycle.
If Collaboration is Key – What Should My Organization Be Doing?

Traditional Approach

- Information is shared via email or spreadsheets
- Lack of an audit and decision trail
- No change management
- Unable to track progress of the data conversion/definitions
- Processes are available, but unable to manage this process

A New Approach – Best Practices for Information Governance
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Best Practices for Information Governance

Key Requirements for an Information Governance Solution

- Collaborative Environment
- Ability to provide role and project based security
- Project Management capabilities
- Approval process for data objects and data definitions
SAP Best Practices for Data Migration Architecture

Legacy Data Environment
- Flat Files / Excel
- Databases
- Applications
- XML

Data Staging and Test Environment
- Extract & Profile
- Cleanse
- Transform
- Validate & Load
- Reconciliation
- Performance Analysis
- Dashboards and Business Reporting
- Data Services Platform
- SAP BusinessObjects
- Name Parsing
- Address Parsing & Correction
- Material/Product Parsing
- Matching
- Transform Data into SAP structure
- Business Validation Rules
- Automatic SAP Config Validation
- Pre-Built load routines for SAP Objects

Loading
- Files
- IDocs
- SAP Configuration Extraction
- Transparency, Communication and Governance

Target Environment
- SAP Business One
SAP Best Practices for Information Governance v1.0

Key Features:

- **Information Governance**
  - **Data Dictionary** provide a collaborative environment through which project teams and business users can document and govern key metadata associated with their business data.
  - **Data Conversion Inventory** for Data Migration allows for the cataloguing of data objects that will be converted into your SAP environment.
  - **Best Practices Repository** for Data Migration, Data Quality and MDM provides a variety of best practices documents, links, that are aligned with SAP’s ASAP Methodology.
  - **Extend the Best Practices for your Organization** provides the ability to add additional business areas, source and target system information, and other key data metrics that will allow you to monitor and measure Information Governance in your SAP and non-SAP systems.
SAP Best Practices for Data Migration (V1.40)

Key Features:

- **Project Management**
  - All information management initiatives require a good project management framework in order to ensure successful delivery. In order to support projects, the following core capabilities are included:
    - CRM, ERP, HCM, Information Governance and Data Quality Project Plans
    - Assign Planned & Non-Planned Tasks to Users
    - Support the Register of Issues & Risks
    - Defect Tracking
    - Status Reporting
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SAP NetWeaver On-Demand Platform

Rapidly Develop Applications in the Cloud

- Intuitive browser-based form builder accelerates time-to-market while providing broad extensibility
- Configurable access controls and authentication schemes guarantee the security of customer data
- Powerful SLE management tools enable remote administration of accounts, apps and members
- Standards-based APIs facilitate rapid integration with SAP OnPremise and 3rd party systems
- Deployment on Amazon’s EC2 infrastructure ensures high availability and fault-tolerance
SAP NetWeaver On-Demand Platform

Easily Deploy Applications on Amazon’s Highly-Available, Fault-Tolerant EC2 Service

- Designed to provide 99.999999999% durability and 99.99% availability of objects over a given year*
- Auto scaling and elastic load balancing to ensure high system availability
- Multiple “Availability Zones” within each region provide fault tolerance
- Regional operating centers in US, EU and AP comply with data privacy laws
- Daily, weekly and monthly archiving for rapid disaster recovery
- Real-time monitoring and automated alerting by SAP Operations Team on a 24 x 7 basis

Service Level Agreement stipulates 99.95% availability in each EC2 region.
SAP NetWeaver On-Demand Platform

Securely Manage Online Data Leveraging Robust Security Controls

- Authentication using basic or 3rd party Identity providers
- Authorization managed by cryptographic tokens
- Access controls at the account, application collection and/or view level
- All data sent to/from the platform is encrypted via SSL/TLS
- Accounting/auditing of all actions
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# Client Case Study

<table>
<thead>
<tr>
<th>Details</th>
<th>Leading Market Segment Retailer (North America Retailer)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Challenges</strong></td>
<td>In order to execute the client business strategies more quickly and efficiently, the client realized that data is slowing them down. The strategic initiatives, growth drivers, organizational effectiveness, enhanced process efficiency and analytical ability must be supported by timely, clean, consistent, available, secure, quality and high integrity data acknowledged and corroborated across the enterprise.</td>
</tr>
<tr>
<td><strong>Solution</strong></td>
<td>Capgemini worked with the client and created a repeatable process that covers all aspects of data management and data migration for all future projects. Supported the design of a framework for data lifecycle management and integration that provides a consistent view of data across the organization. The framework establishes a governance structure, and an approach that identifies the data lifecycle to meet enterprise objectives and drive latency out of data operations.</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>Reduce the costs of using, integrating and sharing data Increase the accuracy and trust in data; Provide a single source of truth Ensure seamless data usage experience Create enterprise consistency around data and how it is used</td>
</tr>
</tbody>
</table>
# Client Case Study

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Details</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Business Challenges</strong></td>
<td>Faced with costly distribution and regulatory issues resulting from poor information quality, the client engaged Capgemini to execute an EIM program focusing on data governance and data quality management. Solution requirements included limiting impact to existing organization, and low-cost, effective data quality management.</td>
</tr>
<tr>
<td><strong>Solution</strong></td>
<td>Capgemini worked with business and IT executives to define an Enterprise Data Governance model. Capgemini facilitated the initiation of the governance program, and provided support in training, awareness and change management. We provided a cost-effective approach to data quality management, integrated with the EIM strategy and data governance framework.</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>A non-intrusive but effective data governance organization. Integrated data quality management as part of the governance working group activities. Improved confidence in the accuracy of business information.</td>
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Key Learnings

- Information Governance is an ongoing process that involves both business and IT parts of the organization.
- Benefits of Information Governance often realized are reduced costs and increased customer satisfaction.
- The SAP Best Practices for Information Governance v1.0 provides a collaborative environment and project management capabilities that are often lacking for Information Governance.
Questions?
Thank you for participating.

Please remember to complete and return your evaluation form following this session.

For ongoing education on this area of focus, visit the Year-Round Community page at www.asug.com/ycr