Why You Need Data Management?
Gaining Executive Buy-in

Donna Burbank
Global Data Strategy, Ltd.

June 22, 2023

Semarchy Unified Data Platform

Start fast. Scale infinitely. Pragmatic Governance.

Brett Hansen
Chief Growth Officer

The challenge to capitalize on data: culture

19% report that they have established a **data culture**

26% report they have created a **data-driven organization**

40% report that they are **managing data as a business asset**

47% report that they are **competing on data and analytics**

56% report that they are **driving business innovation with data**, a bright spot amidst a pattern of slow progression and considerable opportunity for improvement
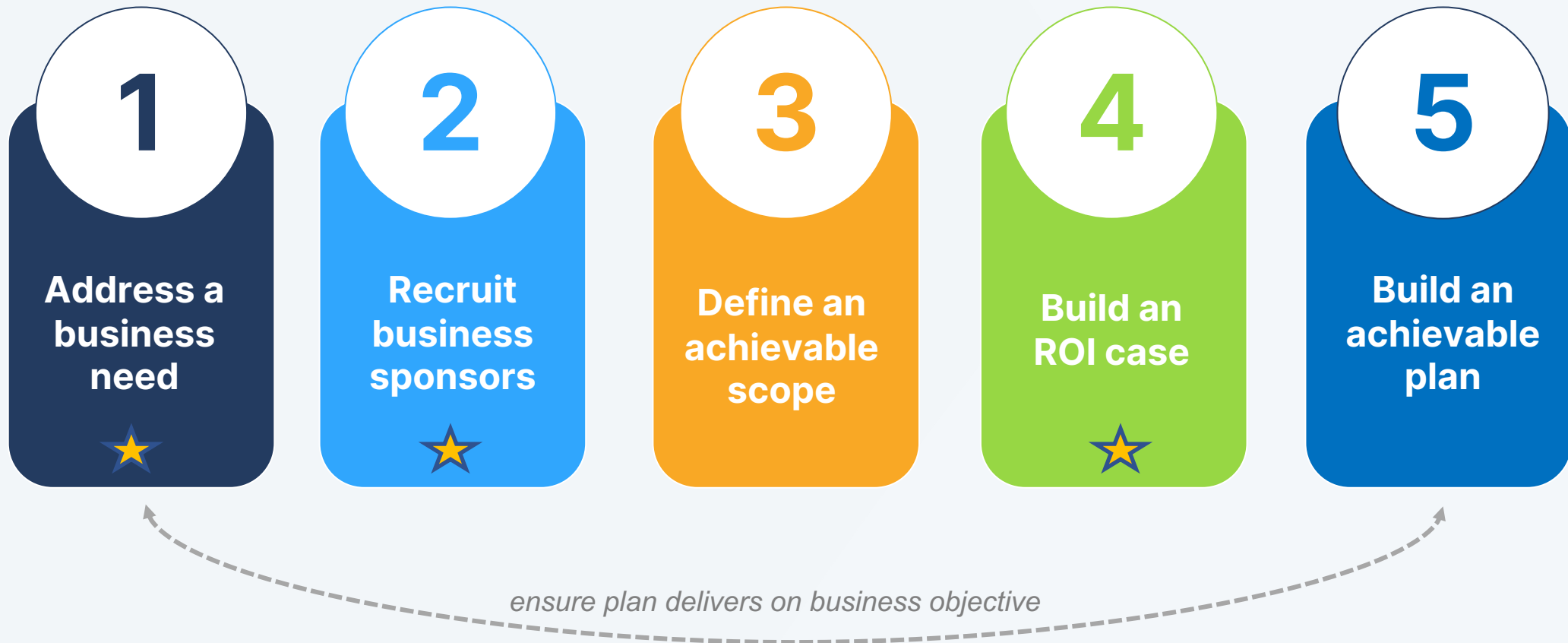
92% identify cultural impediments greatest barrier becoming data driven

"Cultural impediments manifest themselves in a variety of ways, ranging from evolving business processes, to outdated organizational structures, and natural human resistance to change."

Data and AI Leadership Executive Survey, Jan 2022

Semarchy

Five steps to green-light MDM projects

1 Address a business need ⭐

2 Recruit business sponsors ⭐

3 Define an achievable scope

4 Build an ROI case ⭐

5 Build an achievable plan

ensure plan delivers on business objective

Semarchy

About Semarchy

Focus on delivering successful business outcomes
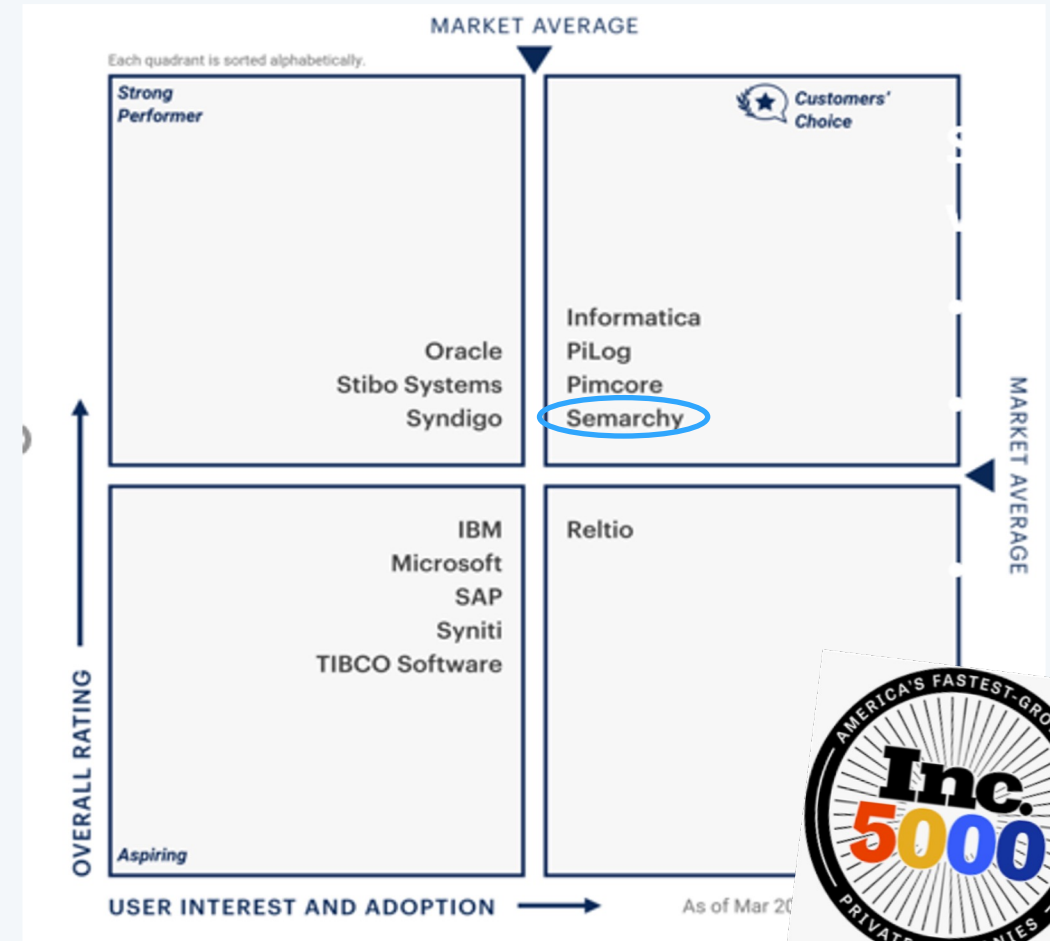
No-code data product tool delivers bespoke applications

Easy-to-use UI/UX designed for business users

MDM expertise with Rapid Delivery Blueprint to ensure successful outcomes

Leader in the 2021 Q4 **Gartner®️ Magic Quadrant**™️ for Master Data Management Solutions

2022 **Gartner®️ Peer Insights**™️ Customers' Choice for Master Data Management

How Semarchy Can Help
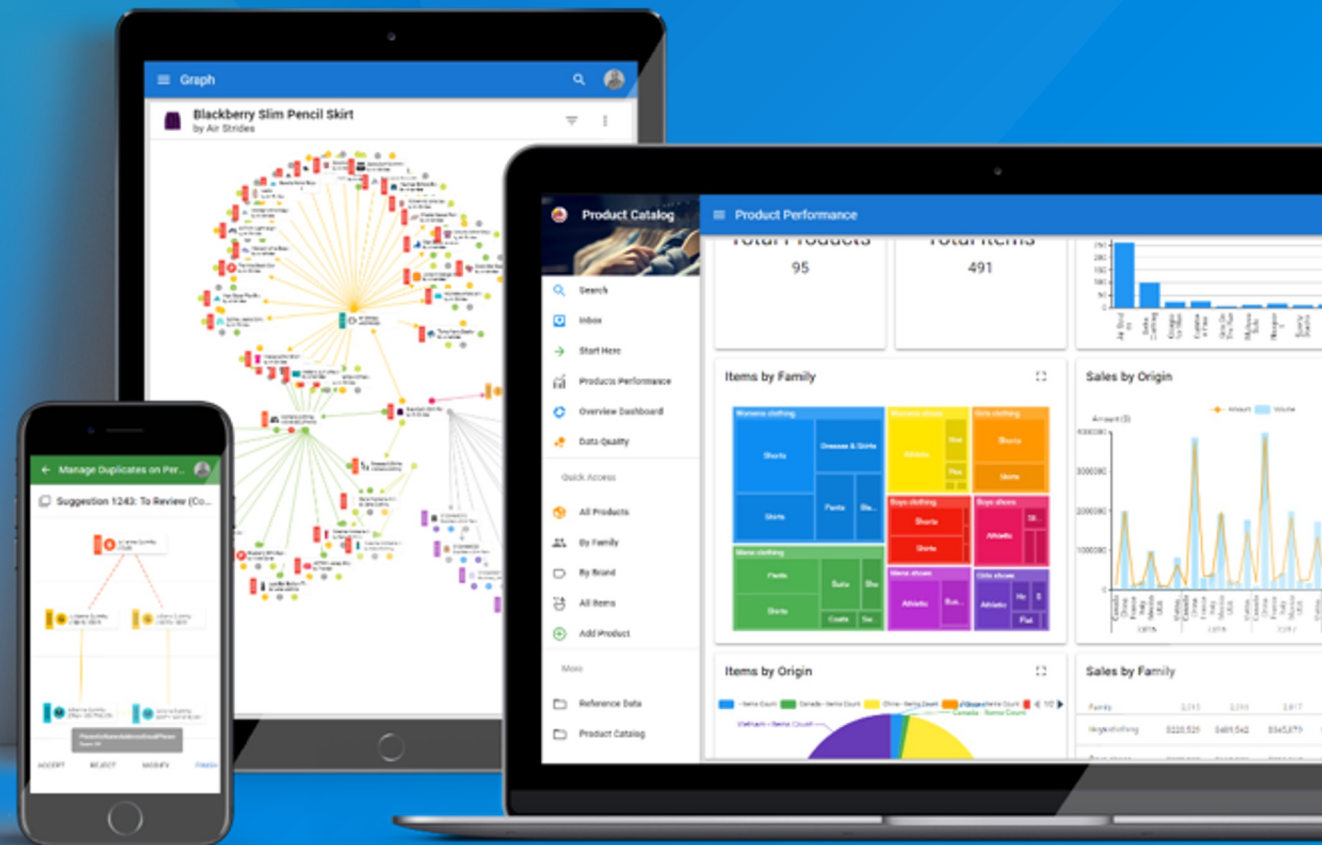Ways to engage with your leadership team

- Customized Demo
- ROI Assessment
- Tutorials
- Rapid Delivery Blueprint

Semarchy

Donna Burbank

Donna is a recognised industry expert in data management with over 25 years of experience in data strategy, data governance, data modeling, metadata management, and enterprise architecture. Her background is multi-faceted across consulting, product development, product management, brand strategy, marketing, and business leadership.

She is currently the Managing Director at Global Data Strategy, Ltd., an international data management consulting company that specializes in the alignment of business drivers with data-centric technology.

In past roles, she has served in key brand strategy and product management roles at CA Technologies and Embarcadero Technologies for several of the leading data management products in the market.

As an active contributor to the data management community, she is a long time DAMA International member, contributor to the DMBOK 2.0, Past President and Advisor to the DAMA Rocky Mountain chapter, and was awarded the Excellence in Data Management Award from DAMA International.

She has worked with dozens of Fortune 500 companies worldwide in the Americas, Europe, Asia, and Africa and speaks regularly at industry conferences. She has co-authored several books and is a regular contributor to industry publications. She can be reached at donna.burbank@globaldatastrategy.com Donna is based in Boulder, Colorado, US.

DATAVERSITY Data Architecture Strategies

This Year's Lineup

- **January**   Emerging Trends in Data Architecture – What's the Next Big Thing?

- **February**   Building a Data Strategy - Practical Steps for Aligning with Business Goals

- **March**   Data Mesh or Data Mess? Separating the Reality from the Hype

- **April**   Master Data Management - Aligning Data, Process, and Governance

- **May**   How do Data Governance & Data Architecture Support Each Other?

- **June**   Why You Need Data Management – Getting Executive Buy-In

- **July**   Artificial Intelligence and Machine Learning – Building the Right Architectural Foundation

- **August**   Data Quality Best Practices (with Nigel Turner)

- **September**   Best Practices in Metadata Management

- **October**   Designing Data for Business Intelligence & Analytics – Where the Star Schema Fits in a Modern Data Architecture

- **December**   Enterprise Architecture vs. Data Architecture

What We'll Cover Today

- **Becoming a data-driven organization** is an increasingly important goal for organizations across all industries.

- But while the need for analytics, business intelligence (BI) and artificial intelligence (AI) is often quickly apparent, the "back end" of data management is often a harder sell.

- **How do you get executives on-board with the need for data management** as a core foundation for the data-driven organization?

- This webinar will provide practical advice and real-world tips for "selling" data management to your executive team.

The Rise of the Data-Driven Business

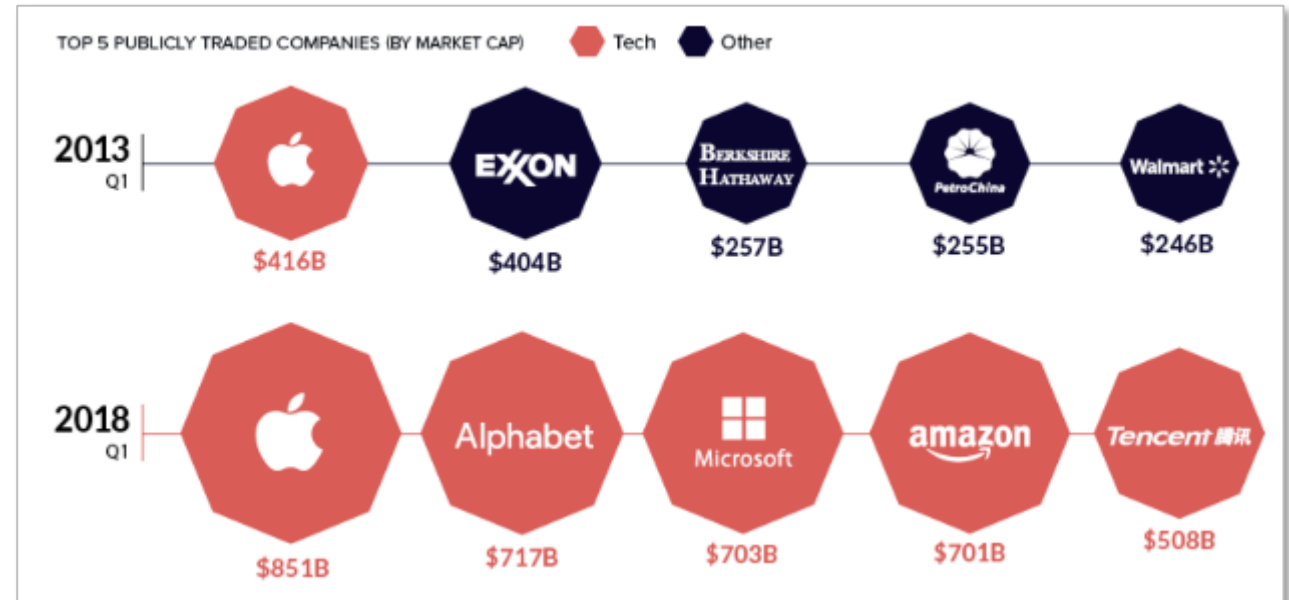Data, more than ever, is seen as a key business asset and strategic differentiator.

Data is Driving the Future of the Global Economy

- "For most of the history of business, the world's leading companies have been industrially-focused...

- ...But today's business reality is very different. We live in a world of bytes – and for the first time technology and commerce have collided in a way that **makes data far more valuable than physical, tangible objects**.

- The best place to see this is in how the market values businesses." [1]

Product Focus

Data Focus

TOP 5 PUBLICLY TRADED COMPANIES (BY MARKET CAP)   ● Tech   ● Other

2013 Q1
- Apple — $416B
- EXXON — $404B
- Berkshire Hathaway — $257B
- PetroChina — $255B
- Walmart — $246B

2018 Q1
- Apple — $851B
- Alphabet — $717B
- Microsoft — $703B
- amazon — $701B
- Tencent 腾讯 — $508B

[1] Oct 15, 2018, World Economic Forum, "These are the 8 major forces shaping the future of the global economy"

WORLD ECONOMIC FORUM

The World Economic Forum sees today's economy as driven by Data, not Goods & Services

Business Optimization vs. Business Transformation

Digital Transformation is transforming business

Business Optimization
Becoming a Data-Driven Company

- Improving Efficiency
    - Reduce Redundancy
    - Eliminate Manual Effort
- Growing Revenue
    - Improved Marketing Campaigns
    - Data-driven Product Development
- Etc.

How do we do what we do *better*?
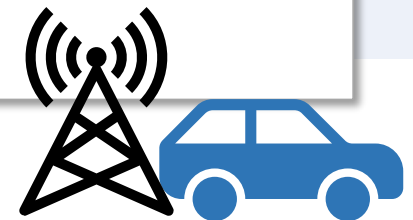
Business Transformation
Becoming a Data Company

- New Business Models
    - Data is the product
    - Monetization of information
- Digital Transformation
    - New Business Models
    - Data is the Business
- Etc.

How do we do something *different*?

Data-Driven Business

**Data-Driven Business is an impetus
for data management**

63% of respondents feel that their organization sees **data as a strategic asset***.

- **69%** are looking for **business insights through reporting & analytics**

- **62%** are looking to **save costs and increase efficiency**

- **60%** see **digital transformation** as a key driver for data management

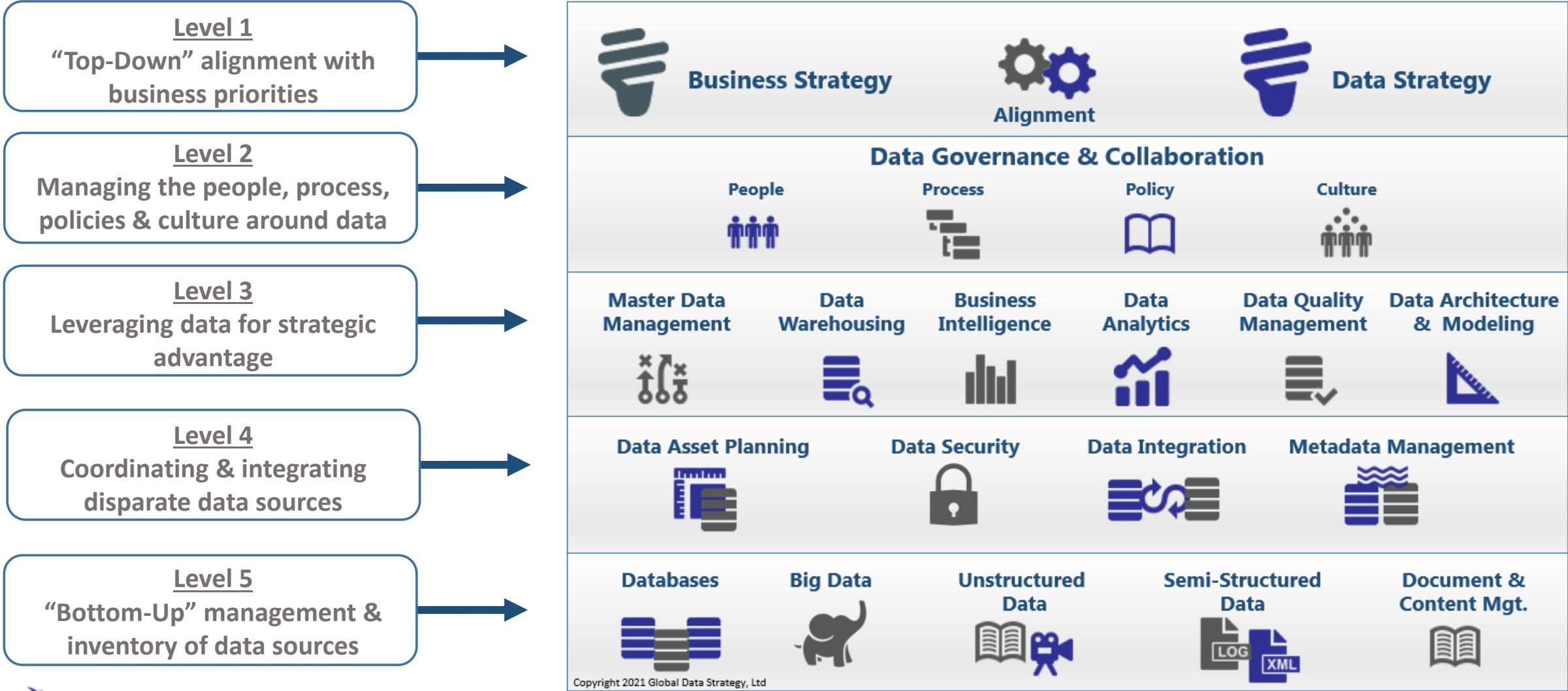**Data Management is the foundation of the Data-Driven Business**

* based on research from a 2023 DATAVERSITY survey on "Trends in Data Management" by Donna Burbank and Michelle Knight

What is Digital Transformation?

- Digital transformation can refer to anything from IT modernization (for example, cloud computing), to digital optimization, to the invention of new digital business models.

- The term is widely used in public-sector organizations to refer to modest initiatives such as putting services online or legacy modernization. Thus, the term is more like "digitization" than "digital business transformation."

  - Gartner Information Technology Glossary

Data Management is Part of a Wider Data Strategy

A Successful Data Strategy links Business Goals with Technology Solutions

Level 1
"Top-Down" alignment with business priorities

Level 2
Managing the people, process, policies & culture around data

Level 3
Leveraging data for strategic advantage

Level 4
Coordinating & integrating disparate data sources

Level 5
"Bottom-Up" management & inventory of data sources

Business Strategy — **Alignment** — **Data Strategy**

Data Governance & Collaboration

People | Process | Policy | Culture

Master Data Management | Data Warehousing | Business Intelligence | Data Analytics | Data Quality Management | Data Architecture & Modeling

Data Asset Planning | Data Security | Data Integration | Metadata Management

Databases | Big Data | Unstructured Data | Semi-Structured Data | Document & Content Mgt.

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DATA ARCHITECTURE STRATEGIES

Find a Balance in Implementing Data Management

Focus on Business Value

- Find the Right Balance
  - Data Management projects can have the reputation for being overly "academic", long, expensive, etc.
  - No data management at all can cause chaos.
  - When done correctly, Data Management helps improve efficiency and better align with business priorities

Too Academic, nothing gets done

Business Value

Too "Wild West", nothing gets done - chaos
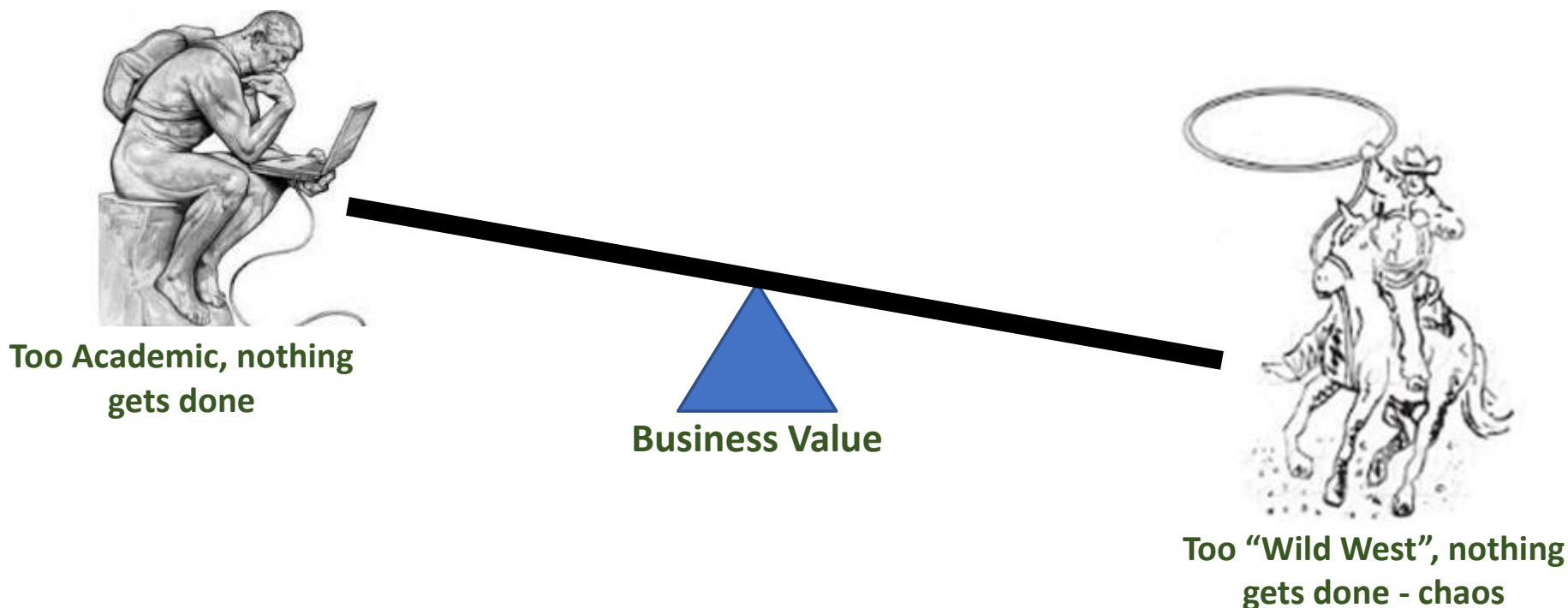
"Offense" vs. "Defense"

Which style of data strategy fits your organization?

Offense
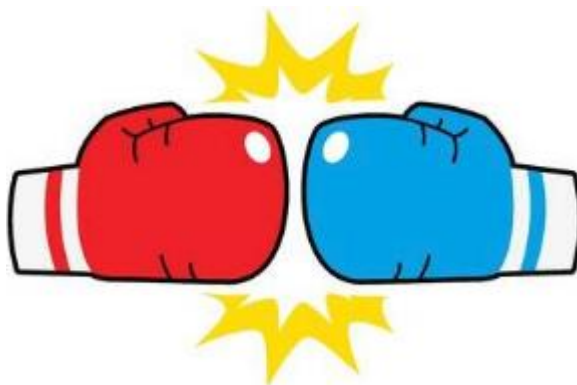
- Focused on Creating Opportunity
  - Improving Profitability
  - Increasing Revenue
  - Improving Customer Satisfaction
  - Competitive Advantage

Defense

- Focused on Reducing Risk
  - Compliance & Regulation
  - Avoiding Audits or Fines
  - Fraud Detection
  - Security & Privacy

On which end of the spectrum is your organization?

Offense or Defense?

"Offense"

- Focus on Opportunity

- Highlight Benefits

- Growth Mindset

"Defense"

- Focus on Regulation

- Highlight Risk Reduction

- Mindset of Caution

What's Driving the Need for Data Management?

2023 Top 10 Business Goals & Drivers for Data Management
(Select all that apply)

* based on research from a 2023 DATAVERSITY survey on "Trends in Data Management" by Donna Burbank and Michelle Knight
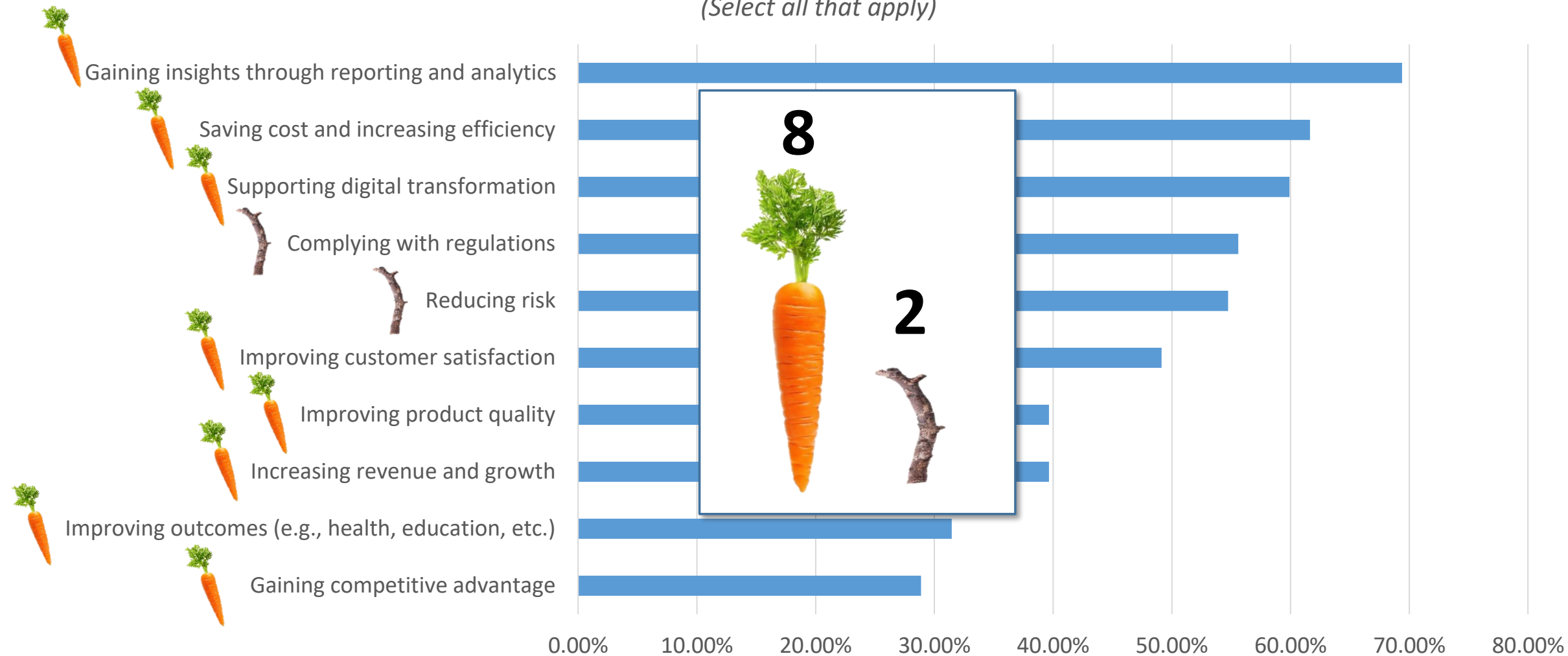
What is your perspective?
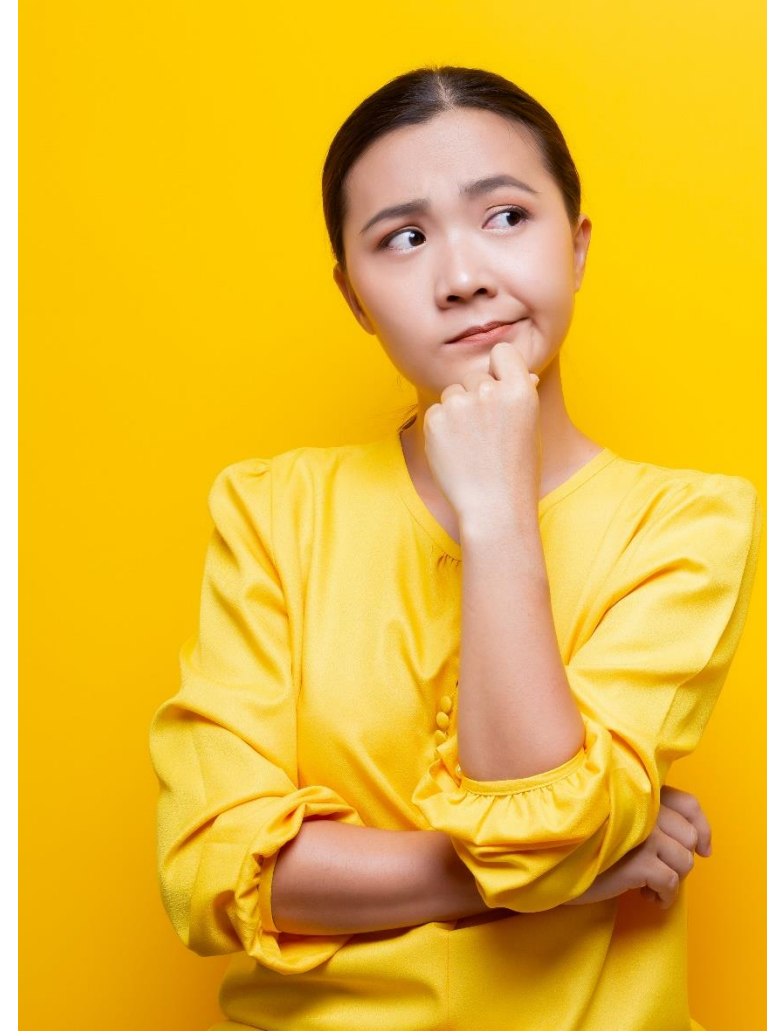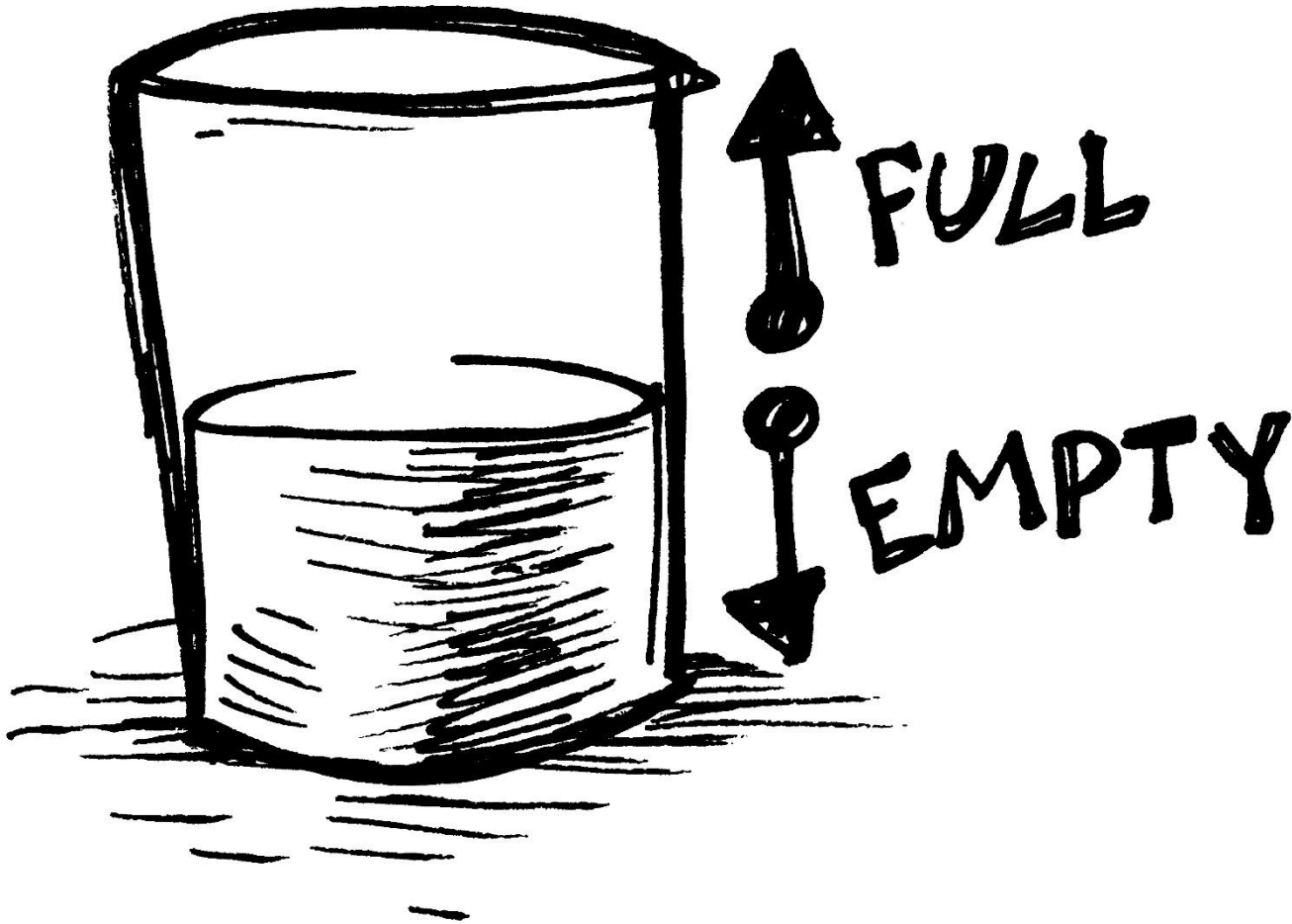
The Role of the Data Professional in the Data-Driven Business

- In the current environment of data-driven business, Data Professionals have an opportunity to have a "seat at the table"
    - Finding new opportunities to leverage data for business benefit
    - Creating efficiencies & business process optimization
    - Integrating data from disparate sources for new business insights
    - Supporting organizational change

Be More "Data Advisor" and Less "Data Architect"

Data Architect

- Focused on architecture, data, technology
- Often seen as finding problems, not solutions
- "Let me tell you about my data model!"

The world is going to end if your model is not in 3rd normal form!!

Business Executive

- Results-Oriented
- Optimistic – Identifies opportunities
- "I'm busy."
- "What's the business opportunity?"

What's in it for me?

Data Advisor

- Focused on solutions, business, information
- Highlights issues & opportunities around data
- "Less me show you how data can help your business!"

If you link your Customer data with your Product usage stats, we can increase sales.

We Do It, Too – We Care about Results, not Details!

Do we really care about the details of other people's jobs?

We recently switched to cash - based accounting from accrual - based accounting to optimize...

I just want my paycheck.

3NF

Accountant

Data Architect

The "Elevator Pitch"

How Would you Describe Your Project to the CEO in 2 minutes?

Heart vs. Head?

Does your organization or stakeholder groups lead with the Heart or the Head in making decisions?

Heart

- Driven by Passion & Emotion
  - Examples
  - Anecdotes & Stories
  - Risk/Reward

Head

- Driven by Facts & Figures
  - Numbers & Metrics
  - ROI & Profitability Analysis
  - Profit/Loss

On which end of the spectrum is your organization?

Speak with a Wide Variety of Stakeholders

- It's important to speak with a wide range of roles across the organization.
  - Business & IT
  - Cross-functional teams (Marketing, Finance, Analytics, etc, etc.)

- Understand key opportunities & challenges.

- Recruit allies & volunteers (and identify those you still need to convince. ☺)

So tell me about your data...

From <u>Data Modeling for the Business</u> by Hoberman, Burbank, Bradley, Technics Publications, 2009

Find Advocates Across the Organization

- It's key to find champions for your data effort across the business
  - Both "business" and "IT"
  - From Senior level executives as champions to Field staff as supporters
- In making the case for funding or buy-in, it's helpful to have someone else tell your story
  - Can marketing advocate the case for change to improve campaigns
  - … Or sales discuss the potential increases in revenue
  - …. Or Engineering point out the increases in efficiency and quality

While we may want to take the "credit" for the data initiative, it is often most successful when other people have embraced it as their own.

Look for Business Value "Levers"

Identify "Quick Wins"

- Identify areas that will derive the highest business value by addressing.

  - Is this supporting the new marketing campaign for a high visibility product launch?

  - Or are you "re-arranging the deck chairs on the Titanic" – i.e. focusing valuable time and effort no low-value activities

- As with any areas of the business that have value, it is helpful to build a model or architectural design around the key areas of business value.

Effort   **Load**
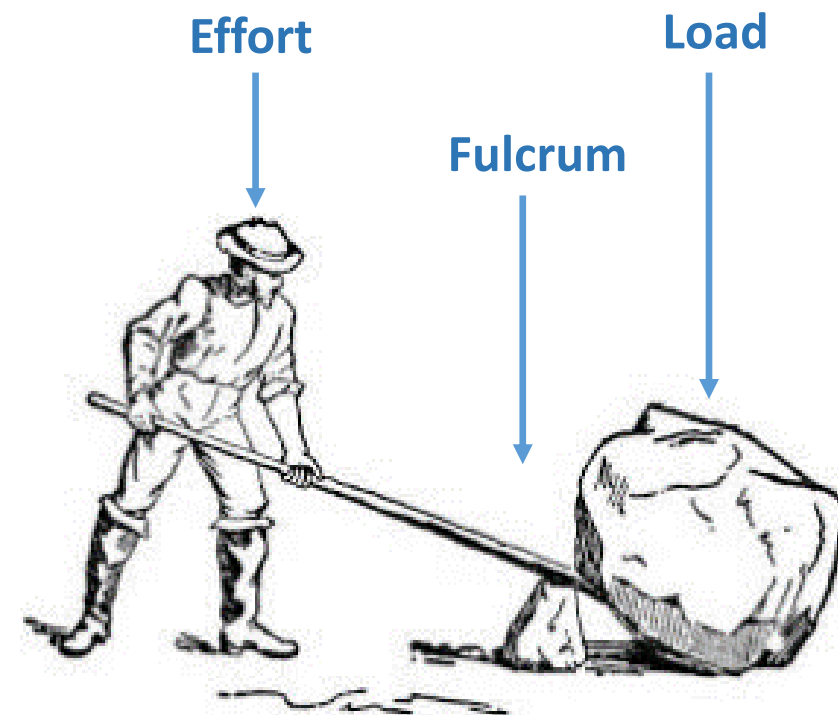
Fulcrum

Identify areas where data can be the fulcrum.

Making the Business Case

While Business Cases and ROI Calculations can be complex, they generally fall into 4 categories:

Decreasing Costs

- **Wasted Labor costs due to manual efforts**
  (Data cleansing, manual integration, etc.)

- **Inefficient business processes for data management**
  (Product Master Data process)

- **Data quality cost avoidance**
  (Wasted mailings sent to wrong address)
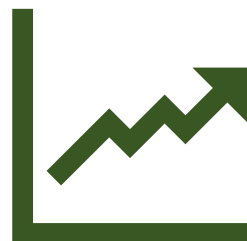
Increasing Revenue

- **Price Optimization through Analytics**

- **Improved Marketing Campaigns through Quality Customer Data**

- **Data-Driven Recommendation Engines to enhance the sales cycle.**

- **Better Grant writing through data-driven needs analysis**

Reducing Risk

- **Industry regulations**
  (GDPR, HIPAA, BCBS 239, Spice, HIPAA, etc.)

- **Product Traceability**
  (Food lineage from farm/catch)

- **Litigation due to Data Breach**

- **Health and Safety Audit**

Protecting Reputation

- **Customer Satisfaction**

- **Brand Trust**

- **Social Media Voice of Consumer**

- **Loyalty & 'Stickiness'**

Include the Risk of Doing Nothing

- There is significant cost and risk in the status quo
- Doing nothing often has a higher cost than investing in data management.
- Make sure to include the "do nothing" option in your analysis.

Why: Aligning with the Organizational Vision

- Key to any Data Strategy and Roadmap is aligning with the organization's vision.

- Ways to find out more about the organization's direction:
  - Annual Report
  - Company Updates
  - Team and Project Updates
  - News releases
  - Project plans

- Particularly for planning a roadmap, it is important to understand the company's plans & trajectory
  - Is the organization cautious or aggressive in its future state?
  - Are there events that you should align your strategy around? e.g. Product Launch, Corporate Audit, School Semester start, etc.

Global Data Strategy, Ltd. 2023

Cockroach, Unicorn, or Dinosaur?

What project or programs do you align with?

Tell the Story – Explain Vision and the Journey to Get There

- Storytelling and vision-building is a key part to any roadmap.

  - Build a sense of excitement

  - Provide a vision for what the future will look like

  - Show the journey and the effort required

  - Explain the steps to achieve the journey

  - Clarify everyone's role in the journey – where do they fit, and what skills do they need?
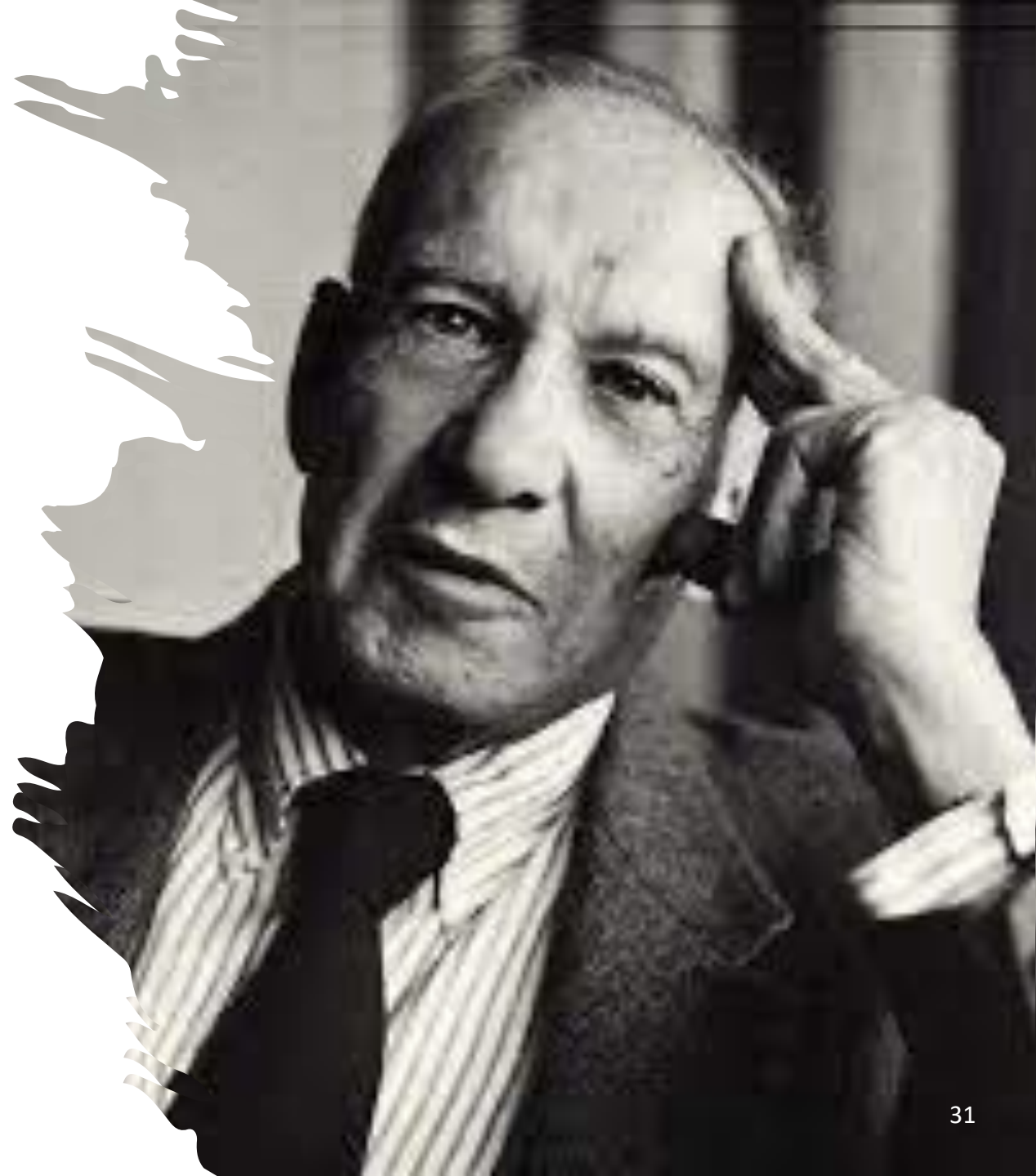
Provide a Clear Roadmap for Execution

- Define your roadmap with key activities timed to **align with key business initiatives**.
  - Balance realism with excitement
  - Align with necessary staffing and training
  - Include a holistic view of data management needs, e.g. reporting + governance + MDM + organizational change management
- **Align with other key Roadmaps** being developed.
  - Can Data Management provide benefits that support these Roadmaps?
  - Will there be any conflicting resources?
  - Are there marketing events or communications you can align with and leverage the momentum?

Implementation Roadmap for Key Activities by Functional Area

'Culture eats strategy for breakfast.

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Organizational Change Management

- There are several types of organizational change management methodologies (Prosci, Kotter, McKinsey, etc.).
- While they each have their unique benefits and approaches, below are some common phases & themes.

Awareness	Interest / Excitement	Knowledge	Reinforcement / Understanding

Communication, Communication, Communication!

• Alignment with Business Value • Vision & Roadmap • Etc.	• WIIFM • Testimonials • Swag, slogans, etc. • Etc.	• Launch Awareness • Trainings • Certifications • Etc.	• Ongoing Communication Plan • ROI & Value over time • Success Stories • Etc.

Summary

- More and more organizations are looking to be data-driven, but many executives do not understand how data management fundamentals support that.

- Align data management with business goals in order to "sell" your data initiatives.

- Use the language of the business

- Have a clear plan and roadmap for execution

- Remember the people side – include culture change as part of the data initiative.

DATAVERSITY Data Architecture Strategies

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Who We Are: Business-Focused Data Strategy
Maximize the Organizational Value of Your Data Investment

In today's business environment, showing **rapid time to value** for any technical investment is critical.

But technology and data can be complex. At Global Data Strategy, **we help demystify technical complexity** to help you:

- Demonstrate the ROI and **business value of data** to your management

- Build a data strategy **at your pace to match your unique culture** and organizational style.

- Create an **actionable roadmap for "quick wins"**, which building towards a long-term scalable architecture.

Global Data Strategy's shares experience from some of the largest international organizations scaled to the pace of your unique team.

Global Data Strategy has worked with organizations globally in the following industries:

Finance · Retail · Social Services · Health Care · Education · Manufacturing · Government · Public Utilities · Construction · Media & Entertainment · Insurance .... and more

Thoughts? Ideas?
Questions?