

Presentation to ULB – March 27th 2012



Business & Decision is an international Consulting and Systems Integration Group

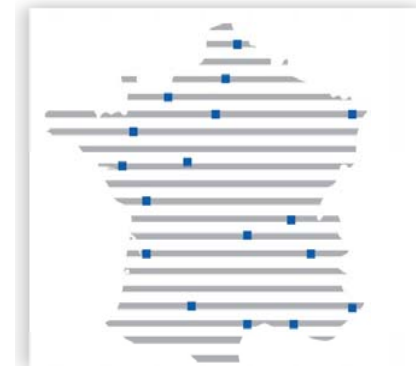
2011 Revenue: €249m, 50% of which
generated by international operations



► 2,800 employees
(250 in Belgium)



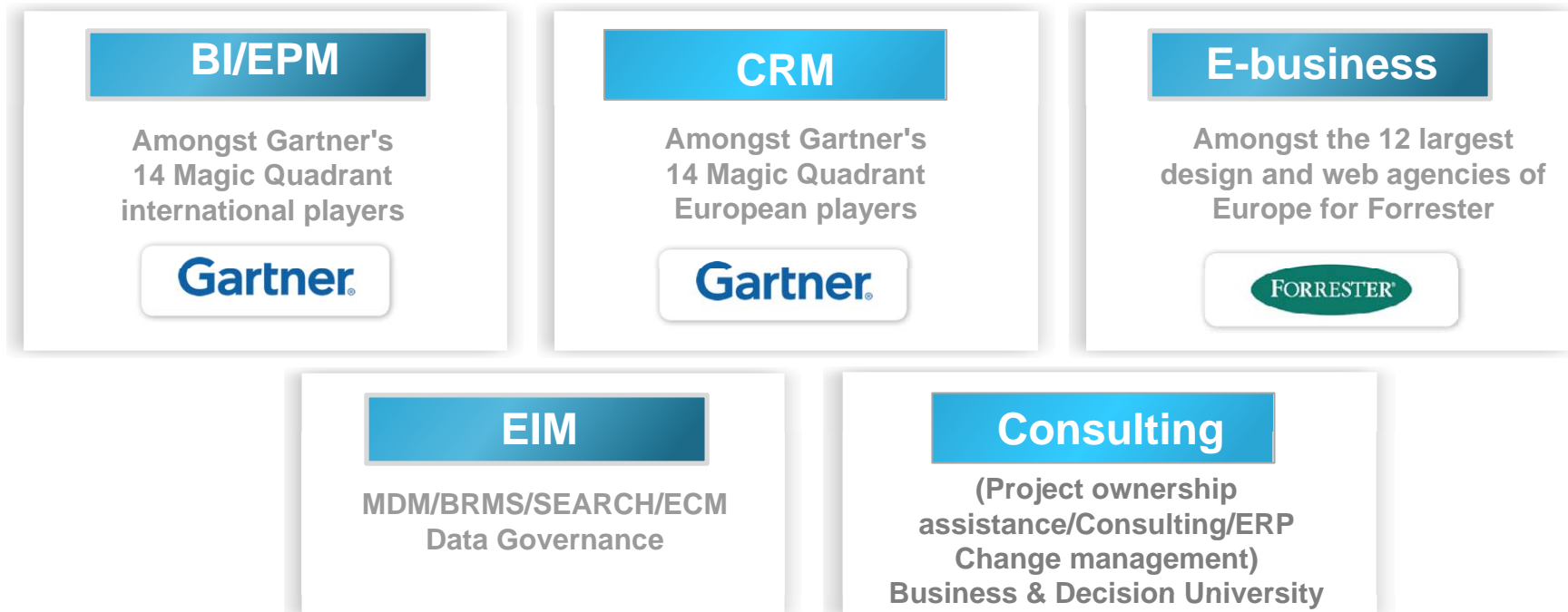
► 19 countries across the
world



► 17 locations in France

5 major expertise areas recognized by:

- ▶ The biggest international research firms
- ▶ The Solution vendors, leaders in the Group's expertise areas



**A specialist's agility, expertise
and innovation capacity
coupled with a large IT services
company's capacity
and standardized approach**

EXPERTISE

- ▶ Perfect command of technologies
- ▶ Business processes knowledge
- ▶ Sector-specific expertise

INNOVATION

- ▶ Cloud Computing
- ▶ Mobility
- ▶ Business social networks
- ▶ Green Data Center

STANDARDIZATION

- ▶ Package offerings
- ▶ Shared tools and methods
- ▶ Dedicated or shared service centers

A complete service range to help elaborate, build, execute and successfully complete transformation projects

Consulting

- ▶ Management and Consulting
- ▶ Process optimization
- ▶ Solutions selection
- ▶ Audit

Integration

- ▶ Architecture
- ▶ Project management
- ▶ Implementation
- ▶ Audit

Execution

- ▶ Managed services
- ▶ Methodology
- ▶ Hosting
- ▶ Migration
- ▶ AMO/Third-party software testing

Drive adoption

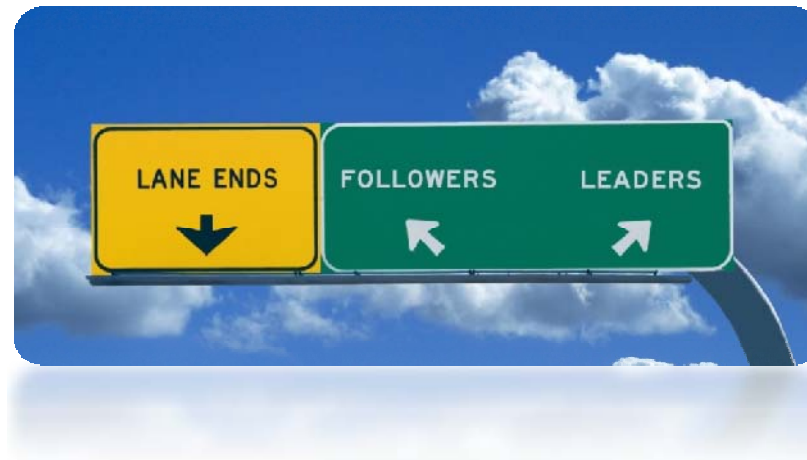
- ▶ Training
- ▶ Continuous improvement
- ▶ Change Management

A Business Approach to Information Management



- Current economic situation obliges companies to define new strategies (focusing on liquidity, costs or business model re-focus , etc.).
- Marketing techniques evolve and the importance of regulations increase

The new **Requirement**: Agility.



The **Challenge**: Information must be put at the **Center** of the preoccupations allowing companies to add value to their business by a timely access to a complete and reliable information

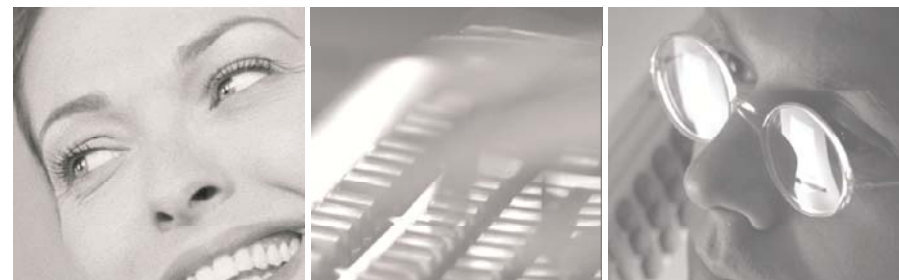
Where does trusted information add value to your business?



Data Governance – Data Quality

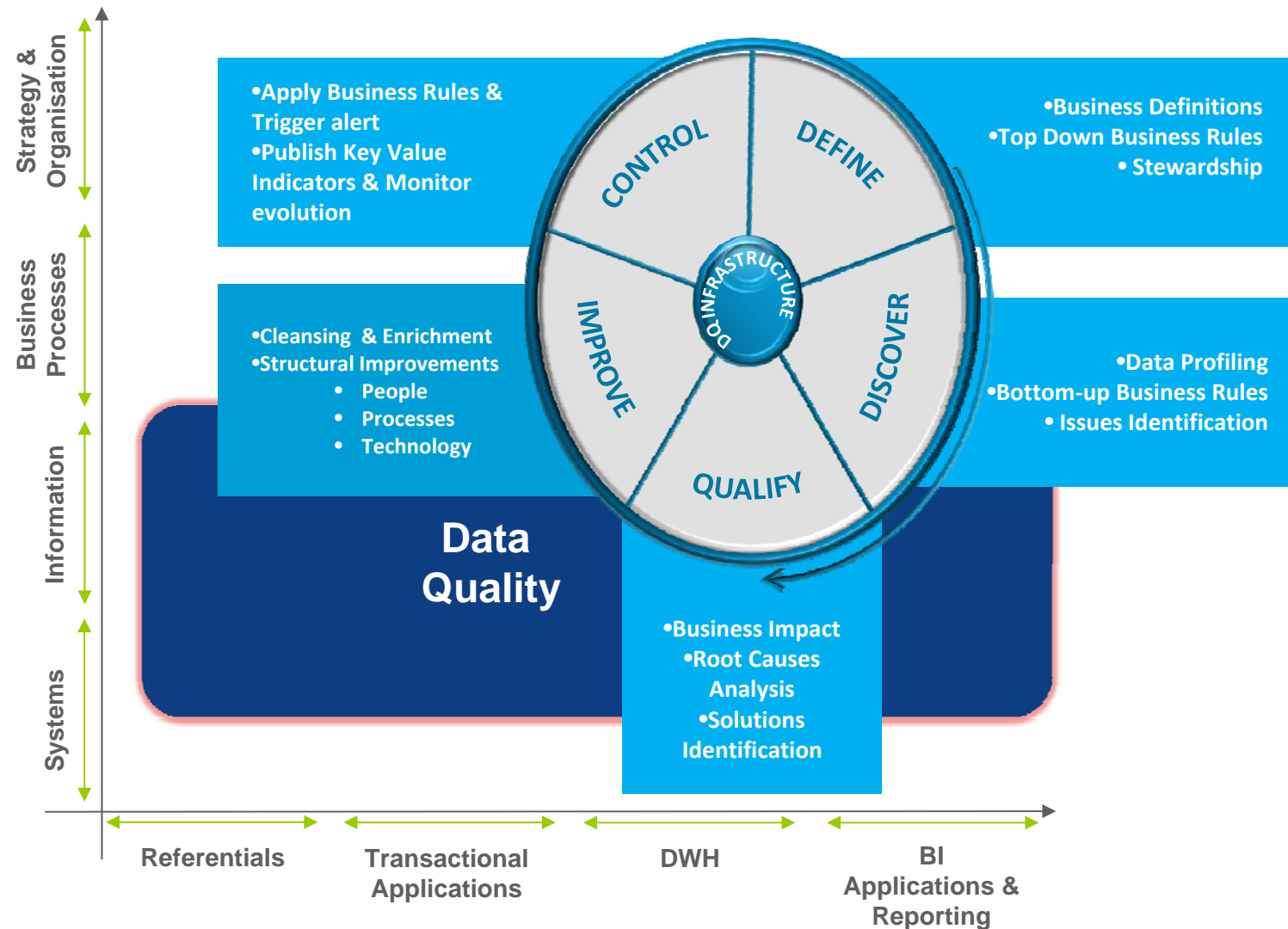
*“There is no business value in efficiently distributing
garbage”*

Ted Friedman, Gartner

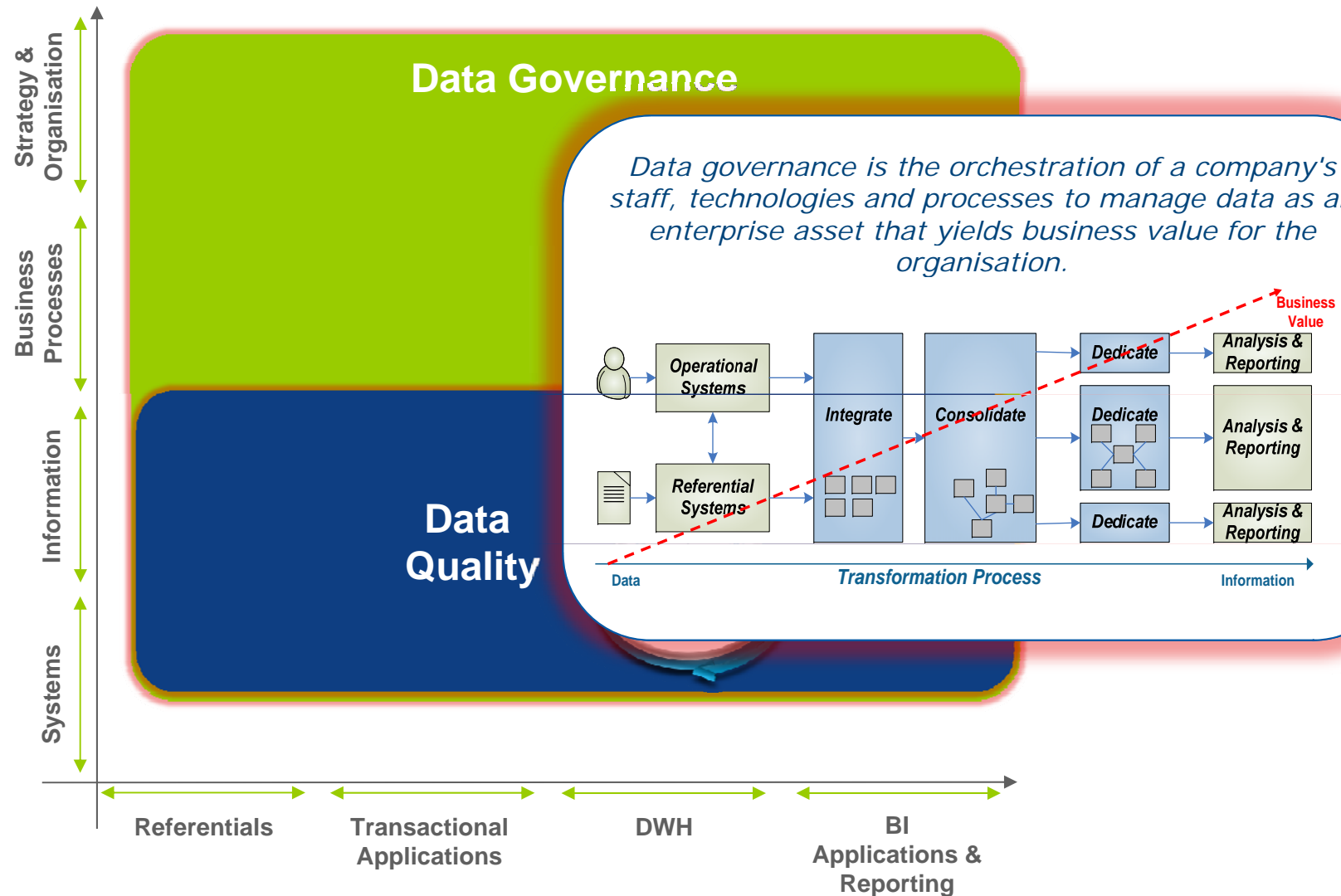


DRIVE YOUR PERFORMANCE[®]

The trusted data landscape



“Quality data does NOT guarantee quality information, but quality information is impossible without quality data.”



“By 2013, 75% of Global 2000 companies will have ongoing information governance programs with five or more FTEs.”(*)
 (*) Source: Gartner

Bank of America Names Chief Data Officer

December 13, 2011

Tom Steinert-Threlkeld

John Bottega has been named chief data officer at Bank of America.

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Bottega, who had been chief data officer of the Markets Group at the New York Federal Reserve, will be responsible for the financial services firm's data management strategy, policy and governance.

He will be based in New York and reports to Enterprise Chief Information Officer Marc Gordon.



Bottega

Bottega has served stints as chief data officer for the Federal Reserve Bank of New York's markets division and Citigroup's corporate and investment banking unit.

"John is a proven leader with an extensive background in data management and data quality," said Gordon, in a statement. "Adding John to our team demonstrates the bank's continued focus and commitment in these critical areas."

At the Federal Reserve Bank of New York, Bottega worked with U.S. and foreign regulators on improving the management of and quality of data in the banking industry.

At Citigroup, he managed the corporate and investment banking unit's data strategy, policies, line functions and data investments.

Prior to Citigroup, he worked for other financial institutions including Credit Suisse, Merrill Lynch and Lehman Brothers.

Bank of America acquired Merrill Lynch at the end of 2008.

Bottega is currently the chairman of the board of directors of the Enterprise Data Management Council, an industry association focused on financial industry data

management.

In May, the US Office of Financial Research, which is charged with guarding against systemic risk in the wake of the 2008 credit crisis, named Bottega as a data advisor.

Wanted: Chief Data Officer. Data Skills Not Necessary.

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Pretty soon the U.S government will have the equivalent of a chief data officer. This will be the person who occupies the post of director of the Office of Financial Research.

Roles and Responsibilities for Chief Data Officers

Aug 10, 2011 by Thomas Redman in Data Governance, Data Management

In this series of posts, I'm calling out some of the highlights of recent data quality conferences. Today, my focus is on the Keynote panel at the MIT conference, on the role of the Chief Data Officer. Joe Bugajski (Gartner) facilitated and Ron Bechtold (Department of Defense) John Bottega (New York Fed), Mark Goloby (Monster.com), and Frank Ponzio (Symbolic Systems) participated.



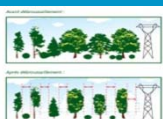
The most important discussion involved "where does the CDO report?" In too many organizations, "data" gets buried in the Tech Department – to the detriment of both. Data doesn't get it's due, and Tech gets tasked with a job it simply cannot do well.

I especially appreciated John's observations about how the New York Fed had separated data and tech. He did a terrific job putting this into historical perspective in capital markets, starting with the (still needed) job of the Reference Data Manager, to a larger role within an important division of a bank, to his current role. John is at the vanguard here.



Embedded

Managing Information as an asset is part of our Company culture



Proactive

We are able to anticipate Data Quality issues.



Controlled

Data Quality is under control. But it remains a reactive and costly effort



Manageable

We can now assess the level of quality and react to important issues

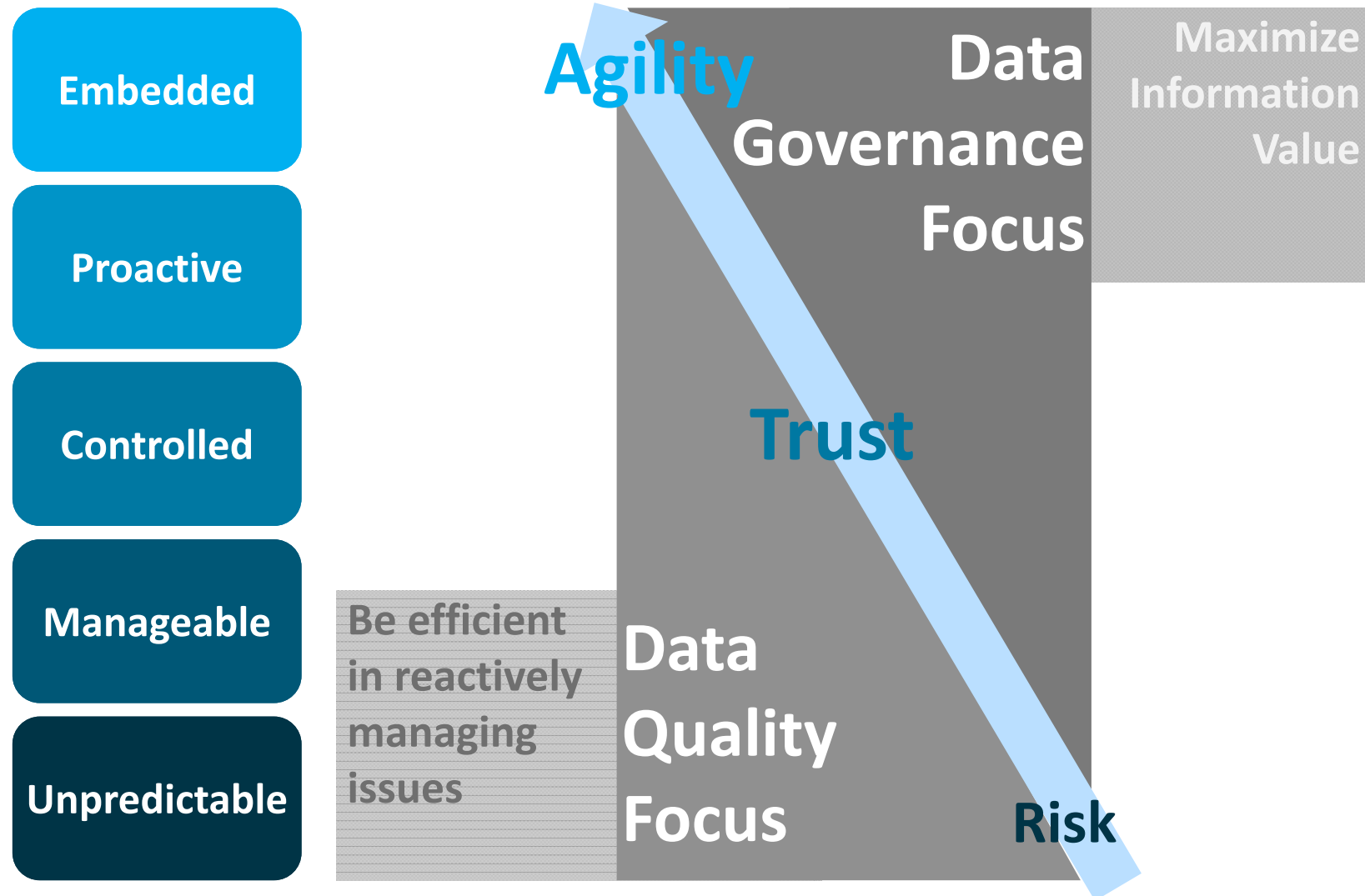


Unpredictable

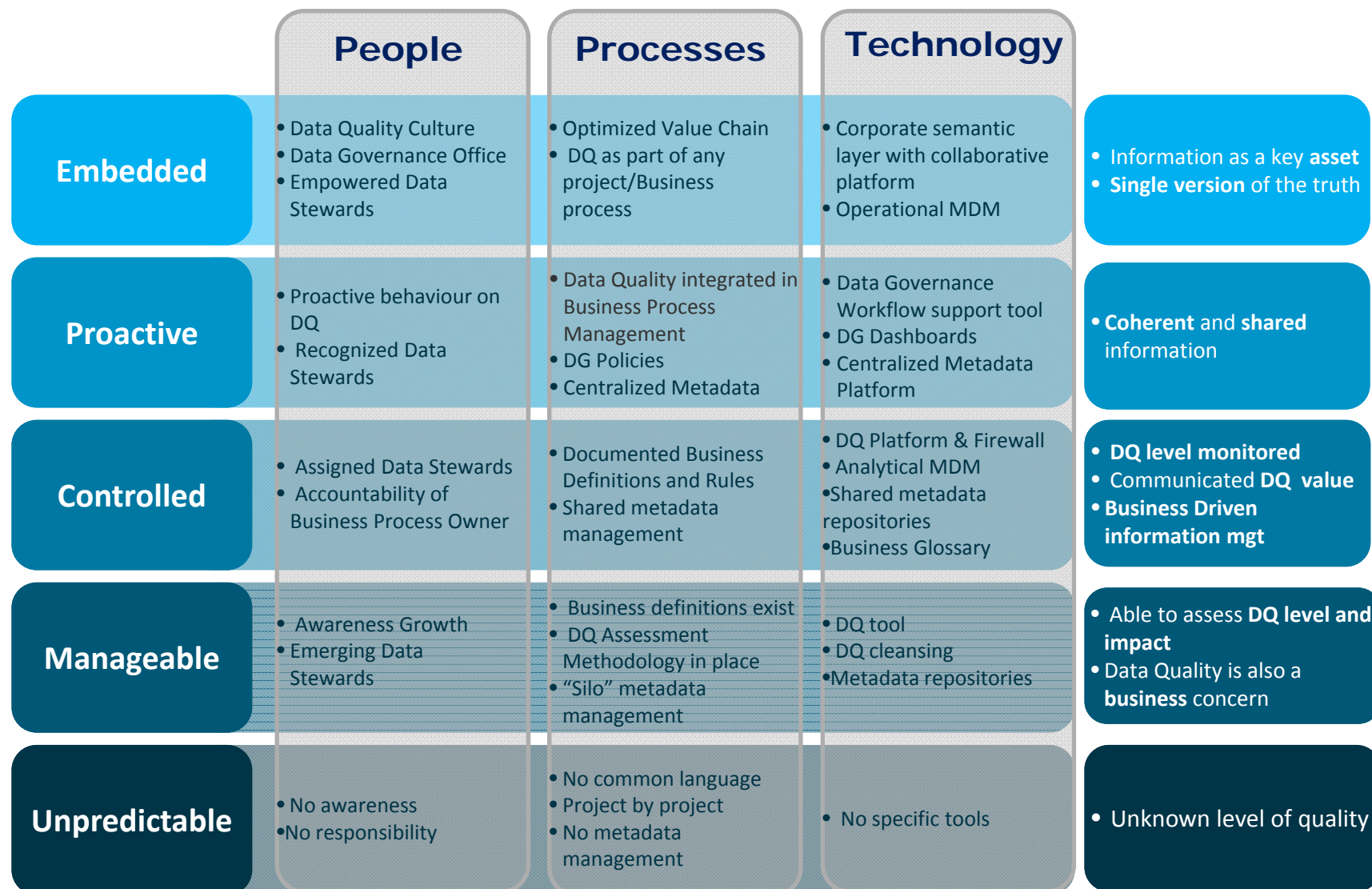
We apply one-shot solutions when Data Quality issues occur

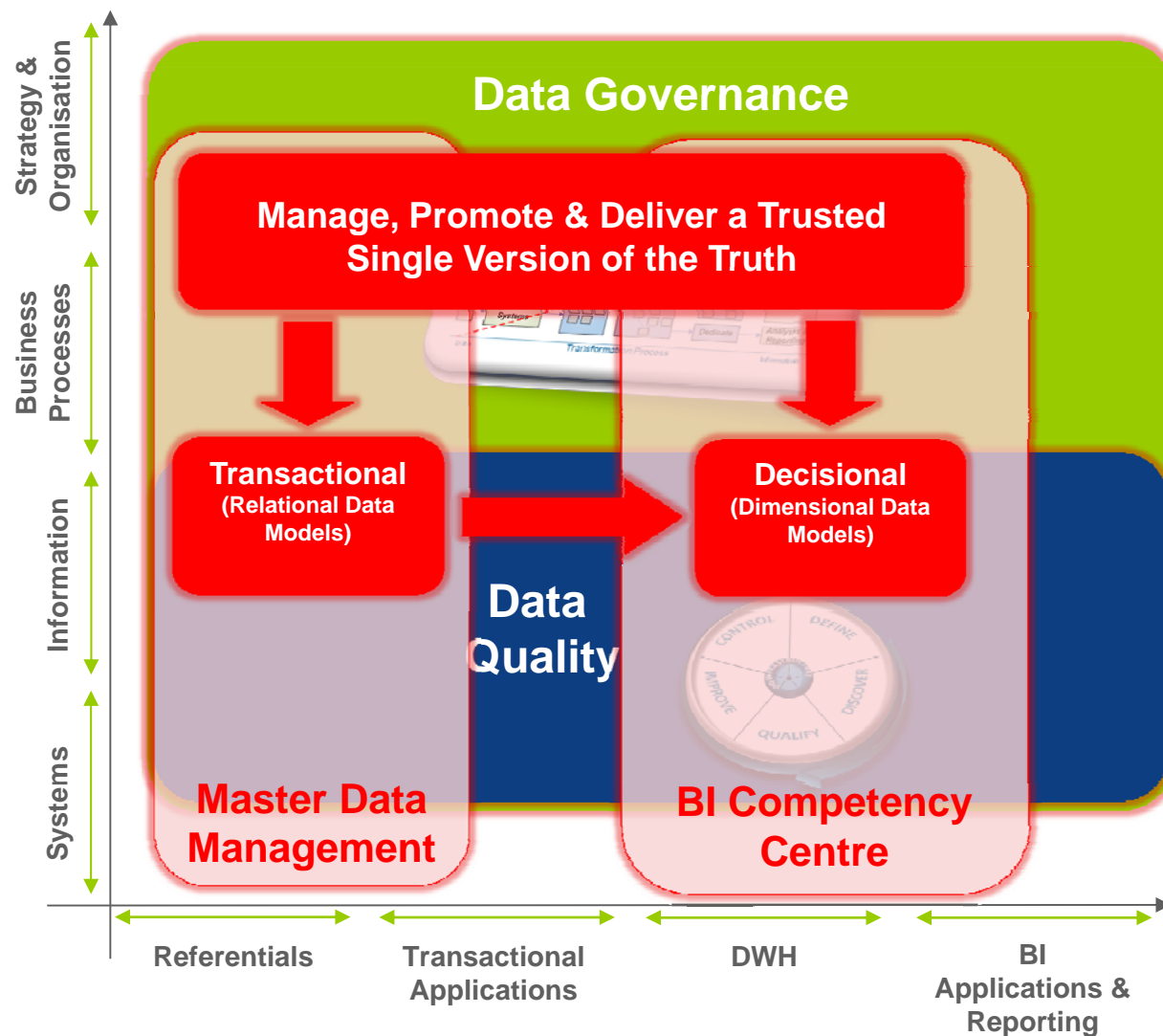
Fire

Bad Data

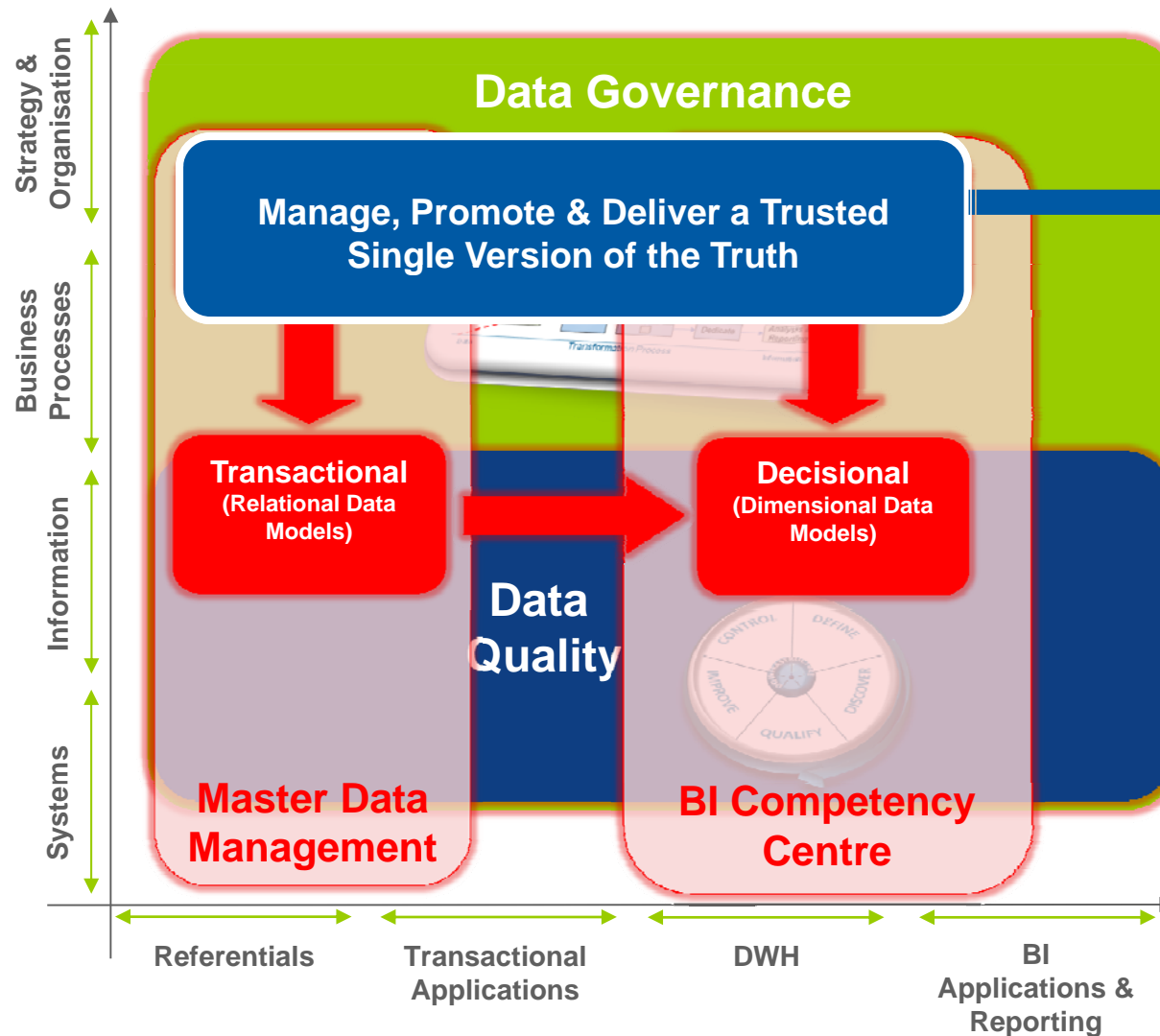


Data Governance Maturity Model



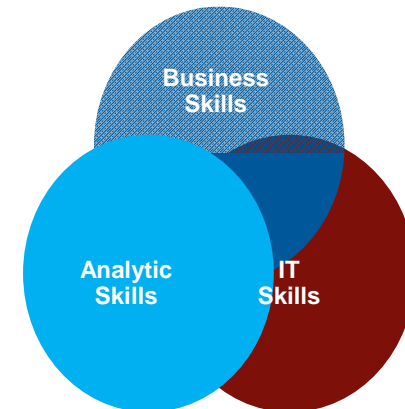


How to get started?

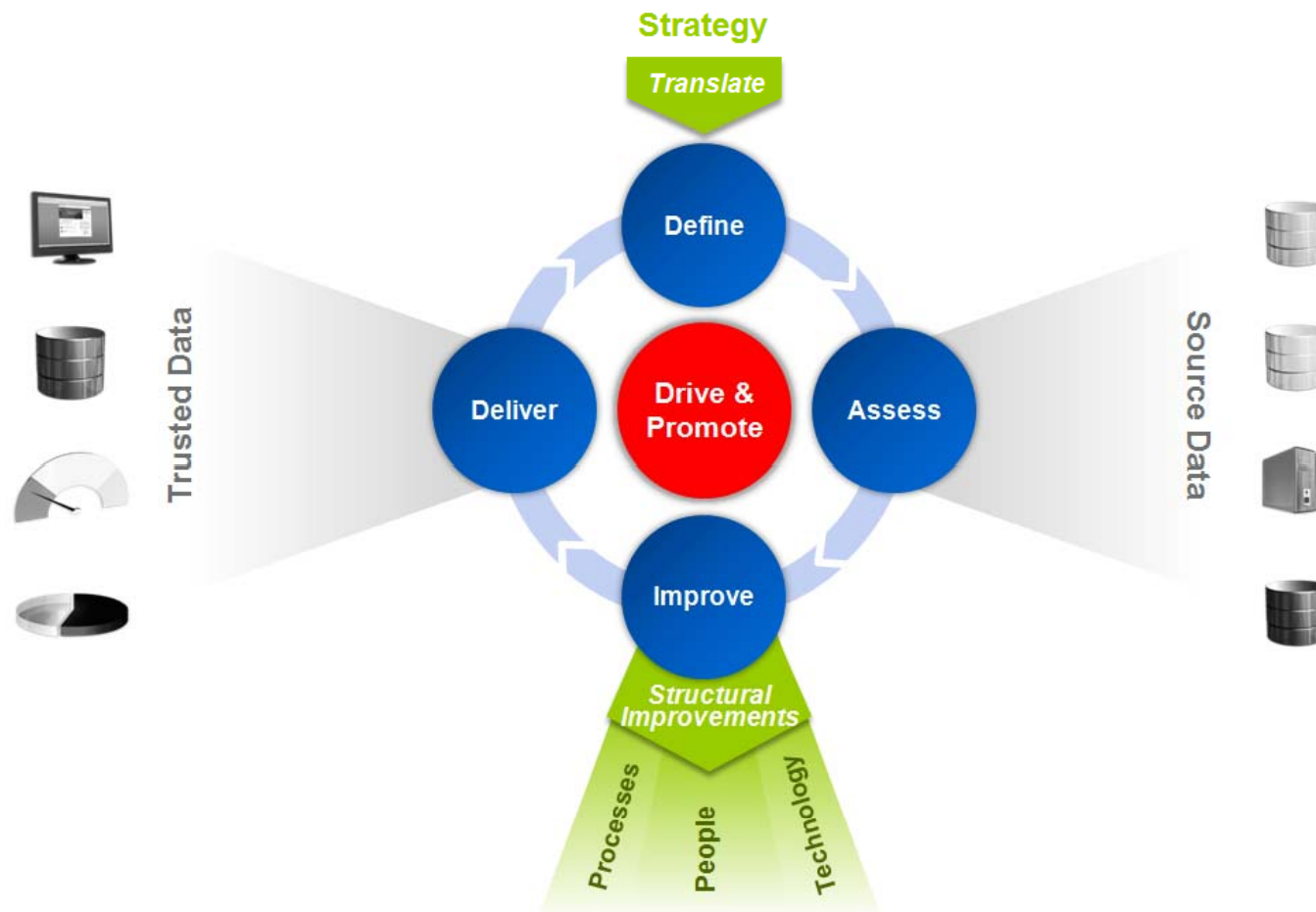


Set-up your data governance taskforce:

Empower a team of highly skilled professionals



**Grow step by step in maturity
staying focused on business objectives**

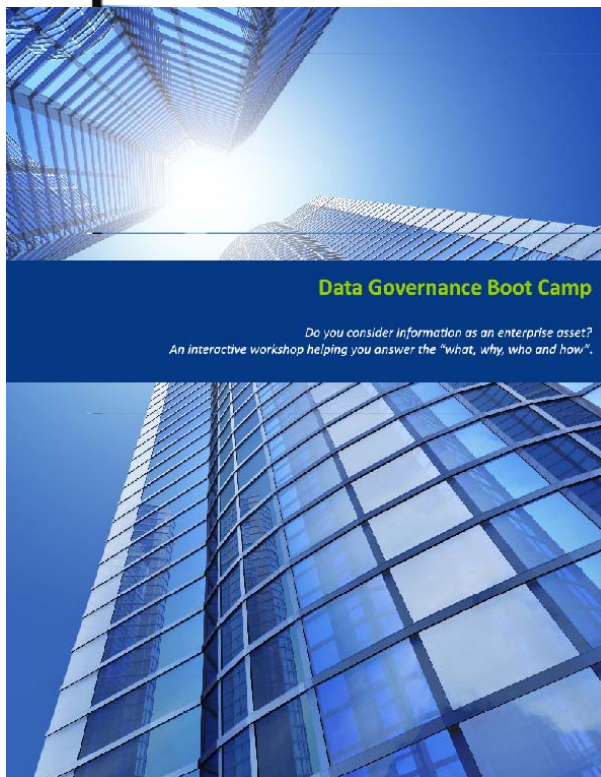


Set the example!

- The taskforce sets the example
- Based on the needs appearing when trying to reach the objective, the data governance framework is gradually set-up and best practices are applied.
- This framework typically manages
 - Stewardship
 - Governance Principles & Policies
 - Business definitions & rules
 - Prioritisation
 - ...
- While growing in maturity, this taskforce will evolve to become the Data Governance Office (DGO).



AGENDA



➤ Introduction

- Who is Who
- Business Cases: Successful & Unsuccessful Stories
- Concepts & Methodology

➤ Maturity Model Mapping

- As-Is: Questionnaire result & Assessment
- To Be: Defining the priorities

➤ Strategy to Information

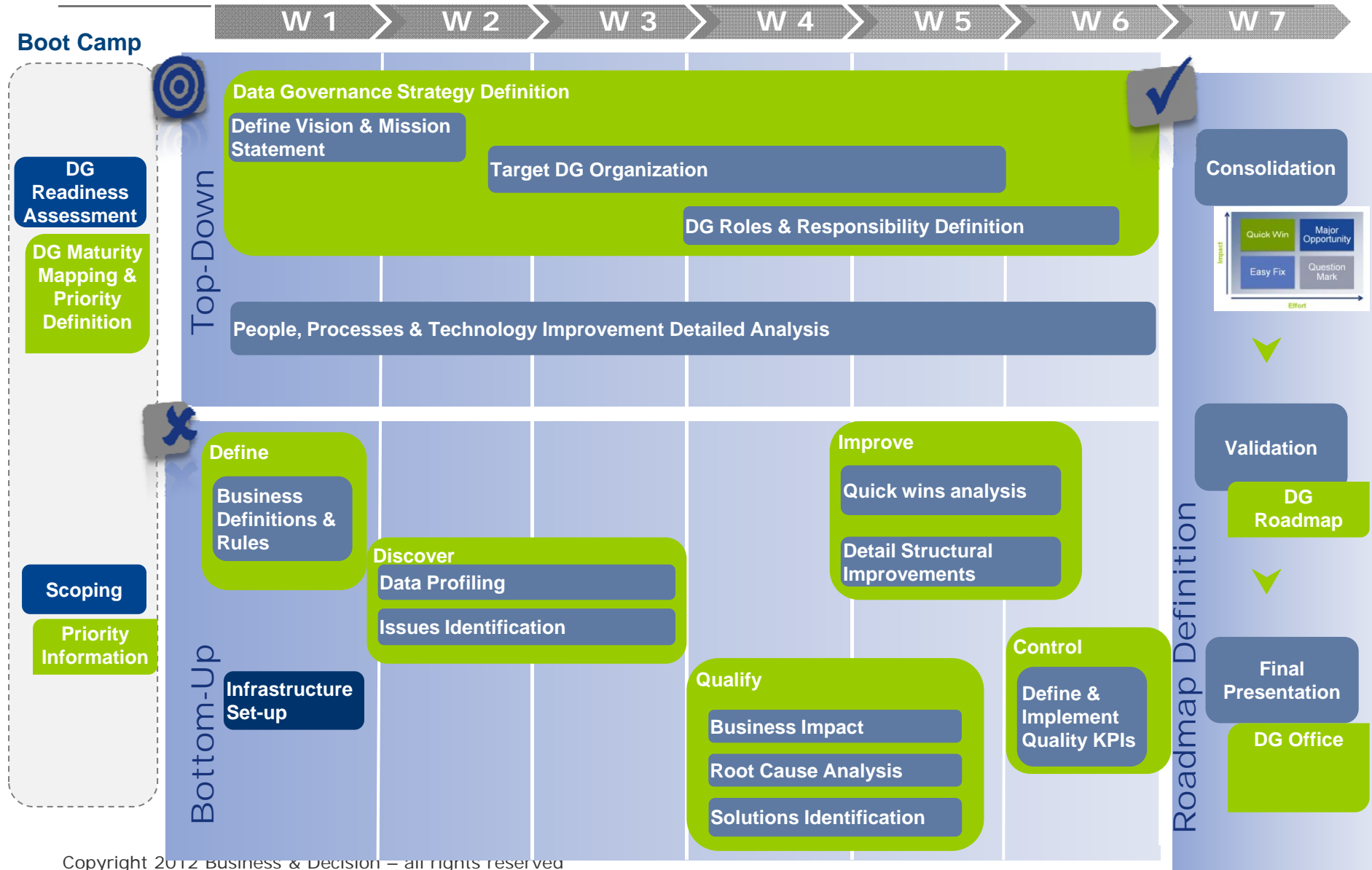
- Identifying Business Drivers (What, How, Why)
- Identifying Key Information (With)

➤ Call to Action

- Live definition of plan and stakeholders for the first round

Agile Approach - Typical First Round Timeline

 Business & Decision



Recommendations for a Data Governance initiative



	People	Processes	Technology	
Embedded	<ul style="list-style-type: none"> Data Quality Culture Data Governance Office Empowered Data Stewards 	<ul style="list-style-type: none"> Optimized Value Chain DQ as part of any project/Business process 	<ul style="list-style-type: none"> Corporate semantic layer with collaborative platform Operational MDM 	<ul style="list-style-type: none"> Information as a key asset Single version of the truth
Proactive	<ul style="list-style-type: none"> Proactive behaviour on DQ Recognized Data Stewards 	<ul style="list-style-type: none"> Data Quality integrated in Business Process Management DG Policies Centralized Metadata 	<ul style="list-style-type: none"> Data Governance Workflow support tool DG Dashboards Centralized Metadata Platform 	<ul style="list-style-type: none"> Coherent and shared information
Controlled	<ul style="list-style-type: none"> Assigned Data Stewards Accountability of Business Process Owner 	<ul style="list-style-type: none"> Documented Business Definitions and Rules Shared metadata management 	<ul style="list-style-type: none"> DQ Platform & Firewall Analytical MDM Shared metadata repositories Business Glossary 	<ul style="list-style-type: none"> DQ level monitored Communicated DQ value Business Driven information mgt
Manageable	<ul style="list-style-type: none"> Awareness Growth Emerging Data Stewards 	<ul style="list-style-type: none"> Business definitions exist DQ Assessment Methodology in place "Silo" metadata management 	<ul style="list-style-type: none"> DQ tool DQ cleansing Metadata repositories 	<ul style="list-style-type: none"> Able to assess DQ level and impact Data Quality is also a business concern
Unpredictable	<ul style="list-style-type: none"> No awareness No responsibility 	<ul style="list-style-type: none"> No common language Project by project No metadata management 	<ul style="list-style-type: none"> No specific tools 	<ul style="list-style-type: none"> Unknown level of quality

B&D Benelux Enterprise Information Management Added Value



DRIVE YOUR PERFORMANCE[®]

When it comes to data management and business intelligence Business & Decision strongly believes in the benefits of a tailored approach. Depending on your company's profile and its maturity in Information Management, your challenges, priorities and needs will be different. B&D can help you to precise your needs, structure an approach and define a roadmap, and accompany you in the implementation journey.

B&D can help you ...

... Convince your executives

- Data Governance Boot Camp
- BICC Executive Summary

... Determine where you are

- Data Governance Roadmap
- Data Quality Proof Of Value
- BI Strategy and Roadmap

... Adopt the right methodology

- Data Quality Management Process
- BI Management Activities Design
- Tools Selection & Implementation
- Architecture / Conceptual & Logical Model
- ETL design

... Design and implement corporate changes

- Data Governance Program
- MDM Program
- BICC Implementation

... Maximize your ROI

- BICC Outsourcing
- BICC Interim Operation
- Data Quality / Data Governance operations



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