The Business Value from Data Quality

ICIQ
15th International Conference on Information Quality
Nov. 13, 2010
1:45 – 3:15 p.m.
UALR – Little Rock, Arkansas

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danette@gfalls.com
Assumptions About This Audience

You already know that:
• Information quality is important
• We have the responsibility to give equal emphasis to the quality and management of the data and information as we do to the processes, people and organizations, technology, and other resources that support our businesses

You are interested in:
• How to show others that data quality is important

You are ready and willing to:
• Participate and learn!

Foundational Concepts
• Ten Steps™ Process Used in the Case Study
• Case Study – Sallie Mae
• Summary and Next Steps

TODAY’S AGENDA
Foundational Concepts are Necessary

He who loves practice without theory is like the sailor who boards ship without a rudder and compass and never knows where he may cast.

— Leonardo da Vinci

How is Information Like Other Resources?

Information Has Value and Needs to Be Deliberately Managed

Human Resources  Financial Resources  Information Resources
What impact do data quality and governance have on the organization? On me? On my responsibilities? Why do they matter?

- These are the right questions!
- But historically they have been difficult to answer
- We will discuss how to answer these questions by assessing business impact (value) of information/data quality and data governance

Where to Assess Business Impact

- All information has a life cycle – Plan, Obtain, Store and Share, Maintain, Apply, Dispose (POSMAD)
- Focus on activities in the Apply phase of the information life cycle POSMAD and look at how the information is used
- There is also business impact when costs are created due to poor quality data
- Impact to the Apply stage usually shows the greatest value from data quality

Value
Value of the data or information is determined by how the information is used. Business only receives value from information when it is applied.

Quality and Cost
Data and information quality are impacted by activities in each of the life cycle phases. Poor data quality increases costs.
The Ten Steps™ Methodology

Framework for Information Quality and Other Key Concepts

Ten Steps Process

- Provides the foundation for understanding information and data quality
- Concrete instructions for implementing, improving, and creating data quality
- Necessary fundamentals to apply the Ten Steps process to your specific situation
- Process for implementing framework and key concepts
- Contains examples, templates, techniques, and advice

The Ten Steps™ Used in the Case Study

1. Define Business Need and Approach
2. Analyze Information Environment
3. Assess Data Quality
4. Assess Business Impact
5. Identify Root Causes
6. Develop Improvement Plans
7. Prevent Future Data Errors
8. Correct Current Data Errors
9. Implement Controls
10. Communicate Actions and Results

Focus of this presentation

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After Concepts Comes Action

I have been impressed with the urgency of doing. Knowledge is not enough; we must apply. Being willing is not enough; we must do.

— Leonardo da Vinci

• Foundational Concepts
• Ten Steps™ Process Used in the Case Study
  • Case Study – Sallie Mae
  • Summary and Next Steps

TEN STEPS™ PROCESS USED IN THE CASE STUDY
Preparing to Assess Business Impact

• State what you are trying to accomplish overall with your data quality initiative and why
• Describe what is within scope of your business impact assessment. (Start at a high level and move to more detail as needed.)
  – Data and information
  – Processes
  – People and organizations
  – Technology
• Connect business needs to data (see technique on following slide)
• Have enough background to be able to describe your situation and needs
• This will guide your decisions and actions throughout assessing the business value
Danette’s Connect-the-Dots Technique
Business-to-Data and Data-to-Business

Business Needs:
• Goals
• Strategies
• Issues
• Opportunities
• Why

Processes
• People/ Organizations
• Technology
associated with business needs

Information that supports processes, people/ organizations, or is used in the technology

Data that makes up the information

Data associated with the business needs

Best Practice

• Do not skip these steps!
  • Step 1 - Define Business Need and Approach
  • Step 2 - Analyze Information Environment

• This presentation is focused on Step 3 – Assess Business Value, but this assessment cannot be done well without first doing Steps 1 and 2.

“Just enough planning to optimize results. Not a drop more! … But not a drop less either.”

– Kimberly Wiefling, in Scrappy Project Management™:
The 12 Predictable and Avoidable Pitfalls Every Project Faces

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Step 4 – Assess Business Impact

1. Define Business Need and Approach
2. Analyze Information Environment
3. Assess Business Impact
4. Identify Root Causes
5. Develop Improvement Plans
6. Correct Future Data Errors
7. Prevent Future Data Errors
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You Are Here

Focus of this presentation

Business Impact Techniques

Quantitative and qualitative techniques for assessing the impact of data quality on the business

<table>
<thead>
<tr>
<th>Business Impact Techniques</th>
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<tbody>
<tr>
<td>1. Anecdotes</td>
</tr>
<tr>
<td>2. Usage</td>
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<tr>
<td>3. Five “Whys”</td>
</tr>
<tr>
<td>4. Benefit vs. Cost Matrix</td>
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<tr>
<td>5. Ranking and Prioritization</td>
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<tr>
<td>6. Process Impact</td>
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<tr>
<td>7. Cost of Low Quality Data</td>
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<tr>
<td>8. Cost-Benefit Analysis and ROI</td>
</tr>
</tbody>
</table>

Continuum of Relative Time and Effort

Less Time/ Less Complex: 1 2 3 4 5 6
More Time/ More Complex: 7 8
### Business Impact Techniques Brief Definitions

<table>
<thead>
<tr>
<th>Technique</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Anecdotes</td>
<td>Collect examples or stories of the impact of poor data quality.</td>
</tr>
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<td>2 Usage</td>
<td>Inventory the current and/or future uses of the data.</td>
</tr>
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<td>3 Five “Whys”</td>
<td>Ask “Why” five times to get to real business impact.</td>
</tr>
<tr>
<td>4 Benefit vs. Cost Matrix</td>
<td>Analyze and rate the relationship between benefits and costs of issues, recommendations, or improvements.</td>
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<td>5 Ranking and Prioritization</td>
<td>Rank impact of missing and incorrect data to specific business processes.</td>
</tr>
<tr>
<td>6 Process Impact</td>
<td>Illustrate the effects of poor quality data to business processes.</td>
</tr>
<tr>
<td>7 Cost of Low Quality Data</td>
<td>Quantify the costs and revenue impact of poor quality data.</td>
</tr>
<tr>
<td>8 Cost-Benefit Analysis</td>
<td>Compare potential benefits of investing in data quality with anticipated costs through an in-depth evaluation. Includes Return on Investment (ROI) – profit from an investment as a percentage of the amount invested.</td>
</tr>
</tbody>
</table>

Choosing Which Techniques to Use

- Use the techniques that best fit your situation, time, and resources available
  - Many of the techniques work together or can be used alone
- The continuum shows relative effort – not relative results:
  - You can understand business impact even without completing a full cost/benefit analysis
  - Less complicated does not necessarily mean less useful results
  - More complex does not necessarily mean more useful results
  - The best results come from using the techniques most appropriate to your situation

Continuum of Relative Time and Effort

<table>
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<td>1 2 3 4 5 6</td>
<td>7 8</td>
</tr>
</tbody>
</table>
Using Business Impact Results

Use results from assessing business impact to:
• Establish the business case for information quality
• Gain support for investing in information quality
• Determine the optimal level of investment

At any time, you may need to assess business impact to gain or sustain support.

Best Practices

• You don’t always have to do an in-depth analysis to get good results
• You may take only one aspect of the examples or one event and still get actionable information
• Extend results of qualitative business impact techniques with additional research to gather and calculate numbers (for example, quantify the process impact)
Steps 9 and 10 – Implement Controls and Communicate

1. Define Business Need and Approach
2. Analyze Information Environment
3. Assess Data Quality
4. Assess Business Impact
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Metrics

- Metrics are useful for
  - Replacing opinions with facts
  - Determining where to focus resources and efforts
  - Identifying sources of problems
  - Confirming the effectiveness of solutions
  - Encouraging behavior that support business objectives through information quality

- When planning your metrics be clear about
  - Your goals for using them
  - Actions that will/should result from what the metrics tell you
  - Their impact on the business and individuals' behavior

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### Metrics – Levels of Detail

<table>
<thead>
<tr>
<th>Level</th>
<th>Audience</th>
<th>What it provides</th>
</tr>
</thead>
</table>
| Summary or dashboard level   | Management is the primary audience, so integrate your data quality metrics into other business dashboards for best results. Resources for designing an effective dashboard for your information metrics:  
  • Information Dashboard Design by Stephen Few (O’Reilly)  
  • Performance Dashboards by Wayne W. Eckerson (Wiley). | Easy visual glance at and interpretation of metrics such as targets, actual data quality, and status.  
  Status indicates the condition of the metric in easy-to-understand terms and should drive action. For example:
  • Green = results meet or exceed target  
  • Yellow = results fail target or unfavorable trend  
  • Red = results well outside of tolerance limits or drastic unfavorable change |
| Drilldown                    | Managers interested in next level of detail. Other individual contributors such as data or business stewards who want a summarized view of the detail. | A mid-level view that provides additional information about the dashboard metrics such as trends and history.  
  This is useful to show more about the dashboard numbers—but not in excruciating detail. |
| Detailed reports             | Project or functional teams which use them to monitor and fix data. Detailed reports are not normally viewed by management, but should be available if questions arise. | Detailed measurements and actual records from which the metrics are summarized.  
  Actual records with exceptions to the data quality test so teams can correct the data.  
  Input for root cause and continuous improvement. |

### Full-circle Communications

- Communications take a “full-circle” approach by ensuring **relevant** communications and interaction with **appropriate** audiences
- Consider:
  - Upward to management to your direct reporting chain and their peers
  - Downward to those in the direct reporting chain and their peers
  - Out to colleagues
  - Within the internal data organization
Communication Plan

<table>
<thead>
<tr>
<th>Audience</th>
<th>Message and Desired Action</th>
<th>Trigger</th>
<th>Communication Vehicle</th>
<th>Development</th>
<th>Delivery</th>
<th>Other Action</th>
<th>Target Date</th>
<th>Complete Date</th>
</tr>
</thead>
</table>

- Build your plan early in your project or initiative
- Start with what you know. For example, start by listing:
  - Communication vehicles in your organization OR
  - All your audiences OR
  - Specific messages and desired action
- Modify the template to meet your needs
- Use, update, and refer to your plan to remind you to communicate
- Capture results, feedback and action items from your communications – and follow-up

Communication Differences

- How can understanding these differences help you communicate more effectively?

Manager and Executive: Broad and Less Deep

Individual Contributor: Focused and Deep

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Best Practice

- Key decision - choose the right level of detail for each step chosen and your various communications. What is the right level of detail?
  - It depends … on where you are, where you want to go, your concerns, your audience. Sometimes you need:

  - World View
  - Country Map
  - State/Area Map
  - Street Detail

CASE STUDY – SALLIE MAE

- Foundational Concepts
- Ten Steps™ Process Used in the Case Study
  Case Study – Sallie Mae
  - Summary and Next Steps
**The Ten Steps™ Used in the Case Study**

1. Define Business Need and Approach
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Focus of this presentation

**Sallie Mae Background**

- Sallie Mae is the nation’s leading provider of saving, planning and paying for education programs. Since its founding more than 35 years ago, the company has invested in more than 31 million people to help them realize their dreams of higher education.

- Sallie Mae manages $188 billion in education loans and serves 10 million student and parent customers. Through its Upromise affiliates, the company also manages more than $19 billion in 529 college-savings plans, and is a major, private source of college funding contributions in America with 11 million members and more than $500 million in member rewards.
### Data Management Strategy Timeline

<table>
<thead>
<tr>
<th>Data Governance and Data Quality</th>
<th>Metadata Management</th>
<th>Data Architecture and Design</th>
<th>Data Management Services Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDD Project</td>
<td>Centralized Data Design and Repository</td>
<td>Physical Data Models</td>
<td>Data Management Services – Operational Support</td>
</tr>
<tr>
<td>DG Program Design</td>
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<td>7 DE Project</td>
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<td>Centralized Data Design</td>
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<td>DG Program</td>
<td>DG Program</td>
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<td>DG Program Implementation</td>
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</table>

* Models evolve with Sallie Mae business

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### How DQ Fits into the Enterprise Data Management Strategy

**Data Governance**
- Provides the creation of management structure for policies and rules governing enterprise data
- Implement necessary tools to automate process

**Metadata Management**
- Provides documentation of all aspects of the business and technology components of enterprise data
- Includes repository building, defining standards, architecture, maintenance process, tool selection & implementation

**Data Architecture & Design**
- Design, development and maintenance of data models at the business context, conceptual, logical and physical level
- Represents the data entities, their relationships, attributes, structure and usage

**Data Management Services**
- Provides capabilities to support comprehensive EDM services

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**Data Management Services Definition**

- Integration
- Consolidation
- Access
- Movement
- Synchronization
- Transformation
- Matching
- Re-platforming
- Quality
- Analysis
- Exception Handling
- Mapping & Conversion
- Security
- Testing Support
- Backup & Recovery
- Performance Management
Data Quality – How We Got Here

March – July 2006

November 2006 – March 2007

October - December 2009

July - December 2010

This presentation

August – October 2006

April 2007

January – June 2010

Business Impact Techniques Used in Case Study

1. Anecdotes: Collect examples or stories of the impact of poor data quality.
2. Usage: Inventory the current and/or future uses of the data.
3. Five “Why’s”: Ask “Why” five times to get to real business impact.
4. Benefit vs. Cost Matrix: Analyze and rate the relationship between benefits and costs of issues, recommendations, or improvements.
5. Ranking and Prioritization: Rank impact of missing and incorrect data to specific business processes.
7. Cost of Low Quality Data: Quantify the costs and revenue impact of poor quality data.
8. Cost-Benefit Analysis: Compare potential benefits of investing in data quality with anticipated costs through an in-depth evaluation. Includes Return on Investment (ROI) – profit from an investment as a percentage of the amount invested.
Using Technique 1 - Anecdotes

1. Collected examples using Ten Steps™ Anecdote template

<table>
<thead>
<tr>
<th>Type</th>
<th>Date</th>
<th>People</th>
<th>Process</th>
<th>Technology</th>
<th>Resource</th>
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</thead>
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</tbody>
</table>

Impact/quantity/revenue/percentage

Initial recommendations or next steps:

Prepared by:

Submitted:

2. Compiled and summarized examples

- Increase Revenue
  - Facilitates specific product line ahead of time
  - Increases overall performance record, increase on return of our volume
  - Increase volume available for the PUT process and tools

- Manage Cost and Complexity
  - Decrease data reconciliation efforts and internal workarounds
  - Reduce operational costs
  - Set the stage for Service Oriented Architecture (SOA)
  - Implement enterprise architecture improvements (e.g., process matching)

- Reduce Risk and Support Corporate Compliance Initiatives
  - Address the enterprise data elements, resulting in improved quality and reduced risk management, and concerns regarding legal, compliance, and fiduciary issues
  - Improve identification and documentation of identity fraud

3. Further summarized for management presentation

Using Technique 3 – Five “Whys” for Business Impact

From asking the questions …

- Issue: We have inconsistent benefit profiles
- Why does that matter?
  - It means there will be inaccurate benefits on the loans
- Why does that happen?
  - This means SLM has to spend time correcting the loans
- What does that affect?
  - It means that loans were delayed from going through the PUT process
- What difference does that make?
  - This decreased our revenue by increasing our funding costs

... to presenting results

How Do Data Quality Issues Impact SLM?

- Revenue Impact
  - Inconsistent benefit profiles
  - Inaccurate benefits on loans
  - Increased cost of quality, being added to PUT process
  - Decreased revenue by increasing funding costs

- Increased Cost and Complexity
  - Streamlined and simplified data between SLM and PUT processes
  - Increased and automated processing costs and overhead
  - Reduced cost of quality and manual processes

- Increased Risk and Lack of Compliance
  - Increased inefficiency in PUT processes
  - Additional compliance costs and reduced productivity

NOTE: If there had been an employee on 365 and value placed on the information resources, these situations could have been avoided.
Best Practice

• Use the following fundamental techniques together with most of the other business impact techniques. Improve your ability to:
  • Collect and tell stories (Technique 1 – Anecdotes)
  • Ask the next deeper question (Technique 3 – Five “Whys” for Business Impact)

Business Value and Metrics

• Three categories of metrics are being reported
  – State of Data Quality
  – Business Value from Data Quality
  – Data Quality Program Performance
• For each category, a dashboard level status is summarized from detailed reports
• Drilldown information is included as appropriate for the specific metric
Applying Business Value Techniques

2 – Usage, 5 - Ranking and Prioritization, 7 - Cost of Low-Quality Data

- The SLM Data Quality Pilot team worked with the Data Governance (DG) Council to
  - Prioritize the top data elements to be monitored for the State of Data Quality metrics
    - A Word document captured the Council’s first set of elements to be considered for monitoring
    - Some could not be monitored because the data was not available
    - Result was a list of 10 data elements/metrics to be monitored
  - Complete an initial survey to understand which Lines of Business (LOB) were impacted by data issues
    - Put a check mark to indicate which Lines of Business are impacted by the data issue represented by the metric
- The initial 10 metrics became 22 business rules (BRs) to be monitored for data quality and to assess business value (BV)
### Initial Survey - Compiled Results

<table>
<thead>
<tr>
<th>Metric Number</th>
<th>LOB 1</th>
<th>LOB 2</th>
<th>LOB 3</th>
<th>LOB 4</th>
<th>LOB 5</th>
<th>LOB 6</th>
<th>LOB 7</th>
<th>LOB 8</th>
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</thead>
<tbody>
<tr>
<td>Respondent Name</td>
<td>Metric Definition</td>
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### Interviewing for Business Value – Prep and Logistics

- Used lists of typical categories of impacts due to poor quality data (see next 2 slides) to develop a list of “Typical Costs Due to Poor Quality Data” using Sallie Mae wording and descriptions
- Developed BV categories and definitions which were based on Sallie Mae’s operating budget chart of accounts
  - Revenue Generated (e.g. decreased write-offs; funding impact)
  - Costs Avoided (e.g. staff costs)
  - Intangible Benefits (other benefits that cannot be quantified)
- Mapped the Sallie Mae typical costs lists to the BV list
- Used the typical costs list to develop a questionnaire used in interview
  - Phone interviews held over several weeks with the DG Council and others from the LOBs impacted by the business rules to be monitored
  - Notes captured in word docs using the questionnaire template
  - Results for each Business Rule compiled from individual interviews
- Prepared participants so they came prepared to participate
### Cost of Low Quality Data (1)

**Process Failure Costs**
- Irrecoverable costs
- Liability and exposure costs
- Recovery costs of unhappy customers

**Information Scrap and Rework Costs**
- Redundant data handling and support costs
- Costs of hunting or chasing missing information
- Business rework costs
- Workaround costs and decreased productivity
- Data verification costs
- Software rewrite costs
- Data cleansing and correction costs
- Data cleansing software costs

**Lost and Missed Opportunity Costs**
- Lost opportunity costs
- Missed opportunity costs
- Lost shareholder value

Source: Larry P. English, "Improving Data Warehouse and Information Quality"

### Cost of Low Quality Data (2)

**Hard Impacts** – effects can be estimated and/or measured:
- Customer attrition
- Costs attributed to error detection
- Costs attributed to error rework
- Costs attributed to prevention of errors
- Costs associated with customer service
- Costs associated with fixing customer problems
- Time delays in operation
- Costs attributable to delays in processing

**Soft Impacts** – clearly evident and have an effect on productivity, but are difficult to measure
- Difficulty in decision making
- Costs associated with enterprise-wide data inconsistency
- Organizational mistrust
- Lowered ability to effectively compete
- Data ownership conflicts
- Lowered employee satisfaction

Source: David Loshin, “Enterprise Knowledge Management: The Data Quality Approach”
Sample - Typical Costs Due to Poor Quality Data and BV Categories

<table>
<thead>
<tr>
<th>Typical Costs Due to Poor Data Quality</th>
<th>Typical Costs Short Description</th>
<th>Mapping to BV Categories</th>
</tr>
</thead>
</table>
| Lost or Missed Opportunities in the LOB | Lost or missed opportunities within Marketing, Collections, etc. | • Funding Impact  
• Decreased Write-offs  
• Increased Loan Volume  
• Intangible |
| Workaround Costs and Decreased Productivity | Poor data quality causes manual workarounds to correct the data or deal with the incorrect data. | • Staff Costs  
• Personnel and Development  
• Office Operations  
• Computer Operations |
| Etc. | Etc. | Etc. |

BV Category for the Dashboard | BV Category Short Description
---|---
Revenue Generated | Non-operating expense income statement impacts as a result of improvements in data quality due to the data quality program
Funding Impact | Lower interest expense due to more favorable funding facility
Etc. | Etc.
Costs Avoided | Costs avoided (operating expenses) as a result of improvements in data quality due to the data quality program.
Staff Costs | Salaries, overtime, benefits
Etc. | Etc.
Intangible Benefits | Other benefits that cannot be quantified (avoiding organizational mistrust, lower employee morale, customer dissatisfaction, regulatory or compliance risk, lower ability to effectively compete. Impact to shareholder value)

Interviewing for Business Value (BV) – The Interviews

- Interviews – multiple interviews and follow-up emails to
  - Determine typical costs due to poor quality data using questionnaire
  - Determine BV intangibles
  - Discuss BV calculations
  - Rank impact to processes:
    - High - complete failure of the process or unacceptable financial, compliance, legal, or other risk is highly likely
    - Medium – Process will be hampered and significant economic consequences will result
    - Low – Minor economic consequences will result
  - Review initial DQ results, if available
  - Set status criteria ranges. What percentage DQ results will equal
    - Green – Results met target
    - Amber – Results failed target or unfavorable trend
    - Red – Unacceptable results
- Add BV information to dashboard and documentation
- We will be able to combine meetings for the next set of data to be monitored because of the experience from this first time
Dashboard - Reporting the Metrics

From concept …

… to reality

Each section has the ability to drilldown and select information based on business rules or line of business

• Foundational Concepts
• Ten Steps™ Process Used in the Case Study
• Case Study – Sallie Mae

SUMMARY
What We Covered Today

Ten Steps Used for Business Value

Business Impact Techniques

Case Study - Ten Steps and Techniques Used to Assess and Report Business Value

Best Practice

What you learned today will apply to any:

Organization:
- For-profit businesses
- Government agencies
- Educational institutions
- Healthcare
- Non-profits and charities

Data Subject Area:
- Customer
- Order Management
- Sales
- Marketing
- Finance
- Procurement
- Manufacturing
- Human Resources
- Etc.

Category of Data:
- Master data
- Transactional data
- Reference data
- Metadata
Guidelines for Applying the Methodology

- **Relevant.** Ensure your work is associated with the business issue to be resolved
- **Pick-and-choose.** Select only those steps applicable to your project
- **Level of detail.** Start at a high level and go to more detail only if needed
- **Scale.** Use for one-person few week project to a several-month project with project team. Use in your individual work
- **Reuse (80/20 rule).** Bring together existing knowledge in such a way that you can understand it better. Supplement existing material with original research only as needed
- **Tool independent.** Make better use of the tools you have

Taking Action

- Apply what you have learned
  - Indicate the Ten Steps and business impact techniques most useful for your situation – and why
  - How can you include them in your program, projects or individual activities?

- What are your next steps?
  - This week
  - Next Monday
  - Next month
Your Next Steps

Start where you are
Use what you have
Do what you can

—Arthur Ashe

Additional Resources

• Contact Danette McGilvray (danette@gfalls.com) for consulting, presentations, training, and focused workshops to solve specific issues related to data quality and governance. See www.gfalls.com

• Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™ by Danette McGilvray (Morgan Kaufman Publishers, Copyright 2008 Elsevier Inc.) Available at Amazon.com or your favorite bookseller. E-book also available at: https://elsevierdirect.vitalsource.com/elsevierdirect

• See http://tensteps.gfalls.com for:
  – Downloadable pdfs of the Framework for Information Quality, data quality dimensions, business impact techniques, The Ten Steps process and more
  – Templates described in the book
  – Additional web resources
Feel free to contact me if you have comments or questions: danette@gfalls.com

THANK YOU!

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The information contained in this presentation is not comprehensive, is subject to constant change, and therefore should serve only as general, background information for further investigation and study related to the subject matter and the specific factual circumstances being considered or evaluated. Nothing in this presentation constitutes or is designed to constitute legal advice.
Abstract

Awareness of any data quality issue immediately leads to questions such as "What impact does information quality have on the business?" and "Why does data quality matter?" Historically it has been difficult to answer these and demonstrate the value of information quality.

This presentation provides an overview of business impact techniques which are qualitative and quantitative methods for determining the effects of information quality on any organization. These approaches can be used in many situations – whether you are beginning an information quality program, implementing a data-quality focused project, including data quality in another project or methodology, or are an individual tasked with responsibilities in these areas. Techniques are applied based on need, time and resources available.

A case study shows how a variety of the techniques were used to develop and present the “Business Value from Data Quality” at Sallie Mae, a Fortune 500 company and the United State’s leading provider of saving, planning, and paying for education programs.

Your Presenter

Danette McGilvray is president and principal of Granite Falls Consulting, Inc., a firm that helps organizations increase their success by addressing the information quality and data governance aspects of their business efforts. Focusing on bottom-line results, Danette helps organizations enhance the value of their information assets by naturally integrating information quality management into the business. She also emphasizes communication and the human aspect of information quality and governance.

Danette is the author of *Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™* (Morgan Kaufmann, 2008). Her Ten Steps™ approach to information quality has been embraced as a proven method for both understanding and creating information and data quality in the enterprise. Her book is used as a textbook in UALR’s Information Quality graduate programs. The Chinese-language edition will be available June 2011.

In 2009, she received the Professional Achievement Award from the Jon M. Huntsman School of Business at Utah State University in Logan, Utah. She has contributed articles to various industry journals and newsletters and has been profiled in PC Week and HP Measure Magazine. She was an invited delegate to the People’s Republic of China to discuss roles and opportunities for women in the computer field. See more at [www.gfalls.com](http://www.gfalls.com).