Attention to "language" is critical. Where/how is the bridge between business & technical terminologies?

As it relates to DCAM, over the past four years, EDM Council member teams have developed standard data management terminology available in the DCAM Business Glossary. This terminology is used consistently across DCAM and all DCAM-based best practices.

In the context of the DCAM capabilities, within the Business & Data Architecture Component, the principle of Business Element and Data Element is defined. The business process that creates the data is accountable for the Business Element, a logical definition of all the business requirements for data captured as Business metadata. Correspondingly, the Data Architecture function is accountable for translating the business requirements for data into data requirements. The Technology function can then take the business process requirements and the data requirements and design the Data Element, the physical instantiation of the data, and record this design as the Technical metadata.

Do you see different challenges arising with creating a data culture in an organization following COVID pandemic given many staff are now working remotely? How do we respond to fact that more people will now be remote so some of the engagement approaches we have previously used may not be so effective?

We need to remove the word "data" from your question. This is a challenge for all organizations. Having said that, as data professionals, we should always strive to use factual information rather than anecdotes so perhaps we are better placed than some to carefully consider the data around our organizational cultures and adapt accordingly.
JB: The challenge I see in remote work is the absence of ad hoc Q/A when it comes to handling data. In person, people can confirm if the processes they are using when handling information is correct or not. Without that immediate feedback, there is the risk with remote work that people with 'just do it' (right or wrong). If you agree with this concern, then you'll understand that data management training and ‘awareness’ will be even more important as we adjust to this new working norm. Staff will inherently need to know how to handle the organization’s data assets in a manner that is aligned to best practices, and do so as business as usual.

**How have you solved the problem of legacy data systems that prevent good data management / models etc., whilst avoiding a data "swamp" from the "tech solution" of an EDH (Enterprise Data Hub)?**

Two aspects here.

Firstly, legacy data systems do present a challenge in terms of embedding good data management. However, they do not prevent us from properly documenting metadata or wrapping best practices around older systems and technology. Many of the challenges around data management are process-based rather than technology-based so that you can make good progress with data management, even with a legacy data landscape. Our advice is to draw a line and move forward by tackling all onward data changes. You can then retrospectively address legacy systems given time and budget to do so.

On the "data swamp," there are no excuses here. These are only created by neglecting best practice data management and a choice for every organization. You can do this right, or you can do it quickly, be tech-focused, and do it wrong, with the result is often a "data swamp." Schema-on-read technologies exacerbate this problem, but this is not new; you can create a "data swamp" in a conventional data warehouse, too, if you don't document what data you have, where it comes, what it means, etc. To avoid the "data swamp," you need to wrap data management processes around your data lake to ensure all data is documented, even in the raw data area.

**Is DCAM more successful in single location or is it scalable in multiple distributed locations?**

DCAM is a capability framework that can be executed centrally or federated. This structure should be defined in the organization's operating model, clearly stating what Data Management will be performed at each of the organization's operating levels (i.e., Enterprise, Regional, Operating Unit, Domain).

**Is there a standard for a "Data Management Framework"? i.e. we have DAMA and today I learnt about DCAM. Do enterprises have to evaluate various frameworks?**

There are several industry Data Management frameworks. One differentiator is that not all models include formally assessing the organization's capability against the model. DCAM is unique in that it has the Framework, Assessment, and a bi-annual industry benchmark study.
It is a fact that DM practices are being formally adopted in few organizations successfully; but, the majority of them are still doubting about investing resources to develop a DM capability. Any ideas on what can we do to solve this issue?

One of the top issues raised by EDM Council members is the lack of an industry-standard business case and ROI for Data Management. The Council is in the early stages of forming a member workgroup to inventory and vet an industry best practice.

**JB:** As mentioned, The Data ROI workgroup will be looking to define a standard approach to articulate a data program from the perspective of benefits realized and risks and costs reduced – an important tool for any data professional to half.

Additionally, it is important to **educate** senior management about the benefits associated with data management. The EDM Council has developed an executive training session for top executives and has been very successful in helping company’s CDOs to help ‘sell’ the importance of data management to the c-suite.

**Our IT gurus often talk about tech debt...when do we talk about information debt, and how do we estimate it?**

Conceptually, this question ties back to the question of ROI of Data Management. There has been some work across the industry to define how to establish an organization’s data asset valuation. The quality of that data should be one of the criteria for establishing the valuation. The higher the quality, the higher the valuation. The increased value would then be logically part of the ROI of Data Management.

**JY:** Data or information debt can also be addressed by thinking about data risk. How can you improve how risk across the traditional risk families is mitigated by introducing data and data risk concepts? Data debt may be due to inadequate controls to address data quality requirements or keeping data around that is not longer needed. By thinking about the risk these cases introduce, you can define tolerances and enhance to risk is measured (i.e. estimated)

3 customers have already asked me for industry specific maturity assessments. My response is that all the maturity models are on data management and industry agnostic. What’s your recommendation on the best way to go about answering this for stubborn customers?

You are right; Data Management is Data Management regardless of the industry. The DCAM v2 released in early 2019 removed all direct references to the financial service industry (FSI) for that very reason. In the past three years, the EDM Council has seen new membership growth from outside the FSI. One of the values of this is testing the FSI-based practices in other environments while also learning from those other industries' practices.

**To obtain the needed skills and resources, were any organizational changes made to get the right mix?**

Over the past ten years, the biggest organizational change is the evolution of Data Management, becoming the accountability of the Business function process that creates the data. Early Data
Management organizations were generally formed within the Technology function. In the latest EDM Council, Global Benchmark Survey, 28% of the Data Management executives report to the COO and another 15% report to the CEO. This shift in reporting was significant from the Technology function aligned reporting in the 2017 benchmark results.

**What are some unique things you do to promote data literacy?**
Embedding a data culture is all about education and communication. As data management professionals, we need to carefully think about our audience and how they can be educated on doing the right thing with data. It is not just about having the processes and tools in place; you need to find innovative ways of engaging your organization, especially those on the "business" side who create and maintain data every day. We've seen success with highly engaging, short videos that aim to drive good behavior by explaining bad practices' negative outcomes. People will watch a short video and often remember key points better than when reading procedures.

**What type of outcomes are you expecting to see when moving data management to the cloud?**
The EDM Council has an active global workgroup developing a DCAM-based capability assessment specifically for the cloud. The workgroup's goal is to define the "delta" of what is different about managing data in the cloud. There is a recognition that the basic blocking and tackling of managing data on-premises are no different in the cloud. However, the cloud presents an opportunity to standardize and automate many of those activities centrally.

**JB:** Additionally, this effort is affording all participants to step back and revisit data management best practices to ensure that these capabilities and skills are followed at the onset of each Cloud implementation – an opportunity to get these disciplines right at the beginning.

**Which program would you execute first: 1. Data Governance 2. MDM 3. Both parallel?**
**Condition:** The sponsor won’t be sponsoring for all program that you suggest.
Every organization asks this question at the time they adopt DCAM. The answer is that the seven components of DCAM are interdependent. The right question is how much of each component is required in phase one and the logical roadmap for evolving to the target-state Data Management capability defined in DCAM. Developing that roadmap and managing senior leadership expectations while delivering early value from the most important data to the organization are keys to the Data Management function's success.

**JB:** One word of caution – be careful not to "lead" with data governance. Programs that lead with policy, rules and restrictions ahead of communicating strategy and benefit usually do not succeed. Successful programs start with engaging key business and executive management to define the benefits, opportunities and risk mitigation that good data management hygiene provides. Successful programs often begin with a proof of concept – a small demonstrative exercise that provides tangible evidence of the broader benefits that can be realized. Consider this as you begin your data journey.
Is there a distinction between mainframe & PC data management?
No. Data Management is Data Management regardless of the technology on which the data is stored.

JB: This question has also been raised in our Cloud Data Management best practice work. And the answer is relatively the same. Best practices should be followed – regardless of data ‘on-prem’ or ‘in-cloud’. Yes, there are nuances with each infrastructure, and they should be addressed. But the fundamental basics of strategy, program, data design and definition, technology architecture, data quality and data governance are fungible across all platforms and all infrastructures.