# Practicing MDM in the Absence of an Enterprise MDM Solution

Michael Patrick Moran

"There are downsides to everything; there are unintended consequences to everything."
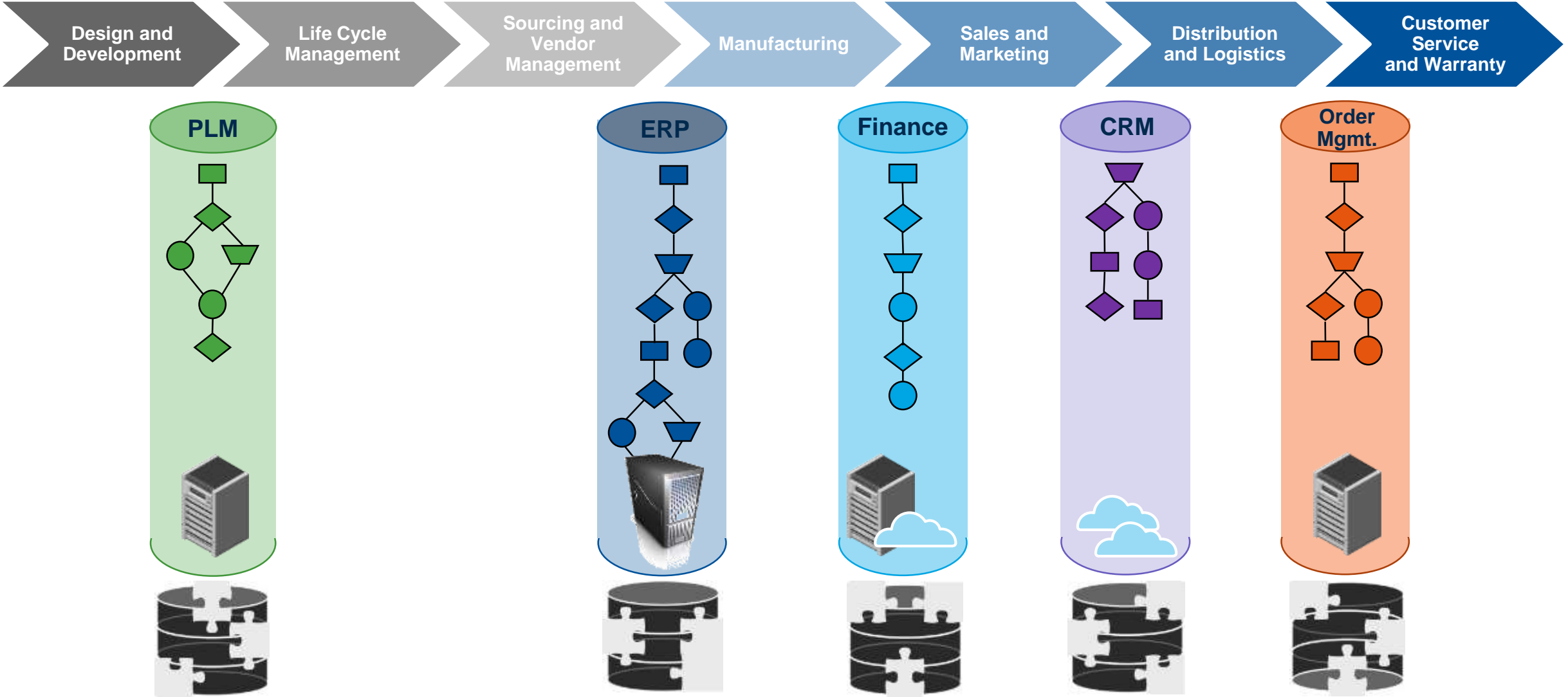
— *Steve Jobs*

Entrepreneur

# Key Issues

1. Why is MDM more than technology?

2. What are the critical path dependencies that enable successful MDM practice?

3. Can you make use of "enabling technologies" other than enterprise MDM solutions to support your MDM requirements?

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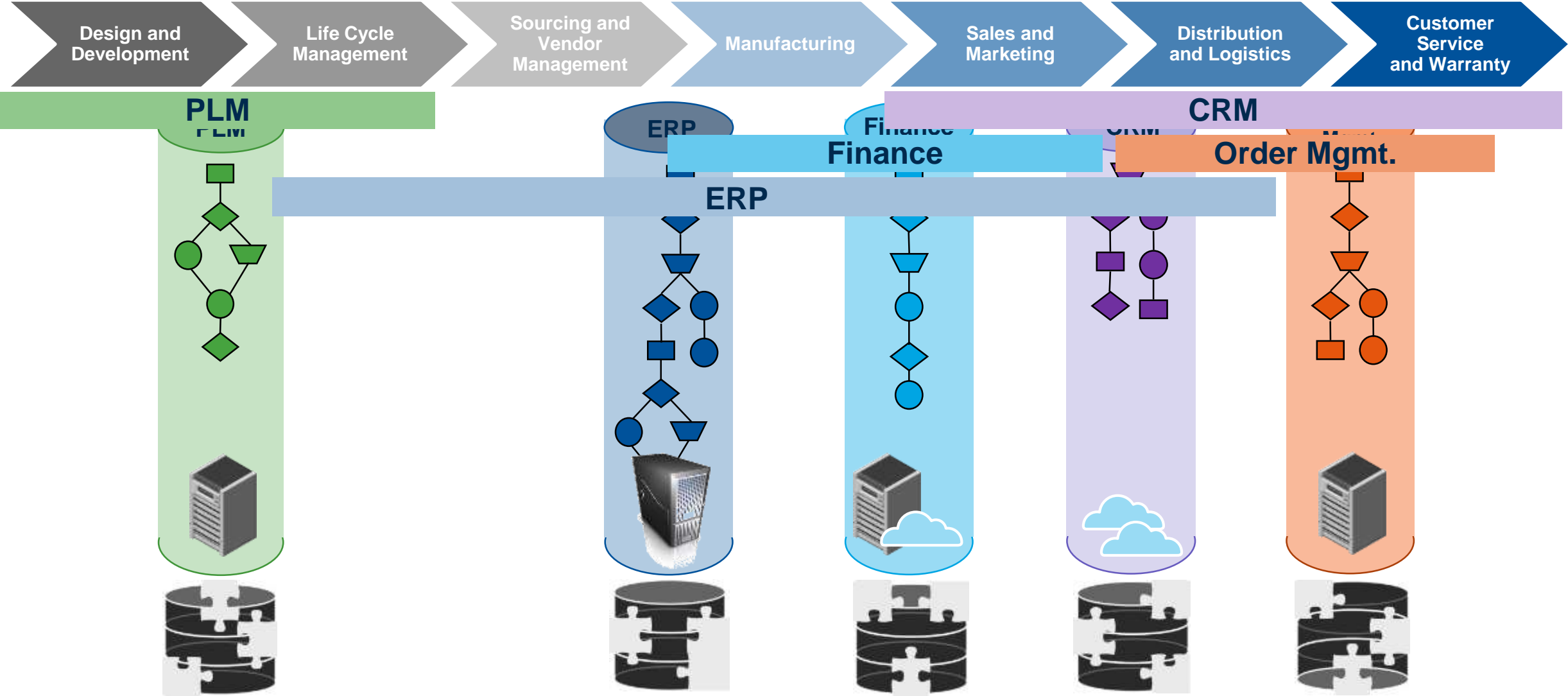
**Gartner**

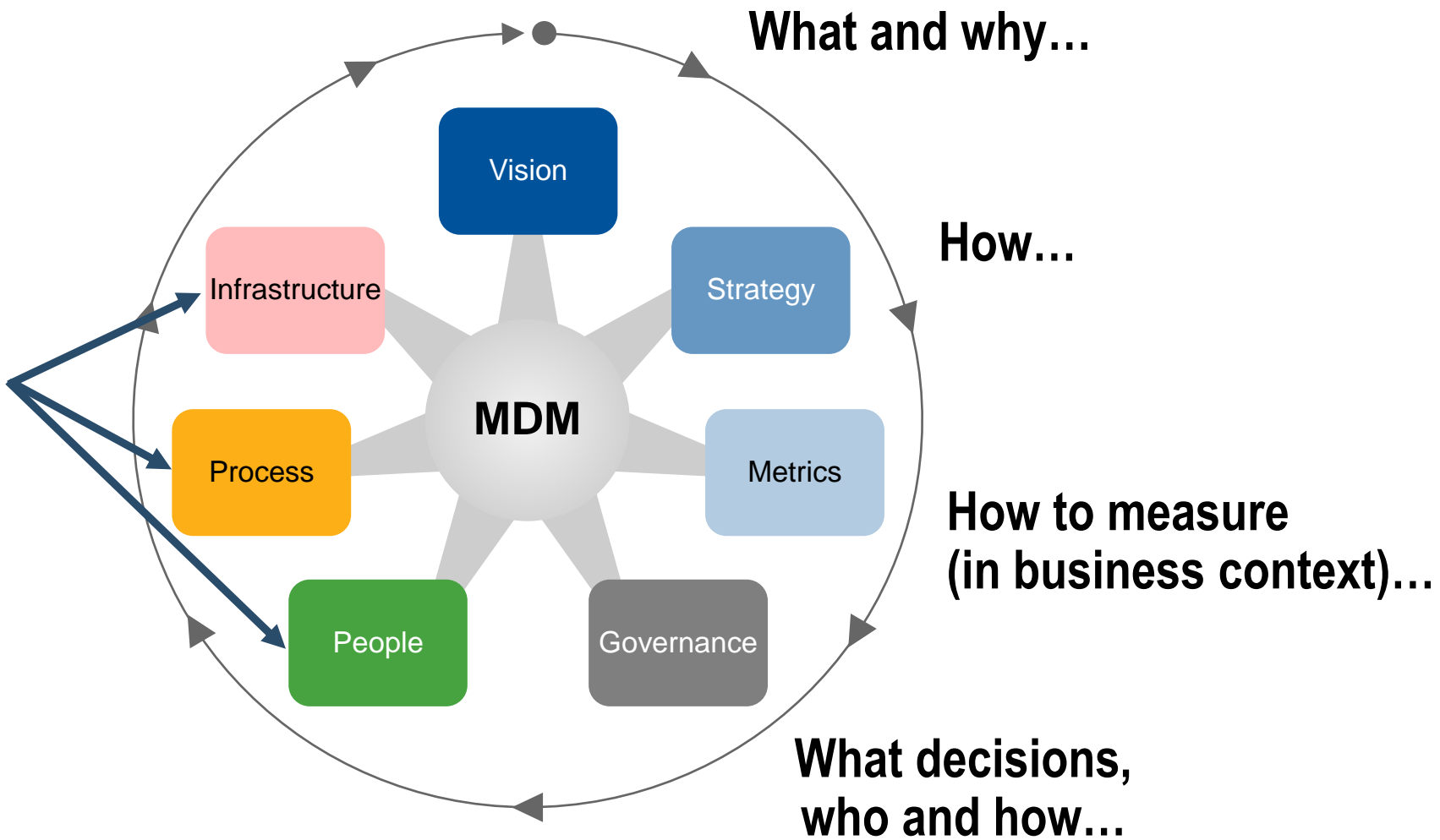# Organic Legacy — Application Centricity

# Agility Demands — Enterprise Centricity

# Master Data in Context
# Enterprise Information Management Framework

As you work through requirements for master data it will invariably lead you to …



**What and why…**

**How…**

**How to measure (in business context)…**

**What decisions, who and how…**

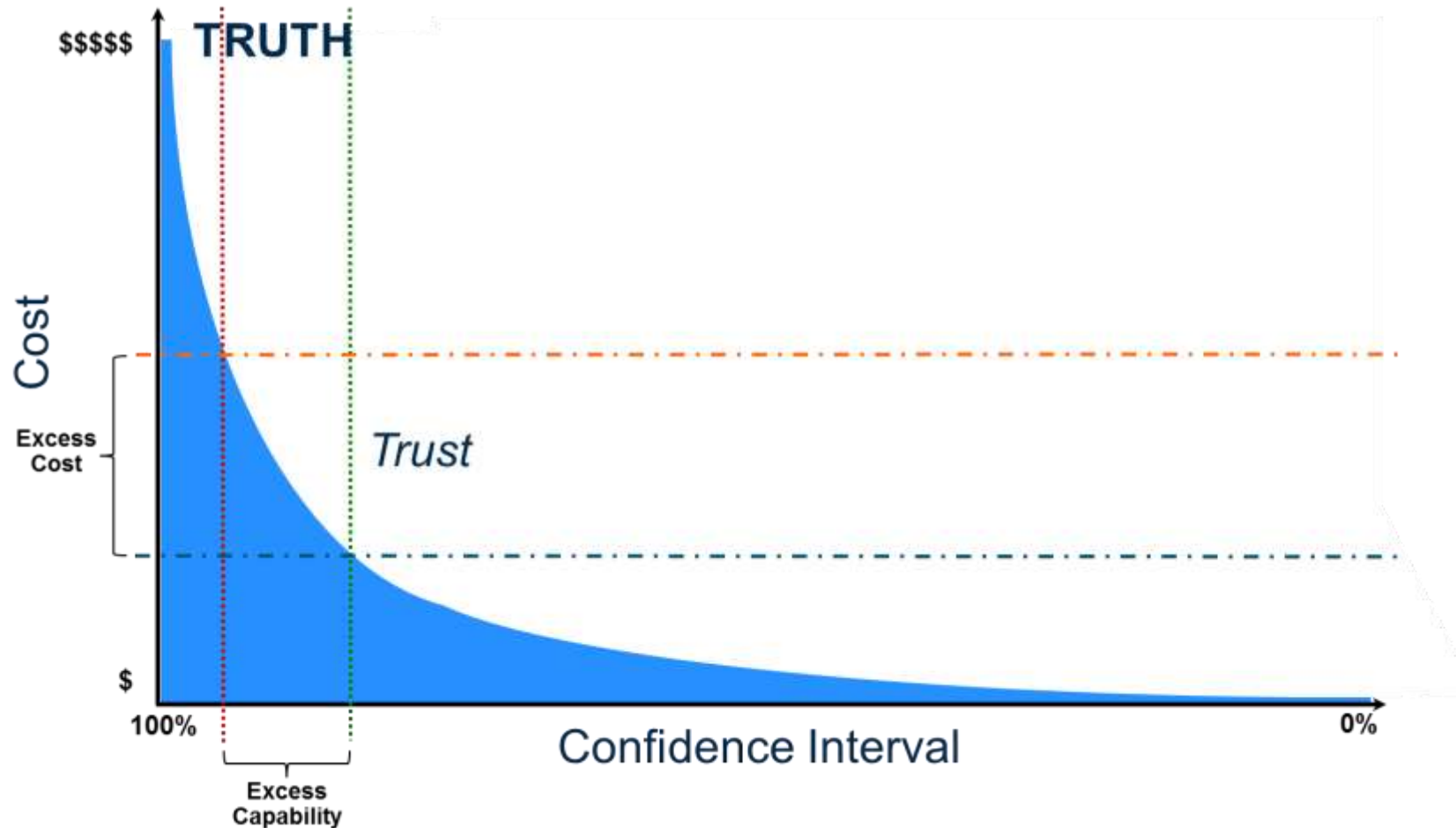Gartner.

# From Gartner IT Glossary

**Master data management** (MDM) is a technology-enabled discipline in which business and IT work together to ensure the **uniformity, accuracy, stewardship, semantic consistency and accountability** of the enterprise's official shared **master data** assets.

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# What Value (High-Quality, High-Integrity Data) Master Data?



Cost Benefit of Truth vs Trust

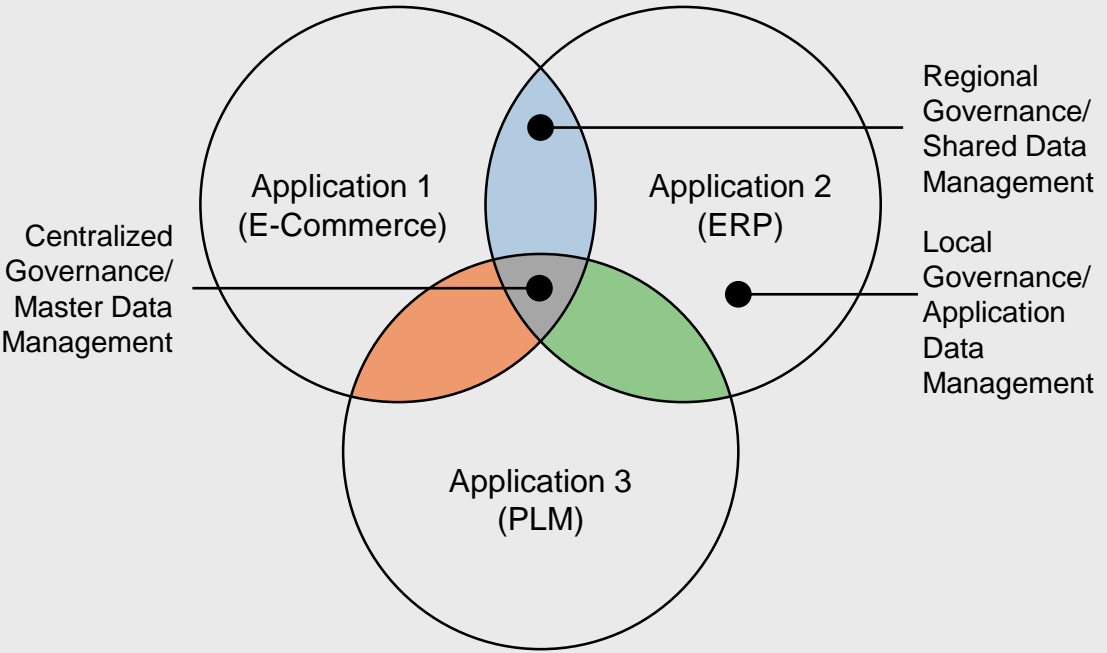**Gartner**

# Foundational Elements

## Data Quality

### Garbage in, Garbage Out



## Information Governance

### Three Rings of Governance



Regional Governance/ Shared Data Management

Centralized Governance/ Master Data Management

Local Governance/ Application Data Management

Application 1 (E-Commerce)

Application 2 (ERP)

Application 3 (PLM)

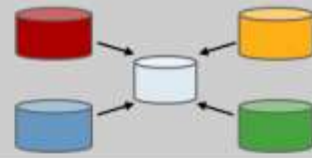**Gartner.**

# Information Governance in context of Business Requirements Will Lead to …
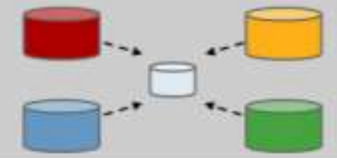
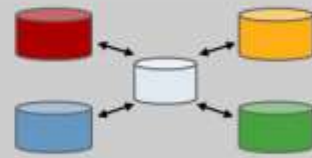## MDM Hub Implementation Style



**Consolidation**

Ideal for reporting or analytics that reside in a BI/data warehouse

**Registry**

Low-control, autonomous environments
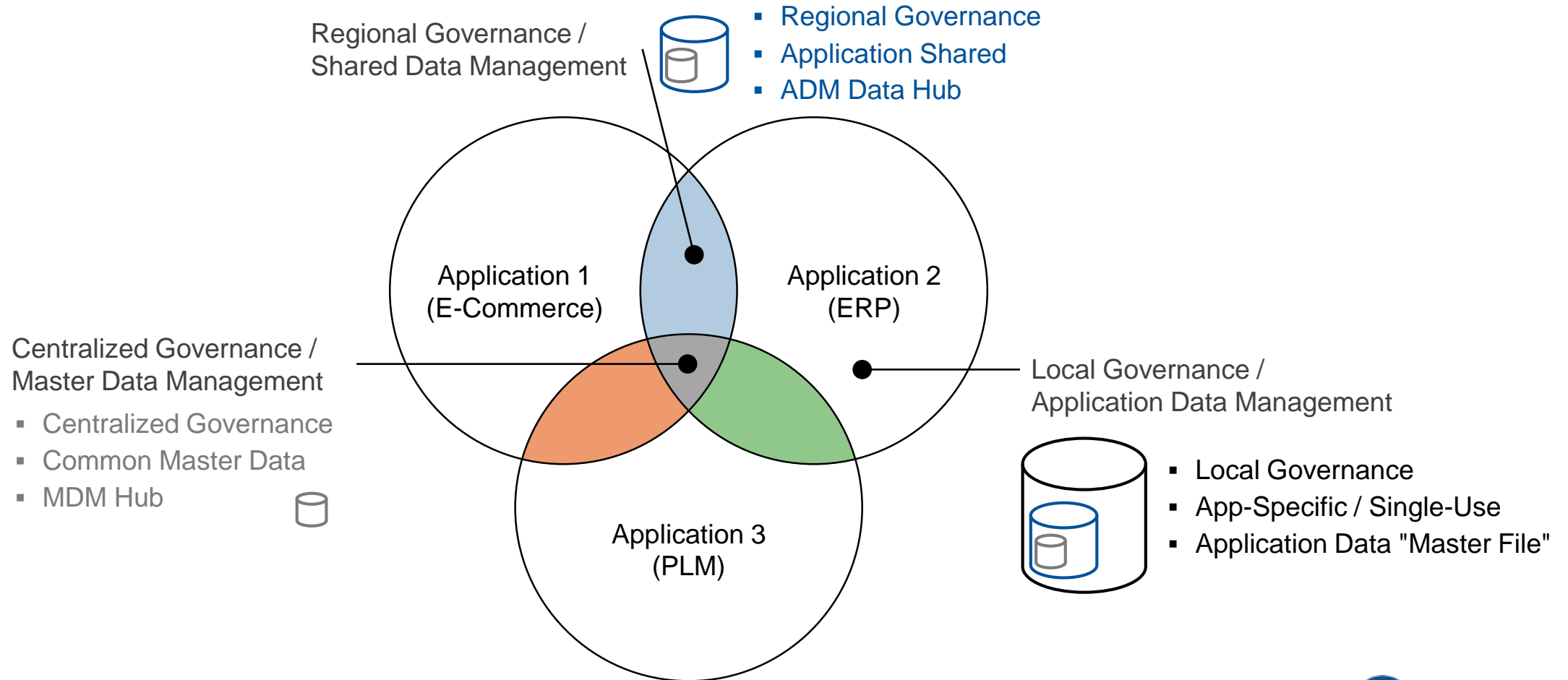
**Coexistence**

Large-scale distributed model

**Centralized**

High-control, top-down environments

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# Which Leads Us to Questions of Enabling Infrastructure ...



**Persistence of Data**

Regional Governance /
Shared Data Management

- Regional Governance
- Application Shared
- ADM Data Hub

Application 1
(E-Commerce)

Application 2
(ERP)

Centralized Governance /
Master Data Management

- Centralized Governance
- Common Master Data
- MDM Hub

Local Governance /
Application Data Management

Application 3
(PLM)

- Local Governance
- App-Specific / Single-Use
- Application Data "Master File"

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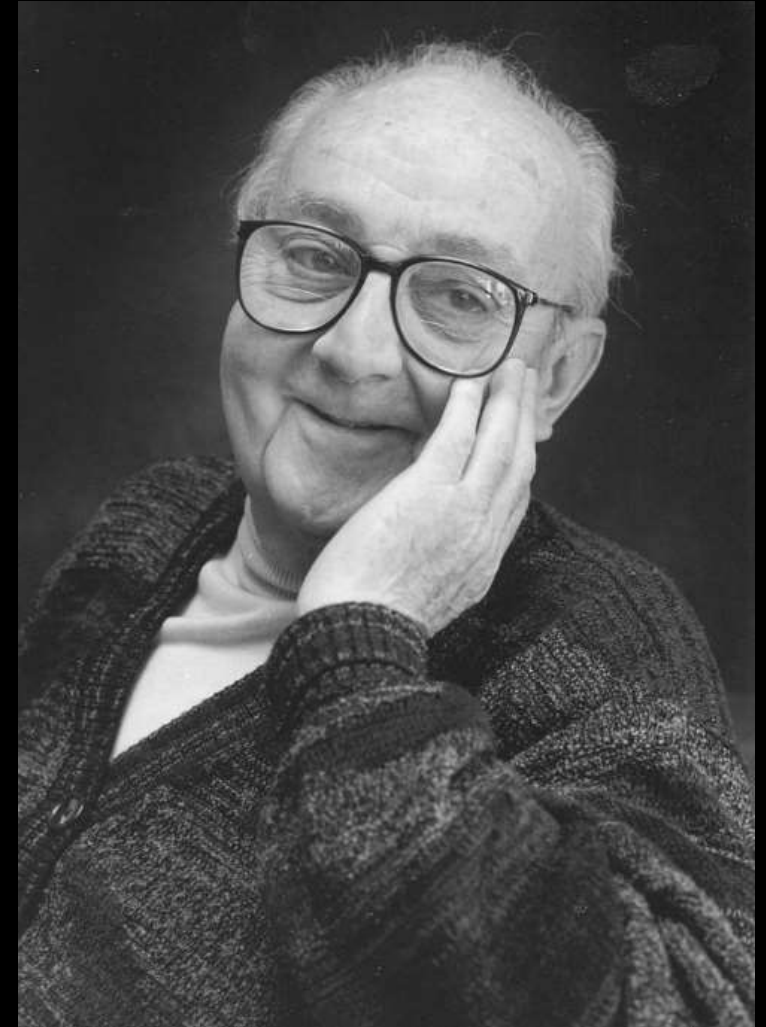
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# Yes … But

- Contingent upon organization's:

  - Need for master data

  - Complexity and robustness of master data requirements

- Criticality in understanding requirements and constraints:

  - Business

  - Organizational

  - People

  - Technical

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# Critical Dimensions Will Inform Capability Requirements

- Candidate master data objects — single or multidomain?

- Data architecture — asymmetric or symmetric?

- Heterogeneity of application landscape — need for application neutrality?

- Rights of authorship (aka "governance") — centralized or distributed?

- Complexity of scope — master data, application data, shared application data or what?

- Application- or platform-centric approach (… task vs. enterprise scope)?

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"All models are wrong but some are useful"

— *George Box*

Statistician

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# Consider Available Range of Enabling Technology Options

**Lesser** ⟵ **Organizational Impact / Cost** ⟶ **Greater**

| **Mashup/Portal** | **Data Warehouse** | **CRM, ERP or Vertical Industry System** | **Master Data Management Hub** |
|---|---|---|---|



🟢 Easy to create. Low cost and time to value.

🔴 Doesn't solve the data quality issues or the semantic differences. Tactical in scope.
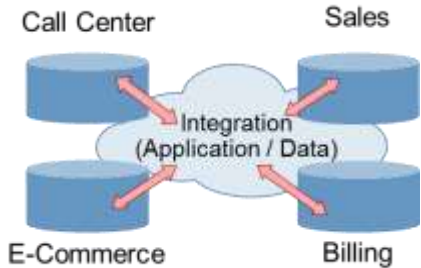
🟢 Proven approach. Limited data management capability. Lower cost and time to value.

🔴 Doesn't solve the data quality issues or the semantic differences. Doesn't meet real-time requirements.
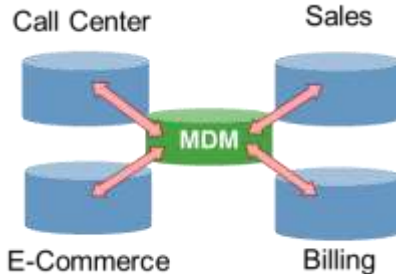
🟢 Leverages existing systems and data models. Can rise to the level of application data management.

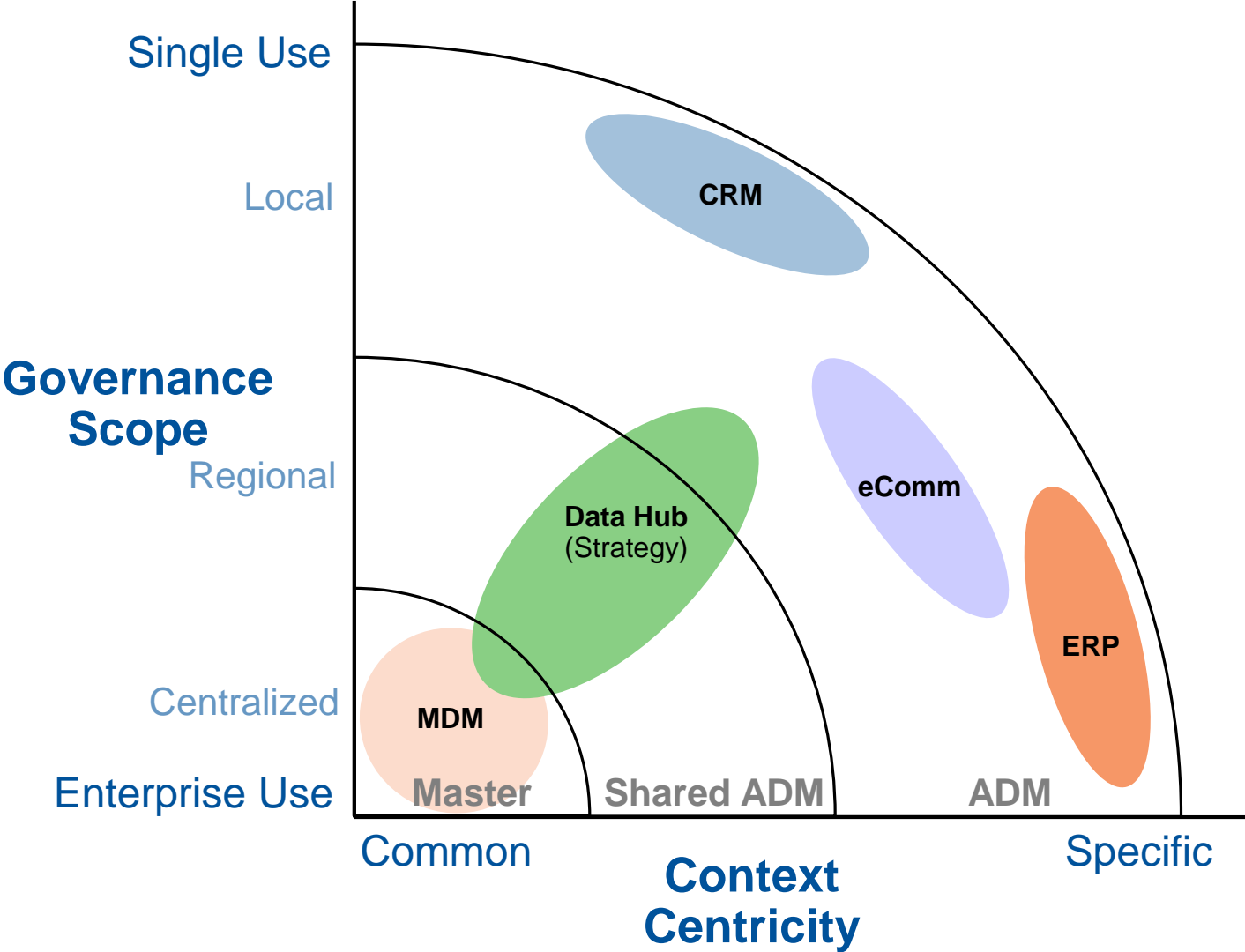🔴 Only fit for purpose in data model and data stewardship facilities for application at hand.

🟢 Solves the data quality issues and semantic differences. Strategic in scope.

🔴 Can be expensive and can take time. Requires formal data governance.

# Mapped Against Enterprise-Level Context and Scope Requirements

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# Action Plan

## Monday Morning:

- *Evaluate, identify* and *quantify* least amount of shared data needed to govern in support of enterprise-level business requirements.
- *Assess* data requirements as if they were decoupled from associated applications.

## Next 90 Days:

- *Target* the most shared (and likely most contested) data that has biggest impact on prioritized business outcomes. Assume MDM and ADM are needed together but note they are different in scope and value.
- *Assess* from enterprise-centric perspective — actively seek to span the silos within your organization (whether application, process or organizational).

## Next 12 Months:

- *Evaluate* enabling technology choices within context of architectural patterns and related degrees of freedom (think beyond immediate requirements).
- *Develop* an overall EIM strategy that incorporates this approach and practice.

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# Recommended Gartner Research

▶ **Use Gartner's Three Rings of Information Governance to Prioritize and Classify Records**
Andrew White and Debra Logan (G00276963)

▶ **Use a Data Hub Strategy to Meet Your Data and Analytics Governance and Sharing Requirements**
Andrew White and Ted Friedman (G00295309)

▶ **The Seven Building Blocks of MDM: A Framework for Success**
Bill O'Kane and Michael Patrick Moran (G00311161)

▶ **Four Essentials for Starting and Supporting MDM**
Bill O'Kane and Michael Patrick Moran (G00290905)

▶ **Select the Best Master Data Management Implementation Styles for Your Needs**
Bill O'Kane, Andrew White and Michael Patrick Moran (G00314770)

For information, please contact your Gartner representative.

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