Client Profile

This global real estate firms invests in best-in-class campuses for science and technology in the most desirable urban locations. Their total market capitalization is $11.1 billion and they operate an asset base of over 25 million square feet with 6 million square feet of new development in the pipeline.

Situation

The client uses an enterprise resource planning platform to house data for every major function of the business. However, each function produced and consumed data as appropriate for their individual use. Major functions such as investments, asset management and financial reporting treated information in very different fashions.

As executive and front-line leadership grew more sophisticated in the needs for analytics, data quality issues arose. These had been previously masked as data tended to remain in operational silos with summarized information used for decision-making.

Approach

Actionable Strategies dealt with initial resistance to acknowledging data quality issues. We have found this to be commonplace as data may be fit-for-purpose but not usable as-is in the enterprise.

Data governance: Data governance was not in place and needed to be established using Actionable Strategies proven framework.

Data owners: One foundational activity was to establish data owners who "produce" information for others to consume. Their upstream position in the information value chain empowers them to maintain data quality while obligating them to produce it in a fashion that conforms to downstream use. Individual contributors were educated on how their data was consumed and how to execute data quality processes.

Data stewards: Data stewards with subject matter expertise were identified. They were educated in the relevant value chain, which included both process and

data knowledge. At this particular client, they were empowered to directly affect operational change to maintain data quality on behalf of data owners.

Data quality processes: Effective procedures were established to ensure data quality. While many of these were supported by technology, many manual processes persisted. Data quality checks were embedded into operational processes. These data quality checks provided metrics and reports to data owners who must then acted to remediate quality problems.

Architecture: An architecture that met immediate and future data quality needs was defined. This included automation of workflow and data ingestion.
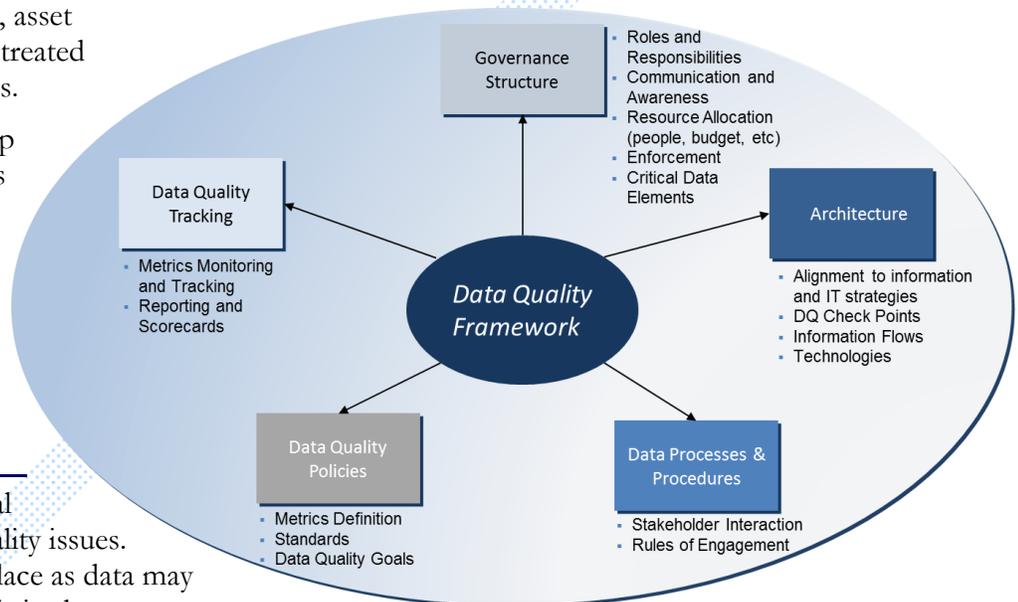
Results

Known data quality issues were quickly remediated allowing data to flow into multiple analytics platforms. Data quality problems were detected upstream and addressed as identified compared to months of lag time for discovery and eventual remediation. While larger data sets were surfaced, compliance was simultaneously improved, including:

- ♦ Protection of personally identifiable information (PII)
- ♦ Protection of protected health information (PHI)
- ♦ Security around non-public financial data
- ♦ Security around proprietary and confidential data
- ♦ Integrity of operational, financial and management data