INDEX

A	В
Access-based authorization, 221–222	Baggage handling, data reliability, 109
Accountable Care Organizations (ACOs), 51	Bangladesh case study, 197
Accounting	Banking and financial markets
energy reserves, 140	best practices, 12
hydrocarbon, 140-141	business environment, 11
"Active subscriber" definition, 300	complexity costs, 11
Actuarial decisions, data quality for, 43-44	contact information, 16
Affinity relationships, 189	contacts, 15
Aftermarket data, 70	cost-to-income ratio lowering, 26-27
Agent data, insurance, 42–43	credit risk, 15–18
AML as sponsor case study, 28	critical data elements identification, 292
Analytical metadata	customer information management (CIM
defined, 313	department, 13-15
information governance around, 314-315	data quality improvement, 12-15
managing, 313–315	data reliability improvement, 15-18
See also Metadata	demographics, 14
Application consolidation	emerging markets growth, 11
government cross-agency, 119-120	hierarchy management, 16
information technology operations,	industry classification, 15-16
204–205	information governance organization
Application retirement, 119–120	establishment, 29-31
Approval, workflow, 94	information identity, 13
Asset data	needed transformation, 11
defense, 131	party relationships, 14-15
governance case study, 79	product hierarchy consistency, 25-26
information governance case study, 168	RACI matrix, 12–13
oil and gas, 141	regulation compliance, 27-29
parts-standardization example, 79	risk management information
RACI matrix, 80	trustworthiness, 19-25
standardization, 78-80	stewardship, 13
travel and transportation, 112-113	success requirements, 11
Asset hierarchies, utilities, 169	summary, 31
Asset management, 165	total customer review provision, 18-19
Asset Management in the Utilities Industry,	Basel II, 16, 20-22, 24, 45
163	Basel III, 20, 24
Authorization, 221–222	Best practices
Authorized signatories, 28-29	banking and financial markets, 11-31
Automated data validation, workflow, 92-93	business case, 333–342

Business Intelligence Competency Centers	Business benefits
(BICCs), 288	detailed, identifying, 335
business metadata, 298	qualitative, 335
cross-agency, 117, 118-123	quantifiable, 335
data discovery, 298	top-level, aligning, 336
defense, 118, 129-132	top-level, identifying, 334
education, 118, 132-134	See also specific business benefits
finance, 193–199	Business case
government, 117–134	aligning to strategic corporate
health and human services (HHS), 117-	initiatives, 334
118, 123–125	best practices, 333
healthcare, 51–66	customer master data case study, 338
human resources, 225–228	detailed business benefits
information security and privacy, 209-223	identification, 335
information technology operations,	importance of, 333
201–208	improvement impact on KPIs, 336-337
insurance, 33–49	information lifecycle governance case
legal and compliance, 229-243	study, 340–341
manufacturing, 67-82	key performance indicators (KPIs),
maturity assessment, 319-331	335–336
metadata, 297	project prioritization, 337-341
metrics, 291–296	security and privacy case study, 339
NPI, 92	summary, 342
oil and gas, 135–145	top-level business benefits
operations, 245–252	identification, 334
product management, 261-268	Business customers
retail, 83–103	information governance over, 108
roles and responsibilities, 271–290	single view of, 107–108
sales and marketing, 179-192	Business glossaries
security, 118, 126-129	deploying, 299
supply chain, 253–259	IBM InfoSphere, 303, 304
technical metadata, 298	jumpstarting, 300–301
telecommunications, 147-161	maintaining, 302
travel and transportation, 105-115	making active, 304
utilities, 163–175	scoping, 300
Billing addresses, 150	Business glossary manager, 315
Bill of materials (BOM)	Business insight, 6
case study, 72	Business intelligence (BI), 344
defined, 71	Business Intelligence Competency Centers
responsibilities, 75	(BICCs)
	advice and consultancy, 287

best practices and standards, 288	See also Maturity assessment
business strategy alignment, 288	Card verification value (CVV), 215
centralization of infrastructure, 289	Case studies
communication and evangelism, 288	"active subscriber" definition, 300
community services, 288	AML as sponsor, 28
defined, 287	asset data governance, 79
education, 288	Bangladesh, 197
enterprise technical architecture, 288	BOM governance, 72
establishing, 287–290	business case for governance of customer
functions, 287–289	master data, 338
higher levels of self-service, 289-290	business case for information lifecycle
information governance alignment, 288	governance and security and privacy,
IT governance alignment, 288	340–341
organizational structures, 290	business case for security and privacy, 339
shared service centers, 289	business rules improvement, 257
standardization, 289	Christopher Columbus funding
successful business case drivers, 289-290	request, 1–2
support, 288	combat-ready soldiers, 129
Business metadata	counterparty exposure, 19
best practices, 298	credit risk management, 17-18
business glossary, jumpstarting, 300-301	custodians identification, 234
business glossary, maintaining, 302	customers-in-common data ownership, 71
business glossary, making it active, 304	customers with multiple roles, 88
business glossary, scoping, 300	data growth management, 204
business term linkage with technical	data protection at human services
artifacts, 305	department, 119
history of definitions for terms, 302–303	data stewardship at software company, 82
lifecycle management, 301	data stewardship over chart of
rights management, 299	accounts, 195
See also Metadata	demand planning, 255
Business rules improvement case study, 257	DLP, 221
Business terms, linking with technical	drug movement, 77
artifacts, 305	dynamic pricing, 268
Business-to-business information, 87	EMPI establishment, 57–58
	employee location data, 227
C	employees, 226
Call centers, 251	European Union Cosmetics Directive, 267
Capability Maturity Model (CMM)	flexible pricing of time deposits, 25–26
defined, 319	FTEs by province, 120
illustrated, 320	hierarchy information governance, 18–19
levels, 320–321	

householding to reduce marketing information governance around value of spend, 87 loan collateral, 21–22 Humpty Dumpty problem, 26–27 information governance around VMI, 258 improved retention rates, 41 information governance charter, 277–278 information governance around agent information governance for cruise ship data, 43 hierarchies, 111 information governance around information governance maturity asset data, 168 assessment, 324–325 information governance around customer information governance over business customers, 108 data privacy, 251 information governance around date of information governance over date of death birth, 36 and mailing address, 124 information governance around directinformation governance to support citizenmarketing consents, 39 centricity, 125 information governance around equipment information governance versus information run times, 247 management, 5 inventory based on consistent barcoding information governance around fragmented customer data, 149 practices, 258 information governance around gender, 37 job classifications, 226 information governance around hazardous linking jumbo life insurance policies, 35 materials, 142 managing test data, 206 information governance around high-value market segmentation at packaged food guests, 106-107 manufacturer, 180 information governance around marital materials data improvement, 256 status, 38 metadata value for telecommunications information governance around net network operations, 156 worth, 37 multiple definitions of "child," 121 information governance around "next best network performance for customer offer," 185 churn, 152 information governance around policy nutritional information governance, 73 expiration date, 45 offshoring human resource information governance around property applications, 227 one-time data stewardship, 252 values, 248 information governance around single operational risk, 24 view of customer, 191-192 planned lead time accuracy, 256 information governance around small set privacy of customer churn data, 159 of business terms, 197 privacy regulations, 212 product development, 263-264 information governance around telecommunications network data, protected health information, 212 155-156 provider information governance, 56

rationalization of maintenance and	healthcare, 53
logistics systems, 131	healthcare provider, 55
records management, 241	insurance, 36
records retention management, 240	manufacturing, 68–69
reference data governance, 357	retail, 86–87
revenue assurance around number of calls,	sales and marketing, 185
158	supply chains, 258–259
scorecard, 294	Controller support, 194–195
ship-to-addresses, 69	Corporate hierarchies,
skunkworks information governance, 276	telecommunications, 150
store operations versus marketing, 85	Costing
"underwear bomber," 127	manufacturing, 75
vendor information governance around	retail, 98
payment terms, 198	Cost reduction
vendor SLAs, 99	government cross-agency, 119–120
Virtual Lifetime Electronic Record	telecommunications, 157
(VLER), 130	Cost-to-income ratio
volatility scores, 23	banking and financial markets, 26–27
Categorization, workflow, 94	case study, 26–27
CGOC process maturity model	defined, 26
collection and review, 237–238	Counterparty exposure case study, 19
defined, 235	Country-specific localization, 265
legal holds, 236–237	Credit risk
retention and information management,	defined, 20
238–239	department, 21
Chart of accounts consistency, 194–195	in hierarchy management, 16
Chief data officer	management case study, 17–18
information trustworthiness, 281–283	scores, 20
organizational chart for, 281	Crew scheduling, 250
reporting functions, 282	Cross-agency best practices
Chief data steward, 286	application consolidation, retirement,
Chief information security officer (CISO),	and data archiving, 119-120
209	armed forces, 121
Christopher Columbus funding request case	child welfare services agency, 121
study, 1–2	cost reduction, 119-120
CMM. See Capability Maturity Model	data definitions consistency, 120-121
Combat-ready soldiers case study, 129	defined, 117
Commodities, in market risk, 23	department of defense, 121
Consumer insight, 67	information governance organization
Contact information	establishment, 121–123
banking and financial markets, 15-16	provincial health system, 121

sensitive information safeguards, 118-119	change tracking, 216
social services agency, 121	credit card companies, 217
veterans agency, 122	cyber-attack prevention, 218-219
See also Government	exception policies, 218
Current Good Manufacturing Practice	extrusion policies, 218
(CGMP), 78	health plans, 217
Custodians identification case study, 234	industry examples, 217
Customer churn data privacy case study, 159	periodic log reviews versus, 216-217
Customer data	pre-configured policy, 219
customer integration department, 184	privileged users, 216
improved retention rates and, 41	retailers, 217
integration, 183	telecommunications carriers, 217
privacy case study, 251	unauthorized access, 215-218
reliability in corporate banking, 15-18	See also Information security and privacy
sales and marketing, 179-180	Data consolidation, 204–205
Customer duplicates, managing, 186–187	Data custodian
Customer hierarchies, 160	defined, 286
Customer information files (CIFs)	job description, 286–287
information technology operations, 204	Data definition consistency
insurance, 35, 39	government cross-agency, 120-121
Customer information management (CIM)	healthcare, 60–61
department, 13–15	Data discovery
Customers	best practices, 298
data reliability, 15–18	for entity-relationship (ER) diagrams, 305
experience, 149–152	inconsistencies and exceptions, 308
integration, 180–184	lineage, 306–308
manufacturing, 67	process, 305
preferences, 150	by reverse-engineering primary-foreign
privacy, protecting, 186	key relationships, 305–306
profitability, 38	sensitive data location identification, 306
Customers-in-common data ownership case	software tools, 346–347
study, 71	tools, age of, 305
Customers with multiple roles case study, 88	See also Metadata
Cyber-attack prevention, 218–219	Data governance
	business insight, 6
D	coalescence around, 7
Data architecture, 4	owners of, 6
Data architecture, 4 Database monitoring	term limitation, 6
access policies, 218	types of content, 6
banks, 217	See also Information governance
ouiro, 217	Data growth management case study, 204

Data inconsistencies and exceptions, 308	Data reliability improvement
Data integration, 4	banking and financial markets, 19-25
Data lineage	insurance policy administration, 44-45
administrator role, 316	travel and transportation, 109-110
discovery, 306–308	Data standardization, 139-140
leveraging metadata for, 309-310	Data stewards
Data Loss Prevention (DLP) strategies	appointing, 295-296
case study, 221	assigning, 302
defined, 351	as de facto operator, 280
implementing as last line of defense,	roles and responsibilities, 285-286
210, 221	Data stewardship
Data masking, 220	aligned by IT system, 279
Data modeling	aligned by master data entity, 279
defined, 4	aligned by organization, 279
software tools, 346	business benefits, 82
Data profiling, 6	case study, 82
Data protection at human services department	chart of accounts case study, 195
case study, 119	combination configuration, 280
Data quality improvement	community, 81
for actuarial decisions, 43-44	configuration by IT system, organization,
banking and financial markets, 12-15	master data entity, or a combination,
defense, 130	278–280
employee data, travel and transportation,	executive sponsor role, 280
113–114	as first seeds, 278
finance, 197–198	identifying, 302
health, safety, and environmental (oil and	information governance charter, 277–278
gas), 142–143	maturity model, 278
health and human services (HHS),	oil and gas, 144
124–125	one-time, case study, 252
human resources, 227	role importance, 280
insurance, 34–42	Data trustworthiness
insurance agent, 42–43	chief data officer management of, 281-283
location data, travel and transportation,	for claims adjudication, 44
113–114	finance, 196–197
oil and gas, 138–139, 142–143	risk management, 19–25
operations, 250	travel and transportation, 110
product management, 266-267	utilities, 171–174
supply chains, 259	Data warehousing, 6
telecommunications, 154-158	Date of birth, 35–36
underground data (oil and gas), 138-139	Decentralized information governance, 274
Data quality software tools, 347–348	

Defense best practices	Employee location data case study, 227
active-duty personnel view	Employees case study, 226
consistency, 129	Encryption, sensitive data, 214–215
data quality improvement, 130	Energy reserves accounting, 140
defined, 118	Enrichment, workflow, 94
governance and naming convention	Enterprise architectures
consistency, 131	information security and privacy, 213
parts inventory management, 132	software tools, 346
veterans' quality of life, 130	Enterprise asset management, 346
See also Government	Enterprise assets, 3, 6
Defense in depth, 210	Enterprise master patient index (EMPI)
Definition consistency, 60–61	case study, 57–58
Delivery operations, 110	in data quality improvement, 57
Demand planning, 255	defined, 57
Demand signal repositories (DSRs), 75–76	HHS establishment, 125
Demographic information, 86	illustrated example, 58
Demographics	implementation, 57
banking and financial markets, 14	Enterprise Resource Planning (ERP), 345–346
telecommunications, 150	Environmental Protection Agency (EPA), 143
Detecting Insider Threat and Collusion	Equipment data, 139–140
with IBM InfoSphere Entity Analytic	European Union Cosmetics Directive, 267
Solutions, 114	Evolving topics, 189
Document retention, 28	Executive data stewardship sponsor, 285
Downstream operations, oil and gas, 141	Executive sponsorship
Drug movement case study, 77	importance of, 333
Drug traceability, 76–77	role in data stewardship, 280
Dynamic pricing case study, 268	eXtensible Business Reporting Language (XBRL), 196
E	
Education	F
alumni contact information benefits, 134	Finance
best practices, 118	best practices, 194
Business Intelligence Competency Centers	budgeting and planning, 196-197
(BICCs), 288	CFO, 193-194
information governance organization	chart of accounts consistency, 194–195
establishment, 133–134	controller support, 194–195
student view establishment, 132–133	global accounting standards, 196
See also Government	information accuracy enhancement,
Effective dates reliability, 228	195–196
Electronic Medical Records (EMRs), 60–61	information integration, 193

information quality improvement, 197–198	Н
information trustworthiness, improving,	Hardware security modules (HSMs), 215
196–197	Hazardous materials
organizational chart, 194	chemical manufacturer case study, 142
purchasing support, 198-199	manufacturing, 75
regulatory compliance, 195-196	retail, 97
roles, 193–194	Health and human services (HHS) best
summary, 199	practices
vendor information quality, 198-199	data quality improvement, 124–125
See also Banking and financial markets	defined, 117–118
Firmographic information	enterprise master patient index
manufacturing, 68	(EMPI), 125
telecommunications, 150	waste, fraud, and abuse prevention,
Fleet management, 109	123–124
Flexible pricing of time deposits case	See also Government
study, 25–26	Healthcare
Fraud, monitoring applications for, 219	asset governing, 62–63
FTEs by province case study, 120	best practices, 52
Fuel operations, 109	business models, 51–52
	chief medical information officer
G	(CMIO), 65
Gender, 37	contact information, 53
Geography, in market risk, 22–23	critical data elements identification, 293
Geospatial information, 169	database monitoring, 217
Global Distribution System (GDS)	data reliability improvement, 54-56
providers, 110	definition and data consistency, 60-61
Global manufacturer PIM solution case	enterprise master patient index
study, 266	(EMPI), 57–58
Global Trade Item Number (GTIN), 96–97	group information, 53
Government	health and wellness information, 53-54
best practices, 117–118	HIE support, 61
critical data elements identification, 293	ICD-9 to ICD-10 transition, 59–60
cross-agency best practices, 117, 118–123	identity information, 53
defense best practices, 118, 129–132	information governance organization
education best practices, 118, 132–134	establishment, 63–64
health and human services (HHS) best	information governance organization for
practices, 117–118, 123–125	alignment, 65
security best practices, 118, 126–129	payers, 51
summary, 134	producers, 63
Group information, healthcare, 53	prospect information, 52–53

summary, 66	History of definitions for terms, 302–303
360-degree view of producer, 63	Hot buttons, 7
unauthorized access guard, 59	Householding information, 87
Healthcare providers	Householding to reduce marketing spend case
cost and quality information, 55	study, 87
credentialing, 55	Household structure, 151
data aspects, 54–56	Human resources
defined, 51	best practices, 225
enterprise asset management, 62-63	effective dates reliability, 228
governing asset use within, 62-63	employee information safeguards, 227
information governance case study, 56	employee location data quality, 227
ownership information, 56	information governance around employee
Health Information Exchange (HIE)	type, 226
advantages, 61-62	job classification code updating, 226
defined, 51	social media analytics, 228
HHS support, 125	as steward for employee data, 225
information governance, 62	summary, 228
support, 61–62	Humpty Dumpty problem case study, 26-27
Health Insurance Portability and	Hydrocarbon accounting, 140-141
Accountability Act (HIPAA), 59, 64	
Health plan members	1
defined, 51	IBM Atlas, 349
implementation business benefits, 54	IBM Atlas eDiscovery Policy Federation
HHS. See Health and human services best	Framework, 350
practices	IBM Classification Module, 350
Hierarchies	IBM Cognos Business Viewpoint,
asset, 113	313–314, 348
common definition in travel and	IBM Content Analytics, 344
transportation, 110–111	IBM Content Collector, 349
corporate, telecommunications, 150	IBM Database Encryption Expert, 351
customer, telecommunications, 160	IBM Datacap, 349
product, telecommunications, 160	IBM eDiscovery Management Solution, 349
product management, 265-266	IBM FileNet Capture, 349, 350
supply chains, 259	IBM Information Governance and Disposal
Hierarchy information governance case	for IT, 350
study, 18–19	IBM Information Governance Council
Hierarchy management	Maturity Model
banking and financial markets, 16	Audit Information Logging and Reporting,,
credit risk in, 16	322, 331
insurance, 44	Business Outcomes, 321, 325
product, 71	categories, 321–322
products, 265–266	<i>-</i>

Classification and Metadata, 322, 330	IBM Retention Policy Federation
Data Architecture, 321, 330	Framework, 350
Data Quality Management, 321, 328	IBM Smart Archive, 349
Data Risk Management, 321, 326-327	IBM SPSS, 344
defined, 321	IBM Tivoli Access Manager, 351
illustrated, 322	IBM Tivoli Federated Identity Manager, 351
Information Lifecycle Management, 321,	IBM Tivoli Identity, 351
328–329	IBM Tivoli Security Information and Event
Information Security and Privacy, 321, 329	Manager (TSIEM), 351
inter-related groups, 322	IBM Unica, 346
Organizational Structures and Awareness,	IBM/World Wide Retail Exchange
321, 325	(WWRE), 89
Policy, 321, 327–328	Identity-based authorization, 221-222
sample use of, 323	Identity information
in scoping maturity assessment, 324	healthcare, 53
Stewardship, 321, 326	healthcare provider, 54
system of record (SOR), 323	insurance, 34–35
See also Maturity assessment	in market risk, 22
IBM InfoSphere	retail, 85
Business Glossary, 303, 304, 348	telecommunications, 149
Data Architect, 305, 346	Impact analysis, 310–311
Discovery, 306, 308, 346–347	Industries
Discovery Transformation Analyzer, 307	classification, 15-16
Gardium Data Redaction, 351	in market risk, 23
Information Analyzer, 346–347	See also specific industries
Master Data Management for Product	Information
Information Management, 351	architecture consistency, 207
Master Data Management Server, 351	defined, 4
Metadata Workbench, 310, 311, 348	disciplines, 4
Optim Data Growth Solution, 349	as enterprise asset, 3
Optim Data Masking Solution, 351	identity, 13
Optim Test Data Management	lack of business ownership, 4
Solution, 350	Information accuracy
QualityStage, 348	finance, 195–196
IBM Initiate Master Data Service, 351	product data, 89–98
IBM Maximo Asset Management, 346	Information-centric applications
IBM Rational System Architect, 346	analytics, 344
IBM Records and Retention Management	business intelligence and performance
Solution, 349	management, 344
IBM Retention Policy and Schedule	enterprise asset management, 346
Management, 350, 351	enterprise resource planning, 345–346

marketing automation, 346	telecommunications network data case
overview, 343	study, 155–156
summary, 357	value of loan collateral case study, 21-22
Information governance	vendor, 198–199
agent data case study, 43	vendor payment terms, 198
business customers case study, 108	VMI, 258
charter formalization, 276-278	Information governance charter
citizen-centricity support case study, 125	aspects, 276
cruise ship hierarchies case study, 111	case study, 277–278
customer data privacy, 251	defined, 276
date of birth case study, 36	formalizing, 276–278
date of death and mailing address case	Information governance council, 284
study, 124	Information governance officer, 283–284
defined, 2	Information governance organization(s)
direct-marketing consents case study, 39	airline, 115
equipment run times, 247	banking and financial markets, 29–31
fragmented customer data case study, 149	decentralized, 274
gender case study, 37	European operations of oil and gas
by geography, 273	company, 145
hazardous materials case study, 142	European telecommunications carrier, 160
healthcare provider case study, 56	financial service subsidiary, 102
high-value guests case study, 106–107	government cross-agency, 121
hot buttons, 7	healthcare, 63–64
information management versus, 3-4, 5	insurance, 48
introduction to, 1–7	at major retailer, 103
large telecommunications operator, 275	manufacturing, 80-82
marital status case study, 38	mid-sized bank, 29
maturity assessment. see maturity	at mid-size non-teaching health system, 65
assessment	multi-line insurer, 48
media conglomerate, 274	multinational bank, 30
multi-tier structure, 272–276	multiple, by business unit, 273–274
net worth case study, 37	multiple, by function, 275
"next best offer," 185	multiple, by geography, 273
policy expiration date case study, 45	at non-for-profit university, 133
poor, 1	oil and gas, 143–145
prerequisites, 2–3	retail, 101–103
property values, 248	single, at corporate level, 272
regulatory drivers, 241–242	single, global ERP instance
single view of customer, 191–192	manufacturer, 81
small set of business terms, 197	smart meter roll-out, 174
	tax and revenue department, 123

telecommunications, 159–160	legal holds and evidence collection, 349
travel and transportation, 114-115	platform components, 348-350
U.S. health plan, 64	records and retention management, 349
utilities, 174	software tools, 348–350
Information governance software tools	test data management, 350
data discovery and profiling, 346-347	value-based archiving, 349
data modeling, 346	Information management
data quality, 347–348	information governance versus, 3–4
enterprise architecture, 346	information governance versus case
information lifecycle management,	study, 5
348–350	telecommunications, 157
master data management (MDM), 352-355	Information optimization
metadata, 348	in case study, 5
overview, 344	defined, 2–3
reference data management, 356-357	Information security
security and privacy, 350-351	in case study, 6
summary, 357	defined, 3
Information governance working group, 285	Information security and privacy
Information leveraging	authentication, authorization and audit
in case study, 6	facilities, 221–222
defined, 3	best practices, 210–211
sales and marketing, 184-186	business and regulatory drivers, 211-212
Information lifecycle governance	CISO, 209
beneficiaries of, 232	data-at-rest/data-in-motion encryption,
clear objectives, 231–233	214–215
defined, 230	database monitoring (attack prevention),
departmental silos plaguing, 233	218–219
emergence as discipline, 230	database monitoring (unauthorized access),
as enterprise initiative, 232–233	215–218
executive sponsorship drivers, 232	Data Loss Prevention (DLP)
importance of, 229–230	strategies, 210
maturity assessment, 235-239	data masking, 220
Information lifecycle management	defense in depth, 210
content collection and classification,	DLP strategy, 221
349–350	fraud monitoring, 219
defined, 4, 348	information-centric, 210
ERP, 345	information governance participation, 213
integrated disposition enablement, 350	intrusion detection, 223
inventory of obligations, 348	security information and event
legal, retention, and privacy policy	management (SIEM), 222-223
syndication, 350	sensitive data discovery, 214

sensitive information safeguards, 219, 220	rules of visibility, 39
stakeholders, 213	summary, 49
summary, 223	Internal audit management, 243
Information Technology Infrastructure Library (ITIL), 222	International Classification of Diseases (ICD) defined, 59
Information technology operations	ICD-9 to ICD-10 transition, 59-60
application consolidation, 204-205	International Financial Reporting Standards
archiving strategy, 202–203	(IFRS), 196
best practices, 201–202	Intrusion detection system (IDS), 223
CIOs, 201	Inventory based on consistent barcoding
data consolidation, 204-205	practices case study, 258
information architecture consistency, 207	Item retrieval, NPI best practice, 92
legacy applications retirement, 202	Item review, workflow, 93
storage cost reduction, 202-203	
summary, 208	J
test data sets support, 205-207	Job classifications case study, 226
Institute of Asset Management, 140	voo etassiireations ease staay, 220
Insurance	K
best practices, 34	
capital adequacy regulations compliance,	Key performance indicators (KPIs)
45–47	actionable, 293
contact information, 36	aligning to top-level business benefits, 336
critical data elements identification, 292	auditable, 293
customer information management, 33	best practices, 291
customer profitability, 38	defined, 291
data quality enhancement, 42-43	digestible, 293
data quality for actuarial decisions, 43-44	maturity impact improvement on, 336–337
data quality improvement, 34-42	in quantifying business value, 335–336
data reliability improvement, 44-45	timely, 293
data trustworthiness, 44	Know Your Customer (KYC), 27–28
date of birth, 35–36	
gender, 37	L
growth challenges, 33	Lead management, 190
identity information, 34–35	Legacy applications, retiring, 202
information governance organization	Legal and compliance
establishment, 48-49	best practices, 231
IT and business interests alignment, 48	clear objectives for information lifecycle
net worth, 37	governance, 231–233
policy administration, 44-45	country-specific regulations, 241–242
privacy preferences, 38–39	industry-specific regulations, 241–242
products, 34	internal audit management, 243

legal holds as enterprise, 234	contact information, 68-69
maturity assessment, 235-239	contractual terms, 70
records management strategy, 239-241	critical data elements identification, 292
sensitive information safeguards, 243	customer attributes, 68-70
summary, 243	customer-centric initiatives, 68-71
traceability, 243	customer duplicates and hierarchies, 69
Leverage job descriptions	customers, 67
chief data steward, 286	demand signal repositories, 75-76
data custodian, 286–287	firmographic information, 68
data steward, 285–286	hazardous materials, 75
executive data stewardship sponsor, 285	industries, 67
information governance council, 284 information governance officer, 283–284	information governance organization establishment, 80–82
information governance working	plant operations, 75
group, 285	pricing, 70, 75
See also Roles and responsibilities	product development, 67
Lifecycle management, 301	product management, 74–75
Linking jumbo life insurance policies, 35	product management support, 71-76
Liquidity risk	regulation compliance, 68, 76-78
assessment, 25	service after sales, 68
data quality in accessing, 24-25	summary, 82
defined, 24	supply chain, 68, 75
management, 24	territory alignment, 70
proxy for, 25	trade promotions, 67
Location data	vendors, 75
employee, 227	warranty data, 70
travel and transportation, 111–112	Marketing automation, 346
Low voltage concentrator (LVC), 173	Marketing campaigns
	customer data improvement, 186
M	effectiveness, 184–186
Maintenance change requests, 249–250	leads, real-time monitoring, 186
Maintenance data, 169	in leveraging information, 184
Maintenance steering committee, 249	Marketing expenditures, 84–88
Manufacturing	Market risk
aftermarket data, 70	defined, 22
asset nomenclature standardization, 78-80	key attributes, 22–23
attribute responsibilities, 74–75	Market segmentation
attributes, 72	packaged foods manufacturer case
best practices, 68	study, 180
commonalities, 67–68	sales and marketing, 179–180
consumer insight, 67	

Master data management (MDM)	Stewardship, 326
activities, 353–355	Medical Loss Ratio (MLR), 60, 61
architectural approaches, 352–353	Metadata
data stewardship, 279	administrator role, 315
defined, 4	analytical, 313–315
master data, 352	best practices, 297–298
master data domain, 352	business, 298–305
software tools, 352–355	business case for supporting, 316–317
virtual, 125	business glossary manager role, 315
Materials data improvement case study, 256	data discovery, 298, 305–308
Maturity assessment	data lineage administrator role, 316
best practices, 319	defined, 297
Capability Maturity Model (CMM),	enterprise sources and processes, 297
319–321	initiative benefits, 317
case study, 324–325	management, 345–346
CGOC process maturity model, 235,	operational, 312
236–239	roles for managing, 315–316
conducting, 319	software tools, 348
defined, 319	summary, 317
IBM Information Governance Council	technical, 298, 308–311
Maturity Model, 321–323	telecommunications network operations
information lifecycle governance	case study, 156
processes, 235–239	Metrics
levels, 235	best practices, 291–292
sample, 323	critical data elements identification,
scoping to manageable size, 324–325	292–293
summary, 331	data stewards for improving, 295–296
Maturity assessment questionnaire	improving over time, 295–296
Audit Information Logging and	information governance charter, 277
Reporting, 331	key performance indicators (KPIs), 291
Business Outcomes, 325	scorecard, refreshing, 296
Classification and Metadata, 330	scorecard monitoring, 294–295
Data Architecture, 330	summary, 296
Data Quality Management, 328	Micro-merchandising, 265
Data Risk Management, 326–327	Microsoft SharePoint, 350
Information Lifecycle Management,	Multiple definitions of "child" case study, 121
328–329	Multi-tier structure
Information Security and Privacy, 329	decentralized by business unit, 274
Organizational Structures and	establishing, 272–276
Awareness, 325	multiple organizations by business unit,
Policy, 327–328	273–274
- 3 7	

multiple organizations by function, 275	as asset-intensive industry, 137, 139
multiple organizations by geography, 273	best practices, 138
single organization, corporate level, 272	downstream operations, 141
skunkworks organization, 275–276	energy demand, 135
	environmental footprint, reducing, 136
N	equipment data, 139
National Information Exchange Model	equipment data standardization, 139–140
(NIEM)	exploration improvement, 135–136
components reuse within, 129	health, safety, and environmental data
defined, 128	quality improvement, 142–143
Nationwide Health Information Network	hydrocarbon accounting, 140–141
	information governance organization
(NHIN), 125	establishment, 143–145
Network performance	information integration, 136
customer churn case study, 152 telecommunications, 151	product, customer, and asset data, 141
Net worth, 37	recovery enhancement, 136
,	regulatory compliance, 143
New production introduction (NPI)	summary, 145
best practices, 92	support functions, 137
defined, 89 inefficiencies, 89–90	underground data quality, 138–139
item retrieval, 92	value chain, 137
PIM benefits, 91	vendor data, 141
publication, 95–98	One-time data stewardship case study, 252
solutions, that cause problems, 90–91	Operational efficiencies, 251–252
workflow, 92–94	Operational metadata, 312
Nuclear document security, 171	Operational risk, 23–24
Nuclear industry	Operations
document security, 171	asset availability, 250
quality assurance documentation, 171	asset data quality improvement, 246–250
Nutritional information, manufacturing,	best practices, 245–246
72–73	call center, 251
12–13	crew scheduling, 250
0	customer service environments, 250
	data quality improvement, 250
Objectives alignment	defined, 245
in case study, 6	electronic catalog, 248
defined, 3	information governance use, 247
Offshoring human resource applications case	mailings and fulfillment, 252
study, 227	maintenance, repair and operations (MRO)
Oil and gas accounting of energy reserves, 140	inventory, 246
accounting of energy reserves, 140	maintenance change requests, 249–250

maintenance steering committee, 249	telecommunications operators, 153
nonmenclature standardization, 246–250	Product data
operational efficiencies, 251–252	accuracy, 89–98
parts inventory management, 248	inefficiencies, 89–90
route planning, 252	See also Retail
scope of functions, 245	Product hierarchies
summary, 252	banking and financial markets, 25-26
Order management, 190	retail, 96
Organizational buy-in, 7	telecommunications, 160
	Product information management (PIM)
Р	alerts, 262
Packaging, retail, 98	country-specific localization with, 265
Parts inventory management, 248	defined, 261
Party relationships, 14–15	global manufacturer case study, 266
Payment Card Industry (PCI) regulations, 100	micro-merchandising with, 265
Payment Card Industry Data Security	retail business benefits, 264
Standard (PCI DSS), 212	retail implementation, 91
Performance management	time-to-market benefits, 264
telecommunications, 154–157	Product management
tools, 344	best practices, 262
Planned lead time accuracy, 256	bill of materials (BOM), 71–72
Policy formulation	concepts and development, 74-75
in case study, 5	country-specific localization, 265
defined, 2	defined, 261
Power outage reporting, 172–174	hierarchies, 265–266
Practice information, healthcare provider, 55	lifecycle, 74
Predictive analytics tools, 344	manufacturing attributes, 72
Pricing	micro-merchandising, 265
dynamic, case study, 268	nutritional information, 72–73
manufacturing, 75	out-of-stocks reduction, 264
negotiations, supply chains, 258–259	PIM and, 261
real-time, 267	product data quality improvement,
retail, 98	266–267
Prioritization, project, 337–341	product data standardization, 265–266
Privacy preferences, 38–39	product hierarchies, 71, 75
Privacy regulations case study, 212	product introductions, 262–264
Private keys, 214	productivity increase, 264
Product catalogs	reporting and analytics, 265-266
functional areas, 152–153	sales enhancement, 264
sanitized business benefits of, 154	sensitive information safeguards, 266 summary, 268

support, 71–76	R
workflows, 267–268	RACI (responsible, accountable, consulted,
Products	informed) matrix
business rules approval, 267–268	asset data, 80
descriptions, 97	manufacturing, 73–74
development, 67	retail, 95–96
development case study, 263-264	retail bank customer data, 12–13
images, 98	Rationalization of maintenance and logistics
new introduction of, 262-263	systems case study, 131
relationship, 98	Recharge data, telecommunications, 152
standardization, 152-154	Records management
status, 98	departmental silos plaguing, 230–240
types, 97	importance of, 239
Promotions, 98	insurance company case study, 241
Prospect information, healthcare, 52–53	life sciences case study, 240
Protected health information case study, 212	strategy, 239–241
Publication	Reference data management
costing and pricing, 98	case study, 357
Global Trade Item Number (GTIN), 96–97	data examples, 356
hazardous materials, 97	defined, 4
NPI process, 95–98	software tools, 356–357
packaging, 98	Regulation compliance
product description, 97	authorized signatories, 28–29
product hierarchies, 96	banking and financial markets, 27–29
product images, 98	document retention, 28
product relationships, 98	global financial crisis, 28
product status, 98	insurance, 45–47
product type, 97	Know Your Customer (KYC), 27–28
promotions, 98 RACI matrix, 95	legal and compliance, 241–242
vendor certifications, 97	manufacturing, 68
vendor name and identifier, 97	oil and gas, 143
weight and dimensions, 97	product management, 266–267
See also New production introduction	security and privacy, 27
(NPI)	Solvency II, 45–47
Publicly Available Specification (PAS)	utilities, 171–174
55, 140	Regulatory drivers, information governance, 241–242
Public Utilities Commission (PUC), 172	Retail
Purchase history information, 88	best practices, 84
,	business-to-business information, 87
	ousiness-to-ousiness information, 67

as competitive business, 84	liquidity risk, 24–25
contact information, 86-87	market risk, 22-23
critical data elements identification, 292	operational risk, 23–24
custom-centric program benefits, 88	vendor risk, 197
customer data attributes, 85-88	See also Banking and financial markets
database monitoring, 217	Roles and responsibilities
demographic information, 86	best practices, 271–272
Global Trade Item Number (GTIN), 96–97	Business Intelligence Competency Centers
householding information, 87	(BICCs), 287–290
identity information, 85	charter formalization, 276-278
information generation, 83	data stewardship configuration, 278–280
information governance organization	information trustworthiness, 281–283
establishment, 101-103	leverage job descriptions, 283-287
information quality improvement, 100-101	multi-tier structure, 272-276
marketing expenditure optimization, 84-88	questions, 271
Payment Card Industry (PCI)	summary, 290
regulations, 100	Routing planning, 252
PIM, 91	Rules of visibility, insurance, 39
PIM business benefits, 264	
product hierarchies, 96	S
purchase history information, 88	Sales and marketing
RACI (responsible, accountable, consulted,	affinity relationships, 189
informed) matrix, 95–96	best practices, 179
sensitive information safeguards, 100	centralized marketing, 181–182
store location information quality, 100–101	commissions, 191
success, 83	contact information, 185
summary, 103	credit limits, 190–191
systems environments, 90	customer data quality, 179–180
vendor information reliability, 98-99	customer duplicates management, 186–187
Retention rates case study, 41	customer integration, 180–184
Revenue assurance	customer integration department, 183
number of calls case study, 158	customer view, 180–184
telecommunications, 157–158	data leveraging, 184–186
Rights management, 299	email marketing, 180–181
Risk management	evolving topics, 189
Basel II, 20	inside sales, 190
chief risk officer, 20	integrated data requirement, 182
credit risk, 20–22, 198	integrated multichannel communications
factors, 19–20	strategy, 182
information quality improvement, 197–198	lead management, 190
information trustworthiness, improving, 19	-

marketing campaign effectiveness,	Sensitive data
184–186	compounded with other elements, 214
market segmentation improvement,	discovery, 214
179–180	encryption, 214–215
order management, 190	Sensitive information safeguards
productivity improvement, 190-192	government cross-agency, 118-119
sentiment analysis, 189	human resources, 227
silos, 182	information security and privacy, 219, 220
social media, 188–189	legal and compliance, 243
success stakes, 179	operations, 250–251
summary, 192	product management, 266
territory alignment, 190	retail, 100
Sales and operations planning (S&OP),	telecommunications, 158-159
254–255	travel and transportation, 108
Sarbanes-Oxley (SOX), 195, 309–310	Sentiment analysis, 189
Scorecarding, 258	Service Target Performance Incentive Scheme
Scorecards	(STPIS), 173
case study, 294–295	Ship-to-addresses case study, 69
developing, 294–295	Single view
illustrated example, 295	business customers, 107-108
refreshing, 296	customer, 191-192
Security	education, 132-133
cyber threats, 172	traveler data, 106–107
defined, 118	Skunkworks organization, 275–276
fragmented data, linking, 126-129	SKU setup, workflow, 93
National Information Exchange Model	Smart meters, utilities, 164–165
(NIEM), 128, 129	Social media
nuclear documentation, 171	human resources, 228
relationships between data, 126-129	in product business rules approval, 268
smart grid, 3, 171	sales and marketing, 188–189
See also Government	telecommunications, 152
Security and privacy	Solvency II
ERP, 345	defined, 45, 46
regulation compliance, 27	information governance applicability to, 47
software tools, 350–352	primer, 46
Security information and event management	regulation compliance, 45-47
(SIEM)	three-pillar approach, 46
defined, 222	Stakeholders
information governance policies, 223	accounts payable as, 99
platform, 222–223	buy-in from, 7
	in critical elements identification, 292-293

information security and privacy, 213	See also Metadata
travel and transportation, 106–108	Telecommunications
Storage costs, reducing, 202–203	best practices, 148
Store location information, retail, 100–101	billing address, 150
Store operations versus marketing case	business definitions, 159
study, 85	business process modification, 148
Supply chains	business term consistency, 156
best practices, 253	corporate hierarchies, 150
contact information, 258–259	cost reduction, 157
contract renewals support, 258–259	critical data elements identification, 293
**	
cost containment, 253	customer experience improvement,
customer intimacy, 254	149–152
eco-sustainability support, 259	customer hierarchies, 160
globalization, 254	customer preferences, 150
growth of, 253	database monitoring, 217
hierarchies, 259	data quality challenge, 159
hierarchy information, 259	data quality improvement, 157–158
information quality improvement, 259	data reliability improvement, 154–157
information trustworthiness, 256–258	demographic data, 150
manufacturing, 68, 75	firmographic information, 150
pricing negotiations support, 258–259	household structure, 151
risk, 254	identity information, 149
sales and operations planning (S&OP),	industry challenges, 147–161
254–255	industry convergence, 147
scorecarding, 258–259	information governance organization
summary, 259	establishment, 159–160
vendor groupings, 259	information management, 157
vendor information, 258–259	network data business benefits, 157
Vendor Managed Inventory (VMI),	network data flows, 156
257–258	network performance, 151
Vendor Master Agreements, 259	network probes, 155
visibility, 253	OTT service providers and, 148
System Average Interruption Duration Index	performance management, 154-157
(SAIDI), 173	product catalogs, 152–153
	product hierarchies, 160
Т	product standardization, 152–154
Technical metadata	recharge data, 152
	requirements for real-time capabilities,
best practices, 298	147–148
defined, 308	revenue assurance support, 157–158
leveraging for data lineage, 309–310	sensitive information safeguards, 158–159
leveraging for impact analysis, 310–311	2 months of market bare grands, 100 10.

social network data, 152	stakeholder identification, 106–108
summary, 161	summary, 115
usage rates, 151	tracking, 112
Test data	Traveler data
business benefits from management, 207	protecting, 108
case study, 206	single view of, 106–107
comparisons before/after, 206	Trusted platform modules (TPMs), 215
creation support, 205–207	
masking and transforming, 206	U
referential integrity, 206	"Underwear bomber" case study, 127
Top-level business benefits	Universal Service Order Codes (USOCs), 153
aligning, 336	Usage data, telecommunications, 151
in case studies, 338, 339	Utilities
identifying, 334	asset categories, 165, 166, 167
Total customer view, 18–19	asset condition, 169
Traceability, 243	asset data improvement, 165–170
Trade promotions, 67	best practices, 164
Travel and transportation	central system, 173
asset data standardization, 112-113	crew management and scheduling
baggage handling, 109	efficiency, 170
best practices, 105–106	customer billing quality, 170
core maintenance and operations support,	distribution assets, 167
112–113	electronic meter, 173
data reliability improvement, 109-110	energy value chain, 163-164
data trustworthiness, 110	enterprise asset management system, 170
delivery operations, 110	event synchronization, 173
employee data quality, 113–114	facilities, 166
enterprise integration, 113	fleet assets, 166
executive sponsorship, 106–107	geospatial information, 169
fleet management, 109	industry issues, 163
fuel operations, 109	information governance council, 174
hierarchy definition, 110–111	information technology, 166
industry segments, 105	information trustworthiness, improving,
information governance organization	171–174
establishment, 114–115	location and asset hierarchies, 169
location data quality, 111–112	loss of instance of outage data, 173
optimization of spare parts inventory, 113	low voltage concentrator (LVC), 173
process optimization, 112	mailing cost reduction, 170
regulatory compliance, 112	maintenance data, 169
revenue management, 110	nuclear document security, 171
sensitive information safeguards, 108	

nuclear quality assurance	W
documentation, 171	Warranty data, manufacturing, 70
policies to leverage, optimize, and secure	Waste, fraud, and abuse prevention (HHS),
data, 164–165	123
power outage reporting, 172–174	Workflow
production and delivery of assets, 166	approval, 94
Public Utilities Commission (PUC),	automated data validation, 92–93
165, 172	categorization, 94
regulation compliance, 171–174	enrichment, 94
regulations, 172	item review, 93
self-healing, 172	NPI process, 92–94
Service Target Performance Incentive	product business rules approval, 267–268
Scheme (STPIS), 173	SKU setup, 93
smart grid3 security, 171	See also New production introduction
smart meters, 164–165	(NPI)
summary, 175	(111)
System Average Interruption Duration	
Index (SAIDI), 173	
trusted data, 170	
V	
Value at Risk (VaR), 22	
Vendor Managed Inventory (VMI)	
case study, 258	
defined, 257	
Vendor Master Agreements, 259	
Vendors	
certifications, 97	
information quality, 198–199	
information reliability, 98–99	
manufacturing, 75	
name and identifier, 97	
oil and gas, 141	
payment terms case study, 198	
risk, 197	
SLAs case study, 99	
View consistency, 129	
Virtual Lifetime Electronic Record (VLER)	
case study, 130	
Volatility scores case study, 23	