



S132 – A Clean, Mean, Actionable Data Machine: Four Pillars of Data Governance

Nimisha Hanks | Tim Crandley



Professional

- 13+ years experience in technical solutions delivery
- 11+ years helping multi faceted organizations establish digital marketing best practices and grow their digital programs.
- 4+ years leading, managing, and mentoring a high-performing team of consultants.
- Currently leading the Analytics Practice within Adobe Consulting in North America
- Hold B.S. in Electrical Engineering and an MBA from University of Utah

Personal

- Live in New Jersey
- Married with 2 human and 2 feline babies
- Can be frequently seen hiking and geocaching with the family on weekends
- New Swimmer



Nimisha Hanks

Professional

- 20 years working in web technologies
- 15 Years working with data (all sizes) and reporting
- 9 years in online ordering and retail
- Currently leading a high performing Global Marketing Technology & Optimization Team

Personal

- Live in sunny Seattle, WA
- Married with 3 kids, 2 dogs, 2 cats, 2 parrots, a chinchilla, a snake, and 12 fish tanks
- Dedicated home remodeler and amateur wood worker



Tim Crandley

Agenda

- **Data Governance Maturity Model Overview**
- Data Collection Strategy Deep Dive
- Top 10 Key Takeaways

My Goal

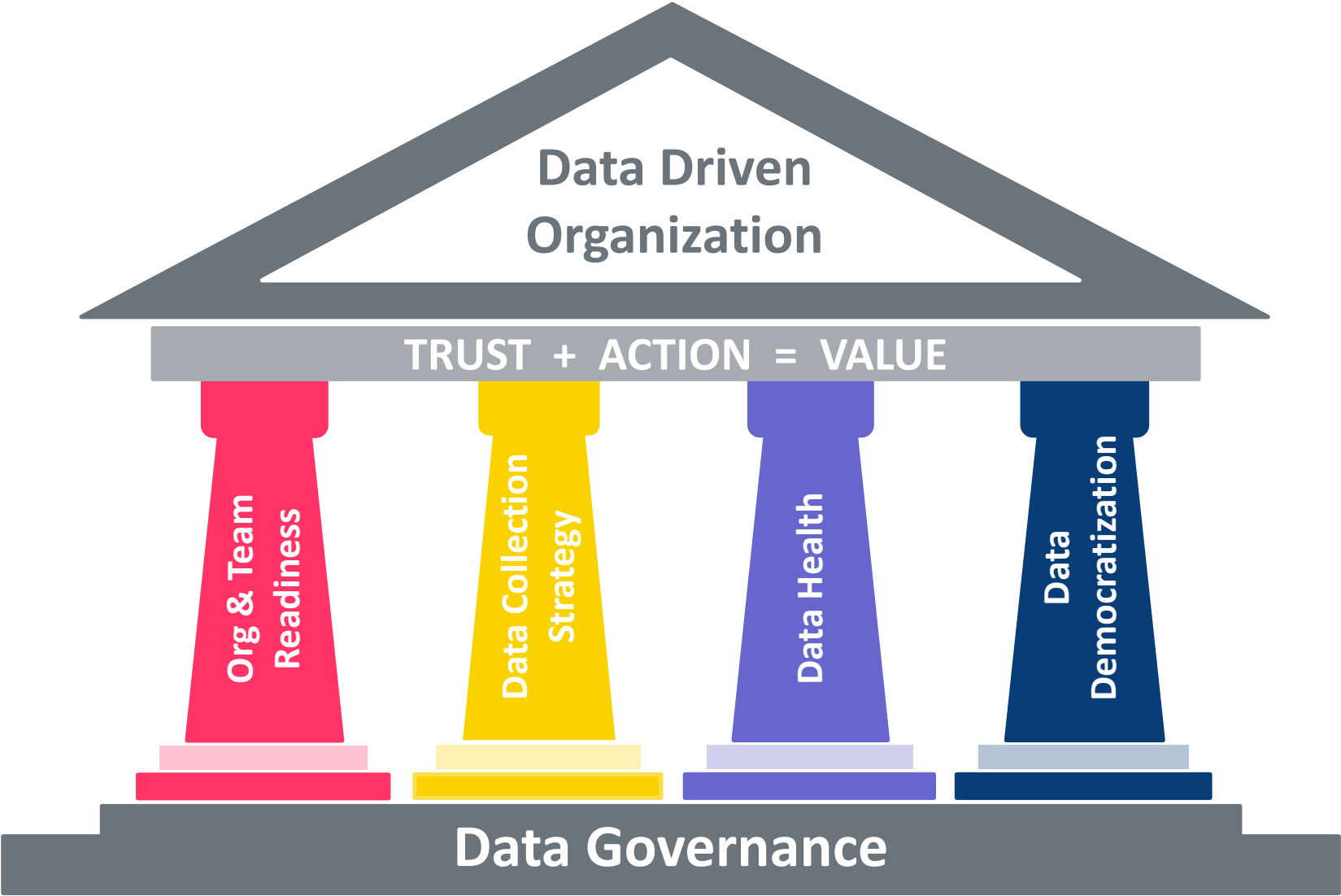




PILLARS OF SWIMMING

1. Breathe
2. Body Position
3. Arms
4. Kicks

Data Governance Maturity





	INITIATED	EMERGING	ADVANCED
Organizational & Team Readiness	Program Sponsorship <ul style="list-style-type: none"> Limited analytics/digital program sponsorship and limited alignment between IT and marketing Steering Committee <ul style="list-style-type: none"> No formal established steering committee or nascent committee formed with limited participation for key sponsors Staffing/Org Structure <ul style="list-style-type: none"> Staffing levels, org, and roles adequate to serve only baseline analytics strategy. Certain key roles such as data stewards, program leads, and CDO missing Analytics Plan <ul style="list-style-type: none"> Limited plan definition. Exploring analytics program ownership, data health, documentation, data collection, and data adoption Center of Excellence <ul style="list-style-type: none"> Limited or non-existent center of excellence. Standards and support for analytics program and users exist in silos Subject Matter Experts <ul style="list-style-type: none"> Both technical and business solution power users do not exist or are only present in a limited way Accountability <ul style="list-style-type: none"> Exploring which team should be accountable for analytics management and adherence to data governance practices 	Program Sponsorship <ul style="list-style-type: none"> Developing analytics/digital program leadership sponsorship, limited but improving alignment with IT and marketing Steering Committee <ul style="list-style-type: none"> Data governance steering committee in place and improving participation by executive sponsors Staffing/Org Structure <ul style="list-style-type: none"> Staffing levels, org, and roles adequate to support line of business or department level analytics strategy. Some key roles are filled but may be filled by single resources filling multiple roles Analytics Plan <ul style="list-style-type: none"> Evolving plan and improved ownership of strategy, documentation, data health, collection procedures and data adoption Center of Excellence <ul style="list-style-type: none"> Emerging structure and roles in place for a COE, beginning to serve enterprise needs but only in a limited shared capacity Subject Matter Experts <ul style="list-style-type: none"> Solution power users are established but not fully empowered or accountable to maintain the implementation, deliver training, and support the org Accountability <ul style="list-style-type: none"> Team identified to be accountable for analytics management and adherence to data governance practices, early stage of formation 	Program Sponsorship <ul style="list-style-type: none"> Well established analytics/digital program leadership sponsorship and alignment with IT and marketing teams Steering Committee <ul style="list-style-type: none"> Data governance steering committee exists which holds the organization accountable for adherence to data governance policies, procedures, and best practices Staffing/Org Structure <ul style="list-style-type: none"> Staffing levels, org, and roles effectively support an enterprise analytics strategy. Key roles exist such as data stewards, program leads, and a CDO Analytics Plan <ul style="list-style-type: none"> A well defined plan exists for the analytics program and strong ownership exists in key pillars of data health, documentation, data collection, and data adoption Center of Excellence <ul style="list-style-type: none"> An analytics COE exists and full supports the enterprise analytics needs. This org serves as a shared service Subject Matter Experts <ul style="list-style-type: none"> Power users are identified, enabled, and empowered to support the technical and business needs of the organization. Power users exist as part of the COE Accountability <ul style="list-style-type: none"> Individual leader(s) held accountable for all areas of analytics management and adherence to data governance practices

Data Governance Maturity Model – Organizational & Team Readiness



	INITIATED	EMERGING	ADVANCED
Organizational & Team Readiness	Center of Excellence <ul style="list-style-type: none">Limited or non-existent center of excellence. Standards and support for analytics program and users exist in silos	Center of Excellence <ul style="list-style-type: none">Emerging structure and roles in place for a COE, beginning to serve enterprise needs but only in a limited shared capacity	Center of Excellence <ul style="list-style-type: none">An analytics COE exists and full supports the enterprise analytics needs. This org serves as a shared service

Data Governance Maturity Model – Organizational & Team Readiness



	INITIATED	EMERGING	ADVANCED
Data Collection Strategy	<p>Documentation</p> <ul style="list-style-type: none"> Solution documents are out of date, missing, or misplaced. What does exist does not live in a shared & easily accessible repository <p>Data Collection & Compliance</p> <ul style="list-style-type: none"> Minimal data collection and compliance standards exist <p>Data Value</p> <ul style="list-style-type: none"> Solution does not fully align to company KPIs, key business objectives, or core business use cases <p>Project Intake</p> <ul style="list-style-type: none"> Developing an intake process for new projects, most projects do not include data collection as a key requirement/consideration <p>Data Architecture</p> <ul style="list-style-type: none"> Report suite architecture exists but lacks documentation and may not be fully structured for enterprise scale <p>Accountability</p> <ul style="list-style-type: none"> A team has not been identified to be held accountable for data collection strategy, process, and data governance practices 	<p>Documentation</p> <ul style="list-style-type: none"> Solution documents exist but in a varied state of accuracy, are decentralized and/or not easily accessible. Documentation is only infrequently reviewed and/or updated <p>Data Collection & Compliance</p> <ul style="list-style-type: none"> Data collection and compliance standards exist but not enforced <p>Data Value</p> <ul style="list-style-type: none"> Solution can sometime trace back to company KPIs, business goals, and core business use cases <p>Project Intake</p> <ul style="list-style-type: none"> Reactive intake process and approach for new projects. Increasing number of projects do factor data collection as an essential component <p>Data Architecture</p> <ul style="list-style-type: none"> Report suite architecture is somewhat documented and is better designed for enterprise needs and scale <p>Accountability</p> <ul style="list-style-type: none"> Analytics team occasionally held accountable for data collection strategy, process, and data governance practices 	<p>Documentation</p> <ul style="list-style-type: none"> Solution documents are considered foundational, are centralized in an easily accessible dynamic repository, are audited and updated on a regular basis and adhere to standards <p>Data Collection & Compliance</p> <ul style="list-style-type: none"> Data collection and compliance standards are reviewed, maintained, enforced, and are integrated into documentation <p>Data Value</p> <ul style="list-style-type: none"> Solution can be clearly traced back to company KPIs, expected business outcomes, and core business use cases <p>Project Intake</p> <ul style="list-style-type: none"> Well defined proactive intake process for new projects or inquiries. All projects ensure full data collection process and standards are incorporated into the project <p>Data Architecture</p> <ul style="list-style-type: none"> Report suite architecture is well documented, properly designed, and structured for maximum scale of the organization <p>Accountability</p> <ul style="list-style-type: none"> Analytics team fully accountable for data collection strategy and practices; reports back to analytics leadership team; responsible for adherence to data governance program practices

Data Governance Maturity Model – Data Collection Strategy



	INITIATED	EMERGING	ADVANCED
Data Collection Strategy	Data Value <ul style="list-style-type: none"> • Solution does not fully align to company KPIs, key business objectives, or core business use cases 	Data Value <ul style="list-style-type: none"> • Solution can sometime trace back to company KPIs, business goals, and core business use cases 	Data Value <ul style="list-style-type: none"> • Solution can be clearly traced back to company KPIs, expected business outcomes, and core business use cases

Data Governance Maturity Model – Data Collection Strategy



	INITIATED	EMERGING	ADVANCED
Data Health	<p>Implementation & Tagging</p> <ul style="list-style-type: none"> Code is added on an ad-hoc basis without version control, no peer reviews, and coding standards may not be in place or followed. No data layer exists <p>Testing Environment Integrity</p> <ul style="list-style-type: none"> Incomplete or missing stage/development environments with limited systems access for QA resources <p>Solution Validation Capability</p> <ul style="list-style-type: none"> Analytics solutions not deployed in dev or stage environments <p>Testing and Deployment</p> <ul style="list-style-type: none"> Minimal testing and deployment strategy & standards. No formal test plan use or execution <p>Validation Process & Tools</p> <ul style="list-style-type: none"> Validation is not always performed and appropriate tools are used only in a limited way. No automated tools are leveraged <p>Data Integrity & Compliance</p> <ul style="list-style-type: none"> Data compliance (e.g. GDPR) not verified. Adobe data has not been compared to parallel internal data. Anomaly detection is not performed or only in a limited way <p>Accountability</p> <ul style="list-style-type: none"> Solution fundamentals are seldom or never audited. Limited or no team responsible for accountability 	<p>Implementation & Tagging</p> <ul style="list-style-type: none"> Code is added on an ad-hoc basis, limited version control exists, peer reviews and coding standards occasionally applied. A basic data layer may be preset <p>Testing Environment Integrity</p> <ul style="list-style-type: none"> Inconsistent stage/development environments with limited systems access for QA resources <p>Solution Validation Capability</p> <ul style="list-style-type: none"> Partial or incomplete analytics solutions deployed in development and stage environments. <p>Testing and Deployment</p> <ul style="list-style-type: none"> Some testing and deployment strategy standards, but not enforced. Limited use of proper test plans. <p>Validation Process & Tools</p> <ul style="list-style-type: none"> Validation is always performed but inconsistently. Validation tools are used inconsistently and/or don't include automated tools. <p>Data Integrity & Compliance</p> <ul style="list-style-type: none"> Progress being made toward data compliance (e.g. GDPR). Adobe data not always aligned with parallel internal data. Individuals leverage anomaly detection and alerts only on an ad-hoc basis <p>Accountability</p> <ul style="list-style-type: none"> Solution fundamentals are occasionally audited, analytics team sometimes accountable 	<p>Implementation & Tagging</p> <ul style="list-style-type: none"> Code is added using a tag management system which includes version control. A well-defined data layer exists. Peer reviews are performed and coding standards followed <p>Testing Environment Integrity</p> <ul style="list-style-type: none"> Fully functioning stage/development environments exists with appropriate systems access for QA resources <p>Solution Validation Capability</p> <ul style="list-style-type: none"> Development and stage environment functionality & data are aligned to the production environment. These environments all align with the data collection strategy <p>Testing and Deployment</p> <ul style="list-style-type: none"> Well defined testing and deployment standards exist, well structured test plans are created and executed, adherence to testing and deployment standards and best practices is enforced <p>Validation Process & Tools</p> <ul style="list-style-type: none"> Validation follows a consistent process and includes a multi-faceted set of tools. Validation includes manual tools such as "Charles™" as well as automated solutions such as ObservePoint <p>Data Integrity & Compliance</p> <ul style="list-style-type: none"> Analytics data is in alignment with parallel internal data (e.g. orders, revenue, etc.) and regularly audited. Data collection fully compliant (e.g. GDPR). Anomaly detection and alerts are employed to ensure ongoing data integrity <p>Accountability</p> <ul style="list-style-type: none"> Solution is regularly audited, analytics team held fully accountable and reports back to analytics leadership team

Data Governance Maturity Model – Data Health



	INITIATED	EMERGING	ADVANCED
Data Health	Testing Environment Integrity <ul style="list-style-type: none"> • Incomplete or missing stage/development environments with limited systems access for QA resources 	Testing Environment Integrity <ul style="list-style-type: none"> • Inconsistent stage/development environments with limited systems access for QA resources 	Testing Environment Integrity <ul style="list-style-type: none"> • Fully functioning stage/development environments exists with appropriate systems access for QA resources

Data Governance Maturity Model – Data Health



	INITIATED	EMERGING	ADVANCED
Data Democratization	<p>Tools and Infrastructure</p> <ul style="list-style-type: none"> Adobe Analytics serves as system of record. Visualization tools limited to Adobe Analytics capabilities <p>Data Delivery</p> <ul style="list-style-type: none"> Reports and dashboards distributed on an ad-hoc basis. Executive level reports and dashboards being developed <p>Enablement and Communication</p> <ul style="list-style-type: none"> Lack of analytics communication with the business to teach/inform and drive product value <p>Value Realization</p> <ul style="list-style-type: none"> Business has difficulty tracing back the data value back to any given source and no value realization illustration is done. <p>User Administration</p> <ul style="list-style-type: none"> Ad hoc user administration and developing process for administration of system user access <p>Accountability</p> <ul style="list-style-type: none"> Working to assign data democratization efforts and identifying teams/individuals responsible for each area 	<p>Tools and Infrastructure</p> <ul style="list-style-type: none"> Adobe Analytics serves as system of record. Visualization tools used in limited capacity such as Report Builder <p>Data Delivery</p> <ul style="list-style-type: none"> Reports and dashboards distributed to various audiences, but not tailored to each audience. Executive level reports and dashboards require significant manual effort and not easily accessible <p>Enablement and Communication</p> <ul style="list-style-type: none"> Reactive approach to teach and inform analytics to the business. Occasional communication of data wins, tips & tricks, new features and training. <p>Value Realization</p> <ul style="list-style-type: none"> Business can occasionally trace back the data back to company KPIs. Only limited value realization illustration performed. <p>User Administration</p> <ul style="list-style-type: none"> Loosely-defined but adequately structured process for administration of system user access. Process not always followed <p>Accountability</p> <ul style="list-style-type: none"> Data democratization responsibilities spread across different teams, central accountability in progress 	<p>Tools and Infrastructure</p> <ul style="list-style-type: none"> Adobe Analytics serves as system of record for experience data. OOTB reporting as well as custom visualization tools are used in an advanced capacity to display relevant analytics data <p>Data Delivery</p> <ul style="list-style-type: none"> Reports and dashboard access in place for all data users. Where appropriate, distribution of reports and dashboards is automated. Executive level reporting is readily available without a login <p>Enablement and Communication</p> <ul style="list-style-type: none"> Power users receive proper training. Data wins, tips & tricks, new features, and training is provided on a regular basis. Regular office hours are scheduled to answer analytics questions, teach, and inform <p>Value Realization</p> <ul style="list-style-type: none"> The business can clearly illustrate value realized and effortlessly trace analytics data back to company KPIs and key business use cases. Significant value illustration is shared with executive leadership when realized <p>User Administration</p> <ul style="list-style-type: none"> Well defined process is in place for administering system user access and data access controls. Process includes granting & revoking access as well as rights & permissions to appropriate data. Process consistently followed <p>Accountability</p> <ul style="list-style-type: none"> Analytics team fully accountable for data democratization outcomes and reports back to analytics leadership team

Data Governance Maturity Model – Data Democratization



	INITIATED	EMERGING	ADVANCED
Data Democratization	Value Realization <ul style="list-style-type: none"> Business has difficulty tracing back the data value back to any given source and no value realization illustration is done. 	Value Realization <ul style="list-style-type: none"> Business can occasionally trace back the data back to company KPIs. Only limited value realization illustration performed. 	Value Realization <ul style="list-style-type: none"> The business can clearly illustrate value realized and effortlessly trace analytics data back to company KPIs and key business use cases. Significant value illustration is shared with executive leadership when realized

Data Governance Maturity Model – Data Democratization

Analytics Data Governance Survey

Team Responsibilities and Organizational Readiness

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
A well defined plan exists for the analytics program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an owner of data adoption and analysis who is accountable to enable data usage and foster best practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subject matter experts (or power users) are identified, enabled and empowered to support the technical and business needs of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor defines KPIs and aligns the entire organization toward them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor aligns collaboration between the data team, IT, and Marketing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor requires all decisions to be data-driven and emphasizes the value of the data team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team is sufficiently staffed and able to support an enterprise analytics strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data access is regularly audited, expired when unneeded and when roles are terminated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a process to provision new users requesting data access, ensuring efficiency and authorization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Collection Strategy

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The data platform adheres to company data compliance requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Data platform standards are regularly reviewed, maintained, enforced and integrated into solution documentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Data collection strategies are regularly reviewed, maintained, enforced and integrated into solution documentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business objectives and KPIs are defined by the executive sponsor and they guide the activities of the data team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The analytics solution be tied to documented KPI's?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KPIs are shared with all internal and external partners of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data platform collateral resides in a central repository, where it is maintained and accessible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data platform collateral (SDR or Variable map) describes all dimensions, metrics, datasets, and processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data platform collateral are updated on a regular basis?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data platform changes are recorded and communicated to stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All data platform changes are validated and approved in pre-production environment(s), before production launch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a clear process for data platform change requests, testing, and approval, and this process is followed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an owner of all data collection processes who is accountable for adherence to defined standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Health

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Datasets are regularly compared against other systems of record to ensure reasonable accuracy and consistency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well defined testing and deployment standards exist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KPIs are monitored automatically using Anomaly Detection and Intelligent Alerts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-production environment(s) mirror production environments, including data collection.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data collection is deployed using a tag management solution, including version control and approval workflows.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data collection is re-validated regularly using automated processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for data collection validation exists and follows a consistent process and includes multi-faceted sets of tools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an owner of overall data health who is accountable to protect data from anomalies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Democratization

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Data power users are identified as experts and promoted throughout the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor and power users regularly attend Adobe Summit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team (and power users) of Adobe Analytics follow product updates and adopt new features.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team (and power users) of Adobe Analytics receive proper training when new features and functionalities are introduced via product updates and releases?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe Analytics users utilize all data interfaces according to their strengths for each business question.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a real-time executive dashboard that is always up-to-date and shared with leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders schedule automated reports from Adobe Analytics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For every organization, **it's important to understand where they are in the maturity curve.** At some point, they begin to need to **drill down and ask the deeper questions** that are going to move them beyond reporting to analytics, advanced segmentation and beyond.

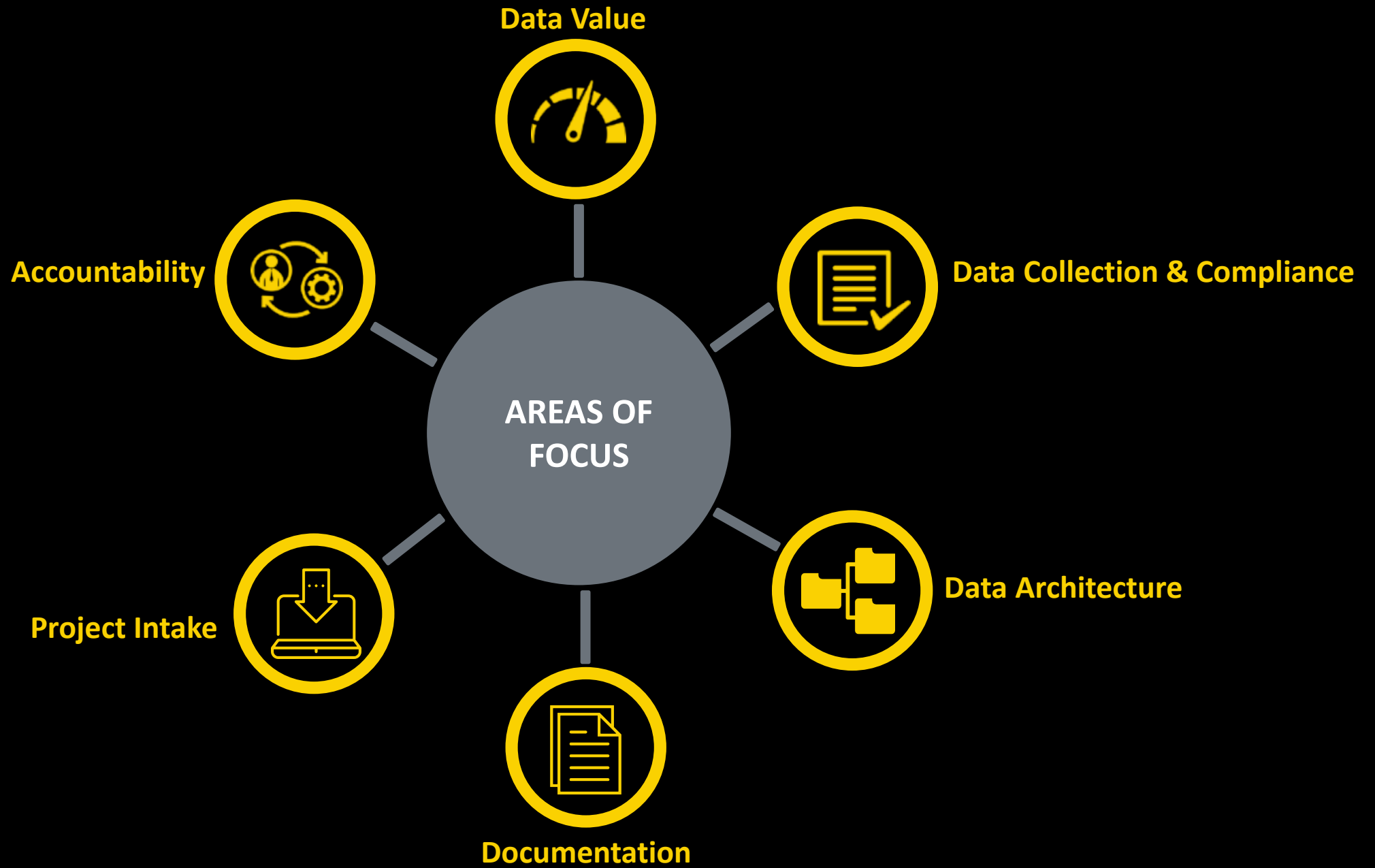
Ashish
Major Computer Hardware Manufacturer

Drill Down and Ask the Deeper Questions

- As the world has shifted to online in the last decade, there's been an increasing focus on the correct **organizational structure and readiness**.
- The need for **data collection strategy** existed long before this major shift to online.
- **Data Democratization** is dependent on **Data Health** - clean and actionable data, which is dependent on solid **data collection strategy** that is adhered to throughout the organization.

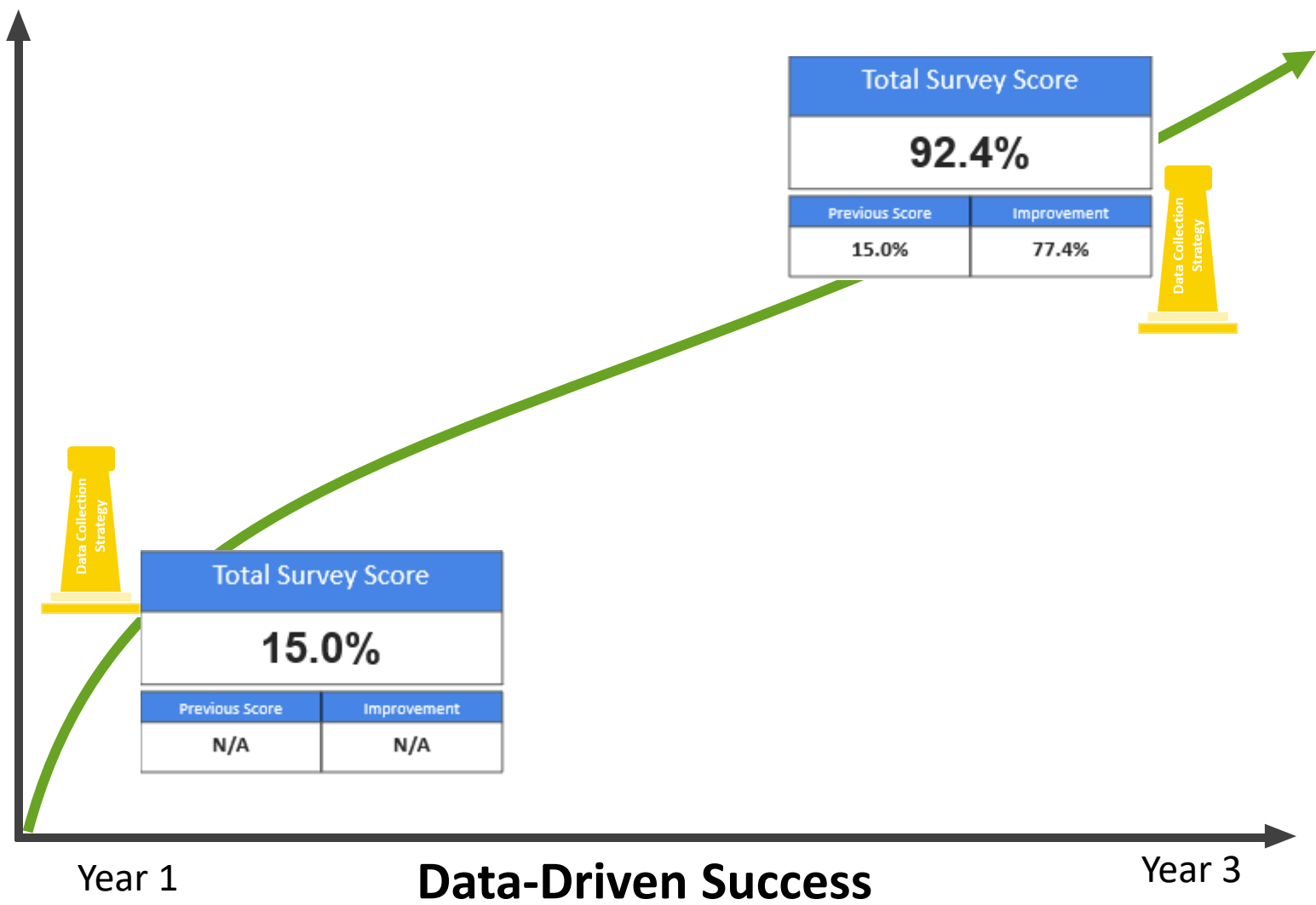
Agenda

- Data Governance Maturity Model Overview
- **Data Collection Strategy Deep Dive**
- Top 10 Key Takeaways



Holland America - Pre vs. Post Score Data Collection Strategy Score

Level of Investment
(Dollars + Time + Mgmt Focus)



Data Collection Strategy – Data Value



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">• Solution does not fully align to company KPIs, key business objectives, or core business use cases	<ul style="list-style-type: none">• Solution can sometime trace back to company KPIs, business goals, and core business use cases	<ul style="list-style-type: none">• Solution can be clearly traced back to company KPIs, expected business outcomes, and core business use cases

Data Collection Strategy – Data Value

Ask Yourself:

- What are the company's business goals & objectives?
- Does the Analytics solution in place align with these goals?
- Does the solution answer the questions the business is asking?
- Does the organization trust the data coming from Adobe Analytics?

Benefits to Realize:

- Better adoption of Analytics tool, solution and overall data adoption.
- Analytics data gains trust in the organization and data has authority.

Holland America's Approach to Collecting Data that Drives Value



Data Value – Key Takeaways

Key Takeaways:

- Identify what data is available, what data is valuable, and what story you want to tell
- Put yourself into the shoes of your data consumers – how will they use the data when they build their reports
- KPI data is the first priority for collection, dimensions of the KPI's are the second priority
- Data for data's sake is useless - data that tells a story is invaluable



Data Collection Strategy – Data Architecture



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">Report suite architecture exists but lacks documentation and may not be fully structured for enterprise scale	<ul style="list-style-type: none">Report suite architecture is somewhat documented and is better designed for enterprise needs and scale	<ul style="list-style-type: none">Report suite architecture is well documented, properly designed, and structured for maximum scale of the organization

Data Collection Strategy – Data Architecture

Ask Yourself:

- Are report suites configured and named in a logical manner?
- Is mobile app data tracked & should it be combined with web data?
- Should data for different business units be combined for a global view?
- Are there plans to use real-time or current data reporting, data connectors, data sources, data feeds, or share segments across other owned Adobe solutions?

Benefits to Realize:

- A clean and succinct reporting hierarchy is achieved, serving the data needs of each business unit in the organization.

Holland America's Data Architecture Strategy



Data Architecture – Key Takeaways

Key Takeaways:

- Take time to interview all business units for their golden nuggets
- Identify and champion the common data categories
- Be persistent when data definitions are misaligned



Data Collection Strategy – Data Collection & Compliance



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">Minimal data collection and compliance standards exist	<ul style="list-style-type: none">Data collection and compliance standards exist but not enforced	<ul style="list-style-type: none">Data collection and compliance standards are reviewed, maintained, enforced, and are integrated into documentation

Data Collection Strategy – Data Collection & Compliance

Ask Yourself:

- What are the sources of data into Adobe Analytics?
- What is the data collection methodology?
- Do solution variables name have logical meaning, a pre-defined structure, and consistency across report suites?
- Are there organizational compliance rules that apply to Analytics data?
- Has the Analytics implementation been reviewed by privacy or compliance teams?

Benefits to Realize:

- Quality reporting
- Reduction in potential bugs and the need for fixes
- Compliant and scalable solution
- An implementation that is easier to audit and update as compliance laws change

Holland America's Data Collection & Compliance Strategy



Data Collection & Compliance – Key Takeaways

Key Takeaways:

- Involve legal & privacy teams for all data related work
- Ensure data is stored, made available and compliant for all use cases
- Constantly evaluate what's being collected, how it's being used, and ensure appropriate approvals



Data Collection Strategy - Documentation



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">• Solution documents are out of date, missing, or misplaced. What does exist does not live in a shared & easily accessible repository	<ul style="list-style-type: none">• Solution documents exist but in a varied state of accuracy, are de-centralized and/or not easily accessible. Documentation is only infrequently reviewed and/or updated	<ul style="list-style-type: none">• Solution documents are considered foundational, are centralized in an easily accessible dynamic repository, are audited and updated on a regular basis and adhere to standards

Data Collection Strategy – Documentation

Ask Yourself:

Does up-to-date documentation exist?

- Business Requirements Document (BRD)
- Solution Design Reference (SDR)
- Technical Specification (Tech Spec) files exist?

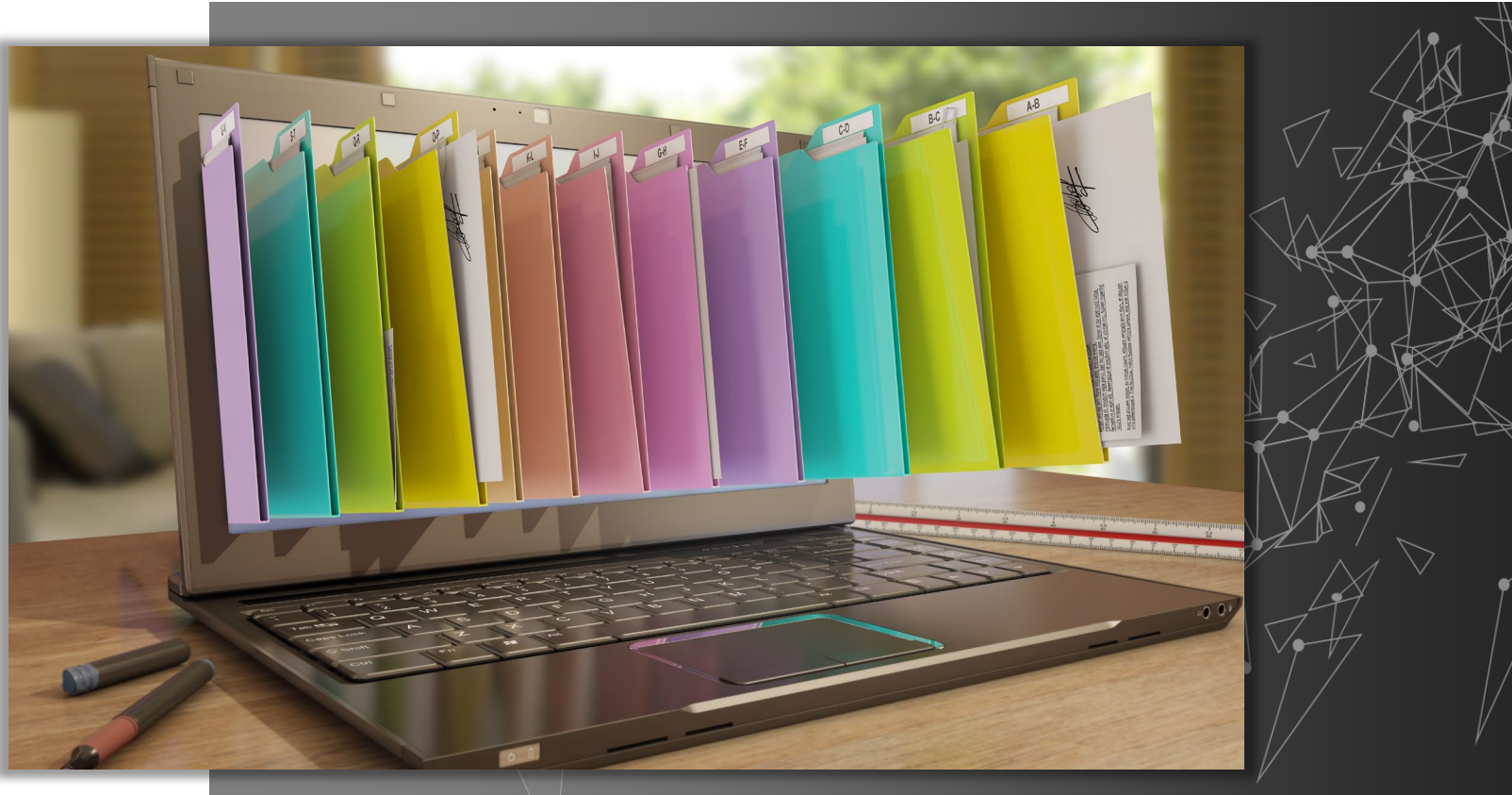
Are these files located in a centralized location that can be easily accessed, audited and updated?

Benefits to Realize:

Centralized, up to date documents allowing for:

- Solution maintenance
- Knowledge management
- Onboarding
- Troubleshooting

Holla America's Approach to Documentation



Documentation – Key Takeaways

Key Takeaways:

- Document the solution in a way that is approachable by your end users
- Common data can be documented to relate to common actions/events
- Communicate changes to appropriate stakeholders/end users



Data Collection Strategy – Project Intake



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">Developing an intake process for new projects, most projects do not include data collection as a key requirement/consideration	<ul style="list-style-type: none">Reactive intake process and approach for new projects. Increasing number of projects do factor data collection as an essential	<ul style="list-style-type: none">Well defined proactive intake process for new projects or inquiries. All projects ensure full data collection process and standards are incorporated into the project

Data Collection Strategy – Project Intake

Ask Yourself:

- Are all new tracking requests approved without review?
- Is there a formal process for project requests?
 - Example:



Benefits to Realize:

Allows for:

- Request review
- Scoping
- Prioritization
- Resource allocation
- Expectations management

Reduces “track everything” requests

Teaches the organization about tracking smarter by tying back to company goals

Holland America's Project Intake Process



Project Intake Process – Key Takeaways

Key Takeaways:

- Define an intake process rooted in service
- Pay attention to the data that you already have and how it can be used
- It's OK to say NO, but always offer another solution
- Data QA is critical, but doesn't have to be manual or lengthy



Data Collection Strategy – Accountability



INITIATED	EMERGING	ADVANCED
<ul style="list-style-type: none">• A team has not been identified to be held accountable for data collection strategy, process, and data governance practices	<ul style="list-style-type: none">• Analytics team occasionally held accountable for data collection strategy, process, and data governance practices	<ul style="list-style-type: none">• Analytics team fully accountable for data collection strategy and practices; reports back to analytics leadership team; responsible for adherence to data governance program practices

Data Collection Strategy – Accountability

Ask Yourself:

- Who is the person? Can you name him/her?
- Does this person exist?

Benefits to Realize:

Accountability ensures that:

- Proper governance and strategy are aligned with company goals
- Policies are in place and adhered to

Holland America & Accountability



Accountability – Key Takeaways

Key Takeaways:

- Accountability isn't a 4 letter word
- Centralized or decentralized – have a process that defines who is accountable
- All data has a value proposition – make sure the benefits outweigh the costs
- Regardless of your role, be a Data Governance Evangelist in your organization



Agenda

- Data Governance Maturity Model Overview
- Data Collection Strategy Deep Dive
- **Top 10 Key Takeaways**

Data Collection Strategy in a Nutshell

A well thought out data collection strategy will enable you to ensure data health by allowing you to:

- Enable the organization to track data efficiently
- Create solutions that tie back to company goals and objectives
- Provide clear and concise data and reports that are easy to consume and understand
- Build trust & confidence in data ensuring data security, integrity and usability
- Allow the business to understand the value of the product and the data
- Create a **data driven decision making culture.**



Top 10 Key Takeaways



- Focus on business use cases
- Connect design to requirements
- Apply compliance guidelines
- Establish the ideal report suite architecture
- Prioritize documentation
- Maintain your documents
- Centralize your documents
- Establish project in take process
- Perform regular audits
- Accountability is key

To get you started on your data governance journey

Team Responsibilities and Organizational Readiness

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
A well defined plan exists for the analytics program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an owner of data adoption and analysis who is accountable to enable data usage and foster best practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subject matter experts (or power users) are identified, enabled and empowered to support the technical and business needs of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor defines KPIs and aligns the entire organization toward them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor aligns collaboration between the data team, IT, and Marketing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor requires all decisions to be data-driven and emphasizes the value of the data team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team is sufficiently staffed and able to support an enterprise analytics strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data access is regularly audited, expired when unneeded and when roles are terminated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a process to provision new users requesting data access, ensuring efficiency and authorization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Collection Strategy

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The data platform adheres to company data compliance requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Data platform standards are regularly reviewed, maintained, enforced and integrated into solution documentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Data collection strategies are regularly reviewed, maintained, enforced and integrated into solution documentation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business objectives and KPIs are defined by the executive sponsor and they guide the activities of the data team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The analytics solution be tied to documented KPI's?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KPIs are shared with all internal and external partners of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data platform collateral resides in a central location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Democratization

	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Data power users are identified as experts and promoted throughout the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive sponsor and power users regularly attend Adobe Summit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team (and power users) of Adobe Analytics follow product updates and adopt new features.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team (and power users) of Adobe Analytics receive proper training when new features and functionalities are introduced via product updates and releases?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adobe Analytics users utilize all data interfaces according to their strengths for each business question.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a real-time executive dashboard that is always up-to-date and shared with leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholders schedule automated reports from Adobe Analytics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data users identify opportunities with data, take action, monitor changes, and share the results and value realized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team hosts regular sessions for enablement, office hours, and success story reviews.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data team and power users create, share, and approve Adobe Analytics components, using consistent, validated definitions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Health


	1	2	3	4	5
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Datasets are regularly compared against other systems of record to ensure reasonable accuracy and consistency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well defined testing and deployment standards exist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KPIs are monitored automatically using Anomaly Detection and Intelligent Alerts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-production environment(s) mirror production environments, including data collection.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data collection is deployed using a tag management solution, including version control and approval workflows.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data collection is re-validated regularly using automated processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for data collection validation exists and follows a consistent process and includes multi-faceted sets of tools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an owner of overall data health who is accountable to protect data from anomalies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Scan me

Data Governance Survey:

To get you started on your data governance journey

 Scan me

Data Governance Overview:

Experience Success expert zone at the Adobe booth.

- **Talk** with Adobe's top experts in digital experiences
- **Learn** about Adobe's Digital Performance Services
- **Meet** with customer support teams
- **Check-in** for your personalized assessment

VISIT US AND
Enter
TO **WIN**
AN iPad PRO
& OTHER PRIZES

[Adobe.com/go/experience-success](https://adobe.com/go/experience-success)



Take the Survey for a chance to win!

(Survey section of the mobile app)



\$10 Starbucks Card



Day 1
Bash
Experience



Day 2
Signed Sports
Memorabilia



Day 3
Bose
Home Speaker

Q & A

Nimisha Hanks

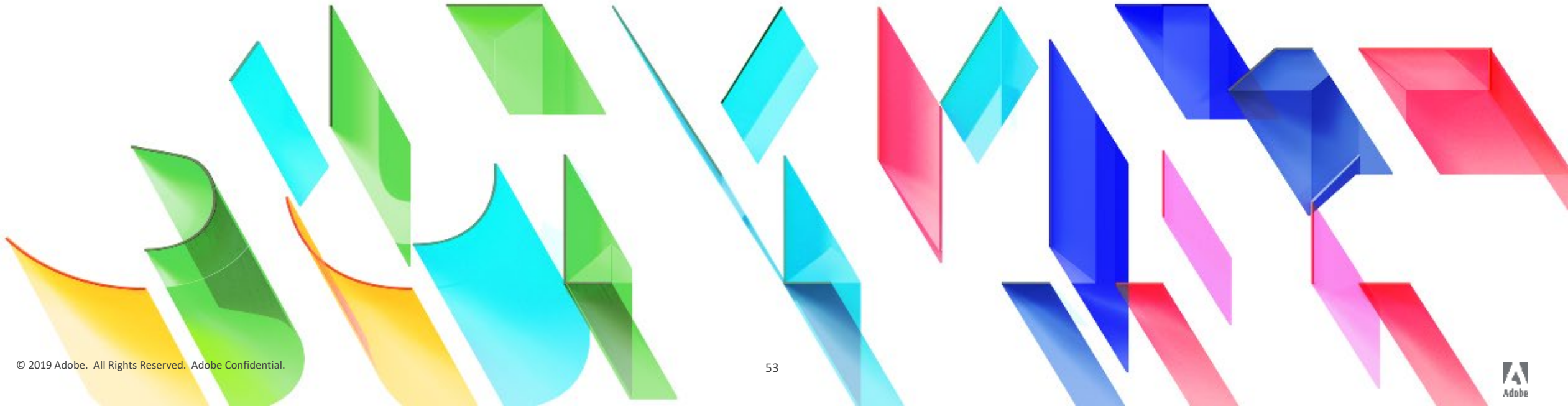
nhanks@adobe.com

LinkedIn: /nimishahanks

Tim Crandley

tjcrandley@hollandamerica.com

LinkedIn: /tjcrandley





Adobe