IRM UK

Enterprise Data and Business Intelligence & Analytics Conference Europe 2020

Group Discounts Available

Now a Virtual Conference

Frequent comments from delegates were their regret at not being able to attend all sessions from all conference tracks. With the Virtual Enterprise Data and Business Intelligence & Analytics Conference, co-located with the Data Governance Conference and MDM Summit, now you can! These four virtual co-located conferences will provide you with an unprecedented extensive learning and networking experience.

▶ **Maximise Your Learning Experience.** Attend the 2 virtual conference days live (3-4 November) and you will get access to all 55 conference presentation recordings for 9 months after the conference. With our great line up of user case studies and leading experts on Enterprise Data, Business Intelligence, Data Governance and MDM, you will not want to miss one session.

▶ **Access to an Even Wider Data Community.** As the conference is virtual, it will be more accessible to the wider Data community world-wide. Delegates can network via our online conference platform. Virtual chat rooms will be available during the event.

▶ **Reduced Fees and Enterprise Licence Fees.** The lower fees make the conference more accessible to you, your colleagues and the wider Data Management community and if you are looking for a 2 day conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

▶ **Content Rich.** With access to 55 conference presentations, you will have approximately 50 hours worth of unprecedented learning experience from key Data, BI, Data Governance and MDM experts and case studies from leading organisations. Learn from other organisations' past successes and challenges through a wide range of case studies.

▶ **Conference Workshops.** Choose from a comprehensive range of workshops delivered via live streaming on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels. Workshops will be held on 2, 5, 6, 9, 10, 11, 12 November and since the workshops are taking place over 7 days, you can now attend more than the two half day/one full day workshop that you were previously limited to.

Case Studies & Contributors Include:

- HMRC
- Telefonica
- Easyjet
- M&G
- The National Trust
- ABN AMRO
- Marks and Spencer
- Thomson Reuters
- Saudi Arabia Ministry of Finance
- Bosch
- Schneider Electric
- Absa
- ABB
- Ernst & Young
- Standard Life Aberdeen
- Allianz
- Zurich
- Heineken
- IBM
- Siemens Managed Services
- Hugo Boss
- Driver & Vehicle Standards Agency
- Aegon Asset Management Europe
- Walgreens Boots Alliance
- Waitrose & Partners
- Jacobs Douwe Egberts
- NOW: Pensions
- Dwr Cymru Welsh Water
- Göteborg Energi
- Gazprom
- Environment Agency
- PwC
- Capgemini
- OP Financial Group
- England and Wales Cricket Board
- FrieslandCampina
- Capitec Bank
- Farfetch
- WAGO
- Møller Mobility

Keynotes and Featured Speakers Include:

Roberto Maranca
Data Excellence VP Schneider Electric

Megan Dooley
Head of Data and Insight Telefonica

Nigel Shaw
Director CIO DE&S - Ministry of Defence

Ian Wallis
Deputy Director, People Analytics & Insight HMRC

Bhavya Jha
Manager Advanced Analytics and Insights M&G plc

Christina Finlay
Director, Data and Insight National Trust

Felix Streichert
Chief Data Manager Bosch

Donna Wayman
Head of UK Portfolio Zurich Insurance

Abel Aboh
Data Management Lead EasyJet

Donald Farmer
Principal TreeHive Strategy

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Live Streaming Workshops – 2, 5, 6, 9, 10, 11, 12 November - See Website for Workshop Dates & Times

Full Day Workshops	**Data Strategy: from Framework to Execution** *Ian Wallis, Managing Director, Data Strategists Ltd*	**Building a Data Governance Business Case: Show the Value** *Håkan Edvinsson, Informed Decisions Consulting*	**Advancing into Master Data Management** *William McKnight, McKnight Consulting Group*	**Migrating Analytics to the Cloud** *Donald Farmer, TreeHive Strategy*
Half Day Workshops		**Getting Started With Data Quality – A Primer** *Jon Evans, Equillian*	**The Process-Data Connection: How Concept Modelling Supports Process and Architecture Work** *Alec Sharp, Clariteq Systems Consulting*	**Information Management Fundamentals** *Chris Bradley, Data Management Advisors*
Half Day Workshops	**How to Build, Manage & Enhance a Data Team** *Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Ieva Langenfelde, Data Governance Manager, Heineken*	**Practical Reference and Master Data Management** *Chris Bradley, Data Management Advisors*	**Establishing Data Governance: Teaching Dumbo to Fly** *Johan Lindholm, Data Governance Lead, Göteborg Energi AB*	**Reduce, Reuse, Recycle - What to Do When Data Governance has Been Binned** *Charles Joseph, Datazed*
Half Day Workshops	**Timeless Principles Should Remain but Change Everything Else: Fundamentals of Data Warehousing & Business Intelligence** *Howard Diesel, Modelware Systems*			

Tuesday 3 November 2020: Conference Day 1 & Exhibits

Time						
09:00 - 09:10	**Conference Opening,** *Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Donald Farmer, Principal, TreeHive Strategy*					
09:10 - 10:00	**Plenary Keynote: The Dawn of Data Excellence,** *Roberto Maranca, Data Excellence VP, Schneider Electric*					
10:10 - 10:50	**EDBIA Keynote: National Trust, Europe's Largest Conservation Charity, Transforms its Data Culture** *Christina Finlay, Director, Data and Insight, National Trust*			**Data Governance Keynote: Data Governance - Holding a Mirror to Your Company** *Guy Harvey, Data Transformation Lead, Siemens Managed Services*		
	Enterprise Data	**BI & Analytics**	**Data Strategy**	**Data Governance**	**Data Governance & MDM**	**Master Data Management**
11:20 - 12:05	**View from a Data Owner** *Megan Dooley, Head of Data and Insight, Telefonica*	**Streaming Analytics - an Overview of the Concepts, Architecture and Technology of Doing Data Science on Real-Time Data** *Bas Geerdink, CTO, Aizonic*	**Data is the New Oil? Data is Like Milk…** *Kitti Noemi Nemeth, Enterprise Data Manager Communications and Change Management, FrieslandCampina*	**A Case Study in Implementing a Data Governance Hub** *Mary Drabble, Principal Data Governance Analyst, Standard Life Aberdeen*	**Data Management: from the Trenches** *Dr. Bas van Gils, Strategy Alliance*	**The Golden Triangle of CRM, MDM and DMP** *Yaniv Naor, Senior Global MDM Strategist and Business Lead, Hugo Boss*
12:15 - 13:00	**Data as a National Asset Towards Saudi 2030 Vision** *Yassir Alsuwais, General Manager BI and Data Management, Ministry of Finance*	**Modernisation of the BI and Analytics Architecture Centred on Personas** *Gabriele Rossi, Enterprise Architect, ABN AMRO*	**External Data Management – Integral Part of the Data Governance** *Minna Stjernvall, Concept Owner of the External Data Services, OP Financial Group & Jussi Jutila, Siili Solutions Oyj*	**Exploiting Existing Projects to Deliver Data Governance Initiatives** *Karen Reeds, Data Governance Specialist, tada.data*	**Effective Data Governance Programme Planning** *Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts*	**How Good is Your Data?** *Karen Wood, Senior Manager, Master Data, Walgreens Boots Alliance*
13:00 - 14:30	Networking Lunch, Exhibits & Lunchtime Sessions					
14:30 - 15:15	**EDBIA Keynote: Becoming Data Driven – A Data Strategy For Success & Business Insight** *Nigel Turner, Principal Information Management Consultant EMEA, Global Data Strategy*			**MDM Keynote: Artificial Intelligence and Master Data Management: Hand in Hand** *William McKnight, McKnight Consulting Group*		
15:25 - 16:10	**The Data Quality Manifesto** *Nino Letteriello, DAMA EMEA & FIT Strategy*	**Getting Data Analytics to Have an Impact on Strategy in a Large Organization** *Michiel van Staden, Data Analytics Lead, Absa*	**England Cricket Pushing the "Boundary" with Their Data** *Damian Smith, Head of IT, England and Wales Cricket Board*	**What Books Don't Tell You About Data Management** *Dana Julinschi, Senior Data Governance Officer, FMO - Dutch Development Bank*	**DG and MDM - Managing Sibling Rivalry** *Charles Joseph, Datazed*	**Product Data Vision as Foundation of State of the Art PIM and Multi Domain Data Models** *Kersten Wirth, PIM-Consult*
16:40 - 17:05	**Tips To Successfully Deliver Data Management** *Abel Aboh, Data Management Lead, EasyJet*	**Data Discovery: Know Your Data** *Bhavya Jha, Manager Advanced Analytics and Insights, M&G plc*	**How Data Governance Supports Data Science at Dŵr Cymru Welsh Water** *Justin Doran, Data and Analytics Manager (Data Governance), Dŵr Cymru Welsh Water*	**Leading a Tool-Centric Data Governance Effort Without a CDO** *Benjamin Bunting, Global Data Steward, Aegon Asset Management Europe*	**Implementing Data Governance and Quality Programme in Financial Services Company** *Michele Valentini, FIT Strategy*	**Governance, Migration & Change! The Three Musketeers for Improving Your Data Estate** *Sam Cremins, Data Governance Specialist, NOW: Pensions*
17:05 - 18:05	Networking Drinks Reception and Exhibits					

Wednesday 4 November 2020: Conference Day 2 & Exhibits

Time						
09:00 - 10:00	**Plenary Keynote: The Culture of Governance,** *Donald Farmer, TreeHive Strategy*					
	Enterprise Data	**BI & Analytics**	**Data Strategy**	**Data Governance**	**Data Governance & MDM**	**Master Data Management**
10:30 - 11:15	**Enterprise Data Challenges; Three Success Stories** *Håkan Edvinsson, Informed Decisions Consulting AB*	**Who Do You Think You Are? Data Lineage & BI in the Enterprise** *Paul Lynn, Senior Enterprise Data Advisor, ABN AMRO*	**Data Quality by Design and by Default - Model GDPR Concepts for Data Protection** *Michael McMorrow, MMM Data Perspectives*	**How to Answer the Difficult Questions about Data Governance** *Ieva Langenfelde, Data Governance Manager, Heineken*	**Where's Wally? Unearthing & Aligning MDM Efforts at Farfetch** *Yasemin Kural, Head of Data Architecture & Miguel Jorge Macedo, Data Governance Manager, Farfetch*	**Master Data Processes: the Backbone of Successful MDM System Implementations** *Dr. Christiana Klingenberg, msg systems ag & Thomas Brandstätter, Head of Digital Information Management in Corporate Marketing, WAGO Kontakttechnik GmbH*
11:25 - 12:10	**Data Ethics – Sustaining Trust in the Digital Age** *Maria Nørgaard, Data Management Association & Geoffrey van Ijzendoorn-Joshi, Head of Data Management, Møller Mobility Group*	**Data Value Stream Life-Cycle for Analytics in Manufacturing** *Felix Streichert, Chief Data Manager, Bosch*	**The Business Case for a Technology Capability to Transition through Metadata Management Maturity Levels** *Manrich Kotze, Team Leader: Data Governance, Capitec Bank*	**10 Years On: Success, Difficulty, Evolution: The History of DG in a Government Organisation** *Iain Andrews, Data Integrity and Flood Data Manager & Nick Keen, Data Governance National Lead, Environment Agency*	**The Data Wrestling Match** *Ellie Fitzpatrick, Data Framework & Policies Lead & Jocelyn Sheriff, Data Intelligence Lead, PwC*	**Launching and Embedding DG and MDM in Waitrose** *Siobhan Bowie, Head of Data Governance, Waitrose & Partners & Ralf Teschner, Global Lead for Data Governance, Capgemini*
12:10 - 13:30	Networking Lunch, Exhibits & Lunchtime Sessions					
13:30 - 14:15	**Plenary Keynote Panel: How Data Governance Can Help you Turn your Data Assets into Tangible Value** Moderator: *Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts* Panellists: *Stijn Christiaens, Collibra, Greg Hanson, Informatica & Ellie Fitzpatrick, Data Framework & Policies Lead, PwC*					
14:25 - 15:10	**How to Drive Process Improvement in GBS Finance Operations Leveraging on Data** *Luca Condosta, GBS Finance Manager Americas, ABB*	**Advances in Interactive and Innovative Dashboards** *Ralf Kaul, Senior Consultant, Ernst and Young*	**Data Transformation Brick by Brick** *Donna Wayman, Head of UK Portfolio, Zurich Insurance*	**Data Governance and Data Literacy at the Ministry of Defence** *Nigel Shaw, CIO, DE&S – Ministry of Defence, Nigel Ravenscroft, Dep Head Data Governance Defence Digital – Ministry of Defence & Mark Humphries, Chair DAMA UK/ Civica*	**2 Year Journey of Implementation of Data Governance - From an Idea to a Valuable Data Service at Gazprom Neft** *Alexander Erofeev, Chief Data Officer - Upstream, OJSC Gazprom Neft*	**The Rise of the Digital Twin in Master Data Management** *Martin Oberhofer, Distinguished Engineer, IBM & Marcus Boone, Program Director, IBM*
15:40 - 16:25	**EDBIA Keynote: People Analytics & Insight: Transforming the Employee Experience at HMRC,** *Ian Wallis, Deputy Director, People Analytics & Insight, HMRC*			**Data Governance Keynote: Shifting to AI Ready Governance: Practical Principles and Recipes,** *Dr. Fran Cardells, Special Advisor, Allianz*		
16:30 - 16:50	**Plenary Keynote Panel - Where Do We Go from Here? and Conference Close** *Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Donald Farmer, TreeHive Strategy*					

Plenary Keynotes:

The Culture of Governance

Donald Farmer, Principal, TreeHive Strategy

Data Governance is top of mind for many executives and managers today and there are a wide variety of tools and frameworks offering to help. But one aspect is often overlooked - the organizational culture that enables governance as a practice. Current governance programs too often treat users as unreliable, or even malicious, by default. Yet the overwhelming majority of business and IT professionals simply want to do their job as effectively as possibly. Programs which get in their way will be worked around or defied. Programs which work with their interests will be supported. In this keynote, we'll explore how we can build an organizational culture which supports and enhances governance. We'll look at frameworks for developing a community of practice and tools for enabling and measuring engagement, compliance and collaboration.

The Dawn of Data Excellence

Roberto Maranca, Data Excellence VP, Schneider Electric

Being a "data-driven" company is quickly becoming the nuclear fusion chimera of enterprises, whereby one will always be 30-years away from its achievement. The keynote will go through an unashamed re-evaluation of the true reasons why data strategies struggle to succeed and will recommend Data Excellence as a way to bolster the "nemawashi" that modern CDOs need. With its three pillars (Culture, Change, Value) Data Excellence is a newly formed discipline that aims at orchestrating all data efforts (data governance included) towards an harmonious, cost effective and resilient outcome.

Where Do We Go From Here? Keynote Panel

Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts
Donald Farmer, Principal, TreeHive Strategy

During the conference, the delegates have listened to over 60 speakers, heard many case studies, received practical tips to help them in their daily lives and hopefully made some great new contacts. As we leave, we would like to summarise and discuss some of the important themes from the conference, asking where we go from here and get some views from delegates, in this highly interactive session. We'll also be discussing the delegates' biggest challenges they currently face (plus how the conference will help them with those) and what has struck a chord with them during the week.

Enterprise Data and Business Intelligence & Analytics Keynotes:

People Analytics & Insight: Transforming the Employee Experience at HMRC

Ian Wallis, Deputy Director, People Analytics & Insight, HMRC

HM Revenue & Customs (HMRC), UK's tax, payments and customs authority, are on a major transformational programme to redirect more of their people and resources to compliance activities, modernising systems, re-engineering processes to become more customer-oriented and relocating their 65,000 staff from 170 to 13 modern offices nationwide, alongside a few specialist sites. They intend to transform the employee experience at HMRC, making it a great place to work. The People Analytics & Insight directorate was created in October 2019. This keynote will highlight how analytics and insight is becoming a key driver of change in the approach HMRC are taking to seek and retain talent, improve employee engagement and deliver increased customer satisfaction.

National Trust, Europe's Largest Conservation Charity, Transforms its Data Culture

Christina Finlay, Director, Data and Insight & Sarah Turner, Head of Business Intelligence, National Trust

Data is helping National Trust engage the nation with nature, inspiring more people to care for it, restore biodiversity, and move towards the Trust's objective of carbon neutrality by 2030. But two years ago, they wouldn't have been able to get that data out to help people make decisions – the project they'll discuss has changed that. They will discuss key enabling factors including senior sponsorship, cross-department collaboration, business change management, iterative user-centred development, centre of excellence, community and certified data sets & content. Now the data needed for their 4,000 users' decision-making is displayed together more visually, enabling the user with actionable insight. Analysts feel liberated and report enjoying their jobs more. Many manually intense tasks have been made redundant resulting in great time savings. The story will be told in terms of conservation achieved, scones sold, visitors delighted.

Becoming Data Driven – A Data Strategy For Success & Business Insight

Nigel Turner, Principal Information Management Consultant EMEA, Global Data Strategy

More enterprises are seeking to transform themselves into data-driven, digitally based organisations. Many have recognised that this will not be solely achieved by acquiring new technologies and tools. Instead they are aware that becoming data-driven requires a holistic transformation of existing business models, involving culture change, process redesign and re-engineering and a step change in data management capabilities. To deliver this holistic transformation, creating and delivering a coherent and overarching data strategy is essential. Becoming data-driven requires a plan which spells out what an organisation must do to achieve its data transformational goals. A data strategy can be critical in answering questions such as: How ready are we to become data-driven? What data do we need to focus on, now and in the future? This session will outline how to produce a data strategy and supporting roadmap, and how to ensure that it becomes a living and agile blueprint for change.

Master Data Management & Data Governance Keynotes:

Artificial Intelligence and Master Data Management: Hand in Hand

William McKnight, President, McKnight Consulting Group

Companies all over the world are going through digital transformation now, which in many cases is all about maturing the data environment and the use of data. Master data is key to this effort. All transformative projects require master data and usually many subject areas. Current efforts to deliver master data to the enterprise are cumbersome, inefficient and met with limited acceptance. Can artificial intelligence help? We'll look at enterprise use cases of artificial intelligence and show the master data that is needed. We'll see what some MDM vendors are doing with AI and how the future of MDM will be shaped by looking at some specific MDM actions influenced by AI.

Data Governance: Holding a Mirror to your Company

Guy Harvey, Data Transformation Lead, Siemens Managed Services

Ever thought why it's taking so long to get started on Data Governance at your company and why all your efforts never seem to stick? Well, there just may be an answer. In order to get Data Governance established, it requires certain activities and behaviours but most of all its needs specific structures across the organisation to support it. In this presentation, Guy will go through some structures and behaviours across your organisation that are probably having a mirrored effect on your implementation of Data Governance.

How Data Governance Can Help you Turn your Data Assets into Tangible Value - Keynote Panel

Moderator: Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts

Panellist: Stijn Christiaens, Co-founder & CTO, Collibra; Greg Hanson, VP EMEA & LATAM, Informatica; Ellie Fitzpatrick, Data Framework & Policies Lead, PwC

Data is nowadays one of the most valuable assets an organisation can own and many strive to become more data-driven to succeed in an increasingly competitive environment. However, becoming data-driven is easier said than done. Many companies around the world are struggling to leverage their data assets to its fullest potential. A major cause of this is the absence of a data-driven culture within the organisation as well as the lack of the necessary technology to support the transformation. The panel will discuss how data governance plays a critical role in enabling an organisation to become data-driven and highlight use cases illustrating how Data Governance can help to transform data assets into tangible value.

Shifting to AI Ready Governance: Practical Principles and Recipes

Dr. Fran Cardells, Special Advisor, Allianz

Data has proven its solid value as a business asset and its vital role enabling AI. AI brings both unprecedented opportunities and risks. Given the increasing negative effects and negative press, with bots and algorithms operating far from corporate code of conduct, boards have made this topic a strategic imperative. Boards approach the topic from an ethical perspective such as Responsible AI and AI Ethics, yet far from

operationalization. The aim of this presentation is:

- Explaining the agency problem in AI - where humans in the loop are not controlled
- Gaining intuition of the consequences
- Reviewing practical approaches drawing from the speakers professional experience

> "This event never fails to enable me to connect with people who I can learn from and who can re-energise me in Data Management."
>
> *Andy Moore, Process Specialist, Information, Rolls-Royce*

> "Great conference, the best event in Data Management! Excellent speakers and very interesting content."
>
> *Ana Teresa Szmoes, Caixa, Geral de Depósitos*

Half Day Workshops

Getting Started With Data Quality – A Primer

Jon Evans, Information Strategist & Founder, Equillian

Today, more than ever, the quality of data, underpinned by a robust approach to Data Quality Management, is critical to the success of every organisation. Unfortunately, it is a topic that is still impenetrable to many through the use of unfamiliar jargon and too much emphasis on technology. In this half-day workshop, Equillian's Jon Evans will seek to redress the balance, by taking the audience on a journey from first principles right through to advice on establishing a Data Quality Programme. Along the way, both beginners and those already familiar with the topic will benefit from a business-focused approach, based on industry best practice coupled with many years of experience helping organisations tackle their Data Quality challenges. The session will be structured around 5 key topics:

- The Truth About Data Quality
- The People Side of Data Quality
- Monitoring Data Quality
- Improving Data Quality
- Using Data Quality to Drive Data Governance

Information Management Fundamentals

Chris Bradley, Information Strategist, Data Management Advisors

This half day workshop will provide delegates with an overview of the knowledge, methods and techniques required to analyse, mature and implement information management soluions within your organisation. Areas covered include:

- Data Governance
- Data Quality Management
- Master and Reference Data Management
- Business Intelligence & Data Warehousing
- The essential role of Data modelling
- Data Lifecycle Management
- Metadata Management
- Risk, Security & Regulatory compliance
- Data Operations
- Content & Records management
- Data Integration & Interoperability

How to Build, Manage & Enhance a Data Team

Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Ieva Langenfelde, Data Governance Manager, Heineken

Data teams frequently operate in fast-moving environments, working cross-business with complex supporting processes. As such, they are often a challenge for effective management. This exciting workshop will explore the key aspects of building, managing and enhancing a data team and their operations, to help you more effectively manage your data. We will dive into various key aspects of data management including setting the mission of the team, defining the scope of the work, how to structure a team, effective people recruitment, what sort of data management methodologies can be used, effective process design, SLAs, internal controls, tooling use, quality reporting together with managing day-to-day activities. Delegates will take away:

- A clear understanding of the key elements of data management
- Real-life examples of pitfalls plus learnings
- Practical tips and hints about how to improve their own teams A clear understanding of the key elements of data management
- Real-life examples of pitfalls plus learnings
- Practical tips and hints about how to improve their own teams

Practical Reference and Master Data Management

Chris Bradley, Information Strategist, Data Management Advisors

Data is at the heart of ALL business, and the imperative for becoming "Data Centric" is increasing rapidly. The root cause of the chaotic state of Information Architecture in large institutions today is the dominant application-centric mindset that gives applications priority over data. This is widely seen in the number of copies of "core" data concepts stored across our organisations – Customer Data, Product Data, Employee Data and so on. With Data integration consuming 35%-65% of IT budgets, nevermore has the case been stronger to manage the core shared data concepts for consistent use across the entire organisation. This 1/2 day workshop will help you understand the need and benefits of Master & Reference Data Management. It will show the difference between Master and Reference Data and provide practical approaches to get you underway in identifying and managing them.

- Learn how Master Data Management & the Data Centric approach interrelates.
- Understand the differences between Reference & Master Data and the management approaches to each of them.
- Discover the 4 generic Master Data Management architectures & their suitability in different cases.
- Learn how to identify and manage Master Data across the enterprise.
- Appreciate the different genres of Master Data Management technology solutions and the pitfalls to avoid
- Discover the different approaches for implementing Master Data Management.
- Learn about the other different MDM architectures, their suitability for different needs and how best to implement Master Data Management approaches.
- Understand the essential relationship between Master Data Management , Data Quality, and Data Governance
- Appreciate the under looked but critical aspect of Reference Data Management
- Learn why Data Governance is a critical factor for the success of a Master Data Management program.

Establishing Data Governance: Teaching Dumbo to Fly

Johan Lindholm, Data Governance Lead, Göteborg Energi AB

This workshop is about how to establish Data Governance throughout an organisation using a pragmatic and adaptable approach. It contains key learnings from rolling out DG in a mature utility company. The presentation part will cover how Gothenburg Energy established Data Governance throughout the organisation. The workshop part will contain dialogues and proposals that can help delegates to establish DG in their organisations.

Johan will show examples of how business changes and regulations contributed to establish DG and led to operational improvements. He will present how managers and co-workers contributed in different ways, and present a timeline during 2014 – 2020, including progress and setbacks.

Johan will collect the delegate's experiences regarding establishing DG; which roles that are committed and sponsoring and who is not, how their organisations looks like, what kind of challenges they have, and with that in mind discuss how they can take DG to the next level.

Reduce, Reuse, Recycle - What to do when Data Governance Has Been Binned

Charles Joseph, Founder, Datazed Ltd

Many organisations have tried to implement data governance programmes, with varying degrees of success. Where it has not gone well, it can be challenging to regain the trust of decision makers and stakeholders – let alone find additional budget.This session will show you:

- How to analyse the current situation, avoid the "blame game", and keep people engaged.
- How best to leverage existing materials and processes.
- How to win back the engagement of stakeholders.

Timeless Principles Should Remain but Change Everything Else: Fundamentals of Data Warehousing & Business Intelligence

Howard Diesel, Data Management Professional, Modelware Systems

We have heard it quoted in many data strategies that: "It is critical for business to get the right information (insights) to the right people at the right time at the right cost" There are enough businesses that are not getting any of the RIGHTS. What makes it more frustrating for business stakeholders is the daily news of the amazing insights that competitors are deriving from all the new sources of data and at "google" speeds. The most common weakness and or threat expressed in business data strategies is that business is not getting their data "rights". Is it time to throw away our capabilities of data warehousing and business intelligence and jump into AI and machine learning to provide for the business "rights"? As usual, the answer is YES / NO. Yes, remove the elements of your analytics

value chain that are not producing value and hold onto the elements that continue to deliver.

- Understand the timeless principles DW & BI
- How to recognize what are the critical capabilities of your data value chain
- What should be enhanced and how to go about it

The Process-Data Connection: How Concept Modelling Supports Process and Architecture Work

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

Whether you call it a conceptual data model, a domain map, a business object model, or even a "thing model," a concept model is invaluable to process and architecture initiatives. Why? Because processes, capabilities, and solutions act on "things" – Settle Claim, Register Unit, Resolve Service Issue, and so on. Those things are usually "entities" or "objects" in the concept model, and clarity on "what is one of these things?" contributes immensely to clarity on what the corresponding processes are. After introducing methods to get people, even C-level executives, engaged in concept modelling, we'll introduce and get practice with guidelines to ensure proper naming and definition of entities/concepts/business objects. We'll also see that success depends on recognising that a concept model is a description of a business, not a description of a database. Another key – don't call it a data model! Drawing on almost forty years of successful modelling, on projects of every size and type, this session introduces proven techniques backed up with current, real-life examples.

- Concept modelling essentials – things, facts about things, and the policies and rules governing things
- "Guerrilla modelling" – how to get started on concept modelling without anyone realising it
- Practical examples of concept modelling supporting process and architecture work

Full Day Workshops

Data Strategy: from Framework to Execution

Ian Wallis, Managing Director, Data Strategists Ltd

Most organisations have a strategy stating business goals over a longer time frame than an annual plan – anything from 3 to 40 years. It sets vision and direction, and there may be functional strategies. People, process, technology and, in enlightened organisations, data are seen to be key assets, you could say the DNA. Each of these warrant their own strategy but what should be in a data strategy, and how should it be deployed?

The publication of data strategies seems to be increasing, yet the quality, breadth and ease to execute vary dramatically. This workshop will explore the key components of a data strategy, how topics interlink and, importantly, its deployment – from the framework through to the execution.

This workshop will be interactive, please bring examples and be prepared to discuss during the workshop. The goal is to enable you to develop a data strategy that works for your organisation.

- Understand the purpose of a data strategy

- Agree the framework of a data strategy that works for you
- Determine how to execute the strategy, making it accessible and useful for all

Building a Data Governance Business Case: Show the Value

Håkan Edvinsson, CTO, Informed Decisions Consulting

The benefits of Data Governance (DG) and Data Quality (DQ) work are usually obvious within data management communities and among data processing professionals. But getting attention from middle and top management may be harder. The drivers for DG and DQ do not always correspond to organisational goals and KPI's, and therefore the topic is not something managers are willing to prioritise. Furthermore, quality matters and governance breathe diligent work, costs and overhead which is not always an attractive career path. This session contains a set of real-world examples from various presentations and situations where executive managers, middle managers and other stakeholders have been convinced about the benefits from DG and DQ. The session includes the following:

- What knowledge to gather
- Analysing the gathered information
- Preparing a presentation
- Preparing yourself

Advancing into Master Data Management

William McKnight, President, McKnight Consulting Group

Master data refers to the significant entities of the organisation where there is considerable interest in and potential dispute over the build of an enterprise view.

Many companies today are codifying efforts to focus on master sets for customer, product and other subjects. This is being done to gain efficiencies and direct or indirect bottom-line company improvement. This session will discuss a new look at how to continually architect MDM into evolving information management environments, how to keep the business case updated and its interaction with blockchain, artificial intelligence and graph.

The value of all data goes up exponentially when it can be coupled with corporate master data and MDM is one of the best means to compound the value of any data, including big data. Learn about the major facets of MDM and how MDM is fundamental support for data and the many other components of the emerging information ecosystem which includes many ways to manage information.

This tool-agnostic session is recommended for shops in continually justifying and advancing their MDM program. The framework and resultant mind-shift will help you appropriately keep MDM moving to the benefit of the organisation.

Learning Objectives:

- How does master data management fit into modern architecture
- How to keep a program expanding its value to the organisation
- What the important things are to do to continue MDM success

Migrating Analytics to the Cloud

Donald Farmer, Principal, TreeHive Strategy

Right now our business environment is being recast by powerful forces in society, the economy, and technology. In the field of Information Technology few changes have been as significant as the development of cloud computing.

This workshop will lay out in a very practical manner the steps you should take to be ready for the benefits of analytics in the cloud and to transform your business effectively as you start that migration. We'll look at how cloud technologies transform your work with customers, products, employees, and operations. As we do so, we'll describe planning, design, and organizational techniques that can help you. You'll come away with key ideas you need to create your digital gameplan with confidence.

09:00 - 09:10

Conference Opening
Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Donald Farmer, Principal, TreeHive Strategy

09:10 - 10:00

Plenary Keynote: The Dawn of Data Excellence
Roberto Maranca, Data Excellence VP, Schneider Electric

Being a "data-driven" company is quickly becoming the nuclear fusion chimera of enterprises, whereby one will always be 30-years away from its achievement. The keynote will go through an unashamed re-evaluation of the true reasons why data strategies struggle to succeed and will recommend Data Excellence as a way to bolster the "nemawashi" that modern CDOs need. With its three pillars (Culture, Change, Value) Data Excellence is a newly formed discipline that aims at orchestrating all data efforts (data governance included) towards an harmonious, cost effective and resilient outcome.

- A new take on the true nature of the challenges hampering the success of data team.
- Change the way we change, in order to accelerate the journey of data maturity and reduce the data debt.
- Data productization and reusability to fast track value.

10:10 - 10:50

EDBIA Keynote: National Trust, Europe's Largest Conservation Charity, Transforms its Data Culture
Christina Finlay, Director, Data and Insight, National Trust

Data is helping National Trust engage the nation with nature, inspiring more people to care for it, restore biodiversity, and move towards the Trust's objective of carbon neutrality by 2030. But two years ago, they wouldn't have been able to get that data out to help people make decisions – the project they'll discuss has changed that. They will discuss key enabling factors including senior sponsorship, cross-department collaboration, business change management, iterative user-centred development, centre of excellence, community and certified data sets & content. Now the data needed for their 4,000 users' decision-making is displayed together more visually, enabling the user with actionable insight. Analysts feel liberated and report enjoying their jobs more. Many manually intense tasks have been made redundant resulting in great time savings. The story will be told in terms of conservation achieved, scones sold, visitors delighted.

Data Governance Keynote: Data Governance - Holding a Mirror to Your Company
Guy Harvey, Data Transformation Lead, Siemens Managed Services

Ever thought why it's taking so long to get started on Data Governance at your company and why all your efforts never seem to stick? Well, there just may be an answer. In order to get Data Governance established, it requires certain activities and behaviours but most of all its needs specific structures across the organisation to support it. In this presentation, I will go through some structures and behaviours across your organisation that are probably having a mirrored effect on your implementation of Data Governance. Guy has been working with companies for over 25 years to help them gain value and insight from their data. with his efforts over the past 9 years focussed mainly on Data Governance. Whilst he openly admits, not all his endeavours have been totally successful, he has learned valuable lessons along the way and is always willing to pass on knowledge of those hard- earned yards to anyone wanting to learn more about what works and, more importantly, what doesn't.

10:55 - 11:20

Networking Break & Exhibits

11:20 - 12:05

View from a Data Owner
Megan Dooley, Head of Data and Insight, Telefonica

While continuing to build out data management across the enterprise – and moving at pace – local data owners are challenged to combine best practice and practical measures. Finding a way through the tricky landscape requires strategy, creativity, and partnership. Sitting in the business organisation provides practical experience to share about building data management from the ground up, and how to relate it to top-down strategies:

- Why strategy relies on a clear vision about customers and the insight they need, even if it doesn't strictly match overall strategy – and how to tell stories even with limited or imperfect data
- How creativity can bring you "data on a shoestring", innovating to get the tools, people, and support needed
- And ultimately, the importance of partnership in balancing priorities

Streaming Analytics - an Overview of the Concepts, Architecture and Technology of Doing Data Science on Real-Time Data
Bas Geerdink, CTO, Aizonic

Streaming Analytics (or Fast Data processing) is becoming an increasingly popular subject in financial services, marketing, the internet of things, and healthcare. A typical streaming analytics solution follows a 'pipes and filters' pattern that consists of three main steps: detecting patterns on raw event data (Complex Event Processing), evaluating the outcomes with the aid of business rules and machine learning algorithms, and deciding on the next action. At the core of this architecture is the execution of predictive models that operate on enormous amounts of never-ending data streams. In this talk, Bas presents an architecture for streaming analytics solutions that covers many use cases that follow this pattern: actionable insights, fraud detection, log parsing, traffic analysis, factory data, the IoT, and others. He explains through a few architecture challenges that will arise when dealing with streaming data, such as latency issues, event time vs server time, and exactly-once processing. Finally, he will discuss some technology options as possible implementations of the architecture. All this is based on the streaming solutions that Bas built for ING and bol.com.

Data is the New Oil? Data is Like Milk...
Kitti Noemi Nemeth, Enterprise Data Manager Communications and Change Management, FrieslandCampina

Working at FrieslandCampina, a large diary production company, I recently had the opportunity to work 10 months in Kuala Lumpur, managing a transforming team of 7 data stewards as a first time manager. Having few years experience in leading data management workflow implementation projects, my first thought was to approach this assignment as a project – a lean project. There were 3 aspects that needed to be addressed:

- How to motivate data stewards and help them see the value of their work in the end- to-end value chain?
- How to transform the view of the internal customers (who are also the suppliers) on the importance of MDM?
- How to translate your dedication and enthusiasm about master data to a 2-minute pitch to executive leadership?

I will try my best to connect some basic dots to draw new shapes.

A Case Study in Implementing a Data Governance Hub
Mary Drabble, Principal Data Governance Analyst, Standard Life Aberdeen

Implementing a Data Governance Framework within a large company is never easy, but when trying to achieve this during an intense period of change, resulting from the merger of Aberdeen Asset Management and Standard Life Investments, is it possible to succeed? Add to that the fact the person responsible for embedding data governance into the culture of the organisation has just joined the firm and is new to Investment Management – what could go wrong? This is a case study, covering 3 years of data governance implementation at Standard Life Aberdeen, set against a background of:

- Merger and Divestiture and issues with heritage
- Continuous organisation restructures within IT
- A technology set for which there are few skills in the market
- Funding and cost challenges

Data Management: From the Trenches
Dr. Bas van Gils, Managing Partner, Strategy Alliance

If processes are the value creation engine of the organisation, then data is the fuel. Data is the critical resource for almost any organisation and should be managed as such. Organisations embarking on the data management journey often complain about yet another

management framework to take into account, expecting more work, more overhead, more investment, and less agility. They couldn't be further from the truth. In this talk, Bas will show that there is a vast body of practical guidance (theory, cases) that can be leveraged for building a data management capability. He will also show that people are the key to the balancing act between strategy and execution, business and IT, and between a top-down and bottom-up approach to data management.

- Theory is an excellent source for building an effective data management capability
- Building an effective data management capability is a balancing act: top-down vs bottom-up, business vs IT, strategy vs execution
- Data management is all about the people: do this well, or accept that you won't get anywhere

The Golden Triangle of CRM, MDM and DMP
Yaniv Naor, Senior Global Master Data Management (MDM) Strategist and Business Lead, Hugo Boss

Following the digital transformation phase where organisations aim to be visible both online and offline, and the amount of data being created is more than ever before, the arising question is are we able to use this data more efficiently? How can we leverage the power of the various sources of data into triggering pin point communications that grow revenue for the organisation?

- Customer data – MDM , CRM and the missing link
- The differences between MDM and DMP
- How CRM , DMP and MDM work together to achieve perfection

12:15 - 13:00

Data as a National Asset Towards Saudi 2030 Vision
Yassir Alsuwais, General Manager BI and Data Management, Ministry of Finance

Ministry of Finance is considered as key contributor for the success of the Saudi Arabia's journey to achieve its 2030 vision set by its leadership, especially during this tough time where the world economy is forcing towards decline in government spending. Saudi Arabia is not in isolation of this global situation with its high reliance on oil revenue causing fluctuation on its planned funding for national development projects. Following its digitization projects to automate governmental financial processes such as bidding, procurement, payment, payroll, and other processes; MoF has implemented a data strategy to maximize the return from its generated data with high potential to support government decision making. implementation is set in three streams Data Platform, Governance, and Culture. Data Governance is done under the supervision of the National Data Management Office who are setting standards and best practice to be followed by all government agencies to ensure data is dealt as national asset.

Modernisation of the BI and Analytics Architecture Centred on Personas
Gabriele Rossi, Enterprise Architect, ABN AMRO

Lessons learned on the path to the modernisation of Business Intelligence and Advanced Analytics landscape towards the Cloud, to enable governed self-service BI and effective data science. The intervention starts from the approach taken by Enterprise Architecture to leverage on the concept of 'personas'. The result is centring on the needs of real users while defining purpose-driven environments and suitable tooling to operate. The adoption of a combination of in house built and acquired technologies solidly based on the characteristics of the Cloud leads to the delivery of shared capabilities. Those are accessed enterprise-wide as-a-service, and mainly consumed in a self-service fashion, balancing flexibility and commitment for the long term. The importance of architecture control and standardisation is shown through three examples, to achieve overall consistency and reuse of technology and best practices.

- Modern data preparation aimed at deriving trustable and fit-for-purpose data
- Self-service BI to assist and empower end users in their journey to data-driven decisions
- Advanced Analytics environments for data scientists to explore and operationalise their outcomes

External Data Management – Integral Part of the Data Governance
Minna Stjernvall, Concept Owner of the External Data Services, OP Financial Group & Jussi Jutila, Lead Enterprise Architect, Siili Solutions Oyj

Based on our experience, the utilisation of external data is booming in Finland. There are many providers for the data acquired from the external sources. Even governmental authorities have opened access to their data. The rapid growth and primitive methods of governing the data causes extra costs, inefficiency and low integrity for the data. The lines of businesses are procuring the data directly from separate sources and inside the company there are different stakeholders procuring the same data from different or same sources. All this is creating data management to be more and more complex in the companies. The reliable data is the cornerstone for intelligent services in the digital business. The need for reliable data is high. It is the key to be able to make fact based and fast business decisions in fragmented and disrupted markets. The external data governance can be great competitive business advantage, but it can be easily lost. It is high time to get this under control!

- How to organise virtual Center of Excellence
- Identify and commit internal and external stakeholders
- Establish and manage governance
- Create critical business cases based on business drivers
- Distribution and quality management of external data

Exploiting Existing Projects to Deliver Data Governance Initiatives
Karen Reeds, Data Governance Specialist, tada.data

As businesses embark on extensive transformational journeys (digitisation, optimisation, continuous improvement etc, etc) the role of data has never been more important to the success of these projects. Unfortunately often these projects take vital funds, resources and expertise from Data Governance initiatives. How do you succeed with your Data Governance programme in this environment? If you exploit these projects to prove the value of Data Governance activities it is often easier to get them prioritised in their own right. Karen will talk about her experiences of integrating good practice Data Governance and wider Information Management capabilities into both waterfall and agile projects, providing insight on what worked and what didn't with the hope that you'll get some fresh ideas to take back to your business to kick start your delivery through existing investments enabling future growth.

- Suggestions for integrating Data Governance into projects
- Suggestions for measuring the success of these integrations

Effective Data Governance Programme Planning
Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts

Just starting to implement governance and hoping for the best seldom works. Effort will be directed in the wrong places, time will be wasted and momentum lost. To be successful, a data governance programme requires detailed planning and this session will guide the delegates through the critical elements in a planning such a programme – where to start, where to finish and what to do in between. All businesses are different so no two plans can be the same. Hence, this modular approach allows you to understand what is important to your organisation and tailor your programme to add the most value.

- A data governance planning methodology
- Real-life examples of pitfalls plus learnings
- Practical tips and hints about how to plan their own data governance programmes

How Good is Your Data?
Karen Wood, Senior Manager, Master Data , Walgreens Boots Alliance

It's an easy question to ask but can seem like a difficult – and expensive – question to answer. In WBA, we've been looking for new ways to report on the quality of our product information. By keeping it simple, we've created a quick and low cost way to describe our current reality, drive immediate improvement and build a case for strategic change.

- Wherever you are, start there – Real life experiences of creating a data quality scorecard from scratch
- There's no such thing as bad publicity – Publishing performance metrics creates engagement across the business, whether you like it or not!
- Find the right owner – Securing data ownership at the most senior level, can step change the priority placed on getting data right

13:00 - 14:30

Networking Lunch, Exhibits and Lunchtime Sessions

13:30 - 13:55

Lunchtime Session: Goodbye Legacy MDM, Say Hello to Connected Customer 360 Profiles

Ramon Chen, Chief Product Officer & Chris Lowe, Senior Solutions Consultant, Reltio

Disjointed, disconnected, and out-of-date data is one of the top reasons why customer experience initiatives and digital initiatives fail. Legacy MDM tools have failed on their promise to deliver the right data at the right time, and many legacy MDM systems are holding organisations back from creating the connected customer 360 profiles they need to thrive in today's customer experience economy. In this session, Chief Product Officer Ramon Chen will discuss the key ways you can now drive digital transformation programmes and deliver outstanding customer experiences through a holistic, up-to-date and actionable understanding of customers. Learn how innovative Global 2000 brands are finally saying goodbye to costly, outdated and inflexible MDM tools, and saying hello to connected customer 360 profiles.

Collibra Lunchtime Session: ASML Data Management: The Trusted Data Set!

Georgette van den Ende, Corporate Data Governance Manager, ASML & Erik Rooijackers, Enterprise Architect, ASML

What CDO innovative data management concepts are designed to help the business? One of the concepts we would like to discuss is the information value chain, the trusted data set, in order to generate business value if it comes to decision making and compliance. Data governance is a key element in this, next to the learnings on how to take the rest of the company with you along the CDO innovative concepts journey.

14:00 - 14:25

Lunchtime Session: Accelerating Data-Driven Decisions at the Driver & Vehicle Standards Agency

Kris Marshall, Head of Data, Driver and Vehicle Standards Agency & Andy Joss, Head of Data Governance, Informatica

The UK's Driver and Vehicle Standards Agency (DVSA) oversees the safe operation of more than 40 million vehicles. As an agency that offers driving lessons, issues licenses to drive, certifies that vehicles meet safety and environmental standards, and monitors vehicle recalls, the DVSA generates a vast amount of data that needs to reach the right people at the right time to keep the roads safe.

Join Kris Marshall, Head of Data at the DVSA, to explore how the agency ensured its employees had easy access to trusted data by identifying data-related issues and establishing enterprise data governance. You will learn how to:

- Make data easier to discover, understand, and analyze
- Improve data quality and other risk factors
- Build a foundation for a successful Master Data Management initiative

14:30 - 15:15

EDBIA Keynote: Becoming Data Driven – A Data Strategy For Success & Business Insight

Nigel Turner, Principal Information Management Consultant EMEA, Global Data Strategy

More enterprises are seeking to transform themselves into data-driven, digitally based organisations. Many have recognised that this will not be solely achieved by acquiring new technologies and tools. Instead they are aware that becoming data-driven requires a holistic transformation of existing business models, involving culture change, process redesign and re-engineering and a step change in data management capabilities. To deliver this holistic transformation, creating and delivering a coherent and overarching data strategy is essential. Becoming data-driven requires a plan which spells out what an organisation must do to achieve its data transformational goals. A data strategy can be critical in answering questions such as: How ready are we to become data-driven? What data do we need to focus on, now and in the future? This session will outline how to produce a data strategy and supporting roadmap, and how to ensure that it becomes a living and agile blueprint for change.

- The new relationship between an organisation's business strategy and data strategy
- Building & delivering a data strategy – the key components and steps
- The 'limit or liberate' data dilemma and how to resolve it through data governance

MDM Keynote: Artificial Intelligence and Master Data Management: Hand in Hand

William McKnight, President, McKnight Consulting Group

Companies all over the world are going through digital transformation now, which in many cases is all about maturing the data environment and the use of data. Master data is key to this effort. All transformative projects require master data and usually many subject areas. Current efforts to deliver master data to the enterprise are cumbersome, inefficient and met with limited acceptance. Can artificial intelligence help? We'll look at enterprise use cases of artificial intelligence and show the master data that is needed. We'll see what some MDM vendors are doing with AI and how the future of MDM will be shaped by looking at some specific MDM actions influenced by AI.

15:25 - 16:10

The Data Quality Manifesto

Nino Letteriello, President & Partner, DAMA EMEA & FIT Strategy

Developed by the joint effort of over 12 Data Association Management (DAMA) Chapters from the EMEA area, the Data Quality Manifesto is a "Vademecum" for any Data Management

Professional or Business Executive in search for the "Keys to Unlock" the Data Quality potential. During the presentation, Nino will share the key aspects to keep in mind to ensure data quality is understood, defined, measured and correctly communicated at all organisation level, all coupled with real life examples and case studies Participants will leave with:

- An effective communication tool
- A Data Quality decalogue
- A better understanding of DAMA and how to collaborate

Getting Data Analytics to Have an Impact on Strategy in a Large Organization

Michiel van Staden, Data Analytics Lead, Absa

Working in a large organization means that you need buy in from a range of decision makers if you want to make an impact. Michiel has found that taking the time to co-develop a story around your data driven proposal with stakeholders, is an effective way to put insights into action. Key messages:

- Get to the root problem
- Leverage existing insights
- Present in a way that is non-technical
- Fail fast & take feedback onboard

England Cricket Pushing the "Boundary" with Their Data

Damian Smith, Head of IT, England and Wales Cricket Board

"Becoming evidence-based rather than gut-feel-based" by Damian Smith, England and Wales Cricket Board, ECB's, Head of IT. Discover how Damian delivered his vision of ubiquitous, pervasive data and sophisticated analytics across all cricket by implementing innovative data management in cloud-based data lake environment. Leading to increased use of Machine Learning and Artificial Intelligence; medical imaging, bio-mechanical analysis and advanced analytics to present trusted and actionable information in the hands of players, selectors, medics, coaches, administrators and fans to inform and grow participation, develop clubs and activities, launch new franchise and spot up and coming talent. The ECB's 'Single View of Cricket' merges internal and external sources into their customer master as a foundation to feed big data analytic tools and inform everything from initiatives to get more people participating in cricket, to understanding societal trends and dynamics that influence people's choice of pastime.

- How mastering their "people" data unlocked data-driven innovation from junior cricket to winning the world cups
- Use of cutting-edge tools and technology to realise the wider value of mastering their data
- What the ECB learnt while on their transformational journey

What Books Don't Tell You About Data Management

Dana Julinschi, Senior Data Governance Officer, FMO - Dutch Development Bank

Data management concepts are by now widely known by data professionals, yet organizations often fail to make their programs land properly. What are we missing? What is it that we cannot find in data theory and studies that could aid us in successfully achieving our ambition in a sustainable way? Based on real life and cross industry experience, this session aims to answer these questions in a hands-on approach that will provide delegates practical tools to take back home and apply immediately. Through a mix of best practices, own success and failure stories, Dana sheds light on what are the ingredients for successfully implementing and maturing your data management practice, whether you are at the beginning of your journey or already far along the way.

- The tangible and intangible components of a data management program
- Cross-industry common challenges and how to address them, based on real life examples
- Tips for addressing the culture of your organisation, thus facilitating an easier adoption
- Elements of data strategy, communication and storytelling

DG and MDM - Managing Sibling Rivalry

Charles Joseph, Founder, Datazed Ltd

Data Governance and Master Data Management are both key to any organisation working with large amounts of data. However, there is often confusion about how DG and MDM interact, which can lead to separate projects repeating work, contradicting each other, or leaving gaps in scope. This session will:

- Provide clarity on which activities are part of a Data Governance Framework; and which are part of MDM.
- Demonstrate DG and MDM interact in ways that add value to the business.
- Explain how, by developing DG and MDM together, each of them can deliver more effectively.

Product Data Vision as Foundation of State of the Art PIM and Multi Domain Data Models

Kersten Wirth, Managing Partner, PIM-Consult GmbH

Are you also aiming at 100% Data Quality? Are you aware of the actual requirements and metrics to achieve this goal? While the KPI seems to be clear, most businesses have no understanding of the detailed requirements as well as the organisational impact and thus fail to deliver. Technology is a crucial driver for data models and data quality, which is one of the reasons for failed projects and missed opportunities. PIM-Ecosystems and Multi-Domain-Infrastructure require a well-thought data model and a clear understanding of internal and external channel requirements. Insights into real-life projects and concepts covering:

- The PDV – central component of digitalisation strategies
- Creation and adoption von PIM-Datenmodells
- A course of action for efficient data and quality management

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Networking Break & Exhibits

Tips To Successfully Deliver Data Management

Abel Aboh, Data Management Lead, EasyJet

How to deliver successful Data Management project, portfolio or programme is major concern for organisations and Data Management professionals. The scorecard for successful delivery of Data Management programme is very concerning – it is behind the curve! The credibility of the profession is at a cross-road. When you carry out a quick Google search about Data Management, you will find many reports and articles from Gartner, Harvard Business Review, and McKinsey etc – how many organisations are falling to unlock the value of their Data. However, there is consensus that Data can be is a critical asset for any organisations just like People and Technology. Even the emergence of Chief Data Office (CDO) and Data Management functions, there are increase number of data breaches, data privacy and compliance issues, data silos, data technology unreliability, and lack data literacy, lack of return of investment (RoI) of data management investment etc. The challenge is how Data Management professionals can deal with the above mentioned. The tips to successfully deliver Data Management, is the attempt to help fellow Data professionals and experts to understand what to consider if they want to successfully deliver any Data Management programme to turnaround the above mentioned. The tips are not arbitrary but foundational.

Data Discovery: Know Your Data

Bhavya Jha, Manager Advanced Analytics and Insights, M&G plc

With the growing importance of data, every organisation is trying to capture, harvest and leverage it, however macro and micro it is. Most of these organisations have already or are investing heavily to build the technical infrastructure to store data. This raises an important question: what to do with this data? Analyzing the data (structured or unstructured) is key to spotting new opportunities, driving competitive advantage and agile business strategies in a changing world. The journey of analysis starts with exploring, mining and discovering data.... Data discovery is the most important part of the analysis process. It involves identifying and collecting right data, consolidating various data-sets, spotting hidden patterns & anomalies and transforming data to make it fit for purpose. With increasing volume and velocity of data, discovery accelerates decision making, especially in a time bound activity. Data discovery stage can determine the course of your entire analysis and the quality of output. Learnings from session:

- Why – The importance and benefits of data discovery
- What and How - Journey of data discovery – framework to discover your data
- Challenges
- Use cases and Industry best practices.

How Data Governance Supports Data Science at Dwr Cymru Welsh Water

Justin Doran, Data and Analytics Manager (Data Governance), Dwr Cymru Welsh Water

A large percentage of a Data Scientists time can be spent finding, accessing, cleansing, and organising data, leaving less time to carry out meaningful analysis of the data. The Data Team at Dwr Cymru Welsh Water have implemented a collaborative approach to support the data project lifecycle which enables more effective use of Data Scientists time to focus on their strengths. Incorporating the engagement of Data Owners and Data Stewards into the process also provides a major benefit in understanding the datasets available to them. The importance of Data Governance at Dwr Cymru Welsh Water or any organisation is clear, Data Science projects based on bad data can prove ineffective. This presentation will focus on:

- The data challenges in the water industry
- Data Team collaboration at Dwr Cymru Welsh Water
- Our Data Governance approach – WISER
- Our current focus and what's ahead

Leading a Tool-Centric Data Governance Effort Without a CDO

Benjamin Bunting, Global Data Steward, Aegon Asset Management Europe

Although 90% of companies now have a CDO you may find yourself in one of the holdouts. Giving up is not in your blood, so you seek to persuade, influence and lead by example through driving data governance tool adoption. This presentation describes my experiences breaking the ground for our (future) CDO.

Implementing Data Governance and Quality Programme in Financial Services Company

Michele Valentini, Management Consultant, FIT Strategy

"The company has a list of known Data Quality issues and it wants to start a Quality Remediation process. At the same time, it recognises that correcting the Data Quality without starting a Data Governance programme will not allow to obtain long-lasting results." The presentation will show the real business case of implementing a Data Governance and Quality Remediation programme in a financial services company, starting from a defined and limited scope of Mission Critical Data and the related processes aimed to deliver the first deliverables within a three months period. The goals of the programme, implemented in iterative cycles with incremental perimeter, were to correct the most relevant data quality problems and, at the same time, to start the Data Governance function, clarifying the organization's needs about staff, training, cultural and process change.

- The methodology used and the key phases of the programme
- The tools and techniques used and the key aspects of the business involvement
- The key results obtained and the lessons learnt

Governance, Migration & Change! The Three Musketeers for Improving Your Data Estate

Sam Cremins, Data Governance Specialist, NOW: Pensions

This topic will cover the cross leveraging of

Data Governance, Data Migration and Change Programmes as tools improve your data estate. How can we use a Data Migration to improve your Data Governance and Data Governance Improve your migration? What sort of change programmes are the best candidates and benefit most? Touching on the overlaps between statutory roles such as Data Owners, Product Owners, Business Owners, and how working each of these parts in cohesion leads to best outcome for your data estate.

- How to leverage change programmes for better Data Governance
- How to stronger data governance improves migration outcomes
- How to allow change, migration and governance to compliment rather than conflict

17:05 - 18:05

Networking Drinks Reception & Exhibits

Wednesday 4 November: Conference Day 2

09:00 - 10:00

Plenary Keynote: The Culture of Governance

Donald Farmer, Principal, TreeHive Strategy

Data Governance is top of mind for many executives and managers today and there are a wide variety of tools and frameworks offering to help. But one aspect is often overlooked – the organisational culture that enables governance as a practice. Current governance programs too often treat users as unreliable, or even malicious, by default. Yet the overwhelming majority of business and IT professionals simply want to do their job as effectively as possibly. Programs which get in their way will be worked around or defied. Programs which work with their interests will be supported. In this keynote, we'll explore how we can build an organisational culture which supports and enhances governance. We'll look at frameworks for developing a community of practice and tools for enabling and measuring engagement, compliance and collaboration. We'll draw on world-wide examples and introduce techniques which are suitable for a wide range of organisational styles, with an emphasis on promoting and analysing best practices.

10:30 - 11:15

Networking Break & Exhibits

10:30 - 11:15

Enterprise Data Challenges; Three Success Stories

Håkan Edvinsson, CTO, Informed Decisions Consulting AB

Enterprise data improvements are not just about data architecture and technology. Sometimes the challenges reside among involved people. This presentation is about including, engaging, and convincing people that may be reluctant to enterprise-wide changes, explained in three separate stories. "That kind of pricing data does not work here". In a global tooling organization, whitewashing discrepancies had become a strategy against change. Local sites did not want group functions settle in their own affairs for fear of detailed interference from central management. It turned out that everybody would gain from an enterprise-wide change. However, the road to get there was not to use coercive power but rather to gain trust, which took diplomacy. "Benign neglect until a disaster happens". A sad moral-learning story about a logistics company who suffered from low data quality, but at the same time also includes an example of using an opportunity towards a change. In the end, a committed mistake saved the company. "The truth is in the data". How a couple of data architects at a heavy bulk industry company stopped an investment in a giant application system that could have been disastrous. After the data architects blew the whistle, they were brought to trial by the investment's stakeholders. The exhibit that won their case was data.

Who Do You Think You Are? Data Lineage & BI in the Enterprise

Paul Lynn, Senior Enterprise Data Advisor, ABN AMRO

In this talk Paul will discuss implementing Data Lineage BI in a multi-national bank from source data to visualisation. Taking compliance with Principle 2 of the BCBS239 regulation as a starting point, the talk will cover:

- What problem does visualising end to end data lineage and providing lineage BI solve?
- What operational and technical approaches worked and didn't work to visualise lineage
- His view on whether full end to end lineage is achieveable and the fundamental question, is full end to end lineage actually required

Data Quality by Design and by Default - Model GDPR Concepts for Data Protection

Michael McMorrow, Principal, MMM Data Perspectives

The consistently massive challenge for data governance, data quality and data protection is that they require adoption at a cultural level across the business – everyone is responsible for their bit. GDPR Article 25 describes the principle of "Data Protection by design and default" and , while this is still fresh in the organisational memory, Data Quality should consider modelling that approach. This practical session, from the speakers experience, covers:

- Raising organisational awareness of definitions and scope (dimensions of data quality, ensure versus assure, breadth of data types and media etc.)
- Introducing a mandatory DQIA (data quality impact assessment) within the formal change process
- Maintaining central "Record of Data Quality Issues" (ideally linking to existing organisational artefacts within Operational risk and Incident Management).

How to Answer the Difficult Questions about Data Governance

Ieva Langenfelde, Data Governance Manager, Heineken

Data Governance rollout in the organisation is not as equally welcome as an announcement about free lunches in the canteen, or company Summer Party. There will be some challenges – because there will be a lot of questions that need to be answered, from all levels in the organisation, from all possible angles.

Many will understand the benefits of Data Governance and realise that is going to help the Company, the users, the processes, and the data, and they will be excited and happy and supportive about this project and will jump in to help you to roll it out. However there also will be some who will need more explanation, clarification, and discussion first. Not all will love this project. Not all will believe it's the right thing to do. Not all will want to immediately support you. Not all will understand what it is about. Some will be very sceptical, and some will even go against it. You will receive the questions from people who are directly impacted, as well as from those who have just heard about your project and who will want to know more – for all different reasons, good and bad.

You have to be ready to answer all these questions, especially in the beginning of the project; you need to make sure that your project does not fail, that you are able to represent it convincingly, and that you make everyone comfortable with the answers you give. I want to help you to prepare for this – I'll share the questions you might get, and how to prepare the answers for each of them. You'll leave this session with a nice little wiki-how questions & answers template, and a set of ideas how to fill this template further in with your own answers that match your organisation.

- What is Data Governance?
- What's in it for me?
- Why do we need this? Is something broken?
- What is the scope of it?
- Is this a new tool implementation?
- Who's going to have a role in this? Who will assign the roles?
- Why did you reach out to me and not someone else? How did you find me?
- How many more extra hours will this take for me? I am too busy already.
- Does my manager know about it? Did you talk to him? Does HR know?
- What is going to change? How is that going to be better?
- Who is supporting it? Who is the sponsor?
- Why haven't I seen anything on the company website about it?

Where's Wally? Unearthing & Aligning MDM Efforts at Farfetch

Yasemin Kural, Head of Data Architecture & Miguel Jorge Macedo, Data Governance Manager, Farfetch

Farfetch, as a technology platform that has grown phenomenally since its inception, relies on its talented and enthusiastic teams of data scientists and analysts to fulfil its mission to be the global technology platform for luxury fashion. These teams are expected to respond to changes in the marketplace and our business model with great speed and agility. This ethos can breed a "thinking fast" mindset, where individuals may be tempted to solve their data issues with quick fixes instead of using proper change/issue management channels or exploring organisation-wide consensus. This in turn leads to a cottage industry of little analytical models/dimensions and quick fixes, leading to increased complexity and disconnects without addressing the root causes of data issues. In this presentation, we share our efforts and progress to date to align our data engineering, analyst and data science communities towards a shared business model and data for our core data domains.

Key Learnings:

- In our fast-paced e-commerce environment, it can be easy to overlook the importance of data and analytics governance for delivering the expected business outcomes in a sustainable manner. For us, it is imperative to reach and prove value to the new generation of analysts and data scientists for whom Data Governance, Data Warehousing, Master Data Management may all seem solutions of the past or too slow to meet their needs.

- Widespread adoption of Data Quality initiatives takes time and effort. We need to be prepared to cater for different paces of adoption from different parts of the business.

- We cannot boil the ocean or slow down the pace of change in our evolving data models. Instead, we strive to deliver maximum impact with minimal governance by focusing on critical data elements and more stable parts of our business model, extending the scope gradually to faster changing areas.

Master Data Processes: the Backbone of Successful MDM System Implementations

Dr. Christiana Klingenberg, Lead Business Consultant Master Data Management, msg systems ag & Thomas Brandstätter, Head of Digital Information Management in Corporate Marketing, WAGO Kontakttechnik GmbH

When implementing MDM Systems, generally the focus is on implementation and migration tasks. Nevertheless, the discussion and definition of data maintenance processes is fundamental for the successful implementation. Since subject matter experts and data stewards are dealing during their daily operational business with the MDM system, they are the persons judging if the implementation was successful. They see if the use is a relief to their work in comparison with the situation before the system was implemented. In this talk we show a best practice approach in how to define most important data maintenance processes. Major gains are the possibility to answer four basic questions:

- How to ensure basic master data quality during master data maintenance processes?
- How the data should ideally be maintained in the future?
- How the system should support it?
- How can be assured that all colleagues with the same role work with the system in the same way?

11:25 - 12:10

Data Ethics – Sustaining Trust in the Digital Age

Maria Nørgaard, President, Data Management Association & Geoffrey van Ijzendoorn-Joshi, Head of Data Management, Møller Mobility Group

How do you sustain trust in a time where data is becoming an integrated part of our daily lives? Simultaneously as technological advances allow us to use data in increasingly sophisticated ways, customers and other stakeholders have high expectations to organizations acting ethically. The potential damage of loss of reputation can be just as dangerous as the consequences of not complying to privacy law and regulation. Data ethics is undeniably becoming ever more important in the digital age. The Data Management Association's (DAMA) framework for Data Management (DMBoK2) offers a starting point for how you deal with Data Handling Ethics. DAMA Norway would like to share findings from the Nordic point of view on the topic, with experiences and input from real organizations across sectors and fields. Join us for a hands-on approach to how you can get started on incorporating data ethics in your organization's culture and practice.

- Get familiar with the international framework on Data Management DMBoK on the topic of Data Handling Ethics
- Learn from a concrete study with input from a varied selection of organizations across industries in the Nordics
- Get guidance on how to start to incorporate data handling ethics in your business

Data Value Stream Life-Cycle for Analytics in Manufacturing

Felix Streichert, Chief Data Manager, Manufacturing, Bosch Group

While the prospected benefits from I4.0 and the range of innovation in this area is significant, the IT investment strategy in manufacturing must remain conservative and aim at scaling effects. For this setting, we developed a dedicated approach to Data Management in manufacturing to allow for innovation and scaling in analytics. This includes a tiered data governance strategy, a hybrid data architecture and a data value stream life-cycle approach that allows us to move data analytics products from one maturity level to the next for scaling.

- Different investment cycles for office and manufacturing IT introduce brownfield while at the same time asking for innovation and scaling effects
- Balancing these expectations requires a dedicated approach to Data Management, Architecture and Governance
- Scaling requires a data value stream life-cycle approach to mature data analytics products

The Business Case for a Technology Capability to Transition through Metadata Management Maturity Levels

Manrich Kotze, Team Leader: Data Governance, Capitec Bank

The Data Strategy was signed off and Metadata Management is at maturity level 1. How do we transition to a target maturity level of 4? The business case is key in the case for a technology capability to enable efficient Metadata Management. The session will include what the steps are to achieve Executive buy-in and selecting to appropriate tooling set to fit your organisational needs, from a technical, way of work and budgetary point of view. This includes a summary of quantifying the value of Metadata Management, technology evaluation phases, scorecards to evaluate, TCO, negotiations, POCs, implementation, team structures, MVPs, road maps and optimised roll out of the tool.

- Quantification of Metadata Management value
- Efficient evaluation of multiple technologies
- Selecting the appropriate tooling set
- Roll out of Metadata Management utilising technology

10 Years On: Success, Difficulty, Evolution: The History of Data Governance in a Government Organisation

Iain Andrews, Data Integrity and Flood Data Manager & Nick Keen, Data Governance National Lead, Environment Agency

The Environment Agency is a public sector organisation responsible for many aspects of all our lives – from climate change to drinking water, fisheries to waste disposal and much more. A large, diverse organisation relies on good quality and available data to make decisions, secure investment and serve the public. We've been on our data governance journey for 10 years now and have come a long way. However, not everyone understands that data is the key, often hidden asset, for success. It's not been easy. We have had, and still have, challenges but we have learnt a lot. Our session will show what has worked for us, what hasn't and highlight the successes the organisation has had as a result. Our journey has evolved and continues to do so but we have more and more people coming on board and data is increasingly now on all agendas.

- How you can help your business understand the importance of data
- How staff have a key role to play in maximising the value of the data and what they can do
- Some hints on successful approaches to influence your organisation's leaders (and some not to use)
- Some tangible successes of successful data governance in a public sector organisation.
- Reassurance that you aren't alone with any struggles!

The Data Wrestling Match

Ellie Fitzpatrick, Data Framework & Policies Lead, PwC & Jocelyn Sheriff, Data Intelligence Lead, PwC

It's the world wide data wrestling competition, and the teams break down as follows:

- IT: "we know about data, we've been doing data for years, what do you mean we don't have a data strategy"
- Cyber Security: "we know about data and we need to secure everything, lock it all down we say"
- The business: "look at all the cool ways we can use our clients data, GDPR who????"
- The data governance team: "we're the new kids on the block, and we're really up against it"

How do data governance teams wrestle effectively with all of these different teams and perspectives to come up with a coherent and useful data governance strategy?

Delegates will learn how we're approaching this at PwC, some of the pitfalls and things we've learnt along the way.

Launching and Embedding Data Governance and MDM in Waitrose

Siobhan Bowie, Head of Data Governance, Waitrose & Partners & Ralf Teschner, Global Lead for Data Governance, Capgemini

In 2017, Waitrose launched an MDM and DG programme to create a sustainable, flexible source of high-quality master data. This is meant to support several strategic transformation programmes around customer experience, improved food service, and new ways to grow the business, whilst maintaining business-as-usual activity. Historically, Waitrose had not valued data as the core of our business. So how

did we start caring? How did we transform our data within 18 months?

- Establishing clear business data requirements sponsored by the board
- Building and running a multi-stream data transformation programme covering several critical data domains
- Securing the support and active involvement of more than 40 important business and IT stakeholders
- Choosing the right technology, methodology and implementation partner

12:10 - 13:30

Networking Lunch, Exhibits & Lunchtime Sessions

12:40 - 13:00

Lunchtime Session: Multi-Domain MDM in Action – Delivering on the Strategy

Marc Alvarez, VP Data Management & Operations, Thomson Reuters & Kerry Young, VP & General Manager, EnterWorks by Winshuttle

- The Need for an Enterprise Master Data Programme
- Setting the strategy: how to achieve a higher level of data quality
- The Master Data Platform Vision
- Setting out on the MDM Journey

Lunchtime Session: Where's the Data? How to Find Your Biggest Governance, Security, and Compliance Risks

Sam Gillespie, Data Governance Offering Manager, OneTrust

Over the last decade, data has become the driving force behind businesses, economies, and daily life. But sometimes, something as simple as knowing what data you have, and where that data lives within (and outside of) your organization, can be your biggest governance, security and compliance risk. As stricter data laws are enacted across the globe and consumers exercise new privacy rights over their data, it's more crucial than ever to find the best ways to find, manage, query, and action data. In this session, we'll share tips on how to manage data in the organization, and how data discovery can help with compliance.

- Understand how to know where data lives within and outside of your organization
- Learn the security, governance, and compliance considerations for collecting, securing, and managing data
- See how data discovery can help with broader data governance

13:05 - 13:25

Lunchtime Session: Making Data Human

Rebecca Chamberlain, Product Owner, M&S & Darren Cooper, Director of Industry Strategy, Stibo Systems

Sometimes it's easy to lose sight of why we desire to gather and govern data. It's often linked to business value, and rightly so, but that's not the why. The data your capture and govern should be used to improve the lives of your customers. The why is you. It is your friends. Your family. It is the customers you serve. It is the end-users of the products and services your business creates. The why is being able to offer your customers the products and services they want, wherever and whenever they need them. The why is important to you as it forms the basis for developing business cases for data projects that get signed off. In this session, we will look at the why of your data management ambition, its impact on your customers, and the challenges of delivering it to your business.

Lunchtime Ataccama Session: Data Management & Governance: Why & Where to Start

Liz Henderson, Global Data Management Director

Are you hearing noise from your customers that signals dissatisfaction, experiencing operational hitches with inefficiencies, or unable to obtain a clear picture of product performance? Or perhaps you know that you need to improve or fully establish your data management and governance practice, but aren't sure where to start? Join this session with Liz Henderson, industry expert and Global Data Management Director, who has established and improved data management and governance programs for major enterprises across multiple industries. Learn from her experience and see how to turn your data into an accurate, consistent, ethical business asset you can trust to support business decision making.

13:30 - 14:15

Plenary Keynote Panel: How Data Governance Can Help you Turn your Data Assets into Tangible Value

Moderator: Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts

Panellist: Stijn Christiaens, Co-founder & CTO, Collibra, Greg Hanson, VP EMEA & LATAM, Informatica & Ellie Fitzpatrick, Data Framework & Policies Lead, PwC

Data is nowadays one of the most valuable assets an organisation can own and many strive to become more data-driven to succeed in an increasingly competitive environment. However, becoming data-driven is easier said than done. Many companies around the world are struggling to leverage their data assets to its fullest potential. A major cause of this is the absence of a data-driven culture within the organisation as well as the lack of the necessary technology to support the transformation. The panel will discuss how data governance plays a critical role in enabling an organisation to become data-driven and highlight use cases illustrating how Data Governance can help to transform data assets into tangible value.

14:25 - 15:10

How to Drive Process Improvement in GBS Finance Operations Leveraging on Data

Luca Condosta, GBS Finance Manager Americas, ABB

Many functions claim to be digital. But how digital really is? And how can we drive process simplification and standardization by putting data at the core of our operations? This is what they have done in the Record to Report core team in ABB globally. Connecting several sources of data (structured/unstructured) they have created a scoring mechanism that is currently used to identify opportunities for process improvements, drive business behaviors. In this session you will learn how to:

- Move from producing to using KPI
- Move from KPI to a balanced scorecard to drive behavior
- How to embed KPI and data analytics into the culture of the Finance function and identify opportunities for cost reduction / process standardization
- How to create a data culture and remove bias from KPI
- How to democratize data and create a healthy competitive environment to foster the GBS Finance performance
- How to create the enabler for further digitalization by leveraging on leadership and also soft skills which are an integral part of the skillset needed in the data and analytics world.

Advances in Interactive and Innovative Dashboards

Ralf Kaul, Senior Consultant, Ernst and Young

The proliferation of complex data, rise of digitalization and other such technological phenomena are transforming the nature of the reporting landscape shifting the focus from a stand-alone and static IT infrastructure to a more holistic and organization-wide involvement in interactive dashboards. Such interactive dashboards enable companies to track performance and attain strategic value and provide companies with superior insights into people and performance. The session takes a comprehensive and interactive journey through two key areas, HR and IT project management, in two leading BI reporting tools, MS Power BI and Tableau. Throughout the session, KPI frameworks, case studies and demos will be presented highlighting end-user experience and key reporting pitfalls faced by companies in today's digital era.

- Analysis of complex data via innovative and interactive visuals
- Common pitfalls faced by companies in dashboards
- Tips & tricks for compelling data storytelling across all levels

Data Transformation Brick by Brick

Donna Wayman, Head of UK Portfolio, Zurich Insurance

If data was Lego, Zurich have undertaken a journey from a jumble of bricks in a box to an ordered and sorted stack with clear instructions. This session will bring to life the practical change and transformation techniques utilised

to create a Strategic Data Asset and drive data transformation one brick at a time. It will include an exploration of the key pitfalls and the important of incremental steps in order to achieve whole scale transformation. The story will be told with a little bit of Lego and a lot of experience including:

- How to introduce portfolio management to enable transformation across multiple areas of change
- Translating data and tech to gain board level buy in to integrate change
- The importance of aligning business change and data change to achieve the desired outcome whilst minimising risks

Data Governance and Data Literacy at the Ministry of Defence

Nigel Shaw, CIO, DE&S – Ministry of Defence, Nigel Ravenscroft, Dep Head Data Governance Defence Digital – Ministry of Defence & Mark Humphries, Chair DAMA UK/Civica

The Ministry of Defence recognises the growing importance of data in everything that it does, and is developing its data management capabilities accordingly. MoD have chosen the DAMA DMBoK as their reference for data management and have been applying it, starting small and learning with pilots, but with ambitious plans for scaling up. These are patterns that we are seeing across the Civil Service, both the recognition of data management as a value adding discipline within government and the choice of the DAMA DMBoK as the go to framework. This presentation will provide an insight of how the MoD is approaching and implementing its Data Governance and Literacy programmes, and be of interest to anyone in the public sector who is involved in data management, and especially those who are looking for guidance in how to use the DMBoK in practice within government.

2 Year Journey of Implementation of Data Governance - From an Idea to a Valuable Data Service at Gazprom Neft

Alexander Erofeev, Chief Data Officer – Upstream, OJSC Gazprom Neft

Active digital transformation has led business processes to become dependent on data, which in turn has led to an explosive demand for data. In my report, I will talk about how, and in the conditions of a huge demand for data and tight deadlines, to introduce processes and tools for data management, create and scale a team. And also about how we moved from an internal start-up to valuable corporate data services. About the failures and victories on our way for 2 years.

The Rise of the Digital Twin in Master Data Management

Martin Oberhofer, IBM Distinguished Engineer & Marcus Boone, Program Director, IBM

The master data management (MDM) system enables the best in breed customer experience across all channels by providing real-time access to trusted customer master data. Broadening a customer master data record into digital twin record adds significant depth to a customer profile. A portion of the new digital twin attributes are customer insights derived using machine learning and artificial intelligence (AI) techniques in a data science ecosystem. Operationalizing them through the MDM system delivers the true return on investment into AI because it makes the customer insights actionable at the

point where the customer interaction occurs. Channel interaction summary information is another aspect of the digital twin extension of a customer master data and adds relevant transactional information into the MDM system. Business users such as bank clerks or call center agents can immediately understand with the full channel interaction summary available where a particular customer last interacted with the enterprise and continue the conversation at the right spot with the customer strengthening the customer relationship. Attendees of this session will learn:

- Business benefits of transforming customer master data records into digital twin representations of the customer
- Architecture patterns and best practices on integrating MDM with data science systems
- Understanding the difference between customer data platforms and MDM systems Business benefits of transforming customer master data records into digital twin representations of the customer
- Architecture patterns and best practices on integrating MDM with data science systems
- Understanding the difference between customer data platforms and MDM systems

15:10 - 15:40

Networking Break & Exhibits

15:40 - 16:25

EDBIA Keynote: People Analytics & Insight: Transforming the Employee Experience at HMRC

Ian Wallis, Deputy Director, People Analytics & Insight, HMRC

HM Revenue & Customs (HMRC) is the UK's tax, payments and customs authority, with a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support., HMRC has also operated various government schemes during the COVID-19 pandemic, providing financial support to UK businesses.

We are on a major transformational programme to redirect more of our people and resources to compliance activities, modernising systems, re-engineering processes to become more customer-oriented and relocating our 65,000 staff from 170 to 13 modern offices nationwide, alongside a few specialist sites. We intend to transform the employee experience at HMRC, making it a great place to work.

The People Analytics & Insight directorate was created in October 2019. This keynote will highlight how analytics and insight is becoming a key driver of change in the approach we are taking to seek and retain talent, improve employee engagement and deliver increased customer satisfaction. Key learning points:

- How can I apply analytics and insight to my own organisation?
- What are the levers of change that I can enable?
- What role does analytics and insight play in driving transformation at scale?

DG Keynote: Shifting to AI Ready Governance: Practical Principles and Recipes

Dr. Fran Cardells, Special Advisor, Allianz

Data has proven its solid value as a business

asset and its vital role enabling AI. AI brings both unprecedented opportunities and risks. Given the increasing negative effects and negative press, with bots and algorithms operating far from corporate code of conduct, boards have made this topic a strategic imperative. Boards approach the topic from an ethical perspective such as Responsible AI and AI Ethics, yet far from operationalisation. The aim of this presentation is: Data has proven its solid value as a business asset and its vital role enabling AI. AI brings both unprecedented opportunities and risks. Given the increasing negative effects and negative press, with bots and algorithms operating far from corporate code of conduct, boards have made this topic a strategic imperative. Boards approach the topic from an ethical perspective such as Responsible AI and AI Ethics, yet far from operationalisation. The aim of this presentation is:

- Explaining the agency problem in AI – where humans in the loop are not controlled
- Gaining intuition of the consequences
- Reviewing practical approaches drawing from the speakers professional experience

16:30 - 16:50

Plenary Keynote Panel - Where Do We Go From Here? And Conference Close

Gerard Bartley, Manager Global Master Data, Jacobs Douwe Egberts & Donald Farmer, Principal, TreeHive Strategy

During the conference, the delegates have listened to over 60 speakers, heard many case studies, received practical tips to help them in their daily lives and hopefully made some great new contacts. As we leave, we would like to summarise and discuss some of the important themes from the conference, asking where we go from here and get some views from delegates, in this highly interactive session. We'll also be discussing the delegates' biggest challenges they currently face (plus how the conference will help them with those) and what has struck a chord with them during the week.

Enterprise Data and Business Intelligence & Analytics Conference Europe

Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegate's company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee for 3-4 November includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 9 months access to the 2 day Conference recordings and slides on-line. You will be provided login details to the virtual conference platform before the conference takes place. If you are attending any of the workshops which will be delivered via live streaming you will be sent login details for these in due course and they will take place on a platform like Zoom or Teams.

2 Day Conference + 9 months access to the Conference recordings	£795 + VAT (£159) = £954
1 Day Workshop	£195 + VAT(£39) = £234
Half Day Workshop	£99 + VAT (£19.80) = £118.80

Enterprise Licence Fee:

If you are looking for access for 10+ delegates, we can provide you with an enterprise licence fee for your organisation to the 2 day conference and the recordings of all the conference sessions for 9 months after the conference. Please contact customerservice@irmuk.co.uk if you would like to discuss this further.

Group Booking Discounts:

2-3 Delegates 10%

4-5 Delegates 20%

6 + Delegates 25%

Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:

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"Very informative, provided much 'food for thought'."

Steve Bungay, Supply Chain Data Manager, R Twining & Co

"Another great event, learnt new and interesting challenges."

Neil Storkey, Global BI Data Manager, BAT

A very well organised and inspiring event

Dana Julinschi, Master Data Governance and Projects Manager, FrieslandCampina

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