



IRM UK

Data Governance Conference & Master Data Management Summit Europe 2022

Group Discounts Available

17-18 May 2022
London

Workshops

16 & 19 May 2022

In Person Conference

Early Bird Discount
Book by 11th March and Save £100

Europe's Only Co-Located Conferences on Data Governance & MDM

Why Attend this event

One event, in one to four days, gives you the unique opportunity to leverage the powerful combination of Data Governance and MDM to deliver business outcomes through trusted information.

- **Four Tracks With More Than 45 Sessions.** The co-located conferences are neither analyst led nor vendor led. Learn from over 40 world renowned independent speakers and major users of Data Governance and MDM.
- **Focus on End-User Case Studies.** Choose from over 25 case studies and take an inside look at the successes and challenges behind real-world Data Governance and MDM implementations.
- **6 "Fast Track" Pre-Conference Workshops and 6 Post Conference Workshops.** Choose from introductory, intermediate or advanced levels, enabling you to get up to speed or fine tune your performance.
- **Networking.** Network with an outstanding group of MDM, Data Governance and Enterprise Data Management attendees, speakers and sponsors. This is a tremendous opportunity to discuss your work issues with your peer group.

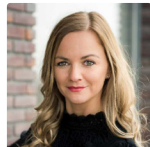
Keynotes and Featured Speakers Include:



Roberto Maranca
Data Excellence VP
Schneider Electric



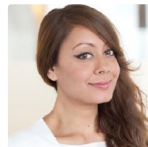
Gerard Bartley
Master Data Project
Lead
OCI



Ieva Langenfelde
Independent Data
Consultant



Suzanne Coumbaros
Data Governance
Director
Sodexo



Kiran Gill
Head of Data Services
& Operations
Data Lab, Lloyd's



Abel Aboh
Data Management
Lead
Bank of England



Christina Finlay
Director, Data &
Analytics
NEST Corporation
(Pensions)



Thierry Grima
Group Chief
Analytics Officer
ENGIE



Jan Henderyckx
Partner
BearingPoint



Malcolm Chisholm
President
Data Millennium

Case Studies & Contributors Include:

- Bank of England
- Lloyds Banking Group
- AstraZeneca
- Bosch
- FMO - Dutch Development Bank
- OCI
- ENGIE
- Nest Pensions
- Sodexo
- Direct Line Group
- abrdn
- Bayer
- Volvo Penta
- Farfetch
- Schneider Electric
- PwC
- Thoughtworks
- LifeFitness
- Openwork Partnership
- Deloitte
- BearingPoint
- Capitec Bank
- gousto
- Elsevier

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Plenary Keynotes

Show Me the Data and I will Show You the Value

Roberto Maranca, VP Data Excellence, Schneider Electric

- The keynote explores the typical obstacles data leaders encounter in their journey to unlock value from data
- It shows how adoption of Data Excellence practices mitigates the effects of such obstacles
- Defining the concept of “data debt”, it proposes a quantifiable approach to determine what “good enough” data really means
- It peers into the key capabilities that will define the future of “Data Driven” company, Augmented Conceptual Models

Creating Data Centric Business Resilience

Jan Henderyckx, Partner, BearingPoint

The issue is no longer about convincing management of the value of using data to create business value. The real question has now shifted into making sure that the value is delivered in a sustainable way. Too many organisations are still failing to actually succeed in their data initiatives. What are the key elements that need to be put in place to ensure success? How does one move from a technology centric to an integrated data strategy? How do we improve the data literacy of the stakeholders and make sure the data products can be used effectively?

“Highly recommend to all professionals in the DG&MDM industry.”

Shane Moodley, Data Management Compliance Officer, Derivco

“Two days well spent, every session was of value. Great set of topics, focused on core data issues.”

Gareth Thomas, Group Data Management Director, Kingfisher

Master Data Management Keynotes

Supply Management – Data Management, Case Study From One of the Worlds Largest Global Employers

Suzanne Coumbaros, Data Governance Director & Allison Dunbobbin, Data Governance Manager, Sodexo

Within the Global Supply Management function of this giant organisation, we have learnt how to manage and master Product and Supplier data and we are willing to share our lessons learnt and best practices with you.

Sodexo provides catering, facilities management, employee benefits and personal home services to 100 million consumers daily in 56 countries and have over 412k employees.

Data is seen as a critical enabler for Sodexo and we have learnt many lessons since starting our data transformation journey.

Rethinking MDM with Data Mesh

Phillip Radley, Principal Data Strategy Consultant & Danilo Sato, Head of Data & AI Services UK, Thoughtworks

The term “Data Mesh” appeared in 2019 in a post by Zhamak Dehghani and has quickly gained traction in the industry as an important new

approach to managing and accessing analytical data at scale. At first glance MDM has a lot of common ground with Data Mesh, they both focus on an enterprise’s most valued and shared business entities. However a deeper look suggests Data Mesh adoption requires a rethink of enterprise MDM.

This session will equip attendees with the key facts about Data Mesh so they can assess its impact on their MDM initiatives and work.

Data Ethics - From Theory to Practice

Lisa Allen, Head of Consulting & Joshua D’Addario, Senior Consultant, The Open Data Institute

Data ethics is a rapidly emerging area. Increasingly, those collecting, sharing and working with data are exploring the ethics of their practices and, in some cases, being forced to confront those ethics in the face of public criticism. A failure to handle data ethically can harmfully impact people and lead to a loss of trust in projects, products or organisations. At the Open Data Institute we want a world where data works for everyone. Data ethics is fundamental, but how do you go from theory into practice?

Data Governance Keynotes:

Attracting, Retaining and Growing Data Talent

Christina Finlay, CDO, Nest Pensions

We’ve all heard about the Great Resignation, and we all have had people plucked from our teams, and so we wonder how we can keep our people motivated. Christina will talk about what has worked for her, and what the pitfalls and challenges have been in growing a brilliant, engaged data team. Christina has been on DataIQ’s top 100 list for the last 3 years, and last year was shortlisted for Data & Analytics Leader of the year.

“Really important to combine MDM & Data Governance - gives a good mixture of content and attendees. More of the same next year please.”

Colin Wood, Enterprise Information Architect, GlaxoSmithKline

“Superb conference. Will go back filled with great ideas. Where to start though?!”

Michael Sheahan, BI Manager, IKEA Service BV

Agenda

MONDAY 16 MAY: PRE-CONFERENCE WORKSHOPS (TIMEZONE BST)

09:30 - 12:45	How to Build, Manage & Enhance a Data Team Gerard Bartley, Master Data Project Lead, OCI & Ieva Langenfelde, Independent Data Consultant	Data Governance Clinic Nicola Askham, The Data Governance Coach	Implementing a Data Management Framework in 7 Steps Irina Steenbeek, Managing Director, Data Crossroads
14:00 - 17:15	Data Quality as a Way of Life Gerard Bartley, Master Data Project Lead, OCI and Ieva Langenfelde, Independent Data Consultant	Centralised Data Governance of a Distributed Data Landscape Mike Ferguson, Managing Director, Intelligent Business Strategies	Building a Successful Data Lineage Business Case in 9 Steps Irina Steenbeek, Managing Director, Data Crossroads

TUESDAY 17 MAY: CONFERENCE DAY 1 & EXHIBITS (TIMEZONE BST)

09:00 - 09:10	MDM Summit and DG Conference Opening: Gerard Bartley and Jan Henderyckx , Gerard Bartley, Master Data Project Lead, OCI & Jan Henderyckx, Partner, BearingPoint			
09:10 - 10:00	Plenary Keynote: Show Me the Data and I will Show You the Value , Roberto Maranca, Data Excellence VP, Schneider Electric			
10:10 - 10:50	Keynote: Attracting, Retaining and Growing Data Talent Christina Finlay, Director, Data & Analytics, NEST Corporation (Pensions)		Keynote: Supply Management – Data Management, Case Study From One of the Worlds Largest Global Employers Suzanne Coumbaros, Data Governance Director & Allison Dunbobbin, Data Governance Manager, Sodexo	
	Track 1	Track 2	Track 3	Track 4
11:20 - 12:05	Value-Oriented Data Management: Practical Lessons for Success, Based on Real-World Experience of What Works and What Doesn't Paul Jones, Director, Baringa	Integrated Data Management Dana Julinski, Senior Data Governance Officer, FMO – Dutch Development Bank	A Practical Approach to Kick off Reference Data Management Rafail Kasapis, Data Strategy and Governance Consultant & James Meeney, Head of Data Governance, OSTHUS	Designing and Establishing a Chief Data Office: Solving Problems and Creating Value Ellie FitzPatrick, Data Framework & Policies Lead & Sian Maranga, Chief Data Office Director, PwC
12:15 - 13:00	Selling Data Governance Gerard Bartley, Master Data Project Lead, OCI	Regulatory Change and Data Architecture Norbert Eschle, Engineering Chapter Lead, Direct Line Group	Using MDM to Reduce the Cost of Ownership in IT - The Conflict or Enhancement of Low-Code Apps vs Data Integrity Yaniv Naor, Data Management & Governance Process Director, Knauf	The Rise of Value Driven Intelligence Dr Walid el Abed, Founder & CEO, Global Data Excellence
13:00 - 14:30	Networking Lunch, Exhibits & Lunchtime Sessions			
13:30 - 13:50	Data Literacy: The Foundation of Data-Driven Organizations , Amichai Fenner, Product Manager – Data Catalog, Octopai			
14:00 - 14:20	Ensuring Data Governance Is Simple, Scalable and Flexible . Karl Altern, Principal Program Manager, DOMO			
14:30 - 15:15	Keynote: Rethinking MDM with Data Mesh Phillip Radley, Principal Data Strategy Consultant & Danilo Sato, Head of Data & AI Services UK, Thoughtworks		Keynote: Data Ethics - From Theory to Practice Lisa Allen, Head of Consulting & Joshua D'Addario, Senior Consultant, The Open Data Institute	
15:25 - 16:10	Keynote Panel: Data Governance Strategy Plan Moderator: Mary Drabble, Principal Data Governance Analyst, abrdn Panellists: Gerard Bartley, Master Data Project Lead, OCI, Cathy Pendleton, Senior Manager, Data Governance, Gousto & Ciara McMorrow, Head of Data Regulation & Change			
16:40 - 17:05	Pin the Tail on the Data Owner Mary Drabble, Principal Data Governance Analyst, abrdn	Data Cataloguing at AstraZeneca: Driving FAIR Data Martin East, Senior Information Architect, AstraZeneca	Two Types of Data Owners – Definition vs Record Ownership Felix Streichert, Chief Data Manager, Bosch	The Business Case and Process of Transitioning through Metadata Management Maturity Levels Utilizing a Technology Capability Manrich Kotze, Team Leader: Data Management, Capitec Bank
17:05 - 18:05	Networking Drinks Reception and Exhibits			

WEDNESDAY 18 MAY: CONFERENCE DAY 2 & EXHIBITS (TIMEZONE BST)

09:00 - 10:00	Enterprise Data and Decisions: Bringing an Action-Oriented Focus to the Modern Data Stack , Donald Farmer, Principal, TreeHive Strategy			
	Track 1	Track 2	Track 3	Track 4
10:30 - 11:15	Putting the Ducks in a Row: Data Governance and Data Quality Valentina Niklasson, Data Governance Lead, Volvo Penta, and Håkan Edvinsson Informed Decisions Consulting AB	Trust Issues with Data... And People Ben Herzberg, Chief Scientist, Satori	Building a Reference and Master Data Hub Based on Standards and Semantics - Learnings and Success Factors Ulrich Keetman, Senior Data Management Scientist, Bayer & Heiner Oberkampf, CEO and Co-Founder, Accurids	Data Governance In Projects and Global Programs Ieva Langenfelde, Independent Data Consultant
11:25 - 12:10	Key Habits of Successful Data Management Team Abel Aboh, Data Management Lead, Bank of England	Why Establishing a Data Management Organization Is Critical for a Global Organization Thierry Grima, Group Chief Analytics Officer, ENGIE	My Success Story of Failing to Navigate the MDM Chaos Kitti Noemi Nemeth, MDM Platform Owner, PostNL	Big Tech, Big Pharma, Big Misconceptions Patrick Joyce, Manager & Jeremy Boon, Senior Manager, Deloitte
12:10 - 13:40	Networking Lunch, Exhibits & Lunchtime Sessions			
12:40 - 13:00	An Evolutionary Journey with xDM & the Value of Data - Elsevier MDM Initiatives Through the Years , Henri Gordon, Head of Customer Data, Elsevier			
13:10 - 13:30	How to Find a Single Source of Truth Across Your Entire Data Landscape? , Simon Graves, Senior Data Management & Operational Governance Manager & Jade Gloder, Metadata & Operational Governance Manager, Sainsbury's			
13:40 - 14:25	What's Your Next Move? Building a Career in Data Megan Dooley, Head of Data, Openwork Partnership	Climate Change Data for Everyone. Agreeing a Standard to Describe Data. Adam Milward, Co-Founder, Metadata-Works	Data Harmonisation at Farfetch - Enriched Geography Data Leads to Improved Customer SVoT Yasemin Kural, Head of Data Architecture, Farfetch	How to Scale Data Governance in Large Corporations Marc Hirschleber, Lead Business Consultant Master Data Management, msg systems ag & Dr Lars Michael Bollweg, Head of Service Strategy, Westnetz
14:35 - 15:20	That Light Bulb Moment: A Tale of Data Re-Engineering in the Green Energy Sector , Daragh O'Brien, Managing Director, Castlebridge		Escape the MDM Minefield – The 5 Point Navigation System , Kiran Gill, Head of Data Services & Operations, Data Lab, Lloyd's	
15:40 - 16:25	Plenary Keynote: Creating Data Centric Business Resilience , Jan Henderyckx, Partner, BearingPoint			
16:30 - 16:50	Conference Close - Where Do We Go from Here?			

THURSDAY 19 MAY: POST-CONFERENCE WORKSHOPS (TIMEZONE BST)

09:00 - 16:30	Successful Implementation of a Master Data Management Programme Malcolm Chisholm, President, Data Millennium	Bootstrap Your Data Excellence Jan Henderyckx, Partner, BearingPoint	Managing Data for Decisions: A Focussed Approach for the Modern Business Donald Farmer, Principal, TreeHive Strategy
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Half Day Workshops:

How to Build, Manage & Enhance a Data Team

Gerard Bartley, Master Data Project Lead, OCI & Ieva Langenfelde, Independent Data Consultant

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

Data Governance Clinic

Nicola Askham, The Data Governance Coach

This is a workshop format where you get the opportunity to share the challenges you are experiencing with your Data Governance initiative and get pragmatic solutions. You also get the opportunity to share knowledge, insight and network with others in a similar situation.

This Data Governance Clinic is also a valuable workshop if you understand the theory of Data Governance but are struggling to put it into practice. This workshop is all about turning theory into practical actions and you will get the opportunity to ask detailed questions about implementing Data Governance in your organisation and receive advice on how to overcome the challenges you may be facing.

You are encouraged to share your questions and experiences in the group work with Nicola to find the right approaches to resolve their Data Governance dilemmas.

Previous attendees have found the day proved very beneficial for turning theory into practical actions as well as providing an opportunity to network with others facing similar challenges.

Implementing a Data Management Framework in 7 Steps

Irina Steenbeek, Managing Director, Data Crossroads

This presentation demonstrates the 7-step method to develop, implement, or customize a data management framework. This method covers design, implementation, maturity assessment, and performance management phases.

Many companies create, use, or customize existing data management frameworks (DMF) but have to invent implementation approaches.

The 7-step method offers the following ready-to-use approach:

- Design
 - The design phase focuses on the definition of the feasible scope of the DMF. The scope includes the minimum required set of data management capabilities. Each capability should be described in terms of required regulations, processes, roles, tools, and data.
- Maturity assessment
 - Two methods to measure maturity, simplified and extended, serve different goals at various steps of the DFM formation.
- Implementation
 - The implementation phase ensures the development of a data management strategy, a roadmap, implementation plans, and approaches. The set of policies, standards and artifacts templates eases the implementation.
- Performance management
 - The system of KPIs assists in monitoring the performance and efficiency of the DMF. The method demonstrates how to set up the KPIs using the capability model.

Data Quality as a Way of Life

Gerard Bartley, Master Data Project Lead, OCI and Ieva Langenfelde, Independent Data Consultant

Having been at the sharp-end of data management and governance implementation, Gerard and Ieva have in-depth experience of improving data quality in businesses. The aim of their workshop is to share that practical knowledge with the attendees, so that they can improve data quality in their own organisations. They will speak about their hands-on experiences of:

- Identifying common data problems
- Bringing data quality as a sellable message to organisations, plus building a business case
- Implementing prevention, detection and correction processes (both as part of general data collection and specific data quality improvement techniques)
- Data governance as a quality enabler (plus how to set it up)
- Tools to support data quality
- Measuring data quality
- Sustaining data quality long term with real life examples of data quality activities.

Delegates will take away:

- Clarity on key data quality issues
- Useful tips on how to get the buy-in from the business & stakeholders
- Practical methods on how to change their processes to support better quality data
- Best practices plus dos/don'ts on how to set up data governance to support them
- Better insights and understanding on how data quality tools work

- Ideas how to keep the implemented data quality practices sustainable in an organisation

Centralised Data Governance of a Distributed Data Landscape

Mike Ferguson, Managing Director, Intelligent Business Strategies

Many companies today are facing the complexity of governing data that is scattered across multiple types of data store in the data centre, multiple clouds, and the edge. Somehow, they have to know what data they have out there, where it is, what data is deemed personally identifiable information, what data is considered confidential versus internal use only versus public, and how to manage data privacy, data access security, data retention and data quality across the entire environment.

Also, it is not just structured data in files and databases that needs to be governed. What about office documents on laptops and file shares, SharePoint sites, email, web chat and meetings? Some subset of these may be considered confidential. In an era where data protection is critical, and data privacy may require compliance with multiple laws in different regions, countries and states, the challenge is now to be able to govern data across a distributed landscape. This session looks at this problem, defines the requirements to deal with it and looks at what is needed from an organisational, process, policies and technology perspective to solve it.

- The ever-increasing distributed data landscape
- The challenge of governing data in this kind of environment
- What is needed to govern data across a distributed data landscape
- Data governance redefined – data quality, data privacy, data access security and data retention
- The importance of a business glossary
- Understanding the data landscape – automated data discovery and cataloguing
- Classifying data and content to know how to govern it
- Centralised data governance policy management to govern your data estate
- Governing data security across a distributed data landscape
- Governing data privacy across a distributed data landscape
- Governing data sharing across a distributed data landscape
- Governing data lifecycle management across a distributed data landscape
- Governing data quality across a distributed data landscape

Building a Successful Data Lineage Business Case in 9 Steps

Irina Steenbeek, Managing Director, Data Crossroads

Data lineage is an agenda of many companies. We offer the 9-step method to make the implementation successful. This method is the result of 5 years of practical experience and covers the following topics:

- Building a data lineage metamodel
 - Data lineage is a complex concept that has no aligned definition in the data management community. Every company should develop a data lineage metamodel that meets the company's needs and resources in order to succeed in its implementation.
- Planning a feasible implementation scope, approaches, and tools
 - Several approaches and tools to document data lineage exist. A company should make correct choices regarding the data lineage scope, approaches, and tools to make implementation feasible.
- Elaborating on data lineage application areas
 - The results of data lineage documentation are not always easy to use. Additional analytical tools should be developed to incorporate data lineage into daily business operations.

Full Day Workshops:

Successful Implementation of a Master Data Management Programme

Malcolm Chisholm, President, Data Millenium

This workshop focuses on the key elements of an MDM programme that are needed for overall success. It gives practical recommendations while at the same time providing a conceptual understanding of what is involved in these recommendations. Both governance and management are covered, and emphasis is placed in how MDM fits into a larger business strategy and architectural setting. The business needs of master data are described, including strategies for meeting manual and procedural needs. The more technical details are fitted into this framework. The role of tools in MDM is described, both the tools that are used to implement MDM, and the tools that indirectly support MDM through metadata management. MDM programmes are evolving from improving back office efficiency to being a central part of business models. These emerging challenges of MDM are addressed in detail, including how MDM supports data scientists and the relationship between Big Data and MDM.

Attendees will learn:

- What Master Data is, how it differs from other classes of data, and what its special needs and challenges are.
- The structure of an MDM programme, including how the business needs to be aligned to data governance and data management within an MDM programme.
- How to deal with integration, semantic, history, quality, and other requirements in an MDM programme.
- MDM architectures, including what tooling can offer, and how these vary with different master data entities.
- The relationship of master data with reference data, and emerging areas of MDM.

Bootstrap Your Data Excellence

Jan Henderyckx, Partner, BearingPoint

Having a data centric business model requires that your entire organisation can deal with data as a core component of all its activities.

Just focusing on one dimension of the data value chain is not going to be sufficient to reach your objectives in an efficient way. Having a comprehensive approach to data is therefore crucial to be successful. Data excellence implies that data can be managed to the right level in the entire value chain. Managing that data value chain requires starts by assuring the proper data culture is in place so that people have the right level of awareness, desire, and knowledge. Embedding a proper data culture needs to be at the core of your data strategy. You cannot manage what you don't know, hence the need for a data catalog. Setting up a data catalog to put your data products under control seems a trivial exercise, but in practice many organizations struggle to get beyond the technical hurdles. New data architecture patterns are emerging with promises to mitigate the issues that exist with older approaches. What is a real set of requirements for your Data Fabric and how can Data Mesh accelerate the value of your data products? During this workshop you will get concrete approaches and templates for accelerating your data excellence.

Delegates will take away:

- How to define the value proposition of data excellence
- Data excellence steering, creating an agile approach to incremental value delivery
- Engaging data risk related stakeholders. Setting up a data privacy, data protection and data integrity risk operating model
- Setting up a minimum viable policy framework
- Accelerating your data culture through persona-based journeys. Making the buy vs build decisions
- Setting up an data centric operating model
- Clear approach to embedding a data catalog in your organization
- Requirement for a proper data architecture
- Embedding Data Mesh and Data Fabric in your data platform

Managing Data for Decisions: A Focussed Approach for the Modern Business

Donald Farmer, Principal, TreeHive Strategy

Although data management and data analysis has evolved greatly over the years, in many ways we are still concerned with Decision Support. This workshop explores the wide variety of decisions we make in business and looks at how data, user experiences and personal experiences influence choices and outcomes. With that in mind, we also look at issues of data quality and master data and we explore data architectures which can be specifically designed for decision support.

Finally we will look at the role of automation – data science, artificial intelligence and other forms of automated decision making and we'll see in detail how they both resemble and differ from human decisions. How we support a blend of automation and human decisions is a critical

topic for the future of every business.

Attendees will learn:

- The different classes of business decisions which are driven by data.
- The significance of decisions which are not driven by data and how we can bring more data into the conversation.
- Modelling decisions in order to identify what data is critical and useful.
- How user experiences influence decision making.
- Managing data infrastructure, including data quality and MDM, in order to support decisions.
- Governing the decision-making process and its consequences.

08:00 - 09:00

Registration

09:00 - 09:10

MDM Summit and DG Conference Opening: Gerard Bartley and Jan Henderyckx

Gerard Bartley, Master Data Project Lead, OCI & Jan Henderyckx, Partner, BearingPoint

09:10 - 10:00

Plenary Keynote: Show Me the Data and I will Show You the Value

Roberto Maranca, Data Excellence VP, Schneider Electric

- The keynote explores the typical obstacles data leaders encounter in their journey to unlock value from data
- It shows how adoption of Data Excellence practices mitigates the effects of such obstacles
- Defining the concept of “data debt”, it proposes a quantifiable approach to determine what “good enough” data really means
- It peers into the key capabilities that will define the future of “Data Driven” company, Augmented Conceptual Models

10:10 - 10:50

Keynote: Attracting, Retaining and Growing Data Talent

Christina Finlay, CDO, Nest Pensions

We’ve all heard about the Great Resignation, and we all have had people plucked from our teams, and so we wonder how we can keep our people motivated. Christina will talk about what has worked for her, and what the pitfalls and challenges have been in growing a brilliant, engaged data team. Christina has been on DataIQ’s top 100 list for the last 3 years, and last year was shortlisted for Data & Analytics Leader of the year.

What will you learn in this session?

- Taking teams from passive and siloed to engaged and collaborative
- Pitfalls to avoid in the recruitment process
- Tangible actions you can take to retain your great talent

Keynote: Supply Management – Data Management, Case Study From One of the Worlds Largest Global Employers

Suzanne Coumbaros, Data Governance Director & Allison Dunbobbin, Data Governance Manager, Sodexo

Within the Global Supply Management function of this giant organisation, we have learnt how to manage and master Product and Supplier data

and we are willing to share our lessons learnt and best practices with you.

Sodexo provides catering, facilities management, employee benefits and personal home services to 100 million consumers daily in 56 countries and have over 412k employees.

Data is seen as a critical enabler for Sodexo and we have learnt many lessons since starting our data transformation journey.

- Learn how we discovered what data we needed to manage
- Learn how we organised this data (taxonomy) and how we created governance for this data
- Learn what projects we created to master and manage this data
- Learn what technologies we used to help with this and how we chose these
- Sharing our vital lessons learnt and top tips to help you accelerate your data management

10:50 - 11:20

Networking Break & Exhibits

11:20 - 12:05

Value-Oriented Data Management: Practical Lessons for Success, Based on Real-World Experience of What Works and What Doesn’t

Paul Jones, Director, Baringa

How do you establish and maintain sponsorship for your data initiative at the most senior levels of an organisation, then drive key activities such as data quality management and data lineage mapping, in a way that delivers real tangible value and has your stakeholders begging you to do more for them?

This talk will step through four common enterprise data management activities and what can go wrong with them, then provide you with practical, actionable advice on what can be done to make them a success.

In particular:

- how to run the most successful executive data governance council possible
- how to deliver measurably valuable data quality management
- how to turn data lineage into a driver for positive change
- how to put value first in every aspect of your data initiative, to make it THE priority for your business

Integrated Data Management

Dana Julinski, Senior Data Governance Officer, FMO – Dutch Development Bank

The need for an end-to-end, integrated Data Management approach (e.g. by combining Governance, Quality, Architecture, Strategy functions) is not a luxury anymore. From data professionals working hard to implement the concepts all the way to CEOs blindly quoting “the data influencers”, everybody has an opinion over what it means, what it brings (or doesn’t) and how to do it. But more

importantly, how to put it to work in such a way that it aids in delivering the value of data. Through a mix of best practices, own success and failure stories, this session sheds light on what are the ingredients for successfully integrating Data Management in your organization, whether you are at the beginning of your journey or already far along the way.

A Practical Approach to Kick off Reference Data Management

Rafail Kasapis, Data Strategy and Governance Consultant & James Meeney, Head of Data Governance, OSTHUS

Reference Data is making up a large amount of data and its management is often application-specific leading to data silos and frictions. Any Data issue within Reference Data has a cascading effect on data integration and analysis, impacting the business and decision-making in an organization. With federated Reference Data Management, you can overcome frictions and create a consistent view of business data across the organization.

In this session, we will share with you one approach on how you can kick off Reference Data Management within your organization. What will be the takeaways from this session?

- Understanding Reference Data and its importance
- How it is related to your Data Management activities
- Structured approach to develop and operationalize Reference Data Management

Designing and Establishing a Chief Data Office: Solving Problems and Creating Value

Ellie FitzPatrick, Data Framework & Policies Lead & Sian Maranga, Chief Data Office Director, PwC

You’ve got the green light, the budget, the remit and Board support, what’s next…?

This topic will take you through the approach used within PwC to formalise and extend the approach to the data capability through implementing a Chief Data Office.

It will cover the approach to:

- Setting the parameters and scope
- Prioritising and engaging stakeholders
- Incorporating external factors into the structure
- Keeping the focus on business value

The talk will also cover our approach to designing the key building blocks; navigating the noise; identifying the priorities; incorporating feedback and lessons learnt into our development approach.

12:15 - 13:00

Selling Data Governance

Gerard Bartley, Master Data Project Lead, OCI

Selling data governance is just like selling anything else. Washing machines, cars, holidays, good data... When selling to customers, they can all be approached in the same way. This presentation will blend classic sales techniques with essential data governance knowledge to help you sell data governance in

your organisation.

Topics covered will include setting up the sale, getting people to understand the concept of data value, building a great message, traps to avoid, closing the deal and making sure that the deal stays closed!

Delegates will be able to take away:

- Practical tips about selling data governance into their organisation
- A business case framework to support their pitch
- Communication advice to get the message across

Regulatory Change and Data Architecture

Norbert Eschle, Engineering Chapter Lead, Direct Line Group

The last ten years have seen a significant amount of regulatory change in the financial services industry and beyond – not least due to the financial crisis that started in 2008. Most of those regulations have a direct impact on how organisations are required to govern their data and their data architecture. Solvency II defined data quality criteria, GDPR / UKDPA2018 explicitly require organisations to be able to disclose how customer data is processed and the FCA's Operational Resilience regulation will require organisations to report on how key customer services are supported. A common thread through all of these regulations is the need to manage and govern data architecture actively.

Attendees will benefit from a view of how to be prepared for the next regulatory change:

- Which data governance capabilities organisations should establish
- How data architecture is fundamental to regulatory compliance
- How to be prepared for the next regulatory initiative

Using MDM to Reduce the Cost of Ownership in IT - The Conflict or Enhancement of Low-Code Apps vs Data Integrity

Yaniv Naor, Data Management & Governance Process Director, Knauf

In the last year there has been tremendous growth in the creation and use of data in various domains. Being able to analyse the data efficiently, fast and accurate has raised many requirements for the IT side of the organization, usually overloaded with tasks and at a high cost.

A trend has come out and its intended to serve the business with much less IT involvement – business oriented application (no code) which addresses for business users, and are supposed to take some of the IT overload.

These applications have raised the following: conflict or enhancement of low-code apps vs data integrity.

The Rise of Value Driven Intelligence

Dr Walid el Abed, Founder & CEO, Global Data Excellence

The digital world and its complex interactions create new challenges for Artificial Intelligence, governance and the enterprise

data management. While moving from the industrial era to the digital era a unique kind of paradigm shift is imposing itself which is characterised by the acceleration of value creation. We are heading to an era where linear thinking has no place since the possibilities for the creation of our organisation is limitless and every scenario is possible. In consequence, our future is destined to become as variable and uncertain due to the multitude of choices we will make. In order to overcome these limitations, there are many proposed platforms and solutions.

However, most of these, are trying to create intelligence from existing data disconnected from knowledge and human wisdom ignoring the social contexts by analysing past transactions and interactions with probabilistic predictions into potential futures. As a result, huge energy and cost are spent without concrete outcomes due to the high pace of changes in our societies and behaviours.

A new AI is required to align with the speed of value creation and changes.

- Define Artificial Intelligence and its role
- Learn what is the difference between Conventional AI versus Linguistic AI
- Learn how to make decisions that are based on value (Key Value Indicators) instead of past performance (Key Performance Indicators)
- How to leverage from existing data and systems that has been invested on so far to move into digital era without data integration

13:00 - 14:30

Networking Lunch, Exhibits and Lunchtime Sessions

13:30 - 13:50

Data Literacy: The Foundation of Data-Driven Organizations

Amichai Fenner, Product Manager - Data Catalog, Octopai

It is no secret that organisations aspire to become more and more data-driven as it holds great benefits and is truly the edge needed to successfully compete, companies that don't embrace this approach to leverage data for their competitive advantage are struggling to keep up with the market. Organisations are performing better, however it is often a challenge to create this transformation without the right methodology and tools in place.

A well-nurtured data literacy environment will dramatically reduce time to drive accurate insights and result in better decision making and many times product quality for the enterprise and many times product quality for the customers.

14:00 - 14:20

Ensuring Data Governance Is Simple, Scalable and Flexible.

Karl Altern, Principal Program Manager - Data Governance, Domo

This session explains how data professionals can use a simple but scalable governance framework to realise domain oriented data governance within an organization's broader data governance capabilities.

14:30 - 15:15

Keynote: Rethinking MDM with Data Mesh

Phillip Radley, Principal Data Strategy Consultant & Danilo Sato, Head of Data & AI Services UK, Thoughtworks

The term "Data Mesh" appeared in 2019 in a post by Zhamak Dehghani and has quickly gained traction in the industry as an important new approach to managing and accessing analytical data at scale. At first glance MDM has a lot of common ground with Data Mesh, they both focus on an enterprise's most valued and shared business entities. However a deeper look suggests Data Mesh adoption requires a rethink of enterprise MDM.

This session will equip attendees with the key facts about Data Mesh so they can assess its impact on their MDM initiatives and work. Takeaways from the session:

- What is Data Mesh?
- Why is Data Mesh flourishing? (i.e. what benefits does it bring?)
- How to align MDM and Data Mesh, (around Data Domains)
- Who is using Data Mesh?
- Where is Data Mesh heading next?

Keynote: Data Ethics - From Theory to Practice

Lisa Allen, Head of Consulting & Joshua D'Addario, Senior Consultant, The Open Data Institute

Data ethics is a rapidly emerging area. Increasingly, those collecting, sharing and working with data are exploring the ethics of their practices and, in some cases, being forced to confront those ethics in the face of public criticism. A failure to handle data ethically can harmfully impact people and lead to a loss of trust in projects, products or organisations. At the Open Data Institute we want a world where data works for everyone. Data ethics is fundamental, but how do you go from theory into practice?

Delegates will learn:

- What we mean when we say 'data ethics' – and how it relates to ethics, morals and laws and how data ethics impacts our lives
- The importance of data ethics through real world case studies
- What data ethics means to data practitioners themselves
- Useful tools to help address data ethics in their professional lives

15:25 - 16:10

Keynote Panel: Data Governance Strategy Plan

Moderator: Mary Drabble, Principal Data Governance Analyst, abrdn

Panellists: Gerard Bartley, Master Data Project Lead, OCI, Cathy Pendleton, Senior Manager, Data Governance, Gousto & Ciara McMorrow, Head of Data Regulation & Change

Everyone in a Data Governance Leadership Role has had to produce a plan like this at some point in their career. What should you include – maintenance, architecture, controls, maturity assessment? What about detail, timeline, audience etc? What great sources should you reference?

- The data governance use cases we targeted.
- The strategy and process we adopted for building and populating the catalogue.
- The challenges we faced and how we overcame them.
- Practical recommendations for building a data catalogue.

Two Types of Data Owners - Definition vs Record Ownership

Felix Streichert, Chief Data Manager, Bosch

- We suggest to differentiate Data Ownership into Definition and Content Ownership and subsequently into two separate roles and investigate on the benefits of this approach:
- The formal reasons why this is possible and more importantly why it is formally necessary based on legal and commercial accountability
- The practical reasons ranging from dealing with organizational complexity, allowing a more flexible Data Governance Strategy, and finally empowering the Business Owners and baiting them into Data Governance
- We also give first results from introducing this approach of Data Governance into our organization

16:10 - 16:40

Networking Break & Exhibits

16:40 - 17:05

Pin the Tail on the Data Owner

Mary Drabble, Principal Data Governance Analyst, abrdn

A lot has changed in the 2 years since Mary presented the Standard Life Aberdeen case study about the successful implementation of a Data Governance Hub, and not just the company name. Now we're abrdn with a renewed sense of purpose, delivering under a unified brand. But have we achieved our ambition to become a data centric organisation and truly embed data governance into our abrdn culture?

This update to the previous case study looks to address the elephant in the room – or rather, that cannot be found in the room! Join Mary on her current quest to Pin the Tail on the Data Owner and hear first-hand about the highs and lows, successes and failures, tools and techniques she and her colleagues have deployed when trying to track down these elusive role holders and getting them to agree responsibilities.

Data Cataloguing at AstraZeneca: Driving FAIR Data

Martin East, Senior Information Architect, AstraZeneca

Achieving FAIR data (data which is Findable, Accessible, Interoperable, Reusable) has become a primary goal in the data governance initiatives of many enterprises, not least pharmaceuticals companies. This talk will tell the story of AstraZeneca's journey to FAIR data through data cataloguing, giving sign posts and recommendations for success to audience participants.

Discussion points include:

- What FAIR data is and why it matters.
- The significance of building a data catalogue for data governance and achieving FAIR data.

The Business Case and Process of Transitioning through Metadata Management Maturity Levels Utilizing a Technology Capability

Manrich Kotze, Team Leader: Data Management, 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 for a technology capability to enable efficient Metadata Management. The session will include what the steps are to achieve Executive buy-in, 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 utilizing technology
- What does the end state look like for your organization to effectively manage metadata

17:05 - 18:05

Networking Drinks Reception & Exhibits

Discounts

Group Booking Discounts:

2-3 Delegates	10%
4-5 Delegates	20%
6+ Delegates	25%

Wednesday 18 May:
Conference Day 2

09:00 - 10:00

Keynote: Enterprise Data and Decisions: Bringing an Action-Oriented Focus to the Modern Data Stack

Donald Farmer, Principal, TreeHive Strategy

Do you remember “decision support systems?” They sound like old technology, but in truth they have never gone away. Business intelligence, data science, self-service analytics – call it what you will, we are still supporting users in making better decisions.

When we take this perspective seriously, many aspects of our data strategy shift focus. So, in this keynote we will take a hard look at how decisions are made in the modern enterprise, by humans and machines, and how we can model our data architecture to support them.

We'll look at the implications for master data and governance and we will make a particular point of considering self-service, data science and automation scenarios.

10:00 - 10:30

Networking Break & Exhibits

10:30 - 11:15

Putting the Ducks in a Row: Data Governance and Data Quality

Valentina Niklasson, Data Governance Lead, Volvo Penta, and Håkan Edvinsson Informed Decisions Consulting AB

This is how Volvo Penta goes from low to high quality data. This presentation reveals how the Data Governance organisation drives the process of accomplishing useful and qualitative business data. In the case presented, one cleans up the data records by correcting, validating, and supplementing the data. Not any data but the data that is relevant, valuable, or even critical to business operations. It is a very diligent and demanding work that must be motivated, planned, and pursued rigorously. But it works.

This work includes:

- organisational tasks; funding, engaging the right business representatives, getting the know-how,
- automated tasks; using what we have to automate the cleaning as much as possible,
- manual tasks; some data still needs to be corrected or verified manually
- reinforcing tasks; keeping the standard high and preventing new quality losses.

Since 2011, Volvo Penta has worked very successfully with master data governance and data management to support and standardize the way it handles data in the business, in its daily operations and IT solutions. Today, Volvo Penta stands out as an excellent Data Governance practice in the Volvo Group and meet top international standards.

Trust Issues with Data... And People

Ben Herzberg, Chief Scientist, Satori

We are living in the “golden age of data”, where organizations are adopting data democratization, making data-driven business decisions and even fashion brands are “data companies”. However, one of the biggest gaps is being able to trust data and its stakeholders. Such gaps come from different aspects of data governance, such as data quality, data literacy and data security.

In this session, I will discuss some of the reliable cases I encountered, where trust issues around data as well as data consumers and producers were encountered, and delayed data projects. I will share what I've learned from these cases, and some of the insights I have gained around accelerating data use.

Building a Reference and Master Data Hub Based on Standards and Semantics - Learnings and Success Factors

Ulrich Keetman, Senior Data Management Scientist, Bayer & Heiner Oberkampff, CEO and Co-Founder, Accurids

Bayer CropScience utilises digital technologies to support sustainable agriculture around the world. Especially in R&D this means that data from many different departments needs to be aligned to enable effective cross-organizational collaboration from early research to regulatory submissions. As part of this, the Data Sciences and Digital Transformation team provides shared references for data objects like locations, organisms, substances, products, etc. and drives their adoption with business stakeholders. In this talk we explain the key building blocks of an in-production Reference and Master Data Hub built on public and internal standards and semantic technologies meeting the popular FAIR Data Management principles. This hub allows to jointly govern internal master data with publicly available reference data and ontologies. We illustrate value drivers along use-cases from bio-research, regulatory and controlling and demonstrate how the ACCURIDS Lookup Service is used to drive wide adoption across user-groups and business functions.

Data Governance In Projects and Global Programs

Ieva Langenfelde, Independent Data Consultant

The world moves fast, nothing stands still. Neither does your organisation – new business ideas, new acquisitions, new system implementations, new processes, new transformational activities start up all the time. This is the time when we all want to be data driven after all!

Data Governance in its essence is about clear, structured data ownership, clarity in data processes, right roles and responsibilities, and happy data people, speaking one unified language, running effortless transactions, and looking at unified, trustworthy reports.

But what to do when a new Project or Program starts, which will change a lot of your organization's existing system set up, processes, implement new roles, new people, and add or change a lot of data? They have their own milestones and deliverables, and they'll march mercilessly until they get what they need – and fast. How to fight these risks of them changing and potentially even destroying everything we've built with blood, sweat and tears – up until now?

Or perhaps we shall look at Projects and Global Programs as enablers for a stronger, more value-added, operationally embedded Data Governance. Perhaps it's not that bad, we just need to learn to piggyback on it better. Perhaps it's

not “us against them” and it can actually help us.

I am going to share my experience with Data Governance in both, Business as Usual and Global Programs, and walk you through my journey of how I found ways to change my point of view and find symbiosis of both worlds at HEINEKEN.

11:25 - 12:10

Key Habits of Successful Data Management Team

Abel Aboh, Data Management Lead, Bank of England

As businesses try to recover from the pandemic, human behaviour and the workplace is changing rapidly due to data-driven technologies.

The need to have effective and efficient Data Management team is fundamental, if you want to successfully deliver any Data Management strategy and proposition.

This session is to share my curated key habits as a Data Management leader based on my experience in the data trenches and working across various industries and sectors.

It is important for those in the profession to develop these useful habits to help them deliver their various data management propositions in their organisations.

If you are looking to join the Data Management profession, to understand what habits they need to develop to help them thrive instead of survive in the Data Management space is important.

It is important to remember Data Management is art and science where human psychology and relationships are fundamental.

Key Takeaways:

- Understand the habits needed to be successful as a Data Management Leader
- Help Data Management professionals/practitioners to thriving than surviving in the data trenches
- Simplify the key essential and desirable acumen to have as Data Management practitioners.

Why Establishing a Data Management Organization Is Critical for a Global Organization

Thierry Grima, Group Chief Analytics Officer, ENGIE.

With the growing volume and complexity of data flowing in, organizations need – more than ever – to manage their master data in order to ensure data consistency and deliver reliable insights.

Indeed, proper tooling can help, however, it all starts with a data management organization, with clear roles and responsibilities at group/local level for covering data domains which are considered as important to secure.

Often, a data management organization already exists. However, coverage is partial (in terms of scope, geographies,...) and it is not properly communicated across the company which results in an inefficient organization.

This presentation will help to understand the need for a data management organization, how to set it up, to communicate/train and how to measure success of this organization.

My Success Story of Failing to Navigate the MDM Chaos

Kitti Nemeth, MDM Platform Owner, PostNL

After gaining her first years of experience with organizations that are further down the road of data management maturity, Kitti Nemeth landed in October 2020 at LifeFitness, a manufacturing company that has just recently stepped on the winding road towards scalable and sustainable MDM. She is sharing her personal and professional experience gathered during the months working remotely with this global manufacturer of fitness equipment:

- Keeping data management afloat BEFORE all those big programs start up.
- Maturity indicators like breadcrumbs in the organization.
- Being honest with yourself about what type of data professional you are – and about your own maturity.

Big Tech, Big Pharma, Big Misconceptions

Patrick Joyce, Manager & Jeremy Boon, Senior Manager, Deloitte

Two distinct organisations faced similar challenges because of deep-seated Data Governance perceptions, including:

- Treating Data Governance as a project with a finite end date
- Failing to communicate the business value of Data Governance
- Perceiving Data Governance as a hindrance to innovation
- Viewing Data Governance as someone else's job

The challenges confronted by both organisations ultimately required an understanding of the specific Data Governance misconceptions within both industries, blended with lessons learned from other sectors.

Data professionals have a unique opportunity to change hearts and minds through seeing the bigger picture and connecting it with perceptions on the ground.

Approaching Data Governance holistically means recognising the value it can bring to your organisation. The story must address misconceptions while also appreciating the minefields (both standard and unique to your organisation) that can derail even the most well-intentioned data initiative.

12:10 - 13:40

Networking Lunch, Exhibits & Lunchtime Sessions

12:40 - 13:00

An Evolutionary Journey with xDM & the Value of Data - Elsevier MDM Initiatives Through the Years

Henri Gordon, Head of Customer Data, Elsevier

Elsevier began its data journey with Semarchy

in 2015. Over the past 7 years, their needs and initiatives have continued to evolve, from customer centricity to product hubs to enabling the enterprise-wide Data & Analytics strategy. Join this session to learn how Elsevier used xDM to adapt solutions to their shifting priorities over time, while supporting sustained growth and producing tangible business results.

13:10 - 13:30

How to Find a Single Source of Truth Across Your Entire Data Landscape?

Simon Graves, Senior Data Management & Operational Governance Manager & Jade Gloder, Metadata & Operational Governance Manager, Sainsbury's

The problem: our consumers, of varying technical and data literacy, have no single source of truth to understand our entire data landscape across all brands and channels. The knowledge of our ecosystem is kept in siloes, transparency obstructed, and collaboration made impossible. The Information Reference Model, mastered in the Group Data Catalogue, provides a single pane of glass view for definitions and ownership across the Group.

13:40 - 14:25

What's Your Next Move? Building a Career in Data

Megan Dooley, Head of Data, Openwork Partnership

As the way organisations think about data evolves, as it rises to the top of the strategic agenda, how do we position ourselves for personal success and growth? Examining this question from both the enterprise and personal viewpoint, underpinned with key questions, enables you to take the next step on your own career journey.

- What does data strategy look like in your organisation – and is this the right strategy?
- Where do you fit in now – and where would you like to be next?
- And what will bridge the gap?

Climate Change Data for Everyone. Agreeing a Standard to Describe Data.

Adam Milward, Co-Founder, MetadataWorks

The Intergovernmental Panel on Climate Change has been working with MetadataWorks to facilitate cross-disciplinary data re-use, by making their data FAIRer (Findable, Accessible, Interoperable and Reusable). Their aim was to enhance the transparency, traceability, and integrity of the data that underpins IPCC reports and to enable further analysis and reuse in support of decision making about climate change challenges. To-date they have operated with limited resources provided by four different groups in the UK, Germany, the U.S. and Spain without a centralized catalogue to facilitate data findability and accessibility.

This session will focus on a methodology that was applied to the IPCC (and previously to HDR UK and the Office for National Statistics) that allows teams to:

- create and agree a standards-based metadata specification in 2-6 weeks by leveraging a pragmatic set of design principles
- populate a data catalogue with hundreds of datasets in < 3 months by gamifying the metadata onboarding process
- making sure stakeholders understand the benefits and wider implications, so they are engaged throughout the process

Data Harmonisation at Farfetch - Enriched Geography Data Leads to Improved Customer SVoT

Yasemin Kural, Head of Data Architecture, Farfetch

This presentation will be about how we tackled problems around incomplete and inaccurate customer address data by enriching our Geography/location data and utilising it to improve our understanding of customers as well as optimising logistics and commercial planning.

The presentation will cover:

- Data modelling approaches targeting data harmonisation
- Balancing the ideal of single version of truth (SVoT) with diverse requirements from different business areas
- Complexities of geography/address data and our approach to tackling them at Farfetch
- Data enrichment with 3rd party data
- How good location data feeds into new customer insights

How to Scale Data Governance in Large Corporations

Marc Hirschleber, Lead Business Consultant Master Data Management, msg systems ag & Dr Lars Michael Bollweg, Head of Service Strategy, Westnetz

If you ask ten data managers what data governance means, you will usually get ten different answers. This is because every data governance implementation, like every company, is unique. We therefore need customized data governance that is capable of implementing all aspects and fields of action in a practical manner. Companies and employees must not only internalize the processes, but also understand the value-added contributions of data governance.

- Procedure and scaling models create the decisive practical relevance for the introduction and regular operation of data governance.
- Modern data governance is more powerful than just professionally managing the creation, use, maintenance and deletion of data.
- In addition to a cultural "change", a successful digital transformation requires only the operationalization of solid craftsmanship (process models, methods, skills).

14:35 - 15:20

That Light Bulb Moment: A Tale of Data Re-Engineering in the Green Energy Sector

Daragh O'Brien, Managing Director, Castlebridge

Once upon a time, an electricity supplier that was expanding and changing their business model asked their DPO if he could take a look at a data quality problem... And they all lived happily ever after.

Delegates at this session will learn what happened in between the beginning and the end of this story. We'll explore how a Data Quality question led to a Data Governance challenge, triggered a Data Strategy Revelation, gave birth to a Data Modelling mission, and resulted in more robust data management, better reporting, and simplified integration of disparate business units as part of delivering on the business goals of the organisation.

Delegates will learn:

- Why the symptom is not always the problem and why Root cause analysis is key
- The value of the big picture, and the quick wins along the way
- The challenges of maintaining separation of duties when your DPO is also helping to guide data strategy

Escape the MDM Minefield – The 5 Point Navigation System

Kiran Gill, Head of Data Services & Operations, Data Lab, Lloyd's

mdm minefield noun 1. internal MDM efforts riddled with explosive, hidden landmines ("the MDM Manager crawled through the Corporation's MDM minefield and again failed to secure buy-in and funding")

2. a MDM situation presenting unseen hazards ("MDM minefields are dangerous for all involved, including those who do not understand the value of a single source of truth")

There are two reasons MDM doesn't always go to plan:

1: The Enlightened (those who understand MDM) try to navigate the corporation's MDM minefield, looking desperately for support, approval, funding and resources, yet the value of Master and Reference Data Management is never fully understood by those that matter most – the producers, modifiers and users of data.

2: The Beneficiaries (those who will in time, derive value from MDM) hear noises about "MDM" yet don't have the time, patience and often the right information to get involved or interested. They don't understand why it matters. After all it works well enough now, right? They generally have no issue with placing new landmines, often in a sporadic fashion, mainly to buy themselves more time and breathing space.

Given the endless challenge presented by the MDM Minefield, every successful MDM Program requires a navigation plan and a system to follow. Join this session to hear more about the 5 Point Navigation System we are using in Lloyd's of London to get MDM on the map. The System has helped us to determine our position, course, and distance travelled. We are still on the journey and every day we are weathering a different storm but jump aboard and learn about our experiences to date and

what we plan to do next.

15:20 - 15:40

Networking Break & Exhibits

15:40 - 16:25

Plenary Keynote: Creating Data Centric Business Resilience

Jan Henderyckx, Partner, BearingPoint

The issue is no longer about convincing management of the value of using data to create business value. The real question has now shifted into making sure that the value is delivered in a sustainable way. Too many organisations are still failing to actually succeed in their data initiatives. What are the key elements that need to be put in place to ensure success? How does one move from a technology centric to an integrated data strategy? How do we improve the data literacy of the stakeholders and make sure the data products can be used effectively?

Delegates will take away:

- Key components of a data centric business model
- How to setup simplified governance to assure there is speed to value
- If Data Mesh and Data Fabric are true technical differentiators
- What elements allow you to apply a value driven design approach
- How to structure a data culture approach to increase data effectiveness

16:30 - 16:50

Conference Close - Where Do We Go from Here?

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HOW TO BOOK

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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 delegates' 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.

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The workshops will take place on
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