



DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

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MDM – Collaboration can be simple

A Case Study on how to get along

March 2024
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Agenda



- A short introduction
- Before we start – A reminder on what is MDM
- Current and future MDM strategy
- The journey the two hubs have taken so far
- What, where and how the collaboration started
- What success looks like
- What we learned – both “the good and the bad”

Introductions



Henri

- 20 years in a number of roles around master data / data science
- 3 years at Elsevier – currently Head of Customer Data
- Passionate about well governed data – I head up the Customer Data Management Group
- Also passionate about hockey!



Sue

- 27 years in the world of data
- I have worked all over the world and done just about everything there is EXCEPT Data Warehousing (*I still don't know the difference between a DIM and a FACT table*)
- A confirmed dataholic
- International speaker on data topics
- Currently Director of Data Governance & Product Data at Elsevier
- I am also a committee member of DAMA UK (I look after our webinar series, so please talk to me if you are up for presenting on your favourite topic)

Reminder – What is “Master Data Management”



Master data management (MDM) is a technology-enabled discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, semantic consistency and accountability of the enterprise’s official shared master data assets.

Thank you, Gartner for this very tech focused definition

Master data is the consistent and uniform set of identifiers and extended attributes that describes the core entities of the enterprise including customers, prospects, citizens, suppliers, sites, hierarchies and chart of accounts.

Thank you, Gartner for this very tech focused definition

Master data management (MDM) is the technology stack and ecosystem we have created, to enable the management of our Master Data for Customer and Product

Elsevier Definition

Master data is the best record of customer or product sourced from one or more systems and matched/ merged to create a “golden source of truth” and bring trusted data to our consumers

Elsevier Definition

Master Data Management Capabilities

Our data solutions are evolving into a suite of products and services

Org Finder / Product Finder

User-friendly tools to view individual product and organization records

Business Data Platform

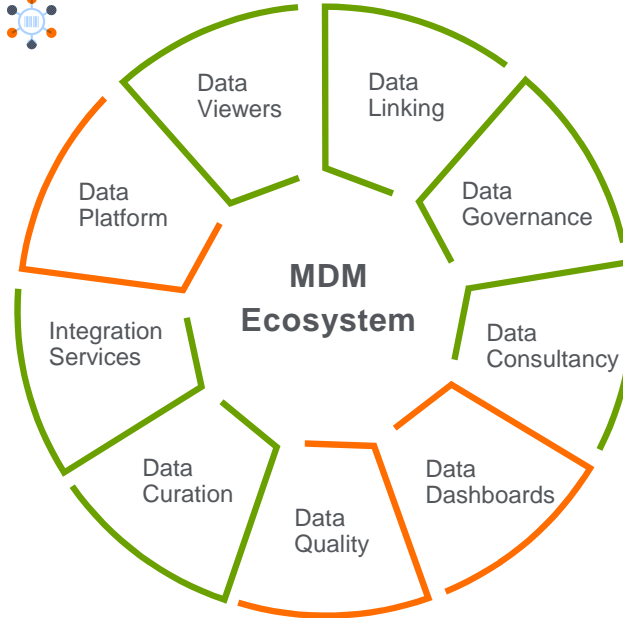
A place for analysts to combine datasets and derive insight supported by the Elsevier Data Catalog

Integration Services

Services other products/ systems can use to consume/amend master data

Data Curation Services

Creation and maintenance of master data by data experts via automated processes



Data Linking Services

Offline support to link disparate datasets to master data

Data Governance

Framework to govern data incl. data stewardship, policies & decision making

Data Consultancy

Advise on best practice for managing data and using master data

Data Dashboards

Management reporting describing the state and usage of master data

Data Quality Hub

Platform to report on and improve the quality and consistency of data across the landscape

Why does collaboration matter?

The Data



The 360 View



The Tech



Faster Decision Making



Customer Experience





Our current & future MDM Strategy

Today, we have 2 hubs:

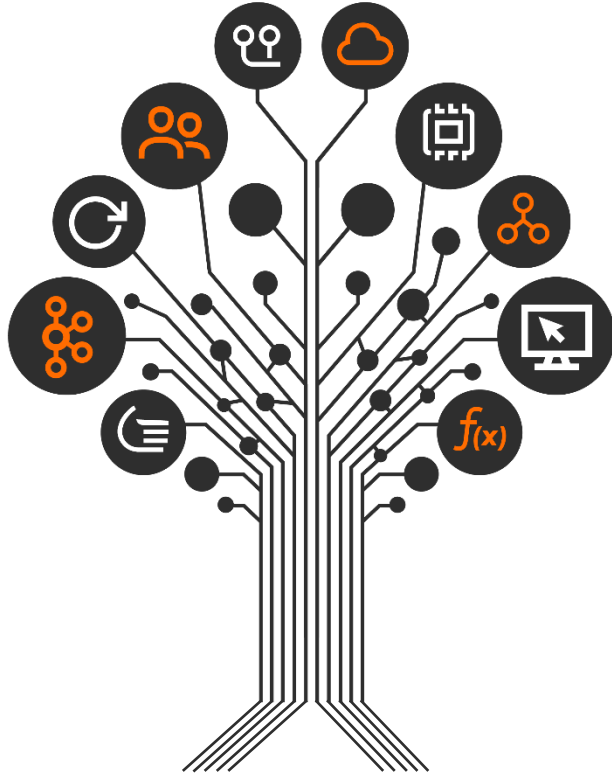
Enterprise Customer Hub (ECH)

Vision: ECH enables a 360° view of Elsevier interactions with the complex research and health ecosystem we serve, to better understand and support our customers

Enterprise Product Hub (EPH)

Vision: EPH is the go-to place for saleable product master data, with mature processes to curate the data

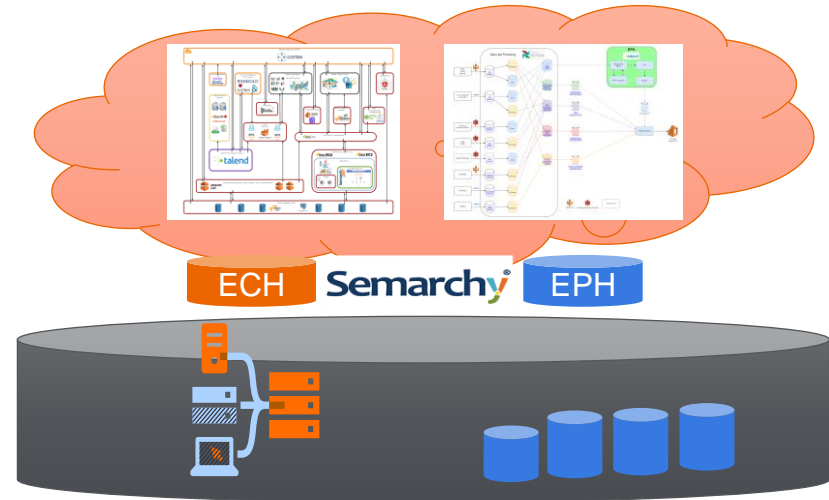
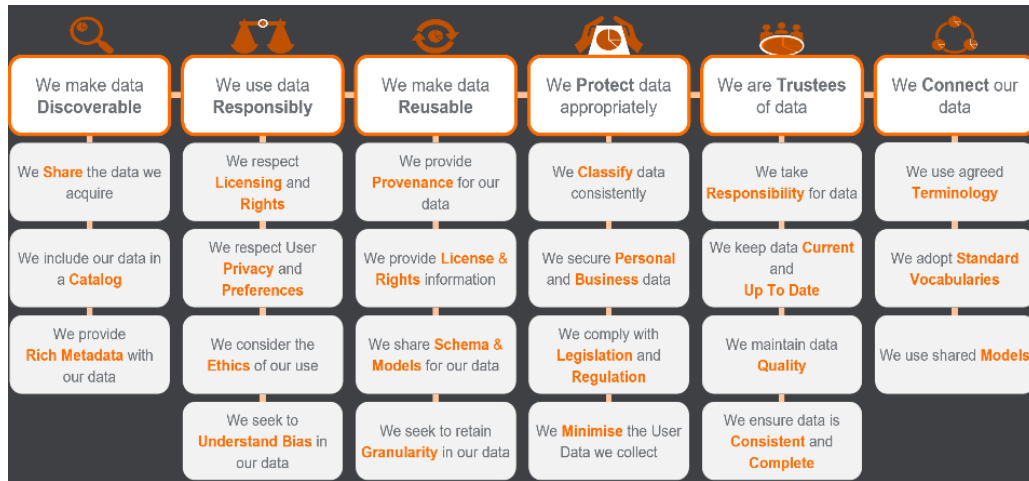
How we think and plan...



<p>Extend Usage</p>	<p>Bearing Fruit More and more usage across Elsevier and beyond. Includes the provision of support and data consultancy. On-boarding of new acquisitions</p>
<p>Growth</p>	<p>New Growth Deliver new and improved functionality plus additional datasets to meet business requirements, and ensure we have the capabilities to support new internal customers</p>
<p>Maturity</p>	<p>Spreading seeds To support the growing number of consumers of MDM, we need to mature components of the technology, remove non-strategic elements and migrate all consumers to standardised patterns. Continuous improvement prioritised by business value</p>
<p>Trust</p>	<p>Strong trunk Consistent & reliable data across systems leveraging MDM. Content grows all the time. To date the focus has been on keeping pace with the demand for new records. As time passes the risk of duplicates and stale data grows.</p>
<p>Foundation</p>	<p>Firm roots Includes BAU, GDPR, tech debt, team development. Training, policies, processes Security & compliance</p>

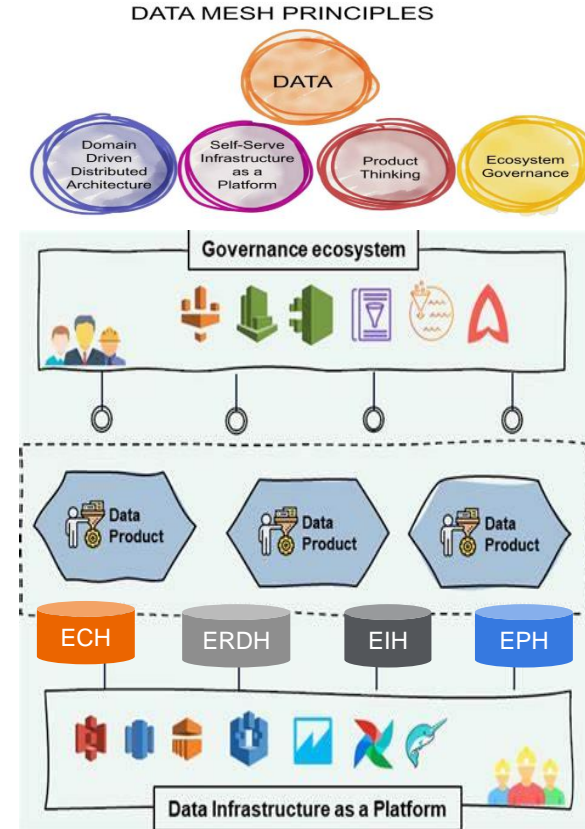
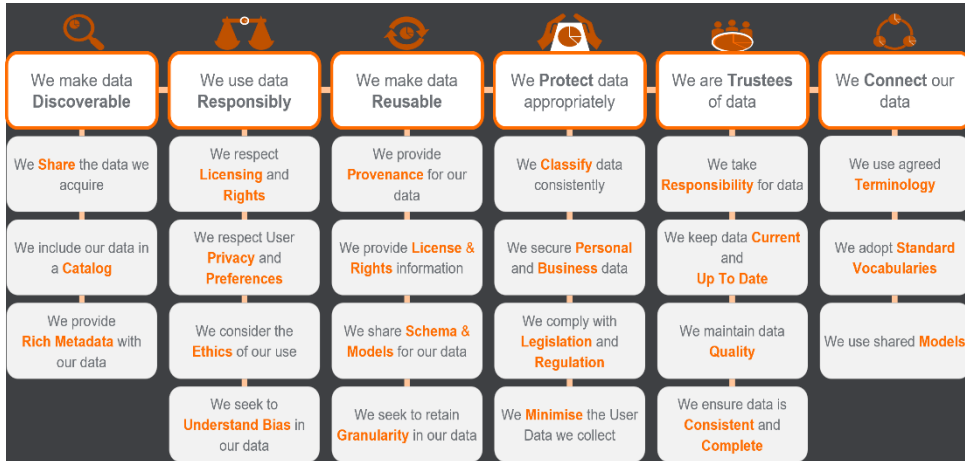


- We respect and conform to our data principles
- We accept ECH has been around longer than EPH and is thus more mature
- We acknowledge ECH and EPH run separately on the same MDM tech with some differences in other data tech needed
- We work together to bring Master Data concepts to the business
- We have a roadmap for the next 3 years with defined activities and progress
- Our roadmaps are a collaboration with our MDM stakeholders and ECH/ EPH

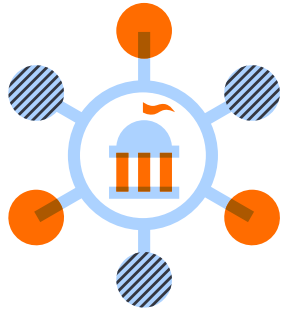




- We respect and conform to our data principles
- **We have adopted the principles of Data Mesh**
- ECH & EPH are now the older brothers and mentor the newer MDM Models as they onboard
- We acknowledge our master domains run separately on the same MDM tech with differences in other data tech as needed
- We continue to work together to bring Master Data concepts to the business
- Our roadmap for the next 3 years with defined activities and progress will become MDM focused as integration and collaboration between domains increases
- We continue to collaborate with our stakeholders and increasing consumption of our master data into all areas of Elsevier



The Journey so far

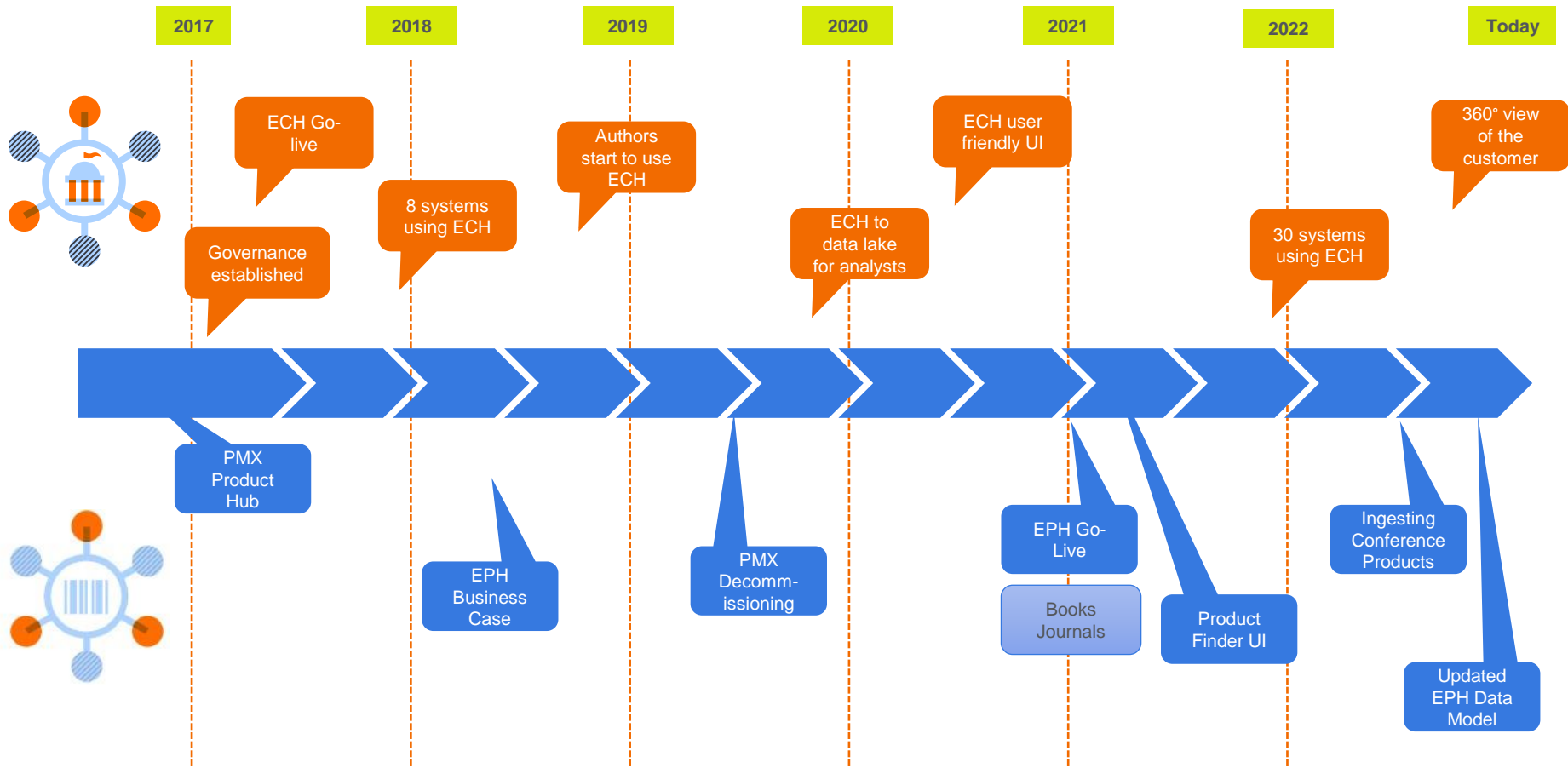


Enterprise Customer Hub



Enterprise Product Hub

The journey and the timeline



what?

how?

when?

The back story

What

- The Product Hub (EPH) had a data element called “Legal Owner” (LO) which was being manually captured for the relevant products
- As can be imagined the quality was somewhat “iffy”
- We looked at the Customer Hub (ECH) and realised it was organisational in nature and already contained these legal owner names (well most at least)
- Requests for more detail was causing us to analyse and review what data we have and what we don’t

When

- Early 2023 – the EPH team were getting more and more “issues” raised about the quality of the Legal Owner data
- During mid 2023 one of our driving stakeholders was asking for more detail on the LO and an additional concept of “Copyright Owner”
- Still in 2023 - EPH didn’t want to hold more “non-core” data, especially as we are driving towards an improved data model allowing us to master all Elsevier products

How

- Customer Hub has a unique ID for all organisations which is shared across the Elsevier Landscape
- EPH has a similar unique ID for products
- What if we integrated EPH to ECH enabling a search function where a user could “find” the right Legal Owner?
- What if we also asked ECH CDOT team to ensure their “customer capture” process catered for the types of organisations that are often LO’s (societies, etc)

Search ECH for LO
(and other detail)

ECH returns /
generates new
customer ID

Save customer
ID as key in
EPH

No extra
data stored

EPH
contains LO
link

Data Quality
improvements

= satisfied stakeholders!

What does success look like?



What does success look like?

Our data is “fit-for-purpose”

Our MDM platforms deliver Master data holistically

Users have confidence in “their” data

Trust in Analytics Decision Making

Improved Customer Experience

We meet our business objectives

Data **empowers** all at Elsevier

What we learned –
both “the good
and the bad”



“The good”

- Respect for each other
- There are so many opportunities for collaboration once we opened the door
- Our shared stakeholders can see the value in the collaboration and are asking for more
- We need to revisit our vision regularly to ensure it remains relevant
- We are both learning so much about each other’s Master Data Domains and are generating lots of good discussion about what is working and what isn’t
- We connect stakeholders to ECH/ EPH teams based on discussions we have on our own topics

“The not so good” (or hard to do)

- Quite a lot of tech activities since we currently don’t really share much tech
- It’s really difficult to start these conversations and often they only happen when our stakeholders are quite noisy & demanding
- The sheer volume of “master” data in the organisation, hidden in all sorts of places
- Sometimes conversations go down a rabbit hole or take on a direction we are not ready for
- Obtaining the right level of co-operative communication between ourselves as well as our different tech and business stakeholders and setting “correct” expectations

Biggest improvement: we talk to each other ALL the time and learn something new every day

Key Takeaways

- Meeting overload: *we had to learn to take time for “us”*
- Technology challenges: *It looked the same (Semarchy) but under the hood is vastly different*
- Collaboration & co-operation: *we are building communications so that MDM is seen as the place to go for Master Data of any type*
- It starts with an idea: *expand your ideas and knowledge and don't be afraid to share with others*




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Questions & thank you

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