

# Data Governance Maturity Model Use at Discover Financial Services

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# Agenda

- Company introduction
- Data Governance history and drivers
- Decision to use Data Governance Council Maturity Model
- Maturity Model categories used – in priority
- Implementation process
- Data Governance integration
- Lessons learned
- Advice to other organizations
- Q&A

# Company Introduction

- Discover Financial Services (NYSE: DFS)
  - 15,000 employees
  - 55 million card holders
  - One of the largest credit card issuers
  - Mostly US and UK operations
  - Riverwoods, IL, USA headquarters
  - Multiple operations centers in the US

# Data Governance History

- Started Data Governance ideation in Sept. 2006
- Formed an 8-person team
- Joined Data Governance Council
- Formulated a strategy
- Planned strategy implementation
- Presently executing the plan

# Data Governance Drivers

- Business Needs
  - Better controls around critical data
  - Higher quality of information assets
  - Lower cost of implementing new solutions
  - Improve time to market
- Internal audit requirements
- Regulatory compliance
  - SOX
  - FDIC
  - PCI

# Decision to use DGC Maturity Model

- Needed a tool to assess our current state
- Needed a tool to create a baseline of maturity and measure progress
- It was more complete than anything else out there

*Used the results as a baseline for measurement, communication and organizational awareness*

# Maturity Model Categories



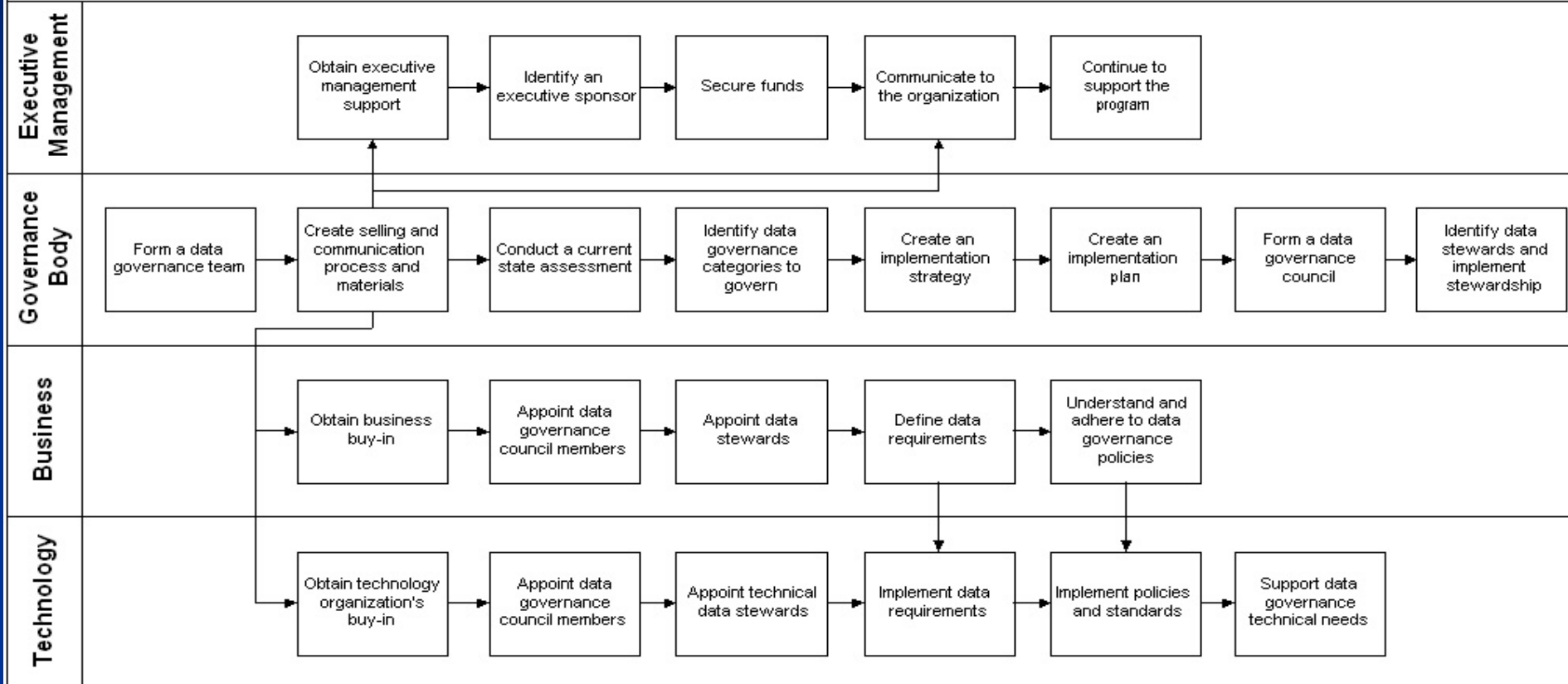
# Categories Used – In Priority

- **Organizational Awareness** – *Data as an asset*
- **Compliance** – *What do we need to comply to? Are we?*
- **Data Stewardship** – *Policies, Controls, Requirements*
- **Metadata** – *Definitions, lineage, impact analysis*
- **Data Architecture** – *Data flows, LDM, projects*
- **Data Quality** – *What is the quality of our data?*



# Data Governance Start Process

## Data Governance Program Implementation Process



### Assumptions:

- An evangelist starts the initial conversations, identifies the needs, and obtains support to form a data governance team
- Business or organizational drivers to support data governance program have been identified
- Business or organizational value of the program is identified
- Knowledge of what data governance is and how it can be implemented is researched and understood

### Tools:

- Data Governance Maturity Model can be used as a roadmap for the program
- Data Governance Maturity Model assessment tool can be used to measure current maturity level of an organization
- Data quality tools
- Data profiling tools
- Policy implementation and enforcement tools

# Data Governance Process Integration

- Define and implement DG policies and standards
- Data stewardship must be operational
- Change existing processes to support DG
  - Project management
  - System architecture
  - Software development
  - Audit
  - Etc.

# Lessons Learned

## ■ Challenges

- Revenue vs. expense of doing the right thing
- Bringing theory down to business value/need
- Defining measurable metrics
- Showing the value and benefits
- Obtaining support and buy-in
- Everything becomes a governance issue
- Where do you start???
- Communication/education – most people just don't get it!
- Politics

# Lessons Learned

- What went well
  - Assessment opened some eyes – quality issues
  - Support from executive management
  - Relating issues to compliance requirements
  - Project engagement made concepts real
  - Had budget for consulting and tools

# Advice to Other Organizations

- Constant communication and education is a must
- Present facts
- Relate to real business drivers and needs
- Be patient – it's a long process
- Start small – based on priority of data
- Clearly define roles and responsibilities
- Obtain executive level support
- Define a strategy – where are you today and where do you want to be in 1, 2, 3 years?
  - Maturity model is a great tool to assess your progress

# Questions and Answers