

Nominee Information: Provide the full corporate name, address, telephone, email and Web address for the organization being nominated for the Best Practices Award entry. Make sure to include the Individual(s) at the nominee organization who is to be contacted regarding the nomination and/or submission (include name, title, telephone, e-mail). This should be the person who will respond to questions and be interviewed by the judges if chosen as a finalist. You may also provide an alternate contact if you wish.

Lexmark International Inc
740 W New Circle Rd.,
Lexington KY 40511

859 232 2000
www.lexmark.com

Individuals
Joe Young–Manager, BI, Data Warehousing and MDM
859 232 7836
youngj@lexmark.com

Sreedhar Srikant–Enterprise Data Architect
859 232 7702
ssrikant@lexmark.com

Please provide a statement that acknowledges your acceptance of the Submission Conditions as outlined above

We accept the submission conditions outlined above.

Introduction

The Data Governance program at Lexmark was initiated to support large enterprise business transformation initiatives aimed at simplifying, standardizing and globalizing various business processes. The key reason for the Data Governance program was the global Master Data Management program implementation. Among other such programs was the new single global implementation of an Enterprise Resource Planning (ERP) system and new module for Sales Force Automation in the Customer Relationship Management (CRM) system. These programs rationalized and simplified business processes resulting in global process standardization for a variety of areas such as order management, receivables management, accounting and finance processes and sales force management. To utilize the full benefits of the new systems, we had to ensure that clean and consistent master data was available. In addition we had experienced pain points around business analytics due to the lack of quality data. The two pronged vision for the data governance and MDM initiatives was

- 1) To enable the new operational systems with standardized business processes that could utilize and maintain high quality master data for efficient operations and
- 2) To create a platform for creating and consuming analytics.

Prior to initiating the MDM program, master data was created and updated in multiple systems, resulting in inconsistent data and inefficient processes. Lexmark's MDM program established a 'single version of the truth' by establishing one system of record for each master data domain. Master data is created and published only in these systems of record. Data quality rules are enforced during data entry. Data quality processes were created to monitor, identify and correct any inconsistencies that may occur.

As part of the program, business data owners were identified for the main master data tracks of Customer, Vendor, Product, Material and Person (Employee). These business owners reside in various business functional areas such as Sales/Service, Supplier Based Management, Marketing, Supply Chain and Human Resources Management and are responsible for setting the vision.

To support the MDM Vision, the supporting MDM strategy encompasses the master data areas of Customer, Vendor, Product, Material and Person (Employee). This included the one time cleansing and migration of existing master data and on-going business processes that create new master data. The initial cleansing and migration covered data from various enterprise systems. The ongoing business process rationalization covered the priority systems such as CRM, ERP and Product Lifecycle Management (PLM) systems. The program was phased to go parallel and ahead of the ERP & CRM projects to provide clean master data for the new implementation. Timeline wise, the program started out in September 2008, with first phase going live on

consolidation (initial cleansing and migration) in June 2009, followed by centralization and harmonization (for ongoing record creation) in October 2009 for EMEA region. Following that we had roll outs to NA and LAD region in July 2010 and AP region in December 2010.

We are currently managing over 230k records in customer domain, 25k+ records in Vendor domain, 5.5k+ in Product and 45k+ in Material domains. Along with that we have a data governance system in place that ensures the business processes for creating, updating and maintaining master data follows a set of approvals and data quality standards. The business SLA's drove us to adopt different MDM styles such as consolidation, harmonization and centralization. For the key systems such as ERP and CRM, we are centralized on the priority records. For certain other applications such as call center, the SLA's require a harmonization approach. The MDM solution is integrated within a heterogeneous landscape and in addition provides data for the EDW and other BI applications. A variety of business processes in these applications are supported by MDM such as Order Management, Receivables Management, Purchasing Management, Vendor Management, Large Accounts (CRM) Management and New product/material introduction

The Data Governance initiative served as the backbone for implementing such massive changes within the enterprise that spanned key enterprise systems and various geographical regions impacting a sizeable percentage of all Lexmark employees. We obtained enterprise level sponsorship from the CFO and strong support from various VP, Director and C level executives. The governance program was initiated prior to the MDM project kickoff to ensure the support structure was in place for funding, issues/roadblocks and alignment amongst multiple other projects that was going on at the same time.

1.0 SPONSORSHIP, PLANNING and FRAMEWORK

Describe your data governance program planning process, when the program started, where in the organization the program resides (business and or technical areas), and who is ultimately responsible for delivering value.

As outlined in the introduction, the Data Governance Program was formally initiated in January 2008 primarily in response to a Master Data Management program that was going to start later in the year (Sep 2008). The objectives of the program were to support successful implementation of Master Data Management program followed by spreading data governance to other areas of importance in Lexmark. The mandate for starting the program was from the CFO and it was the IT division that had the initial responsibility to come up with a structure for Data Governance. Using a core team of resources from business areas and IT, we came up with a framework for data governance after identifying current gaps and root causes for data quality issues.

LEXMARK

How We Got Started

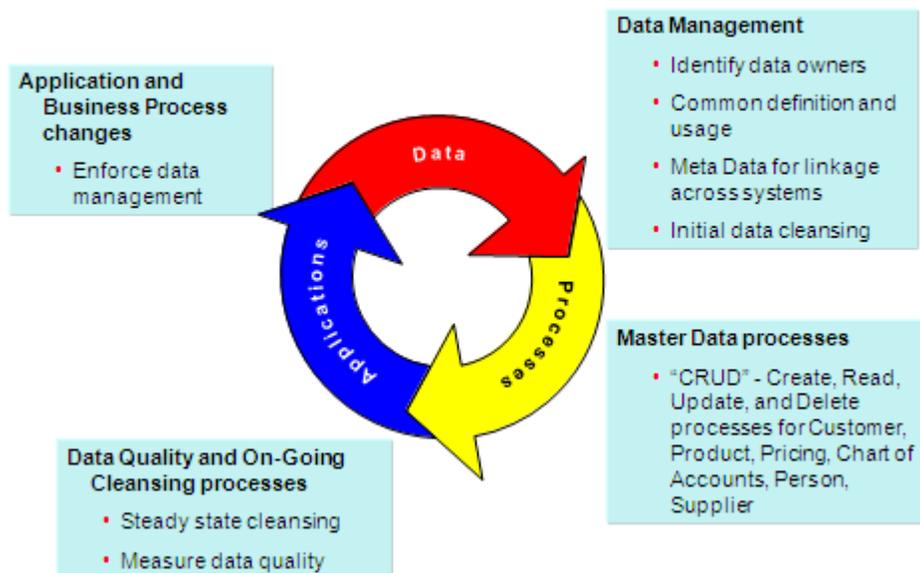


Figure 1 Getting Started

The Data Governance function is reflected in three levels:

- Data Governance Council comprising of the CFO as the sponsor, the CIO as the chair and various VP's and Directors as participants.
- The Data Governance Office that serves as the main working body for new projects and monitoring day to-day operations. This office liaises with both IT (various Competency Centers such as Data Management, Business Intelligence, and Data Integration) and variety of business divisions and groups.
- The Data Governance Operations (Data Management Team) group that supports day to-day operations once a project is in production

The Data Governance Lead which is a role from business is currently responsible for delivering value out of the Data Governance organization. Collectively the data owners for the various data domains are responsible for ensuring quality data is available for both operational processes and high quality analytics.

See figure below for a depiction of the different organization levels

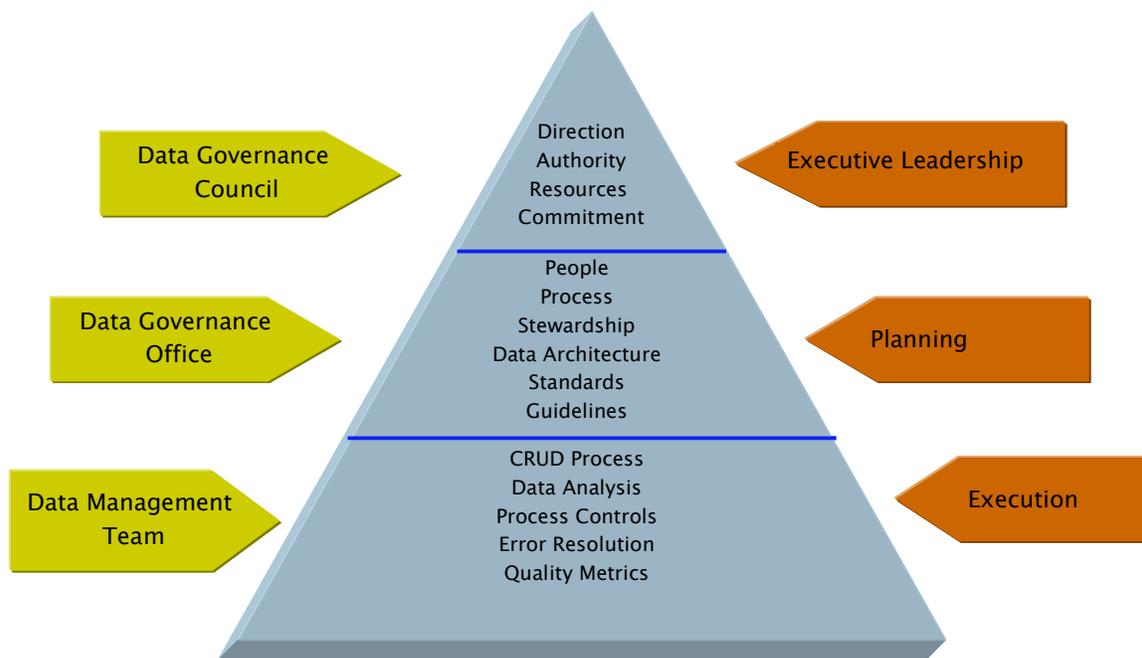


Figure 2 Data Governance Organization

2.0 Describe the phases of the program, when you went "live" with your data governance program, and whether or not your program aligns with an industry standard framework or consulting organization's approach that has been made public through presentations and written content.

Planning phase

A core group of Lexmark resources (planning group) got together to plan the Data Governance framework, functions and organizational structure. Based on the initial work, we conducted several workshops to inform and educate the stakeholders on the importance and the associated benefits. Key positions within organization such as Data Owner, Business Process Owner, Data Steward, and Data Analyst were defined and assigned to various individuals. Since this had the blessing of our sponsor (CFO), the roles were accepted albeit with a hint of reluctance in some cases. We then started work on identifying key vocabulary along with definitions to arrive at a common understanding of various master data constructs

Implementation phase

In the implementation phase, the data governance planning group was responsible for selecting MDM toolset and making the System Integrator selection for the MDM Program. After that SI was selected, the core group worked with business data owners, business process owners and other roles within the data governance organization to implement various tools for Data profiling, MDM, Data Quality, Metadata Management, Workflow management and Enterprise Portal. The data analyst and data steward team was responsible to manage exception records, ensure data matches were accurate and product data quality reports.

We did not follow any standard industry framework, but developed our own based on Lexmark requirements and the expertise from the core planning group along with partners we engaged as part of project implementation.

Describe the level of management sponsorship, promotion, enforcement and the business drivers of your data governance program.

As described in prior sections, we had the highest levels of management participation in the program. The CFO is the sponsor of the Data Governance Program. The Data Governance Council meets on a monthly basis (for the last 15 months) and the CFO has attended all but 2 of these meetings. His continual participation enables enforcement of key data and master data principles and provides a clearly defined way to resolve any middle management conflicts. In addition, budget and resource issues also get the appropriate attention since the CFO is personally engaged. Furthermore, new projects that have to be appropriated from a budgeting perspective get reviewed by the CFO. Any data governance or master data management function in a project immediately gets assigned to the data governance lead's attention, thus ensuring such projects fall under the purview of Lexmark Data Governance program umbrella.

The CIO is the chair of the Data governance council and provides technology leadership for the program. The various VPs and data owners assigned for each master data area continue to show leadership and commitment towards the program. As part of the Data Governance Council, key data quality metrics are presented by various data owners that demonstrate ongoing progress of data quality issues around core master data elements. Issues with data quality are resolved with action items and owners in these monthly meetings.

Describe the program's business and technical goals and objectives, how these goals and objectives were decided upon, and the level to which these goals and objectives have been achieved.

The high level goals and objectives of the program were to deliver clean master data to Lexmark transactional and business intelligence applications. These goals were set based on an internal survey that looked at various flawed business processes in place to provide consistent management reporting. The survey showed that Lexmark expended valuable efforts in cleansing and correcting data just for reporting consistency. As a result a business case for implementing Master data management along with Data Governance was approved.

As part of implementation phase, we have successfully cleansed over 200k customer records from over 10 systems, 5k+ Product records, 9k+ Vendor records and 30k+ material records. We have enabled successfully master data consolidation/migration from our legacy ERP system to the new SAP ECC system (EMEA region) and as well as from our legacy CRM system to a new Sales Force Automation system. We are currently in the process of providing clean master data for the North America and Latin America regions. A shared service center for the data governance operations was created with 7 new resources hired and trained to do the execution of various data management activities. Existing resources were ramped up and trained on data governance roles. Over 5 new applications were commissioned that required over 20 new servers to be installed.

We are able to create profit and loss metrics around product and customer data that we were not able to do before and analyze vendor spend and potential new customer acquisitions based on the program.

In summary, the Lexmark MDM and Data Governance programs have in tandem provided clean consistent master data for our transactional systems (such as the new ERP program) and as well as key business intelligence initiatives. Funding for second phase of MDM and Data Governance was approved in January 2010 as a result of the value that business has seen so far since program inception.

2.0 BUSINESS REQUIREMENTS and BUSINESS PARTICIPATION

Describe your organization's business requirements for Data Governance and the level of business involvement in the daily operation of the data governance program, as data stewards, facilitators, decision makers, etc

The Data Governance program was started at Lexmark with a premise of business ownership of data. Even though the program was shepherded by the IT group, the day to day business operations are now equally resting between Business and IT. Prior to the inception of the program, there was no concept of data ownership amongst Business. As a result data problems were resolved in an ad-hoc manner using a combination of IT and business resources. However, as part of data governance program, we identified and implemented several key roles in business including those of Data Owner, Business Process Owner, Data Lead, Data Steward and Data Analyst. So for the main data domains of Customer, Product, Material, Vendor and Employee, there are specific data owners in business typically at the Director or Vice President levels. See pictorial below for details.

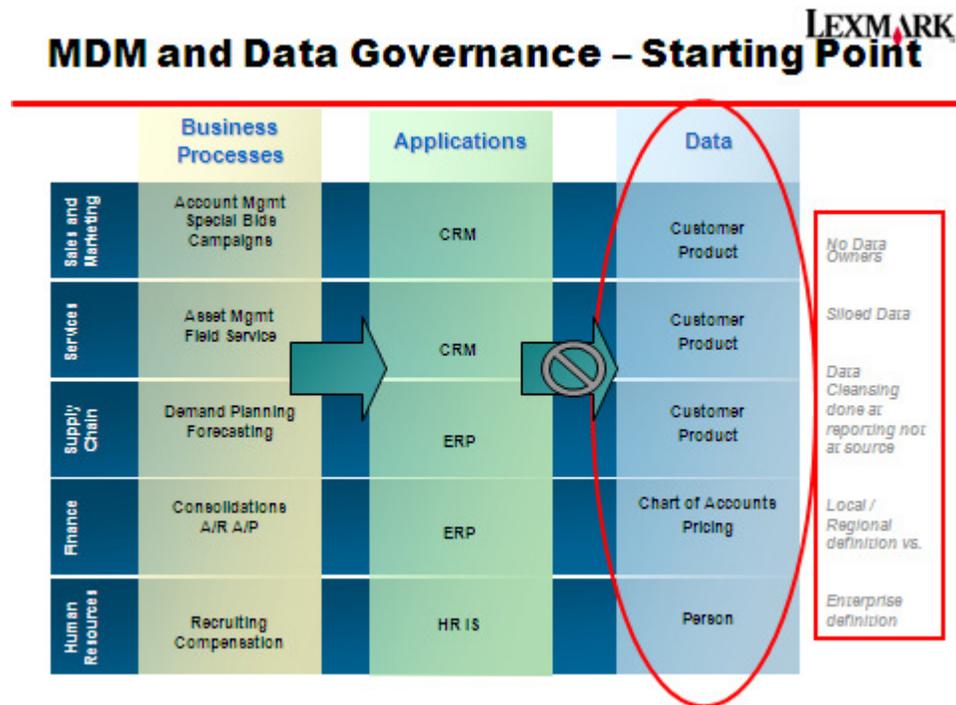


Figure 3 Data Governance Gaps

New roles were created and in some case existing ones re-purposed so that we had business engagement for the initial data cleansing and migration along with enforcing new processes for creating/updating/maintaining new master data. Data quality reviews and audits are in place so that various business executives understand the current state, but more importantly appreciate the business impacts and thus are more actively involved in governing the Master data

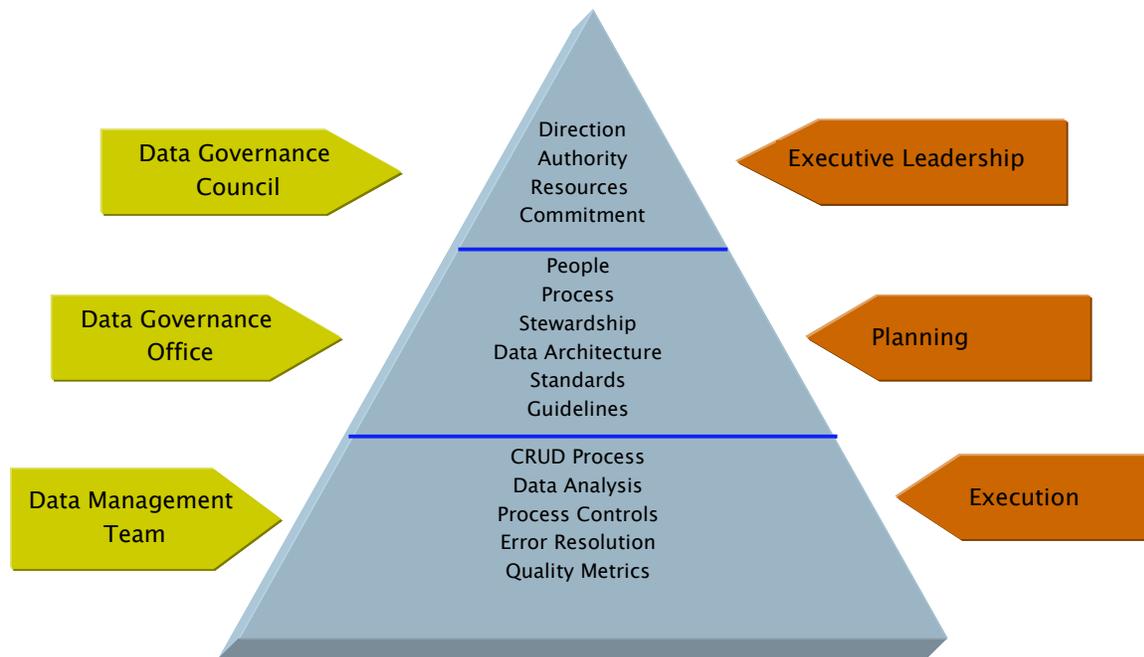
Describe the Data Governance business requirements gathering process, who was involved in that process, and how specific requirements were addressed by the program.

Since Data Governance program was started initially with the focus of managing master data, at a high level, there were two separate sets of work streams for gathering requirements. The first was focused on gathering business requirements for MDM and the second around creating the Data Governance organization. There was a great deal of overlap between the two around the requirements of the new CRUD (Create, Read, Update, Delete) processes for managing master data since governance was an inherent aspect of Master data CRUD activities. Towards that, the business requirements were generated by a team consisting of Data Owner, Data Lead, Business Process Owner, Data Steward, Data Governance Lead and Enterprise Data Architects.

The second work stream was focused on arriving at requirements to create the specific data governance structures for initial project and then sustaining the project after go-live. In this case as well, we used the team of Data Owner, Data Lead, Business Process Owner, Data Steward, Data Governance Lead and Enterprise Data Architects. We did consult with our system integration partner in arriving at the final structure. Since we are in a mixed post-go live and as well as project mode, this structure is still evolving. We have added "Data Governance" gate as part of new project approval that was traditionally part of the Enterprise Architecture approval process. Data governance especially around Master data is fast becoming a mandatory line item for all projects and we are fortunate to have our sponsor (CFO) in a key role for signing off on all project appropriations. Without the inclusion of data governance, the CFO does not sign on new project appropriations.

3.0 DATA GOVERNANCE PROGRAM STRUCTURE

Describe your program's Data Governance Structure (operational, tactical, strategic, executive and support).



As described in previous sections, the strategic/executive level is represented by the Data Governance Council (DGC). Consisting of key executives, this drives the funding, prioritization and issue resolution activities associated with data governance. The council meets once a month to monitor progress and as well as address any outstanding issues. The DGC has been meeting for the last 18 months and is still going strong.

The Data Governance Office (DGO) serves two purposes. First it monitors on-going data governance activities using the stewardship roles and architecture standards. It also serves as one of the gates for new projects that come through for architectural approval

The Data Management Team serves as the operational/tactical arm by monitoring daily metrics, issues, errors, approval times/queues, etc. Since we now have many of the key domains centralized, it is critical to ensure that new master data creation requests get processed in a timely manner with all the required data elements. This team ensures that CRUD processes are duly followed and exceptions are escalated for approval.

Describe the tools (internally developed or externally purchased) that have been used to support the activities of the Data Governance program.



Our approach

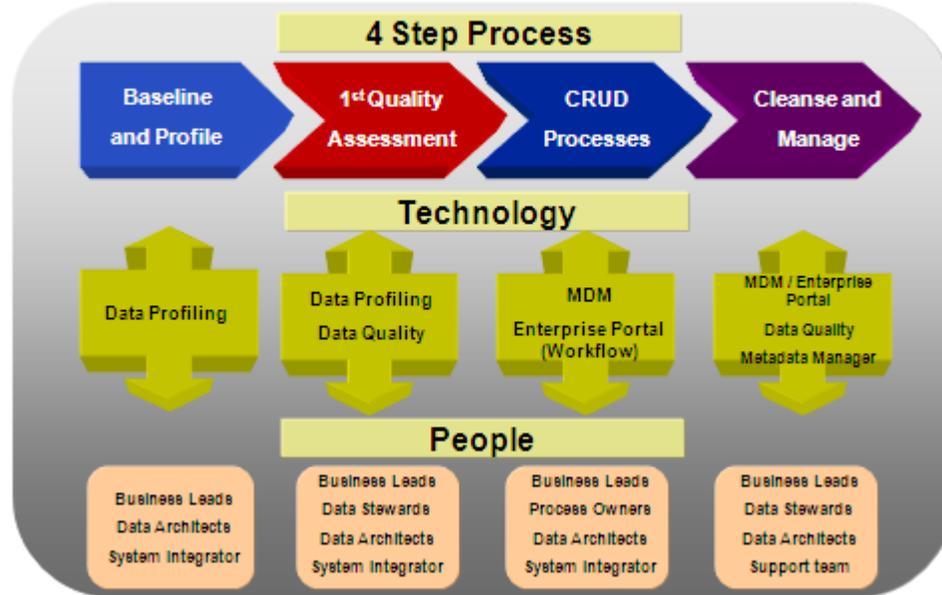


Figure 4 Tools and Technologies

We have acquired technology and tools to support the data governance program. We use data profiling tools to do the initial data discovery and base lining data quality levels before starting a new project. In addition we use data quality tools for standardizing data elements using business rules. By using the data profiling and data quality tool, we understand the effort involved in correcting existing data to meet the data standards for each data domain. The data quality tools are also used for correcting data to meet data standards during any initial data migration and on-going CRUD processes. For example, while creating a new Customer record, we use data quality tools to standardize the address information using country level address databases. Further we use third party data matching and enrichment tools to augment Customer and Vendor data. We use MDM tools to create, store and manager master data. We enable data governance designed workflows using enterprise portal and workflow solutions. This ensures that right levels of approvals are committed as per standards before a master data record is created. For example, to create a Customer record, the data has to go through four levels of approval, while a Vendor record has to go through 5 or 7 levels of approval based on the total annual spend. We use reporting tools to monitor ongoing data quality levels of master data. Further technical and business metadata surrounding master data is maintained in a metadata repository. We use a combination of SAP and Business Objects technologies—while the technologies were acquired, we need to emphasize that the data governance and business processes had to be built to meet Lexmark needs.

Describe where the information (meta-data) that supports the Data Governance Program (example: relationships between people and data, relationship between data and systems, relationship between data and business rules) is located, maintained and made available. Who are the people that are using that information and how are they using it.

As described in the previous section, we use a metadata repository to store business and technical metadata. We also store the linkage between technical and business metadata in the metadata repository. The business metadata consists of data element names, definitions, usage, business rules and sample data values. The technical metadata involves the data model details, the data movement maps, application details, etc. Currently this is limited to metadata related to Master data with future goals to expand this to other areas. The tool enables us to do data lineage analysis and impact analysis. This is currently being used by a limited set of business and technical users. We are planning to expand the scope of metadata repository and its usage in the upcoming phases.

Other than the metadata repository, we use several internal WIKI sites that lists the people associated with various data domains and the standards to be followed

Describe how the Data Governance program is designed to assure the quality of data and any agreements that are held between the business and technical areas of the organization that use Data Governance and associated metrics to maintain the agreements.

Data quality metrics are used to monitor the health of master data across the data domains. These metrics are evaluated on a monthly basis by the Data Governance Council, weekly basis by the Data Governance Office and daily basis by the Data Management team. There are two major types of data quality metrics that are measured. The first type measures the various data quality attributes such as completeness, validity, and timeliness in the Master data repository. The second type of metric compares how the consumer systems maintain the quality of data received from MDM. This ensures that operational systems such as ERP and CRM maintain the integrity of data. See Figure 1.0, page 5 for a sample data quality report.

We measure 3 areas of our program

1. Data quality within our MDM repository
 - a. Completeness, Accuracy, Conformity, Uniqueness, etc
2. Data quality between MDM and our strategic transactional systems
 - a. MDM data compared against what has been syndicated to SAP ERP, Siebel CRM, Enovia PLM, and the Enterprise Data Warehouse
3. Cycle time for creation of MDM records, efficiency and SLA compliance in creating Customers, Vendors, and Materials

We communicate metrics on a monthly basis to our Data Governance Council which is chaired by our CFO and is attended by line of business Vice Presidents.

Our quality metrics are tied to the corporate objective of growing profitable revenue. This is tied together by master data consistency between the strategic systems enabling the profitability measurements of customers and products

Describe the relationship between your data governance program and ancillary activities including master data management, risk management, business intelligence, data quality/quality reporting initiatives, compliance initiatives, others that have aligned with your program.

As described in prior sections, the data governance program works hand in glove with MDM program currently. Further, business intelligence and data quality reporting initiatives are benefitting from both the programs by obtaining trustworthy data that can be used for computing analytics with a high degree of confidence. We see the data governance program as a horizontal platform that serves as a foundation to all types of data management and data architecture activities as shown in the pictorial below. Not all aspects in the pictorial are active and effective currently. However, we are striving towards the goal of making this vision come true in the upcoming years.

High Level Solution Architecture

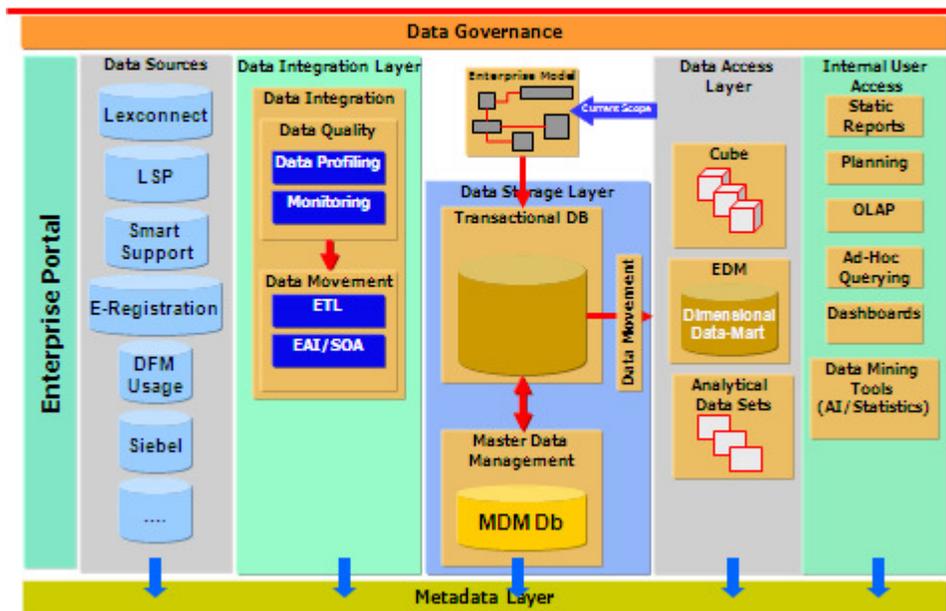


Figure 5 High Level Data Architecture

Lexmark's heterogeneous system landscape provided various integration challenges. However, using the mature data integration competency center, the system integrator resources and SAP, we were able to solution integration between MDM and consuming systems using a mixture of technologies. The workflow implementation technology of choice was Guided Procedures (BPM was not available) and we have had some challenges in implementing complex workflows and especially those where users can self manage or change workflows on the fly. We had to go with some workarounds and when we upgrade to BPM later this year, we hope to resolve the workarounds.

Organizational change management (OCM) was identified as a big hurdle earlier on. We used the data governance organization to cut through most of the issues. Additionally since there were large scale business process rationalizations in process due to the new ERP implementation, the changes from MDM were able to “piggy back” with the ERP changes. We also ensured business ownership and stewardship of various data domains and hired several new resources in our shared service center to ensure workload requirements were met.

Lexmark has a heavily outsourced IT organization. As such there is no development team and this type of work is typically performed by the system integrators. Lexmark's internal resources included Enterprise Data Architects, Data Analysts, Data Stewards, Business Process Owners, Data Leads, Data Owners, Project Manager and Program Manager. We went through a thorough selection process and selected Wipro as the SI from amongst 5 other competitors. We also included a set of resources from SAP Professional Services to provide oversight and review.

We identified the following critical success factors from our implementation experience:

1. Executive Sponsorship: In case of Lexmark the CFO is the sponsor of the Data governance and MDM program. He is not only the sponsor, but an active participant and champion for the program. Without this level of executive support, MDM program would not have been successful.
2. Data Governance Organization: We had several prior attempts at doing Data Management initiatives that were IT lead or were done bottoms up. These efforts failed because of lack of business engagement, ownership/stewardship. The IT team made amends by engaging business earlier on and also with the help of the CFO, ensured that business took on the ownership/stewardship of data, thereby ensuring a successful IT/Business collaboration for the program. The Data Governance workshops around business process rationalization with master data started about six months prior to the actual kickoff of the MDM project. This pre-work was crucial for the project.
3. MDM Strategy: While many cautioned us against going with a big-bang approach of implementing multiple domains in multiple styles, it worked out in our favor due to a variety of reasons such as the large ERP implementation, support and sponsorship and the data governance organization. It would have been difficult in our case to do one domain at a time as we would not get the organizational backing if we missed the ERP rollout timeframe
4. System Integrator choice: We had an excellent SI that brought in the right technical resources and were ok to make course corrections as we learnt of new requirements along the way. Their experience portfolio in prior SAP MDM

projects gave us the confidence in implementing complex process flows and integration scenarios

5. Data Quality: Lexmark, prior to engaging the SI did a profiling of various data sources and new the quality of data in our systems. We went with “eyes wide open” aware of the remediation challenges ahead of us. We used third part data validation (D&B) in case of Customer and Vendor to ease the quality issue and set up several data quality monitoring reports to ensure data in MDM and subscribing systems stayed clean.
6. Global process flows for Master data: Using the initial data governance workshops and subsequent project implementation, we were able to come up with one global way of setting up Customers, Vendors & Products for our ERP and CRM system. This process work was very critical for the later work as it reduced the implementation complexity.

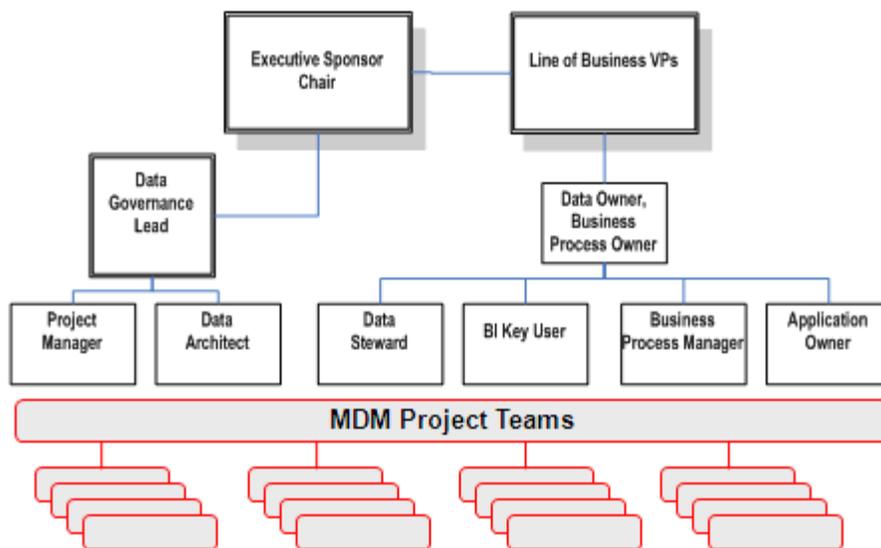
4.0 PEOPLE PROGRAM TEAM and the DATA GOVERNANCE ROLES

Describe the business, technical and support roles associated with your data governance program, how many people participate in these roles, where they reside in the organization, and who manages their responsibilities.

Describe the data governance organization base (both business and technical), how many people are currently associates with following data governance guidelines, areas of your organization where they are receiving the most value from the data governance program.

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Data Governance Organization



The above pictorial depicts the data governance organization and key roles. The data governance lead role started in IT and is now being transitioned to Business. We have one program manager, two project managers dedicated for the MDM and Data Governance programs. There are two senior and three junior Data Architects from IT that support the program as well. In addition the business team consists of a data owner (and Data Lead) for each Master data domain along with business process owners/manager. In addition we have a shared resource center of seven data analysts who manage the day today operational activities. About two to three data stewards also serve per data domain in the program. The shared resource center headcount is fully dedicated to MDM/Data Governance where as the rest of the business roles spend a percentage of time on the program.

In terms of value, the highest perceived value is in the sustenance of quality operations in the transactional systems such as ERP and CRM that allow for an integrated set of business processes. This is followed immediately by the business intelligence initiatives that benefit from quality data.

New roles were created and in some case existing ones re-purposed so that we had business engagement for the initial data cleansing and migration along with enforcing new processes for creating/updating/maintaining new master data. Data quality reviews and audits are in place so that various business executives understand the current state, but more importantly appreciate the business impacts and thus are more actively involved in governing the Master data

Describe how the data governance program is marketed and promoted internally in your organization and how accountability for the governance of data is applied and enforced. Describe the techniques that you use to attract new governance associates and how you assist new associates to learn how to use and navigate through the data governance program.

As part of the initial roll out the core team conducted several data governance workshops to ensure stakeholders understand the value of the program. In addition we publish monthly newsletters (see attached PDF) that highlight the program details. Data Owners for the individual domains send out periodic blurbs to inform, educate and market to stake holders.

Accountability is enforced as part of the Data Governance Council. Action items based on project work or trends of data quality metrics are followed up to ensure the items either get completed or escalated for resolution. We have not had any item that has not been resolved in the last eighteen months. This also puts pressure on the middle management to resolve issues at their level or live with dictums from the governance council.

New associates go through training programs before starting their actual work. We have had about five large training sessions to train users around the globe to adapt to the new business processes associated with governing master data. Periodic updates on data governance and associated programs help the communication process.

5.0 MEASUREMENTS PROGRAM and SUCCESS STORIES

Describe how your organization measures the success of your Data Governance program, how KPIs (key performance indicators) are defined, and the Data Governance program quality reporting method (balanced scorecard, six sigma).

Describe your ability / attempt to define and report a financial ROI on the program, whether or not this type of reporting is required, and how well this reporting has been accepted.



Our results so far



- **People**
 - Established Data Governance Org
 - 7 Data Stewards (new, full time)
 - 20+ Business Process owners
- **Architecture**
 - New infrastructure
 - 5 new applications - 20+ new servers
- **Data Processed**
 - Data extracted from 9 core systems
 - 300K+ customer records
 - 75k+ material records
 - 5K+ product records
 - 8K+ supplier records
 - We have delivered both Master and Non-Master data to our ERP program
 - Over 100k Master records
 - Over 1.5M Non-Master records

009 communication deck

While the data governance and MDM program had several objectives, the key objectives included 1) the delivery of clean master (and some non-master) data to the ERP program, 2) the delivery of clean master data to a CRM program and 3) Quality data for Business Intelligence initiatives. As can be seen from the above pictorial, we have achieved all of these objectives. We have been funded to continue the effort starting from 2008 through 2011, with expected funding for upcoming years as well.

See table below for a list of specific accomplishments

No	Accomplishment	Date
1	Consolidation for EMEA ERP and 5+ key systems across 4 domains	June 2009
2	Centralization for EMEA ERP and CRM Sales Force Module (Customer), Centralization for EMEA ERP (Vendors), Centralization (Product), Harmonization (Call center customers), Consolidation (Material)	Oct 2009
3	Consolidation and Centralization for NA & LAD (Customer, Vendor, Product)	July 2010
4	Consolidation and centralization for APG (Customer, Vendor, Product)	Dec 2010

There were 2 parts to our business case.

1. Cost avoidance for new ERP implementation data migration
 - a. We migrated less than half of the legacy records—636k records not migrated
 - b. Calculated cost avoidance and savings is over \$7 million dollars
 - i. Based on the time needed to extract, cleanse, migrate and maintain a record
2. Reduction in hours for reporting
 - a. Time study revealed that analysts spend approximately 24k hours per year gathering and correcting data for reporting.
 - b. By reducing the manual data manipulation we will reduce costs by \$1.7m per year.
 - c. This also allows the analysts to spend their time analyzing information and driving better business decisions as opposed to manipulating data

A variety of analytic improvements have occurred after deploying the MDM program. A key KPI for our executives was based on Product level Profit & Loss (P&L) report. Previously it would take 3-4 resources a week to generate this report and there was a lack of consistency in the results which would make it less trustworthy. After the MDM program, this is now completed in less than two minutes. Business executives are thus able to do timely analysis on data that is reliable and trustworthy.

Other Serendipitous benefits

Many other enterprise initiatives are beginning to use the data coming out of MDM. As a result, MDM is getting to be the enterprise glue that connects most enterprise systems to our customers, employees and suppliers. The value of MDM has thus increased tremendously beyond our initial plans and this could not have been possible without the Data Governance program in place that provides a structure for allowing more systems to integrate using standard and governed business processes.

Summary

Data Governance program has been a key success factor in implementing large business transformation initiatives on a global scale at Lexmark. Without data governance, we would not have been able to follow a “big bang” approach of implementing multiple master data domains at the same time amidst a new ERP roll out and CRM module. The key executives have recognized the value of MDM program and continue to fund on-going initiatives for both MDM and Data Governance. We are starting to see an explosion in terms of other systems and processes embracing data coming out of a well governed data management system. While we have areas to improve and new systems and processes to integrate, we are heartened by the spread of Data governance beyond master data into other relevant data domains such as reference data and also into unstructured data and information governance as well.