IRM UK

Master Data Management &
Data Governance Conference
Europe

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Data Governance Conference Europe

9 - 12 May 2023, London

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IRM UK

Data Governance for Transactional Data: The Data Police, or a Data Service?

Leonoor Van Der Beek
Head of Data Governance, Tata Steel Netherlands

Pedro Pinho
Managing Partner, Apgar

What we do.

Gartner

APGAR is identified by Gartner as 1 of the 18 major MDM External Services Providers in the 2021 MDM Market Guide for the second year in a row.

APGAR is listed in Gartner's Toolkit for "Vendor Identification and Selection Guide for AI and Data and Analytics (D&A) Service Providers"

Data Advisory.

- Data Literacy
- **Data Governance**
- Data Architecture
- Data for Green

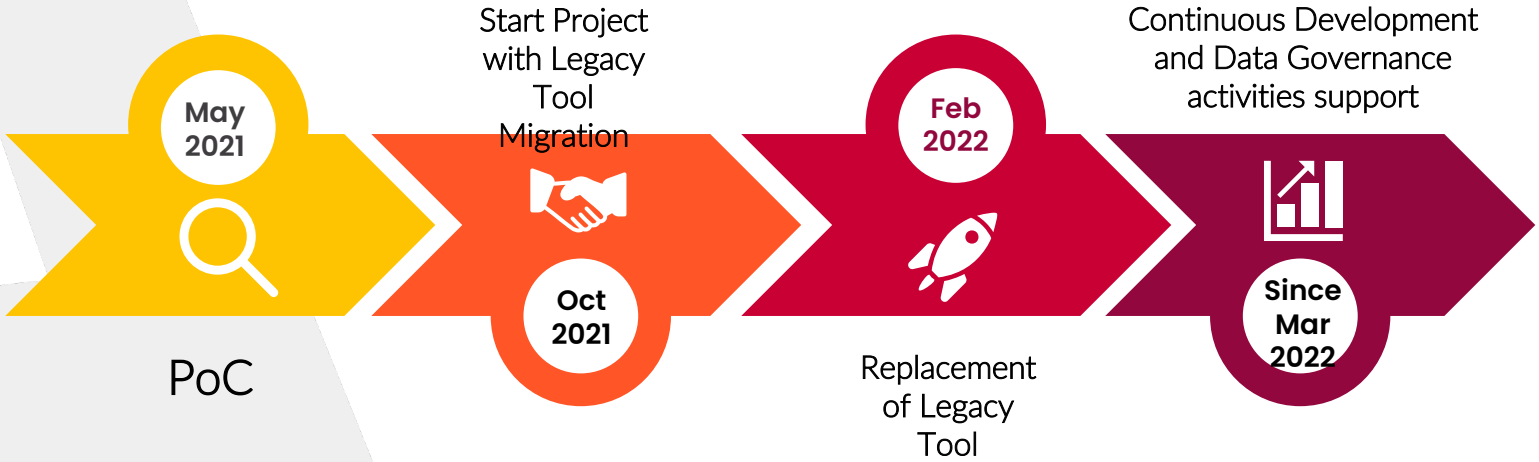
Data Enforcement.

- **Metadata Management**
- Master Data Management
- Data Integration
- Data Preparation
- Advanced Analytics
- Data Ops
- Production Support

Data Acceleration.

- MDM for Finance
- MDM for Business Partner
- Reference Data Management
- **Data Catalog**
- Data Privacy Management
- AI Driven Operations

Our journey.


May 2021
PoC
Start Project with Legacy Tool Migration
Oct 2021
Feb 2022
Replacement of Legacy Tool
Continuous Development and Data Governance activities support
Since Mar 2022

TATA STEEL

TATA

Data governance for transactional data:
the data police, or a data service?

Leonoor van der Beek,

Head of Data Governance
Tata Steel Netherlands

DATA DRIVEN STEEL

TATA STEEL

TATA

Agenda

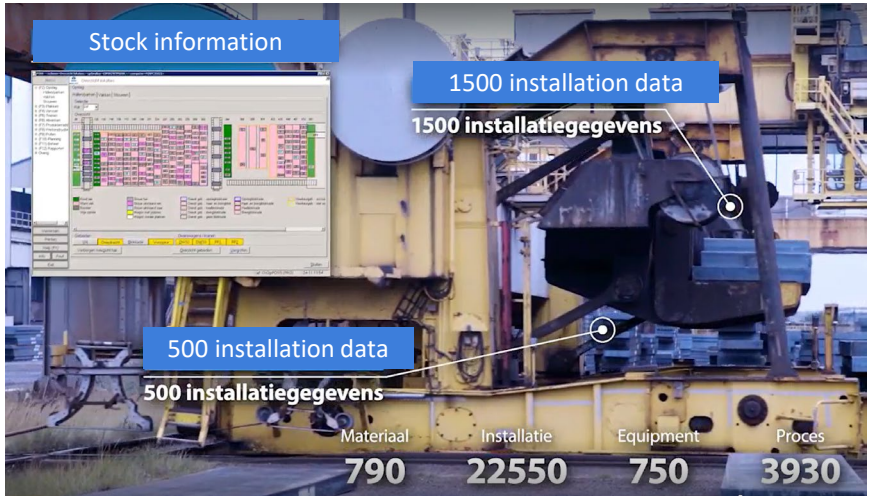
- Data @ Tata Steel Netherlands
- How to position Data Governance
- Effect of positioning on
  - Data Governance roles & responsibilities
  - Policies and processes
  - Tooling
- Wrap up

DATA DRIVEN STEEL

TATA STEEL
~7 mln t
Annual production of steel products
9k
Employees
€
€3,5 bln
Annual net turnover
750 ha
Business area
Welcome to Tata Steel in IJmuiden

SL 21
LAURA STAALCENTER

Data at the foundation of operation & transformation



Data at the foundation of operation & transformation

Sustainable profit transformation

2016

Vision for Advanced Analytics

worldsteel ASSOCIATION

FOR DISCUSSION

WHAT'S NEW

Press release 1 April 2019

Tata Steel IJmuiden awarded leading advanced analytics steel plant in the world

Today, Tata Steel IJmuiden received the WSA award for the leading advanced analytics enabled steel plant in the world. Hub director Hans vd Berg comments: "as leadership team we embraced the opportunities of advanced analytics and digital early on. Over the past years we build a local Tech community, update our IT architecture and drove an holistic program deploying AA on topics like process and quality control, predictive maintenance, procurement of raw materials and planning optimization

2017

WEF recognition

fd. Mijn nieuws Laatste nieuws Krant Meer

Heiko Jessayan 2 min

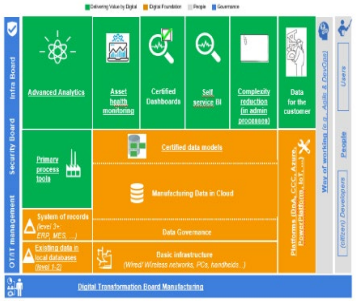
INDUSTRIE

World Economic Forum roemt Tata Steel IJmuiden om industriële data-analyse

Tata Steel in IJmuiden is door het World Economic Forum (WEF) verkozen tot voorbeeldbedrijf voor de toepassing van zogeheten advanced analytics, een complexe vorm van data-analyse. Tata gebruikt de advanced analytics om de eigen industriële processen te verbeteren.

2019

Digital Roadmap



2021

Data Driven Steel

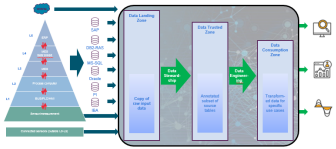
2022

Data Governance developed along with digital

Local Data Governance

2016

Data lake becomes 1st central DG initiative

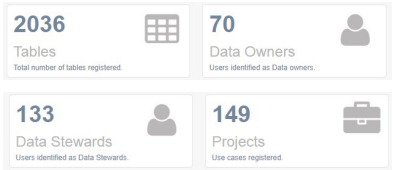


2018

Central DG in Data Virtualisation

2020

2000th unique table governed



2022

Start of central TSN-wide DG

2023

Data Governance: the data police or a data service?

Data Police

- Top Down
- Compliance and/or risk oriented
- DG tasks & responsibilities embedded in functions
- Policy centered

Data Service

- Use case driven
- Innovation & insight oriented
- DG tasks & responsibilities embedded in roles
- Value centered

Irene
BI-specialist

"Easy access to reporting data is key to me"

Johan
sr. manager

"I don't have time discuss the data – I need to be able to trust them blindly."

Steven
finance business partner

- "The data just needs to be there and be complete"

Gregory
process technologist

- "Every day new and urgent questions"

Joyce
information manager

- "Innovation should never compromise stability."

Misha
AA-specialist

- "I'd like to be as self-sufficient as possible"

Persona's

- "Easy access to reporting data is key to me"

Irene - BI-specialist

Irene, age 32, works at the Hot Strip Mill. The unit's management team counts on her for reliable, timely reports and dashboards to asses performance of the plant and to zoom in on potential issues. Irene knows the local data systems very well. Both Irene and her "customers" have their own favourite BI tool – not necessarily the same. Some of her dashboards are used during "ochtendwijding" or displayed on screens in the control room. She needs to know how her data is provided. While many reports are HSM specific, they often require data from up/downstream plants or external sources. ExCo would like her to align her reports with those of other plants, but there are so many HSM specific aspects, that Irene doubts that's realistic.

Tools

Apgar DG,
PowerBI, Spotfire
SAP, RDBMSs
Excel, TDV

Skills

Visualisation
SQL
Data modeling

Data consumption

TDV: MESBI
DB2
Data lake: process data
SAP
Local databases

Core needs

Find and understand data
Combine data from different sources
High quality data
Easy access to data from BI tool
Performance, availability, timeliness of data
Insight whether data from other plants is calculated the same way

Information generation

PowerBI reports
Spotfire reports
Custom tables

Who is this persona?

- "Easy access to reporting data is key to me"

Irene - BI-specialist

What is there for me

- Searching & inspecting data & data products
  - ADC is the one stop shop to find TSN data & data products
  - ADC offers explanations of what data(products) are and where to find them
  - ADC provides insight in the lineage of the (master) data and its relations with other data
  - ADC provides insight in characteristics & quality of the data
- Data & data access
  - There is one, clear, process for requesting data access, no matter where the data resides
  - Once I am authorized to access certain data, I can do this no matter what tools I use
  - From my reporting tool, I can access all the data sources I need – or request them to be made available. This includes central data sources (e.g data lake) and local data sources (e.g. data warehouses)
  - There is a clear and consistent process for requesting data to be made available, no matter what the source of the data is, or where I would like the data to be made available
- Creating custom datasets
  - I can prepare datasets for optimal use in certain applications. Data can be merged/filtered/transformed to fit the purpose.
- Creating reports/dashboards
  - There are clear guidelines for how to create, maintain, and document data products
  - There is a clear process for how to certify a dashboard or report when relevant
  - It is easy for others to find and request access to my reports, and to see whether they are certified
- Training
  - Data Governance introduction
  - Citizen Developer Security Awareness
  - Data analist training
  - TDV training
  - Information and Report design
  - Spotfire training / PowerBi training

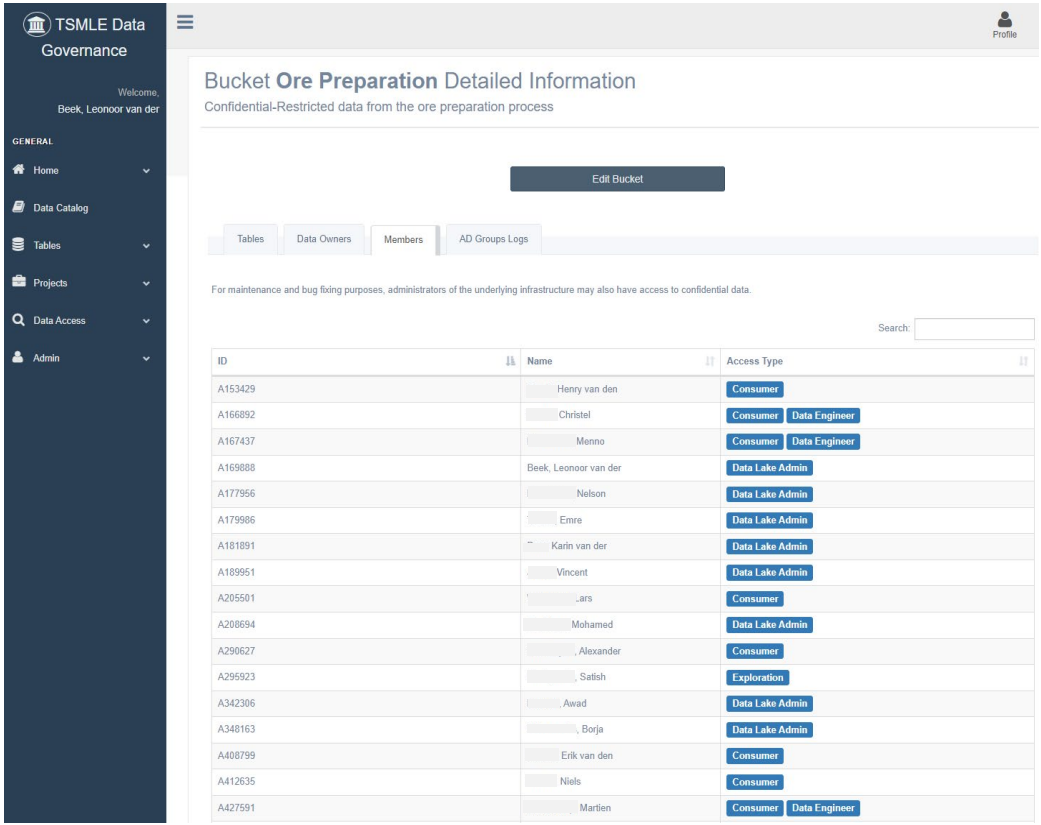
How I behave

- As a report or dashboard (product) owner, I take responsibility for its quality and documentation, I make sure I have all the required knowledge, and I manage changes/maintain it well
- I certify my data products where needed
- I share data, reports, and dashboards only in compliance with their classification
- I provide descriptions and documentation for the custom tables or views that I create, and for new source data requested by me

What do we offer to & expect from this persona?

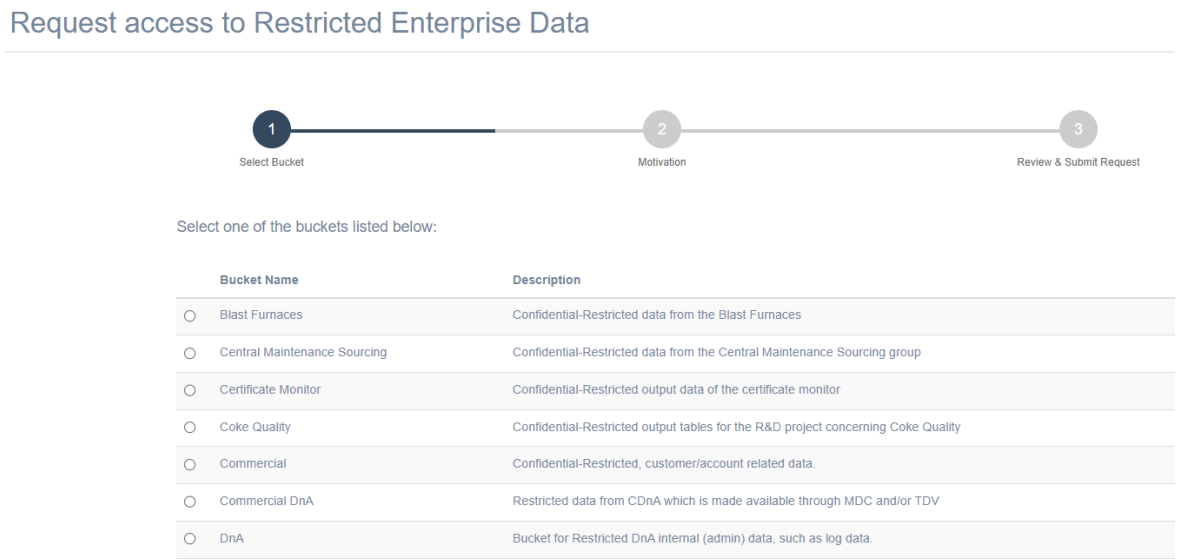
Sensitivity: general

What does your service offer?



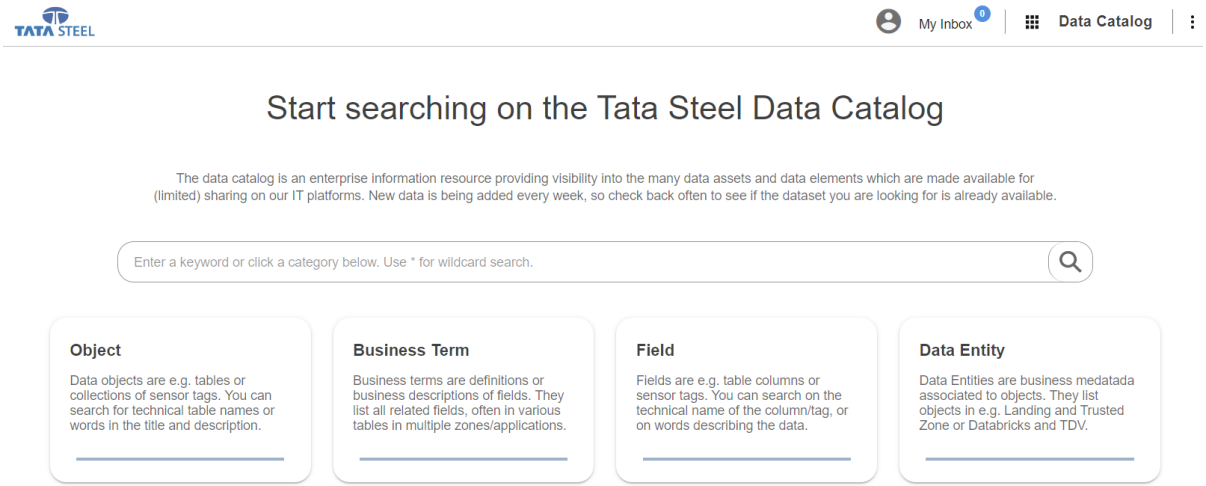
- Data security & insight in data access/use

What does your service offer?



- Data security & insight in data access/use
- One place to request access to any data set

What does your service offer?



- Data security & insight in data access/use
- One place to request access to any data set
- Find any data available – and what it means
- Insight in the data itself
- Overview of data quality
- …

Non-pervasive policies & processes (where possible)

Data Governance Light

- Requirements
  - Data Owner
  - Data sensitivity classification
- When
  - Always

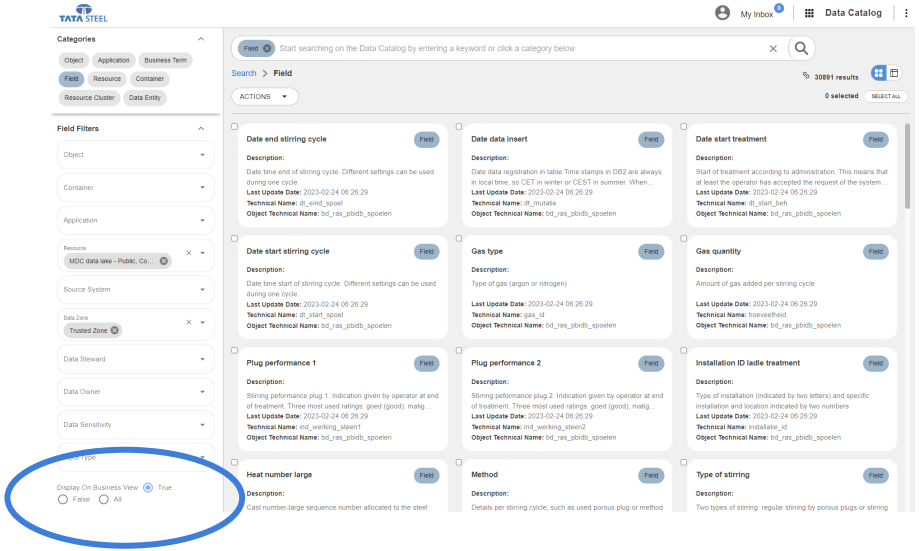
vs

Full Data Governance

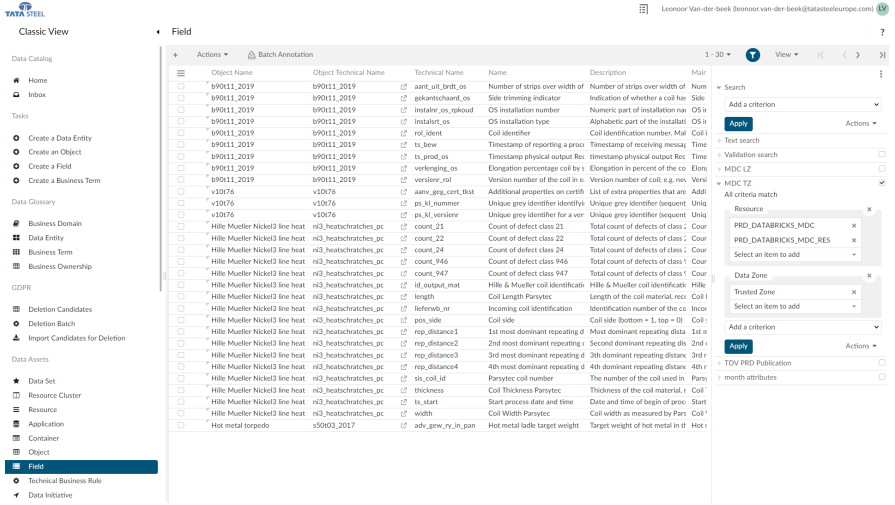
- Requirements
  - Data Governance Light
  - Data Steward
  - All mandatory metadata table
  - All mandatory metadata column
- When
  - All data shared for use in data products in PRD

Support it with the tools your users need (look-up)

Business View



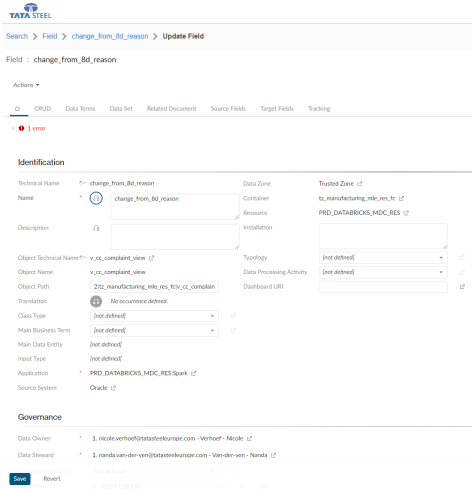
Classic View



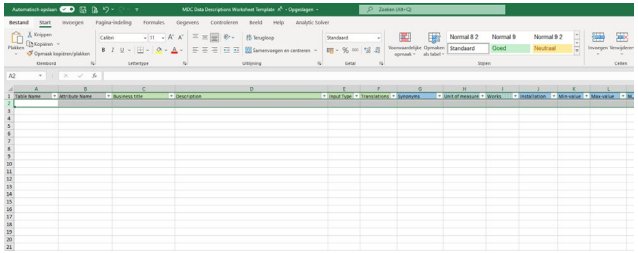
- Different types of users have different requirements & UX wishes
- One size fits all does not exist

Support it with the tools your users need (edit)

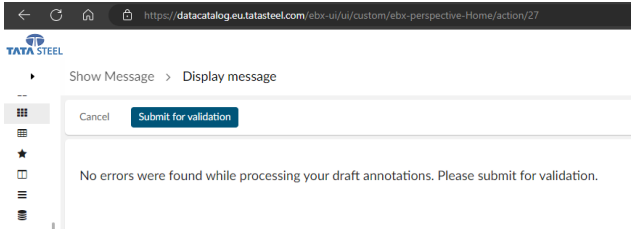
Manual web form updates



Excel based batch imports



Self-service batch annotation



- Different types of users have different requirements & UX wishes
- One size fits all does not exist

Recap: Data Governance - the data police or a data service?

- There is more than 1 way to position DG within an organization.
- The choice you make impacts all aspects of DG
- Which positioning to choose depends on the context (organization, data, maturity)

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- Top Down
- Compliance and/or risk oriented
- DG tasks & responsibilities embedded in functions
- Policy centered

Data Service

- Use case driven
- Innovation & insight oriented
- DG tasks & responsibilities embedded in roles
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Thanks.

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Head of Tata Steel Netherlands

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Managing Partner Apgar

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