

**Information Management  
&  
Data Quality  
v7.1**

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## Introduction

Information and data is a significant asset to your enterprise and information is a key value generator in today's business.

As organisations outsource and offshore business processes and systems, so the need to retain control over how these processes work, and the information that describes the transactions, movements, and assets becomes increasingly in importance.

Compliance issues are of increasing significance including Basel II, Sarbanes-Oxley (SOX) Data Protection and Data Privacy laws.

Information and data are key and your business needs to have management policy in place to:

- Maximise Value
- Minimise Risk
- Control Cost

Information Fitness™ is a complete methodology and a set of tools and support services designed to help you implement information management across the enterprise. This programme is based on many years experience with large corporations dealing with both business and technology requirements.

It is first and foremost a business management discipline.

## Diagnosis

This diagnosis is a structured consulting session to assess your company's position with respect to information management and data issues. A quick questionnaire across a number of topics will help establish the level of maturity and preparation currently established in your company and will define the route map going forwards.

- Strategy & Policy
- Business model & definition
- Data Quality & compliance
- Information availability
- Systems & tools
- Education & awareness

**Session 1 - Strategy & policy**

Does your company have a clearly stated business strategy for the next 3 to 5 years?	<input type="checkbox"/> Y <input type="checkbox"/> N
How well is this communicated? (1= Not at All...5= Available to all staff)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
List the 3 key top business drivers:	1 2 3
Is there a clearly stated IT strategy?	<input type="checkbox"/> Y <input type="checkbox"/> N
How well is this communicated? (1= Not at All...5= Available to all staff)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
List the 3 key top IT drivers	
Is there a published company policy with respect to: Data Management?	<input type="checkbox"/> Y <input type="checkbox"/> N
Data Protection Act?	<input type="checkbox"/> Y <input type="checkbox"/> N
Data Privacy?	<input type="checkbox"/> Y <input type="checkbox"/> N
Data Quality?	
Data Compliance?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is there an identified Business Sponsor for data management?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is there a data management Steering Group?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are business owners identified for business process areas?	<input type="checkbox"/> Y <input type="checkbox"/> N

**Session 2 - Business Model and definition**

Is there a corporate information model for all company data definitions?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is this published to the business community?	<input type="checkbox"/> Y <input type="checkbox"/> N
How well is data definition understood by the business? (1= No idea.... 5=Majority understand)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is there a set of business process models for all business operations?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is this published to the business community?	<input type="checkbox"/> Y <input type="checkbox"/> N
How well are business processes understood by the business community? (1= No idea.... 5=Majority understand)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Can business managers find the definition of any item of data?	<input type="checkbox"/> Y <input type="checkbox"/> N
What a term means?	<input type="checkbox"/> Y <input type="checkbox"/> N
What variations exist?	<input type="checkbox"/> Y <input type="checkbox"/> N
Where it can be found?	<input type="checkbox"/> Y <input type="checkbox"/> N
What reports it appears on?	<input type="checkbox"/> Y <input type="checkbox"/> N
How values are calculated?	<input type="checkbox"/> Y <input type="checkbox"/> N
Which processes use it?	<input type="checkbox"/> Y <input type="checkbox"/> N
When it was last updated?	<input type="checkbox"/> Y <input type="checkbox"/> N
What the last quality check was?	<input type="checkbox"/> Y <input type="checkbox"/> N
What policies apply?	<input type="checkbox"/> Y <input type="checkbox"/> N

### Session 3 - Data Quality and Compliance

How well is data quality managed? (1=Not considered...5=Fully)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is data checked on data entry? (1=rarely...5=always)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Are reports produced from transactional systems to highlight variances and potential data errors?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are data cleansing routines applied? (1=rarely...5=always)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Are there departments or managers responsible for data quality?	<input type="checkbox"/> Y <input type="checkbox"/> N
When data is quality checked, is it labelled as such?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are data deletion routines in place?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are these clearly defined?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is there an operations guide for data retention?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are data archives maintained?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are there catalogues?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are data archives easily recovered for reporting or subsequent processing	<input type="checkbox"/> Y <input type="checkbox"/> N
When data is changed are the date, user and system details logged against the item?	<input type="checkbox"/> Y <input type="checkbox"/> N

## Session 4 - Information Availability

Can business managers access all information that they require immediately?	<input type="checkbox"/> Y <input type="checkbox"/> N
Fixed Reports?	<input type="checkbox"/> Y <input type="checkbox"/> N
Customised reports?	<input type="checkbox"/> Y <input type="checkbox"/> N
On screen query?	<input type="checkbox"/> Y <input type="checkbox"/> N
Graphical representation?	<input type="checkbox"/> Y <input type="checkbox"/> N
Is historical data available?	<input type="checkbox"/> Y <input type="checkbox"/> N
Can information be viewed in many dimensions with multiple hierarchies?	<input type="checkbox"/> Y <input type="checkbox"/> N
Product – group, category, brand, pack size hierarchy?	<input type="checkbox"/> Y <input type="checkbox"/> N
Customer – market, size, geography, type?	<input type="checkbox"/> Y <input type="checkbox"/> N
Time, calendars, future, past, present	<input type="checkbox"/> Y <input type="checkbox"/> N
Organisation structure, department, location, cost centres?	<input type="checkbox"/> Y <input type="checkbox"/> N
Flexibility – if the business model changes, is information still available against the new model?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is information trusted?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is information available across functions or applications?	<input type="checkbox"/> Y <input type="checkbox"/> N
When a new information requirement is requested – how long does it take to get the new report?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is third party data available to reporting?	<input type="checkbox"/> Y <input type="checkbox"/> N

## Session 5 - Systems and Tools

Does the company have a data warehouse?	<input type="checkbox"/> Y <input type="checkbox"/> N
What technology is used?	
Are Business Intelligence tools used?	<input type="checkbox"/> Y <input type="checkbox"/> N
What tools are used?	
Is data described in any toolsets (CASE tools)?	<input type="checkbox"/> Y <input type="checkbox"/> N
Which ones?	
Is data definition published to the business?	<input type="checkbox"/> Y <input type="checkbox"/> N
What tools are used?	
Is data moved around the network (ETTL Extract, Transform, Transfer, Load) tools?	<input type="checkbox"/> Y <input type="checkbox"/> N
What tools are used?	
Can new processes be described?	<input type="checkbox"/> Y <input type="checkbox"/> N
Using what tools?	
Can new processes be quickly implemented? (1=Takes months...5=within a week)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Which tools are used to do this?	

**Session 6 - Education and awareness**

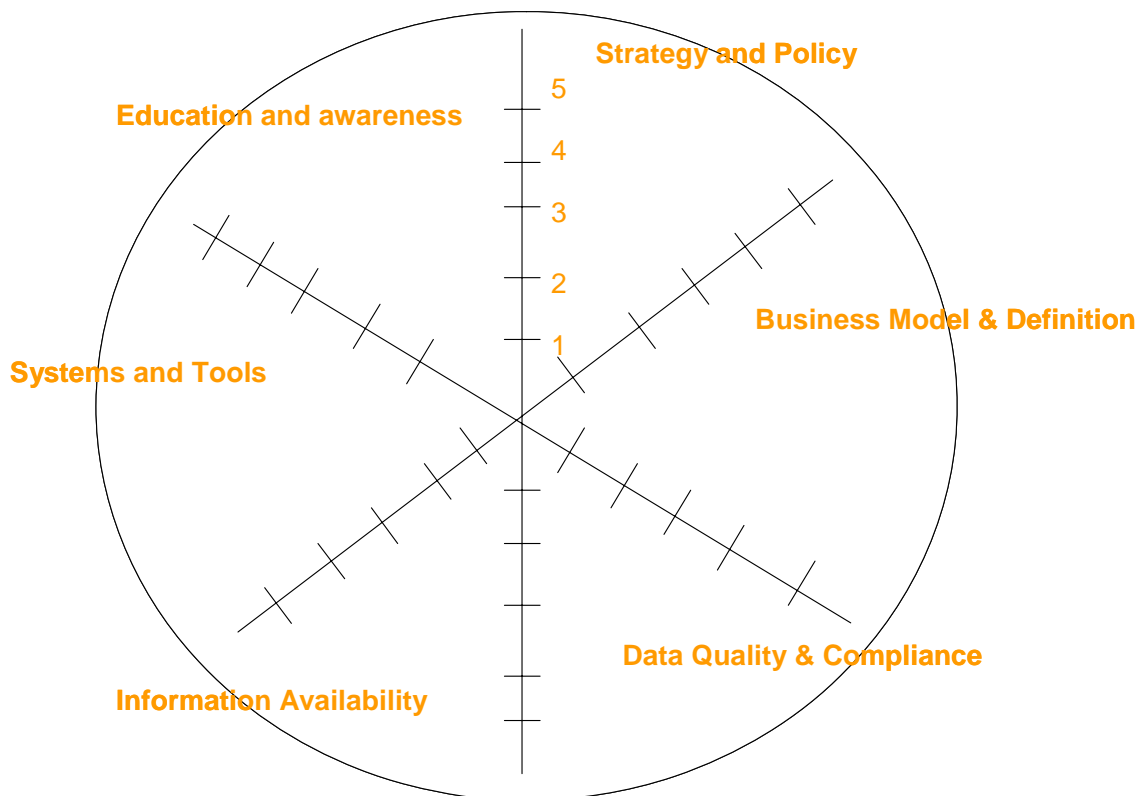
Is there an Information Awareness programme for management	<input type="checkbox"/> Y <input type="checkbox"/> N
How familiar with Information Management are staff members?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Is there an education, induction or awareness programme for staff about Information Management?	<input type="checkbox"/> Y <input type="checkbox"/> N
Are staff and managers made aware of Data Quality issues and how it affects business performance?	<input type="checkbox"/> Y <input type="checkbox"/> N

## Session 7 – Feedback

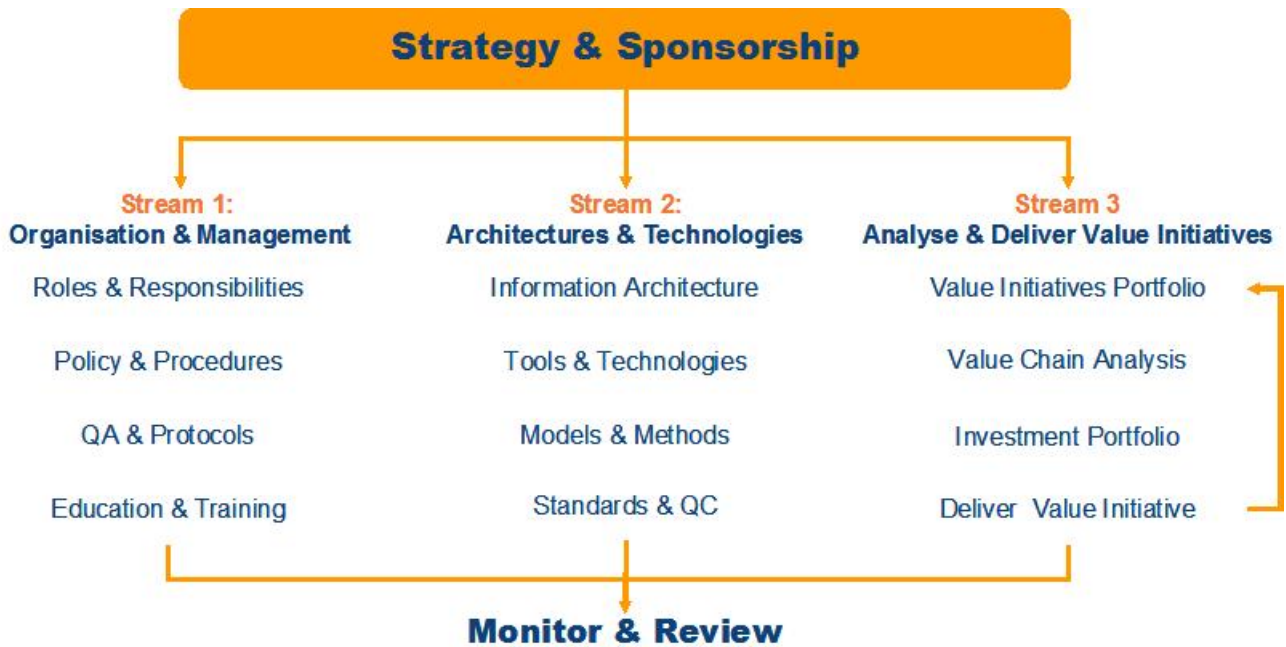
In each of these areas – how do you rate your organisation’s approach to data management:	
Policy and Objectives	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Business Model and definition	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Data Quality and compliance	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Information Availability	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Systems and Tools	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Are there any areas of interest or concern that we have missed out?	
Is there any immediate feedback on this process?	
Are there any actions that are planned or which you would now consider as critical?	

## Maturity Wheel

This model provides an overall summary on how well the organisation is organised in terms of a maturity in information management. Weak areas are highlighted in order to help decide where to start and what the priorities are.



## Information Fitness Framework



## Route Map

### *Introduction*

There is a need to provide a route through the Information Fitness™ methodology (IF™) in order to assist clients to get started and at the most appropriate starting point to suit their situation.

This suggests a number of paths through the methodology according to the client profile and situation formed by a mix of priorities, maturity, management commitment, organisational structure, management structure, and the budgeting and decision making processes.

To assist in developing this route map we should consider a standard or preferred route through for the theoretical organisation and then variations to suit the realities of any given company profile.

### *IF™ Assessment*

All IF™ implementations will commence with an assessment which is a short study to provide an overview and analysis of the company's current situation with respect to Information Management. This assessment defines the starting point and identifies the resulting path through the methodology for its implementation.

The current IF™ Assessment is the basis of this study. It needs tweaking slightly to give a categorisation against some specific criteria and from this to deliver the recommended path.

Suggested criteria:

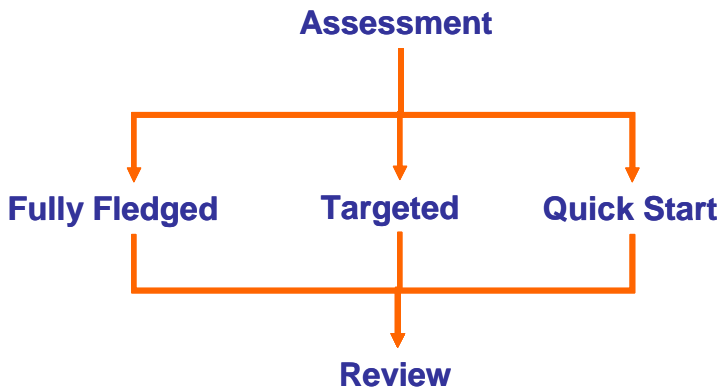
- Management Commitment (budget and decision making, how high in the organisation is Information Management perceived and controlled)
- Organisation Structure – centralised, distributed, federal
- Information Management maturity (history and experiences to date)
- IT structures, (internal cost, Internal; profit, Outsourced)
- Project approach (departmental, corporate)

A recommended path should likely be constrained to three basic types to make the process of communication and selling simple.

**Fully fledged.** Top down, strategy to governance to infrastructure to delivery.

**Targeted.** Start at one function and deliver piece by piece each time demonstrating increasing organisational value

**Thin quick start.** Establish a thin corporate layer and target a specific value piece (functional or cross-functional)



### **Fully Fledged route map**

This approach is for the mature organisation where it is possible to undertake a top down and corporate approach to the implementation of Information Management across the organisation.

The benefit of this approach is in taking a strategic commitment to the benefits of Information Management. Senior management establish a policy and communicate their commitment and act to put in place a supporting organisation of Information Managers with governance, data councils and ownership.

An architectural approach is established across the enterprise to maximise the economy of scales in adhering to common business models, data sharing and data quality technologies as well as centres of excellence/competence.

Projects are undertaken in an environment of programme governance and value is assessed with an organisational cross functional perspective.



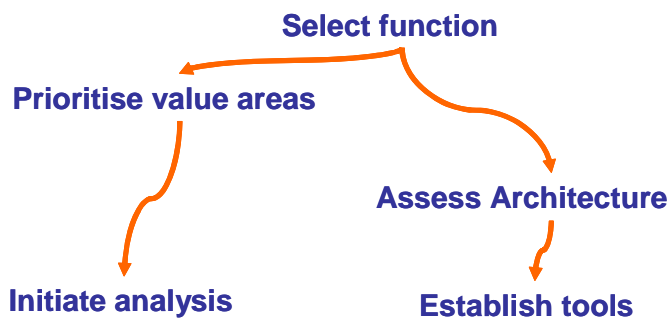
### **Targeted route map**

This approach is for the organisation which is new to the concept of Information Management and where the power for acting is at a departmental or functional area with minimal support or power at a corporate level. In this situation the company has to demonstrate progress at a functional/departmental level to achieve early benefits within their own sphere of influence but where possible to gain recognition for their achievements and so encourage other functions to take up a similar approach; leading over time to a cross functional take up.

The benefit of this approach is in tackling real practical issues at a local level with commitment gained from budget holders. There is a danger that the solution will miss benefits of cross-functional implementations however the route map through the methodology will encourage cross-functional communication in order to maximise the gain to the sponsoring function. If performed well this would improve communication generally and initiate a possible change in cultural boundaries that will exist in such an organisation.

Architectural tools will be unlikely to be immediately adopted across functions or at a corporate level however choices made should support such eventual take up and to the extent that they are able to do so should allow cross functional usage (e.g. cross-functional access to a business dictionary even if created locally).

Projects are undertaken to meet the priorities and budgetary scope of the function.



### **Thin quick start route map**

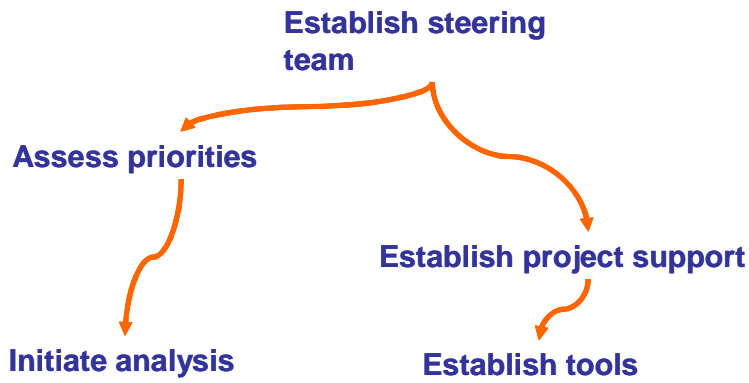
This approach is for the organisation which is comfortable with the concept of Information Management and is able to gain a level of encouragement if not obvious commitment from top level management and where the organisational structure is largely devolved but with a key influencing and potentially mandating corporate group.

The key for this organisation is to get early impetus into the implementation of Information Management lest it lose credibility with functional organisations reducing potential take up. The corporate role is one of light touch, guidance, policy and rule but real power is often with distributed profit centres. The benefits in the IF™ approach in this organisation are:

- In being able to quickly establish a corporate set of principles and guides,
- Quickly identify sponsoring groups which may be cross functional,
- To target early gains in delivery value.

Architectural tools can be recommended centrally and even adopted as a corporate resource but this cannot be guaranteed and initial implementations may be in one or more departmental functions at first.

Projects are undertaken to meet the priorities and budgetary scope of the cross-function lead sponsors and a light touch steering group is put in place to give corporate feedback.



## Stream 0 – Strategy & sponsorship

### Products

Mission statements

Sponsors brief

Goals and Objectives

### Activities



### Education and Training

Sponsors Briefing

Awareness workshops

### Software requirements

None

## Stream 1 – Organisation & Management

### Products

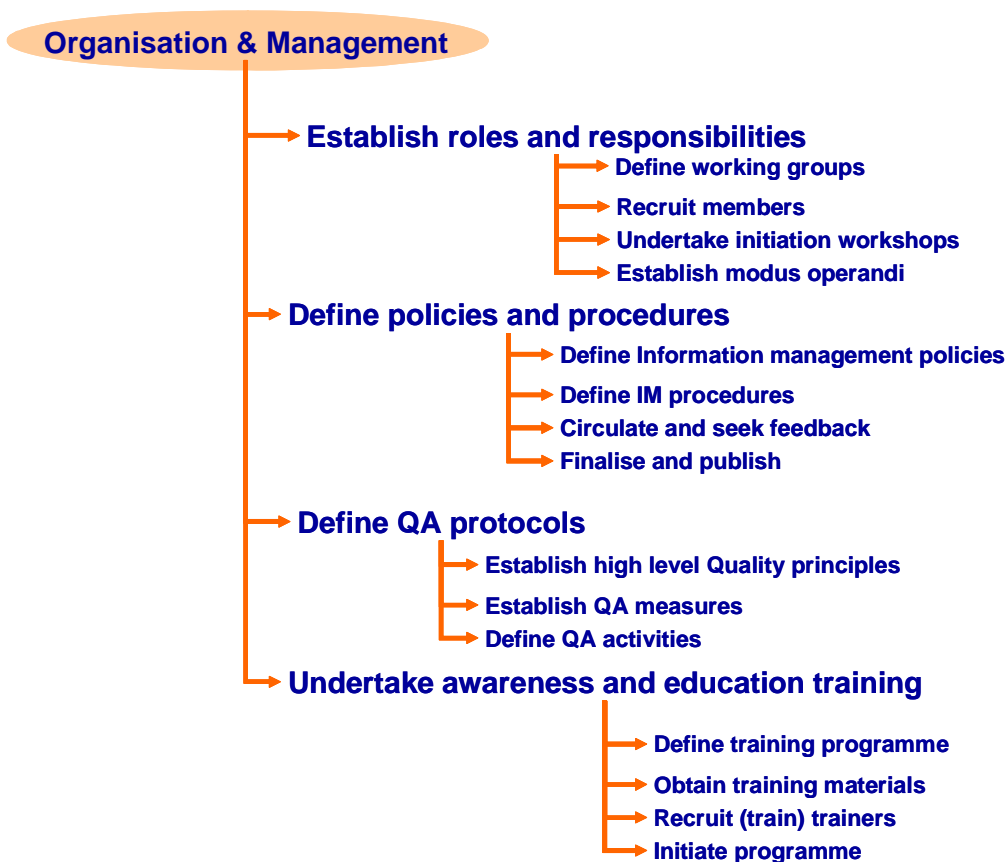
Stakeholder analysis

Key roles and responsibility definitions

Working Groups terms of references

QA principles

### Activities



### Education and Training

Information Management Workshop

Data Quality Management and Control workshop

### Software requirements

Information Management Portal

Modelling tool

Information Asset Register

## Stream 2 – Architectures & Technologies

### Products

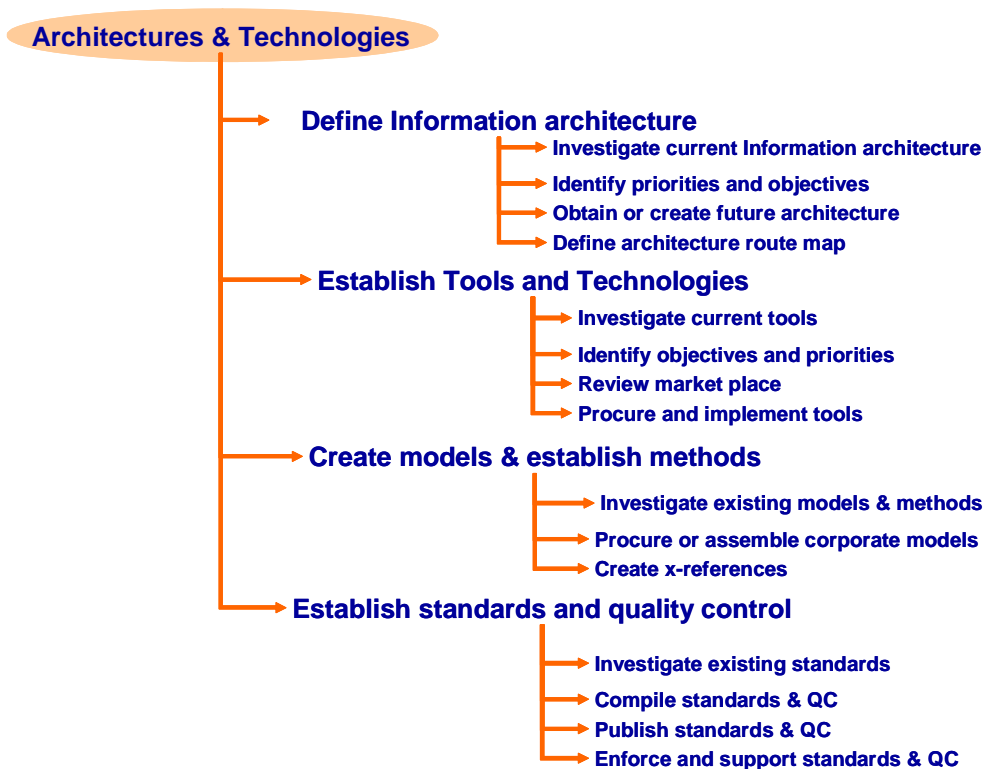
Information Models

Architecture blueprints

Information Management standards

Quality Control standards

### Activities



### Education and Training

Information Management Practitioners Training

Information Modelling

### Software requirements

Modelling tools

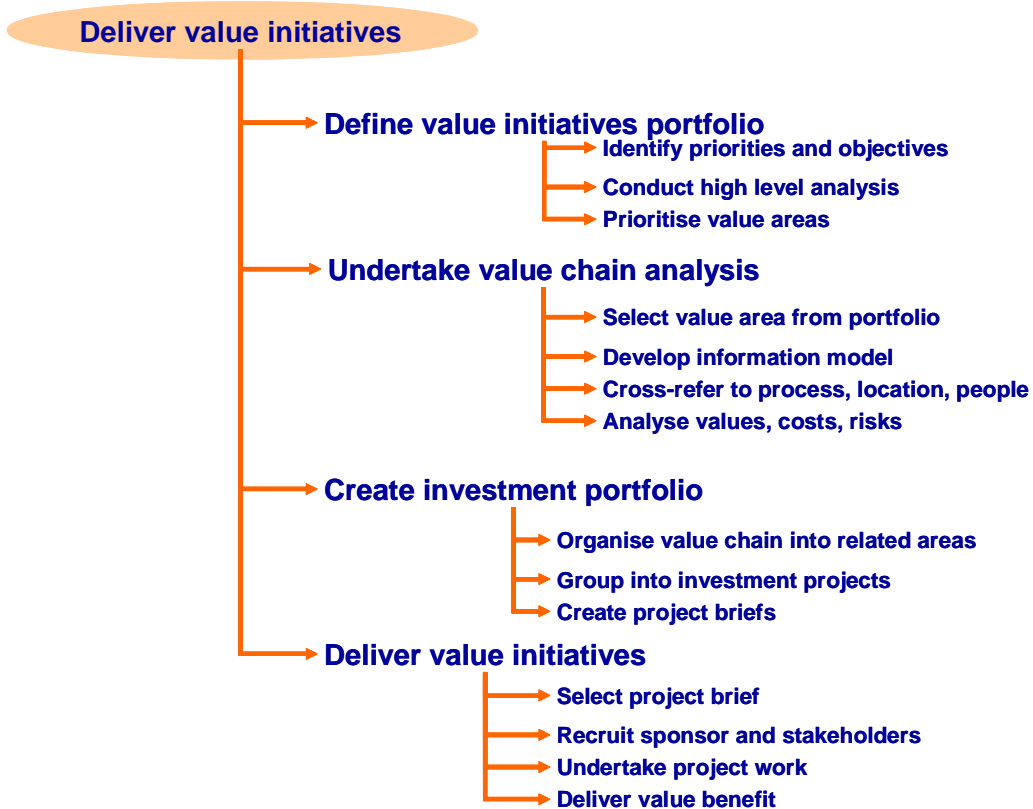
Information Management Portal

## Stream 3 – Value Initiatives

### Products

Value chain analysis templates

### Activities



### Education and Training

Value Chain Analysis Techniques

Project management for IM

### Software requirements

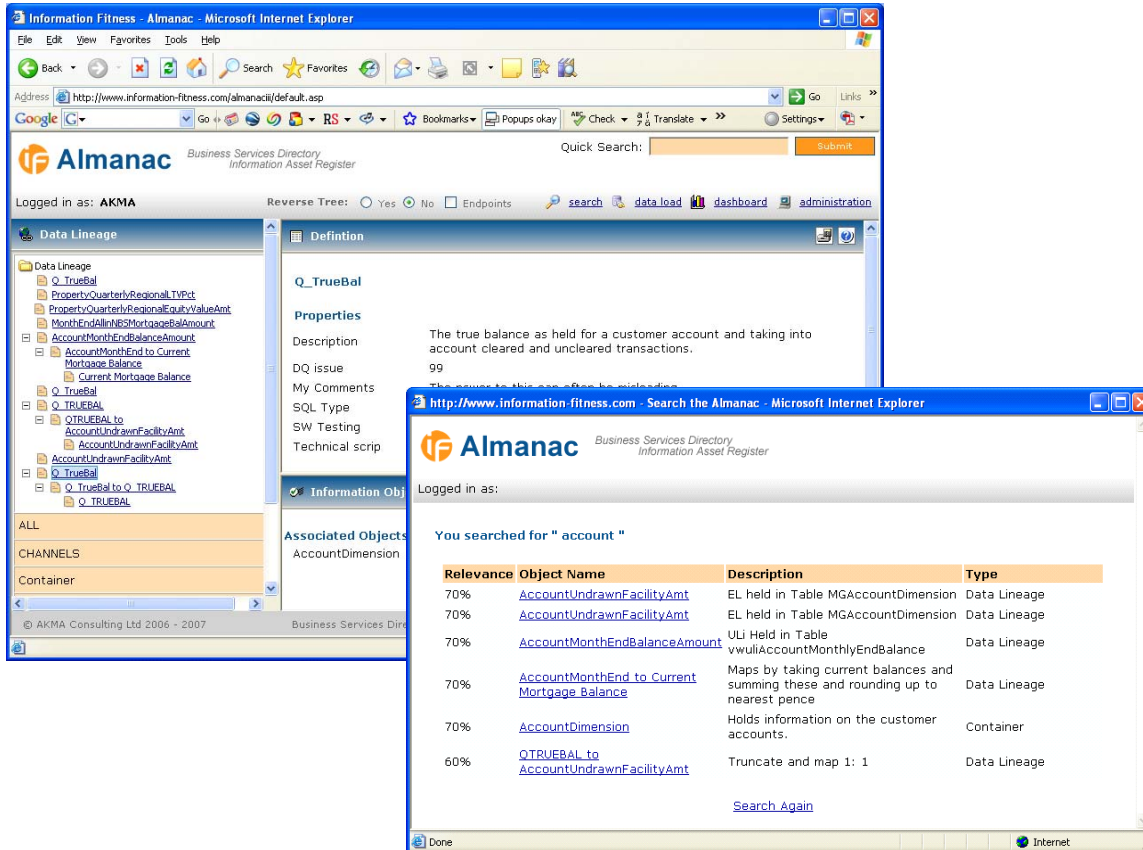
Information Management Portal

Modelling tools

Value Chain analysis spreadsheets or IM portal

## Information Management portal – Almanac

AKMA Business Almanac provides a flexible and easily used reference tool for the developing needs of organisations to understand and manage their information assets to effectively deliver value and reduce compliance risk.



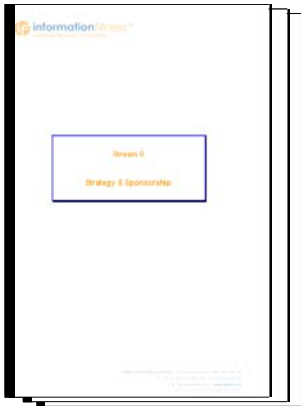
### An Enterprise Information Management portal

- Aimed at
  - Business leaders (CFO/CEO), directors and senior management
  - All levels of support staff
- Client managers of outsourced IT
- A single place to define what the business does, how and with what resources
- Business oriented view of Zachmann Framework
- An analysis and proactive control tool to monitor costs, value and risks of information
- Consistent definitions and rules for business users and systems staff

## Resources

Web site – [www.information-fitness.com](http://www.information-fitness.com)

Full methodology



Consulting services

Email and ticket support

Community

Information Fitness Gymnasium

## Products and Services

The following are the core products and services offered as part of the Information Fitness™ implementation programme

### *Assessment Study*

This is a short study to establish where the company is with respect to Information Management. This then allows us to recommend the most appropriate programme and development path.

#### **Key components:**

##### *Initiation*

The initiation phase follows on directly from the assessment study and prepares the organisation for ongoing implementation and development of information fitness.

#### **Key components:**

##### *IF™ support programme*

This support programme is offered in three core tiers, depending on the level of support required in the form of onsite meetings and implementation activities:

- Basic
- Advanced
- Premium

#### **Key components:**

Access to IF™ methodology and materials

Unlimited access to consulting resources via email or telephone support

Access to the IF™ programme website and forum

Invitation to attend all IF™ programme workshops and tutorials

Ad-hoc access to the IF™ Data Laboratory for analysis and profiling of subsets of data and reports to highlight areas of concern.

Meetings on-site to give consulting support from experienced consultants per month including report from meeting with any issues and recommendations identified.

Corporate Membership of the IAIDQ for company practitioners.

Participation in a maturity index of Information Management across industries.

Attendance at an annual progress and award ceremony.

## **Implementations**

Implementations involve the delivery of specific frameworks, tools and technologies normally as part of value initiatives in order to deliver value benefits.

Each of these offerings is made up of:

- Models
- Software
- Support and implementation services

### **Offerings:**

- Information Asset Register
- Information Management Portal
- Information Architectures – models and templates
- Information Warehouse (and/or data marts)