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Ask the Expert: The Foundations of Master Data Management



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Thornton Craig

Sr Director Analyst



If poor data drives poor decisions ...



Source: Gartner



**... then poor master data
is the ultimate saboteur**

Source: Gartner

Decisions about the things that matter most to your organization mandate a trusted foundation of master data.



Source: Gartner

Key Issues

1. What is master data and why is MDM important?
2. What best practices will deliver value?
3. What do I need to know about the MDM landscape?

What Is Master Data?

A consistent and uniform set of identifiers and attributes that describe the core entities of the enterprise and are used across multiple business processes.

Master Data Examples	
<ul style="list-style-type: none"> • Title • First Name • Family Name • Date Of Birth • Residential Address • Email • Phone Number(s) • Government Assigned Identifiers (Driving License, National Identity, Passport) 	<ul style="list-style-type: none"> • Identifier(s) (SKU, GTIN, UDI) • Weight • Dimensions • Color(s) • Materials/Ingredients • Country of Origin
Other Data Examples	
<ul style="list-style-type: none"> • Transactions • Social Media (Shares, Likes) • Product Reviews • Behavioural • Interactions • Segmentation 	<ul style="list-style-type: none"> • Price • Inventory • Lead Time • Orders • Sales/Profitability • Returns



Customer (B2C)



Product



Employee



Supplier



Location



Asset

Source: [Which Data Is Master Data?](#) (G00720216)

Not All Data Is Created Equal

By 2023, 30% of organizations will exceed data and analytics ROI by governing the least amount of data that matters most to their strategic goals.

Master Data

- Consistent and uniform
- Identifiers and attributes
- Slowly changing
- Widely shared



Application Data

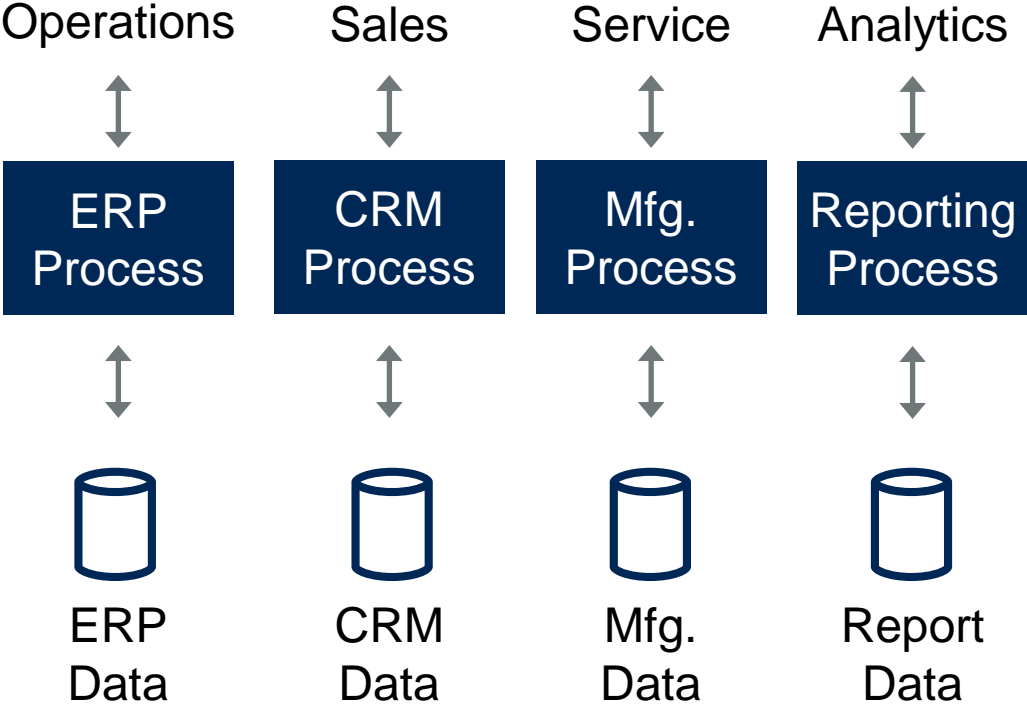
- Often event-driven, transactional or interactional
- Also has identifiers and attributes
- Attributes change frequently
- Limited or no sharing



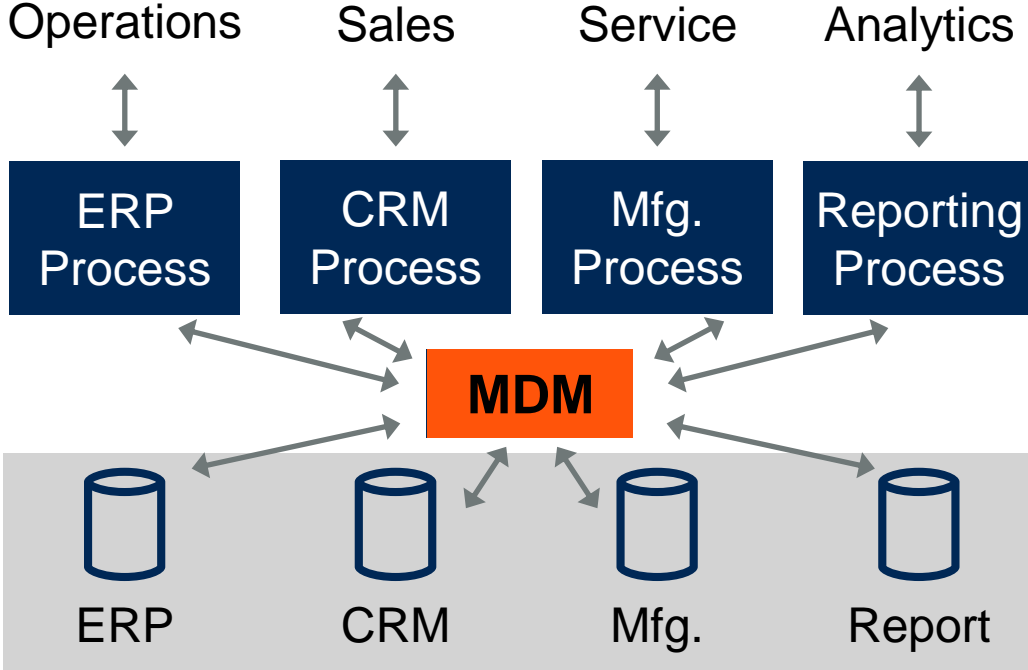
Master data is the least amount of most referenced data.

MDM — A Technology Perspective

Before MDM



After MDM

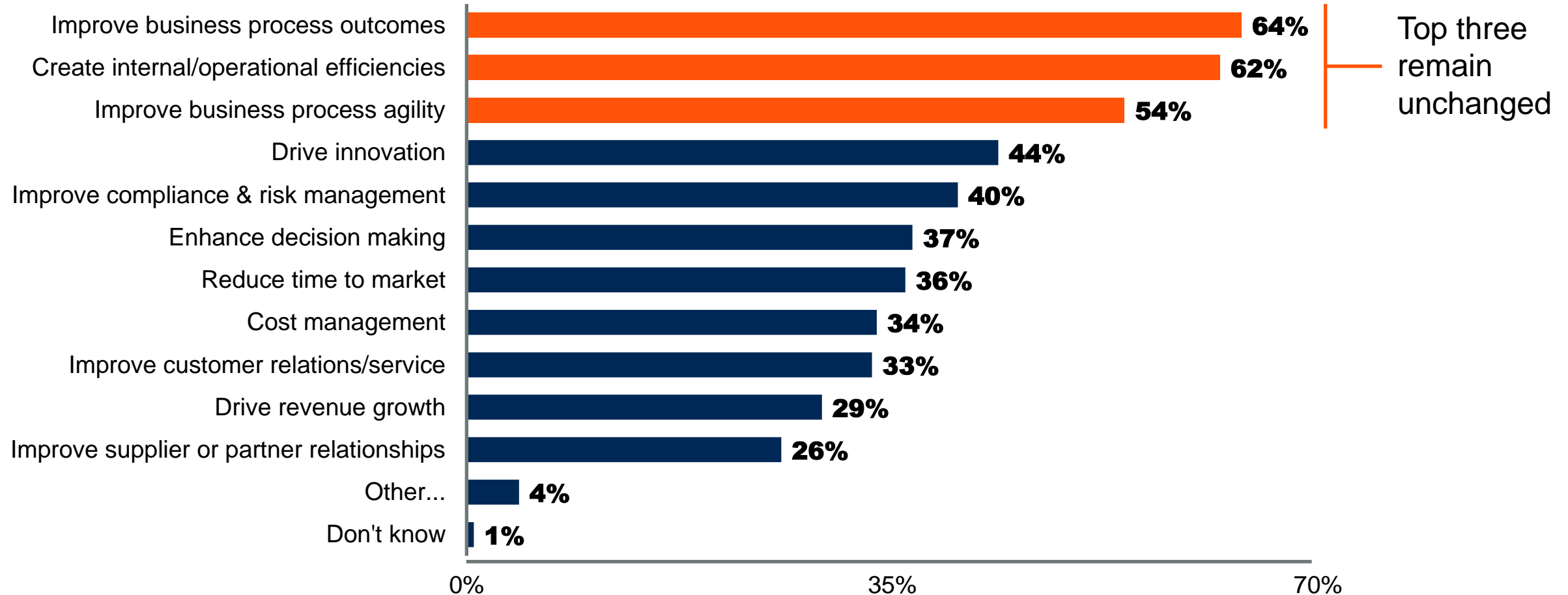


or

... One Curated Foundation

Common Reasons for Deploying MDM 2021

Why did you purchase the software or service?



n = 510, All respondents, excluding blanks, multiple responses allowed

Percentages of respondents may not add to 100% due to rounding

From [Magic Quadrant for Master Data Management Solutions](#), 06 December 2021 (G00745059) Peer Insights Data

Key Issue Take-Away:

MDM is a necessary business initiative.

Treated as a technology initiative in isolation leads to failure.

Key Issues

1. What is master data and why is MDM important?
- 2. What best practices will deliver value?**
3. What do I need to know about the MDM landscape?

Common MDM Pitfalls



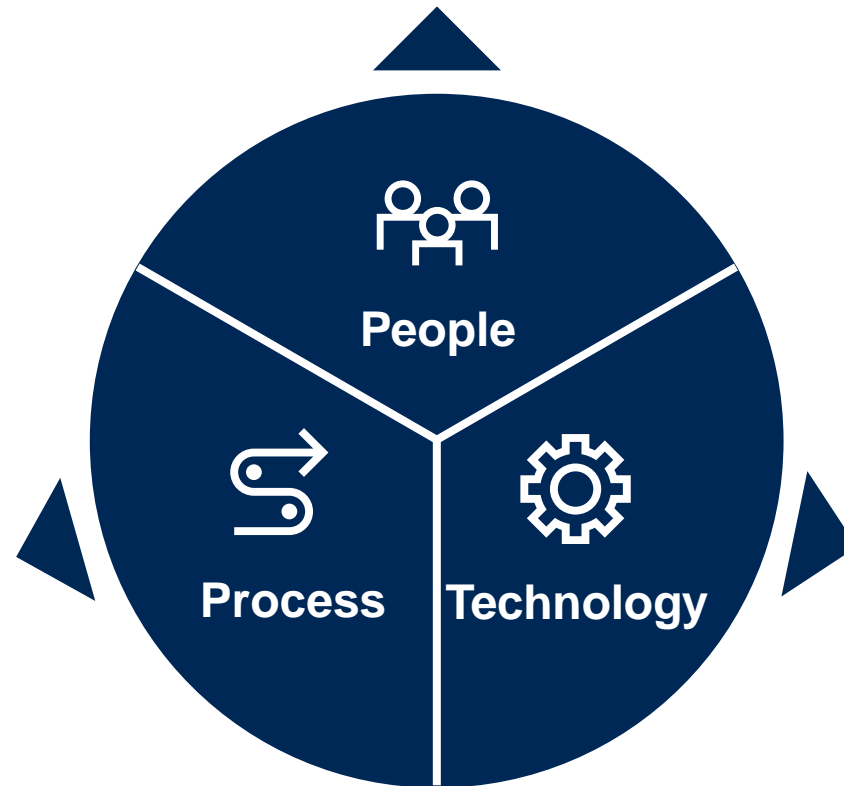
- MDM is treated as a technology “project”
- No business goal alignment or sponsor
- No measure of success
- An overambitious scope
- Lack of expertise
- Cultural readiness

Source: Gartner



MDM Essentials Include People, Process and Technology

- Engage Business Stakeholders Early
- Articulate the Value in Business Terms
- Look to Business-Driven Governance



- Adopt a Programmatic Approach
- Leverage a Proven Framework
- Fast Track Time to Value Using Third Parties

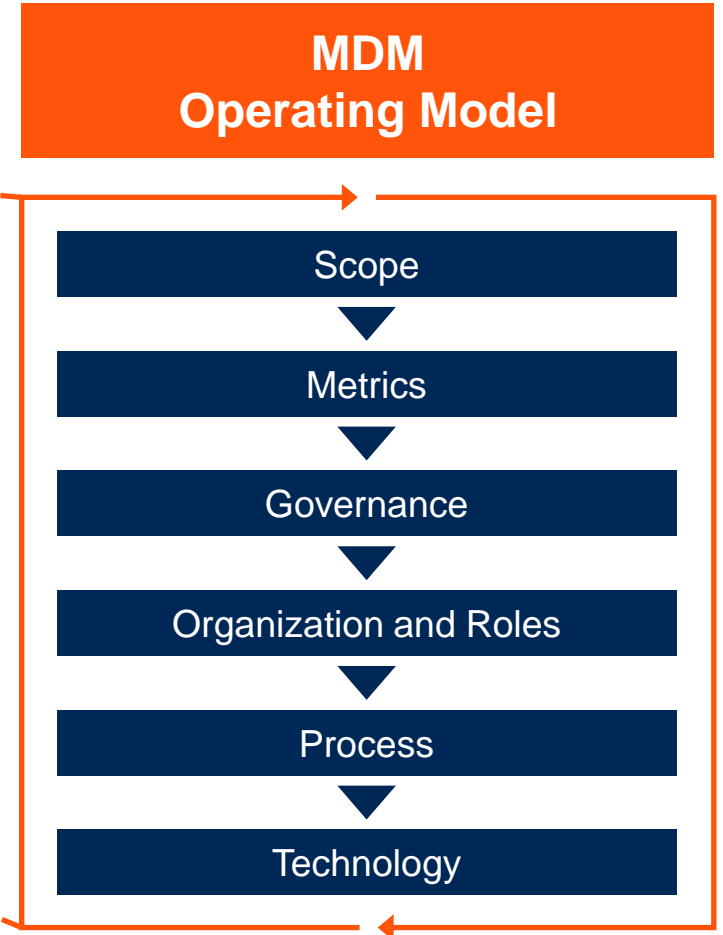
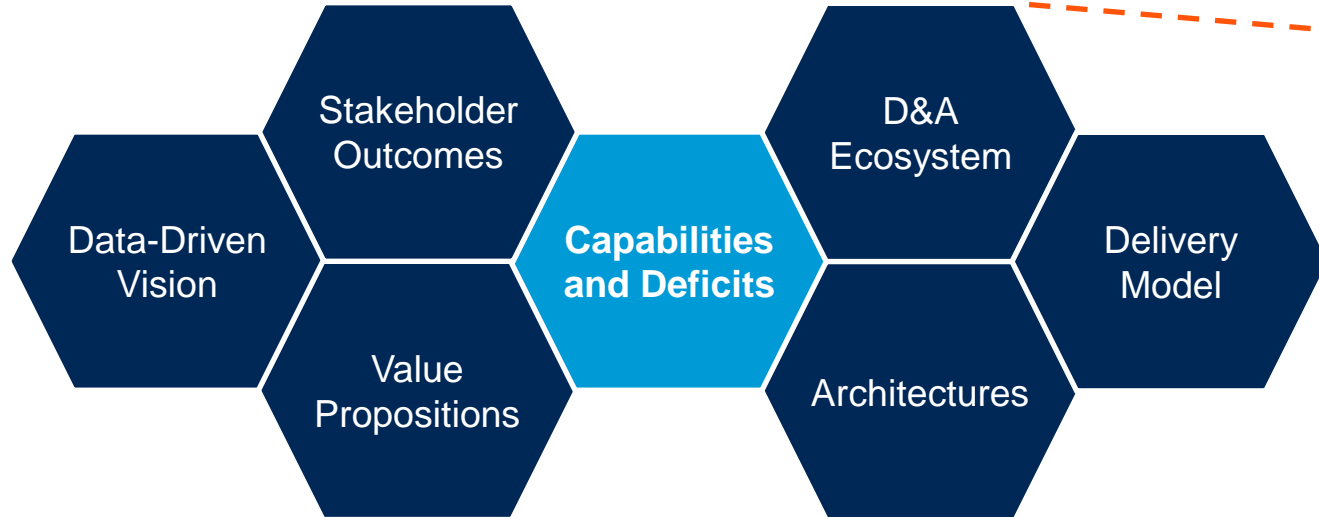
- Do Not Start With Technology
- Assess Organizational Impact
- Align Architectural Choices With Maturity

Source: [Three Essentials for Starting and Supporting Master Data Management](#) (G00730039)

Adopt a Programmatic Approach to MDM

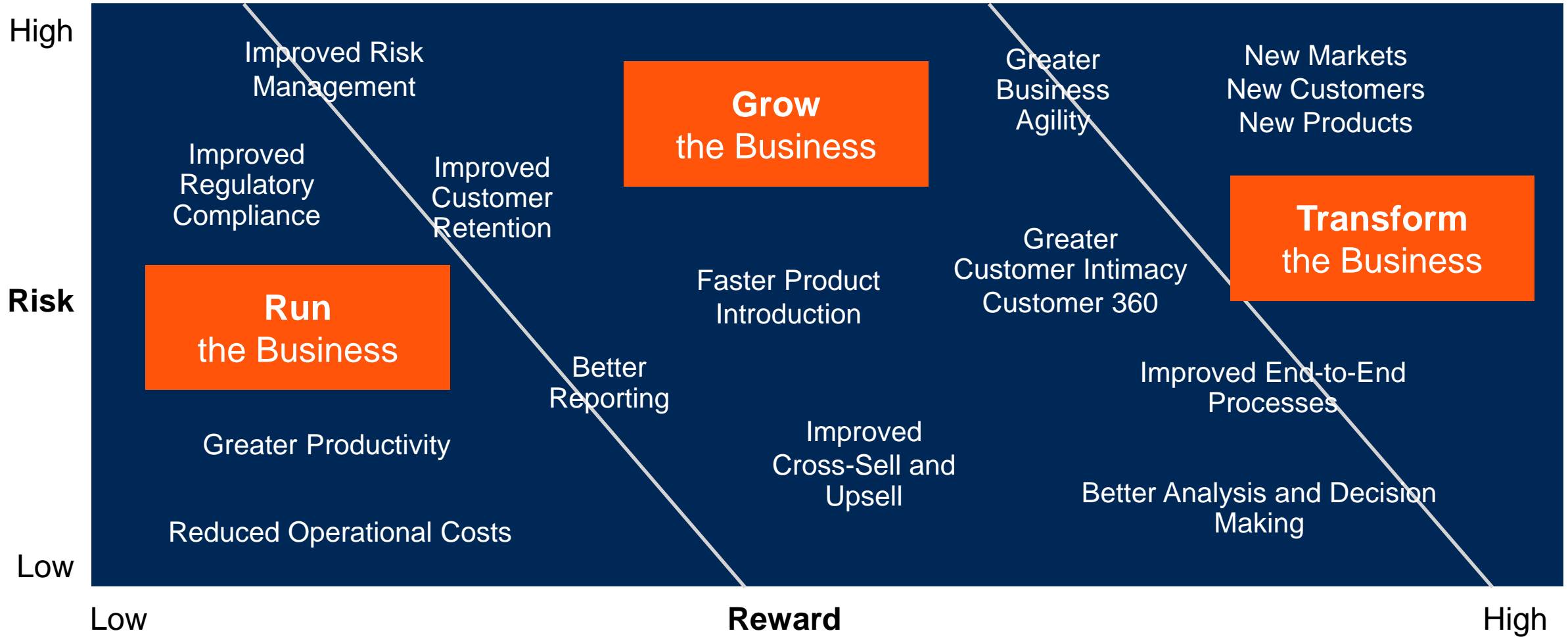
D&A Strategy

Operating Model



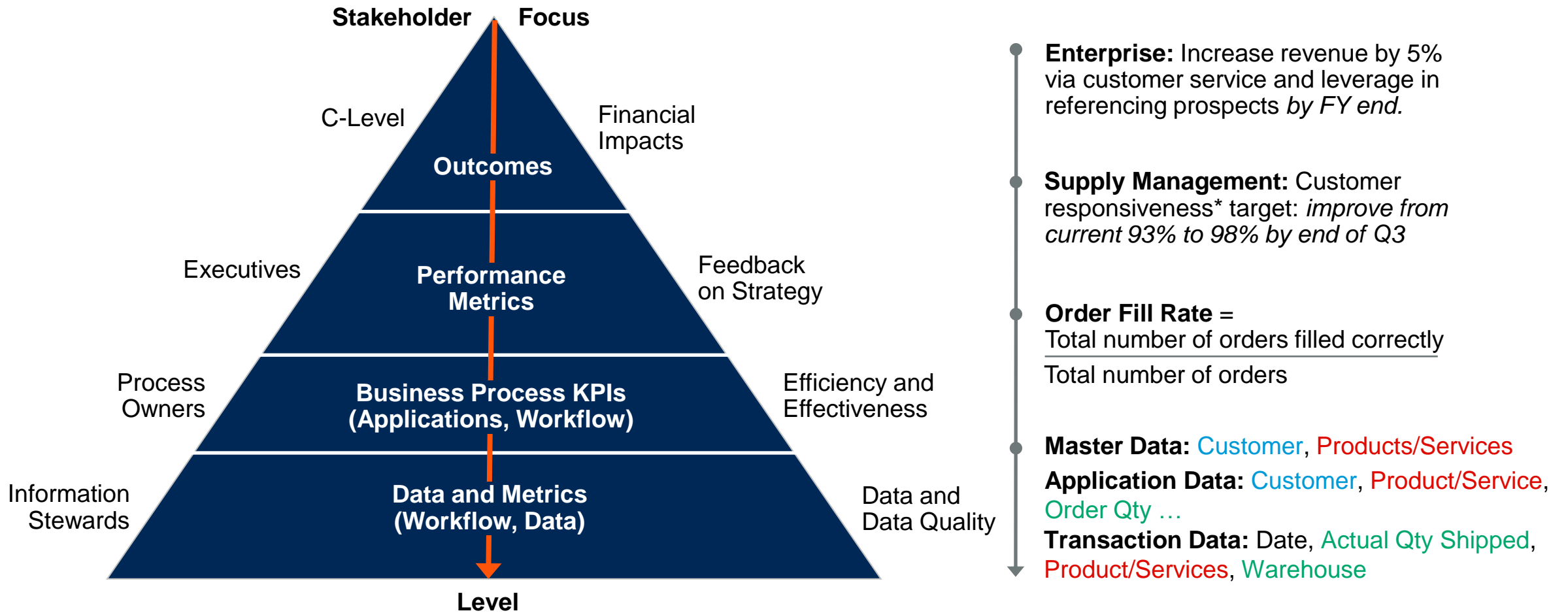
Source: [Three Essentials for Starting and Supporting Master Data Management](#) (G00730039)

Start With Business Outcomes and Prioritize



Source: [Articulating MDM Value to the Business \(G00732611\)](#)

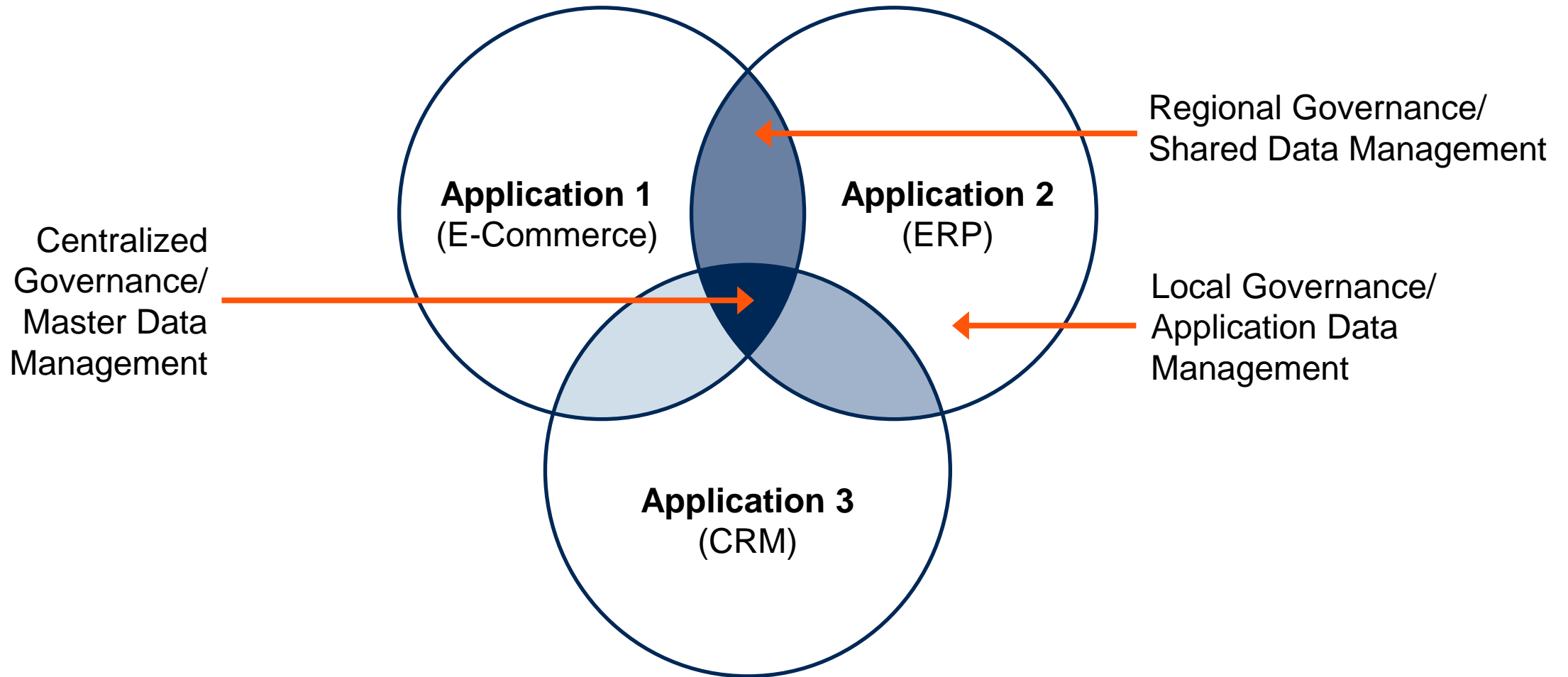
Directly Connect MDM Activity With Business Outcomes and Priorities



Source: [7 Steps to Build a Successful Business Case for MDM Programs \(G00719768\)](#); Tool: [How to Connect Data and Analytics to Business Value \(G00731241\)](#)

Not All Data Is Created Equal

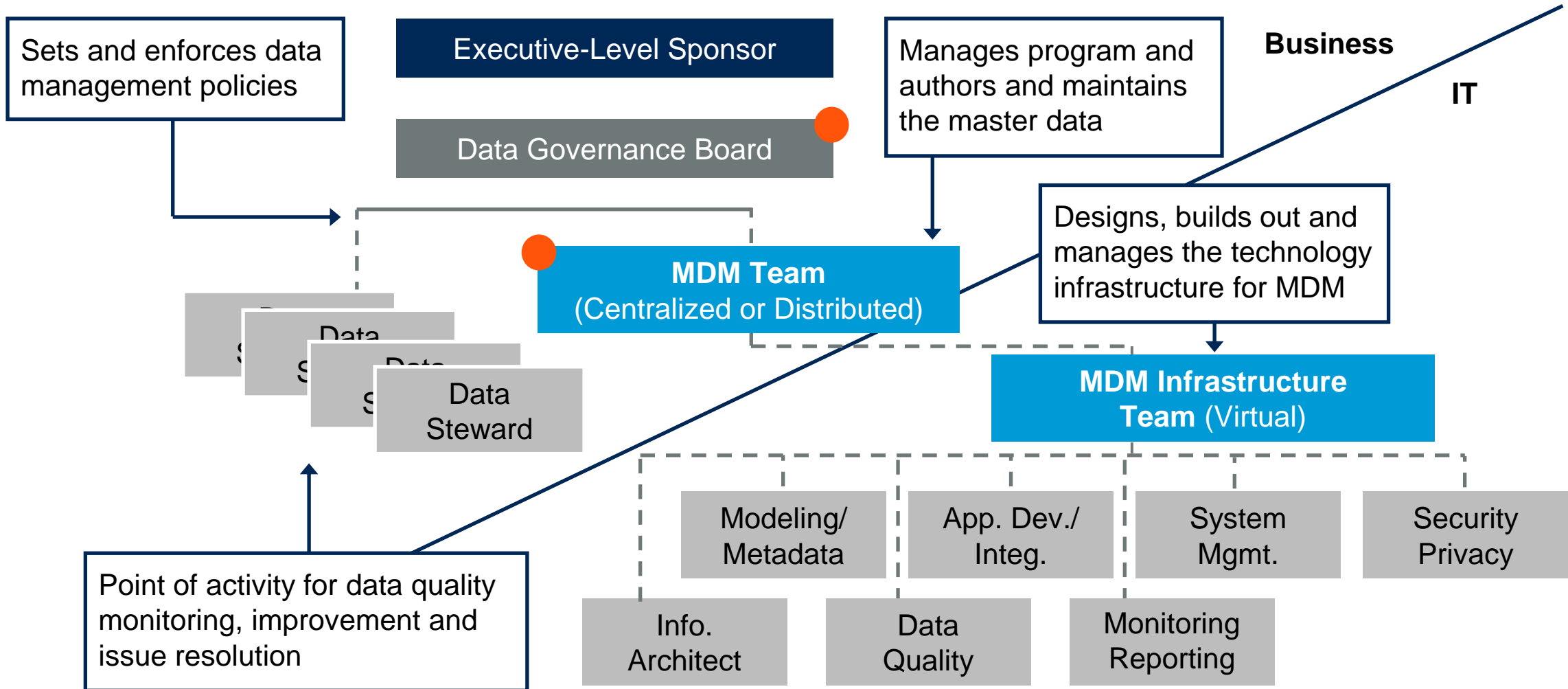
MDM Is the Core of Broader Data Governance



Source: [Design an Effective Information Governance Strategy](#) (G00338329)

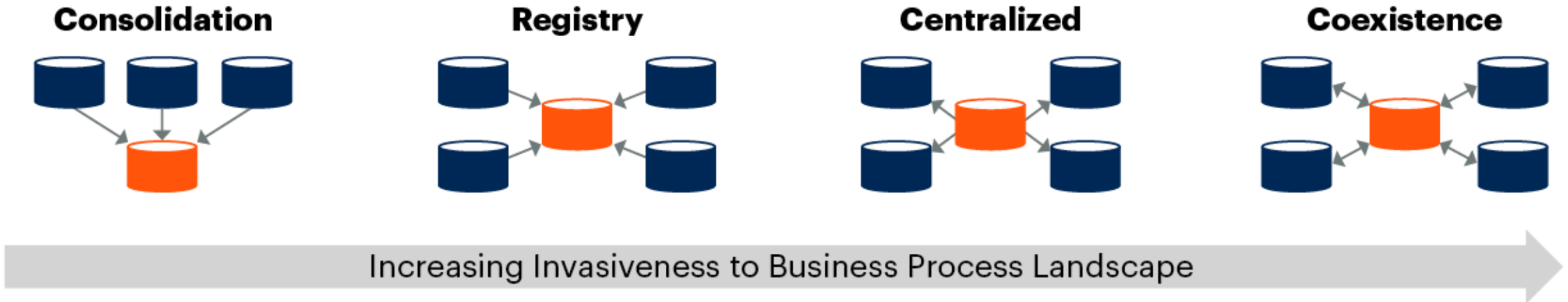
Who Does What and Where

● IT Representation

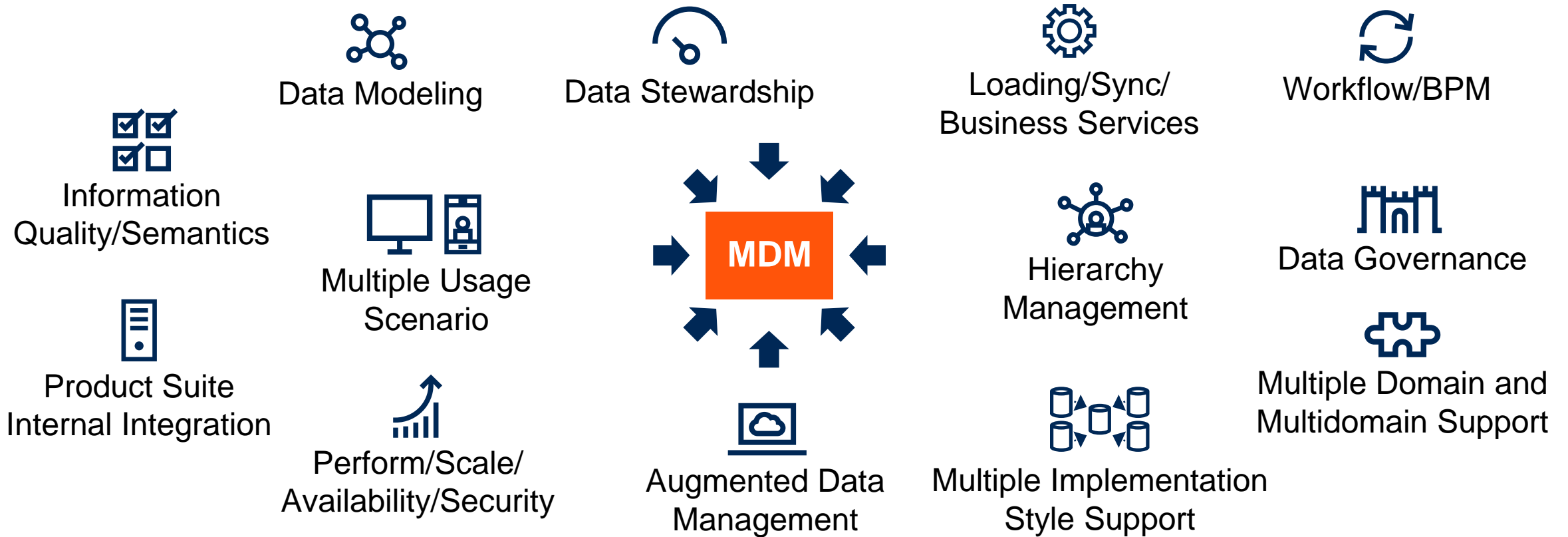


Align MDM Architecture With Organization Maturity

Difficulty of Implementation for Each Style



Many Capabilities Work in Combination to Support MDM Business Requirements



Packaged MDM Solutions Are Expected to Address These Requirements



Imperative:
**Adopt a programmatic
approach that encompasses
people, process and technology**

Key Issues

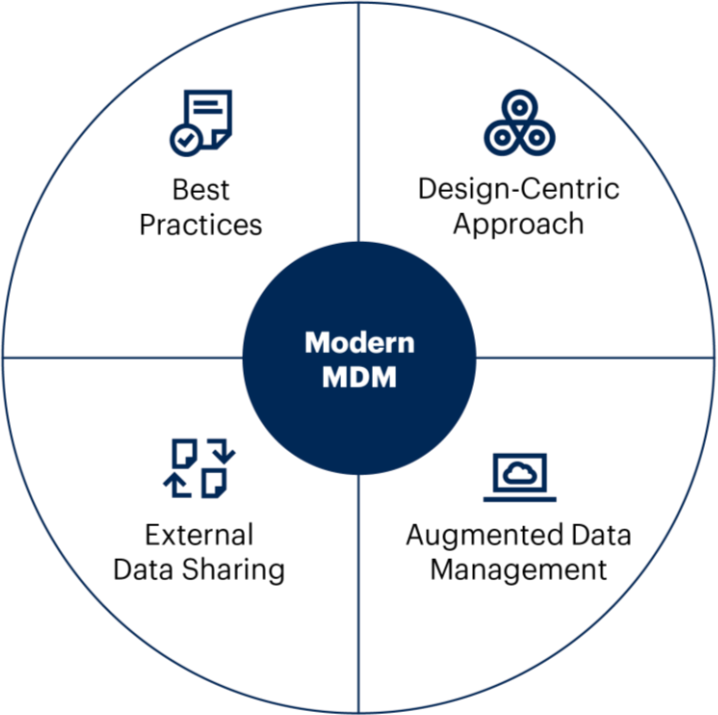
1. What is master data and why is MDM important?
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An Evolving MDM Solutions Landscape

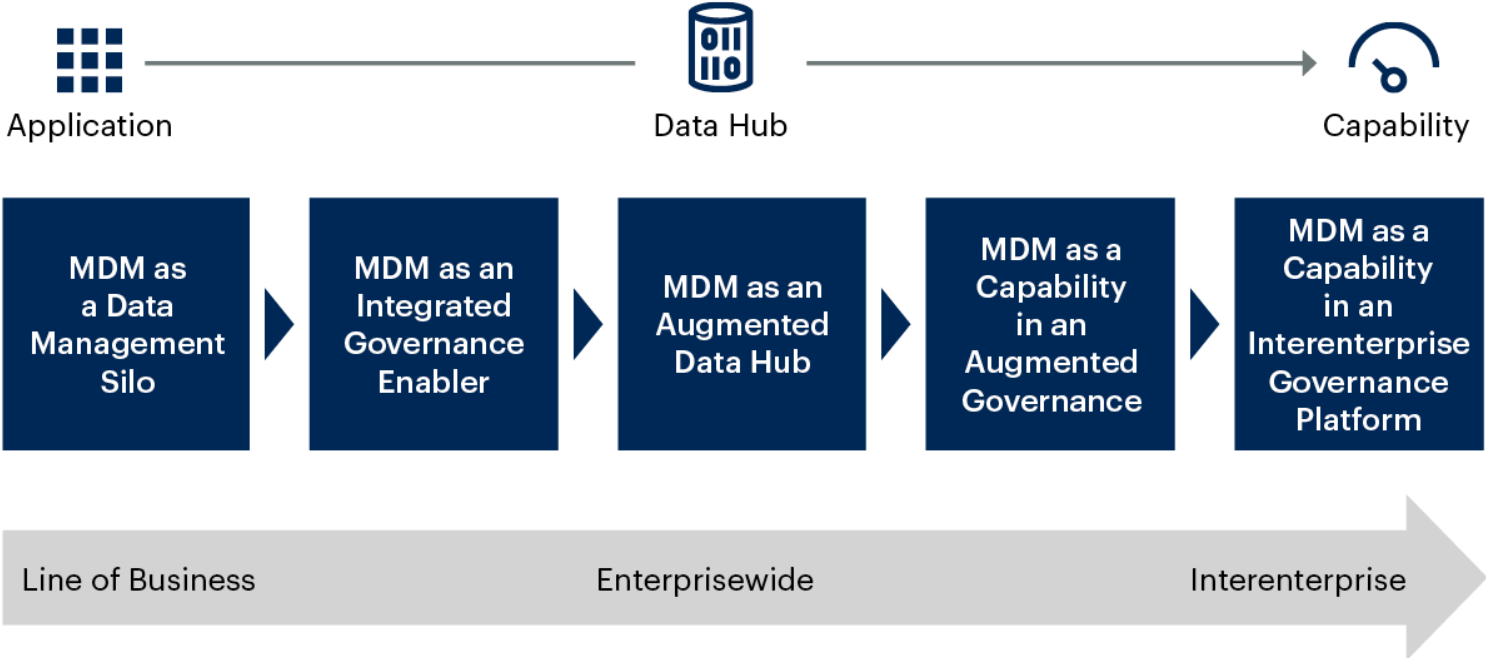


From Magic Quadrant for Master Data Management Solutions, 6 December 2021 (G00745059)

Modern MDM Considerations



The Evolution of MDM



Source: [What Is Modern MDM? \(G00756960\)](#); [The State of Master Data Management \(G00753647\)](#)





**MDM continues to shift
from reluctant to
indispensable spend.
Are you ready?**

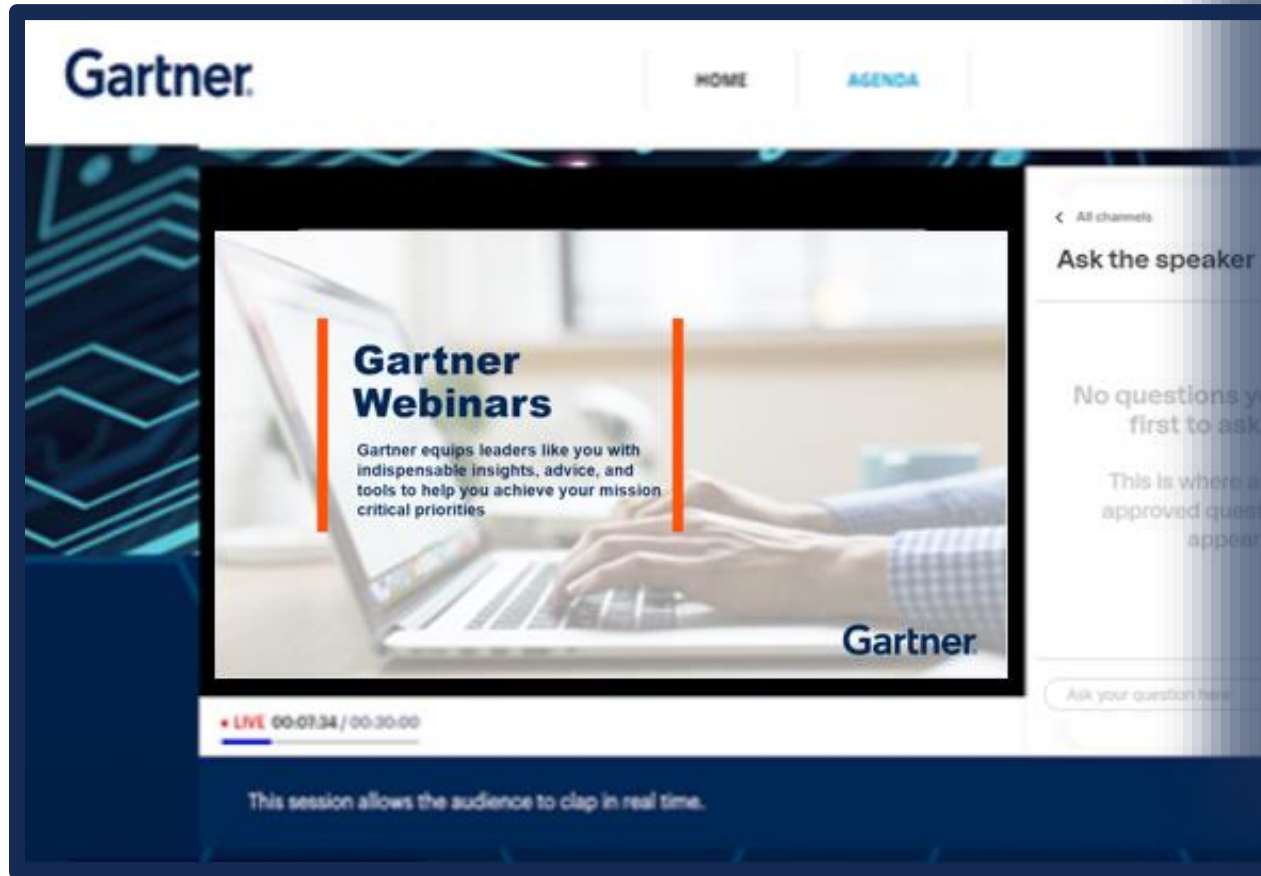
**Good Master
Data Is a Gift
That Keeps
on Giving ...**



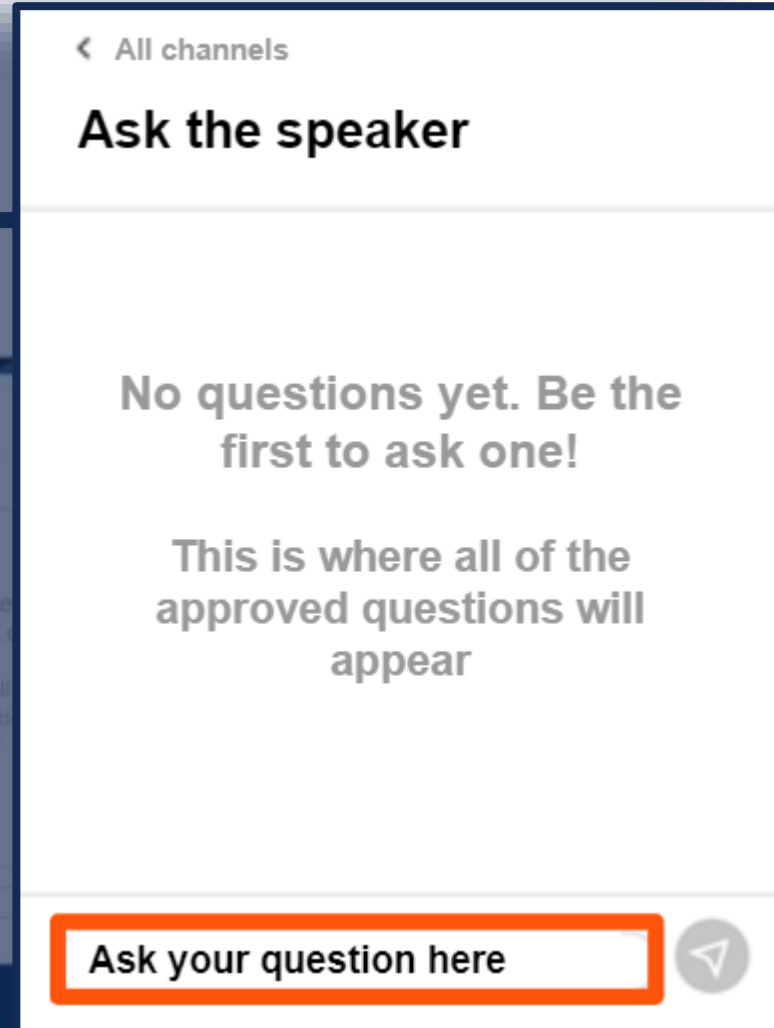
Recommendations

- ④ Don't start with technology.
- ④ Be clear on the business outcomes MDM will support.
- ④ Prioritize scope, identify and engage stakeholders early — agree upon metrics for success.
- ④ Think big, start small, deliver incremental value.
- ④ Measure progress and report success against agreed business outcomes.
- ④ Leverage providers with expertise in your industry to fast track time-to-value.
- ④ Set a maturity baseline, acknowledge gaps requiring remediation.
- ④ Align all MDM activity with a business goal, always.

Ask the speaker



The screenshot shows a Gartner webinar interface. At the top left is the Gartner logo. To its right are navigation links for 'HOME' and 'AGENDA'. The main content area features a video player with a 'Gartner Webinars' banner. The banner text reads: 'Gartner equips leaders like you with indispensable insights, advice, and tools to help you achieve your mission critical priorities'. Below the video player is a live timer showing 'LIVE 00:07:34 / 00:30:00' and a note: 'This session allows the audience to clap in real time.' On the right side, there is a sidebar with a section titled 'Ask the speaker' which contains the text: 'No questions yet. Be the first to ask one!' and 'This is where all of the approved questions will appear.' At the bottom of the sidebar is a text input field with the placeholder 'Ask your question here' and a send button.



This is a close-up of the 'Ask the speaker' sidebar. It features a back arrow and the text 'All channels' at the top. Below that is the title 'Ask the speaker'. The main content area contains the text: 'No questions yet. Be the first to ask one!' and 'This is where all of the approved questions will appear'. At the bottom, there is a text input field with the placeholder 'Ask your question here' and a send button. An orange box highlights the input field, and a large orange arrow points to it from the right.

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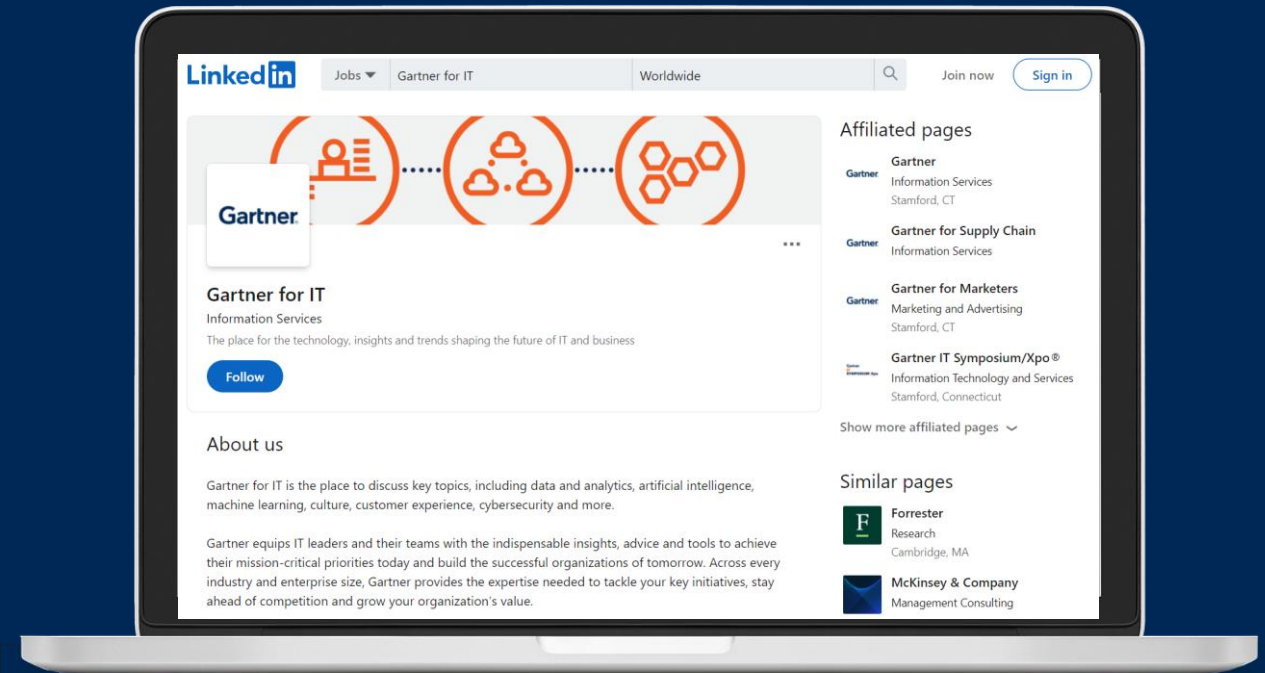


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