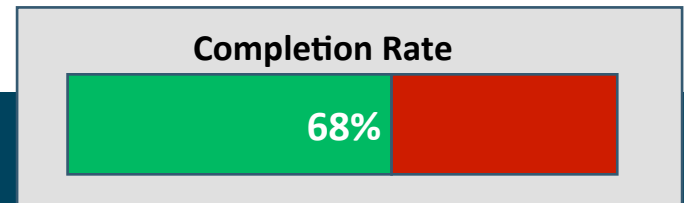
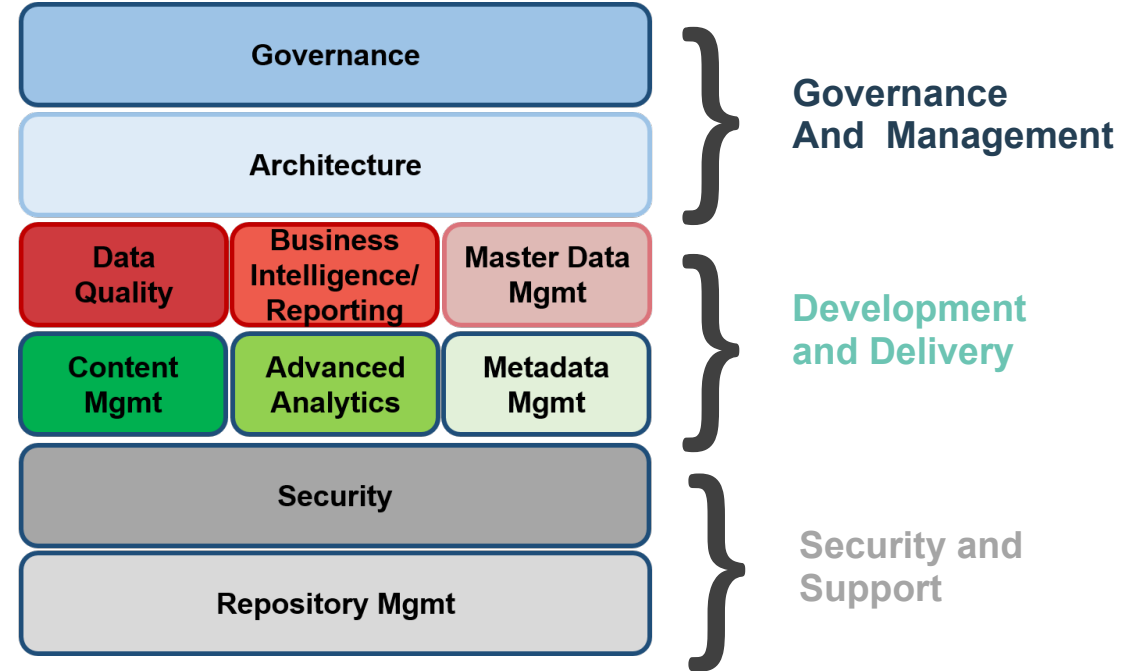


IT Alignment Report

Prepared for COMPANY X

Data Management Framework

Info-Tech has identified the following core data management functions. Success in each of these areas is essential to the overall effectiveness of organizational data.



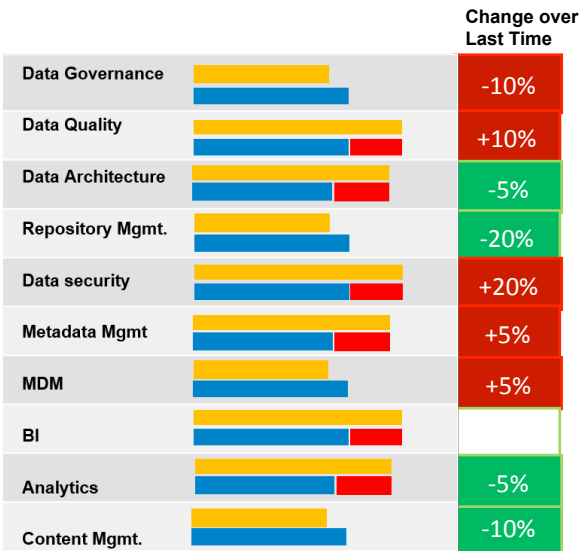
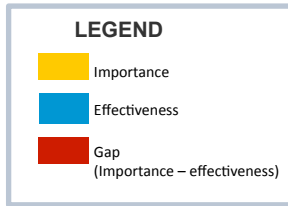
This report was prepared by Info-Tech Research Group for COMPANY X on 2012-09-20.
Previous completion date: 2011-09-20

Data is comprised of X responses. Including responses by (IT): NAME, NAME, NAME, NAME.
Including responses by (business): NAME, NAME, NAME.

COMPANY X

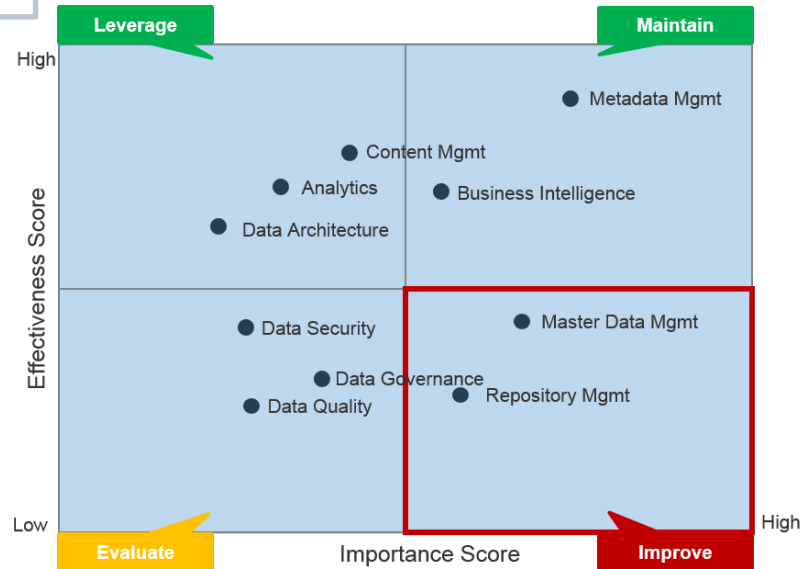
Overall Importance and Effectiveness

High level importance and effectiveness are key indicators of the overall impression of the IT department. These metrics let the IT leader determine at a glance whether they are performing well in areas of key importance.



Priority Matrix

The matrix indicates the gap between importance of data management area and current effectiveness. Focus your initiatives on improving the data management functions that fall in the improve quadrant; those functions have been rated as most important but have relatively low effectiveness scores.

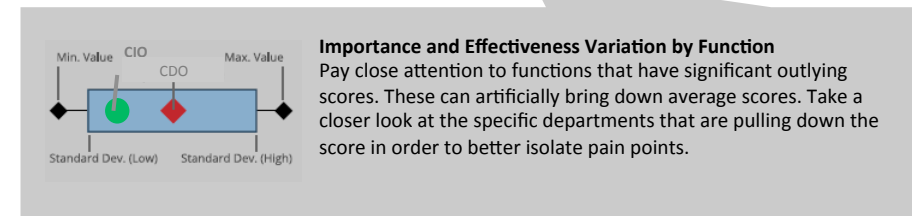
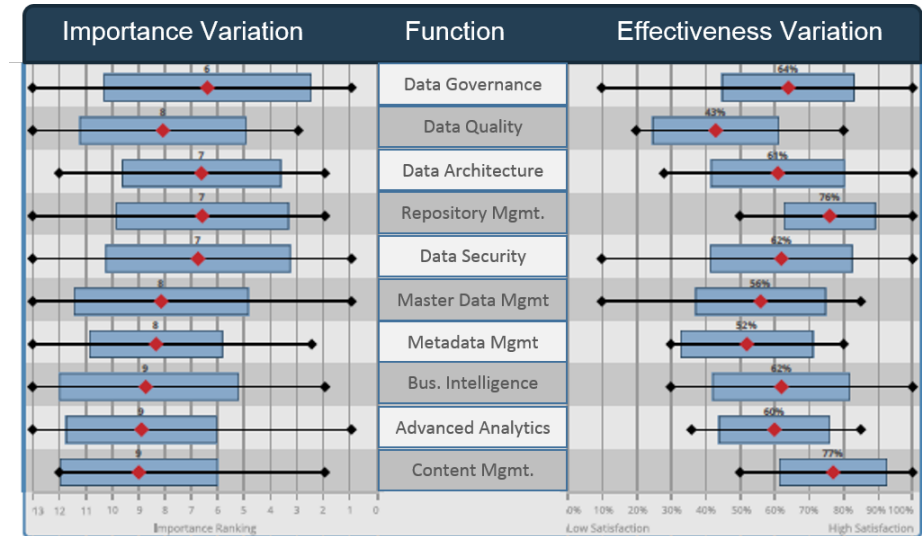


Gap Analysis

Use this gap analysis to begin to understand the difference between management's perception and the reality that the team experiences at a more operational level.

Pay attention to functions with a high standard deviation. A low standard deviation means that

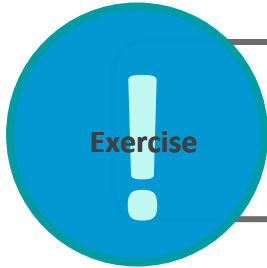
A high standard deviation means that data points are spread over a larger range of values and would suggest a lack of consensus across the IT team.



Accountability

Establishing accountability for data functions is important for enforcement and quality control. Assign an owner to any unassigned functions.

Function	Accountable	Function	Accountable
Data Governance	Name	Metadata Management	Name
Data Architecture	Name	MDM	Name
Repository Management	Unassigned	Business Intelligence/ Reporting	Name, Name
Data Quality Management	Unassigned	Analytics	Unassigned
Data Security	Name	Content Management	Name

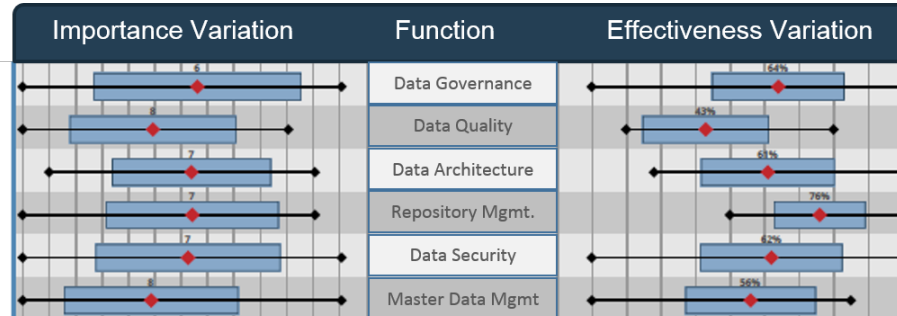


Gather the survey respondents in a team and review the gap analysis with an eye to reconciling any major discrepancies.

- For each function listed, identify the employee (or employees) that scored effectiveness the lowest. Try to determine their top pain points. Document this and assign someone as accountable for following up and ensuring there is positive resolution of the problem.
- Where discrepancies exist between the team’s understanding of importance, have a group discussion with the aim of coming to a consensus on what is important.



Data Governance	Importance	Effectiveness
Name	65%	40%
Name	70%	50%
Name	75%	50%
Name	55%	60%
Name	75%	65%
Name	90%	70%
Name	75%	70%
Name	75%	70%
Name	85%	75%



Data Governance	Importance	Effectiveness
Name	65%	40%
Name	70%	50%
Name	75%	50%
Name	55%	60%
Name	75%	65%
Name	90%	70%
Name	75%	70%
Name	75%	70%
Name	85%	75%

Data Governance	Importance	Effectiveness
Name	65%	40%
Name	70%	50%
Name	75%	50%
Name	55%	60%
Name	75%	65%
Name	90%	70%
Name	75%	70%
Name	75%	70%
Name	85%	75%

Data Governance	Importance	Effectiveness
Name	65%	40%
Name	70%	50%
Name	75%	50%
Name	55%	60%
Name	75%	65%
Name	90%	70%
Name	75%	70%
Name	75%	70%
Name	85%	75%

Data Governance	Importance	Effectiveness
Name	65%	40%
Name	70%	50%
Name	75%	50%
Name	55%	60%
Name	75%	65%
Name	90%	70%
Name	75%	70%
Name	75%	70%
Name	85%	75%

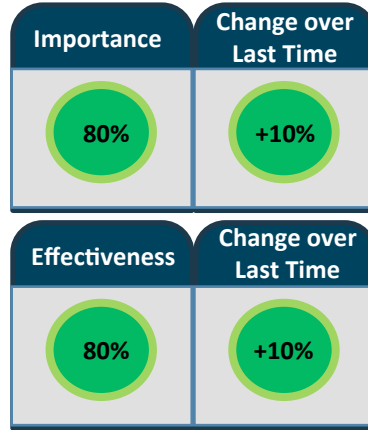
Owner: Unassigned/Name, Name

Data Integration

The process of combining information stored in various sources to provide a unified view of the data, increase accessibility, and decrease inconsistencies.

LEVERAGE	MAINTAIN
EVALUATE	IMPROVE

Maintain: This function scored high on both importance and effectiveness. This function should be maintained but not necessarily prioritized, as it is already effective.



Detailed Effectiveness Scorecard

Use this scorecard to begin to understand how IT can improve overall scores. A higher score might be possible with only minimal improvement in one of the following categories.

Data Integration	Responses	Average	Change over Last Time
Policy & Process Policies and processes are defined, effective and responsibilities are assigned.		80%	+ 10%
Understanding Understand data requirements today and future impacts.		30%	-30%
People The appropriate level of expertise exists in key areas.		50%	-20%
Technology Technology is in place and effective; standards are applied.		50%	+10%
Governance Data stewardship is formalized in this area and governance is driven by business.		80%	+20%
Communication and Training Formal communication on data issues, needs and changes. Data training is integrated into existing training processes.		60%	-10%

Recommended Actions

Consider the following industry best practices in order to optimize your [data governance] initiatives.

Steering Committee

ACTION
Form a data governance steering committee.

Use the Data Governance Steering Committee to help manage the impact of change due to data governance.

Dedicated Team

ACTION
Have a dedicated data management team.

The team should consist of:

- Data owners
- Data stewards
- Business SMEs
- Business process owners

Monitor and Measure

ACTION
Measure and monitor data governance results.

This should include improvement in data quality, reduction of data loss, reduction of data breach incidents, improvement in compliance, reduction in data replication and inconsistencies.

Policies and Processes

ACTION
Define policies and processes.

This should include the development of consistent data definitions, and standards for use across all organizational lines-of-business.