Frequent comments from delegates were their regret at not being able to attend all sessions from all conference tracks. With the Virtual Data Governance Conference and MDM Summit, co-located with the Enterprise Data and Business Intelligence & Analytics Conference, now you can! These four virtual co-located conferences will provide you with an unprecedented extensive learning and online networking experience.

- **Maximise Your Learning Experience.** Attend the virtual conference days live (16-17 November) and you will get access to all 40+ conference presentation recordings for 3 months after the conference. With our great line up of user case studies and leading experts on Data Governance, MDM, Data and Business Intelligence, you will not want to miss one session.

- **Access to an Even Wider Data Community.** As the conference is virtual, it will be more accessible to the wider Data community world-wide. Delegates can network via our online conference platform. Virtual chat rooms will be available during the event.

- **Reduced Fees and Enterprise Licence Fees.** The lower fees make the conference more accessible to you, your colleagues and the Data Management community world-wide and if you are looking for a 2 day conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

- **Conference Workshops.** Choose from a comprehensive range of workshops (15 November) delivered via live streaming on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels.

**Keynotes and Featured Speakers Include:**

- Charles Tillet
  - Real Estate BI Director
  - GlaxoSmithKline

- Neil Fox
  - Global Data Governance Lead
  - Allianz Global Investors

- Christina Finlay
  - Director, Data & Analytics
  - NEST Corporation (Pensions)

- Ian Wallis
  - Deputy Director, People Analytics
  - HMRC

- Yaniv Naor
  - Senior Global Master Data Management Strategist and Business Lead
  - HUGO BOSS

- Ieva Langenfelde
  - Data Governance Manager
  - Heineken

- Thierry Grima
  - Group Chief Analytics Officer
  - ENGIE

- David Bergier
  - Platforms & Architecture Director
  - Data & Performance - Governance
  - Schneider Electric

- Valentina Niklasson
  - Data Governance Lead
  - Volvo Penta

- Ciara McMorrow
  - Head of Data Regulation & Change
  - Sky

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- NHBC
- ASML
- MVM Group
- The Adecco Group
- LifeFitness
- Genius Sports

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### Monday 15 November 2021: Pre-Conference Workshops

**Half Day Workshops 09:30 - 12:40**
- **How to Build, Manage & Enhance a Data Team**
  - Gerard Barlow, Independent Consultant & Lleva Langerfeld, Data Governance Manager, Heinkenen
- **Data and Analytics as a Line of Business**
  - Donald Farmer, Principal, Treeline Strategy
- **Selecting the Best Data Governance Approach for Your Organization**
  - Robert S. Seiner, President & Principal, KIK Consulting & Educational Services

**Half Day Workshops 14:00 - 17:15**
- **Data Strategy: from Framework to Execution**
  - Ian Wallis, Deputy Director, People Analytics & Insight, HMRC
- **The First 11 Steps to Starting a World-Class Enterprise Data Stewardship & Governance Program**
  - David Marco, President, EWSolutions

**Full Day Workshops 09:30 - 17:15**
- **Inheriting a Mature DG**
  - Donald Farmer, Principal, TreeHive Strategy
- **Plenary Keynote: Openness and Ownership - The Balancing Act of Enterprise Data**
  - Sue Evans, Regional Data Governance Steward, DNB Bank ASA
- **Plenary Keynote: Unlocking Enterprise Data Value Through Real-World Data Ownership Strategies**
  - Graham Hut, Data Specialist, Independent Consultant

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### Tuesday 16 November 2021: Conference Day 1 & Exhibits

**09:00 - 09:10**
- **Conference Opening**

**09:10 - 09:55**
- **Plenary Keynote: Data Governance - What I Wish I Had Known**
  - Moderator: Gerard Barlow, Independent Consultant
  - Panelsists: Cara McGhee, Head of Data Regulation & Change, Sky

**10:00 - 10:45**
- **Keynote: Data Governance & MDM**
  - Donald Farmer, Principal, TreeHive Strategy
  - Data Governance Dream Team
  - Keynote CDO: The First 100 Days (a Success Story)
  - Christina Finlay, Director, Data & Analytics, NEST Corporation (Pensions)
  - Keynote: What I Did First!
  - Jan Henderycks, Partner, Bearing Point

**10:40 - 11:05**
- **Beginners Guide to Data Governance - What I Did First!**
  - Andrew Lunt, Data Governance Manager, The Adecco Group

**11:10 - 11:50**
- **My Success Story of Failing to Navigate the MDM Chaos**
  - Kitti Noenni, Manager Master Data and Sales Operations, Life Fitness

**11:55 - 12:35**
- **Data Governance – Enable Change Across Different Platforms Ensuring Data Quality**
  - Andrea D'Alessandro, Business Analyst, Yoox Net-a-Porter Group

**12:35 - 13:55**
- **Lunchtime Sessions**

**13:55 - 14:40**
- **Keynote Panel: Data Maturity and the Role of Data Culture in the Enterprise**
  - Moderator: Tracy Eiler, CMQ, Aliation
  - Panelsists: Neil Fox, Global Data Governance Lead, Allianz Global Investors, and Steve Perry, Director of Data and Analytics, Genius Sports & Minna Karha, Data Strategist, Kaito Insight

**14:45 - 15:25**
- **Data Governance - A Case Study in Wealth Management TBC**
  - The Reason Why Schneider Electric Has Created End to End Product Offer Data Governance
  - Offer Data Governance, Schneider Electric

**15:50 - 16:30**
- **How Dumbo Reaches New Heights: Tangible Values From Data Governance**
  - Johan Lindholm, Data Governance Lead, Göteborg Energi AB & Håkan Edvinsson, CTO, QED Consulting

**16:35 - 17:20**
- **Keynote: The Role of Data Governance in a High Performing Data and Analytics Function**, Charles Tillett, Real Estate BI Director, GlaxoSmithKline

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### Wednesday 17 November 2021: Conference Day 2 & Exhibits

**09:00 - 09:55**
- **Plenary Keynote: When Good Data Goes Bad**, Dr. Barry Devlin, Founder and Principal, Insight Consulting

**10:30 - 11:10**
- **Implementation of Master Data Excellence at ASML**
  - Geert Janssen, Corporate Data Officer, ASML

**11:15 - 11:55**
- **Data Governance by Design**
  - Dana Jülich Schön, Senior Data Governance Officer, FMO – Dutch Development Bank

**11:55 - 12:30**
- **Networking Lunch & Exhibits**

**12:30 - 13:10**
- **Lunchtime Sessions**

**13:15 - 14:00**
- **Keynote: Data Governance and Getting Past the "Why"**, Robert S. Seiner, President & Principal, KIK Consulting & Educational Services

**14:05 - 14:50**
- **Inheriting a Mature DG Establishment: Making the Diamond Shine**
  - Valentina Niklasson, Data Governance Lead, Volvo Penta & Håkan Edvinsson, CTO, QED Consulting

**15:15 - 15:55**
- **Plenary Keynote: Unlocking Enterprise Data Value Through Real-World Data Ownership Strategies**, Ben Clinch, Independent Data Executive

**16:45 - 17:00**
- **Conference Close - Where Do We Go From Here?**

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Connecting the Dots, Creating Data Centric Business Value
Jan Henderyckx, Partner, BearingPoint

The issue is no longer about convincing management of the value of using data to create business value. The real question has now shifted into making sure that the value is delivered in a sustainable way. Too many organisations are still failing to actually succeed in their data initiatives. What are the key elements that need to be put in place to ensure success? How does one move from a technology centric to an integrated data strategy? How do we improve the data literacy of the stakeholders and make sure the data products can be used effectively?

When Good Data Goes Bad
Dr. Barry Devlin, Founder and Principal, 9ight Consulting

Data doesn’t really “go” bad, of course. At least, not in the way that week-old milk in the fridge does. When you open that carton, you just know it’s bad. Bad data doesn’t stink like that. Or mostly not. But consuming it can be just as sickening. Sometimes data just starts off bad and gets worse. Other times, it’s people or processes that do bad things to it almost as soon as it’s created or maybe even before it’s captured. Or maybe it’s what happens as it’s used as information or interpreted to gain insights. Worse still, nobody may notice how bad it is until government or regulatory inspectors arrive at the door. Worst of all, it may be like nuclear waste, dumped at night in a well, slowly and invisibly poisoning everybody who draws from it.

So much to go wrong! So much to lose. The sad truth is—despite the incomparable weight placed upon it today—data can be and often is bad in so many ways. In this session, we’ll explore a few examples of how good data went bad, why it happened and what was the outcome, and how you can avoid similar rotten problems in your business.

Key takeaway:
- Good data begins at home... with the best intentions;
- If data are facts, what happens when facts are no longer factual;
- If you don’t manage it (the data), you can’t measure it (your business);
- Data used without knowledge is a recipe for disaster;
- Ever more data isn’t all it’s cracked up to be.

Unlocking Enterprise Data Value Through Real-World Data Ownership Strategies
Ben Clinch, Independent Data Executive

This talk will help you:
- Drive engagement across the enterprise (with techniques and real-world examples);
- Construct compelling narratives to recruit business people to drive data culture;
- A practical approach to ensure data is “ownable” and tightly couple data and system architecture strategy;
- How to organise your enterprise data landscape to drive collaboration and value;
- Using your organisation’s priorities to deliver sustainable data benefits.

The talk is delivered with real-world examples but also drawing out the overarching principles that anyone can apply to the specifics of their organisation and its data and architectural maturity.

Openness and Ownership - The Balancing Act of Enterprise Data
Donald Farmer, Principal, TreeHive Strategy

The role of data in business processes has never been more critical. But as we develop new technologies and new skills, it feels like we meet new dilemmas at every turn. Concerns about governance and compliance are pitting demands against needs for agility and collaboration. The expanding scope of the data we work with brings new ethical concerns to light.

So, are we doomed to a constant struggle for control of our data assets? I don’t think so. In this keynote, I’ll sketch out a provocative, but hopefully useful idea—that we have confused ownership and accountability, governance and compliance, openness and collaboration. We’ll look at some potentially new approaches, which aim to resolve some of the complex puzzles of enterprise data.

Key takeaways:
- About the Eckerson data Maturity Curve and how companies are addressing data maturatation;
- Tips on creating a data strategy that drives a culture that fosters data-driven decision making;
- How to get the C-suite invested in your data strategy and the cultural shift.

Keynote Panel: Data Maturity and the Role of Data Culture in the Enterprise
Moderator: Tracy Eiler, CMO, Alation
Panellists: Neil Fox, Global Data Governance Lead, Allianz; Global Investors; Steve Perry, Director of Data and Analytics, Genius Sports & Minna Karha, Data Strategist, Kaito Insight

As companies strive to become more data-driven, they’re on a path to move up the maturity curve and expand the role of data across the enterprise. This panel session explores how companies are on the Eckerson data maturity curve, the expanding role of data in the enterprise, what it takes to shift a culture, and how data leaders get a voice in the organization. The audience will participate in a live poll during the panel, and panellists will answer questions about the use of data in their organizations, getting buy-in from the C-suite, and challenges experienced in today’s work environment.

Delegates will learn:
- About the Eckerson data Maturity Curve and how companies are addressing data maturatation;
- Tips on creating a data strategy that drives a culture that fosters data-driven decision making;
- How to get the C-suite invested in your data strategy and the cultural shift.

The Role of Data Governance in a High Performing Data and Analytics Function
Charles Tillett, Real Estate BI Director, GlaxoSmithKline

A case study in how GSK’s real estate team is using a data governance and data management (DGDM) programme to supercharge the value its data and analytics function can deliver.

You will learn:
- To ground any D&A and DGDM programme with a common mission and value proposition;
- Why you should “Think big, start small and scale fast” when delivering D&A use cases;
- That “Tools are cool but processes rule” when building data maturity;
- Why you should “Go FAIR” with your suppliers, processes and tech infrastructure.

Across the Andes by Frog: Setting a Course for a Data Strategy Implementation
Ian Wallis, Deputy Director, People Analytics & Insight, HMRC

In this keynote, Ian will highlight:
- Why organisations should have a data strategy;
- The key steps to define and ensure a successful implementation;
- Why the majority of strategy initiatives fail and how to overcome the challenges you are likely to encounter.

Ian is the author of Data Strategy: from Definition to Execution.
Keynotes

Data Governance and Getting Past the “Why”
Robert S. Seiner, President & Principal, KIK Consulting & Educational Services

A lot of time and energy is spent trying to convince Senior Leadership why Data Governance is important. Some organizations never get past the “Why” and into the “How”. Even if programs demonstrate years of success, it is universal that there will be a need to sell or re-sell your program to ... new management, new staff and to support new initiatives. Want to learn how to get past the “Why”?

In this keynote, Bob Seiner will share tips and techniques on how to get Senior Leadership to stop asking why Data Governance is necessary and get them to start asking how the program should operate to demonstrate value to the organization. You may be surprised how easy it will be.

In this session, Bob will share:
- Messages you should share with Senior Leadership to get a step ahead.
- Messages that you should not share with Leadership or you will make things worse.
- Tips on how to control the dialogue to gain more positive support.
- Techniques for how to get people interested and engaged.
- Examples of how organizations have moved beyond the “Why” question.

Keynote Panel: Data Governance - What I Wish I Had Known
Moderator: Gerard Bartley, Independent Consultant
Panellists: Ciara McMorrow, Head of Data Regulation & Change, Sky; Sue Geuens, Regional Data Governance Steward, DNB Bank ASA

‘Data is your organisation’s Crown Jewels’. This phrase is both a modern cliché and a truism. Organisations are producing more data than ever. CEOs and the boards are demanding immediate business value from that data. Line of business leaders are launching programmes that use company data, sometimes with scant regard to security, compliance or data integrity. Meanwhile partners and competitors are trying to access your data in ever larger volumes. At the same time customers, staff and, increasingly, regulators are expressing concern at the way data is aggregated and the uses to which it is put. In this session we will share some war stories to highlight the pitfalls that data professionals must avoid. This is your chance to ask this expert panel your questions about Data Governance.

Data and Analytics Architecture: Data Lake vs. Lakehouse vs. Data Mesh
Mike Ferguson, Managing Director, Intelligent Business Strategies

In many companies today the desire to become data driven goes all the way to the boardroom. The expectation is that as more and more data enters the enterprise, it should be possible to understand and use it to quickly and easily drive business value. In order to succeed in creating a data driven enterprise it is clear that choosing the right data architecture is now critical. However, data and analytics architecture has been evolving over recent years to a point where now there are multiple options. Is it a data lake that is needed? Is it a lakehouse? Or is it a data mesh? Should this be the focus or is it just vendor hype to fuel their own interests? What are the pros and cons of these options? Is there a best approach? Is it a lot more than this needed to succeed? This session explores the evolution of data and analytics architecture and looks at what is needed to shorten time to value and create a data driven enterprise.

- Data and analytics – where are we?
- Data and analytics architecture evolution
- Architecture options and their pros and cons – data lake Vs lakehouse Vs data mesh
- The shift the data fabric DataOps, MLOps to industrialize pipeline development and model deployment
- Using a data and analytics marketplace to putting analytics to work across the enterprise

Data Quality Can Save the World
Danette McGilvray, President and Principal, Granite Falls Consulting

During the last year we have all felt the effects of the worldwide COVID-19 pandemic. Equally, we have felt impacts from the infodemic – a storm of misinformation, disinformation, and alternative facts – which has touched many aspects of our personal lives and the organizations with whom we work. As data professionals, we cannot change all the ills of the world, but we can make a difference within our spheres of influence. Everything we do as data professionals (whether for governance, architecture, metadata, master data, data modeling, etc.) is for the purpose of high-quality data that can be trusted and used with confidence. Given that data and information are at the heart of everything done in our world today, what we do can change the world long after the pandemic has passed. Join this keynote for insights into how data quality (and you) can save the world!
How to Build, Manage & Enhance a Data Team
Gerard Bartley, Independent Consultant & Ieva Langenfelds, Data Governance Manager, Heineken

Data teams frequently operate in fast-moving environments, working cross-business with complex supporting processes. As such, they are often a challenge for effective management. This exciting workshop will explore the key aspects of building, managing and enhancing a data team and their operations, to help you more effectively manage your data. We will dive into various key aspects of data management including setting the mission of the team, defining the scope of the work, how to structure a team, effective people recruitment, what sort of data management methodologies can be used, effective process design, SLAs, internal controls, tooling use, quality reporting together with managing day-to-day activities. Delegates will take away:

- A clear understanding of the key elements of data management
- Real-life examples of pitfalls plus learnings
- Practical tips and hints about how to improve their own teams

Data and Analytics as a Line of Business
Donald Farmer, Principal, TreeHive Strategy

By the end of this workshop your team will have a sound understanding of how data and analytics can expand, enhance and strengthen your business and your relationships with clients. You’ll have some practical guidelines for strategy, messaging and design which can get you started on your own analytics journey.

- Introduction: Data as a resource, analytics as a differentiator.
  We believe that data without analytics is a wasted resource; analytics without action is a wasted effort. We review the value of data to software companies and the potential for analytics as a new line of business.
- Case studies. Real-world examples of software companies who have developed analytic products and services using a gameplan methodology.
- Three simple models to get you started
  Although there are many ways in which you can leverage data as a resource and analytics as an offering, we have found three to be relatively easy and effective to start with. We’ll review the components and technologies of each, with some guidelines for success and pitfalls to avoid.
  - User dashboards
  - Predictive analytics and alerting
  - Benchmarking and associative analytics
- Communities of practice and tools of choice
  When you introduce analytics as a line of business, users and their social interactions, whether in the office or online, will be critical to your success. We show how communities of practice develop around the tools we choose – and we describe how to ensure your tool is chosen.

- Governance and privacy
  In any discussion of data and analytics today, concerns about privacy and compliance always come to the surface. We’ll introduce the subject with enough detail for you to take the first, important, practical steps to being well governed for today’s regulatory environment.
- Narratives and gameplans
  These are simple tools for mapping and aligning strategy. However, although simple, they offer subtle and effective capabilities for planning features and releases and for aligning teams such as marketing and management around a vision.
- Learning objectives
  - The nature of data as asset
  - The importance of analytics to realising that value
  - Ways in which data and analytics can be developed as a line of business
  - Simple models for data and analytics as a line of business The value of benchmarking
  - How to encourage and support internal and external communities
  - How to be strategically more agile when creating data and analytics lines of business
  - Addressing ethics and governance concerns
- Who’s it for?
  - CIOs, CTOs, Analytics Leaders and Data Management Leaders
  - Data Scientists and Data Analysts

Selecting the Best Data Governance Approach for Your Organization
Robert S. Seiner, President & Principal, KIK Consulting & Educational Services

There are several approaches that organizations can take to implement a successful Data Governance program. These approaches require that the organization select and follow a specific data governance framework or model. And there are several to choose from. Are you interested in learning all about the most common approaches that are being followed by organizations and why those approaches were selected? Then this is the right tutorial for you.

Join Bob Seiner for this tutorial focused on matching the appropriate Data Governance Program model to your organization. Your culture may act very invasive, or it may be non-invasive in the way they instill specific disciplines. Stop by to learn the advantages of selecting the “right” DG approach to match your organization.

Bob will discuss:
- Different Approaches for Implementing Data Governance,
- How to Recognize Your Organization’s Traits that Make it Unique,
- Matching the Model to Your Organization,
- What the Same Model Doesn’t Work for Everybody,
- How to Make the Data Governance Model Your Own.
The issue is no longer about convincing management of the value of using data to create business value. The real question has now shifted to making sure that the value is delivered in a sustainable way. Too many organisations are still failing to actually succeed in their data initiatives. What are the key elements that need to be put in place to ensure success? How does one move from a technology-centric to an integrated data strategy? How do we improve the data literacy of the stakeholders and make sure the data products can be used effectively?

The session will cover:
- What I began my data governance journey in a large recruitment company;
- The importance of finding the right balance of governance from the start;
- The successes, achievements and lessons learnt.

The methodology has several advantages:
1. It operates non-parametrically based on the causal graphical model which is less sensitive to model misspecification; and
2. It does not rely on having the selection probability which is not always available.

It includes overviews of:
- Modelling data in a way that can be readily understood by business stakeholders;
- Classifying, naming and defining entity classes, relationships and attributes;
- Modelling of time-variant data;
- Business rules governing both the real world and data;
- Managing data model change in Agile and other projects.
Data Governance – Enable Change Across Different Platforms Ensuring Data Quality
Andrea D’Alessandro, Business Analyst, Yoox Net-a-Porter Group

Data is a key asset in any company. Keeping consistency during a platform migration is a shared challenge. This resulted in the creation of a layer between data producers and consumers.

Key features:
- Standardize the data without worrying about the different sources;
- Keep the semantic value of the data unchanged;
- Monitor the quality of the data;
- Provide real-time visibility of different data quality KPIs (correctness, completeness, ...);
- Set up an alerting system with the goal to be able to react as soon as possible.

This layer was conceived also to be able to evolve and adapt accordingly to the evolution of the requirements.

An additional benefit of this work has been also to create a communication channel between Technology and business users, providing a common ground of different points of view.

Takeaways:
- Real use case experience of data Governance;
- Methodologies used to face the problem;
- Knowledge about technologies and approaches used;
- Awareness about the benefits for the business.

How Can Tools Help Me Manage My Master Data
Gerard Bartley, Independent Consultant

With the growing complexity of business information, informal methods of managing master data such as through emails become less appropriate. Whilst it is tempting to try and automate processes as much as possible through MDM tooling, bills can be high and business satisfaction can be low so great care must be taken before embarking on this journey.

This presentation will compare and contrast the two main master data management support tools – ticketing systems and workflow/MDM tools. It will define their key features, outline potential implementation plans, highlight the must dos (and the must do nots), outline their place in other processes and offer help with business cases.

Delegates will take away:
- The uses, pros and cos of the two different MDM support tooling types.
- Practical tips to help the implementation of both.
- Common pitfalls to avoid.

Guidelines For Migrating Your Data Warehouse To The Cloud
Mike Ferguson, Managing Director, Intelligent Business Strategies

Many companies today are looking to migrate their existing data warehouse to the cloud as part of a data warehouse modernisation programme. This session looks at the benefits of migrating data warehouses to the cloud environment and at how to go about it.

- Why migrate your data warehouse to the cloud?
- Cloud based analytical RDBMSs
- Approaches to migrating a data warehouse to the cloud – what are the options?
- De-risking a data warehouse migration project before you migrate anything
- Steps involved in migrating an existing data warehouse to the cloud
- Dealing with cloud DW migration issues, e.g. SQL differences
- Managing and integrating cloud and on-premises data using a cloud-based data lake and iPaaS or cloud ETL software
- Integrating streaming data and big data analytics into a cloud-based data warehouse
- Training and deploying machine learning models into your cloud data warehouse
- Managing access to cloud-based data warehouses

Setting up a Data Platform: Do’s and Do Nots
Aija Palomäki, Enterprise Solutions Architect, Information and Advanced Analytics, KONE

- How to justify ramping up a data platform, usual drivers.
- How to choose your minimum viable product wisely.
- Roles of data lake and data warehouse.
- How to succeed: Keep delivering value.

Networking Lunch, Exhibits and Luncheon Sessions

Keynote Panel: Data Maturity and the Role of Data Culture in the Enterprise
Moderator: Tracy Eiler, CMO, Alation
Panelists: Neil Fox, Global Data Governance Lead, Allianz Global Investors, Steve Perry, Director of Data and Analytics, Genius Sports & Minna Karha, Data Strategist, Kaito Insight

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Keynote: Data Quality Can Save the World
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12:35 - 13:35
Networking Lunch, Exhibits and Luncheon Sessions

The Reason Why Schneider Electric Has Created End to End Product Offer Data Governance
Galith Dutech & Laure Violliet, E2E Offer Data Governance, Schneider Electric

Does that situation sound familiar to you? A customer project is late because our product is blocked at the country border due to wrong customs code on the export documents. Not only we impact customer satisfaction, but we get fined for non-compliance or worst-case scenario, we could get blacklisted by local customs authorities! How did we let that happen?

Answer is simple: 12 global functions, 70 countries and 71 Product Lines creating or using Product Data for 464k Commercial References, each team working in a different process and in different applications! Unfortunately, the problem is not easy to fix.

In Schneider Electric we have a created the
E2E Offer Data Governance to break the functional and geographical silos with ambition to secure the best quality Product Master Data everywhere from and for everyone. We will share that experience with you, highlighting our successes and our challenges amongst which Empowerment and Cross functional business transformation...

How to Make Data (Management/Governance/Quality) Business Relevant
Lenno Maris, Global Director Enterprise Data & Authorizations (Analytics, Governance, Quality, Operations, Transformation), FrieslandCampina
Based on 4 years experience at FrieslandCampina, Lenno will take you through their data journey and will discuss:

- Overcoming boundaries between departments but moreover, internal boundaries
- Re-shaping the end to end (data) organization to gear towards the future
- Understanding about process, people, partnering and tooling.

Customer Analytics and the Collaboration of Data Management
Yaniv Naor, Senior Global Master Data Management Strategist and Business Lead, Hugo Boss
As technology plays a major part in today’s retail landscape, and with COVID 19 forcing us to be mostly remote, a new challenge has arrived – understanding our customers with higher detail as we are missing most of the frontal interaction. In this presentation, Yaniv will be discussing how master data management forms the bases for a wide analytical capabilities. He will touch upon some of the analytical models used in order to improve customer experience at Hugo Boss. Topics that will be discussed include:

Who are we HUGO BOSS?
- Personalization and Speed
- Customer data and analytics strategy

Major milestones of an MDM Strategy
- The data quality program
- Customer data and analytics strategy

Major milestones of an MDM Strategy
- The data quality program
- MDM and governance (CDP the new ERA)

Customer Analytics
- Customer profile
- Customer journey
- Acquiring the Idle Customer

The usage of analytical models in Retail
- RFM
- CLV

15:25 - 15:50
Networking Break & Exhibits

15:50 - 16:30
How Dumbo Reaches New Heights: Tangible Values From Data Governance
Johan Lindholm, Data Governance Lead, Göteborg Energi AB & Hakan Edvinsson, CTO, Informed Decisions consulting AB
This is the story how Göteborg Energi, an old-established utility company, is getting value from data governance by using a pragmatic and adaptable approach. This presentation will show examples of how business changes and compliance to regulatory requirements became opportunities for data governance, which contributed to instituting it. Furthermore, data governance led to operational performance improvements and improved analytical capabilities.

The data governance practice has contributed in several ways:
- Making things happen. The data governance organisation provides useful and proper data competences to various improvement initiatives.
- Data quality. Efforts towards consistent, integrated, and reliable business data and measurement data are useful when taking on modern analysis methods and tools.
- Reporting and daily operations benefit from well organized and reliable data.
- Meta data showing what data we have and where to find it

The presentation will follow a timeline during 2014 – 2021, including progress and setbacks.

Build Your Own Data Governance Framework
Samira Atashi, Data Steward – Data Governance Lead, DeLaval
Companies these days are producing more data than ever, but it is still a question if and how this data is ready to answer business questions. Data governance can help organizations investigate the readiness of their data, as well as examining the maturity of their data management from different perspectives. A clear and well-structured data governance framework therefore is a ‘must’ if companies decide to get mature in data management and govern the readiness, reliability, completeness, and relevance of their data.

Join to hear about:
- Data governance is a means to maturity of data management;
- Data governance ingredients;
- How to build your own data governance framework.

16:35 - 17:20
Keynote: The Role of Data Governance in a High Performing Data and Analytics Function
Charles Tillet, Real Estate BI Director, GlaxoSmithKline
A case study in how GSK’s real estate team is using a data governance and data management (DGDM) programme to super charge the value of its data and analytics function can deliver. You will learn:
- To ground any D&A and DGDM programme with a common mission and value proposition

Performance Break & Lunch

Tuesday 16 November 2021 : Conference Day 1 & Exhibits
Definition to Execution.

Ian is the author of Data Strategy: from Definition to Execution.

• Why you should “Think big, start small and scale fast” when delivering D&A use cases
• That “Tools are cool but processes rule” when building data maturity
• Why you should “Go FAIR” with your suppliers, processes and tech infrastructure

Keynote: Across the Andes by Frog: Setting a Course for a Data Strategy Implementation
Ian Wallis, Deputy Director, People Analytics & Insight, HMRC

In this Keynote, Ian will highlight:
• Why organisations should have a data strategy;
• The key steps to define and ensure a successful implementation;
• Why the majority of strategy initiatives fail and how to overcome the challenges you are likely to encounter.

Ian is the author of Data Strategy: from Definition to Execution.

Wednesday 17 November: Conference Day 2

09:00 - 09:55
Plenary Keynote: When Good Data Goes Bad
Dr. Barry Devlin, Founder and Principal, 9ight Consulting

Data doesn’t really “go” bad, of course. At least, not in the way that week-old milk in the fridge does. When you open that carton, you just know it’s bad. Bad data doesn’t stink like that. Or mostly not. But consuming it can be just as sickening.

Sometimes data just starts off bad and gets worse. Other times, it’s people or processes that do bad things to it almost as soon as it’s created or maybe even before it’s captured. Or maybe it’s what happens as it’s used as information or interpreted to gain insights. Worse still, nobody may notice how bad it is until government or regulatory inspectors arrive at the door. Worst of all, it may be like nuclear waste, dumped at night in a well, slowly and invisibly poisoning everybody who draws from it.

So much to go wrong! So much to lose. The sad truth is that—despite the incomparable weight placed upon it today—data can be and often is bad in so many ways. In this session, we’ll explore a few examples of how good data went bad, why it happened and what was the outcome, and how you can avoid similar rotten problems in your business.

Key take-aways:
• Good data begins at home... with the best intentions;
• If data are facts, what happens when facts are no longer factual;
• If you don’t manage it (the data), you can’t measure it (your business);
• Data used without knowledge is a recipe for disaster;
• Ever more data isn’t all it’s cracked up to be.

09:55 - 10:20
Networking Break & Exhibits

10:30 - 11:10
Data Governance Dream Team
Leva Langenfeide, Data Governance Manager, Heineken

In this session, Leva will show you how to create the Data Governance Dream Team.

Data Governance – definition and scope
• Examples of what can go wrong if this is not set at the start;
• Hiring: how to write a good job ad that also your HR recruiters understand;
• comparison and analysis of some real recent examples;
• Profile you need to search for (skillset);
• Plot twist: it is not a technical profile. Surprisie!

Interview questions to ask
• Including a career vs job check you should do;
• How to onboard and train up your team;
• Also if they are on external or temporary contracts;
• How to make sure they are continuously learning from each other;
• Good stuff;
• Bad stuff.

How to make sure they stay relevant and value-adding for the Company
• How to ensure they stay connected to the Business (Data Owners);
• How to prevent “Data Governance Ownership” that exists only on paper.

Implementation of Master Data Excellence at ASML
Geert Janssen, Corporate Data Officer, ASML

At ASML we are working towards Master Data excellence by implementing all aspects of Master Data Management. We set up a global framework that guides us in our effort to define, implement and document data models, data maintenance processes and data quality monitors for the key data objects. Based on the business process requirements and reporting requirement, we worked step by step through all elements of the framework and now we have dashboards available that give us real-time insight data quality for the key master data objects.

In this sessions you will learn:
• How we approached the quality improvement projects;
• How we support our data management solutions with IT solutions (SAP MDG, Collibra; trusted data sets in HANA, Reporting).

The Rise of DataSecOps
David Levin, Head of Product, Satori

Many organizations are shifting to DataSecOps, and many more are exploring this as a potential boost to make their data strategy a reality. Companies who rely on data services as a growth engine must move from traditional data administration mentality to a data operations mindset, through this transition, privacy and security constraints must be embedded from the get go. Join this session to learn how successful companies embed security into data operations and to drive a new data services reality.

In this session you will:
• Understand what are the technical aspects of a DataSecOps platform.
• Learn how the data stakeholders work together across data engineering, security and stewardship.
• Get practical tips on how to start your DataSecOps journey today.

Building Information Literacy at HMRC: Transforming the Organisation to be Insight-Led
Ian Wallis, Deputy Director, People Analytics & Insight, HMRC & Godfrey Morgan, Head of Strategy & Governance, People Analytics and Insight, HMRC

HMRC has invested in a People Analytics & Insight directorate to drive an insight-led approach to deliver a great place to work, increased employee engagement and a better customer experience. Key to this is increasing the information literacy of the HMRC workforce. Godfrey and Ian have developed a programme to upskill over a thousand HMRC staff in a range of capabilities to enhance the awareness of information – from compliance, to governance, to exploitation – to equip them to make better use of information to deliver more informed decisions.

Data Governance by Design
Dana Julinschi, Senior Data Governance Officer, FMO – Dutch Development Bank

The need for Data Governance is common knowledge by now. From data professionals working hard to implement the concepts all the way to CEOs blindly quoting “the data influencers”, everybody has an opinion over what it means, what it brings (or doesn’t) and how to do it. But more importantly, how to put it to work in such a way that it aids in delivering to data value. Through a mix of best practices, own success and failure stories, this session sheds light on what are the ingredients for successfully designing, implementing and maturing Data Governance in your organisation, whether you are at the beginning of your journey or already far along the way.

Delegates will take away:
• The tangible and intangible components of successful Data Governance;
• Common challenges and how to address them, based on real life examples;
• Tips for addressing the culture and needs of your organisation;
How Digital Lock Brings Values for Schneider Electric
David Bergier, Platforms & Architecture Director, Data & Performance – Governance, Schneider Electric & Manjeet Kaur, Data & Performance – Governance, Schneider Electric

By “Locking” the creation and maintenance of product data, Schneider Electric guarantee data consistency between their Global PIM (Product Information Management) system, their company ERPs and other systems meaning that what they publish in their consumer applications is 100% aligned to their product portfolio and its each product’s commercial status. All commercial data is now maintained in ONE unique referential, offering the capability to manage a consistent product lifecycle.

By 2020, Schneider Electric have connected their PIM system with 12 different ERPs. They have engaged 70 countries and 1000+ users from different lines of business, country marketing functions, master data, global supply chain and ERPs departments – now all using the same governed data. Today they are proud to say that they manage the information lifecycle of around 10 million of products (such as commercial status and key dates), providing visibility to the business on “which commercial references are commercialized” which was extremely difficult before.

The Importance of Good Data in the Housing Market
Lewis Sidnick, Director of Corporate & External Affairs, NHBC

- Intro background to NHBC
- Why housing data is important
- Type of data NHBC provides government (starts, registrations, completions etc, etc)
- Market changes (the impact of CoVid on the market and the data)
- Summary

Managing Data Quality: A Practical Guide
Julian Schwarzenbach, Director, Data and Process Advantage Ltd & Chair, BCS Data Management Specialist Group & Tim King, Enterprise Architect, Babcock International

Organisations and society are rapidly becoming more reliant on good data. Whether it is automated decision making by new AI tools, analysis of health data (particularly relating to the COVID19 pandemic) or developing appropriate organisational strategies data is a vital part of each of these activities.

Successful data quality management requires a balance of technical, organisational and behavioural techniques. Such techniques need to be part of a coherent overall approach by an organisation, yet there is often uncertainty about where to start.

This engaging presentation will:
- Explain the benefits of improving data quality management;
- Use simple analogies to describe how different organisational approaches can impact data;
- Explore the generic behaviours exhibited by people using the Data Zoo concept and describe the organisational factors that influence these behaviours;
- Describe how ISO 8000-61 defines an overall approach to data quality management;
- List steps to follow when implementing data quality management in your organisation.

Inheriting a Mature DG
Valentina Niklasson, Data Governance Lead, Volvo Penta & Håkan Edvinsson, CTO, Informed Decisions consulting AB

This is the story about how Valentina Niklasson took over as the Data Governance Lead for an excellent Data Governance practice with the objective to improve it even more.

Since 2011, Volvo Penta has worked very successfully with master data governance and data management to support and standardize the way it handles data in the business, in its daily operations and IT solutions. Today, Volvo Penta stands out as an excellent Data Governance practice in the Volvo Group and meet top international standards.

But there is no time to sit back. The automotive industry is going through monumental changes including fossil-free powering, digitalization, and new services value streams. So, the data governance office must continue evolving.

If we consider Volvo Penta’s Data Governance as a diamond, the goal now is to make it shine even more. We can add light and energy that will make beautiful reflections varied with the light’s intensity, where the energy comes from, and how the diamond is shaped.

- Like diamonds, Data Governance requires proper settings. Businesses are becoming increasingly digital; services and products are becoming increasingly complex, and the market is demanding more and more variety. Data Governance cannot be a practice by its own; it needs to integrate with innovation, product development and modern analysis.
- Diamonds are made from carbon and pressure. Data Governance must be ready to withstand high pressure, which requires a well-oiled organization. Bureaucracy is out of the question.
- Furthermore, diamonds are girl’s best friend. It is a timeless artefact and makes everything around it shines.
Adapt Your Data Governance to a Changing Group Organization
Thierry Grima, Group Chief Analytics Officer, ENGIE

We live in a constantly changing world. Societal challenges, health crises, climate issues and government decisions impact our lives and those of our companies.

Companies must constantly reinvent themselves up to the redefinition of their purpose in some cases.

Over the past 10 years, we have observed that the reorganization of companies are more and more frequent, with significant shift in their strategy.

These changes also impact the internal activities of these companies.

For instance, data management strategy is significantly tied to group’s governance.

ENGIE recently decided to switch from a fully decentralized to a centralized model. This decision impacts the way data is managed within the group and across its entities.

This conference aims at showing how ENGIE adapts its data governance to cope with group’s governance changes.

CDO Role and Data Strategy With Essential Resources
Zakarias Gunyits, Chief Data Officer & Anikó Verőci, Senior Business Analyst in BI, MVM Group

CDO where “D” stands for data is a 10+ years idea. Original goal was to escalate Data (incl. BI = Business Intelligence) initiatives to upper level decision making board within the company. Based on the background (20+ years) of the presenters we would like to share our recommendations how and where to place this role within a company. What are the resources and alliance essential to this mission.

Leveraging VR Analytics to Accelerate Learning Outcomes From Training
Tony Bevilacqua, Founder and CEO, Cognitive3D

Virtual reality (VR) has the ability to simulate true to life experiences and better engage employees during training. Implementations for VR training have greatly matured over the past few years. There has also been an increase in availability of advanced VR sensors such as haptic feedback suits and eye tracking.

VR training provides employees a safe and controlled environment to practice mental repetitions. The new types of data collected from these sensors have wide ranging real world applications for enterprises. Such as helping trainers understand what actions lead to or detract from desired outcomes. Enterprises have been forced to adopt VR to provide the best training for their employees or risk being left behind.

In this presentation delegates will learn:

- How to leverage analytics and show demonstrable improvements from VR training to the bottom line.
- Best practices for introducing new technologies into the organization.

An in-depth look at our VR training case study with a medium-sized power utility company in the US where we increased employee knowledge retention by 59% and compliance by 40% compared to traditional training methods.

Conference Close - Where Do We Go From here?
4 Co-located Conferences: Data Governance, MDM Summit, Enterprise Data and Business Intelligence & Analytics Conferences • 15-17 November 2021

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**Registration Fees:**
Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegate’s company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee for 16-17 November includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 3 months access to the 2 day Conference recordings and slides on-line. You will be provided login details to the virtual conference platform before the conference takes place. If you are attending any of the workshops which will be delivered via live streaming you will be sent login details for these in due course and they will take place on a platform like Zoom or Teams.

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<thead>
<tr>
<th>Conference Fees</th>
<th>Price (including VAT)</th>
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<tbody>
<tr>
<td>2 Day Conference + 3 months access to the Conference recordings</td>
<td>£895 + VAT (£179) = £1,074</td>
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<tr>
<td>1 Day Workshop</td>
<td>£395 + VAT (£79) = £474</td>
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<tr>
<td>Half Day Workshop</td>
<td>£199 + VAT (£38.80) = £238.80</td>
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**Enterprise Licence Fee:**
If you are looking for access for 10+ delegates, we can provide you with an enterprise licence fee for your organisation to the 2 day conference and the recordings of all the conference sessions for 3 months after the conference. Please contact customerservice@irmuk.co.uk if you would like to discuss this further.

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Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

**Cancellation Liability:**
In the unlikely event of cancellation of the conference for any reason, IRM UK’s liability is limited to the return of the registration fee only. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speaker and date of the conference.

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- 4-5 delegates 20%
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- **IRM UK Enterprise Data and Business Intelligence & Analytics Conference Europe**
  - 15-17 November 2021

- **IRM UK Data Governance Conference & Master Data Management Summit**
  - 15-17 November 2021

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