

How to Get C-Level Buy-In for Your Trusted Data Initiatives.

A Step-by-Step Guide to Planning a Trusted Data Strategy and Winning Sponsorship.

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Introduction

Trusted Data: The Most Important Asset in Your Business

Enterprise data is as old as the enterprise itself, and every year we get better at ensuring that it's clean, consistent, and connected—in short, that it's trusted data. Data management is critical to this process: without the right systems in place, no organization can have full confidence in its data.

This data management effort is a work in progress, and it's accelerating—with the proliferation of new technologies and data types, the explosion in data volumes and the democratization of data-driven processes, companies of all sizes have the opportunity to exploit the true potential of information.

And we've already seen trusted data unlock real cost savings and operational returns for businesses:

- Trusted data has helped EMC identify opportunity costs of over \$10 million a year.
- Master Data Management (MDM) has helped Citrix achieve a 50 percent increase in quality of data at the point of entry, and recognize a 20 percent increase in lead-to-opportunity conversion rates and efficiency.
- PartsSource, a provider of replacement parts solutions for the healthcare sector, reduced its headcount needed to update product information from seven to two, lowered the time required to launch new products from two hours to two minutes, and delivered double-digit percentage growth in revenue.
- Italian telecommunications company FASTWEB anticipates that its 'single version of the truth', powered by MDM and data quality, will drive more agile and rewarding customer service, reducing customer churn by up to 80 percent within three years.

Rising demand for trusted data is helping to drive this acceleration, as more people recognize its role as the foundation of business intelligence. You need to be able to trust your data before you can do anything meaningful with it—some things never change: garbage in, garbage out.

If you can't trust your data, you can't rely on any insight you derive from it. And you're not only risking data chaos; you're jeopardizing your chances of creating new business value.

Without trusted data you can't:

- Support customer experience innovations
- Power big data analytics initiatives with clean, consistent data—for better executive decision-making
- Manage finances effectively, control risk, and be compliant
- Streamline mergers and acquisitions to reap maximum returns while reducing risk
- Launch new products quickly, before the competition
- Improve employee productivity and leverage operational efficiency for competitive advantage
- And much more...

It's not a nice-to-have luxury—it's the oxygen your business breathes.

¹ Informatica, Trusted Data Enables Cost Savings Opportunity by Focusing on the Total Customer Experience at EMC, 6 Jan 2016.

² Informatica, Citrix Customer Story.

³ Informatica, PartSource Customer Story.

⁴ Informatica, FASTWEB Customer Story.

A tough road ahead

Unfortunately, the path to trusted data has proven far more difficult than many predicted. And today, few people know how to evaluate their data management processes, or how to assess the quality of the data in their organization.

All of this means that enterprises urgently need to make sure their data is fit for what's ahead: everything from new regulations, acquisitions, divestitures, changing customer expectations and sales team restructuring to natural disasters and other market-driven factors. In any number of scenarios, good data can help you mitigate risk while bad data becomes a risk multiplier.

It's a complex challenge: you've got data on-premise, in the cloud, on desktops, and devices—and it all needs to be managed as a coherent, strategic asset.

With added strain from the business side—a combination of high expectations and limited knowledge about information management—it can be extremely difficult for chief data officers and IT teams to get the budget and commitment they need to make their data strategy a success.

Your route to trusted data

The best way you can prepare for this future is to design and deploy what we call trusted data initiatives. But you can't do it alone. You need executive buy-in, and not just to unlock the necessary funds—you'll need the ongoing support of C-level sponsors who understand the business benefits and endorse your strategy. We have seen that the tactical approach to data quality does not pay off well and causes repetitive work. Optimizing data quality is an ongoing process, and it's crucial that IT convince the business to commit fully to that journey.

To win this support, you need to demonstrate that trusted data will unlock real business value—and that you know how to get there.

The roadmap you develop, informed by insights and lessons from those who have taken similar journeys, will help you point the way to trusted data. And by showing what business value is in store, you can clearly demonstrate the commercial benefits that will help you convince executive decision-makers.

It's a business case grounded in reality, with a route marked out. And it's not an investment for your next data initiative alone: it's an asset with long-term returns. The work you do now will make things easier (and cheaper) for many future use cases.

This guide will help you identify where you are today on your journey to trusted data, and what steps you should take. And it will help you convince executives and stakeholders (who might be reluctant due to past data project failures) that it's not only safe for the company to follow your plan—it's absolutely necessary.



Identify Business Goals

Trusted data initiatives begin and end with business value. Identify the overarching vision and make sure that all your efforts to improve data management contribute to your business vision and strategy.

The importance of the IT-business partnership cannot be overstated, so make sure you cultivate effective relationships from the start. Keep communication open and flowing and, where useful, make a distinction between internally and externally communicated goals.

For example, one departmental target you might share publicly—and report on annually—could be to become the service quality leader in your industry. In parallel with this, you might have internal goals, like automation that will help you prepare your organization for an upcoming acquisition.

This is also a time to allocate roles and responsibilities. Increasingly, thanks to the democratization of the technologies at play—one of our factors accelerating trusted data initiatives—the split is no longer as simple as: ‘The business owns the data, and the IT owns the technology.’ As we’ll shortly see in the case of GE Aviation, this means blending roles and sharing responsibilities.

Establish Metrics for Your Trusted Data Efforts

To prove the worth of your trusted data initiative, you’ll need to take measurements at every stage, starting now. The tough part is nailing down exactly what you should be tracking.

The below list shows the dimensions you may want to track as you drive toward trusted data. They’re not necessarily sequential or cumulative, but they do outline a general progression of capabilities.

Rate yourself: Has your organization achieved the following:

(Score yourself on a scale of 1-10, with 10 being the highest score)

	Data aligns to enterprise mission, corporate vision, and strategic goals.		Reduced order and automation errors—for example, when shipping or activating a product or service, and billing or capturing a cost accurately.
	Ease of locating data required for analysis and decision-making.		Insight on inventory control and supplier spend—when certain assets in certain locations are down, can I identify the dependencies and take action swiftly?
	Ensured uniform business execution. For example: first-time fix rates on serviced assets; successful ecommerce order completion and delivery; appropriate access and rights management on supplier web portal; improved campaign conversion rates; high sales team productivity and so on.		Insight into comparative margins and compliance risk across financial instruments, cost comparisons across supplier portfolios, customer lifetime values, and region-by-region performance, so I know where my priorities lie.
			Full visibility of risk across all vectors, from operations and acquisitions to finance and regulation.
	Full user adoption of new applications—they’re not deterred by a poor user experience due to bad data.		Accurate correlation of purchase orders to invoices for better working capital optimization.
	Common definition and ease of integration between heterogeneous data models—as well as systems whose purposes overlap.		Sound revenue assurance practices to combat under-billing and revenue leakage due to bad data.
	High-quality data feeds business applications and analytics and is not kept in silo applications.		Ensured ongoing data hygiene.

A score of less than 65 means you have some serious work to do before you can get real value from your data. 65-100 means you’re well on your way. 100+ means you’re leading the pack.

Get Your Bearings: Your Roadmap to Trusted Data

When you're trying to convince budget-holders to fund your program, it pays to know exactly where you are today and where you need to go tomorrow.

Where are you today? It's not a simple question. In fact, it amounts to a miniature health check on your enterprise data across systems and capabilities. Ask yourself:

- Where is the data stored?
- Across how many applications is your data spread (whether it's product, asset, location, associate, contract, customer, or any other kind of data)?
- How fast do these applications grow and how well governed are they?
- How much of your data is structured and how much unstructured?
- What is the quality of your data?
- How much time is spent manually managing data in spreadsheets?
- How is new data onboarded during new system acquisition? For example, as a result of a merger or acquisition? How long does it take?
- What transformations would be required to achieve your proposed architecture? (The Informatica BOST—Business, Operations, Systems, and Technology—framework can help here. [Read the Informatica white paper](#) for an introduction to our approach to enterprise architecture and the business transformation tool.)

How you answer questions like these will help determine where you are today and how far you need to go.

Where do you need to go next to achieve your goals?

Wherever you are on your journey to trusted data, there is no single answer to the question: Where do we go next? If, for example, you're expanding your operation, it may be via entering a new market or by acquiring another company. In both cases, there will be lots of new data coming into your enterprise: context will dictate whether this data has the potential to improve your bottom line or make things more difficult.

For a useful resource to help get your bearings, take a look at this [data governance maturity assessment](#).

Which of the below steps have you completed, and what challenges remain on your road to trusted data?

1. Harmonize metadata and business glossary.
2. Standardize the data in your frontline applications (CRM, material catalogs, order management, job scheduling, and so on) and business analytics with data quality.
3. Discover and profile application and analytic data to evaluate the quality.
4. Enrich your enterprise data mart with high-quality internal and external third-party information for additional insights. For example, incorporating GS1 standards for products.
5. Standardize and validate your enterprise data with high quality internal and external third-party information for additional insights. For example, incorporating GS1 standards for products, B2B data enrichment from Dun & Bradstreet, include customer demographic data, and so on.
6. Reduce duplicates and master records across business applications and analytics: this might include customer, product, supplier, partner, material, parts data across product catalogs, location, asset data, and other business-critical data areas.
7. Enforce portal-based data governance and policies for customer, supplier, asset, and product data using simple or sophisticated workflows.
8. Sync product information across all catalogs.
9. Link product, usage, and fault information from service quality management applications and surface data to CRM and BI.
10. Deploy clean facts, dimensions, and match rules into Hadoop environment, and collect and relate multi-format data records around equipment usage and faults, error codes, and so on.
11. Operationalize actions by setting triggers based on complex event logic to service, alert, prioritize, schedule maintenance, update records, and permissions, etc.
12. Deliver clean data to both operational and analytical systems, such as enterprise data warehouses and data lakes, so business users and data scientists can leverage trusted data to glean insights.

Remember to measure performance before you start your data improvement initiative, so you have a baseline against which to track the impact.

Plan and Conduct Stakeholder Interviews

Of course, no one expects you to be able to answer all of these questions on your own. You'll need to gather intelligence from many sources when you're identifying business goals, establishing metrics, and getting your bearings on the road to trusted data.

To get the full picture, you'll need to talk to application and business process owners. Only the business owners can take a holistic view of the business priorities. Spend some time thinking about the best stakeholders to speak to on both the IT and business sides, take your groundwork to them, and supplement it with their insights.

Stakeholders usually include business process owners and information managers. The rules and levels of involvement vary depending on the scope and type of data initiative. For example:

- If the focus is customer data, then the heads of sales, service, marketing, and finance are your stakeholders.
- If the focus is product data, then the heads of R&D, manufacturing, marketing, sales, service, logistics, and finance are involved.
- If the focus is supplier data, then the heads of procurement and finance are the key stakeholders.
- If the focus is employee data, then chief HR officer is your stakeholder.

In some cases, it will help to speak to the same executives you're ultimately trying to convince with your case, to find out what their pain points are. However, it pays to approach a variety of stakeholders, including the people who use the technology every day. And remember that while hard figures are always the most effective proof, at this stage anecdotal information is also useful.

Your goal is to identify the data transactions or processes (and the data elements required therein) that contribute to the success of the business strategy. This will enable you to gauge the impact of a trusted data initiative on overall strategy key performance indicators.

Here are some sample questions you can adapt and add to before you begin your conversations. Above all, remember to be transparent in all your communications (and later in your calculations) and to cite all sources of data. The intelligence you gather here will help you with the business case and beyond, as you look ahead to further trusted data initiatives.

Sample Business Questions

- What is the business vision and strategy, and how is the company planning to reach it?
- How will your success be measured: What are the top three KPIs: for example, cost of goods sold (COGS), on-time-in-full (OTIF), warranty return rate, and so on?
- How many product or work orders or shipments are processed per month?
- How successful are marketing campaigns? Are the conversion rates of marketing campaigns meeting targets?
- How much asset downtime is due to unscheduled maintenance?
- Where one supplier is used across multiple business departments, could bulk discounts be achieved by breaking down data silos?
- What percentage of orders fail or are held up due to data issues such as incorrect product ID, address or tariff code, and so on?
- How quickly can your organization comply with new regulatory reporting requirements?
- What is the risk to brand and customer experience if you send an offer that is irrelevant to a customer?
- How much time does the business spend manually managing the data to get the answers they need?
- What is the impact of failure in terms of, for example, extra handling cost or delayed revenue?
- What would be the monthly cost of a delay, in terms of missed business opportunity, inability to respond to competitive bids, and incremental IT costs?

Sample IT Questions

- What does IT spend on data integration, data quality, mastering and governance of data today, across the organization?
- Does the business complain that IT takes too long to deliver the data they need or to implement new data initiatives?
- How long does it take you to onboard a new data source and make it available to business analysts?
- Is your data delivery to the business slowed down by the fact that your data is locked up in data silos?
- How much faster do you think it would be if you had a single source of data to draw from as you provision data to your business analysts?
- What is the state of your customer/asset/product data right now? How many different systems hold the data? How well integrated are they?
- And across all of these questions, how are the metrics trending? Are they getting worse or better?
- What technical capabilities and architecture would you need so you can efficiently deliver trusted data?

Analyze Your Findings

Your initial research and stakeholder interviews provide you with the raw materials for your roadmap and your business case. The next step is to examine the potential benefits and give an indication of achievable ROI.

At this stage you should examine:

- Potential benefits (the goals you identified with stakeholders, enabled by trusted data initiative)
- Potential costs you'll incur getting from here to there. This must be presented as an end-to-end cost for the whole solution, and may include:
 - Hardware
 - Software
 - Implementation
 - Maintenance
 - Operations
 - (Re)training
 - Change management
- Success metrics

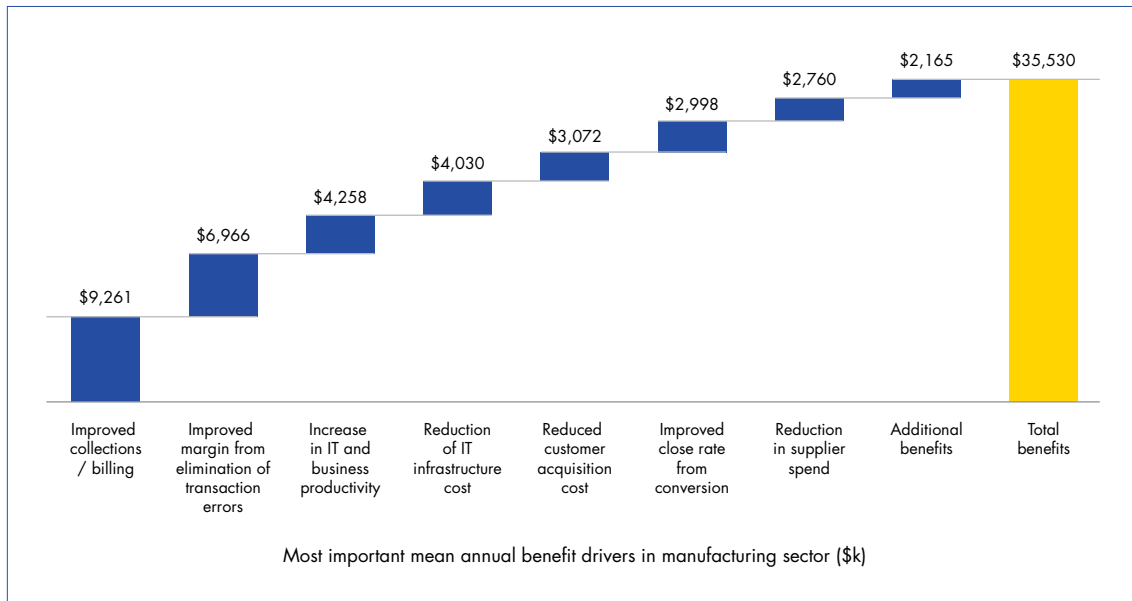
Here are some graphs showing the average benefits that organizations in specific industries can expect from an investment in a trusted data initiative.

The graphs are taken from business value assessments (BVAs) produced by Informatica to help organizations quantify the financial benefits of trusted data initiatives. Each assessment combines best practices with proposed action tailored to the needs of the business and IT environment in question, in a bid to determine what will help or hinder an organization in achieving its trusted data goals. These can directly inform follow-on activities such as business architecture, data governance, or process changes as facilitated through the Informatica BOST framework mentioned above.

The calculated benefits—which, alongside an executive summary, are a deliverable of the BVA—can be used to gain support for data initiatives, justify financial investment, measure returns against said investment, and track the initiative's overall progress.

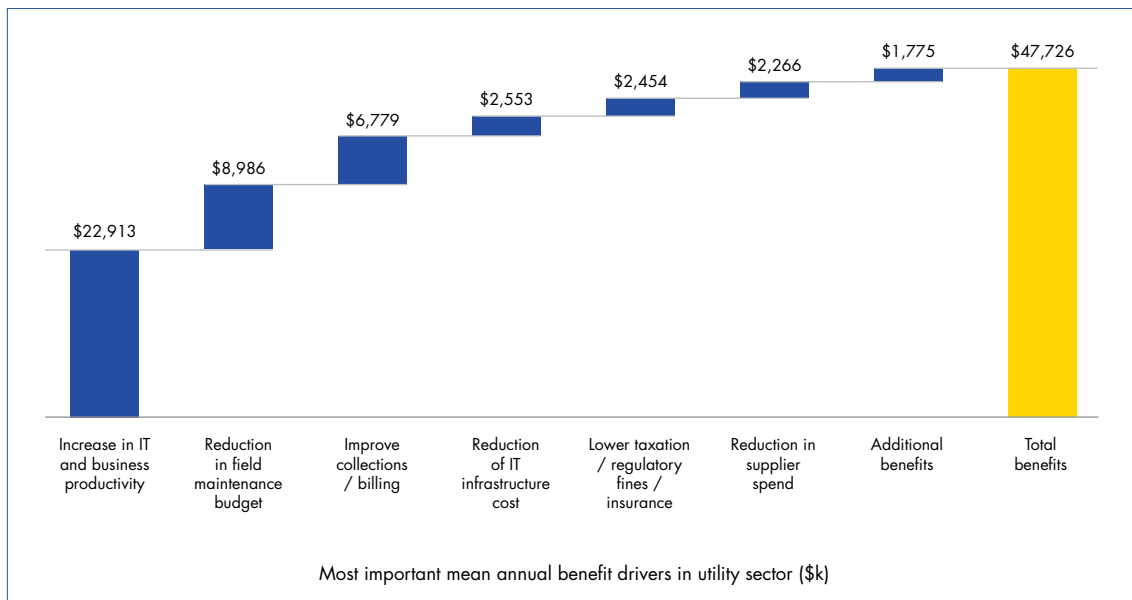
The business benefits and values will vary by industry, industry maturity, company size (revenue), data volume driven by data sources, supply chain, and distribution model.

Industrial Manufacturing: BVA Findings – Complete Average Manufacturing Benefits⁵



The average manufacturer (discrete and process) in the sample generates \$15 billion in annual revenue.

Utilities: BVA Findings – Complete Average Utilities Benefits⁶

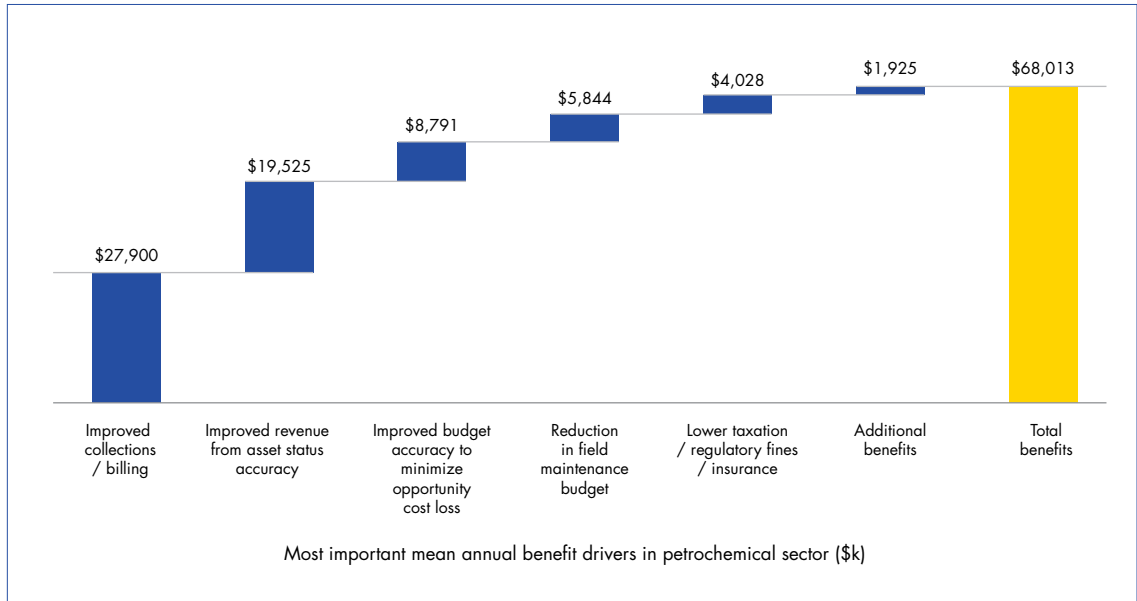


The average utility in this sample generates \$118 billion in annual revenue and serves four million customers.

⁵ Informatica Insights Series, The Value of Trusted Data in Industrial Manufacturing, February 2015.

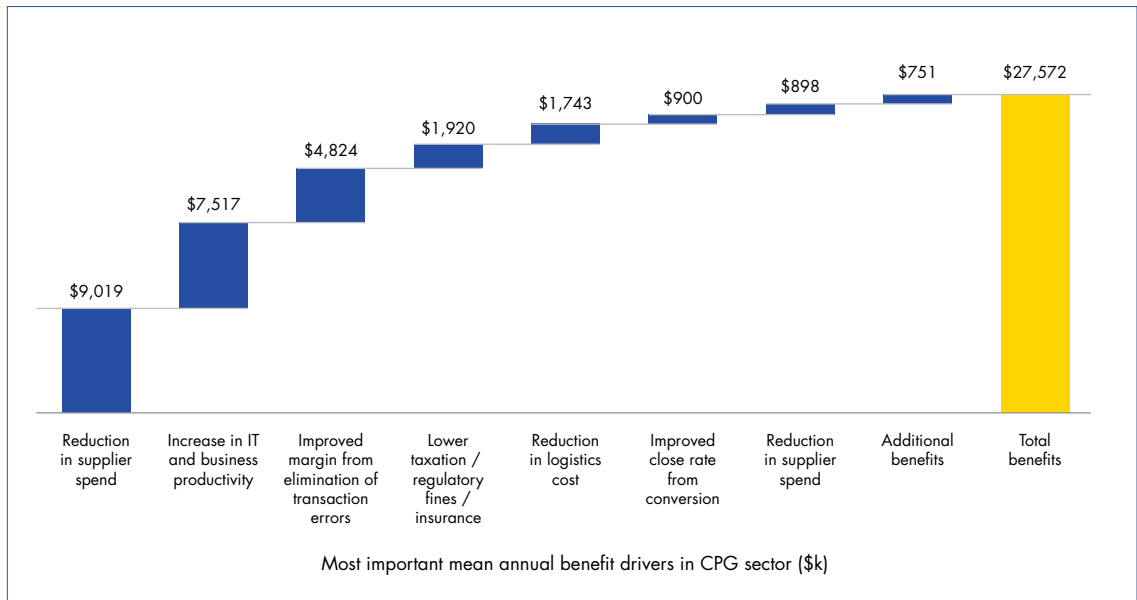
⁶ Informatica Insights Series, The Value of Trusted Data in Utilities, January 2015.

Petrochemical: BVA Findings – Complete Average Petrochemical Benefits⁷



The average firm in the sample generates approx 10,000 wells and/or generates \$16 billion in annual revenue.

Consumer Packaged Goods: BVA Findings – Complete Average CPG Benefits⁸



The average CPG firm in this sample generates \$5 billion in annual revenue.

⁵ Informatica Insights Series, The Value of Trusted Data in Petrochemical, January 2015.

⁶ Informatica Insights Series, The Value of Trusted Data in Consumer Packaged Goods, February 2015.

Potential Trusted Data Use Cases

- **Industrial manufacturing:** A U.S. industrial equipment supplier projects \$11 million annual savings from rationalizing its obsolete inventory and resulting carrying cost.
- **Utilities:** A utility in charge of a major metropolitan gas line replacement program projects \$2.2 million in savings from capturing field data from 30,000 annual work orders.

An Asset Uptime Formula

To keep customers happy and ensure smooth revenue flow, a key metric might be to ensure that all the assets are working properly, with minimum downtime; for example, ATMs for retail banks, kiosks for retailers, aircraft for airlines, or manufacturing floor equipment to meet customer demand volumes.

Here is a sample formula that will allow you to calculate net-new profit from improved asset uptime. This takes into account a variety of variables listed below.

$$\boxed{T} \times \boxed{A} \times \boxed{N \times 100 / 365} \times \boxed{B} \times \boxed{I} \times \boxed{R} \times \boxed{G} = \boxed{P}$$

T = Total number of production assets in scope

A = Average percentage of assets in non-production status in any given year
(Note: prorate diminished production. Also, downtime must be due to asset, part, location, or associated profile data creating unscheduled maintenance work orders.)

N = Number of days of non-production

B = Anticipated reduction in downtime based on third-party benchmark
(JK Dodson, Aberdeen, IDC, Athens Group, or similar.)

I = Data quality driven improvement ratio in percentage
Here I is calculated by formula: $\mathbf{O} \times \mathbf{U} \times \mathbf{D}$

O = Third-party operational KPI (like increased OTIF shipments or production uptime improvement percentage)

U = percentage of data rendered untrusted (i.e. incomplete, duplicate, outdated)

D = Likelihood in percentage of data quality at or below industry par.
(Note: consult Aberdeen or other analyst research.)

R = Average annual revenue in dollars per asset in scope

G = Gross margin in percentage

P = Net-new profit from improved asset uptime

In building your business case, you'll be basing your calculations on assumptions—that's normal. When in doubt, use benchmarks or, if they're not available, start with conservative assumptions.

If the analysis gets complex, we can help you tease out the figures and explore what conservative and aggressive returns might look like.

Customer Examples and Lessons Learned

GE Aviation

The Vision

The airline industry operates on tight margins, and small improvements can have huge profit implications. Whether it's shaving minutes from flight turnaround times or optimizing engine performance and fuel efficiency, there are improvements that enhance the customer experience and result in cold, hard cost savings.

To put it into perspective, a one percent fuel cost saving could translate into \$30 billion of savings for the industry over 15 years.

GE Aviation is committed to finding new ways to optimize its operations and achieve further performance improvements that benefit the whole aviation industry. And one of the most powerful weapons in its armory is the data that flows through the enterprise—from the engines in the sky to the control centers on the ground, and across the entire operation.

The Challenge

GE & CFM, its partner company, have 41,000 engines in operation worldwide. That's a lot of assets creating a lot of data. And when they're designed to move around, it makes it even more challenging to create a comprehensive data picture.

The most crucial factors complicating GE Aviation's data management efforts were the high volume of assets generating data, the hundreds of applications the data moved across legacy data keys, and the need for manual aggregation.

Against this backdrop, GE Aviation focused on a number of key capabilities and initiatives:

- Optimizing management of entity relationship and match and merge (data on asset, customer, contract) across disparate systems.
- Improving decision-making effectiveness to optimize the linkage between engine performance data, and tracking data throughout the engine's life cycle.
- Rationalizing the total number of applications down to 100 by 2020.

The Solution

GE Aviation set about creating a system that connects all the master data relating to the entire fleet by:

- Providing a single view of data across the three key domains: customer, contract, and asset.
- Standardizing data and flowing downstream.
- Aligning legacy data from legacy systems through cross-referencing.
- Capturing business events that impact data relationships.
- Rationalizing any conflicts that arise.

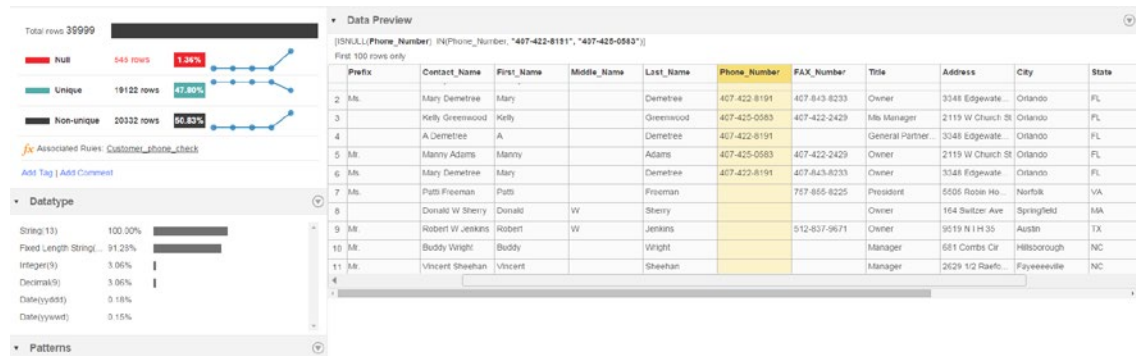
Lessons Learned: A Trusted Data Checklist

We spoke with Barb Kruezkamp, Master Data Management Leader at GE Aviation, to see what lessons were learned during this transformation—and what tips she'd share with anyone embarking on their journey to trusted data.

- The value is not only in mastering the data itself (which is important)—it's in managing the relationship between those entities.
- Find a place where you can make a real difference to the business—but don't forget to be realistic. Look at which departments, and which applications within them, are ready for optimization, and find the leaders who are willing to take on the opportunity.
- Work on getting the data cleansed. Data is often the largest challenge when these projects begin, so it's important to examine its health in raw form across all systems. Cleansing data first makes it easier to go through the technical implementation.
- Align yourself with a planned or existing initiative, such as analytics on the IT side, or a new ERP system or business initiative.
- Don't let the 'C-word' scare decision-makers: Some customization is necessary for virtually every complex data management program. It's a process of building rules on top of a solid product, not of rebuilding it.
- Assign ownership and responsibilities before starting trusted data initiative.
- And have stewardship on both sides of the IT-business divide. But don't stifle your data quality effort by overburdening it with massive data governance and stewardship policies and procedures. Keep it simple, make logical decisions, and recognize Master Data is a grey area. Rigid governance deters progress.
- It's essential to have people with business process expertise—maybe even more so more than technical. You can teach people to use tools to improve data, but you need people who understand the impact of making the change.
- Pontificate! Always start with the data and drive the value message before anyone even gets connected with the new tools or practices you're proposing to help connect the dots across your enterprise.

GE launched Predix, its platform as a service (PaaS), to connect machines, capture measurements, and develop software for analytics. Predix uses algorithms to make projections about future machine performance. Its insights can prevent unplanned outages and optimize maintenance, resulting in significant savings. In GE Aviation, master data will link machine analytics with enterprise data, providing asset profile, asset service history, and customer data. Predix was released to the general public on February 21st, 2016.

Customer Data Analysis Example



This screenshot shows analysis of “Phone Number” field as you onboard customer data from one of your source systems to your Master Data Management system. The discovery view uncovers valuable insights such as the number of times Phone Number is absent, the number of unique and non-unique values. The data preview allows you to see more customer attributes such as First Name, Last Name, Fax Number, Title, Address fields.

Prepare Your Business Case

Finally, you need to put everything together in the final business case, ready for presenting to your stakeholders. A good structure to follow looks something like this:

- **Executive summary.** Outline the market forces driving your organization’s need for a trusted data initiative; summarize the potential business value, and outline the initiative you propose to help unlock it.
- **Major business use cases.** Describe the real business processes your initiative will affect and the tangible benefits you expect to see. Go for high-value but realistic wins that, above all, can be measured to show the impact of trusted data.
- **Qualitative findings and interview quotes.** This is where you introduce your findings from the stakeholder interviews and other anecdotal evidence that will give your business case authenticity.
- **Business value quantification.** Include data that shows the current state of play in your chosen area, then the projected future state. Assess the difference in a transparent and credible way before illustrating how your projections will positively affect cash flows.
- **Proposed solution.** Take everything you’ve learned and all the evidence you’ve gathered to inform your roadmap to trusted data, and outline in detail how your proposition will deliver on the promises you made in your executive summary. This is where the lessons learned by companies like GE Aviation come in—tie your proposed solution back to the items in your trusted data checklist. It’s also useful to include a roll-out plan for your initiative, informed by value versus cost (driven by the complexity of the requirements and the associated risks).
- **Analyst research.** Where possible, seek the expertise of external authorities that support your thinking. Look around for existing research and, if your budget allows, consider commissioning original research for your enterprise to own and use.

Get Started Now

The steps outlined in this guide will help you drive your trusted data initiative forward.

You'll be able to show the tangible improvements you can make when your enterprise data is clean, consistent, and well-managed. And you'll be able to convince the right people in your organization that trusted data is within your grasp.

If they still need a bit of encouragement, they needn't look further than the cost of doing nothing. Without trusted data, business intelligence is undermined, and no enterprise can have confidence in its decision-making. When that happens, you can forget any hopes of innovating your way to a greater market share: you'll be too busy sorting out the mess when go-to-market models stagnate, asset downtime interrupts operations, and the wrong people gain access to sensitive information.

Enterprises across industries have recognized this threat, and many have already taken the first steps that we've advocated in this paper.

With the help of a roadmap that shows how far you've come—and the distance that remains—you can win the executive support you need to kick-start your trusted data initiative. And it will serve you throughout this initiative and beyond, helping you keep the right people engaged and working towards a common goal: data you can trust.

About Informatica

We're Informatica and we've helped thousands of IT professionals across all industries plan and win executive sponsorship for trusted data initiatives—and we've helped them to execute their plans.

Interested in finding out more? Visit the [Informatica Professional Services website](#) to find out how we can help you guide your data management projects from strategy to successful completion. And then ...

[Let's talk.](#)



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