

INCREASE THE VALUE OF YOUR DATA IN A CONNECTED ECOSYSTEM

CEOs of nine of the world's ten largest companies believe data will be the most important raw material in future, according to the Danish government's strategy for digital growth. But how can companies create value from data when it is spread across organisations? What issues require their particular attention, and where should they start?

Data overview

Having a handle on data and a dedicated data strategy will be among the absolute musts for companies in future. The GDPR requirements now in force concern sensitive personal data

internally in a company and across organisational lines. In the future, having a handle on data across companies and organisations will become increasingly important, and companies that have a clear strategy for this, seeing possibilities and

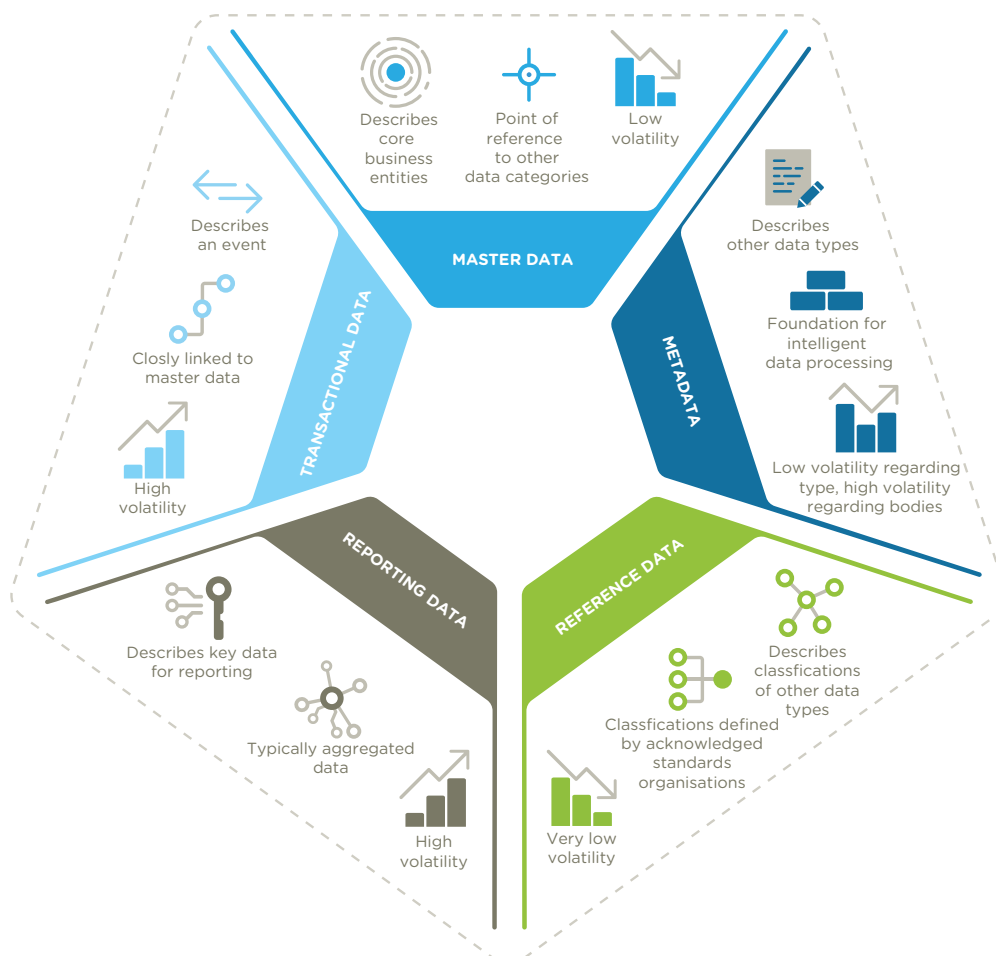
business opportunities rather than limitations, will be the winners in the connected ecosystems of the future.

Categorising data

One of the first steps towards getting a grip on data is to categorise it in a

CATEGORISING DATA

When data is correctly categorised as part of a company's strategic planning, it will play an important role in creating business value.



working structure that best creates overview and permits strategic planning. An enterprise must be able to distinguish between what is master data, transaction data, metadata, reference data and reporting data. For each of these types of data, enterprises must also be able to address joint, interdepartmental issues such as data criticality and risk associated with the business' ongoing function, cyber-security and data life cycle. For example, a company should be clear about which of its data is most critical to its business model, which it wants to share with external business partners, which is confidential, which is core data in relation to its business model, and which data it wants to make available to external parties. If a company has not already mapped its data vis-à-vis the company's core processes, this is a good place to start, as it will provide the company with both a focused approach that swiftly creates value and an approach that helps to clarify the above questions regarding how to handle data relative to external parties.

Data life cycle across organisational lines

When external organisations exchange and enrich data, managing the data life cycle often becomes a challenge. When data is fed into one solution, enriched in a second and transformed in a third, it is still imperative to know who legally owns the data, which entities the data is associated with, the purpose of using the data and its history. However, the challenge lies in the potential difficulty of handling situations where different players link different transaction data to the same master data. In such cases, the identity of

who actually is responsible for or owns the data may be unclear.

Data governance

Without question, the key to success when processing data consists of establishing a good data governance function – both internally and externally. Above all, this function must be clearly embedded in the business – this is not an IT matter; on the contrary, since the business owns the data, it is a business matter. Accordingly, ownership and the delegation of responsibility (personally identifiable) must be clear-cut across the business as well as across the business and the IT organisation. Finally, a simple, effective decision-making structure must be set up, for example, a data governance board with effective decision-making powers that can handle escalation issues. The company must appoint “data stewards” who work across the business as well as across the business and the IT organisation and whose (chief) task is to safeguard data quality. A data governance set-up of this type will also be able to handle external integrations. However, such a set-up depends on the company's or organisation's having a highly specific and clearly defined strategy – the company must know the overall purpose when it or an organisation within it shares data with external parties.

The role of APIs in open architectures

Data that is to be available to external parties must be accessible via well-defined services connected with well-described APIs (Application Programming Interfaces). These are not to be confused with the

traditional SLAs (Service Level Agreements), which normally define non-functional requirements. In a connected ecosystem, APIs must also contain the business and legal dimensions. The specific use scenarios in which data may be used must be clearly set out, as must the terms and legal frameworks in which this use can take place. A general process in which other APIs are also incorporated is an example of such a use scenario. In this way, the user gains insight into the domain.

Future-proofed infrastructure

Data processing across organisational boundaries requires a solid infrastructure that can handle large volumes of real-time data as well as has the capacity to map concepts from external definitions for use in internal ones and vice-versa. A company must have a dedicated infrastructure that can manage both. As data-sharing across internal and external boundaries is not a new theme, there are already various products available on the market. The new aspect is the method by which enterprises reach the market and new users: offering data to players that the company may not yet have agreements and do business with. This poses a whole new set of requirements in terms of documentation, flexibility, detail and security. The market is still in a process of maturing, and flexibility and standard support must therefore be given higher priority than wall-to-wall suppliers.

The focus should be on data. This is the company's “raw material” and future business foundation. Data goes beyond the individual IT systems in a company's portfolio.

ACTION ITEMS



Prioritise the development of a data governance function in the company/organisation



Have a clear strategy for which data your company will offer in the ecosystem



Ensure that you have a full overview of the data life cycle – independently of feed systems