Establishing a Data Governance Foundation in a Heterogeneous Corporate Environment

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Agenda

01   Setting the Scene

02   Our Data Governance Program

03   Examples

04   Questions & Answers

Shaping the future
The ZEISS segments

Semiconductor Manufacturing Technology	Industrial Quality & Research	Medical Technology	Consumer Markets

Strategic Business Units

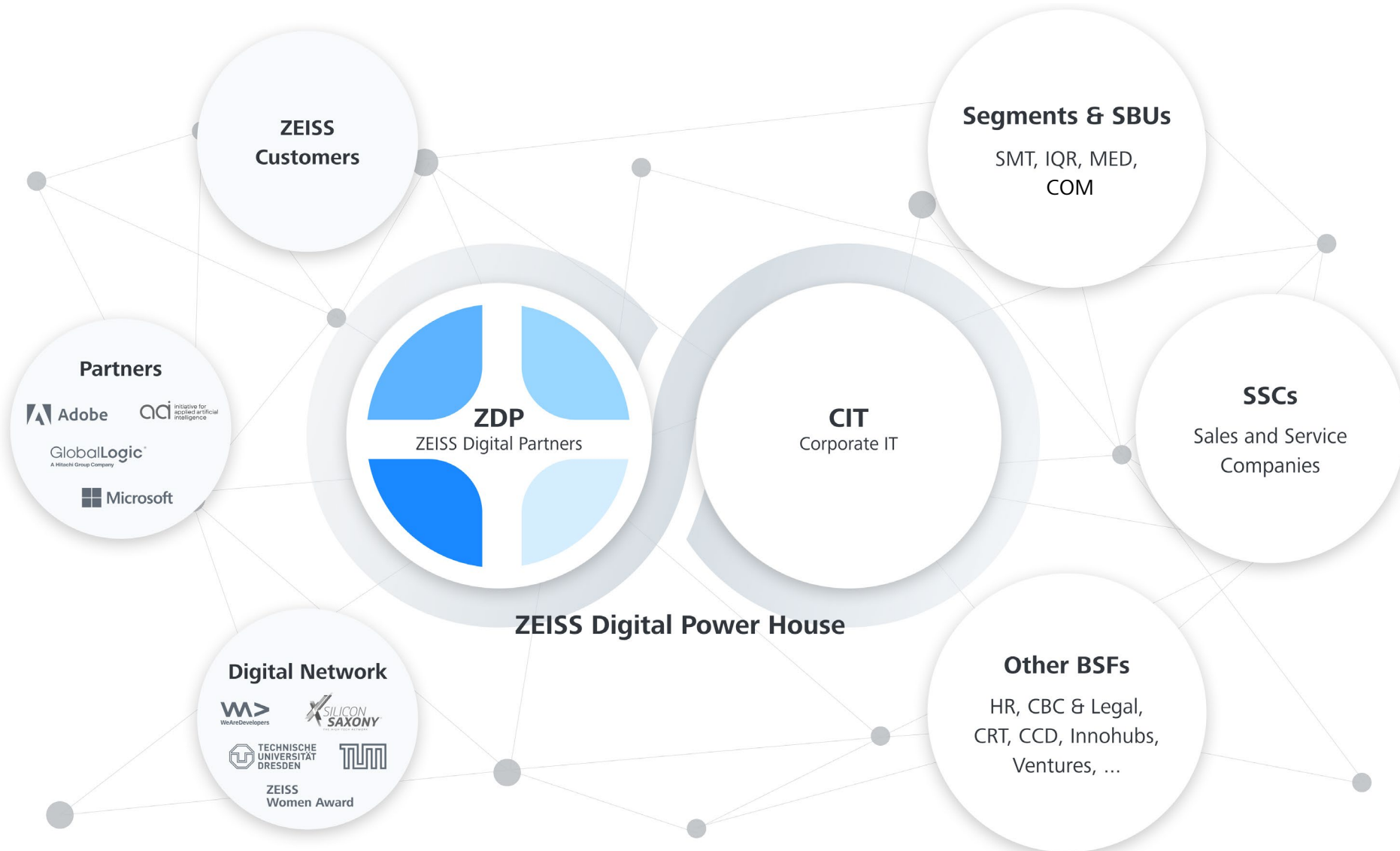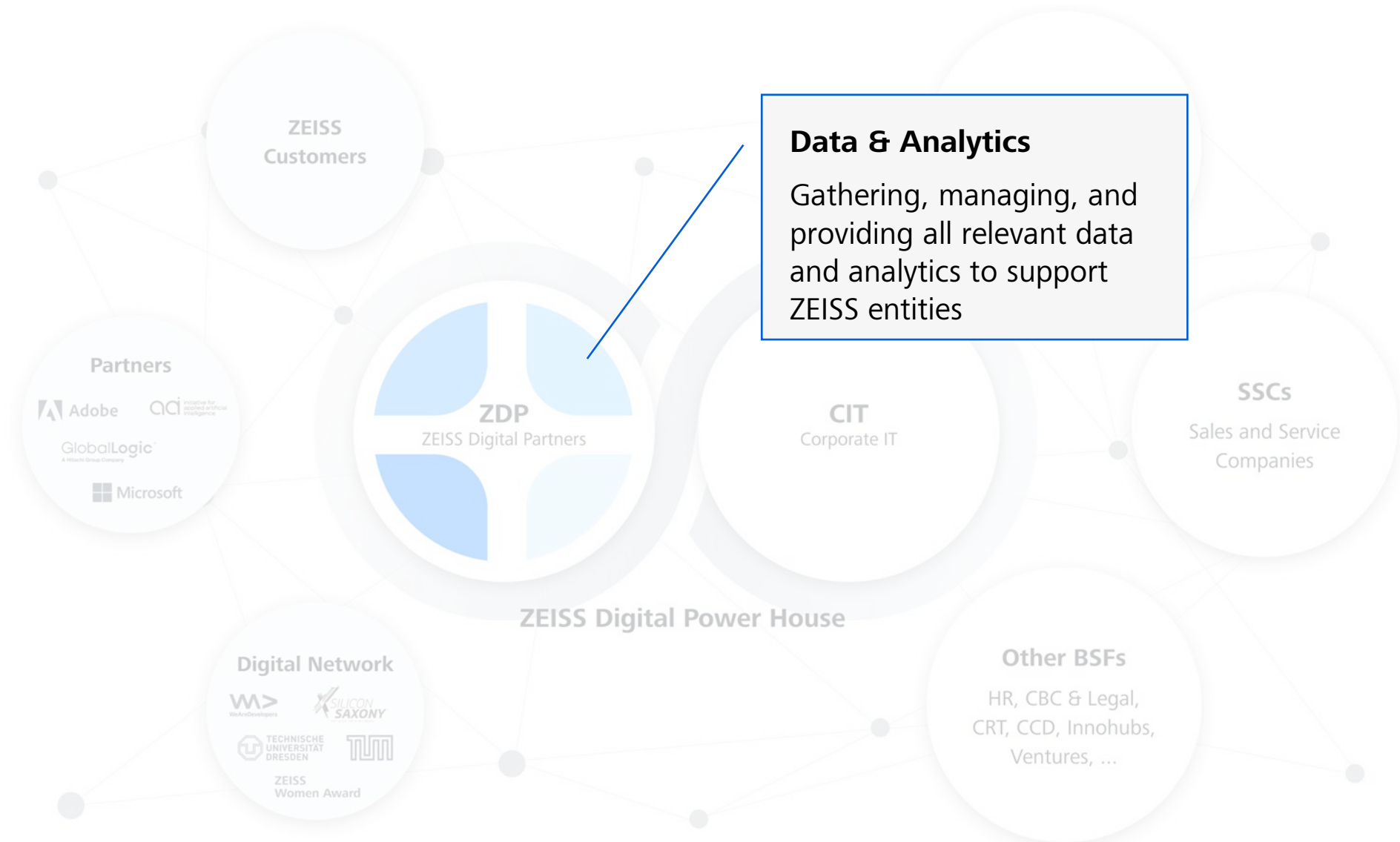|			
Semiconductor Manufacturing Optics Semiconductor Mask Solutions Process Control Solutions	Industrial Quality Solutions Research Microscopy Solutions	Ophthalmology Microsurgery	Vision Care Consumer Products

Shaping the future
The ZEISS Digital Power House

Shaping the future
The Data & Analytics unit

Data & Analytics

Gathering, managing, and providing all relevant data and analytics to support ZEISS entities

ZEISS Customers

Partners
Adobe
aai Initiative for applied artificial intelligence
GlobalLogic
A Hitachi Group Company
Microsoft

ZDP
ZEISS Digital Partners

CIT
Corporate IT

SSCs
Sales and Service Companies

ZEISS Digital Power House

Digital Network
WeAreDevelopers
SILICON SAXONY
TECHNISCHE UNIVERSITÄT DRESDEN
TUM
ZEISS Women Award

Other BSFs

HR, CBC & Legal, CRT, CCD, Innohubs, Ventures, …

Despite of the different business backgrounds at ZEISS, we share a single vision about data governance
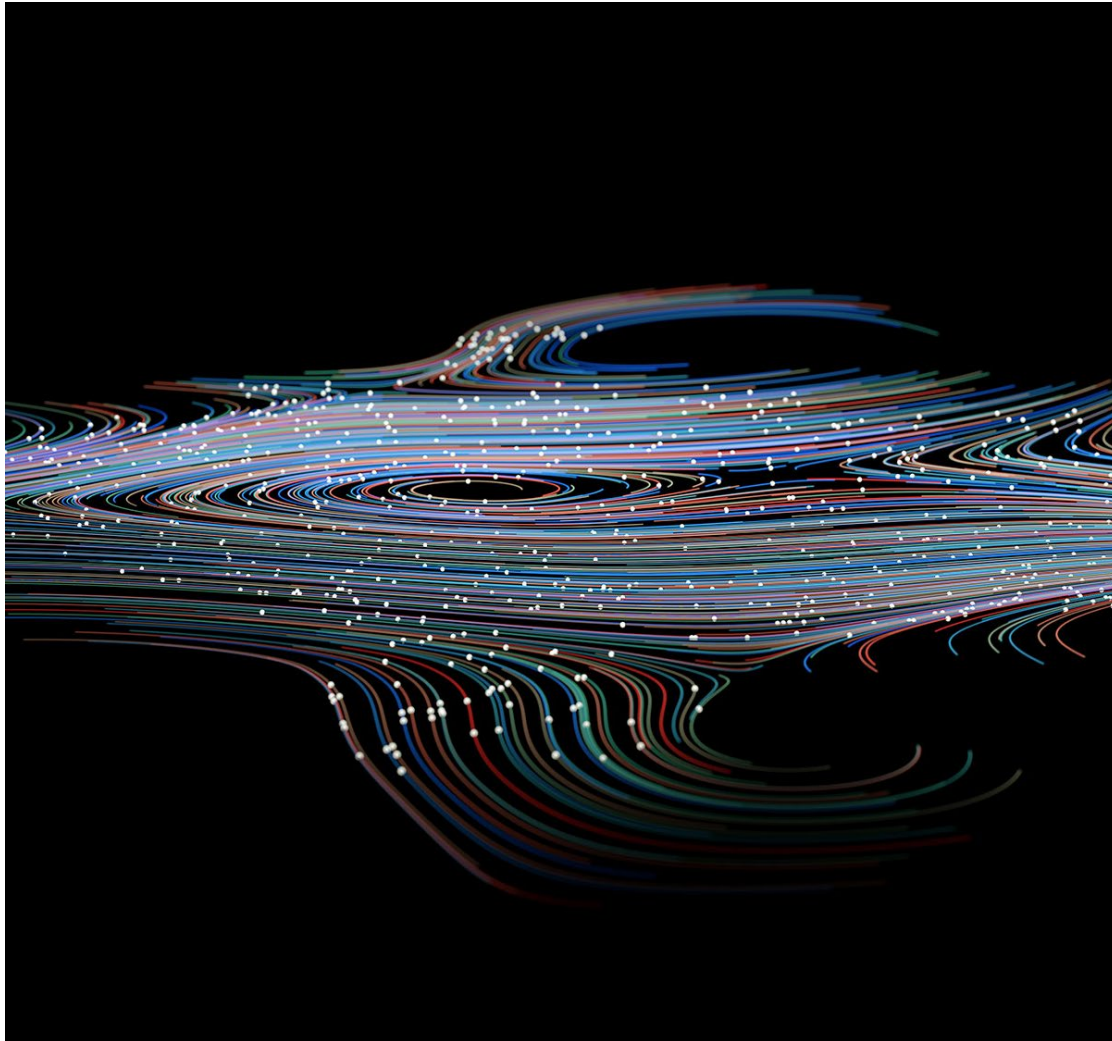
"Build **trust in data** enterprise-wide,

accurately **measure the business value** of data,

foster collaboration for more robust insights & outcomes,

and **create auditable processes** to document data changes,

so that the company can **get the absolute most value from the data**."

Sharing a vision is one thing, but when it comes to "the real thing", it gets tricky...

"Ambiguous business terms and improper data documentation lead to approximately **50%** waste of my time when creating a dashboard."

"The only data I trust is in my Excel file."

"I would need better data to optimize my production line."

"I am still lacking customer data to launch a proper marketing campaign."

"Somebody deleted data that was still important for me to run my business."

"I have been asked to maintain a customer's device, but I cannot find its exact location."

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Data Governance Program objectives highlight what we jointly want to achieve

Establish a **unified and aligned approach on maturing data governance** across Zeiss
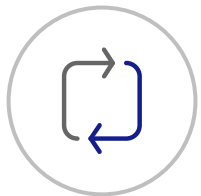
Accelerate the standardization without loosing the business relevance of segments, SBUs and SSCs

Orchestrate the transformation journey with **clearly defined roles & responsibilities** across Zeiss

Deliver short-term business results while transforming the organization for the long-term

Derive lessons learnt from the pilots while **creating a repeatable model for an incremental journey**

DG implementation roadmap includes three building blocks:
One-off & recurring efforts, as well as add. ongoing initiatives

One-off efforts

Getting organized & aligned

No-regret DG foundation xZEISS

Recurring efforts

**Performing DG
DG activities xZEISS**

("Build & repeat" approach)

Add. ongoing projects

Ongoing projects including data governance topics
Interdependencies with DG program to be closely orchestrated

The one-off efforts create a solid data governance foundation for all DG-related use cases xZEISS

/ N O N - E X H A U S T I V E

One-off efforts

Category	Building blocks

Building blocks: Group | SMT | MED | IQR | COM

Category	Building block
Getting aligned	Data Taxonomy
No-regret DG foundation xZeiss	Group-wide templates for policies and processes
	Tools & services
Getting organized	Organization, incl. roles & governance bodies
	Capacity & capabilities

Each building block includes set of initiatives for implementation

Comments

- **One-off efforts** build the DG foundation and only need to be completed only once throughout the program

- Initiatives to **Get aligned** work towards defining a common data taxonomy with segment-specific examples

- **No regret DG foundation xZEISS** initiatives include:
    - Defining group-wide templates for policies, processes, and standards
    - Establishing tools and services
    - Resulting responsibilities for the defined policies, processes, standards and tools

- To **Get organized**, organizational structures, decision rights and roles are set up to reflect the responsibilities defined in the no-regret foundation
    - Implementing steady-state DG org & governance bodies
    - Developing capability roadmap and associated capacity model

The recurring efforts support the repetitive DG implementation for specific use cases

Comments

- **Recurring efforts** includes a sequence of initiatives designed for repetitive application when implementing data governance for individual use cases

- Building blocks include initiatives **defining use-case specific data governance elements**, such as:
  - Definition of use case objective, scope and business value
  - Identification of required data and associated owners, as well as standardization needs across organization
  - Definition and implementation of use case policies and processes based on the standardized data policy & process templates
  - Implementation of tools, defined processes and monitoring activities

- First, **pilots are run in SMT (2) and MED (2)**; additionally, one IQR and COM use case each will be implemented

Recurring efforts

Category

Building blocks

Group | SMT | MED | IQR | COM

Use case implement-tation

(incl. Use case assessment, policies & processes, technical Implementation)

SMT Use Case 1

MED Use Case 1

SMT Use Case 2

MED Use Case 2

Use case implementation in IQR/ COM after successful pilot in SMT/ MED

Pilots lay the foundation for continuous implementation in all segments

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Most of the planned deliverables have been completed

- **DG InfoHub** is accessible to all employees as the central entry point: https://zeiss.sharepoint.com/sites/EP_KANDS/EN/KSG_ ZDP_Data-Governance/Pages/serviceshomepage.aspx

- **Business Glossary** contains the most important data and data governance related terms, available to every ZEISS employee at https://axon.zeiss.org:9443/

  - Process to add new terms has been defined

  - SAP data object definitions will be added shortly

- **Roles & responsibilities** handbook, **data modelling** guidebook, and **Data Quality frameworks & processes** published on the InfoHub

- **Conceptual data models** for sales, service, marketing and eCommerce domains developed

The Data Governance Organizational Structure is currently finalized
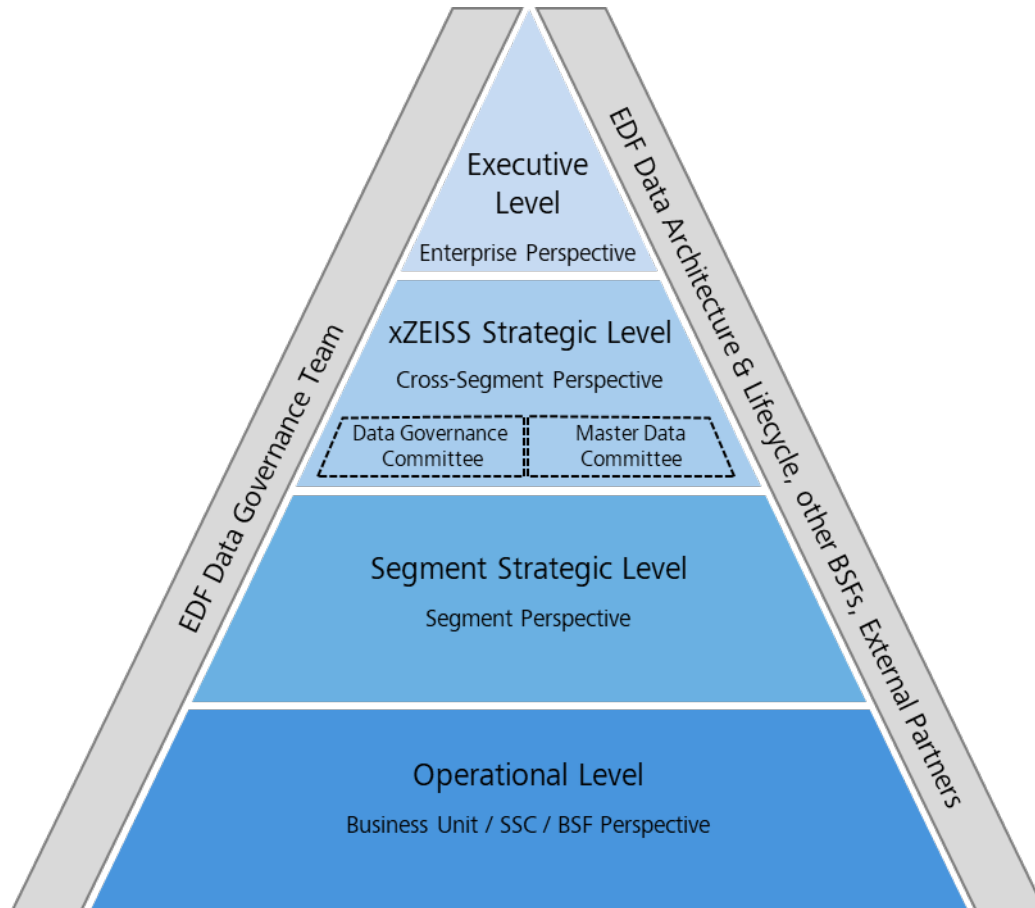
EXECUTIVE LEVEL (DIGITAL COUNCIL)

- Sponsorship and oversight for the overall DG activities xZEISS.
- Support data-related strategic decisions in providing expertise, budget, resources and technologies

xZEISS STRATEGIC LEVEL (DATA GOVERNANCE AND MASTER DATA COMMITTEES)

- Overall accountability for xZEISS Data Governance activities.
- Accelerates data governance synergies xZEISS.
- Report progress on Data Governance activities and potential escalation topics to Digital Council.
- Ensure adoption and sustainability of Data Governance.
- Ensure Data Governance activities are aligned to ZEISS business objectives.

SEGMENT STRATEGIC LEVEL (BUSINESS SEGMENT DATA GOVERNANCE BODY / FCT.)

- Translate local and central requirements into sets of segment-specific DG activities and processes.
- Review and make usecase driven Data Governance decisions

OPERATIONAL LEVEL (CROSS-FUNCTIONAL AND UNIT SPECIFIC FORUMS)

- Cross-functional
  - Develop and maintain corporate materials/artefacts such as glossaries, data models, etc.
  - Collaborate and build synergies xZEISS to address shared data problems.
- Unit specific
  - Localized (unit specific) collaborations for addressing internal data problems.
  - Develop and maintain local segment specific materials/artefacts such as data quality rules, compliance etc.

We have accomplished a lot, but not everything went according to plan

✓

⚡

- External "authority" helped getting things started

- Contributions from the pilot segments ensured staying grounded

- Many parts of the organization understood the long-term character of data governance

- xZEISS alignments took way longer than expected

- Planned effort and project organization had not been reasonable

- Some units are still hesitating to get involved

Going beyond the foundation: Governing the Enterprise Data Platform

Data Mesh Guardrails
Changing our perception of DLZ and Data Products

Analytics requirement needs a data product, not a landing zone

A data landing zone is a technical concept which is internal to the data platform

Increasingly, analytics requirements will be met by re-using or combining existing data products

Exceptions: valid requirements (mostly around data sensitivity/privacy) leading to dedicated landing zones

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Questions & Answers

Seeing beyond