Driving Market Responsiveness and Profitability Through Delivery of Authoritative Assets

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Agenda

- Presentation purpose

- Describe American Express

- Realities of an established global business

- Making data artifacts relevant

- Composition of an asset

- Authoritative asset consumption

- Expected benefits

- Data drives the innovation

- Changing the culture

Presentation purpose

Energize business innovation

Think like a <u>business person</u> – how do I influence:

- Profitability

- Market expansion

- Easier, game-changing business partnerships

- Regulatory compliance

To achieve the objectives we need to <u>get beyond data-speak</u>:

- This is <u>not about</u> entities, attributes, tables, columns, cardinality, data models, frameworks

- It <u>is</u> about creating, exposing, and leveraging "assets" to propel the business

American Express

History and industry

- Founded 1850
- Premiere service provider
- Among the world's most respected companies
- In 2013, number 13 on Fortune's "World's Most Admired" list
- A leader in a complex and competitive industry
- Global presence
- Ever-increasing regulatory compliance requirements
- New and innovative competitors

8th

7th year in a row

The J.D. Power Credit Card Satisfaction Study has ranked American Express as "Highest in Customer Satisfaction with Credit Card Companies, Seven Years in a Row."

We thank our Card Members for this award.

Realities of an established global business

The "legacy" of an established business:

- Multiple lines of business

- Mergers & acquisitions

- A broad and deep set of applications

- Finite resources (funds, people, time)

- Need to balance TTM, project scope, project cost, ROI

- Increasing competition

- Increasing regulatory compliance

- Increased need for security & privacy

Making data artifacts relevant

Techniques and tools to <u>leverage behind the scenes:</u>

- Business data models
- Physical data designs and implementations
- Insightful business knowledge
- Prior data management approaches:
  - SOR;
  - DOR;
  - Common reference data;
  - Data standards;
  - Data governance;
  - And so on
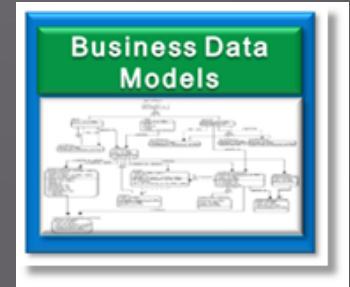
Composition of an authoritative asset

Characteristics of an asset:
- Business definition:
  - Clear, complete, accurate, collaborative
  - Fully mapped to the authoritative physical implementation
- Authoritative physical implementation:
  - Content is complete; accurate; reliable; timely; available
  - Steward process is clear

The above two items are **NOT** the asset…

What's missing? The ability to <u>easily consume</u>!

Leverage <u>S</u>ervice <u>O</u>riented <u>A</u>rchitecture:
- Present a business-facing definition;
- Insulate the application from "complexities";
- Expose a capability consistently to multiple audiences for maximum utility

Data Layers

Service Layers

Enable solution assembly

Authoritative asset consumption

POC: Expose "common" data

Business scope:

Focus on broadly used, hugely redundant, relatively static, items to prove the concept:
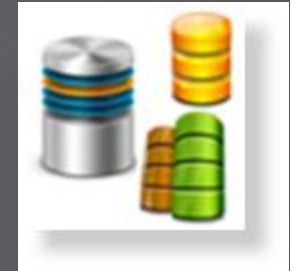- Country
- Currency
- Language

Technique:
- Define one business version of the data;
- Identify the "authoritative physical data store";
- Define necessary operations;
- Construct the service;
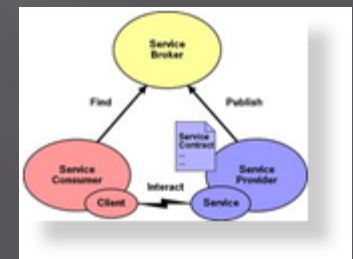- Test / refine / repeat / SOCIALIZE.

Business Concept

Authoritative Implementation

Consistent Service

Expected benefits

Innovation, enabled through:
- Components that are:
  - Consistent
  - Accurate
  - Available
- Solution assembly model

Obvious benefits:
- Insulate apps from technical complexity
- Expedite solution delivery time-to-market
- Reduce unmanaged data replication
- Measure consumption
- Promote and document business architecture

Data drives the innovation!

Here is where data gets the win:

- Using clearly, rigorously defined "business concepts"
- Aligning those business concepts to authoritative physical implementation(s)
- Discovering and documenting the process operations on the data
- Automating the artifact generation from trusted repositories
- Creating the "factory" for asset construction

Changing the culture

Sticking points:
- Getting people to change from status quo
- WIIFM?
- "This is the way we've always done it."
- "We don't have time to reuse data."

"It must be considered that there is nothing more difficult to achieve, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things."   Niccolo Machiavelli, "The Prince"

Machiavelli was an optimist…

Questions?