# Data Governance KPIs

*February 28, 2012*

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- *Background*

- *Present some ideas for KPI monitoring*

- *Initiate dialogue and discussion*

- *Discuss some keys to success*

- Schweitzer-Mauduit International, Inc.

- Manufactures and sells paper and reconstituted tobacco products to the tobacco industry, as well as specialized paper products for use in various applications.

- Operates in two segments, Paper and Reconstituted Tobacco

- Founded in 1520, SWM is a premier specialty company and global leader of engineered solutions for the tobacco industry worldwide.
  - SWM is the largest cigarette paper manufacturer in the world
  - 2800+ global employees

- Sell products directly to customers in approximately 90 countries.

- Founded in 1995 and is headquartered in Alpharetta, Georgia

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or tomorrow

| 1520 | 1806 | 1827 | 1854 |
|---|---|---|---|
| Papeteries de Malaucène, near Avignon in Provence, France, operates from 1520 until 2009. | The Eagle Mill in Massachusetts, U.S.A., begins operations. It is the first of four mills in what is later called the Lee group of mills. | Papeteries de Mauduit in Quimperlé, Brittany, France, begins producing fine writing papers in 1827 and cigarette papers in 1855. | The Ancram Mill in upstate New York, U.S.A., becomes a paper mill. |

| 1941 | 1963 | 1995 | 1998 |
|---|---|---|---|
| The Spotswood Mill in New Jersey, U.S.A., begins producing cigarette papers. | Le Tabac Reconstitué (now LTR Industries), in Spay, France, is owned jointly by SWM and SEITA, formerly the French tobacco monopoly. | SWM becomes an independent public company after a spin-off by Kimberly-Clark Corporation. | SWM acquires Companhia Industrial de Papel Pirahy (now SWM do Brasil), located near Rio de Janeiro, Brazil. SWM acquires Ingefico, S.A. (now Papeteries de Saint-Girons), located in France. |

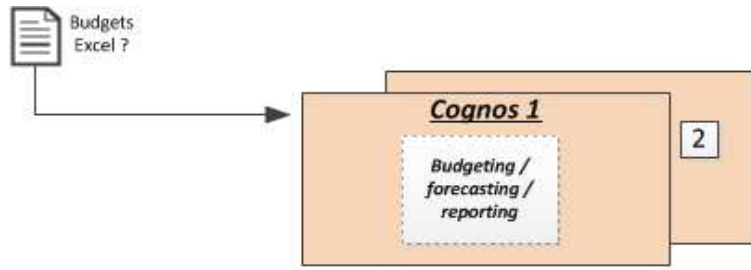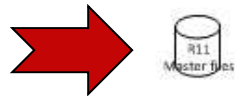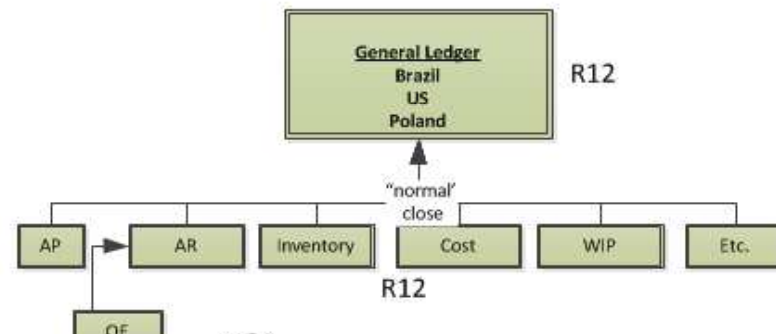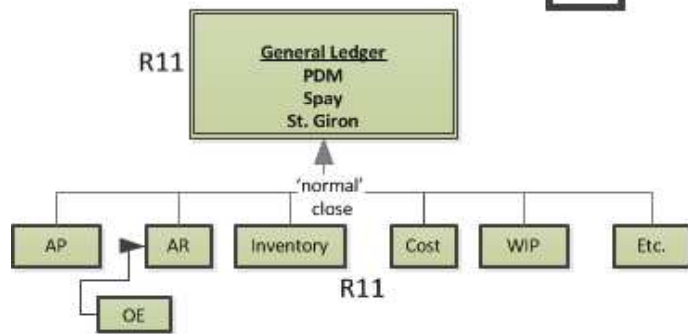| 2004 | 2007 | 2009 | 2010 |
|---|---|---|---|
| SWM acquires P.T. Kimsari Paper Indonesia (now SWM Indonesia) in Medan, Sumatra, Indonesia. PDM Philippines Industries, Inc. acquires the tobacco-related paper manufacturing assets of KCPI, San Pedro, Laguna, Philippines. SWM and China National Tobacco Corporation form a 50/50 joint venture in Jiangmen, Guangdong province, China. | SWM acquires Newberry Operation in South Carolina, U.S.A. SWM purchases the minority interest in LTR Industries S.A. from SEITA, giving SWM 100% ownership. | SWM reports much improved earnings. Base paper franchise delivers strong recovery, posting a small profit. Divestiture of the French finished tipping business to address major structural viability issues. | SWM excels in safety performance, including a 10-fold reduction in the number of lost-time accidents since 2005. Planned $117 million facility addition in Philippines will add about 30,000 metric tons annual Reconstituted Tobacco Leaf capacity. SWM is investing $25 million for the expansion of its LIP footprint into Europe. |

- *Growth through acquisition*

- *Autonomous , independent mills, product lines and approaches*

- *Very embedded ways of doing things ….  1500s !!!!!*

- *Very little policies / governance on SWM wide initiatives.*

- *2 instances of Oracle, Cognos   - - Nothing standardized or consistent*

Budgets Excel ?

Cognos 1 / 2
Budgeting / forecasting / reporting

As IS

Excel consolidation

R11 — General Ledger: PDM, Spay, St. Giron
'normal' close
AP → AR | Inventory | Cost | WIP | Etc.
OE
R11
R11 Master files

R12 — General Ledger: Brazil, US, Poland
"normal' close
AP → AR | Inventory | Cost | WIP | Etc.
OE
R12
R12 Master files

**Data, process and systems autonomy**

QLIKview

Master file maps
Detailed data (i.e. transaction level)
Dashboards
Etc.

Overall flows.vsd
2/16/2012

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Overall "reporting" data flows
Future State

- R11 and R12 data as needed
- Budgets Excel ?
- ASCP
- Forecast updates ?

**Cognos 1**
Budgeting / forecasting / reporting

- All Account Budgets
- Finance 'High level" reports "outside" reporting
- Budgets Excel ?

**General Ledger** Consolidation (balances (chart of accounts map) R12

- Asia/ Canada Excel Summary

- Journal entries
- Prior year data
- Chart of accounts changes
- Account Balances

R11 Account Budgets

**General Ledger** R11 PDM Spay St. Giron

- Journal entries
- Prior Year data
- Chart of account changes
- Account balances

R12 Account Budgets
Intercompany

**General Ledger** Brazil US Poland R12

"Chart of accounts mapping' 'top side' journal entries

Account balances

'normal' close

R11: AP | AR | Inventory | Cost | WIP | Etc.
OE

R12: AP | AR | Inventory | Cost | WIP | Etc.
OE

'normal' close

Account balances

Budgets

Details to QLIKview

R11 Master files

HR master file data

Details to QLIKview

Shipments

R12 Master files

Details to QLIKview

Details to QLIKview

Journal entries

Customers, items, Vendors, employees, chart BOMS, costs etc.

**QLIKview**
Master file maps
Detailed data (i.e. transaction level)
Dashboards
Etc.

Customers, items, Vendors, employees, chart BOMS, costs etc.

Journal entries

Shipments

Details to QLIKview

Detailed reports Operations / Business management

Asia / Canada / Excel (details?)

Overall flows.vsd
2/16/2012

- **Improve with applications and projects … not a stand alone project**
  - Change management issue too complex to address enterprise wide
  - Too time consuming to do stand alone
  - Difficult to relate by customers

- **Try to integrate with existing initiatives**
  - Lean Six Sigma
    - "AS IS" / "TO BE" - - Cost of non compliance.. Multiple formats, excel reporting, etc.

- **Involve finance in calculations for benefits, plans**
  - We are the end of it all…. Inconsistency causes us the most pain
  - Partner to calculate the benefits
  - Probably the #1 success criteria

**The most common objective of Data Governance programs is to standardize data definitions across an enterprise…. "actually more"**

**Culture**

**Ownership**

**Recognition**
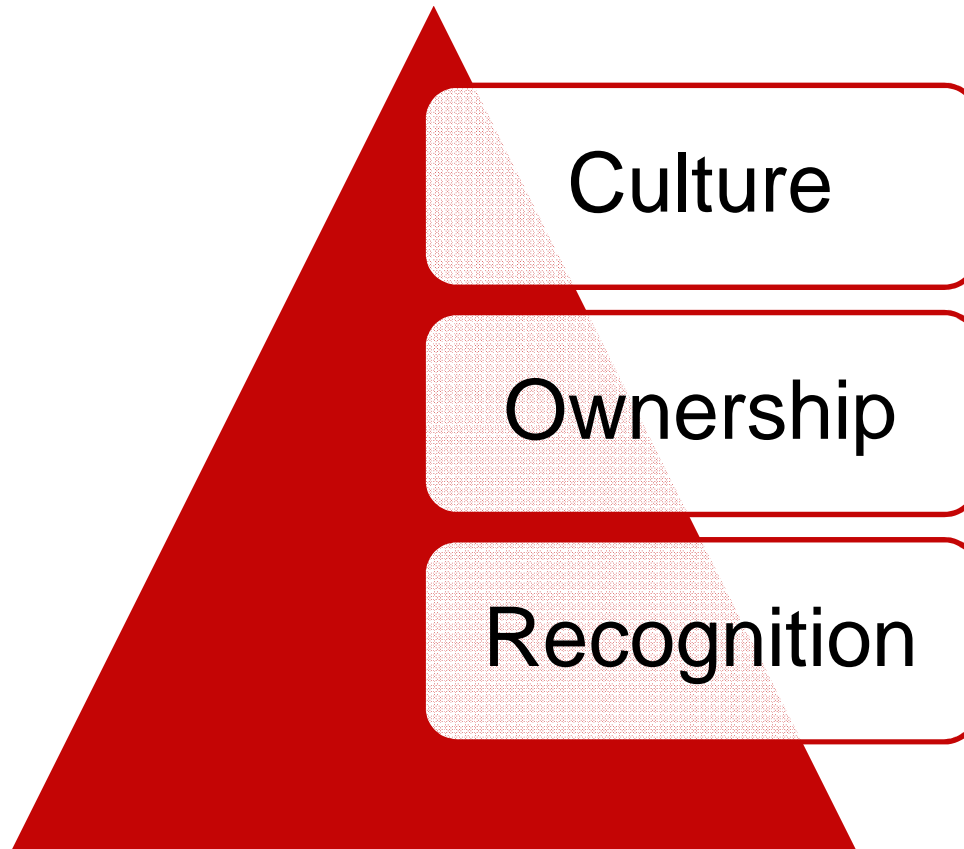
*Data Governance is really part of building a Quality Culture*

- **Appoint global "process champions"**

  - Process and data standardization

  - 5 in total

    - Forecast to cash

    - Finance

    - Supply chain

    - HR

    - Manufacturing

- **Standardize, simplify and improve**

# Metrics and KPIs

Data Governance Focus Areas

- Data Quality
- Information Integration & Flow
- Data Definitions
- Risk & Controls
- Security
- Privacy
- Access Management
- Compliance
- Support for SOA and MDM
- Executive Decisionmaking

- Break the Data Governance Policy into discrete subparts.

- Establish Data Governance for each subpart of The Policy.

- Create Scorecards for Objectives that involve multiple processes. These will be used in Management Reviews.

- Establish Metrics requirements within Operating Procedures that support each Objective.

- When feasible, consider establishing Dashboard requirements within Production Procedures, Work Instructions, or Process, Material and Product Specifications for critical Metrics.
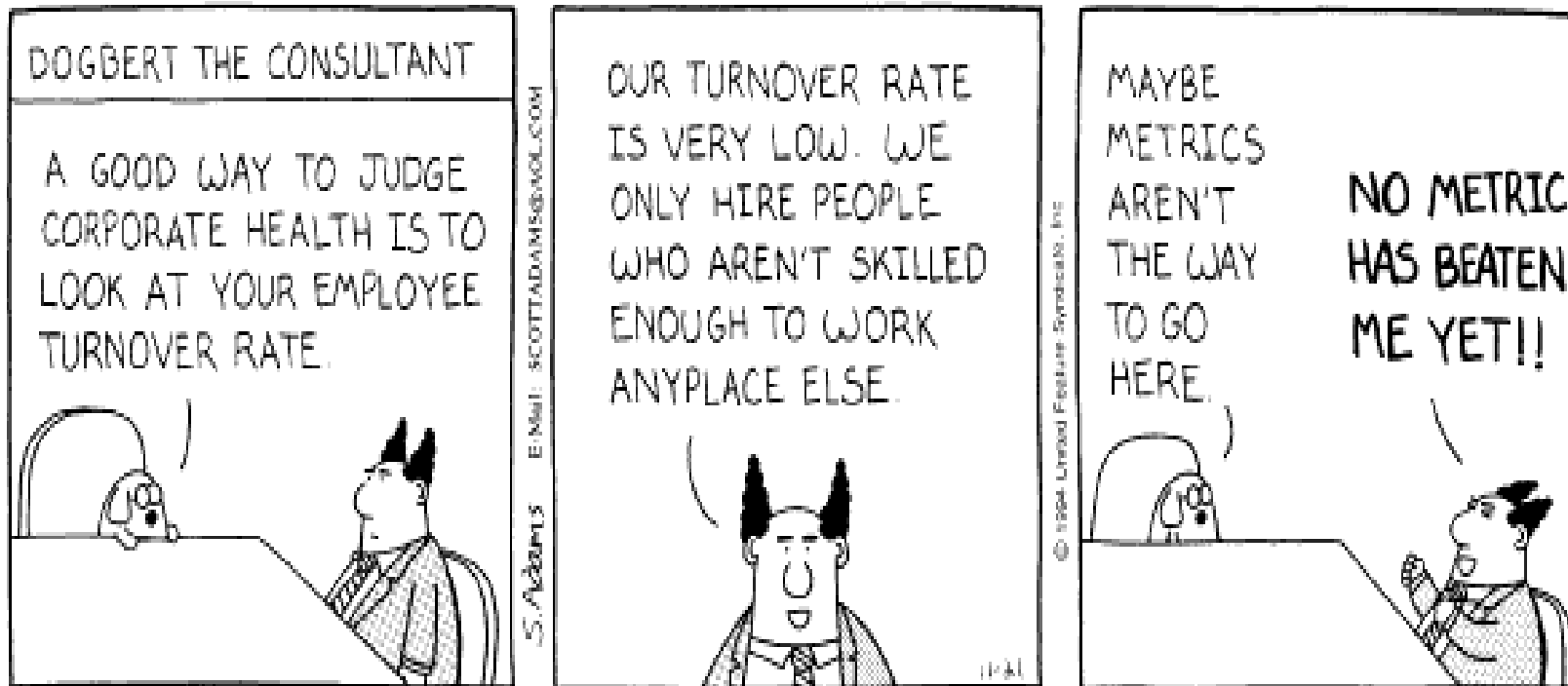
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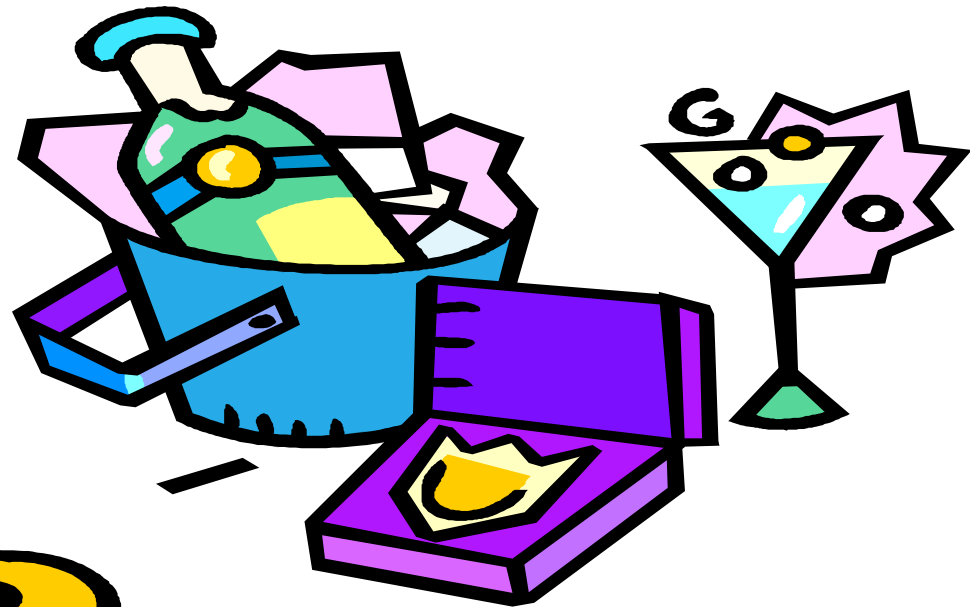
- **KPI #1:**
  - Do customers / users not fall asleep…..  Can we get time to talk about this ?



#1 – The **"Rolling of the eyes"** *metric.*

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- **KPI#2**
  - Does any one have it as even a part of their job?



*#2 – The* **"Does anybody REALLY want to work on this"** *metric*

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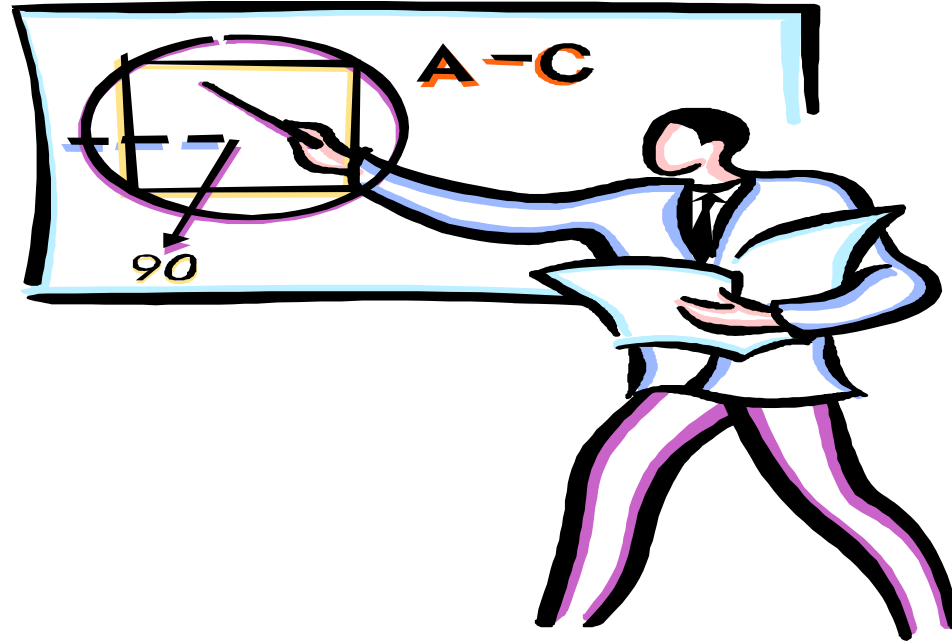engineered for tomorrow

- **KPI #3**

  - Can the CEO explain why it's important in 2 sentences or less?



**#3 – The "Elevator speech" metric**

- **KPI #4**
  - *Training – is there any time dedicated to ecduation on the CONCEPT… first*

# Do dogs understand the **concept** of time?

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- **KPI #4**

  - *Training – is there any time dedicated to ecduation on the CONCEPT…  first*



**#4 – The "…Doggone Concept"** metric

- **KPI #5**
  - *Training – and the procedures also.*



#5 – The "…How do I " metric

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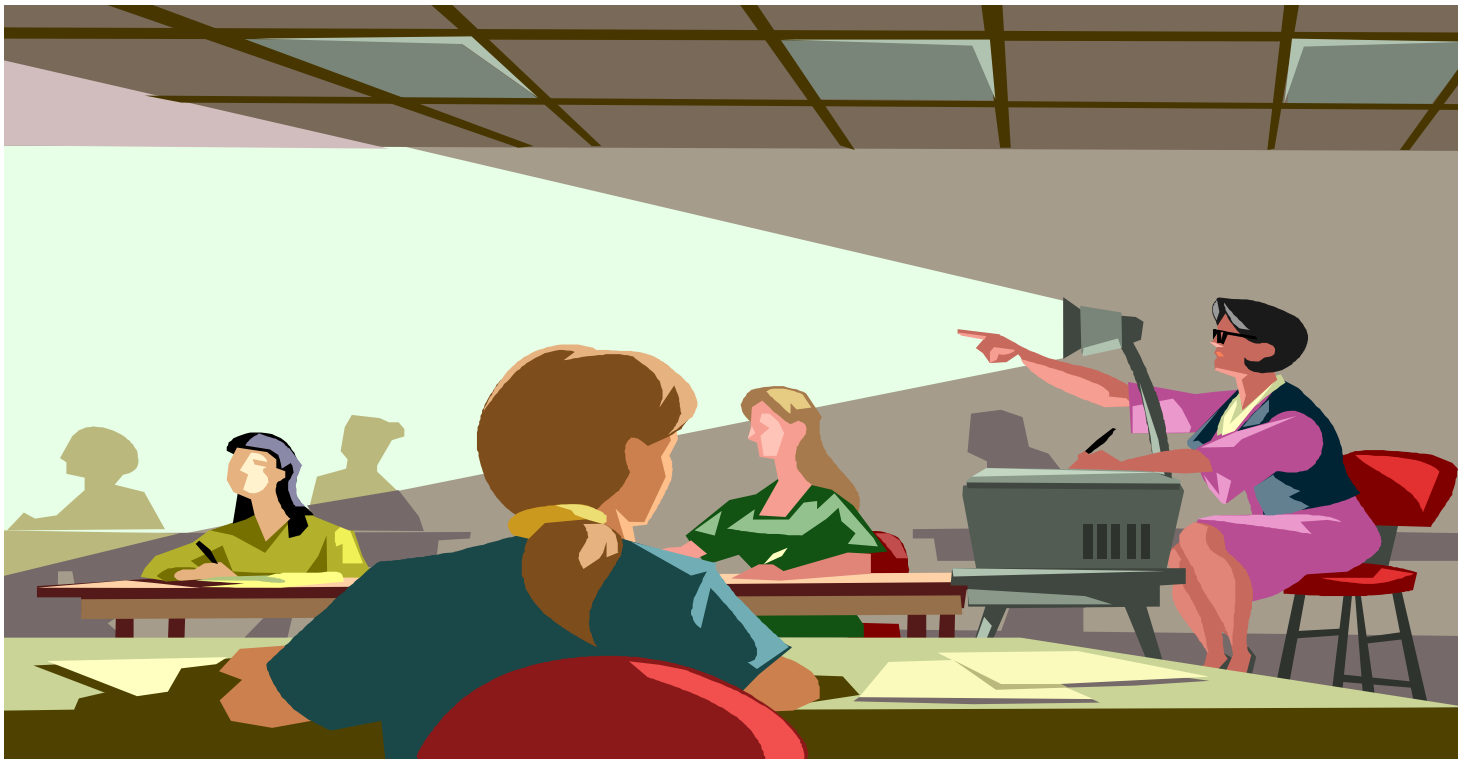
- **KPI #6**

  - *Can you quantify what data governance is?*

    - *How many files, records, fields etc…*



#6 – *The* **"Numbers are Fun"** *metric*

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- **KPI #7**

  - *Can you priortize?... Core data elements and "non-essential" …*



#7– The "Juggle ONLY what you can "
metric

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#1 – The *"Rolling of the eyes"* metric.

#2 – The *"Does anybody REALLY want to work on this"* metric

#3 – The *"Elevator speech"* metric

#4 – The *"…Doggone Concept"* metric

#5 – The *"…How do I "* metric

#6 – The *"Numbers are Fun"* metric

#7– The *"Juggle ONLY what you can "* metric

*Quality culture*

**KPI #8  If you build it will they come ?**



#8– The "**Field of Dreams**"
*metric*

- *Thank you*

- *Questions and comments*

# Discussion topic ?

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- **What if data governance controls and strategies were part of SOX?**

  - Visibility, attention, commitment,