



Virtually everything in business today is an undifferentiated commodity, except how a company manages its information. How you manage information determines whether you win or lose.”

– Bill Gates, Microsoft



## CLIENT PROFILE

# Microsoft IT Enhances Data Management to Fulfill its Real Time Enterprise Vision

Microsoft has been driving innovation since its beginnings in 1975. As the business has expanded, the scope of its mission and the complexity of its operations have also grown. One result of its sustained growth and the multifaceted nature of its business has been the need to provide improved access and control over the company’s data. Microsoft believes that the way a firm manages its data ultimately determines whether it wins or loses in the marketplace. In keeping with this mindset, Microsoft IT has developed a deep vision for IT transformation. Its approach revolves on innovating around cloud first and mobile first, developing real-time business processes and a resilient and agile foundation. Microsoft’s partnership with the CMMI® Institute shaped the Microsoft IT data management assessment using CMMI’s Data Management Maturity (DMM™) model.

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### MICROSOFT IT TRANSFORMATION ALIGNMENT TO BUSINESS PROCESS

Microsoft IT aims to optimize and control the company’s data assets to ensure timeliness, quality, share-ability and fitness for business purposes. To achieve this goal, Microsoft realized that it needed to move away from a business model comprised of abstracted silos such as organizational structure, IT governance, business process, and technical architecture and towards a more integrated framework where business processes, their associated units,

business functions and shared services are seamlessly integrated web. And simultaneously while driving towards this real time enterprise approach by delivering data at the speed of the business.

“We were aiming to develop an approach that would deliver a fast and consistent view of service, product and operational data across the business,” said Luisa Recalcati, Enterprise Architect within Microsoft IT. “But in order to do so, we recognized that the core of our

transformational strategy centered on the need to develop a best-in-class integrated data management structure that would match the business velocity.”

In cooperation with CMMI Institute, the Microsoft IT team has set out to make great strides in improved data maturity. At the offset, the assembled team understood that they would need to generate an integrated data management capability strategy, design an integrated management operating model, and drive adoption.

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## DRIVING EDUCATION AND ADOPTION ACROSS THE COMPANY

The first step Microsoft took in enhancing data management is to use a common language to evaluate the company's maturity of the existing data management capabilities. Using the DMM model, Microsoft evaluated data management capabilities and constructed a plan to move towards its goal of establishing a real time enterprise. The DMM model is a proven approach to performance improvement and has been the gold standard for software and systems development for more than 20 years. It helps organizations become more proficient in managing critical data assets to improve operations, enable analytics and gain competitive advantage.

The CMMI Institute's recommendations from the DMM appraisal identified opportunities for increased maturity in several key areas:

**DATA MANAGEMENT STRATEGY** - In the area of data management the team specified an initiative to maximize data control and sharing and to develop a methodology to monitor and measure adherence to established data standards.

**DATA MANAGEMENT OPERATIONS** - The assessment called for an improved linkage between business processes and the leveraging of the company's metadata repository.

**PLATFORM AND ARCHITECTURE** - In the area of platform and architecture the CMMI Institute specified the implementation of best practices around data archiving and retention and the maximization of shared services utilization.

**DATA QUALITY** - A top down approach to prioritization was outlined as well as up-stream error prevention and the creation of common data definitions.

**DATA GOVERNANCE** - The team decided to create integrated data governance structures, prioritization policies as well as processes and standards, to support corporate initiatives.

In considering these recommendations, Microsoft has identified and leveraged its strengths to develop a Capability Enablement Plan driven by three key strategies:

**1** The creation of an enterprise data management board

**2** The establishment of an enterprise-wide data management program and strategy

**3** The reduction of costs associated with data repair with a reinvestment in quality at the data's source

As Microsoft continues on its DMM journey, the anticipated results of these efforts include stronger alignment between business needs and IT and faster access to data for making business decisions - both of which will help the company achieve a real-time enterprise approach and further optimize and control its data assets.

Additionally, Microsoft has already begun to see a positive cultural shift in employee mindset as it related to the impact of data. According to Recalcati, "Employee education on the importance of data has proven to be a good investment for cultivating a company-wide focus on the lifecycle and impact of data."

