

[Achieve the **Real Thing** in Master Data Management Metrics and Measures



The Coca-Cola Company

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[Real Metrics – SLA's (monthly)

- Turnaround/Cycle Time:

Elapsed time from receipt to completion of a change request.

SLA's differ between data domains and create/change/block types of requests.

End-to-end and individual steps (including client tasks) are tracked.

[Real Metrics – Work Products (weekly)

- **Change Request Error Rate:** *Percentage of data maintenance keying errors within a sample (compared to original change request).*
- Sampling rates vary according to change request volume:
 - Customer (high volume) – 3% sampling
 - Materials (mid volume) – 10% sampling
 - Vendor (mid volume) – 10% sampling
 - Global Codes (low volume) – 20% sampling

[Real Metrics – Team & Individual Productivity (monthly)

- **Change Request Volume:** *Actual number of change requests processed.*
- **Actual Time *:** *Actual number of hrs./min. spent processing change requests.*
- **Assigned Resources:** *Actual number of people processing change requests.*
- **Minutes per Change Rqst.:** *Change Request Volume / Actual Min.*
- **Requests per Person:** *Change Request Volume / Actual Headcount.*

* Requires recording time against work activities

[Real Metrics – Activity Based Costing (monthly)

- **Avg. Cost per Resource:** *Salary, benefits, overhead costs for each geographic location (hourly, monthly, annually).*
- **Actual Time:** *Actual number of hrs./min. spent processing change requests.*
- **Total Activity Cost:** *Avg. Hourly Cost per Resource * Actual Hours*
- **Change Request Volume:** *Actual number of change requests processed*
- **Avg. Cost per Change Rqst.:** *Change Request Volume / Total Activity Cost.*

[Real Metrics – Capacity Planning (monthly)

- **Assigned Resources:** *Actual number of people processing change requests.*
- **Monthly Avail. Working Days:** *Excludes company holidays and weekends.*
- **Monthly Avail. Resource Hours:** $(8 \text{ hrs.} \times \text{Monthly Avail. Working days}) \times \text{Assigned Resources}$
- **Actual Time:** *Actual number of hrs./min. spent processing change requests.*
- **Time Differential:** *Monthly Avail. Resource Hours – Actual Hours.*
- **Resource Differential:** $\text{Time Differential} / (\text{Monthly Avail. Working Days} \times 8)$

[Real Metrics – Client Satisfaction (annually)

- **Reliability:** Do we consistently deliver services in accordance with agreed-upon services and service level agreements?
- **Professionalism:** Do we deliver services in a courteous and client-focused manner?
- **Communications:** Do we communicate in a timely, effective and informative manner?
- **Accessibility:** Is our team readily available and easy to reach when needed?
- **Technical Expertise:** Do we have the appropriate technical knowledge to perform the requested service and offer value-added suggestions and advice?
- **Business Expertise:** Do we have the appropriate business knowledge to perform the requested service and offer value-added suggestions and advice?
- **Would you recommend our services to other clients?**

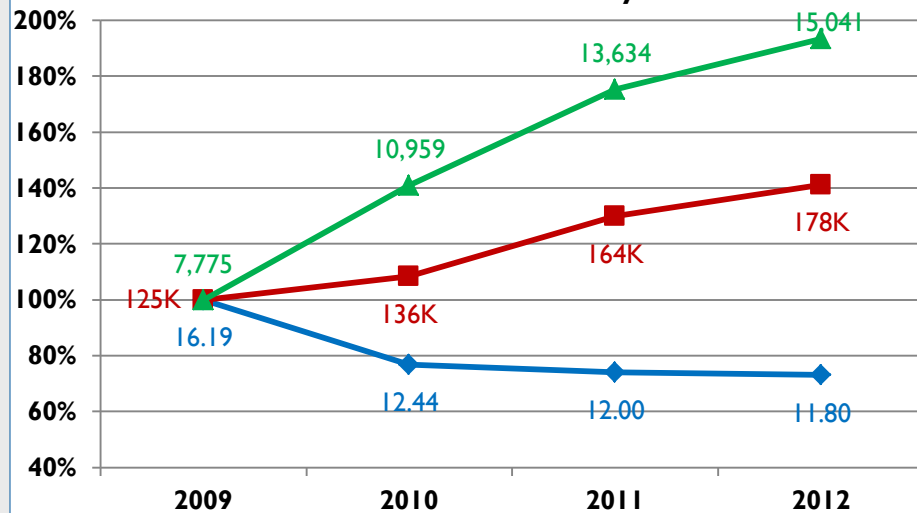
[Real Metrics – Data Quality (monthly)

Three simple dimensions:

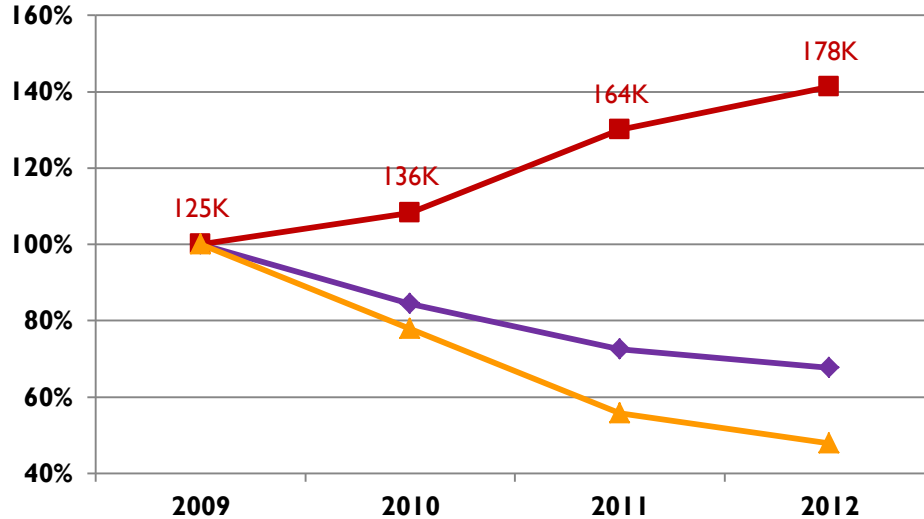
- Completeness: *Are all the required fields on the data record populated?*
- Correctness: *Do the populated fields contain accurate values?*
- Redundancy: *Are there duplicate records?*

[Real Results – Customer Maintenance Productivity

**GBS Customer Data Maintenance
4 Year Resource Efficiency Trend**



**GBS Customer Data Maintenance
4 Year Cost Effectiveness Trend**



Transaction Volume



41%

Resources



27%

Transactions per Person



93%

Total Activity Cost



32%

Cost Per Request



52%

PRODUCTIVITY VALUE



\$1.87 MM

(based on 2009 rates)

[Real Results - Client Satisfaction

Overall Satisfaction	2010	2011	2012	Trend
Data Management	64%	71%	75%	↑

Data Management Competencies	2010	2011	2012	Trend	2010	2011	2012	Trend
Business Knowledge	3.7	3.7	3.9	↑	62%	66%	77%	↑
Functional Expertise	3.7	3.9	4.0	↑	67%	72%	79%	↑
Accessability	3.7	3.9	4.0	↑	68%	74%	76%	↑
Client Communications	3.6	3.9	4.0	↑	62%	75%	77%	↑
Professionalism	3.8	4.1	4.1	=	72%	80%	84%	↑
Reliability	3.7	3.8	4.0	↑	66%	70%	77%	↑
Average Composite Scores	3.7	3.9	4.0	↑	66%	73%	78%	↑

Data Management Service Levels	Means				Top Box			
	2010	2011	2012	Trend	2010	2011	2012	Trend
Accuracy	3.7	3.7	3.8	↑	62%	67%	72%	↑
Timeliness	3.6	3.8	3.8	=	60%	71%	68%	↓
Problem Resolution	3.6	3.8	3.9	↑	58%	67%	74%	↑
Ease of Use	3.5	3.7	3.8	↑	57%	63%	69%	↑
Reliability	3.7	3.8	3.9	↑	65%	71%	74%	↑
Value	3.7	3.9	4.0	↑	63%	72%	74%	↑
Average Composite Scores	3.61	3.79	3.88	↑	61%	69%	72%	↑

[Real Results – SAP Vendor Data Quality

Client Summary

Client Detail

Custodian Summary

Custodian Detail

Notes

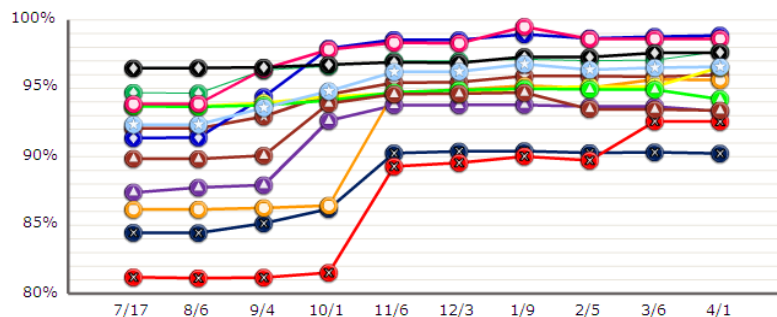
SAP Vendor Data Quality Summary by Client

4/8/2013

- ✓ Corporate
- ✓ CPS Africa
- ✓ CPS Asia
- ✓ CPS Europe
- ✓ CPS Latin America
- ✓ CPS North America
- ✓ Eurasia Africa
- ✓ Europe
- ✓ Latin America
- ✓ North America
- ✓ Not Aligned
- ✓ Pacific
- ✓ Overall

Correctness Trend

% correct



April 2013 Statistics

Client	Total Rods	Rod Count Chg	% of Correct Rod	# Incorrect Rods	Avg # Errors/Rod	Non-Duplicate	Dup Count
Corporate	29,085	-542	97.71%	666	1.2	99.96%	12
CPS Africa	2,299	26	96.00%	92	1.1	99.91%	2
CPS Asia	15,324	-583	93.32%	1,024	1.1	99.98%	3
CPS Europe	5,405	53	90.25%	527	1.2	99.87%	7
CPS Latin America	18,613	173	95.61%	817	1.2	99.90%	18
CPS North America	2,648	18	98.87%	30	1.2	99.74%	7
Eurasia Africa	12,350	102	96.53%	429	1.2	99.97%	4
Europe	24,687	926	94.22%	1,426	1.3	99.96%	10
Latin America	5,008	56	97.59%	371	1.3	99.98%	1

Green > 95% Correct, Yellow 85% - 95%, Red < 85%



[Real Key Learnings

- MDM processes are **measurable**
- MDM metrics must be **actionable**.
- **Tools** help, but are not required.
- **Balance** the manual effort with the potential benefit.
- **Consistency** over time is more critical than precision.
(averages work fine!)
- **Share** results with clients and management.