Field Report: SAP Master Data Governance
Monday, April 30, 2012

Why is "Master Data Governance" So Important?

MDM provides a trusted, consistent view of key information assets across the enterprise – ranging from "customers", "products", and "suppliers" to "locations" and more. In large corporations, MDM is becoming a business transformation strategy as the cornerstone of every critical business process and business decision.

Data is an important asset to most companies and leveraging that data properly can result in operational and IT cost savings as well as drive business growth. Furthermore, managing and governing strategic data assets is foundational to a service-oriented architecture (SOA), which in turn facilitates business process management (BPM).

Clearly, MDM is an enticing proposition for many enterprises but to achieve these results, a proper "Master Data Governance strategy" must be in place.   When deploying MDM, a proper Data Governance discipline should consider the business drivers, project scope, roles and people filling each role, policies and procedures, data quality, inheritability, social norms, and the business operating model. Master Data Governance is more than a single product or process, rather, it is an ecosystem of products, processes, people, and information. Based on recognition of issues at hand, an improving economy, and increasing regulatory requirements, businesses are now recognizing the opportunity to take a more strategic view of enterprise Data Governance. Clearly, MDM and Master Data Governance are codependent/interdependent. During 2012-15, savvy enterprises must invest upfront in Master Data Governance to realize MDM sustainability and ROI.

Clearly, Master Data Governance is a major IT initiative being undertaken by a large number of market-leading global 5000 enterprises. Both as an IT discipline and an integrated set of technology solutions, MDM continues to evolve at a rapid pace. Research analysts at the MDM Institute annually produce a set of ten milestones to help global 5000 enterprises focus efforts for their own large-scale, mission-critical MDM projects. For product strategy purposes, we provide a set of evaluation criteria that provide a framework of feature/functions we see in increasingly wide practice at IT organizations tasked with evaluating charting and executing their enterprise's Master Data Governance programs:

The majority of this Field Report on SAP Master Data Governance therefore represents our analyst opinion buttressed by the in-depth reviews, evaluations and (often) hands-on proof-of-concepts executed by the membership of the MDM Institute's Advisory Council.

1. **Methodology**
2. **Data exploration/profiling**
3. **Data model, policy model & business glossary management**
4. **Rules/policy management**
5. **Decision rights management**
6. **MDM hub integration**
7. **Enterprise application integration**
8. **Integrated metrics**
9. **Multi-level, role-based security**
10. **E2E data lifecycle support**

SAP Master Data Governance Family Evolution

SAP Master Data Governance (SAP MDG) is arguably the first-to-market integrated and active data governance application -- via its governance capabilities for creation, maintenance and replication of master data "upfront" (upstream) of line-of-business applications. Specifically, SAP MDG provides out-of-the-box, domain-specific master data governance to centrally create, change and distribute master data across your entire landscape -- with a focus on the SAP Business Suite. In other words, SAP MDG is an MDM application purpose-built and natively integrated with key SAP solutions, while SAP NetWeaver MDM is an infrastructure variation that requires additional customization to enable such central governance. While such "upfront" governance of SAP MDG differs from "reactive" governance (consolidation, harmonization) both are often needed within an organizations landscape for different use cases.

The focus of SAP MDG is delivering out-of-the-box business content and configurable flexibility to extend the delivered content -- not on providing a tool and infrastructure to enable customers to start implementing a centralized MDM hub. The "native integration" with ECC Business Suite enables re-use of existing business logic and configuration for validation of master data. Note also that the latest versions of SAP MDG applications are in Enhancement Pack 6 and that ECC does not need to be the same version as MDG if deployed as a hub.

SAP MDG is a prebuilt solution that requires configuration rather than a toolset that requires coding. SAP MDG can also be configured to leverage consolidated master data from SAP NetWeaver MDM as well.

> ## SAP MDM Family
>
> **SAP NetWeaver MDM**
>
> *Generic, multi-domain infrastructure supporting true multi-domains & consolidation/syndication-style MDM & use cases in the enterprise*
>
> **SAP Master Data Governance (MDG)**
>
> *Out-of-the-box, domain-specific master data governance applications to centrally create, change & distribute master data with a focus on SAP Business Suite (ECC)*
>
> **Source: The MDM Institute**

Currently MDG is offered for financial, material, supplier, and customer master data. Initially at launch in 2010, SAP MDG only provided centralized mastering of Finance data (SAP MDG-F) but has since added Materials (SAP MDG-M) and Suppliers (SAP MDG-S) using a "Business Partners" approach. As this report was being researched, SAP had released MDG-C for customer master data in controlled release ("ramp-up" in SAPanese).

SAP MDG for Finance (SAP MDG-F)

First to market was SAP MDG-F as a finance data governance application to enable integration of corporate financial master data with subsidiaries' financial master data. It facilitates the central maintenance of financial master data used in corporate consolidation chart of accounts, general ledger accounts, cost elements, financial reporting structures, and organizational units – including "group companies," profit centers, and cost centers. In addition, SAP MDG-F supports the automatic distribution of financial master data to subsidiaries, and eases maintenance of financial master maintenance. With the SAP MDG-F application, an organization can centrally maintain the financial master data used in its SAP Business Suite software and also coordinate with 3rd party, non-SAP ERP applications.

SAP MDG for Materials (SAP MDG-M)

Manufacturing and logistics organizations face complex material master data governance challenges. Without integrated, centralized data governance, companies have unstructured data processes that are not sufficiently controlled or guided. Data collection is time-consuming, slow, and error-prone. Homegrown, hard-coded solutions have a high total cost of ownership (TCO) and do not provide the flexibility required by business units from finance to procurement. To optimize material master data governance, SAP MDG-M helps establish "maintain once, use everywhere" best practices, and reduce costs by eliminating redundant maintenance efforts and duplicate entries.

SAP MDG for Suppliers (SAP MDG-S)

The MDG-S application maintains, validates, and distributes "supplier master data" within the SAP Business Suite software family (R/3, ECC, on demand). An organization can replicate supplier data for its SAP environment as well as non-SAP solutions. MDG-S gives the flexibility to replicate data only to specific client systems using defined filters, and it supports the use of different supplier IDs and different customizing keys between hub and client systems.

SAP MDG for Customers (SAP MDG-C)

While SAP NetWeaver MDM had internal limits on the number of customers, in addition to being written in ABAP (unlike SAP NetWeaver MDM), SAP MDG has no such limitations. The product is getting modestly good reviews in ramp-up (beta) and has a considerable back log of interested SAP customers who have requested such a capability.

SAP MDG "Custom Object"

SAP provides the capability to model objects other than the SAP-supplied objects (Customer, Finance, Materials, Supplier) using a "Custom Object". The Custom Object is basically an extension of the MDG framework where custom data models can be created. Currently, SAP customers have been using this facility to implement hierarchy management of reference data (standards & metrics, country codes, etc.) as well as multi-party customer data models (while waiting for the SAP MDG-C production product). Note that unlike the "intelligent (custom) objects of SAP NetWeaver MDM of years past, this SAP MDG capability is fully supported by SAP as a standard feature.

Many of the features, functionalities of the SAP MDG solutions are shared among the several different iterations. In this field report, some of those common features are not noted as common features but presented as features specific to the iteration. Certain SAP MDG iterations have their own "super powers" most notably SAP MDG-C supports centralized creation or client-based creation (other SAP MDG iterations only support central).

Ancillary SAP Solutions & Technologies

An MDM program necessarily includes multiple software technologies such as data profiling/discovery, data cleansing, data loading (ETL), etc. Additionally, MDM systems can be augmented by diverse middleware approaches to support the various performance and architectural requirements desired. During the past 5+ years, SAP has been diligently developing, enhancing, leveraging and integrating major subsystems and products from the Business Objects family to round out the functionality, increase the performance, and

provide additional use case flexibility. A summary of the major SAP MDM-related product initiatives includes:

- **SAP Data Quality Management -** SAP Data Quality Management (DQM) delivers a solution to help analyze, cleanse, and match customer, supplier, product, or material data – structured or unstructured – to ensure highly accurate and complete information across the enterprise.. The software includes data quality dashboards and blueprint accelerators.

- **SAP Information Steward -** SAPs Information Steward solution provides tools for integrated data profiling and metadata management functionality. Such continuous insight into the quality of data empowers data stewards with a single environment to discover, assess, define, monitor, and improve the quality of their enterprise data asset. This tool provides profiling and data quality dashboards with capability to drill down into the details behind quality scores and KPIs.

- **SAP Data Services** - SAP Data Services (DS) includes Data Integrator (data integration and ETL) as well as Data Quality Manager (DQM) for data quality features. SAP DS is an embeddable set of self-contained libraries requiring no application server and is commonly used for building data marts, operational data stores (ODSs) and data warehouses, etc. As of SAP DS 4.0 release, text processing (e.g., to analyze unstructured text data such as free text fields in business applications like customer email ; or to provide sentiment analysis of social media streams) is available and is based on the Insight assets (BOBJ acquisition). SAP DS is also the engine for transforming, moving and loading data and metadata into SAP's in-memory, high performance analytic application ("HANA").

- **HANA -** High Performance Analytic Appliance (HANA) is a database solution from SAP which is distributed as an appliance, a combination of hardware approved by SAP, and an in-memory database software solution. . Unlike SAP Business Information Warehouse (SAP BW) installations which must migrate and convert their data to the columnar database format used by HANA, SAP MDG installations are expected to have a "boring" go live (to paraphrase certain other data governance vendors' marketing), i.e. no conversion required.u

- **SAP Master Data Services** - Note that in 2H2012, SAP will begin offering another MDM solution -- SAP MDS or "Master Data Services" offering. This will be a high performance data hub, powered by HANA with the initial release focused on CDI. Note that SAP believes this is not a competitor for SAP MDG -- rather SAP MDS is a hub while SAP MDG is a governance solution. Continuous SAP innovation and development in the ECC and HANA areas will enable SAP MDG to leverage the benefits of the HANA platform and performance improvements. As this happens, the integration between SAP MDS and SAP MDG will continue to get tighter.

Summary Evaluation - Top 10 Evaluation Criteria

As part of the interactions with its Customer Advisory Council, the MDM Institute captures and promotes models such "top 10 evaluation criteria" for key MDM-related subsystems. During 2H2011 and as part of the background research for the much more comprehensive "*Master Data Governance: Market Review & Forecast for 2012-15*" report, more than thirty Global 5000 size enterprises shared their software evaluation processes and contributed commentary and supporting details for a set of "top 10" evaluation criteria for master data governance solutions. These evaluation criteria (figure 1) are discussed in more detail in the above referenced market study. The majority of this Field Report in turn takes these "top 10"evaluation criteria as a framework to discuss and understand the capabilities of the SAP MDG family.

1. Methodology - SAP's MDG methodology is innately wired into the integration among the MDG applications, common processes and dashboards that comprise the solution. Given that SAP MDG shares the business process, rules and common master data with the core SAP ECC family, there is literally little need for a methodology to identify sources and targets for an MDM hub as the specifications (and underlying rules) are already defined. For the upfront strategy development, both SAP and its consultancy partners (Accenture, Capgemini, DATUM, Deloitte, Utopia, et al) provide a series of workshops as an introduction to identify data deficiencies and readiness issues when in data governance start-up mode.

2. **Data Exploration/Profiling** - The combination of SAP DQM, Data Services, and Information Steward provide comprehensive and well integrated facilities to identify and document the data landscape. For example, while Data Services is the pipe to the different sources; Information Steward is the UI layer, which can measure after the fact how well rules are executing; and SAP MDG's audit trail capabilities captures and measures lineage (who did what, who approved). SAP MDG is well integrated with both Data Services and Information Steward. For example, Data Services can be invoked during the creation process to ensure data quality and consistency and through a shared dashboard, MDG governance processes can be launched based on records failing any rules/checks in your IS system.

3. **Data Model, Policy Model & Business Glossary Management -** The fundamental architecture of the SAP MDG solution is to leverage the existing data models and rules of the corresponding SAP Business Suite line-of-business application. Moreover, SAP MDG's delivered data models can be extended to meet specific customer needs as well as SAP MDG providing a framework for complete custom objects or non-core scenarios to be built out. The BRF-Plus rules framework can provide easily configuarable additional validations and derivations across all SAP MDG to further improved governance and data quality. The underlying metadata of the Business Objects Universe combined with the same of ECC provides a unified business glossary environment for business intelligence and other knowledge workers to share their efforts. To further unify all components, SAP MDG can be integrated with SAP's T-REX enterprise search which

---

Figure 1 -
MDG Evaluation Criteria

1. *Methodology*
2. *Data exploration/profiling*
3. *Data model, policy model & business glossary management*
4. *Rules/policy management*
5. *Decision rights management*
6. *MDM hub integration*
7. *Enterprise application integration*
8. *Multi-level, role-based security*
9. *Integrated metrics (business, technical, & philosophical)*
10. *E2E data lifecycle support*

Source: The MDM Institute

can search across both staging areas and master hubs.

4. **Rules/Policy Management** - Unlike other non-integrated, non-active data governance solutions, SAP MDG has a robust rules management capability that is natively integrated with and sharing with the target line-of-business application whose master data it governs. Additionally, SAP's business rules framework (BRF) can be used to drive or extend the governance via "developed once, used many" decision tables which can be used by knowledgeable business end-users. For rules processing and integration beyond the enterprise, (extra-enterprise as in an extended supply chain scenario), SAP's StreamWork (cloud-focused collaboration) provides cloud-enablement and cloud-integration -- both data sources and processes/applications.

5. **Decision Rights Management** - Support for governance councils' and committees'. decision-making processes is built into the workflows that are provided out-of-the-box for LOB- and corporate-function specific roles -- whether it be material master data manager or other such roles. SAP MDG workflow has two flavors – SAP Business Workflow and a "rules-based" workflow built with BRF-Plus. Both offer their advantages depending on the needs of the organization and allow complete flexibility to tailor the workflow processes in SAP MDG to meet the governance needs of the organization. In short, the built-in/existing workflows can be used to automate the operational aspects of data governance, and can be tailored to fit the organizational -specific process and organization may have in place (or evolve) to support arbitration, adjudication, escalation, and all the normal "decisioning" processes associated with data stewards and their councils/committees/processes.

Overview of SAP MDG
STRENGTHS
1. *Ready-to-use governance applications integrated w/SAP ERP*
2. *Predefined & extensible data model*
3. *Prebuilt & flexible workflows*
4. *Multi-mode data replication*
5. *Integration with BOBJ data quality/validation assets (cleansing, matching, & consolidation)*
6. *Verifiable audit trail*
CAVEATS
1. *Late-to-market with B2C customer*
2. *Nascent cloud-enablement & integration*
3. *Nascent big data & analytics support for social CRM data*
Source: The MDM Institute

6. **MDM Hub Integration** - SAP MDG is a centralized solution which can be deployed as a hub or can be installed within the same instance as your operational ERP solution. Specific customer needs and landscape requirements will dictate the ideal choice. SAP MDG is most often deployed as the central creation hub/engine and therefore it "is" integrated with the system of record hub unlike the vast majority of data governance solutions currently marketed which do not integrate with any MDM hub at all. Additionally, SAP NetWeaver MDM can be deployed in-line as a staging consolidation hub if desired.

7. **Enterprise Application Integration** - For many SAP users, EAI with other 3rd party, non-SAP applications is achieved via standard SAP technology (historically this was Application Link and Enabling (ALE) remote procedure calls, and standardized messages called "idocs"). Post-NetWeaver, SAP introduced XI as its own middleware to provide a high-level level of process orchestration for such integration between applications.   XI morphed into Process Integration (PI) as the capability matured, SAP NetWeaver Process Orchestration includes the capabilities of SAP NetWeaver Process Integration and

combines the products of SAP NetWeaver Process Integration and SAP NetWeaver Business Rules Management into a single offering. SAP NetWeaver Process Integration (PI) provides both application-to-application (A2A) and business-to-business (B2B) integration and has an adapter framework that both SAP and partners can extend. Some partners, for example MuleSoft, do provide connectors for cloud-integration that can be used today.In any case, SAP provides all the standard middleware implementation modes for publish/subscribe, master/slave, etc. And, unlike other MDM hubs, given its insider status SAP MDG's purpose-built hubs are pre-integrated with SAP ECC, et al. Also SAP MDG can make use of the Data Replication Framework (DRF) within ECC to coordinate and control distribution. SAP ALE (Application Linked and Enabling), service calls and flat files can all be used to distribute to both SAP and non-SAP systems.

8. **Integrated Metrics (Business, Technical & Philosophical)** - Business metrics are available through built-in KPI reporting is standard within SAP MDG. In addition, as an offshoot of the workflow process, such metrics are mappable to defined SLAs to trigger reminder or supervisory emails as well. Most importantly, in terms of closed-loop data governance processes, once such metrics are implemented upstream in SAP MDG they can also be measured downstream in the SAP ECC processes. Moreover, one can configure an SAP MDG hub on an SAP ECC system to have the same policy rules configured for each (this is because unlike SAP NW MDM, they share the same tools and infrastructure, i.e., SAP NW MDM would require all rules to be identified and then recoded in the MDM front-end). Indeed, a lot of the need for technical governance metrics is removed as the business rules are managed much tighter, i.e., controls are much more upfront than downstream. If certain of the governance rules may be complex to define and not desired to be rigidly managed upfront, then SAP Information Steward can periodically run the technical rules if desired. Philosophical metrics such as "data governance readiness" or "maturity level" assessments are typically deliverables from organizations such as SAP Consulting or third parties such as Datum and Utopia. For example, scorecards to see how well an organization is performing (example: one might be good at data quality, but have poor process quality).

9. **Multi-Level, Role-Based Security** - Within SAP MDG, security is handled very directly and very thoroughly. Roles can be defined using standard SAP security mechanisms with the flexiblity of complete separation of duties, workflow-differentiated routing, field-level security, etc. This is much more comprehensive than typical governance capabilities to define "which" people will receive "what" data as their level of ability to change is via role and workflow. Again, unlike SAP NW MDM which had its own security system, SAP MDG is based on ECC and its ABAP-based foundation means all standard SAP rules and roles are enforced (unlike SAP NW MDM where one had to assign roles to NetWeaver Portal roles, etc.)

10. **E2E Data Lifecycle Support** - SAP MDG provides systemic end-to-end, full lifecycle of information as an asset, i.e., onboarding (new account creation), promotion, retirement, and redaction. As an E2E (end-to-end) lifecycle governor, it provides for master data to be managed via workflow and staging areas so any changed master data will be fully audited, and checked to see whether it should be published. Specifically, a "change request" in SAP MDG is the mechanism to control the information lifecycle. All the change requests are stored in SAP MDG and are able to be reviewed as an historical record of the governance process. Moreover, documents can be attached at time of creation and across the audit trail with such attachments as a standard feature of SAP MDG. (Note also that while SAP MDG is centralized creation of master data and therefore documents must be capable of native format storage, in SAP NW MDM one can also store rich content against maser records (supporting documents, links, thumbnails). This is because SAP NW MDM is positioned as a "consolidation hub" and therefore it makes sense to accumulate multiple documentss, images, etc as it *is* a consolidation hub.)

Competitive Outlook

Prior to the release of SAP MDG, organizations that desired enterprise-strength data quality as part of their data migrations into SAP ERP relied upon systems integrators (SIs) and consultanices for such critical capabilities. As a result, major SIs such as Accenture, Deloitte, Tata, and Wipro developed very significant skills and pools of staff to develop custom "data governance" frameworks to solve these challenges. Concurrently, a major specialty market for boutique consultancies also thrived in filling this need which in turn drove the growth of BackOffice Associates, SITA Corporation, and Utopia while also spawning several upstarts such as Black Watch Data, DATUM, and eCenta. Practically every major SI developed an SAP data governance/data quality practice to some degree (HCL Axon, iGATE Patni, L&T Infotech, Mahindra Satyam, etc.). Despite the costs and risks associated with such custom data governance frameworks, the market thrived and the vast majority of the purchasers were very satisfied with the results.

With the formal delivery of SAP's own data governance capabilities, and its increasing uptake in the market, these same SIs and consultancies will need to rapidly remake themselves as "value add" contributors to the increasing install base of SAP MDG sites. During 2012, we expect the market to modestly embrace SAP MDG which will enable the SIs and consultancies to continue selling and deliver their custom solutions, while concurrently building out their own SAP MDG credentials and capabilities. We project that certain smaller consultancies such as DATUM will totally embrace the SAP MDG platform to gain market momentum, while other much larger SI firms such as BackOffice Associates and Utopia will scramble to keep their revenue streams intact while simultaneously developing new add-on solutions to leverage SAP MDG, HANA, and related cloud and big data capabilities yet to come to market from SAP.

Heterogeneous data governance software solution providers such as Allen Systems Group, Collibra, DataFlux, and Kalido will not have a significant presence in the SAP aftermarket for data governance.

Futures for SAP Master Data Governance

SAP has had a number of challenges to overcome concerning inherent architectural limitations of the SAP NetWeaver MDM platform (restrictions on size of tables, throughput) that do not apply to SAP MDG. Furthermore, as a result of its ABAP and other standard SAP underpinnings, and its more recent R&D gestation, SAP states that SAP MDG will be able to fully leverage the in-memory performance enhancements of HANA. Furthermore, the implication then is that SAP MDG installations need not fret about the effort to migrate to SAP HANA (unlike SAP Business Information Warehouse [SAP BW] which must undergo table re-design and re-load to take advantage of the columnar database).

However "life in the MDM and Data Governance world" does not solely revolve around "performance", as a key requirement is "integration". While SAP MDG does a great job of bringing together the application components of the SAP ecosystem, it does lack the so-called "registry style" MDM overlay architecture. A registry system provides a light weight index, data model, and matching algorithms to unify several MDM source systems into a "single" materialized (vs. physically instantiated) view of a mastered entity (customer, product, supplier, citizen, etc.). It is not just an artifact of multiple MDM M&A efforts that provide IBM, Informatica, Microsoft and Oracle with such capabilities -- but rather a basic market requirement. SAP could easily fill this niche with an acquisition of its own, if it were determined to bolster SAP MDG (and SAP NW MDM) as general purpose, heterogeneous MDM hubs -- and position these SAP products as not just SAP application-centric.

A newer direction for SAP's MDM portfolio is the recently announced third member of the family -- SAP Master Data Services (MDS) -- which among other vital cpaa bilties has the potential to obviate theneed for a registry layer/architecture MDM offfering.. SAP MDS will leverage HANA with plans to approximate al-time customer data integration (CDI) across not just SAP ECC/BBD application but also 3rd party

applications and plans to integrate data from all sources such as social media and big data. SAP plans to make SAP MDS available in the second half of 2012.

Through 2012, most enterprises will struggle with "enterprise" master data governance. Even though most organizations will initially focus on customer, vendor, or product MDM -- and most data governance software providers will in turn focus on a single MDM product and its dominant data domain -- at some point, enterprises will desire or demand data governance that spans both "party" and "thing" data domains.

Clearly, data governance solution providers (both software vendors and SIs/consultancies) will be challenged to evolve from point products (customer or product only) to enterprise MDG (multiple MDM domains). This in turn will open the door for 3rd party software providers or consultancies to provide pan-MDM governance capabilties, at least at the consolidation level (i.e. able to roll up data models and process models for compliance reporting or ILM analysis). While these 3rd parties may not have the native integration such as SAP has with its own MDG:ECC solutions, they may have the capability to provide a more heterogeneous roll-up/consolidation capability. That in turn, is not a defensible position as SAP will also deliver such heterogeneous data goverannce roll-up capabilities as well over time.

BOTTOM LINE

For the global 5000 enterprise (and increasingly the small-to-midsized business), approaching enterprise Master Data Governance, SAP MDG can provide lower TCO relative to the alternatives of custom data governance framework or non-SAP provided data governance solutions.

Specifically, SAP MDG leverages existing investments, through the reuse of SAP Business Suite business logic and SAP BusinessObjects Data Services rules. While SAP MDG is a relatively new product (compared to other MDM solutions such as IBM Server, Oracle MDM, et al) its foundation is the industry proven, rock solid SAP ERP. **This foundation (coupled with future SAP investments into this product) will enable much more out-of-the-box business content to come to market very rapidly** (hence the official SAP MDG roadmap allowing for 6 month cycles of functional releases).

A challenge for SAP marketing is that the company needs to break through the misconception that SAP MDG is "only for SAP ECC".

Coming to market during 2012-13 are MDG solutions characterized by pro-active integration of the data governance function with MDM hubs. SAP MDG is the vanguard of such products and is an excellent choice for master data governance in SAP-centric organizations.

See you at the next annual MDM & Data Governance Summit in your hemisphere.

Aaron Zornes

Aaron Zornes
Chief Research Officer
www.the-MDM-Institute.com
Independent, Authoritative, & Relevant

More MDM programs get their successful start at MDM & Data Governance Summits than anywhere else

- [MDM & Data Governance Summit Europe 2012](#) – Radisson Blu Portman Hotel – London ▪ April 23-25
- [MDM & Data Governance Summit Asia-Pacific 2012](#) – Doltone House, Darling Island Wharf , Darling Harbour – Sydney ▪ May 21-22
- [MDM & Data Governance Summit Tokyo 2012](#) – Marunouchi My Plaza Hall – Tokyo ▪ June 14
- [MDM & Data Governance Summit San Francisco 2012](#) – Hyatt Regency Embarcadero – San Francisco ▪ June 19-20
- [MDM & Data Governance Summit Canada 2012](#) – The Carlu - Toronto ▪ June 27-28
- [MDM & Data Governance Summit India 2012](#) – Leela Mumbai – Mumbai ▪ July
- [MDM & Data Governance Summit New York 2012](#) – Marriott Marquis Times Square – NYC ▪ October 14-16
- [MDM & Data Governance Summit Shanghai 2012](#) – Shanghai International Convention Center ▪ November 13-14
- [MDM & Data Governance Summit Singapore 2012](#) – Marina Bay Sands Resort – Singapore ▪ November 27-28

About the MDM Institute

The MDM Institute is the world's leading research and advisory consultancy exclusively focused on master data management. As chief research officer, Aaron Zornes delivers the technology-related insight necessary for its clients to make the right decisions in their use of master data management (MDM), customer data integration (CDI), reference data management (RDM) and data governance solutions to achieve their customer-centric business goals. The MDM Institute provides authoritative, independent and relevant consulting advice to senior IT leaders in corporations and government agencies, to business leaders in high-tech enterprises and professional services firms, and to technology investors. The MDM Institute delivers its research and advice to more than 60,000 clients in 10,500 distinct enterprises via Twitter, Linked In, Xing, Google+ and email newsletters. Additionally, each year more than 2,000 paid delegates attend its MDM & Data Governance Summit conference series held in London, New York City, San Francisco, Singapore, Sydney, Tokyo and Toronto (now in its seventh year). Founded in 2004, the MDM Institute is headquartered in San Francisco and has clients primarily in North America, Europe and Asia-Pacific. For more information, visit http://www.the-mdm-institute.com.

For additional info on this topic or other MDM Institute offerings, please contact info@the-MDM-Institute.com.