



Informatica®



# The Eight Essential Elements of Data Empowerment

# Contents

## What Data Empowerment Is and Why It Matters

An Introduction by Thomas Brence, Senior  
Director of Product Marketing, Informatica 4

1. A Focus on the Foundation 6

2. An Emphasis on Excitement 10

3. A Devotion to Data 13

4. A Mindset for Measurement 16

5. A Pursuit of Privacy 19

6. A Commitment to Consumers 21

7. A Passion for Partnership 23

8. An Open Ear to Your Peers 25

About Informatica® 27

**Tip:** click to jump straight to any section.





# What Data Empowerment Is and Why It Matters



# What Data Empowerment Is and Why It Matters

An Introduction by Thomas Brence, Senior Director of Product Marketing, Informatica



**Value—that is, creating business value—is the ultimate goal when it comes to working with your data. But simply working with your data isn't enough. You need to know where that data is. You need to understand it. You need to know that the data is reliable. You need to know who should be able to have access to it. And you have to be able to get the right data to the right people at the right time. If you want to empower your organization, you need to match trusted data with trusted people to produce trusted results. If you can harness the value that lies within your data, you can begin to transform your organization.**

[A recent report](#)<sup>1</sup> by Accenture found that data-driven organizations are growing at more than 30% annually. To be data-driven, or empowered by data, your organization needs to be able to find, access, understand, and trust data.

Every month since January 2020, Informatica has featured a new customer story on its website, a series of webinars that zero in on [empowering others with data](#). Told in the words of senior data professionals at leading companies, each recorded webinar has been filled with compelling details of each organization's data empowerment journey. Before each webinar, we've done a sit-down Q&A with the speaker(s) for that session. We then turned these Q&As into blogs. Taken together, these webinars and blogs spotlight the essential elements that organizations need to possess to be empowered by data.

This eBook is based upon these stories and Q&As. For me, it's been a labor of love. To bring together experts from around the world, highlight their successes, and give them a platform on which they could share their stories has been, and continues to be, a tremendous honor. Executives from New York Life, Eli Lilly, Invesco, State Farm, UNC Health, the Department of Education, and many more leading organizations were extraordinarily generous with their time and insight.

<sup>1</sup> Data is the New Capital: [https://www.accenture.com/\\_acnmedia/PDF-129/Accenture-Data-is-the-New-Capital-POV.pdf#zoom=50](https://www.accenture.com/_acnmedia/PDF-129/Accenture-Data-is-the-New-Capital-POV.pdf#zoom=50)

# What Data Empowerment Is and Why It Matters (continued)

An Introduction by Thomas Brence, Senior Director of Product Marketing, Informatica

What I've learned, and what I'd like to share with you, is that there are eight essential elements to data empowerment:

1. A Focus on the Foundation
2. An Emphasis on Excitement
3. A Devotion to Data
4. A Mindset for Measurement
5. A Pursuit of Privacy
6. A Commitment to Consumers
7. A Passion for Partnership
8. An Open Ear to Your Peers

Each expert had their own take and opinions on each of these elements illustrating that there is no right or wrong way to govern or empower with data. The recipe has to represent what works for you and your organization at the moment. However, each of these elements are shared here in an attempt to give you an idea on how to replicate this same success at your organization. You'll find over the next several pages that the main component in empowering your organization is trust—trust in your data and trust in the results. But the secret ingredient is people. None of these experts could have created value without the right people around them. Fittingly, I am also well aware of how I wouldn't have been able to establish the data empowerment experts without each of these individuals and their willingness to participate. For that, I'm grateful!

My goal is that as you read each section that it gives you ideas on how to empower your organization with trusted data. If you can deliver trusted data into business users' hands, they can do some truly amazing things: improve customer loyalty, make more informed decisions, optimize supply chains, understand impact and risk, discover new markets for existing products, increase competitiveness, and so much more. And my hope, more than anything, is that you enjoy this eBook, the webinars, and blog posts as much as I've enjoyed co-creating them with each of the data empowerment experts.

**Let's get started!**

# 1. A Focus on the Foundation



# 1. A Focus on the Foundation

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**You can't get started with data empowerment, and expect trusted results, if you haven't taken the first step of governing data. By focusing on building a solid foundation of trusted, governed data, you will ensure that your teams enjoy confidence and consistency.**

To begin governing your data, consider some of these best practices:

- **Design a robust governance framework.**

A data governance framework is the set of data rules, roles, and processes that get everyone in your organization on the same page to ensure that enterprise data is trusted, accessible, and usable. Having one is foundational to your data empowerment efforts.

- **Establish a data governance council with senior leadership buy-in.** Your data governance council oversees governance processes and policies, guides and advises your data strategy, prioritizes governance initiatives and projects, and offers ongoing support. Above all, your council has a strong executive sponsor as its head. Accenture found<sup>2</sup> that the Number One challenge preventing companies from realizing value from their data was lack of C-level leadership.

[The Department for Education](#) (DfE) put senior leadership buy-in at the top of its priority list. "This early investment in setting up the right organization structure paid us back well

throughout our journey," says Jai (JP) Bhamu, Head of Data Governance for the DfE.

Sometimes, however, executive sponsorship is not possible. In those situations, you have to fire up grass-roots efforts. This was the case at [UNC Health](#). Although Rachini Moosavi, Executive Director of Analytical Services and Data Governance at UNC Health, described their executive support as "limited" at first, within a year her team had "integrated data governance into the fabric of the organization's enterprise data warehouse, demonstrated the importance of knowledge management, documentation, and lineage, and even created a formal data governance council."

<sup>2</sup> Closing the data value gap: <https://www.accenture.com/us-en/insights/technology/closing-data-value-gap>

# 1. A Focus on the Foundation (continued)

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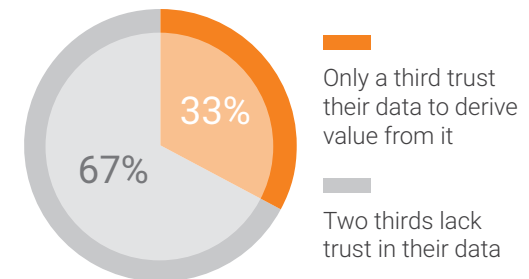
- **Nurture a collaborative culture.** Emphasize to all stakeholders and users that governance is not about controlling data—or users—but rather about working together to build a business capable of making better decisions through data. This means listening to others. If in doubt, ask users what they want.

That's what pharmaceutical leader, [Eli Lilly and Company](#), did. After establishing a data catalog using Informatica [Enterprise Data Catalog](#) (EDC) and Informatica [Axon Data Governance](#), "we asked our users to tell us what capabilities they most wanted from those products," says Dana Mitchell, Eli Lilly's Commercial Data Governance Lead.

- **Evaluate the quality and value of your data.** Once you gain an understanding of how valuable your data is to you, and learn how to treat it properly, it can drive great results. But first you need to find it, understand it, ensure its quality, and figure out who, if anyone, should access it. Only then will it be trustworthy—and, eventually, trusted.

The key term here is "trusted." And the challenge is: how does one get trust in the data when the same data is spread across different data stores—many of them duplicates of others? When such data gets used (or abused) very differently in various business processes, due to lack of common definitions, standards, policies, or business rules? [A recent report](#)<sup>3</sup> found two-thirds (67%) of data users don't trust their data.

Do you trust your data?



Moritz Schlee, the Senior IT Project Manager for IT at [Deutsche Leasing](#), agrees that the trust issue is paramount. The German firm possesses more than 20 contractual systems around the world, each using a different data model that has been adjusted to comply with local legislation, and each storing the relevant

<sup>3</sup> Data is the New Capital: [https://www.accenture.com/\\_acnmedia/PDF-129/Accenture-Data-is-the-New-Capital-POV.pdf#zoom=50](https://www.accenture.com/_acnmedia/PDF-129/Accenture-Data-is-the-New-Capital-POV.pdf#zoom=50)



# 1. A Focus on the Foundation (continued)

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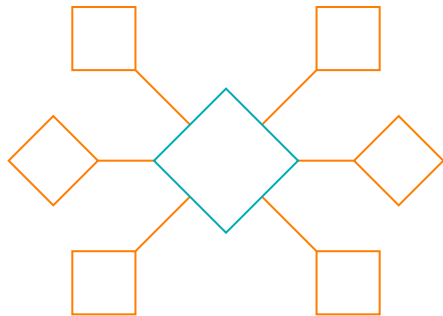
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assets accordingly. “You quickly find yourself facing a challenge that seems impossible to solve, because everyone will claim his or her ‘truth’ is correct,” says [Schlee](#). The solution: a data catalog that gives you an independent way to look up global definitions of key performance indicators (KPIs), “just as you would look up a term in the dictionary,” he says.



- **Think big but start small.** Although the goal is to establish an enterprise data governance program, it's important not to bite off too much for your first project.

Christopher Corrigan, Data Governance Leader for [Genworth Financial](#), strongly recommends identifying a specific business initiative or two to keep a direct focus for your governance activities—the more strategic the better. “But it's important to keep in mind, that one business objective could involve half of the business operations and infrastructure—which could just be too large,” he says.

The project must also be aligned with your organization's strategic objectives. “This gives your program visibility and shows how you contribute to the bottom line,” says [Blake Andrews](#), Corporate Vice President of Data Governance Capabilities and Delivery at New York Life Insurance Company. “Many of these large, strategic projects have lengthy timelines that are going to extend your time to value. You have to find a way to accelerate your delivery, typically by narrowing your focus to a single data domain or subject.”



## 2. An Emphasis on Excitement

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**Once you've gotten started empowering your organization with data, you have to consider how to keep both stakeholders and users excited and engaged.**

As all data governance leaders know, maintaining momentum can be challenging. However, if you can engage your entire user community and display what's possible with trusted data-driven decision making, you'll be able to keep the excitement levels elevated. Start thinking about how to capture and share qualitative results and memorable anecdotes. Eventually, you'll start to see the roots of an engaged data culture and begin to build a community. Here is where you can start thinking bigger.

Our data empowerment experts offered a pragmatic, multipronged approach to keeping users engaged. Consider the following:

- **Involve both users and senior executives in the changes.** Data governance—and ultimately data democratization—is fundamentally a change management program which calls for a pivot to people, processes, and policies and changing the way you deal with data. Because of this, it's important to implement grass-roots-level collaboration across all user populations.

"In our experience, the 'build it and they will come' approach only works for a cornfield in Iowa," says Blake Andrews, Corporate Vice President of Data Governance Capabilities and Delivery at New York Life. Instead, the team at [New York Life](#) put its energy building a pipeline of data opportunities. "It's almost a sales mentality where you are sourcing prospects, nurturing relationships, and presenting a collection of tools to meet data users' needs," he says.

- **Build multiple engaging data stories.**

Compelling stories usually depend on being able to demonstrate measurable value: faster and more accurate reports, simplifications, reduction of workarounds, or an increase in free time. Focus on metrics that would be compelling to your boss. Typically, other departments want to replicate those same success metrics. If you can highlight where you've helped other parts of the organization, you can bet others will want to follow.

- **Be sensitive and adaptable.** Don't be rigid. If something isn't working, figure out how to change it. Be aware of shifting business priorities and make tactical adjustments while the journey is in progress.

## 2. An Emphasis on Excitement (continued)

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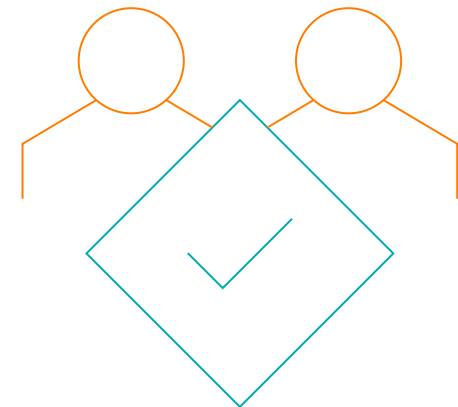
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Remain open to opportunities, especially when events throw new opportunities for data governance in your path. “Unexpected events, like COVID-19, can present organizational opportunities to improve,” says [Moosavi](#). Just like the pandemic has made analytics and data governance a necessity today, there will be other unplanned events down the road. “A commitment to continuous improvement and being open to opportunities is how governance at UNC Health remains pertinent and necessary every day,” she says.

- **Appoint a business data owner.** This is a critical step for maintaining momentum. This individual should have a senior title. She should hand-pick her data stewards and participate in working group meetings to discuss progress and overcome challenges, says Kris Marshall, Head of Data for the [Driver and Vehicle Standards Agency](#) (DVSA) in the United Kingdom. At his organization, any outcomes from this working group ladders up directly to the steering committee. “Our projects all follow this same structure. Invest in the foundation, do the pre-planning, organize yourselves, hold accountable meetings, prioritize effectively, and you’ll maintain all of the momentum you need.”

It’s important to note that engagement strategies don’t have to be dull. [Eli Lilly](#) employs various marketing techniques to advertise the purpose, goal, and value of its data catalog. “We created and conducted a ‘scavenger hunt,’ where users received a list of questions for which they would search Axon Data Governance to find the answers,” says Mitchell.







### 3. A Devotion to Data

### 3. A Devotion to Data



When moving toward data empowerment, you always need to keep your eye on the prize—reaching enterprise scale by remaining focused on the ever growing, and perpetually changing, data landscape. Ensuring that you can keep pace, will come down to intelligence and automation, along with some key best practices from our data empowerment experts:

- **Work on refining the quality of your data.**

More than any other fact, data quality matters when scaling. If the quality of data gets a reputation for being substandard, it won't be trusted, and your users won't touch it.

As a case in point, [DVSA](#)'s scalability issue was never about having too many users or too much data, but on the reliability of that data. "With Axon, and Informatica Data Quality, we're able to ensure that the right people have the right access to the right data—and that they can trust it," says Marshall. "We deal with our scale problem by repairing the data before granting access to it."

- **Establish working groups.** Scale with data is the big thing to keep an eye on, as it's growing exponentially. However, scale, when it comes to your people, in particular your knowledge workers, is equally essential. Data governance is everyone's responsibility and building early partnerships with users goes a long way toward addressing scale. Take users along on the journey to validate their needs and test out evolving solution components in a very agile manner.

- **Create communities of practice (CoP).**

Agreeing on the meaning, implementation, and implications of data ownership is a daunting exercise. CoPs, made up of business SMEs to co-own complex data domains and jointly build the business glossary, rules, processes, and policies, helps to scale faster.

Consistent standards are important. [Deutsche Leasing](#) makes sure that all reporting needs are met within the same global governance structure as local requirements in individual countries. "This is crucial for scaling," says Schlee. "There are no 'single points of truth' anymore, but rather many versions of facts that are well governed, stored, certified, and properly managed by responsible people."

- **Use technology.** This is where the integrated functionality of the Informatica [Intelligent Data Governance solution](#) (Axon Data Governance, Informatica Data Quality, and Enterprise Data Catalog) comes highly recommended by data experts.

### 3. A Devotion to Data (continued)

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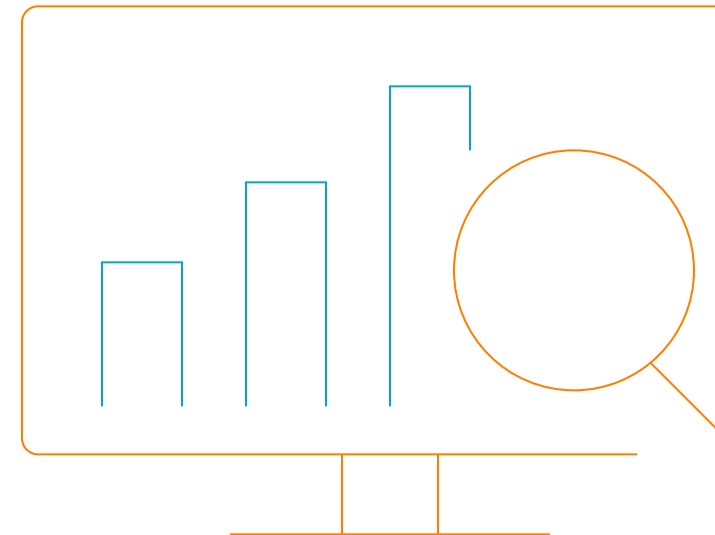
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[Bhamu](#) has positioned Axon Data Governance as a one-stop-shop for all DfE data users to discover different data sets, and to understand applicable business rules and policies applicable to those data sets. Informatica Enterprise Data Catalog identifies technical metadata, and catalogs and maps the data flows. Informatica Data Quality then provides powerful data profiling capabilities which the DfE uses to support its various projects.

[New York Life](#) depends on artificial intelligence to scale governance properly. As Blake Andrews puts it, “The AI capabilities of the CLAIRE engine in Informatica’s EDC are a tremendous benefit when dealing with data at scale.” This includes activities such as auto-tagging data assets with glossary terms and using data domains to find the sensitive data types—such as PII, PHI, and PCI—that our compliance teams are most concerned with.”

The sheer volume of data—as well as metadata—is the most challenging aspect of scaling for [Genworth Financial](#). Technical metadata and data dictionaries can be huge, but on the other hand, not everything captured in the databases has the same value. This is another area where technology can help.

“For the technical metadata, we leverage Informatica’s [Enterprise Data Catalog](#) (EDC) tool,” says Genworth’s Christopher Corrigan. The tool connects to all environments and generates a complete repository of data objects. Then to focus the business’ attention on what matters most, Genworth leverages [Axon Data Governance](#) to do data classifications, define data quality rules, and associate physical data elements to business terms and processes.”





## 4. A Mindset for Measurement



## 4. A Mindset for Measurement

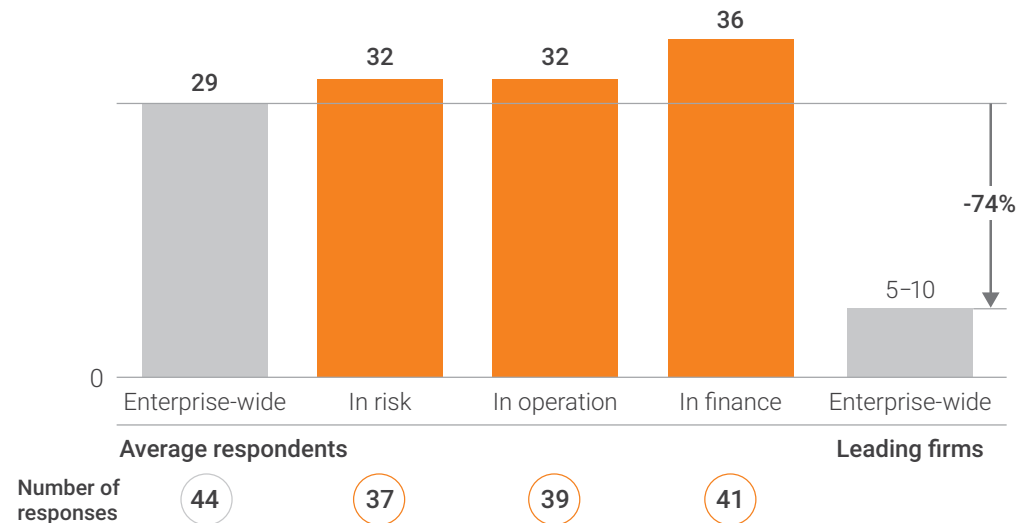
All along your road to data empowerment, you should be measuring. Don't wait. This is the one area gets skipped the most often. Before the work begins, establish a baseline. With that benchmark in place, you'll have something to look back to and promote. Again, make sure to establish KPIs early on, and track them carefully. This will help you internally promote your success.

In particular, as much as possible you should think in quantitative terms—if feasible, consider success in terms of time saved, or money saved or generated. Measuring the quality of data is easier, but where you'll get the dividends with your leadership is in terms of time and money savings—as well as revenue creation. You should be constantly asking yourself:

- How much time can I save for teams?
- How much can I save in costs?
- What new revenue streams can I create for the company?

**Lack of data quality and availability can cause employees to spend a significant amount of time on non-value-added tasks.**

Time spend on non-value added tasks due to poor quality and availability\*  
Estimated % of total employee time



\*Data sourcing, data aggregation, data cleaning, manual reporting, etc. Source: McKinsey Global Data Transformation Survey, 2019  
<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/designing-data-governance-that-delivers-value>

## 4. A Mindset for Measurement (continued)

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As you reach out to more and more edges of the enterprise, this will demonstrate real value.

While we've put a lot of emphasis on quantitative metrics here, don't overlook the qualitative side. Search for success stories and anecdotes from the work your team has already completed. Surveys can help with this. That's what [DfE](#) did, measuring opinions of data government awareness sessions with executive stakeholders, as well as qualitatively evaluating its success in setting up and engaging boards and committees.

"With time, we added quantitative measures such as number of successful engagements with key business services and delivery projects, of members for the data governance board, of working groups and community of practices," says Bhamu. Now, with the Informatica Intelligent Data Governance solution, the DfE is moving to more precise measures, like the numbers of databases mapped in the platform, of glossary items, of business owners defined as data owners and stewards, and of live projects adopted.

The impact of data empowerment can be hard to measure, so it often comes down to emotional and qualitative factors. "You can notice that things are getting done faster, more accurately, and that people are developing trust in each other, and are willing to collaborate rather than hiding from new challenges when it comes to data," says Deutsche Leasing's Schlee. If done right, he says, the impact on the corporate culture can be tremendous.

On the qualitative side, one of the indicators of success [New York Life](#) looks for is completing the cycle, or "feeding the beast." That's the point where someone who was consuming information begins to publish information in the tools. "It could be the definitions for a new report that they developed or the lineage of data that is being sourced for a new solution," says Andrews. "When you see consumers becoming publishers, this is an indicator of success."

Paul Keller, Senior Director, Enterprise Data Governance at [L.A. Care Health Plan](#), went enthusiastically into measurement. For provider data—the data that was problematic—it created 60 reference data standards as well as 11 primary source validations.

Based on these standards, initial data quality from 44 delegated health plans (82,000 records each month) was very low. (Just 10 percent to 15 percent overall.) Through establishing data-quality standards, cleansing, and remediating the data, L.A. Health Care was able to significantly improve data quality more than 95 percent for accuracy, semantic, structure, completeness, and identifiability.



## 5. A Pursuit of Privacy

## 5. A Pursuit of Privacy



**There is no shortage of privacy regulations on the horizon or already in place. The GDPR has proven to be a major shake-up for organizations around the world. It's a fact that can't be ignored. While the ultimate goal of governing and empowering data consumers is to create business value, the reality is, we also have to be conscientious about compliance. By not just seeing privacy regulations as a nuisance but rather as the ethical treatment of your customers' data, you're setting your organization up for success.**

Before you can begin, you need to know where your sensitive data resides. You need to be able to discover and catalog what you possess and know where it is stored so you can go above and beyond protecting it.

Who cares other than regulators? Your customers. [A recent survey](#)<sup>4</sup> found that Americans will reward companies that protect

their data—and punish the ones that don't. A full 93% of Americans would switch to a company that prioritizes their data privacy, and 91% would prefer to buy from companies that always guarantee them access to their data.

Even though [New York Life's](#) data governance organization is primarily focused on driving business value, it prioritized identifying and building an inventory of the data that would be within the scope for the California Consumer Privacy Act (CCPA). "It's the data that you don't know you have that often poses the most significant risk," says Andrews, which worked with Informatica to help it identify sensitive data so that it can take steps to protect the data through encryption and tokenization.

So important is data privacy that some organizations have appointed a chief data protection officer (CDPO) or Data Privacy Officer (DPO) to oversee privacy efforts.

As the [DfE's Bhamu](#) points out, they have a very experienced DPO "who has raised the profile of data privacy in the department to the highest the DfE's collaboration between the DPO and governance teams allows us to stay on top of evolving privacy requirements."

It's not only important to have data privacy as a focus for your empowerment efforts, but it also gives you another opportunity for measurement criteria. As Roberta Pape, Director of Data Governance at [McGraw-Hill Education](#) explained, "We had an initiative specifically to identify where our privacy data is kept. That inventory was loaded into Axon and now privacy data is called out in dashboard reporting as part of Impact Discovery. This provides privacy indicators to those performing an Impact Discovery so that they're able to treat the data appropriately according to our internal privacy policy and external regulations like GDPR."

<sup>4</sup> The Data Privacy Feedback Loop 2020: <https://www.datocms-assets.com/16414/1597294492-transcenddataprivacyfeedbackloop-2020.pdf>





## 6. A Commitment to Consumers

## 6. A Commitment to Consumers

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**As a data leader, your customers are your data consumers. These are your knowledge workers scattered throughout your organization who have a thirst for reliable, trustworthy information. Make a commitment to them. Give them confidence that you'll work on the accuracy of their data and in turn, they will come to trust the results using data that you were able to provide to them. That's what it means to deliver value. It's all about getting data into your users' hands so that they can do great things with it. If you can ensure that data is trusted, and that it's data they should have access to, then make sure they can get it.**

As Rick Turnock, Global Head of Enterprise Data Services at [Invesco](#), put it, "Successful execution of an enterprise-wide data strategy and governance program that is anchored to providing quality data builds trust with the business and leads to increasing demand. Trusted data empowers the business to utilize insights to make well-informed, data-driven decisions. Prioritizing initiatives can ensure governance efforts are focused on providing the highest value to the organization."

For the [DVSA](#), Kris Marshall shared: "I have often said that a data governance program is not about solving problems. It's about providing the right business outcomes," says Marshall. "It's about the strategy—having the right people involved and have them in the right roles." If you can provide them with trusted data, a framework to be successful, and the technology to support it all, you'll have an empowered organization that can and will focus on the value they deliver from their business outcomes."

The team at [State Farm](#) shared, "We work with business to define business problems we can solve through the Informatica tools and reusable processes and then develop use cases with the business partners to demonstrate the value."

Recently, [UNC Healthcare](#) has spent a lot of time making sure that its new enterprise dashboards for COVID-19 are documented, certified, and easily available to users. "This tool taps into a central repository that tracks and shares information across the various teams that need to use the same data effectively," says Moosavi.

According to [Genworth Financial's](#) Christopher Corrigan, business value has to be at the heart of any data governance program. "When we think of business value classifications, we usually think of intangible benefits—like trusting your data—first, but these benefits have to be converted as quickly as possible into tangible benefits, such as reduced operating costs, because less time is spent assessing the quality of the data," says Corrigan.

One of the most rewarding comments Andrews' team at [New York Life](#) received about its data empowerment program was when business analysts said they were able to complete analysis on a system in days that would have previously taken between four and six weeks. "Hearing those anecdotes brings home success, because they demonstrate quantifiable efficiency and effectiveness," says Andrews.

That's the power of empowerment—helping others find success using data that you and your team provided.







## 7. A Passion for Partnership

## 7. A Passion for Partnership

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All along your journey, you need technology for support. You must use this technology to:

- Find the data
- Help people understand its meaning
- Know how it's being used
- Identify its impact
- Judge the quality
- Scale as needed

Ensuring that you have the right tools for the job comes down to having the [right technology partner](#)—someone who has a passion for helping you as well as the solution to solve your challenged. To be effective, that solution will need intelligence—AI—and automation. And you require a partner that can deliver a solution capable of meeting all these needs. How do you choose such a partner? Here are some recommendations about what to look for:

- **Complete.** When you're looking for a data governance partner, you need to look for a

solution that has all of the components you need to be successful. Defining, discovering, and measuring quality are critical capabilities, and as your journey matures, you're probably going to need tools that help you manage privacy, data integration, and master data management. All this should come together in a modular, scalable platform that can easily grow with you.

- **Collaborative.** Although data governance is driven by business users, it's supported by their technical counterparts. Look for a data governance solution that is collaborative in nature and can provide the right experience for the right user for the right task.
- **Connected.** You also want a comprehensive platform rather than a collection of independent tools. To reduce manual effort and increase operational efficiency, look for a vendor with a platform connected using intelligence and automation.

- **Curation.** Modern data governance platforms aren't just about documentation. Today's data governance leaders need to empower the rest of their organization with data that they can trust to deliver business value. You need to cultivate the data that business users need and deliver it along with the necessary context.
- **Community.** Look for a vendor where you won't be alone but instead a contributor to a collective community of data governance professionals.
- **Caring.** It's one thing for a vendor to say that they are committed to customer experience—it's quite another thing to be rated by leading customer service associations, such as the [Technology Services Industry Association](#).<sup>5</sup>
- **Consistent.** Year in and year out, look for a partner who is consistently rated as a [Leader in all of the essential elements](#) to data governance and data management.

<sup>5</sup> Technology & Services Industry Association: <https://www.tsia.com/certifications-and-awards/tsia-certified-companies>







## 8. An Open Ear to Your Peers



## 8. An Open Ear to Your Peers

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Feeling stuck? Don't worry—your biggest asset is scattered throughout this very eBook. As we shared at the beginning, we developed this [series of webinars and blogs](#)—a new webinar and blog every month—with the global leaders who are leading the way in delivering business value.

This eBook represents just a sampling of the rich insight, observations, and advice they've shared with us. If you find yourself challenged during your data empowerment journey, use this community of experts as a source of guidance. Between them, they've seen it all, and can point you in the right direction.

For more, go to <https://www.informatica.com/about-us/webinars/data-experts.html>



# About Informatica

Digital transformation changes expectations: better service, faster delivery, with less cost. Businesses must transform to stay relevant and data holds the answers.

As the world's leader in enterprise cloud data management, we're prepared to help you intelligently lead—in any sector, category, or niche. Informatica provides you with the foresight to become more agile, realize new growth opportunities or create new inventions. With 100% focus on everything data, we offer the versatility needed to succeed.

We invite you to explore all that Informatica has to offer—and unleash the power of data to drive your next intelligent disruption.

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