Data Governance
Van Oord

Robyn Duell | Digital Ship Conference Rotterdam 2023

Van Oord
Marine ingenuity

The Business Driver

- About us
- Corporate strategy
- Data governance and digitisation

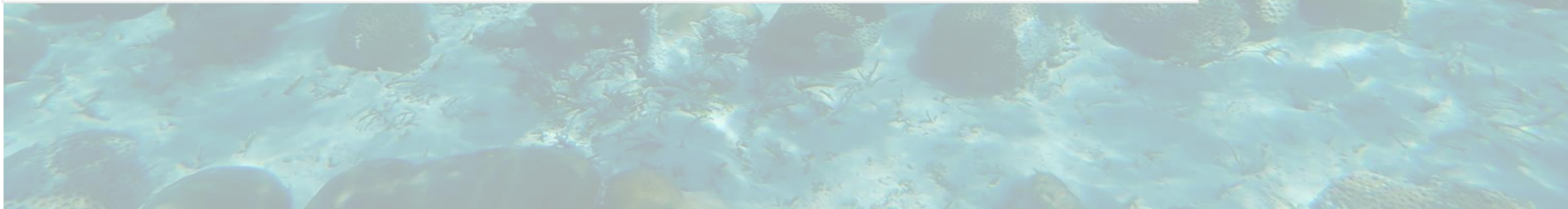# Data Governance

- Data strategy
- Data governance framework
- Progress and next steps

Case Study

- The Project Cost Estimation Problem
- The solution and outcome

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Purpose

Our purpose is to **create a better world for future generations** by delivering Marine ingenuity.

Mission

As a **global marine contractor** with over 150 years of experience, we focus on dredging and marine construction, offshore wind, offshore infrastructure, and infrastructure in the Netherlands.

We **work safe and partner with our clients** and stakeholders to create innovative and sustainable solutions.

Values

We **create**

We **care**

We work **together**

We **succeed**

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Corporate strategy

We deliver long-term stakeholder value and client satisfaction by exceeding client expectations with a **portfolio of marine businesses**

Strategic themes

We are an asset-enabled, knowledge-driven **high performance organisation** with focus on the right people, sustainability, and digitalisation

The Right People

Sustainability

Digital

Business unit strategies

We build a **synergistic portfolio** of leading marine businesses in asset-intensive and/or knowledge-based markets.

Offshore Energy   **Dredging and Infrastructure**

We support our clients **throughout the asset lifecycle** with integrated solutions and a competitive fleet

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DIGITAL BUSINESS VALUE

Digitisation

Using data and technology to create business value and impact

Client
*Provide **exceptional customer experience** to Van Oord clients*

Operations
*Enable decision makers to **improve operations***

Growth
*Create **new business opportunities***

DIGITAL ENABLERS

People and culture

Data Foundation

Technology

Security

- Provide roles, rules and tools to proactively manage data effectively over its lifecycle
  - Manage data as an asset
  - Exercise authority and control

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Data Governance
Framework

Data Strategy

A clear vision and long-term plan on how data will be governed and managed

Policy, Procedure and Process

A documented set of verified and published guidelines and ways of completing work to ensure data is managed consistently and used appropriately at every point in its lifecycle

Roles and Responsibilities

People with assigned responsibilities and accountability to manage data within the organisations guidelines, supported by a Data Governance team and a training program

Tools and Technology

Technology and other tools (e.g., templates and checklists) are used to optimise data management and improve data quality.

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Vision and Guiding Principles

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Our vision is that all data is stored, found, interpreted and used reliably by everybody that has the proper authorization

High quality
Fit for purpose data that meets customer needs

Secure and trustworthy
Data is classified and appropriately handled with compliance. It is reliable and trusted by users

Appropriately valued
Data is valued as an asset and service or product

Discoverable and usable
Data is easy to find. It is accessible and interoperable

Innovation and ingenuity
Van Oord demonstrates innovation and ingenuity in data capability to adapt to new opportunities and risks

Well governed and managed
Best practice management principles inform all aspects of the data lifecycle

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The rules

- Key policy, procedures and processes have been identified
  - One completed and published procedure (Information Security Team)
  - Over-arching policy and three procedures/processes are in draft
  - Four more procedure/processes in planning

- Our policy, process and procedure will be published on our ISO compliant enterprise management system

Data Governance Policy

Data Classification

Data Access

Data Change Request

Data Issues Resolution

Data Quality

Data Ingestion Procedure

Meta Data Management

Master and Reference Data Management

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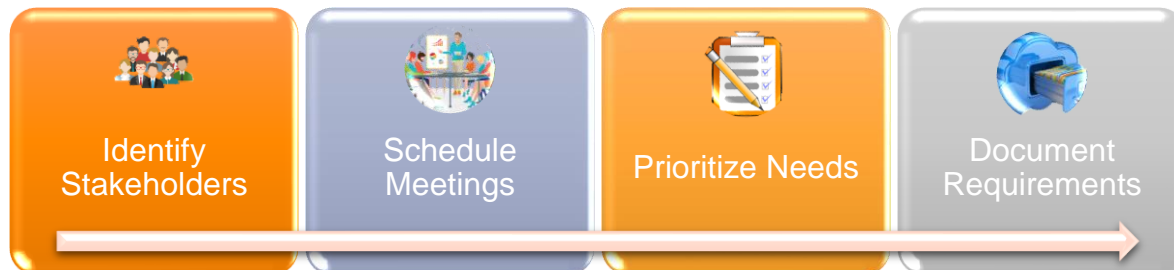
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Data management tools

- Temporary solution for master and reference data management
- Business requirements gathering for digital solutions to better manage and use their data assets, including:
  - Data catalog/inventory
  - Improving data quality e.g., automation
  - Master and reference data management
  - Data integration

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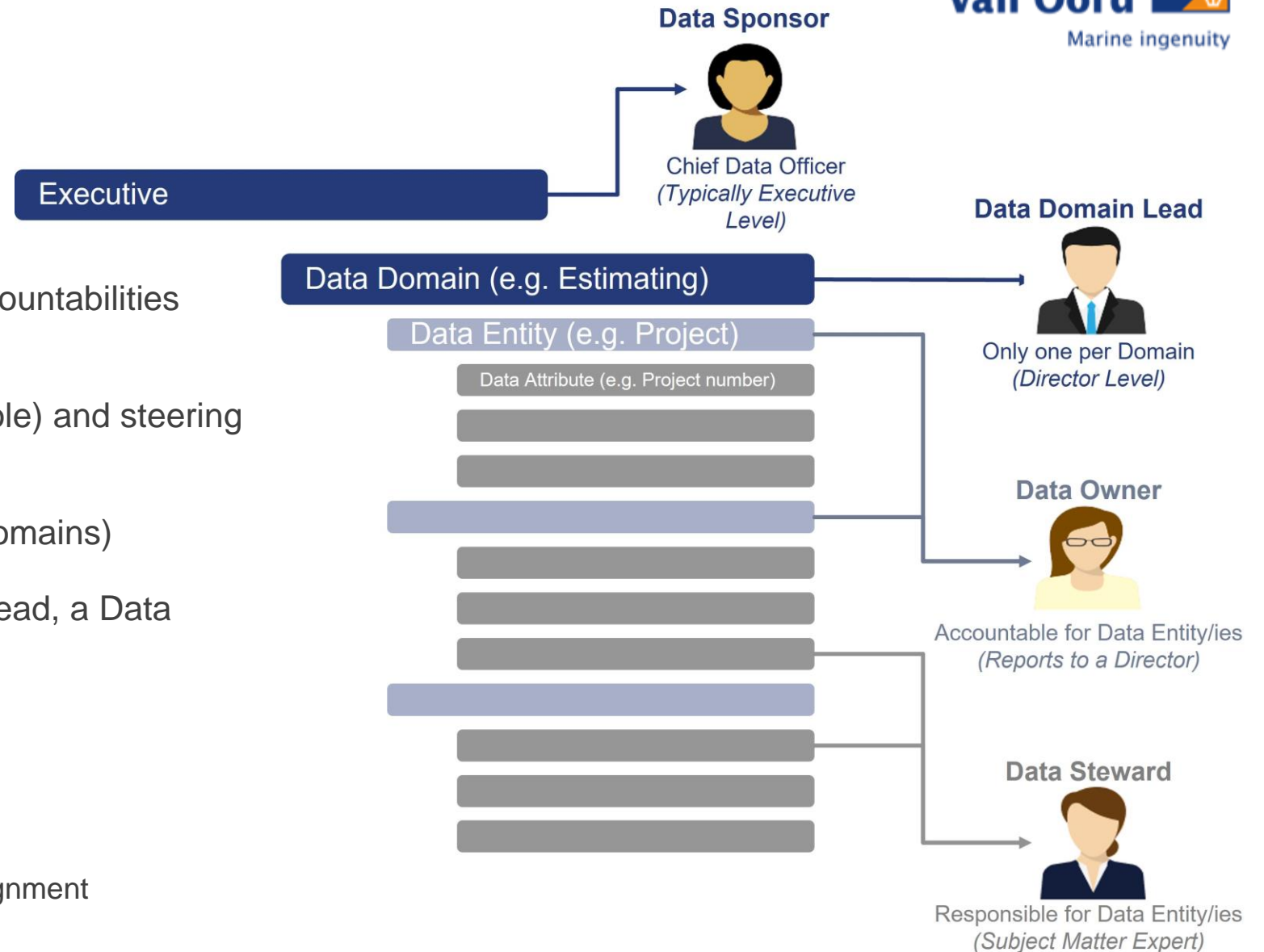
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Data governance roles

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- Formal roles with data management accountabilities and responsibilities

- Data Sponsor (Chief Data Officer type role) and steering committee

- Data is grouped into categories (Data Domains)

- Data Domain assigned a Data Doman Lead, a Data Owner and a Business Data Steward

- The central Data Governance team:
  - Defines and implements roles
  - Provides training and development
  - Facilitates communities of practice and alignment
  - Supports data issues resolution
  - Tool/Technology support

Data Sponsor

Chief Data Officer
(Typically Executive Level)

Executive

Data Domain Lead

Data Domain (e.g. Estimating)

Only one per Domain
(Director Level)

Data Entity (e.g. Project)

Data Attribute (e.g. Project number)

Data Owner

Accountable for Data Entity/ies
(Reports to a Director)

Data Steward

Responsible for Data Entity/ies
(Subject Matter Expert)

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Project cost estimation

- Project cost estimating requires different data, For example:
  - Crew rates
  - Ship hire rates
  - Fuel prices
  - Emissions data
  - Materials and equipment costs
  - Work Breakdown Structure
    - Activity Codes
    - Resource Codes
    - Product Codes

Image: https://trackabi.com/blog/how-to-prepare-a-software-development-project-cost-estimate

Image: https://www.getbild.com/blog/top-6-tips-for-collaboration

Project cost estimation
Issues

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- Do I have the latest version? Can I trust this data?

- How do I get the latest version? Who do I speak to?

- Why do I need to contact so many people to get the data I need?

- This data is sensitive, who am I allowed to forward it to?

- There is a problem with this data, who do I contact to get it fixed?

- I want to import this data into another system, but it's in the wrong format? How do I get it in the right format?
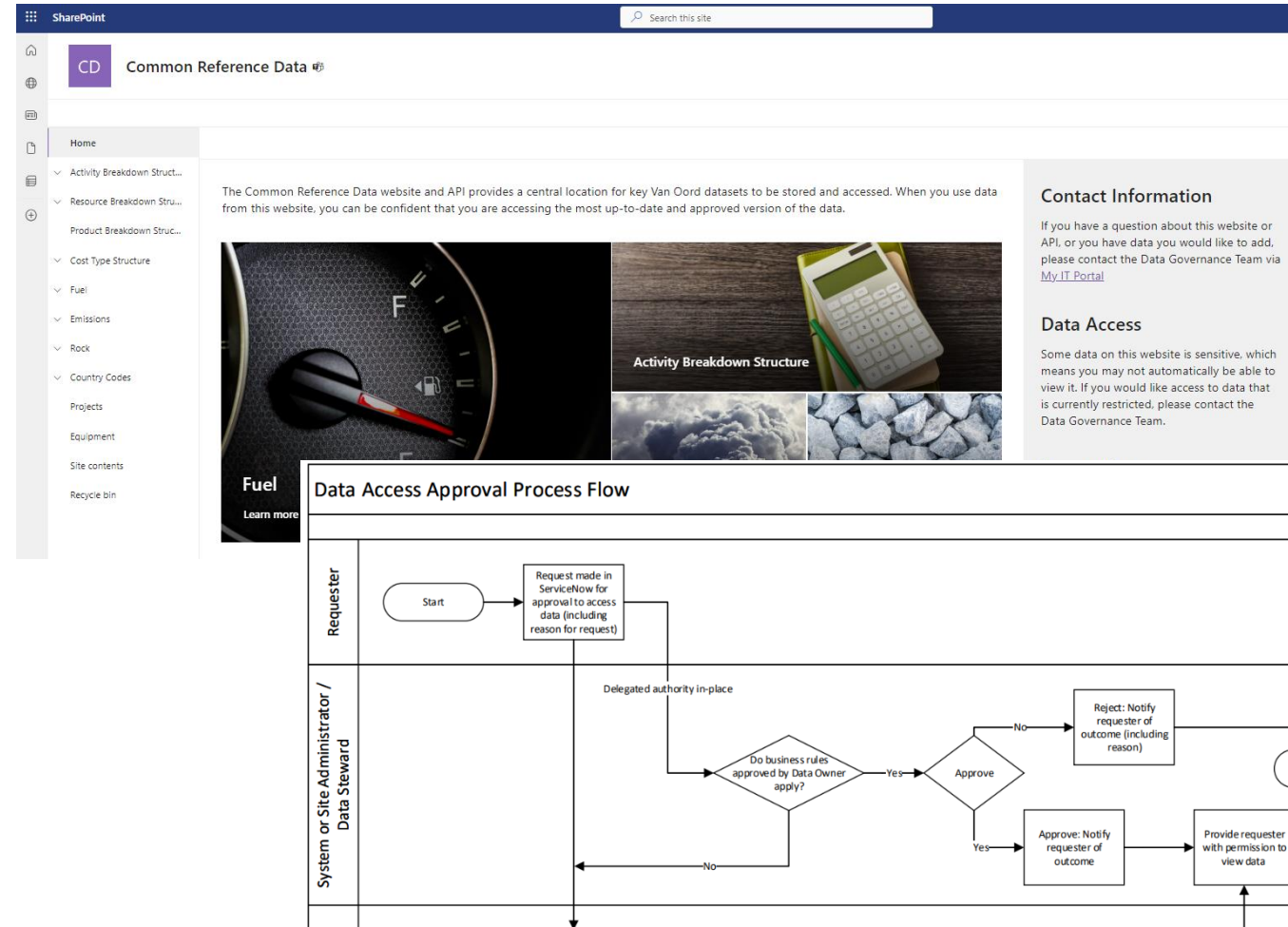

Image: https://kbhilferlaw.com/wp-content/uploads/2021/02/iStock-1068415806.jpg

- Data management tool implemented
  - SharePoint website & API (user friendly, connects to other systems)
  - Controlled access
  - Service Level Agreements and standard operating procedures
  - Training

- Roles and responsibilities assigned
  - All data is owned
  - Roles supported

- Standard processes introduced
  - Data Access and Data Change Request
  - ServiceNow

- Estimators can get their jobs done faster and more accurately
  - Data is more reliable and trustworthy
    - → No more duplicates and confusion about versions
    - → Data is secure and accessed by those with authorization
  - Data is easy to find and access
    - → One central location
    - → User friendly interface
    - → Integrated with other systems

- Issues resolution is more efficient
  - It's clear who to contact when there is an issue, and who is responsible for resolution
  - Data stewards are supported

- Process and procedure is clear and consistent
  - There is one clear way of working and everyone knows what it is

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Questions?

🏠 *Head Office, Rotterdam*

📍 *Robyn.Duell@Vanoord.com*

📞 *+31651003415*

🌐 *www.vanoord.com*