

# Neoway Supports Analytics as a Service Through Better Data Management

## Company Background

**Neoway Business Solutions**, headquartered in Brazil, specializes in the creation of market intelligence solutions through its scalable platform for big data and data analytics. Founded in 2002, Neoway has created a structured system that includes over 3,000 databases and more than 250 customers operating in eight vertical markets. By gathering, cleansing, aggregating and analyzing its data through the power of modeling, Neoway turns big data into smart data.

**“The DMM program has greatly improved our business. It has added great value, not just in terms of process and governance, but in actual product development. DMM brings a direct technical and business impact to our company and enhances our ability to add value to our customers.”**

—RODRIGO BARCIA, PRODUCT VICE PRESIDENT AND DATA STEWARD, NEOWAY

## THE BUSINESS NEED

As more and more distribution channels were selling Neoway's data and software products, the time had come to adjust operations to scale with this growth. Hundreds of new data sources needed to be explored, thousands of new users needed to be engaged, and new sales representatives all over the country needed to be trained.

Neoway realized it had to create formal processes and a clear strategy for handling its main asset—data—and more specifically, data quality and data governance. But first the company had to establish an organizational vision and definition of data quality.

Before the company could institute guidelines for data cleansing and data profiling, it had to define processes to manage data more effectively, identify what roles were responsible for process execution, decide how to disseminate knowledge regarding data and its usage to the organization, and measure process effectiveness. Further, if data quality issues were raised, the company wanted to have the proper steps in place to address them.

## THE SOLUTION

The organization felt that implementing the Data Management Maturity (DMM)<sup>SM</sup> model would help improve data quality. Neoway applied the DMM model to become more proficient in managing critical data assets, improve operations, enable analytics and gain competitive advantage. The DMM model enabled Neoway to evaluate its current-state data management capabilities, discover gaps to remediate and strengths to leverage. The assessment method revealed priorities, business needs and a clear, rapid path for capability improvements.

## KEY TAKEAWAYS

- Improved data quality begins with a clearly defined vision.
- Start small: Select the most valuable data sets for initial implementation.
- Gain employees' buy-in by showing tie-in to business objectives.
- Clearly stated processes and governance structures help you prepare for the future.

## Neoway specifically sought to apply the DMM model to:

- Create an organizational vision and definition for data quality.
- Disseminate knowledge regarding data and its usage to the organization.
- Develop and manage documentation to support the Data Governance Program.
- Establish responsibility flow around data processes.
- Define processes to manage data more effectively.
- Implement a defined process for handling issues related to data quality.

## RESULTS

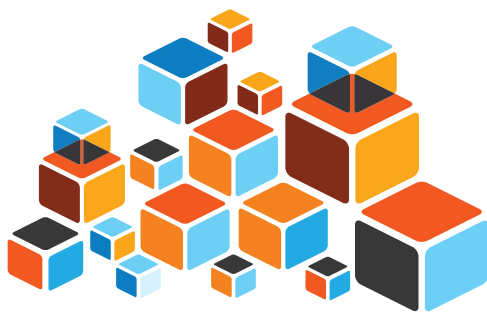
In less than six months, Neoway established a data governance structure using the DMM model. It created a business glossary that is available to the entire organization, and established a periodic data quality assessment process to inform business stakeholders about data more often.

The DMM model was implemented just before Neoway expanded to multiple countries and business units. The DMM model did not compromise the existing processes or slow them down, but made activities clearer, more traceable and manageable. In fact, Neoway found that the DMM model supported agile development. The model's tie-in to business objectives was essential to the program—earning engagement and support from the company's management team—and the model made it easy for Neoway employees to share ideas.

"The DMM program has greatly improved our business," said Rodrigo Barcia, product vice president and data steward at Neoway. "It has added great value, not just in terms of process and governance, but in actual product development. DMM brings a direct technical and business impact to our company and enhances our ability to add value to our customers. The program has had full support and involvement from our senior management, and has been embraced by the entire technical team."

The flexibility of the DMM model makes it possible for the company to adjust to any scenario. It adapts most activities to process goals and allows Neoway to create solutions for activities not yet implemented.

"Managing every bit of data in a totally data-driven company can be quite complex," said Michel Ávila, chief data officer at Neoway. "When we started to study the DMM model and implement its activities, we felt very confident that we were going in the right direction. It's amazing how this model, built based on the reality of banks and large companies, is also a perfect fit for a small, agile IT start-up like ours."



## BUSINESS BENEFITS

### Improved data quality.

Data is now viewed and treated as a critical organizational asset. Issues related to data quality discovered in production have decreased. In fact, Neoway tracked 76 issues related to data quality that were resolved prior to the promote-to-production process.

### Increase in revenue.

The Neoway sales team leveraged the DMM Data Governance Program in the sales cycle, which helped them close more deals. This resulted in a 25 percent increase in revenues since Q2 2015.

### Efficiency increased using new processes.

Prioritizing corrective actions increased productivity. Neoway is able to better pinpoint data quality issues and determine if solutions are meeting the expected results.

### Better communication.

Multiple data governance committee meetings were held within each quarter, and newsletters were distributed to the entire organization. An organizational-wide questionnaire about data governance had a 98 percent response rate. Respondents affirmed that data governance brings clarity to roles and responsibilities as well as communication of benefits and results.

### Greater stress on teamwork.

Employees are able to share ideas and continuously enhance the data management processes. The DMM model has made it possible for everyone involved to share in a growing experience and build a better structure across multiple functional teams within the company.

## LESSONS LEARNED

Selecting the most valuable data sets from a business perspective can make the initial implementation of the program more effective, while also energizing support from business stakeholders. In addition, having clearly stated processes and governance structures, as advised by the DMM model, helps a company to scale its operations and better prepare for future challenges.



## About CMMI® Institute

CMMI® Institute ([cmmiinstitute.com](http://cmmiinstitute.com)) is the organization behind the Capability Maturity Model Integration (CMMI), the globally-adopted capability improvement framework that guides organizations in high-performance operations. CMMI Institute provides the tools and support for organizations to benchmark their capabilities and build maturity by comparing their operations to best practices and identifying performance gaps. Since 2007, over 11,000 organizations in a variety of industries, including aerospace, finance, health services, software, defense, transportation, and telecommunications, have earned a CMMI maturity level rating and proved they are capable business partners and suppliers.