Centralized Data:
Building, Growing and Modifying a Centralized Data Function

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Agenda

- About Learning Care Group

- Developing our Data Management Strategy

  - History of Data Teams

  - Development of Enterprise Reporting

  - Determining of Core Functions

  - Determining of Roles and Responsibilities

  - Structure Today

- Evolution of Projects and Tools

  - Datawarehouse

  - Microsoft Power BI

  - Data Catalog
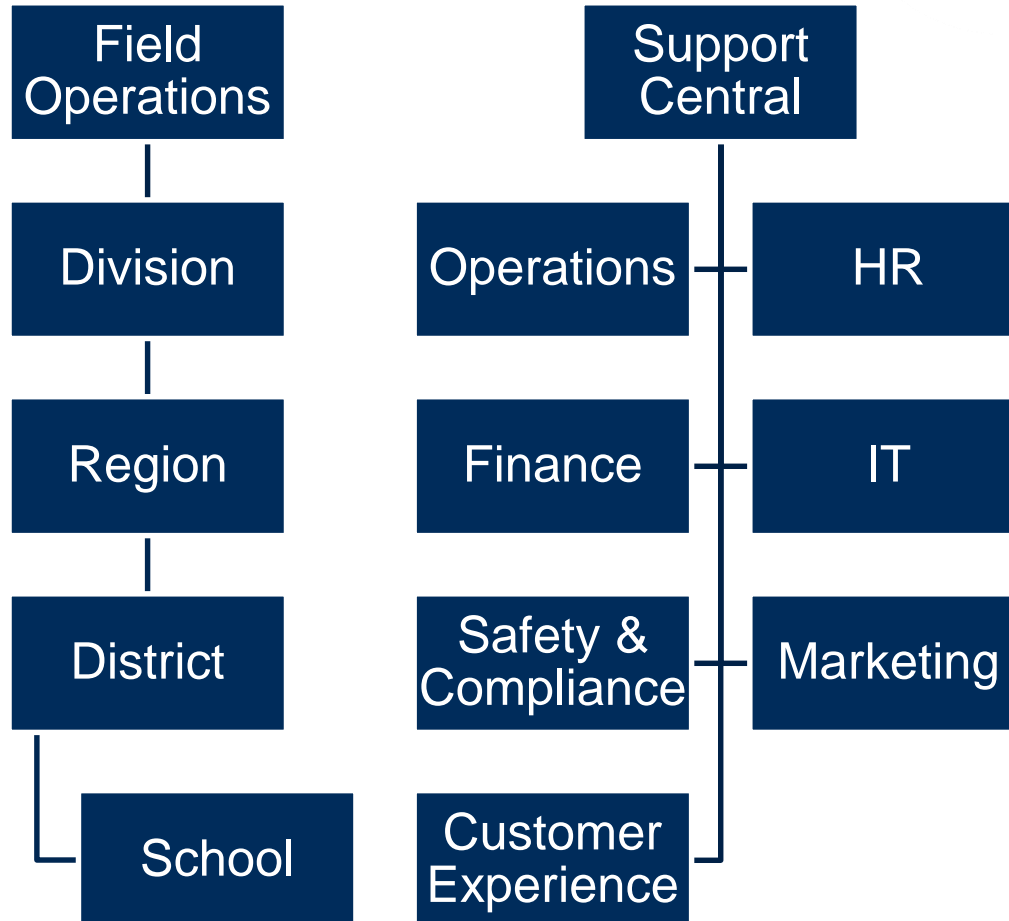
- Lessons Learned

- Questions

About Learning Care Group

- Company

  - LCG is the second largest for-profit early childcare provider in North America

  - Headquartered in Novi, MI

  - LCG operates over 1,000 schools across 39 states and Washington D.C., under ten unique brands

  - 21,000+ employees

  - Capacity to serve 150,000 children

About Learning Care Group

- Structure

Developing our Data Management Strategy

- History of our Teams

  - Historical Reporting split between Finance & IT

  - Finance used Excel

  - With the help of IT implemented Power BI over 5 years ago

Developing our Data Management Strategy

- Evolution of Reporting

~2009/2010 –
LCG Data
Warehouse
(DW)
Implemented

*2018 –
Power BI
Reporting
Deployed at
LCG

*2021 –
WebFocus
Reporting
Decommissioned

Data Catalog
Implementation

*2015 –
Information
Builders
WebFocus
Reporting
Deployed at
LCG

*2020 –
Establishment of
BI & Data
Delivery Team

Developing our Data Management Strategy

Pre Pandemic	Early Pandemic	Post Pandemic
• Weekly/Monthly Performance Metrics • Year over Year Comparisons	• Faster Access to Business Performance Metrics • Week over Week Comparisons • New Strategic Growth Areas	• Business Restoration/ Benchmarks • Continued Focus on Growth Pillars • Getting Back to Year over Year Comparisons

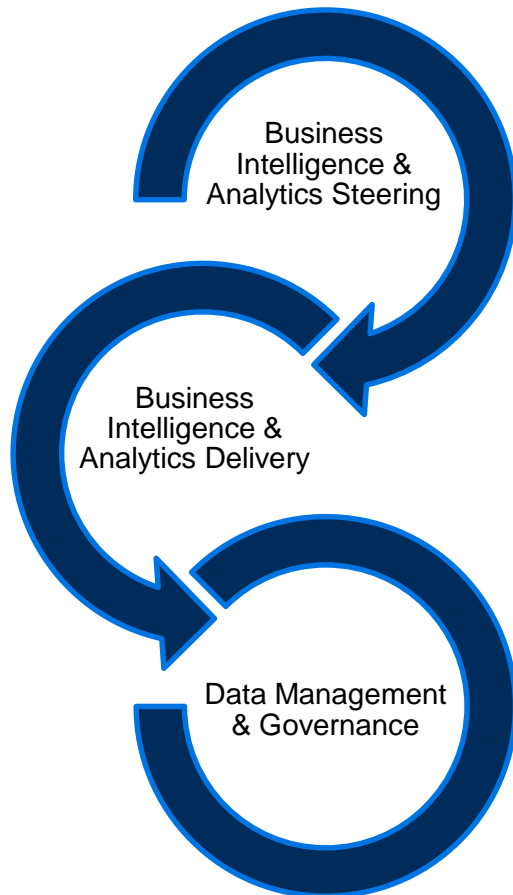# Developing our Data Management Strategy

- **Core Functions**

Data Strategy	Data Governance	Data Management	Data Analytics/Delivery
Understand and prioritize business priorities and align to data initiatives	Policies and processes to ensure the formal management of data assets	Alignment of organizational strategy and objectives to the data environment	Creation and delivery of data solutions for use by the organization
• Business Initiative Alignment/Prioritization • Business Outcome Translation to Business KPIs • Research Industry Trends	• Data Security, Privacy, and Compliance • Data Quality/Audits • Master Data Management	• Data Catalog • Data Lineage • Data Architecture	• Reporting/Dashboards • Ad-Hoc Data Requests • Advanced Analytics Models • Emerging Technologies/Methods

Developing our Data Management Strategy

Business Intelligence & Analytics
Insights through analysis supported by reporting

Business Intelligence & Analytics Steering

Business Intelligence & Analytics Delivery

Data Management & Governance

What Are We Solving for Now:

- ELT level **ownership** and oversight of reporting strategy and prioritization

- **Centralization** of report creation and ad-hoc requests

- **Reduction and optimization** on focused set of reports aligned to organizational priorities

- Implementation of a **data quality** program
  - ✓ Required prerequisites include selection and implementation of a data catalog and lineage tool

- **Automation** of data audits

- Clear **accountability** for data accuracy, completeness, and reliability

- Move the organization from **diagnostic to exploratory** with an end goal of getting to **prescriptive**

- Implement foundational components to drive the organization to **data science**

Developing our Data Management Strategy

- **Structure Today**
  - Data Management & Governance
    - Build, manages and operationalizes data pipelines in support of key data and analytic use cases
    - Manages the availability, usability, integrity and security of the data in the enterprise systems. Controls the usage of data
    - Works within and beyond their immediate area to implement change in support of the adoption of data governance policies
    - Performs audits to ensure data quality and compliance with standard practices
    - Documents data lineage from sources systems to reporting

  - Business Analytics
    - Manages the data and provides analytics to the organization
    - Uses data to answer business questions
    - Identifies problems and communicates results to help make data driven decisions
    - Builds data models, visualization tools and reporting
    - Focuses on Descriptive and Diagnostic analytics, moving into the exploratory stage
    - Business Analysts will be cross-functional experts on how LCG operates; will work directly with the different business units to build a relationship and foster communication
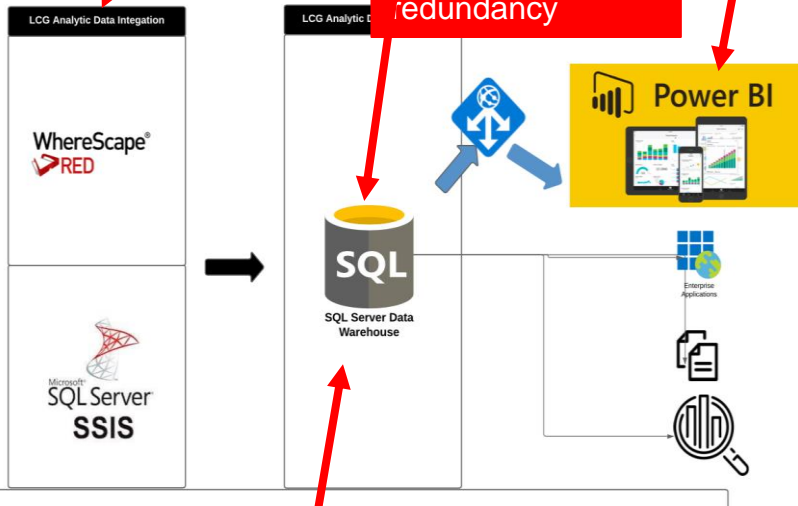
Projects and Tools

CURRENT STATE: Single Points of Failure/ Aging

- Multiple tools being used across different vendors
- Legacy structures hinder Power BI
- Lack of redundancy
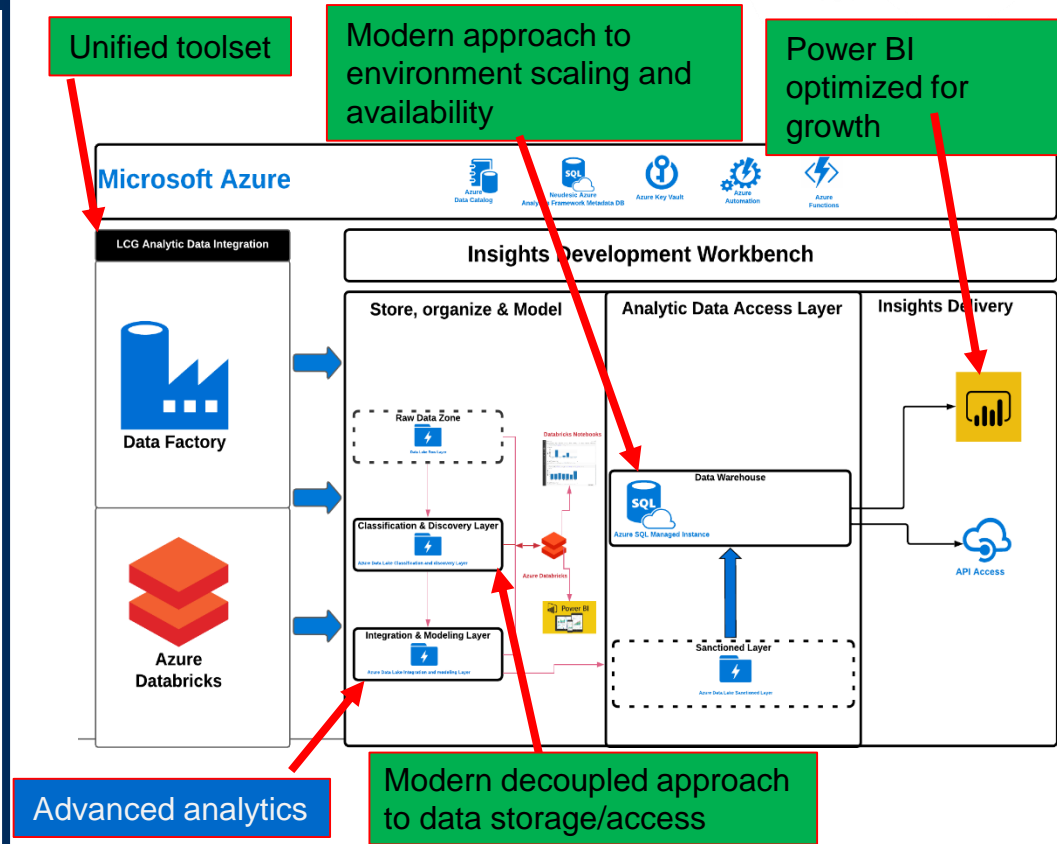- Not positioned for advanced analytics
- Legacy approach to data storage/access

FUTURE STATE: Resilient/ Modern

- Unified toolset
- Modern approach to environment scaling and availability
- Power BI optimized for growth
- Advanced analytics
- Modern decoupled approach to data storage/access

Projects and Tools

- Microsoft Power BI

  - Developing a structure around enterprise apps

  - Working directly with business units

    - Determine what goes into an app

  - Auditing each app for accuracy of information and employees using it
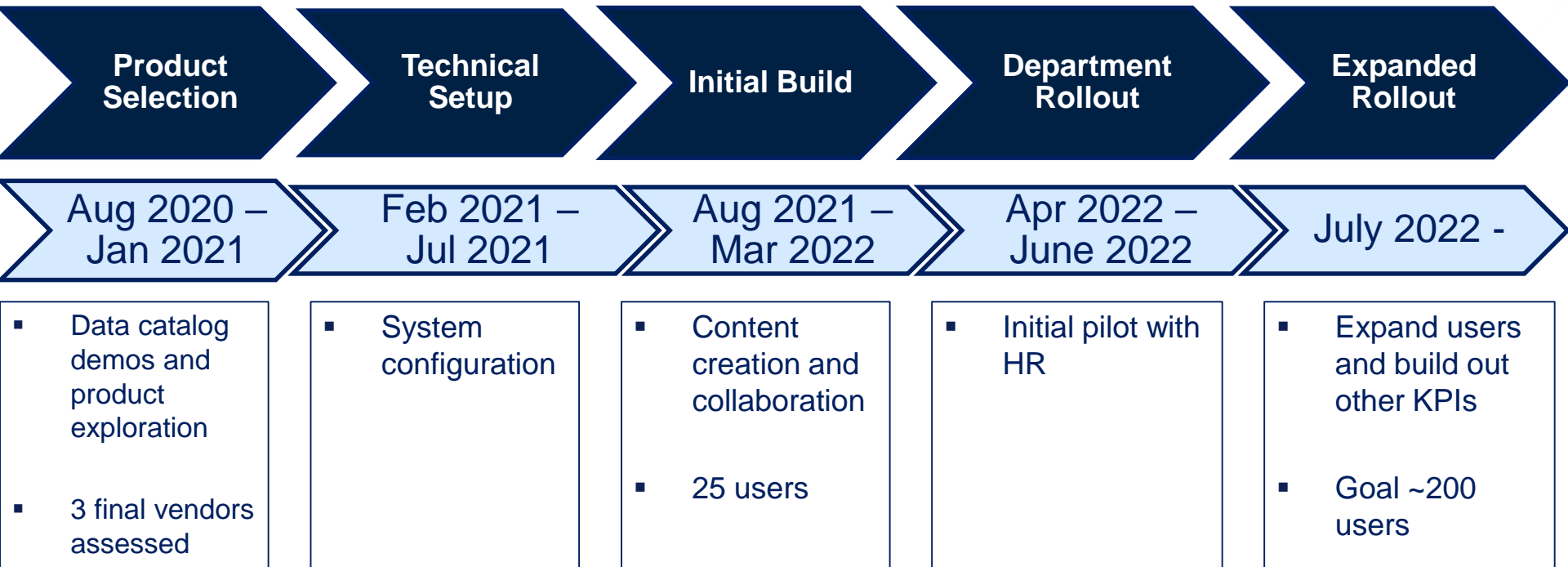
Projects and Tools

Projects and Tools

- Data Catalog Roadmap

Product Selection	Technical Setup	Initial Build	Department Rollout	Expanded Rollout
Aug 2020 – Jan 2021	Feb 2021 – Jul 2021	Aug 2021 – Mar 2022	Apr 2022 – June 2022	July 2022 -
- Data catalog demos and product exploration - 3 final vendors assessed	- System configuration	- Content creation and collaboration - 25 users	- Initial pilot with HR	- Expand users and build out other KPIs - Goal ~200 users

Lessons Learned

Thank You