

data management

challenge

Santa Barbara Bank & Trust (SBBT), one of the largest banks in the United States, had recently been recapitalized and was preparing for acquisition. This was to be the first non-FDIC-assisted bank acquisition under the Dodd-Frank regulatory regime. New regulations required a complete review of the bank's existing data and data management practices before the acquisition could be approved. Key challenges included:

- **Weak Governance:** There had been no formal data management activity in the bank and very little overall oversight of how data was used;
- **Dense Infrastructure:** Data was distributed among more than 50 legacy systems, each with its own technology and regulatory requirements;
- **Vendor Resistance:** Vendors had operated without previous incentives to coordinate the collection and usage of data;
- **Low Quality:** Individual data sets had rarely been tested for quality and some critical enterprise data sets had never been analyzed;
- **Variable Accuracy:** Some systems stayed in perfect balance at all times, and others were balanced daily, weekly, monthly or on a different schedule making comparisons across data sets especially difficult.

solution

Apply the Data Management Association's Body of Knowledge (DAMA-BOK) to assess the bank's condition and correct major deficiencies in each area in preparation for the upcoming acquisition:

- **Data Governance**
- **Data Architecture Management**
- **Data Development**
- **Data Operations Management**
- **Data Security Management**
- **Reference and Master Data Management**
- **Data Warehousing and Business Intelligence**
- **Document and Content Management**
- **Metadata Management**
- **Data Quality Management**

benefit

As a result, deficiencies were corrected and data made suitable for the upcoming transition. Santa Barbara Bank & Trust was successfully acquired by Union Bank on December 3, 2012 for \$1.5 billion.

