Data Management Challenges at OTP Bank

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Data Services Technical Tribe
OTP Group's regional presence in figures

- 12 countries
- 1700+ branches
- 40,000 employees
- 100+ subsidiaries
- 16,3 million customers
- €1+ billion after-tax profit

Source: [https://www.otpbank.hu/portal/hu/Rolunk](https://www.otpbank.hu/portal/hu/Rolunk)
[https://www.otpbank.hu/portal/hu/IR_Aktualis](https://www.otpbank.hu/portal/hu/IR_Aktualis)
Why did we have to change?

1. Slow progress towards our goal
2. Our employees lose motivation
3. We are a bottleneck for many business initiatives
4. We cannot scale reasonably
5. We don't know what development plan and career path to outline for our colleagues
We design and develop services, not systems

We separate business service and technical focuses

We develop the new organisation’s operating model using agile tools, but not at all costs

We involve the colleagues and learn the new way of working together with them

We have been working in the new organizational structure from 1st July 2022, in line with QBR’s period.
We defined the vision of Data Services Technical Tribe

Vision of Data Services Technical Tribe (DSTT)

"We are building an information time-machine: through data services you can look into the past, the present and the future."

Derived main objective:

"Becoming a data-driven company by providing the right information on time to each and every colleague for their daily work and decisions and the right data on time to all applications for their smooth operations."
Objectives and key results (OKR) is a goal-setting framework to define measurable goals and track their outcomes. It helps to ensure that one focuses its efforts on the same important issues.

**Objective / What?**

Every colleague obtains the information they need to do their job and decisions on time, and every system gets the data it needs to work on time. This is how we become a data-driven company.

**Key Results / How?**

- **Service approach**
  - Creating a service catalog.
  - Data domain landscape.
  - Follow-up of user feedback.
  - Unified data model.

- **Adaptation to changes in the environment**
  - Providing Azure cloud services.
  - Cloud native master data service.
  - Extended master data service (new data domains).
  - Develop AI capability.

- **Ensuring data access: Data shopping**
  - Data Governance - business glossary, data catalog to be created.
  - Clear physical platforms (channel) definition.
  - Data Quality Management.

- **Data awareness**
  - Education – data governance.
  - Workshops – for users, partner systems, group members.
  - Open day.
  - Intranet & other communication channels.

**Initiative / 1-1.5 Year(s)**

- **Service approach**
- **Adaptation to changes in the environment**
- **Ensuring data access: Data shopping**
- **Data awareness**
## Data Services Technical Tribe (DSTT)

### Data delivery services feature squads by data domains

- **Feature squad #1**
- **Feature squad #2**
- **Feature squad #n**

### Data platform squads

- **Data integration platforms squad**
- **Master data management platforms squad**

### Data enablement squads

- **Data strategy squad**
- **Data office squad**
- **Group solutions squad**

### Technical Tribe (DSTT)

- **Artificial Intelligence (Data Scientist)**
- **Business Analyst**
- **System Analyst**
- **Data Architect**
- **Data Delivery Engineer**
- **Data Publication Engineer**
- **Data Factory**
- **Data Integration Engineer**
- **DevSecOps Engineer**
- **Test Engineer**
- **LiveOps Engineer**
Lessons learned

Data strategy (vision, objectives, key results) must be driven from the business and from the IT strategies, it is not equal to the target architecture.

Target architecture is a must to proceed into adequate direction with the key results.

Each organization needs to find the right structure to drive the data management activities: strategy, governance and implementation.

We need to build a service oriented organization to be able to adapt to the environment. Scaling up the organization will not fulfill the business requirements and data will keep on being the bottleneck.
Ongoing transformation

**Delegation**
Delegation of DSTT competencies into other tribes’ squads

**Evolving**
Evolving group level communities into group-wide competencies

**Involvement**
Involvement of both business and IT competencies into DSTT squads

**Encourage**
Encourage group members to establish their data organizations fitting to their culture and complexity
Thank you for the attention!