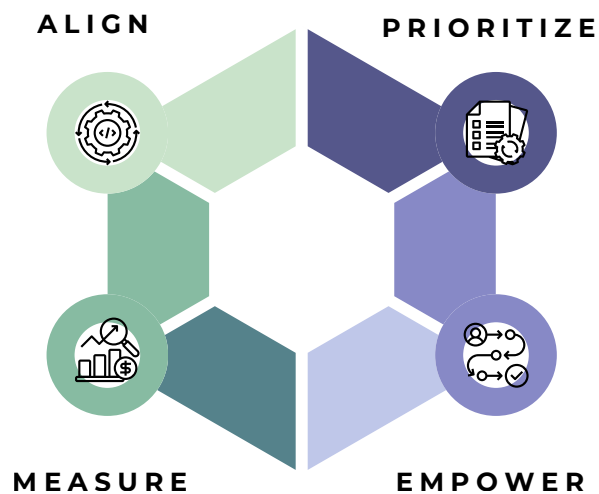


APEM



APEM
DATA CONSULTING

FRAMEWORK



APEM

Value-Driven Data Governance Framework

The Essentials



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Why APEM?



Data has become one of the most critical assets in any organization. It fuels transformation programs, drives decision-making, and underpins innovation. Yet many governance initiatives fail because they focus too heavily on rules and compliance, while losing sight of the business outcomes that matter most.

The **APEM Value-Driven Data Governance** framework was created to solve this challenge. It is not about creating more bureaucracy. Instead, it is about making governance practical, measurable, and directly tied to organizational goals. By focusing on alignment, prioritization, empowerment, and measurement, APEM ensures that governance becomes a natural enabler of growth, efficiency, and transformation.

Traditional Data Governance models lay the foundation focusing on defining roles, ensuring data quality, and maintaining compliance. It answers the question: *Is our data reliable, consistent, and secure?*

APEM framework builds on that foundation to unlock business value. It aligns data efforts with strategic priorities, empowers innovation, and enables better decision-making. It answers a more ambitious question: *How can our data drive growth, efficiency, and competitive advantage?*

While Traditional Data Governance is about **control, minimising operational and compliance risks**, APEM Data Governance Framework is about **impact and value** generation; the two must coexist as complementary disciplines within a unified operating environment, with governance establishing trusted guardrails and strategy directing resources toward measurable outcomes.

The APEM Framework at a Glance

The APEM framework is built on four simple yet powerful pillars. Together, they form a holistic approach to governance that balances structure with flexibility.

- **Align** – Ensure that governance initiatives are directly connected to business strategy, transformation programs, and leadership priorities.
- **Prioritize** – Focus on use cases that deliver the greatest business value and are feasible to implement, avoiding wasted effort on low-impact areas.
- **Empower** – Equip people with clear roles, responsibilities, and the capabilities they need to succeed, embedding governance into everyday operations.
- **Measure** – Track progress and impact through well-defined KPIs and metrics, ensuring transparency and proof of value.

These four pillars make governance relevant, sustainable, and results-oriented. They create a shared language between business and data teams, bridging the gap that often holds initiatives back.

Key benefits of adopting APEM:

- Ensures governance activities are linked to business strategy.
- Helps organizations focus on the most valuable data initiatives.
- Creates clear ownership and accountability structures.
- Provides measurable outcomes that secure long-term support.

Engagement Levels & Structure

Organizations are at different stages of their governance journey, so flexibility is essential. APEM offers a modular engagement model that allows clients to start where they are and scale when ready.

- **Level 0:** Introduction to APEM and a simple self-reflection exercise.
- **Level 1 – Maturity Assessment:** A one- to two week maturity check and quick recommendations.
- **Level 2 – Focused Assessment & Roadmap:** A three- to four-week deep dive with roadmap creation.
- **Level 3 – Implementation:** Practical rollout of governance processes and roles.
- **Level 4 – Full Program:** Comprehensive enterprise-wide governance program.

This step-by-step approach is divided into phases: **Discover, Pilot, Roll-out and Scale**, which makes APEM accessible for small starting efforts while offering a path to full transformation.

APEM Maturity Model

Before progress can be made, it is vital to understand where an organization stands today. The APEM maturity model provides a clear picture of current strengths and gaps.

Each of the four pillars is assessed across five levels of maturity:

- **Initial** – Ad-hoc and unstructured governance practices.
- **Defined** – Policies and processes documented but not consistently applied.
- **Managed** – Governance practices operational in specific domains.
- **Advanced** – Governance embedded across functions with clear ownership.
- **Optimized** – Continuous improvement and governance integrated in strategy.

The result is summarized in a chart that shows the organization's profile. This visual snapshot becomes the starting point for discussions and roadmap design towards target state.

Detail Assessment Process

APEM offers a structured assessment process that makes it easy for organizations to identify priorities and next steps.

The process includes:

- **Kickoff & Stakeholder Alignment:** Define scope, confirm objectives, and identify key participants.
- **Maturity Interviews:** Structured interviews using standardized templates to capture insights across all four pillars.
- **Synthesis & Gap Analysis:** Consolidate findings into a visual maturity profile with identified strengths and opportunities.
- **Roadmap Development:** Present recommended next steps with quick wins and a phased plan for the coming 12–18 months.

The outcome is not just a report, but a practical set of recommendations that leadership can act on immediately.

Pillar: Align



The Align pillar ensures that governance is not an isolated function, but a true enabler of organizational success.

What Align delivers:

- Direct connection between governance and business strategy.
- Clear sponsorship and commitment from leadership.
- Governance embedded into ongoing transformation programs such as ERP, AI, or ESG initiatives.

When data governance is aligned, it gains visibility, credibility, and relevance. Leaders begin to see governance not as overhead, but as a lever that makes transformations more successful and sustainable.

Pillar: Prioritize



The Prioritize pillar ensures that efforts are focused on what matters most. Not all data problems are equal, and organizations must be deliberate in their choices.

What Prioritize delivers:

- Identification of the highest-value data use cases.
- A structured prioritization framework that balances impact with effort.
- A clear roadmap of quick wins and long-term initiatives.

By prioritizing effectively, organizations demonstrate success quickly, secure stakeholder confidence, and build momentum for larger governance initiatives.

Pillar: Empower



The Empower pillar ensures that governance is not just a policy, but a living practice. This requires people to feel confident in their roles and supported in their responsibilities.

What Empower delivers:

- Defined roles such as Data Owners, Stewards, and Custodians.
- Clear accountability through role matrices and decision rights.
- Training, onboarding materials, and awareness workshops to build capability.
- A culture where data is seen as everyone's responsibility.

Empowered people create governance that is resilient and sustainable. They stop seeing governance as a burden and start driving it as part of their everyday work.

Pillar: Measure



The Measure pillar ensures that governance proves its value continuously. It closes the loop by turning effort into evidence.

What Measure delivers:

- A governance KPI dashboard that tracks data quality, compliance, efficiency, and cost savings.
- Clear reporting that connects governance outcomes to business benefits.
- Evidence-based insights that support leadership decisions and secure future investment.

With strong measurement practices, governance shifts from being perceived as an abstract concept to a demonstrable business advantage.

Outcomes & Call to Action

Adopting the APEM framework creates tangible results that extend across the organization. Clients can expect outcomes such as:

- A governance roadmap aligned with strategy and transformation programs.
- Clear ownership and empowered teams.
- A prioritized pipeline of data use cases with measurable ROI.
- A governance operating model that is sustainable and scalable.

APEM makes governance practical, value-driven, and adaptable. Whether you are starting with a small consultation or building a full enterprise program, APEM provides the structure, tools, and expertise to succeed.



About me



Vice Soljan
Creator of APEM

I help organisations move from reactive, inconsistent data handling to a structured, stakeholder-aligned governance model that unlocks value, reduces risk, and supports long-term transformation. With deep experience leading data governance and master data initiatives, I specialise in translating complexity into clarity.

I've supported cross-functional teams in defining clear ownership, harmonizing processes, and aligning data policies across fragmented systems and regions. My approach combines strategic structure with practical implementation, ensuring that governance becomes a business enabler not just a compliance task.

I worked closely with stakeholders at every level to build trust, uncover opportunities, and deliver outcomes that last. Whether you're just starting your data journey or seeking to scale your existing efforts, I bring the experience, structure, and energy needed to move you forward with confidence.