

CAPCO

**Driving Strategic Data
Transformation through DCAM:
A Capco Partnership Success**

Executive Summary

As organizations navigate increasingly complex data landscapes, achieving enterprise-wide alignment on data governance and management is both a strategic necessity and a competitive differentiator. For Chief Data Officers (CDOs) and senior data leaders, benchmarking current capabilities and charting a path forward is paramount. Capco's recent collaboration with T. Rowe Price demonstrates the value of a Data Management Capability Assessment Model (DCAM) assessment as a foundation for this transformation.

Through a comprehensive 14-week engagement, Capco partnered with T. Rowe Price to assess their data management maturity, benchmark progress against peers, and build a prioritized roadmap for strategic growth. The result: increased visibility into enterprise data practices, clear action plans aligned with the CDO's long-term strategy, and momentum for cross-functional governance improvements. This paper outlines the importance of a DCAM assessment, our proven methodology, how the client has implemented key recommendations, and why Capco is uniquely positioned to guide organizations on their data transformation journey.



We were excited to partner with Capco to launch our DCAM Assessment, which not only evaluated our firm's data capabilities but also led to T. Rowe Price being inducted into the EDM Association's inaugural Data Excellence Program. This recognition highlights our firm's strong commitment to advancing our data program," said Jay Como, Global Head of Data Governance at T. Rowe Price.

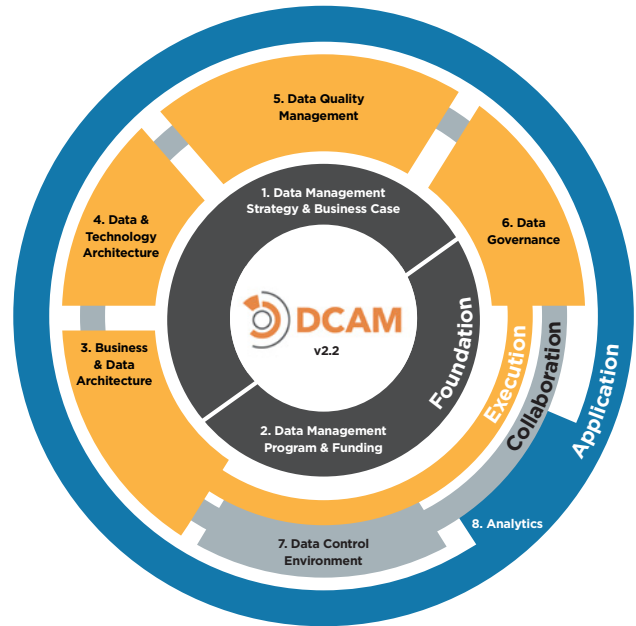
The Value of a DCAM Assessment

The EDM Association's DCAM framework is recognized as the global standard for evaluating data management capabilities. It provides a structured and evidence-based approach to assessing maturity across eight core components:

1. Data Management Strategy & Business Case
2. Data Management Program & Funding
3. Business & Data Architecture
4. Data & Technology Architecture
5. Data Quality Management
6. Data Governance
7. Data Control Environment
8. Analytics Management

For T. Rowe Price, a newly restructured CDO office sought to accelerate data maturity while aligning initiatives across business units. By leveraging the DCAM framework, the firm was able to:

- Assess data practices holistically across business and technology stakeholders



- Compare maturity scores to industry benchmarks
- Align initiatives such as data quality, metadata, and analytics governance to DCAM priorities

The initial assessment revealed a score consistent with organizations whose programs are under one year old. This served as a foundational baseline for future planning.

Engagement Approach and Collaboration with the Client

Capco's methodology is built around collaboration, transparency, and iterative feedback. Our phased approach with T. Rowe Price included:

1. Scoping and Planning

- Defined stakeholder groups, business units, and functional coverage.
- Scheduled and facilitated over 40 stakeholder interviews across 9 business units.

- Reviewed in-flight initiatives for strategic alignment.

2. Assessment Execution

- Distributed standard DCAM questionnaires with narrative fields for qualitative input.
- Conducted interviews to clarify responses and assess practices.

- Reviewed supporting artifacts such as policies, org charts, and governance frameworks.

3. Dashboard Development

- Developed an interactive DCAM Insights Dashboard using a tiered structure:
- High level overview for executives.
- Sub-capability drilldowns for analysts.
- Dashboard reports for tracking roadmap initiatives.

4. Roadmap Development

- Produced an enterprise roadmap with sequenced initiatives.
- Mapped recommendations to ongoing programs.
- Delivered executive summary materials and stakeholder-specific guidance.

Roadmap Development and Implementation

Capco's final deliverables provided both strategic vision and tactical execution guidance. The roadmap recommended a phased approach across six key themes:

1. Data Quality & Operations

- Centralize and automate controls.
- Implement root cause analysis and preventative rule engines.

T. Rowe Price has implemented over 275 data quality rules across key domains such as Securities and Issuers, with plans to scale to more than 1,100 rules by year-end. These rules are embedded in a structured remediation framework that includes root cause analysis and proactive monitoring. A centralized data quality platform and regular reporting cadence enable consistent, auditable improvements across the enterprise. The firm has also formalized oversight practices by publishing an Enterprise Data Management Policy, Data Classification Standard, and a Data Risk Register in partnership with Technology Compliance and Enterprise Risk.

2. Data Governance

- Formalize data ownership roles.
- Enhance policy enforcement and governance oversight.

T. Rowe Price is actively implementing Acryl Data Hub to strengthen metadata and lineage traceability. Metadata governance standards are being rolled out enterprise-wide, and foundational data products are being developed from trusted sources with embedded quality rules.

3. Metadata & Lineage

- Standardize data definitions and taxonomies.
- Enable traceability through metadata management tooling.

To advance analytics maturity, T. Rowe Price is establishing a centralized governance model for analytics. This includes standardized model documentation, alignment with data quality and architecture, and investment in analytics talent. A new Analytics & Enablement function will further institutionalize best practices and ensure that analytics outputs are reliable, ethical, and strategically aligned.

4. Analytics & Enablement

- Establish centralized governance for analytics models.
- Standardize reporting and improve decision support.



To ensure sustainable transformation, T. Rowe Price launched a firm-wide Data Fluency Program, including training plans, a CDO newsletter (“Data Bytes: Bite Sized News about Data”), and working groups for Data Stewards and Divisional Data Officers (DDOs). These forums promote shared accountability, best practice exchange, and embed stewardship into daily operations. Additionally, a CDO PMO team has been created and offshore capacity onboarded to support the growing data portfolio.

The firm is aligning its data and technology architecture by reducing redundancy, centralizing tooling, and enhancing platform governance to support scalability, resilience, and integration across the enterprise ecosystem.

5. Fluency & Ownership

- Launch education campaigns on data stewardship and responsibility.

- Promote shared language and understanding across business lines.

6. Infrastructure and Architecture

- Align data and technology architecture.
- Reduce redundancy and streamline platform management.

T. Rowe Price rapidly mobilized cross-functional teams to act on the recommendations, engaging business unit leaders to integrate priority initiatives into enterprise planning efforts. The organization recognized that a robust data strategy is not only critical for regulatory compliance but also a strategic enabler to drive operational efficiency, mitigate risk, and unlock business value.

Roadmap initiatives: An Illustrative timeline

Key: In Flight ■ Additional Recommendations ■

		'24 Q3	'24 Q4	'25 Q1	'25 Q2	'25 Q3	'25 Q4	'26 Q1	'25 Q2
Data Quality	Complete DQM Framework	In Flight	In Flight						
	Regular Data Assessments		Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations
	Appoint DQM Teams		In Flight						
	Implement Root-Cause Analysis		In Flight	In Flight					
	Data Profiling & Measurement			In Flight	In Flight				
	DQ Monitoring Tools				In Flight	In Flight			
	DQ Issue Tracking System					Additional Recommendations	Additional Recommendations		
	Model for QC Points					Additional Recommendations	Additional Recommendations		
	Track & Report DQ Metrics					In Flight	In Flight	In Flight	In Flight
Data Oversight	Centralize DG Function	In Flight	In Flight						
	Align DM Policies		In Flight	In Flight					
	Ensure DM Governance Funding			Additional Recommendations	Additional Recommendations				
	Create Data Ethics Oversight			Additional Recommendations	Additional Recommendations				
	Enforce Authoritative Data Domains			In Flight	In Flight				
	Enhance DG Council				Additional Recommendations				
	Schedule Compliance Reviews				In Flight	In Flight	In Flight	In Flight	In Flight
	Schedule Data Audits				Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations
Data Roles & Responsibilities	Build DG Strategy	In Flight							
	Expand Roles to BU Level	In Flight							
	Implement Training Programs		In Flight	In Flight					
	Formalize Stakeholder Roles			In Flight	In Flight				
	Establish Integrated Architecture Functions			Additional Recommendations	Additional Recommendations	Additional Recommendations			
Data Golden Source	Ensure Golden Source Data	In Flight	In Flight						
	Define Data Models & Taxonomies	In Flight	In Flight	In Flight					
	Catalog Data Repositories		Additional Recommendations	Additional Recommendations					
	Train on Master Data Usage			In Flight	In Flight				
	Introduce Data Lineage Tools			Additional Recommendations	Additional Recommendations	Additional Recommendations			
	Establish Centralized Data Marketplace				Additional Recommendations	Additional Recommendations	Additional Recommendations	Additional Recommendations	
Data Fluency	Fund for Data Fluency	Additional Recommendations							
	Create & Ratify Roadmaps	In Flight							
	Implement Data Literacy Programs		In Flight	In Flight					
	Educate on Regulatory Roles			In Flight	In Flight				
	Measure Training Efficacy			Additional Recommendations	Additional Recommendations				
	Create Data Resources & Tools				Additional Recommendations	Additional Recommendations			

Strategic Outcomes, Benefits, and the Data Excellence Program

These efforts culminated in external recognition. T. Rowe Price was inducted as a founding member of the EDM Association's inaugural Data Excellence Program, which provides standardized measurement and recognition of organizational data management excellence. The program highlights organizations committed to continuous improvement.



Embedding DCAM into our data strategy has been transformative – not just in how we assess and improve our capabilities, but in how we foster a culture of accountability, transparency, and continuous improvement across the enterprise,” says James Mathis, Director of Data Risk and Compliance, T. Rowe Price.

Key elements of the Data Excellence Program include:

- Data management team training and certification based on the Data Management Capability Assessment Model (DCAM) framework.
- Independent assessments and capability improvement plans conducted with EDM Association certified partners.
- Recognition of achievement.
- A global data management benchmark repository.

Founding members of the Data Excellence Program include both participating companies and certified partners that are authorized by the EDM Association to support members in achieving the program criteria.



The EDM Association Data Excellence Program fosters a community of organizations dedicated to unlocking the full value of their data assets,” says John Bottega, president at the EDM Association. “As organizations embark on this journey, they not only elevate their data management capabilities, but also position themselves as leaders in data excellence.”

The DCAM engagement delivered strategic, operational, and cultural benefits across the organization:

- **Strategic Alignment:** Unified the organization under a common maturity framework tied to industry standards.
- **Data Driven Culture:** Enhanced awareness of governance responsibilities at all levels.
- **Operational Efficiency:** Identified and prioritized improvements in processes, documentation, and tooling.
- **Leadership Confidence:** Equipped executives with evidence-based insights and benchmark comparisons.

Why Capco



As the leading professional services firm delivering DCAM & CDMC assessments within the Financial Services and Energy verticals, Capco was pleased to support T. Rowe Price with its inaugural DCAM assessment. We applaud T. Rowe Price’s Data and Executive leadership for taking this vital step in inventorying and baselining their Enterprise data maturity. T. Rowe Price approached the assessment ‘eyes wide open’ and foundationally aligned to the idea of incremental improvement, as it both validated existing strategic roadmap efforts and identified new value-driven areas of focus for the firm,” says Glenn Kurban, Partner, US Head of Data & Analytics at Capco.

Capco combines deep industry knowledge with data management expertise, making us a trusted partner for CDOs navigating transformation. Our approach is:

- **Pragmatic and Strategic:** We blend actionable insights with long term vision
- **Collaborative:** We cocreate with clients, ensuring ownership and buy-in at every level
- **Insight Driven:** We leverage dashboards, benchmark data, and best practices to provide transparent results
- **Outcome Focused:** From assessment to implementation, our goal is lasting change

Capco continues to partner with organizations to drive measurable data transformation. With growing regulatory expectations, customer demands for transparency, and the need for rapid, data driven decision-making, effective data governance has never been more critical. Our dedicated teams across data strategy, architecture, analytics, privacy, and automation provide holistic support throughout the journey.

Contact Capco today to learn more about our DCAM assessment offerings and how we can support your data transformation journey.

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About Capco

Capco, a Wipro company, is a global management and technology consultancy specializing in driving transformation in the energy and financial services industries. Capco operates at the intersection of business and technology by combining innovative thinking with unrivalled industry knowledge to fast-track digital initiatives for banking and payments, capital markets, wealth and asset management, insurance, and the energy sector. Capco's cutting-edge ingenuity is brought to life through its award-winning Be Yourself At Work culture and diverse talent.

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