Last month I had the privilege of attending the NATO World Codification Forum in Copenhagen and it was an opportunity to see many old friends. The forum was structured as a series of workshops allowing attendees to discuss many successes but also many of the remaining challenges to codification. It is clear that many of the national codification bureaus (NCBs) are struggling to come to terms with the adoption of the NATO codification system to commercial Master Data Management (MDM) systems. MDM has recognized the importance of quality data and the value of the NATO process in the creation of structured characteristic and identification data. While MDM is evolving rapidly, the NCBs are struggling with budget restrictions and shrinking head counts. There are solutions to both challenges, and interestingly there appears to be recognition of the solutions if not the general willingness to adopt them.

It is clear that National Codification is a good idea that is not restricted to the military. In reality the existing National Codification Bureaus are not national they are Military Codification Bureaus. Treasury (customs), health care, environment, transportation, procurement and many other government departments would benefit from codification but in most countries it would be a challenge for these departments to agree to a military administration of National Codification. Commercial companies resolve this problem by creating a “shared services” division. In this case the codification bureaus already have the right name they just need to allow their administration to be moved and the most likely home would be

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As to funding challenges, the military codification bureaus have built a reputation for quality that is expressed in their NSN, the NATO stock number. This is a uniquely valuable asset in the defense industry as without it a national supplier or manufacturer has limited international defense sales opportunities. Obtaining an NSN is therefore very important to any company wishing to sell its products into the international defense industry yet in most countries the procedures for obtaining an NSN are anything but straightforward. Imagine in the US you manufacture a great product that you believe you could sell to both the US and overseas defense forces. If the product comes under the ITAR (International Traffic in Arms Regulations) than you should already know the process but let’s assume you are a small business and you are offering a better and more efficient military grade mouse trap. When you make your first call on a military base, at some stage they are going to ask you for the NSN. What they probably will not tell you is that they, and only they, can make the codification request to obtain either a new NSN or to list your product under an existing NSN. If you are a large defense contractor you would know how to get an order for millions of dollars before an NSN is assigned, but given the price point of your military grade mouse trap this probably does not apply. Unless there are overwhelming qualities or price advantages, or you know someone, or the base is overrun by mice, the chances of the program manager agreeing to file the necessary paperwork to apply for an NSN is extremely remote. If you have found an overseas military customer willing to buy your product you are even less likely to be able to obtain an NSN as the rules specify that the assignment of the NSN should be made in the country of manufacture and the country you are selling to must make the request. Overseas requests for codification are low priority and often require a bilateral agreement as well agreements on “cost recovery”, so your codification request is not going to happen anytime soon. The bottom line is that unless you are an existing and preferably large military contractor with a specialist department dealing with obtaining NSNs, you are unlikely to get one. The fact that in many countries, US included, this additional challenge appears to contradict the government’s public statements to encourage participation by small businesses.
in the defense supply chain and is just one of many examples of lack of attention to detail in policy implementation.

Luckily there are some members of NATO who are figuring out how to support their national manufacturing base by providing the codification services necessary to obtain an NSN for a nominal cost recovery fee of around $35. Many of the national codification bureaus are restricted by specific government mandates to restrict codification to those items immediately required by their military or, and this reason surprisingly is the most common, they cannot, or do not, know how to accept payment for services. One of the great suggestions made at the forum was to consider these “commercial” requests for codification as a great way for the military to get a better understanding of the products they may be interested in the future so in fact it would be a valid “advance” codification. This of course does not solve the acceptance of funds problem but I have to believe someone will be able to figure that one out.

Now to another issue and one that appears universal not just in military but to government contracting in general. At the forum there was the traditional collection of contractor booths displaying their codification solutions. Interestingly all had seen the parallels between codification and the development of MDM. Most of their solutions were focused on MDM and they were looking to interest the managers of the national codification bureaus in how these solutions could be applied to military codification. That was the good news; the not so good news was what appeared to be extreme tunnel vision with most contractors promoting their solution as the ultimate and unique solution to any and all problems both immediate and forever as well as the persistent unwillingness to adopt standards. There were thankfully a few notable exceptions and this was indeed encouraging.

In sales if you do not listen to your customer, you will fail, perhaps not immediately but eventually, so the fault may indeed lie with the customer not expressing their requirements. While industry and commerce are building ever more efficient and resilient supply chains, capable of responding almost instantly to customer demand, why is it that governments and their military are finding the task so difficult? I believe the answer can be found in the fundamental process of military and government contracting and what they demand of their suppliers. I work with Pointers, a beautiful breed of dog often, and incorrectly, referred to as the English Pointer. Pointers are bred to work closely with their master to find and point upland game birds such as pheasant, quail, or partridge. Hunting is rarely a solitary pursuit so it is common for several Pointers to hunt together. Pointers instinctively respect each other and they display a unique behavior that is beautiful to see, they honor. When one Pointer has found and is pointing a bird, the other Pointers will “honor” the point by
politely staying behind the first pointer and pointing at them, this is also called “backing”. This is actually a common behavior of all pointing breeds and one which they must clearly demonstrate in order to obtain the coveted Master Hunter qualification.

In breeding dogs we select those that display the characteristics and behaviors we consider desirable, we encourage specialization and we reward good behavior. In building a supply chain the same selection process applies so perhaps it is the military and government program managers and buyers are at fault for not identifying and rewarding specialization or the all important cooperative behaviors.

Watching Pointers hunt is a beautiful demonstration of communication, cooperation and discipline that results in accomplishing a well understood task with amazing speed and efficiency. To achieve this, handlers must clearly understand the key characteristics and behaviors they are looking for and invest in training. It is the responsibility of buyers to be clear in what they are looking for from their supply chain and to provide training if necessary. A good supply chain is a beautiful demonstration of communication, cooperation and discipline that results in accomplishing a well understood task with amazing speed and efficiency, but it does not happen by chance.

Over its sixty year history the NATO codification system defined what we know today as Quality Master Data. NATO made the process of exchanging quality master and validating the quality of master data publicly available through ISO 22745, perhaps now is the time to invest in training and apply the process of selection. Reward those suppliers that can provide quality data, data that conforms to a stated data requirement, by assigning a Type 1 NSN. Invest in those suppliers who have shown a willingness to respond to an ISO 22745 request for data because they are an integral part of your future data supply chain.

Respectfully submitted,

Peter R. Benson
Executive Director, ECCMA
Master Data Management has come a long way since its evolution. In modern times, for any enterprise, MDM is an essential component for any data management program to succeed. So what is the most crucial factor to implement a successful MDM system? One important discipline of any MDM centerpiece is to establish right “Data Governance” policies.

Before an organization decides to start an MDM project, there needs to be strong business case for this initiative. Until 2008, MDM actually had a pretty unimpressive success ratio of just 54 percent. One major factor for this failure is lack and uncertainties of ownership. As we mature more in MDM discipline, one would realize that more than the IT department, it needs to be focus driven by business. To achieve this, organization needs robust data governance which is the business driven policy making and oversight of data. As business is intended consumer of this information so it’s the business who can best govern this information. According to Garner, by 2016, 20 percent of CIOs in regulated industries will lose their jobs for failing to implement the discipline of information governance successfully.

The governance policies will tell which data you trust and the policies and rules are to be defined with collaboration with technology, people, and system and processes aspects of an organization. As master data management activity involves extracting data from silos into one central data hub, one person or a group of people from IT and business will perform this “role” of the data stewards. This group of people will work closely with various business groups within and outside the organization aiming to support their business decisions through higher quality trustable source of data. This group of people will work closely with various business groups within and outside the organization aiming to support their business decisions through higher quality.

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The key aspects while setting up an organizational structure and information governance would be:

Employees and roles: Because the owners of the existing silo systems have experience in dealing with their data, they should take up the new role of data steward keeping in mind the holistic view of the entire MDM system. They certainly have the insights that are required about the data and its usage within the organization to make the best possible decisions.

Processes: In addition to the change in responsibilities, your employees also must adapt to changed business processes. There are many processes in existing systems that manipulate the same data in many different ways which could bring in inconsistencies. During implementation of MDM system it needs to ensure that there are no such contradicting processes.

Communication: Within the new information governance framework, when changing from many silos to a central master data store, its crucial to establish a proper communication plan to introduce new attributes or changes in existing MDM system due to its enterprise wide impact.

Information: As the MDM system becomes the new center piece of your organization needs it has to be treated carefully. It is for the Information governance team to ensure Information governance ultimately leads to increased data quality and reduced data-related risks.

The several layers in MDM where Data governance rules and policies are to be applied:

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About The Author

Arindam Bhattacharyya is a managing consultant at IBM GBS- Business Analytics and Optimization practice. Arindam has nearly 15 years of experience in IT consulting specializing in MDM data planning and architecture, solution designing for enterprise BI and advance analytics across various industries including Government, Healthcare and Insurance. He can be reached at abhattan@in.ibm.com. The write up, postings are author's own views and don't necessarily represent IBM's positions, strategies or opinions.

NEW! ECCMA Full Member Benefit

Annual Quality Review of Corporate Dictionary and Data Requirements

As its newest benefit, ECCMA will be offering to all full members an annual quality review of their corporate dictionary and data requirements, as well as, a sample of their master data records and descriptions. This can be done at any time before the membership expiration date.

ECCMA will provide a review of up to 500 data requirements and provide suggestions for improvement. ECCMA will also review a sample of the master data to ensure that it complies with the data requirements.

If you have any questions, please contact Sheron Koshy at sheron.koshy@eccma.org.
Prior to ECCMA’s 14th Annual Data Quality Solutions Summit, ECCMA held an ISO 8000 Master Data Quality Manager certification course. ISO 8000 is the new international standard for data quality and its purpose is to make it easier to tell the difference between those companies and software applications that can deliver quality data and those that cannot. This course provided an overview of ISO 8000 and gave attendees the information needed to start using it to improve the quality of their company’s data. The course was divided into two sessions. Mr. Steven Arnett, Chief, Codification Services at the NATO Support Agency, gave an overview of ISO 8000 and showed the importance of being an ISO 8000 Master Data Quality Manager. The afternoon session was instructed by, Mr. Peter R. Benson, Executive Director of ECCMA. During his session, Mr. Benson began the certification process and assisted attendees along the way to becoming certified. This course in Austin successfully certified 6 individuals.
As we bring 2013 to a close, the 14th Annual ECCMA Data Quality Solutions Summit (DQS2) provided some new perspectives for the new year. This year’s Summit was held in Austin, Texas. It is located in the Balcones Canyonlands of Northwest Texas overlooking Lake Travis. Speakers offered insight on the ways companies are implementing data quality and how to be successful in maintaining quality information from an entry level to intermediate. For a complete list of Speakers from DQS2 and their presentations, please visit: www.eccma.org/resources/presentations.php.

Thomas Tong of Knowledge Transformation Partners starting out the second day of the Summit!

Hannes De Bruin of Exxaro closing out the Summit. This was a co-presentation with Pieter Strydom of PiLog.

Bill Miller of Oracle, with his presentation “The Secret to a Successful “Big Data” Initiative: An Effective MDM Platform.”

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AWARDS DINNER

The Annual Fellow Membership Awards Dinner turned out to be quite an exciting evening! Authentically costumed 1880’s Gunfighters greeted guests and performed a scripted comedy gunfight show. Accompanying the gunfighters were 1880’s Saloon Girls who mingled with guests and provided photo opportunities.

The Awards Dinner is not only a great way for attendees to interact on a more personal level, but it is also meant to recognize ECCMA members for their exceptional work throughout the year. This year, ECCMA awarded, Ms. Elizabeth Green with the 2013 Fellow Membership Award, for her esteemed work within the data quality industry and continuous advancements in the standards industry.

For more information on SPEAKING OR SPONSORING in 2014 please contact Melissa Hildebrand at melissa.hildebrand@eccma.org

Congratulations Liz!

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ECCMA developed an award last year for recognizing one of their outstanding, longest or most committed member of the association, referred to as the Outstanding Commitment Award. This year, ECCMA has chosen to recognize Oniqua as one of its longest standing members. Oniqua has been a part of the association since November of 1999, shortly after ECCMA was established. ECCMA would like to thank Oniqua for their commitment to the association and their continuation in the mission to provide quality data.
“CA4B2B” announces start-up beta-test offer.

CA4B2B is a new company run by ECCMA certified ISO 8000 Master Data Quality Managers with a business value proposition to strengthen clients position’s in their supply chains. CA4B2B holds the firm belief that manufacturers and suppliers who are able to deliver ISO 8000 data quality to compliment their valued products and services will secure an advantage over competitors by ensuring value added searchable information about their products and services can be imported into their customer’s ERP systems. The founders of CA4B2B have over 30 years of combined sourcing and supply management experience in various roles including head of procurement function, category management for indirect as well as direct spend areas and leadership in global spend management and procurement excellence projects.

CA4B2B understands the value of quality data and the benefits buying organizations get from better material and service names and descriptions in their procurement, maintenance planning and production applications. Helping their clients to provide ISO 8000 standard compliant master data direct from source will ensure their clients enjoy a “competitive advantage for business to business”. Procurement organizations and buyers in possession of quality data in their ERP’s can improve search and regulatory classifications or automate spend analysis as well as enhance many internal processes aimed at strengthening their supply chains and minimising supply risk. Maintenance engineers often spend many hours of additional research to confirm whether or not a product or service offering within direct material area meets their technical requirements or if a specific technical product attribute will enhance their mean time between failures (MTBF) or add to the risk of premature breakdown. After spending many hours trying to clean up poorly structured material and service master data in their ERP’s procurement organizations and buyers are now looking to their suppliers as the source of structured master data descriptions and provision according to an international standard.

Implementing quality master according ISO 22745/ ISO 8000 standard is straightforward and consists of:

- mapping your products or services technical characteristics to an open technical dictionary in line with ISO 22745, then
- creating an ISO 8000-120 compliant catalog and finally
- implementing an automated reply system or using a host server to distribute your catalog to interested trading partners.

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If you are a supplier or a manufacturer, developing the capability to respond to ISO 22745, standardized requests for characteristic data may just be your ticket to increasing sales and streamlining technical support at a fraction of the cost of traditional methods. Developing the capability to receive ISO 22745 standardized requests for characteristic data could provide valuable insights into what information your existing and potential customers are really looking for when evaluating your offering compared to your competitors. CA4B2B can help to create your ISO 8000-120 catalog, automate your response to requests for catalogs or even host your catalog on our automated ISO 22745 server allowing you to deliver the technical data your customers need to upload into their own applications. In this context CA4B2B introduces a once off start-up offer to any organisation contemplating registering as a Quality Master Data Provider. This offer will be particularly interesting for organisations who do not have an internal capability to develop the necessary files for submission to ECCMA for verification.

CA4B2B's WIN-WIN, LIMITED OFFER
As a start-up organisation CA4B2B needs to beta-test their business processes and enabling tools together with ECCMA, internet service providers and potential customers. So, for a limited period and number of support requests, CA4B2B will offer master data quality manager resources to work at ZERO COST on prospective client data requirements with the aim of generating master data meeting the ISO 8000-120 data quality standard. During this offer period, CA4B2B will also assist in developing the necessary in-house capability to send, generate and respond to queries for data.

So if you are a manufacturer or supplier planning a data transformation to ISO 8000-120 data quality standard, you have the opportunity to get a ZERO-COST RESOURCE in the form of an ISO 8000 certified Master Data Quality Manager working on your project until the end of January 2014.

In the event that you would like to make use of this limited offer, please send your “organization name” include “business contact” and the “number of your sell-side products/services” relevant for ISO 8000 data quality transformation to ZERO-COST@ca4b2b.com.

Put your Master Data to the test!
ECCMA can now independently test and certify your Master Data as ISO 8000 Quality Master Data.

http://www.eccma.org/iso8000/iso8000register.php
It's that time of the year! Renew or Join the U.S. Technical Advisory Group to TC 184, TC 184/SC 4 and TC 184/SC 5! U.S. technical experts to the ISO committees are organized in Technical Advisory Groups (TAG), they formulate the U.S. position on the ISO TC matters and these are formally submitted by ANSI, as the U.S. voting member, to ISO. Any individual or organization based in the United States of America that has an interest in standards is encouraged to participate through the ANSI accredited Technical Advisors Group (TAG).

If you would like to become a member of the US TAG to TC 184 and any of its subcommittees, please email Sheron Koshy at sheron.koshy@eccma.org.

ECCMA case studies display the work accomplished by utilizing one of ECCMA’s many different services; eOTD, ISO 8000, eCDM, etc. These case studies showcase which of our services are most valuable to our members. We encourage anyone who has utilized ECCMA’s services to submit a Case Study and have it featured on the ECCMA website.

For complete details please visit: http://www.eccma.org/casestudies.php or contact Vicky Falcone at vicky.falcone@eccma.org.
ISO 8000 WEBINARS

ECCMA holds monthly 4 hour webinars that provide an overview of ISO 8000, the international standard for data quality. Individuals that attend are able to receive their ISO 8000-110 Master Data Quality Manager certificate by taking an online test. Any previously certified individual may attend this webinar free of charge. For complete details on the next webinar and certification, check out our website at: www.eccma.org/webinar or feel free to contact training@eccma.org.

GET INVOLVED

eCDM Webinars

The ECCMA Corporate Dictionary Manager (eCDM) is an online dictionary manager designed to assist companies in the creation and maintenance of a multilingual corporate dictionary to map items, descriptions and include images that all colleagues and clients can have access to and use. You can also access and add terms from the ECCMA Open Technical Dictionary (eOTD) while logged in to eCDM. The eOTD contains thousands of already registered concepts, terms and descriptions submitted by various industries such as defense, automotive, oil, gas, mining, confectionery, finance, manufacturing, and many more!

Check it out for yourself, as we invite you to attend the next FREE eCDM training webinar. Visit www.eotd.org/ecdm for a list of available sessions.

Scoping Study

The ECCMA Data Cleansing Project Scoping Study is designed to provide ECCMA members with an independent and authoritative analysis of their data prior to contracting for data cleansing services. The objective of the ECCMA study is to provide an analysis sufficient to define the quantity and quality of the source data as well as a framework for measuring the quantity and quality of the data to be delivered by the contractor and the anticipated level of effort required to perform the data cleansing task.

If you are interested in ECCMA’s Data Cleansing Scoping Studies and would like to receive more information or a Statement of Work, please contact Peter Benson at peter.benson@eccma.org.
Today, more than any time in history, data driven decision-making is a key ingredient for business success. As organizations grow in size and complexity, standardization and consistency in usage and reliability of data is critical. Inability to standardize and employ information consistently throughout an organization leads to significant inefficiencies, but, much more importantly, to non-optimal business decisions.

At the annual ECCMA Data Quality Solution Summit, I presented Master Data Management (MDM) and Data Governance (DG) tools, processes, and implementation best practices that are uniquely developed and employed within Cisco Systems.

Cisco started its journey towards world-class business intelligence (BI) because it was facing many challenges in the reporting and data space. Duplicate reports were created in silo by different functions, resulting in reports not tying out and non-optimal decision making. Some was due to the culture, but some was due to lack of governance and policies: no standards, no enterprise-wide agreed upon definitions, no agreement on how to slice and dice data for different views, and no enforcement.

As Cisco is growing and the markets are changing at a rapid pace, it becomes critical to make data driven decisions faster, hence the need to drive towards world-class BI. As the volume of data is increasing rapidly, there is a need for solid MDM and DG, as those are the backbone for any successful BI.

To drive trusted reports of the highest quality, Cisco developed a concept called “watermarking”, which is a process to apply a seal or watermark for its critical reports and dashboards. Applying this concept within Cisco means that watermarked reports contain trusted data, are audited and contain the highest level of data quality. It also provides the user of the report with the confidence that the information has not been altered, and that it comes from an authorized source. This is a governed process to deliver a physical watermark icon on a report or dashboard. It is audited as part of the operational model, and processes are in place when business models change.
The watermarking process at Cisco consists of 3 components:

1. Identify the data sources that need to be certified for consumption purposes. We follow a unique Data Certification methodology to determine the agreed upon definitions and business rules to be used, the correct single source of truth (SSOT) for the data source, and its data quality requirements.

2. Review the interface between the SSOT and the reporting platform to be watermarked. We want to be sure that the interface adheres to the policies defined during Data Certification, and that there are no non-conformant business rules applied.

3. Complete the watermarking process by attaching a watermark icon to the report or dashboard to signify it conforms to the policies. This includes communication and change management activities.

We have been on this path to watermark our core enterprise reports and drive towards a world-class vision for BI for over 2 years now. A few critical takeaways for success are:

- Obtain support from the leadership team to view data as a strategic business asset.
- Ensure business ownership of the MDM and DG initiatives, working with IT as its partner.
- Embed MDM and DG activities as part of the operational activities. If you do not do that it will become stale, gather dust, and will be forgotten within months.

If you have any questions about our methodology, or if you would like to obtain a copy of the presentation given at the summit, please reach out to Luuk van den Berg, lvandenb@cisco.com or call (408) 853-8766.

About The Author

Luuk van den Berg works as Data Governance lead for Cisco’s Global Business Services – Business Intelligence organization. During his 8 years at Cisco, he has been responsible for improving business intelligence capabilities within Finance and Services, using MDM and Data Governance principles, reducing the need for report reconciliation and improving the overall data quality. He currently oversees all the efforts to watermark key reports and certify Cisco’s enterprise metrics. Prior to Cisco, he worked as senior manager at BearingPoint (formerly KPMG Consulting), with a focus on supply chain and business intelligence. He received a Master’s in Information Management from Tilburg University, the Netherlands, and a Master’s in Technology and Human Affairs from Washington University, Saint Louis.

(Continued on page 5)
WELCOME NEW MEMBERS

Alcoa, Inc
Full Member

Alcoa is the world’s leading producer of primary and fabricated aluminum, as well as the world’s largest miner of bauxite and refiner of alumina.

Not sure what to get a colleague this holiday season?

Companies and countries run on data but rarely question its origin, accuracy or significance, that is until something goes wrong. It took me thirty years in search of a solution to data quality and data governance to develop ISO 8000, the international standard for data quality. It was an insightful and unexpected journey across four continents and it is gratifying to see how many are rapidly becoming aware that by improving the quality of their data they can easily remove their own blindfold.

Visit: [http://www.eccma.org/managingblind/] to purchase the Managing Blind eBook!

Wishing Everyone a Happy and Prosperous New Year!
**RENewed Members**

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AURA is focused on development and implementation of information systems for military and civilian logistics. AURA provides comprehensive services in the area of NATO Codification.

To learn more about this member, please visit: [www.aura.cz](http://www.aura.cz).

Since 1985, Melissa Data has provided scalable data quality and data integration solutions to cleanse, standardize, consolidate, enrich, and update contact data. Melissa Data APIs, Cloud Services and Batch Services empower organizations worldwide to keep customer data clean, merge/purge duplicate records, plus match and correlate verified contact information from multiple sources to authenticate a single identity and provide a trusted view of critical information assets.

To learn more about this member, please visit: [www.MelissaData.com](http://www.MelissaData.com).

Hofincons Group of companies is specialized in providing Industrial Asset Management Services covering Asset Management Consulting, IT Embedded solutions, Contracted Operations & Maintenance (O&M) Services, and Asset Management Training. Hofincons vision is to provide technology driven Enterprise Asset Management (EAM) Services with unswerving commitment to our Customers by adopting innovative and high technology in cost-effective Asset Management Services.

To learn more about this member, please visit: [www.hofinconsgroup.com](http://www.hofinconsgroup.com).

Interested in Joining The Association?

By being a member of ECCMA, you gain access to resources and support that can help you measure and improve the quality of your data.

For a complete list of benefits please visit: [http://www.eccma.org/membership/](http://www.eccma.org/membership/).
December 5

UNIQUE PROPERTY ID

Emerging Standards for Property Identification
Join us for a free open house from 10am to 12pm, on Thursday December 5th to explore the emerging standards for uniquely identifying real property using the latest techniques from the Electronic Code Management Association (ECCMA) in collaboration with the Open Geospatial Consortium (OGC).

ECCMA ePROP
real property data content standardization workgroup
ECCMA is a not-for-profit International Association of Master Data Quality Managers set up in 1999, to develop and maintain open solutions for Faster – Better – Cheaper access to authoritative master data.

ECCMA is the original developer of the UNSPSC, the project leader for ISO 22745 (open technical dictionaries and their application to the exchange of characteristic data) and ISO 8000 (information and data quality), as well as, the administrator of U.S. TAG to ISO TC 184 (Automation systems and integration), TC 184 SC 4 (Industrial data) and TC 184 SC 5 (Interoperability, integration, and architectures for enterprise systems and automation applications) and the international secretariat for ISO TC 184 SC 5.

ABOUT ECCMA