2 Co-located Conferences

MDM
Master Data Management Summit Europe 2015

DG
Data Governance Conference Europe 2015

18-21 May 2015
Produced By

IRM UK
Strategic IT Training Ltd
www.irmuk.co.uk

The MDM Institute
Selling Data Governance or Data Governance by Stealth?

DONNA BURBANK
GLOBAL PRACTICE DIRECTOR, INFORMATION MANAGEMENT
Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.

Introduction to Donna Burbank

Currently Global Practice Director for Information Management
› Driving Business Transformation via Information Management
› Aligning Business, People, and Information

Brand Strategy, Product Management, and Product Marketing roles at CA Technologies and Embarcadero Technologies designing several of the leading information management products in the market today

Senior consultant for PLATINUM technology’s information management consulting division in both the U.S. and Europe.

Worked with dozens of Fortune 500 companies worldwide in the U.S., Latin America, Europe, Asia, and Africa and speaks regularly at industry conferences.

President of DAMA Rocky Mountain Chapter
Co-author of several books including:
› Data Modeling for the Business
› Data Modeling Made Simple with CA ERwin Data Modeler r8

Twitter: @donnaburbank

More than 20 years of experience in the areas of data management, metadata management, and enterprise architecture.
And When I’m Not Doing Data Management...
Data Governance Foundations

WHAT IS DATA GOVERNANCE
WHY DATA GOVERNANCE
BUSINESS CASE
1. Data Governance

**Definition:** The exercise of authority and control (planning, monitoring, and enforcement) over the management of data assets.

**Goals:**
1. To define, approve, and communicate data strategies, policies, standards, architecture, procedures, and metrics.
2. To track and enforce regulatory compliance and conformance to data policies, standards, architecture, and procedures.
3. To sponsor, track, and oversee the delivery of data management projects and services.
4. To manage and resolve data-related issues.
5. To understand and promote the value of data assets.

**Activities:**
1. **Data Management Planning (P)**
   - Understand Strategic Enterprise Data Needs
   - Develop and Maintain the Data Strategy
   - Establish Data Professional Roles and Organizations
   - Identify and Appoint Data Stewards
   - Establish Data Governance and Stewardship Organizations
   - Develop and Approve Data Policies, Standards, and Procedures
   - Review and Approve Data Architecture
   - Plan and Sponsor Data Management Projects and Services
   - Estimate Data Asset Value and Associated Costs

2. **Data Management Control (C)**
   - Supervise Data Professional Organizations and Staff
   - Coordinate Data Governance Activities
   - Manage and Resolve Data Related Issues
   - Monitor and Ensure Regulatory Compliance
   - Monitor and Enforce Conformance with Data Policies, Standards, and Architecture
   - Oversee Data Management Projects and Services
   - Communicate and Promote the Value of Data Assets

**Inputs:**
- Business Goals
- Business Strategies
- IT Objectives
- IT Strategies
- Data Needs
- Data Issues
- Regulatory Requirements

**Suppliers:**
- Business Executives
- IT Executives
- Data Stewards
- Regulatory Bodies

**Participants:**
- Executive Data Stewards
- Coordinating Data Stewards
- Business Data Stewards
- Data Professionals
- DM Executive
- CIO

**Tools:**
- Intranet Website
- E-Mail
- Meta-data Tools
- Meta-data Repository

**Primary Deliverables:**
- Data Policies
- Data Standards
- Resolved Issues
- Data Management Projects and Services
- Quality Data and Information
- Recognized Data Value

**Consumers:**
- Data Producers
- Knowledge Workers
- Managers and Executives
- Data Professionals
- Customers

**Metrics:**
- Data Value
- Data Management Cost
- Achievement of Objectives
- # of Decisions Made
- Steward Representation / Coverage
- Data Professional Headcount
- Data Management Process Maturity

**Workflow:**
- Issue Management Tools
- Data Governance KPI Dashboard
- DQ & MDM Tool

**Activities:** (P) – Planning (C) – Control (D) – Development (O) – Operational
Data Governance is core to all IM Disciplines
What Is Data Governance?

The Design & Execution Of Standards & Policies Covering …

› Design and operation of a management system to assure that data delivers value and is not a cost
› Who can do what to the organisation’s data and how
› Ensuring standards are set and met
› A strategic & high level view across the whole organisation

To Ensure …

› Key principles/processes of effective Information Management are put into practice
› Continual improvement through the evolution of an Information Management strategy

Data Governance Is NOT …

› A “one off” Tactical management exercise
› The responsibility of the Technology and IT department alone
Data governance – alternate definitions

“Data Governance is the exercise of authority and control (planning, monitoring, and enforcement) over the management of data assets.”

(DAMA International)

“Data Governance is a quality control discipline for adding new rigor and discipline to the process of managing, using, improving and protecting organizational information.”

(IBM Data Governance Council)

“Data Governance is a system of decision rights and accountabilities for information-related processes, executed according to agreed-upon models which describe who can take what actions with what information, and when, under what circumstances, using what methods.”

(Data Governance Institute)

“Data Governance is the formal orchestration of people, processes, and technology to enable an organization to leverage data as an enterprise asset.”

(MDM Institute)
Data Governance – a simple definition

“The process of managing and improving data for the benefit of all stakeholders”
Is there really a problem?
Why Is Data Governance Critical?

– Higher volumes of data generated by organisations
– Proliferation of data-centric systems
– Greater demand for reliable information
– Tighter regulatory compliance
– Competitive advantage
– Business change is no longer optional; it’s inevitable
– Big Data explosion (and hype)
Why Data Governance?

On average, organizations **waste 15-18%** of budgets dealing with data inaccuracies.

A typical average company **loses 30%** of revenue and turnover through poor data quality.

The US economy **loses $3.1 trillion** a year because of poor data quality.

In UK in 2013 **1.4 million orders** could not be delivered because of poor address data.
Benefits Of Data Governance

INFORMATION THAT IS TRUSTED AND FIT FOR PURPOSE

- Assurance and evidence that data is managed effectively reduces regulatory compliance risk and improves confidence in operational and management decisions

- Known individuals, their responsibilities and escalation route reduces the time and effort to resolve data issues

- Improved opportunity to rapidly and effectively exploit information for customer insights and competitive advantage

- Increased agility and capability to respond to change and events faster through joint understanding across users and IT

- Reduced system design and integration effort

- Reduced risk of departmental silos and duplication leading to reconciliation effort and argument
3 motivations for Data Governance

1. Reactive Governance
2. Pre-emptive Governance
3. Proactive Governance
Motivations For Data Governance

REACTIVE GOVERNANCE
– Tactical exercise
– Efforts designed to respond to current pains
– Organisation has suffered a regulatory breach or a data disaster

PRE-EMPTIVE GOVERNANCE
– Organisation is facing a major change or threats
– Designed to ward off significant issues that could affect success of the company
– Probably driven by impending regulatory & compliance needs

PROACTIVE GOVERNANCE
– Efforts designed to improve capabilities to resolve risk and data issues.
– Build on reactive governance to create an ever-increasing body of validated rules, standards, and tested processes.
– Part of a wider Information Management strategy

“If your main motivation for Data Governance is Regulation & Compliance, the best you can ever hope to achieve is just to be compliant”
Aligning with Business Motivation
What is the Business Motivation Model?

The language of strategic planning is often inconsistent. The BMM provides us with a Consistent Language to articulate business strategy.

“The BMM is a technique in which one determines an ultimate goal and determines the best strategy for attaining the goal in the current situation”

- **Mission**: A statement describing the aims, values and overall plan of an organisation. 
  e.g. “To be the leading creator and protector of wealth.”

- **Vision**: The strategic plan. 
  e.g. “Defend our current customer base to reduce churn and increase repeat business”

- **Strategies**: A high level statement of what the plan will achieve. 
  e.g. “Improve customer satisfaction (over the next five years)”

- **Goals**: A concise statement of a desired change. 
  e.g. “To be the leading provider of wealth management services in our major target markets within the next 5 years.”

- **Objectives**: The outcome of projects improving capabilities, process, assets, etc. 
  e.g. “Develop an operational customer call centre by June 30, 2015”

- **Tactics**: A Course of Action that channels efforts towards objectives. 
  e.g. “Call first-time customers personally”
The Business Motivation Model Example

The Motivation Model resonates well with business sponsors

› Business Stakeholders can often find business architecture models difficult to understand

› The Business Motivation model resonates well with business stakeholders allowing us to talk in Business terms

› Helps move away from point solutions to focus on business outcomes
INSURE Co. Business Motivation Model

**CORPORATE MISSION**
Help customers live their lives with more peace of mind

**CORPORATE VISION**
To become a trusted Life insurer, with leading service for the APC

**DRIVERS**
- Product Differentiation in the Market
- Economic Influence on Client wallet share
- Decreasing margins with increase market competition
- Regulatory and Compliance impacts
- Constant change to meet market expectations
- Agile technology landscape
- Customer expectations for fast turn around times
- Smaller agile competitors stealing customers and market share

**CORPORATE STRATEGIES**
- Expand our business to profitability by:
  - Reducing costs through outsourcing, automation and optimisation
  - Grow business with expanded distribution and additional sales channels
  - Developing new products and service bundles to extend our offerings across markets
- Collective focus on client intimacy:
  - Understand the client through centralised data, analytics and modelling
  - Driving relationship focused initiatives by connecting with clients over the medium and long term
  - Aligning our client channels to be more integrated, efficient and effective
- Grow our position as the most trusted life insurer in APC by:
  - Developing new services by partnering with innovative technology providers
  - Introducing new outlets that provide personal servicing facilities
  - Extending digital channels to increase delivery of products and services online

**GOALS & OBJECTIVES**

- **Goal 1:** Reduce Concentration Risk
  - Reduce identified redundant products by 2014
  - Delivery of New Products within 5 months to market
  - Measurement: N/A, reporting: KPIs to track success factors
  - Simplify data input and validation required for setup
  - Establish mobile sales team to service and set up customers on site

- **Goal 2:** Explore Underinsurance Opportunities
  - Develop more efficient systems for life insurance
  - Develop and implement standard guides for processes
  - Investigate, conduct and analyse time to market on processes
  - Provide modernised technology solutions to support market

- **Goal 3:** Product Rationalisation
  - Rationalise and consolidate duplicate products
  - Reduce maintenance and overheads
  - Implement and automate core processes
  - The organisation supports technology and integration standards commonly used by customers

- **Goal 4:** Develop and Protect Existing Sales Stream and Staff
  - Baseline and Derisk Sale/Retention targets
  - Enhance and protect profitability and culture
  - Achieve Staff/Client Target share of less than 2% by 2014
  - Develop above references, set targets and report on skill level

- **Goal 5:** Drive Operational Efficiency
  - Increase number of task events from acceptance to delivery
  - Enhance and maintain computerisation for use
  - Deliver mobile devices to be used for information capture and management for customer

© Enterprise Architects (Aus) Pty Ltd 2014
From Cruise Ship to Life Raft

› With a common motivation, disparate skills, personalities and roles become an asset, not an annoyance
Big Data Strategy – Business Motivation Model

**BIG DATA STRATEGY VISION**
- Pro-active & innovative Big Data infrastructure solutions, supporting identification & delivery of organisational value, whilst driving efficiency & reducing solution cost

**BIG DATA STRATEGY PRINCIPLES**
- Define a minimum number of consumption patterns covering common business use cases
- Differentiate Big Data opportunities in the context of conventional Information Management and BI
- Create a small number of Big Data service catalogue definitions supporting each pattern

**BUSINESS DRIVERS**
- Add Value to Local Markets
  - Offer guidance and education around Big Data
  - Establish evaluation criteria
  - Standardise service offerings
- Optimise Commercial & Operational Value from Data
  - Identify opportunities
  - Enable agility & faster time-to-value
  - Achieve economies of scale
- Leverage Rapid Growth of Data Assets
  - From 2TB per CpCo per day
  - 10-20 fold increase in coming years
  - Internal & external sources

**IT DRIVERS**
- Develop a Core Competency in Big Data Technologies
  - Define new opportunities
  - Identify robust, fit-for-purpose Hadoop platforms
  - Leverage data as an asset for competitive advantage
- Leverage Re-usable Solutions
  - Share core information assets
  - Avoid fragmentation
  - Improve infrastructure, operational, & procurement efficiencies
- Align with Enterprise Architecture
  - Integrate Big Data Analytics with Core BI
  - Provide standardised Application Frameworks
  - Leverage common infrastructure patterns

**BIG DATA GOALS & OBJECTIVES**

**Provide a Clear Definition of Big Data**
- Create an overview of Hadoop stack solution components
- Provide sample use cases and data patterns
- Establish an evaluation criteria for both business and technology solutions

**Create Common Use Case Patterns**
- Review use cases & identify high-value commercial & operational themes/patterns
- Compare use cases from other telecoms or related enterprises to identify new or high-value samples
- Identify a small number of core, reusable use case patterns to be stored in catalogue

**Create a Common Service Catalogue**
- Publish a small number of standard use case patterns, data set specifications, & guidance for additional “sand box” exploration
- Map common, core use cases against potential technology architectures
- Identify non-functional requirements such as security, privacy, network, persistence, volumetrics, etc.

**Define Common, Reusable Technology Architectures**
- Evaluate existing platforms and POC environments for pros/cons
- Review Big Data technology stacks against requirements
- Provide education/guidance re: technology stack components, guidelines for use, and skill sets needed
- Identify core data sets and data flow patterns for population/maintenance
Roles Culture

DBAs, Data Managers and Executives are different creatures

**DBA**
- Cautious
- Analytical
- Structured
- Doesn’t like to talk
- “Just let me code!”

**Data Managers**
- Analytical
- Structured
- Passionate
- “Big Picture” focused
- Likes to Talk
- “Let me tell you about my data model!”

**Business Executive**
- Results-Oriented
- “Big Picture” focused
- Little Time
- “How is this going to help me?”
- “I don’t care about your data.”
- “I don’t have time.”
Validate and Refine Business Goals

In light of the mission and vision and the influencer pressures, validate and refine the goals of the organisation.

- A Goal is a statement about a state or condition of the enterprise to be brought about or sustained through appropriate Means.

- A Goal amplifies a Vision — that is, it indicates what must be satisfied on a continuing basis to effectively attain the Vision.

- A Goal should be narrow — focused enough that it can be quantified by Objectives.

- A Vision, in contrast, is too broad or grand for it to be specifically measured directly by Objectives.

However, determining whether a statement is a Vision or a Goal is often impossible without in depth knowledge of the context and intent of the business planners.
Look for Levers

Look for levers that can help you address the goals

Derive a set of measurable levers of business value and growth by cascading down the drivers of income in your business.

—The levers are intended to be durable even as business strategy shifts.

Value levers indicate which business dimensions need to be analysed for change projects.

—Business consultants use the matrix to understand which business architecture dimensions have the greatest impact on each lever, focusing attention on those dimensions most relevant to the levers in focus.
Improvement Levers Example

VALUE LEVERS

- Increase price
- Increase volume
- Improve mix
- Improve process
- Reduce cost of inputs
- Improve warehouse utilisation
- Increase productivity
- Decrease staffing
- Optimize scheduling
- Optimize physical network
- Use alternative distribution
- Lower Customer Service & Order Management Costs
- Lower I/S costs
- Lower Finance / Accounting costs
- Lower HR costs
- Improve capital planning/investment process
- Reduce inventories
- Reduce A/R increase A/P

TRANFORMATION BENEFIT (Outcome)

- Profit-driven marketing efforts:
  - Target “best” customers
  - Offer “best” product mix
  - Improve pricing management
- Proactive production planning for inventory management
  - Most profitable capacity allocation/utilization
- Reduced sales management layers
- Focus on high-profit accounts
- Improved inventory flow visibility
  - Lower transportation costs
  - Higher facilities utilization
  - Less “fire fighting”
  - Better carrier evaluation/mgmt.
  - Higher quality Customer Service
  - Improved Supply Chain visibility
  - Improved order fill rates
  - Significantly lower cost
  - More consistent service
  - Faster problem resolution
  - Improved capital stewardship
  - Increased capital productivity
  - Reduced inventory investment
  - Reduced receivables investment

AUTOMATION BENEFIT

- Automated PO requisitions
- Improved information for evaluating vendors
- Automation of some scheduling functions
- Single point of entry eliminates data re-entry and improves accuracy
  - Faster data reconciliation
    - Automated billing processes
    - Automated payroll processes
- Moderately lower safety stock inventory
- Moderately improved A/R and A/P management

Align benefits with Information

Enterprise Value Map
Example Decomposition

What are our corporate goals?

How will our business model change over the next three to five years?

What are the priorities and battlegrounds given our corporate goals?

Business objectives

What are the key capabilities that will maximize value creation in the business?

Business capabilities

How do we optimize our IT operating model to deliver the required business capabilities?

IT capabilities

What IT assets and data do we need to support these capabilities?

IT investments
Assessing Capabilities

Chaotic
- No standards
- Reactive approach
- No master data plan
- No strategy

Reactive
- Standards established
- Basic DQM process established
- Master data plan identified
- Strategy defined and communicated

Defined
- KPIs identified & measured
- Data dictionary and rule dictionary documented and maintained
- N-Tiered stewardship established
- Master data plan executed
- Supporting technology framework deployed
- Root cause for issues being tracked and measured

Proactive
- Continuous improvement feedback loops operating
- Root cause analysis feeding into feedback process
- Pro-active approach to management of data and rules dictionary
- DQM process automating measurement of function performance
- All information silos fully integrated with master data systems

Predictive
- Process feedback loops are tuning as opposed to fixing
- DQM processes fully automated with complete audit trail
- Top-down strategy fully in tune with the bottom up application of stewardship => complete cultural alignment across the enterprise
- People, Process and Technology operating in harmony

Source: R. Brennan

Data Governance Readiness Assessment
DG is Part of a Broader EIM Maturity Assessment

Information Management Maturity Assessment

**IM Disciplines**

- **IM Principles**
  - Data Governance
  - Data Quality
  - IM Lifecycle Management
  - Data Integration & Access

- **IM Planning**
  - Data Models & Taxonomy
  - Metadata Management
  - Master Data Management

- **DW & BI**

**IM Enablers**

- **People**
  - Executive Sponsorship/Leadership
  - Measurement

- **Processes**
  - Compliance

- **Technology**

Current vs. Target assessment shown in different segments.
Implementing Data Governance
What’s the evidence?

EXPOSE THE PROBLEM

- Starting “bottom up”
- Gather the facts – horror stories work well
- Undertake Data Quality profiling
- Publish Data Quality metrics
  - Unconscious competition / “Peer Pressure”
  - Teases out who is responsible for the data
  - Improvement Projects begin to self form
  - Ultimately becomes self policing
  - Data Governance (lite) starts to emerge as the way to address the issues
  - Momentum & an appetite for DG created
Perception is Important

In both cases below, skill, best practice, and rigour are important

› In the first example, you are annoyed by it, or at best indifferent
› In the second, you are relieved, confident, thankful for it.
Perception is important

WHAT’S IN A NAME?

- Don’t call it Data Governance (at least at the start)
- Start Small
- Promote Data Improvement Projects (vs a Data Governance strategy)
- Who is responsible for the data?
Plan Big – implement small

IMPLEMENT IN ALIGNMENT WITH BUSINESS INITIATIVES

Business Initiative / Project 1

- Some of MD area A needed here
- Some of MD area B needed here

Business Initiative / Project 2

- More of MD area A needed here
- Some of MD area C needed here
- More of MD area B needed here

Business Initiative / Project 3

- More of MD area C needed here
- More of MD area B needed here
- More of MD area A needed here

Business Initiative / Project 4

- Lots of MD area D needed here
- More of MD area B needed here
- More of MD area A needed here

MDM program cannot deliver Data Subject Area D at this time for Project 4. Project 4 gains exemption to add this MD later.

IN THE CONTEXT OF THE BIG PICTURE
**Portfolio vs Per Project**

*Design in isolation:* Initially no interaction outside the confines of “the project” and just a few interfaces will appear attractive as no wider considerations need to be made.

*Design for reuse:* First projects hit a “cost” as there is nothing in place that can be re-used / leveraged for benefit. Project based accounting discourages infrastructure investment.

*Seed Money:* To not penalise initial projects, but rather encourage them to do the “right thing” for the corporation, seed money helps with provision of resources, budget offset etc.

*Project by project / without reuse*:

*Design for reuse:* Once a few reusable artefacts, models, Master Data objects, reusable methods, skills etc. are established, projects start to reap big benefits.

*Design in isolation:* Costs increase dramatically with Increasing number of point to point interfaces, undo-redo work as clashes about data concepts explode.
Identify Best Practices

IS ANYONE DOING IT WELL?

- Identify in-house good guys
- Does anyone actually do it well?
- What are current best practices
- Where is there some passion & emotion about data, its quality and meaning?
- Often found in downstream areas who are impacted day to day; e.g.
  - Customer Service operators
  - ETL developers
  - BI users
  - DBA’s
Join it up

ISLANDS OF EXCELLENCE?

Identify the Islands of excellence / atoll’s of mediocrity

- Join them up
- Community of interest
- Promote as best practice

Evolve Organisation structures

- Do not set up the target DG organisation too early
- Have the target in mind
- Develop transition steps
Land & expand

UNDER THE RADAR?

– Community of Interest (COI) evolves best practices that work in your environment
  › A gentle steer & guidance is always useful
  › Operating models & processes emerge

– Communicate successes & widen COI

– Establish common glossaries
  › Always useful across the organization
  › What do you mean by XYZ?

– Infiltrate Data Governance into existing processes
  › Jump on transformation programs
  › “Customer First”
  › Process Improvement

– Grow incrementally & eventually “top down” support emerges
Why might DG fail?

- Lack of business leadership and commitment
- Failure to link Data Governance to organisational goals and benefits
- Giving people data responsibility but not equipping them to succeed
- Failure to focus on the data that really matters
- Placing too much emphasis on data monitoring and not data improvement
- Thinking new technology will alone solve the problems
- Forgetting Data Governance must embrace all who use data across an organisation
- Not delivering benefits early and regularly
A Framework For Data Governance
Data Governance
Part Of An Overall EIM Framework

Information is at the heart of the business & must be managed effectively to drive value.
There are Numerous Data Governance Operating Models
What is the Business Motivation

What systems do we depend upon to run our business

What roles are necessary to operate our business

What business processes & capabilities must we have

What Information do we need to run our business

Key is to understand the Business motivation & its operation
Common Themes In Operating Models & Frameworks
Typical Data Governance Operating Model
Applying The Framework

Maturity Assessment

Current Status

Vision & Strategy
Org. & People
DM & Measures
Processes & W/flows
Comms & Training
Tools & Technology

DG Vision
Business Justification
Implementation Plan
Roadmap

Desired State

Business Drivers

Vision & Strategy
Org. & People
DM & Measures
Processes & W/flows
Comms & Training
Tools & Technology
Summary

Data Governance

- Business ownership is key
- Communication is vital
- Align Data Governance with business motivations, strategies and goals – current & future
  - This is not simply an IT problem. Requires holistic solutions – people, process, and technology
  - It’s essential to outline & communicate what success can deliver and is delivering
- Establish the current baseline and maturity
  - Deliver early & incrementally
  - Demonstrate success & real business benefits to sustain business support
  - Ensure accountable people are equipped to succeed – knowledge, methods & tools; training & mentoring
- Stealth DG is possible – up to a point