

Appendix 6 - Future State assessment – Deliverables and Artifacts

Version 1.0

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Purpose

The purpose of the **Future State Architecture Assessment** is to define the organization's desired data quality operating model after the transformation program has been completed.

Rather than documenting the existing environment, the future state establishes the target business capabilities, governance framework, technology architecture, staffing model, and operational processes required to achieve trusted, enterprise-quality data. The future state serves as the blueprint that guides investment decisions, technology selection, implementation planning, and organizational change.

Unlike the Current State Assessment, which identifies existing conditions and deficiencies, the Future State Assessment describes what success will look like once the data quality program has been fully implemented.

Future State Assessment Deliverables

Future State Artifact	Purpose	Typical Deliverables
1. Executive Vision	Defines the strategic direction	Executive vision, business objectives, success criteria, guiding principles
2. Future Business Process Architecture	Defines optimized business processes	Improved business workflows, standardized processes, reduced manual intervention.
3. Future Enterprise Data Architecture	Describes the target data ecosystem	Modern data architecture, operational data stores, Lakehouse, warehouses, semantic models
4. Future Application Architecture	Defines the desired application landscape	Modern CRM, ERP, MDM, governance platforms, analytics applications
5. Future Technology Architecture	Specifies target infrastructure	Cloud strategy, SQL Server platform, Microsoft Fabric, Purview, storage, networking, compute
6. Future Data Integration Architecture	Defines data movement strategy	Modern ETL/ELT pipelines, APIs, event-driven integration, orchestration, automation

Future State Artifact	Purpose	Typical Deliverables
7. Future Data Quality Architecture	Defines quality management capabilities	Profiling, validation, cleansing, matching, survivorship, continuous monitoring
8. Future Master Data Architecture	Establishes enterprise master data	Golden Records, survivorship rules, stewardship workflows, synchronization strategy
9. Future Reference Data Architecture	Standardizes enterprise reference data	Central repository, governance, approval workflows, controlled distribution
10. Future Metadata Architecture	Defines metadata management	Enterprise catalog, lineage, glossary, technical metadata, business metadata
11. Future Governance Framework	Establishes governance operating model	Governance council, policies, stewardship organization, issue management
12. Future Security & Compliance Architecture	Defines regulatory controls	Data classification, privacy, auditing, compliance monitoring, access controls
13. Future Reporting Architecture	Delivers trusted business reporting	Dashboards, scorecards, drill-down reports,

Future State Artifact	Purpose	Typical Deliverables
14. Future Infrastructure Architecture	Defines scalable infrastructure	executive KPIs, operational reporting High availability, disaster recovery, cloud services, performance targets
15. Future Organizational Structure	Defines people and responsibilities	Executive sponsors, governance council, data owners, stewards, architects, engineers
16. Future Software Portfolio	Identifies required software platforms	SQL Server, Fabric, Purview, Power BI, integration platforms, governance tools
17. Future Hardware Strategy	Defines infrastructure requirements	Servers, cloud resources, storage, networking, compute capacity
18. Future Operating Model	Defines day-to-day operations	Stewardship workflows, issue management, change management, service management
19. Future Performance Metrics	Establishes measurable objectives	Data quality KPIs, stewardship metrics, service levels, maturity targets
20. Target Maturity Level	Defines desired organizational maturity	Target GITG-DQMM™ maturity level and roadmap

Future State Artifact	Purpose	Typical Deliverables
		for continuous improvement

Next, we examine the output generated by the future state assessment process:

Output Produced During the Future State Assessment

The Future State Assessment typically produces the following architectural and planning artifacts:

- Executive Vision Statement
- Business Capability Model
- Future State Business Process Maps
- Enterprise Data Architecture Diagram
- Data Quality Architecture Diagram
- Master Data Architecture
- Reference Data Architecture
- Metadata Architecture
- Governance Operating Model
- Stewardship Organization Chart
- Technology Architecture Diagram
- Cloud Migration Strategy
- Data Integration Architecture
- Reporting and Analytics Architecture
- Infrastructure Architecture
- Security and Compliance Architecture
- Target Software Portfolio
- Infrastructure Sizing Recommendations
- Future Organizational Model
- Data Quality KPI Framework
- Future State Roadmap

Characteristics of the Future State

A mature future-state environment should exhibit the following characteristics:

- Enterprise-wide data governance is fully operational.
- Data quality is embedded throughout the data lifecycle.
- Master and reference data are centrally managed and governed.
- Metadata provides business context, lineage, and impact analysis.
- Data quality rules execute automatically within data pipelines.
- AI assists profiling, anomaly detection, and duplicate identification.
- Dashboards and scorecards continuously monitor quality performance.
- Stewardship workflows provide controlled issue resolution.
- Business users have access to trusted, well-governed information.
- Continuous improvement processes measure progress and refine practices over time.

Technology Vision

The future-state architecture should support a modern, scalable, and resilient enterprise data platform that adapts to changing business requirements.

Depending on organizational needs, this may include Microsoft SQL Server, Microsoft Fabric, Microsoft Purview, Power BI, cloud storage services, automated

integration pipelines, AI-assisted data quality capabilities, and centralized metadata management. Technology decisions should always support business objectives rather than becoming objectives themselves.

Organizational Vision

Technology alone cannot deliver sustainable data quality. The future-state organization should establish clearly defined ownership, accountability, and governance responsibilities across both business and IT. Executive sponsors provide strategic direction; the Data Governance Council establishes policy; Data Owners are accountable for business information; Data Stewards oversee data quality on a day-to-day basis; and architects, engineers, analysts, and developers implement and support the technical environment. Together, these roles create a collaborative operating model that treats data as a strategic enterprise asset.

Relationship to the Gap Analysis

Once both the Current State and Future State assessments have been completed, the organization possesses two architectural snapshots of the enterprise. Comparing these environments reveals the capabilities, technologies, skills, governance processes, infrastructure, and organizational changes required to achieve the target operating model. These differences become the **Gap Analysis**, which forms the foundation for the implementation roadmap, project portfolio, resource planning, budget development, and overall Data Quality Transformation Program.

First Edition: February 2026

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Westchester County, NY, USA

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