

Performing the Gap Analysis

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Purpose

The purpose of a **Gap Analysis** is to identify the differences between the organization's current data quality environment and the desired future-state architecture. While the Current State Assessment documents how the organization operates today and the Future State Assessment defines the target operating model, the Gap Analysis determines precisely what must change to achieve that vision. It provides the foundation for project planning, budgeting, staffing, technology acquisition, and executive decision-making by converting architectural differences into a practical implementation roadmap.

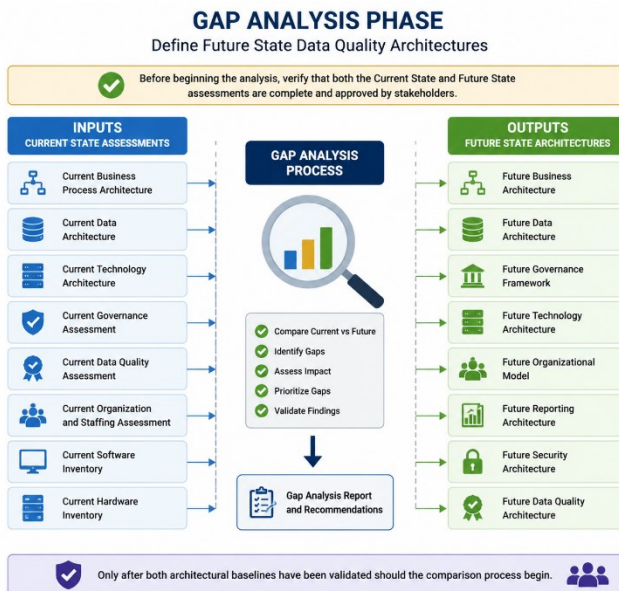
Rather than a one-time assessment exercise, the Gap Analysis should be seen as the bridge between enterprise architecture and program execution.

Gap Analysis Methodology

The GITG™ Gap Analysis Methodology consists of seven sequential phases that progressively transform architectural findings into a structured project portfolio.

Phase 1 – Validate Assessment Artifacts

Before beginning the analysis, verify that both the Current State and Future State assessments are complete and approved by stakeholders.



Gap Analysis Inputs & Outputs

Required inputs include:

- Current Business Process Architecture
- Current Data Architecture
- Current Technology Architecture
- Current Governance Assessment
- Current Data Quality Assessment
- Current Organization and Staffing Assessment

- Current Software Inventory
- Current Hardware Inventory

and

- Future Business Architecture
- Future Data Architecture
- Future Governance Framework
- Future Technology Architecture
- Future Organizational Model
- Future Reporting Architecture
- Future Security Architecture
- Future Data Quality Architecture

Only after both architectural baselines have been validated should the comparison process begin.

Phase 2 – Compare Architectural Domains

Each architectural domain is evaluated independently to identify differences between the current and future environments.

Typical comparison domains include:

Domain	Comparison Objective
Business Processes	Identify manual processes requiring automation or redesign.
Data Architecture	Determine missing repositories, integrations, and data models.
Technology	Compare current software, hardware, and cloud capabilities.

Domain	Comparison Objective
Governance	Identify missing policies, standards, councils, and stewardship processes.
Metadata	Compare existing metadata with required business and technical metadata.
Master Data	Identify missing Golden Record capabilities
Reference Data	Determine centralization and governance requirements.
Reporting	Identify new dashboards, scorecards, and operational reports.
Security	Evaluate compliance and access-control improvements.
Organization	Compare current staffing with future organizational requirements.

The evaluation of these components should be included in the project portfolio for the current state, future state, and gap analysis effort.

Phase 3 – Identify Gaps

Every difference identified during the comparison becomes a documented gap.

Typical categories include:

Business Gaps

- Inconsistent business processes
- Manual data correction activities
- Lack of standardized procedures

Technology Gaps

- Missing data quality tools
- Obsolete software
- Insufficient cloud capabilities
- Inadequate integration platforms

Data Gaps

- Duplicate master data
- Missing reference data repositories
- Poor metadata
- Weak data lineage

Governance Gaps

- No governance council
- Undefined data ownership
- Missing stewardship processes
- Lack of data quality standards

Organizational Gaps

- Missing data stewards
- Limited technical expertise
- Inadequate training
- Undefined organizational responsibilities

Phase 4 – Assess Each Gap

Each identified gap should be evaluated using a consistent set of criteria.

Recommended assessment attributes include:

Assessment Attribute	Description
Business Impact	Effect on operations and strategic objectives
Risk Level	Financial, regulatory, operational, or reputational risk
Implementation Complexity	Low, Medium, High
Estimated Cost	Expected investment required
Expected Benefit	Quantifiable business value
Dependencies	Other initiatives required first
Priority	Critical, High, Medium, Low

This evaluation helps ensure that implementation priorities are based on business value rather than technology alone.

Phase 5 – Prioritize Improvements

After all gaps have been assessed, improvements should be ranked according to organizational priorities.

Typical prioritization criteria include:

- Business value
- Regulatory compliance
- Risk reduction
- Customer impact
- Cost savings
- Executive sponsorship
- Implementation complexity
- Technology dependencies
- Resource availability

Quick wins that provide measurable value early in the program should be identified alongside larger strategic initiatives.

Phase 6 – Group Gaps into Projects

Individual gaps rarely become standalone projects. Instead, related gaps are consolidated into logical implementation initiatives.

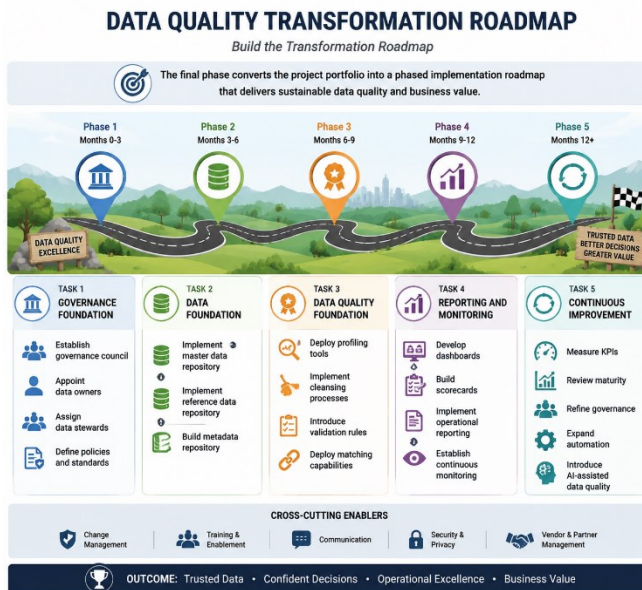
Example Project Portfolio:

Project	Major Deliverables
DG-101	Data Governance Framework
DQ-201	Enterprise Data Profiling
DQ-202	Data Cleansing Program
MDM-301	Master Data Repository
RDM-302	Reference Data Repository
META-401	Metadata Repository
DQ-501	Enterprise Data Quality Monitoring
REP-601	Executive Dashboards and Scorecards
SEC-701	Security and Compliance Improvements
TRAIN-801	Governance and Stewardship Training

Grouping related improvements reduces project complexity and allows coordinated implementation across multiple business areas.

Phase 7 – Build the Transformation Roadmap

The final phase converts the project portfolio into a phased implementation roadmap.



Transformation Roadmap

A typical roadmap includes:

Task 1 – Governance Foundation

- Establish governance council
- Appoint data owners
- Assign data stewards
- Define policies and standards

Task 2 – Data Foundation

- Implement master data repository
- Implement reference data repository
- Build metadata repository

Task 3 – Data Quality Foundation

- Deploy profiling tools
- Implement cleansing processes
- Introduce validation rules
- Deploy matching capabilities

Task 4 – Reporting and Monitoring

- Develop dashboards
- Build scorecards
- Implement operational reporting
- Establish continuous monitoring

Task 5 – Continuous Improvement

- Measure KPIs
- Review maturity
- Refine governance
- Expand automation
- Introduce AI-assisted data quality

Gap Analysis Deliverables

The completed Gap Analysis should produce the following artifacts:

- Gap Analysis Report
- Prioritized Gap Register

- Risk Assessment
- Business Impact Analysis
- Technology Recommendations
- Software Acquisition Plan
- Hardware Capacity Plan
- Staffing Recommendations
- Training Plan
- Budget Estimate
- Project Portfolio
- Transformation Roadmap
- Executive Presentation
- Program Implementation Plan

Relationship to the Project Management Office

The Gap Analysis marks the transition from architecture into execution. Once approved, the prioritized project portfolio becomes the responsibility of the Project Management Office (PMO), which coordinates project scheduling, resource allocation, budgets, risk management, dependency tracking, and progress reporting. By tracing every project back to a documented architectural gap, the PMO ensures that implementation activities remain aligned with the organization's strategic objectives and Future State Architecture.

Summary

A successful Gap Analysis transforms architectural planning into an executable business strategy. By systematically comparing the Current State with the Future State, evaluating each identified gap, prioritizing improvements, and organizing related work into a

structured project portfolio, organizations gain a clear roadmap for implementing an enterprise-wide Data Quality and Data Governance program. This disciplined approach reduces implementation risk, improves investment decisions, and provides executive leadership with a measurable path toward achieving trusted, high-quality enterprise data.

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