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Data Governance
An Effective Strategy for Your Organization

Data Governance: Executive Brief

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Governance is the **structure** for making decisions. (CIO Magazine)

Data governance is:

- An **enabling** framework of decision rights and accountabilities for information-related processes.
- Agreed-upon models that describe who can take what actions with what information, when, and using what methods (The Data Governance Institute).
- **True business-IT collaboration** that will lead to increased **consistency** and **confidence** in decision making, which in turn increases innovation and growth.

If done correctly, data governance is not:

- An annoying, finger-waving roadblock in the way of getting things done.
- Meant to solve **all** data-related business or IT problems in an organization.
- A sweeping project that will clean up your data "once and for all." (Accenture, 2012)
- A multi-year process that will cost a lot and have uncertain benefits.

Ivionics® Insight:

1. **Data governance enables, not disables, data-driven insight.**
   Hearing the word "governance" can trigger thoughts of bureaucracy and red tape. However, think of it as a structure for making better use of organization data.

2. **Collaboration is critical.**
   The business may own the data, but IT understands the data. Without one or the other, data governance will not work.

3. **Data governance is an engine that needs fuel and powers the organization up the data value chain.**
   Data governance is an engine that puts the pistons of Process and Procedure (PnP), Master Data Management (MDM), and data quality, architecture and security into motion. Without it, these elements of data management would not be possible.

Data Governance Is Essential For **ALL** Organizations

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Situation

The amount of data within organizations is growing at an exponential rate, creating a need for organizations to adopt a formal approach to governing that data. However, many organizations remain uninformed on how to effectively manage their data. Comprehensive data governance in the form of policies, processes, standards, and ownership is required to get the right data to the right people at the right time.

Complication

Organizations are faced with challenges from explosive data growth (volume, velocity), and the need to utilize new sources of data (e.g. social media) just to remain in business is putting a strain on enterprise data management. Although the need for a data governance program is sometimes evident, business buy-in remains a real obstacle to progress. IT must create a comprehensive governance plan and socialize the value of data governance to gain that buy-in.
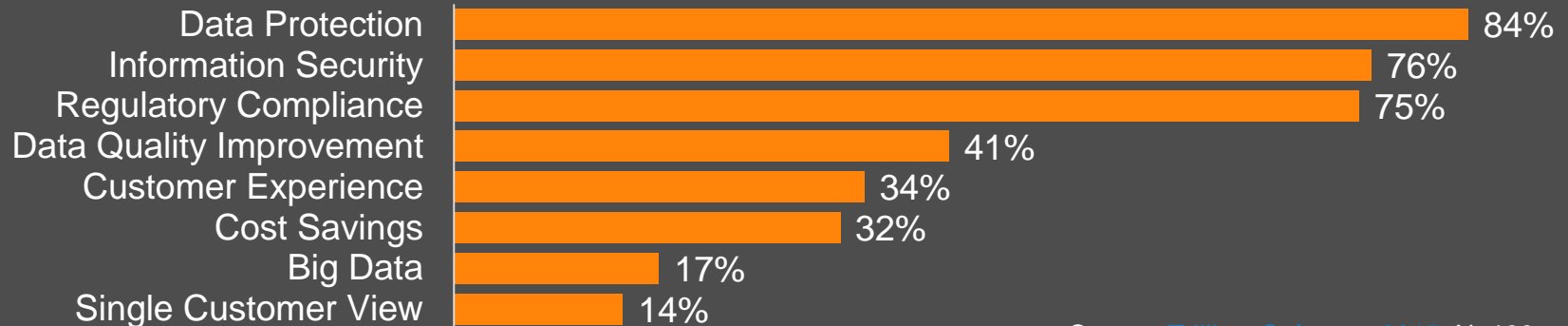
Resolution

✓ Gather the requirements for your data governance program by interviewing key stakeholders and identifying existing, data-related pains. Understand how data is created, used, and curated through the enterprise to gain a high-level perspective of data requirements.

✓ Identify the organization's current state of data governance capability along with the target state, identify the gaps, then define solutions across a balance of planning and control activities to fill those gaps. Ensure business initiatives are woven into the mix.

✓ Create a comprehensive roadmap to prioritize initiatives and delineate responsibilities amongst data stewards, data owners, and members of the data governance steering committee.

✓ Gain complete buy-in from the business and IT stakeholders to move forward with the implementation of data governance. Communicate initiatives to end users and executives to reduce resistance, as not everyone reacts positively to change.

Data Governance = Peace of Mind, Tangible Savings, Revenue Growth

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Drivers for Starting a Data Governance Program

Driver	Percentage
Data Protection	84%
Information Security	76%
Regulatory Compliance	75%
Data Quality Improvement	41%
Customer Experience	34%
Cost Savings	32%
Big Data	17%
Single Customer View	14%

Source: Trillium Software, 2015, N=139

An effective data governance program will help you to:

1 Avoid regulatory, compliance, and data security issues.

2 Improve the quality of your data and users' confidence in your data.

3 Reduce operational costs and make supply chains more efficient.

4 Establish greater competitive advantage and increase revenue and market share.

Organizations Must Become More *Data Driven* To Stay Ahead!

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Knowledge Economy

Data is an asset. However, unlike most other assets, data gets **more valuable** the **more it is used**. In today's ever-expanding **knowledge economy**, exploitation of knowledge and information is the predominant way to achieve success.

Organizations can be placed in one of four different categories based on how they use their data:

Data Consumers and **Data Builders** are over

10%

more productive than Dataphobes.

Data Consumers

Organizations that heavily make decisions based on analysis of data.

Data Builders

Require dedicated servers for big datasets.

Data Mixers

Collect and combine data from multiple sources.

Dataphobes

Rarely use data for decision making.

Source: Nesta, 2015

Become A *Data Consumer* and Leave The Competition Behind!

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Data Consumers are more productive than Dataphobes.

Why?

80%

Data is **80%** more accessible in organizations that view their data as an asset and manage it effectively.*

2X

Data is twice as likely to be available in **real time** in these organizations.*

*Accenture, 2012

THE RESULT

These organizations are able to access up-to-date data quicker and use data analyses with greater effectiveness. This leads to generated revenue and drives up their value added because:

1 New commercial opportunities are spotted and acted upon.

2 Operational excellence is increased.

3 Innovative products and services are developed.

Source: Nesta, 2015

Avoid The Common Barriers To Effective Data Governance

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92% of companies believe that data governance is worthy of ongoing investment

YET **1/3** of companies have yet to deliver value from their data governance program.

Common challenges of a data governance project:

1 Almost **one-third** of organizations **don't know who is in charge or have no one in charge** of their data governance program.

2 **Over half** of organizations don't have access to enough **resources** for data governance.

3 **25%** of organizations don't have the necessary **skill sets** for data governance.

4 **Over one-third** of organizations don't see data governance as strategically important or can't prove the business case.

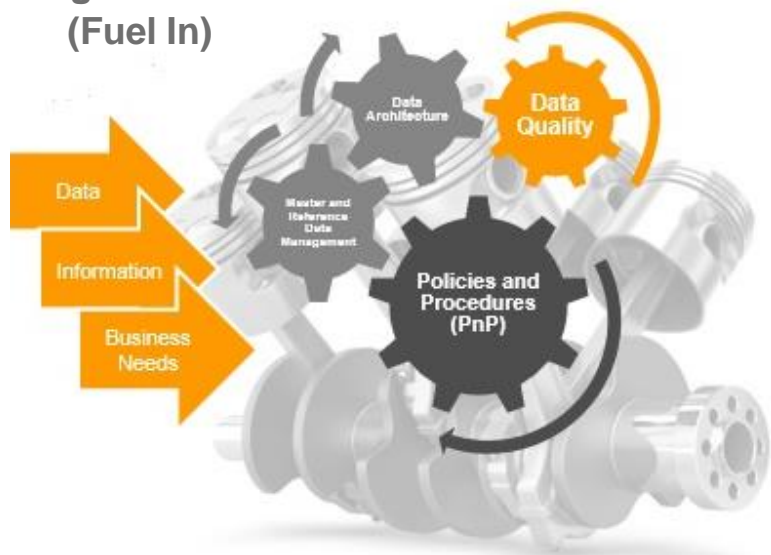# Data-Driven, Shared Insights: Iron Key Group's® **Data Governance Engine**
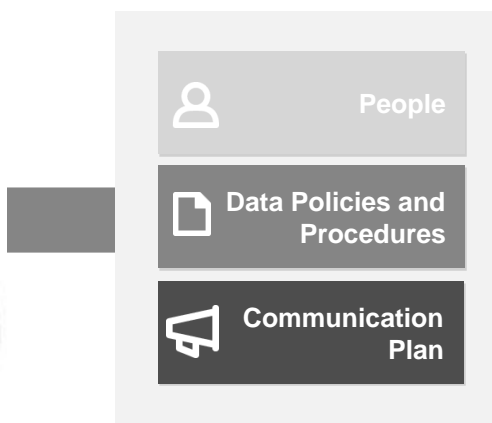
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The Iron Key Group® Data Governance Engine

Data governance can be thought of as the engine that **enables** your data to be transformed into the power needed to drive your organization up the data value chain. Fueled by the data, information, and needs of the business, data governance puts the pistons of PnP, MDM, data quality, and data architecture into motion. Ivionics'® deliverables are the power out of the data governance engine, creating motion up the value chain.
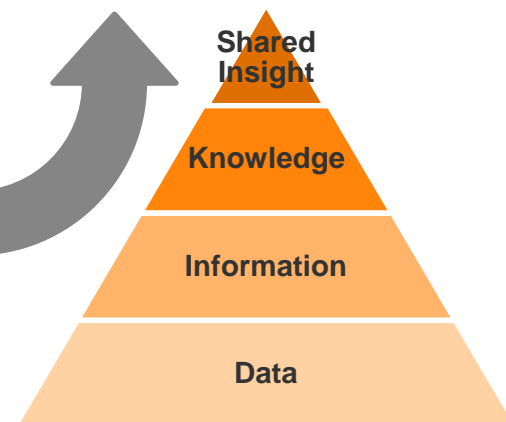
Organization (Fuel In)

Iron Key Group® (Power Out)

Your Organization's Data Value Chain

- Data Architecture
- Data Quality
- Master and Reference Data Management
- Policies and Procedures (PnP)
- Data
- Information
- Business Needs

People

Data Policies and Procedures

Communication Plan

Pyramid (bottom to top):
- Data
- Information
- Knowledge
- Shared Insight

Data Security and Audit	Data Risk Management	Data Integration	Data Modeling
Data Storage & Ops	Data Warehousing & BI	Documents and Content	Metadata

3-Phase Data Governance Approach Is A **Blueprint** for Success

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PHASE 1: Build a Collaborative Data Governance Plan

Assess the Maturity of DG in the Organization

Inputs
• Current state evaluations in the capability areas of Ivionics'® DG framework

Outputs
• Current state of business and IT around DG

Structure the Shared Data Governance Program

Inputs
• Current state and rationale
• Business context

Outputs
• Scope and vision of the project

Align Under the Data Governance Business Rationale

Inputs
• Organization-specific pains and drivers for DG

Outputs
• Organization needs and clear rationale for DG

Project Planning

• Project scoping
• Resource and project planning
• Defined terms of service

PHASE 2: Develop the Data Governance Roadmap

Develop Initiatives

Inputs
• Current and future states, gap analysis
• Vision for "to be" environment

Outputs
• List of prioritized initiatives

Create Roadmap for DG Initiatives

Inputs
• Prioritized Initiatives

Outputs
• Plan for communicating and implementing the DG project

Plan Specific Project Initiatives

• Align outcomes with initial expectations and success criteria
• Communication plan and change management

PHASE 3: Manage the Data Governance Program

Create and Communicate Policies

Inputs
• Prioritized initiatives, roadmap, current policies

Outputs
• Understand what makes a good policy and how to enforce them

Put the People in Place

Inputs
• Roadmap, identified roles needed

Outputs
• Clear understanding of roles and responsibilities

Communicate and Maintain the DG Program
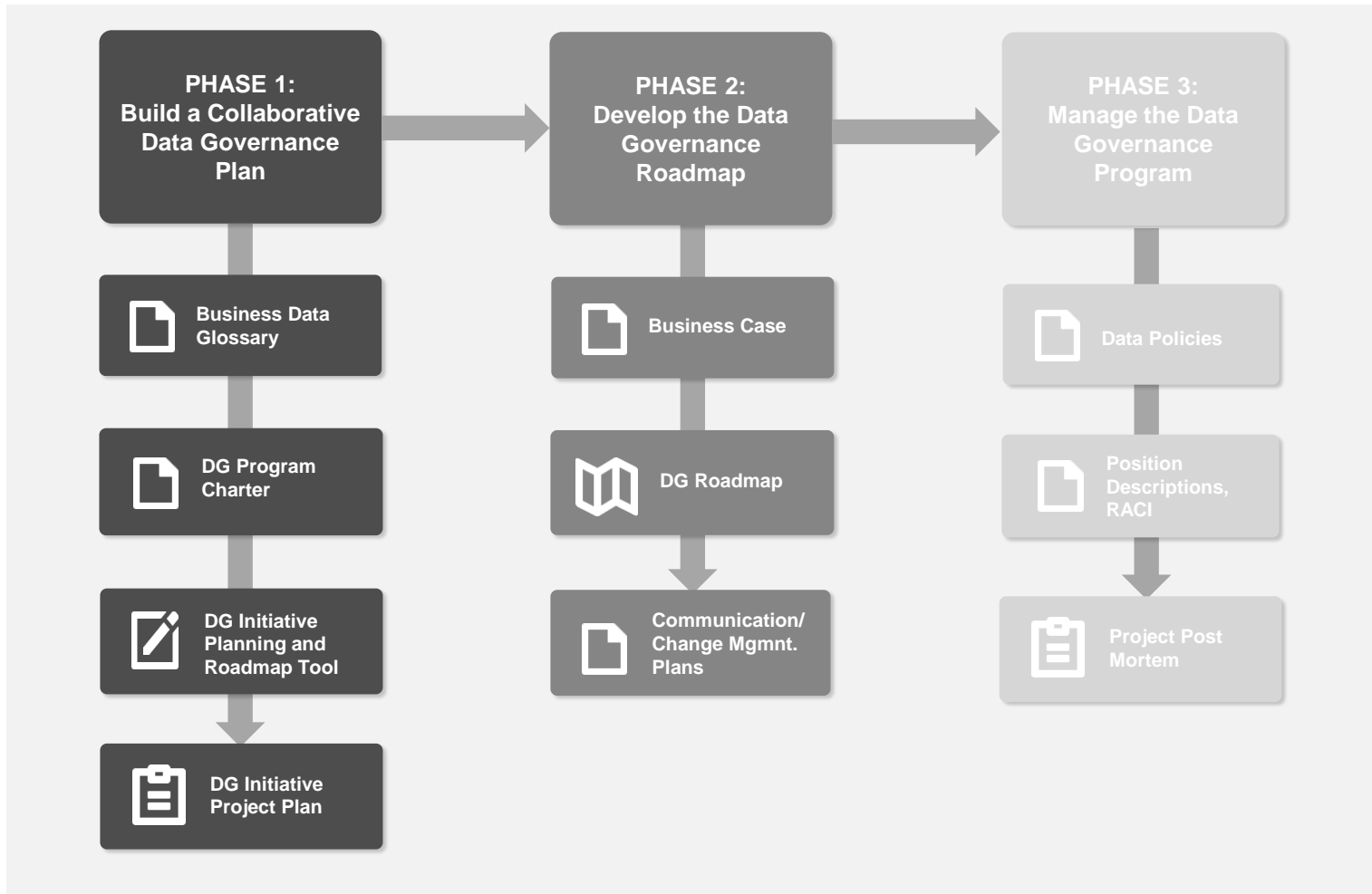
Inputs
• Roadmap, organization's data environment

Outputs
• Communication plan

Project Completion
• Complete project steps
• Maintain stakeholder involvement and project momentum
• Manage timelines

Living Documents to Drive Your DG Strategy

PHASE 1:
Build a Collaborative Data Governance Plan

- Business Data Glossary
- DG Program Charter
- DG Initiative Planning and Roadmap Tool
- DG Initiative Project Plan

PHASE 2:
Develop the Data Governance Roadmap

- Business Case
- DG Roadmap
- Communication/ Change Mgmnt. Plans

PHASE 3:
Manage the Data Governance Program

- Data Policies
- Position Descriptions, RACI
- Project Post Mortem

Specific Next Steps To Jumpstart Your Data Governance Program

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Following **Ivionics'®** **pragmatic** and **structured** methodology will help you avoid the trap of poor data governance and gives you an enabling framework – turning red lights into green lights – for using data to drive your business forward.

Some next steps to consider:

1 **Determine the level of commitment from the business**

As the historical "owner" of all technology assets including data, you understand the need for data governance and, more importantly, for the business to become intimately involved in the process.

The question is, is the business ready to have the conversation about data governance? They may not be prepared to sign off on an expensive, long-term engagement just yet but…do they get it?

2 **Use the Data Governance Requirements tool to understand the business drivers**

Use this Ivionics® tool to identify the data governance drivers that are most prominent and align your implementation strategy accordingly.

Before an organization can implement a data governance program, it needs to understand what is driving the initiative The tool will help identify if the majority of your efforts should be focused on trust, availability, compliance, or security.

3 **The outcomes from 1 and 2 above will indicate if you should move forward with a formal Phase 1 Data Governance engagement**

In the end, the business needs to determine whether or not it has the appetite to take on a company-wide initiative such as Data Governance. If the business does not appear to have any interest at first, it may be time to focus on providing more specific information that illustrates the importance of Data Governance. If there is interest and a confirmed commitment to move forward, it's time to get started with Phase 1.

Ivionics® will work with you to scope out a Phase 1 Data Governance engagement that will include developing your company's Data Glossary/Dictionary, and in establish Data Governance Charter and overall Implementation Plan. This initial approach will provide your company with additional insight that will highlight the importance of data to your organization.