



OVERVIEW OF DATA GOVERNANCE



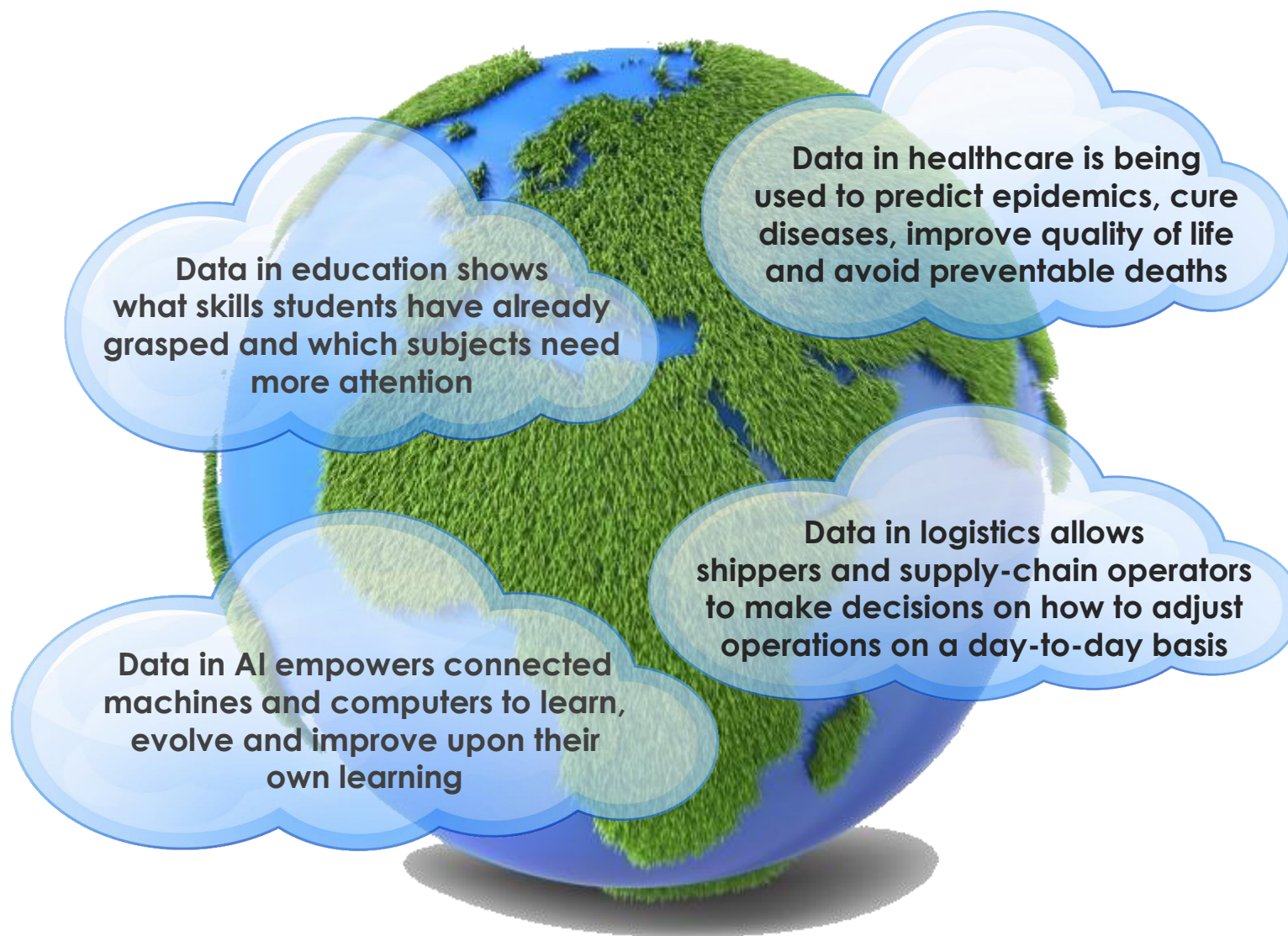
Objectives

- To explain what is Data Governance
- To describe the important practices of Data Governance

- **What is Data Governance**
 - Data Governance Framework
 - Good Practices



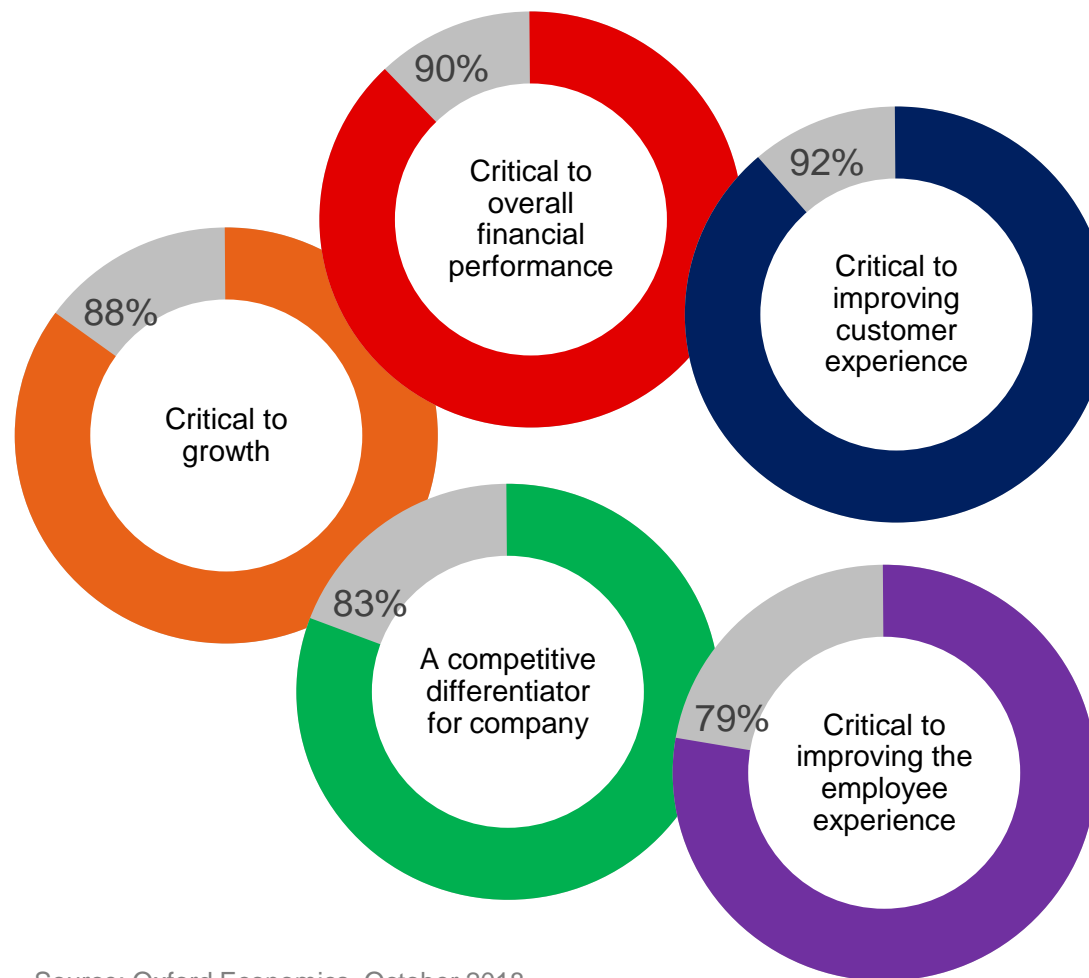
Data is Changing the World





Modern Companies Run on Data

Q. To what extent do you agree with the following statements about the role of data in your organisation? “Agree” and “Strongly agree” responses – Executives



Source: Oxford Economics, October 2018



What is Data Used for?

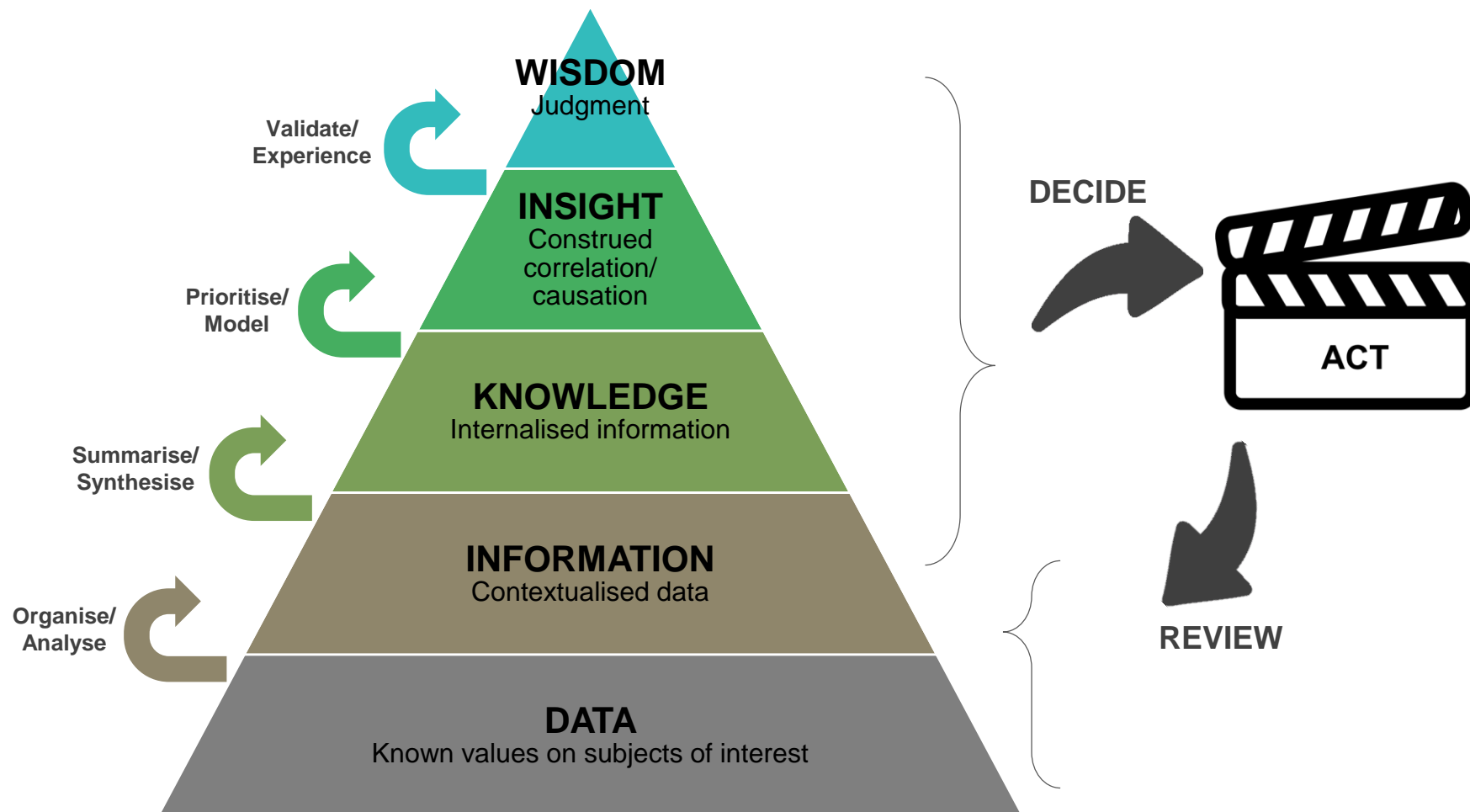
- To improve operational efficiency?
- To improve customer experience?
- To monetise?
- To boost company valuation?
- ...



Yet... Sound Familiar?

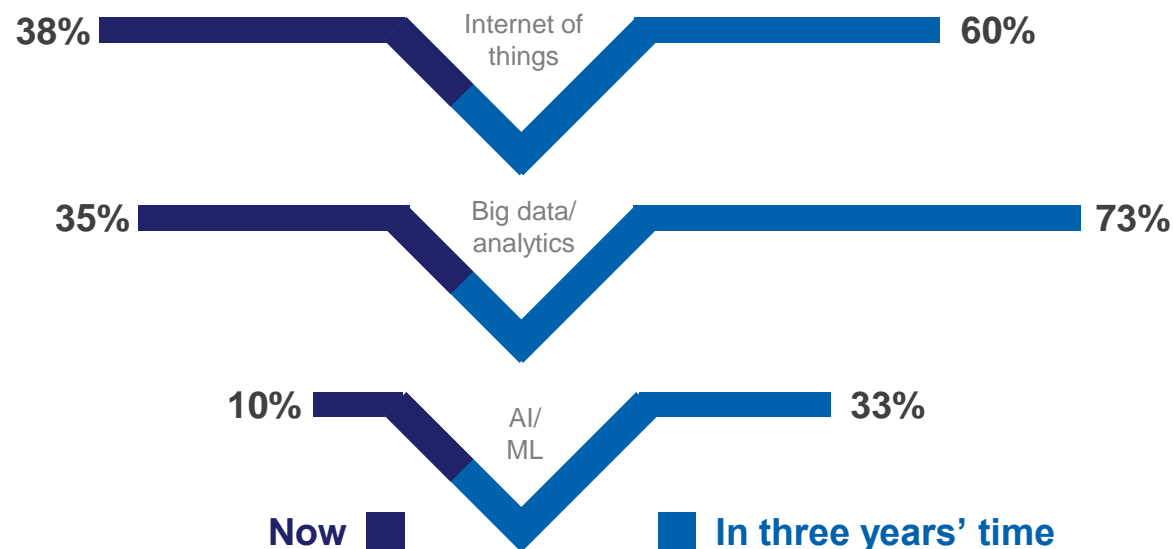
- **Do we have this data?**
- **Where can I get this data?**
- **What does this data mean?**
- **Why is this data different in different reports?**
- **Where does data in this report come from?**
- **Who has access to this data?**

...



Start with Specific Business Needs

Q. *How important are the following technologies to your company's business strategy? How important do you expect these technologies to be to your company's business strategy in three years? "Very important" and "Critical to our survival" responses – Executives*



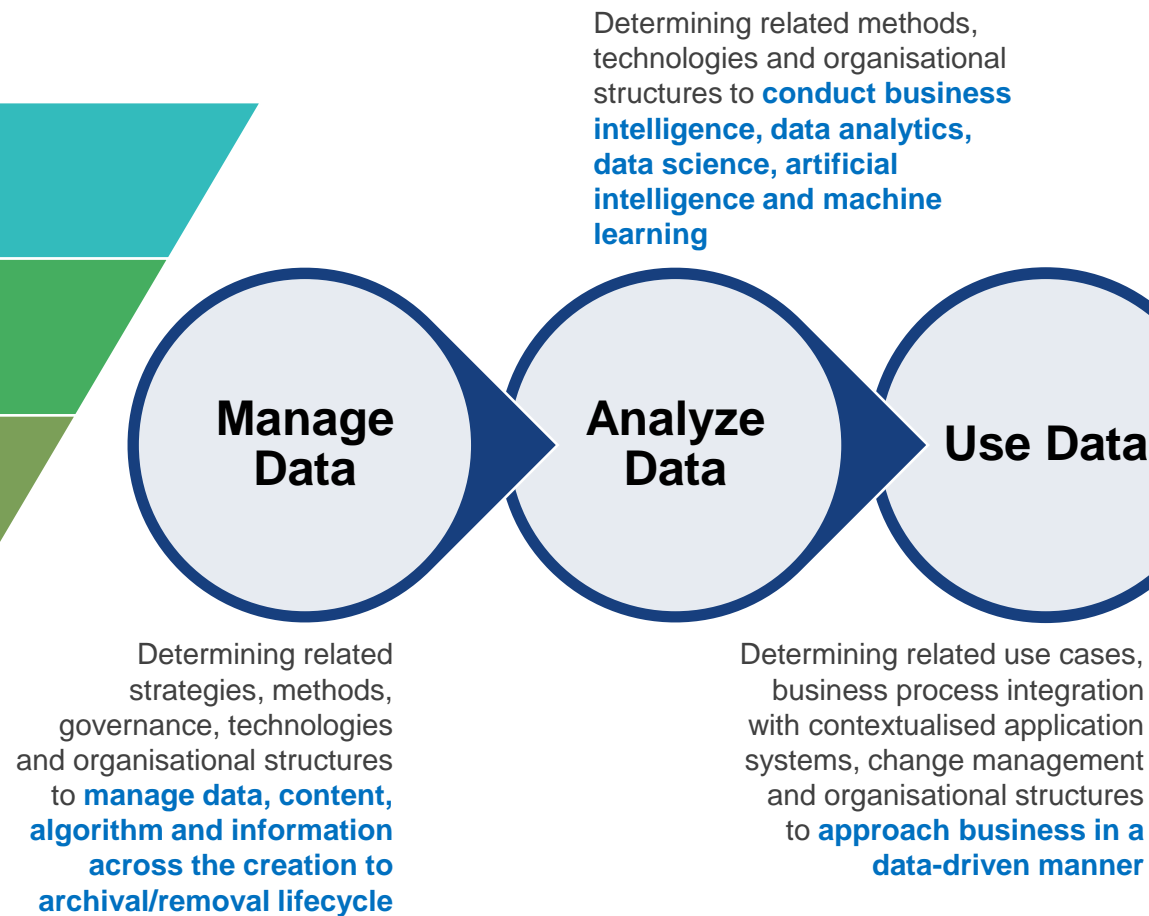
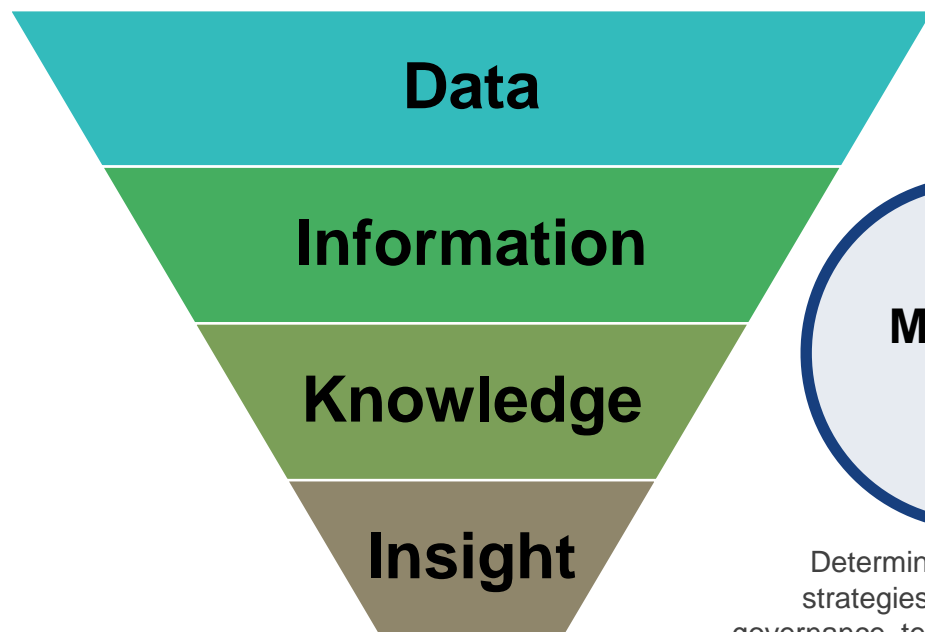
'Making use of data requires careful planning. "For banks—and indeed, for most traditional companies—the start is not data," says Mr. Kundu of Standard Chartered Bank. "The start is specific products and systems, which we bring together to create data links so information is usable and can be analyzed to better serve our customers and meet our regulatory obligations.'

– Mr. Kundu, Standard Chartered Bank, Singapore-based CDO

Source: Oxford Economics, October 2018



Data Fuels Business



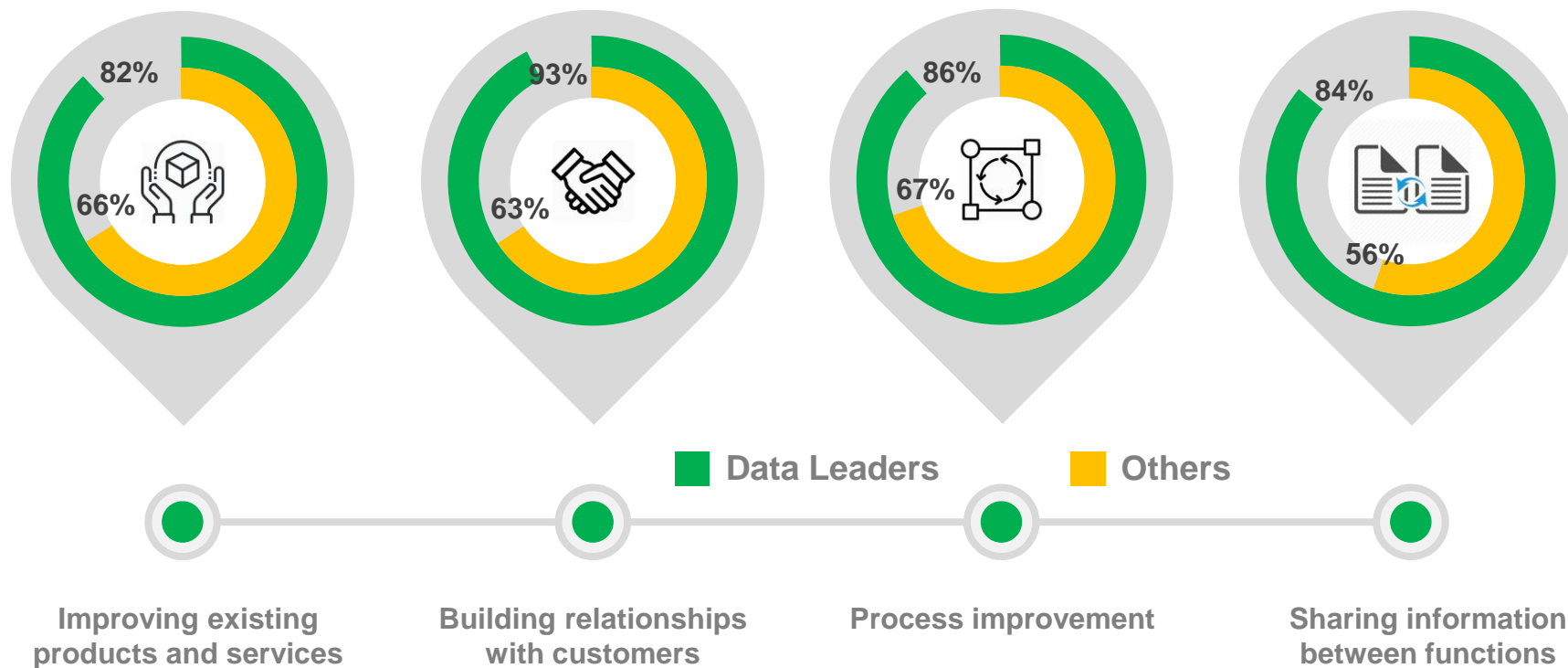


Necessary to Use data Well



Source: Oxford Economics, October 2018

Good Outcomes



Source: Oxford Economics, October 2018



Govern, word origin

kubernaein, from Greek, 'to steer'

gubernare, from Latin, 'to steer, rule'

Governance

'the way the rules, norms and actions are structured, sustained, regulated and held accountable'

Types of Governance?





Gartner defines “governance” as the process of

- Setting decision rights and accountability; establishing policies aligned to business objectives (*preservation and growth of shareholder value*)
- Balancing investments in accordance with policies and in support of business objectives (*coherent strategy realisation*)
- Establishing measures to monitor adherence to decisions and policies (*compliance and assurance*)
- Ensuring that processes, behaviours and procedures are in accordance with policies and within tolerances to support decisions (*risk awareness*)

Source: Gartner Defines ‘Governance’, ID G00237914



Pragmatic Definition

Data governance refers to the *oversight* of

- Quality
- Compliance
- Security

of *data used* in an enterprise. A *sound* data governance programme includes

- A governing body
- A set of principles
- A set of policies and procedures
- A plan to execute those procedures
- A set of performance metrics to measure the results of good data governance



To What End?

- + Clarity of responsibilities and accountability for both demand and supply
- + Good practice in relationships with stakeholders
- + Innovation in services, markets and business
- + Efficient allocation of resources
- + Actual realisation of expected benefits from investment
- + Business sustainability

Value Creation & Capture



How Do You Define It?

Organization Function	Measure of Value	Technical Measure?
Procurement	Cost savings	TCO? SLA?
Finance	Maximise cash flow	
Human Resource	Employee engagement	
Engineering	New designs	
Sales	Revenue	
Operations	Productivity	
Legal	Compliance	
Manufacturing	Quality	



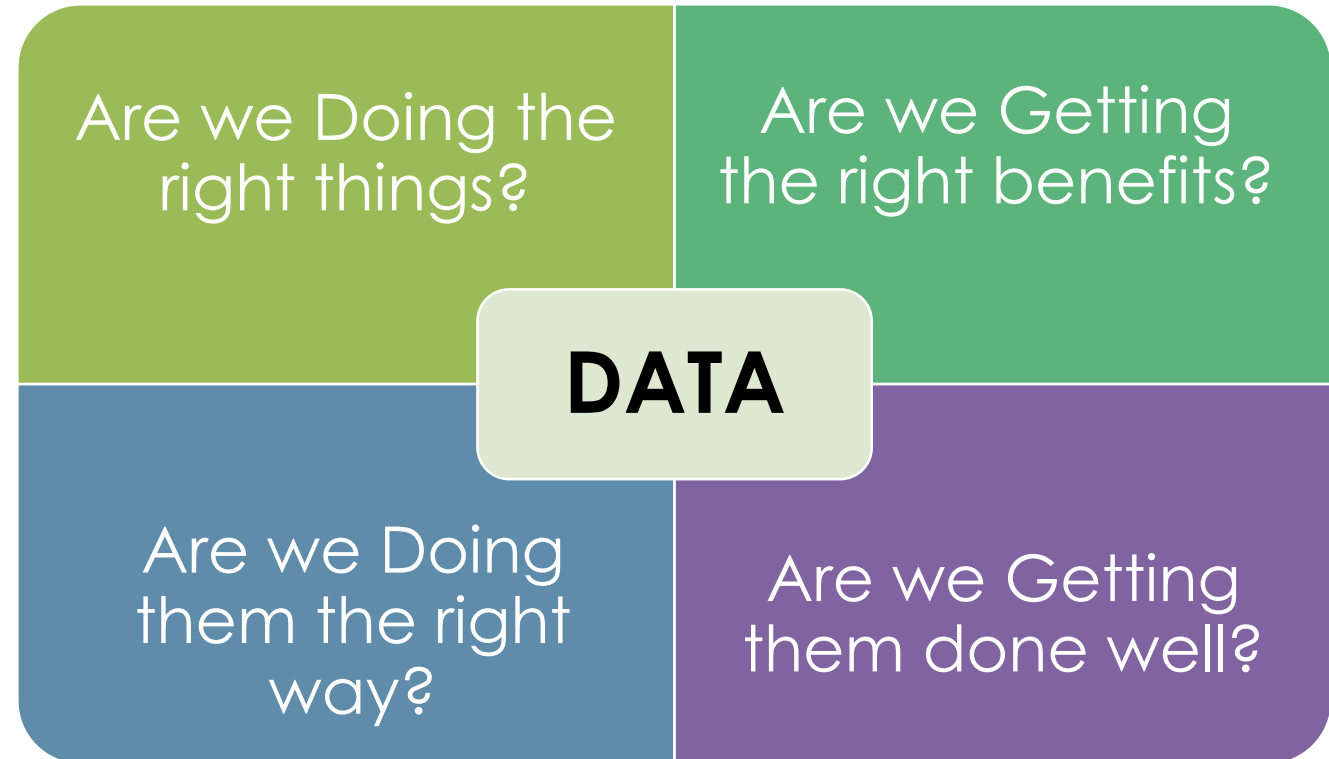
Questions Answered

Data Governance

What to actively manage, to support business objectives

Data Management

How to actively manage, to support business objectives

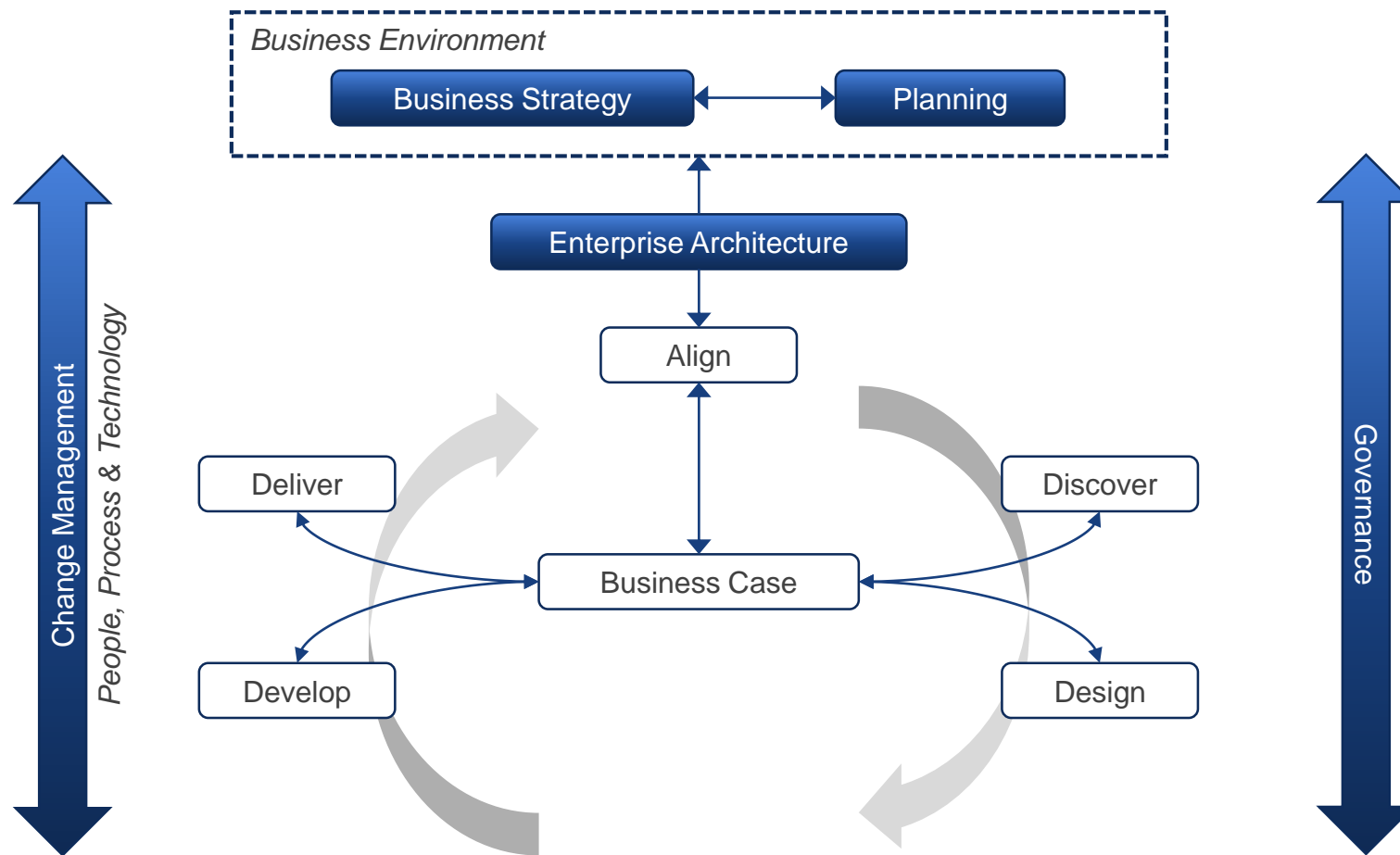




Agenda

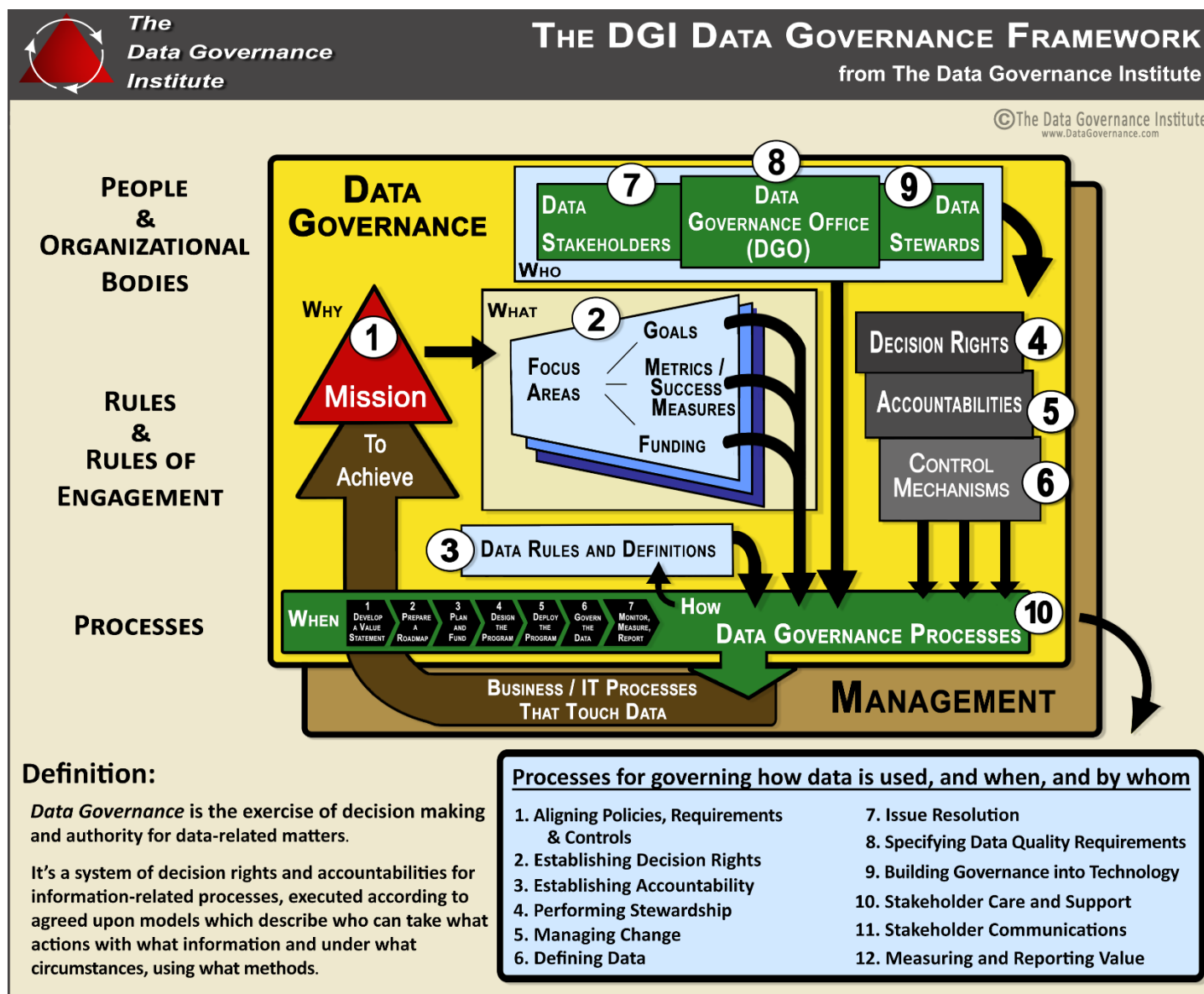
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- **Data Governance Framework**
- Good Practices

System of Practice

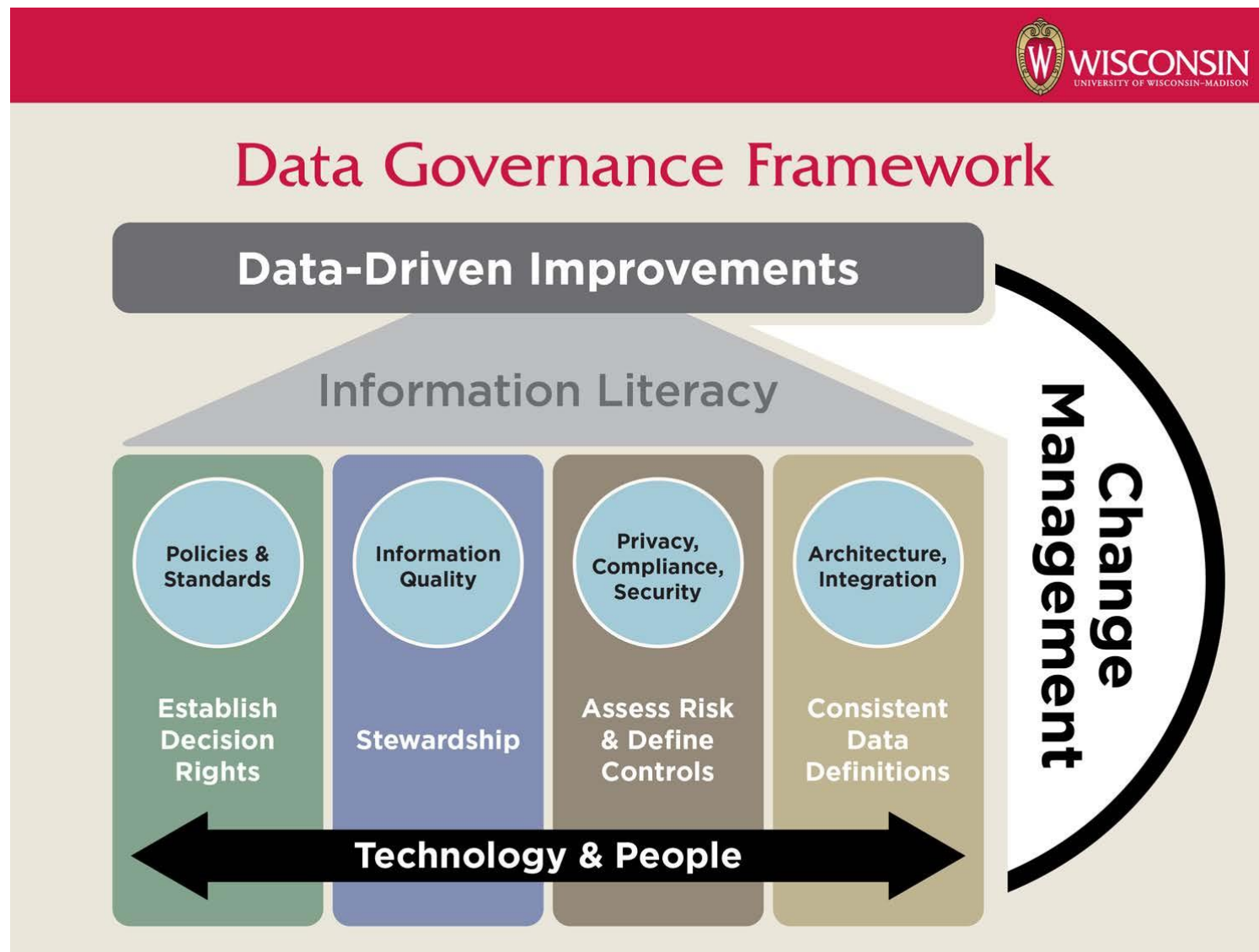




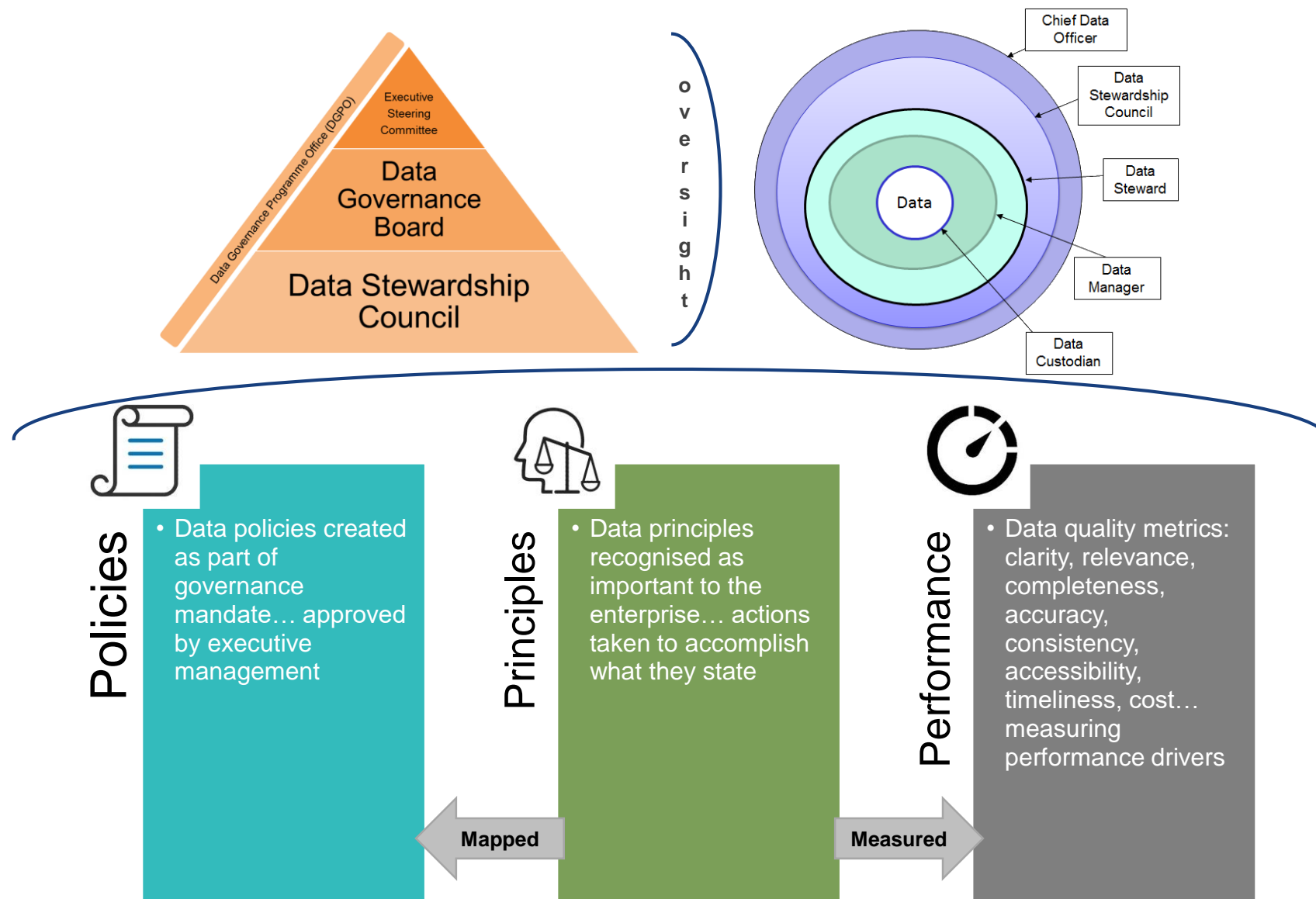
Generic Framework



Customised Framework



Underpinnings



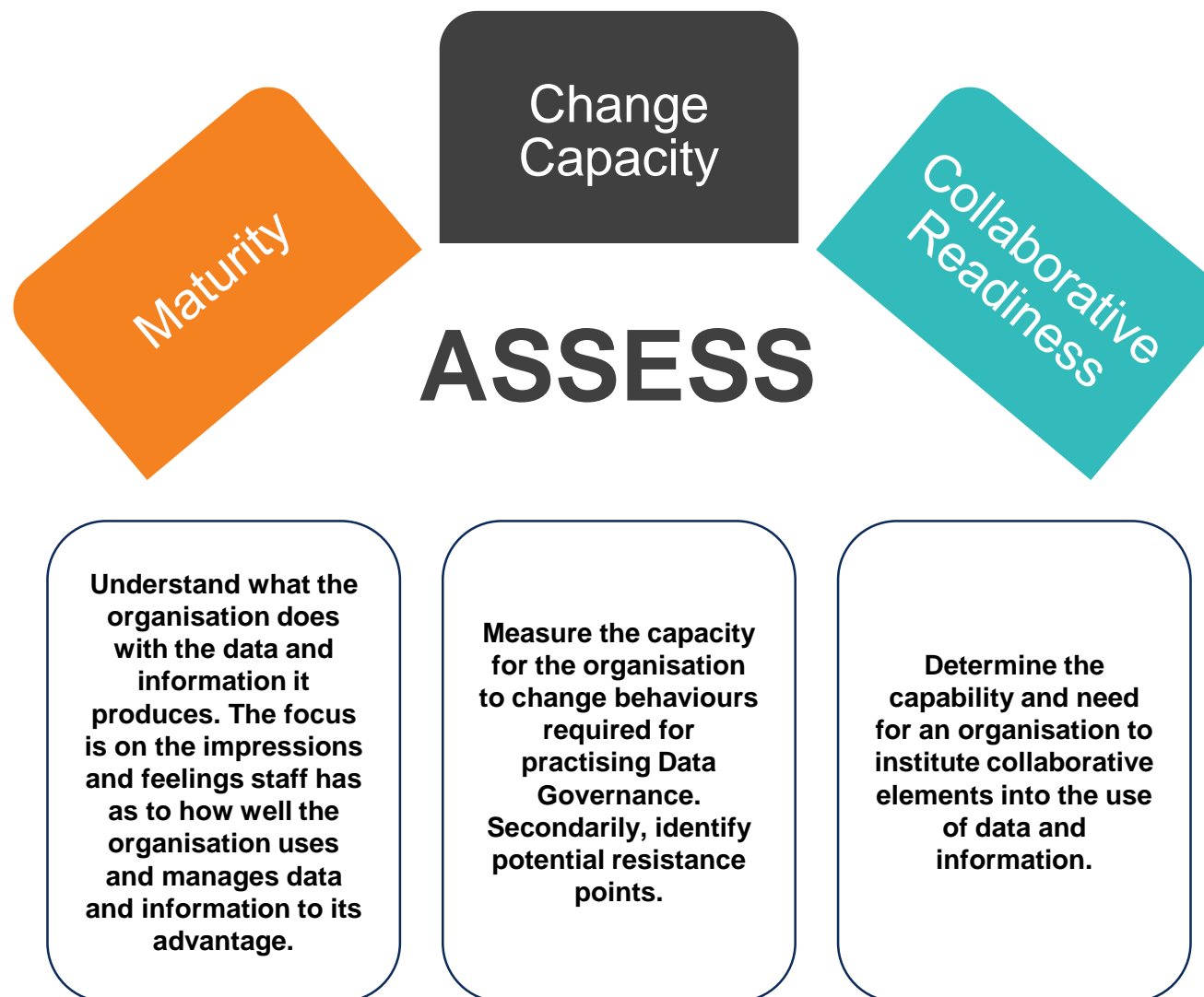


Agenda

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- **Good Practices**



Where Are We?

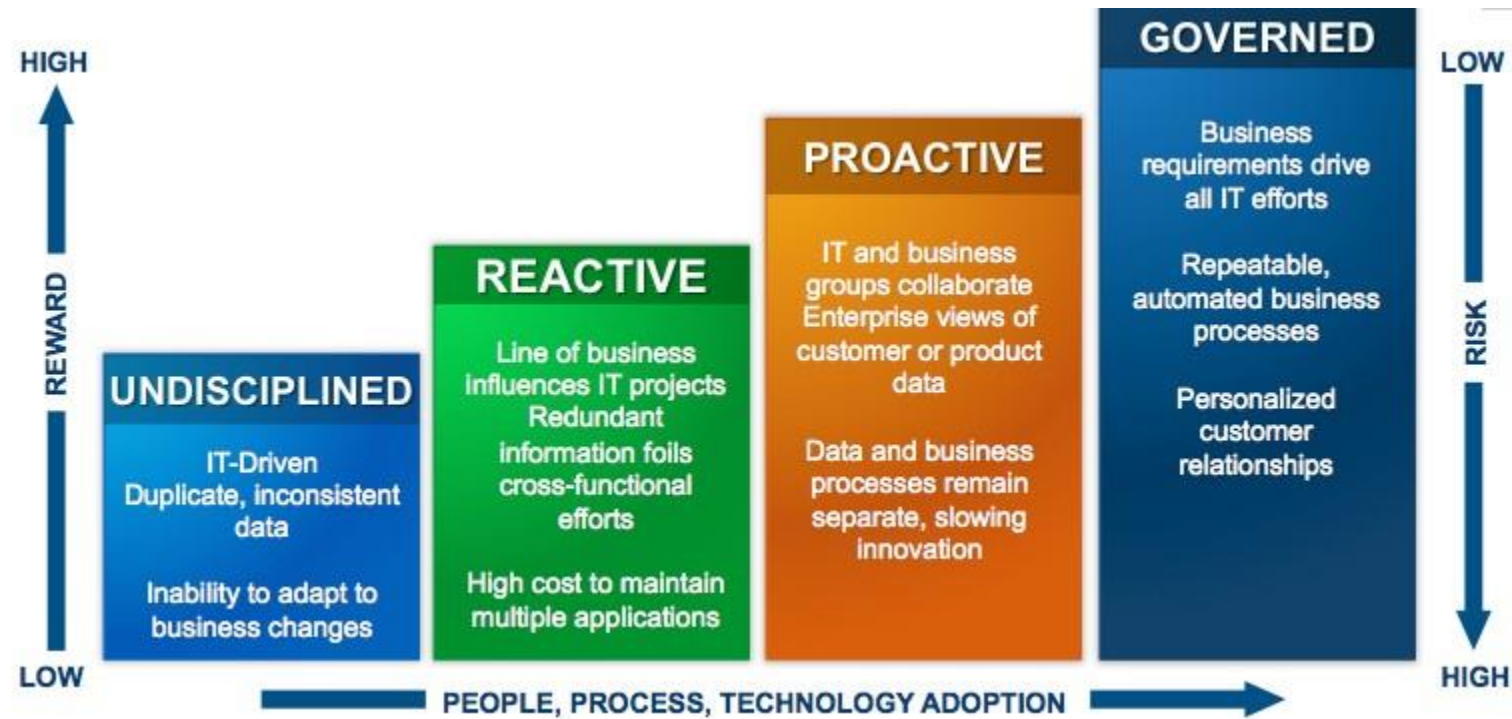


Understand what the organisation does with the data and information it produces. The focus is on the impressions and feelings staff has as to how well the organisation uses and manages data and information to its advantage.

Measure the capacity for the organisation to change behaviours required for practising Data Governance. Secondly, identify potential resistance points.

Determine the capability and need for an organisation to institute collaborative elements into the use of data and information.

Maturity Model



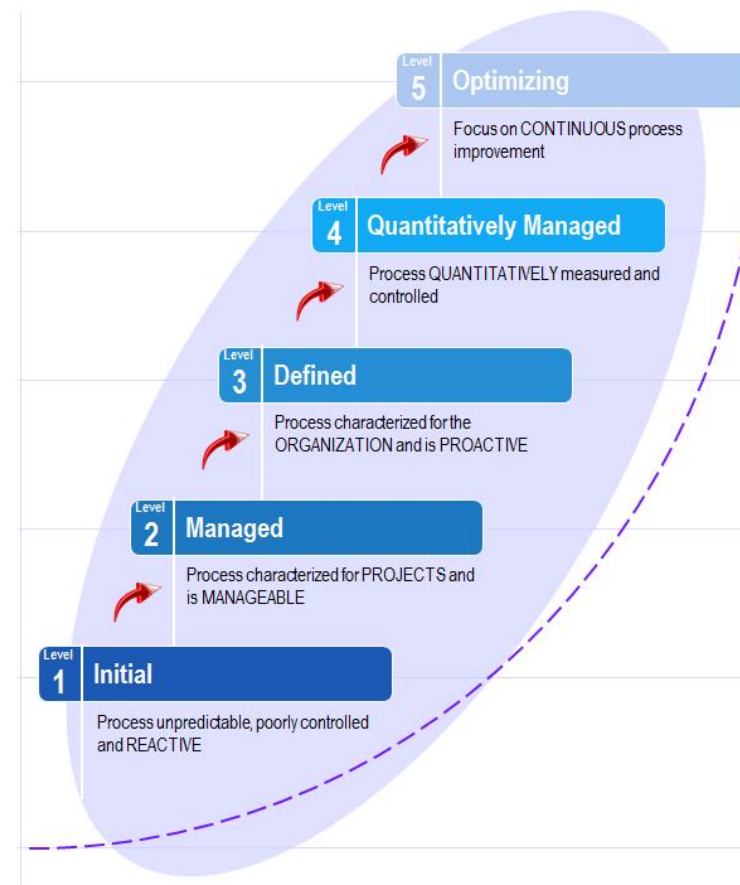
Source: Tony Fisher, The Data Asset, 2009



Example Maturity Model

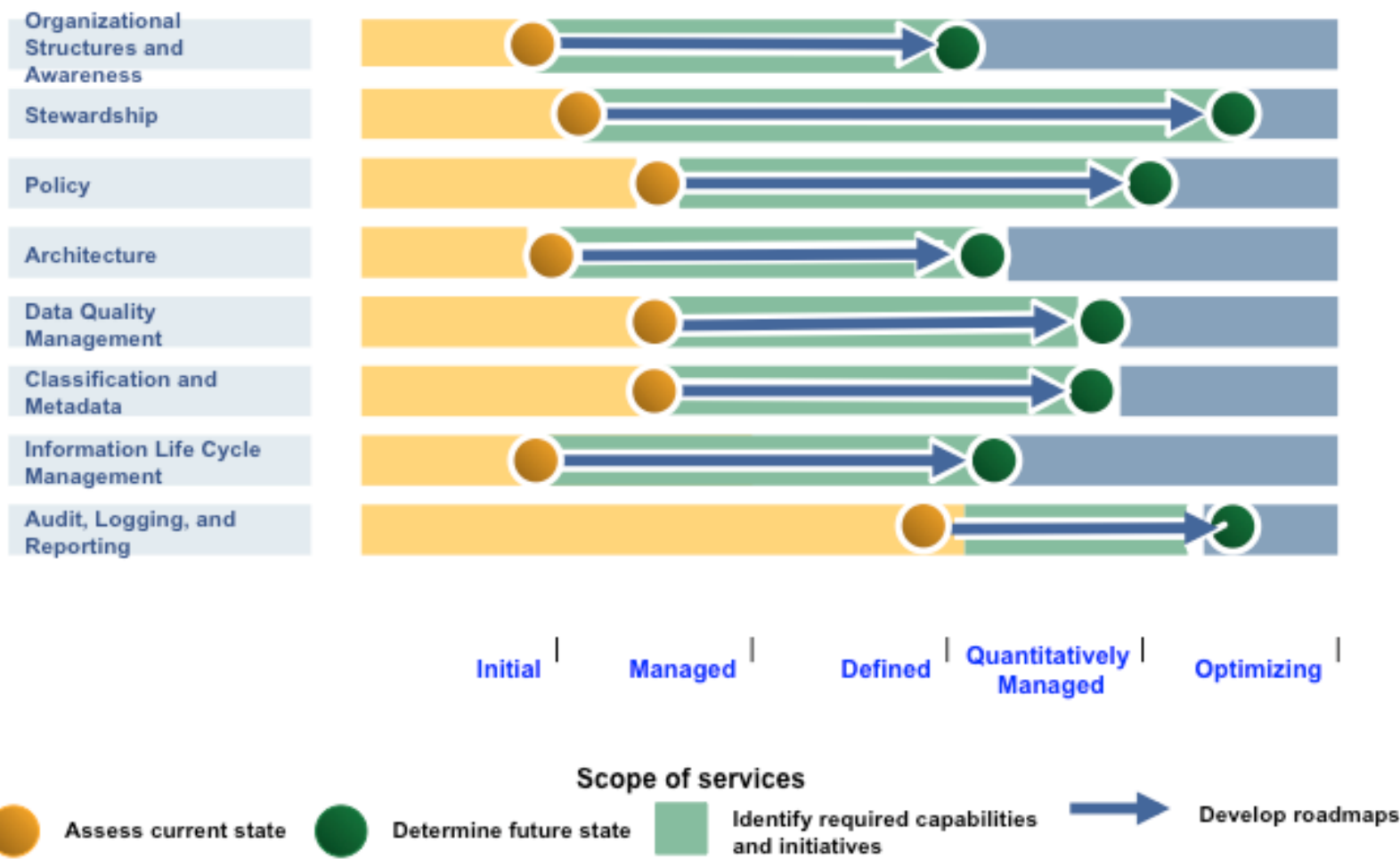
Category	Description
1 Organizational Structures & Awareness	Describes the level of mutual responsibility between business and IT, and recognition of the fiduciary responsibility to govern data at different levels of management.
2 Stewardship	Stewardship is a quality control discipline designed to ensure custodial care of data for asset enhancement, risk mitigation, and organizational control.
3 Policy	Policy is the written articulation of desired organizational behavior.
4 Value Creation	The process by which data assets are qualified and quantified to enable the business to maximize the value created by data assets.
5 Data Risk Management & Compliance	The methodology by which risks are identified, qualified, quantified, avoided, accepted, mitigated, or transferred out.
6 Information Security & Privacy	Describes the policies, practices and controls used by an organization to mitigate risk and protect data assets.
7 Data Architecture	The architectural design of structured and unstructured data systems and applications that enable data availability and distribution to appropriate users.
8 Data Quality Management	Methods to measure, improve, and certify the quality and integrity of production, test, and archival data.
9 Classification & Metadata	The methods and tools used to create common semantic definitions for business and IT terms, data models, types, and repositories. Metadata that bridge human and computer understanding.
10 Information Lifecycle Management	Management A systemic policy-based approach to information collection, use, retention, and deletion.
11 Audit Information, Logging & Reporting	The organizational processes for monitoring and measuring the data value, risks, and efficacy of governance.

Source: IBM





Where Do You Want To Be?

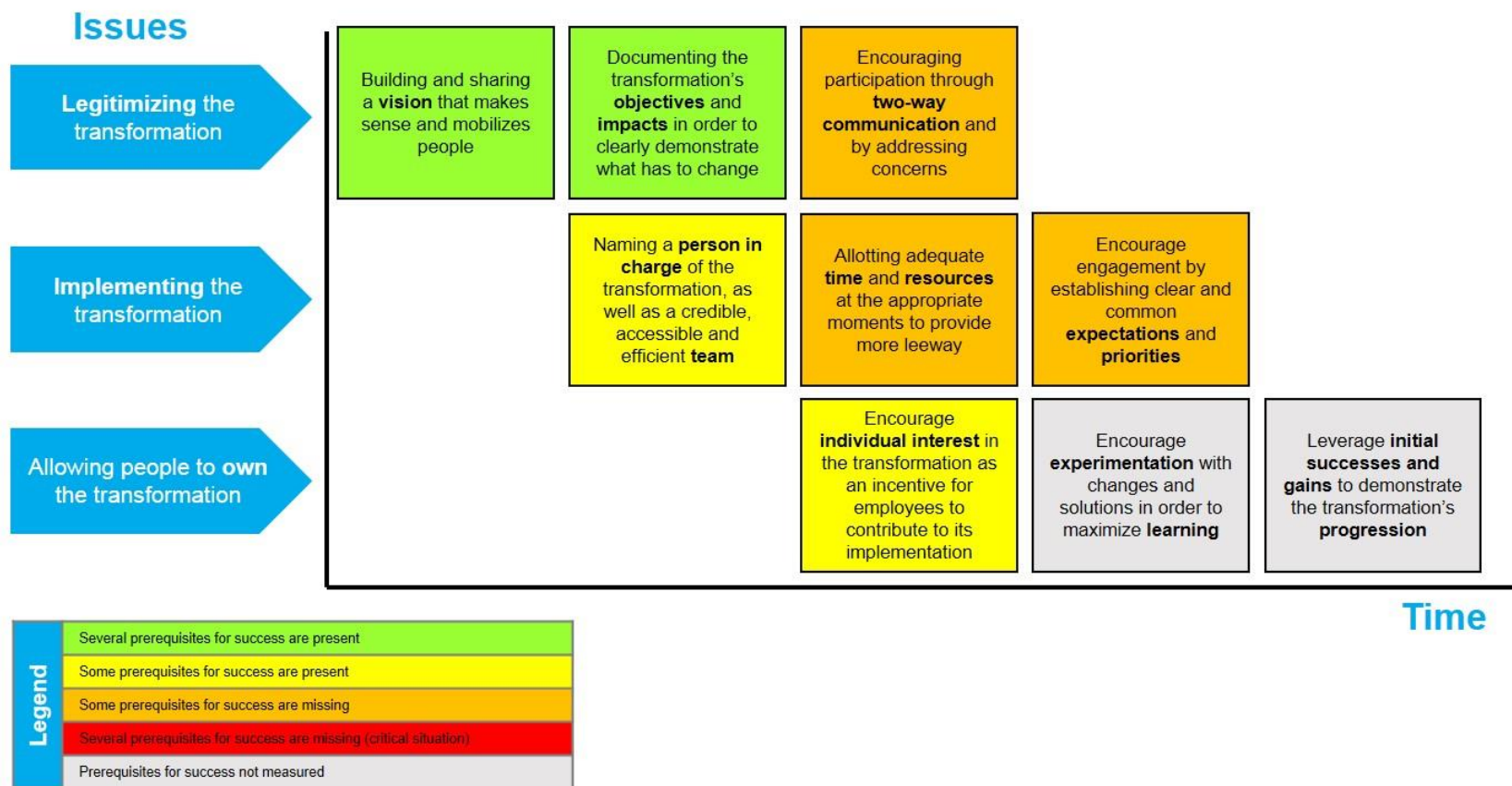


Source: IBM



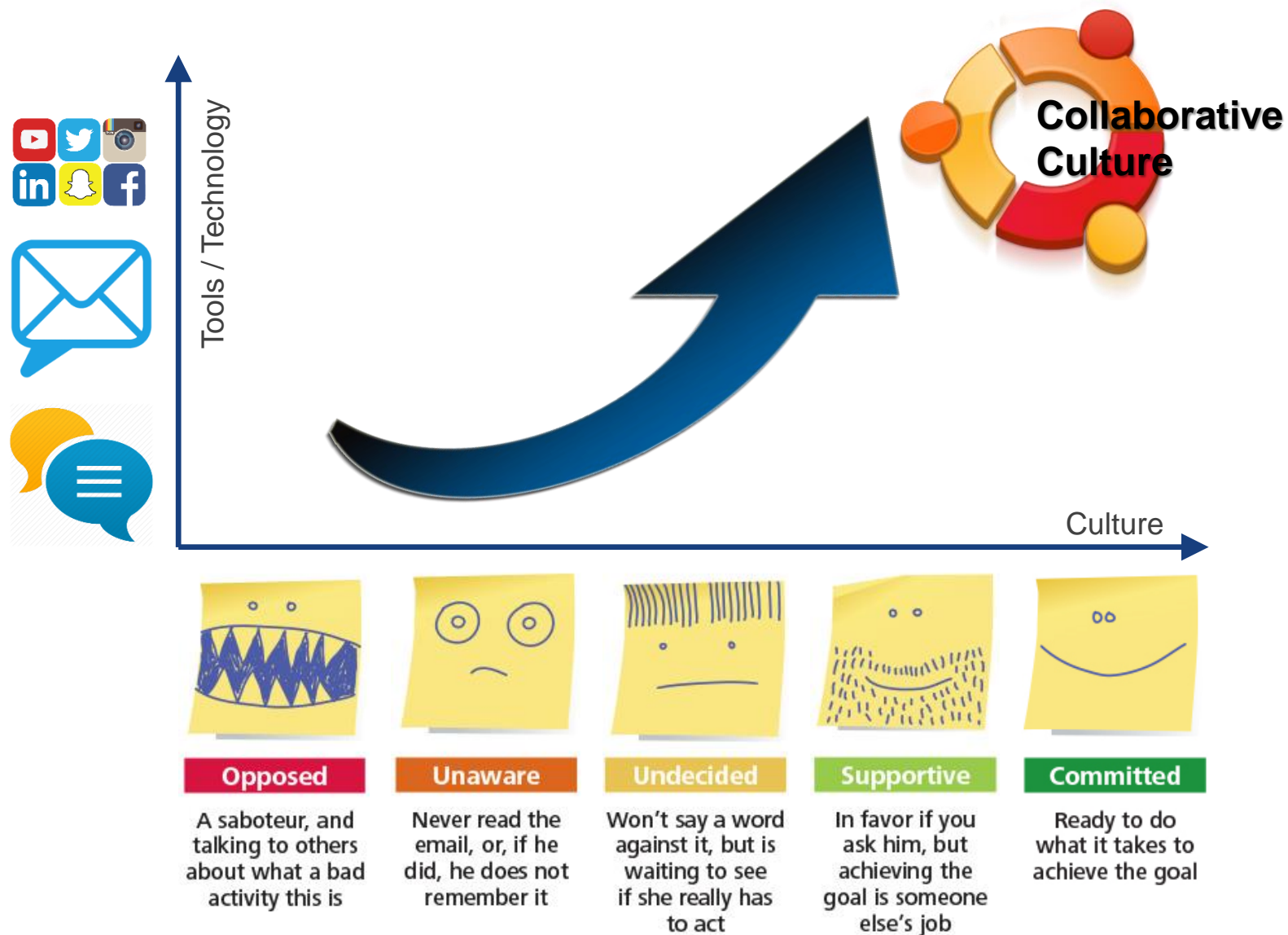
Change Capacity

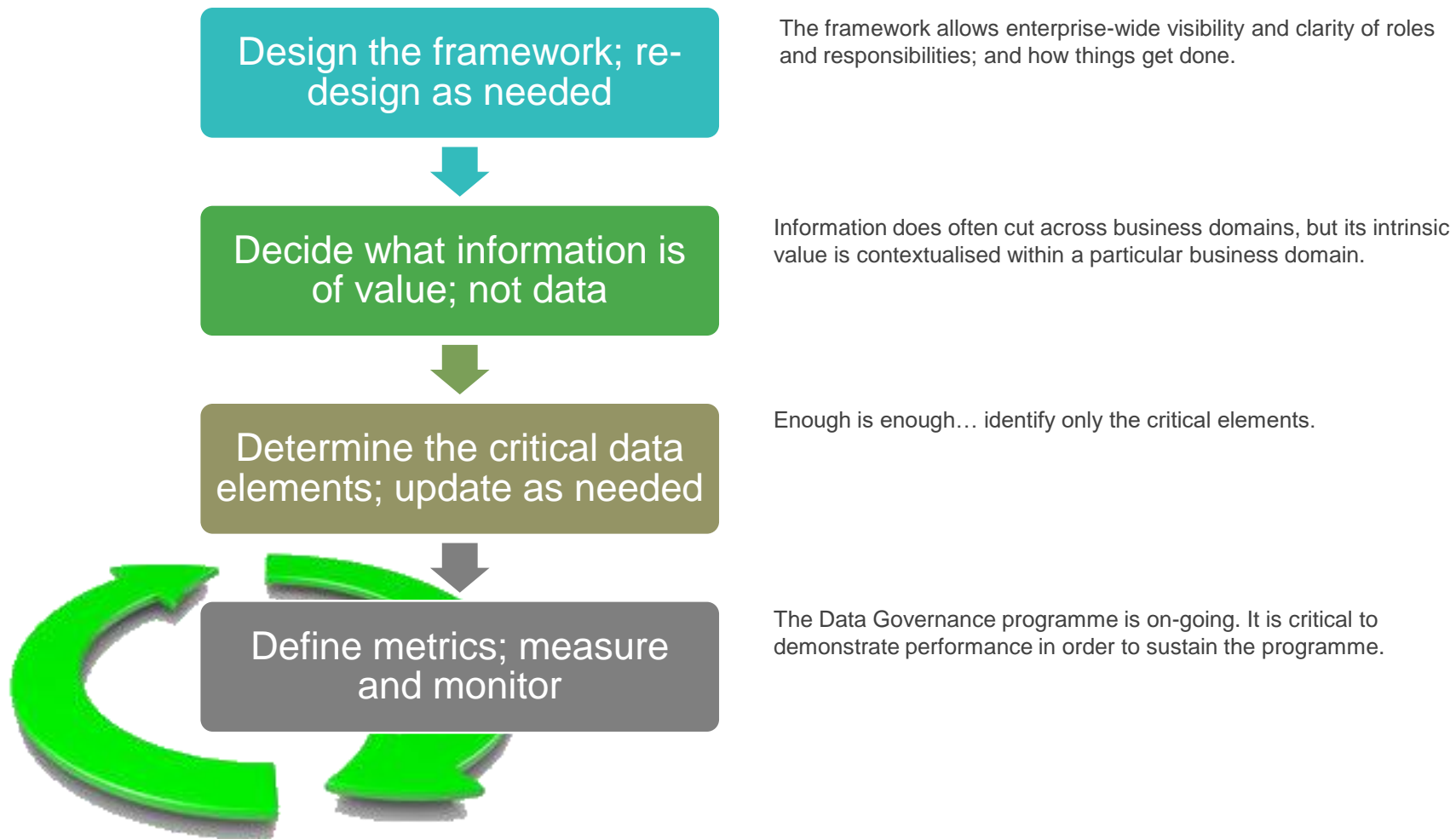
GLOBAL RESULTS FOR CHANGE CAPACITY MEASUREMENT



Inspired by Rondeau, 2008 and Johnson, 2013

Collaborative Readiness

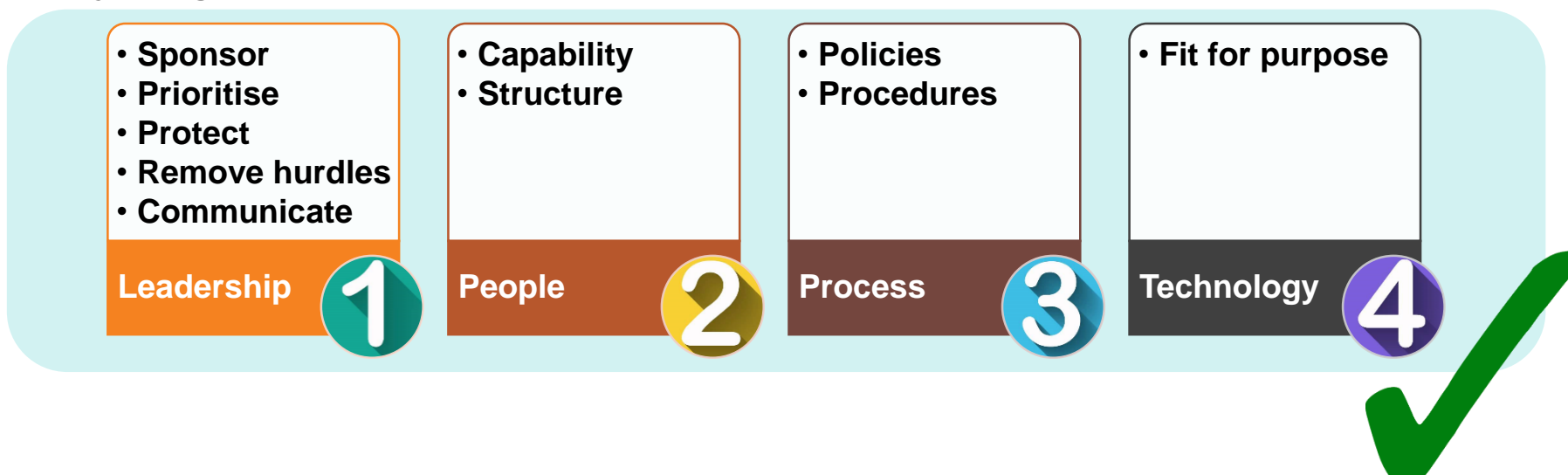




By chance



By design



THANK YOU

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