

## Establishing the foundation for governed data

### Learnings from implementation of Data Governance

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# Agenda

1. Introduction
2. The operating model
3. The Data Asset Owner
4. The Data Subject Area Owner
5. Maturity
6. Wrap-up

Nordea is a customer driven bank centred in the Nordics with global reach

2018 full year

551.4 EURbn  
Assets

Assets under management, 283 EURbn  
Common equity tier 1 capital ratio, 15.5%

~ 30 EURbn  
Market capitalisation  
A top-10 universal bank in Europe

9.0 EURbn  
Full year income

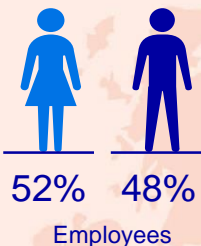
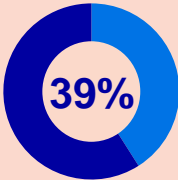
~ 570,000  
Corporate customers

~9.5 million  
Household customers

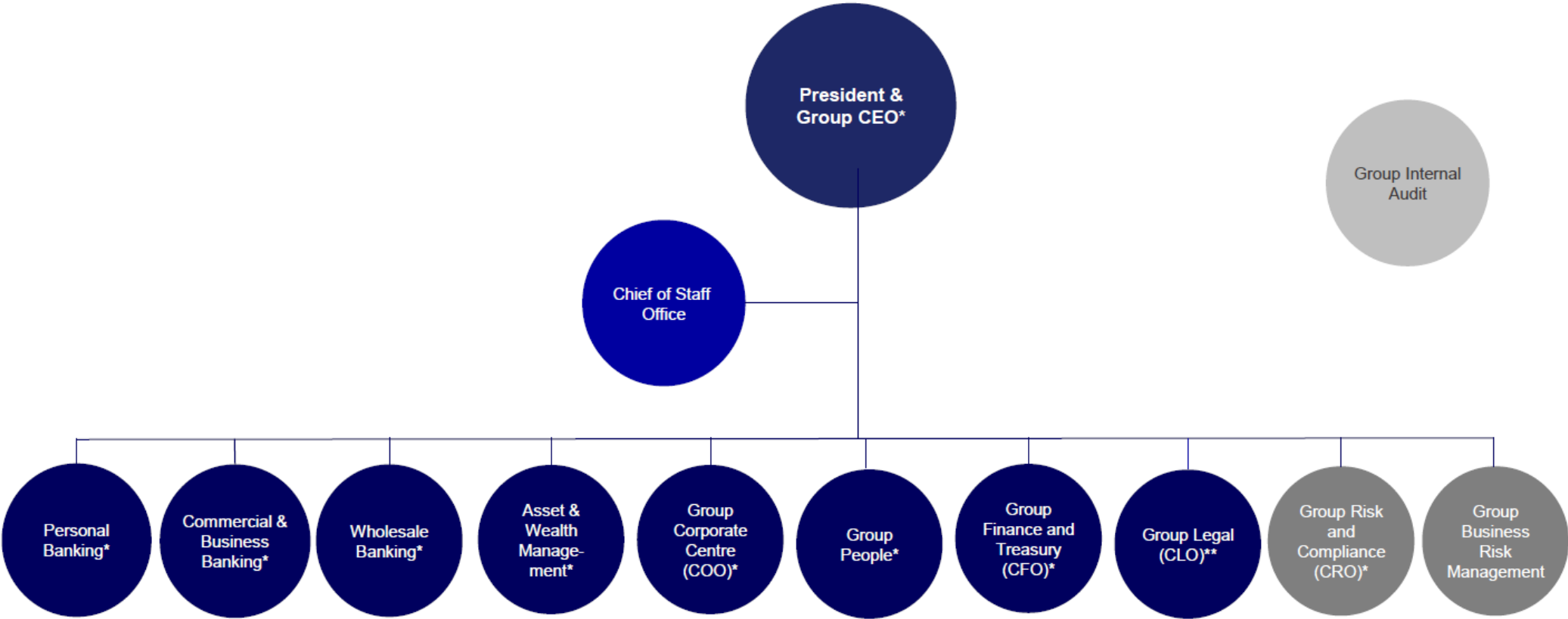
~29,000  
Number of employees (FTEs)

~506  
Branches

39 % of the  
managers are  
women



# Our organisation



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# Why Data Governance?



# What is Data Governance?

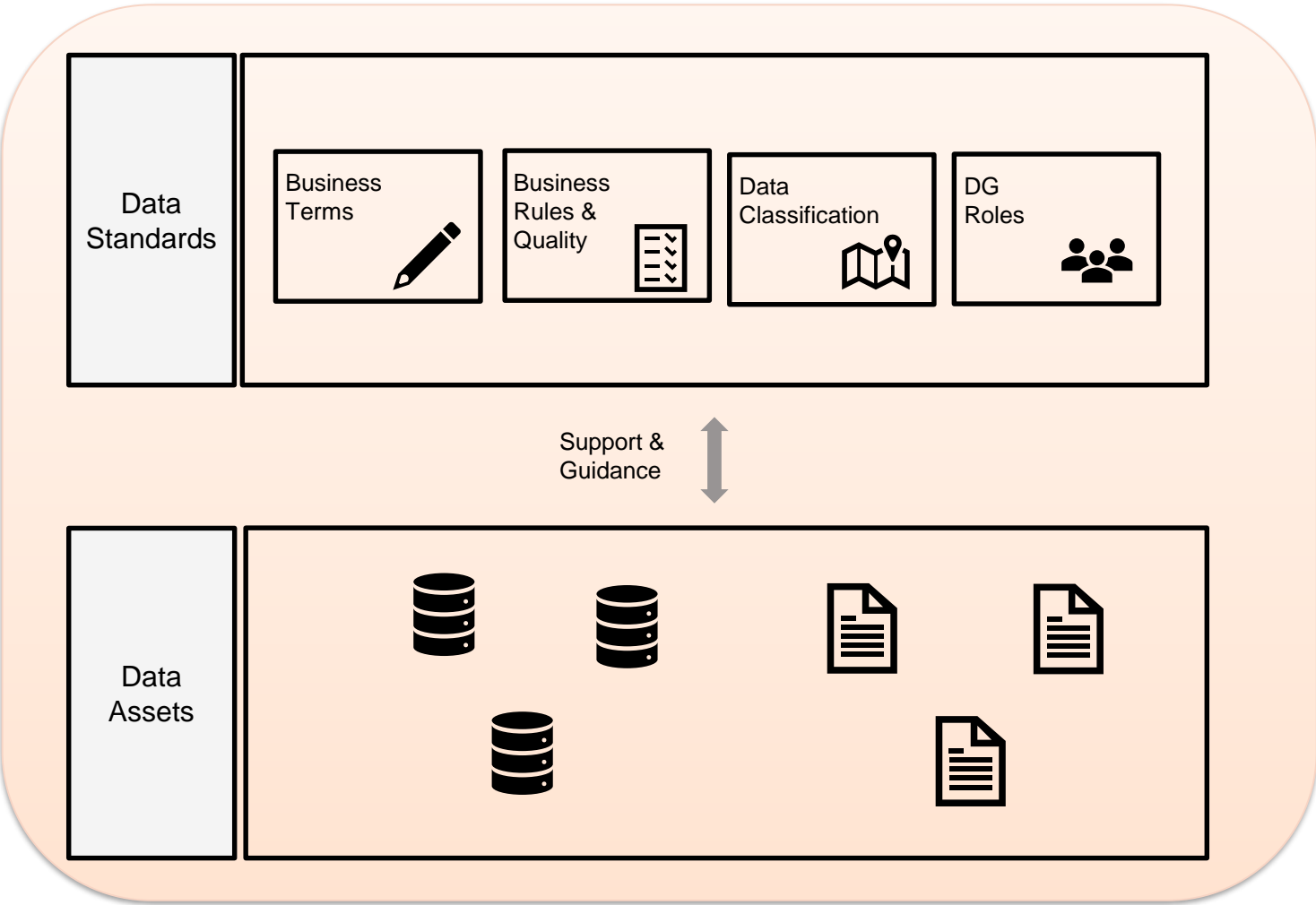
The **planning**, **supervision** and **control** over the management and use of **data**. It enables treating data as a **corporate asset** through implemented data governance structures, routines and processes.

## Core components of Data Governance in Nordea






# Data Standards vs Data Assets




Data Standards – Definitions, descriptions and internal rules regarding data and its management.

 **Data Subject Area Owner** – Accountable for Data Standards within a Data Subject Area

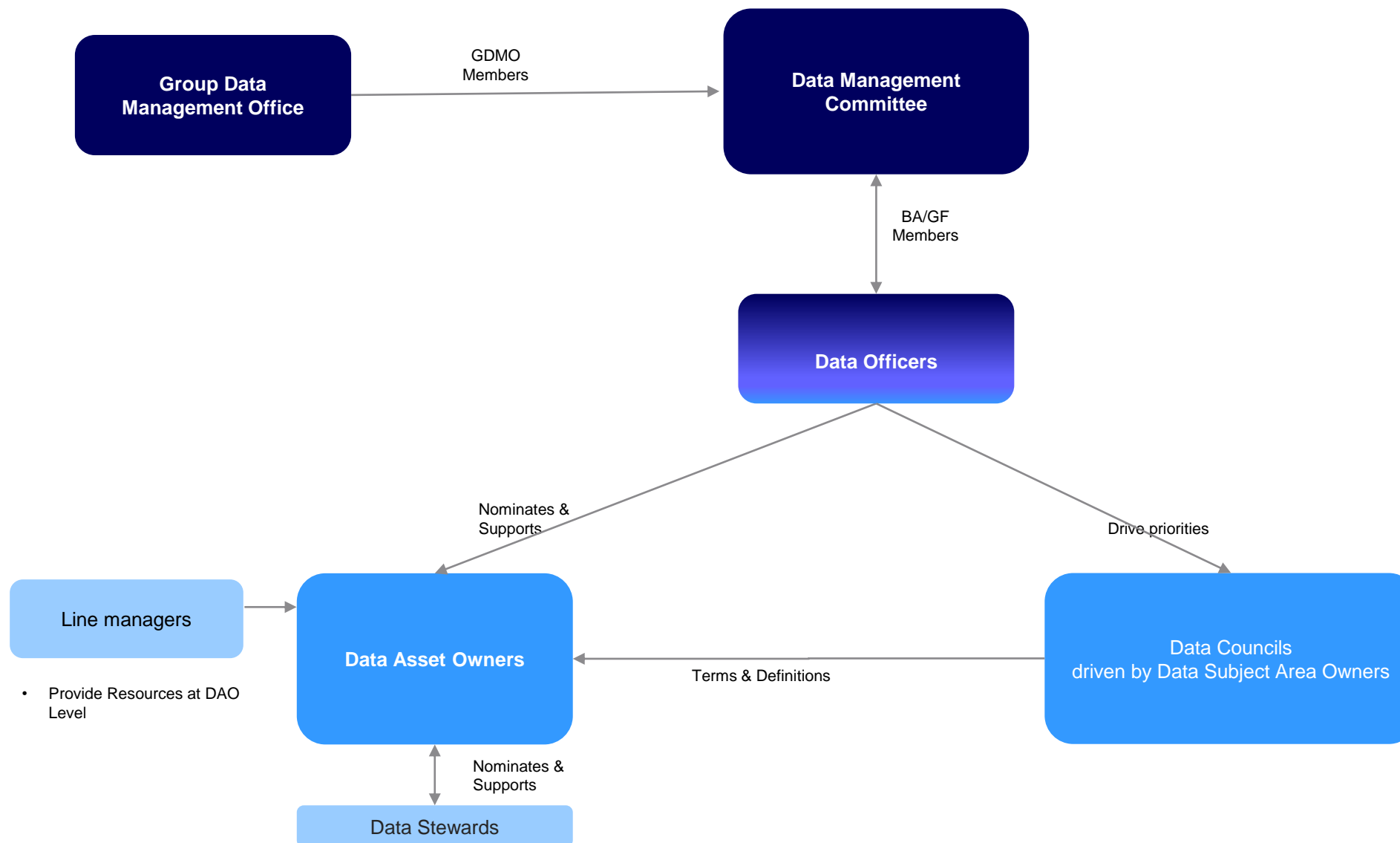
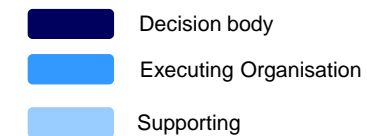
 **Data Council** – Responsible for developing and follow-up on Data Standards within a Data Subject Area

Data Assets – A physical or digital body of information, defined and managed as a single unit containing valuable and manageable Nordea information

 **Data Asset Owner** – Accountable for developing and operating a specific Data Asset in alignment with applicable Data Standards

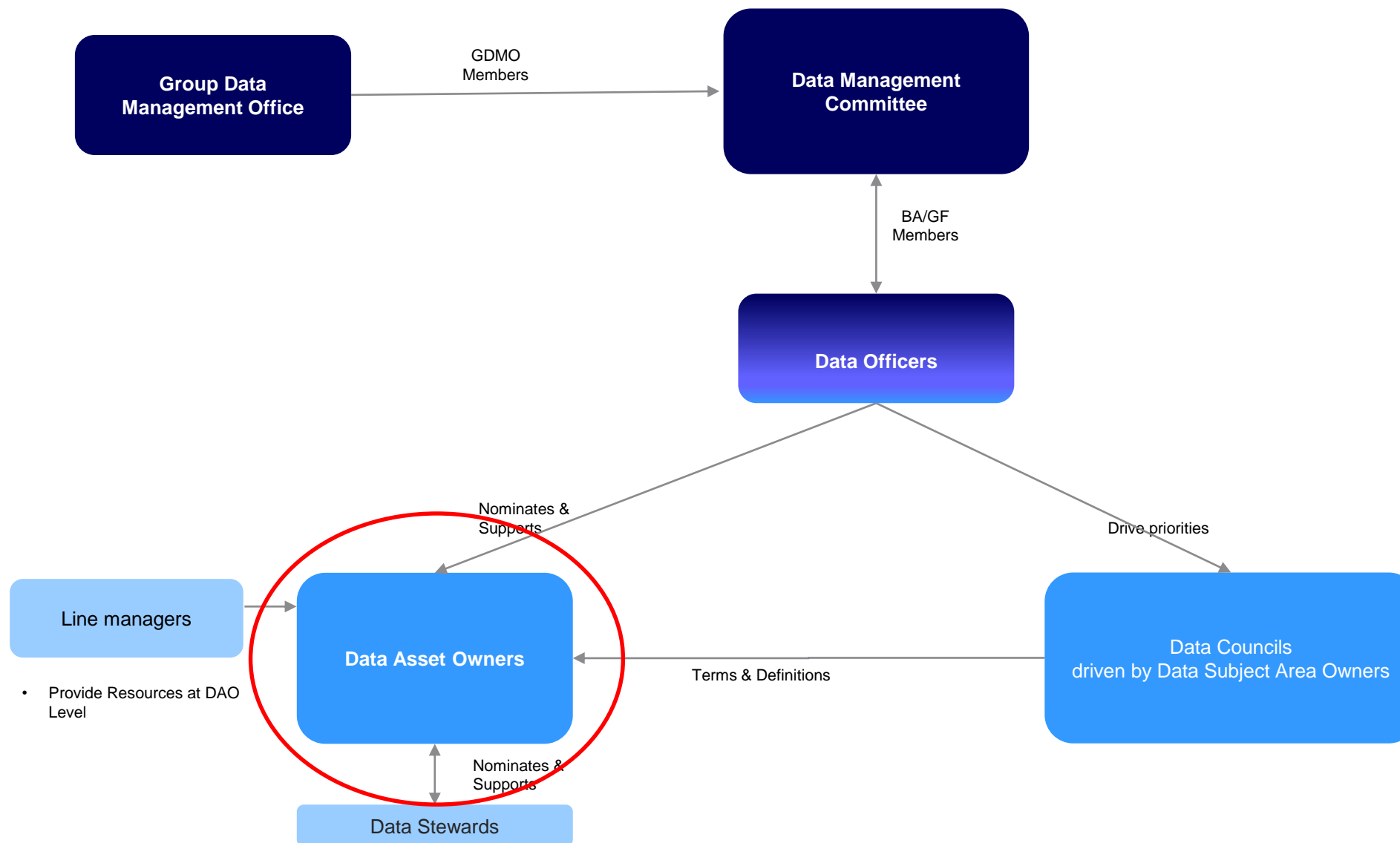
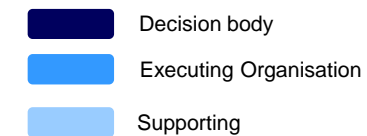
 **Data Steward** – Responsible for daily Data Management activities in the Data Asset





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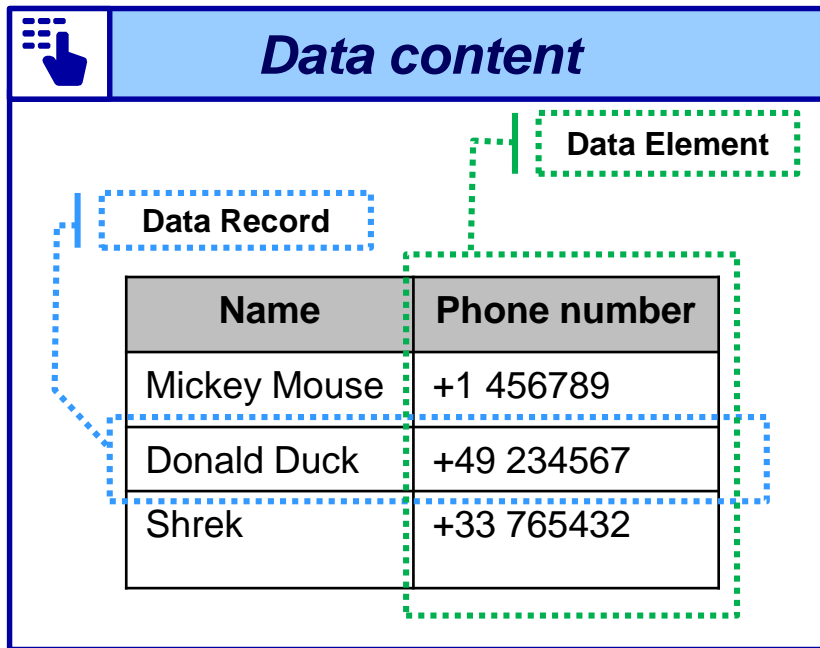
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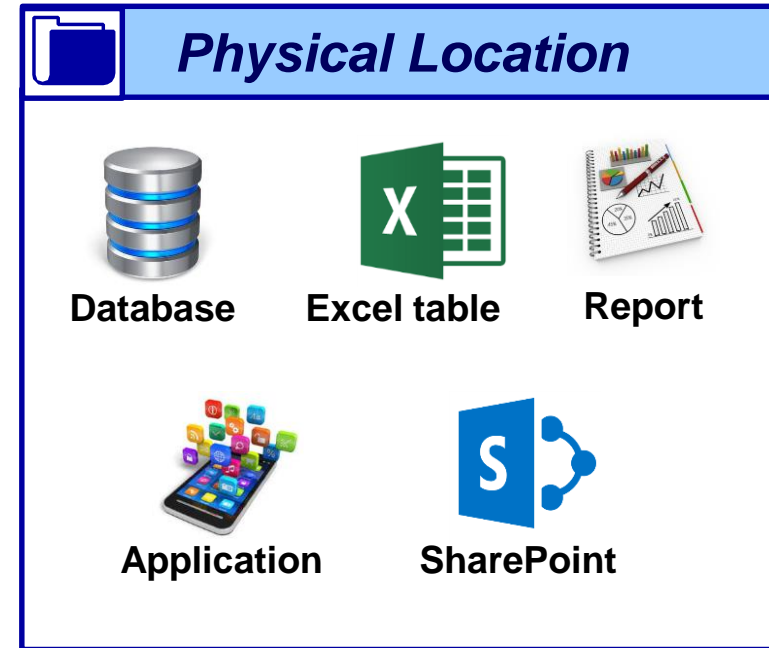
## Data Assets – Definition

**Data Asset** is data in an electronic document, a data store and/or database thereof containing valuable and manageable Nordea information

**Data asset always has:**

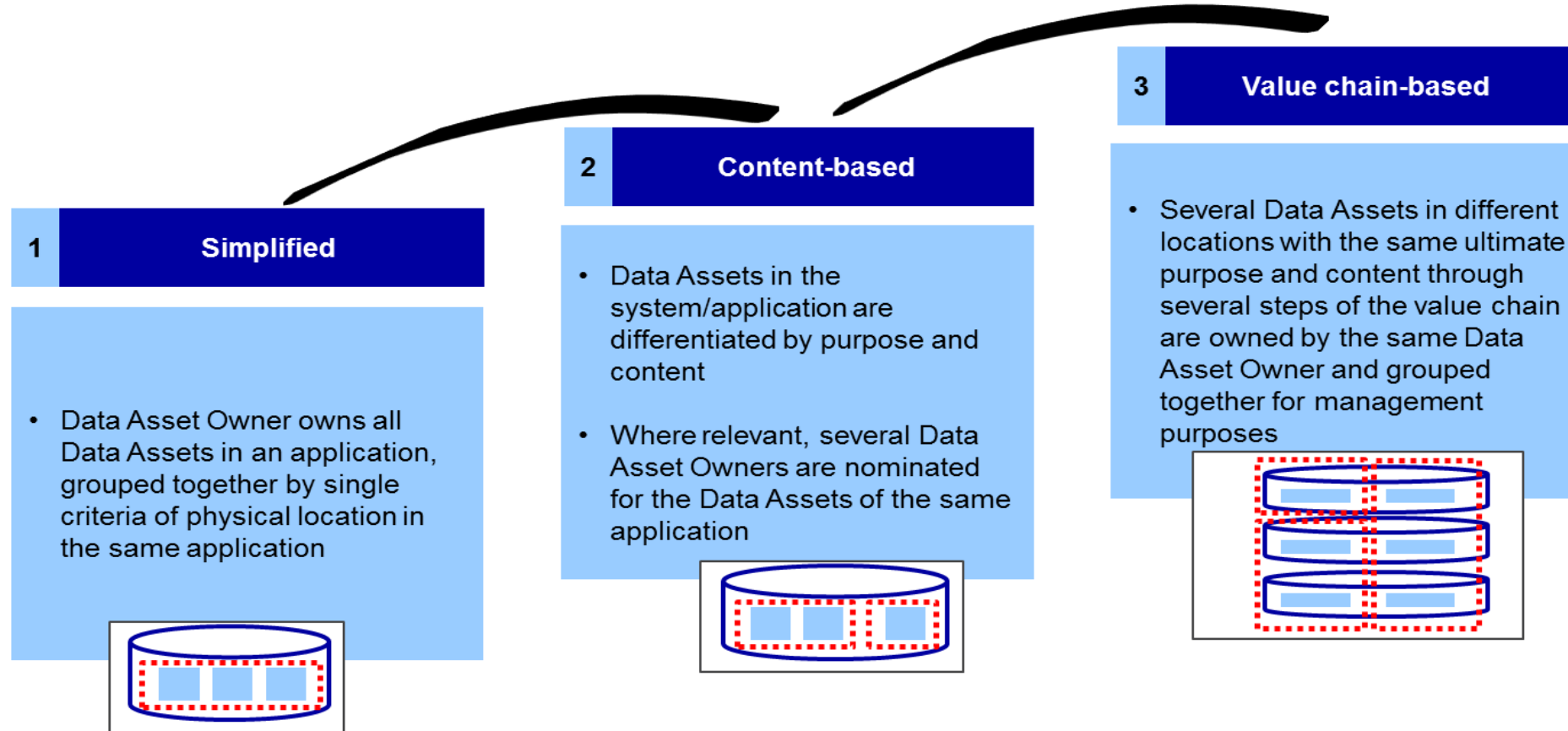


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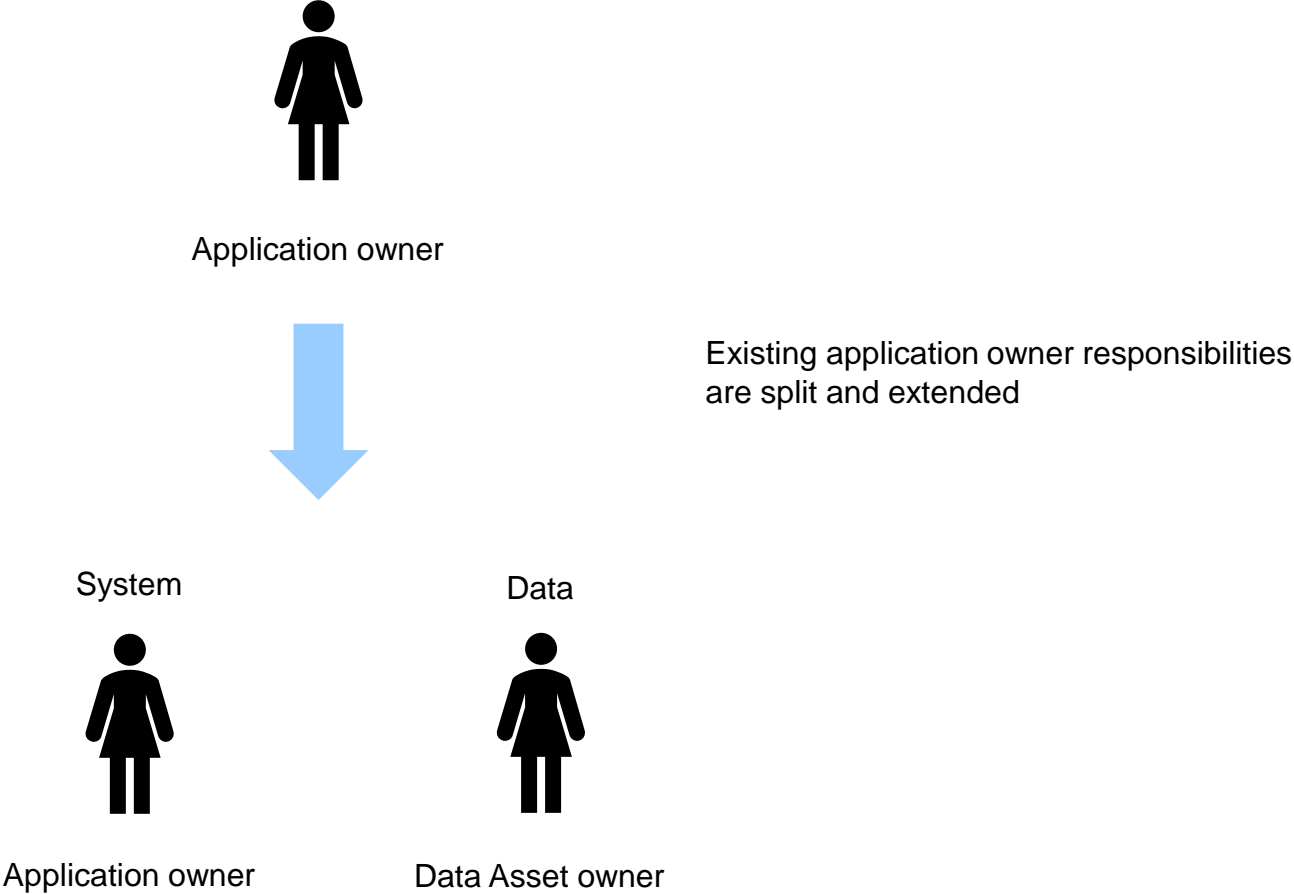


# Data Asset Ownership is a maturity journey

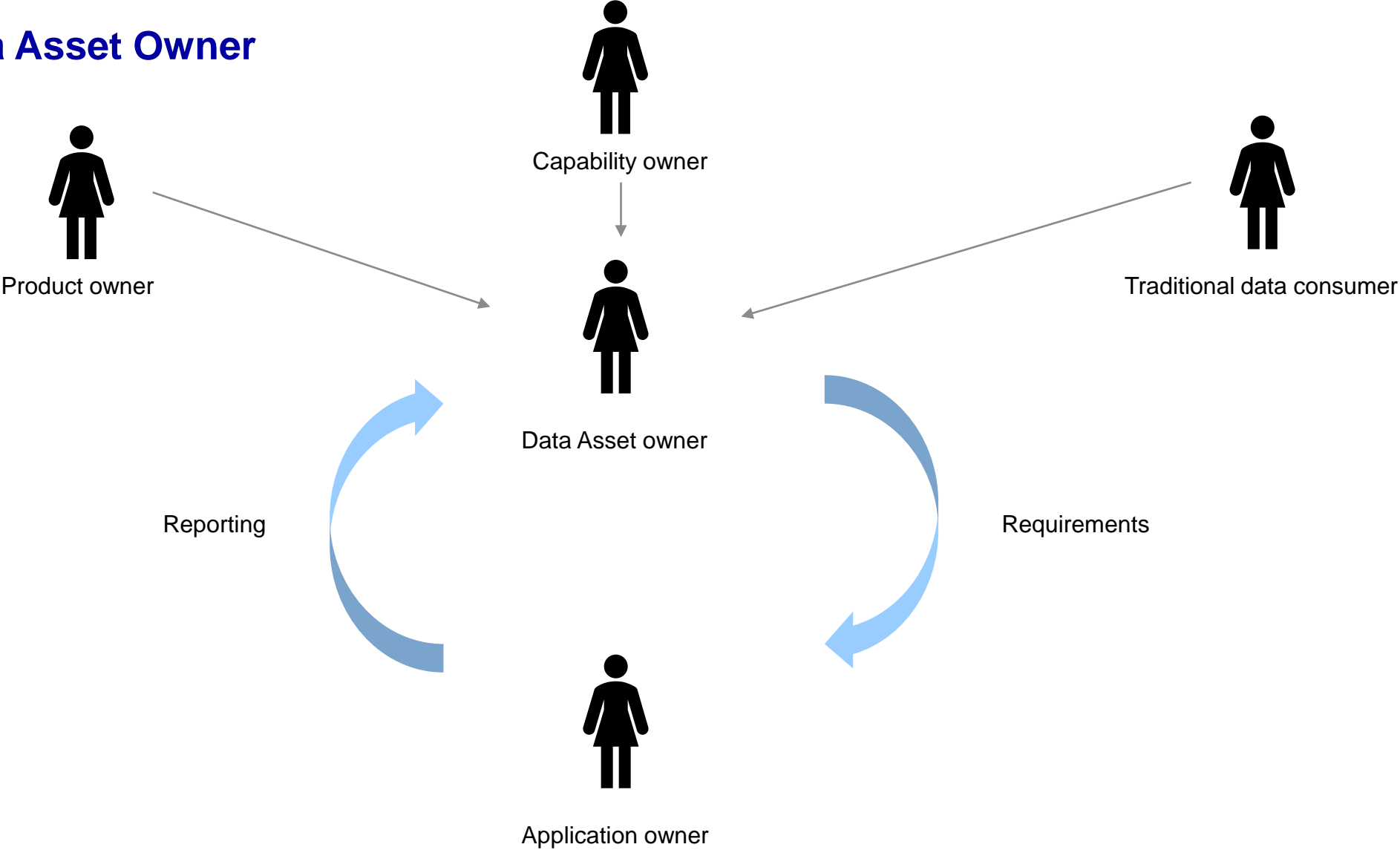
Often started from an application centric, simplified set up, moving towards content and purpose based ownership



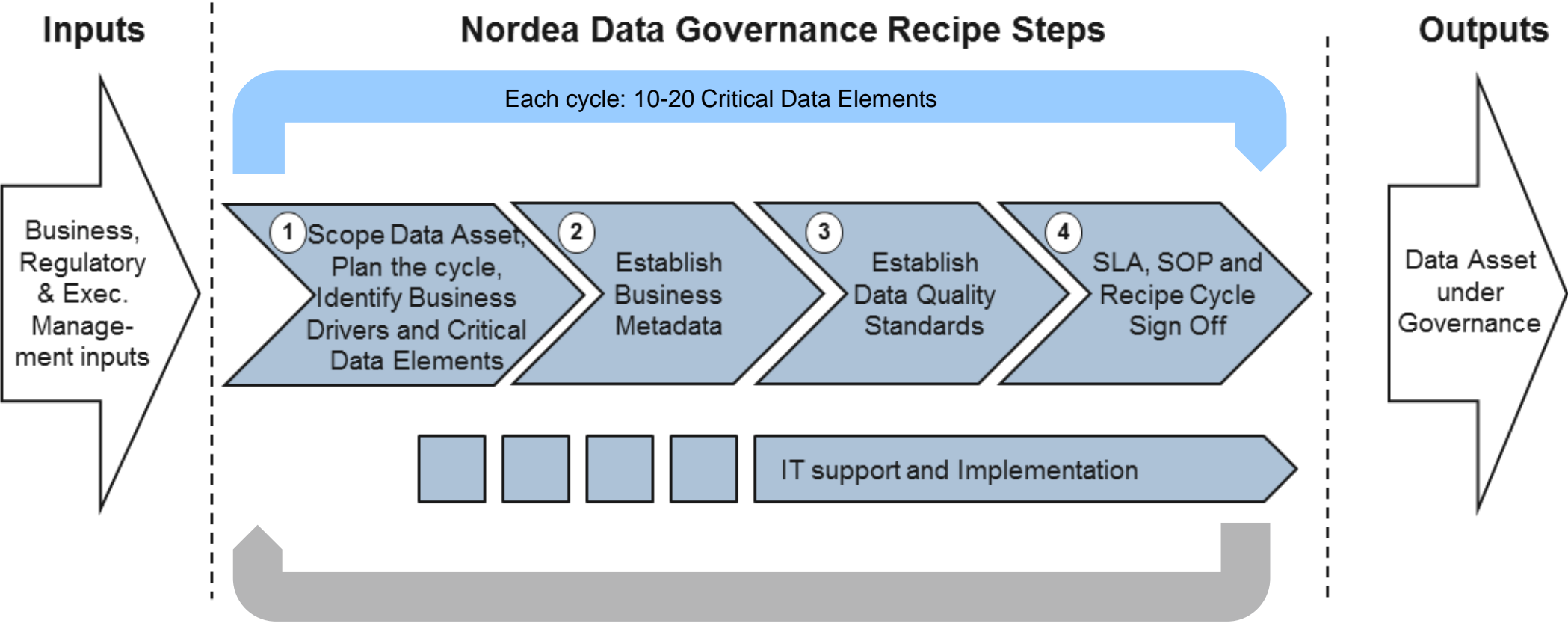
# The Data Asset Owner



# The Data Asset Owner



The Data Governance Recipe is a standardised method for placing Data Assets under governance through cycles



Each cycle consists of four steps, each with it's own focus.  
One step prepares for the next steps. Each step has a number of activities

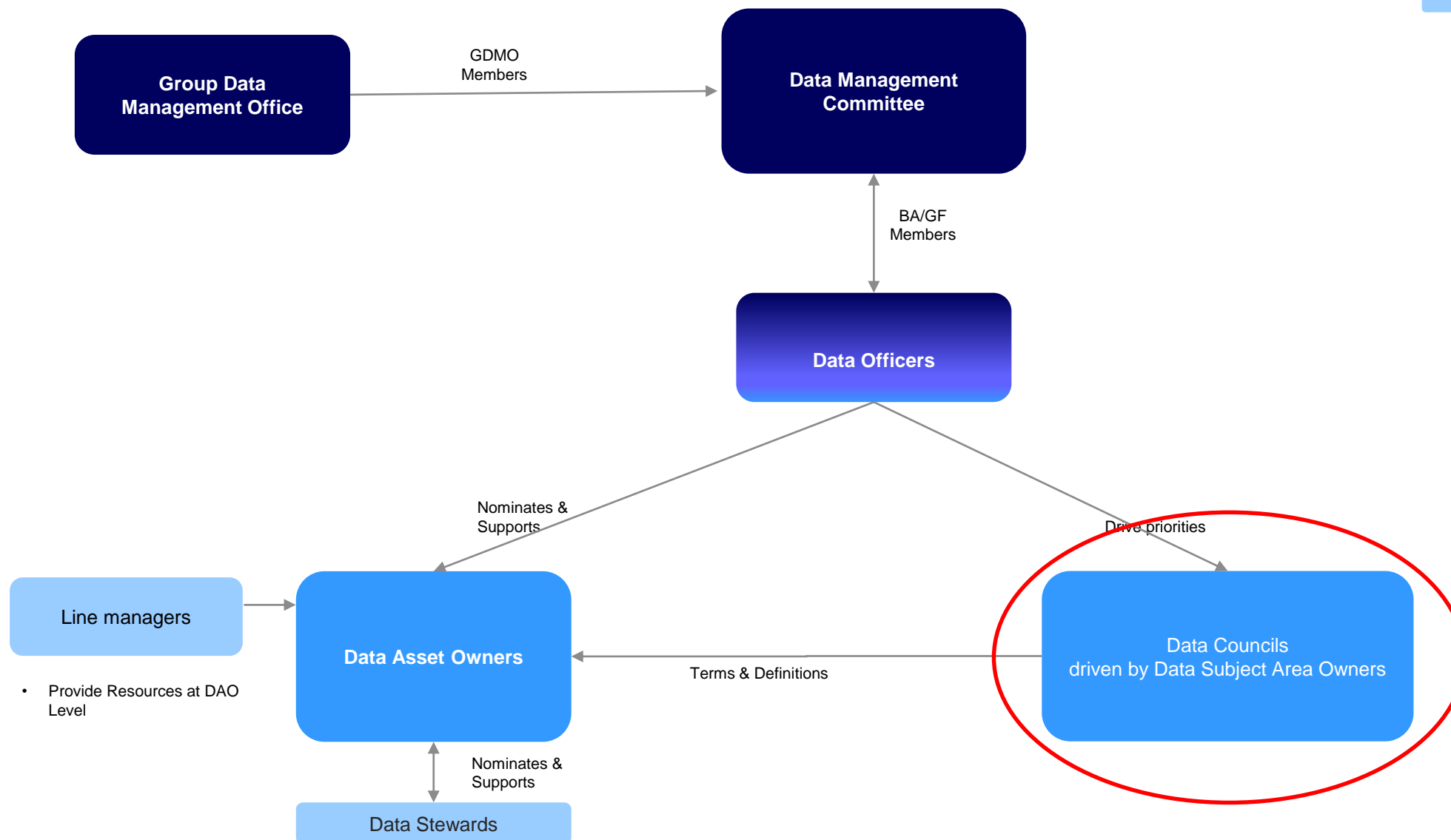
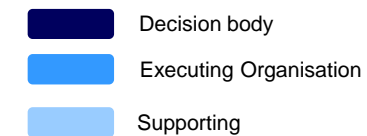


## The Data Asset Owner

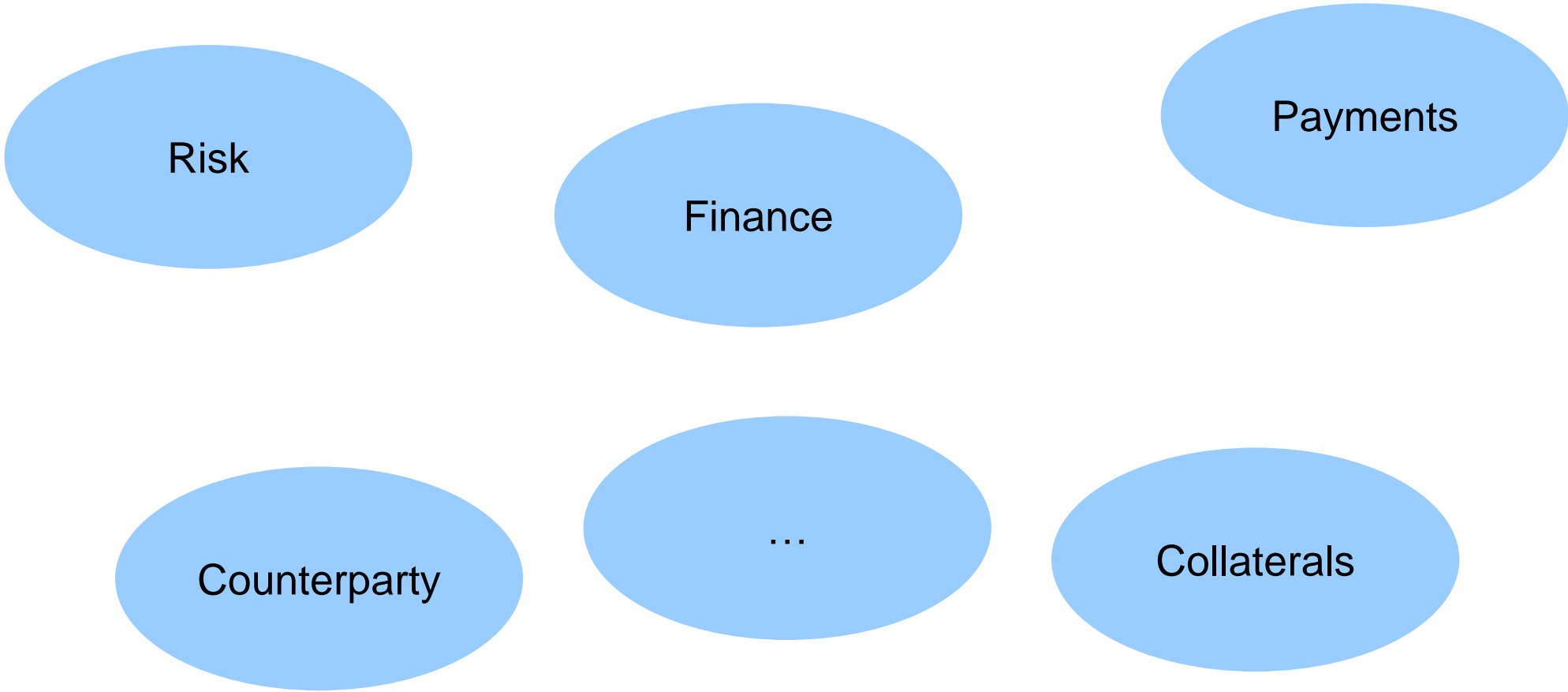
- A management role
- Access to resources who can perform operational data governance
- Access to prioritise IT-resources
- Able to prioritise from a business perspective

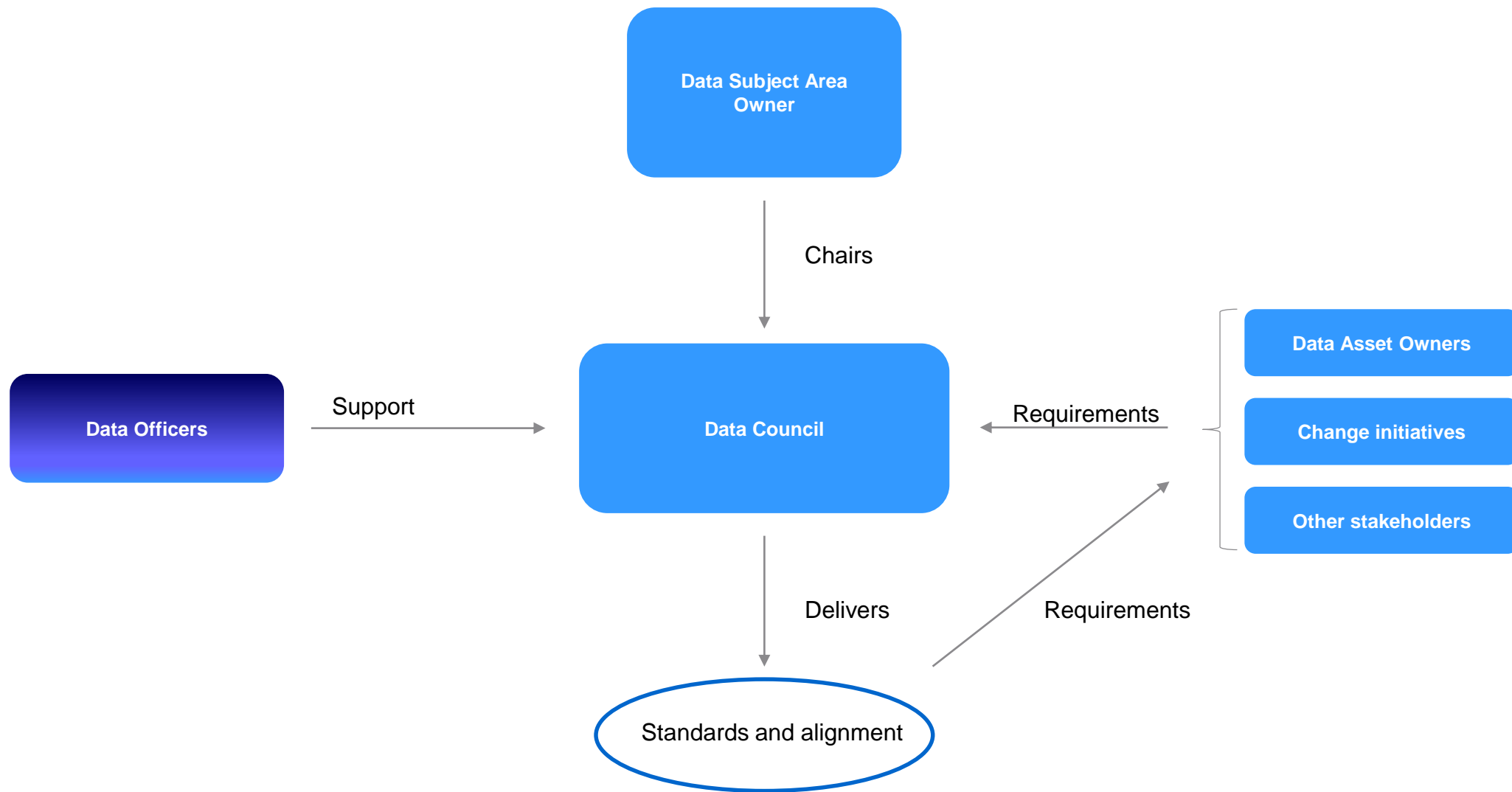
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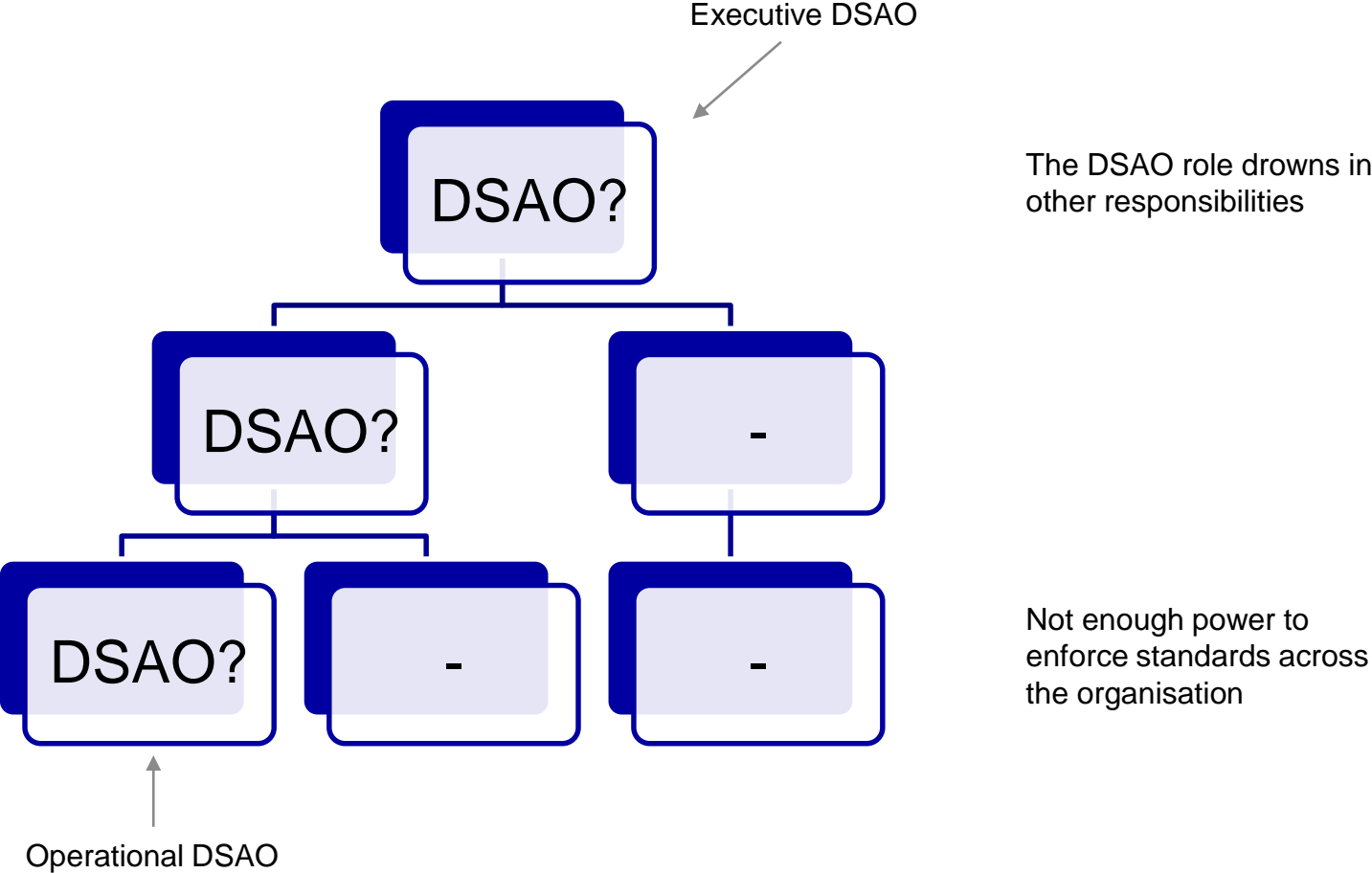


**Data Subject Areas**





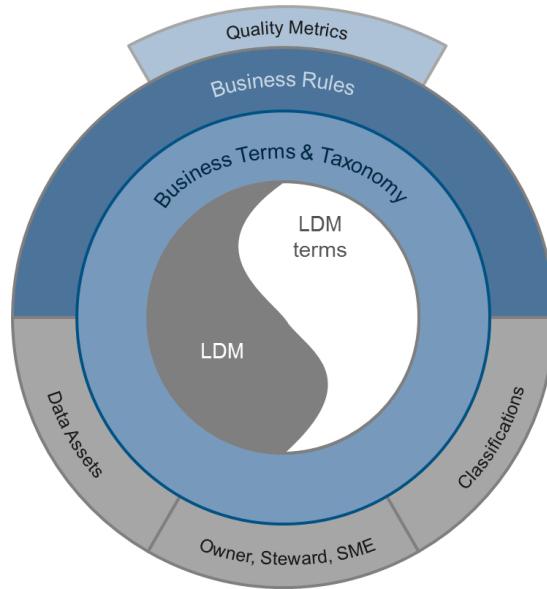
# Data Subject Area Owner



# Responsibilities of a Data Council

Standardise and align across the organisation

Data Standards:



- Develop, publish and follow-up on data standards
- Define authoritative sources and identify owners
- Liaise with key initiatives creating or consuming data within the data subject area
- Provide expert guidance within the data subject area
- Support the Data Subject Area Owner

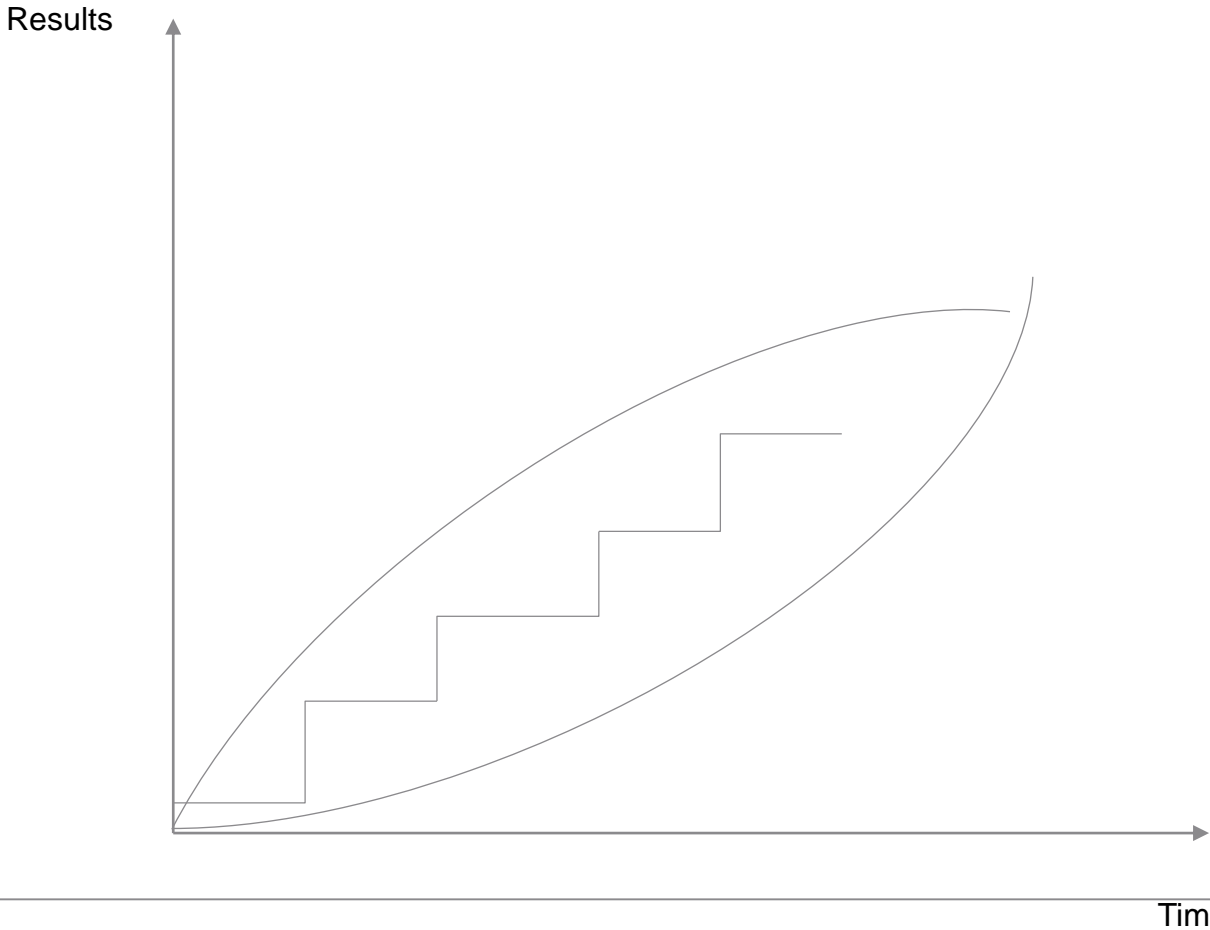
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# Compliance vs business transformation

Delivering data governance vs building data governance capabilities



Going for results first will give stagnation later.

Going for capabilities first will give super performance later.

We cannot wait for later so we need to balance the perspectives.

# Data Governance maturity

Level 1 Application driven	Level 2 Compliance driven	Level 3 Business driven	Level 4 Strategy driven	Level 5 Internalised
<ul style="list-style-type: none"> <li>• Awareness and understanding of DG.</li> <li>• DG effort scattered and executed by a few application owners.</li> <li>• Focus on application specific terms and standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Data Assets defined based on regulatory requirements.</li> <li>• Implementation driven.</li> <li>• DAOs and DSs allocated.</li> <li>• DG Recipe executed.</li> <li>• Alignment on conceptual level is initiated.</li> </ul>	<ul style="list-style-type: none"> <li>• Business driven identification and prioritisation of critical DA's.</li> <li>• Data Asset landscape established.</li> <li>• Ambition and scope articulated.</li> <li>• DG execution part of change initiatives.</li> <li>• Value-chain based approach to data asset ownership.</li> </ul>	<ul style="list-style-type: none"> <li>• DG/DM strategy and to-be picture formulated and executed.</li> <li>• Capability driven development of DG.</li> <li>• Strategy and capability driven identification and prioritisation of critical DA's.</li> </ul>	<ul style="list-style-type: none"> <li>• DG is integrated and maintained in daily work.</li> <li>• DG is executed as an integrated part in other frameworks like SAFe.</li> <li>• DG is an integrated part of tactical and strategic initiatives.</li> </ul>
Culture				
<ul style="list-style-type: none"> <li>• Data is a matter for IT</li> <li>• Focus on technical DG</li> </ul>	<ul style="list-style-type: none"> <li>• DG is a one off exercise to be compliant</li> <li>• Application owners are also responsible for the data in their application</li> <li>• Focus on time/deadline</li> </ul>	<ul style="list-style-type: none"> <li>• DG solves real business challenges, specially regarding DQ</li> <li>• Focus on value, typically DQ</li> </ul>	<ul style="list-style-type: none"> <li>• DG is an important part of the business strategy and sustainable DG capabilities are build</li> <li>• Focus on supporting business development</li> </ul>	<ul style="list-style-type: none"> <li>• DG is just something we do without thinking about it</li> <li>• No explicit focus</li> </ul>

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## Ensuring accountability

- Define the role and relations to other roles like Application Owner
- Describe specific expectations
- Train and support them
- Establish role specific communities
- Identify an operational manager who is impacted by poor data governance e.g. data quality

## Key take-aways

- Ownership starts at the top of the organisation
- Establish clear responsibilities and operating model
- Use the existing organisation - don't build a large separate Data Governance organisation
- Take the maturity of the organisation into account
- Cross-organisational collaboration is key and requires a cultural transformation

Nordea

Thank you!

