Introducing Data Governance To Large Corporations

Data Challenges And A Possible Data Governance Model

2nd Business Intelligence, Analytics and Data Management Summit, Vienna

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Data Challenges In Large Corporations?

Let's assume you are A BIG company's NEW ChIEF data OFFICER…

Data Challenges In Large Corporations?

Not everything that would make sense actually gets done.

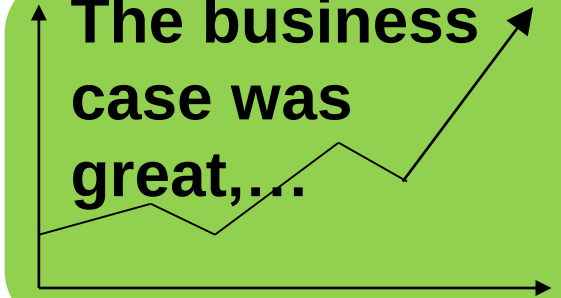
Why?

Not everything that gets done is done the way it should be.

Why?

Why Do Data Projects Fail? A Report…

The business case was great,…



…the story compelling

…funding was granted…

Preparation went on an on…

…development got stuck…

Out of time, then out of money…

What happened to this project???

Challenges In Managing Data: Typical Patterns

1) Struggle for Supremacy

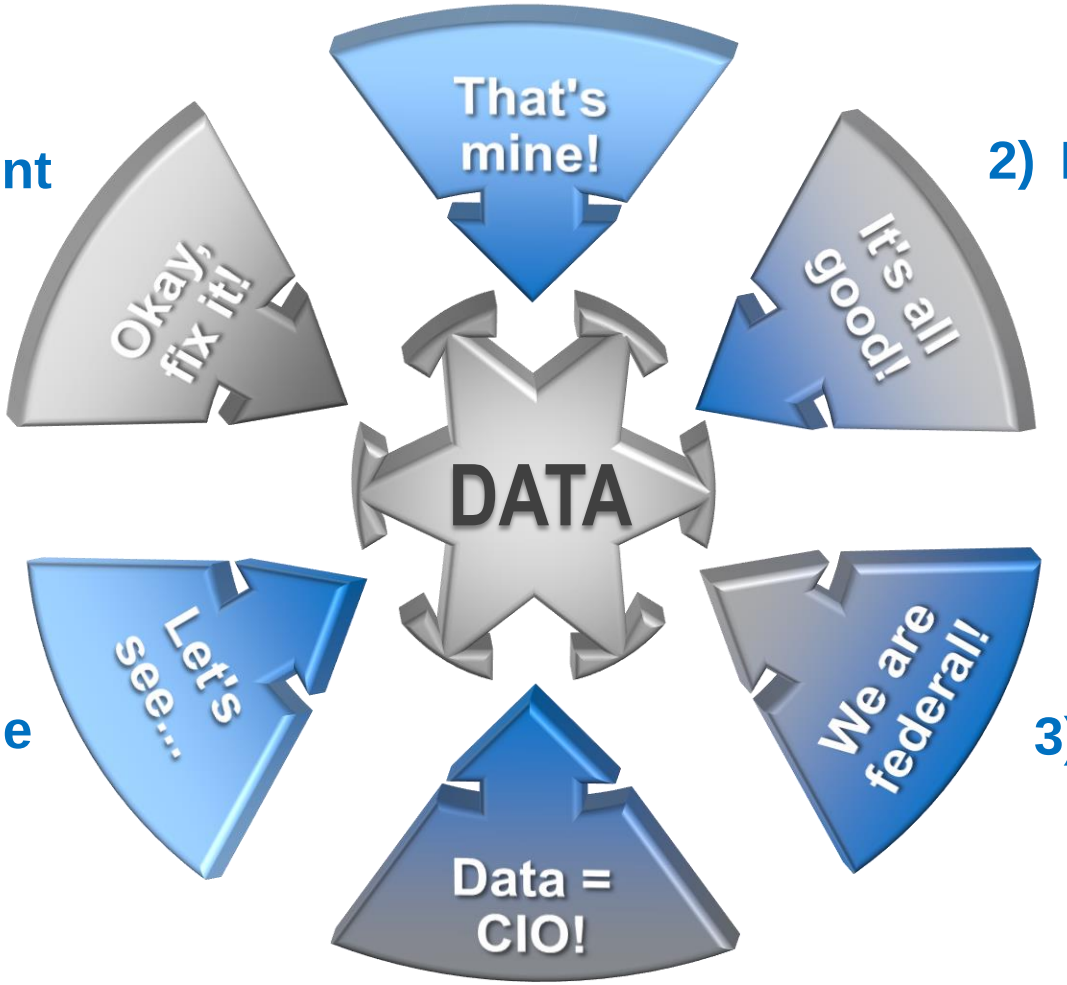
2) Lack of awareness

3) Functional silos

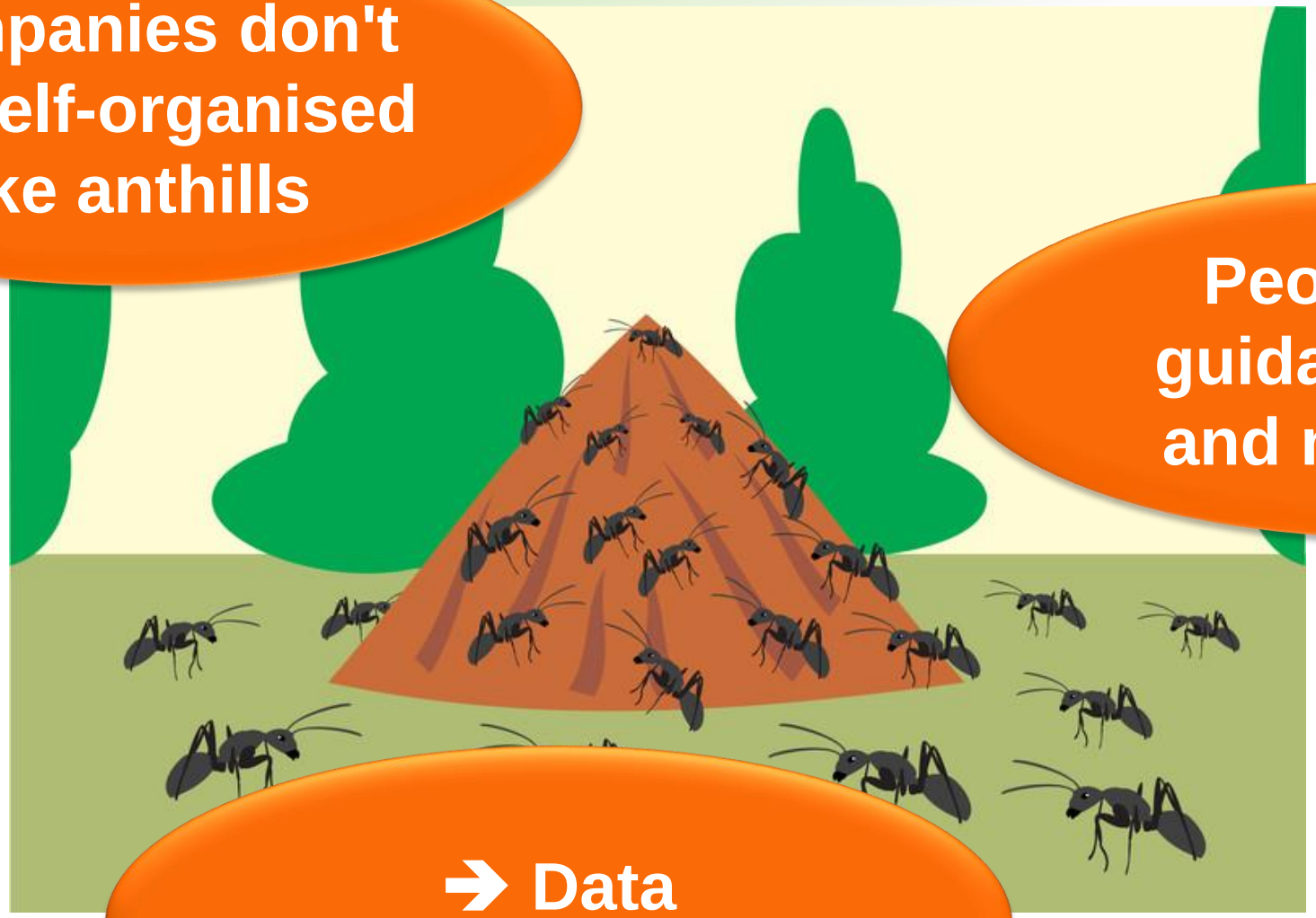
4) Lack of ownership

5) Opt-out attitude

6) Disengagement



Companies don't get self-organised like anthills



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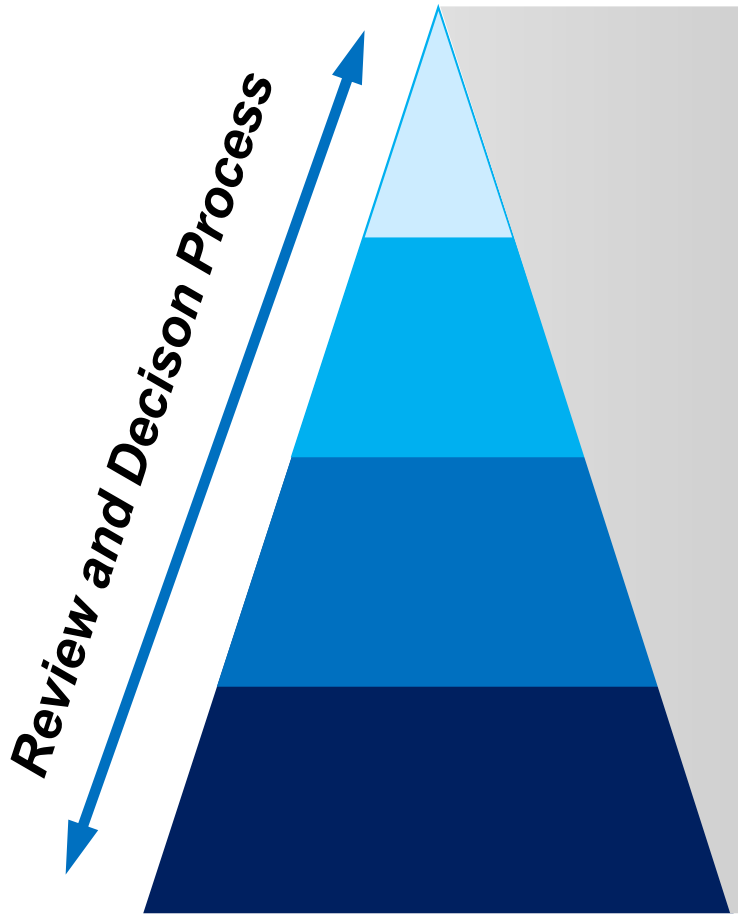
People need guidance, rules and motivation

➔ Data Governance!

(1) Responsibilities & Ownership
Data Roles Across All Hierarchy Levels



1. **Management Board** as final **escalation** body, as well as for **strategic Board-level** decisions
2. **Executive Data Decision body**
   2nd hierarchy level; cross-functional!
3. **Data Collaboration group** on 3rd hierarchy level; to develop concepts; to review, propose, decide
4. **Data Community**: Subject matter experts work together, exchange knowledge, come up with ideas and proposals

Define the roles of the CDO and the Data Office!

(1) Responsibilities & Ownership
Avoiding Silo Thinking

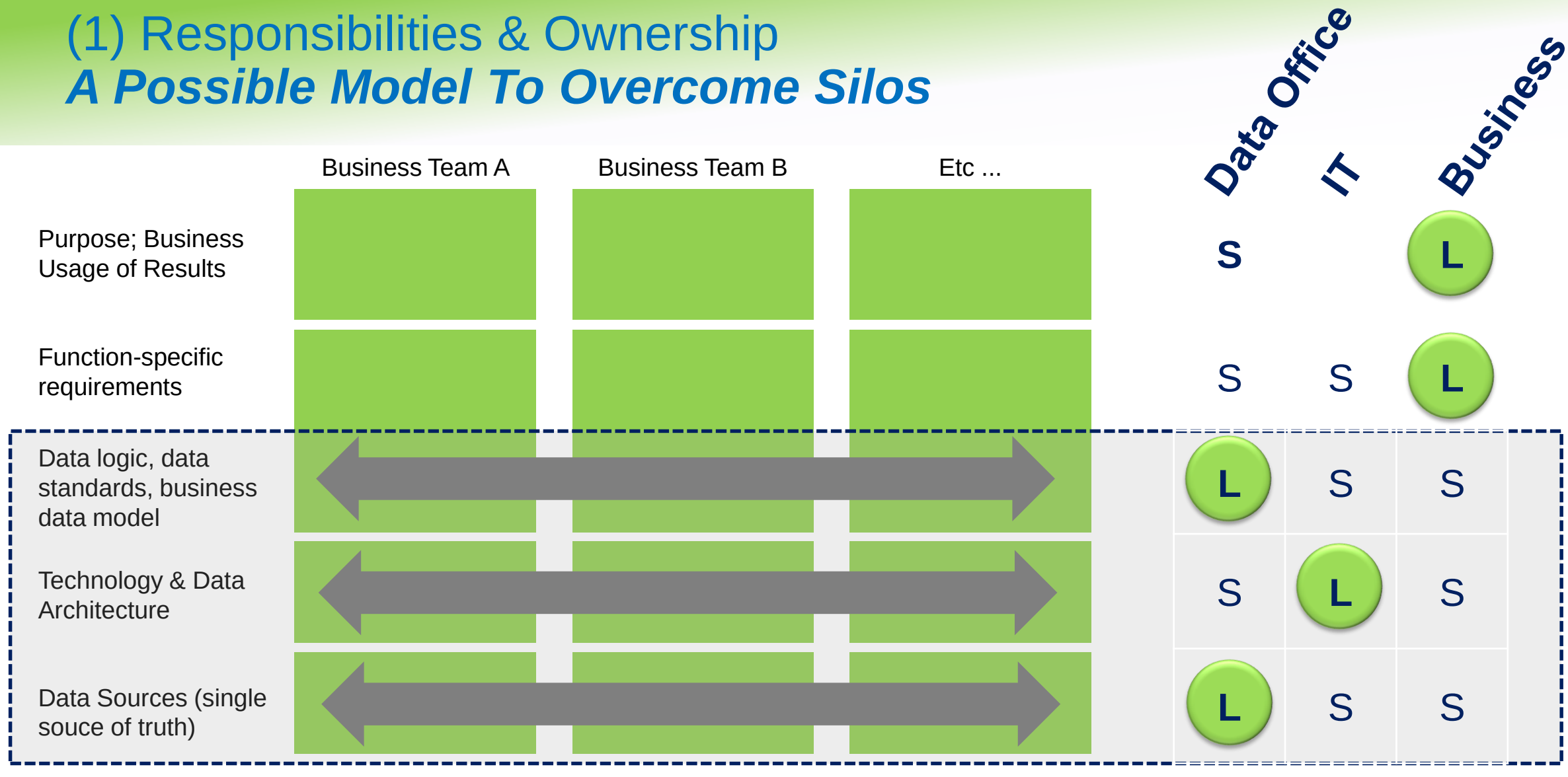
Data Owners
Responsible for an entire area of the data model. Needs to align across all business functions.

Example: **Data Owner of “Customer“**

Data Champions
Representing one single business function in any data discussion.

Example: **Data Champion for “Marketing“**

(1) Responsibilities & Ownership
A Possible Model To Overcome Silos



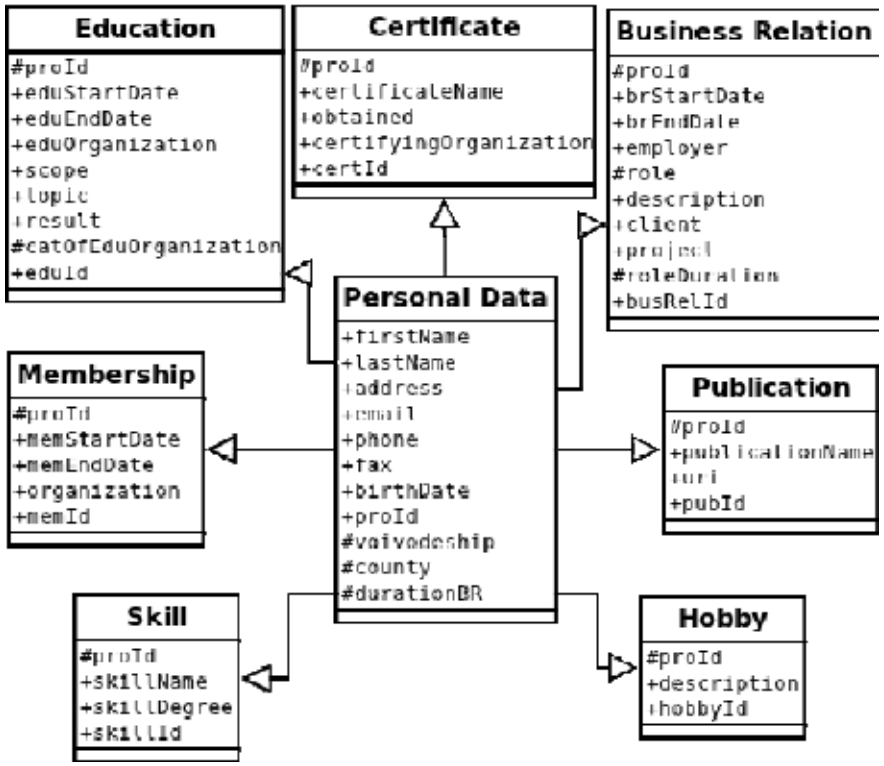
= **Foundation. This is a central Data Office's responsibility!**

L = Lead; S = Support

(2) Data Under Control
Manage The Structure Of All Data

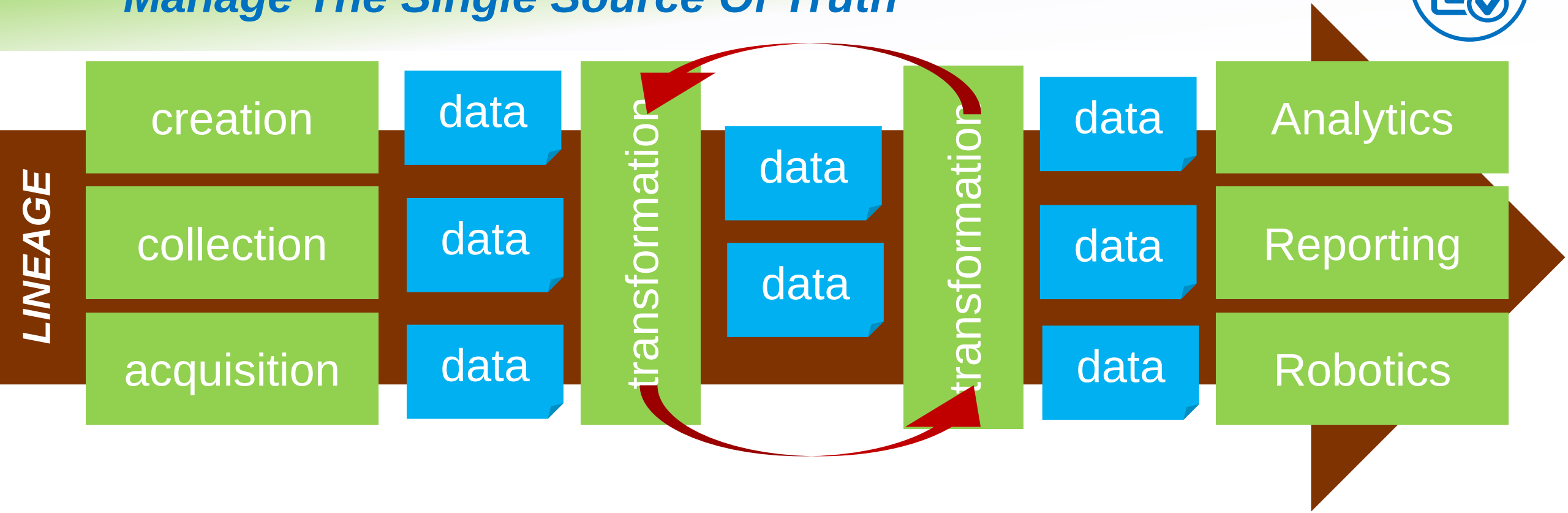
Data Model changes:

- Who needs to check?
- Who must approve?
- What is the downstream impact?
- What needs to be universally defined?
- What needs to be kept flexible?
- Does the data logic reflect business logic?



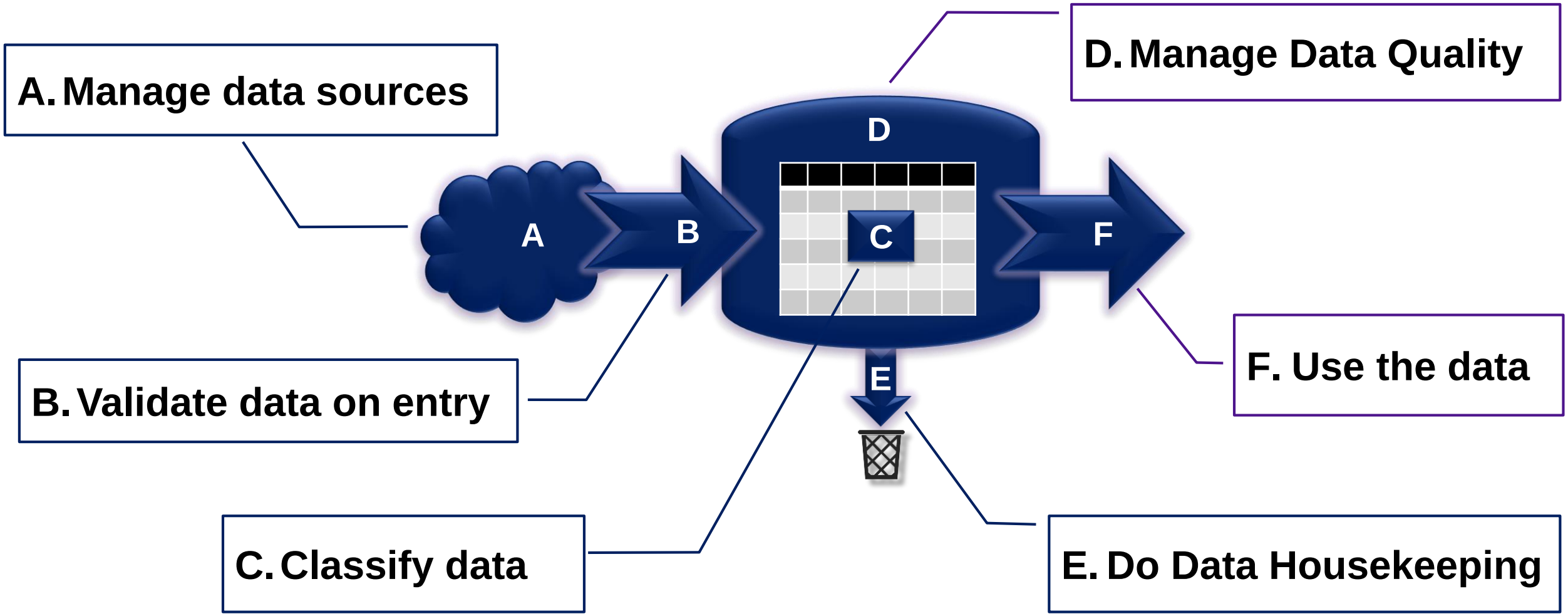
Don't exclude Big Data!

(2) Data Under Control
Manage The Single Source Of Truth



- The **Initial creation** or acquisition needs to be defined unambiguously (origin, rules, timestamp)
- The **journey** from one repository to another must be well-documented (including timing)
- Any **manipulation** of data needs to be **published**, if the output can be used by multiple consumers
- **Ageing** needs to be well-defined: As of when is data considered “outdated” or up for review?

(3) Covering All Aspects Of Data
Manage The Entire Data Supply Chain



(3) Covering All Aspects Of Data
Manage The Entire Data Supply Chain

If a Chief Data Officer acts as a Chief *Analytics* Officer, your managed data supply chain may look like this:

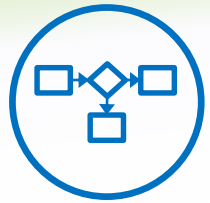
Who manages the other steps?

F

F. Use the data

Remember:
Garbage in – Garbage out

(4) Processes
Well-Described Processes



➔ Start with high-level process groups. Then break down and refine.

➔ Define a change process for processes (including the change process…)

Typical Process Groups

- Data ***Support*** processes
- Data ***Change*** processes (for format and content)
- Data ***Project Review*** processes
- Data ***Gate*** processes (pass or reject)
- Data ***Glossary*** Processes
- Data ***Access Request*** processes
  - for operational activities
  - for Analytics
- Data ***Quality*** processes (defining, checking, action)

(5) Collaboration Model
Two Different Audiences At All Levels

Level	DATA VIEW	BUSINESS VIEW
Collaboration	**a) Data Networks** • Data Creators Network • Data Consumers Network	**a) Collaboration Workgroup** • Reviews, proposals, agreements • Team Leads and Senior Experts
Management	**b) Data Forum** • Review of actions, progress • Approval and escalation	**b) Data Management Council** • Update, review and feedback • Data Owners and Functional Heads
Executive	**c) Executive Briefings by the CDO** • Current status and new ideas • Technical executives like CIO, CTO	**c) Data Strategy Board** • Information, Approval, Escalation • Management Board incl. CDO

(6) Data Guidelines
A Checklist For Data Structure And Quality

Example: Does Your Data Meet The "USA" Criteria?

U	S	A
❑ Understandable	❑ Stable	❑ Available
❑ Understood	❑ Secure	❑ Authorized
❑ Up-to-Date	❑ Structured	❑ Accurate
❑ Unambiguous	❑ Sustainable	❑ Accepted

You should build your own checklist!

(6) Data Guidelines
The "Data Constitution"

Data Guidelines are meant to "cover the unknown"

- Generic principles! Concrete direction to be derived on demand
- Make people think themselves

Data Guidelines should be easy to digest

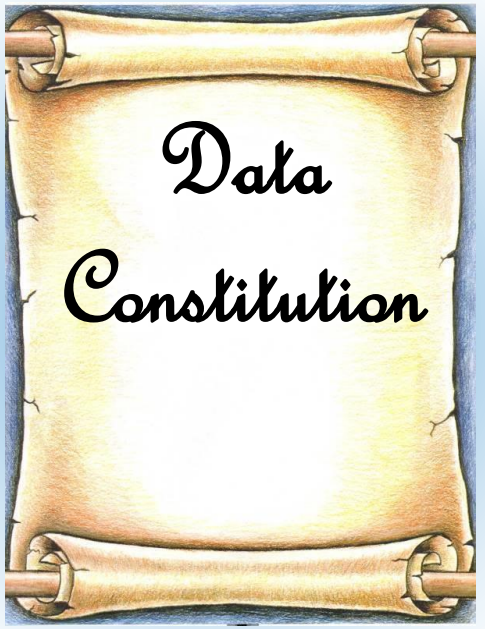
- Headlines alone should be clear
- Think of a catchy name that people remember

Data Guidelines must have authority

- They should be explicitly endorsed by the Board
- People should be able to refer to this list

Data Guidelines must be broadly accepted

- Develop them together with all stakeholders
- Data Guidelines should match relevant IT principles



(6) Data Guidelines
The “Data Constitution“ – "10 Principles" As An Example

PRINCIPLE 1 ➔ **Focus on Business Opportunities**

PRINCIPLE 2 ➔ **Data is Cross-functional**

PRINCIPLE 3 ➔ **Single Source of Truth**

PRINCIPLE 4 ➔ **Minimize Duplication of Data**

PRINCIPLE 5 ➔ **Harmonize Data Structures**

PRINCIPLE 6 ➔ **One Common Language**

PRINCIPLE 7 ➔ **Adopt Industry Standards**

PRINCIPLE 8 ➔ **Single Foundation for Analytics**

PRINCIPLE 9 ➔ **Sustainable Data Quality**

PRINCIPLE 10 ➔ **Standardize!**

Encourage teams to refer to any of these!

(7) Data Literacy and Buy-In
Three Aspects Of "Getting Everybody On Board"

1) Publish!

- Make all artefacts easily available to all stakeholders
- Use the existing infrastructure: Intranet, Sharepoint, …

2) Train!

- Create a Data Academy. Re-use existing training infrastructure if possible
- Make courses mandatory, including certification for data-related roles

3) Communicate!

- Sell Data pro-actively
- Use all internal communication channels
- Repeat the message!

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Thank You!