

# Data Fabric – Data Governance

## *Objection Handling*

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Link to [Objection Handling](#) (from the IBM Client Engagement Model)



# Objection handling questions summary:

- Objection #1: I don't need all the features of the Cloud Pak for Data base product for my data governance project. Can I start small ?
- Objection #2: I am a happy Information Governance Catalog user. Why would I need to change to Watson Knowledge Catalog?
- Objection #3: We are just starting our data governance journey. A data governance tool is not something we are considering at this point.
- Objection #4: It will be tough for me to consider an IBM Governance solution since I have Informatica Power Center.
- Objection #5: I have (or I'm considering) Collibra. Why would I consider Watson Knowledge Catalog?
- Objection #6: I'm already using Azure Purview, why should I review IBM Watson Knowledge Catalog ?

Objection #1: I don't need all the features of the Cloud Pak for Data base product for my data governance project. Can I start small ?

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, You plan to use Cloud Pak for Data for data governance but you are concerned about "feature overkill" ? The key phrases to listen for in this objection are “no need for all Cloud Pak for Data features”, “grow when needed”. The question “Can I start with Cloud Pak for Data "barebone” may actually be TWO questions in the customer's mind: Cloud Pak for Data can help with my data governance challenges but I don't need all the features right now and – if so – how can I start small?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, you see the benefits of Cloud Pak for Data but don't need all the features and want to start with data governance only. If I were in your shoes, I would probably be wondering if Cloud Pak for Data has that capability to start small and grow when needed Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to understand the objection?	Explore	Can you please share your data governance requirements with us? Can you share your trusted data roadmap with us? Can you share the tools you currently use for your data governance projects? Can you share with us how the business groups participate in the data governance discussions? Can you please explain what you mean by starting small?
What closed ended questions can you ask to Test your understanding?		What is the timeline to get the data governance project implemented? Do you have an enterprise-wide data governance strategy ? Do you have a data governance committee? and if so, how often do they meet and who is the executive sponsor? Is there executive buy-in from the business groups?
Is it an Emotional or Rational objection? How do you know?		We don't know yet. Can be a gut feel when reading about Cloud Pak for Data and the included features. Or maybe he/she did their homework and know what they need. If the client can tell us their requirements, we can determine what they need. But yes we can start small and grow when needed.

Objection #1 (cont'd): I don't need all the features of the Cloud Pak for Data base product for my data governance project. Can I start small ?

<p>IF RATIONAL: How will you <b>Restate and Respond</b>?</p>	<p>Handle</p>	<p>REFRAME: You don't need the full data platform. You can start with a small use case and expand using an agile iterative method. To ease deployment, we can host this on cloud: use as-a-service solution running on cloud, that are both functional and delivers value in minutes. A second option could be our managed service offering by IBM Expert Labs that delivers a fully managed platform on top of AWS, so you can focus on your data projects while IBM manages the solution. And a third option, could be a managed platform by your team, running either on cloud, or on-premise.</p> <p>PROVE: Regarding use cases we find that customers usually start with one of these: 1) Governance and Privacy like ING used our Data Fabric solution to apply the required rules and policies to meet GDPR regulations, 2) Multi-cloud integration like Rabobank that integrated mainframe data with cloud test data including, or 3) Customer 360 like Sonoma County used our solution to build a 360-citizen view for their social services program with great results supporting the community during the 2017 wildfires that ravaged the region.</p>
<p>IF EMOTIONAL How will you <b>Reframe and Prove</b>?</p>		
<p>What closed ended questions can <b>Validate your 'handling' will resolve the objection and allow you to move forward?</b></p>	<p>Validate</p>	<ul style="list-style-type: none"><li>- What use cases are you considering for your Data Governance project ?</li><li>- Have you reviewed your deployment options for your project ?</li><li>- Are you considering a cloud-based solution or on-premise ? Any preference on cloud selection for the project ?</li><li>- Do you have any industry/regulation/legal constraint that shapes your deployment decision ?</li><li>- What is your budget for your Data Governance initiative?</li></ul>

**Objection #2: I am a happy Information Governance Catalog user. Why would I need to change to Watson Knowledge Catalog?**

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, why should I change to WKC?. The key phrases to listen for in this objection are “Why to a new product”, “I'm happy with Information Governance Catalog”. The question “how can we help comparing these two products?” may actually be TWO questions in the customer’s mind: Can I stay on Information Governance Catalog and – if so – how and what are the implications?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, it sounds like you really like Information Governance Catalog and question why would you change to Watson Knowledge Catalog. If I were in your shoes, I would probably be wondering what the differences are / features they have in common are – as opposed to simply adding additional complexity to my IT environment by introducing a new product. Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to understand the objection?	Explore	Can you please share with us how Information Governance Catalog is used today and how the adoption rate of Information Governance Catalog is within the enterprise? Can you please share what you like about Information Governance Catalog. Please share with us what additional features you would like in Information Governance Catalog? Can you share your application modernization roadmap with us? Can you share the data protection rules you have in place today and are these sufficient or do you need expansion of these rules?
What closed ended questions can you ask to Test your understanding?		Does Information Governance Catalog fit in your overall data governance strategy? And if so how does Information Governance Catalog work with other data governance tools you currently use? Do you have a data governance strategy? What tools are you currently using for your data governance initiatives?
Is it an Emotional or Rational objection? How do you know?		We don't know yet. It is I'm totally happy with Information Governance Catalog and DON'T want to change. Or maybe he/she did their homework and know how they compare If the client can tell us their requirements, we can determine what they need. But yes you can keep using Information Governance Catalog but Watson Knowledge Catalog is the evolution of Information Governance Catalog

Objection #2 (cont'd): I am a happy Information Governance Catalog user. Why would I need to change to Watson Knowledge Catalog?

<p>IF RATIONAL: How will you <b>Restate and Respond</b>?</p>	<p>Handle</p>	<p>REFRAME: Information Governance Catalog is a great data governance tool that serves our customer well...and there are no plans to discontinue support for this product. You can continue using Information Governance Catalog, if needed. However, we're finding new workloads and use cases for today's data estate, such as automated policy enforcement, that we are adding to WKC. And while IGC is still supported, we aren't adding significant new function to keep up with market trends. Watson Knowledge Catalog is the evolution and enhancement of Information Governance Catalog designed to support multi cloud environments and enable self-service access to governed data as part of a modern data fabric architecture. With Watson Knowledge Catalog, we are taking key function points for managing business and technical metadata in Information Governance Catalog, managing data quality with Information Analyzer, and policy management and enforcement for data protection from key Optim products to create a foundation to enable automated enforcement of governance policies for data quality and data protection in a single solution designed to support the multi cloud realities of today. All new features will come via Watson Knowledge Catalog , such as: Multi Catalog...Watson Knowledge Catalog can have an infinite number of catalogs...where data protection rules can be applied so you can have a control layer at the catalog level (Information Governance Catalog had one catalog that all users could see); Workflow Management (a core service of Cloud Pak for Data) where all Watson Knowledge Catalog components are built natively into Cloud Pak for Data Workflow (the Business Process Management in Information Governance Catalog required extensive coding); Watson Knowledge Catalog is a complete solution with relationships across governance artifacts connecting Categories to Policies to Governance and Data Protection Rules to Classifications to Business Terms to Data Classes and to Reference Data.</p>
<p>IF EMOTIONAL How will you <b>Reframe and Prove</b>?</p>		<p>PROVE: A customer that upgraded from Information Governance Catalog to Watson Knowledge Catalog and that is now exploiting this new capabilities HCSC (blinded reference, do not use externally) , they evaluated and decided to move to Watson Knowledge Catalog to take advantage of the new capabilities of the platform, evolving from Information Governance Catalog to Watson Knowledge Catalog with a broader data marketplace vision. IGC didn't have a good business consumer experience (e.g. self-service for business analysts and data scientists to create their own data sets that include looking at data quality/lineage. They reviewed the capabilities in Watson Knowledge Catalog 4.5 and found that this offered benefits specially in modern data access to different roles like data citizens, data scientists, data analysts and gave them the independence to build and share new data assets in a secure and protected way.</p>
<p>What closed ended questions can <b>Validate your 'handling'</b> will</p>	<p>Validate</p>	<p>How do you see Information Governance Catalog can help with the ever changing business challenges and compliance regulations? Do you look at application modernization today?</p>

**Objection #3: We are just starting our data governance journey. A data governance tool is not something we are considering at this point.**

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, Why should I need a Data Governance tool if I just started my data governance journey?. The key phrases to listen for in this objection are “why do I need a Data Governance tool”. The question “But where do you start the Data Governance journey?” may actually be TWO questions in the customer’s mind: Why do I need the Data Governance tool? and – if so – how will it help my Data Governance roadmap?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, it sounds like you don’t see a need for Data Governance tool yet because you just started your Data Governance journey, right?. If I were in your shoes, I would probably be wondering how an IBM DG solution can help me with my Data Governance journey – as opposed to simply not doing any Data Governance or this is overkill. Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to understand the objection?	Explore	Can you share with us why you think that there is no need YET for a Data Governance solution? Can you please share with us what your current Data Governance roadmap is/strategy is? Can you share how you address current data governance challenges? Can you please explain your data landscape (high level) within the company and the data governance knowledge within you company? Can you please explain how your company is doing against your competition? Can you please explain your understanding of data governance? is it for cataloging? for compliance/data protection? for data quality?
What closed ended questions can you ask to Test your understanding?		Do you know how IBM’s Data Governance solution can help you with you Data Governance journey? Are there other ways that you explore to govern data assets?
Is it an Emotional or Rational objection? How do you know?		The client does not see a need for a Data Governance solution yet – Need to create the need – because data is everywhere and growing daily. Companies are at a competitive disadvantage without trusted data and analytics. IBM can help with the Data Governance journey

**Objection #3 (cont'd): We are just starting our data governance journey. A data governance tool is not something we are considering at this point.**

<p>IF RATIONAL: How will you <b>Restate and Respond?</b></p>	<p>Handle</p>	<p>REFRAME: A data governance program is definitely a journey...a journey that encompasses people, process and technology. With a well-planned data governance program, organizations can work on all 3 facets at the same time. We have experience in helping companies like yours with all 3 facets of the journey. But tools can help accelerating this journey, as it offers a runtime to deploy and automate all your governance processes. This yields a reduction in time to market and savings in the deployment of your project. Some examples include: 1) automating organizational policies and rules, 2) include privacy and masking rules to protect your data, 3) document your business glossary and other use cases.</p> <p>PROVE: We can help the design, development and implementation of the people, process and technology. I'd strongly encourage working with Expert Labs, IBM Consulting or a qualified business partner to plan your data governance program addressing the most acute problem areas first and building from there. Customers like Standard Bank in South Africa worked with our Data Elite team and was able to deploy a successful Data Governance strategy accelerating the time to market for their data solution.</p>
<p>IF EMOTIONAL How will you <b>Reframe and Prove?</b></p>		
<p>What closed ended questions can <b>Validate your 'handling' will resolve the objection and allow you to move forward?</b></p>	<p>Validate</p>	<p>Within in how many months do you expect to have a need for a Data Governance solution and why do you think so? Do you have analytics projects you are working on today? Do you have a business challenge where we can help?</p>



#### Objection #4: It will be tough for me to consider an IBM Governance solution since I have Informatica Power Center

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, How can I justify and IBM solution if I already have INFA Power Center?. The key phrases to listen for in this objection are “tough to consider”, “INFA Power Center”. The question “Why should I replace INFA” may actually be several questions in the customer’s mind: How is IBM’s solution better? and – if so – in what areas and do I need to take those in consideration? What are the migration costs and re-training costs?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, It would be hard to justify IBM over INFA which you already have installed. If I were in your shoes, I would probably be asking myself what the differences are – but how does the license costs compare/what do I get more? What are the re-training costs and migration costs Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to <b>understand</b> the objection?	Explore	Can you share with us how your data governance landscape currently looks like? Can you share with us how you currently use the INFA power center? Can you share what you see as the benefits of your environment today and also the short comings ? Can you please tell us how you handle multiple data sets? Can you share your Data Governance roadmap with us?
What closed ended questions can you ask to <b>Test</b> your understanding?		Are you happy with INFA Power Center? Do you have a Data Governance committee and how often do they meet? Is there a Data Governance executive business sponsor? What are the other Data Governance solutions to help with cataloging and privacy?
Is it an <b>Emotional or Rational</b> objection? How do you know?		Replacing the incumbent is hard unless we can find areas where they are weak or if the client is not happy with some of the features/support/no good integration/etc Are they open for a POC? Or do they want an end to end solution?

Objection #4 (cont'd): It will be tough for me to consider an IBM Governance solution since I have Informatica Power Center

IF RATIONAL: How will you <b>Restate and Respond</b> ?	Handle	REFRAME: ETL and Data Governance are related elements of a data fabric architecture, and our approach doesn't necessitate single sourcing each component from one vendor. On the contrary we leverage your existing IT investments and integrate with them, extending their value. Data governance leverages metadata from data assets in object storage or database tables, ETL, BI and other tools to manage your data estate with the same rigor you would with any product. IBM Governance and Privacy includes capabilities that allow you to document your business glossary and policies to enable automated application and enforcement on your data so users can quickly find what they need, and your compliance office can be more confident that those policies are consistently enforced. The multi catalog capabilities offered by Watson Knowledge Catalog allow the platform to be used as a data mesh and federate part of the data governance problem
IF EMOTIONAL How will you <b>Reframe and Prove</b> ?		PROVE: Most of our customers have mixed environments where they use technologies from different vendors, and in your case a different ETL is a common scenario, for example a large North American Insurance company extended their Informatica investments with the Watson Knowledge Catalog platform and used our IBM Netezza platform for their data warehousing needs.
What closed ended questions can <b>Validate your 'handling' will resolve the objection and allow you to move forward?</b>	Validate	Do you have analytics use case you are working on right now/ Do you have privacy and regulatory business challenges that you need to address?

## Objection #5: I have (or am considering) Collibra. Why would I consider Watson Knowledge Catalog?

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, Why would I consider Watson Knowledge Catalog?. The key phrases to listen for in this objection are “Collibra”, “why consider IBM”. The question “Why is Watson Knowledge Catalog better than Collibra?” There maybe several questions in the customer’s mind: I would like to know the differences ? and – if so – how is it better than Collibra? What are the migration costs? What are the re-training costs?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, you want to know why Watson Knowledge Catalog over Collibra , right. If I were in your shoes, I would probably be wondering what the differences are and how it can benefit my business challenges – and how does the license costs compare/what do I get more in comparison to Collibra. What are the migration/re-training costs? Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to <a href="#">understand</a> the objection?	Explore	Can you please share with us what your considerations were for Collibra? Can you share with us what your Data Governance landscape is? Can you share your DG roadmap with us?
What closed ended questions can you ask to <a href="#">Test</a> your understanding?		Have you done a POC between Collibra and IBM? What other Data Governance solutions do you currently have? Are you happy with the integration capabilities of Colibra? Can you explain? Are you looking for an end to end data fabric solution? Are you open to do a side by side comparison?
Is it an <a href="#">Emotional</a> or <a href="#">Rational</a> objection? How do you know?		We don't know yet. Maybe he/she did their homework and know what they need. If the client can tell us their requirements, we can determine what they need. But Watson Knowledge Catalog has an advantage over Collibra if it comes to an end to end data fabric solution approach

Objection #5 (cont'd): I have (or am considering) Collibra. Why would I consider Watson Knowledge Catalog?

<p>IF RATIONAL: How will you <a href="#">Restate and Respond</a>?</p>	<p>Handle</p>	<p>REFRAME: While Collibra provides a good solution for the business users on data governance teams, Collibra fall short as a comprehensive data fabric solution. Watson Knowledge Catalog brings together AI, Business Intelligence, Data Integration and Data Quality in the exact same framework and platform all from a governance perspective. Watson Knowledge Catalog <del>spans the Know, Trust, Protect and Use spectrum</del> with its governance framework, data quality, data protection (build it once, use it everywhere), and consumption layer. In addition to Watson Knowledge Catalog's multi-catalog capabilities, it is a more complete solution than Collibra.</p> <p>PROVE: For example, we had an interesting <a href="#">case with a major car manufacturer (GM Blinded reference)</a> who reviewed Collibra as well for their governance capabilities and realized that their strategy had several limitations (data quality challenges, on prem roadmap, and others) and selected IBM Watson Knowledge Catalog. And Collibra had a higher price tag. <b>Note:</b> We cannot use the client's name externally.</p>
<p>IF EMOTIONAL How will you <a href="#">Reframe and Prove</a>?</p>		
<p>What closed ended questions can <a href="#">Validate your 'handling'</a> will resolve the objection and allow you to move forward?</p>	<p>Validate</p>	<p>Are you happy with the features and capabilities of Collibra? Are you looking for an end to end data fabric solution? Are you open to look at our Cloud Pak for Data solution with integration points to Collibra If you want to keep Collibra?</p>

## Objection #6: I'm already using Azure Purview, why should I review IBM Watson Knowledge Catalog ?

What might you hear to know the objection is present?	Listen	The client has made a cause and effect statement; to paraphrase, Why would I consider Watson Knowledge Catalog?. The key phrases to listen for in this objection are “Azure Purview”, “why consider IBM”. The question “Why is Watson Knowledge Catalog better than Purview?” may actually be TWO questions in the customer’s mind: I would like to know the differences ? and – if so – how is it better than Purview and what are the consequences to switch?
How will you let the client know you hear them?	Acknowledge	Acknowledge the objection by paraphrasing the client statement and question. “If I am understanding correctly, you want to know why Watson Knowledge Catalog over Purview, right. If I were in your shoes, I would probably be wondering what the differences are and how it can benefit my business challenges – and how does the license costs compare/what do I get more in comparison to Purview. Did I get that right?” PAUSE – let the client respond. DO not interrupt. Let the client talk!
What open ended questions can you ask to <a href="#">understand</a> the objection?	Explore	Can you please share with us what your considerations were for Purview? Can you share with us what your Data Governance landscape is? Can you please share which types of data sources you are working with? Can you share your Data Governance roadmap with us? Can you share with us what your cloud strategy is? Can you share with us whether you have data other cloud environments and on premise? If yes, Can you please share how these are managed.
What closed ended questions can you ask to <a href="#">Test</a> your understanding?		Have you done a POC between Purview and IBM? What other Data Governance solutions do you currently have? Are you happy with the integration capabilities of Purview? Can you explain? Are you looking for an end to end data fabric solution? How does Purview handles data lineage? Are you open to do a side by side comparison? How do you handle rules/policies today? Are things like multiple catalogs, data lineage, important to your strategy?
Is it an <a href="#">Emotional</a> or <a href="#">Rational</a> objection? How do you know?		We don't know yet. Maybe he/she did their homework and know what they need. If the client can tell us their requirements, we can determine what they need. But Watson Knowledge Catalog has an advantage over Purview if it comes to an end to end data fabric solution approach (in NON Azure environments)

Objection #6 (cont'd): I'm already using Azure Purview, why should I review IBM Watson Knowledge Catalog ?

IF RATIONAL: How will you <b>Restate and Respond</b> ?		REFRAME: Purview are a class of embedded catalogs - you find these in lots of tools (BI, Clouds, Hive). Its a good source of technical metadata for the Azure estate but lacks capabilities of standalone catalogs and governance solutions. If Purview is a made choice, we do have several offerings that can increase the value of your data governance strategy like Datastage for Data integration and DataGate to better leverage your mainframe data. But I would love to speak on the added benefits of Watson Knowledge Catalog added capabilities like: Multiple catalogs, enhanced data lineage with our partnership with Manta, also all your data rules and policies are enforced in our platform to provide a true data fabric solution that can protect and secure your data assets
IF EMOTIONAL How will you <b>Reframe and Prove</b> ?	Handle	PROVE: An example of a customer that was reviewing Azure Purview and decided to select Watson Knowledge Catalog was Lifeworks. They had an early deployment that was great for business users, but they found that they needed capabilities, like <b>rules/policies enforcement, multi catalogs, data lineage and had to manage data outside of Azure</b> that are simply not available with Purview. They engaged IBM for help and evaluated and selected Watson Knowledge Catalog as their governance catalog
What closed ended questions can <b>Validate your 'handling' will resolve the objection and allow you to move forward?</b>	Validate	Are you looking for an end to end data fabric solution? Are you open to do a Cloud Pak for Data Watson Knowledge Catalog Proof Of Concept with IBM?