

Data Governance for the Data Lake

Improving Agility, Flexibility, and Value

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Donna is a recognised industry expert in information management with over 20 years of experience in data strategy, information management, data modeling, metadata management, and enterprise architecture. Her background is multi-faceted across consulting, product development, product management, brand strategy, marketing, and business leadership.

She is currently the Managing Director at Global Data Strategy, Ltd., an international information management consulting

company that specialises in the alignment of business drivers with data-centric technology. In past roles, she has served in key brand strategy and product management roles at CA Technologies and Embarcadero Technologies for several of the leading data management products in the market.

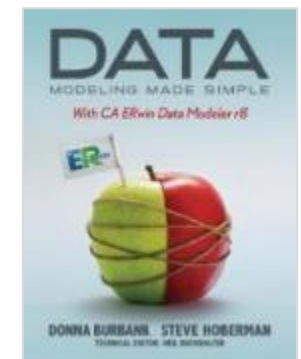
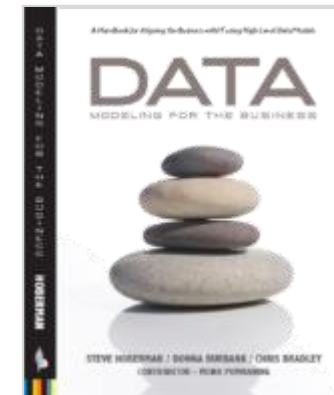
As an active contributor to the data management community, she is a long time DAMA International member and is the President of the DAMA Rocky Mountain chapter. She was also on the review committee for the Object Management Group's Information Management Metamodel (IMM) and a member of the OMG's Finalization Taskforce for the Business Process Modeling Notation (BPMN).

She has worked with dozens of Fortune 500 companies worldwide in the

Americas, Europe, Asia, and Africa and speaks regularly at industry conferences. She has co-authored two books: *Data Modeling for the Business* and *Data Modeling Made Simple with ERwin Data Modeler* and is a regular contributor to industry publications such as DATAVERSITY, EM360, & TDAN. She can be reached at

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Agenda

What we'll cover today

- **Data Lakes & Big Data**
 - Big Data – A Technical & Cultural Paradigm Shift
 - Big Data in the Larger Information Management Landscape
- **Data Governance for the Data Lake**
 - **To Govern or Not to Govern:** Identifying which data assets it makes sense to control (and what to leave alone)
 - **Rollout & Value:** Delivering “quick wins” to the organization
 - **Rules of Engagement:** Identifying a practical framework & operating model for the Data Lake environment
 - **Stakeholder Engagement:** Working with various roles within the organization in a way that makes sense for each, from business users, to data architects, to data scientists, and more
- **Summary & Questions**





Big Data –A Technical & Cultural Paradigm Shift

Traditional Relational Technologies and “Big Data”: a Paradigm Shift

Traditional

- Top-Down, Hierarchical
- Design, then Implement
- “Passive”, Push technology
- “Manageable” volumes of information
- “Stable” rate of change
- Business Intelligence

Design ➡ ***Implement***

Big Data

- Distributed, Democratic
- Discover and Analyze
- Collaborative, Interactive
- Massive volumes of information
- Rapid and Exponential rate of growth
- Statistical Analysis

Discover ➡ ***Analyze***



“Traditional” way of Looking at the World: *Hierarchies*

- Carolus Linnaeus in 1735 established a hierarchy/taxonomy for organizing and identifying biological systems.



CAROLI LINNÆI REGNUM ANIMARUM

I. QUADRUPEDIA.

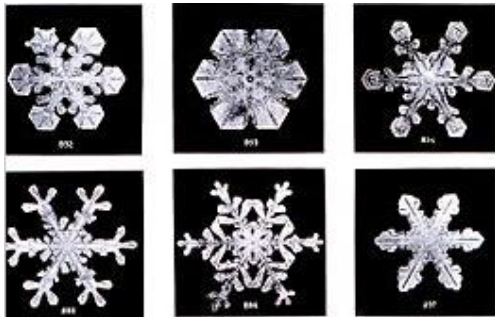
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Felis.	Felis domestica.
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Pan	

“New” Way of Looking at the World - *Emergence*

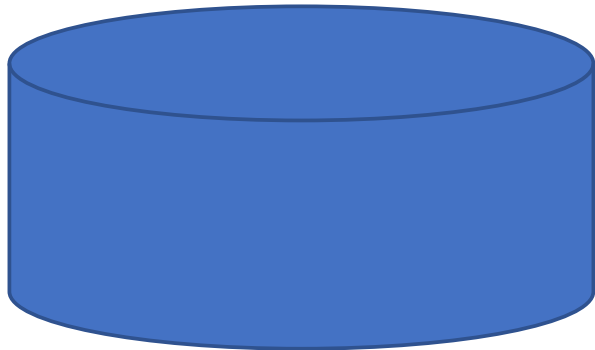
In philosophy, systems theory, science, and art, emergence is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions.

- Wikipedia



Data Warehouse vs. Data Lake

A **Data Warehouse** is a storage repository that holds current and historical data used for creating analytical reports. Data structures & requirements are pre-defined, and data is organized & stored according to these definitions.



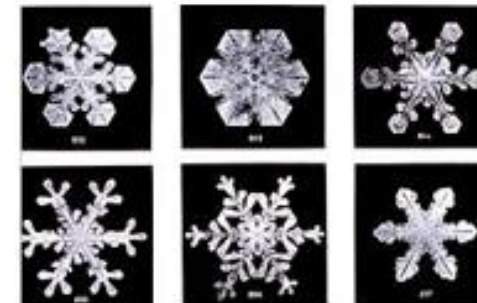
Data Warehouse



A **Data Lake** is a storage repository that holds a vast amount of raw data in its native format, including structured, semi-structured, and unstructured data. The data structure & requirements are not defined until the data is needed.

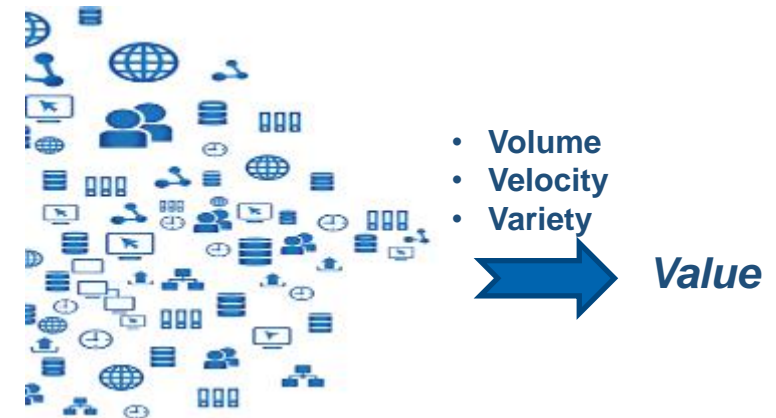


Data Lake



What is Big Data?

- Big Data is often characterised by the “3 Vs”:
 - **Volume:** Is there a high volume of data? (e.g. terabytes per day)
 - **Velocity:** Is data generated or changed at a rapid pace? (e.g. per second, sub-second)
 - **Variety:** Is data stored across multiple formats? (e.g. machine data, OSS data, log files)
- The ability to understand and manage these sources and integrate them into the larger Business Intelligence ecosystem can provide the ability to gain **valuable insights from data**.
 - **Social Media Sentiment Analysis** – e.g. What are customers saying about our products?
 - **Web Browsing Analytics** – Customer usage patterns
 - **Internet of Things (IoT) Analysis** – e.g. Sensor data, Machine log data
 - **Customer Support** – e.g. Call log analysis
- This ability leads to the “4th V” of Big Data – Value.
 - **Value:** Valuable insights gained from the ability to analyze and discover new patterns and trends from high-volume and/or cross-platform systems.

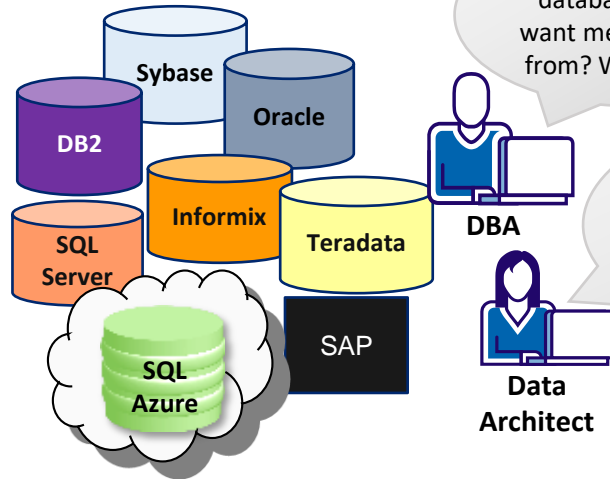


The Business Case is Similar



Tell me what customers are saying about our product.

Traditional Databases



Which customer database do you want me to pull this from? We have 25.

And, by the way, the databases all store customer information in a different format. "CUST_NM" on DB2, "cust_last_nm" on Oracle, etc. It's a mess.

Big Data



I love my new **Levis** jeans.

Is **Levi** coming to my party?

Sale **#LEVIS** 20% at Macys.

LOL. TTYL. **Leving** soon.

I'll need to input the raw data from thousands of sources, and write a program to parse and analyze the relevant information.



The 5th “V” - Veracity

- Only through proper Governance, Data Quality Management, Metadata Management, etc., can organizations achieve the 5th “V” – Veracity.
 - **Veracity:** Trust in the accuracy, quality and content of the organizations’ information assets.
- i.e. The hard work doesn’t go away with Big Data

Data Science

Raw data used in Self-Service Analytics and BI environments is often so poor that **many data scientists and BI professionals spend an estimated 50 – 90% of their time cleaning and reformatting data** to make it fit for purpose.⁽⁴⁾

Source: DataCenterJournal.com

Data Lakes

The absence of commonly understood and shared metadata and data definitions is cited as one of the main impediments to the success of Data Lakes.

Source: Radiant Advisors

Data Science

Correcting poor data quality is a Data Scientist’s least favorite task, consuming on average 80% of their working day

Source: Forbes 2016

Digitization & Data Quality

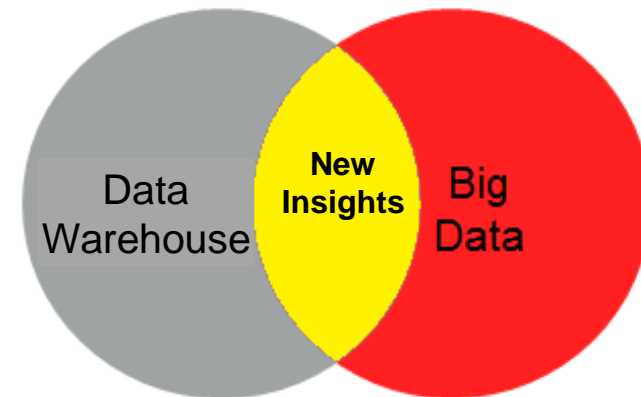
71% of interviewees expect digitization to grow their business. But 70% say the biggest barrier is finding the right data; 62% cite inconsistent data

Source: Stibo Systems



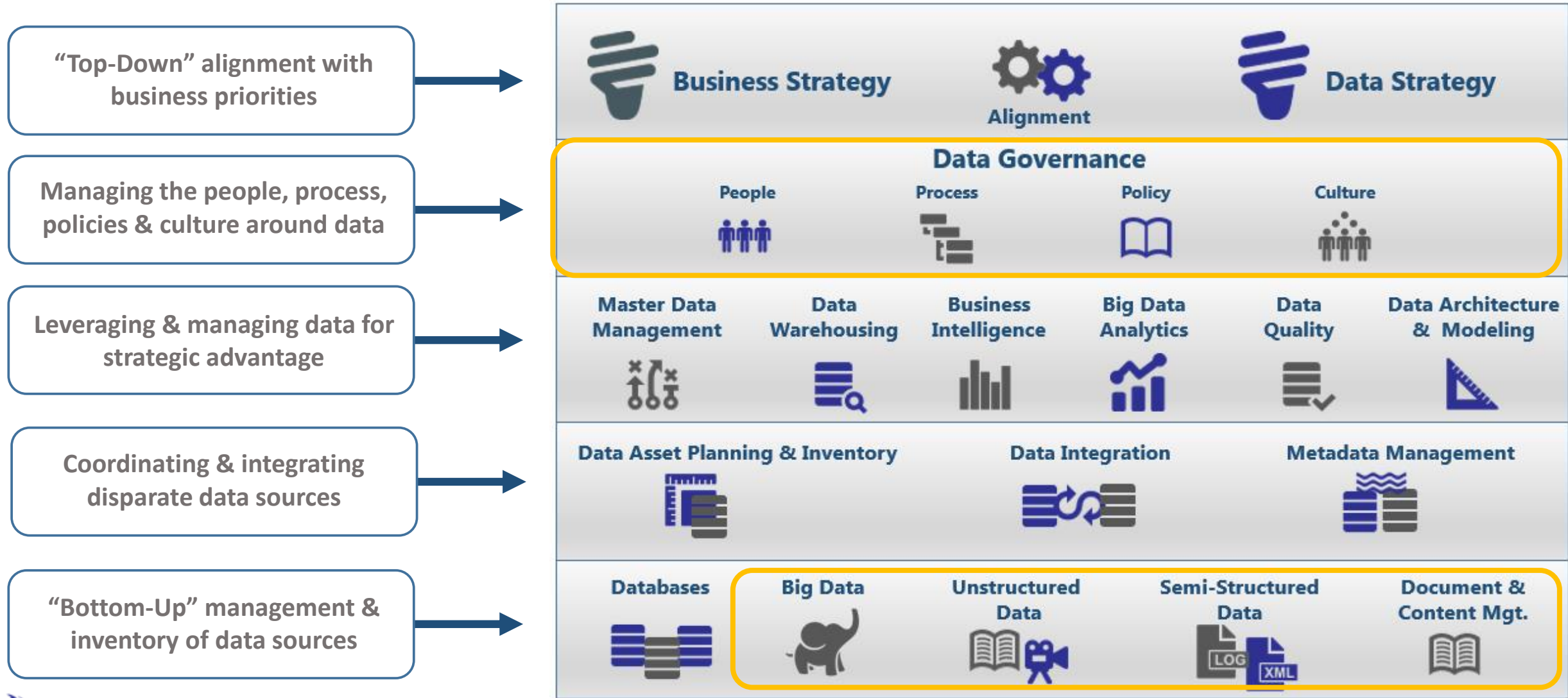
Combining DW & Big Data Can Provide Valuable Information

- There are numerous ways to gain value from data
- Relational Database and Data Warehouse systems are one key source of value
 - Customer information
 - Product information
- Big Data can offer new insights from data
 - From new data sources (e.g. social media, IoT)
 - By correlating multiple new and existing data sources (e.g. network patterns & customer data)
- Integrating DW and Big Data can provide valuable new insights.
- Examples include:
 - Customer Experience Optimization
 - Churn Management
 - Products & Services Innovation



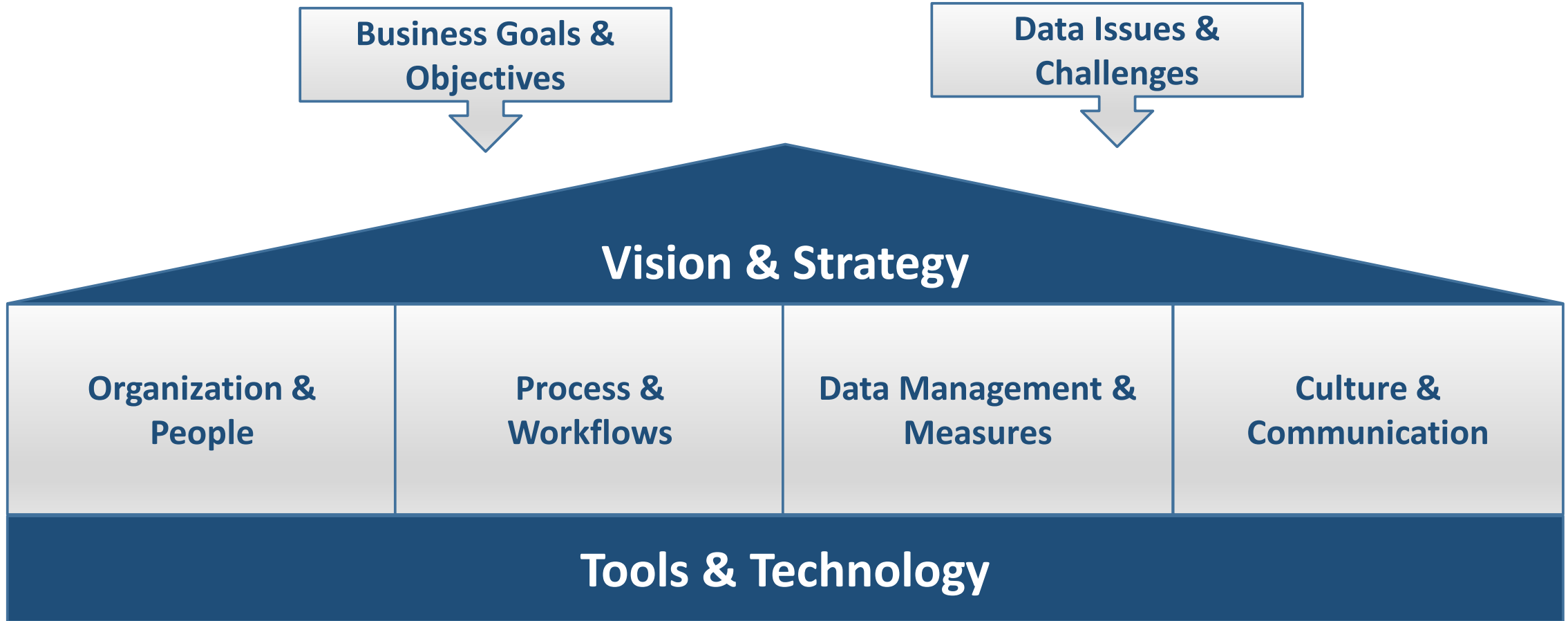
Big Data is Part of a Larger Enterprise Landscape

A Successful Data Strategy Requires Many Inter-related Disciplines



Data Governance for the Data Lake

Applying a Structured Data Governance Framework



DATA GOVERNANCE



What my friends think I do



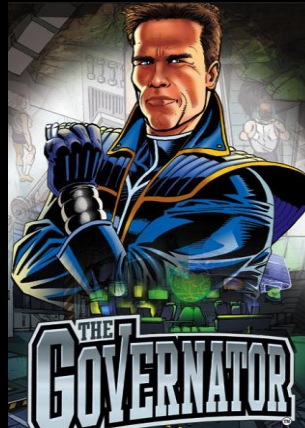
What my mom thinks I do



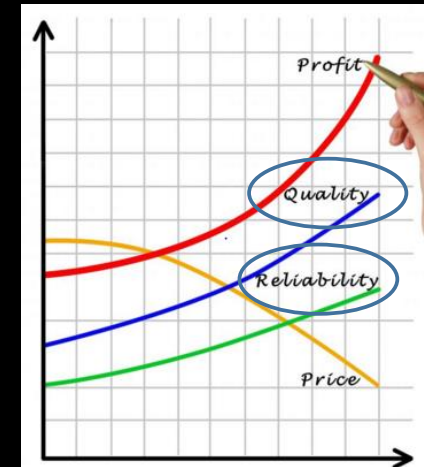
What society thinks do



What my coworkers think I do



What I think I do



What I actually do



Driving the
Success of
the Business

How can we Transform our Business through Data?

Business Optimization Becoming a *Data-Driven Company*

- Making the Business More Efficient
 - Better Marketing Campaigns
 - Higher quality customer data, 360 view of customer, competitive info, etc.
 - Better Products
 - Data-Driven product development, Customer usage monitoring, etc.
 - Better Customer Support
 - Linking customer data with support logs, network outages, etc.
 - Lower Costs
 - More efficient supply chain
 - Reduced redundancies & manual effort

How do we do
what we do
better?

**Data Lakes can support
both of these paradigms.**

Business Transformation Becoming a *Data Company*

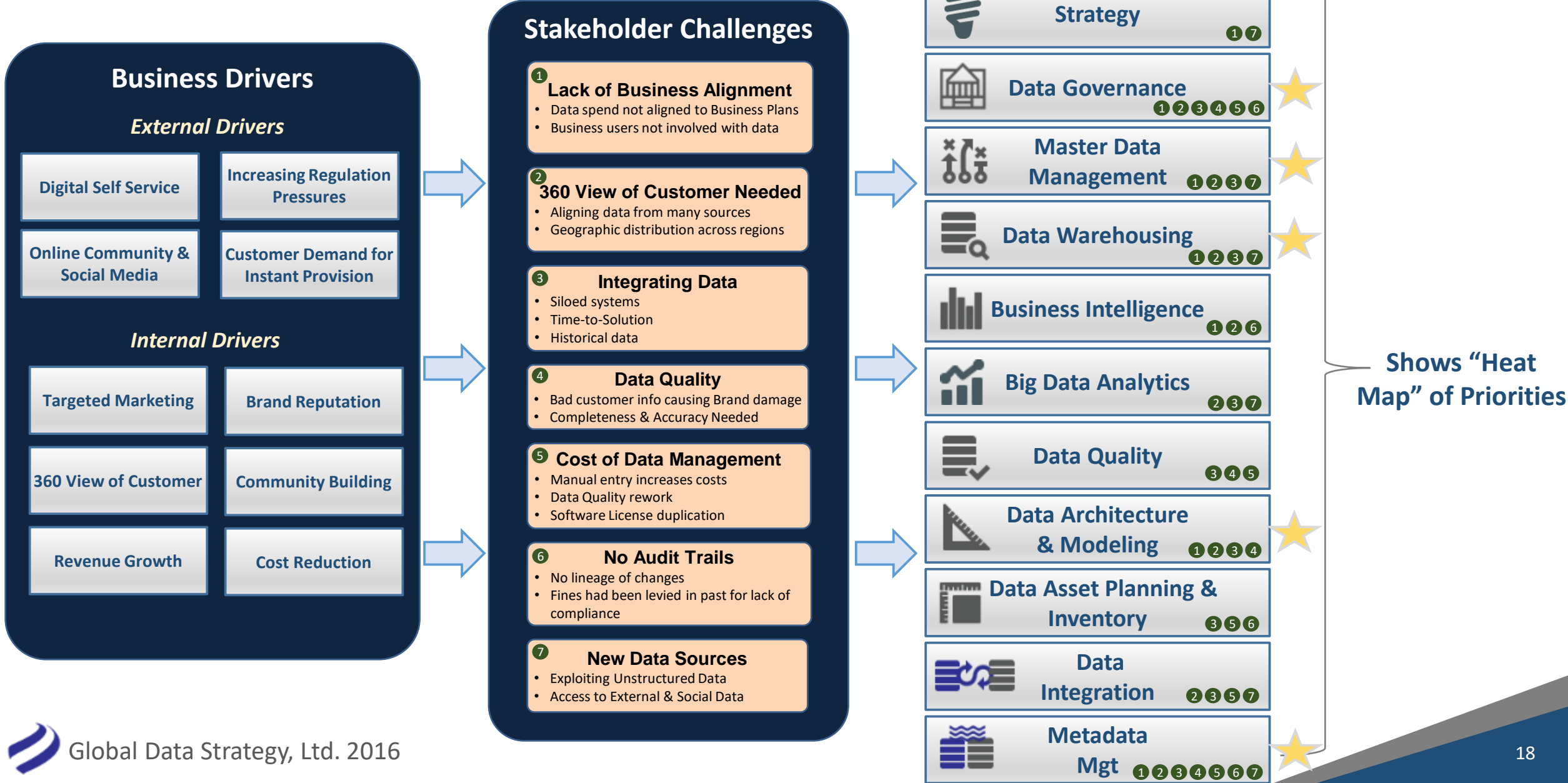
- Changing the Business Model via Data – data becomes the product
 - Monetization of Information: examples across multiple industries including:
 - *Telecom*: location information, usage & search data, etc.
 - *Retail*: Click-stream data, purchasing patterns
 - *Social Media*: social & family connections, purchasing trends & recommendations, etc.
 - *Energy*: Sensor data, consumer usage patterns, smart metering, etc.

How do we do
something
different?



Mapping Business Drivers to Data Management Capabilities

Business-Driven Prioritization



Identify What Data Needs to Be Governed

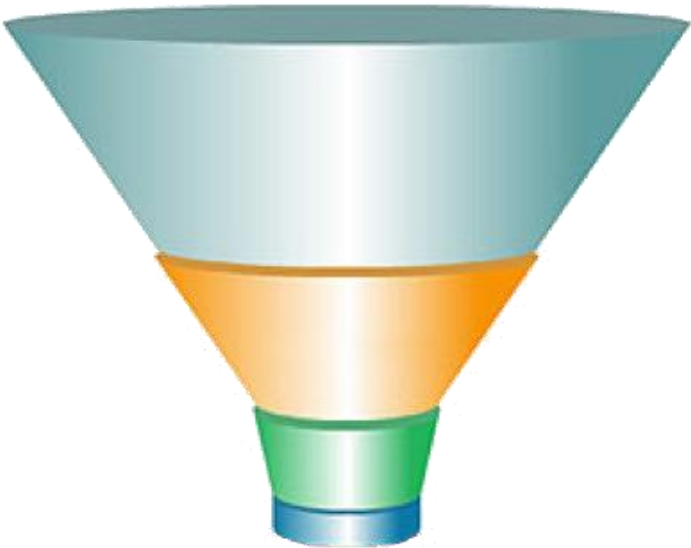
And What to Leave Alone

Why?

Identify Key Business Driver

Launch of New Product – Marketing Campaign requires better customer information

What?



Filter Data Elements Aligned with Business Driver

Focus Governance Efforts on Key Data

How?

Exploratory Analytics & Discovery

Lightly governed



Social Media Sentiment Analysis

Structured Warehouse for Financial Reporting

Highly governed



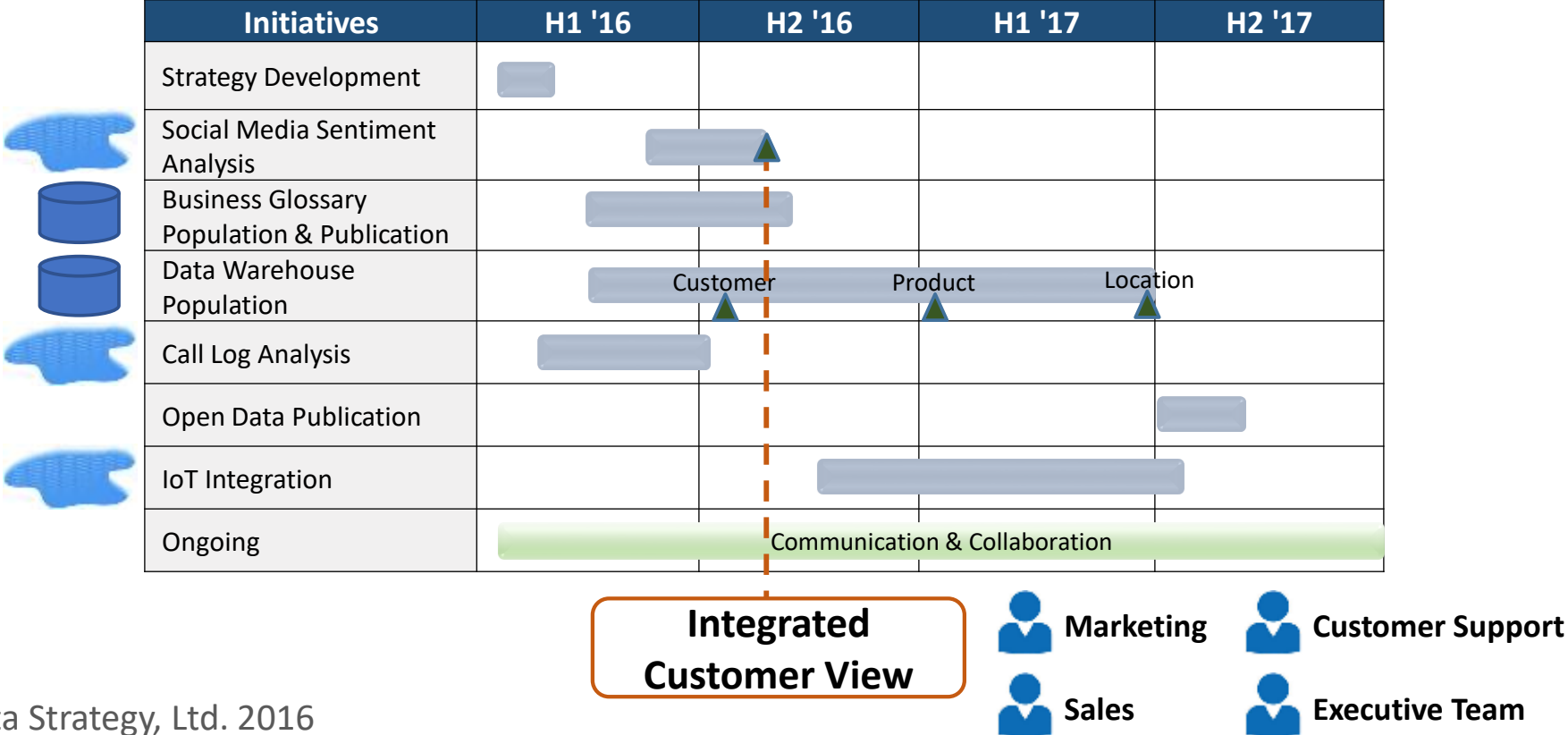
Financial Reporting



Defining an Actionable Roadmap

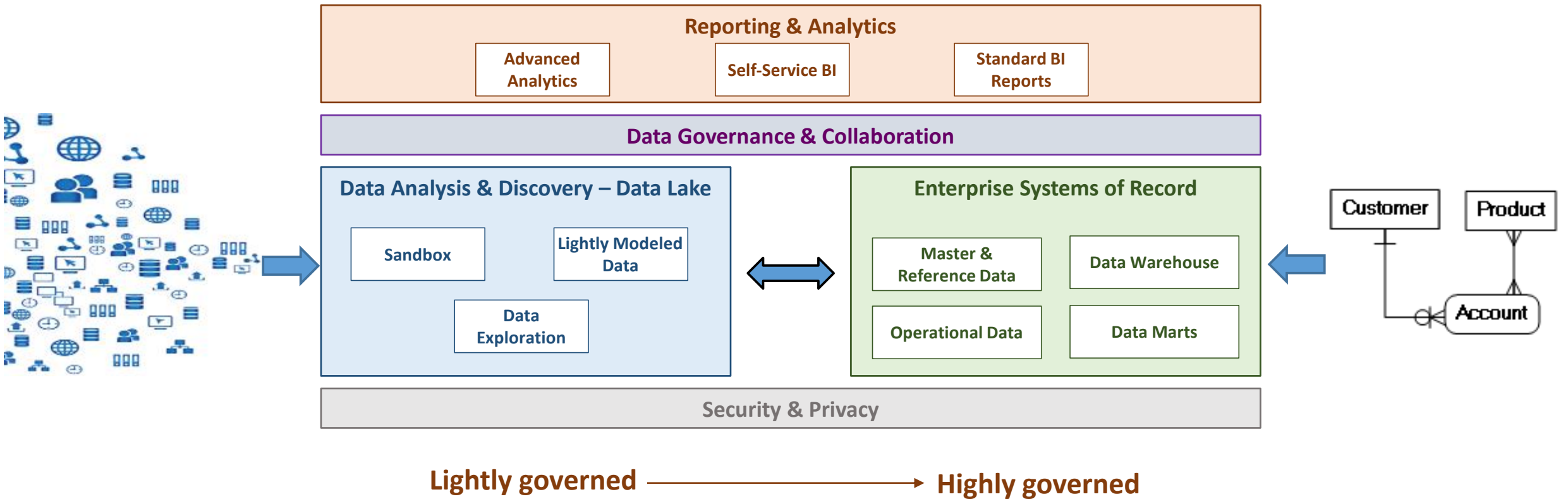
Maximize the Benefit to the Organization

- Develop a detailed roadmap that is both actionable and realistic
 - Show quick-wins, while building to a longer-term goal
 - Include both Data Lake exploration & Data Warehouse reporting
 - Focus on projects that benefit multiple stakeholders
- You can't manage & govern everything – pick your priorities.



Integrating the Data Lake & Traditional Data Sources

- The Data Lake has a different architecture & purpose than traditional data sources such as data warehouses.
- But the two environments can co-exist to share relevant information.
- Data Governance is different for each environment.



Roles & Culture

DBAs

- Analytical
- Structured
- Project & Task focused
- Cautious – identifies risks
- “Just let me code!”



Data Scientist

- Looks for opportunities
- Likes to explore
- Seen as “modern”
- Seen as “hip” & “sexy”



Data Architects

- Analytical
- Structured
- “Big Picture” focused
- Can be considered “old school”
- “Let me tell you about my data model!”



Business Executive

- Results-Oriented
- Optimistic – Identifies opportunities
- “Big Picture” focused
- “I’m busy.”
- “What’s the business opportunity?”



Big Data Vendors

- It’s magic!
- It’s easy!
- No modeling needed!

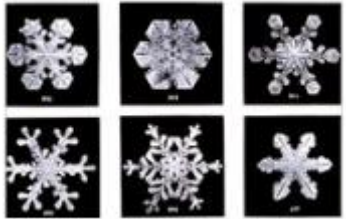


Organizational Siloes

- Too often, there are organizational & cultural silos that limit the sharing between the Data Lake and Data Warehouse

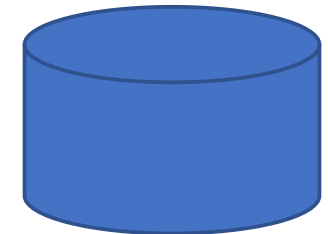
Data Lake & Data Scientist

- Exploratory projects
- Quick wins
- Little documentation & governance



Data Warehouse & Data Architects

- Enterprise reporting
- Long-term projects
- Data Standards
- Metadata & Governance

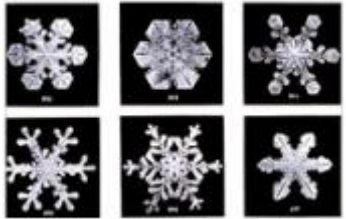


Breaking Down Organizational Siloes

- Good Communication & Governance help break down siloes and encourage information sharing.

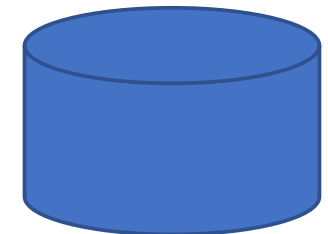
Data Lake & Data Scientist

- Exploratory projects
- Quick wins
- Little documentation



Data Warehouse & Data Architects

- Enterprise reporting
- Long term project
- Data standards & documentation



New Operating Model: Interactions Between New & Existing Roles

Existing Roles



Privacy
Analyst



Data Architect



Data Steward



ETL Developer

Alignment



New Roles

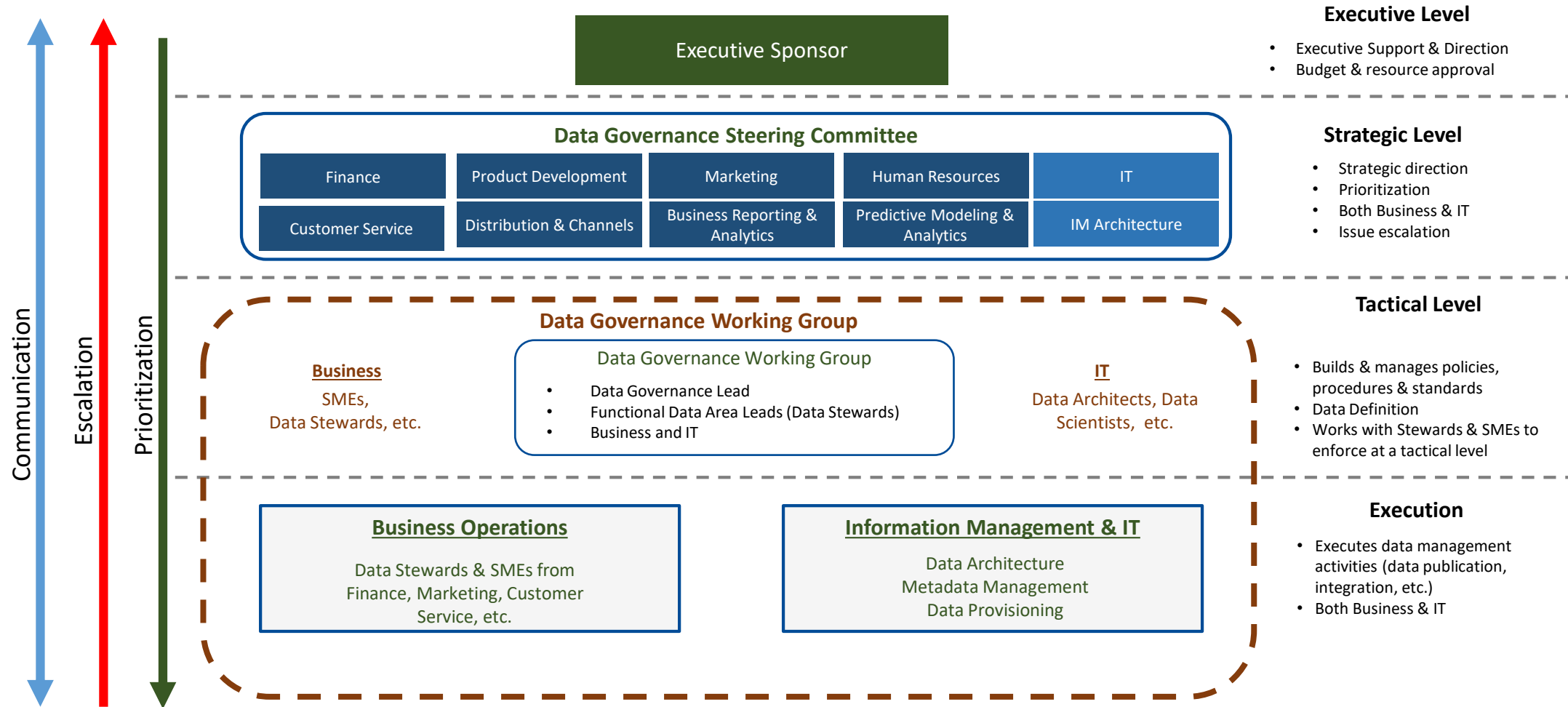


Data Scientist



Hadoop
Administrator

Sample Data Governance Operating Model



Data Governance Processes & Workflows

Customize for the environment

- Data Governance Processes & Workflows are different for Data Lakes & Data Warehouses
 - **Data Lake & Big Data Exploration**
 - Light governance
 - “Tell me what you’re working on”
 - “Post some sample code”
 - **Data Warehousing**
 - Heavily governed
 - Structured data models, metadata lineage, etc.
- Some things remain the same
 - **Data Stewardship**
 - Who is the expert for Product data?
 - Who wrote this code?
 - **Data Definitions, Standard Metrics & Business Glossary**
 - What’s the definition for “Total Earned Revenue”?
 - Is a customer considered active if their payment is over 30 days overdue?



Data Management & Measures

Suit the Method to the Environment

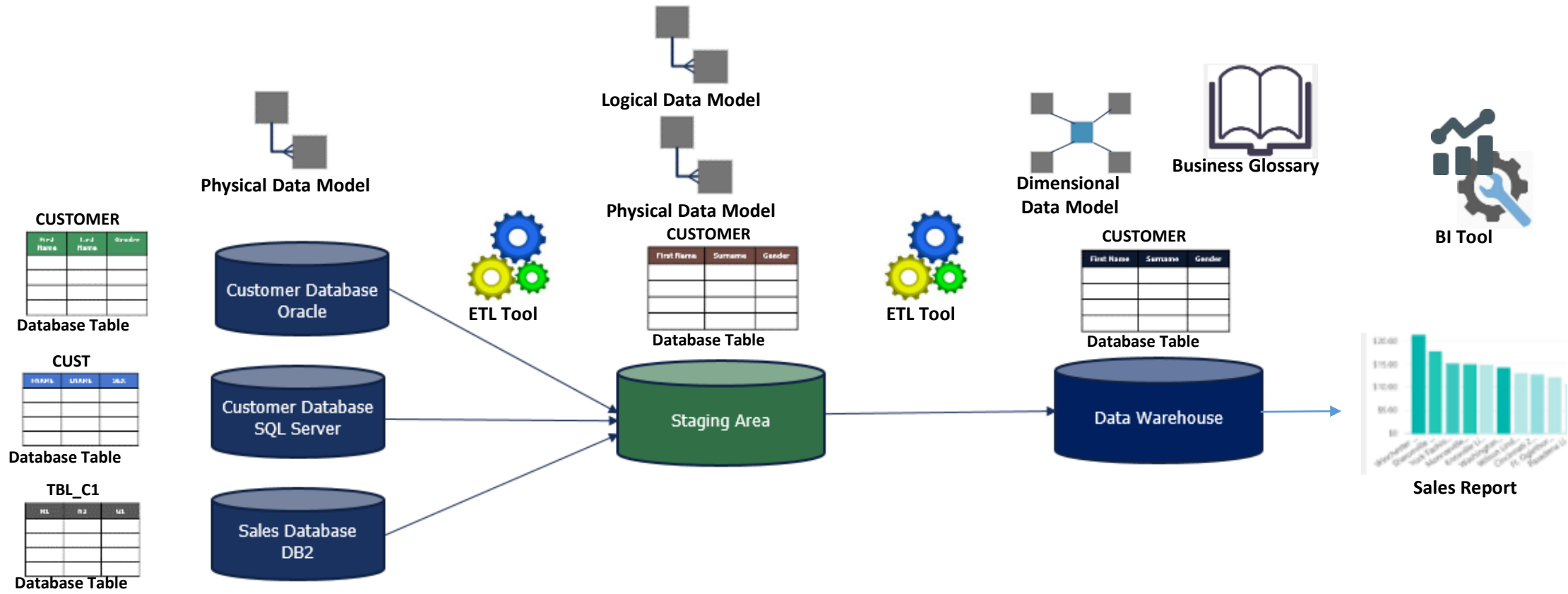
- Metadata Management & Governance is different with a Data Lake vs. a Data Warehouse
- Data Lake
 - Metadata is not non-existent! Exploration & discovery doesn't mean lack of any documentation
 - Consider other exploratory and rapidly changing environments – e.g. Open Source Development, Open Data, etc.
- Data Warehouse
 - More Traditional metadata management applies
 - Data Lineage
 - Data Models
- Business Metadata is a constant
 - What does this term mean? (business glossary)
 - Who is the owner or steward of the data? Who can I go to to ask a question?



Data Warehousing Metadata & Lineage

Robust Documentation & Lineage

- Data warehouses are typically governed by a robust and well-documented data lineage.



Big Data Platform Metadata

Weaker Metadata & Lineage



- Big Data platforms (e.g. Hadoop-based) are typically based on system of files (HDFS)
- As a result, the detailed structure that is found in a relational database platform does not exist
- Metadata still exists for these platforms.
 - **Technical Metadata**
 - Tree structure of HDFS directories
 - Directory and file attributes (ownership, permissions, quotas, replication factor, etc.)
 - Metadata about logical data sets (e.g. format, statistics, etc.)
 - Data ingest & transformation lineage
 - **Business Metadata**
 - Description of file
 - Tags
 - There are components that allow you to add structure within the Hadoop ecosystem (e.g. Hive)


```
data/dfs/name
├── current
│   ├── VERSION
│   ├── edits_00000000000000000001-00000000000000000007
│   ├── edits_00000000000000000008-00000000000000000015
│   ├── edits_00000000000000000016-00000000000000000022
│   ├── edits_00000000000000000023-00000000000000000029
│   ├── edits_00000000000000000030-00000000000000000030
│   ├── edits_00000000000000000031-00000000000000000031
│   ├── edits_inprogress_000000000000000000032
│   ├── fsimage_000000000000000000030
│   ├── fsimage_000000000000000000030.md5
│   ├── fsimage_000000000000000000031
│   ├── fsimage_000000000000000000031.md5
│   ├── seen_txid
└── in_use.lock
```



The Industry is Advancing

- There is an Apache incubator project to address Data Governance & Metadata framework for Hadoop.



Apache  / Atlas / Data Governance and Metadata framework for Hadoop Version: 0.8-incubating-SNAPSHOT | Last Published: 2016-08-16

Data Governance and Metadata framework for Hadoop

Overview

Atlas is a scalable and extensible set of core foundational governance services – enabling enterprises to effectively and efficiently meet their compliance requirements within Hadoop and allows integration with the whole enterprise data ecosystem.

Features

Data Classification

- Import or define taxonomy business-oriented annotations for data
- Define, annotate, and automate capture of relationships between data sets and underlying elements including source, target, and derivation processes
- Export metadata to third-party systems

Centralized Auditing

- Capture security access information for every application, process, and interaction with data
- Capture the operational information for execution, steps, and activities

Search & Lineage (Browse)

- Pre-defined navigation paths to explore the data classification and audit information
- Text-based search features locates relevant data and audit event across Data Lake quickly and accurately
- Browse visualization of data set lineage allowing users to drill-down into operational, security, and provenance related information

Security & Policy Engine

- Rationalize compliance policy at runtime based on data classification schemes, attributes and roles.
- Advanced definition of policies for preventing data derivation based on classification (i.e. re-identification) – Prohibitions
- Column and Row level masking based on cell values and attributes.



Data Lake Big Data Model - “Schema on Read”

- With the Big Data and NoSQL paradigm, “Schema-on-Read” means you do not need to know how you will use your data when you are storing it.
- You do need to know how you will use your data when you are using it and model accordingly.
 - i.e. it’s not magic.
 - For example, you may first place the data on HDFS in files, then apply a table structure in Hive.
- Apache Hive provides a mechanism to project structure onto the data in Hadoop and to query that data using a SQL-like language called HiveQL (HQL).

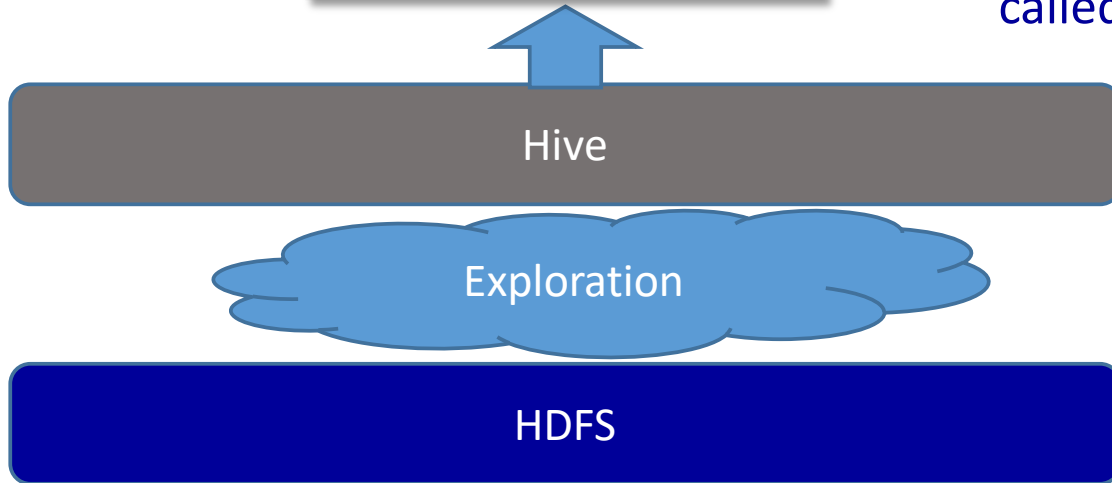
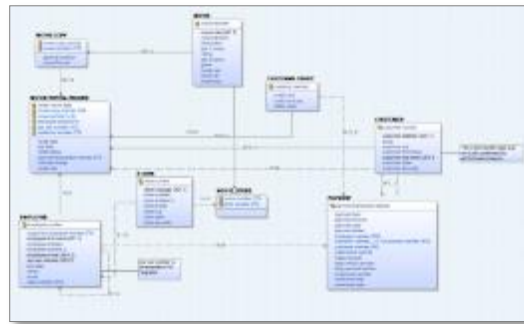


Table Structures

Create table ...

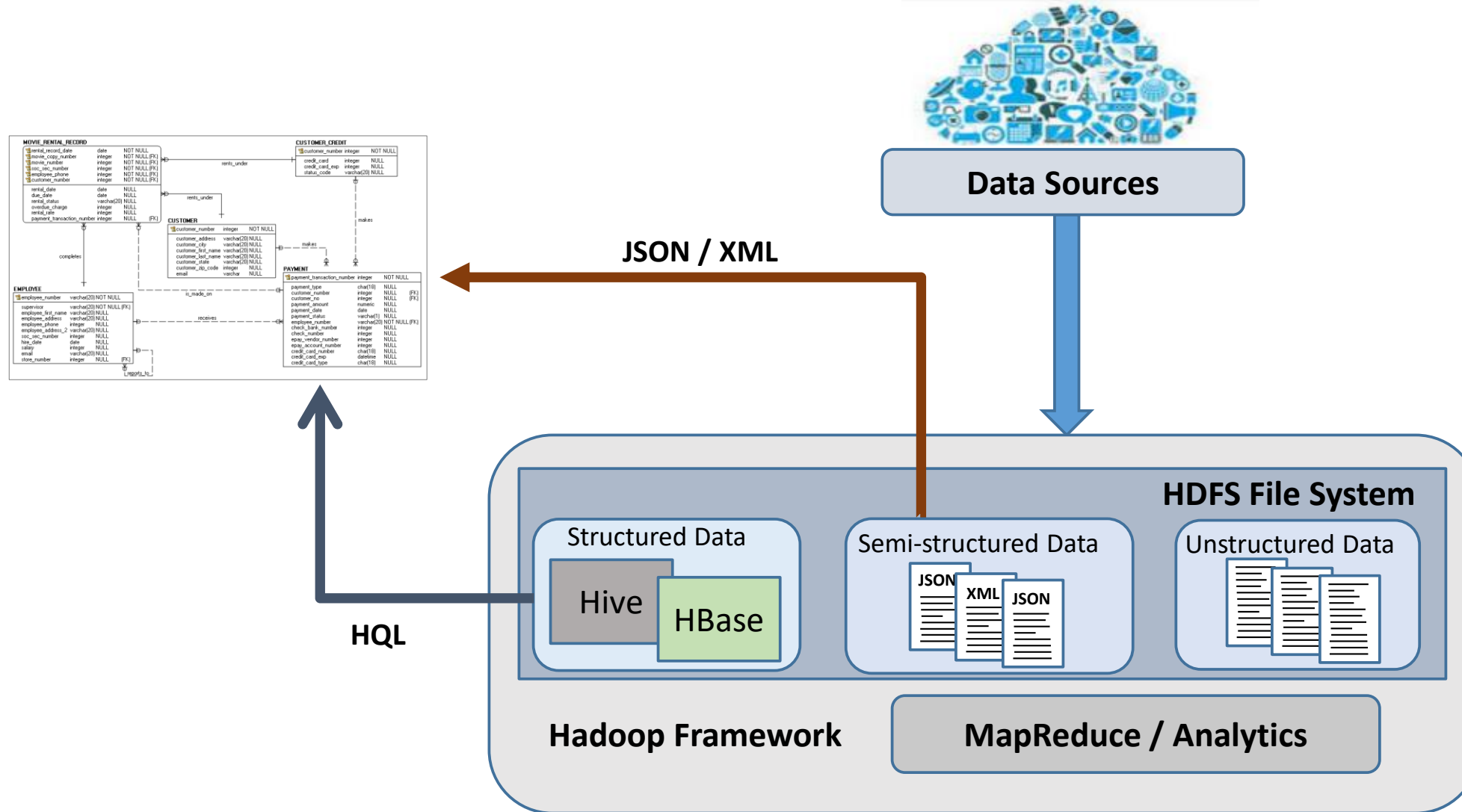
Analysis

Analyze & understand the data. Build a data structure to suite your needs.

File system

```
hdfs dfs -put /local/path/userdump /hdfs/path/data/users
```


Data Modeling in the Big Data Ecosystem



GitHub Metadata

Open Source Development

- Data Lake exploration typically is code-driven with little formal data structure.
 - In the Open Source development, environment, metadata still exists.
 - Just enough information for another developer to be able to re-use the code.
 - Similar documentation can be provided for Data Lake exploration & associated data science models & code.

The screenshot shows the GitHub repository for `nasa / NASA-3D-Resources`. The repository has 78 watches, 318 stars, and 62 forks. It contains 192 commits, 1 branch, 0 releases, and 2 contributors. The commit history shows a recent commit by `NEGRETTE, AMY A. (ARC-IO)[ASRC RESEARCH & TECHNOLOGY SOLUTIONS]` removing `__MACOSX` folders. The file list includes `3D Models`, `3D Printing`, `Images and Textures`, `.gitconfig`, `README.md`, and `meta.json`. The `README.md` file is selected, showing the repository's purpose and a link to the Usage Guidelines.

Callouts:

- What is the purpose of the code?** (points to the repository description: "Here you'll find a growing collection of 3D models, textures, and images from inside NASA.")
- Who published it?** (points to the contributor list: "2 contributors")
- What are the data structures?** (points to the `meta.json` file)
- What are helpful comments?** (points to the `README.md` content)

Open Data Metadata

Publicly-available data

- With Open Data, metadata provides the context that makes information usable & credible.
- Data Lakes can use a similar method.

The screenshot shows the NASA Data Catalog page for 'Agency Data on User Facilities'. Annotations with callout boxes explain various metadata fields:

- Who published it?** points to the 'Publisher' field, which lists 'National Aeronautics and Space Administration'.
- When was it Published?** points to the 'Metadata Updated' date, 'Jul 08, 2015'.
- When was it created or updated?** points to the 'Dates' table, which shows 'Metadata Created Date' as 'Oct 08, 2014' and 'Metadata Updated Date' as 'Jul 08, 2015'.
- How often is it refreshed?** points to the 'Data Update Frequency' field, which is 'irregular'.
- What is the intended usage?** points to the 'Access & Use Information' section, which states 'Public: This dataset is intended for public access and use.'
- What are the security or usage restrictions?** points to the 'License' field, which is 'U.S. Government Work'.
- What keywords categorize this data?** points to the 'Metadata Source' section, which lists 'Data.json Metadata' and 'Download Metadata', and the 'Harvested from NASA Data.json' section, which shows keywords: 'facility', 'lab', and 'laboratory'.
- Feedback loop** points to the 'Report Data Issue' button.
- Data** points to the 'Downloads & Resources' section, which shows an 'Excel Document' with '4345 views' and the filename 'NASA_Labs_Facilities.xlsx'.

Field	Value
Metadata Created Date	Oct 08, 2014
Metadata Updated Date	Jul 08, 2015
Data Update Frequency	irregular

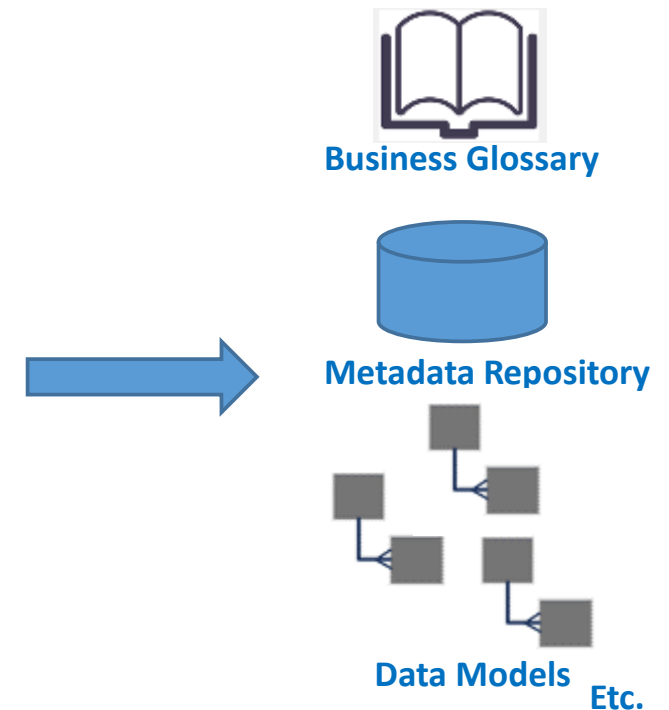
Field	Value
Data.json Metadata	Download Metadata
Harvested from NASA Data.json	facility, lab, laboratory

Business Definitions are Critical

Putting information into context

- Business definitions of common terms are critical for the success for both Data Lakes & Data Warehouses.
- There are many ways to store this info: Business Glossary, Metadata Repository, even a spreadsheet --> the most important thing is that they are defined & published.

Business Term	Abbreviation	Definition
After Action Review	AAR	Team recap after every activity to share learning & improve best practices.
Activity Based Costing	ABD	Costs are allocated to products via cost drivers linked to various categories linked to the costs of manufacturing.
Component Number	C/N	Unique identifier associated with a given design for manufacture within ACME Corp.
Manufacturing Change Order	MCO	A change order used to make a manufacturing change. This typically does not involve a design change to the item.
Part Number	P/N	Unique identifier associated with a given design for manufacture within ACME Corp.
Etc.		...



Case Study: Consumer Energy Company

Business Transformation via Data



- For the consumer energy sector *Big Data and Smart Meters are transforming the ways of doing business and interacting with customers.*
 - Moving away from traditional data use cases of metering & billing.
 - Smart meters allow customers to be in control of their energy usage.
 - Control over energy usage with connected systems
 - Custom Energy Reports & Usage
 - Smart Billing based on usage times
- As energy usage declines, *data is becoming the true business asset* for this energy company.
 - Monetization of non-personal data is a future consideration.
- While the Big Data Opportunity is crucial, equally important are the traditional data sources
 - New Data Quality Tools in place for operational and DW data
 - Data Governance Program analyzing data in relation to business processes & roles
 - Business-critical data elements identified and definitions created



Data-Driven Business Evolution

Data is a key component for new business opportunities

Traditional Business Model

- Usage-based billing
- Issue-driven customer service

More Efficient Business Model

- More efficient billing
- Faster customer service response
- More consumer information re: energy efficiency, etc.

New Business Model

- Consumer-Driven Smart Metering
- Connected Devices, IoT
- Proactive service monitoring
- Monetization of usage data

Databases



Data Governance



Data Quality



Metadata Management



Big Data



Summary

- Data Lakes are a paradigm shift from traditional data warehouses
 - Data Lake: Discover then analyze
 - Data Warehouse: Design then implement
- Data Governance for the Data Lake needs to be customized for the technologies & audiences
 - Light touch documentation & governance (but not none!)
 - Feedback loop between traditional data warehouses & exploratory data lakes
- Communication & Culture is key
 - Different roles & personality types require different approaches
 - Focusing on business value creates common goals



About Global Data Strategy, Ltd

Data-Driven Business Transformation

- Global Data Strategy is an international information management consulting company that specializes in the alignment of business drivers with data-centric technology.
- Our passion is data, and helping organizations enrich their business opportunities through data and information.
- Our core values center around providing solutions that are:
 - **Business-Driven:** We put the needs of your business first, before we look at any technology solution.
 - **Clear & Relevant:** We provide clear explanations using real-world examples.
 - **Customized & Right-Sized:** Our implementations are based on the unique needs of your organization's size, corporate culture, and geography.
 - **High Quality & Technically Precise:** We pride ourselves in excellence of execution, with years of technical expertise in the industry.

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Questions?

Thoughts? Ideas?

