



Informatica™

# How to Govern Your Data as a Business Asset

A practical guide for data leaders launching  
a new data governance program

# The Ascent of Data Governance

## There's never been a better time to be a data governance leader.

Boardrooms and executives are recognizing the value of data and increasingly providing data governance efforts the funding needed to deliver tangible strategic benefits. What's more, innovations in artificial intelligence and metadata management have made it easier to streamline—and more critically, scale—core governance processes, democratize data, and support collaboration.

If you're looking to transform data governance from an underappreciated IT practice into a critical business function, the time is now.

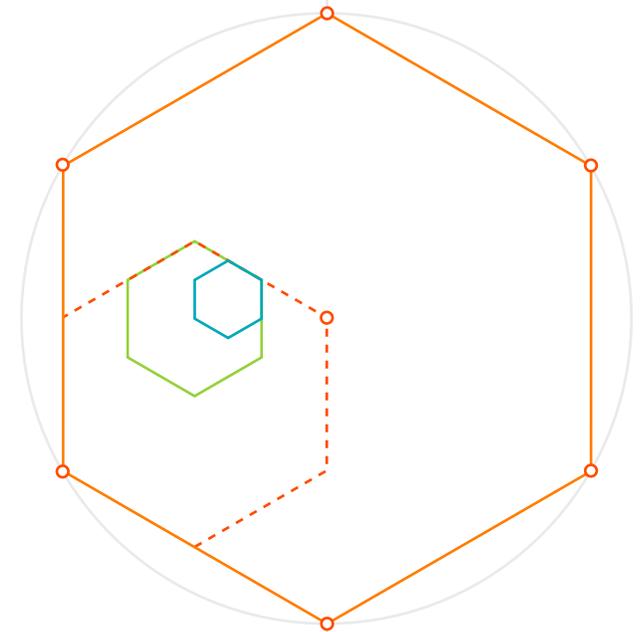
But delivering a successful data governance program is still a significant challenge. You have an ever-increasing volume and variety of data to manage, and your program must serve more and more people across your business.

Knowing where to start—which projects to focus on, what budget to go after, and who to work with—is perhaps the greatest challenge of all. Invest your time in upfront planning and you'll be able to build momentum with early successes so you can support more strategic business objectives.

This eBook will help you make the right decisions during the formative stages of your data governance initiative. We'll share what we learned helping some of the world's most ambitious organizations launch their data governance programs and discuss the three key areas to focus on when you're planning your own.

Proving the value of data governance can help you cement your status as a data-driven business leader, and a little upfront planning will make sure you succeed.

**Let's get started.**



# Starting Points

**Before you can launch your first project you need to identify where you can deliver the most value to the business.**

You face a choice:

- You can align your work with a pre-existing project or initiative (for example, a compliance program).
- Or, you can create an all-new project that addresses a specific opportunity or challenge for the business.

If you choose the first option, you may stand a better chance of securing budget quickly. Regulations like the General Data Protection Regulation (GDPR) and Basel Committee on Banking Supervision regulation 239 (BCBS 239) practically demand that your business takes data governance seriously. If you're already tackling these regulations then your Chief Risk, Compliance, or Data Protection Officer will have ample motivation to make budget available for data governance.

Supporting budgeted compliance efforts, or even targeted, tactical initiatives, may in fact be the most strategic starting point for an enterprise-wide data governance program. While delivering the business outcomes needed for those projects, you'll lay the groundwork for bigger things. For example, if you assist in the delivery of a GDPR program, a customer centricity initiative is a natural next step. You'll have a ready-made framework for capturing, tracking, and managing all your customer data, which makes it far easier to build and make actionable a trusted 360-degree view of the customer.

If you're planning on launching an all-new program fully focused on data governance, then you'll face a slightly more difficult task. Mainly because you'll have to work harder to demonstrate why your initiative should be prioritized over many other competing initiatives. Communicating the value of your project is essential here. Explaining the business outcomes you'll be aiming to deliver through clear key performance indicators (KPIs) is a great first step, but the optimal way to secure funding is to build a case that your new governance program will generate measurable revenue or cost savings, increase productivity or significantly reduce risk to get the backing from the right sponsors.



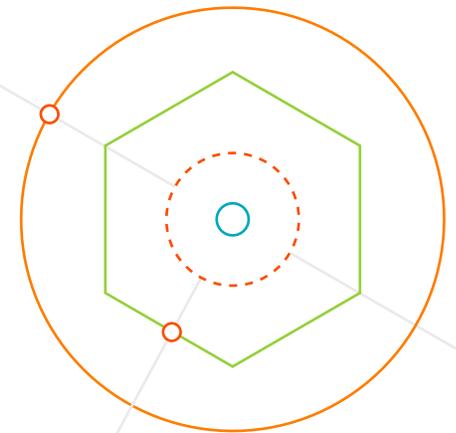
Building this business case boils down to building a relationship with your chosen business sponsor. By taking the time to understand where they're struggling and what they're striving to achieve, you can capture the data you need to build an ROI model. Then, once you've done the math, you can start to build your case.

We recently spoke to a head of governance who believed so passionately in the value of relationships she asked for a coffee and cake budget from her sponsor. This may sound trivial, but establishing recurring meetings and building a sense of community with key stakeholders was instrumental to the success of her program.

### Find your perfect partner

Read [The Data Governance Program Workbook](#) for best-practice tips on engaging potential sponsors, as well as an exercise that'll help you refine your shortlist of candidates.

[Download now.](#)



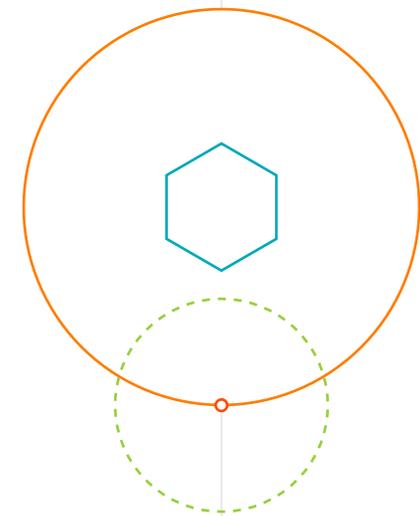
# Three Imperatives for Data Governance Success

**Specific actions you take early in the lifecycle of your project can greatly increase your chances of success. Based on our experience, the following three steps are essential.**

## 1. Discover your data

Before you launch your first project you need to understand the scope of the challenge ahead. First, get to know your data by conducting a data profiling exercise. This process involves systematically analyzing each data entity for accuracy, completeness, consistency, and more. That way you'll have a clear baseline for any issues that will hamper your project before you get started.

Automating this process with AI-powered profiling and discovery tools is a smart move. The traditional, manual approach is time-consuming and requires expert (read expensive) resources, like data analysts. Your analysts should be spending their valuable time discovering insights, not data. Let software tackle this task and you'll save time and budget. You'll also be able to redeploy valuable resources to more strategic tasks.



## 2. Define what good looks like

Once you understand the data you're governing, the next step is to determine what good (or at least "good enough") looks like. Part of the challenge here is defining the terminology attached to specific data entities. It's common for businesses to have up to a dozen conflicting definitions for each of the terms they use on a daily basis, and this creates confusion when data is shared between departments and outside the business. Your task is to identify which definitions are worth keeping and which need to be discarded or updated.

You'll also need to establish and document the governance policies, rules, and standards that will determine how data moves, and is used, across your business. For example, you'll need to specify policies spanning data accountability and ownership, data capture and validation standards, and data access and usage. In addition, you'll need to define privacy and security-centric policies around data masking, data archiving, and data retention.

This is also the time to define KPIs and document the specific ways your project will impact all relevant processes and use cases. Publishing this information—with current state baselines—is equivalent to placing your stake in the ground. It allows you to share your goals and strategy with the wider business, which is essential if you're to build momentum and grow your first project into a bigger initiative.

It's unlikely that you'll be able to complete any of these tasks alone; after all, you can't see exactly how data is used across your business every day. That's why it's crucial to engage and involve the people who have this insight—line of business owners and data users. When everyone is working together, it becomes far easier to define realistic and appropriate data definitions, rules, and goals.

## 3. Assign roles and responsibilities

The key to nurturing collaboration around data governance is ensuring everyone understands their roles and responsibilities within the scope of your project. If your stakeholders don't have a clear idea of what they should do and who they should be working with then confusion will reign and your project will be at risk.

That's why project management frameworks like RACI or DACI are so essential to the success of every data governance project—they help you establish a clear chain of command.

Both frameworks operate in similar ways. You identify the individual (or individuals) who'll fulfill a specific role within your project and outline how each party will work together.

**Let's look at DACI, as an example.**





**DACI stands for Driver, Approver, Contributors, and Informed. Everyone related to your project needs to be assigned to one of these roles.**

**The Driver** is the person who pushes the project forward.

They're responsible for managing stakeholders, assigning resources, building the case, measuring and communicating results, and ensuring key decisions are made at the right time. For the purposes of your project, you may fill this role, or you may choose to identify an experienced project manager.

While many data governance roles may be "part-time" jobs for those involved, as a best practice the driver should be a full-time, dedicated resource.



**The Approver** is ultimately accountable for the outcome of the initiative, and will therefore be accountable for all the key decisions and provide the necessary resources for the effort. They'll also have the power to veto the decisions of other team members.

This is likely to be your executive sponsor, who also plays an important role in evangelizing the initiative across the leadership team. As a best practice, aim for a single approver, although certain exceptions may require a second approver.



**Contributors** are the business and IT subject matter experts who'll help you provide the necessary context to achieve your goals. They may occupy a minor consultative role or a full-time position during different phases of a project, but either way they'll provide valuable knowledge and insight that will help you and your team deliver the right recommendations and solutions.

For example, if your project is designed to deliver high-quality, trusted finance data, your contributors may include finance managers who can explain how they're using data to achieve critical outcomes. Equally, your contributors should include dedicated IT and data management experts who support your finance team and will have first-line visibility into quality and reliability issues.

You should also include business leaders, process owners, and stewards who run the upstream and downstream processes impacted by your initiative. IT architects, analysts, and systems experts should also be on your list.



**The Informed** are the people who'll be affected by your data governance effort, including the broader community of data consumers who'll benefit from the improved quality and reliability of data resulting from your initiative. This group also includes stakeholders who may not directly benefit, but will be required to change behaviors and processes as a result.

This group doesn't have a say in the direction of your project. You'll want to make this clear, as many people will want to be involved in key decisions. You'll likely hear "This impacts me, so I should have a say." This won't be a problem as long as your "Approver" signs off on the DACI and you keep everybody in the loop. Then you can focus on a smaller team of contributors and avoid analysis paralysis. That being said, you will have to brief this group on your progress, decisions made, expected impacts, and any changes to policies and processes that may impact their responsibilities. Giving informed stakeholders sufficient time to react to these changes is critical for successful adoption.

**Now let's see how these people work together.**

### Stage 1

Imagine you, the Driver, have built a case for data governance based on its capacity to support your company's customer-centricity imperative.

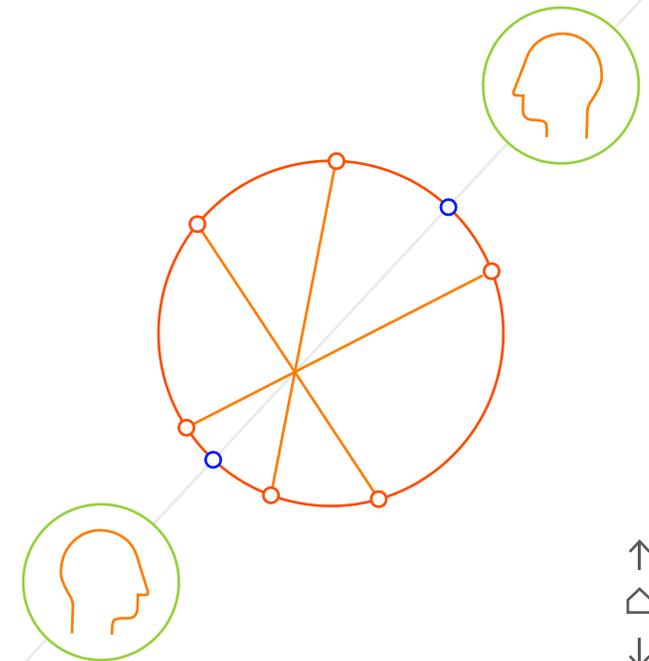
Your argument is that your program will generate trusted customer insights, which will help your team create more relevant offers. This in turn, will generate more cross-sell and upsell opportunities.

The first thing you need to do is get your Chief Marketing Officer onboard as your executive sponsor and Approver.

### Stage 2

Once you've secured sponsorship (and budget), the next stage is identifying and recruiting relevant Contributors. In this cross-sell/upsell example, you'll likely want to engage marketing and sales leaders involved in identifying and pursuing these opportunities, e.g. the heads of marketing operations, digital marketing, business development, field marketing, inside sales, and marketing analytics. These people are best suited to articulate specific data dependencies so you can prioritize and focus on how data governance can make the biggest impact in the shortest time.

And you'll likely also want to engage others from customer service and support since the data they're capturing about customers will have a direct impact on how and when to engage with them.



### Stage 3

Once you've built a shortlist of tactical objectives, you'll need to identify priorities and work with your contributors to develop the necessary policies, definitions, business rules, and measures of success that will form the foundation for this phase of your data governance program.

The point of the cross-functional DACI is to ensure the right representation from across the business so you can fast-track the necessary buy-in, approval, and adoption.

### Stage 4

Once the process, policy and system changes have been approved, everyone who will be affected (the Informed) must then be notified in a timely manner to allow them to properly prepare for these changes within their own parts of the business.

This is a simplified example of course, but it demonstrates something important—a framework like DACI allows for collaboration without hindering the decision-making process.

The most relevant, impacted stakeholders get to have their say and share their requirements, but options are proposed by a small, focused group of people and approved by one to two leaders who are accountable for the business outcome. That way your project stays on track and remains focused on business outcomes, rather than personal agendas.

# Supporting Collaboration

**Implementing a project management framework like DACI is just the first step in facilitating collaboration within your data governance project. To bring everyone together, you'll need to ensure they understand the role they play in ensuring that data flowing through the business is trusted, reliable, and secure. You'll also need to provide them with the tools they'll need to be effective in that role.**

That's why collaboration solutions, like data governance consoles, are the most valuable and important tools available for data governance leaders today. They can help you build a single source of truth about the data governance program so that your stakeholders can make informed data management decisions. Stewards can see who uses data, the processes that produce and consume it, the policies that apply to it, the systems that hold it, the quality of data within those systems, and any business risk associated with it. They can even share their own knowledge of data usage to ensure that this information is always accurate and up-to-date.

With a complete and accurate view of the data lifecycle, they can see where work is being duplicated, pinpoint interdependencies, and visualize how changing policies will impact data users across your business. This makes it easier to identify any issues that are affecting data quality or hindering end users adoption, and where they see the need for change, they can proactively educate stakeholders about that change.

This insight can also help you assign and manage roles. When you can see who owns data, how they use it, the projects they work on, and what they specialize in, you can determine whether they're the best person to contribute to your project.

Regardless of your objectives or the size of your first project, a data governance console can be an invaluable asset that helps everyone involved in your project be more productive and focus on what matters—delivering value to the business.

“We believe that by providing data curation services and a single version of the truth in a self-service environment, business stakeholders can drive incremental business value.”

**Peter Mooiweer**, VP Information Delivery, AmeriSource Bergen

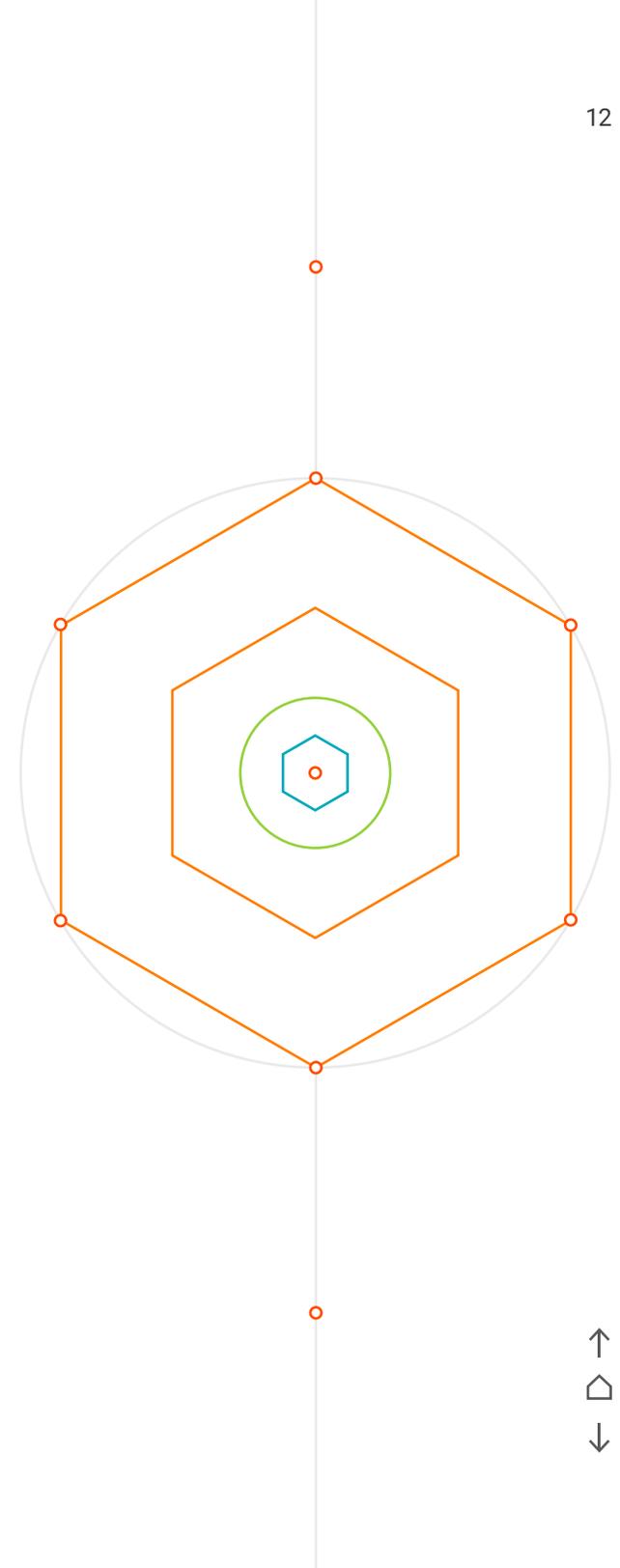
# The Time Is Now

**Without doubt, data governance will become increasingly important as a key driver of digital transformation. Every major transformation program depends on data, which means they all benefit from data governance. It's the only way to make sure data is trusted, reliable, secure, and accessible.**

If you deliver data governance right now, it will pay dividends long into the future. The small project you launch today has a good chance of turning into a business function that's as indispensable as HR or Finance.

We hope this eBook will help you along the way. You're about to embark on a journey that'll fundamentally change the way your business works and enable you to do more with your most valuable asset—data.

**There's never been a better time to get started.**

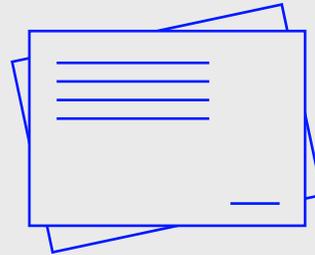


# Further Reading

## Ready to take the next step?

Read [The Data Governance Program Workbook](#) for a more extensive and in-depth guide to choosing and implementing your first data governance project.

We talk through every stage of the process—from conception to execution—and provide a series of exercises that'll help you crystalize your thinking around key decisions. We also explain how some of our clients built successful data governance programs from a standing start.



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# About Informatica

Digital transformation changes expectations: better service, faster delivery, with less cost. Businesses must transform to stay relevant and data holds the answers.

As the world's leader in Enterprise Cloud Data Management, we're prepared to help you intelligently lead—in any sector, category or niche. Informatica provides you with the foresight to become more agile, realize new growth opportunities or create new inventions. With 100 percent focus on everything data, we offer the versatility needed to succeed.

We invite you to explore all that Informatica has to offer—and unleash the power of data to drive your next intelligent disruption.

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