



Data Governance Is Everyone's Business

Bringing IT and business together for
a new era in data-driven enterprise

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A New Age in Data Governance

Taking ownership of responsibilities and being willing to change are signs of maturity in human beings. As it turns out, the same is true of enterprises that hope to mature their approach to data governance.

Everyone from executives on down will need to rethink their data duties and assume different levels of accountability in businesses that seek to grow beyond the initial stage of data governance, which was primarily characterized by IT serving as data custodian. That role involved mainly cataloging data elements to support search and discovery without any real grasp of their meaning, relationships or value to the organization.

As a consequence, the costs of controlling risk often became needlessly excessive – both low-value and business-critical data could easily fall under similarly stringent security requirements, for instance. Indeed, risk could even go unrecognized without proper understanding of the rules that applied to data. Opportunities to drive business agility were missed too. It’s difficult to base big corporate decisions on data that can’t be traced back to a reliable source, for example.

Planning change was challenging, too, as the impact of data on people, processes and systems was not properly understood.

That’s no way to operate in a world where data continues to expand at a dramatic clip, and companies’ hopes to get business mileage out of big data are high. IDC estimates the global datasphere will reach 175 zettabytes by 2025.

Today, though, less than 0.5% of data is ever analyzed and used. Continuing at that rate in an increasingly information-rich world would represent a tremendous loss of potential to businesses, even as they devote more time and resources to collecting and storing data.

EXPECTED RETURNS FROM DATA GOVERNANCE EFFORTS

Under 5% of respondents currently make the connection between better data governance and increasing revenue. That perspective may shift as modern governance programs evolve.

What is the most important benefit of data governance?	
Improved Decision-Making	29.2%
Improved Operational Efficiency	18.8%
Improved Data Understanding and Lineage	16.7%
Improved Data Quality	16.7%
Complying with Industry Regulations	8.3%
Driving Revenue	4.2%
All Other	6.3%

Source: [State of Data Governance](#),
First San Francisco Partners

A New Age in Data Governance (continued)

Surmounting the Challenge

Many of the enterprises cognizant of the need for change have faced the obstacles of establishing a formal data governance strategy. A lack of resources, difficulties in proving the business case, and challenges in getting senior management to see the importance of such an effort ranked as the top three hurdles, according to a survey by [First San Francisco Partners](#).

Fortunately, the defining principles of modern data governance help address these and other pressing issues. This more mature stage of data governance is marked by the idea that everyone within the organization collaborates in the process, spreading responsibilities across more individuals and bringing ranking business leaders to the table to themselves inform and enable the effort's return on investment, from limiting data exposures to driving data opportunities – including growing revenue.

Business heads and their teams, after all, are the ones who have the knowledge about the data—what it is, what it means, who and what processes use it and why, and what rules and policies should apply to it. Without their perspective and participation in data governance, the enterprise's ability to intelligently lock down risks and enable growth will be seriously compromised.

With their engagement, sustainable payback will be achieved and the case for continuing commitment by the enterprise to data governance will be easier to justify.

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It's not truly data governance unless you have representation from [the standpoint of] how data is being created, used and updated, which is on the business side.

→ **Danette McGilvray**, president and principal of Granite Falls Consulting Inc.

Source: [Data Governance 101: Build Your Program e-guide](#), TechTarget



Data Governance Must Be a Strategic Initiative

A data governance strategy is the foundation upon which to build a muscular data-driven organization.

Appropriately implemented – with business data stakeholders driving alignment between data governance and strategic enterprise goals and IT handling the technical mechanics of data management – the door opens to trusting data and using it effectively. Data definitions will be reconciled and understood across business divisions, knowledge base quality will be guaranteed, and security and compliance will not be sacrificed even as information accessibility expands. The company will set itself up to be agile in supporting change without creating legal, reputational or financial risk.

There's urgency to reaching that point, as organizations increasingly become the sum of their data. Still, data generally has not been accorded the same thorough treatment that is given to “live” strategic assets, such as physical plant equipment or tools, which are relentlessly tracked and scrupulously maintained to keep the business running at peak performance. An issue with manufacturing assets that stalls production can have significant repercussions on a company's ability to meet deadlines and make money, of course, and that impact may be more immediately obvious than a mismatch between metrics for the same KPIs as reported by sales and marketing teams. But the truth is that the latter is an equally critical issue, as it may affect the organization's ability to decide where to target investments or make other necessary changes that support strategic goals.

Data Governance Must Be a Strategic Initiative *(continued)*

Continuing to consider data governance as an IT-driven solution absent business context – addressed primarily from the perspective of different isolated tools, such as data integration, data modeling or business intelligence/analytics solutions – will become even more problematic in the face of:

A demand for big data and analytics-driven growth. Enterprises want to bet the farm on their data in pursuit of new business options, possibilities and transformation. For that bet to be a good one, they must be able to trust that the data is solid for use in providing a comprehensive view of market conditions, customer demographics, buyer needs and preferences and more; otherwise, the insights generated and the new products and services introduced may be a bust. When the enterprise can reliably leverage the full power of big data, however, big things can happen.

A need for digital trust in business dealings between organizations or between businesses and consumers. Continuing plagues of external hacks and internal breaches or data misconduct mean that enterprises increasingly will be pressured to demonstrate that they are a trusted data partner. Neither consumers nor B2B clients want to be in a position where the data they share with a business winds up being stolen or abused. Businesses that can't reliably define, classify, track and audit private data and enforce protections around it will take a hit, as was the case with a well-known financial services provider whose staff appropriated customers' information to open credit cards in their name without their knowledge. That firm faced more than a dozen investigations, inquiries and lawsuits and saw its credit card applications and checking account openings plummet in the aftermath of the revelations.

Personal data removal mandates with stronger individual privacy protections. For example, the EU's General Data Protection Regulation (GDPR) gives individuals the right to have their personal data erased and to prevent it being processed under a variety of conditions, including when it is no longer necessary in relation to the purpose for which it was collected or processed. Of the 93% of U.S. IT decision-makers who have taken steps to comply with privacy regulations like GDPR or CCPA, more than half have invested in data-handling practices.

< 35

Percentage of companies that currently use information to identify new business opportunities and predict future trends and behavior

Source: [BI-Survey.com](#)

60-70

Percentage of data in an organization never successfully used for any strategic purpose, according to Forrester

Source: [TDAN.com](#)

< 50

Percentage of companies that agree that information is highly valued for decision-making or treated as an asset in their organization today

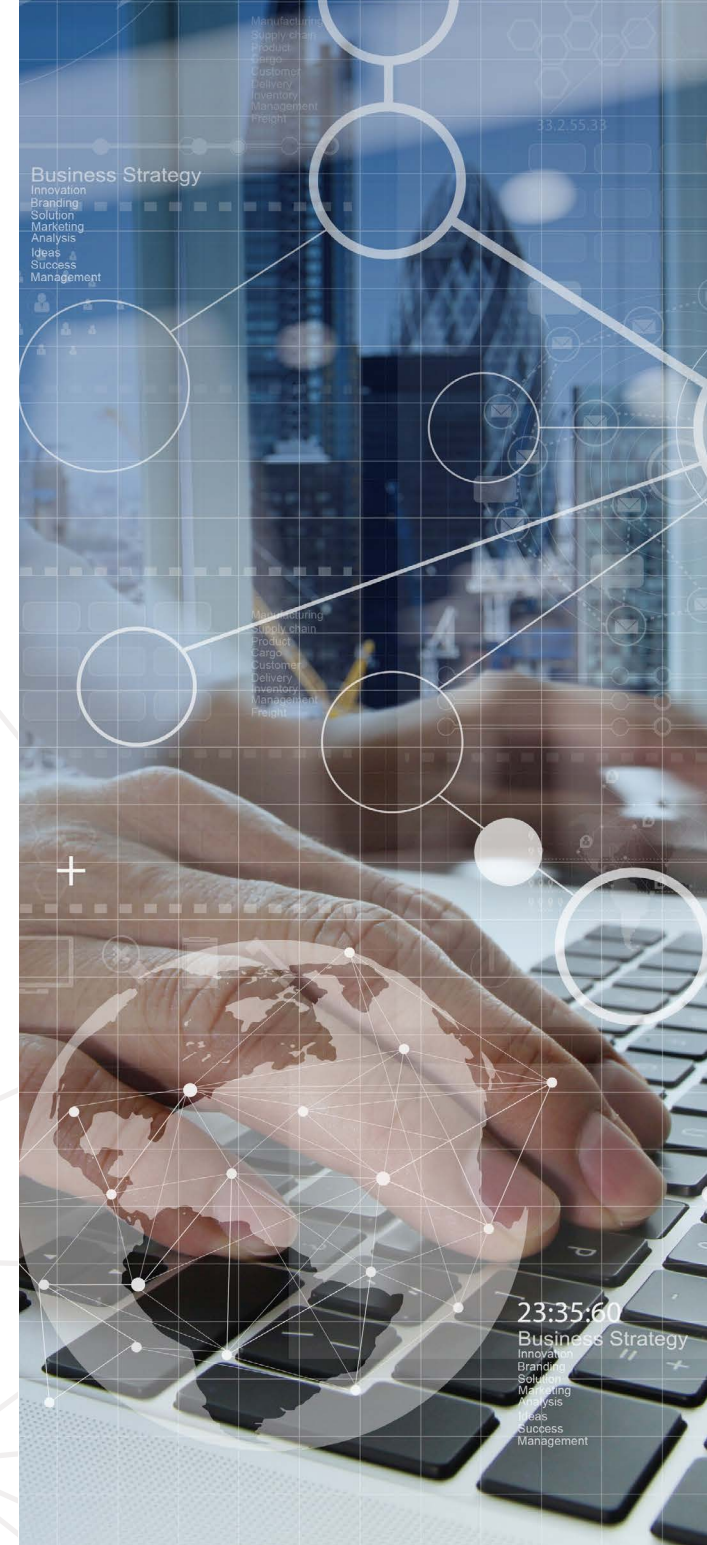
Source: [BI-Survey.com](#)

Modern Data Governance Joins Business and IT

Business personnel must take a leadership role, working with IT to discover, understand, govern and socialize data.

It only makes sense for the business to have a greater hand in collaborating with IT to control data at these levels, considering that it has the knowledge about the meaning and purpose of the information, is responsible for the regulatory challenges that are associated with it, and utilizes the enterprise knowledge base to adapt to fast-changing markets and client demands.

In other words, the business is critically involved in both offense and defense for the enterprise, owning the benefits and the problems that could come from the presence or lack of data trust and a strong data governance strategy that enables that trust. If critical decisions are to be made on the basis of business intelligence reports, but those reports are based on incorrect data, those decisions can hurt the enterprise growth strategy. If there is no way to understand what is considered sensitive information and what roles are engaged in performing particular processes using that information, there is no way to conduct effective audits to ensure that rules around that data in today's increasingly self-service environments are being followed.



Modern Data Governance Joins Business and IT (continued)

Think of it this way: The right data of the right quality, regardless of where it is stored or what format it is stored in, must be available for use only by the right people for the right purpose. To support that, a collaborative data governance strategy must encompass defined business and IT requirements.

→ **Business requirements:** Business functions take on the tasks of defining the business glossary of terms and reference data across departments – building standards for the terms containing the approved owner, meaning, business rules and use of a term like ‘customer reference number.’ They specify additional references including the roles, processes, systems and data flows that are involved with it and to which the term must adhere.

→ **IT requirements:** IT functions reconcile business units’ standards for terms to a single state in a periodic table of data elements and then map them to physical data assets (databases, files, documents and so on). This data dictionary serves as the one-stop-shop for the “atomic level” of a data element, which may exist across various systems, reports and data models that are used to create new applications. It leverages provided business knowledge to determine master data sets, discover the impact of potential glossary changes across the enterprise, audit and score adherence to rules, discover risks, and appropriately and cost-effectively supply security to data flows. Linking these master data sets to their systems of record starts the journey of effective master data management.

→ **Business-IT requirements:** When it comes to the realm of data usage, IT will publish data to people/roles in ways that are meaningful to them, enumerating applications, processes, data flows, access request procedures, and quality assessments for data consumers to refer to and abide by. It becomes possible for users to directly follow linkages from the data that appear in their dashboards all along the chain and, in case of questions or discrepancies, work with business and IT counterparts to resolve any issues discovered. When planning change, the business now has a platform to describe data requirements to IT with less ambiguity, reducing the risk of failure.

BUSINESS MUST PLAY BOTH OFFENSE AND DEFENSE.

Business must take a leadership role in data governance to enable opportunities and mitigate risks.

Source: erwin



OFFENSE:

- Optimize Usage & Impact
- Enable Insights
- Assure Decision-Making

DEFENSE:

- Optimize Operations
- Enable Compliance
- Assure Security



CDO Takes the Lead

Clearly, a modern data governance strategy does away with the idea that relying primarily on IT point solutions can accomplish the plan.

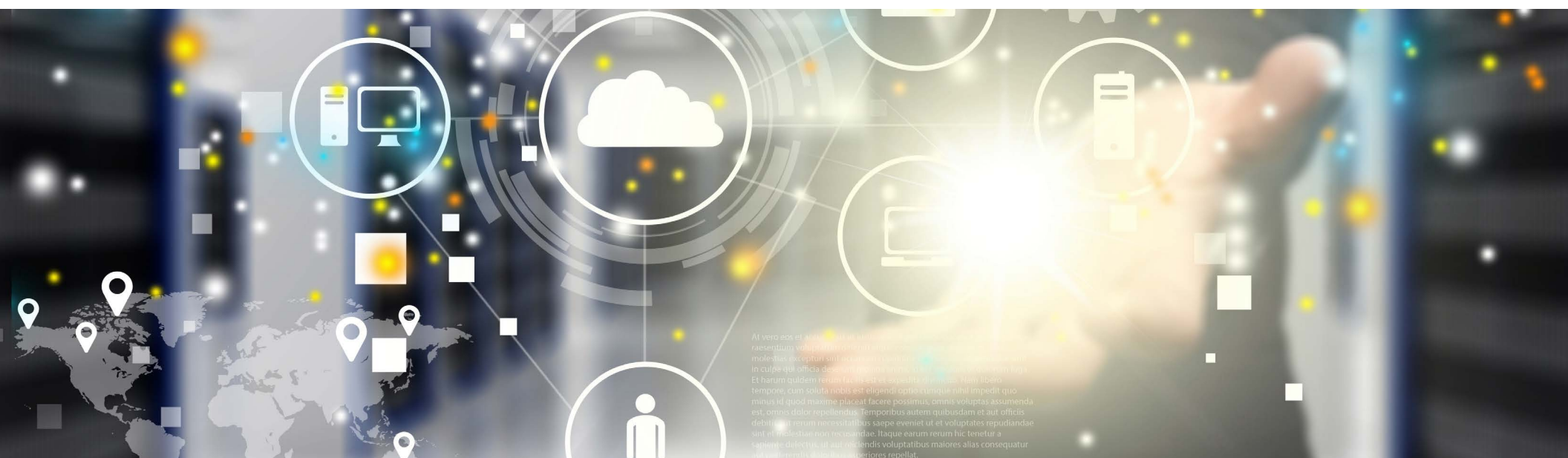
Software and IT departments on their own can never do that job. Rather, integrating the business perspective with the support of business executives requires driving a true cultural change in the organization.

That's ideally where the chief data officer (CDO) enters the picture. While only 12% of Fortune 1000 firms had a CDO in place in 2012, that number is now 65%, according to one recent [survey](#).

As the point person to bring the idea of a data governance strategy to the table, potentially by chairing a data governance council, the CDO will be challenged to get buy-in from stakeholders who are the real data power in organizations, such as chief financial officers (CFOs) and chief marketing officers (CMOs) and legal teams. Not only do they own standards for critical data and analytics responsibilities, but they also influence whether budgets will be available to ensure the continuance of data governance initiatives

beyond their first steps.

To that end, CDOs have to help C-level executives envision the return on opportunities that await their own teams and the enterprise at large from their participation in joining together business and IT bodies of knowledge. One scenario to play out for the CMO: Demonstrate how a modern data governance strategy – which makes it easier to identify all data sources, ensure that all definitions are in line, and discover the lineage of data that appears in final metrics (as well as the business owner of that data who can provide subject matter expertise) – can drive better analytics for the key mission of transforming the customer experience.

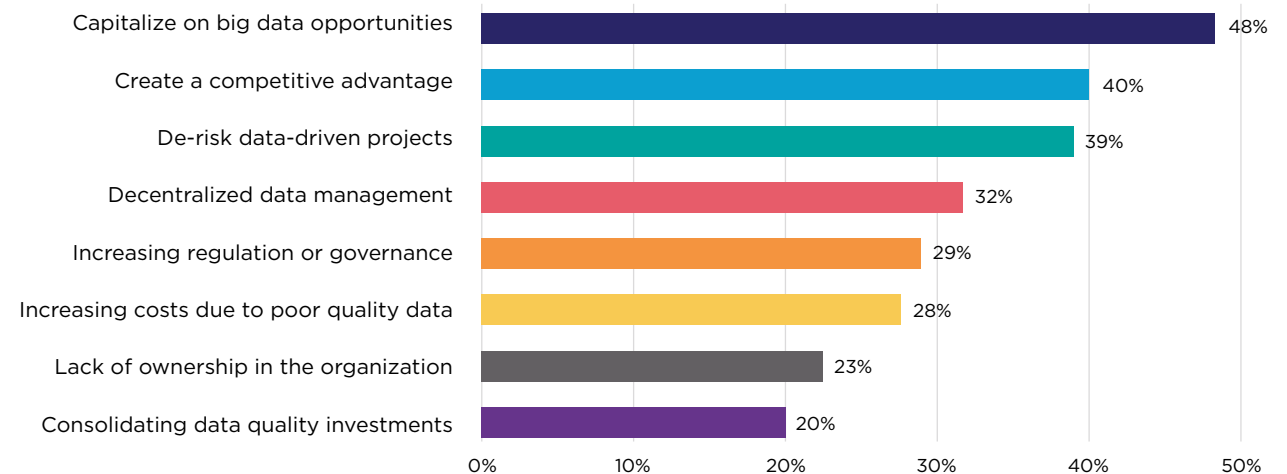


CDO Takes the Lead *(continued)*

THE VALUE OF A CDO TO THE ENTERPRISE

Getting more out of Big Data tops the list of reasons for bringing CDOs on board.

Chart 1
Primary motivations for hiring a CDO



Base: Those wanting a CDO (B2)

Source: [The Chief Data Officer: Powering Business Opportunities with Data](#), Experian

54 Percentage of surveyed organizations that had fully or partially implemented the Office of the Chief Data Officer (OCDO)

Source: [Survey Analysis: Second Gartner CDO Survey – The State of the Office of the CDO](#), Gartner

Building a Data Governance Hub

Once key business leaders understand and buy into the important role they play in modern data governance, the work of building the infrastructure that will enable the workforce and processes to support actively governing data assets and their alignment to the business begins.

To narrate data, map it, make sure it's under control, and promote it to appropriate personnel requires a technology enabling-platform that covers the entire lifecycle of a data governance initiative, from initiation to implementation, and across all data consumer/contributor roles. Critical to such a platform are components including data modeling for describing and discovering entities (structured and unstructured) and attributes and their relationship to the business; business process modeling for visualizing system interactions and workflows; enterprise architecture for

showing dependences between business capabilities, applications, data and supporting infrastructure; an enterprise data catalog with an integrated business glossary detailing all technical and business assets across the enterprise; and collaboration and self-service capabilities to support role-appropriate views, searches and knowledge regarding data assets.

With these elements incorporated into a strategic enterprise data governance initiative, any mission-critical data questions can be asked and answered to reduce risk and realize business goals.



Building a Data Governance Hub *(continued)*

For example, it will be possible for business and IT to coordinate in determining which people, processes, systems and data stores, beyond those used by a single business unit, will be impacted by making that department's proposed change from a 15- to 20-character customer reference number. In light of those findings, leaders then can consider if it's worth the expense and effort to do so, and if so, notify the affected entities of the changes. Or, a business

might specify data quality measurements to execute on specific pieces of data to pinpoint whether the information is too risky to use as a source for key business decisions.

An enterprise that leverages modern data governance recognizes that data is as much - or even more - of an asset than physical inventory, equipment, factories or anything else, and is committed to treating it as such.



ASKED AND ANSWERED

Data governance solutions should guide responses to critical questions related to data, including the impact of changes, by providing a holistic view of the data in the business, where it lives, who and what systems are using it, and how to access and manage it.



erwin's Contribution to Data Governance

The solutions marketplace remains somewhat behind the curve when it comes to delivering data governance platforms that are up to modern demands.

As research firm Forrester **recently noted** of data governance stewardship and discovery providers, disconnects remain when it comes to providing user interfaces that support all the domains touched by data governance requirements and for enabling integration across diverse solutions aiming to satisfy various aspects of governance needs, for example.

With the erwin EDGE by Quest, an “enterprise data governance experience” is created to underpin data governance. It unifies data and business architectures so all IT and business stakeholders can access relevant data in the context of their roles, supporting a culture committed to using data as a mission-critical asset and orchestrating the key mechanisms required to discover, fully understand, actively govern and effectively socialize and align data to the business.

The erwin EDGE platform supports:

- Relational, unstructured, on-premises and cloud data.
- Business-friendly environment to build business glossaries with taxonomies of data standards.
- Unified capabilities to integrate business glossaries, data dictionaries and reference data, data quality metrics, business rules and data usage policies.
- On-demand data lineage, impact analysis and “mind-mapping” discovery and rendering
- Streamlined sensitive data discovery and classification through AI and other automation.
- Integrated data mapping and data profiling.
- Automated metadata harvesting and code generation.
- Regulating data and managing data collaboration through assigned roles, business rules and responsibilities, and defined governance processes and workflows.
- Viewing data dashboards, KPIs and more via configurable role-based interfaces.
- Integrations for enterprise modeling, data cataloging and data literacy capabilities.



erwin's Contribution to Data Governance *(continued)*

The erwin EDGE platform provides comprehensive and sustainable data governance thanks to its integrated components. Together, these capabilities produce accurate, data-driven insights that support risk management, agile innovation and business transformation initiatives.

By merging people and technology silos, enabling greater accessibility and speed-to-productivity, and reducing risks and costs associated with change management, erwin establishes a firm foundation to drive a 21st century data governance strategy that will empower and protect the data-driven enterprise and all its participants.

erwin SOLUTIONS THAT EMPOWER DATA GOVERNANCE

 erwin
Data Intelligence

 erwin
Data Catalog

 erwin
Data Literacy

 erwin
Data Modeler

 erwin
Evolve



Data Governance for All and All for Data Governance!

The roles that will benefit from a modern data governance strategy and technology platform extend from C-level business executives to data stewards, HR leaders, VPs of risk, legal teams, operational leads – and so many more.

A data scientist, for example, may have a project to work out a correlation between customers' profiles, their total previous spend on the business' products, and imported demographic data in order to build a revenue profile for three new product investment opportunities. That person can turn to the business glossary that provides the meaning of data that exists in the organization, and which also makes it possible to determine whether using it will violate any rules related to it. From there, he or she then can formulate a request for the appropriate, unambiguous information.

Fulfilling that request will be easier for the business intelligence engineer who now will see how the data requirements map to physical assets, and which of the systems that use the data actually contains the master records upon which to perform an extract-transform-load operation and assemble a report for the data scientist. The quality and context of the data in the physical asset will be understood to help the engineer select the best data to meet the requirements.



Data Governance for All and All for Data Governance! *(continued)*

Here's a quick look at what some other positions stand to gain:

BUSINESS ANALYST

Must write process descriptions and update process models that reflect how the business operates in accurate, unambiguous language and with respect to how the big picture impacts everything else downstream. Engages with a data governance solution to connect to core data standards from the glossary for creating or revising processes and to review detailed process flows and scenarios to envision overall impact of any changes.

DATA MODELER

Must gather and translate business requirements into detailed, production-level technical specifications, and create robust data models. Uses a data governance solution to see summary of core data assets and how they connect to physical systems, and follows well- documented business rules to ensure appropriate standards are used throughout the process.

SECURITY ARCHITECT


Must understand the security of data in the context of the systems and interfaces that expose it. Uses a data governance solution to track data from source to business meaning to assess where business-critical information is exposed to threats, prioritize protection efforts and reduce risk.

CHIEF FINANCIAL OFFICER

Must understand and trust systems and data feeds that enable functions such as due diligence, budgeting and forecasting, and audit and taxation. Relies on a data governance solution to ensure that measurements/audits are put in place to assure that quality data is used to execute growth strategy and avoid non-compliance penalties.

CHIEF MARKETING OFFICER

Must support end-to-end customer relationships in digital marketing efforts based upon knowledge of clients. Depends on a data governance solution to reconcile customer reference and product terms for accurate history and for use in analyzing likely next steps in service, upgrade or new purchase journeys.

 **If you'd like to modernize your approach to data governance, start with a demo of the erwin Data Intelligence Suite with its data catalog, data literacy and automation capabilities.**



About erwin by Quest

erwin is a leader in enterprise modeling and data intelligence software. The erwin EDGE platform creates an enterprise data governance experience for IT and business collaboration, driving meaningful insights, agile innovation, risk management and business transformation. Integrated data modeling, data governance, enterprise architecture and business process modeling capabilities help guide smart decisions. With erwin, organizations of all types across the globe can maximize the security, quality and value of their assets to control data chaos and prepare for the next IT challenge.

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