BUILDING A GOVERNANCE FRAMEWORK FOR DATA & ANALYTICS

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A CHANGE PERSPECTIVE

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Contents

Business problems

Data & Analytics – A solution to business problems?

Customer
- Acquisition
- Retention
- Engagement
- Channels/Partners

Legal/Regulatory Compliance
- Climate change
- Privacy
- Business Processes
- Risk

Revenue/Financial
- Supply chain
- Cost-to-serve
- Remuneration
- Automation

Product/Services Development
- Talent management
- Infrastructure

- What are your most important business problems?

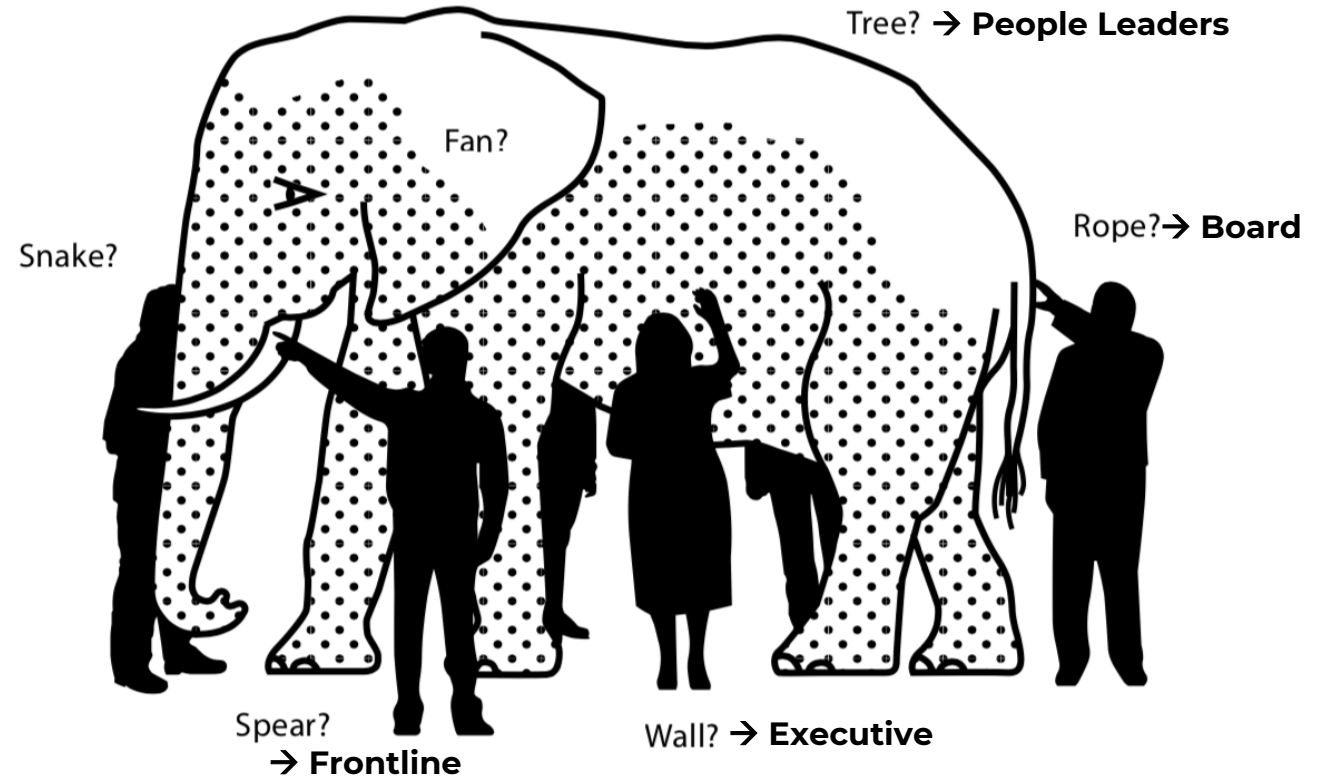- Data strategy as a toolkit for solving business problems.

Data Strategies

Solve Business Problems.

Moving the Current State → Target State.

Means different things to different parts of the organisation

Tree? → **People Leaders**

Fan?

Rope? → **Board**

Snake?

Spear?
→ **Frontline**

Wall? → **Executive**

- A different narrative for different audiences (board, executives, people leaders, business units) – the Data Strategy ties narratives through a holistic view.
- Pulled together through common organisational objectives (revenue, cost to serve, operational efficiency)

Data Strategy as a change management

Change Data landscape → Change People + Process + Technology

People

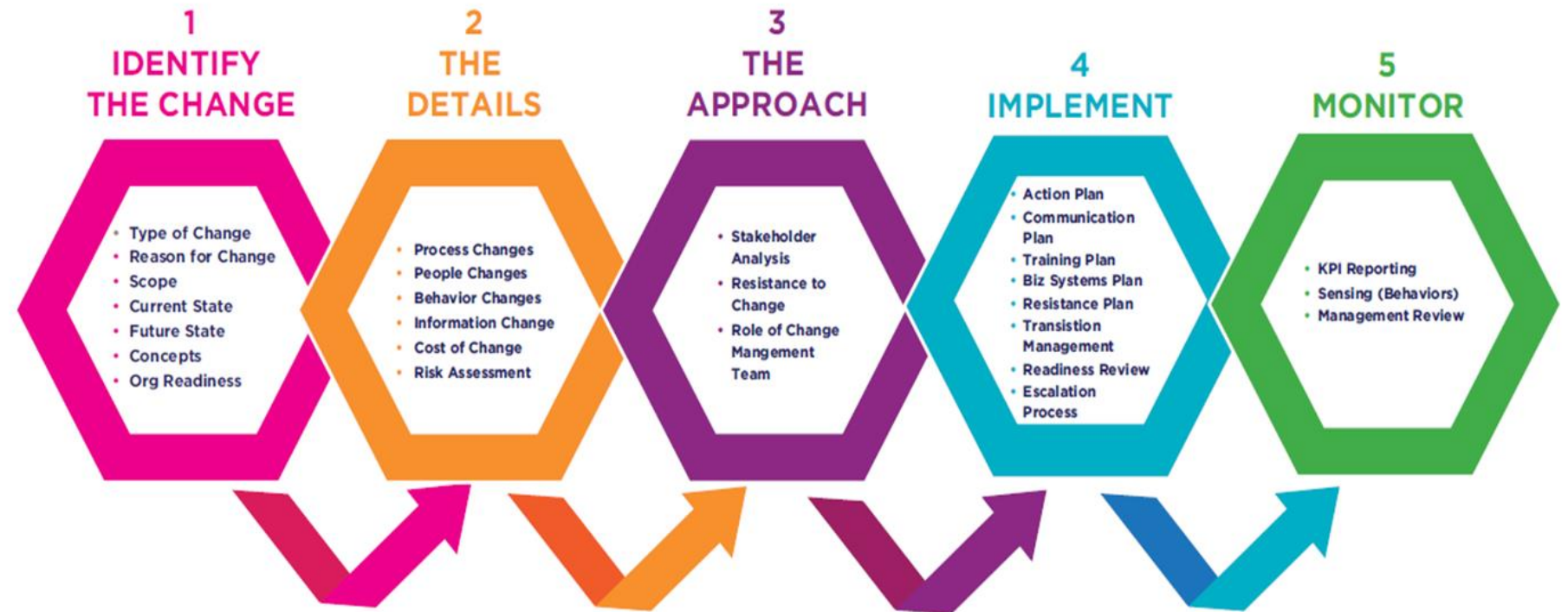+

Processes → Data

+
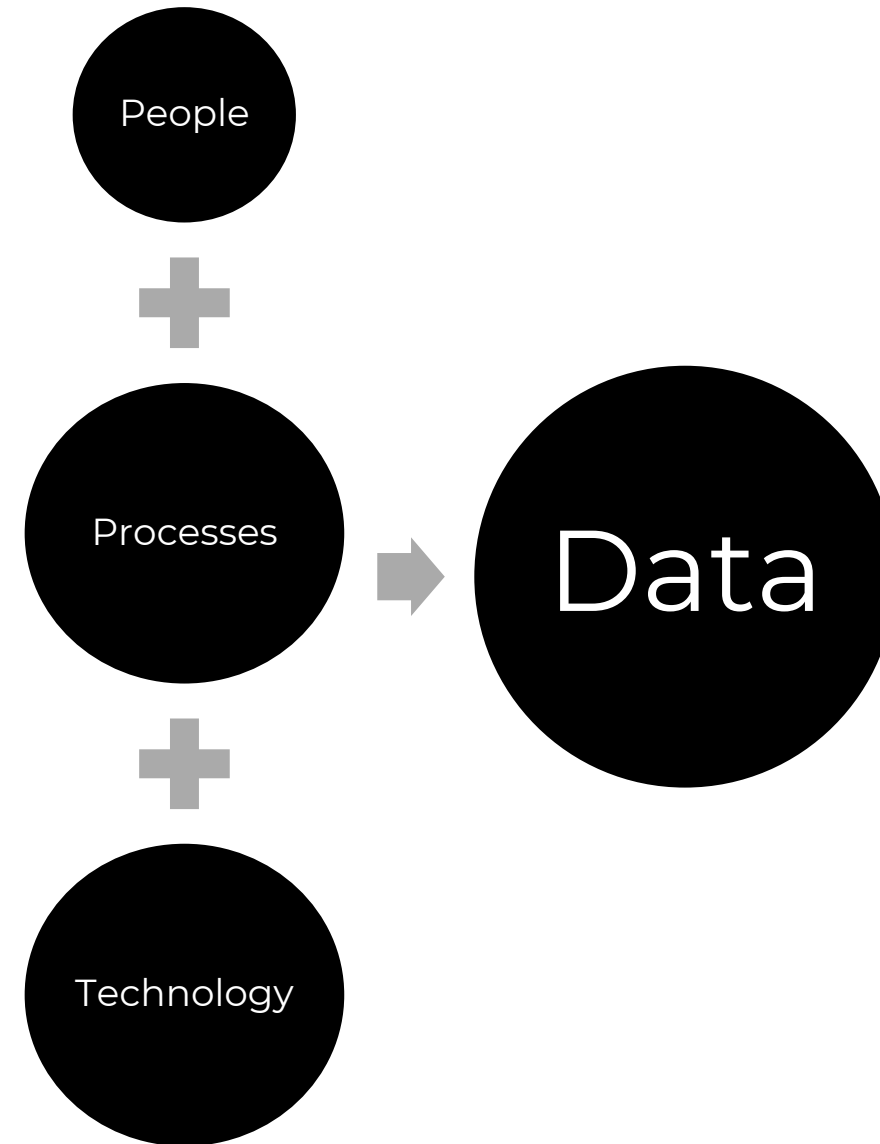
Technology

Making people do something they are not currently doing.

Making a business change its ways

Change management

Manage the change (People + Processes + Technology)

1 IDENTIFY THE CHANGE	2 THE DETAILS	3 THE APPROACH	4 IMPLEMENT	5 MONITOR
• Type of Change • Reason for Change • Scope • Current State • Future State • Concepts • Org Readiness	• Process Changes • People Changes • Behavior Changes • Information Change • Cost of Change • Risk Assessment	• Stakeholder Analysis • Resistance to Change • Role of Change Mangement Team	• Action Plan • Communication Plan • Training Plan • Biz Systems Plan • Resistance Plan • Transition Management • Readiness Review • Escalation Process	• KPI Reporting • Sensing (Behaviors) • Management Review

Change is always hard.

Data Strategy as a change management
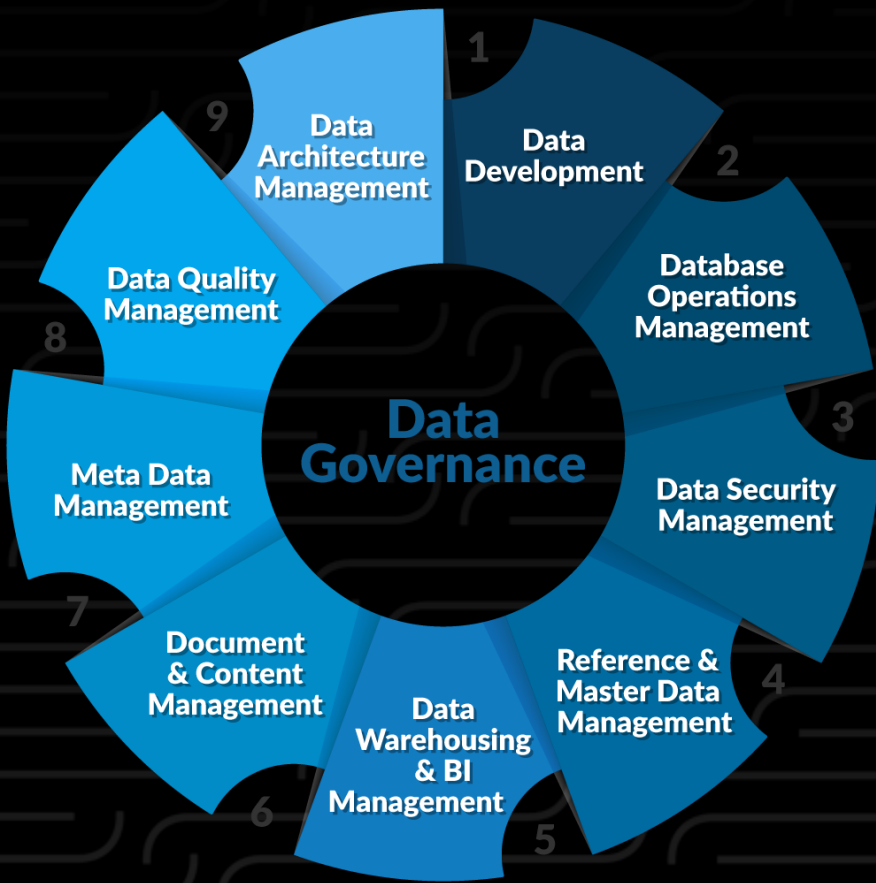
The change: Data Warehousing (DW)

Identify the change
- On-premise → Cloud
- Why? Why Why?
- Cost? Time-to-market? Aligned to Data/Business Strategy?

The detail
- ETL/ELT tools change
- Processes changed ?
- Models change?
- Reports change?
- Data Engineers/BI Analyst/I.T/Frontline?

The approach
- WIIFM:
- Front line: historical data/faster dashboard loading time.
- Data team:
  - New cloud skills, CV
  - Simplify DW (e.g. disk sizing)/job-losses
- Resistance/fast-followers

Implement
- Message from leaders
- Training plan for cloud e.g. resource management, pooling/on-demand
- Embedding good practice

Monitor
- ETL pipeline failure
- DW availability
- Review change plan

Data Governance (wheel)
1. Data Development
2. Database Operations Management
3. Data Security Management
4. Reference & Master Data Management
5. Data Warehousing & BI Management
6. Document & Content Management
7. Meta Data Management
8. Data Quality Management
9. Data Architecture Management

A top-down approach

Sponsored by executives.

Starts with alignment of mission/goals/objectives culminating in a strategy.

Not mutually exclusive w.r.t bottom-up.

Strategic → Tactical

Mission

Goals

Objectives

Strategy

A bottom-up approach

Sponsored by business units addressing problems.

Starts with a tactical focus by a business unit. Grows throughout the enterprise and eventually gets the attention of executives.

Strategy

Program of Work

Multiple initiatives

Business unit initiative