

Texas Data: Charting a New Course

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# Data Governance Establishing an Effective Program

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# Bio



**E-2C Naval Flight Officer**  
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**Information Operations**



UNIVERSITY OF HAWAII AT MĀNOA  
**SHIDLER**  
COLLEGE OF BUSINESS  
• International Excellence •



**Deputy Program Manager - Web Development**



**Capture Manager - US Federal Sales; Sales Operations Manager - Global Alliances;**  
**Senior Marketing Manager - CDI Team**



**Global Product Manager - Public Sector**



**EMEA Sales Operations Director - Global Alliances**



**EMEA Sales Director - Enterprise Cloud Services**



**Global Product Manager - Customer Data Solutions**



**Research Director – Data and Analytics**



# Information Governance SHOULD Be Part of Normal Business ...



To



# Which Leads to...



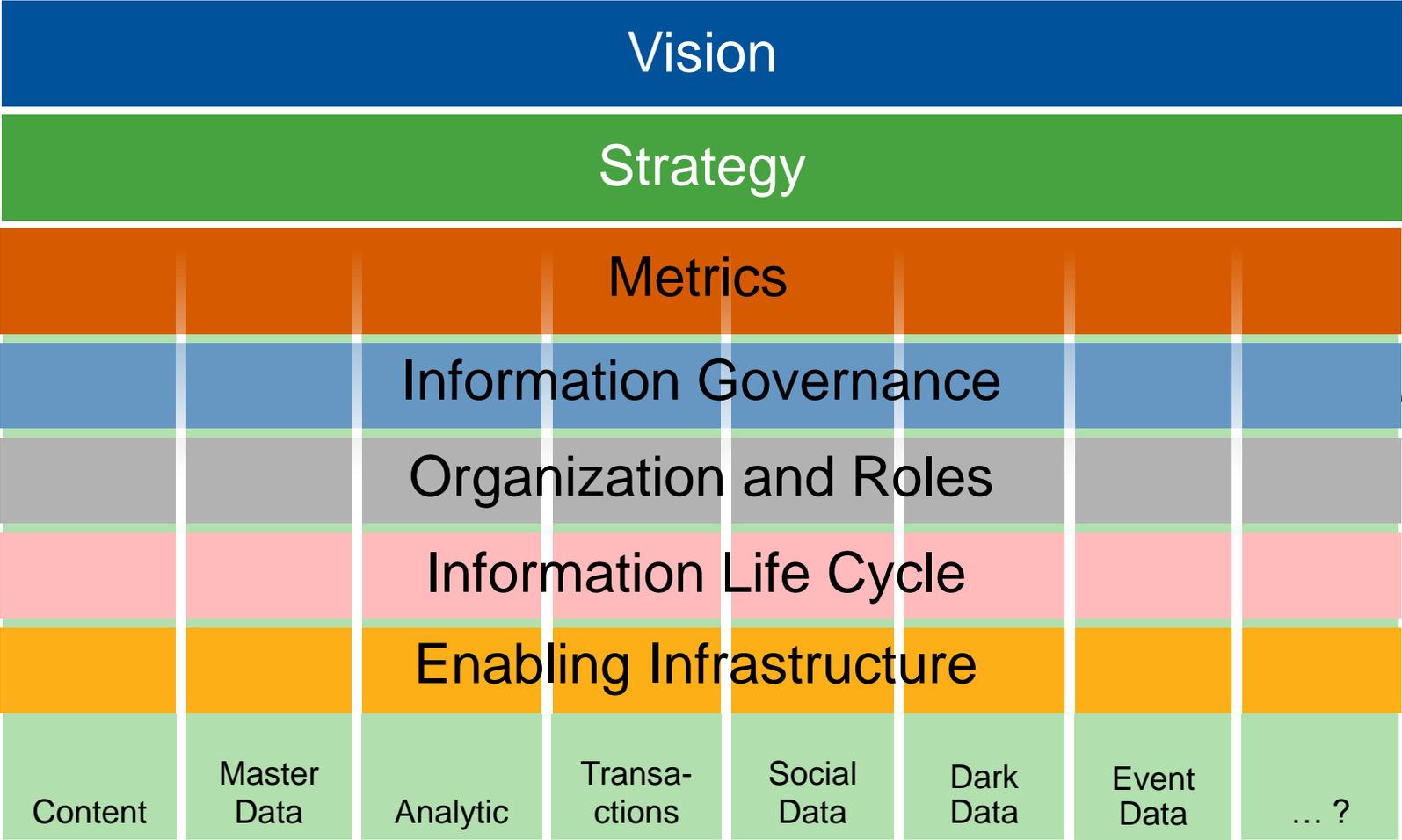
# Key Elements

1. What is Information Governance and what are the drivers?
2. How should you structure Information Governance to maximize outcomes?
3. How can you make Information Governance “stick”?

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# Enterprise Information Management Framework



# Definition

Information governance is the specification of ***decision rights*** and ***an accountability framework*** to ensure the appropriate behavior in the creation, collection, valuation, storage, usage, archival and deletion of information.

Such decision rights ***will lead to the implementation of new processes, roles, standards and metrics*** that ensure an organization achieves its goals of effective and efficient use of information.

This can only be ***achieved when information governance is implemented effectively.***

# What We REALLY Mean

- Business Relevant:
  - It's not about Data Quality per se, but about moving the needle *of business performance*
  - Enterprise and/or line of business - not IT
- Measurable:
  - Not high level or general, but specific, defined
  - Linked from information status to business outcome

# Why Information Governance?

Driver	Benefit
Compliance and legal risks, litigation and regulation	Risk reduction, reduced litigation costs
Productivity hindered by overload; valuable information is as good as lost	Less data, better organized data, data is easier to find
Process efficiency is suboptimal; outcomes are negatively impacted and targets are missed	Process improvement; processes are shorter, more automated, fewer errors
Information value is masked, distorted, not realized	Information can be used, reused, exploited, sold, opened up
New IT paradigms demand it	Ability to exploit alternative IT delivery models, such as cloud applications and storage

# Key Elements

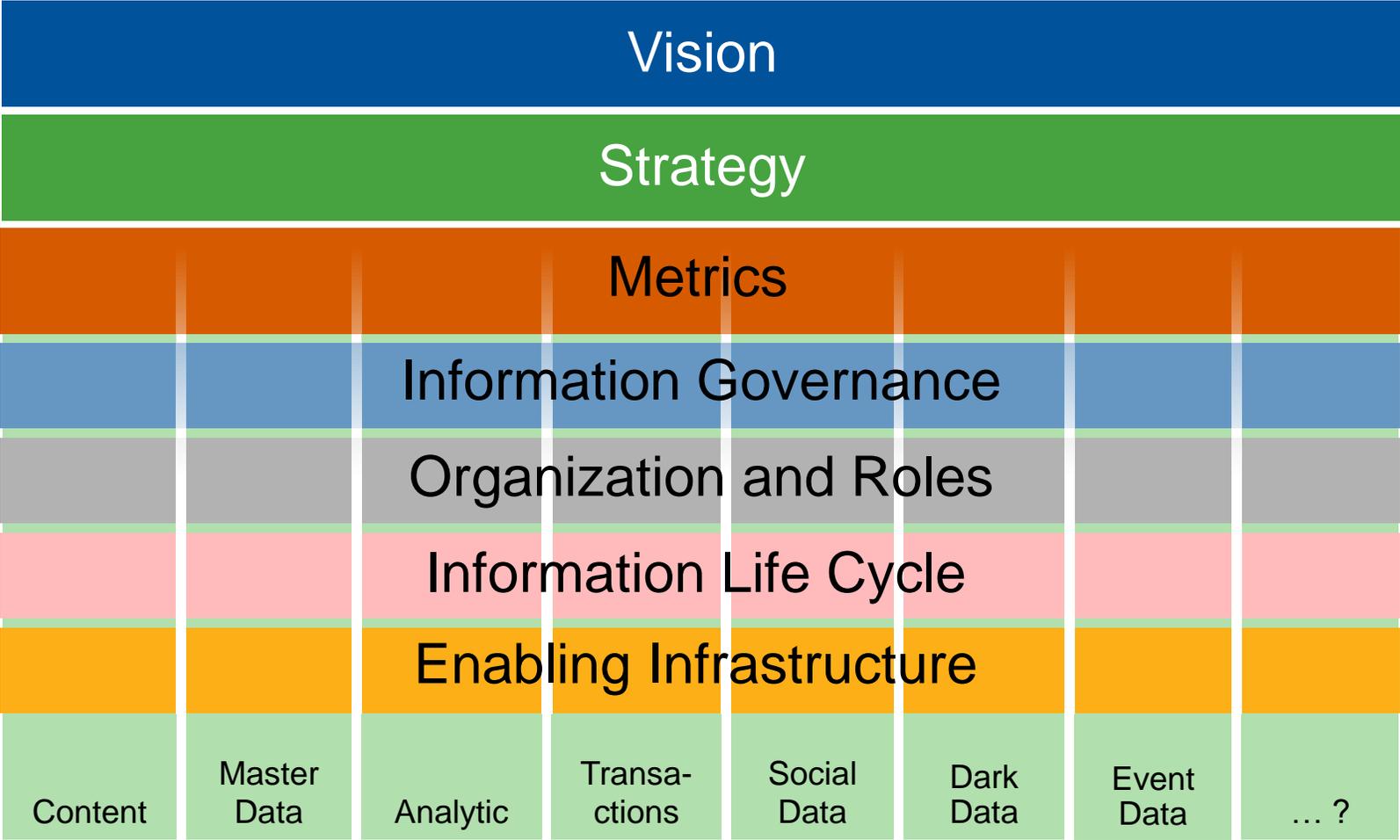
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# Enterprise Information Management Framework

*Start Here!*

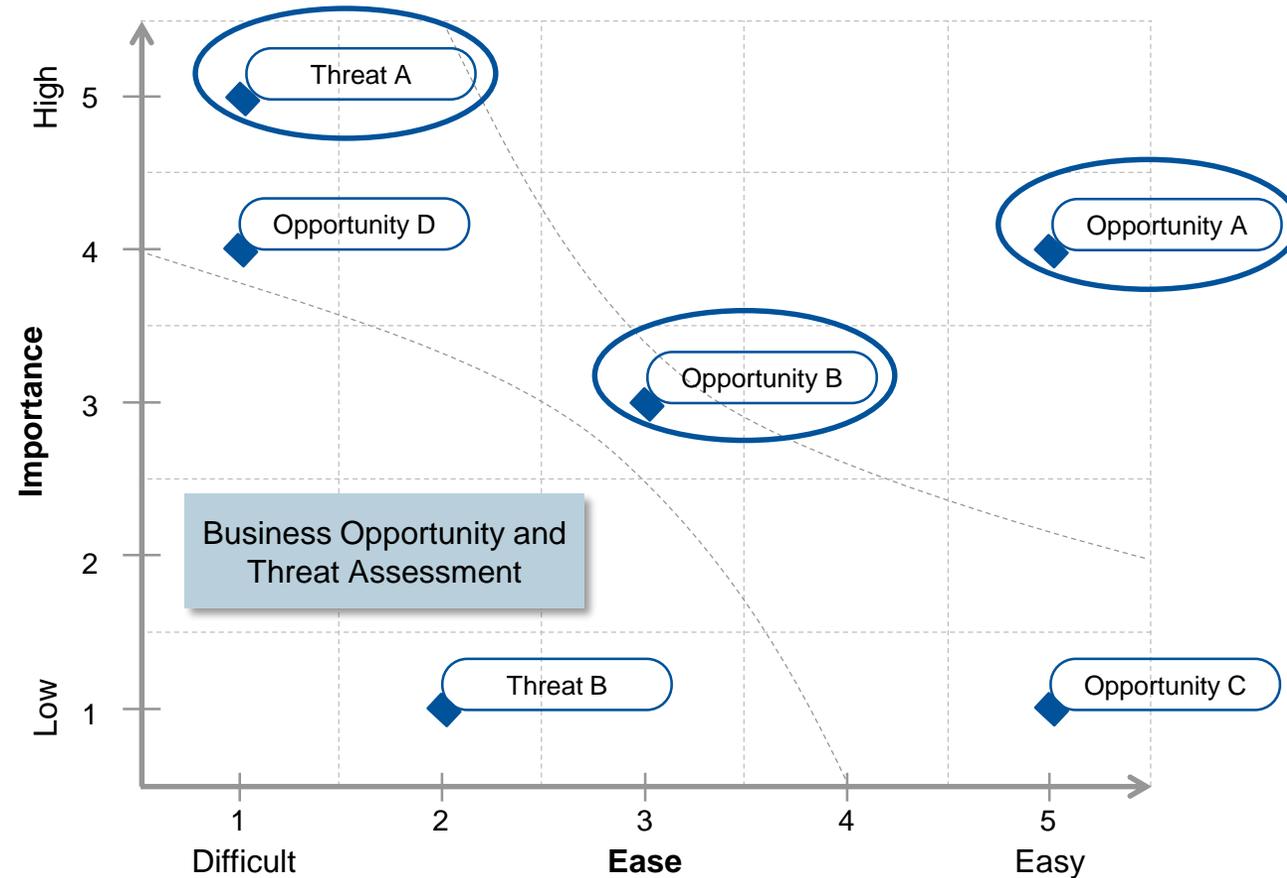
# Vision

The Vision describes what INFORMATION will do for the business

Potential  
Business Goals

Alignment

Specific  
Business Goals



# Strategy

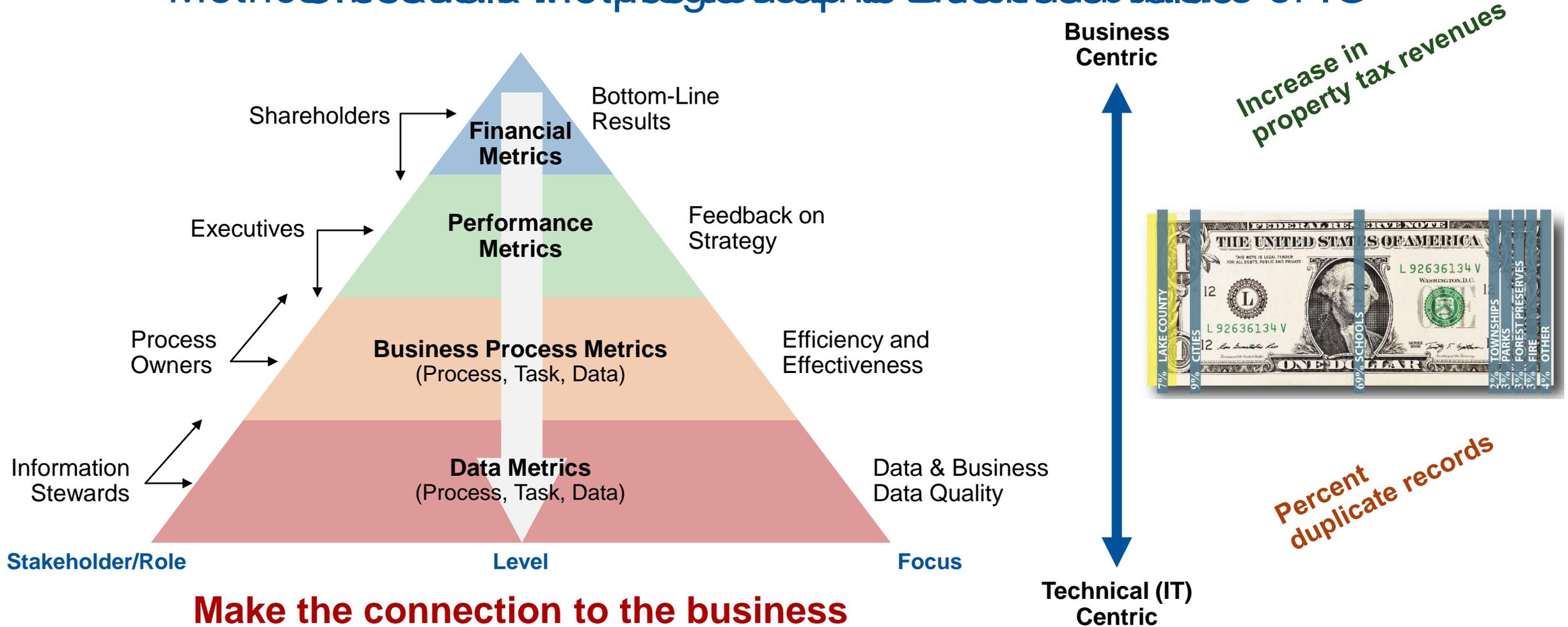
Determine the “how” through use of Vision and Values to Determine Mix of Alternative Information Strategies

		Value		
		Utility	Enabler	Driver
Vision	Operational Excellence	Always on	Information Exchange	Integration Value Chain
	Customer Intimacy	Share Information	Collaborate	Personal Analytics
	New Business	Self-Service	Dashboards	Information = Product
	Risk Management	Compliance	Risk Mitigation	Handle Risks Others Can't

"A Good Information Management Strategy Starts With Vision and Values" (G00252013)

# Metrics

## Metrics measure the progress toward the Business Values of IG



# Metrics – Examples in the Wild

## Energy

- *50% reduction in time spent on poor data quality issues, resulting in increased engineer efficiency*

## Manufacturing

- *Industrial: 88% of customer orders captured via digital channels, increasing sales and cost savings*
- *Automotive After Market: 5% increase in customer retention results in a 75% increase in aggregate lifetime profits from an individual customer*
- *European Automotive: marketing campaign conversion rate increase of 1.5 – 2.5%*

## Retail

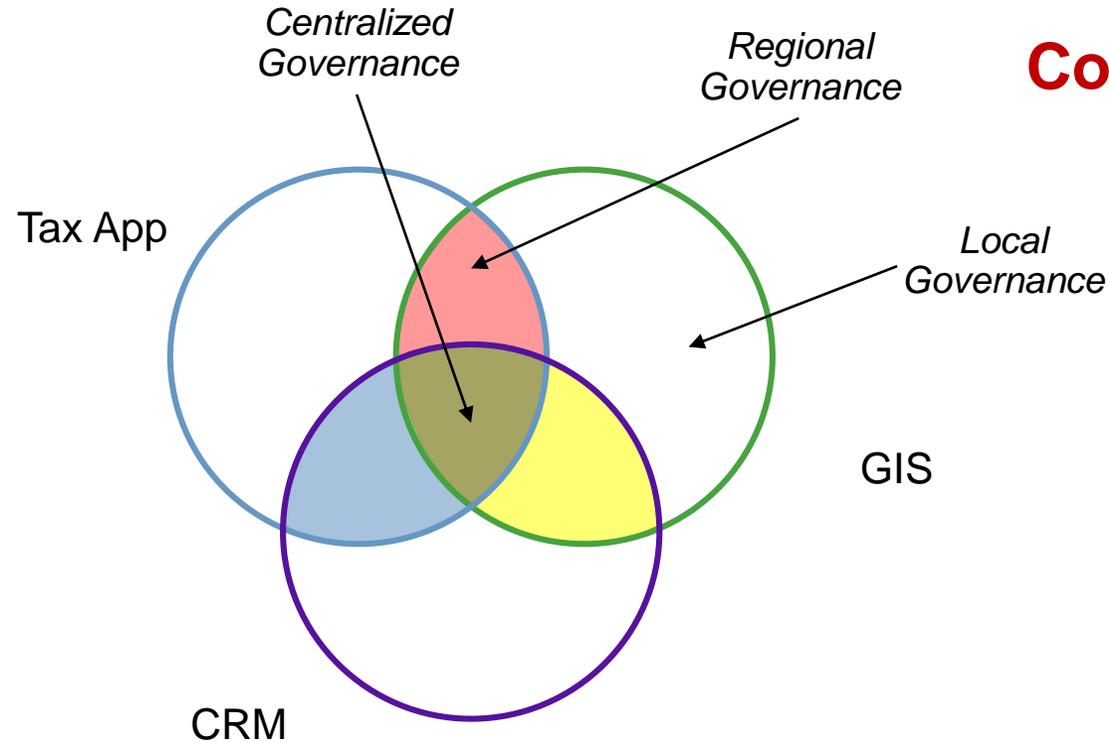
- *High End Department Store: achieved two week reduction in time to market with 3.5% increase in sales revenue*

# Information Governance

Information Governance establishes decision rights, and assigns authority for EIM



# Information Governance

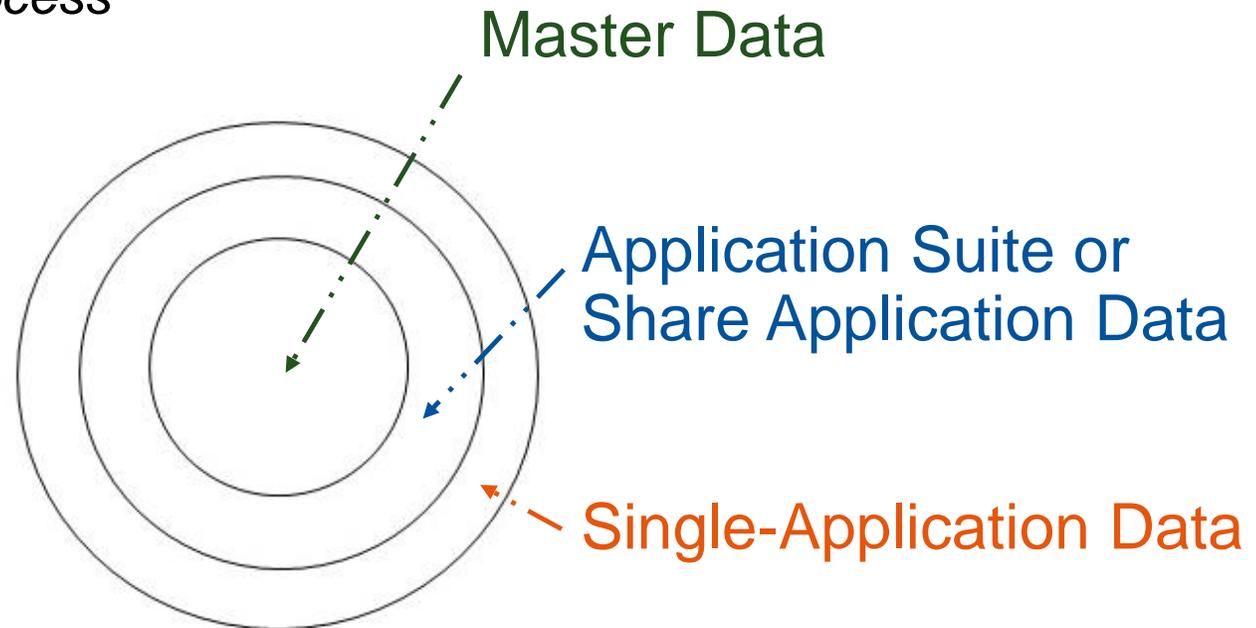


**Contention across Applications**

# Information Governance

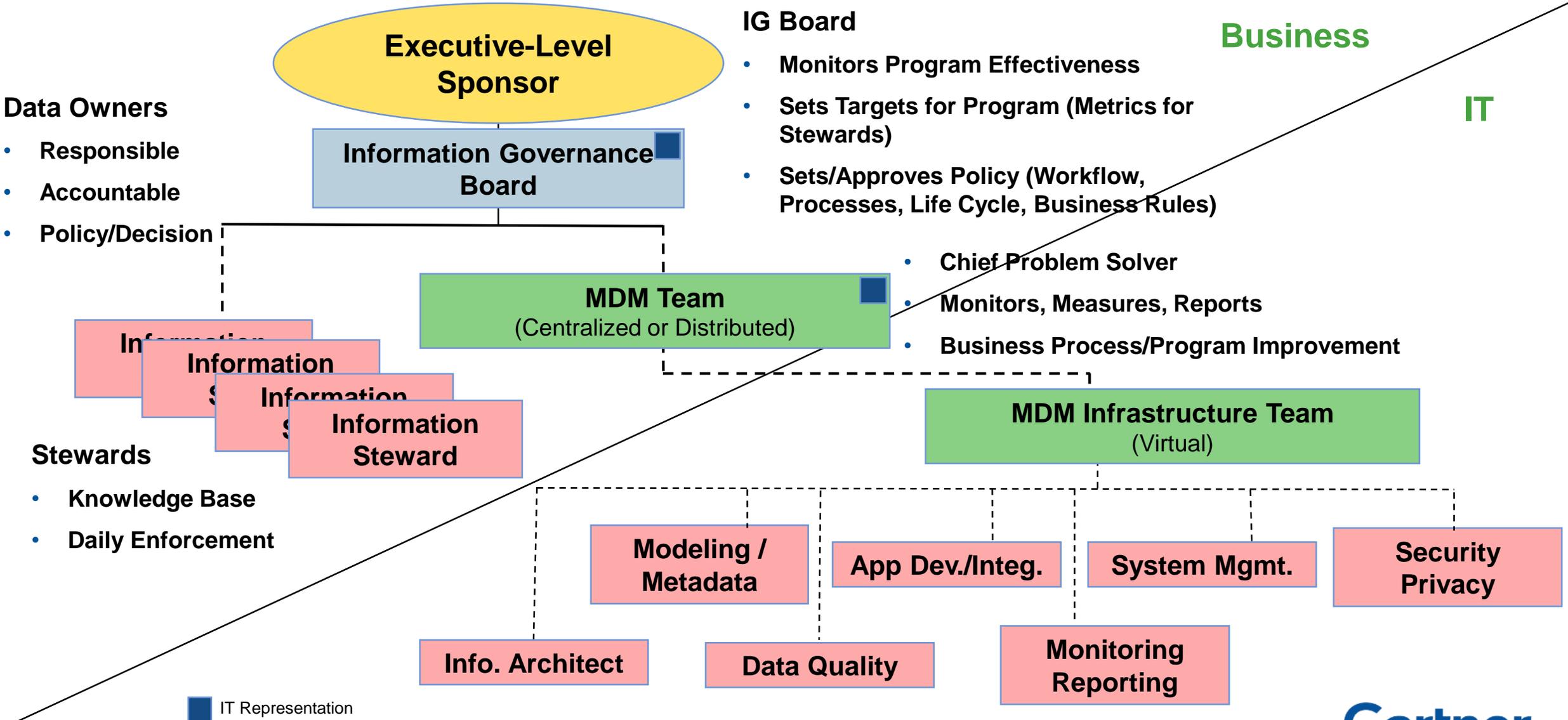
Not all information needs same level of governance -  
Three Rings of Information Governance

*Use this to discuss the relative importance  
of information assets for a given  
application, analytic, or business process*



See Gartner's [Three Rings of Information Governance Help You Prioritize Different Types of Data](#)

# Organization and Roles



**Data Owners**

- Responsible
- Accountable
- Policy/Decision

**IG Board**

- Monitors Program Effectiveness
- Sets Targets for Program (Metrics for Stewards)
- Sets/Approves Policy (Workflow, Processes, Life Cycle, Business Rules)

Business

IT

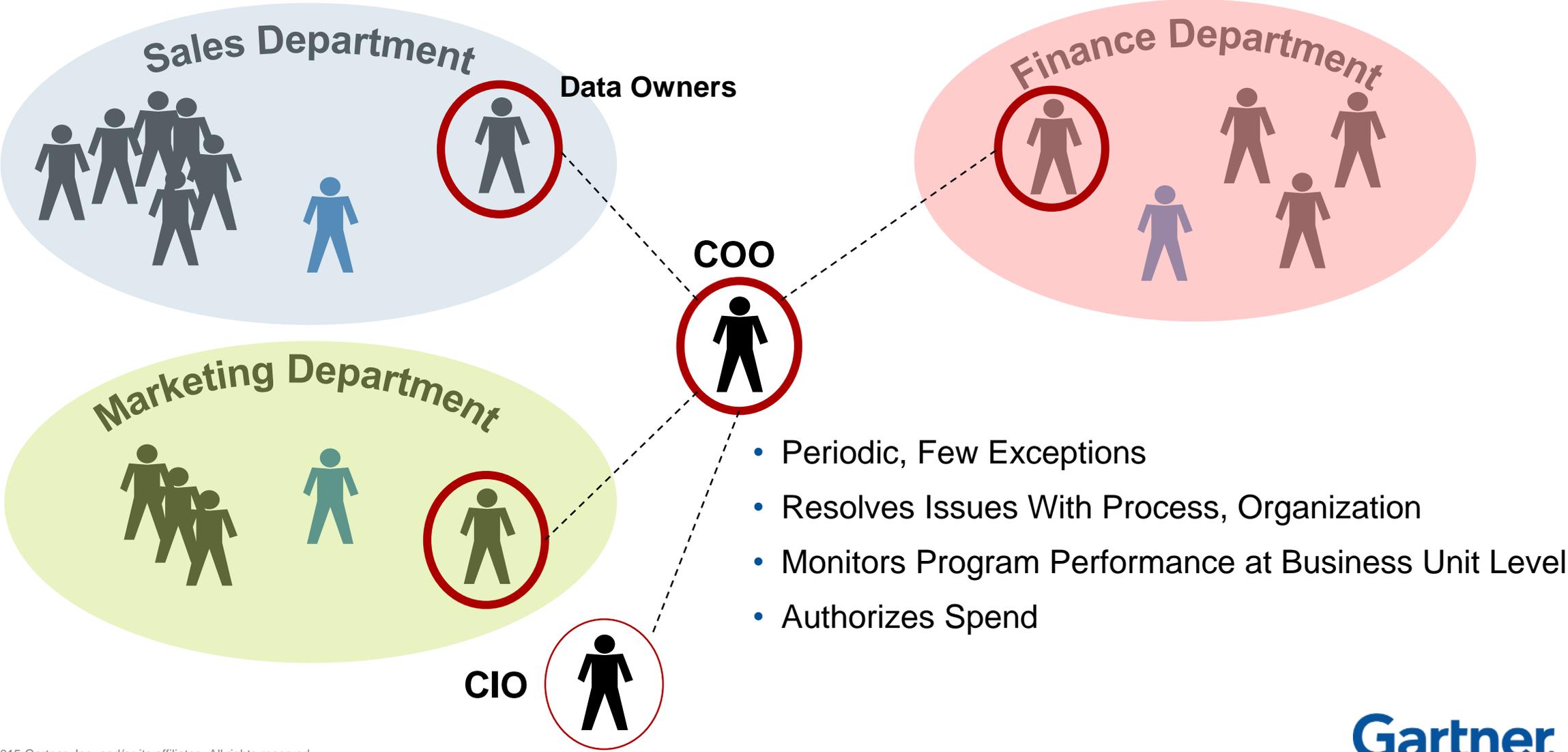
**Stewards**

- Knowledge Base
- Daily Enforcement

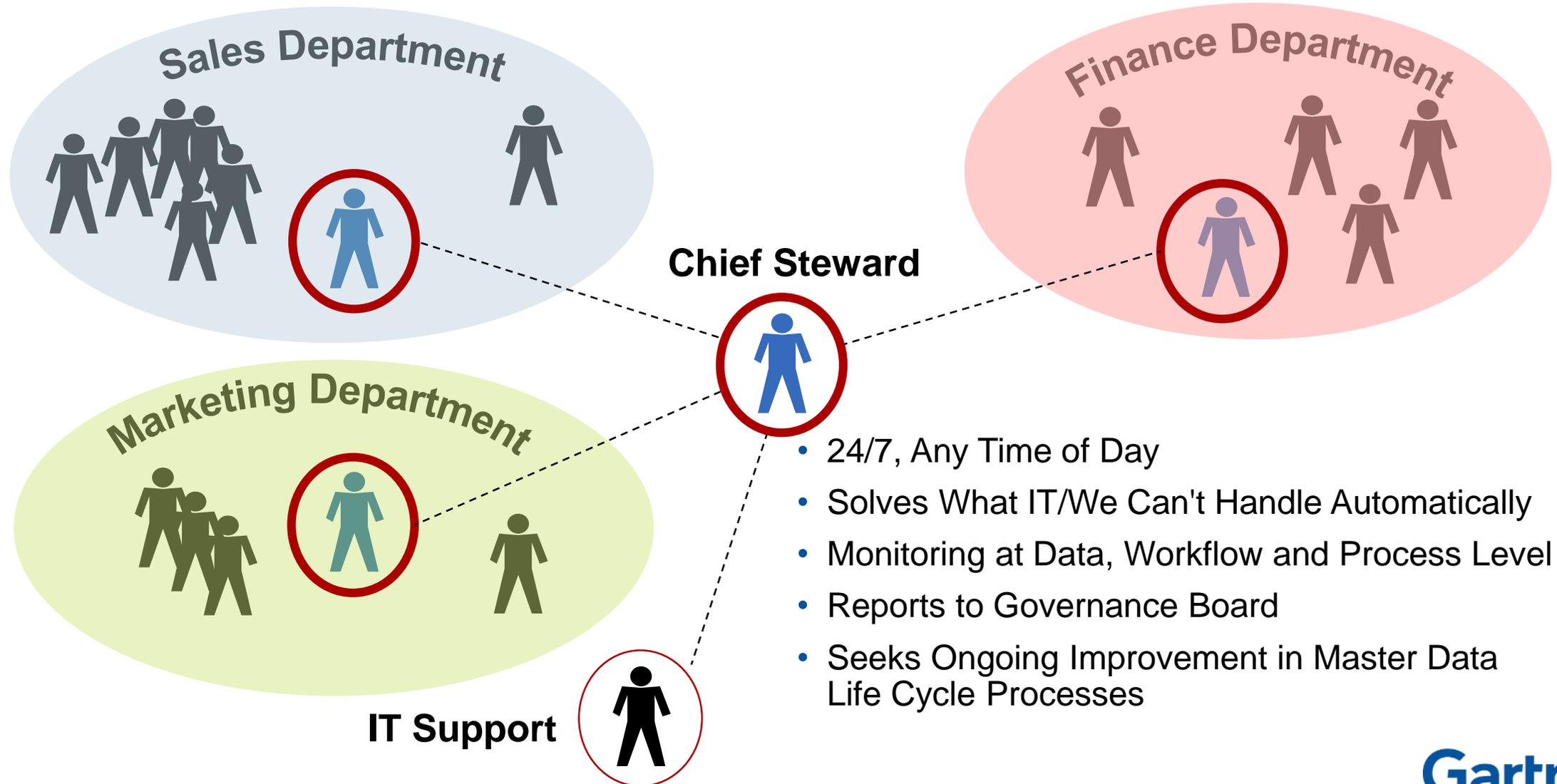
IT Representation



# Drill Down - Governance Board



# Drill Down – Stewardship



# Key Elements

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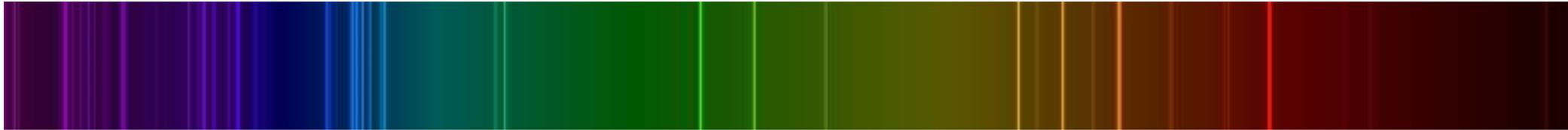
# Establish the Program

Program (noun pro-gram \ 'prō- ,gram, -grəm\ ) a plan or system under which action may be taken toward a goal

	<b>Discipline</b>	<b>vs</b>	<b>Program</b>
<b>Vision</b>	Technical Completeness		<i>Business Adoption</i>
<b>Strategy</b>	Monolithic and Long-term		<i>Incremental and Time-phased</i>
<b>Metrics</b>	General		<i>Specific</i>
<b>Governance</b>	Information		<i>Effort</i>
<b>Organization</b>	Information Steward		<i>Sponsor and Leader</i>
<b>Processes</b>	Information Stewardship		<i>Change Management</i>
<b>Enabling Technology</b>	Repository		<i>Collaboration</i>

An IG program is **real**, it **gets funded**, accomplishes **just enough**, it **gets things done**, and **can prove its business benefits**.

# Governance is... Adaptive

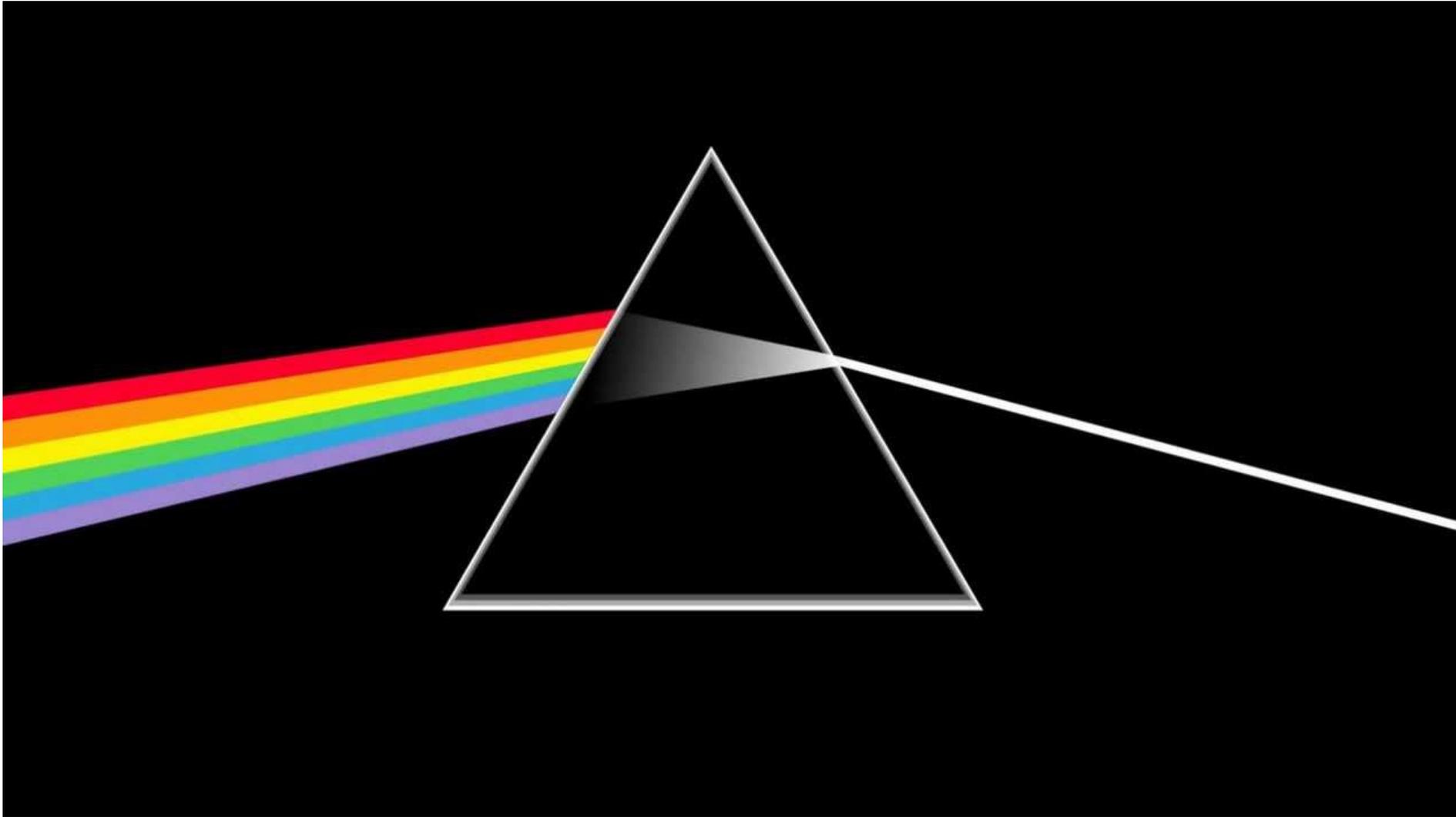


0%

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# Governance is... Semantic Consistency



# Governance is... Clear Rights of Authorship



# Governance is... Collaborative



# Governance is... Establishing Trust



# Real Example\* of an Operating Governance Board Agenda

## 1. Updates:

- Naming Conventions — Public and Approved; Under Review

## 2. November Program Roll Out Updates:

- Sales and Marketing Business Rules:
  - Hierarchy Set Up
- Supply Chain:
  - Incorrect Supply Sourcing Flags

## 3. Go Live Update:

- Open Issues/Items

## 4. Review Metrics/Scores:

- Finance, Sales and Marketing, Supply Chain, and Lower Level Data Quality KPIs

## 5. Pending Rule/Process Request Changes

## 6. Open Items

\* Gartner Client Example, 2012

# Drill Down on Business Rules

## 2. November Program Roll Out Updates:

- Sales and Marketing Business Rules:
  - Hierarchy Set Up

### Updated Sales and Marketing rules:

- *Business Units not tied to a Master*
  - This rule will identify business units that are not tied to a Master in the **Customer Hierarchy**.
  - Business impact includes customers appearing to be tied correctly to the hierarchy, but in fact the tie is not complete, resulting in **incorrect pricing**. Application functionality requires Business Unit to be tied to Master, but there are **no system errors** to alert to this issue.

**Business Impact**

**Master Data**

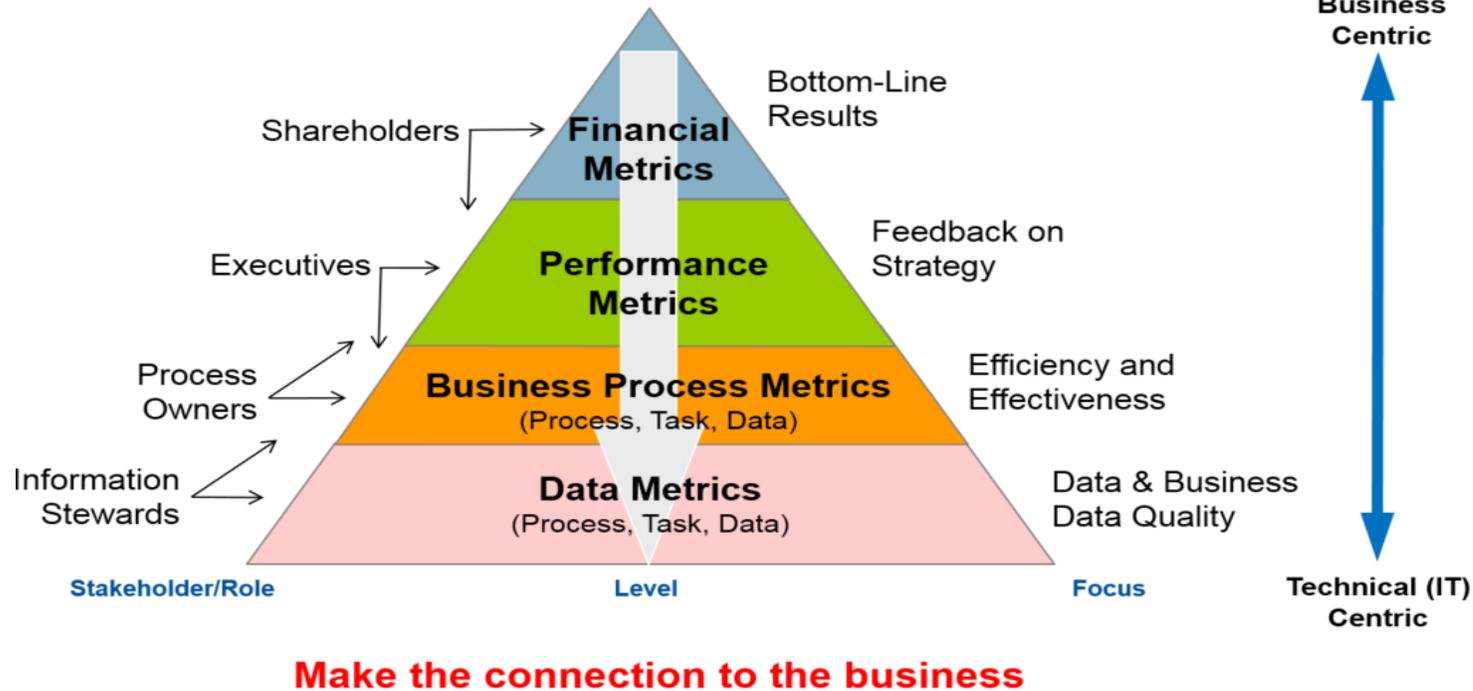
**No Automation**

# Drill Down on Metrics

## Crosswalk metrics to map to Business Value

### 4. Review Metrics/Scores:

- Finance, Sales and Marketing, Supply Chain, and Lower Level Data Quality KPIs



BUSINESS ASPECT	DESIRED BUSINESS OUTCOME
Demand Management	Market Responsiveness
	Sales Effectiveness
	Product Development Effectiveness
Supply Management	Customer Responsiveness
	Supplier Effectiveness
	Operational Efficiency
Support Services	Human Resources Responsiveness

# Candidate Topics for Your Agenda/Scope

**1. Updates:**

- Naming Conventions — Public and Approved

Standards

**2. November Program Roll Out Updates:**

- Sales and Marketing Business Rules:
  - Hierarchy Set Up
- Supply Chain:
  - Incorrect Supply Sourcing Flags

Pending Program Expansion

**3. Go Live Update:**

- Open Issues/Items

Current Program Status

**4. Review Metrics/Scores:**

- Finance, Sales and Marketing, Supply Chain, and General Ledger Data Quality, etc.

Benchmarks, KPIs etc.

**5. Pending Rule/Process Request Changes**

Process Improvement

**6. Open Items**

# Candidate Topics for Your Agenda/Scope

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

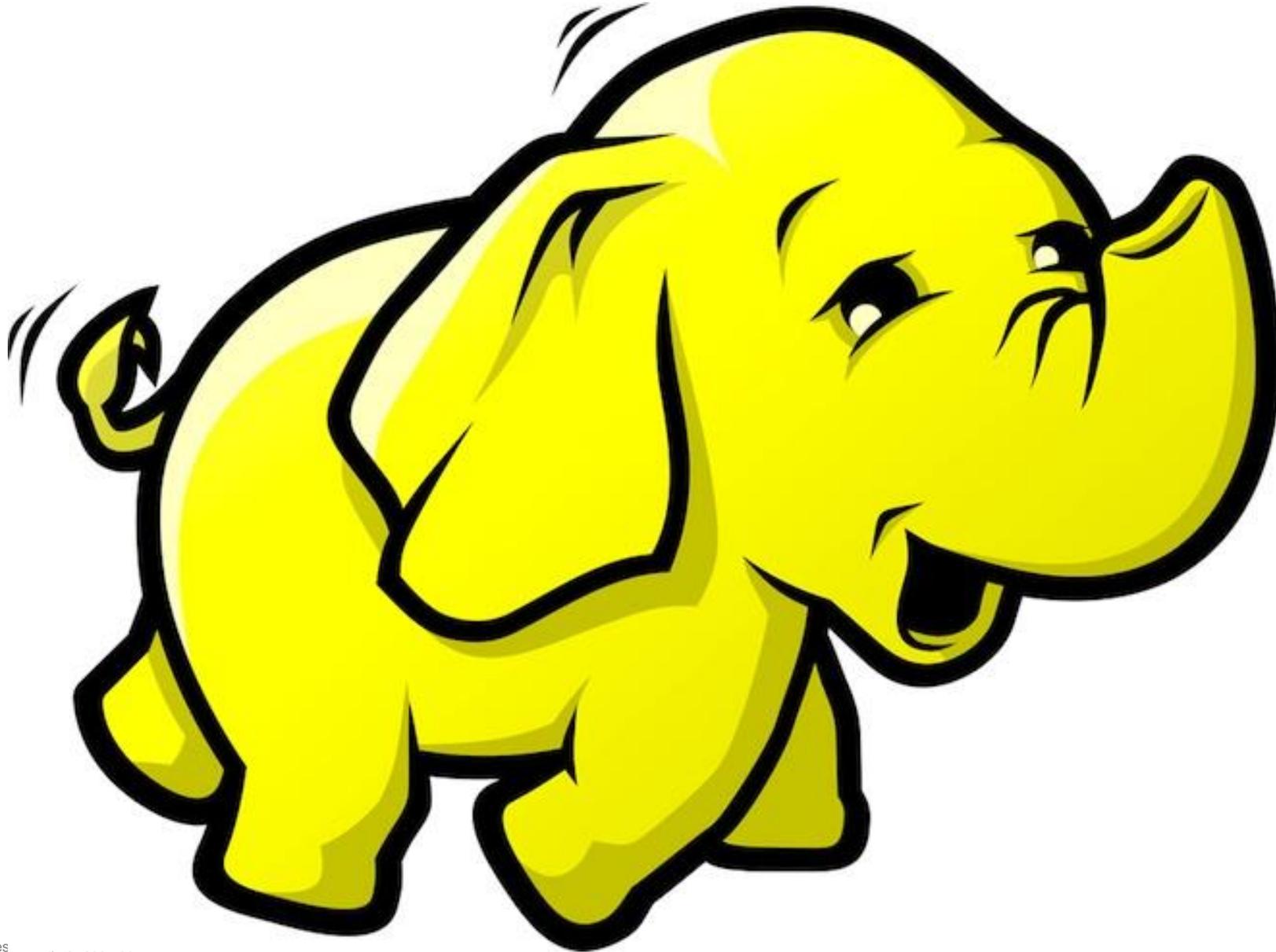
**Remember:**  
**Role of Governance Board**  
**"To Set Policy"**  
**Role of Stewardship Office**  
**"To Enforce Policy"**

- Standards
- Pending Program Expansion
- Current Program Status
- Benchmarks, KPIs etc.
- Process Improvement

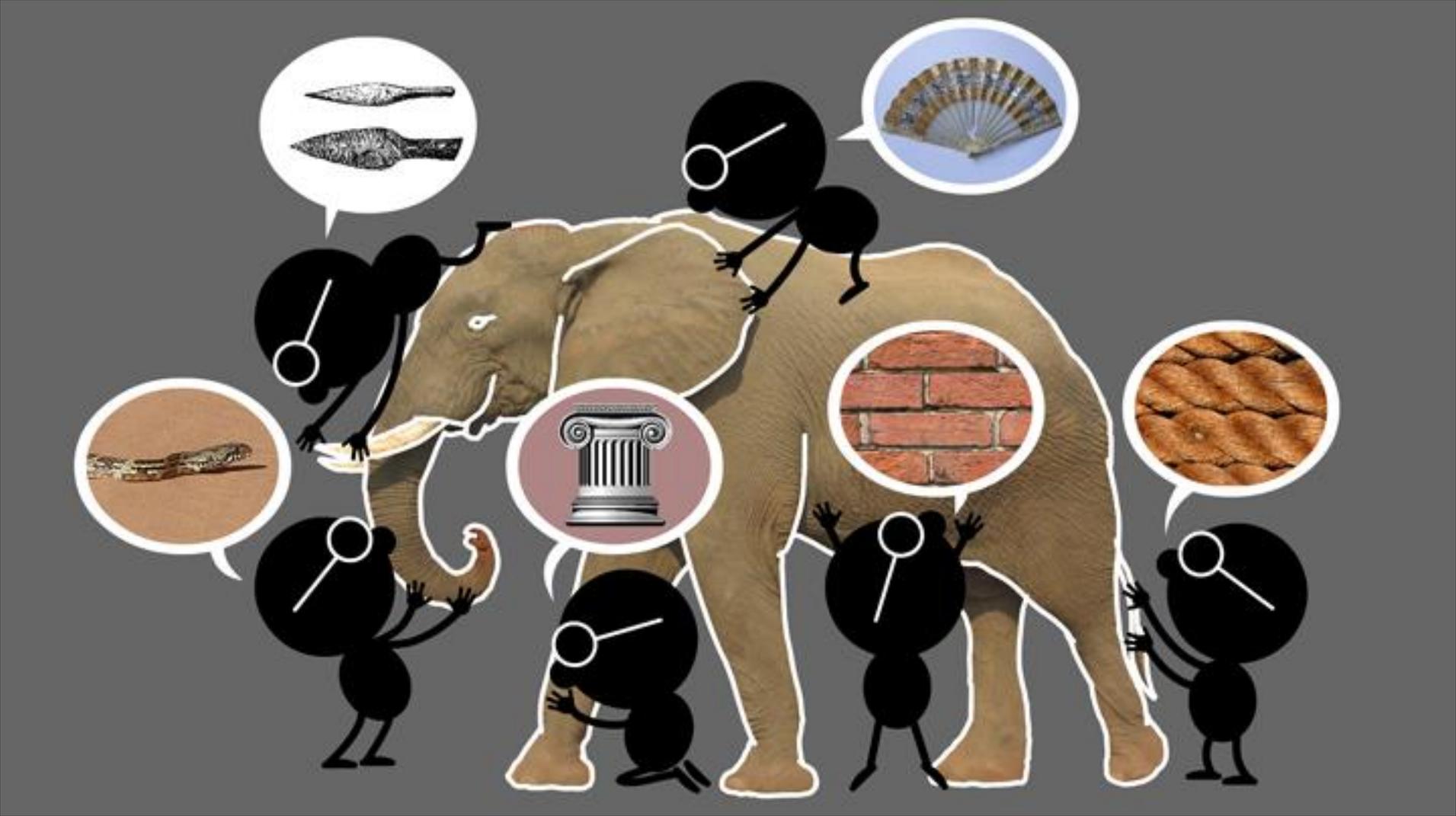
# Latest Best Practices / Observations

- **Formalize Job Description**
- **Host Steward of the Month / Quarter Award**
- **Publish / Contribute to Company Newsletter**
- **Develop a Governance and Stewardship Certification Program**
- **Plan for Job Swaps**

# Lessons from Blind Men



# Lessons from Blind Men



# Recommended Gartner Research

- ▶ [Toolkit: Information Governance Role Descriptions](#)  
Ted Friedman and Andrew White (G00259824)
- ▶ [Toolkit: Information Governance Organizational Structures](#)  
Andrew White and Ted Friedman (G00260982)
- ▶ [Information Governance Requires a Comprehensive and Interrelated Range of Policy Types](#)  
Ted Friedman and others (G00259783)
- ▶ [Operationalize Information Governance With Technology Support](#)  
Debra Logan and Andrew White (G00269158)
- ▶ [A Day in the Life of an Information Steward](#)  
Andrew White (G00277630)