



DATA GOVERNANCE: TOP 20 TIPS & TRICKS

BUILDING ON THE FIVE ESSENTIAL
COMPONENTS OF A SOLID DATA
GOVERNANCE PROGRAM

BY DATASOURCE CONSULTING

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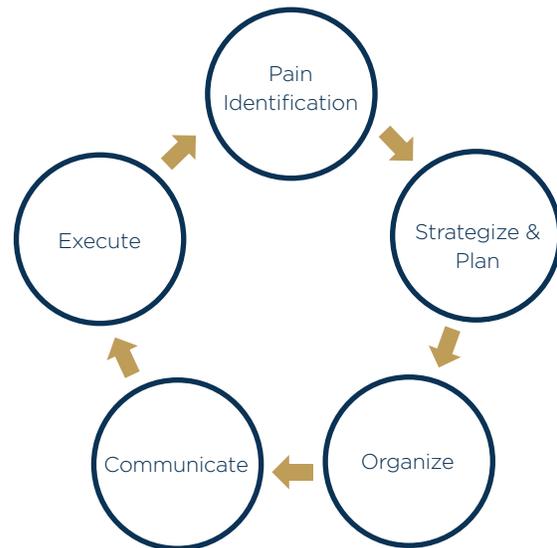
DATA GOVERNANCE FRAMEWORK:

Data Governance is a key component to any company that wants to leverage the full value of their data. A solid Data Governance Program helps ensure quality, reduces risk and establish & reiterate best practices within a company.

At Datasource Consulting, we look at Data Governance Programs as an evolution that grow over time. We feel there are five critical elements to develop a solid framework for a Data Governance Program.

In this ebook, we'll travel through a virtual Data Governance journey covering each of the five areas outlined below.

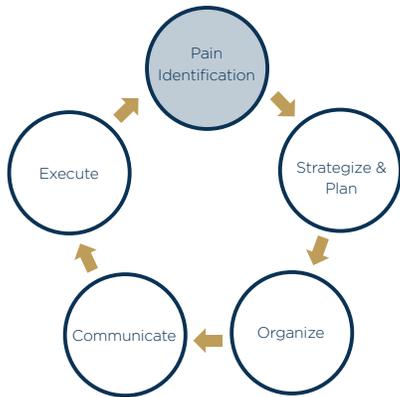
- 1) Understanding Pain Points
- 2) Strategizing & Planning
- 3) Organizing
- 4) Communicating
- 5) Executing



The primary purpose of this ebook is to give you some insider secrets we've learned and developed over time. For more details about each of the areas, feel free to **contact us** and schedule a personal consultation and review of your Data Governance Program.

PHASE 1: UNDERSTANDING PAIN POINTS

Before setting sail on a vacation or journey, it is important to understand the goal or focus of the trip. For some, that may be relaxation while others may be seeking the thrill of an adventure.



Those of you on your Data Governance journey may be more focused on solving issues with quality, trust, integration, or how to categorize information for maximum efficiency.

Regardless of your objective or goal, it will be important to talk to executives and managers across the organization and understanding what pain points they'd like to solve.

This will become part of our Data Governance framework so take copious notes. Also, be aware that there are many different ways executives express their frustration, so keep your ears open and clarify what you're hearing.

TIP #1: WHERE DOES IT HURT?

Dentists and parents are some of the most common groups of people asking the question, "Where does it hurt?" As you know, the motivation behind the question is focused on alleviating pain. In a similar manner, as the Director of Data Governance for your organization, you need to be willing to play the part of the dentist or the concerned parent and ask, "Where does it hurt?"

The goal of asking this question is to isolate the Data Governance Challenges your company faces. It will be important to identify where the pain resides in your information delivery systems; and, in how information gets consumed in your businesses.

Listed below are the *Top Five Data Governance Challenges* you may hear as you listen to your users.

"I can't trust the data I'm getting, I'm still flying on instinct alone." Data Governance Challenges like these are fairly common and directly point to a need for a Data Governance program.

"Why can't we break out the data so I can use it? I can't see it in a way that is useful to me." Very often, the root cause of these Data Governance challenges comes back to the way the data is currently structured. In its current format, the data isn't useful to the user; however, a solid Data Governance Program will help.

“Why does it seem this information doesn’t tie to that information? Aren’t we all one company here?” Data Governance challenges of this nature points directly to data silos. We’ll cover data silos more in depth in the next part in the series titled Data Governance Strategy. For now, just realize that the business user is screaming for a Data Governance Program.

“Does anybody actually look at this data before it gets on my desk? Why do I have to figure all this out on my own?” Quite often we hear of Data Governance challenges where spreadsheets overtake an office like a huge tidal wave, piling up on the desktops of executives. In order to do their job and make the hard decisions, executives sift through the data deluge in order to inefficiently process the information. Your Data Governance Program can be their lifejacket to efficiency (and sanity).

“We are losing money because we can’t see risks and opportunities well enough. It’s here; but, we can’t see it.” While Data Governance challenges like these may sound fairly similar to number four listed above, this particular response really points to an instinctual sense many executives have about missed opportunities. Executives feel the opportunities are there, but they just can’t get to them because of the way the data is presented. Organizing the data in a different, and more meaningful way will alleviate Data Governance challenges like these and empower executives to execute and make smarter decisions.

By asking and answering these, and other probing questions, you’ll gather a plethora of challenges currently facing your users. This information will be very valuable as you lay a foundation for your Data Governance Program.

TIP #2: UNDERSTANDING BUSINESS VALUE

Funding a long-term program is going to be difficult. If you’re going to get the funding for a project, you’ll need the buy-in from the business community. Therefore, it almost goes without saying that you’ll need to have a solid understanding of the business value of your Data Governance Program.

Below is an abbreviated list of areas you need to keep in mind as you get started on your Data Governance journey.

Top Five Business Values for your Data Governance Program

- 1) Adding focus and structure to data to enable you to meet your strategic and operational goals.
- 2) Providing insights that help you uncover missed opportunities and risks.
- 3) Serving your stakeholders more effectively with better information - Yes, this is a general statement; however, let’s keep the overall goals in mind. If you’d like to have stakeholders respond to the work you’re doing, having more structured governance and data delivery in

place in their BI and application systems will help grease the wheels and alleviate their Data Governance Challenges at the same time. Over time you'll start to see stakeholders respond more favorably to a lot of the work you're doing.

4) Using data to optimize the organization's performance - Yes, this is one of the key advantages for an organization when they have a strong Data Governance Program. Everyone inside the organization is looking for ways to use the information assets, currently on hand, to leverage decision making and make more efficient uses of available resources.

5) Enable a full range of advanced analytics. Whether you are on the lower end of the analytics maturity bell curve or on the higher end, a solid Data Governance Program will help you improve your analytics maturity.

TIP #3: PROGRAM FOCUS VS. PROJECT FOCUS

The final tip regarding Data Governance challenges is about the long-term focus for your Data Governance Program.

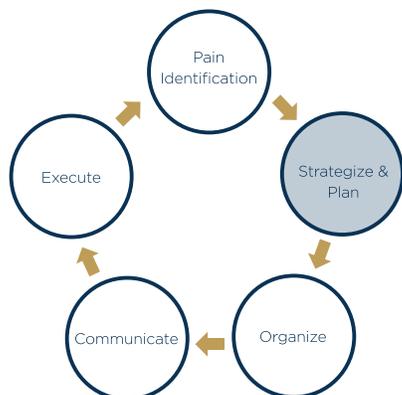
Data Governance can go in many different directions. When you bring the Data Governance challenges and the business value together, you bring your Data Governance program into focus. It is true that you want to have some quick wins so you can start to show the results of your hard work (and solve the most pressing Data Governance challenges your executives face); however, at the same time, some people will try to plan all of the different areas of the data management body of knowledge and attempt to move the needle on everything all at once - a very lofty goal. Remember, this is a program not a project; the tortoise, not the hare. A Data Governance Program will span several years and establish practices your organization will initiate over a long period of time. Yes, you will have individual projects along the way; however, it is best to pick your focus and realize you're in it for the long haul solving one Data Governance challenge at a time.

As with any journey, we need to start with the end in mind. By following the tips outlined above, you'll be well on your way to identifying the critical pain points of your users. This information will come in handy as we move on to Phase 2: Strategizing & Planning.

This is a program not a project;
The tortoise, not the hare.

PHASE 2: STRATEGIZING & PLANNING

With destination in hand (e.g. Paris, France or solving the biggest challenges of your users), the next step in our journey is planning.



Large, multi destination trips, present almost limitless opportunities to the traveler; therefore, many novice (and experienced) travelers will enlist the help of a professional travel agent. The travel agent serves as a valuable resource and will present would-be travelers with many different options, coordinate and confirm all of the details about the upcoming trip for the traveler. In a similar fashion, a Data Governance framework presents a wealth of options for organizations.

Datasource Consulting is a Data Governance Travel Agent for many enterprises. During the Strategizing & Planning phase, we outline both strategic and tactical approaches focused on achieving the long-term goals. We love data and would be happy to help manage the entire Data Governance framework for you. The next section covers eight strategy & planning tips and tricks, including where to find the money to fund your Data Governance Program.

TIP #4: BALANCE STRATEGY & TACTICS

Balancing strategy and tactics is one of the largest obstacles for any Data Governance Program. It is at this point in the Data Governance lifecycle where we've seen many Data Governance programs stall. Yes, both strategy and tactics are important. You can't

have one without the other; however, good programs need a strategic focus. It is vitally important to your success to first think about the overall Data Governance strategy. Then, translate the strategy into tangible deliverables your business partners will appreciate.

TIP #5: VISION

Stephen Covey, in his book *7 Habits of Highly Effective People*, says, "Begin with the End in Mind." At Datasource Consulting, we have a consistent focus on the end result. By focusing on the end goal and working backwards, we are able to clearly communicate the Data Governance Strategy to key stakeholders and show them what success will look like when we have implemented the program.

Having a clear vision goes a long way to being able to describe to stakeholders and others how the business will change as a result of the work we are doing. It also helps us stay focused on the goal.

TIP #6: PAYING FOR YOUR PROGRAM

Implementing a Data Governance program can be both costly and difficult, you will need to find the money to fund the program.

If your company is very fortunate, you may be able to say to your team, *“This is essential! We need this and we have to figure out how to pay for it.”* However, most businesses don't have the flexibility to proceed in this manner; they need to figure out how to justify the program first. We've outlined three different areas or targets that may help you fund your program:

- Data Quality
- Better Data Organization
- More timely data

The best way to gather the needed funding is to talk to a lot of people and understand where the opportunities exist. Who knows, maybe you'll come across the manager who knows where to find the Goose that Laid the Golden Egg.

TIP #7: JUSTIFYING YOUR PROGRAM: WHERE TO LOOK FOR MONEY

Where do I go to find the Golden Eggs? Commence “Operation Easter Egg Hunt”. Many times you'll be able to find the money just by listening for the proverbial “cry for help”. Here are a few scenarios we commonly hear from our clients:

Errors have been made as a result of poor data quality.

Decisions were held up while waiting for better (and often very manual) analytics. This is fairly common amongst companies today. We've seen many situations where executives had to make decisions on the fly and in the blind because they could not put their hands on the information they needed.

Duplication of effort; multiple groups are maintaining or managing similar data assets. This speaks directly to Data Silos and is covered below in Tip #9: Break Down Silos.

Compliance risk and exposure. This is often a big reason for a solid Data Governance Program and something on which we'll focus in an upcoming section of the ebook. (However, if you're eager and would like to jump ahead, follow the ***link*** to the sections on Compliance.)

Listed above is only a small sampling of areas to look for money. Please know there are many more places to find money.

TIP #8: DON'T OVER PLAN

Do I focus on the long term or the short term? Unfortunately, the answer is both. It is best to keep your Data Governance Strategy focused on the long-term, and at the same time, keep your plans focused on the short term.

*Keep your strategy
focused on the long term
and keep your plans
focused on the short term.*

As you outline on your Data Governance strategy and start working with your data, you'll often find there is a lot you don't know and that you won't know until you start your program. So, while having a Data Governance strategy focused on the long term is important, it can be difficult to plan out every step.

At Datasource Consulting, we focus on both the long term and the short term. The Data Governance methodology we use focuses on what we can do in 90 day blocks of time. By breaking down the long term vision into sizeable chunks, we are able to keep a fairly near term view of what deliverables will look like.

TIP #9: BREAK DOWN SILOS

Many Data Governance programs have been built to rid a corporation of the need for data silos and deliver consistent data across an enterprise.

For those who may not be familiar, Data Silos are the Excel spread-marts traditionally managed by one person. Typically, users and management are unwilling to give up their "holy grails" until they have a more trusted and reliable source of information.

So, how do you rid an organization of the Data Silos?

In order to break down the Data Silos, it is best to invite users and managers to be active participants in the Data Governance program and provide input for the Data Governance strategy.

This will help build trust by demonstrating how governance strengthens the value of data and reduces the risk of poorly informed decisions. When people start to see your program working, they'll give up their trusty data silos and you'll see data silos disappear.

TIP #10: BOTTOM UP OR TOP DOWN

Is it better to approach Data Governance from the Top Down or the Bottom Up?



Top Down: Executives are focused on the big picture issues of the company. For that reason, their point of view typically comes from the top down. Overall, they want to see the results that line up with the big picture goals of the company.



Bottom Up: Operational managers will approach Data Governance from the bottom up – from the “trenches”. As a result, they’ll be focusing more on the granular data, day to day metrics, and how the process works.

In a similar fashion to number five listed above, you will want to include both Top Down and Bottom Up approaches in your Data Governance Strategy. By focusing on both a top down and bottom up strategies, you will be more effective in accommodating executives and operational managers, and your Data Governance Program will have the best chance for success.

TIP #11: USE KEY METRICS AS A GUIDE

A key question to ask is, “What kinds of information are executives and managers consuming every day that is essential to them for the health and wellbeing of the business?” Once we get a sense of the kinds of information that is being utilized on a daily basis, we can then use key metrics can help guide our Data Governance strategy and our priorities which enables us to address key questions such as:

Quality: Do we have a quality problem?

Definition: Do we define things correctly and consistently across the organization?

Dimensionality: Do we have the right dimensionality to categorize data?

Calculation: Are we calculating things correctly?

Aggregation: Are we aggregating the data up at the right level?

Granularity: Are we proving enough granularity at the lowest level?

Integration: How well integrated are we across our different data assets?

Placing priority on these key metrics will help focus the Data Governance strategy and provide a solid roadmap for completion.

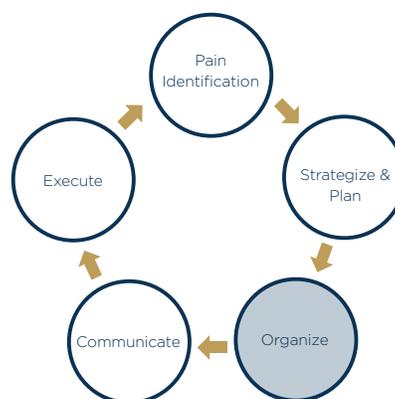
Data Governance impacts everyone in the organization, and the more visible your Data Governance program is at the top of the organization, the more likely you are going to have success.

PHASE 3: ORGANIZING

Passports? Check! Itinerary? Check! Kevin? Where's Kevin?

Yes, a little Home Alone reference from back in the day. However, this isn't all that far off from reality. Up to this point, we've listened and we understand the challenges that face our company. We've also planned and strategized. Now, we need to organize and involve everyone that will be participating in the program.

Involving the right people on our team will help to shine a spotlight on the Data Governance program and sustain the momentum. The executive level and program sponsors will be our steering committee and are typically the best people to involve first. We also need to create the Data Governance Council and include the people performing the hard, day-to-day work of Data Governance. If any of these people are left out from the headcount (like Kevin was in Home Alone), the chances of us having a relaxing vacation in Paris...well, we'll end up in the back of a moving truck with a Polka band.



TIP #12: EXECUTIVE SPONSORSHIP

As we know, Data Governance impacts everyone in the organization. The more visible your Data Governance program is at the top of the organization, the more likely you will be successful.

While this reasoning would lead us to believe we'd have a line of eager volunteers clamoring over the opportunity to be a contributing member of our program, the reality is not everyone will be the right fit. We are looking for a chosen few who recognize the impact of a Data Governance program and have a vested interest.

Below are five simple reminders that will help you develop your team:

- 1) Cast a Wide Net:** We need to cast a net that is broad enough to find sponsors from across the key functional areas of the business. The diversity will help keep the project moving forward and ensure we haven't left out any critical areas of the business.
- 2) Alignment:** Make sure sponsors are aligned with and support your goals. One sponsor could easily derail the entire program.

3) Champion: Identify one sponsor who can champion the work. Having a single point of contact helps. On a day to day basis, you are likely to find needs and will have to make critical decisions that can't wait for the next steering committee or sponsors meeting. Finding someone who is a champion of the initiative will be worth their weight in gold.

4) Educate Sponsors: Data Governance is not intuitive. Most MBA programs don't have a chapter titled Data Governance 101. So you will need to educate people. Later in this ebook we'll provide you with some specific tips and tricks for educating your company on Data Governance and what you're doing.

5) Why: Make sure Executive Sponsors understand the "why" of what you're doing. If you can spell it out, draw the right pictures, put it in the appropriate context, and solve problems, you'll be more successful with your sponsors.

Following these five tips will help you develop solid Executive Sponsorship support and target key players to be part of your Data Governance Council.

TIP #13: DATA GOVERNANCE COUNCIL

The process you'll use to identify your Data Governance Council will be very similar to the process you just followed to identify your Executive Sponsors: Cast a Wide Net, Alignment, Champion, etc., all of these elements will play a part in selecting the right team and maintaining momentum. Just remember to have members from different areas of the business. This promotes quality, collaboration, and fair representation.

Secondly, set the appropriate level of expectations and time commitments for your Data Governance Council. Anyone who has been involved in a school project with their kids realizes how quickly a "simple" project can turn into an all-day affair. Be considerate of your volunteers and provide them with a clear understanding of what will be expected.

Make sure they understand that being part of the Data Governance Council, while it looks great on a resume, involves showing up for meetings and performing the work.

Lastly, remember that your Data Governance Council may need to find some dedicated staff to handle parts of your program. You will find at some point in the maturity of your program that you will need at least a good governance expert and/or someone with program management skills that can keep the trains running on time. There is a lot of work that needs to be done and a lot of moving parts to a Data Governance Program. Having the dedicated resources to keep things on track can be invaluable.

Remember to set the appropriate level of expectations and time commitments for your Data Governance Council

TIP #14: CULTURE CHANGE

Peter Drucker said, "If you want to start doing something new, you have to stop doing something old." This sounds pretty basic, however, it's easier said than done. In a previous tip we covered Data Silos and highlighted how involving managers in the Data Governance Program helps them to relinquish control over their data-marts.

A good Data Governance Program will also change the company culture. The culture change (or culture shock, depending on to whom you speak) falls into many different categories including:

Use: How you use, share, and act on data to drive the business

Ownership: Who owns and manages the data

Governing: Applying principles and controls to govern data

Prioritization: How priorities are established as data needs change

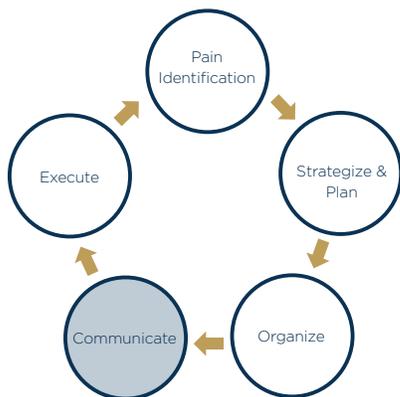
Definitions: What definitions are used for key business terminology and calculations

All of these things will impact the culture of how companies consume information.

PHASE 4: COMMUNICATING

“Are we there yet?”

Many people get excited with the thought of taking a trip. However, without frequent communication, time seems to slow down, especially for our children. For the same reason, communication in your Data Governance Program is critical.



Not only is it important to involve executives and people who are allocating and committing resources to the Data Governance Program, it can be equally, if not more critical, to keep them informed of the progress and the

victories. Data Governance Programs extend over a period of time and program fatigue can be common. Good communication leads to continued buy-in from the program sponsors. The best way to alleviate program fatigue is to communicate by developing marketing materials, program updates, elevator pitches, and the like (more is written on some of these pieces below).

As previously stated, A Data Governance Program is a long-term project that will completely alter the way data is being processed at your company. Building momentum, gaining a following, and showing successes will be critical for your long-term success. Therefore, it's a good practice to work with the marketing team to develop a marketing plan for your Data Governance Program.

Listed below are four separate tips for communicating your Data Governance Program to the masses.

TIP #15: MARKETING FOR PROGRAM SUCCESS

Yes, even Data Governance requires marketing.

Quite often, we think of marketing as outward facing (or customer facing) brochures, websites, emails, and the like. Rarely do we think internally in terms of marketing. However, your Data Governance Program is going to be one of the exceptions to the rule.

Strong marketing can help generate enthusiasm for the campaign and help make it more engaging and exciting to your audience.

Here are a few tips for marketing your Data Governance Program:

Find Champions: It can be tough, but finding good champions who understand the value of the program and who can promote it will truly help spread the word and bring awareness to the cause.

Sell the Program: Anyone involved with the Data Governance program needs to sell the program, the ideas, and the value at every opportunity. Get invited to department meetings and present program highlights, plans, and successes. By consistently showing people what you're doing, you alleviate concerns while building followers and momentum.

Branding: Brand the program and make sure the brand appears everywhere (yes, this could include logos, icons, flyers, etc.). It's important for your audience to understand the objectives and goals of the program and see the results of your efforts. What's even more important is that they start to associate the results with the program.

TIP #16: CREATE AN ELEVATOR SPEECH

For those of you who haven't heard of an "Elevator Speech" or an "Elevator Pitch", it is something designed to be delivered quickly, in the span of about 30 - 60 seconds (roughly the length of an elevator ride), to convey a message. While the concept is simple, the execution is quite the opposite.

It takes a lot of energy and effort to condense a message down to its most minimal essence and make that message engaging and convincing.

Data Governance is not an easy topic for most to comprehend; however, delivering a well-crafted elevator pitch helps promote the program and convey your goals to the company.

Your elevator pitch should easily roll off the tongue of your governors. It is best to have the entire Data Governance Council develop and practice the elevator pitch. A well-rehearsed pitch will help crystalize the value of what you're doing and make it easy to deliver.

Remember, everyone is selling the Data Governance Program.

TIP #17: KNOW YOUR BASELINE METRICS

We all instinctively know metrics are important. They show us where we were and provide a benchmark against future performance. For a Data Governance program, we use metrics to justify further investments of time, energy, and money.

There are a lot of different ways you can measure your program including:

- Assets under management
- Compliance with the Data Governance Program
- Data Quality
- Exception Management
- Maturity level on a Data Governance maturity scale or analytics maturity scale.

The items listed above are a small sampling of ways you can measure your Data Governance Program. Regardless of how you measure your Data Governance program, it will be important to show tangible evidence of what you're doing.

TIP #18: SPREAD THE NEWS! COMMUNICATE!

Extra! Extra! Read All About It!

Chances are, your office doesn't employ a Town Crier; however, you do have a marketing department. Enlist the help of your marketing team and let's start spreading the word. Listed below are a few of the many different ways to market your Data Governance Program.



Brochures: Develop a brochure that can be sent to all employees touched by your Data Governance program. This will help them know what you're doing, why you're doing it and how it impacts them. By being proactive, you'll gain more followers and build momentum as people see how your Data Governance program relates to them.



Articles: Write articles for your company newsletter about the Data Governance Program and what you're doing. This is a great way to inform people of your activities and educate them along the way.



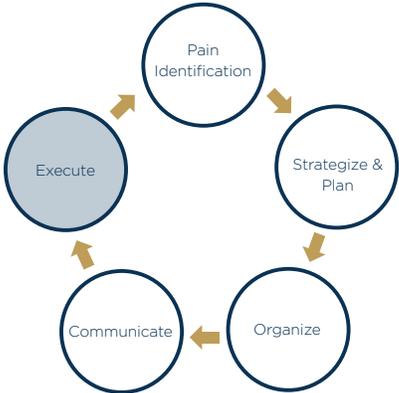
Showcase your progress: Publicizing your "quick wins" is a great way to showcase the progress of your Data Governance program. This also reinforces your other marketing messages and continues to build momentum.



Annual Report: Publish an annual report of your progress. Annual reports have a funny way of validating information in a consumers mind.

PHASE 5: EXECUTING

We've finally arrived! This is where you actually deliver on the promises you are making through this program. The fun begins and we see the fruits of our labor. Take some time and ride the rides, enjoy those long walks on the beach and jump on the bed - everything a good vacation is meant to be - even losing the luggage. Ok, we know there will be obstacles during execution. The specific tips & tricks laid out below should help to keep you on track.



TIP #19: BUSINESS FIRST, THEN TECHNOLOGY

The first step in your Data Governance Implementation Plan will be to focus on the fundamentals and create a solid partnership between business and technology. Many Data Governance Programs start within IT because IT is all about the data. However, the most successful Data Governance Programs are a partnership between the business and technology stakeholders.

The central work of governance begins with addressing business challenges, not with finding solutions in technology. Master data, metadata, data quality, data architecture...all of these disciplines require a business context before moving to technology.

In sports, we commonly hear references to “the fundamentals.” In this case, focus is the core fundamental of our Data Governance Implementation plan. Yes, technology and tools will be necessary; however, focusing on the business case and developing the partnership is vital to success.

TIP #20: PICK A PROJECT & MAKE IT REAL

On your marks! Get set! Go!

Up to this point planning, strategizing, and forming councils and partnerships have been the priority. It is time to shift that focus and concentrate on implementation. Your first step is to reach out and find a project where you can show the fruits of your labor.

For example, as you're building your Data Governance Program, you may identify a need for metadata. At the same time you may identify

a need to rebuild a particular data asset. By bringing metadata applications into that process, you are provided the perfect opportunity to flex your Data Governance muscle and demonstrate a quick win.

While there are many opportunities to show value, it's important to focus on one or two specific areas. This will help concentrate your Data Governance implementation efforts, deliver quick wins, and avoid program fatigue.

THE REALITIES OF COMPLIANCE CHALLENGES & REGULATED INDUSTRIES

Compliance is an important factor as you look at your Data Governance Program. Compliance is becoming a bigger issue because fewer industries are left unregulated. Almost everything is coming under a higher degree of scrutiny, resulting in higher levels of exposure and risk for companies. For example, exposing personally identifiable information (PII) and protected health information (PHI) can be costly to an organization in both reputation and dollars.

Today, we have a global economy. This means that compliance & regulation are worldwide challenges. The United States is not alone. Business Intelligence & Data Warehouse systems (based in the US or elsewhere) are subject to exposure and the same regulatory scrutiny as source systems. Data is a potential threat to businesses if it isn't managed well, and if you are doing business internationally, you may be facing risks that can be even greater.

Where can Data Governance help?

COMPLIANCE & BUSINESS INTELLIGENCE

We all understand compliance and Business Intelligence go hand in hand. And, any ebook on building a Data Governance Program wouldn't be complete without mentioning several tips on compliance and Business Intelligence; therefore, we've outlined several "Best Practices" below.

Align with your Compliance Program: Most companies have active compliance programs. It is in the best interest of the Data Governance Program to tie into your current compliance program. Better yet, if you have a Compliance Officer, recruit them to be part of your governance team. A Compliance Officer brings a wealth of experience to the team and can help guide your Data Governance Implementation Plan.

Integrate Compliance & Business Intelligence: Compliance policies (including active audit) should also be integrated in your Data Governance Program. Data assets change and grow over time and the integration with your compliance policies provides a frequent level of monitoring for your program.

Define Ownership: To help your compliance program succeed, it is important to clearly define ownership and accountability for data assets. Effectively accomplishing this task may be challenging because many organizations look at ownership of specific data assets differently. However, by defining ownership, it will be clear who will lead specific portions of the Data Governance Implementation Plan and who is responsible for the end result.

Compliance Training Program: Privacy around data (especially PII and PHI) is at an all-time high. It is a best practice to establish rigorous compliance training program for everyone who manages or interacts with data. Datasource Consulting has a very extensive training program focused on helping our team understand the unique rules and regulations that impact them on a daily basis.

Metadata Management & Compliance: It is a good practice to utilize metadata management for the identification and classification of potentially risk-inducing areas. Also, don't forget to align security & access policies with metadata classification. Doing these two things will help to make sure you stay compliant.

An effective governance program should also consider the following best practices for managing risk with PII and/or PHI:

- Masking, Anonymizing and De-Identification
- Metadata: Classification of Risk Detection (as mentioned above)
- Aggregation
- Storage
- Access & Security

All of these should be part of your Data Governance Program in some way and tie into your compliance program.

DATA GOVERNANCE RECAP:

Throughout this ebook we've reviewed several tips & tricks to help you as you build your Data Governance program. As you can see from the different chunks of content listed in this ebook, there are a lot of moving parts to a Data Governance Program. Below is a list of the topics we've covered as well as a link to the corresponding section of this ebook:

Understanding Pain Points: how to understand the organization's pain point and address them

Strategizing & Planning: developing a plan to focus on the pain points

Organization: how to recruit a dedicated cross-functional team of executive sponsors and governors who can help promote the message and do the hard work

Communicating & Marketing: using many vehicles to communicate the program, illustrate the value of what you're doing, and showcase success

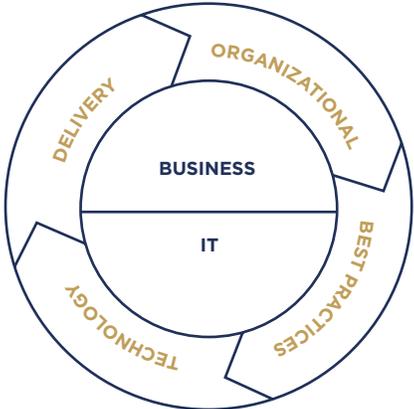
Execution: deliver quick wins, early and often

Overall, the primary key to your Data Governance Program is to stay focused. Having a solid focus will help you recruit advocates, build momentum, stay compliant, and deliver short and long term wins for your company.

About Datasource Consulting

We are a consulting company that focuses exclusively on Enterprise Data Management and Business Intelligence, including both strategic and implementation services. We are experts in Data Architecture, Data Integration, Data Quality, Data Governance, Master Data Management Reporting & Analytics, and Program Management.

We are passionate about data.



DATA GOVERNANCE BY DATASOURCE CONSULTING

Lean on the data governance experts at Datasource Consulting for experienced guidance with building and strengthening your data governance program. We will tailor our expertise to fit your program needs. We can:

- Assess** where your organization will benefit most from data governance practices
- Guide** you in building a data governance program or enhance the one you have
- Provide** focus and leadership around specific governance practices to help you create the most value for your organization
- Support** you in building a stronger business and technology partnership

As a reminder, if you'd like us to evaluate your current Data Governance Program, or help you with building a Data Governance Program for your company, please contact us by phone at 888-453-2624 or through the form on our **contact us** page.

DELIVERABLES:

Assessments with a Data Governance

Emphasis: identifying where your organization can benefit from data governance, and what capabilities/maturity level you currently have in governance practices

Business Case Development: explaining benefits of a governance program, and justifying the necessary funding

Program Plans with Detailed Roadmaps: mapping out how to deploy resources effectively across governance disciplines

Data Governance Procedures & Practices: detailed outlines of best practices to be followed by the governance organization

Financial & ROI Models: quantifying resources, costs and timelines, along with potential ROI

FOCUS AREAS:

Compliance: ensuring your data meets regulatory, privacy and security demands.

Metadata Management: knowing where your data is sourced, and ensuring the organization understand its meaning and usage.

Enterprise Architecture: ensuring you have an effective data strategy and your data assets are organized to optimize their utility in decision support.

Data Integration: enhancing the value of data assets by eliminating redundancy and bringing assets together in a unified view for enhanced analysis and reporting.

Master and Reference Data Management: managing all of the key data terms that allow your information consumers to aggregate, categorize and analyze their data for effective decisions.

Data Quality: ensuring completeness, accuracy, consistency and timeliness in your data assets.