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Closing the Gap Between Governance for Data and AI

What Trailblazers Are Doing to Unify Fragmented Governance

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In This InfoBrief

Data drives AI potential, but tapping data securely and compliantly from various sources requires enterprises to take a unified approach to data and AI governance.

Challenge

Build a unified approach to data and AI governance to fuel AI applications with valuable and critical enterprise data

Opportunity

Achieve meaningful business outcomes, including competitive advantage and market disruption from AI applications built on enterprise data

IDC conducted a custom study of data and AI governance challenges and opportunities in the enterprise.

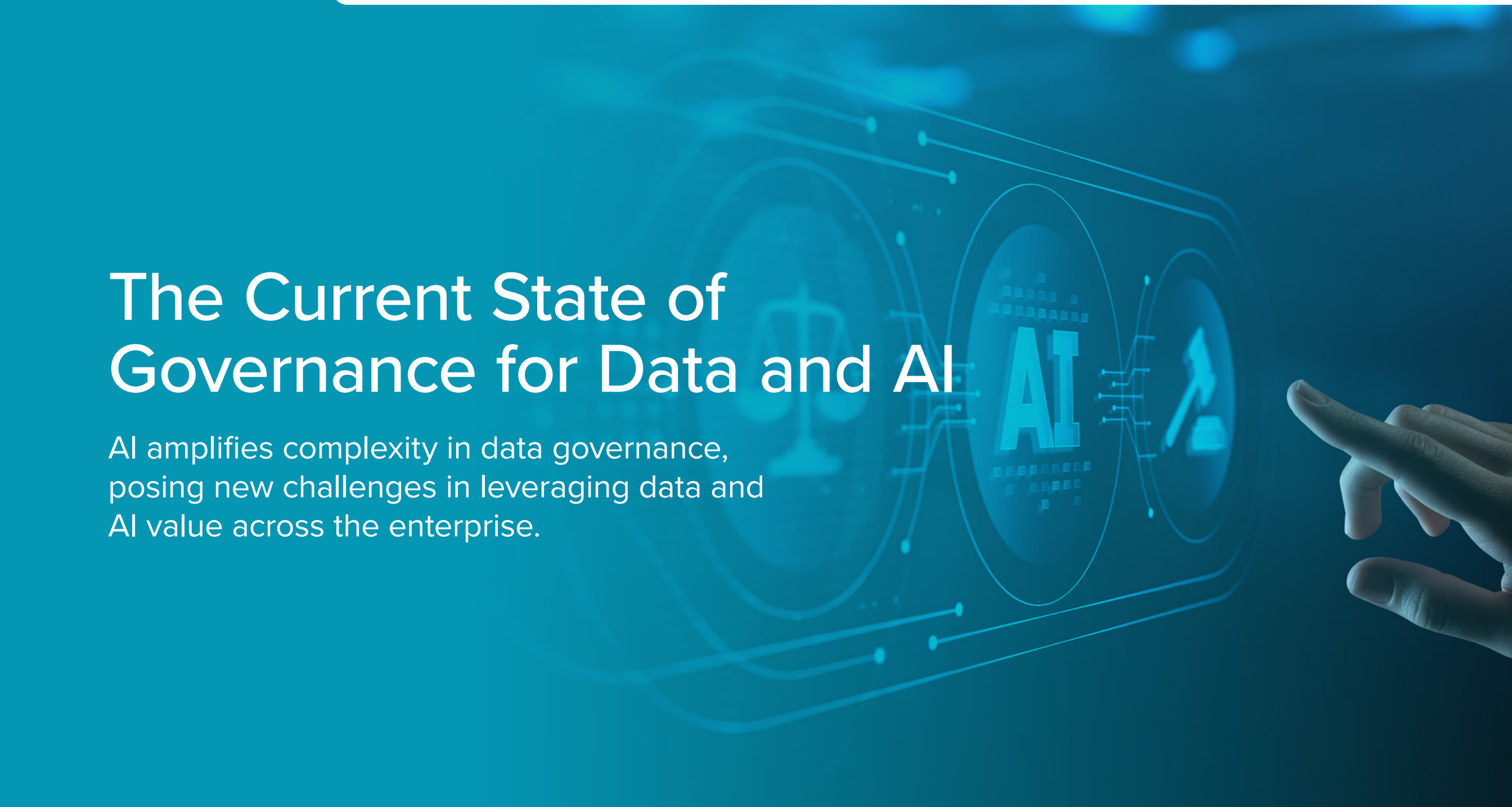
This InfoBrief highlights the best practices that trailblazing companies achieving better business outcomes employ.

Data governance involves managing, controlling, and overseeing data within an organization. It ensures that data is accurate, available, and secure, promoting ethical use, privacy, and compliance with regulatory requirements. Data governance encompasses policies, processes, and technologies to manage data quality, access, and usage, aligning with business objectives and reducing risks associated with data misuse, intellectual property issues, and regulatory non-compliance. It is essential for leveraging data effectively, ethically, and responsibly across the enterprise.

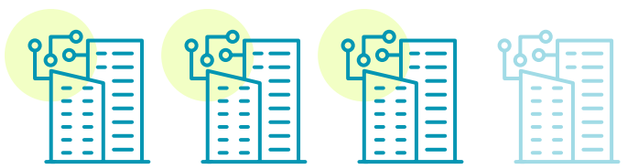
AI governance is a set of processes, policies, and tools that brings together diverse stakeholders across data science, engineering, compliance, legal, and business teams to ensure AI systems' development, deployment, usage, and management maximize benefits and prevent unintended negative consequences. AI governance allows organizations to align their AI systems with business, legal, and ethical requirements, from ideation to deployment.

The Current State of Governance for Data and AI

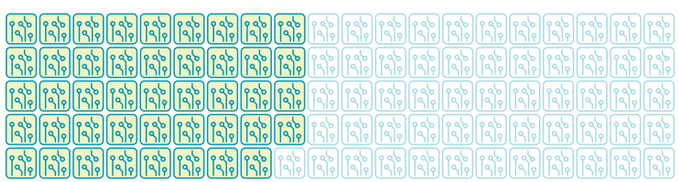
AI amplifies complexity in data governance, posing new challenges in leveraging data and AI value across the enterprise.



There Is No AI Without Data — AI Governance Begins with Data Governance



Three out of four organizations are **increasing AI use within 12 months.**



About **44%** of technology initiatives include AI.

AI adoption is driving enterprises to improve their approach to data governance:

have updated and increased their focus on data governance, elevating its importance as a key success factor in harnessing AI potential.

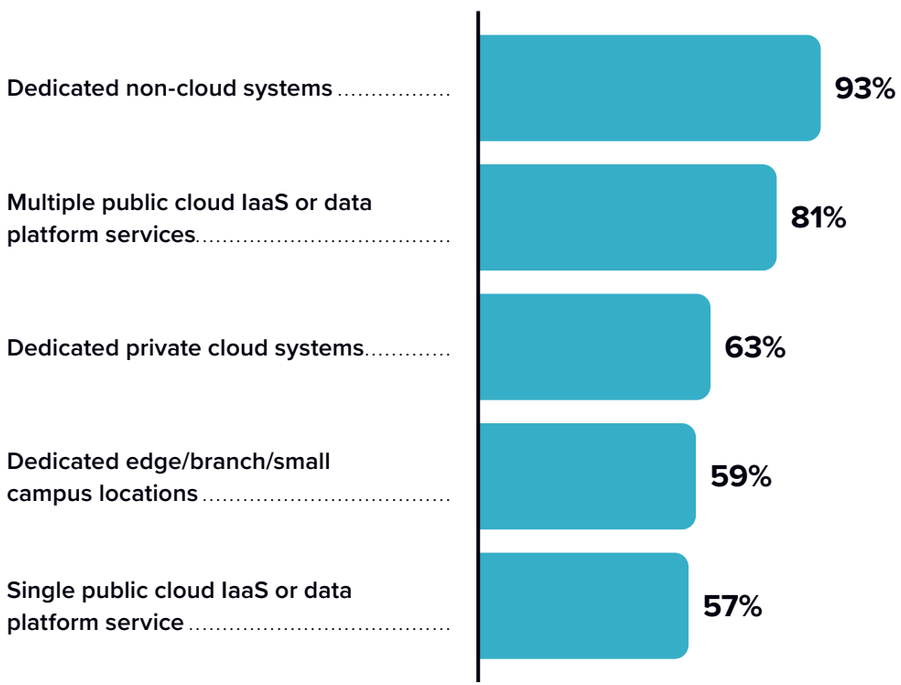
However, many gaps remain unfulfilled:
92% of organizations believe there is a need to improve data governance solutions, particularly due to the demands of AI initiatives.

Data and hybrid cloud complexities are challenging effective governance for data and AI

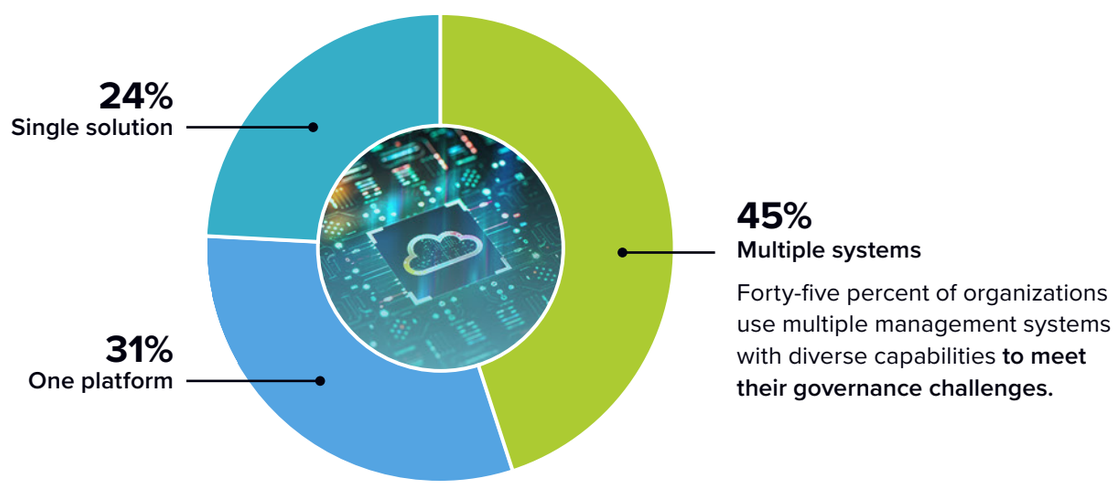
n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

Hybrid Cloud and Data Complexity Contributes to the Fragmentation of Governance Technology, a Barrier to Improving Governance for Data and AI

Cloud and Hybrid Data Distribution Is the New Normal



Data is very diverse in modern data environments. **99.6%** of organizations use structured, semi-structured, unstructured, operational, analytical, internal, or external data in operational, analytical, and AI use cases. Moreover, **this highly diverse data is distributed** across multiple and hybrid cloud environments. These factors, together with technical debt, result in the proliferation of multiple data management technologies.



n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

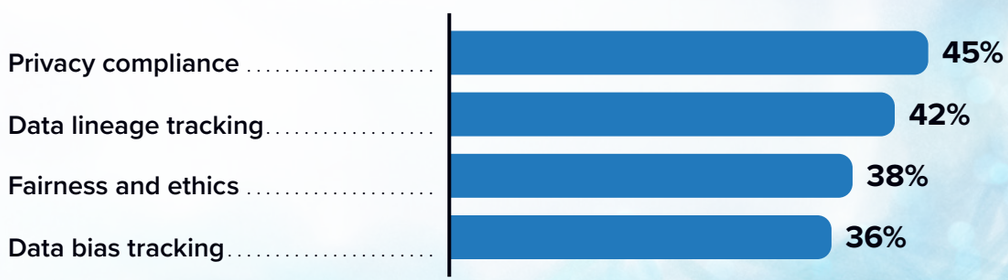
Data and Technology Fragmentation Are the Root Causes of Common Challenges Emerging Across Governance for Data and AI

Data Governance Challenges

(Percentage of respondents)

AI Governance Challenges

(Percentage of respondents)



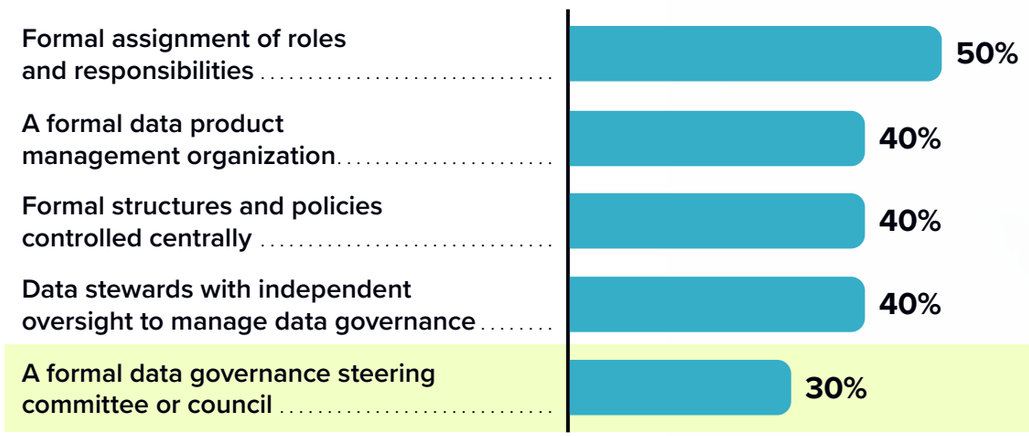
Organizations that **accelerate AI adoption without unifying governance for data and AI,** are at a higher risk of failing in AI initiatives. Because data will always be distributed, diverse, and dynamic, **unification can start with organizational structures, people, and processes.**

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

There Is More Fragmentation than Unification Within Data and AI Governance Structures

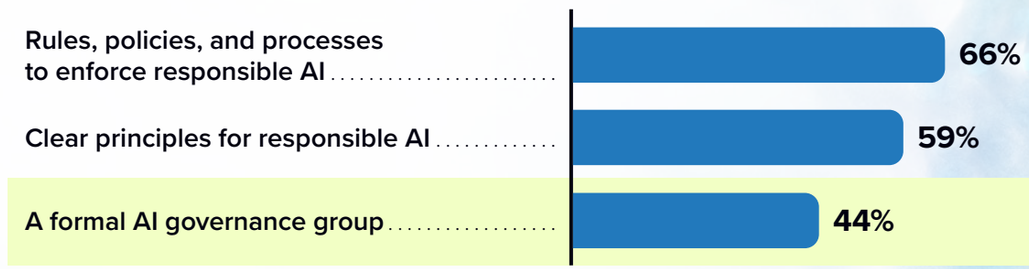
Data Governance Structures

(Percentage of respondents)



AI Governance Structures

(Percentage of respondents)



Less than half of organizations have formal data and AI governance structures.

Despite a need for higher levels of control over data and alignment of data operations and innovations with strategic business initiatives, **only 3.5 out of 10** organizations have a chief data officer.

AI governance budgets are likely part of AI budgets, **not** data governance budgets.

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

Data and AI Governance People Are Also Fragmented, Diluting Accountability and Oversight and Challenging AI Success

Data Governance Staffing and Reporting Structures

(Percentage of organizations)

52% have a separately staffed data governance functional area within the **data** management/analytics team.

23% separate **data** governance management from other data management/analytics.

26% place **data** governance responsibility on all data management/analytics staff. When everyone is responsible, no one is responsible.

AI Governance Staffing and Reporting Structures

(Percentage of organizations)

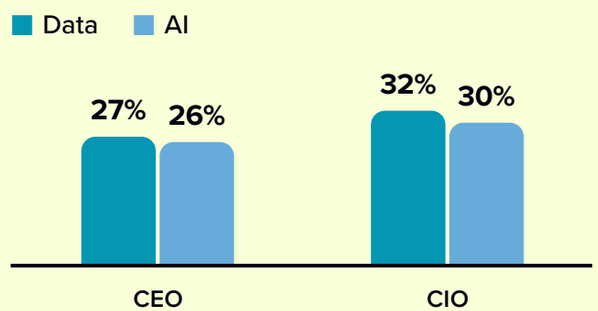
47% have a separately staffed **AI** governance functional area within other AI functions.

42% separate **AI** governance functions from other AI functions.

11% **do not** have dedicated **AI** governance staff.

There is a **desire to unify data and AI in 51% of organizations** where executive-level **data and analytics leadership roles** have responsibility for AI governance.

Who do governance leaders report to?



However, **only 32%** of organizations have the **same group of employees overseeing both governance for data and AI.**

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024 | For an accessible version of the data on this page, see Supplemental Data in the Appendix.

Quality Is the Barometric Measure of Governance Effectiveness — Quality and Governance Are Prerequisites to Business Impact

The quality of data, analytics, and AI outcomes is the most important metric in assessing data and AI governance performance.

Today

- **Data quality, profiling, and management** are the most deployed data governance capabilities in organizations.
- **Improving the quality of data, analytics, and AI** outcomes is the most important immediate goal for AI strategies.

Over the next two to three years

- **Improving data quality and trust** is the highest priority in data management for AI.
- **Investing in data quality management** is the most crucial initiative to improve data management for AI.
- **Managing data quality** is the top technical priority for improving data governance.

Policies, technical monitors, and controls for enforcement drive the quality of data, analytics, and AI, which in turn improves decision-making and AI outcomes.

?

Why so much focus on improvement if data quality is the most deployed capability today?

Because the quality of data, analytics, and AI outcomes is **the metric with the second-lowest level of improvement** over the past 12 months.
(The lowest is financial and reputational risk mitigation due to AI uncertainty and experimentation.)

Why Trailblazers Unify Governance for Data and AI

Leading organizations recognize the importance of data and data governance in AI initiatives' success and have stepped up investments in governance capabilities that accelerate AI innovation.

Trailblazers Have Unified Governance for Data and AI, with Demonstrable Results

Trailblazers are organizations with strong data and AI governance unification. They effectively utilize corporate data with AI models and have control over improving business outcomes.

Evaluators struggle with effective governance for data and AI, with little to no unification of the two disciplines, and have difficulty controlling the use of corporate data with AI, resulting in fewer business outcome improvements.

Collibra and Google Cloud commissioned a study with IDC to discover best practices for AI and data governance, evaluating the maturity of respondents across three dimensions:

1. The use of AI and the impacts of data management
2. Data governance policies and approach
3. AI governance policies and approach

The study found that scores along these dimensions positively correlated with the business, data, and AI metric improvements that each respondent reported. IDC created four categories for the study respondents. **Trailblazers were the highest performers, and Evaluators were the lowest.***

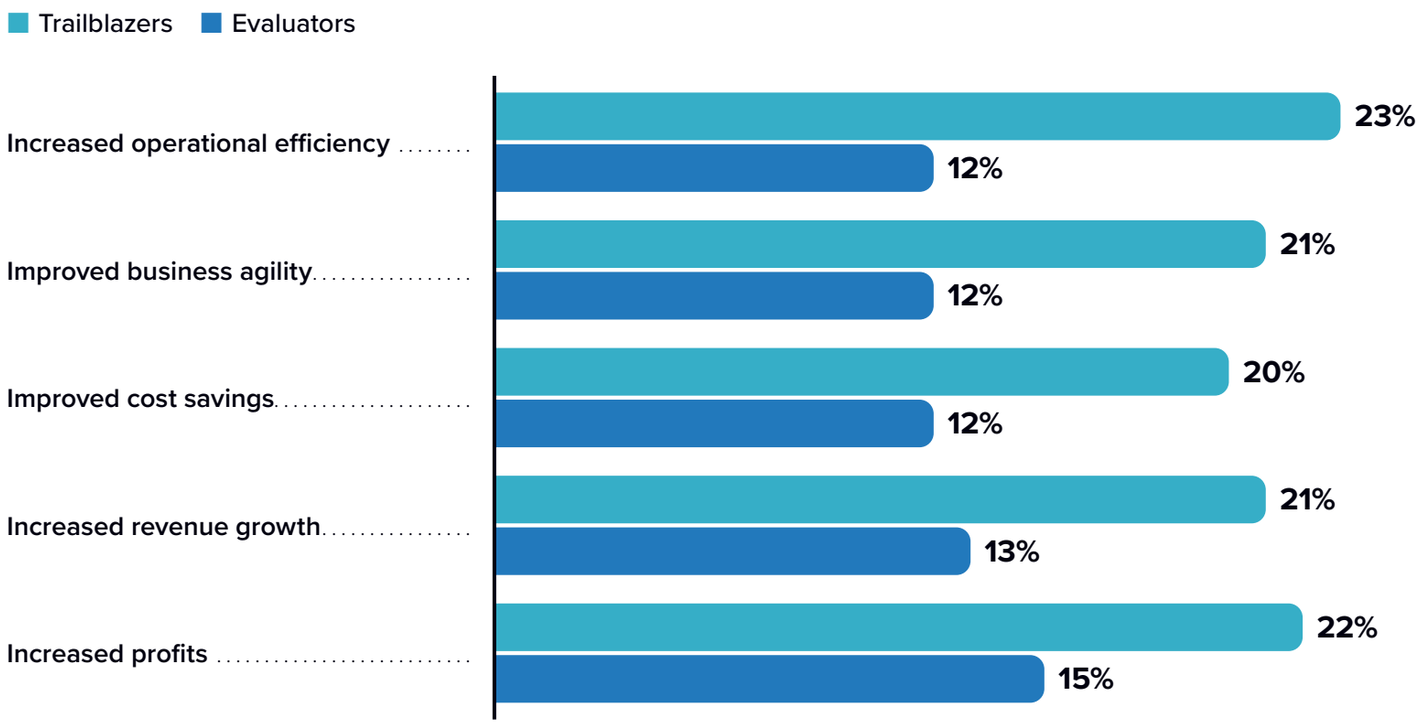
The actions of Trailblazers compared to those of Evaluators illustrate best practices in unifying governance for data and AI.

* The other two categories were Experimenters and Champions. Experimenter organizations had somewhat effective governance for data and AI but little unification and lower-than-average improvements in business outcomes. Champion organizations had effective data and AI governance with some unification and above-average improvements in business outcomes.

Trailblazers Are More Likely to Deliver Tangible Business Value

What annual percentage change in the past 12 months did your organization experience in each of the following as a result of investments in data or AI governance?

(Percentage of respondents)



n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024 | For an accessible version of the data on this page, see Supplemental Data in the Appendix.

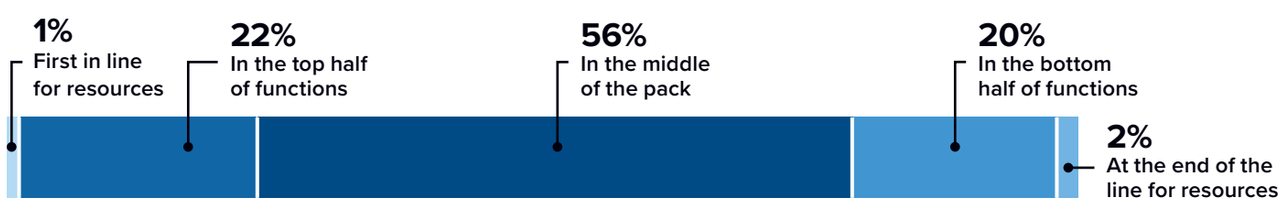
Trailblazers Are More Likely to Get Budget and Resources

When competing for resources, how does data governance compare to other tech and business functions?

(Percentage of respondents)

Trailblazers

Evaluators



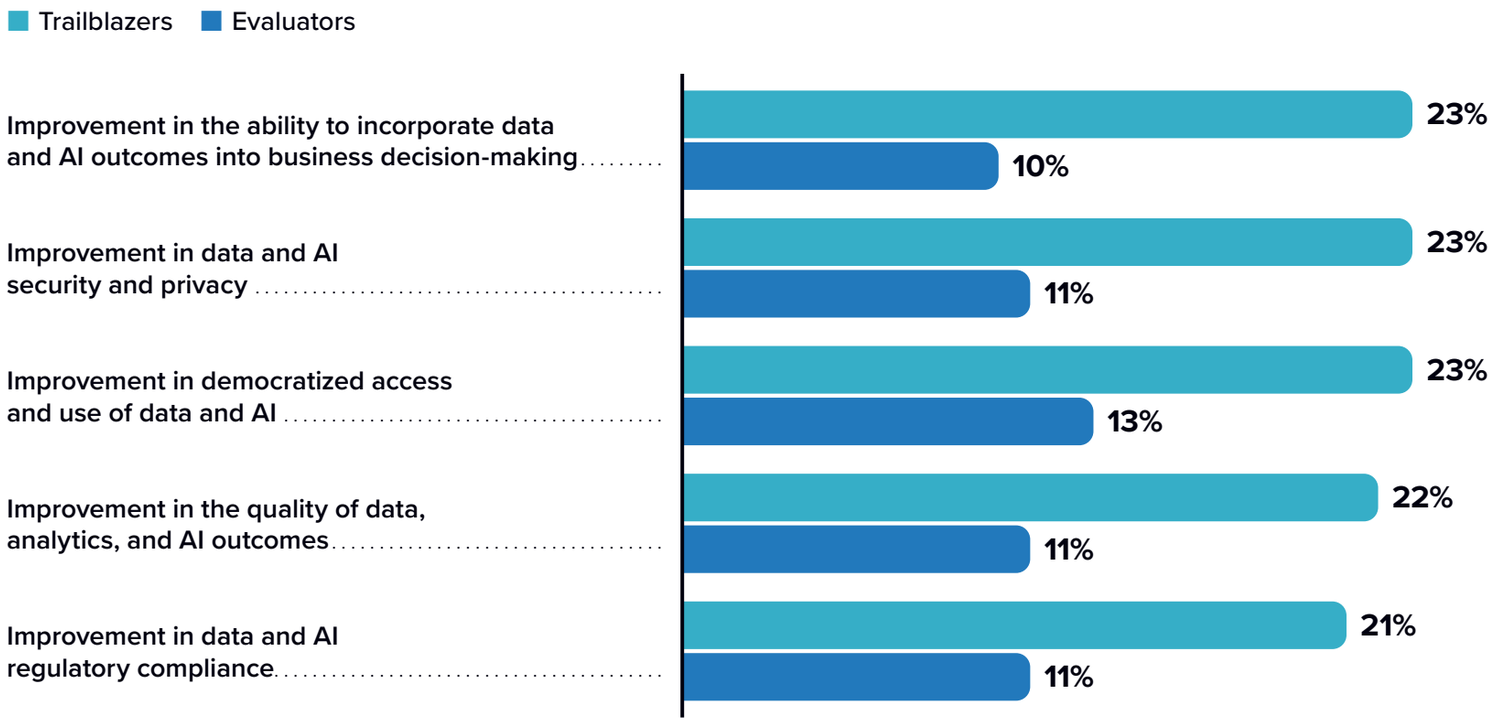
- When competing for budget and resources, **65% of Trailblazers are first in line.**
- **Only 1% of Evaluators** are first in line for budget and resources.
- Although comprehensive and effective governance requires resources, the return is clear. Trailblazers are succeeding in supplying valuable enterprise data resources to AI applications designed to drive important business value.

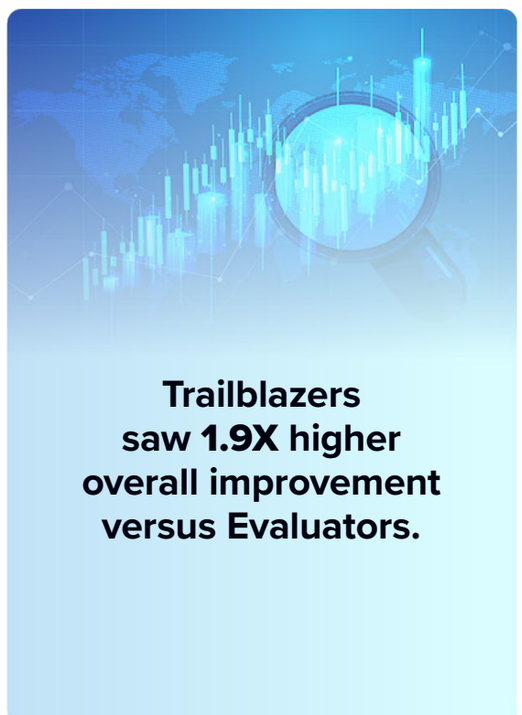
n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

Trailblazers Are More Effective at Delivering Technical and Governance Improvements

What annual percentage change in the past 12 months did your organization experience in each of the following as a result of investments in data or AI governance?

(Percentage of respondents)





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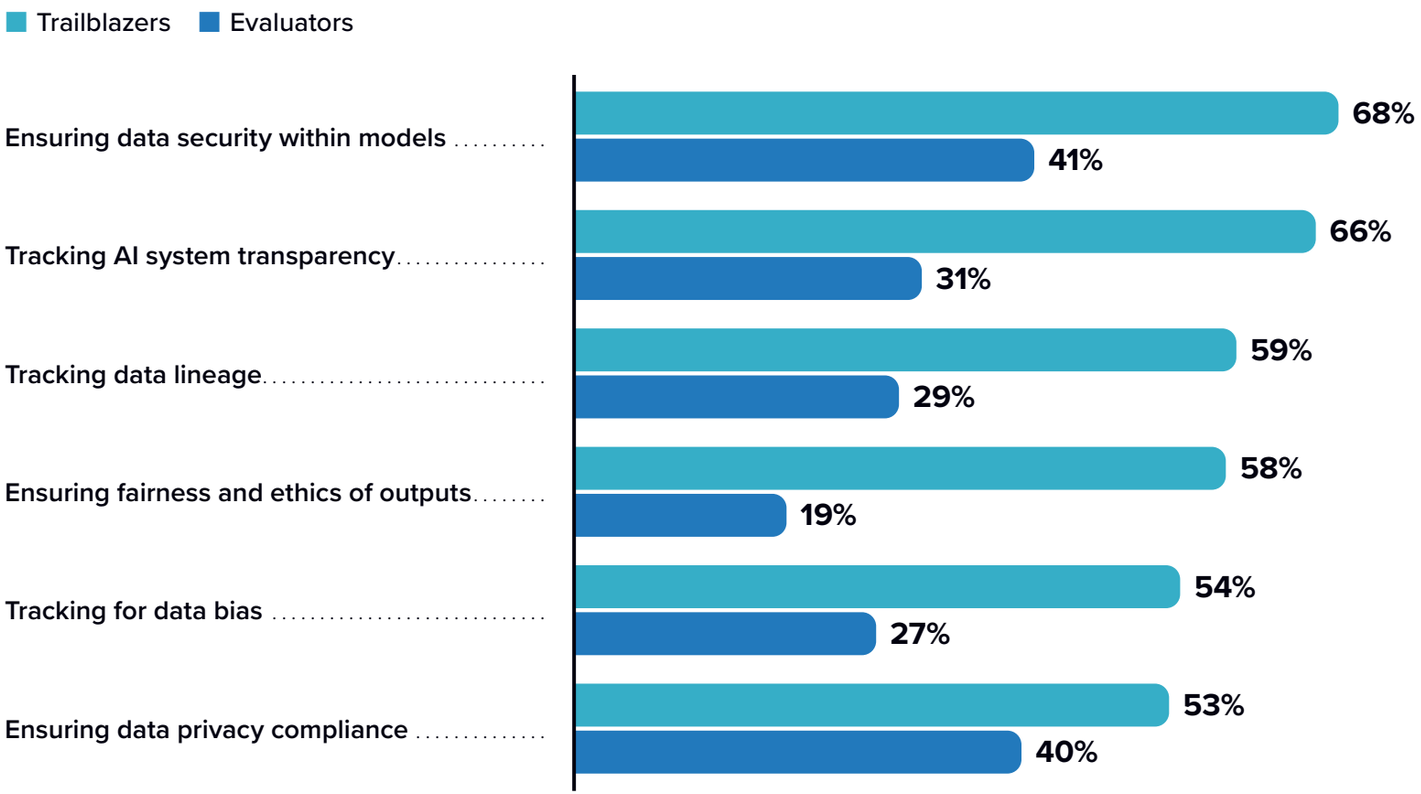
Trailblazers Recognize That AI Faces Technical Data Challenges

Technical Data Challenges in Implementing AI

(Percentage of respondents)



Admission is the first step to resolution.

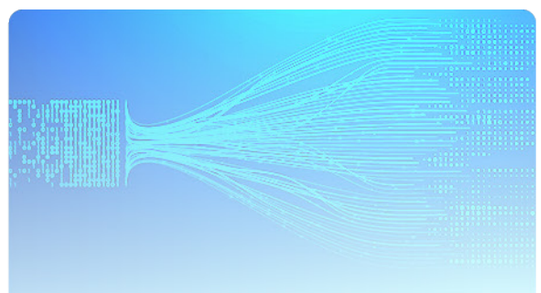
Trailblazers expect an average of **3.6 technical data challenges** when implementing AI, while Evaluators **only expect 1.9.**

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024 | For an accessible version of the data on this page, see Supplemental Data in the Appendix.

Because Trailblazers Recognize Challenges, They Are More Likely to Modernize Data Governance Tools

Trailblazers have deployed more than twice as many governance capabilities compared to Evaluators:

3.4X	more likely to have a data product hub or data marketplace
3.3X	more likely to have sensitive data discovery
2.2X	more likely to have data catalogs
2.1X	more likely to have business glossaries
1.6X	more likely to have governance workflows
1.5X	more likely to have data quality management
1.5X	more likely to have master data management



Modern data governance tools with AI governance capabilities can support data and AI governance unification.

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

Trailblazers Are More Likely to Unify Leadership and Oversight with Centralized, Coordinated Control Across Initiatives

Centralized teams provide coordinated control across initiatives, including data and analytics, operations, and AI.

Data Governance

- Trailblazers are **5X** more likely to staff data governance as a functional area separate from data management and analytics functions.
- Trailblazers are nearly **2X** more likely to centralize data governance employees into one group.

AI Governance

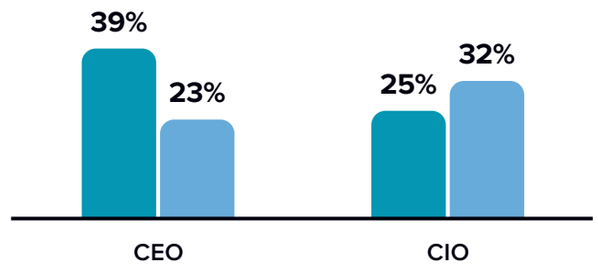
- Trailblazers are **9X** more likely to staff AI governance as a functional area separate from other AI functions.
- Trailblazers are nearly **2X** more likely to centralize AI governance employees into one group.

1.5X more trailblazers assign AI and data governance responsibility to the same group of employees.

Trailblazers recognize the importance of AI governance through direct relationships with the CEO and other leadership roles:

66% of **Trailblazers** assign AI governance accountability to executive-level data leadership roles.

Who do AI governance leaders report to?



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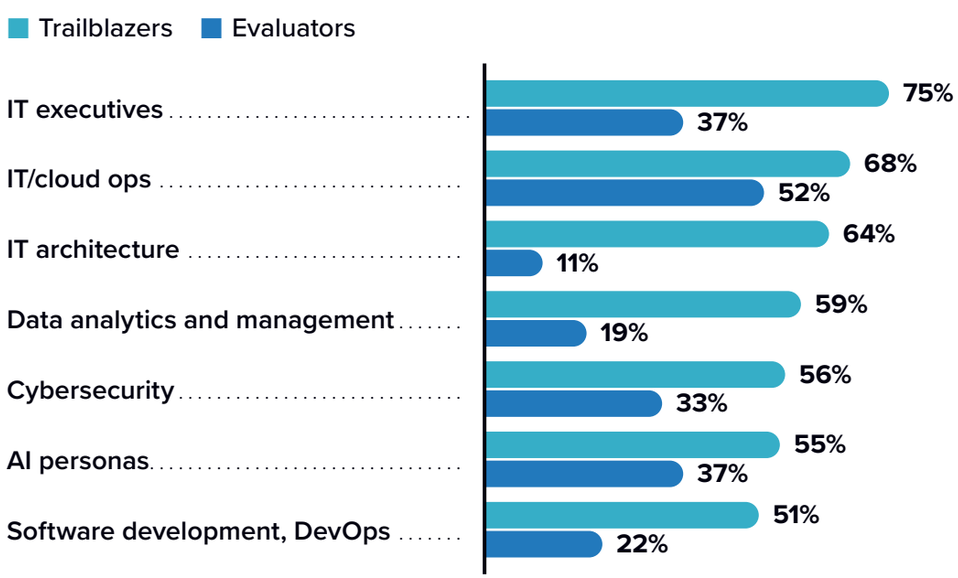
IT and LOB Engagement and Collaboration Are Critical to Success

Governance for data and AI demand higher levels of IT representation in evaluating and setting policy.

Trailblazers have **three times** as many IT personas participating in AI governance groups compared to Evaluators.

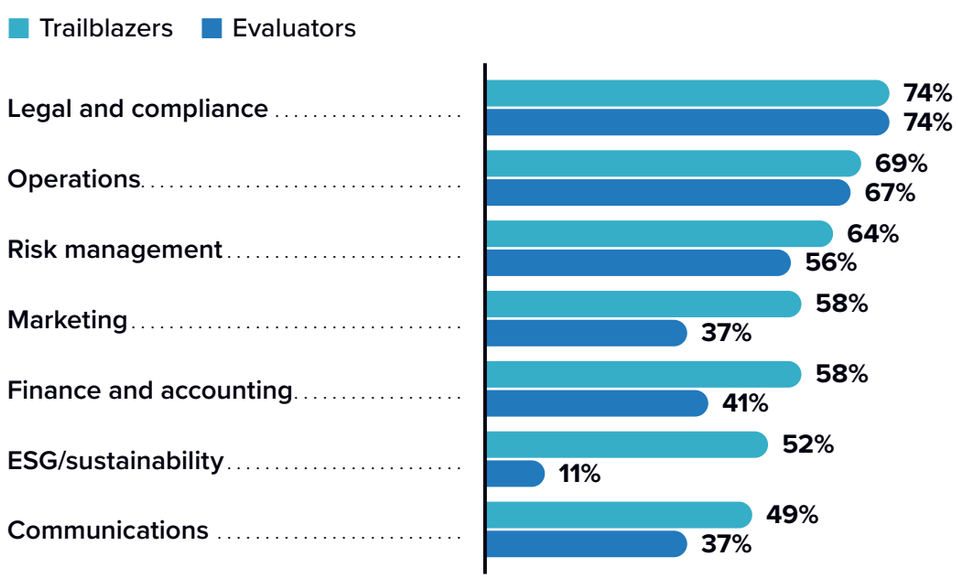
IT Personas Involved in AI Governance



Legal, compliance, and operations are critical regardless of data and AI governance maturity levels for effective data utilization.

Evaluators are not aware of AI's potential ESG impacts.

Which of the following LOB roles participate in the AI governance group?



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Successful AI Requires Leveraging Internal Data, Unifying Governance, and Planning for the Future

- Nearly **3X** as many Trailblazers are **using organizational data as input to generative AI.**
- Nearly **2X** as many Trailblazers are **leveraging internal master and analytical data for AI** compared to Evaluators.

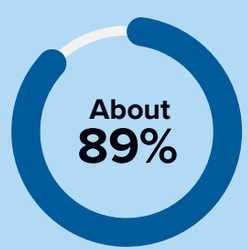
About 75% of Trailblazers have deployed all data governance processes compared to only 25% of Evaluators.

- **3.5X** more have formal data **partner/product contracts.**
- **3.2X** more have formal process **reviews of data requests.**
- **2.5X** more have acceptable **data use policies.**
- **2.1X** more have regular **auditing** of data requests.
- **2.0X** more have formal **data product management** processes.

Trailblazers focus on improving the quality of data, analytics, and AI outcomes.

- **Trailblazers** anticipate AI demands on data by planning for a **70%** annual increase in demand for data storage.
- **Evaluators** only expect a **27%** increase in demand.

Satisfaction level with ability to keep up with data storage and management demands.



Trailblazers

Evaluators

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

Essential Guidance

IDC's study uncovered several approaches to building data and AI governance programs that support the delivery of organizational data to AI for successful AI initiatives. Organizations should consider the following:

Treat governance for data and AI as synergistic activities:

Align data and AI governance by establishing a unified leadership and steering committee to develop and enforce unified policies and processes.

Unify and modernize infrastructure and tools to support AI demands:

Look for opportunities to consolidate data storage and compute and ways to standardize data and AI on one primary governance platform that spans hybrid on-premises and multicloud data storage and compute. Data storage and governance capabilities fragmentation increases AI costs, workloads, and risks.

Modernize data governance to support the demands of AI:

Recognize and prepare for the growing demand for storage and data management. Prioritize data quality management as a required capability for supplying enterprise data to AI applications.

Measure technical and business success metrics:

Demonstrate business value to facilitate the procurement of resources such as budget and headcount.

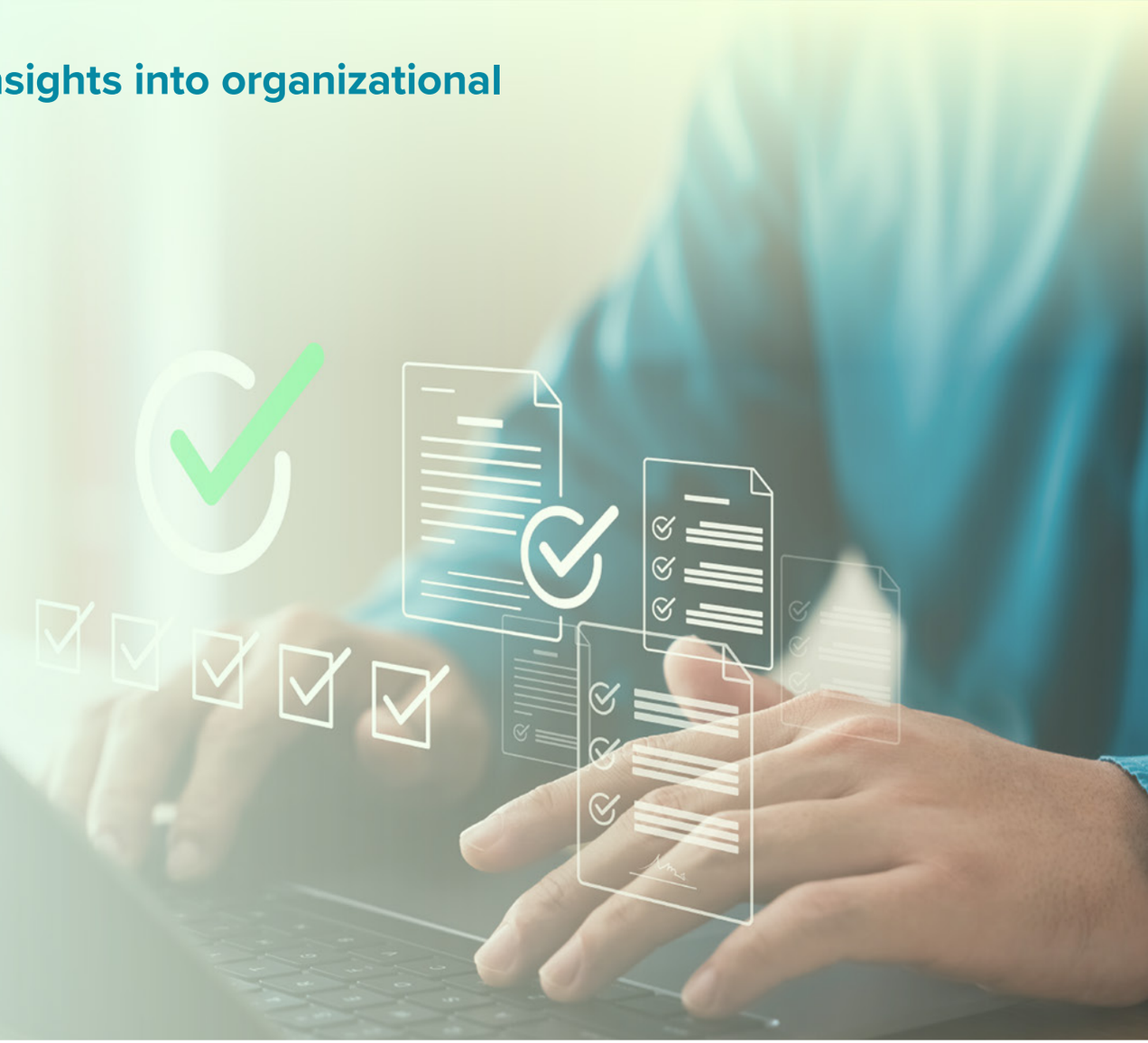
Evaluate data and AI governance investments holistically:

Look for investments with the potential for outsized impact. A holistic approach reduces redundancy and inefficiency.

Methodology

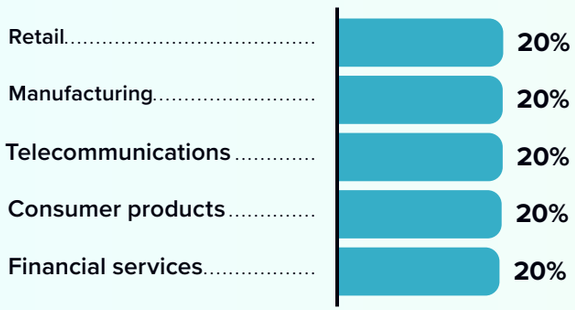
IDC conducted a study that provides unique insights into organizational approaches to governance for data and AI.

- IDC surveyed over 807 business leaders and decision-makers worldwide, focusing on retail, manufacturing, telecoms, consumer, and financial services.
- The respondents covered directors, executives, and C-level personnel accountable for decision-making on AI and data usage and AI governance approaches within their organizations.
- This research provides unique insights into organizations' AI strategy, business objectives, and AI and data governance challenges.

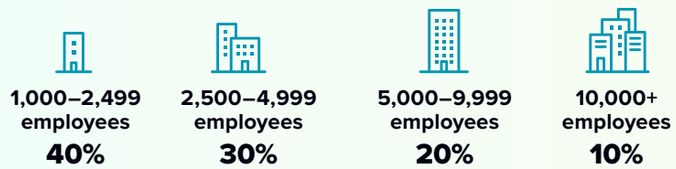


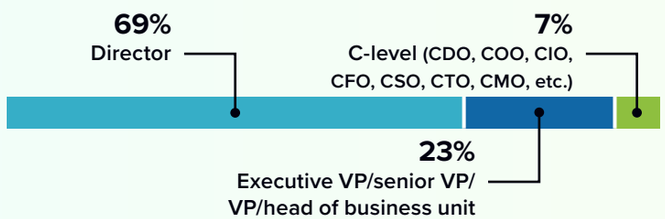
Survey Demographics

INDUSTRY

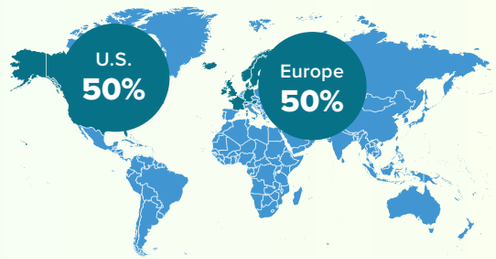


COMPANY SIZE AND PROFILE

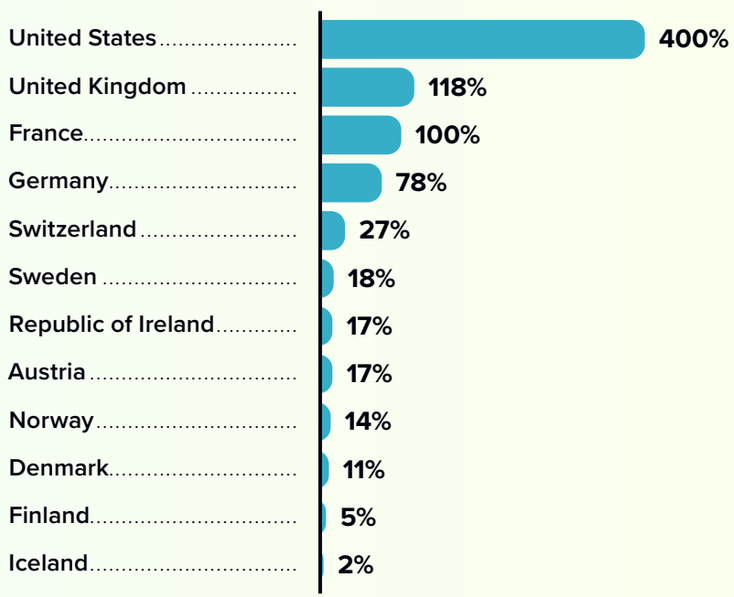




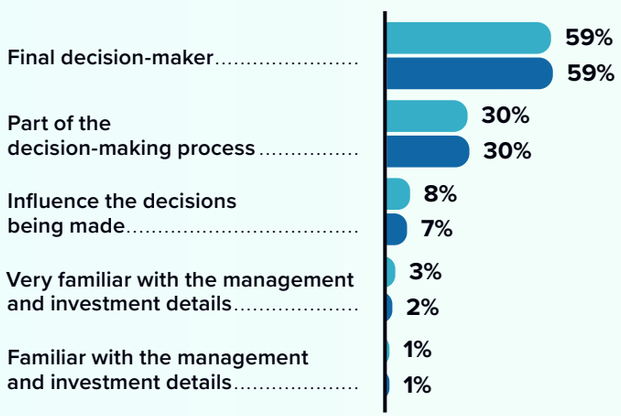
REGION



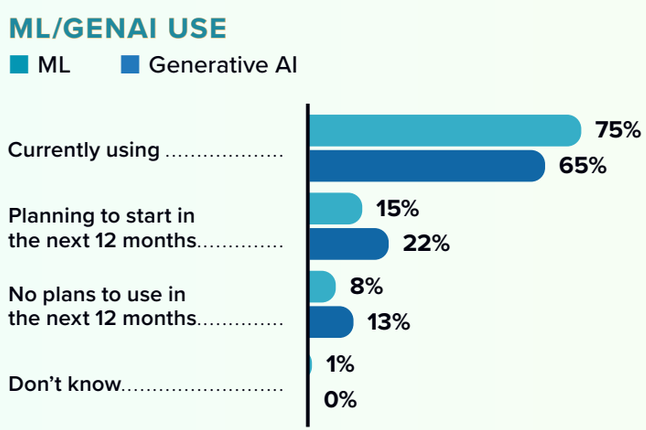
COUNTRY



DECISION-MAKING



ML/GENAI USE



Note: All data based on percentage of respondents | For an accessible version of the data on this page, see Supplemental Data in the Appendix.

Data and AI Maturity Scale Development

OBJECTIVES OF CREATING A MATURITY SCALE

To create groups that capture survey respondent maturity and show that a higher level of maturity results in better overall business outcomes and specific KPIs measuring data and AI governance outcomes.

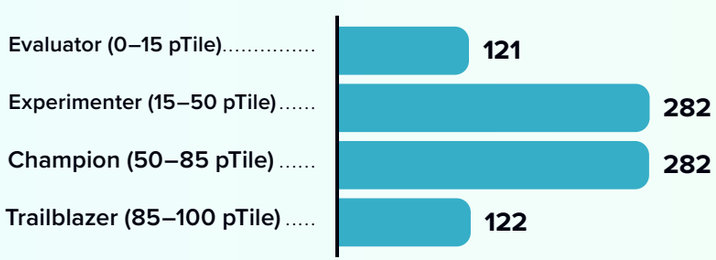
Scoring an aggregate scale across dimensions of AI and data utilization and data and AI governance policies and approaches resulted in a normal distribution and an opportunity to separate the population of respondents into four groups:

- Evaluators (low score)
- Experimenters
- Champions
- Trailblazers (high score)

IDC observed positive correlations of maturity levels with improvements in business outcomes and data and AI governance.

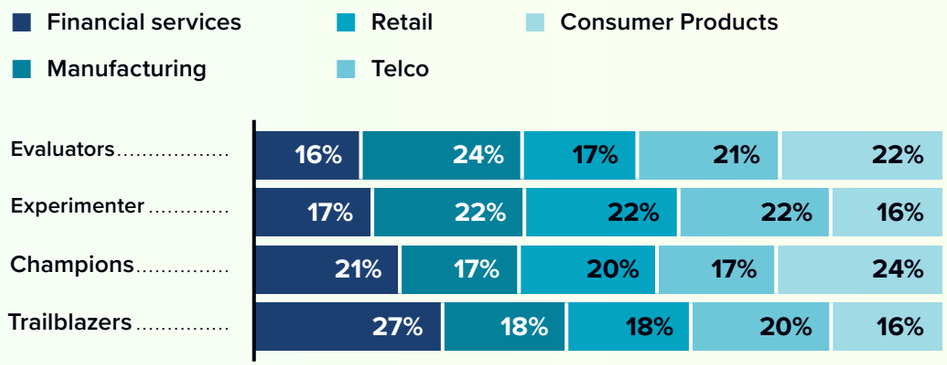
MATURITY SCALE

(Number of respondents)



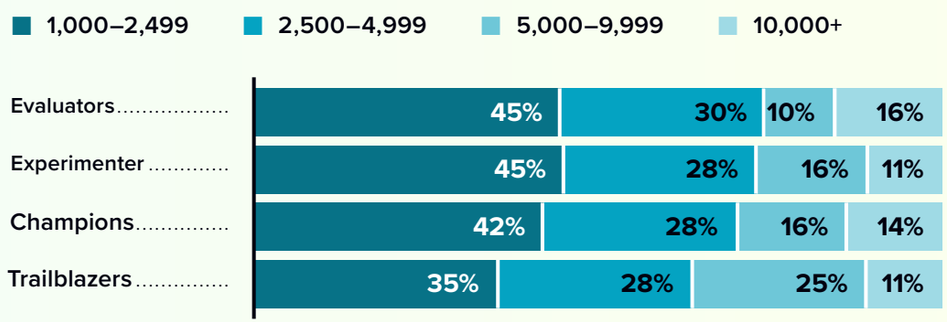
INDUSTRY

(Percentage of respondents)



COMPANY SIZE

(Number of Employees)



Note: All data based on percentage of respondents | For an accessible version of the data on this page, see Supplemental Data in the Appendix.

Appendix: Supplemental Data

The table in this appendix provides an accessible version of the data for the complex figures in this document. Click "Return to original figure" below each table to get back to the original data figure.

SUPPLEMENTAL DATA FROM PAGE 9

Who do governance leaders report to?

	CEO	CIO
Data	27%	32%
AI	26%	30%

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 13

What annual percentage change in the past 12 months did your organization experience in each of the following as a result of investments in data or AI governance?

	Trailblazers	Evaluators
Increased operational efficiency	23%	12%
Improved business agility	21%	12%
Improved cost savings	20%	12%
Increased revenue growth	21%	13%
Increased profits	22%	15%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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Appendix: Supplemental Data (continued)

SUPPLEMENTAL DATA FROM PAGE 15

What annual percentage change in the past 12 months did your organization experience in each of the following as a result of investments in data or AI governance?

	Trailblazers	Evaluators
Improvement in the ability to incorporate data and AI outcomes into business decision-making	23%	10%
Improvement in data and AI security and privacy	23%	11%
Improvement in democratized access and use of data and AI	23%	13%
Improvement in the quality of data, analytics, and AI outcomes	22%	11%
Improvement in data and AI regulatory compliance	21%	11%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 16

When competing for resources, how does data governance compare to other tech and business functions?

	Trailblazers	Evaluators
Ensuring data security within models	68%	41%
Tracking AI system transparency	66%	31%
Tracking data lineage	59%	29%
Ensuring fairness and ethics of outputs	58%	19%
Tracking for data bias	54%	27%
Ensuring data privacy compliance	53%	40%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 18

Who do AI governance leaders report to?

	CEO	CIO
Trailblazer	39%	25%
Evaluator	23%	32%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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Appendix: Supplemental Data (continued)

SUPPLEMENTAL DATA FROM PAGE 19

IT Personas Involved in AI Governance

	Trailblazers	Evaluators
IT executives	75%	37%
IT/cloud ops	68%	52%
IT architecture	64%	11%
Data analytics and management	59%	19%
Cybersecurity	56%	33%
AI personas	55%	37%
Software development, DevOps	51%	22%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 19

Which of the following LOB roles participate in the AI governance group?

	Trailblazers	Evaluators
Legal and compliance	74%	74%
Operations	69%	67%
Risk management	64%	56%
Marketing	58%	37%
Finance and accounting	58%	41%
ESG/sustainability	52%	11%
Communications	49%	37%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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Appendix: Supplemental Data (continued)

SUPPLEMENTAL DATA FROM PAGE 23

Decision-Making

	Data Governance	AI Governance
Final decision-maker	59%	59%
Part of the decision-making process	30%	30%
Influence the decisions being made	8%	7%
Very familiar with the management and investment details	3%	2%
Familiar with the management and investment details	1%	1%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 23

ML/GenAI Use

	ML	Generative AI
Currently using	75%	65%
Planning to start in the next 12 months	15%	22%
No plans to use in the next 12 months	8%	13%
Don't know	1%	0%

n = 807 (total), n = 122 (Trailblazers), n = 121 (Evaluators); Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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Appendix: Supplemental Data (continued)

SUPPLEMENTAL DATA FROM PAGE 24

Industry

	Evaluators	Experimenter	Champions	Trailblazers
Financial services	16%	17%	21%	27%
Manufacturing	24%	22%	17%	18%
Retail	17%	22%	20%	18%
Telco	21%	22%	17%	20%
Consumer Products	22%	16%	24%	16%

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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SUPPLEMENTAL DATA FROM PAGE 24

Company Size

	Evaluators	Experimenter	Champions	Trailblazers
1,000–2,499	45%	45%	42%	35%
2,500–4,999	30%	28%	28%	28%
5,000–9,999	10%	16%	16%	25%
10,000+	16%	11%	14%	11%

n = 807; Source: IDC's *Data Governance Survey, Supporting Collibra Google Partnership,* October 2024

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About the IDC Analysts

Stewart Bond
Vice President,
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Stewart Bond is vice president of IDC's Data Intelligence and Integration Software service. Mr. Bond's core research coverage includes watching emerging trends that are shaping and changing data movement, ingestion, transformation, mastering, cleansing, and consumption in the era of digital business. Having worked in the IT industry for over 30 years, from early experience in database and application development through solution design and deployment, to strategic architectural consulting, Stewart has worked through some significant changes in the IT industry. His depth of field experience and market insight give him a unique perspective valued by his customers and peers.

More about Stewart Bond

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Nancy Gohring is research director for IDC's Future of Digital Innovation market research service. She focuses on software innovation programs in the enterprise and their potential to drive efficiencies into corporate processes, generate new revenue streams, respond to customer demand, and improve competitiveness. Her research examines ways that enterprises can best execute on the four pillars of software innovation—plan, source, develop, and distribute—and highlights leading enterprises that have developed successful new approaches to these competencies.

More about Nancy Gohring

Message from the Sponsor

Collibra | Google Cloud

Collibra and Google Cloud empower organizations to activate and scale their data and AI initiatives and drive innovation. Google Cloud provides infrastructure, analytics, and AI capabilities, while Collibra ensures governance, trustworthiness, and accessibility of data and AI.

Google Cloud infuses AI into everything it does, integrating it across several key product lines:

- Modern infrastructure to meet specific workloads and industry needs so customers can build quickly, securely, and cost-effectively
- Powerful developer tools that help developers build applications faster
- Intelligent data analytics and databases that help organizations connect all their data with groundbreaking AI to unleash transformative insights
- Trusted security with Mandiant frontline experts, intel-driven security operations, and a secure cloud platform — all with AI support

Collibra provides unified governance for data and AI governance, enabling stronger, faster use cases with the ability to:

- Facilitate collaboration across business and technical teams to create a shared understanding of every data and AI use case
- Reduce risk with governance policies that meet security and privacy regulations, industry standards, and internal policies
- Provide a data marketplace where users can easily trust, comply, and consume the right data and AI assets with confidence

Visit the Google Cloud Marketplace to get started today.

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