



THE CDO'S COMPLETE GUIDE TO DATA GOVERNANCE



collibra®

Dear CDO,

Data is having its moment in the spotlight. Business leaders worldwide are talking about the value of data as a strategic asset, and proclaiming that their businesses are data-driven. And to prove it, they've hired you. The CDO.

But getting the job is the first small step in a very long journey. To lead a truly data-driven organization, you must enable everyone in your organization to have the confidence to find the data they need, understand its meaning, and trust that it is right.

It's simple, but it's not easy. Too often, organizations put their heads in the sand and ignore issues with their data. They implement tools that promise to unlock unlimited possibilities in the data, only to have these dreams go unrealized. They pollute their data lakes with bad data, ultimately turning them into data swamps. And they foster data silos, which lead to data brawls over whose data is "right."

But you, the CDO, are here to save the day. And you have a secret weapon: data governance. **The CDO's Complete Guide to Data Governance** is the blueprint to help you start – or restart – your data governance program. It's your job to make sure that your organization pulls their head out of the proverbial sand and embraces true data governance. And it's our hope that this guide will help you along the way. Let's get started.

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The Rise of the CDO

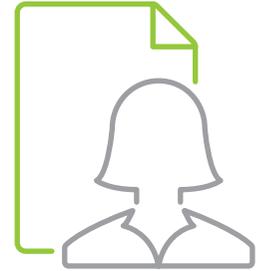
Chief Data Officer. Less than 3 years ago, the role didn't exist in most organizations. But times are changing rapidly. Gartner predicts that by 2019, 90% of large companies will have a CDO in place.



2019, Companies with CDO's

But as with any new role, defining the responsibilities can be a challenge. Everyone has their own ideas and expectations of what the CDO should – and should not – do.

And many times, the new CDO is in the lonely position of developing initiatives that turn the organization's data into a valuable business asset. Everyone in the organization is involved, whether they know it or not. But they all need to be educated and enlisted in the substantial task of bringing a common understanding of the data to life.



As the role of the CDO continues to rise,
a number of key responsibilities begin to surface.



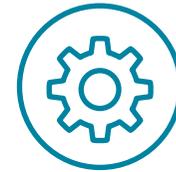
Governance



Analytics



Data Architecture

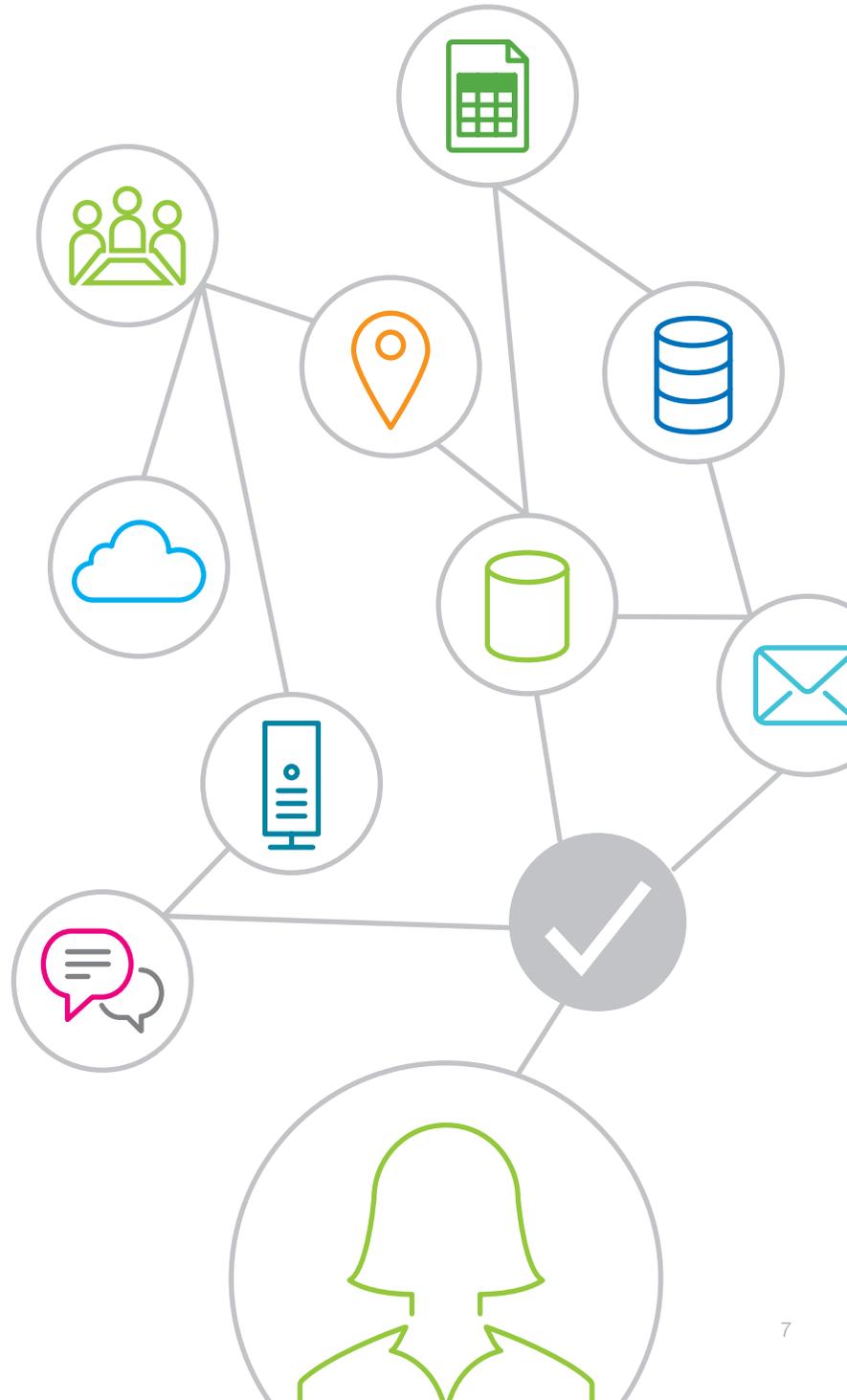


Data Management

How a CDO balances his time on these responsibilities varies from organization to organization. But experienced CDOs know that embracing data governance is the one safe bet to becoming truly data-driven.

By establishing a solid data governance foundation, everything else related to the data is easier.

With strong data governance in place, all data citizens can **find** the data they need to do their jobs (which, honestly, is half the battle). They can **understand** where their data comes from, which is key to preventing data brawls. And, most important, they can **trust** their data, which leads to better, faster decisions.



When all data citizens can find, understand, and trust the data, great things begin to happen.

Conversations shift away from data lineage and data quality to focus on the strategic decision at hand. Collaboration flourishes as users from across the organization come together to share insights without arguing over the meanings and definitions of the data. And game-changing ideas emerge as data citizens use data to spark innovation.

By prioritizing data governance, you'll become the data change agent your organization needs to transform itself into a truly data-driven business.



TIP:

Good CDOs know they can't go it alone. To succeed, you must develop and nurture a much larger initiative that governs and manages data on a day-to-day basis. And you'll need a team of believers to help you.

Partner across the business.

Recruit others for your cause. And win the support of key stakeholders along the way.

Data Governance, Defined

Data governance is within the realm of responsibilities of the CDO. But defining what data governance is – and is not – is not quite so clear.

Historically, data governance meant control. It focused on reducing costs, minimizing risk, and restricting access.

And it's no wonder. Before organizations had CDOs, data governance fit squarely in the realm of IT. Their charter is typically to control costs and access and minimize risk.

Clearly, that's no longer the case

Today, data governance is about opening up the data.

It's about making sure every data citizen has access to the data they need to do their job. And it's about empowering everyone – from top executives to junior business associates – to get true value from their data.

But why is everyone talking about data governance?

For many organizations, regulatory compliance is the driving force behind a governance initiative. And as new, cross-industry regulations emerge, such as the General Data Protection Regulation (GDPR), more organizations will face regulatory deadlines than ever before.

For these organizations, data governance becomes the aspirin that makes the regulatory headache go away.

Simply put: data governance makes it easy for all data citizens to **find, understand, and trust their data**

But across industries, regulators are looking for organizations not only to meet immediate compliance deadlines. They must also show that they have a sustainable data governance program in place so they can continue to address regulations as they change and evolve in the future.

Now, data governance becomes the way to sustain the data health of the organization. It enables your organization to take hold of the data and keep it under control, even after the regulatory deadline has passed.



TIP:

Shift your mindset when it comes to data governance. Yes, it's an aspirin providing immediate relief to a pressing data challenge. But use it as a vitamin, to stop the pain before it even starts. When taken as a vitamin, and practiced systemically, data governance makes your entire organization healthy.

Making the Business Case for Data Governance

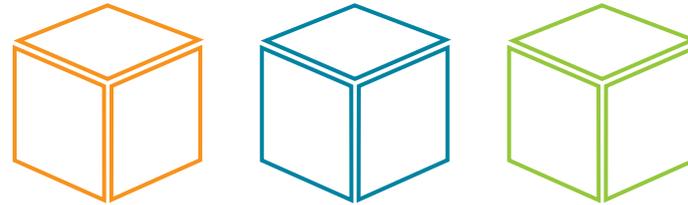
Getting the right people on board with a data governance initiative is the key to success. But persuading others to invest their limited time, resources, and budget can be a challenge.

Q.

So how do you win over the skeptics?

A.

Build a business case.



Creating a business case may sound daunting. But if you focus on three key building blocks, it becomes much more manageable.



Risk



Value



Cost



Risk – define the urgency, and communicate what happens if you do

not implement data governance. Do you miss a regulatory deadline? Lose competitive advantage? Tarnish your reputation?



Value – outline the business outcomes you want to achieve and translate those

into economic terms.

For example: trusted data helps eliminate data brawls, which means you can make meaningful business decisions faster.



Cost – break down the costs by category: people, process, and technology. Present them

as a “current vs. future” comparison to demonstrate true value.

You’ll also want to **recruit a team of data champions** to support you as you create – and present – the business case.

Talk to your data governance sponsor, your finance department, and leaders across the business. Gain their buy-in, commitment, and support. And ask them to assign a top player to your team.



TIP:

Read our [how-to guide](#) to building a business case to learn more about the three simple steps you need to take to create a convincing business case for data governance.



Visit www.collibra.com/businesscase to download the e-book

Common Data Governance Use Cases

For organizations facing regulatory compliance deadlines, data governance is a no-brainer. But there are many other initiatives across the organization that are a perfect place to start – or expand – your governance program.



Data Protection



Big Data



BI & Analytics



Data Quality



**Master Data
Management (MDM)**

Data Protection



Data is your organization's most valuable asset. But protecting that asset from leaks, hacks, and data breaches is a challenge. New regulations such as GDPR introduce new guidelines that make data protection and security even more complex – and urgent.

Data governance is the best way for organizations to tackle data protection regulations such as GDPR, as well as to simply secure your organization's "crown jewels." It provides a framework so you can put all your data into context. Then, you can apply the right measures and controls and drive a data protection-centric approach from within the organization.

Fines, averted

BI & Analytics



For years, businesses have made investments in analytics and visualization tools that promise to bring business intelligence (BI) to the masses. But too often, the dreams of self-service analytics go unrealized. Meetings dissolve into data brawls. And the data “Rorschach” effect takes hold, with data citizens interpreting the data in a way that gives them the greatest advantage.

So why don't these data dreams come true? There are many reasons:

- Self-service users don't know where to find the data they need to analyze
- It's difficult to identify the source of the data once they do find it
- Users don't know whether or not they're allowed to use data
- It's unclear how the data may have been manipulated over time
- Nobody knows if the meaning and definition of the data element is consistent across the business



Data governance makes the promise of BI and analytics a reality.

Data citizens are confident in their analysis because they can find the data they need, they know where the data comes from, and who can use it. They know the metrics they're using have been “blessed” by the organization and they know who can use it.

Finally, the analytics dream comes true

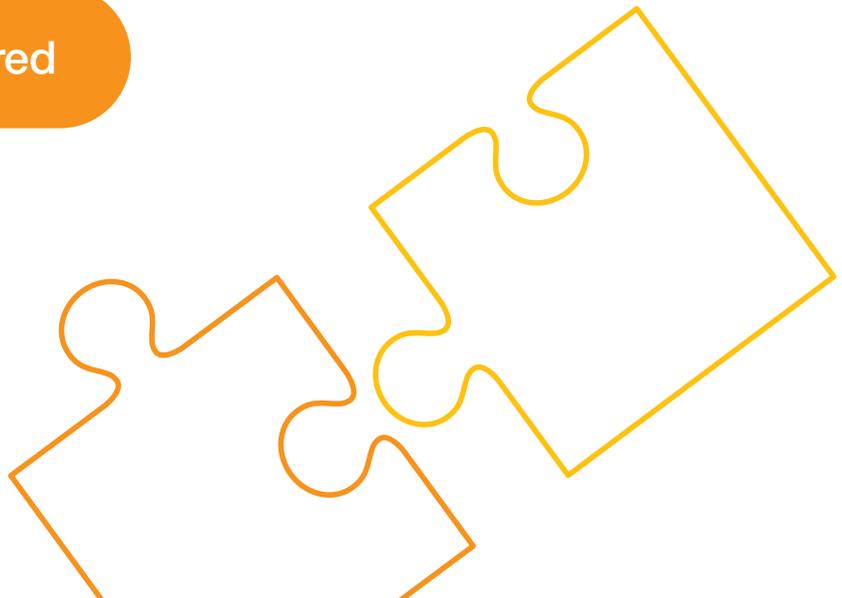
Master Data Management (MDM)



Many organizations view MDM and data governance as the same thing. They're not. But organizations that are successful with MDM know that the two go hand-in-hand.

Data governance provides the collaboration, integration, and control needed for MDM success. It delivers the policies that support ongoing MDM initiatives and help them to scale. And the best governance programs look across data silos and cultivate data citizenship and stewardship across the business.

Confidence in data, restored



Big Data



It's no secret that data gets bigger every day. And like analytics, big data promises to hold the answers to strategic business questions and the keys to competitive advantage.

But too often, the vision of a beautiful data lake quickly deteriorates into the reality of a murky data swamp. Bad data pollutes the lake, making it nearly impossible to extract value from the constant data deluge.

Data governance is the key to purifying your big data lake. It provides a framework for:

- Setting data-usage policies
- Implementing clear controls to ensure the accuracy, consistency, and accessibility of data
- Providing of a set of information to your users so everyone can unlock the value of big data

You've wrangled the big data beast

Data Quality



The saying “garbage in, garbage out” is certainly true for data. Too often, bad data enters your systems, making it difficult for data citizens to assess if their analysis is correct.

For your organization to view data as a truly valuable asset, the data must be trustworthy.

And the secret to better data quality is data governance.

When you talk about data governance leading to data quality (not the other way around), magic happens. The business understands the value. The organization has more control over risk management. The cost of operations fall. And customer retention improves.

Data governance enables your organization to manage and define enterprise-wide policies, business rules, and assets needed to deliver the right level of quality control.

Simply put:

Data Governance

+ Data Quality

Greater Business Value



TIP:

Clearly there are many use cases for data governance.

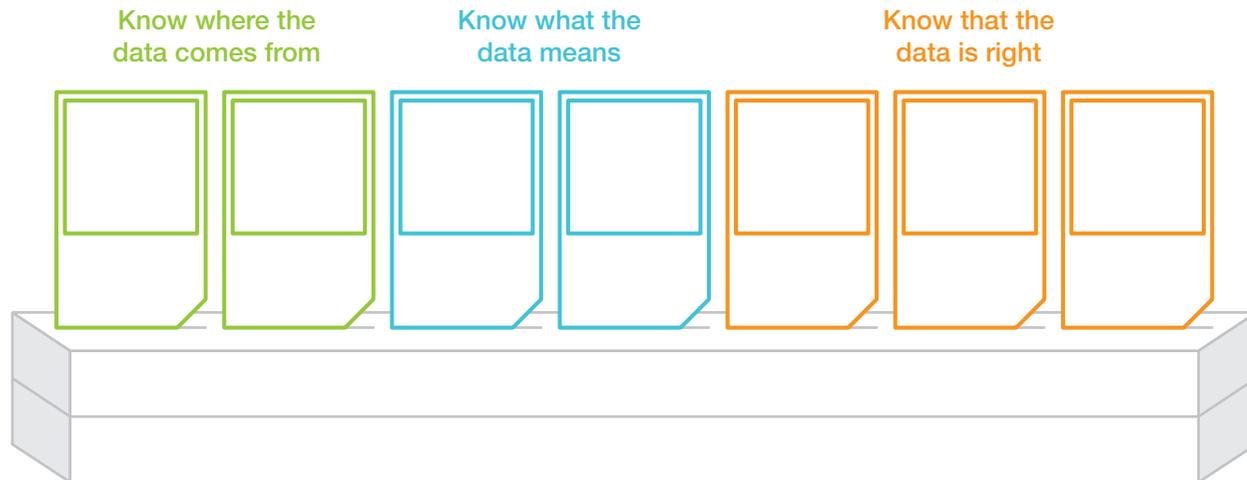
And one of the hardest decisions is where to begin. The secret to success is to **just get started**. Pick the use case that's causing your organization the greatest pain. Start there, and prove the value of your governance program. Then, use that foundation as a launch pad to expand your efforts to other use cases or areas of the business.



Tools of the Trade

Many organizations that say they “do data governance” actually don’t. They simply create a series of manual processes held together with duct tape and chewing gum. Through meetings, email, SharePoint, and Excel, they cobble together a process that barely gets the job done.

To truly succeed with data governance, organizations must embrace a business platform for change.



The best platforms allow you to embed data governance and stewardship within the organization in a way that adapts as the business grows and changes.

They empower your organization to control the data chaos by enabling you to:

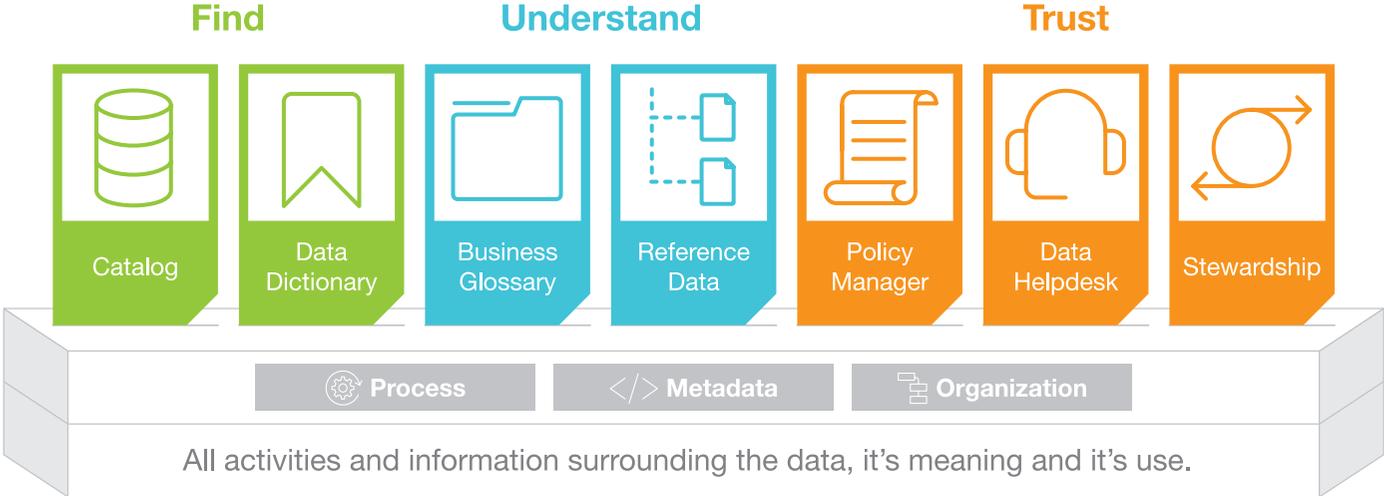
- Define your data
- Document how your data works
- Operationalize your data
- Make data policies actionable
- Shop for the necessary data
- Crowdsourcing data enrichment
- Identify – and resolve – data issues quickly
- Synchronize your data citizens
- Integrate with your ecosystem

And, they deliver a flexible operating model that automates and integrates the day-to-day tasks of governance and stewardship such as measuring compliance, monitoring quality, achieving alignment around meaning, and resolving data issues.

And they do this out-of-the-box

Collibra is one of those platforms

It's the key to unlocking the treasure chest of organizational data.

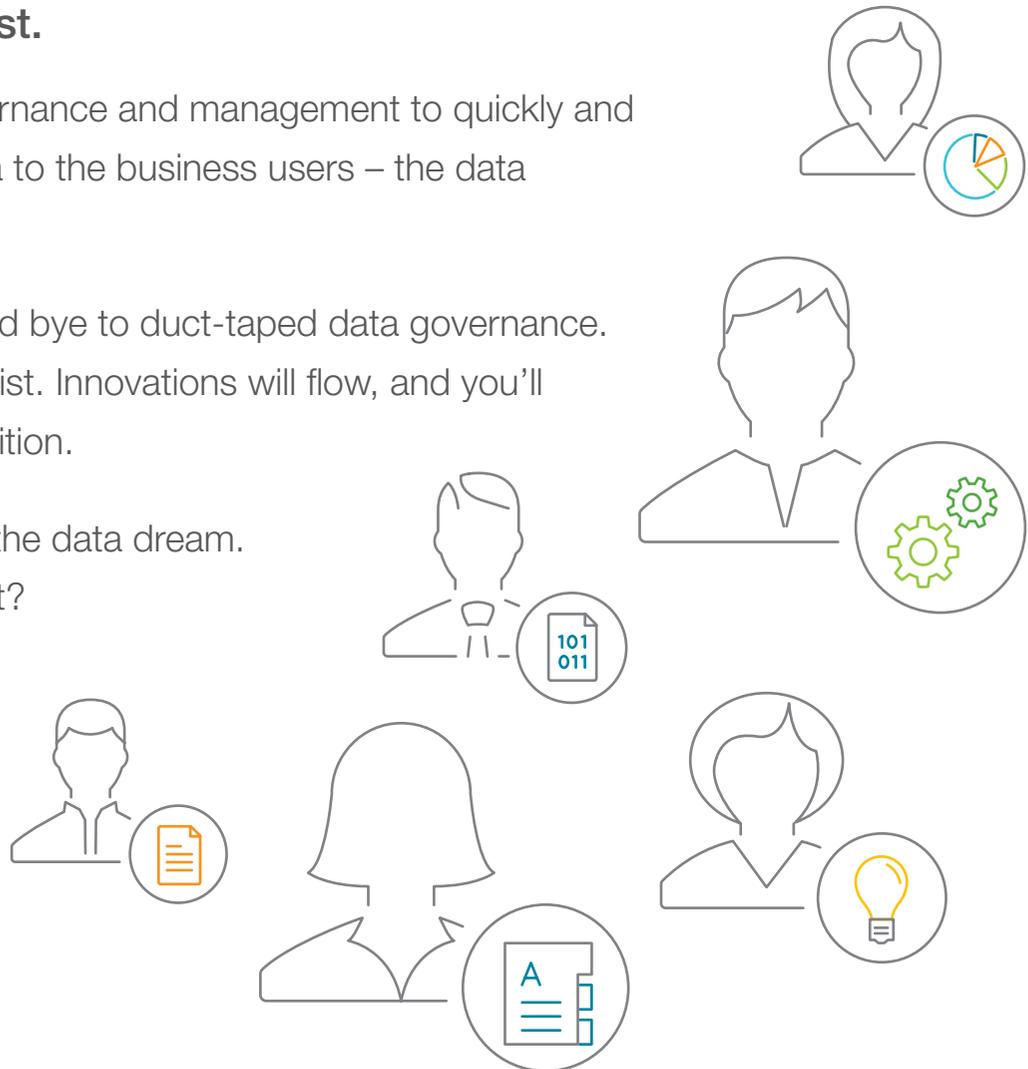


Collibra rethinks the boundaries of data by putting people and process first.

And it automates data governance and management to quickly and securely deliver trusted data to the business users – the data citizens – who need it.

With Collibra, you'll say good bye to duct-taped data governance. Data brawls will cease to exist. Innovations will flow, and you'll speed ahead of the competition.

Collibra enables you to live the data dream. And who wouldn't want that?



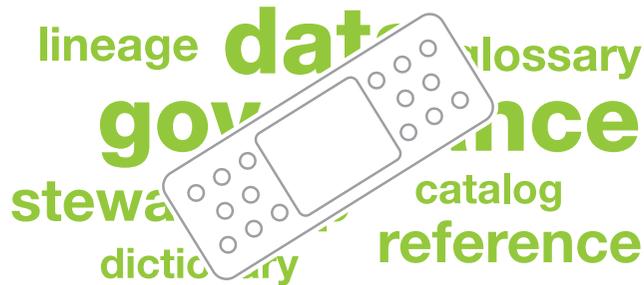


TIP:

Buyer Beware! Not all data governance platforms are created equal. Know what you're evaluating, and ask the tough questions.

Many companies claim to provide “data governance.” We think they’re simply buzzword compliant.

Because in reality, all these vendors do is provide bolt-ons to their data quality or data management tools. They lack the cross-organizational governance, robust applications, and ability to automate many of the necessary tasks to ensure good, trustworthy data is available for every data citizen.



Ready, Set, Go

Starting – or restarting – a data governance program is hard work. We know that. But it's clearly the key to becoming a data-driven business.

It's time to pull your organization's head out of the sand.

Ready to get started?



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