Informatica™

# The Data Governance Program Workbook

A practical resource for
pivotal data leaders

# Contents

**Tip:** click to jump straight to any section.

# The Benefits of Starting Small

**If you're reading this, then you've already made some important decisions.**

You've decided to invest in data governance, which means you've decided that data is essential to your business's future. More importantly, you've committed to a digital transformation that will fundamentally change the way you do business.

These are big moves. And the right ones.

Now it's time to get practical so you can follow a best-practice path to enabling your business with governed data.

But developing and launching a data governance program that will support and accelerate data-driven digital transformation is no small feat.
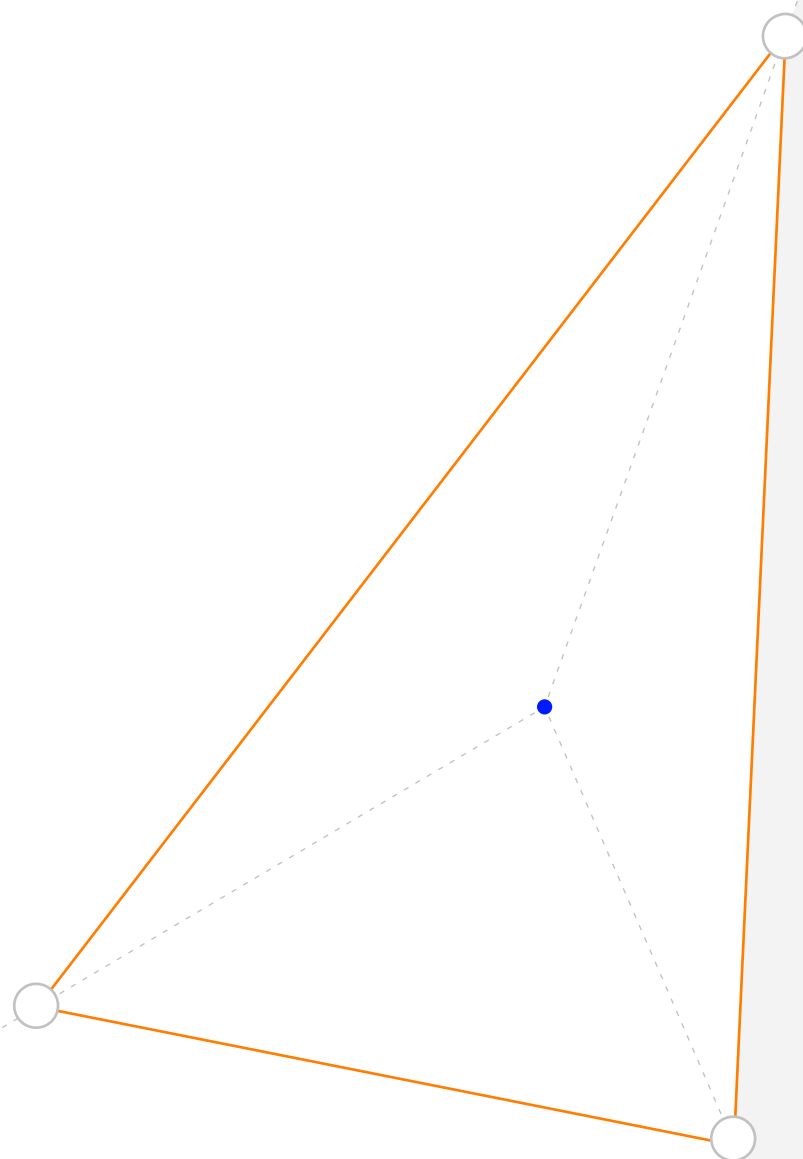
You'll need to empower key stakeholders, bridge disparate silos, and align dozens of potentially disconnected processes and teams. What's more, you'll need powerful technology capable of handling a huge volume and variety of data across your entire organization.

You won't develop your program overnight. So the best strategy is to start small—identify a particular business opportunity or challenge and focus your energy and budget on solving it. Then, once you've demonstrated the value of data governance, you can broaden your scope.

That's what this workbook is all about— choosing and launching a project that will get your data governance program off the ground and prepare your organization for bigger things.

It includes the insights we've gathered from working closely with countless businesses to launch successful data governance initiatives. And it outlines how to lay the right foundations for data-driven digital transformation.

By the time you're finished, you'll have a clearer idea of the road that lies ahead and how you can turn the promise of data governance into tangible business value.

**Let's go.**

**Just enough data governance**

This workbook is a practical guide to implementing a more agile and fast-moving approach to data governance.

For more on the theory behind this approach, read our eBook, Just Enough Data Governance.

Part One

# Getting Started

This book is divided into two parts. In Part One, we focus on the fundamentals—choosing a project and defining your goals. Then, in Part Two, we discuss the people, processes, and technology that will help you execute successfully.

Section One

# Choosing Your First Project

The importance of your first data governance initiative can't really be overstated. Get it right and you'll have the opportunity to expand your scope and reinvest in the discipline to create an enterprise-wide program.

# Choosing Your First Project

**Choosing the *right* project is crucial. You'll need to find a challenge that's both achievable and capable of generating results that executives care about.**

If you already have a project in mind, use this section to validate your decision. If you're still deciding where to start, then this section will help you scope your effort.

The right project will have the following three characteristics:

## 1. Demonstrable value

If your first project is going to evolve into a long-term program, then it needs to deliver a return on investment in a reasonable time frame.

Part of the challenge here is identifying a project that will yield impressive results, but the bigger challenge is *proving* value. You want to help the business unit you're working with, but you'll also want to capture the imagination of senior management.

This means you'll need to align around metrics that are tied to both tactical objectives and broader strategic goals. For example, if your first project is focused on financial reporting, use metrics that demonstrate the productivity benefits of making analysts more efficient, *as well as* the strategic value of delivering the trusted finance-related analytics they're working on.

**Pinpointing hot opportunities**

If you've got a number of projects on a shortlist and you want to identify where data governance will make the biggest impact in your organization, use our Business Opportunity Prioritization Assessment Tool.

It lets you rate opportunities on a heat map, scoring the anticipated business value against the levels of investment and effort required to implement it. It's a handy way to visualize the big picture and estimate ROI.

Use the tool.

# Exercise 1
# Tie Strategic Goals Back to Data

**The secret to effectively scoping your data governance efforts? It's not about the data, it's about business priorities. So to figure out if you've chosen the right project, you'll need to examine how your work will impact business strategy.**

The questionaire below will help. It may be worth considering a number of imperatives before finalizing your scope. You can potentially make a bigger impact by focusing on your business' third or fourth strategic priority if that's where you can generate the most value in the shortest amount of time.

**A. What are the top business imperatives as defined by your most senior leadership? (For instance, if you're an insurance company, you may be aiming to change your business model from policy-centric to customer-centric.)**

_____

_____

_____

_____

**B. What organizational business processes and stakeholder (e.g., customer, partner, employee) interactions are most important in support of these top imperatives? (For instance, adapting your customer claims-management and billing processes may help you become a more customer-centric company.)**

_____

_____

_____

_____

C. What data and applications are used to support those processes and interactions? (For instance, the data collected from customers, health care providers, and underwriters used to either approve or deny a claim or process a bill.)

D. What people, systems, and processes create, capture, and update that data? (For instance, customers submitting claim information through a form on your website, health care providers electronically submitting medical information, call center reps capturing additional information in CRM systems.)
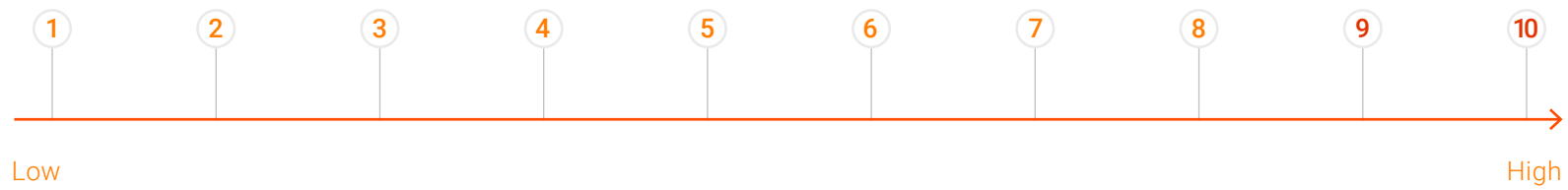
E. What is the business end user's level of confidence in the security and trustworthiness of that data? Circle an option on the graph below.

A score below an eight signals that the imperative you've identified is a good candidate for your first project.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Low

High

**2. Ready-made sponsors**

Sponsorship is crucially important to the success of a data governance initiative. So you'll need an executive on your side from the outset.

Look for a project with ready-made supporters. For example, if your project's goal is to enable cross-selling and upselling through improved customer data, then it would make sense to evangelize the benefits of a data governance program with the Head of Sales or the CMO— who will have the most to gain from more reliable customer data.

Alternatively, if the goal is to better protect and secure customer data, or support compliance with the General Data Protection Regulation (GDPR), then it might make sense to approach the Chief Risk Officer or Chief Information Security Officer.

The important thing is to have the backing of an executive with a personal interest in seeing you succeed. And don't just stop at one. The broader the executive support you secure now, the more chance your initiative has of going the distance. One successful data governance leader in the banking sector noted the joint support by both his COO and CFO as a critical factor in his data governance initiative's success.

**Tips on securing sponsorship**

– Listen
   Before you engage potential sponsors, make sure you truly understand their priorities, measures of success, and opinions on data governance. That way, you can make sure expectations of the initiative— how quickly it will move, what it aims to accomplish, what success looks like—are aligned. It's also worth meeting the team leaders who'll be impacted by your initiative. Building relationships with these stakeholders now will make it easier to approach them for support and assistance in the future.

– Make their priorities your priorities
   Factor sponsors' objectives into your program and demonstrate that you want to help them achieve their goals. It may even be necessary to scrap your initial plans and build the early phases of your initiative around their goals. This may sound extreme, but sponsorship really is that important (providing you've found the right sponsor, of course). There's a hard truth here: If you can't convince a senior leader that your objective is a priority, then it's not a priority.

– **Clearly communicate your vision**

Explain what you want to achieve, why it's important, and how it will measurably help the business. Crucially, show sponsors what success looks like in terms of key metrics so they have a clear idea of the value you'll deliver.

– **Educate**

Show sponsors how your business compares to its competitors when it comes to data. Better yet, show them the challenges people encounter when they try to work with data internally. Proving that you have a serious problem, or a real opportunity to disrupt the competition, can be a powerful way to inspire action.

**Measure and benchmark
your data governance maturity**

If you want to get a sense of where your organization stands compared to others, use our Data Governance Maturity Assessment.

It scores the effectiveness of your current data governance practices between zero and five and allows you to benchmark your detailed results against hundreds of other businesses. This can be a valuable asset when you're trying to set the scene for potential sponsors and baseline your current state against your proposed future state vision.

Take the assessment.
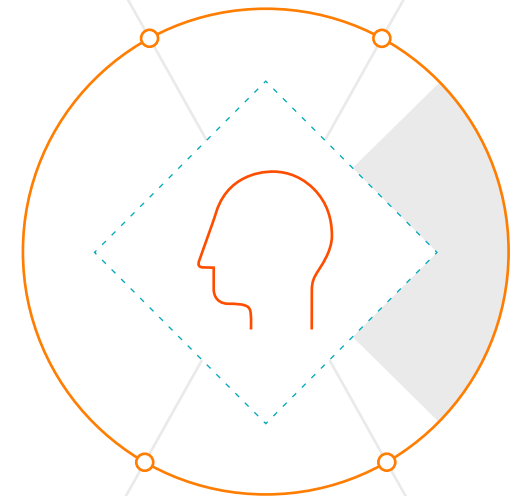
# Exercise 2
# Identify Potential Sponsors

**Answer the following questions to identify the executives who'll get the most out of data governance.**

**A. List the executives within your business who have a stake in the top business imperatives you identified in Exercise 1.**

_____

_____

_____

_____

**B. Refine this list by focusing on the executives you already have positive relationships with.**

_____

_____

_____

_____

**C. List the top three objectives you hope to achieve with your project.**

1. _____

2. _____

3. _____

**D. Match executives to objectives. Is your initial list of objectives still valid or are there bigger and better opportunities worth pursuing?**

_____

_____

_____

X _____

X _____

X _____

X _____

**3. A bowling-pin effect**

Ideally, your first project will open doors and create new opportunities for better data governance. For example, by delivering trusted customer data for the finance team, you stand a good chance of expanding this project to serve many shared customer data requirements across marketing, sales, and customer service functions.

Here are a few other factors to consider when you're mapping out your long-term data governance roadmap.
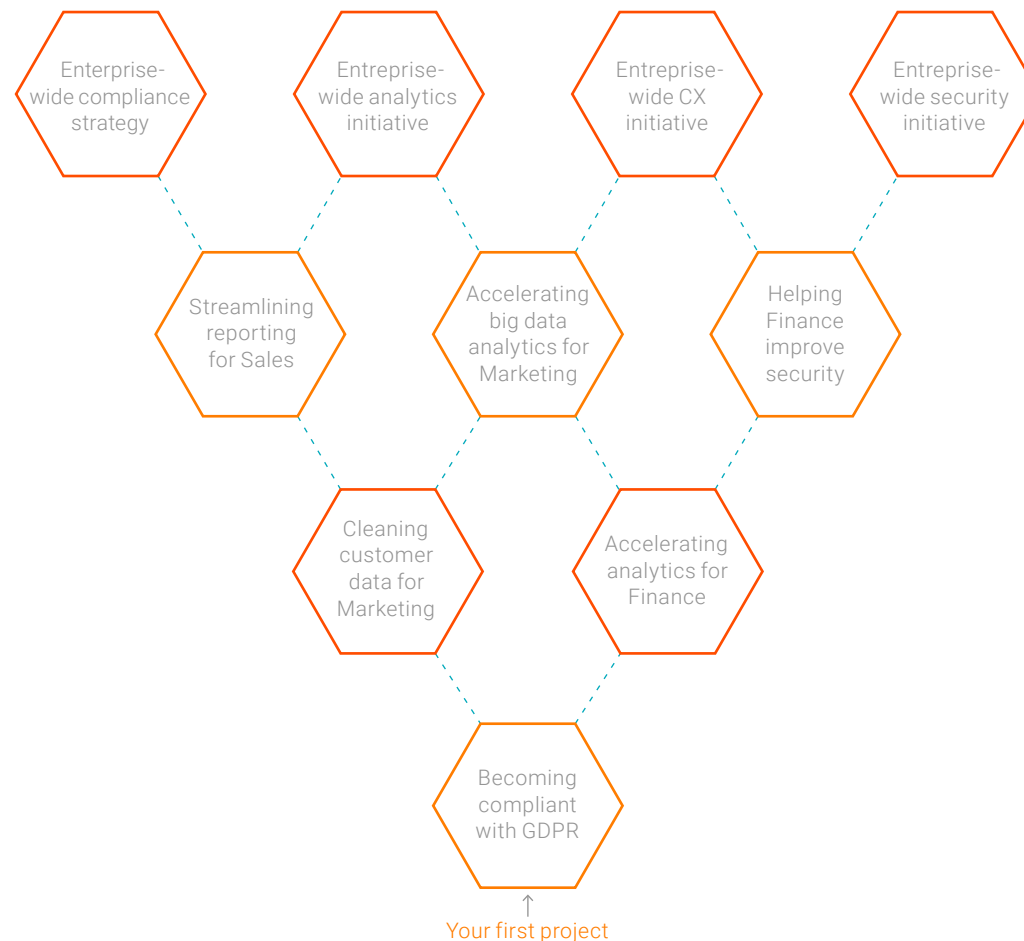
– Skills
Are there opportunities for your team to apply the techniques they'll learn while executing your first project?

– Funding
Is there an existing, high-profile or big-budget project that you can support? This might be the easiest way to find budget for your initiative.

– Compliance
Regulations often touch data and processes impacting multiple departments. So if you've solved a compliance challenge for one, you're likely helping another. Hint: Often, compliance initiatives are already funded, so they're a great starting point for data governance programs.

– Business priorities
Are there any critical challenges or time-sensitive opportunities that will influence the direction of your program? For example, if your chief competitor pivots to become more customer-centric, can you help your company do the same?

– Toolkit
If you've already built technology or models that can be applied to certain types of data, then it might make sense to focus on that data in the short term. For example, if you've built a tool that catalogs product data then perhaps target product, marketing, support, and sales teams—the heaviest users of product data—first.

# Exercise 3
# Outline a Potential Roadmap for Your Program

**Your first data governance project should lead to another, or several others. In the following diagram, we've filled out an example that starts with GDPR compliance but could lead the way for bigger, enterprise-wide initiatives focused on reporting, analytics, customer experience, and security.**

Once you've read it, try filling in a potential roadmap that starts with your first project. This can be an effective tool in communicating your larger vision and strategy.

Enterprise-wide compliance strategy

Entreprise-wide analytics initiative

Entreprise-wide CX initiative

Entreprise-wide security initiative

Streamlining reporting for Sales

Accelerating big data analytics for Marketing

Helping Finance improve security

Cleaning customer data for Marketing

Accelerating analytics for Finance

Becoming compliant with GDPR

↑
Your first project

Section Two

# Setting Your Goals

Two of the most common causes of data governance failure are vague goals and misaligned expectations. So it's crucial that everyone involved in your initiative is clear on your objectives from the outset.

# Setting Your Goals

**In this section, we discuss how you can determine and measure these goals.**

**Common goals**
When a business chooses to implement a data governance program it's usually to support one or more of the following goals:

**To improve the efficiency of critical processes** that have been hindered by low-quality data.

**To comply with one or more regulations** or adapt existing data practices to comply more efficiently and reliably.

**To use accurate and trusted data** to inform every decision within or across business units or processes.

**To improve data security** and reduce risk by gaining a greater understanding of where sensitive data lives, how it moves, and who has access to it.

**To capitalize on big data analytics** to capture, verify, and certify the data that's scattered across the business, ensuring that it's reliable and available for improved analytical insights.

These are all valid reasons to launch a data governance program, but when you're selling your project within the business you'll need to be more specific on what you intend to achieve. The exercise on the next page will help you do this.

**What our customers aimed for**

– Bank of Ireland wanted to get a clearer understanding of who owned and used data so that it could align the business around strategic objectives.

– PayPal invested in data governance to create a shared view of data usage. That way everyone in the business could use data to make informed decisions.
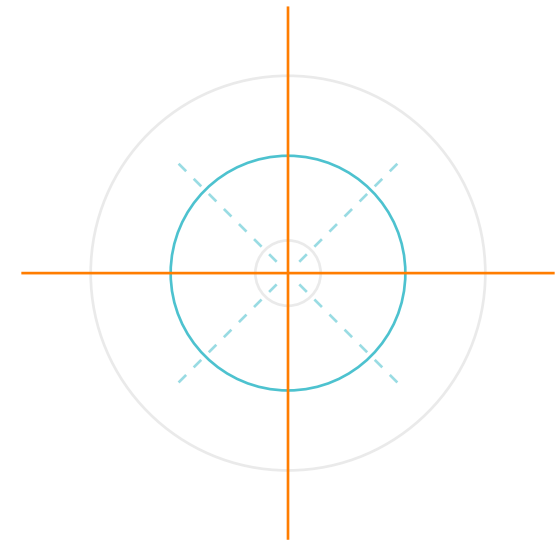
# Exercise 4
# Measure Your Goals

**Having clear goals is a good start. Tying them back to quantifiable metrics is better. Answer the following questions to determine the right metrics for your program.**

**A. What goal are you hoping to achieve? (For instance, accelerate compliance with GDPR.)**

_____

_____

_____

**B. What quantitative metrics will you use to measure success? (For instance, speed to submission, time taken responding to an audit.)**

_____

_____

**C. What qualitative metrics will you use to measure success? (For instance, efficiency, security, trust, and ease of reporting.)**
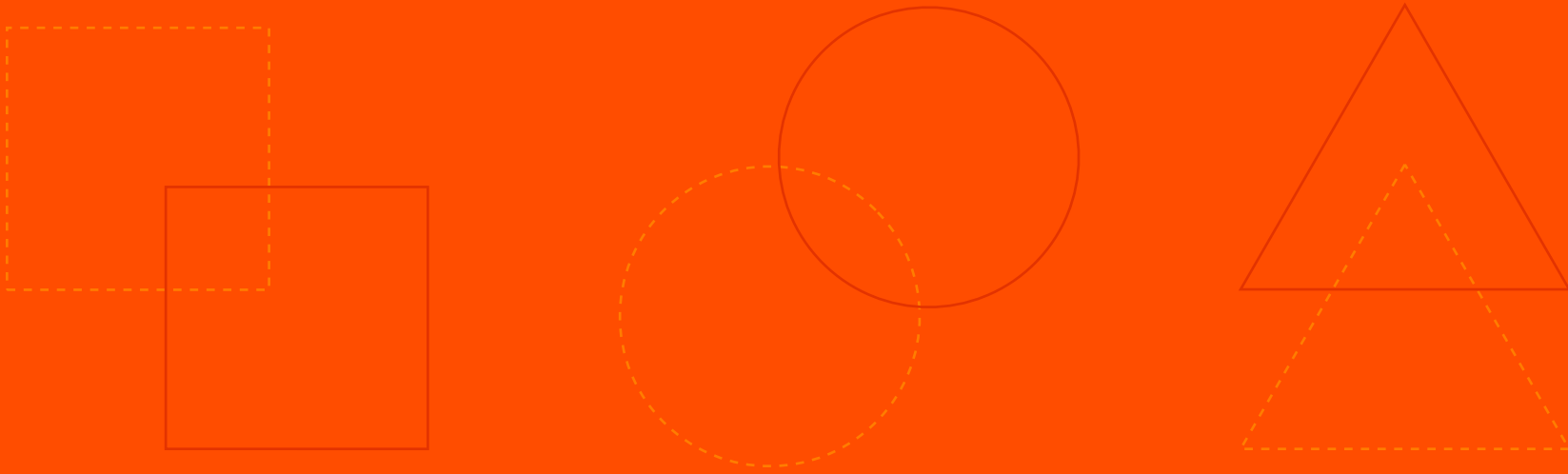
_____

_____

_____

**D. Will this goal create or lead to new opportunities? (For instance, will meeting GDPR requirements impact the customer experience goal another leader is working on?)**

_____

_____

Part Two

# Building Blocks: People, Process, and Technology

Every data governance program is made up of a multitude of projects. And every significant business project involves three core elements—people, processes, and technology. In Part Two, we explore the organizational and technical framework you'll need to launch and scale your project.
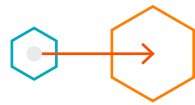
Section One

# People

Data governance programs involve a lot of people.
Even if your team is small, the outcome of your
project will have an impact on a large number
of employees, customers, partners, and others
who support, or depend upon, your business.

# People

**Ideally, you want to give every one of these people a voice in the data governance conversation. At the same time, excessive input can be a bad thing. Especially if it stymies the decision-making process and impedes the progress of your project.**

To find the right balance, use a framework like DACI, (or RACI, another similar approach)— to assign and communicate one of four crucial roles to every individual who needs to be involved in each step of the initiative. Note: You will likely build a variety of DACIs for distinct deliverables/objectives since not everyone plays the same role for all aspects of the program.

This role assignment framework ensures the right people are providing input at the right time and that everyone understands their position and responsibilities within your project.

**The Driver** is the person who pushes the project forward.

They're responsible for managing stakeholders, assigning resources, building the case, measuring and communicating results, and ensuring key decisions are made at the right time. For the purposes of your project, you may fill this role, or you may choose to identify an experienced project manager.

While many data governance roles may be "part-time" jobs for those involved, as a best practice the driver should be a full-time, dedicated resource.

**The Approver** is ultimately accountable for the outcome of the initiative, and will therefore be accountable for all the key decisions and provide the necessary resources for the effort. They'll also have the power to veto the decisions of other team members.

This is likely to be your executive sponsor, who also plays an important role in evangelizing the initiative across the leadership team. As a best practice, aim for a single approver, although certain exceptions may require a second approver.

**Contributors** are the business and IT subject matter experts who'll help you provide the necessary context to achieve your goals. They may occupy a minor consultative role or a full-time position during different phases of a project, but either way they'll provide valuable knowledge and insight that will help you and your team deliver the right recommendations and solutions.

For example, if your project is designed to deliver high-quality, trusted finance data, your contributors may include finance managers who can explain how they're using data to achieve critical outcomes. Equally, your contributors should include dedicated IT and data management experts who support your finance team and will have first-line visibility into quality and reliability issues.

You should also include business leaders, process owners, and stewards who run the upstream and downstream processes impacted by your initiative. IT architects, analysts, and systems experts should also be on your list.

**The Informed** are the people who'll be affected by your data governance effort, including the broader community of data consumers who'll benefit from the improved quality and reliability of data resulting from your initiative. This group also includes stakeholders who may not directly benefit, but will be required to change behaviors and processes as a result.

This group doesn't have a say in the direction of your project. You'll want to make this clear, as many people will want to be involved in key decisions. You'll likely hear "This impacts me, so I should have a say." This won't be a problem as long as your "Approver" signs off on the DACI and you keep everybody in the loop. Then you can focus on a smaller team of contributors and avoid analysis paralysis. That being said, you will have to brief this group on your progress, decisions made, expected impacts, and any changes to policies and processes that may impact their responsibilities. Giving informed stakeholders sufficient time to react to these changes is critical for successful adoption.

The DACI framework works only if everyone is committed to the project and the decisions being made. This means that fostering an open and collaborative culture is crucial for your project to succeed. The DACI is one of the first deliverables for any project. Before moving forward, make sure you've secured buy-in and agreement on the DACI roles and responsibilities.

# Exercise 5
# Assign Roles and Responsibilities

**Use the checklist below to gauge the suitability of potential candidates for each of the roles outlined above.**

**The Driver**

☐ Does this person have the project management experience to lead a team and deliver against tight deadlines?

☐ Does this person have strong communications skills?

☐ Does this person understand the stakes and purpose of your project?

☐ Does this person have the ability to rally the organization even without formal authority over the Contributors?

☐ Is this person perceived by the organization as unbiased and fair?

Write down the name of your potential Driver:

_____

**The Approver**

☐ Does this person have the authority to make crucial decisions about the project?

☐ Does this person have access to the resources you need?

☐ Can they veto decisions made by other stakeholders?

☐ Are they aligned with your vision for the project?

☐ Does this person have the clout to influence senior leaders and earn their support?

Write down the name of your potential Approver:

_____

## Contributors

☐ Do these people represent the stakeholders that capture, use, process, or manage the data that falls within the scope of your project?

☐ Do they have insight into how this data is used? (For example, do they manage a process that touches it? Do they own it?)

☐ Do they have an understanding of the systems and processes that impact the data?

☐ Are they the owners of data needed to make your project successful?

Write down the names of potential Contributors:

_____

_____

_____

_____

_____

## Informed

☐ Will this person be affected by the outcome of your project?

☐ Will their perception of the project influence the perception of others in the business?

Write down who will need to be Informed:

_____

_____

_____

_____

_____

_____

_____

# Three Tips from Successful Data Governance Organizations

**1. Alignment is essential**

If your data governance program is to be a success then IT and the business need to work hand-in-glove. Otherwise, data governance policies and processes won't be operationalized and your program will have a limited impact.

Part of the challenge here is aligning workflows, but the bigger challenge is aligning mindsets. IT needs to understand what the business wants to achieve and vice versa.

Inspiring and nurturing cross-departmental relationships is a complex challenge but surrounding yourself with the right people is a good place to start. Building a diverse leadership team with data expertise *and* real-world business experience can help you build inroads into the business.

We worked with one CDO whose data governance team was comprised almost entirely of non-IT professionals, including finance, operations, and risk and compliance experts. As a result, she gained precious insight into the mindset of the business leaders and department heads she needed to engage to grow her program.

**2. Build a collaborative culture for governance**

The most effective data governance programs make data governance part of the business's culture. Data governance becomes so intrinsic to day-to-day processes and behaviors that it isn't even considered a standalone discipline—it's just how they run their business.

The first step in establishing such a culture is developing an effective internal communications strategy. If you can't communicate the value and impact of data governance across your business, then data owners and business unit leaders may be reluctant to follow your lead.

Holding a data governance forum can help open a dialogue with data users. These meetings serve a similar purpose to town hall assemblies. You have the opportunity to discuss your progress and achievements with the business, and your colleagues—everyone from interns to C-level executives—get the chance to air concerns and learn more about the discipline.

It's also worth leveraging existing channels. Some CDOs ask their teams to blog on a regular basis and post articles to the company's internal website to spread the word about their success. Word of mouth can also have a powerful impact. We often work with data governance specialists who hold ad hoc one-on-one meetings with their colleagues to discuss their work and any governance-related challenges they face.

As a result, they find it far easier to build a community of engaged stakeholders who provide a steady stream of potential projects.

### 3. Establish a steering committee

A steering committee consists of a group of executives who make strategic decisions about the direction of your data governance program.

Establishing a committee is a great way of securing and retaining buy-in for your initiative, but you'll need to ensure meetings are worthwhile for members. One of the most commonly cited reasons for a failed data governance initiative is a bored steering committee or Data Governance Council. To keep them engaged, treat part of your meeting like an internal marketing promotion. Share goals achieved since your last meeting, highlight new opportunities, and assign ownership of key projects. If you don't need input from executives—like a decision or policy approval—then don't hold the meeting. Finally, make sure discussion topics are relevant to *all* steering committee members, otherwise you'll risk alienating important benefactors.
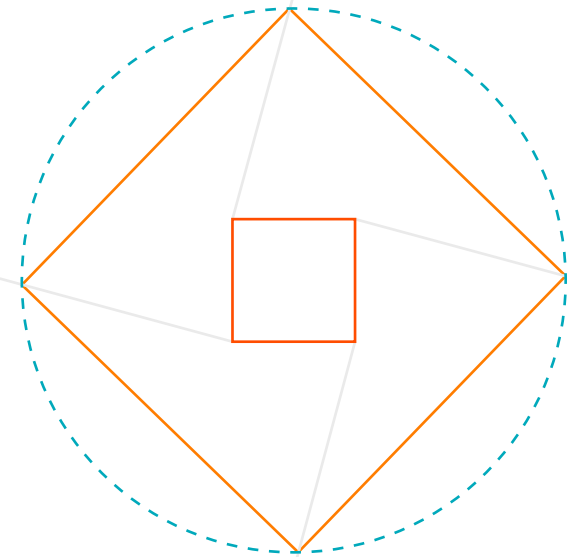
Section Two

# Processes

In order to scale anything, teams need clearly defined, repeatable processes that are designed for the reality of the task ahead.

# Processes

**There are four core processes that support every data governance program. Here we explain what they are and the common challenges enterprises face when implementing them.**

### Discover

This is the process of identifying and understanding the data being governed. It includes mapping the business processes that touch the data, determining the state of the data, and identifying the organizational and technical capabilities associated with it.

One of the most time-consuming stages of data governance is discovering and profiling data, as it's often a manual process. Technical specialists must trawl countless data sources in search of relevant data and metadata. If you automate these tasks, you'll empower data stewards to spend more time on the valuable task of operationalizing policies and processes, and less time poring over spreadsheets.

### Define

This is the process of documenting data definitions, policies, standards, and processes. It's also when you assign ownership (a critical, often-overlooked step) and define your key metrics and KPIs.

Establishing definitions is important, but so is implementation. Make sure your stewards are equipped to both document definitions, policies, and standards, and create the processes that will operationalize these rules.

For more relevant definitions and rules, consider software that allows subject matter experts on the business side to contribute directly to the process.

**Apply**

This is the process of operationalizing data governance policies, business rules, and stewardship.

Operationalizing a data governance initiative is a team effort. Almost everyone who handles data has a role to play in its governance and is responsible for following agreed-upon policies. Having the ability to publish these policies can help you communicate these roles and responsibilities and hold people accountable.

Automation also plays a critical role in how data governance policies are operationalized, particularly at enterprise or big-data scale. It's simple—being able to define and assign ownership of policies ensures accountability. And when these policies can be broken into rules, you can automate data quality measurement and reporting processes.

**Measure and monitor**

This is the process of measuring the value of your data governance efforts and monitoring compliance with your policies.

Monitoring and measuring results can be difficult if your data is scattered across your business. For example, some of your data might be stored in an Excel file while the rest is spread across your data warehouse and a range of applications. Before you start your initiative, ensure that you've identified and sourced the data necessary to effectively measure your data governance efforts. Bonus points if you and your sponsor can monitor the success of your program—including business value and outcome measures—in real-time.
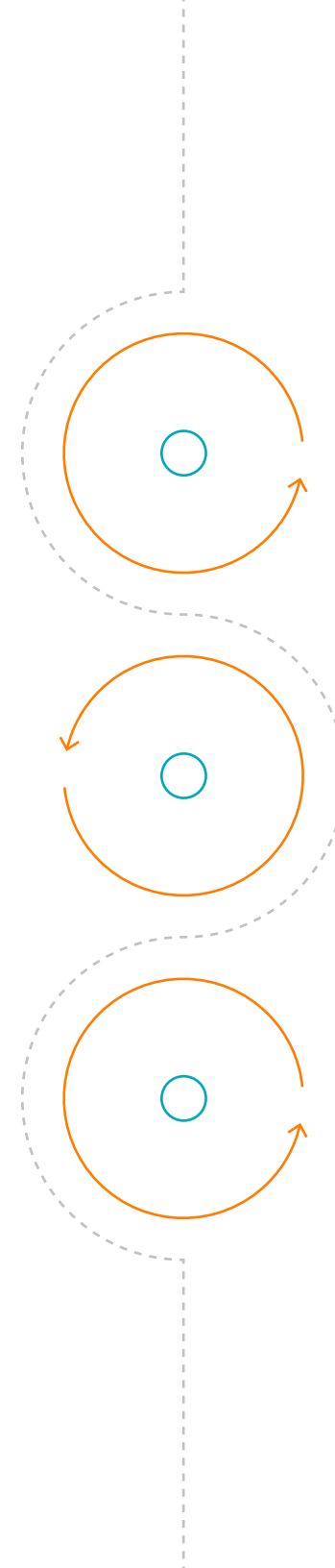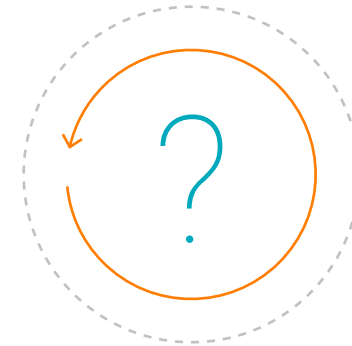
# Exercise 6
# Key Questions for Each Process

**Discover**

– What type of data will your project involve? (For instance, customer data, finance data, or product data?)

– Do you know where all of your data and metadata reside?

– If so, where is this data currently held?

– What is the state of this data— is it high quality? Is it secure?

– Which people, processes, and technologies interact with it?

**Define**

– Does the in-scope data have clear, agreed-upon business definitions?

– Is there a data model defined to support this data?

– Are technical and business definitions aligned?

– Who are the stakeholders for your data and processes?

– Have necessary stewardship workflows been defined?

– What are the key performance indicators or measures of success you will use to track your progress?

# Exercise 6
# Key Questions for Each Process

**Apply**

– Do you have the technical capabilities to automate business rules and policies? If not, what systems do you require?

– Do you have a manual process in place for handling exceptions to policies?

– Are your data governance tools integrated with your data management tools?

– Which existing business and IT workflows will your project affect?

**Measure & monitor**

– Where is the data you need to provide measurements?

– What solutions will you use to measure and monitor the success of your data governance program? (For instance, a data quality tool, a data governance console or a metadata management application, or reporting dashboards.)

– Are the minimum and optimum thresholds for KPI measurement captured and agreed upon?

– Are these systems integrated so that data can be shared between tools quickly and easily to support all participating roles?

## Section Three

# Technology

As we've seen, data governance initiatives are always evolving. Today you might be serving a hundred people and supporting a single process, while in two month's time your program may impact thousands of stakeholders across a dozen core systems and processes.

# Technology

**That means you need a technology platform that's scalable: A solution that can deliver value today but adapt and evolve as your requirements change. So if the focus of your program shifts from improving data quality for one business unit to complying with GDPR across your organization, then your solution can incorporate a significant amount of new data and users without compromising on speed or effectiveness.**

It's also likely that the core capabilities of your software will need to evolve over time.

For example, if your first project is focused on ensuring the privacy of customer data, then you'll probably need some kind of data governance console to visualize data lineage as well as a data security solution to ensure security controls are aligned with governance policies.

If you then broaden your remit to accelerating analytics for sales and marketing, then you'll need a more robust solution that perhaps incorporates data quality tools,

big data management solutions, and data cataloging software.

Your solution will need to be scalable but also modular and adaptable—capable of supporting a host of data management systems and tools. Here are a few tips on building such a solution.

### Focus on interoperability

When you're designing the architecture of your solution you have two choices—monolithic or microservices-based. We recommend that you choose the latter.

Micoservices components are built to be modular and integrated, so minimal coding is required to connect them to other applications. This means you can extend the functionality of your solution more quickly and cost-effectively than you could if you were using a traditional, monolithic architecture.

Connectivity is another factor to bear in mind. If all of your essential apps are connected

on day one, then data will flow through your solution more easily. Managing your APIs—understanding the role of each and standardizing how they're used—will also make it easier for your team to connect new systems in the future.

### Automate to accelerate

Your data governance program needs to be efficient and agile if it's going to adapt to rapidly changing business needs. Keeping pace with the business is relatively easy when your project is small, but it may become an issue as you grow, especially if you're using manual processes to manage data discovery, cataloging, and reporting.

Use artificial intelligence to automate these tasks and ensure your team spends more time on the things that really matter. AI is already helping teams reduce tasks that used to take months to days[1]

[1] Informatica, Hype or Not? Proven Value of Artificial Intelligence, 2017

### Consider the cloud

Most on-premises data governance solutions can do everything a cloud-based system can, but they can't necessarily do it at scale. A cloud-based tool with elastic storage and compute power will find it easier to tackle a sudden influx of data and users. Even if you opt for an on-premises solution, you'll almost certainly need the capability to govern data across hybrid, cloud, and big data applications, all from one location.

### Build a metadata repository

It's far easier to manage, categorize, segment, and secure your data if you can access and govern your metadata. For example, let's say you want to apply access controls to all of your customer data. Once you have your metadata in one place, you can segment data bearing "customer" tags and apply specific protections to it.

You can even automate this process to avoid the time-consuming task of vetting each and every one of the data entities within the scope of your project.

As a result, scaling your project becomes a much simpler task. Once you've taught your security system what certain metadata tags mean, then it can protect new data entities automatically as and when they flow into your system.

### Nurture collaboration

Data governance isn't a one-person, or even a one-team job. Everyone in the business needs to take responsibility for the data they use and own.

Although technology alone can't bring your people together, you'll need to provide stakeholders with a platform to share their knowledge of data lineage, business processes, and policies. Crucially, you need a system that can provide role-relevant experiences for both the business and IT. If a subject matter expert

or line of business owner can't easily use your tool and understand how data governance relates to business processes, then they're unlikely to adopt it, or evangelize it to the rest of their team. At the same time, IT must be able to connect the dots between what the business wants and their role in implementing the systems and rules to automate and scale data governance policies and processes.

Email or spreadsheet-based systems simply can't support this type of teamwork. Crucial data, documents, and files will end up stranded on individual computers or buried on disconnected applications.

A centralized data governance console, on the other hand, can help you get everyone on the same page. These tools connect data lineage to business processes, allow you to document policies, and align workflows across your business so that everyone is aware of their role in your strategy and how their use of data is aligned with the data governance standards and norms of the business.

# This Is the Beginning of Something Great

There's no getting around it, executing the first project in your data governance program is going to be big—you're breaking new ground, forming new relationships, and challenging what's gone before. You'll be transforming the way your business works, and transformation requires energy and perseverance.

But the outcome of your project will unquestionably be worth the effort. Data governance has never been so important and valuable to your business. And even on a small scale, it'll make your data more secure, trusted, and relevant so that everyone can leverage its full value.

Once you've demonstrated the value of data governance to the rest of your business, you can start rolling it out across the enterprise and laying the foundation for the data-driven digital transformation that will change the course of your business forever.

We hope that the advice and guidance we've shared in this eBook will help you along this journey.
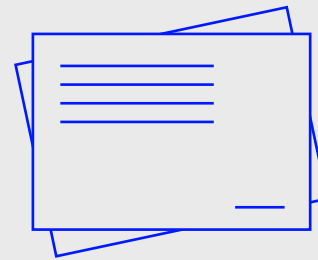
**You're about to start down the road to better quality data, more efficient processes, and data-driven digital transformation. It's going to be great.**

# Further Reading

**How we can help**

Read [Bloor Research's InDetail Paper on Informatica Data Governance](#) to see what Europe's leading independent IT research firm made of our end-to-end data governance solution.

[DOWNLOAD IT NOW](#)

# About Informatica

Digital transformation changes expectations: better service, faster delivery, with less cost. Businesses must transform to stay relevant and data holds the answers.

As the world's leader in Enterprise Cloud Data Management, we're prepared to help you intelligently lead—in any sector, category or niche. Informatica provides you with the foresight to become more agile, realize new growth opportunities or create new inventions. With 100 percent focus on everything data, we offer the versatility needed to succeed.

We invite you to explore all that Informatica has to offer—and unleash the power of data to drive your next intelligent disruption.

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