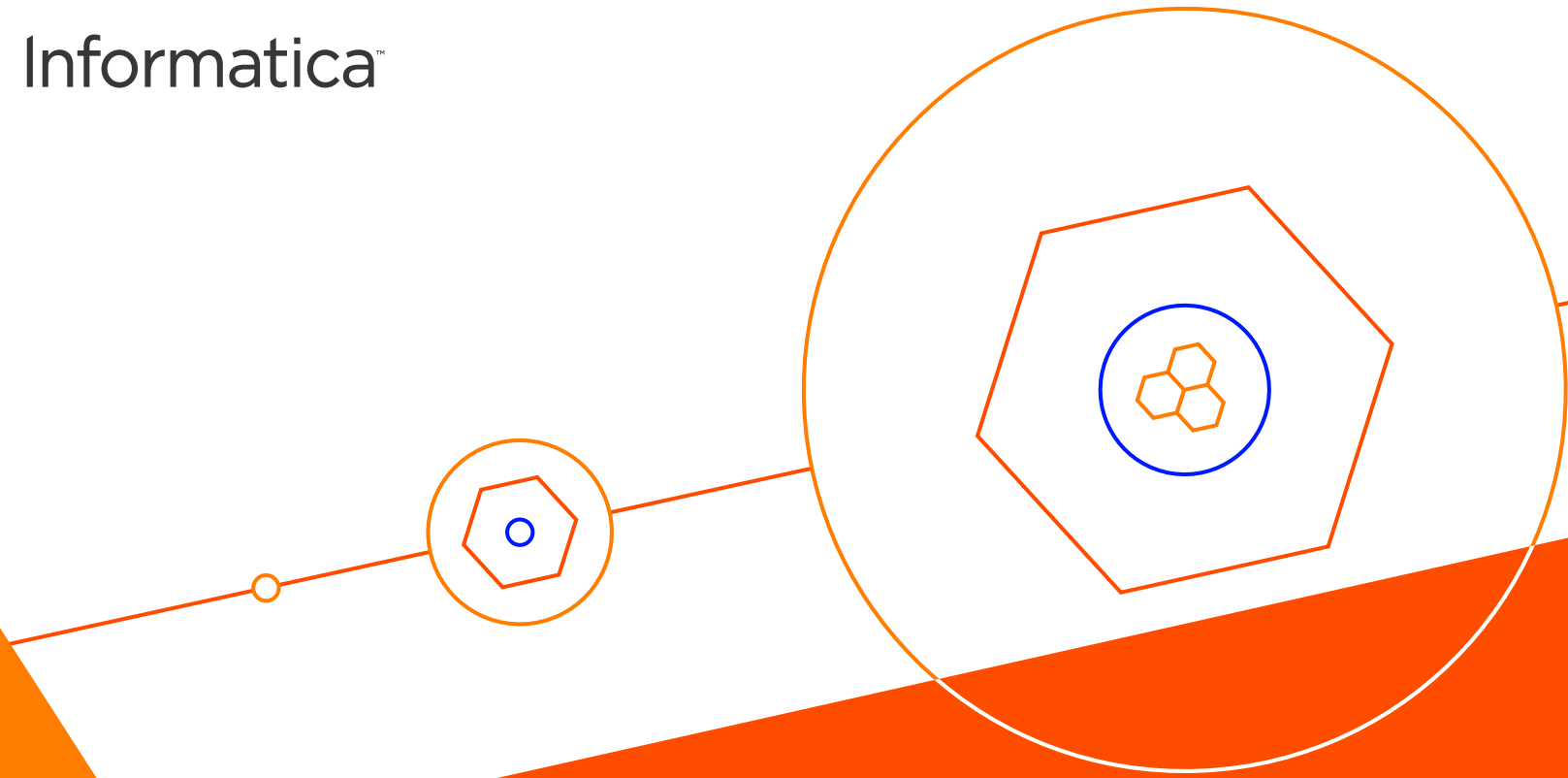




Informatica™



# How to Scale Data Governance for Digital Transformation

A guide for tech-minded data leaders  
reimagining data governance

# This Is Big. And Impactful.

**Change is sweeping the enterprise. Everywhere you look, businesses are pivoting, evolving, accelerating, disrupting, and defending against disruption. There's never been a more exciting time to be part of an ambitious business.**

If you're a data leader, this is a massive opportunity. You have the chance to cement your status as an intelligent disruptor by demonstrating the value of data as a strategic asset.

But it's also a time of challenges. You're responsible for making your business more agile, adaptive, and intelligent. And that means you'll need to challenge the status quo, implement new technologies, and reimagine critical business processes.

The good news is that the C-suite is waking up to the value of data. It's now recognized as the fuel that powers innovation and drives every significant digital transformation. It's also redefining how we work. Critical capabilities like automation, intelligent security, and analytics all rely on accurate, reliable, trusted data.

And as data rises up the corporate agenda, so too does data *governance*. It's fast becoming a strategic priority and an indispensable business function.

But it's also clear that traditional data governance isn't enough. Big, strategic, data-driven digital transformations demand a more expansive, business-focused approach. And this new type of holistic data governance needs to tackle some significant challenges: ever-increasing data volumes; new kinds of data users; and the intense complexity of today's application and data environments. All the while, it must continue to support regulatory compliance.

To overcome these issues, data governance needs to become more collaborative, transparent, and agile—and it has to do it at *scale*. So that it can serve the whole enterprise, not just individual departments or other organizational silos.

That's what this eBook is all about—building a flexible technological foundation that can support enterprise-wide, data-driven digital transformation. It's a practical guide based on our experiences helping some of the world's most ambitious enterprises launch and scale successful data governance programs.

We hope it sparks a whole new way of thinking about data governance.



# Why Scale Matters

**Data governance needs to be scalable for three important reasons.**

## 1. Digital transformation affects multiple business functions

Your program will need to serve hundreds, or even thousands, of individuals—internally and externally.

## 2. Next-generation analytics depends on big data

The most effective analytics initiatives draw on data from across the entire enterprise. That means *all* of your data needs to be accessible and trusted.

## 3. Regulations often affect your whole enterprise

Compliance is a key data governance use case and, more often than not, regulations apply to your entire enterprise. For example, the General Data Protection Regulation (GDPR) requires the governance of personal data regardless of where it resides in the organization.

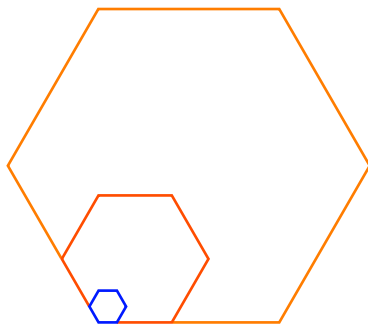


In technical terms, this need for scalability presents four critical challenges:

- Ensuring policies, rules, and definitions are applied to massive (and rapidly growing) amounts of data scattered across the enterprise.
- Delivering trusted data to a broad range of individuals who hold a variety of different roles—from business leaders to data stewards and developers.

- Enabling users with varying levels of technical proficiency to self-serve the data they need for data governance and analytics purposes.
- Ensuring data can be appropriately governed, transformed, and reliably delivered across hundreds of applications and analytics deployments (in the cloud, on-premises, or both).

The good news is that addressing these challenges has never been easier.



### The need for speed

To be effective, data governance needs to move at the pace of the business. If it can't flex to meet changing requirements, then it'll end up hindering your people and, by extension, your business.

Maintaining efficiency and agility is relatively easy when you're running a small project but it's much more difficult when you're managing an initiative that involves multiple departments and hundreds of stakeholders.

Your objective isn't just to support scale; it's to support scale, *without sacrificing speed*. So that your initiative is always agile and efficient, whether it's serving 100 people, or over 10,000—and whether it's focused on thousands of records, or billions.

# How to Make Data Governance More Scalable

All data governance programs are different, so there's no one template that can be applied to every enterprise. Having said that, there are certain actions you can take to build a robust, yet adaptable, technical foundation for effective data governance.

## Catalog your data

Every initiative begins with a discovery process. If you're a data governance specialist, you need to identify the data you'll be managing and governing. If you're an analyst, you need to find the data that'll help you generate new insights.

Your data catalog needs to meet both these needs and provide visibility into data wherever it resides—in applications, infrastructure systems, on-premises, or in the cloud. It also needs to put data in context. When users can see where data has come from, who's been using it, and how it's been used in the past, they can make better decisions when they use it. This means you need a system that uses multiple types of metadata to categorize data. Only then can you present users with a holistic, contextual view of data.

## Enable collaboration across the business

For every opportunity and challenge your data governance program must address—regarding policies, definitions, rules, and data types—there's someone, somewhere in your organization, who understands the problem and knows how it should be solved for the best possible outcome.

Finding that person, and enabling them to share what they know, does more than make your data governance program more effective—it also helps you secure buy-in. And the more people who understand the value of data governance, the easier it'll be to scale your program.

A collaboration tool that brings together workflows, policies, definitions, and rules will help you create a source of truth about the value, reliability, and lineage of your enterprise's data assets, one that everyone involved can agree on. Look for a solution that will help business stakeholders:

- **Define** what success means for the program at a policy, rule, and quantitative level.
- **Align** with their technical counterparts to instrument their data management operations accordingly.
- **Assess and monitor** attainment and business outcomes on an ongoing basis.



### Gain agility by aligning your people

When an opportunity arises, you need to react quickly. From a data governance perspective, this means providing the right people with the right information as quickly as possible, so that they can take the right actions.

A best-practice decision-making framework, like a DACI approach (Driver, Approver, Contributor, and Informed), will help your team work together more efficiently. But you'll need to support this model by creating a workflow that orchestrates the various components of your data governance program. That way everyone will be working based on a shared understanding of business processes.

### Automate with artificial intelligence

Manual data governance processes may be manageable when you're serving one department, but they can suddenly transform into big and expensive problems when you're serving the entire enterprise and supporting big data requirements.

The good news is that machine learning tools can now help you automate many of the functions needed for critical data-element discovery, quality, rule-based verification, and reporting. They can also help you improve productivity by providing users with intelligent recommendations.

Here are just a few examples of how AI-enabled data governance tools work in practice:

- Data users working with one data set can be presented with similar data sets that provide context.
- New unstructured data can be onboarded, structured, and categorized *automatically*.
- Data can be tagged automatically based on the logic learned from previous tagging practices.

All of these capabilities may seem relatively minor, but put together they add up to significant savings in terms of time and resources, especially when they're operated at the scale needed to process hundreds of millions of records—or more. And when your team doesn't have to bother with routine data management tasks, they can spend more time on more meaningful activities.



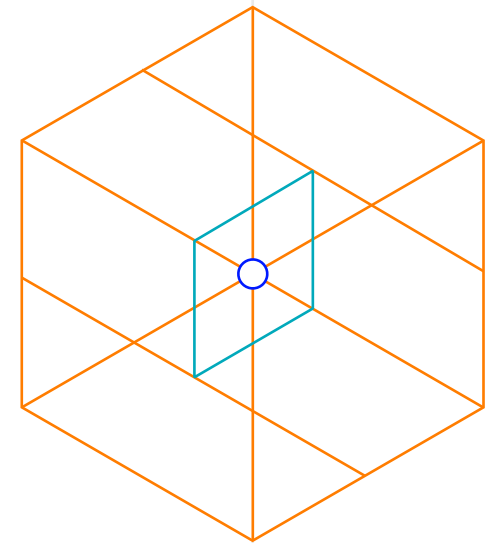
# Scaling Your Solution: An Example

It's unlikely that your first data governance initiative will be an enterprise-wide program. You'll probably want to start small, prove value, and broaden the scope of your program incrementally. That means your data governance solution will adapt and evolve over time to incorporate new business initiatives, more data, and additional users.

Here's an example of how this might happen.

Let's say your first project is designed to streamline the reporting process for your finance department. You'll need to understand how data is flowing to and from the department and identify any issues that are impacting data quality. That means you'll want to consider the following solutions:

- **A data governance console**, to visualize data lineage, bridge the gap between business users and IT, and track the performance of your project.
- **A data catalog**, to enable data stewards and data users to discover and access all of the data in the enterprise.
- **A data quality application** that can tackle, and potentially automate, the process of cleansing, standardizing, and enriching data.



Now let's say this project is a success and your product management team approaches you for help securing its data. You can use the same architecture you have in place, but you'll probably have to integrate it with new data management tools and capabilities, such as:



- **An intelligent data platform**, to manage data from all sources (for example, third-party applications or databases).



- **Automation and AI**, so that the platform provides intelligent suggestions and automates routine data management tasks.



Once your program has hit its stride, your Data Protection Officer asks for your assistance implementing a GDPR compliance program. He wants you to help him track how customer and employee data moves between your enterprise, customers, suppliers, and other third parties.

This is a big job and you'll need to adapt your solution again. For example, you may want to add:



- **A master data management tool** to manage customer and employee consent and maintain a single, 360-degree view of all the rights granted to use customer and employee data.



- **A data security intelligence solution** that allows you to track the use and movement of data to ensure it's within GDPR-compliant usage rights.

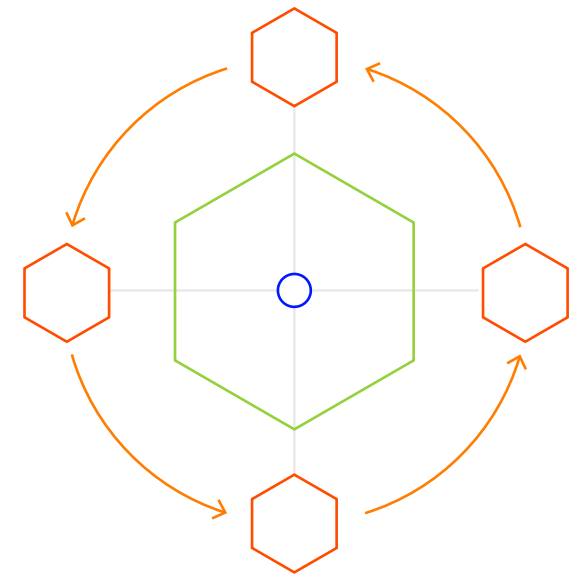
This is a simplified example, but we hope it shows how and why data governance solutions often evolve from relatively lightweight point solutions to powerful strategic assets.

# What to Look for in a Data Governance Solution

**Your data governance solution will need to give you certain capabilities. It needs to be modular to support you in starting small and demonstrating value, and it needs to scale rapidly to add additional capabilities to serve your entire enterprise.**

But these are just the fundamentals. The best solutions will also:

- Deliver all of the capabilities and functionality you need in one modular, yet fully integrated platform.
- Meet the requirements of both business and technical users, enabling them to collaborate.
- Utilize artificial intelligence so you can increase productivity even when you're onboarding ever-increasing amounts of data and tackling new use cases.
- Enable users to access and manage any type of data from any data source across the entire enterprise—in the cloud, on-premises, or big data anywhere.



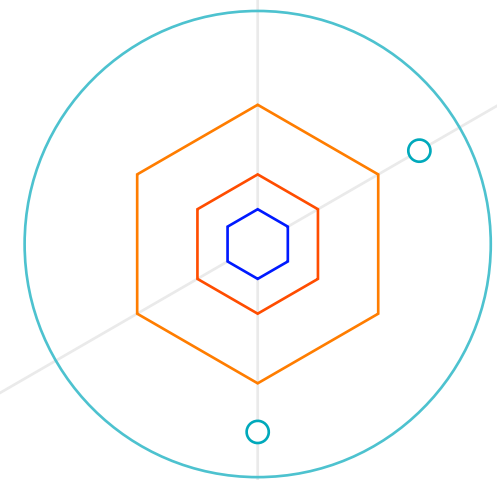
# A Sizeable Opportunity

**As your enterprise continues to do more with data, the importance of data governance is only going to grow.**

But to capitalize on data governance, you need to ensure that it's scalable enough to serve the whole enterprise—all of your people and all of your data. Only then can it be a truly strategic business function that doesn't just support data-driven digital transformation, but accelerates it.

The tools you need to build a robust and scalable foundation for data governance are out there. It just takes a commitment to a holistic, strategic approach; an understanding of what makes governance scalable; and the will to drive this new approach to data governance through the organization.

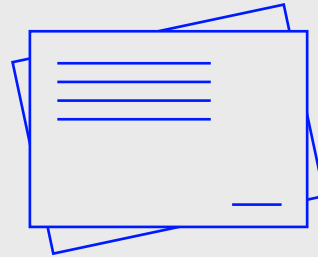
**We're here to help.**



# Further Reading

## Get started now

Read our workbook, [The Data Governance Program Workbook](#), for practical guidance on launching your first data governance initiative and scaling it into an enterprise-wide program that can support digital transformation.



[DOWNLOAD 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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