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# Why Bother with Data Governance?

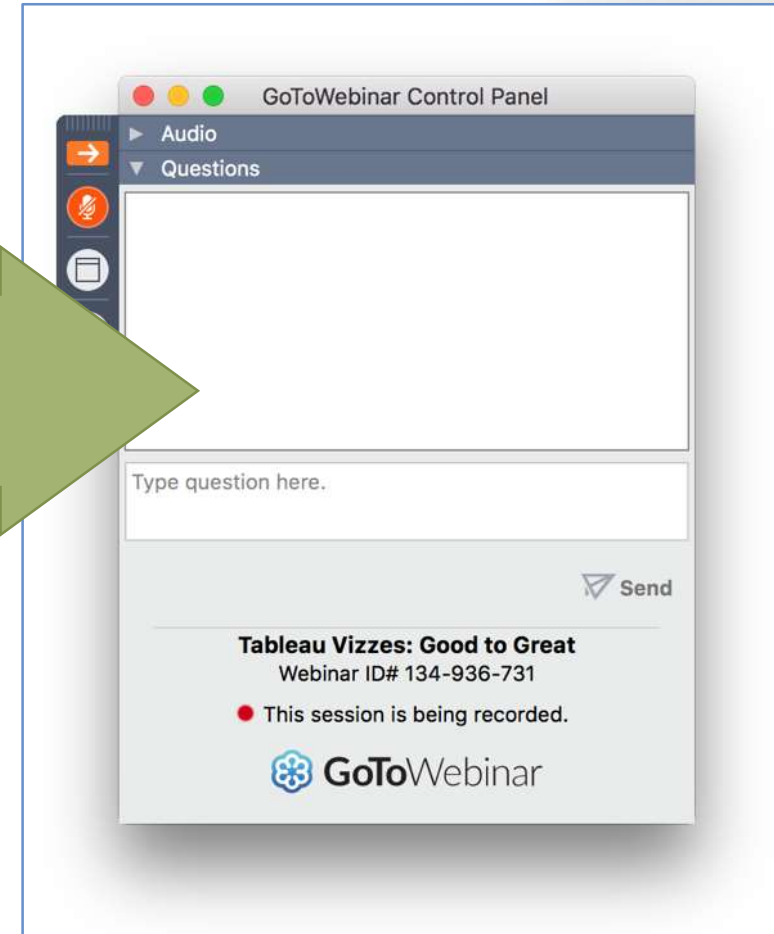


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**FEATURES**

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**FEATURES**

# Agenda

Introduction

Why data governance?

Warning signs of complacency

What does data governance do?

Data governance process

Senturus overview

Additional resources

Q&A





# Introductions



**Shawn Alpay**

Microsoft BI Senior Architect  
Senturus, Inc.



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Director  
Senturus, Inc.

# Data governance is **hard**.

- According to Gartner, enterprises are **increasingly pushing for growth** through digital transformation, which puts more pressure on existing technical frameworks
- Even top-tier organizations struggle to implement good data governance – but they're doing because **it's worth doing**

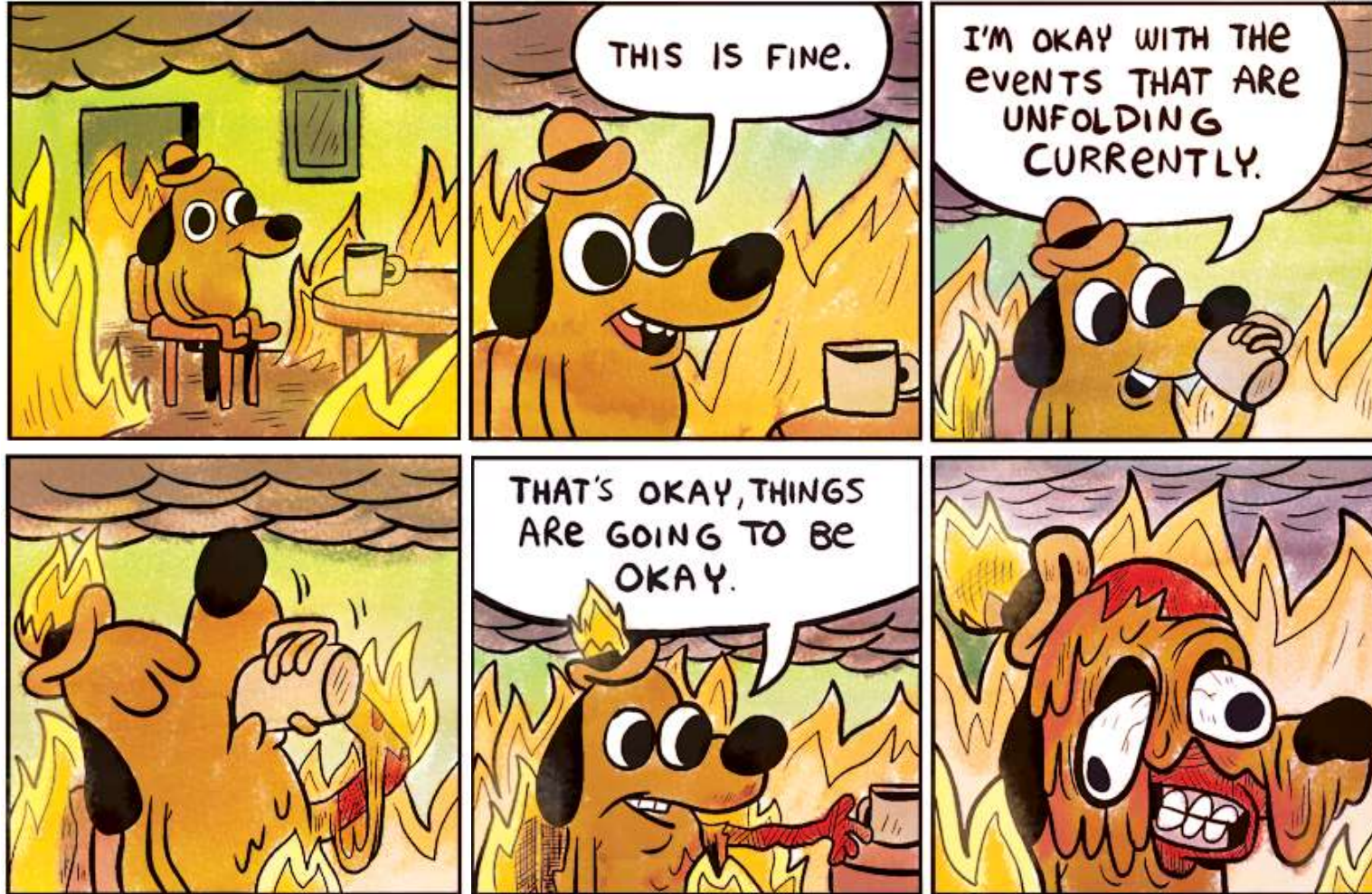


# How we'll approach governance

- Review the **warning signs** of “data complacency” (aka risk!)
- **Define** data governance and detail its purpose/value
- Break down implementation into **consumable chunks**
  - We'll be focused on the high level, not tips and tricks
  - This will be filtered through the lens of a Business Intelligence Architect
- Filter this talk through ***your* lens!**
  - What here applies to you and your org?
  - How do you disagree with me? Your mileage may vary!



# Data complacency: “this is fine”



*Live footage of me.*



# Warning signs of complacency



- Why won't **IT** fix these data inaccuracies?
- It's fine that the data doesn't agree across systems, as long as it's "**directionally accurate**".
- It's *not* fine that the data quality is kinda bad, but **it's been decided** it's too hard/expensive to solve.
- Is this Net Sales number the **Finance** version, or **Operations**?
  - Oh wait, it's probably the **Marketing** one.
- Someone **deleted** the entire main reporting folder (again).

# What does data governance do?

- Establishes the **business as data owners** – **not** IT
- Positions data issues as **cross-functional**
- Treats **data as an entity** separate from its container(s)
- Prioritizes measurements to **define success / failure**
- **Reduces costs** of time and money (really!)
- **Increases trust** across the organization

# What is data governance?

Data governance is a framework for ensuring the **availability**, **accuracy**, and **security** of data across an organization.

“...but what does that mean?”



- Data governance is a long series of **definitions and discussions**.
- Data governance requires **thought leadership**.
  - You can't buy ideas off the shelf! (If you could, you wouldn't be here.)
- Data governance is **NOT** (just) a tool.
  - Our **process** defines our **platform** – not the other way around.



# So how do we... y'know... DO this?

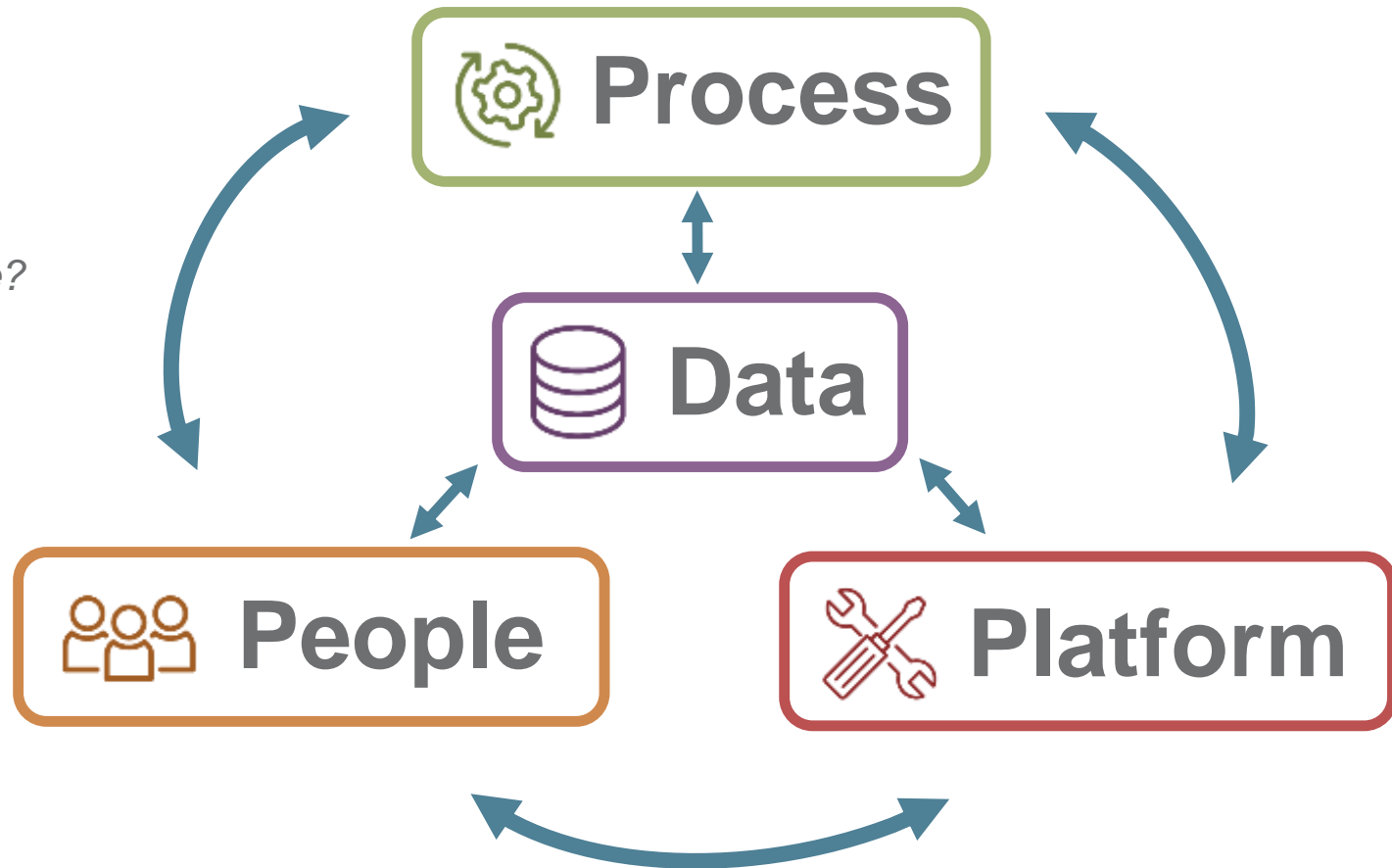


*How do you eat a huge Rice Krispie square?*



*...One bite at a time.*

## *Components of Data Governance*



# Process: break HOW into W's



WHY

WHAT

WHEN

WHO

WHERE

All of these sections result in documentation!

**I am extremely tired of  
documentation being undervalued.**

# Process: break HOW into W's



**WHY**

Guiding  
principles

**WHAT**

**WHEN**

**WHO**

**WHERE**

- A mission statement endorsed by the organization's leaders
  - “We recognize data to be a valued and strategic enterprise asset.”
  - “Our data shall have clearly defined accountability.”
  - “Our data shall be well managed.”

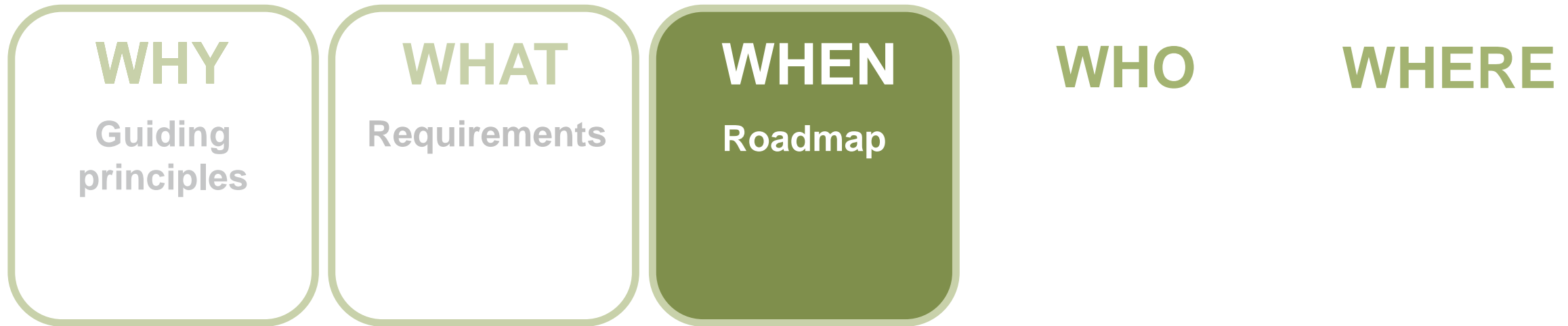


# Process: break HOW into W's



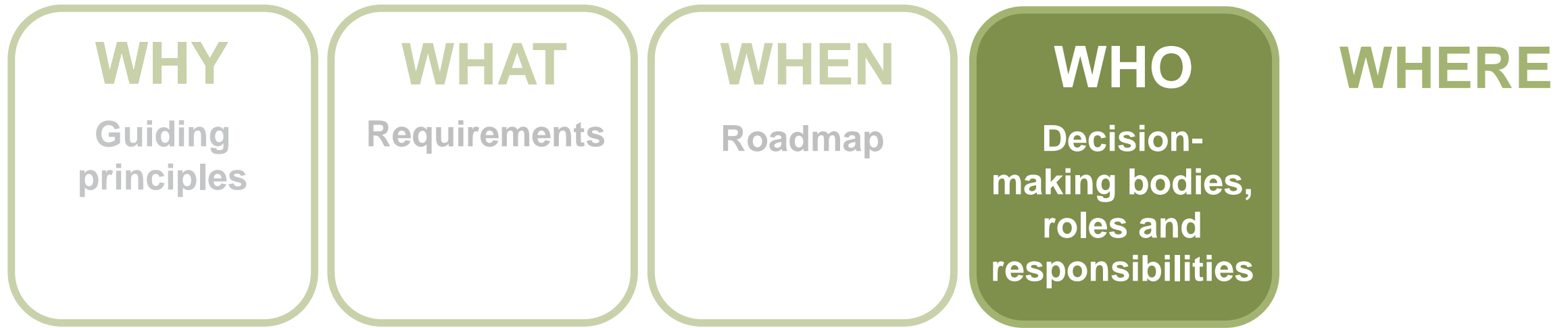
- A clear scope
  - What shall we accomplish?
  - What **data domains** shall be included?
  - What **personas** shall be included?
  - What shall define **success** and **failure**?
  - How shall we **fund** this?
  - What are the **priority levels** for all this?

# Process: break HOW into W's



- A roadmap for execution of the “what”
  - Leverage **prioritization** of scope to determine phases and schedule
  - What **must** be accomplished in Phase 1? What can be postponed?
  - Phases can be **small**! Five small phases will be faster than one big one

# Process: break HOW into W's



- Teams that will devise the “why” and make the “what” happen
  - Clear roles and responsibilities defined for each person / role / group
- Personas for all categories of people that touch the data



# Process: break HOW into W's



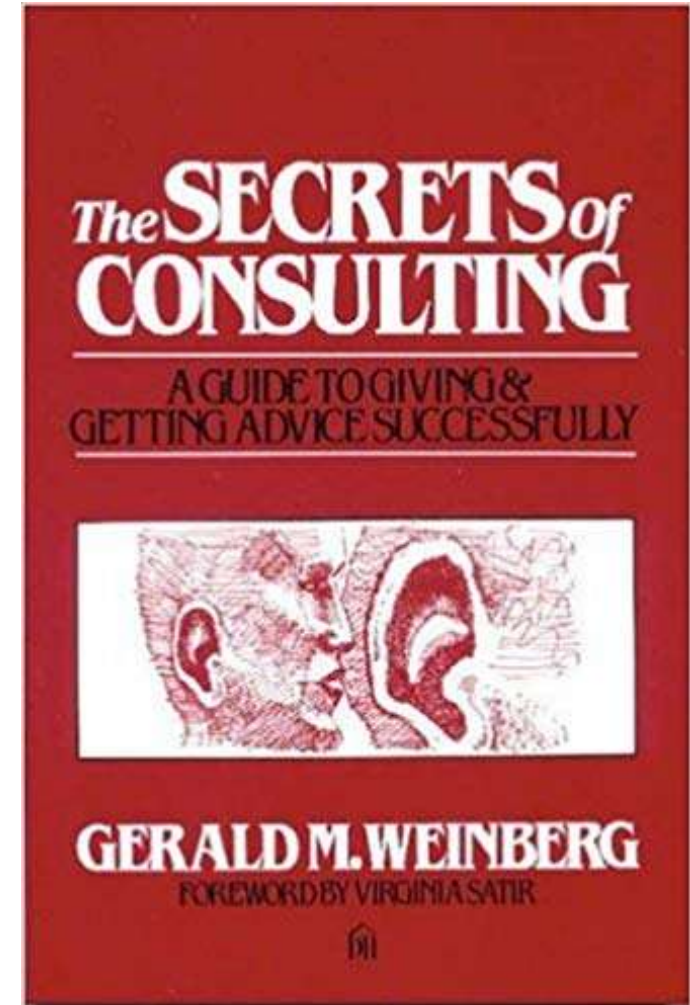
- An architecture for all tools necessary to execute these ideas
  - Source systems
  - Code / doc repositories
  - Databases / data lakes
  - Reporting interfaces
  - Data management tools
  - Security administration

# People

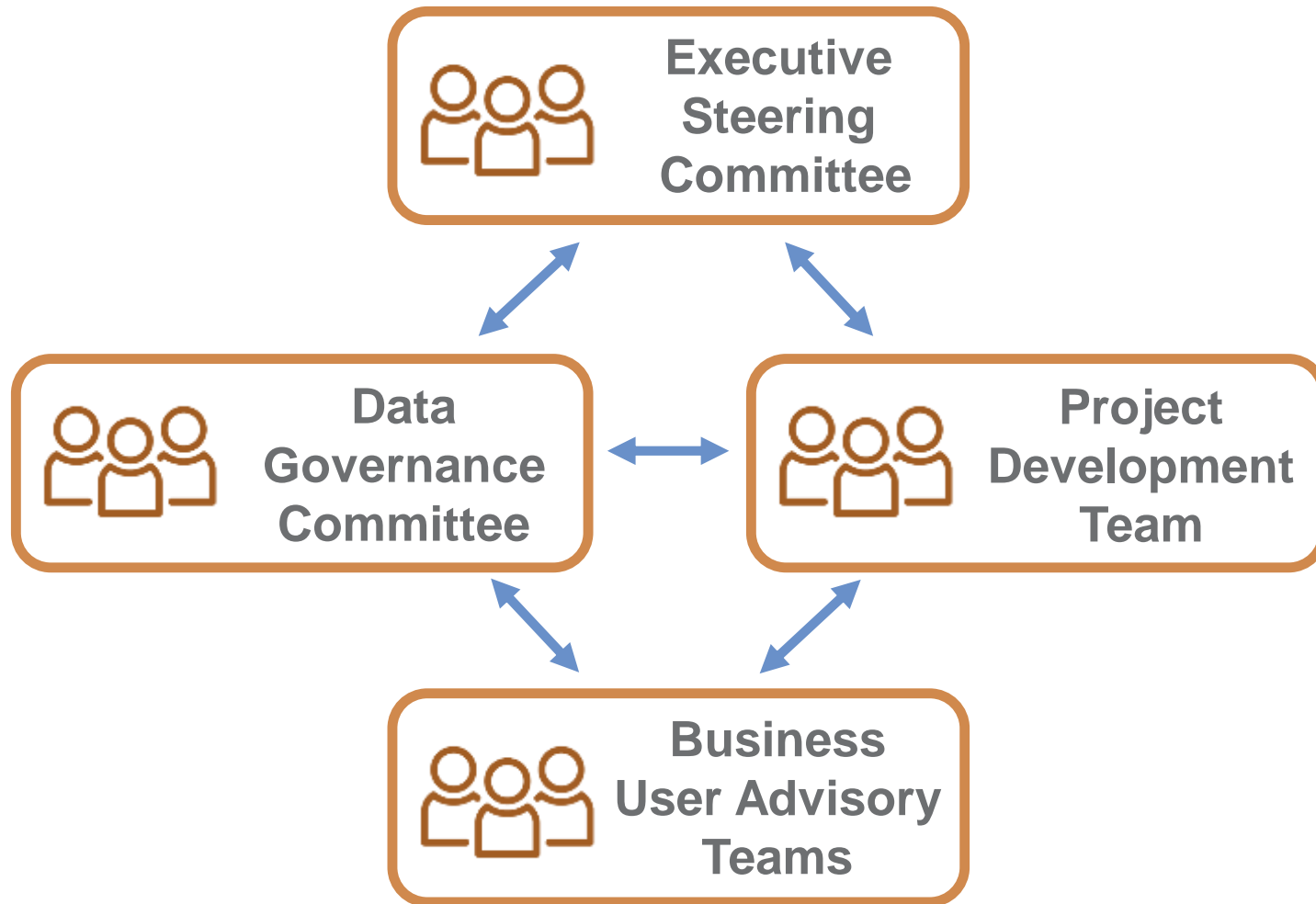


“No matter how it looks at first,  
it’s always a people problem”

**Data governance fails  
without personal ownership.**

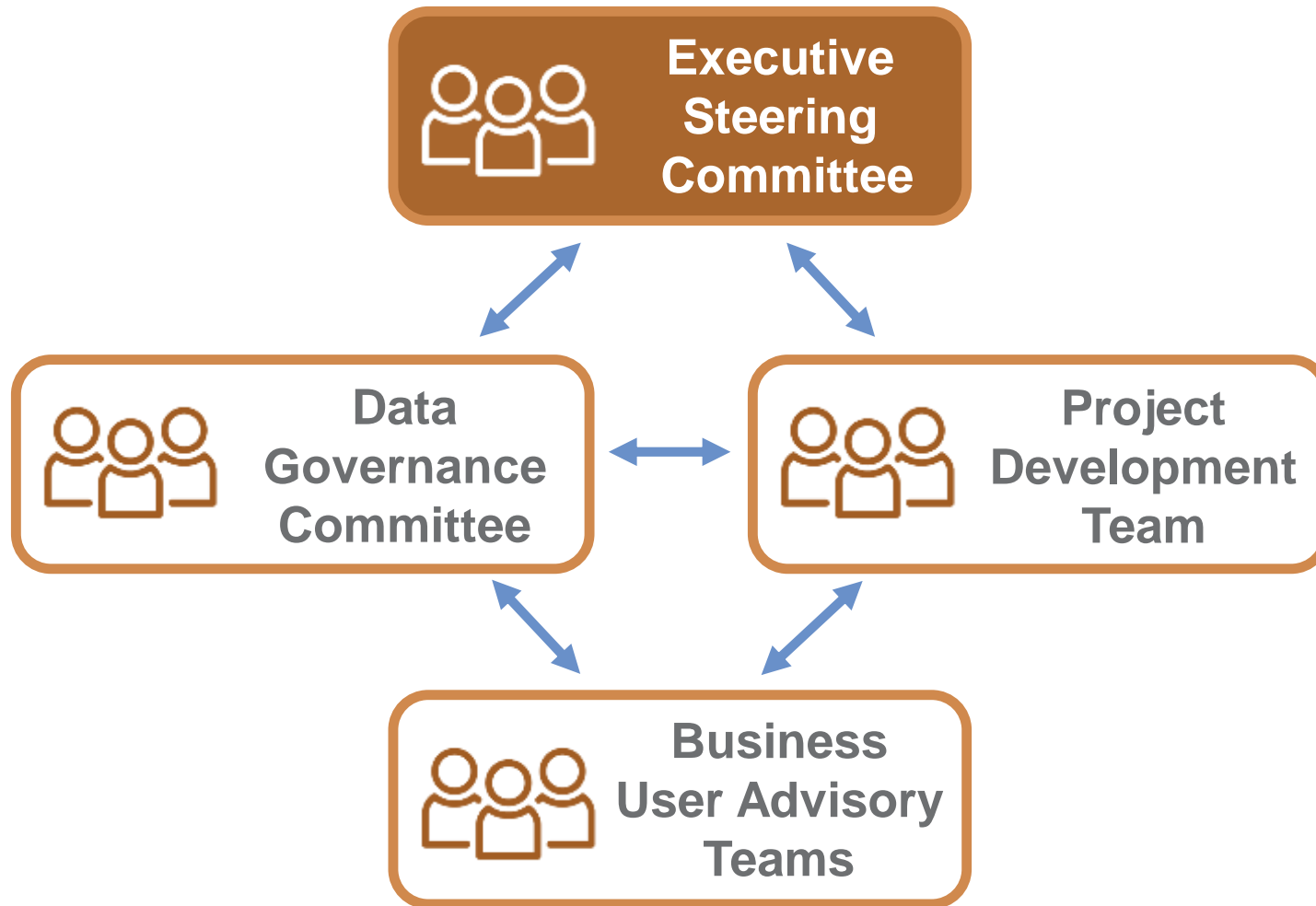


# Data governance teams





# Data governance teams



## Executive Steering Committee

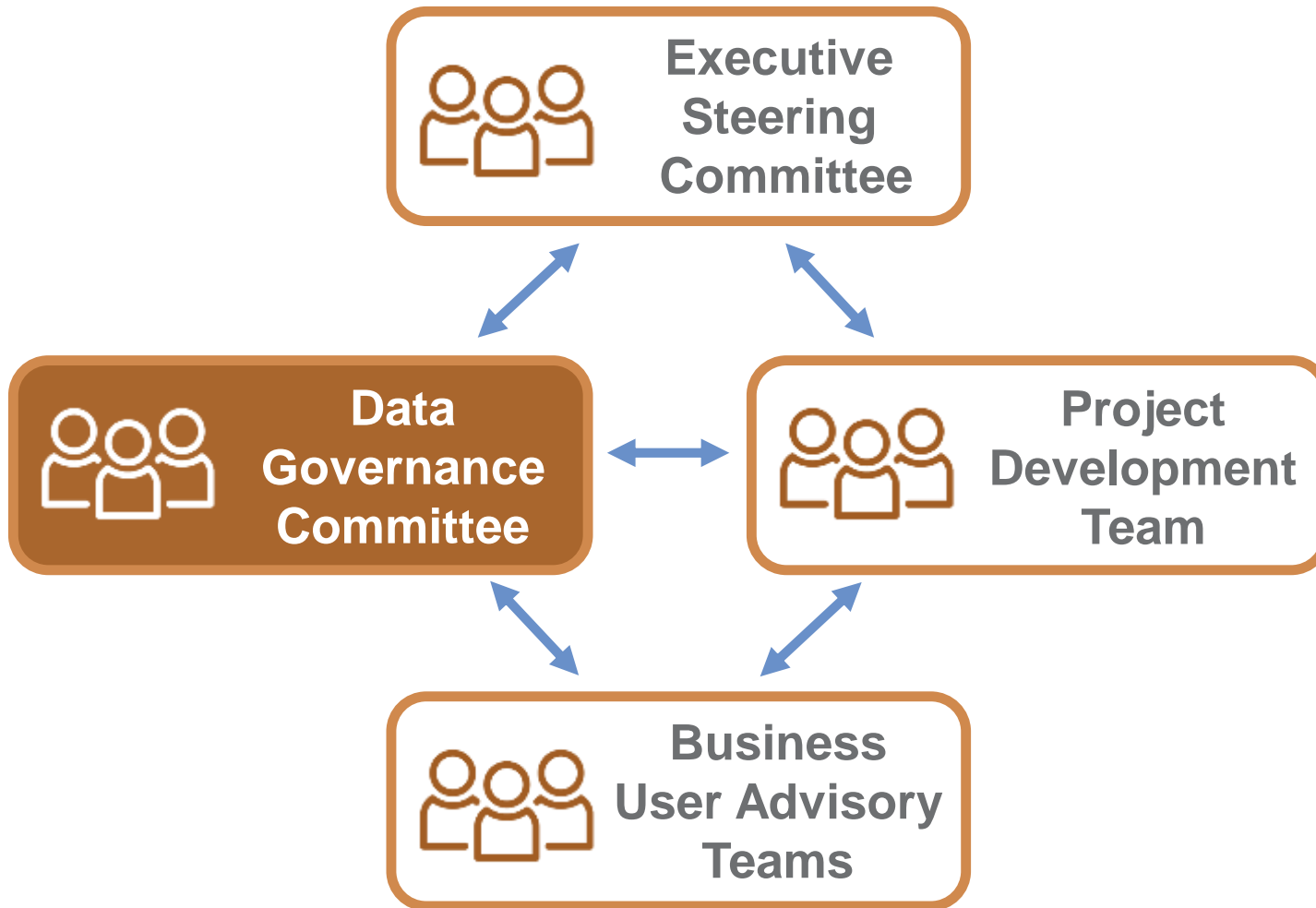
*Focus:* **Culture**

*Composition:* ~5 Executives

*Meeting Cadence:* Quarterly

- Drive awareness across the org
- Provide leadership and act as final decision-making authority
- Review decisions and progress made by other teams
- Resolve policy issues and organizational conflicts

# Data governance teams



## Data Governance Committee

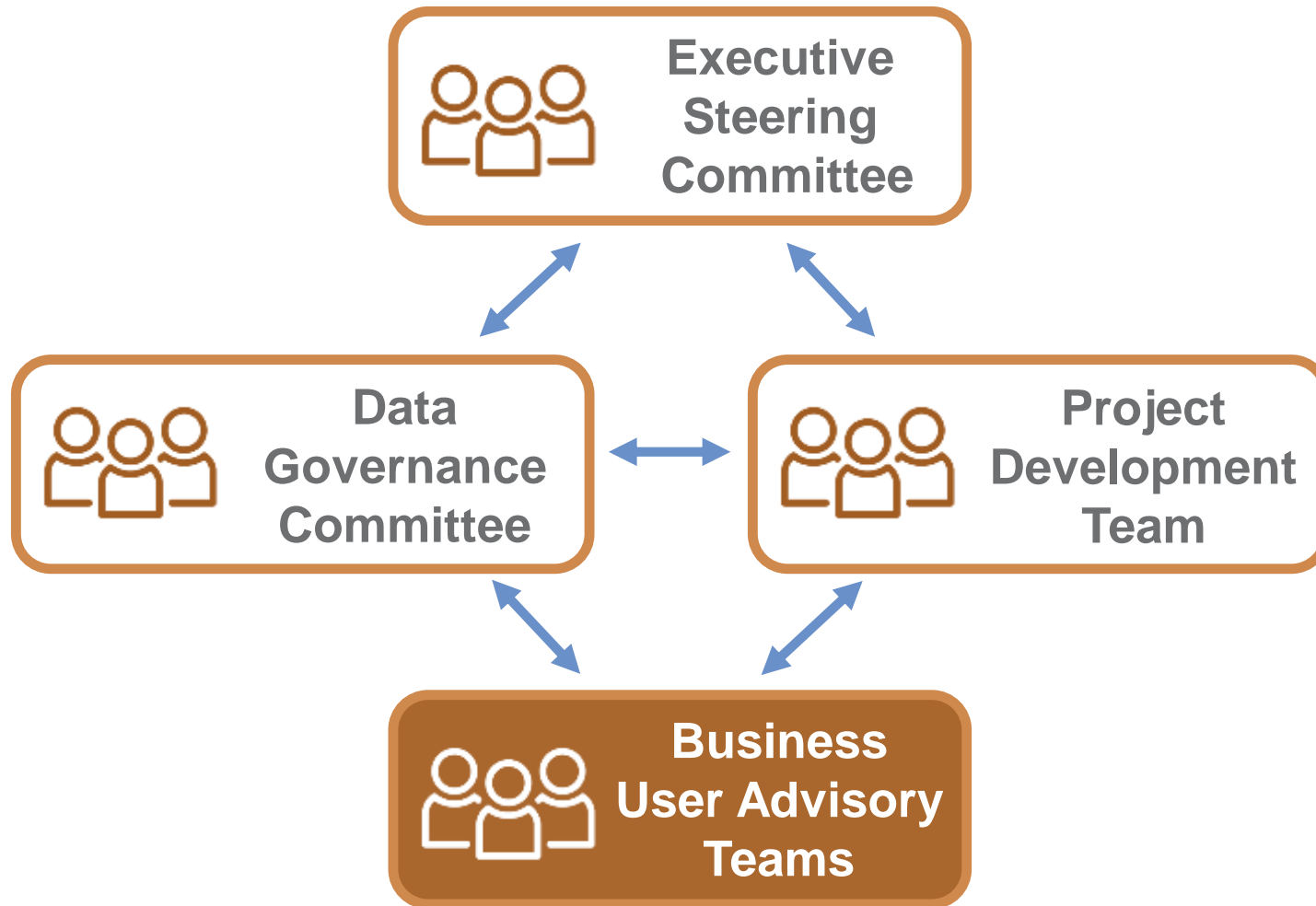
*Focus:* **Strategy**

*Composition:* ~12 VP's / Directors

*Meeting Cadence:* Monthly

- Drive awareness within their teams
- Discuss and approve requests and initiatives
  - Monitor progress and remove roadblocks
- Name personnel to Business User Advisory Teams

# Data governance teams



## Business User Advisory Teams

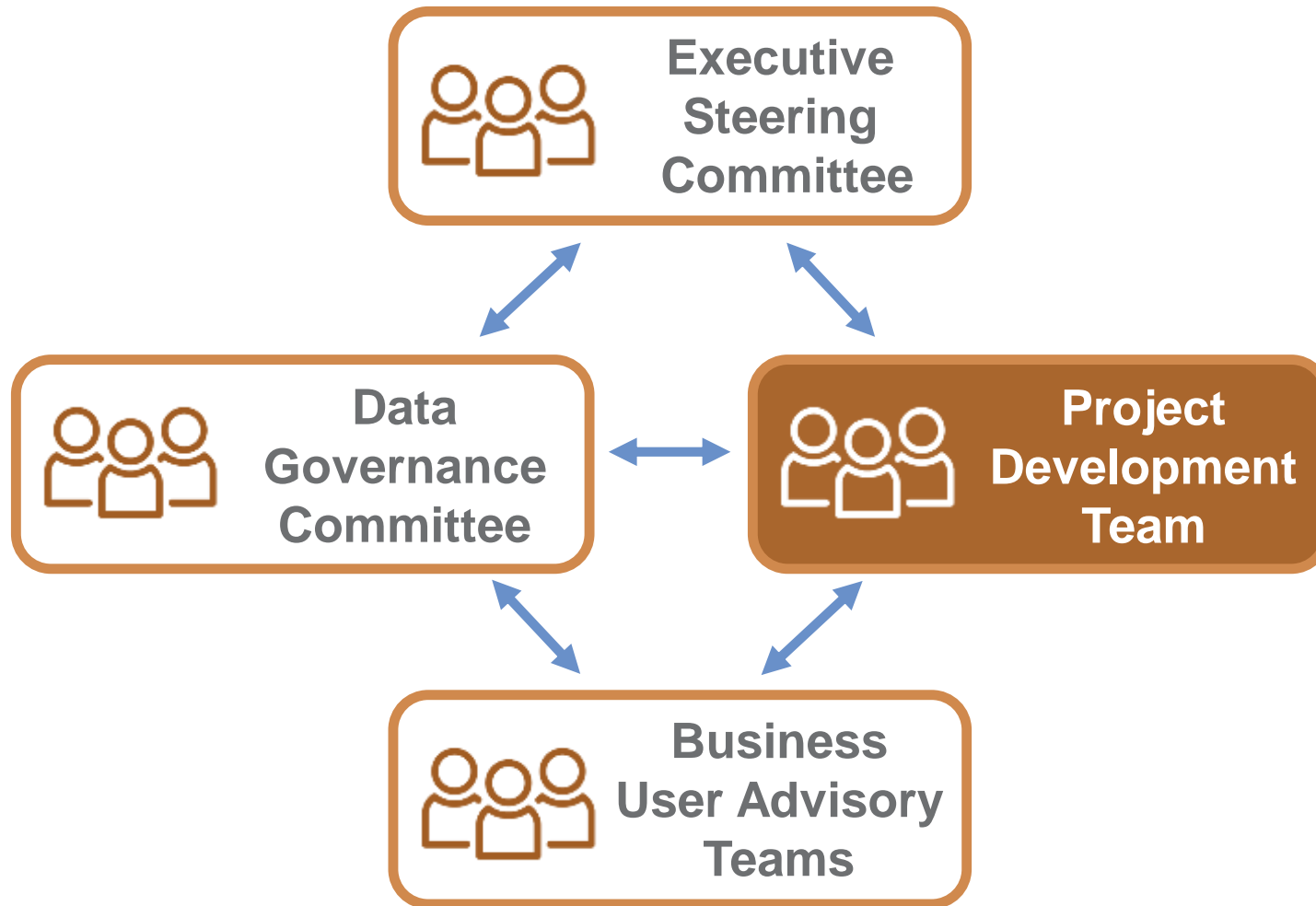
*Focus:* **Tactics**

*Composition:* ~30 (in groups of 2-3)

*Meeting Cadence:* Ad hoc

- Implement and own solutions
- Identify new governance issues
- Develop and deploy data definitions and business rules
  - Recommend courses of action through knowledge of subject matter

# Data governance teams



## Project Development Team

*Focus:* **Execution**

*Composition:* ~15 members of IT

*Meeting Cadence:* Weekly / Ad hoc

- Coordinate execution of other teams
- Provide technical and data expertise to other teams
- Execute technical governance tasks
  - Steward data (as owned by the business)

# Roles and responsibilities



	Ann	Brian	Christine	David	Elise	Francis
Task 1	R	A	C		I	
Task 2		C	C		R	A
Task 3	A	I		I	R	
Task 4	R	R		C		
Task 5			R	A		
Task 6	R					

Example of a **RAI** matrix

**Never, ever, ever, ever skip the step of assigning roles and responsibilities.**

## Responsible

Who will do the task?

## Accountable

Who will facilitate the task and vouch for its completion?

## Consulted

Who will provide assistance and insight for doing the task?

## Informed

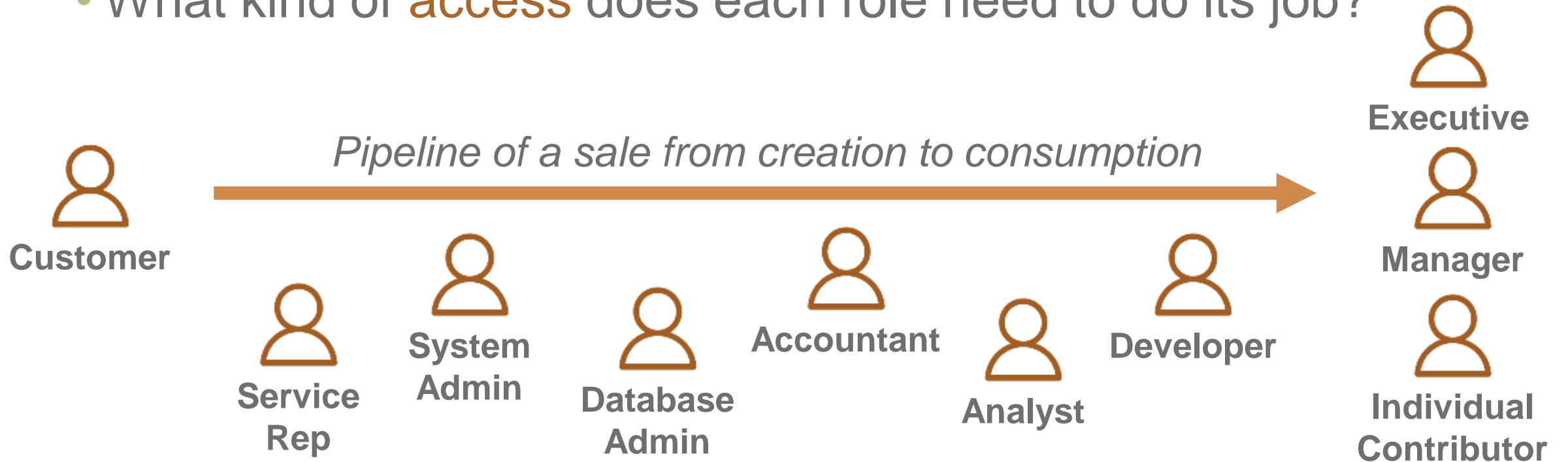
Who will be notified upon progress/completion of the task?



# Personas



- What kinds of **roles** interact with the data?
  - Governance is easier if you think of data in terms of *how it's touched*
- What kind of **access** does each role need to do its job?



# Data



- What **data domains** shall be governed (e.g. Sales, Labor)?
- A **data dictionary** that details every datapoint:
  - What is its **definition**?
  - What is its **description** (in plain English)?
  - What is its **name**? (Does everyone agree?)
  - What **tags/categories** does it carry?
  - How is it **generated** and **maintained**?
  - How is it **corrected**?
  - Who is its **owner**?
  - Who can **access** it?

**You cannot govern data if you cannot define the data.**

# Platform



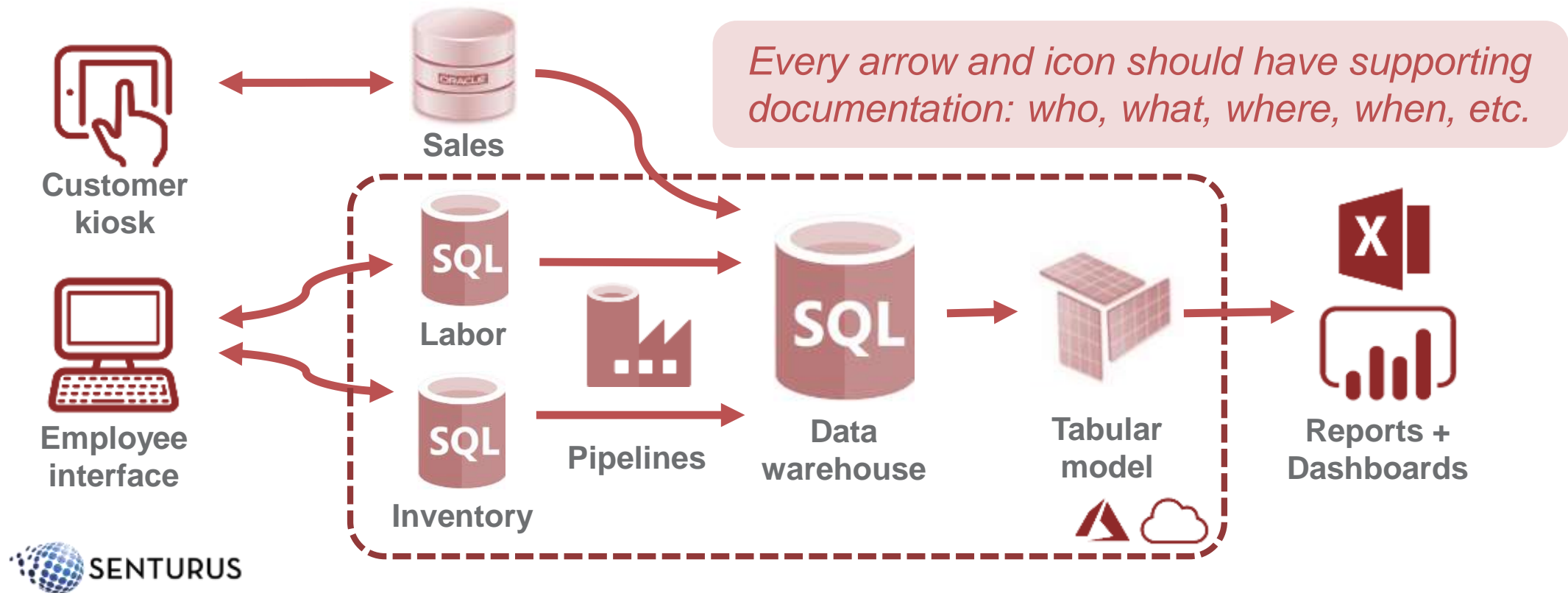
- This is where the rubber meets the road
  - ...But everything we've discussed so far needs to be figured out first
  - Think of technology more as the WHERE than the HOW
  - If you have really committed to Process and People, this is the easy part

**Your tasks define your tools –  
NOT the other way around.**

# Architecture diagram



- A high-level document that describes logical data flow
  - This is arguably the most important document governance may produce
  - ANY data governance participant should be able to understand this doc



# How can we do this nimbly?



- **Limit** your scope! One bite at a time
  - What HAS to be done right away? What can wait until later?
- “Garbage in, garbage out”
  - It can be extremely helpful to go to market in Phase 1 and show off data quality issues
- **Agile methodology**: it works with Business Intelligence!
- There’s no shortcut for **defining and documenting** up front
  - ...And I promise you that it will save you time when executing

# A governance **checklist**



- ☐ Is your org struggling with data quality and access issues?
- ☐ Is your org ready to revisit its approach to governance?
- ☐ Has your org generated governance docs for:
  - ☐ Guiding principles?
  - ☐ Roles and responsibilities?
  - ☐ Requirements?
  - ☐ Personas?
  - ☐ Roadmap?
  - ☐ Data dictionary?
  - ☐ Governance teams?
  - ☐ Architecture diagram?
- ☐ Is your org open to letting the process define the platform?



# Some closing thoughts...

- Governance will never be 100% done on the first pass!
  - Gartner: “Through 2022, only 20% of organizations investing in information governance will succeed in scaling governance for digital business”



- Judge success on a spectrum and be ready to iterate.
- Become comfortable with the gray (both with the topics, and on your head.)

**Good luck!**

# Executive Summary

Share the importance of and considerations for data governance within your organization

[Download](#)



## Why bother with data governance?



Love it or hate it, companies generally acknowledge the importance

of having some degree of data governance to support their business analytics. Despite its importance, data governance is approached with a bit of complacency. Companies shy away from it because it's labeled as too expensive to implement. Or too high of a hurdle to achieve. Or someone lived through a past attempt that went sideways, and it left a bad taste.

Whatever the reason, data governance gets the short end of the analytics stick. But the truth of the matter is that data governance is a cornerstone element of a solid business analytics implementation. In addition to mitigating compliance risks, good data governance supports decisions and internal processes, it also helps improve customer experience and create new products and business models.

It's true that achieving good governance is not easy. It requires consideration, collaboration and commitment. It's an intricate dance between people, process and technology. Even the best companies struggle to institute a viable governance program and are constantly fine tuning their efforts. But as the saying goes, nothing worth doing is easy.

In this paper, we summarize the critical considerations around instituting a manageable data governance program.

### What data governance does

- Establishes one version of the truth
- Increases trust across the organization
- Establishes the business as data owners – not IT
- Positions data issues as cross-functional
- Treats data as an entity separate from its container(s)
- Prioritizes measurements to define success/failure
- Curtails security control issues (either too much access or not enough)
- Reduces rework time and money (really!)



### The components of data governance

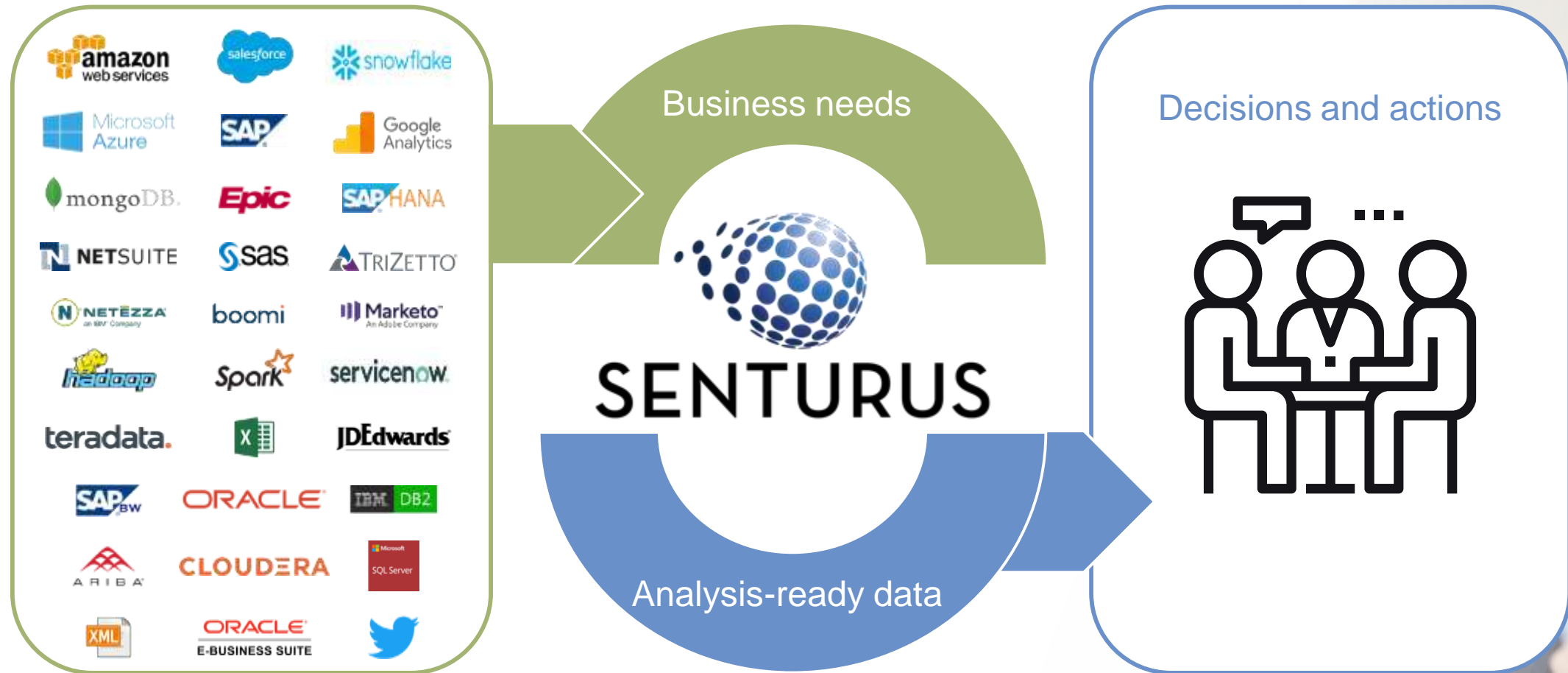
Data governance requires thought leadership, it is a process, it is not a tool. There are four main components that all must be addressed to ensure success.

# The authority in business intelligence

Exclusively focused on BI,  
Senturus is unrivaled in its  
expertise across the BI stack.



# Bridging the data and decisioning gap



# Full spectrum BI services

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- Data preparation and modern data warehousing
- Hybrid BI environments (migrations, security, etc.)
- Software to enable bimodal BI and platform migrations
- BI support retainer (expertise on demand)
- Training and mentoring



# A long, strong history of success

19+ years

1300+ clients

2500+ projects





# Expand your knowledge

Find more resources  
on the Senturus website:

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# Upcoming event

## **How to successfully implement self-service analytics**

Agile, governed self-service BI for any BI tool, and Cognos specifically

Thursday, September 24, 2020, 11am PT/2pm ET

Register: <https://senturus.com/events/how-to-successfully-implement-self-service-analytics/>

# Complete BI training



**Power BI**



Tailored group sessions



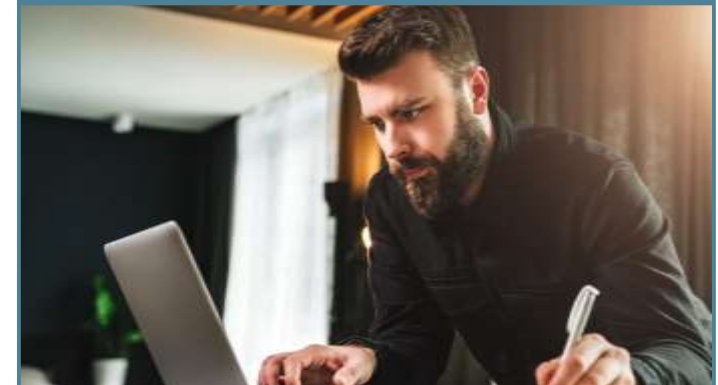
Mentoring



Instructor-led online courses



Self-paced learning





# Additional resources

## Unbiased product reviews



## Technical tips



## Insider viewpoints



## More on this subject



## Product demos



## Upcoming events

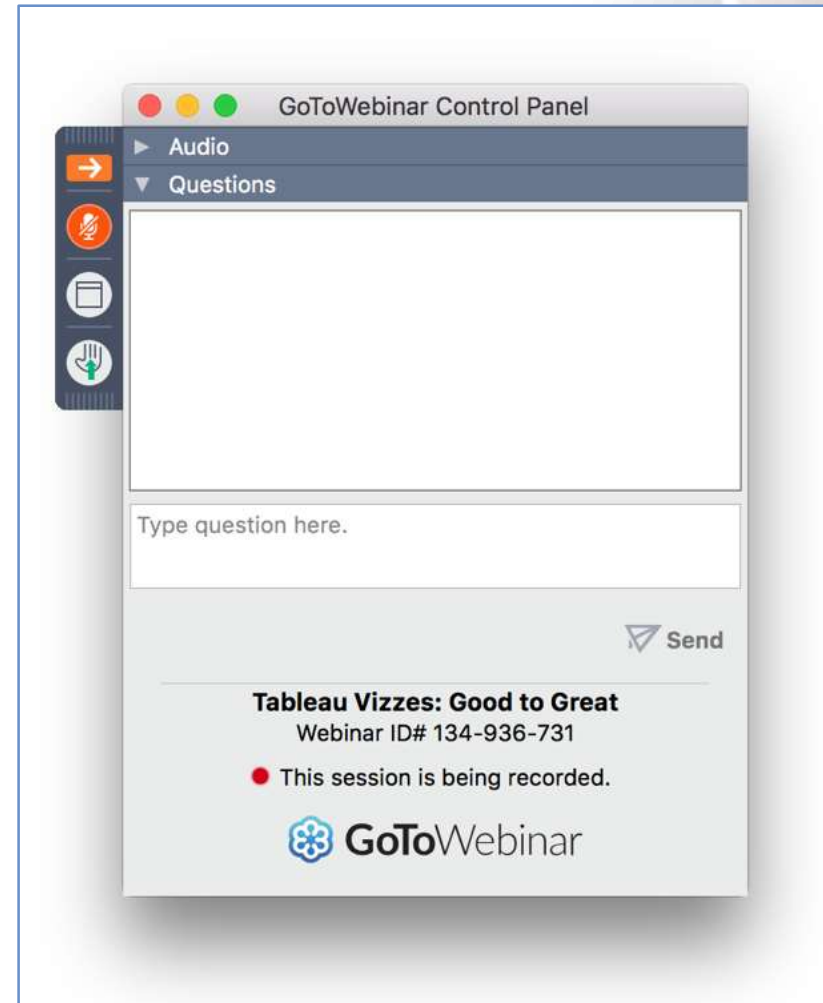


# Q & A

If your question or issue is broader than what we are able to answer today, contact us at:

[info@senturus.com](mailto:info@senturus.com)

and we will set up a free consultation.



# Thank you



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