The CDO’s Data Governance Modernization Playbook

A conversation with

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Today’s panel

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Former Global Head of Customer Data Governance
HSBC

Former Head of Data Governance
ING Bank
Chief Data Officers have the tough job of playing a balancing act between complying with a plethora of regulations whilst proving the business value of investment made in Data Governance technology.

In today’s Webinar we will discuss how to:

- Modernise your Data Lineage and Data Quality
- Extract business value by changing your defensive data strategies to an offensive approach
- Meet your regulatory compliance obligations, such as ESG Sustainability Reporting, Anti Money Laundering & Financial Crime Risk as well as Operational Resilience
- Hear use cases of how organisations have successfully increased business value through data governance strategies.
What are Common CDO Challenges in Multinational Companies?

0. CDO Reporting Line / Org Structure – Business or IT Org & TOM

1. Huge number of Regulatory Compliance Requirements for a Multinational Company

2. Expectations to rapidly Bring Business Value with Finite Resources / Budget

3. Unknown Data quality with data quality metrics not currently captured

4. Disaggregation of key data across internal systems

5. Huge number of data sources, data vendors, technology vendors offering different solutions

6. Large scale of change required to support becoming a ‘Data Driven Organisation’

7. Analytics reliance on ‘Clean Trusted Data’ to unlock value
Run Poll 1:

As a CDO, or a Data Leader, is the Data Function aligned to the Business Org (i.e. CEO, COO) or aligned to the IT Org (i.e. CIO).

1. Aligned to the Business Org (i.e. CEO, COO)
2. Aligned to the IT Org (i.e. CIO)
3. Other – Please expand in the chat box.
CDO’s Data Governance Modernization Playbook Challenges

CDO’s today are faced with the challenge of balancing the expectations from the business to:

1. Meet Regulatory Data Governance Obligations
2. Bring Business Value from Data & Become a Data Driven Organisation

DG Effort needs to be aligned to the Business Goals, therefore the Data Strategy need to align to the Business Strategy.
My first 100 days as CDO

CDO’s first 100 days’ Data Governance journey

SETUP

2 – 4 Weeks

Commitment

ADOPT

6 – 8 Weeks

Engagement

Involvement

Discovery

ESTABLISH

10 Weeks on...

Disoperationalization
My first 100 days as CDO

CDO’s first 100 days’ Data Governance journey

**SETUP**
- Assign roles and responsibilities
- Connect to priority domains
- Create Data Catalog
- Create Business Glossary
- Map technical and business lineage

**ADOPT**
- Set Data Quality rules
- Onboard business users

**ESTABLISH**
- Deploy Data Marketplace

Data Governance Platform

- Assign roles and responsibilities
- Connect to priority domains
- Create Data Catalog
- Create Business Glossary
- Map technical and business lineage
- Set Data Quality rules
- Onboard business users
- Deploy Data Marketplace

2 – 4 Weeks

6 – 8 Weeks

10 Weeks on...
Data Governance Policy structure: the 6Ws

1. **Executive Summary**: the Organization’s DM Framework, the strategic goals

2. **Data Strategy**: Data Availability, Definition, Quality, alignment to business strategy

3. **External Requirements**: regulations, market, trends, compelling events

4. **Internal Requirements**: Strategy, Data standards, Maturity framework, scope

5. **Data Management Bodies**: Data Council, DQ Boards, Interpretation Committees, etc.

6. **Key Roles and Responsibilities**: CDO, Data Owners, Stewards, Consumers, ...

7. **Enabling Technology**: Data Governance Platform, DQ Tools, Dashboards

8. **Controlling and Monitoring**: Data Governance KPIs, Timelines

• **WHAT**
• **WHY**
• **WHO**
• **HOW**
• **By WHICH mean**
• **WHEN**

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Data Governance Org Structure

CDO Office

- CDO
- Data Governance Officer
- Data Quality Officer
- Business Glossary and Lineage Officer
- Data Privacy SME

Data Council

- CEO
- COO
- CI/TO
- CISO
- CFO
- CDO

Business/Domain

- Data Owner
- Business Process Owner
- Data Definition Owner
- Data Steward
- Data Analyst
- IT Custodian

Operational Data Board

- CDO Officers
- Data Stewards & Analysts
- Data Users & Scientists
- BPO
- Data Management team

Business Glossary
Data Definitions
Data Quality
Run Poll 2:
As a Group CDO, or a Group Data Leader, what is the current Data Governance Operating Model in your organisation?

1. **Centralised** – All DG effort driven centrally and managed by group
2. **Federated** – All DG effort driven by the Lines of Business (LoBs) and managed by LoBs
3. **Hybrid** – 20% Centrally governed (i.e. Regulatory CDEs) & 80% Federated, governed by LoBs (Business CDEs)
4. **Other** - Please expand in the chat box
Data Governance Considerations for a Multinational Organisation

Group Level

Global Business / Global Function Level

20% Centralised – Regulatory CDEs

Local, Regional & Global Level

80% Federated

Group Entity

Global Businesses

- Retail
- Wealth
- Private
- Markets
- Etc.

Global Functions

- HR
- Risk
- Finance
- Procurement
- Etc.
Data Governance Modernization Playbook Foundations

CDO’s today are faced with the challenge of balancing the expectations from the business to:

1. Meet Regulatory Data Governance Obligations
2. Bring Business Value from Data & Become a Data Driven Organisation

Executive HR Scorecards can be used to tie the Data Strategy to the Business Strategy to have Executive Sponsorship which creates real impact.

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EDM DCAM Mapped to Informatica’s Platform Maturity Model & Implementation Guide – Another Tool in the CDO’s Data Governance Modernization Playbook

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<thead>
<tr>
<th>Dimensions of Change</th>
<th>Technology</th>
<th>People</th>
<th>Process</th>
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<tbody>
<tr>
<td>3.0 Business &amp; Data Architecture</td>
<td>✓ Informatica Platform</td>
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<td>4.0 Data &amp; Technology Architecture</td>
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<td>7.0 Data Control Environment</td>
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<td>8.0 Analytics Management</td>
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2. Conceptual
3. Developmental
4. Defined
5. Achieved
6. Enhanced
EDM CDMC Mapped to Informatica’s Platform Maturity Model & Implementation Guide – Another Tool in the CDO’s Data Governance Modernization Playbook

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<th>2.0 Cataloguing &amp; Classification</th>
<th>3.0 Accessibility &amp; Usage</th>
<th>4.0 Protection &amp; Privacy</th>
<th>5.0 Data Lifecycle</th>
<th>6.0 Data &amp; Technical Architecture</th>
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Run Poll 3:
As a Group CDO, or a Group Data Leader, have you proposed/adopted a Maturity model in your organisation and measuring the current/target level?

1. Yes – Planned/Communicated
2. Yes – Adopted and part of our Operating Models
3. No – Difficult to onboard such huge set of controls within the organization

Large scale of change required to support becoming a ‘Data Driven Organisation’
Data Management Foundations for Regulatory Reporting Lifecycle Journey

- Basel 3.1
- ESG Reporting like TCFD, SFDR, EU Taxonomy, etc.
- Anti Money Laundering Regulations
- Operational Resilience
- Data Privacy & Protection Regs like GDPR, CCPA, etc.

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Discover
- Data Catalog

Understand
- Data Governance

Trust
- Data Quality

Single View
- Master Data Management

Consume / Disclose
- Data Marketplace

Regulatory Data Governance Requirements Example

Structured / Unstructured Data Sources / Third Party Data

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Wrap up & Key Takeaways

Leads to positive impacts to Business Value, Brand, company valuation & share price.

**Environmental**
- TCFD Task Force on Climate Related Financial Disclosures – ESG Reporting
- Govern & Report on your Climate Related Financial Disclosures
- Democratise clean, trusted ESG Data
- Achieve Net-zero targets

**Social**
- Anti Money Laundering Regulations
- You have govern and master your customer data for SNS & KYC & EDD Processes
- Democratise clean, trusted Customer Data
- Imprv Sales Funnel, Customer Retention, Marketing, etc.

**Governance**
- Operational Resilience (UK, DORA in EU)
- You have map out your IBS* & People, Process Systems & Data Risks
- Democratise clean, trusted IBS Data
- Support Revenue Generating Business Activities
Assemble Your “Coalition of the Willing”

Organization functions willing to act together towards a common goal

1. Have a Data Policy in place
2. Target Strategic Business Drivers
3. Align on Governance Outcomes
4. Develop Business Case and Roadmap
5. Identify Quick Wins
6. Kick Off Pilots
7. Find your “Ambassadors” in communication
8. Keep consistently aligned with Exec sponsors
Communication Strategy

• Key to success of a new Data Governance Program is VISIBILITY

  • **Awareness**
    • Knowledge of DG resources, expectations, governance decision-makers

  • **Understanding**
    • DG principles and operating framework
    • Policies and standards
    • Process

  • **Participation**
    • Raise issues for DG to address
    • Understand how resolution helps business outcomes
    • Collaboration with formalized resources
    • Continuous communication and training
Democratising Data Informatica Data Marketplace
Capture Data Lineage & Data Quality

- **AUTO-DQ3**
  - Customer Service Satisfaction Score – Validity – Automotive PowerBI
  - Customer Service Satisfaction Score – Validity – Automotive PowerBI
  - Measured in: Automotive PowerBI
  - Type: Validity
  - Criticality: High
  - Result: 95%

- **DQ 572**
  - Validation of Number of Units Manufactured Monthly
  - Measures whether this is a valid number for this metric.
  - Number of Units Manufactured Monthly
  - Measured in: Automotive PowerBI
  - Type: Validity
  - Criticality: Low
  - Result: 78%

- **DQ 573**
  - Validation Check for Number of Recalled Vehicles in Period
  - Checks the number of recalled vehicles is within valid range.
  - Recalled Vehicle Output per Month
  - Measured in: Automotive PowerBI
  - Type: Validity
  - Criticality: Low
  - Result: 76%
Capture of Policies and ESG Stakeholders
Data Risk & Controls Scores – GDPR, CCPA, Etc.
Additional Considerations - Use of Facets for Local, Regional and Group Level Data Governance
Glossary

A glossary captures agreed definitions for data, activities, business terms, and other objects for an organization. An Axon glossary serves as an inventory of data concepts.

Relationship

The Glossary facet is hierarchical and not directly dependent on other facet. You can link a glossary to other glossaries to capture meaningful relationships. You can create unidirectional, bidirectional, and inferred connections.

Indicates the connection is unidirectional. The connection can only be created/modified from other facets to glossary and not vice-versa.

Indicates the connection is unidirectional. The connection can only be created/modified from glossary to the other facets and not vice-versa.

Indicates that the connection is bidirectional. The connection can be created/modified from both the facets.
Call to Action

Register for our Upcoming EMEA CDO Roundtable on 30th of June


Register for our Upcoming North America CDO Roundtable on 22nd of June


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