

The Need of Data Governance: A Case Study

ACIS 2007

presented by

Lai Kuan Cheong

Agenda

- Literature Review
- Research Design
- Research Findings
- Conclusion and Future Research

Literature Review

Gartner Research (Newman, 2006) surveyed for emerging trends in enterprise information management. This research concluded that governance and data quality as area needing more research especially in the Asia Pacific region.

Literature Review (cont'd)

Newman, 2005 conducted another study which highlighted problems with information management. They are:

- Increase in cost and complexity
- Duplication of data and information sources
- Inflexible design which does not cater for changing business needs

Literature Review (cont'd)

- Data Quality is Important
 - Why?
 - IT Governance and Compliance Reporting
 - Better decision making and reporting accountability
- Solution?
 - Ensuring data quality via Data governance

Research Design

- Case Study was chosen as the researcher is allowed to analyse/learn about the processes in a natural setting and generate theories from practice.
- This is particularly useful as there are not a lot of research being conducted in Data Governance in Australia.

Can Data Governance be the answer to effective data governance?

The Organisation

- A utility company with over 2000 employees
- Data is used by hundreds of users spread across a vast geographical location
- Data consists of asset data and associated spatial data
- Experiencing issues with compliance and KPI reporting related to usage of data (“fit for purpose”)

Research Design (cont'd)

Data Collection Method

- Interview
 - Business Manager and IT Manager
 - Data Management Issues
 - Determine Data Governance activity
- Observation
 - Data Management Issues
 - Data governance program development

The Problem

Business	IT
<ul style="list-style-type: none">■ Data is everywhere, which is the truth?■ Silo decision making■ Lots of data stakeholder not communicating effectively■ Ineffective data management	<ul style="list-style-type: none">■ Lack of ownership of data related problems■ Do not understand the data

The Solution

■ Data Management Issues

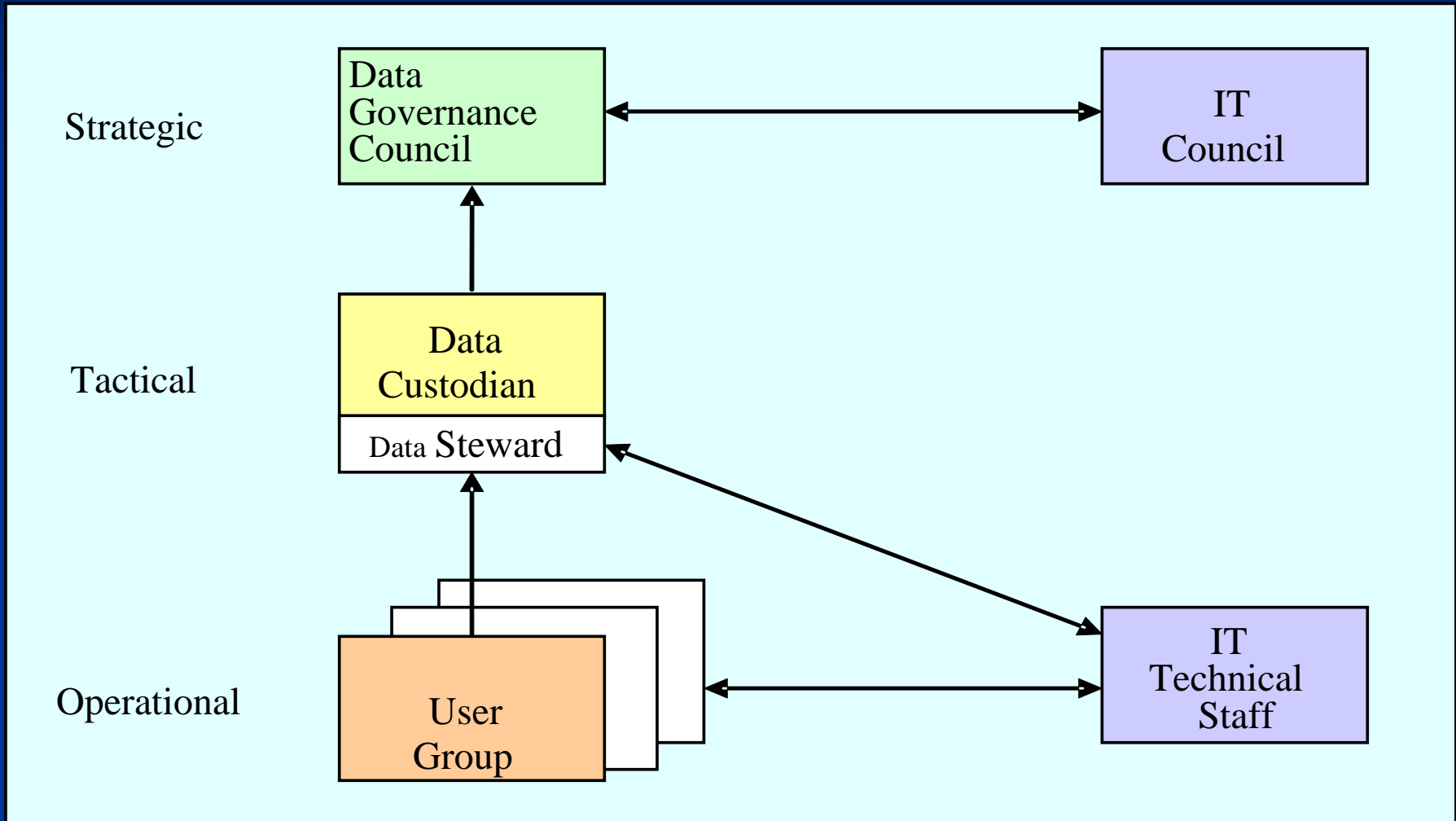
- Reactive Data Management (*Data Strategy*)
- Asset Data not easily accessible (*Data Warehouse*)
- Data Improvement project most overbudget and overrun (*Define clear roles and responsibility*)
- Difficulty in setting standards (*obtain senior executive endorsement and give the data management mandate to set standards*)
- Difficulty in obtaining consensus on data related issues (*Create an oversight board and transparent decision making process*)

** Note: mitigation strategies in italics*

The Solution (cont'd)

Organisational Bodies and Policies	Standards and Processes	Data Governance Technology
<ul style="list-style-type: none">- Governance Structure- Data Custodianship- User Group Charter- Decision Rights- Issue Escalation Process- Internal/External Parties data access policy	<ul style="list-style-type: none">- Data Definition and Standard (Meta data management)- Internal/External data access- Metrics Development and Monitoring- Data Profiling- Data Cleansing	<ul style="list-style-type: none">- Metadata Repository- Data Profiling tool- Data Cleansing tool
Data Governance Framework		

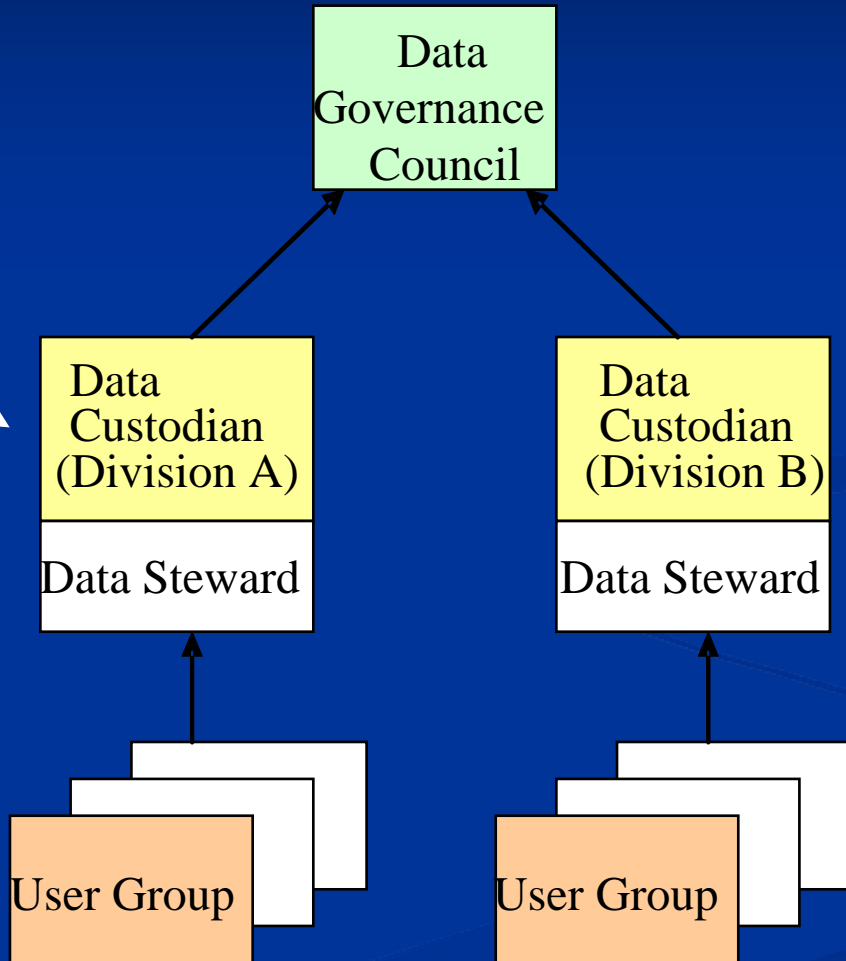
Data Governance Structure



Scalable Data Governance Structure

Example:

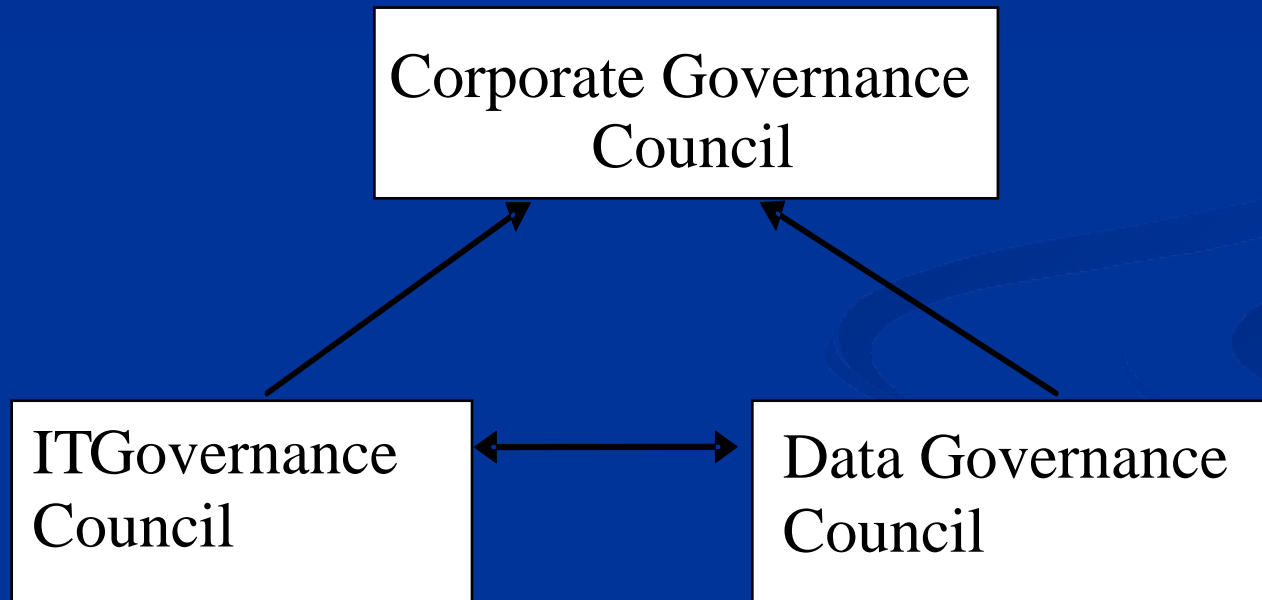
Line of business responsible for Asset Data



Example:

Line of business responsible for Customer Data

Relationship between IT, Data and Corporate Governance



Research findings

- it was difficult to manage data across a large organisation without formal data governance structure
- setting the governance structure and defining clear roles and responsibility was a n important first step in the developing a data governance program
- authority to manage company wide data as an asset endorsed by the DG council
- data governance framework is important for developing a data governance program. It gives a structure for organising a program and also important so that this framework is used when developing data governance program for other line of business

Future Research

- Data Governance provides a structured framework for mitigating the risks of data management
- Develop a process for developing data governance program
- Develop a data governance maturity model for assessing maturity of data governance program
- Further investigate the relationship between IT, Corporate and Data Governance

Thank you

QUESTIONS?