




Data Governance - Deloitte Point of View (PoV)

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Document overview

This article showcases Deloitte's Point of View (PoV) on Data Governance (DG), which has been consolidated based on our research, observations, and experience in supporting Data Governance programmes for clients across multiple sectors and at different maturity-levels.

Throughout this document, we refer to the most mature Data Governance organisations as **'Role Model'** organisations. The journey to becoming a Data Governance Role Model is challenging, requires dedicated investment, time, and effort, and should be based on a clear strategy and roadmap. The reality is that very few organisations across the globe and from different industries have achieved Role Model status, but many aspire to it.



Throughout this PoV, some sections will include additional observations and insights based on our research and experience with clients.

We acknowledge that Data Governance is difficult, and that there are very few Role Model organisations out there, but it's never too late to start!

This PoV is designed to provide guidelines for organisations to increase their Data Governance maturity level and help move towards Role Model status.

What Is Data Governance?

It's more than just regulation and compliance...

Some organisations we have worked with view Data Governance as a reaction to regulatory and compliance mandates, adopting a more **Defensive Mindset** - reacting to rising risks and issues, such as regulatory requirements, compliance demands, security breaches, data privacy concerns, and external pressure.

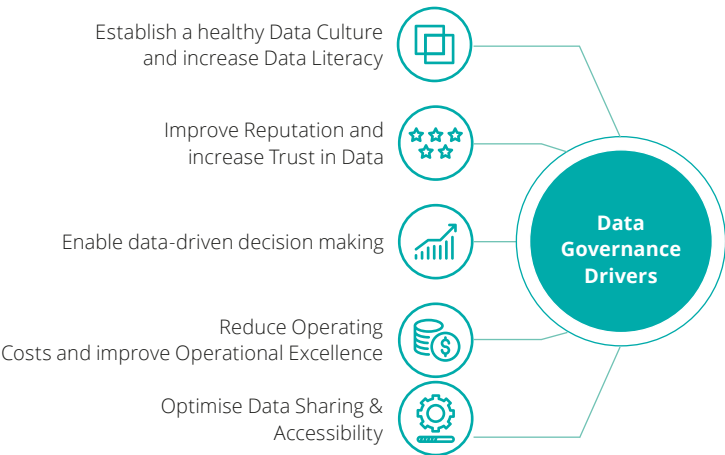
However, this approach seems to be changing. Organisations are increasingly adopting an **Opportunity Mindset**, where Data Governance is seen as a pre-requisite to becoming a truly data-driven organisation, and a catalyst to extracting business value and innovation opportunities from their data.

What is it really and what are its drivers?

We see Data Governance as more than just adhering to regulations and compliance – it is the key to unlocking the full potential in other Data Management & Analytics capabilities such as effective Artificial Intelligence (AI)/Machine Learning (ML), Cyber Security, Data Visualisation & Reporting, and Automation, being directly associated with making the most effective use of an organisation's data.

Data Governance is a set of quality control processes that help organisations in managing, using, improving, maintaining, monitoring, and protecting data across the organisation. It is the proactive management of data to ensure an organisation's data is fit for purpose and provides companies a framework to manage quality, access, privacy and security of its data.

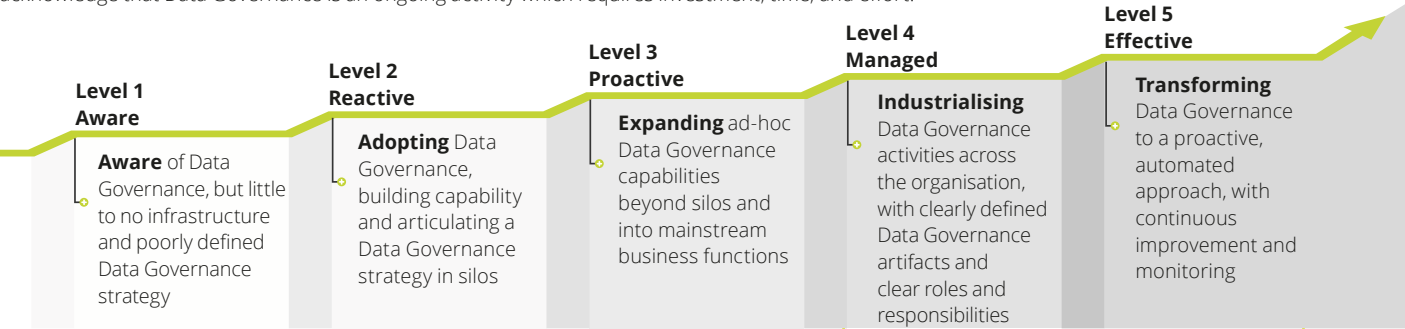
Data Governance should be viewed as an enabler, supporting benefits such as greater efficiency, more innovation and insight, and higher cost savings through more effective use of data.




Our perspective

The Data Governance maturity journey


Based on the Data Governance maturity index below* we have found that the more mature organisations all acknowledge that Data Governance is an ongoing activity which requires investment, time, and effort.




Organisations aspiring to reach Role Model status (levels 4 & 5) work towards:




Investing in their own capability




Allocating budgets dedicated to ongoing Data Governance monitoring and improvement




Establishing & formalising Data Governance roles and responsibilities



Improving Data Culture, by initiating a Data Literacy programme with defined learning pathways



Building a Data Governance strategy and roadmap with clear initiatives

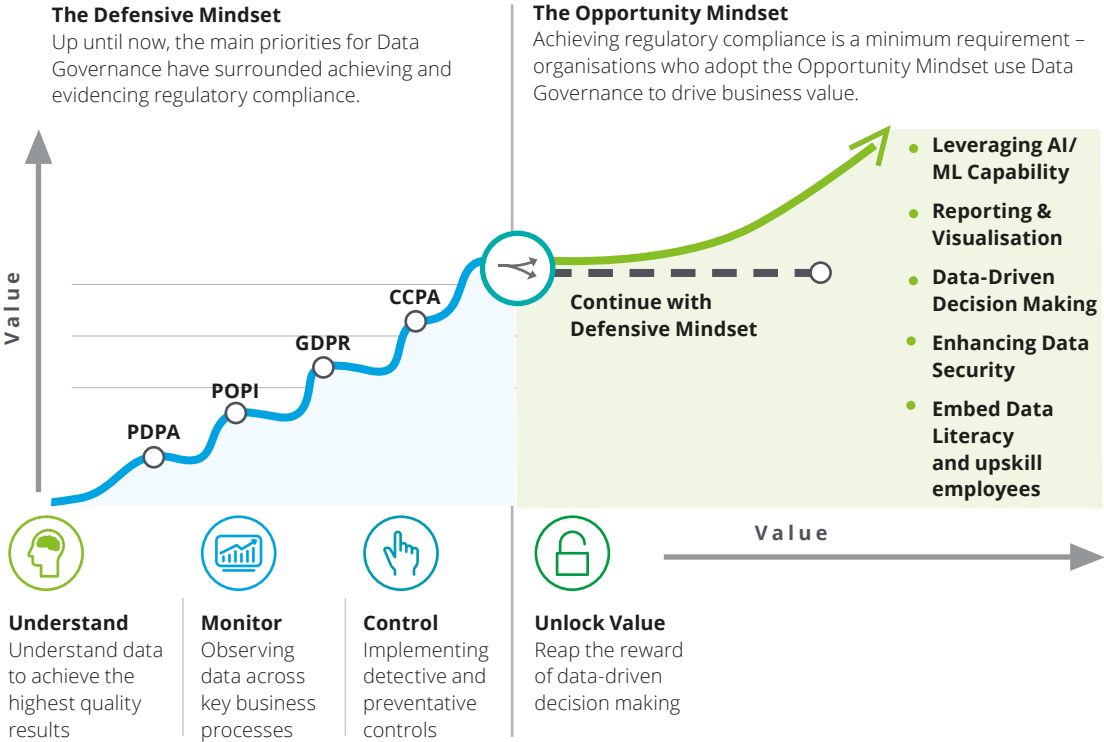



Prioritising, rolling out, and monitoring quick wins which demonstrate business value

Its all about mindset

Major organisations operate in a rapidly changing environment, with disruption coming from the political, economic and technological spheres.

Shifting from the Defensive to the Opportunity Mindset is what sets apart the Role Models from other organisations, allowing to drive more business value through Data Governance.



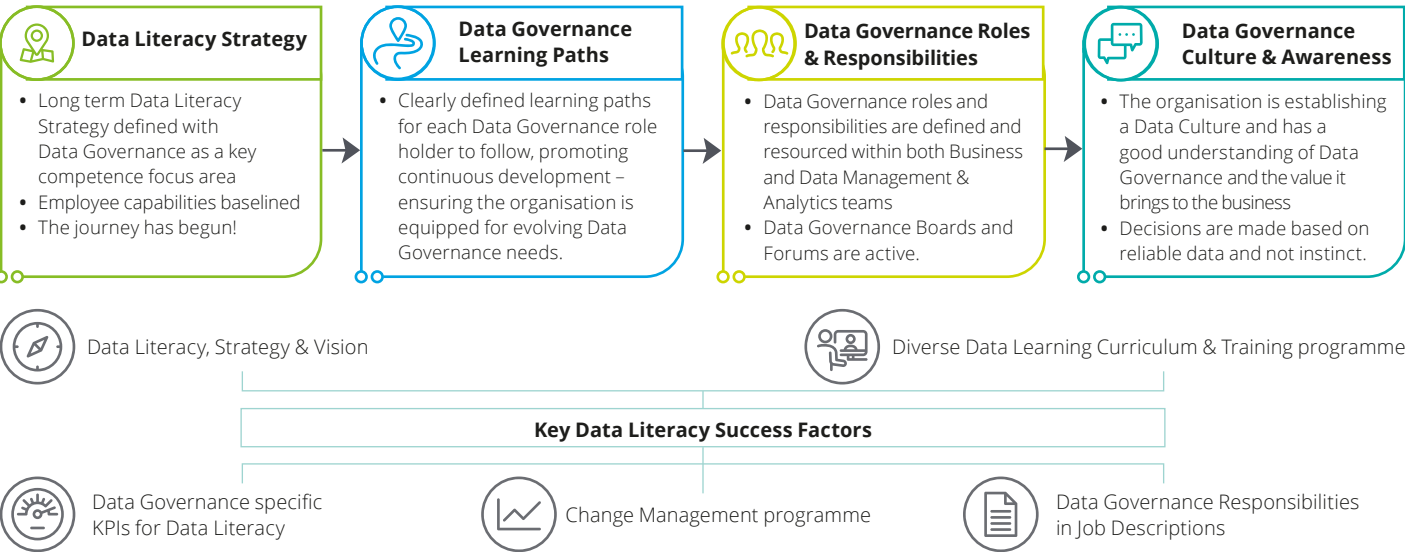



Historically, most organisations would treat Data Governance as a response to the introduction of new regulations e.g. GDPR (EU), CCPA (USA), PDPA (Singapore), POPI (South Africa), etc.

However, we see that this mindset is changing, with organisations realising additional benefits (besides compliance) that come with having an Opportunistic Mindset, such as enabling data-driven decision making, managing organisational performance based on data, improving reputation and trust, reducing operating costs, and identifying profitability opportunities.

Data Culture and building Data Literacy is key to enhancing Data Governance

Data-driven organisations who invest in upskilling and developing the Data Literacy capabilities of their workforce are more successful in consistently unlocking value from their data. Role Model organisations aim to embed Data Governance and Data Literacy into the normal ways of working, enabling a self-fulfilling, enterprise-wide Data Culture.



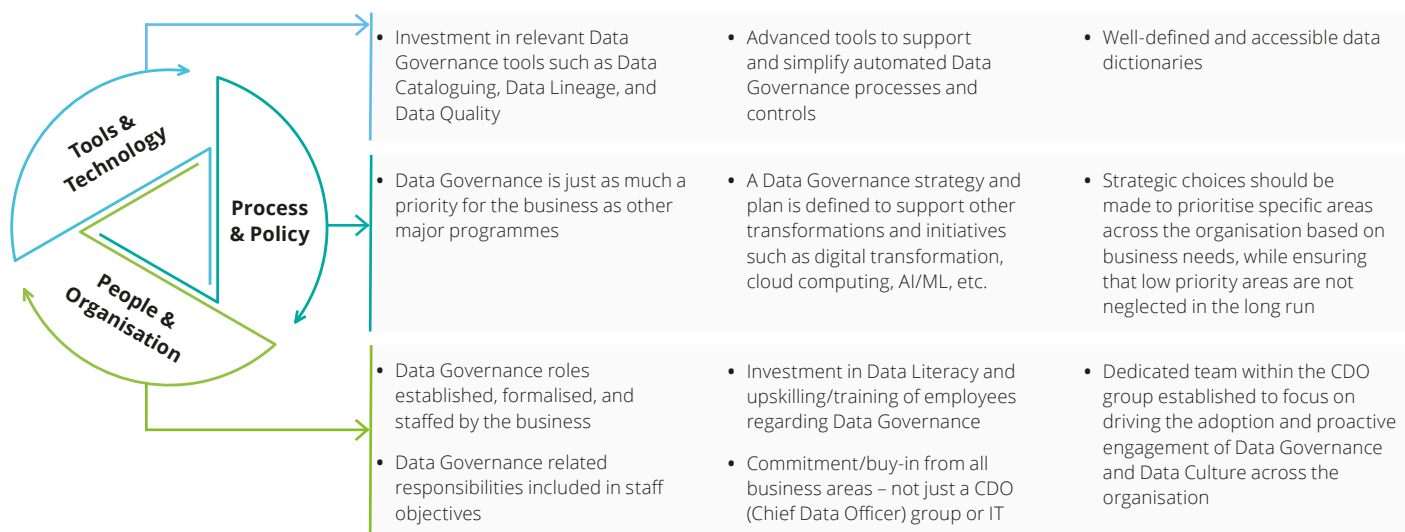


Data Governance must be part of your wider Data Culture and Literacy strategy and is the first step in becoming a data-driven, Data Governance mature organisation. Role Model Organisations understand that Data Governance is a 'team sport'. All employees should be made aware of the importance of Data Governance.

The majority of an organisation's employees use data as part of their daily tasks and should be upskilled to use and manage the data effectively - this includes Data Governance. Employee learning approaches should not be a 'one size fits all'. In order to capture and generate engagement and excitement, a series of learning methods and mediums should be adopted, including formal, informal and on the job learning opportunities.

What does good look like?

Based on our research, observations, and client engagements, we have identified multiple characteristics as components of People, Process, and Technology which contribute to effective Data Governance.



Role Model organisations ensure that Data Governance is embedded into their ways of working. This is typically guided by a federated and nimble Data Governance group which is able to advocate the importance and value of Data Governance to each part of the business, enabling them to govern and manage their own data.

It is important to highlight the business value of Data Governance to everyone within the organisation, both top-down and bottom-up. This will help in the promotion and adoption of key Data Governance practices and tools.

Strategic decisions should be specific to each organisation's needs, challenges, and priorities, as well as industry requirements and best practices.

Key considerations

There are a number of considerations and success factors that have proven to be critical for building effective Data Governance.



Ownership

Data Governance is not just a Business or Technology responsibility; it is everyone's responsibility. People throughout the organisation need to be incentivised and shown the fundamental value data brings to them and their respective functions.



Business Alignment

Business strategy alignment, early involvement, and buy-in from executives, data producers, and data consumers in the process are key to building effective Data Governance



Added Value

The benefits and added value of Data Governance should be continuously monitored through the adoption of measurable and actionable KPIs which demonstrate how Data Governance helps address business and data challenges.



Flexible

The Data Governance roadmap should consist of several 'quick wins' with structured initiatives that are flexible to adapt to changing business needs and demands to help drive and scale momentum and value.



Integrated

Data Governance initiatives must be aligned with and integrated into the organisation's overarching Data Strategy and roadmap.

Key takeaways



It's never too late to begin your Data Governance journey

- As we've highlighted throughout this PoV, there are very few Data Governance Role Models out there.
- Many organisations struggle to understand the real value and need for Data Governance, and hence delay beginning their Data Governance journey. It is never too late to start, but the sooner, the better!



It's not just compliance, there's opportunity too

- Achieving regulatory compliance is a minimum requirement for all organisations.
- Ensuring that your organisation's culture and mindset is focused on the opportunities and value derived from good Data Governance, such as enabling other Data & Analytics tools, is a key step in implementing successful Data Governance.



Data Governance is hard work, but small steps lead to big rewards

- Implementing effective Data Governance is difficult – however, ensuring that your organisation adopts the right mindset and culture is crucial. There are multiple business, technology, and cultural factors to consider when commencing your Data Governance journey.
- Data Governance strategy and adoption is a continuous process. The aim is to embed effective Data Governance and Data Culture across the organisation.
Short Term Focus = Short Term Value.

Start a conversation with us



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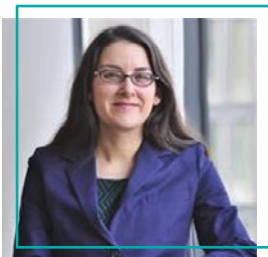
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