Top 5 Trends in Data & BI Governance

Metric Insights recently partnered with Donna Burbank on a webinar on trends for Data & BI governance in 2022. Burbank is the managing director at Global Data Strategy, Ltd., an international information management consulting company that specializes in the alignment of business drivers with data-centric technology.

Donna is a recognized industry expert in information management with over 20 years of experience in data strategy, information management, data modeling, metadata management, and enterprise architecture. Her background is multi-faceted across consulting product development, product management, brand strategy, marketing, and business leadership.is a thought-leader in the fields of data governance and metadata management. As an active contributor to the data management community, she is a long time DAMA International member, Past President and Advisor to the DAMA Rocky Mountain chapter, and was awarded the Excellence in Data Management Award from DAMA International.

She has worked with dozens of Fortune 500 companies worldwide in the Americas, Europe, Asia, and Africa and speaks regularly at industry conferences. She has co-authored several books and is a regular contributor to industry publications. She can be reached at donna.burbank@globaldatastrategy.com Donna is based in Boulder, Colorado, USA. In this paper, Donna shares her views and opinions on what trends she sees for 2022 in Data & BI Governance.

Introduction

As business is increasingly driven by data, more and more organizations are looking for ways to align IT and business in effective and innovative ways. Particularly with business intelligence (BI) reporting, the drive for self-service reporting has not only more eyes on the data, but more hands as well, which raises concerns around how to manage ownership and responsibility of data between business and IT stakeholders. Data Governance is of growing interest as it looks to balance the people process, and technology around data.

Trend 1: Business-led Data Governance

A common question in creating a data governance program is "Who should lead the data governance program – IT or the business?". In a recent survey, over 70% of organizations saw data as a strategic business asset[1], along with other key assets such as financial assets, human capital, etc. Since data is a business asset, typically Data Governance should be led and driven by business stakeholders, supported by IT resources to help manage tooling and infrastructure, and a solid data architecture team to support data management best practices such as data models, data catalogs, etc.

Over 70% of organizations see Data as a Strategic Business Asset

Strong collaboration between business and technical resources is needed for effective data governance, and in building out the resources needed to support a data governance program, such as business glossaries, data catalogs, etc. For example, while the data architecture team might support a data catalog for publishing the necessary context around data found in BI reports, business stakeholders are accountable for key business definitions for metrics and KPIs found in the reports. For example, while the technical team can publish the calculations for key metrics and the data sources that populate a report, it is the business who is responsible for defining the

80% of users of Metadata are from the business, not IT

metrics and their calculations. For example, the definition of "total sales" found on the Sales report needs to be commonly agreed upon by the sales team, not the technical team. These definitions around data, or BI reporting. In fact, a survey of data-driven organizations found that business users accounted for 80% of the users for metadata[2].

Trend 2: Data Governance as a C-Level Initiative

Not only is interest in data growing among business users, but it is seeing increased importance as a C-Level Initiative as well. The role of the Chief Data Officer (CDO) has been growing over the years as more and more organizations see data as a strategic executive concern. Figure 1 shows a number of C-level roles involved in data governance, including not only the CDO, but the CIO and even the CEO as well. The Data Governance Lead was the most common result, and often the individual in the Data Governance role grows into a CDO role as the organization matures in its data-centric initiatives.

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[1] 2019 DATAVERSITY survey on "Trends in Data Management" by Donna Burbank and Michelle Knight

[2] *Emerging Trends in Metadata Management*, 2016, DATAVERSITY, by Donna Burbank and Charles Roe
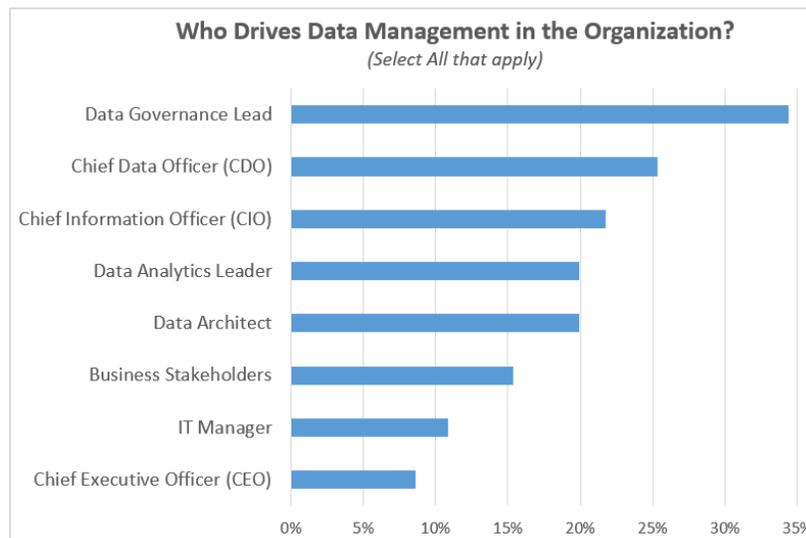
Who Drives Data Management in the Organization?
(Select All that apply)

Figure 1 C-Level Support for Data Governance [3]

Trend 3: Data Governance for Self-service BI

Interest in data from the business exists at all levels of the organization, in addition to the C-suite. Self-service business intelligence efforts are common in organizations where business stakeholders have such a great interest in data that they are eager to build their own dashboards and reports to drive their decision-making.

Self-service BI reporting requires a strong data foundation in order to be successful. While many business users are eager to create their own reports and visualizations, many are less eager in spending their time on data quality improvement and the data architecture that supports it. A Data Governance framework can help establish the right balance of roles and responsibilities across reporting and data management so that organizations can make the most out of self-service reporting.

Trend 4: Data Literacy as a Foundation for Data Governance

While data governance can help define the right balance of roles and responsibilities around data and reporting, these efforts can be hampered by the lack of data skills within the organization, and in the market as a whole. While interest in data as a strategic asset has increased, a concomitant rise in data-centric skills has not kept pace. Notably, 47% of organizations[3] cited a data skills shortage as a key impediment to their success in becoming data-driven.

There are a number of resources online and in universities that provide a solid foundation in data management foundations, which can help grow skills within the organization. Many organizations have also implemented data competency centers as part of their self-service BI initiatives, where staff can earn certifications and badges as they increase their data skills. These programs also provide clear delineations in skills, for example, a data architect might have the skills to build a data warehouse to support BI reporting, while a power user might have the skills in creating reports and visualizations. Even a more casual user of reports can benefit from training in data literacy, for example in learning how to understand, analyze, and question the metrics on the reports used to drive the business. For example, understanding how the figure was calculated, the source of the data,

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[3] 2021 DATAVERSITY survey on "Trends in Data Management" by Donna Burbank and Michelle Knight

and the full context around the figure adds the necessary background needed to make informed decisions.

Trend 5: BI Governance Integrated with other Data-centric and Digital Initiatives

As data is increasingly seen as a business asset, organizations are looking to move beyond BI reporting to artificial intelligence and machine learning, and IoT (internet of things) to drive automation and efficiency, and other key innovations around data. Digital Transformation in particular is a key driver for data management. More and more organizations are looking to move their services and products online, particularly with the restrictions due to the COVID pandemic. In moving to a digital model, it quickly becomes apparent that a strong data foundation is needed. For example, selling products online requires a strong product catalog driven typically by a product master data system supported by data governance. For example, data governance can help align the business processes needed to ensure that product pricing, SKUS, and descriptions are up-to-date and in a consistent format to drive digital sales. Many organizations are caught off-guard in their move to a digital model as they realize that they need to build their data foundation and associated data governance before they can move ahead with their Digital Transformation. Notably, over 40% of organizations[3] are looking to increase their data governance efforts in the coming year, largely driven by data-centric initiatives such as digital transformation, AI, etc.

Summary

While there is a lot of uncertainty in the coming year around market volatility, COVID restrictions, and more, it can be said with some confidence that the interest in data will continue to grow. As more and more business initiatives rely on data, the need for data governance and associated data literacy initiatives rises as well, as organizations look to align business stakeholders and their goals with data management and IT professionals that build the systems that support the business. It's an exciting time to be in data management with the diverse opportunities to use new technologies to drive business success. Data Governance shows promise in getting the right stakeholders in the proverbial room across both business and technology so that the data-driven business can become a reality.

More about Metric Insights

A lack of BI governance in organizations leads to cluttered BI platforms, low usage, and lack of trust by end-users. Metric Insights' Enterprise BI Portal enables BI governance, providing analysts a way of documenting, categorizing, and certifying their key BI reports and dashboards and publishing them in a centralized portal for users.

For more information regarding https://www.metricinsights.com/ you can contact info@metricinsights.com or check out some of the resources below:

"Top 5 Trends for Data & BI Governance in 2022" webinar with Donna Burbank:

Webinar

Whitepapers/Datasheets:

Enterprise BI Portal Overview

Data Governance vs BI Governance

The 3 Pillars of Effective BI Governance

A Practical Guide to BI Governance

METRIC INSIGHTS

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44 Tehama Street
San Francisco
CA 94105

+1-800-993-3467
www.metricinsights.com

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