

## PREFACE

One of the major challenges with any information governance program is explaining the value to the business. Most information governance programs deal with certain themes that are common across every enterprise, including poor data quality, inconsistent business terms, fragmented data, high storage costs, regulatory compliance, and security and privacy issues. However, these themes present themselves differently across different industries and job functions. For example, in a bank, poor data quality might manifest itself in the form of duplicate customer records, which affect the ability of the credit risk group to establish the overall exposure to an individual customer across product lines. In retail, poor data quality might result in duplicate mailings by the marketing department to the same household.

I have spoken to hundreds of organizations across multiple industries and geographies about their information governance programs. The conversation quickly proceeds along the following lines:

*“I get the value of information governance. However, it is very hard for me to convince the business about the value of an information governance program. What best practices do you have to help me do this?”*

That is why I am writing this book—to help you apply best practices in your organization based on what I have learned, heard, and observed through my industry experience.

## ABOUT THIS BOOK

This book discusses the best practices to sell the value of information governance. It is divided into three parts:

1. *Best practices by industry* deal with the application of information governance principles within banking and financial markets, insurance, healthcare, manufacturing, retail, travel and transportation, government, oil and gas, telecommunications, and utilities.
2. *Best practices by job function* deal with the application of information governance principles within critical job functions, such as sales and marketing, finance, information technology operations, information security and privacy, human resources, legal and compliance, operations, supply chain, and product management.
3. *Cross-industry best practices and tools* deal with horizontal topics such as roles and responsibilities, metrics, metadata, maturity assessments, business cases, and software. These themes appear consistently within information governance programs across job functions, industries, and geographies.

The objective of this book is to provide a representative sample, rather than an exhaustive list, of best practices to sell the value of information governance within an organization. Use these best practices as inspiration for what might work within your organization. It is important that you read chapters from industries and functions outside of your own because you might find a number of case studies useful for your specific situation.

## **THE IBM DATA GOVERNANCE UNIFIED PROCESS**

In an earlier book, *The IBM Data Governance Unified Process* (MC Press, 2010), I listed the 14 steps and almost 100 sub-steps to implement a data governance program. That book focused on the people, processes, and software tools to implement a data governance program. The 14 steps to implement a data governance program are as follows:

1. Define business problem
2. Obtain executive sponsorship
3. Conduct maturity assessment
4. Build roadmap
5. Establish organizational blueprint
6. Build data dictionary
7. Understand data
8. Create metadata repository
9. Define metrics
10. Govern master data
11. Govern analytics
12. Manage security and privacy
13. Manage lifecycle of information
14. Measure results

That book focused on the best practices to implement an information governance program. However, you can only implement an information governance program when you have all the right stakeholders at the table. To address that gap, this book explores the best practices to generate organizational buy-in to an information governance program. At the end of the day, you need to first bring the participants to the table before you receive the organizational permission to implement information governance.

## **WHO SHOULD READ THIS BOOK**

This book is of value to any practitioner who is responsible for implementing an information governance program and selling the value of the program to the business. It is geared toward business audiences and is nontechnical in nature. Here are some sample roles of people who might be interested in this book:

- Chief information officer
- Director or manager of information governance
- Director or manager of data governance
- Director or manager of information technology
- Director or manager of information management
- Director or manager of business intelligence and data warehousing
- Chief data officer
- Vice president of marketing
- Chief risk officer
- Chief financial officer
- Chief actuary
- Chief supply chain officer
- Chief merchandising officer
- Chief medical information officer

My goal in writing this book is to provide you with the best practices necessary to gain the appropriate level of business sponsorship for the information governance program at your organization.