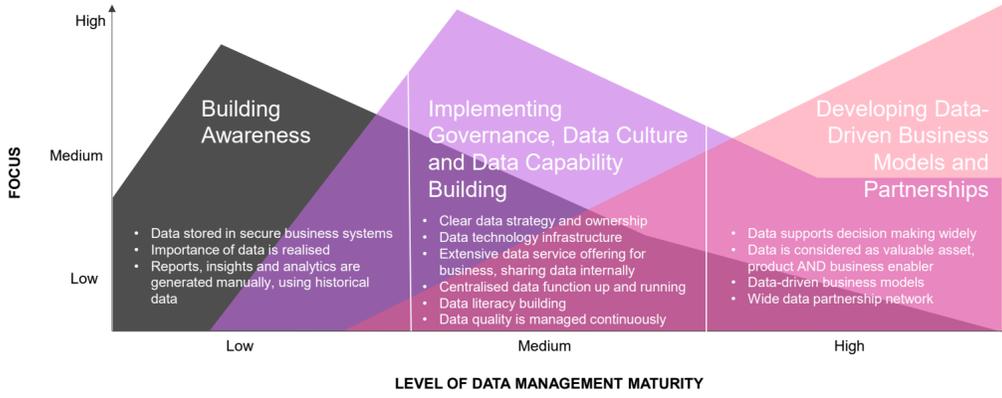
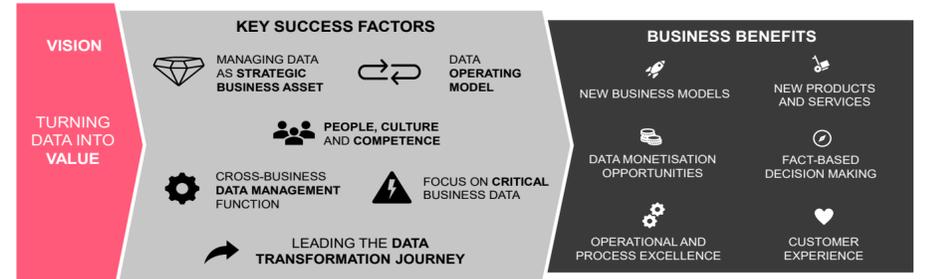


# Operating Model for Data Governance

## Turning data into value is a transformation journey.



Data is one of the most valuable resources for any company's growth and transformation. It is also a strategic business asset having value, which is dependent on the quality, relevance and scope of the data.



## Elements of a Data-Driven Company

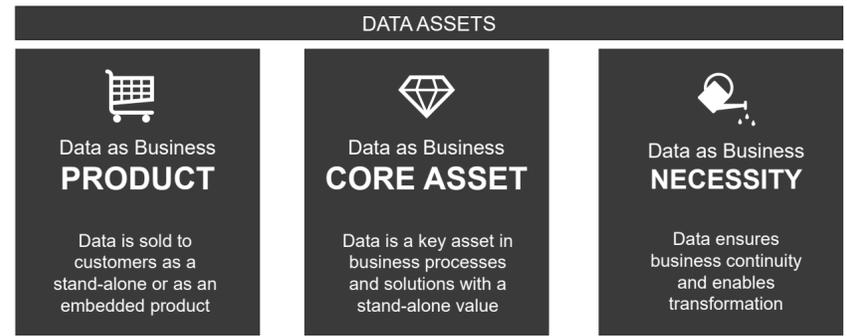
Becoming a data-driven company is a group-wide and cross-functional transformation journey that starts from corporate strategy and touches every employee.

It is a matter of the entire organisation, not only enterprise data management function.

It encompasses the way of working and culture of everyone in the organisation as well as processes and tools.



While all data can be considered an asset as such, we define three forms of data in business that can be seen from different perspectives and with different business values: data can be a product (sold to customers), an asset (has equity value) or a business enabler. The business enabler may not have value in itself, however, even the business enabler data can be business critical and therefore holds business value.

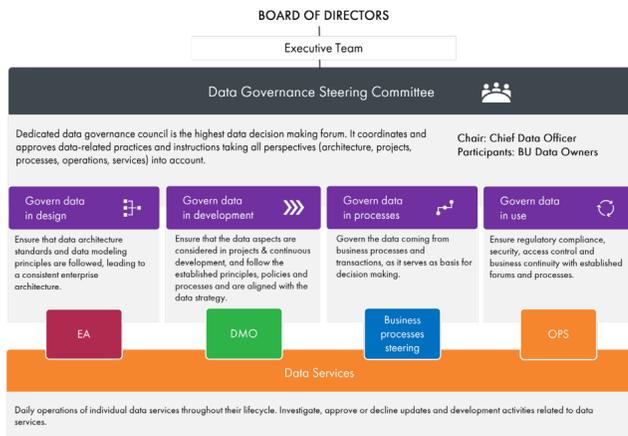


## Data Governance & Decision-Making

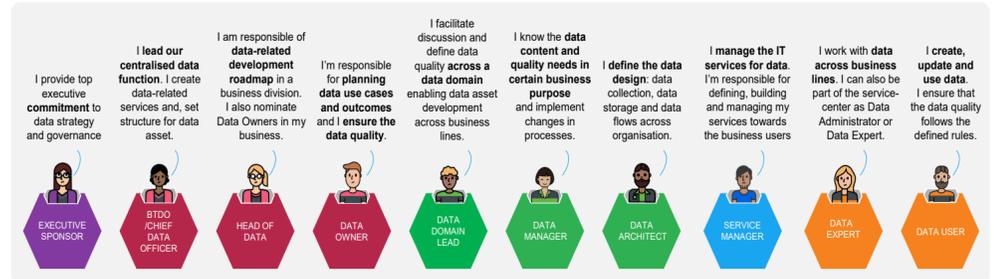
Business has the data ownership, while the cross-business data management model is defined by a data (service) function.

The Data function, which is led by Chief Data Officer, helps business to manage and increase the value of the data by organising data design, development, controls, governance and operations in professional and cost-efficient manner.

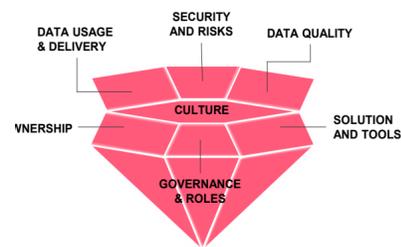
A centrally-managed data function ensures a harmonized way of working, data consistency and required professional competences. Depending on the structure and culture of the organisation, a replicated or federated model may be suitable as well.



## Data Roles and Responsibilities

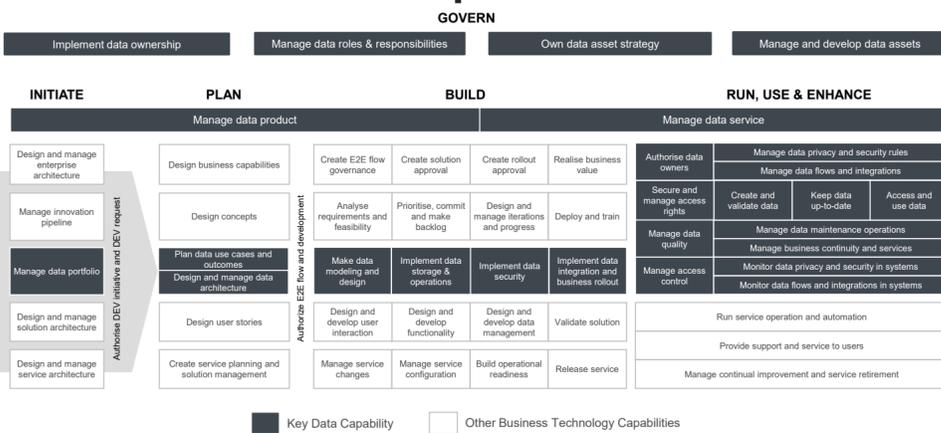


A company has many data assets. Each data asset can be seen as a rough diamond crystal. A rough crystal goes through a delicate process of cutting and polishing before it becomes a diamond that yields value. Each diamond may have different value. A data asset can be seen the same way, each data asset has different value to the business.

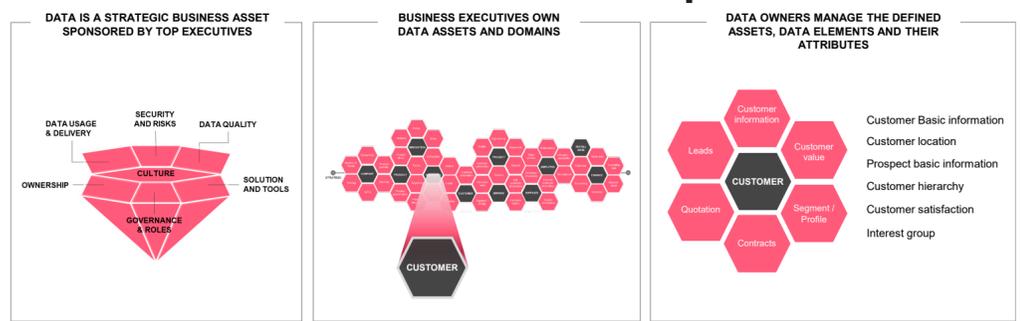


In this illustration, the standard defines seven perspectives from which the organisation's data assets could be carefully sculptured and polished in order to create business value. These perspectives are **ownership, governance, solution and tools, data quality, security and risks, data usage & delivery**, and most importantly, **the culture** runs across the whole domain and therefore is in the center. It includes the change of mindset towards data and is a key to enabling data leadership in the organisation.

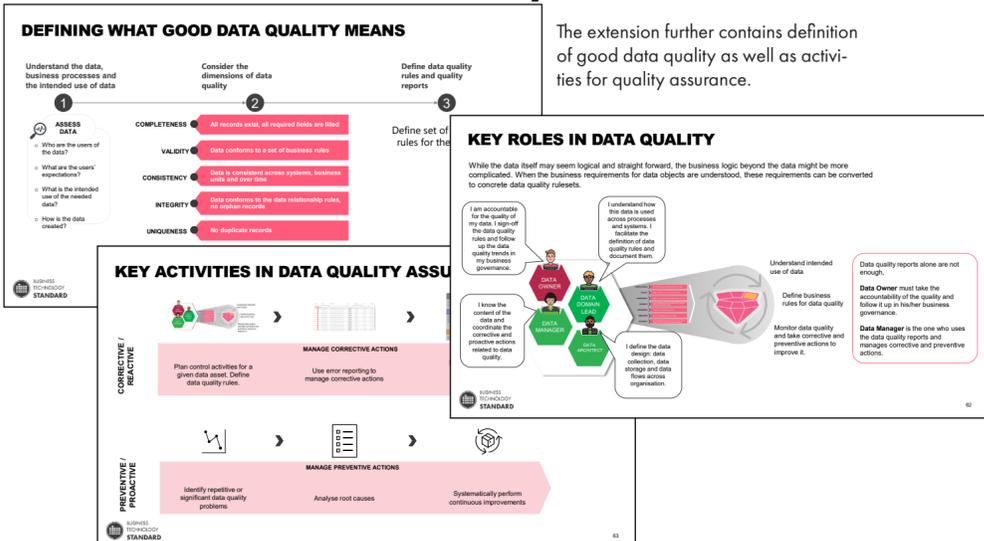
## Data Capabilities



## Data Asset Ownership



## Data Quality



## Data Asset Management & Key Roles

