



## Brief: Data Stewardship Workbenches Instrument Data Value

Valuing Data Helps To Drive More Effective Data Governance

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### WHY READ THIS BRIEF

Data governance is hot. Despite the uncertainty around what data governance should cover, enterprise architecture (EA) professionals are recognizing that the practice is mandatory to succeed in the age of the customer. And now data governance should cover deeper privacy concerns and expand to how data is used— a shift Forrester calls data governance (DG) 2.0. In *The Forrester Wave™: Data Governance Tools, Q2 2014*, we find that most vendors are offering tools that are good for data governance 1.0, but few even start the journey toward data governance 2.0. This brief details three innovative small vendors particularly focused on the emerging discipline of data stewardship management.

### NEW DATA STEWARDSHIP TOOLING SOLVES PERSISTENT CHALLENGES

Data governance is getting more complex in the age of the customer. Big data, open data, and the increasing challenges of privacy are increasing the number of inquiries Forrester receives around data governance. Firms continue to struggle with implementing effective data governance because:

- **Starting or renewing data governance program remains difficult.** Data governance is not a sexy subject for most companies, particularly for business stakeholders. EA pros have often already failed to demonstrate value during data governance projects, and they have difficulty motivating business and technology management to invest in DG as a program, which is often seen as a boring capability. Now organizations are recognizing that DG should be at an enterprise level (before extending toward ecosystem level), and a continuous program rather than a side project to data management concerns. A consequence of this is that numerous companies are asking how they should start or renew a companywide data governance initiative. And now it is becoming even more challenging due to new business concerns like better customer service and the need to converge with other governance practices.<sup>1</sup>
- **Firms have not yet evolved from static DG objectives toward dynamic data governance.** We tend to forget that governance is useful when a company is trying to achieve objectives that are opposite, contradictory, or not in sync with each other. Governance represents tradeoffs between objectives, much like diplomacy between countries. Today, the data governance tradeoffs and objectives are static — such as between quality level versus costs, data life-cycle compliance versus access time, or security versus manageability. And so the resulting policy rules and processes from these tradeoffs are also static. But we are entering into a period of quality management challenged by “good enough,” of security challenged by “zero trust”, and of data uniqueness challenged by mastering different viewpoints.<sup>2</sup> The objectives of which governance decisions should be established are continuously evolving, particularly due to pressures from customer centricity.



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## New Vendors Make Governance The Catalyst To Quantify Data Value

The Forrester Wave™: Data Governance Tools, Q2 2014 revealed that most available tools are addressing data governance 1.0 issues — typically data uniqueness and quality. Most vendors came from a data management point of view. Almost no tools are helping companies start the journey toward the data governance 2.0, where the primary issues are risk versus reward.<sup>3</sup> The new vendors Forrester identifies today are coming from an unexpected place: professional services and integration firms. They bring the expertise that is necessary to involve business users with the methodology, language, and vocabulary that does not come from technical data management. They are embedding new approaches in their products to help firms evolve to data governance 2.0:

- **BackOffice Associates provides data governance for migration and integration.** BackOffice Associates, headquartered in Massachusetts with additional offices in the US, Europe, Asia Pacific, and the Middle East, was founded in 1996 to address data migration challenges — particularly around SAP enterprise resource planning (ERP) packages. Thanks to investment from Goldman Sachs, it acquired several software and services companies (Quadrat, HiT Software, and Entota Limited) and benefited from their service expertise to build a software product called the Data Stewardship Platform (DSP). DSP is a platform for orchestrating data-centric projects, such as data migration, quality, governance, integration, and archive. The platform delivers metrics, reports, and process-based remediation. BackOffice Associates also provides content-based accelerators like human capital management (HCM) information governance for human resources data, and it has accelerators for customer, vendor, material, and FICO, and system-specific accelerators for SAP, Oracle, and JD Edwards. DSP provides capabilities to business users as well as technical users to govern data quality and data management, but also delivers migration and integration — capabilities which are too rare in existing DG tooling — which will become an entirely new domain for DG 2.0.

In June 2014, it announced the availability of DSP cloud which provides the platform in multitenant delivery. This product also includes content-ready templates for customers reuse as well as a community for sharing “return on experience” for various verticals. It provides detailed guidance on industry-specific data quality benchmarking, best practices, root-cause analysis, and metrics reporting on data trends, such as areas that cause the most severe business process interruptions, data quality failures, and remediation requirements. BackOffice Associates states it has hundreds of customers in multiple industries like The Dow Chemical Company, Gen Re, General Mills, or Westinghouse Electric.

- **Global Data Excellence maximizes the value of data within process.** Global Data Excellence (GDE), founded in 2007, has its headquarters in Switzerland with offices in Europe, the Middle East, and North America. GDE is different from other data governance vendors that are often weak in methodology. It first developed a methodology called Data Excellence Framework (DEF) and then a software environment called Data Excellence Management Systems (DEMS), which supports the methodology.

Its methodology starts by determining the value of data to business objectives, impact, and value, and then identifies the data rows which are the most valuable to increase efficiency of data governance itself. Clients can then focus rules — such as quality or uniqueness — on the most important records. The DEMS platform provides collaboration and dashboards capabilities to both business and tech management users. Its platform version expected for 2015 will improve collaboration and reporting, and will add support for Hadoop. GDE delivers numerous but horizontal accelerators for compliance, procurement, finance, sales, quality management, or supply chain. GDE has global customers like Groupe Mutuel Assurances, Bacardi, Givaudan, and Novelis.

- **Datum focuses on outcome-oriented operating models for data governance.** Datum, founded in 2009 and based in Annapolis, Maryland, provides methodology-based data and information consulting services as well as the Information Value Management platform to design an operating model (people, process, policy, and outcomes) for information management.<sup>4</sup> The typical engagements Datum delivers are data governance strategy, business process optimization through data, trustworthy analytics, and EIM/analytical readiness. To accelerate adoption of data governance operating models, it also packaged more than 100 accelerators. Examples of such accelerators are “new product introduction optimization,” “connecting analytics to master data trustworthiness,” and “global procurement rationalization and spend analysis optimization.” In addition, we found it particularly interesting that through a collaboration environment on the Web, Datum encourages its customers to share their experience with these accelerators. Data governance 2.0 is a journey which will require teams to continuously learn from their mistakes. This collaboration environment accelerates the return on experience. Datum’s customers include global companies like Keurig Green Mountain, L’Oréal, and Johnson & Johnson.

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#### WHAT IT MEANS

### DATA STEWARDSHIP TOOLING IS ON THE RISE

If your objectives are to involve business users in data quality, demonstrate business value, and improve collaboration between business and technology management, accelerate data governance implementation, or any combination of these demands, mainstream data governance 1.0 tools won’t get you there. These new vendors, in addition to the firm Collibra, are defining an emerging market that Forrester calls data governance stewardship management. These vendors have several characteristics in common which are showing us what advanced customers are looking for. They:

- **Start with a methodology.** Most of the DG 1.0 stewardship capabilities in existing data management tooling do not reinforce a methodology or best practices for data governance — deepening the divide between data managed in systems and business expectations for data use. The three vendors described in this brief come from a methodology-first perspective and built their software platforms to support their methodologies. Consequently, their customers are purchasing a solution as well as getting the methodology for the correct implementation.

- **Focus on business value, outcomes, and/or operating models.** Getting a clear strategic direction for implementing data governance is a typical obstacle that firms usually face with DG1.0 tooling. Even the worst objectives are now evolving faster than before, creating more challenges for data governance teams. So instrumenting the evolution of objectives and, consequently, processes and outcomes grouped into operating models is quickly becoming a mandatory practice, particularly in the age of the customer. Two of the vendors' methodologies are heavily focused on determining data value, and from that they derive data governance value. This approach helps Global Data Excellence identify the most impactful data rows for better data governance efficiency. Datum builds data governance operating models optimized for outcomes rather than focusing just on process, roles, and responsibilities.
  - **Provide templates and accelerators for verticals.** The three vendors turned their return on experience into specialized accelerators to accelerate the delivery of value for the customers using their platforms. These accelerators are vertically or horizontally specialized and can be customized to accelerate the deployment of their platforms to solve specific issues for their customers.
  - **Provide their customers a community for learning.** Data governance 2.0 represents a journey in which there is much to learn on how customer centricity will change data governance operating models. Providing an open exchange space to their customers is a very good approach to accelerate the learning curve from peers' issues and challenges in order to establish strategies and exchange best practices around raising subjects. Data governance should become a learning machine or it will fail.
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## ENDNOTES

- <sup>1</sup> Governance must include four key elements to ensure successful customer service programs: a cross-functional governance board, technology governance, process governance, and data governance. See the December 17, 2014, "[Better Governance Leads To Better Customer Service — Yes, Really!](#)" report.
- <sup>2</sup> Data uniqueness is most often represented using a master data management (MDM) tooling. But what happens when old and new data management principles collide — as they do in light of big data? Organizations struggle to find a win-win path forward. Data governance as well as new technologies for MDM products (social governance, semantic, and analytics) should help and renew the MDM domain. See the October 9, 2014, "[Brief: Data Governance Disrupts The MDM Status Quo](#)" report.
- <sup>3</sup> Today's data governance is mainly about accuracy, compliance, security, and privacy. In this context, organizations run through a well-established repertoire of governance activities with a heavy emphasis on policies, rules, and stewards. But the growth of self-service business intelligence (BI) and demand for new operational BI features has started a shift toward data governance activities that don't take place only at a committee level, but tend to accompany data usage in operations. Forrester predicts this shift will accelerate

and expand under the pressure of new tech trends like cloud, big data, and predictive analytics, as well as ambitious business goals defined within the data economy as well as extended enterprise issues like open data and linked data. Given these drivers and trends, data governance faces new challenges that the usual data governance objectives and activities don't address. What's needed? A new data governance (2.0) that's more agile and operational depending on business models, with new objectives and activities to meet business concerns. See the July 18, 2013, "[The Transformation Of Data Governance](#)" report.

<sup>4</sup> Source: Datum (<http://www.datumstrategy.com/>).