

) F M QPS H BOTJ B OTH FUNPSFWBM GPNUIFSEBUB UIFSP MFG UIF

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O I FM HBOPSHBOTJUBOBD JFWUTEUB
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WFS HBOTJUBOE FOET POJTE BUBUP
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BOBX PWFCXTOFTT XS GPSNBOB

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OTUSX FOUBOX F X HUIF SPSHBOTJUBOUP
HBOB I PMTUBX GK B OESFBMFX
NPSFWBFX SPNKUIF EBUBU I BP SBO
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FO BOOHE BUBHPWRSBOBX MXPMPWF
U F X

- Establishing basic principles for sound data management, such as terminology, definitions and quality
- Bringing the whole organisation together and getting everyone behind the data
- Developing, executing and supervising plans, policies, programmes and practices that deliver, control, protect and enhance the value of data and information assets throughout their lifecycle
- Undertaking a significant co-ordination task across all areas of the organisation, including compliance, risk, IT and finance
- Identifying the right place to start

There may, of course, be resistance from individual areas of the organisation — often those that have traditionally managed their own data well. To counter such resistance, the CDO will need to:

- Set the strategy and direction for becoming a data-driven organisation — changing how the organisation deals with data, not just what it says about data
- Ensure data is treated and valued like any other business asset
- Run a change management programme — to change the way departments, teams and individuals view, structure, manage and handle data

Data governance: integrated with the wider business strategy

Most importantly, the CDO will need to ensure that data management and governance isn't treated as an isolated project in its own right.

Rather, they must ensure that any data management and governance initiative is fully aligned and integrated with the organisation's overall business strategy and goals,

and that the business benefits it will deliver are clearly understood. For the vast majority of organisations, those benefits will include:

- Better performance as an organisation with smoother processes and better, more informed decision-making
- Reduction in data protection and security risks, and lower exposure to cybercrime
- Improved insight into and understanding of the business and its customers, and of its opportunities and risks

Although business benefits may vary by industry - For example, organisations in a heavily regulated industry will benefit by streamlining compliance and having fewer data-related issues to remediate; while those focused on customer satisfaction will benefit by having a consolidated view of each customer, enabling better service and increased opportunities for up- and cross-selling- those that adopt strong business enabling data management and data governance mind-set and approach (Data Enablement) are better placed to adapt and respond to an ever changing and demanding environment

Critical success factors

No matter how an organisation expects to benefit, the successful introduction of a data governance programme will depend on a number of critical factors.

To promote organisation-wide understanding and adoption, the CDO will need to gain executive sponsorship for the programme. They will also need to provide training and education to ensure a certain level of data literacy throughout the organisation,