

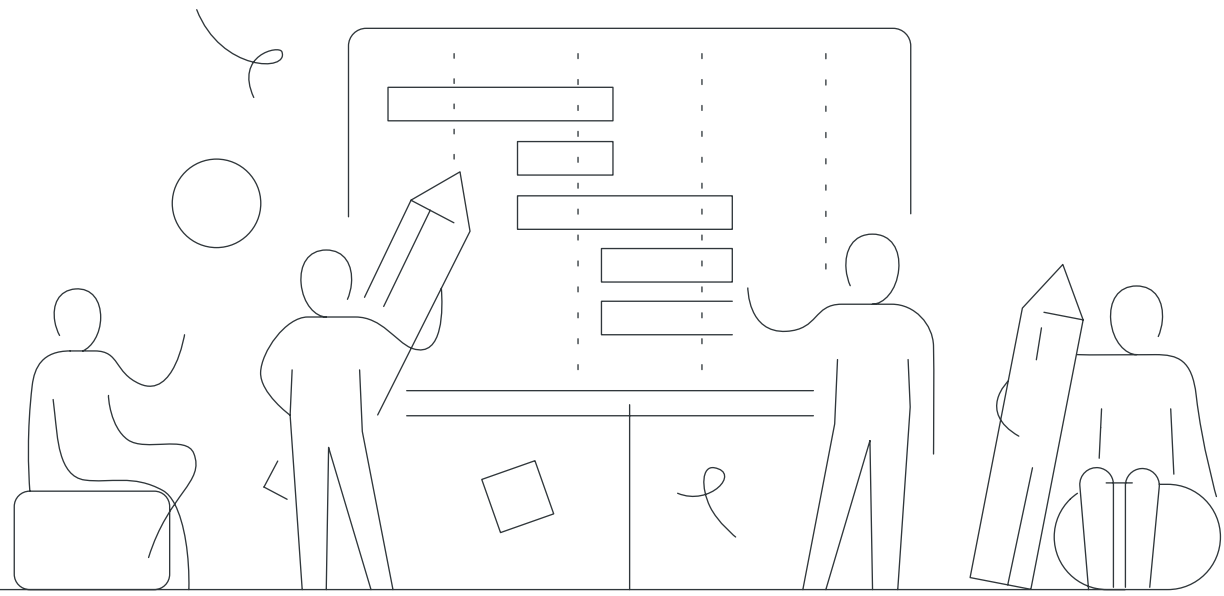
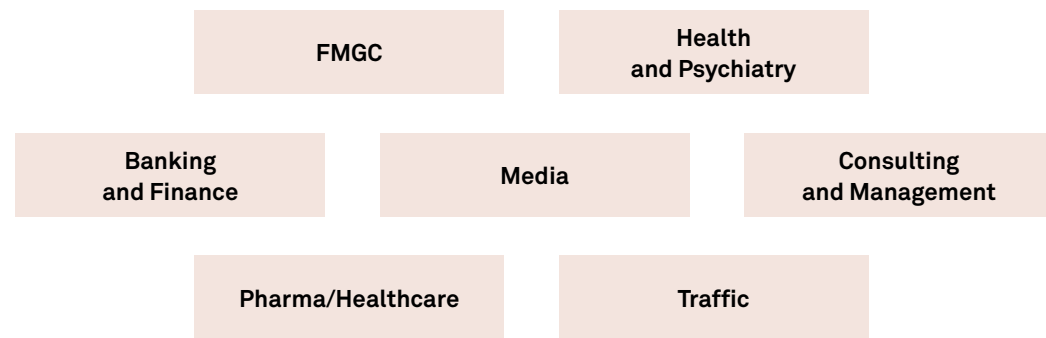


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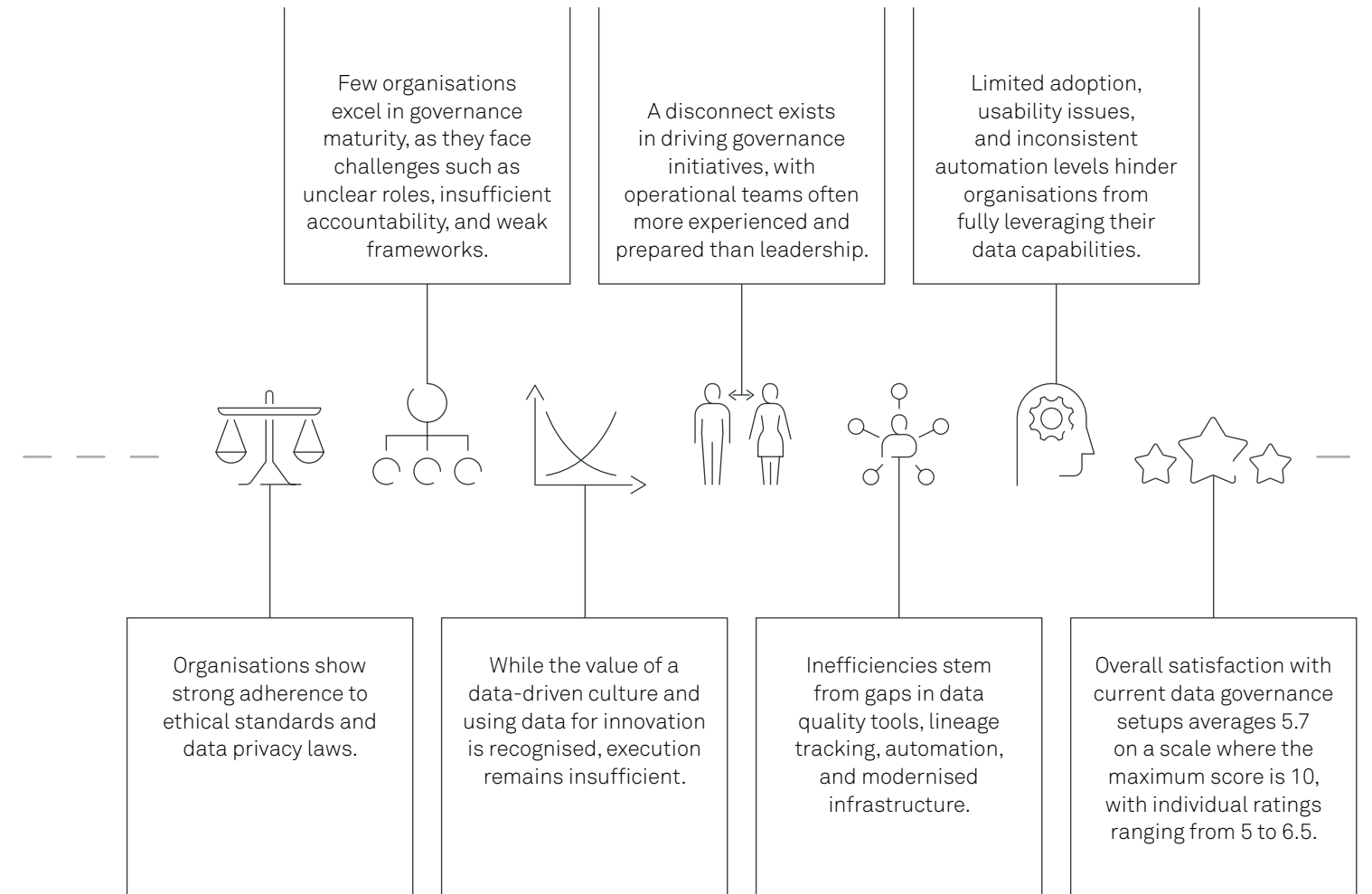
# The Data Governance Survey

The Data Governance Survey provides a brief snapshot of the current state of data governance within a few selected organisations that have volunteered to participate. The highlighted discoveries focus on strategy, technology, and overall organisational implementation, measured through a series of questions on the general satisfaction and success of data governance.

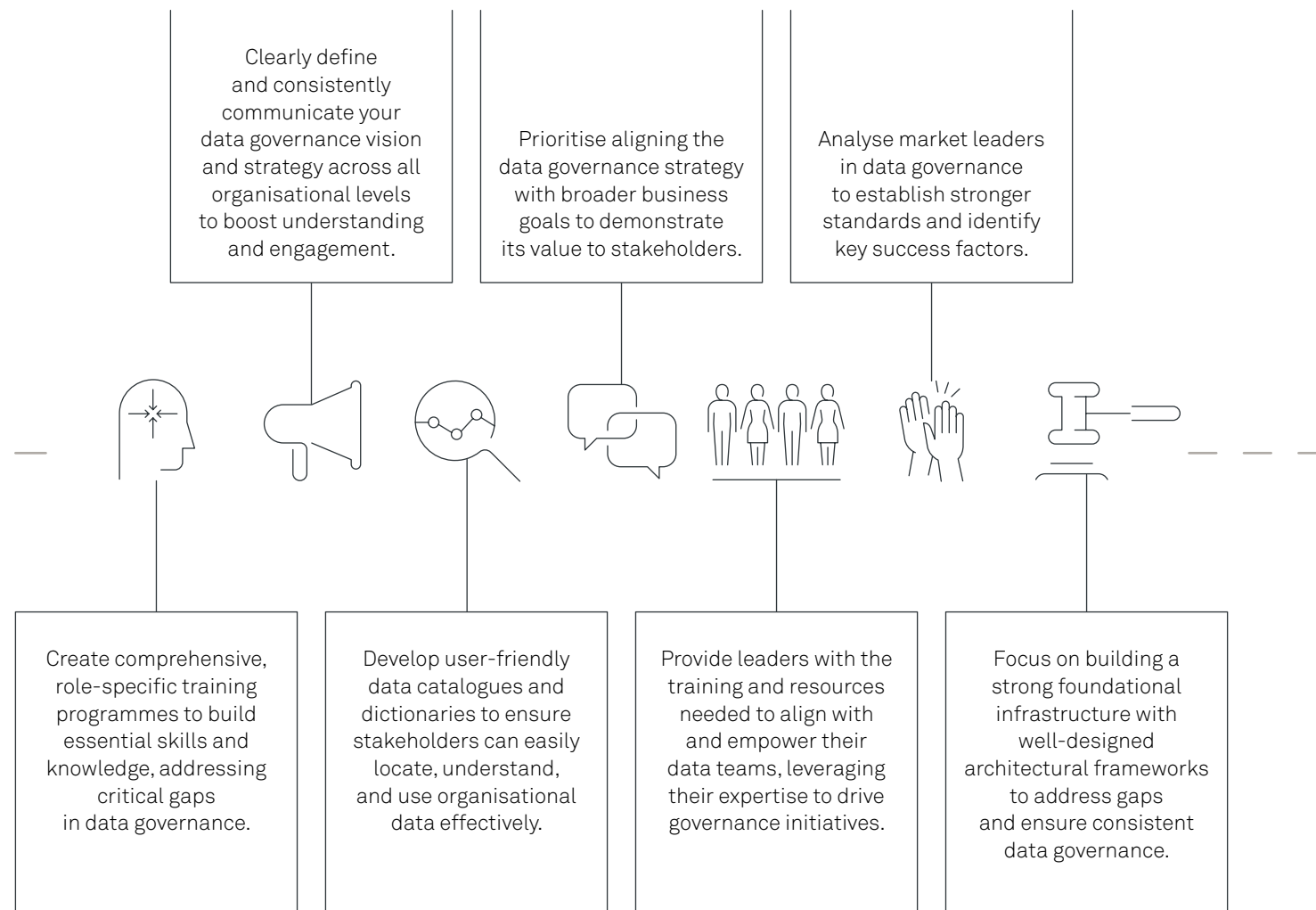
**Industries covered in the survey**



## Key findings

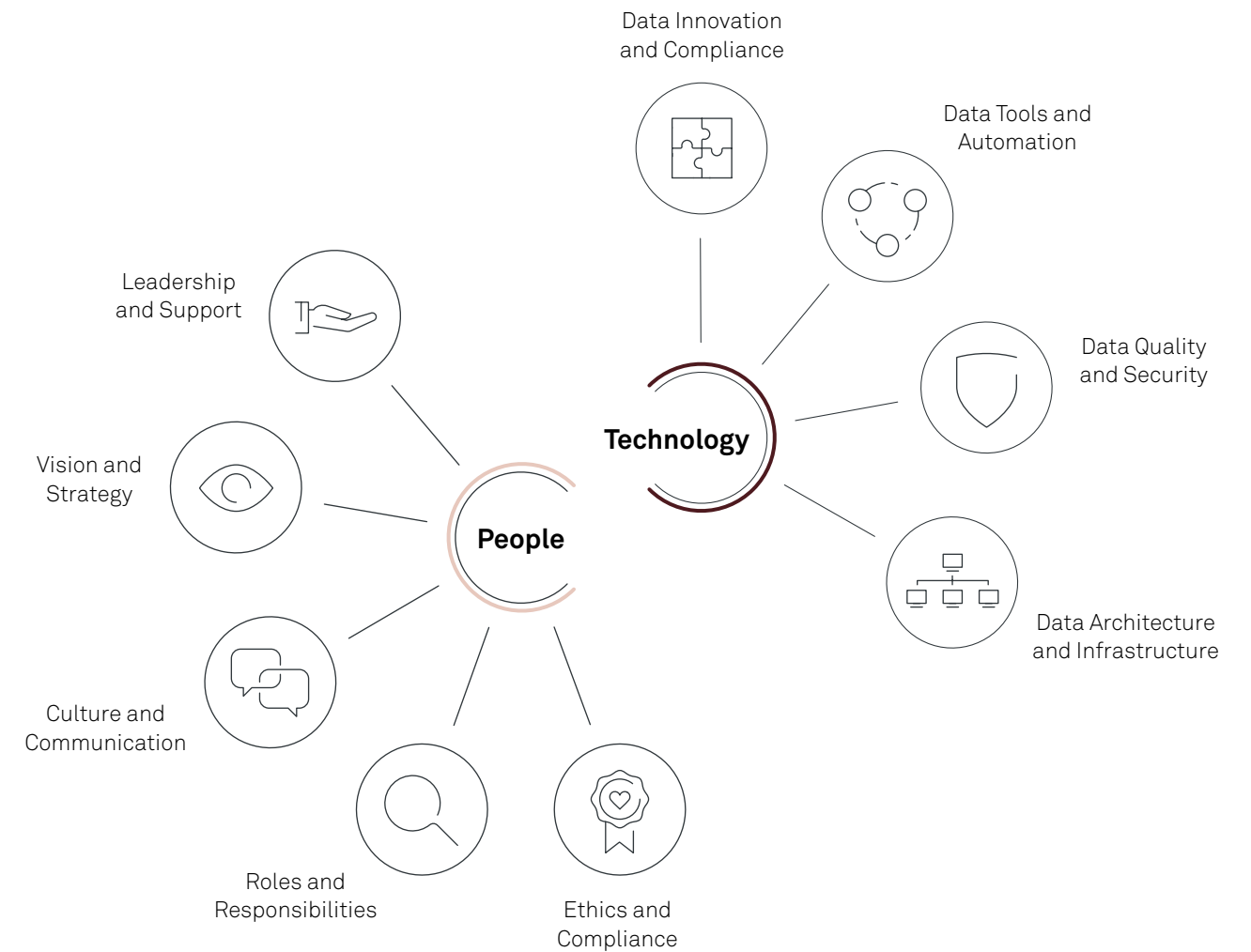


## Opportunities identified



The foundation of the survey is built around two key themes, **People** and **Technology**.

While the People aspect focuses on the human elements of data governance, such as vision, culture, roles, leadership, and ethics, the Technology aspect addresses data architecture, quality, security, tools, and innovation. The following pages present the insights behind the survey findings.



## Vision and Strategy

### Key findings:

#### Enhance buy-in:

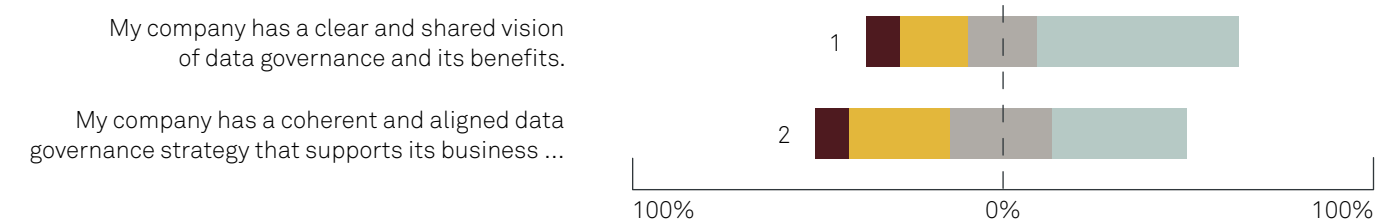
- The survey highlights the need to increase buy-in and enthusiasm for data governance initiatives, as well as improve clarity and communication around them.

#### Fragmented maturity levels:

- Organisations vary in the maturity of their data governance vision and strategy, with none reporting excellence in these areas.

### Opportunities:

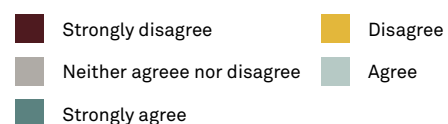
- Focus on communication:** Clearly define and consistently communicate your data governance vision and strategy across all organisational levels.
- Invest in strategy alignment:** Prioritise aligning the data governance strategy with broader business objectives, clearly demonstrating its value to internal and external stakeholders.
- Benchmark best practices:** Analyse market leaders in data governance to establish stronger standards by identifying what sets them apart.



1. Most respondents agree that their organisation has a clear and shared vision of data governance, but none "strongly agree", suggesting the vision may not be compelling or widely embraced. The reported disagreement indicates gaps in prioritisation or communication within some organisations, revealing inconsistencies in the approach to data governance.



2. Agreement levels on a clear and aligned data governance strategy are lower, with more respondents remaining neutral or disagreeing. This suggests that many organisations face challenges in effectively implementing their vision. The absence of "strongly agree" responses indicates a lack of alignment between data governance strategy and broader business objectives.



## Culture and Communication

### Key findings:

#### Fostering a data-driven culture:

- Organisations value a data-driven culture, but execution is lacking, indicating a need for improved embedding of this mindset.

#### Fragmented communication and training:

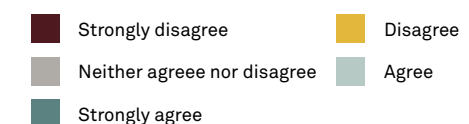
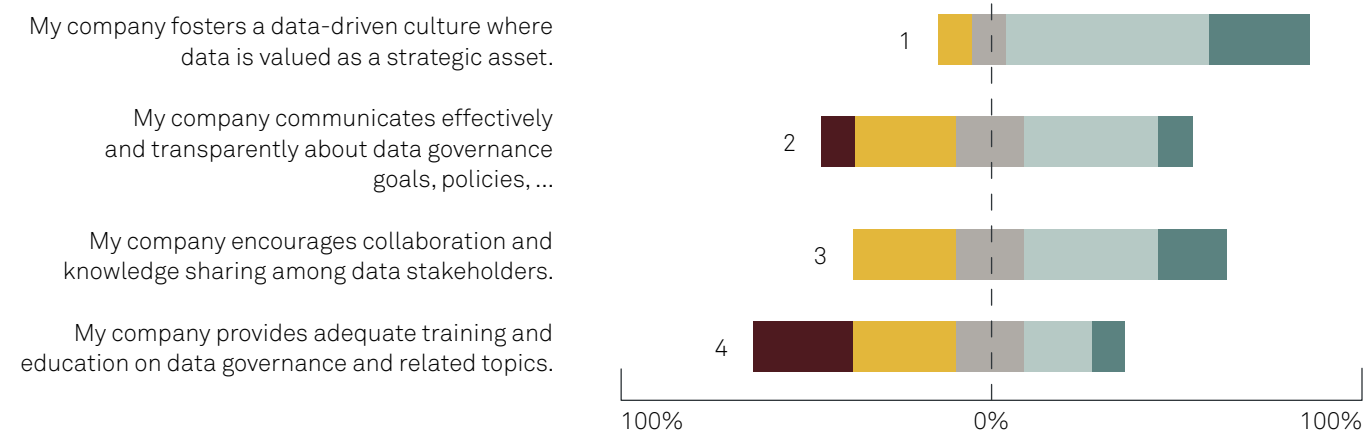
- Communication and training practices vary significantly, highlighting gaps in maturity and foundational issues in some organisations.

#### Critical gap in training:

- Data governance training and education is the weakest area, with survey results showing a widespread lack of sufficient programmes to develop the necessary skills and knowledge.

### Opportunities:

- Invest in training:** Create comprehensive, role-specific programmes to build essential skills and knowledge, addressing critical gaps in data governance and enhancing organisational competence.
- Sreamline communication:** Strengthen communication strategies for knowledge sharing and stakeholder alignment to boost engagement and understanding of data governance goals and policies.



1. Most respondents agree that their organisation fosters a data-driven culture, valuing data as a strategic asset. However, a small proportion disagree, suggesting that some organisations have yet to fully adopt this mindset.
2. While most organisations embrace a data-driven culture, fewer than half agree that their organisation effectively and transparently communicates data governance goals, policies, and practices.
3. Most agree that their organisation encourages collaboration and knowledge sharing among data stakeholders, but the presence of neutral and negative responses suggests that collaboration is not consistently prioritised or formalised across the market.
4. A significant number of respondents feel their organisation lacks adequate data governance training, highlighting a market-wide gap in training programmes and quality.



## Roles & Responsibilities

### Key findings:

#### Lack of governance maturity:

- The data highlights a significant lack of maturity in data governance across organisations, with foundational issues in defining roles, establishing stewardship, and enforcing accountability.

#### Polarisation in accountability:

- Accountability stands out as a polarising issue, with some organisations excelling while the majority struggle, reflecting a significant divide.

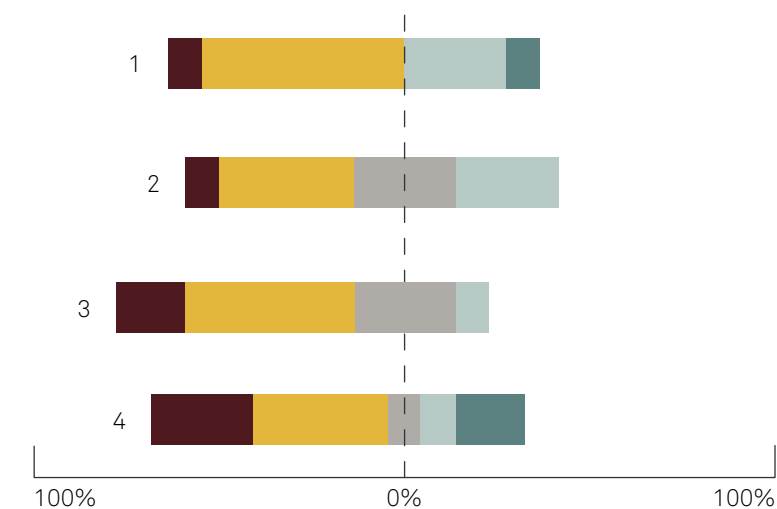
#### Critical gap in stewardship:

- The survey identifies data stewardship as the most critical gap, with few organisations having a dedicated and effective function in place.

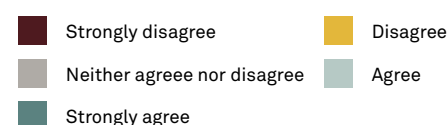
### Opportunities:

- Establish foundational governance structures: Prioritise formalising roles, responsibilities, and ownership models to address underlying issues in governance clarity and structure.
- Strengthen stewardship functions: Invest in dedicated stewardship capabilities to effectively manage core governance areas like data quality, compliance, and metadata.

1. My company has clearly defined roles and responsibilities for data governance and management.
2. My company has a clear and consistent data ownership model that defines who owns and controls data assets.
3. My company has a dedicated and effective data stewardship function that oversees data quality, metadata, and data ...
4. My company holds data stakeholders accountable for data quality, security, and compliance.



1. Most organisations struggle with clearly defined roles and responsibilities, indicating that role clarity is often insufficiently prioritised or poorly communicated.
2. While some organisations agree that they have established effective ownership frameworks, the majority struggle with assigning and enforcing clear data ownership roles.
3. Less than 10% of respondents agree that their organisation has a dedicated and effective data stewardship function in place, highlighting a significant gap and the need for proper frameworks to ensure effective data stewardship.
4. The majority do not believe their organisation holds data stakeholders accountable, signalling a widespread challenge. However, a smaller group has prioritised this, highlighting strong variability in market maturity.





## Leadership and Support

### Key findings:

#### Broad support for data enablement:

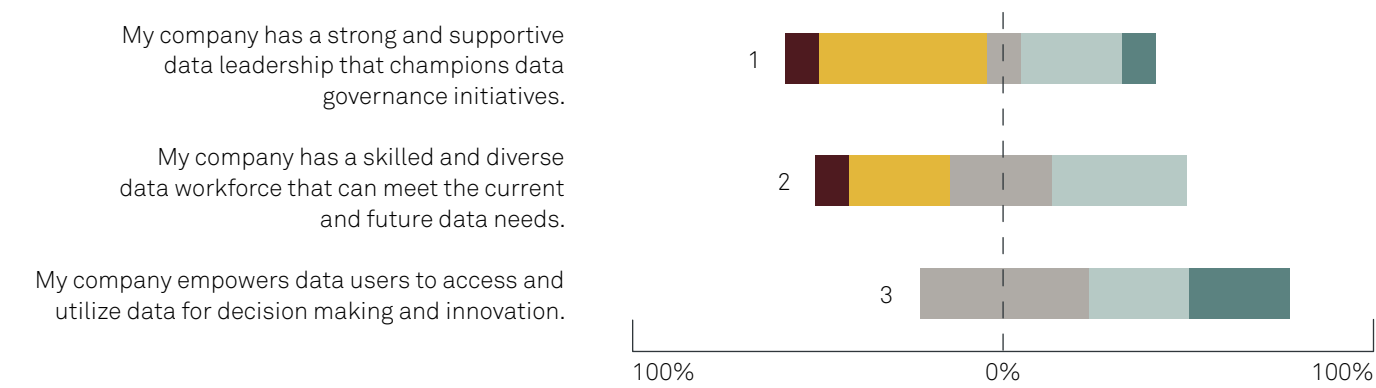
- Many organisations empower their workforce to leverage data for decision-making and innovation, but widespread neutral feedback indicates that these practices are not yet fully scaled in all organisations.

#### Perceived gap between leadership and teams:

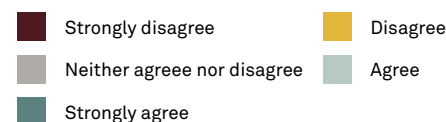
- Most respondents view their data teams as skilled and capable, but they note weak and inconsistent leadership engagement in data governance, revealing a gap where operational teams are more prepared than their leaders.

### Opportunities:

- Bridge the leadership-team gap: Provide leaders with the training and resources needed to better align with and support the capabilities of their data teams in governance efforts.
- Leverage team competence: Use skilled data teams to drive governance initiatives, especially in areas where leadership engagement is lacking.
- Expand empowerment efforts: Ensure consistent access to data tools, resources, and training to fully embed user empowerment practices.



1. The data reveals that leadership support for data governance initiatives is inconsistent. While some organisations benefit from strong leadership backing, the majority lack leaders who actively champion these efforts.
2. Most respondents believe their organisation has a skilled and diverse data workforce capable of meeting both current and future needs.
3. The majority agree or strongly agree that their organisation empowers data users for decision-making and innovation, showing strong support for this practice. However, the many neutral responses indicate that there is still room for improvement in some organisations.



## Ethics and Compliance

### Key findings:

#### Data governance at a surface level:

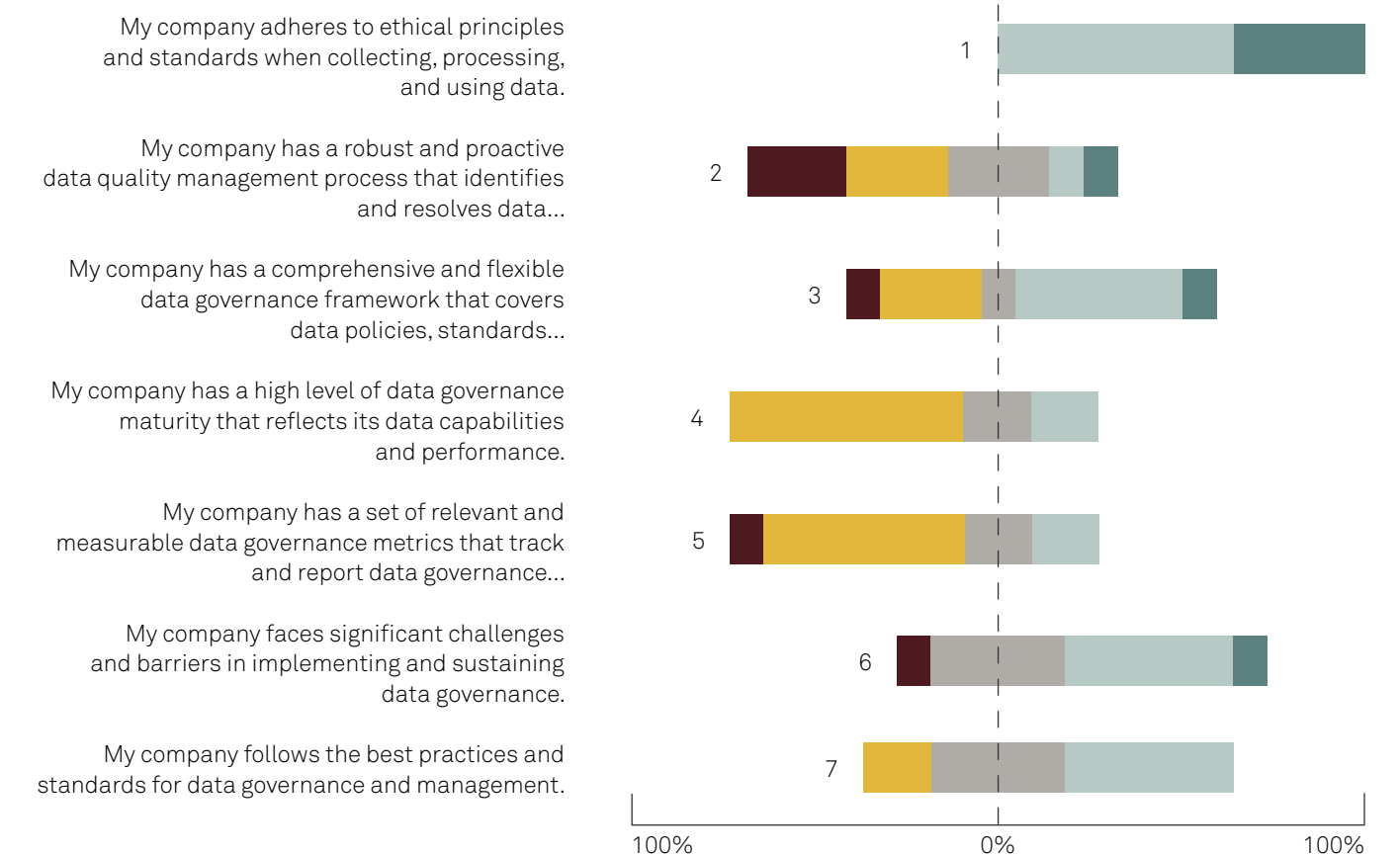
- Organisations unanimously emphasise ethical considerations, with a slight majority focusing on data policies, standards, and best practices. However, most lack the maturity to be proactive in measuring progress, which limits their ability to maintain and evaluate the effectiveness of their governance efforts.

#### Best practices adoption lacks clarity:

- Many respondents agree their organisation follows best practices, but a high proportion of neutral responses suggests variability in adoption and uncertainty about how best practises are applied.

### Opportunities:

- Improve core governance systems: Strengthen processes for managing data quality and implement measurable metrics to address systemic gaps, enhancing governance reliability.
- Clarify and promote best practices: Define and communicate clear best practices to ensure consistent understanding and implementation across organisations.
- Enhance awareness of governance challenges: Improve internal communication about governance challenges to foster a broader understanding and alignment in addressing key issues.



1. All respondents indicate that their organisation adheres to ethical principles when handling data.
2. Proactive data quality management is identified as a clear weakness, with only a few organisations having robust and proactive processes in place.
3. Many respondents agree that their organisation has a comprehensive and flexible data governance framework, but varying levels of disagreement suggest inconsistent implementation and effectiveness across organisations.
4. Governance maturity is a challenge for most organisations, with the majority indicating their organisation lacks a high level of maturity.
5. Likewise, governance metrics represent a major gap, as many respondents do not believe their organisation has the necessary tools to track governance performance.
6. A majority agree that their organisation faces significant challenges in implementing and sustaining governance efforts. However, a substantial portion of neutral responses indicates uncertainty surrounding these efforts, highlighting potential communication challenges.
7. No respondents strongly agree that their organisation follows best practices for data governance, indicating uncertainty about how best practices are defined and applied within organisations.



## Data Architecture and Infrastructure

### Key findings:

#### Gaps in governance infrastructure:

- Respondents generally express dissatisfaction or concern about their organisation's data architecture and infrastructure. However, strong agreement from some indicates that progress is achievable when these areas are prioritised.

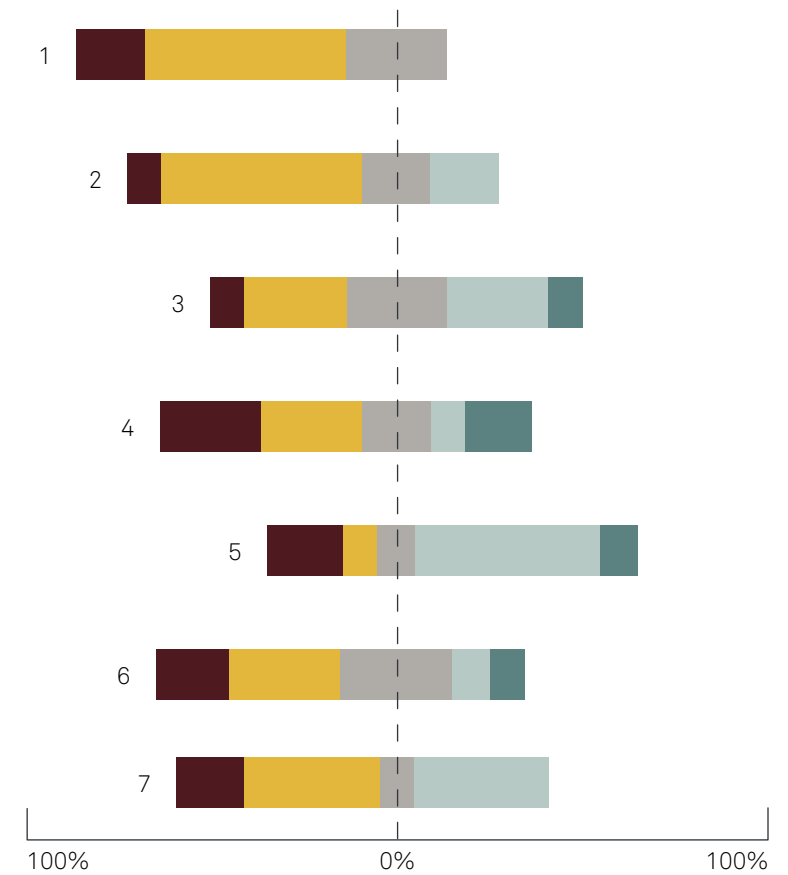
#### Strength in centralised data warehousing:

- Centralised and organised data warehouses stand out as relatively more strengthened and prioritised, with stronger agreement compared to other areas.

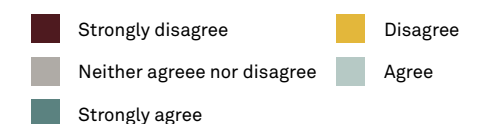
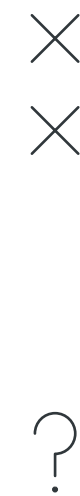
#### Opportunities:

- Develop robust governance frameworks: Prioritise building and communicating well-designed architectural frameworks and secure storage solutions to address gaps and support consistent data governance practices.
- Enhance integration and modernisation efforts: Streamline data integration processes and accelerate modernisation initiatives to improve automation, data flow, and organisational agility, enabling better decision-making and competitive advantage.

1. My company has a well-designed and documented data architecture that supports data governance and management.
2. My company has a seamless and efficient data integration process that enables data flow and exchange across systems and sources.
3. My company has a scalable and adaptable data infrastructure that can handle growing and changing data needs.
4. My company has a centralized and secure data lake that stores unprocessed and unstructured data from various sources.
5. My company has a centralized and organized data warehouse that stores processed and structured data for reporting and analysis.
6. My company has a decentralized and customized data mart that provides data for specific business units or functions.
7. My company has a modern and integrated data platform that supports data ingestion, processing, storage, and consumption.



1. All respondents indicate that they believe their organisation lacks a data architecture that supports data governance and management.
2. Most organisations struggle with data integration processes across systems, negatively impacting data flow and automation possibilities.
3. Responses about scalable and adaptable data infrastructure are completely polarised: while some organisations lack the necessary infrastructure, others are prioritising it.
4. The adoption of centralised and secure data lakes is low, with only around a quarter of respondents reporting their implementation.
5. Centralised warehousing is mostly adopted and effective, but notable disagreement reveals a significant portion that either lack this infrastructure or perceive it as ineffective.
6. Responses highlight a limited number of customised decentralised data mart solutions tailored to business unit needs. The significant neutrality suggests uncertainty or limited visibility within organisations.
7. Some respondents agree that their organisation has a modern and integrated data platform, but the lack of strong agreement, alongside significant disagreement, suggests that most organisations struggle to fully modernise and integrate their data systems.



# Data Quality and Security

## Key findings:

### Security and compliance is a general focus:

- Compliance with data privacy laws is well-established and trusted, with most respondents expressing confidence in their organisation's data security systems.

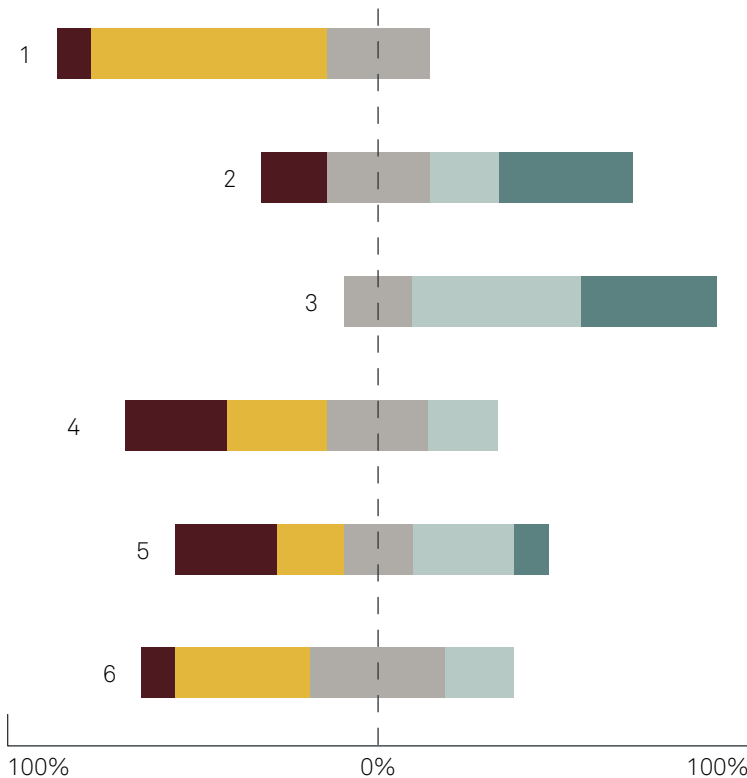
### Challenges in data quality and management:

- Organisations face significant challenges with their tools for data quality, data lineage, and data dictionaries. These gaps highlight a lack of robust infrastructure to manage data effectively and uniformly across teams.

### Opportunities:

- Improve accessibility of data resources: Develop user-friendly and accessible data catalogues and dictionaries to ensure stakeholders can easily locate, understand, and use organisational data effectively.
- Streamline data management and accessibility: Automate data lineage processes, standardise dictionaries, and enhance data catalogue usability to improve data flow visibility, ensure uniform definitions, and provide user-friendly access to critical data assets.

1 My company uses appropriate tools and platforms to ensure data quality and accuracy.



1. There is significant dissatisfaction with the tools and platforms used to ensure data quality across organisations, indicating a lack of maturity and effectiveness in the available and deployed tools.



2. Most responses indicate high confidence in their organisation's data security. However, the presence of neutral and disagreeing responses suggests that some organisations may have gaps in their security measures.

3. Respondents show a high confidence in their organisation's adherence to privacy laws. This suggests that robust systems or practices are in place across the market.

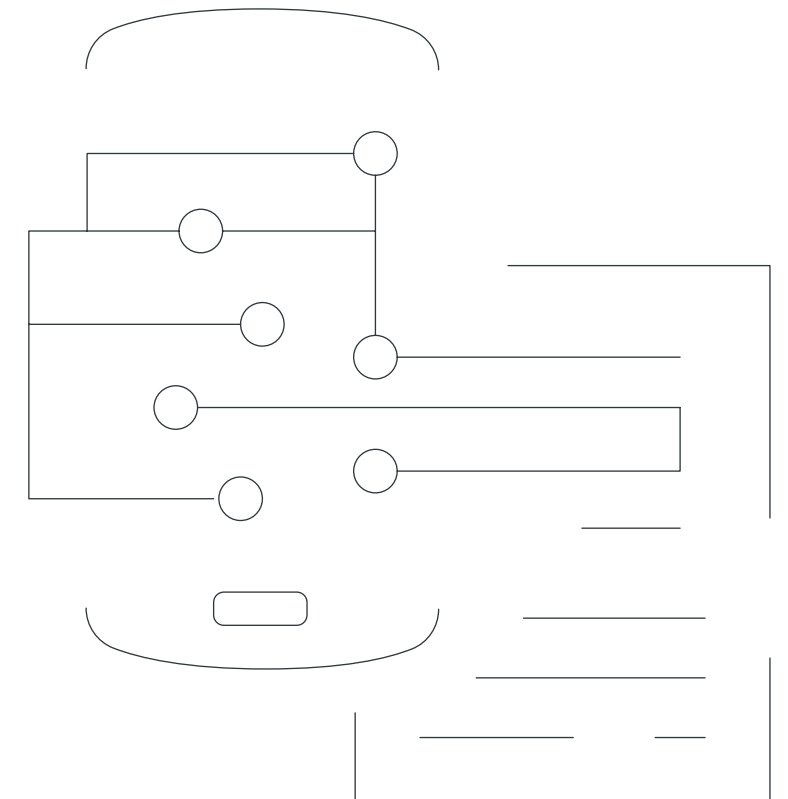


4. Significant dissatisfaction with data lineage indicates either inadequacy or limited awareness regarding the adoption of systems to track data origins and transformations.

5. The responses show significant inconsistency in adoption of comprehensive and accessible data catalogues.



6. The majority indicate that they are unaware of standardised data dictionaries within their organisation. This limited awareness suggests that efforts to define and communicate data terms are not effectively addressing organisational needs.





## Data Tools and Automation

### Key findings:

#### Barriers to consistent and effective data use:

- Challenges such as limited adoption, usability issues, and varying levels of automation highlight obstacles that prevent organisations from fully leveraging their data capabilities. These barriers may stem from insufficient resource allocation, differing priorities, or a lack of expertise across organisations.

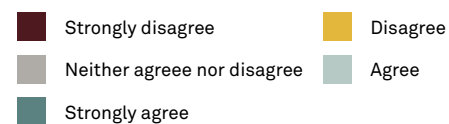
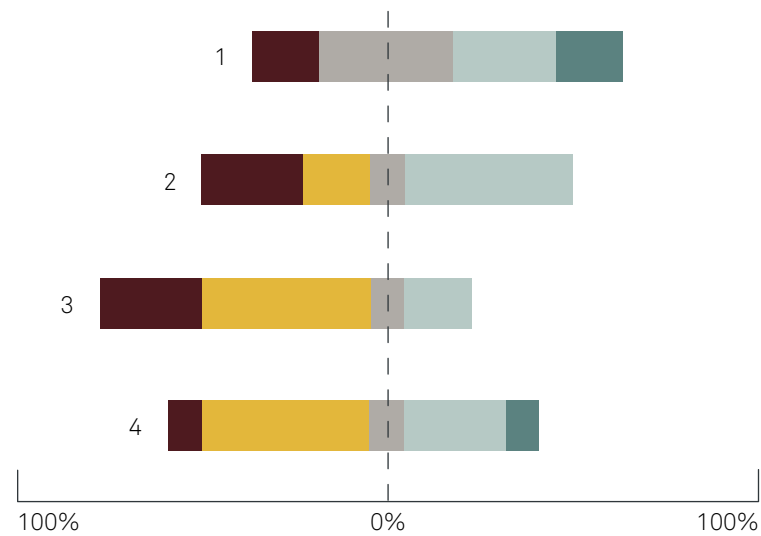
#### Variability in adoption of data tools and technologies:

- Despite existing challenges, some organisations showcase effective adoption of automation and governance tools, demonstrating that progress is achievable and that data capabilities are being leveraged in certain cases.

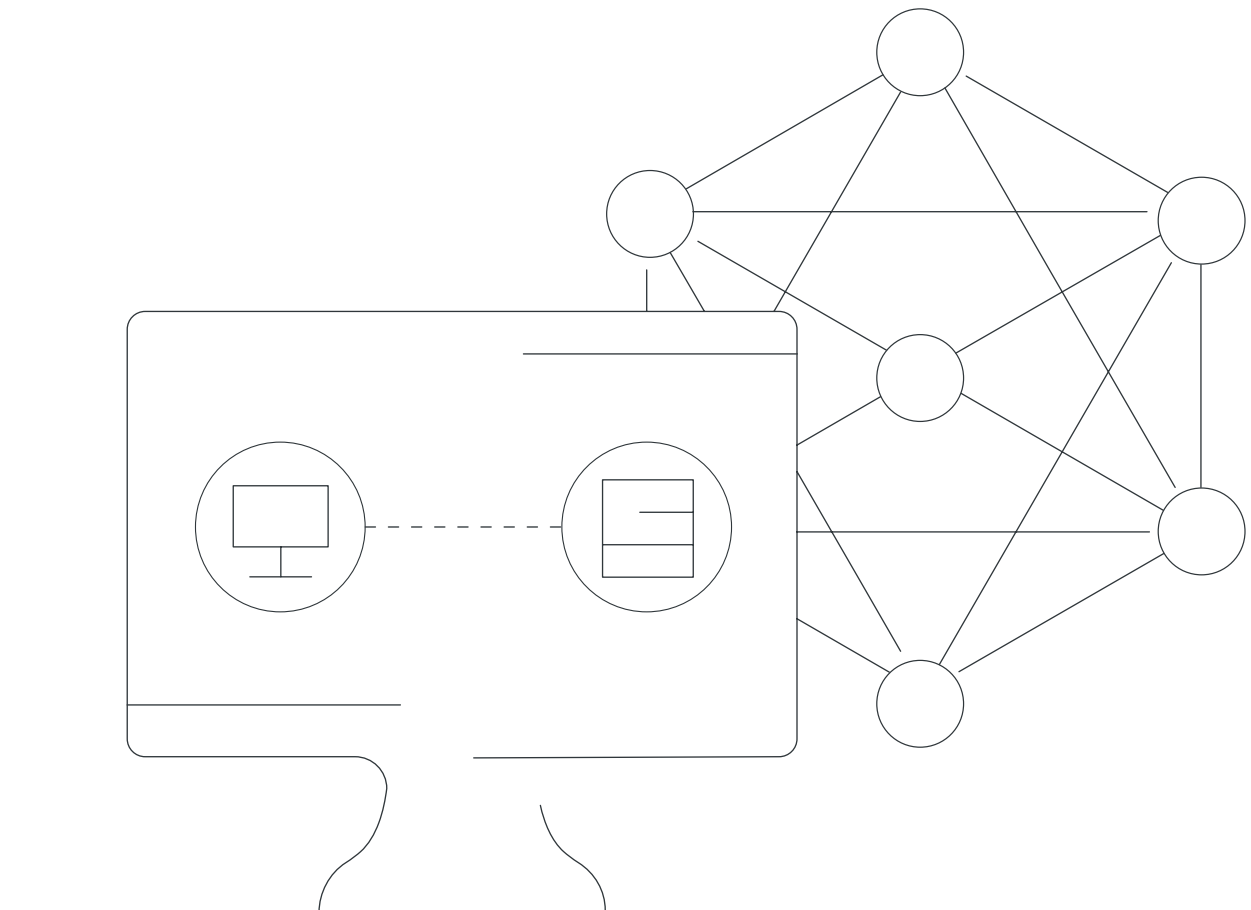
### Opportunities:

- Streamline automation practices:** Promote wider adoption of data automation technologies by addressing barriers to implementation and showcasing the possible workflow benefits.
- Address barriers to effective data tool use:** Facilitate the adoption and effective usage of data tools by exploring root causes such as availability, accessibility, and training gaps. Tackling these issues can help maximise the potential of these tools.

- 1. My company uses effective and user-friendly data visualisation tools and dashboards to communicate and present business centric data.
- 2. My company utilizes data automation technologies and solutions to streamline and optimize data processes and workflows.
- 3. My company uses the best-in-class data governance tools and software to manage and monitor data governance activities and outcomes.
- 4. My company applies data governance automation to reduce manual tasks and errors and increase efficiency and accuracy.



- The distribution of responses highlight significant difference in the effectiveness of data visualisation tools used by organisations. While many report successful implementation, others lack effective tools or face major challenges related to adoption and usability. |
- Respondents are equally divided between effectively utilising automation to streamline workflows and not yet having invested in these technologies, highlighting a clear disparity in the benefits organisations derive from automation.
- The adoption of best-in-class data governance tools is notably insufficient, with less than 20% of organisations reporting their usage. This lack of adoption can lead to challenges in consistently managing and monitoring governance activities. X
- Governance automation shows mixed levels of implementation. While some organisations leverage automation to improve efficiency and reduce errors, many have yet to adopt these technologies. X



## Data Innovation and Compliance

### Key findings:

#### Innovation efforts outpace governance alignment:

- Organisations are focusing on data analytics and innovation as growth drivers. However, the inconsistent integration of governance with business and IT functions creates a disconnect between innovation efforts and organisational oversight, which could limit the sustainable scaling of innovation.

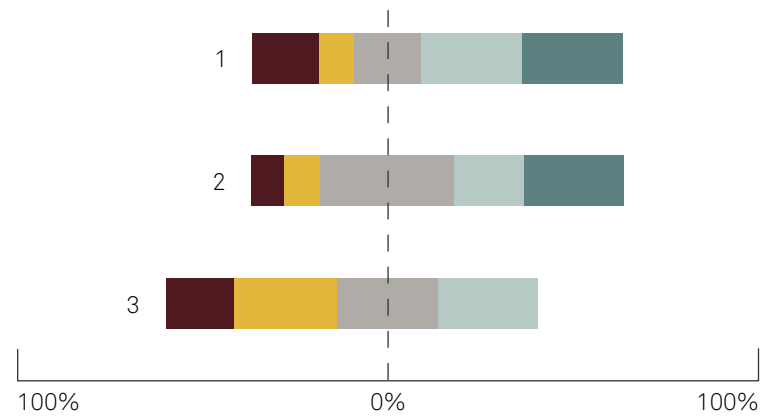
### Opportunities:

- Bridge the gap between governance and innovation: Develop governance practices that evolve alongside innovation efforts to ensure oversight and accountability without stifling creativity.
- Enhance governance integration across functions: Embed governance deep into business and IT functions to address inconsistencies, improve coordination, and ensure it supports broader organisational goals.

My company leverages advanced data analytics techniques and methods to generate insights and value from data.

My company fosters data innovation and experimentation to create new data products and services.

My company integrates data governance with other business and IT functions and systems, to ensure alignment and coordination.



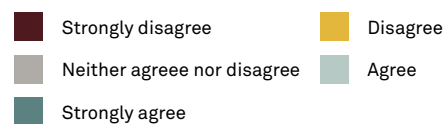
1. Most respondents agree or strongly agree that their organisation effectively uses advanced data analytics techniques. However, a smaller portion disagrees, indicating that some still rely on legacy techniques, highlighting challenges in fully leveraging analytics capabilities.



2. Less than 20% do not believe, or are uncertain whether, their organisation prioritises data innovation to create new products or services. Only a few organisations are considered front-runners in the data innovation space.



3. Only a quarter of organisations manage to integrate data governance with business and IT functions, suggesting a lack of alignment and coordination. This fragmentation could result in less effective governance practices.



A sincere thank you to all participants.

Your insights allow us to apply the right focus and drive growth and development moving forward.



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