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Data health reporting | Driving  
accountability for data through metrics

**November 2023**

# Making data health visibility a strategic priority

As data continues to grow as a critical asset, leaders are seeking ways to understand and improve the overall health of their data

## Introduction

Success in business is becoming increasingly dependent on data as organizations move toward becoming more digital, data-driven, and responsive to customer needs and trends in the business environment. As metrics-fueled insights continue to grow as a critical asset, visibility into data's "health"—the well-being of an organization's data and how it drives your objectives—is becoming a strategic priority.

## Trends in the data landscape

Although many organizations have made significant investments in their data, it continues to be a risk and barrier to maturing their capabilities.

- Companies estimate the average cost of poor data quality at \$15 million per year.<sup>1</sup>
- More than 70% of companies report that they have yet to forge a data culture.<sup>2</sup>
- According to a 2023 survey, companies say 40% of their data is not consumable or reliable.<sup>3</sup>
- Global data experts and leaders rated their company's data health lower in 2022 than they did in 2021.<sup>4</sup>

These trends provide examples of what is driving the need for organizations and data leaders to measure and report the health of their data.

## What does a 'data healthy' organization look like?

Data health refers to the overall well-being and vitality of data within an organization, representing its ability to help support the organization's goals and objectives. Below are example characteristics of a "data healthy" organization:

- Employees can access, understand, and use desired data that is fit for their specific use.
- There is a common understanding of data capabilities across the enterprise, and a culture that embraces the importance and value of data.
- Stakeholders and management have visibility and accountability for managing end-to-end data health.
- Routines, roles, and responsibilities are in place that are designed to prioritize and remediate data issues in a timely, consistent manner.

### Key components of data health

#### Quality and controls

How accurate, complete, and timely is the data?

#### Governance and literacy

How well is the data managed and understood?

#### Sourcing and architecture

How reliable and consistent is the data sourcing?

#### Issue management

How well orchestrated is data issue remediation?

#### Testing

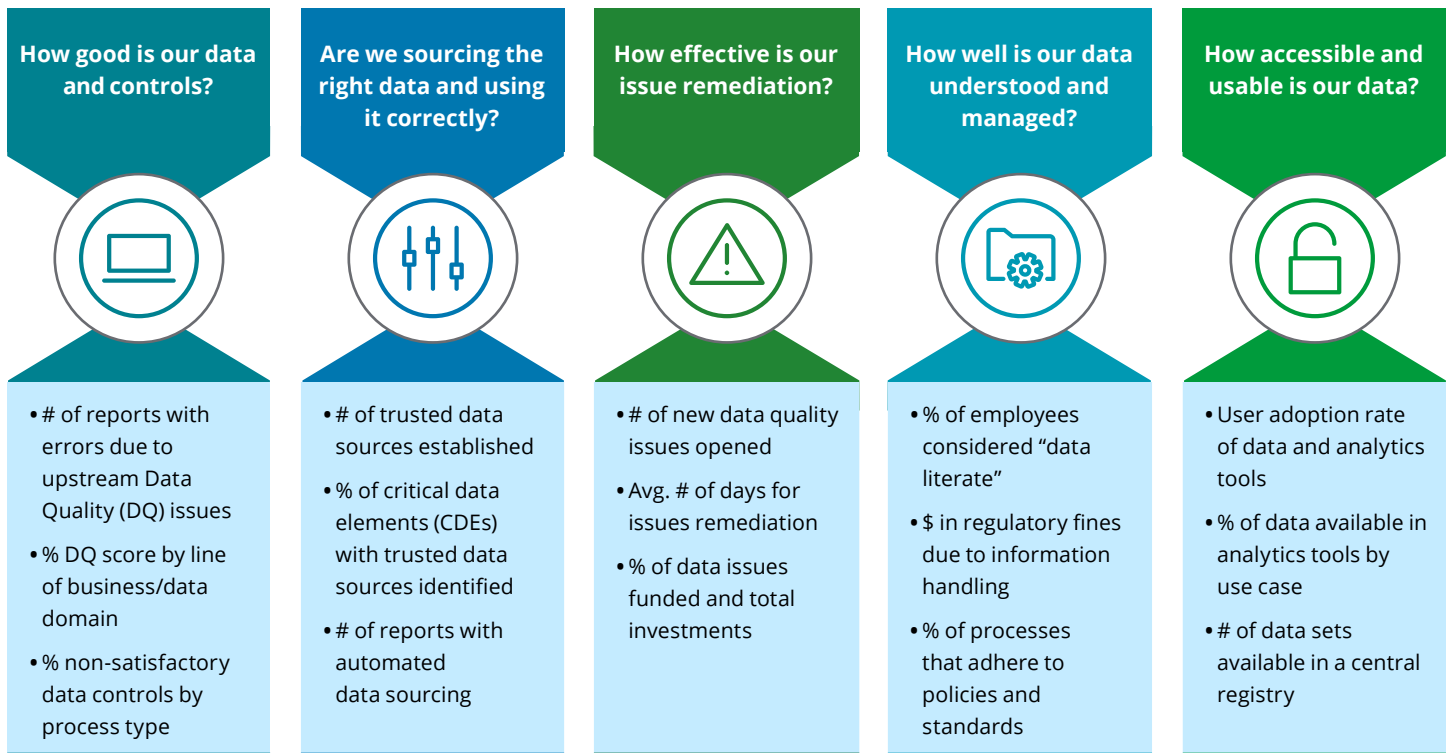
How comprehensive and effective is data testing?

#### Privacy and security

How well is the data kept confidential and protected?

### Our perspective on identifying data health focus areas

When defining metrics to measure data health, organizations should consider some key questions about their data that would provide the most valuable insights. Intuitive, measurable metrics can then be developed that help drive accountability and outcomes. For example:



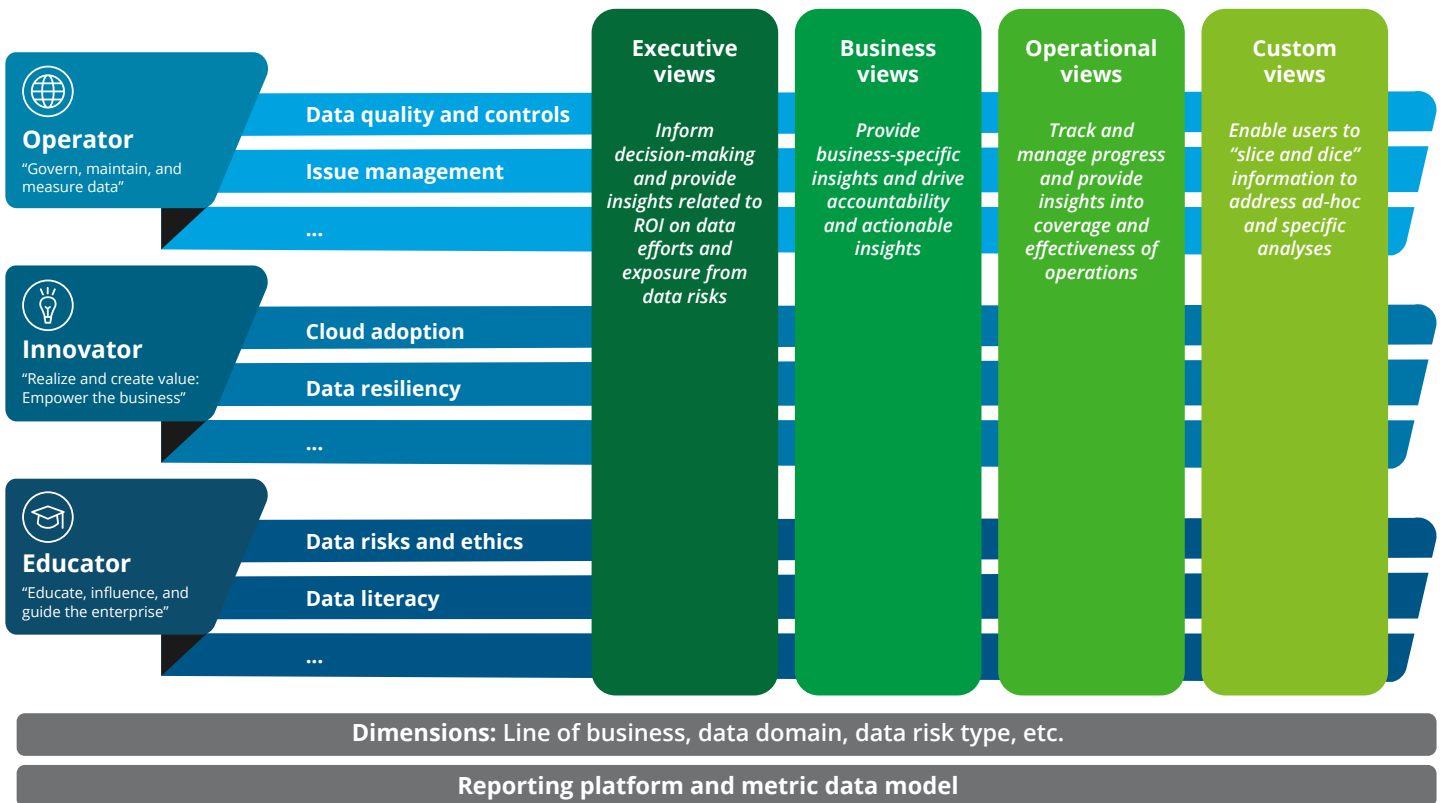
Data health **metrics should be customized** based on your organization's **business needs**, strategic **data initiatives**, and **core data management capabilities**

# A framework for managing data health


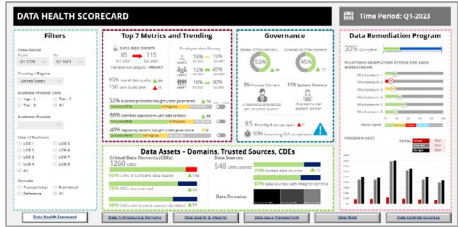
Establishing a common view of data health focused on your reporting audience’s priorities

Managing data health can be anchored on answers to three essential questions:

- 1. What are your top priorities for data?**  
 Data health reporting should be focused on the needs of the business and assist your audience in making informed decisions and driving business strategy.
- 2. Who is your audience?**  
 Understanding your reporting audience is essential and can help you design metrics and views that provide the insights needed to make informed decisions and drive accountability.
- 3. How do you orchestrate?**  
 Your data health reporting program should be operationalized in a way that is sustainable and delivers consistent and customizable measurement and reporting.



Data health reporting case studies (US Bank, Global Bank)

	US Bank	Global Bank
<b>Dashboard (Illustrative)</b>		
<b>Key questions (Focus areas)</b>	<ul style="list-style-type: none"> <li>• How good is our data?</li> <li>• How good are our controls?</li> <li>• What are our data issues, and how are we resolving them?</li> </ul>	<ul style="list-style-type: none"> <li>• What are our top data risks, and how are they trending?</li> <li>• How well have we adopted our policies and standards?</li> <li>• How are we progressing on regulatory data remediation?</li> </ul>
<b>Business driver(s)</b>	Need to improve visibility and accountability for managing end-to-end data health and driving strategic investments in data across the enterprise	Addressing matters requiring attention (MRA) related to data management reporting capabilities and overall improvement of existing data management reporting for executives
<b>Reporting audience</b>	<ul style="list-style-type: none"> <li>• Head of global strategy</li> <li>• Chief financial officer (CFO)</li> <li>• Line of business (LOB) management teams</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Chief data officer (CDO)</li> </ul>
<b>Number of metrics</b>	• Approximately 20 metrics	• Approximately 25 metrics w/top 7 identified
<b>Frequency</b>	• Monthly	• Quarterly
<b>Key outcomes</b>	<ul style="list-style-type: none"> <li>» Consistent, action-oriented metrics</li> <li>» Reinforced accountability for data</li> <li>» Visibility into risks and strategic data investments</li> </ul>	<ul style="list-style-type: none"> <li>» Over 10 data health dashboards designed</li> <li>» Metrics connected to data remediation program</li> <li>» Road map developed to address MRA</li> </ul>

# Operationalizing data health measurement and reporting

Foundational steps to establishing a sustainable data health reporting program

## Define your audience and metrics

- Define your reporting audience(s) and understand their specific needs
- Establish a metric library with agreed-upon definitions and thresholds
- Identify metric data sources and/or develop metric data collection templates to reasonably ensure consistent data is available

## Stand up repeatable metric data collection and reporting routines

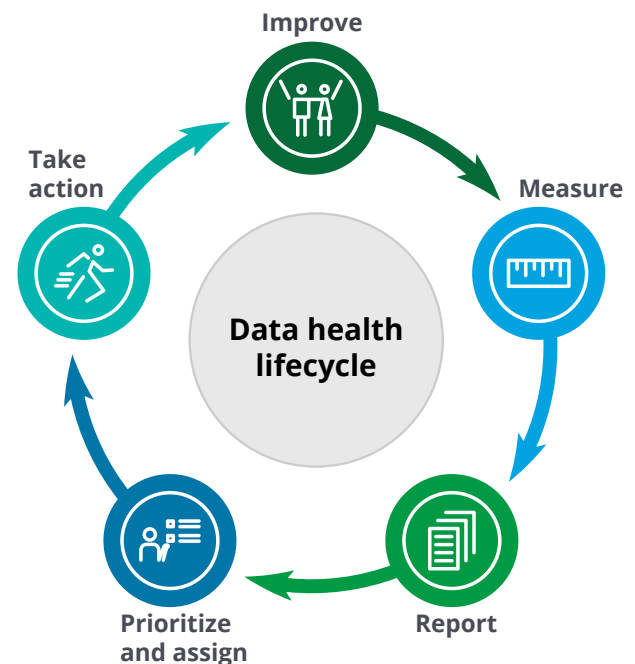
- Establish a centralized report production platform with a defined data model
- Design and deploy a standardized report production process including metric data collection, aggregation/calculation, and report generation
- Pilot with one data health focus area and iterate/expand to more over time

## Establish a governance structure and communication plans

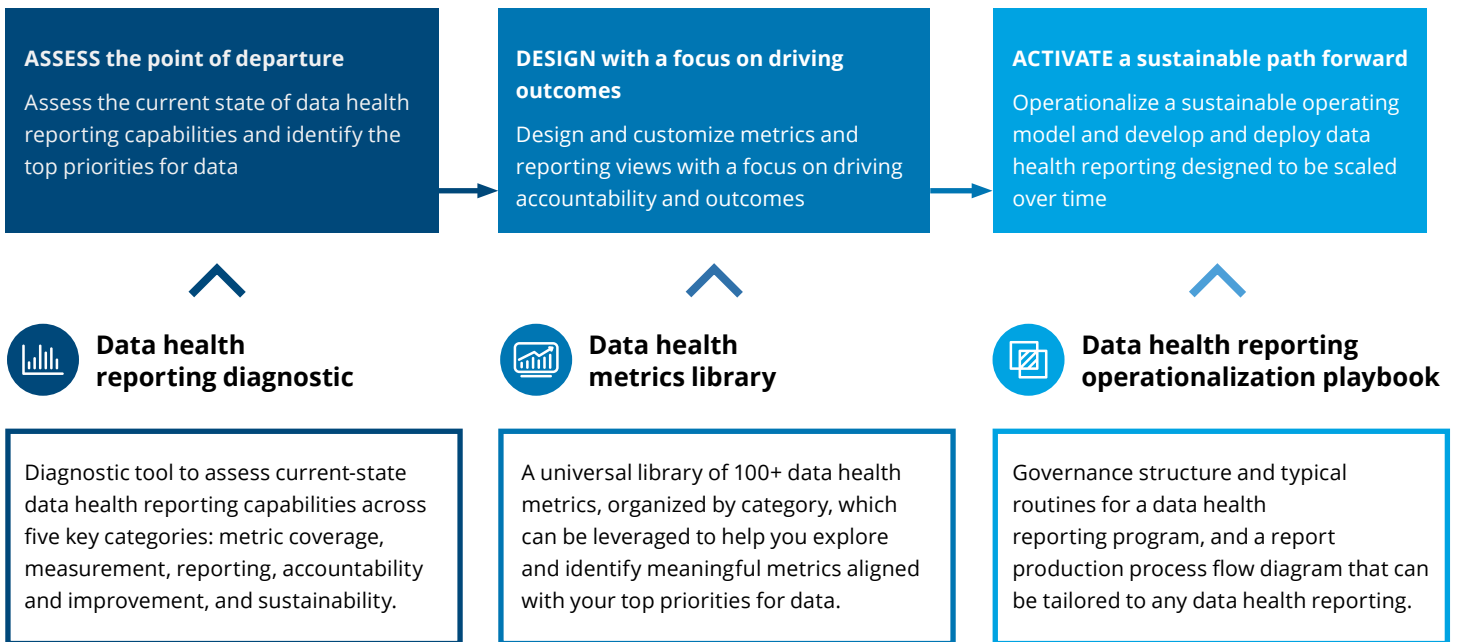
- Assign clear roles and responsibilities to help drive accountability and awareness
- Establish and follow consistent communication routines for report production and socialization
- Stand up an observation management process for nonperforming metrics
- Establish a data health steering committee to assist in facilitating refinement of metrics and views

## Activating an effective data health lifecycle

Improving data health is a continuous journey and will likely be met with new challenges as business environments become increasingly digitalized and complex. These steps can help operationalize a program that is designed to provide consistent, customizable, and sustainable measurement and reporting enabling the continuous improvement of data health.



We can leverage our experience and assets to help you initiate and/or accelerate your data health reporting journey:



# Contacts

Our team is standing by to help and is excited for the opportunity to support your data health reporting journey.



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# Endnotes

1. Manu Bansal, "[Flying blind: How bad data undermines business](#)," Forbes, October 14, 2021.
2. Randy Bean and Thomas H. Davenport, "[Companies are failing in their efforts to become data-driven](#)," Harvard Business Review, February 5, 2019.
3. Tom Reuner and Don Ryan, "[Perception isn't always reality: The case for more effective data management](#)," HFS, May 24, 2023.
4. Talend, "[Turbulence ahead: Managing data in tough times](#)," 2022.





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