



# DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

**11 - 14 March 2024 | London, UK**

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in the event mobile app\****



12 MARCH 2024

HoChun Ho  
CBRE

# Bridging the Data Divide with Data Governance

A Renewed Priority and Mission

## Advisory Services

- Advisory & Transaction Services
- Property Management
- Capital Markets
- Valuations

## Global Workplace Solutions

- Facilities Management
- Project Management
- Management Consulting
- Turner & Townsend (60% ownership)

## Real Estate Investments

- CBRE Investment Management
- Trammell Crow Company

## Corporate Functions

- CBRE Platform
- Finance
- Legal, Compliance & Risk
- Corporate Responsibility

#135

2023 F500 Ranking

~130,000

Employees Globally<sup>1</sup>

500+

Offices Globally

100+

Countries Where  
Clients Are Served

1. Including Turner & Townsend employees

UNLOCKING VALUE

# Unlock value across the commercial real estate life cycle with data

From productivity to guiding investment decisions and managing buildings with data across every dimension, we deploy world-class solutions at scale.

Delivered by our enterprise-grade technology.

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## Data at scale

That drives better decisions.

Data across every dimension delivering value via the synthesis of artificial and human intelligence.



## Enterprise-grade technology

That delivers value across the real estate lifecycle.

Advanced technologies that work together to drive efficiency, performance and value.

## Smarter Solutions

That create superior outcomes.

Purposeful integration of technologies that anticipate and meet evolving client challenges.

39B data points and growing

95+ of the Fortune 100 leverage CBRE technology

– Accelerated growth with long-term value

300+ global sources of complex data

600+ workplaces powered by CBRE

– Higher-yield investments

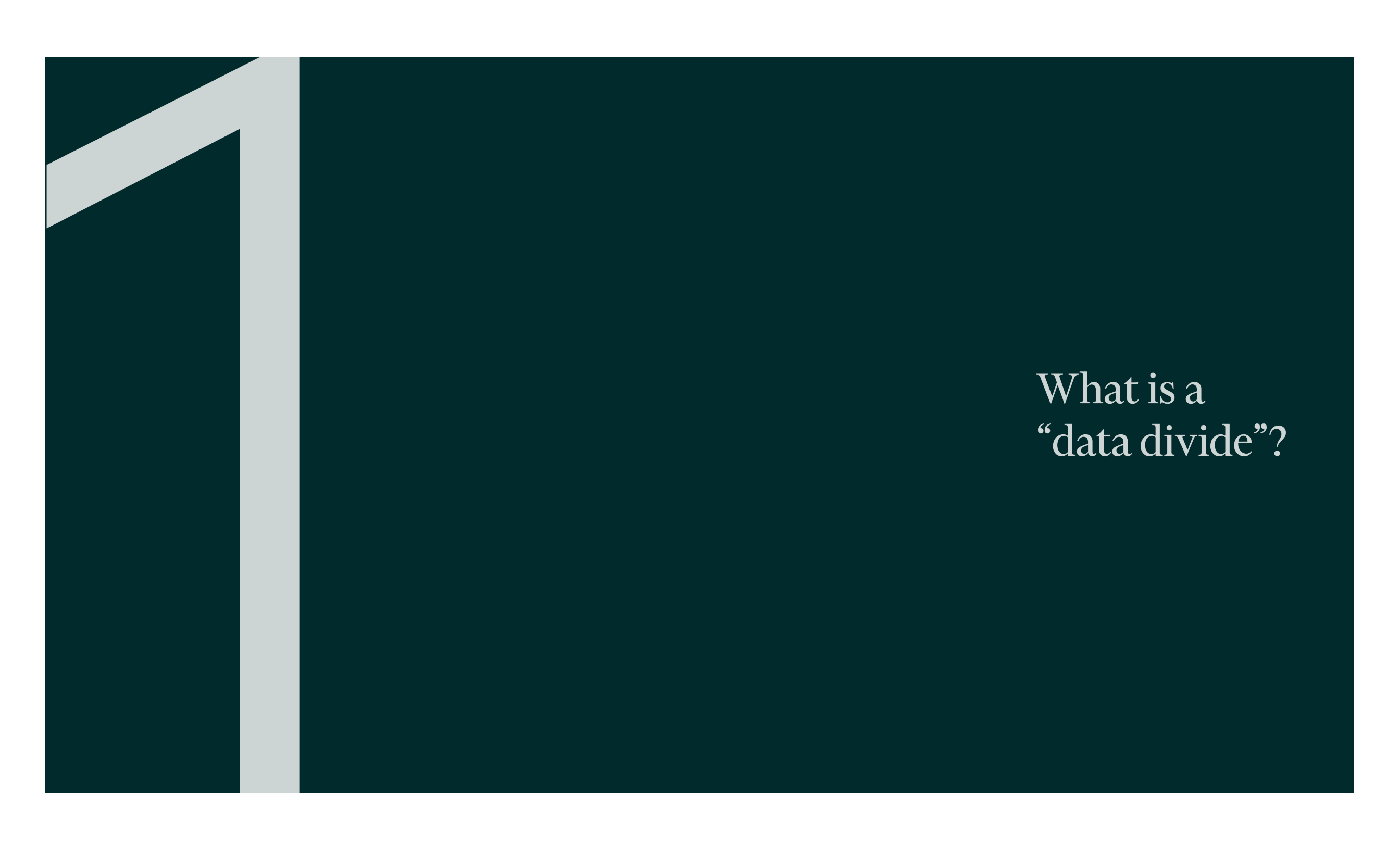
30+ years of historical market trends

15M work orders processed annually

– Greater operational efficiency

– More sustainable buildings

– Modern employee experiences



What is a  
“data divide”?



data-rich

*vs*

data-poor

# data haves

vs

# data have-nots



“ Why choose data governance  
for your career? ”



Let's ask AI this question....

“What is the value or meaning beyond making the company profitable and efficient?”



“Elaborate on Contribution to society...”

## urgency

Concerns about data powering AI become increasingly prominent.

USD\$77,600,000,000

By 2025, the global data market is estimated to be worth

## acceptance

The big G word is no longer banned from the board room.

USD\$5,280,000,000

By 2026, the Data Governance Market is expected to be worth

## enablement

Data-haves start to be more empowered.

USD\$12,900,000

According to Gartner(7/2021), better data management can save an average organization annually



New mission  
for data  
governance

the world

data driven mission for social good

our society

social justice

stakeholders


trust in institutions

me

professional growth

my company

trust & optimization



- disaster response
- public health surveillance
- humanitarian aid
- sustainable development
- equitable data access
- understanding of one's rights
- mitigating biases
- civic engagement
- democratic participation
- social cohesion
- data sharing with proper protection
- career advancement
- increased visibility
- AI proficiency
- continuous learning & skill development
- better decision making
- risk management
- operational efficiency
- improved data quality and security

“ Does that change how I do my  
job?  
”



CBRE's  
approach

CBRE DATA GOVERNANCE GOALS



### UNDERSTANDING

Glossaries, Dictionaries, Data Catalog, Meta-data, Lineage and traceability



### TRUST

Data Quality Monitoring and Remediation



### PROTECTION

Information Security, privacy and compliance



### AUTHORITY

Policies, Standards, Procedures and Guidelines



### INTEGRATION

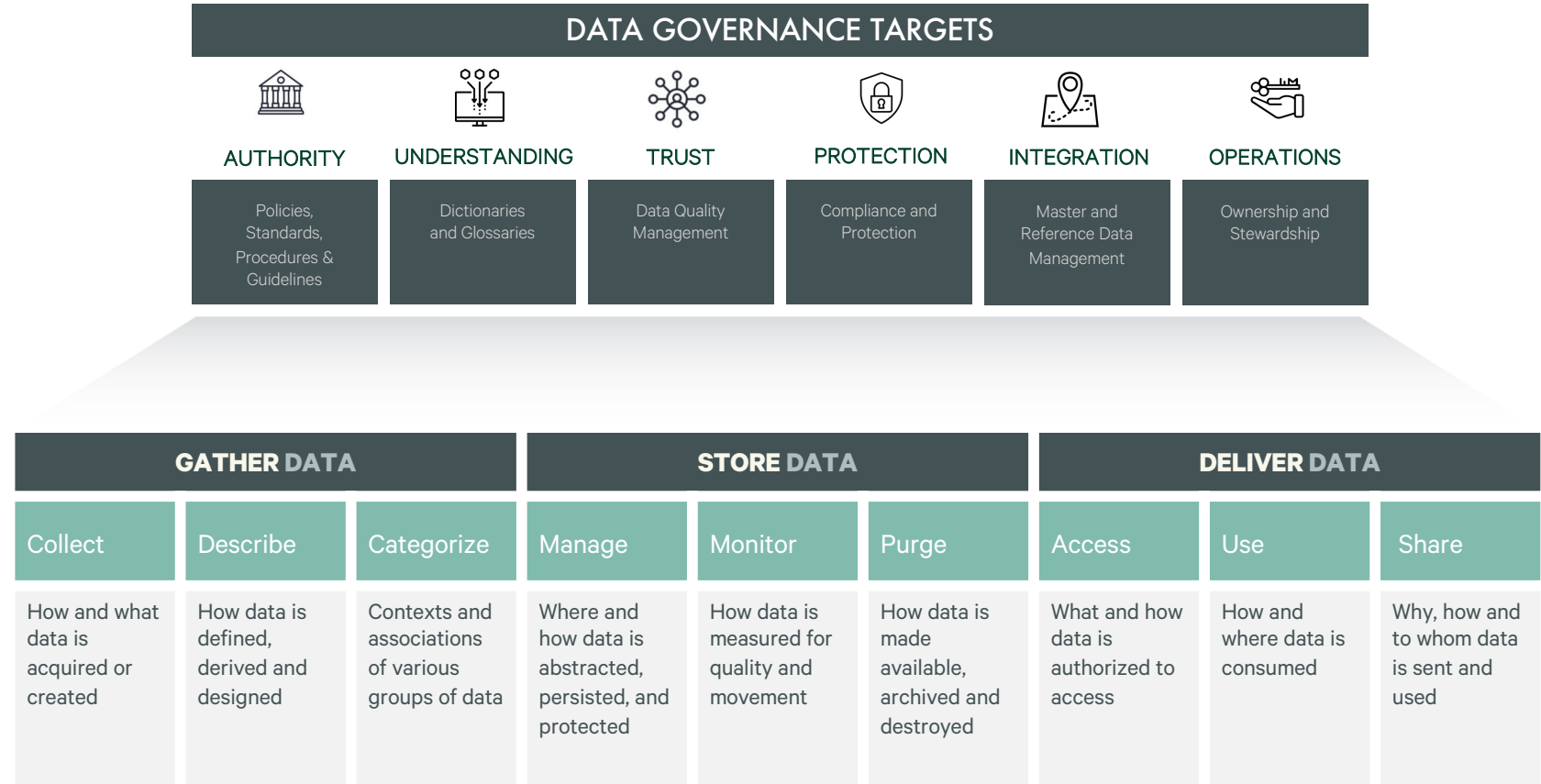
Master and Reference Data Management



### ORGANIZATION AND OPERATIONS

Ownership and Stewardship

# Gather-Store-Deliver Framework



# Gather-Store-Deliver Framework

For every item, Data Governance and its peer organizations must define:

- **Mandates (policies and standards),**
- **Operations (procedures, guidelines, intake, issue resolutions, and resources),**
- **Measures, and**
- **RACI to implement the framework.**

|   |                         | GATHER  |   |   | STORE  |   |  | DELIVER                                   |                                |  |
|---|-------------------------|---|---|---|--|---|--|---|--------------------------------|--|
|   |                         | Collect   | Describe                                  | Categorize  | Manage   | Monitor                                       | Purge  | Access                                    | Use                            | Share                                      |
|   |                         | How and what data is acquired or created                | How data is defined, derived and designed | Contexts and associations of various groups of data | Where and how data is abstracted, persisted, and protected | How data is measured for quality and movement | How data is made available, archived and destroyed | What and how data is authorized to access | How and where data is consumed | Why, how and to whom data is sent and used |
| Data Related Initiatives & Corporate Data Citizenship | Data Governance Council | Information Asset Catalog (structured & non-structured) | Business Glossaries                       | Data Domains & Sub-domains                          | Hierarchy Management & Key Mappings                        | Ownership & Stewardship                       | Records Retention Policy                           | CRUD Matrix                               | DevOps Standards               | Data Access Policy                         |
|   |                         | Application Inventory                                   | Data Dictionaries/ Data Catalog           | Security Classifications                            | Architecture & Models                                      | Data Availability & Readiness                 | Taxonomy & Tagging                                 | User & Role Definitions                   | Data Literacy                  | Data Usage Policy                          |
|   |                         | Data Standards  | Metadata Management                       | Critical Data Assets                                | Sanitization & Anonymization                               | Data Quality Monitoring                       | Business Continuity Policy                         | Compliance incl. Privacy, Sanction, etc.  | Stories & Narratives           | Data Sharing Policy                        |
|   |                         | Validation, Cleansing & Enrichment                      | Data Flows & Lifecycle                    | Reference Data & Mappings                           | Lineage & Traceability                                     | Data Defect Remediation                       | Archiving & Disposition Process                    | Contractual Limitations                   | Data Certification             | Sharing Agreements                         |
|   |                         | (3rd party) Data & Subscriptions                        | Data Models & Structures                  | (Production-Process-Consumption) Process Maps       | Trust & Survivorship                                       | Data Loss Protection                          | Information Lifecycle Management, ILM              | Helpdesk/ Inquiry Intake                  | Maturity Assessment            | Virtualization & Federation                |
|   |                         | System of Records                                       | Regulations & Restrictions                | Data Valuation & Mastering                          | Data in Motion   | Discovery & Profiling                         | Audits   | Utilization Tracking                      | Metric Definitions             | Innovation & Monetization                  |

PRIORITY

# Prioritize for new mission

|   |                         | GATHER  |   |   | STORE  |   |  | DELIVER                                   |                                |  |
|---|-------------------------|---|---|---|--|---|--|---|--------------------------------|--|
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## Parting thoughts

# Data governance is future-relevant, if you can...

Build followers

Describe your job

Increase trust in data

Create data-friendly policies

Encourage data gathering and sharing

Understand how your company makes money

Use models or taxonomy to focus on high-impact data

*“Data is easy; I just apply common sense and think logically.”*

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Now it's time to give  
yourself a reason.

# Thank you.

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**CBRE**

Gracias.

धन्यवाद

Salamat.

धन्यवाद

Obrigado.

謝謝

Спасибо

감사합니다

Merci

תודה. شکریه

Danke

ありがとう

Terima Kasih

شکرا

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