*Trust first:*

# Cultivating a *data governance* culture for *AI-driven* enterprise success

Capgemini × Informatica from Salesforce

Trust is fundamental to successful AI. As digital becomes the primary touchpoint for customers and partners, companies need a data-led mindset at every level.

Data is being rapidly democratized across the enterprise, spawning AI pilots and analytics use cases. But new freedoms can give rise to new problems.

The data sources business users rely on can be siloed and disconnected, with different practices, processes, and quality standards attached. That creates inconsistent results and conflicting interpretations.

If trust in the underlying data isn't rock solid, how sure can you be of any insights or outputs derived from it?

Trustworthy data needs to be governed: managed, protected, compliance-checked, and quality-assured. Yet firms frequently struggle with governance implementation.

Successful governance requires a culture shift and ongoing adaptation – paired with data management systems capable of evolving as business needs change.

# Overcoming barriers to democratization

There are common barriers to successful data governance, some organizational and some technical.

**On the organizational side,** there are often cultural and behavioral hurdles to jump – particularly if one of the aims is to democratize data. In the past, it was normal to see data as an asset to protect, not something to share. That can create a turf mentality between teams who don't want to relinquish control or expose inconsistencies to others.

**On the technical side,** the biggest hurdle is typically a highly centralized approach to data governance. With the sheer volume and complexity of today's data, centralized systems struggle to keep up. Legacy systems become a bottleneck holding back progress.

The common factor in both cases is trust. If people aren't sure whether the data is well-defined, accurate, or suited to a specific use case, they're less likely use it. If they can't see the benefit of sharing their own data and having access to others, they're likely to resist collaborative change.

To modernize governance successfully, both the technology and the culture need to change. In both cases, senior leadership needs to be fully behind the shift.

# Data literacy as a foundation for **adoption**

A core element of cultural change is data literacy. It's more than just data awareness. Employees need to understand the who, where, what, why, and when of data governance so they can connect it to their day-to-day work.

A **study** by the US National Center for Education Statistics (NCES) measured the human ability to interpret data for decision-making and problem-solving. It revealed that data literacy doesn't come naturally.

**Many people lack the skills to:**

- Understand which data is relevant
- Test the validity of the data they have
- Interpret data so the results from analytics are useful
- A/B test hypotheses to see which results pan out
- Or create easy-to-understand visualizations so leaders can grasp the results.

Data literacy takes time. It requires upskilling – but also cultural change. Organizations need to sustain an ongoing conversation about data's role in the success of the business.

# Agents need **data** literacy too

Today, the industry is heading toward agentification of most data management tasks, an evolution aimed at achieving scale, efficiency, and continuous intelligence in how data is discovered, governed, and consumed. Without the ability to understand data context, quality, and lineage, agentic systems risk amplifying bias, misinterpreting controls, or making decisions detached from business or regulatory reality.

# The human factor: Coaching, mentoring, and internal champions

A **report from Capgemini** found that 75% of firms exhibiting data mastery invest in building a collaborative data-first culture. Their aim is to make data a "habit" that's engrained in day-to-day business behaviors.

That's why internal data and data governance champions are an essential part of any governance rollout. To embrace change, people have to live it first. Seeing someone you trust use new tools and having them explain how they work is much more powerful than an email or training session.

**When identifying internal data champions, there are specific traits to look for:**

- Look for people who are genuinely excited about driving change, who can influence the culture and help shift behaviors in the right direction.
- Look for people who are natural advocates, who command respect and who others naturally listen to.
- Look for people who are willing to lead by example.

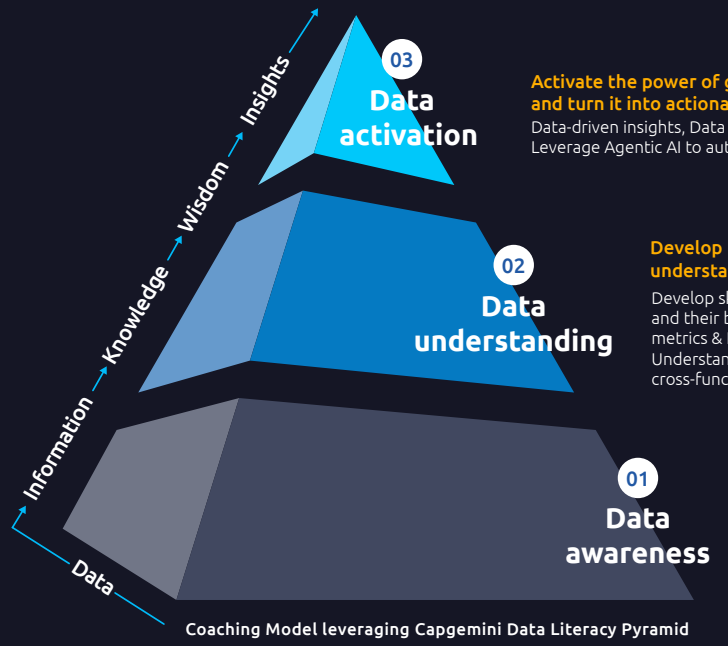
# Use case-driven governance: Aligning effort with business value

## Active data governance  role-based coaching model

When each role knows how to use the data governance platform, data moves from awareness to impact
**'Role-play coaching' makes learning practical, engaging and actionable.**

As with any IT initiative, the rollout of a data governance modernization project should be driven by specific use cases, whether that's enabling self-service analytics, establishing AI or model governance, or meeting regulatory requirements.

While data governance can support a wide range of objectives, it's essential to clearly define your short-term and long-term goals. Metrics around effort and value must be aligned and reflected in the roadmap.




Coaching Model leveraging Capgemini Data Literacy Pyramid

**Activate the power of governed data and turn it into actionable insights**
Data-driven insights, Data product monetization, Leverage Agentic AI to autonomously generate insights

**Role & context based**
e.g., Data consumers, Data scientists & Engineers, Risk managers, Product managers, Underwriting/ Actuary analysts, Treasury/ Liquidity manager, Wealth advisor etc.

**Develop Business acumen by better understanding & contextualizing trusted data**
Develop skills in reading, writing and interpreting data and their business applicability, Understand business metrics & KPIs, Evaluate data fitness for purpose, Understand data readiness for AI, Understand cross-functional data dependencies etc.

**Community based**
e.g., Data Product owners, LOB, Domain experts , Data consumers, Finance, HR, Risk etc.

**Become a "Data-aware" organization**
Understand the importance of data in business decision-making, Regulatory impact, What does "Data-driven culture mean", Ethical use of data - "Data is everyone's responsibility", What policies & standards exist etc.

**Anyone in the organization**
involved with Data & AI

# Insurance industry spotlight: **Enabling change with trusted data**

A US-based Fortune 500 property and casualty insurance company has set a strategic objective to empower data users and give them the tools to generate business insights independently.

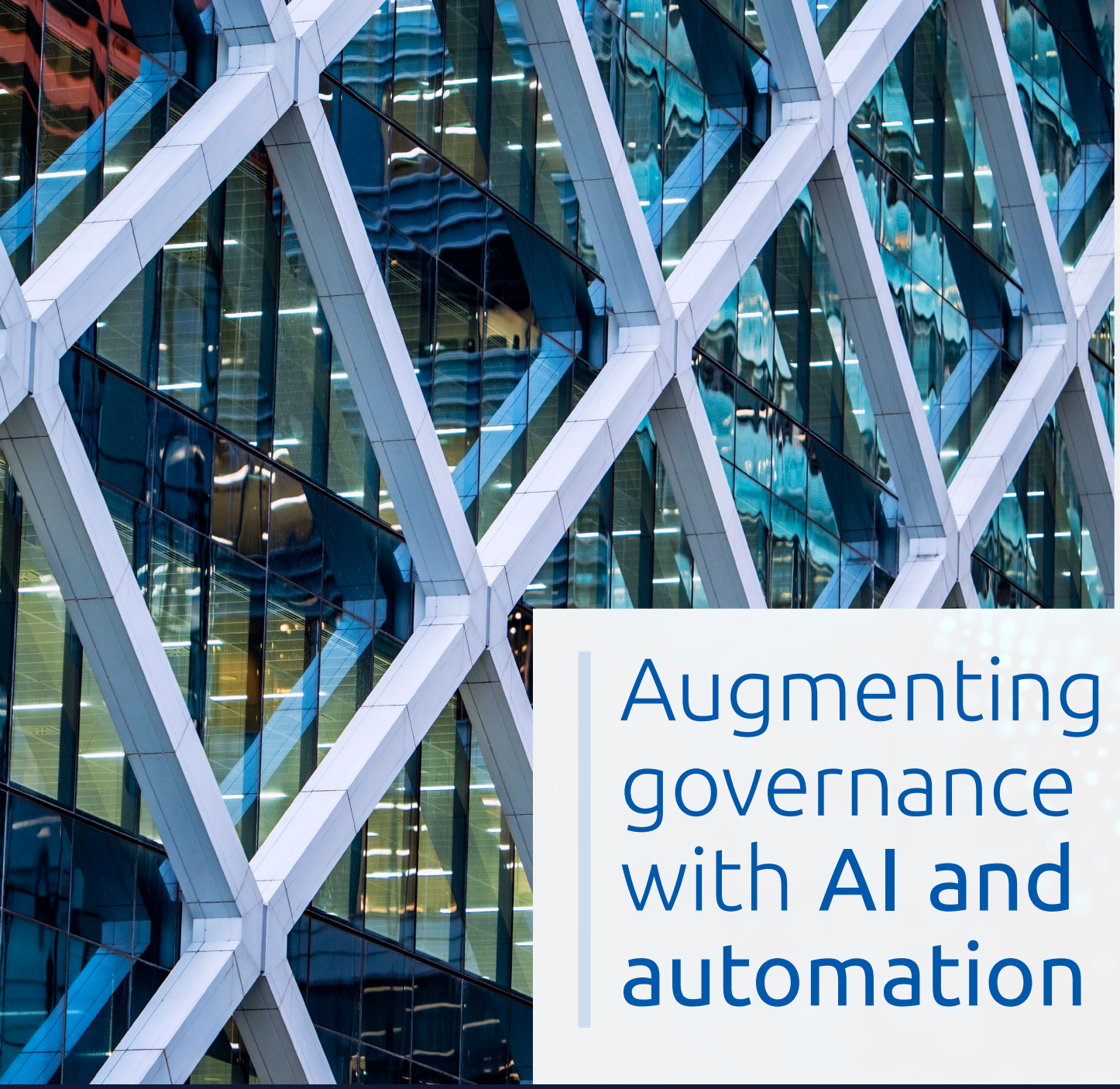
However, the change management program meant to unblock process barriers had stalled due to fragmented and inconsistent data governance practices.

Across the wider business, rules around data storage, stewardship, sharing, access, compliance, and usage had not seen full adoption. Many business units continue to run their own disparate data governance solutions, some of them built in-house. This created operational inefficiencies, data quality issues, and higher overall data management costs.

Without a consistent and proactive approach to governance, data was often misinterpreted, leading to skewed decision-making, misalignment between business units, and a lack of trust in analytics outputs.

## The solution:

To address these challenges, the company implemented Informatica's IDMC platform, ensuring proactive monitoring, automation, and consistent adoption across the enterprise.



# Augmenting governance with AI and automation

AI needs data, and data also needs AI. The success of AI projects depends on the availability of trusted and timely data used by data scientists to train and scale their models.

If data is missing, incomplete, or inaccurate, the model's behavior will be adversely affected during both training and deployment, which could lead to incorrect or biased predictions and reduce the value of the entire effort.

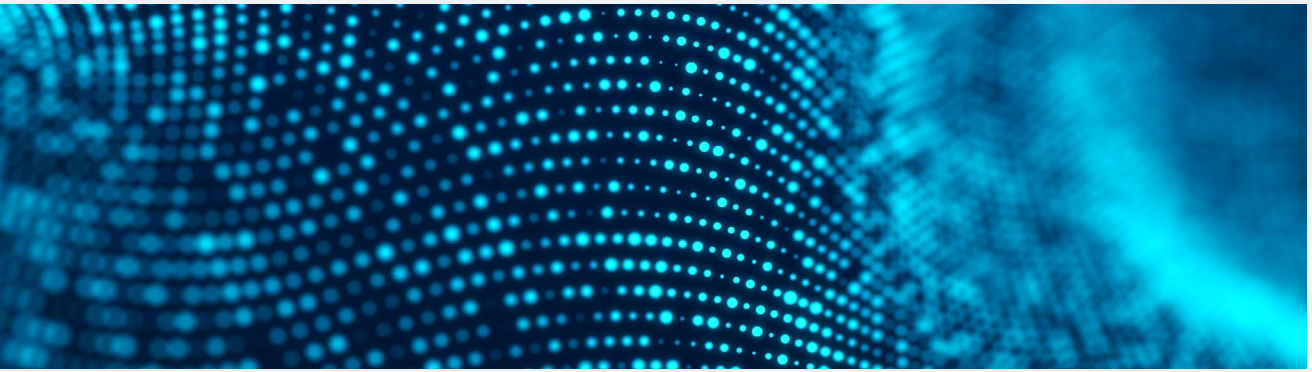
Informatica's IDMC solution includes the CLAIRE AI copilot. It brings powerful capabilities to the table when it comes to augmented data governance, including AI-driven metadata enrichment and curation, automatically discovering data quality rules, and spotting anomalies.

AI also needs intelligent data management to transform and prepare data to meet the needs of an AI model, from feature scaling, to standardization, deduplication, and master data management (MDM). CLAIRE also provides end-to-end lineage of model data, both within the model and its operations.

AI and ML play a critical role in scaling the practices of data management. Due to the massive volumes of data needed for digital transformation, organizations must discover and catalog their most relevant data and metadata to certify its relevance, value, and security – and to ensure transparency.

They must also cleanse and master this data. If data is not processed and made usable and trustworthy while adhering to governance policies, AI and ML models will deliver untrustworthy insights.

# From automation to autonomy – The age of agentification



AI and rule-based automation have been around for years, but the real transformation now sweeping the industry is agentification, the rise of autonomous, context-aware systems that can reason, act, and adapt across the data landscape.

Agentic AI is not a monolithic capability; it is composed of multiple interdependent elements that each require high-quality metadata and organizational alignment. Consider the reasoning engine, the central "brain" of an agentic framework. For this engine to function as intended, it must be supplied with a rich foundation of enterprise, specific knowledge assets, business domain definitions, ontologies, governance policies, orchestration steps, and curated metadata. These inputs provide the semantic grounding and rules that enable the engine to make sound decisions in alignment with organizational goals.

AI agents are unlocking new possibilities in data governance and stewardship, driving automation and intelligence across traditionally manual processes. A prime example is the Business Glossary Definition Generator, an advanced accelerator developed by the Capgemini Data Trust team. This solution harnesses the power of large language models and agentic AI to streamline the creation of authoritative business term definitions, ensuring consistency, accuracy, and scalability for enterprise data governance.

The Business Glossary Definition Generator transforms the traditionally manual, time-intensive process of creating and maintaining a business glossary into an AI-assisted, scalable, and quality-controlled workflow. By leveraging LLMs and specialized AI agents under SME supervision, organizations can accelerate the development of authoritative definitions for critical data elements, reduce operational costs, and improve consistency across data governance initiatives. The result is a trusted, enterprise-wide glossary that enhances data literacy, supports compliance, and drives better decision-making.

Capgemini's approach combines human expertise with AI-driven automation to streamline the end-to-end lifecycle of business term definition. It integrates curated source materials, SME insights, and iterative AI refinement to produce comprehensive, high-quality definitions linked to enterprise metadata assets. This hybrid model ensures accuracy and contextual relevance while delivering measurable efficiency gains, positioning the solution as a cornerstone for modern data governance and cataloging strategies.

# Adopt a **'shift left'** mindset

Informatica and Capgemini are helping enterprises around the globe overcome their data governance challenges and achieve business value faster.

We can help you implement data governance systems and practices that promote collaboration, clarify data lineage, and establish trust – both for business users and end customers.

To drive trusted analytics and accurate insights, organizations need to consider how to begin the journey to cloud data governance and benefit from operational improvements in how data is ingested, cataloged, managed, and shared.

From analytics to AI, trusted data is the bedrock of successful data governance. It enables democratization, and by extension, greater innovation.

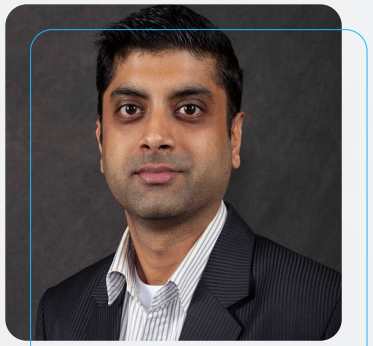
Start by not treating governance as an afterthought. Adopt a "shift left" approach that bakes governance into every data project's delivery lifecycle from day one.

# About the authors

## Mahesh Krishnan

Head of Data Governance, Insights & Data, Capgemini

Mahesh Krishnan heads Capgemini's global data governance practice for Financial Services. With 25+ years of hands-on experience in Data governance, he has guided major FS organizations build and scale data trust platforms rooted in real-world challenges and practical execution. His work focuses on making data governance tangible, actionable, and enterprise-ready. Today, he partners with leading financial institutions worldwide to operationalize unstructured data governance and drive the next wave of AI governance.



## Siddharth Rajagopal

Chief Architect EMEA-LATAM, Informatica

Siddharth (Sidd) Rajagopal is the Chief Architect EMEA-LATAM at Informatica, bringing over 18 years of experience in Data Management. As part of the Global CTO Organization, Sidd provides thought leadership on data strategy and architectural patterns while helping shape product direction based on regional feedback.

Bridging business and technical needs, he supports strategic enterprise customers in maximizing the value of their data. Sidd is the co-author of Data as the Fourth Pillar – An Executive Guide for Scaling AI and is recognized as a Top Data Architecture Voice on LinkedIn. Based in the Netherlands, he holds an Executive MBA.

## About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organisations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2024 global revenues of €22.1 billion.

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## About Informatica

Informatica from Salesforce is a leader in AI-powered enterprise cloud data management. Its Intelligent Data Management Cloud (IDMC) platform enables organizations to connect, manage and unify AI-ready data across the enterprise. With capabilities spanning data cataloguing, integration, governance, quality, privacy, metadata management, and master data management, Informatica supports a broad partner ecosystem and helps customers unlock the full value of their data and AI initiatives.

**Visit www.informatica.com to find out more.**

## About Salesforce

Salesforce is the #1 AI CRM, empowering companies to connect with their customers in a whole new way through the power of artificial intelligence, data, and trust.

**For more information about Salesforce (NYSE: CRM), visit www.salesforce.com.**

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