

Consumer Products Case Study

PROJECT OVERVIEW



Data Governance Strategy & Implementation

This client is a well-known wine and spirits company that manufactures, markets, and distributes products globally. The company works with various distribution channels and has continued to grow and innovate over the years.

The Company is on a multi-year journey to digitize the enterprise and enhance organizational support by delivering continued system, process, and data improvement. Thus, creating a solid foundation in data management to ensure timely and accurate data is critical.

Clarkston conducted a data capability assessment a few years ago, which highlighted that if the Company desired a data-driven culture and ability to make strategic data decisions, then an investment in process, people, and technology was necessary. The focus would need to be in the areas of data acquisition, management, quality, and training to achieve the governance standards they desired.

As a first step, the Company invested in a data team structure and dedicated resources to focus on this effort. This would entail a decided data excellence team (later coined NADESS – North American Data Excellence Shared Service) and a larger cross-functional Data Governance Council.

The Company embarked on this journey through the hiring of a North America Data Excellence leader, and with the help of Clarkston, started to build the necessary structure. Effort was put toward cross-functional stakeholder meetings and data steward onboarding, which ultimately led to the Data Governance Council kick-off in December 2021, and the formal creation of NADESS as an organization. The Council now meets monthly to share project knowledge as well as strategize and prioritize data platforms and capabilities. Data stewards from across many business functions participate and are represented. This is the beginning of a solid foundation for the Company's data excellence journey.

In parallel, Clarkston has supported the client in creating standardized documentation and process maps across their key data sets to allow for education of the business and onboarding of new hires.

These efforts are now building into a data governance structure that the Company can gather around to enable data-driven decisions and manage data like an asset. Clarkston continues to support the client in their growth of NADESS, the Data Governance Council, and related education and communication plans, as we start to see it embedded into their culture.

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INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



Spirits and Wine

PRIMARY OBJECTIVES:

- NADESS and Data Governance Council standup
- Stakeholder management and engagement
- Development and execution of communication and training plans during organize and implementation phases
- Creation and support of agendas and materials for Data Governance Council meetings and member onboarding
- Process mapping and data flow documentation for key foundational business areas
- Technology roadmap and recommendations regarding key systems needed for the upcoming fiscal year budget

RESOLUTION:

- Developed kickoff and onboarding materials highlighting goals, expectations, and responsibilities for NADESS and Data Governance Council members
- Identified key stakeholders and held frequent touch point meetings to review data management issues and processes
- Created an actionable communication plan to share Data Governance Council goals to key stakeholders in the organization
- Introduced a training plan and outlined key areas to develop educational documentation
- Introduced Data Governance Council meetings, established set agendas, and developed an outline for future meetings
- Defined and created data process flows for critical data domain fields emphasizing business areas involved and data sources impacted
- Outlined time estimates and resource requirements for critical current and future technology projects occurring

KEY BENEFITS:

- A formal Data Governance team has been established and recognized, representing various business functions to focus on data processes and quality
- Visibility into data management needs across the organization and recurring meetings focused on resolving data related issues
- Standardized documentation for key data sets to better understand the flow of data and information between systems and functions
- Educational material and a Confluence knowledge sharing site is now available to aid in continued development
- Resource needs have been prioritized to support key initiatives and technology projects in the upcoming fiscal year
- Consistent onboarding approach has been established to educate new hires for NADESS and DGC

Data Governance Council is established with a formal cadence and structured meeting agendas

Documented current state data flow processes for key data sets as supported by NADESS

Defined education and communication around data governance and data management for the organization

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