

Data Management

February 2025

Agenda

- Customer Data Management
- Enterprise Data Management
- Modern Data Stack
- Enterprise data journey



Srini Krishnamurthy

Unlock, improve, and increase the value of enterprise data for



2008-2025

Enterprise Data

Global Data Governance and Delivery Lead,

M & A

SVP, Americas Transformation Lead, Merkle

Led Americas M & A, created a comprehensive M & A Integration methodology

Customer Data Management

SVP, Implementation Group Lead, Merkle

Held many roles starting from program manager to becoming leading all data management / technology implementations for clients

Project Manager

IT Project Manager, Liberty Mutual

Personal & Commercial Lines. PMP Certified Project Manager

Developer & Architect

Principal Consultant

Sun Certified Java Developer and Enterprise Architect

Areas of expertise

- Enterprise Data Management & Delivery
- Customer Data Management & Delivery
- Master Data Management
- Technology Consulting
- M & A
- Functional Leadership
- Project Management
- People Management

Brands, I have worked with over the years



2006-2008



2000-2006

Current role and responsibilities



Drive data transformation office & execute enterprise data strategy



Master Data Management – end to end development and governance of data products.



Improve data maturity by partnering with the leaders within finance, HR, Legal, Technology



Improve data literacy, adoption of enterprise data products across regional and global stakeholders.

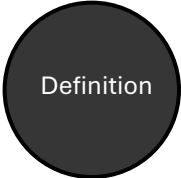
Customer Data Management

**Customer Data
Management
enables great
customer
experience, build
brands, & transform
businesses**



- Enterprise Data Management

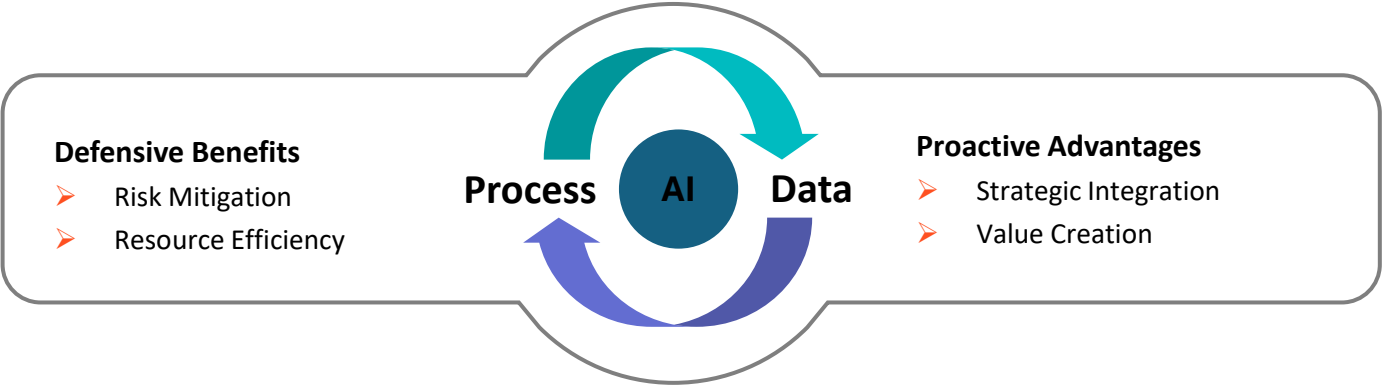
Data & Process are critical to Business Operations



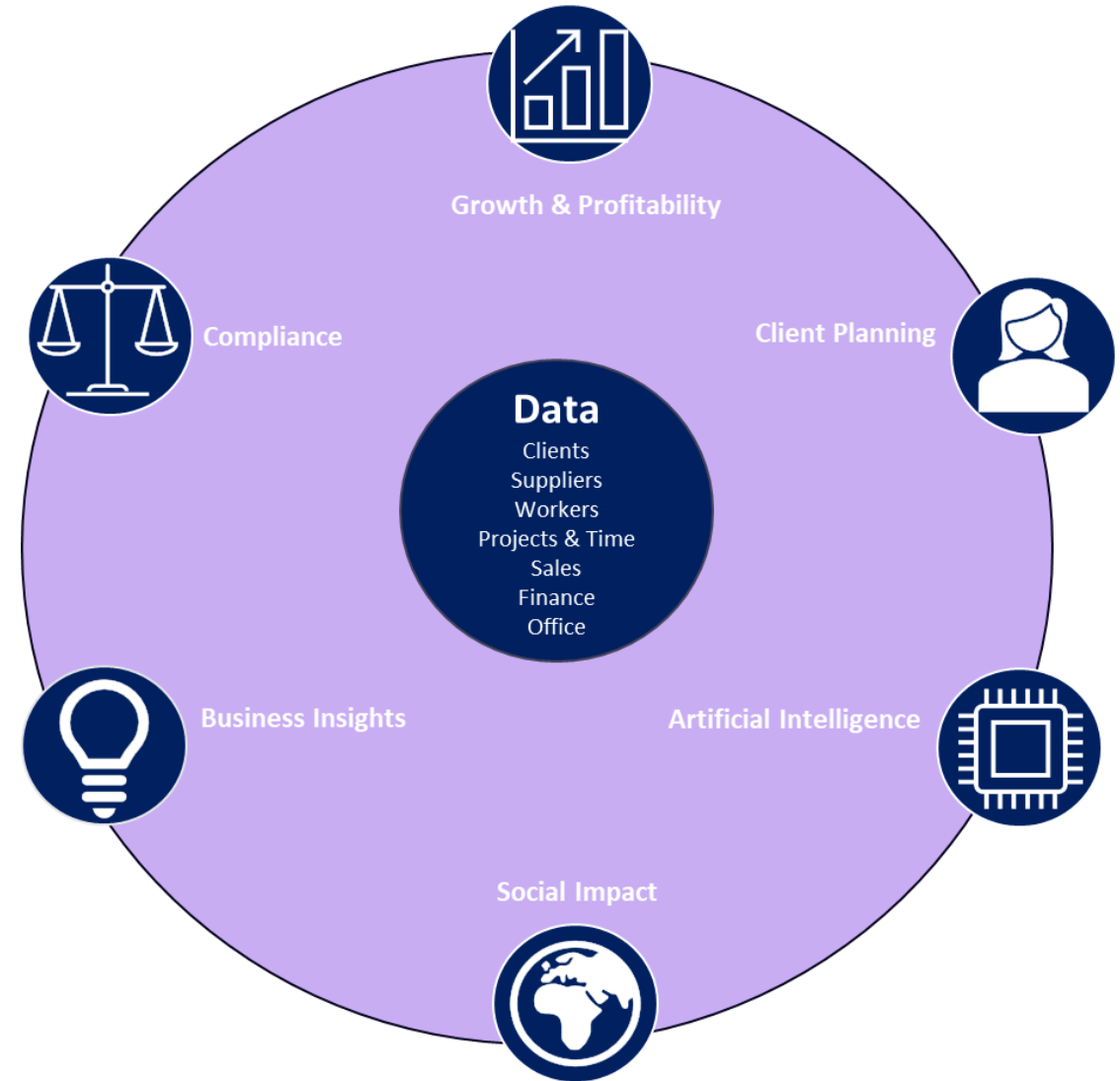
Process Management	Data Governance
Process management looks at every business process, individually and collectively, to create a more efficient organization.	Data governance is critical for all aspects of our business from strategy, operations, social impact, compliance, to innovation and AI.

*Data and Process are **interrelated** and critical to achieving AI **optimized business operations***

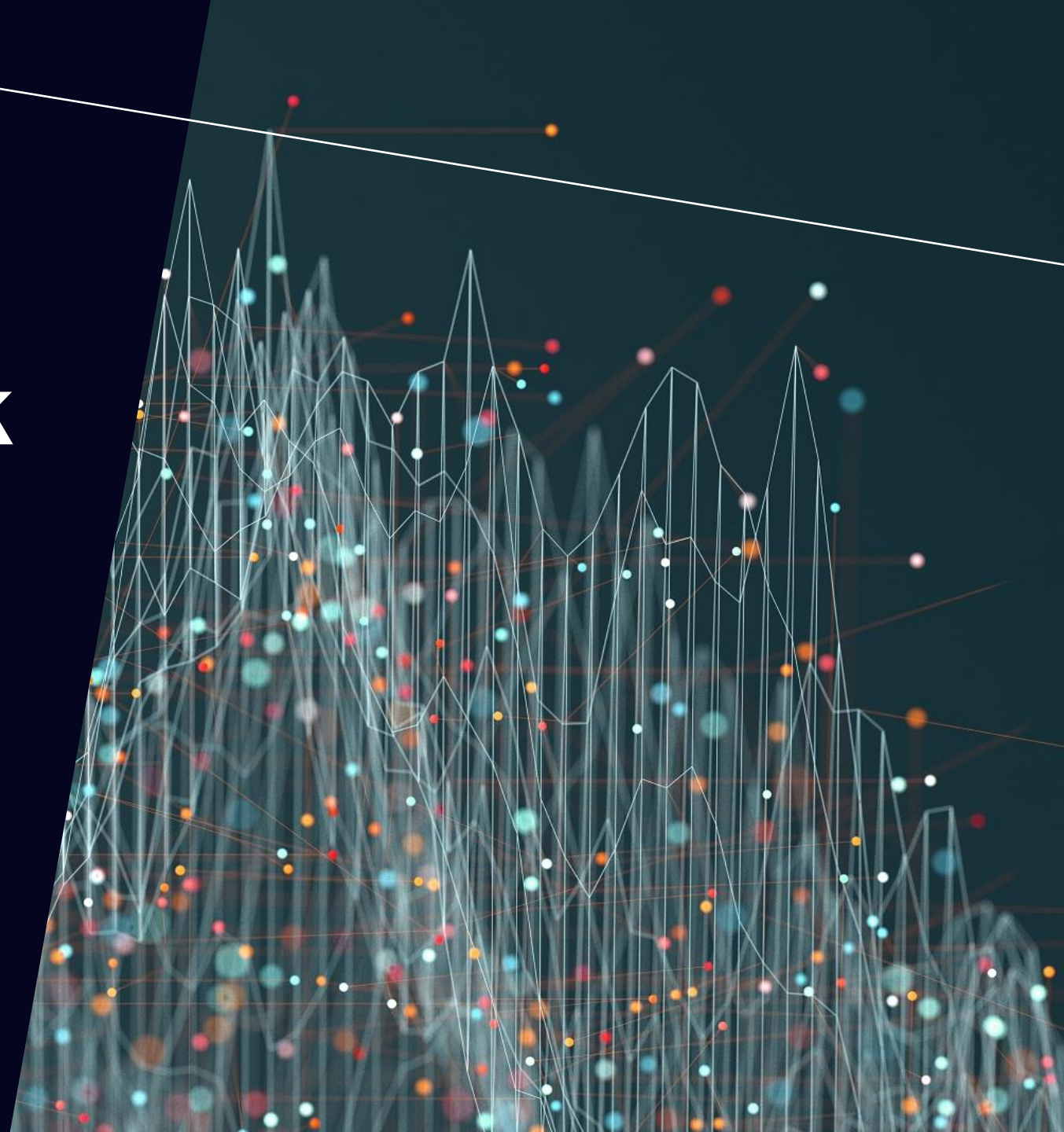
The data flows through our processes, like a 'fuel' that powers the effectiveness and efficiency. Consistency in the data creates consistency in the process. The process provides boundaries for behaviors, and when enabled by technology, prevents the data and process from going astray or becoming fragmented.



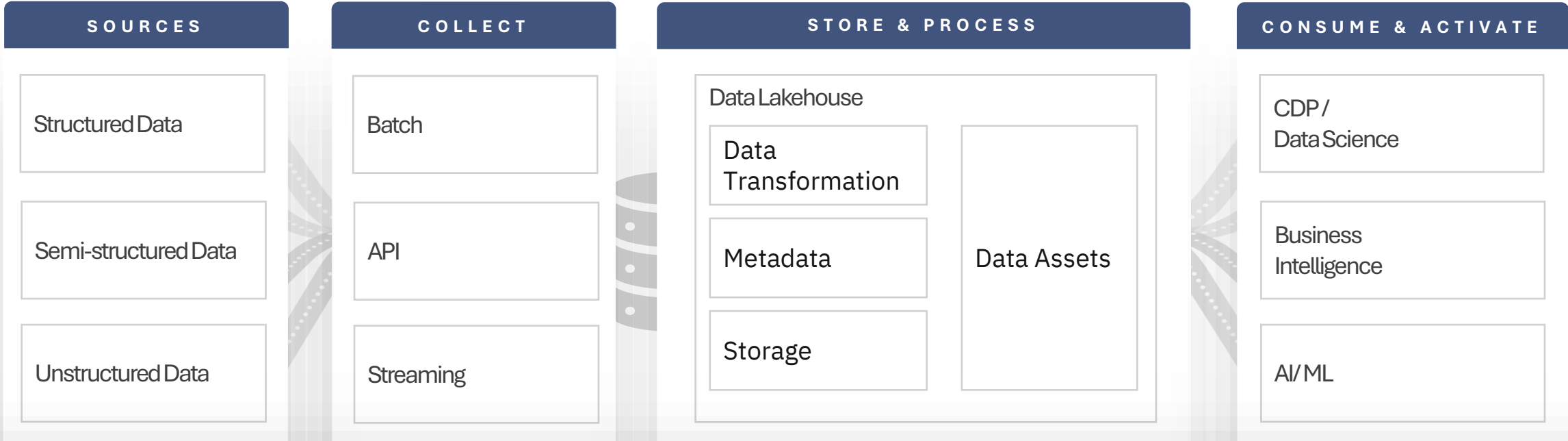
Enterprise Data is foundational to enabling core business use cases



Modern Data Stack



Modern Data Stack



AUTOMATION

MONITORING & LOGGING

GOVERNANCE & OBSERVABILITY

Enterprise Data Journey

Enterprise Data Maturity Model

Data Maturity

Starting state



Desired state



0. Chaotic

No awareness of any data governance activities. No ownership, security, or any system defined for data in the organization. The process for data creation, gathering, sharing is not defined. No common definition of established standards for data collection.

1. Ad-Hoc

Lack of data governance becomes evident. Business and IT leaders start to understand and **acknowledge the value of data governance**. There is a well-recognized need for a standard set of tools, processes, and models in place between the internal teams in the organization.

2. Systemic

The business understands the importance and value of data management. **Sharing of information takes place** between the internal teams in the organization. Although the level of **adherence remains low**.

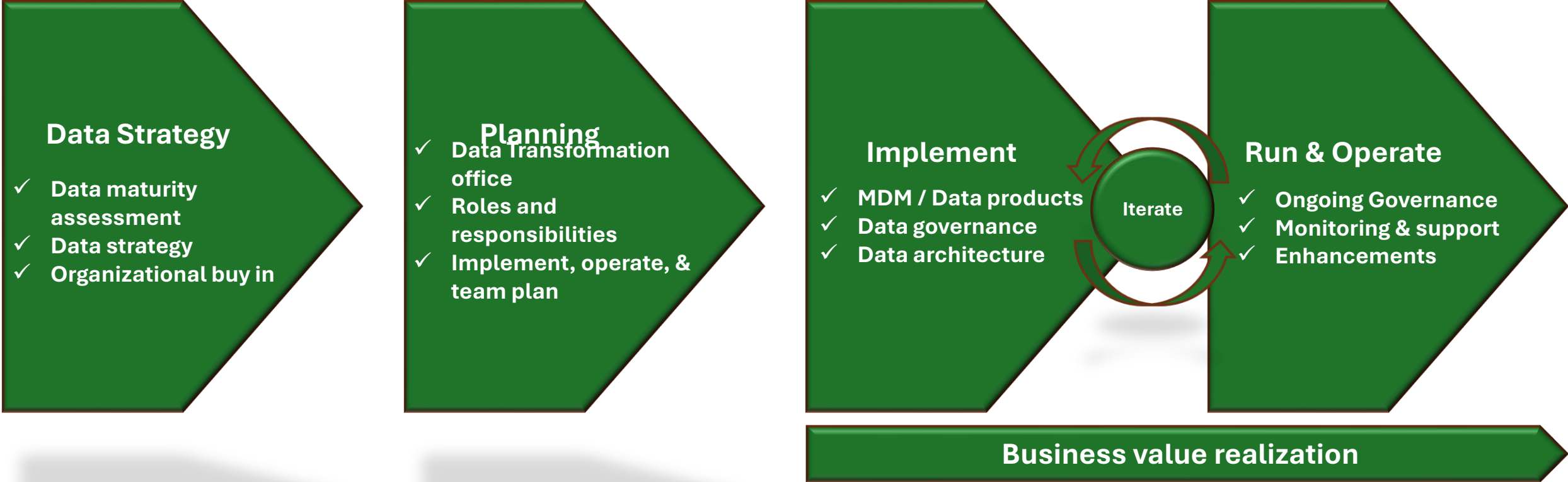
3. Optimized

Data management is accepted and adopted. **Data becomes imperative to support crucial business decisions**. Data management becomes a part of every project in the organization.

4. Institutionalised

The ultimate level wherein it is safe to say that the organization has reached its goal in terms of data management. Data is considered to provide a differentiator advantage against competition. Data strategy is linked with improved productivity and efficiency.

Enterprise Data Program view



Our data strategy to improve enterprise data maturity focused on the following areas

1
Master Data Management

2
Enterprise Data Governance

3
Data Architecture

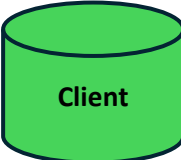
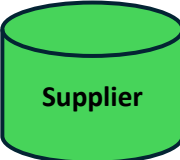





Objectives

- Create the **source of truth** by creating Data Products

- Instill **trust, quality** and **credibility** around data within our organization.
- Establish effective **data distribution** supporting Reporting & Analytics.

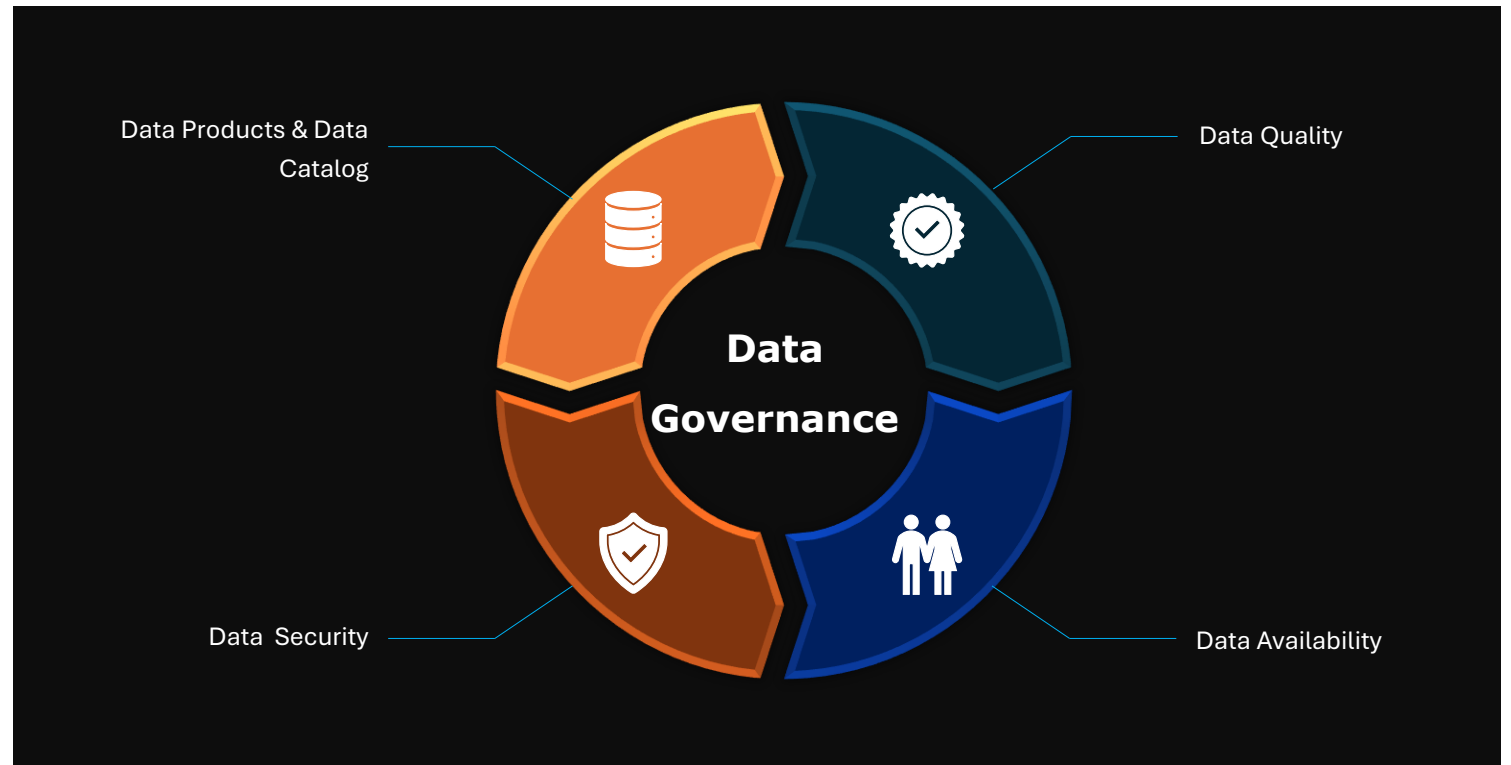
- Improve E2E Data within our Business Platforms

Master Data Products

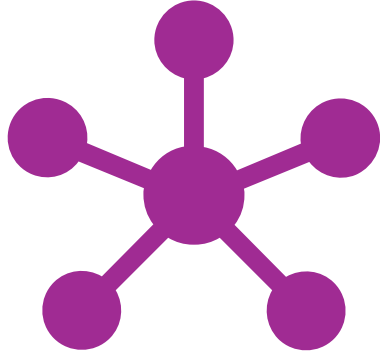
<p>Master Domains</p>	 <p>Client</p>	 <p>Supplier</p>	 <p>Cost & Profit Centers</p>	 <p>Employee</p>	 <p>Companies</p>	 <p>Office Location</p>	 <p>Reference Data</p>
<p>Description</p>	<p>360-degree view of clients</p>	<p>360-degree view of Suppliers</p>	<p>Single mapping of financial dimensions</p>	<p>360-degree view of employees</p>	<p>Single mapping of all owned Legal entities</p>	<p>Single source of truth of our facilities</p>	<p>Single source of truth for reference data supporting across all business platforms</p>
<p>Sponsor</p>	<p>Finance + Commercial</p>	<p>Procurement + Finance</p>	<p>BizOps + Finance</p>	<p>HR + RM</p>	<p>Legal + Finance</p>	<p>Facilities + Finance</p>	<p>BizOps + Finance</p>

Enterprise Data Governance – Key Focus Areas

- ✓ **Data roles and responsibilities**
- ✓ **Data catalog & system inventory**
- ✓ **Data products**
- ✓ **Data validation & quality**
- ✓ **Data distribution**
- ✓ **Data security** (supporting info security)
 - ✓ **Data classification**
 - ✓ **Data access**
 - ✓ **Data retention**
 - ✓ **Data lineage**
 - ✓ **Data Loss Prevention**

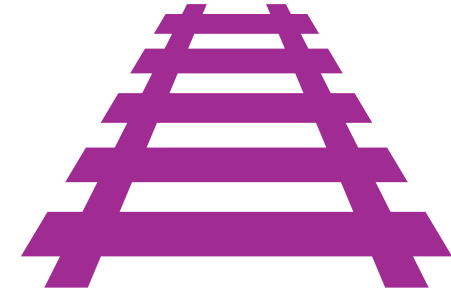


Data Architecture



Conceptual Data Model

Data models describe the essential data elements required in each business area and helps to understand how data from one business area impacts another business area.



Guardrails

Guardrails are documented ways of operating including process documentation, system architectures, data definitions and data standards.

Enterprise Data Use Cases



Headcount & Utilization



Workforce Planning



Cost Management



Financial Reporting



Statutory Reporting



Sustainability Reporting

- Thank You