



G-Cloud 15 – Service Definition Enterprise Data Management

Taleos Consulting – Lot 3

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SERVICE OVERVIEW

Faced with growing issues of unreliable and inconsistent data, many organisations have adopted Enterprise Data Management (EDM) to regain control of their information assets. Effective EDM addresses data quality issues at their source and manages data across its entire lifecycle, recognising that inaccuracies introduced at creation can propagate throughout systems and processes.

Effective enterprise data management addresses the source of data problems like these, but it doesn't stop there. EDM also helps manage data across its entire lifecycle.

A comprehensive EDM solution includes capabilities in

- Defining data strategies and a clear vision to manage data as an asset
- Profiling, cleansing and monitoring to improve data quality;
- Implementing effective data governance and monitoring - to provide on-going oversight and enforcement of standards and procedures
- Designing and managing enterprise data models to identify where data is and how it is used in the organisation.
- Building a data landscape to get to grips with all of the data in the organisation and mapping its flows from source (often legacy) to exploitation
- Master data management. Improvements in these areas can help produce the kind of data your business can rely on – from the beginning.

THE BUSINESS NEED

Data problems can affect nearly every part of a company's business, from customer relationship management to finance, operations, marketing, risk management, vendor relations and beyond. In some cases, large companies with multiple product lines and sales channels may not even know how much business they're doing with their most important customers. Such problems can leave decision-makers operating in the dark.

Effective enterprise data management addresses the source of data problems like these, but it doesn't stop there. EDM also helps manage data across its entire lifecycle. A comprehensive EDM solution includes capabilities in profiling, cleansing and monitoring to improve data quality; metadata (data about data) to ensure consistent definitions and usage; data governance to provide on-going oversight and enforcement of standards and procedures and master data management. Improvements in these areas can help produce the kind of data your business can rely on – from the beginning

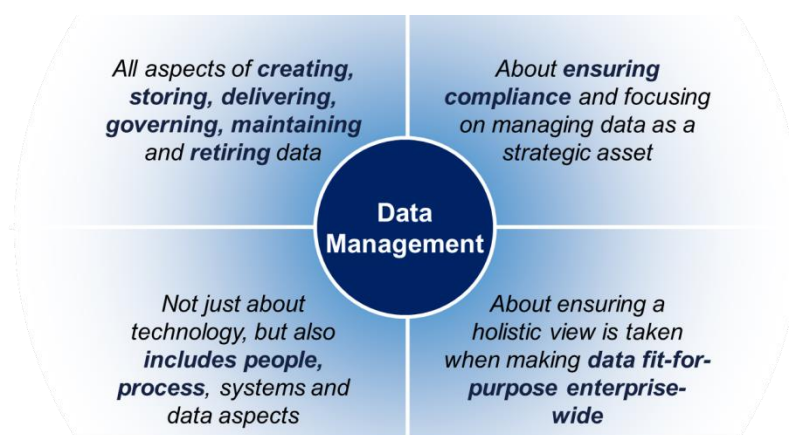
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SERVICE DEFINITION

Taleos Consulting has extensive experience supporting organisations with Enterprise Data Management initiatives across multiple sectors. Enterprise Data Management is a foundational element of our data consulting services and is treated as a reference capability model rather than a one-size-fits-all solution.

We support organisations to address data issues at source and across the full data management lifecycle, providing assurance, advisory, and co-development support across areas such as data stewardship, standards, metadata, data modelling, data quality, and master data management.

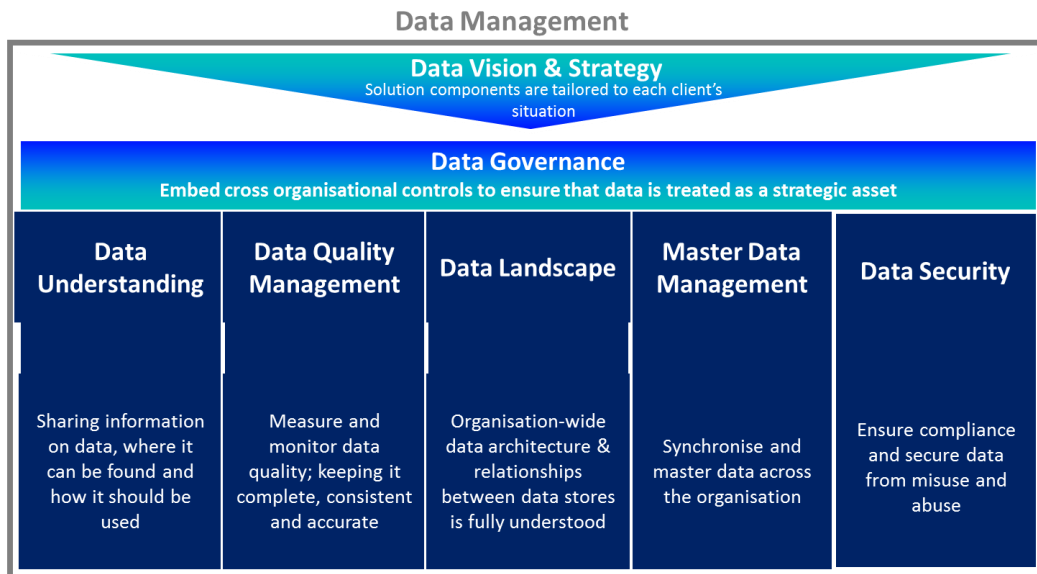


Enterprise Data Management is not an end in itself; it is an enabler. Effective EDM supports organisations to exploit data more confidently and consistently, enabling improved decision-making and operational efficiency.

Benefits typically include cost savings and cost avoidance, increased confidence in reported information, improved organisational reputation through accurate reporting, and reduced exposure to financial and operational risk.

Taleos Consulting's holistic approach to Enterprise Data Management covers the full lifecycle of data

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Data Vision & Strategy

Establishing the importance and relevance of data in achieving the corporate goals and strategy are essential in ensuring business buy-in and sponsorship.

A Data Vision defines the role which data, and its management, plays in supporting the business to achieve the corporate goals whilst the Data Strategy defines the principles and approach to realise this vision. Organisations need a Data Vision & Strategy in order to drive efficiencies by ensuring that data initiatives are aligned towards achieving the corporate goals and achieve a longer term target for an information led organisation.

The Data Vision & Strategy are owned by the business (not by IT) because:

- Data is a business asset
- The management and exploitation of data should support the wider business objectives

Data Vision & Strategy applies to all sectors, both commercial and government, in-sourced and out-sourced. Data is a universal asset a lack of vision & strategy a universal problem.

Taleos Consulting has deep experience and understanding of the value of data in supporting business objectives. Our well established data management maturity model brings together best practice aspects of data management enabling the value of data to the business to be identified and our proven approach, engaging senior management enables us to understand the real issues and opportunities for data to benefit the organisation and ensure business buy-in. We also help in build the EDM business case by understanding and mapping tangible and intangible benefits to data initiatives which is critical for gaining support.

By defining a Data Strategy we help organisations set the target but this can take years to be realised. Making the strategy real requires small incremental steps which bring real and

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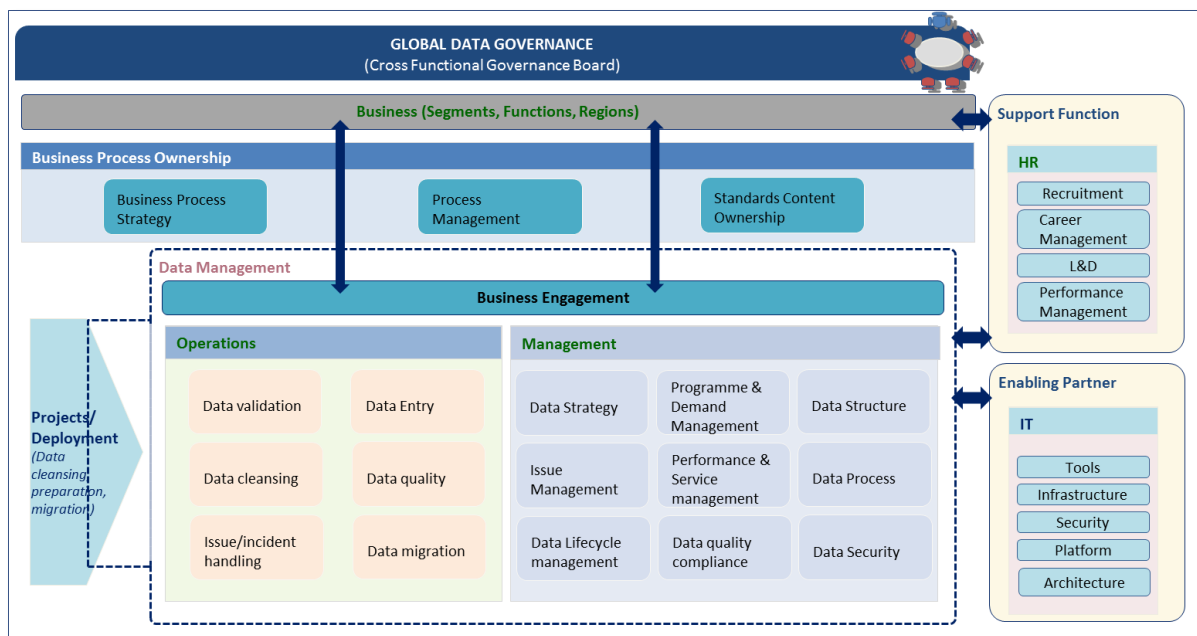
tangible benefits whilst proving that the strategy itself is achievable and of value. Taleos Consulting helps by exploiting existing or planned projects to start making these incremental changes.

Data Governance

Data Governance provides the organisational structures, processes, and controls required to ensure that data is managed consistently as a strategic asset. Within Enterprise Data Management, Data Governance establishes ownership, accountability, and oversight across data domains, supporting compliance, quality, and alignment with business needs.

Data Governance applies to all sectors, both commercial and government, in-sourced and out-sourced. Data is a universal asset and data quality is a universal problem.

Taleos Consulting supports the embedding of effective Data Governance as part of broader EDM initiatives, recognising that governance, data quality, and data management must operate together to be effective.



The Taleos Consulting Data Governance Framework focuses on leveraging data quality, data governance and data management principles as a means to drive the usage of data as a corporate asset with a view to **optimising business efficiency and effectiveness** in alignment with business objectives.

Implementing Data Governance always requires elements of change; we need to manage these to ensure success. Our Change Management approach is crucial to ensuring that stakeholders are engaged and that the changes stick. Exec level buy in and engagement is crucial.

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As part of implementing Data Governance, typically new teams or roles will be created, and existing roles affected; the client needs to take full ownership by the business for these to take effect. We use our Org Design approach to ensure that the client owns the design and creates something that will work for them. Our approach is to start small, with tangible things can demonstrate value. We believe that Exec level buy in and engagement is crucial – without this EDM projects are very likely to get de-prioritised. We have extensive experience in building business cases to gain key stakeholder buy-in.

Understanding Organisational Data

To excel at data management an organisation needs shared awareness and common understanding across their organisation

Understanding Data is the processes and services required to support shared awareness, a common understanding and organisation-wide language; centred around data and its uses in the organisation. The key function of this service is to make metadata (data about data) available to support exploitation, increase understanding of what data is available and how it should be used, ensure consistency of terminology & increase awareness of data quality. Understanding Data is owned by the business because:

- It is the business stakeholders that have and need this info
- It is most effective when it operates as a two-way stream

It applies right across the organisation, with the purpose of achieving shared awareness across the traditional organisational boundaries.

Taleos Consulting helps organisations establish an enterprise-wide agreement on the meaning of key terms (colloquial terms are disruptive) and create awareness of where the correct, authoritative source for certain data is, and how users should access it. Language evolves over time, and staff join and leave; we believe that data dictionaries (etc.) must be living documents.

We work with organisations to embed good practices in data related processes by explaining to “data producers” that they are creating a key business asset as part of their admin/operational processes, & highlight the benefits from good quality data. We also ensure that processes support a shared awareness, and embed communications within processes that cross organisational boundaries.

The path of least resistance (and often least cost) is to piggyback existing technology

Data communications

We believe that often the simple approach gets a better reception from the average user.

Data Quality Management

Modern organisations have vast amounts of data, creating the need to improve awareness of the accuracy & availability of this data and gain control.

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Data Quality Management is our approach to putting in place the necessary skills, tools, processes, and understanding to give our clients the capability to actively manage their Data Quality. Starting with a detailed Data Audit, Our Data Quality Management (DQM) approach monitors and improves the quality of data, resolving pressing issues and raising awareness throughout the organisation of what data is “fit for purpose”.

Data Quality Management applies to all data that organisations create and store, however a targeted approach is often required to prevent the business “biting off more than it can chew”.

The complete Data Quality Management program is an ongoing process of understanding the data, solving its quality issues, enhancing it and monitoring the status of data and its quality. This approach is followed so that the initial effort for data cleansing is not wasted and data quality continues to improve.

Ensuring Data Quality means ensuring that:

- Data Content for Data Objects is complete, accurate, precise, consistent, unique, and valid.
- Data Content presented to any business process can be trusted as being fit for purpose
- Fit for purpose Data Content is easily accessible and available when needed

Our approach to managing DQ centres around our framework for identify issues and progressing them through to resolution

A large part of the problem for many clients is that they have no joined up method for achieving this or measuring results!



Define: Profile the data, establish metrics and targets. The define phase engages with data owners to define the data and the data quality metrics including the relative priorities and requirements from a data quality perspective of data sources / objects

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Monitor: Continuous compliance management. In order to sustain the quality of the data and its reliability the data is continuously monitored to ensure it continues to meet the standards defined.

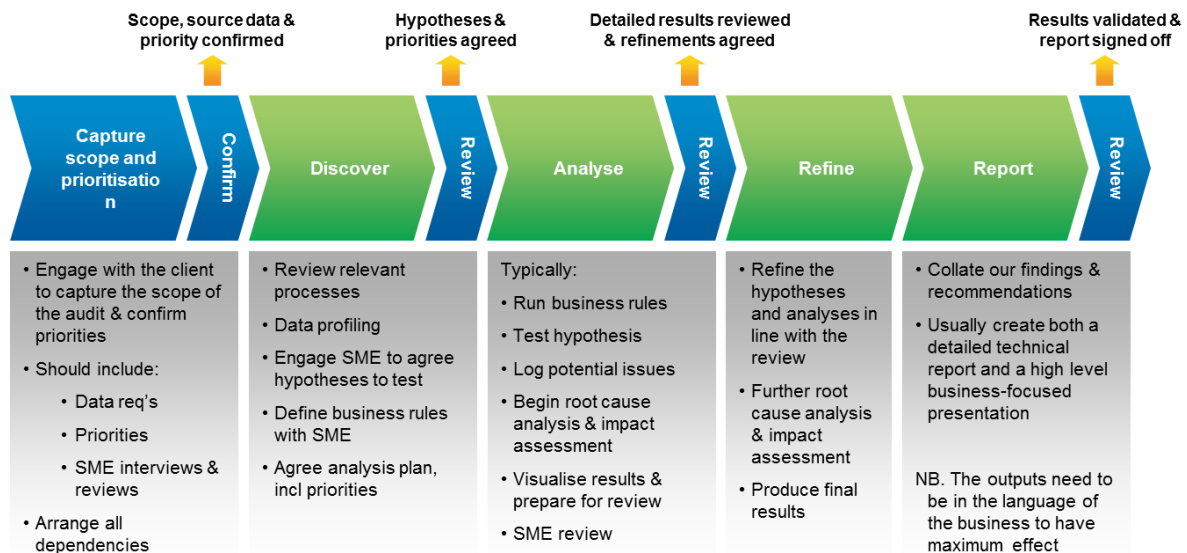
Cleanse: Implement repair and correction measures. Actions to resolve exceptions to those standards are executed ensuring the data is consistent, structured and reliable

Assess: Analyse data, review exceptions and refine related rules. During the assess phase, a particular data set is analysed based on the defined data quality rules using the generated reports and scorecard(s) to monitor exceptions

Report: Produce data quality assessment reports in line with the requirements. Regular standard reports, scorecard(s) and some ad-hoc reports are generated to highlight actionable improvement activities.

Taleos Consulting uses audits to create measures to assess the quality of a data field or area (using business rules), against the measures of clean, correct and complete.

Where issues are identified, these can then be analysed to determine their root cause, the impact the issue is having (and benefits from resolving it) and develop options on how to resolve or mitigate.



Being able to explain the “so what” to senior business stakeholders is the single most critical objective



Data Landscaping - An understanding of an organisation's data landscape, to include data entities, data stores and data flows, is required to ensure that data is owned and managed. Data Landscaping is understanding an organisation's data stores, how they are integrated, who uses them and what for, to give our clients the ability an understanding of the data across the organisation.

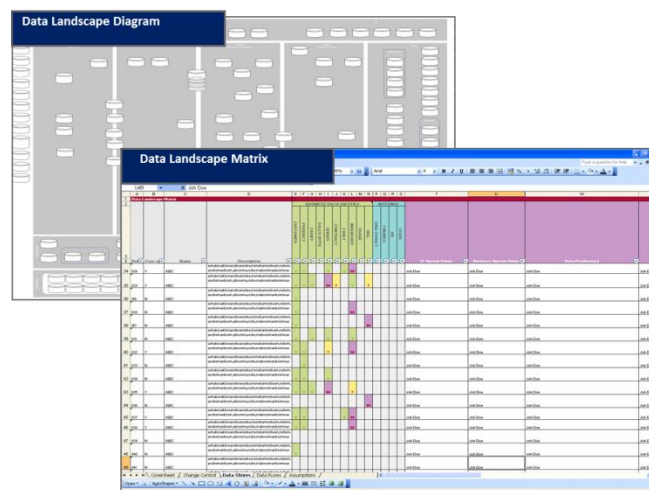
Understanding Data Landscape is an important pre-cursor to managing data. It provides a starting point for identifying the 'trusted source' for groups of data and supports the identification and assignment of responsibility for data

Data Landscaping applies to all data that organisations create and store. However, we usually start with just the data that the business consumes from an 'informational' rather than 'operational' perspective

At Taleos Consulting, understanding the data landscape is an important up front activity, an unclear view of the landscape leads to many problems: hard to drive cohesive data quality improvements, data is duplicated and created in multiple places, lack of ownership of data if you don't know where it is, where it goes and what it is used for!

As well as understanding the systems and integration between these, it is important to understand the landscape from a business perspective as well – i.e. what are the systems used for, which of the data stores are critical to essential business services.

Our unique approach to data landscape analysis is proven to be very fast and effective when dealing with large numbers of systems.



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Master Data Management Consulting

With the growing volumes of data, organisations struggle to exploit its true value; they need data to be synchronised and “mastered” across the organisation.

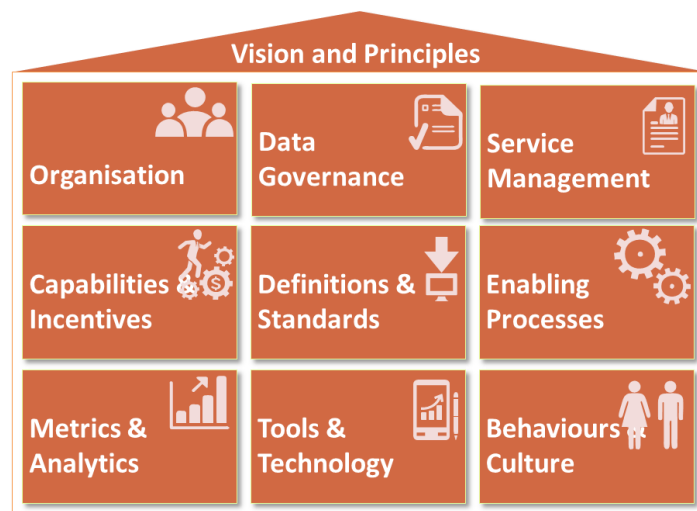
Master Data Management (MDM) provides the processes and services required to create and maintain consistent, accurate, and authoritative data across multiple systems and channels.

MDM defines what data is “master” and brings this data together in one place; helping organisation improve enterprise-wide data integrity, resolve cross-system problems and controlling updates to critical data

MDM applies anywhere that there are multiple sources of data, spread over multiple systems or tables. Customer, product and reference data are key targets for MDM.

Our unique approach to Master Data Management consulting is based on understating the business drivers, the pain points and data integrity issues (drivers) along with which data sources, producers and consumers are to be covered (scope). Data landscapes have proven very effective at showing business stakeholders what is wrong with their data architecture (in a non-technical way)

Taleos Consulting uses its MDM Framework as a reference operating model, comprising ten components that together define a guideline and solution roadmap for implementing master data management. The framework is tailored to organisational context, data domains, and delivery maturity, and supports incremental adoption rather than large-scale replacement.



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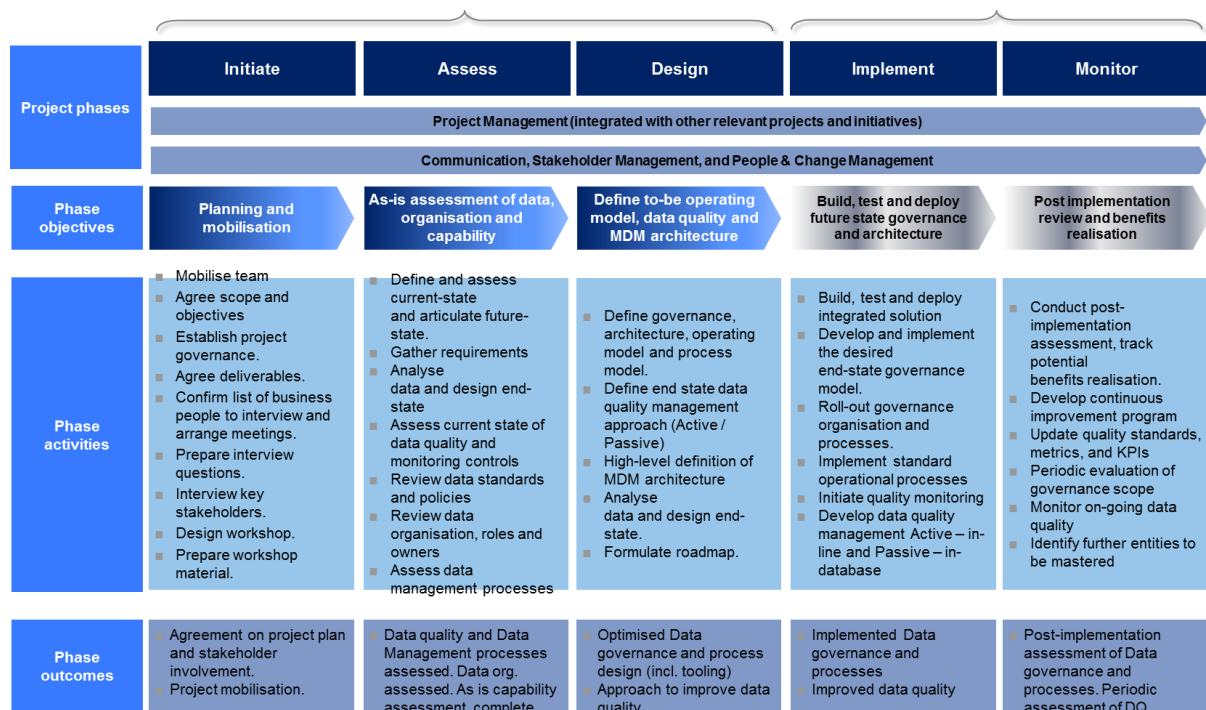


OUR APPROACH

Our approach to delivering Data Management and Data Quality projects is based on a phased methodology.

We conduct an upfront assessment, via structured interviews, to understand business drivers and pain points and start building buy-in for change. The initial step identifies gaps, highlights areas of concerns and improvements. We have done this with many organisations so can provide a relative benchmark.

The assessment leads to the development of a data management roadmap, and definition of the data governance structure and scope of services to be provided by the data governance function. The roadmaps we develop enable immediate action to deliver quick wins early while the assessment helps to define roles and responsibilities required to support management of data. Our approach is proven to accelerate data-led business transformation programmes.



Our maturity model is based on **practical experience**, not just theory. We focus our assessment of a client's maturity, and design the required change programme, on each client's key area(s).



SERVICE MANAGEMENT

The service can be delivered:

- As a defined project or work package
- As ongoing assurance support on a time-and-materials basis

Delivery models are agreed with the buyer to align with programme needs, governance, and risk profile.

PRICING

Pricing is provided in accordance with the SFIA rate card. Engagements may be delivered on a time-and-materials or fixed-price basis, subject to scope and requirements.

ORDERING AND INVOICING

Ordering, invoicing, and termination are in accordance with the Supplier Terms and Conditions for this service.

FURTHER INFORMATION

For further information on any of our G-Cloud services please contact Taleos Consulting at info@taleosconsulting.com

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