

Defining Data & Insights Transformation to Support Exponential Growth



PHASE I: DATA & INSIGHTS STRATEGY

Our major hospitality client had grown its property portfolio by 10x through significant acquisitions, which introduced an entirely new franchise operating model. Post-merger technology integration was limited to Finance and HR functions.

The CIO, who had been there just 6 months, was under pressure to consolidate the application stack, provide tools that support both entities, cut IT costs, and build a capable IT team to manage the application portfolio.

CLIENT PROBLEM

The lack of a central data repository led key business resources to devote significant energy to manually extracting data and creating reports or developing their own point reporting solutions. Business leaders had siloed, unreliable, and latent data available, unfit to analyze their operations and plan for the future. The CIO recognized the need to transform the company's data landscape to support its continued growth and success, beginning with a sound data strategy and roadmap.

HOW LABUR RESPONDED

To address the client's data challenges, LABUR's Advisory Practice deployed a small team of Data & Insights experts. We engaged with over 30 leaders across all functions to identify, assess, prioritize, and consolidate needs. This process was essential for understanding current state and capabilities and envisioning a target state. It also laid the groundwork for educating functional data owners on a comprehensive data ecosystem and building trust in an enterprise-wide solution.

Learn more about Phase II of this engagement and the full roadmap implementation process in our next featured case study.

RESULTS

The team applied Data & Insights best practices to design a cloud-based architecture with tools to manage, model, integrate, and secure data, in a central data repository, and analytics solutions tailored to various data consumers. We defined the technical team required to build the architecture and a new enterprise data governance function.

This strategic effort culminated in a detailed roadmap to incrementally construct the ecosystem, producing usable data at critical milestones. We helped the CIO build the business case for a \$2M investment in Client D&I full time staff, contract platform development, and vendor standardization, and how to move from strategy to implementation.



Designed cloud-based data & insight technical solution



Defined technical data team and required skills



Structured comprehensive roadmap and business case to secure funding



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