

Leading Talent

Case Study – Data and Analytics – Data Lake and Data Harmonisation

Leading Talent have accelerated the development and adoption of data lakes with a number of organisations.

Resulting in a centralised, standardised, harmonised and trusted data source for global insight, reporting and AI adoption.

Case Study: Enabling a single source of trusted data to enable global insight

Client Situation

A leading Global Consumer Health Company sought better visibility on their global operations.

In practice, the data estate had grown organically and was spread across potentially hundreds of sources owned by different business units and regions. These sources ranged from core enterprise platforms (ERP, CRM, WMS, HR) to locally managed solutions, spreadsheets, and niche operational tools—each with its own priorities, change cycles, and data standards.

Ingestion methods were highly varied and inconsistent, including direct database extracts, APIs, JSON payloads, flat files (CSV/XLSX), and raw text feeds. The lack of a standard ingestion pattern led to uneven refresh cycles, inconsistent lineage, and brittle pipelines that were hard to support and scale. Even when datasets appeared similar, they often differed in “grain” (level of detail).

Data quality issues compounded the problem: missing values, duplicates, inconsistent formats and units, and unclear ownership of who should remediate these data quality issues.

With limited governance and stewardship, there was no consistent way to define authoritative sources, enforce quality rules, or manage changes to definitions over time.

Downstream, these source data inconsistencies created material business impacts. Analysts and operational teams spent disproportionate time cleansing and reconciling data instead of generating insight; executive reports conflicted between regions and functions; and a lack of trust was developing in performance metrics that were the base for strategic decisions.

Ultimately, the business needed a single, governed harmonisation layer that standardised core definitions and conformed data across sources—so that users could self-serve trusted information, accelerate time-to-insight, and reduce the cost and risk of maintaining duplicated pipelines and inconsistent semantic layers.

The Ask

Their primary objective was to design and deliver a harmonised enterprise data lake model while maintaining business continuity.

Leading Talent provided a cross functional team to collaboratively develop the data lake

What did we do?



The approach focused on pragmatism, governance, and business alignment rather than a purely technical rebuild.

1. Data Landscape Assessment



A structured assessment of existing data repositories was conducted, covering data sources, ingestion pipelines, duplication, semantic layers, and governance gaps. This created a shared understanding of the current state and prioritised harmonisation opportunities to build the to-be environment.

2. Standardised Data Model Design



A core enterprise data model was defined with business stakeholders, establishing consistent naming conventions with common definitions for key entities and metrics while allowing some controlled regional variation. This became the single source of truth for downstream analytics.

3. Data Lake Harmonisation



Harmonisation of data loading from its raw state into the standardised data model enabled a consistent and simplified view of data from varying sources and with different levels of details to be presented side by side. Thereby avoiding repetitive work to combine datasets for analysis and accelerated value delivery.

4. Data Quality and Health Checks



The **identification and development of data quality rules**, on raw and curated datasets to proactively identify issues at source rather than waiting for the Business to identify issues in final reports/dashboard. This reduced overall risk and improved trust in final analytical outputs.

5. Governance and Operating Model



A sustainable data governance framework was established, defining data ownership, stewardship, quality standards, and lightweight change control to prevent future fragmentation.

Visual Representation



