

# SWEETENING THE VALUE OF DATA FOR BARRY CALLEBAUT



## About Barry Callebaut

The Barry Callebaut Group is the world's leading manufacturer of high-quality chocolate and cocoa with a sales volume of 1.9 million tons. It was created in 1996 through the merging of the Belgian chocolate producer Callebaut and the French company Cacao Barry. The company is based in Zürich, Switzerland, and operates in more than 30 countries worldwide.

## The Situation: A Fast Growing Business Struggles to Find and Share Trusted Critical Data

A global manufacturer the size of Barry Callebaut requires that business users be able to quickly find and understand trusted data. However, as the company continued to grow to more than 10,000 employees operating out of more than 50 production facilities worldwide, it found it had a systemic data problem: users couldn't easily or efficiently find the data they needed. Further, there was a lack of knowledge sharing around its master data repository, making this data less rich and useful than it could be.

Barry Callebaut realized it needed to take ownership of its data and involve the right stakeholders to put in place effective, structured data processes with a goal to stay agile and competitive.

## The Approach: Identify Clear Objectives, Involve the Right Stakeholders, and Leverage the Power of Technology

Barry Callebaut began its data governance journey by clearly identifying its objectives. These included:

- Gathering documentation around master data, and making this available in a structured, easy-to-search format
- Putting in place a pragmatic approach to capturing all new data governance requests (e.g., new data fields)
- Creating a process for the necessary steps for data approvals, including how Barry Callebaut would introduce new master data requirements.

The organization knew identifying and involving the right internal stakeholders would be necessary to success. This group included key members of Barry Callebaut's internal information department, IT staff, internal master data owners, and external consultants. This group worked closely to identify the objectives for the data governance initiatives. The team also knew that manual data governance processes

would be ineffective at meeting Barry Callebaut's goals. So they conducted a software selection process where they evaluated a number of technology providers, moving to a short list of four vendors.

"Our team realized immediately we'd need a technology-based data governance solution, particularly to facilitate knowledge sharing," said Koen Verbustel, Corporate Master Data Manager at Barry Callebaut. "We needed a solution that would enable us to capture the knowledge that resided in the heads of people throughout the organization and structure it in a way so it was easily accessible to all our business users."

"We knew what we wanted to get out of data governance," Verbustel continued. "It's a journey, and a lot of people have different definitions. For us, we had two clear steps: improving knowledge sharing, and improving the quality of our master data. We wanted a software solution that could manage the two."

Barry Callebaut selected the Collibra Data Governance solution based on its superior ability to address information in a functional way, making it easy to manage and access. The group also pointed to the ability of Collibra to be used by general business users, not just technology staff.

"We have a company with 10,000-plus people," said Verbustel. "We're not able to offer formal training to all our business users. Our data governance tool needs to be self-explanatory, where everyone has access and understands how to use the product without long courses."

### **The Solution: Collibra Becomes Barry Callebaut's Single Source of Truth for Data**

Barry Callebaut began its data governance journey in 2012 and went live with the Collibra Data Governance platform in 2013.

One of the most important benefits Barry Callebaut has experienced is that business users who don't have a lot of time to search for data can now easily find what they need using Collibra. "Our data is owned by the business, so it needs to be able to use it. With Collibra, a user can search on key terms and be taken immediately to the right page to find information or click through other master data to find what they need. Collibra is quick, easy, and user friendly. Like Google, it's intuitive," said Verbustel.

Collibra provides a structure and supporting process to capture and tackle new data requirements. The Collibra platform also ensures new data gets the right validation through the right stakeholders the first time around. By applying governance methodology, which helps them anticipate downstream data errors, Barry Callebaut is getting a higher percentage of "first-time-right" around new data requirements.

Collibra also delivers improved efficiencies to Barry Callebaut data users. If people are working on a project or topic that involves data, they can access the Collibra portal and quickly find information about master data.

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**Koen Verbustel**  
Master Data Manager,  
Barry Callebaut

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Collibra has also been an aid in onboarding new employees. “In some departments, as part of onboarding, people are requested to spend time surfing Collibra to read about the master data that’s driving their processes so they understand,” said Verbustel. “It’s been a huge win in onboarding of new people and helping us achieve greater efficiency – people are more self-sufficient and able to get up to speed more quickly in their roles.”

When asked about best practices Barry Callebaut can share with other organizations just getting started on their data governance journeys, Verbustel recommends companies ensure their objectives are clear. He also suggests companies tailor their approach to data governance to a way that best fits their specific organization. “We are a pragmatic company,” says Verbustel, “and we haven’t over-complicated how our business needs to interact with data governance.”

To boot, Verbustel suggests companies start small and take a gradual approach to their data governance initiatives. There’s no such thing as a “big bang” in data governance, Verbustel believes. He suggests organizations have the end in mind, institute the right processes, and start applying governance gradually. For instance, Barry Callebaut started marketing the Collibra portal with a small (but strategically important) set of the top 50 data fields that drive Barry Callebaut’s margins.

To get business users onboard, Verbustel also suggests organizations explain why data governance matters – focusing on benefits in language the business understands. “No one cares about data governance, per se,” Verbustel says, “but they care about what you want to solve with it. Make it business-relevant and make it clear what the business user’s role is in the process. “

After starting four years ago with applying governance only to Barry Callebaut’s material master data, the organization has since extended its governance to customer and vendor master data. Today, Barry Callebaut is extending the scope of master data to all data in the organization (e.g., human resources, finance). The organization is also considering extending data governance to its KPI definitions (e.g., rolling out a worldwide application to steer production systems to report on the efficiency of production lines). Barry Callebaut needs to have clear definitions of the downtime of its production line across 50 manufacturing facilities. With data governance, they believe everyone in their production environment can understand at one glance about what the KPIs mean about their own plant’s production efficiency.

“Collibra has become Barry Callebaut’s ‘one source of truth’ to steer our data quality,” concludes Verbustel.

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