The Hackett Group®
World Class Defined and Enabled

Digital World Class® Matrix

Master Data Management Software Vendor Market Perspective

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April 2025

Executive summary | Master data management and governance

Research overview

- The Hackett Group's research focused on sixteen master data management (MDM) software vendors. This group represents a large portion of the rapidly growing and evolving set of MDM software options in the market.
- All of the included representative vendors support the most common data domains – customers, products, suppliers, materials, employees and chart of accounts, as well as many other domains across industries and geographies.
- Companies that adopt leading-edge AI-enabled MDM solutions create significant competitive advantages in terms or operational efficiency, organizational focus, data intelligence, compliance and process effectiveness.

Master data management capabilities

- Leading MDM software enables core best practices in master data governance and master data management.
- Stand-out vendors provide intuitive data modeling with intelligent data integration, along with key functionality of data match/merge, enrichment and deduplication.
- Select vendors are excelling with data security/privacy and delivering real-time dashboards.
- All vendors are focused on infusing AI into their platforms.

Value realization

- Leading software vendors deliver rapid implementations that provide speed to value for clients.
- Leading software vendors are achieving or exceeding performance for the top three software selection objectives:
  - Improved data accuracy and consistency
  - Increased operational efficiency
  - Enhanced decision-making
- User adoption and positive satisfaction ratings have increased over time among all software vendors.

Automation and intelligence

- AI technology features include natural language data interaction, automation of data management tasks, and low-code/no-code application development.
- Generative AI automates the identification and correction of data inaccuracies (improving overall data quality) and the identification of potential duplicate records (enhancing the accuracy of data reconciliation).
- Intelligent recommendations: AI technology provides intelligent recommendations for data stewards, allowing them to focus on strategic tasks rather than repetitive data management activities.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

The Digital World Class® Matrix

What is master data

Master data is the critical core data within an enterprise that is essential for conducting business operations and making informed decisions. It encompasses vital information about the primary entities around which business transactions revolve. Master data generally changes infrequently.

The principal domains typically include customers, products, employees, suppliers and locations.

It's important to differentiate master data from other types of data:

- **Unstructured data:** Nonspecific data formats like emails, white papers, marketing materials
- **Transactional data:** Records of business transactions
- **Metadata:** Data that describes other data
- **Hierarchical data:** Data that outlines relationships and dependencies
- **Reference data:** Data used to categorize or link other data elements

What is master data management (MDM)

Master data management (MDM) goes beyond the convergence of technology, processes and tools designed to manage, coordinate and safeguard an enterprise's master data. And it extends beyond a mere technological solution to encompass crucial business processes and policy adjustments needed to preserve data integrity.

Six fundamental disciplines for effective MDM:

- **Governance:** Establishing strategic framework for managing organizational structures, policies, principles and standards
- **Measurement:** Continuously evaluating the MDM program against objectives
- **Organization:** Ensuring the right individuals are positioned appropriately
- **Policy:** Outlining and adhering to standards and requirements
- **Process:** Instituting defined processes for the data lifecycle
- **Technology:** Implementing a master data hub and enabling technology

Master data management (MDM) is essential for Gen AI, as it ensures the data's quality, governance and integration, enabling accurate and reliable AI-generated insights.

Scope for this edition of the Digital World Class® Matrix

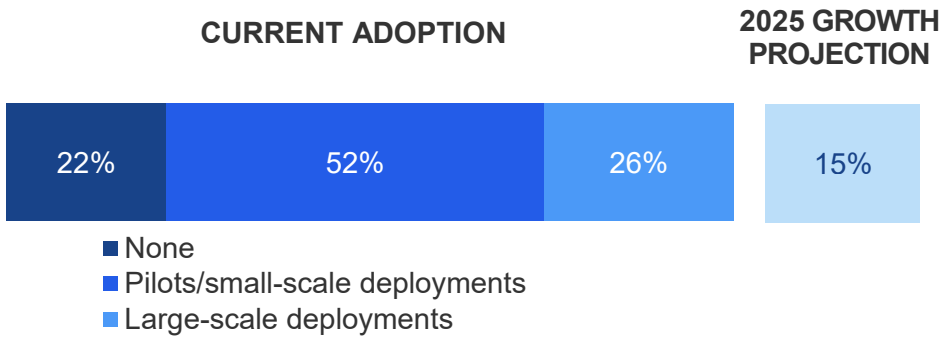
What is master data management and governance?

Master data management and governance is a comprehensive method of managing the critical data of an organization to ensure a single point of reference. It involves processes, policies, standards and software tools to define and manage the key data records and entities of an organization, ensuring consistency, accuracy and accountability.

Core master data management and governance features

- Data modeling
- Data acquisition/integration
- Data quality
- Data match and merge
- Data relationship management
- Data orchestration
- Data stewardship
- Business process workflow
- Data security and privacy
- IT system architecture support
- Reports and dashboards

Technology adoption and 2025 growth projection*



*Year-on-year percentage change in technology adoption

MDM is among the top 10 finance objectives

Accurate, timely transaction data, insights, actionable analytics: Finance must master transactional data and turn it into meaningful and actionable insights. Top organizations leverage advanced analytics software to provide insight into setting targets and deploying resources.

Source: The Hackett Group 2025 Finance Agenda and Key Issues Study

Why is master data management becoming top of mind?

MDM is gaining prominence in organizations due to several critical factors that underscore the importance of high-quality data.

1	AI and analytics **depend** on high-quality data.
2	To **manage** data volume and complexity.
3	To **adhere** to regulatory and compliance requirements.
4	To **enhance** customer experience.
5	To **optimize** supply chain and vendor management.
6	To **drive** operational efficiency and cost reduction.
7	To **support the execution** of mergers, acquisitions and digital transformation.
8	To **establish** a single source of truth.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Digital World Class® organizations outperform peers in master data management, with influence on related critical performance indicators

BUSINESS VALUE

58%

higher YOY improvement in quality

2X

higher YOY improvement in customer service

65%

more likely to provide cross-functional master data management and analytics than peers

15%

more service requests resolved on first contact

78%

more core application transactions automated

79%

more processes enabled for self-service

Source: The Hackett Group, 2025

The Hackett Group®

Attributes of master data management top performers

Effectiveness	**MORE TIMELY, CONSISTENT AND ACCURATE REPORTING** Top performers were better able to meet management expectations for the timeliness, consistency and accuracy of business performance reporting.
Efficiency	**EFFICIENCY AS A SECONDARY CONSIDERATION** Most organizations consistently meet management's expectations for efficient business performance reporting, and top performers are more focused on effectiveness than efficiency.
Consistency	**MORE CONSISTENTLY EFFECTIVE IN GOVERNING DATA** Finance- and HR-based data is more consistently governed, and top performers are more than twice as consistent at effective governance. KPI/metrics and data calculation are particular weaknesses.
Control responsibility	**SIMILAR PROFILE ACROSS FINANCE, OPERATIONS AND GBS – BUT NOT IT** Primary responsibility for governance tends to be within a functional area, while some has moved to GBS/Shared Services. IT does not have primary responsibility for governance, although IT frequently has a secondary role.
Resource dedication	**MORE FULL-TIME RESOURCES** Top performers are dedicating more of their staffing to full-time data governance and management roles.

Source: The Hackett Group Master Data Management Governance Quick Poll

Master data management and governance | Foundational best practices

- There is an enterprise-wide data governance function. Data governance has a strategic orientation and enterprise perspective for data and information.
- Data stewards are assigned by function or process. Their mission is to improve the reusability, accessibility and quality of information through common data standards.
- Every data element has a single source (system of record) and a single business owner.
- Data standards address data representation, integrity rules, allowable values and approaches to handling defective (i.e., incorrect) data.
- A master data management process and tool kit is used to define and maintain the standard definition of each dimension.
- Data governance includes information resource management for the enterprise to improve data and information reusability, accessibility and quality.
- Key performance indicators (KPIs) are derived from strategic objectives at the corporate level and then aligned with and cascaded to each business unit, department, functional area and strategic initiative.
- Metric and KPI definitions are standardized and maintained centrally in the integrated architecture.

Source: The Hackett Group

Artificial intelligence will play an influential role in master data management

The advantages of using AI in master data management

Accelerated data processing and enhanced accuracy

- **Elevated processing speed:** AI algorithms can parse through voluminous data expeditiously, ensuring insights derived from data are timely and actionable.
- **Minimized human error:** The automation provided by AI eliminates the potential for human error, ensuring data accuracy and consistency across large datasets.

Pattern identification and analytics

- **Unveiling hidden trends:** AI helps discern patterns and trends within data that may remain obscure to human analysts, fostering enriched understanding.
- **Optimization of business strategies:** The insights generated through AI's analytics can help refine marketing strategies, product designs, and other business operations to better align with consumer behaviors and trends.

Enhanced data governance and security

- **Automated data quality assurance:** Using AI for data quality checks ensures data adheres to prescribed standards, maintaining accuracy and consistency across the enterprise.
- **Robust data security:** AI algorithms strengthen data security measures, protecting against breaches and ensuring compliance with regulations.

Improved data cleansing and validation

- **Automated error rectification:** Machine learning algorithms systematically identify and amend errors or inconsistencies within the data.
- **Categorized and structured data:** AI's ability to classify and categorize data ensures systematic and coherent organization.
- **Data stewardship support:** AI proactively assists data stewards by proposing corrections or categorizations, which they can then review and implement.

Automated data enrichment

- **Attribute completion:** AI's predictive capabilities can discern and complete missing attributes by identifying patterns and correlations within existing datasets.
- **Expansive data utilization:** AI algorithms can extrapolate relevant data from various sources like textual documents and social media.
- **Symbiotic relationship with data:** As AI systems process data, they refine their understanding of underlying patterns and relationships, progressively enhancing their predictive and analytical capabilities.

Source: The Hackett Group Research 2024

Use cases of AI in master data management and governance

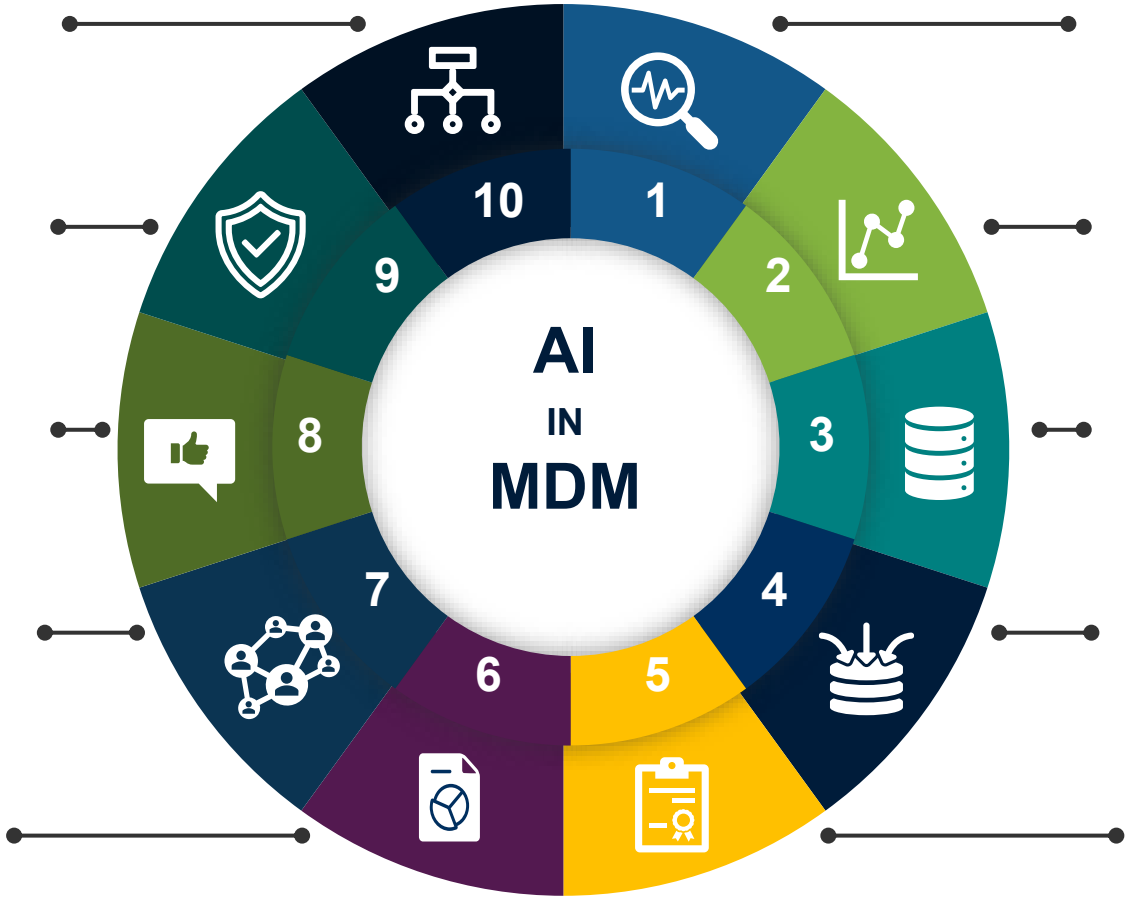
Data sharing and use
Enhances efficacy and strategic utility of sharing master data

Privacy and protection
Monitors, identifies, and classifies sensitive data

Data governance
Optimizes and automates various aspects of master data governance

Data relationship discovery
Explores connections among different domains of master data

Match and merge
Identifies and consolidates duplicate records to create golden records



Data discovery
Helps navigate through voluminous data, using ML techniques for clustering, data similarity assessment, and semantic tagging

Data lineage
Maps and monitors data journey, origin, movement, and transformations

Data modeling
Assists in schema matching and provides recommendations for core attributes and hierarchy structures

Acquisition and categorization
Automates ingestion and categorization of master data

Data quality
Ensures accuracy, completeness, and consistency using NLP and ML techniques

Source: The Hackett Group Research 2024

Artificial intelligence is leveraged across the end-to-end MDM process

Comprehensive approach to implementing AI in different stages of master data management

Automated data collection

- **Web scraping:**
  AI systems automatically gather data from various online sources to ensure a rich and diverse data pool.
- **IoT data collection:**
  AI algorithms extract and process data from Internet of Things (IoT) devices, enabling real-time data utility.

AI-driven data cleansing

- **Error detection:**
  AI algorithms systematically identify errors and discrepancies in the data, such as duplicates or inconsistencies.
- **Auto-correction:**
  AI predicts and implements corrections automatically by using historical and correlational data.

Data processing and preparation

- **Normalization:**
  AI algorithms help standardize data to ensure a coherent format across diverse datasets.
- **Transformation:**
  AI automates data transformation into usable formats to ensure compatibility with analytical models.

Data quality analysis

- **Consistency checks:**
  Cross-validation: ML models cross-validate data entries with predefined rules or historical data to ensure reliability and consistency.

  Pattern recognition: Algorithms identify patterns within data.
- **Data profiling:**
  Statistical analysis: AI uses statistical models to examine data for distribution trends, mean, mode, and other metrics to ensure data quality.

  Anomaly detection: ML models identify anomalies within data, flagging potential issues.
- **Data validation:**
  Constraint checking: AI systems enforce predefined constraints to maintain data integrity.

  Semantic validation: Using NLP, AI ensures data adheres to semantic rules, guaranteeing logical consistency.

Predictive analytic and data forecasting

- **Predictive modeling:**

  Regression analysis: AI uses regression models to predict future data points based on historical trends and data relationships.

  Classification models: AI classifies data into predefined categories.
- **Data forecasting:**

  Time series analysis: AI models analyze time-sequenced data to forecast future trends, enabling businesses to anticipate shifts.

  Demand forecasting: AI analyzes past usage trends, consumer behaviors, and market dynamics to predict future demand.
- **Prescriptive analytics:**

  Decision trees: AI employs these models to explore potential outcomes of different approaches.

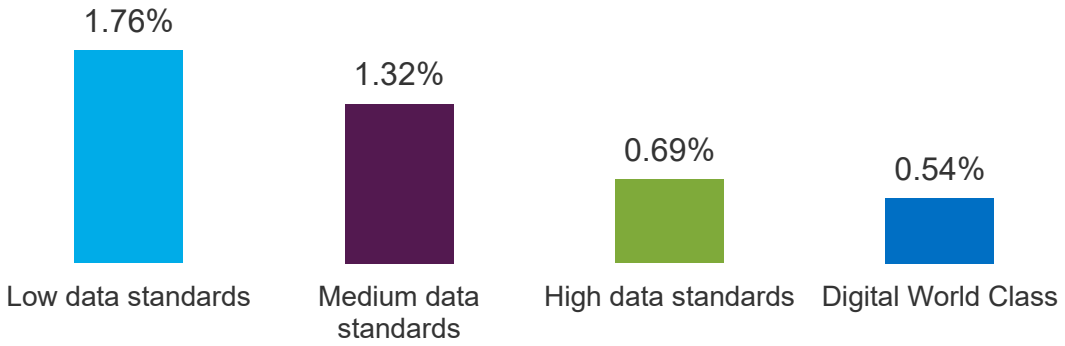
  Optimization algorithms: By assessing various scenarios and outcomes, AI recommends optimal strategies and operations to attain business objectives.

Source: The Hackett Group Research 2024

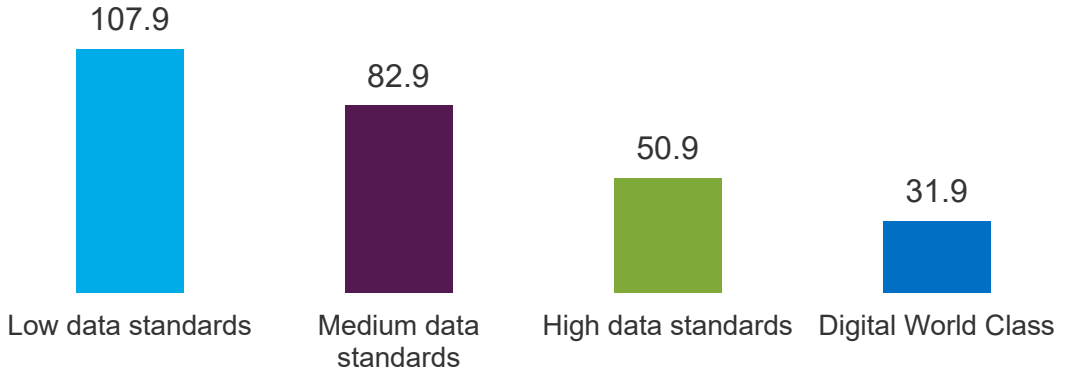
Standardizing master data definitions in finance improves performance. Technology is a competitive differentiator

The impact of master data governance and management on process costs and staffing

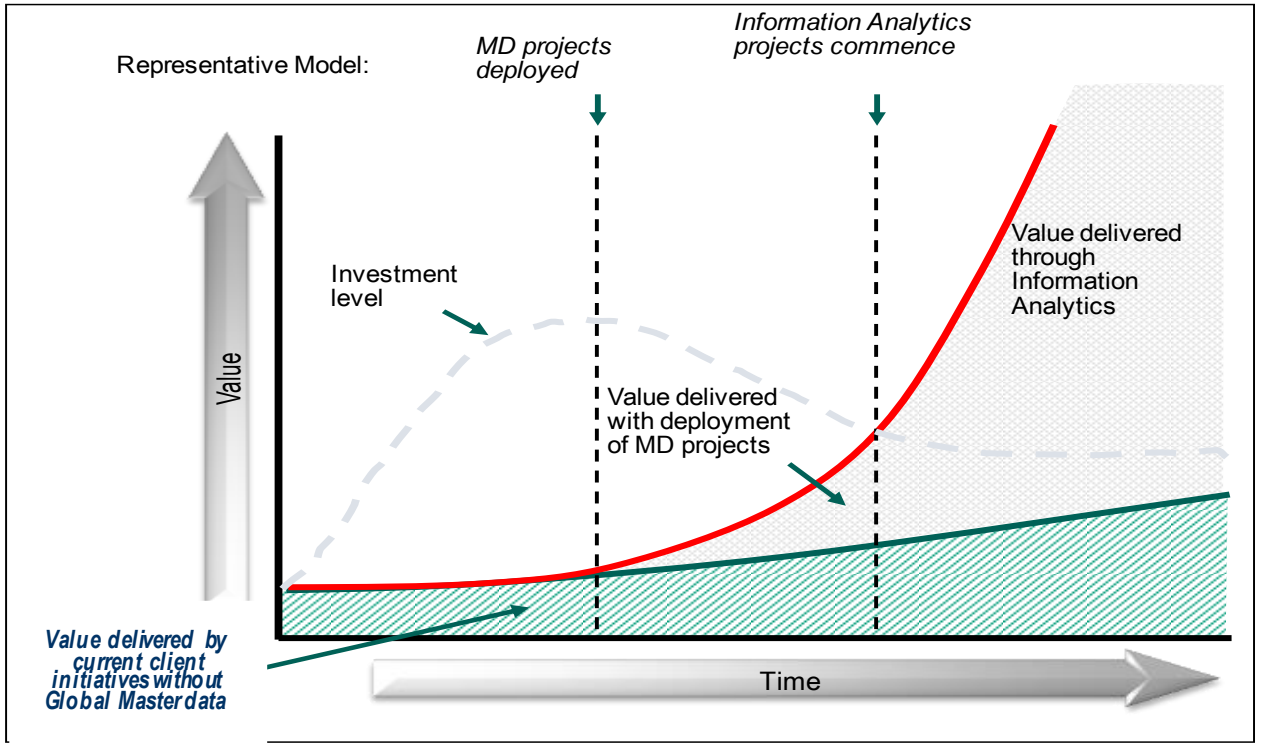
Total finance cost as a percentage of revenue



Finance FTEs per US$1 billion revenue



Standardizing master data definitions in finance improves performance



Source: 2024 Hackett Finance Benchmark

Value realization | The call to action and speed-to-value opportunity

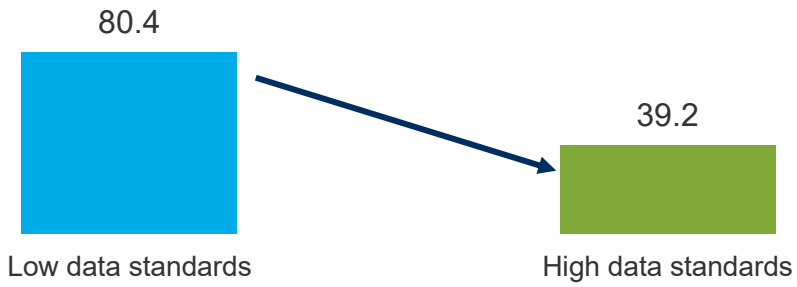
Improving data standards has a transformational impact on finance organizations, with an approximate 45%-50% reductions in both costs and staffing levels.

Process cost % of revenue value realization opportunity for $5B-$10B organizations

45% ▼ Reduction in finance cost as a percentage of revenue

FTEs per $1B annual revenue value realization opportunity for $5B-$10B organizations

51% ▼ Reduction in finance FTEs per US$1 billion in revenue



Reductions in both staffing needs and costs showcase a compelling business case for investing in software that enables data standardization.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Common data domains supported through software platforms

Customer master

- New account setup
- Changes to existing accounts
- Price mapping
- License checks
- Billing types/cycle
- Tax status
- Contract setup and maintenance
- Contract expiration identification
- Standard costing of contracts
- Master data setup, input and approval
- Exception approval
- Change approval

Vendor master

- Vendor setup; changes to existing vendors
- Verify and process PO/non-PO invoices
- Set up/maintain rent and utility invoice processing
- Intercompany invoices
- Perform travel and entertainment (T&E) p-card audit
- Contract setup and maintenance
- Identification of contract expiration
- Standard costing of contracts
- Input and approval for master data setup
- Exception approvals
- Approval for changes

Product master

- New product setup
- Standards for new products
- Bill of materials (BOM) verification
- Material master update
- Input and approval for master data setup
- Inputs on BOM and machine rates of operations
- Reporting pack review
- Exception approvals
- Approval for changes

Employee master

- Employee setup and changes in existing employee
- Verify and process employee documentation and ID proofs
- Set up and maintain salary/benefits processing
- Employee transfers and promotions
- Perform background checks
- Contract setup and maintenance Identification of contract/certification expiration
- Standard paygrade and benefits mapping
- Input and approval for master data setup
- Exception approvals
- Approval for changes

Top software platforms also provide data management and governance support for:

- Master data setup
- Master data maintenance
- Compliance
- Reporting and analytics
- Approval workflow

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

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Executive insights | Vendor perspectives

Key software provider market characteristics

Growth estimates:

- Companywide implementations dominate the MDM market (63%), indicating broad organizational adoption trends.

Implementation, services and support:

- 80% of customers reported satisfaction with implementation effectiveness; 79% were satisfied with implementation efficiency.
- Vendor-led implementations showed superior results, concluding three months faster on average, with 7% higher satisfaction rates, compared to third-party implementations.

Value realization:

- Top value drivers include improved data accuracy and consistency (88%), increased operational efficiency (71%) and enhanced decision-making (63%).
- 31% of organizations achieved over 60% of their business case performance improvement goals.
- 54% of customers reached their KPI improvement goals within 12 months of implementation.
- 27% achieved ROI on their technology investment within the first year, with change management and training identified as critical success factors.

Experience and satisfaction:

- 79% of customers report overall satisfaction with their MDM solution.
- 75% of customers are satisfied with the ease of use, intuitiveness and end-user experience.

Software provider differentiation focus areas

Data validation and integrations:

- Advanced data validation capabilities with ERP and CRM systems emerge as a key differentiator with 79% satisfaction rating.
- Vendors demonstrate strong integration with existing enterprise systems for seamless data flow and validation.

Platform flexibility:

- 94% of organizations report medium to high user adoption rates, indicating strong platform adaptability.

Data quality and accuracy management:

- 50% of customers achieve more than 80% data completeness with their MDM software.
- Advanced accuracy capabilities, enabling 40% of organizations to achieve over 80% data accuracy.
- Efficient duplicate data management, maintaining ≤10% duplicity for 55% of customers.

Operational efficiency:

- Rapid new record creation capabilities show better results, with 58% of customers creating records in ≤2 hours.
- Quick data issue resolution, with 32% of organizations resolving issues within one day.
- Strong vendor responsiveness to product feedback, and continuous improvement through software releases.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Executive insights | Customer perspectives

Service delivery model considerations

Challenges or barriers to MDM process improvement:

- **Lack of executive sponsorship and support:** Without strong leadership and buy-in from senior executives, securing necessary resources and alignment across departments is difficult.
- **Lack of clear data governance:** Absence of policies, standards and accountability for data management.
- **Resistance to change:** Employees may resist new processes, tools or cultural shifts required for MDM improvement.
- **Insufficient skills or expertise:** Lack of skilled personnel to design, implement and manage MDM solutions.

Goals and objectives:

- **Enhance data governance:** Establish clear policies, roles and responsibilities for managing data. Promote accountability, transparency and compliance with data standards and regulations.
- **Create a single source of truth:** Consolidate and standardize data across disparate systems. Eliminate data silos and redundancies.
- **Improve data quality:** Ensure data is accurate, complete, consistent and up-to-date. Build trust in organizational data to support reliable analytics, reporting and decision-making.
- **Improve decision-making:** Provide high-quality, relevant and timely data to stakeholders. Empower data-driven decisions that align with organizational strategies.

Solution features and improvement opportunities

Solution features:

- Many MDM software platforms support data modeling that defines and manages the structure of master data entities. This enables customization by data domain, allows for structural and hierarchical data structures, and visualization of entity relationships.
- Some MDM software platforms provide sophisticated data cleansing and enrichment features powered by AI. They also provide AI-driven support for data lineage and recommendations for data analytics.

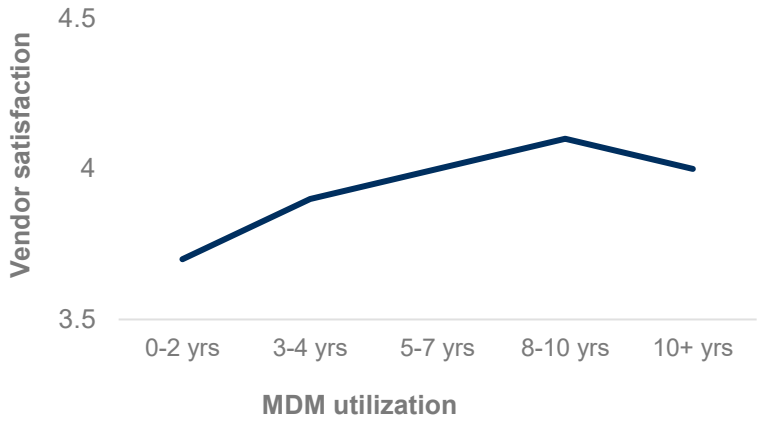
Improvement opportunities:

- Many organizations considering MDM software are operating with manual processes, some are using legacy tools, spreadsheets and disparate databases.
- Customers that had established data governance programs/policies or created them as a prerequisite to MDM software implementation, realized greater benefits.
- Customers that are still experiencing data quality issues even after new software implementation cited poor change management and internal training deficiencies as the primary causes.
- Key MDM process improvement recommendations prior to implementation:
  - Prioritize change management/communication
  - Improve/establish data governance policies
  - Focus on data integration, data lineage and process automation
  - Ensure thorough pre-implementation planning

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

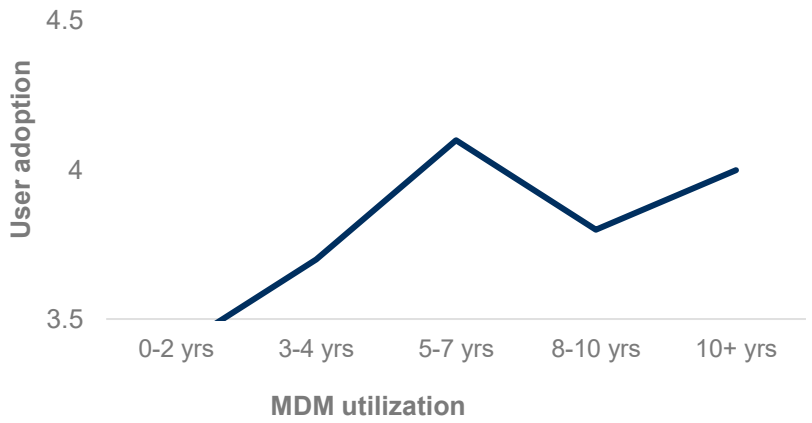
Satisfaction and user adoption peaks at 10+ years, indicating effective training and onboarding is critical for achieving sustained software value realization

Satisfaction trends



- Long-term usage shows slight positive correlation with satisfaction.
- Users over 10 years report highest satisfaction scores.
- Dissatisfaction rates remain negligible across all durations.
- Highest satisfaction peaks in 5-10 year usage bracket.
- Extended platform commitment yields better outcomes and higher satisfaction levels despite early challenges.

Adoption metrics



- A notable relation exists between length of use and adoption levels.
- Organizations using the solution for 5+ years show higher “high” adoption rates.
- Newer implementations (0-2 years) tend to have more “medium” adoption rates.
- Very few “low” adoption ratings overall, suggesting generally successful implementations.

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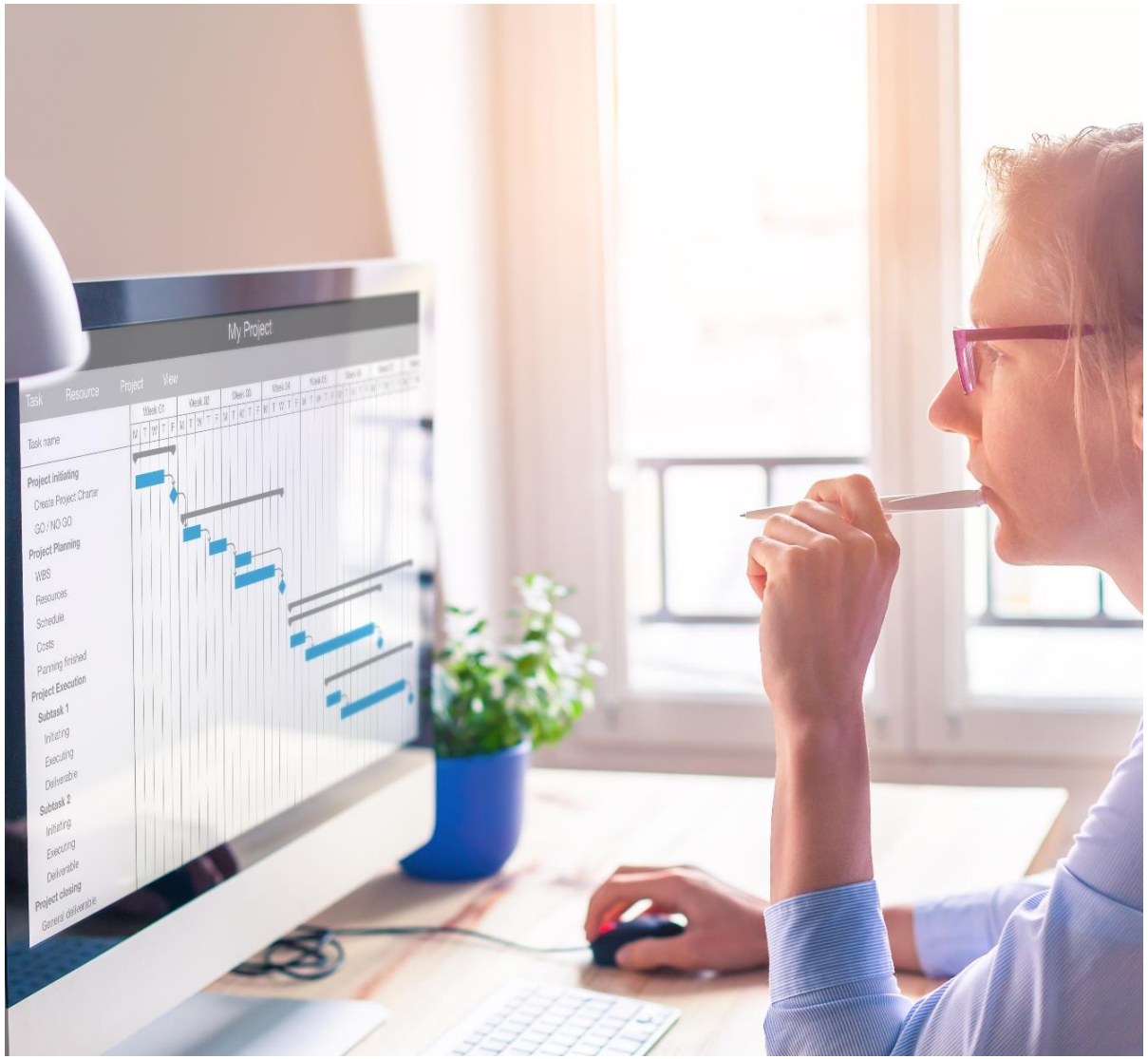
Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Critical factors to consider when selecting master data management software

- **Data model flexibility:** Ensure the software can support customizable data models aligned with data domains.
- **Data integration:** The software should seamlessly integrate with all other tools, databases and applications through APIs, connectors and real-time synchronization.
- **Data governance/compliance:** The software should provide features that enable and support data governance. This includes role-based access, audit trails and workflows.
- **Multi-domain support:** Ensure the software can support the scope of all data domains managed by the MDM process team.
- **Data quality management:** The software should have built-in features for data validation, deduplication, enrichment, standardization and continuous cleansing.
- **Data security:** The software should provide string encryption, data masking, and the ability to protect sensitive data.
- **Analytics and reporting:** The software should have integrated analytics, reporting and real-time dashboards.
- **Modern, scalable, cost-effective:** Consider software that will support the expected growth of your organization. An intuitive user interface enables higher adoption rates. Consider all of the related costs of the software (implementation, training, maintenance and ongoing licenses).



Source: The Hackett Group 2024 Technology Overview Report: MDM Solutions

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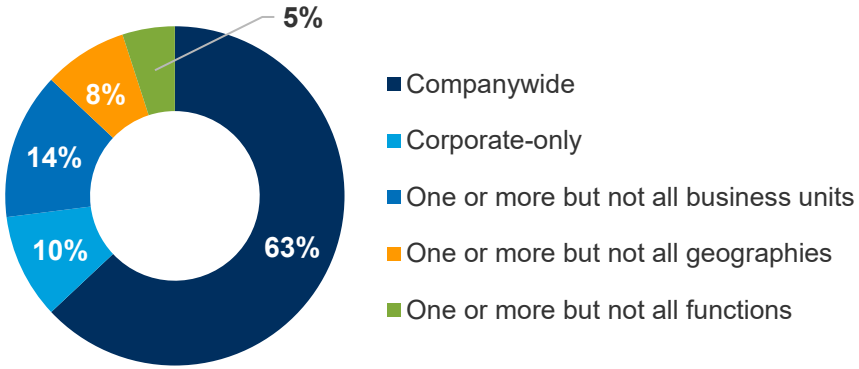
Master Data Management Study findings

Implementation scope and primary business case objectives of MDM software

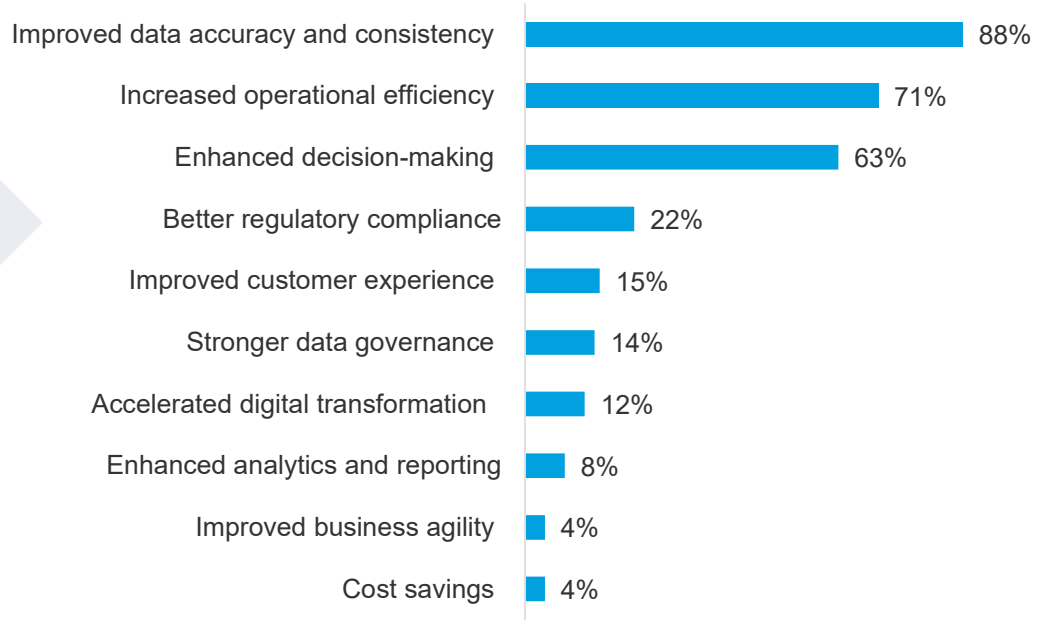
Business scope



63%

of MDM software implementations are done on a companywide basis*

Primary objectives to implement MDM software



TOP OBJECTIVES FOR MDM SOFTWARE SELECTIONS:

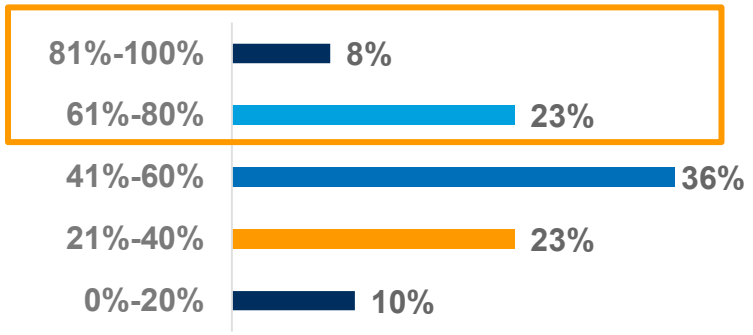
- Improved data accuracy and consistency
- Increased operational efficiency
- Enhanced decision-making

Those aspects influence software choices, with direct impact to effectiveness, user-friendliness and long-term financial benefits.

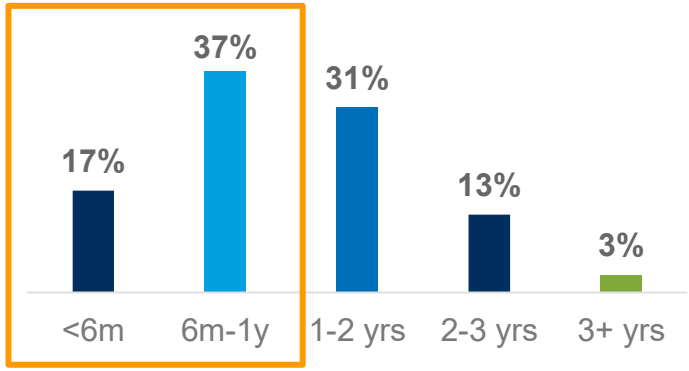
*Companywide implementations lead to broad-reaching impact across the entire organization rather than limited to specific units, geographies or functions.

MDM software business case performance improvement goals and speed to value

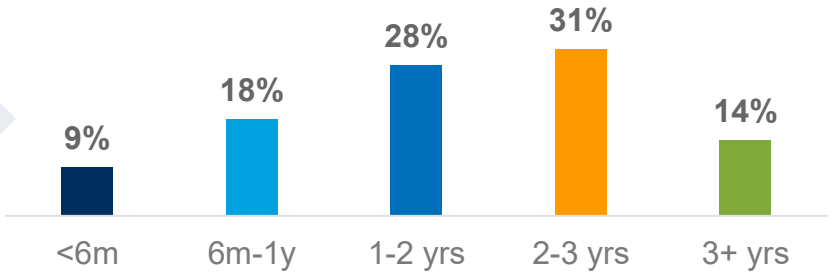
Percentage of business case performance improvement goals achieved



Speed to value (months to reach KPI improvement goals)



Months to achieve ROI on technology investment



31%
of customers met >60% of their performance improvement goals from their MDM software

54%
of customers reached their KPI improvement goals within 12 months

27%
of customers achieved their technology ROI within 12 months

Hackett tip: Effective change management and training to ensure employee adoption are critical factors for achieving ROI.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

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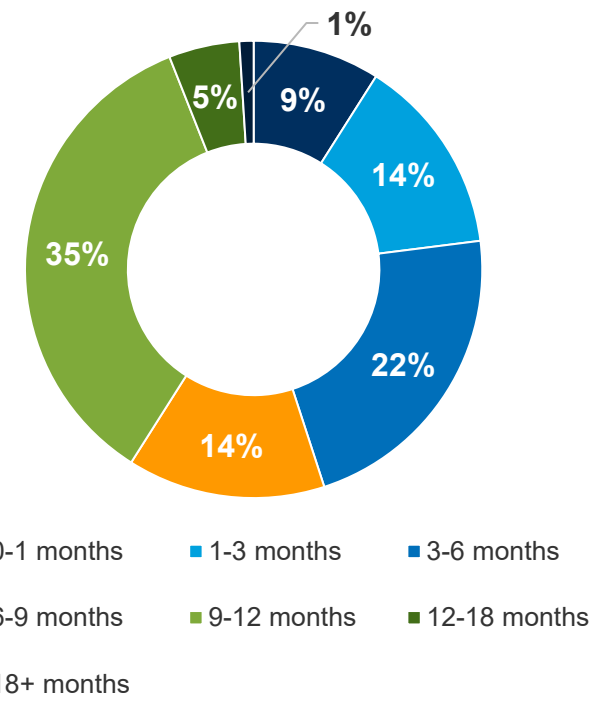
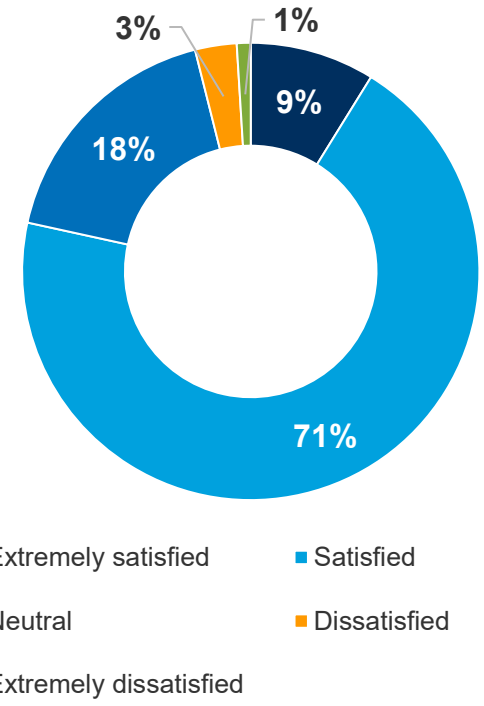
Implementation timeliness and client satisfaction

Implementations conducted by the software vendor vs. a third party were evenly split; however, implementations led by software vendors were completed three months faster on average, with a 7% higher level of satisfaction.

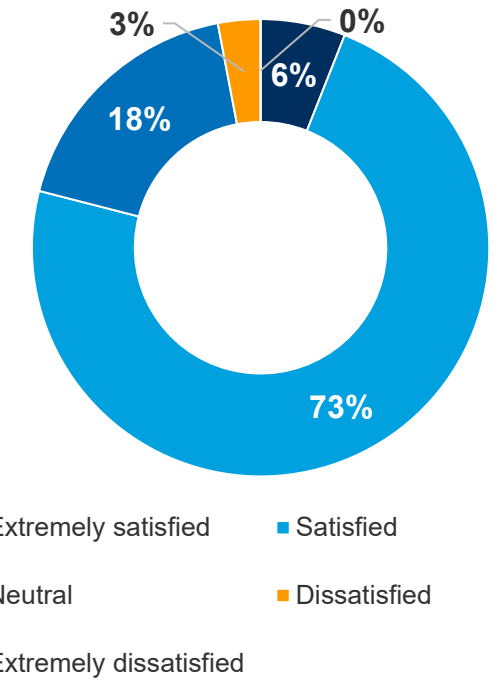
Implementation duration



Effectiveness of implementation



Efficiency of implementation

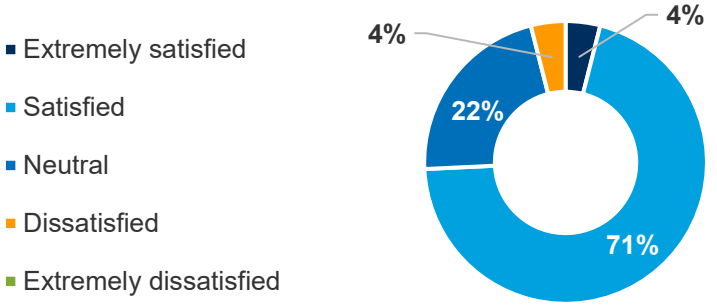


Implementations average 6-9 months, with 45% completed in under 6 months.
Overall, 80% of customers were satisfied or extremely satisfied with effectiveness of implementation.
Overall, 79% were very satisfied or extremely satisfied with the efficiency of their implementation.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Satisfaction with key value realization factors and vendor responsiveness

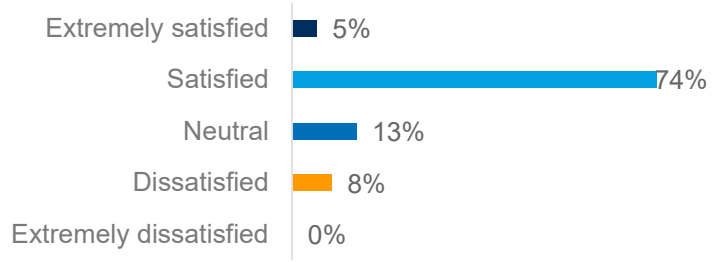
Data visibility and data intelligence



75%

Satisfaction rating for MDM data visibility and data intelligence

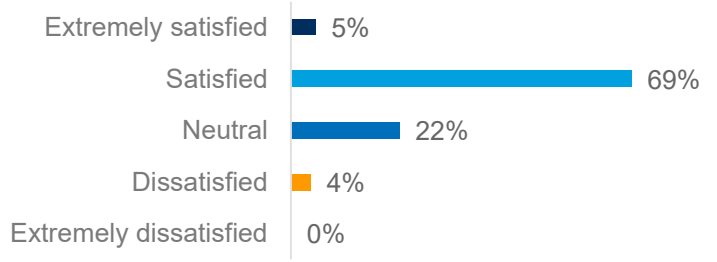
Data validation capability with ERP and CRM



79%

Satisfaction rating with data validation post capability

Vendors responsiveness to product feedback and associated improvements though software releases



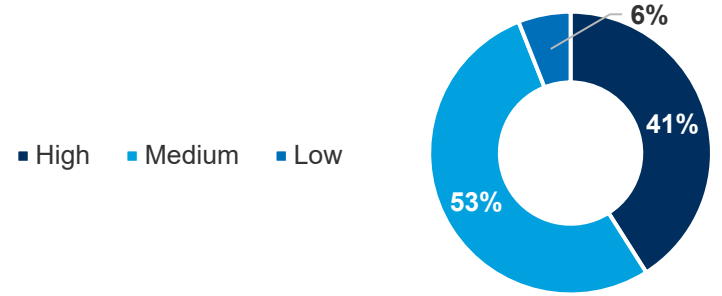
74%

Vendor responsive rating through software releases

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

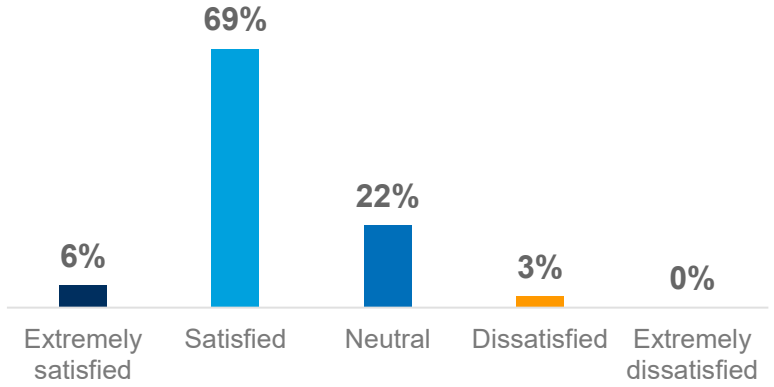
Master data management software reflects high levels of user adoption and satisfaction, and an overall positive customer experience

Overall user adoption of technology



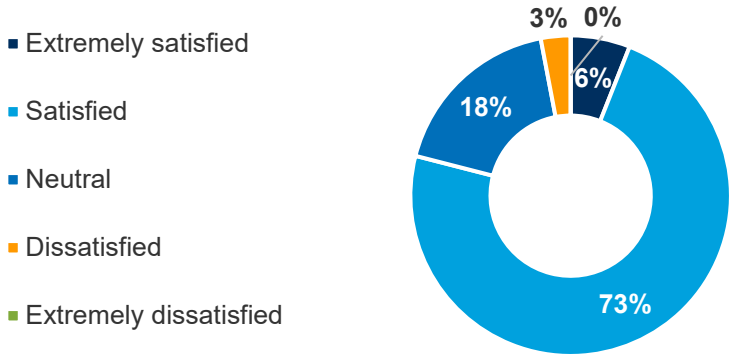
94%
medium/high user adoption of technology

Ease of use, intuitiveness and end-user experience



75%
are satisfied or extremely satisfied with their MDM user experience

Overall satisfaction with the software



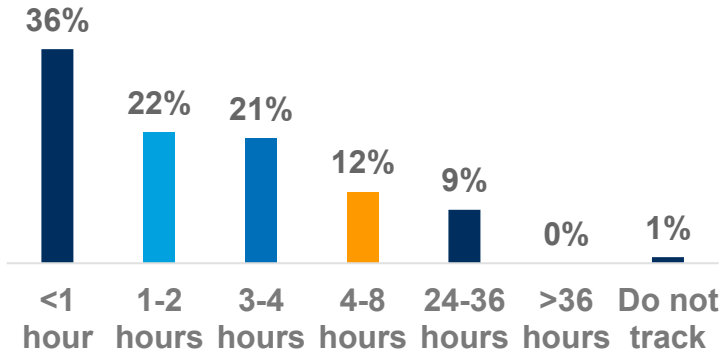
79%
overall MDM solution satisfaction rate*

*Satisfied/extremely satisfied

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

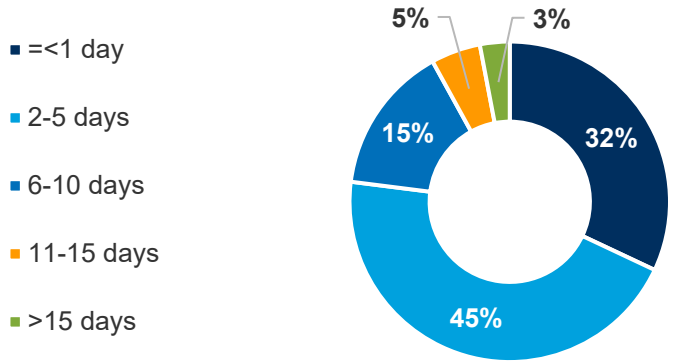
Master data management software is delivering fast cycle times and reducing duplicative data

Cycle time
new record creation



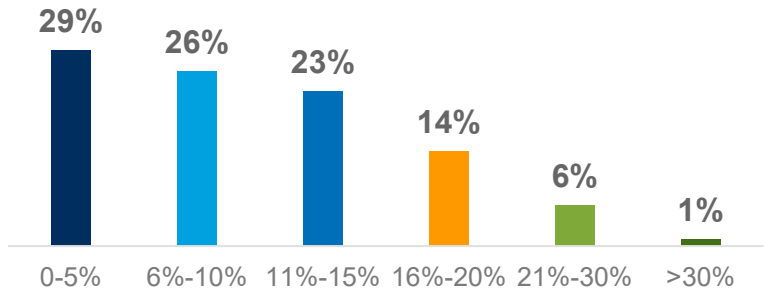
58%
of customers create new master data records in ≤2 hours

Cycle time
data issue resolution



32%
of customers resolve data issues in ≤1 day

Percentage of
duplicate data



55%
of customers have ≤10% duplicity in master data records

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

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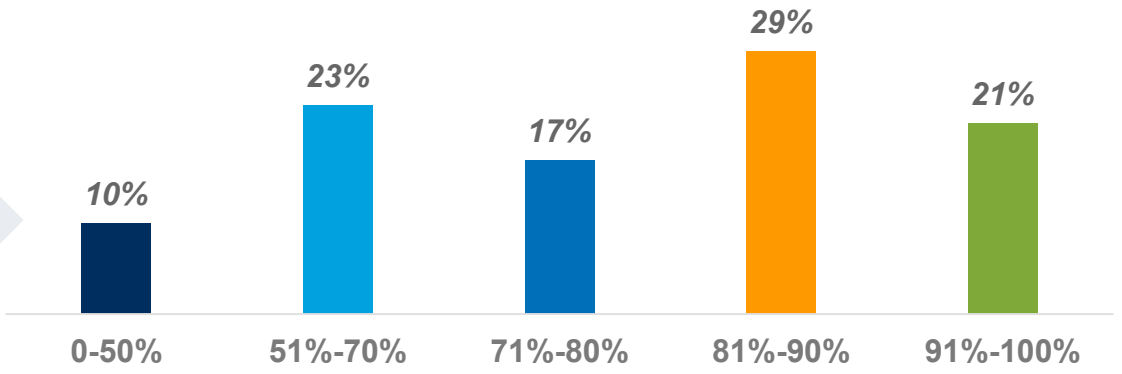
Master data management software enables more complete and accurate data that is leveraged in operational transactions and business performance analytics

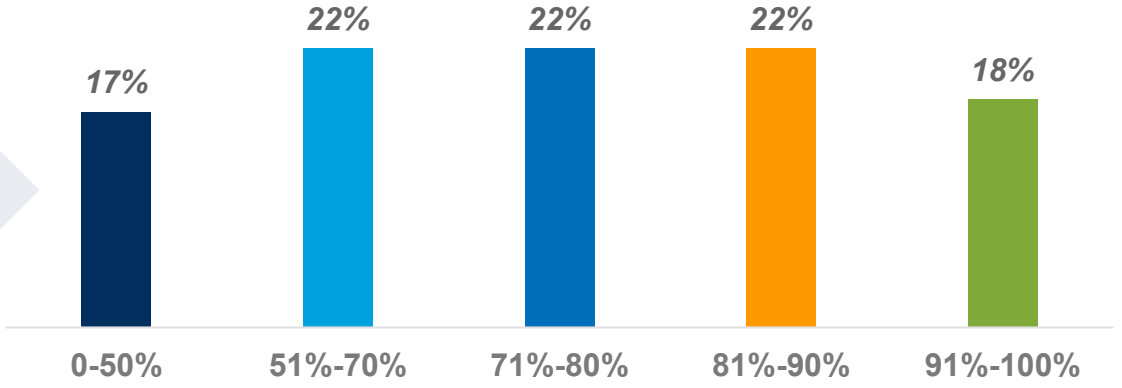
Percentage of data completeness achieved



50%

of customers achieve >80% data completeness with their MDM software

Data accuracy with the MDM software



40%

of customers achieve >80% of data accuracy with their MDM software

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

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Deep dive of study MDM software vendors

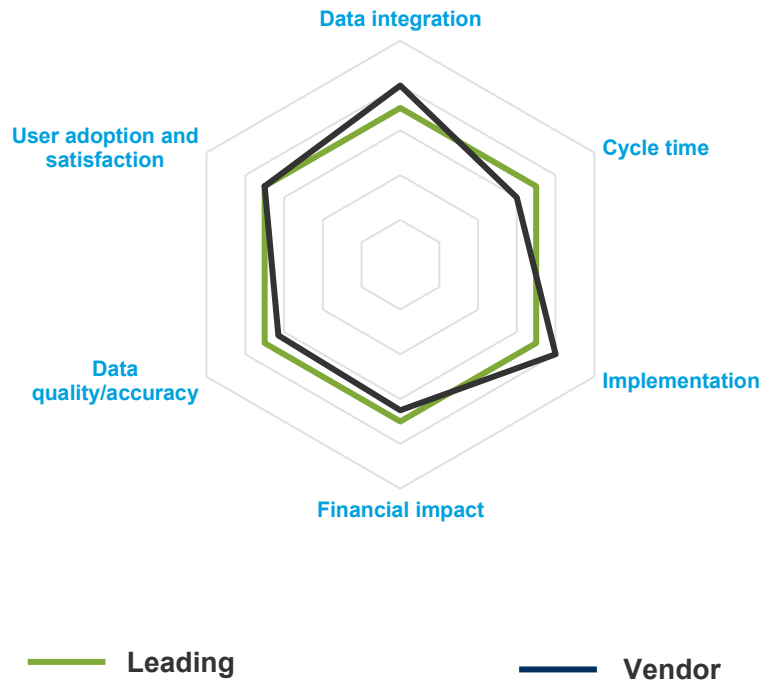
How to read the Digital World Class® Matrix software provider ratings

CAPABILITY ASSESSMENT (MDM)	
Ability to address globally complex clients	●
Implementation – services and support	◕
Data modeling	●
Data acquisition/integration	◕
Data quality, match and merge	◕
Data relationship management	◔
Data orchestration/synchronization	◕
Data stewardship	◑
Business process workflow	◕
Data security and privacy	◕
Intelligent automation, AI/ML, IDC, Gen AI	◕

● Leading ◕ Advanced ◑ Challenging ◔ Emerging - - Not available or not evaluated

Capability ratings (Harvey balls) provide a scale of vendor **capacity** based upon available features and functionality.

VALUE REALIZATION ASSESSMENT (MDM)



Value realization ratings (radial graph) provide a scale of vendor **delivery** based upon customer feedback.

- Vendor's individual performance is measured by the black line
- Top-quartile performance among the vendors included in the study is measured by the green line

Digital World Class® Matrix | MDM software providers

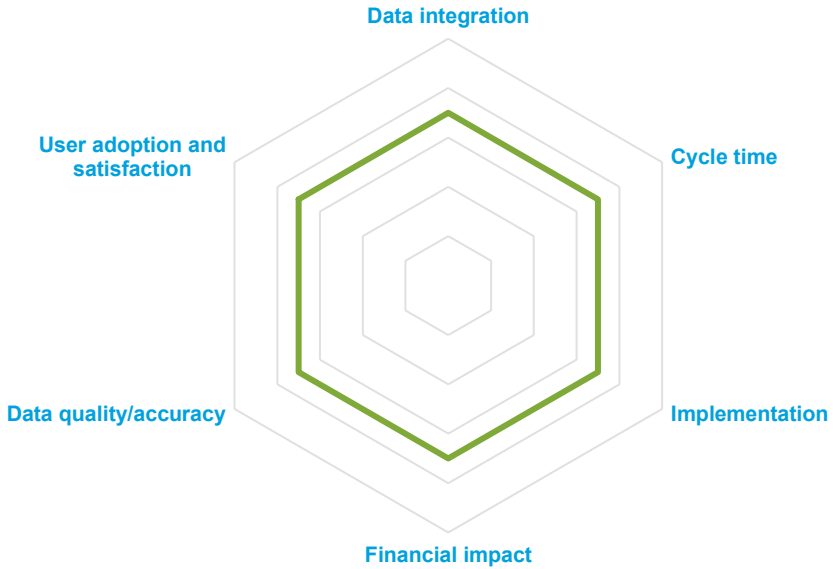
Our observations

Capability breadth measures the scope and depth of software features and functions

- Represented through Harvey ball ratings, capability ratings measure capacity of master data management (MDM) technology vendors to bring best-in-class solutions to critical functional areas such as data modeling, data quality management, data match and merge, data stewardship, and data security.
- Capacity at times exceeds performance by end users due to several factors, including data steward expertise, configuration-based customization requirements, and workflow process adoption.

Value realization measures the ability of the software to positively impact MDM performance metrics

- Customers indicated that data accuracy, data completeness, and cycle time for data management are among the most critical metrics utilized by data management professionals to determine the success of MDM solutions.
- CFOs and other finance personas respond most to cost savings and ROI timeline performance in MDM technology assessment.
- CIOs and other IT personas respond most to implementation experience, system integration success, and data validation capability performance.
- CEO and COO personas pay particular attention to percentage of business case improvement goals achieved and speed to value when assessing technology impacts.



MDM software providers included in this edition of the Digital World Class® Matrix

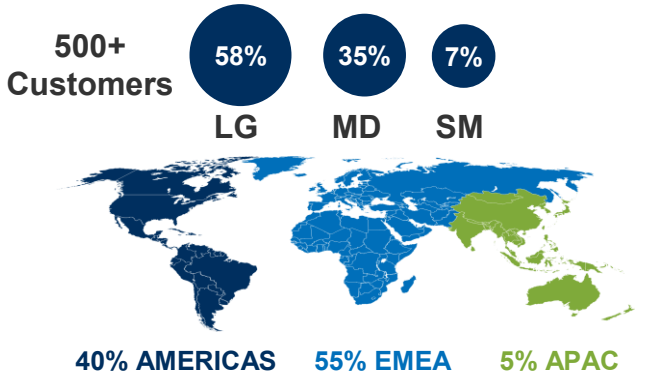
Software provider profile | Stibo Systems

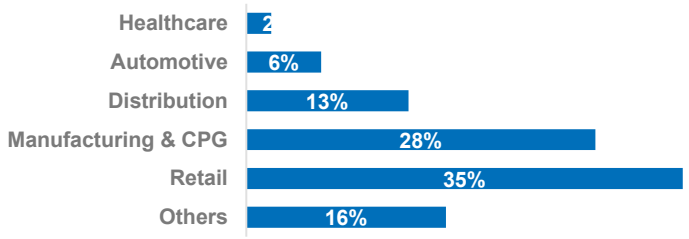
STIBO SYSTEMS
MASTER DATA MANAGEMENT

COMPANY OVERVIEW

Stibo Systems is a global master data management company that helps businesses with AI-powered solutions for data transparency and strategic growth. As a subsidiary of the Stibo A/S group, the company optimizes operations, enhances customer experiences and drives digital transformation through comprehensive data management.

Founded:	1976
Headquarters:	Aarhus, Denmark
Ownership:	Private





REPRESENTATIVE CLIENTS

SIEMENS, GRAINGER, Kellogg's, Ford, JOCKEY, HALYARD, Walmart, sky

VISION/MISSION

"Our mission is to create the world's most versatile master data management solutions, built to enable businesses to optimize their business, environmental and social performance."

PRODUCT OVERVIEW

Stibo STEP is an enterprise-level master data management platform that enables businesses to create, manage and publish accurate data across multiple domains like product, customer and supplier information.

- Enables comprehensive organizational data transparency through a unified data perspective.
- Provides real-time access to the latest data through an API-first strategy, enabling instant data requests from applications and reducing the complexity of updates.
- Offers an intuitive, role-specific user interface designed for seamless navigation and enhanced insights across different user roles.

MAJOR PARTNERS

loqate GBG, snowflake, GS1, MuleSoft, CLOUDFLARE, acrolinx, Qlik

KEY SOFTWARE FEATURES

Centralized governance: Supports local and global operational processes with robust data management, ensuring holistic governance, quality control and security across multiple organizational domains.

Data as a service: Provide DaaS solution functioning as a real-time product data cache, which facilitates streamlined updates and eliminates extensive data export requirements.

Intelligent automation: Leverages AI technologies to improve functionalities such as assisted classification, match/merge processes, and generating product descriptions, enhancing operational efficiency.

Systematic compatibility: Provides technology-agnostic integration capabilities with enterprise-wide technological ecosystems. Enables seamless connectivity and enhanced data interoperability across diverse technological environments.

Sustainability compliance: Dedicated ESG data management package with preconfigured compliance workflows. Provides comprehensive tools for ESG reporting.

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Hackett perspective | Stibo Systems

STIBO SYSTEMS
MASTER DATA MANAGEMENT

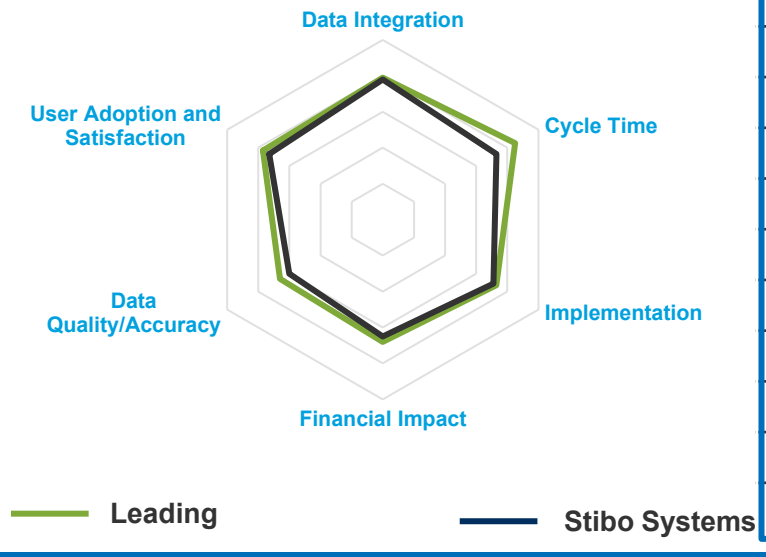
HACKETT COMMENTARY

"Stibo Systems delivers a cloud-native master data management open platform that is AI-enabled and boasts an intuitive user interface. It supports multiple data domains across many industries, with specific strengths in manufacturing, distribution and retail. Product master creation and management functionality is a stand-out."

HACKETT VALUE REALIZATION HIGHLIGHTS

- Stibo Systems shows consistent performance in data integration with a 78% rating.
- Key performance metrics show:
  - Operational efficiency metrics demonstrate an 73% performance level for cycle time, with transaction processing completed within 1-2 hours for record management activities
  - Moderate to strong performance in implementations at 71%
  - Speed to value averages 1-2 years
- User adoption and satisfaction demonstrate positive results at 73%.
- Positive outcomes when vendor involved in initial implementation stages.
- Customers were satisfied with overall efficiency and effectiveness of implementation.

VALUE REALIZATION ASSESSMENT (MDM)



CAPABILITY ASSESSMENT (MDM)

Ability to address globally complex clients	Advanced
Implementation – services and support	Leading
Data modeling	Leading
Data acquisition/integration	Leading
Data quality, match and merge	Leading
Data relationship management	Advanced
Data orchestration/synchronization	Advanced
Data stewardship	Advanced
Business process workflow	Leading
Data security and privacy	Leading
Reports, dashboards, analytics	Advanced
Intelligent automation, AI/ML, IDC, Gen AI	Leading

HACKETT CAPABILITY HIGHLIGHTS

- Stibo Systems has established itself as a mature MDM provider with 40+ years of experience in the industry.
- Key strengths include:
  - Dynamic data modeling for complex multi-domain data
  - Built-in integration capabilities for multiple data sources
  - Deep product information management (PIM) heritage
- Modern capabilities include predictive analytics and machine learning integration and advanced workflow automation.

Leading Advanced Challenging Emerging

The Hackett Group

Stibo Systems provides customer master data domain support through its Customer Experience Data Cloud Solution

Hackett Commentary:

"Many organizations are plagued with disparate systems that maintain customer master data which makes a single source of truth an impossibility. Stibo Systems' Customer Master Data Management (MDM) solution enables businesses to create, consolidate, cleanse, and enrich customer data, resulting in organizations delivering personalized customer interactions, improved decision-making, and enhanced operational efficiency. A few stand-out AI driven features are the Match Scores and Data Policy Scores. These features enhance the role of Data Stewards by rapidly identifying duplicate records and also ensuring critical policy required data is not lost during the deduplication process."

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Appendix (FAQs)

Digital World Class® Matrix frequently asked questions (FAQs)

How are software or service providers selected for participation?

- Providers are included if they meet the inclusion criteria for the study, which is determined by The Hackett Group analysts and subject matter experts during the initial scoping and design phase.

Are providers able to decide if they are included or excluded from the Digital World Class® Matrix?

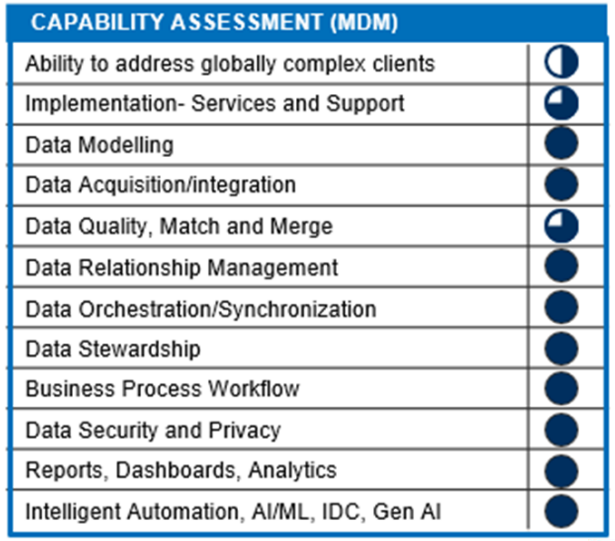
- No, providers cannot choose to be included or excluded from the Digital World Class® Matrix Study. However, providers may choose not to directly participate in the process or provide information to The Hackett Group. The Hackett Group encourages participation but does not reward or penalize providers based on their level of participation.

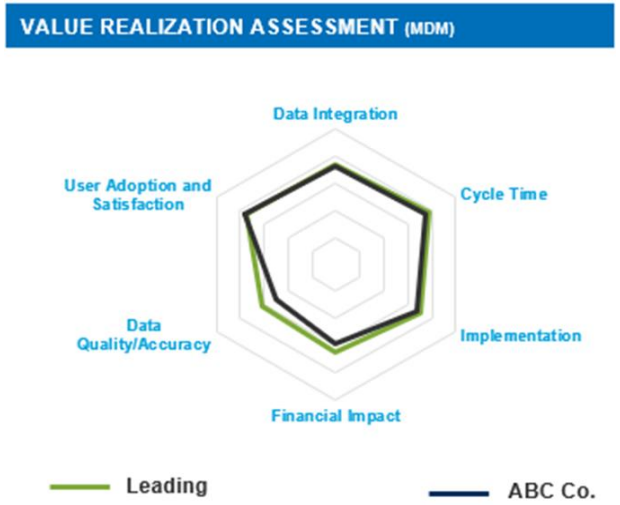
Does The Hackett Group share individual responses from customer references, surveys, interviews or analysis?

- No, all responses from customer references, surveys, interviews, provider content and other sources of data collection are kept confidential and aggregated into the overall analysis.

How often are Digital World Class® Matrix studies updated?

- Studies are typically refreshed between 12 to 24 months. However, a specific study's refresh is highly dependent upon the related marketplace's evolution velocity.





Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

Digital World Class® Matrix FAQs

Are there different levels of provider participation?

- Yes. Some providers have supplied all requested information, while some only provided partial information and The Hackett Group gathered the remaining information from our sources. For others, The Hackett Group gathered all the evaluation information from our sources.

How are the software or service providers rated?

- For capability breadth, we use the following criteria:
  - Ability to address globally complex clients, implementation- services and support, data modeling, data acquisition/integration, data quality, match and merge, data relationship management, data orchestration/synchronization, data stewardship, business process workflow, data security and privacy, reports, dashboards, analytics and intelligent automation, AI/ML, IDC, Gen AI
- For value realization, we use the following criteria:
  - Data Integration
  - Cycle Time
  - Implementation
  - Financial Impact
  - Data Quality/Accuracy
  - User Adoption and Satisfaction

How does The Hackett Group build market intelligence reports?

- For each provider participating in a particular study, we gather the following information:*
  - Provider buyer survey
  - Provider strategy session
  - Customer surveys and/or interviews
- Our client survey collects data from providers' clients about:
  - Performance relevant to the offering category.
  - Experience through related questions on customer satisfaction, value, etc.
- Using this collected information and applied knowledge from internal and external subject matter experts, we compare aggregated client survey responses against our benchmarking data to measure performance relative to each other and to that of Digital World Class® organizations.

Why does Hackett not provide a comparative grid in this report?

- All organizations' needs are different and in recognition of that diversity, Hackett offers customized Matrix grids to buy-side members based upon identified priorities in consultation with Hackett advisors.

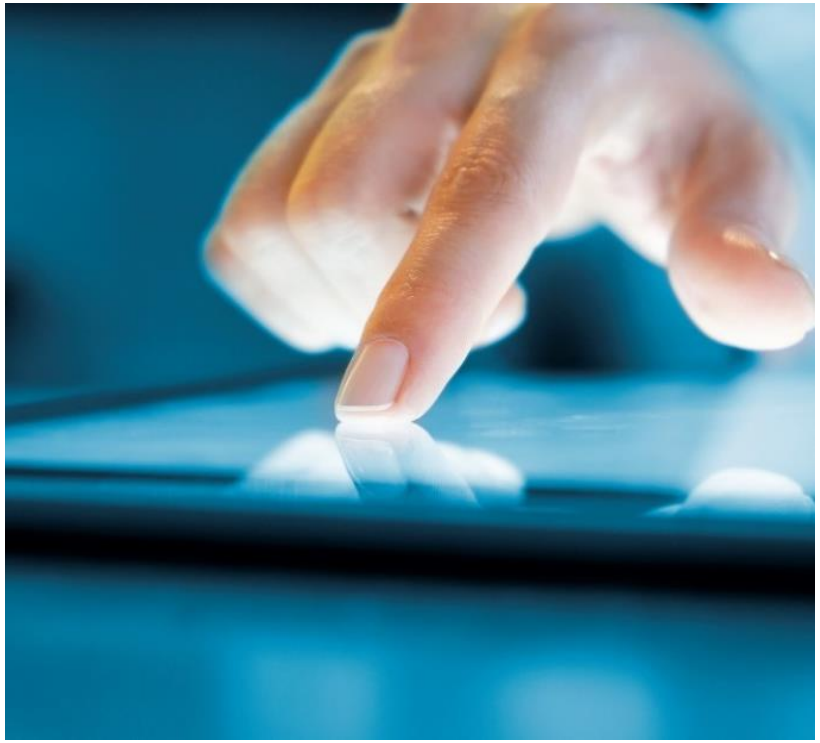
*Ratings for the following software providers exclude their direct input and are based on The Hackett Group's applied knowledge, public disclosures and The Hackett Group's interview and/or survey responses from software provider buyers: Ataccama, Contentserv, Informatica, Microsoft, Oracle, Pilog, Profisee, Reltio, Semarchy, Syndigo, Tamr, Tibco

*Nonparticipating software providers have not provided any direct input. Hybrid software providers have provided direct input on RFI or capabilities only. Our analysis is based on The Hackett Group's applied knowledge, public disclosures and The Hackett Group's interview and/or survey responses from software provider buyers.

Source: The Hackett Group 2025 MDM Digital World Class Matrix Study

For Buyers: Executive Advisory Membership Program

- The Hackett Group is excited to present our exclusive Executive Advisory Membership Program. It boasts a group of over 1,000 members focused on driving transformative change and achieving Digital World Class® benefits.
- Our advisory service provides clients with unlimited access to Hackett's market-leading intellectual property and research, along with the personalized touch of a dedicated advisory team to help you realize your specific goals.
- The Hackett Group's Executive Advisory Membership Program combines an easy-to-use benchmarking platform and member portal with best practice research, case studies, diagnostics tools and advice from experienced advisors.



Strategic Insight | **Targeted Improvement** | **Accelerate Benefits** | **Risk Mitigation** | **Manage Change**

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Important legal notice

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