



12th International Conference on Information Quality, 2007



Data Quality? Don't Waste your Time



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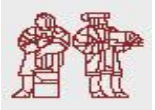




Data Quality – 8 Myths & Misconceptions

1. Data Quality matters to a business
2. Data Quality problems keep CEOs awake at night
3. Data Quality is an IT issue
4. Data architectures have value to a business
5. Metadata matters to a business
6. 100% data accuracy is a feasible aim in business
7. Businesses want 100% data quality
8. Businesses need 100% data quality





Myths & Misconceptions – Don't Waste Your Time

- DQ is not seen as a business survival issue
- DQ experts do not win hearts and minds in organisations
- DQ champions struggle to win business support
- DQ specialists do not sell the importance of DQ in a language that connects to the business world
- And many researchers miss the point – misplaced focus
- The real challenge...
 - **DQ professionals: convincing industry to take DQ seriously**
 - **DQ researchers: supporting DQ professionals in this challenge**





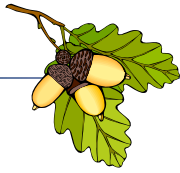
Data Quality – the Business Realities

- Data Quality is a business transformation challenge
- Holistic approaches are needed, encompassing:
 - People
 - Systems
 - Processes
 - Technology
- Proving the benefits of DQ enhancement is the primary challenge
- Return on investment is king!!
- Results are achievable, but it's a long haul
- Businesses need us!!

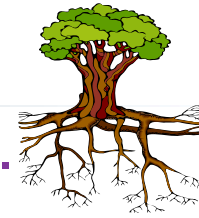




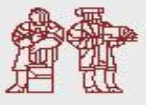
From Acorns



to Oak Trees . . .



- BT's DQ initiative started in 1997. Response to:
 - Slow deployment of new products and services
 - Desire to gain complete view of customers
 - Efforts to reduce business & IT costs
- DQ improvement team created:
 - Investigated DQ 'hot spots
 - Specified common approach and tool set
 - Kick started initial projects
- DQ in BT today:
 - Over 70 internal DQ improvement projects completed
 - DQ improvement team of 50+
 - DQ solutions to other companies, e.g. UK MoD, HBOS, Unilever



BT's DQ Challenges

- Provide accurate, complete and reliable information
- Improve core data in 700+ operational systems
data quality problems were widespread
- Ensure new systems stack contains high quality data
- Accelerate migration to new systems stack
data migration recognised as challenge
- Support e-enablement of processes
you can only automate process if data is accurate
- Ensure all assets recorded accurately
an asset is only an asset if you know it's an asset!
- Comply with new EU & US data legislation





Organising for Change

■ Organising the Business

- Business champion in Group CIO team
- Champions in all lines of business
- IM Forum created . . . Focus on Data Quality
- Prioritising potential DQ projects

■ Organising the IT Department

- Created a Centre of Excellence (CoE) for DQ
- Head of CoE member of IM Forum
- DQ Consultancy established to bridge Business & IT functions
- Drive to establish common methods and tools



Gartner's Maturity Model



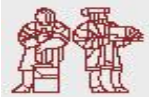
Strategic Planning

Assumption: Through 2010, more than 75% of organizations will not get beyond Levels 1 and 2 in their data quality maturity (0.8 probability).

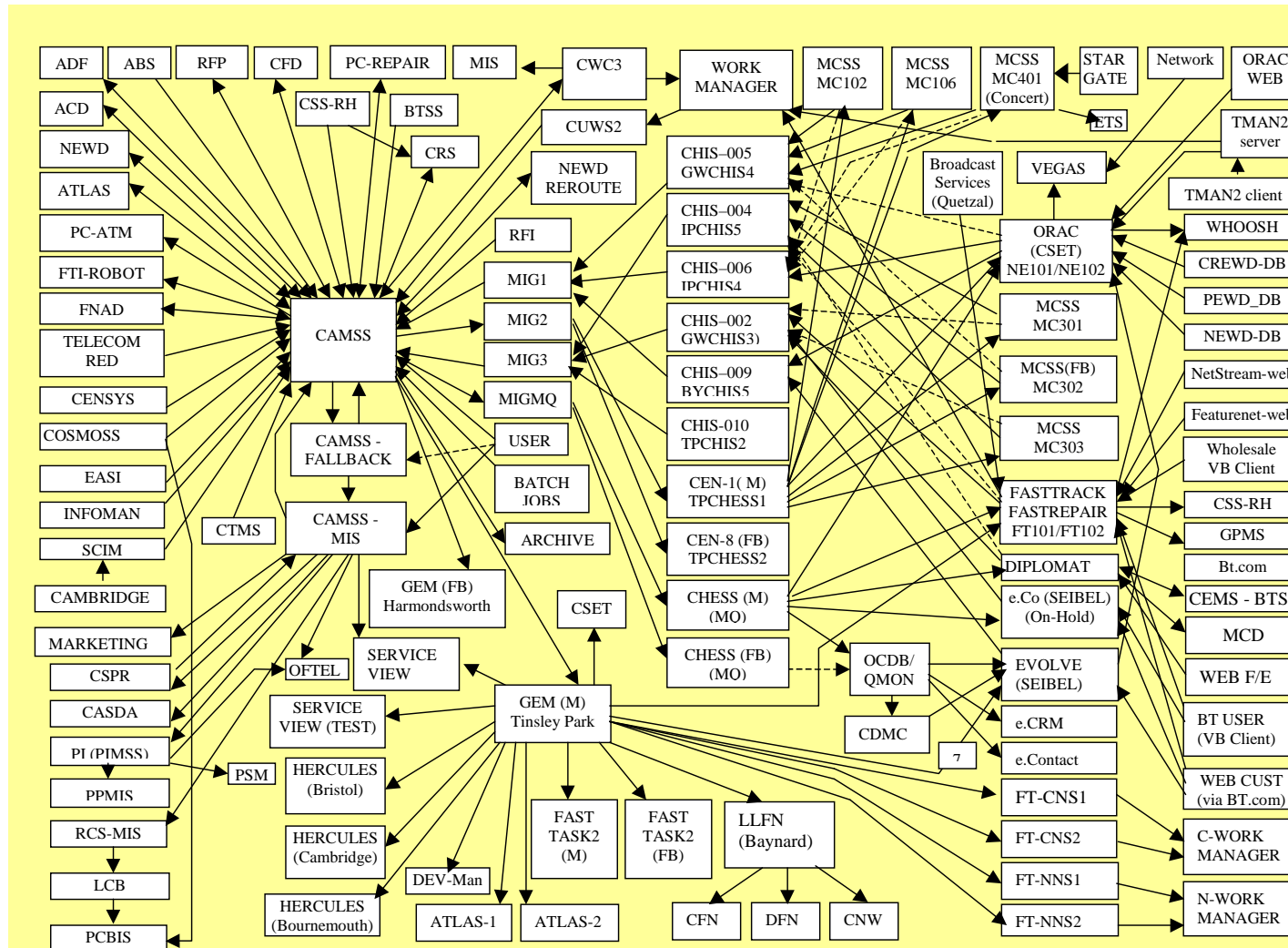
Strategic Planning

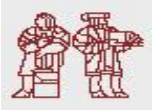
Assumption: Through 2012, less than 10% of organizations will achieve Level 5 data quality maturity (0.8 probability).

Andreas Bitterer - Gartner
Feb 2007

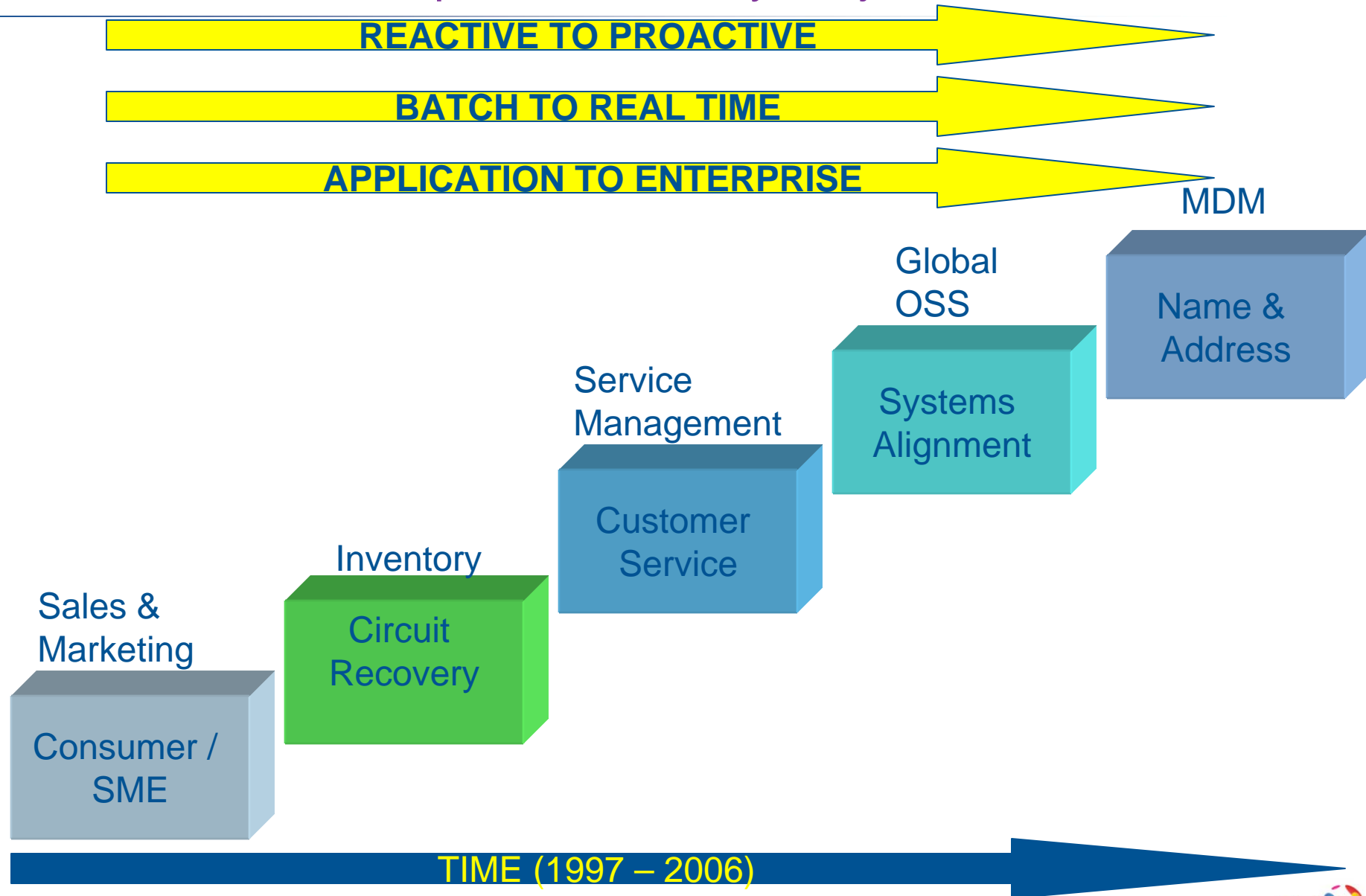


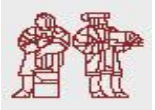
BT: An Early DQ Challenge





Some Example Data Quality Projects





Sources of ROI

■ Process improvement...

- Reduced costs of failure
- Less scrap & rework
- Enhanced productivity & morale

■ CAPEX avoidance

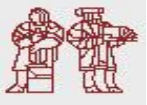
■ Improved asset utilisation

■ Revenue recovery & creation

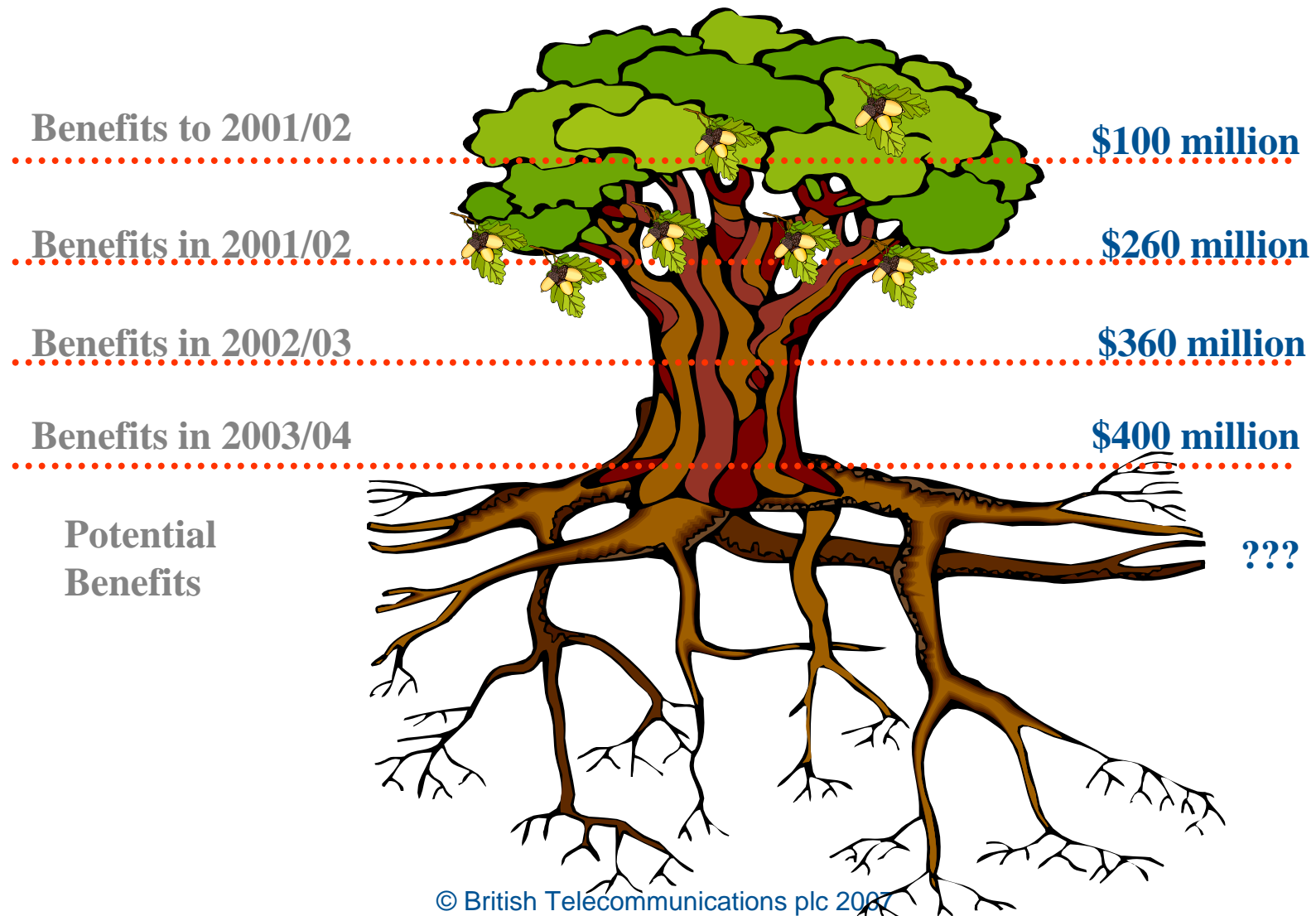
■ Better ROI in IT investments

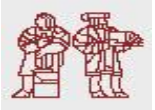
- Reduced in-life costs
- Faster deployment of enhancements



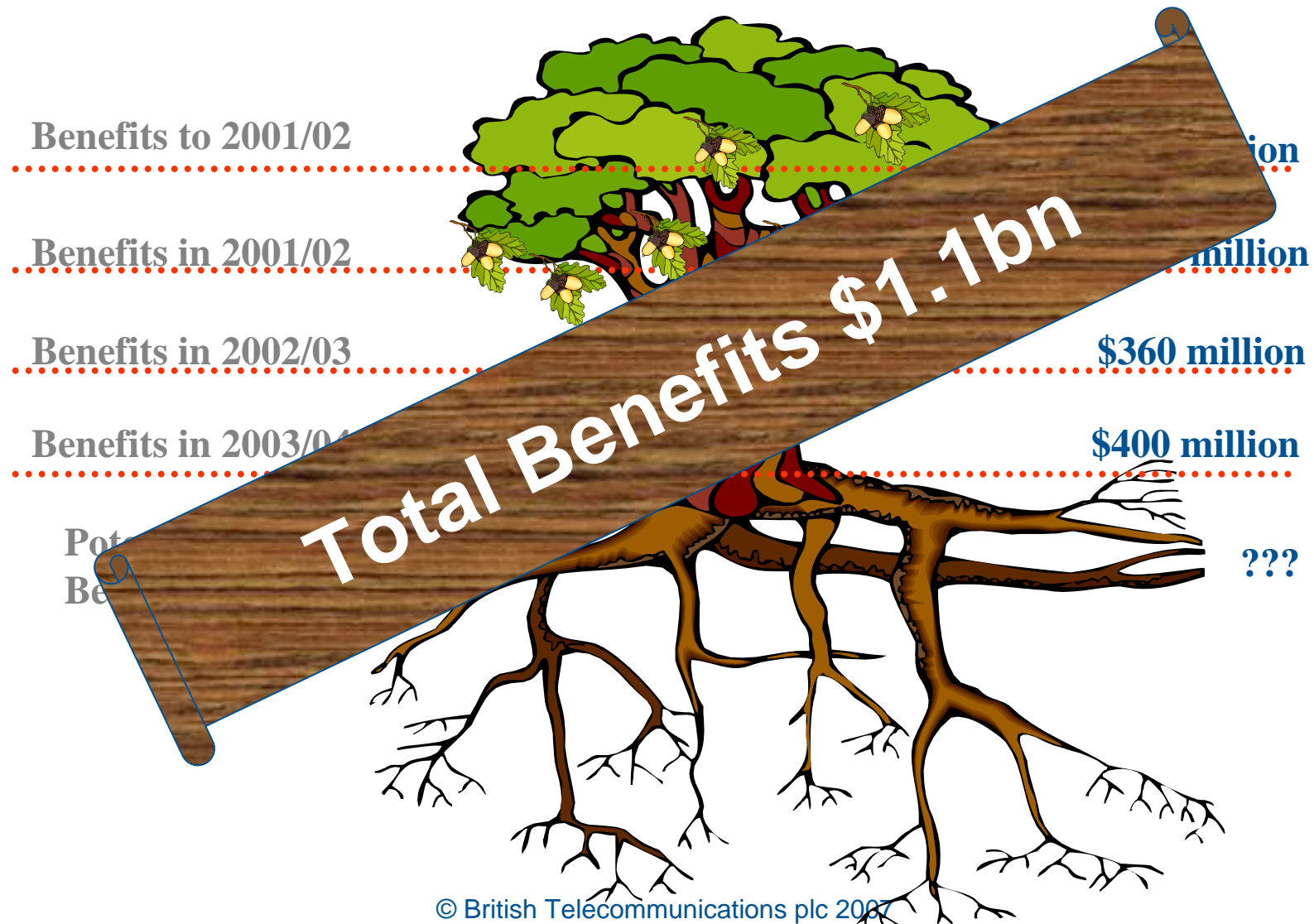


Data Quality: the bottom line benefits in BT





Data Quality: the bottom line benefits in BT





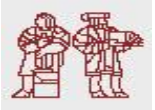
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Principles & Approach

Dave Evans

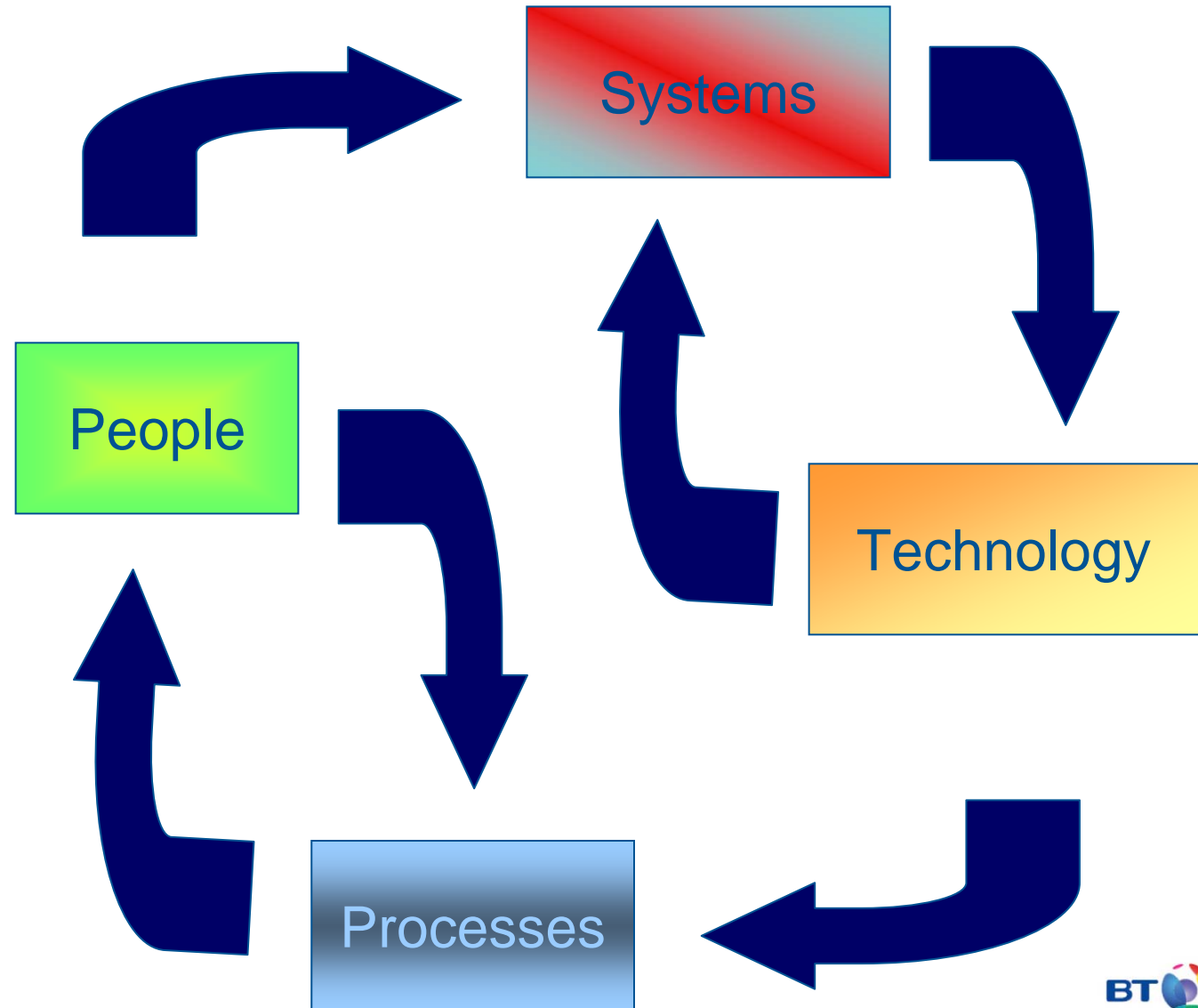




People, Systems, Technology and Processes are all driving each other!

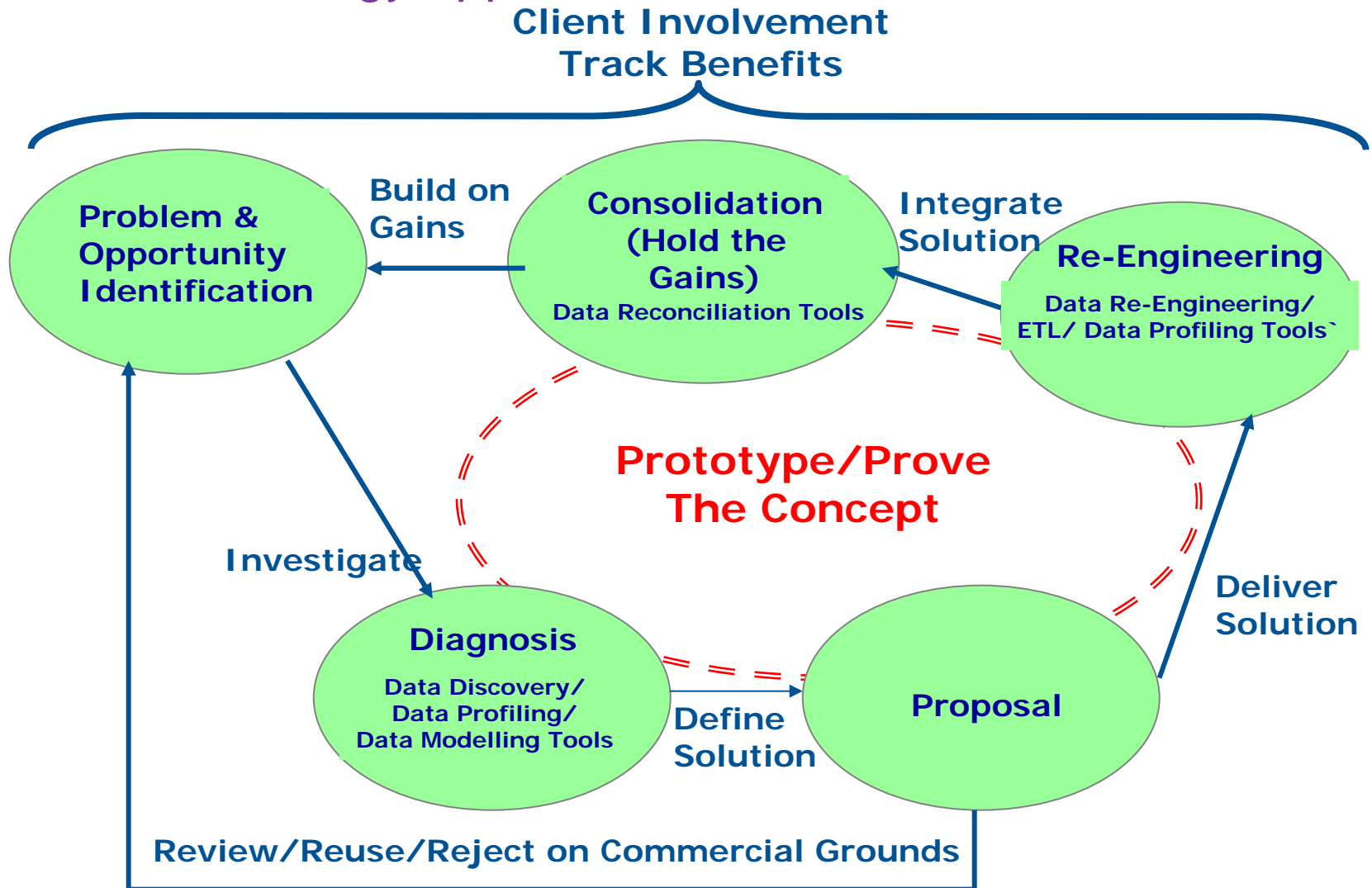


And don't
forget the
regulator!



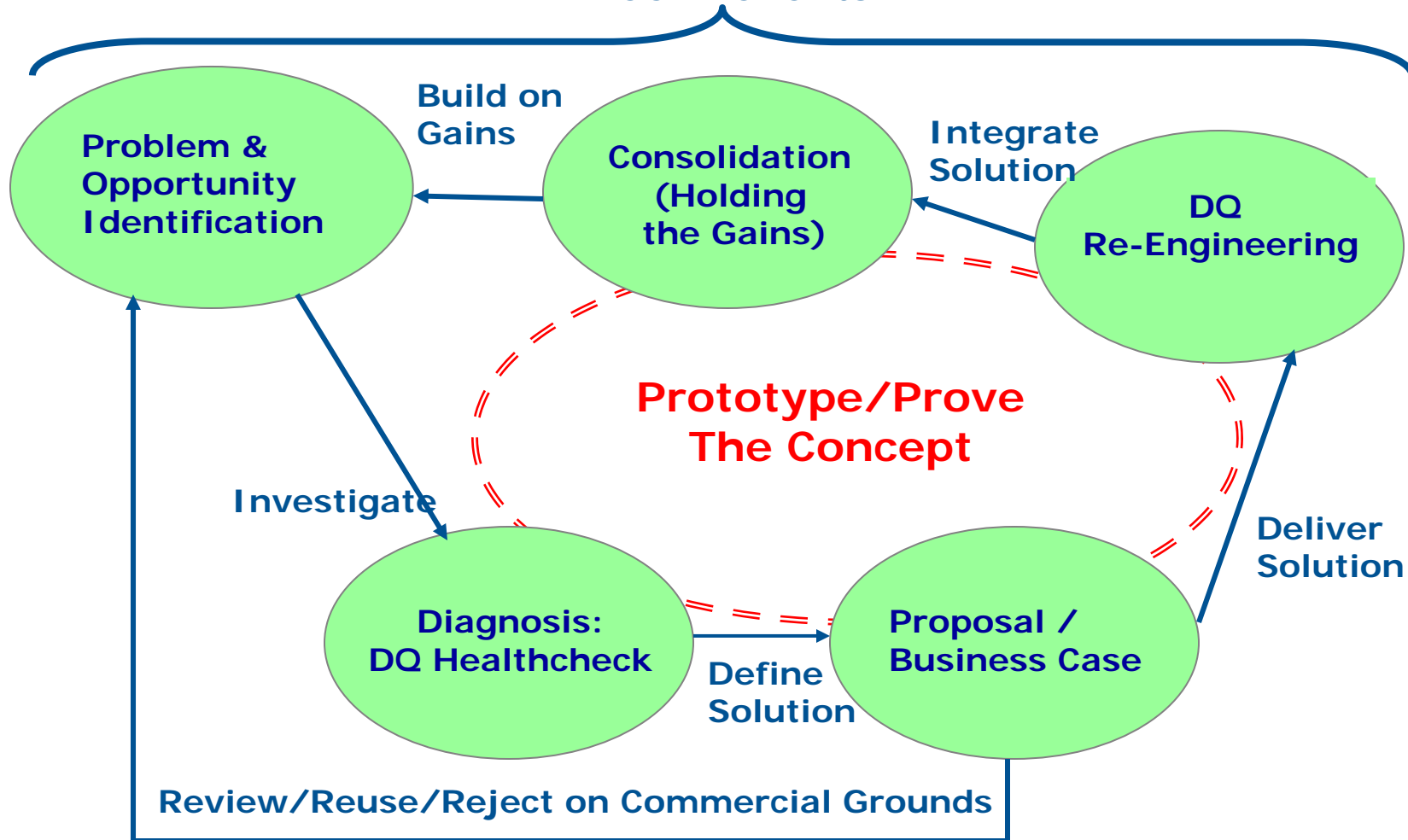


BT's DQ Methodology approach





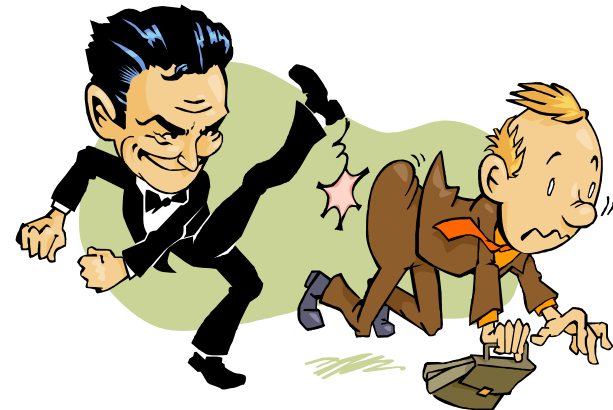
BT's DQ Methodology

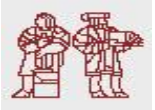




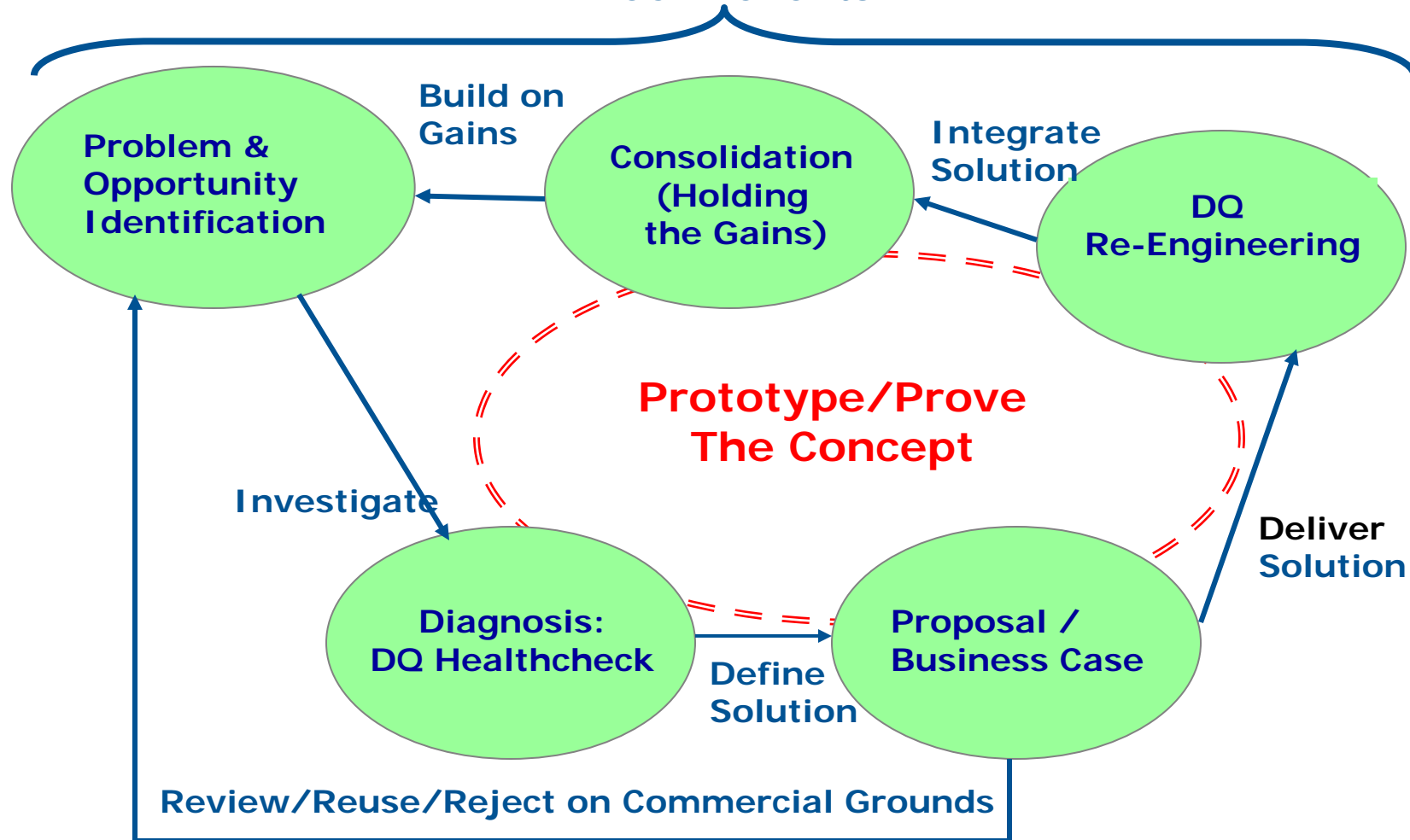
Problem & Opportunity Identification

- Work with business & IT people – listen to their complaints and suggestions
 - Interviews
 - Workshops
 - Ideas schemes
 - Focus groups
- Talk business language
- Relate problems to key business objectives
- Identify the pain holders! Identify champions!
 - Same people?
- Expect some denial and even rejection
 - Don't get downhearted
 - Persevere!
 - Look elsewhere





BT's DQ Methodology





Diagnosis: DQ Healthcheck

■ Find out how bad the situation *really* is

- Don't rely on people's memories
- Don't trust the documentation
- It's probably worse than they think it is

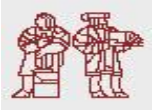
■ Profile your data!!

- Use a best of breed tool
- Don't write SQL, C++ , Excel etc.

■ Quantify the business impact

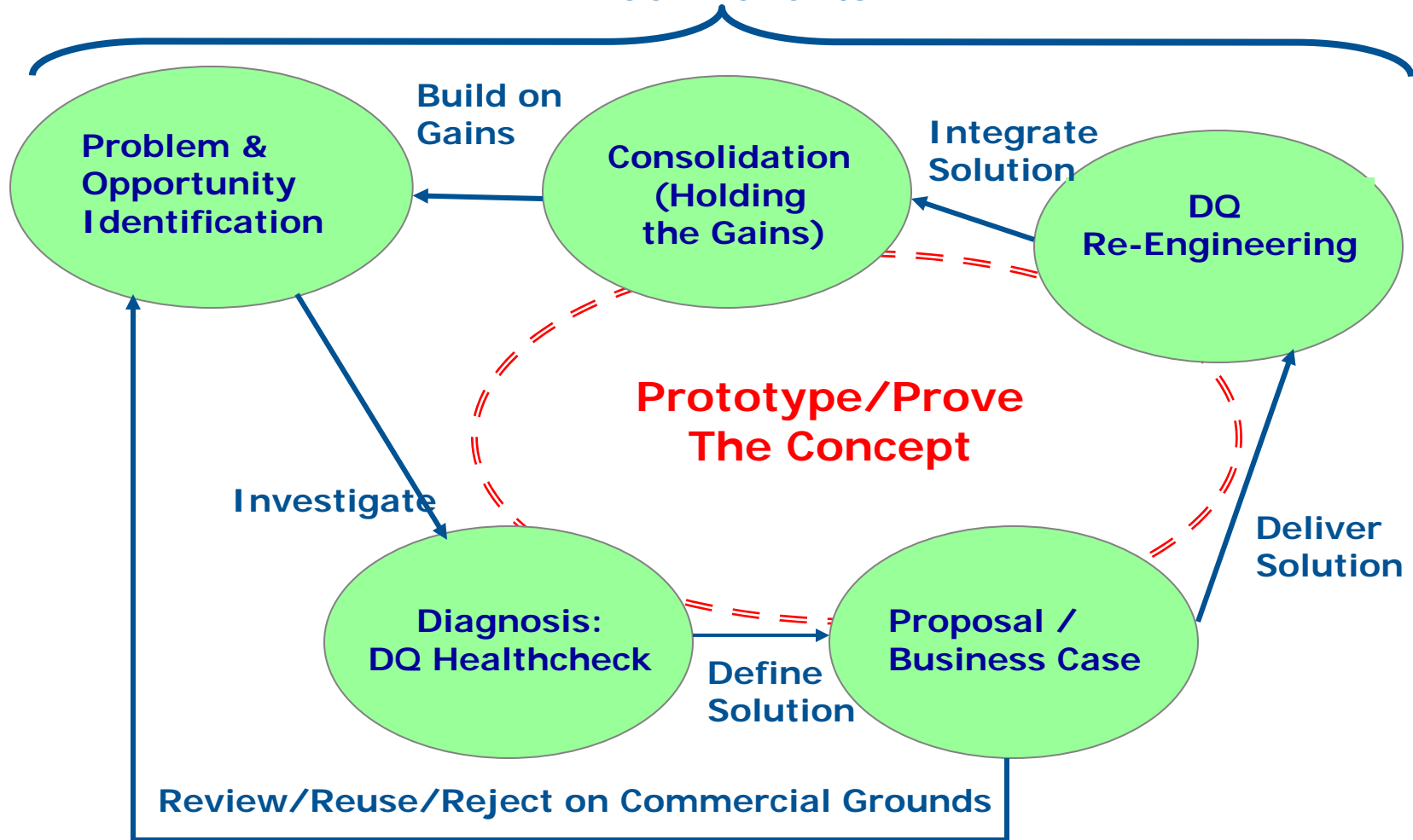
- Work with the Business
- Produce first cut estimates
- Reject opportunities with no indication of business benefit

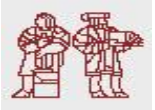




BT's DQ Methodology

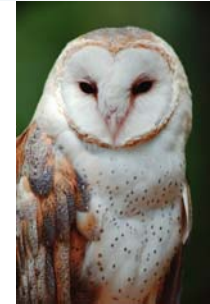
Client Involvement Track Benefits

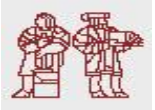




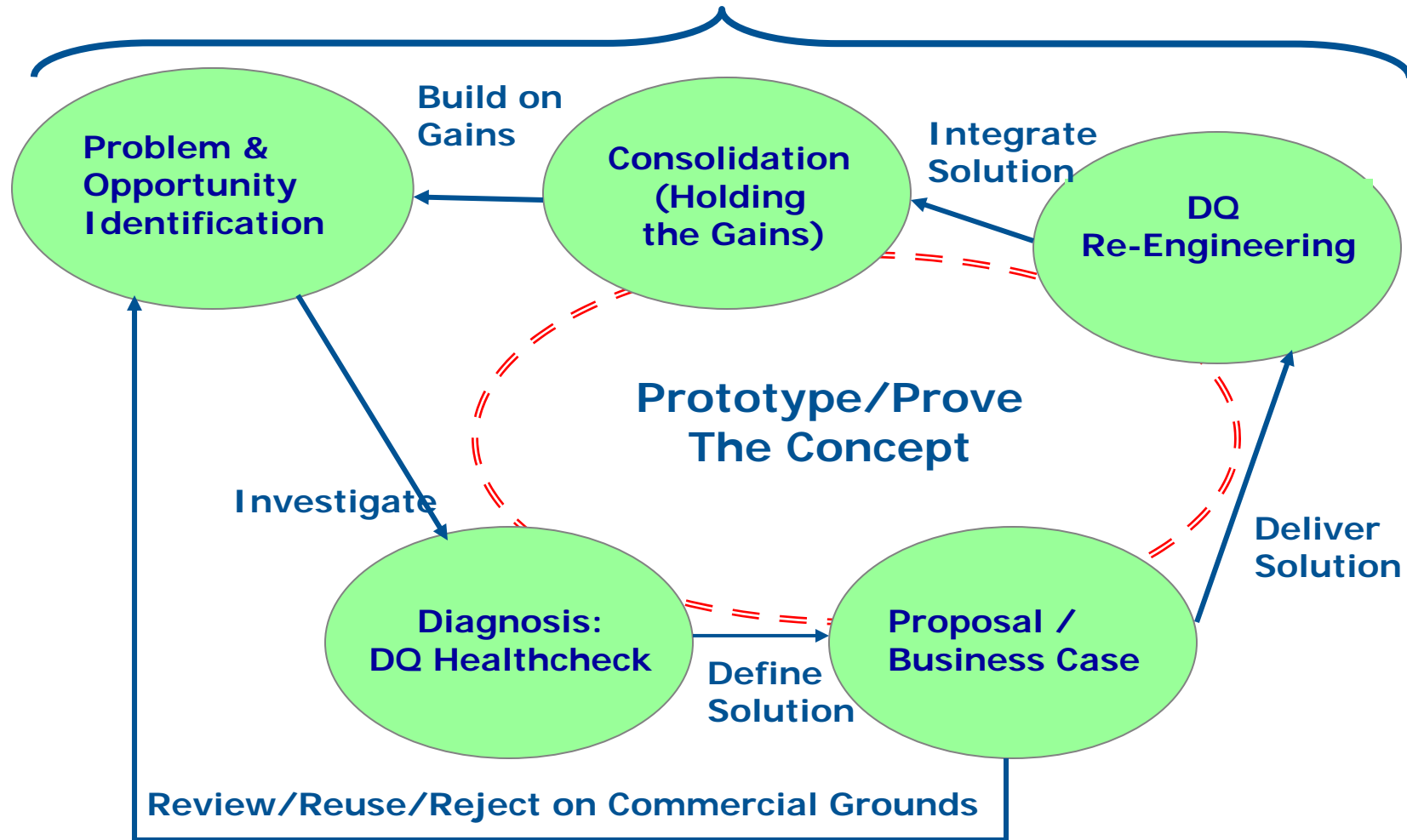
Business Case and Proposal

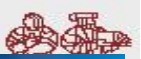
- Be aware of your organisation's DQ maturity
 - Wise owl or naïve donkey??
 - Start small
 - Under promise, over deliver
- Only progress opportunities that show indicative positive ROI
- Prioritise potential projects
 - Quantifiable ROI
 - Regulatory & legal impact
 - Brand & reputation damage
 - Benefits/cost ratio
- Produce Business Case
 - Gather more evidence to validate the case
 - Include 'do nothing' option





BT's DQ Methodology Client Involvement Track Benefits





DQ Re-engineering

■ Design & Implement the Transformation

- People, Systems, Processes, Technology
- Business led, IT supported



■ Standardisation

- All systems use the same version of the same data
- Enabler for further initiatives



■ Don't build one off solutions

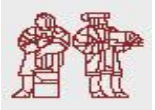
- Think agile & re-use
- Remember it's an iterative approach



■ Consider the future

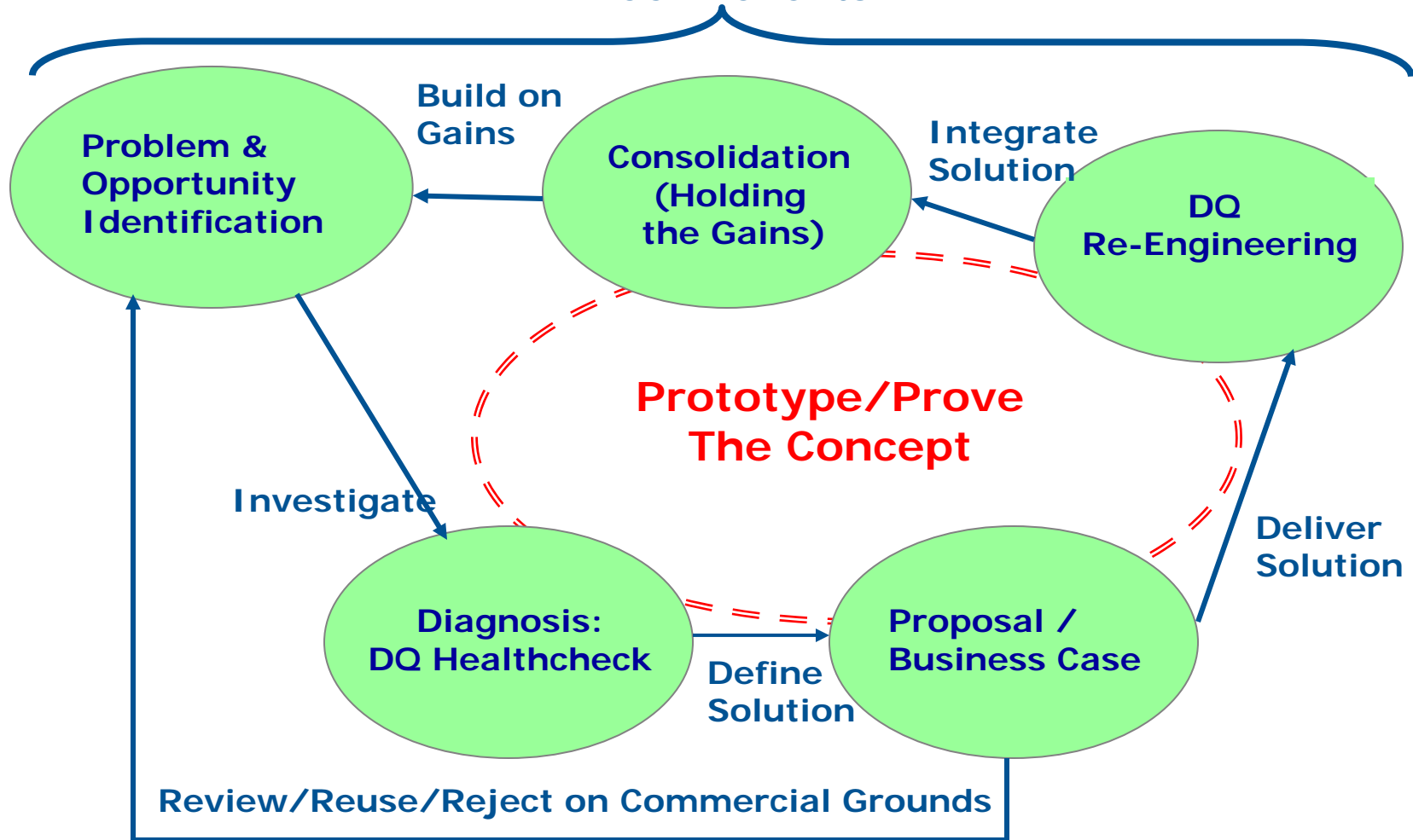
- You might not be doing it now.....
- But you will be soon!





BT's DQ Methodology

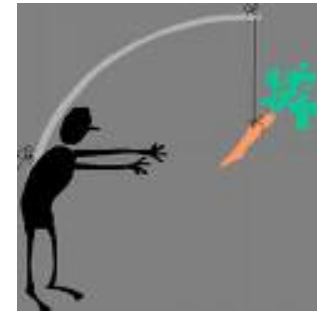
Client Involvement Track Benefits

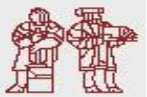




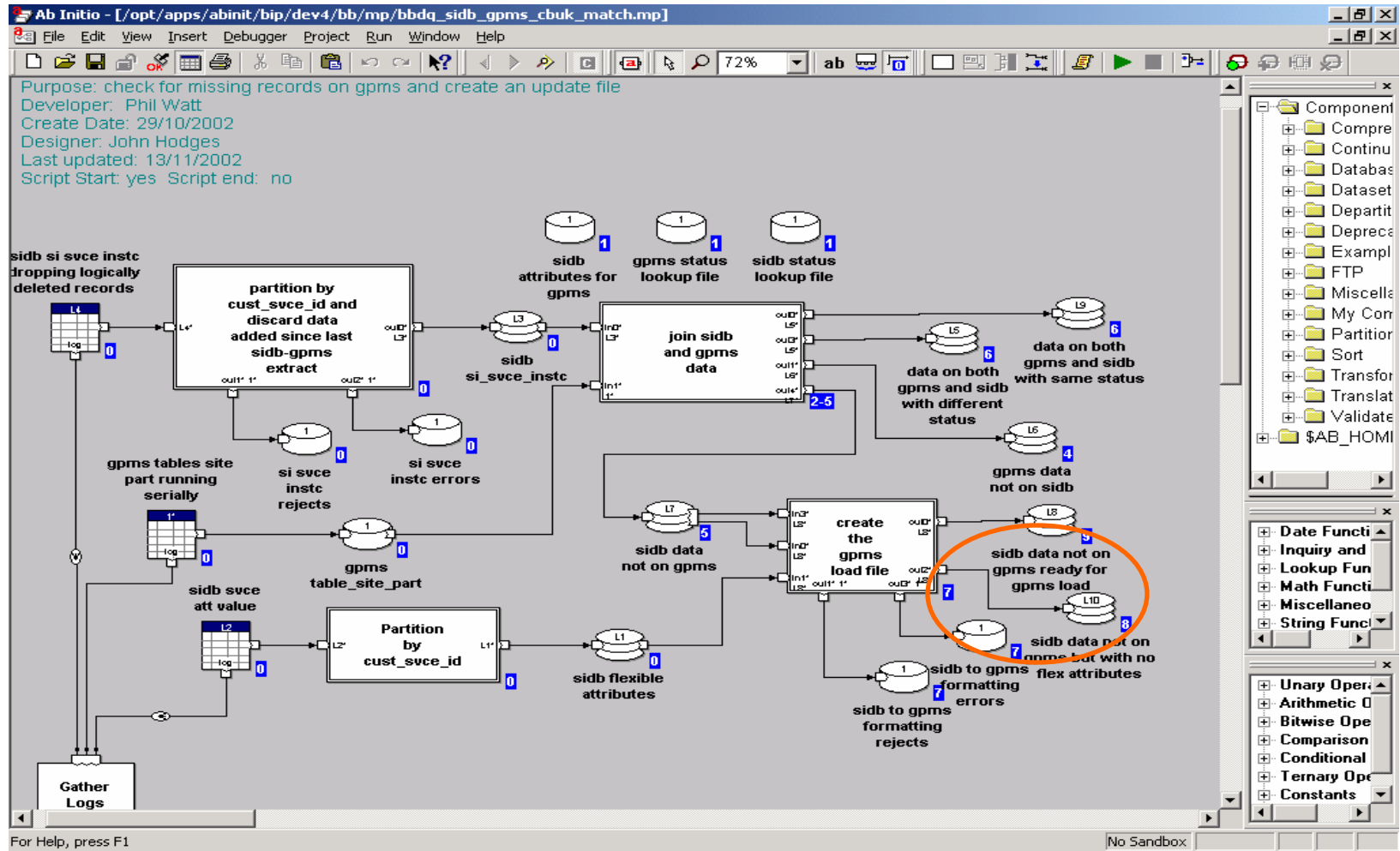
Consolidation – Holding the Gains

- Don't do a DQ Transformation unless.....
 - You can hold the gains
 - Improvement can be measured
- Use the same design
 - Ensure your designs fix it and keep it fixed
 - Whatever tool you use
- Use the same solution
 - If your solution gets it clean make sure it keeps it clean too
 - May involve training, BPR and culture
 - Remember the metadata
- Now move on to the next most important thing
 - DQ improvement never ends
 - It's a holistic problem!
 - Some carrot some stick – use both

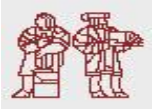




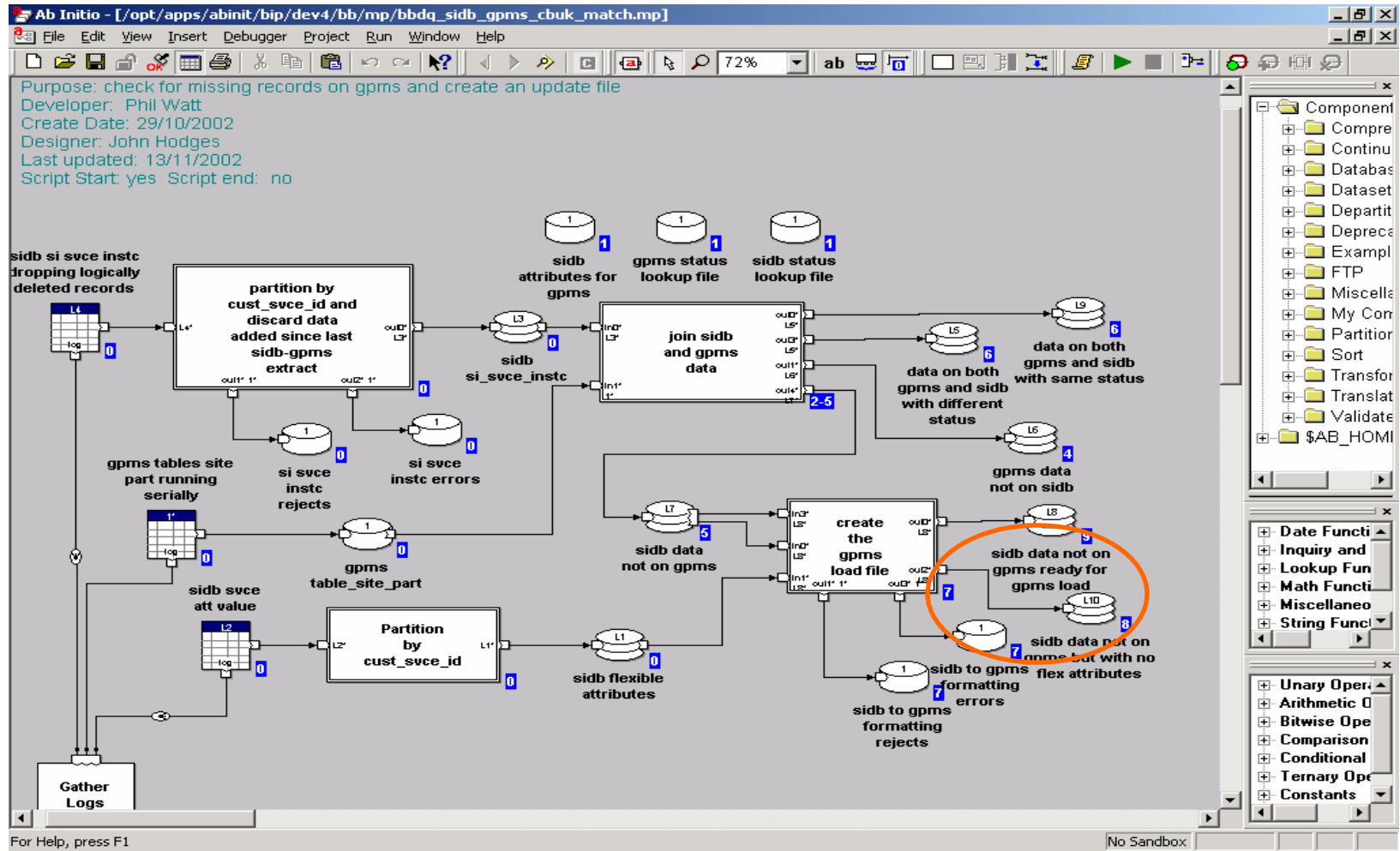
Improve the DQ - cleanse



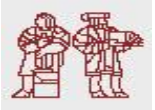
Quick Win - focus on Service Assurance



Improve the DQ - holding the gains

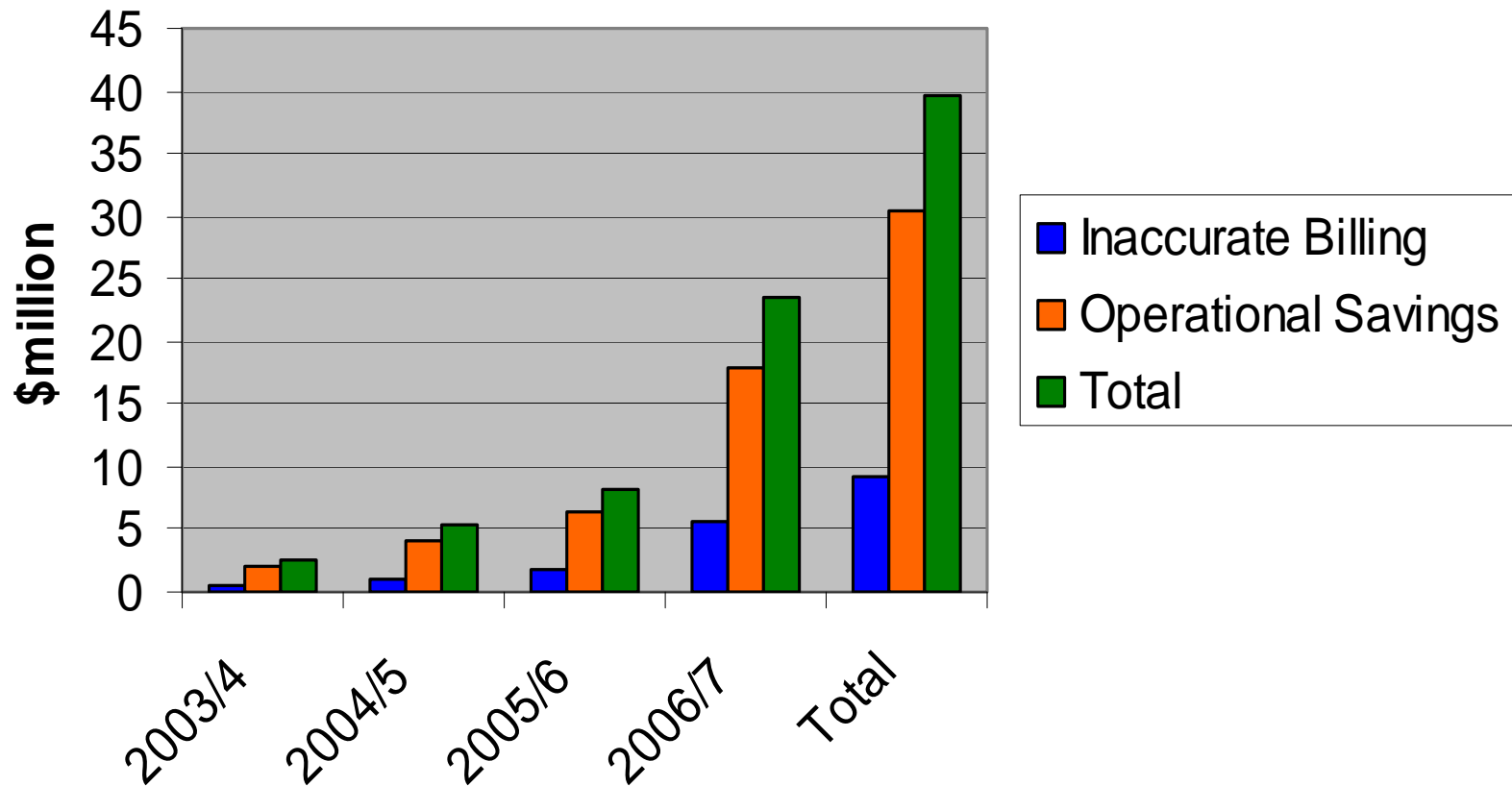


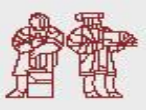
Quick Win - focus on Service Assurance



Improve the DQ – save the \$\$\$\$!

DQ Bottom Line Benefits





Lessons Learned

Business Alignment

- Link DQ to strategic objectives
- Know business 'hot spots' & drivers and connect
- Ride on existing initiatives
- Explain DQ problems in the language of the business
- Do stakeholder analysis
- DQ not an end in itself

Leadership

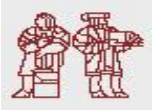
- Bad DQ is not bad IT
- DQ must be business led
- Only one measure matters - \$\$
- Be confident in achieving ROI
- Let seed corn funds - let early successes fund later projects
- Governance – find a model that works for you

Complexity

- Recognise that DQ problems are holistic & pervasive
- Each DQ problem is unique
- Analyse e2e business impact
- Aim for improvement not cure
- Recognise DQ improvement is a process not a project

Communications

- You cannot communicate enough
- Hold conferences & briefings
- Produce success stories & case studies
- Look outside the organisation
- Create a DQ brand



Don't Waste Your Time – Act Now

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader”

John Quincy Adams



“A community is like a ship; everyone ought to be prepared to take the helm”

Henrik Ibsen





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Thanks for Listening
Any Questions?



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