



## Large-Scale Data Migration Initiative

EMC Consulting combines deep vertical expertise and vast experience to help companies improve business processes, increase data effectiveness, and enable innovation through technology. EMC Consulting leverages its information management and analytics capabilities to accelerate time to value for companies which are migrating their information assets.

### Challenges

Whether the goal is to develop a customer-centric view of the business, to implement a new database platform, or to develop an integrated, post-acquisition data base, migrating customer data can involve significant financial, operational, and regulatory risk. The migration cannot be allowed to impact the flow of goods and services to the customer. In many industries, regulatory pressures add to the complexity, imposing tight deadlines and stringent procedures. Since product and billing systems are at the heart of revenue recognition, migration must be accomplished with minimal disruption to the information flow. For such high stakes programs, it is no wonder that smart companies bring in a partner to help them meet aggressive quality, time-to-market, customer satisfaction, and ROI objectives.

When new regulations required a large telecommunications company to change its operations, the company undertook a highly complex and sensitive data migration program which had critical implications for customer satisfaction. The multi-million-dollar program encompassed migration and transformation of product and billing records from legacy information systems into a new information architecture. The program's complexity and tight timeline demanded a phased strategy and execution plan and exceptionally well-coordinated program management. The company engaged EMC® Consulting to work collaboratively with multiple internal and external organizations to manage and meet program objectives.

### Solution: a Comprehensive and Collaborative Approach

EMC Consulting supplied the people, competencies, and tools to manage the migration effectively across the company's business units. EMC worked closely with multiple teams to develop the transitional business process and data governance approaches integral to the success of the migration program, while ensuring that these were tightly aligned with several other interdependent enterprise initiatives running concurrently across the organization.

### Migration Planning

During the first phase of the program, EMC business and data analysts worked closely with the company's data and product managers to help them optimize migration decisions. Joint analysis determined data consistency and transformation requirements and detailed the complexity of existing product holdings across the customer base. This critical information influenced the new platform development roadmap, enabling the company to ensure the right offerings would be available to meet their timelines.

EMC consultants teamed with business and IT teams to develop and implement business process flows supporting account migration and exception handling during the transition (e.g., customer is migrated, but requires manual work to correct data problem, such as a bad address).

### Customer Experience Management

Because a decline in customer satisfaction would have cost hundreds of millions of dollars in lost revenues, EMC formed a customer experience leadership team focused on anticipating potential impacts to the customer and developing mitigation strategies to address them. EMC also formed a change management team to facilitate process, operational, system, organizational, and behavioral changes across the company's business units.

## Leveraging Tools and Technology

The success of the project hinged on rapid analysis of massive data sets and dynamic management of data integration and transformation activities. Central to the solution was the massive processing capacity of the proven grid-based information transformation platform. This highly scalable platform enabled iterative testing of migration transformation logic, allowing EMC to proactively determine outcomes and continuously refine the logic algorithms in advance of migrating data to the new production environment, saving time, optimizing results and reducing program risk.

In addition, EMC employed advanced data visualization tools that enabled the company to quickly perform any number of “what-if” analyses to identify and prioritize the right data sets—among millions of records among multiple data sources—and to move the data easily based on their business rules and data usage patterns.

## Results

EMC enabled the company to meet committed program milestones, while ensuring a seamless customer experience during a highly visible and extensive transformation of its business operations and systems.

EMC Consulting helped this global communications provider:

- Mitigate the risk of a negative customer experience by proactively validating the readiness of accounts to be migrated and continually improving business rules to maximize success rates and minimize customer impact
- Optimize customer retention and new product adoption by continuously adapting the migration strategy based on customer data analytics
- Identify and eliminate costly legacy products and successfully transition customers to more profitable offerings



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