



DAMA NL

Data Management Association · Netherlands

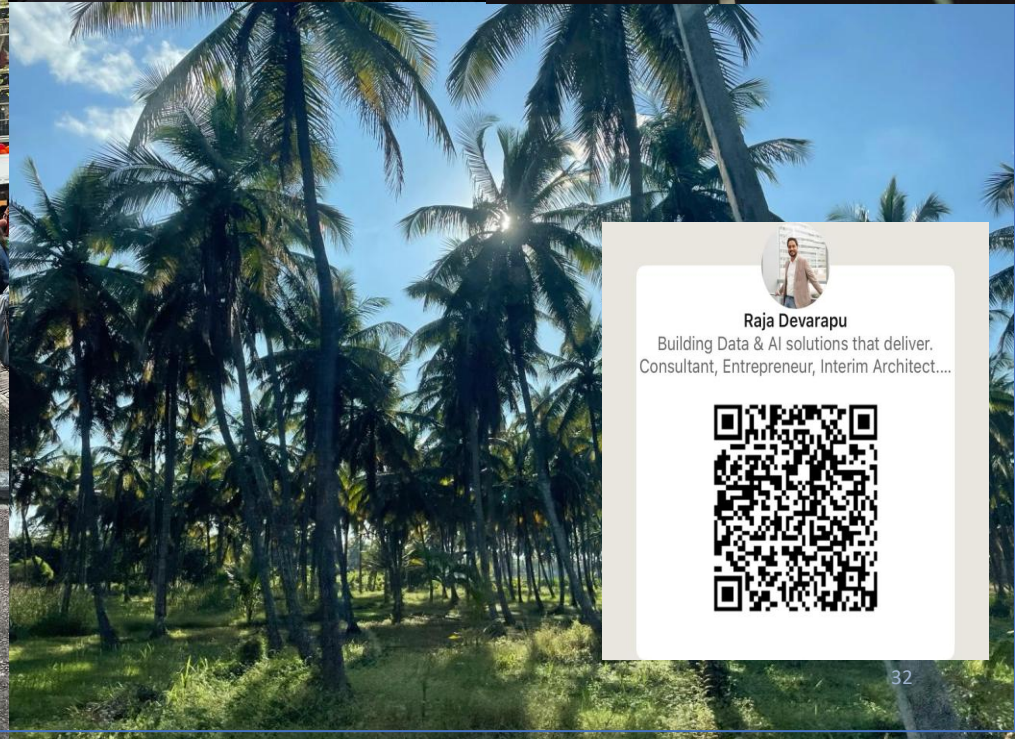
*Why programmes overrun,
and how to stop it.*

WELCOME

The Hidden Cost of Data Migration.

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Vashisht - who is he?

Everything relevant about me, in one object.

vashisht.json

```
{
  "$schema": "https://dama.nl/speaker.schema.json",
  "name": "Vashisht Bihariesingh",
  "role": "Enterprise Architect",
  "origin": "Suriname",
  "based": "Netherlands",
  "experience_years": 19,
  "expertise": ["enterprise architecture", "digital transformation", "system implementation",
    "data migration", "integration strategy"],
  "platforms": ["SAP S/4HANA", "Oracle", "CRM", "e-commerce"],
  "certifications": ["TOGAF Standard 9.2", "SAP S/4HANA Cloud"],
  "sectors": ["manufacturing", "chemicals", "staffing", "professional services", "utilities"],
  "contact": {"email": "vashisht.bihariesingh@blindspotters.nl", "linkedin": "/in/vashisht"},
  "known_issue": "reads other people's field mappings for fun",
  "data_quality_score": 0.72,
  "validated": false
}
```

// JSON does not allow comments. Source systems do not allow clean data either.

// scan -->



What Does Data Migration mean for you?

How many of you deal with it directly?

Programmes rarely fail loudly. They overrun quietly.

Three numbers, and the pattern behind all of them.

MOST MIGRATIONS

73%

of data migration projects miss their budget, timeline or objectives outright. — Kanerika, 2025

ERP PROGRAMMES

50–75%

exceed their planned budget, schedule or expected benefits. — Panorama Consulting / Gartner

EVERY YEAR

\$12.9M

is what poor data quality costs the average organisation annually. — Gartner, 2020

THE PATTERN

Same handful of decisions

Every case behind these numbers traces back to the same handful of decisions, made too late or never made explicit at all. That is the part a method can fix.

A migration is a rare event for every organisation

And a routine one for nobody inside it.

01

**One or two in
a career**

02

**So, expertise
cannot be
expected**

03

**Which is
avoidable, up
front**

04

**Which is why
we share it**

Tried and tested, regardless of technology

The same method, unchanged in structure, across different platforms, industries and countries.

13

transformation projects

5 ERP · 2 CRM and recruitment · 1 commerce · 2 DWH Migrations · 5 Database Upgrades · Full data migrations, end to end, several of them multi-country.

3

audits of major programmes

The same method applied as the assessment framework for migrations run by others.

What stayed the same every time

- One accountable owner per data entity, business rules agreed up front, scope narrowed by elimination.
- Trial migrations repeated until the load is predictable; reconciliation at every step; two-point business validation.
- A documented Go/No-Go, hypercare, and a formal closure.

What changed every time

Migrated to: Oracle Fusion ERP · SAP S/4HANA · SAP CX · Dynamics 365 F&O · Dynamics 365 CE · Salesforce · Bullhorn · Mysolutions · OroCommerce · Snowflake · SAP Datasphere

Migrated from: Navision · SAP · Salesforce · SQL DWH · Connexys · Twinfield · and others

Critical Banking Application DB Upgrades: Impact Assessments · Deprecated Features Remediations · SQL Server Upgrades

Different vendors, industries and countries. The tooling changed with every project; the structure of the method did not.

Four steps to a shared understanding

One definition, one lifecycle, one set of principles, and where AI already changes the economics.

01

Foundations

02

The lifecycle

03

**Governance &
principles**

04

Where AI Fits

Data migration, in one sentence

“

Data migration is the structured process of moving data from one or more source systems to one or more target systems, while preserving its meaning, quality and business value throughout the transition.



Structured, not ad hoc



About meaning, not rows



Owned by business and project together

Seven terms we will use from here on

Agreed once at the start of every project, so that every conversation about the migration means the same thing to everyone.

Data Entity

A primary data element, such as Customers, Products or Contacts, made up of multiple attributes.

Data Attribute

A single field of a data entity: a first name, a last name, a unit of measure.

Business

The organisation's own departments and functions, as distinct from the project team.

Business Rules

The requirements the business applies to how its data is migrated, including quality rules. They are captured in the mapping documents.

Artifacts

The deliverables produced at each phase: documents, data files, reports.

Data Steward

Accountable for a data entity day to day; validates the data and reports to the Data Owner.

Data Owner

Owns the data entity and holds the final decision-making authority for it.

The role definitions are deliberately narrow. They are the minimum needed to run a migration and, where no data governance exists yet, the place where it starts. More on that in section 03.

02

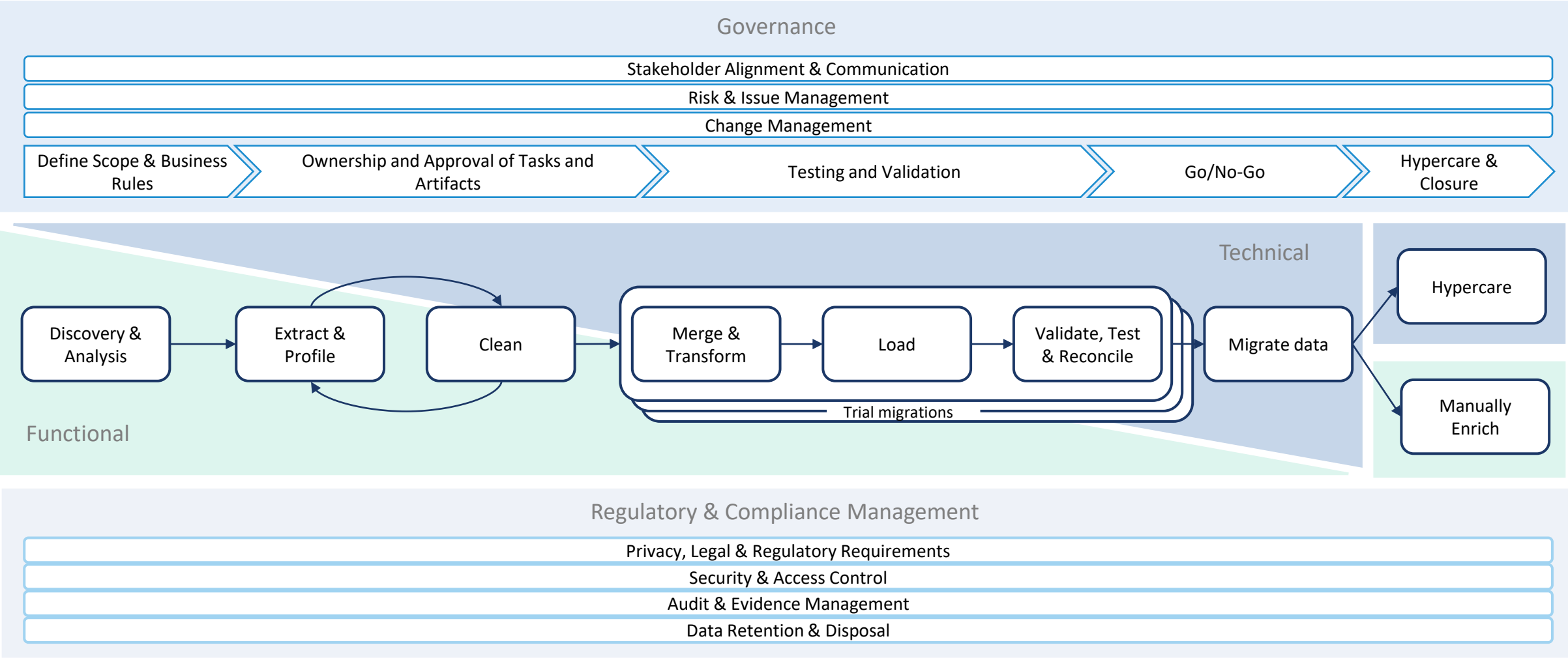


THE LIFECYCLE

One process picture, carried from project to project

Three bands and one loop. Twelve stages, when you need to name them. The same spine every time.

The process: three bands, one loop



Twelve stages, three movements

Names for the stages on the picture, grouped by what they achieve. The loops on the picture are where movements two and three iterate.

MOVEMENT 01 · UNDERSTAND & PLAN

Before anything moves, we understand it

Discovery & assessment

Inventory the source landscape: systems, volumes, quality, known risk areas.

Planning & scoping

Turn the assessment into a scope, timeline and resourcing plan both sides sign up to.

Data profiling

Analyse the actual data (patterns, gaps, duplicates, outliers) so decisions rest on evidence.

MOVEMENT 02 · MAP & PREPARE

Turning business intent into a buildable plan

Business mapping

Data Owners define which source values map to which target concepts, and what good looks like.

Technical mapping

The business mapping becomes field-level rules the build can execute.

Data quality & cleansing

Only data that meets the agreed rules is carried forward; fixed at the source wherever possible.

Transformation

Source data is reshaped, merged and standardised into the target structure.

MOVEMENT 03 · MIGRATE, PROVE & STABILISE

From rehearsal to steady state

Trial migrations

Load, validate, reconcile; repeat until the process is predictable and low-risk.

Testing

Business scenarios, including live in-flight transactions, run on migrated data.

Cutover

The final, formally approved load, backed by a documented Go/No-Go.

Hypercare & closure

The business reports issues and validates fixes until the migration is formally closed.

03



GOVERNANCE & PRINCIPLES

Who decides, and what a migration leaves behind

A migration is only as trustworthy as the ownership and principles behind it.

One accountable owner for every data entity

Deliberately narrow role definitions: the minimum that a migration needs in order to run.

ROLES & RESPONSIBILITIES



Data Owner

One named person per data entity, never a group or department, with final decision-making authority. Helps formulate the business rules for the entity. In DMBOK terms this is a Business Data Steward with approval authority, scoped to one entity, for the duration of the migration; called Owner because the business understands ownership.



Data Steward

Supports the Owner, applies the business rules day to day, validates data quality, reports to the Owner.



Business

The organisation's departments: define requirements, validate outcomes, sign off.



Project Team

Plans, builds and executes the technical migration. Brings the method and the experience.

DECISION GATES

- Business rules are agreed up front and captured in the scope document and the mapping documents: what is in scope, how values map, what quality looks like, what must be tested.
- Every artifact and task has a named, accountable owner.
- All documentation is signed off before cutover.
- Go/No-Go is a joint, documented decision by Data Owners and project team, backed by validation reports and agreed acceptance criteria.
- Closure is formal: open issues resolved, remaining actions handed to the organisation.

What a migration leaves behind

The narrow roles are a stepping stone. By design, the people grow into them and carry the governance forward after the project.

BEFORE

No established data governance

Nobody owns an entity. Quality is a complaint, not a rule.
Decisions about data are taken by whoever is in the room.

DURING

The migration introduces the roles

One owner per entity, a steward beside them, business rules written down, sign-off on every artifact, a Go/No-Go they have to defend. Twelve months of practice under a real deadline.

AFTER

The roles stay

The owner still owns Customers after go-live. The rules are still there. The organisation has a working, if narrow, governance model, and a base to broaden it from.

The migration is not only a consumer of data governance. In our experience it is one of the most reliable ways to establish it in an organisation that has none.

Where the roles usually go next

On two recent implementations, a manufacturer and a staffing company, the owners and stewards appointed for the migration carried the role over into the reporting domain after go-live: the same people now own the data behind the reports.

Three things we never trade away

Each is a rule in the business rules, agreed with the business before the first load.

01

No compromise on quality

Quality rules are part of the business rules. Only compliant data is migrated; the rest is fixed at the source or held back. Held-back records are tracked and reconciled like loaded ones: enriched manually, kept in the retained source, or formally disposed of. Unless agreed otherwise, cleansing happens in the source system.

02

Zero data loss

Validation reports accompany every step, confirming that what was extracted matches what was loaded. Nothing goes missing, nothing is duplicated, nothing is silently altered.

03

Two-point validation

The business validates migrated data twice: during trial migrations and again after go-live. Scope, quality and integrity are checked both times.

Two No-Go decisions

A manufacturing ERP implementation. UAT exposed product data that did not meet the quality rules. A comprehensive estimate for validating every product came to six extra weeks for the migration, three months for the programme through the cascade. The steering committee agreed on the strength of the estimate and the principle. Quality was not compromised; the date was.

Another ERP implementation, where we were brought in to recover a failing migration. Applying the framework gave the migration a structure and a plan that held up stage by stage. The go-live moved by three months, and that was accepted on the strength of the plan alone, without a fight.

04



WHERE AI FITS

Where Agentic AI changes the economics

Not a system to trust blindly, and not one to ignore. Discussed here in general terms: what it can plausibly do today, not any specific product.

Agentic workspaces, on both sides of the table

The same three movements, organised by who's accountable for the work not just what's automated.

BUSINESS SIDE

Owns what the data should mean

Data & Process Owners

Decide what “good” looks like, and sign off on every mapping before it moves.

Data Stewards

Validate quality day to day, and work the exceptions an agent surfaces.

AGENTIC AI Acceleration — Mapping & lineage workspace

Proposes source-to-target rules with a confidence score — the Owner still accepts or corrects every one.

ICT SIDE

Owns how the data gets there

Architects & System Custodians

Own the target design and the platform the migration runs on.

Migration Engineers

Build and harden the transformation logic the mapping calls for.

AGENTIC AI Acceleration — Build & transformation workspace

Drafts a first-pass transformation and test cases from the agreed mapping, for engineers to review and harden.

SHARED · CUTS ACROSS BOTH SIDES

A quality workspace that watches everything, owns nothing

Ranks and routes likely quality breaches to whichever team Business or ICT actually owns the fix. It flags; the named owner still decides.

A migration exercises most of the knowledge areas

For those who work with DMBOK: which of the eleven DMBOK2 knowledge areas the framework exercises, next to where DMBOK2 places migration today.



■ Data migration framework

■ DMBOK2 today: migration as a use case of Data Integration & Interoperability

- Governance: owners, rules, gates, closure.
- Metadata: the mapping documents (which carry the business rules), the scope document, definitions, source-to-target lineage, validation evidence.
- Data Quality: rules in the business rules, profile-and-clean loop, reconciliation.
- Integration: extract, transform, load, trial loads.
- Security, Storage & Operations, Reference & Master Data, Modelling: exercised in several stages.

Scale 0–4: 0 not addressed · 1 touched incidentally · 2 used in one stage · 3 used in several stages · 4 core to the framework. Knowledge areas per DAMA-DMBOK2; ratings are the presenters' assessment.

Questions?



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APPENDIX · SCOPE

Sizing and bounding a migration before it starts

How big is this, really? And how do we get from everything to only what must move?

Eight parameters that size every migration

Assessed together, they turn “how big is this migration?” into a comparable, plannable answer.

01

Data volume & size

02

Number of applications

03

Source & target systems

04

Number of business domains

05

Data complexity

06

Transformation complexity

07

Data quality assessment

08

Dependencies & integrations

Scope is narrowed, not built up

Data Owners work from a broad starting point down to exactly what must move, refined through reports until only migration-ready data remains.

