

# Andrew Brooks

Business Information & Data Management Leadership; strategy, coaching, innovation, collaboration, facilitation, diagnosis, and delivery

Working in increasingly complex, changing, and internationally dispersed environments, I have a proven talent for leading, influencing and delivering fundamental changes in the way in which organisations understand, govern and exploit their information and data assets.



## Experience & skills highlights

- Establishing credibility as an ‘information and data evangelist’ - Presented Data Quality Management at CDI/MDM conference in London, and at Softworld in Birmingham. Also a Master Data Management (MDM) panellist at C-View, Frankfurt, and now run a blog [www.andrewbrooks.co.uk](http://www.andrewbrooks.co.uk)
- Currently assisting the FD and his team at the Foreign and Commonwealth Office establish information governance and develop it’s strategy for addressing deep rooted Management Information ‘trust’ challenges. Working for IT, I am also leading the Oracle Hyperion and Oracle BI implementation planning phase
- As MIS Group Exec. at Vodafone UK, merged three MIS groups in to one
- Led development of Customer Information Strategy at Abbey National Bank. Embedded Data Quality Management principles into IT project methodology/quality gates
- Over a c.18 month period, developed and delivered the T-Mobile Data Quality vision and ‘Road Map’ - Led adoption of the vision Internationally
- Led EMEA Master Data Management programme (involving 21 countries) at a large global pharma
- Headed up new Data & Information Quality Consulting Group at Indian off shore organisation
- Highly effective at building networks across Business and IT groups - experienced coach and mentor at all levels
- Pioneered the usage of teamrooms, wiki’s and Blogs to help improve team working, organisational memory retention and reuse
- Extensive programme and project management of, complex and often ‘foggy’, initiatives
- Establishing ‘new ways of working’, and building highly performant/motivated teams
- Adaptable personal style - leading, influencing, challenging, supporting and coaching
- International experience includes: Based in Holland, Germany, Paris, India, and New Zealand. Additionally led virtual teams across EMEA, America, Australia, and Japan

## Career History

Jul 2007 to date	<b>Capgemini</b> - Senior Business Information and Data Consultant
Nov 2006 to Jul 2007	<b>Tech Mahindra</b> - Head of Data & Information Quality
June 2005 to Nov 2006	<b>T-Mobile UK</b> - Data Quality Manager - Responsible for ensuring/assuring the quality of T-Mobile's Business Information
Jan 2004 to May 2005	<b>QCA/DfES</b> - Leading technology enabled modernisation projects <b>Ofcom</b> - Facilitated the development of Business & IS strategies for new HR group <b>Pentacle the virtual Business School</b> - Project Management Coaching <b>Vodafone New Zealand</b> - Thought leadership on the use of technology in Learning & Development <b>Vodafone Japan</b> - Web portal project for Corporate Sales
Apr 2002 to Dec 2003	<b>Vodafone UK</b> Programme Manager Reported to L&D and HR Director. Role: To reduce costs and improve effectiveness of £14M budget through technology. Over an 18 month period, Andrew: <ul style="list-style-type: none"><li>• Worked with L&amp;D department heads and their Business stakeholders, to develop strategy</li><li>• Consolidated existing systems, suppliers, budgets...</li><li>• Delivered: formal Programme and Project Management environment, new technologies, web portals and systems (SQL svr) + interfaces into Oracle HR</li><li>• Developed Information, Learning and Knowledge Management strategies</li><li>• Represented HR Director on Global Intranet consolidation programme</li></ul>
May 2001 to Mar 2002	<b>Tesco Stores Ltd</b> Strategic Programme Manager Reported to Strategic Development Director. Two roles: To take over major IT Change programme and to establish new Service Productivity programme <ul style="list-style-type: none"><li>• Managed handover of IS Change Programme to establish 'New ways of working'</li><li>• Reviewed Retail IT programme - Significant improvements to in store MIS</li><li>• Improved working relationships with Business stakeholders</li><li>• Implemented steering wheel based project management controls</li><li>• Managed development/delivery of Service Productivity systems into stores</li></ul>
Oct 2000 to Apr 2001	<b>Vodafone UK Ltd</b> MIS Group Executive Reporting to IT Director. Following major IT reorganisation, role was to build single UK MIS group (Data Warehousing, BI, CRM, Marketing and Intranets) <ul style="list-style-type: none"><li>• Built new team, developed new ways of working, , reviewed 3<sup>rd</sup> party contracts and technology strategy, inc. Data Quality, and Data Ownership</li><li>• Developed trust with Business stakeholders, implemented SLA's and web enabled KPI alert system</li></ul>
May to Oct 2000	<b>ComputerWeekly.com</b> Director, Data and CRM
Jan to Apr 2000	<b>Mannesmann TeleCommerce (Germany)</b> Programme Manager, Ecommerce
Sep to Dec 1999	<b>Abbey National Bank</b> Information/Data Management Strategy Consultant
Aug to Sep 1999	<b>Internet start-up</b> Consultant
Dec 1998 to Jul 1999	<b>Toyota (GB) Ltd</b> Project Manager, Data Warehousing/MIS/Fulfilment
Apr to Oct 1998	<b>AT&amp;T (Holland)</b> Programme Manager, Data Warehousing/MIS/BI/CDR Strategy
Sep 1997 to Apr 1998	<b>Coopers &amp; Lybrand</b> Consultant, Data Management
Jul 1996 to Sep 1997	<b>Seeboard</b> Design Authority, Data & Process Management
Jun 1995 to May 1996	<b>Russell Consulting</b> Data Quality Consultant - Reinsurance market
Mar to May 1995	<b>Videotron</b> Consultant, Network Data - Data Quality Baseline Audit
1989 to 1995	<b>Mercury Communications</b> Data Quality Management/NOC Management
1983 to 1989	<b>Royal Navy</b> Technology Systems Specialist

**Note:** Roles between Mercury Communications in 1995 and T-Mobile 2005 were Interim Management and contractor roles

## Assignment/Experience examples

### Foreign and Commonwealth Office (FCO)

#### Information Management consultant

Like many Government agencies, they are under pressure to provide greater levels of operational transparency and need to prove they provide value for money. Within the Business, trust in FCO Management Information (MI) reporting, data quality and in it's own ability to implement MI solutions is low.

As the 'Business Interface' I am currently supporting the new FD and his team establish an MI working group (FCO data governance forum). In addition to this I am working with the FCO's IT group to establish an ambitious MI Programme which will deliver Oracle BI, and Oracle's Hyperion Planning and Budgeting suite.

### Global Pharma (Paris)

#### Master Data Management Consultant

This global pharma organisation had grown through acquisition and needed to align business reporting across it's EMEA region.

Andrew led the Master Data Management (MDM) RFI/RFP selection process for this ambitious process and technology change programme.

As well as selecting the technology, this programme required 21 separate countries to change many of their data management processes, their IT systems and perhaps more importantly and challenging, change the way in which business performance was measured, and compared across the region.

During the programme start-up phase it became apparent that the business did not fully understand it's requirements, nor the full implications of such a programme. Andrew established and led a Business Requirements workstream, facilitated the development of a pragmatic / interim solution which enabling the wider Business Reporting alignment programme to continue, and provide the 'space' needed for IS and the business to consider and better understand it's Master Data Management strategy and requirements.

### TechMahindra (formally Mahindra BT)

#### Head of Information Management

As well as having responsibility for the UK based consulting team, Andrew led a number of strategically important programmes:

Andrew led a high profile 10 week data migration feasibility study for BT Wholesale's Separation programme. The feasibility study set out to scope the migration programme and recommend the technologies required to complete the migration within the timescales specified by Ofcom. Technologies considered included industry heavy-weights such as Ab Initio, through to the 'new kid on the block' Celona.

As Programme Director on a major (100M USD) bid for AT&T's Outside Plant (OSP) Data Cleanse programme in the US, Andrew introduced new controls, accountabilities and processes to strengthen decision making and focus. This included mentoring senior managers in the UK and in India.

Working with TechManhindra's off-shore Data Warehousing team and Ab Initio in the UK, Andrew led the development of an innovative 'Ab Initio Academy' proposition. The proposition included a community, certification and knowledge sharing portal (prototyped in MS Sharepoint). Ab Initio has since launched its own 'Ab Initio' academy for Ab Initio clients.

## **T-Mobile UK**

### **Data Quality (DQ) Manager - Business Intelligence Group**

Business trust and usage of BI data was at an all time low. Reporting to VP Business Intelligence, Andrew was responsible for establishing a Business Information Management strategy to turn this situation around:

- Produced strategy and implementation framework – Originally signed off by UK Board, this work gained International board level attention, followed by international adoption
- Establishment of an 'Act on Fact' campaign - road maps, KPI's, Data Governance, Data Quality (DQ) Portal (including DQ Issues Management, a DQ BLOG and WIKI, DQ alerts, and DQ Dashboard)
- DQ Methodology applied to entire daily Customer Data Ab Initio load processes. Its impact was significant and embedding DQ controls into the ETL process became the norm for all warehouse ETL process
- Formalised and greatly improved business relationships, e.g. established DQ Governance Forum with representatives from all the major business units
- The Marketing department publicly said that "the new DQ processes have been the best thing to come out of BI in over four years"
- Led innovative Implementation of Ab Initio Data Profiler (Operational Data Profiling'). As well as being rolled out across UK & Europe, Ab Initio has incorporated identified product enhancements
- Introduced Trillium Discovery for DQ issue analysis and 'Insight Data Profiling'
- Built a highly motivated and well respected 'best of breed' DQ team (9 direct reports + virtual team)

## **Vodafone UK Ltd**

### **MIS Group Executive**

Mandate: 1. To build a new Management Information Systems Group (MISG) covering all UK Data Warehousing, BI, Customer Relationship Management, Customer Insight, and Intranet technologies. 2. Improve alignment between Business expectations and MISG Deliverables

- Re-focused existing MISG's Consultancy, Development, Production, and Analytical areas into a single cost reduced team solution
- Developed relationships and carried out issue diagnostics/prioritisation with key Business stakeholders. Agreed strategic roadmap, aligning expectations, capabilities and priorities across, Call Centres, Marketing & Customer Insight, Retail and Commercial groups
- Embedded new ways of working. Introduced concept of Data Ownership, and tagged all reports/analysis with data quality score/rating
- Information Management roadmap/strategy signed off by UK top 100 management group

# Vodafone

## Programme Manager

Established an internationally dispersed team, influenced/led significant change in the Learning & Development (L&D) arena (£14M annual budget); Corporate and Global strategy, organisation, processes, suppliers, technologies, processes...

- **Ways of Working** - Implemented end-to-end processes for managing L&D Programmes & Projects (from needs analysis, through to service/contract management of hosted solutions) - Ways of working adopted as 'best practise' by Vodafone Global
- **Web Enablement** - Global intranet consolidation programme (7 into 1). Two key roles -
  - 1. Acting as the interface between HR and the IT Programme, represented the HR Director (the 'to-be' business owner of the new intranet) on the Programme Board
  - 2. Responsible for ensuring the Programme delivered 'real' business benefits, (Accurate, Complete, Consistent, Relevant & Timely data/information) not just a different IT capability
- **Sales Academy** - Delivery of new online career/performance management portal for the development of the UK Sales force - The 'Academy' won the 2004 National Sales Award for training innovation, and is now rolled out globally
- **First Contact** - Development and delivery of a knowledge management portal to support a major change programme impacting all UK call centres
- **New Product Development** - Influenced significant changes to the way in which Vodafone now rolls out new products to staff, retail channels, corporate customers and end customers

Also provided analysis and consultancy services to other Vodafone Opcos including, New Zealand, and Holland. I also delivered cut down version of the Sales Academy Portal in Japanese, to Vodafone Japan

# Abbey National Bank

## Information Management Consultant

- Facilitated the development of the Customer Data Management Strategy
- Developed/agreed data quality management principles and embedded them into IS project methodology

# Tesco Stores Ltd

## Change Programme Manager

Mandate: To take over IT wide Change Programme from Cap Gemini Ernst & Young and establish enduring Programme Management Office environment in 12 weeks:

- Led the establishment of new Project and Programme Management processes based on Prince2 and Pentacle (*New World*) project management methodologies
- Delivered Pentacle project management training to all 120 Project and Programme Managers
- Co-ordinated 'Strategic Development Day' event (c.350 people) designed to engage and motivate 'all levels' of the IT development community in the 'new ways of working'

## Tesco Stores Ltd (continued)

### Programme Manager - Retail Productivity

Reviewed Retail Programme (c.£20M Budget). Recommendations for significant change approved:

- Significantly improved working relationships between main Business, IS, and supplier interfaces
- Re-engineered the full end-to-end project life-cycle process
- Improved effectiveness of programme and project governance, especially inter-dependencies, change control, prioritisation and risk management
- Coached managers and teams to, challenge, learn/grow, and deliver
- Embed Data Quality Management principles into project initiation/approval process.

#### Delivery examples:

**Price & Data Integrity** - Re-engineered in-store manual processes delivering an IT radio frequency solution. This delivered data integrity improvements, reduced Business risk and also reduced in-store wage bill

**Research & Development** - Rapidly established the vision and funding necessary to achieve aggressive store wage bill reduction target of £30M PA through technology innovation

## AT&T Unisource

### MIS Programme Manager

Responsible for Oracle CDR data warehouse and Business Objects reporting.

- Led development of CDR strategy with key Business and IS stakeholders
- Implemented monthly data quality reporting on the Businesses top 20 attributes
- Oversaw strategy and implementation of OLAP reporting, and CDR feeds to new Arbor Billing system
- Grew Data Warehouse team (Permanent and LogicaCMG consultants)

### Personal information

Date of Birth: 12<sup>th</sup> September 1964, British, Married 1987, two girls, Molly 14 and Lucy 11

Hobbies: Writing and recording music

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### Meta tags:

Initiate; VisionWare; Ab Initio; Ab Initio Data Profiler; Trillium Discovery; Microsoft SQL Server; Oracle; SAP; SAS; Business Objects; SharePoint; Team Rooms; Wiki; Blog; KPI's; Dashboards; Data Quality; Information Management; Information & Data Asset Management; Data Governance; Frameworks; Maturity Models; Customer Data Integration - CDI; Master Data Management - MDM; Data Migration; Prince II; Collaboration; Coaching; Team Management; Programme Management; Project Management; Project Leadership; Facilitation; Strategic Business Analysis, Process Analysis, LMS, Learning Management System, eLearning, Groove, collaboration, Stakeholder Management, Leadership, Performance Management, Skinkers,