



BUSINESS CASE STUDY 1

Large-Scale Data Migration & Data Quality Rebuild

Transforming the UK's largest retail water portfolio during the launch of the competitive market



Presented by:
Dr Bob Burns



Background

When a major water retailer acquired the entire non-household retail customer base of Thames Water — at that time the largest water retailer in the country — the scale and sensitivity of the task were unparalleled.

The acquisition brought approximately 350,000 commercial customer accounts, each with its own billing history, tariff configuration, metering profile and operational nuances.



The Timing

Compounding the complexity was the timing. The migration had to be executed in the weeks leading up to the April 2017 deregulation of the English water market.



This was the single biggest structural change in the industry's history, and thousands of organisations across England were preparing to operate within a new competitive framework.

A failed migration would not simply have delayed billing or increased customer queries — it would have risked undermining the OFWAT deregulation programme itself.



The stakes could not have been higher



A migration measured in hundreds of thousands, completed under national scrutiny

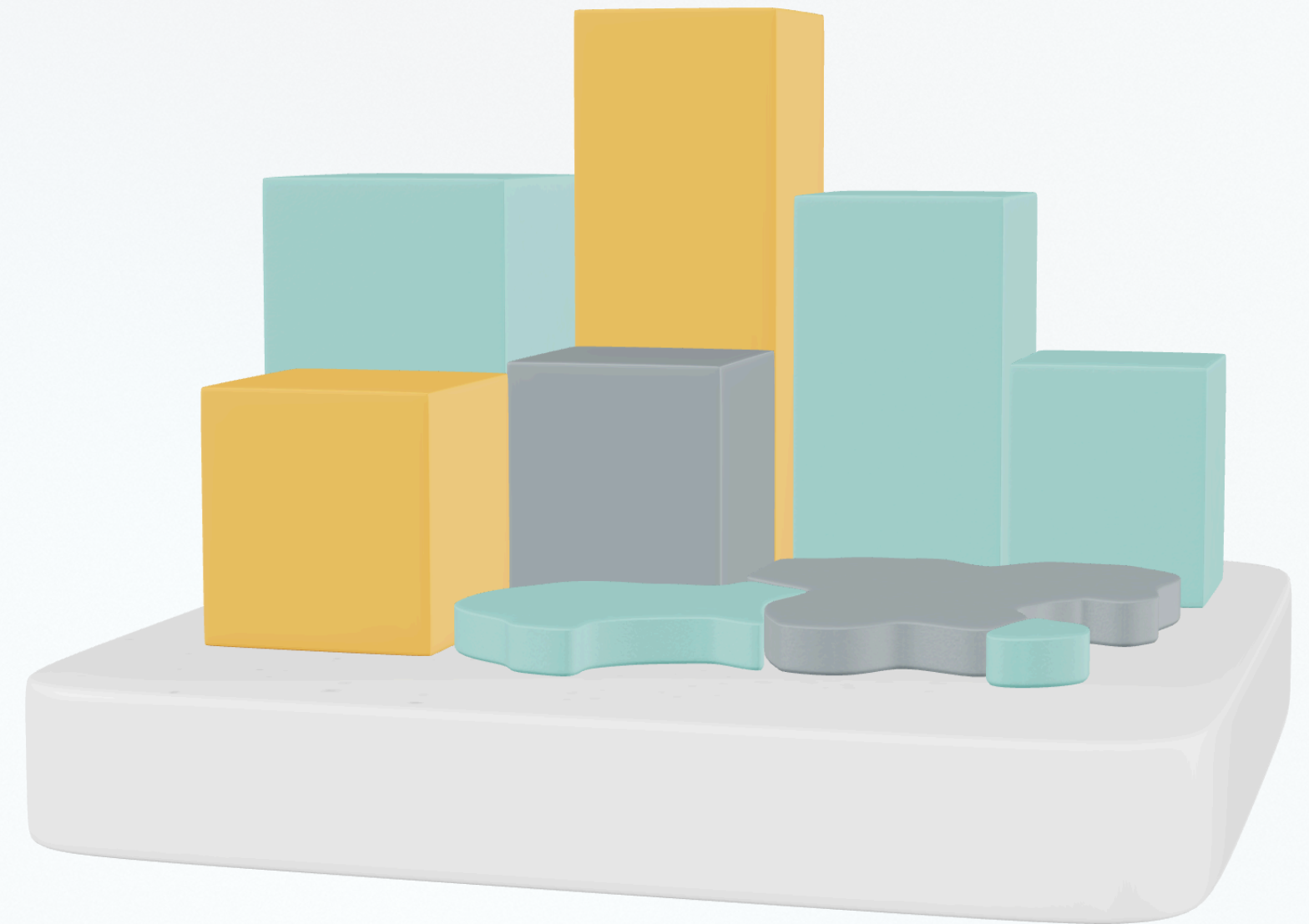
The legacy Thames systems were vast, mature, and deeply customised.

Data could not be extracted in one pass; instead, it had to be processed in batches of 50,000 accounts.

Each extraction revealed subtle structural differences and legacy issues accumulated over decades of system evolution

Cloudwater processed each batch through a carefully engineered pipeline of reshaping, cleansing, validation and controlled loading.

The Cloudwater Edge platform's bitemporal data model allowed the team to reconstruct accurate customer and service histories, even where legacy systems had stored inconsistent or partial records.



Tariff Logic

The legacy retail tariff landscape was uniquely complex because of its scale and history.

Hundreds of bespoke tariff arrangements — some documented, others embedded inside legacy billing rules — needed to be preserved.

Cloudwater's migration approach enabled these to be:

- Extracted from legacy logic
- Normalised into structured tariff sets
- Translated into transparent, auditable rule-based configurations
- Loaded into the Edge Tariff Module with complete accuracy



This ensured that customers transitioning from the UK's largest water retailer experienced continuity of billing and confidence in every charge from day one.

Invoice Presentation

To maintain customer familiarity, Cloudwater Edge also replicated the billing presentation used historically by Thames Water.

Although the underlying billing engine and calculation logic were completely new, customers continued to receive invoices in a familiar structure, ensuring continuity and reducing the risk of queries during the transition





Market Alignment

Market alignment was achieved by uploading SPID data directly from CMOS, replacing inherited system associations and eliminating discrepancies.

This guaranteed full consistency with the market operator and ensured that billing commenced on a clean, reliable foundation.



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Conclusions

By the end of the project, all 350,000 accounts had been fully processed, validated, and migrated to Cloudwater Edge.

The retailer emerged with a completely rebuilt dataset—cleaner, more structured, and more reliable than it had ever been in the legacy environment.

What began as one of the largest migration programmes in the competitive water market became a powerful foundation for long-term billing accuracy and operational confidence.

