



# **DAMA UK**

**LEEDS EVENT 11<sup>TH</sup> JUNE**

# Introduction to Flutter

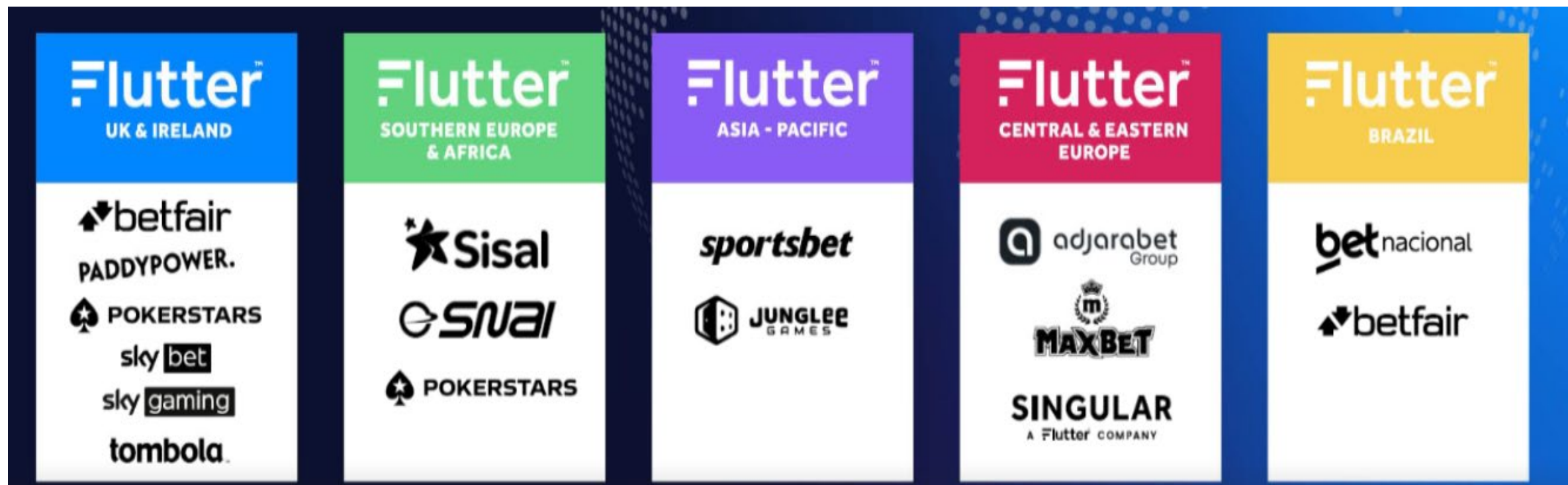
We are the world's largest sports betting and iGaming operator with 13.9 million Average Monthly Players worldwide.

As a Group, we operate some of the world's most innovative, diverse and distinctive sports betting and gaming brands.



# Flutter International Brands

We have 19,500+ employees worldwide





***Customer stories  
hidden behind key  
metrics with David  
McGee.***



David McGhee, Head of Operations Data & Analysis @ Flutter

# CUSTOMER STORIES HIDDEN BEHIND KEY METRICS

All figures in this presentation are illustrative only and do not reflect actual Flutter data.

They are based on external examples or hypothetical scenarios, and are intended solely to highlight the importance of focusing on value and meaningful insights over raw numbers.

This presentation reflects my personal perspective and is not made on behalf of Flutter.

“ 79% ”

“ 79% have access to ‘at least basic water’ in urban Burkina-Faso ”

“ 79% have access to ‘at least basic water’ in urban Burkina-Faso, and  
500% improvement in basic sanitation access in rural Burkina-Faso in 15 years ”



## MISLEADING.

“ 79% have access to ‘at least basic water’ in urban Burkina-Faso, and 500% improvement in basic sanitation access in rural Burkina-Faso in 15 years ”

- 🔍 75% of population live in rural areas, not urban.
- 🔍 Rural areas have 43% ‘at least basic water’ coverage, and 12% sanitation coverage (up from 2%).
- 🔍 ‘At least basic water’ means protected from outside contamination, like fecal matter, and a 30 minutes or less trip to collect – a definition most won’t know.
- 🔍 At least 23% of rural pumps are not working.
- 🔍 20% of urban coverage not in use as no residents, or too expensive.

Data sucks.  
Stories rock.

Human experience fuels business value – not spreadsheets.

## Example Payments Company Ltd. Q1 2025 Operations Key Results



Metrics are valuable but  
numbers don't **tell the story**.  
Stories **inspire action**.

## Good Bits

- ✓ **Set Baselines.** Define “normal” performance.
- ✓ **Track Progress.** Monitor performance over time.
- ✓ **Scale Understanding.** Observe trends across large and complex customer populations.
- ✓ **Surface Anomalies.** Detect unexpected spikes or dips early.
- ✓ **Quantify Impact.** Measure effect of changes, launches, or experiments.
- ✓ **Guide Analysis.** Point attention to where deeper investigation is needed.
- ✓ **“Accessible”.** Quick and informative at every level.

TRANSPARENCY

## Bad Bits

- ⚠ **Flatten Complexity.** Oversimplify customer behaviour, missing nuance and edge cases.
- ⚠ **Hide Causes.** Show outcomes, not underlying drivers, obscuring the “why?” and “how?”.
- ⚠ **False Precision.** Create a misleading sense of certainty from noisy or filtered data, or unclear definitions.
- ⚠ **Dilute Signal.** Too many metrics create noise, distraction, and over-interpretation.
- ⚠ **Reinforce Bias.** Validate assumptions instead of challenging them (confirmation bias).
- ⚠ **Overlook Change.** Miss new or shifting patterns not yet tracked, or appear after reporting.
- ⚠ **Lose Focus.** Prioritise what’s measured over what matters (tunnel metric vision).



# Metric Inertia.

Outdated metrics can persist out of habit.





# Promote Vanity.

Incentivise good-looking numbers over real outcomes.

So what ?

---



1

Foster a narrative culture.  
Insights-driven, not data-driven.



Insights are **not** glorified reports.

2

Measure what matters.

Don't measure everything.

3

Democratise your data.

Enable experts to build their own stories.

4

Automate detection.

Keep human eyes on interpretation.



5

Go deep and wide.

Investigate drop-offs and the unexpected.

6

Focus on "human" outcomes.

Success is delivering real value to real people.



7

Focus on **value**.

Not **vanity**.

# Get comfortable asking questions.

Data is not the enemy, but we must ask what is behind a number.  
Even when no one else will.

# Thank you.



Feel free to connect with me on LinkedIn





***Introduction to DAMA  
UK with Sarah Higham.***



# History & Context



**DAMA = DATA MANAGEMENT ASSOCIATION**

**DAMA International** non-profit, vendor-independent, voluntary

[www.dama.org](http://www.dama.org)



- Founded in 1988 in Los Angeles
- Supports all professionals working in information and data management
- Now global, with 100+ chapters on every continent
  - North America (37 Chapters)
  - Central & South America
  - Europe
  - Middle East
  - Asia
  - Africa
  - Australasia

# About DAMA UK: Our Purpose & Governance



## OUR CHAPTER

- **DAMA UK** is a non-profit, vendor-independent, voluntary organisation
- Created in April 2003
- Affiliated Chapter of DAMA International
- Probably the world's largest single DAMA chapter...

## OUR MISSION

**We nurture a community of data professionals in the UK, to manage data and information as a key asset. We do this by connecting people, providing resources, and supporting development.**



## OUR GOVERNANCE

- Run by a voluntary Committee of 15 people (Elections for new members in-progress)
- Our Committee is elected by our membership, but we also co-opt people where they have specific skills we require
- We are all volunteers, but we do employ:
  - A PT administration manager to help run the organisation
  - An external agency to manage our social media accounts

# DAMA UK:

## Current Membership & Types



### TOTAL

2,084 current members

Includes *Individual* & *Corporate* Members.

### INDIVIDUAL

835 current members

£50 a year (full)  
£25 a year (student)

### CORPORATE

80 current member organisations

Includes bronze, silver and gold & platinum memberships.





# DAMA UK (NEW) WEBSITE





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## Who is DAMA UK?

We nurture a UK data professional community, managing data as a key asset by connecting people, providing resources, and supporting growth.



**Become a member**  
Join today and access all our resources

**Events**  
Discover upcoming and past events

**Sponsor us**  
Connect with the UK data community

DAMA UK Newsfeed

View all



**Newsletter - April 2025**  
26 Apr 2025



**Newsletter - February 2025**  
22 Feb 2025



**Newsletter - January 2025**  
22 Jan 2025



**Newsletter - December 2024**  
22 Dec 2024

Events

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**DAMA UK Northern Event (In person)**



**ENTERPRISE AND BUSINESS ARCHITECTURE CONFERENCE EUROPE**  
BUSINESS CHANGE AND TRANSFORMATION CONFERENCE EUROPE  
SERVICE DESIGN CONFERENCE EUROPE



**DAMA UK PUBLIC WEBINAR**  
Why adaptability is mission-critical in a modern data strategy  
Jason Foster   Barry Green

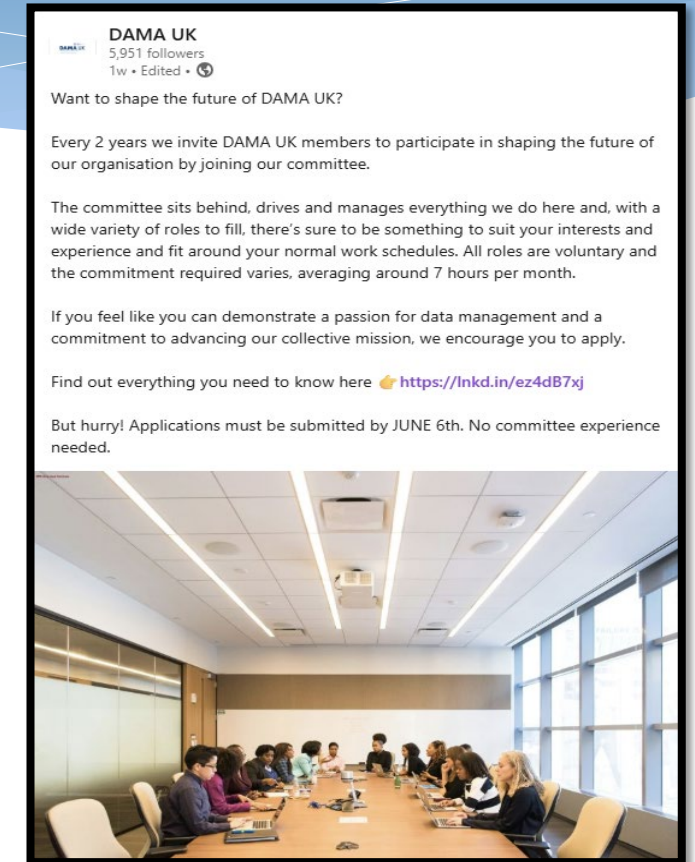
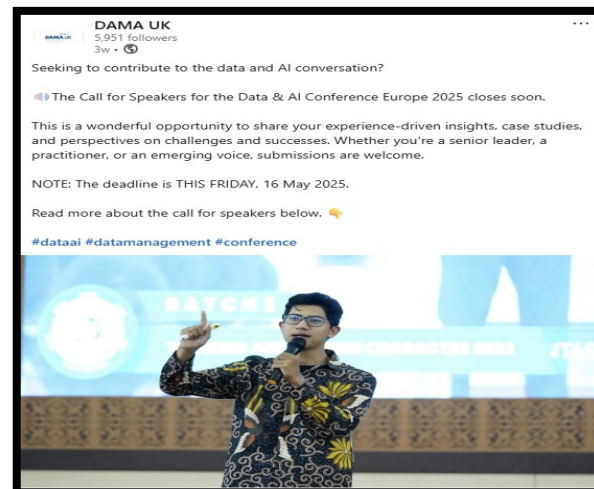
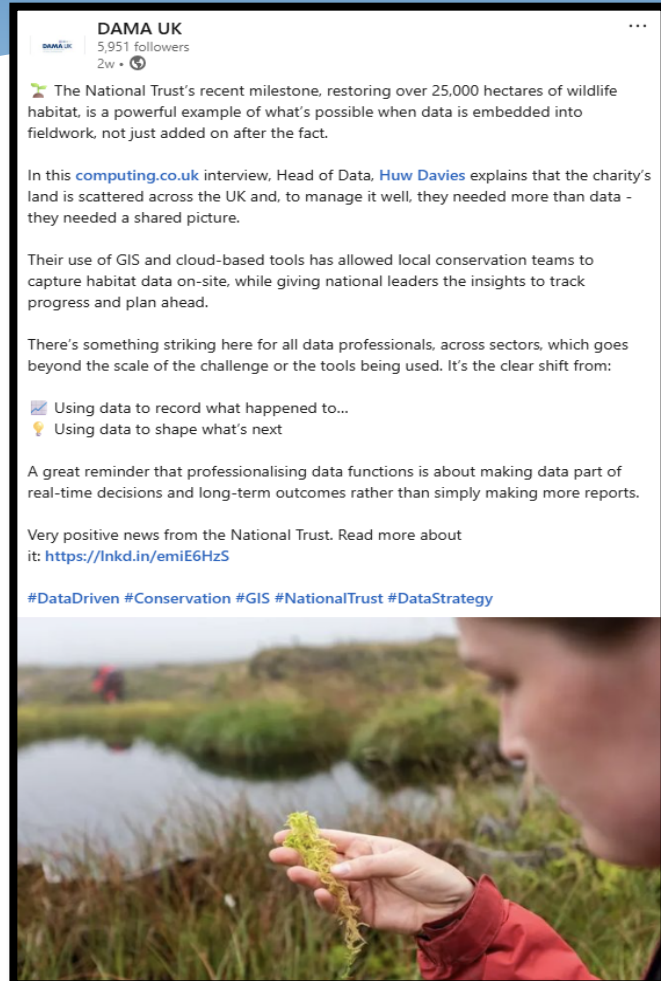


**DAMA UK PUBLIC WEBINAR**  
Crossing the Streams: The increasingly irrelevant distinction between structured and unstructured data  
Daragh O'Brien

31

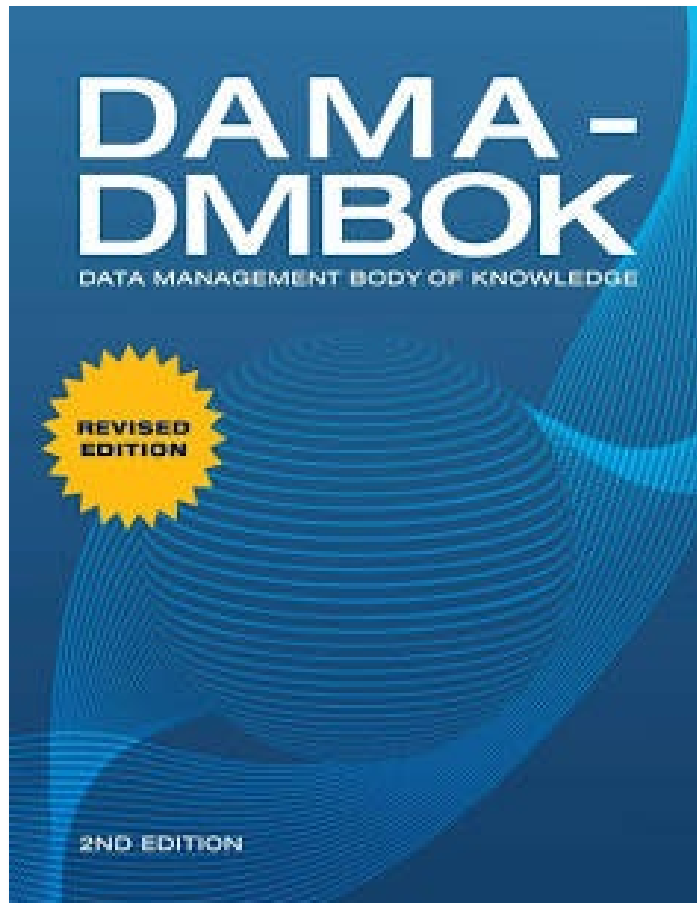
<https://www.dama-uk.org/>

# DAMA UK LINKEDIN





# Data Management Body of Knowledge (DMBOK) – Revised Edition 2 March 2024



**Available as a printed  
book or PDF download**

# Mentoring



## Mentoring Scheme Objectives

### MENTORING

“A developmental partnership through which one person shares knowledge, skills, information & perspective to foster the personal and professional growth of someone else”

UNIVERSITY OF SOUTHERN CALIFORNIA

Launched in 2012 to:

- Provide an introduction service to new and existing members so that people requiring mentoring and those willing to act as mentors can be connected
- Serve as a value-add DAMA UK service, thereby helping to retain current members and sponsors and to attract new members and sponsors
- Help improve the skills and expertise of all DAMA UK members by spreading skills, expertise and best practice

### CURRENT STATUS

- Number of active mentors - **44**
- Number of active mentees - **82**
- Number of mentees awaiting mentors - **4**



**Mentoring Coordinator**  
**Mary Drabble**  
**DAMA UK Committee**  
**Director**

# CDMP Training: UK Bootcamps



| Associate | Practitioner | Master | Fellow |
|-----------|--------------|--------|--------|
| 11,821    | 747          | 293    | 3      |

## Associate Certification

- \* Three-day on-line course, run quarterly
- \* Covers the syllabus for the Data Management Fundamentals Exam
- \* Includes exam fee
- \* Pass leads to CDMP(A) with option to sit further exams
- \* Available only to DAMA UK members
- \* £950 per seat

| ASSOCIATE   | PRACTITIONER  | MASTER   | FELLOW   |
|---|---|--|--|
| <p>CDMP Associate</p> <p>&gt; Industry experience<br/>6 months &gt; 5 years</p> <p>&gt; Requirements<br/>60% pass<br/>Data Management Fundamentals exam</p> | <p>CDMP Practitioner</p> <p>&gt; Industry experience<br/>2 years - 10 years</p> <p>&gt; Requirements<br/>70% pass in<br/>Data Management Fundamentals exam<br/>and 70% pass in 2 specialist exams</p> | <p>CDMP Master</p> <p>&gt; Industry experience<br/>Minimum 10 years^</p> <p>&gt; Requirements<br/>80% pass in<br/>Data Management Fundamentals exam<br/>and 80% pass in 2 specialist exams</p> | <p>CDMP Fellow</p> <p>&gt; Industry experience<br/>25 years plus</p> <p>&gt; Requirements<br/>Globally recognised &amp; respected thought leadership<br/>Significant contribution to Data Management profession<br/>CDMP® Master<br/>Contribution to CDMP® &amp; DMBOK<br/>By nomination</p> |



**Chris Bradley**  
Course Tutor  
DAMA UK  
Committee Member



Would you like to  
present at a DAMA  
UK webinar?

# Webinars & Events

## ❖ Webinars:

- Public – free to all
- DAMA UK members only
- 1-2 webinars per month

## ❖ Regional Meet Ups (F2F):

- Northern Data Group
- Scotland
- Wales & the West
- Midlands
- Northern Ireland

## ❖ National Events (Virtual and F2F):

- IRM UK Data & AI Conference Europe – 13<sup>th</sup> to 16<sup>th</sup> Oct (<https://irmuk.co.uk/data-ai-conference-2025>). DAMA UK members received a 15% discount.





# DAMA UK Member Testimonials<sup>+</sup>



*"The DAMA mentorship programme proved to be an invaluable experience that allowed me time once a month to reflect, articulate my thoughts and receive feedback from a knowledgeable mentor who had already been there and done that.*

*Having a sounding board who could help ensure I was clear about the capabilities I needed to establish in my organisation was an obvious benefit from the start of the programme."*



*"In less than two years as a member of DAMA UK, I've already seen tremendous benefits. The CDMP Workshop and data management webinars by DAMA UK were incredibly valuable, but it was the mentorship from a DAMA UK committee member that truly made a difference. Thanks to her guidance, I passed my CDMP Fundamental exam on the first attempt and successfully started a Data Governance Tooling PoC in my Organisation. Her support and DAMA UK webinars have been instrumental in my professional growth."*

## Feedback on DAMA UK Webinars

*"A passionate and engaging presentation on a fundamentally important topic."*

*"A very informative session. I have learned so much from this interactive presentation."*

*"Fantastic presentation! Visually impactful and meaningful slides. Well presented and gives great ideas on new approaches to data governance."*

*"Great mix of best practice and practical advice."*