Data Quality and Master Data Strategy for the Journey to SAP S/4HANA

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Data Services & Governance Manager
A. O. Smith
Session ID # ASUG83250
About the Speakers ~ A. O. Smith

Michael Dees
- Data Services & Governance Manager
- With A. O. Smith - 27 Years
- Involved with Data - 19 Years
- Involved with 3 ERP implementations

Chris Clark
- Data Solutions Architect
- With A. O. Smith – 3 Years
- Worked in IT – 13 Years
- Went skydiving day before wedding
Key Outcomes/Objectives

- Identify what did **not** work at A. O. Smith
- Describe the Data Management Direction Change
- Share the Data Management Rollout Plan Going Forward
Agenda

- Brief Company Overview
- ECC6 Rollout - Initial Data Approach
- Data Realization
- Course Correction – Intentionally heading toward S/4HANA??
- Addressing Cultural Change
- MDM Rollout Plan
# A. O. Smith Products

## Product Categories

### Residential Heaters & Boilers
- Residential Hybrid Electric
- Residential Electric
- Tankless
- Residential Gas
- Combi
- Lochinvar “Knight”

### Commercial Heaters & Boilers
- Commercial Electric
- Commercial Heat Pump
- Commercial Gas
- Commercial Oil Fired
- Commercial Boilers
- Crest Boilers
- Wall Hung Commercial

### Water Treatment / Other
- Residential Water Purifiers
- Commercial Water Purifiers
- Industrial Water Purifiers
- Pump & Expansion Tanks
- Water Filtration Products
A. O. Smith Locations

- Milwaukee, Wisconsin
- Irvine, California
- Charlotte, North Carolina
- McBeth, South Carolina
- Haltom City, Texas
- Austin, Texas
- Florence, Kentucky
- Lebanon, Tennessee
- Ashland City, Tennessee
- Johnson City, Tennessee
- Franklin, Tennessee
- Cookeville, Tennessee
- Groveport, OH

- Branbury, United Kingdom
- Juarez, Mexico
- Stratford, Ontario
- Fergus, Ontario
- Veldhoven, The Netherlands

- Istanbul, Turkey
- Bangalore, India
- Nanjing, China
- Shanghai, China
- Dubai, The UAE

$3.2 billion in Sales
Roughly 2/3 of revenue in North America
1/3 the rest of the world
SAP ECC Migration

- Started 2013
- (13) North America Locations & (4) ERP’s
- Long Blueprint & Build Phase
- Build Once... Rapid Succession Deployment
- Data Scrubbed & ‘Commonized’
- Conversion Documentation Created
First Location Migrated

(Sean Gallup)
What Happened?

- Missed Requirements
- Regulatory Changes: NAECA, FVIR
- Data Adjustments for Reporting
- Customer Portals
- Business Transformations & Acquisitions
Main Data Issue

- SAP valid vs Business Valid
- Data Creation Using Copy Function
- Lack of Ownership
- No Governing Body
# Data Quality Impact

## Quality By Rule

<table>
<thead>
<tr>
<th>Area</th>
<th>Table</th>
<th>Rule Count</th>
<th>Total Rules</th>
<th>Failed Rules</th>
<th>Percent Errors</th>
<th>Indicator</th>
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<tbody>
<tr>
<td>Customer</td>
<td>ADRC_CUST</td>
<td>22</td>
<td>6,706,876</td>
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<td>0.001%</td>
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<td>KNA1</td>
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<td>KNVA</td>
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<td>1,324,554</td>
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<td>0.001%</td>
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<tr>
<td></td>
<td>KNVV</td>
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<td>3,536,302</td>
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<td>Material</td>
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<td>53</td>
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<td>MARD</td>
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<td></td>
<td>MBEW</td>
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<td>MLGN</td>
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<td>Vendor</td>
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<td>444,510</td>
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</tbody>
</table>

## Quality By Record

<table>
<thead>
<tr>
<th>Area</th>
<th>Table</th>
<th>Records</th>
<th>Rows In Error</th>
<th>Percent Errors</th>
<th>Indicator</th>
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<tbody>
<tr>
<td>Customer</td>
<td>ADRC_CUST</td>
<td>1,468,592</td>
<td>24,812</td>
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<tr>
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<tr>
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<td>0.000%</td>
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<tr>
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<td>KNVA</td>
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<td>3</td>
<td>0.001%</td>
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<td>MARA</td>
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<td>163,347</td>
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<td>MARC</td>
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<tr>
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<td>MBEW</td>
<td>1,923,514</td>
<td>10,366</td>
<td>0.539%</td>
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<tr>
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<td>MLGN</td>
<td>374,253</td>
<td>7,293</td>
<td>1.940%</td>
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<tr>
<td></td>
<td>MVKE</td>
<td>184,184</td>
<td>1,597</td>
<td>0.867%</td>
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<td>Vendor</td>
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<td>53,771</td>
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<td>0.37%</td>
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<td></td>
<td>LFB1</td>
<td>14,817</td>
<td>143</td>
<td>0.965%</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Data Quality Impact
<table>
<thead>
<tr>
<th>Area</th>
<th>Table</th>
<th>Field</th>
<th>Field Description</th>
<th>Rule Name</th>
<th>Rule Description</th>
<th>Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>TELF1</td>
<td>First telephone number</td>
<td>KNA1_TELF1</td>
<td>If TELF1 &lt;&gt; &quot;&quot;, if LAND1 in ('US', 'CA') then format must begin with 999-999-9999</td>
<td>23,008</td>
</tr>
<tr>
<td>Customer</td>
<td>KNK_CUST</td>
<td>PAKFT</td>
<td>Contact person function</td>
<td>KNK_PKFT_Z1_CUST</td>
<td>If KNK_PKFT_KUNNR &lt;&gt; &quot;&quot;, then PAKFT &lt;&gt; &quot;&quot;, if NAME = 'AP' then PAKFT = 'Z1', if NAME = 'Order' then PAKFT = 'Z1', if NAME = 'Shipping' then PAKFT = 'Z3'</td>
<td>6,433</td>
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<tr>
<td>Customer</td>
<td>KNK_CUST</td>
<td>PAKFT</td>
<td>Contact person function</td>
<td>KNK_PKFT_Z2_CUST</td>
<td>If KNK_PKFT_KUNNR &lt;&gt; &quot;&quot;, then PAKFT &lt;&gt; &quot;&quot;, if NAME = 'AP' then PAKFT = 'Z2', if NAME = 'Order' then PAKFT = 'Z1', if NAME = 'Shipping' then PAKFT = 'Z3'</td>
<td>5,296</td>
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<tr>
<td>Customer</td>
<td>KNK_CUST</td>
<td>PAKFT</td>
<td>Contact person function</td>
<td>KNK_PKFT_Z3_CUST</td>
<td>If KNK_PKFT_KUNNR &lt;&gt; &quot;&quot;, then PAKFT &lt;&gt; &quot;&quot;, if NAME = 'AP' then PAKFT = 'Z3', if NAME = 'Order' then PAKFT = 'Z1', if NAME = 'Shipping' then PAKFT = 'Z3'</td>
<td>3,801</td>
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<tr>
<td>Customer</td>
<td>KNV</td>
<td>KTGRD</td>
<td>Account assignment group for this customer</td>
<td>KNV_KTGRD_02</td>
<td>when (LAND1 = 'US' and VKORG &lt;&gt; '1040') OR (LAND1 = 'CA' AND VKORG &lt;&gt; '1040') OR (LAND1 not in ('US', 'CA')) AND KTOKD in (2001, 2002) then KTGRD = '12';</td>
<td>1,513</td>
</tr>
<tr>
<td>Customer</td>
<td>KNK_CUST</td>
<td>NAME1</td>
<td>Name 1</td>
<td>KNK_NAME1_CUST</td>
<td>If NAME1 &lt;&gt; &quot;&quot; then NAME1 must not contain numbers, commas, ( or period ()</td>
<td>1,336</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>VKBUR</td>
<td>Sales Office</td>
<td>VKBUR</td>
<td>VKBUR &lt;&gt; '' and Customer Number (KUNNR) begins with 1 or 3</td>
<td>104</td>
</tr>
<tr>
<td>Customer</td>
<td>ADRC_CUST</td>
<td>DEFLT_COMM</td>
<td>Communication Method (Key) (Business Address Services)</td>
<td>ADRC.DEFLT_COMM_CUST</td>
<td>If KNK_NAME1 = 'Statement' and KNK-ASTNR = '10009', then this field must be 'INT'</td>
<td>73</td>
</tr>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>ORT02</td>
<td>District</td>
<td>KNA1_ORT02</td>
<td>If LAND1 = 'US' and KTOKD in (2001, 2002, 2003, ZIC) then ORT02 &lt;&gt; &quot;&quot;</td>
<td>68</td>
</tr>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>STRAS</td>
<td>House number and street</td>
<td>KNA1_STRAS</td>
<td>If KTOKD not in ('2003', '0012', '2999', '0006) then STRAS &lt;&gt; &quot;&quot;</td>
<td>52</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>KTGRD</td>
<td>Account assignment group for this customer</td>
<td>KNV_KTGRD_01</td>
<td>When (LAND1 = 'US' and VKORG &lt;&gt; '1040') OR (LAND1 = 'CA' AND VKORG='1040') AND KTOKD in (2001,2003) then KTGRD = '01';</td>
<td>28</td>
</tr>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>TXJCD</td>
<td>Tax Jurisdiction</td>
<td>KNA1_TXJCD</td>
<td>If KNA1/LAND1 in ('US', 'CA')Å. If KTOKD not in (2006, 2012, 2999) then TXJCD &lt;&gt; &quot;&quot;</td>
<td>14</td>
</tr>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>TELFX</td>
<td>Fax Number</td>
<td>KNA1_TELFX</td>
<td>If TELFX &lt;&gt; &quot;&quot;, if LAND1 in ('US', 'CA') then format must begin with 999-999-9996</td>
<td>9</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>PRFRE</td>
<td>Relevant for price determination ID</td>
<td>KNV_PRFRE</td>
<td>PRFRE &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1, 3, or 5</td>
<td>8</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>DDRRC</td>
<td>Indicator Customer is Rebase-Relavant</td>
<td>KNV_DDRRC</td>
<td>DDRRC &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1, 3, or 5</td>
<td>8</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>INCO1</td>
<td>Inco terms (Part 1)</td>
<td>KNV_INCO1</td>
<td>INCO1 &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1</td>
<td>7</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>INCO2</td>
<td>Inco terms (Part 2)</td>
<td>KNV_INCO2</td>
<td>INCO2 &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1</td>
<td>7</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>ZTCRM</td>
<td>Terms of Payment Key</td>
<td>KNV_ZTCRM</td>
<td>ZTCRM &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1 or 3</td>
<td>7</td>
</tr>
<tr>
<td>Customer</td>
<td>KNV</td>
<td>VSBEED</td>
<td>Shipping Conditions</td>
<td>KNV_VSBEED</td>
<td>VSBEED &lt;&gt; &quot;&quot; and Customer Number (KUNNR) begins with 1 or 2</td>
<td>5</td>
</tr>
<tr>
<td>Customer</td>
<td>KNA1</td>
<td>PSTL2</td>
<td>P.O. Box Postal Code</td>
<td>KNA1_PSTL2</td>
<td>If PSTL2 &lt;&gt; &quot;&quot;, then PSTL2&lt;&gt; PSTLZ</td>
<td>4</td>
</tr>
</tbody>
</table>
The Realization

- Need a way to enforce Business Rules.
- Request process manual and external to SAP
- Why Just Report Errors...

*Provide the Means to Correct Records!*
Initial Solution

➢ Update ETL Tool to Latest Version
➢ Deploy Additional Modules
  • Data Quality & Management
➢ Stewards Assigned to all Areas
➢ Build Governance Program
Setbacks

- Platform not updated After (8) Months
- ETL Tool too Complex for Non-IT Staff
- Needed Dedicated Platform Staff
- Update required redeployment
Course Correction

- Moved Migration Activities to New Processes
- Began Reviewing Options for New Platform
- Engaged Vendors for Demos & POC on Vendor Master
- Realizing S/4HANA was on the horizon
Partnered Solution

- Chose appMDM from Chain-Sys
- Build Solution for Vendor Master from POC
- Engaged Stewards for Data Quality Review
- Continued Discussion on MDM
appMDM’s Data Quality Management comprises Data Consolidation, Data Standardization, and Data Harmonization activities.

- Consolidating the data into the Hubs is a critical activity. The system collects data from multiple source systems and sends it to target MDM Hubs to perform Consolidation, Profile and Assessment.
- Hadoop technology is extensively used.
- appMDM provides the “Matches”, and the Data Stewards or the Data Owners can classify the matches as “False Positive” or “False Negative” and perform the merge, drop or migrate actions.

Data Profiling
- Qualifying the Data
  - Data Profiling is a systematic analysis of the content of a data source.
  - Filtering the Source Data with Various rules
  - Easy to know the source data which are extracted from the source system

Data Assessment
- Analysis the Data
  - Completeness Analysis
  - Uniqueness Analysis
  - Values Distribution Analysis
  - Range Analysis
  - Pattern Analysis
  - Complete information about the Quality of the source data

Data Consolidation
- Error Consolidation
  - Consolidation on bases of user defined Rules
  - Real Time access to Consolidated Data.
  - Consolidated Good Data can directly migrate to target.
  - Edit distance Algorithm used
appMDM Enrichment /Collection helps to enrich or complete the data based on the AO Business rules.

- Highlights with rules under which data has failed to meet AO business rule
- Helps user identify which field requires attention for data enrichment / entry

Vendor_Master_UAT
Partnered Solution

- Data Quality Process (60+) Business Rules for Vendor Master
- Allows Steward to Correct Record, BAPI Validation occurs during Record Save and becomes a “single view of TRUTH”
- Change Written to SAP
- Calls User Exits for Vertex Tax, If Needed
Benefits

- Rules Applied as Data is Maintained
- Email Excel Form Used for Updates to be Moved to Workflow within appMDM
- New Vendor Creation Form
- Golden Record is maintained in appMDM
ACCOUNTABILITY
When any of the guiding principles is violated, the error should be identified, attended to and resolved in a prompt manner by a monitored process with an auditable record of changes.

ACCURACY
Information should be highly accurate with regards to regulatory and operational standards.

CONSISTENCY
Information should be consistent wherever it is viewed throughout the enterprise. In addition, each customer, contract, customer site, supplier etc. should be uniquely identified.

FLEXIBILITY
The data, metadata, policies and procedures for data quality should be continuously refreshed to remain consistent with the changing needs of the business.

STANDARDS
The standards for the definition, usage, consistency and accuracy of data for each organization (Provider, Member, Claims, Marketing) that handles enterprise (master) or departmental data should be consistent with one another.

TIMELY
Information should be accessible in the most timely manner in order to make timely decisions.

Indicators and Cleansing Rule Examples
- Accounts
  - Account names based on Business Policies
- Account Code
  - Account codes based on Business Policies
- Cross Validation Rules
  - Rules are based on Business Policies
- Others

Accounts
Account names based on Business Policies

Account Code
Account codes based on Business Policies

Cross Validation Rules
Rules are based on Business Policies

Others
Culture changes

- Not used to maintaining records outside of ERP
- (5) Separate Engineering Groups maintain materials.
  - Over 600 people have access
- Uses copy process that propagates errors
- Push work to where it originates
Sample workflow Diagram with Customized Business Rules

1. Business User
   - Data Entry/Interface
   - Business Rule
   - Request Process
   - Data Consolidation
   - Manual
   - Approval by Data Owner
   - Data Mart
   - Approval
   - Data Interfacing

2. Admin / Data Architect / Data Steward
   - Business Rule
   - Page/Object Design
   - Attribute Grouping/Templates
   - Page Augment
   - Consolidation Rule
   - IN & Out Bound Interface
   - Work Flow
   - IN & Out Bound Interface
   - Data Interfacing Approval
   - Data Entry/Interface
   - Request Process
   - Loader
   - Lookup
   - Data Mart
   - Approve

3. Loader
   - eChain
   - eHRMS
   - eHRMS
   - App Load
   - Salesforce
   - SAP
   - etc.

4. Data Interfacing
   - Data Entry/Interface
   - Request Process
   - Loader
   - Lookup
   - Data Mart
   - Approve

5. Business User
   - Business Rule
   - Data Entry/Interface
   - Request Process
   - Data Consolidation
   - Manual
   - Approval by Data Owner
   - Data Mart
   - Approval
   - Data Interfacing

6. Admin / Data Architect / Data Steward
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   - Work Flow
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   - Loader
   - Lookup
   - Data Mart
   - Approve

7. Loader
   - eChain
   - eHRMS
   - eHRMS
   - App Load
   - Salesforce
   - SAP
   - etc.

8. Data Interfacing
   - Data Entry/Interface
   - Request Process
   - Loader
   - Lookup
   - Data Mart
   - Approve

9. Business Rule
   - Data Entry/Interface
   - Request Process
   - Data Consolidation
   - Manual
   - Approval by Data Owner
   - Data Mart
   - Approval
   - Data Interfacing

10. Admin / Data Architect / Data Steward
    - Business Rule
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    - Page Augment
    - Consolidation Rule
    - IN & Out Bound Interface
    - Work Flow
    - IN & Out Bound Interface
    - Data Interfacing Approval
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve

11. Loader
    - eChain
    - eHRMS
    - eHRMS
    - App Load
    - Salesforce
    - SAP
    - etc.

12. Data Interfacing
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve

13. Business User
    - Business Rule
    - Data Entry/Interface
    - Request Process
    - Data Consolidation
    - Manual
    - Approval by Data Owner
    - Data Mart
    - Approval
    - Data Interfacing

    - Business Rule
    - Page/Object Design
    - Attribute Grouping/Templates
    - Page Augment
    - Consolidation Rule
    - IN & Out Bound Interface
    - Work Flow
    - IN & Out Bound Interface
    - Data Interfacing Approval
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve

15. Loader
    - eChain
    - eHRMS
    - eHRMS
    - App Load
    - Salesforce
    - SAP
    - etc.

16. Data Interfacing
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve

17. Business Rule
    - Data Entry/Interface
    - Request Process
    - Data Consolidation
    - Manual
    - Approval by Data Owner
    - Data Mart
    - Approval
    - Data Interfacing

18. Admin / Data Architect / Data Steward
    - Business Rule
    - Page/Object Design
    - Attribute Grouping/Templates
    - Page Augment
    - Consolidation Rule
    - IN & Out Bound Interface
    - Work Flow
    - IN & Out Bound Interface
    - Data Interfacing Approval
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve

19. Loader
    - eChain
    - eHRMS
    - eHRMS
    - App Load
    - Salesforce
    - SAP
    - etc.

20. Data Interfacing
    - Data Entry/Interface
    - Request Process
    - Loader
    - Lookup
    - Data Mart
    - Approve
Simplify the data governance process based on your needs

- Establish Data Governance Rules
- Restrict Data View
- Restrict Data Modification
- Governance Applicable for both Request & Master data Hub Screens
- Condition Based Action Logical Rules Engine
Rollout Approach

- Attack from the Bottom - Up
  - Separate Productive from Non-Productive Materials with Different Stewards
  - Specific Data Areas (Sales Views, MRP Fields)
  - Plant Level (15+ Plants)
- Approach Engineering after Processes in Place
2019 & 2020 Plan

- Customer Master moved to appMDM Maintenance & Creation
- Non-Productive Material (MRO) moved to appMDM for Maintenance & Creation
- Productive material moved to appMDM for Maintenance & Extension
- CAD Integration Creates Materials
2020 & Beyond

- Financial Updates & Workflow
- Transactional Data Monitoring
  - Export Order to Check Export Tariff Assignments
  - Validate Labeling Data against Bills of Material
- Create central data organization
Objectives before S/4 Hana migration

- Identify Stewards & Custodians for all Data Domains.
- Define Business Rules for Data Validation/Verification.
- Build workflow for Data Maintenance and Creation.
- Move Data Control to Central Data Group.
- Implement a MDM process.
Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.
Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

http://info.asug.com/2019-ac-slides
Q&A

For questions after this session, contact us at mdees@aosmith.com and csclark@aosmith.com.
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