Mohawk – The Largest Flooring Company in the World



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Mohawk Brands

Company Overview

Mohawk Industries is a leading global flooring company that creates beautiful and functional spaces for smart living around the world. Our brands are among the most recognized in the industry.

Key Facts

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Mohawk Group MARAZZI

Employees: 40K Revenue: \$10.5B + Flooring Categories: 30 + Publically Traded (MHK) Headquarters: Calhoun, GA

Global Operations

Australia, Brazil, Canada, China, Europe, India, Malaysia, Mexico, Russia, New Zealand, and the **United States**



Key Topics







UPGRADE APPROACH

TECHNICAL & MANDATORY

BUSINESS CONTINUITY

USING NEAR ZERO DOWNTIME FUTURE INNOVATION

AS SEPARATE / FOCUSED INITIATIVES





Upgrade Approach Technical & Mandatory

Primary
Drivers:3 Month upgrade window to
Establish digital core

Limited / No visible changes in functionality to end users

Testing reduced to Regression of existing ECC system only





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	UPTIME SEGME	NT (~6 days)	DOWNTIM	E SEGMENT (24 hours)
		enance nner SUM* Uptime	SUM Downtime	Post SUM Activities Verification
	April 7-8	April 8-12	April 13	April 14
Increased Business Continuity	 In-Place Migration System Build and Setup Install SI Check Report Configure SOLMAN Generate Migration XML Business Function activation 	 Lock Customer and Vendor t-codes Configure Business partner number range Run pre-check 	 Functional Baselining before downtime Empty Bl Queues Database Backup SUM Downtime run Install RHEL APP 	 Transport Requests movement FI Data Migration to new S/4 tables SCM Migration Data Verification Configure Interfaces Security and Roles
Using SAP Near Zero Downtime	 Validate Add-ons Cutover User creation 	programs Customer- Vendor synchronization to Business partner SUM Uptime run	servers	 Functional Baselining post migration Migration closure Testing in Dummy company code

- Upgrade limited to 24hours of system downtime
- Parallel landscape strategy to accelerate Custom Code remediation and regression testing

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• Execution of mock cutovers in lower lifecycles, to remediate current production, prior to go-live

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Future Innovation

Driven as separate / focused initiatives, when relevant

Fiori UX. (Quick adoption for non SAP users)

eWM/TM solutions embedded

Bank Communication Management

Cash Management

APO/IBP (Light) to address PP/DS and GATP requirements

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CDS Views (S4 Analytics)



Lessons learned - Functional



Data Migration:

Pre-configure and convert Customers / Vendors (CVI) beforehand in ECC.



S4 Mandatory Config. :

Pre-configure New Depreciation engine, Configuration related to CO total tables update, switching from classic cost of sales substitution to New GL cost of sales substitution.



Mock Cutovers:

Ran multiple mock upgrades in production copy systems, to identify the required steps for "Mohawk's" Financial Migration cockpit.

Each company will have unique requirements, which can significantly increase or decrease the time needed for the upgrade.

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Code/Config. Migration:

Recommend using SAP ChaRM (Change and release management) to accurately manage version control between R3 and S4.

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Practice, **Practice**:

Recording the upgrade time in each mock run to capture the realistic downtime.



Lessons learned - Technical

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Refresh all the non-
prod systems from
prod system to
ensure SPDD and
SPAU are compatible
throughout the
migration

Make sure to have licenses for all the add-ons and components

Don't install new add-ons during the project To avoid surprises in actual PRD migration, use the same SUM XML for PRD migration



Release all open transports prior to S4 conversion



Have a dedicated server to run SUM, increase RAM for better performance.

Final Mock should be run on similar hardware and application server environment.





Q&A



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