

Mohawk – The Largest Flooring Company in the World



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

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

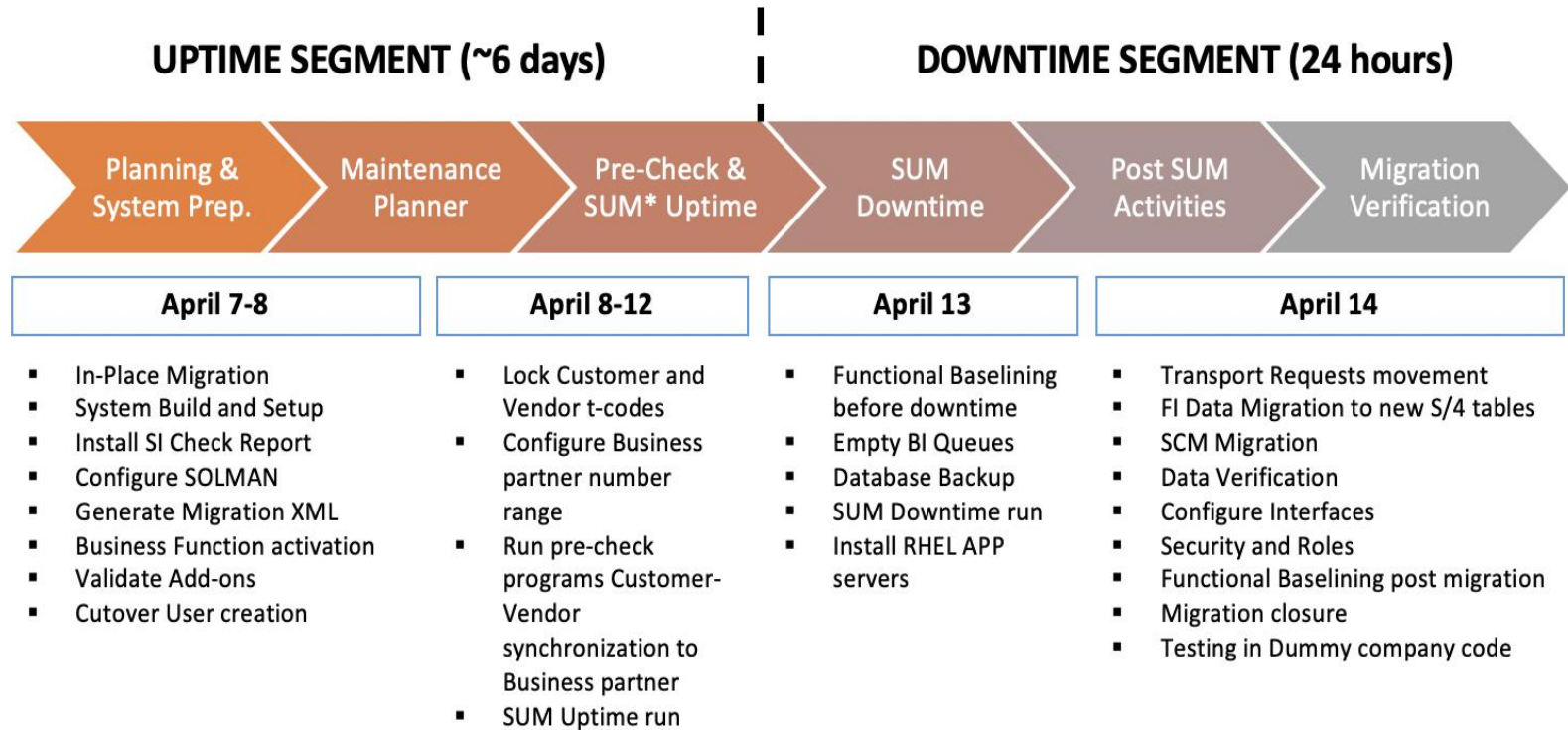
Technical & Mandatory

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

Increased Business Continuity
Using SAP Near Zero Downtime



- Upgrade limited to 24hours of system downtime
- Parallel landscape strategy to accelerate Custom Code remediation and regression testing
- Execution of mock cutovers in lower lifecycles, to remediate current production, prior to go-live

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

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.



Code/Config. Migration:

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



Practice, Practice:

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

Lessons learned - Technical



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