Master data landscape transformation a pre-requisite to SAP S/4 HANA journey

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About the Speakers

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• Favorite Mondelez Products
  – Domestic – Oreo
  – International - Cote d'Or

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• Chief Solution Architect, SAP America, Inc
• Lead the Procurement & MDG BDS Global COE in NA
Key Outcomes/Objectives

1. Importance of Master Data in Intelligent Enterprise
2. Implementing governance on Master Data
3. Understand Mondelez’s Master Data transformation journey
Agenda

• Master Data and Intelligent Enterprise
• Mondelez Phoenix Project
  – Data Management Vision
  – Guiding Principles
  – Deployment Options & Option Chosen
  – Challenges & Lessons Learnt
• Role of SAP MaxAttention in this transition journey
Role of Master Data in Intelligent Enterprise

MASTER DATA AND INTELLIGENT ENTERPRISE
Consistent master data

driving successful business transactions across LoBs and trusted enterprise analytics.
One touch end to end; Single version of Truth; Data you can Trust

MONDELEZ PHOENIX PROJECT
Time consuming process to create new Master Data Record  
Disconnected Applications & Data in silo’s – creates challenges for loading and synchronizing master data, data de-duplication  
Creation process is error prone  
With lack of defaults, derivation rules, workflows and traceability  
Data enrichment is again a complex process across different organizations  
Mass processing is done which has a lot of challenges including now tooling which isn’t available  
Unable to identify duplicate data and hence unable to roll-up spends analytics  
No traceability of the data changes  
Not able to get 360 views of your Supplier, Customer and Material  
Error prone reporting
Data Management Services Vision

One Touch end to end
No manual intervention
Data right the first time
“One” Technology Platform

Single version of Truth
One trusted source through Governance excellence
Zero Defects

Data you can Trust
Power business decisions and fuel growth through accurate data

One Touch end to end
Single version of Truth
Data you can Trust
Master Data Governance Journey

2018-2020
3 Years Plan
MDG Case for Change

What?

Risks
1. Audit and compliance issues
2. Inaccurate data
3. Fines and frustrations from Customers and Consumers
4. Expensive maintenance of customized tools

Benefits
1. Resolution of segregation of duty and audit trail risks
2. Accurate data
3. Reduction in fines and frustrations from Customers and Consumers
4. Maintainable and scalable solution to manage Master Data

From
1. DMS group entering data on behalf of the business
2. Ambiguity on ownership of data attributes
3. Customized tools in Regions/Countries for entering Master Data into our systems

To
1. Business owning entry and accuracy of Master Data
2. Clear data ownership rules based on industry Gold Model Standard
3. Consistent WoW and tool for managing Master Data
MDG Case for Change

Why?

requires from MDLZ new ways of control and

To do this, we are improving the Governance of Master Data across MDLZ and the way Master Data is maintained and managed in our systems.

1. MDLZ must protect our ongoing business and respond to customer and consumer demands by making a change in the way Master Data is managed at MDLZ.

2. Phoenix Master Data Governance best practice to MDLZ.

3. Enabling us to provide the accurate and compliant product and product information to our customers and consumers.
MDG Case for Change

How?

Benefits for the business
1. Accurate data to customers and consumers.
2. Compliant, customer and consumer friendly data.
3. One touch E2E data management between Spec creation, master data and sending data to customers/consumers.
4. Protection of Mondelez financially from fines and lost revenue.
5. Internal segregation of duties between Master Data entry and approval.

By Adopting:
1. One way of managing Master Data at MDLZ.
2. Accountability of Business/Function resources to provide accurate data directly into MDG.
3. Re-allocation of Master Data attributes so they sit within the correct function.
4. Integration with upstream (Spec Management) and downstream (Product Information management) systems so data is touched ONCE.
5. DMS access to Approving Master Data changes only.
Team members should consider the following guiding principles when aligning on key process and design decisions:

1. Leverage SAP as a Whole
2. Consolidate Processes if Possible
3. Emphasize Efficiency / Faster Throughput
4. Focus on Out of the Box Capabilities (Use as Intended)
SAP Options

• SAP Provided multiple options for deployment
• Option 1 is the recommended solution
• Option 2 had not been done by Solution Integrator nor SAP
## Option 1 from SAP

### Multiple Instances, Single Client on each Instance

<table>
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| Create, Update, Block/Unblock, Retire |
| MDG Global |
| MDG NA | MDG EU | MDG APAC |
| ECC NA | ECC EU | ECC APAC |

- **PRO**
  - Easier to setup and very focused implementation
  - Workflow can be triggered in each instance from MDG
  - Controlled Scope, time and cost
  - Future proof architecture
  - Could still utilize MDG in the local instances for improved governance
  - Leverage Standard content for the MDG standard objects

- **CON**
  - Distributed control - Attribute dependent CRUD operations
  - Disparate user experiences
  - Disparate process controls

- **SAP**
- **MDG**
- **ECC**
- **NA**
- **EU**
- **APAC**
- **Read Only**

- **S 4 H anna**
Option 2 from SAP

One Instance, Multiple Clients

Single instance of SAP MDG on S/4 HANA
- Global Client – contains data model and global required attributes
- EU Client – contains data model and local/regional required attributes
- NA Client – contains data model and local/regional required attributes
- APAC Client – contains data model and local/regional required attributes

PRO

- Consolidated landscape with all attributes within one master data system
- Single seamless user experience
- Fully leverage standard MDG content (data model, business rules, work flow & replication)

CON

- The maintenance of the non-consolidated attributes
- The ability to extend or upgrade for future landscape optimization is reduced or complicated as time increases
- Synchronization & Management of all client specific customizing entries (configuration objects) needed upfront as well as on an ongoing basis
- More regression testing to be planned
- Adding/extending to additional systems impacts the Global design
SAP MDG for supplier provides workflow driven governance processes to centrally create, update/extend, flag for delete and block vendor master data.

- **Governance**: Enables governance compliance and transparency through integrated staging, approval and central audit trail.
- **Re-use**: Re-use of SAP data model, User Interface (UI), existing business logic and configuration for creation and validation of master data.
- **Flexibility**: Allows enhancement of workflow processes to adapt MDG to provide Mondelez specific roles and responsibilities.
- **Data Quality**: Provides search functionality, duplicate checks, data validations and data derivations to provide high quality data.
SAP Master Data Governance – Processes in Scope

SAP MDG uses the concept of “change requests” to manage the master data maintenance processes. There are five groups of change requests in scope:

- Each change request is assigned a specific workflow to gather data and provide approvals

<table>
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<th>Change Type</th>
<th>Description</th>
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<tr>
<td>Create</td>
<td>After searching for an existing vendor if no vendor is found in the system the user will request a create change request.</td>
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<tr>
<td>Change/Extend</td>
<td>If the need arises to update an existing vendor or extend an existing vendor to a new area of business a user will search for the vendor in MDG then request an update change request.</td>
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<tr>
<td>Flag for Deletion</td>
<td>If a vendor becomes obsolete and is no longer used, a user can find the existing vendor and create a flag for deletion change request.</td>
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<tr>
<td>Block/Unblock</td>
<td>If a vendor should not be used in the system for certain actions for examples sales order processing, a block change request can be requested to restrict creation of sales orders for that vendor.</td>
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<tr>
<td>Mass Change</td>
<td>If multiple vendors need the same value updated the mass update process can be used. (Only specific global fields).</td>
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Challenges & Lessons Learnt

- Business Stakeholder Alignment for Data Ownerships
- Clearing understanding of the new Ways of Working and potential impacts
- Don’t under estimate the amount of time required for Change Management
- Strategic Partners that can guide the organise through the change and what to expect
- Co-locate the project teams as much as possible
- Limit the number of cross program and cross project dependencies
Your guide to Digital Transformation Journey

ROLE OF SAP MAXATTENTION
SAP MaxAttention: carefully designed to deliver value

SAP MaxAttention

Comprehensive services portfolio

Complete SAP coverage
- All SAP solutions and lifecycle phases
- All deployment scenarios (on-premise, cloud, hybrid)

Holistic engagement
- Single point of contact for all SAP services
- Integrated access to architecture aspects

Tailorable services

Predictable and flexible commercials
- Predefined services and commercials with predictable scope
- Extensible services for incremental engagement
Engaging SAP MaxAttention – Value Proposition

- Go-Live support
  - Provide support during production cutover including initial loads and hyper-care

- Validate end-to-end processes & Data loads
  - Support end-to-end testing and help fix integration errors
  - Tune performance of single user steps & transaction
  - Optimize the initial loads

- Analyzing open requirements & perceived gaps
  - Future proof design aligned with SAP best practices and roadmap
  - Help adopt standard functionality by redesign processes

- Architecture & Deployment Options
  - Help define Architecture and choose Deployment Options for SAP MDG
    - Provide guidance in selecting the right transition and final stage Architecture
    - Provide guidance in selecting right deployment option – hub v/s co-deployed
    - Providing guidance on data quality, enrichments, consolidation & governance tools

- Design Support
  - Provide guidance to design and define end-to-end Master Data Governance processes
    - Providing guidance during the design phase to leverage full capabilities of SAP MDG following best practices
    - Helping choose the right integration options
    - Provide guidance to build custom object to meet customer specific requirement
    - Validating functional and technical specs
    - Help define data migration strategy

- Support Go-Live
  - Validate end-to-end processes & Data loads

- Evaluation Open Requirement
  - Integration Validation
SAP MaxAttention Engagement

Activate / Project Phases
- DISCOVER
- PREPARE
- EXPLORE
- REALIZE
- DEPLOY
- RUN

Value Assurance / MaxAttention Services
- Innovation Discovery
- Innovation Acceleration
- Innovation Safeguarding

Value Discovery
- Value and Roadmap workshop
- Technical Architecture and Infrastructure
- Proof of Concept
- Migration Planning
- Transition to new Implementation
- Data Migration Architecture

Build Design Support
- Fit-gap & Delta Design Workshop+
- Gap Validation
- Use Case Prototyping
- Data Migration Assessment
- Customer-Vendor Integration (CVI Conversion)
- UX Activation and Design
- Security Design

Safeguarding the Digital Transformation
- Design Evaluation / Review*
- Integration Validation – Validation the solution end-to-end including performance tuning
- Tuning mock data load
- Going Live Support & Hypercare

+MaxAttention team support design workshop

*Design Evaluation is normally delivered when 85-90% of design is complete
Take the Session Survey.

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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 [efrem.johnson@mdlz.com] and [rajiv.palkhiwala@sap.com].
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