[DATUM]

JCI Case Study: Data Governance

Creating an enterprise data governance & stewardship program in parallel with decommissioning multiple legacy ERP systems and deploying SAP MDG

CHALLENGES

The 140-year-old company's long-standing practice of operating as three separate business units with more than 80 ERP systems, 360 sites, and 60,000 users across more than 30 countries meant highly disparate data across customer, vendor, materials, and finance domains.

Consistent growth meant frequent and rapid SAP deployments, including multiple instances of SAP Advanced Planning and Optimization (SAP APO) and SAP Supplier Relationship Management (SAP SRM). Yet with the business units and multiple sites running independent processes and initiatives, this often resulted in significant process, analytical and regulatory challenges due to the lack of focus on enterprise-wide data governance and information integrity.

 "We didn't believe we'd be able to scale out or manage the same tried-and-true process, which was each site cleansing data manually and loading it into SAP ERP," says Steve Carpenter, Director of Enterprise Architecture and Delivery at JCI.

Beginning in April 2014, JCI embarked on "Project Unity" with the primary objective to run the organization as a single business unit. To accomplish this, it would need to align and consolidate data at the enterprise level, as well as streamline as many business processes as possible that were shared between the business units and the various sites. This would entail decommissioning its multiple legacy ERP systems from a host of providers and moving to a single SAP ERP instance.

As the company embarked on this massive data migration with high-velocity deployments, JCI knew that its traditional spreadsheet-based data cleansing and maintenance processes would not be sustainable across 360 impacted sites and over an estimated seven-year project timeline. They also knew that their ability to remain a market leader during this transformation would be severely compromised if they did not implement a structured program to ensure information trust during this seven-year transition.

HOW DATUM HELPED

DATUM proposed a holistic data governance program that provided short-term benefits, while also accelerating the organization's ability to implement the Unity program. DATUM's data governance platform, Information Value Management®, accelerated time to deploy & derive value from SAP MDG by enabling business users to focus only on business critical data driving digital processes. The foundation of Information Value Management® and MDG established scalable paths for data ownership and stewardship – which are critical to business adoption, consumption and data success. DATUM also enabled JCI to easily identify and quickly package MDG-relevant requirements, tightly measure and manage business rule definition and readiness to support automation, and directly integrate designs and change control into the SAP MDG environment.

The result was a best-in-class Data Governance Framework, inclusive of the necessary organizational, process and technology components required to implement and sustain the program benefits over time. Improving data integrity and accessibility via automation in advance of the full enterprise level deployment was a key success factor for the program. DATUM designed a model where SAP MDG could replace JCI's homegrown ABAP system called SAC (Supplier Add/Change) for the Unity project and provide immediate enterprise-wide benefits. JCI and DATUM built a Prototype Supplier Creation workflow that mimicked the legacy functionality along with standard SAP MDG-S functionality. Leveraging predefined accelerators and templates from Information Value Management® this prototype took just eight weeks to build from blueprint and build through full testing. JCI commented that the work effort to set up and configure MDG-S was less than a quarter of what it would have been with the legacy system and MDG was now able to scale globally.

SAP Master Data Governance with SAP HANA satisfied JCI's need for a robust tool to maintain and monitor the core vendor, customer, materials, finance master data objects, as well as to define standards for each. The immediate challenge for the Data Management team was that, as they were shoring up data governance, they were asking for information and input from users unaccustomed to providing it at this early stage of a system deployment. Most organizations, including past projects within JCI, follow the tried-and-true "deploy first and ask questions later" method, addressing governance after the fact.

"The execution development was the key difference," says Chris Derra, Director of Enterprise Master Data Management and Business Intelligence Governance at JCI. "We're now trying to do this upfront as part of the program initiative and its phases. We're not letting all of the knowledge and insight out the door on day one after go-live without anything in place for reference. The challenge is that everyone is familiar with SAP deployments in a certain way, and bringing master data governance concepts, approvals, and standards in early, and process-specific, is a big re-education."

For assistance with determining master data requirements, JCI turned to DATUM. DATUM's data governance platform, Information Value Management®, provided a prebuilt metamodel for data stewardship and governance, which helped JCI drill down into master data tables to determine how each field supported JCI's complex business processes. This would influence data creation moving forward, as well as how JCI would make that data available as it leveraged the supply chain operations reference (SCOR) model.

RESULTS & FUTURE PLANS

As of the spring of 2016, JCI was still in the early stages of decommissioning their legacy systems — the company anticipates the final turn-off in 2021. The team at JCI sees the light at the end of the tunnel for its vision of a unified enterprise becoming a reality and is already starting to recognize the benefits of the Data Governance Program. "We've been very public about changing our model from three business units to drive to a multi-industrial approach," Derra says. "To do that, we have to be very agile in how we onboard new businesses and that is difficult to do without a robust data governance program. It's hard to set expectations with a new business without having a clear message from a data point of view. Now, we'll be able to do that."