CASE STUDY



CRACKING THE TRANSFORMATION PUZZLE

Abstract

As Transformation Manager at a US-based \$23.63 bn multinational food processing company, Alethea Morris was tasked with setting up a new master data organization system. However, with extreme fragmentation in regional teams, unharmonized processes, and lack of visibility in overall MDM processes she turned to Infosys BPM for assistance. This case study details how multi-wave data cleansing and optimization, as well as process harmonization and automation improved data quality by 20.3% and helped define 3047 data standards within the organization.





A complex jigsaw puzzle

Alethea Morris serves as a Transformation Manager at a \$23.63 bn multinational food processing company based in the US. Responsible for optimizing the master data management (MDM) process within the company, she had been tasked with setting up a new and reinvented data organization system. The company initiated the project to achieve a streamlined data management framework and improve its data quality.

For Alethea, this meant a complete and comprehensive standardization of the existing data ecosystem. She had noticed a high fragmentation in the existing MDM approach, with teams distributed across regions utilizing unharmonized processes. Owing to the company's multinational network, multiple ERPs were distributed across geographies, creating a disconnected environment. In order to achieve a data-driven digital transformation, Alethea recognized the need for end-to-end process redevelopment.

However, in light of the severe fragmentation and her lack of visibility into the overall data management processes, Alethea also knew she needed external assistance to drive the MDM project to success. After a long search for a suitable technology and outsourcing partner, she chose Infosys BPM as a partner for the transformation journey based on its legacy of success with similar projects for other clients. So, in February 2021, she signed the contract and brought the company on board. Not much later, she called Tarun Sharma, who would be leading the Infosys BPM team supporting the change, explaining her goals and challenges. The initial scope of the project she mandated Tarun with involved data profiling followed by other waves for data cleansing, consulting, and transformation.

Putting the pieces together

Kickstarting the Master Data profiling project with an audit, Tarun noted the severe lack of data standards and process automation across the regions the company operated in. To tackle these issues, he planned to harmonize processes across selected countries in multiple waves using a granular approach. To do this, Tarun's team of transformation specialists explored the company's data store indepth, identifying inconsistencies that called for improvement. Then collaborating closely with Alethea, Tarun designed robust processes and data organization tools to drive an intelligent transformation. For this, Tarun and his team built a detailed framework that innovated across data, analytics, automation, and digitization. The framework had a comprehensive structure, with material, customer, vendor, and other data domains in scope.

Approach summary



Then the project moved into high gear with the team utilizing 3rd party databases for intricate Al/ML-based data profiling, diagnostics, and cleansing – which involved analyzing resident master data across the company's distributed ERP systems and geographies. While the team faced some delays when profiling the material master data, they successfully analyzed over 116,000 records at this stage, addressing several quality issues.

Following this, the team optimized the data sets, identifying inactive and duplicate records, and harmonizing the data for a migration to SAP S4 Hana. Fresh challenges cropped up while establishing the migration rules with the team finding materials that were supposedly not being actively used, even in recently created purchase orders. However, touching base with the stakeholders, Tarun understood and overcame these issues with the team eventually defining clear migration rules for the shift. Then, to progress with the data harmonization, the team manually checked individual record values and mapped fields between the different ERPs used across the regions. Since it was a challenge to map all the fields with 1:1 value within the project timelines, the team initially accomplished a 20% coverage.

Post the S4 migration stage, the team traversed to the next wave, involving data organization and blueprint creation. Tarun organized extensive workshops with Alethea and her team to detail out the future master data organization within the company. Getting all the stakeholders into these workshops was difficult due to their other commitments. However, the team continued with benchmarking activities technology feasibility assessments utilizing an agile and flexible approach, as well as direct communications, to successfully come up with a detailed data organization blueprint. They also ideated a 2-phase approach for the long-term roadmap.

Finally, Tarun's team developed an automated workflow solution using MS Power to automate the reengineered data management processes. They also accelerated the adoption of the new data organization processes with elaborate documentation on data standards and processes. This involved an elaborate service catalog process and documenting RACI (responsible, accountable, consulted, and informed) charts, service level agreements, and standard operating procedures to deploy the data organization in sync with benchmark Infosys BPM practices.

The fruits of commitment

Despite several challenges that cropped up during the cleansing and migration waves,

Tarun and his team's problem-solving capabilities and commitment to high

standards bore fruits within just 18 months of the project launch.

Key benefits



With their elaborate data organization blueprint and design, RACI, and other process documentation, Alethea achieved a productive Master Data organization across the company's multiple ERPs and geographies. The cleansing wave improved data quality by 20.3%, eliminating 45% of inactive records during the SAP S4 migration. Also, the immense harmonization effort, delivered a robust data quality framework with 3047 defined data standards and extensive process definitions.

Alethea was also pleased with the accelerated enablement of the reinvented MDM through the elaborate service catalog process and data standards documentation. In addition, with the far-reaching digitization and workflow automation procedures amplifying transactional process efficiency, she witnessed quantifiably positive outcomes across all her Master Data domains. The jigsaw puzzle had finally fallen into place.

*Names have been altered to preserve the identities of the people involved.



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