UNRAVELLING A TANGLED MASS OF DATA

Abstract

Chief Marketing Officer at a leading multinational food processing company, Steve Bernard leverages global sales and customer transaction data to draw insights for new trade initiatives. However, the company had a highly fragmented network of systems for its data, which interfered with overall process visibility and gave rise to data quality issues. This case details how when Steve turned to Infosys BPM for help, an expert transformation team came on board to strategically cleanse the data records and harmonise processes. The results? Significant improvement in data quality by over 20%, savings worth over $400k, and much more.

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Data, data everywhere

Chief Marketing Officer at a leading multinational food processing company, Steve Bernard oversees its global product sales and trade data. He is responsible for supervising the customer-relationship management (CRM) systems and studying data insights from various trade transactions.

Dealing with both international and regional clients, the company had a massive amount of transaction records along with a high number of customer and vendor profiles in its database. The weight of organisational data was scattered amongst a vast and fragmented network of teams distributed across geographies.

These teams operated using separate enterprise resource planning (ERP) systems, and the lack of process standardisation led to lack of uniformity and reliability of data. The highly fragmented structure would also interfere with Steve's visibility into the company's overall processes for master data management (MDM). Under the combined effect of these factors, the company's data quality levels had gradually declined over time.

Steve knew that failing to address this situation could have severe consequences on the organisation's day-to-day operations. He needed a comprehensive data quality check and cleansing operation

to fix all underlying process issues. Looking for a business transformation partner with expertise in massive data transformation projects to support him on this journey, he had his team send out a detailed global RFP listing all the project requirements. After a close review of all the responses received, he found a perfect match and the company soon entered a strategic partnership with Infosys BPM to commence its journey toward data prosperity. Steve then met with Jonas Andrew, the Infosys BPM project team lead, giving him a detailed briefing on the organisation's MDM processes and the problems that would need attention during the project.
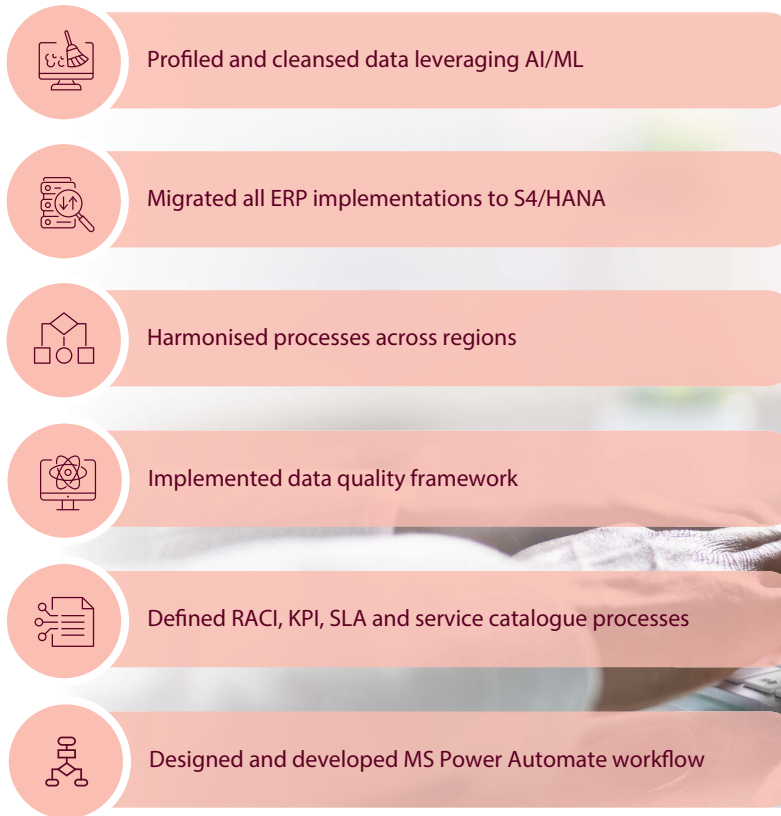
Commencing operation clean-up

Embarking on the mission, Jonas set up a meeting with his team where they analysed the project requirements in detail and discussed the optimal course of action. After intense brainstorming, the team decided to take a phase-wise approach to resolve data quality issues, harmonise processes, and implement workflow automation.

In the first phase, the team started by analysing the data quality issues through the system. They first studied customer and vendor master data samples where they found ~25% of records to be inactive and redundant. On realising this, they decided to use Infosys' AI/ML solutions and a third-

party database to perform data profiling and cleansing for all customer and vendor data, and later for the material master data in phase two. During the cleansing, the team identified unusable datasets and resolved data quality issues to help prepare a data migration strategy.

Approach summay

- Profiled and cleansed data leveraging AI/ML
- Migrated all ERP implementations to S4/HANA
- Harmonised processes across regions
- Implemented data quality framework
- Defined RACI, KPI, SLA and service catalogue processes
- Designed and developed MS Power Automate workflow

With the optimised dataset ready at hand, Jonas and the team proceeded with organising the data for migration and blueprinting for further governance activities. During this, they set up interactive workshops with Steve and other leaders of the organisation to discuss and finalise the data governance strategies and policies. Then, they moved on to harmonise the processes and ERP systems split across multiple regions through implementing S4/HANA across the organisation.

In the last phase, the team defined the service catalogue process, RACI (responsible, accountable, consulted, informed), KPIs, SOPs, and SLAs, leveraging Infosys' benchmark practices. With this in place, they went on to define 3047 data standards and implement a data quality framework before finally deploying the transformed data throughout the organisation. For further optimisation, Jonas sat with his team to design and develop an MS Power Automate Workflow solution, setting up an overall process automation system.

Enjoying data prosperity

Jonas and his team's efforts shone through in the company's newly transformed data structure. Their elaborate cleansing and migration campaign was successful in harmonising the organisation's MDM processes, increasing Steve's visibility into the system. This further helped reduce transportation costs by 15%, while improving communication with he customers.

Key benefits

- Over $400k procurement savings
- 45% records identified and discarded
- Over 200K records checked
- Over 20% increase in data quality
- Comprehensive standards and process documentation

For greater context, the team had examined over 200,000 records performing more than 550 checks, which resulted in them identifying and discarding 45% of records during the migration to the new S4/HANA system. This not only saved data migration efforts but also helped increase the overall data quality levels by over 20% throughout the different regions the company operated in. Further, the team's clear documentation of all the data standards and reworked MDM processes was an invaluable asset. All of these combined to deliver procurement savings worth more than $400k over the 2 years.

The success of the data transformation greatly saved not only data warehousing costs but the costs for marketing initiatives as well. With the revitalised data and MDM processes, Steve was now able to access actionable insights on trade, allowing him to profitably acquire new customers and discover newer markets. The successful implementation also served as 'food for thought' to several of the company's regional centers who soon began inviting Steve to share his experiences with transformation and support them in their own projects. Needless to say, Steve looks forward to leveraging the expertise and strengths of Jonas and his team for all these projects that will come up in the future.

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

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