

Case Study



SAP BI Global Rollout for a world leading Consumer Goods Company

Abstract

The simple, inspiring way to think about this CPG group is that its brands serve about four billion of the six and a half billion people on the planet today. Our client improve lives in ways that enable people to thrive, to increase their quality of living and, over time, join the population of consumers it serves with its brands.

The Client

The client is a world leader in CPG having global operations across 180 countries.

Business Case

The client has global operations and had acquired lot of profitable business in the last decade. As a part of these acquisitions, it has recently acquired one of the largest personal care, beauty product manufacturer in Europe and its subsidiaries in multiple geographies.

The client is currently running its business operations on SAP and the acquired business also runs business on SAP. With the recent acquisition they have decided to integrate the IT systems for better visibility and tracking of financials across the globe.

Business Need

The most important business needs are listed below:

1. To integrate the acquired business using IT transformation and integration program.
2. To roll-out the integration foot-print in 4 continents i.e. Europe, North America, Latin America and Asia involving a total of 19 countries.
3. Design a common reporting solution across the globe, while retaining a minimal local flavor.
4. Reporting solution to cover the business processes of Order to Cash and Accounts Receivable.

The key limitations of the existing system included:

- Non-existent BI strategy and roadmap
- Silo'ed reporting solutions
- High cost of ownership
- High redundancies
- High time to market

These limitations lead to a very weak business information framework implementation which does not support exploiting the information available and using it for strategic business growth. The client needed a partner who could build an integrated, consistent and structured information repository to enable business transformation and exploitation of knowledge while at the same time work hand-in-hand with the delivery management in leading this very strategic and highly visible initiative for the client in setting the direction for the program thereby providing input to the BI strategy and also managing delivery at the operational level.

Infosys was chosen for its BI domain, SAP BW technology expertise and its ability to resolve complex challenges.

Infosys Solution

The global template solution covers more than 75% of the reporting requirements coming from the various lead markets and thus enforces standardized reporting process across the globe.

While the objective of any BI system is to have single source of truth, it's all the more critical to ensure that the reporting processes across the globe are common and business KPIs are the same.

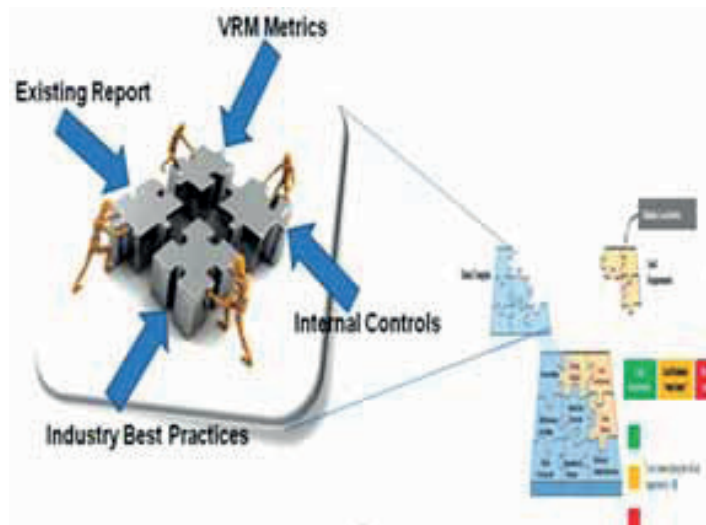


Figure 1: Global template components

Figure 1 gives the end-state solution footprint from global template adoption and definition perspective.

Execution Approach

Figure 2 shows the phases of the project and the staggered timelines for the execution of the global roll-outs.

Infosys responsibilities on this program included the following:

- Carry out business blueprinting with participation of lead markets
- Create reporting solution encompassing the common requirements across the markets
- Develop and build the BI platform for global solution
- Roll-out the global solution in pilot countries
- Parallel roll-outs for rest of the globe

Infosys carried out the realization using its global delivery model (GDM) giving cost and time to market advantage to the client.

Infosys also rolled out the project in parallel at multiple geographies with complete program management and implementation leadership.

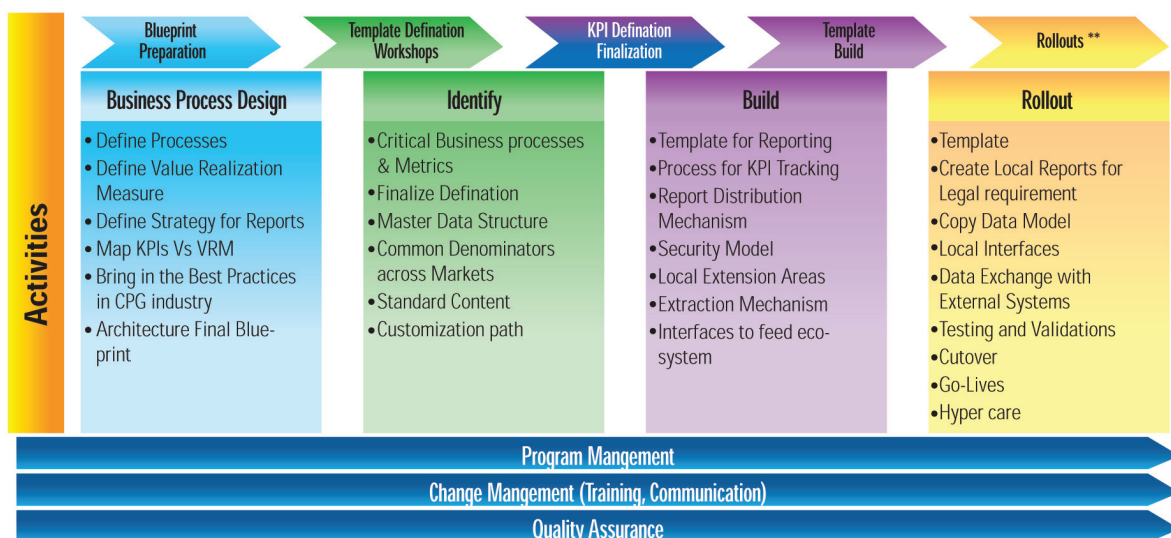


Figure 2: Global implementation methodology

Execution Timelines

The global adoption was expedited by having multiple teams working in various geographies in parallel. While the central design and build was managed from offshore giving greater agility to the roll-out.

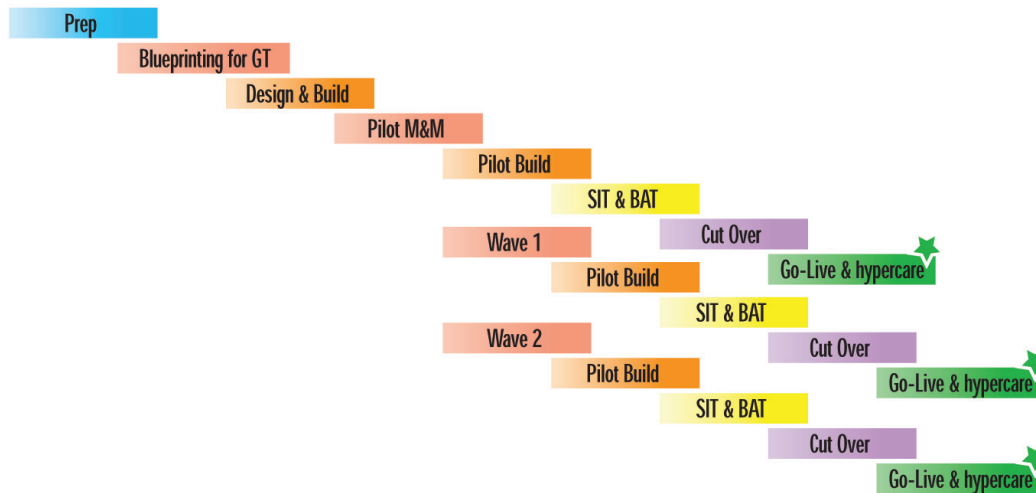


Figure 3: A typical rollout plan

Architectural Glimpses

- The design of the atomic layer encompasses data extraction using relevant Business Content extractors from the ECC system.
- The local extensions for master data attributes are handled through local master data objects in application data mart layer.
- Local regions inherit/copy the global template structure of InfoProviders and are enhanced with local fields for specific regions.
- One InfoCube per country/cluster per year was created to ensure data loading and reporting performance.
- MultiProvider based queries were mandated for easy maintenance and reporting performance.
- Historical data was archived in a history InfoCube which was part of the MultiProvider thereby enabling historical data reporting whenever needed.

Infosys Accelerators for Template Implementation:

- CPG best practices
 - Technology agnostic metrics
 - Industry best practice reports
 - KPI definition framework
- Process wise recommended BI content repository
- Ready Characteristics and Key Figures matrix for requirement summarization and faster business alignment.
- Comprehensive requirement collection templates
- Standard Value Realization Measure (VRM) definition process
- Process efficiency improvement tracking and base-lining key data

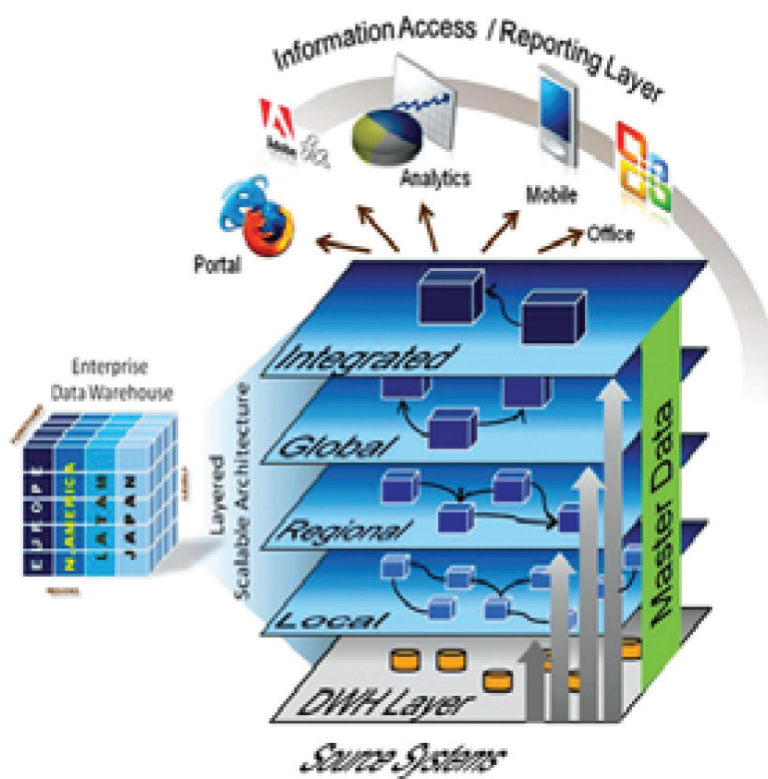


Figure 4: Layered Solution Blueprint

Business Benefits

- Business integration significantly improved service levels and established the transparent business KPI monitoring system for global operations.
- Established transparency between all the countries.
- Reduced local reporting platforms and hence the total cost of ownership.
- Global delivery model of Infosys gave more agility and ability for parallel implementation in different geographies reducing total execution time and hence reduced cost of implementation.
- Journals helped in adding different comments and values for any single account. This significantly helped planners to communicate with other stakeholders.
- The solution helped in tracking the changes and adjustments made in the data by users. Also data locking were taken care by providing security through authentication and authorization.

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