



SAP's Data Management Journey and the Importance of Data to Our Business

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Intelligent Data Management is part of SAP's COO board area



Board Area
HR & COO

Chief Digital
Information
Officer

Chief Data
Officer

Intelligent
Data
Management

We treat Data as a product, service, and key to unlock business value



Customer

**Product &
Services**

Data Solutions

**Data
Operations**

**Project
Management
Office**


Product management in agile / SAFe model

Advisory &
service delivery

Shared service
center

Corporate Strategic &
Transformation projects

Business Process
Optimization

A scenic landscape featuring a large, dark mountain on the left, a range of jagged, snow-capped mountains in the background, and a calm lake in the foreground. The sky is filled with soft, white clouds. The overall scene is serene and majestic.

The importance of data to future-proof SAP's business

Challenges and
opportunities

Strategy and
technology

From data to
value

Outlook

Challenges and opportunities for the data-driven enterprise

Evolve rapidly towards 2025, shaped by key industry and market trends

Top trends

Data quality

“Only 3% of companies’ data meet basic quality standards. To execute any sort of data strategy companies will constantly **improve data quality** and align on common rules and standards across domains.”

[Harvard Business Review](#)

Data literacy

“Data literacy is a component of an employee’s ability to use existing and emerging technology to drive better business outcomes. By 2025, data literacy will become essential in driving **business value**, demonstrated by its inclusion in over 80% of data strategies and change programs.”

[Gartner](#)

Multi domain master data

“Demand for ‘**Multi domain**’ MDM is increasing. 66% of Fortune 1000 organizations have deployed two or more MDM solutions to support their enterprise MDM strategies”

[Accenture](#)

Data automation & AI

“Automation is the only **viable alternative to tackling the scale of data complexity**. AI can help with automation of all aspects of data management.”

[Talend](#)

Chief data officer

“(…) on having the CDO role straddle both technology and business. As the role and scope of responsibilities become increasingly tied to the business vision of the company, there is greater emphasis on **technology and business** and being accountable to the senior-most business leaders of the organization.”

[Accenture, McKinsey](#)

Data marketplaces

“Data is no longer controlled by a central IT or data organization. Data becomes the **language of business**, and the business should take ownership. Self-service solutions will equip data users to ingest, prepare, and model the data for their business needs.”

[Informatica](#)

SAP transforms into a data-driven enterprise

- Today's enterprises are becoming more **intelligent, networked, and sustainable**.
- Intelligent enterprises are **data-driven enterprises** – they benefit from smart decision making and well working business processes.
- Trusted data through robust **governance**, intelligent **operations**, and smart **technology** are key.
- Trusted data provided at the right time, enables **revenue**, saves and/or prevents **costs**.



Our data strategy and top five priorities – supported by #FromDataToValue

Prioritize **challenges and opportunities** and address them with **persona-driven use cases** and **focus projects** prioritized by business.

Execute a solid **master data technology** strategy.

Leverage **proven data platform** and **modern data infrastructure components** as technology enabler.

Show **dedication** and **perseverance!**
We have come a long way, and **our journey continues** with our top five strategic priorities.

1

Configurable material

2

ONE customer view

3

Data governance

4

**Third-party data
center of excellence**

5

Cloud product master data

From data to value – spotlights

How data enables revenue, saves and / or prevents costs

M&A customer data

- Business Unit specific Pre-business partner account clean-up
- 13k net new accounts created for mid-market
- Worth **1-4m€ incremental revenue** year over year

Multiple addresses and VAT in finance

- Clean-up of multiple addresses (sell-to/ship-to)
- Enriched tax information (esp. VAT) with 3rd party data sources
- **Dispute cases** due to wrong address and/or VAT **dropped by ~10-30%**

Purchase order collection

- Customers can maintain their purchase order information via self-service in SAP for Me
- **Reduced day sales outstanding by 3 days** (2023 vs 2022)

Account verification

- Protect SAP by **prohibiting the use of unverified accounts**, which could be associated with **bribery, fraud, and corruption**
- 9% rejection rate out of <10k created accounts
- **Preventing potential legal fines for non-compliance** (worth several million €)

From data to value – Step 1: Create a spotlight

Next Generation Billing & Collection (NGBC)

NGBC Program focuses on transitioning from SAP's traditional Billing and Revenue management to a new process to effectively handle high volume transactions to support our 2025 double digit cloud growth ambition. Using **SAP BRIM**, we are facilitating this goal and make billing and collection process more Flexible, Scalable and Customer Focused.

Why did we transform?

- SAP's product portfolio shifted from on-prem software to broad cloud offering.
- Increasing subscription (PAYG) and Consumption (CPEA) based models.
- Need to support significant increase in billing and related payment volumes.

How did we get there?

- Implement BRIM suite (Convergent Invoicing & Charging and Contract Accounting) as MVP for Canada in Q1'2021.
- Since then, US, UK, DACH, BENELUX, France, Iberia, Sweden, Denmark, Finland, Norway, Lithuania, Estonia and Latvia have been rolled out.

What are the results?

- A unified billing platform, that can handle significant increase of invoices and payments.
- Enabling our customers to pay their bills proactively.
- Make billing and revenue process more flexible, customer focused and scalable leading to increasing cash flow performance.

47 SAP Company Codes
live on BRIM

56% of SAP Revenue
Running on BRIM

>65% Cloud Invoice
Automation Rate post rollout
vs. 13% before rollout

1 Standard Invoice template
compared to 30 before

From data to value – Step 2: data monetization with our value framework

The Value Framework is composed of a 3x3 value matrix

- One time impact
- Already recurring annual impact
- Future recurring annual impact

Impact is categorized into 3 key groups

- Costs prevention
- Costs savings
- Revenue enabling

The amount in EUR prevented, saved or enabled is directly indicated in the matrix.

	Costs Prevention	Costs Saving	Revenue Enabling
One-Time			1-2m€
Already Recurring Annually	5-10m€	100-200k€	
Future Recurring Annually		350-400k€	

All numbers are illustrative.

Key message:

Every Euro spent on Master Data Mgmt. comes with a dedicated and calculated Return on Investment

From data to value – Step 3: Our data monetization & value lifecycle



Data Value Add

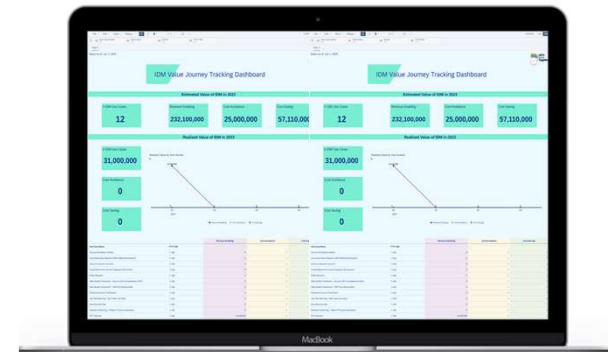
SAC Connection

Updated Monthly

All data use cases & services

Available to SAP ALL

SAP Analytics Cloud Dashboard



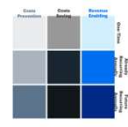
The IDM Value Framework is composed of a 3x3 value matrix.

- One time impact
- Already recurring annual impact
- Future recurring annual impact

Impact is categorized into 3 key groups

- Costs prevention
- Costs savings
- Revenue enabling

The size of the bubble represents the amount in EUR prevented, saved or enabled.



Key message:
Every Euro spent on IDM comes with a dedicated and calculated Return on Investment

Excel Database

The Excel spreadsheet contains a table with multiple columns including 'Description', 'Start Date', 'End Date', 'Status', and 'Amount'. The data is organized into rows, providing a detailed view of the IDM value framework's components and their associated costs and savings.



Data Spotlights

Create spotlight and calculate value together with Business

- ✓ Area Controlling approved
- ✓ Business Stakeholder approved



Our Lessons Learned and Outlook

COLLABORATION

#ONETEAM

#bettertogether

TECHNICAL FOUNDATION

Get the technology
foundation right.

STAKEHOLDER MANAGEMENT

Facts and
transparency are key.

VALUE ANALYSIS

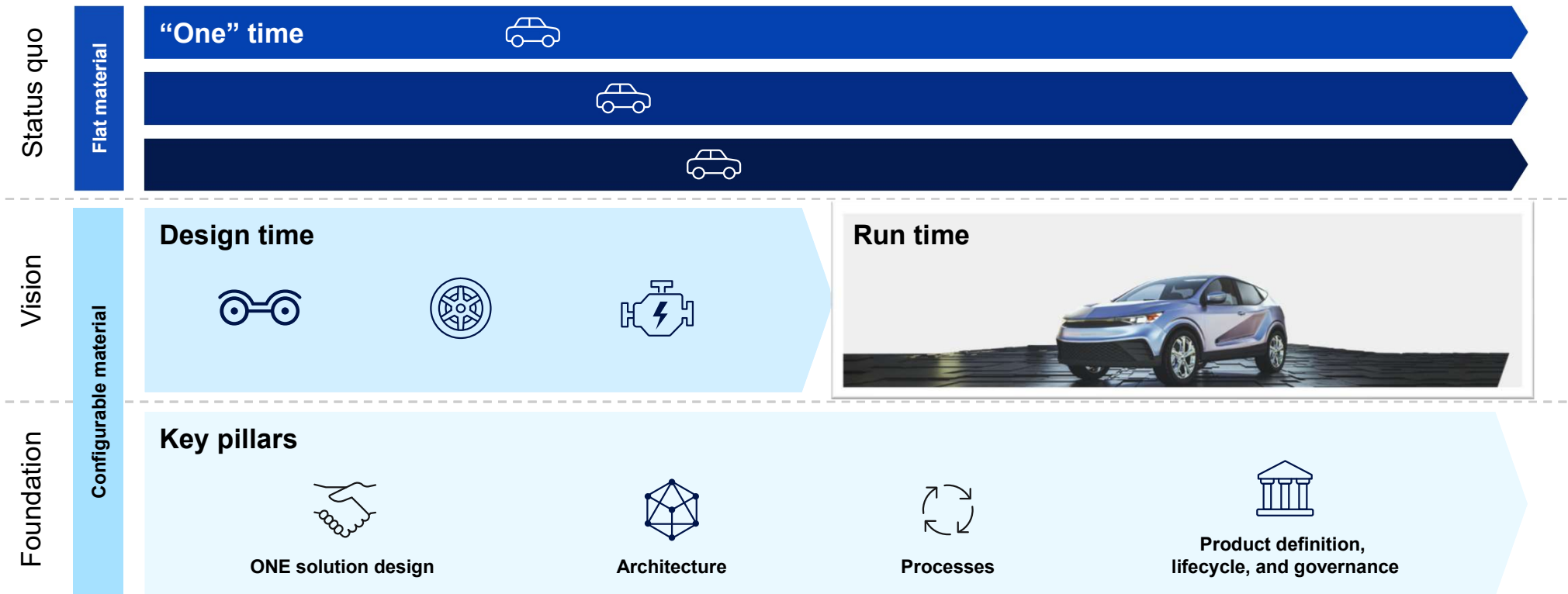
Make the business
impact measurable.

STRATEGY

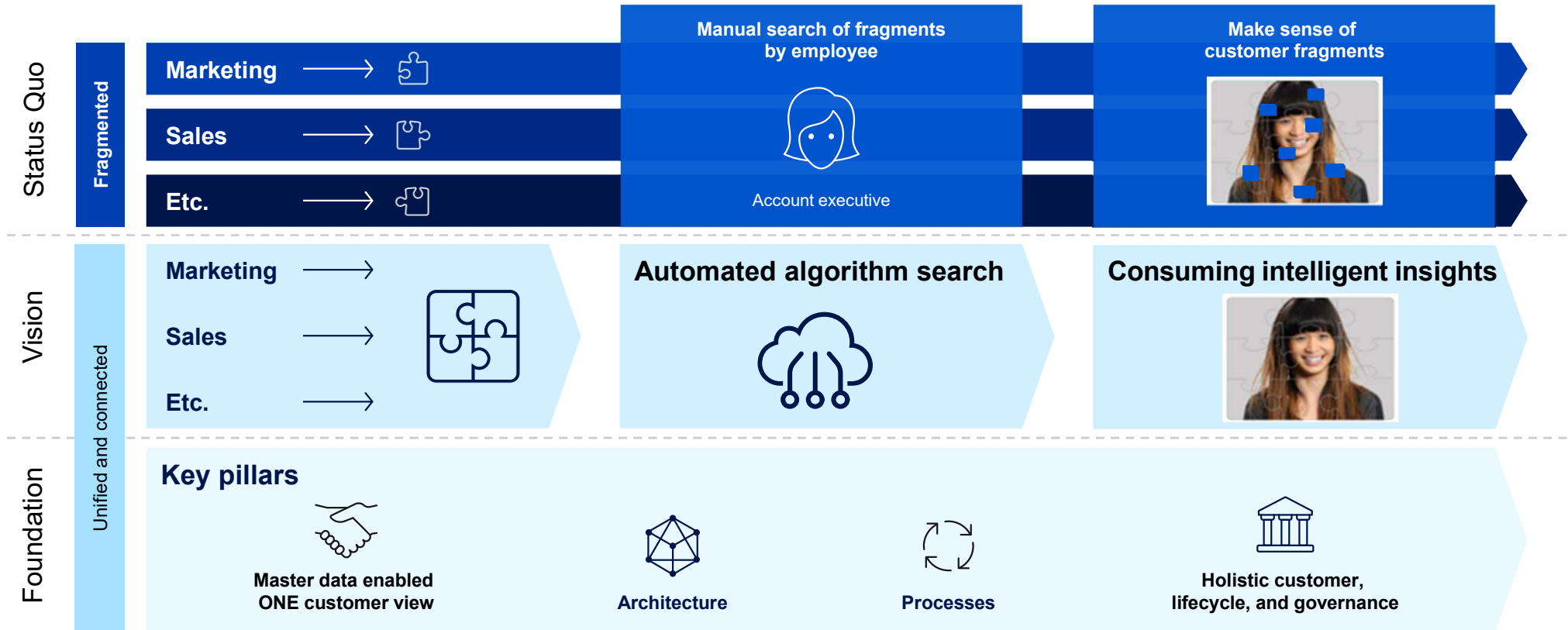
Drive the data
management
strategy in lock step
with the company's
strategy.

Appendix

1. Configurable material



2. ONE customer view



3. Data governance

How we continuously enhance our data governance



Run “spider web”
as-is analysis
with key focus areas

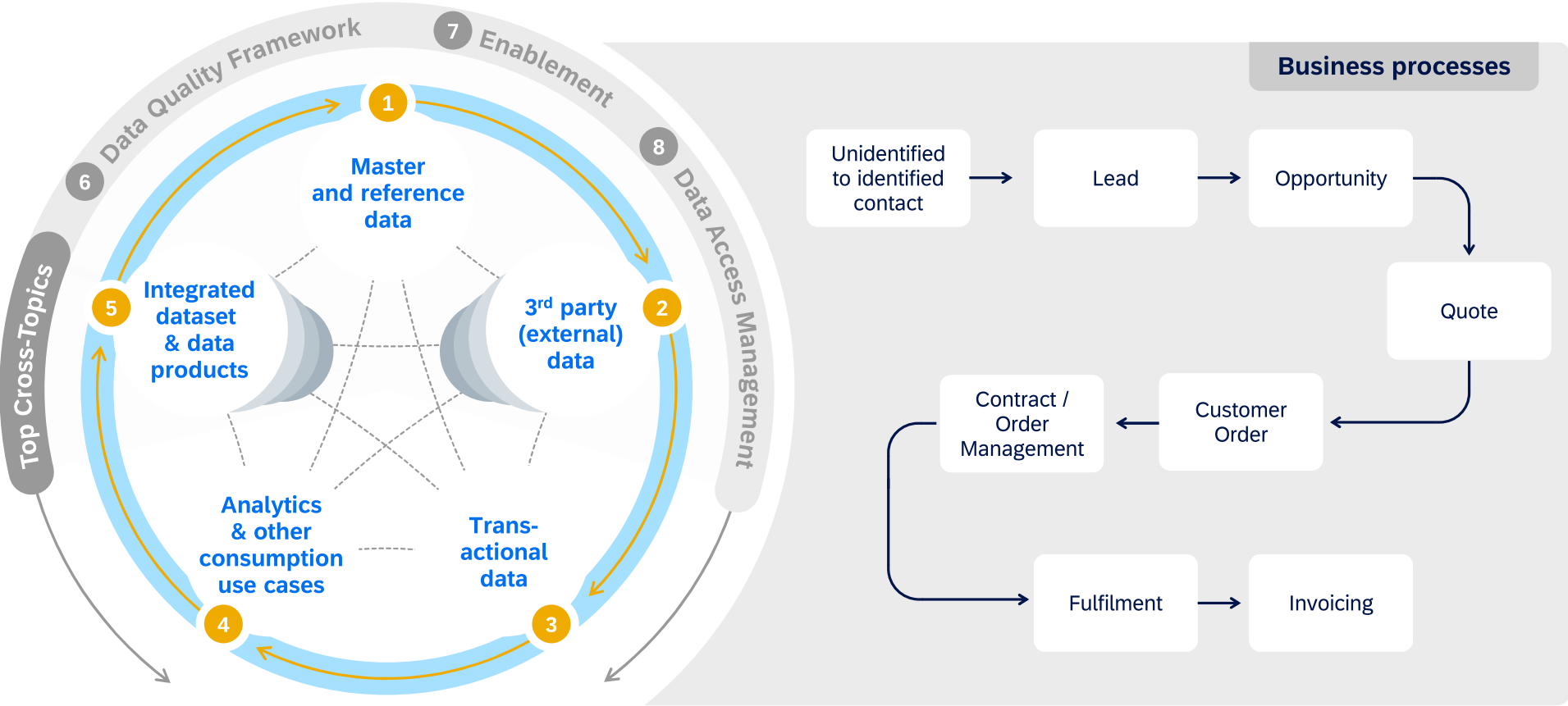


Derive a clear methodology
and framework
to reach next level

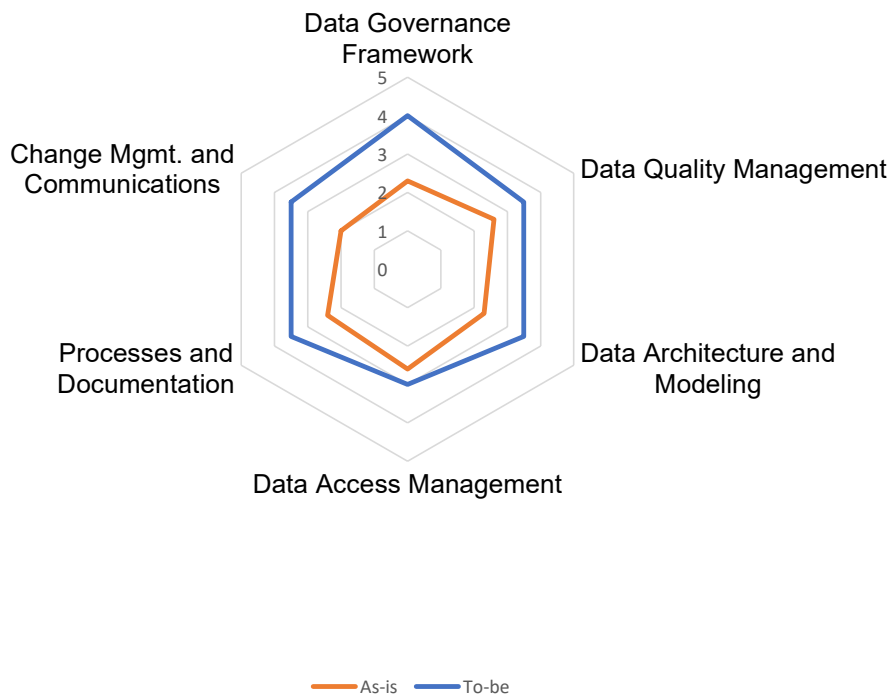


Enablement
roadmap improving
data governance maturity

3.1 Enhance Data Governance end-to-end in all business processes



3.2 Spider web as-is analysis with key focus areas for Account



Scoring	Level*	Topic	Priority
1. Data Governance Framework	2-3	Data Governance Framework	High
2. Data Quality Management	2-3	Data Quality Management	High
3. Data Architecture and Modeling	2.3	Processes (and Documentation)	Medium
4. Data Access Management	2-3	Data Architecture & Modeling	Medium
5. Process and Documentation	2-3	Data Access Management	High
6. Change Mgmt. and Communications	2	Change Mgmt. and Communications	High
Average	2-3		
Recommended Target	3-4		

*Level 1-5 (5 = very high)

3.3 Data Quality Framework for Account – Proactive Housekeeping

Total data volume: ~1.3m active accounts

Data Quality metrics: 39 (out of 70)

149k data issues solved YTD:

- 29k in Account Master Data
 - 89k in Account GTM
 - 31k in Account Tax
-

In focus:

- Account GTM 2024
- Account deduplication

Our technology is based on a strong Master Data Architecture Strategy

Transforming SAP into a data-driven enterprise requires a **strong data management** and **technological foundation**

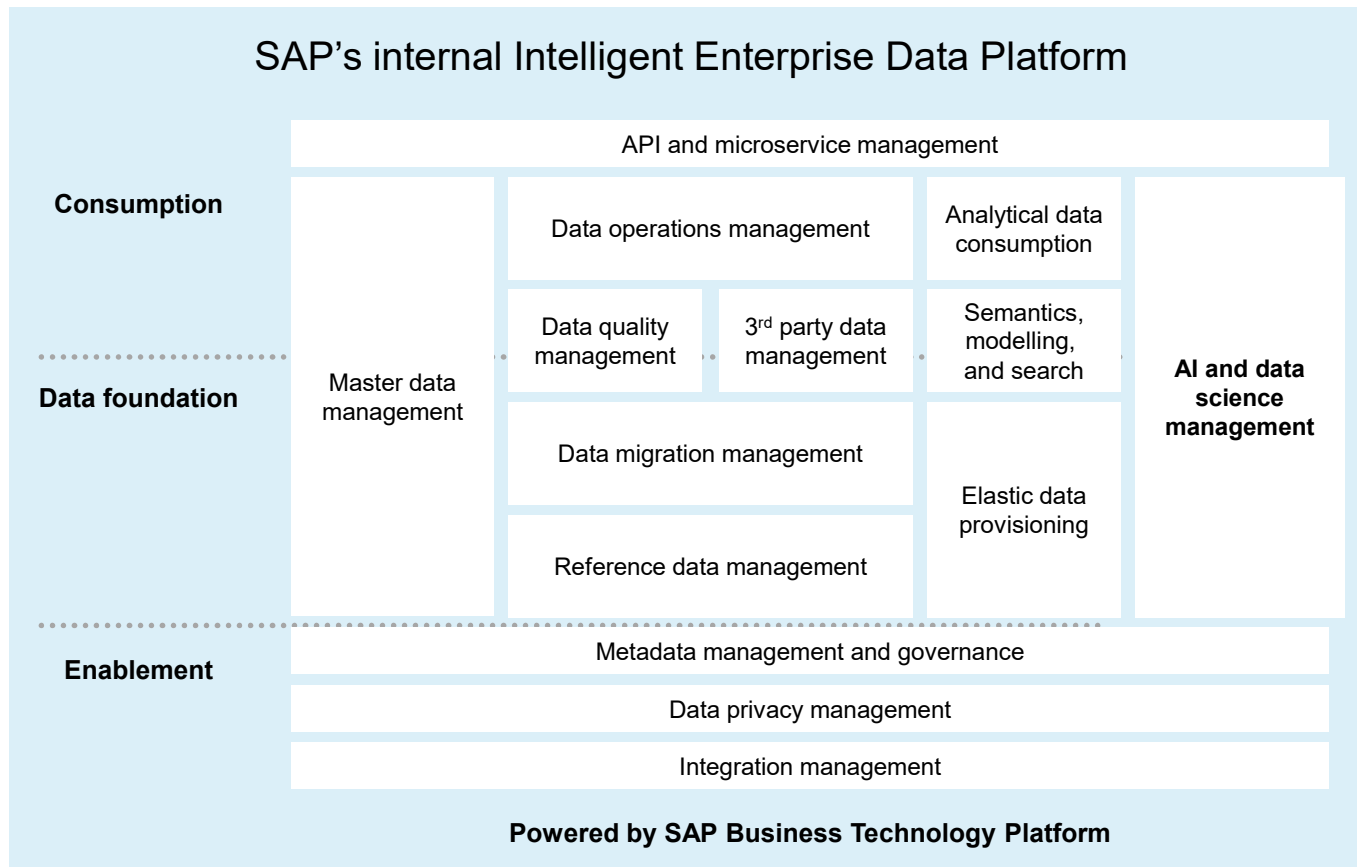
1. Account and person master data
2. Product master data
3. Finance master data
4. Supplier master data

Key Data Objects

- A single source of truth
- Available and reusable master data
- Manage structured and unstructured data
- Master data quality
- Manage compliance
- Infuse intelligence with AI
- Evolve technical foundation

Qualities

Our technology is brought to life via the Intelligent Enterprise Data Platform



How we leverage Artificial intelligence

Generative AI

Generational leapfrog to unleash creativity and productivity of enterprises in a sustainable network

AI Alliances

Unleashing the power of our partners enabling them to build use cases on top of BTP enriching our portfolio.

AI Platform

Business Technology Platform as open platform to offer business-specific services and integrate with third-party AI Services.

Incremental AI

Expanding our footprint by optimizing and prioritizing for business value and customer adoption.

Foundation

Foundational Model: Leverage SAP's unique access to business data to build an SAP-specific foundational model

Research: Research funds and partnerships (e.g., Stanford, HPI, TUM, KIT)



Thank you.

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