Enterprise Data Management for SAP

Gaining competitive advantage with holistic enterprise data management across the data lifecycle

High performance. Delivered.
By having industry data management best practices, from strategy through sustainment, and enabling access to complete, consistent, timely and trusted information across the data lifecycle, organizations can improve the efficiency of their day-to-day operations, transform the quality of their decision-making and outperform the competition.
The value of data

Increasing numbers of farsighted organizations are investing in the tools, capabilities and skills needed to capture and manage useful data, generate insights from it and, most importantly, act on those insights at pace.¹

In this environment, we see leading organizations viewing data management not as a technical activity, but as a holistic approach that combines organizational, process and technology components to coordinate and share data across the enterprise – giving them the agility to rapidly convert insights into action before opportunities are lost.

We know that this is a key capability of high-performance businesses who have a more sophisticated analytical orientation than others.²

Recent Accenture research underlines the increasing importance attached to this issue.³ In this survey, which charts adoption of analytics as a key decision-making capability, 66 percent of the respondent organizations have already appointed senior executives – “chief data officers” (CDOs) – to lead their data management strategies. Of those respondents that have yet to appoint CDOs, 71 percent expect to do so soon. Twenty-five percent of organizations believe that data plays a significant role in generating new opportunities for the business (up from 12 percent of respondents in 2009).

The strategic significance of data management cannot be overstated. The entire information management value chain (illustrated in figure 1) starts with good data design and conversion, and has data management as its foundation. Provided business intelligence and analytics are leveraging trusted information, they can deliver the understanding the organization needs to make improved business decisions and ultimately, move from insight to action.

² Source: Accenture Institute for High Performance Research
³ “Analytics in Action. Breakthroughs and Barriers on the Journey to ROI”, results partially published on March 5, 2013
Accenture research also shows that high-performing IT organizations are more evolved in their information management practices than their peers in other organizations. Put simply, they view data as a corporate asset. For example, they are twice as likely to have developed target data architectures, business intelligence, analytics capabilities and data governance. Granular and real-time customer data is 80 percent more accessible in these organizations, more than twice as granular and twice as likely to be available in real time than it is amongst other organizations. Organizations built on the understanding that data flows continuously across all business processes are successfully using this corporate asset to get closer to their target markets, create loyalty programs that cement relationships and drive integrated customer reporting across all business entities.

4 “Mind the Gap: Insights from Accenture’s third global IT performance research study”, Accenture, 2010
Recognizing the data challenge in the SAP lifecycle

Data models are becoming increasingly complex. Surging volumes of structured and unstructured data – accelerated by developments in big data, mobility, social media, the cloud and in-memory computing – must be captured and managed for business advantage. Data quality and consistency are essential if the business is to trust (and act upon) the underlying information. And with regulatory oversight, data privacy, information security and control issues also featuring high on the agenda, coordinated and active data management is essential.

Against this backdrop, we know that many organizations are finding it hard to assimilate “the confusion” of data. Highlighted by Accenture research\(^5\), data integration and data collection are key challenges for them and less than 40 percent of organizations believe the data they generate is relevant to the business strategy. Only just over half of respondents consider their data to be “clean”, with regard to its consistency and accuracy (see figure 2).

Figure 2 – Survey response to “Now thinking about all the data in your organization taken as a whole, how ‘clean’ is it in terms of each of the following characteristics?”

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Consistency</td>
<td>51%</td>
</tr>
<tr>
<td>Accuracy</td>
<td>50%</td>
</tr>
<tr>
<td>Format</td>
<td>49%</td>
</tr>
<tr>
<td>Completeness</td>
<td>47%</td>
</tr>
<tr>
<td>Ease of use/understanding</td>
<td>45%</td>
</tr>
<tr>
<td>Level of integration</td>
<td>41%</td>
</tr>
<tr>
<td>Accessibility</td>
<td>40%</td>
</tr>
<tr>
<td>Relevance to business strategy</td>
<td>39%</td>
</tr>
</tbody>
</table>

Those rating 4 or 5 – “clean or very clean”

\(^5\) “Analytics in Action. Breakthroughs and Barriers on the Journey to ROI”, results partially published on March 5, 2013
Clearly, despite all the attention given to IT – and the investments that have been made in SAP Enterprise Resource Planning (ERP) stand center-stage in this respect – there has been too little focus on the underlying data itself, and the architecture that gathers, stores, manages and delivers this vital raw material. This lack of focus creates a number of unique data challenges that can directly degrade the effectiveness of organizations' business transformation investments. Figure 3 sets out some of the key challenges – and the impacts that they can have.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Main implication</th>
<th>Business impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of data governance and data management and quality processes</td>
<td>Data quality deteriorates rapidly after go-live</td>
<td>Duplicate master data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incorrect transactions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reports cannot be trusted</td>
</tr>
<tr>
<td>2. Lack of data standards</td>
<td>Data quality targets can't be defined and measured</td>
<td>Poor data quality for the project and go-live</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unable to improve data quality as baseline is not defined</td>
</tr>
<tr>
<td>3. Data management is seen as a technical activity</td>
<td>Not enough business engagement</td>
<td>No ownership for data validation and data quality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Data doesn't meet the business needs</td>
</tr>
<tr>
<td>4. Not the appropriate focus on data profiling and cleansing during an implementation</td>
<td>Poor data quality for go-live</td>
<td>Incorrect data for go-live (e.g. costing, pricing)</td>
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<tr>
<td></td>
<td></td>
<td>Unable to reconcile the financial balances (e.g. inventory valuation)</td>
</tr>
<tr>
<td>5. No clear data quality entry / exit criteria for each load cycle</td>
<td>No visibility on data readiness for test phases and for go-live</td>
<td>Data quality is unknown until end users get access to the system</td>
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<tr>
<td></td>
<td></td>
<td>Delays on test phases and project go-live</td>
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<tr>
<td></td>
<td></td>
<td>Unable to fully test the solution</td>
</tr>
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</table>
Most data challenges require attention to multiple capability areas and technology choices. Additionally, organizations typically face several data issues linked to unique patterns of past investments and undertakings, ongoing initiatives, and any number of industry-specific requirements.

For this reason, Accenture views effective enterprise data management as a journey. As a global consulting, technology services and outsourcing company, we look at data "end to end". The approach we have developed is designed to deliver results at every stage – from data creation and data storage, through data movement to data usage and data retirement.

Shown in figure 4, our Enterprise Data Management framework drives a holistic approach to harnessing all data (master data and unstructured data) and unleashing its potential as a source of competitive advantage.

Figure 4 – Enterprise Data Management framework
Crucially, we understand that there is no single solution to our clients’ data management needs. This means we tailor our approach for people, processes and technologies across each of the following three areas to meet each client’s requirements and operating environment.

1. **Data strategy**
Data strategy evaluates “as is” data capabilities, understanding the potential opportunities arising from higher quality data – and plots a course toward realizing those opportunities. Data strategy development begins with an information-gathering phase spanning business and IT. This assesses existing data management capabilities and benchmarks them against cross-industry leading practices to identify key gaps.

The next step is to develop the data management vision, helping the organization to understand how and why it needs to evolve its capabilities – and the business benefits that will arise. The final element is to define a plan and roadmap, presenting the high-level business rationale, including benefits and required investments, helping to create the business case and communicating the strategy to all key stakeholders.

2. **Data management pillars**
Our enterprise data management framework includes people, process and technology solutions spanning the six pillars of data management:

- **Data governance**: a formal system of accountability, designed to enforce proper management of data assets and the performance of data functions. This encompasses the actions used to ensure key information delivered throughout the organization is appropriately defined, used and maintained and is the foundation for a successful enterprise data management program.

- **Data management**: implementation of the policies, procedures and infrastructure that together support capture, cleansing, integration and shared use of master and reference data across the enterprise and with business partners.

- **Data quality**: identifying how much an organization can trust its data and how well the data meets the organization’s needs. Data quality management focuses on measuring and monitoring data quality levels for key data items, analyzing costs and impacts, resolving root causes and fixing data.

- **Data conversion**: spanning conversion strategy and planning, design and build, data quality/cleansing, construction/enrichment, validation and cutover strategy and planning, data conversion is one of the most critical (and costly) aspects of any implementation.

- **Data architecture**: including data sizing, storage and movement architectures, data retention and deletion policies and physical data models, as well as the resources needed to manage the data architecture (solution architects, storage architects and database administrators).

- **Data security**: the processes and technologies that protect data from unauthorized access, viewing, modification or deletion – whether the intent is accidental, intentional or malicious.

3. **Data sustainment**
Data sustainment delivers solutions to retain the value from data management investments – from helping clients to set up and run their own data management competency centers, to providing enterprise data management as a service:

- Helping to set up a **data management competency center** in client-owned environments, leveraging proprietary Accenture processes, methodologies and skills and, if required, providing ongoing maintenance of the technology solution.

- Providing an Accenture-managed service on the client platform, leveraging data and content within the client’s own enterprise infrastructure.

- Delivering enterprise data management as a service, with all client data managed in an Accenture-hosted secure cloud-based environment.
Why Accenture?

Accenture’s enterprise data management approach and services help clients to reduce costs, increase productivity and improve quality by managing data holistically across the data lifecycle. Our proprietary assets, knowledge capital and methodologies in this area set us apart, and include:

- **Deep data management capabilities:** our practice includes professionals experienced in the full range of data management and analytics processes
- **Technology expertise:** we are technology agnostic and we cover the full range of technology solutions, from large leading vendors to emerging niche providers
- **Emerging solutions:** we continuously evaluate new solutions in the marketplace, keeping our teams up to date with new capabilities
- **Results-oriented delivery:** our methodology, deliverables and quality assurance processes focus on delivering business results. We provide flexible engagement options - on a project, capacity or managed services basis - to balance clients’ needs, risk tolerance levels and budgets
- **Leading assets:** we have developed automation blueprints to speed the architecture, build and operation of information integration environments
- **Knowledge capital:** our solutions are supported by the Accenture Delivery Suite (ADS), Accenture Reusable Technology Library (ARTL), and Accenture Advanced Enterprise Solutions (AAES)
- **Global resources:** our network of global delivery centers and innovation centers helps clients – wherever they are located – to drive value from their data predictably and cost-effectively; this network includes dedicated data factories in India through which we can provide not only the tools and assets, but also the resources needed to manage all our clients’ data needs.
Next steps

Nobody knows your data management challenges better than your own teams. Yet even the most successful teams need to stay on top of the latest thinking and emerging practices. We offer various options to help you advance on your data journey and gain a deeper understanding of the benefits this can bring to your organization:

- **Innovation center tour**: visit one of Accenture’s more than 20 global innovation centers, see demos of data solutions and talk to Accenture subject matter advisors

- **Two-day workshop**: understand where you currently stand with your data, identify your data goals and objectives, take a deeper dive into the components of a data management solution and receive a high-level roadmap based on your requirements

- **Initial data quality assessment**: within two to four weeks, Accenture Data Diagnostic for SAP provides a data quality assessment, customized recommendations and a roadmap for improving data quality

- **Data strategy assessment**: an eight- to 12-week data strategy project, including “deep dive” diagnostics of your current data-related business challenges, an opportunity assessment for driving business value from data and developing a detailed data strategy and roadmap for embarking on your data journey.
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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.