0504 - SAP Data Conversion at Kellogg
2 Go-Lives, 0 Data Defects

Wynter Johnson, Daniel Bunting, Emil Beloglavec
Learning Points

- Data Conversion is a business process, not just a technical exercise
- Data conversion is a collaborative process that requires coordination across all teams
- The business owns the data
- Development and testing of conversion components should be an iterative process
- Data Services is a good tool to help facilitate conversion
Best Practices

- Develop a set of data guiding principles and follow closely
- Set detailed and specific expectations for responsibility and timing of data related tasks (up front)
- Develop a disciplined documentation process for key design documents
  - Data Relevancy rules, Conversion Functional Designs, Mappings
- Measure data conversion loads against predefined criteria
  - Set goals for each mock load before loads start
  - Measure overall progress against having business ready data, not just being able to technically load to SAP
- Document risks and issues as soon as they are known
  - Risks and Issues are not bad things. They are tools to help solve problems
Kellogg

Our Vision
To enrich and delight the world through foods and brands that matter.

Our Purpose
Nourishing families so they can flourish and thrive.

Company
Established in Battle Creek, MI in 1905. Today we have 50+ plants on all but one continent with 31,000+ employees and $13.2 billion annual revenues.

Leading Brands
Our brands, which are produced in 18 countries and marketed in more than 180 countries, include Cheez-It®, Coco Pops®, Corn Flakes®, Eggo®, Frosted Flakes®, Kashi®, Keebler®, Kellogg’s®, Mini-Wheats®, Pop-Tarts®, Rice Krispies®, Special K® and many others.

About our Company
Please visit www.kelloggcompany.com for more information about our company and our brands.
Accenture

Accenture is a global management consulting, technology services and outsourcing company. Our mission is to help our clients become high-performance businesses and governments.

Business Overview
- $25.5 billion in annual revenues (FY ended August 31, 2011)
- Over 244,000 employees
- Offices and operations in more than 200 cities in 54 countries
- Accenture serves approximately 4,000 clients worldwide

Accenture’s SAP Practice
- 34,000+ SAP-skilled professionals—more than any other systems integrator
- SAP Consulting Services delivered to 1,300 clients last FY - circa 1 in 3 Accenture clients overall
- 80+ SAP industry (vertical) assets & 20+ SAP cross-industry (horizontal) assets
- Won 20 SAP Pinnacle Awards—more than any other SI
Presenters

Wynter Johnson
- Kellogg - Data Conversion Lead

Dan Bunting
- Accenture – Data Team Lead

Emil Beloglavec
- Kellogg - Business Objects Information Management
SAP Upgrade

**What**
- Upgrading our enterprise systems platform
- Simplifying, standardizing, and automating

**Why**
- Improve integration and access of information
- Better leverage SAP capabilities
- Create the foundation for the future
- Sustain and support recent business changes

**Why now**
- Building for the future is a priority
Components of Data Migration
Continuous Improvement

- Discover
- Remediate
- Understand
- Monitor
- Define

SAP BusinessObjects Information Steward
Gaining value from data starts with solid data designs and properly converted data. Data management and governance must be in place to ensure data integrity. Business Intelligence can then provide the information necessary to make fact based real time decisions.
It is important to recognize that data conversion is a business process and it should not be treated as a technical exercise.

Taking a holistic approach to data conversion is necessary to avoid common data related issues and overruns due to improper planning.
Successful data conversion needs to account for all aspects involved in the end to end conversion process.

**Project Management**
End to end PM, Integration within Symphony

**Technical**
- Migration Preparation and Execution

**Functional**
- Conversion Analysis and Functional Design

**Deployment**
Planning and coordination of BU activities

- Language Strategy
- Relevancy Criteria/Rules
- Functional Design hand offs
- On/off site Considerations and Planning
- Security Strategy
- Validation Strategy
- Cleansing Strategy
- Deployment Strategy
- Environment Strategy

- Scope Management
- Workplanning and Estimating
- Resource Planning
- Status & Progress Reporting
- Issue & Risk Management
- Cross team integration coordination
- Integration across Symphony

- Set-up migration tools
- Establish/maintain legacy application connections
- Write conversion routines
- Configure Migration Tools
- Run Migration Tools
- Generate Cleansing / validation Reports

- Develop Functional Designs
- Develop Functional Mappings
- Analyze Data & Reports
- Develop Validation Processes
- Integrate with Process Teams
- Integrate with Data Network

- Establish BU Engagement Plan
- Coordinate BU activities
- BU/ Regional Team
  - Apply Legacy Knowledge
  - Support Functional Designs
  - Support Mappings
  - Collect, cleanse, and validate data

Successful data conversion needs to account for all aspects involved in the end to end conversion process.
Conversion Team Structure & Key Interaction Points

Data Conversion Team

DC Leadership Team

DC Technical Team
- RQT Tech. Team
- MFG Tech. Team
- M&S Tech. Team
- FI Tech. Team
- PRO Tech. Team
- SC&L Tech. Team

DC Functional Team
- RQT Fnx. Team
- MFG Fnx. Team
- M&S Fnx. Team
- FI Fnx. Team
- PRO Fnx. Team
- SC&L Fnx. Team

Data Lead

Cleansing Manager

Cleansing Coordinator(s)

Tech. Teams

Process Teams

Local Users

Data Cleansing R1
- RQT Data Cleaners
- MFG Data Cleaners
- M&S Data Cleaners
- PRO Data Cleaners
- SC&L Data Cleaners

Kellogg Business SMEs

Data Cleansing R2
- FI Data Cleaners

Data Cleansing R3
Waves
Mock Loads

- Data conversion is made up of a number of Mock Loads 3-5 generally. We are planning 3 Mock loads for Release 1.
- **Mock 1** load is to test process and does not include all the data, nor is it cleansed or transformed.
- **Mock 2** load is to begin testing a cleansed and transformed data using a large data set.
- **Mock 3** load is all the data and a large percentage of the cleansed and transformed data.
- **Go-Live Simulation** is a test of the complete process.
Mock Load Phases

- Mock Load 1
- Mock Load 2
- Mock Load n
- Go-live Simulation
- Production Load

- Conversion Design / Development
- Pre-Load Validation
- Load Data
- Post Load Validation
- Defect Management
A disciplined approach to controlling change and monitoring the rate of change is critical to the success of an ERP program.

Any change can have a ripple effect on other areas and the risk profile for any change increases as Go-Live approaches.
Solution Change Process Overview

A solution change process should be implemented for any change that affects the solution after design is complete.

Implement when solution design is fairly stable:

- Configuration complete, object design fairly far along, prior to completion of mock loads (ideally implement when 2 are left)

Required for changes to:

- Requirements, Processes, Configuration, Development Objects, Roles, Transactions, Security, Data

Only changes that significantly affect solution integrity should be allowed:

- Solution won’t function correctly, transactions will fail, significant manual effort will be required, change will save $xxx,xxx…

All changes must follow the change process regardless of how minor they may seem (1 minor change may not be a risk but the aggregation of 100 minor changes is).
Technology - Toolset

- SharePoint (2 sites)
- MS Excel
- HP Quality Center
- Data Services
- WinShuttle
Data Services

- Unix or Wintel
- Physical HW versus Virtual HW
- Supporting Database for Transformations
- SW Version 3.2 versus 4
- Environments DEV, QA, PROD
Landscape

- Two separate Data Center facilities
- DS Designer (remote desktop server)
- Staging area UNIX shared drive
  - SAMBA
  - Access ECC/BW, DS, Remote Desktop Server for Developer
Data Flow

- Extract
  - Flat files
  - Excel Files
  - SAP Table
  - ABAP
  - BW OpenHub

- Transformation

- Load
  - IDOCs
  - LSMW (Legacy System Migration Workbench)
  - ABAP
  - BW InfoSource/DataSource
Challenges

- Data Services Designer
- Excel spreadsheets as source of data
  - 2003/2007 version
  - Formatting of cell
- Complex relevancy rules in extracts of huge tables (MSEG, BSEG, JEST)
  - Custom ABAP transform
  - Sales/Purchase Orders, Plant Maintenance
- Versions of conversion tables
  - Dedicated Schemas
  - Persistent Datastore
- Communication, communication and communication...
- Keeping focused on future state (don’t duplicate current)
Examples

- ECC to ECC (Material / Customer / Vendor)
- Sales History
  - 36 months worth of data (~ 200 M rows)
  - ETL (72/2/36)
- Document Management System (DMS)
  - ABAP Extract/Load
  - (SAP Database and Vault) ➔ SAP Database
Resources

Werner Daehn (SAP)

BusinessObjects Data Services Tips and Tricks:
http://wiki.sdn.sap.com/wiki/display/BOBJ/BusinessObjects+Data+Services+Tips+and+Tricks

Data Services Supplement for SAP (end user manual)
Information Steward

- Sustainability
- Proof of Concept
- Information Services Platform / Data Services 4 / IS: 64 bit ➔ no memory restrictions
Key Learnings

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- The business owns the data
- Development and testing of conversion components should be an iterative process
- Data Services is a good tool to help facilitate conversion
Thank you for participating.

Please remember to complete and return your evaluation form following this session.

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