



Master Data Management within Océ



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- About Océ
- Relation BI & IM and Master Data
- Background of Master Data Management within Océ
- Global Master Data Organization
- Approach
- Results
- Key Success Factors

Close to our Customers



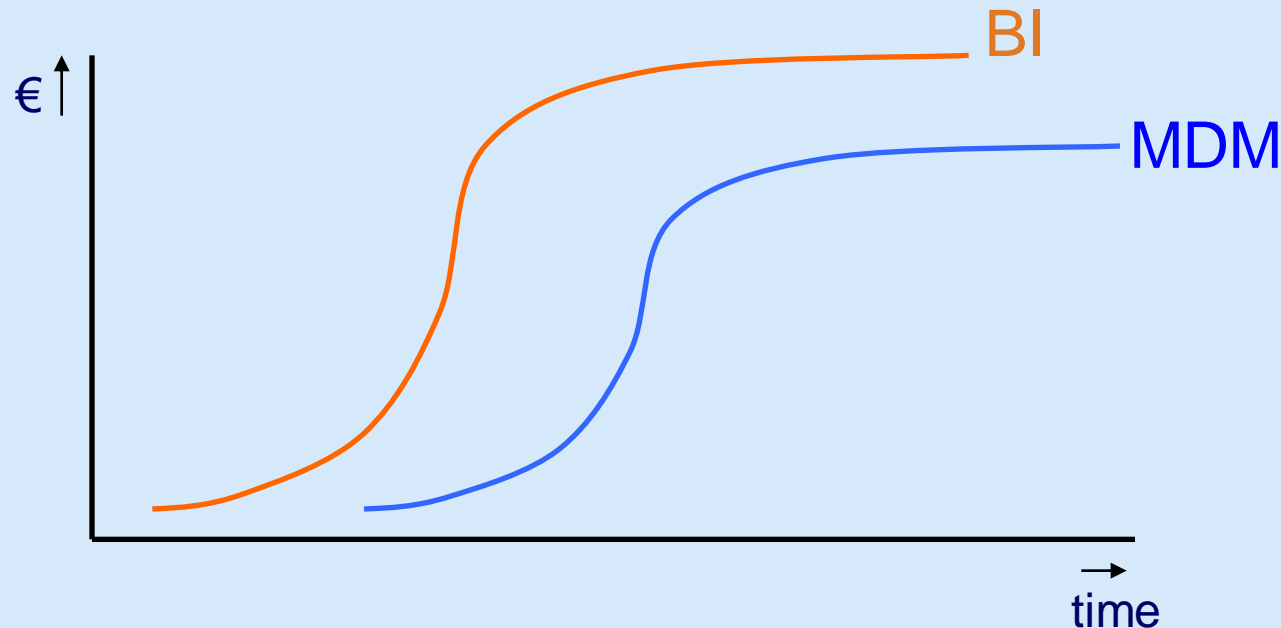
- 22,000 people worldwide
- Annual revenue 2009: 2.6 billion
- Worldwide distribution in around 100 countries
- Direct sales and services in 30 countries
- 10 R&D-sites in 9 countries (1,550 people)

Document Printing	Production Printing	Wide Format Printing Systems	Océ Business Services
 <p>Office Systems</p>	 <p>Graphic Arts Systems</p>	 <p>Technical Document Systems</p>	
 <p>Printroom Systems</p>	 <p>TransPromo Systems</p>	 <p>Display Graphics Systems</p>	
		 <p>Imaging Supplies</p>	

Food for thought: BI and Master Data

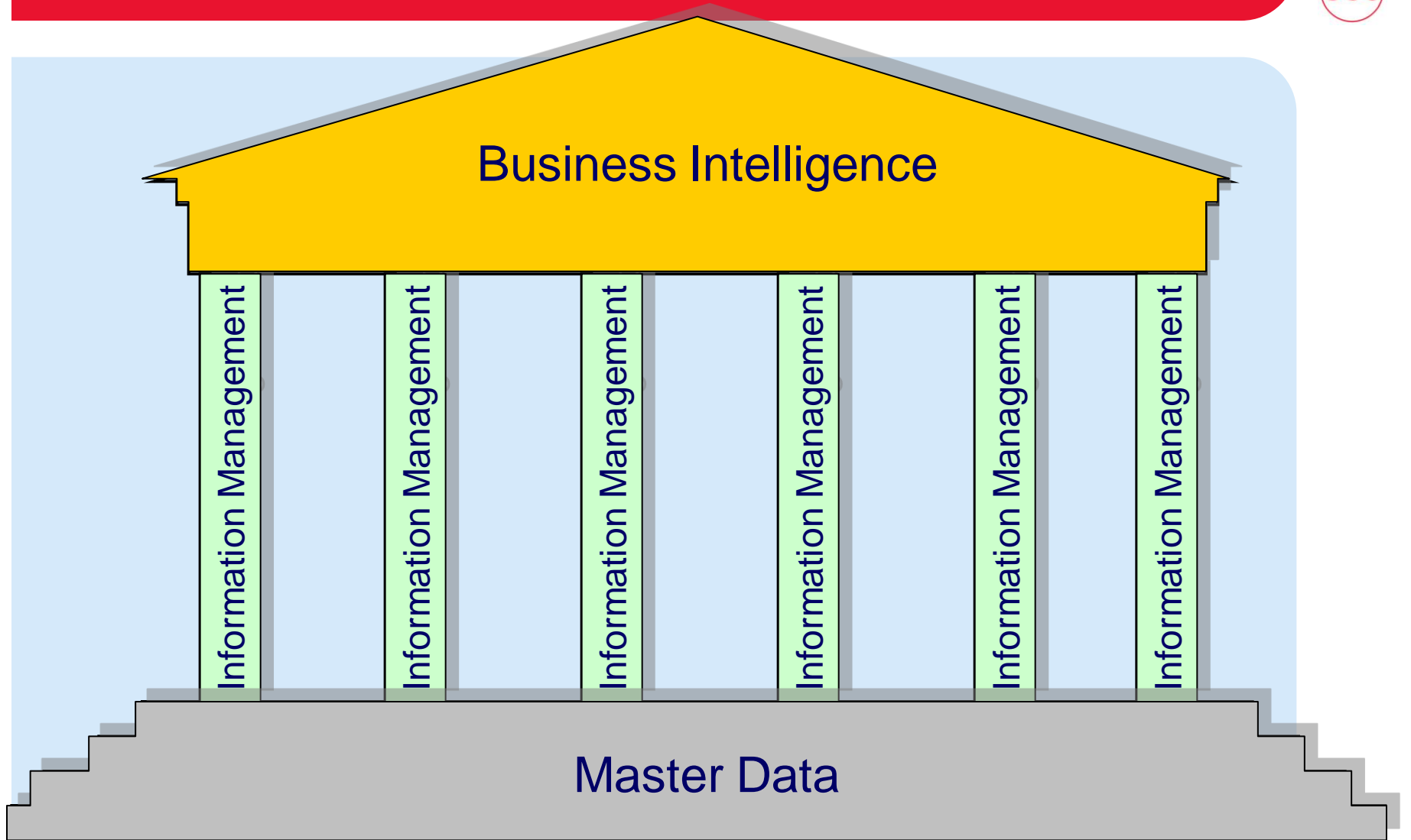


- “What is the value of Business Information when master data is not well defined in the processes
- What happens with your business, if the business information is based on quicksand (drijfzand)?



- Investments in BI are higher than in MDM because Senior Management has the perception that they gain control.





The situation we had to cope with:



- **Process**

- Operating Companies (OpCo's) had their own processes
- The HQ master data release process was different from OpCo
- No product life cycle management process available
- Variety of local contract forms, with different data needs

- **Organization**

- OpCo's have different organization structures roles and responsibilities

- **Data**

- Master data required was manually copied, or typed into local system
- Data management was scattered throughout the organization; no clear roles and responsibilities at both HQ and in the OpCo
- Product structures we not harmonized

- **Systems**

- HQ provided basic systems
- OpCo's tailored HQ provided systems to the local needs
- OpCo's invested in local applications



Challenges to be Addressed

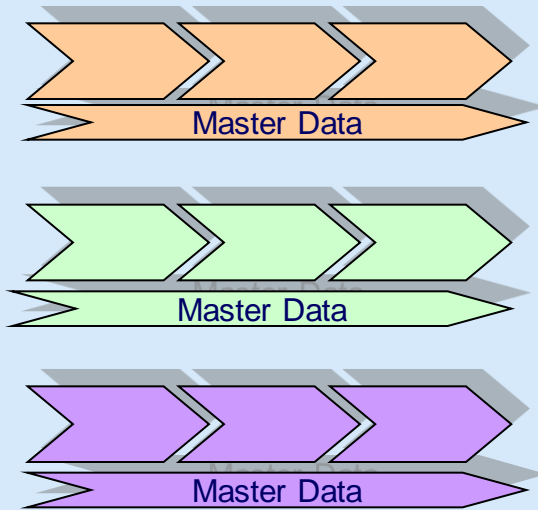


- Our Operating Companies reproduced work from HQ to fill local systems.
- HQ created product structures and billing models could not be handled by back-office systems in the operating companies due to local tailoring of processes.
- Products were released with no complete data sets, causing operation problems in operating companies
- Changes in processes and systems could not be supported because the master data was not available on time.
- The knowledge on master data was scattered throughout the organization.
- A business attitude with affinity with process and IT had to be implemented.
-

Two ways to manage master data

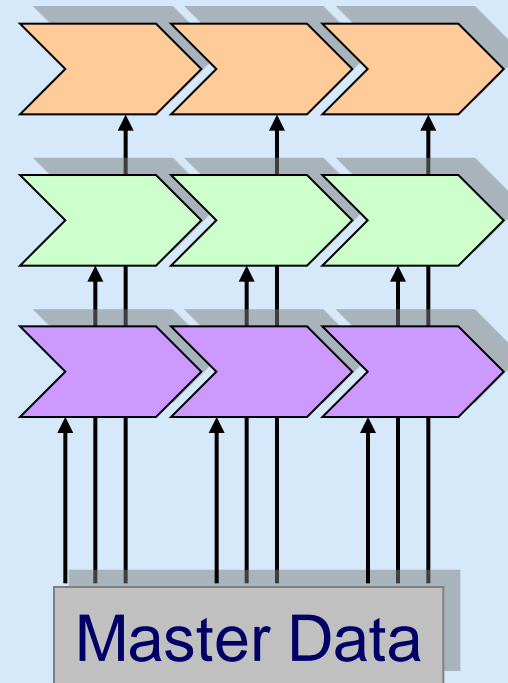


In the process



or

Central



The Global Master Data Organization



- We created a master data organization to address the three business needs.
- **Operations**
 - Master Data Coordinators / Data Stewards to check on the data quality before a product is released
- **Support**
 - Business Process Experts analyze & initiate corrective actions
- **Projects**
 - Domain managers and the architect to check on the viability and sustainability of business process changes and solutions required

Océ Master Data Management in a Nutshell



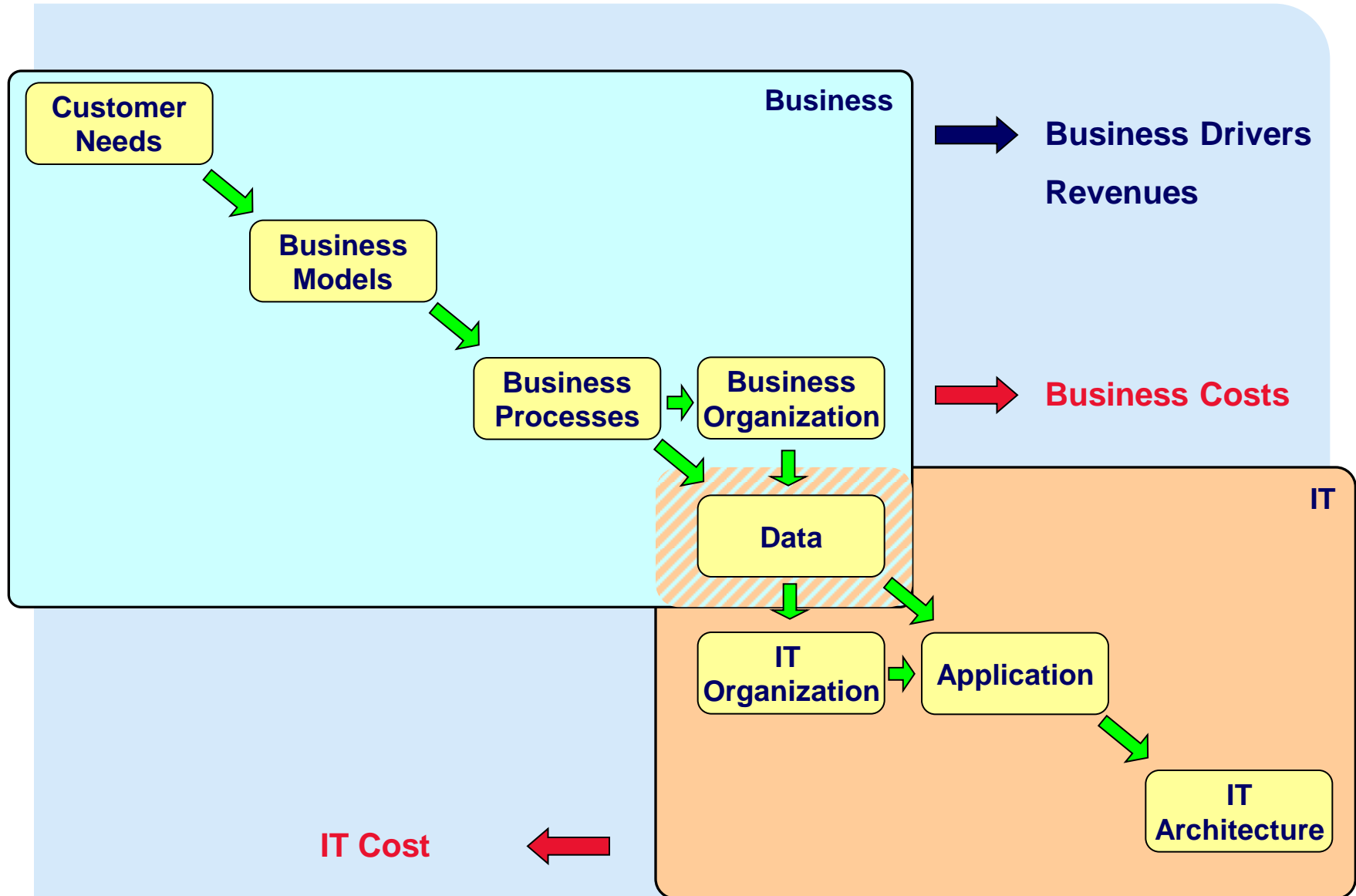
- **Vision**
 - Strive for one authentic source of data
- **Strategy**
 - Centralize what can be centralized; both in HQ and Local organizations
 - The first to know delivers on time
- **Metrics**
 - Agreed upon metrics described in the standard. The master data standard gives a clear description on attributes, links to processes and their owners
- **Organization**
 - One Master Data Organization with local hubs in our sales organizations
- **Governance**
 - The authority to stop the release of products when quality levels are not met. Ownership and quality levels are defined in the master data standard.
- **Process**
 - Change Mgt, Operational Process, support processes and SLA
- **Applications**
 - OMDs, SAP, OCS GA

- Focus on the needs of our customer the business needs and the process
- In design of the process the process owner defines the master data requirements
- In operations master data steers the process

Do you recognize the following...

- Master data is not my cup of tea, I just do....
- Master data is difficult...
- Just fix the master data so we can continue doing our work.
- We can not introduce because master data is not ready.
- You can fix the master data in a couple of minutes by calling...
- Call the master data department and they will increase the credit level.

Project Scoping Grid



- We release our products with complete validated data structures towards our sales organizations.
- We addressed data ownership
- Roll out one process and the organization to manage master data and perform product life cycle management in Europe integrated with back office systems.
 - Currently 11 countries live
 - End of year 15 countries live
 - 2011 only 1 country to go in Europe
- We monitor the data quality; and address delta's
- We are a mature partner in business process improvement initiatives.
- Global master data organization, acting as a center of excellence

- It is not about IT, it is about the business drivers
- People make the difference:
 - Variety of backgrounds with proven (accepted by business) track record
 - Excellent communication skills
 - Positive attitude to address resistance
 - Entry points at all levels within organization
- Execute **only** with participation and commitment from business
- If we do our job right it will remain unnoticed by the organization

- Talk the language of your customer and the end customer.
- Build commitment, act independent from other projects
- Take small steps, horizon of 9 month is the max. for implementation at sales organization
- Master data: high impact low visibility



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