



From Strategy to Execution

Transformation to a Data-Driven Organization

Client Success Story

Transformation towards a Data-Driven Organization

Holistic Data Management in Culture, Organization and Processes

CAMELOT has been a strategic partner in Data Management and Master Data Governance for the Swiss Federal Railways (SBB) in an ongoing strategic transformation program to support new business models.

The goal was to incorporate data as a fixed part of the culture, organization and across business processes in order to

- ▶ enable the data-driven organization
- ▶ automate and transform processes wherever possible
- ▶ create a collective understanding of data quality
- ▶ standardized measuring and monitoring real-time

The strong partnership between CAMELOT and SBB in the SCM MDM program has successfully introduced an organization-wide understanding of data management. A data-driven working mode has been established across the organization. Moreover, these changes are highly important to drive innovation in the upcoming years.



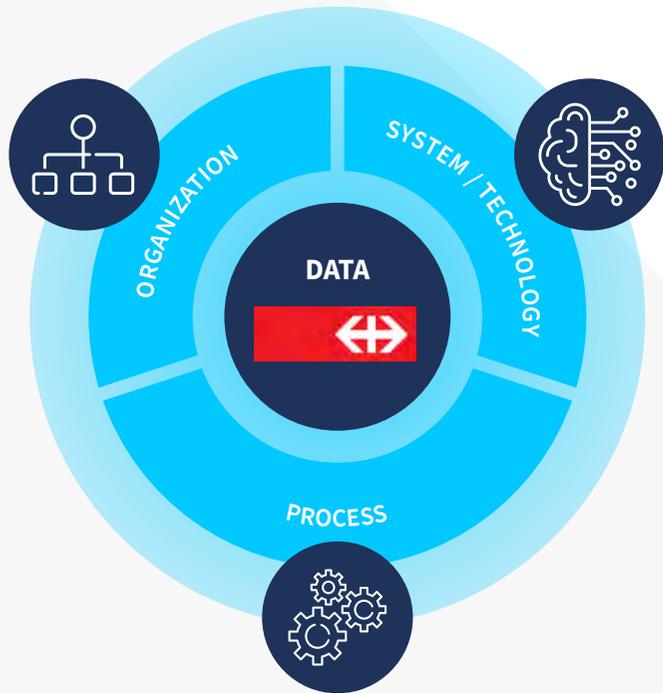
Together, we set out on the journey to transform SBB into a data-driven organization in a sustainable way

Emanuel Mavrelis, Head of Data Management,
Swiss Federal Railways



From Vision to a Holistic Data Management Approach and a Data-Driven Organization

Following the vision was to become a data-driven organization: trusting data and embedding data in all processual and cultural aspects of the organization at SBB.



One Single Source of Truth within the Organization

SBB started in 2017 by defining a strategy for the data management activities. The first objective was to design and implement the business partner concept. Further business objects such as material, financial data and services followed. Furthermore, the data management initiative acts as enabler for the S/4 SBB Transformation and aim to prepare SBB for further innovation.



Material



Business Partner



S/4 SBB



Financial Data



Assets

Fast forward from the initial vision to today, SBB has reached an important milestone by fully integrating the supplier lifecycle end-to-end in Ariba and SAP MDG as well as implementing SAP MDG-M as a central system of material master data. This establishes one single source of truth throughout the organization. The next steps aim to further automate and integrate the data usage and maintenance in business processes. As a result, a fully integrated and highly-automated data landscape will be established to serve all divisions with high-quality Master Data to support efficient and autonomous processes across the whole SBB.

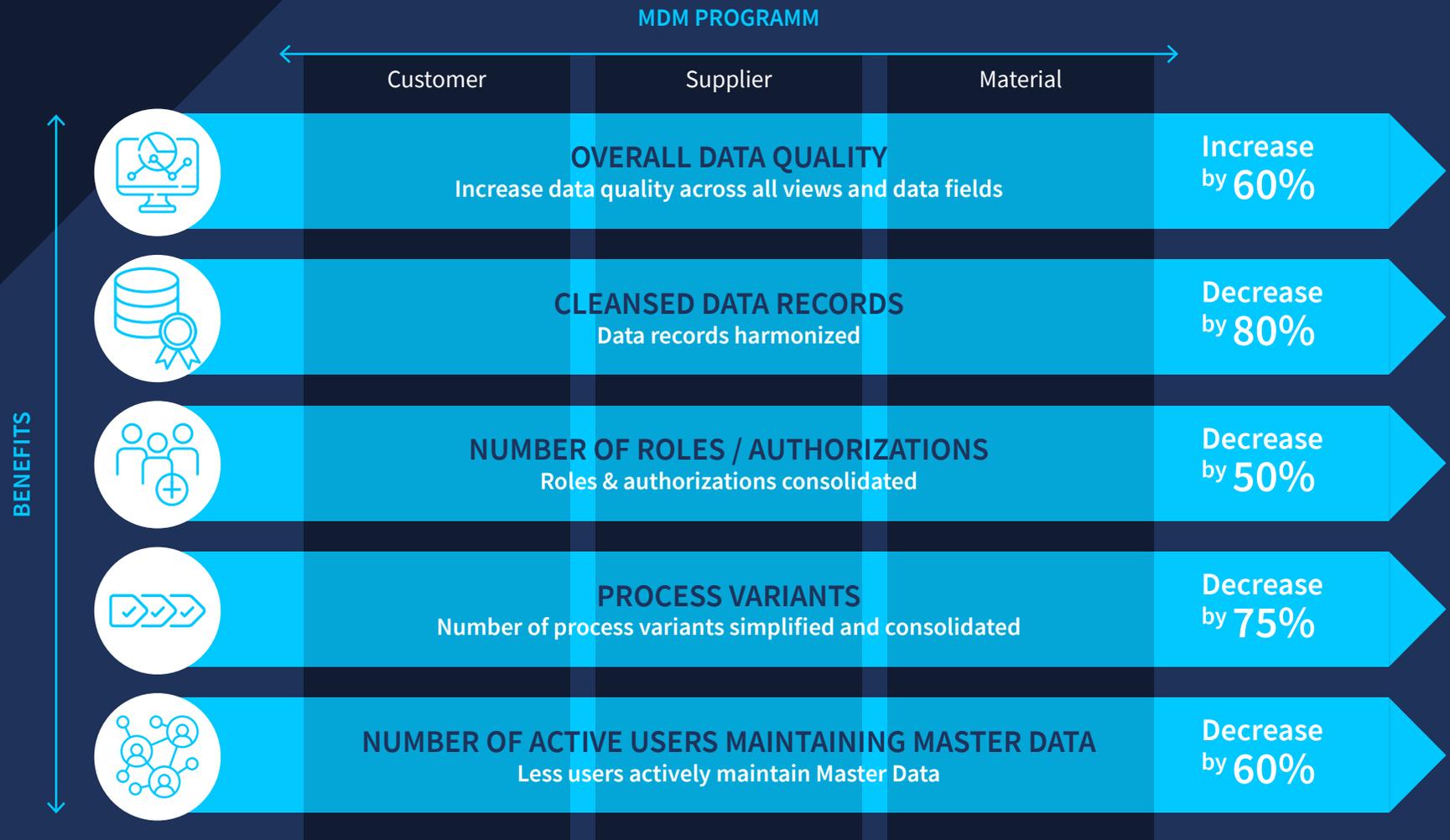
Tangible Results: Data Quality, Business Impact and Transformation

Cleansing was an important part to improve data quality and build a foundation for further success

To become a data-driven organization, SBB looked for harmonization on multiple levels.

1. Harmonization of data quality ensures a high level of initial data quality.
2. Harmonization of processes and authorizations in combination with less trained users for maintaining purposes ensures a constantly high level of quality.

The benefits of the MDM program span several functions, from customers, over suppliers to material



Target-Oriented Actions and Strong Focus on Empowering People

The proven MDM framework guided results-driven project activities across the different domains in the program. While there were certain focal areas for each of the domains, such as a variety of process variants in the material context or enormous potential in the consolidation and set-up of the business partner concept, the organizational aspects were an overarching theme for all domains.



TARGETS

- 

Continuous re-alignment and refinement of the overarching MDM strategy and vision
- 

End-to-end view of processes and the integration in the overall process landscape
- 

Strong focus on communication, training, knowledge transfer and organizational development
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Holistic consideration of master data across systems, divisions and processes
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The integration with on-premise and cloud solutions as well as the S/4 readiness were key considerations in the system landscape
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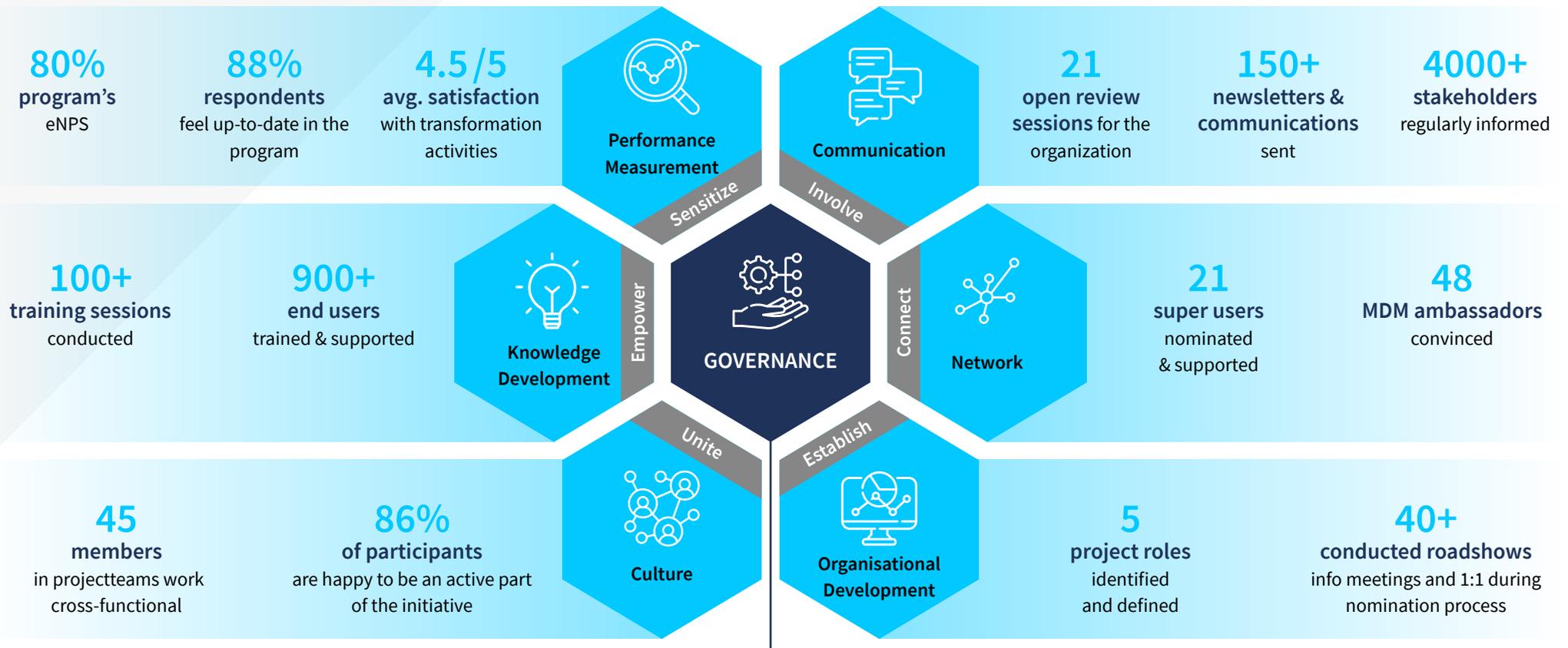
High level of empowerment in the project as well as on an operational level, enabling a sustainable solution

ACTIONS

- Monthly re-alignments, recurring project reviews and subsequent strategy adaption ensured a joint target-oriented approach
- By reviewing and consolidating all process-variants and designing a holistic future concept, the overall integration was assured
- A multitude of stakeholder initiatives and a single organization & transformation team put great emphasize on organizational change management
- Data models were reviewed and designed in alignment with all involved divisions, systems and along the value chain to ensure efficiency
- A focus on the future system landscape ensured the integration of all relevant systems and first steps towards E2E integration (e.g., Ariba) were achieved
- Followed a comprehensive approach to empower key users and to set up a holistic training concept in three languages for all system users

Governance & Transformation Activities as Key Drivers for the Programm's Success

The extremely diversified product portfolio and therefore broad organizational structure paired with the high need for stakeholder involvement in three languages posed special challenges in the program. The dedicated Governance & Transformation team in close alignment with the individual project teams defined seven areas to ensure a comprehensive organizational change management approach. Hereby, a strong focus on each individual division and continuous alignments were essential for the programmatic success.



One central Governance across all Business Objects continuously growing and flexibly adapting to internal and external situations. Standardized processes & tools for all aspects of each project.

Ongoing S/4HANA Transformation, End-to-End Integration and Further Extensions of Data Objects

As a strategic partner, CAMELOT will guide and support SBB on the journey to become a best-in-class example for Data Management and Data Governance, as well as the end-to-end integration and automation of business processes.

Continuously developing and improving the data management activities in addition to the ongoing digital transformation ambitions requires a strong partner supporting the journey from an initial vision to the implementation of solutions.

Our two divisions, CAMELOT Management Consultants and Camelot ITLab, work seamlessly for unrivaled quality and support SBB to leverage the power of their data to drive innovation for future growth.

The full integration of a holistic lifecycle management concept for customer, material, services and production data to facilitate business processes along the value chain



The data management program builds the foundation for the realization of a business-wide S/4 Transformation and constantly evolves with the changing business landscape



Upcoming data objects such as financials, assets and further continuous improvements for existing data management objects



Establish an Information Lifecycle application within the SBB system landscape to manage end-of-life scenarios in data management



To create a solid basis for a robust corporation, we build cross-functional and predictive end-to-end processes in the field of the Enterprise Asset Management



The consistent management of information from creation to final disposition, ILM, achieves simplification and consolidation of IT resources and systems



Professionalize data management by using state-of-the-art technologies for rule mining, test automation and user experience



CAMELOT Consulting Group: From Strategy to Execution at Swiss Federal Railways

From strategy to processes, industry-specific best practices and innovative solutions: the CAMELOT consulting services cover the whole master data journey of Swiss Federal Railways. Our two divisions, CAMELOT Management Consultants and Camelot ITLab, work seamlessly together for results of unrivaled quality, that make CAMELOT a global market leader in Master Data Management.

Management consulting and implementation
from one single source

CAMELOT Management Consultants is the strategy and organization consultancy within CAMELOT Consulting Group.



CAMELOT Management Consultants has developed the Data Management strategy for the transformation and supported the global rollouts with effective change management activities and enablement of users and stakeholders for sustainable adoption.

End-to-End
Data Services
for Swiss
Federal Railways

Camelot ITLab is the incubator for digital innovations and data-centric business solutions within the CAMELOT Consulting Group – and a long-standing partner of SAP.



Camelot ITLab implemented SBB's single source of truth for master data SAP MDG and set-up a connected master data landscape at SBB. In cooperation with the S/4HANA initiative running in parallel, a highly-integrated system landscape has been established providing high-quality master data to SBB's SAP and Non-SAP systems.

Value Chain Management
from Strategy to Solution

The Companies

Swiss Federal Railways

With more than 33,500 employees within the divisions Passenger Services, Real Estate, Infrastructure and Cargo the SBB is an integrated railway getting Switzerland moving – every single day. In 2019 Swiss Federal Railways carried 1.3 million passengers per day being on schedule for 89,5% traveling between over 800 train stations owned and managed by SBB.

By this 5 mil tons of carbon emissions have been saved in 2019 which is 10% of Switzerland's overall emissions per year. In 2030 SBB plans to be climate neutral.

Schweizerische Bundesbahnen SBB

Hilfikerstr. 1
3000 Bern 65
Switzerland

www.sbb.ch

CAMELOT Management Consultants

CAMELOT Management Consultants is the globally leading consulting specialist for value chain management in the process, consumer goods and industrial manufacturing industries. The company is part of the CAMELOT Group, with 1,800 employees worldwide and headquarters in Mannheim, Germany. The integrated consulting approach and close collaboration with renowned technology specialists guarantee project success along all consulting phases: from decision-making through to organizational and technical implementation.

CAMELOT Management Consultants AG

Theodor-Heuss-Anlage 12
68165 Mannheim
Germany
Phone +49 621 86298-0

www.camelot-mc.com

Contact

Henrik Baumeier | Partner | hba@camelot-mc.com

Thomas Tolksdorf | Associate Partner |

tto@camelot-itlab.com

Daniel Seel | Architect | dsee@camelot-itlab.com

CAMELOT Consulting Group

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CAMELOT Management Consultants

www.camelot-mc.com · office@camelot-mc.com

Camelot ITLab

www.camelot-itlab.com · office@camelot-itlab.com

EUROPE

Global Headquarters

Theodor-Heuss-Anlage 12 | 68165 Mannheim | Germany

Phone +49 621 86298-0

AMERICAS

100 W. Sixth Street | Suite 103 | Media · PA 19063 | USA

Phone +1 267 589 9242

MIDDLE EAST

Jumeirah Lakes Towers

Cluster O · Reef Tower · 30th Floor | P.O. Box 5003333 · Dubai

United Arab Emirates | Phone +971 4 350 7441

ASIA/PACIFIC

97 Varsha · Plot no. 96/2+97

CTS no. 1132-1133 · Anand Park | Aundh · Pune · MH

India 411007 | Phone +91 9987 987 385