SBB CFF FFS

From Strategy to Execution

Transformation to a Data-Driven Organization

Client Success Story

CAMELOT Management Consultants

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.
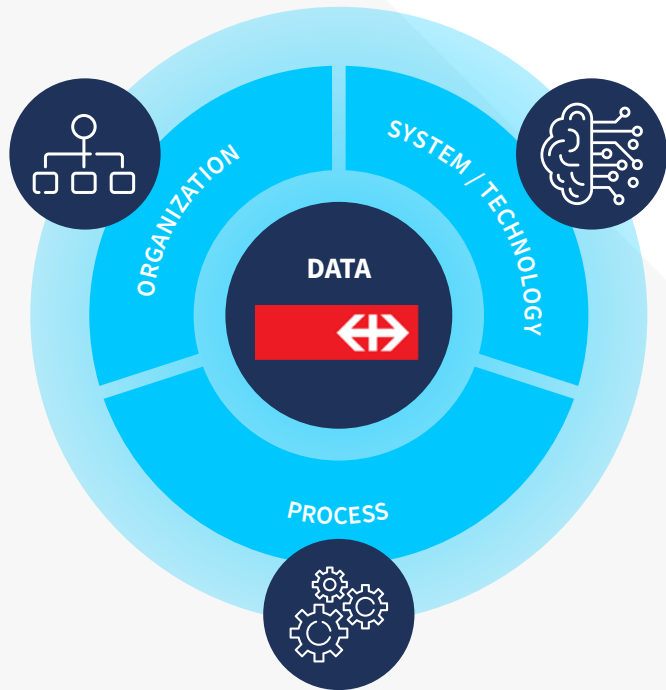
One Single Source of Truth within the Organization

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.
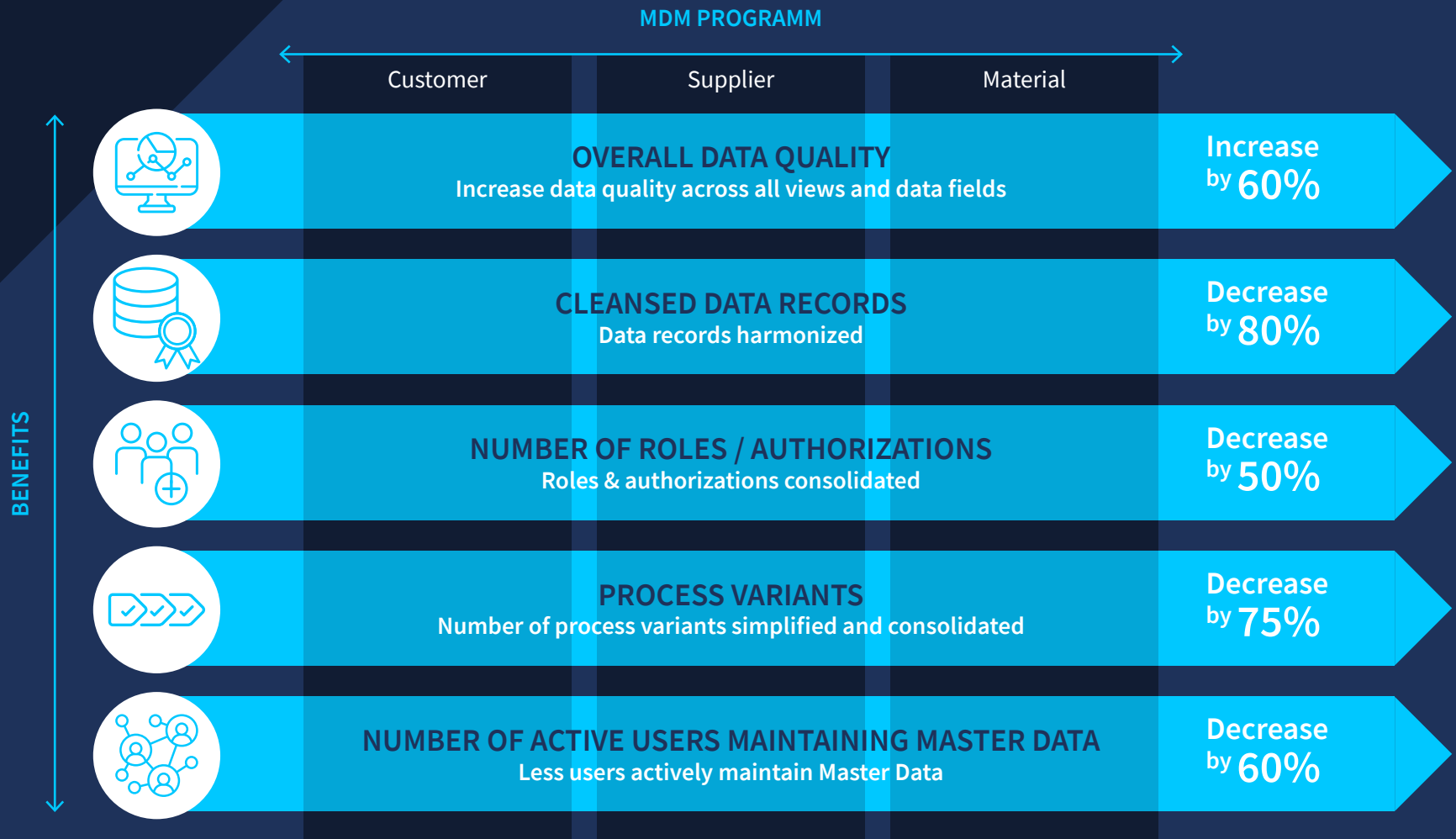
ORGANIZATION · SYSTEM / TECHNOLOGY · PROCESS

DATA

3

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

MDM PROGRAMM

Customer	Supplier	Material

BENEFITS

OVERALL DATA QUALITY
Increase data quality across all views and data fields
Increase by 60%

CLEANSED DATA RECORDS
Data records harmonized
Decrease by 80%

NUMBER OF ROLES / AUTHORIZATIONS
Roles & authorizations consolidated
Decrease by 50%

PROCESS VARIANTS
Number of process variants simplified and consolidated
Decrease by 75%

NUMBER OF ACTIVE USERS MAINTAINING MASTER DATA
Less users actively maintain Master Data
Decrease by 60%

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.

Strategy

Processes | **Organization** | **Data** | **It Systems**

Operation & Support

PEOPLE EMPOWERMENT
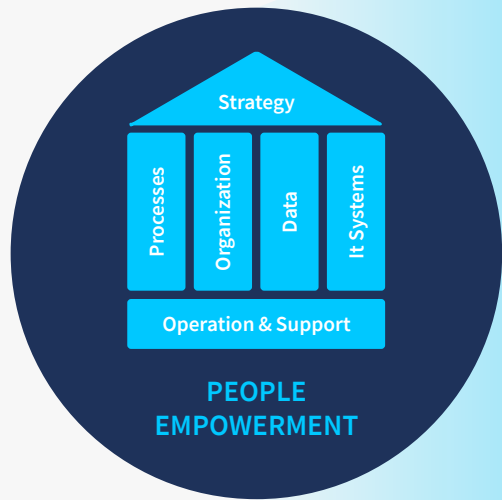
TARGETS

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

Holistic consideration of master data across systems, divisions and processes

The integration with on-premise and cloud solutions as well as the S/4 readiness were key considerations in the system landscape

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
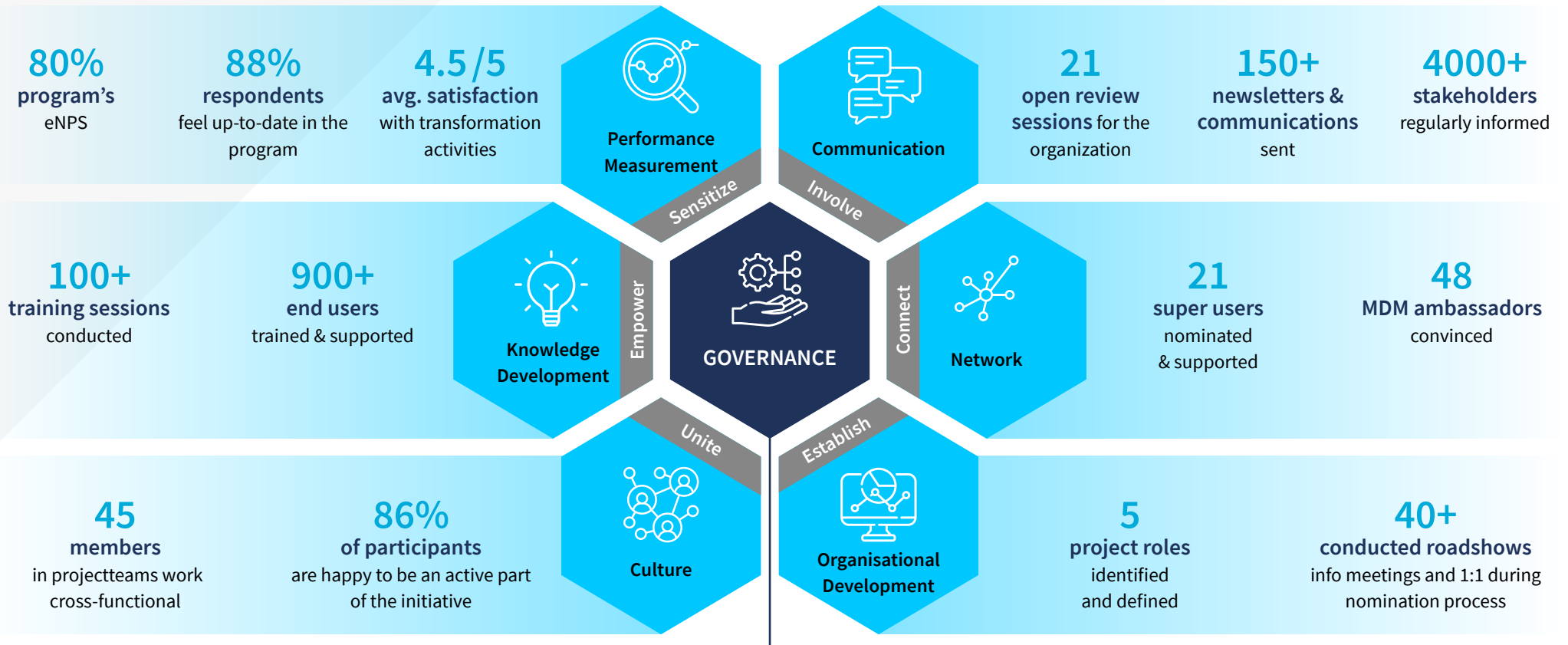
Data models were reviewed and designed in alignment with all involved divisions, systems and along the value chain to ensure efficiency

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.

80% program's eNPS

88% respondents feel up-to-date in the program

4.5/5 avg. satisfaction with transformation activities

Performance Measurement

Communication

21 open review sessions for the organization

150+ newsletters & communications sent

4000+ stakeholders regularly informed

Sensitize

Involve

100+ training sessions conducted

900+ end users trained & supported

Empower

Knowledge Development

GOVERNANCE

Connect

Network

21 super users nominated & supported

48 MDM ambassadors convinced

Unite

Establish

45 members in projectteams work cross-functional

86% of participants are happy to be an active part of the initiative

Culture

Organisational Development

5 project roles identified and defined

40+ conducted roadshows info meetings and 1:1 during nomination process

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 on-going digital transformation ambitions requires a strong partner supporting the journey from an initial vision to the implementation of solutions.

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

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.

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Camelot Management Consultants

We are a global management and technology consulting firm focusing on value chain management. Our mission: turning our clients' value chains into a competitive advantage and creating lasting impact where our clients need it most. By combining our industry focus, value chain process expertise, and technology know-how, we guide our clients from strategy to sustainable technology adoption.

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