

Building the Business Case for Change

Johnson & Johnson is a global leader in healthcare with more than 250 operating companies and sells products in more than 175 countries around the world and employing over 128,000 employees.



Project Sponsors:

- Vice President
Customer & Logistics
Services.
- Vice President,
Enterprise Master Data.

Project Stats:

- 27 workflows with
custom UI,
Validation/Derivations
- Work instructions for 75
scenarios supported
through SAP & non-SAP
EIM tools.
- Functional Design
Specifications &
Technical Design
Specifications
Documents for 34
objects.

“We needed a partner who was practical and would help build a framework that was accepted and embraced. DATUM didn't try to fit us into a box, they understood that one size does not fit all.”

Project Description:

Strong sales performance across a diverse portfolio of brands created opportunities for operational improvements to support customers served by multiple lines of business and requests for consolidated invoicing. The question was posed in early 2011, could Johnson & Johnson expect to bring all the operating companies under a common supply chain solution. The answer was obscured by the disparity in how data was defined and how the systems of record were aligned among more than 50 production ERP systems. The absence of data standards and organizational ownership among data attributes further obscured the line of sight to successful process improvement and consolidation of systems. This gap in business insight was a clear trigger for an information governance strategy to establish clarity around ownership, definition and policy to support the increasing need for trustworthy insight and efficient global processes.

DATUM's Role:

The DATUM team provided a vision and strategy for a common organization aligned to support business data needs across all operating companies and lines of business. The effort was driven by support and visibility at the board level with executive support within each operating business within the organization. The process was a 2-month iterative review of strategic objectives and vision requirements. Concurrently a large management consulting strategy firm worked with business leaders on an overall vision for supply chain re-alignment and operational improvement and the business case for change. The primary risk identified by the strategy firm was..... You guessed it, data and information integrity.

The DATUM team was engaged as the sole provider of EIM strategy charged with building out a global data governance board, change management planning and development cycle for policies and procedures. The strategy cycle was a focused 8 week effort with a strong emphasis on organizational design and preparation. The results of the initial strategy provided enough confidence to both the supply chain strategy partner and board level executives to approve the enterprise supply chain redesign.

After facilitating approval of the enterprise level Data Governance Board and Charter, DATUM led analysis and planning work streams to organize and coordinate the newly formed organization and establish a program focus to a collection of project efforts. A foundational capability for the newly formed enterprise data and analytics organization was the ability to capture their data governance design in Information Value Management® and publish views of that design to support ERP selection/implementation, MDM optimization and EIM solution acceleration. The DATUM team provided additional knowledge transfer and supportive leadership in the creation of change control procedures, common data elements that would serve as candidates for standardization, scorecard metrics to measure each data domain, region, and process area, team member selection, risk review and executive coaching and guidance.

