



SONY MUSIC

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Rob Birkett, Vice President Finance Processes, Sony Music

SNP partners with Sony Music to deliver multiple rapid deployments of SAP

“Delivering our company’s objective of utilizing SAP worldwide by end 2017 would inevitably mean addressing those markets where implementations had previously not been considered to be cost effective. Additionally, while the benefits of a global template solution were evident to management in mature markets, the local impact to those in the emerging markets would be less obvious. A different business case was needed to justify the commitment to deliver SAP into these markets.

The key drivers for implementing SAP in these markets within Sony Music were therefore consistency, transparency and integration within our suite of global business applications. These goals could only be realised by maintaining a standardized approach using our global template and a minimal one-time project cost. Data migration templates were deployed to local markets and we ensured that any reformatting or data cleansing efforts were conducted by the local team with the resulting data files being provided consistently without rework.

Deployment teams were light, agile and often part-time: project lead, business sponsor, configuration technical lead, a local consultant and the SNP data migration specialist. Further savings were made by remote meetings and by pursuing standard methodologies that avoided expensive business analyses and documentation. Each rapid deployment took no more than 6 months from inception to implementation with the overlap of activities between projects made possible by identifying parallel opportunities.

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Background

SNP have been working with Sony Music since 2010 to plan, manage and deliver the migration of business critical data into SAP as part of a move to a Global SAP ERP platform.

Following and alongside the successful transition of national businesses across western and central Europe and North America to the new SAP platform, Sony Music had a further ambition to roll out the Global SAP strategy to small or emerging markets using a proven, low cost and repeatable implementation approach.

Requirements

Sony Music's objective was to design a project management methodology that would reduce the cost of implementation and avoid the commitment of significant quantities of technical resources over a long period of time by delivering a fixed template roll-out with strict control of scope and minimal development, the engagement of in-house SAP experience from other national markets and a greater focus on supporting business change.

In this context, the challenge Sony Music set SNP was to design and deliver a simple and robust data migration methodology based on repeatable templates and a flexible technical design. The Rapid Deployment Plan for 2015 required the implementation of SAP in Turkey, Poland and Greece consecutively over a 9-month period with minimal RICEFW development and limited technical support.

Approach

Taking as a base SNP's best practice transformation methodology and the suite of migration programs delivered as part of the Global SAP project, SNP designed a simplified data migration project plan with a greater focus on the extract and transformation of legacy data and the validation of data against the standardized SAP data standards and templates. Each project was kicked off with structured data migration workshops to present the approach, explain key responsibilities and identify localization requirements, field mappings, transformation rules and business activities.

When managing a project with accelerated timelines, there is very little contingency in the plan and even minor slippages become serious concerns, which means that defects and issues must be addressed promptly. With fewer test cycles in the plan, any late surprises are a risk to cutover. Therefore, data quality is especially important and, for this is reason, we implemented a robust data validation and acceptance procedure despite the reduced resource and timescales.

On rapid deployments such as these, strong project management disciplines and integrated planning are vital to ensure that the project tracks effectively to very tight timelines.

Results

Sony Music were able to successfully integrate Turkey, Poland and Greece business operations into their global SAP template with all cutovers complete within 2015.