

Coca-Cola Bottling Enhances SAP Migration with Standardized MRO Database



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IHS Intermat Case Study

Case Study

Business Benefits

- IHS Intermat cleansed and standardized CCBCC's MRO parts master records within the required short timeframe and under budget.
- Collaboratively, IHS Intermat and CCBCC identified 7% of the materials records as potential duplicates, which CCBCC is continuing to evaluate and confirm.
- As a direct result of the cleansing and standardization process, CCBCC was able to identify and eliminate a combined total of 41% of the original Maximo records.
- Interim's Standard Modifier Dictionary™ (SMD) ensures that standardized descriptions fit SAP parameters and fields.
- With a streamlined database, CCBCC anticipates managing the database of over 10,000 new records without adding MRO staff.

Customer Profile

For more than 100 years, Coca-Cola Bottling Co. Consolidated (CCBCC) has made, sold, and delivered carbonated and noncarbonated beverages, primarily products of The Coca-Cola Company. As the second largest Coca-Cola bottler in the United States, CCBCC combines the product concentrate with other ingredients to manufacture and package its beverages.

With corporate offices in Charlotte, North Carolina, the company does business in eleven states, primarily in the Southeast. CCBCC has one of the highest per capita soft drink consumption rates in the world and a consumer base of more than eighteen million people.

“Our goal was to build an MRO database as we moved into SAP with the minimum number of records, and with the greatest level of consistency and accuracy. With that achieved, all users in the company will save a few seconds and minutes here and there, collectively saving hundreds of hours.”

— Patrick Hopkins, Manager, Material Master Data,
Coca-Cola Bottling Co. Consolidated

Business Challenge

CCBCC's master records include finished goods, raw materials, packaging components, syrups, BOMs, routings, and technical service and MRO materials.

"Initially CCBCC managed MRO material records in IBM Maximo Asset Management," said Pat Hopkins, Manager, Material Master Data. "However, over time, material records across our five different sites grew increasingly inconsistent due to the plants not having a centralized process to ensure consistency and minimize duplications."

With 500 vendors and multiple sites, CCBCC needed to standardize MRO descriptions. Lack of uniformity resulted in a high rate of duplicate and obsolete records, leading to inefficiency for anyone looking to use or procure an item. If they could not locate a specific material, they risked overstocking through duplication.

Starting in 2004, CCBCC began migrating its business to SAP. Anticipating the implementation of SAP Plant Maintenance more recently, the company had to cleanse its Maximo materials records quickly to fit SAP parameters, or risk problems caused by poor data integrity.

"We had to make Maximo parts information as good as possible prior to going into SAP," Hopkins said. "We needed the materials database available for testing well before go-live so we had to do it quickly."

Clean, Standardized Data for SAP Go-Live

The materials team considered cleansing the database in-house. Yet they would need to add at least four more people to perform the manual process.

Instead, CCBCC engaged IHS Intermat services to optimize its MRO parts item descriptions. IHS Intermat combines automated conversion software with item-by-item content review by experienced materials analysts to cleanse and standardize MRO descriptions. Of particular interest, IHS Intermat restructures and redefines materials data to improve feeds into enterprise resource planning applications like SAP.

"IHS Intermat has a larger data dictionary and more experience. We felt comfortable that Intermat's years of experience would yield a better result," Hopkins said.

Built around the Standard Modifier Dictionary (SMD), the worldwide standard for describing MRO items, it provides 2,500 pre-defined formats for MRO standardization. Using its process for master item standardization, IHS Intermat mapped CCBCC's existing MRO item descriptions to the SMD formats to arrive at common naming and formatting.

IHS Intermat identified approximately 1,298 potential duplicate master records out of a total of 17,000. From there, the CCBCC materials team started evaluating those records, eliminating duplicate and obsolete items as possible within the tight time period required.

Once completed, CCBCC loaded the data files into SAP. Each description had to fit in a 40-character field. The end result – clean and standardized item descriptions that met CCBCC's business and SAP requirements.

From the total 17,000 master item records processed by IHS Intermat, CCBCC loaded 10,070 standardized master item records into SAP.

With the required short descriptions for SAP, CCBCC also preserved longer descriptions for purchase orders – which will be added to the Info Records – and the original descriptions in Maximo in case they are needed.

Ahead of Schedule, Under Budget

Working together, IHS Intermat and CCBCC completed the process on the required quick implementation schedule. "It was a tight timeframe, but we met it – under the wire and under the budget," Hopkins said.

"We were delighted with the response we received, and were quite impressed with the diligence of all the IHS Intermat individuals involved."

For CCBCC, implementing SAP Plant Maintenance without the database work was simply not an option. Merely truncating existing records would have left the MRO team without proper definitions.

"There would have been great disruption and inefficiency at the plant level," Hopkins said. "IHS Intermat has given us an extremely consistent infrastructure to work with. If I compare the data we had before to what we have today, there's a remarkable improvement."

Cleaner Dataset, Smaller Item Master

CCBCC now has a significantly cleaner dataset of approximately 10,070 MRO item SKUs within the SAP Item Master, which are utilized and shared across five different sites.

“Our goal was to build an MRO database as we moved into SAP with the minimum number of records, and with the greatest level of consistency and accuracy,” Hopkins said. “With that, all users in the company will save a few seconds and minutes here and there, collectively saving hundreds of hours.”

As all locations work off of the same SMD, Hopkins also expects description accuracy and consistency to improve procurement.

Moving forward to go-live of SAP Plant Maintenance and beyond, CCBCC will bring in SKUs from additional facilities. Hopkins anticipates that the enhanced database will enable more efficient management.

“Our goal is to go live without having to add staff, even as we continue to add additional facilities and items to the database,” he said.



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