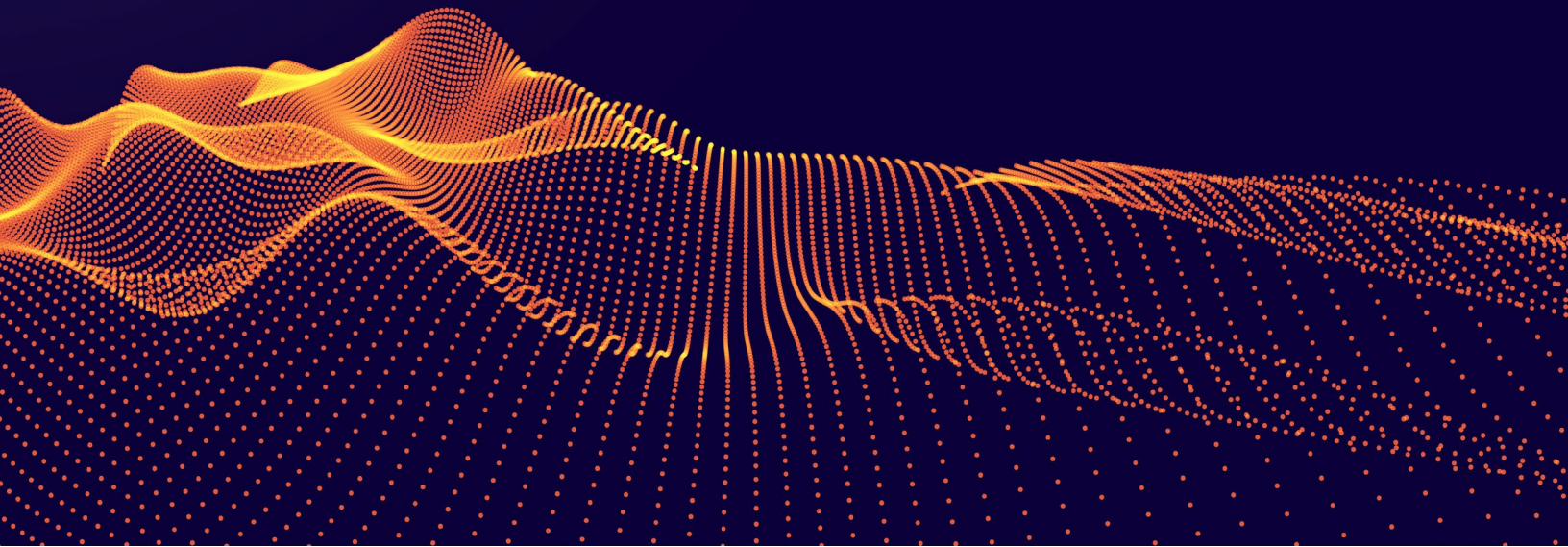# Quality.
Migrations.
Governance.

Asset Intensive | Retail & Fashion
Data Driven Business Solutions

STRATEGIC VALUE MANAGEMENT

VALUING DATA-DRIVEN BUSINESS OUTCOMES

Whitepaper
April 2020

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ABSTRACT

As of the time of this writing (March 2020) the COVID-19 Corona Virus had caused the world to nearly 'stand still'. This paper is about achieving excellence in Master Data to become more Data Driven, to overcome present challenges and disruptions, and to not just survive but thrive in the "new normal" post the "Corona Effect".

Excellence in data gives clarity and visibility, enhancing Customer Experience (CX) and Operational Excellence (OX). Customers want to know what value to expect from their investments in CX, OX, the Intelligent Enterprise, IoT, HR, Mobility, the Cloud, and of course, from their data. If the data is bad, the outcomes expected from those investments overall are diminished. Data can be a source of failure, inhibiting outcomes. If data quality is increased, we can apply models to estimate the likely impact to business outcomes. After data quality is increased, we can re-apply the models to measure actual impact comparing with expected outcomes. From there, actions may be taken to further fine-tune data, systems, processes, organizational change and the business to achieve the desired outcome.

KEY FINDINGS SUMMARY

1. Data-driven companies have high Customer Experience (CX) and high Operational Excellence (OX) – they use information (CX and OX data) to competitive advantage; they find efficiencies and outpace their peers; they rely on excellent data.
2. Data is incredibly flexible, reusable, extendable, and when leveraged as an asset in your company with greater usage, higher frequency and velocity it becomes highly valuable.
3. Poor data can increase risk, and it may be one of the contributors to poor business performance. An assessment can help determine if you have poor data and how it is impacting you and your business, and it is possible to measure that impact so you can learn what may happen if you improve your data quality, and sustain that improvement.
4. The value of data doesn't end after a digital / business transformation. Data is a corporate capability that enables both transformation and business efficiency and continues to pay dividends going forward after the transformation. Data can also be leveraged before and during a transformation to create value and innovation.
5. Utopia Strategic Value Management (SVM) helps to examine the value of data and chart a course to creating more economic value, improve agility and increase speed of business.

UTOPIA STRATEGIC VALUE MANAGEMENT (SVM)

Utopia's Strategic Value Management (SVM) provides a powerful set of tools and services to help clients more clearly see the value of data, to more deeply understand how data can unlock the power of successful, consistent business process execution, and to help enable and improve the potential for better outcomes for our clients in achieving their goals. We do this via:

- ➢ Pre-data quality program As-Is value assessment of value expected
  - Justification for the project (business case and financial analysis)
- ➢ Post data quality program To-Be confirmation of value delivered
  - Alignment of delivered value vs. expected value
- ➢ Ongoing future state evolving value experienced / received
  - Advisory, synergistic with our Strategic Consulting practice

We strive to help our customers transform, and to help them help their own customers by providing better products and services. This helps make the world a better place, help us pass it to the next generation better than we found it.

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INTRODUCTION

The world has become more outcomes driven. Business happens at the speed of thought. Clarity of direction and perfect visibility is required. Digital transformation enables that speed, clarity, visibility, agility by improving competitive advantage, market share, revenues, cost controls and performance across the board. Transformative change demands a solid foundation of good data, high data velocity and optimal data effectiveness. Is data a liability or an asset? Can this be measured? What can you expect now and in the future from your data, from your Data Strategy, from your Data Governance and Data Quality initiatives? To transform do you need to consolidate and migrate your data? How would this impact your business transformation? Will you experience completely the tremendous potential digital transformation promises, or only partially? Is it possible to de-risk your transformation program?

Study after study by Gartner, Sirius, MIT, Harvard, Experian, Dun & Bradstreet, Forrester and others tell us CXO's do not trust their data, that their data is not mature enough for digital transformation, that their data barely meets minimum criteria for data quality. This costs their company's millions, if not billions, on lost efficiency, higher costs of operations, lost revenue opportunities, higher fees for regulatory compliance issues, costs and litigation for environment, health and safety, lost productivity across the organization, time wasted searching for the right information, business process execution mistakes that cost more to remediate, and a failure to fix the problems that cause these issues. If you cannot trust your data – is it data?

GOING FROM GOOD TO GREAT

Companies are moving at the speed of thought. Transformative companies are moving the needle farther on outcomes for their own customers more so than their competitors and are gaining competitive advantages. This is what takes them from good to great. Great companies provide optimized customer experience management (CX) and operational excellence (OX), not to mention accurate, real-time reporting with full transparency of information to stakeholders (on financial, environmental, sustainability and other areas). Excellent companies have excellent Key Performance Indicators (KPIs).

Provisioning all this excellence requires a digital data transformation. About every decade, going back in time to the first missions to the moon, technology evolution and revolution has transformed the way business is conducted. Briefly consider specialized computers, mainframes, client/server, the internet, desktop computing, laptops, smartphones, tablets, and now, the new, critical pillars of any IT strategy; In-Memory Computing, Cloud, IoT, Mobility, AI, Predictive Analytics, Machine Learning, Big Data, and so on. Looking forward, technology continues to change the future landscape in terms of the creative new business models and potential for business growth with a focus on efficiencies – all enabled by this new push to improve CX and OX. These pillars are disruptive – either you are a leader or a laggard. If you fall behind, you might never catch up.

Companies are doing this via digital transformation with a "Move to S/4HANA" or similar in-memory computing / cloud business applications. Coupled to this are extensive, integrated in-memory capabilities to improve the customer experience (CX), operational efficiencies and excellence (OX), human resources management / employee experience (EX), supplier, services and supply chain management (SX), financial reporting excellence (FX) … and [fill in – you be the judge].

Within each of these disciplines or domains there are several business processes focus areas that can be re-invented, re-imagined, re-engineered and improved. None of this works well without a solid, good data foundation. To proceed without that data foundation, a company might invest $100M into technology to achieve excellence and transformation. If one has omitted an examination of business process end-to-end, has ignored the "hidden data factory" that has long existed, if there's bad data infecting the outcomes, and if one has not ameliorated the reasons (causes) for bad data, then the expected returns of the transformation may never materialize.

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TRANSFORMATION DISRUPTION DISRUPTION

The fix for the disruption isn't quick and simple, it is a journey. It starts out with a plan for a data strategy that aligns with your business and IT roadmap, say 3, 5, and 10 years out. This plan is refreshed every year. It should include a value assessment today, as well as 1, 3, 5, and 10 years out – so you have a lens on likely outcomes that you expect to achieve, and a microscope to examine what you did achieve. Next, lay out a plan of action to determine if your data is good enough to help you with those planned-for and invested-in outcomes per your transformation goals. And if your data is not good enough (and it probably is not), then plan to fix your data, plan to get it clean and figure out a way to keep it clean. The people, process and technology approach should sustain this useful, clean data going forward, to avoid the same kinds of problems from reoccurring.

Data is the foundation of any digital transformation and is the fundamental common denominator in companies that achieve excellence in business, who have the intent to be transformational and who are transforming the world. Data is a transformational force multiplier. Data has high value if it helps create value rather than destroy it.

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METHODOLOGY FOR ROI ANALYSIS

To illustrate data value the example of $100M invested for transformation without a data quality program, results in a $300M return. The ROI is 200% [(300-100)/100]. By adding $10M to the program for data quality, the new return result could be $350M, or 250%. The return on the incremental investment is 400% [(50-10)/10]. It is unlikely the new return will be less than $310M, so the down-side risk is minimal, while the upside is positive.

TRANSFORMATION RISK-ADJUSTED ROI INCREASES WITH GOOD DATA

Chart below shows the difference in hypothetical (modeled) outcomes when an original investment of $25M created $70M in value. When a data quality program of $5M was added to the investment an additional $30M in value was created.

Without the data quality program, the ROI is 280%. Incremental investment brings the overall ROI to 333% when the original and incremental investment are considered. The ROI of the data program is 600%. The extra investment in data quality 'hedges' the downside program risks. The model uses a Weighted Average Cost of Capital of 10% and a Risk-Free Rate of 3%.

The importance of Risk-Adjusted ROI is key not only in evaluating data programs (and how they can impact transformation programs), but for any kind of investment.

There are myriad reasons companies transform; some are qualitative (competitive advantage, responsive to market or regulatory changes, customer and employee satisfaction) and some are quantitative (time-to-market, revenue, cost of goods sold (COGS) reduction, sales, general and administrative (SGA) expense reductions, higher return on assets, higher return on sales, higher return on equity and higher stock price.

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Observations
1. *Without data the Actual Returns fall well short of the Expected Returns, KPI's are adversely impacted as well.*
2. *With data, the Actual Returns nearly in line with Expected Returns.*
3. *Net Benefits with data are less than that without data, due to the extra investment required for data.*
4. *With data, the Investment is HIGHER, but the Actual Returns are nearly as good as the Expected Returns without the data.*
5. *It is possible for Actual Returns with data to go higher than the Expected Returns without data (not modeled here).*
6. *Conclude that data requires more investment, but it reduces the risks of missing expected returns and provides potential upside.*
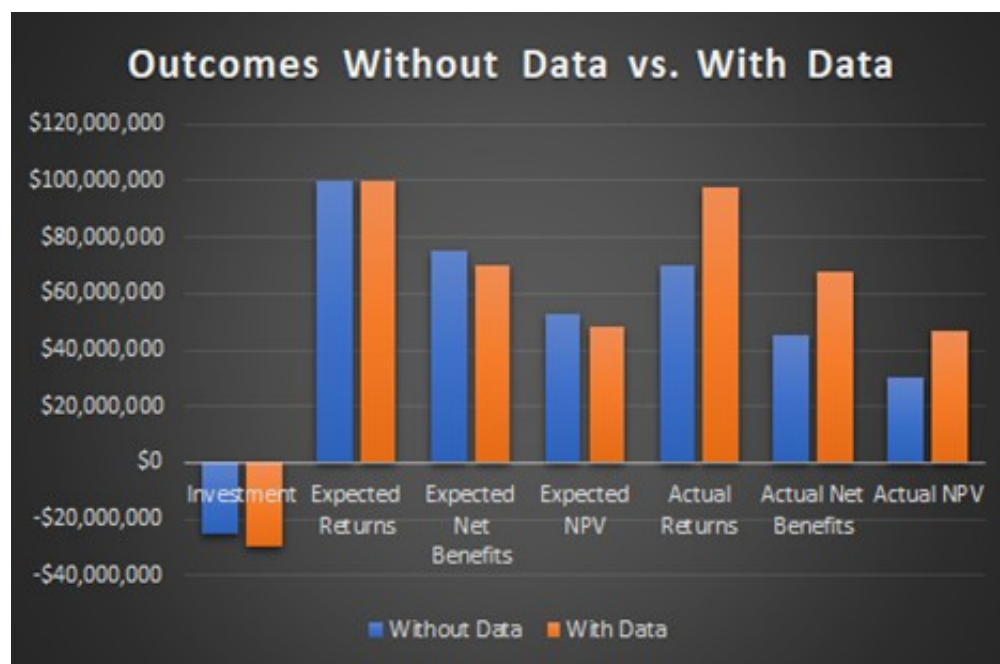
Laggards (latecomers, risk-averse) tend to follow their peers in their industry and must see proof that it works; but if they do not eventually transform, or initiate the journey to transformation too late, then the risk of falling behind and becoming the next Block Buster (or going bust) grows exponentially. For laggards, transformation is a must and time is the enemy.

Note: The Corona Effect may be necessitating a re-evaluation of when to begin transformation

Early adopters (risk-takers) tend to lead the market because they foresee the value of accelerating ahead of their competition, doing things that create unfair competitive advantage and push for increasing market share. At the same time, they innovate on new business models, re-align their business processes and shed costs out of their operations. They become the "800 lb. gorilla". They are the next Amazon, Uber or Zoom. Early adopters run many experiments and fail fast, early and often. They learn rapidly, discover facts from their failures, apply lessons learned and quickly create elegant solutions that create value, and in some cases, extreme value.

Our market research on such leaders evaluated market capitalization vs. the use of plant and equipment (assets). What we found is companies like Facebook, Amazon, Uber, Zoom and others have tremendously high valuations, yet they own very little in the way of assets. Uber owns no cars. This illustrates how data creates value in ways that are now becoming more readily available to a broader array of corporations that are

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becoming more digital – doing the digital transformation.

These companies are just some examples in our research of Market Capitalization to Asset Valuation (property, plant and equipment). It appears data-driven companies inherently create more value, if market capitalization is used as the key measure of value for the stakeholders of an enterprise.

Very High Ratio: Everyone knows Netflix, Facebook, eBay, Microsoft, Amazon and Uber – these companies have amassed huge valuations based on mostly data. They own no factories and make no products, often relying on the infrastructure of others (and the risk-taking of others) to build their value. What these companies do very well is leverage information to provide excellence in CX (customer experience). These companies have low asset valuation. As a group they have become 'over-weight' maybe in terms of stock price leading to very high market capitalization.

Medium Ratio: Pfizer, Bank of America and Boeing are not quite the same. Pfizer uses R&D to create new drugs. Once discovered and then FDA-approved, the drugs may have a time-bound monopoly in the market and Pfizer can enjoy high profits once their R&D has been covered by initial profits. Bank of America is not in manufacturing, but they are a data-driven company – accounts, customers and small fees for every transaction, not to mention their analysis of risks of loans and mortgages, their hedging on the financial side of the house – the result is large profits. Boeing makes airplanes, space vehicles and software – but they also have a huge business in service parts and maintenance – all this is data- driven.

> *Note: Present Corona Effect market conditions have punished Boeing stock price in what may be a highly over-sold situation.*

Lower Ratio: Other companies in our study make stuff – big stuff, cars, trucks, heavy equipment, communication equipment, pipes, transmission and distribution lines, power generation, oil and gas, chemicals – all this stuff requires lots of other big stuff like factories, and many suppliers, big infrastructure to source, build and deliver to customers (inbound and outbound supply chain). The Market Cap to Assets Ratio in this grouping is relatively low, not because they don't have big market caps, but because they have huge Asset Valuations. The interesting point about asset-intensive companies is they do well when they control their costs of operations, when they have very high OX (operational excellence). Asset-intensive companies that have good OX also have good data.

Key Finding – data-driven companies have high CX and high OX – they use information to competitive advantage; they find efficiencies and outpace their peers; they rely on excellent data.

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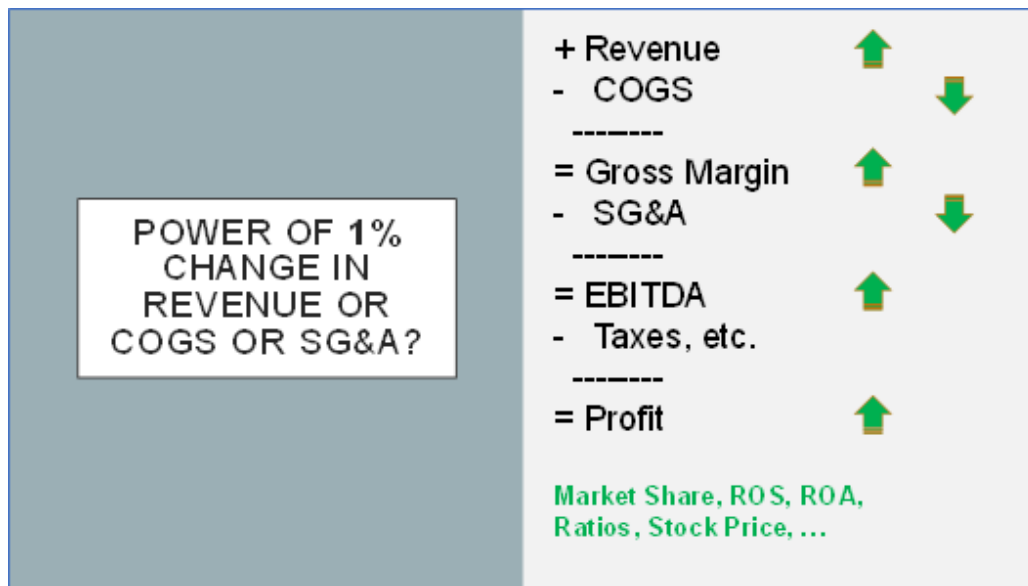
USE OF INTERNAL RATE OF RETURN TO VALUE PROJECTS

Smaller projects do not necessarily have less risk. Projects of lower risk do not necessarily create more value for companies. Sometimes, taking on extra risk, in a diversified portfolio of projects, results in the best overall returns. Armed with the right information business leaders can determine when certain projects are more likely to be above their required Internal Rate of Return (IRR). IRR should always be above your Weighted Average Cost of Capital (WACC). Idle working capital should be invested in somewhat liquid Risk-Free investments such as Treasury Bills, so that a hedge against inflation on cash is created.

If you have very good command, control and analysis of your projects, then likely the Standard Deviation of your returns vs. your IRR is relatively small and biased to the positive. That means you don't have many outliers that are extremely high or low on the return spectrum (or the risk spectrum). It also means you're good at creating and approving projects that result in more value for your customers, your company, your stakeholders and the communities you serve.

When business leaders make the right decisions, and they have the right data that leads them to the right decisions, then they not only stay on the "Efficient Frontier" (balancing risk vs. return) over time, they select projects that will drive up their average IRR, hence, creating more and more value. Chief Financial Officers (CFOs) that balance risk and return create greater market capitalization.

One company might take on 4% risk and achieve a 4% return, or a 6% return. Another company might take on 15% risk and achieve a 5% return or a 12% return. Across a variety of different projects, which taken together make-up the DNA of a company, there will be a series of investments taking on a risk spectrum and yielding a return spectrum. The idea is to stay on the efficient frontier (as close to the best curve as possible) for all projects, while also besting your IRR year after year.

Now that we've looked at Risk and how it may impact your projects, we can think about data as a risk reducer or a risk increaser, or as a value creator or a value destroyer. In like manner we can consider data an asset or a liability.

Key Finding – data is incredibly flexible, reusable, extendable, and when leveraged as an asset in your company with greater usage, higher frequency and velocity it becomes highly valuable.

MOVE THE NEEDLE ANALYSIS

Another way to evaluate your data's impact to your company is to calculate a "move-the-needle- by-1%" on your financials such as Revenue, COGS and SGA as well as on the factors that drive your ratios like ROS, ROA and ROE.

General rule is when your EBITDA is a small percentage of Revenue, then 1% changes in Revenue, COGS and SG&A result in large changes in EBITDA. The same is true for the financial ratios. When we think about the impact of poor data quality on our costs of doing business, moving the needle 1% can have a big impact in percent change to the bottom line. You don't need to have thin margins to make improvements in data quality that do raise revenues, decrease costs and enable transformation.
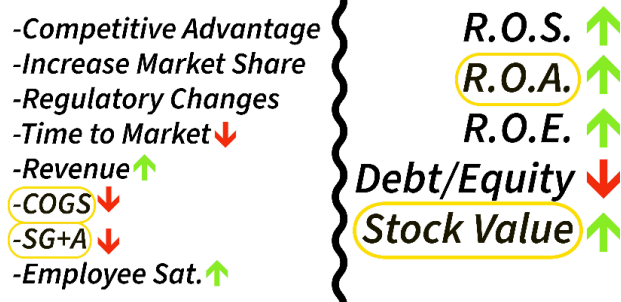
Consistent 1% improvements year-over-year can help improve a company's brand, image, reputation, increase confidence in customers and investors likely will gravitate toward the low Beta (volatility of stock price). Five percent (5%) improvements in Revenue, Cogs and SG&A can improve EBITDA by 100% to 200%, depending on your present EBITDA %.

Key Finding –Bad data can increase risk, and it may be one of the contributors to poor or undesirable business performance. An assessment can help determine if you have bad data and if / how it is impacting you and your business. It is possible to measure that impact so you can examine scenarios for improving your data quality, and sustaining that improvement, to make informed decisions.

TRANSFORMATION READINESS

We find, in most companies, the value of (improved) data quality exists before a digital / business transformation, because bad data impacts corporate performance with existing, as-is business systems. There's no reason to wait. Ignoring bad data any time is not wise. While conducting business / digital transformation can result in improved business performance due to re-engineering business processes and workflows, the total performance improvement expected might not happen with bad data.

Examples of THE WHY ... Transform!

- Competitive Advantage
- Increase Market Share
- Regulatory Changes
- Time to Market ↓
- Revenue ↑
- COGS ↓
- SG+A ↓
- Employee Sat. ↑

R.O.S. ↑
R.O.A. ↑
R.O.E. ↑
Debt/Equity ↓
Stock Value ↑

Fixing data prior to transformation brings savings forward to the present time and helps lay the foundation for the transformation itself, because, with respect to data, lessons learned about the data, how it impacts business execution today and how the organization is structured (or not) for data governance, whether the organization is ready for change, and other factors that result in better data quality, informs us about transformation readiness.

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Let's compare three scenarios for when to begin the data transformation, and the likely impacts on the business (and remember, business transformation takes years of planning, design, realization and execution, then affirming the success / failure):

1. After business transformation
   a. Total expected value for the business transformation is not realized (loss of potential value)
   b. Value from improved data quality is delayed by years (loss of value)
   c. Overall project NPV and IRR will be negatively impacted
2. During business transformation
   a. Lot of change and the planning of change happening simultaneously
   b. Could overlook potential benefits and capabilities by juggling too many things
   c. Some delay to go-live is possible, if project execution problems arise
   d. Some delay to savings accruals may occur, impacting overall project NPV and IRR
3. Before business transformation
   a. Helps assure the full value expected from the business transformation is realized
   b. Helps assure the full value from the data is realized (and starts to accrue years ahead of schedule)
   c. Helps reduce risks to the business transformation (delays to go-live caused by not ready data, unavailable data, poor quality data)
   d. Helps assure the processes and organization to keep the data clean is in place and functional by the time business transformation go-live (risk avoidance of problems during transformation and post-go-live caused by bad data)

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UTOPIA SVM VALUE FRAMEWORK

VALUE CAPTURE, VISUALIZATION, AND CONFIRMATION

Below is a diagram illustrating our framework for value capture relating to data. What we call "mini models" are financially sound, business-aligned, use-case based, detailed models of various scenarios or business processes, such as, but not limited to the list in the text box.

Each mini model requires inputs which may come from quarterly and annual reports (10-Q and 10-K), inside-out discovery (conversations and surveys with employees), outside-in exploration (3rd party analysist, industry experts, industry benchmarks and C-Level executives, competitors / peers in same industry) and a clear understanding of the business processes involved, not

SVM ROI Mini-Models
- Move-to-S/4HANA
- MRO Supply Chain Optimization
- Asset Effectiveness
- Unplanned Plant Downtime Reduction
- Skilled Labor Wrench Time Savings
- Utility Rate Case
- Retail Transformation
- Capital Project Hand-over
- GIS/EAM Synchronization
- Hidden Data Factory Productivity (aka, Time and Motion Study)
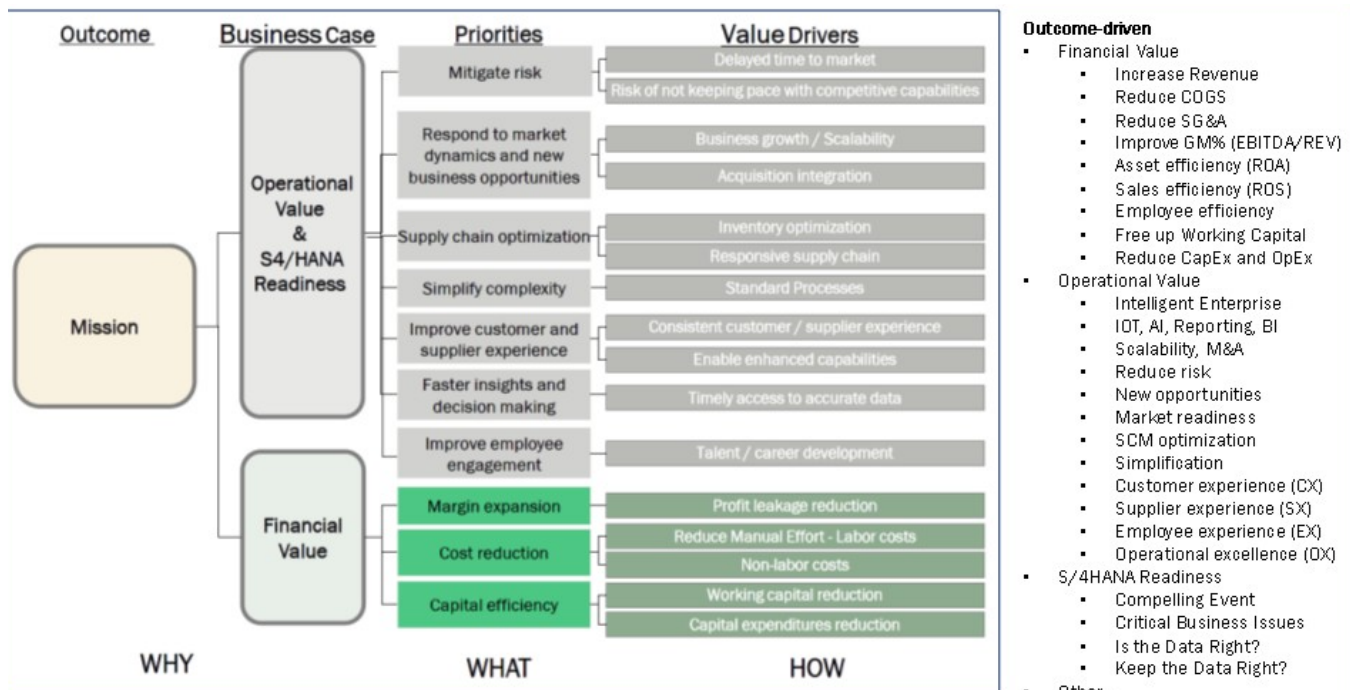- and Others

just generically, but within each company being examined. Lacking that, general assumptions may be made about certain inputs based on industry norms or benchmarks, or the mini model may be 'shut- off' as having no impact either way on the macro-model.

As a general observation, if data impacts more and more mini models, the derived NPV from the macro model tends to grow.

Each mini model generates a one-time savings and a recurring annual savings. These are mapped and linked via cause-effect (determined several ways, such as best practices, value assessment, outside-in analysis and inside-out discussions with clients) to decide the impact to the macro model.
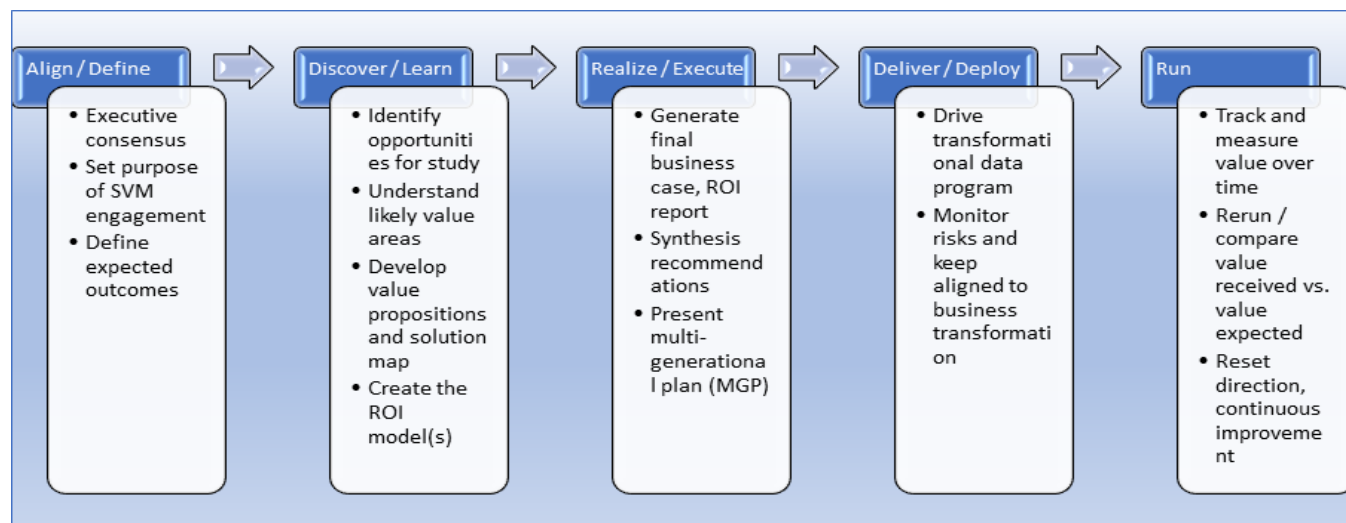
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Reliable cause-effect relationships driven from each switched-on mini model depends on the trustworthiness of the information gathered and, on any assumptions, made to justify or substantiate the overall savings potential.

It is important that subject matter experts, line of business owners and executives be involved in the value capture process, to assure the result is credible. If it is not, then there's no trust in the data – the result is just noise. It is important that everyone trusts the calculations.

Align / Define	Discover / Learn	Realize / Execute	Deliver / Deploy	Run
• Executive consensus • Set purpose of SVM engagement • Define expected outcomes	• Identify opportunities for study • Understand likely value areas • Develop value propositions and solution map • Create the ROI model(s)	• Generate final business case, ROI report • Synthesis recommendations • Present multi-generational plan (MGP)	• Drive transformational data program • Monitor risks and keep aligned to business transformation	• Track and measure value over time • Rerun / compare value received vs. value expected • Reset direction, continuous improvement

The macro model simply follows the usual financial models seen in annual reports for public companies. In the model there are various ways to capture information. For public companies and certain privately held companies there is a wealth of information online. Additionally, one can use "move-the-needle" or 1% sensitivity analysis which asks, "If we change something by 1%, given all else being equal, how do the output KPIs change?" One may also adjust the mini models to move the dials based on predicted outcomes and see how the macro model is likely to change (simulation).

Our SVM practice takes this further. We can run this simulation before your transformation program to determine likely outcomes (predictive value, expected value). From there mutually we can discuss and prescribe a plan of action for data strategy, data governance, data quality, data migration and data enhancements, as well as ongoing data governance (get the data clean, keep the data clean). After your transformation, we can use the exact same model to measure actual outcomes and compare with the expected value. If there are differences, we would determine the most likely reason(s); if it was the model, the inputs, errors in implementation of the transformation (applications, technology, systems, processes), or user adoption or other issues, From this we can mutually take corrective action. The goal is to help you achieve your desired and expected outcomes at the lowest risk possible.

Going further, each year thereafter, or at predetermined periods, we can take snapshots of your progress using the same model and trend the results of the outcomes over time. This provides tremendous value (in seeing the value) because it provides a value-driven tool that helps guide you toward a better future.

Key Finding – The value of data doesn't end after the transformation. Data is a corporate capability that enables both transformation and business efficiency and continues to pay dividends going forward after the transformation. Data can also be leveraged before and during a transformation.

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VALUE OF DATA IN ASSET-INTENSIVE INDUSTRIES

Asset-intensive industries (AII) include Oil and Gas, Mining, Natural Resources, Industrial / Heavy Manufacturing, Utilities, Petro-Chemical, Transportation / Travel. Each of these industry sectors have a few things in common: desire to grow by increasing revenue and a need to improve profitability by controlling and reducing costs. Anything outside this is not creating value. We shouldn't exclude environmental impact, sustainability, social responsibility and so on – these aren't necessarily excluded and clearly there is value, but they impact market capitalization, so it is easier to measure the way that changes in the macro models.

Value creation in asset-intensive comes from CRM (CX), SRM / SCM (SX), HCM (HX), FI/CO (FX) and EAM (OX).

Look for another Utopia SVM white paper that dives deeper into the value levers for Asset-Intensive Industries

VALUE OF DATA IN RETAIL, FASHION, CONSUMER, AND MERCHANDISING INDUSTRIES

Let's call the related retail, fashion and merchandizing industries collectively as RFM. Here are some of the key value drivers in RFM, and like Asset-Intensive, some KPIs can extend outside these industry sectors and / or cross-over, so there is no one-size-fits-all:

- Omni channel (Increase Sales)
    - Single version of the truth
    - 360 view of channels and customers
    - Eliminate data inconsistencies
- Supply chain disruption (Increase sales, Decrease costs)
    - Wrong/bad data causes faults in supply chain (stock outs, over stock, excess inventory)
    - Manual re-work (and extra time) required to remediate disruption
    - Suppliers displeased with outcomes (likely customers are as well)
- Analytics and Forecasting (Increase sales, better decisions, management effectiveness)
    - Balancing Supply and Demand, Seasonality, Demographics, Style Change, etc.
    - Predicting and Forecasting by Region, Season, Demographic
    - Trust and credibility in the forecasts – and ability to make right decisions
    - Limited (or improved) managerial and operational visibility
- Data Governance Efficiency (Decrease costs, Increase Sales)
    - Improve data quality by having the right people, process and technology to govern data
    - Reduce high levels of article master data correction and operations costs
- Article Master Maintenance Efficiency (Speed up NPI, Increase Sales and Market Share, Reduce costs)
    - Reduce user fatigue and errors (due to lack of process, lack of technology, …)
    - Improve data quality (by having standards, rules and workflows enforced at data capture)
    - Faster process across departments equals faster New Product Introduction
- IT Costs (homogeneous environment, less integration, economies of scale, reduce costs)
    - Reduce IT silos, reduce costs of disparate systems, reduce costs of maintaining multiple systems
    - Gain efficiencies across IT resources, gain ability for better planning and execution
    - Reduce inability to be flexible with market changes

Look for another Utopia SVM white paper that delves more deeply into RFM.

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CONCLUSION

Data is a vital component of any digital transformation. Because data is often ignored during these programs, or isn't given proper attention, large transformational programs can be exposed to significant risk. De-risking these programs requires a (relatively) small incremental investment to help assure the full realization of all the expected value. Business performance depends

on high-performance, integrated end-to-end business process successful execution. Business process execution depends on good, clean data. Getting your data right and keeping it that way depends on your approach, your journey and your attention to data. Utopia can help. We know data.

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Head of Strategic Value Management, Sales Intelligence and Sales Operations

Mr. Kuketz has spent twenty-five (25) years evangelizing the virtues and value of clean, correct, complete and current data, from the days before master data management was called MDM, to the dawn of Big Data, AI, Machine / Deep / Reiterative Learning, Internet of Things (IoT), Smart Grids, Smart Meters, Smart Phones, Smart Plants, Self-driving Cars and of course The Intelligent Enterprise (TIE). Data is about improving the world.

The reason we value good data is simple – it is transformative, and the world is a better place when the enterprises in it become transformed, when they do what they do better, when they provide optimized products and services that enable their customers the best outcomes possible. Good data makes the world a better place, transform it so our children and their children will thrive for generations.

ABOUT UTOPIA

Utopia is a world-class data solutions provider. As a leading software and services company for end-to-end data quality, data migration and data governance solutions, our "build, fix and sustain" approach helps organizations get their data clean and keep it clean, so those critical business decisions are based on high-quality, reliable data.

DATA AS A
DIGITAL FOUNDATION TO
THE DIGITAL
TRANSFORMATION AND
MOVE TO S/4HANA

Data is a transformational force multiplier

As SAP's worldwide software partner for master data governance, we are the exclusive developer of solution extensions for SAP Master Data Governance focused on enterprise asset management, retail, and fashion. Our solutions help organizations migrate to SAP S/4HANA® leveraging MDG as the bridge, and maintain data integrity between digital twins, across multiple systems of record.

With 18 years of innovative breakthroughs, Utopia firmly believes that "Perfect Data is Perfectly Possible."

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