



For GlaxoSmithKline Consumer Healthcare, +EDM is the Right Prescription for Global Brand Management



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David Cottam
Director of Category Management, GlaxoSmithKline

Company Overview

GlaxoSmithKline (GSK) is a world leading research-based pharmaceutical company with a powerful combination of skills and resources that provides a platform for delivering strong growth in today's rapidly changing healthcare environment. GSK's mission is to improve the quality of human life by enabling people to do more, feel better and live longer. The GSK Consumer Healthcare (CHC) division, operating on a global basis, is one of the world's leading consumer goods businesses in its own right. The CHC portfolio comprises over-the-counter (OTC) medicines, oral care products and nutritional healthcare drinks, all of which are among the market leaders. These include such well-known brands as Aquafresh, Sensodyne, Panadol, Zovirax, Nicorette, Lucozade and Ribena.

Business Challenge

CHC needed to create a master product data hierarchy that would allow them to consistently manage the division's 10,000 to 15,000 SKU's across the various financial, reporting and analysis systems. They were maintaining a Global hierarchy in a SQL database, fed by product data that was gathered via the Internet from the various markets worldwide. In addition, data was collected from various internal systems, including JD Edwards and Unison, a very old in-house mainframe system. Information from these different hierarchies was passed to an Oracle data warehouse on a UNIX platform. From there, it was fed into Cognos PowerPlay and ReportNet systems for analysis and reporting.

"Unfortunately, this arrangement introduced a lot of inconsistency in product data, making it very difficult to get an enterprise-wide view that was accurate and complete, for product planning and management purposes," explains David Cottam, Director of Category Management, Operations Finance. "Not only were the Global and Unison hierarchies separately maintained, even within the Global hierarchy itself, product codes were not unique across markets. The code for "Product A" in one market could be the same as the code for a completely different product in another market. This caused us a lot of problems when bringing them together into the Global hierarchy. And the product descriptions are textual and not consistent, so they couldn't be used to effectively differentiate the codes, either. Also, we were in the process of developing a new hierarchy, the Future Group, which does not include all of our SKUs."

CHC had made a significant investment in the development of their Oracle data warehouse and Cognos analysis and reporting systems. According to Cottam, "We planned to continue to use the Cognos front-end tool with the Oracle back end for our product planning and management. But the accuracy of the management reports that we were producing was poor, and we had to do a lot of time-consuming spreadsheet work to clean them up. We developed

an in-house SQL Server and Visual Basic tool to try to clean up the data before it was passed to the warehouse, but we had limited success. Brand management and the CHC board were very disappointed with what they were getting, and our business intelligence and data warehousing system had developed a bad reputation."

In order to move toward their objective of global brand management, CHC needed the ability to easily and accurately report across territories by product, and roll up the product data into territories and product lines, so that brand management and the CHC board could evaluate brand performance over time, across regions and globally.

"We went to IT and asked them what it would take to develop a better way to clean up the data before it got into the warehouse," Cottam explains. "Based on the initial requirements definition, IT came back to us with an estimate of six months elapsed time and a significant investment to address the problem. Clearly, that kind of delay was unacceptable, so we asked IT to find another way."

The resulting search for a workable off-the-shelf solution led CHC to ClearView Business Intelligence (now part of Inflection Point Systems), specialists in Corporate Performance and Master Data Management solutions. After a thorough analysis of CHC's global brand management requirements, ClearView recommended Stratature's +EDM solution.

+EDM Solution

+EDM is the leading software product for master data management and hierarchy management. With +EDM, CHC was able to establish a brand management solution that would ensure the completeness, consistency and accuracy of all of their brand management data — whether it was fed in from the various global market systems, or gathered from the JD



Edwards and Unison systems — before it was loaded into the Oracle data warehouse and then passed to the Cognos tools for analysis and reporting. +EDM enabled CHC's IT group to provide Cottam with a quick turn-around on the solution he required. It was implemented in just three weeks, enabling the users to begin immediately editing and cleaning their data, and creating product hierarchies. The CHC category management team, supported where necessary by IT, then set about resolving any anomalies in the existing data, and compiling the business rules by which future data would be validated within +EDM.

Edwards, loading the data to Oracle and using Datastage ETL processes to collect the data from Oracle for loading to +EDM. The data was then managed in +EDM. +EDM's rules-based engine produced validation reports that identified any problems with the JDE data. As a result, they ended up with a tool to help them clean up their product data in JDE, as well as in their Global hierarchy. Ultimately, all product data is loaded directly from +EDM to PowerPlay or ReportNet for reporting and analysis.

In addition to the rapid data-loading process, Cottam was pleased by the usability features that enabled CHC to get the system up and running quickly. "By using +EDM, an off-the-shelf solution, IT didn't have a huge task in terms of development and implementation, and +EDM's ease-of-use features, ability to cross language barriers, and Web-based implementation facilitated the rollout. Further, with +EDM, there was no big software installation required, and we were able to conduct all of the training required in an online, Web-based presentation in just a couple of hours," confirms Cottam.

"We wanted an application that would allow IT to control the data structure, while enabling the users to manage their own hierarchies."

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Cottam recalls, "The biggest issue we faced in the implementation was resolving the inconsistency in product names and codes that identify CHC products across the 160-plus markets in which each may be sold. Not only was the same product identified by different codes, depending on the market, but in some cases, different products were identified with the same product code in different countries. These localized names and codes are perfectly valid in their originating systems, but have to be made consistent within the Global brand hierarchy before the data hits the warehouse in order to support centralized brand management and performance analysis. +EDM enabled us to address these problems simply by making slight modifications to our ETL processes, adding a unique country identifier to the product codes."

After the initial load of data, CHC was able to maintain the Global hierarchy within +EDM. They continued to maintain the Unison hierarchy within JD



Summary

CHC needed a global brand management solution that would allow them to consistently manage the division's 10,000 to 15,000 SKU's across all markets in order to get an enterprise-wide view that was accurate and complete, for product planning and management purposes. While CHC wanted to preserve and leverage their significant investment in the Oracle data warehouse and Cognos analysis and reporting systems, corporate brand management and the CHC board were not happy with the quality of the data being produced. Having determined that it would be too expensive and take too long to develop an in-house solution, CHC looked for an off-the-shelf solution, and working with ClearView BI, selected and implemented +EDM from Stratature. +EDM gave CHC the ability to easily and accurately report across territories by

product, and roll up the product data into territories and product lines, so that brand management and the CHC board could evaluate brand performance over time, across regions and globally. With +EDM, CHC has established a solution that ensures the completeness, consistency and accuracy of all of their brand management data, in record time.

With the +EDM solution in place, according to Cottam, "For the first time ever, we are able to produce consolidated reporting that we can trust, across markets and product groups."

Plans are now in hand to extend the use of +EDM to handle master data for non-global brands, as well, which will bring the entire product portfolio of this £5 billion global business into +EDM.



Unexpected Benefit

Although the original scope of the +EDM project at CHC was only to support product data, by the time the +EDM project team had finished working with ClearView on that aspect of the implementation, CHC had independently loaded up their customer information, and had begun using it to support and manage their customer data (large wholesalers, supermarket chains, etc.).

ClearView senior consultant Ken Tilley confirms, "+EDM's ease-of-use features enabled CHC to build the customer model themselves, during the same three weeks as +EDM was being implemented and the product model loaded. This gave them the ability to report sales by customer. +EDM truly gives them master data management capabilities across the board. There are many areas within the company where the same software can be used — anywhere they need roll-up and management of master data."

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A Wholly Owned Subsidiary of Microsoft

Atlanta Headquarters
11625 Rainwater Dr.
Alpharetta, GA 30004
Tel: 678 353 2150

Washington DC Office
6354 North 12th Place
Arlington VA 22205
Tel: 703 599 5994

Vancouver Office
708 West 26th Avenue
Vancouver, BC, V5Z-2E8
Tel: 604 880 2045

San Francisco Office
925 Lakeville St. #104
Petaluma, CA 94952
Tel: 707 780 1966

UK Office
1 Farnham Road
Guildford, Surrey GU2 4RG
United Kingdom

web: www.stratature.com • email: sales@stratature.com • fax: 678 353 2151