

The background of the slide features a faded, grayscale image of several business professionals in a meeting. They are dressed in business attire and appear to be looking at a computer screen or documents. The overall tone is professional and collaborative.

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Where Success Meets You

**How BPC Optimized for S/4HANA Helped
Under Armour Strengthen their Planning
and Consolidation Capabilities**

Dev Desai – Under Armour

Steve Brazeal - TruQua

SESSION CODE: 11109

**ASUG ANNUAL
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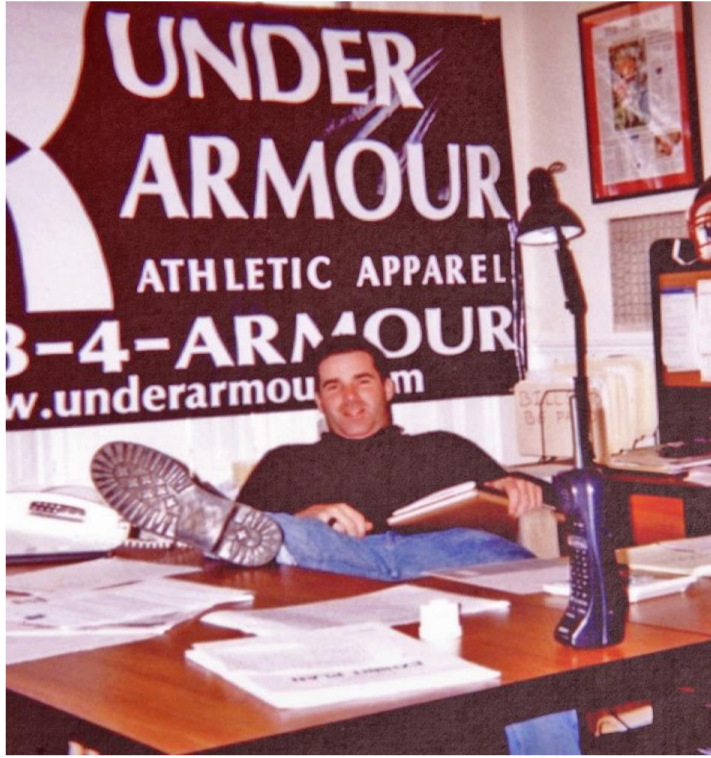


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AGENDA

- Under Armour Overview
- Under Armour Benefits from BPC Optimized for S4/HANA
- BPC Optimized for S4/HANA Decision Process
- Key Building Blocks for Planning
- Consolidation Specific Building Blocks
- Requirements for Success
- Lessons Learned

UNDER ARMOUR COMPANY OVERVIEW



- Founded in 1996 in Grandma's basement
- ~\$100k in Net Revenue
- Sold one type of product only in the U.S.

UNDER ARMOUR COMPANY OVERVIEW



- Global brand selling Apparel, Footwear, Accessories
- World's largest health and fitness community
- ~\$5B in Net Revenue
- Headquartered in Baltimore, MD with 34 locations globally
- 14,000 teammates



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Benefits

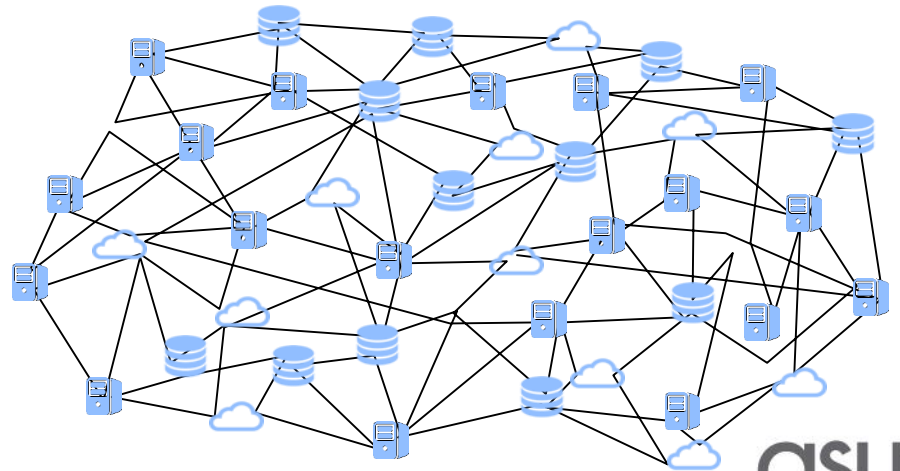
Implemented BPC Optimized for S/4HANA for both Financial Planning and Consolidations in July 2017

Benefits Include:

- Real-time view of actuals in planning
- Elimination of batch load processes
- Single source of master data maintenance within SAP FMS
- Increased self-service reporting
- On the fly currency translation, enabling ad-hoc currency neutral reporting
- Reduction of consolidations cycle time from 3 hours to about 20 minutes

HISTORY with SAP

- Implemented SAP Apparel Footwear Solution (AFS) in 2006 for our Wholesale business in North America and Europe
- Ran a 3rd party ERP for our Retail business in North America
- Implemented BPC v7.5 for Financial Planning in 2010 and BPC v7.5 for Consolidations in 2011
- 180 non-integrated systems



Why FMS (Fashion Management Solution)?

Need to remove complexity from the IT landscape and build a scalable long-term solution to meet Under Armour's growth.

- Create a single view of inventory
- Enable real-time reporting
- Reduce multiple instances of master data maintenance
- Simplify

Embarked on implementation of SAP Fashion Management Solution (FMS) and BPC Optimized for S/4HANA in September 2015.

WHY REPLACE BPC v7.5 SOLUTION?


The BPC v7.5 system would become inoperable based on master data changes driven by the FMS implementation

- Example: Profit Centers (> 600) was reduced to about 200, utilizing COPA characteristics “Product Division” and “Distribution Channel” to remove complexity from Profit Center.

Simple Finance (S/4HANA Finance Release 1605) is included as part of FMS, enabling the following options:

- BPC Optimized for S/4HANA
- BPC Embedded v10.1
- BPC Standard v10.1

BPC Version Selection

Requirement	Optimized 	Embedded	Standard
Elimination of batch load processes	Single source of data	Use Standard BW Loads	Build Data Manager Loads
On the fly currency translation	Standard BW capability	Standard BW capability	Uses calculate and store
Speed up processing time	Can push most processing to HANA	Can push most processing to HANA	Limited functions pushed to HANA
Ability to report dynamically	Possible with Analysis for Office	Possible with Analysis for Office	Possible with EPM Add-In
Highly Formatted Reporting	Use Excel functions referencing BEx	Use Excel functions referencing BEx	EPM Add-In has advanced formatting
Consolidations	Available	Available	Available

Components of BPC Optimized for S/4HANA

- BPC Embedded (Required)
- Real time FMS data access (Virtual BW Objects & Corresponding HANA Views)
 - Implemented
 - Eliminates batch load processes
 - Eliminates duplicate maintenance of master data
- Planning Templates and Functions
 - Not implemented
 - Does not support rolling forecast
 - Does not support currency translation on the fly
 - Does not support level required by Under Armour

The screenshot displays the SAP S/4HANA configuration interface for an InfoCube. The top pane shows the 'InfoCube' configuration for 'Financials Actuals via Hana' (Techn. name / value: /ERP/SFIN_V01). The 'Dimensions' section lists various dimensions and their corresponding InfoProviders:

Dimension	InfoProvider
Data Package	/ERP/SFIN_V01P
Time	/ERP/SFIN_V01T
Unit	/ERP/SFIN_V01U
Ledger	/ERP/SFIN_V011
Version	/ERP/SFIN_V012
Account	/ERP/SFIN_V013
Organizational Units	/ERP/SFIN_V014
Partner Organizational Unit	/ERP/SFIN_V015
Product	/ERP/SFIN_V016
Customer	/ERP/SFIN_V017
Sales	/ERP/SFIN_V018
Client	/ERP/SFIN_V019
Others	/ERP/SFIN_V01A

The bottom pane shows a BPC report titled 'Cost Center Planning on Periods' for the system 'ERD' and client '200'. The report includes data source information, plan data selection, and a table of cost center data:

Cost Center	G/L Account	Total Actual 2016	Total Plan 2017	Period 1	Period 2	Period 3	Period 4
10001049	Sls Admin (-) UAFS128 Selling, General and	0.00					
	(-) UAFS26 Salaries and Burden	0.00					
	(-) UAFS170 Salary and Wage Expe	0.00					
	600000 Salaries	0.00					
	600012 Overtime	0.00					

PLANNING SYSTEM ARCHITECTURE

Reporting/Input
(User Interface)

Analysis for Office

Driver Calculations
Disaggregation
Copy/Clear

BEx Query

On the fly Calculations
Currency Translation

MultiProvider

Planning Functions

HANA DB

FMS (with Simple Finance)

BW

- Universal Journal (ACDOCA)
- Master Data (G/L Account, Profit Center,...)
- Plan Data (BW InfoCube)

INPUT SCHEDULE STANDARD LAYOUT

UA Logo

Refresh, Save, Calculate buttons

Dynamic column headers

User navigation panes

Dynamic plan/actual sourcing

Workbook FAQ and user instructions

Result reporting with on-demand currency translation

The screenshot shows an Excel spreadsheet titled "Revenue Planning - Wholesale". The spreadsheet is divided into several sections. On the left, there is a "User navigation panes" section with a red Under Armour logo and a list of metadata including Company Code (1015), Profit Center (653), Dist. Channel (10), Customer Group (#), Sub Region (#), Date (5/25/2017), System (ERD), User (SEDELSTEIN), Category (PLAN05), Exchange Rate (M), and Country (US). At the top, there are buttons for "Refresh", "Save", and "Calculate". The main data area has columns for "Company Code", "Country", "Unit", and "Plan (PLAN05) Jan 2017". The data rows are categorized by product type (Apparel, Footwear, Accessories) and include sub-totals for Gross Sales, Preferred Pricing, Markdowns, Sales Returns, and Discounts. A "Workbook FAQ and user instructions" callout points to a "FAQ" tab at the bottom. A "Dynamic plan/actual sourcing" callout points to the plan columns. A "Result reporting with on-demand currency translation" callout points to the "Unit" column.

Company Code	Country	Unit	Plan (PLAN05) Jan 2017
1015	US		
Revenue - Apparel (€)			
Revenue - Footwear (€)			
Revenue - Accessories (€)			
Total Revenue (must sum to 100€)			
Gross Sales (amount)			
€			
Preferred Pricing - Apparel (€)			
Preferred Pricing - Footwear (€)			
Preferred Pricing - Accessories (€)			
Preferred Pricing - wAVG (€)			
Preferred Pricing - Manual (amount)			
€			
(Total) Sales Allowances (€)			
(Total) Freight - Other (€)			
Markdowns - Apparel (€)			
Markdowns - Footwear (€)			
Markdowns - Accessories (€)			
Markdowns - wAVG (€)			
Markdowns - Manual (amount)			
€			
Sales Returns - Apparel (€)			
Sales Returns - Footwear (€)			
Sales Returns - Accessories (€)			
Sales Returns - wAVG (€)			
Sales Returns - Manual (amount)			
€			
Discounts/Co-Ops - Apparel (€)			
Discounts/Co-Ops - Footwear (€)			
Discounts/Co-Ops - Accessories (€)			
Discounts/Co-Ops - wAVG (€)			
License Revenues (amount)			
€			
House Margin - Apparel (€)			

Standard Reporting Prompts

- Off Set Value, Exchange Rate Type and Reporting Currency used for “on the fly” currency translation (some reports include multiple translation methods within same report for FX Neutral analysis)
- Planning Category used to select which forecast/plan should be shown along side actuals (or an alternate forecast version)
- First Planning Period drives the division between actuals and plan

* Off Set Value

Current Year Rates

* First Planning Period

001.2017

* Reporting Currency

USD

* Exchange Rate Type

M

* Planning Category

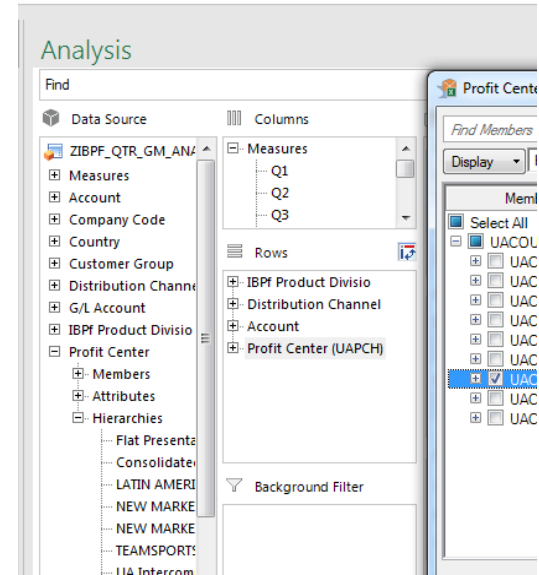
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DAAS (Data as a Service) Approach

Flexible BEx queries written for maximum data reporting capability accessed through Analysis for Office (AO)

AO Panel allows drag and drop of dimensions – with options for filters or to display by hierarchy

Possible to use AO filtering, calculations, formatting and more



Open/Close Forecasts by Category

Using BW-IP data slice capabilities with a custom BADI to lock forecasts by:

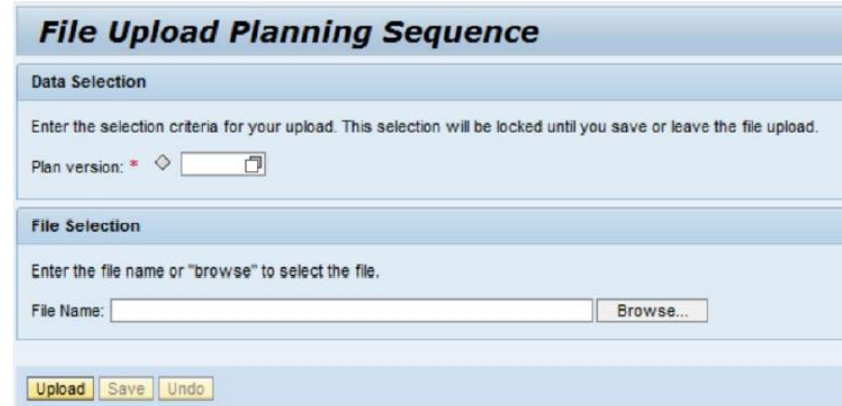
- InfoCube (Revenue, SG&A, Headcount, Balance Sheet,...)
- Plan Category
- Fiscal Period

Administrator uses analysis for office to update the lock table. Lock status prevents updating of data.

	Fiscal year/period	JAN 2018	FEB 2018	MAR 2018
Category	IBPF INFOPROVIDER	IBPF PLANNING STATUS	IBPF PLANNING STATUS	IBPF PLANNING STATUS
F0	ZIBPF_07	UNLOCKED	UNLOCKED	UNLOCKED
F0_QBR	ZIBPF_07	LOCKED	LOCKED	LOCKED
F1	ZIBPF_07	LOCKED	LOCKED	LOCKED

Flat File Load Capability

- In certain cases, the forecast users benefit from uploading files into the system. BPC embedded does not use data manager, so a new version of flat file load must be used:
 - Implemented note 2053696 - How-to Load a File into BW-Integrated Planning or BPC Embedded (Versions 3 & 4)
 - Added some logic in user exit BADI to ensure only valid entries are accepted



The screenshot shows a dialog box titled "File Upload Planning Sequence". It is divided into two main sections: "Data Selection" and "File Selection".

Data Selection
Enter the selection criteria for your upload. This selection will be locked until you save or leave the file upload.
Plan version: *

File Selection
Enter the file name or "browse" to select the file.
File Name:

At the bottom of the dialog, there are three buttons: "Upload", "Save", and "Undo".

Features Used for Consolidations

Feature	Usage
BPC Consolidation Business Rules	Balance Carry Forward, Currency Translation, Eliminations and Account Calculation
BPC Journals	Top level consolidation only entries
BPC Consolidation Monitor	Execute and track the process
BPC Ownership Manager	Assign company ownership structure
Optimized Content	Using real time profit center and cost center master data and hierarchies

* Real Time Consolidations not available in v1605

Automated Load of GL Account and Financial Statement Version (as reporting hierarchy)

Created ZGL_ACCT InfoObject for GL account

- Used delivered /ERP/GL_ACCT as a template then added additional consolidation attributes

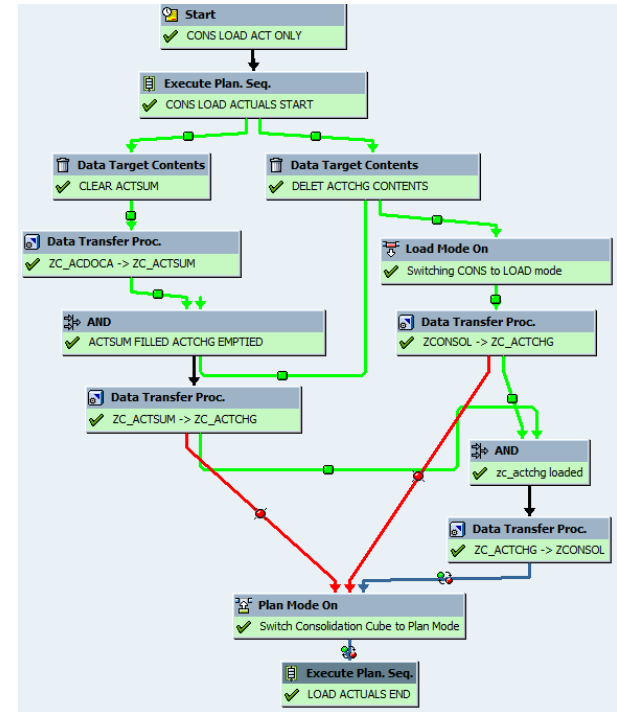
Using standard BW 0GL_ACCOUNT extractors to load

- Members
- Descriptions
- Hierarchies

▼ BPC CONS GL ACCT	ZGL_ACCT
▼ BPC CONS GL ACCT (Attributes)	ATTRIBUTES ZGL_ACCT
▼ RSDS 0GL_ACCOUNT_ATTR ERDCLM	0A1D4FI361YR5KOWY4LPUBCOASEW..
▶ G/L Account Number	0GL_ACCOUNT_ATTR
▶ Data Transfer Processes	ATTRIBUTES ZGL_ACCT
▼ BPC CONS GL ACCT (Hierarchies)	HIERARCHIES ZGL_ACCT
▼ RSDS 0GL_ACCOUNT_T011_HIER_2	0JBRCKLYLH8RATR2ND8GL89EHRZ..
▶ G/L account number	0GL_ACCOUNT_T011_HIER_2
▶ Data Transfer Processes	HIERARCHIES ZGL_ACCT
▼ BPC CONS GL ACCT (Texts)	TEXTS ZGL_ACCT
▼ RSDS 0GL_ACCOUNT_TEXT_2 ERDCLM	0MZLX19PYOVLTLW680GSSY5BN0LD..
▶ Account Number	0GL_ACCOUNT_TEXT_2
▶ Data Transfer Processes	TEXTS ZGL_ACCT


Consolidation Transaction Data Load

- Started by using OFI_ACDOCA_10 extractor to load ACDOCA
 - Extractor was taking a long time and failing (in excess of 200 million records per month)
- Created a new load process, reading from a virtual cube
 - Faster load with better reliability
 - Loads delta to consolidations
 - Maintains audit trail



User Submits Data Loads from Excel

- To facilitate a process without delays, the user can submit the load process chains from Excel
 - Using BPC embedded planning function to submit BW process chain
 - Many safeguards built in (validating month chosen and ensuring previous submissions are done)

	A	B	C	D	E	F	G	H
1		System:		ERQ				
2								
3								
4			Load Actuals Only		Check Status			
5								
6								
7								
8								
9			Load GL Accounts		Monitor Status			
10								
11								
12								
13			Load Accts and Actuals		Cancel			
14								
15								
16								

Advanced Consolidation Monitor

- Consolidation process execution
- Progress monitor
- Tracks both steps and companies completed

Task Type	Task Name	Description	Setting
1 Carry Forward	Carry Forward	Bal Carry Fwd	
2 Account-based Calc	Calc Flow 900	Calc Flow 900	CALC_ID=CALC_CLOSING
3 Currency Translation			
4 Eliminations and Adj			

SAP Business Planning and Consolidation Steve Brazeal

Consolidation Monitor

Consolidation Model Fiscal year / period: JAN 2018 BPC CONS Version: ACTUAL RTC Group: UNDER ARMOUR INC

Execute Reset Refresh Display Running Processes Show Description

Group/Entity	Bal Carry Fwd	Calc Flow 900	Curr Translation	Elim/COI
10CG	Done	Done	Done	Done
• 001020	Done	Done	Done	Done

Requirements for Success

- Include international groups in your requirements gathering stage
- Training/change management – Do LOTS!!
- Testing – Do LOTS!!
- Technical Skills
 - Project team
 - BPC embedded
 - Analysis for Office Skills / BEx query designer
 - Strong Excel / VBA skills
 - ABAP development, HANA modeling
 - Post go-live support
 - Analysis for Office Skills / BEx query design
 - Strong Excel / VBA skills

Lessons Learned

- Hire a strong and highly qualified integration partner
- Stay on the most recent support pack if you can!!
- Design reports to include “other” for unexpected values – don’t hardcode
- When building system, choose formats which provide the most capability (maybe have 5 decimal places, even if you think 2 is enough)
- Planning functions if configured incorrectly, can perform up to 50 times slower – small details matter
- Train, train, train
- Test, test, test

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Thank you for attending my session!

For questions, contact me at:

Dev Desai (d-desai@underarmour.com)

Steve Brazeal (steve.brazeal@truqua.com)

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