How Under Armour Improved Visibility into International Performance Data

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Session ID: 4863

IN THIS SESSION

- Case study of Under Armour's recent SAP Business Planning and Consolidation (BPC) application analytics project
- Understand how Under Armour has gained deeper visibility into the financial performance data of their international business units
- Learn how data from SAP BPC was leveraged to deliver scorecards and analytic solutions using Business Objects reporting tools
- Outlook into how the solution is being further leveraged and deployed across the enterprise for additional business units

SPEAKER INTRODUCTION

Eric Olsson, Director of BI for International, Under Armour Inc.

Tony Guetersloh, BI Practice Lead, TruQua Enterprises, LLC

UNDER ARMOUR COMPANY OVERVIEW

- Worldwide producer and distributor of athletic performance apparel, footwear, and accessories
- Headquartered in Baltimore, MD
  - International division HQ in Panama City, Panama
- $4B annual revenue, with over 30% YoY quarterly growth in last 12 months
  - 6 years of 20%+ quarterly growth
- Approximately 5,800 full-time employees
- Recent rapid growth in North America, now targeting growing market share in emerging markets
- Running SAP since 2006

UNDER ARMOUR

PROJECT DESCRIPTION

Under Armour was seeking to implement a reporting and analytics solution for their international division to provide:

- A monthly management reporting package for all regions outside of North America that incorporated data from SAP Business Planning and Consolidation (BPC), SAP Business One, and other retail sources
- An analytical model which will support multiple queries, drilldowns, and views of the data
- Multiple calculated measures to account for different currency rates, forecast cycles, prior year comparisons, and other business reporting requirements
- Foreign currency neutral reporting across regions
- A consistent single view of the “truth” to be deployed across all levels and regions of the organization
- Use of Business Objects to leverage their investment in the advanced suite of reporting and front-end tools for generating and publishing consistent financial reports

REQUIREMENTS OVERVIEW

All required financial data resided in SAP BPC 7.5, but the only method to access data was to use Excel-based BPC plug-in and EVDRE/EVGET formulas.

- Existing process to pull data involved multiple manual spreadsheets with variations on how key measures were defined
  - Labor intensive
  - Error prone
  - Inconsistent across regions and business units

REQUIREMENTS OVERVIEW

Solution needed to deliver the following requirements:

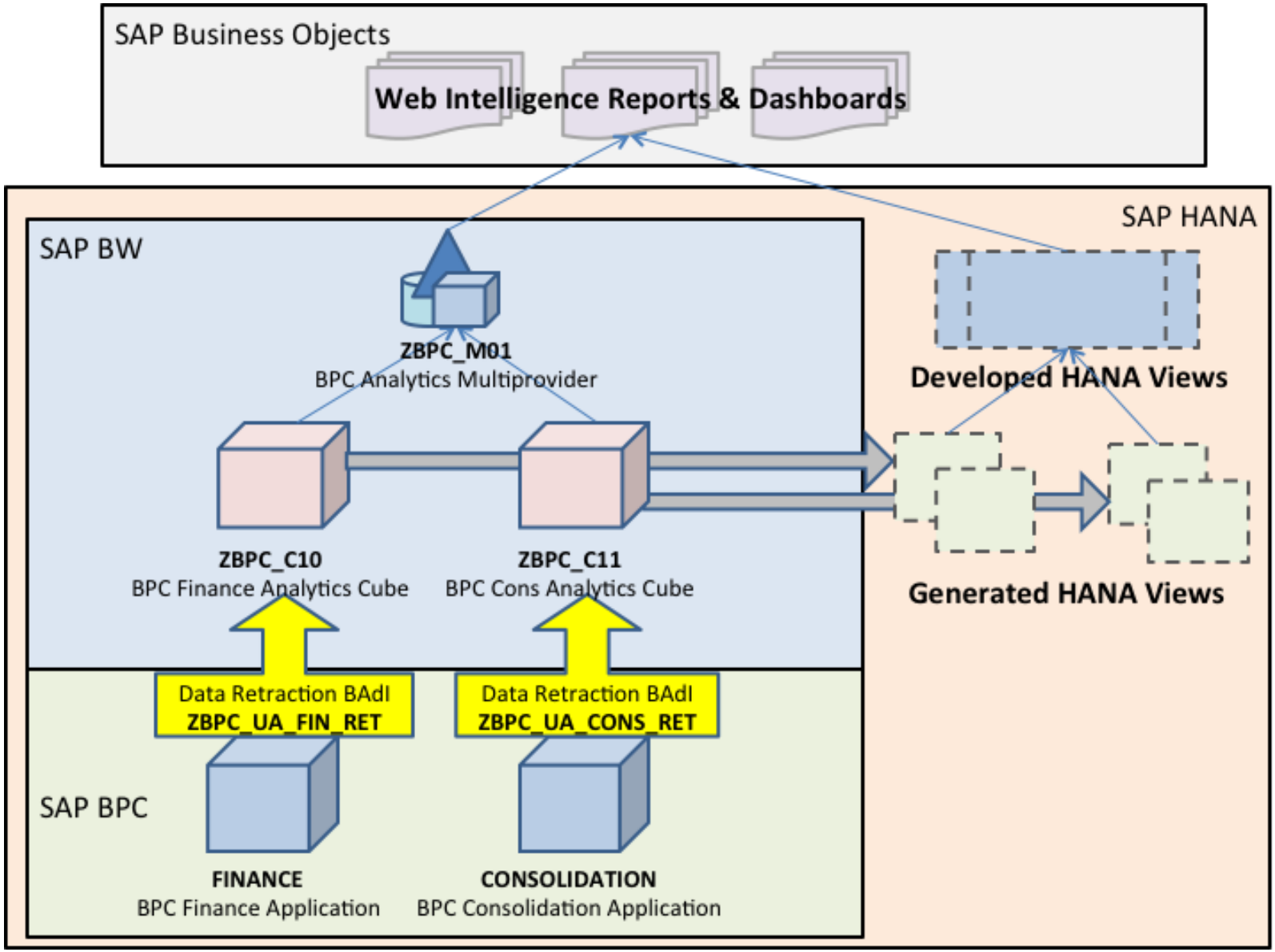
- Data reconciles perfectly with SAP BPC
- Various reporting tools can be used to read and analyze the data
- Support for multiple queries, drilldowns, and ad-hoc views of the data
- Reports are consistent for each region and business unit
- Include foreign currency neutral reporting and comparisons across forecast cycles and prior years
- Significantly reduced manual effort and support required

SOLUTION OVERVIEW

Solution was to build new BW standard InfoCubes to support analysis and reporting on the BPC data outside of the BPC interface for MS Excel. Overall design of the model includes:

- New BW InfoObjects created as “reference objects” to the standard BPC (/CPMB/*) generated InfoObjects to maintain real-time links to BPC master-data
- Cubes modeled to reflect the BPC application models
- Data extraction into the cubes using the “data retraction” BAdI to maintain all BPC application and data integrity
- Multiple calculated measures to account for different currency rates, prior year comparisons, and other business reporting requirements
- HANA Views and BEx queries built on the cubes for consumption by Business Objects front-end tools
- Final reports built in BusinessObjects Web Intelligence
- Flexible data model to support additional reporting and analytics beyond the Monthly Performance Overview

SOLUTION ARCHITECTURE

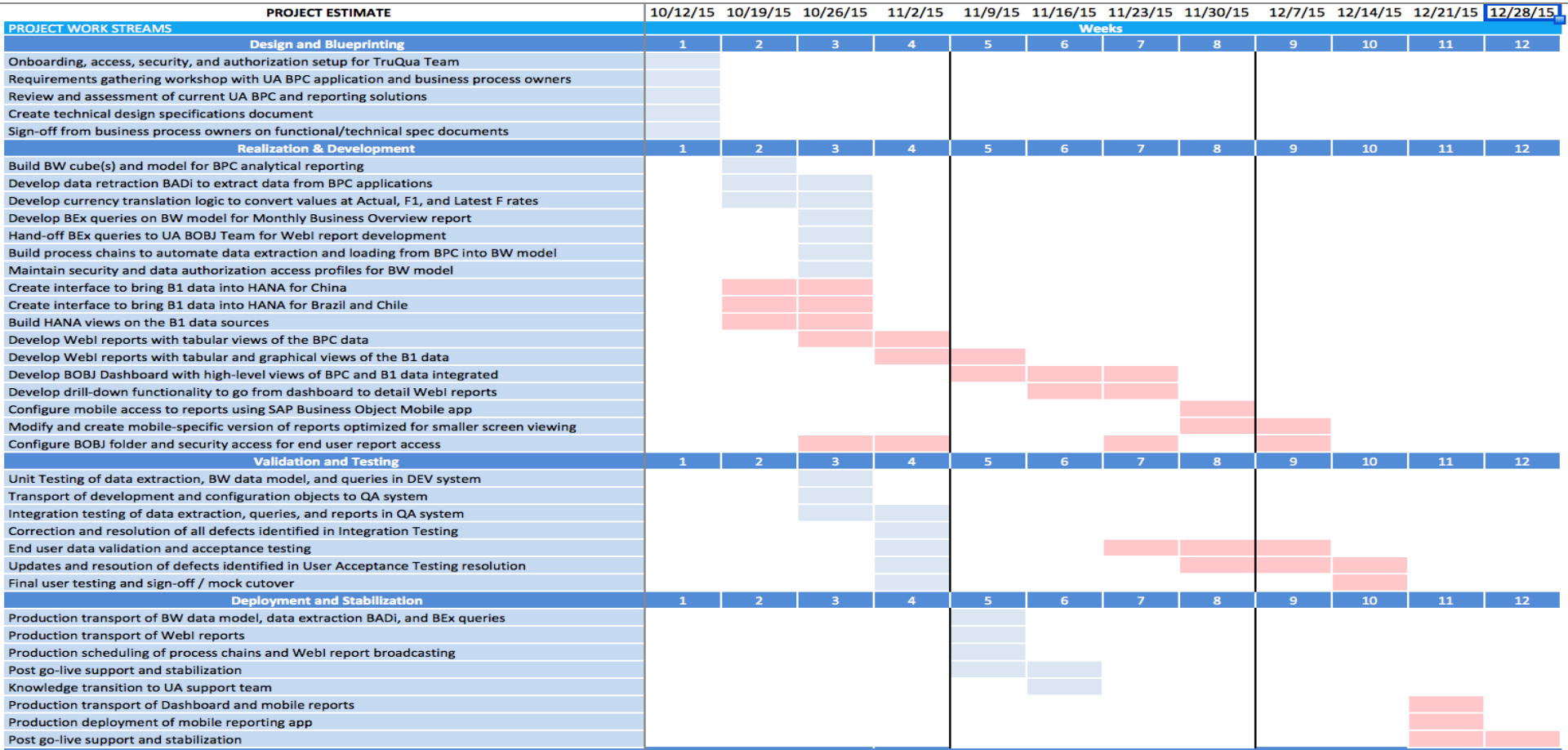


WHY THE RETRACTION BADI?

- Data in BPC Standard is not stored the same as data in standard BW InfoCubes
  - Hierarchy values posted at every node level
  - No sign flips for income vs. expense accounts
  - Currency and UoM conversions
  - Periodic measures vs “Sign Data”
- Standard BW extraction methods will not properly work on BPC cubes
  - Data will be incorrect
  - BPC application logic ignored
- To preserve BPC application logic, custom deployment of BPC retraction BAdI implemented
- Auditability back to BPC and change logs of who/when information was updated

PROJECT TIMELINE

- 12 week project duration
  - 6 weeks to build and deliver BPC Analytics cube solution and Retraction BAdI
  - 6 weeks to create and deliver reports and scorecards



PROJECT RESOURCES

- Project Team:
  - Project Manager – Under Armour
  - BPC / BW Architect – TruQua
  - ABAP / BAdI Developer – TruQua
  - Web Intelligence Report Developer – Under Armour

ISSUES AND CHALLENGES

- BPC Environments did not match between Dev, QA, and Prod
  - Dev and QA restored from backup of Prod to ensure consistent object definitions across landscapes
- Multiple hierarchies in BPC used in single reports
  - BPC reports mixed multiple business unit hierarchies across region, channel, and cost centers
  - BW / BEx only allows one active hierarchy at a time within a report
- Definition of SG&A roll-ups and allocations differed across regions and business units
  - Multiple meetings with financial analysts required to reach consensus and agree on consistent definitions
- Occasional data inconsistencies when retraction ran on very frequent basis
  - Technical issue with how BAdI reads multiple intersecting data packages at once
  - Ongoing open incident message with SAP
  - Drop and reload of affected period corrects the data

PROJECT RESULTS

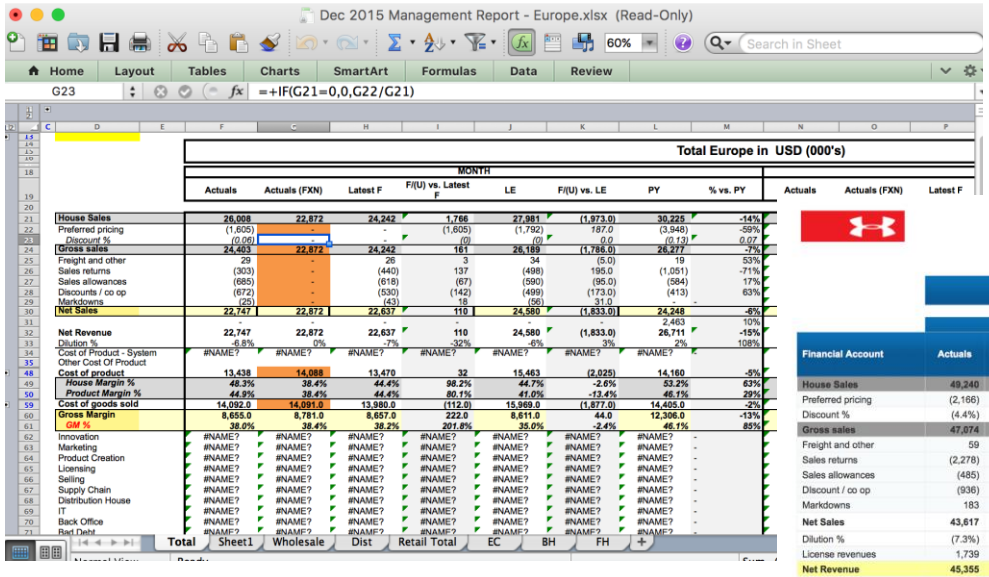
- Successfully built and deployed solution within defined project timeline
- Use of Retraction BAdI ensured data tied correctly between BPC and BW Analytics cubes
- BEx queries produced to create initial format and calculations for Management Performance Overview reports
- Web Intelligence reports produced to include all required drilldowns by region and business unit

PROJECT RESULTS

- Comparing before and after Performance Overview Reports

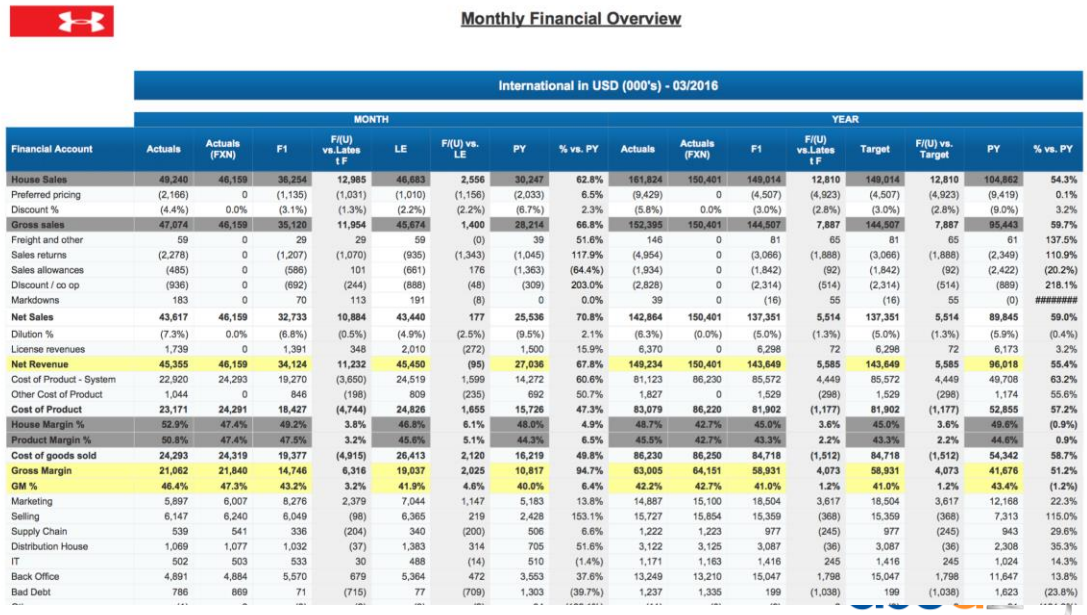
Before

- Excel-based; manual



After

- Generated in Web Intelligence
- Filtered and published for each Region / BU



FUTURE OUTLOOK

- Due to success of project for International, other regions and business units seeking the same solution
  - North America deployed in March 2016
- Deploy mobile reports and dashboards in addition to standard WebI reports
- Enable ad-hoc data analysis and exploration to power users through BEx and/or SAP Lumira
- Migrate solution to BPC 10.1 as part of broader SAP FMS (Fashion Mgmt Solution on S/4HANA) deployment project at Under Armour

3 KEY LEARNING POINTS

- Deploying standardized financial reports to all international business units first requires significant buy-in and consensus from Finance Analysts across the enterprise
- Pulling BPC data into standard BW cubes is not as simple as a straight-forward extraction
  - Special programs are required to maintain the application logic and data integrity from BPC
- Building a dedicated analytics model for BPC data opens up many new possibilities for reports, scorecards, dashboards, ad-hoc data exploration, and mobile analytics to free your users from the limits of Excel

RETURN ON INVESTMENT

Upon deployment of the solution, Under Armour has recognized the following benefits:

- Significantly reduced manual effort to produce monthly performance reports
- Consistent financial data provided at all levels of the organization
- Company financial data more widely available for reporting
  - Previously controlled by small cadre of skilled BPC Excel users
  - Now available to anyone who builds reports in our standard environment using our standard tools

BEST PRACTICES

- Maintain current BPC hierarchies in system as enterprise structure changes
  - Do not make local report adjustments otherwise central reporting becomes patchwork and difficult to tie out
- Build as many common calculations and filters into the BW / BEx layer as possible to reduce the amount of custom report elements required in Web Intelligence
- Keep the BPC landscapes in sync across Dev, QA, and Production
  - Do not make BPC model changes directly in Production
- Pick the right partner with the right level of application knowledge and experience to ensure a successful project

CLOSING

Thank you!

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