

# The road to One Honeywell

How ERP migration acts as a unifier



**Nader Anaizi, Honeywell's Director of Data Management, explains how enterprise resource planning (ERP) migration strategy is driving the firm's digital agenda.**

## **What benefits have you achieved from your ERP migration?**

We're very cost-effective now. I have to make changes on only a handful of ERPs, rather than hundreds. There are many fewer pain points in implementing changes and significant cost-management benefits.

## **What motivated the ERP migration at Honeywell?**

It's a digital transformation initiative really; we're in the early-to-middle stage. One on-going challenge is having disparate processes and data across the company. Our reference data, hierarchies and ERPs were at odds with each other, which made it difficult to act as one organization. With ERPs, you're essentially running many businesses on each instance. And, if one of the businesses is running even slightly differently, it can derail enterprise-level planning. So, what the executive staff and the board wanted to achieve was a "One Honeywell" approach.

## **Are there other challenges that are motivating you to migrate your ERP systems?**

Another issue has been data quality. Historically, we have simply moved data fields from one system to another, without assessing whether this was necessary. We would replicate business processes automatically from one ERP to another; there was no proper analysis of the process and whether the data was needed. This was definitely a risk to the "One Honeywell" strategy.

## **How have you implemented your ambitious ERP migration strategy and how has your organizational culture evolved?**

We identified "data stewards," who work directly in the functions, to be responsible for mapping out the processes they are running. This helped us rationalize process and develop a standardized global design model. We enabled them to become experts in their processes, and asked them to highlight pain points, so that, when we designed the global model, we were addressing those issues. This required more initial effort but saved time and resources in the long run. The data stewards are also central figures in the technology adoption process.

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