



WHITE PAPER / MANUFACTURING

SAP S/4HANA

Bringing Your Vision to Life via NTT DATA Digital Transformation with SAP S/4HANA for Manufacturing



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1. Introduction

Flexibility – one of the Top Challenges for Every Business in the Manufacturing Industry



» The pace of change has never been this fast, yet it will never be this slow again.«

Justin Trudeau,
Canada's Prime Minister

“The pace of change has never been this fast, yet it will never be this slow again.” The quote of Canada's Prime Minister Justin Trudeau at the World Economic Forum 2018 has once again proven absolutely to the point before, during and after COVID-19 crisis. The ambitious and fast increasing customer expectations are putting all enterprises under huge pressure to innovate and introduce new ways of customer experience and newly engineered products and services. Each B2B company, however, should recognize and adapt trends from the B2C area into the B2B speedily. That said business models are required to change, adapt e. g. in the area of product updates, post-purchase change of configurations and newly introduced particularly in the area of product or add on services. While the number of products, services are increasing i. e. innovations cycles to be shortened, it becomes essential that flexibility to adapt fast is one of the top requirements for every business in the Manufacturing industry in a time of fast disruption.

Digitization and automation for more flexibility.

Our vision for a future high-performance enterprise is adapting at speed and scale of business models, leading innovative customer experience, highly

efficient and profitable business powered by digitalization and automation and finally flexible and resilient in business operations.

Change in the Manufacturing Industry. The journey to the future intelligent enterprise is characterized by typical areas of change. Depending on the type of business it might be a silent and steady but constant process. Only in rare cases disruption happens overnight: Agfa has been disrupted by digital storage and digital cameras overnight, one of the profiteers of this time Olympus has been now disrupted in the area of small compact digital cameras by smartphones. As such in the classic Manufacturing industry disruption happens in smaller subtle steps, which makes it even harder to act in advance and more challenging to convince everybody to evolutionize or revolutionize products, processes, and business models.

Don't wait, just start. However, the crucial point is that companies' negative impact and potential investments to change later or cost of later turnaround will be significantly more challenging, risky and money intense as lost market share or market segments will be conquered by the competition.

A hand is pointing at a tablet displaying data charts. The background is a blurred image of a person's hand interacting with a tablet. The tablet screen shows various data visualizations, including a line graph with multiple colored lines (red, yellow, green, blue) and a bar chart. The overall scene is brightly lit with a mix of blue, yellow, and red colors.

What value adds
SAP S/4HANA?

How are business
and technology
transformations
being successfully
conducted?

2. Our SAP S/4HANA Experience for Your Success

Based on our experience as one of the frontrunners of digital transformation with SAP S/4HANA and having almost 100 SAP S/4HANA projects successfully completed, let us look on the cornerstones to achieve your program objectives and sustainable future ready processes and systems:

Business Strategy

We help you identify the value of migrating to SAP S/4HANA in the new digital global economy, so you can build the best business case to justify your investment.

Our award-winning SAP experts possess deep industry experience, management consulting and technical know-how to ensure a smooth, seamless transition to SAP S/4HANA.

Business Transformation. With a combination of management consulting and IT expertise as well as our compelling SAP S/4HANA use cases, our SAP experts illustrate how SAP S/4HANA can support and furthermore improve your business. The decision to convert your existing SAP system to SAP S/4HANA or implement using a Greenfield approach is based on several factors. We can help clarify your options. Conversions tend to have shorter timelines and a smaller change impact and provide a seamless transition to a SAP S/4HANA environment. Re-implementations provide the opportunity for a fresh start, such as by reducing custom code, streamlining the design, and reducing support costs. We can support you sort out the details and make the best choice for your business.

IT Transformation. Once the decision is made, we build a business case, ROI study and a deployment roadmap for SAP S/4HANA designed to accelerate business case development, producing a stable plan demonstrating risk reduction and planning stability to help you gain executive approval. Reduce risk by using our cloud-based proof of concept technology in our Innovation Lab before you make a financial commitment to deploying SAP S/4HANA. Test current and future SAP S/4HANA application, perform a fit gap assessment and benchmark performance. We provide greenfield, brownfield and selective data transition implementations for customers who want a fresh start with SAP S/4HANA, leveraging latest methodologies and SAP-certified industry templates.

We also provide hosting and infrastructure services for SAP S/4HANA through our onsite, near-shore and offshore resources and our global network of data centers, including hosting, maintenance, infrastructure support and monitoring.

3. Your Challenges – Our Support

Your Request N° 1



Flexibility

Lean processes for fast (re)action. Flexibility as one of the key objectives of the architecture and design principles is in essence only possible with simplified, harmonized, and standardized processes across the company. Simplified in terms of lean processes with minimal possible process steps to produce the desired results, harmonized meaning minimum number of process variants and finally standardization, using to a maximum extend SAP customizable function and features and RICEFWs (= Reports, Interfaces, Conversions, Enhancements, Forms and Workflow).



Our Offering for More Flexibility

Simplification of processes with Process Mining. One of the key elements to achieve of the above is Process Mining: Understanding processing bottlenecks, process variants number and complexity, the ability to simulate process accelerations and the ability to document and control process flows during Test, Deploy and Run qualifies Process Mining a powerful tool for successful transformation.

Process Mining with NTT DATA. Our NTT DATA Process Mining offering powered by Celonis and Signavio reveals process durations, bottlenecks, complexity and number of variants – with our time-boxed approach, we concentrate on the major processes with the highest lever for the organization: Effective Order-to-Cash, Forecast-to-Fulfill and Engineer-to-Launch reveal typically the highest potential of value-add whereas Record-to-Report and Purchase-to-Pay can even severe for quick-wins.

Harmonization and standardization with our Intelligent Business Suite (IBS). Harmonization starts with setting the standard and in contrary to the past does not mean to have all process variants incorporated. Our Business Suite for Manufacturing visualizes the standard customized processes in SAP S/4HANA, with live experience for users and developers, which fosters lean processes design and increases acceptance by early “look & feel” already on the latest technology stack and User Interface. Built-in quality and efficiency is served by pre-written use-cases, existing business process master list for SAP S/4HANA (Business Process Master List (BPML)), project lifecycle assets such as pre-set in confluence, Jira or solution manager and finally test scripts.



Enablement first strategy. Visualizing process flows is another enabler to overcome resistance of change. It is one element of an Enablement First strategy for both business and IT covering and detailing business process and SAP S/4HANA Technology from a general and UI/UX end-user perspective to establish a profound knowledge standard and fundamental understanding in the organization. The war of talent is still ongoing, and we strongly believe in enablement, unleashing the potential of every employee instead of frustrating and holding up peers and the program.



Our Offering for a Successful Change: SAP Trainings for Business and IT and More

NTT DATA Academy for practical SAP knowledge. “User buy-in” from day 1 is mostly known as key success factor, but still the most named number one reason why digital transformations failed in the past – not technology. Apart from a clearly articulated vision and formulating “why” the transition is key for the enterprise, change management and enablement has to be on top of the agenda from Day 1. We have a leading and proven Change Management practice covering all aspects of change and are one of the few advisors offering SAP Trainings for business and IT as a stand-alone service unit for our clients. Following our philosophy every team-member is most valuable and contributes in the best way to success, we ensure a profound knowledge of SAP, process and methodology know-how. Our established and in the market known NTT DATA Academy serves as the professional training and enablement center for our clients.

Profit from other consciously different industry. Learning in general has another aspect apart how to achieve lean processes and getting familiar with SAP S/4HANA. Profit from other consciously different industry or combine formerly separate industries fosters the creation of new business models, extends the horizon of employees and is a tipping point of being and becoming a disruptor and not being disrupted. In manufacturing we explicitly bring in our expertise in the telecommunication, software and automotive industry for new connected products and services as well as to move to an extended service model and unleashing the potential of ever more software-driven products.

Connected assets and services. We have a strategic view and setting dedicated focus on industry trends and disruptive factors e. g. in Software & High-Tech/Manufacturing. Our manufacturing offerings are answering how connected assets and services can be realized. Personalization is achieved in B2B context providing an B2C experience and introducing new subscription-based business models depending on how services for customers are designed and executed. This is supported by an end-to-end solution of SAP S/4HANA and C/4HANA platforms.



Transformation to an intelligent enterprise. Putting all aspects together enriched by the mindset of rigorous automation to a maximum economically reasonable extend creates a new level of efficiency, financing new business models or an ever-growing number of products, contributing to the trend of personalization and individualization by new customer behavior and expectations. The latter requires a consequent digital end-to-end and digital first mentality. New technology such as cloud computing, real-time artificial intelligence and analytics ensure to turn an efficient process into an intelligent process and finally intelligent enterprise by built-in analytics and recommendation i. e. decision engine.



Our Offering for Automation: Analytics, Robotic Process Automation (RPA), Artificial Intelligence (AI) and Machine Learning (ML)

Thought leadership and digital first. NTT DATA's DNA is innovation and R&D with a special focus on Analytics, Robotic Process Automation (RPA), Artificial Intelligence (AI) and Machine Learning (ML). Designing processes end-to-end with our key design principle digital first i. e. no-touch digitalization we bring your process excellence and degree of automation to the next level, setting the foundation to become a high-performance business and ensuring up- and downwards scalability.

Making innovations reality. Intelligent processes, by enabling fast and rule-based decision making by the system ensure fast response and resilience in times of uncertainty. One of the key capabilities for intelligent processes is apart from analytics the ability to introduce and bring innovation to the hands-on processes in manufacturing i. e. in product development and management, logistics and products and service – connectivity of products and assets plays a major role.

As NTT DATA we combine SAP in-depth knowledge, analytics, and data science as well as technical state-of-the-art telecommunication capabilities as it is in our DNA and part of the Name Nippon Telegraph & Telecommunications (NTT) DATA.

Your Request Nº 4



Program Management and Delivery

Program execution and high-quality program management and delivery is the backbone of successful SAP S/4HANA transformations. Here it is important to look for a company as a partner that has already successfully completed a series of migrations to SAP S/4HANA. Because such mammoth projects need the right methodical approach. Agile is a must here.

Based on SAP Activate, we have created an advanced NTT DATA SAP S/4HANA Transformation Methodology with built-in experience of almost 100 completed SAP S/4HANA projects and adapting the advantages of Agile in the context of large-scale SAP programs. NTT DATA is quality leader of 100 % recommendation rate from SAP S/4HANA clients and leading client satisfaction scores at all our major DAX engagements.



Our Offering for Program Management and Delivery: Advanced Transformation Methodology

SAP S/4HANA Safeguarding Digital Transformation. In case you have already started your journey to SAP S/4HANA with a different vendor, you can still benefit from our experience and high quality via our offering: SAP S/4HANA Safeguarding Digital Transformation. As the program volume is at significant size and therefore the financial risk but also operational risk significant as well, our Quality Assurance packages serve as our insurance to be and stay in quality, on-time and on-budget, providing dedicated program, methodology, acceptance, and architectural reviews comparable with an external auditor and expert report per milestone and sub milestone building a house.

SAP and non-SAP

Key success factor of SAP in the past and presence is the ability to provide an end-to-end process flow, providing standardized and proven process configurations, newly empowered and enriched with a leading front-end user experience, performant in-memory technology to enable real-time analytics and decision-making across enterprise functions covered in SAP S/4HANA such as finance and controlling, procurement, production, logistics, human resources up to marketing, sales, service and commerce covered in SAP C/4HANA.

Pure SAP Services providers often miss the opportunity to create lean and efficient systems, being captured in an SAP-only World. As NTT DATA we focus on customer outcomes, being able to find the most efficient and suitable setup with and based on SAP as well as non-SAP. Our manufacturing clients in particular benefit from non-SAP ecosystem assets which we integrate with SAP's digital core.

4. NTT DATA's Intelligent Business Suite (IBS) – A Packaged Solution for Your Implementation

NTT DATA has developed a whole suite to facilitate the business and technology transformation to SAP S/4HANA efficiently and sustainably in terms of acceptance and ensuring maximal flexibility and agility of the future solution. The suite consists of assets along the whole project lifecycle. Starting with pre-written user-stories, a holistic business process master list (BPML) for manufacturing and automotive up to a pre-configured system being able to show SAP Standard along the end-to-end processes as well as industry specific extensions. Finally having pre-build test-scripts and further deployment relevant material. IBS serves as accelerator for process harmonization and system standardization, proof-of-concept system, demo, concrete validation system for special cases or putting innovations in concrete process context.

Why NTT DATA ?

Experienced.

437+ successfully realized SAP S/4HANA projects and Global Center of Expertise for SAP S/4HANA

Fast.

Short project runtime

Reliable.

≈ 16.500 skilled SAP consultants

Flexible and Expandable.

Choose your baseline package and add options according to your specific needs

High Quality.

Excellent delivery from planning to go-live

Future proof.

Use the advantages of the SAP Digital Core right now

Professional.

Project activities are supported by project management with set of templates, project plan, Activate Methodology and accelerators, RACI matrix





Offering Includes

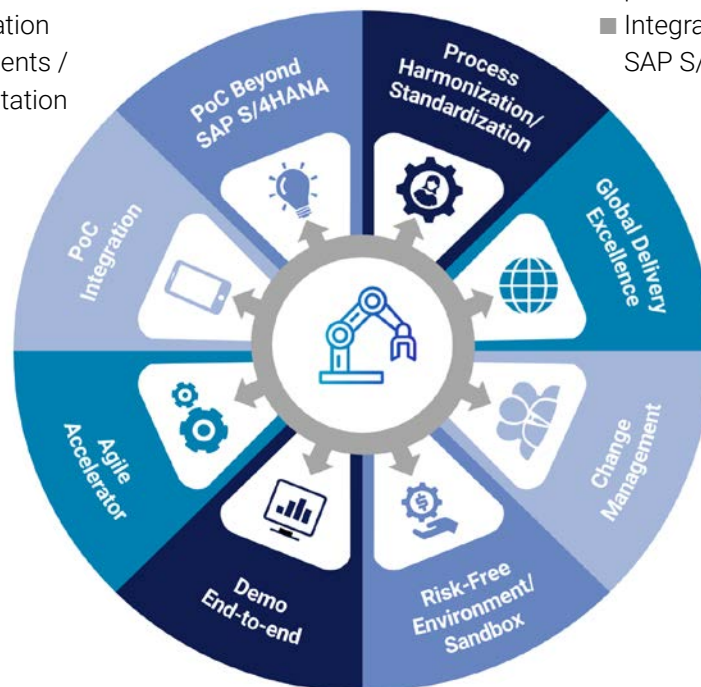
- **Project Management** across the engagement
- **Functional Consulting** / Implementation of Best Practice Processes for: Core Finance / Sales / Inventory / Procurement
- **Relevant standard reports**, Fiori applications, and roles
- **Complete documentation** including process flows and test scripts
- **Installation** of new, three tier SAP S/4HANA ERP landscape plus Fiori Frontend server (excluding infrastructure/hardware) for On-Premise / Hypercloud

Benefits

- Based on standard SAP Best Practices for an “out of the box” solution
- Leverages accelerators to streamline implementation
- Available for different deployment models depending upon your needs

Figure 1: SAP S/4HANA Best Practice Accelerator

- BPML
- Product requirements / functional specification
- Technical requirements / technical documentation



- Coverage of End-to-End processes
- Integration of major SAP stack SAP S/4HANA and beyond

- Product backlog
- User stories
- Impediments based SAP issues

5. Use Cases – SAP S/4HANA with Enabling Technologies

Master Data

Challenge.

Manual data creation and change leads to duplicates and incorrect data sets.

Solution.

Reshaped and RPA based master data creation and change process with AI infused verification component.

Description.

The bot will verify if received data is complete based on mandatory criteria's as well as correct based on verification with external data bases e. g. the credit agency "Creditreform" (Crefo) or the commercial register.

If the data is both complete and correct the bot will check existing master data entries to ensure that no entry exists already and create the data set. Existing entries will be handed over to the AI component for further analysis, rated and handed over to human supervisor for final evaluation.

Upon completion the bot reports back to the human supervisor via email. Change of master data will be handled accordingly.

Scalability.

Process can be easily rolled out to multiple company codes.

Tools.

SAP S/4HANA and RPA

Period End Closing

Challenge.

High number of manual tasks to be conducted in a short time frame. Tasks are error-prone, and any error endangers the schedule.

Solution.

RPA infused optimization of closing process resulting in RPA based period end closing activities conducted during the night e. g. allocation using statistical key figures.

Description.

Bot logs on to SAP and creates statistical key figures for all company codes in scope. Result will be logged for human review and rework if necessary.

Second bot will post allocations using the statistical key figures and verify result to ensure mismatch due to unassigned cost centers or the like.

Scalability.

Process can be easily rolled out to multiple company codes.

Tools.

SAP S/4HANA and RPA

Payoff of Sales Provisions

Challenge.

Sales provisions should only be paid off once the accounts receivable of the underlying business transaction has been paid and the provision is due.

Solution.

RPA based verification of accounts receivable and relief of payment block

Description.

Sales provision invoices will receive an automated payment block. Once the sales provision is due the bot will refer to the underlying business transaction and verify the payment status of the sales invoice. If the invoice has been paid the payment block will be relieved and the sales provision will be paid during the next payment run.

Scalability.

Process can be easily rolled out to multiple company codes.

Tools.

SAP S/4HANA and RPA

Settlement of Service Orders, Sales Orders and Production Orders

Challenge.

Time consuming and error-prone set of activities as high number of manual tasks to be conducted in a short time frame. Tasks are error-prone, and any error endangers the schedule. Correct processing is vital for cash flow management.

Solution.

RPA based order settlement

Description.

During month end closing the bot will first settle all suitable service orders. In a second step the bot will settle all billable sales orders and in a third step the production orders. After each step, the bot will check for technical errors based on SAP logs and flag processed orders as settled.

Scalability.

Process can be easily rolled out to multiple company codes.

Tools.

SAP S/4HANA and RPA

Optimization Enterprise Planning

Challenge.

Optimization needs of daily exact for the short-term horizon in addition to the well-known classic sales planning for the medium to long-term forecast. A high degree of manual effort in gathering and cleaning sales data, leaving little time for analysis, and limited ability to do dynamic aggregation and disaggregation.

Solution.

IBP - Demand Planning

Description.

Creation of a demand of real-time planning for whole supply chain, from the suppliers to the production and the company network to the end customers, with consideration of financial key figures in the planning and optimization of the supply chain.

Scalability.

Cloud solution with flexible implementation, user-friendly Fiori web interface and Microsoft Excel as planning interface

Tools.

IBP on SAP S/4HANA

Warehouse Operations Integrated with Production

Challenge.

Logistic in industries is under pressure to increase productivity and save cost. Warehouse operations are facing growing complexity and disruptive customer demands. Improving warehouse operations is becoming more and more crucial to address rising global logistics network and customized customer expectations.

Solution.

SAP EWM (Extended Warehouse Management) – Advanced Production Integration

Description.

Finished materials are produced from production plant. Receiving products should be performed pallet-wise. By identifying incoming pallet in the production inbound receiving area, EWM automatically creates handling unit, an inbound delivery and post goods receipt. Put away warehouse order can be created during receiving.

Scalability.

Automation of warehouse operations. seamless integration of processes across planning and execution, product development, warehouse, quality, and transportation. Real-time insights in warehouse operations

Tools.

SAP S/4HANA embedded or decentralized EWM

6. Use Case – SAP S/4HANA based End-to-End Process Optimization

Purchase to Pay (P2P)

Challenge.

Increase efficiency of P2P process

Solution.

Reshape P2P process, combine SAP S/4HANA capabilities with incoming invoice solution, enriched with RPA and AI

Description.

Bleeding edge P2P process optimization includes:

- Master data management
- Purchasing governance
- PO based order process including catalogue management
- KPI based performance management
- Digital only document flow
- Intelligent workflow-based invoice management
- RPA enhanced process flow
- Digital controls and RPA enhanced IKS

Scalability.

P2P process template can be easily rolled out to further company codes.

Tools.

SAP S/4HANA, vendor invoice management, AI, RPA, EDI, et al.

SAP Template Solutions

To increase the level of standardization even in derivations of SAP's standard is addressed in template-based approaches, which accelerates rollouts and adaptations in various locations and countries.

- » NTT DATA has in-depth experience in innovative, scalable and adaptable SAP template solutions. This practice is even further enriched by **NTT DATA Manufacturing Assets**, providing standard solutions and extensions, where SAP has no offering or keeps development out of the standard product. There are more than 500 NTT DATA add-ons available. «

Flexibility is extended to interface architecture and innovative/scalable master data management approaches, which are setup to learn continuously and can integrate with near-zero efforts sources without changing the source master data sets.

7. References

	Case Study Discrete Manufacturing	Case Study Global High-Tech
Our Services	<ul style="list-style-type: none"> ■ Support in the development of fundamental decisions, as well as re-design of business processes with SAP based on the Automotive Model Company process models ■ Creation of the roadmap for template creation and the global rollout ■ Agile creation of the procedural and technical specifications and implementation of the core template ■ Agile introduction of the template and the processes in a production plant as a pilot rollout ■ Development of a reporting strategy 	<ul style="list-style-type: none"> ■ SAP S/4HANA 1809/1909 template implementation; SAP Solution Manager and release management set-up; implementation and delivery of local legal requirements for local rollout teams ■ Implementation of Reporting & Analytics solution providing strategic and operational information (Financial statements, Predictive Accounting and Controlling, OPEX Controlling); data models implemented based on Virtual Data Models using Core Data Services (CDS); front-end reporting using SAP Analysis for Office (AfO) Workbooks, SAP Fiori Apps and SAP Analytics Cloud dashboard with live data based on User needs. ■ Business planning solution using embedded BW data models and business planning functions and provides AfO Workbooks as well as SAP Analytics Cloud (SAC) as front-end tools.
Client Benefits	<ul style="list-style-type: none"> ■ Transparent fundamental decisions on the roadmap and the application landscape in an agile project ■ Standardization of data objects to reduce interfaces and breaks between applications ■ Standardization and harmonization of processes and the system landscape ■ Increasing the degree of automation and integration ■ High system and process understanding in the organization for the implementation project ■ Configured processes in modules in SAP S/4HANA in the areas of Product Lifecycle Management (SAP PLM), Finance (SAP FI), Controlling (SAP CO), Sales and Distribution (SAP SD), JIT/JIS (SAP Just-in-time/ Just-in-sequence), Production Planning (SAP PP), Quality Management (SAP QM), Materials Management (SAP MM), Extended Warehouse Management (SAP EWM) 	<ul style="list-style-type: none"> ■ Global leading template based on SAP S/4HANA with process improvements as elimination of periodic reconciliation steps, using simulations/business scenarios and predictive analysis. ■ Maximum transparency by holistic view on all finance information, central ownership for finance related data and processes and integrated planning and simulation. ■ Real-time operational reporting with reduced development efforts and improved quality and performance. ■ Constant performance monitoring and evaluation ■ Tools and templates for company and headquarter planning and budgeting

8. NTT DATA – Your Trusted Global Innovator for Your SAP S/4HANA Digital Transformation

Take the Advantage of Our SAP S/4HANA Digital Transformation Journey

Following our Japanese DNA, NTT DATA is focused and committed to provide the maximum value for our client and client satisfaction is rated highest on every NTT DATA employee's agenda. In this context our SAP S/4HANA Digital Transformation Journey and our assets are designed to ensure:



Efficiency. Minimizing program efforts via pre-built and tested assets such as our fully fledged SAP Leading Practice Suite IBS. Process Mining as an instrument to ensure individual value for specific client situations is another lever for sustainable efficiency gains for the client.



Speed. Digital transformation projects normally consume a longer period as in the past evolution of existing system. However, our assets shorten and are speeding up the explore and realize phase via proven established and pre-tested assets.



Acceptance. Enablement First via our own NTT DATA Academy, early user interface/user experience on the later system, profound industry knowledge in manufacturing and finally a change management practice over the full project lifecycle ensures the highest acceptance rate and client satisfaction from all SAP S/4HANA Live transformations.



Quality. Our high-quality standards for technology implementation and our leading project and quality assurance practice are decisive factors why our clients gave us a 100 % recommendation rate (Gartner, SAP S/4HANA Study 2019). We are committed to also make your digital transformation journey to an industry-wide reference for manufacturing.



» With NTT DATA you have a trusted global partner with proven track record, who has the experience and competence, skilled people with industry and technology expertise, continuity of teams as we have one of the lowest fluctuations to have a first-class experience of your successful transformation – bringing your vision to life.«

Rely on Our SAP Expertise – Worldwide

Figure 2: NTT DATA Highlights



9. About the authors



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Let's get started

See what NTT DATA can do for you.

- Deep industry expertise and market-leading technologies
- Tailored capabilities with your objectives in mind
- Partnerships to help you build and realize your vision

Contact one of our authors, or visit de.nttdata.com to learn more.

References – Pictures

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About NTT DATA

NTT DATA – a part of NTT Group – is a trusted global innovator of IT and business services headquartered in Tokyo. We help clients transform through consulting, industry solutions, business process services, IT modernization and managed services. NTT DATA enables clients, as well as society, to move confidently into the digital future. We are committed to our clients' long-term success and combine global reach with local client attention to serve them in over 50 countries.

Visit us at [nttdata.com](https://www.nttdata.com).

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