



From Raw to Protected

Our journey to

Data Scrambling@ZEISS

-
- 01** Introduction & background

 - 02** The vision behind the project

 - 03** Our requirements & the vendor selection

 - 04** Project kick-off & stakeholder management

 - 05** System analysis & implementation

 - 06** Communication & change management

 - 07** Lessons Learned & best practises

 - 08** Outlook & Scaling

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It all started with one question:

How can we safeguard our test data without losing its power?

Challenge: Balancing data privacy with usability

Objective: Implementing a solution that protect data integrity while maintaining its value for testing.

Combines protection and usability.

Approach: Leveraging technologies and strategies that ensure data security without compromising functionality.

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Why we took action:

The urgency behind this mission



Consideration of GDPR



The process of data scrambling serves to mitigate the risk of re-identification of personal data

Data Scrambling decreases the probability, that personal data will be compromised

Reduce potential legal and financial liability

Keep reputation and customer trust intact by avoiding damages and losses

The Vision: Protecting data & trust

Data Scrambling as a core enabler for Digital Excellence



Core Enabler: Building the foundation for secure Digital Transformation

Establishes the foundation for future data protection

Drives secure and resilient digital transformation

Fosters trust and transparency across all digital initiatives

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Knowing what we want:

A solution that delivers both protection and usability



Functional Requirements



- Usefulness & functional fit
- Architectural fit & integration
- Compliance & validation
- Easy Customizing (preferred in SAP system)
- Adapter to non-SAP systems need to exist
- Addition of same logic in non-SAP standard tables
- Easy user-interface / Batch planning for execution or report / action

Data Privacy, Security and Quality



- Anonymization methods
- Meet the legal requirements (no more personal data is identifiable)
- Probability of Re-identification
- Type of data related to anonymization method
- Type of anonymization
- Anonymization with consistent key in different objects within multiple systems
- Cross-system anonymization
- Maintenance of Data Quality

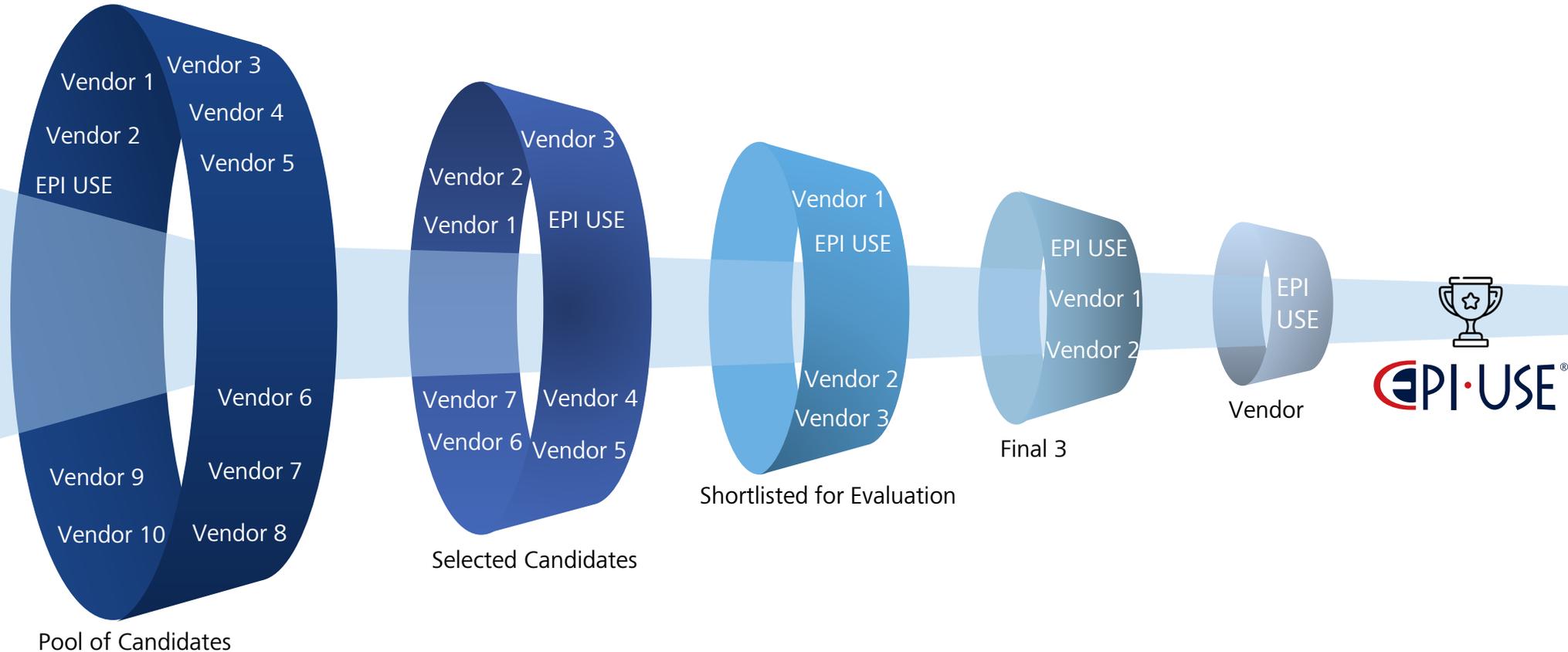
Support and Scalability



- Vendor company & support & roadmap
- Toolset must be globally suitable

From a broad pool to the final choice:

A structured vendor evaluation process



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The Kick-Off: Igniting Change

From idea to execution



Project objectives



Consideration of GDPR

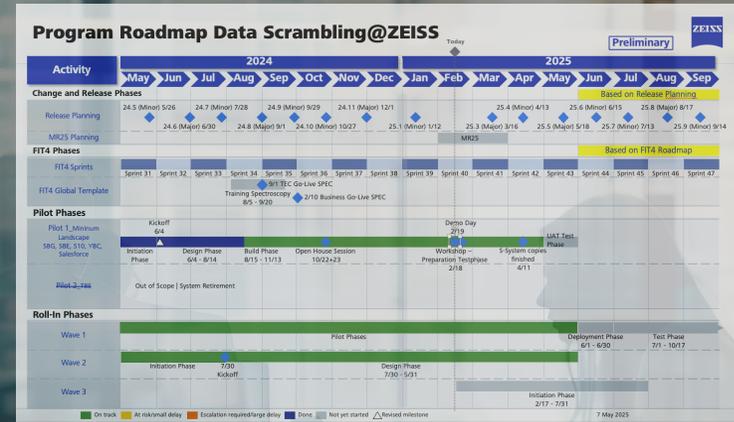
The process of data scrambling serves to mitigate the risk of re-identification of personal data

Data Scrambling decrease the probability that personal data will be compromised

Reduce potential legal and financial liability:
Up to 4% of yearly revenue of ZEISS Group for breaching GDPR law and negative impact on business operations and revenue.

Keep reputation and customer trust intact by avoiding damage and loss

Roadmap



Deliverables

T	Labels	Components	Story Type	Status	Key	Summary
+	IT-015924	IT Cross	OTH	DONE	PRJDAAN-1	Vendor Selection & Evaluation
+	IT-015924	IT Cross	OTH	IN PROGRESS	PRJDAAN-65	Pilot 1 - Minimum Landscape_SBG,SBE,S10,S8C
+	IT-015924	IT Cross	OTH	IN PROGRESS	PRJDAAN-27	Program Management
+	IT-015924	IT Cross	OTH	IN PROGRESS	PRJDAAN-43	Stakeholder Management
+	IT-015924	SAP_TBE	OTH	IN PROGRESS	PRJDAAN-83	Pilot 2_TBE
+	IT-015924	IT Cross	OTH	OPEN	PRJDAAN-58	W1_P1_K8G - K8E - K10 - K8C
+	IT-015924	IT Cross	OTH	OPEN	PRJDAAN-66	W1_P2_IBG - IBE - I90 - I8C
+	IT-015924	IT Cross	OTH	OPEN	PRJDAAN-90	W1_P3_O8G - O8E - O90 - O8C
+	IT-015924	IT Cross	OTH	OPEN	PRJDAAN-91	W2_P1_S8B - I8B - K8C - O8B
+	IT-015924	Workday	OTH	OPEN	PRJDAAN-92	W2_P2_Workday

Communication Strategy

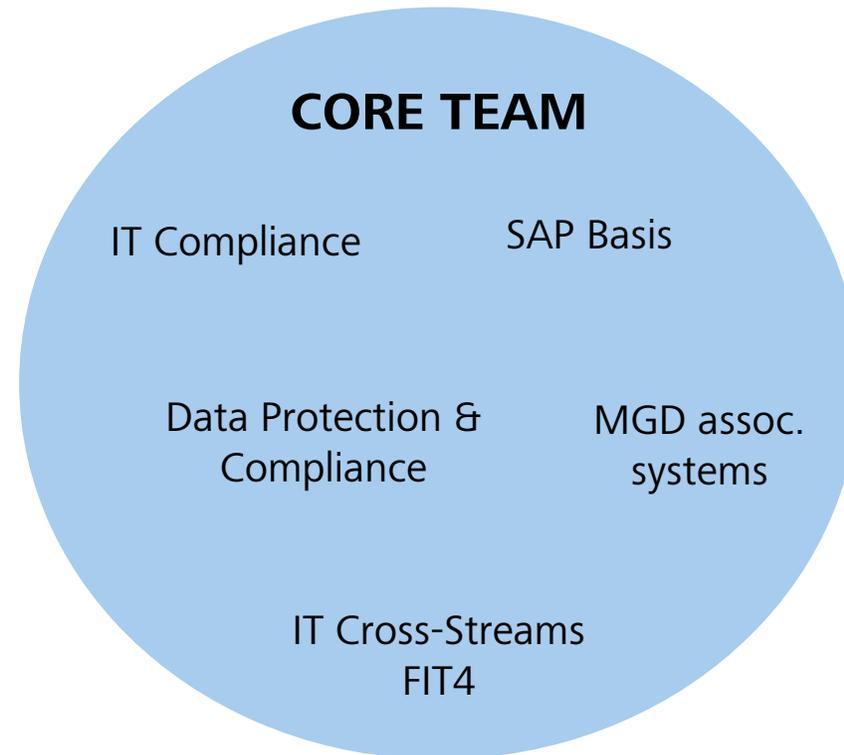
Target Group	Communication Channel	Content	Next Steps
IT Management	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
IT Employees	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
IGOs	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
Project Team	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
Data Protection Team	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
ZEISS Employee	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership
CEOs, General Managers within EU	Teams, Zeiss	WHY - HOW - WHAT - WHO?? Powerpoint Teams Listen EU Laws ZEISS Data Protection Rules	Projectplan Operating Process Process Ownership

Roles and Responsibilities

System	Stream	Role
xBE	QUM	Stream Lead
xBE	SIC	Stream Lead
xBE	Cross	Program Lead
xBE	Cross	Program Lead Business
xBE	Cross	Scrum Master
xBE	Cross	Development
xBE	Cross	Architecture
xBE	Cross	Architecture
Cross	Cross	Sponsor
Cross	EP/USE	Project Lead

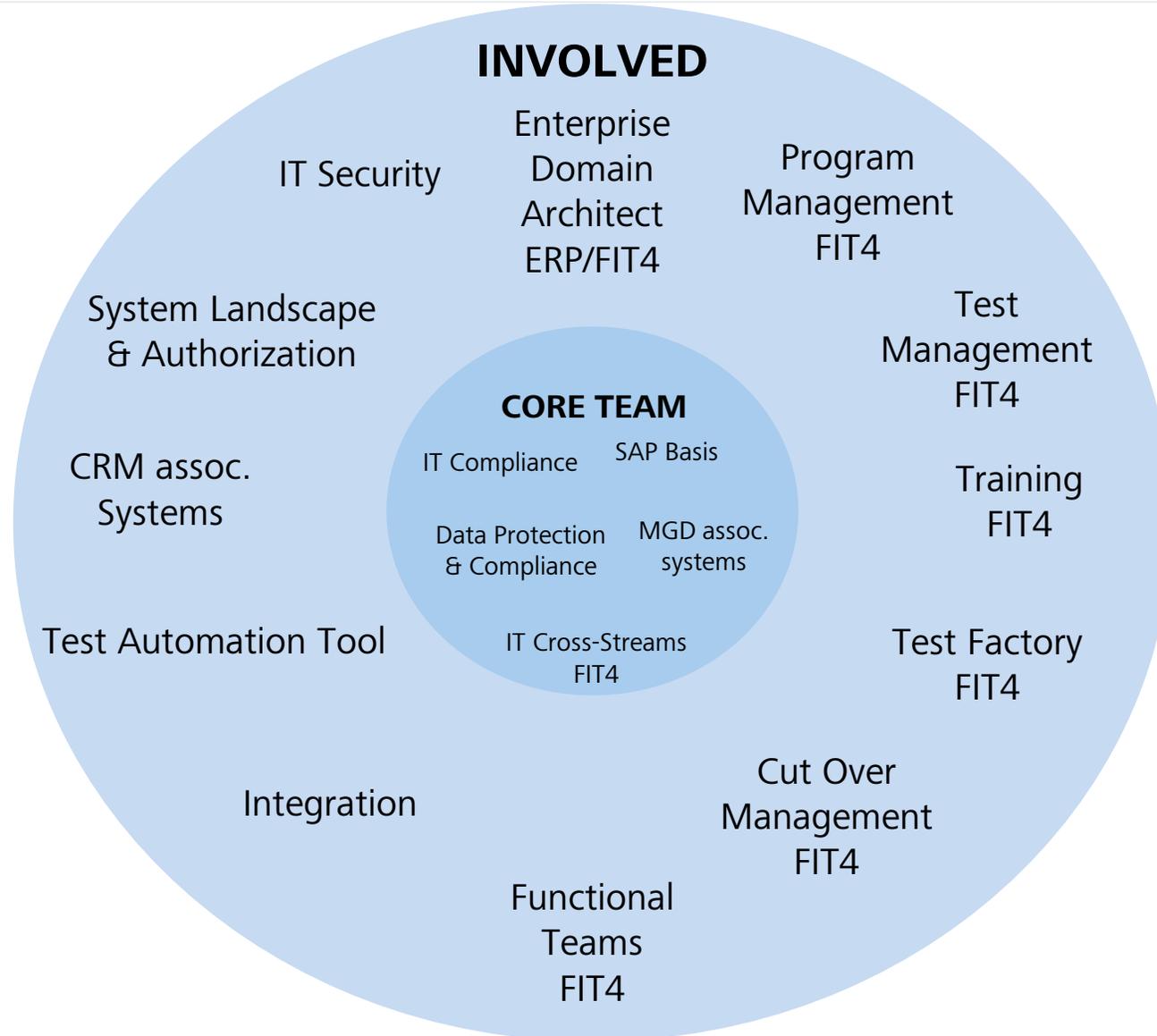
Identifying the right stakeholders

Clear roles and responsibilities across decision making and support functions



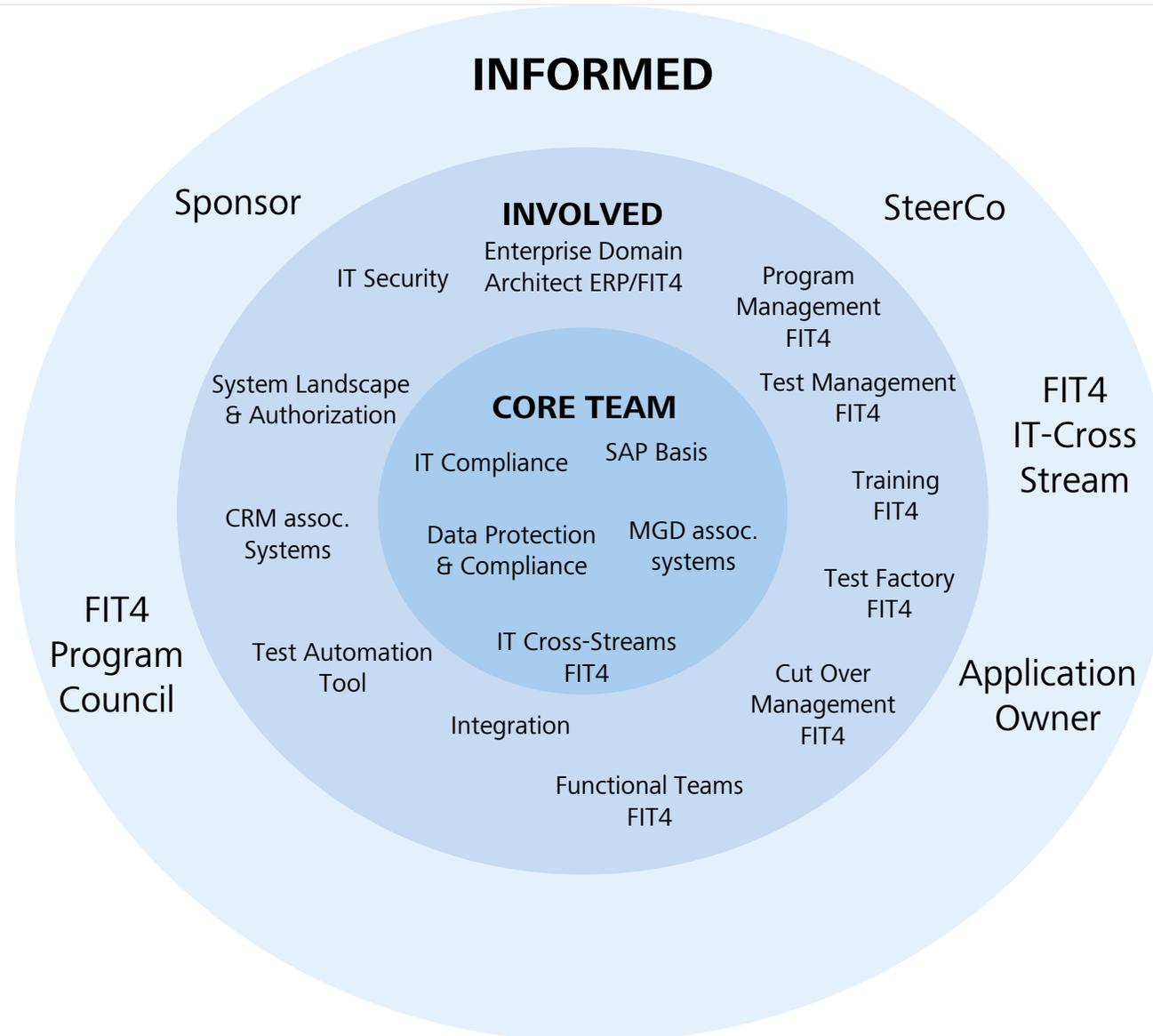
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Identifying the right stakeholders

Clear roles and responsibilities across decision making and support functions



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Uncovering the landscape

Identifying systems and data fields in scope for scrambling



Comprehensive analysis of the **complex system landscape** to **identify all non-productive systems** within scope.

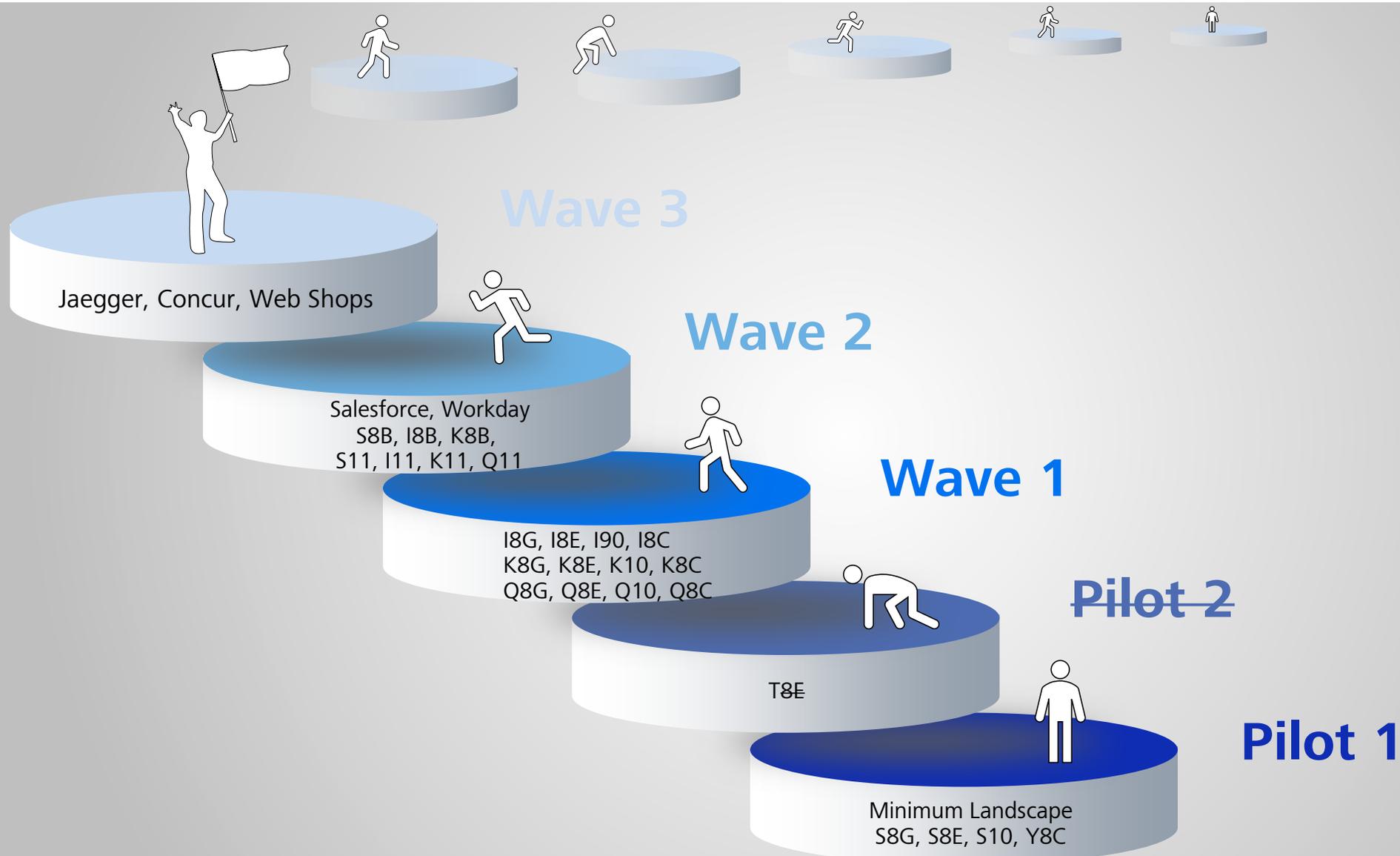
Detailed examination of data objects within each system to understand **data structures** and flows.

Collaborative decision-making with **stakeholders** to **determine** which **data fields** require **scrambling** (contact information, address information, financial information, personal identification information)

Establishment of clear guidelines for **data scrambling** across **identified systems**.

Step by step implementation across pilots and waves

Structured rollout from pilot phases to full implementation



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Continuous Alignment:

Collaboration and communication as the key to success



Regular Open House Sessions for Stakeholders



Presented **scrambling scope** and **target systems**

Addressed **open questions** and **concerns** at an early stage



Ensured **transparency** across all relevant **departments**

Fostered **stakeholder alignment** and **commitment**



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Lessons Learned:

What we would do again? What we would do differently?

Start with alignment – involve Legal, Compliance early – don't wait until rollout

Don't underestimate complexity – every system, every data field has unique logic – generic scrambling fails

Not just on IT topic – business units must be part of the progress

Transparency pays off – regular updates and demos built stakeholders trust

Testing is not optional – data must remain technically correct and business relevant after scrambling

Think beyond today – build reusable logic & libraries for future projects from the beginning

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Outlook:

Anonymization as a foundation for the future



Anonymization enables **compliance** without compromising **insights**

It builds **trust**, ensures **legal certainty**, and empowers **scalable automation**

Develop a **scrambling engine** to integrate future systems

Data protection is not an **afterthought** — it's the **foundation**

Privacy-first architecture is the **backbone** of every **future-proof system**

In **process-driven organizations**, **anonymized data** fuels **safe innovation** and **smart decision-making**



Seeing beyond