

SAP Roll Out and post go-live Support for US Business Units:

Quantum's relationship is in various Business Solutions for a Specialty Chemical company. Company has 2 separate business units based on type of chemicals, which are Bulk chemicals and Specialty Chemicals. Company is also going through many changes at strategic level - Selling the business Units and buying new business units.

Quantum Involvement in Specialty Chemicals:-

Company's specialty chemicals is predominantly make to Order, as every order is unique and involves specialized manufacturing process based on every customers specific and unique needs and their specialized formulae, which are patented.

Company acquired business in 2016. Company has been using SAP for many years.

Quantum team was tasked with the project to roll out company's SAP solution to acquired company's Europe based plants, so that these plants and business is integrated with Company's Specialty Chemicals business.

Project Scope:

SAP roll out is planned in 2 waves. First wave was completed in early 2018. Roll out of wave 2 is divided into 4 sub-projects as follows:

- Roll-out 1 involved 4 plants, 2 in Europe and 2 in USA, with go-live in August 2019
- Roll-out 2 involves 5 plans with go-live in April 2020
- Roll-out 3 involves 2 plants with go-live in August 2020
- Roll-out 4 involves 3 plants in Asia with go-live in October 2020

For each plant, SAP modules in scope are SAP FI, CO, Treasury, Asset Accounting, SD, MM, WM, PP & HCM, PLM as well as technical development. For each roll out, team of 8 to 10 consultants are involved.

Project goals:

- Standardized SAP ECC 6.0 system across all existing and new plants of Company
- Better alignment with Tier1 customers to improve customer satisfaction
- Utilize best practice recommendations to improve business processes in the plants where SAP is rolled out
- Ensure seamless solution for unique features of acquired business and operational processes

Project Phases:

Quantum's experienced SAP consulting team proposed PMO methodology in line with SAP best practice and Company's methodology. As per this methodology, project had following phases:

Pre-Study, Preparation, Design, Realization, Deployment, Support & Closure



Quantum’s consulting team defined each phase with specific milestone deliverables, specific timelines and tasks involved with detail project plan. Consultants also worked with Company’s business team to be their true partner, not only in IT changes but also focused on business process changes. Our consultants always focus on change management and user training.

Quantum Involvement in Predefined templates:-

During Europe implementation, Company designed and implemented a solution, which they have made as standard, pre-defined template, which other countries need to use for roll out of SAP implementation. Quantum team has been involved, not only in roll out but also in improving the template based on roll out implementation experience. We are involved in step by step execution of the templates. This is specifically used to define the Org Structures for Roll-out and development Projects. This is generally adopted when Company acquire new business or any other roll-outs.

Quantum Involvement in Support and Development Projects.

Quantum focused on value added support, wherein our consultants, not only provided support to user to ensure that all the trouble tickets are resolved within pre-defined SLA agreement, but also provided support to users in change management and process improvement. Our hand holding approach with users ensured that after any roll-outs, there are minimum issues and users are fully on-boarded with new IT and business processes within SAP.



Project Challenges and Quantum's Solution:-

Specialty Chemicals involve many processes which are unique for particular group of products. While many raw materials are similar, manufacturing process varies a lot, and also special needs to handle such products. While standard templates for roll-out speed up implementation, it has increased risks of missing some special manufacturing process requirements or special needs for handling some hazardous materials.

Quantum consultants mitigated this risk during Pre-study and preparation phase by doing fit-gap analysis between templates and business needs of each new plant where SAP to be implemented. Quantum suggested innovative solution in SAP to bridge this gap, especially to handle hazardous materials' statutory requirements using material characteristics in SAP.

Each country has specific financial regulations and tax laws, and standard template from one country is difficult to roll out into other countries. Quantum team proposed to Company to define their templates with place holders for country specific changes. This allowed templates to be rolled out to other plants, with country specific requirements plugged in the appropriate place holders within templates. This resulted in minimizing impact of deviating from the template, and it resulted in improved implementation time for roll out to each plant.

As SAP solution is rolled out to other plants where users are not using SAP, users not only need to adapt to new processes, but also adapt to new SAP system. This resulted in lot more resistance from users during first plant roll-out. Quantum team proposed and implemented change management as part of the project for next phase. This resulted in much better acceptance from users to new system and new processes, and it also resulted in much less efforts of hand holding during post go-live support.

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