

NTT Data

Trusted Global Innovator

**WORLD-LEADING
CONGLOMERATE
THAT DEVELOPS HIGHLY
COMPLEX TECHNICAL
PROJECTS TO IMPROVE
PEOPLE'S QUALITY
OF LIFE.
CASE STUDY**



SAP LEAP
Large Enterprise Acceleration Program

THE CLIENT

The client is a world-leading conglomerate that develops highly complex technical projects to improve people's quality of life, while powering social and economic development. In 2019, the client reported impressive revenues of over \$20 billion USD. The Group offers a wide range of integrated solutions, including discrete manufacturing and industrial machinery, among many others. Its mission is to deliver value to shareholders and customers by providing engineering services, procurement, construction, and the operation and management of infrastructure, industrial and energy projects.

The client's global scope includes a vast network spread across Argentina, Brazil, Mexico, Spain, Italy and India, and over 11,000 employees worldwide. They also have six engineering centres, over 14,000 MW installed at combined cycle plants, over 600,000 tons of steel structures assembled, more than 550 pipelines installed and over 900,000 tons of equipment installed.



THE CHALLENGE

The client was undergoing a transformation of its IT processes, and it wanted to transition away from a time- and materials-based model to a support model under a SAP Pillar scheme. The client needed to establish a support model that was both modern and efficient, as well as suitable for SAP S/4HANA. Specifically, the client needed to identify: best practices to be reused and deployed; opportunities to improve so as to reach the desired maturity level; a well-defined implementation strategy with a focus on continuous improvements; possible automation models and technology, such as RPA and chatbots.

NTT DATA provides end-to-end SAP-centric services (Business and ICT consulting, Implementation, ITO, AMS, BPO, Communications and Cloud).

The client has used SAP for a long period of time, with an extensive range of customised enhancements. However, its business processes were neither standardised nor homogenous, resulting in disparate systems that made process management a significant challenge.

Additionally, their business knowledge was not being properly recorded or documented, and simply acquired and internalised by employees. This represented a missed opportunity to harness the value of the knowledge and data they were accumulating, which could be better used to drive improvements and efficiencies as well as add value to their offering.

The client consistently receives a high level of incoming requirements, yet did not have an adequate demand management system in place to monitor, prioritise and handle these requests. What's more, each area needed proper metrics in place to measure productivity and performance, as well as to ensure quality across processes. Coupled with this lack of performance indicators and quality measurement, there was an absence of metric analysis and decision-making to drive improvements in these areas.

Finally, there was significant resistance to organisational change and modifications to procedures, as well as a resistance to receiving new approaches from vendors. As a result, any solution needed to educate teams to overcome this obstacle and see the value of an agile approach to improvements.

THE SOLUTION

The NTT DATA team quickly established an assessment roadmap that featured four key stages: interview and information gathering, analysis, definition of initiatives, and implementation strategy. The solution focused on analysing the client's current support management system to identify the actions needed to transfer to the new service model. The assessment centred on three dimensions: a governance model, operational model, and metrics model for projects and housekeeping. These dimensions can be described as follows:

- Governance: mechanisms for ensuring the service was adequately monitored, taking into account the interaction between different areas that form part of the brand's global organisational structure.
- Operational: management processes that already exist in the service.
- Metrics: monitoring system with indicators to establish service control mechanisms.

Once key stakeholders were identified, the team began by interviewing each representative to understand each area's processes, policies and management model. At the beginning of this phase, arranging interviews was a significant challenge due to stakeholders' existing workloads and busy schedules.

Following the information gathering stage, NTT DATA began with a comprehensive analysis of the client's three critical business dimensions previously identified. The team documented their findings, including pain points, gaps and areas of opportunity to assist with the identification of initiatives needed to transition the existing systems to a more modern service model, and one that was compatible with the new SAP S/4HANA platform.



The team diagnosed the existing support model using the following diagnostic pillars:

- Architecture review: review of functional areas matched by an analysis of the tools that interact with SAP.
- Experienced team: taking into account the specificities of the project, the team included outsourcing, SAP and strategy experts to provide a 360-degree analysis.
- Analysis methodology: defining improvement proposals for efficient models that are fully aligned with both the business and IT strategy.
- Best practices: identifying best practices for SAP support processes in IT.

Thanks to NTT DATA's profound SAP knowledge and expertise, the team identified best-in-class and best practices to implement to achieve the desired level of maturity and define a future service model in accordance with the client's IT transformation strategy.

Using these initiatives and best practices, we defined an implementation strategy with a clear focus on continuous improvement, highlighting the solution's benefits and the efforts required to reach this improved service model.

Finally, we increased efficiencies by testing automation with a POC in SAP S/4HANA and the Fiori environment.



THE RESULT

NTT DATA produced a comprehensive assessment to outline functional and technical capabilities for the client's SAP system. Focused on agile methodologies, these capabilities establish a new service model for ticket service and resolution housekeeping. As a result, this will support current demands in SAP and improve the system's management. The initiatives suggested will also allow for better documentation and resolution, drawing on existing know-how while minimising the repetition of these tickets.

NTT DATA is a reliable companion on long term operations of the customer SAP landscapes, managing applications, communications and cloud.

What's more, the NTT DATA team successfully identified the benefits of moving to SAP S/4HANA and its next-generation business processes with extended functionalities. We outlined requirements and solutions that would enable the client to move to a modern service model that was suitable for SAP S/4HANA. This was achieved by highlighting the key areas and processes that need to be implemented to apply the desired service model, as well as the required resources and personnel.

In addition, NTT DATA defined a standardised methodology to allow business objectives to be met. Coupled with this, we provided an estimation to test all business processes in the SAP S/4HANA migration and implemented a cell to automise critical scenarios.

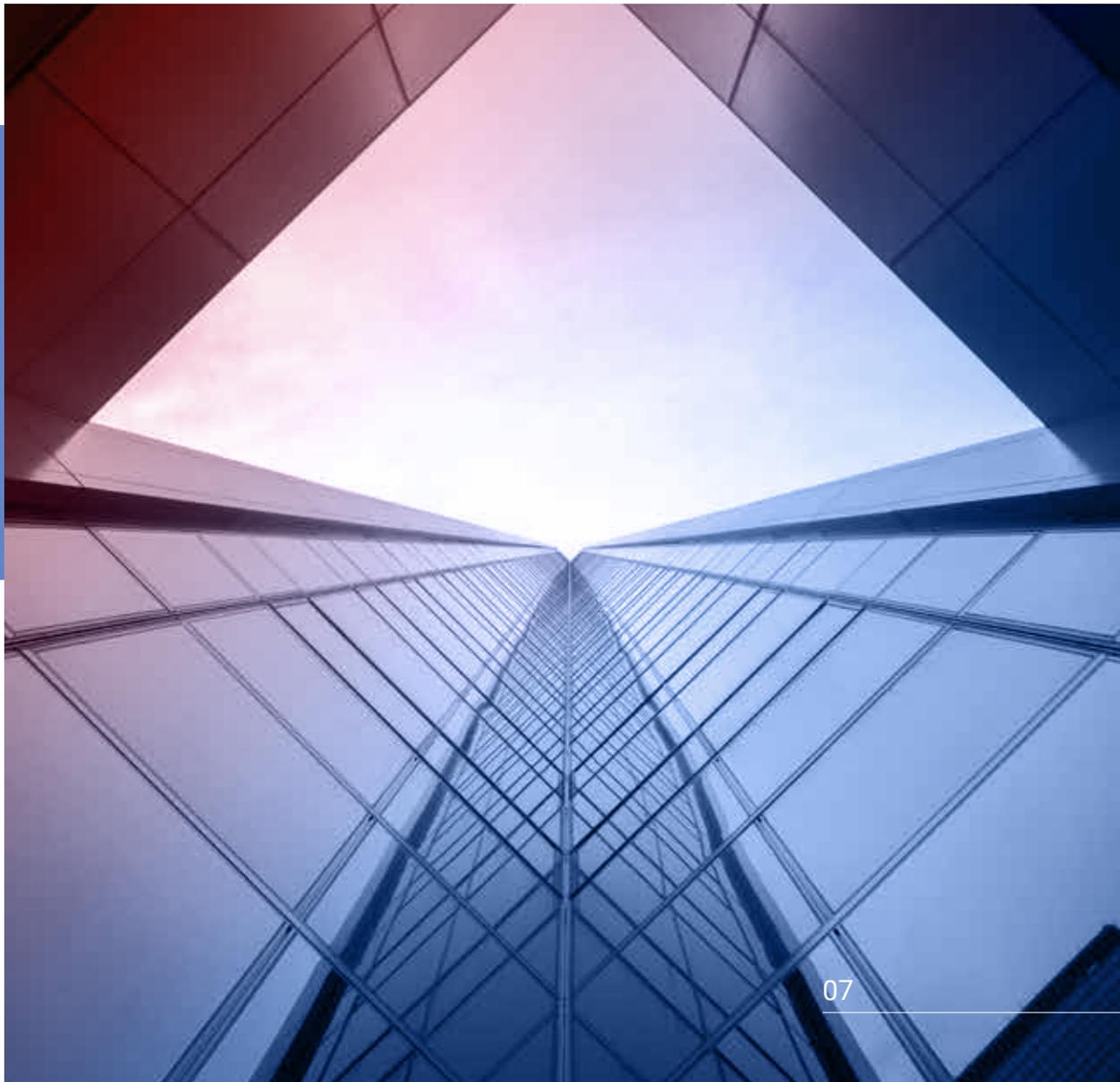


WHY NTT DATA?

NTT DATA has a long-standing relationship with the client, with proven results in its collaborations. After successfully delivering a range of projects over the last years, NTT DATA is fully up to speed with the client's daily activities. As a result, it has proven its value as a trusted partner.

With its extensive resources and essential knowledge and experience in methodology and customer solutions, NTT DATA was a natural choice as the client's partner in this project. Thanks to our deep understanding of SAP – coupled with our experience of the client's activities, needs and goals – we were uniquely placed to provide a comprehensive assessment of best practices and recommendations for the transition to a new service model.

This integral and holistic vision of the client's processes meant that we were able to comprehensively document operations extending from the housekeeping project, methodologies and ways of working, through to automation testing for the SAP S/4HANA migration and testing POC.



WHAT'S NEXT

NTT DATA works to act upon the assessment outcome, bringing the client to the next generation platform. This involves supplying the client with an implementation strategy and plan for achieving a modern service model suitable for the new SAP S/4HANA platform.



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