

# **INTERNATIONAL TRANSPORTATION COMPANY SPECIALISING IN PROVIDING FULLY INTEGRATED RAIL SOLUTIONS CASE STUDY**



**SAP LEAP**  
Large Enterprise Acceleration Program

## THE CLIENT

The client is an international transportation company with revenues of over ¥620bn in 2018 and a total of 12,400 employees. Specialising in providing fully integrated rail solutions, the client has a presence in 27 countries with 11 manufacturing sites across three continents.

Defined by their sophisticated operational technology and manufacturing technology, cutting-edge IT and reliable, high-quality products, the client considers it their mission to produce sustainable technology and transport solutions.



## THE CHALLENGE

In order to increase competitiveness, the client is undergoing a business transformation programme with the aim of leveraging synergies across legal entities, improving transparency and synthesising working practices. The desired result is to reduce operational costs while improving the organisation's efficiency.

A key factor in the success of this transformation programme is the development of a global ERP platform, capable of facilitating accounting, finance, controlling, logistics, manufacturing, procurement, as well as service & maintenance processes.

Before embarking on this programme, the client wishes to carry out a feasibility assessment across four of their entities. Given its enhanced data capabilities and global function, SAP S/4HANA will likely be the chosen platform. Even so, it's crucial to be entirely sure, and the feasibility assessment will provide the essential insights to determine this.

**NTT DATA objective is to better understand the implications that new technologies have for the clients and their customers.**

For NTT DATA, communication and information exchange represented the most pressing challenges at the beginning of the project. With such diverse business operations across distant physical locations, establishing early engagement was a priority. The close cooperation between NTT DATA Japan and NTT DATA Italy was a key factor in the success of this tender. As the project progresses, communication across various geographies will remain crucial to the success of this initiative.



## THE SOLUTION

A project of this scope requires a tailored, organised solution with clear deliverables at each stage. NTT DATA has approached the assessment using a six-step process during the discovery and planning phase:

- Understand (SAP S/4HANA Enablement)
- Define (Defining the base)
- Assess (Gathering information)
- Consolidate (Bringing the results together)
- Evaluate (Outlining options and recommendations)
- Design (Designing the option build)

Before the solution can be implemented, there needs to be a common understanding of the potential S/4HANA represents, including mechanisms and watch-points to ensure the entire team is on the same page.

The subsequent 'define' stage involves establishing systemic readiness for SAP S/4HANA. Alongside performing clear purpose-based assessments and questionnaires, the NTT DATA team outlines measures to ensure a transparent approach. Once this has been completed, the next step is to engage in further, system-specific assessments to determine the current processes and gather together the applications currently used. In this way, NTT DATA can identify requirements and begin consolidation.

By using this information to create an evaluated and weight-ended results matrix, the NTT DATA team can create a number of recommendations and options. In this evaluation stage, the client is presented with three options that highlight the costs, efforts and risks of each approach, alongside specific transitional and deployment models. The results from this stage allow NTT DATA to present the client with a comprehensive business case, outlining the next phases and expected results. The NTT DATA team is then able to design the build for the chosen option, which contains detailed reasoning of the choice as well as a data migration strategy.



## THE RESULT

The central goal of this global feasibility study is to provide the client with a robust business case that will prove effective throughout their company. To reach this aim, the NTT DATA team has focused on leveraging our international presence in order to enhance collaboration with numerous global process owners (GPOs) across Japan, Italy and the UK.

Currently, the NTT DATA team is actively exploring ways to guarantee maximum buy-in, and build the best possible solution for all stakeholders and entities. As the sessions and workshops shed new light on the client's processes, requirements and characteristics, we are further positioning ourselves as trusted advisors, capable of providing tailored support on diagnostics and solutions.



## WHY NTT DATA

NTT DATA's success in the tendering process for this project can be attributed to a number of unique qualifying factors. With a global presence across Italy, UK and Japan, NTT DATA has a wealth of experience in the client's key markets. This is further enhanced by the fact that NTT DATA already has an existing relationship with the client in two of these markets, providing SAP customer support across Italy and UK.

Combined with NTT DATA's demonstrated SAP and S/4HANA expertise and capability, and a proven history working within the rail industry, the client saw NTT DATA as a natural and effective partner in achieving their transformation objectives.

**NTT DATA shares a common values set that shapes a common corporate culture.**



## WHAT'S NEXT

With the feasibility study well under way, the next step is to facilitate knowledge transfer across all four entities. Once the resulting business case is completed and shared with the client, next steps involve implementation and roll out, following an improved agile methodology based on SAP Activate and enhanced by NTT DATA S/4HANA Transition Methodology.



**NTT DATA**  
Trusted Global Innovator

**SAP**  
Global Partner