

Case study: SAP Rollout Advisory and Quality Management



Client: Large Swiss-based manufacturing company



Industry: Manufacturing



Project: SAP Rollout Advisory and Quality Management

Initial Situation



- The client has embarked on a global transformation journey that aims to harmonize and streamline all of their 13 production sites and 43 sales offices into one global SAP ERP system, impacting all key production, supply chain and financial processes
- Due to a slow and costly ramp-up of the program, the CFO and the steering committee have asked KPMG to support with leading practices on certain key aspects of their program

Approach



- KPMG's 'Powered Enterprise SAP' transformation solution builds the foundation to assess the maturity of clients' global SAP rollout organization and governance
- Assessment of the financial planning and controlling process of the ongoing rollouts and implementation of new process to track program financials
- Assessment of global rollout strategy against key criteria such as technical complexity, willingness to adopt and benefits realization, with the result of a new accelerated rollout plan and deployment roadmap
- Revised budget of the global rollout covering more than 20 countries with both production sites and sales offices
- Periodic assessments of all local rollouts against key governance dimensions in order to early identify risks for potential delays or bottlenecks, and to improve the quality of each rollout

Results & Client benefit



- KPMG takes part in global program steering committee, providing independent & insightful feedback in the dimensions of Quality, Planning, Budget and Risk
- KPMG provides a point of view on key decisions and helps through observations and recommendations to improve overall program performance
- Accelerated global deployment roadmap meeting the given timelines
- Improved financial tracking of program costs enabling a stable cost basis
- Governance for adoptions to the rollout and deployment roadmap
- Governance around improvement decisions for global SAP template