

ERP Legacy System Upgrade: Making the Transition to SAP S/4HANA

A U.S.-based global manufacturer of infant and toddler products embarked on a journey to modernize their system landscape across the business. This digitization of their landscape centered around SAP S/4HANA, with the goal of developing efficient and scalable business processes to support their future growth through organic growth and acquisitions. The client sought to replace their outdated legacy ERP system with SAP to reduce system complexity and to create better stability, visibility, and data reliability across the organization. The project leveraged the SAP Consumer Products Accelerator and best practices to minimize enhancements to the system.

The project scope expanded through the course of the implementation, as the company acquired another toy manufacturer that leveraged different systems and processes, creating new considerations from a people, process, and technology standpoint. Crescence partnered with the client to drive harmonization of the new brand's processes and data with its new parent company, who gained efficiencies internally and with their retail customers.

The Crescence team leveraged our best practices to seamlessly integrate with the client's third-party logistics (3PL) providers and Electronic Data Interchange (EDI) customers. The client successfully went live on SAP S/4HANA based on clearly defined success criteria and key performance indicators (KPIs) for Go-Live, limiting down time and disruption to day-to-day operations.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS AND

SERVICES:



Infant and toddler toys and products manufacturing

PRIMARY OBJECTIVES:

- Reduce organizational risk by replacing current legacy ERP systems with state-of-the-art scalable technology to accommodate future growth plans
- Transition system with no impact on 3PL logistics providers or to customers using EDI messages for integration
- Implement a sustainable solution that is well adopted by end users and meets/exceeds the business needs
- Stay within standard SAP processes to avoid limiting client's future ability to enhance standard functionality with additional SAP processes/modules

RESOLUTION:

- Conducted a fit-to-standard gap analysis with the intention of using standard SAP functionality wherever possible, simplifying implementation and allowing long-term flexibility for the business
- Helped drive business process change at the client to limit customizations through fit-to-standard workshops
- Leveraged best practices and built the SAP S/4HANA system to meet desired business requirements, integrate with external systems using SAP CPI, and keep customizations low
- Developed proper training materials for the ~480 global end users utilizing SAP Enable Now to boost user adoption and productivity
- Used an Organizational Change Management methodology to address the client's needs and assure the organization was prepared for the upcoming changes
- Migrated master data and transactional data to the new system with the help of a dedicated data migration team, who executed many dry runs to mimic the actual system cutover
- Executed the rollout as a one-time Go-Live across the globe, supporting worldwide locations through a detailed hypercare support network before handing over for long-term support to the Clarkston AMS team

KEY BENEFITS:

- A sustainable and stable ERP system with the ability to scale as needed to support long-term growth
- Ability to take customer orders and ship products through 3PLs on Day 1 of Go-Live
- Future-oriented system cloud architecture to support the ability to grow system use through additional SAP components
- Increased efficiencies for the business
- Enhanced data integrity through centralized master data maintenance
- Reduced business risk and fully supported environment via AMS support structure

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