

Business Transformation through SAP

Global Energy Company

1 SITUATION

Deloitte was engaged by a global energy company who were undergoing a merger. The company were operating on a legacy SAP ERP platform which had been significantly customized over the years and was due to be out of support by 2027. The merger also brought with it a second, heavily customized and soon-to-be unsupported SAP ERP platform.

2 IMPACT

Following legal day 1, the business faced a reality of operating and supporting two complex ERPs which burdened the organisation and its people with two ways of working, significant IT cost and complexity for aggregating and consolidating data. Deloitte worked with the company to undertake decommissioning of legacy systems and build a new standard SAP adoption, which featured 2000+ requirements with 65 enhancements. A global Change Network of 430 users was deployed across geographies and sites to act as focal points and advocates for change to enable transition and promote ways of working. The complex data migration from the legacy SAP systems combined both legacy businesses to a single data set with approximately 12 million in-scope records loaded at 100% success rate.

3 OUTCOME

The implementation of S/4HANA resulted in the decommission of two aging and heavily customised ERP systems which lead to a significant cost reduction for the company. This allowed for a single view of all businesses and assets with a consolidated data set for financial and operational reporting to be completed at source. Operating on a single system enabled the company to harness synergies across its business and operations and develop a unified culture underpinned by one way of working.

