

Leveraging a PMO to Maximize a Retailer's SAP S/4HANA Investment

This client is an international force in the retail-ag space and agricultural community known for supplying crop inputs and services including nutrients, crop protection products, seed, services, and agronomic advice through their network of production, distribution, and retail facilities across seven countries.

The company's primary product divisions are nitrogen (*3rd largest nitrogen producer in the world*); potash, (*largest soft rock miner and potash producer in the world with over 20 million tons of potash capacity*); and phosphate (*2nd largest North American phosphate producer*).

The client had been engaged in a long-term transformational program with an SAP S/4HANA implementation at the forefront. The client embarked on their first US pilot region, and during pilot deployment, the field team experienced some significant issues with the blending process, resulting in large impacts on the accuracy of orders throughout the supply chain. The issues started with order intake and persisted through to order delivery, leading to downstream impacts that affected internal workflow efficiency, customer confidence, and ultimately the balance sheet.

During the initial launch, there were large dependencies on digital capabilities that impacted the data accuracy, ease of use for the customer (*internal and external*), and overall system adoption. Not having a unified plan between the core SAP program and the internal digital department was pinpointed by leadership to have been a large area where synergies were missed, and subsequently played a significant role in the misalignment of requirements that led to the issues seen in the pilot rollout.

Clarkston was brought in to lead several initiatives to streamline failing workstreams, align the SAP program priorities and digital team roadmap into a unified plan, assist in the replanning effort for a pilot relaunch, and plan/lead adjacency initiatives to aid in support of the ongoing pilot.

Retail Case Study

PROJECT OVERVIEW



INDUSTRY:



Retail

PRODUCT AND SERVICES:



Producer, distributor, and retailer of nutrients, crop protection products, seed services, and agronomic advice

PRIMARY OBJECTIVES:

- Define and remediate issues found in Region 1 of S/4HANA North American pilot deployment
- Aid in reorganizing team structure, program objectives, and timelines for the O2C, S2D, and P2P workstreams within the SAP program
- Align the objectives, priorities, and timelines of the transformation program with the digital department to streamline deployments and user training as well as decrease system issues within the production environment
- Review issues within the blending process and align with internal program, internal field teams, and external vendors to develop a remediation and redesign plan
- Produce an internal scanner application that aids in streamlining the picking process and provides greater supply visibility through the elimination of manual error
- Work with program leadership to help prioritize and plan for the S/4 pilot relaunch

RESOLUTION:

- Leveraged Clarkston's program and project methodology to implement organizational structure and controls across several of the client's core workstreams and internal stakeholders
- Performed an assessment to set priorities for the blend redesign process
- Created roadmap to align digital and SAP program priorities
- Launched Pick/Ship scanning application that streamlined picking process

KEY BENEFITS:

- Aligned priorities, stakeholders, and objectives within the digital organization and the transformation program
- Updated team structure and timelines within the O2C, S2D, and P2P workstreams
- Decreased errors in the picking and shipping process.
- Defined and prioritized issues to lead the remediation effort within the North American pilot

KPIs

- Feature alignment between digital and SAP program
- Reduction in issues being released into the field during pilot
- Greater visibility of risk, issues, and priorities within workstreams that were critical to the transformation program
- Error reduction within the picking and shipping process within the warehouses

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