

Consumer Products Case Study

PROJECT OVERVIEW



Standardizing Quality Management Business Processes in S/4HANA

The client is a U.S.-based global consumer products manufacturing company with a business goal to achieve \$1B in revenue by 2030. To achieve this goal, the leadership team initiated a global program to digitize, harmonize, and streamline processes to enable growth.

As part of this transformation, the client engaged Clarkston to replace their core ERP system (SAP ECC) with SAP S/4 HANA to stay competitive in today's market and to continue growing. Additionally, Clarkston provided Program Management guidance and helped design and develop reporting and analytics to support the program initiatives.

Within the Quality Management (QM) space, the client had highly customized the solution in ECC with many additional transactions to perform basic functions to manage some of the desired functionality. During the project, the Clarkston team reviewed these processes and transactions and directed these activities into SAP standard business processes and transactions, where possible.

In addition, the Clarkston team found that the client business leaders and key users had very little end-to-end process understanding and little-to-no understanding of master data requirements, as the solution had been heavily steered and maintained by IT. By bringing Quality team members together from across the different areas (Lab, Quality Engineering, and QA) and from different business sites at key times of the project, the staff was able to obtain a better understanding of what data was maintained at different locations and by different people. Data review activities performed during data migration placed a heightened focus on the data and its importance.

At the same time, the business gained a better understanding of the end-to-end process by seeing the impacts and importance of data while performing key activities such as user acceptance testing. Clarkston team members guided and supported through the various testing phases to ensure success. Clarkston also demonstrated the end-to-end functionality and enabled the business leaders to speak through process flows and business process design documents as well as provided coaching to highlight the key inputs and outputs.

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INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



High-performance
component and
solutions manufacturer

PRIMARY OBJECTIVES

- Drive SAP standard business processes in QM
- Reduce data maintenance complexity
- Foster end-user training / key user support model

SOLUTION

- Drove the use of standard transactions for inspection lot data maintenance and reporting within the QM module
- Introduced status profiles to indicate the various stages that inspection lots were in as opposed to using custom transaction codes for clocking samples into the lab
- Eliminated the emailing of inspection lot reports coming from the system, enabling the user to proactively access the data
- Led the client to return to using standard transactions for the maintenance and reporting for Quality Notifications instead of creating custom versions of the transactions
- Standardized business processes via key business decisions to generate Quality Certificates
- Simplified the master data maintenance efforts needed for the printing of Quality Certificates, reducing the number of certificate profiles and forms and eliminating the need for a mass maintenance program developed by the client in the legacy system
- Utilized standard functionality and print programs for Quality Certificates based on batch assignments determined at delivery creation
- Integrated QM with Extended Warehouse Management (EWM) and Order to Cash to introduce a custom outbound delivery inspection process

KEY BENEFITS

- Standardized business processes and eliminated variability seen in the legacy system thanks to data simplification
- Data cleansing of current materials, customers, and vendors
- Easier to maintain the data required for Quality Certificates
- Increased overall understanding of the system by key users involved in User Acceptance Testing (UAT)
- Better end-to-end understanding of process overview & integration
- Ability of key users to assist fellow business users and train future hires in SAP with provided training materials

KPIs

- Reduced the number of certificate profiles by 95% (from 47 to 2)
- Reduced the number of Output Types (Quality Certificate forms) by 92% (from 12 to 1)
- Reduced the number of condition records (when a certificate should be printed) by 95% (from ~6,500 to ~300)

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