



SBN S/4 HANA Day
S/4 HANA Implementation at Amorim
(OASIS PROGRAM)

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Presenters



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Introduction | Amorim at a glance



Amorim - The world's biggest cork processing group

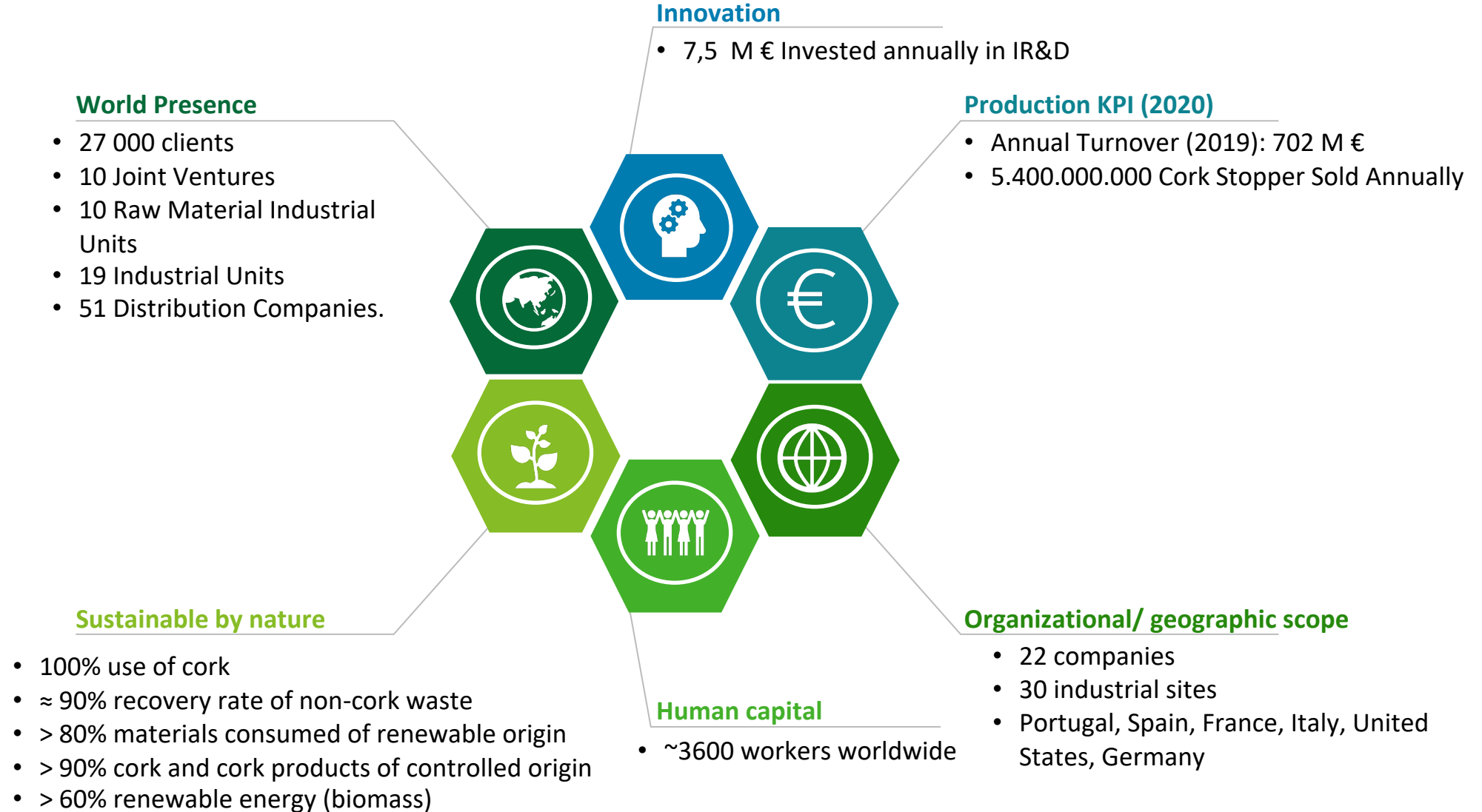
For 150 years, AMORIM has been the world leader in cork stoppers and other derivative products. The Portuguese group operates 10 joint ventures, 29 plants, and 51 distribution companies, supplying globally more than 27 thousand customers in 100 countries. This success was enabled by a consistent priority given to quality, innovation, exemplary performance and customer satisfaction.

As a market leader, AMORIM is in a unique position to satisfy this growing market. To achieve its strategic priorities, the group embarked on a **journey to integrate its operations and drive higher operational efficiency** through S/4HANA.

[Testimonial Video](#)



Introduction | Amorim at a glance



S/4 HANA TRANSFORMATION | OASIS Program Overview



The Issue

- Multiple ERPs were nearing end of life, as was the vendor support.
- Costly maintenance in time and funds.
- Intercompany transactions and reconciliations were challenging.
- Highly integrated and complex supply chain, a single ERP providing visibility and agility was sorely needed.
- Risk exposure.

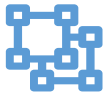
- SAP S/4HANA has a solid track record of enabling global enterprises in their transformation journey.
- SAP offers a comprehensive and integrated portfolio of solutions that support AMORIM's growth aspirations.
- Deloitte demonstrated a solid expertise on S/4HANA consulting services.
- Trusted partner for complex worldwide transformation programs for leading companies.



Why SAP and Deloitte

S/4 HANA TRANSFORMATION | OASIS Program Overview

At the beginning, Amorim faces a set of challenges, which triggered the need to implement an integrated, robust and reliable information system that allows the following objectives to be achieved.



IT ARCHITECTURE

Robust and scalable ERP solution with multi-geography presence which will support actual business and will support Amorim growth.



STANDARDIZE PROCESSES

Efficient processes, based on best practices, guaranteeing normalization between business units and geographies reducing administrative burden and enhancing automation.



BUSINESS PROCESS KNOW-HOW

Ensure the maintenance / retention of procedural and business know-how in the multiple geographies where Amorim already operates and where it may expand.



REAL-TIME DATA

Operational and management data availability from different countries, companies and business units in one integrated system.

Benefits



Core and Support processes integration



Support Information Harmonization



Application and procedure redundancies elimination



Automation and reliability in the treatment of information

S/4 HANA TRANSFORMATION | Our approach



The Global Template approach is central in our vision for the project, and we have been responsible for several similar deployments

Considering both Amorim requirements and our own experience on business transformation projects, **the best approach is to start with the design of a Global Template** of the corporate processes for the four brands, based mostly on the **standard solution and industry best practices**, and then go for the **local implementations on each brand** specificities.



Global Template

Ensure the standardization and integration of business processes and back-office in the various brands taking into account the specific requirements of each business unit and each location.



Local deployment

Implement a deployment strategy of the new ERP for each brand to ensure adherence to the Global Template in line with the local requirements (legal and tax) and any business particularity inherent to the operation of a given brand or geography (e.g. interfaces).



Standardization and Data Migration

Since the quality of master data is one of the pillars for the proper functioning of future ERP and consequently the quality of the management information generated, it is essential to ensure the harmonization of data between the various businesses and applications, as well as its timely availability.



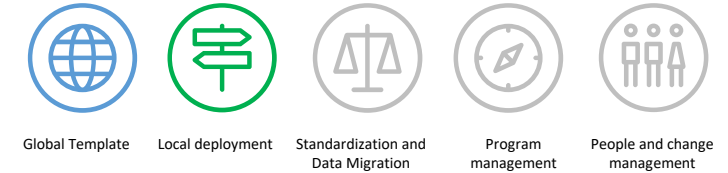
Program management

Address Amorim priorities in order to meet the schedule and required approach, ensuring consistent program management for the project to be effective and meet the established goals.



People and change management

Change management is primarily engaged in supporting the adoption of the changes inherent to such program, comprising an integrated approach to issues such as communication, stakeholder engagement, training and organizational alignment.

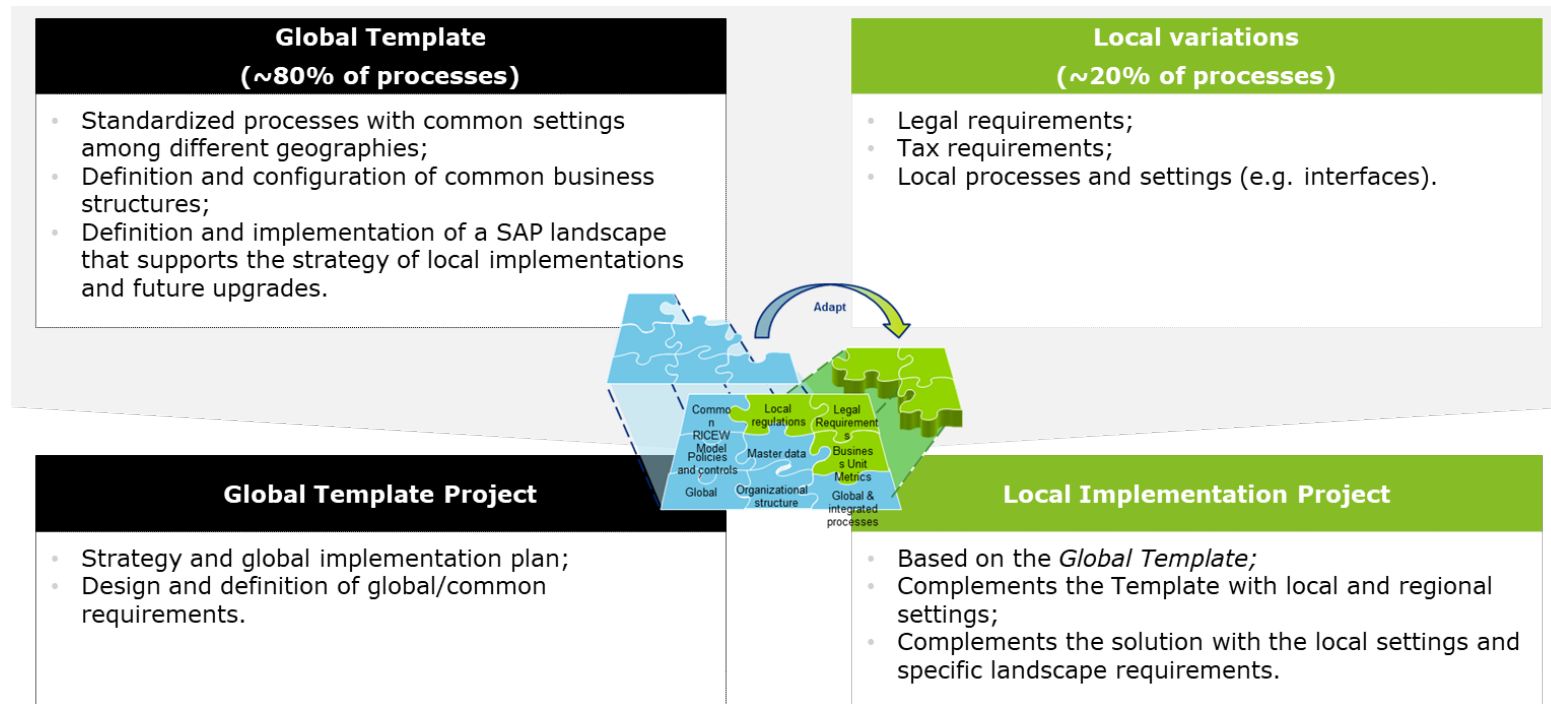


Global Template Approach

The adoption of an implementation strategy using the Global Template concept goes beyond simple standardization of processes, ensuring numerous advantages in different areas.

Global Template Approach

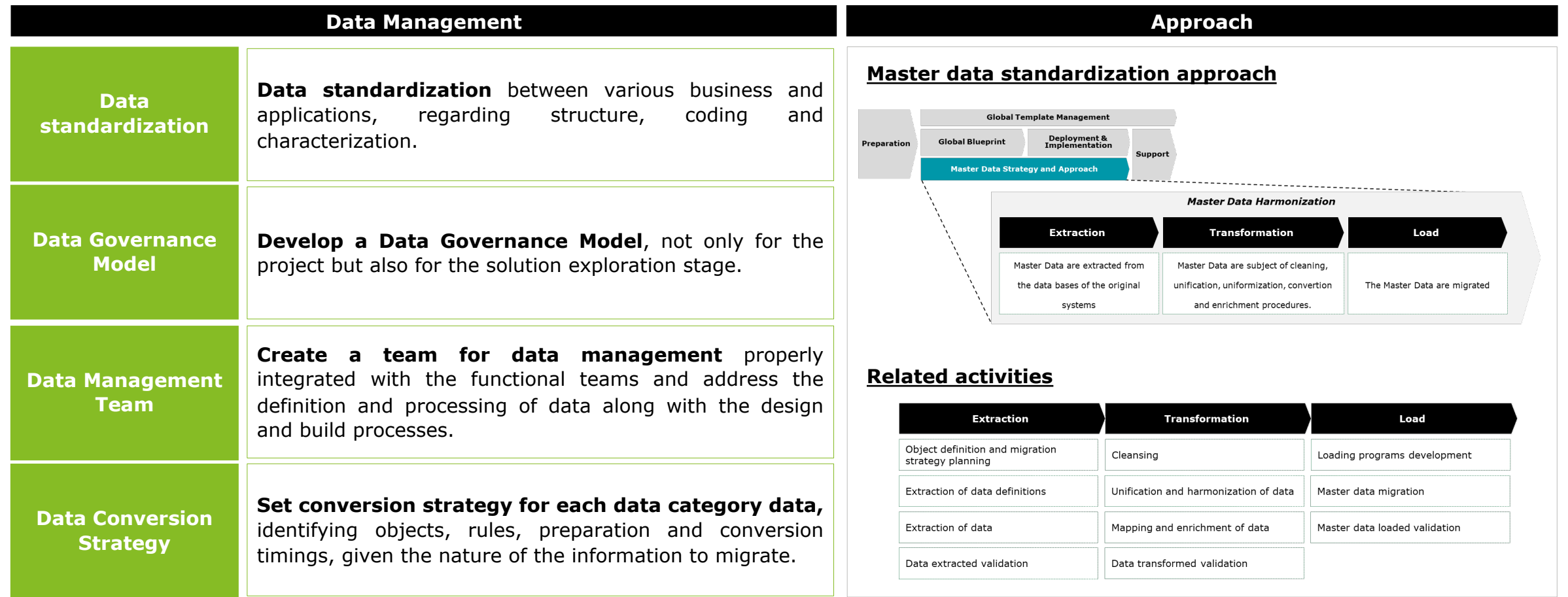
Benefits



- Reduction of time and implementation costs
- Standardization of processes and technology solutions implemented, minimizing the propagation of local requirements
- Improvement of consistency and quality of processes and implemented solutions
- Reduction of risk associated to the transformation process

Standardization and Data Migration

Data quality is essential for the proper support of business processes. This project is an excellent opportunity to address it transversally.



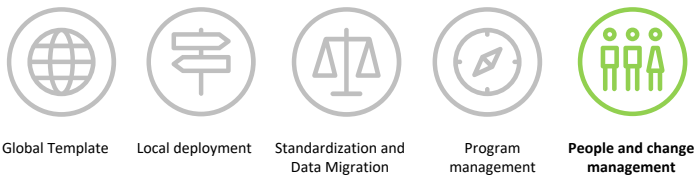
Program management

It is essential to ensure the alignment of the different project dimensions with the objectives of the transformation program.



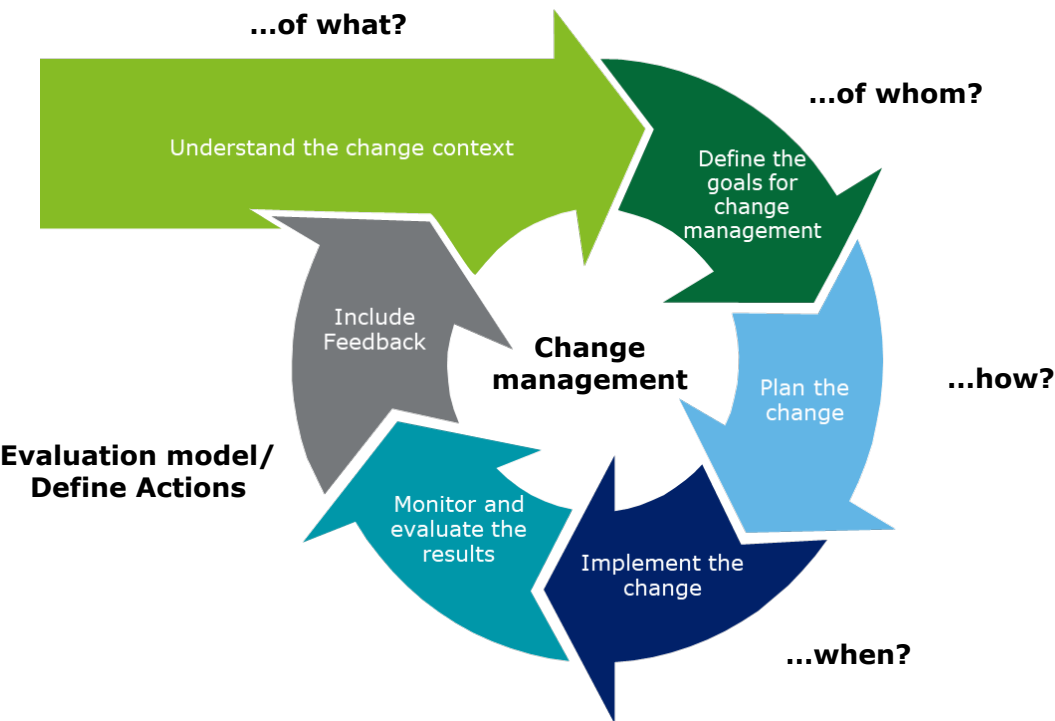
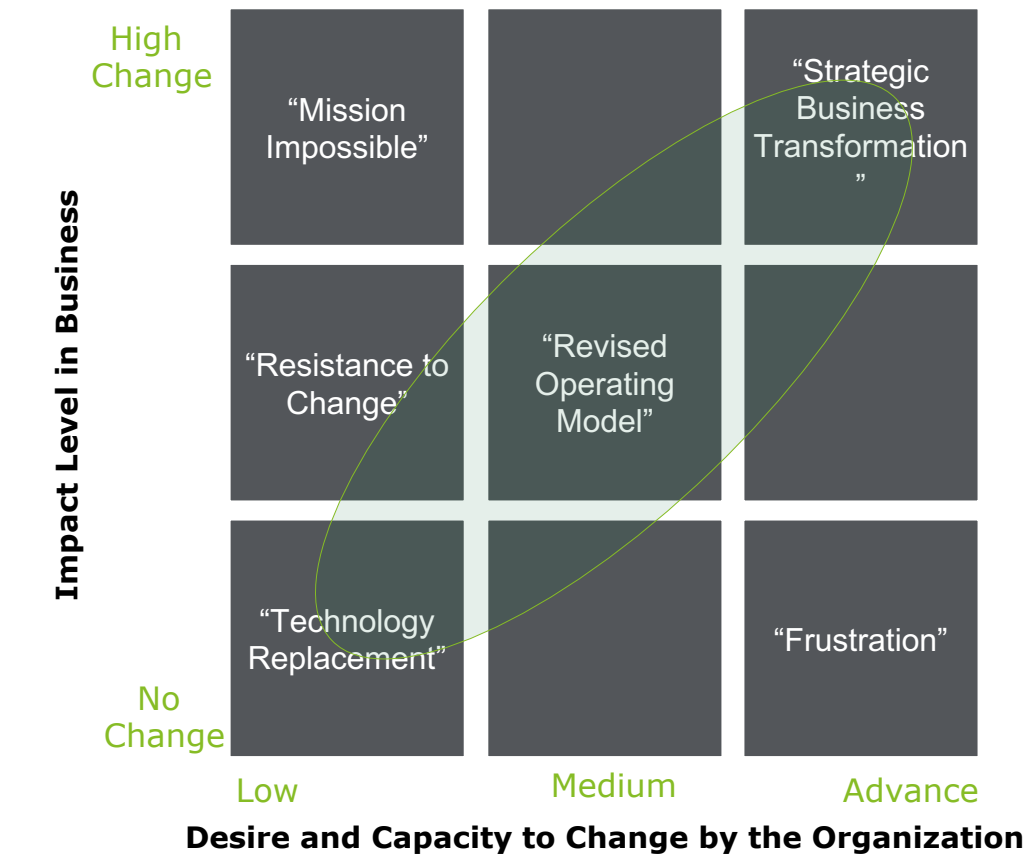
Benefits

- Assists project managers to get the full overview - "big picture"
- Increases the rhythm of work
- It provides a consistent approach in a common language
- It includes templates for deliverables and other tools
- Integrates quality and risk management, facilitating improvement of quality and reduction of risk associated to deliverables
- Control budget and approved implementation plan, minimizing the risk of deviations and unexpected surprises



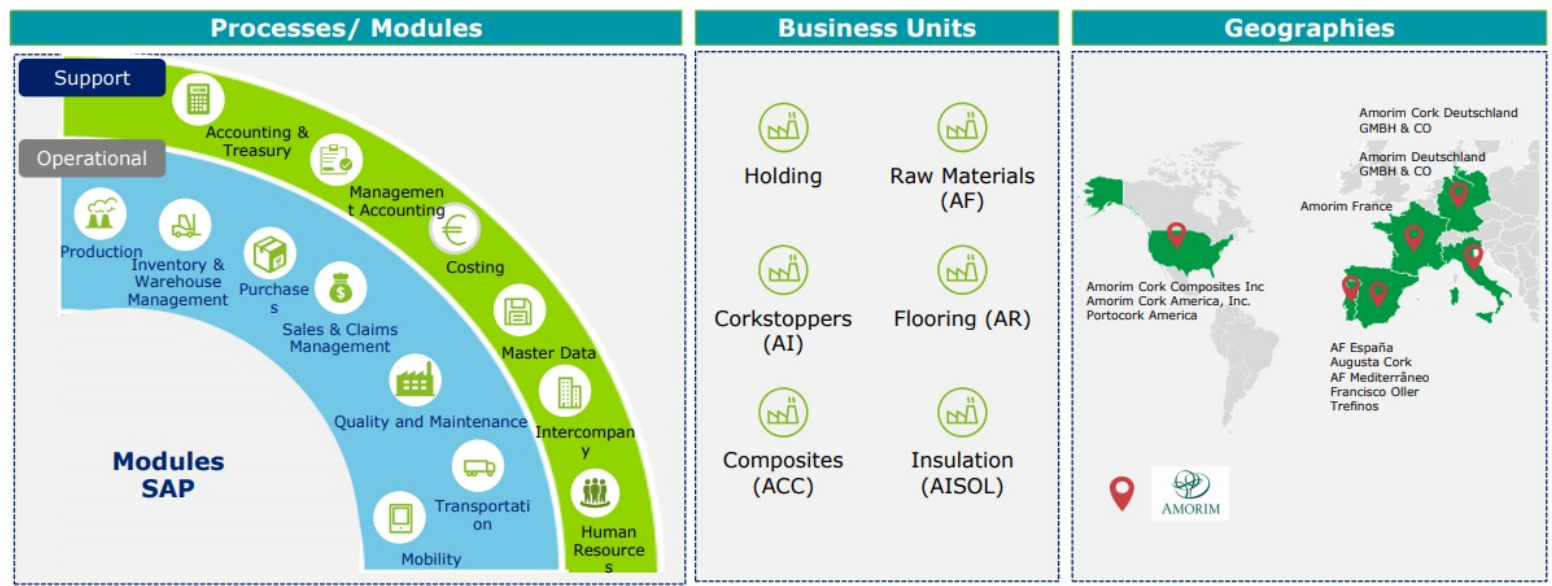
People and change management

The approach to the success of the transformation process depends directly on the ability and motivation of the Organization, being crucial for the level of change and benefits to be achieved/exceeded.

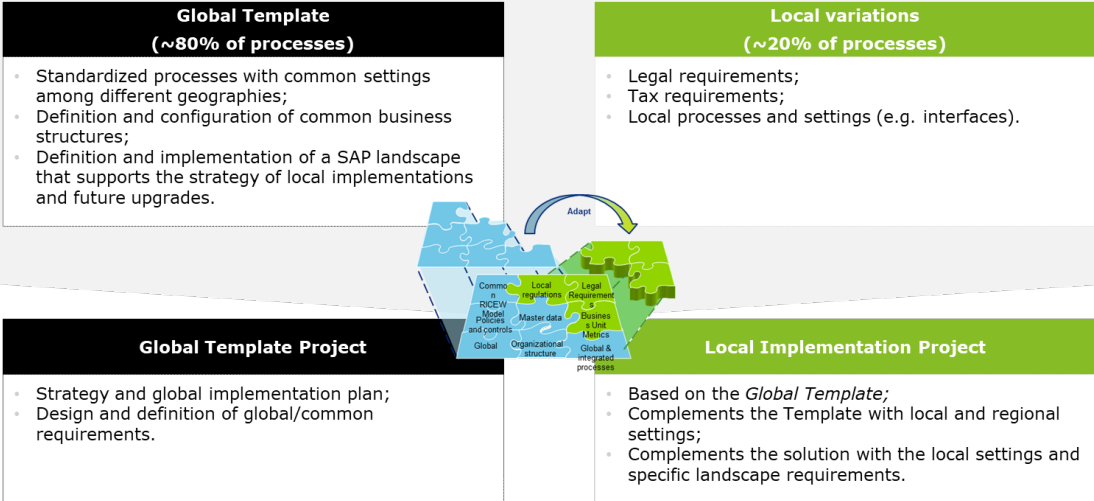


We advise a methodology of dynamic change management, based on stages of understanding and execution throughout the project.

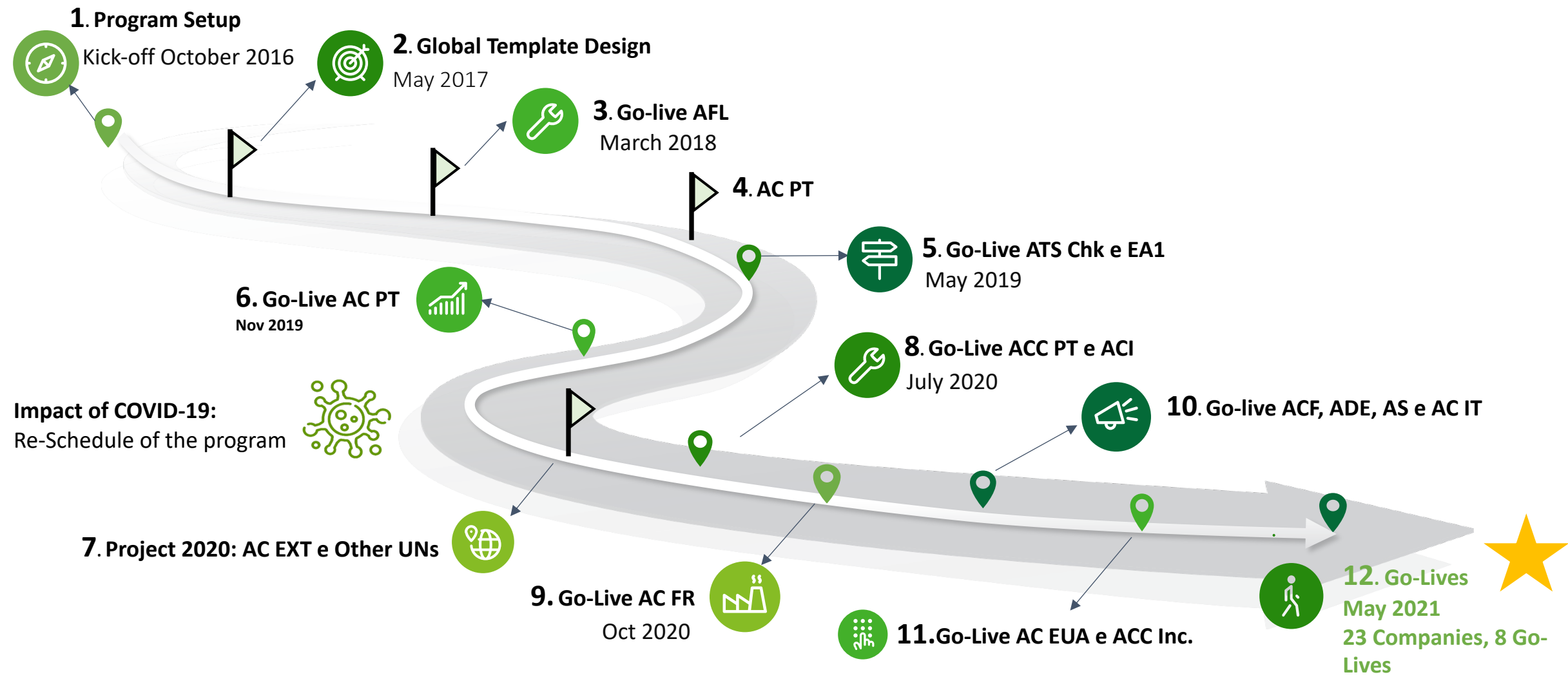
S/4 HANA TRANSFORMATION | Implementation Scope



After the Global Template design and implementation, its distribution throughout the different brands will focus only on specific processes and features within local settings.



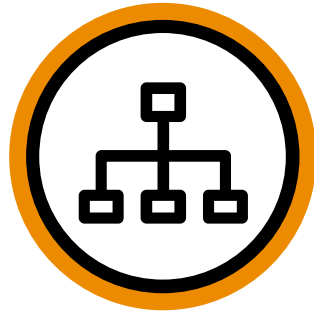
S/4 HANA TRANSFORMATION | OASIS Time line



S/4 HANA TRANSFORMATION | Lessons Learned



The scope & plan phase is **critical**: the project adherence to the guidelines requires a **clear definition of the solutions/ processes to implement** on the future architecture, reducing the “moving targets” that may appear considering the strong interdependency with the other solutions/ systems



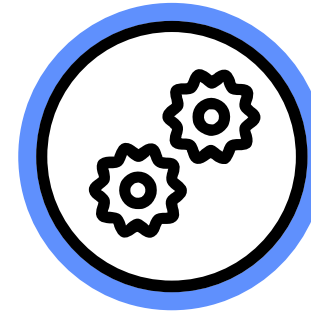
Effective sponsorship to ensure commitment, template adoption, to commit the necessary resources, responsibility and ability to make decisions according to the project objectives is crucial in this type of projects

Strong Project management from Amorim to assure clear central governance and full coordination between geographies



Corticeira Amorim and Business Units governance/ collaboration model was the key for the program success

Central and mixed project team with **Deloitte, Amorim and Business Units' Process Owners and Key-users working side-by-side** during all project stages at the same project location



Business Units were **involved and committed** from the beginning, in the realignment that results from the global template



Data migration dimension is **key** for the project success and this topic ownership dispersion is relevant at Amorim.

The **knowledge for data on the legacy systems** is a relevant challenge to ensure Data Quality

Business Outcomes | Transparency through an integrate backbone



One Amorim System & Integrated Solution



Lowered IT TCO due to simplification of the IT landscape and the sunsetting of interfaces and legacy applications



Reduced shadow analytics costs both in IT and business as a result of a single source of reliable data



Improved business user productivity and ability to take informed decisions

- HANA in-memory capabilities enables real time visibility and multidimensional analysis
- Higher autonomy and agility in finance, maintenance, production and logistics



Improved customer satisfaction. Sales representatives can now communicate reliable information (e.g. delivery date) to customers



50%

Reduction in Database size for lower TCO



4X

Faster complex batch processing



33%

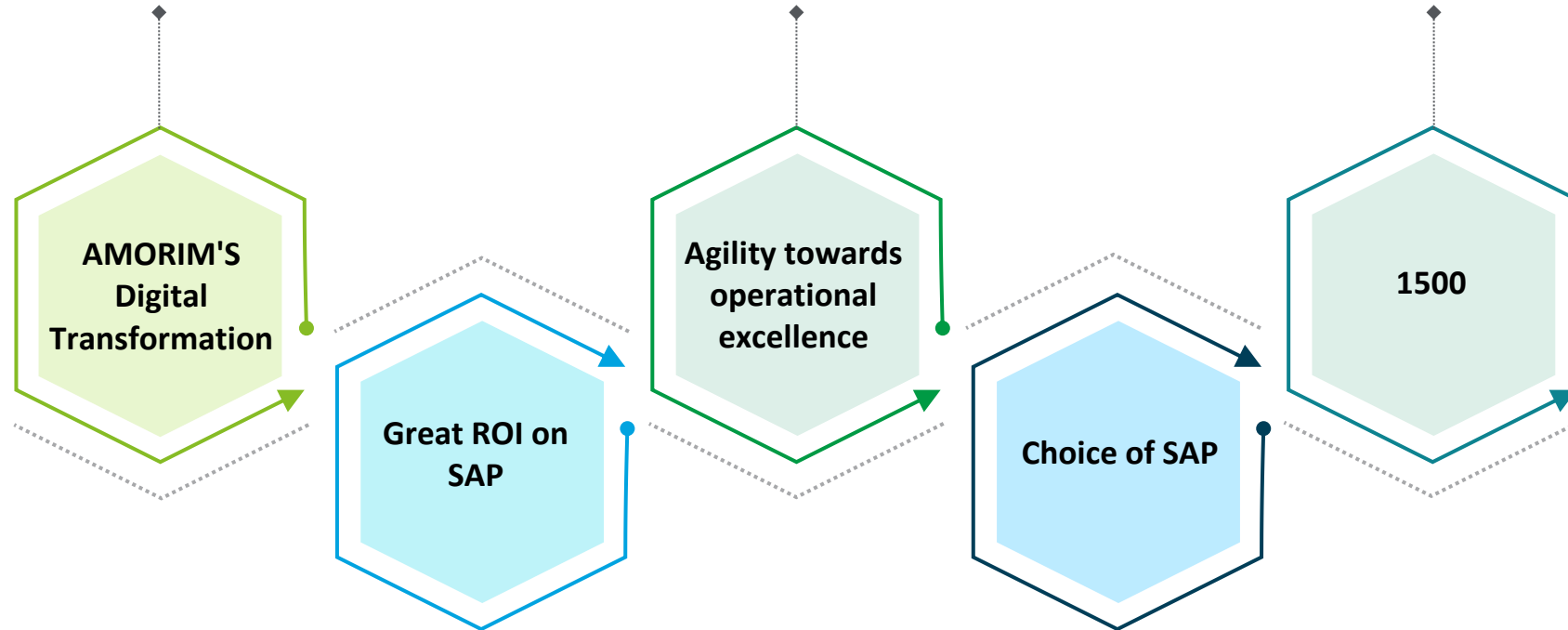
Reduction in Interfaces

Future Plans | Strong foundation for a sustainable growth

Rolling out SAP has been a 4-year journey planned completed by 2021

Leverage as much as possible to SAP native integrations

Expected amount of SAP users by 2021



Leverage standard/ embeded SAP S/4 HANA functionalities to support business requirements

Previous ERPs > 20 years before reaching their limits. Expectation from SAP for at least a similar amount of years

Q & A



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