

Driving Process Harmonization and value visibility during Global SAP Roll Out by a leading lead recycler.

Client Overview

The Client is a global leader in lead and leads alloys manufacturing through the recycling of lead batteries with manufacturing plants spread across the US, Europe, and Africa. The organization has grown mainly through a series of mergers & acquisitions, with the oldest plants operating for over 100 years.

Client Objectives

The sequence of M&A of various entities across geographies resulted in disconnected entities and no single source of truth, which consequentially led to inadequate data for reviews and a lack of global visibility. Divergent systems and processes across functions, lack of master data governance, inconsistencies in business process and data practices, and insufficient reporting capability encouraged the decision to move to SAP S/4HANA across the enterprise. Accordingly, the Client laid out the following business objectives:

1. Optimize logistics processes
2. Enable LME Index-based contract pricing and improve the Conversion invoicing process
3. Mark to market Inventory adjustment
4. Hedge calculation and reporting
5. Quality control system integration for certificates of analysis
6. Enhanced regulatory compliance

Solution & Implementation

YASH Technologies successfully helped the Client in the global rollout of SAP S/4HANA using a phased approach in addition to SAP S/4HANA Implementation.

In parallel to the implementation of S/4HANA, YASH assisted in creating a comprehensive Business Process Mapping (As-Is & To-Be Processes) through a series of workshops with business and IT stakeholders and best practices benchmarking.

YASH Biz NeXT Team has mapped process flows and SIPOCs and identified the key metrics / KPIs against each process step. The team has mapped information flow across various systems that were integrated into SAP and identified the automation opportunities that can be addressed through SAP as well as through other systems that can be considered in the future.

Outcomes

- Documented As-Is and To-Be Process Maps and SIPOCs for 120+ Business Processes across key areas of Finance, Sales, Operations, and Purchasing
 - As-Is / To-Be Process Maps documented for US Geography have helped YASH Functional Team and Client Global Corporate Team during the Preparation and Discovery phase of other country rollouts. The current processes are appreciated, and a base has been created for change acceptance and process harmonization, reducing the valuable time during subsequent rollouts to other countries and unlocking the overall business potential.
- Identified key metrics and KPIs across the business processes and baseline target value improvement through the ERP transformation
 - Value visibility during the implementation also acts as a basis for tracking the value realization post-S/4HANA Transformation.
- Identify gaps, potential automation, and improvement opportunities in each step, paving the way for the business case for future digital transformation initiatives, both with SAP and beyond SAP.
- The detailed processes are also used to improve the adoption of the S/4HANA system by the organizational change management team.

For more information contact YASH today at info@yash.com or visit www.yash.com