Enterprise Digital Assessment & SAP Last-Mile Integration
For Industry 4.0 | One of the World's Leading Textile Conglomerate in India

CASE STUDY

mokxa

Key Takeaways

SAP S/4 HANA 360° Diagnosis Framework against 20+ CEO Metrics	Assessed Data-Process-System for 6 SAP Modules (11 Key Functions, 23 Master Data, 100 Biz Processes)	Analyzed Txn. Data, Master Data, Process & Statutory Compliance, Dashboards, Corporate Governance	400+ recommendations for 5 Biz Lines. Uncovered $230MM financial reporting impacts	Transformation Roadmap with 4 tracks of strategic SAP Rejuvenation, Management Cockpit & Digital Portal Solutions

Client Summary

Established in 1990, the client is a $3B+ Indian conglomerate dominating the home textiles, yarn, paper & chemical, and energy sectors. They offer a diverse range of high-quality yarns, premium fabrics, bed & bath linens, and eco-friendly paper products.

Operating across 3 manufacturing sites with more than 20 plants in India, they are a global leader in integrated, state-of-the-art home textile manufacturing. Empowered by a workforce of 15,000+ employees, they are one of the world's leading home textiles exporters to over 150 countries.

The client has embarked on a digital transformation journey to become an Industry 4.0 company. Central to this transformation is the modernization of their ERP system (SAP S/4 HANA), aiming for seamless integration with enhanced features, streamlined process & workflows and maximized user adoption for improved business outcomes.

The anticipated benefits span across various aspects of their business, including finance & operations, sales and marketing, manufacturing & production, and supply chain management.

Challenges

In pursuit of digital transformation for Industry 4.0, the client faced several challenges that impeded their ability to maximize the utilization of their legacy SAP system:

- Missing single version of truth (SVOT). Fragmented information stored in separate silos hinders decision-making for management at all levels.

- Inexistence of automated-driven data quality checks and validations leading to flawed business insights, operational inefficiencies, and poor supply chain.

- Lack of real-time data visibility and transparency leading to the generation of unreliable business and financial reports.

- Poor user adoption and resistance to change holding back the successful implementation and utilization of a seamless SAP system upgrade.

- Rampant and unauthorized data manipulation due to the lack of proper Service-level Agreement (SLA), access controls & editing rights, and governance.

Solution

- Perform end-to-end assessment across SAP's modules through on-site visits, executives meetings, as well as an in-depth root cause analysis utilizing a '360° CEO Diagnosis Framework' against 20+ business functions & scenarios.

- Benchmark analysis approaches against Industry 4.0 best practices, and develop transformation strategies to address the challenges, incorporating:

  - Single version of truth
  - Seamless integration
  - Real & transparent data
  - Improved user adoption
  - Change management techniques

- Deliver a roadmap with recommended actions & timelines that outlines actionable fixes and best practices, implementation of new SAP capabilities, as well as the adoption of new business solutions.

Solution

Within a concise 6 weeks, a nimble Mokxa consulting team successfully assessed the client's SAP S/4 HANA system that caters a user base of 900 individuals. The assessment approach followed are:

☑ **Conducted analysis with plant visits, stakeholders interviews, goal elicitation and executive review sessions.** Our assessment covered 6 functional SAP modules (finance & management accounting, sales, material, production, quality & supply chain) and the various ERP solutions around it, encompassing 100 enterprise-wide business processes.

☑ **Identified gaps and inconsistencies in data, systems and processes**, leveraging them to establish a robust ERP infrastructure aligned with Industry 4.0 standards towards achieving single version of truth (SVOT), implementing stringent access rights management, transparent & real data, and ensuring seamless user adoption.

☑ **Performed root cause analysis to address identified gaps around transaction data, master data, process compliance.** Our holistic analysis uncovered $233MM. of financial reporting impacts, detailed observations breakdown, and recommended solutions, backed by data across all business scenarios and SAP modules.

Outcomes

The assessment's outcome is an Industry 4.0-oriented implementation roadmap for the client to blueprint the entire SAP modernization and go beyond SAP for digital transformation. We recommended 4 business solutions that focus on delivering an inclusive 'total experience' for the client around their customers, employees, users, and technologies:

☑ **SAP Rejuvenation & Modernization Covering Data, Systems, People and Processes**
Validate business gaps, implement fixes to enhance functionality, and establish a robust monitoring mechanism to constantly evaluate system's health with strong emphasis on user adoption. This enables the client to execute real-time business processes, ensure compliance, and produce reliable & accurate Management Information System (MIS) reports for informed decision-making at all levels.

☑ **Business Process Monitoring with 12 KPIs Identified**
Efficiently oversee and govern business processes with real-time tracking of 12 key performance indicators (KPIs). With a focus on compliance, we recommended configuring the system to generate alerts for timely actions when parameters exceed established thresholds. The client will gain control over key aspects of their business through SLAs like overdue production orders, sales document concerns, billing delays, vendor payments, etc.

☑ **Customer 360 Portal**
Develop and deliver a Customer 360 Portal integrated with SAP, improving the way businesses engage with their customers. It is a user-friendly platform that streamlines customer registrations and empowers customers to effortlessly manage their accounts, track orders, access transactions, and more. Increased customer satisfaction, loyalty and operational efficiency will enable the client to drive revenue growth and outshine competition.

☑ **Vendor Management Portal (E-Procurement)**
Improve vendor management workflows through a web-based portal, enabling vendors to seamlessly interact with procurement & supply chain. The solution simplifies vendor registration for active vendors in the existing SAP system, validating financial & statutory compliance. Other features include bid & purchase order management, reporting & analytics, leading to better vendor engagement, reliable database, and effective partner management.

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