

A photograph of a modern building facade with white, angular architectural elements and large glass windows. The Lohmann logo is visible on one of the white structures. A green arrow-shaped banner is overlaid on the bottom part of the image.

# S/4 Greenfield-Einführung in Zeiten der Unsicherheit

13. Praxisforum Prozess-, Projekt- und IT-Management  
Home Office-Edition, 26. Mai 2020



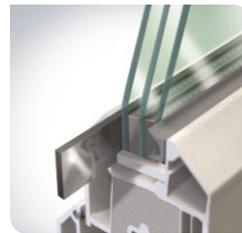
[Linkedin.com/in/holger-wuesthoff](https://www.linkedin.com/in/holger-wuesthoff)

# Lohmann – The Bonding Engineers

We provide smart, tailored bonding solutions with outstanding service to enable our customers to be more successful in their markets.

We are a leading global provider of innovative bonding solutions:

- Founded in 1851
- Annual Revenue: ~300 m€
- Employees worldwide: ~1800
- Regions: EMEA, US, ASIA
- Entities: 20
- International Subsidiaries: 33
- Sales Partners: in ~ 50 countries



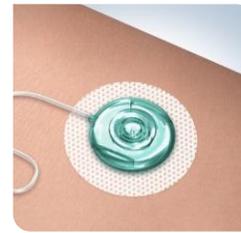
Building &  
Renewable  
Energies



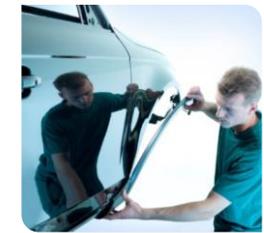
Consumer  
Goods  
& Electronics



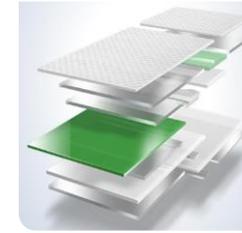
Medical



Transportation



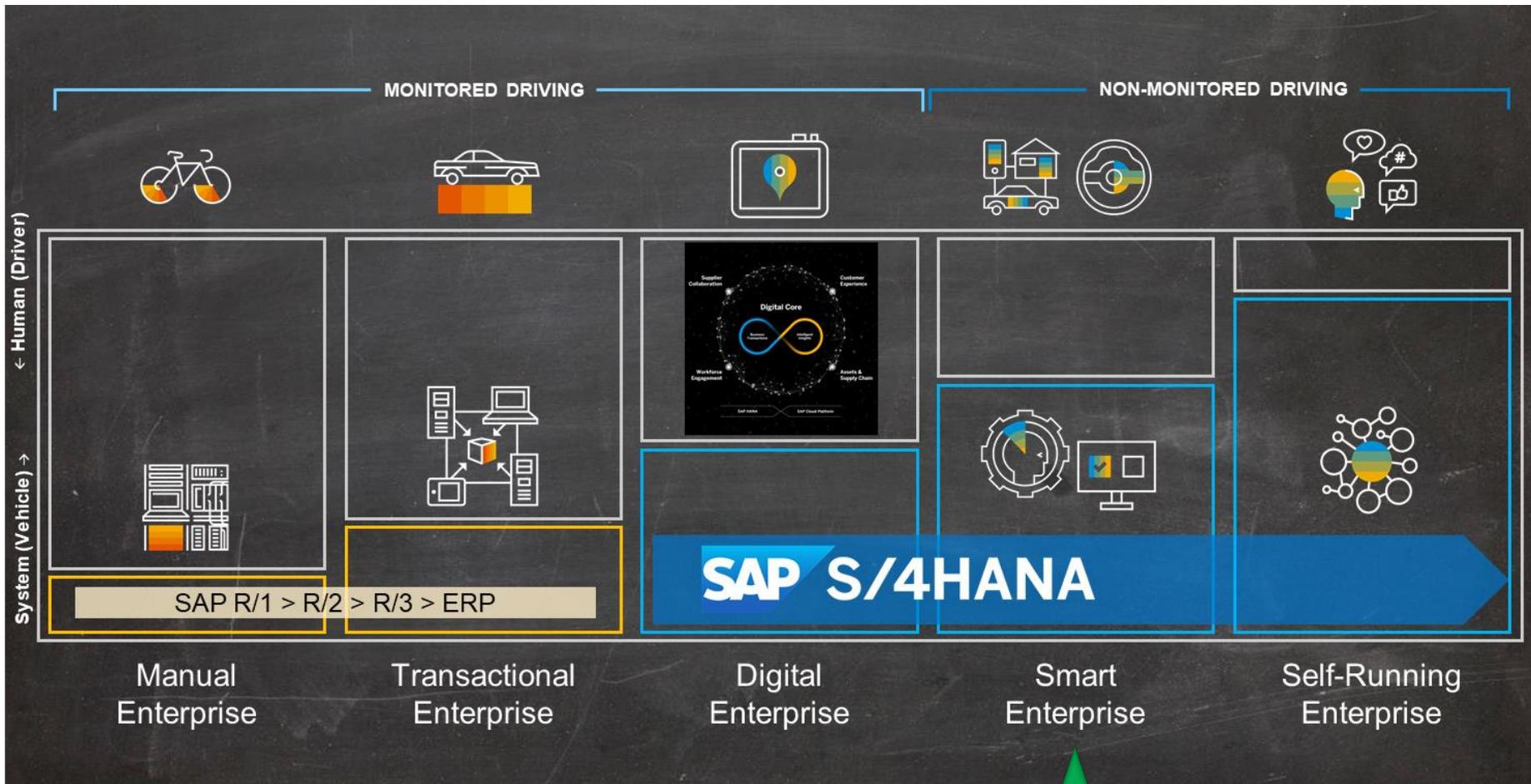
Graphics



Hygiene

<https://www.lohmann-tapes.com/>

# Our Vision – Striving for Process Excellence in Smart Enterprise Business



Lohmann's Target Position

# Our link to SAP's Vision – Next Practice driven by a Smart Enterprise

We need to gain **visibility** on the entire customer orders book status linked to rapidly changing demands, to **focus** on unwanted exceptions which we need to resolve with higher **agility** and lesser effort.

## Capabilities



### Visibility

The ability to collect and connect data that was previously siloed and to recognize unseen patterns



### Focus

The ability to simulate the impact of potential options and direct scarce resources to the areas of maximum impact



### Agility

The ability to respond faster to changes in the marketplace or the business and to pivot business processes toward the right customer outcomes

## Outcomes



Redefine the end-to-end customer experience



Deliver a step change in productivity



Transform workforce engagement

# Practical Example – Order to Cash Process Performance Management 1/2

From order listing incl. status view on all process steps, to a detailed view on fulfillment issues, down to document level for resolutioning.

My View \* ▾  
Filtered By (4): Sales document, Sold-To Party, Overall Status, Sales Organization

Sales Documents (1) | My View ▾

Create Sales Order   Reject All Items   Set Delivery Block   Remove Delivery Block   Set Billing Block   Remove Billing Block   ⚙

<input type="checkbox"/>	Sales Document	Sold-To Party	Overall Fulfillment	Reqd Delivery Date	Order Processing	Supply Processing	Delivery Processing	Invoicing	Accounting	Billing Block
<input type="checkbox"/>	112001305	Violeta d.o.o. (10022767)	⚠	26.03.2020	⚠	⚠				

Track Sales Order Details ▾

### Fulfillment Sample Order 112001305

Delivery Not Started / Not Relevant for Invoicing

Shipping Status: **Delivery Not Started**   Invoicing Status: **Not Relevant for Invoicing**   Net Value: EUR 0,00   Items: **1**  
Requested Delivery Date: 26.03.2020

Process Flow   Items

Order Processing   Supply Processing   Delivery Processing

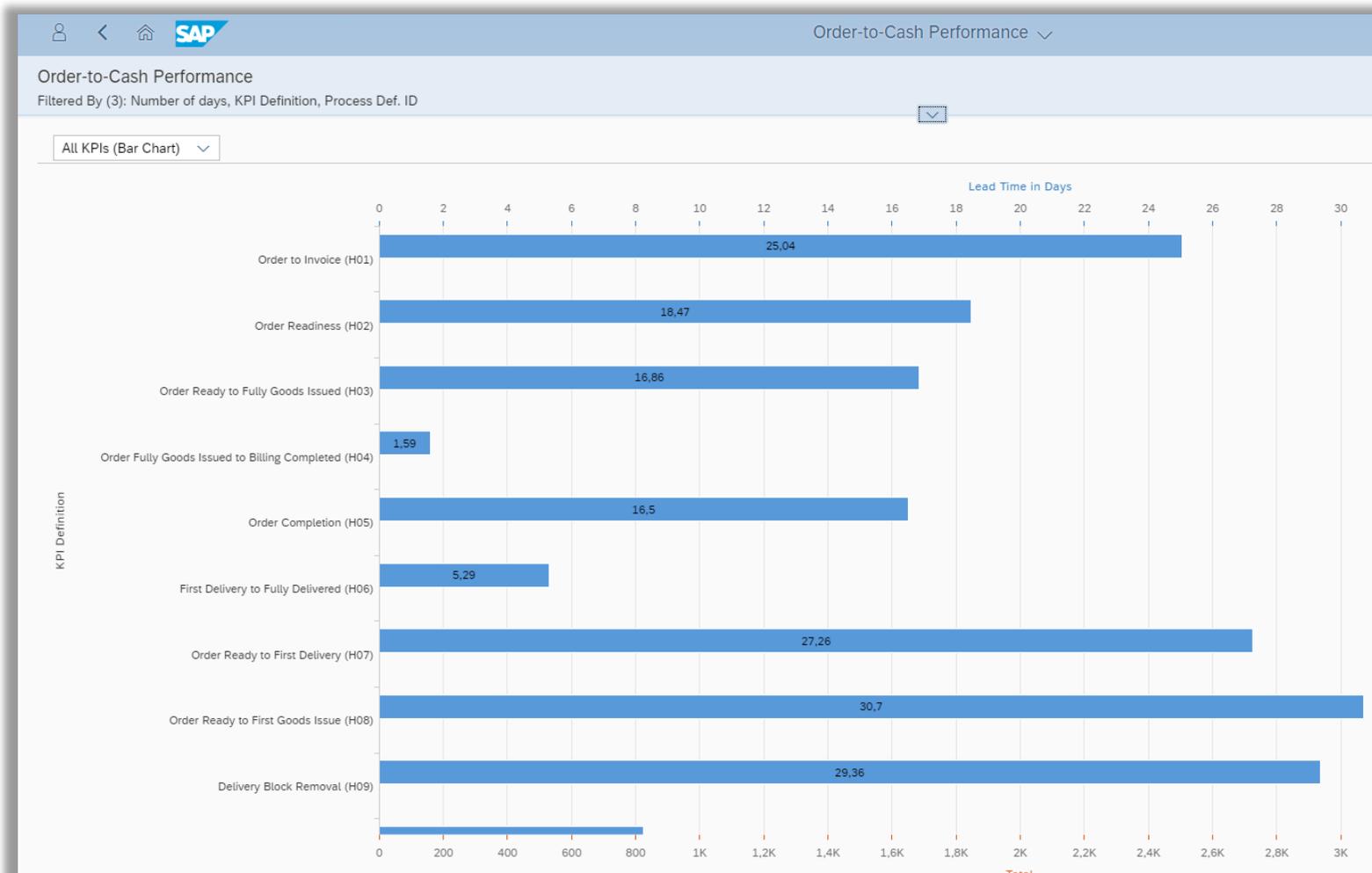
Sample Order 112001305  
⚠ Delivery Issue  
Requested Delivery On 26.03.2020  
Not Shipped

Planned Delivery  
Delivery Planned For 24.03.2020

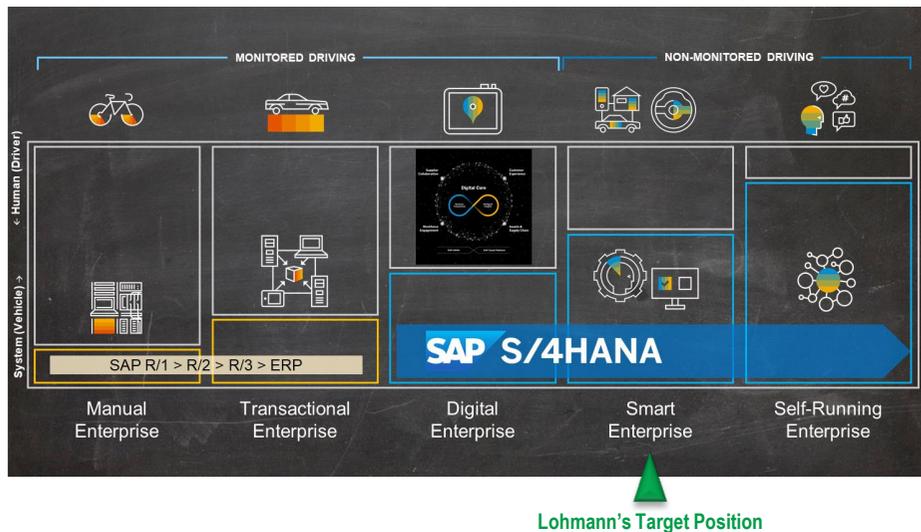
Production Order 111000045  
⚠ Manufacturing Issue  
To Be Finished On 07.04.2020  
Started

# Practical Example – Order to Cash Process Performance Management 2/2

Beside event based order issue resolution, a constant monitoring over time will clarify whether the measures taken shows the wanted impact along the entire process.



# Lohmann's Lessons Learned on Business Benefits derived from S/4



*“The vision of a smart enterprise business is valid and achievable. But the applicable functional range is not yet that advanced compared to ECC.*

*The step towards “smart” needs high investments in analytics, FIORIs and data mgmt.*

*The organizational change form transactional work to automated processing with exception handling is huge and need new skills.*

## Some experiences made:

- The constant changes in the S/4 solution architecture results in high effort for design and implementation.
- The regular support is a mayor issue; even for high prioritized tickets a resolution can last up to several month.
- Main benefits can only be harvested, using the FIORI interface but this does not fully replace the SAP Gui interface.
- Although the need for system and process knowledge is very high there is only very minor business training support.
- Most analytical apps needs complex adjustments of their KPI calculation and customer specific reporting dimensions.
- Due to App lifecycles you will find minimum three different technologies for the same purpose you have to handle.



Luckily the overall impact of the Corona crisis had been comparably low by now. However we made a lot of valuable observations and learnings:

- The phrase SCM resilience became first time a practical meaning of high relevance. Due to various disruptions within our supply chain we had to constantly rebalance the customer needs which also frequently changed. Alternative production options based on raw material availability has been key.
- The operational workload in our departments has even been higher although the crisis situation, since we had to process so many short time changes. On top of that our staff had to compensate the extra burden to be split in “home office” and “on-site” groups.
- The IT support demand increased daily to cope with infrastructure constraints as well as user support in a different workplace environment. The service desk team recognized real shockwaves of support requests on a global scale facing the “unknown” of home office infrastructure.
- The needed changes in bandwidth, mobile infrastructure, as well as system access made clear that we have to accelerate our cloud first strategy to become more independent from on premise offices and IT.
- Within project work we recognized very minor issues with sites that already received a SAP rollout, since they are used to remote team work. Whilst actual project sites really had to train basic collaboration methods and tools. But in both cases we did not reach the same efficiency in “digital only” collaboration as in traditional mode.
- Camera is crucial. Digital collaboration can easily become anonymous but spending some extra time on social topics using the “camera face to face” made work a bit more lively.

We love new challenges.  
Yours could be next.

Thank you very much for your attention!

