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How smartShift Helps **Procter & Gamble** Maintain Business Velocity During a Complex, Multi-System, Multi-Year S/4HANA Transformation Program

10,000
Custom objects (6,200 Transports) retrofitted in 9 months

77,000
Custom objects transformed in 8 weeks with guaranteed quality

"We have not stopped a single project thanks to smartShift during our first year of transition.

All the business transformation that is needed to keep the business running continued as if the transition to S/4HANA was not happening."

Bruno Pont,
Supply Chain Platform Transformation (SCPT) Global Program Manager, Procter & Gamble

Highlights

Challenges

- Moving to SAP S4/HANA to comply with SAP ECC obsolescence
- Requiring transformation to be flawless—just a week of business disruption is worth $1.5B!
- Transforming decades of custom code
- Running production and project landscapes in parallel
- Avoiding any disruption to business velocity

Solution

Procter & Gamble partnered with **smartShift** to:

- Remediate 77,000 custom objects in 8 weeks, with an error rate of less than 0.01%
- Automated **Dual Maintenance** for changes made in the production landscape to automatically merge and remediate them into the S/4HANA project landscape. This allowed business as usual to continue with no disruption.

Results

- Procter & Gamble maintains business velocity
- Hundreds of parallel projects continue uninterrupted
- Fixed 1.3M issues automatically saving 42,000 days of manual labor!
- High-quality results significantly reduce testing effort
- Key personnel freed up to focus on strategic innovation
- 6,200 transports with 10,000 custom objects retrofitted in past 9 months

Challenges

Maintaining business velocity during a complex, multi-year SAP S/4HANA transformation program

Procter & Gamble (P&G) serves consumers around the world with one of the strongest portfolios of trusted, quality, leadership brands. P&G is the world's largest consumer packaged goods company; the P&G community includes operations in approximately 70 countries worldwide.

P&G initiated its Supply Chain Platform Transformation (SCPT) program to accomplish mandated SAP ECC platform obsolescence upgrades for Master Data and Supply Chain systems, while minimizing business risk and controlling costs.

The global, multi-year program includes the conversion of the Global Master Data instance from ECC to S/4HANA, and the consolidation of multiple ECC Regional Supply Chain instances to S/4HANA.

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> As SCPT Global Program Manager Bruno Pont explains: "We're a fast-moving global consumer goods company and SAP is one of the key systems supporting core supply chain processes from manufacturing to planning, shipping, and delivery."

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> The SCPT Program will deliver the regional S/4HANA conversions in sequential project waves: "We have one set of systems for Europe, the Middle East and Africa (EMEA), one for North America, one for Latin America, and one for Asia. For each of those regions the transition to S/4HANA is planned as a "big bang". As we move to the new platform, we can't afford any business risk," says Bruno. "The cutover needs to be absolutely flawless as a week of our global operation is worth $1.5 billion."

Orchestrating a complex change program

P&G segmented its S/4HANA transformation into different workstreams. One of the key workstreams addressed the challenge of remediating decades of custom code to ensure that it executed properly on S/4HANA.

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> "We have around 77,000 custom objects in our systems that have been developed in the 30-plus years that we've been working with SAP globally," explains Bruno. "It was going to take an army of IT resources to upgrade those codes to HANA and S/4HANA. Afterwards, we'd need an army of business users to test the code, too."

Clearly, taking such a painful manual approach to custom code remediation made zero business sense.

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> "We knew it wouldn't be achievable in-house," says Bruno. "Given the number of customizations we have, and the cost and effort involved from both an IT and business resource perspective to recode everything, this would have added huge cost to the project—and it wouldn't have been possible to achieve in our timeline."

P&G had another major obstacle to overcome–dual maintenance.

Running a multi-year project meant running the new S/4HANA development environment alongside their business-as-usual production landscape. For day-to-day development and innovation to continue, they needed a comprehensive plan to ensure that every change made in the production landscape made its way into S/4HANA so that it was tested and ready for go-live.

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> "We have hundreds of projects happening in parallel to the S/4HANA transition, and it was imperative they continued without interruption," explains Bruno. "Each of those projects generates more change to our SAP landscape, and every change would have to be migrated to our S/4HANA landscape so there are no differences at cutover."

Maintaining those transitions manually would require multitudes of IT resources.

Solution

Using smartShift Intelligent Automation® to cut costs, improve quality, and guarantee business continuity

P&G needed a better way to solve its custom code quandaries, so it began investigating how to automate the process. That's when they discovered smartShift. Trust in smartShift was there from the outset because of the maturity of its automation solutions—and the technical acumen of the team behind them.

Because custom code transformation is complex, Bruno expected that getting up and running with smartShift would take up a lot of his time. But it was just the opposite.

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"While it took significant time to assemble our internal project team and get our act together on other aspects of the project, working with smartShift was easy," he says. "As soon as we were ready to start with the code conversion, smartShift was ready to go right away."

P&G implemented two smartShift Intelligent Automation solutions: **SAP Code Transformation** and **Dual Maintenance with smartShift Retrofit**.

Transforming 77,000 objects with very low error rates

With smartShift Code Transformation, P&G automated the task of remediating its entire base of 77,000 custom objects. smartShift left no stone unturned and even consolidated regional variants of custom objects automatically. Overall smartShift fixed 1.3M issues automatically saving 42,000 days of manual labor!

With defect rates less than 0.01%, smartShift not only saved months of manual code remediation, it also saved months of testing.

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Platform architect Dilip Kumar, who co-led the code transformation project delivery, says: "When upgrading SAP, our worry was that this large code conversion would be complicated and challenging. smartShift made it easy and the least eventful area in the project, which was a pleasant surprise."

Automated Dual Maintenance and Retrofit

While planning the SCPT program, P&G was concerned that the need to keep its production and project landscapes stable and synchronized would inevitably lead to a slowdown in its ability to run hundreds of parallel projects across the enterprise. Deploying smartShift's Dual Maintenance solution with smartShift Retrofit immediately addressed these concerns.

When changes are made in its production SAP system, smartShift Retrofit automatically compares, merges, and remediates them to guarantee compatibility in the S/4HANA project landscape. P&G can continue to work on important innovation projects in its live production landscape, with fewer restrictions during the S/4HANA transition.

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> Bruno says: "During the first year of our transformation we have not stopped a single project thanks to smartShift. All the business transformation that is needed to keep the business running, such as new products, new plans, new shipping lanes, new channels, all those initiatives continued as if the transition to S/4HANA is not happening."

Collaborating to meet evolving project goals

As happens with most transformation projects, P&G only became aware of certain challenges as the timeline progressed. When that happened, smartShift showed true partnership and worked closely with P&G to find the right solutions and implement custom automation.

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"smartShift enables you to achieve extremely high-quality code remediation at high velocity."

Bruno Pont, SCPT Global Program Manager

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Results

Full business velocity maintained

Providing deep business value to P&G

Automating code transformation and dual maintenance with smartShift helped P&G achieve significant business value during a complex S/4HANA transformation. Specifically, they:

1. **Maintained business velocity:** because smartShift ensures that every business-as-usual change is automatically integrated into the S/4HANA project landscape, hundreds of essential innovation projects can continue in parallel.

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> "Thanks to smartShift, I'm giving the business a much longer runway to keep doing what they're doing and not constraining innovation or our business's ability to react," says Dilip.

2. **Contained the gigantic effort required for an S/4HANA transition:** without an automated solution for custom code remediation, P&G would have required an army of IT resources to revise and convert code—then another army of business users to test the code.

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> Bruno says: "smartShift gives you way higher quality than you would from a human team, and all at a very compelling cost and with so much extra runway."
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> Dilip adds: "smartShift works at an industrial scale with virtually no errors. The defect rate is so low because they have automated everything and reduced the human touch as much as possible."

3. **Freed up key personnel for other project priorities:** because smartShift Intelligent Automation dramatically reduces the worry and workload associated with complex custom code transformation, Bruno, Dilip and their team can allocate more time to other challenging aspects of the S/4HANA transformation. Ultimately, this improves quality, reduces risk, and ensures that the transformation is as successful as possible.

Huge volumes of code transformed seamlessly

Overall, smartShift successfully automated the transformation of 77,000 custom objects, ensuring that they're 100% compatible with S/4HANA, fully optimized, and secure.

With smartShift Retrofit, P&G continues to merge 1,250 objects per month from their production environment to the S/4HANA project landscape with no impact on business-as-usual operations.

Bruno and Dilip recommend smartShift to any SAP transformation stakeholder looking to minimize business disruption.

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"smartShift works at industrial scale with virtually no errors. The defect rate is so low because they have automated everything and reduced the human touch as much as possible."

Dilip Kumar, Global Supply Chain Platform Architect, P&G

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Eliminate custom code hurdles for your S/4HANA transformation with smartShift

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