Learnings From Turning an SAP Project Failure Into a Success
SAICA April´21

Alberto Chamoso - Sergio Pérez

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1 About SAICA

Mission

To provide sustainable paper solutions for corrugated board and packaging, while developing circularity in waste management

Saica key facts & figures

HEADCOUNT

10,173

AGGREGATE SALES

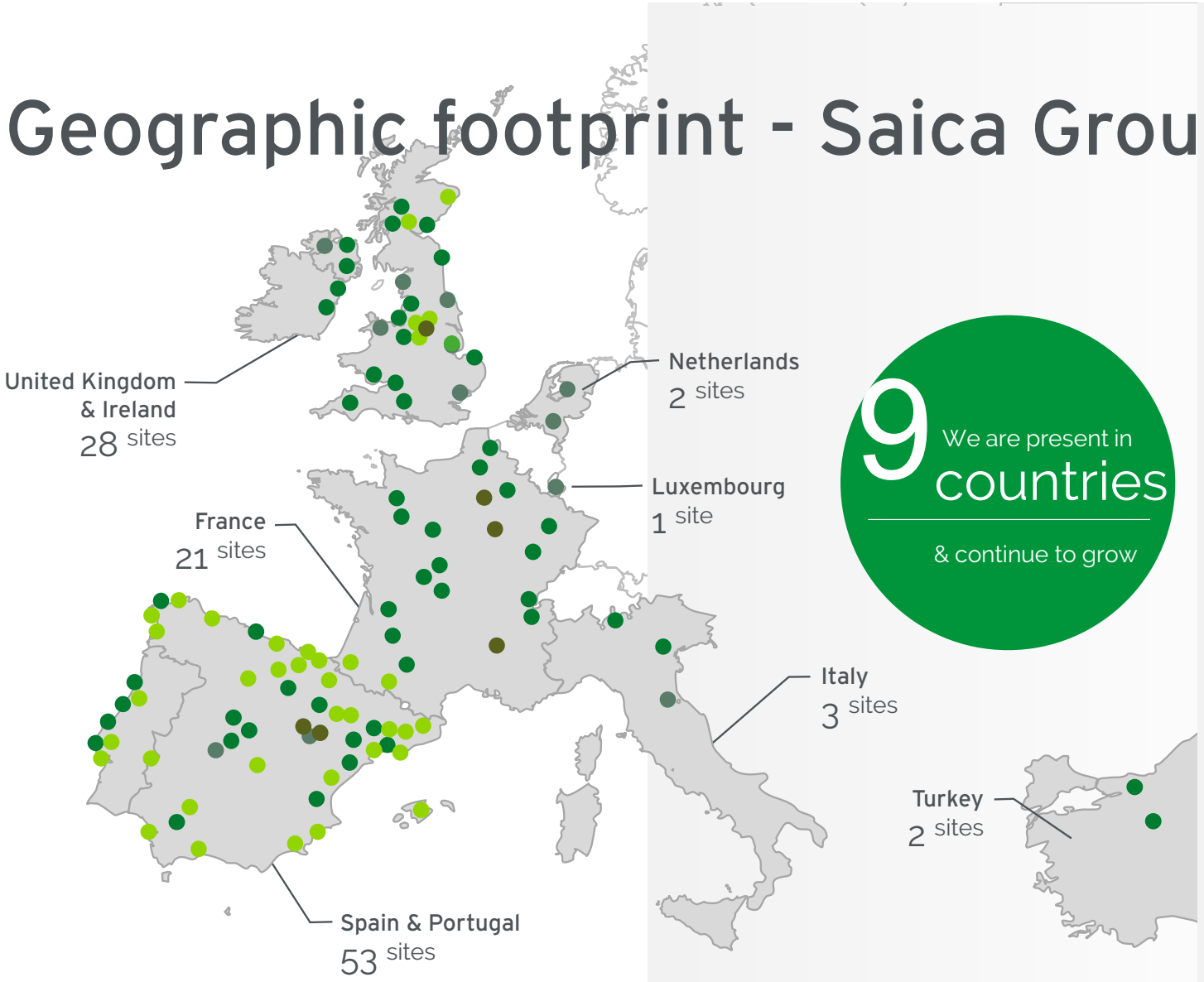
3,566 M€

PRESENCE

9 COUNTRIES

31/12/2020 Data

Geographic footprint - Saica Group



9 We are present in **countries**

& continue to grow

SAICANATUR	39 sites
SAICAPAPER	6 sites
SAICAPACK	53 sites
SAICAFLEX	12 sites

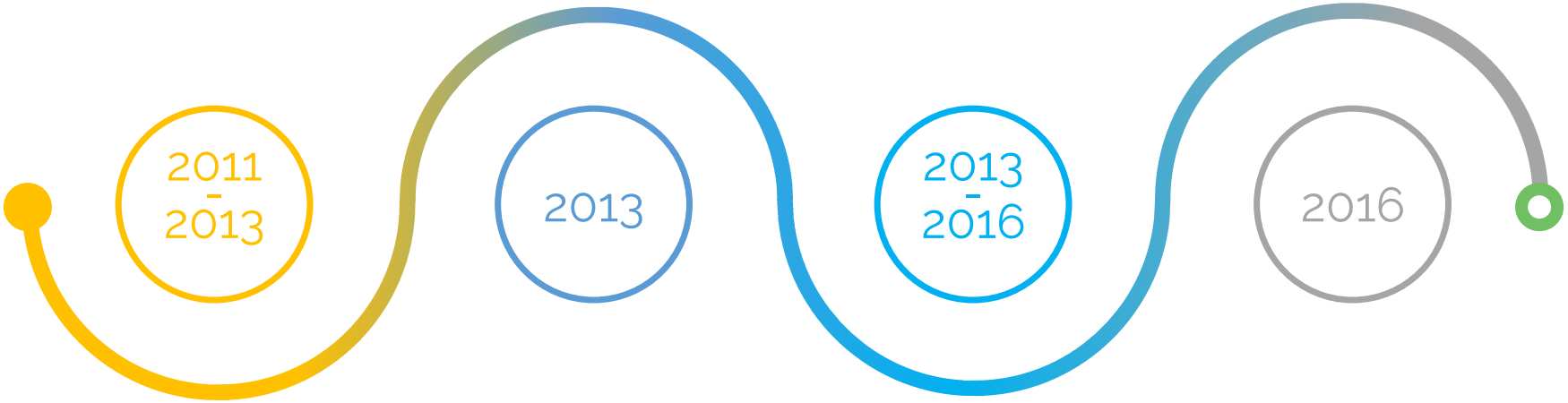
Our integration cycle

Paper,
our DNA.
Its INTEGRATION CYCLE,
the key to our success

The cycle allows the RECYCLING 3.5 millions tons of waste

2 The long journey

Timeline



Analysis, design and development

Business case

Analysis and requirements definition

Design and development

Training

Pilot Rollout

NATUR big bang

2 PACK plants

Stabilization

System fixes and enhancements

NATUR rollback

End of the project?

How do we face the future?

Decisions to be taken.

Road to fail

Put all your eggs in one basket

Choose your best IS team but with no experience in SAP

Use as many different consultants as you can and give the control to an external PMO

Fix the rollout date before start the project

Keep going and don't stop to think

1st SAP Implementation

Stop and think

- 2 plants in 4 years is not a success
- More that 100 tickets per month, performance problems, business not aligned, teams with low level of motivation, new CIO… The perfect storm

STOP & THINK

- Possible strategies:
  1. Go ahead for the full solution and then deploy in all the plants, one by one
  2. Prepare a new rollout to break the inertia, and boost the project
- Decision: Go for a new plant, the best plant available.
  - More that 30 workshops with different KUs
  - Almost 180 new gaps and new functionalities
  - Update the training documents and rollout procedures

SP

Timeline II

2017

May
3rd plant
Spain

Dec
4th plant
Spain

2018

March
5th plant
France

June
6th plant
Spain

Sept
7th plant
France

Nov
8th plant
Spain

2019

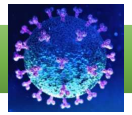
January
1st Flex plant
Spain

March
9th plant
UK-IE

June
10th plant
UK-IE

Oct
11th plant
France

Nov
12th plant
Portugal



2020

3 more plants

2021
22 plants already working with SAP

SP

3 The new path

New path

- It's long journey, go **step by step**
- SAP is going to be the ERP for all the company -> **Is your IS structure ready?**
- Review the **skills of your teams**: IS and business
- **Don't follow** all the advices from **consultants**
- **Listen to** all the advices from **consultants**
- A new **ERP has a big impact** in the plants. Listen to them but, in the end, it's a strategic decision
- **Standard is the first option** to consider. Use **Z code** for productivity transactions and not covered functionalities

- Always, always, always **common sense**

SP

www.saica.com