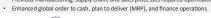


- Strong functional leadership
 Vendor and team management
 Business engagement





- Expanded clean energy manufacturing to double revenue
 Previous manufacturing, supply chain, and sales processes required optimisation



ERP Case Study: Hitachi Energy - SAP ECC6 to S/4HANA















Situation on arrival

- SAP implementation alongside a divestment program

 Hitachi Energy embarked on a major SAP implementation program (transposing 30+ disparate ERP systems into one SAP system) alongside a major divestment program from ABB, creating difficulties

 Before joining the program, \$350m had already been spent, and the SAP implementation was 1+ year over timeline

Legacy systems were dominant

SAP ECCG and legacy manual processes were still in place Hitachi Energy has a strategic goal to grow from \$10bn revenue to \$20bn in a matter of years, and their legacy processes were not keeping pace with this ambition

30 businesses to integrate

- There were 30 disparate businesses to integrate, across Finance, MRP, and eWM
 The goal was to have:
- Cross border seamless manufacturing cost /
- A single source of truth for finance revenue recognition

What I changed

Identified reasons for failure to re -scope

- Jentified reasons for failure to re -scope
 Core reasons for failure included:
 Deboitte ERP template not offering the richness required from the Business Units
 Teams were unintegrated, operating in siloes
 The offshore system integrator was underperforming, owing to lack of BU knowledge
 Deboitte TOM did not detail a fit / gap with the business (e.g. discrepancies in supply chains between different businesses)
 Users were not clear on SAP or how to use it

Re-scoped with a new plan of attack

- Performed a deep fit / gap exercise to address pain points (as opposed to incidents) in the business
- Improved project sponsorship and stakeholder management balanced between understand CIO priorities and keeping SAP content richness

Intervention and leadership
• Intervened and led with the business, Infosys, and Deloitte as needed

(\bigcirc) Key achievements

The program required a business -centric approach, with cultural understanding and alignment across Europe and Asia. Success was found a clear but fair style to induce co -operation and foster previously broken relationships (e.g. finance)

Delivered Global Processes
Implemented a global ERP template for finance, procurement, sales, supply chain, asset management, production planning, and quality

Designed the future organisation
Delivered with the leadership team the future organisation to drive growth (operating model, organisation, loading, adoption)

Made key operational changes Used a digital -first approach, with one ERP, and set up a shared services function

Outcome: The program is now on track for successful delivery against its timeline of EOY 2024, with a transition to a BAU Centre of Excellence in progress