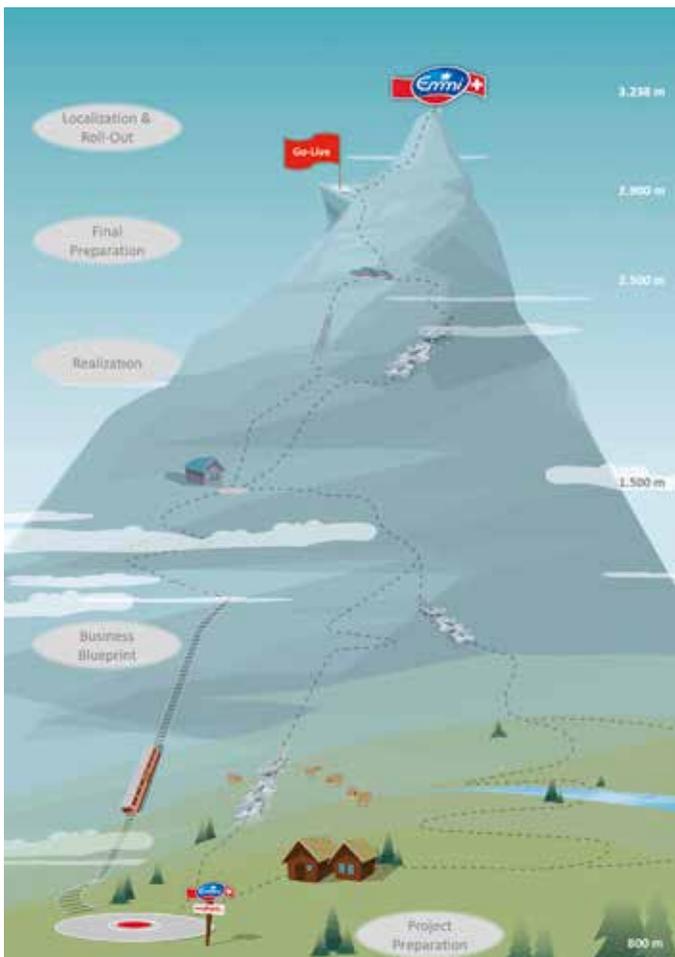


The mountain's peak is our goal

Emmi faces up to challenges in harmonisation and standardisation of its process and IT environment within their production sites and departments



Author: Dr. Peter Moraw, Bearing Point: After completing his Ph.D. in chemistry in 1999, Peter Moraw began his consulting career at BearingPoint. He has been supporting and leading transformation projects for over 15 years with a focus on manufacturing and planning in the process industry as well as supply chain management. Peter joined the OneERP project in 2013 and led it through the rollouts at Emmi's various production sites in Switzerland as project manager at BearingPoint.



(fig.: Bearing Point)

"With one click we were live" – Site Project Manager Martin Finger still has a smile on his face when he remembers the time shortly before and immediately after the successful go-live at the Langnau site. The rollout at Emmi's various production and associated sites during the following 12 months could hardly have started better. This success and the subsequent successful implementation at the Suhr site gave the momentum to concentrate and focus efforts to master this Herculean task.

But how did Emmi manage to establish the ERP implementation project – internally called OneERP – that was successfully implemented across the organisation and what exactly has changed at the various locations?

Heterogeneous process and system landscape

In recent years, Emmi has managed to penetrate the ranks of Europe's market-dominating organisations thanks to a proactive acquisition strategy. But with these many acquisitions came a wide range of business processes and IT systems, which ultimately slowed growth. At the end of 2012, the transition from a heterogeneous process, organisational and system landscape to a uniform process model based on a tailor-made IT platform had been initiated. It was based on the following challenges that had been identified:

- Harmonise and standardise processes in a comprehensive manner to support strategic goals
- Ensure compliance with IT standards in a complex target IT environment
- Adapt functional interests of local units via a coordinated, methodical approach to align with strategy

- Effectively on-board employees and engender continuous organisation development by focusing more on the benefits and opportunities that arise from change, and less on the technical aspects
- Target-oriented coordination of the various partners involved in concept development and the ensuing transformation (over five consulting partners engaged for certain specialist areas)

Process-oriented towards the goal

Within three years, Emmi and BearingPoint have mastered these challenges and successfully implemented the necessary measures using a holistic approach based on the BearingPoint Business Transformation Framework (BTF). In contrast to the frequently used "template approach" – the technical imple-

mentation of preconfigured processes based on best practices – Emmi opted for a process-oriented approach. In a first step, the relevant processes of the individual business areas were defined together – that means across Emmi – and described in the form of process profiles. As a next step, they were compared with Leading Practice Processes based on the BearingPoint process database. This approach ensured that employees from the individual business units were involved at an early stage and that the target design was agreed upon. In addition, the specific processes critical to Emmi's success were identified and the complexity of individual processes was determined. This so-called "process segmentation" formed the basis for the definition and distribution of the planned costs and allowed a tight and targeted control of the project budget. Budget targets for the overall project were successfully met – not least due to the chosen procedure – and the ambitious rollout plan was successfully implemented.

Central ERP and other specific components

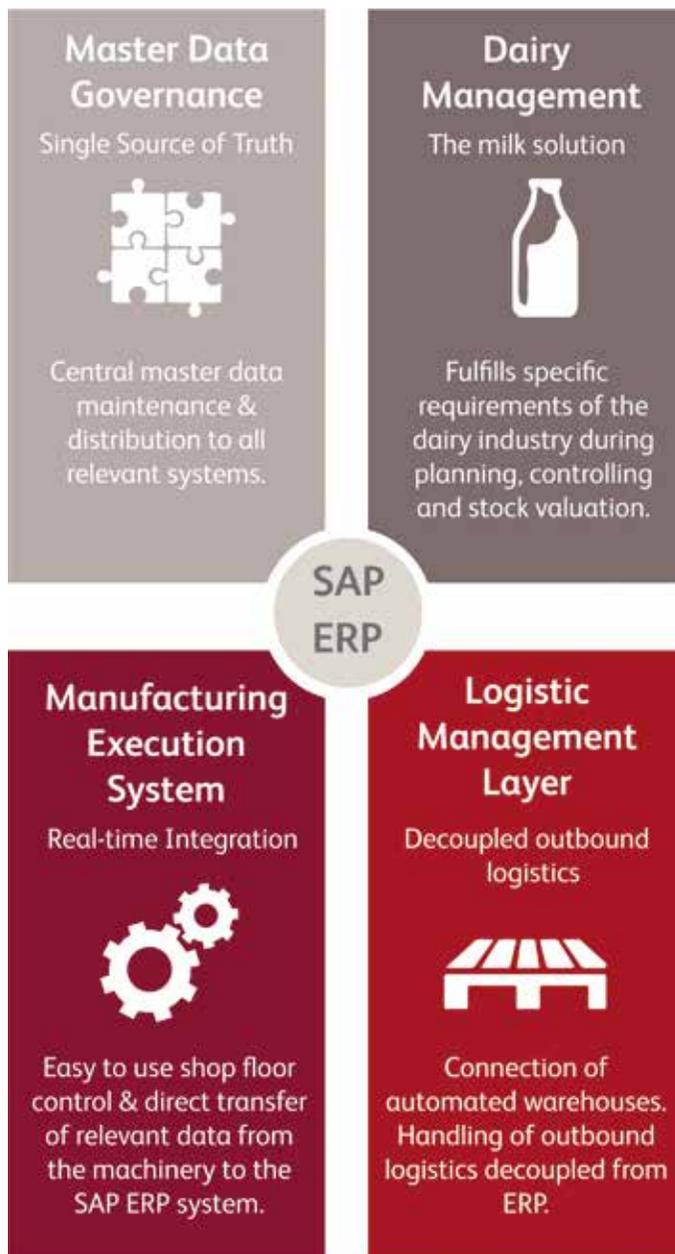
As well as SAP ECC6.0 as the central ERP system, four other central components of the IT architecture were implemented with OneERP:

- SAP Dairy Management – the SAP solution developed specifically for the dairy industry based on the well-established FELIX solution from GKC, supporting planning, raw milk flow control as well as factory control.
- Logistic Management Layer – a tool for decoupling warehouse and distribution processes from the ERP system. This provides flexible connection of various warehouse management systems outside the ERP system and enables Emmi to act as a logistics service provider on the market.
- Manufacturing Execution System – a standard system for supporting and controlling the production processes and connecting the various automation systems. As well as the real-time integration of production and ease of operation for plant operators, the harmonised and standardised exchange of data forms the basis for additional industry 4.0 applications. For example, autonomous, system-controlled switching of systems due to short-term malfunctions, or applications from the predictive maintenance sector are conceivable in the future.
- Master Data Governance – a system for centralised maintenance of overarching master data and subsequent distribution to the relevant systems: "Single source of truth".

The scope of the project encompassed all processes in the fields of finance and control, master data management, sales, planning, purchasing, quality management, production and logistics with the relevant organisational units of the Swiss division.

In parallel with the project, Emmi defined a Business Process Management Organisation (BPMO) and built it up step by step. The aim of BPMO is to maintain and further develop the implemented processes as a link between business units and the IT department. By setting up the BPMO at an early stage, responsibilities could be determined from the start and decision-making paths could be practiced and established within the framework of the project.

The sum of these measures allowed the project, with at times more than 150 team members, to be steered and synchronised



The key components of the accompanying IT integration

in a target oriented manner. As a flexible general contractor, BearingPoint assumed responsibility for its own tasks and with Emmi managed the overall interaction of project partners.

Live change management: The group mountain climb as a central analogy

Due to the history and culture of various parts of the company, the Change Management aspect of the project was a significant success factor. Also, the ongoing and staunch support of Emmi's top management and C-level executives proved to be critical to the project's forward momentum.

In an analogy for the project, the symbolism of a mountain climb was used for the individual project phases and served as the central image in communication. At the individual locations, this was reflected in various forms to involve the employees: for example, employees could receive latest project



information in a cable car cabin, symbolically join the project rope team and celebrate the successful going live with a summit beer brewed especially for the occasion. Parallel to such targeted events, project progress and upcoming steps were communicated extensively through the employee newspaper, intranet, in-house TV channel, a poster campaign and roadshows. Emmi also paid close attention to investing in its employees and supporting them in dealing with change.

In line with the business case, and based on BearingPoint's benchmark analysis, Emmi is on track to realise savings in the two-digit million francs range in the years to come. There have already been some positive results:

- Substantial efficiency gains from higher automation levels during process handling
- Improved Overall Equipment Effectiveness resulting from complete vertical integration
- Reduction of the Total Cost of Ownership in IT thanks to the harmonisation of IT structures
- Increased efficiency due to greater transparency

According to the chosen image of a group mountain climb, Emmi and BearingPoint worked effectively and efficiently together as a rope team.

At its close, the project team was honoured for its excellent collaboration and implementation work with the coveted gold SAP Quality Award in the "Business Transformation" category in 2017, as well as an ASCO award in the "Best Business Transformation" category in 2016.

Even within Emmi, the project is still associated with positive memories, as Martin Finger once again reflects: "The collaboration in the team was a highlight for me. It ran like clockwork. Our motto, 'We are Emmi', was actively embraced, it was really impressive."

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