

Case Study

Transitioning from JD Edwards to SAP R/3

Business Challenge

The client is a fully integrated telecommunications and information services company that offers a wide range of services and competes in all telecommunications markets throughout Australia. It also provides more than 10.3 million Australian fixed lines and more than 6.5 million mobile phone connections. In September 2004, the client acquired the Australian arm of a telephone equipment provider whose core business was offering managed services, contact centre solutions, voice switching, mobility solutions etc. After the acquisition, the immediate need was a quick and seamless integration with the client's business and IT systems.

This was accentuated by the fact that one of the systems that the acquired unit had in the ERP space (JD Edwards) was a shared system that was being operated from the European headquarters in Glasgow. It had—until July 1, 2005—to phase out the JDE system and integrate the newly acquired business into the client's internal systems. Failure to meet this deadline would result in significant financial liabilities for the acquired unit and therefore the client, in terms of license cost and annual maintenance charges for extended use of the JD Edwards application.

Mahindra Satyam's client had standardized on the SAP R/3 product as the enterprise ERP package-of-choice. Therefore the acquired unit's operations would have to be shifted from JD Edwards to SAP R/3, before the expiry of the deadline.

Challenges

The scope of implementation included Materials Management (MM), Financial Accounting (FI), Controlling (CO), Human Resource (HR), Project Systems (PS) as well as Sales and Distribution (SD). The SAP R/3 installation had also to be interfaced to the HP OpenView, a complex task that posed several technical challenges. Mahindra Satyam was called in to help the client achieve a seamless transition within the aggressive timelines and its role involved:

- Business process mapping and solution design for SAP Modules – MM, SD, PS, FI, CO, HR-CATS
- Data conversion from JDE to SAP R/3
- Implementation of SAP security
- Development of interfaces to HP OpenView
- Deployment and support

Mahindra Satyam was also required to be the end-to-end SAP system implementer and coordinate with issues and provide resolution to a globally dispersed set of third party agencies who were stakeholders in this solution.



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Mahindra Satyam's role and resultant benefits Mahindra Satyam accepted the role of lead provider despite the challenges of having to deliver under the pressure of an aggressive schedule, large scope as well as limited funding and initiated delivery in February 2005.

The acquired business unit went live on their new SAP R/3 installation on July 4, 2005 – in less than five months since project initiation, a global benchmark by any standards. The project was delivered:

- On time
- Within budget
- With no compromise on quality

This JDE to SAP R/3 Safepassage solution ensured seamless migration and thereby demonstrated Mahindra Satyam's capabilities to effectively project manage and deliver ERP transformation. The solution was characterized by:

- Quick Ramp-up Time and Global Deployment: The entire global project team was assembled physically in Australia and virtually in India, and the project initiated in less than a week. This was achieved despite connectivity and

infrastructure constraints. At its peak the team had 17 SAP consultants.

- Flexibility: Recognizing the significance of the success of this project for the customer, Mahindra Satyam fast-tracked various facets of the engagement. This included allowing the commercial process between Mahindra Satyam and the client to run parallel while the project was under execution.
- Leveraging on Mahindra Satyam's Global Delivery Model and Methodology: One of the key differentiator in the success of the project was Mahindra Satyam's decision not to adopt the "Best Practices Template" advocated by SAP Australia. Instead, Mahindra Satyam chose to follow a standard, accelerated solution set and leveraged from its global experience with similar large Fortune-500 accounts (DuPont, Mitsubishi, Armco, HP), to solve complex technical issues like the HP OpenView interface.
- Effective Lead Provider Role and True Collaboration: Mahindra Satyam's management skills and experience in end-to-end delivery helped it become

an effective lead provider, coordinating and managing not only the acquired business unit and the customer's teams, but also third-party vendors, who were geographically dispersed. Mahindra Satyam adopted an effective collaborative model in which the acquired business unit, the client and Mahindra Satyam functioned as one cohesive and integrated team despite the cultural and geographic differences.

- Cost Effective Model: To meet the challenging budget limits, Mahindra Satyam executed the solution using its onsite-offshore model, with a significant level of off-shoring in all project phases, including solution definition.
- Leveraging Mahindra Satyam's Infrastructure in Melbourne: To prevent infrastructure, facilities and access from being bottlenecks, the project was run out of Mahindra Satyam's premises in Melbourne and supported by its facilities in Bangalore, India.
- Technical Firsts: This was the first SAP R/3 4.7 implementation for the client and the first to involve Net Backup Veritas Backup solution.