

NTT Data

**LEADING MULTINATIONAL  
BEVERAGES CONGLOMERATE  
DRIVES TECHNOLOGICAL  
TRANSFORMATION WITH  
SAP S/4HANA TAKEOVER  
CASE STUDY**



SAP LEAP  
Large Enterprise Acceleration Program

## THE CLIENT

The client is part of a multinational drinks conglomerate that operates hundreds of beer brands in countries across the globe. The umbrella organization is a world leader in beer brewing in both volume and revenue. After acquiring its rival in North America, it acknowledged that developing customer trends are moving away from mass-produced products, and acquired other U.S. and international brewers to keep up.

The conglomerate's Mexico group was founded in the 1920s and is the largest manufacturer and seller of beers in Mexico. It was 100% acquired into the conglomerate's group in the early 2010s. NTT DATA works with the client on multiple services, which includes the following:

- Traditional IT: testing and QA, and collaboration with the project management office.
- SAP: covering SAP modules and business areas, as well as being the top provider for Accounting to Reporting, Peer to Peer and OTC business processes and multiple strategic businesses.
- Digital technology: analytics to help transform the organisation into a 'data-driven company'.
- Business and management consulting: definition of operational and technological transformation models for the whole OTC business process, and developing tailor-made OTC maturity models.

Despite challenging trading conditions during the COVID-19 pandemic, the client remains within the Fortune 500, with a current market valuation of more than \$137 billion.



# THE CHALLENGE

The client has made enormous investments in transformation and IT projects to fulfil their desired strategy of becoming a technology-forwards company. With three zones in the Americas making up more than 65% of their worldwide sales, they are pushing a Global Initiative Plan to ensure the continued transformation of the company, particularly and most importantly their transactional systems. The SAP initiative is the most challenging of all.

The client has begun to define the new SAP S/4HANA template to deploy in different regions. Some challenges include:

- The program length, which will be four to five years in the Americas alone.
- The SAP S/4HANA deployment is currently pending. This is due to the high complexity of the OTC and LOG process in determining the final solution, to manage profitability and the cost analysis impact within the Mexican group.

The client's strategic plan states that business diversification is critical to growth. The group plays a crucial part in their new commercial vision of adopting an aggressive growth strategy. They will face a completely new environment, which will be based on a beverages structure rather than an agile commercial one as they seek to diversify.

Due to the need for existing processes and SAP configurations to be adapted to the AURORA model, a key consideration involves a requirement that NTT DATA guarantees the group's Mexican subsidiary will be included in the cost and profitability analysis, which is designed in the Global Template. NTT DATA Mexico reviewed the Exchange to Exchange commercial process, identifying new configurations and adaptations, respecting the Global Template which will be defined for the Mexican group.



**NTT DATA is committed to enabling clients to move towards a digital future. Providing long-term success and global reach.**

## THE SOLUTION

NTT DATA used AGILE methodology transversely across a range of activities in order to guarantee the client's request. Workshops were carried out in order to understand the SAP S/4HANA AURORA model, including workshops within the Mexican group's business areas designed to create an understanding of the organisational model. The approach taken involved setting the project vision and scope, building out the product backlog, a release plan, Sprint planning, daily standups, and Sprint reviews.

The stakeholders involved included the commercial VP, controller, IT and logistic VPs, key users, architecture and SMEs. The technical review entailed reviews of the IT architecture and of the end-to-end process, in order to identify interface impacts.

The following processes were included in workshop activities:

- Over the Counter.
- Accounting to Reporting.
- Peer to Peer.
- Intercompany.
- Invoicing processes (intercompany model).
- Treasury.

In addition, workshops have been undertaken to establish marketplace and eCommerce impacts, cash and credits impacts, and master data management requirements and impacts. NTT DATA also carried out a technical review of the client's SAP modules configuration, including the PI-PO interfaces with legacies, financial modules (FI, GL, AP, AR, TAX, Intercompany), logistics modules (MM, SD), and the treasury module (CM).

NTT DATA established separate cells to further support the client, firstly modelling the current processes in Accounting to Report, Procure to Pay and Order to Cash. Meanwhile a technical cell was set up to understand these processes as they're defined in the AURORA model.

**“I'd like to thank NTT DATA for this partnership, their commitment, and for helping us transform our back office processes. We appreciate your support, dedication and effort, the quality of your resources and the excellent deliverables you've provided in order to achieve our intended goals and add value to our business.”**

## THE RESULT

The process and technical analysis enabled by the discrete cells allowed NTT DATA to identify the impacts on the client's business inherent in implementing AURORA, and to demonstrate to the client how the main challenges in the transition would be addressed and overcome.

NTT DATA released deliverables including an action plan to adapt the current process implemented to prepare the S/4HANA model. The action plan comprised setting up the scope and aim of the initiative, conducting impact analyses on both business operations and the client's IT landscape, gathering feedback from both end users and strategic stakeholders, summarising the key business insights and prioritising project initiatives.

Also included is the technical specification to adapt the consolidation model, load strategy in the consolidation process and financial closing processes. More deliverables include test scripts, according to technical specifications in the OTC, ATR and PTP processes.



## WHY NTT DATA

NTT DATA is a recognised expert in the beverages industry, with particular experience working with the sector's largest players in Mexico. NTT DATA's considerable experience in creating innovative solutions and delivering sustainable business value in the sector has been achieved through a deep understanding of the specific challenges and needs of the beverages industry.

NTT DATA is a SAP S/4HANA expert, including this client's particular SAP configuration. Synergetic solutions to projects of this nature can be proposed by bringing together relevant skills and experience from different business units. This allows them to offer proposals that meet both technical and market demands.

By combining business and entrepreneurial vision with technical expertise, NTT DATA converts a specific and complex SAP and business process request into a real end-solution, with a detailed plan and technical design. NTT DATA is an end-to-end partner in all areas and business, enabling ideas and requests through business consulting, an innovative mindset and technology areas.



## WHAT'S NEXT

Following NTT DATA's assessment, in the short-term plan going forward is to collaborate with the client in the following activities:

- Implementing technical requirements.
- Collaborating in process documentation.
- Participating in different evolution initiatives.

This work will place NTT DATA in the perfect position to carry out medium-term projects for this client, involving participation in different back-office projects and data management. This will prepare the client for S/4HANA migration. NTT DATA will also be ideally placed for further AURORA model implementation in both Mexico and other countries.



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