



Outokumpu

Operations alignment,
application management
and upgrades drive high
performance

High performance. Delivered.

Company overview

Outokumpu is an international stainless steel company with a vision to be the global leader in stainless steel through success based on operational excellence. Companies across a wide range of industries rely on Outokumpu's metal products, technologies and services worldwide. The Finland-based company operates in some 30 countries and employs more than 8,000 people. It had 2006 group sales of more than USD\$8.3 billion (EUR 6 billion) of which some 95 percent was generated outside of Finland.

Business challenge

Outokumpu recognized that its divergent cultures, processes and systems hindered its aims. Outokumpu decided to align its operations, moving towards one common enterprise resource planning (ERP) solution to improve control and reporting, enable efficient shared services and increase administra-

tive efficiency globally. To do so, Outokumpu launched the Outokumpu SAP (oSAP) program. oSAP included development of various SAP 4.6 systems in the areas of financials, treasury, human resources, procurement and inventory management, project management and sales. Accenture began work with Outokumpu to alleviate the client's challenge in getting and keeping suitable people internally and ensuring appropriate skills to support and maintain the SAP systems. Furthermore, SAP application management was not seen as core competence within the company. The internal competence center could not provide the required service for the SAP user community globally. Additionally, the SAP 4.6c systems were approaching the end of their life cycle. To better manage maintenance cost and, at the same time, provide a platform for future solution development, Outokumpu needed to upgrade its SAP core system to SAP ERP 2004 on the SAP NetWeaver platform.

Technology components

- Upgrade to SAP ERP 2004 from SAP 4.6 c including:
 - Finance
 - Controlling
 - Corporate Finance Management
 - Materials Management
 - Sales and Distribution
 - Project System
 - Plant Management/Customer Service
 - Human Resources
- SAP Cross Application Timesheet
- SAP Product Lifecycle Management
- SAP NetWeaver Business Intelligence
- SAP NetWeaver Portal
- SAP industry solution for mill products

Choice of Accenture

Outokumpu chose Accenture for its global delivery approach, blending dedicated, experienced people, technology skills and tools, and proven methodology approach for successful development and deployment of complex, large-scale ERP solutions.

How Accenture helped

Accenture provided immediate support for the global roll out of oSAP, including program management, business benefits analysis and monitoring, change management and training, system development and system implementation for new sites as well as new functionality, such as plant maintenance. oSAP rolled out to some 2,600 users in approximately 50 companies in the Outokumpu Group. Accenture also assumed responsibility for global oSAP solutions support, maintenance, further upgrades, minor development, subsequent rollouts and other SAP project services. Within three months, the team transitioned support and development services to an outsourced integrated service delivery model, including processes and tools, with a 12-hour service window. The solution included an offshore delivery model using resources in India and Latvia, with an onshore service management function in Finland. Accenture is providing SAP application management services to Outokumpu for a five year period. Together, Accenture and Outokumpu also included an upgrade of oSAP's core system from 4.6 c to SAP ERP 2004 on the SAP NetWeaver platform. In just six months, Accenture delivered the upgrade successfully, on-time and on-budget with a mixed offshore-onshore project team. At the same time, the team installed the SAP industry solution for mill products. Based on the success of the core system upgrade, the company asked Accenture to upgrade its SAP Corporate Finance Management system which proved to be an equally successful project with minimum downtime and disruption to Outokumpu's business. Both upgraded solutions transitioned smoothly to the oSAP support organization.

High performance delivered

oSAP is giving Outokumpu the common, harmonized ERP environment the client needed to more strongly position itself for operational excellence and high performance. The solution is allowing for increased administrative efficiency, better information management, faster book closing, high transparency of information, provision of cost-effective financial transactional services and straight-through processing. The outsourcing solution provides Outokumpu access to a pool of SAP specialists and skills in a cost-efficient, flexible and scalable delivery model that adjusts to changing business needs.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With more than 158,000 people in 49 countries, the company generated net revenues of US\$16.65 billion for the fiscal year ended August 31, 2006. Its home page is www.accenture.com.

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