



We create chemistry

Compressed Transformation with Cloud and SAP S/4HANA @BASF

Transformation example for Environmental
Catalyst & Metal Solutions
A new IT platform for a 10bn €business in 18
months

November 9th, 2023

Compressed Transformation with Cloud and S/4@BASF

Transformation example for Environmental Catalyst & Metal Solutions



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Business scope of the project of Monterey for Environmental Catalyst & Metal Solutions

- More agile and faster decision making in a volatile business environment
- More focused resources and management towards the challenges of industry environment
- Intensified customer interaction
- Improved end-to-end processes by simplified tools and structures
- IT cost reduction due to less complexity and standardization
- Fully standalone operating Business and IT environment

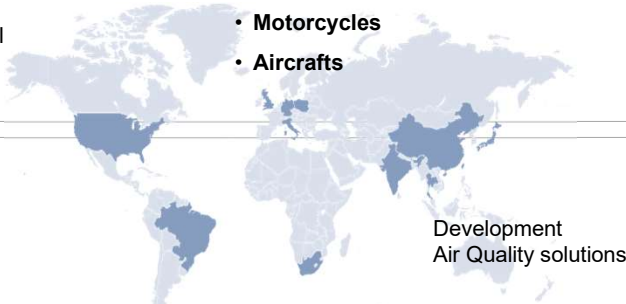
Mobile Emissions Catalysts

10 Manufacturing sites:

- 3 x China
- 1 x India, Thailand, Germany, Poland, South Africa, USA, Brazil

Key Industries:

- **Automotive** (light and heavy duty)
- **Motorcycles**
- **Aircrafts**



Environmental Catalysts R&D & Application

8 R&D sites (RCC):

- 3x China
- 3x USA
- 1x Germany, France

Precious Metals Services

Business Functions:

- Recycling
- Trading
- Precious Metal Chemicals
- Temp Sensing



12 manufacturing & trading sites:

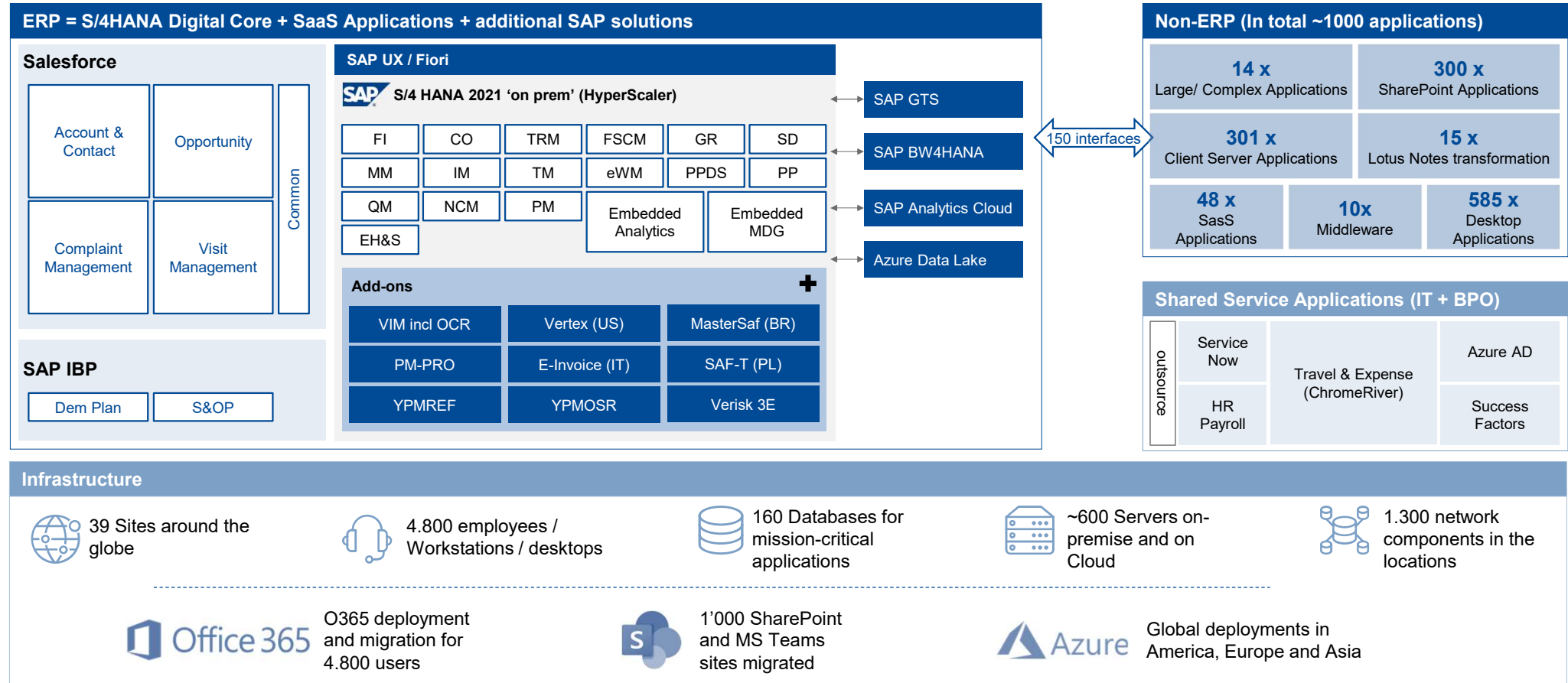
- 7 x USA
- 2 x GB
- 1 x Italy, China, Japan

2 Joint Ventures:

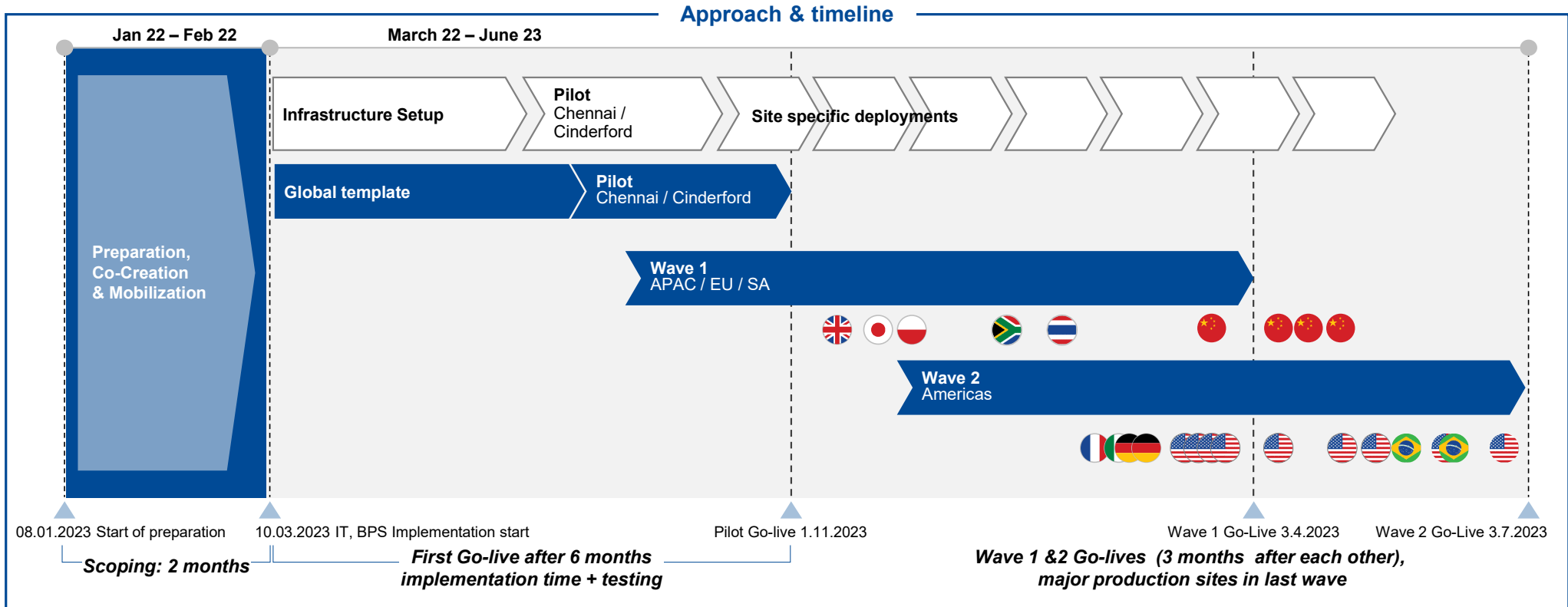
- China
- PMTech

Target Application Landscape

Complete modernization of the applications



Approach and Timeline



Project Monterey at a glance

Highlights and achievements


State of the art S/4HANA


ECC 6.0 replaced with S/4HANA 2021
Old GTS system replaced with GTS/4HANA
Multiple functionalities brought back to SAP standard e.g. EHS, material Master, Labeling solution


47% 
Reduction in non-ERP applications achieved


95% 
of the applications moved to cloud from On-premise


130+ 
Culture Guides to facilitate cultural exchange in global network


930+ 
IT Training hours conducted


41,500+ 
System and user test steps passed


48/11 
Affected legal entities / NewCos founded


~8,000 
Contracts transferred into ECMS legal entities

300+ 
New ECMS employees onboarded

18 
Months of project timeline completed in two waves in three regions

19 
Countries in carve-out scope

39 
Sites established, thereof 33 fully stand-alone

4,800+ 
Employees in new IT environment

Monterey lessons learned

What made us successful

Clear target picture and top-down principles

Aligned project governance & fast decision-making

Scope Management and focus on business-critical applications

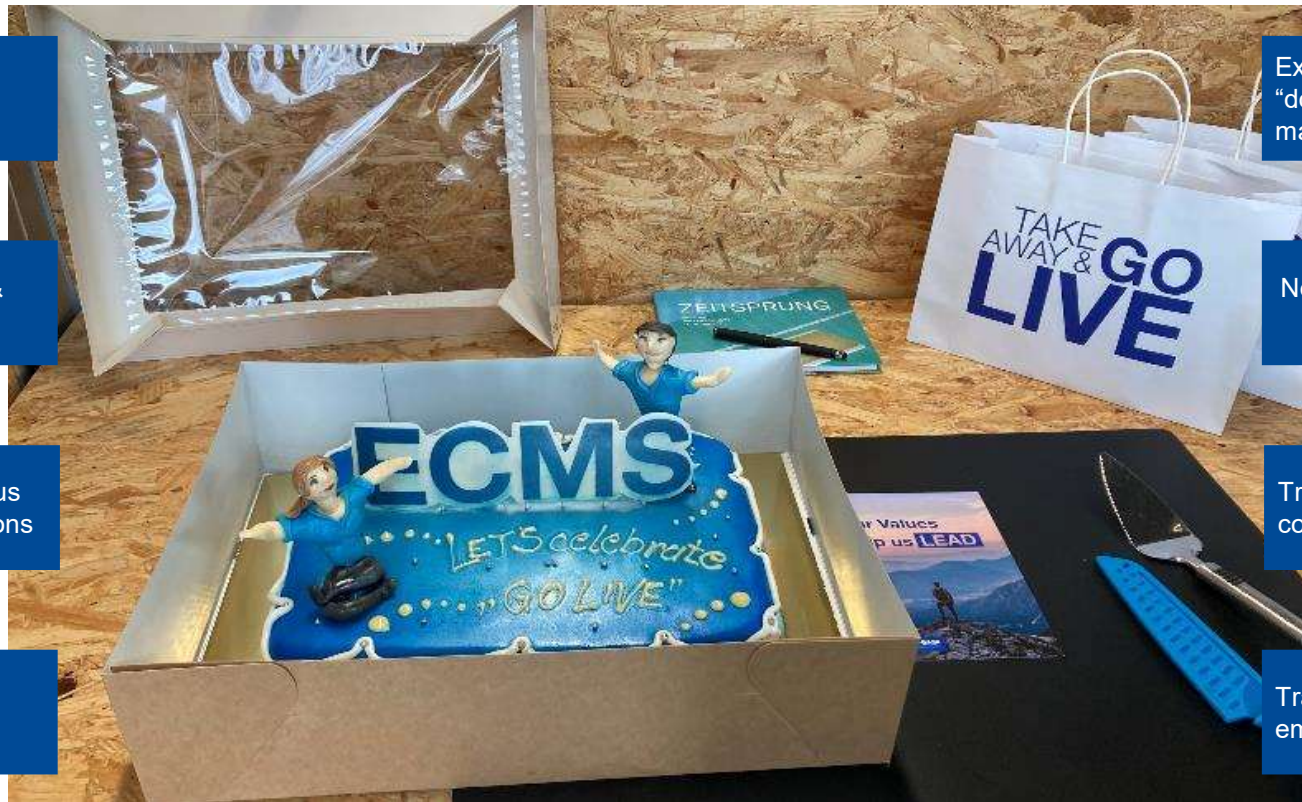
Simplification of processes

Experienced team that has "done it before" & committed management team

Never give up and support each other attitude

True implementation of compressed transformation

Transparent communication & employee engagement





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