

the chemical sector, which is one of our core activities. In addition, it is a very solid partner. We were confident that we would be able to count on their software and support for many years to come. Not to mention that SAP is a powerful platform, with boundless functionality.”

“Whereas in the past, ICT had been nothing but a tool to support our business processes, SAP is something different. Implementing SAP properly, with due diligence, impacts on all of your business processes and activities and results in a totally different way of working.”

Thierry Warnez, project manager, DOMO

STEP-BY-STEP APPROACH

Unlike quite a few other companies, DOMO did not insist on a fast track and big-bang implementation. They felt that a phased approach was needed to keep everyone motivated and learn from the benefits of an ERP system. DOMO first focused on the implementation and subsequently on the fine-tuning of SAP Financials, SAP Controlling and SAP Materials Management. Later on other SAP components were implemented.

Thierry Warnez: “Whereas in the past, ICT had been nothing but a tool to support the business processes, SAP is something different. Implementing SAP properly, with due diligence, impacts on all of your business processes and activities and results in a totally different way of working. As all of our different branches had had their own routine processes and methods of working for years, we knew we would really have to prove the solution’s worth as quickly as possible.”

“By upscaling gradually to the full SAP design; plant by plant, process by process and from bottom to top, we created goodwill among our employees, in every single department. We were able to show the first tangible benefits fairly soon, by familiarizing end-users with the new system’s capabilities and by demonstrating how SAP could outperform their old platform”, Ivan Lokere continued. “That, most definitely, was one of the keys to the project’s success.”

On the other key factors that were instrumental in this success, Warnez said: “Our deliberate choice for a standard implementation was certainly justified. SAP has extensive functionalities so, in most cases, the standard solution covered our needs more than adequately. In addition, the fact that we considered, throughout the implementation, the SAP project as a real business process, really helped us to stay on top of it.”

“Thanks to the new system, we work far more professionally, transparently and efficiently as one, single group, instead of as a fragmented, multi-layered association of companies.”

Ivan Lokere, CFO, DOMO

“We attached much importance to training as well, Thierry Warnez added. “The consultants trained the key-users who, at their turn, trained the subordinate users. We are even planning an extra training session soon, to refresh and optimize our people’s SAP knowledge.

DOMO went live on January 1, 2004 with SAP Financials, SAP Controlling, SAP Materials Management, SAP Sales & Distribution and SAP Production Planning at all sites and in all businesses. In 2004, SAP Quality Management was integrated and as DOMO took

over a couple of companies that already had SAP Plant Management installed, that component too is now up and running at some DOMO facilities.

OPPORTUNITIES FOR SYNERGY AND GREATER EFFICIENCY

“The benefits are numerous. There have been big gains in efficiency, which is illustrated for example by the fact that our turnover is now up by one third on 1997 levels, while the number of staff rose only slightly over the same period. As a result of that, efficiency and the level of customer service have improved dramatically. In addition, our business transparency has increased, both for us and for our customers, who now have a clear insight into our business processes. There are also substantial cost reductions: as we only have to maintain a single ICT platform now instead of a different infrastructure at each and every plant, maintenance costs have come down and we are also cutting costs through centralized bookkeeping and accounting activities”, Guy Hendrickx explained. “Reporting is also much better than it used to be and errors are reduced to a minimum. And thanks to SAP, we are able to oversee potential synergies in all fields, and carry out internal benchmarking.”

SAP: DRIVING FORCE BEHIND CENTRALIZATION

In the years to come, DOMO wishes to further optimize the SAP solution, implement SAP Customer Relationship Management and set up a number of proof-of-concept testing scenarios for advanced solutions, such as mySAP e-Procurement, SAP Mobile Sales and SAP Advanced Planning and Optimization.

“SAP has been a key catalyst of our centralization and uniformization process”, Ivan Lokere concluded. “Thanks to the new system, we work far more professionally, transparently and efficiently as one, single group, instead of as a fragmented, multi-layered association of companies. And that is definitely an asset in today’s competitive market.”

At a glance :

SAP Solution Components :

mySAP Business Suite :

SAP Financials,
SAP Controlling,
SAP Material Management,
SAP Sales & Distribution,
SAP Production Planning,
SAP Warehouse Management and
SAP Plant Maintenance

Hardware Platform	IBM eSeries
Database	DB2/400
Number of users	350
Implementation time	gradually started in 1997
Implementation partner	Delaware Consulting