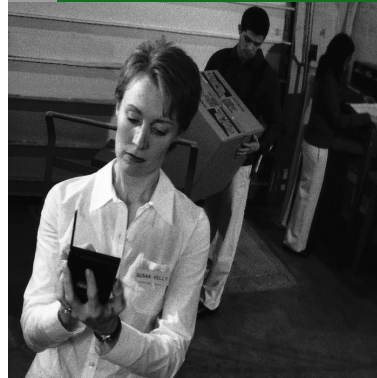


## SAP Customer Success Story

“... the word is getting out that this is a change for the better. The portal is becoming an instrument of change management within STM.”

Sylvain LaPointe, Divisional Manager, Business Solutions, STM



## SOCIÉTÉ DE TRANSPORT DE MONTRÉAL (STM)

### SAP NetWeaver™ EMPOWERS STM EMPLOYEES WITH PORTAL, KNOWLEDGE MANAGEMENT, AND BUSINESS INTELLIGENCE CAPABILITIES

Every weekday Société de transport de Montréal (STM) – Montreal, Quebec’s public transportation company – logs 1.3 million trips on its four metropolitan subway lines and nearly 1,600 buses.

Moving passengers through and under the streets of this Canadian city requires people and money – nearly 7,300 employees and an annual operating budget of more than CAN\$800 million. To help streamline operations and provide employees and managers with the solutions and information they need, STM is now in the process of implementing SAP® Enterprise Portal (SAP EP) and SAP Business Intelligence (SAP BI), two key components in the SAP NetWeaver™ platform, along with SAP NetWeaver knowledge management capabilities.

### STREAMLINING MAINTENANCE

Already one of the pilot projects has proven its worth by streamlining bus maintenance operations.

“For years our maintenance mechanics have been using paper-based work orders to receive and track jobs,” explains Sylvain LaPointe, divisional manager of business solutions at STM. “Our goal was to give our mechanics access to STM’s SAP R/3 plant maintenance capabilities in order to make it easier for them to do their jobs. But we knew they were accustomed to using paper

### AT A GLANCE

#### Company Name

Société de transport de Montréal (STM)  
Canada  
www.stm.info

#### Industry

Public sector (transportation)

#### Key Challenges

Streamline bus maintenance operations

#### Implementation Partners

- SAP
- IBM Global Services
- Arinso International

#### Solution and Services

SAP NetWeaver™:  
SAP® Business Intelligence and SAP Enterprise Portal components and knowledge management capabilities

#### Existing Environment

- Legacy systems
- SAP R/3® (functionality now available in mySAP™ ERP)

#### Implementation Highlights

- Included mechanics in implementation process, resulting in excellent buy-in
- Portal made accessible to mechanics, improving exchange of information to increase productivity

#### Key Benefits

- Ability to view all repair and maintenance records to ensure jobs are completed satisfactorily
- Single point of access to all the content and applications that employees and partners need to carry out assignments, interact, and make informed decisions

#### Hardware

Microsoft SQL server

#### Operating System

Microsoft

forms, and attempting to move them abruptly to a fully automated system just wouldn't work. So we combined paper, shop-floor personal computers, and SAP Enterprise Portal to come up with a solution that provides the capabilities they need through an interface they are comfortable with."

LaPointe says that STM uses SAP R/3® plant maintenance capabilities to track vehicle repairs and maintenance and turn this information into work orders. In addition, SAP R/3 interfaces with STM's legacy inventory system in order to verify the availability of parts. (SAP R/3 functionality is now available in mySAP™ ERP.)

When a vehicle needs service, an inspector first assesses what repairs are required and then uses SAP EP to access the plant maintenance system, recording the parts that will be needed for the repair. A central planner then determines that the right parts are available and will be shipped to the right garage. A manager assigns the job to a mechanic and issues a paper work order.

### **PAPER PLUS PORTAL**

It's at this point that high tech and low tech begin to merge at STM. Most of the company's inspectors and mechanics are not accustomed to entering data via a keyboard. So STM's ingenious solution has been to equip each PC with a handheld bar code reader. Mechanics simply scan the job number on the paper work and immediately are presented with job details via the portal. They determine that the parts are available, pick them up, complete their work, and then return to the PC to record that the jobs have been completed. The portal also allows the mechanics to see all the jobs they are currently working on and the history of each individual job – for example, the repair and maintenance record of a particular bus. After the bus has been worked on by a mechanic, a manager ensures all repairs have been satisfactorily accomplished.

### **PILOT PROJECT UNDERWAY**

"So far we have implemented a pilot project in one of our seven garages and it appears to be very successful," LaPointe says. "One of the biggest benefits to come out of the pilot is getting the mechanics to accept the use of an online system. They appreciate being given a user-friendly solution rather than having to deal with some complex, hard-to-use software.

"We have also included the mechanics in the implementation process, which has resulted in excellent buy-in. I think the phrase that most closely describes what they feel is 'a sense of empowerment.' And because the mechanics move around to different shops within STM, the word is getting out that this is a change for the better. The portal is becoming an instrument of change management within STM."

**"We are just at the beginning of using the capabilities of SAP NetWeaver to help make our operations run more smoothly and, at the same time, reduce operating expenses."**

Sylvain LaPointe, Divisional Manager, Business Solutions, STM

LaPointe says that 65 mechanics and inspectors in one garage are now using the portal. During 2005, the SAP solution will be rolled out to the other six garages, adding more than 600 users to the system.

### **BUSINESS INTELLIGENCE AND KNOWLEDGE MANAGEMENT**

"But the mechanics and inspectors are not the only ones benefiting from the SAP portal implementation," LaPointe continues. "Our financial department and other employees are using the portal to access the SAP NetWeaver business intelligence and knowledge management capabilities. When the rollout is

completed in 2005, about 350 persons will be using SAP BI and another 2,000 will be working with SAP NetWeaver knowledge management capabilities. The portal is key – it is the access point that makes all this possible.”

The portal provides STM with access to IT systems and Web services, and unifies the company’s applications, information, and processes from both SAP and non-SAP sources. When the rollout is complete, participants in STM’s value chain – employees, customers, suppliers, and partners – will gain a single point of access to all the content and applications they need to carry out their assignments, interact with one another, and make informed decisions. Employees use the portal to access a variety of documents, such as company policy and procedures and business plans that are written annually by each STM department.

Because SAP EP is integrated with SAP BI, employees are able to access the STM data warehouse. “SAP BI provides people throughout the company with the critical data they need in their day-to-day operations,” LaPointe notes. “And, because it is a technology component of SAP NetWeaver, SAP BI works seamlessly with the portal.

“We are also just beginning to use the business intelligence capability to track our KPIs [key performance indicators],” he continues. “KPIs will provide STM managers with an overview of how well their particular department or function is doing. We are using the portal to create dashboards for specific areas of interest. “Different people have access to different sets of portal content depending on their role in the company,” LaPointe says. “For example, there are individual dashboards for the corporate department, bus services, subway services, and top management. The dashboard lets them access the strategic information they need at an overview level. If they want more information, they access the data warehouse via the portal and drill down for details. SAP BI provides them with reporting and analysis tools as well as an integrated view of different kinds of data from all our internal processes and operations.”

## **PORTAL PRODUCTIVITY**

The pilot implementation has delivered three key benefits that have already impacted productivity at STM. Firstly, the system is easily accessible to workers not accustomed to using computers. Inspectors and mechanics can now input and access information first-hand, benefiting from a fuller picture of a vehicle’s maintenance history as a result. Secondly, data that enables more informed decision making is now available to 350 managers across the organization – a marked increase on the 50 managers who had access to reporting information previously. Finally, STM has benefited from improved knowledge management with employees at every level able to access corporate updates, such as strategy documents, action plans, and news items.

LaPointe says the potential benefits of the portal are far-reaching, with plans to implement the technology and improve the maintenance process in other areas of STM’s transport infrastructures (bus garages, metro stations, and tunnels). “We are just at the beginning of using the capabilities of SAP NetWeaver to help make our operations run more smoothly and, at the same time, reduce operating expenses,” he concludes.

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