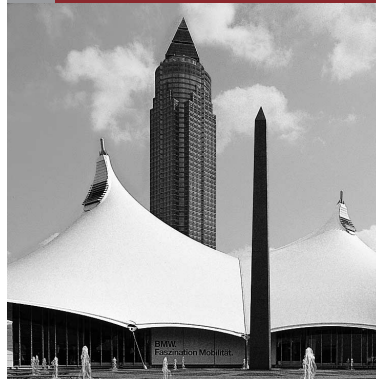


SAP Customer Success Story

“We opted for the ‘one-stop’ SAP solution because we liked the package SAP offered, consisting of SAP expert knowledge, professional project management, training expertise, and automated test tools.”

Lothar Hafner, Lead Project Manager, INVISTA



INVISTA RESINS & FIBERS GmbH

HIGH AVAILABILITY FOR ROUND-THE-CLOCK OPERATIONS WITH SMOOTH UPGRADE

HIGH-QUALITY PRODUCTS FROM GLOBAL PLAYER

Clothing made from LYCRA® and TACTEL®, sportswear made from COOLMAX®, PET bottles for beverages – these are typical INVISTA products found in items of everyday use, such as home furnishings, bedding, clothing, and sports and leisure apparel. INVISTA products are also used in many applications and materials, such as vehicle interiors, airbags, tires, and belts; architectural textiles for canopies, tents, silos, and awnings; and food and beverage packaging.

INVISTA is one of the world’s leading manufacturers and distributors of fibers, raw materials, polymers, and intermediates made from polyester and nylon. The company has successfully established a comprehensive portfolio of global brand names and operates manufacturing and distribution sites in all the world’s major markets and fiber regions. It is headquartered in Wichita, Kansas, and its European administrative offices are located in Hattersheim am Main, Germany. INVISTA has 13 production sites in Europe. All the German sites are certified in accordance with DIN EN ISO 9001 and 14001.



AT A GLANCE

Company Name

INVISTA Resins & Fibers GmbH
Germany
www.invista.com

Industry

Chemicals

Key Challenges

Perform technical upgrade to latest version of SAP® R/3® Enterprise software while extending knowledge of SAP software and reducing future test efforts

Implementation Partner

SAP Consulting, a part of SAP Customer Services Network

Solutions and Services

- SAP R/3 Enterprise software (functionality available now in mySAP™ ERP)
- SAP Education, a part of SAP Customer Services Network
- Consulting, design, and project management for implementation and test automation; and employee training and knowledge transfer

Existing Environment

SAP R/3 with mySAP Supplier Relationship Management and integrated manufacturing subsystems

Implementation Highlights

- Precise road map enabled successful go-live with less than 30 hours downtime.
- Automation with extended computer-aided test tool (eCATT) significantly reduced test effort.
- Train-the-trainer workshop for key employees facilitated knowledge transfer.

Key Benefits

- Successful transfer of knowledge and expertise provided by SAP Education to key users and end users
- Modeling of complex integration scenarios with eCATT
- Reduction in amount of time needed for upgrade (four hours less than anticipated)

Hardware

Sun E5500 cluster

Operating System

Sun OS 5.8 – Solaris 8

NEW SAP® SOFTWARE FOR EUROPE

Highly integrated SAP® solutions have been supporting the core processes of the INVISTA sites in Germany and the Netherlands since 1998. The company's European headquarters saw the impending discontinuation of maintenance for its SAP R/3® software as the ideal time to take advantage of the technological innovations in SAP R/3 Enterprise, which are now available in mySAP™ ERP.

INVISTA defined the upgrade from the “old” system to the “new” one as primarily a technical migration. “We were happy with the previous release. The applications satisfied our business requirements and enabled a high level of automation in many areas of the company. When we upgraded to the new system, we had to be sure our key business processes would continue to function as effectively as before, without any constraints or major changes. For a producer of chemicals like ourselves, it is vital to have a high-availability solution that operates smoothly around the clock, because we must avoid downtime at all costs,” says Lothar Hafner, lead project manager at INVISTA.

“ONE-STOP PACKAGE” FROM SAP WINS THE DAY

INVISTA specified the conditions for the complex system upgrade in its invitation to bid for the contract, in which 11 vendors participated. The winner was required to migrate the system on a tight budget and in a short time frame and to simultaneously provide intensive training for all personnel affected.

The “one-stop package” from SAP fit the bill precisely, including consulting services, expert testing support in preparation for live operation, plus the design and implementation of a comprehensive training program. To plan and manage the many activities, SAP appointed an experienced project manager, whose tasks included coordinating and monitoring the total package.

SAP EXPERT KNOWLEDGE PLUS CUSTOMER EXPERIENCE EQUALS VALUE ADDED

As Hafner explains, “Apart from the deployment of SAP solutions, our organizational structure is based to a large extent on outsourcing. Knowing the upgrade would be a very complex

project, we decided to get experienced specialists on board to ensure that the process would go smoothly. Senior SAP consultants, competent support from our outsourcing partner, in-house SAP consultants, plus key users from the user departments provided the foundation for a successful migration to the new system.”

“A key factor influencing our decision was the opportunity it gave us to tap directly into the expert knowledge of SAP development resources if we encountered any unforeseen issues.”

Lothar Hafner, Lead Project Manager, INVISTA

Up until now, SAP had acted only as a technology vendor for INVISTA. Now, for the first time, SAP took on a wider role, developing new training courses, delivering tools for administration and test automation, and providing a professional project management team that coordinated consulting and education services. “It was the first project of this type and magnitude we had undertaken with SAP Consulting, and it was a major step for us,” says Hafner.

DETAILED ROAD MAP SUPPORTS LOW-RISK SYSTEM UPGRADE

In accordance with his strategy of involving experienced top performers, the INVISTA project manager put together a high-caliber team made up of internal IT managers, key users, SAP consultants, SAP instructors, and application engineers from the IT service provider EDS. All the team members collaborated closely to draw up an extremely detailed project plan for the upgrade project and the associated subprojects.

SAP Consulting contributed implementation consulting expertise, extensive SAP software know-how, and experience from similar migration projects. After performing a thorough risk analysis, the SAP consultants designed a road map that defined each step of the technical upgrade in detail.

This road map was the secret to the project's remarkable success. The new system went live on time and on budget. What's more, the upgrade was completed in 26 hours instead of the 30 hours originally budgeted.

KEY ROLE OF TEST MANAGEMENT

The test management team from SAP Consulting made a valuable contribution to the project. Long before the system went live in April 2004, these test scenario specialists from SAP Consulting were advising INVISTA on selecting test cases and ensuring the transparency of the test procedures and results.

Working with INVISTA, the test team also automated complex integration scenarios, using a testing "workbench" delivered with the basic SAP system and ready for use without any additional license costs. In addition to a test organizer, which provides functions for monitoring the progress of tests and displaying test results transparently, a computer-aided testing tool (eCATT) played an important role, supporting structured and reproducible regression test procedures.

At the beginning of the upgrade project, the test management team from SAP Consulting analyzed the project and test procedures that INVISTA had been using. The team then drew up a schedule based on the overall project schedule that both enabled the optimal deployment of the test tools and achieved maximum synergies between the subprojects. All test cases that had previously been performed manually were modeled as catalogs in the test tool.

TEST AUTOMATION YIELDS TIME SAVINGS

The SAP test experts developed modular test scripts, which INVISTA staff first used to test individual components in SAP solution components. As the test activities progressed, the scripts were linked together to form whole scenarios. This method supported the monitoring of entire business process chains and the timely identification of potential sources of errors across all applications and interfaces. It led, for example, to the discovery of inconsistencies when other INVISTA systems were set up that would normally have been spotted only in extensive manual tests.

Hafner is enthusiastic about the potential of test automation for optimizing test procedures, describing the test workbench as an innovation with real value added for INVISTA. "Although our key users are very highly qualified, manual testing is extremely time-consuming. The eCATT scripts cut the time needed to test complex processes to a few minutes and reduced the number of testers needed. If the automated tests run error-free right through the system, then I can be almost 100% certain that my subproject processes will work properly."

Having proven their worth during the upgrade project, these automated test scripts will be used on a regular basis in the future. For example, automatic regression tests will support the import of support packages, resulting in significantly faster and better integration in the live system environment. Encouraged by its successful collaboration with the test management team from SAP Consulting, INVISTA has decided to extend its test automation activities.

TRANSFER OF EXPERT KNOWLEDGE TO INVISTA

The close coordination of all the activities involved with the implementation of new SAP software was a decisive factor during the project. In addition to implementation and the associated tests, a third "process" took place – one that played a key role in ensuring the upgrade went smoothly: the carefully prepared transfer of expert knowledge to the INVISTA organization.

This was managed by SAP Education, a part of SAP Customer Services Network, and was necessary for two reasons. First, as a result of enhancements to the interface and process sequences, the new SAP software differs significantly from the versions of the SAP solutions that were in use at INVISTA. The company thought it vital for users to feel comfortable with the new system from day one, and this involved training 500 employees at INVISTA sites in Germany and the Netherlands within a short period of time. A second goal of the training program was to give INVISTA staff an opportunity to review and extend their SAP solution knowledge.

SKILLFUL KNOWLEDGE MANAGEMENT

On the basis of these specifications and a requirements analysis, SAP Education specialists designed a training program tailor-made to INVISTA's specific needs. The customer identified "super" users, who went through a train-the-trainer program to become "knowledge multipliers." They built up the skills needed to train staff in the user departments. In addition to the training program for end users, the team used the SAP Tutor tool to develop numerous INVISTA tutorials – a kind of company-specific electronic instruction manual for the system that exactly mirrors the company's business processes right down to the last input field.

TOOL WITH GREAT POTENTIAL

Initially, the tailor-made tutorials were used to enhance end-users' knowledge of the SAP solutions, to quickly fill in any gaps, and to train new INVISTA staff. Hafner believes the tutorials have additional uses; for example, as demonstration tools to give personnel in other INVISTA regions an insight into the integrated business processes supported by SAP solutions.

THE BOTTOM LINE: SUCCESSFUL KNOWLEDGE TRANSFER

In total, 67 days were invested in training key users and end users. The team of instructors was a mix of skilled INVISTA key users, SAP Education specialists, and experts from IT service provider EDS. Hafner thinks the knowledge transfer program was successful because the training content was tailored specifically to the target groups, the program focused on essentials, and the INVISTA processes were clearly explained in the training material.

At the end of the day, how does Hafner view the project? "We accomplished the training goals we set for ourselves. The train-the-trainer workshop for our key users was a real highlight. It achieved its purpose so effectively

that we have decided to extend this very successful program. Eventually, our key users will be so well trained that they will be able to teach other employees to work with our SAP system."

"Using SAP Tutor, we recorded each mouse click and each step in each application with our key users, generated training material from the results, and published it on our intranet to help our SAP users. These tutorials are both an electronic work of reference and an excellent source of information, especially for new members of staff."

Lothar Hafner, Lead Project Manager, INVISTA