

# Kemira LEAP S4/HANA Program

Set the foundation for more innovation and insights with record-time global Big-Bang migration into private cloud S/4HANA, Datasphere/SAC and SAP Integration Suite

TARAS PODBEREZNYYJ – CIO

# Kemira

Set the foundation for more innovation and insights  
with record-time global Big-Bang migration into private cloud S/4HANA, Datasphere/SAC and SAP Integration Suite

SDT Approach by CBS  
S/4HANA Transformation



Selective Data  
Transformation

ECC to SAP S4/HANA



**58**

Company  
Codes



**400**

Plants



**37**

Countries



SAP Analytics Cloud  
&  
DataSphere



**363**

Interfaces into  
SAP Integration Suite



Platform  
Transformation  
into Azure Cloud  
+60 systems



Archive  
Migration





# We are global chemistry company

Pulp & Paper  
Industry & Water

2022  
REVENUE

**€3.6B**

2022 OPERATIVE  
EBITDA

**€572M**

MARGIN 16%

SALES TO

**100+**

Countries

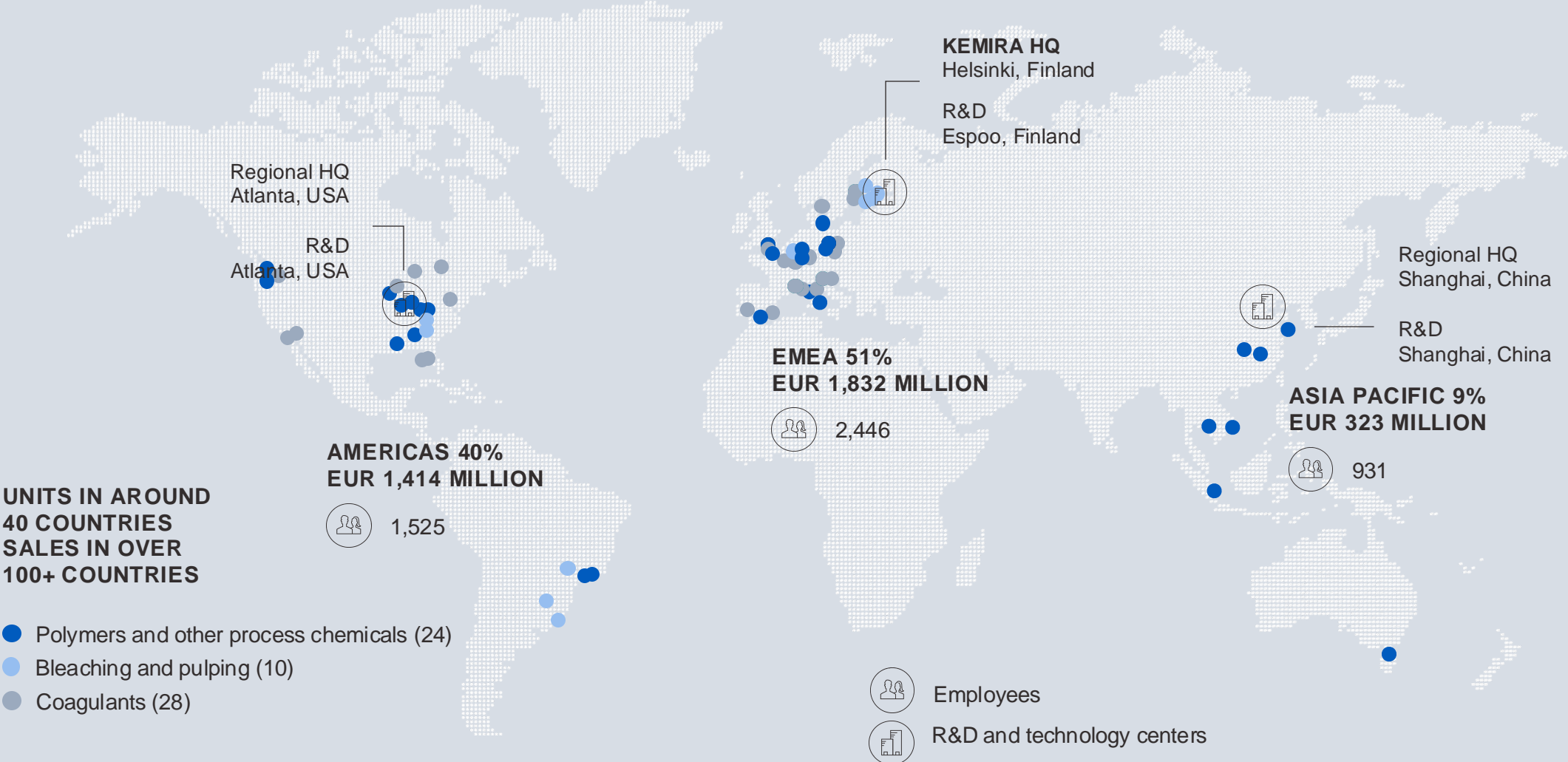
NUMBER OF  
EMPLOYEES

**~5,000**

Worldwide

62 MANUFACTURING SITES

# Global reach – local excellence





# HOW DID IT START

24.6.2024



# SAP is a strategic asset for Kemira

**2007**  
SAP OneKem  
deployed as  
one ERP  
Globally

**2022-2023**  
LEAP Program –  
Business Release 1.0  
Transition from SAP  
ECC to SAP S/4HANA

Sustainability  
Manufacturing  
Cloud optimization  
Analytics  
UX  
**2024**

Growth  
Business AI  
Sustainability & ESG  
E2E Automation  
AI-Copilots  
**2025-2030**

99%  
of Kemira  
revenue  
managed via  
OneKem SAP\*  
**2020**

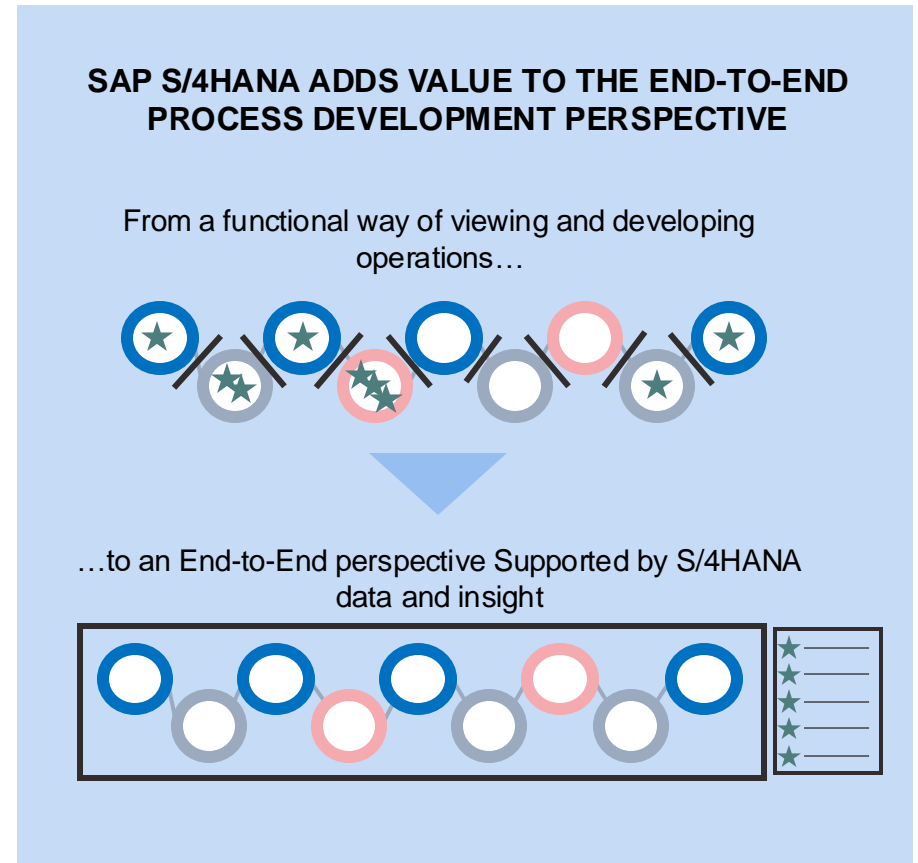


# The Catalyst

## Why was the SAP technology upgrade necessary right now

- OneKem ERP technology platform (servers, routers etc.) is coming to end-of-life in 2023
- SAP support to the currently used application suite (ECC) will end by 2030 based on current knowledge
- It takes a significant amount of work to do the technology upgrade
- Available professional resourcing was a key factor in decision making. Kemira is partnering with CBS Consulting who specialize in SAP migrations and know Kemira from previous SAP collaboration and TietoEvry with cloud transformation

***By making the upgrade now, Kemira chooses to be a pioneer compared to competitors and by doing so creates a springboard for further improvements.***





# Workstreams

## Corporate level program planning & governance

### Business Stream

Business Capability  
Data Quality & Harmonization  
Business Impact & Change

### Technology Stream

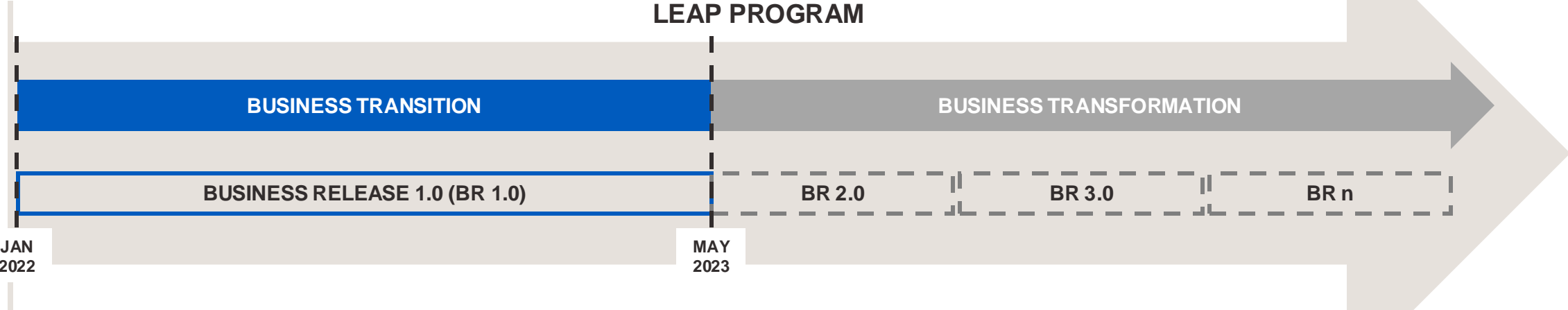
Infrastructure Platform  
Business Platform migration  
Reporting Platform

### Sourcing / License Stream

License Cost analysis  
Negotiation Approach  
RFP execution



# The Phases of change: Technology upgrade & Business transformation



**BUSINESS CORE BUILD: FROM MOST PERSPECTIVES SYSTEM USAGE AND PROCESSES REMAIN THE SAME**

- Infrastructure platform renewal
- Existing business process transition
- SAP standardization opportunities
- New must-have SAP S/4HANA features
- Selected process improvements
- SAP BTP Development

**NEW CAPABILITES & FEATURES: PROCESS CHANGES TO REALIZE BENEFIT POTENTIAL**

- Further work on business benefit categorization and prioritization for new innovations
- Alignment on strategic drivers
- Building a Kemira level business capability development roadmap
- Releasing new S/4HANA features according to agreement

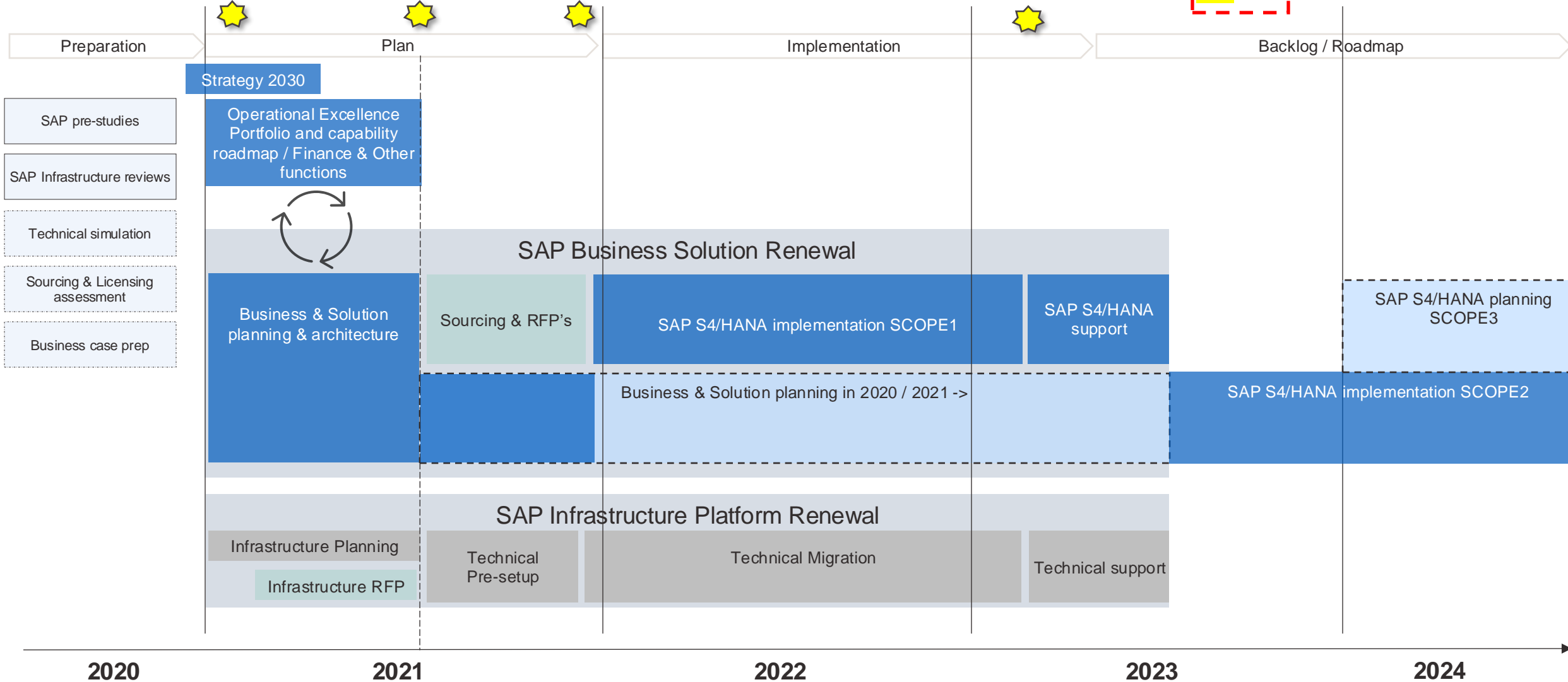


# Schedule proposal

Business Stream
Technology stream
Sourcing / License Stream

MB update 1/2021    MB update 6/2021    MB update 11/2021

Go-Live SAP S4/HANA **3->5/2023**







# HOW WAS IT GOING

kemira



PEOPLE & PROCESSES



”It’s nice to be important, but  
It’s more important to be nice”

- H.P. Baxxter – German Philosopher & Performer



# People involvement

FROM PLAN TO GO-LIVE LASTED <b>3+</b> YEARS	INTERFACES <b>363</b>	TEST CASES <b>6000+</b>	2022 REVENUE <b>€3.6B</b>	KEMIRA SITES <b>62</b>
PEOPLE INVOLVED <b>600+</b>	ROBOTS <b>120+</b>	<b>4000+</b> ERRORS REPORTED AND CORRECTED	SHIPPING TO COUNTRIES <b>110+</b>	OPERATING IN <b>37</b> COUNTRIES
TESTING ROUNDS <b>3+</b>	OUTSYSTEMS APPS <b>30+</b>	HOURS ENORMOUS	NUMBER OF SAP USERS <b>3000</b> WORLDWIDE	SAP KEY USERS <b>400</b> WORLDWIDE

# What did we learn so far

An aerial photograph of a person standing on a tall, white, lattice-structured tower that extends from a rocky island into the turquoise ocean. The person is positioned near the top of the tower, looking out over the water. The sky is a pale, hazy blue, and the ocean shows varying shades of green and blue with white foam from waves crashing against the island.

## Vision:

- Decide what do you want - transition & transform balance – know that you have 10-15 years to grind
- Engage right top management & middle management
- Work with your people in operations, that's where it happens

## Route:

- Adjust scope vs. time – be realistic, this is hard
- Try to keep tempo from the beginning (people can't make it too long), push in right place and give up in right ones

## People:

- Think of team composition (who's back & who's front) – good pairs or trios (experience & energy) – power players
- Do you have the force to do it – be realistic
- One team always (take good care of partners) – side step with conflicts and solve, full transparency on items
- Communication and Change Management – Tactical level comms - Use your phone and call & sms
- You can't know every detail and have full control

## Risks:

- Find the dangerous areas on the route and move along the path – calibrate all the time
- Start cut over planning half year before Go-live (engage business)

**Confidence, Trust, Execution**



The background is a dark, abstract digital space filled with glowing blue particles and white lines that form a complex, interconnected network. The particles vary in size and brightness, creating a sense of depth and movement. The white lines are thin and delicate, weaving through the space and connecting the particles. The overall effect is that of a dynamic, data-driven environment.

# HOW DID IT GO-LIVE

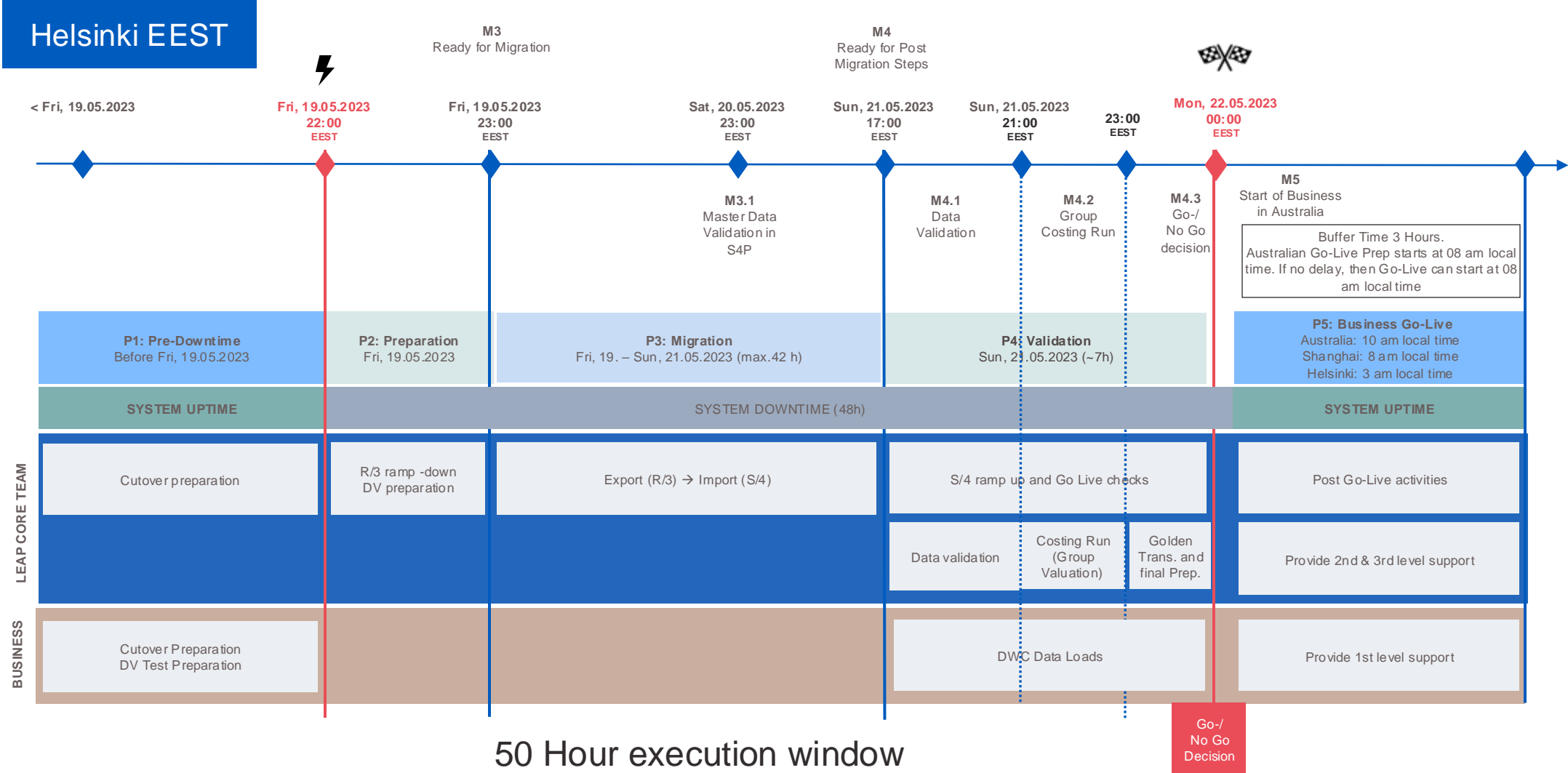
## LEAP: Go-live starts!

00 00 00 01  
days hrs min sec

SAP ERP is shut down & move to new S/4HANA system begins.  
Log on to new system on Monday May 22nd!



# Cutover Weekend **High**-Level (19.-21.05)



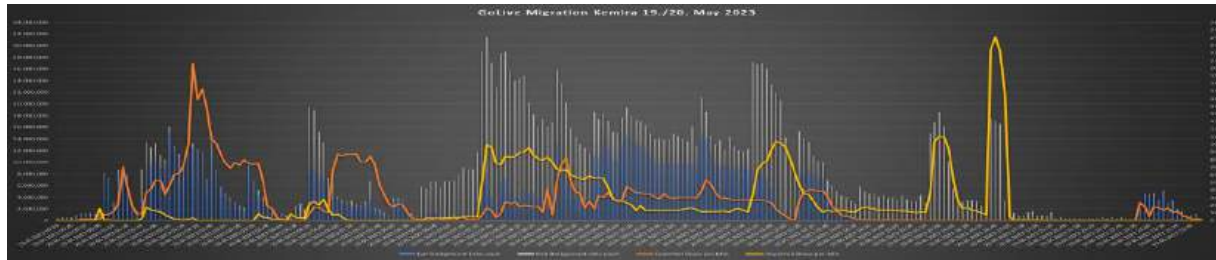
50 Hour execution window from shut down to Go-Live

# Cutover Weekend **Detail-** Level (19.-21.05)

840  
Technical  
Cutover  
steps in  
Total

F613 11 - Deploy Go-live (after Go-decision)

	C	D	E	F	G	H	I	J	K	L	M
25	SAP100	2624		T-CODE HRRPP_REP must be copied out for CC and FC Hierarchy H-001 and Y, and OR Hierarchy/SGO for F001 and SFC	CO	Michael Hagemann	ets	21.5.23 20:35	5 mins	21.5.23 20:40	
26	SAP100	2629		Create new FI number range 36 (3600000000-3699999999)	FI	Tajana Gauss	ets	21.5.23 20:40	15 mins	21.5.23 20:55	FIN1
27	SAP100	2627		Create new number range OLE_AVREF for EDS (00000000-99999999)	FI	Tajana Gauss	ets	21.5.23 20:55	5 mins	21.5.23 21:00	SNLM
28		2301		<b>9 - Group coding run + other</b>				<b>21.5.23 21:00</b>	<b>120 mins?</b>	<b>21.5.23</b>	
29	SAP100	2675		Provide list of not invoiced transactions to analytics	CO	Dominik Eber	ets	21.5.23 21:00	60 mins	21.5.23 22:00	SEVN
30		2648		Release Group coding	CO	Werkstatk Band	ets	21.5.23 21:00	60 mins	21.5.23 22:00	
31	2670	BV	2671	Execute InVO DataIP for S4 LO Data sources	Analytics & BV	Juha Kuckkainen	Kemira	21.5.23 21:00	15 mins?	21.5.23 21:15	
32	BV	2668		Execute InVO Data S4 FI's for other than LO Data Sources	Analytics & BV	Juha Kuckkainen	Kemira	21.5.23 21:00	15 mins?	21.5.23 21:15	
33	OpenText	3200		Core Capture / FFC production subscription	FICO	Katzena Märszlek	Kemira	21.5.23 21:00	15 mins	21.5.23 21:15	
34	SAP100	2697		Create new number range 79 (790000000-799999999)	FI	Tajana Gauss	ets	21.5.23 21:00	10 mins	21.5.23 21:10	FINVOBH
35	SAP100	3237		Payment pattern (DEFERRED - AUTOMATIC, VARIANT, CHANGE) after data validation / before execution of	FICO	Michal Kouzalovci	Kemira	21.5.23 21:05	15 mins	21.5.23 21:20	SE3E
36	71	2670		Create and Schedule VO Collection Jobs in S4 (with some Scheduling as was in ERP)	Analytics & BV	Juha Kuckkainen	Kemira	21.5.23 21:15	15 mins?	21.5.23 21:30	
37	SAP100	3236		Core Capture / FFC setup	FICO	Peter Fekete	TietoEvy	21.5.23 21:15	10 mins	21.5.23 21:25	SK79
38	SZNAV	3225		AuTaxi Switch test to production environment on prod. Server / after data validation / before execution of US	FICO	Michal Kouzalovci	Kemira	21.5.23 21:25	20 mins	21.5.23 21:45	
39	ATAVP	3234		release accident transactions	FICO	Katzena Märszlek	Kemira	21.5.23 21:25	20 mins	21.5.23 21:45	
40	SAP100	3234		Core Capture / Channel change + profile activation	FICO	Katzena Märszlek	Kemira	21.5.23 21:45	15 mins	21.5.23 22:00	
41	SAP100	3232		Core Capture / Z-Tables maintenance / check	FICO	Peter Fekete	TietoEvy	21.5.23 21:45	10 mins	21.5.23 21:55	
42	SAP100	3230		Core Capture / SOST maintenance	FICO	Peter Fekete	TietoEvy	21.5.23 21:45	10 mins	21.5.23 21:55	SOBT
43	SAP100	3231		Exchange Rate / Check if all exchange rates are uploaded (especially B/B)	FICO	Katzena Märszlek	Kemira	21.5.23 21:00	15 mins	21.5.23 22:05	TCUER
44		3802		Program: ZPP_CYCLE_TIME Variant: CYCLE_TIME2_BV Update address to:	Analytics & BV	Juha Kuckkainen	Kemira	21.5.23 22:00	60 mins	21.5.23 23:00	
45		3601		Program: ZPP_ACP_READ Variant: PREY_M, MAND, CUR Update addresses:	Analytics & BV	Juha Kuckkainen	Kemira	21.5.23 22:00	60 mins	21.5.23 23:00	
46	SAP100	3229		Austara VAT / P-ans check	FICO	Michal Kouzalovci	Kemira	21.5.23 22:30	5 mins	21.5.23 22:35	RAKVALARHIV
47		3228		Austara HUIR / P-ans check	FICO	Michal Kouzalovci	Kemira	21.5.23 22:30	5 mins	21.5.23 22:35	RAKVALARHIV
48		3174		<b>10 - Golden transactions (23:00-23:50 EEST)</b>				<b>21.5.23</b>	<b>10 mins</b>	<b>21.5.23 23:10</b>	
49		3189		Start IS PROCD; Dupage	Interface	Daniel Rude	ets	21.5.23 23:00	5 mins	21.5.23 23:05	
50		3488		Start IS PROCD; ValBib	Interface	Daniel Rude	ets	21.5.23 23:00	10 mins	21.5.23 23:10	
51		###		<b>11 - Deploy Go-live (after Go-decision)</b>				<b>22.5.23 0.30</b>	<b>171900</b>	<b>31.5.23 17.00</b>	
52	BV	2668		Release ERP S4 BB Jobs for Process Chains according to old ERP scheduling	Analytics & BV	Juha Kuckkainen	Kemira	22.5.23 0.30	15 mins?	22.5.23 0.45	
53	SAP100	2062		MDFM Forms connect S4P to S4P (enable S4P Forms)	MD/FP	Jukka Kerebars	Kemira	22.5.23 0.30	30 mins	22.5.23 1.00	
54		3432		Change number range (37) for switch request	Technical	Kaarlo Yu	Kemira	22.5.23 0.30	30 mins	22.5.23 1.00	
55	SAP100	3610		Switch Form defect management to incident management with number range (17)	Technical	Wesley Yu	Kemira	22.5.23 0.30	30 mins	22.5.23 1.00	
56		2420		Disable FICO connections on SAP (ERP/CONTROLLER/ERP-UV)	Authorization	Hilmi Gupta	Aloos	22.5.23 0.30	15 mins	22.5.23 0.45	
57	3273	3274		Turn on SAP synchronization	Diagnostics	Karoli Kigler	Kemira	22.5.23 0.30	10 mins	22.5.23 0.40	
58	3249	3265		Setup connections to S4P IP address	Diagnostics	Karoli Kigler	Kemira	22.5.23 0.30	10 mins	22.5.23 0.40	
59		3267		Upload new private keys for SSO	Diagnostics	Karoli Kigler	Kemira	22.5.23 0.30	30 mins	22.5.23 1.00	
60		2603		Release of background jobs according to separate list provided by Kemira (Jichema)	TietoEvy	Martin Juchma	TietoEvy	22.5.23 0.30	30 mins?	22.5.23 0.60	
61		3128		Send SAP password and system details to external users based on the list in Teams	Authorization	Chris Jin	Kemira	22.5.23 0.30	30 mins	22.5.23 1.00	
62	ERP	2725		Unlock ERP users after go-live decision	Access	Hilmi Gupta	Aloos	22.5.23 0.30	30 mins	22.5.23 1.00	
63		2591		Go to open TMS cases after go-live decision	Diagnostics	Chiranjeev	Chiranjeev	22.5.23 0.30	15 mins	22.5.23 0.45	
64	SAP100	2495		Unlock dialogues for sending freight invoices	TietoEvy	Pasi Eronumaki	TietoEvy	22.5.23 0.30	30 mins	22.5.23 1.00	
65	3270	3245		apps kemira.com integration with Fico/vo S4-server's / Execute connectivity test	Diagnostics	Karoli Kigler	Kemira	22.5.23 0.40	60 mins?	22.5.23 1.40	
66	74	3273		Perform synchronization between S4P and apps.kemira.com	Diagnostics	Karoli Kigler	Kemira	22.5.23 0.40	315 mins?	22.5.23 6.55	
67		3443		Release test plan LEAP_PROD_IT DATA	Testing	Kaarlo Yu	Kemira	22.5.23 1.00	15 mins	22.5.23 1.15	
68		3491		<b>12- Post Go-live</b>				<b>22.5.23 1.40</b>	<b>56600 mins?</b>	<b>30.6.23 9.00</b>	
69	83	3288		Activate Duxsystems technical users	Diagnostics	Karoli Kigler	Kemira	22.5.23 1.40	30 mins	22.5.23 2.10	





TECH&FUTURE



# SAP is a strategic asset for Kemira

**2007**  
SAP OneKem  
deployed as  
one ERP  
Globally

**2022-2023**  
LEAP Program –  
Business Release 1.0  
Transition from SAP  
ECC to SAP S/4HANA

Sustainability  
Manufacturing  
Cloud optimization  
Analytics  
UX  
**2024**

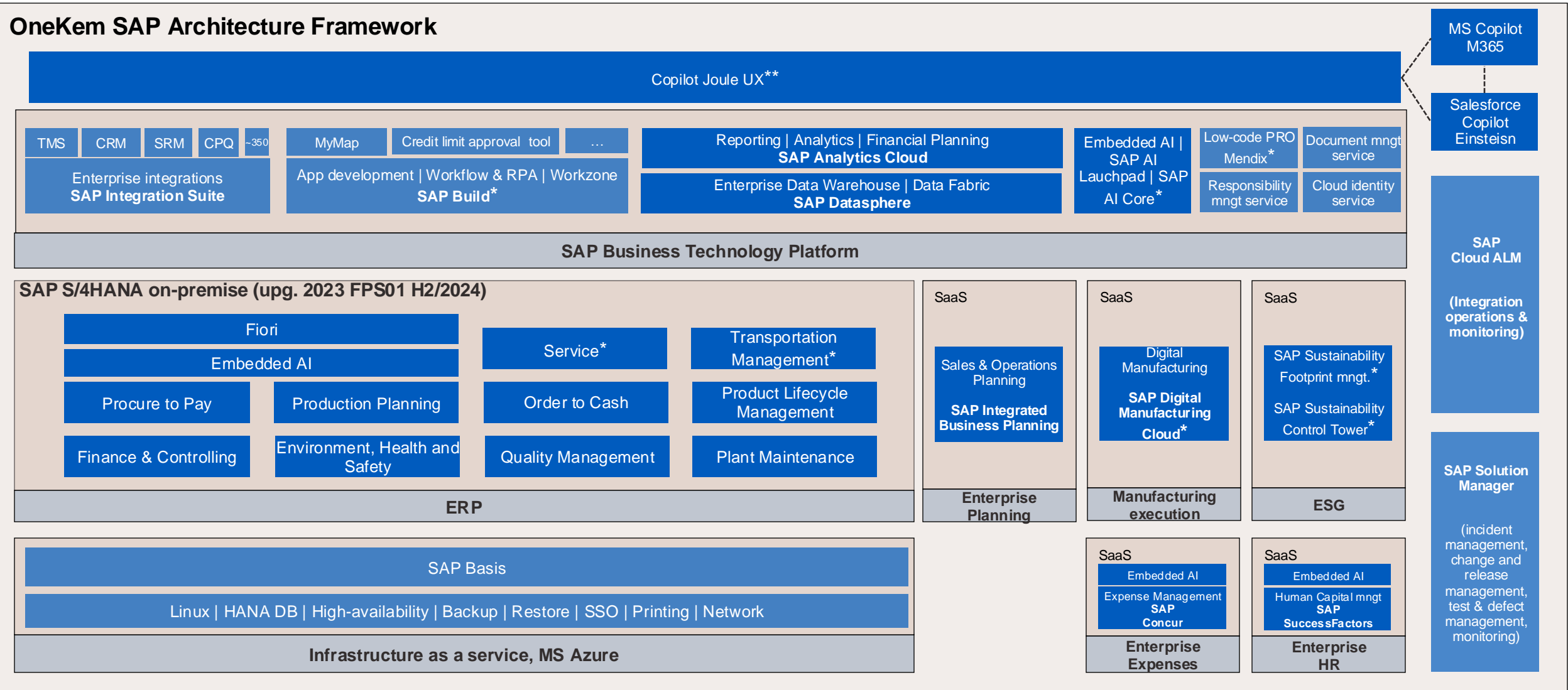
Growth  
Business AI  
Sustainability & ESG  
E2E Automation  
AI-Copilots  
**2025-2030**

99%  
of Kemira  
revenue  
managed via  
OneKem SAP\*  
**2020**



# OneKem SAP Architecture Framework 2024-

## OneKem SAP Architecture Framework



\*under study/evaluation/PoC

\*\*option when Joule available for S4 onprem customers

# LEAP – SAP S4/HANA Roadmap outlook

- SAP S/4HANA ERP
- SAP Analytics Cloud
- SAP Datasphere
- SAP Integration Suite
- SAP Business Technology Platform (BTP)
- SAP Integrated Business Planning
- SAP SuccessFactors
- SAP Concur
- Corporate Datacenter Cloud
- Archiving

## LEAP – SAP S4/HANA Program

### Strategic Portfolio

- Growth
- Profitability
- Sustainability & ESG
- Digital Services
- Customer Excellence

### Tactical Portfolio

- Pricing excellence continuation
- Sustainability: PCF/LCA, Carbon accounting
- Digital Manufacturing Cloud
- Extended Warehouse Management
- Transportation Management & Logistics
- Forecasting & Predictive Accounting
- SAP Business AI
- Global Trade Services

### Operational Portfolio

- Fixes
- Continuous development items
- Change requests in S/4HANA
- S/4HANA Version Upgrade
- S/4HANA Key User Network
- S/4HANA Training concept
- S/4HANA Analytics
- S/4HANA Fiori



# Kemira Data and Advanced Analytics & AI

**Research  
&  
Development**

**Digital  
Workplace**

**Business  
&  
Operations**

**Manufacturing  
&  
Technology**

**Digital Service  
Business**

**Sustainability  
&  
Compliance**

Kemira will focus on AI enabled chemistry in R&D to support innovation and continue to grow Digital Services Business as strategic priority

AI development will improve efficiency in Business and Operations with strong SAP commitment among other end to end business processes such as Sales & Marketing and Pricing

In Manufacturing & Technology, baseline build will be secured and safety & productivity solutions built

Targeted AI upskilling and training for employees. Employee experience through AI Co-pilot solutions

# The SAP Innovation Awards Team recognizes

**Kemira Oyj**

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Finalist in the 2024 SAP Innovation Awards for their entry

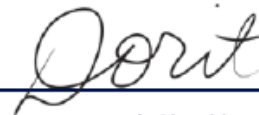
**Intelligent Analytics & Finance Planning  
with SAP Analytics Cloud & Datasphere**

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12 March 2024

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Date



Dorit Shackleton  
SVP, Head of Global Customer Adoption and Events



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Set the foundation for more innovation and insights with record-time global Big-Bang migration into private cloud S/4HANA, Datasphere/SAC and SAP Integration Suite

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**Kemira**

Where water  
meets chemistry™