



“In complex IT projects it depends on the right partners, if one wants to win something to write home about. In our logistic project Höltje & Wettstaedt Consulting provided an extraordinary contribution for a stable implementation. I want to express my gratitude and recognition especially to HWC for the recently from SAP to KHD awarded prize -SAP Quality Award Gold Winner 2012-. Please continue like this, dear colleagues from HWC“

Jörg Ludwig
Global Head of IT & Business Systems

PROJEKT: K1 Step 3

SAP implementation and gradual replacement of a legacy system at KHD Humboldt Wedag in Cologne

The existing system was to be replaced by SAP ECC 6.0. By April 2012, the implemented SAP PS, PLM, SD and MM modules successfully went live. The FI and CO modules had already been introduced at an earlier stage. The project team consisted of about 30 internal and external employees.

Complex processes

The challenges were huge: due to the high complexity of business processes, including extensive project and BOM structures, and the automated integration of the construction, project management, purchasing and sales divisions, KHD required the support of external consultants. The company Intelligence was commissioned as a consulting partner, and Höltje & Wettstaedt Consulting was assigned responsibility for change management, training, documentation and support.

Early Change Management

It was already apparent during the concept phase that advance training and targeted change management was urgently necessary for the staff. For years, the old system had been programmed for individual types of business transactions, so the introduction of standard software represented an additional challenge, particularly in order to gain the acceptance of the employees. To meet these demands, Mr. Wettstaedt of the Hamburg consultancy Höltje & Wettstaedt Consulting was brought on board.

Many years of experience

"We were convinced that Höltje & Wettstaedt Consulting were the right partners because they had so many years experience in change management and training projects," remarked Jörg Ludwig, IT Director at KHD. He went on: "We could have chosen any training company, but we deliberately chose Höltje & Wettstaedt Consulting due to the complexity of the project, and because of their extensive experience in IT consulting and their knowledge of the industry. This was particularly important to us, and ultimately, the decisive factor. This decision has more than paid off. Mr. Wettstaedt's excellent perception of the industry and team spirit, and his exceptional sensitivity in mediating change processes has exceeded our expectations. "

Höltje & Wettstaedt Consulting placed special emphasis on their early integration into the project, and on the highest level of communication within the project team and with the departments. This was also permanently enforced. In addition, structured and detailed planning of resources and dates was performed and communicated. This meant that transparency was quickly achieved, and that tasks were clearly delineated for all involved.

Thanks to the positive experiences during the training and implementation phase, Höltje & Wettstaedt Consulting were kept on even after Go-Live, to support the purchasing and sales departments by assisting with process harmonisation and the preparation of detailed departmental documentation. Purchasing, a particularly sensitive department due to direct contact with suppliers, particularly benefited from the consultant's experience. Uncertainties were either quickly resolved or passed on to be dealt with by IT support or project management.

Autonomous training sessions for subsidiaries

All tasks, such as planning, process mapping, preparation of training materials, training sessions and the subsequent creation of documentation were carried out in a timely fashion, and to the client's complete satisfaction. "Our confidence in the quality was so high that we left the responsibility for planning and conducting additional logistics courses for our subsidiary ZAB Zementanlagenbau in Dessau completely in the hands of Höltje & Wettstaedt Consulting," said Jörg Ludwig.

He added, smiling: "The fact that our project won the 2012 SAP Quality Gold Award * makes us especially proud, and a fair proportion of the credit goes to Höltje & Wettstaedt Consulting."

KHD Humboldt Wedag International AG With over 155 years of experience in the cement industry, KHD is a global leader in cement plant technology, equipment, and services. KHD offers a wide spectrum of products and aftermarket services for the cement industry, and is a leader in energy-efficient and environmentally friendly products for the grinding and pyro-processing sections of cement plants. In addition to its high quality product offering, the technology-focused group includes process engineering and project management among its core competencies. The holding company KHD Humboldt Wedag International AG is based in Cologne, Germany. The group has over 750 employees worldwide with customer service centers and sales offices in growing markets like India, China, Brazil, Turkey, and Russia, as well as in Europe, and the USA. KHD Humboldt Wedag International AG is listed on the Frankfurt stock exchange.

***SAP Quality Award 2012:** The SAP Quality Awards 2012 for Europe, the Middle East, and Africa (EMEA) celebrate customers who have excelled in the planning and execution of their SAP software implementations. These prestigious awards recognize customers who use SAP's ten quality principles to: - Effectively manage and execute implementations marked by complex technical and business process requirements. - Make the extraordinary look ordinary and deliver significant business benefits to their organization. - Achieve fast, low-cost implementations – and meet today's demand for rapid time to value.

KHD convinced the jury and won the first place in the category ‚large projects‘.