



## CIBA

# QUICK ACCESS TO KEY RESOURCES – WITH SAP® MaxAttention™

### QUICK FACTS

#### Company

- Name: Ciba Inc.
- Location: Basel, Switzerland
- Industry: Chemicals
- Products and services: Specialty chemicals for imaging and inks; paintings and coatings; plastics and rubber; and water and paper treatment
- Revenue: SFr 6.5 billion (€4.0 billion)
- Employees: Around 13,000
- Web site: [www.ciba.com](http://www.ciba.com)
- Implementation partners: Accenture, SAP® Consulting

- SAP MaxAttention™ support option delivered by the SAP Active Global Support (SAP AGS) organization
- SAP Consulting
- SAP Education offerings

#### Implementation Highlights

- Received expert advice and assistance before, during, and after going live
- Completed rollouts on schedule
- Had single point of contact at SAP
- Received smooth, effective knowledge transfer

#### Challenge and Opportunity

Achieve large-scale business transformation involving nearly every Ciba employee and impacting interactions with customers, vendors, and partners

#### Why SAP

- High value of proactive engagement available with SAP MaxAttention
- Unparalleled product-specific knowledge and expertise

#### Objectives

- Ensure speed and high quality of global rollout of SAP software
- Reduce overall project risk and avoid performance and programming issues

#### Benefits

- Skilled advice and assistance available around the clock, with on-site support at critical stages
- Quick access to global network of knowledge and experts
- Enhanced speed of implementation, reducing the disruption to business processes
- Globally standardized processes for increased visibility and operational efficiency
- Solid foundation for future introduction and operation of SAP software

#### SAP Solutions and Services

- Wide range of software, including applications from the SAP Business Suite family of business applications; the SAP NetWeaver® Portal component; the SAP NetWeaver Business Intelligence component; the SAP NetWeaver Exchange Infrastructure component; and the SAP GRC Access Control application

“Without SAP MaxAttention, we would never have completed the rollouts on schedule. The 24x7 support was crucial in ensuring a quick, smooth implementation.”

**Michael Loechle**, Head, Group Services and Administration, Ciba Inc.



When the Switzerland-based company Ciba Inc. decided to replace all of its legacy enterprise applications with SAP® software, it wanted to make the transition as quickly as possible. This would be no easy task, considering that Ciba has more than 80 sites and research centers in 20 countries worldwide. So it called in specialists from the SAP Active Global Support (SAP AGS)

Today's chemical market is tough – due to factors such as increasing global competition, fluctuating costs for raw materials, and growing pressure on margins and profitability. To answer these challenges, Ciba needed to improve operational efficiency, reduce inventory levels, and increase visibility – by introducing globally standardized end-to-end business processes. That's why, in 2004,

Business Intelligence component, the SAP NetWeaver Exchange Infrastructure component, and the SAP GRC Access Control application. In terms of both sheer size and functional scope, the implementation marked the largest-ever IT initiative at Ciba.

Of course it was important to get the job done right, but time was of the essence to Ciba. Stefan Koenig, head of business process services at Ciba, explains: "A rapid transition was our top priority. But given the scale of the project – placing demands beyond what we could satisfy with our existing in-house SAP expertise – the time frame was ambitious to say the least."

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**Michael Loechle**, Head, Group Services and Administration, Ciba Inc.

organization, who delivered the SAP MaxAttention™ support option. With SAP MaxAttention, Ciba received made-to-measure advice and assistance for the implementation and operations – helping the company achieve fast, smooth rollouts around the globe.

it decided to implement a comprehensive range of SAP functionality. "SAP is the ideal vendor for international players like us," explains Michael Loechle, head of group services and administration at Ciba. "It has the only software that offers the high level of integration we need."

"We wanted to reap the benefits of the new software as soon as possible," underlines Loechle. "So we drew up an aggressive schedule, with consecutive rollouts in multiple countries at once, over a two-year period. To pull it off, we needed high-quality project management and risk mitigation – without compromising the speed of the implementation."

### **Innovation Through Integration**

Headquartered in Basel, Switzerland, Ciba is a leading manufacturer of specialty chemicals for a wide range of materials – including inks, paints, coatings, plastics, rubber, water, and paper. Ciba has a firm commitment to creativity and innovation and sells its products in over 120 countries. With around 13,000 employees, it posted revenues of approximately SFr 6.5 billion (about €4.0 billion) in 2007.

### **The Need for Speed – on a Grand Scale**

The chemical industry player opted for a broad range of SAP software. To name just a few of the solutions, the installation included the SAP ERP application, the SAP Supply Chain Management application, and the SAP Supplier Relationship Management application, from the SAP Business Suite family of business applications. Among others, Ciba also deployed the SAP NetWeaver®

### **Unparalleled Expertise**

Henning Kagermann, chairman and CEO of SAP AG, recommended bringing in SAP AGS to deliver SAP MaxAttention – a comprehensive support option that delivers tailored advice and assistance across the entire application life cycle. Dedicated technical quality managers provide a single point of access to SAP experts on solutions, technology, development, and support.



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“For us, there was no competition,” says Loechle. “SAP MaxAttention stood head and shoulders above the rest in terms of product-specific expertise. It provided exactly the skills and knowledge we needed.”

### Outstanding Support – Before, During, and After Go-Live

Ciba signed a multiyear agreement for the delivery of SAP MaxAttention, and as a result now benefits from a range of services – each with a different focus. For example, an assessment was conducted that featured an analysis of the organization’s readiness to run and support the new solution, and a service was provided to help ensure a smooth start of production. And within the scope of a different service, support experts evaluated the interoperability and integration of core business processes across the entire landscape.

“SAP MaxAttention offered support from A to Z,” says Koenig. “The technical quality manager and his team straightened out any problems as soon as they occurred – helping us keep to our tight time frame.”

### Access to a Network of Experts

The technical quality manager was available on request around the clock and remained on-site at critical stages. What’s more, he was in constant contact with Ciba and met with project team members and operations every two weeks to review and discuss progress.

A balanced scorecard was used to track the key performance indicators that were agreed upon by SAP and senior Ciba management at the start of the initiative and monitored quarterly. And a global network of experts was on hand to help see that all goals were met.

“Through the technical quality manager, we had quick access to key resources at SAP facilities in Walldorf, Germany, and around the world,” states Loechle. “So we could always find the right skills, at the right time.”

Besides featuring well-coordinated assistance from SAP, the project saw close collaboration between SAP AGS and the global implementation team. Additionally, the SAP Education organization was involved in training Ciba staff at the start of the engagement to enable a jump start of the program. “Collaboration was extremely positive, with everyone working together toward common goals,” says Loechle.

### Up and Running in Excellent Time

The results are plain for all to see. Ciba has already gone live in all European countries and the Americas, as scheduled – establishing globally standardized processes for over 7,000 users. Before, a single Ciba customer might have been assigned two different reference numbers – for example, one for the United Kingdom and one for Germany. Now, all information is integrated on a single platform, which helps to ensure an integral view of all business activities.

SAP MaxAttention has been instrumental to the successful on-time completion of the project so far. “Without SAP MaxAttention, we would never have completed the rollouts on schedule,” states Loechle. “The 24x7 support was crucial in ensuring a quick, smooth implementation.”

### Future Plans

The work is still ongoing, and Ciba will continue to leverage SAP MaxAttention for the remaining rollouts in the Asia-Pacific region. It plans to wrap up the global implementation in August 2008 – hooking up an additional 900 users in 11 countries. Attention will then turn to functionality not covered by this implementation, including support for HR processes and customer relationship management (CRM) processes. “We still need to replace our legacy HR and CRM solutions,” says Koenig. “Those projects are at a very early stage, so we haven’t made any decisions yet. But we will definitely give SAP software serious consideration.”

Meanwhile, Loechle believes that the partnership forged with SAP AGS will continue well beyond this project: “SAP MaxAttention has proven to be an invaluable source of help and support. I am confident we will use it again in future engagements,” he concludes.

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