

SEAT investigates options for SAP S/4HANA logistics platform implementation

Working with Capgemini, SEAT reviewed its existing systems and processes in order to identify the challenges of its impending SAP S/4HANA implementation and create detailed transformation roadmaps

Identifying a new way forward

People all over the world are constantly in motion, whether they are travelling to and from work or taking road trips. Regardless of how or why they are travelling, drivers need to get places and SEAT has spent the last 70 years trying to make sure that their customers enjoy the experience every time. Doing so is far from simple and requires a great deal of effort and innovation, both in the form of car development and work that goes on behind the scenes. In order to remain effective and ensure that its employees are constantly enabled to focus on delivering new and exciting vehicles, SEAT has always placed significant importance on optimizing its internal processes.

Client: SEAT

Region: Spain

Sector: Automotive

Client Challenge: As an existing SAP user, SEAT wanted to keep up with the development of technology and understand the implications of a transition to the SAP S/4HANA logistics platform

Solution: After coordinating with Capgemini to perform a thorough examination of its existing systems and processes, SEAT had a transformation roadmap that clearly defined the requirements of introducing SAP S/4HANA





This pursuit of excellence within its internal systems led SEAT to investigate the potential of the SAP S/4HANA platform, which represented a new generation of technology. However, such a transition would be a substantial transformation and so the business wanted to understand the challenges it would face across its various subsidiaries, such as SEAT Cupra, SEAT Componentes, SEAT Martorell, and Barcelona. To accomplish this, SEAT wanted to work with a partner that would add experience with both SAP technology and transformation projects. The business selected Capgemini as its partner to review its existing systems and create a transformation roadmap for the transition to SAP S/4HANA.

Creating the foundation for transformation

The partners began a 12-week-long project with a study of the existing platforms and ways of working throughout the organization. SEAT was using 3 different SAP systems, each of which were integrated with other platforms and had undergone more than 15 years of customization, to support its logistics operations. This set-up had led to a lack of synergy, traceability, and standardization across different locations and teams, all of which were primary targets for improvement.

With this understanding serving as a foundation, the partners then transitioned into a workshop phase, during which Capgemini coordinated with both IT and business experts to identify the various opportunities for improvement throughout the organization. During this stage, SEAT and Capgemini were able to group and identify business processes based on their maturity, efficiency, setting, and the degree to which they fit within the established transformation objectives. This also helped to clarify the various actions and outcomes needed to fulfill SEAT's strategic vision. Finally, the partners used a set of analytics tools to fully determine the migration pathway options. In pursuing and executing this review, SEAT and Capgemini followed an established four-step program.

Detailed pathways to SAP S/4HANA implementation

By the end of 12 weeks, SEAT and Capgemini established two separate transformation scenarios that would fulfill the vision laid out at the beginning of the project. With both of these recognized, the partners then set about creating transformation roadmaps for each scenario that delivered plans including quick wins, targeted business improvements, process standardization, and the introduction of industry best practices. With cost and timeline estimates representing the final touch, SEAT and Capgemini finalized two detailed, comprehensive transformation plans based on the business' unique needs and challenges.

Once the assessment came to its conclusion, SEAT had gained a thorough understanding of the implications of its move to the SAP S/4HANA logistics platform. With this knowledge, the organization will now be able to make informed decisions regarding the transformation and prepare its employees and subsidiaries for the eventual transfer. This represents yet another essential step in SEAT's journey to deliver its customers entertaining and safe driving options fit to their transportation needs.

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