

A digital transformation for a market leader in fish and shellfish processing

# A future-proof fish processing business with SAP S/4HANA

**IT** Thanks to itelligence, the conversion and migration to S/4HANA was carried out very successfully, quickly, and smoothly. Now, post-merger, we have a future-proof platform that we can develop further based on our needs.” – IT-expert and thought leader in the Food & Beverages industry that was involved in this project.

## Challenges

- Post-merger integration
- End of support for existing ERP system
- Upgrade existing business suite with minimum impact
- Minimum disruption of processes

## Advantages

- Future-proof SAP environment as a basis for future innovation
- Both merged parties operate on the same S/4HANA template
- Processes can be streamlined and optimised throughout the organisation
- Conversion and migration with minimum disruption

## Solutions

- SAP S/4HANA business suite
- itelligence it.food template
- SAP Extended Warehouse Management (EWM)
- SAP Fiori front-end
- itelligence Conversion Factory

## Why itelligence

- Short lead time and predictable result
- Center of Expertise for SAP S/4HANA conversions
- Conversion based on SAP Conversion Guide
- Dutch consultants with sector expertise and a focus on the business



**3900**  
employees

Turnover  
**€270**  
million/year

## Minimise the impact on users and business processes

When two noted family businesses in the salmon and shrimp processing sector decided to join forces under a new name, they knew they also had to implement a single ERP system to make daily business run smoothly. Both companies have a long history in the processing of salmon and shrimp. With the merger, they wanted to achieve a faster response to market requirements and opportunities and provide its clients with an even better service.

### The choices

“One company used an outdated ERP system, whilst the other one was a satisfied user of SAP ECC. SAP was therefore a logical choice, but we didn’t want to maintain the usage of the old ECC user screens”, explained the interim IT-manager in charge. He is a thought leader and expert in IT in the Food & Beverages industry. “As SAP ECC will no longer be supported after 2025, we decided to switch immediately to SAP S/4HANA.”

### Objectives

The merged organization wanted to provide optimal support to the business processes, with a future-proof SAP platform and template, ensuring that the company is ready for future wishes and requirements. The transition to the new system had to be carried out with minimum impact on users and business processes.

### The approach

itelligence converted the already existing ECC system to SAP S/4HANA. In addition, some of the other company’s historical data was migrated to the new environment. Because SAP has ended the support of ECC WM, the decision was immediately made to also switch to Extended Warehouse Management (EWM) on S/4HANA.

To minimise the impact, initially the focus was on a back-end converted to S/4HANA with SAP GUI. “Almost parallel to that, we developed a template for S/4HANA with a Fiori front-end that supports both companies. This project is therefore not only an upgrade, but an optimisation too”, says the overseeing interim IT-manager.

During the process regular testing took place, to check whether following the conversion, transactions were still taking place correctly. To this end, the newly merged organisation relied on the itelligence Conversion Factory, a solution for upgrading older SAP systems to SAP S/4HANA through smart system conversion.

### The experiences

Bringing together the two parts of the organisation from different backgrounds to form one template, with minimum impact, required a unique approach. New concepts in S/4HANA require an additional device, such as the ‘Business Partner’ concept and account-based COPA (controlling & profitability analysis). For that reason, the itelligence consultants approached the project more from a business perspective rather than technology.

“The Dutch itelligence consultants were crucial to the success of the conversion in a project organisation with teams in different countries, because the offshore teams that were involved have a very technical approach. Thanks to itelligence, the entire conversion and migration were carried out very successfully. We are also very enthusiastic about the Fiori screens, that invite further innovation. This enables us to build on S/4HANA, a future-proof platform that we can expand based on our needs”, concludes the IT-manager.

#### Company:

A market leader in fish and shellfish processing

#### Sector:

Food & Agriculture

#### Products:

SAP S/4HANA

SAP Extended Warehouse Management (EWM)

Fiori front-end

itelligence it.food template

itelligence Conversion Factory

#### Number of employees:

3,900

#### Turnover:

€ 325 million/year

#### Headquarters:

Near the IJsselmeer, the Netherlands



The itelligence consultants were crucial to the success of the conversion in an international project organisation.