



“The Turnpikes VIM consultants possess profound technical expertise, ensuring that the project was achieved on time and within budget.”

Kenneth Buus Andersen, Head of Financial Services Solutions at Grundfos

Customer case

GRUNDFOS

Grundfos is in great shape with competitive AP process after S/4HANA conversion

Grundfos reached out to us in 2019 because they needed a safe S/4HANA go-live without any business disruptions. In addition, due to many individual developments done over the last 10 years, Grundfos wanted to go back to standard functionality without loss of function or any major disruptions.

The go-live date had been carefully planned two years prior, and delay was not an option. With over 200 Grundfos employees and partners mobilized to collaborate, test and prepare, it was considered an extensive IT project.

ABOUT GRUNDFOS

- Established in 1945 in Denmark.
- 10.000+ employees located in Denmark and Hungary.
- Global water technology company that produces pumpsolutions.
- Supplies 50% of the demand of pumps world wide.

Grundfos had partnered with a large global SAP system integrator in 2019 to accomplish a brownfield SAP S/4HANA upgrade. It was during the same year that Grundfos selected Turnpikes to help with implementation of the SAP VIM (Vendor Invoice Management) solution. Grundfos successfully upgraded its SAP ERP system to SAP S/4HANA and went live during Easter 2021.

Project Key Factors

- Brownfield S/4HANA upgrade.
- Key process in AP with SAP VIM workflow to efficiently handle 750.000 invoices yearly from 35+ countries in Shared Service Center.
- Upgrade of VIM 16.3.4 on SAP S/4HANA including business re-engineering and back-to-standard of highly custom VIM solution.
- Implementation of our VIM Process Analyzer which facilitates as-is analysis and Business re-engineering.
- Compact and efficient project team consisting of Grundfos IT, Grundfos Business and Turnpikes.
- Working with experts for SAP VIM while managing and coordinating it seamlessly with overall S/4HANA project timeline and activities.

The result

We provided a safe and agile re-engineering to get back to standard functionality of VIM. Their existing VIM workflow, which had been in use for almost ten years, was reviewed and updated to match today's process and business requirements. VIM scenarios that had initially been configured but never used were discarded. Simplicity and usability of the VIM systems were ensured. Custom-built scenarios were assessed against the available standard functionality of the latest VIM 16.3.4 release.

To achieve technical upgrade and business re-engineering, the project team included Grundfos IT and Business representatives working closely together with our VIM experts.

Turnpikes' project approach for the VIM upgrade on S/4HANA essentially split the technical from the functional upgrade. This resulted in outstanding control, clear visibility of software versus process challenges.

Another reason for the success of this project is our cost-effective, tried-and-tested deployment methodology. All project approaches we tailor specifically for each case and customer, is based on this deployment methodology.

“One of the main benefits of working with Turnpikes is that their VIM expertise encompasses deep functional, as well as technical, know-how. As a result, and building on past experience during VIM-related projects, Turnpikes demonstrated an excellent understanding of Grundfos' business processes and the ability to conceptualize and implement a VIM solution serving actual needs, but also with a robust readiness for future innovations.”

Kenneth Buus Andersen, Head of Financial Services Solutions at Grundfos

Project Approach

The project was executed in 3 phases

- Pre-project to upgrade VIM on SAP ECC to VIM SP10 (pre-requisite to S/4HANA conversion)
- Technical upgrade VIM SP10 on SAP ECC to VIM 16.3.4 on S/4HANA
- Functional changes to go live with VIM 16.3.4 on S/4HANA

In the 3rd phase, we introduced innovative ways of working that complemented the Grundfos business and work structure. Out-of-box facilitators were provided to guide Grundfos Business in this re-design phase.

We used our VIM Process Analyzer solution to automatically extract the existing VIM configuration and present it in comprehensive swim lanes. This made it easy for Grundfos IT and Business to understand the as-is of their

existing VIM solution. An iterative approach was introduced to the functional business re-engineering and “back-to-standard-functionality” exercise.

This project phase was structured around our Requirement Analysis, phase 2 of our Deployment Methodology. It was based on 6 sprints, which were approached in functional topics that fit together. The sprints were approached one at a time ensuring a controlled, simple and agile process. This was key in terms of using the time of Grundfos Business resources, given that they were involved in other parts of the S/4HANA upgrade as well.

After the Requirements Analysis, we initiated phase 3 – the building phase. Agreed changes were built and managed in iterations, followed by a UAT (User Acceptance Test) and cut-over migration activities.

Why

Grundfos

chose

Turnpikes

- VIM being a niche SAP product, the project naturally required specialized consultants.
- We were a safe and obvious choice due to previously proving our VIM expertise during past VIM-related projects.
- We can provide comprehensive VIM expertise, both functional as well as technical, with little overhead.
- Our team is more than adequate to successfully handle a global and high invoice volume VIM solution.
- We offer considerable agility and flexibility as an IT services partner.