

Company Overview

- Founded in **1887**
- Industry: **Chemicals**
- **6,000** Employees
- 42 Countries
- Sales: **\$2.1B**
- 16 Markets Served
- **29** Brands
- 10,000 products

Project Summary



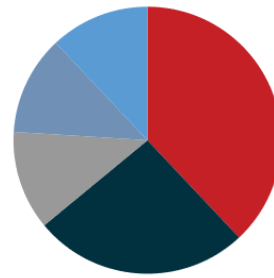
\$60M

Budget to go live with N. American implementation

Contracting with **Accenture**, H.B. Fuller utilized **SAP** as a solution to standardize global business processes following a major acquisition.

The problems associated with the implementation were so significant that H.B. Fuller's stock price dipped by 30% **destroying \$650M in shareholder value.**

H.B. Fuller Sales (2016)

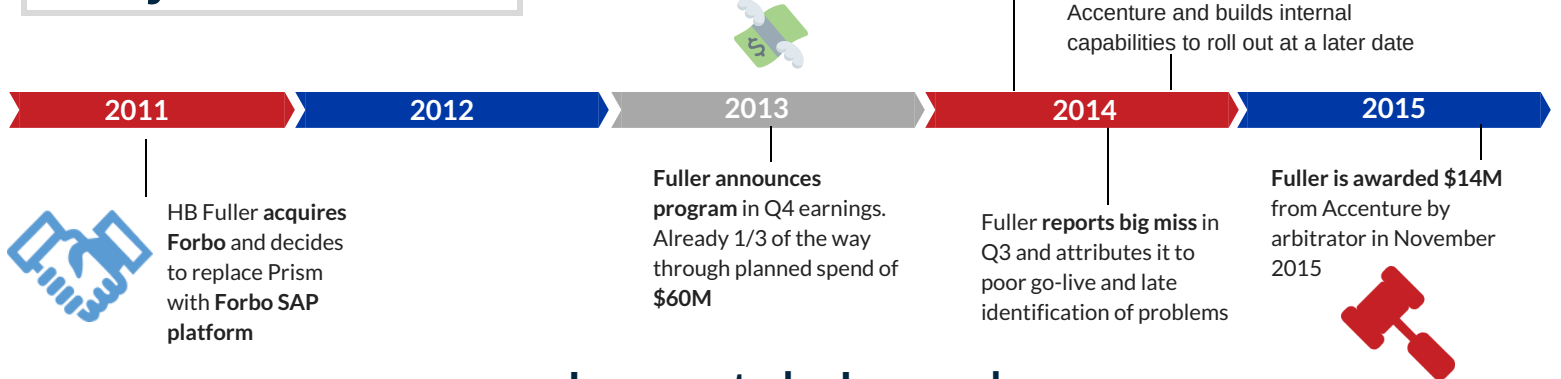


- Adhesives (Americas)
- Adhesives (EIMEA)
- Adhesives (Asia Pac)
- Construction (Global)
- Eng Adhesives (Global)

Key Decisions

1. Adoption strategy as part of acquisition integration plan
2. Initial budget / contingency
3. Non-competitive bid process
4. Testing & readiness assessment
5. Decision to go-live

Project Timeline



Lessons to be Learned

Governance

- A consultant should not own the project
- Prioritizing budget/schedule can lead to poor decisions regarding readiness for go-live

Safeguard

- Track SI performance against responsibilities throughout the project
- Don't neglect contractual protections

Business Readiness

- Business readiness ≠ technical readiness
- Data integrity is more than checking if the data was loaded
- Monitoring business process performance problems early is critical to minimizing operational disruptions

Safeguard

- Test all aspects of the process (business procedures & exception processing, technical systems, data, user competency)

Budget

- Strategy to become self-sufficient is a good mitigation to future cost constraints and continued leverage with consultants

Safeguard

- Contingency, Contingency, Contingency