GO.BEYOND
Chemicals Solutions

Our understanding of your industry

Today's competitive landscape, with downward pressure on costs and margins, fluctuating exchange rates and raw material prices, as well as global trade tensions, demands that chemical companies make optimising business processes a priority. Companies with the ability to develop new models and automate their processes have an unprecedented opportunity to make an outsized impact. By adapting to customers' changing preferences when it comes to acquiring, using and paying for products and services, chemical companies can empower digital transformation throughout the supply chain – and drive their own profitable growth. The chemical industry's past and present successes are overwhelmingly due to the commitment of companies of all sizes to seek competitive advantage through technological advancement. The road ahead requires intelligent automation of back-end processes as well as the creation of innovative services, specialty products and revenue models that drive business outcomes beyond selling products by the ton or volume. In short, companies need to decide if they want to be a material manufacturer, a solution provider or both. They should assess where they stand on the map of the chemical multiverse in order to understand the strategic changes required to set a course for lasting success.

Although transformation is technology-intensive, the key enablers are human. Chemical companies need to undergo significant cultural change, attract and retain new talent, and earn the trust of customers with whom they can co-create custom processes and products. Companies that can make this cultural shift will be positioned to focus on further process optimisation (for example: "intelligent manufacturing", "lights-out manufacturing" or "touchless order fulfilment"), portfolio optimisation, co-innovation, and the selling of business value and outcomes instead of just products. They will deliver entirely new customer and consumer experiences. More and more chemical companies are exploring the potential of Artificial Intelligence (AI) and machine learning to optimize day-to-day operations, create enhanced customer experiences and develop innovative products. Examples include using AI to simulate processes to support product development, as well as for maintenance and "smart plants" or the embrace of the industry 4.0 with connected assets via IoT and edge computing.

Technology is advancing at such a rate that it is no longer cost-efficient to wait for these tools to mature. The current explosion of technology, unprecedented in recent memory, is driving change in manufacturing operations as well as business processes. The risk of not adopting new technology until it matures is now greater than the risk of adopting new 'bleeding edge' technology.

By 2025, as much as a third of chemical companies' revenue is expected to come from business models that are based on real-time data sharing and co-innovation with customers on new platforms and in new ecosystems.

30% of manufacturers predicted to use innovation marketplaces by 2022 for on-demand services and software that raise margins by up to five per cent

75% of manufacturing organisations will have created new ecosystems by implementing AI- and blockchain- centric platforms, thus automating 50% of processes by 2022

90% of large enterprises will generate revenue from data-as-a-service in the near future – from the sale of raw data, derived metrics, insights, and recommendations – up from nearly 50% in 2017

90% of manufacturers will use real-time equipment and asset performance data to self-diagnose issues in advance and trigger service intervention to avoid unplanned downtime by 2021

45% of chemical companies are rethinking how humans and machines collaborate

To that end, chemical companies are investing **in specific strategies that will enable them to:**

- Sell business outcomes instead of just products
- Simplify to shrink cycle times
- Compete as an ecosystem
- Adopt strategic agility in response to market dynamics

The companies that lead the way will be those that take up intelligent data processing technologies and develop the skillsets to fully leverage that data. They will be the most responsive to the demands of individual customers and to the challenges posed by environmental health and safety concerns. Those that cannot adapt will continue to be hampered by commoditisation and margin erosion.

The challenges every chemicals company will recognize

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Challenge 1

Product Data Governance

A product and all its related master data evolve from the initial development phase through pre-production and approval to mass production. It might also involve changes to an existing product (version) or made specifically for a customer. In any case, you need a coherent and efficient product lifecycle management (PLM) with clear governance processes. Engineering change management is key in following up all changes made by R&D to keep the data used in production or by the subcontractor in line with the specification. Next to the operational data we need to maintain customer-specific product specifications within tolerance range of generic product specifications, issue customer-specific product data sheets (MSDS), batch specification sheets and certificates of analysis (COA). At the same time, hazardous materials need special attention. All this information needs to come from a single data source that is easy to access and maintain by authorised users.

2

Challenge 2

Product Variants

One of the challenges is the vast number of product variants at a semi- and finished product level. Instead of creating individual products for each possible combination you should be able to create configurable "more generic" products, which we can configure at the moment of customer order entry, for instance. This product configuration model must foresee variables, relationships between those variables, simple and complex calculation rules as well as the logical selection of items from the super BOM (components) and super Recipe/Routing (operations).

3

Challenge 3

Product Development and Research

Continuous research and product development are key to the success of your company, whether this means the inception of completely new products or changing existing ones. Very often, these are considered internal R&D projects and need to be managed accordingly. You need to consume materials, purchase new raw materials, book time and expense and perform trial runs on the production line. All these activities and more are part of your project's progress through a pre-defined set of phases before product release. You want to create complex data models and perform costing even before the actual materials and detailed BOM & Recipe is created in the system.

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Challenge 4

Product (re)packaging, rework and labelling

Product packaging and labelling is a true operational pain point. There is much room for improvement, particularly for customer-specific packaging and labelling, whether you want to generate the correct customer labels and pack specifications for that specific sales order, or warehouse staff need to repack and label products intended for another customer. Sometimes more complex rework activities are handed over to the production people when required.

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Challenge 5

Strategic procurement and cutting formula costs

Factors including seasonality, cost of purchase, and maintenance constraints greatly affect the availability of raw materials for chemical companies. You need to procure the right materials with the required specifications to comply with the standards for formulations. Scheduling agreements and volume contracts, lead times as well as just-in-time delivery are all levers for negotiating prices, and measuring supplier performance is required for year-end supplier evaluation and negotiation. Material requirements planning (MRP) will intelligently support planners to get the right materials at the right time.

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Challenge 6

Tank storage management

Chemical products can be stored in tanks for various purposes ranging from raw and semi-finished products for production use to finished products for final packaging or tank trailer filling. For all of these uses, you need effective tank storage management with a clear view on current inventory level and batch traceability. In production you should be able to choose and draw directly from a tank or tote. Tanks and totes should be individualized and sometimes moveable throughout the shopfloor.

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Challenge 7

Bring production execution and registration to the shopfloor

Too often, production activities are still recorded on paper or outside of the system, centrally assembled and enter by supervisors. This leads to manual errors, time lags and incorrect data in your system. Bring data entry to the floor with a user-friendly entry screen for shopfloor workers and a central cockpit view for both supervisors and production managers on any device - computer, tablet or phone.

8

Production planning and detailed scheduling

Still planning outside of the system? Move to a more integrated and detailed way to plan with an ERP system. Based on sales forecast and actual sales orders, production planning is fed with information that in turn can be converted into a detailed production schedule by the planner, taking into account both material and capacity restraints. What's more, chemicals production processes are often a mix of make-to-stock (e.g. for intermediate products and master batches) and make-to-order for the ultimate finished products. You also want to have the flexibility to include rework materials in your production recipes, manage waste, by-product and recycled materials as well as pipeline materials.

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Integration with the existing or new MES

As a chemicals company you are constantly looking for ways to automate. One important area is where you have a Manufacturing Execution System (MES) running or thinking of implementing one. Whether you are going for and SAP MES or third-party solution, the integration with ERP and real-time aspect is key to the success. You need the ERP system to send a control recipe and order information to the MES and get order confirmations and batch measurements back.

10

EDI communication

All your larger suppliers and customers expect electronic data interchange (EDI) communication to be industry standard. When large customers request to send order or delivery schedules via EDI, they expect you to send the delivery note and invoice via EDI in turn. If your company does this manually, the inevitable errors when entering orders can prove a real headache – if they are entered at all.

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B2B Commerce

In an increasingly demanding B2B landscape, you can see your competitors creating online stores to sell products and services in a more efficient and automated way. Your company wants to do the same (or has already started) and you expect more than 50% of your sales go through that platform. It allows customers to request prices, retrieve product information, and make purchases entirely online, but it is not as integrated with your back-end enterprise resource planning (ERP) system as it could be. The result is that a lot of data is duplicated overnight and availability updates aren't made in real time. While customers would tolerate this lag a couple of years ago, it's no longer acceptable in today's world.

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Full traceability, quality assurance and compliance

Product and batch traceability are crucial for quality, compliance and safety in your end-to-end supply chain, from supplier inbound or customer returns to production and the warehouse to customer outbound shipping. At any moment, you need to know the origin and destination of each product and batch. A variety of government and other regulatory compliance are often imposed on chemical manufacturers, making it essential for you to maintain strict quality management and detailed product information. Chemical manufacturers are also required to capture data from operational processes accurately so that they can be prepared in case of any product recalls. To equip yourself for quality audit, you need to integrate traceability data across the business and make it accessible to various stakeholders such as suppliers and customers during the quality audit process. Traceability should work both ways – identifying finished or intermediate product batches containing raw material batches and vice versa, tracking down intermediate and raw material batches from the finished product batch.

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Efficient warehouse management and value-added services

An optimised and efficient throughput of products via your supply chain and warehouse is key to a healthy business. Therefore, it's essential to choose the right warehouse management system, supporting scanning as much as possible. Customers are asking for more and more value-added services (VAS) on top of the products they buy – you need to ensure that both your warehouse management system and shopfloor staff keep up the pace. The integration with your scales and weighting stations for both inbound and outbound will make life easier by avoiding manual input and delays. External warehouses are increasingly used to transport goods all over the world, or you may opt to create temporary pop-up warehouses to facilitate the throughput of goods. Integration of 3PL and 4PL service providers extends the warehouse management beyond the company's boundaries but should not impair the supply chain and traceability requirements.

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Transport management and customs

Getting the goods to the warehouse is one thing, and getting them from the warehouse to the customer is quite another. If you don't have your own trucks, you rely on third-party logistics providers and carriers for transport and, unfortunately, the external transport management system (TMS) you use is not linked with any of the company's back-end systems. You need to integrate it fully with your ERP system to optimise transport, create full transparency, and ensure you're receiving the best possible price. Then there are the customs papers and declarations, another aspect to integrate into the overall process. Determining load weights for tank trailers (interfacing with weighing bridges), management of demurrage and ambient temperature volume calculations for gases and liquids all add complexity to transport management.

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Enterprise asset management

With more complex formulations come flexible and integrated production processes. To optimise your overall equipment effectiveness (OEE), all your enterprise assets need to run smoothly. Integrating planned and unplanned maintenance activities is key for your operational efficiency and to avoid production bottlenecks. Monitoring the cost of each item in Asset Accounting determines whether to maintain or replace a specific machine. You should be able to plan your maintenance crew's work in a similar way to production and be able to visualise maintenance activities in the overall production planning. Scheduled and unplanned maintenance operations should be immediately visible in the availability of production lines. The Internet of Things, connected assets, digital twins, asset networks, machine learning and intelligent asset management are all hot topics to look into right now.

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Real-time margin and cost analysis

With constant volatility in the global economy and increasing complexity in business, unearthing insights with the potential to improve profitability is a real challenge. When it comes to creating an accurate and real-time margin report, traditional approaches can be time consuming and inadequate. On one hand, your business needs to deploy advanced technological tools with features such as embedded analytics, real-time data integration and predictive analytics.
On the other, you need in-depth and real-time information on your cost structure, manufacturing and formula costs to create new efficiencies and compare these numbers against budget and target costs.

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Cyber security and data privacy

We've been hearing for a while now that data is the new oil. With more data, more users, and more connected devices, the threat to data security will reach an all-time high in the years to come. Naturally, your business will look to have adequate measures in place to protect its greatest treasure, i.e. data. Chemicals manufacturers are no different, and they too will have increased focus on data security.

Although a good ERP alone can't cover every security requirement for a chemicals manufacturing business, it does offer controls to protect the data it contains, enabling you to deal with the complex regulatory requirements and can cover the data security and GDPR risks among others.

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On premise, cloud and hybrid platform thinking

Cloud-based solutions have matured and are here to stay, whether we're talking about private, public, on-premise or hybrid. The question is: how can your chemicals business benefit from these tech advances? Cloud is clearly the way forward and no one wants to fall behind. Are you going to move your current ERP to a cloud solution, or only focussing on cloud CRM or Commerce? Do you want to keep your core business processes (e.g. manufacturing) on premise but use IoT and AI capabilities on a cloud platform?

Four major trends in chemicals industry

Chemical companies are being reshaped by **four major trends:**

✓ Ongoing commoditisation and margin erosion require chemical companies to focus on portfolio optimisation, co-innovation, and selling business value and outcomes instead of just products, with the ultimate goal to deliver entirely new customer and consumer experiences.

✓ Digital is the new norm, with technologies such as the Internet of Things (IoT), machine learning (ML), blockchain, the cloud, and analytics providing new opportunities for chemical producers to cut costs by automating the back office and running low-touch operations.

✓ As disrupters enter the playing field from all angles to drive change, chemical companies are looking beyond traditional value chains and starting to compete in complex ecosystems.

✓ In an ever more dynamic world of mergers, acquisitions, and divestitures as key vehicles for portfolio optimisation and sustainable growth, strategic, market-driven agility has become an imperative to survive and thrive.

The ability to address these global trends will determine who the winners in the mid- to long-term future will be. According to Accenture, tomorrow's leading companies are already moving beyond offering products and services. They are applying technology to create deeper, more meaningful relationships with people. They are creating new affiliations with businesses across industries that share their vision and mission. They are using these new partnerships to invent new products and services that meet their customers' and employees' goals and, in doing so, are achieving new levels of growth and differentiation. They are also helping to create new economic opportunities in their communities and developing new ways to serve and protect citizens, benefiting society as a whole.

By 2025, chemical company revenue will depend on innovative products and services derived from new business models.

These new models range from relatively simple after-sales service offerings to complex outcome-as-a-service models and will also include programmes to monetise corporate knowledge, intellectual property, and data assets. Increasingly, these new ways of doing business will rely on real-time data sharing and collaboration with customers on new platforms, supported by extended partner ecosystems.

- **Customer-centric R&D** will anticipate customer and consumer demand, collaborate with extended ecosystems, simulate product and formulation performance, and design products that minimise environmental impact.

- Digital technologies such as blockchain, the IoT, 3D printing, and machine learning provide opportunities to optimise, extend, and even disrupt **supply chain** processes and models. Digitalisation benefits supply chain processes - from authentication of raw materials and fair labour practices to automated tank replenishment and fleet management. It helps optimise trading and shipping, additive manufacturing, and product integrity management while minimising supply chain risk.

- Enabling digital twins and IoT connectivity of **assets** will allow chemical companies to continuously monitor asset health, process quality, through-put, waste, and emissions. By combining asset information with predictive analytics, companies can predict the likelihood of asset failures, plan maintenance, and adjust production plans accordingly.

- Applying digital technologies in **operations** will help chemical companies analyse production process variables in real time and simulate their impact on product quality, costs, and yield. Predictive analysis will enable chemical companies to anticipate downstream supply chain disruptions and take corrective action in real time.

The ability to address these global megatrends and industry challenges will determine who will be among the winners in the next 10 years. It is imperative that businesses focus on customer experience and engagement. They need to be ready to capitalise on new business models and innovative approaches, which will drive business value and growth.

Chemical companies will become intelligent enterprises on three distinct tracks as they evolve their strategic priorities to match their long-term vision. They will:

✓ **Optimise** what they already do by implementing a stable and scalable digital core to make processes more transparent and integrated

✓ **Extend** their current processes by connecting them to the real world using IoT technologies

✓ **Transform** their business using a constant stream of data enabling new service-driven business models.

GO.BEYOND Chemicals Solutions

	Sell business outcomes instead of just products	**Simplify to shrink cycle times**	**Compete as an ecosystem**	**Adopt strategic agility in response to market dynamics**
Optimise	Understand customer needs, personalise experiences and generate tailored interactions	Leverage the IoT, machine learning, and digital twins throughout operations	Capitalise on...	Reduce cycle time to analyse the product and service portfolio
Extend	Connect to customer production and predict process performance and output quality	Anticipate supply chain disruptions and simulate contingency plans to mitigate risks	Orchestrate an extended network to rapidly respond to trends and market needs	Embed external market and company data to simulate strategic scenarios
Transform	Turn data into value-based services and new revenue models	Automate all standard operations and enable the "autonomous enterprise"	Gain intelligent insights from ecosystem partners and drive higher-purpose business models	Embed innovative products and technology into your portfolio for differentiation

- Increased customer loyalty and share of wallet
- Faster time to market

- Reduce costs, waste and cycle time
- Increased flexibility and response to customer and market needs

- Shared risk and reward
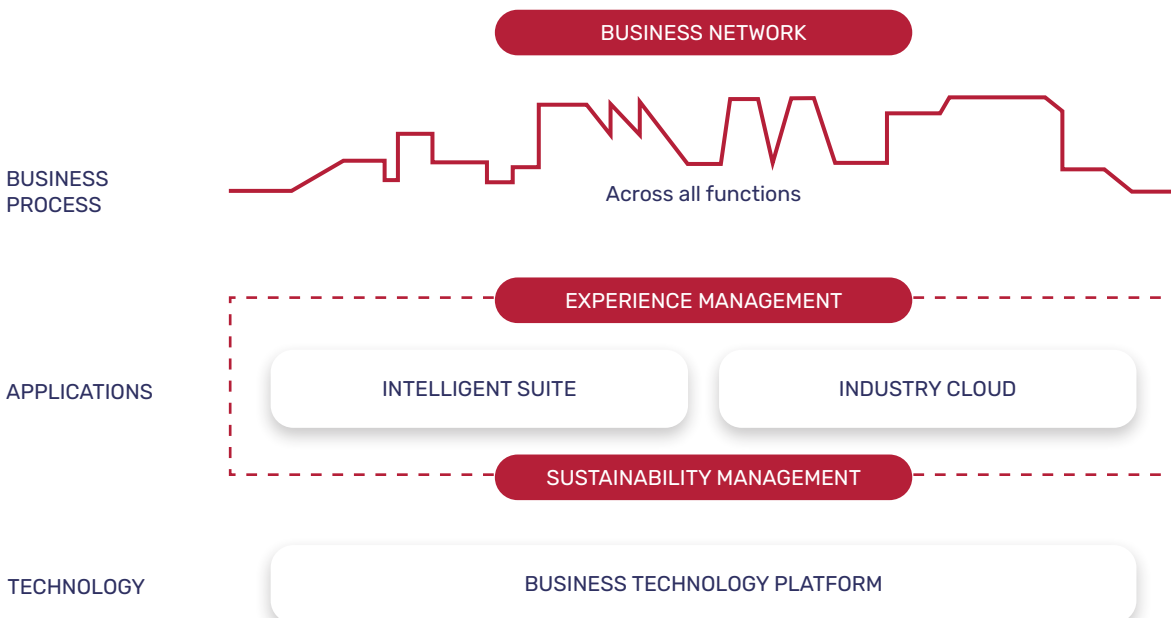- Increased brand recognition for the entire ecosystem

- Increased revenue, margins, and growth for rapid diversification and differentiation

The best-run businesses are intelligent enterprises

TheValueChain and SAP believe that companies that run at their best of their capabilities are, by definition, "intelligent" enterprises. They natively apply advanced or smart technologies as well as best or even next practice. They do this within an agile yet integrated business approach without technological boundaries.

Today, the complete SAP solution portfolio and TheValueChain's strategic approach are focused on optimising the roadmap towards this intelligent enterprise for all its customers. This approach and mindset go much further than simply applying technologies such as AI, Blockchain or IoT. It will pave the way towards enhanced optimisation and intelligent automation, with the goal of simplifying the business, freeing up resources to invest in even more digital transformation programmes, and finding new business models and revenue streams.

BUSINESS NETWORK

BUSINESS PROCESS

Across all functions

EXPERIENCE MANAGEMENT

APPLICATIONS

INTELLIGENT SUITE

INDUSTRY CLOUD

SUSTAINABILITY MANAGEMENT

TECHNOLOGY

BUSINESS TECHNOLOGY PLATFORM

Operational efficiency with **integrated end-to-end processes** has always been a focus of SAP but in today's world these processes are bridging gaps in new and unprecedented ways. A marketing campaign inspires a new customer to order products via your commerce platform which triggers the necessary actions in your supply chain as well as your supplier business network. Real-time integration is essential, without data duplication. We call this set of applications the **SAP Intelligent Suite**, enabling companies to run agile, integrated business processes. It helps you manage every part of the organisation – employees, customers, products, spend, finance, manufacturing, supply chain and IT. With embedded analytics, you get a 360-degree real-time view of the business.

A second pillar is the embedded industry knowledge and cloud offering or SAP Industry Cloud to deploy vertical solutions and best practices to extend your current business processes. On top of what SAP offers, TheValueChain has created and will continue to create industry accelerators to help you run a better, more intelligent business.

To support native integration, advanced data management and analytics as well as developments and the adoption of new intelligent technologies (artificial Intelligence, machine learning, internet of things, robotic process automation...) SAP has created a business technology platform or SAP Cloud Platform.

Since SAP is the only software supplier in the world that can meet the full span of business challenges and applications, it has a unique opportunity to create new business networks. The networks digitalise cross-company processes across ecosystems in the areas of procurement, travel and workforce solutions. It allows companies to build flexible value chains.

Believing and knowing what business partners think and feel are two different things. By integrating experience management, you will be able to sense what customers, partners or employees think about

> **The most exciting breakthroughs of the 21st century will not occur because of technology, but because of an expanding concept of what it means to be human.**   **- John Naisbitt (1982)**

your offering and products. Understanding what stakeholders want and how they feel is critical to make the right decisions and to take action.
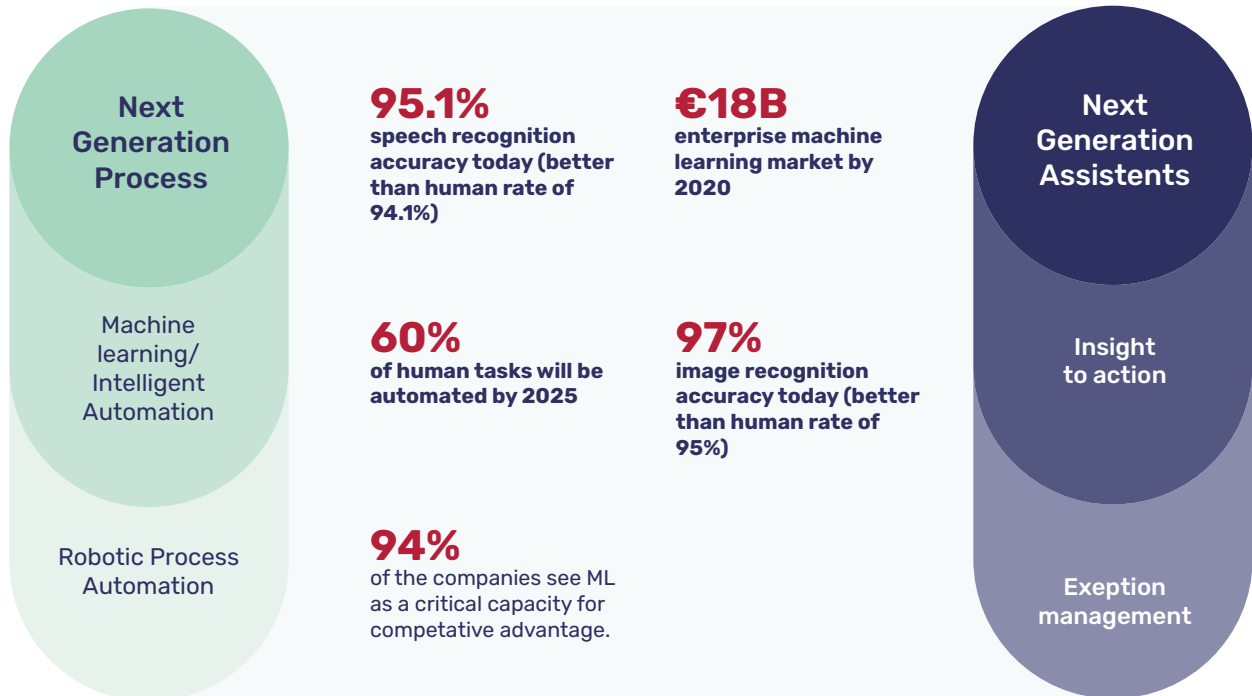
TheValueChain and SAP believe in making the world a better place by supporting sustainability in your organisation with the right tools, such as energy management or employee safety. To assess, analyse and act on the impact on people and the environment.

Intelligence, as well as the vision and ability to change, has always set successful businesses apart, as will be the case with digital transformation. The only difference is that now, along with the decision-makers, it is the enterprise itself that needs to become intelligent.

An intelligent enterprise can do more with less, empower employees, deliver best-in-class customer experiences, and invent new business models. This enables employees to focus on higher-value outcomes – a driving force within digital transformation.

All the pieces of the puzzle come together to work as one - that's what makes an intelligent enterprise.

Next Generation Process

Machine learning/ Intelligent Automation

Robotic Process Automation

95.1%
speech recognition accuracy today (better than human rate of 94.1%)

€18B
enterprise machine learning market by 2020

60%
of human tasks will be automated by 2025

97%
image recognition accuracy today (better than human rate of 95%)

94%
of the companies see ML as a critical capacity for competative advantage.

Next Generation Assistents

Insight to action

Exeption management

Human intelligence + Next generation technology = Augmented humanity = Intelligent enterprise

There is no doubt that the core of your intelligent enterprise must be the most advanced and smart Enterprise Resource System (ERP) on the market, SAP S/4HANA. It is not just an evolution of traditional SAP ERP – it is being completely redesigned with intelligence embedded, smart analytics and smart automation, offered both in the cloud and on premise.

Simply implementing SAP S/4HANA as your digital core is certainly a step in the right direction but becoming a true intelligent enterprise requires more. TheValueChain recognises this challenge. Going beyond the classic ERP package, we've created an SAP end-to-end offering specifically for the chemicals industry. It comprises a complete end-to-end packaged solution that is agile and scalable to suit your unique business needs

T-shirt sized solutions to fit your needs

To help you compare and select the right options, our offering comes in the same easy-to-assess sizes as your t-shirts: S, M, L and XL. This gives you a meaningful insight into the scope and a rough estimate of the number of working days it will take to implement. They serve as a guideline and need to be adjusted to your company's situation and the scope you have in mind.

Please feel free to contact TheValueChain and let our experts help you find the perfect size for you.
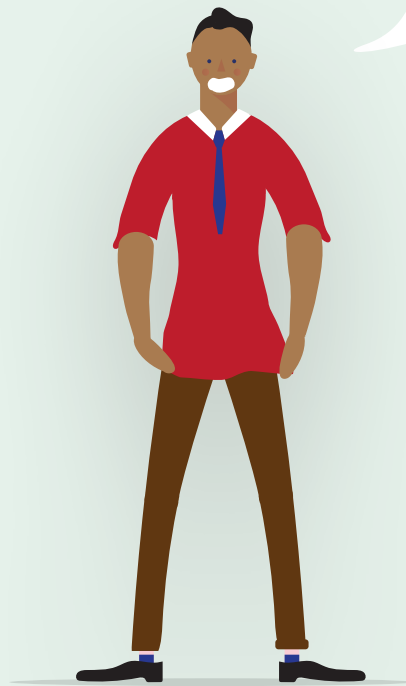
Your way forward with SAP and TheValueChain

SAP has made a strategic decision to close the loop between intelligence and operations. SAP S/4HANA is your ERP digital core, covering all lines of businesses from procurement, warehouse, transportation, manufacturing, quality, and projects, to sales and finance. On top of that, TheValueChain has developed smart Accelerators that address specific business challenges in your industry. The intelligent part with analytics, embedded machine learning applications, and intelligent robotic process automation is fully embedded into S/4HANA. SAP Analytics Cloud (SAC) offers an additional layer of advanced analytics, which enables planning, budgeting, and predictive analytics on SAP and non-SAP data. With our Planning Accelerator, we make predictions based on past data and create a machine-learning model that we

deploy on S/4HANA to drive material requirements planning (MRP) and your procurement process. And with human capital management solution SuccessFactors, you can also centralise the maintenance of your employee data.

At TheValueChain, we are aware that many chemical companies already have a legacy warehouse, transportation or MES system in place. It either works just fine or is too complex to replace in the first phase. We have extensive experience incorporating such applications into the SAP Cloud Platform and its integration services, although we can use your existing middleware solution if you prefer.

With SAP Customer Experience, we enter the realm of true customer engagement with Sales Cloud as the core customer relationship management (CRM) system. And, depending on your scope, it can be used purely for managing the sales force, or to drive order-to-cash by integrating it fully with S/4HANA for order management. If an online store already exists, we are able to incorporate it. But SAP also offers its own Commerce Cloud solution as well as the Marketing Cloud, which mainly drives sales towards the commerce platform.

Last but not least, we come to the SAP Cloud Platform and Cloud Foundry – ideal for those who seek further innovation and true engagement with the digital era.

**Thanks for reading and
don't forget to get in touch!**

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the value chain

Innovate to Accelerate

Speeding up and increasing the business value of your SAP – that's our concern. Understanding your business inside and out is the foundation of our end-to-end approach. With technical expertise and commitment, we jointly shape your digital strategy and convert it into a unique differentiator.

We believe in smart innovation, simplification and sustainability. Delivering within time and budget by reducing cost, effort and duration of your SAP implementations. That's all reflected in our SAP-certified industry solutions optimized and proven successful for different lines of business.

As SAP Gold Partner, we make SAP work for YOU from day one.

Count on us for license provisioning, implementation, integration, project execution, maintenance and on-going support via our SAP PCOE Certified service desk.

Our team consists of +260 consultants in Belgium, The Netherlands, Luxembourg and Switzerland.

We aim for a trusted partnership with every customer! Innovate to accelerate together!

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