About the Speakers

Dr. Nagesh Ramesh

- Sr. Director, Enterprise Applications
- CSL Behring
- 20+ years of experience in IT Leadership roles
- Technology lead at CSL Behring's SAP S/4HANA Digital Transformation Program
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William Winkworth

- Engineering Architect
- SAP America
- 24+ years of experience in SAP consulting and support roles
- SAP Technology focused
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Key Outcomes/Objectives

1. Understanding Digital Transformation

2. What is the Value of Digital Transformation

3. The Business Case for Digital Transformation at CSL

4. Results Achieved at CSL

Agenda

- Digital Transformation Facts
- What is Digital Transformation?
- Why are Firms Digitally Transforming?
- About CSL Behring
- CSL's Business Case for Digital Transformation
- Digital Transformation Landscape
- Timelines of CSL's Digital Transformation Program
- Video Testimonials from CSL Business
- Key Elements of CSL's Digital Transformation
- Lessons Learned
- Early Results of CSL's Digital Transformation

Digital Transformation Facts

➢ *"84% of companies fail at Digital Transformation"*
Forbes., 2016

➢ *"Digital Transformation is a $900B hole"*
Forbes, 2018

➢ *"9 out of 10 Digital Transformations fail!!"*
Computer World, 2017

Figure 1
▮ Digital transformation efforts are significantly more challenging than others

In a study of hundreds of companies executing major changes ....

Conventional transformation	Digital transformation
12% Achieved or exceeded expectations	**5%** Achieved or exceeded expectations
20% failed to deliver, producing less than 50% of the expected results	**20%** failed to deliver, producing less than 50% of the expected results
68% Settled for dilution of value and mediocre performance	**75%** Settled for dilution of value and mediocre performance

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What is Digital Transformation?

> "Digital Transformation (DT) is the application of digital capabilities to processes, products, and assets to improve efficiency, enhance customer value, manage risk, and uncover new monetization opportunities" (Rizzo, 2017)
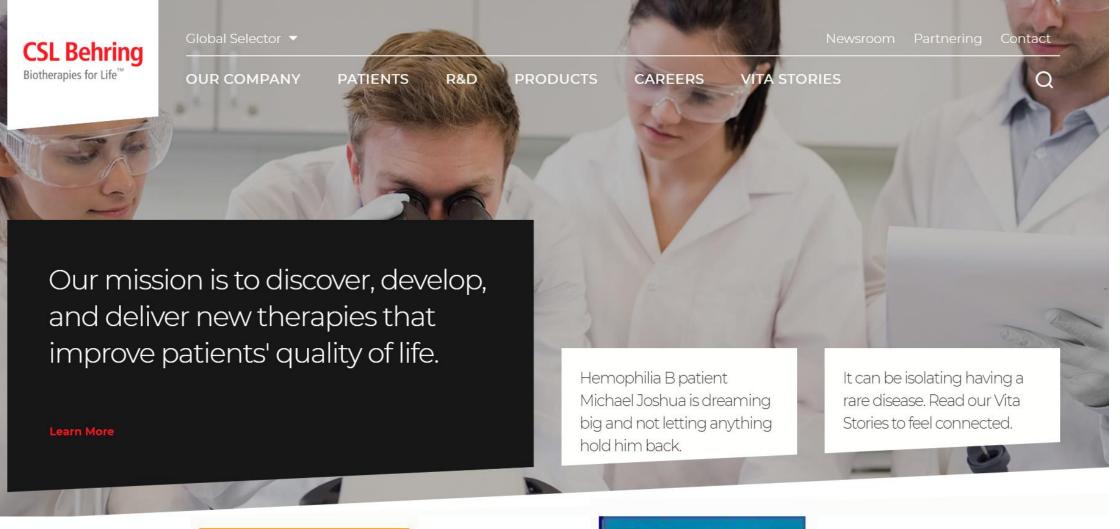
Why are Firms Digitally Transforming?

"*Digital leaders outperform laggards in key financial measures – gross margin, operating margin & profit margin*" –
Harvard Business Review, 2017

"*75% lift in engagement, 63% improve NPS, 53% higher traffic, 46% greater conversions, & 49% increased leads*" –
Altimeter, 2014

"*Digital leaders outperform their peers in every industry*" –
MIT Sloan Management, 2012

"*Digital leaders have 20% lower G&A costs*" –
Hackett, 2016

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CSL Behring
Biotherapies for Life™

OUR COMPANY   PATIENTS   R&D   PRODUCTS   CAREERS   VITA STORIES

Our mission is to discover, develop, and deliver new therapies that improve patients' quality of life.

Learn More

Hemophilia B patient Michael Joshua is dreaming big and not letting anything hold him back.

It can be isolating having a rare disease. Read our Vita Stories to feel connected.

| **Driven by Our Promise™**

TOP 100
COMPANY
2018
Thomson Reuters
Diversity & Inclusion Index

Forbes | 2019
THE BEST
EMPLOYERS
for DIVERSITY
POWERED BY STATISTA

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30+ Countries Of operations around the world

US$ **6.9+ Billion** In annual revenue

8 Manufacturing sites

Australia
China
Germany
Switzerland
United Kingdom
United States

20,000+ Employees around the world

US$ **2.6 Billion** In R&D investments in last 5 years advances exciting pipeline

1,400+ R&D employees

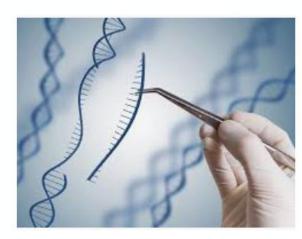**190+** Plasma collection centres across Europe and North America

Forbes Magazine Names CSL Limited Among Top 50 Employers in the World

Global biotech leader rated at no. 42 for patient focus, innovation and sustainable growth

20 Mar 2018

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CSL's Business Case for Digital Transformation
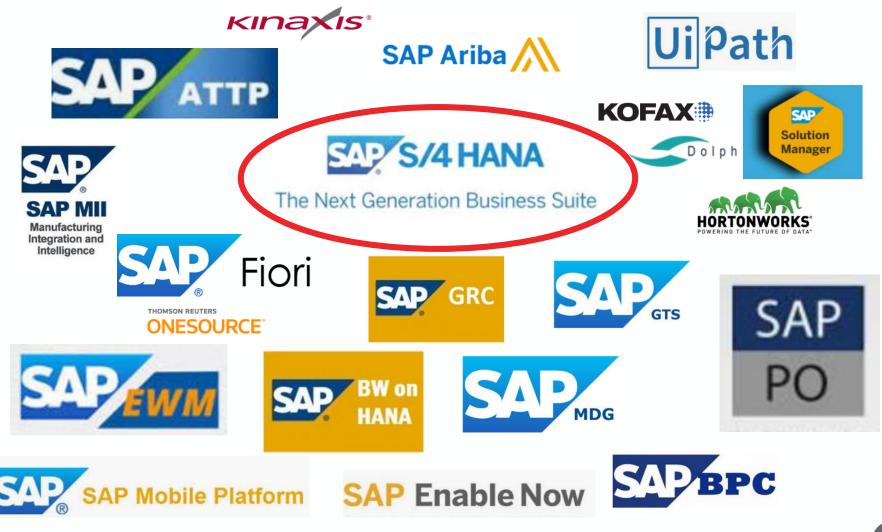
- Growth

- Acquisitions

- New markets

- New platforms

Digital Transformation Landscape

Timelines of our Digital Transformation

Wave-1

2 EU countries – Jan 2018 **(20% users)**

15 EU countries – Sep 2018 **(40% users)**

Wave-2

US & Canada – Jan, 2019 **(30% users)**

Wave-3

APAC & LATAM– Sep, 2019 **(10% users)**

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Testimonials of Key Business Leaders

Markus Decher

Europe Deployment Lead

Catherine Gil

Sub Process Lead - OTC

Bruce Beatty

Data Lead

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Why CSL's Digital Transformation Was Successful?

Key Performance Metric	How We Did it?
Zero days of disruption	• Phased deployment • Ramp-down • Process continuity • Ramp-up
Reduction of incidents w/ each deployment	• Focused testing cycles • Regression testing
Exited Hypercare faster w/ each deployment	• Lessons Learned • Focus on key areas
High satisfaction post Hypercare	• Sustain & Improve • Health checks

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Key Elements of CSL's Digital Transformation

- Strong buy-in and involvements across the C-Suite with EVP as the Sponsor

- Process-led with strong technology underpinnings

- Full-time global business and technology team members co-located in one place

- Full-time deployment teams located in the regions

- SAP MaxAttention partnership

SAP MaxAttention partnership

- Multi-Year Commitment
- Focused Expertise from SAP
- End-to-End Service Plan
- Preparation
- Planning
- Integration Validation
- Go-Live Support

Other Key Elements of CSL's Digital Transformation

- Focus on master data
- Hub & Spoke testing model
  – Global business leads performing hub testing
  – Local business users performing spoke testing
- 2 months of regional Hypercare support
- Sustain & Improve team in the region to identify ongoing improvements after Hypercare

SAP S/4HANA 1610 – Key Lessons

- Fiori User Interface
- Embedded features
  - BPC
  - EWM
- HANA 2.0
- CDS Views
- Performance
- SAP S/4HANA knowledge

Early Results of CSL's SAP S/4HANA Digital Transformation

- Growth
  - New plants setup faster
- Acquisitions
  - Integration faster
- New markets
  - New affiliate setup faster
- New platforms
  - Still some work to be done here due to challenges

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:
http://info.asug.com/2019-ac-slides

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Q&A

For questions after this session, contact us at [email] and [email].

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