The world is becoming digital. Everything is changing. Speed is recorded. Processes follow more and more the standard and the competition is perceived more and more intensively. Cultural change is taking place in many companies. We - as the IT service provider of Berliner Wasserbetriebe - see our task in initiating and accompanying the digital transformation.
Digital transformation affects all of us. The dynamics associated with this catapult us into the era of "Next Generation IT". As SAP Customer COE, we are the drivers of these issues and are responsible for them.

Management Summary
The Digital Transformation has also affected Berliner Wasserbetriebe. The structures and standards have to be modernized.

Digitalization is revolutionizing Berliner Wasserbetriebe. Artificial intelligence and self-learning software will have a lasting impact on us in the coming years. Intelligent assistants open up new perspectives and process automation relieves employees of recurring routine tasks in day-to-day business. With SAP S/4HANA we are taking the next steps into the future.
**Initial Situation**

The system runs stable, tasks are distributed, everything works!

But - over the years, a complexity has developed in the processes that is less and less conducive to day-to-day business: Many redundancies have manifested themselves, decisions are rather long-running and quick implementations are hardly possible.

We notice that we want to change. Not least due to demographic change.

Adaptation of standards, streamlining, optimal resource planning, agile methods - in short: the path to digital transformation is our goal.

**Need for Action**

The analysis for the introduction of SAP S/4HANA was already conducted together with SAP in 2017. That was the result:

- Data cleansing must take place (!)
- Processes must first be examined and checked for S/4HANA suitability.
- Standard is not equal to standard, through many user exits we act at the standard, but for S/4HANA the processes and procedures must orient themselves still further at the current standard!
- Verification of training requirements required
- A limitation of the expected time frame for the implementation of the S/4HANA project is necessary ...

**Challenge**

Everything must be geared to the new requirements for S/4HANA and cloud scenarios: new processes, new licenses, new permissions, ... → for the new hybrid world.

Knowledge must be built up, new concepts written. A multitude of activities that are "different" and new in form for everyone involved must be put in a logical order.

Consistent implementation planning and optimally dimensioned knowledge transfer must be established that takes time and people into account.

Our specialist departments must be picked up sufficiently, as much is changing for them - they need support and help on their way into the new world.

**Objective**

Our aim is to provide Berliner Wasserbetriebe with a modern, efficient and stable SAP Customer COE, which is oriented and adapted to the new technologies and equipment possibilities of SAP.

We want to further increase speed, be able to deliver reports "at the push of a button" and be able to transmit information to the organizational units and the Executive Board in a timely manner in line with management requirements. Audit security, compliance and IT security as well as data protection are our top priorities!

Our SAP Customer COE, which has been regularly certified since 2005, is intended to prepare the way for BWB with SAP and set the course for our future.
Our Solution
Supporting sustained and long-term performance strengthens the satisfaction of all BWB customers. Our mission is to use trend-setting and future-oriented technologies in order to be able to continue working in a modern and goal-oriented way in the future:

1. After the successful conclusion of the analysis with SAP to S/4HANA, the corresponding licenses were purchased → License technically, everything is on the way (even the last consolidation of the license types is already geared to S/4HANA)
2. Preparation of the executive board template. After successful approval, it goes into implementation ... (Q3, 2019), responsible is the overall project manager.
3. The project is then officially launched (complete planning by SAP Customer COE has already taken place).
4. Composition of the project team and further development of functionalities of SAP Solution Manager 7.2 for the preparation of S/4HANA
5. Processes are in ARIS and are transferred to Solution Manager 7.2.
6. Clean up all systems and connect to SAP Solution Manager 7.2 (very time-consuming, but it is done by yourself!)
7. Create more automation (conserves resources, avoids redundancies)
8. The first departments have already been informed
9. To decide which approach (green-, brown-, mixed-) is best for the BWB...
10. Create roadmap (already defined as "rough" frame)
11. Definition of agile methods and application (SCRUM and Kanban) - SCRUM masters purchased externally
12. Collaboration model (cooperation) between IT and departments is secured via SAP Customer COE
13. Reviews and quality assurance planned
14. Change takes place in the mind, which means that we also have Organizational Change Management (OCM) in our “sights” as one of the success factors! Planning “Design Thinking” workshops (among others) and organizing and carrying them out with external moderation by the SAP Customer COE.
Methodology and Effort
The path to digital transformation will not be "an easy one..."

But with the SAP Customer COE’s vast experience, it’s easy to do it!

! Important: The MOTIVATION of all involved!

! Strengthen the TOGETHERNESS!
We go this way together... Showing the advantages of S/4HANA, what changes and why is the change, the conversion important in the long run ...

We identified success factors (!) and orient ourselves on them →

• Introduction of agile procedures: SCRUM, Kanban ....
• Conducting interviews, scheduling workshops and information events
  Goal: Collect all participants

• Selection of the "right" target-oriented trainings Project and user trainings
  Goal: Enable as multipliers of key users!

In 2017 the analysis was prepared, in 2019 the first planning steps were taken to start in 2020.
  Goal: completion in 2023 Therefore start NOW!

ATTENTION: The consulting market will soon be empty ...

Our Benefit
We are one of the first public service companies to arrive in the "New World".

We offer our employees the opportunity to participate in the new developments and offer them a modern workplace (→ demography).

We are very close to the standard, have fast ways and can take employees out of the daily business in order to use them more for innovations! Digitization is a very promising basis for our ideas!
About Us
With around 4,400 employees and an annual investment volume of around 389 million euros, Berliner Wasserbetriebe is one of the largest employers and clients in the Berlin-Brandenburg region. They supply 3.7 million people in and around Berlin with drinking water and treat wastewater.

Our focus is on the continuous consolidation of services according to technical and economic aspects as well as the special focus on data and communication security.

Customer Contact
Contact Person: Martina Rosenfeld-Gauger
Address: Berliner Wasserbetriebe
Informationstechnologie
Hohenzollerndamm 44
10713 Berlin
E-Mail: Martina.Rosenfeld-Gauger@bwb.de

Resumé and Outlook
SAP Customer COE has initiated the concrete planning of the project for the digital transformation of Berliner Wasserbetriebe and will launch it shortly.

The various expansion stages follow the defined roadmap - supported by our Management Board - including milestones. Together - our departments and our IT - will have reached our goal some time before 2025! We will move forward rapidly on the path to "Next Generation IT".

Our success is important to us!

Editorial Note
Please note:
The solution shown here is described as part of the "SAP Customer Centre of Expertise (Customer COE) customer success stories" program. In this format, SAP gives Customer COEs the opportunity to outline examples of certified SAP Customer COEs.

SAP accepts no liability for the described contents. SAP is only responsible for the editorial section.

Your Customer COE team
SAP contact: COE.Program@sap.com