SAP Connect Day for Supply Chain Netherlands

Building Blocks of the Future

Introduction

Deloitte speakers of today

Kapil Grover

EMEA SAP SCM Alliance Lead

Paul Verschuren

SME Asset Management

Jasper Vaessen

SAP EAM solution expert

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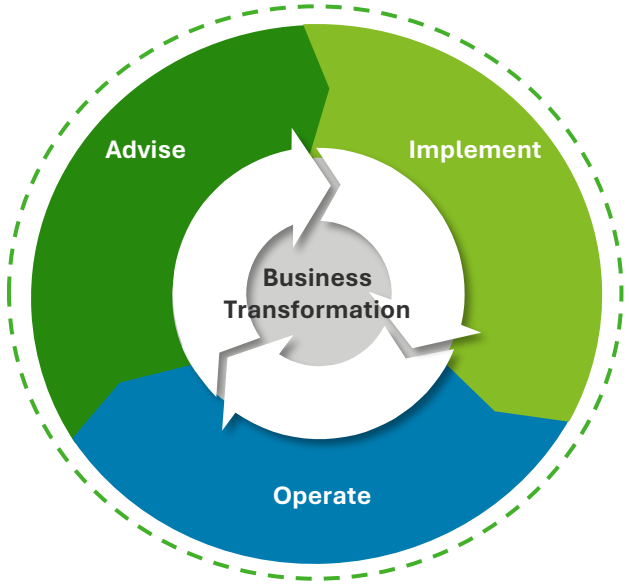
We bring the #1 SAP Best-Practices

Delivering successful, innovation-led business transformations globally

SAP #1 Revenue Influencer Globally by number of Cloud software Deals

Deliver End-to-end services



SAP Footprint

30,000+
Global SAP Practitioners

3,000+
EMEA SAP Supply Chain Practitioners

400+
Delivered SAP SCM projects

100+
Ongoing SAP SCM projects

Covering all End-to-end solutions with our Centers of Excellence

- Integrated Business Planning
- Asset Management
- EWM Transportation Management
- Digital Manufacturing

SAP supply chain awards

A partnership success story with 200+ awards over 9 years internationally

- **2026** SAP Cloud Strategy Transformation Special Contribution Partner Award
- **2026** EMEA Transformation Excellence Partner of the Year Award
- **2024** SAP Pinnacle Award Customer Success: Delivery Quality
- **2025** SAP Partner Excellence Award Global Supply Chain Management - Delivery Quality
- **2025** SAP Partner Excellence Award Global Supply Chain Management – SAP Business AI Customer Adoption
- **2025** EMEA Transformation Excellence Partner of the Year Award

Glimpse of our Key Clients in EMEA

PPG, Metso, SERVIER, EPSON, novonesis, LambWeston, Takeda, Cargill, BILLERUD, Smurfit Kappa, Telit, SCANIA, Avebe, Royal Swinkels family brewers, Coca-Cola Europacific Partners, MIGROS, covestro, ZEISS, TOYOTA MATERIAL HANDLING, INDIVIOR, BAKKER, BACARDÍ, Shell, LEGO, Henkel, Sony Interactive Entertainment, PON.BIKE, gasunie crossing borders in energy, AkzoNobel, dsm-firmenich, Allseas

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From Best Practices to Business Impact

SAP S/4HANA Asset Management Transformation in Pharma

Veghel, June 11, 2026

Asset Management in Pharma: A Different Game

The unique asset management challenges facing pharma manufacturers

Regulatory pressure

Asset-intensive operations governed by non-compliance leads directly to batch rejection, recalls and regulatory actions

71% of manufacturers cite reporting and documentation as their **top operational challenge**

Missed, calibrations **trigger regulatory observations** rejected batches and heightened audit scrutiny

Strategic Impact

Unplanned downtime on **GxP-critical assets** directly affects batch integrity, supply obligations and patient safety

Patent expirations and margin pressure **demand more efficient maintenance**

Risk-based maintenance is the industry standard, yet traditional models fail in real-world **GxP diagnostic complexity**

Operational complexity

Classic CMMS platforms focus only on maintenance management and **missing the integration needed for risk-driven decisions**

Siloed data across SCADA, MES, EAM and maintenance history prevents timely assessment of asset failure impact

New modalities and continuous manufacturing **increase pressure on maintenance teams** and asset structures

Legacy Systems

Many companies still **rely on paper logs, spreadsheets or disconnected tools**

Traditional CMMS platforms **lack a unified asset registry** with financial history, calibration integration and **GxP-compliant audit trails**

Disparate systems for calibration, maintenance, training and quality **create data silos and compliance gaps**

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Transforming Pharma Operations: Where to focus

Four priorities that define where pharma leaders are investing now

ERP Modernisation

Migration from legacy ERP to **cloud-native ERP landscape** as the digital backbone

Covers core business processes: finance, procurement, manufacturing and supply chain

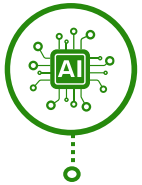
Enables scalability and a foundation for digital innovation and advanced analytics

IT/OT Integration

Connecting ERP, MES, LIMS and quality systems into a **single integrated digital infrastructure**

Eliminate data silos between shop floor and business systems

Provides the **data foundation** required for **AI readiness** and advanced execution



AI integration across business

Moving beyond **isolated pilots** toward enterprise-wide AI embedment

Key use cases: demand forecasting, predictive maintenance, quality control and supply chain planning

Demands both technical maturity and **organizational change management**

Asset Management Resilience

Shift from reactive and preventive maintenance toward **predictive based strategies**

Leveraging **real-time asset data** to monitor equipment health and performance

Ensuring **GxP compliance and audit-readiness** through structured maintenance and documentation processes

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Client case at a glance

A privately held global pharmaceutical leader operating at scale

Scale & Independence

Generates >€5bn in annual global revenue, entirely privately held, reinvesting **>25% of turnover into R&D** and sustaining long-term innovation without shareholder pressure

Global Reach

Commercial and manufacturing footprint **across 150 countries**, with sites in Europe, Asia and the Americas serving **both mature and high-growth markets**

Manufacturing at Scale

Delivering **>500 million doses annually** through fully GxP-compliant facilities, where asset reliability and maintenance excellence directly impact patient safety and supply continuity

Diversified Therapeutic Portfolio

Active across **Oncology, Cardiovascular & Metabolism, Neuroscience, and Immuno-inflammation:** each therapeutic area driving distinct and complex manufacturing and quality requirements

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Busines Transformation Programme

Five integrated workstreams, One Platform, enabling the 2030 ambition

What is the program?

Aligned with the **2030 strategic plan**, the programme reinvents the industrial backbone across all manufacturing sites

Five integrated workstreams covering **ERP, Advanced Planning, MES, Data and Performance Management**

Standardise and optimize industrial end-to-end processes. One platform. One source of truth

The foundation for **digitalization** and **market competitiveness**

What will the program bring?

Addresses the fragmentation, obsolescence and in some cases, lack of systems and processes

Will ensure the client is equipped to address key market trends

Key to deliver on the 2030 initiatives

SAP S/4HANA Cloud ERP

Manufacturing Execution System (MES)

Advanced Planning System (APS)

Data Management

Performance Management

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EAM Challenges with the Transformation Programme

Four critical pain points shaping the EAM scope and design approach

Technology Fragmentation

Multiple disconnected CMMS tools across sites, with no harmonized asset master data, limited system integration and no single source of truth for maintenance information

Regulatory & Validation Complexity

GxP compliance requirements demand **validated system status and full audit traceability**, creating significant complexity during system migration and cutover

Operational Variability

Maintenance processes, **workflows and KPIs differ per site and region**, making cross-site benchmarking, governance and scalability structurally difficult

Reliability & Productivity Challenges

Predominantly reactive maintenance practices drive unplanned downtime, elevated maintenance costs and suboptimal manufacturing performance

These four challenges defined the EAM scope, design decisions and implementation priorities with the S/4 programme

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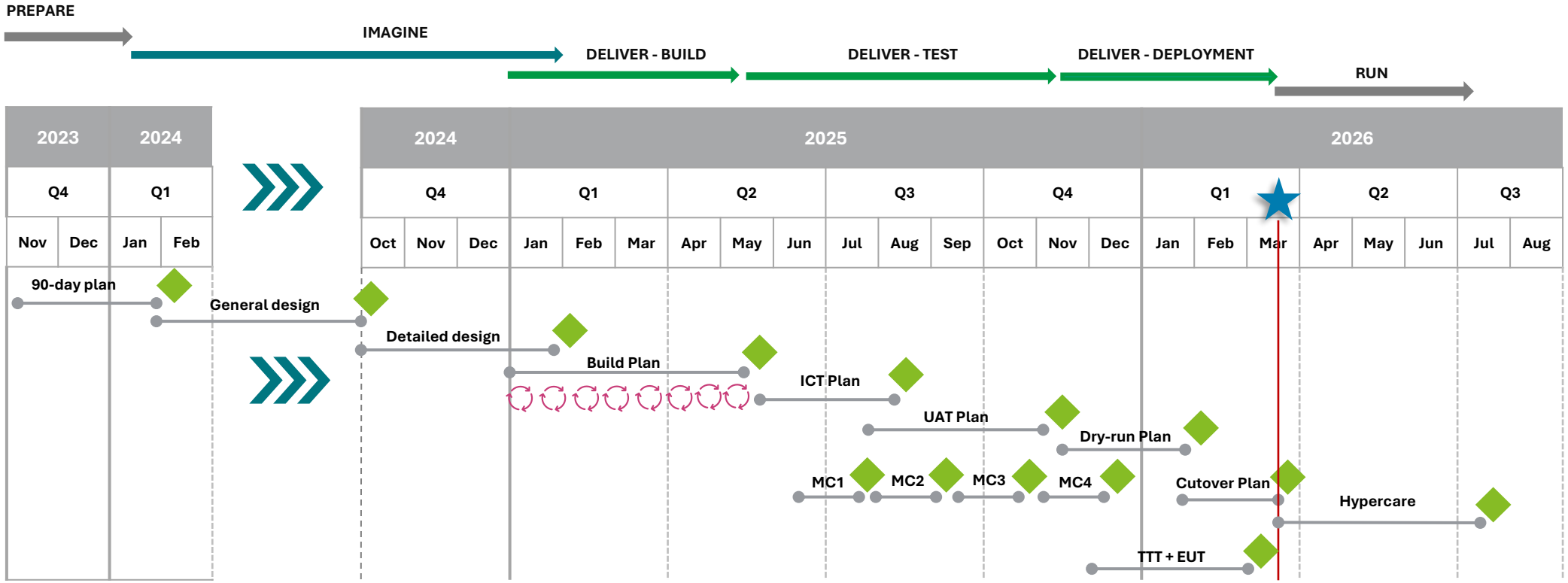
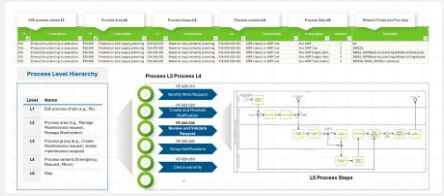
Implementation Roadmap | Deloitte Ascend™

Deloitte Ascend™ delivering a proven business transformation



Methods and Tools

Deloitte Ascend™
Proven Transformation and delivery methodology



Enterprise Consciousness
Industry Best Practice and Process Models

Project Management Center
Provides a centralized platform for project management control

The EAM Solution Landscape

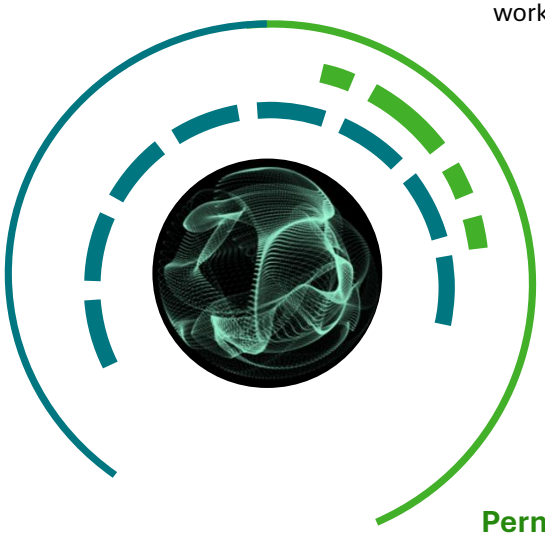
Six integrated capabilities deployed to address the critical EAM challenges with the programme

SAP Best practices for Asset Management

Built on **S/4HANA EAM's 9-phase model**: process-driven, role-specific Fiori interfaces with real-time analytics across maintenance, reliability, and performance

Resource Scheduling for Maintenance Planners

Enables **maintenance capacity planning** and **structured resource assignment** aligned with workforce availability with work order demand across all sites



Refurbishment

Manages **asset and spare part repair cycles** to extend asset life, reduce replacement costs and optimize inventory availability

Service And Asset Manager

Empowers field technicians with **mobile access to work orders**, asset data and maintenance history and **improving execution quality** and data accuracy at the point of work

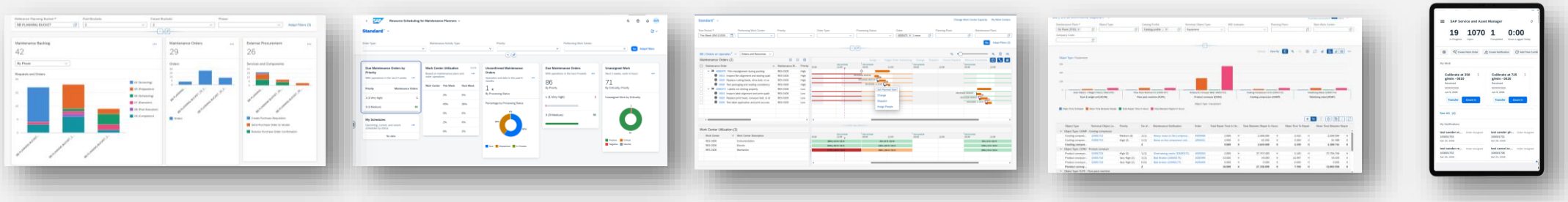
Calibration Management

Manages measurement equipment through **controlled calibration cycles** and maintaining audit readiness, quality standards and regulatory compliance

Permit To Work

Digitalizes permit processes to **enforce operational safety and GxP compliance,** ensuring hazards are identified and controls are applied before work commences

SAP EAM Best Practices



Legacy to Field-Ready: Migrating 3,000 Inspection Task lists

How structured data migration turned a compliance risk into a digital operational backbone

Objectives Scope

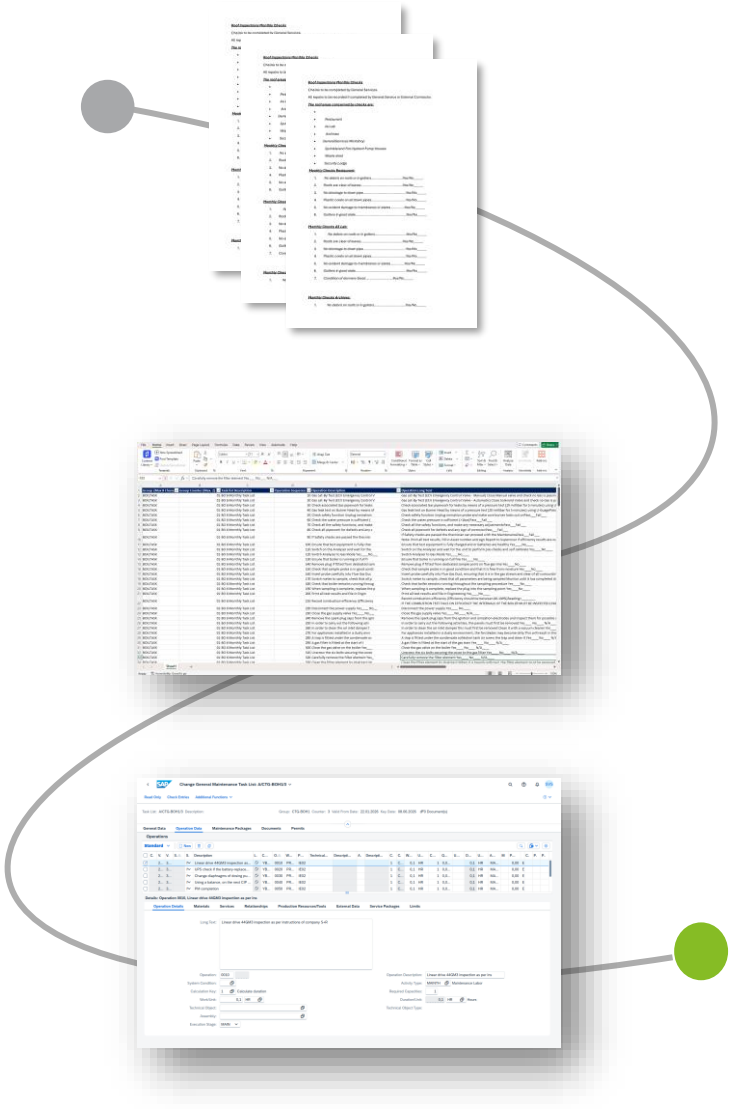
- Multiple legacy systems with no structured inspection data
- **3,000+ Inspection task lists** stored as **static PDFs**, disconnected from any ERP workflow
- Technicians spent **significant administrative** time on paperwork, reducing time available for actual inspections

Key Challenges

- No consistent structure across **3,000+ PDF files**
- Inspection knowledge had to be extracted, interpreted, and rebuilt from scratch
- In a **GxP environment**, any gap in inspection continuity is a **compliance risk**

Business Impacts

- Inspection logic decomposed from **PDF into structured SAP task list** objects
- **Zero paper** process. Full digital audit trail achieved.
- Technicians execute **inspection rounds on mobile**, at the asset, in real time



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SAP Service & Asset Manager

Mobilising the maintenance workforce | one platform, zero paper and full tracibility

Objectives Scope

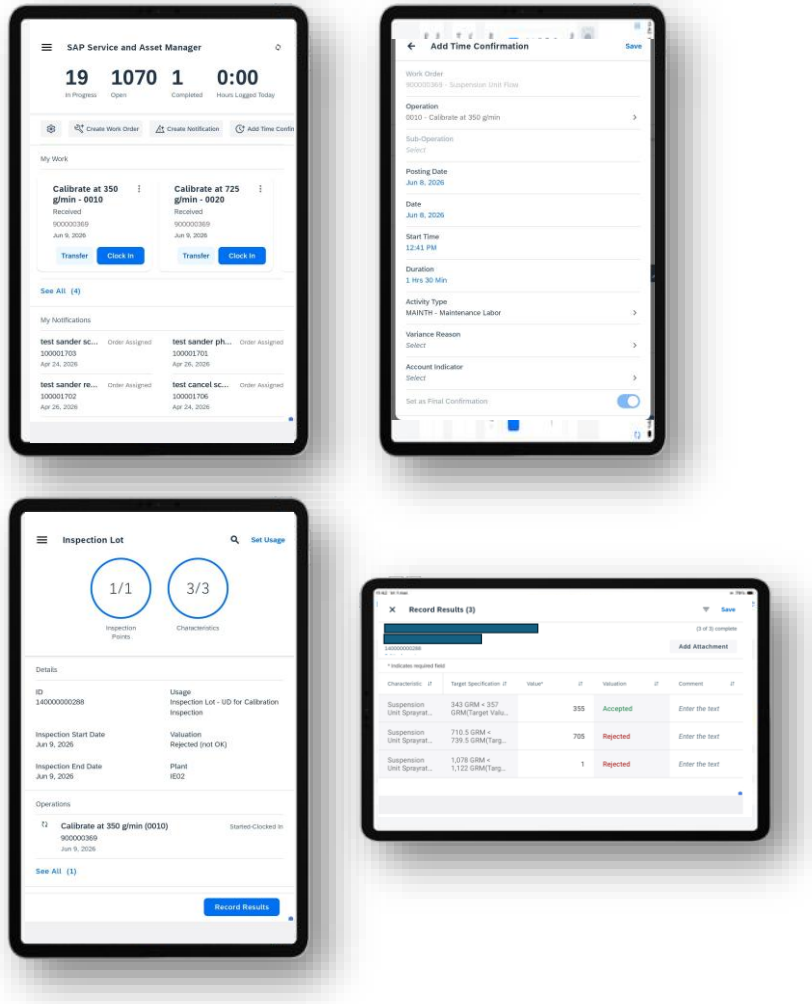
- One platform covering reactive, planned and calibration maintenance
- **Standardized work management** and data capture across all sites
- Full end to end control of maintenance operations

Key Challenges

- Out of the box implementation with limited customization
- **Compatibility and network constraints** impacted rollout
- Change management required to embed new ways of working

Business Impacts

- **Zero paper execution** improving compliance and traceability
- Improved MTTR and MTBF visibility through richer data
- **Real time insights** in ongoing execution
- Streamlined spare parts logistics reducing response times



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From the field | What Works and What We Learned

Practical insights from a S/4 business transformation in a GxP-regulated environment

Key Success Factors

Shared Understanding of the Why
Alignment on purpose is the foundation for lasting adoption

Effective Communication
Technology enables, communication sustains and targeted messaging across all levels is essential beyond go-live

Strong Change Management
People don't change by default; change management and sponsorship are as critical as the technology

Cross-Stream Interdependencies
Cross-stream alignment is non-negotiable; EAM touches MES, Finance, Procurement and Quality at every level

Adoption and Discipline
Consistent adoption of SAP best practices is key to a scalable, maintainable solution

Data Quality and Governance
Harmonised asset master data is non-negotiable; without it, standardisation and go-live readiness fail

Lessons Learned

Early Mobile Environment Validation
Validate network connectivity, device management, and app deployment process early to ensure a smooth rollout of the mobile solution on client-managed devices

Strong Business Team Engagement
Establish a sufficient staffed business team from the beginning to improve alignment and reduce late-stage inefficiencies

Authorization Readiness
Prepare and validate authorization concepts early to ensure users have the correct access during testing and avoid delays caused by missing or incorrect roles

Data Migration Impact Understanding
Ensure strong client understanding of how data is used and the impact of incorrect data during migration, to improve data accuracy and process reliability

Controlled Scope Evolution
Assess, test and validate every new requirement end-to-end; scope control is essential for a stable solution

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Q&A

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