Indaver Customer Journey to SAP TM

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Indaver: TM implemention during S4 Conversion

- Indaver Overview
- Customer journey
- Challenges
- SAP technologies
- Results
- Lessons learned
- Questions

Maxim Verschueren
BRM - Logistics

Indaver key figures

Organization
1 shareholder

Headquarter
Belgium

Revenue
945 M€

EBITDA
161 M€

Employees
2306

Waste Managed
5.6 M tonnes

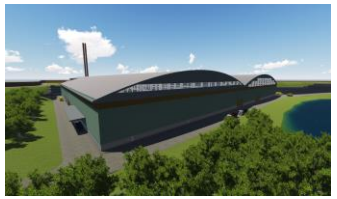
Waste streams for Material Recovery
1.2 M tonnes

Electricity generated
887,793 MWh

Heat + green gas generated
868,622+12,202 MWh

Installation Europe
16 (major) installations

Offices Europe
30+



Rivenhall Project, **UK**

Sabic Wilton, **UK**

Indaver Solvents, **UK**

Terneuzen, **The Netherlands**

Alphen, **The Netherlands**

Ijmuiden, **The Netherlands**

Panse, **Germany**

Hambourg, **Germany**

Frankfurt, **Germany**

Biebesheim, **Germany**

Billigheim, **Germany**

Stuttgart, **Germany**

Meath, **Ireland**

Dublin, **Ireland**

IndaChlor, **France**

Abrantes, **Portugal**

Doel, **Belgium**

Anvers, **Belgium**

Plastic2Chemicals, **Europe**

Willebroek, **Belgium**

Customer journey: Everything is custom

Waste Producer

Transport

Storage

Treatment

Recover/Dispose

Customer journey: Everything is custom

Setup
- Custom Business partners (Installation, IHM, …)
- Intensive use of Materials with DG Classification

Contract/ Order
- Use of Contracts and Sales orders
- Predetermined carrier selection per Contract

Delivery
- Return deliveries are the standard

TM
- Heavily impacted by all custom flows
- Legislation Challenges

Custom solutions
- Automatic creation of locations
- Carrier and subcarrier selection logic
- …

Challenges: Fragmented companies & legislation

Belgium

- 2 Companies + external flows
- SO+DEL integration
- ECMR & OVAM ID
- Recipient Tracking “Indatrace”

Netherlands

- 1 Company + external flows
- ASN registration
- Begeleidingsbrief

Germany

- 3 Companies
- ESN registration
- UNS/SN/BGS
- Bundesland specific flavors

UK

- External flows
- SIC Code registration
- Duty of care/waste transfer note

Ireland

- External Flows
- Ocean freight shipping of waste
- Strict IMDG regulation

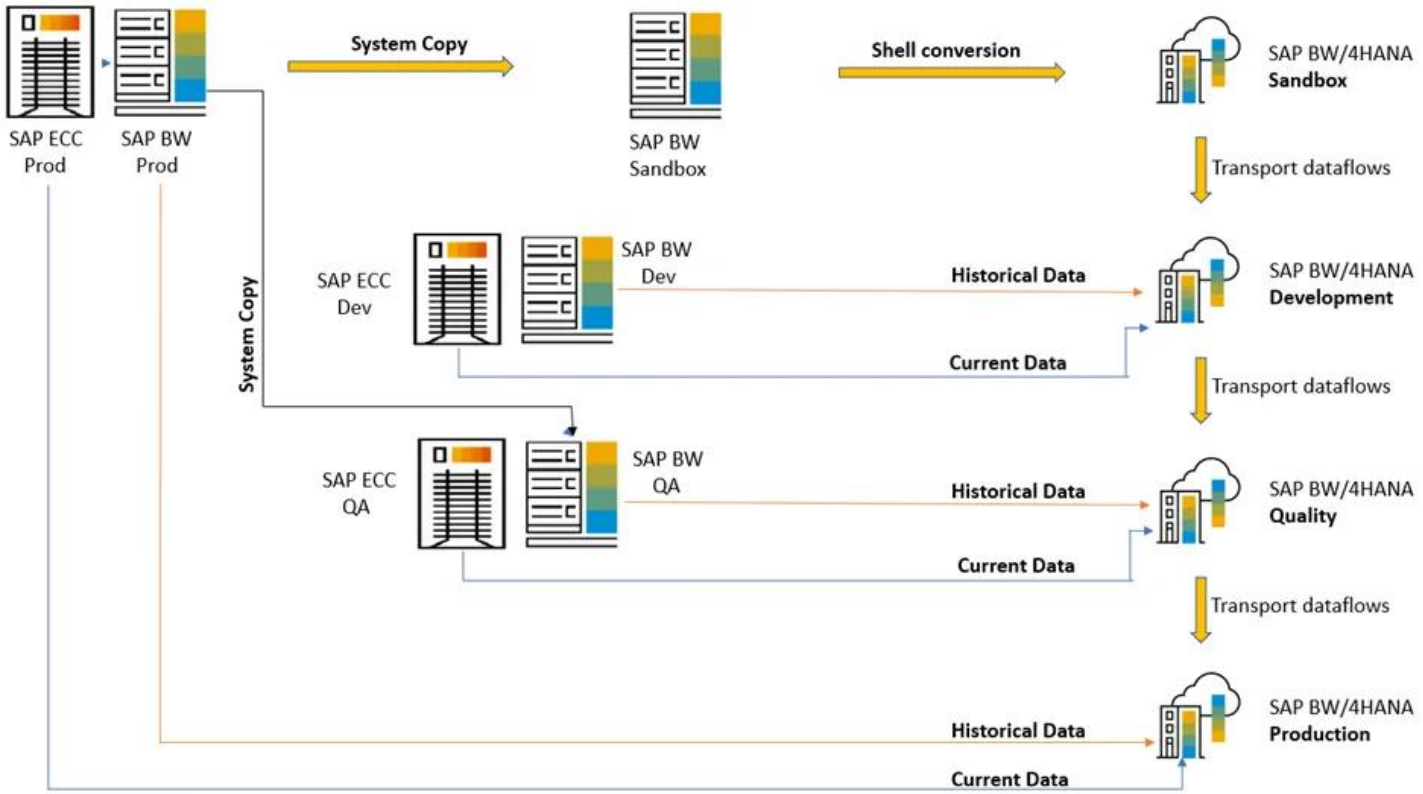
TFS

- EU regulation applicable to all waste shipments crossing borders

Challenges: Transition to S4

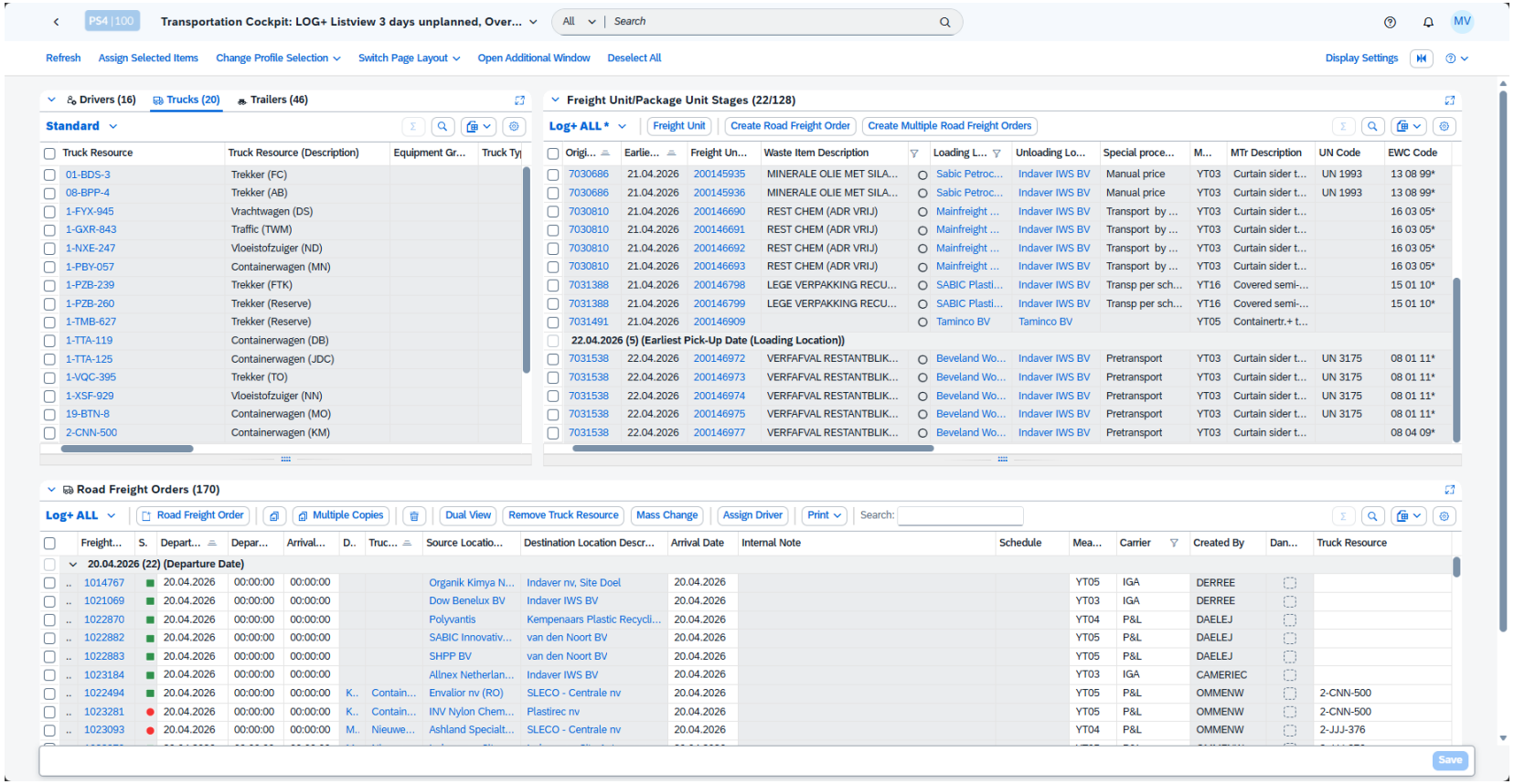
- **Transition ECC to S4 Via Shell conversion**
- **Align all transport companies in 1 harmonized flow**
- **TM as a greenfield to replace LE-TRA without losing finctionality**

- **Refactor:**
  - All user exits
  - 35 outputs
  - 18 custom transactions/Apps
  - 7 Side applications



SAP tech: TM – Advanced Licence

- TC Main planning tool for 6 companies
- Daily planning of 120+ Trucks/Trailers
- Consolidation and resource planning
- Document creation via TM (FO/TC) & Side apps
- Automatic mailing to partners
- Custom subcontracting logic



We use the TM advanced license to provide ourselves with the tools to scale further and improve the business experience.

90 Flexso consultants
25 IT Analyst
11 Business Relationship Managers
20 Global Process Owners
10 Steerco Members
40 Process Owners
310 Key Users -Trainers - Coordinators

Results:

Limited availability and system start-up as of 12/12/2025

- 8500 Sales Orders created
- 10 000+ deliveries
- 1150 Freight orders created
- 70+ side applications reconnected

Successful go live on 05/01/2026 !

PlaniT

ARKIEVA

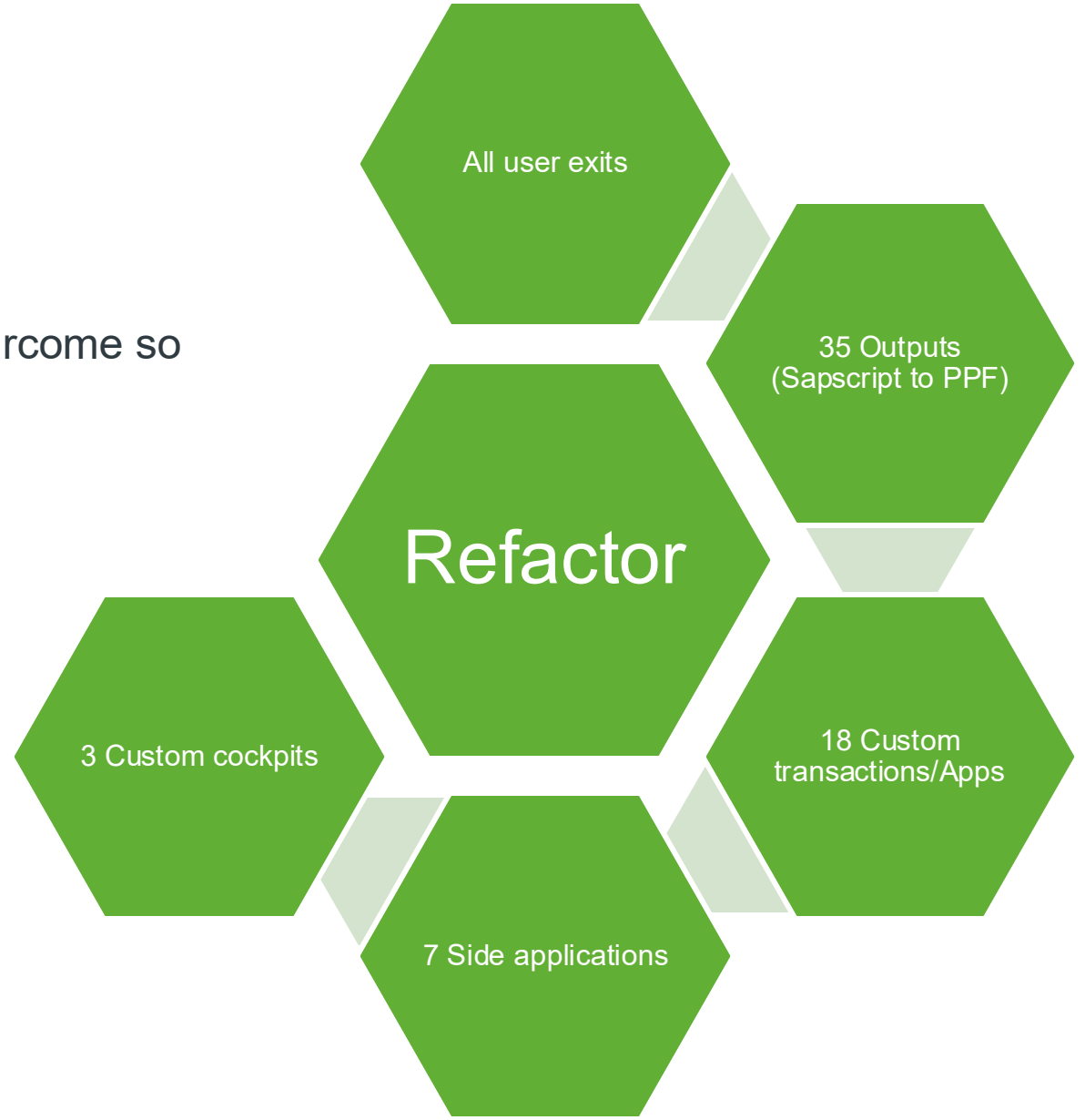
LMS

ewastra
e-Way bills for transporting & tracing waste

Learning: Technical side

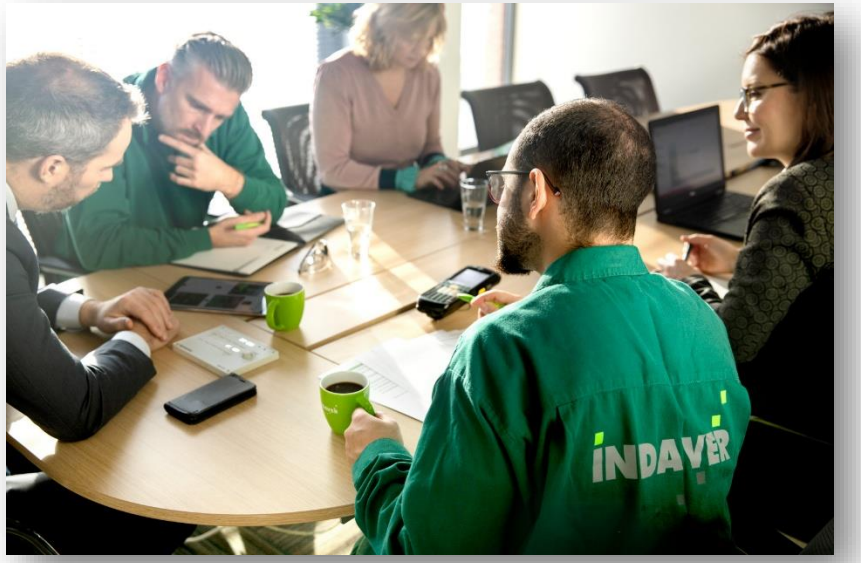
- **TM is not like other SAP modules**

  lots of challenges with old ECC logic to overcome so technical knowledge is key



Learning: Operational side

- Build a foundation by having a solid discovery phase.
- Have a good internal collaboration and KT session between IT teams
- Actively work with the business.
- Combination of Functional TM knowledge, technical expertise and Business knowledge makes it work



Future plans:

- New RFID tracking system for recipients integrated with TM
- Transition to TM Freight costing and settlement
- Improved outputs, messaging and connections with side applications
- Explore advanced planning capabilities
- …

Questions?