

The SAP logo, consisting of the letters 'SAP' in white on a blue background with a white diagonal line.

## SAP Transformation Excellence Summit

Chicago | September 16–18, 2024

# A Tango of Transformation: CGC's Orchestrated SAP S/4HANA Implementation

**Bruno Digiovani** – IT Architecture Manager – CGC (Compañía General de Combustibles)



## Agenda

### **01**

#### **Intro**

CGC - Our company

### **02**

#### **Business needs**

Pain points & challenges

### **03**

#### **A new vision**

A blueprint for change

### **04**

#### **Transformation Tango**

And that's where the Tango started...

### **05**

#### **The journey**

Ready, Set, Go!

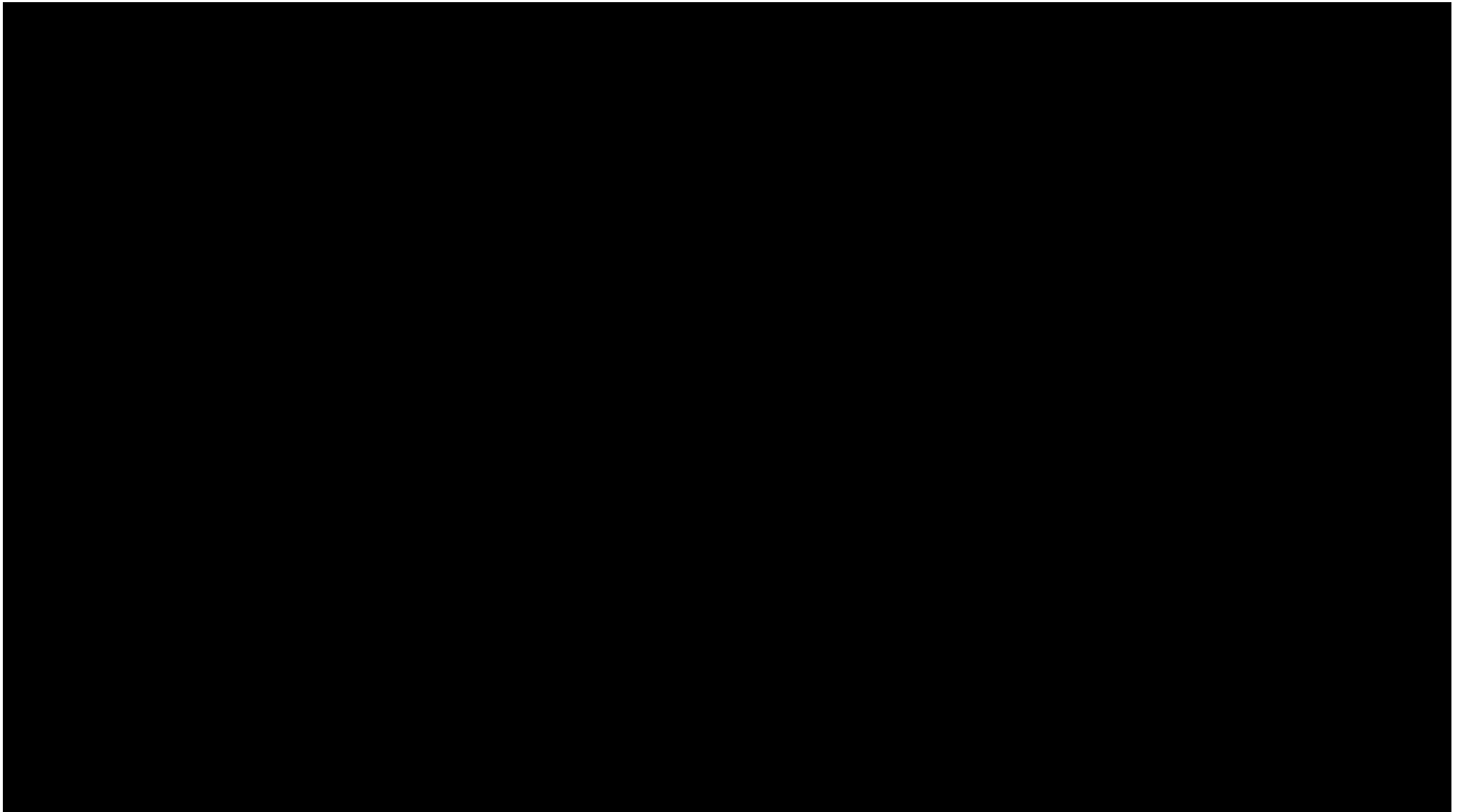
### **06**

#### **A success quartet**

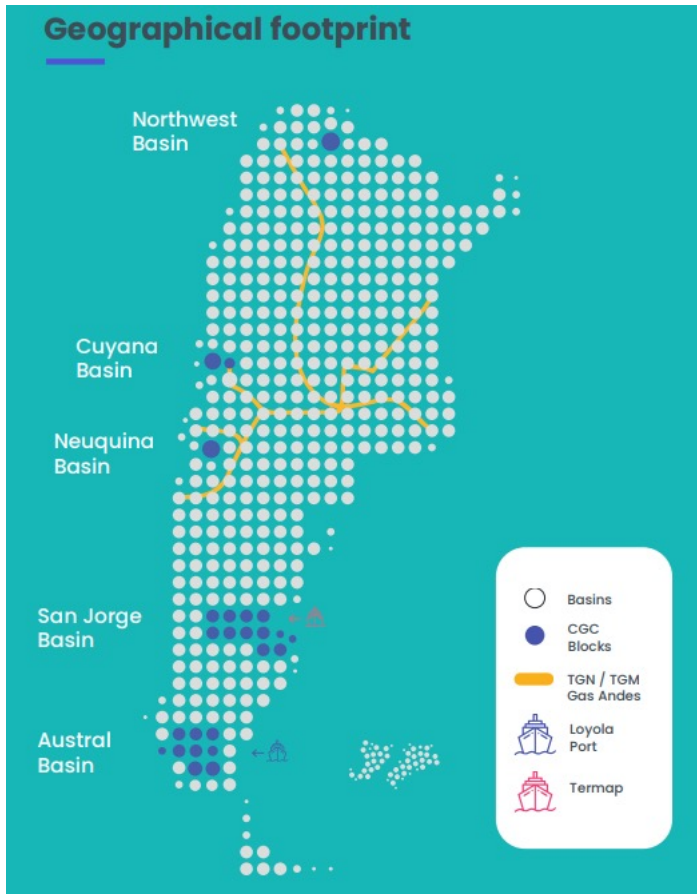
A rhythmic journey of continuous improvement

# 01-Our company

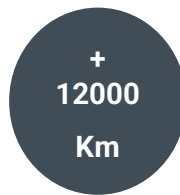




# 01- Our company



- Our business has evolved over the nearly **100 years** that we have been operating, beginning as a fuel transportation and commercialization company.
- We are now a leading independent oil and gas exploration and production company operating primarily in Argentina.
- In less than 10 years (2013-2023) we went from the 40th place to becoming the **6th largest operator in Argentina**.



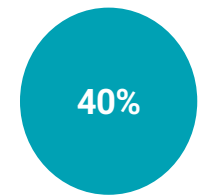
Pipelines in  
Operations



Discoveries



3d Seismic  
Shot



Natural Gas  
Transported in  
Argentina

- We drilled 24 wells during 1H24, two of which were exploratory, with a total **success rate of 92%**

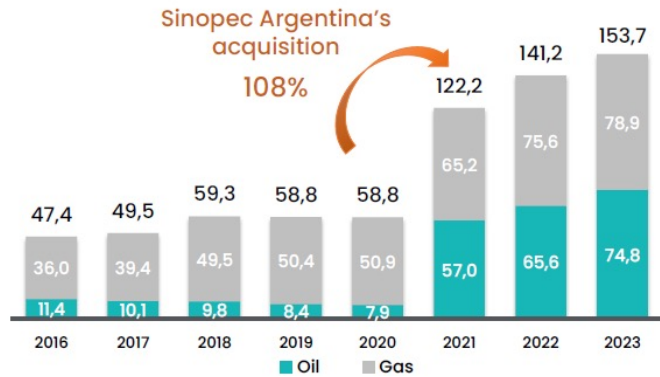
# 02-Business needs

## Pain points & challenges

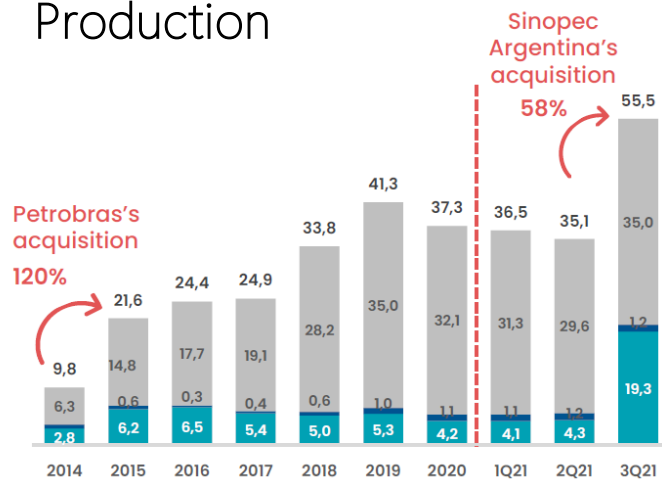


## 02- Business needs / Pain points

### Reserves



### Production



- We acquired the operation in Argentina of a major oil and gas company: **SINOPEC** from China (and previously some operations of **Petrobras** from Brazil).
- With the acquisition, the IT landscape gained on complexity, and particularly the ERP landscape. CGC operated in **Oracle R11** and SINOPEC on **Oracle R12**, and both companies with customized components for them.
- Additionally, there was a complex integration architecture with the ERP with **duplicated applications in many critical areas**. The **integration** relied on automated, semi-automated, and manual processes.
- The **inventory of applications** and the corresponding **process map** were not well-defined and documented.

## 02- Business needs / Pain points



- Non-homogeneous organizational culture
- Until 2023, these acquired companies operated practically independently.
- For instance, at the process level, a unified procurement team was established, but they executed tasks using different software and followed distinct processes depending on the company they were purchasing for.
- The former Chinese company's operations were significantly more controlled and bureaucratic compared to the Argentine company, which **lacked a culture of documented processes** and had a "doers" mentality with focus on flexibility.



## 02- Business needs / Challenges



- Support a **rapid** business growth
- **Simplify** business complexity
- Promote an organizational culture **change**
- Have normalized single **processes** across group companies
- Have a unique **source of truth** for process and applications
- **Rationalize** and simplify the IT Landscape

# 03-A new vision

## A blueprint for change



## 03- A new vision / A blueprint for change



### IT Architecture

- Build a solid and dynamic source of truth of IT landscape
- Select a unified Enterprise Solution
- Integrate Systems with API-Driven Integrations
- Embrace Standardization and Clean Core

### Business Processes

- Streamline and standardize business processes
- Adopt Oil & Gas Industry Best Practices
- Transform work practices to adopt new methodologies
- Track and improve based on User Experience

## 03- A new vision / A blueprint for change

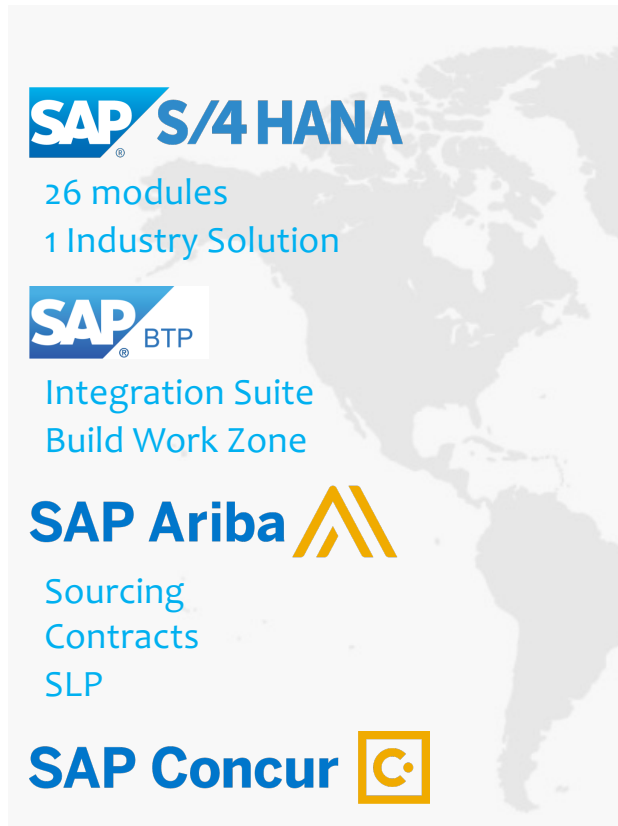
Despite neither of the companies used SAP, and most of the users were unfamiliar with SAP, the decision was made...

- Streamline operations by moving to SAP S4/HANA
- Unify our activities using industry best practices
- Fit-to-standard approach.
- Use SAP's value accelerators for processes and people




*"Much like volcanic magma reshapes the earth, our 'Magma' project is transforming the landscape of our company"*


# 03- A new vision / A blueprint for change



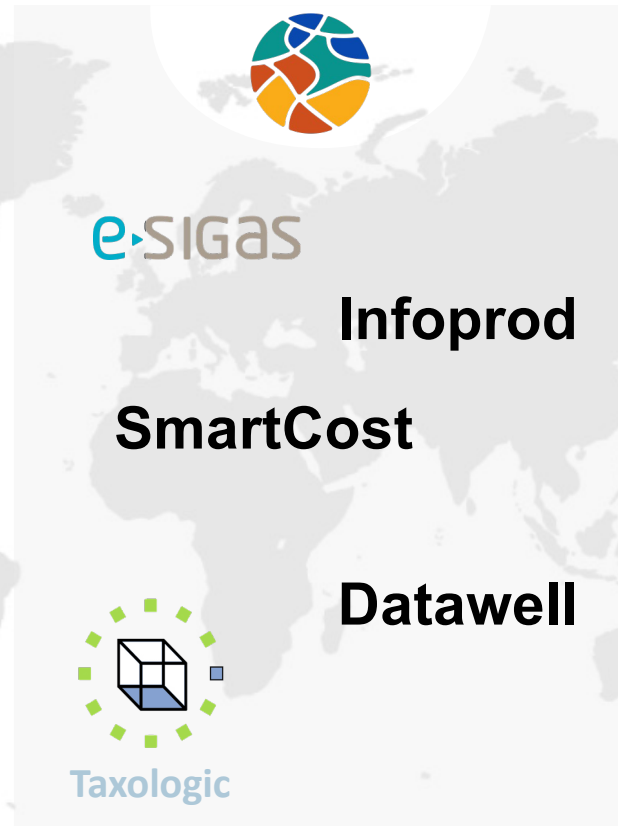
**SAP S/4 HANA**  
26 modules  
1 Industry Solution


**SAP BTP**  
Integration Suite  
Build Work Zone

**SAP Ariba**   
Sourcing  
Contracts  
SLP

**SAP Concur** 


SAP SOLUTIONS



  
**e-SIGAS**

**Infoprod**

**SmartCost**

  
**Taxologic**

**Datawell**

INDUSTRY APPLICATIONS



**CGC**

**COAM**  
Servicios Petroleros

  
**GASANDES**

**unitecbio** 

COMPANIES

# 04-Transformation Tango

And that's where the Tango started...



## 04- Transformation Tango : S/4HANA and the Transformation Tango Quartet

CGC

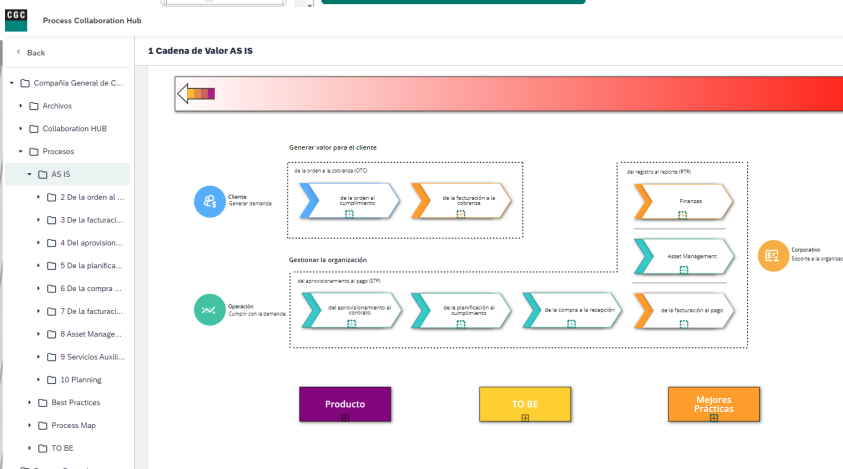
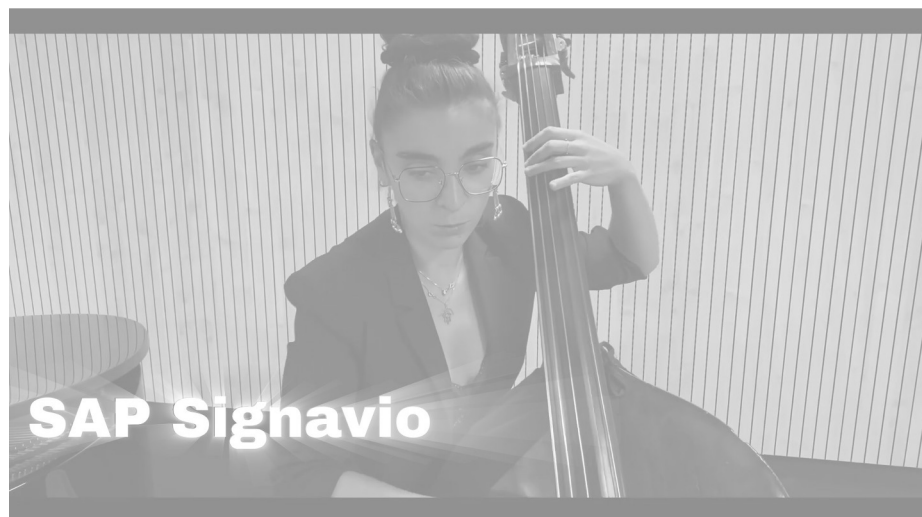
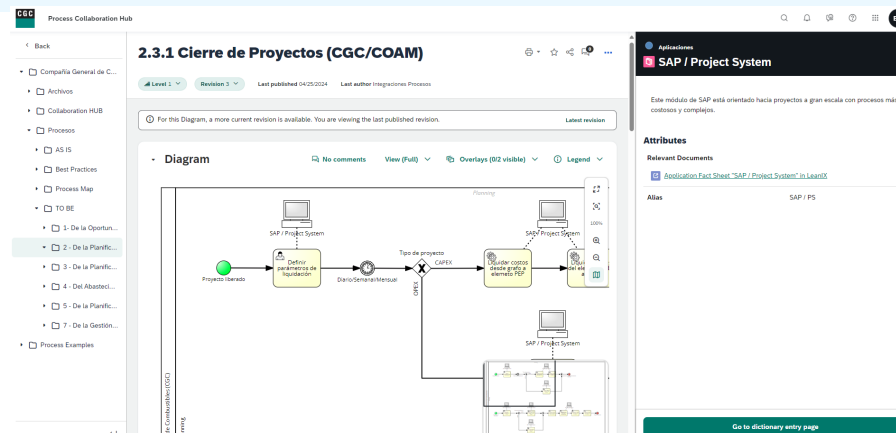
- We knew this change would deeply **transform our company**.
- Upon investigation, we realized that having a skilled SAP implementation partner wouldn't be enough.
- The challenge required **significant upfront effort**. No implementation team could fully understand our situation unless we, (as an organization), had a complete awareness of it ourselves.
- At that point, we partnered with **Edison**, a consulting firm specialized in enterprise architecture, process management and adoption, to explore the tools that would support us in this context.

**It takes two to tango... and sometimes even more**

# 04- Transformation Tango : S/4HANA and the Transformation Tango Quartet



To have our processes refined and aligned with SAP best practices

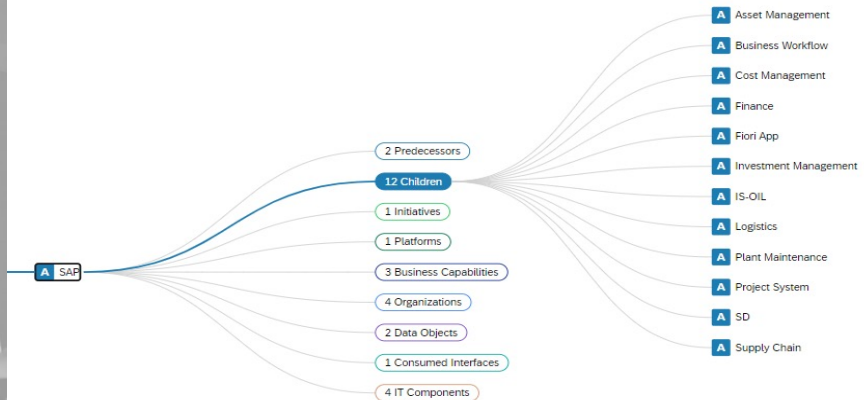
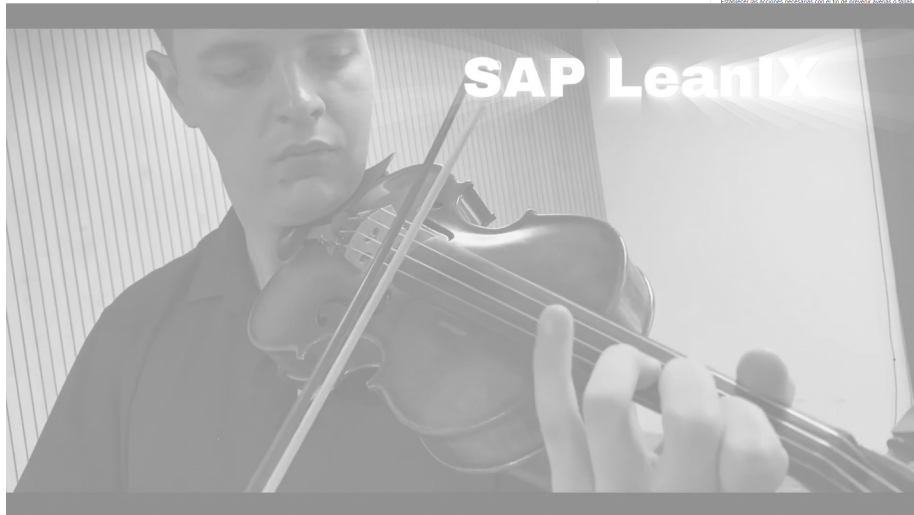
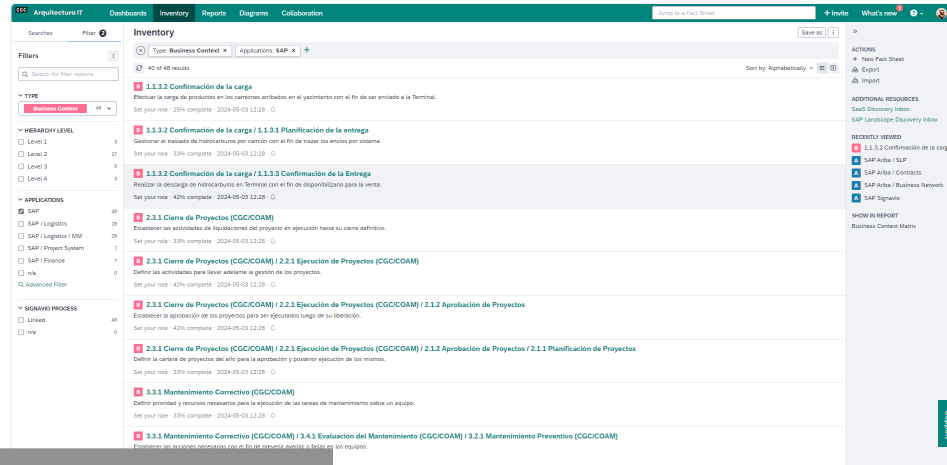




# 04- Transformation Tango : S/4HANA and the Transformation Tango Quartet



For and Enterprise Architecture and IT Governance integrated for visibility and collaboration

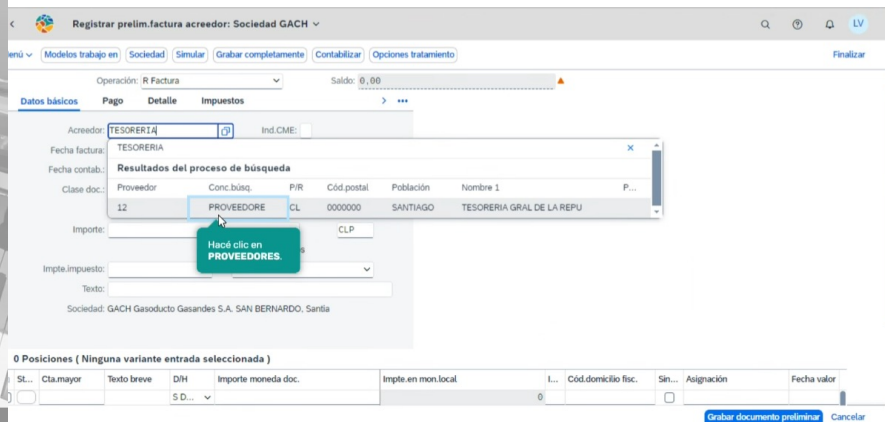
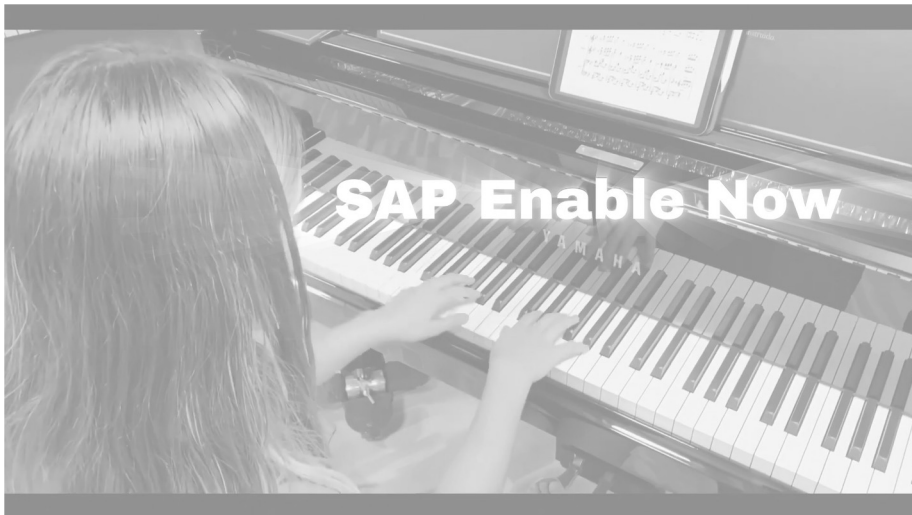




# 04- Transformation Tango : S/4HANA and the Transformation Tango Quartet

## SAP Enable Now

To support user adoption of new SAP workflows with custom training materials



# 05-The journey

## Ready, Set, Go!



## 05- The journey

# Ready

**SAP LeanIX**

### Implemented SAP LeanIX

Conducted a comprehensive and granular assessment of the current state Enterprise Architecture.



**SAP LeanIX**

### Integration landscape

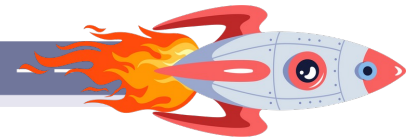
Built integration architecture map (using SAP LeanIX) as source of truth for ERP migration strategic planning.



**SAP Signavio**

### Implemented SAP Signavio

Performed a meticulous mapping and documentation of +100 as-is processes, including process flows, decision points, system integrations, utilizing the full capabilities of SAP Signavio.

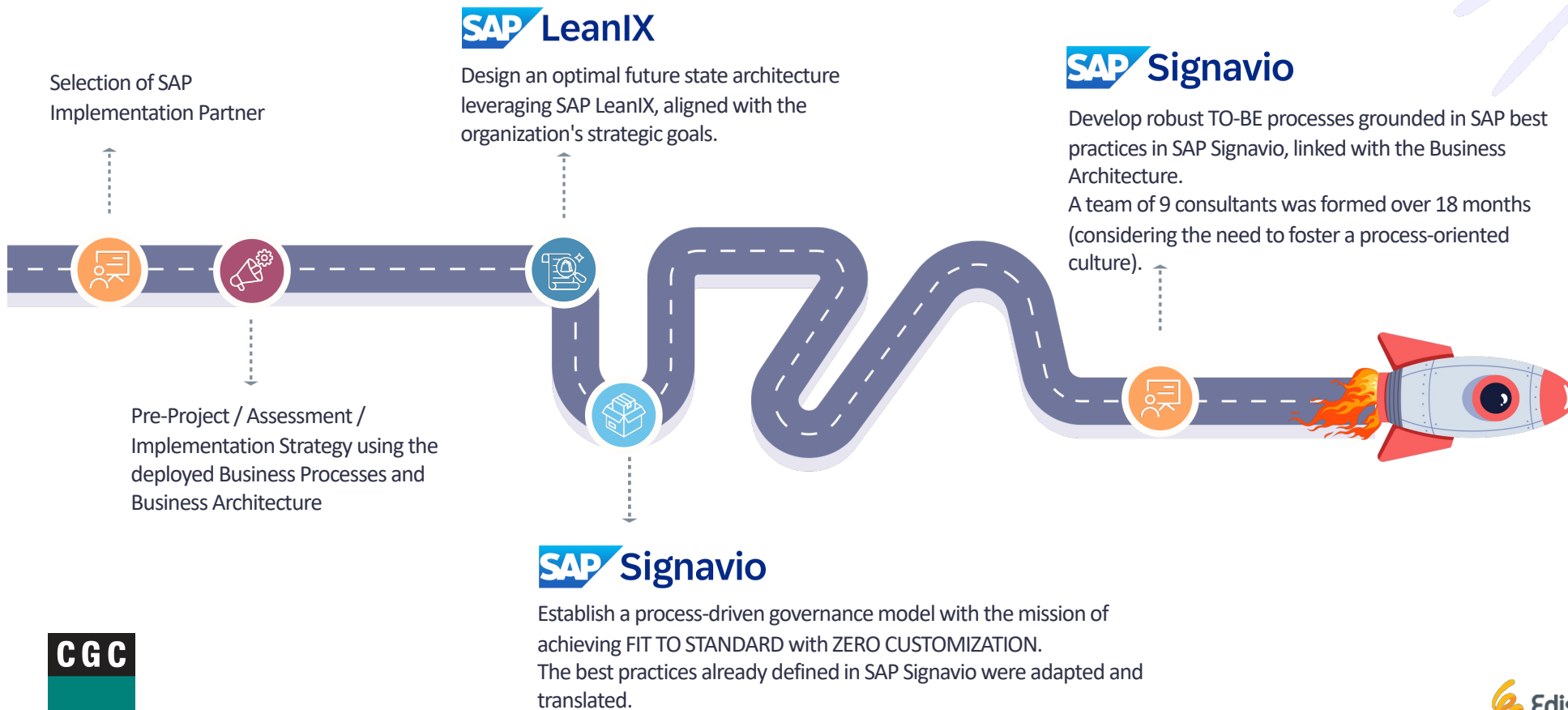


**CGC**

**Edison**  
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# 05- The journey

# Set



# 05- The journey

# Set



## SAP LeanIX

Define and document patterns for integrations and security. Teach technical teams how to document new interfaces on LeanIX.



Deployment of SAP UEM by KNOA.  
Monitored closely the testing

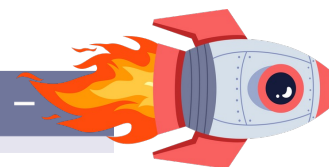


Define Implementation waves according to the Closing dates of each fiscal year of main companies



## SAP Signavio SAP Enable Now

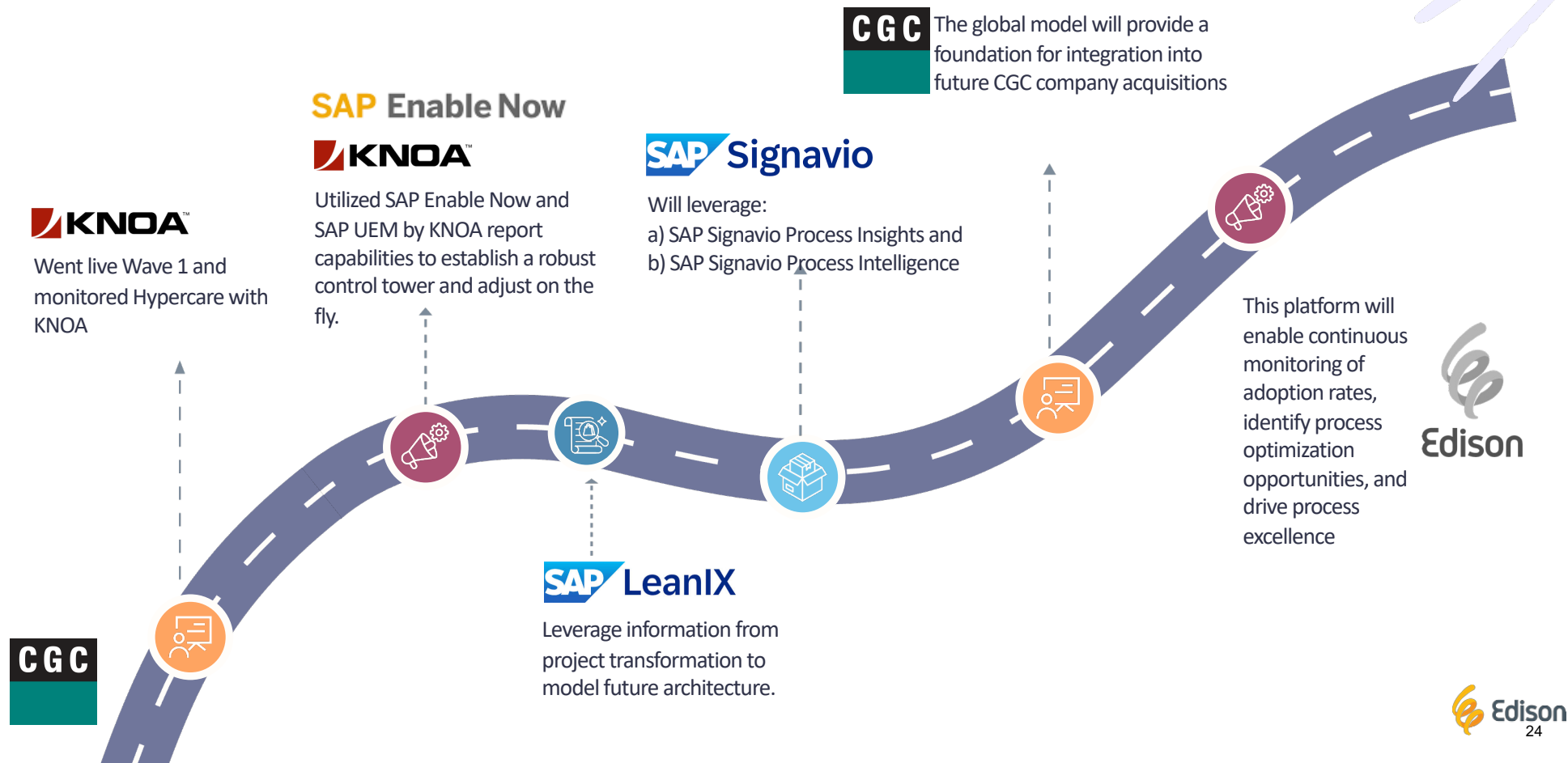
Create engaging and effective end-user training materials using SAP Enable Now, integrated with SAP Signavio. 300 training courses defined for instructor-led training and self-paced learning .



- 4 Waves / 4 companies
- From Jun 2024 to Jan 2025

# 05- The journey

# Go!





“The success quartet: A rhythmic journey of continuous improvement”

