INTERNAL COMMUNICATIONS – INHOUSE

SAP-SYSTEM INEOS IN KÖLN

ECP **2** EOP

A LEAP FORWARD!

INEOS
THE WORD FOR CHEMICALS

CHEMISTRY BY PEOPLE

With 2,361 employees, INEOS in Cologne is one of the major sites within the INEOS Group. Taking into account the rapid growth and its diverse heritage, there was no unified SAP system in place. In order to merge local and stand-alone systems with the existing solution, a program was introduced of which the Cologne project was the latest, the most complex and largest one. Therefore, internal communications was an integral part of the project from the very beginning. After 23 months, the new SAP system went live as planned on 1 January 2019, with no business interruption.

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A UNIFIED SAP SYSTEM

The local SAP system was scheduled to be transferred into the existing international business sytem by 1 January 2019. The goal was to provide a site-independent, future-proof, and modern SAP system for the INEOS Olefins & Polymers Europe Business, employing 3,700 people. The so called ECP2EOP project was a major step and contribution to the implementation of this vision. A project team of more than 35 people, including numerous asset representatives, has been working intensively on the project since February 2017. They were striving for a 1:1 replacement so that disruptions to the operation assets could be avoided. Necessary modernisation was implemented with new solutions (i.e. site balancing and logistic execution).

The previous SAP system at the INEOS in Cologne site with more than 1,700 active users was no longer supported by SAP and increasingly less suitable for external, legal requirements.

This gave us the opportunity to create a common platform that could be further developed in the future **(keyword: digitisation)**.

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ADDRESSING PERSONALITIES

Fritz Riemann (1902-1979), co-founder of today's Academy of Psychoanalysis and Psychotherapy in Munich, Germany, developed the theory that fears determine our character. The psychologist Mathias Jung (born 1941) refers to this concept in his book „Mein Charakter, mein Schicksal" ("My character, my destiny"). There are four main fears, one of them being "the fear of change" of the "compulsive personality". This personality type wants to eliminate any change as his/her need for security is perceived excessive. He/she wants to keep everything as it is. The compulsive personality tends to dogmatism and goes on about principles. He/she often grew up in a household where order was everything in life. Compulsive characters tend to constrain themselves, to stick to rules under any circumstances and can hardly bear ambiguity. By transferring these psychological concepts to our organisation and by taking into account the grown and established particular company culture (e.g. middle aged male engineers, chemists, working day in and out with dangerous substances and living up to strong safety, health and environment paradigms) the compulsory personality type was used to develop the project structure and communication. The objective was to give the organisation the needed comfort and safety by a deeply structured and classical project management approach, combined with a fresh internal communications appearance.
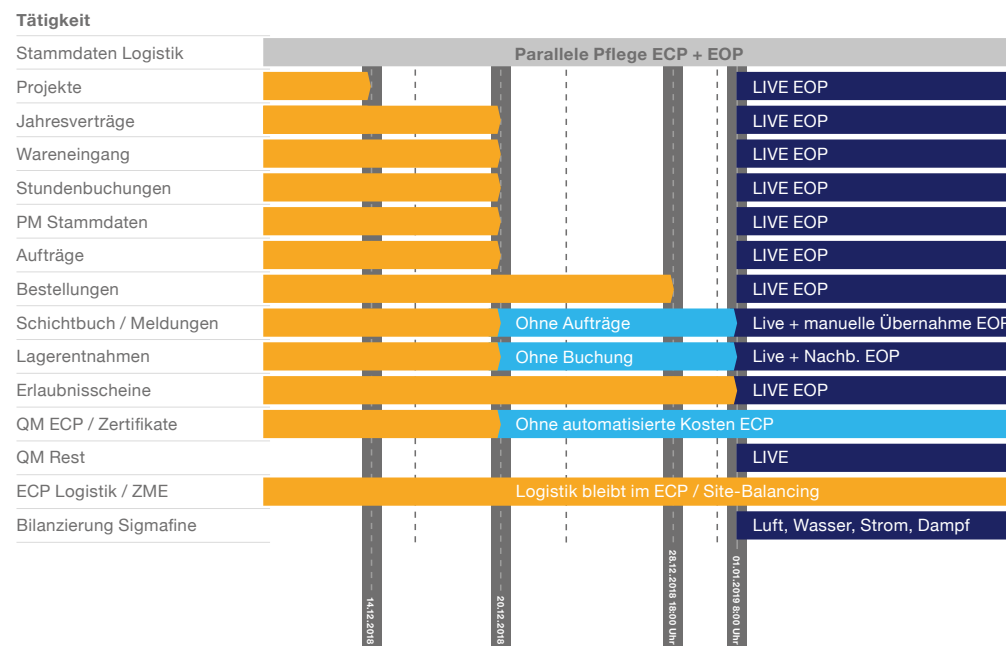
As there have been several attempts over the last 10-15 years to make that happen and the people factor has been underestimated, it was adamant to address every single person within the organisation of 2,361 people (including apprentices and dual students).

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DETAILED PLANNING

As there was a strict time constraint, the project and communications plan set out in February 2017 was detailed planned from the very beginning, knowing that the old SAP system would be closed by 1 January 2019. There were different layers of stakeholders defined – ranging from end users to the top management, spanning across several sites and countries. Each of those layers was addressed with recipient specific information and communication. From the top management we expected support and endorsement, from the project management team, the main expectation was timely execution and active support of the project's objectives and success. Last but not least, from the users it was expected to factually address problems in a calm and professional way.

INEOS ECP2EOP | CUT-OVER PHASE

Tätigkeit		
Stammdaten Logistik	Parallele Pflege ECP + EOP	
Projekte		LIVE EOP
Jahresverträge		LIVE EOP
Wareneingang		LIVE EOP
Stundenbuchungen		LIVE EOP
PM Stammdaten		LIVE EOP
Aufträge		LIVE EOP
Bestellungen		LIVE EOP
Schichtbuch / Meldungen	Ohne Aufträge	Live + manuelle Übernahme EOP
Lagerentnahmen	Ohne Buchung	Live + Nachb. EOP
Erlaubnisscheine		LIVE EOP
QM ECP / Zertifikate	Ohne automatisierte Kosten ECP	
QM Rest		LIVE
ECP Logistik / ZME	Logistik bleibt im ECP / Site-Balancing	
Bilanzierung Sigmafine		Luft, Wasser, Strom, Dampf

14.12.2018 20.12.2018 28.12.2018 18:00 Uhr 01.01.2019 8:00 Uhr

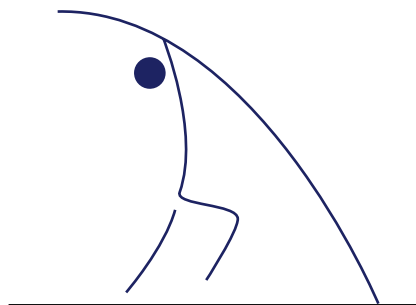A LEAP FORWARD!

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1 SYSTEM, 1 APPROACH, 1 PROJECT

To illustrate "A Leap Forward!" a pole vaulter stick figure was created showing the various stages of pole vaulting: impulse, acceleration, jump, leap and safe landing. Furthermore, "ECP2EOP" was introduced as a logo to quickly connect communications material with the project; and the figure "1" was graphically underlined with the abbreviation SAP – the "S" standing for "1 System", the "A" for "1 Approach" and the "P" for "1 Project". Moreover, it was felt that the benefits for users needed to be stated at a glance. Those were: modern, uniform, clear, easy, international, fast, future-proof.

The following measures have been put in place: project flyers in German and English, project execution plan available electronically on the intranet, roll-ups, branded fleece jackets and socks (!) in a special project blue colour were produced and handed-out to the wider project team, sensitivity surveys were regularly conducted and, last but not least, quarterly meetings in order to negotiate the expectations from each team to each other team. The project was reflected in the weekly site telegram to employees by the management and bi-weekly emails – always starting with the countdown until 1 January 2019 – were sent to the wider project team and key-users.

YOUR BENEFITS AT A GLANCE

With the ECP2EOP project, we will be fit for the future!

➕ Modern
With the ECP2EOP project, our processes and systems will be state-of-the-art.

➕ Uniform
EOP gives us uniform processes and systems.

➕ Clear
EOP enables us to obtain clear, meaningful data.

➕ Easy
EOP facilitates work in the long term and the comparison of data.

➕ International
With EOP we create a common platform for future digitisation.

➕ Fast
With EOP we will be able to retrieve data and processes faster in the future.

➕ Future-proof
With a system supported by SAP, we can respond better and more flexibly to changes in our business environment.

1 SYSTEM APPROACH PROJECT

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EVERYONE INVOLVED

Future challenges:

/ no business disruption
/ seamless transition from the old to the new SAP system without any critical issues
/ besides one single person (!) every employee of the 2,361 on site was addressed and aware of the project
/ there were comments like "communication in this project was as it should be"
/ "go life" on 1 January 2019 was in time as planned (with a small exception in the logistics execution area that went life on 1 April 2019)
/ apart from the hard KPIs, there was also a notable improvement in co-operation between the various departments involved, meaning they developed a deeper understanding of each other's concerns and processes, as well as needs and demands
/ after these 23 months of the project, one could summarise that there is now a stronger team spirit within the workforce at INEOS in Cologne, in line with the overall concept and slogan "Chemistry by People".

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THANK YOU!

© Dr Anne-Gret Iturriaga Abarzua, Head of Communications at INEOS in Cologne
anne-gret.iturriaga.abarzua@ineos.com

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