

# S4 Greenfield Implementation

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# Agenda

- Lamb Weston Company
- Our Environment
- Project Transformation
  - Scope
  - Roadmap
- Impacts of Covid
- Release 1
- Where Are We Now?

# Corporate overview

NYSE: LW

70+

No.1

No.2

For more than 70 years, Lamb Weston has produced one of the world's favorite foods—fries and other frozen potato products—for restaurants and consumers the world over.

Leader in the Frozen Potato category, No. 1 North America Share, No. 2 Global share.



# Our global presence



27  
PLANTS

SOLD IN  
100+  
COUNTRIES

# A freezer favorite

Our primary retail products are frozen potatoes and sweet potato items sold under our own brands, Grown in Idaho and Alexia.

We also sell under other licensed equities comprised of brand names of major North American restaurant chains, and the retailers' own brands.



# A history of innovation and growth



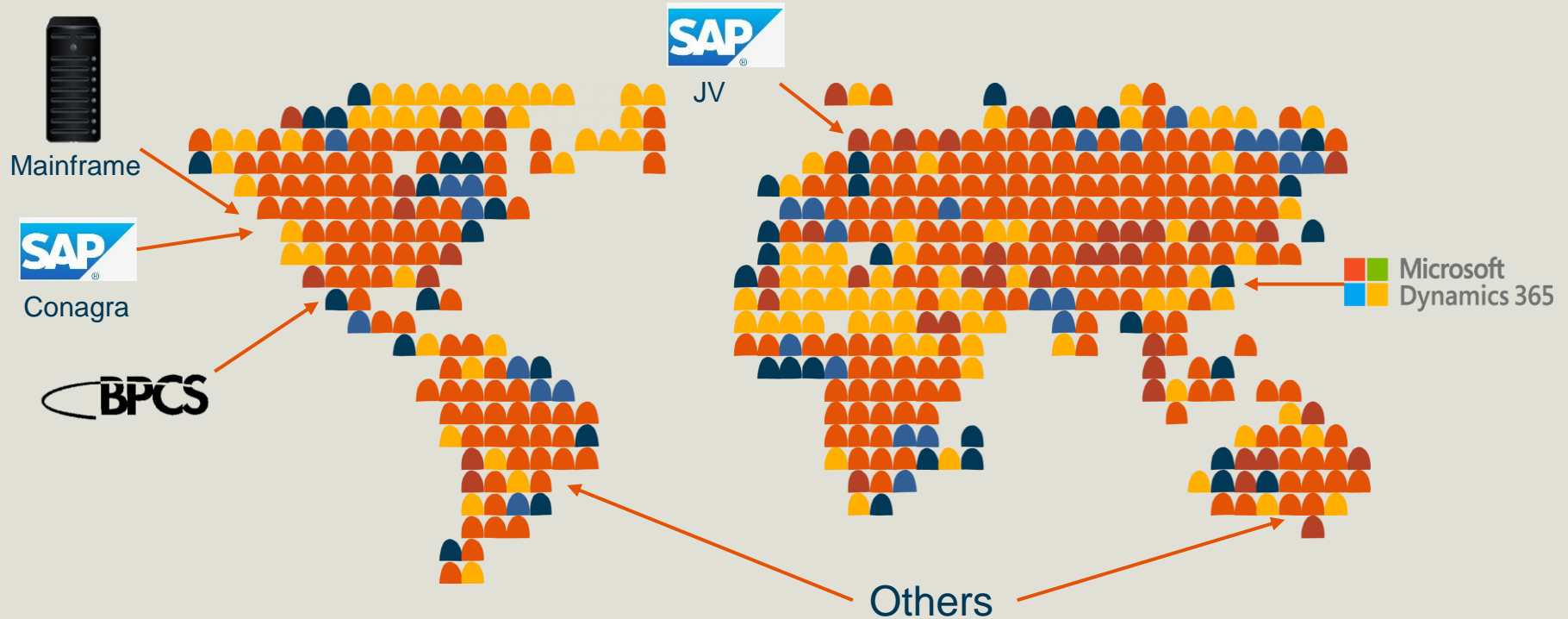
With more than 70 years of experience, no one understands fries better than we do. By continuously creating new products and new processes, we've made fries accessible to more people than ever before.



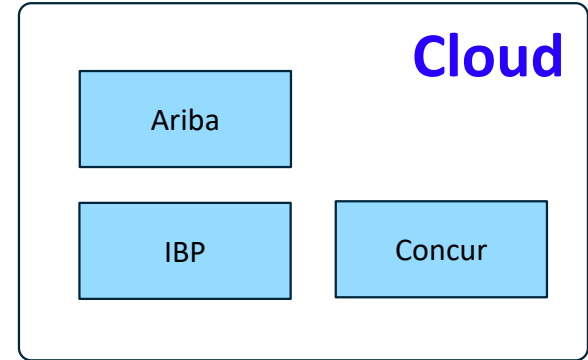
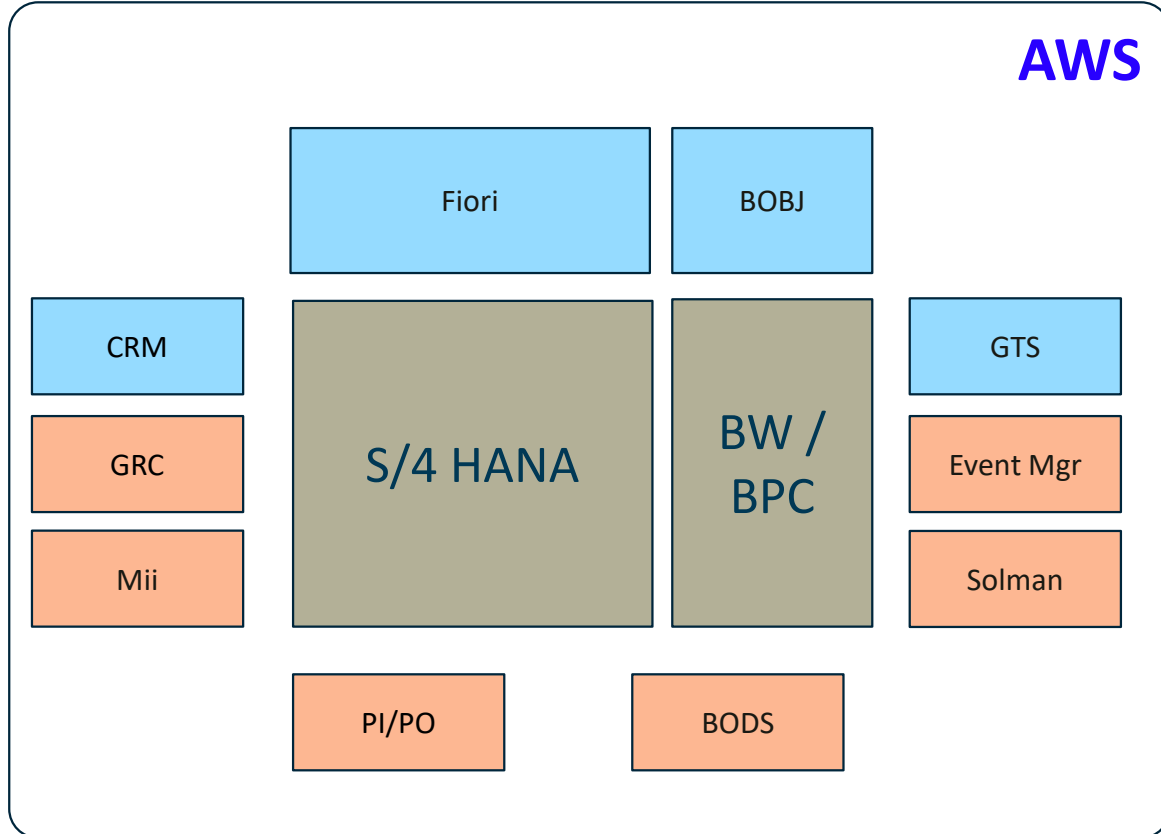
# Our Environment



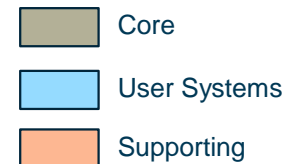
# 2018 Environment



# Target SAP Environment



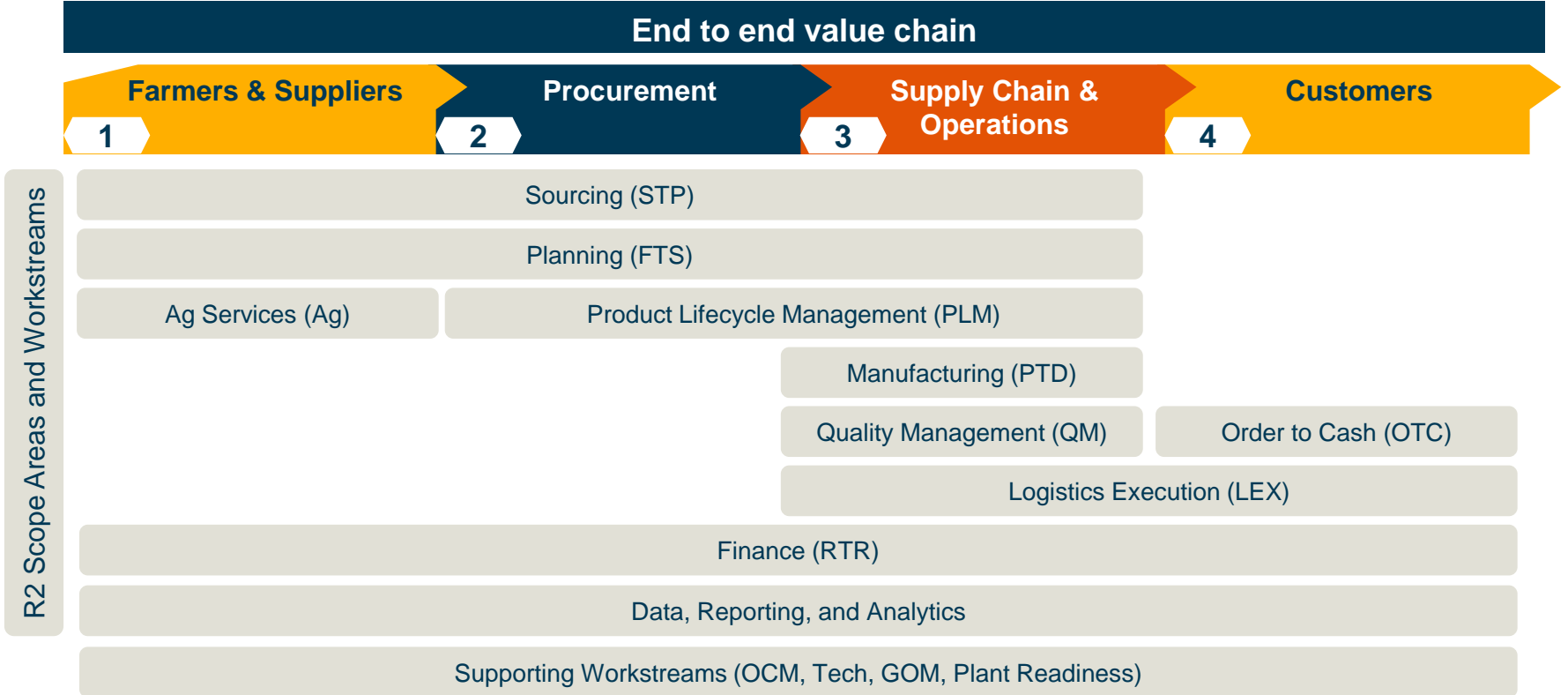
\* Subject to change



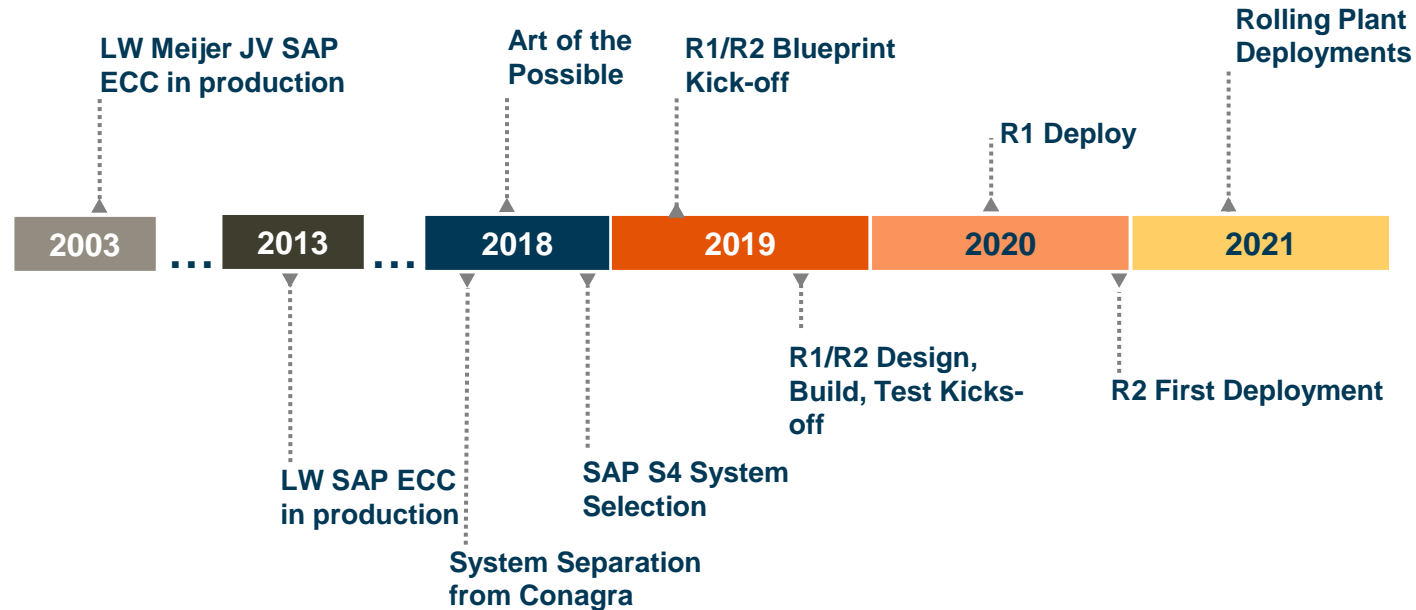
# Project Transformation



# Scope



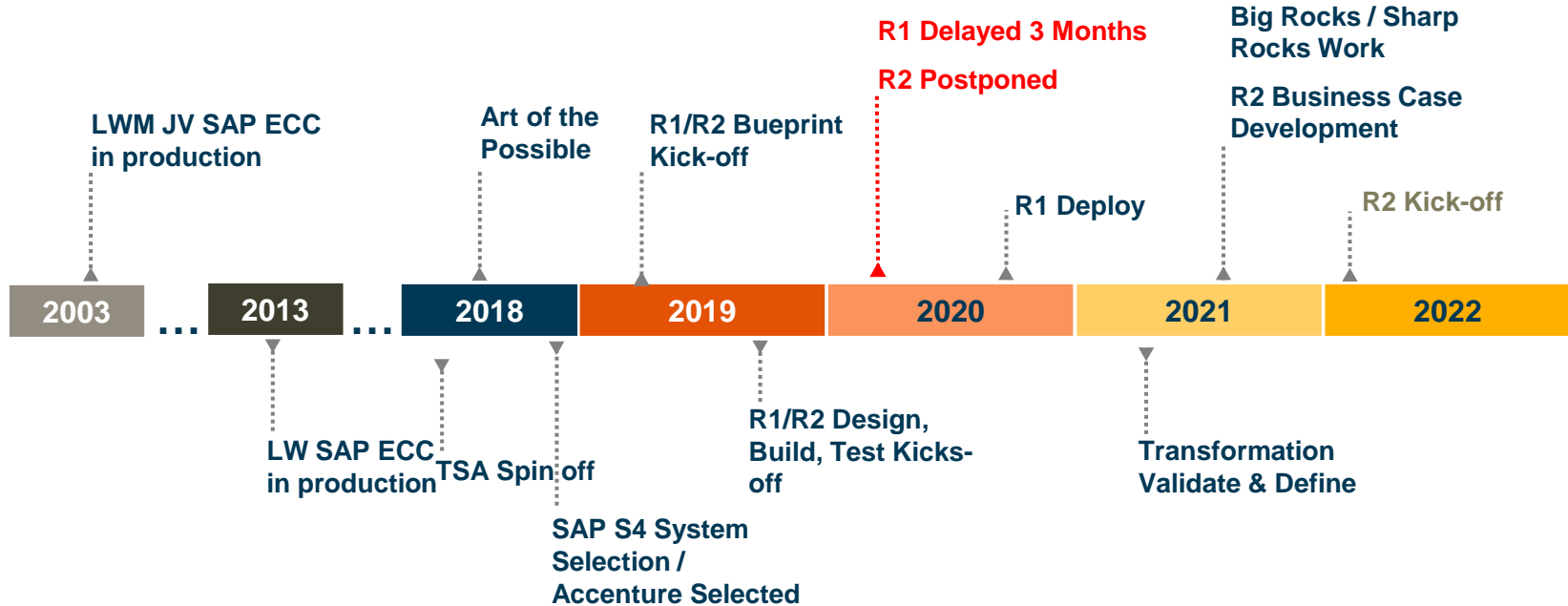
# Our Roadmap



# COVID Strikes



# The New Roadmap



# Release 1



## ■ Communication

- Leveraged a strong change champion network across 15 plants and 3 corporate offices

## ■ Training

- Role-based training courses were to be delivered instructor lead training in each location, but then COVID happened
- Switched to full remote Webex training for around 80% of the courses
- Remaining 20% of the courses were self-paced eLearning via the Enable Now end user website

# Go-Live Sept 2020

- UAT Conducted Virtually
- Preparing
  - KT from build to run
- Go-Live Virtually
  - Smooth technical cutover
  - Remote “war room” including 3 for business
- Hypercare
  - Typical issues for a greenfield SAP implementation
- Transition to run
  - Longer than expected
    - Thought move from existing to new would be easier
    - SAPGUI to Fiori was big



# Lessons Learned

Business Process  
Designs



Project  
Resourcing



Project Management



Business Ownership



Testing



Training & OCM



# Release 2



# The Restart

Worked on “long pole”  
decisions (Big/Sharp Rocks)  
Spent time revising scope  
and preparing resources

2021

2022

Kicked off release 2 and  
currently working on the plan



# Questions

