

Kodak's Journey to S/4HANA and the Cloud:

Transforming the SAP back office to help enhance what the world sees and creates

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What we will cover today

- Company/Partner introductions
- Kodak overview
- Project baseline
- Project approach
- The benefits of automation
- Project results
- Lessons learned and wrap-up

About Avvale



- 3,000 professionals across 11 countries
- HQ in Denver, CO
- Key focus areas:
 - S/4HANA and cloud migrations
 - Digital strategy and advisory services
 - Digital commerce
 - Smart and connected products
 - Cloud native development
 - Data strategy and monetization
 - AI and ML strategy and execution
- Learn more at <https://www.avvale.com/>

CONTINUOUS MOMENTUM TOWARDS
CHANGE

About SNP Transformations Inc.

- Founded in 1994
- HQ in Heidelberg, Germany
- 3,000 clients, 14,500+ projects
- 1,400 employees in 35+ countries
- Key focus areas:
 - BLUEFIELD™ S/4HANA migrations
 - M&A/D synergy enablement
 - Systems consolidation and harmonization
 - Real-time data integration and archiving
 - Move to any cloud
 - Technical downtime minimization

Kodak: An overview

- George Eastman put the first simple camera in the hands of the consumer in 1888
- In 1896, Kodak introduced the first capture medium -- a photographic paper -- designed specifically for x-ray images
- Over the years, Kodak acquired and divested businesses in search of synergies and new markets
- Today Kodak has a clear focus on their core businesses in commercial print and advanced materials & chemicals



<https://www.kodak.com/en/>

Why the change? Why now?

- CEO Jim Continenza's aggressive vision for Kodak demanded quick action
- Two primary goals: Drive greater productivity internally, and become easier for customers to do business with
- On the IT-side of the house:
 - Simplify the landscape
 - Clean and carve out data
 - Move to a modern architecture in Azure
 - Establish a new digital core in S/4HANA
 - Create a new foundation for a vast array of planned business process improvements

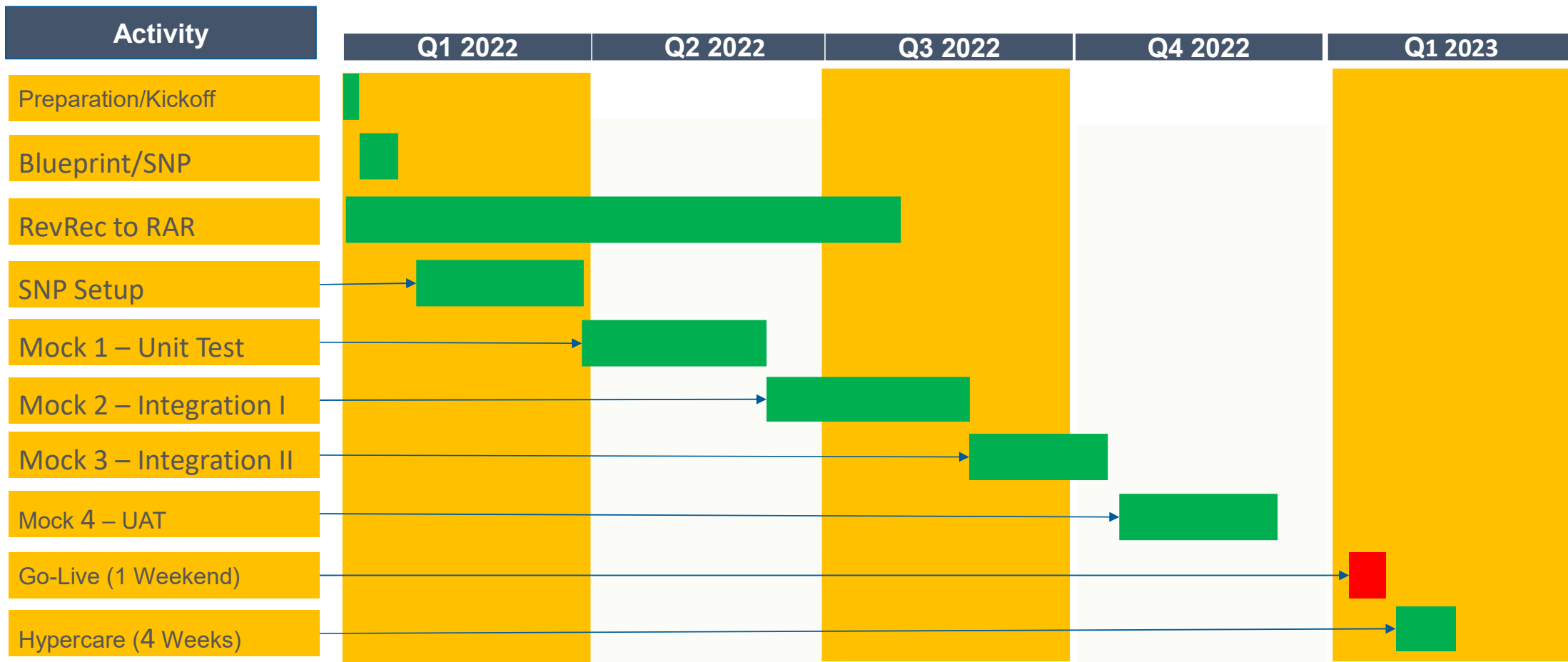


The functional and technical landscape

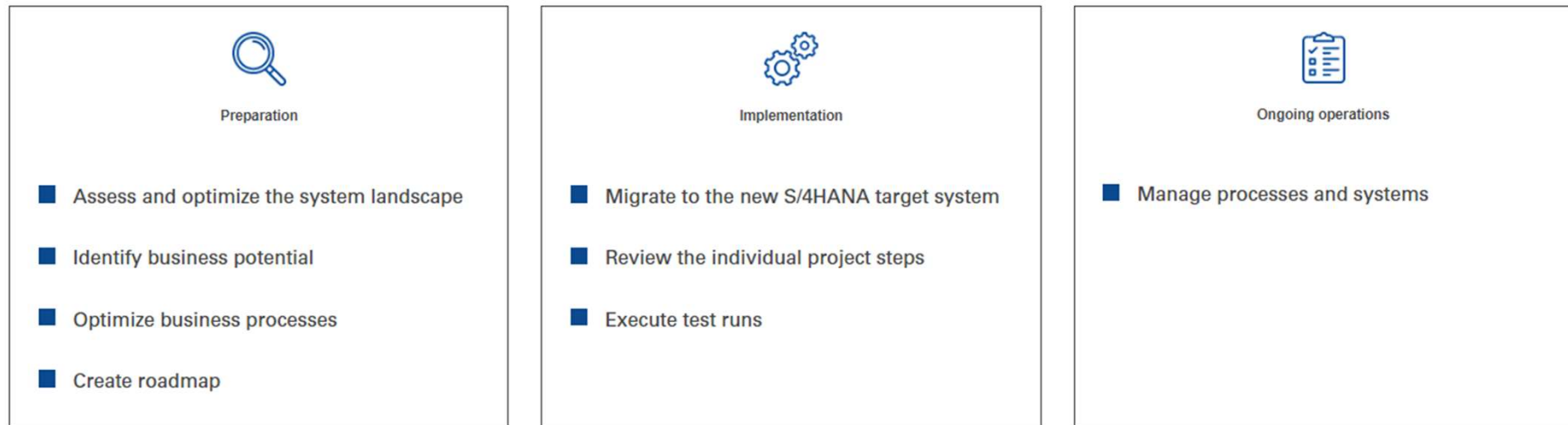
- Kodak started as an R/2 shop in the early 1990s
- The ECC 6 EHP 5 system in 2021/22 included
 - Full range of functionality
 - Classic G/L
 - Hundreds of company codes + decades of data
 - SD Revenue Recognition
- The broader SAP landscape included BW, BOBJ, CRM, Data Services, GRC, GTS, HCM, Portal, PI, and SRM
- The move to S/4HANA required
 - Conversion to NewGL and Business Partners
 - Self-Service Procurement + Ariba
 - Upgrade of PLM and RAR



The project spanned twelve months exclusive of hypercare



Avvale brought in SNP and their CrystalBridge® automation platform to reduce time and cost, and decrease delivery risk

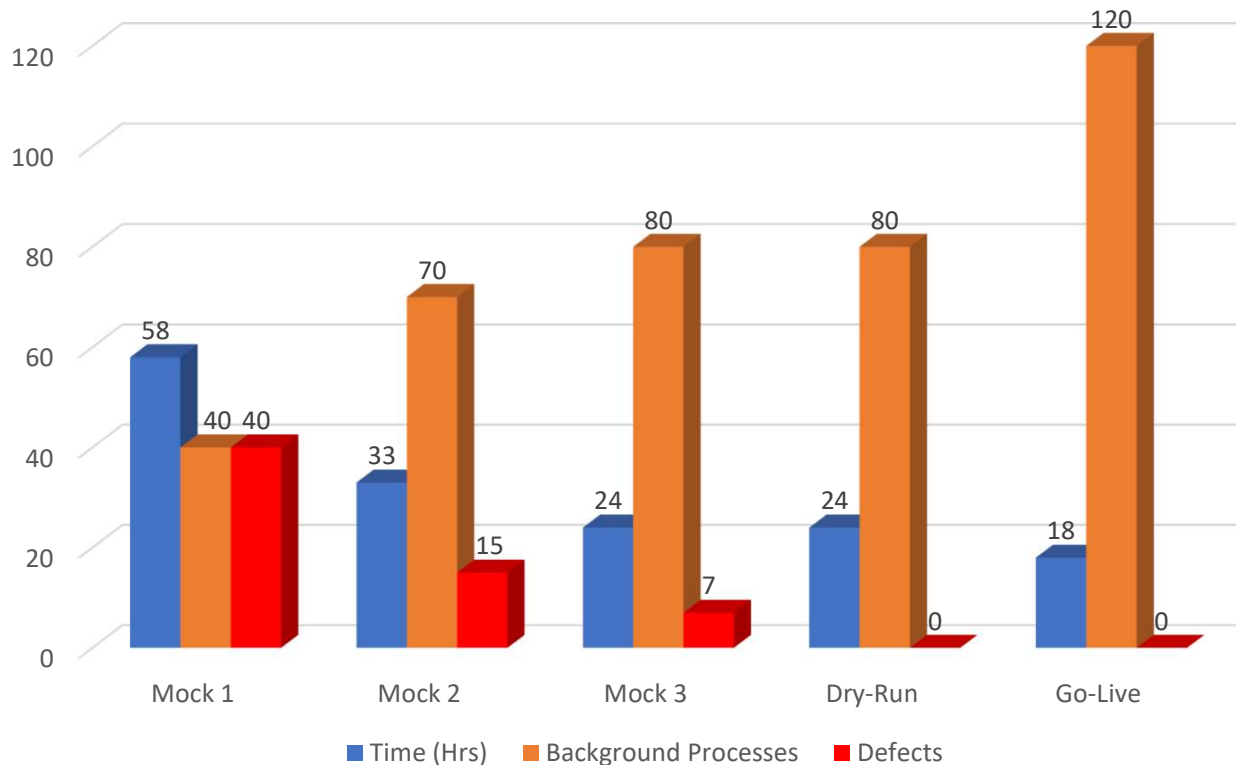


- CrystalBridge® automation was used in part for:
 - Creating hundreds of migration objects
 - Analyzing all hierarchy, master, and transactional data
 - Adding the in-scope org unit to the control system to be used for all modules
 - Selecting and migration only two years of transactional data

Using traditional means, this effort would have taken up to **8X** longer to execute assuming no errors found

The mock runs were used to make the final go-live a non-event – doing more and fine-tuning with each one

Mock Run Details at Each Test Phase Completion
(Import, Export, Loading Balance Carry-Forward, NewGL, S/4 Conversion)



Observations/Findings

- Found a gap between the given rules and scope vs. what we implemented
- Found some missing customizations needed for the S/4HANA system
- The focus was on the quality + enhancement of the objects to reduce the timing

In short: A smooth go-live

- The final results:
 - Technical downtime for SNP activities = 18hrs
 - Business downtime = 54hrs
 - Target system size reduced by 85% through a combination of data clean-up and leaving history behind
 - 90% of company codes removed from the live system
- SNP finished ahead of plan by six hours - giving more time to Kodak for business validation
- Zero SNP defects from the final dry run helped the broader team focus on the cut-over plan
- Business users were happy because they didn't have to fill in any templates or provide additional information after the workshops (i.e., typical Greenfield effort)
- No urgent phone calls from the CFO/auditors

Lessons learned

- Test Test Test – particularly when adding advanced functionality to the scope of the migration project
- Choose carve-out criteria carefully - keep it simple and stick to it
- Rationalize customizations
- Don't underestimate the Basis and infrastructure support needed
- While it is possible to go live at any time, best to go-live on a year-end boundary if you are a public company – it makes SOX and auditing less challenging

Feel free to contact either one of us for more information about our respective organizations and capabilities



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Thank you.