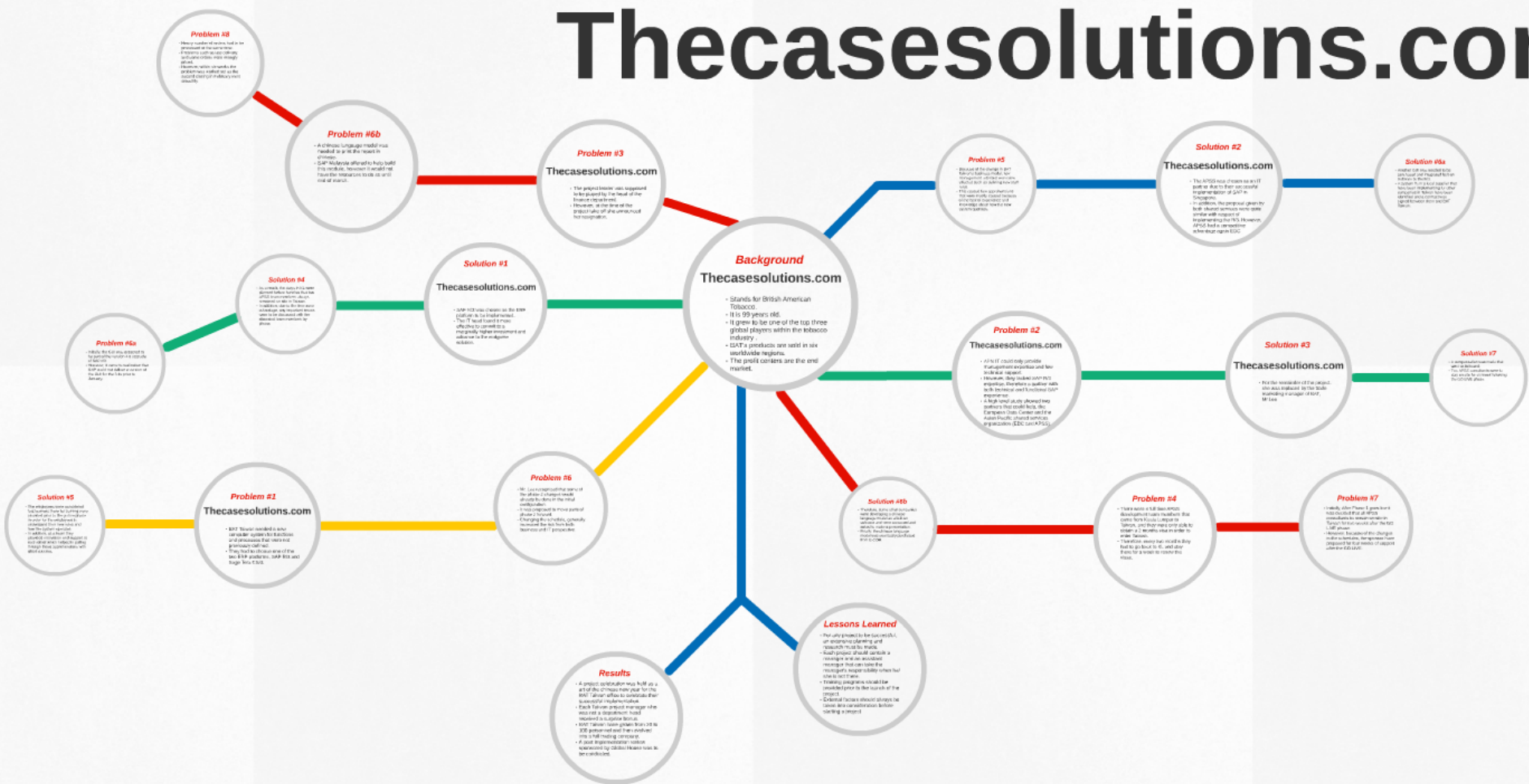




# SAP: Establishing a Research Centre in China

Any questions?

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## *Background*

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- Stands for British American Tobacco.
- It is 99 years old.
- It grew to be one of the top three global players within the tobacco industry .
- BAT's products are sold in six worldwide regions.
- The profit centers are the end market.

## ***Problem #1***

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- BAT Taiwan needed a new computer system for functions and processes that were not previously defined.
- They had to choose one of the two ERP platforms, SAP R/3 and Sage Tera CS/3.

## ***Solution #1***

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- SAP R/3 was chosen as the ERP platform to be implemented.
- The IT head found it more effective to commit to a marginally higher investment and advance to the endgame solution.



## ***Problem #2***

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- APN IT could only provide management expertise and few technical support.
- However, they lacked SAP R/3 expertise, therefore a partner with both technical and functional SAP experience.
- A high level study showed two partners that could help, the European Data Center and the Asian Pacific shared services organization (EDC and APSS)

## ***Solution #2***

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- The APSS was chosen as an IT partner due to their successful implementation of SAP in Singapore.
- In addition, the proposal given by both shared services were quite similar with respect of implementing the R/3. However, APSS had a competitive advantage again EDC

## ***Problem #3***

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- The project leader was supposed to be played by the head of the finance department.
- However, at the time of the project take off she announced her resignation.



## ***Solution #3***

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- For the remainder of the project, she was replaced by the trade marketing manager of BAT, Mr.Lee