GREENFIELD S/4 MIGRATION: ON TIME AND ON BUDGET

March 20, 2019
AGENDA

About Ingalls Shipbuilding

Introductions

Ingalls Transformation Journey

Principles of Success

Q&A
About Ingalls Shipbuilding

For 81 years, the employees of Ingalls Shipbuilding have pioneered the development and production of technologically advanced, highly capable warships for the surface Navy fleet, U.S. Coast Guard, U.S. Marine Corps, and foreign and commercial customers.

Ingalls Shipbuilding is the largest manufacturing employer in the state of Mississippi and a major contributor to the economic growth of the state Alabama as well.

**FACTS AT A GLANCE**
- Located in Pascagoula, MS on 800 acres of land along the Pascagoula River.
- Employing about 11,500 people
- Builder-of-record for 41 Aegis DDG 51 class of guided missile destroyers
- Builder-of-record for the LHA 6 class large deck amphibious ships and the sole builder of the Navy’s newest fleet of San Antonio (LPD 17) class amphibious assault ships
- Builder-of-record for the flagship of the U.S. Coast Guard – the National Security Cutter
- Largest industrial employer in Mississippi
**PROJECT SPONSORS**

Frank Martin  
VP, Controller  
Ingalls Shipbuilding

Brian Legan  
Managing Director  
Accenture A&D

**PROJECT LEADS**

Jason Brown  
Director, IT  
Ingalls Shipbuilding

Brian DeMarmels  
Senior Manager  
Accenture A&D
Focused on the “What” and “How” to be Affordable, Agile & Innovative:
- People
- Processes
- Facilities

Yesterday
- Improve Leadership & Accountability
- Increase Utilization & Reduce Rework
- Improve Facility Accessibility

Today
- Develop Experts
- Pilot Next Gen Processes/Re-use Data
- Invest in Manufacturing

Tomorrow
- Next Gen Workforce & Leaders
- Step Change in Production Processes
- Automate Production
Why SAP & Accenture

- SAP
  - Went to market looking for a solution and a partner
  - Able to take on complex business processes
  - Establishment of a platform with the capacity to evolve and scale

- Accenture
  - Proven partnership with SAP & HII
  - Assets & Accelerators for S/4 HANA
  - Unmatched A&D experience with SAP integrations
Mainframe to Hybrid Cloud

- Transition from legacy mainframe to hybrid cloud
- Managed service for some offerings (SaaS)
- Multi-generational change
- Springboard to the future
INVESTING IN AMERICA’S FUTURE.

GO NAVY!

PRINCIPLES OF SUCCESS
Human-centered Approach Across All Phases

• Phase 1
  – Functional workstreams are focused on individual requirements, autonomous until critical mass

• Phase 2
  – Workstreams are integrated and begin testing

• Phase 3
  – Tail end of testing, focus on MVP

• Phase 4
  – Across the finish line doesn’t mean the project is over
Agile Governance Structure

• Two, three, four in a box
  – Minimally: IT, Business, Systems Integrator
  – As needed: Vendors, Compliance, others

• Steering committee
  – Business led, ultimate accountability in one organization
  – Supplement with supporting and impacted organizations
  – Workstream leads empowered to make decisions
Anchored In The Business Case

COST

BENEFITS

= Non starter
Process Re-Engineering vs. Application Customization

- Re-engineer once vs. Re-code many
- Customize only for competitive advantage
With the business, there will be bumps

With IT, this is a step change in operating model

With impacted organizations, processes have changed

Change is the new norm, this was the first step
RESULTS
DELIVERED

On-time, on budget implementation
Acceptance by the business
Platform for the future