

## ROCK, PAPER, SCISSORS

### Why Schweitzer-Mauduit International, Inc. migrated from EMPAC to Oracle eAM

#### Introduction

In 2006, due to de-support of their existing maintenance software, Schweitzer-Mauduit was faced with the choice of a full reimplementation of a newer version of the existing third-party, software system. Schweitzer decided, instead, to eliminate the limitations that it had struggled with due to the integration of that maintenance system with Oracle applications and instead, selected a fully integrated ERP solution.

#### Background / Problems

Schweitzer-Mauduit International, Inc. (Schweitzer-Mauduit) is a diversified producer of premium specialty papers and the world's largest supplier of fine papers to the tobacco industry. Schweitzer-Mauduit conducts business in over 90 countries and employs approximately 3,600 people worldwide, with operations in the United States, France, Brazil, Indonesia, the Philippines and Canada and with a joint venture under construction in China.



In 1998, Schweitzer-Mauduit (Schweitzer) implemented Oracle Financial Suite 10.7 P16.1 Smart Client to manage their business operations and decided to purchase Indus EMPAC as a Computerized Maintenance Management System (CMMS) to manage their maintenance assets. As a result of this decision Schweitzer maintain both Oracle and EMPAC, which they did until they replaced EMPAC in 2007.

Between 1998 and 2007 there were upgrades to both Oracle and EMPAC. In 2004, they performed their first upgrade to the 11i Oracle Suite, and implemented 11.5.8. This was integrated with EMPAC 8.6.2. Throughout this nine year time period, Schweitzer recognized that there were always limitations to what they could do with the Oracle Suite due to the integration between Oracle and EMPAC. Schweitzer was using EMPAC to manage their assets and to create material requisitions. They would then push the requisitions to an interface table, where they would then be pulled into Oracle Purchasing and the transactions would remain in Oracle for the remainder of the processing.

In 2006, Schweitzer decided to investigate their options for replacing their maintenance software.

### **Indus Option**

The options available from Indus did not fully meet Schweitzer's business requirements and would require Schweitzer's internal resources to maintain three software packages.

### **Oracle Option**

As Schweitzer began to look for other options, they realized they could choose a fully integrated ERP solution and replace their existing system with Oracle's maintenance software module, Enterprise Asset Management (eAM). In order to take advantage of Oracle eAM, and have the latest version of the software, Schweitzer would need to upgrade their E-Business Suite from 11.5.8 to 11.5.10 because Oracle had also announced that support for 11.5.8 was coming to an end in the near future. If they pursued this option, they would also need to re-implement Inventory, modify Purchasing, implement Costing and implement the i-Procurement module to ensure all the functionality was available in accordance with their business procedures.

### **Solution**

Schweitzer decided they wanted to implement industry proven plant maintenance processes that were supported by the Oracle enterprise asset management (eAM) system. This need was driven by the requirements of maintaining product quality, adequate capacity and for cost avoidance. Therefore, it was decided that they would upgrade to Oracle 11.5.10 and they would no longer invest in a third-

party software solution, rather they would implement Oracle's tightly integrated, maintenance management software module.

Schweitzer also decided that they would perform the upgrade of the E-Business Suite with internal resources, but they would hire an outside consultant, with proven experience with Oracle eAM, to partner with them in the implementation. They choose Signum Group because of their expertise with maintenance, their prior relationship with Schweitzer and with their proven track record of having over 100 sites, live with Oracle eAM.

The internal team defined requirements, performed testing and collected/cleansed the production data. The consultants led the design, configuration and testing of the global plant maintenance processes within Oracle and supported the implementation at the three Schweitzer-Mauduit sites located in the United States of America.



### **Software Footprint**

Schweitzer determined that the implementation would consist of the following:

- Upgrade Oracle Applications to 11.5.10
  - GL, AP, AR, FA, Cash Mgt, HR, OM, PO
  - OPM (OPM Inventory, OPM Quality, OPM Production Management)
- Retire EMPAC 8.6.2 System
  - Implement/Re-implement Oracle eAM, Inventory, Costing, Purchasing, i-Procurement

These changes gave Schweitzer the opportunity to review their business procedures and redefine, where necessary, how they wanted to perform their business functions. Some of the areas they reviewed were purchasing, accounting, stores inventory, maintenance management, non-work order purchasing procedures, inventory costing, and receiving. By the end of the implementation, Schweitzer truly understood their business procedures and had a software tool that supported their needs.

## **Results**

Schweitzer implemented the solution as designed, but accelerated by three months. They decided at the beginning of the implementation, that if their internal resources could support it, they would prefer to implement sooner rather than later. As their partner, Signum Group provided consultants with expertise in Inventory, Purchasing, i-Procurement and Costing in order to accelerate the implementation. Schweitzer rolled out the implementation as a big-bang Go-Live at three plants in the Northeastern United States. Essentially all of their inventory items (99%) were accurately converted and the entire implementation was accomplished with no customizations!

## **Conclusion**

Schweitzer-Mauduit had implemented Oracle E-Business Suite several years ago, but had opted to use a third party maintenance management system and interface that into the Oracle suite. In 2006, Schweitzer recognized the need to improve its information management and after evaluating the options for a new maintenance software solution, determined the best choice was a fully integrated ERP solution using Oracle Enterprise Asset Management.

The upgrade from 11.5.8 to 11.5.10 was accomplished three months early, using both Schweitzer internal resources and consultants supplied by Signum Group with expertise in Inventory, Purchasing, i-Procurement and Costing. Additionally, Signum Group took the lead for the migration from Schweitzer's existing maintenance software to Enterprise Asset Management. Schweitzer realized they needed expertise to ensure a successful migration from EMPAC to Oracle eAM and Signum was selected for their subject matter expertise in Oracle eAM and their experience with implementing more live sites of Enterprise Asset Management than any other company.

## **Works Cited**

Schweitzer-Mauduit International, Inc. <http://www.schweitzer-mauduit.com/>

Interview. Sue Hrib. CEO. Signum Group, LLC.

## About Schweitzer-Mauduit

Schweitzer-Mauduit is a diversified producer of premium specialty papers and the world's largest supplier of fine papers to the tobacco industry. Schweitzer-Mauduit conducts business in over 90 countries worldwide and has operations in the United States, France, Brazil, Indonesia, the Philippines and Canada and has a joint venture under construction in China.

The US Operations, headquartered in Alpharetta, Georgia, consists of three paper mills located in New Jersey, New York and Massachusetts. For more information visit: [www.schweitzer-mauduit.com](http://www.schweitzer-mauduit.com).

## About Signum Group

Founded in 1994, Signum Group is a leading enterprise asset management consulting and systems integration company.

Signum's team of senior asset management consultants has delivered over 100 projects to over 30 Oracle customers across a wide range of maintenance-intensive industries.

Signum customer support incorporates **SignumWay™**, a suite of proprietary implementation, data management, and training toolkits that combine the benefits of streamlined software implementation with a business process management approach. For more information, visit [www.signumgroup.com](http://www.signumgroup.com) or call 770-514-8111.

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