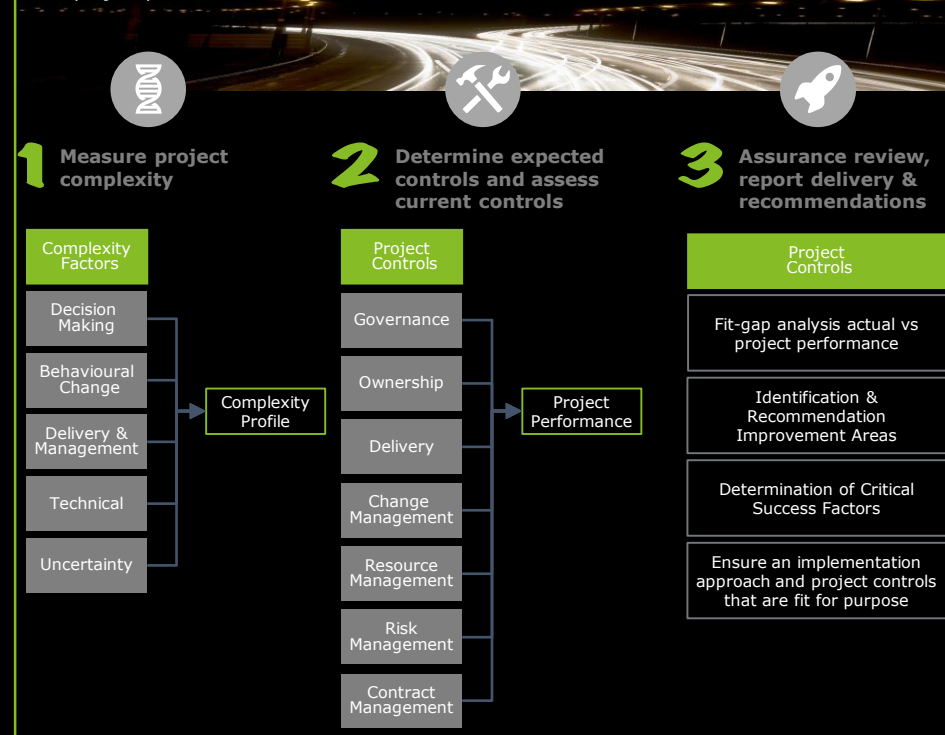


# S/4 HANA transformation – Determining Complexity & Drivers for Success

Deloitte's Predictive Project Analytics helps you identify and manage project risks, and translates this knowledge into a clear understanding of critical quality assessment areas in a S4/HANA transformation

## Predictive Project Analytics to assess complexity & controls in the S4/HANA transformation project

**Deloitte's Predictive Project Analytics (PPA)** significantly enhances the effectiveness of traditional project management tools. By leveraging advanced analytics we can identify the complex areas, and are able to evaluate the likelihood that a S4/HANA implementation project will be successful – followed with practical and actionable advice to continuously monitor quality and project performance












## Identified success factors and drivers for success in ERP transformations

| 1. Effective Program Governance  | 2. Legal & Statutory Requirements  | 3. Process Sign-off  | 4. Internal Controls   |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>Strong program governance capability focused on delivering the program and gaining alignment with functions on all organizational levels</li> <li>Methodical, "work stream" based approach to planning and executing the program</li> <li>Clear project mandate and early, effective decision making are crucial</li> </ul> | <ul style="list-style-type: none"> <li>Continuous changing legal requirements, require local SME's that have most up to date knowledge on local legislation.</li> <li>It is not only important to have a QA partner that delivers the legal knowledge for the interpretation of legislation but also a QA partner who translates this legislation into comprehensible designs for development in or next to a next ERP.</li> </ul> | <ul style="list-style-type: none"> <li>In order to come to a design that fits the standard S/4HANA functionality and is also complete, QA partner should provide knowledge on industry and ERP technology.</li> <li>Continuously monitor the process designs, to ensure these support the business case.</li> <li>Assure to have the processes signed off from technology and business perspective.</li> </ul> | <ul style="list-style-type: none"> <li>Diligence about understanding the process baseline and level of maturity</li> <li>Build in additional FTE capability and test readiness in "receive site" operations</li> <li>Use the right tooling to automate SOX compliance of your responsibilities and assure segregation of duty</li> </ul>   |
| 5. Change Management and Stakeholder Buy-in  | 6. Diligent migration process  | 7. Architecture Review   | Business Continuity & Controls   |
| <ul style="list-style-type: none"> <li>Alignment of Senior Leadership to work towards common goals.</li> <li>Clear strategy to engage with Functional, Regional and Divisional leadership.</li> <li>Factoring in of sufficient resources and time.</li> <li>Ensure change as integral part of the program management.</li> </ul>                                   | <ul style="list-style-type: none"> <li>Diligence about understanding the process baseline and level of maturity</li> <li>Build in additional FTE capability and test readiness in "receive site" operations</li> <li>Aligning the "send site" process transition planning (e.g. personnel redeployment) with the "receive site" transition planning</li> </ul>   | <ul style="list-style-type: none"> <li>Alignment of Senior Leadership to work towards common goals</li> <li>Clear end-goal target architecture but clear stepping stones in the transition</li> </ul>  | <ul style="list-style-type: none"> <li>Provide guidance and implementation of the transition from legacy to S4/HANA</li> <li>Ensure that for high risk areas that parallel and fall back plans are in place to ensure continuity of operations</li> <li>Leverage Deloitte knowledge on S4/HANA controls for the implementation of required, cost efficient and sustainable controls</li> </ul> |

# S/4 HANA – How to stay in control of the S4/HANA transformation?

Independent Quality Assurance: possible at different moments, with different durations and intensity depending on your needs

| Stay in Control   | Approaches  |   |   |  |   | Tooling   |  |  |
|---|---|---|---|--|---|---|--|--|
| <p>Our approaches to stay in control of your S4/HANA transformation ensure:</p> <ul style="list-style-type: none"> <li>• A fit for purpose QA is exercised by identifying the <b>key complexity drivers</b> and the associated <b>risks</b></li> <li>• <b>A continuous focus</b> on, and re-evaluation of <b>risks</b> and <b>issues</b></li> <li>• <b>A continuous cycle</b> of recommendations, and following up on these recommendations</li> <li>• <b>Involvement of SME's</b> to ensure quality both for the governance and execution of the S4/HANA implementation</li> </ul>  | <p><b>Complexity Scan</b></p>  <p>The complexity assessment helps to <b>identify key complexity drivers</b> and potential opportunities to decrease complexity. Combined with a view on expected controls to be implemented to manage a project of this kind it <b>provides direction for setting up your project.</b></p> <p>At the start, 2-10 days</p> <p>PPA</p> | <p><b>Governance Assessment</b></p>  <p><b>Secure you have a governance structure that is fit for purpose</b> to support the transformation via an initial assessment. During later stages, periodic check-ins <b>enable that the Governance model is operating effectively</b> and meeting the needs of the Program.</p> <p>At the start, 4-10 days</p> <p>PPA (optional)</p> | <p><b>Targeted Deep Dives</b></p>  <p>Focus on highlighted and specific areas and emerging risks within the program, <b>providing deeper insight</b> support the E2E QA, relying on specific knowledge and expertise <b>to pinpoint risks and root cause of issues.</b></p> <p>Depended on project lifecycle &amp; risks</p> <p>PPA (optional)</p> | <p><b>Stage gate reviews</b></p>  <p>Asses if the specific objectives of the project phase have been achieved and whether <b>the program is ready to enter the next phase</b> based on a set of processes and content rich questionnaires.</p> <p>At (key) stage gate transitions, 1-3 days</p> <p>PPA (optional)</p> | <p><b>End 2 End QA</b></p>  <p>Continuous review of the project covering <b>foundational program processes.</b> By being 'on site', pro actively addressing day-to-day risks and the follow up of recommendations coming out of formal assessments in collaboration with the program team (PMO, Project Quality Control</p> <p>Ongoing during Project lifecycle, 0,5- 2 d p. week</p> <p>PPA, Pulse check DRM (all optional)</p> | <p><b>Predictive Project Analytics</b></p>  <p>An extensive analytical project <b>assessment examining project characteristics and controls in place.</b> By benchmarking against similar projects PPA allows you to <b>objectively assess your project's health</b> and increase the likelihood of successful outcomes.</p> <p>All moments in the lifecycle</p> | <p><b>Pulse check</b></p>  <p>A quick, insightful tool offering insights in the <b>perception of the project success.</b> Pulse Check is forward-looking, and allows you to focus on the consequences of continuing to run the project in the current manner, providing an <b>early warning system for when intervention is required.</b></p> <p>Ongoing during Project lifecycle, 0,5h pp p week</p> | <p><b>Dynamic Risk Monitoring</b></p>  <p>Provides a risk heat-map, customized for the project and easily <b>updated through a simple automated online survey.</b> Individual risks are assessed by a range of project participants to <b>provide an immediate 360° view of potential risk.</b></p> <p>Ongoing during Project lifecycle, 0,5h pp p week</p> |

# Contacts

For more information please contact:



**Johan Van Grieken**  
Partner Deloitte Belgium  
+ 32 2 800 24 53  
[jvangrieken@deloitte.com](mailto:jvangrieken@deloitte.com)



**Wivine Massaut**  
Director Deloitte Belgium  
+ 32 2 800 22 74  
[wmassaut@deloitte.com](mailto:wmassaut@deloitte.com)



**Julie Van der Planken**  
Director Deloitte Belgium  
+ 32 2 800 27 09  
[jvanderplanken@deloitte.com](mailto:jvanderplanken@deloitte.com)