

Deloitte.



**SAP S/4 HANA
Transformation confidence**

Taking advantage and confidence into the world of S/4 HANA transformations



**MAKING AN
IMPACT THAT
MATTERS**
since 1845

Maximising value from SAP enabled transformation

An SAP programme is your opportunity to really drive improvements to the way you manage your business. It is fundamental that your project delivers improvement in the right way, first time. So many businesses rely on expert Systems Integrators – but a provider who can support you to manage risk and achieve total **transformation confidence** is just as key. Focusing on the now, course correcting in-flight, and not finger waving after the event allows us to build confidence in the outcome of your investment, sharing in the success of the programme with you.

Rethinking governance

- More customers are moving to the newer S/4 application and HANA database.
- Many companies have **complex** SAP landscapes, which support critical business processes and financial reporting.
- Confidence in your transformation is critical in this context, to cut through the complexity and build the support and trust that executives and boards need to invest in such significant improvement projects.
- It is also important to build understanding of the programme mechanisms used to deliver both the technical solution and business transformation.
- Getting decisions wrong today will impact down stream delivery.

Transformation confidence in your SAP programme

Prepare Explore Realise Deploy & Embed

Our transformation confidence offering rethinks traditional programme assurance – bringing the best of our deep integration skills and our understanding of assurance and risk.

The critical change is moving from disparate areas of backwards looking assessment to providing **forward-looking insight** into how the decisions you are making impact the rest of your programme.

We also support programmes teams by fixing challenges, not just identifying them. To do this we provide subject matter experts who can flex their approach from **assessing** project work to being embedded in the project team, **improving** or **integrating** it with other project areas.

We can partner with you to build transformation confidence throughout your S/4 Journey.

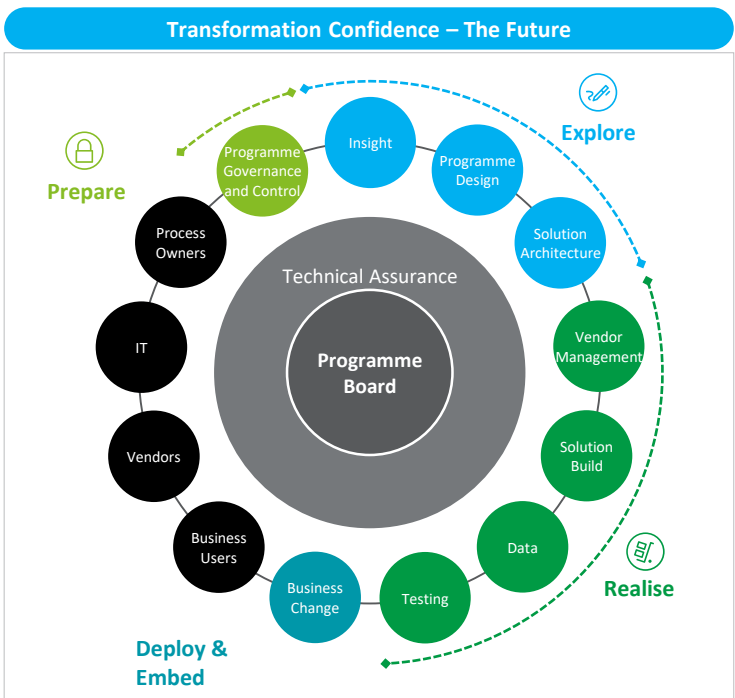
Why Deloitte?

As a SAP global partner, we see how SAP is at the heart of many business' operations, and we know that trust and assurance is critical, whether we are implementing, supporting or assuring your SAP system.

In March 2020, Deloitte won a trio of SAP Pinnacle awards recognising our strength in helping clients transform their core business operations:

- *SAP S/4 HANA Partner of the Year*
- *SAP S/4 HANA Cloud Partner of the Year*
- *SAP Success Factors Partner of the Year*

This world leading capability allows us to provide meaningful transformation delivery support.



Why this demands your focus

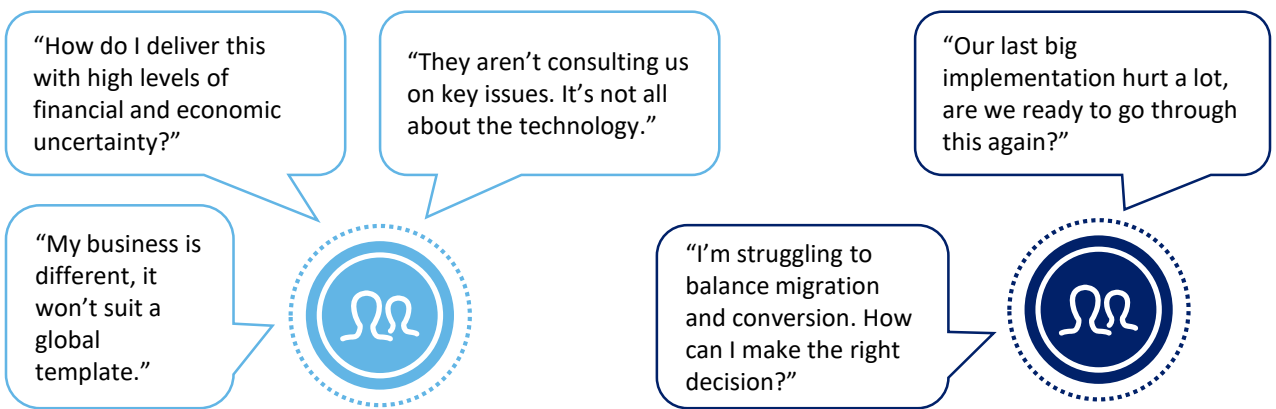
Delivering this business transformation will require changes to the way your business operates as well as changes to your technology infrastructure - which is why accurate, real-time information becomes important to sustain stakeholder confidence.

Challenges to overcome - Governance

Fundamentally, this is a business transformation, enabled by technology; not a technology programme. This underlying purpose can easily get lost in the noise of programme delivery which can be too focused on the technology and not the business transformation itself. This combined with the conflicting concerns and objectives of various stakeholders can impact successful programme governance, which is characterised by:

- Timely and well-informed decision-making; and
- Effective and efficient decision implementation.

Competing interests of senior stakeholders

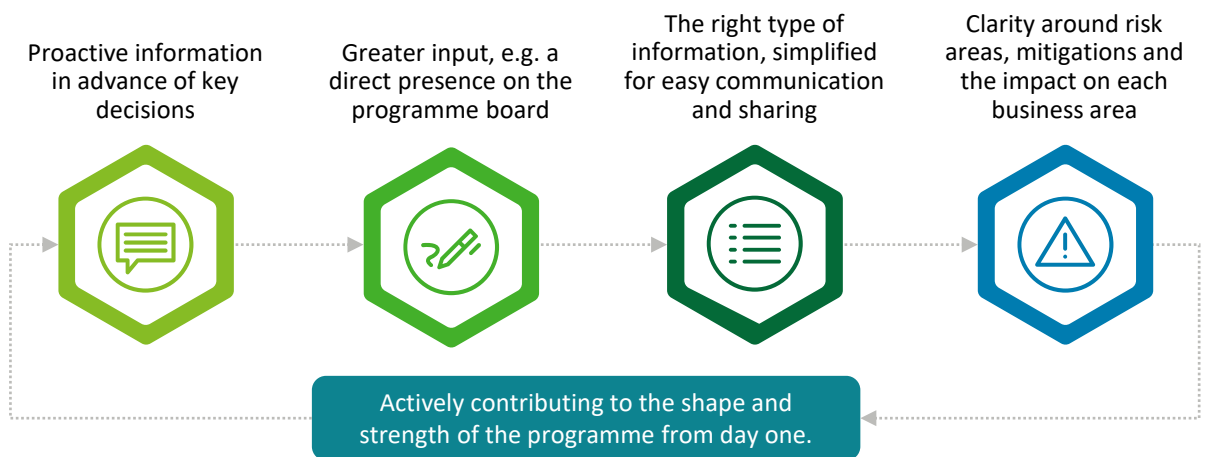


If your programme governance is not equipped with the right information to make decisions and communicate effectively and confidently with key stakeholders, the transformation is capable of leaving an organisation with the same problems it began with. This is where having **confidence in your business transformation** across the end-to-end implementation, real time, can support governance to confidently communicate to stakeholders on all aspects of the programme; business and technical.

How transformation confidence helps you to tackle this challenge?

Adopting this business transformation approach will equip you with the information required to deliver to these competing interests.

It will provide:



Where will SAP transformation confidence add direct value for you?

There are several critical decisions where some pro-active advice and experience could help shape the programme and avoid regret spend. Programme decisions will impact many areas of the business, not just finance or IT.

Being equipped with the right information at the right time will keep your organisation focused on the business transformation that really makes a difference. It will also equip executives to communicate with confidence where needed across the following business, delivery and technical areas:

Business Challenges	Simplification	Change management	Morale
	Business teams can resist simplification as it requires business change, and shifts focus away from routine requirements.	Key procedures need to be in place to ensure changes are executed in a controlled manner.	People are key to success, but some business areas may be at risk of change fatigue, and lose enthusiasm.

Key questions to ask your programme team on the business improvements they will drive

Q Where is simplification resulting in the most benefits?	Q Have we considered the communities this will affect and the best way to involve them?	Q What is the strategy to monitor and manage change fatigue?
Q Can we truly release staff with streamlined processes, or will their time be consumed elsewhere?	Q How are we managing change readiness?	Q What are we actively doing to maintain engagement?

Technical and Delivery Challenges	Impact on non-SAP systems/processes	Data model	Wider IT strategy
	It is crucial that the integration to non-SAP systems has sufficient focus in the design, build and testing.	Businesses are often tempted to implement the system and resolve data issues later which results in higher costs.	Choices made in this project will fundamentally impact hosting, integration, technology support, and access control approaches.

Key questions to ask your programme team on how they will deliver improvements

Q What are the older and more esoteric systems linked in to SAP?	Q How much are we customising the standard data model?	Q How will the decisions on SAP affect the rest of the IT estate?
Q Do we understand what's in our legacy environment, before we start a major programme?	Q When will we start engaging with users to understand the real state of the data?	Q When people tell me SAP will fix that – is it truly in scope of the project ?

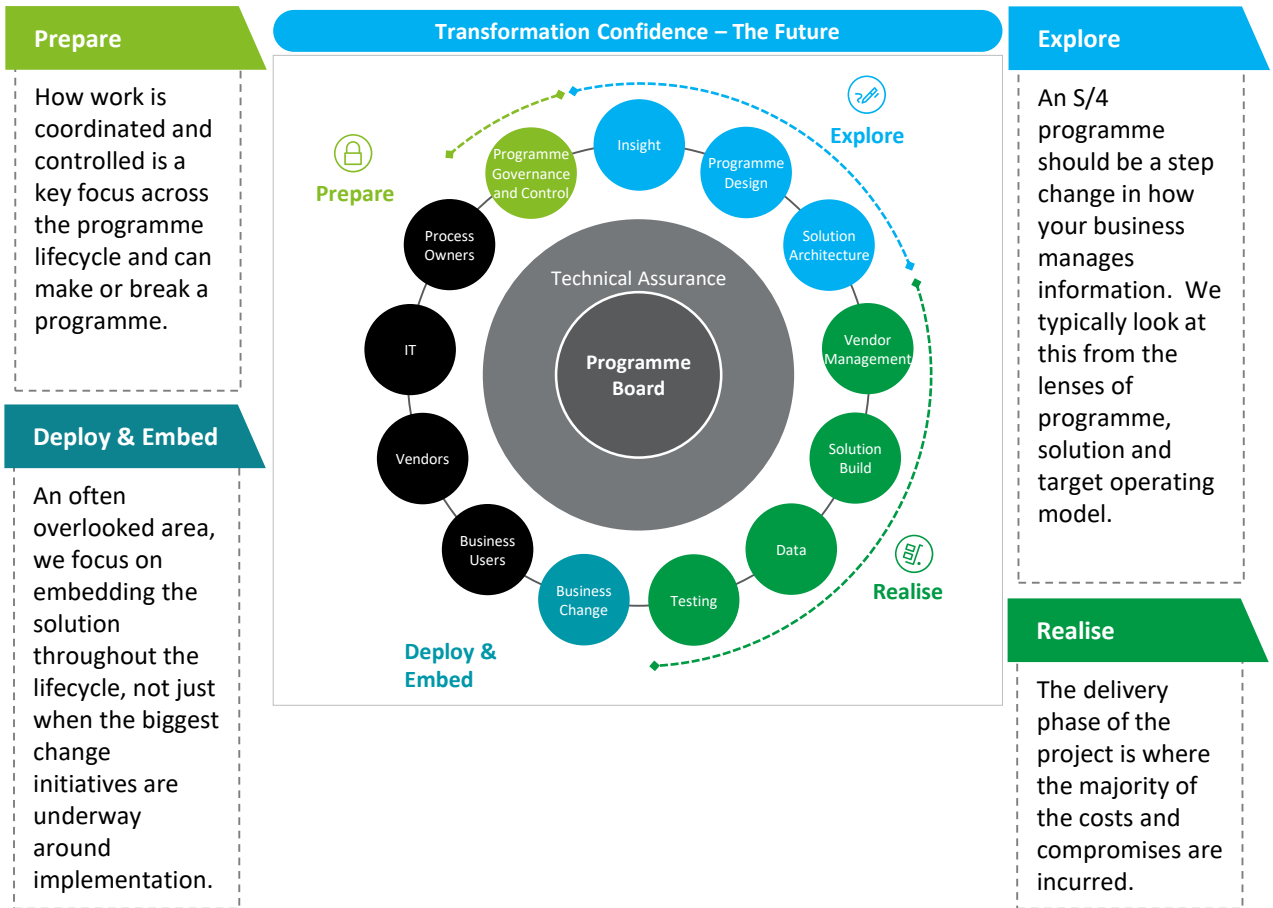
Our view is that organisations need to overcome the tendency to involve assurance providers only when the programme is comfortable that it has the right answer, or conversely the programme is at severe risk.

How do you move from programme assurance to transformation confidence?

As an award winning SAP provider we believe this approach to achieving ongoing transformation confidence is the right way to go.

To achieve this your programme needs to coordinate the business, technical and delivery elements of the programme, and pro-actively challenge the critical design decisions in real-time instead of merely looking backwards.

Embedding this will feed your governance team with the confidence they need to make decisions and communicate effectively - by combining programme knowledge, technical understanding and effective business change processes.



To achieve confidence in your transformation we can also provide deep dives

In areas not typically within a system integrator’s standard scope:

Controls	Expertise, review and challenge surrounding the design, implementation and testing of business process controls in S/4HANA, as well as more general governance, risk and compliance concerns.
Security	Support on security and access controls, management and review, including SAP GRC Access controls, Cloud & Cyber security and Identity & Access Management related risk management.
Digital controllership	Ensuring digital capabilities are leveraged in traditional accounting and reporting processes, including in the development of the financial data model design (e.g. CoA), organisational design and whether opportunities for finance automation have been adequately considered.
Data risk	The effective management of data risk as part of the transformation, including the application of data management and governance principles, best practice relating to effective data cleansing and migration as well as data privacy considerations.

Contacts

Contact the Deloitte Risk Advisory professionals listed below to discuss the approach to assuring and supporting SAP projects at your organisation:



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