



SBN NORGE
SAP USER GROUP NORWAY

POWERED BY  **ADFAHRER**

Transformation Project or IT-project – brown-,blue- or greenfield?



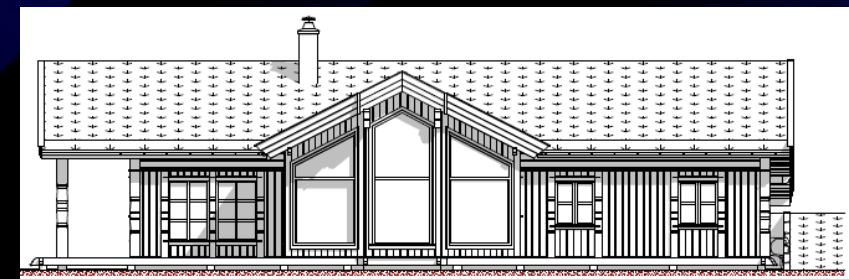
Hytter

Hytter til leie, salgs og Nøkkelferdige

- Old and solid – full of charm, tradition and history
- Has almost everything you need such as electricity, water, sauna, bathroom, road and a fantastic 365-degree view, but
 - Small checkered windows give little view
- Works; barely serves its purpose, but.....
 - Crowded living with children and grandchildren
 - Struggling with water and sewage
 - Slight draft from the floor that has become crooked
 - Eventually very demanding **maintenance**
 - New opportunities, easier and more comfort available
- New cabins are springing up like mushrooms "with all the bells and whistles"
- So, what do you do (the agony of choice)?:
 - Tweak and improve what you have while you can
 - Sell, get rid of and buy something new
 - Build new next to the old (Annex/extension) (Central Finance) and fix the shortcomings in the main cabin
 - Tear everything down and build new
- And what is a sensible thing to do in the short and long term?



- After long and many rounds we decided to build a new cabin from scratch
- Everything old was removed/sold/given away/moved
- The project is to prepare the land, lay a concrete slab and put a new cabin on the land with everything you could want in a modern solution



Greenfield



- Exceeds all our expectations in every respect
- A completely different experience and pleasure than before
- Great value to the family– spends a lot of time here
- More expensive than planned and budgeted – up to several revisions
- Took longer than planned – fight for resources in the start-up phase had repercussions in terms of completion date
- Many suppliers/deliveries caused coordination challenges



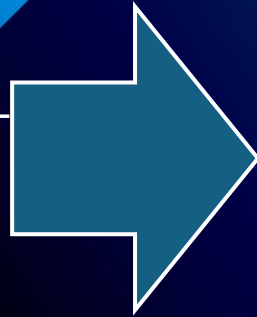


The Aker Solutions Case

- Business Driven
- Only Finance
- No brown, blue or greenfield considerations
- Pure technical migration
- Very limited value due to internal circumstances

The move to S4 => a cognitive journey

Viewing the move as an IT-project where cost and the end of SAP maintenance are the main drivers and not enough buy-in from the business or top management, leads to this being a technical migration with limited new value for the company



New ERP projects are increasingly about using standardized processes and integrating AI into business processes. An ERP project has evolved into a major change project (not IT), where success requires that all levels of the organization understand the value and adapt to the new ways of working. A structured approach to change is essential for a successful project and to ensure lasting gains and the achievement of goals.

If everything you do on this journey is a pit stop, what is the end game?

“All change seems impossible, but once accomplished, the previous state seems impossible” (Ghandi)

The Paradox of Change: From Impossible to Inevitable

The Illusion of Impossibility

Societal and personal change often feels daunting and unreachable at the outset.

High Initial Resistance

The existing state feels permanent, creating significant mental friction against transformation.

The Pre-Change Perspective



The New Normal

Once transformation occurs, the previous state becomes difficult to even imagine.

Hindsight Inevitability

Completed change feels natural, making the struggle to achieve it seem distant.

The Post-Change Perspective

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SBN Norway: A Thriving SAP Community at a Glance

100

Member Companies

A robust network of organizations collaborating within the SAP ecosystem.

2,500+

Annual Participants

High engagement across 50-60 specialized events hosted throughout the year.

400

Conference Attendees

A flagship annual conference serving as a primary hub for networking.

Lean & Efficient Back-Office

Only 3 dedicated people manage the entire organization's operations.

Global SAP Ecosystem Integration

Strategic membership in SUGEN and EMEA networks for broader influence.

Excellent SAP Support

Strong, direct backing from SAP ensures high-quality member resources.