

pearl

RETURN ON INVESTMENT

Benefit Realization with S/4 HANA

Who am I?



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SOLUTION ARCHITECT AT PEARL

Agenda

- About typical greenfield
- About typical brownfield
- How to get ROI on brownfield migrations

The Classic Greenfield Approach

THE "LARGE BUDGET BLOCKBUSTER"

Brownfield was evaluated and considered an impossibility; often because the system is old or because the legal structure of the company has changed dramatically since initial installation

The budget is "roomy"

Everyone is keen to transform and "fit-to-standard"
(at least at the start)

...but actually, archiving also sounds like hard work



GOOD REASONS TO GREENFIELD

- We want to force our whole user base to work in a standard future-proof way and we are not going to look back!
- We are moving to Public Cloud
- We plan to totally transform at the same time as we «lift and shift»

«LESS GOOD» REASONS TO GREENFIELD

- We have lots of custom code
- We have legal companies we no longer need
- Our account numbers are too short
- We have vast numbers of articles which are so old that they are no longer needed
- Though if enough of these are true, then the sum is a good reason!

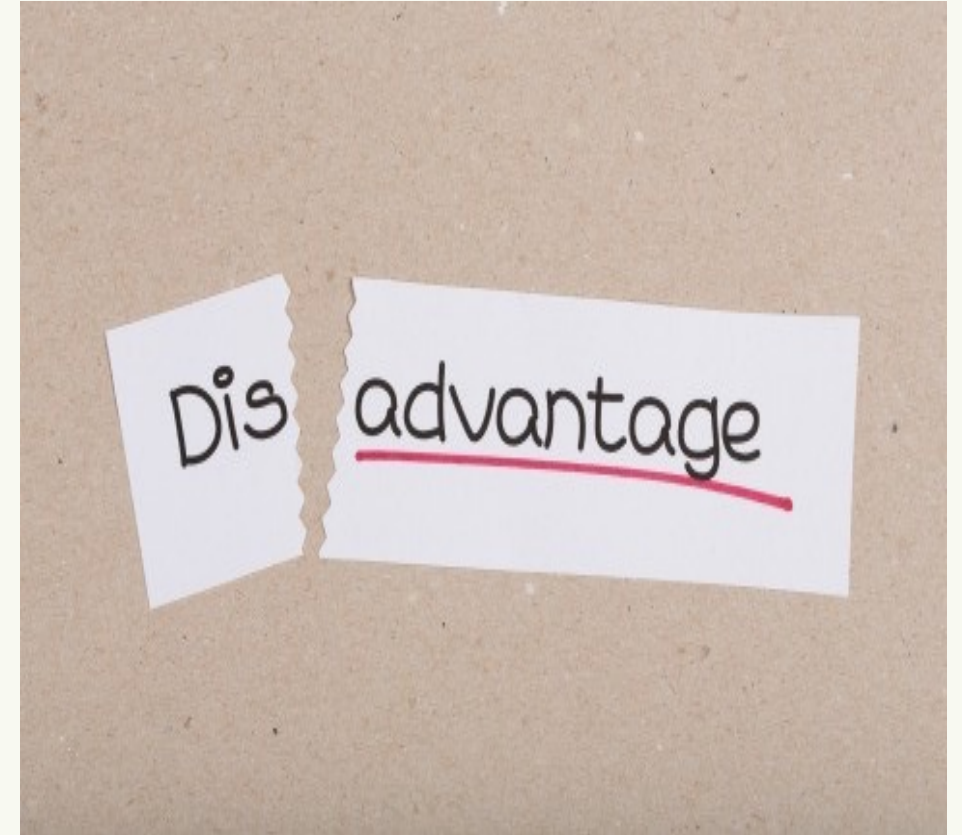
GREENFIELD ADVANTAGES

- All the users will naturally work in a new way because you implement Fiori processes (of course)
- You can make a running start with standard apps and roles from **Fiori apps library**
- You can utilize **SAP Best Practice**
- You are future-proof (easy app adoption)



GREENFIELD DISADVANTAGES

- Need to maintain the archive from the old system for legal audit trail with a long horizon
- Need to report like-for-like between future and historical periods – you don't get to drop the old way of doing things completely
- You may need to «refer» to old documents. A strategy is needed for this
- You have to organize a migration of necessary data
- It may not be as ideal as it sounds...



Archive!
Archive!
Archive!

AN TOTALLY IMAGINARY SITUATION...



The Classic Brownfield Approach

THE I.T. DEPARTMENT IS RUNNING OUT OF TIME

Our system will no longer be supported. Let's just migrate! We need to get this over with! You can almost taste the panic. . .

Time is running out. As the deadline closes in all ambitions of revitalizing the solution with new processes evaporates. There is more than enough to deal with in the changeover to Business Partner ☺

"We'll use Phase 2 to implement Fiori" says the business sheepishly





DIGITAL CORE

The Proof-of-Concept is underway....

Focus on «the cloud» and «digital core»

The **Simplification Item Checklist** is not as **spring-green** as the IT department had hoped

The **SPAU list** confirms what the ATC list had previously hinted

Whilst being justifiably horrified over the amount of custom coding which must be adjusted, the IT department finds themselves

VERY COMFORTABLE INDEED

because, thus far, they do not have to talk to a single user!

Besides, the users are really busy with Business Partner migration...

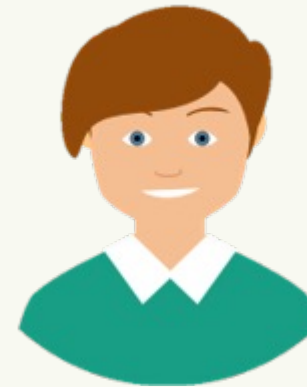
LESS FOCUS ON THE USERS OF THE NEW SYSTEM

Super user Petra is somewhat unwilling to move to Fiori. She loves her transaction codes. She loves that she knows more than Frank!

Frank on the other hand is bursting to finally use his touch screen as it is intended and have as much insight as Petra

He is also ready to use the new functionality that SAP has talked about for **literally years**

We might need to be careful that Frank doesn't get too much authorisation!



PETRA

SUPER USER



FRANK

ENTHUSIASTIC END USER

ANY CHARACTERS USED IN THIS PRESENTATION ARE ENTIRELY FICTIONAL AND IN NO WAY REPRESENT ANYONE I HAVE EVER WORKED WITH!

«THE PERFECT STORM OF INERTIA»

- I. T. is enjoying their moment in the sun
- The business is happy not to have to be too disturbed, whilst at the same time moving to S/4
- The migration is due to be finished in a total of 3 months
- Why prolong the pain with changing the business processes?
- This is a perfect storm of inertia. It becomes a very real possibility that Phase 2 **will never actually happen**



Anybody
recognize their
place of work?

TRANSFORMATION AFTER BROWNFIELD

- Your «digital core» is established
- Your master data is converted
- You have all of your transaction history
- The business (at least the ones who don't work with business partners) barely noticed...
- What should be your next move?

WHAT CAN I DO TO CLAW BACK SOME ROI?



FIORI



SOME WAYS TO MAKE THIS A LITTLE EASIER...

MAKE THE MOVE TO FIORI!

Whilst the implementation of Fiori can appear complicated and risky, it is **not** space travel

NOTE: Fiori is established anyway as a prerequisite for supporting some basic functions (house bank configuration, commodity code maintenance for example). You have the spacecraft but you are driving it around like a taxi!



FIORI MOVE IS OFTEN SIMPLER THAN EXPECTED

- In Pearl's experience, «Lift and Shift» (your move to S/4HANA) is a simpler process than most customer's assume
- Investment in the user experience is also **perceived as** a more problematic transformation than it actually is
- Often, things haven't changed **that** much



ONE POSSIBLE ALTERNATIVE: FIND A PILOT USER GROUP



SOME USERS MAY NOT ACTUALLY NOTICE

- Aside from the change in access point to the application, purchasing on an operative level can look pretty much the same – using the «classic» app in S/4
- Of course, other apps do more exciting things – but not this one!

Purchase order before

Purchase order after

Sh. Text	MvT	Material Document	Item	Posting Date	Quantity	Delivery cost quantity	O.U.	Amt.in Loc.Cur.	L.Cur.	Qty in OPU	DelCostQty (OPU)	Order Price Unit	Amount in Crv
WE	101	5000003761	1	03.12.2021	10.000	0.000	PC	49.40 EUR	10.000	0.000	PC	49.40 EUR	
Tr./Ev. Goods Receipt					10.000		PC	49.40 EUR	10.000		PC	49.40 EUR	
RE-L	5105602289	125	03.12.2021	10.000	0.000	PC	49.42 EUR	10.000	0.000	PC	49.42 EUR		
Tr./Ev. Invoice Receipt					10.000		PC	49.42 EUR	10.000		PC	49.42 EUR	
WA	643	4900506947	1	02.12.2021	10.000	0.000	PC	41.02 EUR					
Tr./Ev. Goods Issue					10.000		PC	41.02 EUR					
Lfs	80025095	10	01.12.2021	10.000	0.000	PC	0.00 EUR						
Tr./Ev. Delivery note					10.000		PC	0.00 EUR					

BUT I CAN'T MIGRATE AN ENTIRE ROLE!

- Some of the transactions in a user's role are replaced, but some are ABAP-based custom transactions

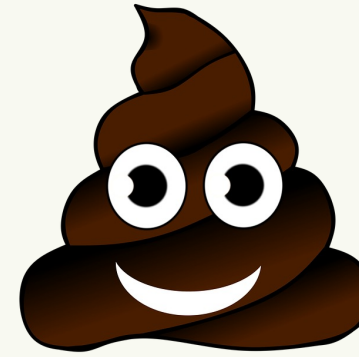


GOOD TO KNOW - FIORIFYING ABAP APPLICATIONS

- You can «Fiorify» ABAP-based applications!
- The user gets a streamlined launchpad with a complete portfolio of tiles

IMPORTANT CAVEATS!

- Some functions, such as download to Excel, may be lost in this case
- An application that runs slowly in ECC does not necessarily run any faster on the HANA database. The report may have lost it's meaning and may be superceded by a Fiori app



A bad ABAP-
based
application in
ECC

A bad ABAP-
based
application in
Fiori

DO I HAVE TO COMPLETELY RETRAIN EVERYONE?



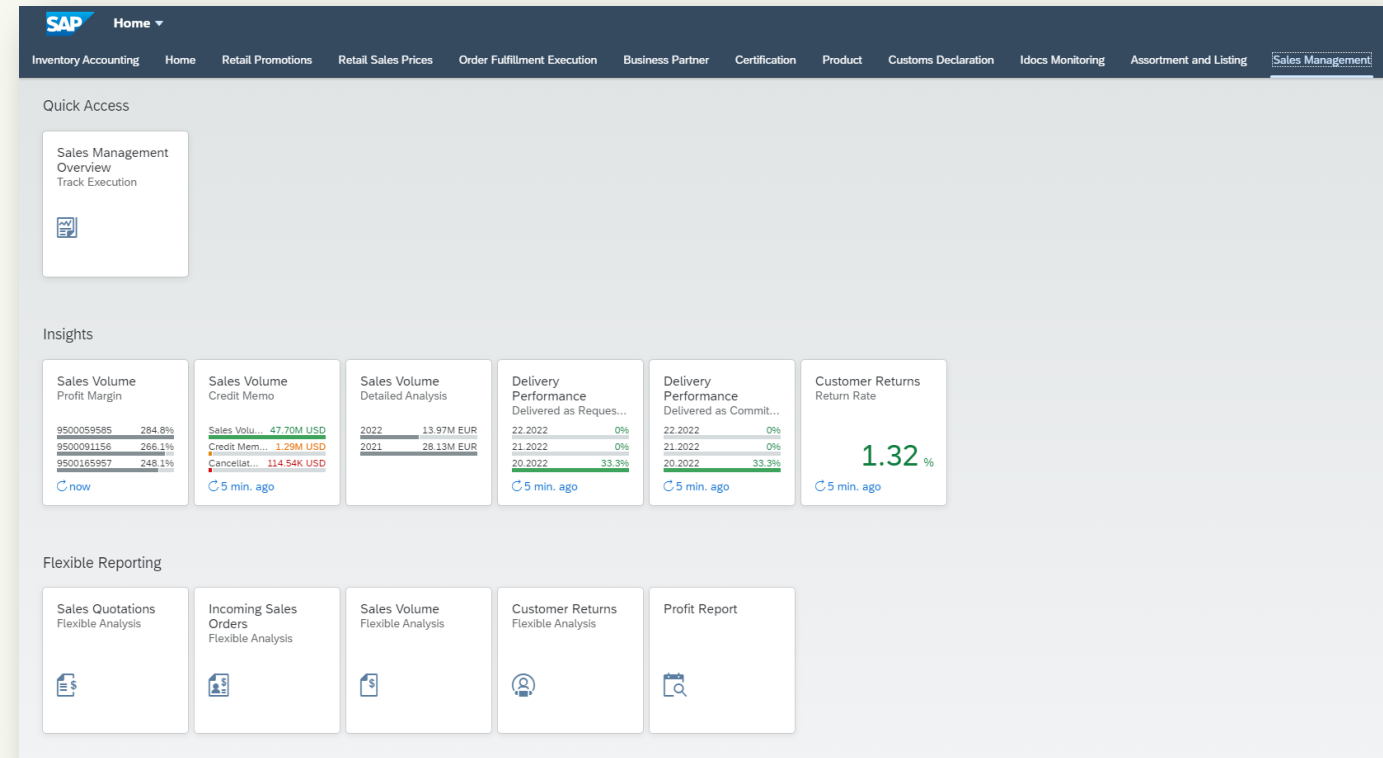
- If you choose the pilot group carefully complete retraining will not be necessary
- Help within Fiori is excellent
- Transaction codes can even be included as metadata to the apps where this is relevant so that, where the process is the same, the users can even use their old transaction codes

ANOTHER POSSIBLE ALTERNATIVE: EMBEDDED ANALYTICS



PILOTING SPECIFIC FUNCTIONALITY

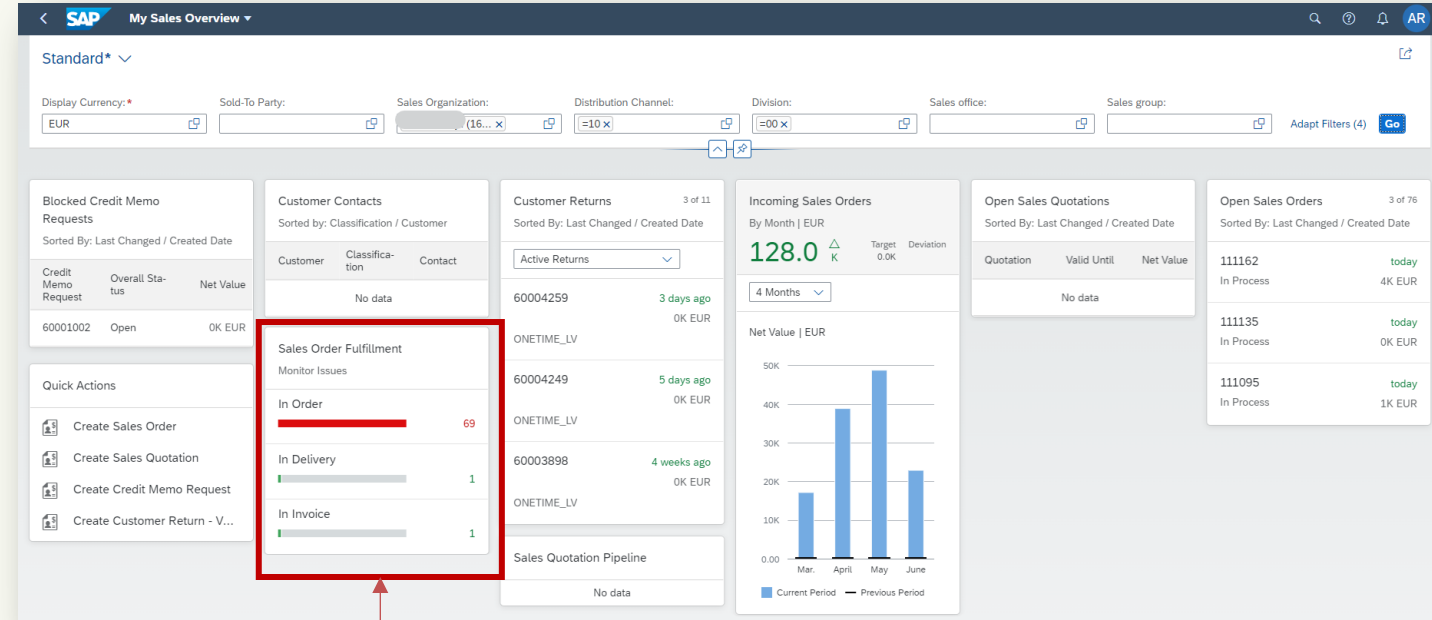
- Analytics embedded in the S/4 system gives important real-time insight
- Some user groups will be tempted to report this way rather than using old operative reports
- Analytics apps may entirely replace other operative reporting for specific user groups
- «Soft» go-live



- Users can tailor analyses to specific material groups or sales areas here for example
- Users can distribute their own analyses to other authorised users as URLs

OVERVIEWS AND ACTIONABLE CARDS

- Overviews can also be used
- These dashboards can be useful for managers but are also «actionable» meaning that they are useful for operative resources

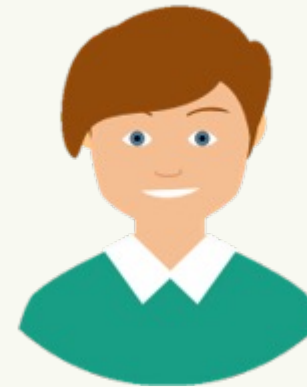


Note, for example, «Sales Order Fulfilment» where the user can drill down to specific documents requiring attention and where they can ignore entirely everything that is OK

MAKING THE MOVE TO FIORI

The move to Fiori needs to focus on two things:

- Processes (for Petra)
- Authorisations (especially for Frank!)



PETRA

SUPER USER



FRANK

ENTHUSIASTIC END USER

PROCESSES



STANDARDIZE



UNDERSTAND WHAT «STANDARD» IS

- Getting to know standard is essential
- What can we do differently?
- Whilst Best Practice packages cannot be implemented into productive systems, they can help with an assessment of your current process and an assessment of the impact of the new process
- This is essentially what the «Rise» process is all about

SAP Best Practices Explorer

Per «Scope Item»

- Process flow
- Test script
- Set up instruction

- Task tutorial



Annotated video!

AUTHORISATIONS



- Many companies feel that migrating to new authorisation, like Business Partner migration, is an unnecessary hindrance
- Each app belongs to a standard SAP Business Role
- Implement **entire** roles (i.e. with all its apps) – copy them - adjust according to business needs only where necessary
- Pilot specific apps by hiding not-yet-needed apps on the relevant users «spaces»
- Thorough testing is required! You implement a whole catalogue of access beyond the initial app

BROWSING USING THE ROLE PERSPECTIVE

- Browsing in the library is efficient
- Use Product Suite to limit the number of apps to browse
- Choose the Line of Business you are interested in
- Then choose Role
- Start small and build up packages of Roles that represent your real business roles in the best way possible
- Adapt your real business roles to SAP Roles where at all possible

The screenshot shows the 'Filter' dialog box in the SAP Fiori Lighthouse application. It contains several filter categories, each with a text input field and a small icon (either a dropdown arrow or a square with a plus sign) to the right. The filters are: Product Suite (set to 'SAP S/4HANA'), Application Type (empty), UI Technology (empty), Line of Business (set to 'Sourcing and Procurement'), Role (set to 'SAP_BR_EMPLOYEE PROCUREMENT'), Industry (empty), SAP Fiori lighthouse apps (empty), What's new? (empty), Required Back-End Product (empty), and Application Component (empty). At the bottom right, there are three buttons: a magnifying glass icon, 'Go', and 'Close'.

Filter Category	Value
Product Suite:	SAP S/4HANA
Application Type:	
UI Technology:	
Line of Business:	Sourcing and Procurement
Role:	SAP_BR_EMPLOYEE PROCUREMENT
Industry:	
SAP Fiori lighthouse apps:	
What's new?:	
Required Back-End Product:	
Application Component:	

KEY TAKEAWAYS/GROSS OVERSIMPLIFICATIONS



KEY TAKEAWAYS

- **Greenfield** – the BIG BANG approach to future-proofing
 - You can utilize standard but this requires a complete business transformation
- **Brownfield** – may result in the «Perfect Storm»
 - You can realize the same benefits in a brownfield installation, but it will take time and stamina
- The same tools used in a greenfield installation are open to users of brownfield installations in order to understand and learn
- Neither Petra nor Frank in any way resemble real users I have ever come into contact with!

ANY QUESTIONS?



Thank you for your time

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