

11 FACTORS FOR SUCCESSFUL MIGRATIONS TO SAP S/4HANA

- 1 Strategic planning and objectives**
 „The essence of strategy is choosing what not to do,“ the American economist Michael E. Porter once said. The migration to S/4HANA offers great opportunities to realise innovations, shed ballast, cut off old habits and at the same time involves the risk of opening up too many topics and losing focus. A clear strategy, planning and the formulation and adoption of goals and non-goals are a key success factor.
- 2 Preliminary projects set the mood and prepare the ground**
 Pre-projects are a good way of separating the important from the unimportant, defining framework conditions and eliminating legacy issues. This can include issues relating to archiving, chart of accounts harmonisation and master data cleansing. It is always better to clear out before a relocation and then carry out the move with the necessary content.
- 3 Project management and governance**
 A strong project management team with experience of SAP implementations is essential. This also includes setting up a governance structure that defines clear responsibilities and decision paths.
- 4 Customisation of business processes**
 SAP S/4HANA makes it possible to optimise and standardise many business processes. Companies should be prepared to adapt their processes in order to utilise the full potential of the new platform. „Keep the core clean“ means staying with the standard, realising additions on a separate, easily maintainable platform (SAP Business Platform) and examining SAP’s solutions for tasks such as planning and reporting, travel management or process management and analysis.
- 5 Change Management**
 The transition to SAP S/4HANA can be a significant change for employees. An effective change management programme that includes communication, training and support is crucial for a smooth migration. Project marketing is key to successful projects. Where fears and uncertainties arise, resistance will grow.

6 Roll Out: In-One-Step before Step-By-Step

In principle, SAP S/4HANA can be rolled out using different approaches: either „step-by-step“ or „in-one-step“, i.e. simultaneously for all countries or groups of countries. The „in-one-step“ concept involves bundling countries or, ideally, rolling out all countries simultaneously and in parallel. Depending on the number of countries, the resource load on central IT increases. Good and consistent project planning, external support and a high degree of project discipline enable a rapid and efficient rollout. A central management team consisting of IT and specialist departments from the company headquarters, together with the implementation partner, forms the basis for this.

This approach significantly shortens the project duration and ensures that the same release status is implemented on the basis of a uniform template, which is the only way to recognise the uniformity of requirements that come from several countries. If a process occurs in the majority of countries, this is a clear sign that it is to be taken into account in the template and therefore made available to everyone. However, if a process is only required by one country, it must be checked very carefully whether it should actually be included in the standard. Overall, „in-one-step“ rollouts are more cost-effective and can be realised with less internal and external effort. A clear definition of the business objectives and the expected benefits of the migration is crucial. This includes creating a detailed plan that maps out the business processes that are to be optimised and the specific benefits that the migration should offer.

7 Business project - IT project

The changeover to S/4HANA requires the strong involvement of the business. IT plans, orchestrates and manages the technical changeover. However, the involvement of the business is essential. The proportion should be a factor of 1-2 to the external consulting costs. These capacities must be ensured. Commitment to this is a key success factor. At the same time, IT is challenged, as the existing systems still have to be operated. Application Management Services (AMS) can be used to delegate ongoing operations to a partner by processing changes and incidents in order to free up capacity for the changeover project and innovations.

8 Testing and quality assurance

Extensive testing is required to ensure that the new environment functions as expected and that all business processes are correctly mapped. There are methods and tools for this. The topic of testing should be addressed at a very early stage and integrated into the project.

9 Even good craftsmen need good tools

Tools are important for working efficiently. Every craftsman knows that. Check tools for migration and conversion and clean-up of customised developments. A tool must save more than it costs. Risks should also be reduced and quality increased.

10 Willingness to innovate

Endeavour to harvest „low hanging fruits“ in the project. Good improvements can often be achieved with small investments. AI tools should not be placed on top of solutions, but rather integrated into them. Developments in this area are rapid. Good practical examples will help you find ideas and plan them as part of the S/4HANA migration.

11 Sustainable optimisation

After migration, it is important to establish a continuous improvement process in order to optimise the system on an ongoing basis and adapt it to changing business requirements.

Möchten Sie mehr über unser Angebot erfahren? Wir freuen uns auf Ihren Kontakt.



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