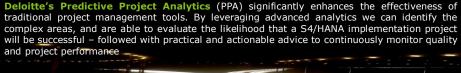
S/4 HANA transformation – Determining Complexity & Drivers for Success

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

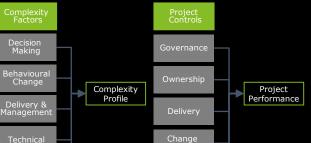
Predictive Project Analytics to assess complexity & controls in the S4/HANA transformation project







Uncertainty



Resource Managemer

Assurance review, report delivery & recommendations

Fit-gap analysis actual vs project performance

Identification & Recommendation Improvement Areas

Determination of Critical Success Factors

Ensure an implementation approach and project controls that are fit for purpose

Identified success factors and drivers for success in ERP transformations

1. Effective Program Governance

- Strong program governance capability focused on delivering the program and gaining alignment with functions on all organizational levels
- Methodical, "work stream" based approach to planning and executing the program
- Clear project mandate and early, effective decision making are crucial

Requirements Continuous changing legal

2. Legal & Statutory

- requirements, require local SME's that have most up to date knowledge on local legislation.
- It is not only important to have a OA 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.

3. Process Sign-off

- 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.
- Continuously monitor the process designs, to ensure these support the business
- Assure to have the processes signed off from technology and business perspective.

4. Internal Controls

- Diligence about understanding the process baseline and level of maturity
- Build in additional FTE capability and test readiness in "receive site" operations
- Use the right tooling to automate SOX compliancy of vour responsibilities and assure segregation of duty

5. Change Management and Stakeholder Buy-in

- Alignment of Senior Leadership to work towards common goals.
- Clear strategy to engage with Functional, Regional and Divisional leadership.
- Factoring in of sufficient resources and time.
- Ensure change as integral part of the program management.

6. Diligent migration process

- Diligence about understanding the process baseline and level of maturity
- Build in additional FTE capability and test readiness in "receive site" operations
- Aligning the "send site" process transition planning (e.g. personnel redeployment) with the "receive site" transition planning

7. Architecture Review

- Alignment of Senior Leadership to work towards common goals
- Clear end-goal target architecture but clear stepping stones in the transition

Business Continuity & Controls

- Provide guidance and implementation of the transition from legacy to S4/HANA
- Ensure that for high risk areas that parallel and fall back plans are in place to ensure continuity of operations
- Leverage Deloitte knowledge on S4/HANA controls for the implementation of required, cost efficient and sustainable controls

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

Our approaches to stay in control of your S4/HANA transformation ensure:

- A fit for purpose QA is exercised by identifying the **key complexity drivers** and the associated risks
- A continuous focus on, and reevaluation of risks and issues
- A continuous cycle of recommendations, and following up on these recommendations
- Involvement of SME's to ensure quality both for the governance and execution of the S4/HANA implementation



Approaches

Complexity Scan

The complexity assessment helps to identify key complexity drivers and potential opportunities to decrease complexity. Combined with a view on expected controls to be implemented to manage a project of this kind it provides direction for setting up vour project.

Governance Assessment



Secure you have a governance structure that is fit for purpose to support the transformation via an initial assessment. During later stages, periodic check-ins enable that the Governance model is operating effectively and meeting the needs of the Program.

Targeted Deep **Dives**



Focus on highlighted and specific areas and emerging risks within the program, providing deeper insight support the E2E QA, relying on specific knowledge and expertise to pinpoint risks and root cause of issues.

Stage gate reviews

Asses if the specific objectives of the project phase have been achieved and whether the program is ready to enter the next phase based on a set of processes and content rich questionnaires.

End 2 End OA



Continuous review of the project covering foundational program processes. By being 'on site', pro actively addressing day-today risks and the follow up of recommendations coming out of formal assessments in collaboration with the program team (PMO, Project **Ouality Control**

Predictive Project Analytics

An extensive

assessment

examining

project

place. By

benchmarking

against similar

projects PPA

allows you to

objectively

assess vour

likelihood of

successful

outcomes.

A quick, insightful analytical project tool offering insights in the perception of the project success. Pulse characteristics and controls in Check is forwardlooking, and allows you to focus on the consequences of continuing to run the project in the current manner. project's health providing an and increase the early warning system for when intervention is reauired.

Tooling

Pulse check



Provides a risk heat-map, customized for the project and easily updated through a simple automated online survey. Individual risks are assessed by a range of project participants to provide an immediate 360° view of potential risk.

Dynamic Risk

Monitoring

At the start, 2-10 days

At the start, 4-10 days

Depended on project lifecycle & risks

At (key) stage gate transitions, 1-3 days

Ongoing during Project lifecycle, 0,5- 2 d p. week

All moments in the lifecycle

Ongoing during Project lifecycle, 0,5h pp p week

Ongoing during Project lifecycle, 0,5h pp p week

PPA

PPA (optional)

PPA (optional)

PPA (optional)

PPA, Pulse check DRM (all optional)

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