How to Add Value and Mitigate Risk for an SAP Implementation

Luke Leaon, ERP Risk Director – Security Leader, RSM
Steve Biskie, ERP Risk Principal – Automation & SAP Leader, RSM

SAPinsider
Las Vegas

2023

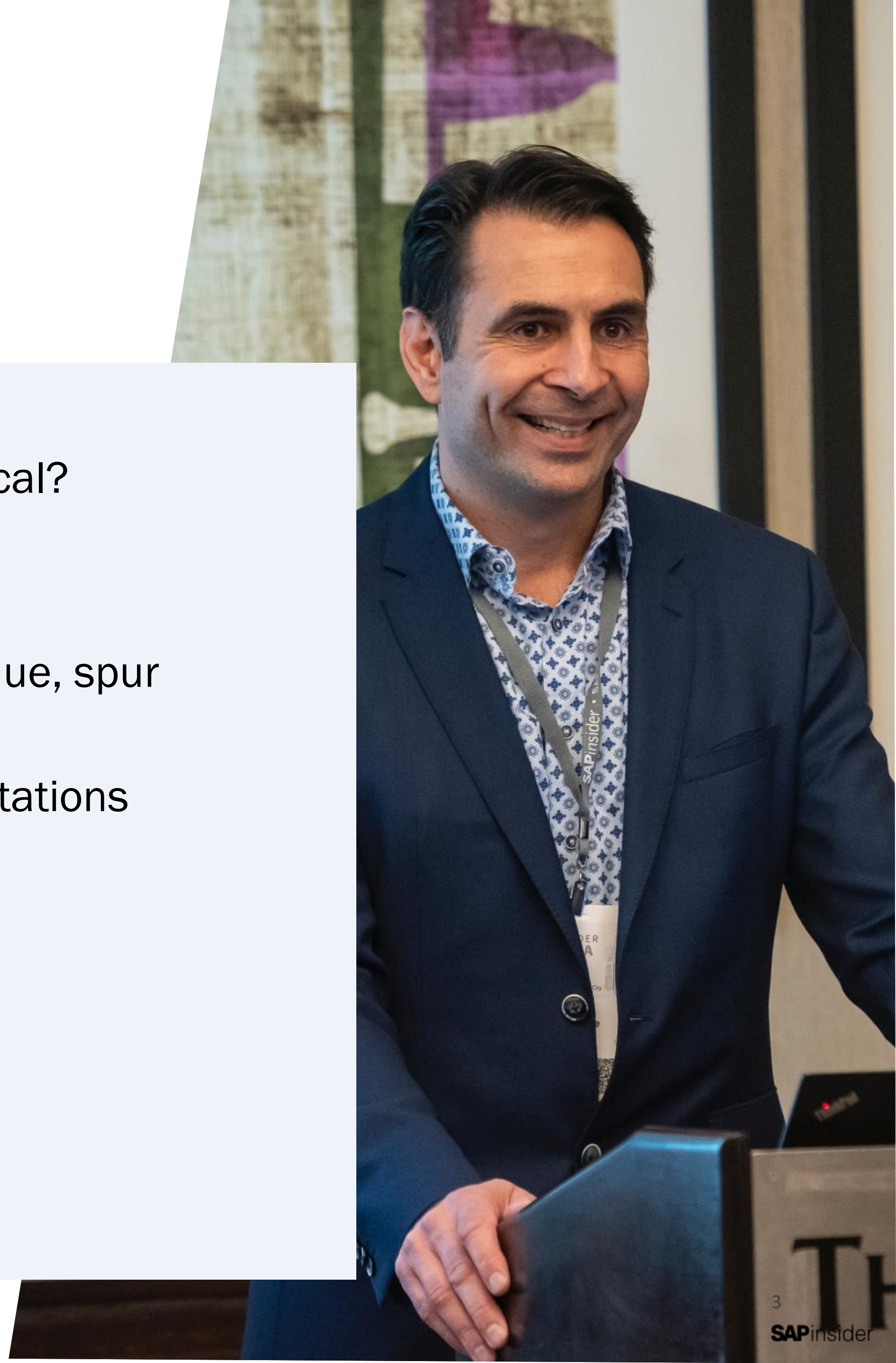
SAPinsider

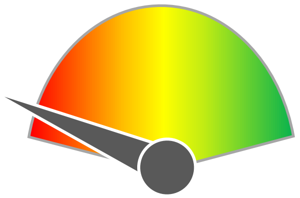
In This Session

- Challenges for SAP implementations/transformations
- Managing and monitoring risk
- Stakeholder alignment
- Quality assurance and Value Realization

What We'll Cover

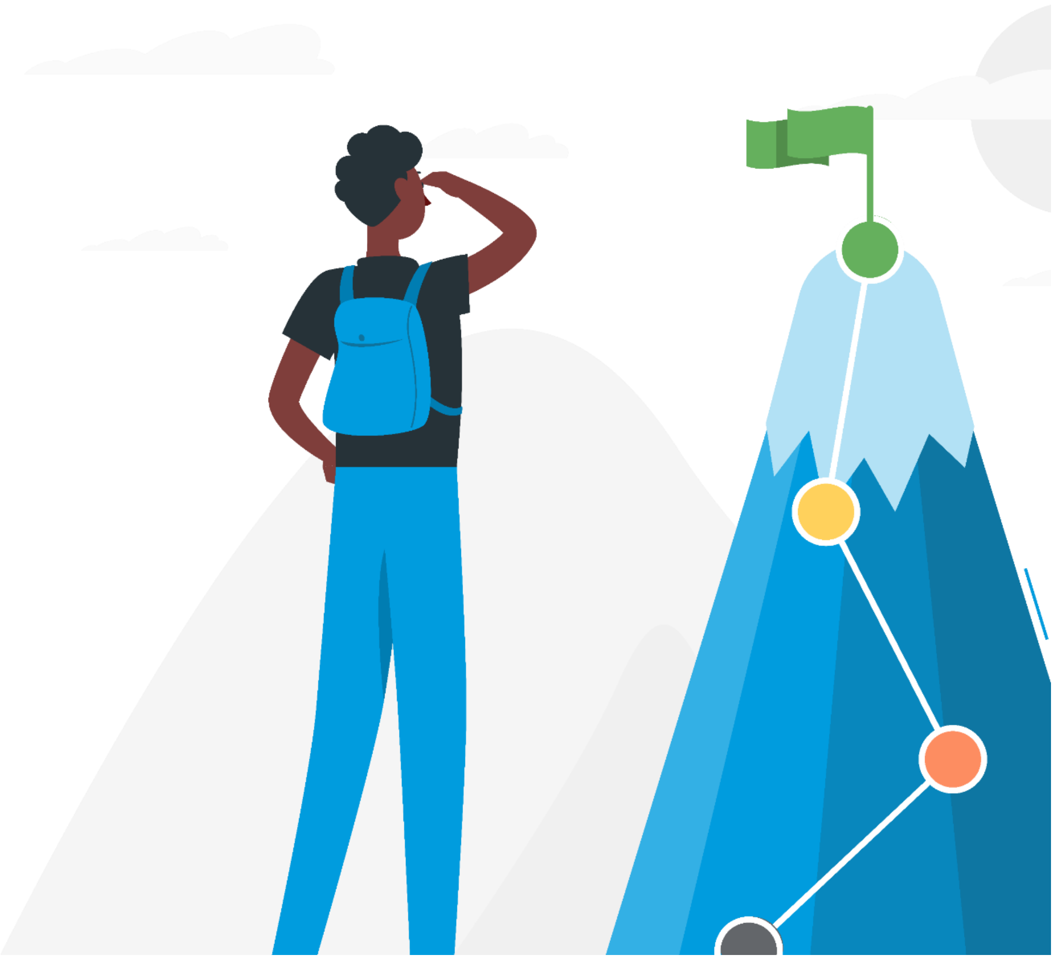
- Why Quality Assurance or Risk function is critical?
- Identify relevant areas of risk in your SAP implementation.
- Ways to evaluate and mitigate risks, create value, spur innovation, and control transformation.
- Hear about lessons learned on SAP implementations and how to avoid similar challenges.
- Wrap-Up





Why Quality Assurance or Risk function is critical?

- unrealistic timelines
- resource constraints
- organizational dysfunction and lack of maturity
- tell us what you want vs. the art of the possible
- divergent third-party incentives
- complexity and multi layered workstreams
- lack of business attention
- scope creep or decrease
- testing incomplete or no security and controls edge
- lack of technical know how



Business Application Risk Factors

- Business Impact Analysis not updated for new SAP implementation leading to lack of an outdated BCP/ DR / pandemic plan
- Client thinking the SI/ SAP vendor is taking care of BCP activities

- Lack of clear “gate” requirements due to sprints putting a lot of pressure on cut-over deployment readiness

- Lack of focus on OCM until the training phase, which doesn’t drive the right behaviors
- Lack of integration between OM and security role mapping terminology leading to confusion at go-live

- Incomplete project plans resulting in multiple recovery plans
- Lack of formalized project status meetings at all levels of the project, missing key roles, decision makers not being at the right level, leading into poor decisions or lack of formalized monitoring of issues/gaps/risks
- Lack of quality reviews over system integrators deliverables

- Lack of SAP business requirement traceability leading into incomplete lists of RICEFWs
- Sloppy BPDs/PRDs/BR13s
- Sloppy RICEFW testing/test results incomplete and doesn’t meet audit standards
- Lack of implementing available functional automation especially workflows

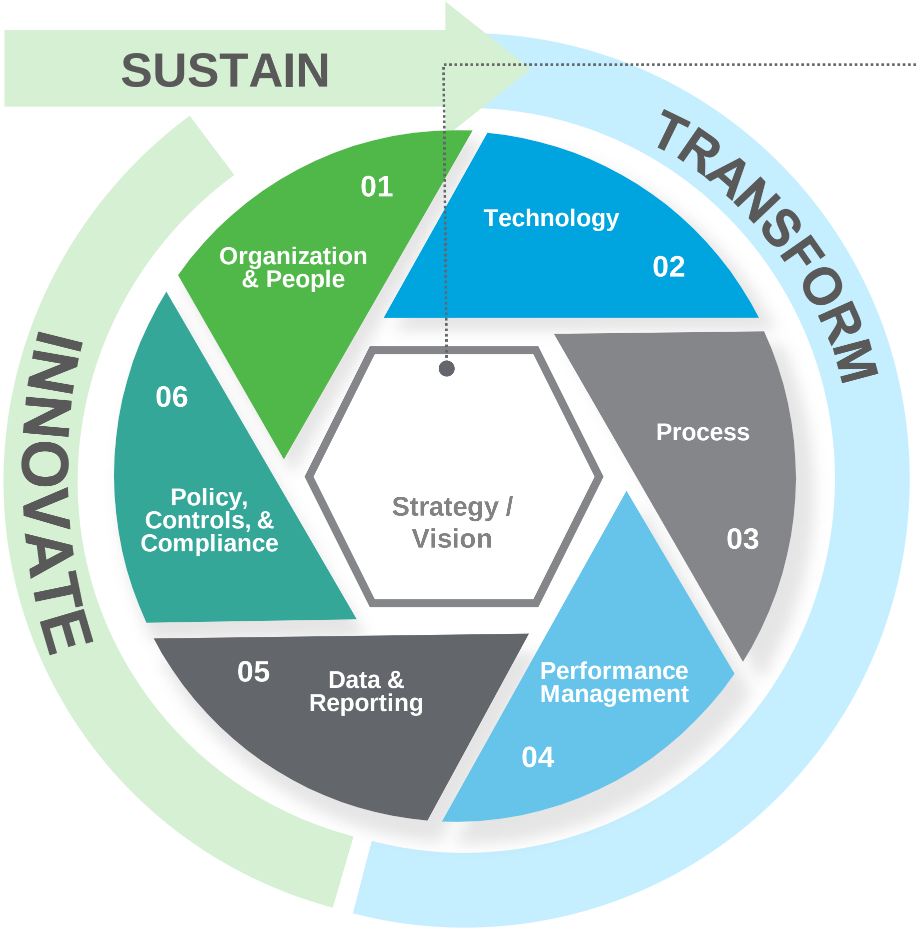
- Lack of data governance business ownership
- Lack of data cleansing on interfaced data into the new SAP system
- Sloppy data migration testing/test results incomplete and doesn’t meet audit standards

- Lack of taking advantage of automation within SAP for controls
- Lack of “controls” testing

- Out of the box future state SOD model vs. customized for the organizational environment
- Lack of ownership for identifying/mitigating SAP cyber security risks

What is the future state target operating model?

Assess the enterprise operating model, in order to create a business case for innovative change that supports your desired future state transformation aligned to your strategy and vision.



01 Organization & People
Aligning people with specific roles and responsibilities within an organizational model that is responsive to change and utilizes formal programs for developing the next generation of leaders

06 Policy, Controls, & Compliance
Defining a common business language that is disseminated across the organization and identifying proper segregation of duties to balance cost, risk and quality of output

05 Data & Reporting
Standardizing and governing data to balance source system supply with reporting and analytic demand

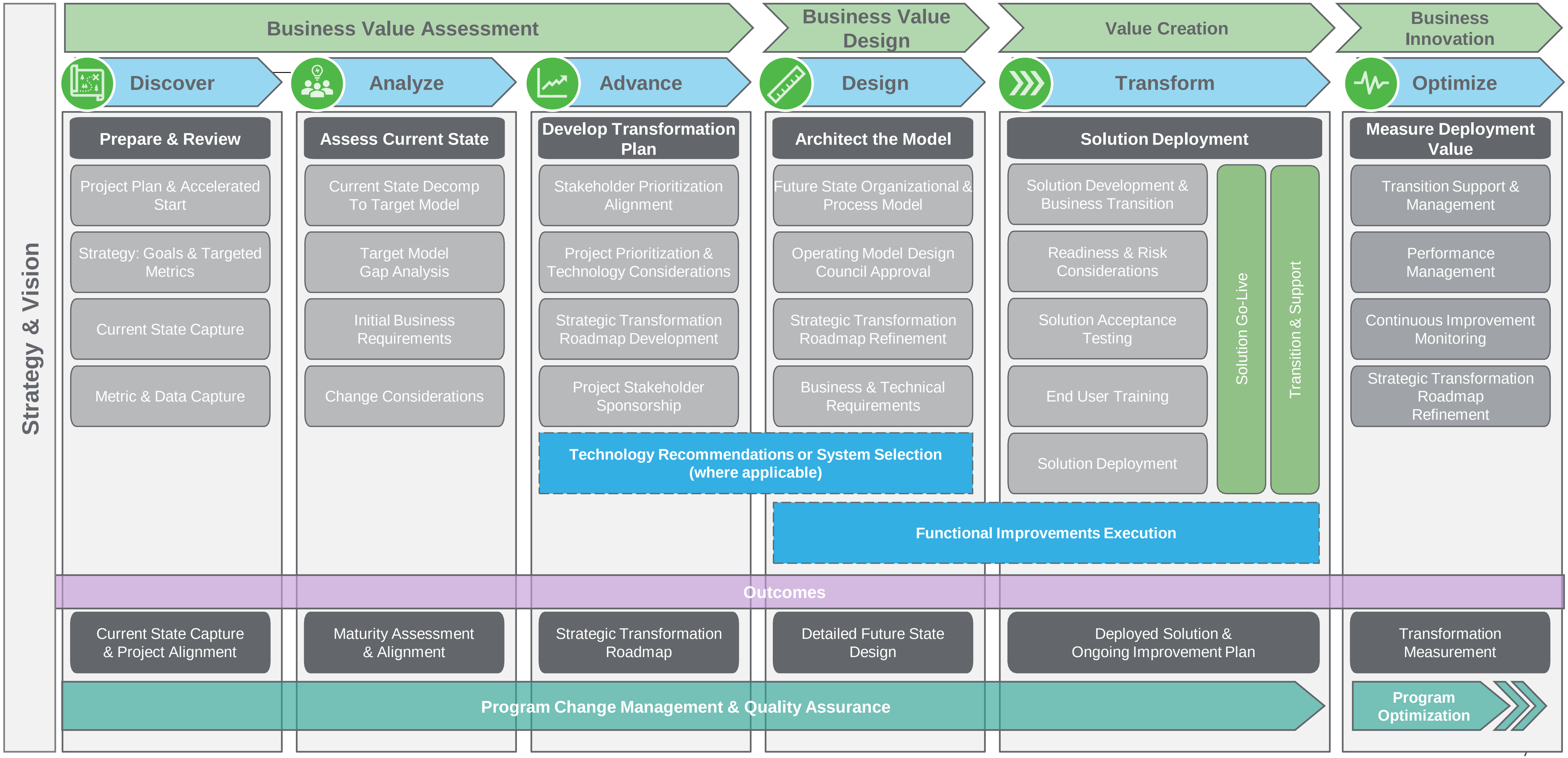
Strategy
Capturing and refining business strategy that empowers employees to become valued business partners that execute processes with targeted outcomes in alignment with business goals

02 Technology
Integrating transactional, storage, and reporting systems end-to-end to drive automation across critical business processes and data elements

03 Process
Designing tasks and activities with clear ownership in order to execute business objectives with efficiency and effectiveness

04 Performance Management
Developing KPIs that align to strategic goals and enable operational efficiency and performance improvements that create enterprise value

Target Operating Model



Understanding the Business Value Propositions – Life Sciences example

AREAS OF FOCUS FOR EACH STAGE

PRECLINICAL

- Planning back office technology infrastructure design and build-out
- Rationalizing government contracting compliance and reporting
- Insourcing vs. outsourcing strategy (i.e. manufacturing, finance and accounting, IT)
- Developing long-range financial plan
- Managing liquidity – access to capital markets and managing cash runway

IN THE CLINIC

- Managing complex contracts
- Managing scenario plans
- Designing efficient procurement process
- Optimizing lab supply and spend
- Ensuring proper insight into clinical trial spend
- Understanding project and program profitability
- Expediting the month-end close process

APPROVAL

- Rationalizing back office technology
- Designing plan for Sunshine Act compliance
- Strategizing plan for data validation
- Complying with complex regulatory requirements
- Developing S&OP strategy
- Analyzing personnel and overhead spend against optimal operating models
- Planning for launch – technology and processes to support commercial needs
- Reporting strategy

COMMERCIAL

- Optimizing revenue – visibility into impact of pricing mix and gross-to-net impacts
- Effectively managing 3rd parties (3PLs, CMOs) to ensure insights into data
- Effectively consuming data to provide relevant KPIs & dashboards
- Forecasting market opportunity and demand in order to meet patient needs
- Gaining insight into the product lifecycle – lead management, billing, demand planning, inventory management

Business Requirement Follow Through

design>configuration>testing>training

Example Business Requirement Traceability

ID	Source	Business Process	Process	PDD/BPD	IP Code	Sub-process	BPD Status	RTM Status	Configuration review status
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-400	Create Scheduling Agreement	Traced to BPD	Traced to RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-420	Maintain Source List	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-430	Identify Need for RFQ (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-440	Identify Potential Suppliers and Rationalization Opportunities	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-450	Create Service Agreement	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-460	Get Signed NDA	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-200-470	Notify Unsuccessful Suppliers (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-010	Monitor Contract Usage	Traced to BPD	Traced to RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-020	Billing Progress review	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-030	Monitor Supplier contracts	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-050	Identify Issue with Suppliers (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-060	Identify Corrective Actions (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-120	Analyze Deviation (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-160	Monitor Corrective Actions (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-170	Negotiate/Update Purchase Contract	Traced to BPD	Traced to RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-180	Issue Non- Performance Notices (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-190	Issue Letter of Default (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-200	Terminate Contract	Traced to BPD	not Listed in RTM	Not Listed in config doc
107	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	RfX to Contracts	PDD_P2P_004_RFX_to_Contract_V03.docx	P2P-090-210	Communication with other divisions (Manual)	Traced to BPD	not Listed in RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-075-040	Create Purchase Requisition (Non-MRP Materials)	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-075-020	Create as Asset Purchase Requisition	Traced to BPD	not Listed in RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-075-080	Perform Requisition Approval Process	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-075-090	Assign Requisition to Supplier	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-075-110	Notify Appropriate Parties	Traced to BPD	not Listed in RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-085-010	Create PO Manually for Non-Material Master items	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-085-020	Release Scheduling Line from Scheduling Agreement	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-085-050	Create and Process Purchase Order	Traced to BPD	Traced to RTM	Not Listed in config doc
108	6 XXXXX SAP Phase 1 01.14.19.pdf	Procure to Pay	Indirect Procurement	PDD_P2P_008 Indirect Procurement_V03.docx	P2P-085-060	Transmit Order to Supplier	Traced to BPD	Traced to RTM	Not Listed in config doc

Who is Who? How do we stay organized and monitor? Are we protected?

- Who's involved?
- Do we have the right structure?
- Do we have the right people?
- Contracting with third parties?
- How are we protected?
- Who are the key stakeholders and sponsorship of the project?
- How do we make sure all parties are aligned with the vision and expected outcomes?
- How do we get everyone to come together?

Implementation Steering Committee

Program Managers

Program Admin / Program Control

Business Workstream Leads

Project Workstream Leads

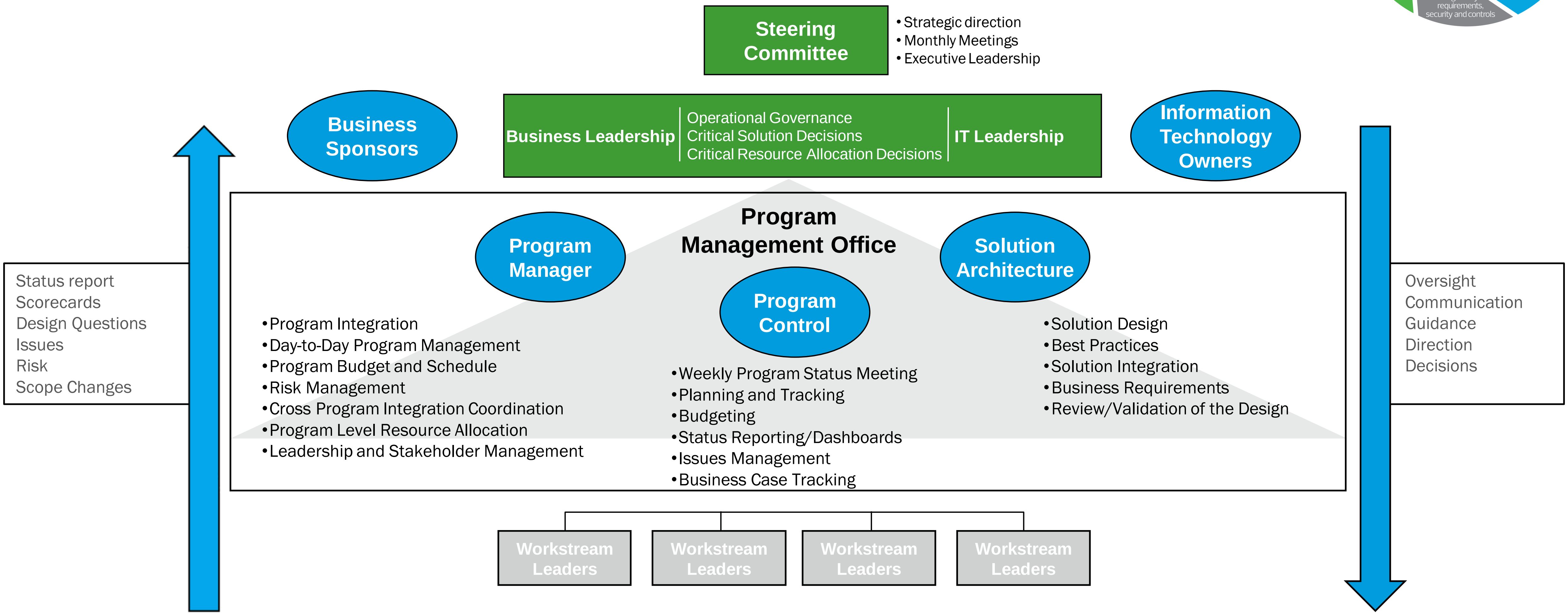
- Conversion Manager
- Integrations Manager
- GAP, Security & Controls Manager
- GAP, Training Manager
- GAP, Test Manager
- GAP, Deployment Manager

Change Readiness

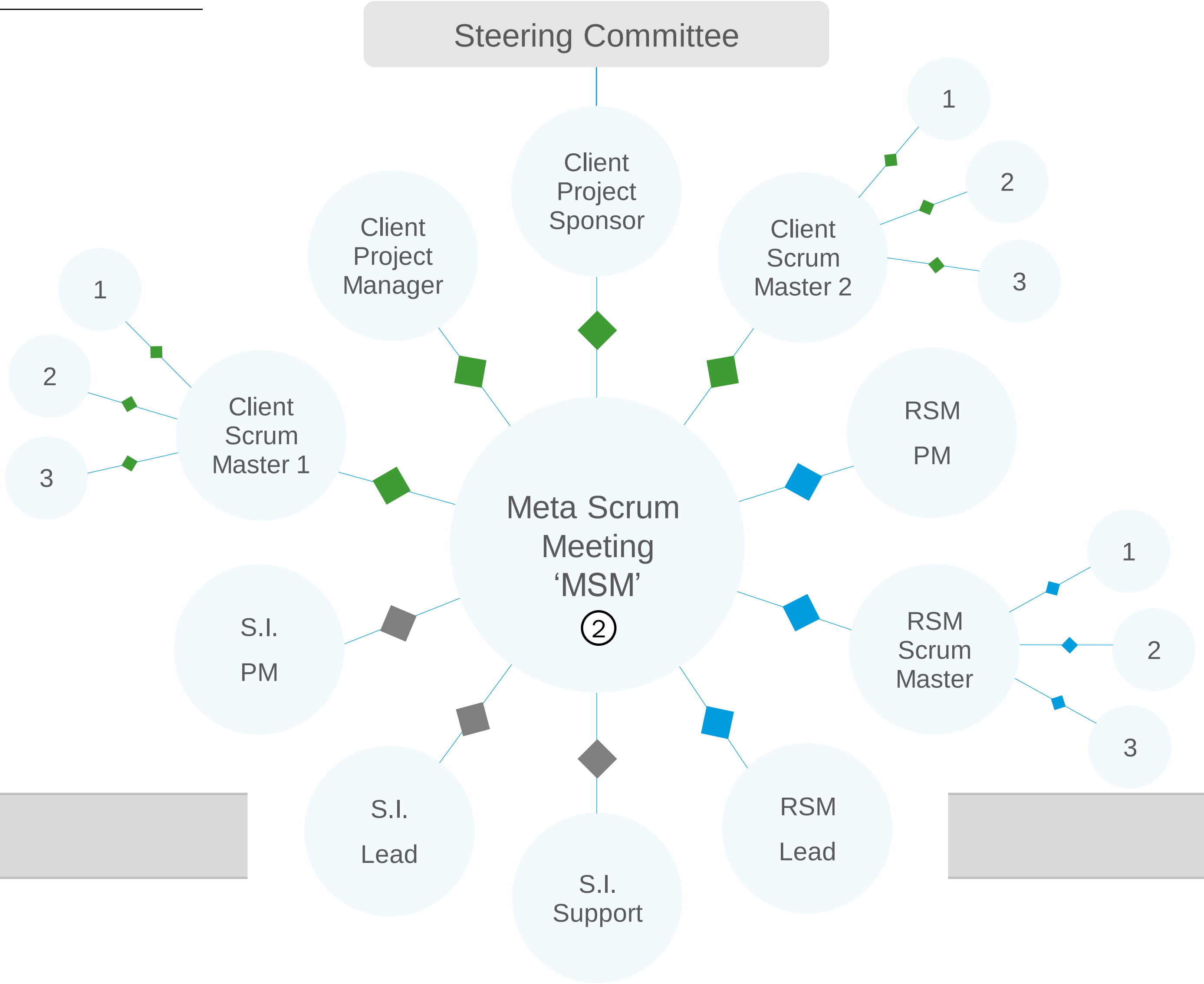
- GAP, Change Readiness Lead
- GAP, Change Readiness Sr. (opt.)
- GAP, Change Readiness Jr. (opt.)

SAPinsider

Meta Scrum for Managing Third Parties



Meta Scrum for Managing Third Parties



1

<u>MSM Inputs</u>
- Outstanding tasks
- Program Metrics
- Feedback

3

<u>MSM Outputs</u>
- Unified team
- Actionable tasks
- Periodic report
- Stakeholder engagement

SAPinsider

Evaluating your Plan

Analysis of the project plan on several key factors including full use of task dependencies, existence of duplicate or generic resources, default constraint types, etc. to determine if the project plan has an objective view of the deployment's critical path.

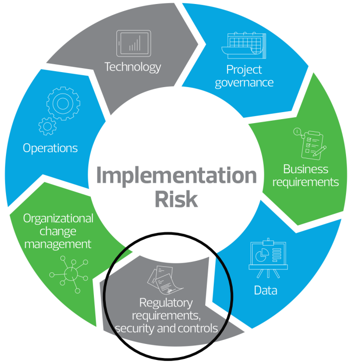
Analytics Results		
Test		# of anomalies
Test 1 : Subtasks w/o dependencies	Test 1	*950*
Test 2 : Subtasks w/o Resources	Test 2	*60*
Test 3 : Duplicate_Resources	Test 3	*12*
Test 4 : Subtasks <= 8 hrs or >= 80 hrs	Test 4	*681*
Test 5 : Overallocated Non Generic Resources	Test 5	*416*
Test 6 : Subtasks where Task Mode <> Auto Schedule	Test 6	*1202*
Test 7 : Subtasks where Constraint Type <> "as soon as p	Test 7	*11*
Test 8 : Subtasks where Type <> "fixed units"	Test 8	*13*
Test 9 : Generic Resources	Test 9	*69*

SAPinsider

Data Migration Validation

Data Migration Validation	Data Validation Framework	Define Scope of Validation	Execute Data Profiling Review (at rest)	Source to Target Data Reconciliation (in motion)
Goals	1. Process and standards for data validation 2. Roles and responsibilities in executing data validation processes 3. Tools and mechanism to execute data validation activities	1. Scope of data assets, including planned migrations and interfaces 2. Focused list of validation areas and topic from data objects, tables and critical data elements 3. Data transformation rules and associated quality acceptance criteria	1. Data quality requirements (e.g. duplicates, null values, metadata conformity, business requirements) 2. Acceptance criteria of quality of data 3. Repeatable data profiling models	1. Source to Target Data Mapping 2. Repeatable model for Data Reconciliation 3. Issue, root cause and resolution analysis and tracking
Actions	1. Define and train on process and standards for data validation 2. Define a RACI for data validation processes 3. Define and train on the tools and mechanisms in place to execute and track for errors and resolution	1. Define and document scope of all effected data assets and associated interfaces 2. Business and IT data owners define prioritized list of data requiring validation and quality assessment 3. Document transformation rules	1. Business owners and IT collaborate to define acceptance criteria and rules at data set level 2. Extract required source data sets 3. Execute profiling and report on anomalies for resolution using analytic tool (e.g. Alteryx)	1. Prepare data reconciliation workbook, with source to target mapping (dataset and fields) and target reconciliations 2. Prepare and execute data reconciliation workflow based on target recon areas (e.g Alteryx)
Value Proposition	1. **Standardized and repeatable model** to define, execute, track and report on **data validation activities.**	1. **Business Owners provide direct input into scope**, most critical to their quality requirements 2. **Enables business comfort over data** based on priorities identified at the business level 3. Includes coverage over most critical data requirements	1. Acceptance criteria and quality thresholds driven by business leaders 2. Provides **repeatable and automated model** to identify legacy **data quality issues**, to facilitate data cleansing activities to **prevent poor quality data from being migrated to new environment**	1. Provides **repeatable and automated model** for comparing **source and target data** based on defined rules and requirements. 2. Opportunity to leverage data validation and quality rules in **defining data owner and steward roles** as part of **ongoing data governance and management activities**

SOD, Security and Controls Workstream



Integrated security workstream into the implementation to design the security roles using a risk-based approach, supporting future state scalability and compliance requirements.

Identifying comprehensive SOD model to assess SOD conflicts, incorporating internal controls over financial reporting risks, within the new security design, and remediate or mitigate violations.

Integrated controls workstream to proactively identify and test application controls to ensure key risks are addressed, controls are automated as much as possible, and SOD risks are mitigated.

Integrated Compliance Workstream

SOD Assessment

Role Design, Build and Implement

Automated Control Identification

Integrated Risk Function

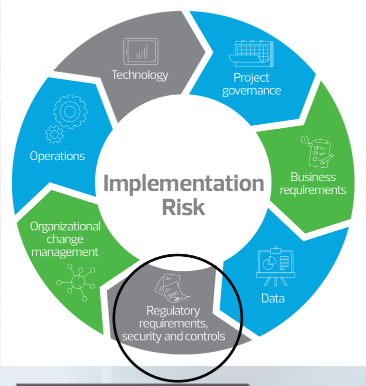
Outcomes

- Development of a sustainable security model to implement and maintain compliance
- SOD model to manage risks and establish ownership
- Security that enables the business by design
- Integrated risk management to mitigate risks prior to the implementation

Results

- Scalable role design
- SOD Framework
- Role catalogue to support user access management
- Risk and control matrix identify IT applications controls integrated with the broader control's framework.

Security & Segregation of Duties Considerations



Establish your SOD Model

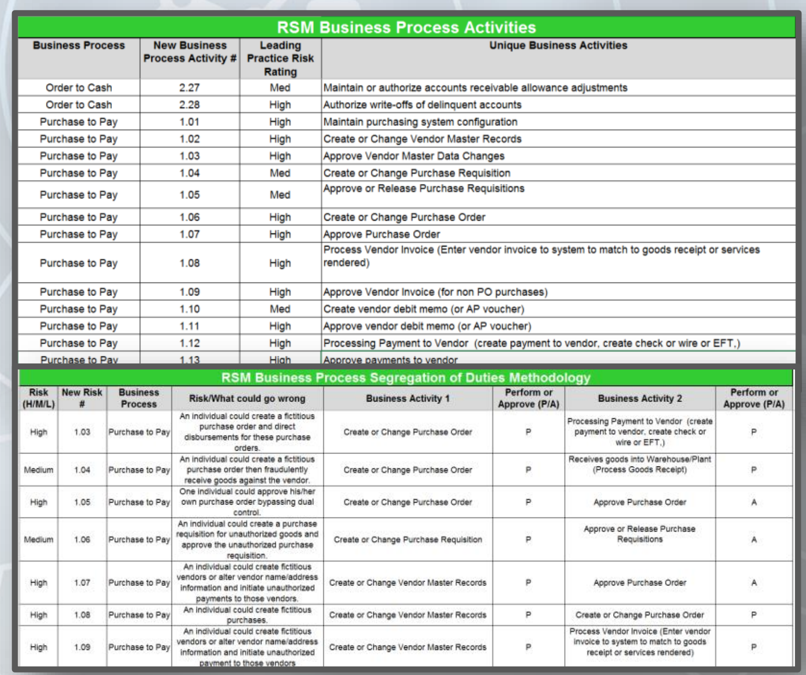
Eliminate extraneous or irrelevant risks to be monitored

Drive Risk Ownership

Minimize SOD issues from the start

Automate and Operationalize User Access Management Capabilities

Business Process	Sensitive Actions	SODs
Core Finance	33	49
Fixed Assets	18	29
Order to Cash	86	103
Purchase to Pay	16	45
Plan to Manufacture	8	10
Hire to Retire	11	12
Inventory	23	28
	137	234



RSM Business Process Activities

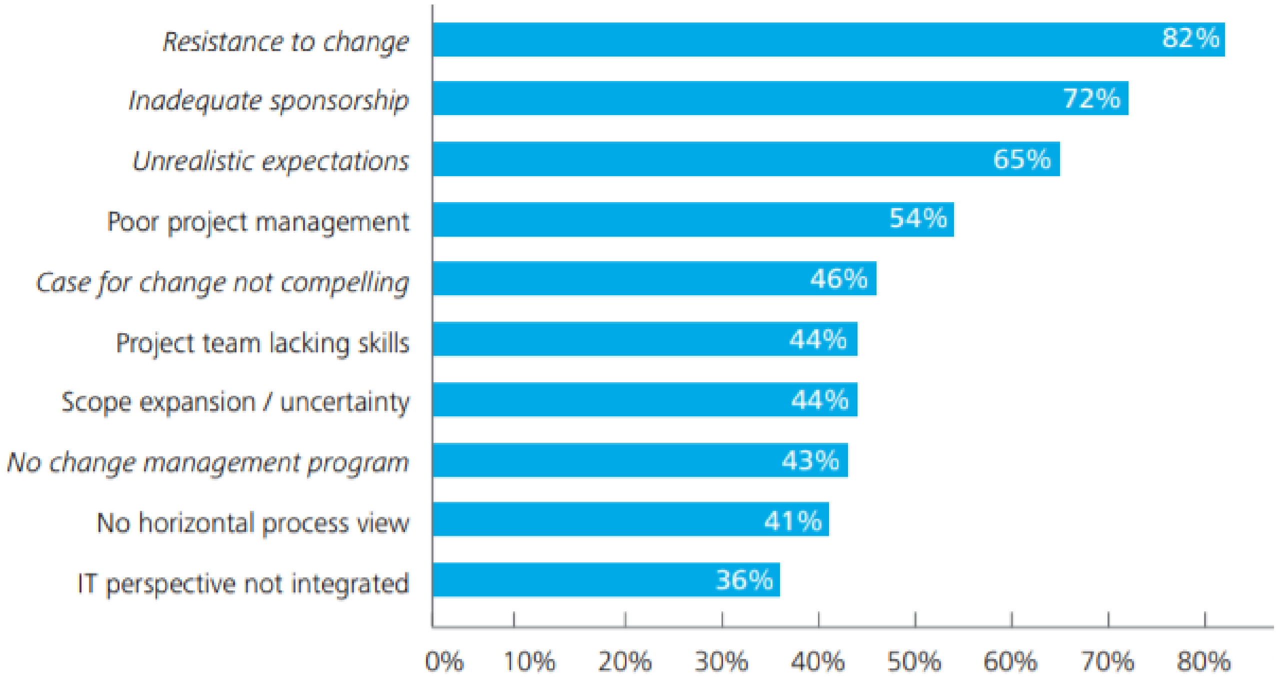
Business Process	New Business Process Activity #	Leading Practice Risk Rating	Unique Business Activities
Order to Cash	2.27	Med	Maintain or authorize accounts receivable allowance adjustments
Order to Cash	2.28	High	Authorize write-offs of delinquent accounts
Purchase to Pay	1.01	High	Maintain purchasing system configuration
Purchase to Pay	1.02	High	Create or Change Vendor Master Records
Purchase to Pay	1.03	High	Approve Vendor Master Data Changes
Purchase to Pay	1.04	Med	Create or Change Purchase Requisition
Purchase to Pay	1.05	Med	Approve or Release Purchase Requisitions
Purchase to Pay	1.06	High	Create or Change Purchase Order
Purchase to Pay	1.07	High	Approve Purchase Order
Purchase to Pay	1.08	High	Process Vendor Invoice (Enter vendor invoice to system to match to goods receipt or services rendered)
Purchase to Pay	1.09	High	Approve Vendor Invoice (for non PO purchases)
Purchase to Pay	1.10	Med	Create vendor debit memo (or AP voucher)
Purchase to Pay	1.11	High	Approve vendor debit memo (or AP voucher)
Purchase to Pay	1.12	High	Processing Payment to Vendor (create payment to vendor, create check or wire or EFT,)
Purchase to Pay	1.13	High	Approve payments to vendor

RSM Business Process Segregation of Duties Methodology

Risk (H/M/L)	New Risk #	Business Process	Risk/What could go wrong	Business Activity 1	Perform or Approve (P/A)	Business Activity 2	Perform or Approve (P/A)
High	1.03	Purchase to Pay	An individual could create a fictitious purchase order and direct disbursements for these purchase orders.	Create or Change Purchase Order	P	Processing Payment to Vendor (create payment to vendor, create check or wire or EFT,)	P
Medium	1.04	Purchase to Pay	An individual could create a fictitious purchase order then fraudulently receive goods against the vendor.	Create or Change Purchase Order	P	Receives goods into Warehouse/Plant (Process Goods Receipt)	P
High	1.05	Purchase to Pay	One individual could approve his/her own purchase order bypassing dual control.	Create or Change Purchase Order	P	Approve Purchase Order	A
Medium	1.06	Purchase to Pay	An individual could create a purchase requisition for unauthorized goods and approve the unauthorized purchase requisition.	Create or Change Purchase Requisition	P	Approve or Release Purchase Requisitions	A
High	1.07	Purchase to Pay	An individual could create fictitious vendors or alter vendor name/address information and initiate unauthorized payments to those vendors.	Create or Change Vendor Master Records	P	Approve Purchase Order	A
High	1.08	Purchase to Pay	An individual could create fictitious purchases.	Create or Change Vendor Master Records	P	Create or Change Purchase Order	P
High	1.09	Purchase to Pay	An individual could create fictitious vendors or alter vendor name/address information and initiate unauthorized payment to those vendors	Create or Change Vendor Master Records	P	Process Vendor Invoice (Enter vendor invoice to system to match to goods receipt or services rendered)	P

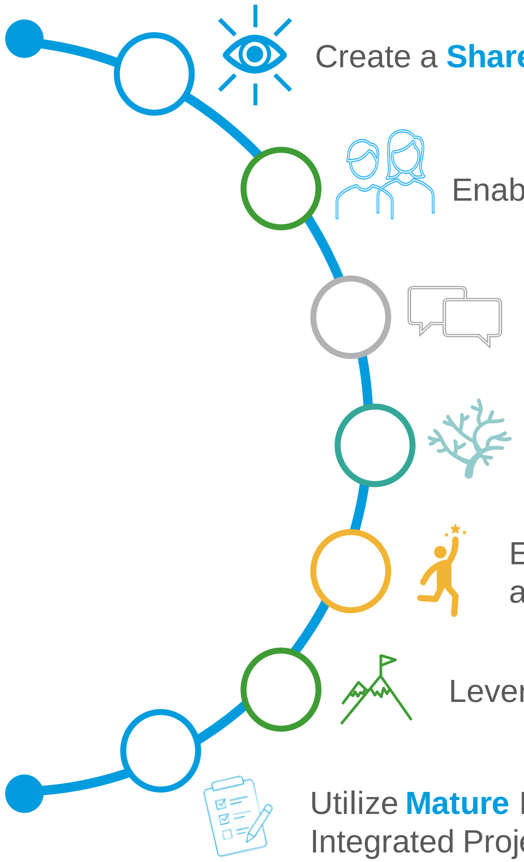
Maximize ERP Implementation ROI

CAUSES OF ERP IMPLEMENTATION FAILURE



Source: Deloitte Touche Tohmatsu CIO Survey

LEADING PRACTICES



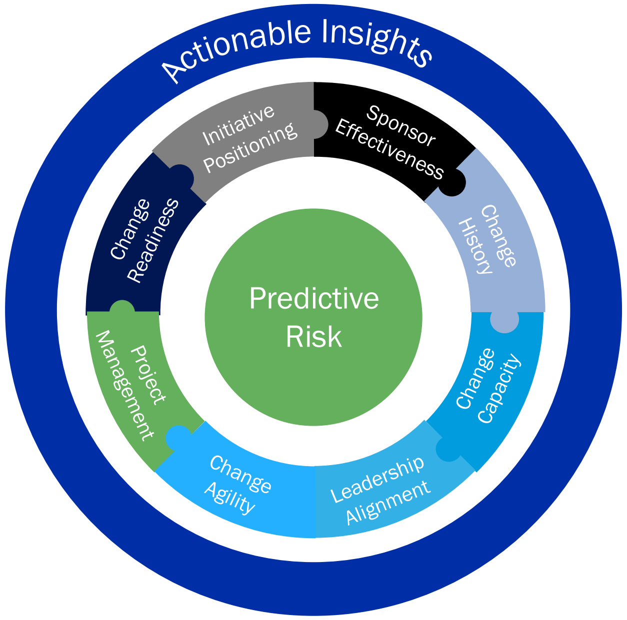
- Create a **Shared** Change Vision
- Enable **Visible** Change Leaders
- Develop **Smart** Engagement and Communication aligned needs
- Prepare an **Aligned** Organization and Culture
- Enable **Strong** Individual Performance and mitigate resistance
- Leverage **Meaningful** Change Measurement
- Utilize **Mature** PMO processes and tools, and an Integrated Project & Change Plans

Change Readiness Assessment

Approach

Through a diagnostic survey assess the current state of change readiness and evaluate and analyzes 8 critical indicators of an organization's ability to deliver and sustain new ways of working.

Potential risks are identified and actions for mitigation outlined.



Objectives

(1) Understand potential RISKS for Mitigation thru your Organizational Change Management Strategy

- Uncover risks based on employees' perceptions and confidence in the organizations ability to successfully lead, deliver, adopt and sustain change
- Prioritize pitfalls of traits to avoid and identify organizational strengths to deal more effectively with change

(2) Identify the "Change Readiness" baseline

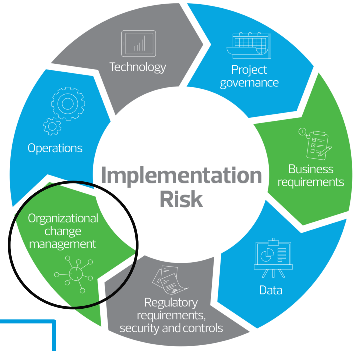
- Change Readiness will be measured throughout the change lifecycle to measure the effectiveness of Change Management Strategies

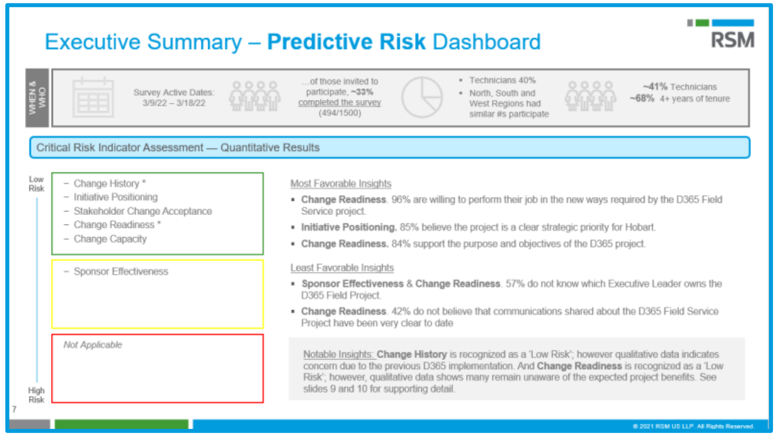
Outputs

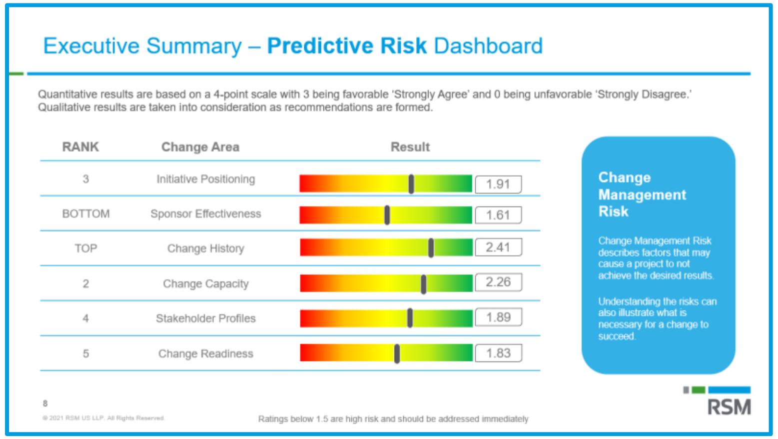
Insights & Guidance Informs Plans:

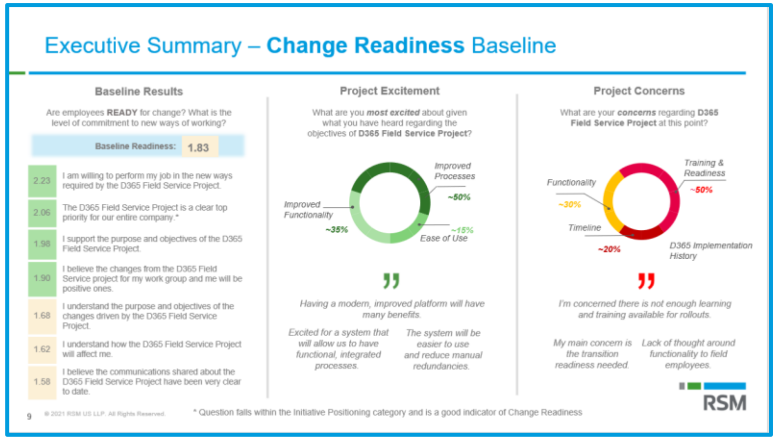
- What risks can be unveiled early-on enabling more cost-effective remedies?
- What support will the sponsor need to effectively lead the change?
- What is the appropriate change management delivery approach and size?
- What specific tactics are necessary to mitigate risk and accelerate the change?
- Have change strategies moved the needle on organizational readiness?

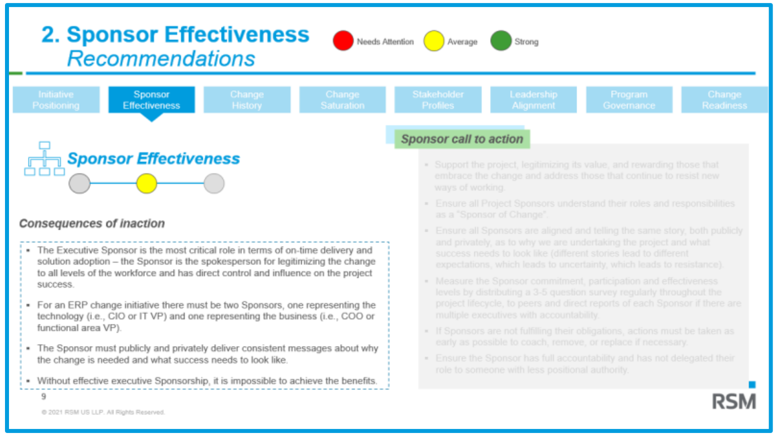
Predictive Risk & Change Readiness











Wrap Up

- Project Governance Assessment
- Project Plan Analysis

- Third Party Cloud Governance Assessment

- Cut-over Deployment & Hypercare Assessment

- Business Requirement Traceability
- SAP Testing Re-performance (Including key reports and interface evaluation)

- BCP/DR/IR Revaluation and Assessment

- Data Migration Strategy assessment
- Data migration test script assessment
- Completeness & Accuracy Migration Testing

- Cut-over Deployment & Hypercare Assessment

- OCM Assessment

- SAP Security Role Design Assessment
- SAP SOD and Sensitive Access Ruleset Gap Assessment
- SAP Automated Application Controls Assessment
- HANA Database Security Design Assessment
- SAP Cyber Security Assessment
- FDA Validation Assessment

Where to Find More Information

https://rsmus.com/services/risk-fraud-cybersecurity/governance-risk-compliance/erp-implementation-risk-services.html

https://rsmus.com/insights/services/risk-fraud-cybersecurity/optimizing-your-erp-implementation-understanding-7-key-risk-area.html

https://rsmus.com/insights/services/digital-transformation/7-key-considerations-for-successful-erp-implementations.html

https://rsmus.com/insights/services/digital-transformation/cloud-erp-selection-guide.html?cmpid

https://rsmus.com/industries.html

https://rsmus.com/industries/life-sciences.html

https://www.manufacturingtomorrow.com/article/2019/11/erp-implementation-fails-to-avoid/14468

Auditing SAP S/4HANA

Use discount code AUDITS415 when ordering from:

https://www.sap-press.com/auditing-sap-s4hana_5526/

Key Points to Take Home

- **Are you getting the value?**
  - Lift and Shift vs. Business Realization and Transformation
- **What's really going? Objective insight into the project is critical, getting ahead of the risk curve.**
- **75% of implementations fail according to Gartner, spending 5-10% of your implementation budget on implementation risk initiatives can reduce that risk and overall cost of your implementation.**
- **Implementation risk efforts performed throughout the implementation lifecycle.**
- **Short sighted efforts can cost your organization more.**

Thank you! Any Questions?

Luke Leaon

https://www.linkedin.com/in/lucasleaoncisa/

Steve Biskie

https://www.linkedin.com/in/stevebiskie/

Please remember to complete your session evaluation.

SAPinsider

SAPinsider.org

PO Box 982Hampstead, NH 03841

SAPinsider comprises the largest and fastest growing SAP membership group worldwide, with more than 600,000 members across 205 countries.