# MAXIMIZING OUR SAP INVESTMENT – A CUSTOMER FOCUSED APPROACH TO DEVELOPING AN SAP ROADMAP

**Troy Goldner**
SAP Delivery Lead, Hydro Tasmania

# About Hydro Tasmania

More than a century of hydropower.

Australia’s largest water manager, dam owner and renewable energy generator

- 30 power stations and 54 large dams
- 307 MW of wind farms

Consulting business Entura delivers clever solutions in water and energy to clients locally, nationally and internationally.

Electricity retail business Momentum Energy operates in mainland Australia and the Bass Strait islands.

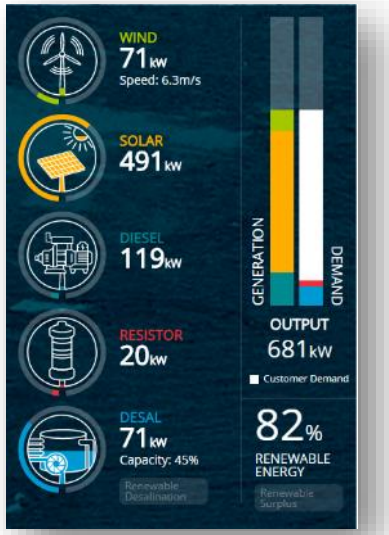
# Fun facts about Hydro Tasmania

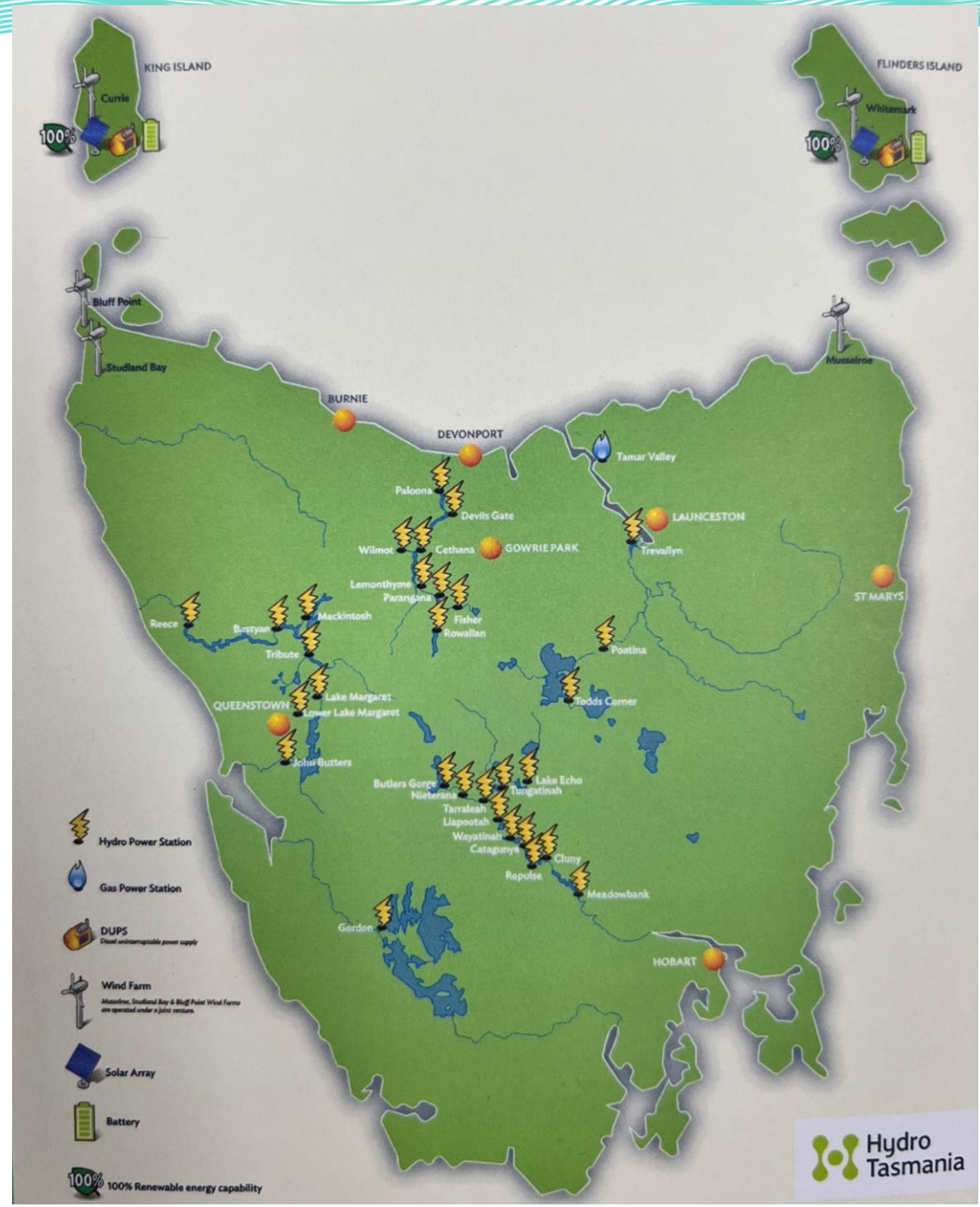
- A Government Business Enterprise (GBE) **owned by the State of Tasmania**
  - $4.6 billion worth of assets
  - 2653 MW of installed capacity
  - ~9 GWh output each year
  - Average of 6 TWh in storage
- Participate in the National Electricity Market via 500 MW HVDC underwater interconnector (“**Basslink**”)
- We employ approx. 1500 people

# Renewable energy expertise

We design and install technology that significantly reduces diesel use and produces up to 100% renewable energy use.

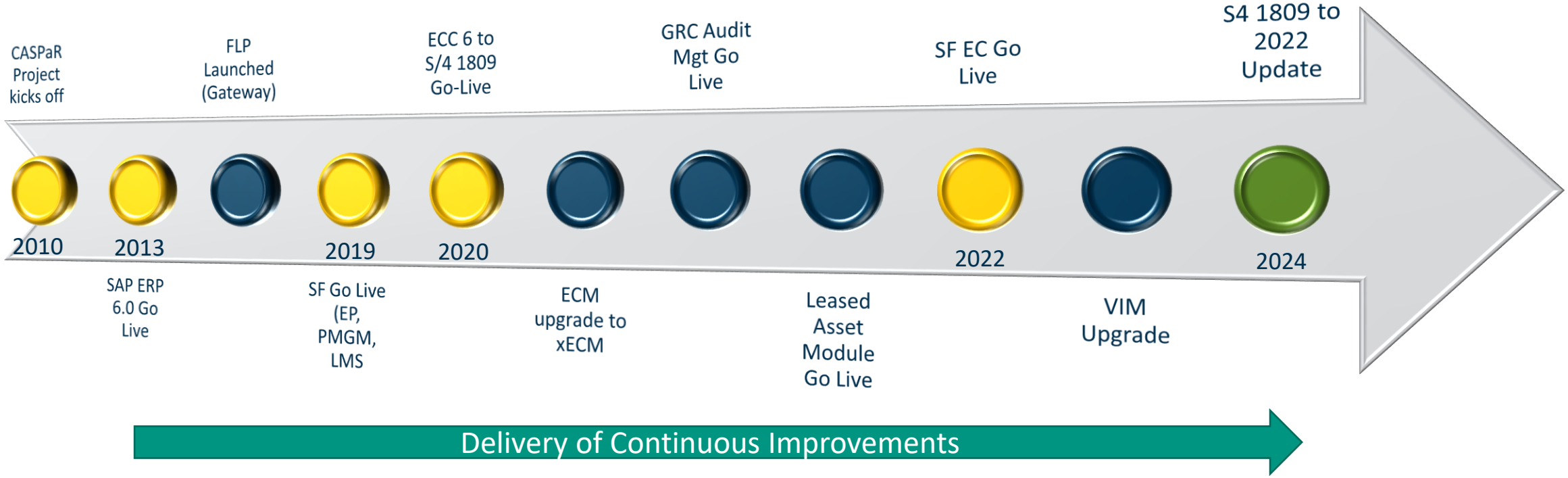
- King Island Renewable Energy Integration Program
- Rottnest Island Water and Renewable Energy Nexus project
- Flinders Island Hybrid Energy Hub
- Coober Pedy Renewable Hybrid Project



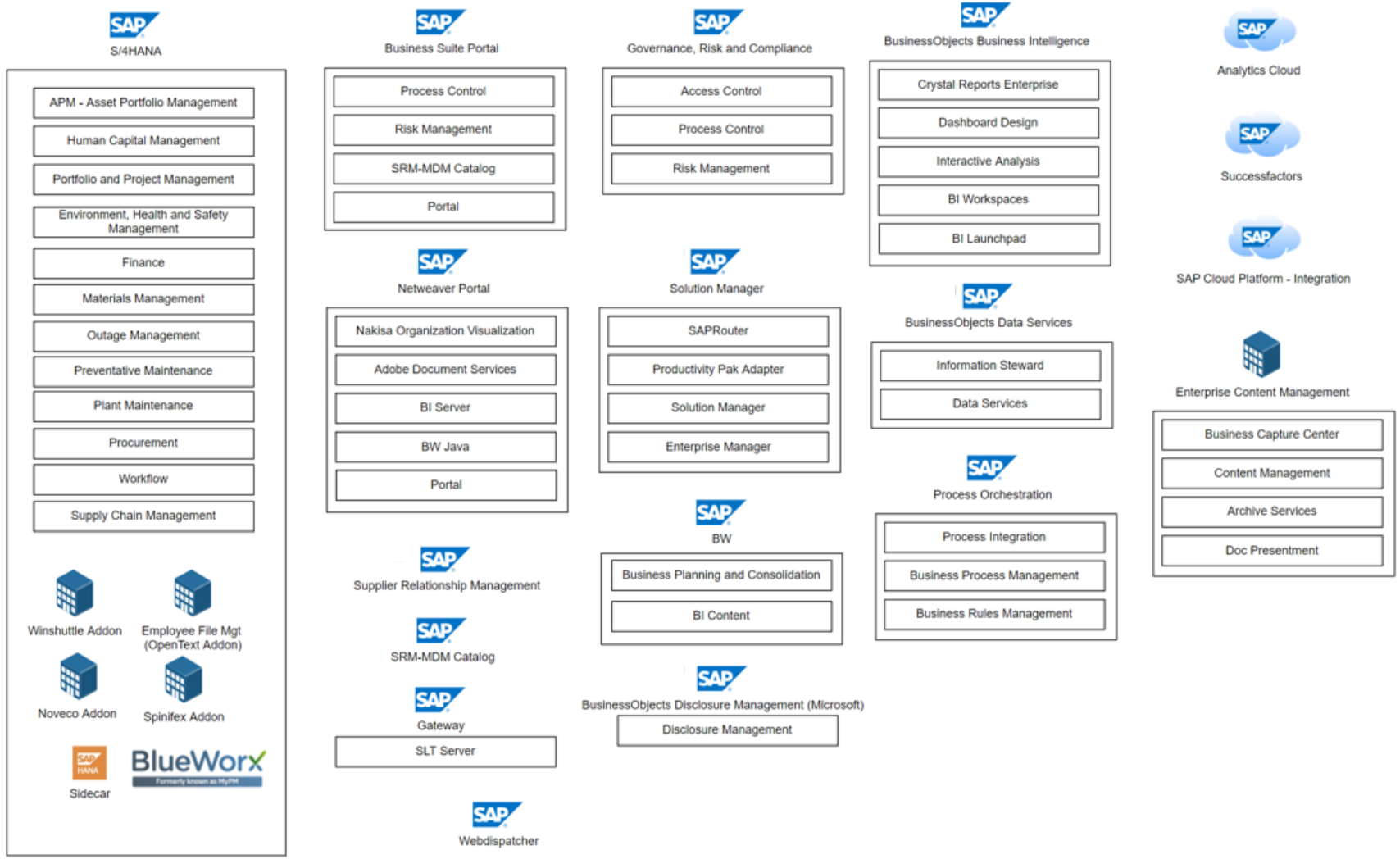



Hydro Tasmania

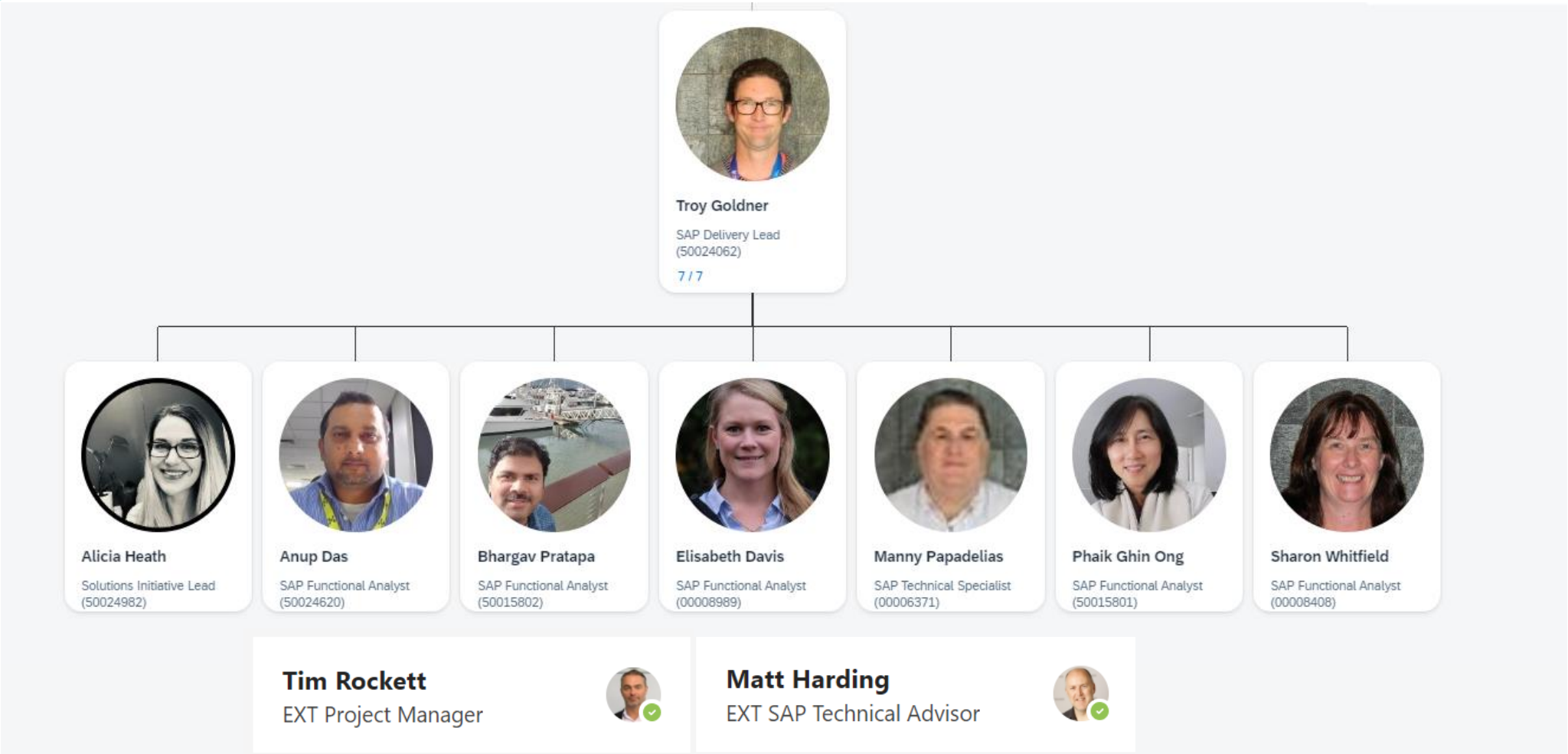
# Our SAP Journey….. so far



# Our SAP Eco System



# The SAP Delivery Team



# Why develop a Roadmap?

- To know where we're going, we need to know where we've come from.
- To define a whole of business program of work for SAP
- A review of pain points and stakeholder needs was required.
- Alignment of major projects, core technology improvements and reporting solutions.
- To ensure we continue to maximise the value of our existing SAP investment.
- Reduce tech debt, by using SAP innovation over customisation and retire deprecated features/modules
- To establish key principles that govern how we manage our SAP Investment now and in the future at a whole of business level

# What is a Roadmap?

**A ROADMAP is NOT a DELIVERY Document**

**A ROADMAP is a STRATEGY Document**

# How, Our initial Roadmap Initiative?

- With assistance from a partner vendor, we facilitated the delivery of functional/process based workshops, these workshops were supported by industry subject matter experts across the SAP platform.
- Additional specialised workshops were also held with other technology partners and SAP via the Value Advisory Team

30+ Workshops

150+ accumulated hours

40+ Hydro staff provided for input

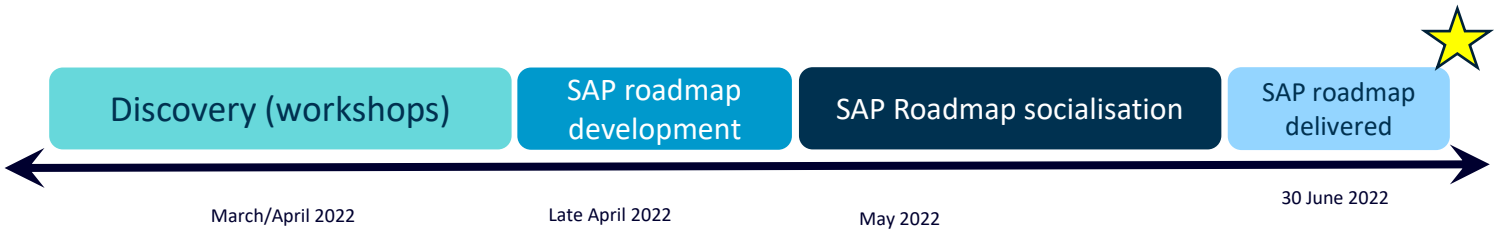
20 External Consultants involved

# Workshops

**SAP Topic**

| | | | | |
|---|---|---|---|---|
| Contracts & Procurement | UX Strategy | Finance | HCM | |
| Spatial | Cloud Solutions | Asset Mgmt | Security | Travel/ expense |
| Analytics and BW/BI | EHSM & GRC | PS/PPM /Noveco | Tech | |

**How** - 1-3 x workshops per module
**Who** - Key Business Stakeholders,
SAP Delivery team, Partner(s) & SAP




SAP Roadmap Implementation

Change execution

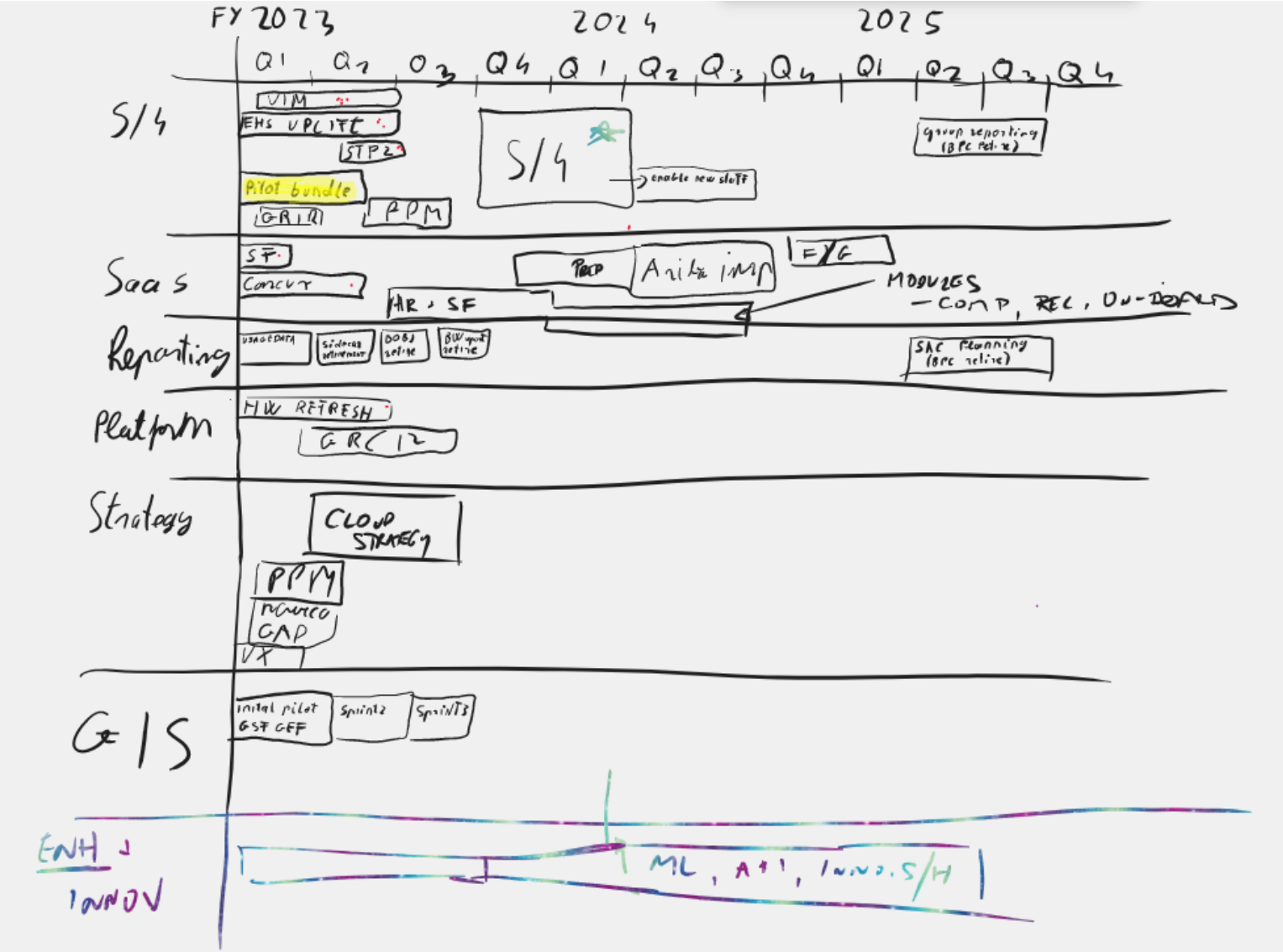
Comms | Training

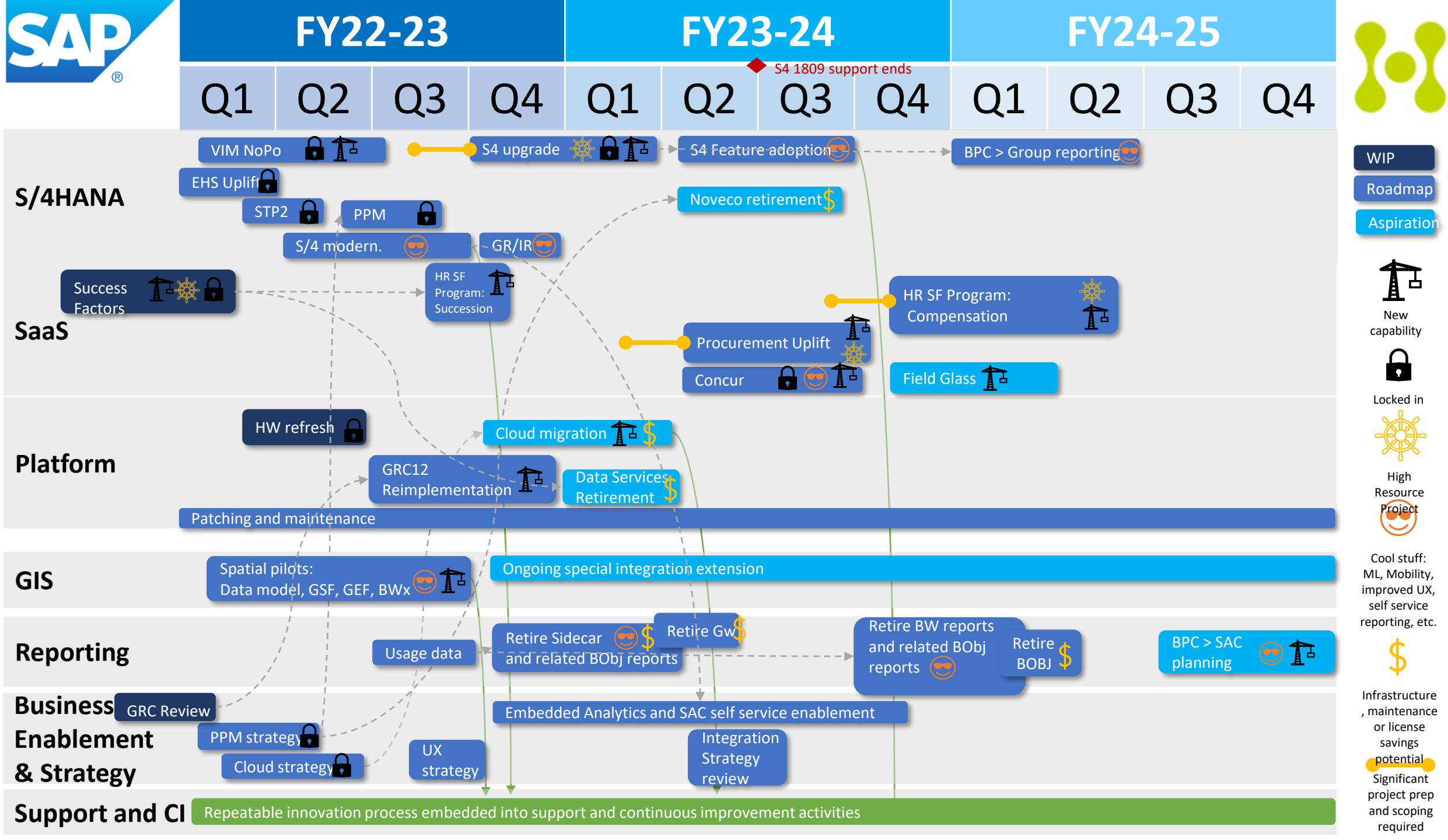
Improved business outcomes

# Pain Points

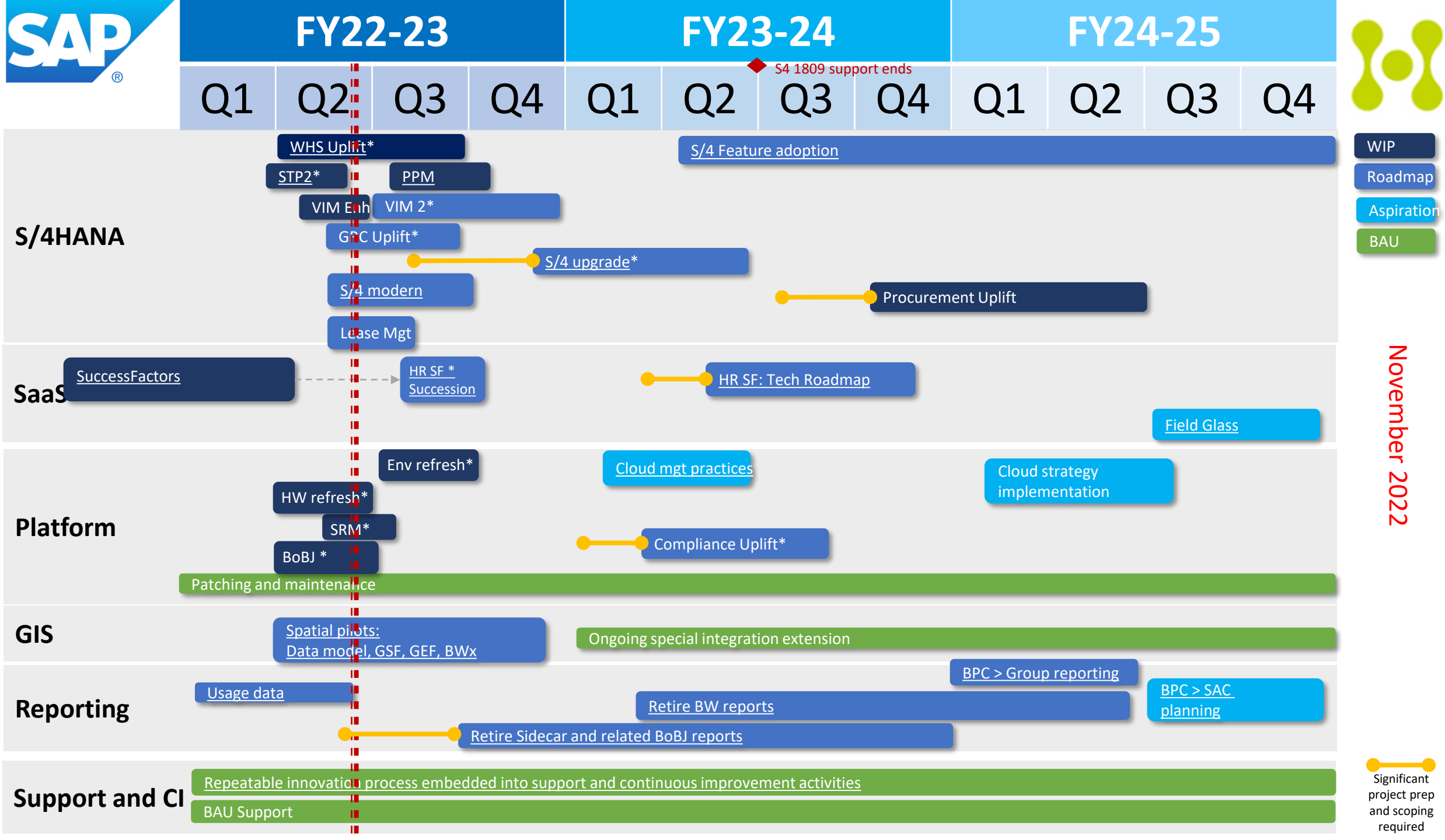
- **Usability** – End user functionality is consistently mentioned as an issue for Hydro users of SAP, this includes terms like cumbersome, it's difficult to navigate/long winded and the language isn't logical or natural (it's too technical)
- **Business Process vs System Process** – There is a misalignment between business process and how the process works in SAP, this causes inconsistencies in behaviour as well as unexpected results/errors.
- **Data Governance** – Master data quality in SAP isn't governed or treated as a strategic asset, this results in inconsistences across modules and errors/breakdowns in process. It also makes it challenging to report on data where it's not captured in the same way across the landscape.
- **Continuous Improvements** – The business are looking continuously as ways to enhance SAP to meet current/future requirements. This has 2 impacts, the creation of legacy tech debt and constraints on the both system/team resources to implement and maintain

# RoadMap iterations




FY22-23
FY23-24
FY24-25
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
S4 1809 support ends
Q1
Q2
Q3
Q4
S/4HANA
SaaS
Platform
GIS
Reporting
Business Enablement & Strategy
Support and CI
VIM NoPo
S4 upgrade
S4 Feature adoption
BPC > Group reporting
EHS Uplift
STP2
PPM
Noveco retirement
S/4 modern.
GR/IR
Success Factors
HR SF Program: Succession
HR SF Program: Compensation
Procurement Uplift
Concur
Field Glass
HW refresh
Cloud migration
GRC12 Reimplementation
Data Services Retirement
Patching and maintenance
Spatial pilots: Data model, GSF, GEF, BWx
Ongoing special integration extension
Usage data
Retire Sidecar and related BObj reports
Retire Gw
Retire BW reports and related BObj reports
Retire BOBJ
BPC > SAC planning
GRC Review
Embedded Analytics and SAC self service enablement
PPM strategy
Cloud strategy
UX strategy
Integration Strategy review
Repeatable innovation process embedded into support and continuous improvement activities
WIP
Roadmap
Aspiration
New capability
Locked in
High Resource Project
Cool stuff: ML, Mobility, improved UX, self service reporting, etc.
Infrastructure, maintenance or license savings potential
Significant project prep and scoping required

# The End or Is it the Just Beginning?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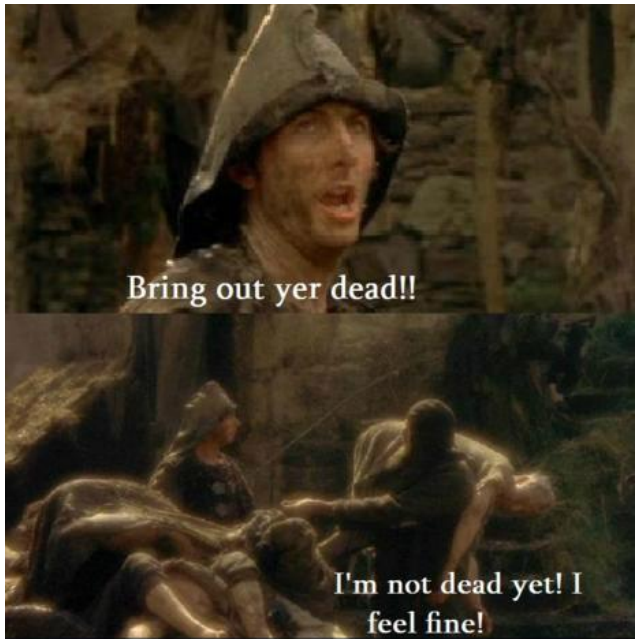
Q4
S4 1809 support ends
WIP
Roadmap
Aspiration
BAU
S/4HANA
WHS Uplift*
STP2*
PPM
VIM Enh
VIM 2*
GRC Uplift*
S/4 upgrade*
S/4 modern
Lease Mgt
S/4 Feature adoption
Procurement Uplift
SaaS
SuccessFactors
HR SF * Succession
HR SF: Tech Roadmap
Field Glass
Platform
Env refresh*
HW refresh*
SRM*
BoBJ *
Cloud mgt practices
Cloud strategy implementation
Compliance Uplift*
Patching and maintenance
GIS
Spatial pilots: Data model, GSF, GEF, BWx
Ongoing special integration extension
Reporting
Usage data
BPC > Group reporting
Retire BW reports
BPC > SAC planning
Retire Sidecar and related BoBJ reports
Support and CI
Repeatable innovation process embedded into support and continuous improvement activities
BAU Support
November 2022
Significant project prep and scoping required

# How can SAP help?

# Bring out yer Dead?




Hydro Tasmania Finance Discovery Workshop
Pain Point Analysis

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| GL | Painpoint | Credit Card Spend - lacking detail at the transactional level | Excessive line items in GL from multiple settlements | Manual management of invoice prepayments | Lack of reporting granularity | Reports are out of date due to batch updates | Manual processes or regulatory reporting, eg BAS | Period end-processing managed off-line | Planning & Forecasting in spreadsheets |
| | Business Impact | Increased effort to analyse spend. | High volume of line items that net off to zero | Manual effort in calling off against the prepayment | unable to generate reports at the level of detail required | Decisions are not made on the most recent data | Unable to keep track of status | Lack of visibility of status of period end | Inaccurate planning data and spreadsheets prone to failure |
| AP | Painpoint | Manual effort in reconciling GR/IR | Vendor Invoice Management only used for PO invoices | Lack of reporting for invoices to be paid in foreign currency | Manual and selective accurals of open purchase orders | Disputed invoices are held rather then posted with a payment block | | | |
| | Business Impact | Excessing manual effort in identifying and resolving discrepancies | Manual effort using FB60 to to process invoices | Manual interrogation of open invoices | Incomplete accruals leading to inaccurate financial results at period end | Lack of visibility of open items in the ledger | | | |
| Assets | Painpoint | Lack of asset reporting granularity | Timely asset reporting | Case Sensitive asset searching | Processing asset impairments in bulk..winshuttle tool not working | Lack of insights into the Fixed Asset Register | | | |
| | Business Impact | eg. add asset useful lifes to asset history sheet...manual effort | Time needed to get useful asset reports | Difficulting in searching for correct results | Manual effort to process impairments | Difficulties in managing FAR | | | |

# SAP Focused Workshops

Hydro Tasmania

## Accounts Payable

| *Pain Point/Observation* | *S/4HANA Capability* | *Comments* |
|---|---|---|
| Extensive manual efforts in evaluating and reconciling items in the GR/IR account | • Monitor GR/IR Account Reconciliation | With this app you can get an overview about the status of open items on your GR/IR accounts that need clarification. You can analyse the goods and invoice receipts reconciliation by KPIs for purchase order items and open FI items. |
| The Vendor Invoice Management solution is only being used for PO related invoices. Non-PO invoices are manually processed using SAP transaction FB60 | | Review of business process and usage of VIM solution |
| | | The Purchase Order Accruals application enables |

## General Ledger Accounting

| *Pain Point/Observation* | *S/4HANA Capability* | *Comments* |
|---|---|---|
| Lack of real time reporting due to batch updates into reporting platforms | • SAP Embedded Analytics<br>• SAP Analytics Cloud | The solution comes pre-delivered with a rich repository of KPI applications and overview pages giving rich, real-time insights into business process activities. These embedded analytics are built-up in real time from the underlying transactional data.<br>For deeper insights and the ability to collate information from other external sources, consider the capabilities of SAP Analytics Cloud |
| Manual processes for regulatory reporting, e.g. Business Activity Statements, Payment Times Reporting, etc. | • SAP Document & Reporting Compliance | Document and reporting compliance enables you to create, process, and monitor electronic documents and statutory reports. As a result, your company stays compliant with local legal obligations. |

## Fixed Assets

| *Pain Point/Observation* | *S/4HANA Capability* | *Comments* |
|---|---|---|
| Bulk asset impairments are processed using a file upload using a 3rd party tool called Winshuttle. This tool is currently not working, so impairments are being processed manually | • SAP Intelligent Robotic Process Automation | As an alternative to Winshuttle, consider:<br>• a custom SAP iRPA bot to process asset impairments from a file<br>• a custom report calling the relevant BAPI |
| It takes a lot of time to get useful asset reports | | As S/4HANA runs on an in-memory database, report performance is better then ECC. If multiple KPI's are required on a single screen, consider the SAP Fixed Asset Overview application or SAP Analytics Cloud |
| Case sensitive asset searching | • SAP Enterprise Search | Using the enterprise search capability on the Fiori launchpad, an asset with the description "Portage Office Space" is found with the partial, non-case sensitive search term "PoRtaGe" |

## OPERATIONAL PROCUREMENT

### OBSERVATIONS

**How is Hydro Tasmania currently performing the function?**

- Punch out catalogs are good – but are a nightmare to set up.
- Many off-catalog suppliers.
- Most spend is free text/services (10%ish).
- Modifying POs is manual.
- Data in system is usually wrong.

### CHALLENGES

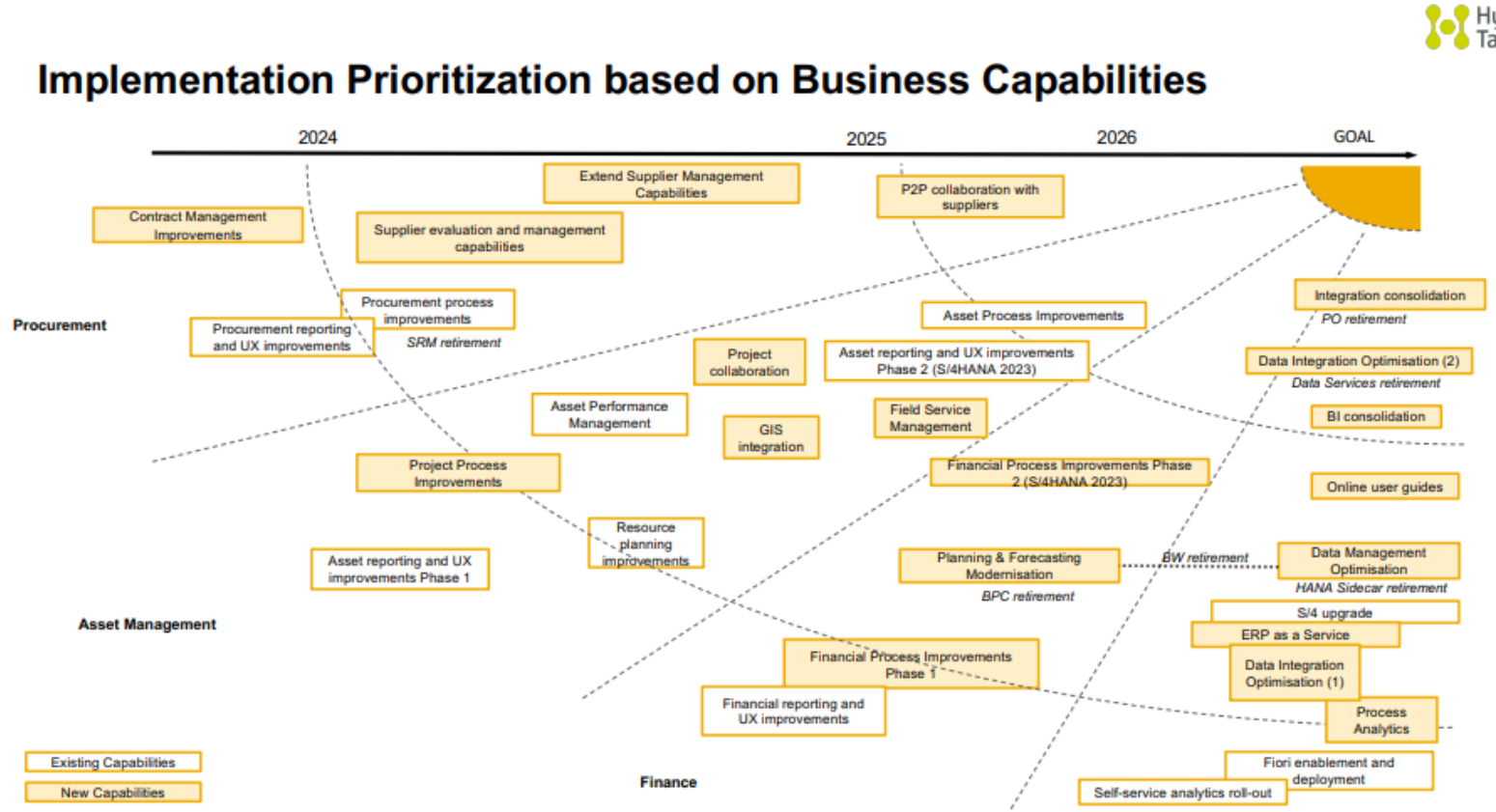
**What challenges or pains are Hydro Tasmania experiencing?**

- Manual changes - takes weeks and reduces competitive advantagesing.
- Currently cleaning up material catalog - difficult to do.
- Service entry sheets difficult to maintain & are manual – nightmare.
- Constant requests to change Pos.
- Field employees dont know how to properly raise PO so bombard procurement and finance teams.
- SRM doesn't alert users to errors - finance tell users there is an error but don't know what the error is – they tell employees to re-do.

### SUMMARY

- Manual procure to pay processing.
- High percentage of free text purchasing, with high volume changes on PO's.
- Inaccurate catalog and supplier data on the system.
- Services procurement very difficult to process.
- No alerts or notifications, and duplication of work.

# Needs vs Capabilities



# A useful Resource

SAP Spotlight/Pathfinder report
https://support.sap.com/en/release-upgrade-maintenance/value-support/quick-values-pathfinder.html

## SAP Innovation and Optimization Pathfinder on Spotlight

You've made a strategic investment in SAP software to help your company stay ahead. Now with SAP Innovation and Optimization Pathfinder on Spotlight for SAP ERP and SAP S/4HANA, you get personalized help to identify opportunities for your core system around innovations, business process improvements and IT optimizations.

Now there is only one version of this report, for IT and for various lines of business, to make life easier for you.

This interactive report is free of charge for every SAP support customers.

1

### Discover this new tool in just 4 minutes

Read this short article, mentioning the highlights of this new tool, what is new and different from the previous releases. More importantly, understand the potential benefits for your organization, as well as the prerequisites to receive your tailor-made report. Get insights about intelligent technologies (for SAP S/4HANA systems only) and how the Covid-19 crisis is impacting your industry and how you can mitigate risks using SAP solutions.

Read the post

2

### Explore this interactive report

Get into more details of the SAP Innovation and Optimization Pathfinder report on Spotlight so you can better prepare for when you will receive your tailored report for your system. You will then be able to realize the full potential of your SAP investment. Besides, this report is built in order to make it easier for you to present it to your management, and includes industry benchmark to improve your competitiveness.

Download the sample report for SAP ERP

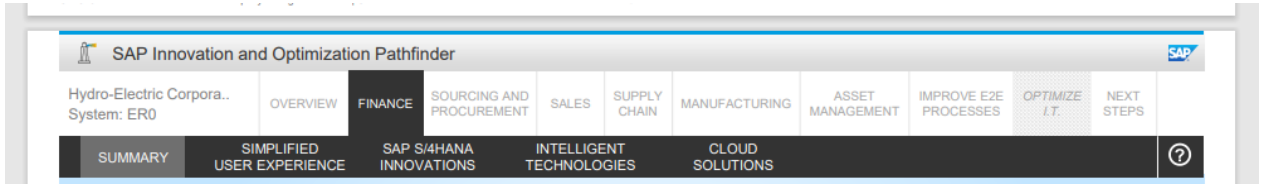
Download the sample report for SAP S/4HANA

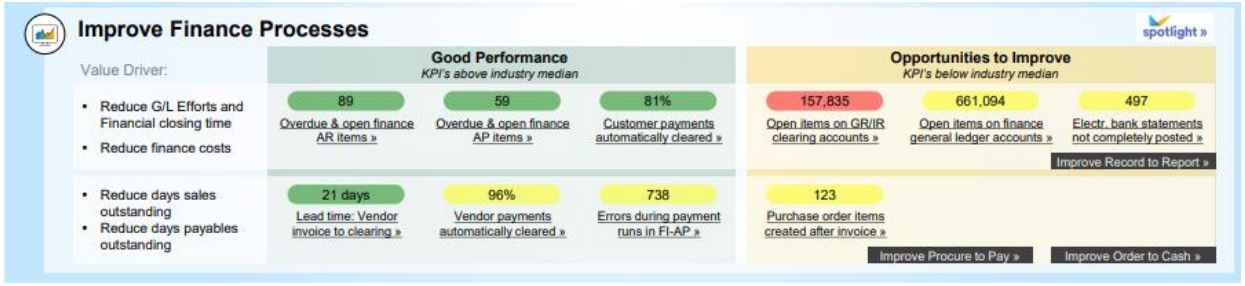
3

### Get your personalized Pathfinder on Spotlight report

Take just ten minutes to register. Apply the standard SAP Notes 2758146 and 2745851 in your productive SAP ERP or SAP S/4HANA system. This will generate a ZIP file. Click on the blue button "Get your report" below. Fill out the simple form, submit the ZIP file and your latest SAP EarlyWatch alert. You will get your report by email in approximately 5 business days.

Get your report



# SAP SpotLight Report (PDF)

Hydro Tasmania

**Overview of relevant SAP Fiori apps for Hydro-Electric Corporation:**

| Cash Management Specialist | General Ledger Accountant | Accounts Receivable Manager | Accounts Receivable Accountant |
|---|---|---|---|
| 30 on your current SAP S/4HANA 1809 | 35 on your current SAP S/4HANA 1809 | 13 on your current SAP S/4HANA 1809 | 12 on your current SAP S/4HANA 1809 |
| 17 additionally on latest SAP S/4HANA 2022 | 7 additionally on latest SAP S/4HANA 2022 | 0 additionally on latest SAP S/4HANA 2022 | 0 additionally on latest SAP S/4HANA 2022 |

| Asset Accountant | Payment Specialist | Cost Accountant - Overhead | Cash Manager |
|---|---|---|---|
| 8 on your current SAP S/4HANA 1809 | 6 on your current SAP S/4HANA 1809 | 6 on your current SAP S/4HANA 1809 | 7 on your current SAP S/4HANA 1809 |
| 2 additionally on latest SAP S/4HANA 2022 | 4 additionally on latest SAP S/4HANA 2022 | 4 additionally on latest SAP S/4HANA 2022 | 3 additionally on latest SAP S/4HANA 2022 |

**Relevant SAP S/4HANA innovations for Hydro-Electric Corporation:**

| Current Usage Of SAP S/4HANA Capabilities | Usage Intensity | SAP S/4HANA Innovation | SAP S/4HANA Release |
|---|---|---|---|
| Financial Accounting | ★★★ | Additional flexibility and scope for a centraliz… | 2022 |
| | | Allocation tags to improve searches for allocati… | 2022 |
| | | Central accruals management in central finance | 2022 |
| | | Consistency checks between source systems and ce… | 2022 |
| | | Enable real-time reporting at a granular level… | 2022 |
| | | Handling multiple accounting principles using le… | 2022 |
| | | Joint venture accounting on universal journal: C… | 2022 |
| | | Joint venture accounting on universal journal: J… | 2022 |
| | | Joint venture accounting on universal journal: m… | 2022 |
| | | Joint venture accounting on universal journal: n… | 2022 |
| | | Material prices for parallel accounting | 2022 |
| | | More-efficient error resolution and robotic proc… | 2022 |
| | | New local version for Bulgaria – value-added (VA… | 2022 |
| | | Organizational flexibility in financial accounti… | 2022 |
| | | Additional functionality for margin analysis in ce… | 2021 |

1 2 3 4 5 Next » Next Steps »

**Most relevant SAP intelligent technologies and enhancements for Hydro-Electric Corporation:**

| Area | Relevance | Extension Name |
|---|---|---|
| SAP Concur - machine learning | ★★★ | Accounts Payable |
| SAP for Banking, cloud | ★★★ | SAP Multi-Bank Connectivity |
| Intelligent enterprise - machine learning | ★★☆ | Cost forecasting for project financials |
| Intelligent enterprise | ★☆☆ | SAP Product Lifecycle Costing |

**Most relevant SAP cloud solutions for Hydro-Electric Corporation:**

| Capability | SAP Cloud Application |
|---|---|
| Travel Management | SAP Concur |
| Compensation | SAP SuccessFactors Compensation |
| Watch List Screening | SAP Watch List Screening |
| Access Governance and Identity Management | SAP Cloud Identity Access Governance |
| Pricing and Charging | SAP Billing and Revenue Innovation Management |

# Online Spotlight Report

Hydro Tasmania

## Start

Nov 2022 → Apr 2023

### Top Opportunities to Improve

| Open items on goods receipt/invoice receipt clearing accounts | Lead time: Notification creation to completion | Lead time: Work order creation to release | Automation rate FI documents |
|---|---|---|---|
| April 2023 | April 2023 (weekly) | April 2023 (weekly) | April 2023 (weekly) |
| [redacted] | [redacted] | [redacted] | [redacted] |

### Top Performance

| Purchase requisitions automatically created | Overdue & open finance AR items | Overdue & open finance AP items | Purchase requisition items open & overdue |
|---|---|---|---|
| April 2023 (weekly) | April 2023 | April 2023 | Mar - Apr 2023 |
| 98.9 % | 89 | 59 | 45 |

### Top Recommendations

View All

| SAP S/4HANA Capabilities | SAP S/4HANA Capabilities | SAP S/4HANA Capabilities | SAP S/4HANA Capabilities |
|---|---|---|---|
| **Accounts Payable** | **Financial Accounting** | **Material Requirements Planning** | **Purchase Order Processing** |
| Usage-Based Relevance / Industry Popularity | Usage-Based Relevance / Industry Popularity | Usage-Based Relevance / Industry Popularity | Usage-Based Relevance / Industry Popularity |

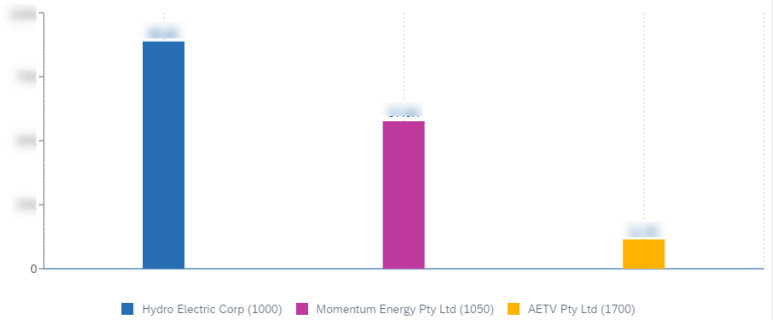
## Open Items On Goods Receipt/Invoice Receipt Clearing Accounts

Close

[redacted]

April 2023

Top Company Code Breakdown | Age Distribution




**Description**

Absolute number of open items on GR/IR clearing accounts which were not cleared yet and were created more than 30 days ago.

SAP KPI Catalog

**Industry Benchmark**

Utilities

Bottom 25% | Median | Top 25%

Your performance is significantly below industry average (first quartile)

**Possible Causes**

- Missing or inaccurate master data
- Missing or inaccurate GR/IR matching information
- Missing or wrong configuration of automation capabilities
- Automation capabilities are not or not correctly enabled in all organizational units

**Potential Business Impact**

- Unnecessary high manual workload
- Higher finance process operations costs

**Meta Information**

| | |
|---|---|
| Technical ID: | KFFI000706 |
| KPI Type: | Process Indicator |

# Online Spotlight Report

Hydro Tasmania

## Procure to Pay

Process of procurement, from procuring and receiving goods and services, to vendor invoicing and payment

Nov 2022 → Apr 2023

**Automation Potential**
2 Nov 2022 – 30 Apr 2023

Manual Effort · Users

End-to-End Process Start | All Value Drivers | Find KPI | View Recommendations (65)

1 FINANCE · SOURCING AND PROCUREMENT
**Purchase Requisition Creation** · Manual Effort · Users · Related Processes (10) · Recommendations (37)

| | | |
|---|---|---|
| Manual changes on purchase requisitions | 400 | |
| Purchase requisition items open & overdue | 45 | |
| Purchase requisitions automatically created | 98.9% | |

2 FINANCE · SOURCING AND PROCUREMENT
**Purchase Order Creation** · Manual Effort · Users · Related Processes (7) · Recommendations (40)

| | | |
|---|---|---|
| Lead time: Purchase requisition creation to PO | 1.6 days | |
| Manual changes on purchase orders | 965 | |
| PO's automatically created | 42.4% | |
| Purchase order items open & overdue | 1.6K | |

## Process Automation

Identify processes with opportunities to automate

Nov 2022 → Apr 2023

**Which processes involve most manual effort and users?**
Manual effort and users of top 50 processes with most automation potential

**Processes with Automation Potential**

All Lines of Business | All End-to-End Processes | Show Benchmark Comparison | Adjust Process Mapping | Find Process

| Process | Manual Effort | Users | Line of Business |
|---|---|---|---|
| Accounting and Financial Close (AFC) · Processes (2) | ●●● | ●●● | Finance |
| Maintenance (MNT) · Processes (2) | ●●● | ●●● | Asset Management |
| Accounts Payable (J60) · Solutions | ●●● | ●●○ | Finance |
| Embargo Control (1WC) · Solutions | ●●○ | ●●● | Finance |

# Online Spotlight Report

Hydro Tasmania

## Accounting and Financial Close (J58)

Manual Effort · Users

Close

Activities (28) | Standard Process Diagram

Find Activity

| Activity | Percentage of Process Manual Effort | Percentage of Process Manual Effort (Industry) | Transactions |
|---|---|---|---|
| Financial Statement Download and Printing | 75.4% | 7.7% | FAGLB03 |
| Display Line Item Entry | 3.4% | 8.7% | FAGLL03 |
| Display Line Items in General Ledger | 3.4% | 8.7% | FAGLL03 |
| Display Line items in General Ledger | 3.4% | 8.7% | FAGLL03 |
| Run Foreign Trade Regulation Z4 - Basis Receivables/Payables Report (German) | 2.4% | 0.4% | FB70 |
| Run Foreign Trade Regulation Z4 Report (German) | 2.4% | 0.4% | FB70 |
| Create Advanced Return on Sales/Purchase Tax | 1.4% | 0.3% | S_ALR_87012357 |
| Post Parked Journal Entry | 1.1% | 0.7% | FBV0 |
| Manage Posting Periods | 0.7% | 0.1% | OB52 |
| Clear G/L Accounts | 0.6% | 13% | F-03 |
| Clear G/L Accounts - Manual Clearing | 0.6% | 13% | F-03 |
| Clear General Ledger Accounts | 0.6% | 6.9% | F-03; FB01 |
| Park General Journal Entries | 0.6% | 0.8% | FV50 |
| Post General Journal Entries | 0.6% | 5.3% | F-03; FB01 |

Accounting and Financial Close (AFC) · Processes (2)

Accounting and Financial Close (J58) · Solutions

| | | |
|---|---|---|
| FIORI | Display Journal Entries in T-Account View | Fiori Library |
| FIORI | Upload General Journal Entries | Fiori Library |
| IRPA | Automated Upload of General Ledger Entries | iRPA Bot Store |
| IRPA | Automated Upload of Manual Entries via API | iRPA Bot Store |
| IRPA | Smart Accruals Collector | iRPA Bot Store |
| ML | Goods Receipt / Invoice Receipt Monitor | Use Case Repository |

# SAP Principles

Defined principles that enables Hydro to decide what should and should not be done, to accomplish our goal of maximising our investment in SAP now and in the Future.

- **Innovation over Customisation (Protect the Core)** - Utilise SAP delivered initiatives/innovation to provide system improvements
- **SAP Best Practice** - Adopt and Embrace Standard SAP functionality/Process
- **SAP First** - Embrace a “Fit for Purpose” approach when assessing existing/future SAP functionality as technology solutions and Maximise value from existing SAP solutions
- **User Experience** - End User Experience is front of mind and key deliverable for all SAP projects/initiatives, when it doesn’t compromise SAP standard functional or process.
- **Data -** must be recognized as a valued & strategic enterprise asset to ensure data quality is defined & managed consistently across the data life cycle
- **Whole of Business** - Consider solutions at an Enterprise level, one consistent process for all
- **Strategy** - Alignment of SAP principles, projects and innovation to IT Strategic streams
- **Collaboration** - Partner with the business to deliver solutions aligned to SAP Roadmap and above principles.

# Business Led Prioritisation

Prior to developing the Roadmap/Principles we had 200+ enhancements in our backlog

None of them have been prioritised/vetted or approved by the appropriate business leader/owner

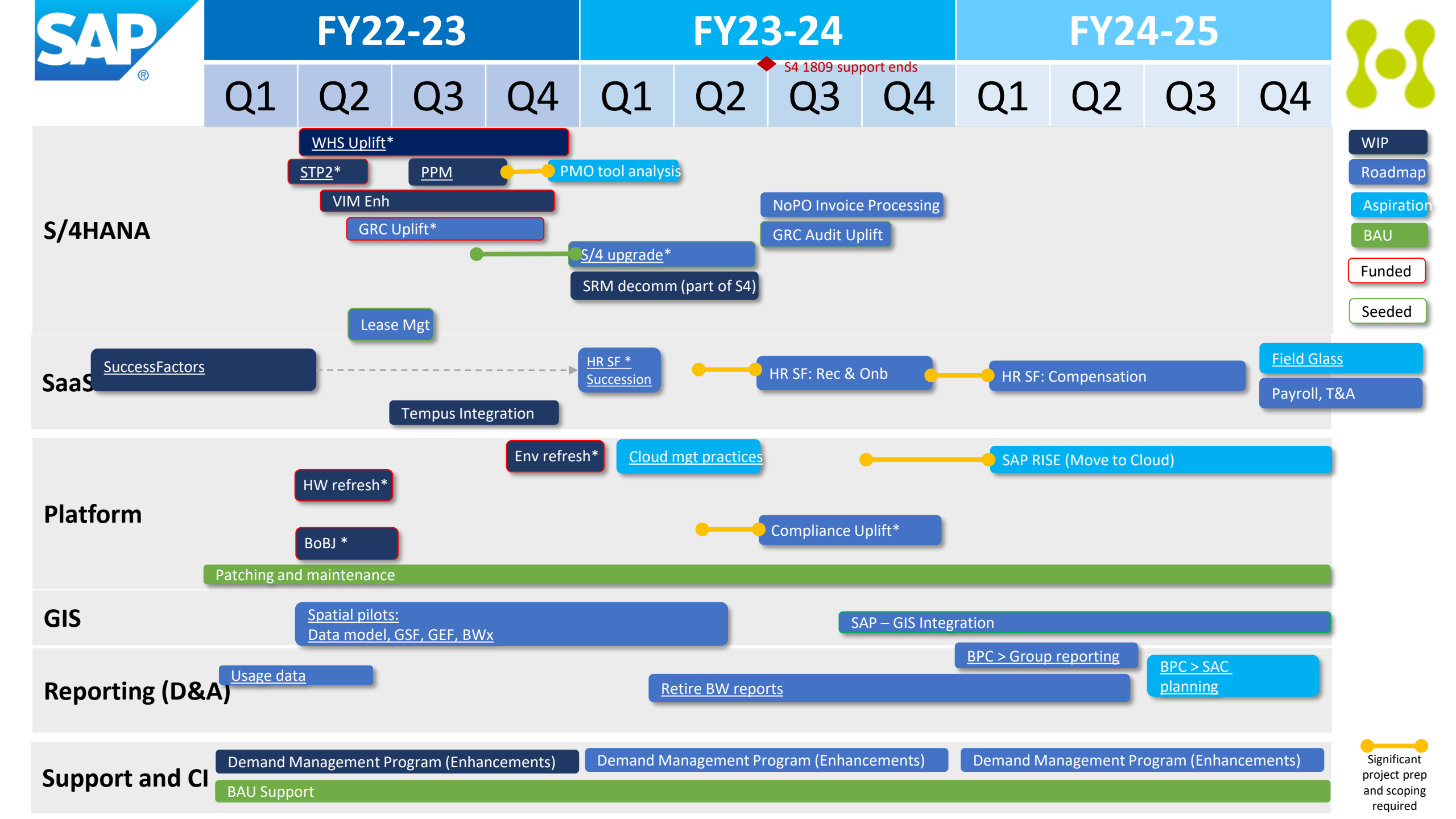
So we established User Forums based on function/process

- Bring multiple business areas together to discuss and share their experiences, pain-points and opportunities
- Use these forums to validate/approve/prioritise the request(s)
- Formulate a true backlog
- Align deliverables to existing roadmap items to determine dependencies (systems and resource constraints)

# What's Next

- **S4 Upgrade –** S/4 Upgrade from1809 to 2022
- **Simplification of our Landscape**
    - Remove SRM/MDM from our Landscape replace with S4 Procurement
    - Migration of Integrations from PO/PI/CPI to Integration Suite
    - Review Customisations, migrate to BTP
- **UX –** User Experience improvements via leveraging Fiori , removing legacy UX (Business Client, etc)
- **Continuous Improvements** – Leverage Fiori and other SAP innovations, BTP Proof of Value (Concepts).
- **Additional Roadmap Context** – Inclusion of detailed innovation items (based on prioritisations) and Application Lifecycle items to align the deliver or new items vs when support end's, updates are required etc

- **Continue to Develop and Refine the Roadmap**


FY22-23
FY23-24
FY24-25
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
S4 1809 support ends
S/4HANA
WHS Uplift*
STP2*
PPM
PMO tool analysis
VIM Enh
GRC Uplift*
NoPO Invoice Processing
GRC Audit Uplift
S/4 upgrade*
SRM decomm (part of S4)
Lease Mgt
SaaS
SuccessFactors
HR SF * Succession
HR SF: Rec & Onb
HR SF: Compensation
Field Glass
Payroll, T&A
Tempus Integration
Platform
Env refresh*
Cloud mgt practices
SAP RISE (Move to Cloud)
HW refresh*
Compliance Uplift*
BoBJ *
Patching and maintenance
GIS
Spatial pilots:
Data model, GSF, GEF, BWx
SAP – GIS Integration
Reporting (D&A)
Usage data
BPC > Group reporting
BPC > SAC planning
Retire BW reports
Support and CI
Demand Management Program (Enhancements)
Demand Management Program (Enhancements)
Demand Management Program (Enhancements)
BAU Support
WIP
Roadmap
Aspiration
BAU
Funded
Seeded
Significant project prep and scoping required

# Questions

# How to Connect with Me

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