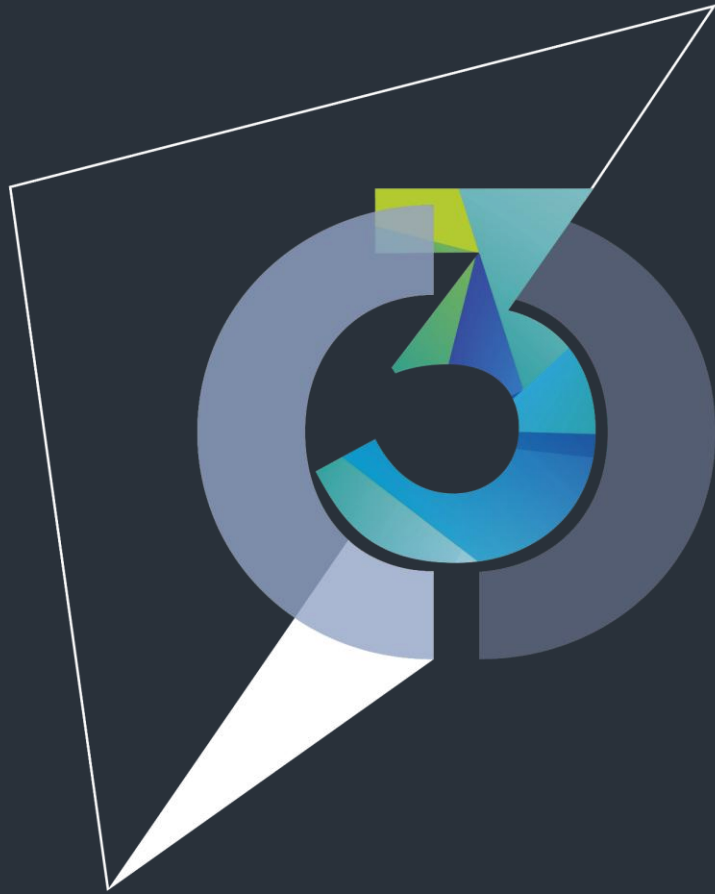


consenso

SUCCESSFUL SAP PROJECTS



SUCCESSFUL SAP PROJECTS  
FOR OUR CUSTOMERS  
FOR OUR PARTNERS  
FOR OUR TEAM



# S/4 Transformation

Your transformation project –  
perfectly aligned with your strategies  
and objectives for the future!



# Our service portfolio

## *Holistic, individual, future-oriented*

The pressure is on. To meet growing market demands, increasing digitisation and complex legal requirements, we offer flexible and sustainable solutions.

We support our customers across all industries with tailor-made concepts – from process consulting and SAP integration to the development of individual enhancements.

Whether omnichannel strategies, efficient supply chains, modern analytics solutions or tailored financial processes: we combine in-depth process understanding with technological expertise and provide you with reliable support throughout your digital transformation.



Merchandise  
Management



Omnichannel &  
Store Solutions



Architecture &  
Development



Supply Chain  
Management &  
Manufacturing



Digitalisation



Financial  
Management



Automation



Data & Analytics



Application Management  
Support

# Digital Transformation Value Proposition



# Possible Paths to S/4HANA



# 1



## Brownfield

Refurbishment  
of old building

# 2



## Greenfield

Extensive new  
construction

# 3



## Bluefield

New build  
with retained  
value

### Definition

**Purely technical upgrade** of an existing SAP Business Suite (e.g. ERP) to SAP S/4HANA

### Main objective

Ensuring **SAP maintenance** beyond 2027

### Advantages

**Lowest implementation risk** and comparatively **low effort** without data migration aspects

**New introduction** of S/4HANA from scratch – **no reuse** of the existing ERP implementation

Use S/4 HANA implementation to **change** existing business functions and **clean up** the existing implementation

**Redesign** of business process implementation as close as possible to **SAP best practices and standard approach**

**New introduction** of S/4HANA as **selective transformation**, i.e. selective transfer of coding, customizing and data from ERP

Use S/4 HANA implementation to **consolidate and clean up the system** while retaining the existing SAP process model

**Preservation of established processes** and protection of past investments combined with data cleansing and system consolidation

or alternatively: combination of **Brownfield** with 'green spots' or **Greenfield** with 'brown spots'

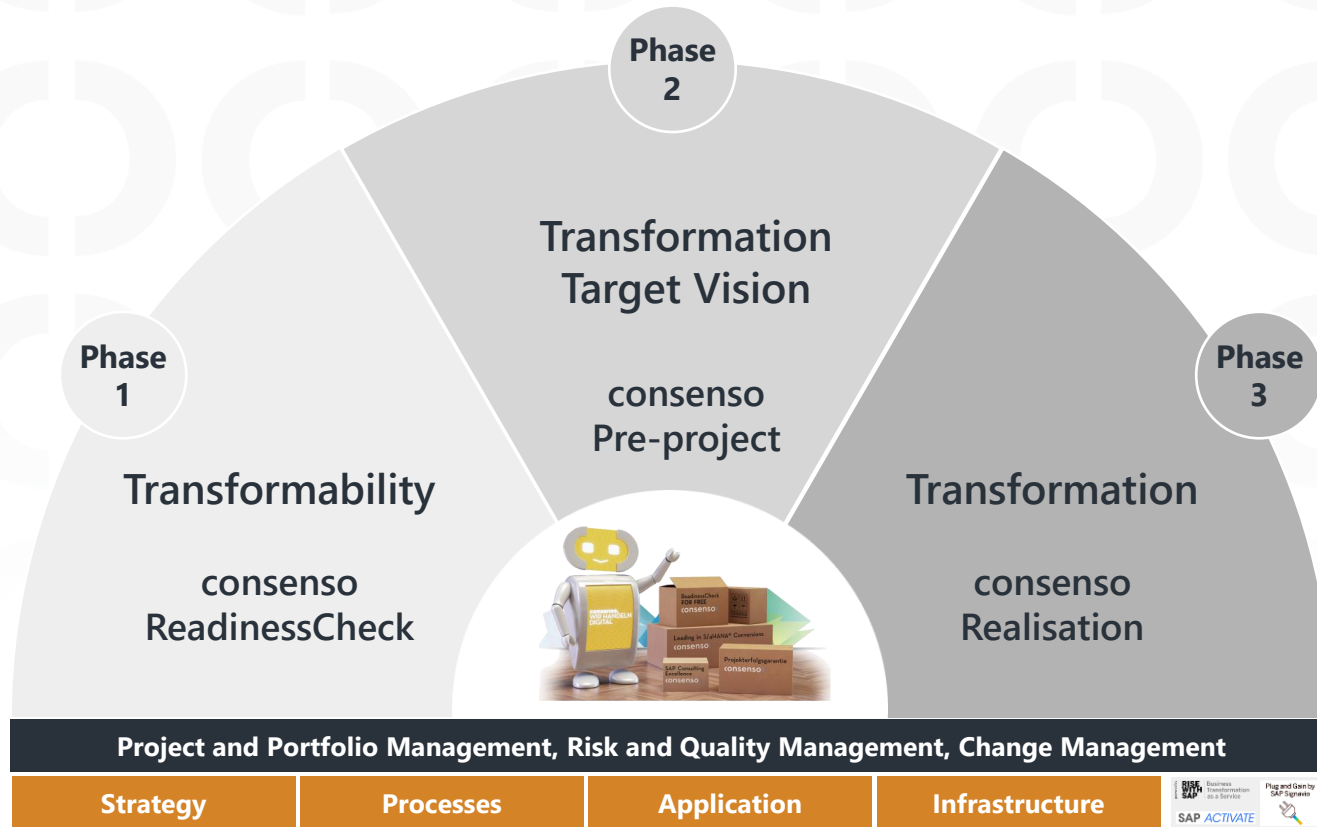
How to find the best and practicable approach for me?

**Public, private, OnPrem? Greenfield,  
brownfield or selective transformation?**

**The answers are provided by  
consenso's Best Practices**



# The three phases of an S/4HANA Transformation



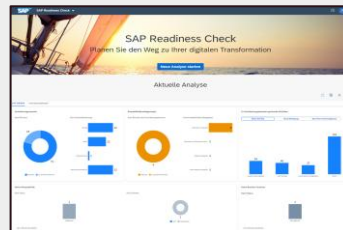


# Transformability & Transformation Target Vision

## Phase 1

### TRANSFORMABILITY - consenso ReadinessCheck

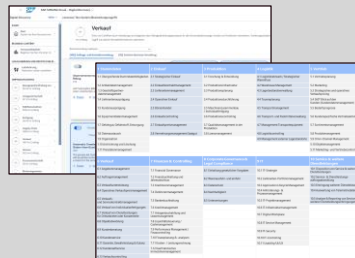
- Support for transformation recommendations
- Fast and holistic analysis of the current system
- Enrichment with customer-specific recommendations and assessments by consenso experts
- Evaluation and assessment of the relevant simplification items
- Evaluation of customer development objects regarding S/4HANA compatibility and subsequent indication of costs



## Phase 2

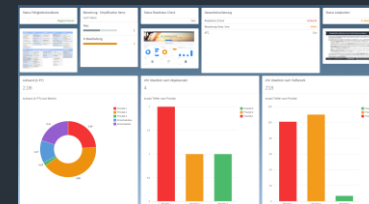
### Transformation target vision - consenso Pre-project

- Definition of strategic guard rails
- Capability map based on industry reference model
- Mapping of capabilities to SAP solution portfolio
- SAP Digital Discovery Assessment (DDA)



### TransformationCockpit

- Consolidation of all results from the phases of transformability and transformation target vision
- Illustration of the degree of processing for the individual activities
- Single source of truth
- Real-time evaluation
- Central access point for jumping to all relevant tools



The best results with the right tools and services

# Phase 1: ReadinessCheck



## Architecture

### AddOn compatibility



### Business functions



### Integration – BackEnd functions



### Data quality and volume (finance data) (1/2)



Im Bereich der Schnittstellen sind 172 Funktionen in der bestehenden Form nicht mehr verfügbar. Das betrifft primär WebService-Schnittstellen.

Influence on IT application architecture

Definition of strategic guard rails

## Strategy

### Exemplary guard rails for a transformation project

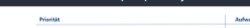
- Der Fokus einer S/4HANA Transformation liegt im Rahmen dieser Betrachtung ausschließlich auf dem heutigen SAP ERP-System und dem damit verbundenen Geschäftsprozessmodell. Umliegende Satelliten-Systeme bleiben unverändert bestehen und bilden weiterhin das Grundgerüst einer Zielarchitektur.
- Die Entscheidung über den Transformationsansatz „Brownfield“ bzw. „Greenfield“ ist beim Kunden lt. unserem Wissen noch nicht abschließend getroffen worden. Grundsätzlich sind aber folgenden Rahmenparameter für diese Entscheidung zu berücksichtigen:
  - Das zentrale **Geschäftsprozessmodell** beim Kunden steht unter S/4 Transformationen weiterhin grundsätzlich bestehen.
  - Vorbestehende Tätigkeiten** (z.B. Geschäftsprozessumstellung, neues Kundentypenmanagement) können vorab durchgeführt werden.
  - Bestehende Funktionen können übergangsweise im **Kompatibilitätsmodus** weiter genutzt werden, während das Nutzungsschwerfeld in Zukunft komplett neu konzipiert und andere strategische Funktionen mittels SAP bereitgestellt werden (z.B. WMA, LE, TRM, HCM, CS, ...).
  - Zwingende Prozessveränderungen aufgrund von SAP S/4HANA sind entsprechend nur dann zu berücksichtigen, wenn **obligatorischer Veränderungsbedarf** besteht. Es muss nicht zwingend auf neue Techniken gewechselt werden, wenn bestehende Techniken weiterhin unterstützt werden (z.B. Outputmanagement, Freigabestrategie, Formulare).
  - Möglichkeiten zur **Standardisierung und Optimierung** bestehender Anwendungen sind – wenn sinnvoll – anzuwenden bzw. im Einzelfall zu bewerten.
  - Geeignete Coding-Optimierungsmaßnahmen**, um von der S/4-Technologie auch aus Performancegesichtspunkten zu profitieren, sind an prospektischen Stellen zu bewerten und sofern sinnvoll anzuwenden.
  - Aus Sicht des **Überlieferers** wird ein hybrides Modell aus SAP GUI-Oberflächen und SAP Fiori-Anwendungen empfohlen.
- Als Basisrelease für die Umstellung wird im Rahmen des ReadinessChecks Release **SAP S/4HANA 2023** betrachtet. Im Rahmen eines Transformationsprojekts ist das Startrelease je nach Verfügbarkeit und Reifegrad (z.B. initial Segment einer ServicePack) zu bewerten.
- Projektabhängigkeiten zu etwaigen **Parallelprojekten** sind zu betrachten, können im Rahmen des ReadinessChecks aber nur dann berücksichtigt werden, sofern diese bekannt sind.

(consenso)

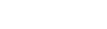
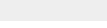
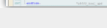
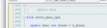
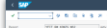
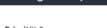
### Test results (Y\*, Z\*) – Overview



### Overview of efforts per priority for Z\*, Y\*



### Coding examples



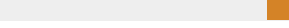
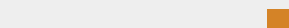
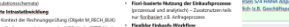
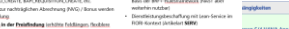
Test results of custom code analysis

Impact on business process model

### Functional consideration of Simplification Item List

Auf Basis des Readiness Checks wurden in Summe 107 Simplification Items identifiziert, die im Rahmen einer S/4 Transformation zu betrachten sind und sich auf folgende Arbeitsbereiche verteilen.

### Evaluating the results of the most important topics – Master data (1/2)



## Application

## Process

# Phase 2. Preliminary Project

- Capability map
- GAP analysis
- Architecture incl. SAP Digital Discovery Assessment (DDA)
- Process model
- Cost estimate

## Extract of our deliverables: Capability map



1. Domains
1.1 Übergeordnete Geschäftsprozesse
1.2 Arbeitskreismanagement
1.3 Geschäftsprozessmanagement
1.4 Lieferantenmanagement
1.5 Kundenmanagement
1.6 Lieferantenmanagement
1.7 Beschaffung, Einkauf, Beschaffung
1.8 Datenmanagement
1.9 Organisation
1.10 Beschaffung und Lieferung
1.11 Personalmanagement

### CAPABILITY MAP. STRUCTURE. HOW TO READ IT?

#### Management level:

Basis for alignment with strategic objectives, prioritization, scope definition and differentiation from other projects



#### Level 1

##### Capability map (domains only)

Provides an overview of the domains.



#### Level 2

##### Detailed domain structure

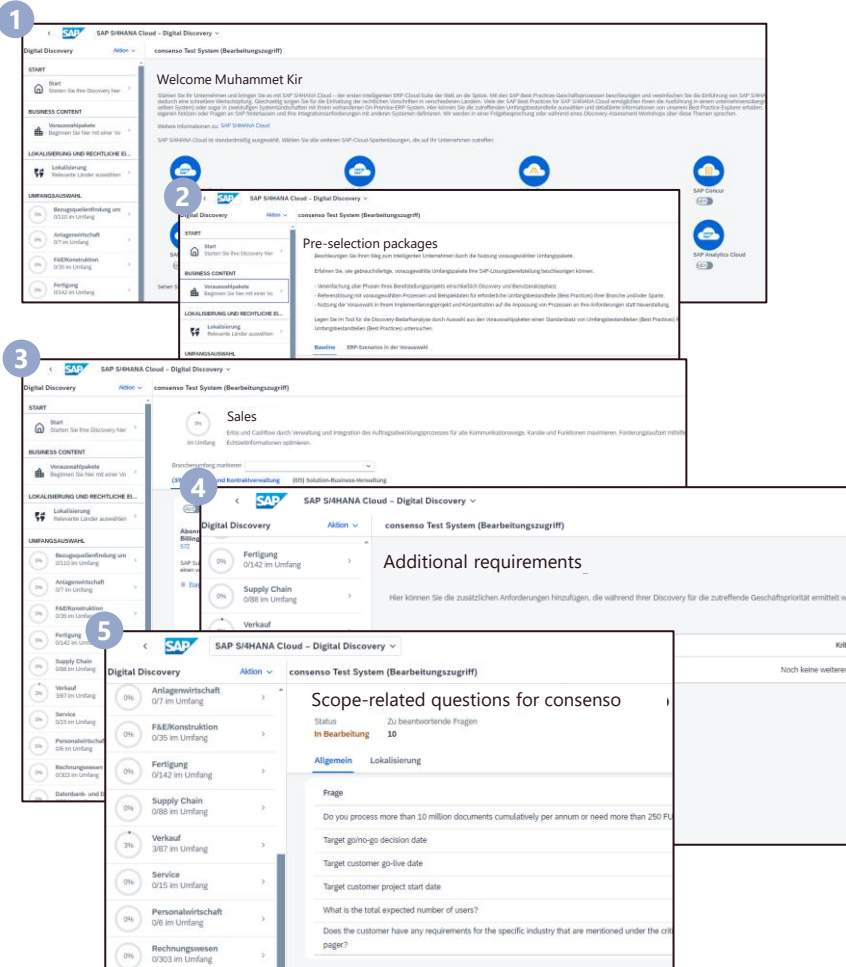
Contains the subordinate capabilities for each main capability of a domain.

#### Level of detail

- **Domains** (e.g. master data, purchasing, logistic) form the top level of a capability map. At the next level, main capabilities are assigned to each domain. All **main capabilities** within a domain are related in terms of content and clearly distinguished from the next group. Further **capabilities** are assigned to each main capability. The sum of the capabilities assigned to a main capability is necessary to provide the main capability. → The capability map is a target vision developed jointly by **business and IT**.

### consenso

1. Domains	2. Capabilities & Sub-Capabilities	3. Capabilities & Sub-Capabilities	4. Capabilities & Sub-Capabilities	5. Capabilities & Sub-Capabilities
1.1 Arbeitskreismanagement	1.1.1 Arbeitskreismanagement	1.1.2 Arbeitskreismanagement	1.1.3 Arbeitskreismanagement	1.1.4 Arbeitskreismanagement
1.2 Geschäftsprozessmanagement	1.2.1 Geschäftsprozessmanagement	1.2.2 Geschäftsprozessmanagement	1.2.3 Geschäftsprozessmanagement	1.2.4 Geschäftsprozessmanagement
1.3 Lieferantenmanagement	1.3.1 Lieferantenmanagement	1.3.2 Lieferantenmanagement	1.3.3 Lieferantenmanagement	1.3.4 Lieferantenmanagement
1.4 Kundenmanagement	1.4.1 Kundenmanagement	1.4.2 Kundenmanagement	1.4.3 Kundenmanagement	1.4.4 Kundenmanagement
1.5 Lieferantenmanagement	1.5.1 Lieferantenmanagement	1.5.2 Lieferantenmanagement	1.5.3 Lieferantenmanagement	1.5.4 Lieferantenmanagement
1.6 Beschaffung, Einkauf, Beschaffung	1.6.1 Beschaffung, Einkauf, Beschaffung	1.6.2 Beschaffung, Einkauf, Beschaffung	1.6.3 Beschaffung, Einkauf, Beschaffung	1.6.4 Beschaffung, Einkauf, Beschaffung
1.7 Datenmanagement	1.7.1 Datenmanagement	1.7.2 Datenmanagement	1.7.3 Datenmanagement	1.7.4 Datenmanagement
1.8 Organisation	1.8.1 Organisation	1.8.2 Organisation	1.8.3 Organisation	1.8.4 Organisation
1.9 Beschaffung und Lieferung	1.9.1 Beschaffung und Lieferung	1.9.2 Beschaffung und Lieferung	1.9.3 Beschaffung und Lieferung	1.9.4 Beschaffung und Lieferung
1.10 Personalmanagement	1.10.1 Personalmanagement	1.10.2 Personalmanagement	1.10.3 Personalmanagement	1.10.4 Personalmanagement



## Phase 2. Preliminary Project

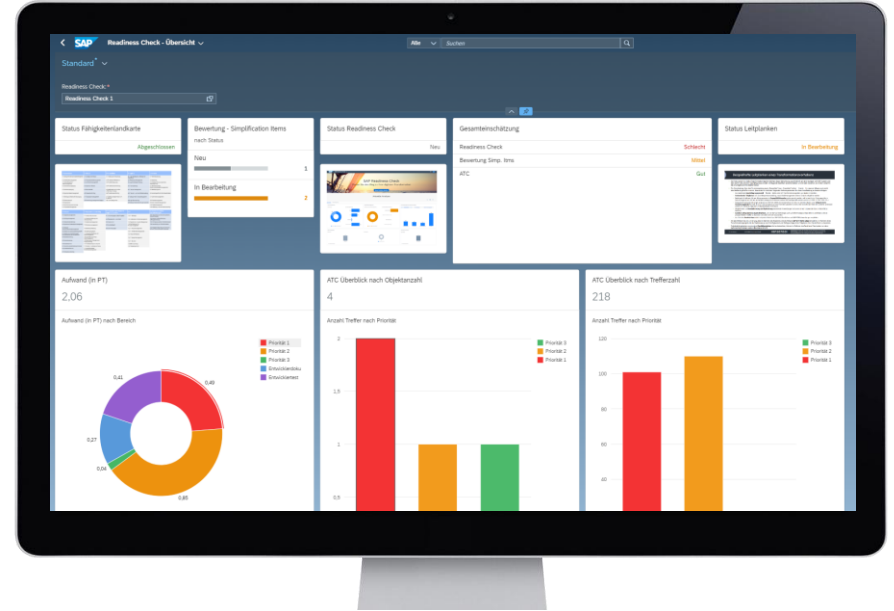
- 1 Selection of **SAP** solutions
- 2 Selection of **pre-selection packages**
- 3 **Scope** definition
- 4 Information on **additional requirements**
- 5 **Detailed qualification** of processes

## Phase 2. Preliminary Project



# Transformation Cockpit

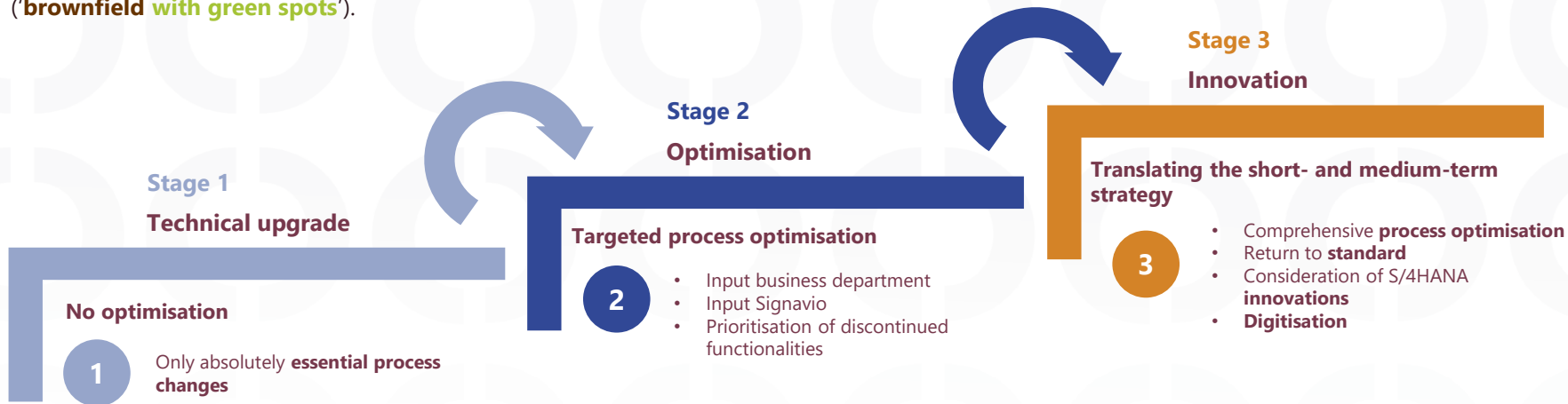
- ✓ Combining the results from phases 1 and 2
- ✓ Illustration of the degree of processing for the individual activities
- ✓ Single source of truth
- ✓ Real-time evaluation
- ✓ Central access point for jumping to all relevant tools



# Transformation and S/4 Implementation Project

Brownfield does not mean that the **potential benefits of an S/4HANA transformation** cannot be 'leveraged' or that **opportunities for digitisation** cannot be exploited. This can be done separately from the actual transformation and is not an unusual approach ('**brownfield with green spots**').

Brownfield



## Use of new technologies

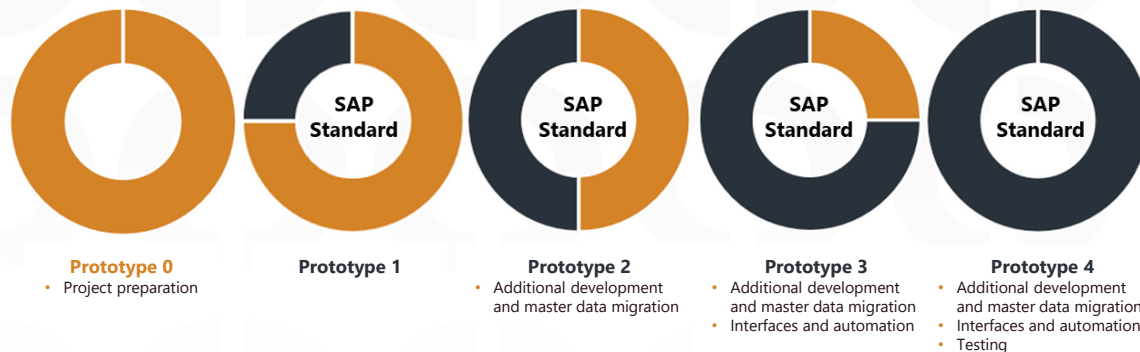
- Established and perfectly integrated **standard SAP processes** refine and **profitably expand the existing limits of the standard**, while remaining in the **standard data model**.
- Use of **SAP's on-board tools** or solutions from established third-party providers for our digital services.
- **Independent further development** of our services and solutions.
- In line with the principle of '**keep the core clean**', we avoid modifications during implementation.



# Transformation and S/4 Implementation Project



The prototypical implementation approach ensures a high degree of certainty regarding the appropriate IT solution.



Every prototype considers the entire process model

Every prototype considers the entire process model

## ADDED VALUE OF THE APPROACH

- ✓ Early validation of requirements in the IT system
- ✓ Step-by-step refinement of the solution together with the business department and IT
- ✓ High degree of certainty regarding the appropriate IT solution, as well as standard-based mapping of requirements
- ✓ Significant reduction in implementation time
- ✓ Adoption of the results of prototype 4 for the pilot phase





<https://consenso.de/de/s4hana-transformation.html>








### **SAP S/4HANA Conversion:**

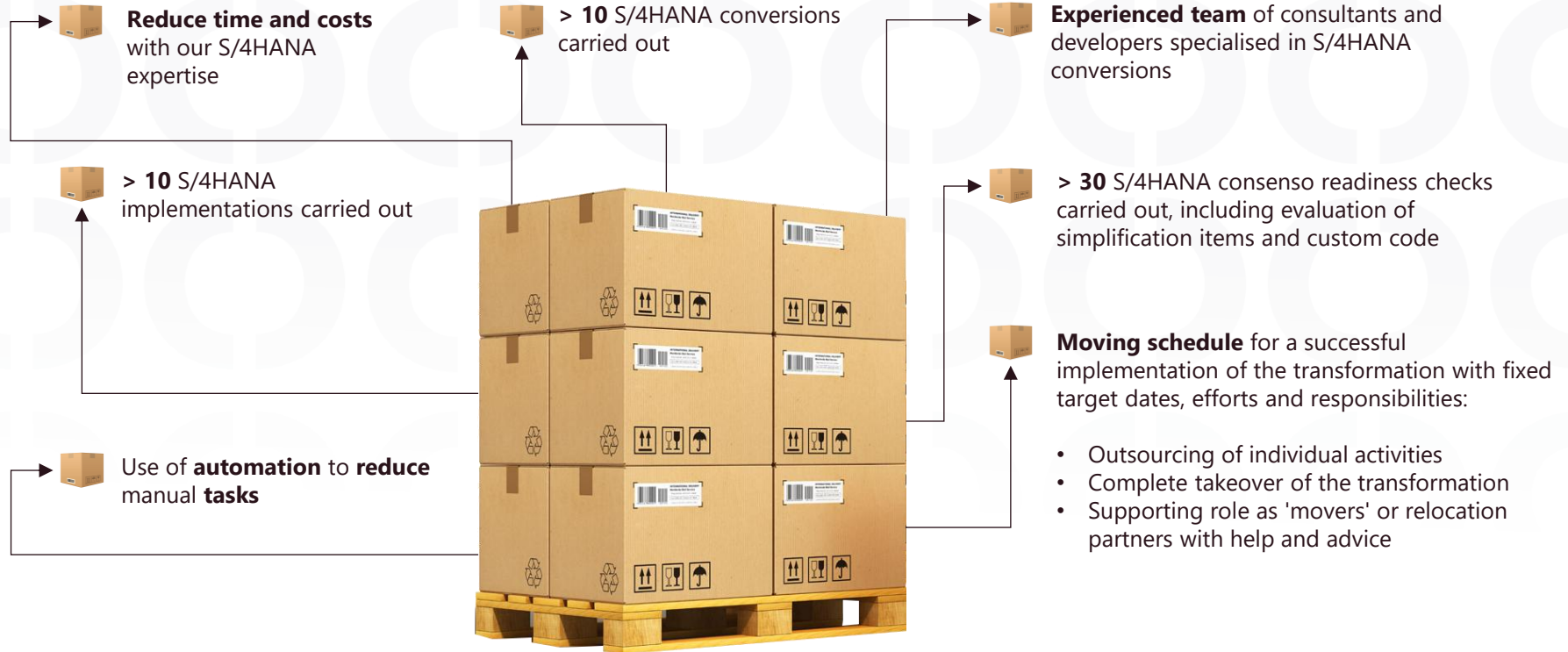
A challenge for many, part of our daily work!

## Your SAP S/4HANA Movers

### *Your successful conversion with us...*

-  Standardised and established approach, including provision of all documents for detailed planning, cutover, etc.
-  Established specification of system environments
-  Full coverage of roles and areas::
  - Development
  - Consulting
  - Basic
  - HCM (carve out)
  - Lift & shift
  - Retrofit
-  If desired, 'just' a coaching approach
-  ...

# Transformation. Key Facts


















# Transformation. Standardised Services

## Legend:

- ✓ included
- ✗ not included or not relevant



	System conversion  Classic	System conversion  Classic pro	System conversion  Classic max	Selective transformation  Comfort	New im  Premium
<b>Effort classification</b>					
<b>Service</b>					
consenso ReadinessCheck	✓	✓	✓	✓	✗
Adjustment of custom code	✗	✓	✓	✓	✗
Technical conversion to SAP S/4HANA	✗	✗	✓	✗	✗
Introduction business partners	✗	✓	✓	✓	✓
FI data migration (new S/4HANA data model)	✓	✓	✓	✗	✗
• New asset accounting					
• New general ledger					
<b>Implementation of 3 test conversions</b>	✓	✓	✓	✓	✓
<b>Customer commitment</b>					
<b>Rough estimate of efforts in PD</b>	50	150	200	individual effort indication	individual effort indication

# General Principles for the Introduction

- Strategic vision is always leading
- Change management is lived by management
- Good is good enough
- No predictions, just enabling
- The right spirit and creativity
- Always consider everything when designing
- Clear definition of objectives

# Reference values from a time and effort perspective



**Brownfield**



**Greenfield**



**Bluefield**

- 6–12 months duration
  - Subsequent optimizations to be considered separately
  - Preparatory activities and housekeeping are additive
  - Costs are highly dependent on internal contribution and the scope of custom code, but are generally significantly lower than Greenfield/Bluefield approaches
- 12–24 months duration
  - To be treated like a new implementation project
  - Typically a phased transition with temporary parallel operation
  - Program or project-based approach
  - Decoupling of project and rollout
  - Costs typically in the multi-million range

# Technological challenges of the S/4HANA transformation

## Key success factors of a successful S/4HANA implementation from a technological perspective



Keep the core clean

Avoidance of lift-and-shift for customer developments

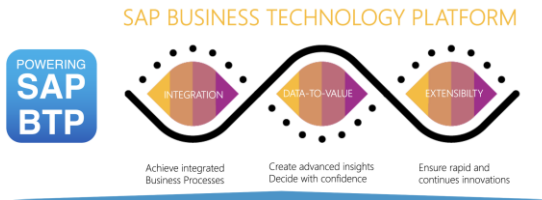
Flexible integration platform

Use of digitalization and AI components

As high a level of automation as possible

End-to-end data migration scenario

Intelligent UI concept



# Thank you for your attention!

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