5 DECISIVE DECISIONS FOR SAP SUCCESS

HOW TMF GROUP'S DECISION MAKING STEERED THEM TOWARDS SAP PROGRAMME SUCCESS
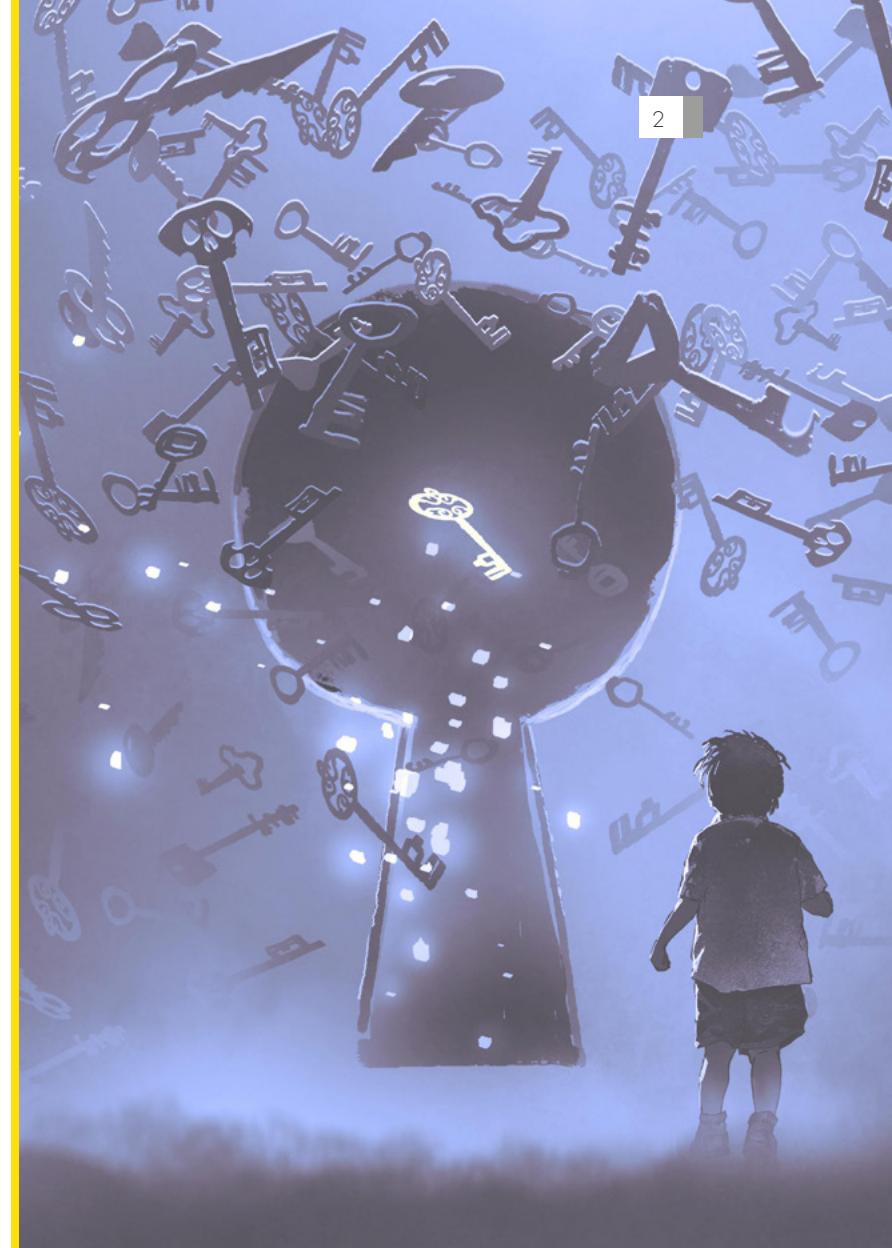
WHO ARE TMF GROUP?

INTERNATIONAL EXPANSION EXPERTS

TMF Group helps its clients operate internationally and 'belong' wherever they are in the world. They do this by making sure they are properly set up to do business in any country and compliant with local and international regulations.

They help companies of all sizes with business services such as HR and payroll, accounting and tax, corporate secretarial, global governance and administration services for capital markets, private equity and real estate investments.

This guide looks at 5 decision they made that proved to be decisive in the success of their SAP programme.

5 DECISIVE DECISIONS FOR SAP SUCCESS

CHOOSING AN EXPERIENCED PM WITH A BACKGROUND IN SAP

As TMF Group's SAP project exited the design phase, the Steering Committee raised concerns that the project had the potential to run off-plan if strong programme governance was not immediately implemented.

The decisive action of the Steering Committee allowed them to hire a new Project Manager with a proven SAP background that would set them back on course for SAP success.

This was a vital strategic decision.

Due to the unique nature of SAP projects, it's important to choose a PM with experience delivering SAP - ideally within your industry.

By making the decision to recruit a Project Manager with SAP experience and a relevant industry background, TMF took the decisive action needed to steer their project towards SAP success.

DECISIVE DECISION #2

SETTING CLEAR ROLES AND RESPONSIBILITIES ON THE PROJECT

Setting clear roles and responsibilities on a project is a vital step in preparing your programme for SAP Success.

TMF Group made the decisive decision to clarify roles and responsibilities early in their project, using input from Resulting IT and the standard SAP Activate Methodology that provided an outline of the key roles required on the SAP project.

TMF Group were then able to fill these roles, either with skilled staff already existing within the project team, or by recruiting new consultants to fill vital roles - for example, the role of data migration lead.

By making the decisive decision to clearly define roles and responsibilities early in their project's lifecycle, TMF Group ensured they have the skills and clarity needed to deliver a successful SAP Programme.

DECISIVE DECISION #3

CHOOSING A PROVEN METHODOLOGY AND STICKING WITH IT

Project management methodologies allow project teams to build their plan around proven processes that drive success.

The Project Manager and Project Team at TMF Group made the decision to align their project to SAP's Activate Methodology, leveraging the many templates and accelerators that exist to support it.

SAP Activate is an agile project management methodology specifically designed to deliver SAP S/4HANA.

This proved to be a decisive decision as it meant their project had a strong methodology that is based on good practice.

This gave TMF Group a strong chance of success with their SAP Programme.

DECISIVE DECISION #4

REPLANNING PROJECT TIMELINES FOR MORE REALISTIC DELIVERABLES

In any SAP programme, timelines can be a sensitive issue. Changes to a project timeline can mean overruns and budget challenges.

In reality, slippage in a project will cause overruns whether you formally acknowledge it or not.

That's why it's important to adjust timelines as soon as you realise that current targets are not achievable after considering mitigating factors.

At TMF Group, they made the decisive decision to replan their project timeline for more realistic and accurate deliverables early in the project, as soon as they became aware that the original timeline was no longer possible.

This was an important decision as replanning timelines to be more realistic brings many benefits, including allowing adequate time for design to be thoroughly completed, rigorous training and business testing time prior to go-live.

Some slippage is common in SAP projects, and while no one wants to be the person who is pushing dates back, replanning timelines demonstrates a maturity of decision making by the Steering Group in supporting the Project Manager to achieve success.

GETTING ADVICE AND SUPPORT FROM A CRITICAL FRIEND

When it comes to SAP, however good a project is, no project can be perfect.

The challenge is, when you're working on a project day in day out it can be hard to take a step back, look at the programme as a whole and make objective decisions.

That's where a Critical Friend can help.

Many project teams may turn their nose up at the idea of a critical friend. After all, it's a bit like paying someone to come in and criticise you.

However, understanding the value of independent advice from an experienced 3rd party

demonstrates the mature decision making that is needed to be successful with SAP - and that's exactly what TMF Group did.

By enlisting the help of a proven, independent SAP consultancy to review the project and act as a critical friend, TMF Group were able to get an impartial and objective review of their project.

This allowed them to act preemptively on issues that may otherwise have gone unnoticed or could have caused issues later in the Project. Also, it helped to guide them towards important decisions that increased their chances of SAP success.

INDEPENDENT BUSINESS-SIDE CONSULTANCY

HOW RESULTING HELPED TMF GROUP SET A TRAJECTORY FOR SAP SUCCESS

TMF Group approached Resulting IT to provide an impartial review of their project, including the status of project plans and the methodology.

Resulting undertook a 3 week review, interviewing all key stakeholders and reviewing project documentation to come up with **a number of actionable recommendations.**

Resulting made recommendations such as finding a Project Manager with relevant industry experience, using SAP's activate methodology, matching project team roles to those within the SAP toolkit, and replanning the project timeline.

They also provided advice on recruiting for key roles.

This short piece of work helped TMF get their **project back on track, on budget, and mitigated risks.**

"I wanted to say a big thank you for all of the hard work from you and the team. It is really appreciated by the whole Americas team and the recommendations are being applied as we speak!"

James Bertioli
Chief Operations Officer: Americas

MAKE YOUR DECISIVE DECISION

SAP PROGRAMME ASSURANCE FROM RESULTING

If your SAP programme is slipping, running over budget, or simply isn't running as you would like - we can help.

We can support you with impartial advice that will help you make the decisive decisions that drive SAP success.

Contact us today at www.resulting-it.com to get started.

for more information visit:

WWW.RESULTING-IT.COM

Resulting IT are the UK's leading business-side SAP consultancy, helping businesses become more successful and more self sufficient with SAP.

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