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IBM Rapid Discovery

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Setting the Foundation for Transformation with IBM Rapid Discovery

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Setting the Foundation for Transformation

Successful transformation programs begin with a solid foundation, built on an accepted and aligned understanding of the 'why', 'what', and 'how'

WHY...

Technology-enabled transformation should be a strategic priority for my organization

- **Executive Alignment**
- **Business Value**

WHAT...

Transformational opportunities and considerations are available for my organization

- **Enterprise Capability Model**
- **Enterprise Architecture**
- **Organizational Change Mgmt.**
- **Opportunity Horizon**
- **Data and Analytics**
- **Security and Controls**

HOW...

We can unlock the value of transformation through technology enablement

- **Implementation Roadmap**
- **Governance Foundation**

| MISSION | VISION | PLAN |
for transformation

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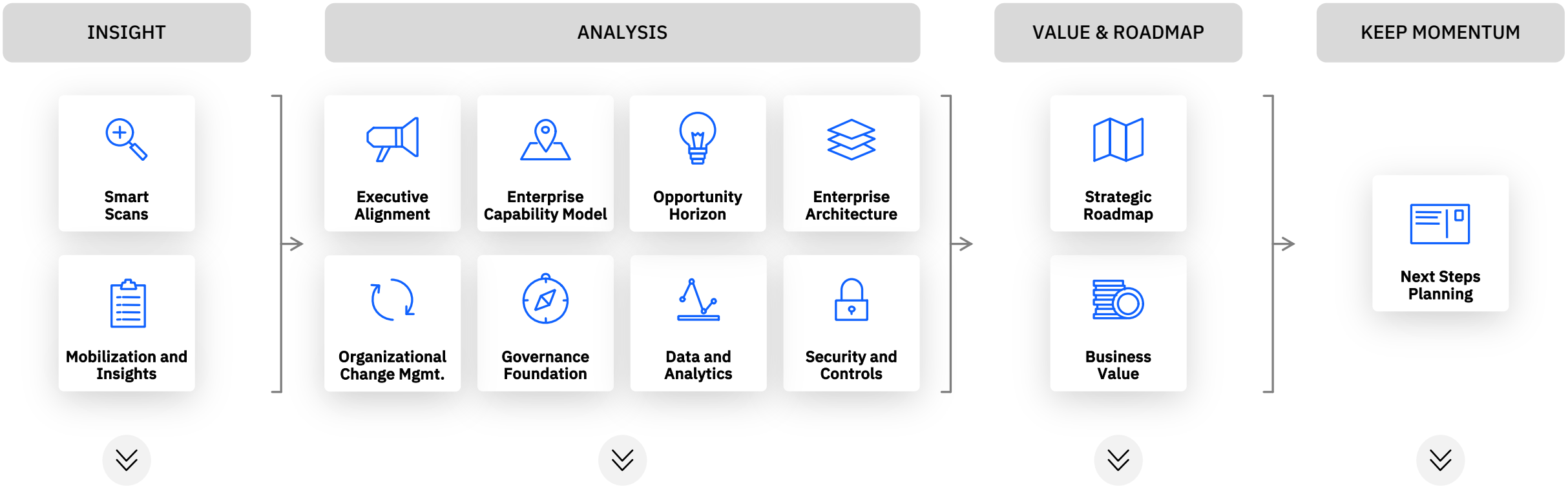
Rapid Discovery Execution Plan

How we will logically execute a Rapid Discovery program and help build transformation momentum



Insights from legacy systems as well as data and insight gathering to kickstart the Rapid Discovery program

Lay the foundation for the SAP enabled Business Transformation program by navigating the many questions and decisions that currently impede your ability to launch the program

Refine the roadmap and business case needed to launch the SAP enabled Business Transformation program

Drive alignment around foundational decisions and prepare for next steps to maintain program momentum

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Rapid Discovery Schedule

	DATE	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	WEEK #	-2	-1	1	2	3	4	5	6	7	8	9	10	11+
INSIGHT														
0	Mobilization & Insights													
0	Smart Scans (IBM HIA & SNP Crystal Bridge)													
ANALYSIS														
1	Executive Alignment													
2	Enterprise Capability Model													
3	Opportunity Horizon													
4	Enterprise Architecture													
5	Organizational Change Management													
6	Governance Foundation													
7	Data & Analytics													
8	Security & Controls													
VALUE & ROADMAP														
9	Business Value													
10	Strategic Roadmap													
KEEP MOMENTUM														
11	Next Steps Planning													

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Rapid Discovery Outcomes

INSIGHT		
0	Mobilization & Insights	• Completed Data Gathering Templates to inform Rapid Discovery execution • Confirmed scope and workshop schedule, aligned to client participants • Communicated & aligned IBM and client team • Completion of formal kick-off for Rapid Discovery launch
0	Smart Scans	• Summary outcome of the IBM HANA Impact Assessment (HIA) • Summary outcome of the SNP Crystal Bridge Assessment

ANALYSIS		
1	Executive Alignment	• Summary of executive alignment assessment illustrating commonality & divergence on key topics such as vision, strategy, pain points, moments that matter, etc. • Summary of next steps / actions for further development of alignment
2	Enterprise Capability Model	• Definition of to-be business capabilities and enablers (people, process, technology, data) • Confirmed Business Process Hierarchy (BPH) illustrating the functional scope of the future-state program • IBM Quad-A preliminary classification (based on Implementation Strategy) • Co-defined Key Design Decision (KDD) outcomes • Summary scope diagrams and heat maps for high-level understanding
3	Opportunity Horizon	• Summary of current-state maturity assessment at sub-process level, with clear gap identification end-to-end; people, process, data, and technology • Prioritized Opportunity Horizon to enhance and / or accelerate the SAP enabled Business Transformation, categorized based on complexity, potential ROI, and time-to value
4	Enterprise Architecture	• Enabling enterprise application inventory based on Enterprise Capability Model outcomes • Technical design for future-state Enterprise Architecture, including future-state architecture diagrams • Preliminary recommendations for Application Rationalization • Future-state instance strategy • Future-state infrastructure sizing and strategy

ANALYSIS		
5	Organizational Change Management	• Summary of transformation change & readiness assessment • Summary of SAP enabled Business Transformation change impacts to end-users • Recommended change management strategy & readiness roadmap based on capability & readiness vs. anticipated impacts
6	Governance Foundation	• Education on best-practice roles, responsibilities, and governance models to support governing an SAP S/4HANA program • Target-state Program Governance model recommendation • Roadmap and actions to mobilize for future-state Program Governance
7a	Data	• Summary of data readiness assessment results for key domains / objects, inclusive of data relevancy, data standardization, data de-duplication insights, etc. • Summary of current-state of data findings and future-state data strategy / roadmap, inclusive of data migration & legacy data archival approach • Strategic initiative roadmap for data migration and data governance • Data Governance tool selection scorecard (optional)
7b	Analytics	• Future-State Analytics and Reporting strategy / roadmap • Interim-State Analytics and Reporting strategy / roadmap • Underpinning Analytics and Reporting architecture
8	Security & Controls	• Summary of the current-state of security • Summary of vulnerability & access risk findings • Recommendation for future-state security improvements • Security transformation strategy & roadmap

VALUE & ROADMAP		
9	Business Value	• Business case supporting the SAP S/4HANA Strategy & Roadmap • Financial model of benefits versus costs (ROI) • Benefit description and sizing by value pool • Capability to value pool mapping • KPI benchmark comparisons
10	Strategic Roadmap	• Summary of SAP enabled Business Transformation Strategic Roadmap, including co-defined SAP implementation and deployment strategies • Strategic Roadmap timeline • Strategic Roadmap resourcing • Strategic Roadmap cost

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IBM Rapid Discovery Workstream Overview

Insight Phase

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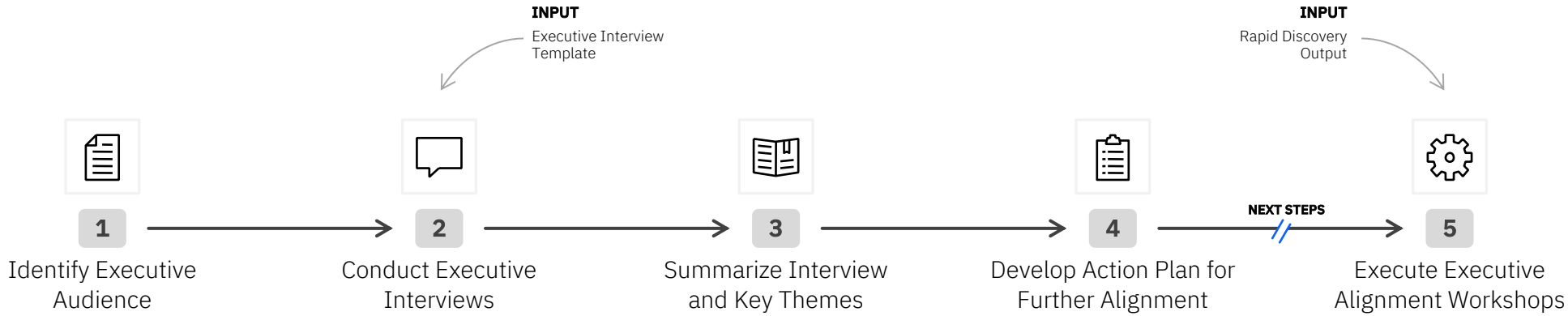
Executive Alignment

Workstream Deep-Dive

APPROACH



OUTCOMES

- Summary of executive alignment assessment illustrating commonality & divergence on key topics such as vision, strategy, pain points, moments that matter, etc.
- Summary of next steps / actions for further development of alignment

CLIENT EXPECTATIONS

Suggested Participants:

- 5 – 10 Senior Executives

Ways of Working:

- One 45-minute Executive Interview / executive

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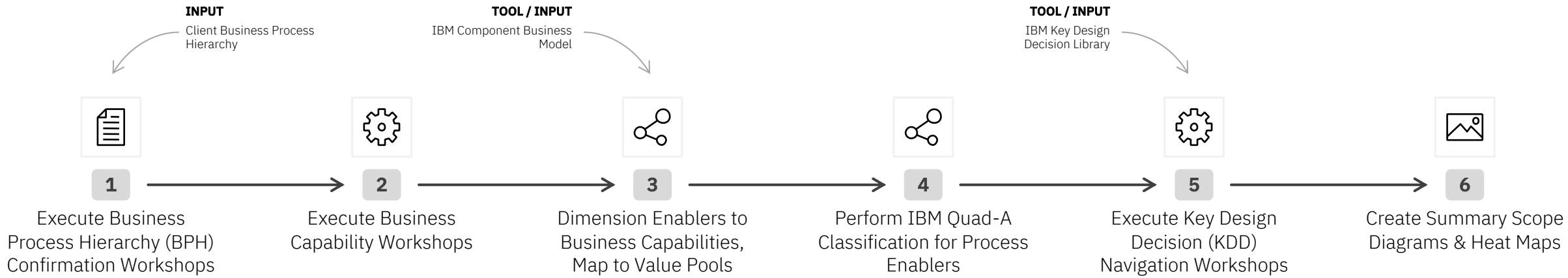
Enterprise Capability Model

Workstream Deep-Dive

APPROACH



OUTCOMES

- Definition of to-be business capabilities and enablers (people, process, technology, data)
- Confirmed Business Process Hierarchy (BPH) illustrating the functional scope of the future-state program
- IBM Quad-A preliminary classification (based on Implementation Strategy)
- Co-defined Key Design Decision (KDD) outcomes
- Summary scope diagrams and heat maps for high-level understanding

CLIENT EXPECTATIONS

Suggested Participants:

- Working group of key business and IT stakeholders / Level 2 process area

Ways of Working:

- One 90-minute BPH Confirmation Workshop / Level 2 process area
- Multiple 90-minute Business Capabilities Workshops / Level 2 process area
- As needed, 60-minute KDD Navigation Workshops

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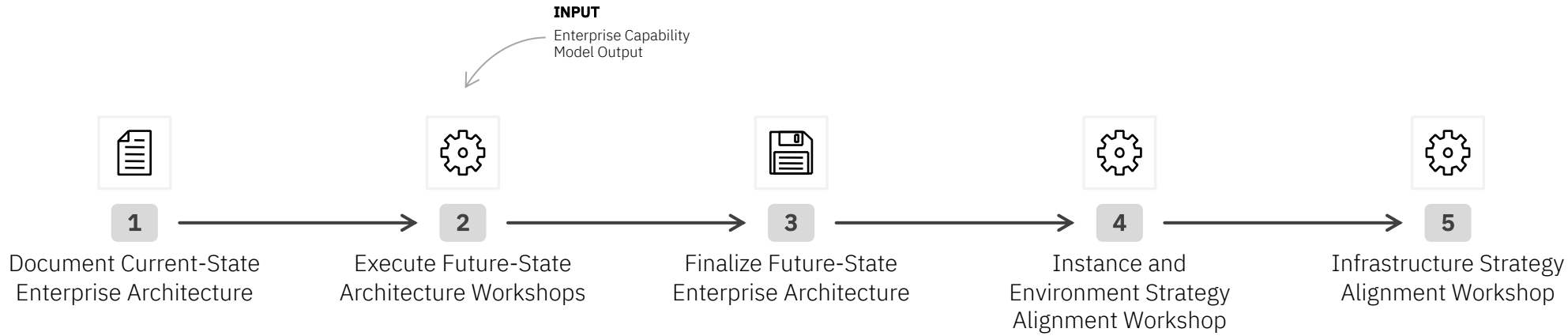
Enterprise Architecture

Workstream Deep-Dive

APPROACH



OUTCOMES

- Enabling enterprise application inventory based on Enterprise Capability Model outcomes
- Technical design for future-state Enterprise Architecture, including future-state architecture diagrams
- Preliminary recommendations for Application Rationalization
- Future-state instance strategy
- Future-state infrastructure sizing and strategy

CLIENT EXPECTATIONS

Suggested Participants:

- Working group of key IT stakeholders / architects

Ways of Working:

- Multiple 90-minute Future-State Architecture Workshops
- One 60/90-Minute Instance & Environment Strategy Alignment Workshop
- One 60/90-Minute Infrastructure Strategy Alignment Workshop

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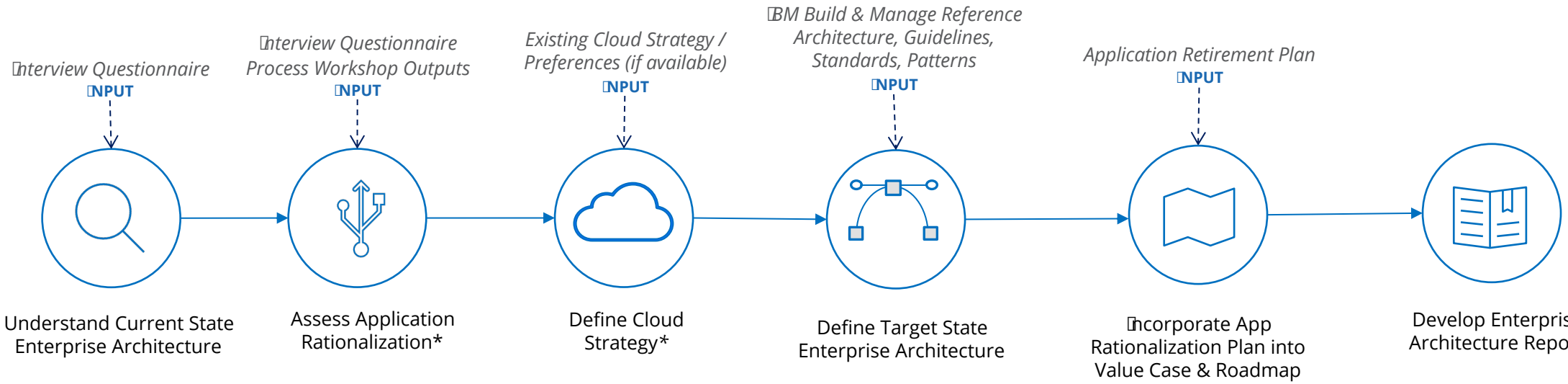
Future-State Enterprise Architecture

Determine the enterprise architecture to form the foundation for future-state operations, aligned with your organization's architectural guidelines and priorities

PURPOSE

The purpose of the Enterprise Architecture workstream is to provide the high-level enterprise architecture roadmap for the S/4 implementation in a hybrid cloud model + RISE. Additionally, deployment and total cost of ownership options are provided in support of customer requirements.

WORKSTREAM APPROACH:



What We Need From You

- Complete the enterprise architecture questionnaire
- Allocate 1+ resource to attend workshops for future state enterprise architecture
- Allocate personnel to assist with sizing requirements

Outcomes

- Clear understanding of current state and target state of enterprise architecture
- High-level enterprise architecture roadmap for the S/4 implementation

** for defined ERP+ Scope Boundaries*

Enterprise Architecture – Pillars

Enterprise Architecture has many components that need to be tailored to the needs of the program.

Future State Enterprise Architecture

- SAP Landscape, including connected systems (modern integration approach)
- Clean Core architecture, BTP
- Intelligent Workflow Modern Architecture
- Instance Strategy (Global, Regional, etc)
- TCO estimations
- Future State Resource Model (optional)
- License Summary

Cloud Strategy

- Hybrid Cloud Strategy
- Cloud Service Provider Selection
- Location of Data Centers, HA, DR Architecture.
- TCO Estimates
- RISE Breakthrough with IBM
- Others SaaS product selection

Application Rationalization

- Identification of Applications to be retired/replaced by transformation program (input from direct technical discussions and process workshops)
- Rationalization Roadmap (incorporated into overall Implementation Plan)
- TCO Estimates (inputs to Value Case)

Clean Core / Development Strategy

- Future Development Strategy, BTP.
- Clean Core considerations, SAP BTP
- Legacy remediation recommendations and approach (dependent on migration approach)
- SNP Rapid Move+, Syniti for data migration, Ehub etc.

Future / Advanced Discussion Topics

- Watsonx and SAP
- IBM Technology Alignment - e.g., Cloud Paks, IBM Managed services, API connect etc.

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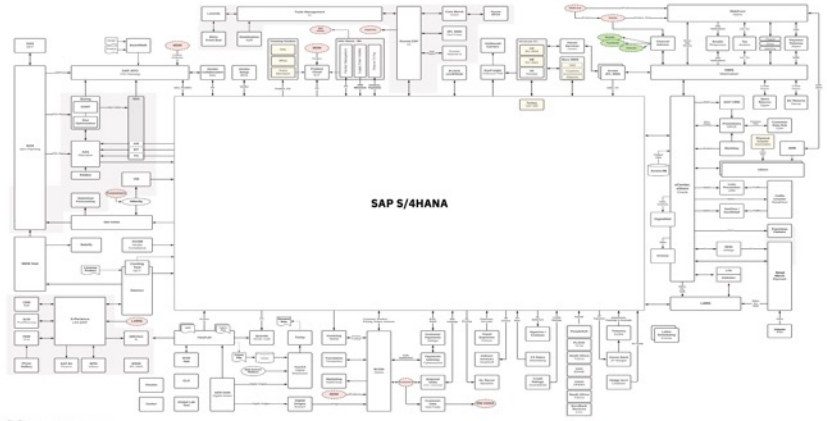
Enterprise Architecture

Workstream Sample Outcomes

Enterprise Architecture

Future-State Enterprise Architecture



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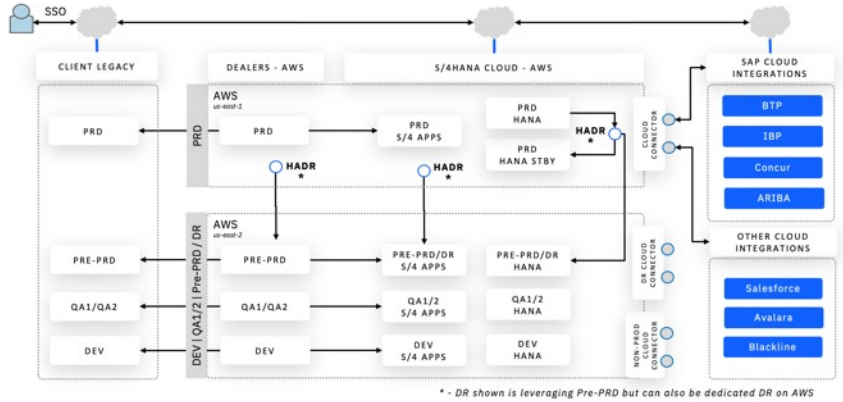
Enterprise Architecture

Future-State Instance & Resiliency Strategy



** - DR shown is leveraging Pre-PRD but can also be dedicated DR on AWS*

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Enterprise Architecture

Revised SAP Bill of Materials

	RECORD TO REPORT	ORDER TO CASH	PLAN TO MANUFACTURE	PROCURE TO PAY	OTHER*
Confirmed In-Scope (Core)	• S/4HANA - Financial Accounting (FI-AP) • S/4HANA - Financial Accounting (FI-AR) S/4HANA - Receivable Management (RM) • S/4HANA - Asset Management (AM) S/4HANA - Asset Accounting (FI-AA) • S/4HANA - Financial Accounting (FI-TAX) • S/4HANA - Taxes (FI-TAX) • S/4HANA - Cash Management (CM) • S/4HANA - General Ledger Accounting (FI-GL) • S/4HANA - Controlling (CO) • S/4HANA - Project System (PS) • SAP Multi-Bank Connectivity • OpenText • SAP Analytics Cloud (SAC) for Financial Reporting and Dashboards • Blackline Journals	• S/4HANA - Sales and Distribution (SD) • S/4HANA – Advanced Variant Configuration (AVC) • S/4HANA - Customer Service Processing (SD-SLS-OA) • S/4HANA Advanced Available-to-Promise (aATP) • S/4HANA – Transportation Management (TM) • S/4HANA – Promotions	• S/4HANA - Production Planning (PP) • S/4HANA - Quality Management (QM) • S/4HANA - Production Planning-Detailed Schedule (PP/DS) • S/4HANA - Inventory Management (MM-IM) • S/4HANA- Plant Maintenance (PM) • IBP – Demand • IBP – Supply • IBP - Response • EAM – SAP Asset Management (SAM) • S/4HANA – Embedded Warehouse Management (eWM)	• S/4HANA - Quality Management (QM) • S/4HANA - Material Management (MM) • Ariba Strategic Sourcing Suite (Source-to-Contract Suite) • Ariba Product Sourcing • Ariba Supply Chain Collaboration (SCC) • Ariba Commerce Automation • Ariba Guided Buying	• SAP GRC – AC • SAP ChaRM/SolMan • EnableNow • SAP Sustainability Control Tower • SAP Business Technology Platform (BTP) • HANA Cloud Document Repository
Additional Q1 review / Nice to Have	• Group Reporting (GR) • Advanced Financial Closing (AFC) • SAP Analytics Cloud (SAC) Planning • PaPM • External Tax Engine (Onesource vs. Avalara vs. Vertex)	• Global Trade Services (GTS) • CPQ	• IBP – Control Tower • S/4HANA - Service Part Planning (eSPP)	• Ariba Spend Analysis • Icertis	• Signavio • SAP Workzone
Out of Scope	• S/4HANA Lease Accounting • Treasury and Risk Management (TRM) • SAP Document and Reporting Compliance (DRC) • SAP Tax Compliance Management • Document Information Extraction (DIE) • SAP Bank Fees App • SAP Business Integrity Screening • SAP Taulia • Advanced Payment Management • Advanced Cash Management	• SAP Billing and Revenue Innovation Management SAP Sales Billing Cockpit • S/4HANA- Vehicle Management System (VMS) • Service Management • SAP Commerce for B2B • Marketing Cloud • S/4HANA – Sales and Distribution (SD) Solution Order Management	• SAP Digital Manufacturing Cloud (SAP DMC) • SAP Logistics Business Network • SAP Enterprise Portfolio and Project Management (ePPM) • IBP – Inventory Optimization • IBP – S&OP • SAP Manufacturing Integration and Intelligence (ME/MII)	• SAP Yard Logistics • SAP S/4HANA for Central Procurement • Ariba Invoicing	• BW4/HANA • SAP GRC - Process Controls • Master Data Governance (MDG)

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Enterprise Architecture

SAP Extension Strategy Recommendation

There are four extension types available to extend standard SAP processes; In-App, Side-by-Side, Classic and "Other" extensions

These extension types will be utilized in the governed through the following RICEFW RICEFW customization approach se re are four extension types available to extend standard SAP processes; In-App, Side-by-Side, Classic and "Other" extensions

TYPE	CHARACTERISTICS	REC
In-App Extensions	• Customization within SAP S/4HANA based on lifecycle stable extension points • Introduction of Key user concept that customizes backend and frontend (Fiori apps) • Extension features are limited (e.g., field extensions, small business logic extensions) but can be implemented with low effort	Yes
Side-by-Side Extensions	• Development is performed on SAP Business Technology Platform leveraging latest cloud technologies and tools • Leverage wide range of BTP services to extend the core, e.g., S/4HANA Cloud SDK or SAP Business Application Studio • Example: develop new custom applications (e.g., Fiori apps) or interfaces using SAP Cloud Integration	Yes
Classic Extensions	• Developer has full access to the SAP S/4HANA system → "development as in past ECC projects", not lifecycle stable • Required for use cases which cannot be served by key user In-App Extensions • Example: Larger/complex custom applications, new functionality or complex enhancements	If possible, avoid
Other Extensions	• Other extensions like interfaces using PI/PO or reports (BW) • Development / Configuration is done outside of SAP S/4HANA and SAP BTP	If possible, avoid

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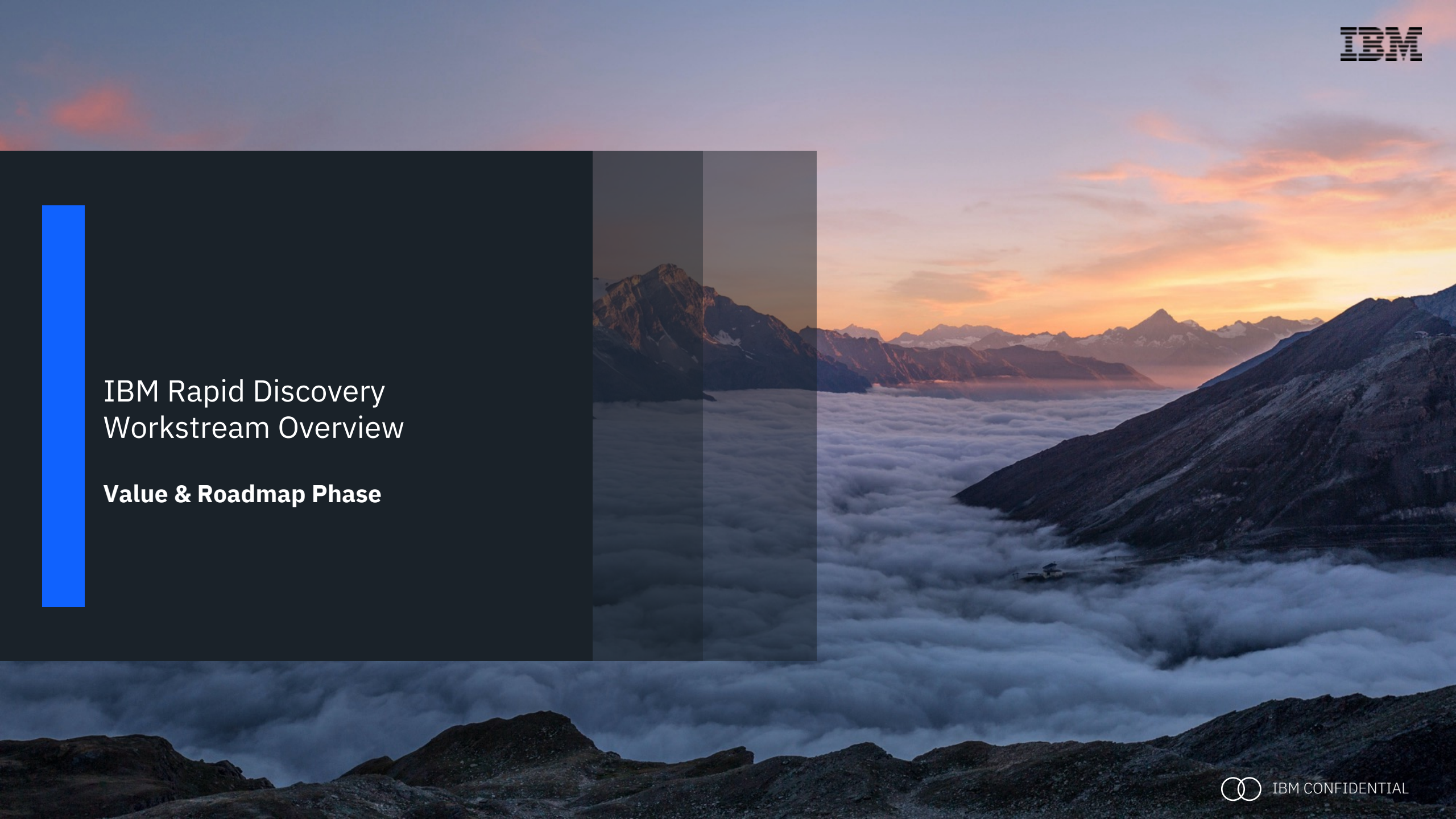

IBM Rapid Discovery Workstream Overview

Value & Roadmap Phase

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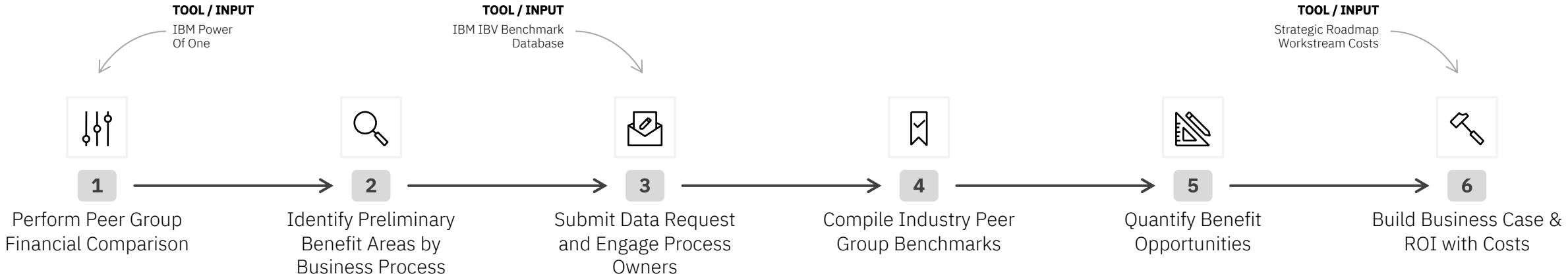
Business Value

Workstream Deep-Dive

APPROACH



OUTCOMES

- Business case supporting the SAP S/4HANA Strategy & Roadmap
- Financial model of benefits versus costs (ROI)
- Benefit description and sizing by value pool
- Capability to value pool mapping
- KPI benchmark comparisons

CLIENT EXPECTATIONS

Suggested Participants:

- Working group of key business & IT stakeholders

Ways of Working:

- One, 90-minute Introduction & Value Pools Hypothesis Workshop
- Self-paced data request completion
- Multiple, 90-minute workshops to refine and iterate value pool assumptions, sizing, and estimation

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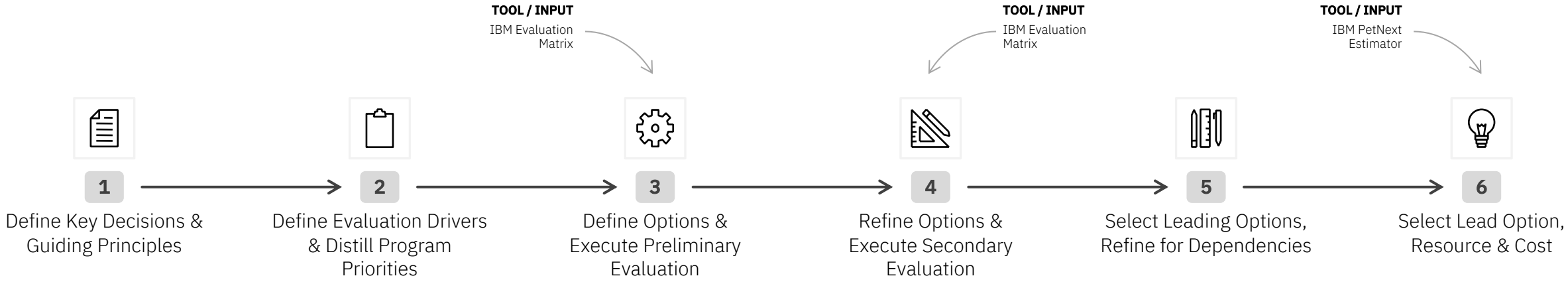
Strategic Roadmap

Workstream Deep-Dive

APPROACH



OUTCOMES

- Summary of SAP enabled Business Transformation Strategic Roadmap, including co-defined SAP implementation and deployment strategies
- Strategic Roadmap timeline
- Strategic Roadmap resourcing
- Strategic Roadmap cost

CLIENT EXPECTATIONS

Suggested Participants:

- Working group of key business & IT stakeholders

Ways of Working:

- One, 90-minute Program Priorities workshop
- Three/Four, 90-minute Implementation & Deployment Strategy Workshops
- Multiple informal playback and refinement sessions

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