Lessons Learned From Our S/4Hana Implementation

LFC ASUG Roundtable

October 6th, 2023

Vedavyas Cuntheepuramt, Ronda De Groodt, & Steve Ciarrusta

Topics

- Risk Factors
- Non-IT influences
- Risk Mitigation approach
- Infrastucture
- FI Conversion
- Supply Chain decisions
- Global lessons learned
- Supply chain lessons learned
- OCM: Our approach
- Wrap-up

Risk Factors

- New Hardware

- New HANA database(move from Oracle)

- Required ABAP changes with HANA database

- Required implementation of Business Partners (BP)

- Upgrade from PI (Process Integration) to PO (Process Orchestration)

Risk Factors
(cont.)

- Require use of MIGO for Warehouse transactions

- Incurring additional technical debt

- Other required S/5 business process changes

- Stock Room Management(StRM) vs. EWM(Extended Warehouse Management)

Leprino Foods®

Non-IT influences

- Global Pandemic

- Market fluctuations/Customer demand

- Strikes

- Dock closures

- Raw Material Shortages

S4ward

Non-IT influences (cont.)

- Raw material Vendor reliability

- Supply chain disruptions("the new norm")

- Turnover

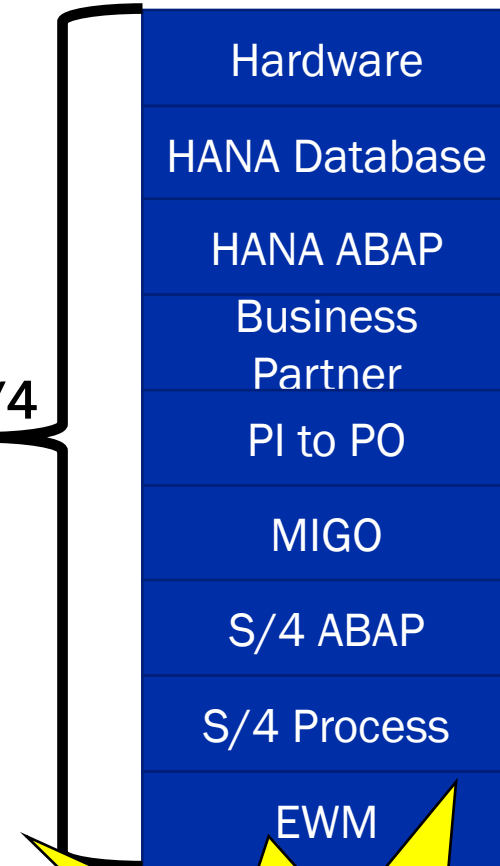- Resource constraints (business FTE's)

Risk Mitigation Approach

A traditional "Big Bang" means all risks are encountered, and mitigated, at the same time. While there are some advantages:

- *Reduces total implementation time*
- *Can help drive change in organizations, etc.*
- *Reduces technical change risk*

Total S/4 Risk

Hardware
HANA Database
HANA ABAP
Business Partner
PI to PO
MIGO
S/4 ABAP
S/4 Process
EWM

Big Bang Go-live

But this was not the right approach for Leprino Foods

- *Organization weary of IT driven change from recent 8-year SAP rollout*
- *No major business drivers for change needed*
- *Generally, S/4 was seen as a "required" upgrade*
- *However, leadership did want to reduce risk of converting to S/4 late (aka. Y2K syndrome)*
- *As well as some targeted improvements in Intelligent Technologies and **EWM***

Risk Mitigation Approach (cont.)

We broke the S/4 implementation into smaller implementations over several years

Total S/4 Risk SIGNIFICANTLY Reduced

Hardware
HANA Database
HANA ABAP
Business Partner
PI to PO
MIGO
S/4 ABAP
S/4 Process
EWM

SAPinsider