



*Pierre Audoin Consultants*



## Advisory Services for SAP

Driving business innovation with technologies beyond ERP

A white paper compiled by the market analysis and strategy company Pierre Audoin Consultants (PAC) as commissioned by the independent consultancy BearingPoint.

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## 1. PREFACE

The innovative direction makes a major contribution to competitiveness in companies<sup>1</sup>. As innovations frequently take place within the context of SAP solutions and are even promoted by them, the demand for high-quality SAP consultancy services within the environment of innovation topics is on the increase.

As one of the leading providers of Advisory Services for SAP, BearingPoint assigned the market analysis and strategy company Pierre Audoin Consultants (PAC) with shedding more light on the challenges related to the implementation of innovative concepts in an SAP landscape. In its present paper, PAC shows first the way in which IT has changed and the role which the optimisation of the business processes plays there. The following section elucidates innovations, new concepts and the opportunities arising from these, whereby special emphasis is placed on the topics of Enterprise Mobility, Realtime Data Analysis and Multichannel Commerce.

Companies are confronted with the challenge of realising innovations in complex IT landscapes. They frequently master this with support from an external partner. Due to the central significance of SAP solutions in several companies, profound SAP expertise is often required for this. The leading partners here include BearingPoint, who offers a services portfolio tailored to customer requirements with Advisory Services for SAP. The paper takes up the Advisory Services for SAP from BearingPoint and describes their added value based on project examples.

The white paper provides IT managers as well as those responsible for SAP and SAP users recommended courses of action which help them to align their company with innovation and to implement strategies in the areas of Enterprise Mobility, Realtime Data Analysis and Multichannel Commerce.

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<sup>1</sup> When a reference is made to "companies", it always refers to public sector organisations, too.

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## 2. INTRODUCTION: TRANSFORMATION OF IT

In the past, IT innovations were heavily dominated by IT itself. PAC determines ever increasingly clearly that operative requirements and new business models have now come to the fore as innovation drivers. The management expects from IT that it manages the corporate value. Therefore, IT is given the role of implementing innovations under the pressure of business specifications. The objective is to provide the maximum contribution to corporate success with the help of IT – with simultaneous high demands pertaining to efficiency, flexibility and speed.

This ambitious task is derived directly from the companies' challenges. Cost reduction is naturally a constant topic, but by no means standalone: with respectively in excess of 90 percent, the overwhelming majority of the companies feel the challenge to gain new customers and to address new business fields. Virtually all companies view it as a major challenge to be innovative and to adapt to changed customer requirements and market trends. Figure 1 visualises the results of a current PAC survey of more than 300 IT managers in summer 2011<sup>2</sup>.

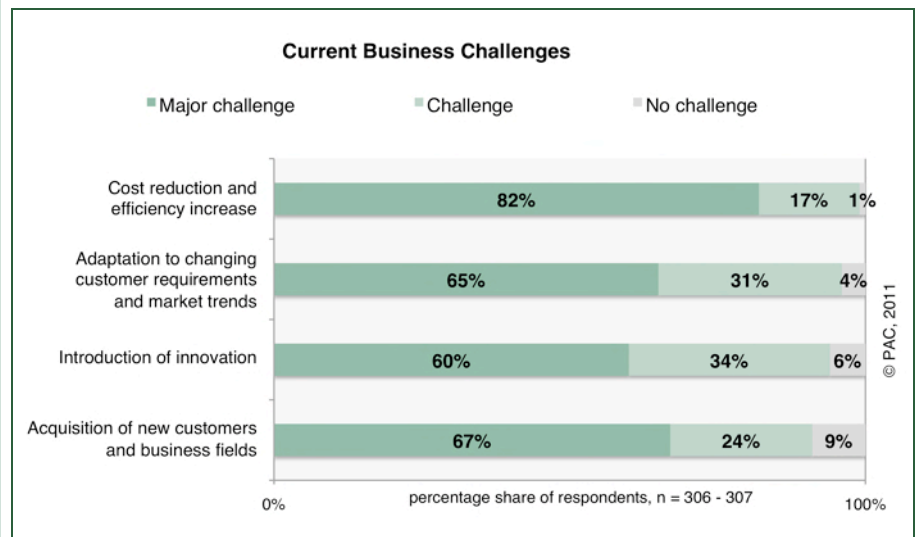


Fig. 1: Current business challenges in DACH region companies (from 2011)

<sup>2</sup> Source: "PAC's User Survey 2011: IT Investment Priorities and Sourcing Strategies of IT Users in the DACH Region" study, from Pierre Audoin Consultants, 2011

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If we are talking about innovations through IT, PAC is convinced that this is neither identical to purchasing new IT products nor the development of new solutions. Primarily, it is required that the existing IT is made capable of meeting the described entrepreneurial challenges as well as the strategic business objectives better. This is a central concern as also backed-up by the results of the above-mentioned user study.

SAP solutions map the core processes in several companies, creating the basis for business success this way. The shaping and interplay of the solutions provide the company with important differentiation characteristics. In order to realise the differentiation potential, companies should always approach the new orientation of their IT within the context of their SAP landscape. Using SAP software, companies have frequently achieved progress with regard to process efficiency and harmonisation using SAP software. Therefore, SAP solutions form an ideal basis to advance innovations and to integrate new concepts based on them. Enterprise Mobility, Realtime Data Analysis and Multichannel Commerce are among the most frequently discussed of the many topics. Therefore, the challenges and opportunities connected with these topics are elucidated more closely below.

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### 3. OPTIMISATION OF BUSINESS PROCESSES

With the help of business applications, companies have first automated core processes, harmonised them and increased their efficiency. Due to pressing challenges, they now face the task of re-designing existing business processes and establishing new processes. PAC's interviews with end users confirm that a key function falls to IT here. Innovations in the business process help to strengthen the company's competitiveness. PAC is convinced that IT managers are challenged to adjust existing IT systems and integrate new, innovative concepts whilst maintaining the costs and IT complexity as low as possible.

The new concepts which help companies to establish innovative business processes also include:

- **Enterprise Mobility:** Integration of mobile end devices in business processes for increasing productivity and creating innovative types of customer care.
- **Realtime Analysis:** Fast evaluation of business data, thus speeding-up processes and opening up fully new opportunities to analyse both ERP- and non-ERP data.
- **Multichannel Commerce:** Creation of additional sales and communication channels including e-mail, e-commerce, mobile commerce as well as social media and its integration in existing channels including telephone and store.

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***Close collaboration between business and IT is the key to innovation success***

*IT in the company has long been regarded as a matter of course. Today, companies expect more from IT than process support. The departments have innovative ideas which they would ideally like to see realised immediately. IT is fast hallmarked as a "braking factor" because it initially demands a functional specification. Planning and implementation can easily take several months. The situation worsens further though initiatives not belonging to the classical IT topics. Enterprise Mobility is only to be viewed as an example here.*

*The challenge of IT consists in enabling innovations without giving up the process harmonisation and efficiency achieved during the past years. The basis for this is an IT which allows innovation cycles at different speeds. Although there is no concept off the shelf for this, completely new IT architecture is equally unnecessary.*

*However, IT does not shoulder the sole responsibility here: innovations can only be really efficiently and promisingly realised if departments (business) and the IT organisation collaborate. Innovation is a common task. The role of a moderator and a politician falls to the CIO. As a moderator, he channels the various interests within the company. As a politician, he maintains the balance between keeping process harmony, costs and striving for innovation and change.*

### **3.1. Enterprise Mobility**

Since mobile broadband networks and high-performance mobile end devices have been available, the spread of smartphones and tablets such as the Apple iPad has been on the rapid increase. According to PAC analyses, more than 80 percent of companies in Germany already use smartphones for business purposes. For a quarter of these organisations, the employee share provided with such a device is in excess of 50 percent<sup>3</sup>. Moreover, PAC has established that employees and managers require from IT in many places that business applications can also be used as mobile applications. Mobility and innovation are often put on a common level. Today's penetration already shows that it is not a hype. Rather, there are concrete

<sup>3</sup> Source: "Enterprise Mobility 2011" from Pierre Audoin Consultants, 2011

requirements: according to analyses by PAC, both management and the departments in every second company demand the business use of tablets.

As confirmed by PAC's market examinations, companies expect higher employee productivity and significant improvements in business processes from Enterprise Mobility. Therefore it is not a surprise that according to a PAC study 60 percent of companies expect that tablets will become established as fixed IT equipment components<sup>4</sup>.

The productivity and decision security increase for managers is possible according to PAC if, for example, data analysis functions, corporate key performance indicators and dashboards are available to the managers at all times and every where. This provides them with decision-making support which is both location-independent and time-independent. Moreover, managers can participate in workflows when out of the office, in particular ensuring faster processes when approvals are required from the mobile device.

As PAC analyses show, sales processes also display huge potential for more efficiency and innovation. A customer advisor can present detailed information and calculate offers via his iPad in dialogue with the customer. This results in a new interaction dimension with the customer. That creates competitive advantages as several steps of the sales process can already be dealt with on-site at the customer's. One should not underestimate here that mobile end devices such as tablets impart an impression of modernity and professionalism.

PAC is convinced that a further aspect of Enterprise Mobility should not be neglected. This concerns the involvement of the customer in the business processes. Companies offer their customers better service and increase customer retention via mobile portals and mobile applications ("apps") via mobile portals. An app imparts the customer added value via additional services. In this manner, the company can reduce some costs in customer service as the customer is able to help himself via the app.

#### **Challenge: Enterprise Mobility requires a strategy and security**

On the one hand, Enterprise Mobility creates a wealth of opportunities to improve processes while on the other hand the integration and management

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<sup>4</sup> Source: "Use of tablets in companies" study, from Pierre Audoin Consultants as commissioned by Microsoft, 2011

of the devices is a challenge to the companies. According to a PAC study, the companies view themselves as confronted with the task of supporting different mobile device platforms (for example Apple iOS, RIM/Blackberry, Google Android and Windows Phone)<sup>5</sup>. This increases the requirements for suitable device management, solutions for integration in corporate IT as well as for security measures.

Naturally, the technology of the devices and their features play an important role for Enterprise Mobility. However, innovations in business processes progress further. It is vital to develop a strategy for Enterprise Mobility which extends far beyond the technical aspects.

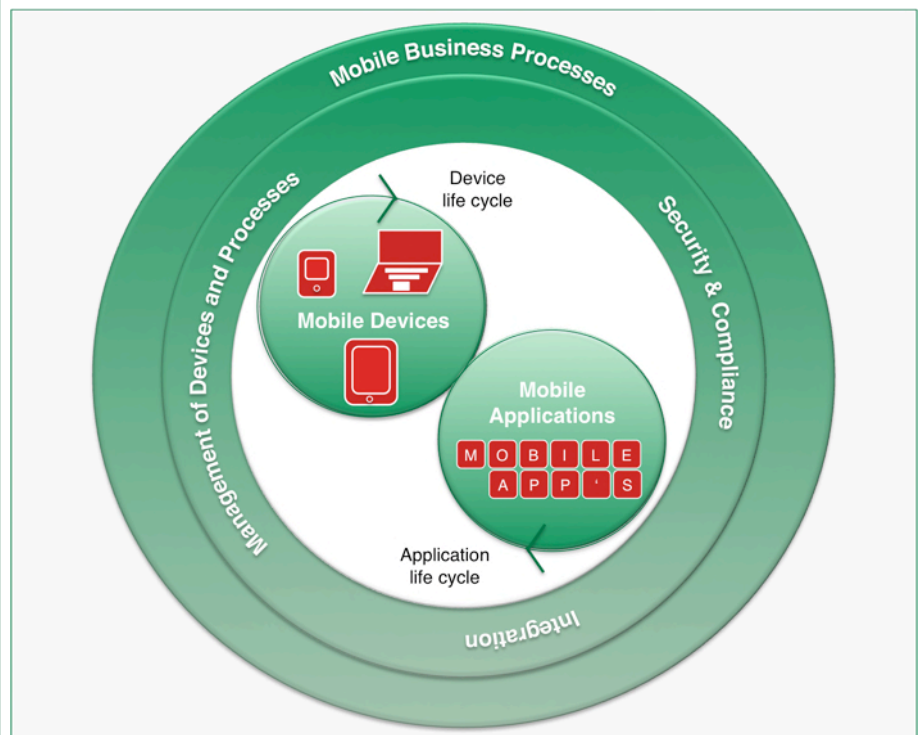


Fig. 2: The different dimensions of an Enterprise Mobility strategy

However, PAC Enterprise Mobility studies show that only a few companies have a long-term strategy so far: currently more than 60 percent of the companies make an ad-hoc decision regarding purchasing mobile devices and applications<sup>6</sup>. From PAC's viewpoint a mistake which can result in high follow-up costs and IT complexity.

<sup>5</sup> Source: "Use of tablets in companies" study, from Pierre Audoin Consultants as commissioned by Microsoft, 2011

<sup>6</sup> Source: "Enterprise Mobility 2011", from Pierre Audoin Consultants, 2011

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The development of a mobility strategy is a demanding task. Initially, companies must analyse which types of mobility are suitable for which business processes and which departments demand them. This analysis provides the users, processes and back end systems to be integrated in the strategy. The next step is to plan the mobile technologies (device, security and integration solutions as well as device management) and its connection to the ERP-supported business processes – the adaption of processes and development of new mobile applications follows in the next step.

You can derive which measures are to be taken, especially for secure access to ERP data and the protection of business data on mobile devices from the requirements analysis. Additionally, the mobile use of corporate applications is also subject to legal regulations (compliance).

A strategic procedure also enables companies to realise future mobility requirements at economically justifiable expense. Furthermore, the application of a strategy is also to be recommended to avoid the use of several different mobile solutions and the subsequent resulting complexity and costs, e.g. for servicing it.

Since the takeover of Sybase, SAP has a portfolio for the management of mobile devices (device management) as well as a platform for the integration of mobile users in business applications. SAP users will take these solutions into account when developing their strategy for Enterprise Mobility. In this context, it must be examined how well the products available cover the requirements and which customer-specific adaptations or new developments are needed.

### Added value of Advisory Services for SAP

As illustrated by practical examples, a strategy is necessary so that companies can obtain the best possible competitive advantages with Enterprise Mobility. When formulating the strategy, instructions, guidelines and best practices are helpful. Advisory Services for SAP support the company when creating a framework for Enterprise Mobility. This framework constitutes the working basis for mobility initiatives which have been derived from the departments' requirements. Moreover, the framework makes it easier for the company to adhere to legal requirements (compliance), to take security requirements into account and to reduce complexity.

### 3.2. Realtime data analysis and agile business processes

The departments in companies complain frequently that the provision of analyses or reports is too time-consuming. Furthermore, reporting and analysis systems are desired which are easier to operate and support the users in their tasks. Departments demand faster provision of reports and analyses, whereby simultaneously the requirements pertaining to the commissioned evaluations increase with regard to their frequency and level of detail. At the same time, the data quantity and number of data sources increases continuously.

Departments do not seldom express the wish to be able to cover their requirements for data analyses themselves and without the participation of the IT organisation. According to PAC analyses, 60 percent of the managers questioned from various specialist departments attach great importance to this<sup>7</sup>. Under no circumstances whatsoever does this make IT superfluous: IT provides the required system environment to enable the departments' independent data analysis.

#### **Challenge: exploit the potential of realtime analyses in full and generate competitive advantages**

Processes for a realtime analysis of business data make it possible for companies to speed-up evaluations and to improve the operating efficiency of existing data analysis environments. Therefore, realtime data analysis can be a route to ensure improved "delivery efficiency" and greater independency of the departments. Flexibility is a further important characteristic: new issues can be implemented much faster than is currently possible with the existing reporting and data warehouse systems. Analysis systems based on in-memory technique, allow the establishment of various views and groupings via very simple and fast data hierarchies. This enables the departmental users to evaluate business data independently and interactively without having to commission IT for this purpose.

In the meantime, several corresponding approaches are available, some of which can also be used within SAP environments. With "SAP HANA" (High Performance Analytical Appliance), SAP offers an in-memory database which allows realtime evaluations. Numerous discussions conducted by PAC in user companies emphasise the great interest in solutions such as SAP

<sup>7</sup> Source: PAC study project on Business intelligence solutions in the DACH region, 2011.

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HANA, both for IT and for specialist departments, also for corporate management. This makes it all the more important not to invest too fast. Instead, the advantages of this technology should be determined precisely in order to exploit it to the full.

Initially, companies will use these systems primarily to eliminate acute performance problems in data analysis. Further obvious areas of use include, for example, profitability and liquidity analyses which can be considerably faster, wider ranging and be repeated at shorter intervals thanks to realtime data analysis.

The immense increase in performance makes evaluations which took days in the past possible in a matter of seconds. In addition, potential arises from the fact that new business processes are possible and existing business processes can be optimised significantly.

Beyond the pure performance improvement, realtime data analysis offers several opportunities to develop innovative business models. Companies can react faster due to realtime data analyses and are therefore more competitive. For example, the realtime analysis of sales and customer data enables sales organisations to react if purchasing behaviour changes – whether via immediate price adaptations, new offers or product combinations. Innovation consists of adapting campaigns, price models and offers to new market situations in an agile manner.

Realtime data analysis can also enable companies to react fast to business opportunities within volatile markets. In the world of finance, investment opportunities are also included. The faster the company can assess opportunities and risks via analyses, the more rapidly it can make a decision.

The following graph shows the significant technical leaps forward in data analysis and reporting systems in the past 40 years:

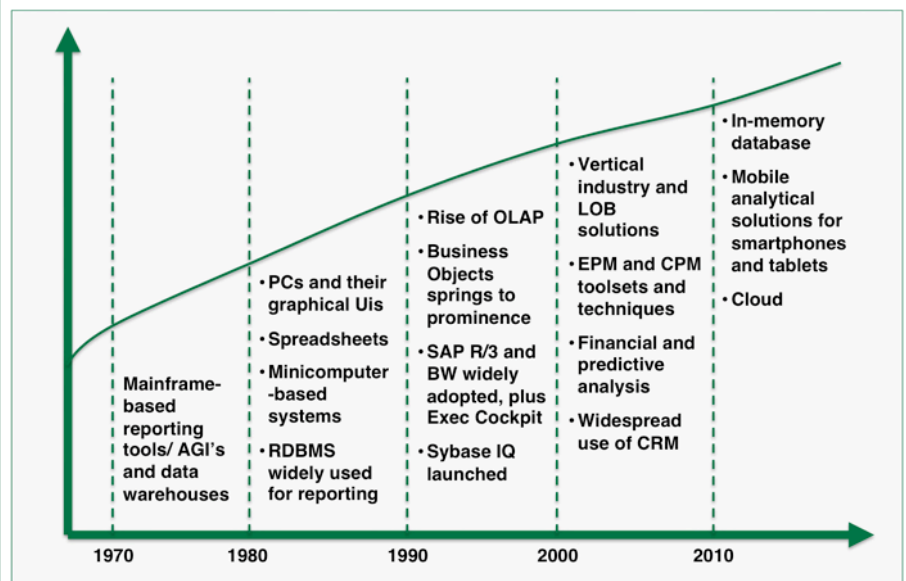


Fig. 3: The innovation cycles in the area of data analysis

### Added value of Advisory Services for SAP

Companies wish to recognise how they can use realtime analysis as profitably as possible within their SAP strategy. This also includes recognising the resulting potential for innovations and for the improvement of competitiveness. Advisory Services for SAP help to tune the respective company's SAP strategy to realtime data analysis. They enable identification of the play for innovations in the dialogue with the departments and the IT organisation, but at the same time also a critical estimation of the costs and benefits involved.

### 3.3. Multichannel Commerce

The customer's expectations increase constantly because he can find out far more about products, their quality and prices nowadays thanks to the Internet. Therefore, the means of customer communication has become a competitive factor. And, at the same time, a starting point for innovations. Within the scope of a users study by PAC, the overwhelming majority of more than 90 percent confirmed that they address the issue of measures for improving customer communication and interaction<sup>8</sup>.

<sup>8</sup> Source: "PAC's User Survey 2011: IT Investment Priorities and Sourcing Strategies of IT Users in the DACH Region" study, from Pierre Audoin Consultants, 2011

**Challenge: operate various different and in-part new channels, demand-actuated address of target groups and measurement of success**

Companies are confronted with the challenge of approaching the purchaser via various channels and simultaneously also providing him the opportunity to turn to the supplier using different means. Companies and organisations should be able to at least operate the common sales and service channels (store, call centre, Web shop and purchasing via mobile devices) as well as various communication channels (telephone, e-mail, letter, Web, mobile news as well as additional mobile apps).

Social networks such as Facebook are very attractive. Thus, social media is becoming increasingly important as a further communication channel for providers of products and services. This includes showing presence, but also extending customer dialogue to the social networks. Moreover, social media provides a wealth of valuable information as to what people think of products and services. Purchasing decisions are increasingly influenced by friends' opinions within the social network.

In the meantime, the social media presence of brand suppliers have developed and become true crowd pullers. Today, certain target groups even prefer to visit a car manufacturer's Facebook page than their actual website. A telecommunications provider uses Twitter to communicate with its customers. The provider publishes fault reports on Twitter, which are then read faster than ever. In the future, the companies will analyse the data from social networks more and more intensely and connect them with company data – naturally within the scope of data protection.

Certain customer groups will be approached targetedly via specific channels. Others are only interesting for a specific product or range of services. The customised and requirements-specific approach will gain plus points for sales with the customer. PAC is convinced that the potential in the area of customer segmentation and target group directed approach as well as customer value analysis is by no means yet exhausted. However, such capabilities are becoming increasingly important as a result of increased market transparency. If a company wishes to approach a new target group, a new contact and sales strategy is often required. It is also possible that the existing distribution and logistics concept is no longer suitable for the new clientele.

However, PAC is convinced that innovations in Multichannel Commerce are not restricted to the establishment of new channels. Companies must also be able to attune the contact strategy to the respective channel. A further target is to measure the success of your contact and sales approaches and, if required, to adapt them. For this purpose, analytic systems with which companies can continuously evaluate data from different sources – ERP and CRM systems, databases, demographic information as well as increasingly social media – are suitable. In particular, we recommend realtime data analysis solutions here.

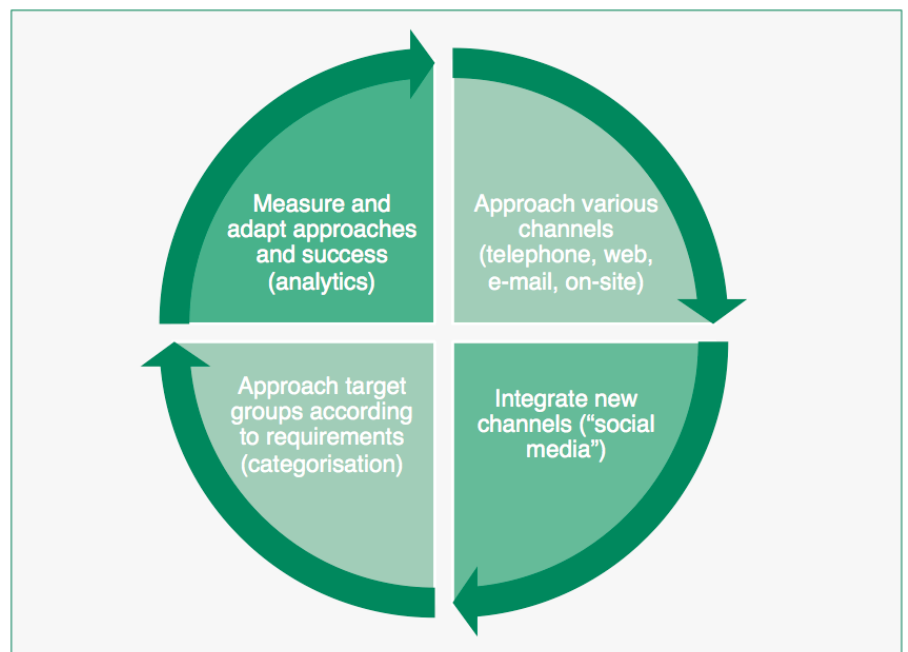


Fig. 4: Important multichannel strategy elements

### Added value of Advisory Services for SAP

Multichannel Commerce is an important innovation strategy component for companies. You can only start coordinating the IT strategy with it if IT and the departments are able to agree on strategic specifications. A strategic approach is obvious in order to implement the demanded innovations in Multichannel Commerce efficiently using IT. Advisory Services for SAP are based on this. Companies which use SAP want to be able to estimate which changes are pending in the ERP processes. Moreover, non-SAP systems and external IT solutions must be taken into consideration and integrated. The reason: in order to be able to serve customers across the channels, the data required must be available in all channels as complete as possible. Advisory Services for SAP advise for this procedure. Furthermore, the development of a multichannel strategy causes a dialogue between IT and various departments, primarily sales, marketing and distribution/logistics. Advisory Services for SAP accompany the dialogue between business and IT from initial agreement via kick-off up to commissioning.

## 4. ADVISORY SERVICES FOR SAP FROM BEARINGPOINT

In the previous chapter, the paper dealt with the companies' innovative direction. Dedicated sections have been used to explain new concepts in the topic fields of Enterprise Mobility, Realtime Data Analysis and Multichannel Commerce which can be implemented via IT. Closer observation of the topics shows that companies are confronted with demanding tasks when realising these new concepts. Therefore, the paper describes approaches with which Advisory Services for SAP can support companies in mastering these challenges. One of the leading suppliers in the area of Advisory Services for SAP is BearingPoint.

### 4.1. Services and competence – an overview

As a European SAP consultancy partner, BearingPoint has far-reaching competences, both in strategical and technical consultancy. Relevant SAP know-how with independent consultancy at the same time characterise the company. With Advisory Services for SAP, BearingPoint offers a wide portfolio of consultancy services.

#### Positioning

PAC believes that BearingPoint directs its consultancy approach primarily at strategy and business. Based on a marked entrepreneurial train of thought, BearingPoint ensures with strategic foresight that business success is central in strategic planning and implementation and ensures its occurrence according to the expectations and prognoses.

Close, long-term relationships to its customers help BearingPoint to understand their requirements fast and to make decisions in the customer's interests. Based on the BearingPoint consultants' knowledge and experience, companies are more than happy to involve the supplier in the planning and design of strategies critical for the business.

Last but not least, BearingPoint has far-reaching competences with regard to the technologies to be applied with whose help the innovation orientation is created. In particular with regard to the Advisory Services for SAP, the proximity to SAP is a plus point. Nonetheless the company acts

independently, supporting objective decisions regarding the technology and allowing far-sightedness when integrating SAP with non-SAP technologies.

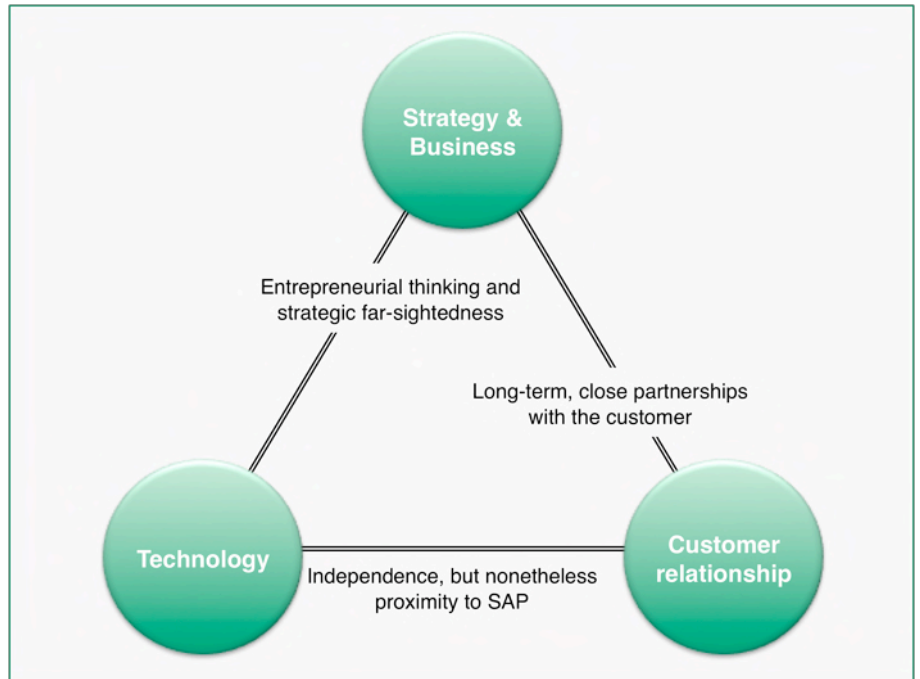


Fig. 5: Positioning BearingPoint in the context of different dimensions

The company has a great wealth of experience in consultancy for traditional SAP topics, e.g. everything to do with Enterprise Resource Planning, but is strongly orientated towards innovation topics at the same time and therefore a favoured partner within the more closely explained areas of Enterprise Mobility, Realtime Data Analysis and Multichannel Commerce.

### Optimising SAP environments

The task fields include optimising SAP environments. This also includes:

- Reducing the complexity of grown SAP environments
- Harmonising existing SAP environments at data and process level and thus ensuring better consistency of the ERP-supported business processes
- Improving the performance of SAP processes

### Realisation of innovative business models in the SAP environment

Moreover, BearingPoint understands how to support customers implementing their business strategy in the SAP landscape and implementing the SAP strategy themselves. The target of supporting innovative business models with the help of SAP solutions stands in the foreground. From PAC's viewpoint, BearingPoint fulfils these requirements.

The prerequisite for this is an SAP strategy which is attuned to the company's business strategy. BearingPoint stands by companies as a consultant in order to harmonise both strategies, connected with the capability of making arrangements between the various parties from the IT organisation of departments. The neutrality of the consultants is advantageous here in order to achieve the best possible result.

Innovations frequently make it necessary to extend or adapt the SAP landscape. BearingPoint supports the identification of those which are appropriate from the numerous courses of action to achieve the target.

Equally, the consultants are able to evaluate the different solution modules of the SAP portfolio, but also non-SAP solutions and to support their customers on this basis with impending decisions. BearingPoint has the necessary objectivity for this.

Once the decision has been made, consultants can take over the implementation of the solution.

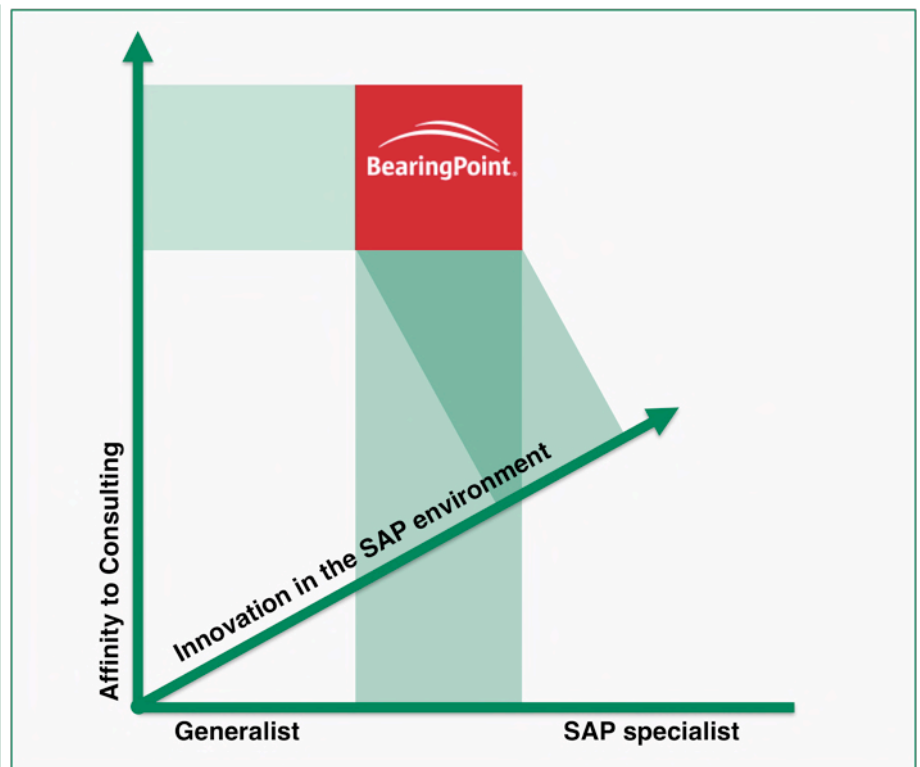


Fig. 6: Positioning BearingPoint in the context of different dimensions

## 4.2. Current customer examples

In the following, two current project examples illustrate how BearingPoint generates added value for its customers using its Advisory Services for SAP. Here, the first example shows how innovative business models can be realised in an SAP environment whilst the second project shown deals with the advantages of an optimised SAP environment.

### Multichannel initiative from a trading company

A large trading company followed two strategic targets with a new multichannel initiative: enabling existing business customers to additionally order goods via a Web shop and establishing another sales channel for a new customer group.

### Challenge

The new target group is attracted by different products than the regular clientele and rather orders demand-driven than at periodic intervals. This makes it on the one hand necessary to extend the product range. On the other hand, it was required to establish an additional distribution channel attuned to the product groups and order sizes. It was a further challenge to create further customer contact channels in order to draw this customer segment's attention to the products. The company wanted to be in the situation of being able to quantify the success of marketing campaigns.

### Innovation

To control the core processes, the company relies on a comprehensive SAP environment with a special shaping for trade. These processes should be coordinated with the new requirements as efficiently as possible whilst not influencing the existing processes. However, this was not purely an SAP project: further tasks included designing and realising Web shop concepts as well as the contact and distribution strategy for the new customer segment.

On the technical front, the innovation consisted of seamless integration of the ERP environment with non-SAP systems such as a call centre and two Web shops including payment processing. Furthermore, this included the fully automated SAP connection of an external logistics supplier to the system. This made individual developments necessary as the required integration components were not available in the SAP system.

### Cooperation with BearingPoint

The trading company had involved BearingPoint in the comprehensive multichannel plan at an early stage. The SAP advisor had the lion's share of the business blueprint in which the interplay of sales, purchasing, finance, controlling, and the external logistics service provider and the IT organisation was determined. As a member of the steering committee, BearingPoint also ensured that the various persons responsible for the process came together with the IT organisation. "Close cooperation is extremely important here, otherwise IT cannot deliver what the departments need", according to the person responsible for the project at the trading company. He describes the cooperation with BearingPoint as follows: "BearingPoint accompanied the project from its outset, provided competent, high-quality consultancy and developed a good feeling for the different players within our company."

## Forward-looking SAP roadmap for maximum value proposition

Transport for London (TfL) is an umbrella organization which owns and oversees the management of London's iconic and ever growing transportation system. TfL operates a comprehensive SAP environment supporting corporate, operational and customer-orientated processes. Rather than a top-down programme, investment in SAP, over time, was through incremental projects in the Corporate Centre and individual transport modes. Wider organisational changes presented TfL's CTO with an opportunity to take stock and commission an independent SAP Strategy to understand the overall value delivered from SAP and a strategy for how significantly greater value might be unlocked. BearingPoint was selected as TfL's partner of choice to deliver it. As well as understanding the current and future potential from SAP, the Strategy needed to identify the project portfolio forming the first steps in TfL's 2-3 year SAP Roadmap. These projects needed to be broader than just technology, including business, organisational and enterprise architecture actions necessary to unlock greater value.

### Challenge

TfL has a large SAP footprint including CRM to support its Front Office as well as more operational processes such as Plant Maintenance, MRP, Asset and Materials Management. SAP also forms the core platform for back-office processes such as Finance, HR, Real Estate, Procurement and Reporting. TfL serves up data and functionality in a mix of easy-to-use solutions such as Adobe eForms for HR, ESS and MSS across the back office and is making this data available to about 14,000 users.

The SAP Strategy had three key deliverables: 1. document the current SAP environment, 2. develop recommendations for how significantly greater value could be unlocked by TfL and 3. create an initial SAP Roadmap with financial costings for priority projects.

The starting point for the joint TfL/BearingPoint team was to take stock of all the business areas underpinned by SAP – no easy task given the SAP environment differs between transport modes and many business processes were not documented. So, this had to be achieved through 75 face-to-face interviews with 90+ divisional managers and directors within transport modes

and business functions. The outputs enabled conclusions to be reached on which processes were well supported by SAP and which had issues needing more detailed investigation. At the same time, the team captured over 200 issues and organized them by theme: alignment with business strategy and vision, process design, fit, usability, training and system performance. They also captured organisational challenges – such as enterprise governance – as well as issues with TfL IM support policies and processes such as for system change and upgrade. The interviews provided the team with an understanding of current pain points and areas for investigation which would form a key input to the final recommendations.

### Innovation

Any review of value delivered by SAP, by definition, is an assessment of whether value is being delivered by optimizing business processes through integration, standardisation and automation of business processes and master data. This extends to looking at whether changes in the footprint – such as plug-ins and new modules – as well as processes might achieve this optimisation. Whilst the in-depth analysis provided a realistic assessment of the status quo and open issues, the final recommendations also looked at this broader question of optimisation.

### Cooperation with BearingPoint

TfL awarded the SAP Strategy project to BearingPoint, as it was important for the review to be independent and impartial reflecting differing opinions between the business and the IM organisation who supported SAP. Equally important was approaching the assessment from the business end as ultimately, this is where value is delivered. An in-depth understanding of the different SAP modules was clearly essential, allowing BearingPoint to provide TfL with the blend of skills for the analysis phase and the required innovation for optimisation. Finally, BearingPoint had established relationships with other large rail and transportation clients that helped facilitate an exchange of views and could be used to validate the recommendations based on leading practices in similar organisations.

### 4.3. About BearingPoint

BearingPoint advises companies and organisations in the fields of Commercial Services, Financial Services and Public Services when solving their most urgent and important tasks. In close cooperation on a partnership basis with the customer, BearingPoint consultants define demanding targets and develop solutions, processes and systems along the entire value chain. This forms the basis for an exceptional contribution to the business success – and exceptional customer satisfaction. Since its takeover by its partners within the scope of a management buy-out, BearingPoint has become an independent company consultancy which unifies entrepreneurship, management and technology competence in a unique manner. The company has some 3,200 employees in 15 countries. Although the company's roots are European, it acts globally.

For further information: [www.bearingpoint.com](http://www.bearingpoint.com).

## 5. KIUMARS HAMIDIAN, BEARINGPOINT, INTERVIEWED BY FRANK NIEMANN, PAC

In conclusion, some words from Kiumars Hamidian who answers five questions all around the Advisory Services for SAP. He is a BearingPoint partner and coordinates all BearingPoint SAP activities as their SAP Service Leader. These also include the Advisory Services for SAP.

**Companies must be able to realise innovations and new business models within their grown SAP environments. How does this change the profile of the SAP consultant?**

*Classical SAP competences such as detailed knowledge of the modules and the capabilities to optimise existing SAP environments no longer suffice as the consultant must look above and beyond the ERP system in current times. Our customers want to support new business models and increase their competitiveness. In order to be able to help them with this challenge, we must be able to design innovations and new business models together with them and implement them in the existing SAP or IT environment. Our SAP know-how comes into play when we integrate the requirements of the new topics into the customer's historically grown business processes.*

**We are convinced that innovations in companies only succeed if IT and business work together closely. How can the SAP consultant support this dialogue?**

*It is true that cooperation between business and IT is very important here. As consultants, we can moderate the dialogue objectively and are the "translators" between both parties. For this purpose, a broad knowledge of the classical SAP topics is important, but also market sectoral expertise as well as the capability to provide best practices. This forms the basis to be able to show the customer the technical opportunities for optimising business processes up to the strategy at all levels within the company.*

**SAP has transformed from being an ERP specialist to a provider of business applications, data analysis, Cloud services and mobility. How can companies use this multitude for innovations?**

*We must impart an understanding of the new SAP topics both to the IT managers and persons responsible for SAP and to the managers from the departments. This also includes an objective and critical evaluation as well as consultancy when selecting appropriate SAP solution modules. The technologies mentioned by you open up completely new options on the operative business side. As consultants, our task is to demonstrate the companies whether and how they can use these technologies for innovative business models. At the same time, it ought not be forgotten that the customer's SAP strategy must be developed further or adapted for the new technologies.*

**The key topics for innovations include Enterprise Mobility, Realtime Data Analysis, E-commerce and social media. On the other hand, SAP systems stand for process efficiency and process harmonisation. How do you combine the two in your Advisory Services for SAP?**

*On the one hand, we are proficient with process efficiency and process harmonisation in the SAP sphere. Moreover, we can estimate the potentials of the topics named by you, even if they are not pure SAP topics. We distinguish ourselves by our ability to master both SAP topics and non-SAP topics. Therefore, we can impart to IT and business the potentials of the products and realise projects from the technological and strategic aspects together. That includes introducing a possible "change of mind", accompanying it and providing corresponding consultancy services. The objective is to implement the key topics profitably in the long term for the customer and to exploit the many potentials. Here, on the one hand we must react to the "social pressure" exerted by social media channels such as Facebook, and on the other hand enable management reporting on the iPad. ■*

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