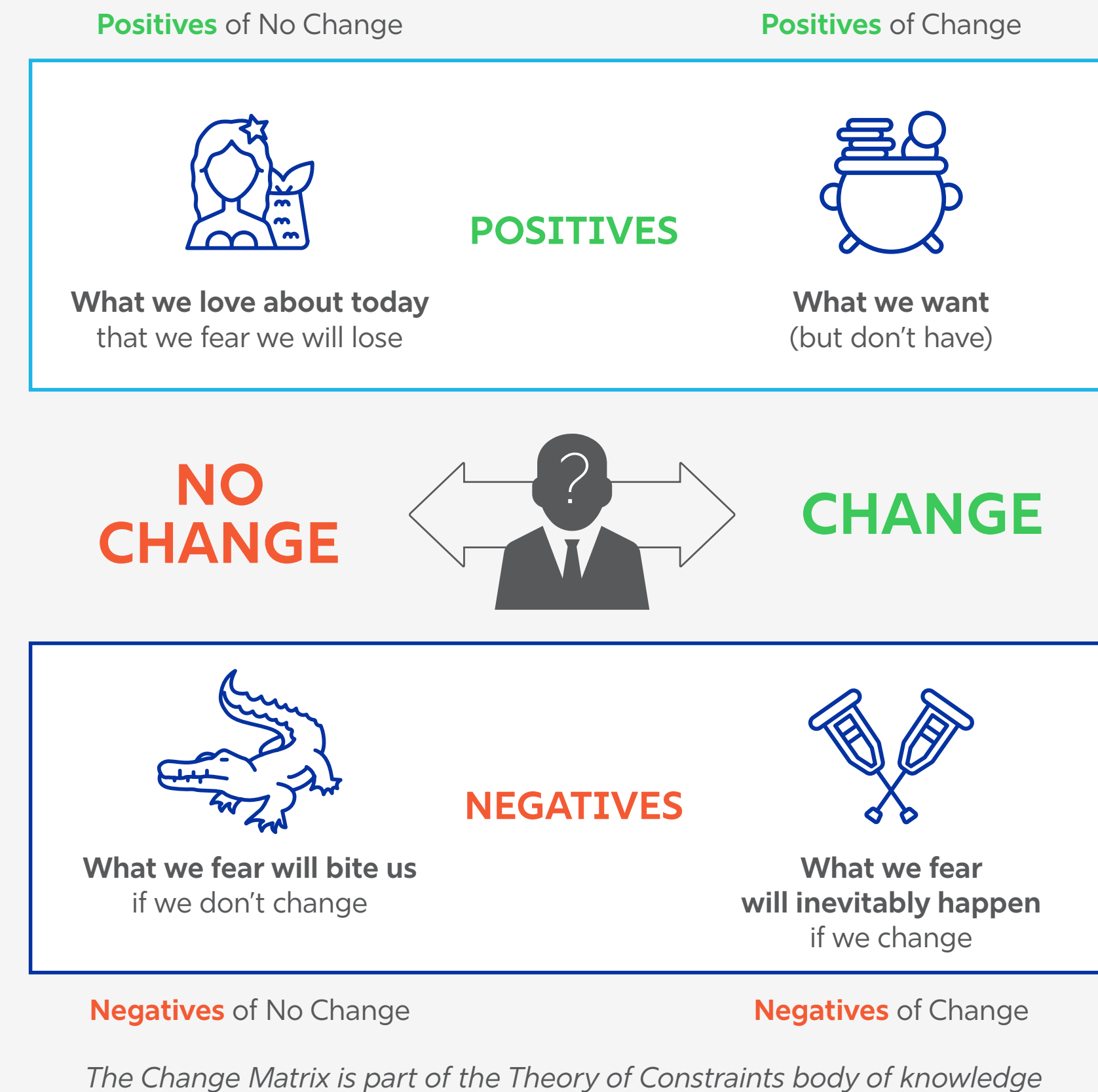# SYNTAX

4 steps to consider before you modernize your SAP ERP landscape

Companies need command of their digital ecosystem in order to compete in today's changing digital landscape. This increasingly leads many business leaders back to the same starting point: Enterprise Resource Planning. ERP – the unsung digital hero – is quicky being promoted from financial and materials management to data and transactional steward ecosystem.

At Syntax we work with a broad range of enterprises and have developed a four-step approach to help companies determine whether change to their current SAP environment is needed, why those changes matter, how to scope the required changes, and how resources should be deployed to actualize this change.

The 4 forces of change

Positives of No Change   **Positives** of Change

POSITIVES

What we love about today
that we fear we will lose

What we want
(but don't have)

NO CHANGE   ?   CHANGE

NEGATIVES

What we fear will bite us
if we don't change

**What we fear
will inevitably happen**
if we change

Negatives of No Change   **Negatives** of Change

The Change Matrix is part of the Theory of Constraints body of knowledge

syntax.com

SAP Platinum Partner

SYNTAX

Step 1

Assess whether change is necessary

For most businesses, the two key drivers for change boil down to current pains or imminent risks they are experiencing and possible gains they are missing out on. Does the SAP landscape I built many years ago still serve my current business needs and will it fulfill future needs? Am I missing out on the latest capabilities, such as IoT or generative AI solutions? Am I in need of a better mobile user experience or improved workflows?

Example: Your company's business model has changed from being project oriented to mainly transactional. As a result, the billing process has become highly inefficient, with lengthy invoicing cycles, and billing mistakes and collection errors growing each day. This may well be the main pain that will define your journey to transformation.
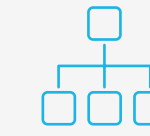
Step 2

Determine what needs to change

Identify the scope of the change and the impact of improving it. Organizations need to determine which business capabilities are necessary and sufficient in order to achieve the desired outcomes identified in Step 1. A good practice is to perform a simple necessity check: "In order to achieve this outcome, we MUST have which capability?" or the inverse, "If this capability is not in place, which outcome is not possible?".

Example: Your company needs an environment which better serves the needs of your Finance Department. Can a new SAP system provide you with an enhanced and more flexible billing environment? Can it provide you with a billing environment that aligns to changing requirements over time?

Step 3

Build the minimum viable scope

Don't change what doesn't need to be changed now. If your current HR function meets your needs, leave it be. If your current finance systems don't give you the data you need to make smarter decisions faster, add it to the scope of your project. Your goal should be to maintain and/or improve your business's current capabilities with minimal disruption, so you want to clearly define the scope of "what" will change.

Example: Your focus is on improving your business's billing system. What other components will you need to adapt to address the changes necessary for this system? Do you need a new sales order entry function that supports billing? If necessary, expand the scope to support the missing features.

Step 4

Define how to change

The last major step organizations should take is defining how exactly to make the changes required to achieve their desired outcomes. Will the current environment be copied over, or will it need to be built from scratch? You can always move some of the business units onto the new SAP environment while others stay where they are.

Example: If you copy your billing system as it is (lift and shift), you will bring along a lot of legacy solutions, but this may be the exact right approach for your company. If you're looking for new functionalities, such as billing and billing cockpit, go for a greenfield or hybrid transformation.

syntax.com