IF I ONLY KNEW THEN WHAT I KNOW NOW:
LITTLE HINGES SWING BIG DOORS!

— Kent Lamb, Partner

We always say, *"Our best customer is an educated customer!"*

Many of our customers are asking us about S/4 HANA and what more do you get from it. They want a quantifiable ROI from S/4, which they say is hard to justify based on their ECC experience. Measuring ROI on IT projects is often challenging for many reasons. Here are a few of those reasons from my experience:

- Projects are often influenced more by budget and timelines than business outcomes
- Resources have changed since the original team
- Diminishing Return on Functionality

As Trusted Advisors, we help our clients optimize their SAP applications and systems to maximize value. A key part of our approach is identifying processes and technologies that not only justify the investment but also deliver measurable results.

Real-world Scenario:

The VP of a mid-sized bakery's IT department contacted us for EDI enhancement work. They were growing the business in a new channel and needed some changes to SAP ECC to support the new processes. Having done limited work for them over the years, we asked a few questions.

After a brief Q&A, something felt off. We brought in one of our Supply Chain Solution Architects to the conversation. Our

architects excel at their work – mapping processes across functions and technologies, simplifying process complexities, and understanding the business case.

Our Solution:

Picture "Little hinges swing big doors!" We found some significant opportunities to improve their processes. After performing an assessment of the primary processes, we identified these major pain points:

- Materials Planning and Scheduling was prepared manually on spreadsheets.
- Inventory levels for raw and intermediate were not reliable.
- Subcontracting processes did not adhere to Best Practices.

Many of our customers operate lean, with superusers managing multiple roles, functions, and processes in the business. By educating them on their options and recommending a path forward, we help drive better outcomes with SAP.

The subcontracting process was set up incorrectly at the outset. This is not uncommon when budget becomes a driver of how business rules are configured. The client assumed that other customers used spreadsheets for planning and believed that was the standard SAP approach.

We educated the client on best practices and helped redesign their processes. They were relieved to move away from manual spreadsheets. Although we did enhance the EDI processes, it was not the main culprit limiting their system from growing their business. The result was accurate inventory tracking, reliable MRP, and a safeguard for purchasing the right materials in the right quantities. Ultimately, the issue wasn't the SAP system itself – it was the business processes that needed adjustment.

This happens across many business areas – Finance, Order-to-Cash, and Supply Chain – when users become accustomed to legacy thinking. Our consultants break the mold of legacy thinking. For another example, if you have not heard it before, ask me about my funny Christmas ham story that shows how legacy thinking becomes entrenched in our lives!

Next Steps:

Want to better justify your ERP Investment? Our Advisory Services teams and Solution Architects help educate many customers on how to get more results and reliability from SAP. **A little education can go a long way – and swing big doors for you.** Contact Kent Lamb at 214.632.5621 or kent@titan consulting.net, or visit our website to learn more.