

A man in a dark polo shirt, safety glasses, and a blue earpiece is leaning over a large roll of material in a factory setting. The background shows industrial equipment and a blue wall. The image is framed by a white circular graphic element.

The nine

**9 golden rules for a quick
and smooth implementation
of SAP S/4HANA Cloud**

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No matter if you're in manufacturing, food or chemical industry, the market is in turmoil! In recent years, you've had to cope with numerous unforeseen changes. And if that wasn't enough, the market is more dynamic than ever. There is a growing demand for shorter delivery times and local production, a shortage of raw materials and skilled personnel, changing laws and regulations, and an increasing focus on sustainability. On top of that, there's the arrival of Artificial Intelligence and the challenge of how to integrate it within your organisation. A lot is expected of you and sometimes it feels unrealistic to keep up with these continuous changes in the market, customer needs and new opportunities. Do you experience the same?

Choosing **SAP S/4HANA Cloud** could be the solution for you to become a resilient, sustainable, and risk-resistant organisation. This transition not only results in significant cost savings but also boosts productivity and revenue. This might sound too good to be true, but based on our experience – and more importantly, the experience of our customers – we can confirm that these promises are indeed reality.

S/4HANA Cloud is the right fit for any organisation, not just large enterprises but also Small and Medium Business. These are precisely the organisations we assist in implementing S/4HANA Public Cloud and harnessing the capabilities of this innovative software.

However, implementing S/4HANA Cloud is not always easy. An intensive preparation period is necessary before you can reap the benefits. To ensure a quick and smooth implementation within your organisation, we are eager to share our experience and knowledge with you.

In this expert paper, **Rogier Leijsen**, S/4HANA Cloud Project Manager and **Joris Sikking**, S/4HANA Cloud Solution Architect, share 9 golden rules for a swift and seamless implementation of S/4HANA Cloud. These golden rules are invaluable for any organisation struggling with continuous changes in the market and customer demands. And also, for any organisation that chooses to digitize business processes and deploy the most modern and user-friendly technology: SAP S/4HANA Cloud.

At Quinso, we specialise in the manufacturing, food and chemical, and wholesale industries. This expert paper is written especially for these industries. But of course, it is also informative for other industries.

Moving to S/4HANA Cloud in 3 phases

The decision has been made; you want to move to S/4HANA Cloud. But how do you tackle this?

How do you ensure that your business keeps running smoothly and your turnover does not suffer? Change often meets resistance, so how do you minimise your team's resistance and encourage them to embrace and adapt to the change?



When moving to S/4HANA Cloud, we distinguish 3 phases (see figure). Each phase plays a crucial role in achieving successful digitalisation and standardisation of your business processes.

Without **Discovering phase**, success is unlikely. That is what we believe. Once the decision to transform to S/4HANA Cloud is made, many organisations want to get started quickly. They see the transition as an IT project, make the IT department responsible and wait for the signal that the new system is live so that everyone can start using it and immediately benefit from it. If only it were that easy.

S/4HANA Cloud operates on over 800 best practices, offers extensive functionality and is one of the most intelligent systems ever. This makes it invaluable to an organisation, but also means that moving to this system requires more than just a technological approach. It is therefore essential, before moving to the Moving Smart phase, to be clear about how you are going to organise this phase.

The **Moving Smart phase** involves the actual implementation of the software, addressing both technological and human aspects. To properly move through this phase, Quinso developed the Quinso Activate Methodology. A methodology with detailed 'accelerators' that ensure a swift implementation. This involves working in short-term sprints, whereby results are achieved every week and continuous adjustment takes place until the final outcome is reached. Next to this, Change management also has

a significant focus during the Moving Smart phase. Many organisations underestimate this, expecting to handle it on their own in between tasks. But it is crucial for a successful implementation to continuously involve people in the process. To turn 'old thinking' into 'new thinking'.

After the software goes live, the **Walking Ahead phase** begins. This is when your organisation increasingly benefits from the advantages of S/4HANA Cloud. After a strenuous implementation time, the system is live, and you work according to the chosen best practices. From day one, your organisation will start reaping the benefits. But there is more. Much more. S/4HANA Cloud offers many functionalities that you won't use right away. Take it step-by-step to discover what else is going to help you grow your business.

3 phases and 9 golden rules

Within each phase, we have identified golden rules that lead to a successful transition to S/4HANA Cloud:

Discovering

1. Ensure you have your own vision and strategy on digitalisation
2. Maximise the benefits of a Fit-to-Standard implementation
3. Discover the right implementation route with the Digital Discovery Assessment

Moving Smart

4. Implement according to the Quinso Activate Methodology
5. Focus on technology, process and employees
6. As management, take the role of motivator and inspirer stage
7. Operate as a cohesive team

Walking Ahead

8. Continuously optimise to fully leverage the benefits
9. Stay ahead by focusing on Artificial Intelligence

By following these nine golden rules, your organisation is guaranteed to successfully transition to S/4HANA and fully capitalize on the advantages of this powerful system. In the following chapters, we will delve deeper into each golden rule.

S/4HANA Cloud: a system that excels if you give proper attention to implementation

Rogier and Joris proudly discuss the leading organisation where Quinso is implementing or has already implemented SAP S/4HANA Cloud: White Fields, Yanmar Europe, Yanmar Marine International, AEG Power Solutions, Moonen Packaging, Paques Global, and Royal De Kuyper.

They are, of course, enthusiastic about the system—otherwise, they wouldn't implement it. But where does this enthusiasm come from exactly? Rogier explains, 'SAP continually develops the system, keeping it in line with market developments. This means organisations are always ahead of the curve. It also allows them to work with Artificial Intelligence and other emerging technologies, and to connect interesting apps to the [Business Technology Platform \(BTP\)](#).'

Joris adds, 'With S/4HANA Public Cloud, you are completely unburdened. The system includes more than 800 best practices that organisations can use. At least 90% of processes are covered, leaving only 10% for customization and exceptions. Besides that, you don't have to worry about it. The key is a proper implementation.

Customers appreciate this; they can start immediately thanks to these best practices.' Rogier's customers feel the same way: 'The standard provides immediate guidance and confidence, so organisations don't have to reinvent the wheel.' That sounds great, but realistically, isn't there room for improvement? Joris acknowledges, 'Organisations want to standardise and use best practices, but they're not used to being told something can't be done. They want to maintain more processes than they initially thought. This contradiction can cause friction, and we too sometimes wish the system was more flexible. However, this rigidity also simplifies the transition. It just can't be done, and that's what ultimately allows organisations to fully benefit from standardisation.'

[Read Joris' blog here](#) where he shares the lessons he learned during S/4HANA Cloud implementations at various manufacturing organisations.

The nine

Rule 1

Ensure you have your own vision and strategy on digitalisation

Rule 3

Discover the right implementation route with the Digital Discovery Assessment

Rule 5

Focus on technology, process and employees

Rule 7

Operate as a cohesive team

Rule 9

Stay ahead by focusing on Artificial Intelligence

Rule 2

Maximise the benefits of a Fit-to-Standard implementation

Rule 4

Implement according to the Quinso Activate Methodology

Rule 6

As management, take the role of motivator and inspirer

Rule 8

Continuously optimise to fully leverage benefits



Golden Rule | 01

Golden Rule 1

Ensure you have your own vision and strategy on digitalisation

With the myriad challenges you face – from shifting market conditions and demanding customers to more stringent laws and regulations – digitalisation has become a necessity, not just a choice. As a supplier, you aim to meet evolving needs and adapt swiftly to new circumstances. Yet, you also have a business to run, where the goal is to produce high-quality products at competitive prices. Digitalisation optimises how your employees work, as well as your products, processes, and customer interactions.

However, digitalisation only truly succeeds when it forms an integral part of your vision and strategy. Your organisation's vision serves as both a guide and a filter for decision-making. It sets the direction for your employees and shows them the path forward. It helps navigate challenges and embrace changes. A shared vision and its associated objectives energise and guide your team.

Your organisation's vision for digitisation

The future of the industry is intertwined with recent technologies. Digital tools will significantly impact the entire supply chain and the core of your business, from top floor to shop floor. A new ERP system like S/4HANA Cloud could even foster new forms of collaboration and business models.

Your digitalisation vision sketches out where your market segment will stand in a few years after

significant digital advancements. More crucially, it defines your organisation's role in this future landscape. To craft this vision, you must address several key questions:

- What does digitalisation mean within our market segment?
- Where will our market segment stand in the digitalisation journey in 5 to 10 years?
- What will our position be in this landscape in 5 to 10 years?
- What challenges do we solve or face through digitalisation?

Inspire your people

Transforming through digitalisation demands a shift in mindset and behaviour across your organisation. Therefore, a compelling vision is also essential for your staff. It's a way to inspire and motivate them to contribute to the organisation's ongoing development.

Offer a vision that provides a clear and compelling picture of the future – a future with which they can identify and feel a part of.

From vision to strategy

Vision pertains to an organisation's aspirations for the coming years. Strategy outlines the steps you need to take to achieve this. It's crucial to understand that digitalisation is a transformational process

spanning several years. Digitalisation's impact prompts numerous questions. Which processes will evolve? How do we ensure seamless integration of these processes? What's the best way to utilise technology? What challenges and opportunities might we face?

A robust strategy aligns perfectly with the vision, detailing a practical approach to realise it. Key to a strategy's success is ensuring everyone in the

organisation grasps it, can apply it to their roles, and has the means to effectively implement it.

Having a sharp vision and strategy for digitalisation sets a crucial foundation for success.

Premium Brand Experience

For a 'premium brand experience', Yanmar envisions the finest people, products, and business processes. 'We already had the best products,' states Lettinga, Director of Sales and Marketing at Yanmar Marine International, 'and our team has significantly expanded recently. However, customers also expect optimal support and delivery reliability, ensuring an engine is ready precisely when and as expected.'

Yanmar is a global leader in diverse industrial equipment, from small to large engines, agricultural and construction machinery, power systems for shipping, machine tools, and components. Committed to a sustainable future, they have crafted a sharp vision and strategy.

[Discover more about it here.](#)



Golden Rule | 02

Golden Rule 2

Maximise the benefits of a Fit-to-Standard implementation

Many organisations aim for operational excellence. To achieve this, standardising processes is essential. After all, standardisation promotes consistency, transparency, and uniformity. By opting for S/4HANA Cloud, you choose to standardise your organisation's core processes through the Fit-to-Standard approach. What does this approach involve? What are its benefits? And what should you consider maximising its effectiveness?

The Fit-to-Standard Approach

A Fit-to-Standard implementation means aligning business processes with the SAP system's standard functionalities, rather than tailoring the system to fit existing business processes. SAP S/4HANA Cloud is equipped with over 800 best practices, including industry-specific standards. These standards are developed and honed in collaboration with leading companies in the manufacturing, food, and chemical industries. By adhering to these standards, organisations can leverage proven methodologies and strategies optimised for success in their particular sectors. Thus, there is no need to waste a lot of time for no reason. And that offers significant advantages.

The benefits at a glance

- **Faster implementation time**

A Fit-to-Standard approach streamlines the implementation process by reducing the need for extensive custom development and configuration.

The result? Quicker value realisation. New systems and processes become operational more swiftly.

- **Cost savings**

With minimal customisation required, both implementation and ongoing maintenance costs are substantially lowered. Organisations can maximise their investments in SAP solutions and diminish the total cost of ownership (TCO), yielding a superior return on investment (ROI).

- **Flexibility and scalability**

A Fit-to-Standard implementation facilitates organisations in embracing future SAP upgrades and innovations, ensuring they are unencumbered by bespoke codes or complex integrations. This promotes enhanced flexibility and scalability in business operations, enabling organisations to swiftly adapt to changing market conditions and seize growth opportunities.

How to maximise benefits

You have crafted and established a vision of digitalisation for your organisation and translated this into a strategic plan. This strategy delineates the steps you intend to take to position your organisation for success in the next 5-10 years.

Part of this strategy includes opting for S/4HANA Cloud. Thus, it's likely that standardising your core processes is viewed as a crucial step in the future development of your organisation.

Standardising processes is a significant step that affects your entire organisation. Particularly, colleagues involved in existing processes who must adapt to new standard practices will see a substantial shift. As you know, change often equals resistance.

It's crucial that the vision and strategy are embraced and supported across all levels of the organisation. Everyone, from management to the shop floor, must understand what moving to standard processes entails. There can be exceptions, but these should be just that—exceptions. To truly benefit from standardisation, aim for no more than 10% customisation.

During the Fit-to-Standard analyses and workshops in the Discovery phase, the focus isn't on IF current processes can be adapted to new ones, but on HOW they can be. It involves identifying necessary modifications to align existing processes with the new standards. Often, we find that employees are not ready. They haven't accepted that some existing processes will cease, and new ones will take their place. This situation can lead to a difficult start to the project and necessitate substantial adjustments later, potentially even jeopardising the project's initiation.

Therefore, Golden Rule 2 for a swift and effective implementation of S/4HANA is to secure support for process standardisation across all organisational levels, even before purchasing the system. Communicate the advantages of standardisation to your staff repeatedly. Emphasise operational efficiencies, enhanced collaboration, and the chance to adopt industry best practices. Clearly and persuasively explaining the benefits helps employees see the broader impact and its value to them and the organisation. Remember, the journey to standardisation is ongoing and requires continuous communication and assessment.

You can learn more about prioritising people, management as inspiration, and the significance of a unified team in our subsequent golden rules.

White Fields implements S/4HANA Public Cloud in 3 months

White Fields, a producer and partial packer of white and brown mushrooms, has seen unprecedented growth in recent years. Consequently, their previous methods were no longer fit for purpose. To support their ongoing expansion and continue meeting customer demands, they opted for S/4HANA Public Cloud. We successfully rolled this out at White Fields within just three months.

Jan Tielemans, project manager at Quinso, and Paul van den Berg, co-owner of White Fields, guide you through the project's trajectory and share the initial outcomes [in this story](#).



Golden Rule | 03

Golden Rule 3

Discover the right implementation route for S/4HANA Cloud with the Digital Discovery Assessment

You're likely familiar with the saying, "alone you go faster, together you go further." This rings true for the implementation of S/4HANA Cloud as well. We touched upon this in the introduction and we'll emphasise it again here. Once the decision to transition to S/4HANA Cloud is made, many organisations are eager to start immediately. They often treat the transition as an IT project, assign responsibility to the IT department, and then await notification that the new system is live. This allows everyone to begin using it and immediately reap the benefits. If only it were that simple.

For a successful implementation, particularly during our Moving Smart Phase, it is crucial to have meticulously planned the implementation pathway. What outcomes do you anticipate from implementing S/4HANA Cloud? How will you structure the implementation? Which of the 800 best practices are applicable to your organisation? Are there any deviations you wish to make? Will you opt for a Public or Private Cloud? Essentially, take time to collectively formulate responses to these and other questions with your team before commencing the implementation.

What is the Quinso Digital Discovery Assessment (QDDA)?

For the first and second golden rules, your organisation takes the lead. For the third golden rule, you'll need an S/4HANA Cloud expert, preferably one who

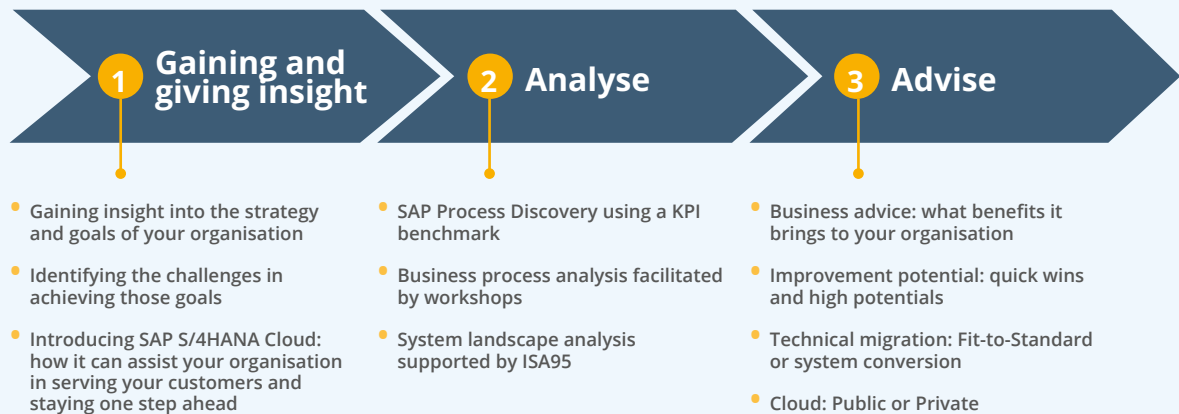
also understands your industry and can bridge IT and business. This ensures tailored advice, facilitates smoother interactions, and fosters better mutual understanding.

The **Digital Discovery Assessment (QDDA)** developed by Quinso to identify the right implementation path for S/4HANA Cloud involves three steps, completed collaboratively with you. Here is a breakdown of these steps and their components.

It's important to note that this represents the most comprehensive version of the QDDA. Each organisation will select from these components to best meet its specific needs and context. When transitioning to SAP S/4HANA Cloud without previous use of SAP ECC, the implementation will invariably adopt a Fit-to-Standard methodology.

The first step begins with understanding an organisation's strategy and objectives. It also involves clarifying the challenges in achieving these goals. It is crucial to determine your desired direction and identify what obstacles or barriers hinder progress. This allows us to provide recommendations that will help realise these goals. Once this is established, we will offer insights into S/4HANA Cloud and its potential benefits for your organisation.

Discovering | your Smart Move to SAP S/4HANA



The second step involves a series of analyses using various tools and methods developed by SAP and ourselves. We aim to recommend the most suitable path for your organisation to transition to SAP S/4HANA. A key element is the Fit-to-Standard workshops, part of the Business Process Analysis, which we have previously discussed. These workshops are intended to help you and your team understand how the standard processes of SAP S/4HANA Cloud can meet your specific needs. During these workshops:

- **Examine the standard:** delve into the standard business processes provided by SAP S/4HANA Cloud to gain a thorough understanding of its functionalities and capabilities.
- **Compare these with your own processes** align your current business processes with SAP's standard ones to spot similarities and differences. Determine which of the 800 best practices are applicable to your organisation.
- **Identify necessary adjustments:** where needed, pinpoint changes required to align your business processes more closely with the standard in S/4HANA Cloud. The aim is to minimise customisation and leverage SAP's best practices as much as possible.

The objective of the Fit-to-Standard workshops is to ensure the implementation of SAP S/4HANA Cloud is

as effective as possible by maximising alignment with standard processes.

Finally, if relevant to your organisation, we include a System Landscape Analysis using ISA-95 to provide a comprehensive overview.

Conducting this analysis requires substantial preparation from an organisation but is crucial for making informed decisions. Only then can the path to successful digital process transformation be determined. Interested in learning more about ISA-95?

Read the blog and discover how we implemented this method at Supertape, an international developer and producer of a wide variety of tapes.

During **the third step**, you'll receive an advice on the right implementation route based on the discussions and analyses. An implementation plan will be provided, showing how you will transition from your current processes to the standardised processes of SAP S/4HANA Cloud. It will also outline the benefits of making this move, including quick wins and high potentials.

Furthermore, you will determine which form of Cloud best suits your organisation: Private or Public. For SMEs in the Netherlands, Public is very likely the preferred option. You'll also receive

guidance on the training and support your team requires to ensure a smooth transition to the new processes.

In summary, by undertaking the Quinso Digital Discovery Assessment and reviewing the subsequent report, your organisation will be well-prepared for a quick and seamless implementation of S/4HANA.

Together we determine **the ideal flight path**

To elevate your organisation with S/4HANA Public Cloud, it's crucial to meticulously plan the implementation strategy. What outcomes do you anticipate from the implementation? Which of your organisational processes align with the over 800 best practices S/4HANA offers? Are there any

deviations you wish to consider? Together with you and a selection of your team members, we'll explore these questions during the Quinso Digital Discovery Assessment, enabling you to make a well-informed decision. [Find out more about it here.](#)



Golden Rule | 04

Golden Rule 4 Implement according to the Quinso Activate Methodology

Quinso Activate Methodology

To ensure the Moving Smart phase proceeds smoothly and swiftly, we have developed the Quinso Activate methodology. This methodology draws on the SAP Activate methodology, an extremely effective implementation method that guides an organisation through a clear and structured implementation process across five phases. After deploying this methodology in various organisations, we realised it could be enhanced further. Consequently, we developed and incorporated additional components. Thus, the Quinso Activate Methodology was established. By employing this methodology, we not only promise a fast and smooth implementation but also truly deliver on that promise. Let's explore the content of this methodology.

SAP Activate methodology: 5 phases

1. Discovery and preparation

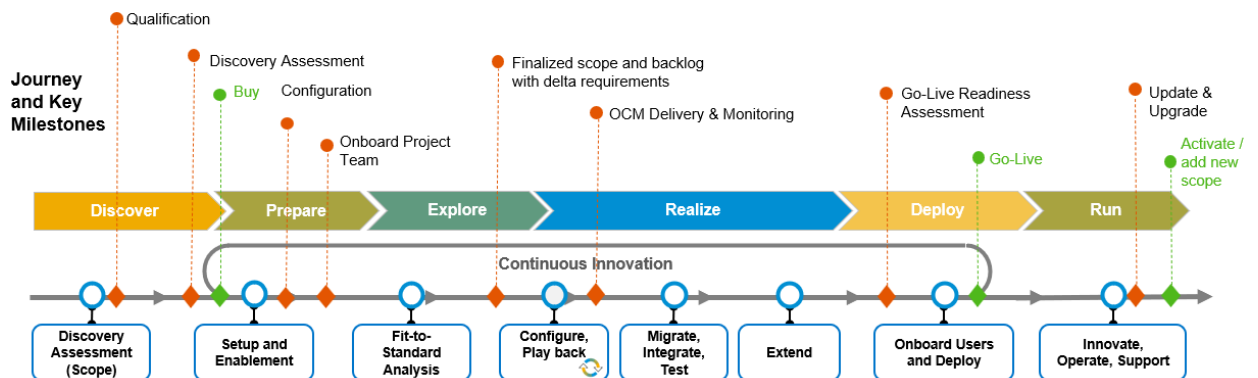
Goal: get a clear picture of what you want to achieve with S/4HANA Cloud and lay the foundation for the project.

Activities: defining business goals and aligning the SAP solution with these goals. Assemble the project team, plan timelines and prepare initial project planning. This is also the time to access SAP environments and tools that you will use in the project

2. Explore

Goal: understanding the possibilities of S/4HANA Cloud and how it can support your business processes.

Activities: in this phase, we delve into the details of the functionalities of S/4HANA Cloud. We identify



which business processes can be improved and how. Workshops and training sessions aid the team in understanding the software. We document the necessary configurations and adaptations

3. Realise

Goal: turn plans into action through S/4HANA Cloud to configure and test.

Activities: the focus is on actually setting up the system according to the specifications from the exploratory phase. We configure the software, migrate data and perform integration tests. Any problems are resolved and modifications are implemented. This phase ends with a 'Go-live' preparation, in which everything is prepared for the actual go-live.

4. Implement

Goal: bring the configured SAP solution online and ensure a smooth transition.

Activities: we conduct final testing, train end users, and prepare the system environment for launch. The launch itself is a critical moment when the new solution is activated. Immediate support is on hand to resolve any issues that arise.

5. Run and Optimise

Goal: ensure that S/4HANA Cloud continues to meet business needs and continue to make improvements.

Activities: after going live, we collect feedback from users, we monitor the system performance and make adjustments to further optimise processes. We continue to look for ways to increase efficiency and improve business results using S/4HANA Cloud.

Quinso Activate Methodology:

5 phases + 4 success factors

To the 5 phases of the SAP Activate methodology, we add 4 factors that lead to an even more successful implementation:

• Prior visibility of change impact

During the Discovering Phase, we used the Quinso Digital Discovery Assessment with the team to select which best practices apply to an organisation. This enables you to understand, before the implemen-

tation phase, your current position, the magnitude of the change, and what is required for the transition. Additionally, Quinso consultants prepare a 'change impact list' before the implementation begins. In this list, they clearly outline the necessary modifications to your current processes to align them with best practices and detail the impact on the organisation.

• Best practice coaches

Should it emerge that the current process deviates from the best practices, we do not immediately recommend opting for customisation. Instead, we assist the organisation's personnel in understanding how they can still transition to the best practices, thereby avoiding unnecessary time and costs. Our goal is to accommodate 90% of the current processes within the standard processes available, with only 10% requiring customisation.

• Training expansion

We have enhanced our self-enablement training courses to further assist organisations in training their staff. Proper implementation and adoption are crucial for success, making it essential to engage them in the change process. The training programmes we have developed include specific key user training during implementation and a key user exam prior to going live.

• Additional measurement points of result with users

We have advanced the agile approach during the realisation phase. In each sprint, a set of best practices are established and activated, delivered by the consultants. A new addition is that one week after delivery, we request key users or customer team members to conduct a demonstration themselves. This helps us to ascertain if the solutions we have developed are understood as intended and are functioning effectively.

Royal De Kuyper: the transition to S/4HANA Cloud

Standardising processes is an intervening step for any organisation. Particularly for employees accustomed to existing procedures, change often leads to resistance. To manage this change effectively, it is essential that the vision and strategy are embraced and championed by every layer of the organisation. This means that everyone, from management to the shop floor, needs to comprehend the implications of transitioning to standardised processes. But how do you

tackle this? [Dick Verburg](#), project leader at Quinso, guides you through all the stages of the SAP S/4HANA Public Cloud implementation at Royal De Kuyper. [Read the blog](#) where the first stages, Prepare and Explore, are highlighted. These stages demonstrate the importance of preparation and teamwork in reducing resistance to change.





Golden Rule | 05

Golden Rule 5

Focus on technology, process and employees

During the second phase of the transition, the so-called Moving Smart phase, the implementation of S/4HANA is paramount. Your organisation's digitalisation path has been charted, and now the transition truly begins. In this phase, considerable time and effort are devoted to organising and structuring new ways of working to align with the new system, translating these into new roles, tasks, and work instructions. Process and technology take precedence, which is entirely logical. But have we covered everything?

It is crucial not to overlook that during implementation, a balanced amount of time and attention must be given to building commitment and support among your employees. They play a key role in the new processes and technology and are vital to achieving success.

For the majority of employees, changes are likely in their everyday tasks. Adopting S/4HANA affects both the current and future organisation of work. Changes could be minor, such as a new 'user experi-

ence' through using Fiori, or significant, like shifting from current processes to fit-to-standard processes in the Cloud.

Having a clear vision and strategy is essential but not enough for digital transformation. No matter how well articulated, these come to life through people. Without people, organisations remain static. The human aspect, often referred to as 'change management', is frequently misunderstood as merely creating flowcharts and organisational charts. The approach is predominantly process - driven, neglecting the invaluable contributions of employees - their needs, ideas, and concerns during the transformation.

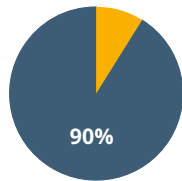
Underestimating the role of people during implementation can adversely affect your organisation's success. Various studies confirm this, as illustrated in the figure below. Research by Prosci also indicates that when employees feel surprised and overwhelmed by changes, it strains the desired outcomes.

As a result:

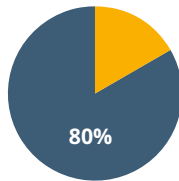
- Moderate acceptance and use of the system
- Exceeding set project timeline
- Exceeding time leads to additional costs

Do you place people at the core of your S/4HANA implementation, alongside process and technology?
Doing so will undoubtedly yield benefits.

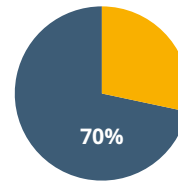
Negative consequences of underestimating role of employees



90% of change transformations don't meet their businesses. Source: Warren Parry (Accenture)

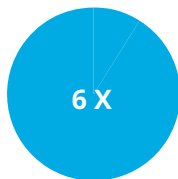


80% of strategy implementations fail. Source: Aric Wood (Xplane)

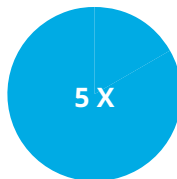


70% of projects fail, due to the lack of solid change management plan. Source: Mc Kinsey

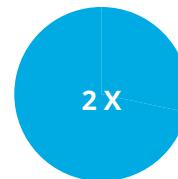
A change management plan leads to better results



6x greater chance of achieving set goals



5x more likely to stay within set timeline



2x more likely to stay within budget

Prosci Research shows that organisations with a sound change management plan achieve better results than without one. Source: Prosci

Attention to the human factor in change: Should you manage it internally or outsource?

Creating involvement and support among employees can either be managed internally by the organisation or outsourced to an external party specialised in this field. We often find that our clients opt to manage this aspect of the implementation themselves, primarily to cut costs. However, it's frequently observed that this approach does not yield the desired outcomes. In partnership with SAP, we equip our customers with all the necessary tools for self-sufficiency in managing the human side of change. These tools include Customer Team Self-Enablement and Organisational Change Management. But remember: these tools do not operate auto-

nomously. You must actively engage with them. Failure to do so will likely result in only moderate acceptance of the change, confusion over the new methods of operation, and a lack of endorsement for employing best practices. This often leads to considerable investment of time and energy in managing escalations, making adjustments, and customising solutions. The desired result will not be achieved. Therefore, consider in advance whether you possess sufficient time and expertise to adequately guide your employees through the change. If the answer is no, do not hesitate to invest in a professional service that can assist you with this task.





Golden Rule | 06

Golden Rule 6

As management, take the role of motivator and inspirer

Management involvement and support, from executive to operational levels, is essential for the success of any transition. This may seem obvious, but in practice, it often appears that management expects the strategy and vision to naturally permeate throughout the organisation. Moreover, they assume that the transition will be enthusiastically embraced and implemented by all. However, most people, including those in your organisation, are typically sceptical and hesitant about change.

To mobilise staff, direct sponsorship from management is crucial. Management must act as both inspirer and motivator to ensure a successful transition. Often, the responsibility for implementing digital transformation is delegated to a project manager, who is expected to immediately address the human aspects. Sometimes, management even neglects these aspects entirely, anticipating that everyone will intuitively grasp the changes, their reasons, and their impact on daily activities. They expect that, come go-live, everyone will naturally exhibit the desired behaviours.

So, how can management effectively influence success? People need to feel backed by their leaders; they are inspired by the message and motivated by seeing management lead by example. The motto here is "Practice what you preach". Management

should actively promote and personally apply the vision and strategy in daily operations. This approach builds trust among employees and teams, encouraging them to embrace and implement the transformation and strategy. Transparent leadership about upcoming changes enhances this trust, which in turn improves performance, boosts energy, increases engagement, and reduces dropout rates.

Resistance will occur at various levels within the organisation, to varying degrees. Some may openly express their reservations, but the majority will likely remain silent and hesitant to accept and integrate the new reality. Active engagement from management, particularly in addressing objections and doubts, is essential to garner substantial support during the Moving Smart phase.

As a manager, you also play a pivotal role as a sponsor for one or more implementation teams. The success of these teams is crucial. Facilitate swift and effective decision-making. Maintain open communication lines with the teams to address bottlenecks and issues before they escalate and impede progress. Allocate the best staff to these teams, even if their absence is felt in daily operations. View the transformation as a prime opportunity to collectively strive for operational excellence.

In practice: support from senior management indispensable for success

Change is met with resistance; that is a certainty. It is commonly anticipated that this resistance primarily originates from key or end users. However, an experience with one of our clients who recently transitioned to S/4HANA proved that resistance could exist at all organisational levels, including the highest echelons of management. This shift was not supported by one of the senior managers, which bred considerable negativity within his team and, owing to his role on the steering committee, throughout the organisation. Consequently, the project was delayed, and a negative atmosphere ensued. The project was on the brink of failure until the organisation evaluated what was necessary for success. It became apparent that this manager was not suited for his role, and after discussions, he agreed to step

down from the project. Other key users were then brought on board. The need for this change became evident as the benefits of the transition began to surface. The atmosphere shifted from 'us versus them' to one of unity. Positivity, momentum, and dedication flourished, bringing success increasingly within reach.

In conclusion, once the decision to transition to S/4HANA is made, there is no turning back. It is crucial for everyone, from top to bottom in the organisation, to embrace and champion this change. Only then can true success be achieved.





Golden Rule | 07

Golden Rule 7

Operate as a cohesive team

The final Golden Rule for the Moving Smart phase also focuses on the human aspect of the transformation. Besides positioning people and management at the heart as inspirers and motivators, forming a unified team with business and IT is crucial in achieving the objectives. Successful Moving Smart demands collaboration across departmental lines and expertise areas.

A group comprising experts, process owners, key users, and senior managers forms a genuine, close-knit implementation team. Consultants from the implementation partner are also integral to this team. As an implementation team, we collaboratively drive the digital transformation. Functional cooperation is vital, and binding cooperation is equally important. Initiate with a joint kick-off. Meet, see, and converse with each other. A robust relationship enhances our collective problem-solving capacity, which proves invaluable during the implementation and is essential for decision-making, building mutual trust, and learning from one another.

A pivotal role in creating a cohesive team is played by the business process owners. They are critical when multiple locations, regions, countries, or other entities need to operate under a unified template. The process owner can monitor the processes and evaluate their impact on other entities. This avoids delays in template rollouts due to extra customisation and other unexpected surprises. And the organisation will certainly reap the benefits in the Walking Ahead phase. What if a dedicated team isn't in place? Then, there's a risk that eventually it will turn into an 'us' versus 'them' scenario. This might lead to everyone on the field 'chasing the ball' rather than aligning with one another and the bigger picture. The consequences are endlessly long issue lists, status meetings where no one addresses the real issues, and a failure to pursue the shared goal.

A strong, aligned team that jointly tackles problems and celebrates victories achieves mastery quicker and positively influences support for the transformation. After all, who wouldn't want to be part of a winning team?

Moments and ideas for building a cohesive team

Experiencing together, regardless of the context, is vital. Discovering shared interests and hobbies or inspiring teammates with innovative ideas. Connecting in any manner makes a significant difference.

Due to COVID-19, we were compelled to work remotely and communicate extensively via email. The emails became progressively longer and often conveyed the wrong tone unintentionally. This is simply because we had to interpret the messages ourselves. Emotion and email are seldom a perfect match, especially if you've never met in person and haven't yet established a relationship.

A positive outcome of COVID-19 is our realisation that physical presence isn't always necessary. However, we've also learned that personal contact is crucial for building a tightly-knit team.

Which moments are valuable for coming together?

Kick-off

The project launch marks the start of an intensive journey, where reliance on each other is key to achieving our desired outcomes together. It begins with an informal gathering to foster relationship building.

A few weeks after the project launch

This is the moment when roles are defined, the objectives are clear to all, and we shift into action mode. Workshops are ideal at this stage. These are opportunities to become acquainted, understand each other's positions, and collectively decide on the necessary actions.

Just before go-live

Now is the time to physically review the crucial delivery points together and prioritise them. This can involve the whole project team but is even more effective in smaller groups to enhance closeness and ensure everyone feels connected to the result.

Celebrating successes

Celebrating successes energises us. Commemorate key milestones and, if successful, consider activities like escaping to an escape room, renting a boat, or dining out. This helps build bonds beyond the work content. Implementations often occur by location or country. Was it a success? Celebrate it! Carry that energy from one rollout to the next location or country. If travelling far, try to mix business with a casual activity.

Finally, in international projects, language barriers can hinder team cohesion. It's particularly crucial, then, to meet in person and foster familiarity.



Golden Rule | 08

Golden Rule 8

Continuously optimise to fully leverage benefits

We are live! The Smart Move has been made. Processes are now running on S/4HANA Cloud. The system is stable and the project team can now stand down.

We are here! Or are we? If you want to maximise the benefits of S/4HANA, you must continually maintain and manage the system even after going live. You need to keep the process smart and optimise it continuously. Here, too, a dedicated team is essential.

A team that ensures the system is functionally maximised. Technical maintenance is minimised with S/4HANA Cloud solutions, but our experience indicates that a system never runs completely without adjustments. Every organisation produces documents such as order confirmations or invoices that bear the organisation's logo. Sometimes functions are added for reporting or integration purposes. For instance, because certain functionality was not supported at the time of go-live.

It is also crucial to closely monitor new releases and continually seek new developments that can simplify digital life even further. The more you adhere to standard processes, the greater the benefits from activating new functionalities. Implementing fit-to-standard may have resulted in considerable effort during the Moving Smart phase, but in the Walking Ahead period, the rewards will be substantial.

Indeed, with many and/or significant system modifications, extensive testing is necessary when new releases are activated. With minor system modifications, this process is much simpler.

Finally, post-launch, the scope must also be monitored. Has a global template been implemented? When new functionality or modification is requested, it should always be assessed whether it aligns with the template. If it is a modification, also consider whether a simple 'workaround' exists, or if it may already be available as standard or due to be released soon.

With the implementation of S/4HANA Cloud, managing the system becomes straightforward and always up to date. This allows your organisation to concentrate on your core business, operations, and customers with maximum support from the latest technology. Thus, Walking Ahead also becomes Walking Agile!

Different ways for making the most of S/4HANA Cloud

In our experience, it is often only after the go-live that people consider the next steps specifically, how to proceed. Addressing this in advance certainly pays off. After all, preparation takes considerable time. Therefore, our advice is to include plans for the post-go-live phase, which we refer to as the 'Walking Ahead' phase, in your project strategy. We recognise two distinct approaches to this phase.

The reactive approach

The most common strategy to derive benefits from S/4HANA is the reactive approach. Here, the solution is deployed, and users begin interacting with it. During this interaction, they might identify potential enhancements, such as new functionalities, or encounter issues, such as system bugs. In such cases, as we term it at Quinso, the business can engage with our [Managed Services](#) department. Requests for

enhancements or to resolve issues are then forwarded from the business to Managed Services, who address these within a set period, ensuring they are resolved effectively.

The proactive approach

Alternatively, a more effective method is to plan the 'Walking Ahead' phase proactively rather than reactively. What does this involve? For instance, at one of our client sites post-go-live, local optimisation teams were established at each location. These teams diligently analysed potential improvements continuously, assessed possible benefits, and promptly implemented significant enhancements through sprints or mini projects. Naturally, this approach requires more time and investment than the reactive method, but the superior outcomes justify the expenditure.





Golden Rule | 09

Gouden regel 9

Stay ahead by focusing on Artificial Intelligence

The last golden rule isn't just a guideline for quick and efficient implementation of S/4HANA Cloud. Golden rule 9 focuses on harnessing **artificial intelligence (AI)** to stay ahead in the market and embed continuous innovation within your organisation. Is AI a trend? It is indeed a term that has been overused in recent years. All organisations recognise its impending impact and understand the necessity to engage with it, yet the specifics often remain unclear. In our view, it is certainly not just a trend. For many organisations, it will be the key differentiator in the future of their business. This includes yours too!

AI in S/4HANA Cloud

Below, we highlight several key AI features and capabilities within S/4HANA Cloud that you can immediately benefit from upon transitioning to this system:

- **Intelligent automation:** S/4HANA Cloud employs machine learning and AI to automate routine tasks. This spans a range from financial accounting to procurement processes, enhancing efficiency and freeing your colleagues to concentrate on higher-value activities.
- **Predictive analytics:** AI-driven analytics forecast future trends and behaviours, empowering your organisation to plan and respond proactively. This proves particularly beneficial in managing inventory, predicting maintenance needs, and understanding customer behaviours.
- **Enhanced decision-making:** AI within S/4HANA Cloud facilitates improved decision-making by analysing complex data and offering insights that could otherwise be missed. This supports more informed, data-driven choices.
- **Natural language processing:** S/4HANA Cloud incorporates features that allow users to interact with the system using straightforward spoken language. This simplifies querying data and streamlining interactions.
- **Situation handling:** AI is used to identify critical business situations and deliver proactive notifications. This aids in swiftly addressing potential issues before they escalate.
- **Conversational AI en Chatbots:** the system integrates conversational AI to enhance user interactions, including AI-driven chatbots that support customer service by answering queries and offering assistance.

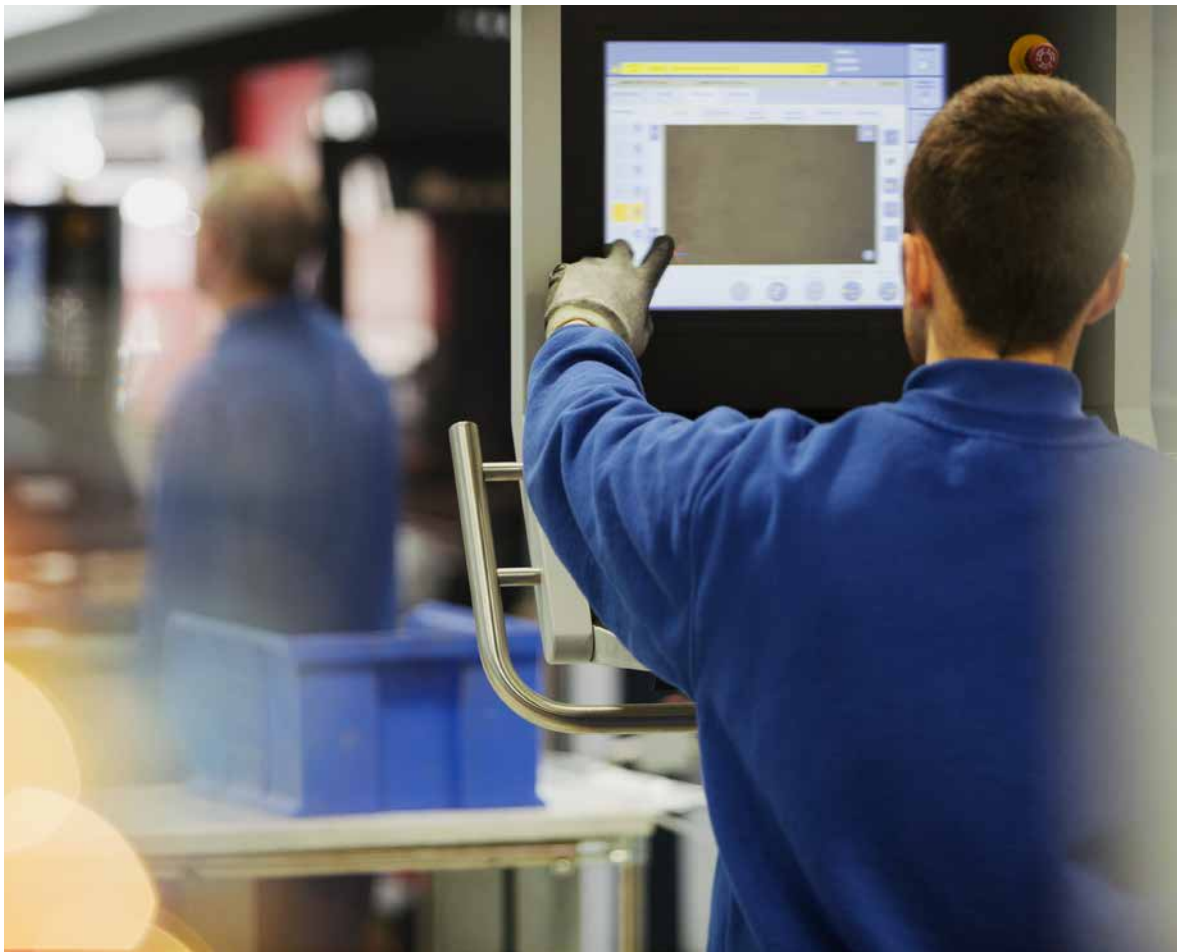
**The next step in modernisation:
SAP Business Technology Platform**

Do you wish to advance further in modernising or expanding your technology infrastructure? Then consider SAP's Business Technology Platform.

Data management, analytics, artificial intelligence, application development, automation, and integration converge in this BTP. Consequently, it serves as a robust foundation to effectively deploy your business applications, deliver personalised products on a large scale, and automate supply chain processes with sustainability in mind. The platform is constructed with flexibility and choice at its core. It thus accelerates innovation and enhances your organisation's performance.

At Quinso, we have also developed apps specifically for the industry and wholesale sectors on this platform. For instance, we created the **Mobile Warehouse App** tailored for warehouses. For the shop-floor, we introduced **QMES Cloud**, an end-to-end solution that directly connects shopfloor machines with S/4HANA.

Artificial Intelligence represents both the future and the present. With SAP S/4HANA Cloud, you already access a multitude of AI features. With SAP BTP, you take the next step towards becoming that hyper-intelligent organisation.



About Quinso

Making impact together.
We know our stuff.
We go beyond.
Until it's done.

Quinso is a consultancy firm specialised in SAP software solutions for industry and wholesale. From comprehensive solutions covering the entire process to individual modules for specific parts of the process. We help organisations achieve efficient, sustainable and risk-resistant business processes in finance, purchasing, sales, production, logistics, services, planning, transport and more. From top to shopfloor. Our services range from business consulting to implementation. As a member of the ORBIS family, we offer the full suite of SAP solutions.

Making impact together.

Continuous development is about smart solutions for now and the future. We contribute to this by sharing our knowledge and expertise to strengthen individuals, organisations and ecosystems. Connected as friends, with a “work hard, play hard” mentality, we create a safe environment where people grow and can count on each other. This is how we treat everyone around us. And we inspire others to do the same.

We know our stuff.

We use our knowledge, experience, and curiosity to deliver quality solutions. We excite our customers to embrace progress. By discovering what they need and pointing the way, from the big picture to daily practice. We are made happy by improvements, small and large. Technological innovations inspire us to think creatively. This is how we set the bar high for efficient and sustainable business processes.

We go beyond.

We do not check off boxes; we want to exceed expectations. We are driven by the success of our

customers. Therefore, as trusted advisors, our honesty and independence are incredibly important to us. We strive for long-term partnership. As professionals, we combine broad knowledge of the manufacturing industry with superior expertise in supply chains. As a result, we easily collaborate with people from all disciplines. That leads to better teamwork and better solutions.

Until it's done.

As our business continues to develop, we guard our entrepreneurial spirit. We avoid pointless procedures and do what is necessary and practical. Today's technological solutions may be obsolete tomorrow. Therefore, we quickly adapt to the context in which we operate and drive transformation from within. Solving complex business puzzles together is our thing. That requires us to roll up our sleeves, help each other and always go that extra mile.

Take the next step

Interested in discussing how your organisation can successfully transition to S/4HANA Cloud with Quinso? Feel free to get in touch with us:

+31 (0)732062200 or info@quinso.com.

Or take a look here for more information.