

Service Snapshot: SAP Optimisation and Leverage

SAP provides massive opportunities for change and improvements in processes. For many organisations early decisions in a SAP roll-out have impacts that are not optimal. It can be difficult to see a way out. Our specialised consultants can help find the way, and understand how to map this cost effectively.

Challenge

Fully realising Return on Investment with SAP can be more complicated than expected.

Many organisations find it difficult to admit to mistakes made early in blueprinting stages of an SAP deployment.

Some key decisions that seem to make sense from a top-down perspective can have profound effects on people working operationally with SAP, requiring extra effort and workarounds.

The associated effort and frustration is not accounted for in the roll-out success stories, but these are the realities that people work with, often citing SAP as being the root of all the problems.

It is all too easy to see such stories as a sign of partial failure, and often people are just told to get on with it.

Sometimes process improvement projects such as SixSigma and Lean approaches can define radical changes in process that do not seem to be compatible with SAP.

We have seen situations where organisations were not made aware during design and implementation of:

- alternative methods of working with SAP,
- alternative configuration options
- the ability to simply use the system in different ways

Whilst occasionally it can be difficult to find quick wins, our experience shows that through a creative

approach, new ways of looking at the problems will offer new opportunities for change.

We have found that given the opportunity, organisations welcome the ability to be shown alternative approaches, without having to enter into a context of blame and responsibility.

Solution

Penumbra has a pragmatic approach to technology. This is particularly the case when working with systems like SAP.

At Penumbra we have worked on major SAP implementations, acting for and on behalf of organisations, as well as gate-keeping and refereeing between the business and third party suppliers.

We have been asked to remedy implementations that have gone wrong and set them back on course. We have worked with interdisciplinary teams to troubleshoot implementations and define new methods and processes to allow the business to perform better.

By using talented and passionate individuals we can offer a solution that is far more cost effective than involving large teams of consultants.

Whether an organisation is involved in

- intractable master data problems,
- bad process mapping,
- costly workarounds by front-line staff,

- staff resistance to change,
- or simple system inflexibility

Penumbra can help.

Benefits

We bring this type of experience to bear, along with our ability to manage implementation changes in unusually small teams, to allow organisations to:

- See some creative alternatives to the current state
- Understand how the available options will affect their business
- Make real choices with a cost-effective approach
- Drive greater return on investment

Furthermore, linking with our Research and Organisational Development groups, we can help organisations

- identify exactly what is not working well,
- help to develop a willingness for change.

For some new approaches to SAP Optimisation and Leverage, call us at Penumbra.

strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services