



APPHION CONSULTING

Business Systems Review

Scope Business Systems Review

Pre-requisite Activities:

This step involves the production of a letter of engagement for the completion of Phase I.

This letter of engagement contains information on the scope of the review, the people, time and costs required for the review.

The scope also covers the SAP modules involved, and the organisational units and geographical locations under review.

Consideration is also given to the project structure required to conduct Phase 1 e.g. process owners, etc. Ownership of the project is crucial and involves identifying an executive sponsor. The Executive sponsor is the project's main advocate. This is the person who has ultimate authority over, and responsibility for, the project. The executive sponsor has a vested interest in the results of the project, is the person who funds the project, resolves conflicts over policy or objectives, and provides high-level direction. The executive sponsor is also responsible for approving changes during the project, and for providing whatever additional funds those changes require. Without sponsors decisions will get postponed until the executive sponsor is available. The Apphion Lead Consultant and the client Executive Sponsor are involved in this step.

Review SAP System

During this step, Apphion consultants review the client's SAP system.

This step involves documentation of the client's Enterprise Structure and an investigation of the configuration of each SAP module within scope.

Information is gathered from interviews at the SAP Customer Competency Centre.

The existing system and process documentation is also reviewed.

Apphion Application Consultants and the Customer Competency Centre staff are involved in this step.

The deliverables from this step are the following:

- A schematic of the Enterprise Structure
- A set of business questions for use during the Operational Process Interviews

Conduct Operational Process Interviews

Using the SAP Diagnostic Tool and information gained from the previous step, Apphion consultants conduct operational process interviews.

The information gained from these interviews will be input into an Access Database. This will facilitate the production of reports summarizing the results.

A list of item analysis requirements will also be gathered from the interview results. The Item analysis process can be best described as any form of data gathering, which assists the SAP Consultants to reinforce a finding. This can be any form of Item Data from analysis on cancelled orders, to analysis of late shipments, to analysis on reasons for shortages, to analysis of customer complaints.

Apphion Application Consultants, Process Owners and End Users are involved in this step.

The deliverable from this step is the Completion of the Apphion Diagnostic Tool for each module area.

Conduct Item Analysis

Taking the list of Items identified in the previous step, the team gathers information to complete the analysis. This investigation can be performed using the SAP process analysis tool, SAP reports, customer reports and/or sample surveys.

Apphion Consultants and End users are involved in this step.

A detailed Item Analysis is the deliverable from this step.

Present Findings and Recommendations

This step takes the information gathered from the previous steps and consolidates it into a report. This report will contain tentative outlines of suggested process improvement projects and estimates of resource requirements.

Apphion consultants spend time performing this step.

The deliverable from this step is a report containing summary findings and recommendations.

This report is distributed to the management team for their consideration.

Management Review of Findings and Recommendations

Following a period of time to review the report, the management team and Apphion consultants meet in a workshop environment to review the report.

Apphion will facilitate this workshop, but the Executive Sponsor will decide the proposed agenda. The Executive Sponsor will also chair this group. If possible the Chief Executive and Financial Officer should attend this workshop.

This may result in changes to the tentative project outlines. Next steps are discussed. The deliverable from this step is a reviewed and agreed report of findings and recommendations.

Present Recommendations to Executive

Following this workshop, the report is amended to reflect management comments and any new information that has come to light.

Either a final summary report is presented to senior management or there is an Executive workshop organized to summarise the overall findings and present summary recommendations.

Following the workshop, this report should not contain any surprises for senior management and act as a formal conclusion for Phase I.