

SAP PROCUREMENT REVIEW FOR A MAJOR RETAILER

CASE STUDY



CLIENT ISSUES

Our client wanted to introduce a range of SAP system and business process improvements in the 'goods not for resale' (GNFR) procurement business function. GNFR covers all items procured that are not resold via the retail stores, such as IT equipment, stationery, sundries and professional services. They had already developed a business case and programme plans.

Objectives of our project:

- Review overall programme plans, approaches and strategies to provide an independent appraisal based on our previous experience of similar programmes
- Assess and highlight key areas of risk
- Review and validate the resource, time and cost estimates for the programme
- Provide other relevant independent advice and guidance to the leadership team based on our previous experience

SAP was used as the core ERP solution for GNFR procurement with other solutions supporting specific business processes e.g. Ariba for e-procurement and e-auctions etc.

DEFINING THE PROJECT

Client:	Major retailer
Business Division:	Corporate Services
Location:	Leeds, UK
Industry:	Retail
Project value:	£16k

Project summary:

The senior IT stakeholder was concerned about the lack of clarity in the underlying business case and escalating costs in setting up this project.

An independent assessment was required to evaluate the programme scope, costs, benefits and timescales. This was to validate the programme's viability and allow a greater degree of certainty before the programme was sanctioned for progress.

WHAT WE DID

The review was undertaken by a small DNASTREAM team of delivery and solution specialists through a series of sessions with key stakeholders, the programme leadership team, business process leads and IT specialists. It covered:

- The goals and objectives
- The scope (organisational, business process, logical application architecture, logical interface topology)
- Scope and nature of proposed solution and process improvements
- Delivery approach and deployment phasing and alignment to benefits delivery with assessment of potential alternative options
- Assessment of costs and resource requirements – for each potential option
- Assessment of timescales, together with estimation of timescales for each potential option
- Review of anticipated business benefits; how they would be delivered and how the potential alternative delivery approaches would influence the benefits case

OUTCOMES

The DNASTREAM team prepared an assessment on the current state of the programme and outlined the range of options for programme delivery. Importantly it included the extent to which the current programme could deliver the business case and recommended where improvements could be made.

The findings were presented to senior stakeholders and the leadership team.

The two week project was delivered on time and within the agreed budget.

DNASTREAM provided clarity to the programme leadership team so that they were able to approve the implementation programme within the existing budget, but with increased confidence that the benefits were deliverable and the estimated costs were accurate.

TESTIMONIALS

“It was good to work alongside the leadership team to really understand the business objectives; it really helped us produce a comprehensive report.”

Paul Windsor, Team Leader, DNASTREAM

“The client was very positive about the DNASTREAM assessment; it gave them the confidence they needed to make a decision to progress with certainty about the approach, costs and benefits”

Andy Milner, Managing Director, DNASTREAM