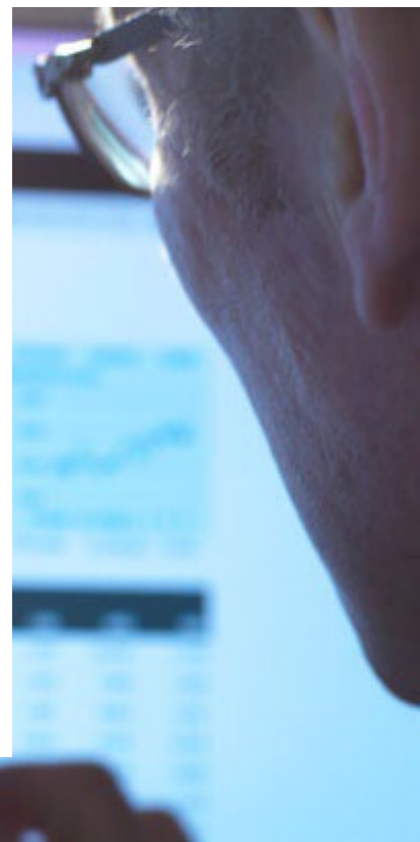# Uncovering the value of analytics for S/4HANA

How to find the best integration strategy for analytics in your business transformation

pwc

Executive summary

Analytics is an important function and should be considered in an S/4HANA transformation. Market leaders make use of analytics comprehensively and leverage its power to surpass their competitors.

Many S/4HANA programmes, however, struggle to include analytics in their business transformation, either holistically or in terms of the programme organisation.

Clarify the starting point for analytics

Scoping of analytics is not a one-size-fits-all. Organisations have different backgrounds, experiences and preferences.

Depending on the type of organisation, the scope of analytics within the S/4HANA transformation may vary from narrow to broad.

Follow a top-down approach to determine the scope and framework for analytics

- Take a top-down approach to determine scope. Ensure strong support from programme sponsors and programme management and carry out this phase early.

- The scope of analytics can range from enabling the new S/4HANA Embedded Analytics functionality to taking a more holistic approach.

- Develop an analytics framework at an early stage to guide analytics activities throughout the transformation.

Choose the right integration approach for analytics in the programme

- Analytics can be integrated in a centralised or decentralised manner.

- Centralised integration is recommended for a lean set-up or to drive specific innovations.

- A decentralised integration approach is recommended for analytics transformations.

- Some analytics function should always remain centralised.

Key topics for analytics to focus on

S/4HANA transformations should pay special attention to the following topics, which often go underappreciated:

- Steering model review and KPIs

- Target analytics architecture and roadmap

- Future analytics governance

Organisations that consider all relevant building blocks and prioritise analytics will reap the benefits.

S/4HANA Embedded Analytics – the operational reporting game changer

Until the introduction of S/4HANA, complex reporting scenarios were often implemented outside the ERP system using solutions such as SAP Business Warehouse (BW). Reporting in an ERP system was optimised for online transactional processing (OLTP) and not for online analytical processing (OLAP) like a data warehouse is. This changed significantly with the introduction of S/4HANA.

Embedded Analytics: the new reporting paradigm in S/4HANA

S/4HANA's positioning on the HANA database is a real game-changer when it comes to reporting capabilities and performance. With real-time information directly from the S/4HANA system, organisations can instantly review embedded KPIs and understand relevant information related to daily business processes.

It is now possible for analytics to truly become a part of the business's day-to-day activities, as the engagement of every user in the chain can be increased through these new reporting capabilities. Additionally, embedding analytics directly into the transactional system allows users to leverage the "insight to action" principle to seamlessly navigate from reporting to transactions and vice versa without a system barrier in between. This allows the business to handle important tasks quickly.

Engaging user experience with SAP Fiori

SAP S/4HANA has released SAP Fiori to empower users to be more productive and effective through their enterprise applications. Fiori is driven by SAP's simplification approach and helps organisations provide an engaging and positive user experience for their employees while reducing the amount of training required. This is achieved by using application templates through which users can recognise patterns and adapt to applications more quickly. Fiori also shows users the most critical information and helps them focus on urgent tasks first. Fiori's responsive design allows use across a variety of devices, whether on mobile or desktop.

Predefined analytics content for out-of-the box business value

S/4HANA Embedded Analytics offers a wide range of predefined business content in the form of KPIs, reports, queries, predictive scenarios and planning scenarios. S/4HANA provides a solid foundation for operational reporting that can easily be combined with other SAP products such as SAP BW/4HANA, SAP Data Warehouse Cloud (DWC) and SAP Analytics Cloud (SAC). Identifying suitable standard content at an early stage enables organisations to get a clearer picture of their future reporting landscape.

Add value early in the S/4HANA programme with Embedded Analytics

Defining concise analytics goals, identifying suitable standard content and familiarising business users with SAP Fiori early on in the S/4HANA programme can maximise the benefits that organisations reap from implementing S/4HANA. The following sections focus on these benefits.

Enterprise Analytics – the holistic view of analytics

While Embedded Analytics offers tremendous value for operational reporting, it is important to also consider analytics holistically and not only from an operational reporting point of view.

Experience from many ERP transformations shows that organisations should think about the future form of their reporting early in their S/4HANA implementation projects – ideally as early as when creating their S/4HANA roadmap. In addition to the use cases for operational reporting covered by the capabilities of the S/4HANA system, analytics comprises many use cases covered by tools tightly integrated with S/4HANA.

Considering enterprise analytics use cases

Enterprise Analytics combines all business intelligence (BI) analytics, planning, and forecasting solutions often sitting outside of S/4HANA. It therefore covers use cases that stretch beyond operational reporting into tactical and managerial reporting, including integration of data from other sources than S/4HANA. Data warehousing solutions like BW/4HANA or SAP Data Warehouse Cloud (DWC) are stand-alone solutions outside of S/4HANA, although still very tightly integrated.

Decide on organisation's future control model at an early stage

When designing and implementing standardised business processes, it is essential to identify and set out the underlying control and monitoring mechanisms right from the start. The organisation's future management control model and analytics are heavily interdependent, as analytics plays a crucial role in implementing this model.

Successful organisations start their S/4HANA journey with a holistic analytics approach

Given this situation, it is unsurprising that many organisations are embracing a prioritised path for analytics in modernising systems and deploying new digital capabilities. Doing so helps them accelerate business transformation strategies and gain an insights-based advantage.
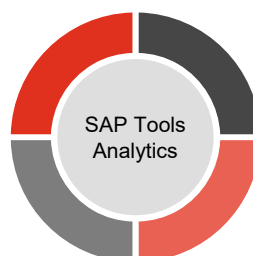

Analytics use cases and SAP toolbox for Enterprise Analytics

S/4HANA Embedded Analytics
- Standard reporting in S/4HANA with Fiori
- Highly standardised, few custom reports
- Operational reporting suitable for business users and analytics experts

BW/4HANA and Data Warehouse Cloud (DWC)
- Enterprise data warehousing (EDWH), DWC is cloud-based
- Data collected from various sources and combined to build complex reporting use cases
- Operational and managerial reporting, suitable for C-suite, business users and analytics experts

SAP Tools Analytics

Business Planning and Consolidation (BPC)*
- Planning and consolidation tool
- Add-on to BW/4
- Development of forecasting model and budgeting
- Discontinued model, functions to move to SAC

SAP Analytics Cloud (SAC)
- Cloud-based central reporting and planning tool
- Data visualisation, dashboarding, digital boardroom
- Numerous forecasting and planning scenarios
- Suited to C-suite reporting

What are the benefits of taking a holistic approach to analytics?

Stakeholders in S/4HANA programmes appreciate the significant potential and clear benefits of analytics, and recognise that analytics is an essential element of the organisation's digital transformation.

Key benefits of a holistic analytics approach

Early buy-in from business and C-suite

By demonstrating the "art of the possible", analytics provides a powerful tool for taking business and senior management along on the S/4HANA transformation journey.

The added value of digitalisation made tangible for stakeholders

Analytics is an important "face" to make digital transformation tangible for end users. The large group of end users that are usually exposed to different aspects of analytics will experience the effects of improved analytics very directly.

Increased productivity in the workforce

Getting analytics in place early on increases workforce efficiency and effectiveness and gives a faster return on the investment in S/4HANA.

Accelerated insights and decision making capabilities

Direct insights are generated right from the go-live, and business benefits are revealed early on.

Modern foundation for future analytics use cases

Predictive analytics and machine intelligence capabilities that can drive additional benefits for the business need a foundation of modern analytics.

Recommendations

- **Consider analytics early on in the S/4HANA business case** and secure an adequate budget (usually 10% to 15% of the total budget).

- **Anchor analytics firmly in the S/4HANA programme**, with clear responsibilities and scope.

- **Integrate** the topic of analytics **into the S/4HANA transformation approach** (e.g. SAP Activate) and consider all relevant aspects for analytics, including those outside of S/4HANA.

- Consider **analytics as an important part of change management** for raising awareness about new ways of working.

- Demonstrate the **added value of analytics early on in the project** and use the supplied SAP standard content for this.

Why do S/4HANA transformations struggle with analytics?

Despite the clear benefits of a holistic approach for analytics as outlined above, organisations often struggle to unlock the potential of analytics within S/4HANA transformations.

S/4HANA transformations present organisations with a mammoth task. Programmes of this kind are particularly costly and resource intensive, and often require a fundamental rethink around processes and analytics structures.

When S/4HANA business cases are being developed and programmes are being scoped, analytics is often excluded or reduced to a nominal budget figure. There are a number of reasons why this happens; we will examine a few of them here.

No clear sponsorship of the analytics strategy from the C-suite

Many organisations believe that they have a clear vision and strategy for analytics. However, in most of these organisations, that vision is limited to the choice of specific reporting tools and technology. Clear sponsorship of the analytics strategy at a higher management level is therefore required to create sufficient motivation to properly include analytics in the S/4HANA transformation programme.

Desire to reduce costs

Reducing the scope of the S/4HANA programme to the "essentials" may help to get the budget approved. However, these supposed savings can prove to be a false economy: investments in analytics are likely to be required later on anyway, and delaying such investments may result in the overall ROI being lower and business benefits being realised much later than desired.

Analytics perceived to be peripheral

Analytics is often perceived as being peripheral to the core data capture process. The truth is that analytics plays an integral part in a modern ERP system based around S/4HANA.

Interactive development approach required for analytics

Introducing new business processes and implementing them in S/4HANA always starts with scoping, identifying requirements and blueprinting. For analytics, it is very similar. However, the route for analytics differs fundamentally. The typical approach to start the process of identifying analytics requirements is to talk to business stakeholders, process consultants and IT experts. In reality, however, the business is often not yet familiar with the new processes and can only refer to as-is reporting, while process consultants typically do not have the time to investigate analytics requirements.

In the next three sections we will show you how to scope, integrate and establish analytics within an S/4HANA transformation.

S/4HANA transformations without properly integrated analytics have a higher risk of failure: top risks at a glance

Lack of available tools to guide the business after go-live
The lack of adequate operational and strategic management tools after go-live can lead to limited decision-making abilities and loss of control over process efficiency. Ultimately, this may result in higher costs due to information provisioning being more difficult, business opportunities being lost and manual workarounds being required.

Lack of user acceptance and perception of failure of the S/4HANA programme
When processes cannot be completed or required information is unavailable, the S/4HANA transformation may be perceived as an unsuccessful digital transformation project, resulting in a lack of user acceptance and adoption.

Lack of a foundation for future growth
The foundation for analytics is often laid in the S/4HANA transformation, and subsequent value-adding analytics projects must build on that, enabling organisations to move forward in their analytics maturity. If this opportunity is missed, the organisation will lack this foundation.

How should the scope of analytics be determined?

The first step in formulating the role of analytics in an S/4HANA transformation is to gain clarity over the envisioned scope of analytics.

Organisations and business models are diverse. Just as the approach to the S/4HANA transformation must be shaped according to various industry-, client- or programme-specific characteristics, the scope of analytics differs from project to project. As we have now executed a significant number of transformations, we are in a position to identify specific patterns in organisations' starting situations and we can now respond to these with a more standardised approach.

The starting point depends on the maturity level of analytics in the organisation and the organisation's willingness to change. These starting points can be roughly classified into four quadrants in a matrix, further described in this section, which help to determine the scope of and approach to analytics within an S/4HANA transformation.
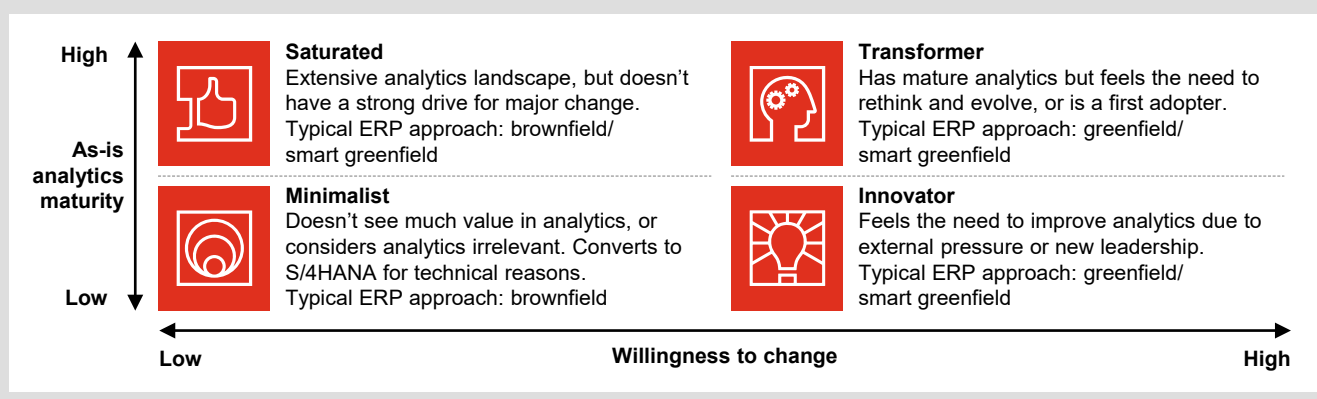
Minimalist

The first quadrant – the Minimalist – is characterised by both immaturity in analytics and a tendency to resist change. As a result, such organisations typically take only the most basic steps towards analytics within their S/4HANA transformations. In most cases, this means simply making adjustments to the existing reporting systems and the data warehouse to ensure that existing reporting continues to work as intended. Examples of such adjustments include technical changes in data flows or may reflect mandatory changes to processes (e.g. in credit management).

Minimalists rarely use Embedded Analytics or Fiori and tend to introduce S/4HANA as a purely technical conversion ("brownfield").

The advantages that Minimalists expect from their approach are lower costs and faster implementation. However, and as we will see later, even those gains may be short-lived. Minimalists miss the opportunity to develop new reporting requirements or analytical use cases and implement them as part of the S/4HANA programme. Instead, innovations or process changes may only be considered for future initiatives, and significant future value can be lost as a result.

Starting points for analytics: the four quadrants

Saturated
Extensive analytics landscape, but doesn't have a strong drive for major change.
Typical ERP approach: brownfield/smart greenfield

Transformer
Has mature analytics but feels the need to rethink and evolve, or is a first adopter.
Typical ERP approach: greenfield/smart greenfield

Minimalist
Doesn't see much value in analytics, or considers analytics irrelevant. Converts to S/4HANA for technical reasons.
Typical ERP approach: brownfield

Innovator
Feels the need to improve analytics due to external pressure or new leadership.
Typical ERP approach: greenfield/smart greenfield

As-is analytics maturity: High / Low — Willingness to change: Low / High

Saturated

The second quadrant – Saturated – often has a mature analytics landscape but sees no need to change much as part of an S/4HANA programme. This could be for one of two reasons: either the company's analytics capabilities are already up to date (e.g. with BW/4HANA and Data Warehouse Cloud (DWC)), or there the need for change has not yet been recognised.

In these cases, changes are only made to adapt the existing analytics landscape to S/4HANA – for example, through technical changes in the data flows of existing data warehouses.

Saturated companies typically take a brownfield or "smart greenfield" approach (as detailed in our previous paper) with their S/4HANA programmes, which is then often also adopted by analytics. The use of Embedded Analytics, at the very least, is recommended to unlock significant advantages for operational reporting.

Innovator

The opposite of the Saturated and as its name would suggest, Innovators are open to innovations and actively pursue the resulting benefits, but are not yet very advanced in terms of analytics. As a result, Innovators typically choose to use Embedded Analytics and Fiori as part of their S/4HANA programmes. The introduction of a new modernised data platform and analytics tools – enabling concepts such as self-service – is usually also part of the endeavour.

Innovator organisations pursue a good breadth of modernisation. For example, they may use Embedded Analytics from standard content and proceed in a more IT-driven fashion. Alternatively, an Innovator could actively pursue Embedded Analytics from within the business and implement both SAP standard and complex new requirements.

Innovators typically introduce S/4HANA using a smart greenfield approach. This approach offers the advantage of retaining processes and adjustments that are already well established and work well, while taking the opportunity to rethink selected processes.
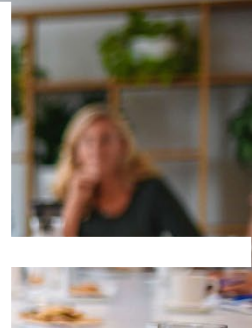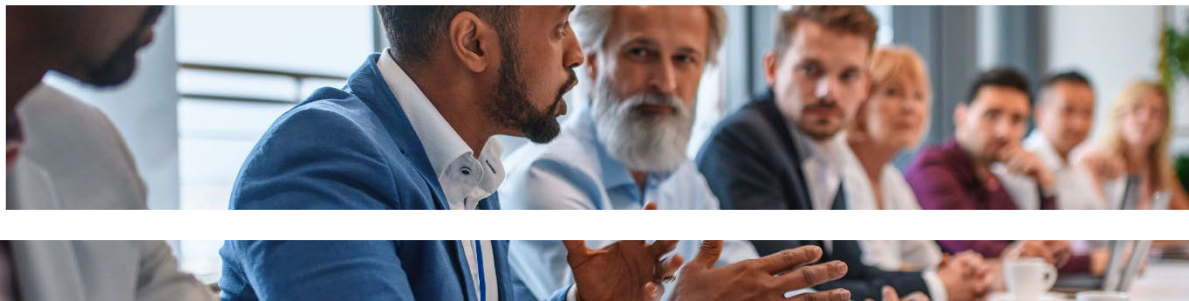
Transformer

The fourth quadrant – Transformer – is usually familiar with SAP and typically has mature analytics skills, often already based on SAP analytics tools. There is also an ambition within the S/4HANA programme to transform and optimise processes and analytics – for example, streamlining processes through a back-to-standard approach.

From an analytics standpoint, this can mean rethinking the BI function and governance or introducing the latest analytics technologies, such as the Data Warehouse Cloud (DWC). For example, if the analytics team was centrally located within the IT department in the past, it could merge with end-to-end process teams in the future, offering advantages when the business engages in less "shadow reporting" and makes use of globally harmonised tools instead. Another advantage that this brings is the ability to implement reporting requirements and standards more quickly.

The greatest challenge that Transformers face is the coordination between analytics staff: the system landscape, the analytics architecture and administration should still be run centrally. By rethinking analytics governance, topics such as self-service, approval processes and defining KPIs can be revisited and anchored organisation-wide.

So we have seen how important the different starting points are for an organisation considering analytics in their S/4HANA transformation. Depending on which quadrant the organisation falls into, the scope of and approach to analytics must be significantly altered.

Ensuring that scope creates the right value

During an S/4HANA transformation it is easy to get caught up in generating reporting ideas and nice-to-have requirements. An important role of an analytics stream, together with the programme management, is ensuring that the chosen scope results in real value to the organisation.

Defining the scope of analytics early is a highly recommended building block of an S/4HANA programme. It is best achieved by following a top-down approach, which requires the involvement of upper management to establish and determine the direction of analytics. The scope can range from very narrow (e.g. technical conversion of legacy reports for Minimalists) to very broad (e.g. complete modernisation of the analytics landscape including organisational aspects, typically Innovators and Transformers).

Clarifying the scope is a prerequisite for setting the framework for any analytics activities.

Using a strong, top-down approach to determine the analytics framework

Setting the framework for all analytics activities is another important building block. This may include topics such as control model review, identifying and establishing control-relevant KPIs, the analytics architecture and a toolbox, as well as a governance concept for analytics activities. A methodology for identifying analytics requirements, designing them and implementing them should also form part of the framework.

Both of these building blocks are often skipped in S/4HANA programmes, and analytics is reduced to simply identifying reporting requirements. Further attention is often not given to analytics, with the S/4HANA go-live and process design taking priority, as outlined in the chapter on why transformations struggle with analytics.

However, to ensure that analytics creates the right value, it is highly recommended that you invest the necessary time into these activities.

Example of top-down scoping of analytics and determining the framework
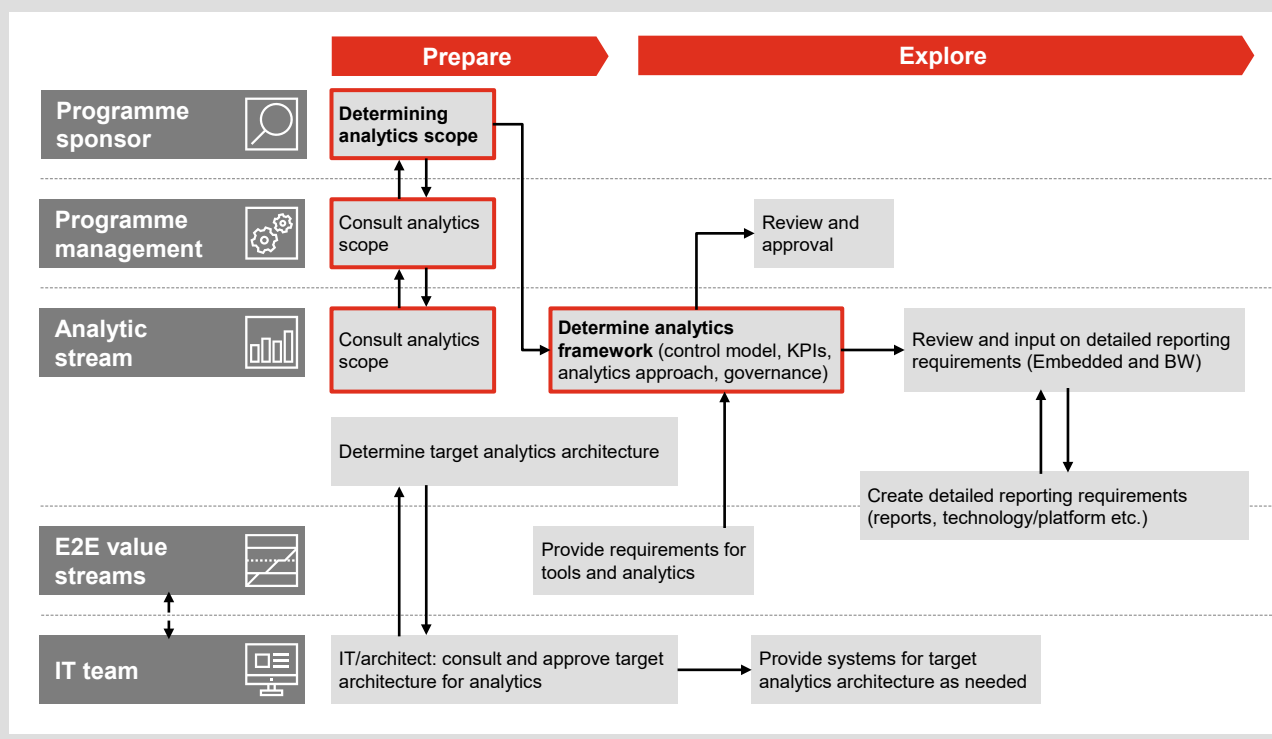
How should analytics be integrated into an S/4HANA transformation?

In principle, there are two ways in which analytics can be organisationally integrated into an S/4HANA programme – centralised or decentralised integration. The approach chosen for this integration significantly influences who in the project is to take responsibility for analytics and how analytics requirements will be identified, as well as how the analytics solution will be designed and implemented in the S/4HANA programme.

Decentralised integration ensures closeness to the business process streams

With a decentralised approach to integration, analytics is the sole responsibility of the relevant end-to-end (E2E) functional value stream, such as source-to-pay, record-to-report or order-to-cash. Each E2E value stream provides its own analytics experts and is responsible for analytics requirements, solution design and solution implementation. If a separate analytics stream exists, it typically only functions as an advisor to the functional E2E streams.

Organisations following a decentralised approach prefer directly integrate analytics, in order to promote analytics within their E2E value streams. This means, however, that analytics experts with good functional skillsets and the right technical skillset needs to be available in each E2E stream. Special measures must be taken within the project to avoid creating siloed analytics solutions.

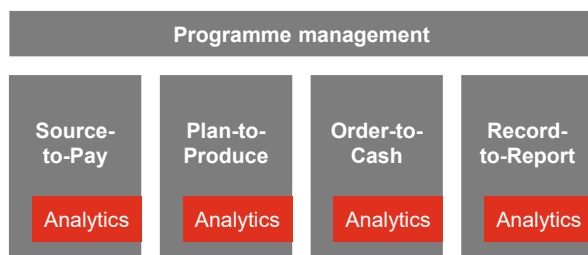## Centralised integration drives consistency of analytics across the programme

In a centralised approach, analytics exists as a strong, separate value stream alongside the functional E2E streams. Analytics leads the centralised identification and documentation of all analytics requirements, as well as the design and implementation of the analytics solution. Therefore, the central analytics stream needs to collaborate closely with the E2E value streams to combine its strong analytics expertise with the functional expertise of each E2E stream.

A centralised organisation such as this provides central governance, ensuring that the analytics strategy is strictly followed and that all E2E value streams follow an aligned approach towards analytics. However, a higher degree of alignment with the analytics stream is required to ensure that the solutions meet functional requirements.

Organisations need to bear in mind that some analytics functions cannot be fully decentralised. For example, an overarching governance system needs to be in place to ensure that all teams follow a homogenous analytics approach in terms of developer guidelines, tools and processes.


Two approaches for integrating analytics into an S/4HANA programme

Decentralised integration

Programme management			
Source-to-Pay	Plan-to-Produce	Order-to-Cash	Record-to-Report
Analytics	Analytics	Analytics	Analytics

➕ Very close integration of analytics with business processes, supports building up analytics know-how directly in business

➖ Resource intensive and risk of siloed implementation due to an unaligned approach towards analytics

Centralised integration

Programme management			
Source-to-Pay	Plan-to-Produce	Order-to-Cash	Record-to-Report
Analytics stream			
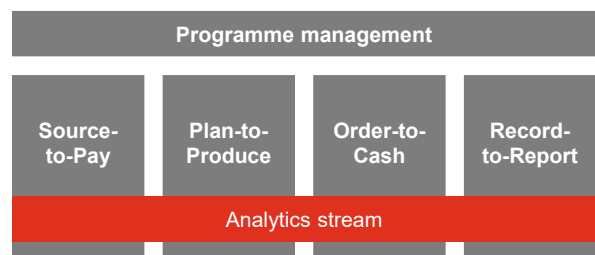
➕ Centralised analytics expertise ensures strong alignment with analytics strategy and consistent implementation

➖ Complex, more time-consuming alignment of analytics stream with E2E streams required

In practice, there are often hybrid scenarios between a centralised and decentralised integration approach for analytics, where requirements identification and implementation can be done either way, but governance and administration of the analytics system are carried out centrally.

There is no one right way of integrating analytics into an S/4HANA programme. Instead, finding the right approach again depends on the initial situation from which the organisation starts its journey – so we will take another look at our four quadrants from the previous chapter.

Minimalist and Saturated organisation keep the status quo with centralised integration

As both Minimalist and Saturated companies usually have little desire to make a lot of changes to their existing analytics setup, they typically prefer a more centralised approach to integration. This ensures that the usual way of working with analytics remains stable, while also leveraging some new analytics features through central governance. It also helps keep analytics simple and less costly.

Innovators take a centralised approach to support their higher analytics aspirations

Due to the significant change in analytics coming in the near future, Innovators usually prefer having a strong, centralised analytics stream in place that accompanies the organisation's transformation along the way. Nonetheless, strong functional expertise is necessary for Innovators to ensure that the analytics transformation meets functional requirements. As E2E streams usually lack the necessary expert knowledge in new, innovative analytics capabilities, Innovators lean towards the centralised approach.

### Transformers hold strong with their decentralised approach to integration

In contrast, Transformers usually already have a mature analytics setup in place, which may have already resulted in strong analytics experts being located directly in the E2E value streams. Therefore, transforming from an already mature analytics setup to an even more mature one also requires very strong functional expertise and manpower in the E2E value streams.

Always have the organisation's analytics strategy in mind – no matter the approach

No matter which integration approach is applied, an organisation should always make sure that it follows an aligned analytics vision and roadmap. The decentralised approach in particular can increase the risk of building siloed analytics solutions, which may end up being costly for the organisation to manage and resolve.

Now that we have discussed scoping and organisational integration of analytics, we will shift our view to the integration of analytics into the overall transformation programme methodology, with specific consideration of SAP Activate.

The four quadrants revisited: selecting the right analytics integration approach
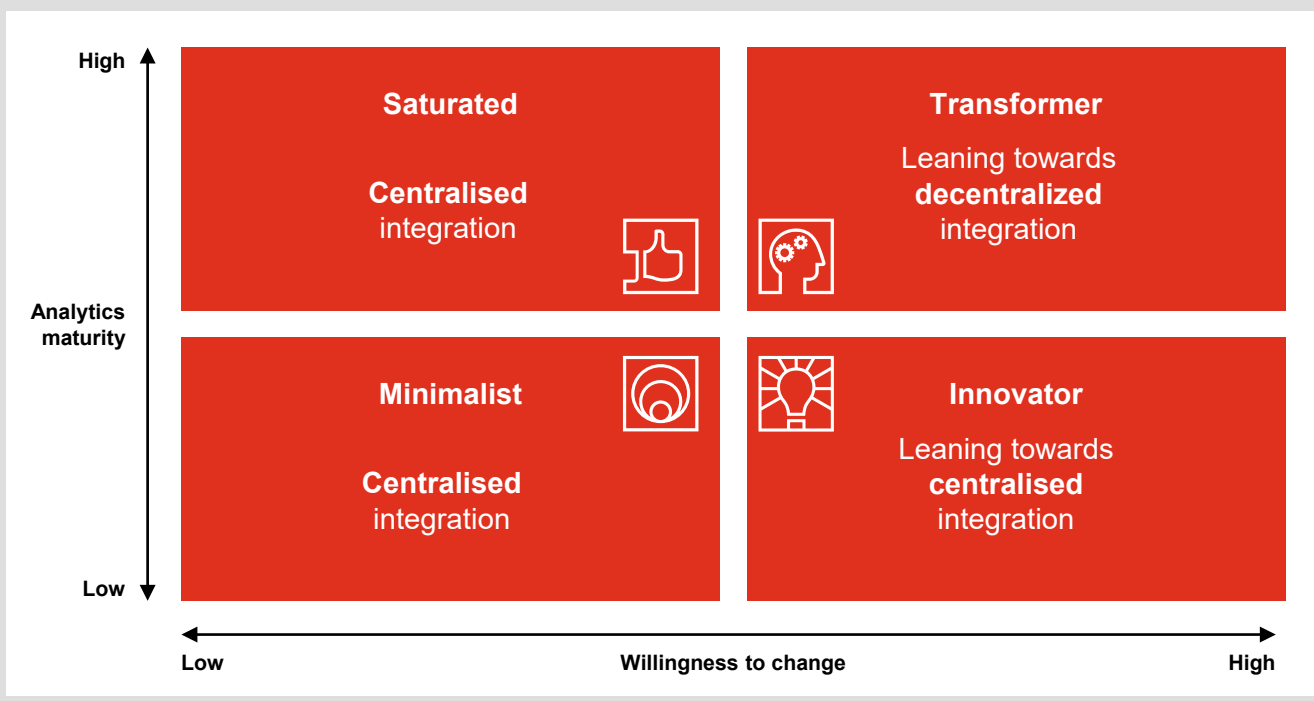
How should analytics be included in the programme methodology?

While analytics is not the focal point of S/4HANA transformations, it plays an important role in how much value the transformation will generate. After all, the best processes help only so much if it's impossible to gain insights into the business. As such, analytics should be considered from the outset when planning an S/4HANA transformation, ideally in the discovery phase – both in terms of integration, scope and approach as well as from a budget point of view. A recommended budget for analytics is between 10% and 15% of the overall transformation budget, depending on the approach (greenfield vs. brownfield) and the scope (Embedded Analytics only vs. additional conversions and tools).

Prepare: setting the course for analytics

To set the overall course, companies need to determine relevant parameters for analytics in the preparation phase. Common building blocks are shown in the figure below, including: determining analytics scope and reviewing the control model, and analytics architecture and governance.

S/4HANA programmes – especially among Transformers and Innovators – should focus on analytics architecture and answer key questions such as:
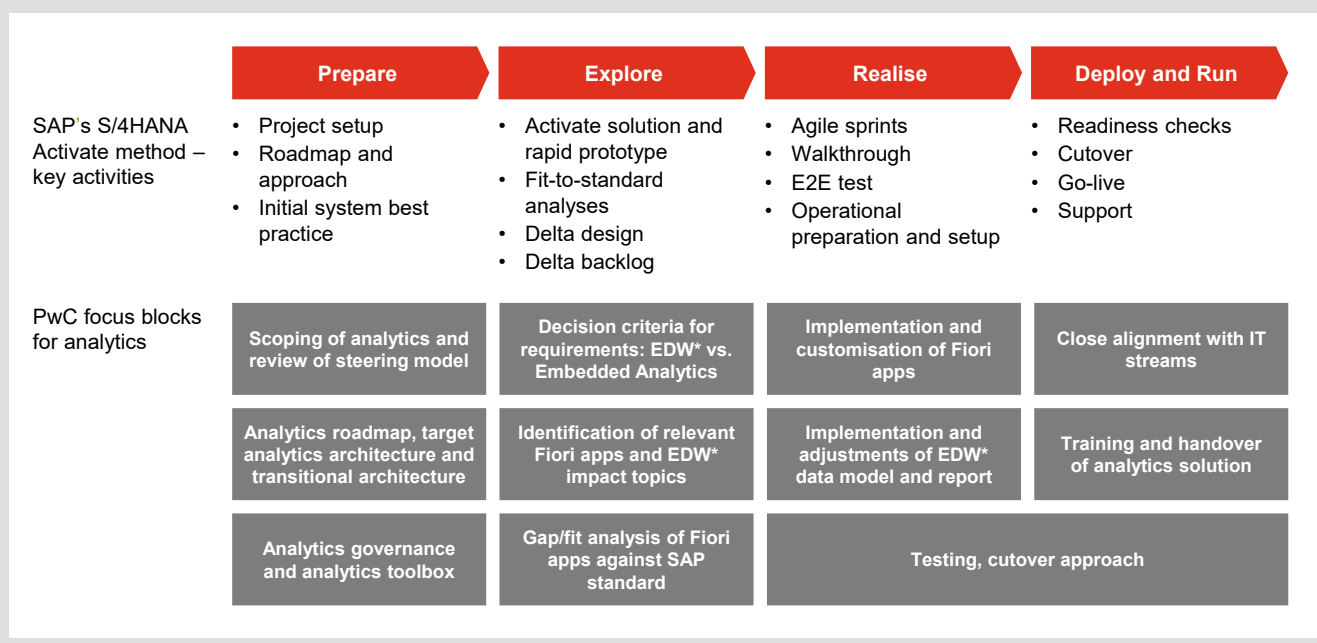
- How can self-service be (better) supported in future?

- How can a single source of truth be created?

- Should BW be converted to BW/4HANA within the S/4HANA programme, and should Data Warehouse Cloud (DWC) play a role in the future?

- Will there be a coexistence scenario on the ERP side during the project? If so, how should this be handled on the analytics side?

In the Prepare phase, the analytics team should also provide a demo of Embedded Analytics capabilities to the functional teams.

Transformers will typically also make analytics governance a key deliverable within the project.

An initial, high-level draft of an analytics roadmap, potentially stretching beyond the S/4HANA transformation, will be created towards the end of the Prepare phase. This roadmap, which is often underappreciated, sets the course for the evolution of analytics and is an essential building block within the analytics stream.

Important analytics building blocks in SAP's S/4HANA Activate method

	Prepare	Explore	Realise	Deploy and Run
SAP's S/4HANA Activate method – key activities	• Project setup • Roadmap and approach • Initial system best practice	• Activate solution and rapid prototype • Fit-to-standard analyses • Delta design • Delta backlog	• Agile sprints • Walkthrough • E2E test • Operational preparation and setup	• Readiness checks • Cutover • Go-live • Support
PwC focus blocks for analytics	Scoping of analytics and review of steering model	Decision criteria for requirements: EDW* vs. Embedded Analytics	Implementation and customisation of Fiori apps	Close alignment with IT streams
	Analytics roadmap, target analytics architecture and transitional architecture	Identification of relevant Fiori apps and EDW* impact topics	Implementation and adjustments of EDW* data model and report	Training and handover of analytics solution
	Analytics governance and analytics toolbox	Gap/fit analysis of Fiori apps against SAP standard	Testing, cutover approach	

Explore: taking analytics into design

In the Explore phase, the analytics governance concept drawn up in Prepare will be further detailed, and new analytical tools (such as Data Warehouse Cloud) may reach proof of concept, especially among Transformers and Innovators.

On the S/4HANA side, relevant Fiori apps should be identified and discussed with the business.

A good starting point is the result of SAP's Readiness Check 2.0, a review of new (standard) SAP processes and PwC's list of frequently implemented apps. As process design matures, this becomes a more meaningful discussion that should involve fit-to-standard analyses against SAP standard apps.

Roles, especially end-to-end functional roles, should also be a part of the discussion. New reporting requirements need to be assigned to either a data warehouse or to Embedded Analytics using a smart list of decision criteria. Additionally, changes in processes and data may impact the existing data warehouse solution: these impacts need to be identified, and adjustments to the data models need to be planned accordingly.

Minimalists usually focus only on the bare minimum to ensure that the data warehouse continues working with S/4HANA, while Saturated organisations may look into Embedded Analytics and ensure that the data warehouse continues to work as intended.

Realise: bringing the analytics vision to life

The Realise phase implements the first stage of the new analytics roadmap, and therefore depends on the previously chosen analytical scope, results of the architecture discussion, the Fiori apps identified and new reporting requirements.

Depending on the organisation's experience with SAP and technical affinity of the report requestors, report design could include some agile elements as opposed to a traditional waterfall model for implementation.

In Realise, different skill sets are needed from the analytics team. The required skills range from ABAP CDS view development, BW data flow modelling experience, front-end experience such as SAP Analytics Cloud (SAC), Data Warehouse Cloud (DWC) experience, experience with planning applications such as BW Integrated Planning and Embedded BPC, and Fiori app development.

An important additional task within Realise is to start planning the cutover from an analytics perspective. The analytics team needs to work closely with the overall IT team to ensure that the data warehouse is in focus when the cutover is planned and that it is understood that the analytics team has an important role to play in the cutover. Decisions on data migration also need to be relayed to the analytics team for sounding and impact analysis.

Deploy and Run: putting analytics in the hands of users

Lastly, Deploy and Run rolls the new changes out to users. Technical deployment is done in close collaboration with the IT team, where the analytics team provides inputs and guidance and performs quality assurance tasks following the go-live.

An important activity in preparing for go-live is end-user training. The analytics team's role is to provide training materials for new and changed reports and for using new technologies such as Fiori. The analytics team may also play an active role in delivering this training. Following the go-live and hypercare phase, the analytics team is responsible for the handover of Embedded Analytics and the data warehouse.

Post go-live: the journey has just begun

While the S/4HANA programme may end at this point, the analytics journey has just begun. From experience, users will increasingly focus on analytics requirements after they have started working with the new processes and systems. New reporting needs may arise, and new use cases and ideas may be developed. The analytics roadmap will need to be amended and revised. The analytics team will play an integral role in delivering the roadmap beyond the S/4HANA programme.

PwC is the best partner for uncovering the value of analytics in your S/4HANA transformation

We began this paper with a summary of how Embedded Analytics has transformed the concept of operational reporting and explained how a holistic approach to analytics adds value to organisations. We then looked into the reasons why S/4HANA programmes have struggled to integrate analytics into their transformations and proposed a framework of how to scope analytics and integrate it into the programme from an organisational perspective, as well as how to approach the key analytics building blocks across the project phases using SAP Activate as an example.

Our framework on determining analytics scope and developing integration strategies has helped many clients to uncover the value of analytics in their S/4HANA transformations.

Drive business value through data

PwC consultants develop solutions to process complex data quickly and on a large scale, enabling organisations to gain important information and insights. Making real-time data available and developing new analytical processes to evaluate it can open up opportunities for better control and increased automation of processes.

Finding the ideal solution for analyses

Our analytics specialists help organisations to optimise their reporting setup, working together to design standard reports and analyses that can be used directly out of the box. These self-service functions enable organisations'

specialist departments to carry out agile reporting independently of the IT function. We also offer individual, tailor-made solutions to take you to the next level in analytics.

From strategy through execution

We provide holistic help to our clients on all analytics questions. PwC experts drive analytics from strategic and transformative starting points to developing and delivering new reporting experiences, integrated planning processes and applications, and state-of-the-art predictive and simulation excellence.

Navigating a fast-changing world

Analytics software is changing at a record-breaking pace. New tools are introduced every year, requiring analytics teams to keep up, adapt and guide your organisation. Our experts are here to help your teams navigate this fast-changing world and help you build a roadmap for your evolution in analytics.

Realising the analytics big picture with state-of-the-art technologies

S/4HANA Embedded Analytics transforms how business users interact with data in operational reporting and business processes. New cloud-based SAP tools such as SAP Analytics Cloud or SAP Data Warehouse Cloud enable business users to drive value more autonomously than was previously possible.

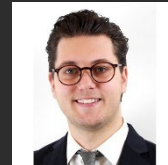If this could be interesting for you, let's talk!

Contacts
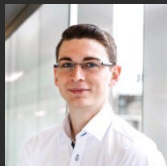
Nico Reichen
Partner, PwC Germany
nico.reichen@pwc.com

David Groß
Senior Manager, PwC Germany
david.gross@pwc.com

Jan Kuboschek
Manager, PwC Germany
jan.kuboschek@pwc.com

Tim Eichhorn
Manager, PwC Germany
tim.eichhorn@pwc.com

Fabian Beckers
Senior Associate, PwC Germany
fabian.beckers@pwc.com

About us

Our clients face diverse challenges, strive to put new ideas into practice and seek expert advice. They turn to us for comprehensive support and practical solutions that deliver maximum value. Whether for a global player, a family business or a public institution, we leverage all of our assets: experience, industry knowledge, high standards of quality, commitment to innovation and the resources of our expert network in 156 countries. Building a trusting and cooperative relationship with our clients is particularly important to us – the better we know and understand our clients' needs, the more effectively we can support them.

PwC. Nearly 12,000 dedicated people at 21 locations. €2.4 billion in turnover. The leading auditing and consulting firm in Germany.

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