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Moderator questions in Bold, Respondents in Regular text.

KEY: Unable to decipher = (inaudible + timecode), **Phonetic spelling** (ph) + timecode), **Missed word** = (mw + timecode), **Talking over each other** = (talking over each other + timecode).

Moderator: So, firstly, thank you to, to everybody who's tuning in for, for this live. It's a first here for, for us on SAP Network Plus. So, we're really, really happy, I guess, to have this platform to, to engage with you all. My name's Tyler Watts. I'm the Sales Director here at BluewaveSelect, and for those of you not entirely familiar with us, we are Europe's highest-rated SAP recruitment agency and the co-creators of SAP Network Plus. Very, very pleased today to be joined by our guest and good friend of, of BluewaveSelect, Paul Kelly. Very quickly, to, to introduce you, Paul, to, to our audience. You're background is over 26 years in IT, with the last two decades of that focussed exclusively on, on SAP. You come from a technical background and have over 15 years' experience as an SAP chief and, and technical architect, working both for, for large consultancies such as Accenture, as well as impacting global end-user SAP programmes with the likes of, of National Grid, Wella (ph 01.12), etc. And, during that time, you've been integral to, to leading strategy and delivery of over 20 SAP implementations. I think you said at least 10 of those being Greenfield sites, and what's quite important, I guess, for the, the topic of today's webinar, many of them including SAP S/4HANA projects. So, today, we have approximately 30 minutes or, or so, which I know, for us, Paul, based on our usual conversations, is going to prove quite a test. Well, we shall aim to be concise and cover everything that we, we want to around the, the challenges of an SAP S/4HANA implementation. And to, to everybody in the, the live, the chat at the, the bottom is open, so please feel free at, at any point to, to drop in questions that you, you may have. And I know Paul will want to, kind of, answer them right there and then, but we shall-, we shall wait until after the webinar, and Paul and I will review these and, and come back to you following on after, after this session. So, the session will also be recorded, meaning if you do miss anything, or if you want to, to listen to anything back, you can. Or if you want to share this content with anybody else in your network who it may be useful to, then by all means, feel free. But what do you say, Paul? Shall we cut straight to the, the chase? I guess, I'm, I'm keen to hear your thoughts today on the, the biggest challenges surrounding an SAP S/4HANA implementation, as the expert, and in your opinion, where do we begin?

Paul Kelly: Sure. Thanks, thanks, Tyler, and thanks for the powerful intro, and thanks to the SAP Network for hosting me on here. So, yeah, just to-, just to overarch some of the experience that Tyler's mentioned there, yeah, I have been kicking around SAP for quite a long time. 26 years, started a background in infrastructure, networking, moved into technical architecture, and in the last ten years, I've probably done more merger and acquisition divestments, and also strategy, as more of a chief architect. Why, why is that important? Over those last ten years, S/4 has become prominent in the-, in the marketplace. Obviously, there's a push from SAP to get everybody on S/4. There's a lot of customers who are-, what do I say? Holding back, I suppose, still on ECC, but if I-, if I was to take you to a history bit of view on this, actually, S/4, although it sounds new, has actually been around since 2015, with HANA

even being out 'til 2010. So, if you think about those two platforms, nine-years-old. Now, if you've got a customer sitting at ECC, they're more than likely going to be in a ten to fifteen-years-old system. What does that mean? It means it's got quite a lot of legacy debt. And the journey to S/4, and I'll probably reiterate this quite a lot, is not classified as a technical transformation, it's, it's a business transformation. So, if you-, if you think back, of those ECC systems, nine times out of ten, customers will bend systems to fit, fit business processes and their data models and their-, also the end-to-end processes for suppliers, or whatever they-, whatever the industry they're in. So, I've done quite a lot across retail, utilities, consumer, etc., and there's no one, one-size-fits-all type scenario, and, most times, customers will customise that. What does that mean? It means a journey to S/4 becomes even more complicated, because you've got that legacy debt, and we now call it 'legacy' rather than ECC. It's a legacy system, and it's probably more, like, the ten-plus-years-old, which has probably had heavy customisation, heavy bending of the ERP solution to fit that business purpose. So, the biggest-, the biggest challenge I've found over the last five, ten years, as customers are considering S/4, is they need to understand their AS-IS, and that's the key. I, I, I say the statement, 'If it's not broke, don't fix it,' however, we are moving with the times, and that ECC system may do what the customer needs at the moment. SAP do have a 2027 date, or 2030 dates, so time is running out-,

Moderator: What, what are your-, what are your thoughts on that, Paul, with the 2027 deadline, what are your thoughts surrounding that? Because we see on, on our side some, some customers will, will move or will say they're, they're moving without having, I guess, a real strong reason for doing so. You said the business processes, you know, have to-, business processes should dictate what technology you use rather than it be the other way around, the technology shouldn't dictate the business processes. And do you-, do you find that some companies feel like they have to move because of that deadline without there being, I guess, a sound business case for that?

Paul Kelly: Not necessarily. I think what, what-, there is a push for support models and, and SAP on ECC are no longer doing innovations or modifications to ECC, yeah, up 'til about in-, I think it's post-enhancement pack 5, I think you get no innovations, and up to enhancement pack 8, you're getting some. That is pushing customers to think about the, the, the long-term strategy. If they're not getting any innovations, how do they follow the path into the digital markets and B2B-type customers, or customer to C (ph 06.44)? There's a lot of Cloud stuff out there and it's all fundamental in the long-term strategy, which is the reason why it's quite important, before they even start the journey to S/4, understand your AS-IS and understand what you're trying to use in the ERP. And that-, the two of those map together quite closely. So, I find that people, or customers, try and fast-track some of this, because they think it's for the technical transformation. But what they should be doing is spending-, in, in my experience or my view, you should spend at least twelve to eighteen months understanding your ecosystem, or your ERP ecosystem. And I know-, and I know this sounds (mw 07.24) from a SAP networking point of view, but don't necessarily think S/4's the holy grail. It's been around for nine years, why is customer still sitting on ECC? And the-, and the reason being for that is they've got that 'if it's not broke, don't fix it', but they're also aware that they have to move on. There's also another part of this journey as well. We talk about Cloud a lot and on premise, Cloud is the-, is where most customers are heading.

Lifting that footprint of an old, legacy fifteen-year ERP system into the Cloud without doing your due diligence-, and when I say due diligence, what I mean by due diligence, build a process, process taxonomy, build your business process mapping. Understand the actual business processes that you're using today, understand your data footprint, understand your report strategy, your financial strategies, and look at all of those as a business. Don't try and do (audio cuts out 08.18) it's, it's set up to fail, effectively. You have to make sure the business and IT (audio cuts out 08.26) and it's then that the, the, the stakeholders, eventually, the technical teams and IT teams, are irrelevant at that point.

Moderator: Yes, yes, so essentially if, if a company is-, you know, it should really take at least a minimum of a year to, to go through that, that process. You know, you're outlining there some of the, the elements of, you know, what does good look like when it comes to planning the, the implementation before jumping straight into it. If you're going after three or six months' worth of, of, kind of, AS-IS assessment maybe, you know, you're shooting a little bit too soon?

Paul Kelly: Yes. Sorry, I think my mic's just dropped off there. Give me two seconds.

Moderator: Yes. (Silence 09.16-09.30). Hopefully everybody in the, the chat can hear the mic on my side okay.

Paul Kelly: Hello? Can you hear me again?

Moderator: Loud and clear.

Paul Kelly: Technical issues.

Moderator: I think the mic just dropped off but I can hear you clearly.

Paul Kelly: Yes, yes. Sorry, I missed part of that question there, Tyler, sorry.

Moderator: Yes, no. So, so, I, I was saying, essentially, you know, you talk about people skipping steps or, or, or rushing the, the AS-IS process when planning for, you know, 'Which direction do we take with a, a new deployment?' And I think you'd mentioned twelve to eighteen months being, you know, an appropriate amount of time for a, a business to actually invest in all the due diligence before any deployment even starts. And I was suggesting, you know, if a company is taking three months, six months then maybe, you know, they have skipped steps or there are parts of the process which have, have been rushed, and you were, kind of, outlining, I guess, what, what good does look like for, for the initial assessment.

Paul Kelly: Yes, so if you-, if you do that, what you've got there is your scoping exercise. So, you-, you'll have multiple phases of a programme, the discovery-, what I'm referring to there is a discovery phase, and think of a blueprint, and it's, it's preparing you for the scope, or the journey to S/4. You'll understand, (1) your, your processes, there might be processes you want to remove, or they've been improved. Bear in mind we're talking about potentially a fifteen-year-old system. SAP are evolving S/4, so they're going to be replacing a lot of, I wouldn't say dinosaur-type processes, but older processes, and there's more efficient ways. There's the push to HANA, where a lot of your processes can be run-, are recorded directly in HANA. S/4, history is, is effectively S/4 Simple Finance, effectively, when they simplified the, the finance modules.

What does that mean? It means they brought tables down-, from 2,000 down to 200 for more efficient technology and patterns. However, the, the end user and the business user are still looking for how do general ledgers or post accounts or invoice management, etc.-, Whatever that function is, they're just getting it better. However, when you change that process, you change the, the business engagement. So, they have to be coming along on that journey, which is why it takes up to that twelve to eighteen months, so you should do workshops and fast-track into, 'Here is what you've got today, here is what it's gonna look like tomorrow, and do the workshops with, with the business at that point. Now, why is that important? It drives out what the next start-, the next journey is, I suppose, because you're gonna have multiple options at that point. You're gonna have a-, let's just take an example I've worked on before. Was a system, VCC, 40,000 customisation, had something like 20 terabytes of data and it was all-, you asked the business, 'Well, what data do you need?' They say, 'Everything.' Well, is that really true? The answer's probably no. And you start to think about, 'Well, okay, I'm on an on-premise system at the moment and I've got a 20 terabyte system sitting on Oracle with 40,000 customisation. I need to get that to Cloud. I need to get it to the latest versions and I also want to make it more business-efficient.' So, you start to ask more and more questions, but you also have to get back to that process as well and get your business process map and making sure that you don't break some of the core functionality that's in there, and those customisations. And then you start to hit any options at that point, of how you deploy and what, what I mean by that is, you'll have three different approaches, in my-, in my view there's probably four but let's just assume on three. You've got a typical one Brownfield. Now, Brownfield is taking your existing ECC system, do a technical conversion and upgrade to it, and then do all the remediation on that system.

Moderator: Yeah, yeah.

Paul Kelly: You, you keep some of the ECC stuff intact, however, that conversion is significant. It's not that you keep your business processes you've got. They will change, but what you've actually done in a Brownfield there, you've taken a lot of the legacy debt across, and then it's-, the question is, to go back to your process, 'What am I actually trying to achieve?' And you start to say, 'Well, do I need all these old processes? There's better Cloud stuff out there. There's-, SAP have evolved, in Cloud-first, for, like, things like B2B (ph 14.03) projects, products, etc., around (ph 14.06) the Datasphere and there's, there's a lot out there. There's a massive Cloud footprint in SAP's direction of travel now. So, it's those type of things you start to look at and then, let's just say you, you keep some of that. There's a, what I call a mix

and match, which is a bit a middle ground. So, you've got a bit of start green and head to the middle and keep some of your very customised stuff that's not available straight out of the box in S/4 and you start to end up what we call blue mix and match, so the purple zone. Then on the other end of the scale, you've got complete brown, which we've just done (audio cuts out 14.44). So, those, those choices become apparent at that point.

Moderator: How, how, how common-, how common-, how, how common is that approach Paul? You know, the, the mix and match, the selective, kind of, green on the outside, the blue core, how common an approach is that? Or do companies typically tend to, kind of, stick purely to, to Brownfield or, or to Greenfield, which I know you've got a lot of, of experience in?

Paul Kelly: It depends on the-, again, going back to the, the biggest thing on the business transfer-, the, the business process mapping. If-, what I would generally recommend is you look at that, on a-, on a scorecard type approach and say, like, 'Okay, out of the box, so in Greenfield, I've got-', I mean, well, if you look at finance for specifics. Finance doesn't change much in ERP systems, you post ledgers, you pay invoices, etc., etc. So, everything out the box is standard. Now, you may have a tweak where you've customised it to do something significant. You have to then start doing that due diligence. Look at-, look at the process, say, 'Do I really need that tweak? Or can I live with SAP standard?' And then, if you go SAP standard, you're starting to take away your legacy debt.

Moderator: Yeah.

Paul Kelly: And it's that due diligence is why it takes so long. So, you start to map all your processes and then you put a bit of a scorecard against them to say, 'Can I take-, can I live without? Can I select or can I not live without?' And then you start to see. And if you've got more, 'I can live with the SAP standard,' you're heading towards Greenfield effectively. So, it, it, it varies by customer. A customer-, I've worked on promotions and loans, which is a module SAP don't provide but it had heavy customisation and they needed it to run their consumer business. But what SAP have done is to (audio cuts out 16.28) it into the Cloud and brought new tools like there's global trade, management type promotion stuff. So, you start to say, 'Okay, well I can disconnect it from the core ECC system and bring it into a Cloud system.' And then your S/4 footprint becomes smaller, because you've started to (mw 16.44) off to other Cloud solutions.

Moderator: Yeah. And does, does this also affect, then, whether and organisation should opt for public or, or private Cloud option?

Paul Kelly: It does, because nine times out of ten, most customers are gonna head to the Cloud. It's very rare you keep customers on, on-premise now. I say that, it's rare, but it still exists. Now, if you think about what you're taking, and, and I-, and I look at data footprint probably as a key. If you-, for that, that example I just used there of a 40-, a 20 terabyte system, it's on Oracle, it's on ECC. If you asked the question, 'Can I live with any of that-, can I-, can I live without some of that data?' And the business says,

'No,' you have to challenge it quite heavily because, as soon as you go to Cloud, you pay by (audio cuts out 17.31) . So, that then determines your footprint in the Cloud and then you've got the private versus public-type scenario. It depends-, if you've got quite a bit of customisation you can't live without, so you're in that middle area at this point. You need a private version so that you can actually make changes public. You're literally saying, 'I'm adopting everything SAP-standard, SAP process-wise.'

Moderator: Yeah. I, I, I assume for, for the customers with a, a big legacy estate and tons of, of customisation, etc., that, you know, the costs are a, a big consideration in, in which direction they, they take to, to go as well, you know? The cost and the time of the, the, the project.

Paul Kelly: So, that, that, that's another part of it. So, you-, if you think about, again, that example on there, I was saying a customer on ECC or Oracle, on premise, that customer is not just necessarily running a SAP, they'll have a lot of periphery-type systems that makes an ERP ecosystem, effectively.

Moderator: Yeah.

Paul Kelly: And when you talk about SAP, you'd have to talk about S/4 and simplification. Now-, I've lost my train of thought there. Yeah, for infrastructure cost, you-, if you take the S/4 approach and you decide Cloud, your, your, your throwaway costs (inaudible 18.57) at that point, potentially.

Moderator: Yeah.

Paul Kelly: There's probably even unknown consumer licence models in there, so you've done a deal with Oracle, you've got X amount of (audio cuts out 19.09) and OSs, and all the BARTs (ph 19.11). You have to then reinvest into the Cloud with new license models. Now, there's commercial models you can-, you can put in play there, but, generally, you-, when you go to HANA-, well, when you go to SAP S/4, you have to throw away the (talking over each other 19.24).

Moderator: Yeah, exactly.

Paul Kelly: You have to throw away all your legacy Oracle SQL max DBs (ph 19.27) , or whatever it is, as you're moving to HANA 'cause SAP will only run S/4 and HANA, it's not on the database.

Moderator: Yeah.

Paul Kelly: Which is quite a tricky strategical approach from SAP to, to force customers onto HANA, and

also-, 'cause they're trying to-, and I don't want to sound negative, but there's a bit of a marketing pattern there as well. So, yeah.

Moderator: Yeah.

Paul Kelly: You can imagine the other (audio distorts 19.47) challenges there are.

Moderator: Yeah, I can imagine they're fun conversations to be having internally or with-, you know, you, you move away from, from an ECC model, and maybe, yeah, you're on Oracle, to then have to have that conversation internally at the, the business level, or to tell the guys at Oracle, 'Well, you know, we're going to the-, to S/4HANA, we don't need you guys any more.' All these things to, to, to (talking over each other 20.10).

Paul Kelly: Yeah, and that-, and that's when you start to build out your, your target operating models as well.

Moderator: Yeah.

Paul Kelly: So, you, you're moving to Cloud, the skillsets are changing. You, you may have had X amount of DBAs, enough for your Oracle estate, and it's all under maintenance, etc. So, you start to structurally change your operating models as well.

Moderator: Yeah.

Paul Kelly: And then you start thinking about (audio cuts out 20.30) and partners, etc. So, it becomes a bigger piece than just saying, 'I'm going to S/4.' You've got all of those different (talking over each other 20.39).

Moderator: Yeah, of course, yeah. Especially if you are, I guess, a legacy SAP customer, because the-, you know, there's all the-, there are peripherals that, that ramp up the cost and then there's the, the customisations on, on, on top of that. I, I imagine Wella was probably a, a, a good example of a, a business that just had tons and tons and tons of customisations that needed to, to be considered.

Paul Kelly: Yeah. So, I did-, yeah, I did do-, I did in-, as I mentioned in the-, in my intro, I did a bit of-, I do divestments and mergers and acquisitions, and I was involved in the, the Wella divestment. They,

they, they had-, they had similar choices as I've just mentioned, whether they stay on ECC, or they go to S/4, and we weighed up both. But they-, their, their legacy system was roughly 25-years-old, it was built over mergers and acquisitions through the years. However, in those type of scenarios, you've got different criterias or different challenges. You've got TSAs, which is service agreements, termination service agreements, for leaving the parent company, and those timelines become quite tight. So, typically, if you-, if, if they had have went for a Greenfield, it would have potentially taken eighteen months, which then didn't really tie into the, the TSA timelines. And, whereas, a clone, keep everything as is, it fitted into the timelines. And the costs on a TSA versus the cost of a Greenfield then have to be weighed up. But that's a-, that's a, a different commercial angle conversation around S/4 versus ECC, effectively, and that's specific to divestments.

Moderator: Yeah, then I, I, I guess, yeah, it's, it's important to, to understand also the, the angle, that, that gets taken when, when you are looking at a, a business transformation. To understand that, you know, there's so many different moving parts that it isn't just a, a technical transformation, it's actually a, a, a business transformation. And I, I, I guess a big part of it is, is making that clear internally within the, the organisation, having the right people, the right people invested and for the, the right reasons.

Paul Kelly: Yeah, and, and I-, in my experience, that's where the challenge is.

Moderator: Yeah.

Paul Kelly: The business look at IT as a-, as a function to perform a job.

Moderator: Yeah.

Paul Kelly: They can't live without IT, but IT runs the business, so it, it's a bit of a chicken-and-egg scenario. However, they, they are the ones that bring in the revenue, the IT supports the revenue business cases, and when you do-, you, you have to make sure the business is-, as I was making this point at the start, business and IT have to go hand-in-hand. They have to be part of the scoping, they have to be part of the business case, they also have to be a part of the process to (mw 23.28) business process mapping. And also, listen to the business' IT, from an IT point of view.

Moderator: Yeah.

Paul Kelly: So, I, I'll predominantly go from an IT, but I engage quite heavily with business. But, the important part is listen. So, they, they-, even though they've got a system that they may say, 'It's not broke, don't fix it,' they'll also have inefficiencies. They'll say, 'Well, I have to click three buttons to get to

here and, and then I get this report, the data's mixed up.'

Moderator: Yeah.

Paul Kelly: The data, and then everything's IT's fault. Whereas, what I would always recommend when you-, and I go back to that AS-IS piece, is clean the systems as much as you-, you can do stuff and, and, and prep for S/4.

Moderator: Yeah.

Paul Kelly: A good example is business partners. You can start to prep business partners in ECC, and you can also start to maybe what I'd call HANA-fy, which you can start to take out the database level by replacing Oracle with HANA. You're still on ECC, cause ECC can run on HANA.

Moderator: Yeah.

Paul Kelly: Just S/4 can't run on Oracle. So, start to do-, jump to-, the, the biggest way I would say it is, is, 'Don't try and eat the elephant whole, do it in bits.' Start looking into your process and say, 'Well, that process (audio distorts 24.38) the BTP.' Or, 'This fit's into a,' I don't know, 'customer services Cloud, or analytics, or Datasphere,' and start to split it up without going big bang.

Moderator: Yeah.

Paul Kelly: And that's (audio distorts 24.50). That's then-, some people call it Agile, Waterfall-type approach, I call it, 'Eat the elephant bit-by-bit,' for some reason. Because it's, it's not, it's not-,

Moderator: (talking over each other 25.02), yeah.

Paul Kelly: Not a small journey, that's, that's for sure.

Moderator: Yeah. I think to, to touch on something you, you mentioned there which might be, I guess, an important point to, to raise is, you know, discussions on, on my side, I guess, on a, a, a daily basis, we are always talking about this, this 2027 deadline and, you know, it's kind of-, it can be pitched as it-, it's black or white. You're on ECC and you have a, a deadline and you have to move to S/4HANA by this-, by, by this date. But, is it-, is it correct actually to, kind of, look under

the, the bonnet of that and go, 'Really, it's not so much a push to S/4HANA and more a push to the, the Cloud, and there is an option to, you know, go ECC on the Cloud and still get the, the support. You don't necessarily have to make it a full S/4HANA transformation.'

Paul Kelly: So, you can-, you, you can, you can. So, for example, in that Wella example, we moved ECC to the Cloud, or what we call Hyperscalers, rather than proper Cloud as in SAS (ph 26.07).

Moderator: Yeah.

Paul Kelly: So, there's more infrastructure, as I said. However, what happened there is, you-, you've done two-step approach now. So, you're moving your legacy into the Cloud, and you've got to test all the new functionality. You're on a new platform, new hardware, new networks, new end users, etc. So, you've been through quite a significant journey to replace the same functionality just to get to Cloud.

Moderator: Yeah.

Paul Kelly: I-, why would you not consider Cloud and the journey? Because you've got to go that journey and then-, and that 2027 date, to answer it. It, it is still there. I think it may shift, and I want to say that because it-, it's been moving around quite a lot. However, it's-, if you think, if you run enhancement pack 8, you can-, you know, you've got extended support to 2030. People will say 2027, but you've actually got 2030.

Moderator: Yeah.

Paul Kelly: You have costs, extending support versus maintenance support, but one thing you-, it's probably not very clear or apparent, if you run enhancement pack 5, your support ends in 2025, i.e. next year, so-,

Moderator: Yeah.

Paul Kelly: And, and the-, and the reason why-,

Moderator: It's fast-approaching.

Paul Kelly: And the reason why that's important to call out is, as I just mentioned all those-, most of those

systems are probably fifteen-years-old, and an enhancement upgrade from-, let's just say versions 4 to 8, which is the latest version on ECC, it's, it's nearly like doing a significant upgrade to S/4, because most of the functionality in enhancement pack 8 is prepping for an S/4 quick print (ph 27.36). Yes, it still runs ECC, but it's starting to structure the change and add modules, etc., in there.

Moderator: Yeah, yeah. So what-, I, I guess, like, an, an important question at, at this point in time is, you know, with the point of this webinar being major challenges of a-, an S/4HANA transformation and, and you talk about needing to, to understand the, the business needs to choose the, the right deployment, 'Do we go Greenfield? Do we go Brownfield? Do we go, I guess a, a selective-, a selective mix, public Cloud, private Cloud?' Understand that it's a, a business transformation and not a technical transformation.

Paul Kelly: (talking over each other 28.14).

Moderator: There, there-, there's tons, isn't there? You, you know, if you had to nail it down and, and kind of as, I guess, a closing question from, from me as we approach the, the half-hour mark-, you know, we could probably talk for another half an hour on, on, on this, but, out of all of that, where would you say most businesses go wrong? Or you know, out, out of those, those areas, what would you classify as the single most important part, if you had to, kind of, nail one to the cross?

Paul Kelly: If I was to put the most powerful statement out, in this-, in these journeys is, do not treat it like technical transformation. It's a business transformation and, when you do a business transformation, ensure the business are on a journey and make sure the two are joined at the hip through the-, through the process. Because they are the end users of that system and they-, those systems will generate revenue, whether it's in consumer retail, utilities. If a journey to S/4 fails, revenue stops, their C-level are not going to be happy, and it's why a lot of programmers falter and fail. You'll see in the-, in, in the-, in the media quite a lot, 'S/4 delayed by X,' or 'S/4 put on the back-burner,' whatever it is. It's because they've not done that twelve-to-eighteen-month journey with the business, making sure that they're close to-, and, and the-, and the reason-, there's a reason for it, just, just to over-egg the statement. These guys are still running the business. They have got day jobs, their bringing in revenue. To tell-, to pull them out of their day jobs and say, 'We've got an IT transformation-, ' sorry, 'business transformation project. I want you to spend eight hours in a workshop telling me how you post that general ledger account.' They're going to say, 'Well, I've got a job to do. I've got customers to deal with.' And that's the hard part, to get the two profiles right, to share in that journey. However, if you fail on that journey, you fail, and you see the media, as I said, 'S/4 fails,' and then it gets bad press, and it's because of that first twelve to eighteen months. And that's my experience for you, though.

Moderator: Yeah.

Paul Kelly: And I would strongly-, if you're thinking about a journey to S/4, spend the time in the first

phase understanding what you're actually-, what your end target looks like.

Moderator: Brilliant. Well, I guess, there, there we go, that's the, the message to, to take away from, from this. You know, don't rush into it, to anyone listening who's at that point where they're thinking about the move. Make sure you do take the, the time to, kind of, consider everything before, before any actions are, are taken. I think, we-, we've done well, Paul. We've managed to, to condense it into-, well, it's 12:31, so we've gone a, a minute over, but there were the, the technical problems with the, the mic dropping in and out. But thank you very much for, for making yourself available. It is genuinely appreciated. Thank you to everybody who, who's joined the live. As I say, we will-, we will publish this. The, the, the session has been recorded so, if you have missed anything, you will be able to, to, to listen back. If you do have any questions, put them in the chat now before you leave, and we will pick them up and we'll be able to, to come back to you at a-, at a later date and, yeah, for, for now, we'll say thank-, thank you very much. Thank you, Paul.

Paul Kelly: Cheers, cheers, guys. Have a good day.

Moderator: Likewise, so bye for now.

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