BOARD & EXECUTIVE BRIEFING

SAP Is a Business Capability, Not Just an IT System

FOR CEO · CFO · CIO · COO

Business outcomes are created by process ownership, data quality and decisions—not by software configuration alone.

The decision in context

01 Treat SAP as an operating capability: connect finance, procurement, supply chain and operations through end-to-end process ownership.

02 Define value streams such as order-to-cash and record-to-report, with baselines for close speed, working capital, control quality and cost to serve.

What a defensible decision requires

A decision should be based on a common fact base, realistic alternatives, explicit assumptions, a named business owner and a measurable follow-through plan. Avoid comparing a narrow low-cost scenario with a broader transformation scope.

Five evaluation dimensions

DIMENSION	BOARD / MANAGEMENT TEST
01	Business outcome and accountable owner
02	Baseline process and financial KPI
03	Data and controls readiness
04	Business change and adoption capacity
05	Recurring cost and technical debt

How to apply the framework

Score each feasible option on the five dimensions using a documented 1–5 scale. Agree weights before seeing the result; record assumptions and unresolved dependencies. The score is a decision aid, not a substitute for executive judgement.

Financial discipline

Compare the cash profile, recurring operating cost, one-off transition investment, delivery contingency, downside exposure and post-implementation ownership. Benefits should have baselines, timing and accountable sponsors.

Questions before approval

01. Who owns each critical end-to-end process?

02. Which three outcomes justify the next SAP investment?

03. What changes outside the system must happen to realise benefits?

04. What evidence will demonstrate value 6 and 12 months after launch?

Recommended next steps

1. Commission a short, evidence-based baseline assessment. 2. Agree two or three credible options and common evaluation criteria. 3. Validate the business case and operational dependencies. 4. Assign delivery and benefits accountability. 5. Approve the next decision gate, not an untested end-state promise.

About Carlavia

Carlavia combines enterprise technology expertise with practical business transformation, hands-on delivery, management accountability and disciplined cost control. We support clients in making informed decisions and carrying them through execution.

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