BOARD & EXECUTIVE BRIEFING

SAP Skills Are Not Enough: Business Process Expertise Drives Value

FOR CEO · CFO · COO · CIO

SAP consultants can configure a system, but business process owners determine whether it improves enterprise performance.

The decision in context

01 Map end-to-end processes, exceptions and controls across organisational silos before approving the solution design.

02 Combine functional expertise with finance, operations, integration, architecture and change leadership.

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	Process ownership and decisions
02	Commercial KPI baseline
03	Data and integration quality
04	Change readiness
05	Benefits tracking after launch

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 can approve cross-functional process trade-offs?

02. Which manual controls should disappear?

03. What business behaviour must change?

04. How will we distinguish adoption from technical completion?

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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