

SAP CRM Upgrades with Accenture

Creating a value-based approach for your SAP CRM upgrade to drive high performance

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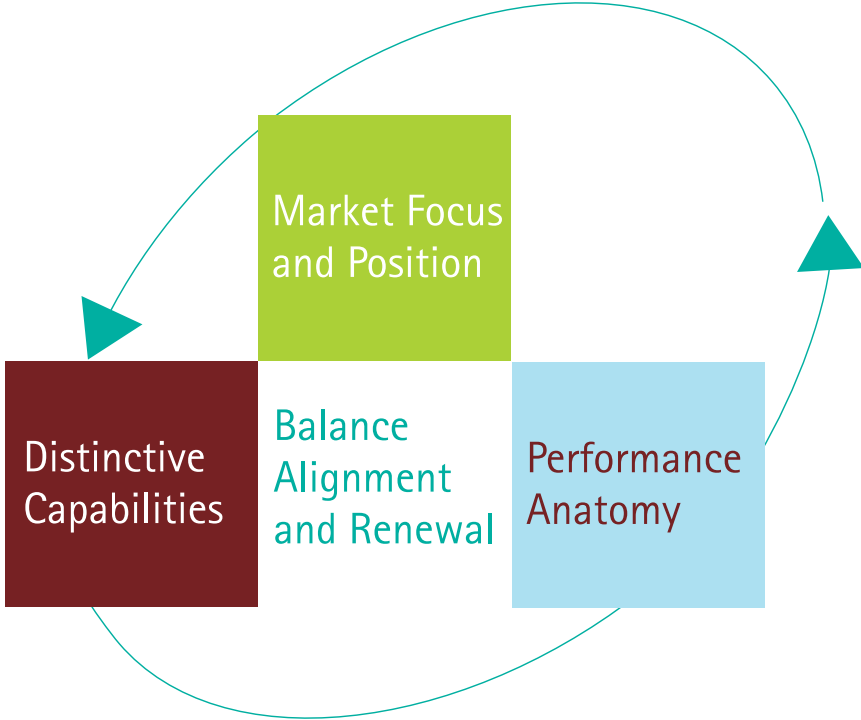
To achieve and sustain high performance, organizations today must maintain a strong customer-centric focus—protecting their market share while dealing with eroding customer loyalty, unpredictable demand, complexity, costs, uncertainty and risk. Many rely on the SAP Customer Relationship Management (CRM) application suite as a tool to acquire, retain and enhance value to customers.

Earlier versions of SAP CRM are giving way to SAP CRM 7.0, which can offer more advanced CRM functionality and incorporates many improvements in usability to help organizations sharpen their focus on customers. When migrating to the next generation of SAP CRM, existing users face a two fold challenge: conducting a pure technical upgrade to SAP CRM 7.0 at minimal risk factoring in customized capabilities, and pausing to assess how the more agile platform might enable more market-differentiating CRM strategies.

Accenture views the upgrade to SAP CRM 7.0 technology as a foundation for organizations to drive high performance. Rather than simply making the technology change, leading organizations will take advantage of their CRM upgrade initiative to improve their business processes and customer experiences around sales, marketing and service. Backed by experience and research, Accenture has methods and tools to help organizations develop SAP CRM 7.0-based solutions to power distinctive capabilities—one of the three essential building blocks (along with market focus and position and performance anatomy) of high performance.



Figure 1: Excellence in enterprise systems has the potential to drive high performance.



Accenture's ongoing and extensive research into high-performance business reveals the enormous potential of enterprise systems to influence the three essential building blocks of high performance: market focus and position, performance anatomy and distinctive capabilities (See Figure 1). Particularly, excellence in enterprise systems provides technology-powered levers for developing distinctive capabilities—the integrated processes and services that represent a company's unique formula for business success... in essence, competitive advantage. While SAP-based enterprise solutions most directly contribute to distinctive capability, they also provide the business insight and analytics capability that allow an organization to make more informed decisions about the alignment of all three building blocks for optimal performance.



In a recent Accenture study, 42 percent of global respondents described the quality of customer service as terrible, poor or fair, compared to just 39 percent in 2007. The research also found consumer expectations for service have not only risen sharply during the past five years, but rose during just the past 12 months.¹

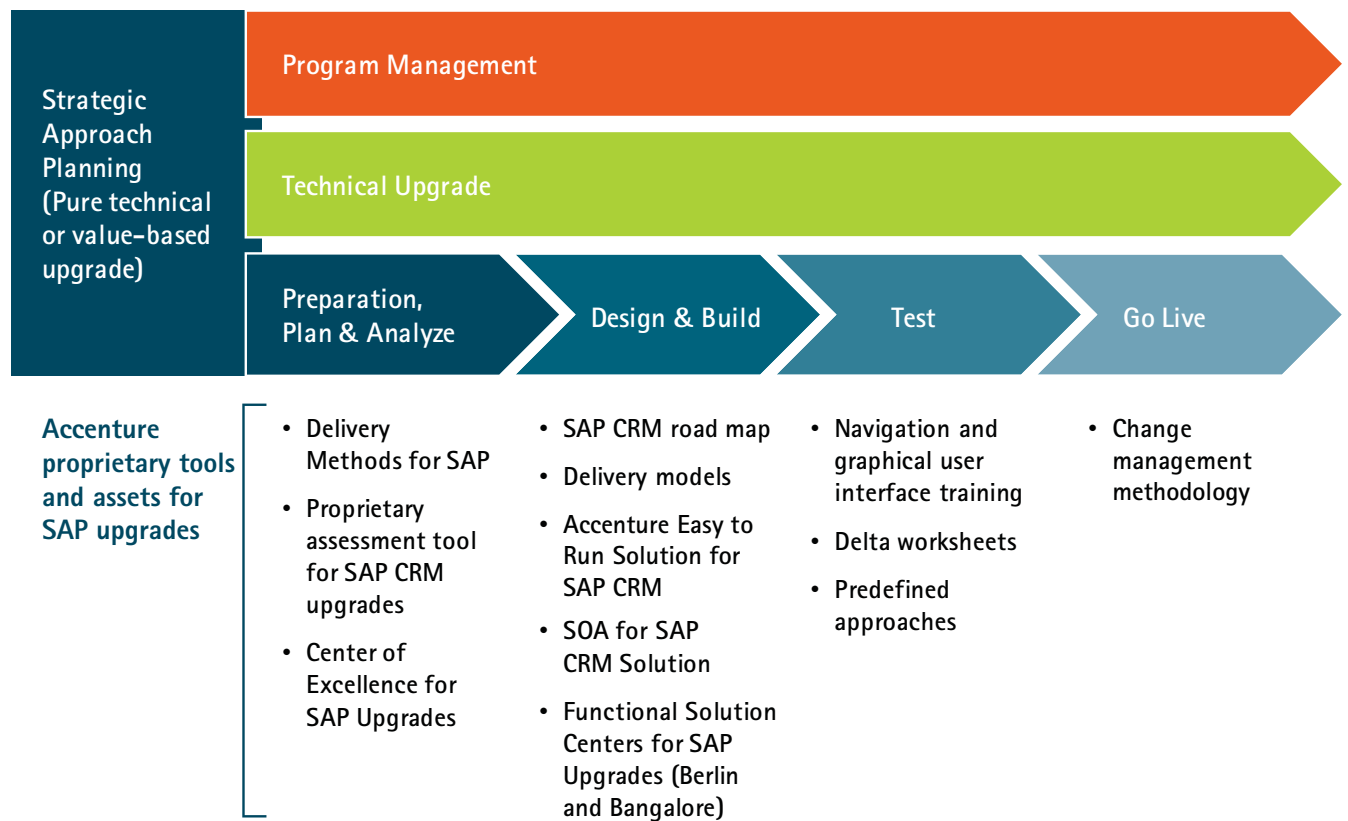
Distinctive, customer-centric capabilities through SAP CRM 7.0

The new SAP CRM technology has become available as organizations are compelled to regard the importance of tightly integrating people, process and technology to deliver more positive, influential and branded experiences with customers. Examples of resulting capabilities include a Web-based user interface that gives sales and contact center staff faster navigation and greater use of sales and CRM processes, or easy access to real-time information within a more collaborative supply chain to manage integrated and composite "opportunity-to-cash" processes. Such capabilities help organizations to understand the sources of risk and opportunity across a highly segmented customer base. It means focusing less on driving customer transactions for short-term gain, and more on fostering trust-based relationships over the long term.

SAP CRM 7.0, with full service-orientated architecture and a wider scope of integrated features, is enabling organizations to move closer to this customer-centric vision. For example, the new user interface is a fully Web-based platform for integrated handling of customer processes. A new standard in usability, this browser-based application can be accessed from any location with an Internet connection avoiding previous regional and technical limits. No need for a dedicated client application, the feature offers a significant cost advantage as system maintenance only has to focus on central components. Organizations can lower their total cost of ownership, thanks to open standards, a more flexible application and faster deployment. In essence, companies can sell more and spend less as their customers are better served.

While there are clear benefits to upgrading to SAP CRM 7.0, organizations should approach the task with caution. The degree of customization within an SAP system is one of the largest contributors to increased upgrade effort, cost and risk. Upwards of 60 percent of custom developed functionality can be lost in a traditional upgrade as objects become unusable or unstable due to modifications, deletions and/or misalignment with the new system. Additionally, upgraders face difficulty in estimating efforts for various CRM upgrade-related activities, determining the impact of the upgrade on the user community and avoiding business interruptions. Success requires a well thought-out and tested approach.

Figure 2. Accenture methodology and key assets for SAP CRM upgrades.



Accenture proprietary assessment tool: Part of a business value-based approach to SAP CRM upgrades

Accenture works with clients to help them establish how their SAP CRM deployments and capabilities can best return business value and progress their customer-centric agenda. Once clarity is achieved and a high-level approach is determined (for example, a technical upgrade or an upgrade with enhanced SAP CRM 7.0 capabilities), the SAP-based program can move into the planning and delivery phases.

Drawing on extensive work across more than 200 SAP upgrades, Accenture offers a proven methodology for delivering custom, quality SAP CRM upgrades emphasizing speed, efficiency and low risk. Supporting Accenture's methodology for upgrading

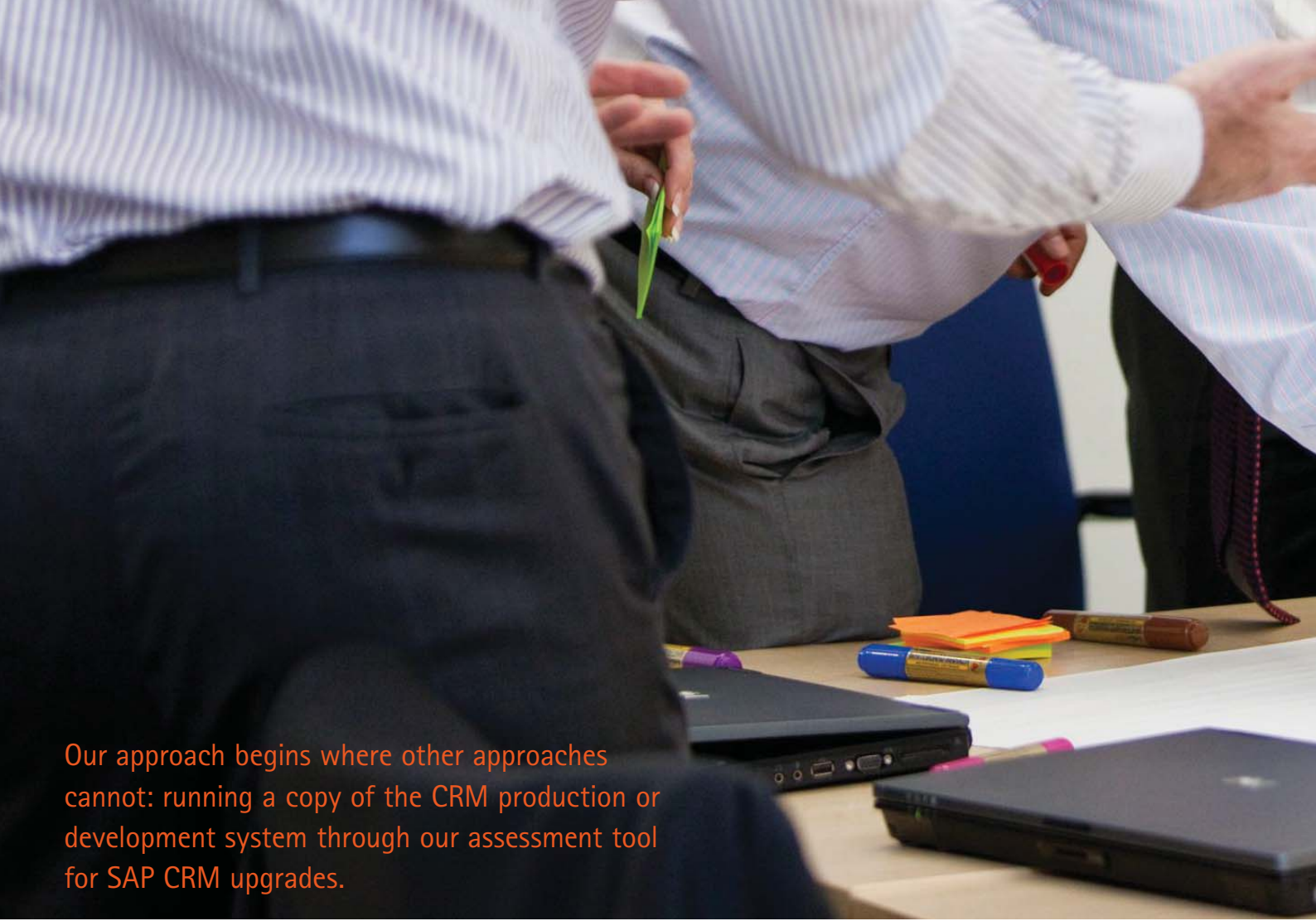
to SAP CRM 7.0 is a broad range of the right assets, tools and accelerators to better assess, design and implement SAP CRM upgrades (see Figure 2).

Prepare, plan and analyze

Accenture has developed a proprietary assessment tool for SAP CRM upgrades which performs a passive, non-invasive analysis of the customized objects in an SAP CRM system to understand the potential impacts to the upgrade. It uses standard automation procedures and programs to give clients a "going-in" comparison between the old and new systems, identifying those objects that are most likely to present fit and process challenges during the upgrade. An assessment report subsequently provides insights on vital system performance, such as object complexity, potential object-level defects, frequency of usage for custom development objects and obsolete objects.

Design and build

The Accenture Easy to Run Solution for SAP CRM supports an organization's shift from product-centric to customer-centric sales. It enables quick delivery of a complete sales force transformation—from project scoping to change management—through preconfigured scenarios, best practices and industry models. Likewise, the Accenture SOA for SAP CRM Solution is a blueprint architecture that helps organizations to move towards a real-time, integrated, service-orientated customer service model to achieve business goals.



Our approach begins where other approaches cannot: running a copy of the CRM production or development system through our assessment tool for SAP CRM upgrades.

SAP CRM upgrade innovation that creates business value

Accenture uses its assessment tool for SAP CRM upgrades to extract and interpret system information and gauge the implications of the change for the organization—upfront, before the upgrade starts. Executives then have the insight they need to make better, more informed decisions on what steps to take to position their upgrade to succeed and capture value.

For example, by leveraging Accenture's proprietary assessment tool to upgrade its CRM environment from SAP CRM 4.0 to 7.0, a large European water company understood the potential complexities of the change right from the start (before the analysis phase). Insights on object-level potential defects, object complexity, frequency of usage for custom development objects and obsolete objects in the system gained from the tool helped save time and cost of effort.

A large European water company understood the potential complexities of the SAP CRM upgrade right from the start, helping to save time and cost of the effort.

Creating a value-based approach with Accenture

Accenture draws on its unmatched experience in conducting more than 200 large-scale SAP ERP upgrades to help organizations take advantage of technology to improve performance. These include:

Deep industry experience. Accenture focuses on a value-based approach. Not only do we bring into play deep technology specializations, our teams include practitioners who understand your industry and can support new business processes.

Leader in CRM. Accenture is widely acclaimed as the leading provider of CRM services and solutions, helping organizations rethink their CRM strategies and improve CRM processes. We have 7,000 professionals², trained SAP CRM consultants and technologists who deliver projects around the world. Accenture was named CRM consulting leader in the Gartner Magic Quadrant for North American CRM Service Providers for 2008 and 2007.



Exceptional breadth of SAP talent and industrialized delivery capability. Accenture has more than 26,500 practitioners with SAP skills throughout the globe, including some 7,000 SAP CRM-trained professionals. We have a network of 7,400 SAP-skilled people in more than 25 delivery center locations. Additionally, the Accenture Functional Solution Centers for SAP Upgrades, located in Berlin and Bangalore, serve as SAP upgrade factories that focus on applying and augmenting the tools (e.g., Accenture's proprietary assessment tool for SAP CRM upgrades), the solutions (e.g., Accenture Easy to Run Solution for SAP CRM) and the architectures (e.g., Accenture SOA for SAP CRM Solution) needed to optimize business value through an upgrade project.

Alliance relationship with SAP. Over the last three decades, Accenture has developed a widely recognized global leadership position for SAP-based solutions and services. Accenture collaborated with SAP to help design, develop, test and accelerate releases of SAP CRM. SAP has presented Accenture with two prestigious SAP Pinnacle Awards for excellence in providing high-quality CRM solutions and services to our clients.

Contact Us

To learn more about how Accenture is helping organizations leverage SAP to become high-performance businesses and governments, visit www.accenture.com/sapgetcreative.

Footnotes

- 1 Accenture Customer Satisfaction Survey, "High Performance in the Age of Customer Centricity," 2008
- 2 The number of Accenture SAP CRM-trained professionals includes CRM business process and software development skills.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With approximately 177,000 people serving clients in more than 120 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended August 31, 2008. Its home page is www.accenture.com.

About SAP

SAP is the world's leading provider of business software,* offering applications and services that enable companies of all sizes and in more than 25 industries to become best-run businesses. With approximately 76,000 customers (includes customers from the acquisition of Business Objects) in over 120 countries, the company is listed on several exchanges, including the Frankfurt stock exchange and NYSE, under the symbol "SAP." (For more information, visit www.sap.com)

*SAP defines business software as comprising enterprise resource planning and related applications.

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