

It's time for the new generation of Enterprise Resource Planning (ERP) systems.

To the clouds or to the depths of the innovation gap?

Case study

PPF Group: Telenor CEE

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Printed in the Czech Republic

Digital transformation cannot work without a smart ERP system



Existing Enterprise Resource Planning (ERP) systems are coming under more and more pressure. The requirements for greater flexibility keep growing, whilst the need to maintain robustness stays the same. These almost obsolete ERP systems no longer reflect current business needs because they do not offer an effective approach to data and are often based on rather archaic processes that cannot keep up with the pace of market developments.

The situation in companies is often exacerbated over time, resulting in a technology deficit, due to the underfinancing of the development of critical systems and technologies. In other words, companies are inadvertently making the gap bigger considering the ever-increasing demands on the ERP systems. Modern organizations therefore need smart systems that can substitute low value-added activities, generate predictive analysis and keep improving based on machine learning using data from business models and employee behaviour.

Whereas obsolete ERP systems that are unable to adapt to modern business models and processes may hinder business development, SAP S/4HANA can help companies to convert the challenges of the digital economy into opportunities for growth.

SAP S/4HANA represents a new generation of ERP software. It forms the digital core of innovative companies, linking all business processes with a single data source and providing unprecedented intuitiveness of control. SAP S/4HANA may be implemented in the cloud, on-premises or in a hybrid mode to meet all the needs of your organization.

Experts predict that 60% of companies will need to transition to smart systems and new generation digital platforms in order to maintain their growth in the turbulent environment of the digital economy. For many companies, the digital transformation is a huge strategic topic that may be both exciting and scary. If you join a carefully selected partner on your journey to the innovated and digitized core of your business, your organization may accelerate its development soon and benefit from that in the field of the digital technology.

A handwritten signature in black ink, appearing to read 'Martin Koníček'.

Martin Koníček
Chief Executive Officer



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Timely decision required. The development of the digital economy is driving the need for a new generation of ERP systems.

80%

of companies that completed their digital transformation report higher profitability*

For more and more companies who want to fully engage in the process of digitization, a well-planned and thought-out digital transformation strategy is a necessity. Organizations that are unable to adapt and innovate their business models in a rapidly changing market environment (e.g. IoT, Industry 4.0, RPA), thereby neglecting the potential of new technologies and trends, will find themselves quickly falling behind their competitors.

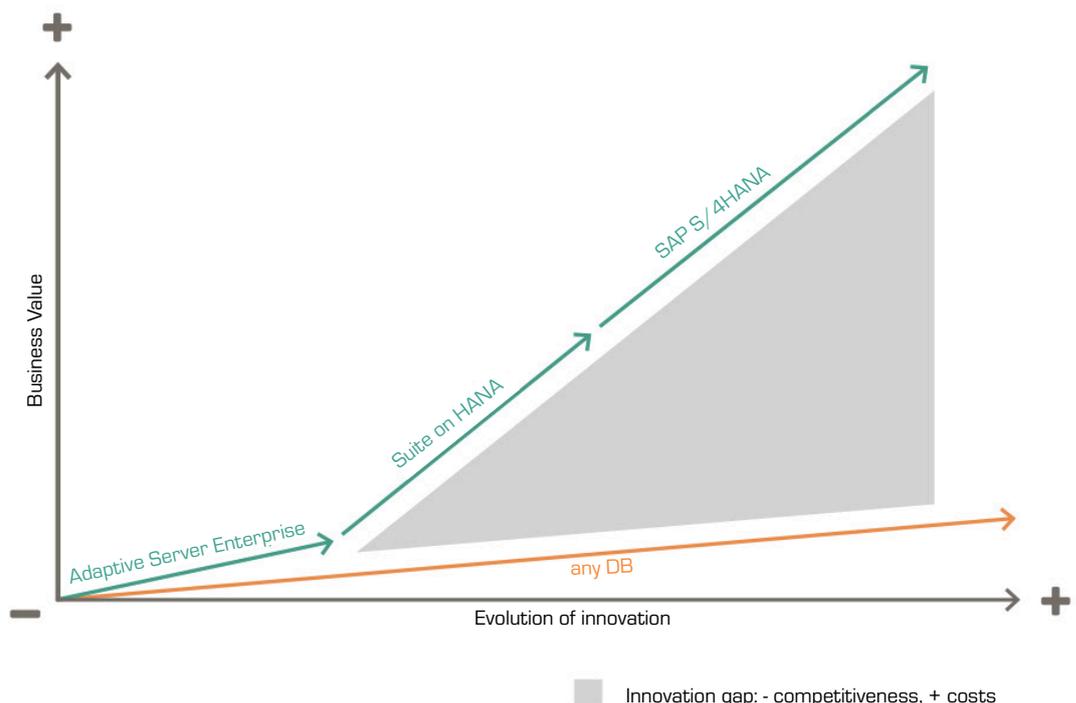
In the future, in order for a company to win and retain its customer base and run a profitable business, a key component across all market segments will be a multi-channel operation that builds and maintains an excellent customer experience.

ERP systems are central to the digital transformation that is required to achieve this. Without upgrading them, it will be extremely difficult for an organization to follow technological developments and implement its strategic goals.

The question is not whether to do it, but when.

The new generation of ERP systems reflect the needs of companies to respond rapidly to the changing market environment, the accelerating pace of innovations and the adaptation of organizational business models. In the midterm, without ERP system transformation, organizations will face growing problems that will limit their growth potential and profitability.

Consequences of delayed decision on ERP upgrade;



*Source: research by SAP and Oxford Economics

Waiting = lack of resources + higher costs

The persistent use of an obsolete or inappropriate ERP system or constant delays to the implementation of the transformation will result in an accelerated descent into the so-called “innovation gap”. This gap is caused by missed opportunities and the rapid development of those competitors that have already integrated new technologies and models into their business.

There is another important point that companies who are using older ERP systems within the SAP ecosystem should consider, namely the announced termination of support in 2027. Although seven years may seem a long time, it isn't. When taking into consideration the standard time frame for ERP transformation and migration, these steps need to be planned and implemented well in advance (typically a few years earlier).

The availability of qualified and professional support by certified implementers is also something that needs to be factored into the planning of an ERP system upgrade. Gartner, the renowned consultancy firm, assumes that by 2021 already, demand will be significantly higher than supply. This will therefore place enormous pressure on the price of implementer services due to the lack of available capacity.*

*Source: Gartner, Magic Quadrant for SAP S/4HANA Application Services, Worldwide

On the other hand, those companies that do not delay and fully embrace their transition to the new generation of ERP systems will start to benefit quickly from the incomparably broader capabilities these systems provide in terms of supporting their ability to respond rapidly and flexibly to the dynamic and ever-changing competitive environment.

Is it possible to completely replace an ERP system in record time, without compromising quality and without limiting the client's operations? We demonstrated that we can on a TELCO project for the PPF Group, and specifically for Telenor CEE in Serbia and Montenegro. It took only 365 days from the analysis to go-live (see the Case Study, pages 7–15).

Unfortunately, with the expected lack of qualified implementers, and with 2027 fast approaching, companies cannot rely on fast solutions. Add these factors to the potential and opportunities those organizations that have a new generation core are tapping into, as reflected in their monthly and quarterly growth, then it is clear that those organizations with older ERP solutions will stagnate. Put simply, older generation ERP systems have no future.

Delaying the planning or implementation of a digital transformation strategy (and the related ERP upgrade) is associated with significant risks. It is therefore important to take the first step and start. Now is the best time.

1 year
intelligence can deliver
a comprehensive ERP
upgrade in record time,
but don't delay!

Digital transformation: Have everything online and in real time. Buzzwords from conferences are becoming the new reality.

Digitization is not a topic for the future. It's happening here and now, forcing organizations to face specific challenges on a daily basis.

With the growing awareness among organizations that digitization should be one of their main priorities, it has become increasingly important for them to think through and meticulously plan their digital transformations. It is clear that businesses that do not act fast enough will fail to develop their business model and holistic IoT strategy and will struggle to keep up with their competitors. Businesses across all industries must also focus on creating excellent user experiences at any point in time of the interaction. This applies to manufacturing as well as retail.

The focus on user experiences is not only limited to customers, but also encompasses employees with regards to internal processes. Employees expect that the business tools they use for their work will function as smoothly and effectively as those they use to do their shopping, searching and online communication in their free time.

Today, customers and employees expect business processes to be fully online. Yet, many businesses remain in the offline world of their old processes.

Using mobile devices of all kinds has become standard. As a result, effective process planning must take into account the expectations of employees with regards to the effective and intuitive operation of the work tools they are given, e.g. tablets or smart phones. The expectation is that with generation renewal this trend will become more and more pronounced and affect the performance and satisfaction of employees.

Another aspect to take into consideration is the fact that the strategic goals of many businesses are full of buzzwords such as the Internet of Things (IoT), big data, smart factory, Industry 4.0. or omnichannel. There is no doubt that these phenomena will gradually transform the market environment across all industries. However, the reality is that without fundamental innovation of the core systems, none of the declared ambitions can be achieved. The gap between the capabilities of obsolete systems and the requirements of the digital economy will only get bigger, as will the number of missed opportunities for companies that delay the change.



**Data flows are interconnected:
digitization goes far beyond the boundaries of an individual organization**

The upcoming changes can be compared to the implementation of the first generation of ERP systems.

Despite the previously stated arguments, many businesses do not have a digital transformation plan in place and insist on utilizing ageing solutions and IT systems. When you ask why, the response is often "it's not a problem for us yet" or "we'll wait and see what our competitors do".

The alternative thought process is that the management is waiting for the one great solution to emerge that will suddenly draw their business into the digital world.

Unfortunately, the transformation to the digital economy is a series of gradual steps, rather than a "big bang."

At a certain moment, however, digitization will dramatically affect all industrial sectors and the winners will be those who planned early and started to implement their digital economy strategy on time.

That said, we understand that many business leaders remember the implementation or modification of ERP systems in the past with a little trepidation, so it is no wonder they are carefully weighing up the needs and benefits of upgrading this key system.

Digital transformation cannot work without smart ERP systems

A key criteria for fit-for-purpose and futureproof ERP systems is that they need to be adaptable and be able to integrate new innovations quickly. Organizations that can rapidly activate new applications and functionalities thanks to their systems will have an advantage. Without a doubt, the ability to control and execute changes will be a key attribute of organizations that are fit for the future.

SAP has responded to these new rules of the game by introducing the SAP S/4HANA ERP system. This system adds a new dimension beyond the framework of automation and makes the new wave of innovations accessible to organizations.

A timely decision to start a project that will result in the transformation of an organization's ERP system is one that requires some courage and judgement. After all, for many organizations projects like this involve an extensive upgrade that will be demanding on resources and may affect their operations. However, with the application of smart methods and tools and with the support of a trusted and experienced implementation partner, such projects can be implemented smoothly without placing high demands on time and costs. The case study on the following pages is evidence of this.

SAP S/4HANA

The new generation ERP system, SAP S/4HANA, forms the digital core of modern organizations - a combination of linked business models and the single source of truth. This all works in an intuitive and user-friendly environment driven by SAP Fiori.

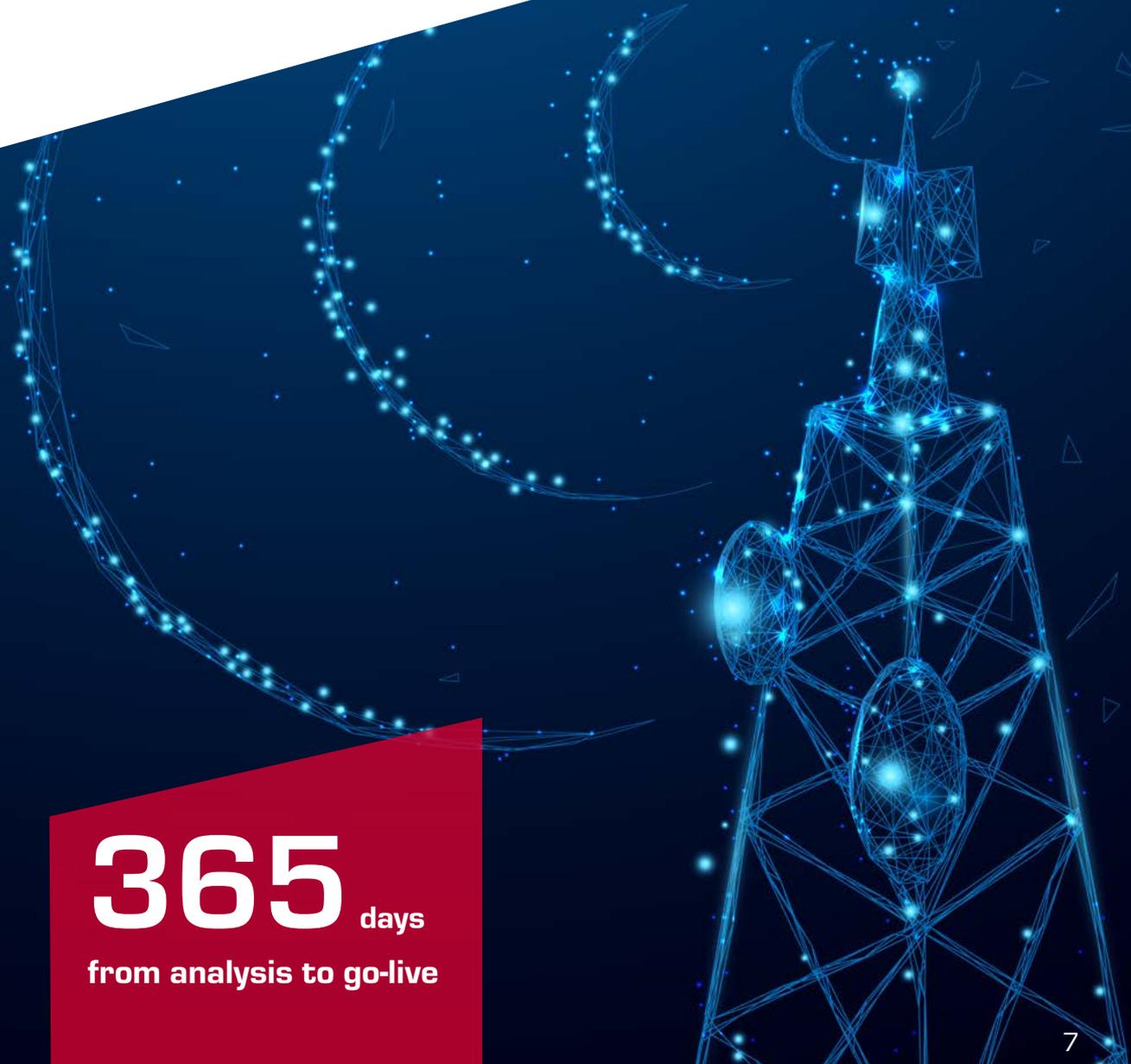
SAP S/4HANA provides more flexibility, accelerates the development of new business models, as well as the development and deployment of applications, and supports cooperation and synergy across an organization. Furthermore, with the SAP HANA database, SAP S/4HANA data can be analysed in real time, thereby supporting effective decision making.

Case study

Efficacy and engagement through pragmatism.

Project for PPF Group: Telenor CEE

Transformation of ERP system in record time for TELCO company
in Serbia and Montenegro.



365 days
from analysis to go-live

Telenor CEE: a key TELCO acquisition for PPF Group in Central and Eastern Europe

With the acquisition of Telenor CEE assets, the PPF Group has become a major telecommunications player in the Balkans. The transaction for € 2.8 billion is one of the biggest in the group's history.

The PPF Group strengthened its position on the Central and Eastern European TELCO markets through the acquisition of the telecommunication companies operated by Telenor Norway (leading provider of telecommunication and mobile services in Scandinavia, Central and Eastern Europe and Asia). Telenor was active in Central and Eastern Europe for 25 years, entering the market in Montenegro in 1996. Ten years later, the company expanded into the Serbian market through the acquisition of Mobi063.

The acquisition of Telenor assets in Central and Eastern Europe was finalized in July 2018. With this, PPF not only gained control over the mobile operator Telenor in Hungary, Bulgaria, Serbia and Montenegro, but also the rights to use the Telenor brand name, thereby helping it achieve its goal of becoming a key TELCO player in the CEE region. The acquisition was the biggest transaction of this kind in the region since 2011.

At the end of 2018, Telenor provided services to over 9 million clients across the countries in which it operates, as well as employed over 3,600 people. The combined EBITDA for 2017 was € 438 million.

PPF is an international investment group which was established in the Czech Republic in 1991. The majority of assets are owned by Petr Kellner, the richest Czech. The business activities of the group include banking and financial services, telecommunications, insurance, bio-technologies, real estate and agriculture. PPF is active in Europe, Russia, Asia and North America. The Group holds assets worth over € 47 billion (as of 30 June 2019).

The telecommunications portfolio is one of the Group's key strategic businesses. Since 2013, the PPF Group has been gradually implementing its plan to become a strong player in the CEE region with good product and geographic differentiation. The PPF Group focuses on long-term investments with low risk and stable cash flows.



Telecommunications companies in the PPF Group

The PPF Group holds an 80% stake in O2 in the Czech Republic and Slovakia and is the biggest stakeholder in CETIN, the Czech telecommunications network provider.

Upgrade of existing ERP system in one year and in two countries in parallel

The change in ownership brought with it the need to replace the ERP system (Oracle Financials Cloud) for the Telenor branch offices in Serbia and Montenegro. The existing system was delivered by Telenor Scandinavia, who gave our customer a very short time, exactly one year, to make the transition to the new solution. If the offices in Serbia and Montenegro failed to do so, they would incur a hefty penalty from its former parent company.

Telenor contacted itelligence in the summer of 2018. It was clear from the start that time was of the essence. It was essential to deliver by the end of September 2019.

The project goals included the replacement of existing functionalities and the implementation of a more robust solution with local support that would help PPF Group's new acquisition integrate into the new TELCO group.

The complexity of the job was also related to the nature of the telecommunications business, which involved typical TELCO processes and hundreds of thousands of assets. Also of interest was the fact that our customer had only started to operate the original ERP system in 2017. All these aspects made the customer worried, and for good reasons.

The situation led to lots of questions. Is it feasible to complete the project within the given term? Will it be necessary to work day and night on the project? What about depreciation and the closing of accounts? Can we do it without making mistakes?

The processes covered included:

Procure to pay, Inventory for commercial goods and CAPEX, property management, fixed assets, receivable to cash, cash management, record to report, VAT, CIT, roaming financial clearing.

Speed due to innovations. Success due to pragmatism. Quality due to technologies.

Scope, speed and quality. No compromise is acceptable when it comes to critical ERP systems. Faced with the difficult implementation time frame, it would have been easy to go down the path of routine procedures, with a little additional stress and a few more night shifts. Alternatively, like us, you can choose to abandon the routine methods of ERP project implementation from the past and fully redefine project management strategy.

Based on a preliminary analysis by itelligence, it was recommended to implement a new generation ERP system, namely SAP S/4HANA. In addition to new functionalities, improved robustness and performance, this system would align Telenor with its new parent company, the PPF Group. Furthermore, this platform would provide very good scalability for future development and an excellent starting point for the further acceleration and evolution of the TELCO group. In addition, Telenor in Serbia and Montenegro would benefit from savings, for example in the form of significantly lower system maintenance costs, compared to their previous solution.

With localized support with regards to legislation provided by SAP, it was possible to implement the project for two countries in parallel without any significantly higher workload.

A blueprint is an anachronism

The standard (almost archaic) way of starting ERP replacement projects is to listen patiently and to map the current design of client's processes. This is followed by the development of a blueprint containing hundreds of pages describing the details of the future solution that will match the current process status of the customer. However, as is very often the case, all the abnormalities developed in the processes over time remain in the blueprint. In designing the solution, the vendors often work at a hypothetical level and the process design is made on paper. The customer defines the requirements, while the vendor carefully listens and then starts to develop the solution that they have outlined together. The client then just waits for the solution to be delivered in ignorance, while the vendor develops the system for months according to the specification.

Case study

The final presentation of the results of these efforts can sometimes end up being a frustrating process, one that triggers endless discussions about change requirements in order to fit the developed solution to the actual needs of the customer. In some cases this is exacerbated by, for example, changes to the customer's team, who bring new requirements for the design, requirements which were not taken into consideration during the ERP system's initial development.

Project phase one - the power of best practice: Use best practice as your standard. Only customize what is unique.

Meticulous planning is essential, and careful data collection, critical. The fit-gap method was fully applied to the Telenor project. It significantly improved the work efficiency of both sides.

A fit & gap analysis is based on verified "best practice" in the client's field of business. It starts with best practice models and validated processes. The process modelling is supported by the expertise of the intelligence consultancy team, expertise they gained during the implementation and migration of hundreds of ERP systems that apply the method guaranteed by SAP. Processes relevant to Telenor were selected from the list of thousands of models of best practice.

“From the very beginning, Telenor was able to see its future processes in the so-called “sandbox” environment. By demonstrating everything in practice, not only on paper, we developed a narrowed down and extremely effective solution.”

Romana Mareth, Head of Project Management



The fit & gap analysis revealed that 37 processes did not follow best practice models and had to be defined separately. However, of these, it was concluded that for 26 processes modified best practice models would suffice. This meant that only the remaining 11 processes had to be tailor-made. This accelerated the implementation of the project and improved our internal efficiency.

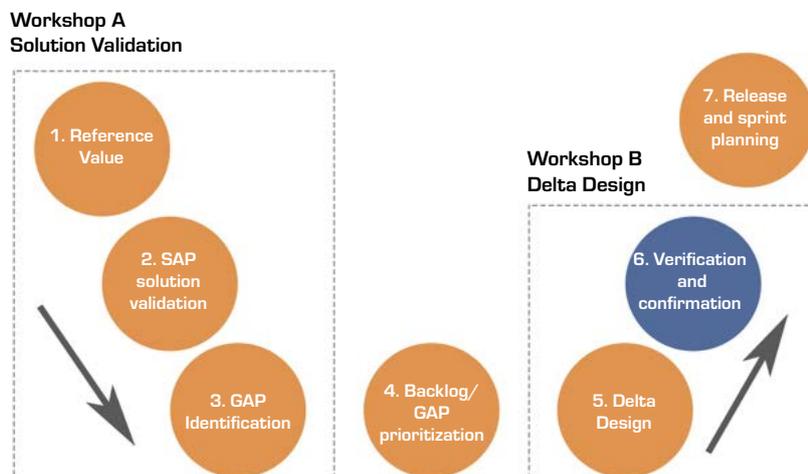
Vanja Stanković, CFO, Telenor Serbia

Right from the start, the client's idea about the system is benchmarked with the best practice of top performing companies in the field. This benchmarking is done on the basis of a pre-installed system, i.e. "live".

The main advantage is that the customer can see the processes in a live environment. Everything can be demonstrated directly in the system from the very beginning, thereby avoiding theoretical discussions about plans.

Processes that are in line (or model processes identified by the client as more beneficial) are marked as "fit" processes. Specific processes required by the client, but not available in the form of best practice models, are marked as "gap", and customized solutions are designed specifically for the client. For the Telenor team it was easier to understand where they were already in line with best practice, where it was worth modifying their existing processes to follow best practice, and which processes were unique and required a tailor-made solution to be developed.

The possibility to benchmark the current set-up with the best in the field also provides high added value to the client. It enables the narrowing down and optimization of many processes with a positive impact on the client's business.



Process scheme of fit & gap analysis

The financial dimension of the fit & gap analysis is another clear benefit. Each identified gap can be evaluated and the client can manage the investment in a tailor-made solution in a transparent manner. (They can decide when it is better to modify relevant processes according to best practice and when investment in a tailor-made solution is more appropriate). Furthermore, carefully identified gaps support the effective definition of the overall project workload and minimize change procedures.

Thanks to the careful mapping of the individual processes and gaps we had a very good idea about the actual scope of the project and were therefore able to guarantee delivery within the time frame required by the client.

It is worth mentioning that the delivery of the fit & gap analysis is according to a standard that makes it easy for other vendors to understand. In other words, the client, when making the decision to implement such a project, does not have to commit to one specific vendor.

” As the Telenor team were involved in the development of the design, their motivation to participate in the project was significantly higher and there was less need to invest in training later. It should be noted that one-third of the activities were implemented by the client. The implementation would have been much more difficult for us without their cooperation.

Martin Chmelař, Solution Architect

Project phase two - incremental development

Development and implementation in parallel

client, with the consequences this incurs, the work for Telenor was delivered incrementally. One of the key elements of the successful implementation of this project was the continuous involvement of the Telenor team throughout all its phases and activities. The team’s feedback positively contributed to the final solution and its rapid implementation. By delivering incrementally, the work was continuously validated, and the frustrations usually experienced by clients in association with the delivery of an overall system at once were eliminated.

The Telenor team was given access to a so-called “sandbox” within the first month of the project’s implementation. This allowed them to immediately initiate testing of the basic elements of the new ERP system and to calibrate individual processes.





Our initial concern that the project would not be delivered on time was unfounded. During the project implementation phase, we quickly came to realize that it could. I must say that previous vendors have not shown the same level of organization as itelligence.

Vera Djurković, Accounting Manager, Telenor Serbia

11 change requirements for the entire project

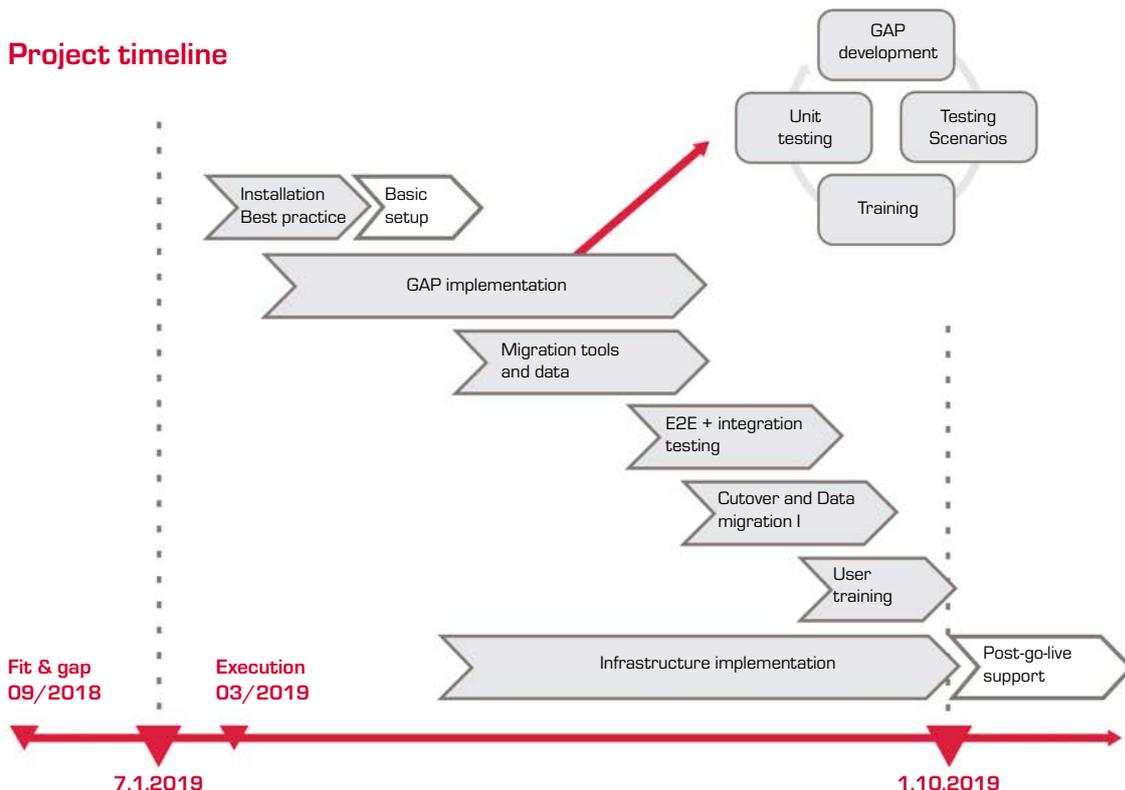
Priorities were defined for the development of the processes for the identified gaps, with incremental delivery, i.e. one by one so that the client was able to test them immediately and provide feedback. This approach gave Telenor the opportunity to reassess the need to develop solutions for certain gaps, in particular when it became clear that a best practice model was more appropriate. This resulted in reduced costs and further process optimization on the client's side.

The flexibility provided by this incremental development method was also reflected in the ability of both the client and vendor to put everything into perspective. The benefits, in terms of substantially easier and more transparent reporting to the project management, were evident. It made it easier to monitor the workload, progress and to manage costs.

Pragmatic approach

It goes without saying that the excellent cooperation with the Telenor team was key to the success of the project's implementation. The responsible approach they took throughout the project was already apparent in the analytical phase – there was a clear understanding that this represented an opportunity for Telenor to revise and improve their implemented processes in a constructive way. Tailor-made solutions were therefore only developed where this made sense for the business. Unlike the "traditional" approach of specific requirements and consequential changes, the Telenor team was, within the context of the implementation of the new ERP system, open to the improvement of their standards from the very beginning. The combination of innovative procedures – the fit & gap analysis and incremental development – created a very effective process and effected a high level of team engagement.

Project timeline



Benefits for Telenor CEE

Results and benefits for the client:

The project was delivered on time in both Serbia and Montenegro. The implementation phase was successfully completed in 7 months.

Technology:

- The upgrade to SAP S/4HANA provided Telenor with a fit-for-purpose solution that is more robust and intuitive, that improves performance, is ready for further development and business growth, and is supported with regards to local legislation.
- The use of itelligence data centres made it possible for Telenor to start the implementation phase without having the hardware and data centres fully ready on their side.

Processes:

- Telenor was able to narrow down its existing processes to the level of best practice through the application of the fit-gap method.
- The pragmatic use of best practice models significantly improved the speed and efficiency of work delivery, which was reflected in the number of change requirements.

Project management:

- Incremental project delivery enabled active involvement of the client in the design of the solution and the opportunity for them to provide continuous feedback.
- Smooth cooperation between itelligence and Telenor made the transfer of knowledge easier. There was less need for training and manuals thanks to the continuous involvement of the client in the testing of the solution
- The planning and project management processes were enhanced within the defined schedule by breaking down the individual parts of the project for incremental delivery and testing.

Cost efficiency:

- A significant reduction in the maintenance fee was achieved compared to the original Oracle Financials Cloud solution.
- More effective workload management was achieved due to the well-prepared analysis and application of the fit-gap method. Each individual gap came with a clearly defined workload for its implementation and a transparent price, thereby enabling Telenor to set their investment priorities.

People leading this project:



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The project involved over 80 employees on client's side and 40 members of the itelligence team.

Vanja Stanković

An opportunity to make our lives easier



During her 13 years with Telenor, the transition from Oracle Financial to SAP S/4HANA was the third upgrade of the ERP system to be implemented in the company. For Vanja Stanković and her team, this system change was an opportunity to improve functionality, as well as to revise and optimize the implemented processes.

The scope and complexity of this project and the time frame for its implementation would have been hard to manage without the active involvement and cooperation of your team. Where did you find your motivation?

For us this was an opportunity to do something good for our team, and to make our lives easier. When you know and feel that you have the support of a partner you can trust, you become motivated to do a better job. This actually paid off.

Among other things, it was very important that we ourselves were determined to change over to the new ERP system and abandon the old solution. Our former ERP system was an Oracle Financials Cloud solution. It is not a bad system, but the support and everything related to it was beyond our control. The solution was built at the Telenor Group level and delivered and administrated by a partner in Pakistan. You can probably imagine that this was often associated with certain communication problems.

The change of ERP system was implemented in both Serbia and Montenegro. Was this reflected in the complexity of the project and the management of it?

This is something that makes the success of this project even more incredible. It involved simultaneous delivery and implementation of two solutions in two countries, and teams from both of them. Although the processes in both countries are very similar, it must be taken into consideration that these are, for example, two different systems from the legal point of view. The time schedule also definitely did not make it any easier.

Has the same result been achieved in both countries?

Yes, our colleagues in Montenegro have confirmed this. For example, the periodical reporting required in both countries was not subject to any delays, even during the very first end-of-period after SAP implementation. To be honest, this is something that surprised us. We had totally different expectations because most members of our team had experienced two earlier ERP upgrades with completely the opposite result.

We were very relieved to see that this concern was unfounded. The fact that we were able to report on time and without any problems was great news for us. Since the new system makes reporting easier, more flexible and less time consuming, the people in our team finally became more confident that the new solution would actually support them in their tasks and activities.

Did the system change affect the process set-up in your team?

Since our former system was Oracle, which is another robust system, a number of our processes were already set up in readiness of SAP implementation. There are differences though. This required a pragmatic approach from us. We decided to take this as an opportunity to optimize and improve our processes, which sometimes required more flexibility on our side. We are, however, very satisfied with the result and will continue to narrow down our processes. Thanks to the successful system upgrade, we are now no longer under time pressure and can therefore plan a new solution that will allow us to utilize the multitude of opportunities for further development.

People of seven nationalities were involved in the project.

Was it difficult to cooperate within such a diverse team?

One of the things that I really enjoyed during our cooperation with itelligence was the flexibility of their team. It goes without saying that both parties must cooperate in order to succeed. In this case, both teams were perfectly in tune with one another. This was extraordinary. Normally, disagreements and tough exchanges of opinions occur. Not this time round though. We worked solidly together and found a common way forward. There was mutual trust between all those involved, which is an extremely important thing. We were able to rely on each other which is an indicator of good cooperation, I believe.

How satisfied is your team with the new SAP system?

The people who work with the new system, particularly in finance, which is my area of responsibility, are often from an older generation, but are still very satisfied

They even found the transition to SAP very easy. When I see them working with the system, it is clear that they are really happy with the outcomes of the project and the resulting benefits.

What are your future plans for system development?

We will continue to focus on all the opportunities for process automation. As I already said, we want to make our lives even easier and to work smoothly and efficiently. For example, we want to find out how we can use SAP to improve contract management and document management.

Did you learn any lessons during the project?

I think it is important to highlight how essential a good fit & gap analysis is for project management and the significant contribution it makes to instilling overall confidence in the people involved in a project. I, myself, would have appreciated more time for the implementation phase. However, considering the time frame, we had to proceed very quickly, which required the non-standard deployment of resources both on our side and by itelligence. That said, I want to repeat, that considering the scope and time frame, I see this project as a great success for Telenor Serbia and Telenor Montenegro.



Vanja Stanković

13 years with Telenor. Chief Financial Officer since 2018. Member of the Association of Certified Accountants. Graduate of the University of Belgrade and Cotrugli Business School.

Inspiration and lessons learned from the project

Mutual trust creates value - more than formalities

It was not only the technical skills of the people involved that made the implementation of the project successful, but also their soft skills, proactive approach and initiative.

When time matters, formalities are your enemy. We highly appreciated Telenor's ability to set priorities effectively and to take a holistic view of the project. Progress can be made easily and without unnecessary pressure if there is a shared desire to succeed and deliver and there is mutual trust between both parties. There were moments during the implementation phase when we had to be flexible in our response to unexpected situations. Since none of the parties insisted on formalities within the project management process, it was possible to overcome such difficulties without unnecessary delay and continue working on the project.

Our experience from the Telenor project confirmed that excellent technical skills are important, but that these must go hand in hand with a deep understanding of the contents and business dimension of the work.

Being open to reflection

In the beginning, clients often say that they do not want to significantly veer away from best practice in terms of their processes. It is then identified through analysis, however, that the client expects a very specific solution that needs to be developed. Very often, the better and more effective solution is to modify the client's processes so as to align them with the market and verified know-how.

However, if processes can be identified that are specific and for which there is no other solution than a tailor-made one, these should be separated from those that can be modified on the basis of best practice models. This methodology brings substantial benefits in terms of the speed of delivery and costs.

Simple, fixed infrastructure

The project and target infrastructure should be clarified before commencement of a project. Changes made during a project are often the cause of complications within an organization. In the case of this job, the target solution was changed during the project, including the operational system. This complicated the situation. Furthermore, Telenor used a combination of two separate networks (associated with separated responsibilities for individual parts), which caused some technical difficulties (network problems, IP translation, building of tunnels). In future, the preferred solution should therefore be a simple infrastructure and one responsible entity.

Risks of the Cloud/On-premises combination

We see the selected infrastructure setup (Cloud/On-premises) as an opportunity for optimization. However, the cloud (used for the development and testing) and on-premises combination for the operation of the productive environment involves certain risks during the implementation phase and can complicate the entire process.

With hindsight, we consider the following procedure to be more appropriate: use of the target solution (cloud or on-premises) for all instances (development, testing and operation of productive environment) from the beginning, or the provision of more time for migration to the target solution.

Plans for the future

Our ongoing cooperation involves the implementation of additional functionalities and products in order to expand Telenor's capabilities on the SAP S/4HANA platform.

For example, we are going to work on a process that may bring high added value to Telenor in terms of the settlement and receipt of incoming invoices. In this area, itelligence provides its own unique product that generates dramatic improvements in the approval process within an organization and speeds up the process of invoice settlement.

We will also gradually implement additional functionalities that were not included in the initial scope of project, but were identified as potentially requiring further improvement.



We thank Telenor for placing their trust in us

One year ago, when Telenor decided to replace its original global ERP (Oracle Financials Cloud) system with the new SAP S/4HANA, we considered the time frame very ambitious. The deadline for go-live was a real challenge.

We were very pleased that Telenor selected us as their partner for such a demanding project. The fact is, however, that many other potential vendors withdrew their offers because they did not believe that it was possible to implement the work within the given time.

A team of people of seven different nationalities worked on the delivery, in two countries, in parallel.

We truly appreciate the trust Telenor placed in us and would like to thank their entire team for their efforts throughout and for the fantastic cooperation. Our thanks also goes out to our colleagues in the itelligence team for their commitment, dedication and persistence. We are looking forward to our future cooperation and the development of the Telenor business.

Romana Mareth and Martin Chmelař
on behalf of the itelligence Czech Republic team.





In the words of our customer

Tomáš Budník

A new standard has been set

Tomáš Budník is responsible for the technological aspects of PPF Group's TELCO business. The acquisitions of Telenor Serbia and Telenor Montenegro was an opportunity for him and his team to pilot the new approach to ERP and transfer it to the cloud environment of SAP S/4HANA.

The time frame for the implementation of SAP S/4HANA in Serbia and Montenegro was one year. Similar projects usually take years rather than months. As CTO, was the project management process stressful for you?

I have been working in telecommunications for many years, so I would not say that I was stressed. The truth is that I was a little sceptical, or careful, when this project started. The project delivery term was challenging to say the least. I prepared myself for the option of having to discuss an extension of 6 months, or so. I was very positively surprised that the project was implemented early and within budget. Take it from me, both are quite unusual.

In your opinion, what contributed to the fact that the deadline was met?

Simply put, very strict and tough time management. There were weekly steering committees on both sides, with the rapid resolution and escalation of items that may cause any delays to the project. We were also very disciplined in raising change requests. We strictly adhered to the priority to deliver a functional solution within the specified scope of the project.

I believe that the teams on both sides were highly motivated and disciplined. The cooperation and escalation processes worked very well. Projects like this mainly depend on the people involved and I am happy that everything worked out well. This, among other things, confirmed that we have the right people in the right positions.

The fact that our Serbian team had in-depth knowledge and experience of an ERP system upgrade was also a contributory factor. Just by coincidence, Telenor Serbia had changed over to the ERP system of Oracle shortly before the acquisition by PPF. It was therefore not a standard situation for them to have to implement a second ERP system within a short space of time.

Does that mean that both the system and the way of work changed for the team?

With regards to the ERP system upgrade, the fact is that people often get used to working in a particular way and are less open to change. From the beginning, we were committed to implementing a solution based, as much as possible, on best practice and to try and keep tailor-made developments to a minimum. As a result of this standardization, many departments had to change their internal processes. This required a lot of persistence because it involved much more than just redesigning the processes, we had to change the behaviour and habits of people.

What were the benefits of the project implementation in Serbia and Montenegro for the PPF Group?

The main benefits are that we now have a uniform ERP system in all countries and that it is SAP. Of course, the situation in every country is different, so their customization and module landscape differ. Until the introduction of S/4HANA in Serbia and Montenegro, the SAP R/3 system in Hungary was our flagship. Now, S/4HANA is our new standard. Our vision is to integrate the same scope to the cloud in other countries, too.

Furthermore, we also implemented another project with intelligence in parallel with this one. It was also related to SAP and the topic was SuccessFactors. We implemented the solution in all countries in quite a short time. The benefits in terms of support for our HR activities are evident, as are the synergies. It therefore makes sense to move to the cloud and to have, as much as possible, a uniform solution and landscape.

Is the delivered solution fully functional or do you still have to work on it?

We ordered a fully functional ERP system that will deliver new benefits. Unfortunately, we still have older versions of SAP in other countries. With new functionalities, such as FIORI, we can see that things can be done much easier and more efficiently than in other countries using older versions

The project has therefore fully met our expectations. Of course, there is room for further improvement, but our long-term plan is to maintain the narrowed down SAP with the standardized landscape. We want to copy what was implemented in Serbia and Montenegro in the other countries. This unification will result in a further narrowing down of our processes, thereby providing support at group level. The devil is in the details, so we may keep improving the way we manage our logistics or POS, but we have a very good model available. With this foundation, we are ready to easily and flexibly implement further improvements.



Tomáš Budník

Manager in the telecommunications sector for over 26 years. Former CEO of O2 Czech Republic. At present, CTO responsible for TELCO technologies within the PPF Group. Graduate of the Technical University of Ostrava

2027 is fast approaching. It's the right time to change over to SAP S/4HANA.



SAP claims that the introduction of S/4HANA reflects the growing complexity of the current digital economy and the need to manage processes online and in real time. It provides access to data in real time and the improved user interface provides a tool for businesses to succeed in the rapidly changing market environment.

We can confirm that all of the above are true. Unfortunately, some SAP customers see an ERP system upgrade as a key infrastructural project, with all the associated risks and concerns.

This is understandable. However, if we momentarily set aside the digital transformation point of view, even if you are not looking for the strategic benefits provided by SAP S/4HANA and see it mainly as a substantial part of your infrastructure, it still makes good sense to upgrade to SAP S/4HANA now.

Procrastination =lack of available resources + higher costs

The sooner you start, the sooner you will be able to fully utilize technology that can innovate your business and conquer the competition.

It is very probable, that the longer your company hesitates to change over to SAP S/4HANA, the more expensive this change will be. The reasoning behind this argument is two-fold:

Firstly, with 2027 fast approaching, it is very likely that the number of businesses that will need to change over to SAP S/4HANA will grow rapidly. As a result, the capacities of competent implementation partners will be booked up well in advance, which will be reflected in higher prices, lower quality and a lack of available services.

Secondly, over time, the differences between the capabilities of older SAP systems and the developing and growing SAP S/4HANA platform will become bigger and bigger. As a result, the delayed transition will be more complicated and expensive. SAP's standpoint is clear. The older systems will not be updated at the same pace as SAP S/4HANA, which will extend the gap that you will have to fill after you take the decision to change over to the new system.

Reliability and efficiency

Many organizations operate their existing ERP systems for many years. Very often, a substantial part of their code is tailor-made and involves obsolete configurations, inadequate hardware and other complications. Furthermore, their business processes probably do not run optimally on the obsolete platform, which incurs additional costs, reduces efficacy and even threatens profits.

If you implement SAP S/4HANA, thereby replacing an obsolete system that has had numerous patches installed over the years, you will upgrade your entire ERP system, i.e. to a fully supported digital platform of the new generation. If this is not a strong enough argument for implementing this change as soon as possible, we recommend undertaking a so-called "Health-Check" (we are happy to do this for you) and optimize the existing processes to make them ready for a potential future transition.

Third party applications:

If third party applications are used by your current landscape, you may possibly face the consequences of a delayed change, sooner. SAP cooperates with companies like Apple or Microsoft on the development of new applications and improved integrations for the HANA platform. Other developers will also transfer their attention to companies that use a modern solution in the form of SAP S/4HANA.

Last but not least, you will have to consider carefully what strategy you will choose for getting the support you need in relation to third party applications. There is a risk of a loss of official support before 2027. Also not to be forgotten is the risk associated with the fact that older ERP systems will not support the most current functionalities and innovations.

Customer retention:

The digital economy has changed the rules of the game, whereby the customer is the one who decides. Clients expect a customized approach and an immediate response across communication channels. The advancement of the digital economy and technologies will dramatically change the way in which products are developed and introduced to the market. Is your ERP system able to keep up with this pace of change?

Reduction in employee turnover:

Employees, like customers, have expectations regarding the technologies they are asked to use for their work every day, in particular the generation of millennials. Recruiting new employees and retaining existing employees is much more complicated if you offer a job with obsolete technologies.

No future for older ERP systems

After 2027, SAP will not provide new updates to fix potential gaps in older ERP systems. More importantly, older ERP systems will simply not be able to support the new technologies that can drive the success of your business in the digital economy. Are you sure you can afford to stay behind your competition in the implementation of new technologies such as AI, blockchain, machine learning or robotic process automation (RPA)?

The question is not whether to upgrade, but when? If you insist on maintaining an older system, it doesn't provide a positive business case.

Don't know where to start? itelligence organizes workshops focused on the migration to SAP S/4HANA. This may help you identify the most appropriate approach and develop your own roadmap.

At the moment you make the decision to change, you will know that itelligence offers migration to the SAP S/4HANA digital core for a fixed price, set in advance. Moreover, we offer delivery within three months and one-year's free support from a dedicated expert who will make sure that you operate the new system smoothly and successfully.



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Which phase of the journey towards SAP S/4HANA is your organization in?



Speed, flexibility and innovation are necessary to maintain competitiveness in the age of the digital economy. All these parameters place new requirements on IT systems and create demand for new and more advanced solutions.

CIOs operating in the SAP ecosystem are aware that the transition to SAP S/4HANA is unavoidable. In our experience, organizations can be classified into three different groups in terms of their approach to SAP S/4HANA.

1. Transformers – clients who are planning their transition to SAP S/4HANA within the next three years
2. Optimizers – clients who intend to improve their existing solution continuously in parallel with getting ready for the future transition to SAP S/4HANA.
3. Procrastinators – clients who insist on utilizing their original ERP system because it continues to meet their business needs.

” Digital transformation is like a marathon. It requires strategic thinking and stamina. Those who start their journey earlier have the advantage and are more fit-for-purpose and flexible in their response to changes in the market environment.

Group 1: Transformers

Managers in transforming organizations understand that the transition to SAP S/4HANA is more than just a technical project. They are well aware of the fact that they will have to implement the upgrade sooner rather than later, so the business benefits take effect quicker. The management of these organizations is not interested in any “new simplified data models”. Instead, they want to build new competitive business models hand in hand with online analytics. These leaders know that if they do not take the decision to upgrade first, some of their more agile competitors will, thereby gaining access to the new opportunities this provides.

As Augmented Intelligence enters the game, those who adopt it will be able to transfer their resources to processes with higher added value. Organizations of this type are prepared to initiate transformation workshops already today in order to identify processes where an upgrade will bring the most benefits and higher productivity.



Specific “quick win” results reinforce their commitment to the journey towards a more comprehensive transformation.

Three journeys towards SAP S/4HANA:



Group 2: Optimizers

The second group consists of those organizations that feel the need to improve the key processes that are fundamental to their daily operations.

Many of these organizations have their processes set in the same way as on the day when their ERP system went live for the first time. Often, they have already implemented partial upgrades, but are far from utilizing the full potential of modern technologies.

Such organizations are characterized by:

- out of system manual processes (typically in Excel);
- a high dependence on a few key users
- an inadequate understanding of how the individual processes affect each other
- inadequate maintenance of master data and gaps in reporting and analytics

These organizations know that if they manage to optimize what they already have today, it will be a good starting point for the implementation of further improvements at the moment when they will go for SAP S/4HANA. Another desirable step for these organizations to undertake is to evaluate which key processes provide opportunities to achieve specific quick results that will help to resolve the main limits of their existing system, as well as serve as a starting point for more comprehensive future innovations.

Group 3: Procrastinators

Procrastinating organizations accept the fact that it will be necessary to upgrade to SAP S/4HANA before 2027, but have not reached the internal consensus on how to develop the business case for this transformation. The ERP systems of these clients work according to their expectations with regards to their efficiency, performance and analytical needs. They often hope that the methods and technologies in 2027 will be so advanced that it will make the transition easier for them. Although this date may seem distant, it is already time to start getting ready for the transition to SAP S/4HANA. All innovations are focused on the SAP S/4HANA platform, whereas the older systems remain static. If an organization decides for a fundamental change of its business model in a turbulent market, it will need IT that is adequately agile to manage this change. Any CIO probably does not want to be in position to block the strategic activities of a business. Attending a workshop, like the one we provide, that results in the development of a strategic roadmap may therefore be the appropriate first step for procrastinating organizations.

Preparing for SAP S/4HANA

Activities to get started with

Introduction

An ERP system is an essential tool for the trouble-free operation of your business. The decision to change should be taken seriously. Unfortunately, many organizations doubt whether the upgrade to SAP S/4HANA is worth the effort because such projects tend to raise concerns about total costs. We also know from practice, that many organizations hesitate because they don't have a reliable partner to support them along the way.

Most companies are considering the transition to SAP S/4HANA in the next five years. However, some organizations are still undecided or non-committal because they are unsure about the benefits of SAP S/4HANA.

Regardless of whether you approach the migration to SAP as a technical upgrade or holistic business transformation, the first step should always be to acquire a detailed understanding of the existing system compared to what SAP S/4HANA can do for your business. The recommended approach is to develop a general framework that can be consequently broken down into smaller components in order to understand the impact and benefits of the upgrade.

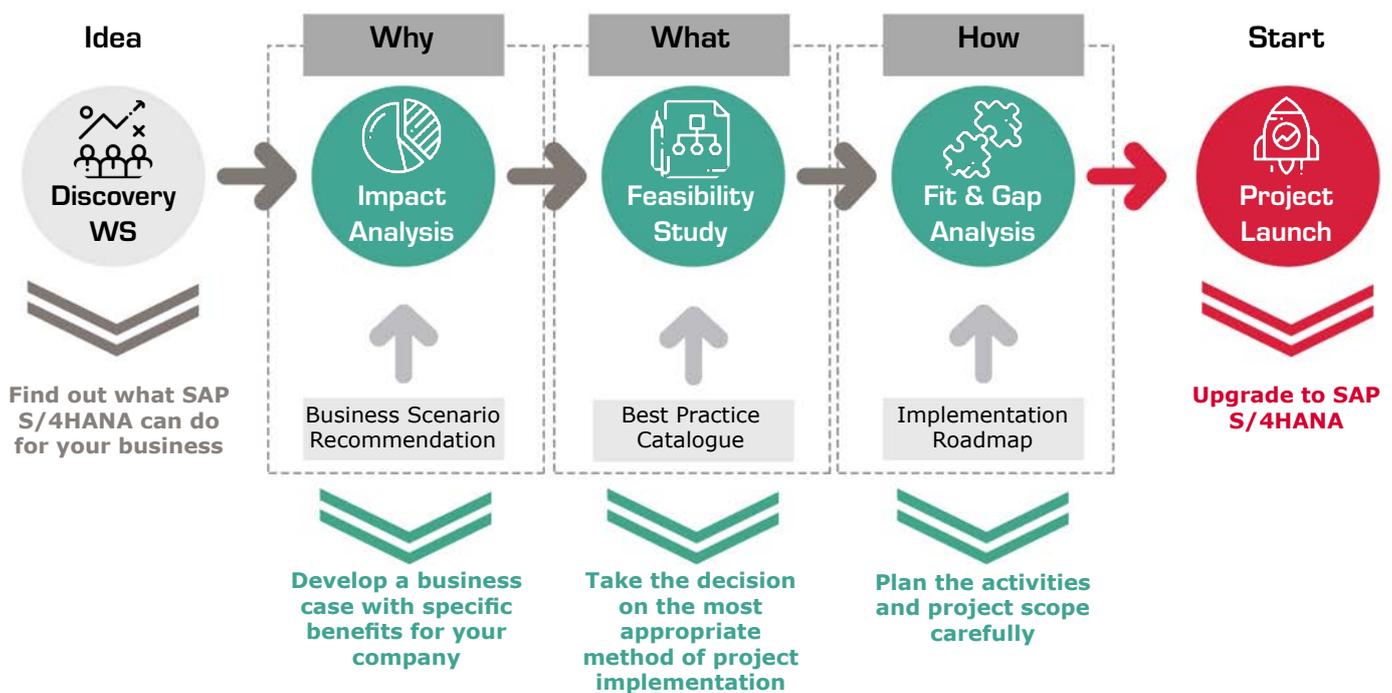


Why is it worth following this guide?

SAP S/4HANA was introduced a few years ago. However, some managers have a tendency to ignore it because it has yet to be adequately proven to work in practice, which requires time because the evaluation of the change impact is a complex process. This approach is inappropriate and represents a false economy because any substantial investment into the maintenance of an existing ERP system will be de facto wasted once S/4HANA becomes the standard.

All users of the old SAP Business Suite need to understand what the impact of an upgrade to the new generation of ERP systems will have on their current ERP strategies and investments in relation to their original solution. The recommendation issued by Gartner in its Research Note* is not to wait and start analysing immediately.

RECOMMENDED ACTIVITIES PRIOR TO UPGRADING TO SAP S/4HANA:



From the first exploration of the contents and strategic implications of SAP S/4HANA to the detailed planning of the implementation, and regardless of whether you are considering an ERP transition or are already in discussions about specific innovations that may generate a competitive advantage for your organization, you will always benefit from achieving the recommended and proven milestones on the way towards SAP S/4HANA. Each activity plays an essential role in a logical sequence of processes and has value for all the following phases and the long-term success of your business.

*Gartner Research Note: What Customers Need to Know When Considering a Move to SAP S/4HANA - 2018 Update; Duy Nguyen, John Van Decker, Denis Torii; 8 October 2018

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LEARN ABOUT THE SCOPE OF INNOVATION: DISCOVERY WORKSHOP



Innovations in corporate information systems go far beyond technical projects. The portfolio of opportunities for the fundamental improvement of business processes is extremely diverse. It is for this reason that engaging an expert with insight into the scope of the changes associated with the implementation of a new ERP system is essential for the development of a successful IT strategy for modern organizations. It is important to have this insight because the underestimation of trends that are currently beginning to affect the market environment may return to haunt an organization in the form of an innovation gap, difficulties with development and poorer flexibility.

HOW CAN WE HELP?



Inspiration and strategy in an effective form

The intelligence team draws its experience from hundreds of successfully implemented transformations and its exclusive access to know-how. This is the result of 30 years of cooperation with SAP, which puts the team in a unique position to provide and deliver the insight you need into the essence of the digital transformation through ERP system innovation. During our free one-day workshop, you will learn about (the):

- Strategic impacts of the emergence of the digital economy on your organization and business
- SAP S/4HANA in brief and its essential attributes and benefits
- Useful and practical tools for the analysis of the options for the transition to SAP S/4HANA (Business Scenario Recommendation Report and Readiness Check)
- Best practice roadmap for other activities leading to SAP S/4HANA

Workshop outputs:

- An executive summary indicating the strategic plan for SAP S/4HANA implementation in your organization
- A draft of the most appropriate procedure based on the analysis of your needs
- Greater understanding of how ERP system innovation can accelerate your organization's ability to meet its business goals

**The Discovery Workshop
is free of charge**

FIND YOUR WHY: IMPACT ANALYSIS



A pragmatic business case and alignment with an organization's strategic goals are necessary prerequisites for the implementation of a transformation project. After acquiring insight into the full range of opportunities offered by SAP S/4HANA, it is necessary to apply this potential to a specific situation, field of activities and to the needs of your business. By identifying the key processes and their potential upgrade, you can start to define the specific (and ideally clearly measurable) benefits that you can expect at the end of the innovation project. In this phase, the initial high-level plan transforms into a specific business case. The simulation tools provided by SAP then help you to fine-tune your expectations and define your business case more precisely.

HOW CAN WE HELP?



Focus specifically on benefits

We use the full power of the analytical tools we have at our disposal, such as Business Scenario Recommendation, to precisely predict the impact of your move to SAP S/4HANA. In addition, itelligence will contribute with its own insights and its access to global know-how. Together, we will explore the benefits of ERP transformation for your business.

- We will help you with the development and application of the tools and reports: Business Scenario Recommendation and Readiness Check
- We will support you in the preparation and interpretation of the results and recommendations from the analytical tools
- We will process your input data in Value Manager, the SAP tool for the quantification of your business case

Outputs:

- Expert source data for the development of your business case - Impact Analysis



CHOOSE YOUR WAY: FEASIBILITY STUDY



Your business is unique. However, you can apply best practices that have been proven to work on the market, and not only in the field of corporate IT. In this phase, we recommend you explore how your organization can apply best practice models of process configurations that are described by SAP in detail. This step is an ideal opportunity to find inspiration regarding solutions that have been proven to work by leading companies in your field of business. Your goal within the Feasibility Study should be to develop the basis for making a qualified decision on the method and format of the implementation project.

HOW CAN WE HELP?



Adopt best practice models

We will guide you through catalogues of sample processes and identify to what degree such best practice models match and are appropriate to you. This process involves helping you to understand where standard solutions fully match your needs and where they may require customization according to the specific needs of your business. We will also help you develop the source data for the decision making on the most effective form of implementation.

- Using the SAP best practice catalogue, we will provide an analysis of your processes and an assessment of the applicability and appropriateness of standard SAP solutions in your environment
- We will identify the gaps for further development (the decision on the solutions for these gaps forms part of the fit & gap analysis)
- We will conduct the analysis and provide a summary of the basic prerequisites. This is used as the basis for your decision on the form of transition to SAP S/4HANA (conversion, greenfield implementation, hybrid)

Outputs:

- Harvey Ball analysis (so-called "fit-to-standard" matrix analysis). This effectively involves the benchmarking of your organization's processes with best practice, which then serves as the basis for the fit & gap analysis

SMART DESIGN: FIT & GAP ANALYSIS



The main goals of the fit & gap analysis phase are to identify unique processes (ones that do not match any standardized best practice models) and to develop very detailed plans with regards to the time frame and the investments. A carefully developed and well-executed fit & gap analysis makes the implementation phase much more effective. The highly transparent process of workload estimation for each gap makes it very easy to compare the benefits and costs of developing solutions for specific gaps. In our experience, this high level of transparency typically leads to greater efficiency and pragmatism in the decision making on the method of system utilization - standard functionality versus tailor-made.

Since this is typically the last phase of the planning process prior to project implementation, it is strongly recommended to validate the scope of the project. This is to make sure that it still fits the business and the strategic priorities of your organization.

HOW CAN WE HELP?



Prepare for implementation

We know SAP better than others, all its positives and also its negatives. We will show you how to utilize best practice models to satisfy your existing process needs. Where it is necessary to go beyond best practice, we will help you to define the need correctly within SAP's capabilities - either modification of a standard SAP solution or a tailor-made one.

- Detailed analysis and recommendations on options and appropriate forms of transition
- Fit & gap analysis (re functionality and processes), suggestions and expert recommendations for resolving gaps
- Refinement of cost estimation. With the pricing provided for developing solutions for each gap, you will have a very detailed idea of what investments are involved in the project, thereby enabling you to set priorities and manage the finances
- Detailed validation of whether the planned scope of the project actually matches the needs of your organization and appropriately reflects best practice in your field of business
- Risk analysis prior to implementation and the mitigation thereof

Outputs:

- Implementation roadmap for your transition to SAP S/4HANA (scope of project)
- Delivery schedule – detailed mapping of activities over time
- Estimation of workload and related costs
- Fit & gap analysis by itelligence - this is prepared according to a standard and is therefore easy to work with and understand for other implementation partners. This gives you freedom by not committing you to one specific vendor



**As a global SAP partner,
we help your company grow.**

itelligence NTT DATA Business Solutions



We Transform. Trust into value



We are an NTT DATA company specialized in SAP solutions that deliver value to our clients all around the world. As your partner, we help you to change, grow and achieve more success.

In itelligence we innovate, design, implement, manage and keep improving business solutions.

We believe that we can transform organizations such as yours anywhere in the world through the continued development of and adherence to our “Trust Model”. We understand your market, your industry and your technologies. We combine our expertise with local availability, global capabilities and the values of our people, and always look for the best way forward for each client, individually. This is how we build and earn trust.

Does it work? Since our establishment 30 years ago, we have worked with thousands of organizations, helping them with their transformation and success.

That is why people trust us all around the world.



1

Nobody knows SAP as well as we do

Since its establishment in 1989, itelligence has been developing the SAP software to fit the needs of its clients. We keep innovating SAP and looking for ways how to improve the reliability of the system and to go beyond the limits of what you would expect from SAP technologies. As a platinum global SAP partner, we work with SAP at different levels - with developers all the way up to the CEO, take part in broad discussions and influence the design of the new software for business process management. We therefore listen to and try to implement your requirements.



Over 30 years of experience with SAP

Projects of all sizes

Over

10 000 employees

in

28 countries

Secure, comprehensive and flexible

We are part of the NTT DATA network, are reliable partners, and deliver top quality around

NTT DATA
Trusted Global Innovator



Together, we innovate, design, implement and improve your business solution.

+200

SAP S/4HANA and SAP C/4HANA implementations including data migration

2

Together, we innovate your business

The conversion of your organization into a digital business will mainly be driven by innovations and our long-term experience with SAP. Innovating is the core of our business. We therefore keep looking for new ways, new technologies and new business products. We change the future of our clients through our own development. We are an experienced partner. Our main ambition is to enhance your competitiveness and not to only sell and implement SAP systems.

3

Together, we help you develop and achieve your full potential

We understand your market, your industry and your technologies. We combine our expertise with local availability, global capabilities and the values of our people, and always look for the best way forward for each client, individually. Thanks to this approach, we build valuable partnerships with our clients based on trust. We convert their requirements into long-term fitted solutions.



Our Trust Model - we combine industrial expertise, local availability, global capabilities and human values.

60 teams

in

22 locations

Delivery of managed cloud services to any place in the world



We focus on

6 main industries

Automotive, chemical, retail, discrete manufacturing, professional services, FMGG

6 SAP partner certificates

- Global platinum SAP seller
- Global SAP partner for application management services
- Global SAP partner for cloud services
- Global SAP partner for hosting services
- Global SAP partner for HANA platform operations and services
- Global SAP partner for strategic services

+ numerous Pinnacle Awards

4

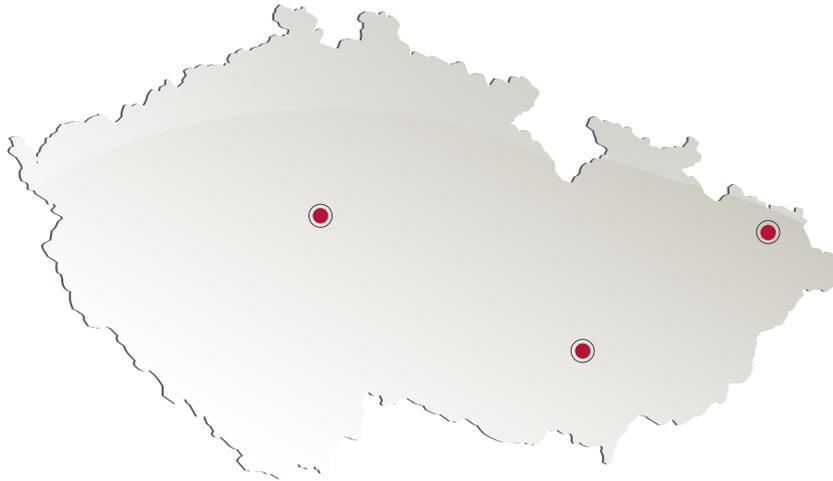
Together, we help your business grow

The unique culture within itelligence inspires colleagues and customers alike. We encourage people to come out with their ideas and support them to be independent, inquisitive, and to grow. We motivate them to be themselves and learn new things every day.

Isn't it time you discovered the latest SAP products, business models and current requirements in your industry? The potential for growth is endless with itelligence.

Global know-how. Available locally.

We are at your disposal any time, anywhere. We are exactly where you need us. Our offices and services centres are located all around the world. We have a strong presence in the Czech Republic.



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We will be happy to assist you.

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**We Transform.
Trust into Value**

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