



## Inside this issue:

Partner Corner  
A few words from Partner  
Kent Lamb

Can SAP projects deliver  
ROI?  
Bill Wood discusses how  
to make changes

Hot off the Press  
Consultant Shaun Snapp  
has a new book published

Q&A  
With Kevin Campbell and  
Kate Clay

Upcoming Conferences

January/February  
Birthdays

## Partner Corner by Kent Lamb

I hope all of you had a Happy Holiday Season. We at Titan Consulting are looking forward to the New Year and have high expectations of things to come. We have seen an upswing in the market over the past few months and believe it is even going to get better in 2010.

It is very easy to get in a "rut" when things are not going well, but I was reading a blog of a friend of mine, Susan Fletcher, Ph.D., this past week and one of her points was to "ride up the hill". I had to sit back and think about that for a minute, but after awhile, I believed what she was saying.

When you ride a bike down the hill, you are coasting and not working as hard because things are coming easily. She also pointed out that you don't learn while going down the hill. You learn when you pedal up the hill - you learn what you are made of when things do not come easily, and you learn about yourself, the people you work with and which clients are partners verses customers. Last year was one of those experiences that Titan and many other companies found out what they are made of. While going through it was not easy, we all came out better in many ways. If you are interested in reading more items from Susan Fletcher, Ph.D., you can find her blog at: <http://smartzonepsychology.blogspot.com/>.

While we are still riding up the hill, we are planning a big show season for the upcoming year. Here is what we have planned so far. Make sure you look for us at the following shows:

Logistics and Supply Chain Mgt. - February 23 - 26 in Orlando, booth #300  
Financials/HR/GRC - March 16 - 19 in Orlando  
SAP Netweaver/BI and Portals - March 23 - 26 in Orlando

For more information on SAPinsider conferences and seminars, go to [www.sapinsider.com](http://www.sapinsider.com).

I would like to thank each of you for your efforts in 2009 and look forward to working with you all in 2010.

*Unleash the power of together. ®*



Kent Lamb



Warren Norris

## Why the Packers? by Warren Norris

Well, I lost a bet. Robin at Vital Images and I had a bet on the second Packers game, and the loser had to have their picture in the Titan newsletter wearing the opposing team's jersey. I suspected I would be the loser and wondered if the Cowboys would start their late season slide with the game against the Packers on November 15th. They did lose, but thank goodness they didn't replicate the recent December slides they have had in the past. As December turned to January, I thought that by the time I wrote the article, I might have more good news, but no such luck as the Cowboys were manhandled by the Vikings on January 17th, making our Packers fans (who are closet Favre fans) as well as our Vikings fans pretty happy. Well, with the Cowboys out of the hunt this season, there's not much to do but cheer on the Saints and Colts and wait for baseball - only 10 weeks.

Here's an interesting article by Bill Wood, a Titan Consulting resource, as published at R3Now.com.

## Why SAP Projects Fail To Deliver ROI (And How To Change It)

by Bill Wood



Bill Wood

Part of the frustration with the failure of results in SAP implementations is the “hangover” from the Y2K effect. At that time businesses everywhere simply wanted to install ERP systems to take care of the looming potential “crisis” over the millennial changeover. The real promise of SAP was lost in the Y2K chaos. After Y2K, the brief downturn in demand for ERP systems along with the tech bubble burst in the stock market created additional pressure. The idea of delivering SAP implementations “better, faster, and cheaper” **together with business benefit** was lost in the confusion.

Because so many custom systems had been developed from the era when disk space and memory were incredibly expensive, nearly all programs were written with 2 digit designations for the year. The fear was that as we approached the year 2000, those same systems might read that date as 1900, have a different day of the week assigned, or not know how to handle the 2 digit date at all. As a result there was a massive rush to implement ERP systems to manage this issue and to replace legacy systems with “off the shelf” software.

After Y2K, there was a continued emphasis by vendors and companies everywhere to implement and automate current business processes because that is the sales model (and competency) they had developed. That sales model worked, presentations, approaches, methodologies, implementation tools, consulting training and prep, everything was centered around the Y2K “get it in” model. Projects focused only on existing business operations and on replacing existing IT systems. Implementation methodologies and techniques for “better, faster, cheaper” implementations were developed to support these “quick hit” IT system replacements.

While every project should be delivered on time and on budget, the focus on only current business processes fails to address the forward looking nature of business. Even to this day businesses implementing SAP still fail to see the system as any other kind of a capital asset where you build a business case with both a current state justification and a future state justification as well. The current state is nothing more than the “on time, on budget” back office operational project requirements while the future state looks at business strategy and builds those into the application as well. What do you want SAP to help you with in the future?

SAP projects fail to deliver for a number of reasons that have nothing to do with the software itself. SAP projects that focus almost exclusively on “back office” processes or “operational excellence” find that they use lagging indicators. These are important for evaluating current company health, and today’s (or yesterday’s, last months, etc.) indicators of marketplace performance, but these lagging indicators will not produce world class results most C-level executives are now looking for from SAP. [FN1]

Today the marketplace still wants the “better, faster, cheaper” model of delivery, but now CEOs, CIOs, and CFOs are insisting that the application software must do more. It must deliver something more meaningful. It must deliver strategy and forward looking business benefit.

### Leading or Lagging Indicators?

SAP projects, whether they are new implementations, upgrades, or re-implementations should begin with strategy, goals, and KPIs. In developing goals, KPIs (Key Performance Indicators) and performance metrics there are generally two types of measurement categories-, leading indicators and lagging indicators. Leading and lagging indicators refer to “timing of cash flows within a corporation.” [FN2] In the past, lagging and leading indicators have been applied almost exclusively to economic output, not necessarily to that of business, but the impact of business on economies.

Recently, with the rise of the use of KPIs as a method to help drive business goals and strategy, the idea of leading and lagging indicators has been applied to business. In the context of economics, Wikipedia defines these indicators as:

*Continued on page 3*

Continued from page 2

### **Lagging Indicator**

A lagging indicator is an economic indicator that reacts slowly to economic changes, and therefore has little predictive value. Generally these types of indicators follow an event; they are historical in nature. For example, in a performance measuring system, profit earned by a business is a lagging indicator as it reflects a historical performance; similarly, improved customer satisfaction is the result of initiatives taken in the past. [FN3]

### **Leading Indicator**

[L]eading indicators are key economic variables... used to predict a new phase of the business cycle. A leading indicator is one that changes before the economy does. [FN4]

### **The Future of SAP – Strategic Implementation**

To finally realize business benefit from SAP, to achieve that elusive ROI and begin to make a difference in the way your company works, you must change the way you approach your implementation. [FN5]

The Y2K days of any consultant who could learn to make system settings on the fly to support all those implementations are over. With them, the thousands upon thousands of application “technicians” who got their start in SAP when the demand was so high may not be able to deliver in today’s tremendously competitive market. After all, now that the Y2K scare is long past, businesses everywhere are beginning to ask the really important questions of “how do we make this huge investment actually provide a return?”

The type of vendor and consultant you employ **must have business and application experience**. Today more than ever it is critical to ensure you find the right resources and then do some up front planning and prep work yourself.

Long before your implementation or upgrade project starts the implementation focus must change. While it is great to focus on process improvement, and that is critical in today’s market, it is no longer enough to win in today’s marketplace. All of your competitors are working process improvement so it will not differentiate you in today’s market. Does that mean you can ignore it? Of course not, it still has to be done, but it must be done together with a serious strategy focus to your SAP implementation or upgrade.

Start by looking out at your competitive landscape, where are your company’s strengths and weaknesses in comparison to your competitors? Are there areas in comparison to them that you are not executing particularly well? Should you then focus on those processes to improve your competitive position? In the areas you are doing well against your competition, should you emphasize those? Are there market opportunities you are missing, or are there gaps in your product portfolio that partnering with another firm might help to fill the gap in? Is your company large enough that you can change the vendor dynamic for certain key products or services by outright purchasing, or possibly underwriting new competitive vendors to ensure better products and services at better prices?

How do you use SAP to enable all of these processes you’ve just answered these questions to? How do you develop the key goals and KPIs to meet the new market challenges out there in today’s competitive landscape? What SAP reports or tools will be needed to support your leading indicators? What KPIs should you focus on first?

There are many more mountains of additional things you can do to use SAP to achieve genuine business benefit, find that “elusive” ROI and make a real difference in the marketplace. But to get there take the first step to changing your implementation approach–, start by defining the business reason for your implementation or upgrade before you even begin. [FN6]

[FN1] Using SAP to improve Revenue and Profitability

<http://www.r3now.com/using-sap-to-improve-revenue-and-profitability>

[FN2] Bloomberg Glossary, <http://www.bloomberg.com/invest//glossary/bfglosl.htm> (retrieved 9/21/2009)

[FN3] Wikipedia, [http://en.wikipedia.org/wiki/Lagging\\_indicator](http://en.wikipedia.org/wiki/Lagging_indicator) (retrieved 9/21/2009)

[FN4] Wikipedia, [http://en.wikipedia.org/wiki/Leading\\_indicator](http://en.wikipedia.org/wiki/Leading_indicator) (retrieved 9/21/2009)

[FN5] SAP as a Change Enabler

<http://www.r3now.com/sap-as-a-change-enabler>

[FN6] Change How You Look at SAP to create ROI

<http://www.r3now.com/change-how-you-look-at-sap-to-create-roi>

## Hot off the Press, *Discover SAP SCM*

Congratulations to consultant, Shaun Snapp, on his new book, **Discover SAP SCM!** The book is now published and available to purchase at <http://www.sap-press.com/product.cfm?account=&product=H3098>. All of the following information is from SAP-Press.com about Shaun Snapp's new book.

### Discover SAP SCM

by Shaun Snapp

SAP SCM is a leading supply chain management solution and if you're considering using it, this is the book for you. Whether you're a decision maker considering SAP SCM, a consultant seeking functional details or you're just starting to work with SAP SCM, this guide will give you the insight and knowledge needed to understand the features and benefits of SAP SCM. You'll find details on the evolution of the software, guided tours through each application, advice on which functionality to implement, and expert guidance on how to get the best return on your investment.

### Discover the SAP SCM Strategy

Investigate the history of SAP SCM and see how it has evolved.

### Explore the SAP SCM Applications

Uncover each of the different applications and see how they work together effectively.

### Find Implementation Guidelines

Get all the key information you need to prepare for an effective implementation.

### See SAP SCM At Work

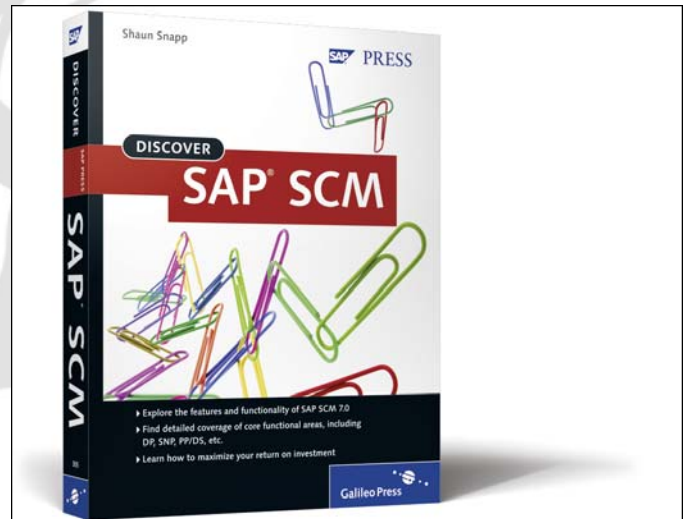
Learn how to use SAP SCM in your own processes through practical examples and real-world case studies.

### Explore SAP SCM's Enhancements as of Release 7.0

Navigate the significant changes to SAP SCM, including its new applications and migration from a predominantly planning focused tool.

### Highlights

- Demand Planning
- Supply Network Planning
- Production Planning and Detailed Scheduling
- Global Available to Promise
- Transportation Management
- Service Parts Planning
- Extended Warehouse Management
- Event Management
- Supplier Network Collaboration
- Forecasting and Replenishment



Shaun Snapp

### About the Author

Shaun Snapp has been an SAP consultant since 1997 and has focused on SAP SCM since 2002. He has taught logistics courses at Penn State University and maintains several popular SAP blogs.

## Q & A Consultant Profile

**Name:** Kevin Campbell

**Hometown:** Denver, CO

**Family:** Wife Debbie, and four sons – Dane, Connor, Spencer, and Graham.

**Number of years consulting:** 15

**Area of SAP expertise:** SAP Technical / ABAP with a focus in Manufacturing – QM, SD/MM, PP, PM, and FI as well.

**Interesting facts about yourself:**

- Graduated from seminary, smuggled Bibles into then-communist Eastern Europe during the cold war;
- As a 5<sup>th</sup> grader, attended a football clinic held at the University of Michigan stadium staffed by legendary Michigan coach Bo Schembechler in what was then Bo's 2<sup>nd</sup> year of coaching at Michigan;
- Come from a musical family and play the drums, guitar, and piano; like to compose music.

**Favorites:**

- **TV/Movie:** 24, Back to the Future, Top Gun, Tombstone, Happy Gilmore, Schindler's List, The Pianist, Rudy, most movies with Mark Wahlberg.
- **Books:** Undaunted Courage, books with a historical theme; the Bible and other books with a biblical focus.
- **Show:** Les Miserables
- **Vacation Spot:** Northern Michigan, Wyoming, Palm Desert, CA
- **Sport:** Football, Hockey, Cycling (esp. the Tour de France)
- **Music:** Michael W. Smith, Phil Keaggy, Erik Wollo, Alan Jackson, Kenny Chesney, Habib Koite, Rush, Journey, Neal Schon, and fusion jazz in general.
- **Food:** Steakhouses, Chipotle, salads with no fewer than 10 ingredients.
- **Comedian:** Brian Regan
- **Quote:** The impact you leave on people is defined not so much by what you do, but by the personal service and sacrifice that went into doing it.
- **Hobbies:** Vacationing with my family, kayaking, cycling, and golf. Storm chasing, but not as seen on TV. I don't actually drive inside a tornado and set up a volleyball tournament.
- **Website:** Instead of this, I'd just like to honor the men and women serving in our armed forces. Thanks for all you do – we all derive the benefits.
- **Favorite consulting tips:**
  - A good consultant speaks with his tongue. A great one speaks with his ears.
  - Don't deliver to the client *your interpretation* of what they're asking for; rather, deliver to the client what they're asking for.

**Funniest moment at work:** When I first began my IT career following college graduation, I was tasked with making changes to a program which sent out program names associated with specific functionality to the company's North American plants. Sort of an odd application. What I didn't know was that the transaction was capable of sending these out to the plants not only from the production environment, but from the development environment as well (corporate systems were not centralized as they are today). In my testing, then, instead of using real program names, most of which I found nonsensical in nomenclature (X47TNR83, e.g.), I used "Larry", "Curly" and "Moe" in one test, "Apple Pie", "Baseball" and "Chevrolet" in another. Within an hour, the calls were rolling in from the plants, who generally saw no humor in nonexistent program names being added to their data tables. I saw no humor in it either, embarrassed over the whole thing. My manager, however, was rolling on the floor, fit to be tied.

**Name one thing you can't live without:** Coffee, my iPhone. Sorry, that was two.



Kevin Campbell

## Q & A Internal Employee Profile

**Name:** Kate Clay

**Hometown:** Plano, TX

**Family:** Husband Joe and twin girls Erin & Alison (8 years old)

**Number years with Titan:** 3 years

**Interesting fact about yourself:** I met my husband in 7th grade, we started dating senior year in high school and married 8 years later. I would provide a prom picture, but I didn't want to embarrass myself too bad!

**Favorites:**

- **TV show:** I'm a sucker for reality TV...American Idol and Biggest Loser are my favorites. Maybe some day I'll stop eating potato chips and ice cream while watching Biggest Loser! Our favorite family shows are AFV and anything on the Discovery channel. I have to admit that I also watch iCarly with the kids and really like it!
- **Movie:** Elf and A Christmas Story...guess I like the Christmas movies!
- **Food:** Mexican food
- **Vacation Spot:** Hawaii was one of my favorites! We stayed on the big island and went snuba diving, deep sea fishing and hiked on Mt. Kilimanjaro...what an awesome experience! I'm looking forward to my first trip to New York City this spring.
- **Sport:** I love to watch my kids perform in competitive gymnastics. This is their 2nd year competing and I get so nervous watching them! I also enjoy camping, hiking and mountain biking.
- **Website:** Facebook

**Funniest moment at work:** You never know what to expect working with Kent! Like Jennifer mentioned in the last issue we walked into our office one day to find a toilet in our office that was supposed to be the new "Ladies Restroom"! One time I came in to find various turkey parts sitting on my desk...apparently Kent went hunting that weekend and decided to bring back a souvenir for me. It was a turkey claw and that beard thing if I'm not mistaken. It was so gross at the time, but now I can look back at it and laugh!

**Name one thing you can't live without:** My family, friends and my new iPhone!



**Kate Clay and Jennifer Caddell**



**Having fun at dinner out with consultants! Left to right: Kevin Kirkland, Nic Ramos, Barb Seder, Chrissie Wootton and Marlon Cassell**

## Titan Consulting

3411 Preston Rd.  
Suite C13 PMB 205  
Frisco, TX 75034

Phone: 972-377-3500

Fax: 972-692-7436

E-mail:

info@titanconsulting.net

### Check us out on the web:

[www.titanconsulting.net](http://www.titanconsulting.net)

[www.facebook.com/pages/Frisco-TX/Titan-Consulting/15167987294](http://www.facebook.com/pages/Frisco-TX/Titan-Consulting/15167987294)

*Unleash the power of together. ®*

### Birthdays

#### January

Donna Watts 1  
Anita Brittain 2  
Christopher Yee 2  
Reuben D'Souza 3  
Dan Sullivan 28

#### February

Winai Titichoatrattana 2  
Lori Louis 3  
Pavan Thakran 3  
Tony Adjuder 5  
Sanjay Menon 7  
Carl Clevenger 19  
Deanna Mollett 20  
Rang Bang 21  
Kirk Robinson 22  
Efren Cruz 27  
Neelkanth Behere 28

### Upcoming Conferences

*Logistics and Supply Chain Management, booth #300*  
February 23 - 26  
Orlando, FL

*Financials/HR/GRC, booth #800*  
March 16 - 19  
Orlando, FL

*SAP Netweaver/BI and Portals*  
March 23 - 26  
Orlando, FL