

SAP Learning Insights



SAP Learning Insights Podcast

Transcript Episode 055 – Tales from the go-live -
GROW with SAP, with Rebecca Murray

In the debut of our mini series “Tales from the Go Live”, David Chaviano welcomes SAP partner consultant Rebecca Murray from Syntax. Rebecca shares how her team delivered a GROW with SAP deployment to a customer whose main operations sat deep in northern Canada. Rebecca outlines the GROW with SAP methodology; leading with best practices in S/4HANA Public Cloud, layering minimal customer-specific configuration, and pairing it with SuccessFactors reaching every employee. Over 14 months, a lean team of 12 specialists implemented and rolled out ERP and HR capabilities with mostly remote delivery, targeted on-site visits, and post-go-live hypercare to stabilize payroll, billing, and period-end close.

Rebecca's biggest lesson learned: active listening is crucial when tailoring best practices to a customer's definition of success. For newcomers, she advises exploring different roles (technical, functional, strategic, customer-facing) and following your curiosity to build a rewarding SAP career.

Rebecca Murray on LinkedIn: <https://www.linkedin.com/in/rebeccamurrayhcm/>

GROW with SAP: <https://www.sap.com/products/erp/grow.html>

Syntax: <https://www.syntax.com/>

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Transcript

David Chaviano: Hello, everybody, and welcome to the SAP Learning Insights Podcast. I'm your host, David Chaviano. Today, we're starting a new mini-series, Tales from the Go Live, where we will explore real-life stories from implementation projects out there in the field. These are stories told by real SAP consultants that allow us to gain insight into the challenges, successes, failures, and development opportunities they experience on the job. On our very first episode today, we have Rebecca Murray from SAP partner Syntax to talk about a Grow with SAP project that she worked on. When exactly, Rebecca?

Rebecca Murray: About a year and a half ago, David. About a year and a half ago. Yeah, it was a great implementation. Working with customers, you know, is always a fun and exciting thing. And I think my favorite thing about working on implementations and deployments is actually being able to learn about the customer, the business itself, and the industry. So I've got an exciting one to share with you.

David Chaviano: Very cool. Welcome to the podcast. Thank you. We always want to start the podcast with our hero's origin story. Can you give us a quick background on who you are, where you're from, and what led you to become an SAP consultant?

Rebecca Murray: Yeah, absolutely. I'm born and raised in Rhode Island, but I've been living in Atlanta, Georgia for a little over 20 years now. I've been in the SAP space for about 18, 20 years, always as either an implementation consultant or sometimes working in pre-sales and then doing a little bit of business development.

I started actually as an on-premise implementation consultant in the HR space. So doing on-premise work back in the day. This is back when we used to travel every week, David, to project sites and work right on customer premise doing implementation work. So the workshops, gathering requirements, building the system right there at the customer site, and then walking them through doing training and deployment and things like that. I eventually transitioned from SAP on-premise work in HR side to SAP success factors. And I've been doing that for about 12, 13 years now. I think making the move to the cloud, you know, the true SaaS cloud was an exciting and different thing to do back in the day. And now it's just becoming so commonplace. The ability to have scalable, flexible solutions that are built around best practices is pretty cool. I actually started my own SAP SuccessFactors implementation firm about 12, 13 years ago. And so we've been deploying solutions across the U.S., across Canada, and really globally. We've deployed in more than 130 different countries.

We're now part of a larger, broader group. And so we take on larger scale deployments. But yeah, I've been everything from an implementation consultant to pre-sales, delivery leadership, business owner. And now I continue to work in the SAP ecosystem, just trying to promote the cloud space and the cloud sector. And kind of a little bit of a cloud evangelist, if you will.

David Chaviano: Oh, wow. Okay. So you have the full spectrum of experience starting at on-prem. If I may ask, what did you study before you found yourself at SAP or in the SAP ecosystem?

Rebecca Murray: Yeah, that's a great question. My undergraduate degree is in computer engineering, and my master's degree is in business administration.

David Chaviano: Okay. Perfect combination.

Rebecca Murray: I don't know that either one of those are a prerequisite for being an SAP consultant. I think the best, you know, kind of leader to or lead in to being an SAP consultant is really just a sense of curiosity, because there's so many different types of consulting roles out there from, you know, technical developers to functional to business strategy advisors. There's really a place for anyone who might be curious enough to enter the ecosystem. So, you know,

technical degrees are always a really solid foundation, but certainly not a prerequisite for entering the space.

David Chaviano: I'm glad you said that because I think a lot of people think you need to be some hardcore computer science graduate to even approach this topic. So it's good to hear from the professionals that that's not necessarily the case.

Rebecca Murray: And since we're being honest and we're amongst friends, I'm not really all that technical. I mean, I can be when I need to be, but, you know, you won't find me writing code more than just a few lines and really then only if I have to. So absolutely not a prerequisite to be in the space, especially with all the different tool sets that are being released, you know, Juul for Consultants and Juul for ABAP, you know, really a lot of the technical programming side of things is being reimaged. So definitely not a requirement to enter the space any longer.

David Chaviano: Very cool. And although you started out in HR and worked on SuccessFactors, I think we wanted to talk about a story around to grow with SAP. Maybe you want to start with an explanation to the audience what Grow with SAP is all about.

Rebecca Murray: Yeah, absolutely. Grow with SAP is, you know, on the sales or marketing side, you'll hear it described as a journey. But it's a deployment methodology that we utilize typically with our net new customers. So a company that's not running SAP currently. And the premise is that we deploy this based on best practices. So back in the day, you know, 10, 15 years ago, we would go and meet with you and ask you for a list of your requirements. And we'd sit and we'd write them down and we'd build out a whole big blueprint document about what you asked for. And then we would go and build that for you. And we would tailor the solution specifically to what you asked for.

Nowadays, when we deploy with a grow mindset or a grow methodology, we are really leading with best practices. So think about all the customers that have been using SAP, you know, for dozens of years now. We've taken the best practices, the commonalities that they use to be successful within their industries and, We've built them right into the solution so that our customers don't need to start from scratch anymore, David. They can go and just deploy what their peers are using and are successfully using. So the grow mindset is that we come in and lead with best practice and then just do a little bit of customer-specific configuration or settings on top of that. But this mindset or methodology is best deployed within the cloud ERP public cloud environment because this really gives you the most built-in pre-delivered capabilities and the strongest kind of best practice foundation that SAP has available. So that's typically where we're seeing it on the public cloud side of things. Okay.

David Chaviano: So basically taking the lessons learned from the past and applying them straightforward so new customers don't necessarily have to experience some of the pain of past customers, for example. Quick question. Does this also apply to, for example, success factors implementation or is this specific to core ERP SPS4HANA public cloud?

Rebecca Murray: I guess kind of the mindset of leading with best practices has really always been at the foundation of success factors. It was always built as a cloud product. It was always built as a SaaS multi-tenant solution. And when you have landscapes like that, you know, in order to ensure separation of customer data and things like that, you really have to limit the amount of customizations that you can do because you never want anything to extend into another customer's environment. And because SuccessFactors was built that way from the ground up and wanted to have, you know, starting points kind of pre-delivered for their customers, that leading with best practice mindset has always been their, you know, their premise or their foundation. So although we don't necessarily call it grow on SuccessFactors, the general mindset is consistent there.

David Chaviano: Okay. It's grow native, so to speak.

Rebecca Murray: Yes, that's right. That's exactly right. That's exactly right.

David Chaviano: All right. So now that we have that context, the Grow Mindset methodology, maybe we can go through your story now and get some insights into your day to day.

Rebecca Murray: Absolutely. So a lot of the work that we do with the organization I represent, we do a lot of work with customers and industries that involve field service. So people who go out and work at a site, it could be a job site, a construction project. It could be a mill site. It could be a mine. You could have people that check into a main station and then take a work truck and go out and service, you know, different properties or customers.

So people who are out and about, if you will. And this always presents unique challenges because you don't have people sitting in one single office, you know, in front of their laptop all day. You've got people who are on the go and they're usually working with their hands, making things or fixing things or building things. So they don't have, you know, as readily accessible technology as we sometimes see with customers who work in an office building. So that always adds a little layer of intricacy around deployments, because how do you deploy technology to people who don't sit at a laptop all day? How do you ensure that they have what they need on a mobile device or, you know, a business tablet or something to that effect?

What if you have employees who are working in a site, you know, basically in the North Pole at a mine in a very remote location where there's not Internet available? And so sometimes it just adds little layers and intricacies to things. And that's one of my favorite stories is a customer who is deploying cloud-based technology in a remote location. So they were headquartered in a main city, but the main asset or site of their production work was in a very, very remote location in northern Canada, where you had to take a large plane and then a small plane and then a bus down a dirt road. to arrive there. And there just was not readily accessible internet for all of the users.

And so the intricate part there was deploying this technology to users who don't sit in front of computers and who don't necessarily have internet connectivity 24-7, like those of us in the city are used to having. Okay.

David Chaviano: And which solution was it that had to be implemented?

Rebecca Murray: A little bit of public cloud and a little bit of success factors. So it was actually a business suite deployment. where we were pushing out both of those components simultaneously. When it is the ERP side of things, we have a little bit more flexibility because those components are usually just pushed out to what we call named users. So people who need to have access for a specific business reason. But when you couple that with success factors, which is the HR solution, that's typically made available to all employees. So while you may only have a subset of people using the ERP solution, for example, the finance people only need access to finance. Manufacturing people only need access to manufacturing. With HR, really everybody is an employee and or a manager. And so everybody needs access. And that was a little bit around the complexities is pushing this out to everyone.

David Chaviano: Okay. And I assume the remote nature of this customer required travel to be on site for this implementation, right? Just make sure everything goes as planned.

Rebecca Murray: Yep, travel to be on site. You know, David, the first thing that we did before even promoting this product set to this customer was just to ensure connectivity. Because believe it or not, if you're accessing, in this case, a public cloud solution, you need the internet to do it. And you need it to be at a certain speed to actually consume the application. So before we even, you know, promoted this tool set, this solution to the customer, we made sure we did several network connectivity tests with them to make sure that they'd actually be able to access the tool. That's how remote they were, working off of satellite internet, to be honest. So making sure that they could get to the environment and access it and perform their tasks, that their on-site connectivity would support it. And once we knew that it could, and it could, then we felt comfortable taking on the assignment to deploy the solutions to them.

David Chaviano: Okay. And so I assume the internet connectivity test was probably second, third, maybe fourth step. How did you start? So what's the first discussion like?

Rebecca Murray: Yeah, the first discussion is really, you know, we know the industry. So you need to figure out, given their remote location, how do people use technology? How do they conserve resources like the internet, which was a resource for them that needed to be conserved? If everyone's on the internet at the same time, you know, it drops the connectivity levels down and slows the speed down. So who would be consuming the tool at what times to do what tasks? And part of the complexity was laying out a plan or sequence of events so that the proper users could have access to the tools at the appropriate time and that people were not bogging down the rest of the network with idle tasks or trying to do too many tasks at the same time. And so just a little bit of a, as I said earlier, intricacy that maybe we don't face on a normal project deployments. The thing about this customer that made them so special was just their eagerness to have this tool set to go about looking at their processes and maybe how we could refine them so that they could work within the constraints of their Internet limitations, if you will. And it was really a successful deployment because of the customer team, because they were so willing to engage, so willing to make minor modifications to how they did certain processes, and to really have kind of a sequential series of steps for executing the work they needed to do. It was really quite impressive. It kind of remains one of the most orchestrated deployments I've ever been a part of, just due to those pieces.

David Chaviano: Okay. Yeah. Because one of my follow-up questions was going to be if at any point the customer just sort of folded their arms and said, no, we've only ever done it this way. We won't change. But it sounds like that wasn't the case. They were willing to change and streamline their processes to make the tool work as best as it could.

Rebecca Murray: Yeah, you know, that's a great question. Customers who have run SAP in the past, and they've got some of the on-premise systems or some of the legacy solutions, sometimes they can be a little more resistant to change, David, just because they have had exactly what they wanted built for them. And sometimes people don't like to give that up. But customers who haven't run SAP before, maybe they don't have quite the same baseline of customization to reference. And so they're usually an easier sell on leading with best practices. And in terms of deployment timeline, like time frame of a project, which relates then to the cost of the project, leading with best practices is a significant reduction in time, which is therefore a significant reduction in effort and a significant reduction in cost. So deploying with like that grow mindset and methodology, in theory, should be a more cost effective way to roll out SAP.

David Chaviano: Okay. And how long did it take for this particular project?

Rebecca Murray: It took about 14 months. Yeah, 14 months, just because it was kind of a multi-component rollout. So we've done them, you know, in as quick as eight to 10 weeks. We've done them in four months. And, you know, we've done them in two years. It really just depends what you're rolling out to people in terms of what the timeframe or the duration is.

David Chaviano: And how many people were required to make this happen from your side? Yep.

Rebecca Murray: We had about 12 primary people working on the engagement across all the functional areas and then a handful of people supporting in the back with technical efforts, with project management, coordinators, things like that. So pretty lean team, but also a pretty good size for a public cloud deployment. What we're seeing when customers do take that public cloud approach, that grow mindset leading with best practices, you don't need as many people to get up and going as you used to when you were building everything from scratch.

David Chaviano: Okay. So over the course of that time, was there always somebody required to be on site or was it sort of an occasional travel situation for the consultants?

Rebecca Murray: Just occasional travel situation. And it was actually mixed, David, as to whether people went to the home office, which was located in a city where most of the administrators and

subject matter experts were, or if they were at the actual asset site where a lot of the activity would be performed. So sometimes we did go to the remote location, sometimes we met at the office, but really the majority of the work was done remotely. And we've been seeing the shift towards remote work, even before COVID. You know, cloud-based solutions, because they're not necessarily hosted at the customer site, most of them are hosted by hyperscalers. If you're running a public cloud environment that's typically hosted by SAP or one of their select hyperscale partners, you don't have to be at the kind site to set anything up from a hardware perspective anymore, like we used to back in the day. And you can more broadly make access to those solutions available. So it really doesn't matter if I'm here or there to do my work. We just try to be on site when we're doing key activities where face-to-face interactions are more effective. But as far as actually working on the system, it's not an actual requirement that we're on site. So you'll start to notice more and more remote work, if you will, which really is a nice way to provide a cost-effective solution for customers. Because it's expensive for people to travel. It's expensive to send 12 people to a remote location.

The other thing that we find that could be interesting to callers on the line is that now with public cloud deployments and leading with best practices and things just being a little bit easier, you're sometimes working on more than one project at a time. So you might not just be working on one project, you might be working on two projects and splitting your time between the two. And that lends itself very effectively to remote work because you can juggle your calendar between the customers a little bit easier. So that's something to keep in mind as well. You know, as you enter this space, you may be working on just one large project, but you may be working on two medium sized or small projects at the same time, which I think is kind of interesting. Again, I love learning about our customers and how they do business. So I love having the ability to interact with as many as possible.

David Chaviano: Very cool. And in terms of this product in particular, I'm assuming the customer at least was pretty fast to be satisfied with the result, or was there sort of a learning curve or a getting used to period for the new solution?

Rebecca Murray: Yeah, it's always a little bit of both, David. Customers are always thrilled with the outcome because you know you are taking them. From, you know, if they weren't running SAP before, something that was likely manual, something that was, you know, a process that took six steps, we've reduced to two or three steps, a process that had no visibility, you know, amongst the participants now has full visibility. And then honestly, just the ability to get data out of the system. Now you're running, you know, embedded reports, graphical insights, you're getting things on your mobile device, you know, through workflows. It's just really a game changer with how you do business.

And even our SAP install-based customers, those that are running on-premise, well, now you're still getting things a lot faster. You're getting things in a very streamlined manner. You're getting a higher quality set of data output for reports. So everyone is always thrilled when it's deployed and rolled out. But there is certainly a learning curve to learn a new technology or to learn a new process. Luckily, we have a lot of tool sets to help us with that. We're able to kind of embed guided processes. We've got some overlays of adoption tools like WalkMe that we can embed throughout the solution. So we have ways to go about making that easier. But anytime you learn something new, there's a component of change management that needs to be in place to make the adoption successful. And depending on what you're rolling out and you know the complexity of solutions sometimes those things can take a little bit of time and that's just a natural step of deploying new technology okay.

David Chaviano: So at what point do you ever get like a an analysis or return on investment on like the impact on the business of the implementation and what did that look like in this case.

Rebecca Murray: Oh yeah absolutely you know within the first two weeks you really start to see kind of the return on the investment and the savings, both cost savings and time and effort savings, which, you know, translates into cost savings. Once certain cycles of things get

completed, so once a billing cycle completes or once a payroll cycle completes, so if you run, you know, payroll every two weeks or you run, you know, like monthly billing once a month or sometimes bimonthly billing, as soon as you start to complete those cycles, those regular recurring activities, that's where you start to notice your time savings, which translates into cost savings. You'll also start to notice a greater degree of accuracy.

So when you're consolidating, let's say, financial records and trying to close out your books for a certain time period, you will notice that once you move to SAP, not only is it faster, but it is more accurate because we put checks and balances into the process along the way. So you're seeing cost savings around time and then also just increased accuracy of numbers. And so it depends if that cycle is a two-week cycle or a month cycle or a quarter cycle, whatever it is, that's usually the timeframe that you take to see it. Although you'll notice different indicators, David, along the way. Like, oh, it used to take me two days to reconcile this data and I did it in three hours. Or it used to take me a week to post this information and I could do it within two or three days. You'll start to see the indicators, but you'll get the final numbers whenever a cycle, comes to completion.

David Chaviano: Okay. And what I was wondering is, do you stay in contact with a customer for that long to get that information?

Rebecca Murray: Oh, yeah. Yeah. That's a great question. Most projects, syntax not specific, but most implementation partners will build in a period of what we call hyper care or post go live support. And so it's the same consultants that did the implementation. Once we go live, we stay on engaged with the customer for a period of time. And that could be, you know, two weeks to 12 weeks, typically, just depending on whatever it is it rolls out. And we stay with you so that you can execute through those cycles. Because once we roll it out, even though you're trained on it, doing it for the first time, you know, in a live, productive environment can be a little intimidating. You may have questions. You may encounter a scenario that we didn't encounter in testing or training. And so we stay with you as you execute those processes for a period of time. And we usually make that period of time long enough to encounter the completion of all those business process cycles. Okay so we want to make sure that okay you're closing out the books we're still here with you you know making sure you're executing the steps correctly you know you're posting payroll you're posting something within your gl we want to make sure that we are you know there with you making sure you're doing it as we trained and doing it appropriately for for that particular activity.

David Chaviano: Okay um and just to maybe talk about the structure of the team really quick so you had a team of 12 consultants, I think you said.

Rebecca Murray: Yep.

David Chaviano: And each consultant is going to have sort of like their own specialty, their own module, right? So you're going to have the finance person, you'll have the success factors person, et cetera.

Rebecca Murray: Yep.

David Chaviano: Okay.

Rebecca Murray: That's exactly right. And depending on the complexity or the scope, you might have, you know, two people who do certain functions within each functional area. So, you know, success factors will probably be split across a few people, If you're doing something like finance, it might be split across one or two people, just depending on what the scope and the magnitude is. Each module or functional area within SAP has a lot of maturity and capabilities. And you usually find people kind of focus in certain areas and become experts in certain areas. So just depending on what the scope is, you build your team to kind of match up with that.

David Chaviano: Okay. Yeah, the reason I ask is I think a common misconception from beginners is that you pick success factors, for example. and you just become a master of the entire solution. And I think it's not humanly possible for at least most human beings.

Rebecca Murray: It's not humanly possible.

David Chaviano: To become an expert across the entire solution.

Rebecca Murray: Yep.

David Chaviano: So there's some specialization that has to take place within the solution itself.

Rebecca Murray: That's exactly right. And really that's where you become the most valuable within the marketplace, to be honest, is you develop a specialization. We do have people who are, you know, kind of quote unquote jacks of all trades who can do lots of things. Even those people for the most part don't do everything. It takes a few years to learn a component of the system and truly be proficient in it. And then so to develop proficiency in multiple areas and to stay current with the pace of new innovation coming out, to stay current in each of those areas, it does take work. So you'll find people kind of focus in one particular area. In certain scenarios, there are certain pieces that lend itself well to pairing together. So you might have someone that, you know, on the success factor side does recruiting and onboarding, for example, because those pieces just pair really well together. But on the ERP side, when your knowledge of how to implement that particular portion of the system needs to be very specific and concise and granular, it is oftentimes hard to be proficient in more than one and certainly more than two areas.

David Chaviano: Okay. Makes sense.

Rebecca Murray: Yeah.

David Chaviano: And while we're on the topic of sort of professional development, what are some of the key areas within yourself personally that developed as a result of this project in particular, professionally or personally?

Rebecca Murray: Yeah. I think, you know, the way that they operate there and do business given their remote location was eye-opening for me that certain tasks are literally on and then off just based on that how the employees are scheduled and the they're not just scheduled to be on site but scheduled to do certain pieces of work it was very eye-opening how you know different types of employees in different spaces like how their work schedules can just differ you know so drastically even within similar industries um so that was eye-opening for me, The other thing that was eye-opening for me is sometimes make the mistake of thinking that employees who work in productive work are not also proficient in technology. And of course, not everybody is, but as more and more people have, you know, smartphones and tablets and, you know, go and do online shopping, people, the common person's or the everyday person's technical proficiency is just increasing.

So, you know, 10, 15 years ago, we would not have thought that every employee at every organization could do self-service tasks. But now that what we're finding is that employees, regardless of their role or function or use of technology within the organization, they are still capable of using technology and in many cases do expect self-service functionality, for example, to be available to them. So that was kind of eye-opening as well, making sure we had a way to kind of deploy these pieces out to people that in the past we maybe would not have thought to deploy out to them.

David Chaviano: Okay, so that's quite a pleasant finding.

Rebecca Murray: Oh, yeah, it's delightful.

David Chaviano: You realize that people need less hand-holding than you assumed.

Rebecca Murray: That's exactly right. That's exactly right. And I think, you know, the workforce is getting younger. And so, you know, young people grow up using technology, and they're so quick to pick it up. And then they get out into the workforce, regardless of whether they're sitting at a desk or out at a job site, like they're just comfortable doing basic technology tasks. And when they show up to work for an employer, they expect that the employer will support them, you know, using technology. So that was kind of an exciting find is that we could push forward some of our our

more advanced technology approaches and the company and the employees that were there were receptive to it and able to adopt it which is delightful okay.

David Chaviano: Well this so far sounds like it was a dream deployment but surely there's some lessons learned here what are some things you would have done differently knowing what you know today.

Rebecca Murray: Well, first, it gets really cold up there. So even though you think you're packing warm clothes, as a girl from Atlanta, Georgia, my warm clothes were not quite warm enough. So that was the thing I learned pretty quickly. But the other thing that I guess I have learned over time and continue to learn every time I engage with a customer is just to refine my active listening skills. You know, when you show up, you may be the expert or subject matter expert in the technology, but you are not a subject matter expert in this company's business, you know. And so it is important that you listen and try to fully understand as much as you possibly can their scenario before making recommendations. And when I started out as a younger consultant, you know, once I became proficient, I was like, well, I'm the expert. So let me tell you how we should do it. And what I have learned over time is that active listening is extremely important because it's only then that you will truly hear what your customer is hoping to achieve, what outcomes they are hoping to obtain, you know, how they define success. And you can't help them get to success unless you understand what that definition is for them. And so every project for me, honestly, is a learning opportunity. And the thing I try to exercise the most is my ability to actively listen. And sometimes it's hard, but you want to learn as much as you can before you turn around and put your advice hat on and before you start doing your solutioning.

David Chaviano: Okay. And that's great to hear, especially to the newcomers listening that once again, it's not hard skills. It's not the technical stuff, but you hear a soft skill being basically one of the most important skills of consulting.

Rebecca Murray: I think it is, David. We can teach you the technology. And there are training programs out there to learn about the solution sets, how to set them up, and you can practice and practice and practice and become very proficient in it. But if you're not listening to your customer to hear what it is that they're asking for, to hear about their problems and their pain points and what they think would help alleviate those complexities, then it really doesn't matter what you've set up. It could be spot on or it could widely miss the mark. It's those soft skills that help you actually hear what they need. And then in return, it's those soft skills that help you communicate that back to the customer. Here's what I'm proposing. Here's how I think I can help you. Here's how the solution will help you. Here's how long I think it will take. You know, relaying that back is equally as important. They need to have trust and confidence that you heard what they were asking for and that your solution that you're proposing will solve those requirements. And, you know, solve their business problems.

David Chaviano: Okay. And it feels almost redundant to ask you this, but we always want to close on some advice for newcomers in this field who potentially want to become an SAP consultant. It sounds like you already had some very solid advice. Maybe you have another nugget of advice to share as we close.

Rebecca Murray: Yeah, that's a great question. My advice is always to try a few different things within, you know, a role or a career like this. There's the opportunity to be technical or functional, to be strategic, to be customer-facing or not customer-facing. Try a few different things and really pay attention to what makes you happy, what you enjoy doing, and where your curiosity lies. And then head down that path and see where it takes you. The concept of, let's say, a consultant, especially an SAP consultant, is so broad.

So many different types of jobs and roles and skill sets fall within that umbrella that you can really do so much with it. So, you know, get out there and start to explore and learn a little bit and see what appeals to you and, you know, then kind of head down that route. I've worked with people who start customer facing and start doing workshops and then they decide that, you know what,

they're better working in the background and getting into the nitty gritty of the tool set. And I work with people who started in the nitty gritty of the tool set and have discovered that, you know what, they're actually fantastic being customer facing and they really enjoy, you know, walking the customer through, you know, a deployment. So get out there and explore a little bit, see what really resonates with you and then go from there. It's a fun career. I've gotten to travel so many places globally, David. I couldn't even begin to list them out. I've gotten to engage with customers across all different industries. I've gotten to work with business people and functional people and technical people at all levels of organizations. It is really such a great way to get to know the business space in general and people in particular. So it's a lot of fun.

David Chaviano: Sage advice. Thank you so much, Rebecca. All right, folks, that was our first tale of the GoLive. We look forward to recording a few more with SAP Consultants. Rebecca, just before we close, where can we find you on the internet, your company? Just give a quick shout out once more before we close.

Rebecca Murray: Sure. You can always find me on LinkedIn, Rebecca Murray. I'm with a company called Syntax. We're headquartered in Montreal. We're in about 15 different countries. So you can always find me on LinkedIn. My email address is r murray m-u-r-r-a-y at syntax.com s-y-n-t-a-x if you have any questions or just want to reach out to connect please don't hesitate to do so always happy to talk shop.

David Chaviano: All right thank you so much rebecca.

Rebecca Murray: Thanks david for having me i appreciate it.

David Chaviano: Thanks to everybody else out there for listening bye until next time.