Stakeholder Engagement & RACI (SAP ERP (Mock) — BA Case Study)

Scenario: Order-to-Cash (O2C) with credit/pricing controls

Target system: Mock SAP ERP (example reference: SAP S/4HANA SD + FI-AR + FSCM Credit Management)

Version: 0.1 (English-first)

Date: 2026-01-19

1) Purpose
Define who the stakeholders are, how they will be engaged, and who is responsible/accountable for key business activities.

2) Stakeholder register

Stakeholder / Role	Department	Responsibilities	Pain points / interests	Influence	Engagement
Sales rep	Sales	Create sales orders, negotiate pricing	Fast entry, flexible pricing within policy	High	Collaborate
Sales manager	Sales	Approve pricing exceptions, review pipeline	Control margin, manage overrides	High	Collaborate
Credit controller	Finance	Manage credit blocks and approvals	Reduce bad debt, enforce credit limits	Very High	Collaborate
Warehouse clerk	Logistics	Pick/pack, goods issue, delivery updates	Accurate inventory & delivery status	Medium	Consult
Billing accountant	Finance	Billing, credit memos, reconciliation	Correct invoices, audit trail	High	Collaborate
AR specialist	Finance	Payment posting, dunning follow-up	Fast matching,	Medium	Consult

			fewer disputes		
Customer service	Customer Ops	Handle cancellations/returns, complaints	Clear policy & case tracking	Medium	Consult
Internal audit	Audit	Compliance checks	Traceability, segregation of duties	High	Consult
SAP functional consultant	IT/ERP	Configure processes and rules	Clear requirements, stable scope	High	Collaborate
System admin	IT	Roles/authorizations, access management	Least privilege, low support load	High	Collaborate
Executive sponsor	Leadership	Business outcomes and risk acceptance	ROI, compliance	Very High	Sponsor

3) Communication plan

Group	Cadence	Format	Purpose	Owner
Sales + Finance leads	Weekly	Workshop (60 min)	Validate pricing + credit policies	BA
Logistics reps	Bi-weekly	Walkthrough (45 min)	Delivery exceptions, status updates	BA
Audit + Admin	Milestone	Review (30 min)	SoD, audit logging requirements	BA
Sponsor	Milestone	Exec summary (30 min)	Scope and risk sign-off	BA/PM

4) RACI matrix

Legend: R = Responsible, A = Accountable, C = Consulted, I = Informed

Roles:

- **SR** = Sales rep
- **SM** = Sales manager

- **CC** = Credit controller
- **WH** = Warehouse clerk
- **BA** = Billing accountant
- **AR** = Accounts receivable
- **CS** = Customer service
- **AUD** = Internal audit
- **IT** = ERP consultant
- **ADM** = System admin

4.1 Core O2C flow

Activity	SR	SM	CC	WH	BA	AR	CS	AUD	IT	ADM
Create sales order	R	A	C	I	I	I	C	I	C	I
Pricing override request	R	A	I	I	I	I	C	I	C	I
Credit check / credit block	I	I	A/R	I	I	I	I	C	C	I
Release credit block	I	I	A/R	I	I	I	I	C	C	I
Create delivery / goods issue	I	I	I	A/R	I	I	I	I	C	I
Create billing invoice	I	I	I	I	A/R	I	I	C	C	I
Post payment	I	I	I	I	I	A/R	I	C	I	I
Create credit memo (return/cancellation)	C	A	C	C	R	I	R	C	C	I

4.2 Governance & control

Activity	SR	SM	CC	WH	BA	AR	CS	AUD	IT	ADM
Define approval thresholds	I	C	C	I	C	C	I	A	C	C
Maintain roles/permissions	I	I	I	I	I	I	I	C	C	A/R
Audit logging requirements	I	I	I	I	C	C	I	A/R	C	C

5) Open questions

1. Who is accountable for pricing policy: Sales manager or Finance?
2. Does credit release require dual-control (CC + SM) for high-risk customers?