

Loughborough University

2025

Enterprise Resource Planning

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Introduction

This report is addressed to the executive board of Loughborough Bikes Inc. (LBI), a medium-sized bicycle manufacturer currently doing business in the USA and Germany. The company is transitioning from outdated legacy systems to a modern, integrated Enterprise Resource Planning (ERP) system, with the goal of improving operational efficiency, data accuracy, and customer satisfaction. This move is also critical as LBI restructures its product distribution and strengthens coordination across its international operations.

The report is divided into three main sections. **Part A** provides a strategic recommendation on the best ERP implementation model for LBI, evaluating the advantages and challenges of different approaches to select the one best suited for the company's growth plans. **Part B** demonstrates the practical application of SAP's Sales and Distribution (SD) module, simulating the complete sales process for the example customer, HAPPY BIKES. **Part C** focuses on the Materials Management (MM) module, showing how to execute a full procurement process for a new product from a selected supplier.

As a result, these three areas give us a high-level overview of the current best practices and a step-by-step guide as how to implement ERP so that LBI is well informed to take action and embark towards a digital transformation journey.

Part A: Strategic Approach Prior SAP Implementation in LBI

Introduction

This chapter offers a professional recommendation on the most appropriate ERP implementation approach, as requested by LBI's executive board. Notably, LBI is undergoing operational inefficiencies with its legacy systems that do not communicate with each other, which has become an issue; particularly as the company grows and rolls out new products, such as off-road bikes. The objective is to evaluate ERP strategies that can streamline processes and support LBI's ongoing growth.

Key Challenges and Readiness Considerations

LBI operates in two countries and has an increasing product portfolio that is not well coordinated and lacks real-time access to data. As it stands, the outdated systems lead to delays, mistakes, and customer frustration. According to various studies, ERP success hinges on early preparation, accurate data inputs, and clearly defined internal operations (Chatzoglou, Chatzoudes, and Diamantidis, 2021; Park University, 2022). It is also important to align business needs with the ERP system's structure (Panorama Consulting Group, 2013).

ERP Strategy Options

Best-in-Class Approach

That's where you pick a single vendor, such as SAP, to run all core functions of your business.

Advantages:

Complete integration: All departments rely on the same system, which enhances communication and minimizes mistakes.

Consistent data: A single Data Source for more accurate reporting and decisions

Simplified support and training: One system means less platforms to maintain or learn.

Lower long-term costs: Despite high initial costs, integrated systems reduce the cost of maintenance and upgrades.

Disadvantages:

High initial investment: One-off costs can be high for licenses, training, and deployment.

Less flexibility: May not provide such depth in specialized areas, as dedicated tools.

Single vendor dependency: Relying on the vendor can limit future flexibility.

b. Best-of-Breed Approach

This integrates a core ERP with external specialist software for functions such as CRM, or also Inventory.

Advantages:

Tailored solutions: Firms can pick the ideal tools for every function.

Additional functionality: Specialized software often contain more advanced features.

Flexibility: Separate systems are easier to replace and update as needs change.

Disadvantages:

Integration complexity: Connecting systems and syncing their data takes time and work.

Higher maintenance costs: More systems mean more vendor contracts and update cycles.

Red flags for data: There may be inconsistencies or duplication due to the multiple databases.

c. Hybrid Approach

Begin with SAP core modules, then overlay other target tools as needed. This approach strikes a balance between reliability, on one hand, and flexibility on the other. The City of Springfield used the model for its ERP modernization project (Yahoo Finance, 2024)

Recommendation

Considering LBI's business structure, growth plans, and operational challenges, the Best-in-Class approach of using SAP is most suitable. This strategy will give LBI a single integrated platform that can operate the company's core functions in both the US and Germany. Implementing SAP's standardized modules would help LBI eliminate some of the inefficiencies, improve data consistency, and enhance coordination across teams and locations.

In a bid to mitigate risk and to ease the transition, it is advised that LBI adopt SAP in phases. It would be better to start with modules like Sales and Distribution, Materials Management, Financial Accounting, etc. After these are functioning properly, LBI can iterate on other features or specialized tools necessary as the workflow unfolds, making the system scalable alongside longer-term objectives.

This recommendation is further validated by the successful implementation of SAP S/4HANA at Canyon Bicycles GmbH, which fundamentally enhanced process transparency and performance efficiency. Applying best practices from the industry, such as staff training, data quality preparation, and structured project management (Park University, 2022; Panorama Consulting Group, 2013), LBI can expect similar results.

Conclusion

LBI should adopt a staged Best-in-Class ERP strategy leveraging SAP. This approach strikes the right balance between structure, scalability, and simplicity to meet LBI's core operational needs. With proper planning, support, and execution, SAP can become a critical foundation for LBI's digital transformation and future growth.

Having outlined the strategic recommendations for LBI's ERP implementation in Part A, the report now moves to a practical demonstration of SAP's capabilities. Part B presents a full simulation of the Sales and Distribution (SD) process, illustrating how SAP can support LBI's future operations on a day-to-day basis.

Part B: Sales and Distribution (SD) Process Implementation in SAP

As an independent ERP consultant hired by, I was tasked with not only supporting the implementation of the new SAP system but also demonstrating a simplified, yet complete, SD process flow in the system. Given the limited number of screenshots allowed in this report, this research section has provided a comprehensive but representative series of the key steps for the flow of the Order-to-Cash process to give stakeholders with little or no SAP experience better visibility.

Overview of the SD Scenario

This exercise simulates a typical sales process using the SD module of SAP for a newly created customer **HAPPY BIKES**. The chosen product is the **Women's Off-Road Bike**, with an order quantity of **5 units**. The process illustrates how SAP manages each stage of the sales cycle, from customer creation to final payment.

Step 1 – Create Customer Master Data

In this first step, a new customer record is created in the SAP system to enable order processing. All necessary master data such as company code, sales area, and payment terms are entered.


Create Organization	
General Data	Standard Address
Business Partner:	Street:
<input type="text"/>	<input type="text" value="2144 N Orange Ave"/>
Grouping:	House Number:
<input type="text"/>	<input type="text"/>
BP Category:	City:
2	<input type="text" value="Orlando"/>
BP Role:	Postal Code:
<input type="text" value="FLCU00"/>	<input type="text" value="32804"/>
Organization Title:	Country/Region:
<input type="text" value="Company"/>	<input type="text" value="US"/>
Name 1:	Region:
<input type="text" value="HAPPY BIKES 422"/>	<input type="text" value="FL"/>

Step 2 & 3 – Create Contact Person and BP Relationship

A contact person named **Mahmoud Amir** is added to HAPPY BIKES, and the necessary Business Partner (BP) relationship is established between the customer and the contact. This ensures seamless use of the contact in sales documents and proper linkage in the SAP system.

Mahmoud Amir 422

1003819



Standard Communication

Phone Number: —

Email: —

Basic Data

Roles

Address

Address-Independent Communication

Bank

Edit

Copy

Open In

Grouping: Internal number assignment (0001)

Business Partner Category: Person (1)

Standard Address

USA

General Information

Person Title:

Mr. (0002)

First Name:

Mahmoud

Last Name:

Amir 422

Search Term 1:

422

Search Term 2:

—

Business Partner Type:

—

Gender:

Male (2)

Academic Title:

—

Authorization Group:

Stakeholder: Visibility 0 (Unrestricted)

Natural Person:

No

External BP Number:

—

Birth Date:

—







Birth Date Status:

—


An inquiry document is created to initiate the sales process. It allows LBI to record the customer's interest before formalizing the order.

SAP Display Inquiry 10000460: Overview ▾



Application

Menu ▾      

Inquiry: Net Value: USD

Sold-to Party: Company Happy Bikes 422, 2144 N Orange Ave, Orlando 32804, USA 













Ship-to Party: Company Happy Bikes 422, 2144 N Orange Ave, Orlando 32804, USA

Cust. Reference: Cust. Ref. Date:  


Sales Item Overview Item detail Ordering party Procurement Shipping Reason for rejection

Valid From: Valid To:

Req. Deliv.Date: Expect.Ord.Val.: USD

All Items

	Item	Material	Req. Segment	Order Quantity	SU	AltItm	Item Description
<input type="checkbox"/>	10	ORWN1422			5 EA	0	Women's Off Road Bike

Step 5 – Create Quotation

Based on the inquiry, a formal quotation is created, specifying quantities, pricing, and delivery terms.

SAP Display Quotation 20000337: Item Data

Sales Document Item: 10 Item Category: AGN Standard Item
Material: ORWN1422 Women's Off Road Bike

Sales A Sales B Shipping Billing Document **Conditions** Account Assignment Schedule lines Partner Texts Order Data Status Structure Additional Data A

Quantity: 5 EA Net: 11,637.50 USD Tax: 0.00

Condition Record Analysis Update

Pricing Elements

I...	CnTy	Description	Amount	Crcy	per	UoM	Condition Value	Curr.	Status	NumC...	ATO/MTS Component	OUn	CConDe	Un
<input type="checkbox"/>	PR00	Price	2,500.00	USD	1	EA	12,500.00	USD		1		EA	1	EA
<input type="checkbox"/>		Gross Value	2,500.00	USD	1	EA	12,500.00	USD		1		EA	1	EA
<input type="checkbox"/>	K004	Material	50.00	USD	1	EA	250.00	USD		1		EA	1	EA
<input type="checkbox"/>	RA00	% Discount from Net	5.000	%			612.50	USD		0			0	
<input type="checkbox"/>		Discount Amount	172.50	USD	1	EA	862.50	USD		1		EA	1	EA
<input type="checkbox"/>		Rebate Basis	2,327.50	USD	1	EA	11,637.50	USD		1		EA	1	EA
<input type="checkbox"/>		Net Value for Item	2,327.50	USD	1	EA	11,637.50	USD		1		EA	1	EA
<input type="checkbox"/>		Net Value 2	2,327.50	USD	1	EA	11,637.50	USD		1		EA	1	EA
<input type="checkbox"/>		Total	2,327.50	USD	1	EA	11,637.50	USD		1		EA	1	EA
<input type="checkbox"/>	SKTO	Cash Discount	0.000	%			0.00	USD		0			0	
<input type="checkbox"/>	VPRS	Internal price	1,250.00	USD	1	EA	6,250.00	USD		1		EA	1	EA

This quote was created for **Happy bikes** for **5 pcs of Women's off-road Bike**. In support of the business relationship, LBI gave a \$50 discount **per unit** and an **additional 5% discount** on the total. The ultimate net number was \$11,637.50 US dollars. This formal offer serves as the reference for the sales order.

Step 6 – Create Sales Order Referencing a Quotation

Using the sales order creation screen, a new order for **5 Women's Off-Road Bikes** is created by referencing the previously issued quotation. This confirms the agreement with **HAPPY BIKES**, and includes pricing, discounts, customer reference, and availability. It also triggers logistics planning for delivery.

Application **SAP** Change Standard order 305: Overview

Menu

Sold-to Party: **1003796** Company Happy Bikes 422, 2144 N Orange Ave, Orlando 32804, USA

Ship-to Party: **1003796** Company Happy Bikes 422, 2144 N Orange Ave, Orlando 32804, USA

Cust. Reference: **422** Cust. Ref. Date: **02/28/2025**

Sales Item Overview Item detail Ordering party Procurement Shipping Reason for rejection

Billing Block: Pricing Date: **02/28/2025**

Pyt Terms: **0001** Pay immediately w/o deduction

Inco. Version:

Incoterms: **FOB**

Inco. Location1: **Miami**

Inco. Location2:

Order Reason:

Sales Area: **UE00 / WH / BI** US East, Wholesale, Bicycles

All Items

Item	Material	Req. Segment	Order Quantity	Un	S	Item Description	Customer Material Number
10	ORWN1422		5	EA	<input checked="" type="checkbox"/>	Women's Off Road Bike	

Save Ca

Step 7 – Check Stock Status

Before delivery, available stock is confirmed to ensure fulfilment is possible.

Stock - Multiple Materials

Standard

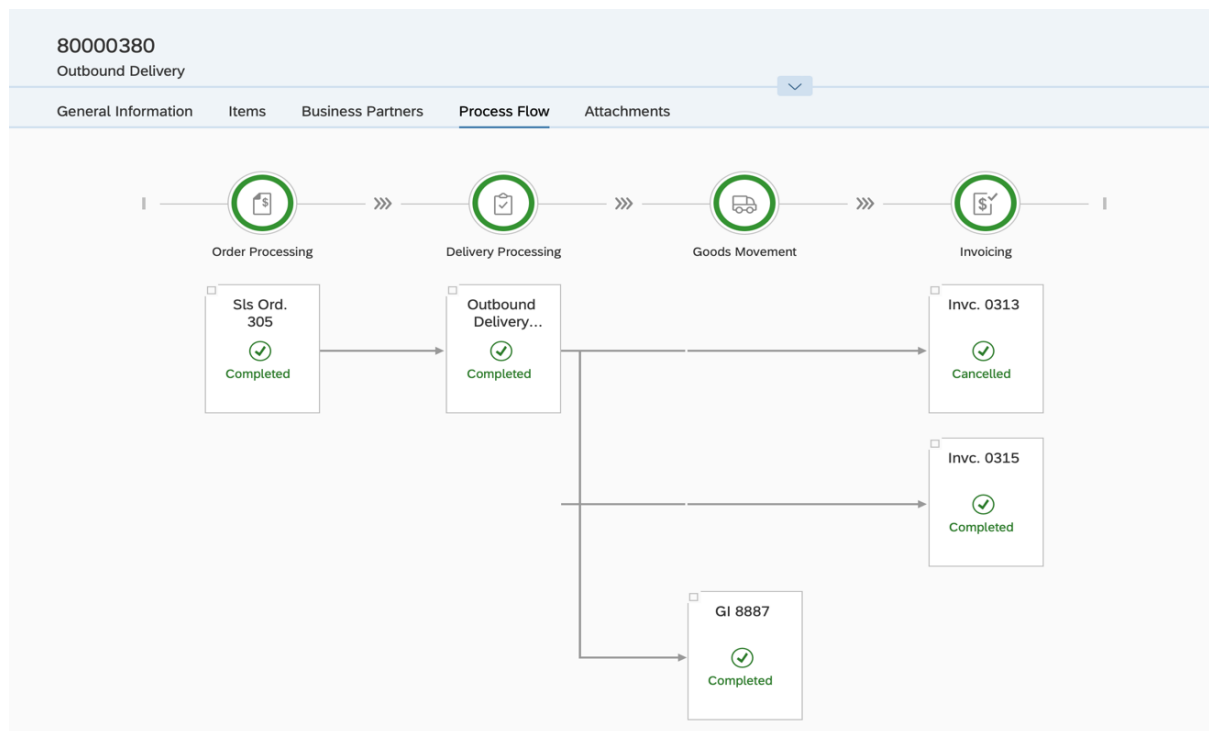
Material: **WOMEN'S OFF ...** Plant: **Global Bike Inc. (M ...** Storage Location: **Finished Goods (...** Base Unit: Reporting Date: **Go** Adapt Filters (3)

Materials (1)

Storage ...	Description of Storage Lo...	Special Stoc...	Special Stock Type Descrip...	Unrestricted Stock	Stock in Quality Inspection	Blocked Stock
FG00	Finished Goods			40 EA	0 EA	0 EA
				40 EA	0 EA	0 EA

Step 8–10 – Delivery, Goods Issue and Billing

The last steps in the SD process are closely related and executed in sequence: delivery creation, goods issue, and customer billing. After the sales order was confirmed, a delivery document was created, and **5 units of Women's Off-Road Bike** were picked and issued from **DC Miami (MI00)**. This action initiated a stock refresh, and it initiated the creation of the financial posting.



Immediately after the goods were issued, **Invoice 90000313** was created but later **cancelled due to input errors**. A corrected invoice, **90000315**, was promptly generated on the same date (**03/03/2025**) to ensure accuracy and traceability.

The image is the snapshot of a real time, end-to-end view of the SD process from **Sales Order 305** to **Goods Issue 4900038887**, and final **Invoice 90000315**. SAP delivers visibility and traceability at every level, allowing both operations and management to monitor progress and ensure process integrity.

Summary

This demonstration captures the core flow of the Order-to-Cash process using SAP's SD module, covering all the critical phases: from order initiation to revenue recognition. With just **7** strategically selected screenshots, the reader is able to follow a complete business process and understand how SAP integrates operations and finance in real time.

The following section (Part C) will now explore the Material Management (MM) process to complete the demonstration of LBI's ERP capability.

Part C: Material Management (MM) Process Implementation in SAP

Step 1 – Create Supplier (SAFE BIKES 422)

A new business partner was created for **SAFE BIKES 422**, the selected supplier. The vendor was categorized as a company and assigned the role **FLVN00 (Supplier)**. This ensures the vendor can be used in procurement processes within SAP.

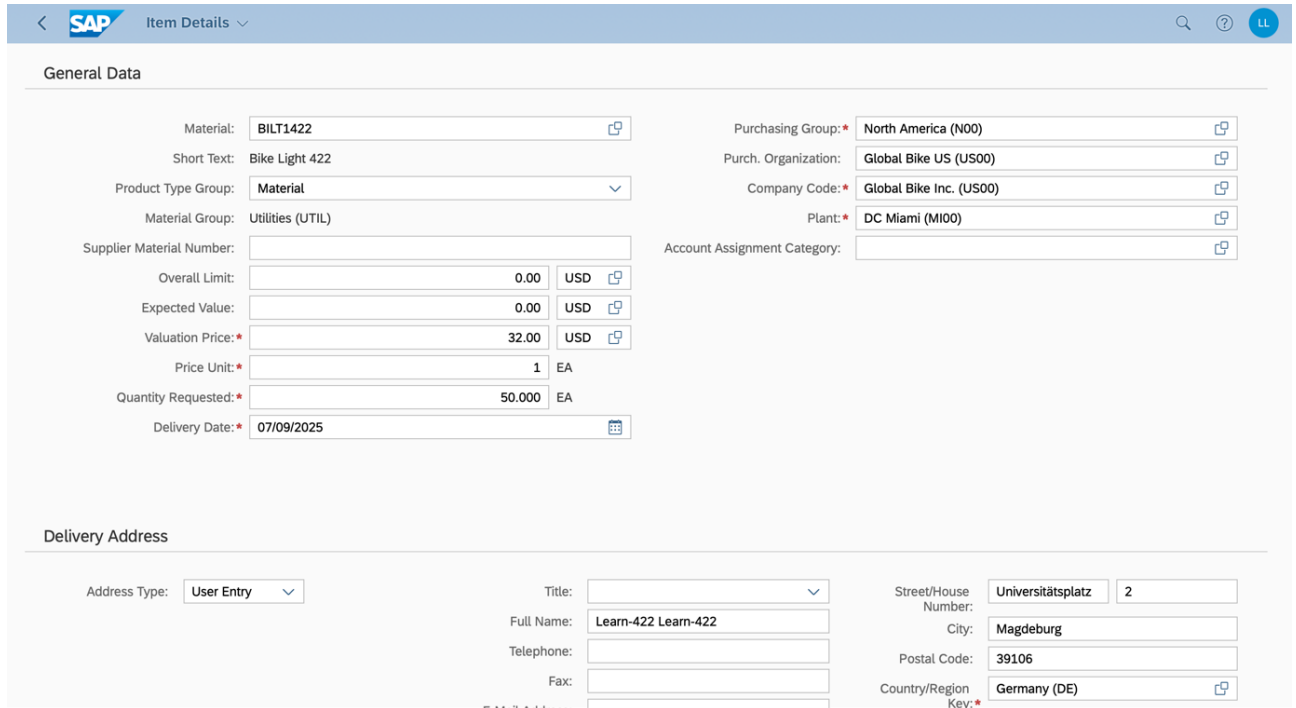
Create Organization

Business Partner:	Street:
<input type="text"/>	<input type="text"/>
Grouping:	House Number:
<input type="text"/>	<input type="text"/>
BP Category:	City:
2	<input type="text"/>
BP Role:	Postal Code:
FLVN00	<input type="text"/>
Organization Title:	Country/Region:
Company	<input type="text"/>
Name 1:	Region:
SAFE BIKES 422	<input type="text"/>
Name 2:	Language:
<input type="text"/>	<input type="text"/>

OK Cancel

Step 2 – Create Material Master (Bike Light 422)

The new product, **Bike Light 422 (BILT1422)**, was created in the material master with a **valuation price of \$32.00 USD** and assigned to the **Utilities (UTIL)** group. The material was configured to be tracked in stock and used in purchasing.



The screenshot displays the SAP 'Item Details' screen for material BILT1422. The interface is divided into two main sections: 'General Data' and 'Delivery Address'.

General Data Section:

- Material:** BILT1422
- Short Text:** Bike Light 422
- Product Type Group:** Material
- Material Group:** Utilities (UTIL)
- Supplier Material Number:** (empty)
- Overall Limit:** 0.00 USD
- Expected Value:** 0.00 USD
- Valuation Price:** 32.00 USD
- Price Unit:** 1 EA
- Quantity Requested:** 50.000 EA
- Delivery Date:** 07/09/2025
- Purchasing Group:** North America (N00)
- Purch. Organization:** Global Bike US (US00)
- Company Code:** Global Bike Inc. (US00)
- Plant:** DC Miami (MI00)
- Account Assignment Category:** (empty)

Delivery Address Section:

- Address Type:** User Entry
- Title:** (empty)
- Full Name:** Learn-422 Learn-422
- Telephone:** (empty)
- Fax:** (empty)
- Street/House Number:** Universitätsplatz 2
- City:** Magdeburg
- Postal Code:** 39106
- Country/Region Key:** Germany (DE)

Step 3 – Create Purchase Requisition

A purchase requisition was initiated for **50 units** of Bike Light 422 at **\$32.00 USD per unit**, totalling **\$1,600.00 USD**, with a delivery date of **07/09/2025**. At this stage, the supplier was not yet assigned.

Purchase Requisition Overview

Bike Light 422

Supplier Name:

Supplier:

Delivery Date: 07/09/2025

Quantity: 50.000 EA

1,600.00 USD

>
X

Total: 1,600.00 USD

Order

View Cart

Step 4 – Request for Quotation (RFQ)

Based on the purchase requisition, an RFQ was issued to **three suppliers**, including SAFE BIKES 422. The RFQ outlined the required quantity, delivery date, and product specifications.

Process Purchase Requisitions

LL

New RFQ

General Information
Bidders
Items

RFQ Type *

RFQ Description *

Submission Deadline *

Purchasing Group *

Purchasing Organization *

Company Code *

Bidders

Company	Address	Country	Email	
SAFE BIKES 422 1004050	130139	USA		⊗
Dallas Bike Basics 103422	58139	USA		⊗
Spy Gear 107422	62375	USA		⊗

Publish

Process

Step 5 – Evaluate Quotations and Award Supplier

The three suppliers submitted their quotations by the deadline. After comparison, **SAFE BIKES 422** offered the best price: **\$1,600.00 USD** for 50 units. Their bid was awarded in SAP.

SAP

Compare Supplier Quotations

RFQ: 7000000234

RFQ1422

7000000234

Created By: Learn-422 Learn-422

Created On: 04/09/2025

Publishing Date: 04/09/2025

RFQ Type: Request for Quote

Status:

Published

Quotation Deadline:

05/08/2025

Number of Invited Bidders:

3

Target Value

0.00 USD

Best Quotation

1,600.00 USD

Quotations (3)

Compare Award

<input type="checkbox"/>	Supplier Quotation	Supplier	Address	Status	Total Quotation Net Value	Quotation Date	Fully Quoted Items	Best-Priced Items
<input type="checkbox"/>	8000000561	SAFE BIKES 422 (1004050)	335 W Industrial Lake Dr, Lincoln NE 68528, USA	Awarded	1600.00 USD	04/30/2025	1/1	1/1
<input type="checkbox"/>	8000000563	Spy Gear (107422)	8405 Greensboro Dr., McLean VA 22102, USA	Completed	1750.00 USD	04/30/2025	1/1	0/1
<input type="checkbox"/>	8000000562	Dallas Bike Basics (103422)	5215 N O'Connor Blvd, Irving TX 75039, USA	Completed	1825.00 USD	04/30/2025	1/1	0/1

Step 6 – Create and display Purchase Order

A purchase order was issued to **SAFE BIKES 422** for 50 units. The order was manually divided into **two-line items of 25 units each**, allowing for better tracking and control of subsequent receipts and invoices.

Overview

Purchase Requisitions

Purchase Orders

Goods Receipts

Supplier Invoices

Purchase Order Items (2)

Create Purchase Order

Post Goods Receipt

Purchase Order Item	Order Type	Material Group	Material	Purchasing Organization
Supplier: SAFE BIKES 422 (1004050)				
<input type="radio"/> 4500000216/00010	Standard PO (NB)	Utilities (UTIL)	Bike Light 422 (BILT1422)	Global Bike US (US00)
<input type="radio"/> 4500000216/00020	Standard PO (NB)	Utilities (UTIL)	Bike Light 422 (BILT1422)	Global Bike US (US00)

Step 7 – Post First Goods Receipt and Check Stock

Once the first 25 units were delivered, a **goods receipt (GR)** was posted for that quantity. The stock overview confirmed that 25 units were now available at **DC Miami (MI00)** under **Trading Goods (TG00)**

SAP

Manage Stock

Material: BILT1422

Plant: DC Miami (MI00)

Bike Light 422

BILT1422

Material Type: Trading Goods (HAWA)

Base Unit of Measure: each (EA)

Range of Coverage in Days

0

Unrestricted-Use Stock

25.000 EA

Blocked Stock

0.000 EA

Stock in Quality Inspection

0.000 EA

Open In...

Material by Storage Location

Add Storage Location

Search

↑↓

Storage Location	Unrestricted-Use Stock	Blocked Stock	Stock in Quality Inspection
Trading Goods (TG00)	25.000 EA	0.000 EA	0.000 EA
	25.000 EA	0.000 EA	0.000 EA

Step 8 – Post First Supplier Invoice

An error was made during posting: the two goods receipts (2 x 25 pieces) were posted at once resulting in a combined invoice for \$1,600.00 USD. To correct the process and allow the simulation of Step 9, a new purchase order for 25 units was placed.

SAP

Supplier Invoice

Reverse

Release

Supplier Invoice

5105600384/2025

Gross Invoice Amount

Invoicing Party

Invoice Status

Payment Status

1,600.00 USD

1004050 (SAFE BIKES 422)

Posted

Blocked for Payment

General Information

Purchasing Document References

Tax

Payment

Unplanned Delivery Costs

Note

Attachments

Purchasing Document References

Invoice Items

Standard

Invoice Item	Short Text	Purchasing Docume...	Amount	Quantity	Tax Code	Tax Rate
1	Bike Light 422	4500000216/10	800.00 USD	25 EA	XI	Input Tax
Tax Jurisdiction: FL00000000						
History: View						
Subseq. Debit/Credit: No						
2	Bike Light 422	4500000216/20	800.00 USD	25 EA	XI	Input Tax
Tax Jurisdiction: FL00000000						
History: View						
Subseq. Debit/Credit: No						

Tax

Step 9 – Post Second Goods Receipt and Invoice (Corrected)

A second purchase order and a good receipt were posted properly for **25 new units**, and a corresponding supplier invoice was issued. This allowed full simulation of **Step 9** and ensured the process was executed correctly, though the stock increased to **75 units** due to the correction.

New Supplier Invoice

Balance

Invoicing Party

0.00 USD

1004050 (SAFE BIKES 422)

General Information

Purchasing Document References

G/L Account Items

Tax

Payment

Unplanned Delivery Costs

Note

Attachments

Company Code: *

US00 (Global Bike Inc.)

Posting Date: *

04/10/2025

Partner Bank Type:

Gross Invoice Amount: *

0.00 USD

Reference:

INVOICE00515-400

IBAN:

SWIFT/BIC:

Purchasing Document References

Reference Document Category:

Purchase Order/Scheduling Agreement

Purchase Order/Scheduling Agreement:

4500000216 x

Invoice Items

Standard

Delete Unselected Items

Assignment O

<input type="checkbox"/>	Invoice Item	Short Text	Purchasing Docume...	Amount	Quantity	Tax Code	Tax Rate
<input type="checkbox"/>	1	Bike Light 422	4500000216/10	800.00 USD	25	EA	XI <input type="checkbox"/> Input Tax

Step 10 – Post Supplier Payment

Payment was made for the original **50 units** only, totalling **\$1,600.00 USD**, corresponding to the initial purchase. The additional 25 units added later to simulate Step 10 were not paid.

This payment transaction demonstrates how SAP matches supplier invoices with posted goods receipts, ensuring transparency in financial reconciliation.

Balance: 1,600.00 USD

Payment

General Information

Company Code: *

Posting Date: *

Journal Entry Date: *

Value Date:

Reference:

Period:

Journal Entry Type: *

Header Text:

Profit Center:

Clearing Text:

Bank Data

House Bank/Account:

G/L Account: *

Amount: *

Fees:

Assignment:

Exchange Rate:

Translation Date:

Open Item Selection

Account Type/Account ID:

[Show Items](#)

[Open Items](#) [Post to G/L Account](#) [Post on Account](#) [Attachments \(0\)](#) [Notes \(0\)](#)

Summary

The whole procure-to-pay process was successfully illustrated with the materials management (MM) module of SAP in this section. From creating the supplier and the material master data up to the posting of the purchase requisition, the purchase order, the goods receipt, the supplier invoice and the vendor payment, every step was performed cautiously. Although there was initially an issue during goods receipting, corrective measures were applied subsequently, and the process was correctly simulated – demonstrating the flexibility and visibility of the SAP software. This is an illustration on how SAP empowers effective procurement, accurate stock management and clear financials information at every step of the purchasing process.

Overall Conclusion of the Coursework

As an independent consultant, I was brought in by Loughborough Bikes Inc (LBI) to come up with a strategy on implementing ERP and showing them how SAP can accommodate their business processes. Part A delivered a clear recommendation based on LBI's needs, suggesting a Best-of-Breed ERP strategy to offer more flexibility and support their growth. Part B presented an end-to-end sales process using the SAP Sales and Distribution (SD) module, starting from customer creation and ending at payment receipt. Part C showcased the purchasing workflow with the Materials Management (MM) module covering supplier creation, order placement, goods receipt, invoicing, and payment.

This work offered both strategic advice, as well as concrete solutions. Processes conducted in SAP reveal that LBI is well positioned to proceed on their digital journey. SAP would enable them to have better integration, better operations and will support their expansion goals in a structured and reliable way.

References

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