

White paper

How to make your move to SAP S/4HANA® a success

Facts, news and practical knowledge from experts for experts

Edition 2023



DATA. TRANSFORMATION. EXPERIENCE.

Contents

- 04 Editorial
- 06 The latest SAP S/4HANA studies at a glance: Status quo, drivers, strategy
- 14 The journey to SAP S/4HANA and the color dilemma
- 16 Learn how to identify and avoid the hidden costs of underperforming SAP systems
- 18 Software-driven and flexible: The best path to SAP S/4HANA
- 28 SAP S/4HANA rollout: Big bang or phase-based?
- 32 Accelerate the SAP S/4HANA migration to keep pace with digital progress
- 34 Composable enterprises are the future
- 36 Keep your system lean and clean
- 38 Keep your data – not the cost
- 40 Unused system configurations in the SAP standard: It pays to tidy up
- 42 Interview: The three cardinal mistakes to avoid in an SAP S/4HANA transformation
- 44 Dos and don'ts for SAP S/4HANA migrations



Dr. Jens Amail, CEO SNP Group



Gregor Stöckler, COO SNP Group

Editorial

SAP S/4HANA paves the way to becoming an agile company. Since the launch of SAP's fourth ERP version, our mission has been to make your journey there as smooth, effective and unique as possible. As the pioneers and innovators behind the BLUEFIELD™ migration approach, we've used this reliable methodology to bring more than 400 projects over the finish line quickly and securely together with our customers and partners.

Following the positive feedback on the first edition of this white paper last year, this fully revised and updated edition provides further insights into our collective expertise and experience on the topic of SAP S/4HANA. We invite you to explore current trends and developments, learn from our tangible best practices and dos and don'ts in SAP S/4HANA transformations, and delve into case studies from our customers and partners. This new edition summarizes valuable expert knowledge together with lots of exciting new content, and answers the most important questions about your digital business transformation:

- Why you should tackle the move to SAP S/4HANA right away.
- How to assess your initial situation and decide which migration approach is best for your company.
- How to minimize time, costs and system downtime while keeping things under control at all times.
- How to keep your data volume and data quality in check through smart data management before, during and after the migration.
- How to effectively combine your journey to SAP S/4HANA with your cloud move, and what comes next after the implementation.

To bring you up to speed about how, when and why other companies are tackling the migration, we've summarized the latest SAP S/4HANA studies for you (as of page 6). Starting on page 18, we take you on the journey to SAP S/4HANA.

Next, our data scientists offer new exclusive insights from over 2,000 SAP system analyses and reveal the areas where legacy systems are in need of modernization. This time, the focus is on hidden monthly costs that can exceed EUR 100,000 (as of page 16). We also provide data-driven insights into why you should regularly review and clean up your own customizations in the SAP standard (as of page 40).

Later, in the composable enterprise article starting on page 34, we take a look at digital business transformation that transcends the SAP S/4HANA migration. To successfully implement business requirements and innovations at an even faster pace, the future lies in distributed, cloud-driven IT landscapes.

The migration to SAP S/4HANA is as unique as your company. We invite you to consider the ideas, inspiration and recommendations in the following pages to help plan and implement your project successfully. We hope this edition makes for informative reading and encourage you take the opportunity to speak to one of our experts directly, so that your company can fully capitalize on one of the most important IT projects in the years ahead.

Dr. Jens Amail

Chief Executive Officer SNP Group

Gregor Stöckler

Chief Operating Officer SNP Group

The latest SAP S/4HANA studies at a glance: Status quo, drivers, strategy

SAP S/4HANA migration trends

Where do companies today stand in terms of the SAP S/4HANA implementation? What motivates decision-makers to embark on the journey? Which migration approach do they decide on? We've reviewed the available studies on SAP S/4HANA migration and summarized the new trends in this quick overview.

To keep you posted on how companies are approaching the SAP S/4HANA transformation, we have reviewed studies and customer surveys from PAC, Lünendonk, SAPinsider, valantic, the German-speaking SAP User Group (DSAG), the Americas' SAP Users' Group (ASUG) and Research Services by Foundry (formerly IDG Research) and summarized the key findings. The focus is on three key questions:

- **Motivation** – Why are companies looking to convert their existing ERP systems?
- **Timing** – When do companies carry out the innovation project and in what time frame?

- **Approach** – Which migration strategy do decision-makers choose to transfer data, applications and systems to the new SAP S/4HANA environment?

Our review of the various studies over the past four years sheds light on the big picture among SAP users: Becoming familiar with these trends will help you find the best way to plan and implement your own transformation project – and ideally benefit from further developments from SAP earlier than the competition.



EXECUTIVE SUMMARY: SAP S/4HANA TRENDS AT A GLANCE

MOTIVATION:

Why are companies moving to SAP S/4HANA?

- Modernizing existing SAP environments and IT infrastructure
- Meeting high requirements in terms of agility and cost flexibility
- Anticipating the end of support for the previous version and adhering to the SAP product strategy
- Accelerating existing processes and business workflows
- Creating a strategic foundation for the digital transformation
- Preparing for automation and innovation (robotics, AI, big data)

TIMING:

When are companies tackling the SAP S/4HANA transformation?

- According to PAC (2023), more than one in three of the SAP customers surveyed have already migrated their important systems to SAP S/4HANA.
- A further 12% of companies are currently implementing SAP S/4HANA. Of these, over a third will complete the transformation project within the next 12 months and around a quarter within the next six months.
- 39% of those surveyed are still in the planning phase.
- One in ten companies are still discussing the SAP S/4HANA rollout, while an ever-smaller proportion (4%) want to keep their existing SAP ERP environment for the time being.

APPROACH:

Which migration strategy do decision-makers choose?

- The strengths of hybrid models – also known as the selective data transition approach – are becoming increasingly clear.
- In 2023, around a third of those surveyed in the PAC study describe the selective (hybrid) strategy as their preferred approach.
- For companies with revenues of EUR 1 billion or more, 45% are pursuing the selective or hybrid strategy (Research Services by Foundry 2022).
- The greenfield approach is making a bit of a comeback: According to valantic (2023), 28% of the companies surveyed from the DACH region chose the greenfield approach, while the figure is as high as 44% in Europe as a whole (PAC 2023).
- The various forms of the brownfield approach remain an attractive option for some companies. Throughout Europe, a quarter of those surveyed opt for this approach (PAC 2023). In the German-speaking world, the trend is towards an extended brownfield approach that involves a more technical migration comprised of improvement and optimization initiatives.

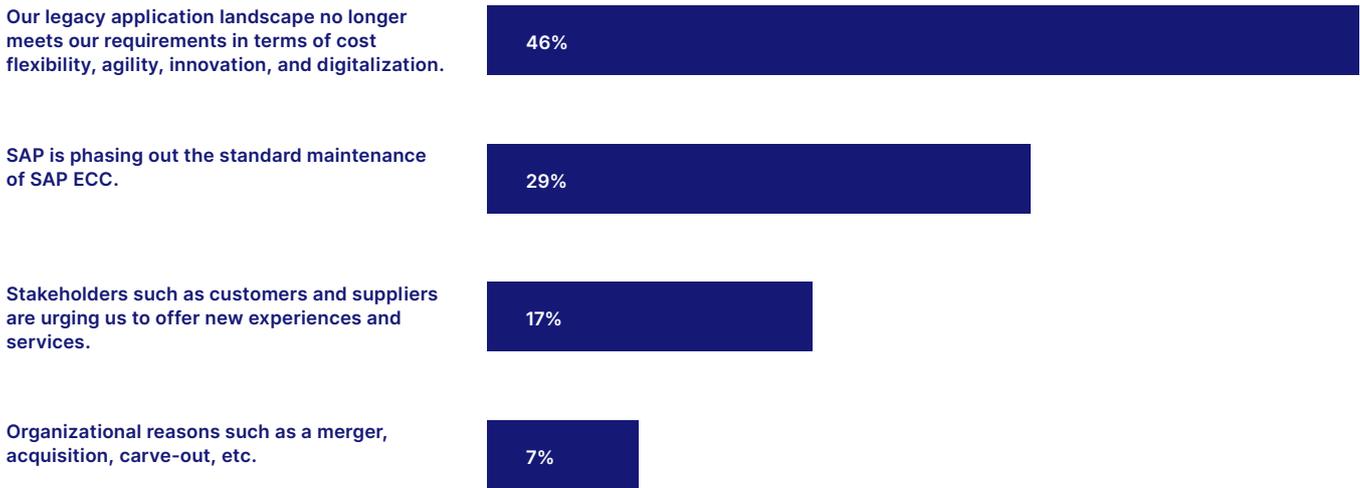
**The motivation behind the SAP S/4HANA migration:
What is driving SAP customers in 2023**

The main reasons companies are moving to SAP S/4HANA have remained the same for several years and across different studies, although the weighting has shifted somewhat. The modernization of existing SAP landscapes and IT infrastructure is of paramount importance in light of rapid digitalization and increasing system complexity. This result was confirmed by almost eight out of ten companies (76%) surveyed in the current valantic study, for example. In addition, when it comes to their company’s digital strategy, decision-makers are increasingly recognizing the potential for

innovation and optimization associated with introducing SAP S/4HANA – enabling them to map changed business requirements in SAP S/4HANA systems. This trend is also reflected in the survey results from PAC (2023): 46% of the companies surveyed are looking to make the switch due to outdated application landscapes that no longer meet their cost flexibility, agility and digitalization requirements. In contrast, the trend towards accelerating processes and business workflows, for example by improving performance, efficiency and user-friendliness, is generally on the decline (valantic 2023). Nevertheless, for just under half of the those surveyed (in 2022, that figure was still around 55%), this factor remains one of the three most important reasons for the move.

WHICH OF THE FOLLOWING STATEMENTS BEST DESCRIBES THE MAIN REASON FOR YOUR COMPANY/ORGANIZATION TO MIGRATE TO S/4HANA?

Breakdown of the responses from organizations that are at least discussing the migration to SAP S/4HANA in % (n = 536)



Source: PAC, CxO Survey “SAP S/4HANA modernization & migration strategy”, 2023

The current results also emphasize that SAP S/4HANA is perceived as a strategic basis for further innovations and technological leaps. Automation is one of the major trends today: According to valantic (2023), companies today are nearly twice as focused on the potential of automation, compared to three years ago. Over a quarter of those surveyed view the higher degree of automation offered by SAP S/4HANA as an important reason for the move. According to the study, companies see the greatest benefit of an SAP S/4HANA conversion in the following areas: Finance & Controlling (70%), Logistics (68%), Production (43%), Purchasing (40%) and Sales (37%). These results show that automation is increasingly important in more complex areas as a key element of process-based solution architectures. Its potential especially applies to preparing for AI and robotics initiatives (27%), reducing process costs (25%), and increasing innovation in areas such as big data and the Internet of Things (15%).

Rapid digitalization is also changing stakeholders' expectations of services and the user experience: 17% of the companies surveyed by PAC cite pressure from customers and suppliers as another reason for moving to the latest SAP version.

Last but not least, the end of maintenance and support for the previous version of SAP ERP continues to be one of the major drivers – although not always on par with the opportunities created by modernization. It is now common knowledge that companies need to prepare their existing ERP landscapes to meet the requirements associated with a transformation. Systems and business processes along the entire value chain often have to be redesigned. This is because SAP software has undergone a significant technological shift, meaning that the SAP S/4HANA migration is typically more complex than a mere update.

Where companies today stand in terms of the SAP S/4HANA implementation

In view of the enormous potential for innovation and optimization, the SAP S/4HANA implementation has been high on the agenda of many companies for several years now. Back in 2019, DSAG established that eight out of ten companies rate the importance of the new real-time ERP solution for their own digital transformation as high or very high. Yet companies initially approached the prospect of migrating their highly complex SAP system landscapes to SAP S/4HANA rather hesitantly. Four years ago, for example, only a small number of those participating in the DSAG survey stated that they had already completed the migration (8%). At that time, 15% were in the introductory phase and another quarter in the preparation phase. The majority of the companies surveyed were still discussing the move.

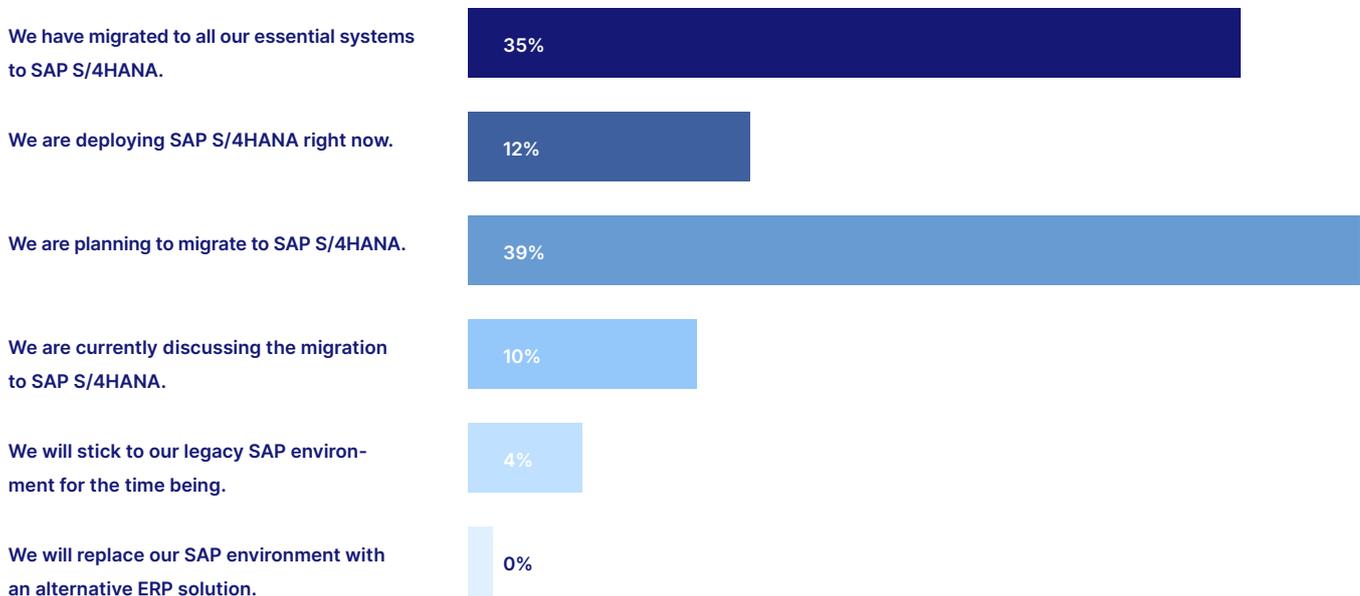
Since then, substantial progress has been made. According to PAC (2023), more than one in three of the SAP customers surveyed have now migrated all their important systems to SAP S/4HANA. A further 12% of companies are currently implementing SAP S/4HANA. Of these, over a third will complete the transformation project within the next 12 months and around a quarter within the next six months.

39% of those surveyed are currently in the planning phase. Of these companies, around one-third want to complete the project within the next 12 to 24 months, or at least by the end of SAP ECC maintenance in 2027. One in ten companies are still discussing the SAP S/4HANA rollout, while only a small proportion (4%) want to keep their existing SAP ERP environment for the time being. None of the companies surveyed by PAC want an alternative ERP solution, indicating that the migration project is generally going to happen – with only the timing up for debate.



WHICH OF THE FOLLOWING STATEMENTS BEST DESCRIBES YOUR COMPANY/ORGANIZATION'S STATUS QUO WITH REGARDS TO SAP S/4HANA?

Breakdown of responses, in % (n = 562)



Source: PAC, CxO Survey "SAP S/4HANA modernization & migration strategy", 2023

These results confirm that SAP S/4HANA usage is continually increasing, and companies are actively driving the SAP system conversion. At the same time, companies are combining the switch with a move to the cloud. According to valantic (2023), just under half of the companies surveyed currently prefer to operate SAP S/4HANA themselves (on-premises). Hosting (IaaS) and the public cloud are becoming less relevant, while interest in the SAP private cloud is on the rise – currently at 24%.

However, a look at the latest studies also shows that companies have delayed and continue to delay the implementation for reasons beyond the familiar challenges such as a lack of internal resources, specialist and IT knowledge for the transformation, cost control, insufficient expertise for SAP S/4HANA operations, generally high workloads for internal IT teams, dealing with in-house developments, and a lack of business cases. Companies are exposed to a multitude of risk factors such as geopolitical tensions, fluctuating energy prices, raw material and material short-

ages, and inflation, which can sometimes impact their transformation speed. For example, the COVID-19 pandemic caused the pace of the project to vary in some cases, as shown by the 2021 Lünendonk survey. As a result, just under half of the companies (47%) stopped their SAP S/4HANA project during the initial coronavirus phase, only to continue it with a modified scope afterwards. In contrast, just as many companies (47%) continued to pursue the transformation projects they had started before the virus outbreak without changing anything. Only few organizations (6%) postponed the SAP S/4HANA conversion until further notice.

Ultimately, increasing requirements and risks in volatile markets combined with the impacts of the pandemic have given a further boost to digitalization projects – especially SAP S/4HANA projects. Organizations that embrace change by introducing digital business processes and workflows can respond to new circumstances more quickly and are more likely to gain a competitive advantage.

More than one in three SAP customers surveyed have now migrated all their important systems to SAP S/4HANA. A further 12% of companies are currently implementing SAP S/4HANA. Of these, over a third will complete the transformation project within the next 12 months and around a quarter within the next six months. In addition, 39% of those surveyed are currently in the planning phase.

PAC, CxO Survey "SAP S/4HANA modernization & migration strategy," 2023

Current favorites in migration: companies chose these approaches

Greenfield, brownfield or a combination of both? Most project managers know that there are various migration approaches to choose from when moving to SAP S/4HANA. But what approach do companies prefer to take? And is there some kind of best practice for achieving particularly sustainable project success? At this point, the studies don't paint a clear picture, as a company's migration strategy is always determined by its individual requirements and circumstances. But when it comes to choosing an approach, although the preferences of SAP customers might vary in the surveys, some trends still emerge:

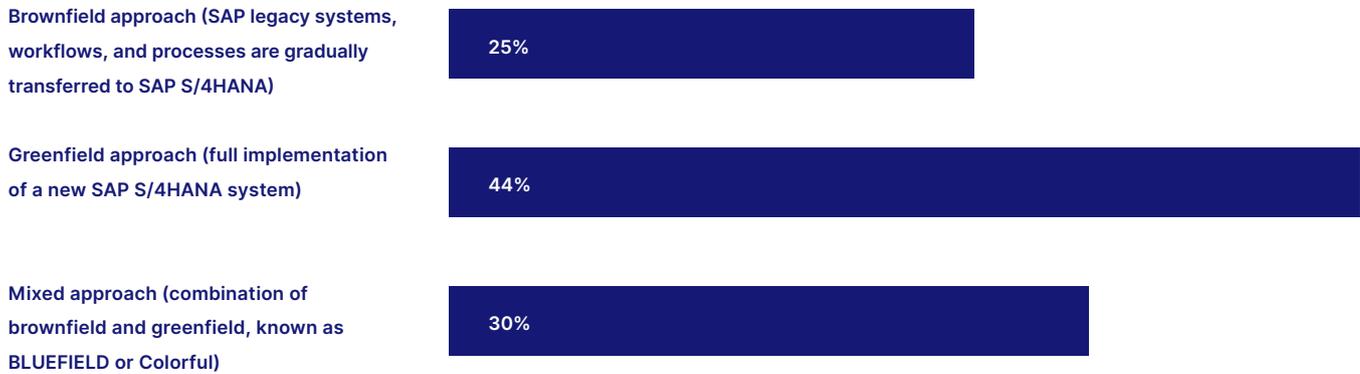
Hybrid process models such as BLUEFIELD – also called the colorful or selective approach depending on the survey – have secured a solid market position, and the strengths are clear to see. While in 2019/2020 only between seven and 13% relied on this approach (DSAG 2020, SAPinsider 2019), in 2023 around a third of those surveyed in the PAC study describe the selective (hybrid) strategy as their preferred one – with the selective approach taking second place in the ranking. This approach combines the advantages of greenfield and brownfield: Companies can retain the relevant data and processes while streamlining their systems. Depending on the initial situation, they decide which data and systems to migrate in order to safeguard past investments while also quickly introducing the necessary innovations.

According to the Research Services by Foundry survey (2022), companies with revenues of EUR 1 billion or more are increasingly relying on BLUEFIELD. In this revenue category, more than 45% of companies opt for a selective or hybrid strategy – likely because they want to be particularly flexible during the migration.

The greenfield approach, which involves re-implementing the SAP landscape and redesigning processes in general, is making a bit of a comeback among companies. According to valantic (2023), nearly 28% currently favor this method, up from 21% last year. In the international PAC survey, as many as 44% of those surveyed answered that they were relying on greenfield. But in practice, it is becoming more and more clear that, although projects might be branded as re-implementations, companies ultimately go for a flexible approach to data transformation. A best-practice example of this is PwC's SAP S/4HANA Smart Greenfield approach using SNP's selective data migration method, which offers maximum flexibility and in turn enables optimizations and adjustments in the short term.

WHICH OF THE FOLLOWING MIGRATION APPROACHES HAS YOUR COMPANY/ORGANIZATION ADOPTED FOR THE MIGRATION TO SAP S/4HANA?

Breakdown of responses from organizations that have a private cloud or on-premise edition as main SAP S/4HANA solution, in % (n = 267)



Source: PAC, CxO Survey "SAP S/4HANA modernization & migration strategy", 2023

The current studies also reveal that brownfield remains attractive. The approach is known for implementing a fast and resource-friendly SAP S/4HANA transition by converting ERP systems in the form of a technical upgrade. A trend towards an extended brownfield approach is emerging here, in which the technical migration is combined with subsequent optimizations. These follow-up projects are necessary in order to create sustainable, competitive ERP landscapes and seamlessly unlock the potential of SAP S/4HANA.

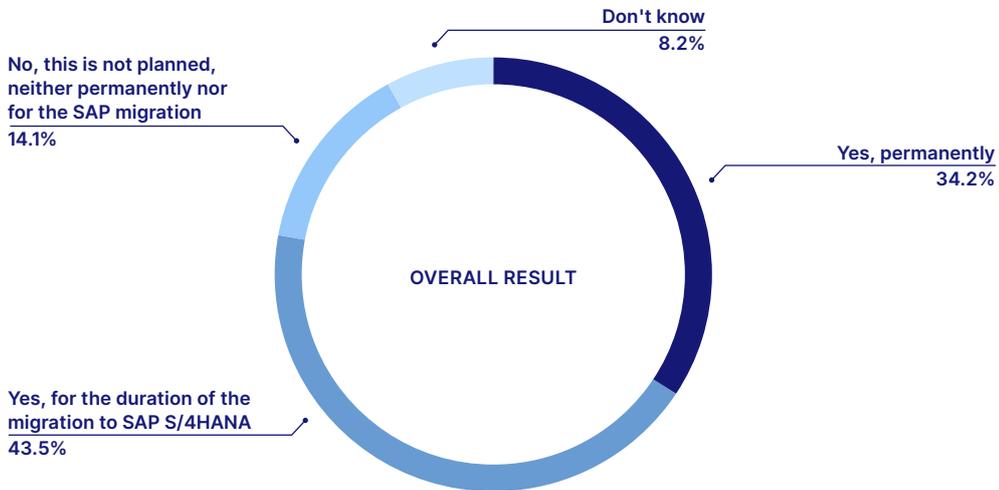
According to estimates, over 13,000 SAP ECC customers are still missing SAP S/4HANA – and presumably have not yet reached a decision about their own journey to SAP's latest platform. These companies are well advised to take a closer look at the various implementation scenarios before starting the project. The methodology and transformation software used have a significant impact on project success and the pace of the transformation. Accordingly, it's important to impose strict requirements on the transformation partner, the migration approach and the IT solution used. The chosen transformation software must be able to migrate existing SAP systems flexibly, quickly and securely, with the goal of reducing the project duration, saving costs and ensuring an optimal system conversion. This approach also helps to avoid complications such as long downtimes of IT systems, which quickly lead to high costs. Finally, maximum transparency is vital, as around half of the companies surveyed by valantic still struggle to keep track of times, materials and costs.

SAP S/4HANA: Shaping the digital future of SAP customers

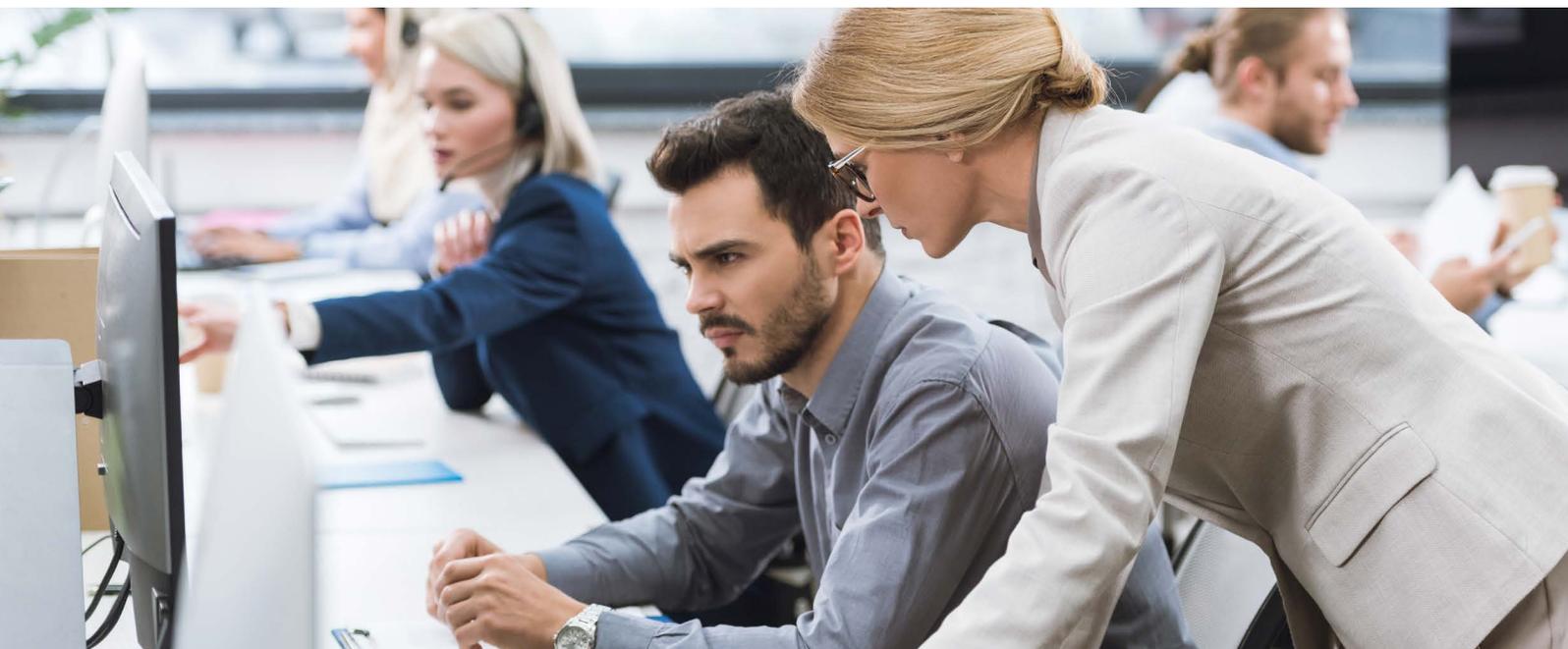
If we step back and look at the big picture in 2023, the majority of SAP users are relying on SAP S/4HANA to shape their digital future. As a result, productive use of the software has increased significantly in recent years. At the same time, many of the remaining companies are implementing the system conversion based on concrete plans and combining it with a simultaneous cloud move. The real-time ERP suite serves as the technological basis for modernizing existing SAP landscapes, leveraging further innovations effectively and adapting to changing market or business requirements. But to fully realize the existing potential, companies must achieve a flawless SAP S/4HANA migration and carefully choose both their migration strategy and the transformation software. This is why it really pays off to work with experienced service providers that also offer consulting services – especially considering the general lack of internal resources and expertise for implementing complex transformation projects. According to the latest DSAG Investment Report, the need for partners in the run-up to 2027 represents an additional obstacle in the way of project success. Decision-makers should plan and implement their own SAP S/4HANA conversion sooner rather than later.

ARE ONE OR MORE SERVICE PROVIDERS AVAILABLE TO YOU AS SAP PARTNERS?

(n = 340)



Source: SAP S/4HANA study by Research Services by Foundry (formerly IDG Research) in cooperation with SNP, Munich 2022



The journey to SAP S/4HANA and the color dilemma



Global market leader SAP aims to capture the ERP market with its fourth product generation, SAP S/4HANA. Digital transformations are in high demand, and most companies want to tackle them with SAP S/4HANA. And rightly so, considering the cutting-edge technology and functions the SAP solution offers.

But what does the journey to SAP S/4HANA look like in practice? According to a PAC study (2023), more than one in three of the SAP customers surveyed have already migrated their important systems to SAP S/4HANA. Why only a third?

There are three main reasons: First, many are grappling with the question of how to approach the migration, and secondly, they need to lay significant groundwork for the implementation to work. Thirdly, many cannot see the added value of the move yet.

Restructuring the SAP ERP landscape: SAP S/4HANA as an enabler for major transformations

According to recent studies, the decision about which migration approach to take – greenfield, brownfield or BLUEFIELD – remains one of the main reasons why companies are so reluctant to move to SAP S/4HANA. The color dilemma (greenfield, brownfield, BLUEFIELD oversimplifies a decision that is as complex and individual as any company. Black-and-white thinking clashes with the wide range of objectives and individual challenges posed by such migrations.

Let's deal with greenfield first: the favorite of all planners and engineers. After 20 years of optimization, rollouts and observing legal changes, at last a proper business and IT project. Antiquated customs are abandoned, and the transformation of the business is launched on a greenfield

site. In theory, this sounds plausible and – at the beginning, at least – it is a reasonable alternative. Unfortunately, in doing so, SAP customers ignore sound and worthwhile investments they made in the past. And they usually discover that in reality, only certain processes need a genuine redesign. Last but not least, every reimplementation involves a significant amount of change management – a factor that has been underestimated for decades.

So should you save costs and take the easy way out with the brownfield approach to SAP S/4HANA? Technically tested with standard tools and disguised as an “upgrade deluxe,” this approach is attractive to the risk conscious at first glance. But in reality, it’s rather a difficult compromise. This is because after over 20 years of faithful service, most SAP ECC systems have put on a lot of weight: 30 to 35% of the data is unused, and the same goes for over half of the customizing and in-house developments. Consequently, SAP customers have the worst of two worlds: old baggage and little added value. Brownfield postpones the digital transformation and as a result also delays innovation within the company. For a fair comparison, various previous and past projects would have to be priced in.

Another aspect is that the oversimplification of the color dilemma reduces the digital agenda of a company to the SAP S/4HANA migration. The real accelerators of digital transformations – the cloud, analytics 2.0, artificial intelligence and hyperautomation – fall by the wayside as a result.

Eliminate, renovate, innovate

It’s worth considering another approach: eliminate, renovate, innovate. This is the basis of SNP’s BLUEFIELD approach, which permits SAP users to freely decide how viable their previous investments (processes, data, code and reporting) are for their very own digital transformation roadmap. Based on organizational units, time slices or other flexible criteria, SNP creates a highly precise, tailor-made blueprint in a “multi-selective” manner that optimally combines many upstream and downstream steps.

Experience shows that mid-sized companies and large organizations alike want to proceed selectively or are already doing so for precisely this reason. They always pose the same simple question: How can our IT landscape contribute to company success faster and better? After all, they know that cloud solutions can map various parts of value creation or digital infrastructure in a much more standardized way. Accenture calls this approach “digital cloud decoupling.”

The risk of overlooking optimizations

Jörg Kaschytza, former Vice President Global Solutioning & Advisory at SNP and now COO of EXA AG, an SNP Group company: “We have observed pragmatic planning approaches in many cases, with companies often separating structural adjustments from innovations. But the risk of overlooking optimizations remains. That’s why we recommend a mixture of proven changes and optimizations where possible.”

Burkhard Schröder, Director of Presales at SNP: “S/4HANA will force SAP users to undertake major IT conversion projects in the medium term. Preliminary analyses of S/4HANA implementations often make it clear that most SAP ERP systems which have grown over time now have significant potential for improvement. Besides a purely technical S/4HANA implementation, this brings other objectives into the project scope, such as process optimization. It’s possible to combine these goals with the S/4 migration constructively in order to customize and carry out the project effectively and efficiently.” Schröder continues: “We are seeing a significant technological shift. The nature of the S/4 implementation determines the potential for the way ahead.”

The future is hybrid

There is no doubt that SAP’s ERP solutions represent the digital heart of most IT system landscapes. Applications such as SuccessFactors, Ariba and Concur perfectly complement these solutions. But this variety means that the digital core is not made up of SAP S/4HANA alone. That’s why the future is hybrid. And the best way to get there is the selective approach.

Learn how to identify and avoid the hidden costs of underperforming SAP systems

Poor IT performance can lead to monthly overheads of EUR 100,000 or more

Outdated SAP systems incur high costs for maintenance and repair, making it difficult to leverage forward-looking technologies. Due to poor performance, they also decrease productivity, which can lead to substantial monthly overheads for companies with many users. We explain how exactly these hidden costs arise in SAP environments and how to figure them out by analyzing the systems, with the goal of cutting the budget in the right places and investing in a high-performance, sustainable IT infrastructure.



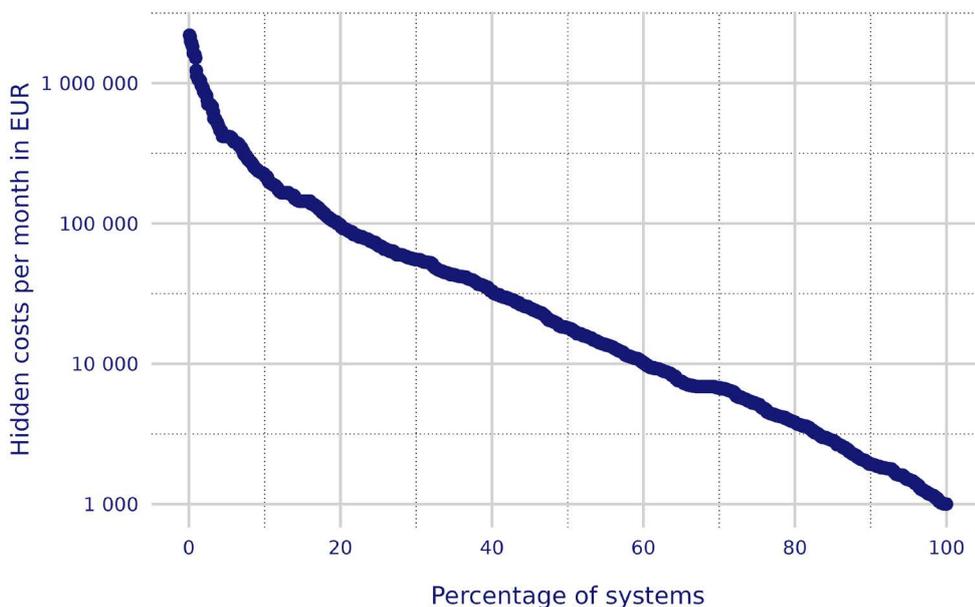
Dr. Sylwester Radomski,
Team Lead Data Science at
SNP Innovation Lab

Concerned about the financial implications, it is not unusual for companies to postpone their forward-looking IT modernization and transformation projects. But if their legacy SAP systems are inadequately maintained and they only launch digital transformation initiatives when infrastructure components fail, this can pose far more serious problems. The loss of productivity in day-to-day business should not be overlooked either, as it can result in considerable additional costs – especially if many employees are involved. SNP's analysis of over 2,000 SAP systems with up to 60,000 active users provides insights into how and why these hidden costs arise. The data is based on assessments and transformation projects carried out since 2019.

Analysis sheds light on the execution time of individual transactions

"We used anonymized company data from the SNP benchmark database to determine, for example, the duration of individual interactive transactions," says Dr. Sylwester Radomski, Team Lead Data Science at SNP Innovation Lab. "The data showed that a quarter of the companies are exposed to hidden costs which can exceed EUR 100,000 per month due to insufficiently powerful SAP ECC systems that lead to slower workflows." For around 5% of the companies, the additional monthly costs even add up to over EUR 1 million.

HIDDEN COSTS DUE TO OUTDATED SAP SYSTEMS



Less productivity and unnecessary overheads: A quarter of the companies in the database lose over EUR 100,000 per month due to outdated SAP systems. Source: SNP benchmark database

Waiting times of up to six seconds per transaction

The KPIs were calculated based on a general perception threshold of 500 milliseconds (0.5 seconds) while executing interactive transactions in system environments. "If employees have to wait longer than 0.5 seconds for a report to be generated after entering their data, for example, that working time is lost," Radomski says. According to the SNP benchmark data, it takes between two and six seconds to execute certain frequently used transactions in low-performance systems. "This waiting time is too short to complete other tasks, but it quickly adds up to several minutes per day for each individual user. We determined the costs resulting from the execution times of the transactions, minus 0.5 seconds per dialog step, and calculated them at EUR 40 per hour. Therefore, if 10,000 active users lose three minutes of their working time every day, or about 1 hour per month, the monthly costs add up to around EUR 400,000."

System scan identifies hidden costs and the need for action

The reasons for poor performance vary: In addition to generally outdated systems, it can also be caused by incorrectly programmed in-house developments that go beyond the SAP standard. IT managers are therefore advised to have their existing systems examined in detail and to

discuss the resulting recommendations for optimization and modernization to produce more economical systems. "A data-based analysis reveals the status quo, including the financial impacts, and is the first major step towards solving the problem," says the data science expert. "When planning the next crucial transformation steps, decision-makers should bear in mind that waiting has considerable opportunity costs." They also need to keep pace with the digital progress of competitors, who are already processing growing volumes of data with state-of-the-art technology and using it to drive profits.

IT transformation: The key to increasing productivity and profits

"Aging IT systems are risky and counterproductive. It makes more sense to avoid the hidden costs they entail and invest in building a powerful, agile IT environment," says Radomski, based on the analysis of data from hundreds of transformation projects. This provides companies with the technological basis to become more efficient, enabling them to perform highly effective real-time analyses – even on large volumes of data. Greater productivity in turn increases the likelihood of higher profits.

Software-driven and flexible: the best path to SAP S/4HANA

The end-to-end approach to sustainable project success

For the many companies on the verge of moving to SAP's fourth product generation, the question is how to ensure a quick, reliable, cost-effective and above all successful transformation project. We take you on the path to SAP S/4HANA and demonstrate the potential of a software-based end-to-end approach and a flexible transformation scenario – from analysis to go-live. The graphs in this article were generated using data in the SNP benchmark database.

Migration strategy, downtime, large data volumes: Decision-makers face many questions and a number of uncertainties on the path to SAP S/4HANA. Besides doing a deep dive into existing system landscapes, they need a strategic vision. SAP S/4HANA shapes their company's path to the digital future and paves the way for a fully digitized work environment. A software-based end-to-end approach is ideal for answering critical questions and identifying necessary action items. "The consistent use of a software platform ensures transparency and predictability. It allows companies to greatly accelerate processes and minimize risks in advance. In addition, stakeholders and decision-makers can more easily understand the visualized results from the analysis and planning phase," says Jörg Kaschytza, former Vice President Global Solutioning & Advisory at SNP and now COO of EXA AG, an SNP Group company, referencing hundreds of SAP S/4HANA projects. Since 2016, SNP has performed around 400 migrations and over 300 assessments in S/4HANA projects.

It is becoming increasingly apparent that SAP customers are looking for alternatives to the conventional implementation scenarios: brownfield (conversion) and greenfield (re-implementation). In view of the COVID pandemic and other international crises, SAP S/4HANA projects and programs often need to be radically accelerated. Besides cutting costs, speeding up the transformation and returning to day-to-day business more quickly, companies want to leverage the new SAP ERP business suite to remain agile in response to internal business model changes and fluctuating international markets. "Companies can only meet



Jörg Kaschytza, COO of EXA

these growing requirements with a flexible, software-driven transformation scenario that allows for adjustments at short notice," says Kaschytza. This approach offers undeniable added value throughout the entire journey to SAP S/4HANA – from analysis to go-live.

HIROSHI KASHIWAGI

Head of IT Department, EagleBurgmann Japan

Why we chose a hybrid approach for our SAP S/4HANA migration

"In terms of the migration approach, we decided to choose the hybrid approach. EagleBurgmann Japan's SAP system was very complex and therefore a selective migration was the best choice to handle the project. Due to the complexity, it was also important to analyze the system beforehand, define the transformation scope and create an implementation plan.

I can give one advice to everyone who still has the project ahead: Rely on the right partner. I believe that this is particularly important. All stakeholders we worked with in this project understood well our management policy of 'respect and trust' and 'spare no effort', which in the end led to the success of the transition to SAP S/4HANA."

1 Analysis

"Whether it's single-system architectures in national and global contexts or complex programs with international multi-system architectures, we conduct a comparative, software-based analysis of all existing systems before any transformation project," says Kaschytza. "The goal is to identify issues that need special attention for the SAP S/4HANA transformation. This provides the transparency that companies need to make critical business decisions down the road." This is supported by typical real-life use cases: Often, companies see the need to adjust custom code as one of the most important issues – but then find that only around a third of it is being used. In such cases, the effort associated with modernizing the remaining code and making it SAP S/4HANA-ready is far lower than expected.

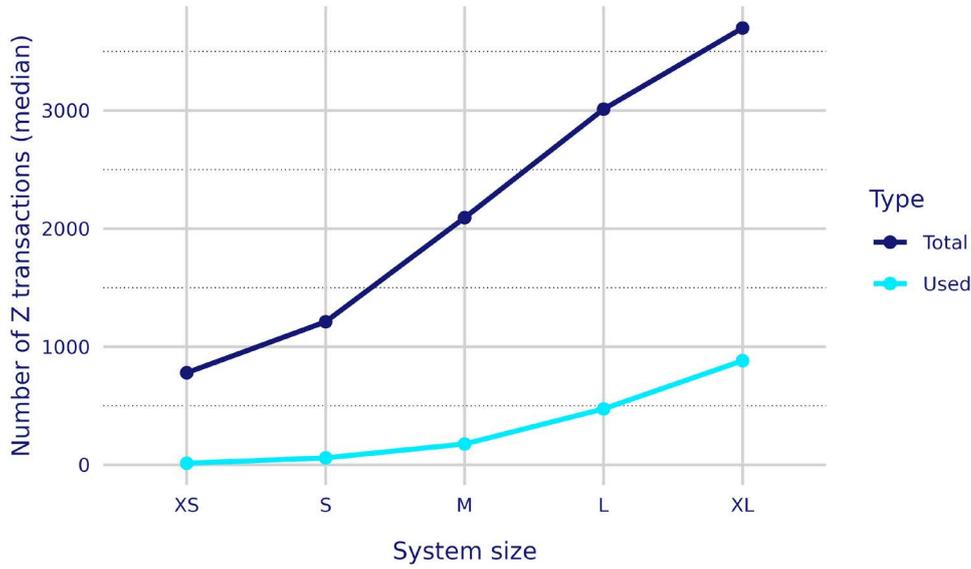
Following the analysis, some companies are also surprised by the sheer number of existing interfaces that intersect in their SAP system. These interfaces need to be critically examined, as only really necessary ones should be transferred to the new system and maintained. "In practice, experience shows that the traditional planning phase, which is mainly based on interviews, manual system analyses and workshops, can be greatly accelerated," says Kaschytza. "Instead of subjective estimates, we succeed in identifying real system usage in very little time."

DANIEL WITTE

IT Director, MYKITA

"Our transformation involved moving from non-SAP directly to SAP S/4HANA in the cloud. My recommendations: Always 'buy' the data migration, use a multi-level database-based solution and clean up master data in a preliminary project."

CHALLENGE: BRINGING USED Z TRANSACTIONS TO SAP S/4HANA



SNP analyses from 2019 to 2023 show that, in contrast to smaller systems, larger systems tend to have significantly more custom transactions, also known as Z transactions. Furthermore, company-specific adjustments and enhancement in the SAP standard are typically used more in larger systems. Even if the actual usage is still low, migrating the used Z transactions to SAP S/4HANA smoothly requires special attention. Source: SNP benchmark database

EVELINE SCHULER
IT Project Lead for SAP S/4HANA, Voith

“The BLUEFIELD approach enabled us to migrate to SAP S/4HANA while introducing the New General Ledger and New Asset Accounting and minimizing the downtime of our global SAP system.”

A SOFTWARE-BASED ANALYSIS OF YOUR SAP ENVIRONMENT PROVIDES MANY INSIGHTS

SYSTEM COMPLEXITY:

Do processes follow the SAP standard or are there in-house developments? How many of these in-house developments are still in use? Most SNP customers stopped using over 70% of their painstakingly created code some time ago. How are the processes being used? Frequently, despite standard specifications, localized deviations by location, country and plant still exist. By analyzing their systems in advance, customers can gain a clear picture of the project work involved and determine the amount of standardization.

STATE OF THE SAP ENVIRONMENT:

How up-to-date is the SAP system landscape? What hardware and software changes are necessary before the migration? How long is the road ahead for the company to move to SAP S/4HANA?

LANDSCAPE COMPLEXITY:

Are there multiple SAP ERP systems? If the plan is to consolidate them, how much do they differ from one another? Where is there potential for merging systems, and where will conflicts likely occur?

STATE OF THE DATA:

Has the company been maintaining its master data homogeneously and cleaning up its systems regularly, or are archiving and cleanup operations necessary? Do customizing and in-house developments need to be cleaned up too? These questions are the basis for deciding which master and transaction data to migrate: Complete history, selective history or only open items and master data?

DATA VOLUME:

How much data needs to be migrated in total? To what extent does this data volume affect the business downtime anticipated by the company? The downtime requirements for business-critical systems are high: For every hour that a factory or company cannot be productive, significant revenue is lost that cannot be recovered.

INTERFACES:

How many interfaces are active in the system environment? This information is essential for the upcoming implementation to run smoothly. Are the interfaces still up to date or do they need to be adapted?

2 Planning

Software-driven analyses speed up planning in the next step: “This phase of the SAP S/4HANA journey is crucial: The future project scope is mapped out, various transformation scenarios are evaluated, their advantages and disadvantages are assessed, and risks are considered,” says Kaschytza. “Ideally, the blueprint for the SAP S/4HANA project is created at this stage – again using software.” The blueprint forms the basis of a company’s transformation and migration and helps to identify the necessary degree of change and innovation. As an example, the blueprint reveals whether the discussion around SAP S/4HANA is more IT-driven or business-driven: “If the focus is on the business side of things, more processes generally need to be changed, data harmonized and new standards established,” explains Kaschytza. In addition, the blueprint indicates whether current business processes are ready for future business model changes, which processes can be reverted to the SAP standard, and which ones need to be retained or modernized.

Choose the right transformation approach and transition scenario

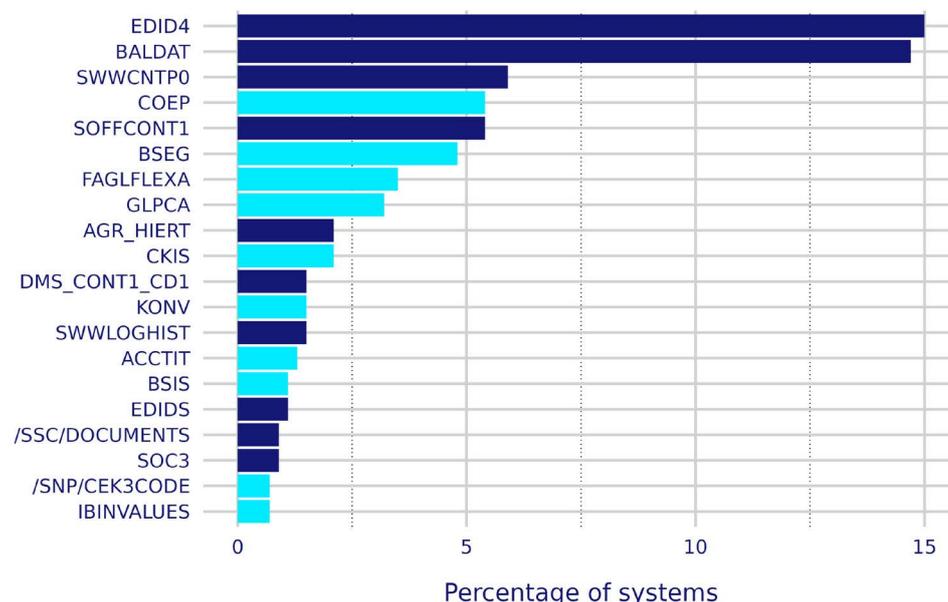
The blueprint also reveals which transformation approach best suits the company’s current situation and which transition scenario makes the most sense. Should SAP S/4HANA go live in one step or in waves? If the company favors a wave-

based rollout due to system complexity, the key is to determine how to accelerate the project using an industrialized approach. “This can be successfully achieved by using automated, scenario-based transformation software and software-driven project monitoring throughout all project phases,” says Kaschytza. “Acceleration through industrialization typically leads to shorter project durations and lower costs.”

Define the target system architecture and transformation steps

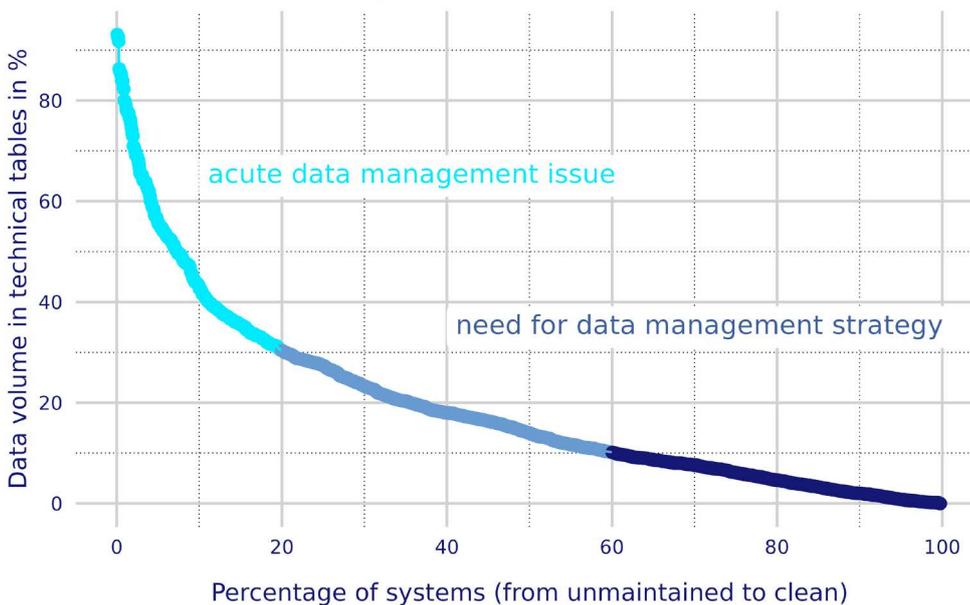
Besides deciding what to do with the data history, which varies according to the industry, retention requirements and deployment scenario, another significant milestone in the planning phase is to establish the future target system architecture. SAP customers should seek advice on the available deployment options – on-premises, public cloud, private cloud or SAP RISE – and use software to evaluate suitable cloud-sizing packages. Last but not least, it’s important to define the transformation steps: Will a one-step, two-step or multi-step approach be best? At this stage, it’s wise to consider preliminary activities such as archiving, data tiering and housekeeping to ensure lean source systems and data. “A smaller data footprint has a positive impact on both the migration time and the hardware costs in the new SAP HANA environment,” confirms Kaschytza.

LARGEST TABLES IN SAP SYSTEMS



In around half of the legacy systems analyzed by SNP, the largest table is a technical system table with low business value (shown in the diagram with a dark blue bar). According to the benchmark data, EDID4 (storage of IDocs) is the largest system table in 15% of the systems, and BALDAT (general application logs) for almost another 15%. For cost reasons, it is extremely important to selectively migrate these and other system tables and devise a data management strategy for the SAP S/4HANA project. Source: SNP benchmark database

VOLUME OF TECHNICAL SYSTEM TABLES



This graph shows the percentage of database usage by technical system data for all surveyed systems. In 20% of the systems, this percentage is extremely high, which signifies a severe data management problem requiring urgent action. Technical system data still plays a significant role in another 40% of the systems. For SAP S/4HANA systems in particular, high costs quickly accumulate due to unnecessary data and data growth. For this reason, it is extremely worthwhile for companies to formulate a data management strategy. Source: SNP benchmark database

By leveraging end-to-end software, project managers can retain control over their SAP modernization and use data to clarify strategic issues in the planning phase. Existing SAP landscapes are visualized, the upgrade and migration pro-

cess is designed, and post-move impacts are simulated. The result is an individual SAP S/4HANA roadmap that includes precise forecasts regarding time, materials and costs – delivering a project without any surprises.

3 Implementation

The planning phase is followed by the technical implementation – a part of the project where ,Kaschytza still sees a lot of optimization potential: “We’ve seen that most projects are split up according to migration phases, with the phases often tendered individually. In general, this traditional approach does not achieve the desired outcome of more efficient resource use and a reduction in the overall project duration and costs. Customers miss out on the benefit of seamless process integration, for example through an end-to-end software platform like SNP’s CrystalBridge.”

Take advantage of end-to-end software

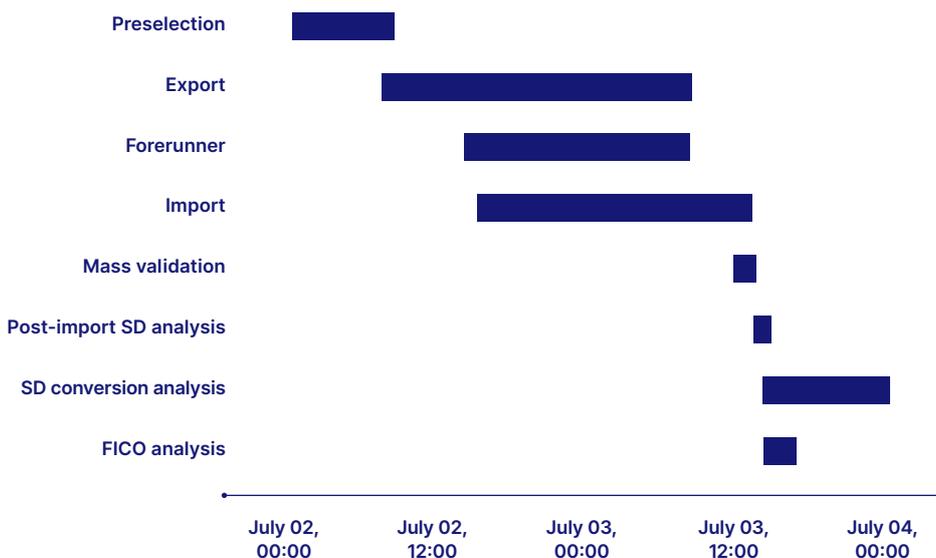
Innovative software solutions offer the flexibility to adapt the scope and approach between migration phases, while the main approach and any contractual arrangements made with consulting partners largely remain unchanged. Selecting consulting partners on a phase-by-phase basis is still an option: Large companies and corporations frequently work with different consulting firms in parallel, for example in different business units or regions, but still

follow one approach and one software solution throughout the transformation project. "It's for good reason that the majority of established consulting firms in the market now offer a flexible choice of approach and see end-to-end software as a trailblazer compared with traditional project approaches," says Kaschytza. Companies, too, increasingly want standardized, repetitive, industrialized approaches in order to speed up projects. "This is achieved through standardized training to teach companies and their consultants how to use the software platform. Clear responsibilities provide the means to use the software, methodology and resources in a factory approach, efficiently deploying them in parallel," clarifies Kaschytza. "This integration is the result of governance and a clear onboarding program: Everyone involved receives all the information they need to prepare for and succeed during the project." The software complements this approach in real time by delivering transparent migration phases and automated processes as well as enabling direct user interaction. Companies can map migration scenarios like parts lists to provide guidance and reliability during the project. End-to-end software not only supports companies in planning their migration from SAP ECC to SAP S/4HANA: Other systems in the source architecture – such as SAP Business Suite products like SAP BW, HCM, SRM, CRM, APO and GTS, and even non-SAP systems – can also be integrated into the migration concept over time.

Prepare for the go-live and choose a flexible go-live date

Recurring migration tests early on in a project serve as ideal preparation for the SAP S/4HANA migration and eliminate errors before the go-live phase. Among other things, these tests supply valuable information about system performance during the actual migration. End-to-end software also provides downtime optimization procedures to guarantee that services and production facilities remain operational for as long as possible. These solutions enable companies to pick the go-live date of their choice, which is particularly beneficial in the case of greenfield migrations. This is because conventional tools can only offer a limited new implementation during the year, and even then, the business will often encounter obstacles down the line. Flexible software that is capable of scaling brownfield and greenfield projects and offering different implementation approaches without any loss of information can deliver an SAP S/4HANA go-live during the year. In this way, companies can plan go-lives without adhering to 12-month cycles and complete multiple wave-based rollouts more quickly, which results in substantially faster projects overall. This approach also means that the preparation of annual financial statements does not coincide with the go-live, as the high workload and lack of familiarity with the new system environment would further complicate the situation.

BEST PRACTICE FOR AN ACCELERATED DATA MIGRATION



By parallelizing the export, import and validation phases, companies can greatly accelerate their migration to the new system while significantly reducing the system downtime. The example in the graph illustrates this process using a data migration project plan for a system from the retail sector. Even though the system to be migrated comprised 38 TB of data and contained seven billion records, the conversion was completed within 50 hours – and that's without the near-zero downtime approach. Source: SNP benchmark database

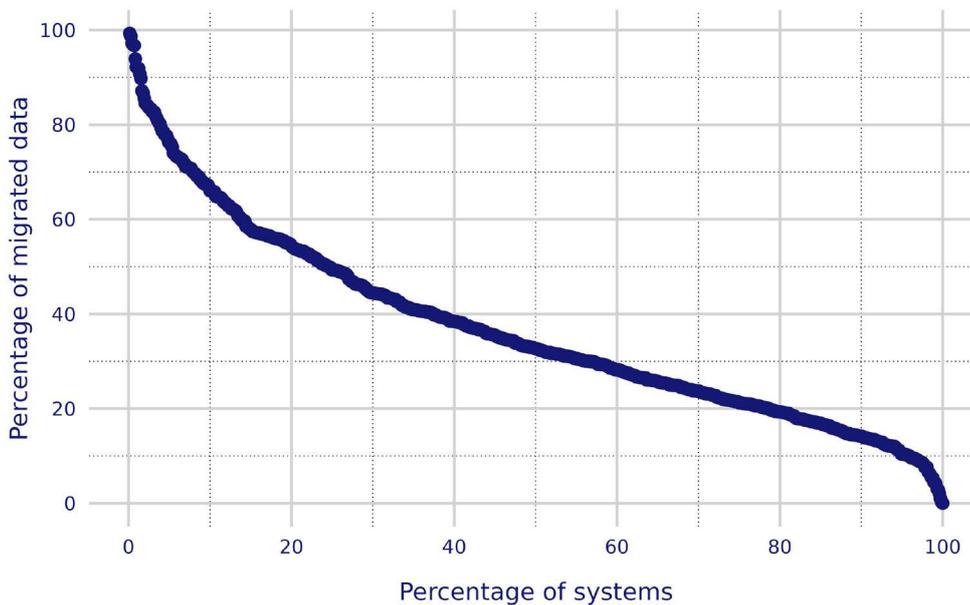
CLARE HIRSCHLE

SAP FI Inhouse Consultant, Wörwag Pharma

What mid-sized companies really need for their SAP S/4HANA migration

“Resources definitely represent the biggest challenge for mid-sized companies. They don’t have a large IT department, and their other departments don’t normally have a key user who specializes in the software. Secondly, there’s knowledge. When it comes to IT projects like the S/4 migration, their knowledge is somewhat limited. As a result, they rely heavily on consulting firms and their tools.

Wörwag has very ambitious growth targets. That’s why we wanted to migrate to S/4HANA quickly: We know that strong growth means creating more company codes – probably in other modules as well. In only 11 months, we not only moved to S/4, but also to the cloud.”

DATA VOLUME AFTER MIGRATION TO SAP S/4HANA

The data volume of SAP tables after the migration varies greatly depending on the system. Only a quarter of the systems analyzed by SNP have more than 50% of the source system volume in the target environment. This shows the potential of a selective migration: The more data there is in existing technical system tables, unused company codes and obsolete documents, the lower the data volume will be in percentage terms if a selective approach is taken for the target system. Source: SNP benchmark database

EXPERT ADVICE FROM JOHANNES HURST

Vice President of Services Central Europe at SNP



Johannes Hurst, Vice President of Services Central Europe at SNP

OPTIMIZE TEST MANAGEMENT AND ALM PROCESSES EARLY ON TO ENSURE SUCCESSFUL PROJECT AND OPERATIONS PHASES

To guarantee a smooth transition to productive operations in the SAP S/4HANA system right after the project, it's best to review and, where necessary, optimize application lifecycle management (ALM) processes well in advance. Besides providing effective support for the project, the new business processes need to cover the entire E2E workflow, agile methodologies, and cloud solutions and processes. Taking advantage of best practices, field-tested processes and interfaces helps companies to achieve a rapid implementation and focus on the project at hand.

■ **PROCESS MANAGEMENT:**

An automated analysis of current business processes is the basis for defining and documenting better business processes in the future. Modeling using BPMN makes it easier to produce a comprehensible, detailed representation of complex E2E processes. Precisely documented processes are essential for test management and test automation.

■ **TEST MANAGEMENT AND AUTOMATION:**

Companies need professional test management to improve quality assurance and minimize risk. Early error detection and risk-based testing reduce time and costs. The key is to perfectly integrate test management into

ALM processes and tools. This makes it easy to determine the scope for each stage of testing, providing an overview of necessary or missing test cases as well as the test execution status at all times. For the testing to be effective, in addition to leveraging automated test data provisioning and test automation, it helps to use predefined or automatically generated content to build and select test cases. To ensure data quality, migration projects in particular benefit from additional automated data validation tests driven by software.

■ **CHANGE AND RELEASE MANAGEMENT:**

By integrating release management processes into the toolchain, companies can meet the requirements of release implementation procedures and common test and deployment phases. This approach helps to minimize risk and save time while also allowing for simple, automated operations even in complex, hybrid on-premise and cloud landscapes. These tools can also come into play if it becomes necessary to align parallel development systems.

■ **MONITORING AND DASHBOARDS:**

SAP Cloud ALM is a solution that helps customers to quickly set up proactive system monitoring – regardless of whether the target is on-premise, hybrid or cloud and what the roadmap looks like. The solution monitors the availability and quality of business processes in real time. It keeps track of interfaces, systems and jobs to guarantee stable operations at all times.

The best practice here is to set aside enough time to review the existing ALM processes and tools before the project kick-off. This provides an opportunity to check how to implement best-of-breed solutions like SAP Focused Build, SAP Signavio, test automation with Tricentis Tosca and more. As part of standard maintenance, SAP provides licenses for certain basic functions of Signavio and Tricentis free of charge. Companies should seize this opportunity and read up about which ALM tools can be seamlessly integrated via interfaces (SNP ALM Integrator for JIRA, ServiceNow and MS Azure DevOps). Ideally, the new ALM processes and tools need to be implemented before the SAP S/4HANA project and project teams trained to use them. To ensure project quality and reduce the burden on employees, experience shows that working with tool coaches from day one makes a big difference.

CONCLUSION:
Choose the software early to guarantee SAP S/4HANA project success

From analysis to go-live, end-to-end software helps companies rise to the challenges associated with an SAP S/4HANA migration. Compared with traditional project approaches, it can cut the duration in half, regardless of whether the program is seemingly simple or long and complex. As a result, companies can reap the benefits of the real-time ERP suite more quickly and turn their attention towards business model adaptations aimed at harnessing machine learning, RPA and IoT. However, the success of the project hangs on choosing the software at an early stage – opting for one flexible

solution only instead of several heterogeneous solutions. A single solution can be used simultaneously by different consulting partners, which helps to avoid bottlenecks and make the most of industry and solution competencies. “Especially when it comes to large, long-term SAP S/4HANA programs, it is vital to introduce measures to accelerate them as early as possible – for example, factory approaches and standard software that provides support throughout,” advises Kaschytza. “In addition, alongside process optimization, it is always prudent to keep an eye on the day-to-day business of the departments concerned – both during the migration and afterwards.” Implementing long-term roadmaps and individual projects based on concrete plans is the best way for a company to prepare itself for the digital future.



SAP S/4HANA rollout: Big bang or phase-based?

Expert knowledge for an individual strategy

The choice of rollout strategy plays a crucial role in the success of an SAP S/4HANA project. For global companies with locations and employees in various time zones and with multiple business units, it's particularly important to complete the move with minimal risk and as fast as possible. Here, the question is how much internal change a company can handle and in what time frame. The following insights and lessons learned from transformation projects offer practical advice for planning and implementing a successful SAP S/4HANA rollout.



Review the possible rollout options

First, decision-makers should examine all possible transition scenarios. In practice, two rollout types have become established for SAP S/4HANA implementations: A simultaneous go-live at all affected company locations, also known as a big bang, and a phase-based approach that delivers a staggered migration. Anyone familiar with the advantages and challenges of both approaches can evaluate the feasibility for their own system. To accomplish this, it helps to draw up a list of criteria to assess the risks of both possible scenarios.

Devise a plan based on analyses and risk assessments

A sound rollout plan needs to be based on facts: From the outset, decision-makers should analyze system usage as part of the risk evaluation. Most importantly, this analysis should focus on the extent to which employees at various locations worldwide use the SAP system to be migrated, as well as the different types of system usage. Another key piece of information is how the group companies are structured in terms of their intercompany relationships. As a general rule, the more interdependent the companies are, the riskier a wave-based approach will be. In parallel, they need

VERONIKA MAYER

Head of Competence & Service Center
Accounting/Controlling, SPAR Austria

Why we chose a big bang rollout strategy

“In our view, a big bang is the most cost-effective option – even though it probably entails the most risk. We decided to do it because we felt ready for it. We also knew that smooth collaboration between our IT department and other

departments would not be an issue, and we had already harmonized certain processes. For these reasons, it was clear that a big bang approach would be the fastest, most cost-effective and most efficient path to SAP S/4HANA.”

to discuss the degree of change with regard to processes and input behavior for users. This usually gives rise to more training measures and an increased need for support – both before and after the go-live. Experience from projects shows that the more changes are made to the template, the more likely companies are to consider a big bang too risky.

Assess the opportunities and challenges of a big bang

The general rationale behind a big bang is to achieve lower implementation costs, faster system deployment and a consistent go-live date for all company locations. This approach also eliminates the need for interim architectures in order to maintain parallel system environments and keep them running. However, depending on a company’s internal requirements, there are also reasons against it: A longer implementation phase, a more complex go-live preparation phase combined with an extensive hypercare phase, and the fact that any system failures will impact the entire organization.

The wave-based path to SAP S/4HANA

If companies opt for a wave-based approach, their SAP S/4HANA systems go live at intervals according to individual regions, countries, business units or departments such as finance and logistics. Another alternative is to cluster the waves based on the complexity of the intercompany relationships: Closely linked group companies are bundled together to simplify the transfer of data and documents between the old SAP ERP system architecture and the new SAP S/4HANA environment.

This approach also offers other advantages: companies can leverage experience and knowledge from the first project wave as well as review the functional scope of SAP S/4HANA after the pilot project. This also applies in the case of classic SAP S/4HANA conversions. In addition, a phased rollout distributes the internal workload across multiple go-live phases, and since a complete system failure can never happen, the overall risk is minimized from the very beginning. Nevertheless, it is essential to plan the individual migrations with great care. Additional synchronizations might be necessary because the old and new production system environments are used in parallel.

Companies that settle on a wave-based approach should keep the number of waves as low as possible. The traditional variant in which individual companies go live one after the other merely serves to prolong the project. In comparison, modern industrialized approaches enable larger clusters to go live at the same time.

Be aware of geopolitical challenges

Taking into account the global geopolitical situation at the time, decision-makers should also consider separate strategies for specific locations when planning the rollout. Do they need to maintain selected systems locally alongside the globally available system architecture? In China, for example, specific local requirements apply to data storage, as financial data must be updated on a daily basis. Similarly, companies should pay special attention to locations in countries that are subject to sanctions. Recently, many

companies have separated their Russian operations from their international systems or are planning to do so, allowing them to respond more flexibly to any external challenges the future might bring.

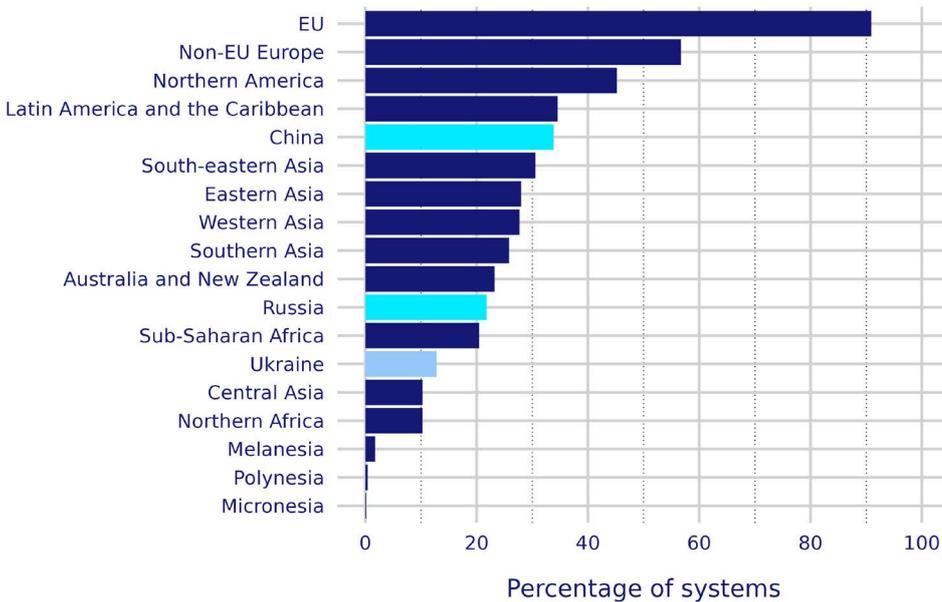
When it comes to separate rollout strategies, it's worth performing a data-driven risk evaluation to accurately predict the impact on the project duration, costs and system architecture as well as on support, resources and general business goals.

Develop an individual rollout strategy

Which rollout strategy is right for your company? This decision can lead to a clash of ideas between decision-makers and the IT team. While a big bang might seem particularly efficient from an IT perspective, management often strives to spread the risk to minimize the potential negative impacts.

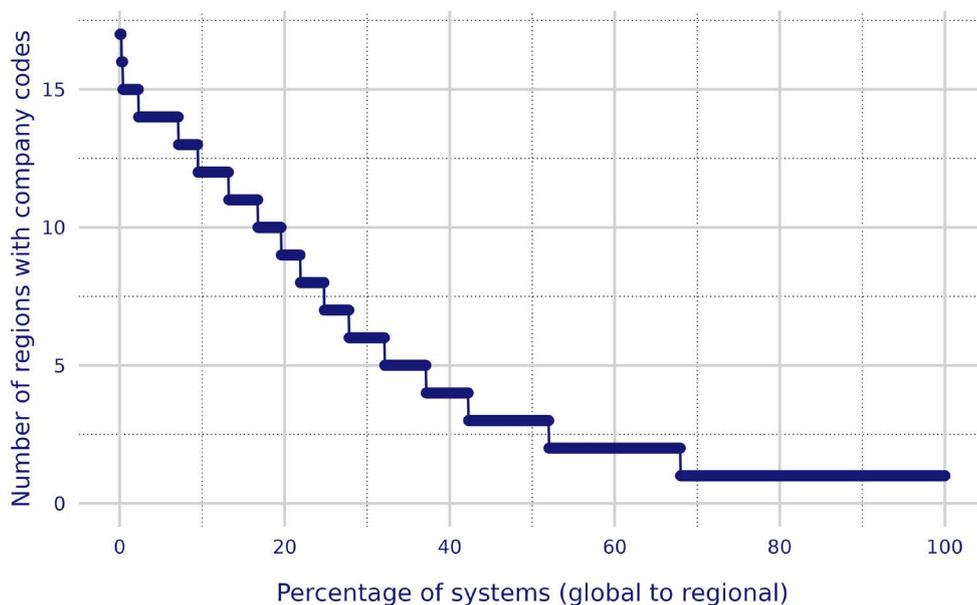
Although every company needs to discuss the journey to SAP S/4HANA (and in turn the rollout strategy) individually, the following general recommendations apply: If only a few regions are integrated into an SAP system and the system is used uniformly, a big bang is often the best solution. On the other hand, if a company has many different locations and the system usage varies, a phased approach tends to be best. The latter does not mean that each affected country requires a long traditional rollout. If carefully planned in fewer large waves, a fast and low-risk implementation is feasible, and it also reduces the workload related to parallel system environments. Furthermore, companies can introduce optimizations and innovations at this stage. All of this makes it possible to align differing internal views and requirements with the rollout strategy.

DISTRIBUTION OF COMPANY CODES IN REGIONS



The SNP benchmark data shows although most SNP customers are based in Europe, a third of them have company codes in China and a fifth have company codes in Russia. Considering the geopolitical situation in some countries, it's recommended to keep certain company codes in separate SAP clients, which ensures a simple carve-out in the worst-case scenario. Source: SNP benchmark database

NUMBER OF COMPANY CODES WITHIN SAP SYSTEMS



Which SAP S/4HANA rollout strategy is the right one? When making this decision, the distribution of company codes within a system plays an important role. If only a few regions are connected and the system is used uniformly, a big bang tends to be the best solution. On the other hand, if a company has many integrated locations and there is diverse system usage, a phased approach is generally more suitable. But what does this look like in practice? SNP benchmark data shows that 20% of the 2,000+ systems analyzed have company codes in more than ten regions. In contrast, half of the systems only have company codes in one or two regions. Source: SNP benchmark database



Accelerate the SAP S/4HANA migration to keep pace with digital progress

The clear advantages of the “clean the core, move the core” approach

For years now, a clear trend has been emerging in SAP S/4HANA migrations – one reinforced by the COVID pandemic: Companies seeking a high degree of process standardization and innovation are less and less willing to plan a greenfield implementation using conventional project methods. Demand is rising for more innovative transformation approaches that empower companies to optimize their existing SAP architecture more quickly while retaining well-established processes. The “clean the core, move the core” approach provides the solution.

Rapid technological change is presenting a problem for large companies in particular: They can spend years creating a template for SAP S/4HANA, only to discover during the first pilot project that the template is incomplete or inadequate. In such cases, they end up moving to SAP S/4HANA using traditional rollouts for all locations as part of a project spanning over a decade. This situation calls for more innovative approaches in order to seize the opportunities offered by the real-time ERP suite as well as adopt innovation and simplification measures much more rapidly.

Save time and costs through automation and industrialization

By harnessing modern transformation software, automation and industrialization, companies can realize significant time and cost savings throughout the SAP S/4HANA conversion – even during template creation. Fewer, smaller rollout phases also further reduce time and costs. This approach covers the following forward-looking measures:

- Moving further towards a composable architecture: Technological progress is shifting away from monolithic SAP architectures and towards distributed cloud-based systems (see page 34)
- Simplifying processes and workflows by improving the user experience and connectivity for mobile working
- Maintaining master data quality according to legal requirements through master data governance
- Harmonizing, simplifying and standardizing business processes in the digital SAP S/4HANA core
- Transferring custom applications from the standardized core to SAP Business Technology Platform (SAP BTP)

First clean up the digital core, then migrate it

SNP’s “clean the core, move the core” approach provides the basis for faster projects. It involves cleaning up and streamlining the existing system core before the migration, then quickly transferring only the relevant data to SAP S/4HANA. This reduces data retention costs, ensures stable and reliable SAP S/4HANA operations, and fosters continuous innovation.

SNP’s holistic approach covers the following elements:

- Processes (optimization, customizing)
- Data (quality, harmonization, governance, migration)
- Code (cleanup, optimization)
- Staff deployment (IT team, business team, external employees)

Faster project implementation leads to higher user acceptance

Software-based analyses and data cleansing can accelerate the design phase in SAP S/4HANA projects substantially. Parallel system tests and prompt initial test migrations help to create a mature template more rapidly, which in turn accelerates the all-important pilot project. If success can be demonstrated quickly and verified within the system, this helps the project to gain universal acceptance among internal users.

SAP S/4HANA design: Empty shell vs. new system

There are two options for designing the new SAP environment: Creating an empty shell based on an existing SAP ECC system to establish a template, or creating a totally new SAP S/4HANA system without any data. For the empty shell concept, the empty template system is prepared based on process, data and code analyses, cleaned up, and upgraded to SAP S/4HANA. In contrast, in the case of a completely new system, best practice processes are used, and the usage of the legacy system is compared with the new template. This option also involves identifying customizing and code for the conversion to SAP S/4HANA. At the same time, master and transaction data can be prepared for migration to the new system environment.

CONCLUSION:

Rise to the challenges with the right approach

Experience from hundreds of successful SAP S/4HANA transformations shows that master data governance (establishing central master data management) and setting up a parallel system architecture (SAP ECC and SAP S/4HANA) play a key role in this type of project. These two issues can substantially increase the workload of the internal IT department and the company as a whole. In particular, managing dual maintenance and distributing master and transaction data correctly prove to be significant challenges. These are yet more reasons to keep the maintenance period for the parallel system architecture of ECC and SAP S/4HANA as short as possible – and to choose an approach that supports continuous digital progress and helps to build a bright future for the company.

DATA MANAGEMENT:

WHAT IS CRITICAL TO SUCCESS AFTER THE SAP S/4HANA MIGRATION?

The go-live of SAP S/4HANA represents an important milestone. But to preserve their high-quality data after the migration, SAP customers need to actively maintain the new system landscape afterwards as well. "Data has strategic value for companies – and it is becoming increasingly important in terms of implementing a forward-looking strategy and remaining competitive," says Martin Finkbeiner, CTO EMEA at SNP. "That's why we recommend professional data management: Besides integrating SAP data into the cloud solution of their choice, companies should look into data cleansing, data archiving and system decommissioning measures."

While data cleansing (housekeeping) involves regularly cleaning up old and unused data and maintaining system performance via recurring processes, the other approaches focus on how and where to optimally store data. "Large data volumes lead to ever-increasing storage requirements and total cost of ownership – especially when running on modern

technology like SAP S/4HANA," explains Finkbeiner. With data archiving, selected data can be taken from the SAP in-memory database and stored in a readable and more cost-effective manner. This means that IT managers only need to maintain the most important data in the production system. System decommissioning streamlines the IT landscape by shutting down hardware and software components that are no longer needed while at the same time transferring (legally) required data to a more affordable cloud storage solution. These three approaches give rise to increased data quality, substantial cost benefits and slower data growth. They also pave the way for introducing a modular data storage model – information from the data ecosystem is stored in different locations depending on its relevance and the applicable legal requirements. Smart data management reduces companies' storage requirements by up to 50%, delivers ROI within six to 18 months, and prepares them for new innovations on the horizon.

Composable enterprises are the future

A technological shift in the ERP world

In recent years, digital change has opened SAP users' eyes to the importance of a modern ERP solution – i.e. SAP S/4HANA – to remain sustainable and competitive in the future. That being said, technological progress will not end with the fourth SAP product generation, but will move forward exponentially. To seize the opportunities arising from this change, companies should continue to think about their own digital transformation: The future lies in environments with the maximum number of distributed cloud systems – and SAP S/4HANA paves the way there.

The digital age has permanently changed the way companies work and is constantly placing new demands on their IT architecture. While large, monolithic ERP solutions have been successfully mapping business processes since the 1990s and increasingly running them in the cloud since 2020, a new paradigm shift is emerging today. "Business needs and innovations must be implemented at a much higher speed these days," explains Martin Finkbeiner, Chief Technology Officer EMEA at SNP. "Companies need flexible solutions that transcend single-vendor systems to integrate digital technologies such as AI as well as ensure a global presence and a broad ecosystem."

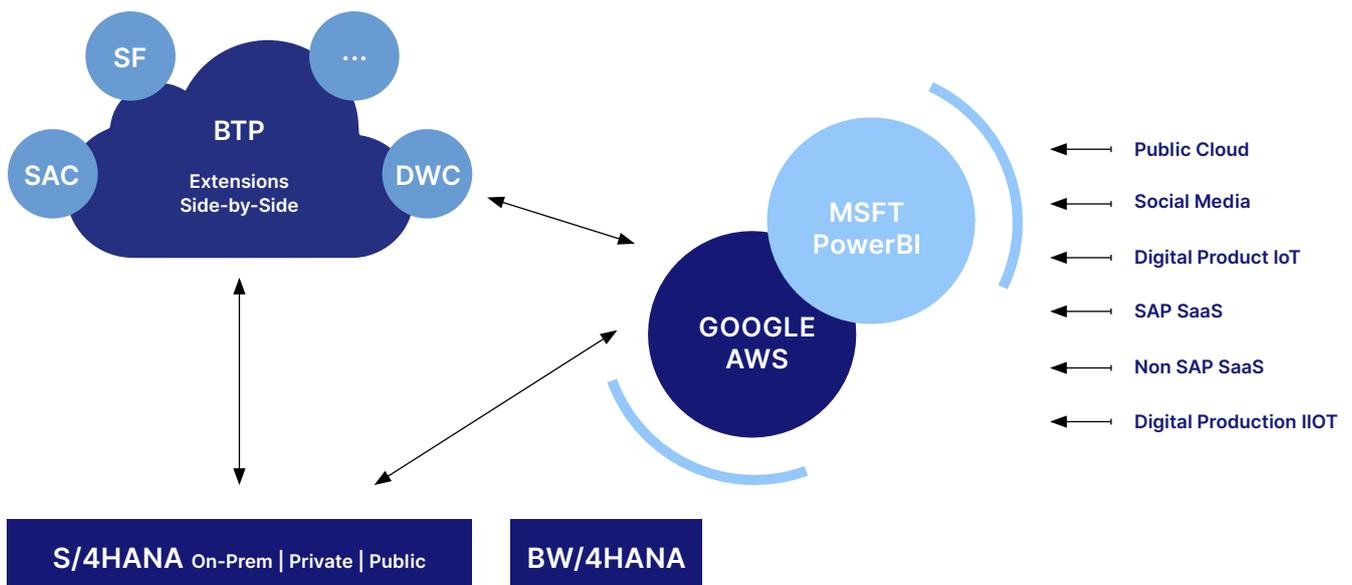
The IT architecture of the future: Modular, flexible and powered by the cloud

The composable enterprise plays a key role here: The term, introduced by IT analyst Gartner, describes an enterprise with IT landscapes that have the maximum number of distributed, cloud-driven systems and use a wide range of microservices. The IT environment of the future will enable enterprises to combine their technical capabilities and expertise so that they can adapt particularly quickly to business developments and remain flexible, innovative and resilient.

But increased opportunities for businesses go hand in hand with rising complexity: IT managers are faced with the task of managing a large number of microservices within their complex IT architecture while ensuring that enterprise data is used profitably through strategic data management.



Martin Finkbeiner, CTO EMEA at SNP



The future of the ERP world is modular, flexible and not just SAP-based. By introducing a composable IT structure, companies increase their ability to innovate and adapt in order to respond to economic changes and technological developments in an agile manner.

SAP S/4HANA: The basis for composable architectures and data excellence

To handle the data complexity of a composable architecture and be able to introduce the desired innovations in an agile manner, a modern commercial solution is needed: SAP S/4HANA and its standardized digital core. "Those still running outdated ECC ERP landscapes should switch to a modern cloud-based SAP S/4HANA system as soon as possible, as that is the best way to prepare for further transformation towards a composable architecture," warns Martin Finkbeiner.

In this context, it is worth exploring how to develop and maintain a successful data management strategy. "Making strategic use of high-quality data is already important today and will become even more important in the future if companies want to remain sustainable and competitive (see page 33). To achieve this, it's recommended to select a powerful platform solution that supports a company in the long term, enables its use cases, and creates the necessary flexibility to integrate a range of different services and technologies."

Long-term solutions for new challenges

IT managers and decision-makers do not have to continue their transformation journey alone. Experts like SNP help companies to transition from a monolithic to a composable, distributed cloud architecture and assist with the selective data migrations and strategic data management this process involves.

This frees up internal resources, allowing companies to focus on developing their business. After all, considering the rapid pace of technological change, continuous progress is essential to achieve economic success, growth and scalability going forward.

Keep your system lean and clean

After moving to SAP S/4HANA, there is no time to sit back and relax: The in-memory database of the new platform is growing faster than expected, which presents challenges in managing the sheer volume of data effectively.

Soon after completing the migration to the new HANA database, fresh challenges start to appear. This is because the database often starts to grow faster than expected, requiring a well-thought-out strategy to limit the size and avoid an early investment in database expansion.

In previous SAP ERP systems with classic databases, data management concepts were generally quite widespread. However, data and tables in the new system grow at a similar rate as in classic systems, and often more rapidly due to increasing digitalization, which creates enormous cost pressure. The reason is that data hosting is much more expensive for in-memory databases than for classic databases.

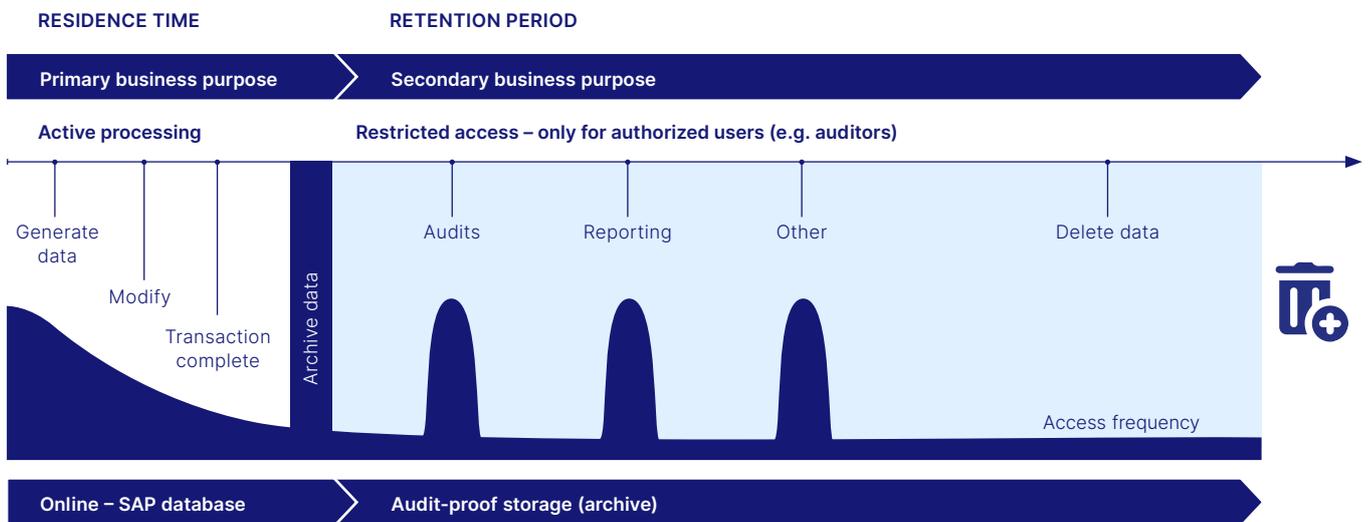
An effective housekeeping strategy is essential

Companies need an effective strategy to deal with temporary data that they only use occasionally, for example storing it outside of the database in a suitable archive. This means cleaning up the data, also known as housekeeping, and using the established SAP data archiving procedure ("SARA"). Both processes offer a significant reduction in data volume. On the one hand, there is the temporary data, for example log data (application log, table BALDAT), technical table data (spool, TemSe) or IDocs and work items. It is possible to clean up this data using the relevant processes. Redundant data is deleted, and data relevant for audit purposes or investigations is archived. Here, the responsibility lies with the SAP Basis team, as it is not necessary to involve application departments when cleansing this technical data.

On the other hand, there is the application data. Input from the relevant department is absolutely necessary here. Which data should be archived? What residence times have been set for the data to remain in the (HANA) database? How can the archived data be accessed and using which function?

To maintain an overview and define the right strategy for data cleansing and archiving, it is vital to analyze the initial situation in detail: Which data is in the database and how is it distributed? Experience shows that looking at the 100 largest tables is enough to define a successful strategy. A key aspect of optimizing the HANA database and limiting its size in the long term is to schedule the cleanup and archiving processes at suitable regular intervals. While application data tends to be archived on a monthly, quarterly or yearly basis, it can make sense to archive technical (log) data on a weekly or even daily basis. To guarantee proper processing while cleaning up or archiving ten or more objects, the corresponding steps should be automated. In this context, the right software solutions can achieve the desired optimization with reasonable effort.

DATA ARCHIVING: MANAGING THE DATA LIFE CYCLE



Data archiving at a glance: The data to be retained, especially archived application data, must be stored in an archive in an audit-proof manner. A retention period is assigned to the data, after which it can be deleted from the archive storage.

The data to be retained, especially archived application data, must be stored in an archive in an audit-proof manner. A cloud storage solution that is connected via the right software using standardized interfaces (SAP ArchiveLink, SAP WebDAV) is well suited for this purpose. Storage in the cloud offers the necessary flexibility to provide only as much storage space as is actually needed for the archived data.

Archived data is not retained permanently, nor are the original documents linked to it, such as quotations, orders, delivery notes and invoices. A retention period is assigned to the data, after which the data and any linked documents can be deleted from the archive storage. This retention period is defined on the one hand by regulatory requirements (for example the GoBD* for FI data) and on the other hand be-

cause companies need to be able to access the data for display and analysis purposes. The retention period is limited by data protection regulations such as the EU GDPR** in Europe, which require data to be deleted as soon as it is no longer necessary for business and auditing purposes.

To implement a successful data management strategy that includes effective data cleansing and archiving, companies need efficient software that meets their requirements and can be implemented in an SAP S/4HANA landscape cost-effectively thanks to automated recurring processes – enhancing SAP functionality.

* GoBD: Principles for the proper management and storage of books, records and documents in electronic form as well as for data access

** EU GDPR: General Data Protection Regulation

Keep your data – not the cost

Decommission obsolete systems after the SAP S/4HANA migration – and keep relevant data secure and cost-effective

When moving to SAP S/4HANA or implementing other transformation projects such as carveouts, M&A or system consolidations, companies face the dilemma of how to deal with data and documents that remain in their legacy systems. It goes without saying that tax-relevant data and information which is important for product-related processes and internal company analyses must be retained for a longer period of time. When it comes to system decommissioning, companies need a flexible solution that provides fast data access and auditability while keeping hosting and administration costs to a minimum.

Depending on the transformation scenario and system size, if companies want to shut down obsolete SAP systems, they have to consider application data and linked documents that stem from various SAP modules. On top of that, they often need to deal with multiple systems at the same time, for example when combining an SAP S/4HANA conversion with the consolidation of a system landscape that has grown larger over time.

Read-only mode for legacy systems: Expensive and time-consuming

For continuous data availability, companies still tend to use their legacy systems as information systems in read-only mode. Access is often only required under specific circumstances, for example for operational, tax audit or internal data analysis purposes. Operating an entire SAP system in this way is expensive – especially due to mandatory data retention periods of ten years or more. Also, it is unnecessarily slow for users to obtain legacy data for analysis purposes at short notice. It is therefore worth considering a lean, purpose-built alternative for data retention and utilization.

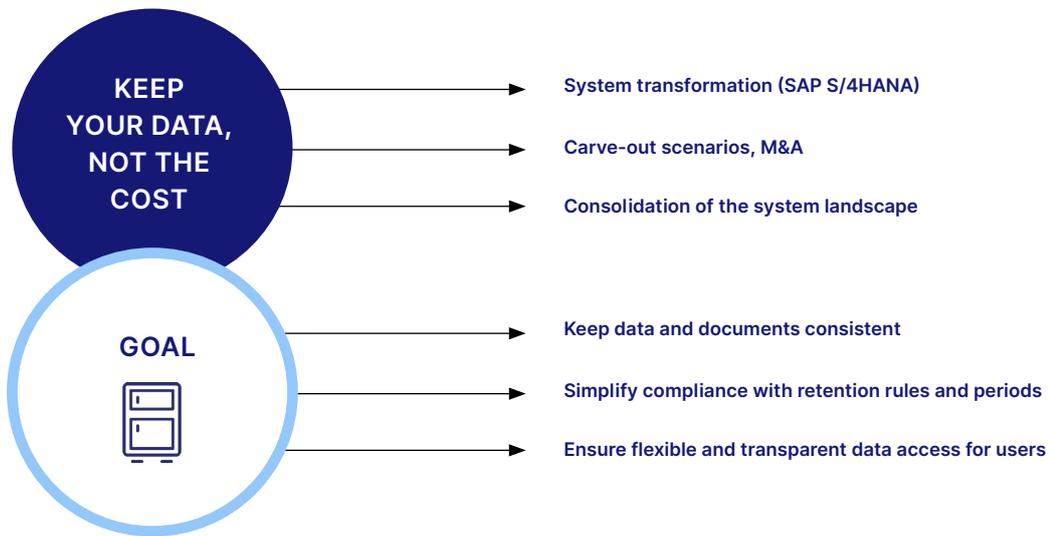
A flexible solution for handling the relevant data

To succeed without additional infrastructure, the best option is a software-based approach that uses the new SAP S/4HANA system as the basis for transparent access. All data and documents to be retained are extracted from the legacy system so that no information is lost that might be needed later. The data is stored securely and cost-effectively in an archive system – either on-premises or in the cloud. Users can display and evaluate the information in a format with the look and feel of the legacy system, and all the extracted data can be listed transparently as required. An integrated audit program also enables those in charge to keep track of retention periods and comply with data protection regulations: Expired data is identified in a timely manner and deleted consistently.

Guaranteed auditability – even for large data volumes

Companies of all sizes and from various industries have recognized the added value of SNP's software solution when decommissioning their legacy systems. It allows them to store important data and documents with a total volume ranging from 1 TB to over 40 TB and with retention periods of just a few years to over 50. At the same time, they benefit from an end-to-end, audit-proof approach, as validated by a well-known German auditing firm.

PROPERLY RETAIN RELEVANT DATA FROM LEGACY SYSTEMS



Keep your data – not the cost: A flexible solution makes it possible to decommission obsolete systems and archive legacy data that is still relevant for auditing and business purposes in a cost-effective, secure and freely accessible manner.



Unused system configurations in the SAP standard: It pays to tidy up

Lots of customizing, little relevance – legacy systems are usually over-customized

It makes sense for companies to adapt the SAP standard to their own needs, provided that these deviations – known as customizing – are actually used. But according to analysis examples from the SNP benchmark database, adjustments that are too deeply ingrained increase costs and risks. SAP S/4HANA projects are the ideal opportunity to clean them up.

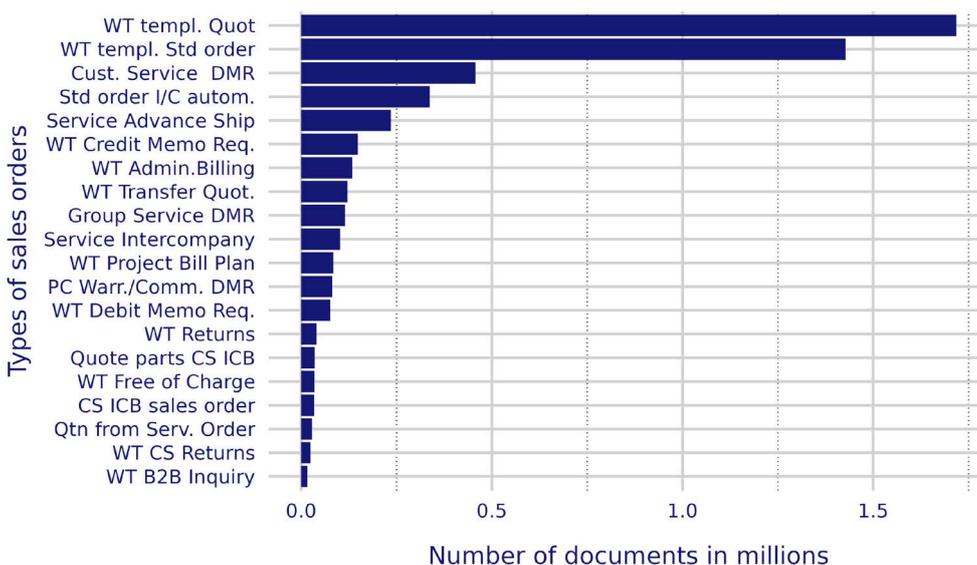
SAP’s flexible standard software gives companies the option to make changes themselves via customizing. These adaptations in the SAP standard can be effective if they map individual requirements and are actually used. They also represent the better approach as opposed to in-house developments (Z programs), which only make sense in rare use cases. That being said, companies should review the relevance of their customizing regularly to prevent errors and avoid complexity costs.

Benchmark data shows many irrelevant system configurations

The analysis results of an example system from the SNP benchmark database in the area of “order types” (sales orders) illustrate just how easy it can be to determine the amount of relevant and actively used customizing. “Here we can see that the five most-used customizations already cover 80% of the documents,” says Dr. Sylwester Radomski,

CUSTOMIZING

Sales orders in an example system



This analysis example of sales order types in the SAP standard table VBAK demonstrates that most of the changes in the SAP standard are not frequently used in day-to-day business. In this case, a cleanup is strongly recommended to avoid complexity costs. Source: SNP benchmark database

Team Lead Data Science at SNP Innovation Lab. “The other changes in the SAP standard are used much less frequently in day-to-day business: In total, with respect to sales orders, the example system includes 32 relevant customizations and 42 irrelevant ones.” Altogether, over half of the changes cover less than 0.1% of the business. In addition, 93 system configurations are not used at all.

If too deeply ingrained, customizing increases complexity, costs and error rates

“When performing a customizing analysis, our irrelevance threshold is 99.9%. This means that irrelevant customizing comprises 0.1% of business documents and therefore covers special cases. Irrelevant does not necessarily mean that the customizing is not needed, rather that it should be critically examined. The results of the survey are clear,” Radomski explains. “We leverage these results during assessments and transformation projects to analyze all systems.” In terms of sales order types, the findings show there’s more irrelevant customizing than relevant customizing in 90% of cases. In fact, a quarter of the systems have three times as many irrelevant changes as relevant ones in the SAP standard. “This increases costs because companies need to maintain and test all the customizing as well as train users – whether it’s used or not. In the case of many ‘exotic’ changes that are infrequently used, the risk of incorrect postings increases if users don’t understand the differences between the various order types.”

Cleaning up redundant customizing is worth the effort

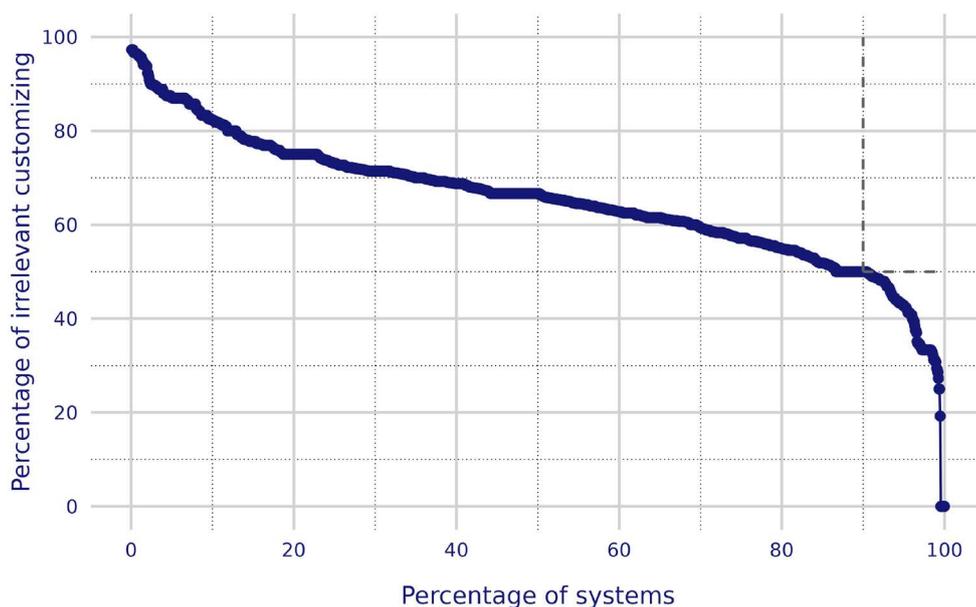
Companies should limit themselves to the bare essentials and perform regular system cleanups. “Cleaning up customizing has an asymmetric cost-benefit factor: Cleanup work generates transparent costs in the here and now,” says the data science expert. “On the other hand, not cleaning up unused customizing produces hidden costs that often remain under the radar for a very long time – we’re talking decades rather than years,” Radomski explains. “At this point, it’s also worth noting that we’ve only presented one example from the benchmark data. Other documents for tables like MARA or VBAL and many more SAP standard tables show very similar dynamics.”

Transformation projects are the ideal opportunity for a cleanup

Digital transformation projects such as the move to SAP S/4HANA are a good time for companies to critically examine their existing customizing and its usage in order to build a lean, clean and agile system. With the advent of the fourth SAP ERP version, the general aim is to keep the processes in the digital core as close to the standard as possible. Systems set up in this way can be kept up to date at all times, tested more economically and operated more reliably.

Are you keeping track of how much customizing is really being used in your SAP system?

IRRELEVANT CUSTOMIZING FOR SALES ORDER TYPES



Which customizations are effective for sales order types? According to SNP’s benchmark data, hardly any: 90% of the cases surveyed have more irrelevant changes than relevant ones. Source: SNP benchmark database

The three cardinal mistakes to avoid in an SAP S/4HANA transformation

Expert interview with Steffen Drawert, Partner for SAP S/4HANA Transformation, Digital Analytics & Data Management at PwC Germany



Steffen Drawert, Partner for SAP S/4HANA Transformation, Digital Analytics & Data Management at PwC Germany

In your experience, which mistakes should companies avoid when planning an SAP S/4HANA project? Which mistakes occur over and over again?

Steffen Drawert: "There are three mistakes in particular that we see again and again – regardless of the size and scope of the transformation. And these mistakes impact mid-sized companies and large corporations alike."

No viable project methodology

"The first mistake: There is often no viable project methodology based on integrated planning. In many cases, companies are increasingly trying to implement extensive SAP S/4HANA transformations in agile mode, and they sometimes place too much emphasis on the methodology. For example, they base their work on methodologies such as SAFe or other agile frameworks instead of using these concepts as a means to an end. If the methodology is hindering rather than helping to deliver high-quality results on schedule, it will not necessarily produce a more efficient SAP S/4HANA transformation.

This is an important lesson to learn – especially in large companies, which often define an overly complex, sometimes obstructive methodological framework to deal with business, technical and organizational issues. In my opinion, SAP projects need a practical project methodology that resembles the character of an integrated ERP process and system architecture. This approach requires integrated planning that is clearly based on quality gates in every phase. In other words, based on project milestones that

must meet predefined criteria before the project can proceed to the next phase. In short, hybrid project methodologies are proving to be increasingly practical, as they merge waterfall and agile approaches while perfectly combining the strengths of each framework in every phase – from design to build and deployment.”

No project framework for close collaboration

“The second mistake is failing to introduce a project framework that facilitates close collaboration between project members. I’m talking about a lack of accountability, no clear governance and no consolidated view of the transformation journey. Project handover milestones are not clear, and project stakeholders have not reached an agreement on the overall project operating model. This is particularly disastrous if the project involves a solution provider (SNP, SAP, smartShift ...), system integrator (Accenture, IBM ...) and business integrator (PwC ...). In terms of partner collaboration throughout the entire transformation agenda, it is absolutely essential to include all stakeholders in decisions and incorporate project handover milestones ahead of time. These criteria are crucial to achieve an efficient SAP S/4HANA transformation.

On top of that, suitable governance roles within the customer’s organization are just as important: Project governance, process governance, data governance, application governance, and the list goes on. These elements are often unclear, not consistently defined or established, or even very over-regulated. The latter can also pose a danger, as there’s such a thing as too much governance.”

Lack of end-to-end transparency

“The third mistake I see is a lack of end-to-end transparency relating to the actual project progress. What I mean here are progress issues, so risks related to solutioning, testing, migration and other areas. According to the traffic light principle, traditional projects first look green for quite a while, and then two weeks before the scheduled go-live, they turn yellow and red. Why? For one thing, a lack of openness can hinder reports on the actual project progress as well as the desire to address sensitive topics. Or the reason is simply that no one knows, since the relevant data is not available.

At the end of the day, we explain to the customer’s management team that we have everything under control, things are going according to plan, and we are on track. That’s all the C-level really wants to know in case of doubt. But if you have to admit that the project is going a bit differently than two weeks ago, that’s when the situation becomes critical. Then, of course, the customer asks you about it, and rightly so: ‘Don’t you have it under control? Where’s the problem?’

What I’m saying is that transparency is often lacking throughout. It’s not so much a question of whether the necessary capabilities or tools exist – they have to be used in a really efficient and transparent way. And ultimately, projects also need certain checkpoints, the dual control principle and other similar practices to enable reliable reporting in terms of the status, risks and issues.”



Dos and don'ts for SAP S/4HANA migrations

- 1 Don't postpone**

Companies tend to postpone SAP S/4HANA migration projects during a crisis. But experts see this as a critical error, as the real-time ERP suite forms the strategic basis for the further digitalization, standardization and globalization of business processes. Do not delay preparations, but start the analysis phase early, identify possible alternatives, and create a common understanding among all stakeholders. It is often possible to implement the project faster than originally planned.
- 2 Do see SAP S/4HANA as a strategic investment**

Digitalization requirements are on the rise: It is important for companies to prepare their own systems and processes for the new technological challenges ahead. SAP S/4HANA sets the stage for SAP user companies to successfully shape their digital transformation. They should see the conversion as a strategic investment that drives commercial success and therefore move ahead with it consistently – even during a crisis. Here, the focus needs to be on the essential issues and on what will bring the most benefit.
- 3 Do overcome digital deficits to stay competitive**

In the digital age, SAP S/4HANA is a must for companies with an existing SAP landscape. The platform lays the groundwork for the further digitalization, standardization and globalization of internal business processes – especially for global corporations. From market management to finance and HR, all areas of the company can be controlled centrally. Decision-makers should fully tap into this potential early on so that they can keep pace with digital progress.
- 4 Do rely on the right partner**

The SAP S/4HANA migration is far more than just an IT project. Companies should consider working with an experienced partner and impose high standards on their IT service provider. Migration methods can vary significantly in terms of the time, costs and resources involved. In addition to extensive project experience, a suitable partner will ideally leverage automated transformation software to plan, simulate and control the migration all the way to the successful go-live.
- 5 Don't limit yourself to on-site service providers**

Extensive SAP S/4HANA migration projects can also reach successful completion with a higher share of remote work. With the right service provider at their side, companies can handle a purely remote conversion with ease thanks to automation and special software. But such service providers are the exception rather than the rule. Therefore, it is important to clarify whether remote data migration is an option in advance.
- 6 Do clean up the data history and only migrate selected data**

During the SAP S/4HANA migration, decision-makers are in a position to cut costs by dealing with obsolete legacy systems. If a company manages to reduce its 15 TB data volume by half, for example, savings to the tune of hundreds of thousands of euros soon become apparent. For this reason, it always pays to keep an eye on the lifecycle of the data as well as to perform housekeeping and archiving on the data before, during and after the migration.

7 Do reduce the downtime

While downtimes cannot be avoided completely, if done correctly, they can be reduced to a minimum. For example, let's assume that one hour of downtime costs a company EUR 100,000 per billion in revenue for the SAP system in question, e.g. a retail system. A revenue of EUR 10 billion would amount to a cost of EUR 1 million per hour of downtime for this SAP system.

8 Do automate the migration

Migration software that can monitor the project progress and status, execute highly standardized migration runs, and integrate testing routines saves time and money. It also offers full control over the project status and makes it possible to make adjustments tailored to customer requirements.

9 Do combine the SAP S/4HANA implementation with a cloud move

Companies can combine their move to SAP S/4HANA with a cloud move to avoid additional overheads and time investment, and strategically prepare themselves for the digital age. Careful thought needs to go into the technical setup of the project system landscape and test landscape.

10 Do use the transformation to rethink processes

The introduction of SAP S/4HANA doesn't just mean a technical upgrade or a new IT system. It goes hand in hand with structural and cultural change throughout

the company: Business processes are examined, optimized and adapted to the new circumstances. The pure IT conversion evolves into a comprehensive business transformation. It pays to think of the SAP S/4HANA migration as a decision that helps to realize a company's strategic business goals. Strong and clear governance is especially important so that all stakeholders collaborate to keep the project running efficiently.

11 Do get custom code ready for SAP S/4HANA

During the migration to SAP S/4HANA, custom code inevitably needs to be adapted. The key here is neither to underestimate nor overestimate the effort involved. In most projects, the issue of dealing with custom code is not as critical as expected, depending on the system complexity.

12 Don't just rely on conventional project methods

The sooner recurring test migrations are up and running, the sooner the system maturity begins to steadily increase. Test migrations not only allow project teams to identify and rectify issues at an early stage, but they also provide information about the performance of the actual migration. Agile approaches like these result in a faster and smoother SAP S/4HANA go-live.



DAVID ROBINSON

Head of IT, BSW Group

"In view of the complex demands of carve-out, SAP S/4HANA migration and cloud move in one step, the BLUEFIELD approach was exactly right for implementing this project with minimal business disruptions and downtime."

JÜRGEN ADÄ

Head of IT, Creaton Group

"We chose the one-step approach for the comprehensive restructuring and modernization of our IT landscape, including SAP S/4HANA and the cloud move. The success factors: We had the right partners and tools on board. We have now created the framework to offer added value for our company and enhance competitiveness. Among other things, SNP accompanied us reliably on this path with the selective data migration."

VÍCTOR IBARRA

CIO, El Rosado

"Our project was the migration of the ECC system to SAP S/4HANA. The top priority was a low downtime, which did not impair the operation of the 25 group companies with over 3,000 sales outlets integrated in the SAP S/4HANA system before the main season. Thanks to the approach for selective data migration, the target could be reached."

LIE GUNADI

Corporate Strategic and Technology Division
Head, PT United Tractors Tbk.

"The hybrid migration approach not only met the data transformation challenges, but also achieved United Tractors' goal – a lean, high-performance SAP S/4HANA target system in Azure. Consequently, we are now developing into an agile, intelligent company more rapidly."



DATA. TRANSFORMATION. EXPERIENCE.

© 2023 SNP SE

www.snpgroup.com