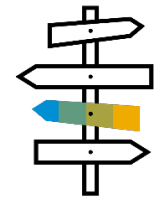# SAP® S/4HANA Roadmap to the Intelligent Enterprise
Savantis SAP S/4HANA Advisory Conversion + Implementation Services

Michael DiGiandomenico, President and CEO

savantis
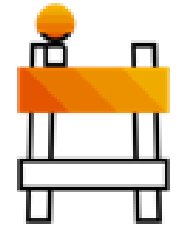Where the best build Intelligent Solutions.

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Agenda & Introductions

SAP S/4HANA System Transition Overview	10 mins.
Analyzing and Selecting the best-fit strategy to SAP S/4HANA	10 mins.
SAP S/4HANA Transition Case Study	10 mins.
Building a strategic plan for a robust SAP S/4HANA Discovery Phase	10 mins.
Questions and Answers	15 mins.

Michael DiGiandomenico
Chief Executive Officer & President

ASUG

Avoiding common detours of adopting S/4HANA

Business Issues

Unique roadmaps—Each SAP migration is unique due to customizations applied over time. There's no one single upgrade method that can be applied to all SAP migrations.

Business continuity — Business and system downtime with any transition option is unavoidable. Assess your company's tolerance to either extended cut-over outages or global deployment support early.

Data quality and security — Errors in data can quickly propagate across the SAP landscape. At the same time, data must be secure and comply with corporate and regulatory requirements.

Limited resources — SAP experts versed in migrations are hard to find, and people with experience leading SAP transformations are even harder to find.

Technical Difficulties

Traceability and governance — Many businesses that run SAP are heavily regulated and must maintain end-to-end auditability, traceability and governance.

SAP technologies — SAP incorporates many proprietary technologies that require extensive technical knowledge to design, build, test and deploy.

Complex dependencies — The SAP landscape involves multiple applications, each with dependencies that can slow the software development process.

Diverse platforms — SAP modernizations must run on a variety of platforms, such as cloud and mobile devices.

SAP RIG
Regional Implementation Group

The RIG is currently supporting 100+ S/4HANA transition projects. And there are only a handful of on-schedule, on-budget projects around the globe.

Top 5 S/4HANA Conversion Challenges. Approximately one third of live clients underestimated the time, training, costs and customization involved in the S/4HANA transformation.

39% It took more time than expected

33% It required more training than expected
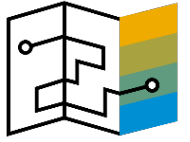
32% It costed more than expected
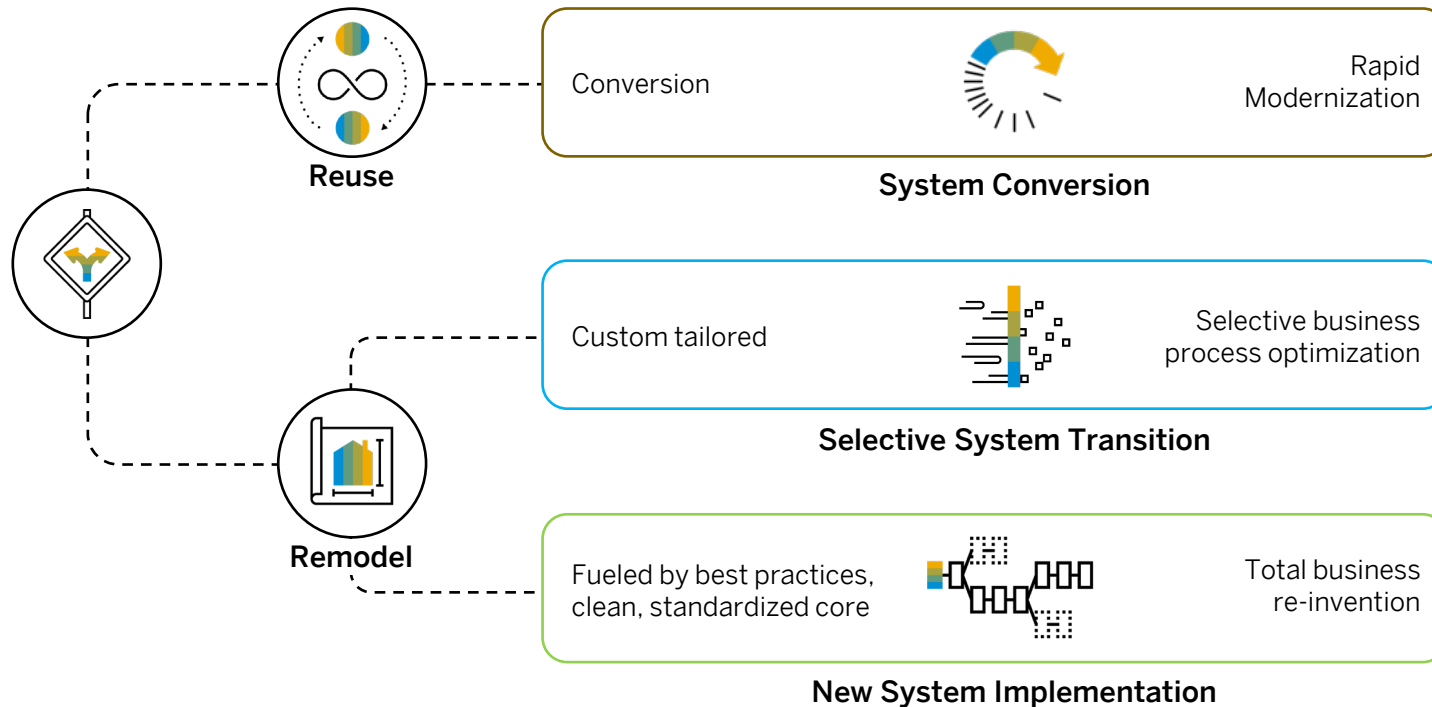
31% It required more customization

27% Difficulties integrating legacy systems

Plotting your course to the Intelligent Enterprise

Three Typical Paths to S/4HANA® Adoption

Reuse

Conversion		Rapid Modernization

System Conversion

Remodel

Custom tailored		Selective business process optimization

Selective System Transition

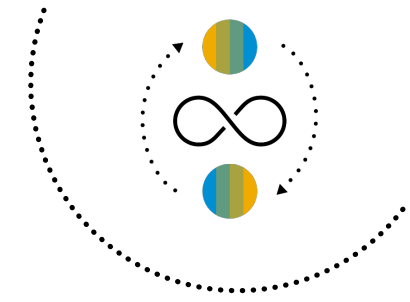| Fueled by best practices, clean, standardized core		Total business re-invention

New System Implementation

System Conversion. Update your enterprise core by converting your existing configured and customized deployment of SAP ERP ECC 6.x to SAP S/4HANA. This path can be accomplished on premise, or with a cloud hyperscaler such as Google Cloud, Amazon Web Services, or Microsoft Azure.
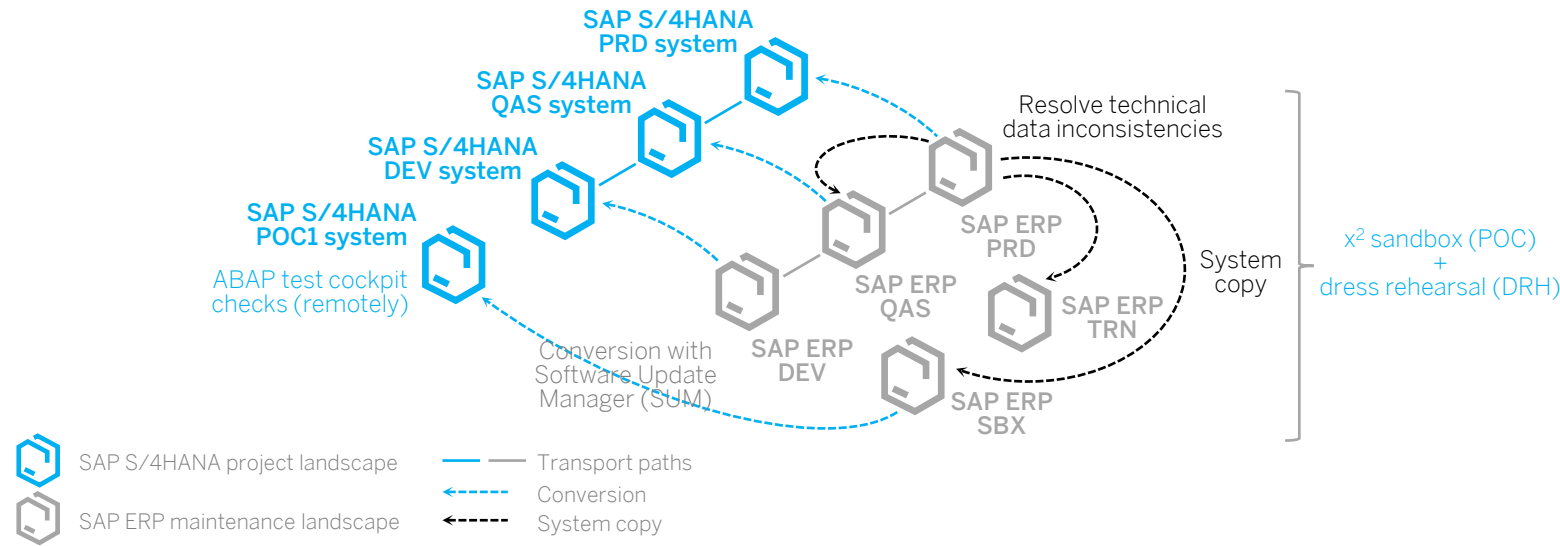
Selective Data Transition. This hybrid approach refers to more complex scenarios that go beyond the two standard options of system conversion and new implementation. It comprises options that increase the project's risk, effort, and complexity.

New Implementation. Choose this approach for getting a clean start along with an enterprise transformation. A new implementation can be performed on premise, in the cloud, or as a hybrid.

Reusing your configuration with a conversion

Conversion Cycles in a Three-System Landscape

- **SAP S/4HANA PRD system**
- **SAP S/4HANA QAS system**
- **SAP S/4HANA DEV system**
- **SAP S/4HANA POC1 system**
- ABAP test cockpit checks (remotely)
- Conversion with Software Update Manager (SUM)
- **SAP ERP PRD**
- **SAP ERP QAS**
- **SAP ERP DEV**
- **SAP ERP TRN**
- **SAP ERP SBX**
- Resolve technical data inconsistencies
- System copy
- x² sandbox (POC) + dress rehearsal (DRH)

Legend:
- SAP S/4HANA project landscape
- SAP ERP maintenance landscape
- Transport paths
- Conversion
- System copy

- System conversion is a well-developed process supported by tools and utilities provided by SAP for analysis and execution.

- A system conversion preserves your configuration, historical data, business processes, and custom code.

- SAP S/4HANA and the in-memory database operates very differently than past versions of SAP ERP.

- A conversion is significantly more than an 'upgrade'.

- Simplifications items are changes to core functionality in S/4HANA from that of older versions of SAP ERP 6.x that have optimized and simplified the vast solution code base that has proliferated in the last two decades.

- The SAP Fiori® user experience (UX) is another significant step forward in providing the business user communities access to SAP S/4HANA.

Remodeling based on a new implementation

Using SAP Best Practices industry templates as a foundation for the future state solution means applying a fit-to-standard approach instead of starting from scratch or trying to reengineer an older design that was based on limitations rather than innovation.
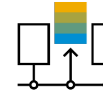
Adopt >50%	Adjust 25%	Add 15%	Innovate 10%
SAP industry best practices template	SAP industry best practices template	SAP industry best practices template	SAP industry best practices template
Adopt new S/4HANA business processes to renovate	Adjust new S/4HANA business process to localize	Add new S/4HANA business process to personalize	Innovate S/4HANA business process to differentiate

There are three business-driven criteria for when customers prefer new implementations over system conversions.

1. When the underlying SAP solution no longer supports the current or future business models of the organization. This requires renovating the SAP solution to align with the new business models of the organization.

2. When intense business process re-engineering is required, e.g., consolidating the core business functions or processes that support the business.

3. When customers have over-engineered and over customized. In this case moving to a new clean-core is the better choice that will drive cost-savings and new agility across the enterprise.

In either case, a new implementation provides the ability to:

- Build the new system with a clean-core based on SAP Best Practices

- Roll out the new solution using a legal entity, country or brand-based deployment strategy rather than a more risky "big-bang" approach

- More easily leverage SAP cloud solutions

- Improve business agility based on a new standardized core

- Reduce costs associated with running highly engineered and complex SAP custom code

Selective Data Transition is an alternative to the New Implementation approach

PURE BROWNFIELD

PURE GREENFIELD

SPEED OF INNOVATION & DIGITAL TRANSFORMATION

FULL REUSE	MAJORITY REUSE	<50% REUSE	LIMITED
LIMITED	FOCUSED <30%	MAJORITY >50%	FULL REDESIGN NET NEW BUILD
S/4 SIMPLIFICATION MANDATORY ITEMS	S/4 SIMPLIFICATION MANDATORY ITEMS	S/4 SIMPLIFICATION MANDATORY ITEMS	S/4 SIMPLIFICATION MANDATORY ITEMS

System Conversion
A technical conversion of entire system including customizing, custom development and all data

Shell Conversion
Reuse whole existing ERP customizing and custom development as baseline and selectively alter

Mix & Match
Reuse partial existing ERP customizing and custom development with new design and customizing

New Implementation
New best practice template-based implementation using Model Company fit-to-standard design and build approach

SYSTEM CONVERSION APPROACH

SELECTIVE DATA TRANSITION STRATEGIES
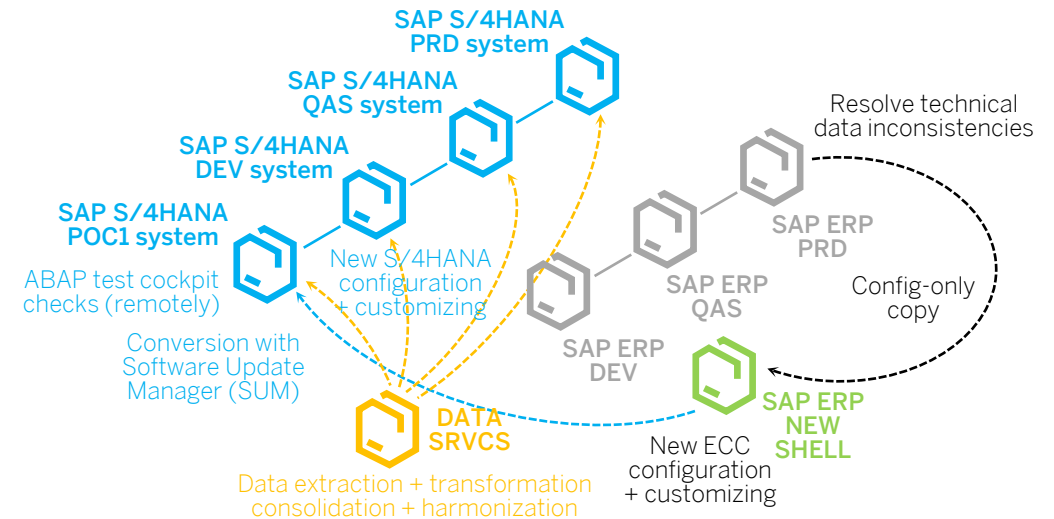
NEW IMPLEMENTATION APPROACH

Reuse + Renovate = New S/4HANA Shell

If your existing SAP ERP 6.x system is relatively standard, still fits your company's business models and contains controllable custom code, you may choose to investigate an alternative approach to transition, called the Shell Approach.

In this scenario, you are seeking more immediate business value from the transition by reusing your assets in the source system and simultaneously renovating selective core business functionality by implementing from scratch in areas where you need immediate innovation to support differentiating capabilities.

1. Perform a new shell creation from your source SAP ERP 6.x system

2. Execute base customizing and configuration in the shell system

3. Execute a standard system conversion of the source shell system

4. Perform additional S/4HANA customizing and configuration changes to implement the differentiating capabilities.

5. Load harmonized master data, open items and historic data from the S/4HANA Migration Cockpit.

SAP S/4HANA PRD system
SAP S/4HANA QAS system
SAP S/4HANA DEV system
SAP S/4HANA POC1 system

ABAP test cockpit checks (remotely)

Conversion with Software Update Manager (SUM)

New S/4HANA configuration + customizing

DATA SRVCS

Data extraction + transformation consolidation + harmonization

New ECC configuration + customizing

SAP ERP NEW SHELL

SAP ERP DEV

SAP ERP QAS

SAP ERP PRD

Resolve technical data inconsistencies

Config-only copy

OPEN ITEMS

The term open items stands for financial open items, but it also includes balances, stock, open sales and purchase orders and other business objects. More generally, it refers to the initial dataset required to start business operations.

HISTORIC DATA

Historic data means completed and closed transactional data, e.g., fulfilled and fully billed sales orders, purchase orders and plant maintenance orders, as well as partially closed documents, for example, partially delivered sales orders.
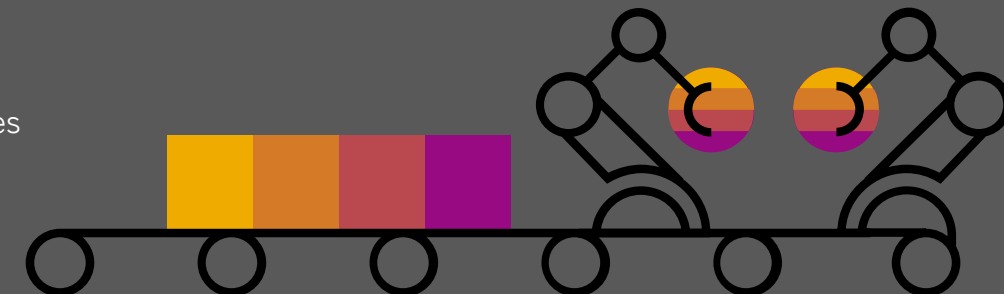
Consolidating SAP landscapes

The primary business driver for a selective data transition approach is consolidating instances of SAP into a single platform that drives business process centralization and standardization most commonly found in MA&D.

Existing Source System Template Conversion + Data Harmonization
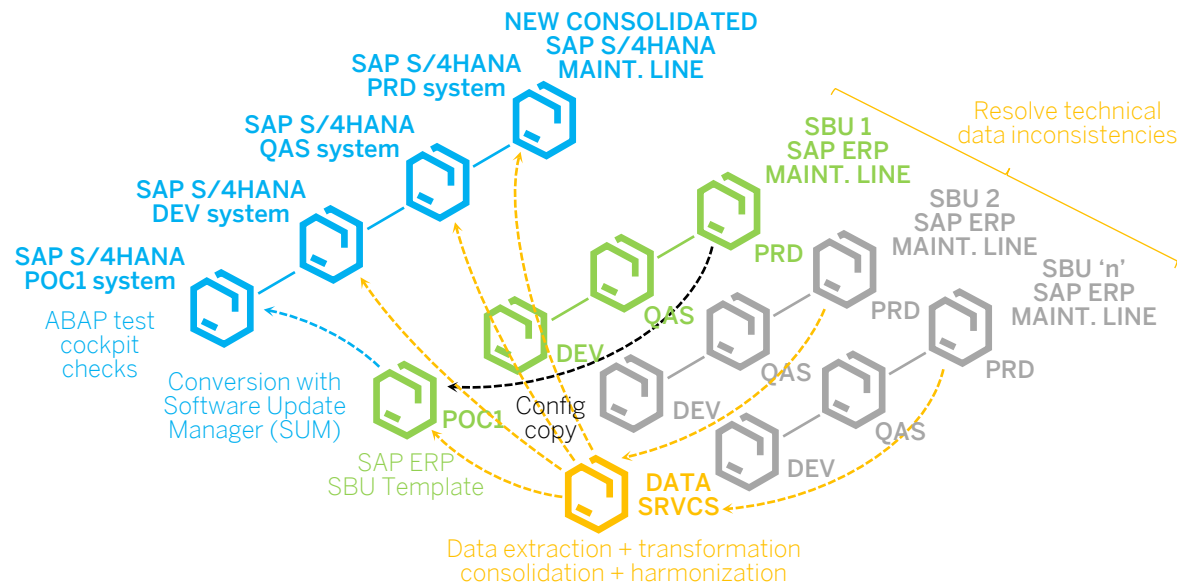
- Implementing a new SAP S/4HANA system based on an industry best practice solution followed by loading harmonized master data and open items from all source systems or,

- Converting one of the source systems that is a best-fit template for the enterprise and loading harmonized master data and open items from the other source system into the new consolidated instance (depicted above).

If you require historical data from numerous SAP ERP source systems, the selective data transition approach is your best fit option.

Analyzing and Selecting the best-fit strategy
to SAP S/4HANA

Modernizing your ERP to the intelligent core
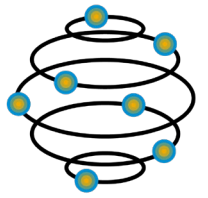
You no longer need to wonder how SAP S/4HANA can benefit your company. By assessing the configuration and usage of your existing SAP software investment, these free, personalized tools increase the confidence you need to deliver a business case and technical deployment plan for SAP S/4HANA.
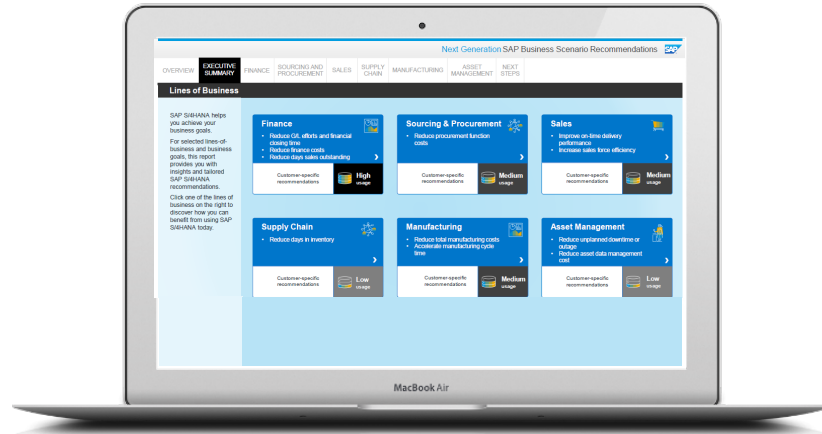
First, build your business case with SAP Business Scenario Recommendations. The service uses your SAP software usage data to identify business processes that can be transformed with SAP S/4HANA.
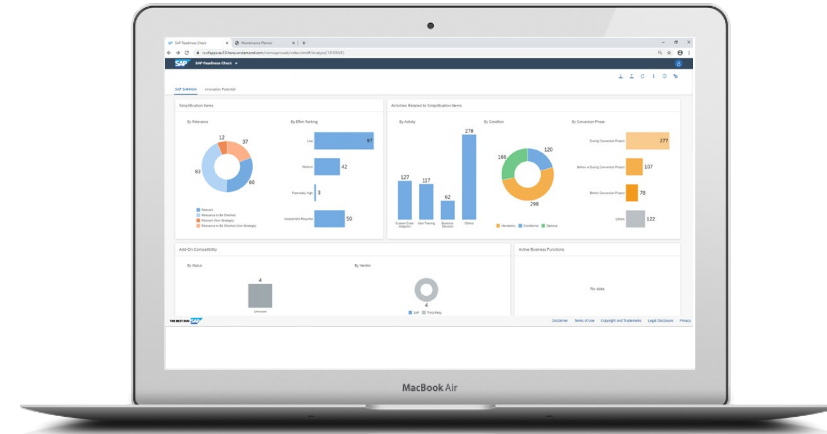
Then, you can plan your move with the SAP Readiness Check tool for SAP S/4HANA. Based on your usage and configuration data, the tool guides you through topics such as custom code adaption, add-on compatibility, sizing of SAP HANA, and recommended SAP Fiori® apps. You can plan your move to SAP S/4HANA with the immediate, personalized insights delivered through this tool.

Addressing simplification items

Simplification items per functional area provide the details for step-by-step remediation based on your system's specific configuration.

Guiding principles to custom code remediation

Exemplary Calculation for 1,000 Findings in Customer Code

Total Findings	Required adaptation
1,000	300
	420
	280

30% unused code in an average system -decommissioned before conversion

Expect 60% automation rate with quick fixes

Remaining manual adaptation
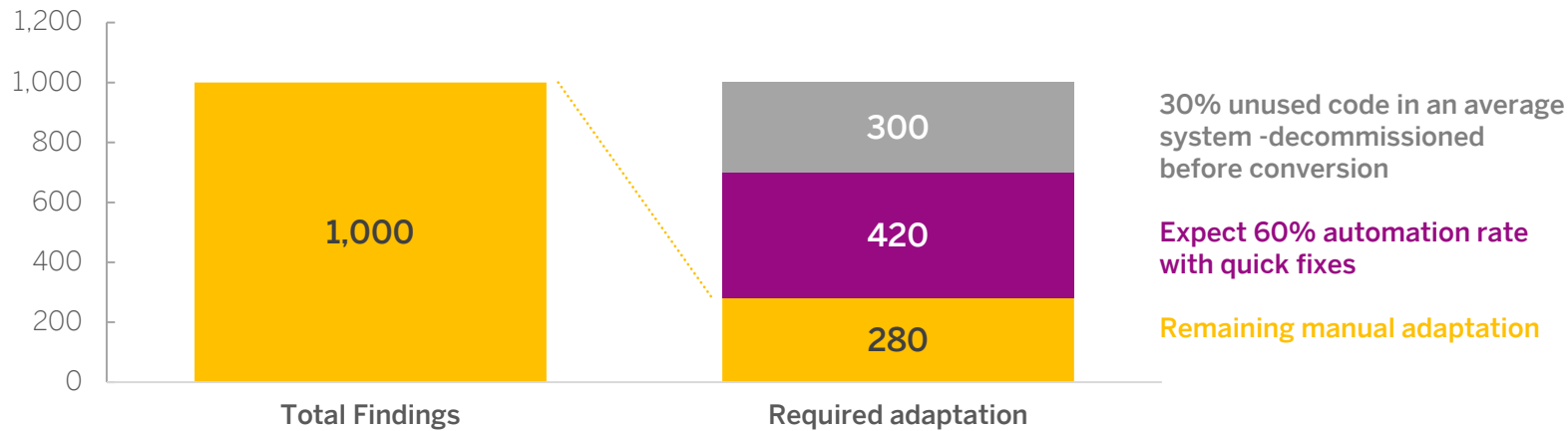
Custom Code: Rethink and Clean Up, Not Just Rework

Over the past years, many long-term SAP customers have heavily extended and modified their SAP solutions. There are SAP ERP systems with a few million lines of custom code.

Take the transition as an opportunity to clean up your system. Put "clean core" and "zero modifications" on the list of your project's goals and ensure that all impacted custom code objects are either adapted or deleted during system conversion.

The custom code workstream should have these three major work packages:

- Remove unused code, and automate manual code

- Review modifications, clones, and implicit enhancements

Source: SAP and ASUG, *Mapping Your Journey to SAP S/4HANA, March 2020*

Removing Unused Code

In an average SAP ERP system, 30% to 60% of custom code is never executed in the production system. Use ABAP Call Monitor statistics and the "Custom Code Migration" SAP Fiori app to remove unused code upon conversion. This step is now technically integrated into the conversion process and makes the execution very easy. Keep collecting the data with usage procedural logging (UPL) if you already have it active. Alternatively, activate the ABAP Call Monitor and enable aggregation of statistics in the production system as soon as possible to have a reliable data set by the time of system conversion.

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JSON

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SAP add-ons and partner system integration

Using the SAP Readiness Check 2.0 well in advance of the project start helps teams plan for remediating installed add-ons. The technical architecture team has access to the installed catalog of add-ons that will require additional answers to the following questions:

- Who is the add-on's vendor? Is it SAP or an independent third-party software vendor?
- Is the add-on's compatibility with SAP S/4HANA confirmed by the vendor (or certified by SAP), and if so, for which SAP S/4HANA releases?
- Is the add-on functionality still required?
- Is a corresponding functionality available in SAP S/4HANA?
- Is there an upgrade or uninstallation package available for this add-on?
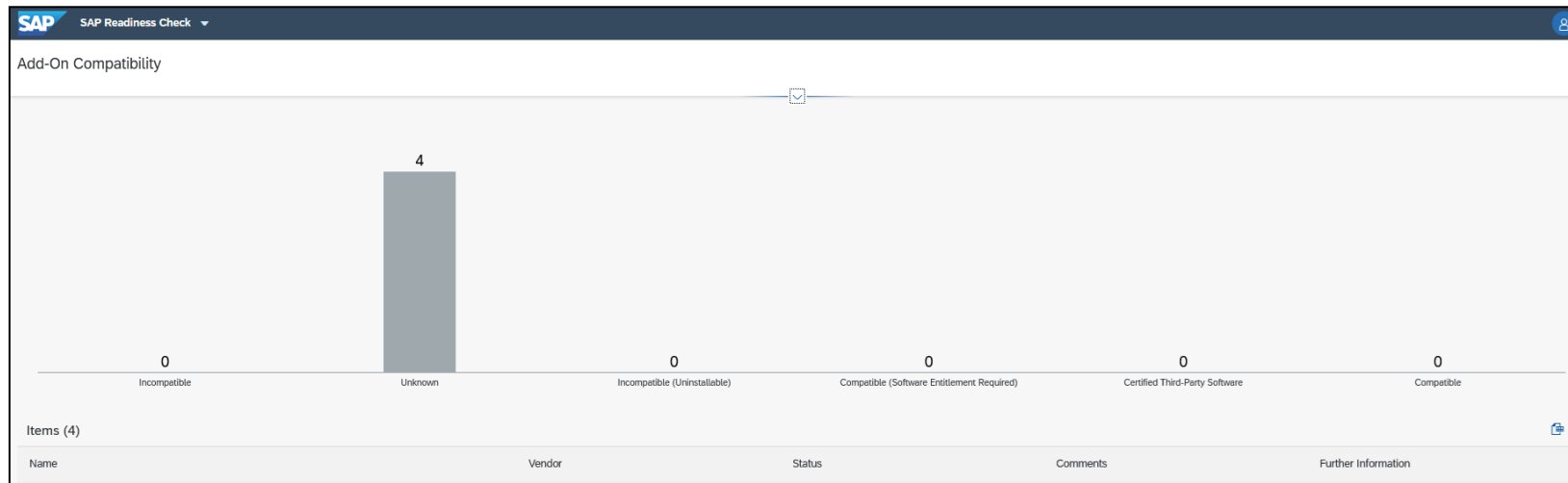
SAP ADD-ONS

Compatibility of Add-Ons and Business Functions

Add-ons must be validated for compatibility with SAP S/4HANA before you can start a system conversion of your SAP ERP. The same applies for business functions. You can do the following:

- View the number and compatibility of existing add-ons and business functions.
- Manually select a compatibility category for third-party add-ons and add comments to listed items.

For the add-ons provided by SAP or sold through SAP's price list, you can request the current status and the compatible versions directly from SAP. For add-ons provided by other software vendors, you should establish contact with these providers and inform them about your plans to convert to SAP S/4HANA and ask for a compatible version. The sooner you do so, the more time the vendors will have to respond accordingly.

You can check the current certification status of your add-on in the Certified Solutions Directory. And depending on the answers to the questions above, formulate a plan about how to deal with each of the installed third-party add-ons.

Actioning data inconsistencies

The SAP S/4HANA Readiness Check 2.0 report provides analysis of your SAP ECC 6.x system readiness for S/4HANA conversion. The report contains data inconsistencies per functional area that must be remediated prior to S/4HANA conversion.
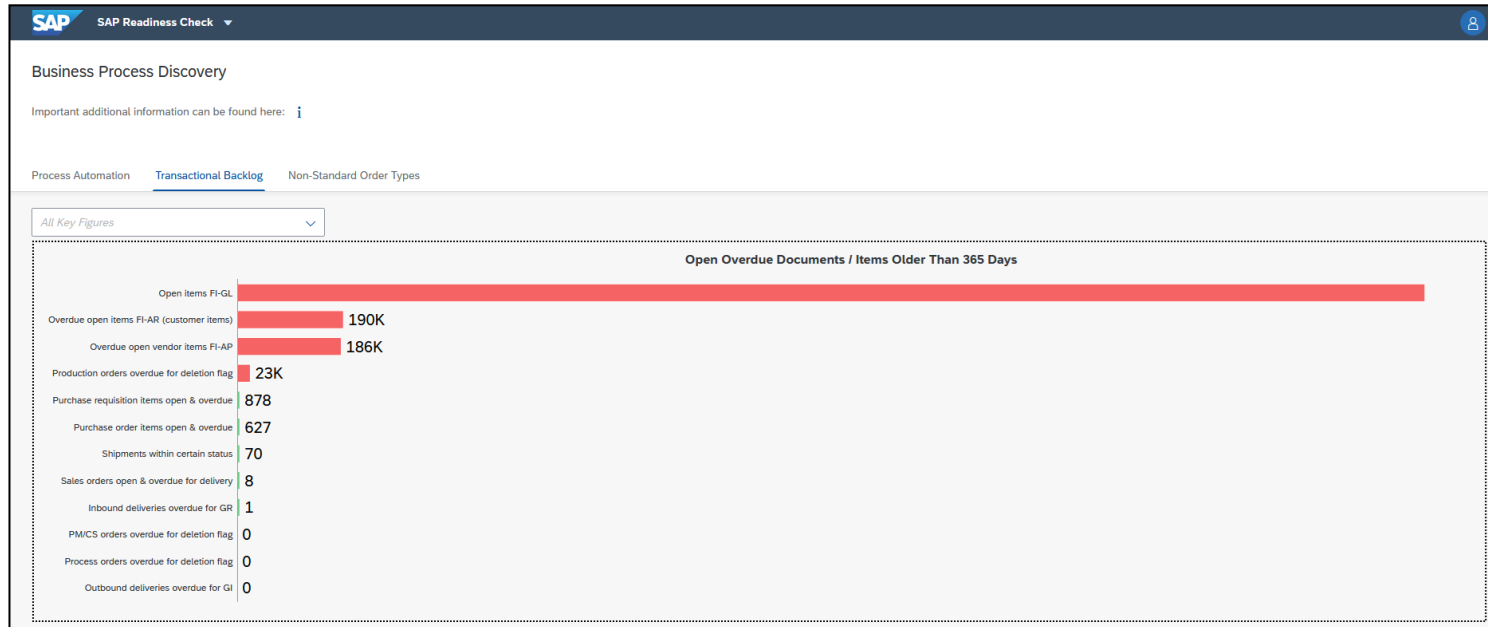
It is common for many SAP customers to have open items in their SAP ERP systems that span fiscal years in finance, sales and distribution, materials management and production planning. In addition to providing new features and functionality as well as technological advances, S/4HANA conversions also provide the opportunity to cleanse historic data and archive past fiscal year data to reduce large SAP ERP tables that have not been maintained. Additionally, data cleanup is the required prerequisite to data archiving, as open items cannot be archived and is critically important to new S/4HANA conversions. The new in-memory platform is sized by SAP HANA database size and places data in-memory for rapid retrieval and presentation to business users. When you embark on a long journey, you usually don't pack heavy!

DATA INCONSISTENCIES

Get a list of key figures for a selection of business process improvements of SAP solutions, for example, the number of overdue documents that can be closed and archived. Reducing unnecessary data and cleaning up potential issues smoothen the conversion to SAP S/4HANA. However, issues displayed here usually don't block the technical system conversion process. The following features are available:

- **Process automation:** Evaluates your process efficiency of back-office processes by making the degree of automation transparent when creating business documents.

- **Transactional backlog:** Provides an overview of old open and overdue business documents that must be worked on before they're archived and migrated to SAP S/4HANA. Additionally, if they are unnecessarily migrated, these key figures can also have an impact on SAP S/4HANA topics such as fast closing, MRP planning, and inventory optimization.

- **Nonstandard order types:** Enables you to understand your potential to reduce complexity and further harmonize or even standardize business processes. See how many different document types have been customized and whether they're used in the current business solution.

Transforming finance and data quality migration

Finance is one of the larger simplification improvements delivered by SAP S/4HANA that requires significant preparation, planning and execution in the conversion process. The expansive finance and controlling tables in SAP ERP 6.x have been significantly reduced and simplified to deliver business processing and run-time optimization. The below areas and activities are paramount to S/4HANA-enabled transformation.

New Configuration
- General Ledger
- Accruals
- New Asset Accounting
- Controlling-COPA
- Material Ledger
- House Banks
- Credit Management-FSCM

Data Migration
- Merge GL accounts and cost elements
- Enrich transactional data
- Migrate data into Unified Journal
- Migrate Material Ledger data
- Migrate Material Ledger order history
- Migrate aggregate deltas
- Run initial depreciation calculation
- Migrate General Ledger allocations
- Migrate House Banks
- Migrate Credit Management FSCM

Data Reconciliation
- Final Reconciliation, Consistency Check and Activation

SAP ECC 6.0 FICO Tables

COEP	CDPOS	FAGLFLEXA	CDHDR
MSEG	COBK	BSEG	ACCTIT
COSP	SBA1	COSS	FAGLFLEXT

Finance Data Migration

SAP S/4HANA Finance

ACDOCA

MLDOC	MATDOC	BSEG	ALDOC
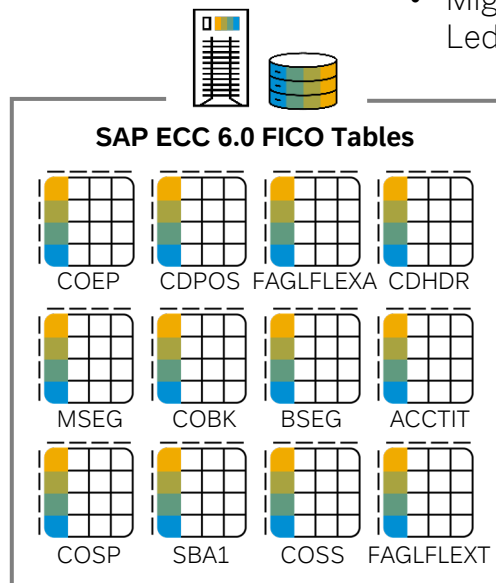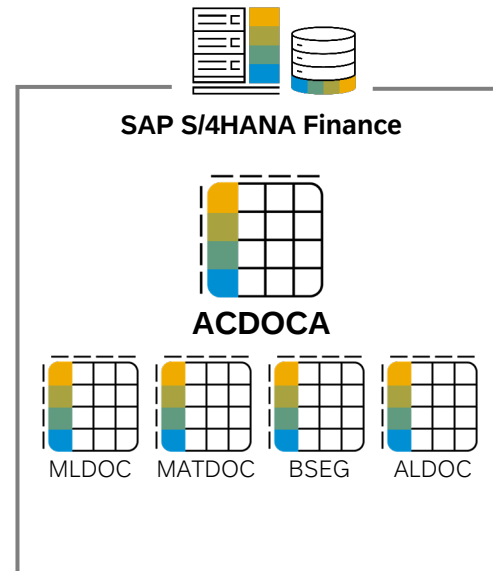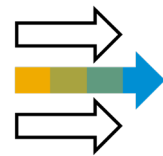
FINANCE

The SAP S/4HANA for central finance foundation solution has been explicitly designed for the needs of enterprises that have multiple ERP systems in their landscape, as well as a central finance and controlling department serving all business divisions. The capabilities of the solution make it a perfect fit for a divisional setup with operational finance on the divisional level, and central financial reporting and consolidation on the corporate level.

Architecturally, SAP S/4HANA for central finance foundation comes into the landscape as a new, additional SAP S/4HANA system that receives financial transactions replicated from other SAP and third-party systems. In a typical setup, multiple source systems are connected to an SAP Landscape Transformation Replication Server, which is connected to one SAP S/4HANA for central finance foundation system.

However, the perception of SAP S/4HANA for central finance foundation as a "first step" in a transition to SAP S/4HANA in just any landscape is misleading. In particular, companies with a single SAP ERP instance should retain their landscape design and focus on the standard options.

Converting to business partner CVI

Get an overview of the master data for your customers, vendors, and contacts that needs to be synchronized before your conversion to SAP S/4HANA. This topic indicates the expected efforts to activate and execute the Customer/Vendor Integration (CVI) in your SAP ERP system in order to convert your master data to SAP Business Partner in SAP S/4HANA. This topic enables you to see the following:

- The total number of your customers, vendors, and related contacts with the identified data quality issues (inconsistencies) in your master data
- The number of unsynchronized customers and vendors in the backlog for CVI in your SAP ERP system
- The number of unsynchronized contacts that need to be synchronized, together with the customers and vendors that are linked to the contacts
- The number of "Account Groups", which indicates the degree of data complexity
- The number of customer-specific enhancements for the most important tables

Business Partners

	Customer	Vendor
Total Number of Customers and Vendors	32,478	12,658
Identified Inconsistencies	32,586	1,009
Unsynchronized Customers and Vendors	32,478	12,658
Account Groups	26	22
Contacts	44,169	10,735
Unsynchronized Contacts	44,169	10,735

Assessing business and system downtime
early in the transition lifecycle
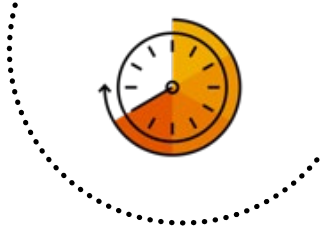
Phase	Work Packages	Timing
Technical AWS Cloud Migration Project	Preparation	XX hours
	EXPORT	
	Movement	
	IMPORT	
	Post processing step	
	Functional check	
	Client functional check	
SAP ECC Patching Project	Extraction	XX hours
	Configuration	
	Check	
	Pre-processing	
	Execution	
	Post-processing	
S/4HANA Conversion Functional Pre-Conversion	Run Readiness Checks	XX hours
	Apply SAP Notes/Man Config	
	Manual CVI Intervention	
	Run FI Reports for Validation	
	Validate 'Green' Readiness Checks	
S/4HANA Conversion	Extraction	XX hours
	Configuration	
	Check	
	Pre-processing	
	Execution	
	Post-processing	
ATC / Func. Config Transport Loading	ATC Custom Code Transports	XX hours
	Functional Team Config Transports	

Sequential Activities — Total Elapsed Time X days / Total Elapsed Time X days

Phase	Work Packages	Timing
3rd Party Partner Systems Enablement & Integration	B2B eCommerce	XX hours
	Partner System 1	
	Partner System 2	
	Partner System 3	
	Partner System 4	
	Partner System 5	
	Partner System 6	
Solution Manager 7.2 Enablement	Managed System Config	XX hours
	System & Job Monitoring	
	Central User Administration	
Record-To-Report	Data Quality Review	XX hours
	Transaction & Balance Migration	
	Post Migration Validation	
Forecast-To-Produce	Data Quality Review	XX hours
	Transaction Validation	
	Key Development Validation	
Source-To-Pay	Data Quality Review	XX hours
	Transaction Validation	
	Key Development Validation	
Order-To-Cash	Data Quality Review	XX hours
	Transaction Validation	
	Key Development Validation	
CVI Setup	Set No. Ranges Intervals	XX hours
	Data Quality Review	
	Key Development Validation	

Concurrent Activities — Total Elapsed Time XX hours

Building a strategic plan for a robust SAP S/4HANA Discovery Phase

Asking the right questions **is a good start**

Depending on your adoption scenario, you may choose to deploy SAP S/4HANA by either reusing your existing system configuration or remodeling it with a selective transition or new implementation.

Do current business process configuration support your long-term strategy? Strategic redesign of the business processes suggests a new implementation.

Can you adopt SAP Industry Best Practices or will you reuse past customizations? A move to standardization brings agility, suggesting a new implementation.

Is your move to SAP S/4HANA driven by the business or IT? IT-sponsored projects are typically conversions which lay the foundation for incremental innovation projects driven by the business.

What is your preferred deployment approach, e.g., global big bang v. regional phased deployments? Understanding your organization's tolerance for another multi-year global deployment is a deciding factor on your ability to garner stakeholder support and the financial budget to deploy.

Can you convert from SAP ERP to SAP S/4HANA in a single step? Single-step conversion is possible for SAP ERP 6.x (any enhancement package) single-stack, unicode system. However, systems that don't fulfill this criteria have likely had little maintenance. If the system can't be converted in a single step, a new implementation is likely a better choice.

Do you require previous transactional data in the new system? The requirement to retain all data in the system is a very strong indication for conversion. Alternatively, consider a new implementation while re platforming your current SAP ERP data on commodity hardware or leveraging data retention solutions.
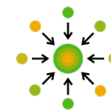
Are landscape consolidation and process harmonization key value drivers? Consider a new implementation and consolidate the required configuration and data into that new system.

Do you have a high or low number of interfaces to other systems (SAP and third-party)? The higher the number of interfaces, the stronger the case is for conversion.

Can your company sustain a multiyear innovation plan with incremental innovations? If incremental innovation is part of your company's philosophy, a system conversion followed by innovative projects will lead to the desired outcome. If you are uncertain whether a multiyear innovation plan can be sustained, a new installation is the only chance to harvest the full value.

Source: SAP and ASUG, *Mapping Your Journey to SAP S/4HANA, March 2020*

Selecting your best-fit approach

The way you plan and execute the SAP S/4HANA program will substantially influence your ability to adopt next-generation business processes and use the new capabilities of SAP® products.
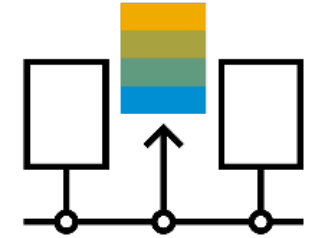
GOALS & MOTIVATION OF AN SAP S/4HANA TRANSFORMATION

Level of Business Transformation

SMALL   BUSINESS VALUE   LARGE

Technical improvement of IT implementation efficiencies

Selective adjustment of process and technology

Evolving processes to enable higher volumes for digital business enablement

Developing new business using digital technology

Transformation of core business areas

TECHNICAL
Spend as OPEX

STRATEGIC
Spend as CAPEX

Technical Conversion Path

Hybrid Selective Path

Revolution New Implementation Path

SMALL   BUSINESS INFLUENCE ON IT TRANSFORMATION   LARGE

Comparing Transition Strategies
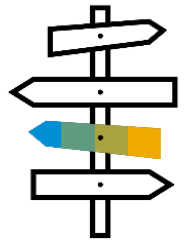
Selective Data Transition should be considered when organizations need to:

- Go live in phases (e.g., by country or business unit).

- Reduce re-implementation effort by re-using some application areas (e.g., logistics), while re-designing others (e.g., finance).

- Reduce risk of a global big bang go live.

- Split or merge existing SAP ERP instances. (e.g., carve-out application areas or companies and implement on a separate instance).

- Leave behind large amounts of old data to reduce the duration of conversions and cutovers. This is an alternative to doing a large data archiving project followed by a system conversion.

	System Conversion	Selective Data Transition		New Implementation
		Shell Conversion	**Build from Scratch**	
Process Reengineering	Simplification items adopted during project. Innovations performed after conversion.	Process changes possible in selected areas. Org structure changes possible.	Extensive changes possible in several functional area, including org structures.	Fundamental process re-design including org structures
Data Cleansing	Optional archiving (probable) prior to the project. Data inconsistencies must be remediated and repaired.	Selection of active data. Cleansing on-the-fly possible.	Selection of active data. Cleansing on-the-fly possible.	New data construction, fully cleansed for new design and functional areas.
Data Transformation	Only mandatory changes are adopted.	Structural and field mapping possible.	Structural and field mapping possible.	New data construction, fully cleansed for new design and functional areas.
Phased Go Live	Full system conversion at time of go live. Phased deployments are not possible.	Possible and fully supported (per company code)	Possible and fully supported (per company code)	Possible and fully supported (per company code)
Historical Data	Full production system transactional and master data conversion.	Org unit, functional area, time-based are options.	Org unit, functional area, time-based are options.	Only master data and open items are converted. Can be combined with certain SDT approaches/objects.
System Split or Consolidation	Not supported.	For either split or consolidation scenarios.	For either split or consolidation scenarios.	For either split or consolidation scenarios.

ASUG

Preparing for a successful transition project
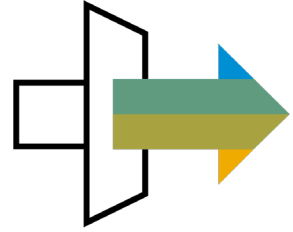
Wave 1

1 Explore SAP S/4HANA transition strategies, concepts and options

2 Develop a high-level discovery phase strategy and plan

3 Conduct SAP technical and business process solution assessment

4 Enable Solution Manager ALM processes and disciplines

5 Run and playback SAP Readiness Check including detailed simplification items and custom code assessment

Wave 2

6 Conduct master data and historical transactional data analyses*

7 Analyze functional area changes to org structures, processes, custom code, data and job roles

8 Assess data archiving potential to ready your company for in-memory*

9 Assess key partner system integrations and system add-ons

10 Understand transition deployment options and impacts

Wave 3

11 Curate all analyses and quantify the pros and cons of each transition strategy

12 Select the best-fit approach for your company

13 Build a transition proof-of-concept and perform digital innovation discovery sessions

14 Develop your business case and program charter for your selected option

15 Generate estimates to complete your chosen transition strategy and submit funding requests

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* Key Discovery Phase analyses that will likely create the need for short-term projects prior to the formal kick-off of the transition program that address master data consolidation, transactional data cleansing and remediation, and data archiving.

aSUG

SAP S/4HANA Discovery and Preparation Roadmap

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE

SOLUTION & TECHNICAL ANALYSES | TRANSITION STRATEGY SELECTION | PROGRAM GOVERNANCE AND PMO PREPARATION

Lead — Govern, Manage and Realize

S/4HANA TRANSITION STRATEGY ANALYSIS | DIGITAL INNOVATION PREPARATION | DIGITAL INNOVATION DISCOVERY | BUSINESS CASE DEVELOPMENT | PROGRAM PLAN & ESTIMATES-TO-COMPLETE DEVELOPMENT

Envision — Assess and Strategize

Explore SAP S/4HANA transition strategies, concepts and approaches

Develop a high-level discovery phase roadmap

Build detailed discovery and preparation phase work package WBS plan

Conduct business & IT assessments
- Review current-state LoBs, brands, geos, and business models
- Review business and IT pain points and key digital transformation innovation areas
- Review multi-year business imperative roadmap including MA&D planning and initiatives
- Review SAP and bolt-on solution, change and business process governance models, methods, tools and CoE resources
- Review current-state business processes, system documentation, testing artifacts and SAP S/4HANA transition readiness

Conduct SAP Readiness Check Analysis Playback

Curate analyses and quantify pros & cons of each transition strategy

Prepare digital innovation sessions aligned to business improvement imperatives, ML/AI, IoT and RPA agendas for change

Explore digital innovation discovery sessions across business functional areas to assess innovation and automation opportunities. Document all innovation capability requirements and requests.

Generate high-level ETC for chosen transition strategy. Submit funding requests for FY2023 H1 & H2 Transition Preparation & Explore Phases

Select the best-fit S/4HANA transition strategy and approach based on selection criteria

**Develop Program business case and charter for your selected option** Document and quantify all business value opportunities by functional and technical area delivered thru digital transformation and automation

Develop detailed program WBS schedule and resource requirements

Generate detailed Program ETC and submit for funding approvals

ESTABLISH METHODS & TOOLS | ESTABLISH PROGRAM GOVERNANCE AND PMO

Verify and establish methods and tools. Upgrade and enable advanced SOLMAN 7.2 SPS13+. Validate BPDDs, BPPs, F/T-specs, BP models, test scenarios/scripts/cases. Investigate RPA Testing.

Establish Program Governance Structures, RACI and Escalation Processes

Establish PMO Processes for Scope, Time, Budget, Resource, Issue, Risk, Quality & Communications Management, Controlling and Reporting

Design — Architect and Plan

SIMPLIFICATION ITEMS & INNOVATE ANALYZE | BUSINESS PROCESS WORKSTREAM ANALYZE, DESIGN & PRE-WORK

Analyze results of digital innovation sessions including simplification items and innovation requirements across functional areas. Analyze functional area changes to org structures, business processes and data

Architect and design new simplification items and digital innovations. Produce high-level scope and designs for new build items.

Perform detailed business process decomposition (scope) and develop pre-work plan for all business process workstreams, e.g., OTC, PTP, FTP, RTR

Conduct workstream CoE and bus. user knowledge transfer sessions.

FUNCTIONAL WORKSTREAMS

REPORTING & ANALYTICS ANALYZE, DESIGN & PRE-WORK

ANALYTICS WORKSTREAM

Assess impact of S/4HANA change to As-Is reporting & analytics solutions, tools & reporting requirements. Analyze fit/gaps & develop high-level designs

Deliver — Implement and Integrate

TECH ARCH & CLOUD STRATEGY DEVELOPMENT & PREP

Conduct SAP Technical Assessment Review As-Is and design Future-State SAP Maintenance Line landscape, detailed system instances, versions, OS/DB, sizing, HA/DR, Security and Compliance

Develop Cloud business case for change

TECH ARCH + CLOUD WORKSTREAM

S/4HANA CONVERSION/SHELL POC

Build the selected S/4HANA transition strategy Conversion or Shell proof-of-concept solution.

APP DEV WORKSTREAM

CUSTOM CODE REMEDIATION, ADAPTATION & PRE-WORK

Analyze custom code, quantify remediation ETC, Execute ATC Checks/code adaptation

SYSTEM INTEGRATION WORKSTREAM

SYSTEM ADD-ONS, BOLT-ONS, INTEGRATION & PRE-WORK

Assess & remediate key partner system integrations, system add-ons and bolt-ons

Analyze SAP Readiness Check 2.0 Report including Simplification Items, Add-Ons, Integrations, Custom Code, Master and Transactional Data, etc.

Conduct SAP Readiness Check 2.0 deep-dive analysis sessions as req'd.

Validate SAP Solution Manager ALM processes, versions and readiness for SAP Readiness Check 2.0 generation

Run, verify and disseminate SAP Readiness Check 2.0 Report

DATA INCONSISTENCY REMEDIATION, CLEANSING & CVI TRANSFORMATION | DATA ARCHIVING/ CONVERSION PREP | DATA ARCHIVING/CONVERSION EXECUTION & PRE-WORK

Remediate data inconsistencies – cleanse transaction data open items and consolidate/cleanse master data. Analyze CVI impact to all business partner function.

Analyze data retention strategies, data object/table sizes and model changes

Assess and select data migration tools, mapping and conversion and/or execute data archiving

DATA WORKSTREAM

Change — Understand, Motivate Communicate and Adopt

ASSESS TRANSITION CHANGE | CHAMPION DIGITAL INNOVATION | MEASURE OCM&T CHANGE IMPACTS | ORG CHANGE BUSINESS CASE | DEVELOP OCM&T CHANGE, COMMS & TRAINING PLAN | OCM&T PRE-WORK

Assess org change impact of transition strategy on business org alignment, readiness, users, deployment strategy, etc.

Govern, manage and champion digital innovation discovery, and analysis using business process segmentation model approach to differentiating capabilities

Based on S/4 Simplification Items and overall technical capability changes, assess and plan stakeholder, org, site, user change readiness and impacts

Develop OCM&T business case for change

Develop detailed OCM&T change, communications and training plan

Identify and perform detailed OCM&T workstream pre-work, e.g., role mapping, methods & tools enablement, accelerator and asset development

OCM&T WORKSTREAM

**PRE-WORK IS DEPENDENT UPON S/4HANA TRANSITION STRATEGY SELECTED**

SAP S/4HANA transition case study

Global Discrete Manufacturer selects Savantis to prime an SAP ECC 6.0 EhP0 cloud-to-cloud system migration and S/4HANA 2020 system conversion program. The program charter is to migrate to an AWS Cloud platform and reinvent their business processes by adopting the SAP S/4HANA Intelligent Enterprise core. This multi-year global program spans 23 world-wide production sites and includes three progressive go lives.
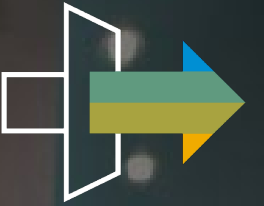
MIGRATE

Migrate SAP ECC 6.0 EhP0 system on out-dated hardware from hosted environment to a new Amazon Web Services Cloud platform.
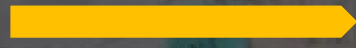
PATCH

Given the SAP system age and lack of maintenance, certain components must be patched to a minimum technical level in order to convert in one step to S/4HANA 2020.

CONVERT

The selected transition strategy of a conversion will transform the core to SAP S/4HANA 2020, including Finance and other key simplification items, and remediate all custom code.

RE-INVENT

The final phase will be to re-invent differentiating business capabilities through the implement-ation of SAP intelligent technologies, such as IoT and machine learning.

Keys to our successful start
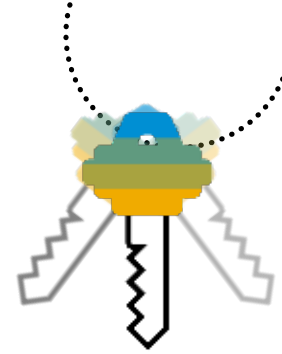
1 Ample time to perform the Discovery Phase. It's incredibly important to spend time in the Discovery phase to work through all the analyses to reduce 'unknowns' prior to formal project kickoff.

2 Enable your ALM solution early. SAP Solution Manager 7.2 supports countless transition steps offering tools to support project tasks, such as business process documentation, test management and collaboration.

3 Audit your system assets early to support the new solution. Assess existing SAP system documentation, such as technical specs and test scripts early to backfill gaps in key assets before the S/4HANA conversion begins.

4 Stand-up Proof-of-Concept solutions early. Proof-of-Concept (POC) systems are a great risk mitigation strategy to uncover issues early in the lifecycle. Consider multiple POCs to further accelerate the conversion process.

5 Cleanse your system. Many customers have historical data that is in open status that will sometimes prevent conversion, and always prevent data archiving.

6 Archive your historical data. The technical sizing of your new SAP HANA database is based on in-memory DB size in terabytes. And when moving to the cloud or converting, business and system downtimes are based on the active DB size. Thus, its paramount you reduce the system size anyway possible to save time and money.

7 Get ahead start on simplification items. The simplification items provide the understanding of changes between your SAP ERP 6.x and S/4HANA end state. Analyze and develop strategies early to address larger simplification impacts.

8 Carefully inspect custom code. Analyzing your custom RICEFWs for business use is a great start. Often RICEFWs built years ago are not relevant and thus not required for remediation.

9 Don't overlook SAP add-ons and partner system integration readiness. SAP add-ons that are active in your SAP ERP 6.x solution need to be updated to the latest S/4HANA version. Many times older 3rd party extensions will not be certified for the latest S/4HANA version.

10 Assessing business and system downtime. One of the most important activities to perform is mocking your conversion as soon as possible in the transition project lifecycle. You must know ASAP how long your business outage will be in cutover.

11 Build realistic estimates for the project. The more you maximize the Discovery Phase and practice active remediation and planning, the better your estimates will be. Be careful selecting the low bidder, chances are, it is too good to be true.

> For many customers. SAP S/4HANA transition programs start with a debate on how to approach the project and what options to consider. Most of them swiftly come to the conclusion that the company's vision, readiness to change, and ability to manage these changes play a much bigger role than any technology aspects. We couldn't agree more.

Preparing for the transition using the discovery phase
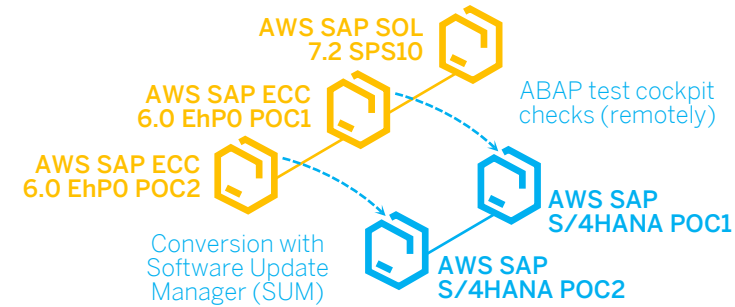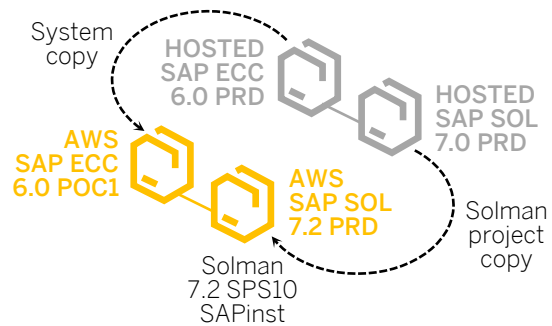
WAVE 1
OBJECTIVES

- Prove portability and architecture
- Prove technical capabilities and accessibility of AWS Cloud
- Initiate strategic use of Solution Manager for application maintenance

WAVE 2
OBJECTIVES

- Ready ECC PoC1 for service check points
- Run S/4HANA Readiness Check
- Evolve technical architecture build plan

WAVE 3
OBJECTIVES

- Mirror ECC PoC1 to create ECC PoC2
- Upgrade new mirror copy of ECC PoC2 to create S/4HANA PoC and document technical S/4HANA buildout and remediation steps
- Execute functional confirmation of ECC PoC1 across workstreams
- Perform Fit/Gap Analysis across workstreams using S/4HANA Readiness Check inputs and S/4HANA PoC and document digital improvements and new business functionality 'wish lists'
- Assess Solution Manager use strategy for ongoing system conversions

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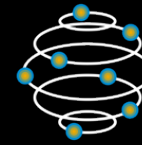
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SAP Customer Data Cloud

SAP PREDICTIVE & AUGMENTED ANALYTICS
SAP Analytics Roadmapping + Advisory
SAP Analytics Cloud
SAP Data Warehouse Cloud
BW/4HANA

References & Acknowledgements

This document references exerts from numerous SAP materials including past SAP sponsored ASUG materials, SAP Partner Portal resources, SAP blogs, SAP whitepapers and associated materials found in SAP methods and tools across the vast SAP ecosystem. Savantis wishes to thank all those at SAP, who work tirelessly to improve the SAP experience and serve the SAP customer base for their direct and indirect contributions that have made this document possible. We would also like to acknowledge our customers that have contributed to our base of knowledge that has made it possible for those that follow to walk the beaten path you have paved. And to all those SAP customers embarking on their SAP S/4HANA intelligent enterprise journey, your future awaits using the best products and solutions in the world!

Where the best build Intelligent Solutions.