



The **SAP** **Report** Q3 2024

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Welcome



Vincent Dunlop
Co-Founder / Director

Hello and welcome to the Q3 2024 SAP Report.

Last quarter, we highlighted the SAP market had outperformed the general tech market - and this quarter is no different.

bluewaveSELECT reported strong first-half results: H1 revenue increased by 23.2% year-on-year, while profit increased by 29.6%.

This comes at a time when major IT recruitment businesses reported YoY losses, blaming poor trading conditions. So, while the economy has proven tough for growth, bluewaveSELECT and the SAP sector have demonstrated resilience and outperformed the market.

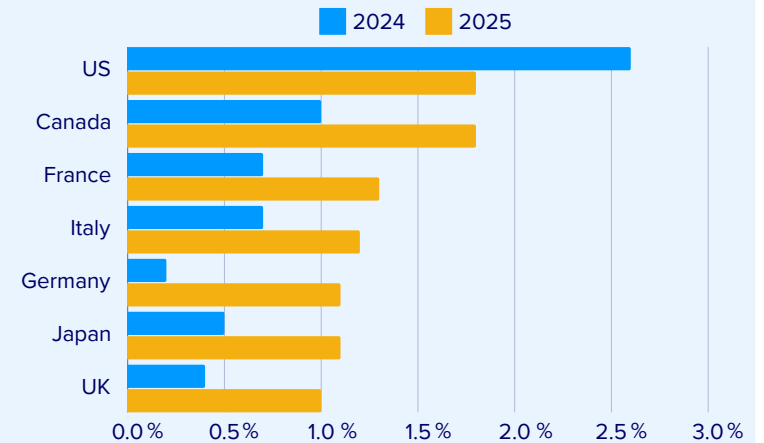
Even better news is that economic conditions in the UK and across the G7, apart from the US, are finally beginning to improve. We anticipate that the remaining enterprises in holding patterns will finally push forward with S/4HANA initiatives, stimulating more industry growth.



bluewaveSELECT reported strong first-half results at its annual summer conference

Economic growth forecasts for the G7

Year-on-year GDP growth predictions



Source: OECD

Your Free SAP Resources

Over the past 6 months, we've worked with some of the best in SAP to bring you these helpful guides and reports, to help you achieve your goals. So here they are, all in one place.



IR35 Guide

Advice from Qdos to help hiring managers build an internal business case for engaging outside IR35 contractors.

Women in SAP Report

How the percentage of women in SAP has progressed over time, the impact of AI, practical interventions to get more applications from women, and key insights from UKISUG.

Contractor Survey Report

UK & Ireland contractor survey results on how much contractors are paid, what drives them to accept or reject a role, and what makes them stick around for the duration of a project.

Hiring Manager's Playbook

Eighteen pages filled with useful, objective data on how to attract and retain great SAP contractors.

SAP Licensing Guide

Practical advice from Gaurish Dessai, Enterprise Solutions Architect, on how to navigate the complex world of SAP licensing.

S/4HANA Implementation Guides

The five biggest challenges of an S/4HANA implementation (and how to overcome them)

With Paul Kelly, Chief Technical Architect

The five key components of a successful S/4HANA implementation in retail

With Paul Drage, SAP Retail Programme Manager



We've reached 1200 members! If you're not yet a member, SAP Network+ is like LinkedIn, but just for SAP people. The platform is driven by members, has lots of great SAP content and is totally free.

The SAP Report Q3 2024

Industry News



**SAP's Cloud Revenue Up
25% in Q2 Financial Report**

[READ HERE →](#)

**SAP Acquires WalkMe
for \$1.5bn**

[READ HERE →](#)

**Up to 10,000 SAP Jobs at
Risk with Restructure**

[READ HERE →](#)

**Asda's SAP Programme
Separation Hits Delays**

[READ HERE →](#)

**SAP Public Cloud Migration
Requires an Architectural
Rethink**

[READ HERE →](#)

**SAP Fined More Than
\$220m to Resolve US
Bribery Allegations**

[READ HERE →](#)

**SAP Concur and Mastercard
Announce Partnership**

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**SAP is Restructuring its
Executive Board**

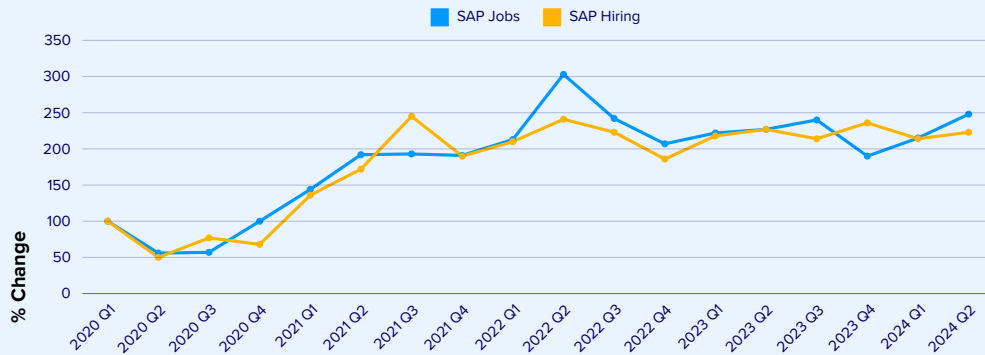
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SAP Jobs & Hiring Activity

SAP Jobs and Hiring Activity



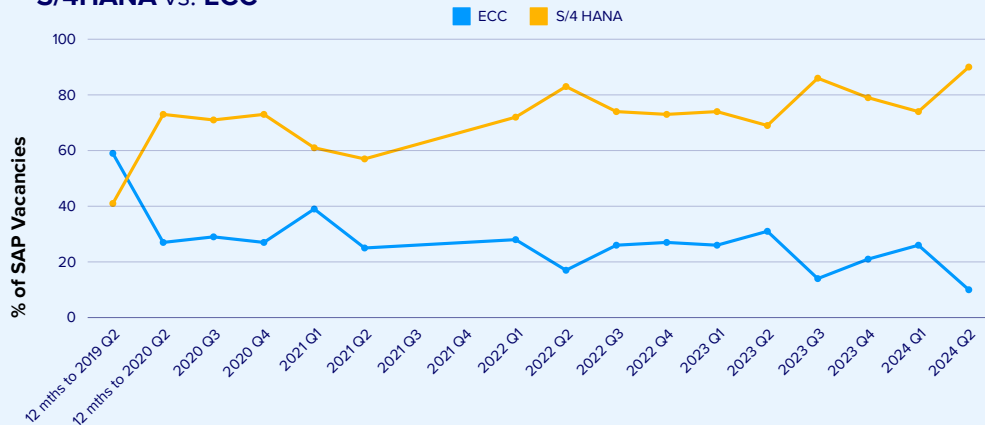
Q2 saw an increase in both job and hiring figures. This (if we ignore Q4’s seasonal decline) continued the overall trend of optimism for SAP practitioners over the previous 18 months. The demand for S/4HANA skills continued to dominate, accounting for a staggering 90% of all open positions, 38% of which were created by new S/4HANA projects.

The demand for S/4HANA skills will continue to outstrip supply until a natural balance is reached. At which point those working on today’s S/4HANA programmes will form the backbone of tomorrow’s applicant pool. We’ve seen this with each new SAP release.

With many SAP users yet to complete their S/4HANA migrations (see: [S/4HANA Growth](#)), this balance may not happen until 2026/27, or even after 2030.

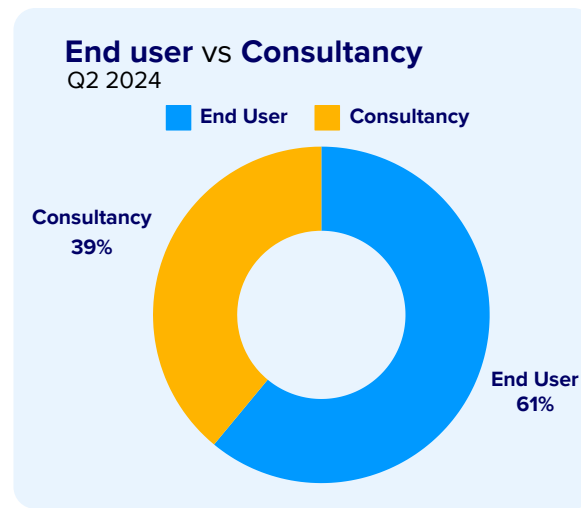
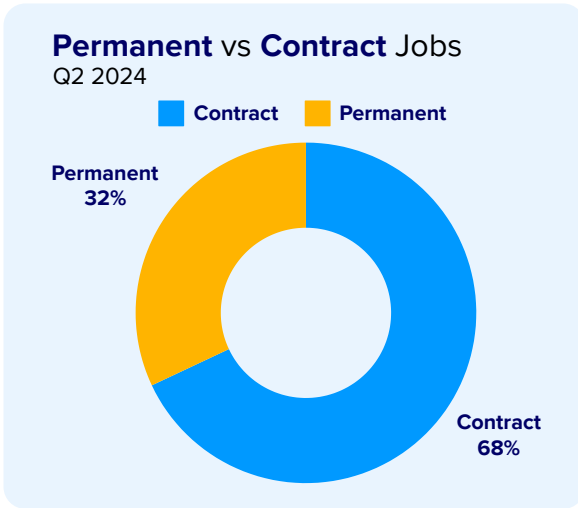
If you’re concerned about addressing your S/4HANA skills gap, see Jonathan Hurren’s [‘What S/4HANA Skills Gap?’](#) or contact the bluewaveSELECT team to explore long-term SAP talent solutions.

S/4HANA vs. ECC

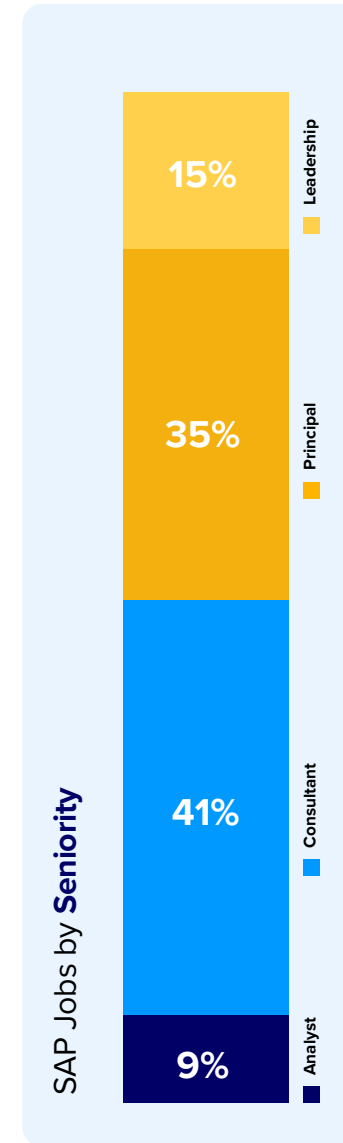


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SAP Jobs & Hiring Activity



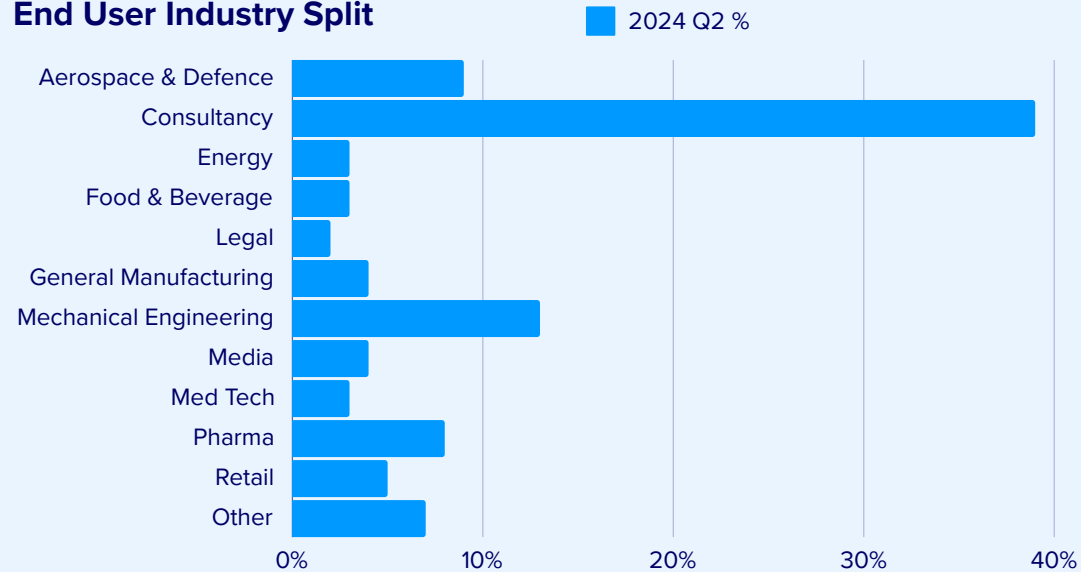
The project-driven nature of SAP programmes means **the vast majority of contract roles are outside IR35.**



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SAP Jobs & Hiring Activity

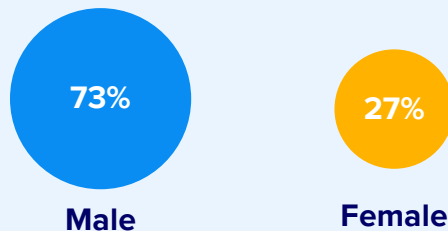
End User Industry Split



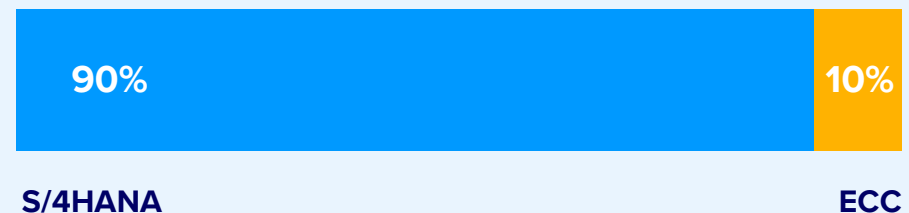
The prevalence of consultancy businesses can be misleading here - vacancies will be spread across multiple industries depending on which sectors their customers work in.

However, the increase in consultancy opportunities (28% in the previous quarter) **could indicate more S/4HANA business cases being signed off** and moving into design.

Women in SAP (Placements)



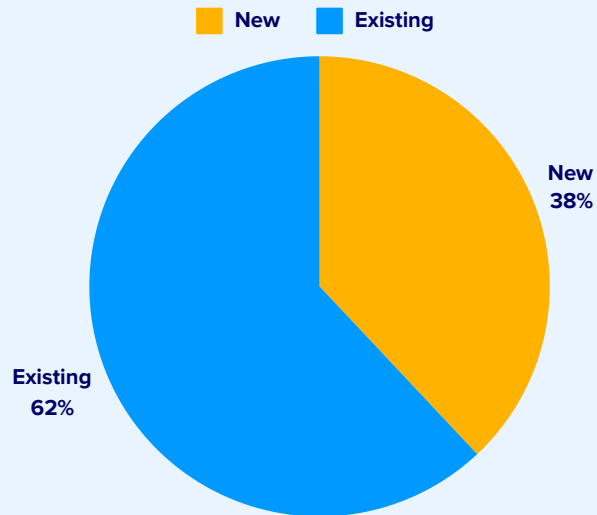
S/4HANA vs ECC



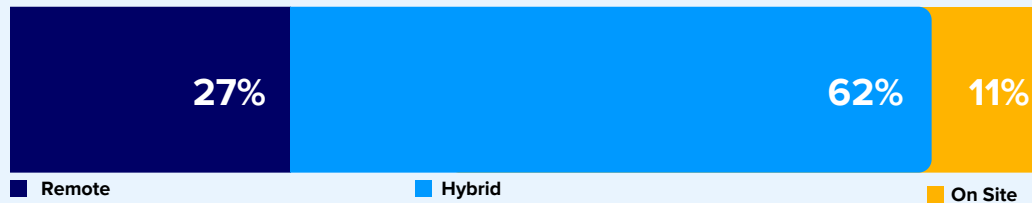
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SAP Jobs & Hiring Activity

New vs Existing Client



SAP Jobs by Work Requirement

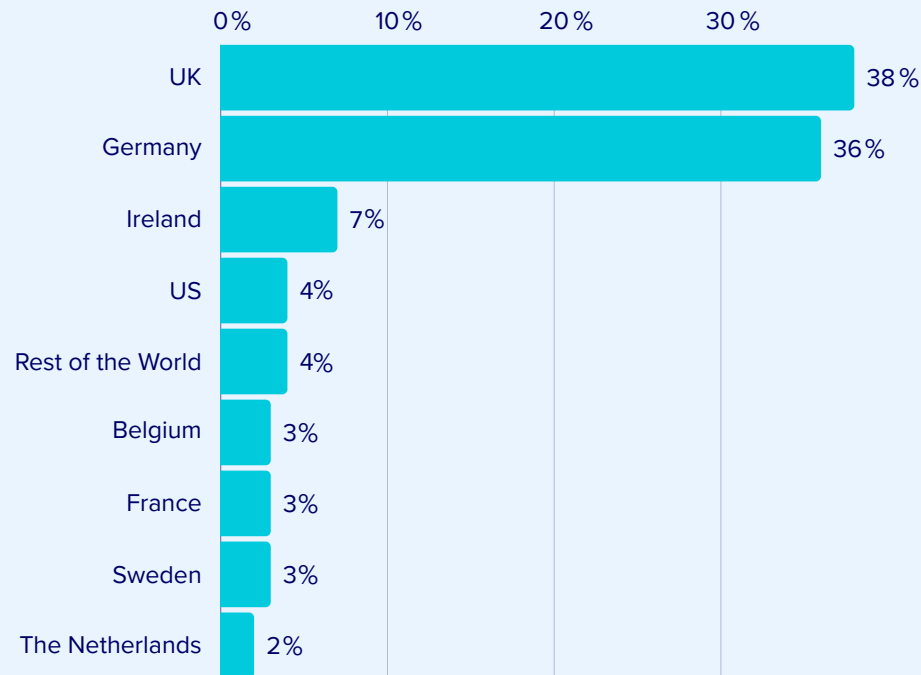


Although on-site working rose from 8% to 11% (compared with the previous quarter) **89% of vacancies were still hybrid or fully remote.**

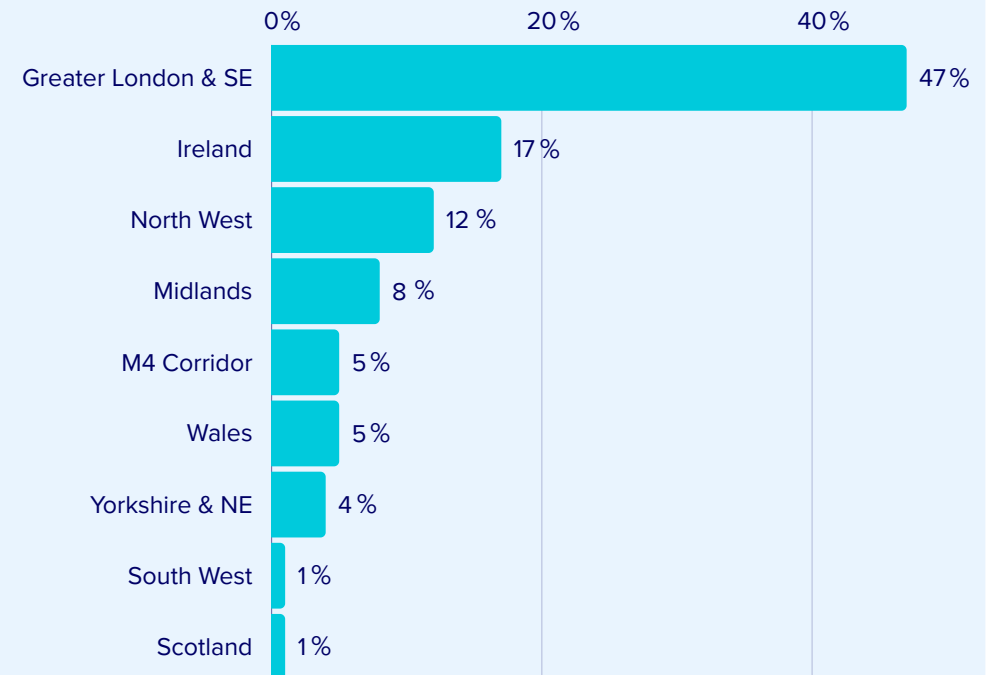
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SAP Jobs & Hiring Activity

Location Split - Global



Location Split - UK & Ireland



The SAP Report Q3 2024

Top 5 In-Demand SAP Skills in Q2 2024

% of Q2 SAP demand

1 Finance	<p>The core component of most SAP landscapes, SAP Finance was the most sought-after skill in Q2. Outside the mainstay modules of FI and CO (which were strong throughout the quarter) more specialist areas of finance such as Banking, Treasury, Tax, FSCM, and FSCD featured highly.</p>	12%
=2 Leadership	<p>38% of Q2 SAP customers were new to bluewaveSELECT - this kept demand for SAP leaders high. New customers often engage with bluewave during phase zero and phase one of new SAP programmes, which require highly-skilled Transformation, Programme and Project Managers. They lead stakeholders through design and manage delivery via third party implementation partners.</p>	9%
=2 Data	<p>It's no secret that the quality of data is an integral success (and failure) point of any SAP programme. The best S/4HANA solution will deliver zero business benefit if it is populated with bad data. SAP and Systems Integrators often pass the responsibility for data integrity back to the customer, which explains data taking the #3 spot. And almost all demand for data resources came from end users.</p>	9%
4 HxM	<p>After three consecutive quarters at the top, HxM drops to 4th. This has more to do with demand for other skills increasing, rather than HxM dropping - it still represents 7% of total vacancies. SuccessFactors and SuccessFactors Payroll are driving continued demand. We've also noticed a growing trend for integration skills, as customers look outside SAP for best-in-class workforce planning solutions.</p>	7%
5 Integration	<p>Integration skills have soared thanks to SAP's complexity. Integrating an S/4HANA solution with other applications and platforms (including legacy as well as 'new world') requires a deep level of understanding of both S/4HANA and the systems to be integrated. And experience with cloud integration tools such as CPI leads the demand.</p>	5%

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SAP Salary Benchmarking

Are you paying the right amount for your permanent SAP resources?

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SAP Salary
Benchmarking

Compared to prior quarter

Job Role

Salary Range

Leadership	Lower	Higher
Transformation	£150k ← 0%	£195k ← 0%
Programme	£100k ← 0%	£150k ← 0%
Project	£70k ← 0%	£95k ← 0%
PMO	£55k ← 0%	£70k ↑ 7.7%
BAU/Head of	£95k ↑ 8%	£125k ← 0%

Job Role

Salary Range

Technical	Lower	Higher
Architect	£90k ← 0%	£125k ← 0%
BASIS	£70k ← 0%	£90k ↑ 5.6%
Security	£60k ← 0%	£80k ← 0%
ABAP	£68k ↓ -11.8%	£80k ↑ 6.3%
Integration	£75k ↓ -20%	£95k ↓ -5.3%
Data Manager	£85k ← 0%	£105k ↓ -4.8%
Data Lead	£80k ← 0%	£95k ← 0%
Data Consultant	£55k ← 0%	£80k ← 0%

Job Role

Salary Range

Business	Lower	Higher
Process GPO	£75k ↑ 7.1%	£120k ← 0%
Process Lead	£75k ← 0%	£100k ← 0%
Process BA	£50k ← 0%	£70k ← 0%
Change Manager	£65k ↑ 8.3%	£110k ↓ -4.5%
Change Consultant	£55k ← 0%	£75k ↑ 6.7%
Training Manager	£75k ↑ 7.1%	£85k ← 0%
Training Lead	£65k ← 0%	£75k ↑ 6.7%
Training Delivery	£55k ↑ 10%	£65k ↑ 7.7%

Some skill areas feature a wide range of salary and day rates due to a number of factors - end-user vs consultancy, whether or not the position has an S/4HANA or a niche skill element, scope of programme, responsibility of the individual, regionality and industry weighting.

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SAP Salary Benchmarking

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SAP Salary
Benchmarking

Are you paying the right amount for your permanent SAP resources?




 Compared to prior quarter

Job Role	Salary Range					
Functional	Lower			Higher		
Solution Architect	£92k	↑	2.2%	£110k	←	0%
OtC Manager	£80k	←	0%	£105k	↓	-4.8%
OtC Lead	£75k	←	0%	£95k	↑	0%
OtC Consultant	£55k	↓	-8.3%	£80k	←	0%
RtR Manager	£85k	↑	6.3%	£120k	↓	-8.3%
RtR Lead	£80k	←	0%	£105k	←	0%
RtR Consultant	£60k	←	0%	£80k	↑	6.3%
PtP Manager	£85k	←	0%	£100k	←	0%
PtP Lead	£70k	←	0%	£90k	←	0%
PtP Consultant	£60k	↓	-8.3%	£80k	←	0%
Manufacturing Manager	£80k	←	0%	£90k	←	0%
Manufacturing Lead	£85k	←	0%	£95k	←	0%
Manufacturing Consultant	£65k	←	0%	£80k	↑	6.3%

Job Role	Salary Range					
Functional	Lower			Higher		
Warehousing/Logistics Manager	£80k	←	0%	£90k	←	0%
Warehousing/Logistics Lead	£85k	←	0%	£95k	←	0%
Warehousing/Logistics Consultant	£65k	←	0%	£85k	↑	6.3%
SF Manager	£90k	↑	2.3%	£110k	↑	4.8%
SF Lead	£80k	↑	14.3%	£100k	←	0%
SF Consultant	£50k	←	0%	£80k	↓	-11.1%
BI Manager	£80k	←	0%	£100k	←	0%
BI Lead	£65k	←	0%	£85k	←	0%
BI Consultant	£50k	↓	-9.1%	£75k	←	0%
Test Manager	£75k	↓	-6.7%	£90k	↑	5.9%
Test Lead	£60k	←	0%	£75k	←	0%
Test Consultant	£55k	←	0%	£70k	←	0%

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SAP Day Rate Benchmarking

Are you paying the right amount for your contract SAP resources?

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SAP Day Rate
Benchmarking

Compared to prior quarter

Job Role

Contract Benchmark

Leadership	Lower	Higher
Transformation	£1,500 ↑ 25%	£3,000 ↑ 36.4%
Programme	£800 ← 0%	£1,200 ↑ 9.1%
Project	£650 ↑ 8.3%	£850 ↑ 6.3%
PMO	£400 ← 0%	£650 ↑ 8.3%
BAU/Head of	£600 ↓ -14.3%	£800 ↓ -5.9%

Job Role

Contract Benchmark

Technical	Lower	Higher
Architect	£800 ↑ 14.3%	£1,200 ← 0%
BASIS	£450 ↓ -10%	£650 ← 0%
Security	£450 ← 0%	£650 ↓ -7.1%
ABAP	£350 ← 0%	£600 ↑ 9.1%
Integration	£650 ↑ 8.3%	£850 ← 0%
Data Manager	£650 ↑ 8.3%	£900 ↑ 5.9%
Data Lead	£550 ← 0%	£700 ↓ -6.7%
Data Consultant	£450 ↑ 12.5%	£550 ← 0%

Job Role

Contract Benchmark

Business	Lower	Higher
Process GPO	£700 ← 0%	£1800 ← 0%
Process Lead	£650 ← 0%	£750 ↑ 7.1%
Process BA	£350 ↓ -12.5%	£550 ↓ -8.3%
Change Manager	£650 ↑ 8.3%	£900 ↓ -5.3%
Change Consultant	£500 ← 0%	£700 ← 0%
Training Manager	£600 ← 0%	£750 ← 0%
Training Lead	£500 ↑ 11.1%	£650 ← 0%
Training Delivery	£400 ← 0%	£500 ← 0%

Some skill areas feature a wide range of salary and day rates due to a number of factors - end-user vs consultancy; whether or not the position has an S/4HANA or a niche skill element; scope of programme; responsibility of the individual; regionality and industry weighting.

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SAP Day Rate Benchmarking

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SAP Day Rate
Benchmarking

Are you paying the right amount for your contract SAP resources?



Compared to prior quarter

Job Role	Contract Benchmark					
	Functional	Lower			Higher	
Solution Architect	£900	↑	12.5%	£1,200	←	0%
OtC Manager	£600	←	0%	£750	←	0%
OtC Lead	£600	←	0%	£750	↑	7.1%
OtC Consultant	£550	←	0%	£650	←	0%
RtR Manager	£600	↓	-7.7%	£750	←	0%
RtR Lead	£650	↑	8.3%	£750	←	0%
RtR Consultant	£550	↑	10%	£700	↑	7.7%
PtP Manager	£600	↓	-7.7%	£800	↑	6.7%
PtP Lead	£600	←	0%	£750	←	0%
PtP Consultant	£550	←	0%	£650	←	0%
Manufacturing Manager	£600	↓	-7.7%	£750	←	0%
Manufacturing Lead	£600	←	0%	£800	↑	6.7%
Manufacturing Consultant	£550	←	0%	£650	←	0%

Job Role	Contract Benchmark					
	Functional	Lower			Higher	
Warehousing/Logistics Manager	£650	←	0%	£850	↑	6.3%
Warehousing/Logistics Lead	£650	←	0%	£850	↑	6.3%
Warehousing/Logistics Consultant	£550	←	0%	£650	←	0%
SF Manager	£600	←	0%	£800	←	0%
SF Lead	£600	↑	9.1%	£750	↑	7.1%
SF Consultant	£500	↑	11.1%	£600	↑	9.1%
BI Manager	£650	←	0%	£800	←	0%
BI Lead	£600	↑	9.1%	£750	←	0%
BI Consultant	£450	←	0%	£600	↑	9.1%
Test Manager	£550	↓	-8.3%	£800	←	0%
Test Lead	£550	←	0%	£600	←	0%
Test Consultant	£350	←	0%	£450	↓	-10%

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S/4HANA Growth

Overview

According to SAP's most recent data, over 21,570 customers began using S/4HANA in 2024. This represents less than 6% of its 425,000 global customer base. So, why the reluctance?

While only 6% are live with S/4HANA, many more have migration programmes in-flight.

But SAP still struggles to persuade users to switch, given the expenses and disruption involved, especially over the last two years of a flat economy.

S/4HANA migration will surely accelerate as we approach 2027 and 2030. Both due to end-of-life support and as the business benefits seen by early adopters are shared with the market, encouraging others to follow suit.

21,570

companies have started using
SAP S/4HANA globally.

9.58%

in the ERP market is SAP
S/4HANA market share.

The top 3 geographies of SAP S/4HANA for ERP

USA 6,322 customers **(41.41%)**

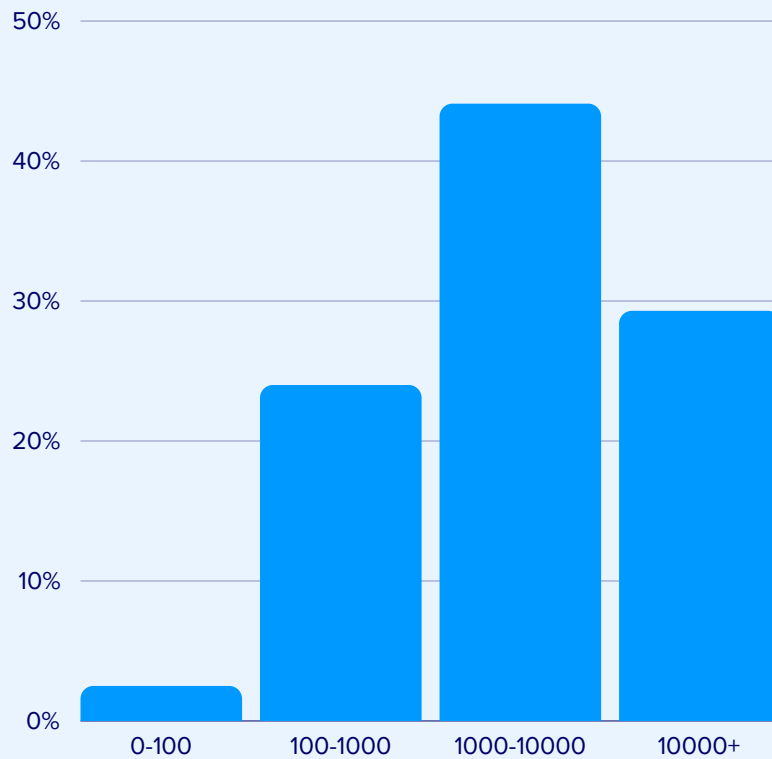
India 2,616 customers **(17.13%)**

Germany 2,081 customers **(13.63%)**

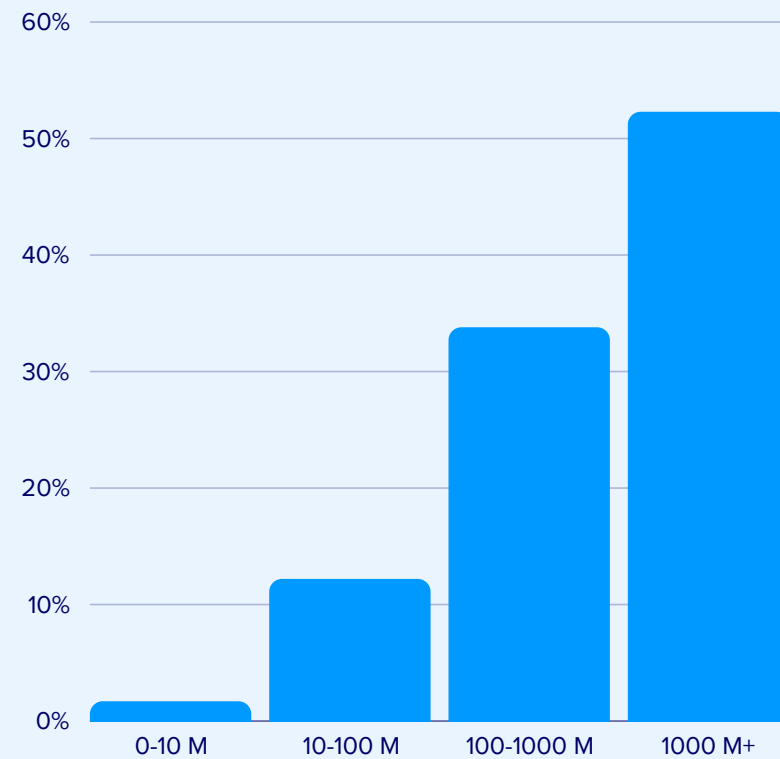
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S/4HANA Growth

Breakdown of **SAP S/4HANA** Customers
by Number of Employees



Breakdown of **SAP S/4HANA** Customers
by Revenue

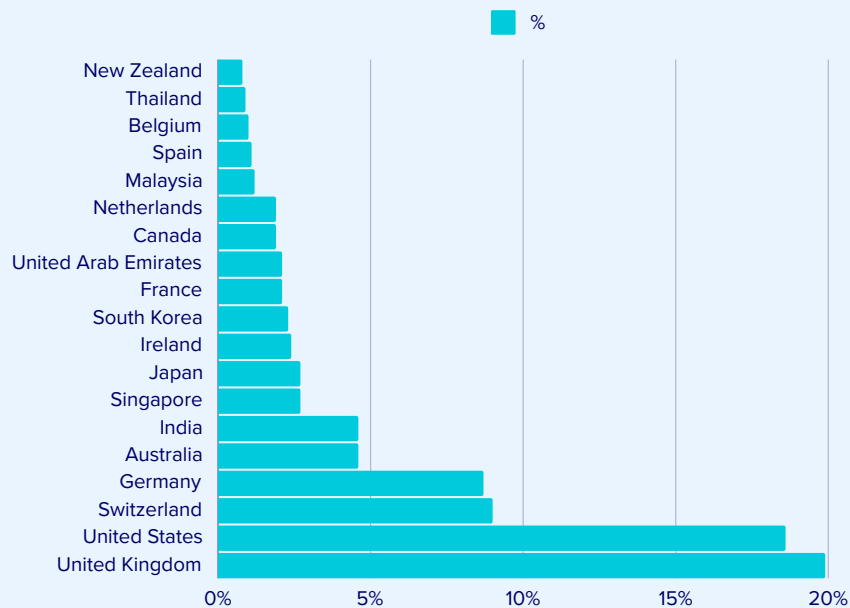


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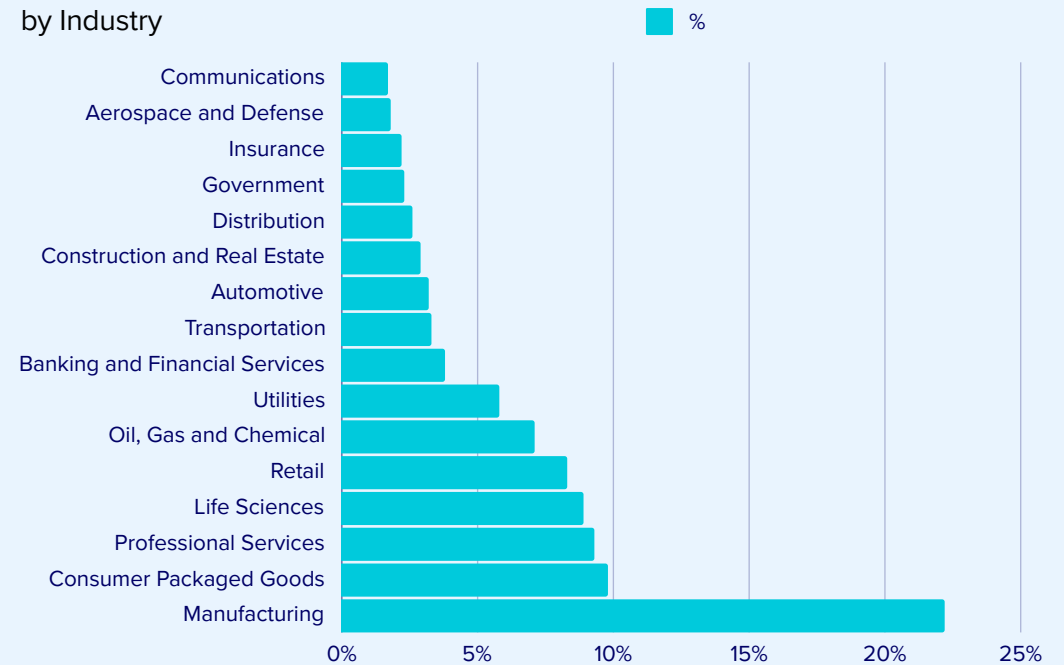
S/4HANA Growth

The UK and the US are by far the biggest adopters of S/4HANA globally, whilst SAP's manufacturing customers represent the largest single industry to have migrated.

Breakdown of **SAP S/4HANA** Customers
by Countries



Breakdown of **SAP S/4HANA** Customers
by Industry



Have any gaps in your S/4HANA team? bluewaveSELECT can help with expert advice, market insights, S/4HANA resource mobilisation and cost saving

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Neurodiversity in SAP

Following the success of the [Women in SAP Report 2024](#), we'll shortly be launching the second of five equity, diversity and inclusion focused reports covering gender, LGBTQIA+, disability, race and ethnicity and neurodiversity.

Our goal is to highlight the situation we're in, understand what progress has (or hasn't) been made, raise awareness of the issues impacting these groups and provide practical solutions to employers to increase the diversity of the pool of people applying for SAP roles within their organisation (as well as the likelihood of those people being successfully hired).

Over the next two pages, you'll find a snap shot of the report:

Neurodivergent is the current accepted term to describe individuals whose brains work in a different way, when compared with the general population.

This means they may respond to situations differently and approach the world's problems (and find solutions) from unique angles.

BETWEEN

15-20%

of the global population is estimated to be neurodivergent.

CLOSE TO

50%

of neurodivergent employees in tech, globally, feel impacted by their neurodivergent conditions on most days in the workplace.

53%

of Gen Z identify as neurodiverse. And Gen Z and Millennials currently make up 38% of the workforce (due to reach 58% in the next five years) - **so it's more important than ever for employers to evolve their approach to neurodiversity.**

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Neurodiversity in SAP



3.5m+

EY has saved more than 3.5 million hours with neurodivergent talent.

90%

SAP boasts a 90% retention rate of people with autism once they're hired through the Autism at Work programme.

140%

JPMorgan Chase's Autism at Work programme has found that, with careful job matching, people on the autism spectrum can be 90% to 140% more productive than employees who had been there 5-10 years.



Register for early access to the full report

For early access to the full report, which will provide practical guidance on how to increase the neurodiversity of your workforce, register for SAP Network+.

REGISTER



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Right of substitution is the safety net you didn't know you needed



Seb Maley
CEO, Qdos

Qdos

We know that 75.6% of SAP contractors working inside IR35 would leave an SAP programme for a competitive opportunity that falls outside IR35 ([SAP Hiring Manager's Playbook 2024](#)).

But the very mention of outside IR35 working can bring fear and stress to your finance and tax colleagues. To them, it's extra admin, complexity and risk.

One of the biggest causes of this is right of substitution.

In a nutshell, an employee can't send someone to do the work in their place – but a contractor should legally be able to.

On CEST (Check Employment Status for Tax tool), there's a somewhat misleading question that asks whether you would be able to reject a substitute. Of course, most engagers will respond yes, because if someone isn't fit for the job, then they should be able to reject them. But if you answer yes, CEST will give you an automatic 'X' for right of substitution.

However, there's a little-known separate guidance manual that explains how the question should be answered: if you are able to reject a substitute based on their ability to do the job then you can answer no to that question.

This puts a totally different spin on it. It means engagers have the potential to veto substitutes on the grounds of unsuitability.

The question could be reworded to say 'would you be able to reject a substitute even if they're perfectly suited to the job?'

The SAP Report Q3 2024

Right of substitution is the safety net you didn't know you needed

That being said, security protocols and lengthy onboarding processes can sometimes make substitution completely unviable.

But it's not the be all and end all. That's right – you can still have outside IR35 contractors even if there's no right of substitution. You'd simply have to put more focus on the other areas instead.

The fact is that the right of substitution can actually be a huge business benefit.

It actually takes a lot of the risk, admin and cost away from you. Here's just a few reasons why:

- You've paid a contractor to fulfil a specific task or role. So they're legally required to bring in a replacement that can also fulfil that specific task or role. And if that person is not properly equipped to do so, you can terminate them immediately. So in actual fact, your potential substitute is a great safety net.
- As it's the contractor that needs to bring this replacement in themselves, you save time and money on recruitment fees, interviewing, CV screening etc.
- What's more, if a switch-out happens, you aren't required to pay extra for any training or handover time. You only pay for what was originally contracted.
- This also means that the day rate wouldn't increase – that would be as per the original agreement too.
- And while the handover is happening, you'll effectively have two contractors for the price of one.

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The SAP Hiring Manager's Playbook 2024

If you're responsible for hiring SAP people, this could be just the thing you've been waiting for. Eighteen pages filled with useful, objective data on contractor preferences, needs and trends, taken from hundreds of SAP contractor survey responses.

We hope this will be a useful internal tool for your SAP project – giving you the data and insights you need for your workforce planning meetings. Here's a snapshot of the full report:

What influences SAP contractors most when accepting a project?

An **outside IR35 determination is the number one determining factor** for SAP contractors when accepting a position. Great news if you are recruiting in this environment.

As we already know, this does make it more challenging if the business you work for determines contract roles to be inside IR35.

23%

of the **contract roles** we recruit for are **inside IR35**, which still represents a significant minority.

A **suitable day rate is just behind the IR35 determination** when evaluating contract offers. SAP contractors want a fair (not extortionate) rate for what they are being asked to do. If your budget allows you to pay market rate for what you need, you should be fine.

Third on the list are **remote and hybrid working options**.

We know that 5.6% of SAP contractors **work on site** for **more than 3 days per week**.

5.6%

The SAP Report Q3 2024

The SAP Hiring Manager's Playbook 2024

What influences SAP contractors most when accepting a project? (continued)

If you can show location flexibility, this will be highly regarded by the contracting community.

The impression that contractors gain during the interview process received votes from 21.5% of people.

The great news is that this is something you and your hiring community can directly influence.

Creating a good impression for candidates is not difficult. **Speak passionately** about the company and the project, **explain the skills gap** and explore how the contractor can fill this for you. If a contractor is interested in the project, believes the skills match is a good one and had built a good rapport with you during the process, it may prove to be the deciding factor over other offers of a similar commercial proposition.

You can also contribute to a good impression by **providing timely feedback**, ensuring that any follow-up interviews happen at a decent pace and ensuring that your fellow interviewers are also **on brand when it comes to promoting the opportunity**.

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The SAP Hiring Manager's Playbook 2024



Get the complete SAP Hiring Manager's Playbook

- How to attract great SAP contractors if you're operating inside IR35
- How long before the end of a contract you should approach your SAP contractor about renewing
- How to retain SAP contractors if you're maintaining an ECC landscape

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Clean Core – from Strategy to Action

**Gaurish Dessai**

Enterprise Solutions Architect

SAP launched the clean core concept during a TechEd 2018 keynote, but it has started picking up momentum over the last 2 years, as customers have started their S/4 and RISE journeys with full steam.

Clean core is deeply intertwined with an organisation's transformation strategy through 6 key dimensions:

- Business process
- Data
- Applications
- Extensions
- Integrations
- Operations

Organisations planning their S/4 or RISE journey should have clean core as one of the key work streams in their transformation programme. This starts with assessing the most important dimensions to support business goals.

One can see clean core as a stepping-stone to S/4HANA migration, or even getting ready for cloud adoption. It all starts with understanding what change is required to get to the digital core, then breaking it down into phases of how that can be achieved.

The next step involves clearly defining the value of cleaning the core and putting a monetary figure on such a transformation.

Organisations cannot look at only one dimension in isolation. The business case for clean core is rooted in making IT more agile and efficient to respond to business needs. And let's face it, it's not going to happen overnight and IT cannot do it on its own. It's a joint programme of business and IT transformation, with CEO/CFO and CIO sponsorship.

So, let's translate this strategy into action. Let's look at each of the dimensions and understand actionable ways of getting to clean core:

Business process

1. Do an x-ray of your business using Signavio process discovery and insights, either directly or by using a partner enabled programme
2. Understand opportunities to simplify processes
3. Automate non-differentiating / non-customer facing processes first

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Clean Core – from Strategy to Action

Data

- Start with a data quality assessment to identify current state
- Remove unused config and unused organisational units
- Build buy-in from business to clean up data
- Look at Master Data Governance – not just the tool, but the governance process
- Look at the possibility of archiving – is there any value in keeping it?
- Move to lower cost storage for archived documents, back-ups, etc

Applications

- Utilise SAP Enterprise Architecture Framework methodology for landscape planning
- Work closely with BASIS and management partner to ensure all security patches are up-to-date and get to at least N-1 level
- Use SAP Launchpad console to check for any urgent notes that need to be implemented
- Even for SAP Cloud solutions, ensure the latest quarterly update is applied

Extensions (with focus on maintainability and efficiency)

- Set up a governance process for new customisation requirements - focus on maximising use of standard functionality
- Look at all unused ABAP code and initiate clean-up project to remove unused code

- Pilot new extensibility apps using CAP model in BTP – see how it will work for your organisation
- How can you utilise SAP Build to develop CAP applications fast?
- Any new partner solutions need to be compatible with clean core principles

Integrations

- Get rid of all file based/legacy integrations (please!)
- Move to API based integrations as much as possible
- Migrate from SAP PI/PO to integration suite with use of migration automation
- Utilise BTP integration suite for new integrations
- Set up monitoring and reporting for all integrations with redressal mechanisms

Operations

- Do a FinOps assessment – understand your costs to reduce shelfware and maximise existing investments
- Understand your cloud/non-cloud workload
- Maximise the capabilities on SOLMAN to get a complete view of your SAP estate

The process of achieving this state can be slow and challenging. It may not be feasible for organisations to attain a perfectly clean core, yet the journey itself yields significant benefits, including IT efficiency, better business performance and faster cloud adoption.

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The five key components of a successful S/4HANA implementation in retail



Paul Drage

SAP S/4HANA Programme Manager

Paul Drage has been transforming retail organisations for 20 years in his role as an SAP S/4HANA Programme Manager.

[Paul recently went live on SAP Network+ to share five things that can hugely influence the success of an S/4HANA implementation in retail.](#) Below is a summary of what we learned.

Know your WHY

The success of S/4HANA programmes is largely influenced by the water cooler conversations in your organisation. So, with this in mind, is there a really simple elevator pitch that everyone in the programme can get behind to understand why this transformation is happening, from the C-suite to the shop floor. Whatever it is, it needs to be shared and understood by everyone.

Effective internal and external resourcing

You need highly respected and influential internal people to join the programme. Those that really want to be on the project, will stand behind the elevator pitch and see it as a growth opportunity. These are going to be your change agents.

The challenge is often that the business can be reluctant to let these people go. But bringing these people into the programme will accelerate it - as it will bring key perspectives to the design/planning process and encourage teams to be supportive of the transformation.

And when looking externally, it's critical that you've understood the skills gaps, have clear deliverables and partner with an organisation that can talk your language and won't pull the wool over your eyes.

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The five key components of a successful S/4HANA implementation in retail

This is not an IT upgrade

When businesses begin a transformation from ECC to S/4, it can sometimes be treated like an iPhone upgrade. So, a lot of businesses will begin the design phase with an agile/hybrid methodology - thinking this is the most appropriate. But the reality is that SAP doesn't work by itself - it has an ecosystem that it needs to connect to - so a waterfall methodology is much more effective in the design phase.

This will help you ensure the design works for all of the key processes (end-to-end, across all platforms). The commonality between all processes will be the data - the key to success is getting the data model right. And then once you get into delivery, then it's okay to consider agile and hybrid methodologies so you can see tangible benefits early.

Clear governance is critical

Once the transformation begins, people can get really excited and go into the design phase without clear governance. But it's critical that the business teams driving the transformation are also in control of governance and sign off on what it will mean for their teams.

They need a crystal clear understanding from day one of responsibilities, accountabilities (RACI), budget control processes, the communication plan, planning approach etc. Without these, things can spin out of control very quickly. Having this governance in place will prevent scope creep.

Start early

Although the data model and integration standards will change from one implementation to another - there are certain things that can be done upfront. For example, getting data formatted correctly for the new system, removing duplicate products and vendors, engaging with suppliers and agreeing the key design principles. Getting these things done upfront will accelerate progress.

[WATCH THE FULL CONVERSATION](#)

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Julie Weir

Head of Community Development

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