

The **SAP** **Report** Q1 2025



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THE SAP REPORT Q1 2025

Welcome

**Vincent Dunlop**

Co-Founder / Director

Welcome to the first SAP Report of 2025

We hope you had a good break, as all indicators suggest after a few years of steady growth, the market is well and truly set to boom this year. All vacancy and hiring metrics increased in Q4 over the previous quarter and early Q1 activity has the dial firmly set to sprint mode:

- S/4HANA has taken hold of the market - **86% of all vacancies** in Q4 and **89% over the last three quarters** were to drive S/4 programmes.
- Gartner forecast that digital transformation spending will reach **\$3.4tn** by 2026 (an **89% increase** from \$1.8tn in 2022).
- Only **31%** of the UK & Ireland SAP User Group members have gone live with S/4HANA - meanwhile, 63% are yet to initiate migration programmes and 6% are undecided.
- **5 new customers** signed up for [our specialist SAP Talent Solutions](#) across multiple functions and geographies in January alone.

Our advice for business and IT leaders planning S/4 programmes:

Retain:

Look after your current team and discuss the S/4HANA roadmap. Even if your ambitions are not immediate, this will build excitement and provide assurance that they'll be able to work on S/4HANA and future-proof their skills without leaving.

Train:

There are lots of [free resources](#) available to help train your ECC team into an S/4 mindset.

Recruit:

When you need key hires or contractors to ramp up internal capability, engage with recruiters who know the market. It will save you time, money and your sanity. [bluewaveSELECT is great at this](#) - we pride ourselves in providing quality over quantity (other recruitment businesses are available).

Back to the Q1 SAP Report - we have another packed issue with the latest migration trends, strategic insights on SAP S/4HANA, evidence that the SAP skills job market is evolving faster than you can say **Business Data Cloud**, the latest quarterly update on salary & day rate benchmarking and, of course, implementation advice from industry experts. Let's dive in!

THE SAP REPORT Q1 2025

Specialist SAP Reports and Guides

Over the past year, 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.

Neurodiversity in SAP

The latest stats on neurodiversity in the tech sector, why now is the right time for employers to improve their approach to neurodiversity and practical interventions employers can make to increase neurodiversity in the workforce.

IR35 Guide

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

Women in SAP

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.

SAP Contractor Survey Results

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.



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Free S/4HANA Advisory Sessions

-  **C-Suite Approved: How to Build a Winning Business Case for SAP S/4HANA**
with Roberta Watts, CIO
-  **Your Guide to SAP BTP & CPI: Essentials for ECC to S/4HANA Migration Success**
With Faraz Mohsin, SAP S/4 Lead & Thrinath Krishnamoorthy, CPI & BTP Architect
-  **'No Regret' Moves: How to Mitigate Risk with a Capability Assessment for Your ECC to S/4HANA Transition**
With Tim Smith, SAP S/4 Programme Lead
-  **Demystifying SAP Datasphere: Futureproof Your Business Analytics**
With Ali Bashir, Business Intelligence Solution Lead
-  **Why Integration is Critical to S/4HANA Success: The 5 Things SAP Leaders Need to Know**
With Kirit Mistry, Enterprise Architect
-  **5 Ways to Accelerate Business Growth Through Data in Your S/4HANA Upgrade**
With Floyd Sepanya, Data Design Lead
-  **The 5 Key Components of a Successful S/4HANA Implementation in Retail**
With Paul Drage, SAP Retail Programme Manager
-  **The 5 Biggest Challenges of an S/4HANA Implementation (and How to Overcome Them)**
With Paul Kelly, Chief Technical Architect



It's like LinkedIn, but exclusively for SAP people. The only private, global network of the best SAP people and employers in the industry. And it's completely free to join. Brought to you in collaboration with UKISUG.

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Industry News



SAP Announces Q4 and FY 2024 Results

[READ HERE](#) 



SAP Announces General Availability of SAP Green Ledger

[READ HERE](#) 



SAP to Give On-Prem Customers Three-Year Reprieve — With a Catch

[READ HERE](#) 



Asda Tech Divorce from Walmart Delays Cut-Over for 55 Stores

[READ HERE](#) 



Software Giant SAP Upgrades Outlook as CFO Says DeepSeek is ‘Good News’

[READ HERE](#) 



SAP Aims to Unify data for AI, Analytics with New Business Data Cloud

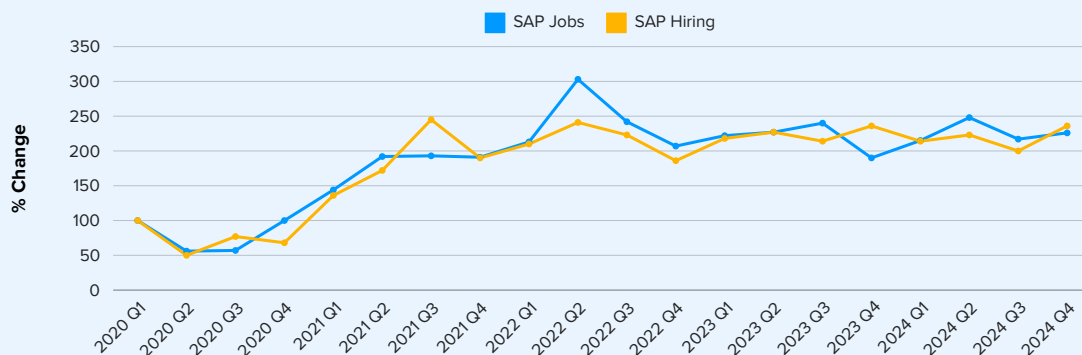
[READ HERE](#) 



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SAP Jobs & Hiring Activity

SAP Jobs and Hiring Activity

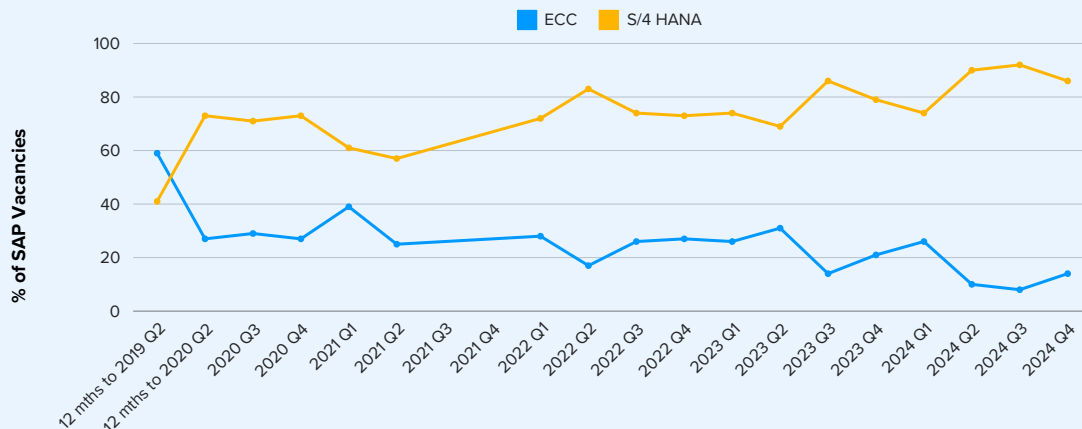


SAP jobs and recruiting both increased last quarter compared to the previous period defying the usual end-of-year dip in activity. This favourable growth demonstrates the ongoing demand for skilled SAP professionals, particularly with S/4HANA skills, across diverse industries.

In terms of SAP programmes, the UK contract market is dominated by Outside IR35 assignments, which accounted for **71%** of roles last quarter, compared to **29%** Inside IR35. Businesses continue to value the flexibility and cost savings associated with engaging contractors outside the IR35 framework.

Post-pandemic working practices continue to be shaped by remote and hybrid models. This arrangement is preferred by most, due to the proven benefits, including improved work-life balance, access to a wider talent pool and increased productivity. As organisations adapt to evolving workforce expectations, flexible working remains a central theme in SAP hiring trends.

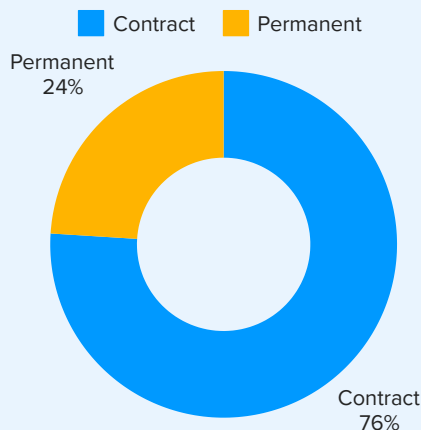
S/4HANA vs ECC



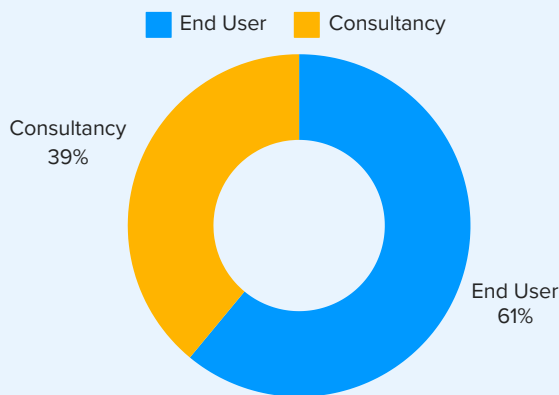
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SAP Jobs & Hiring Activity

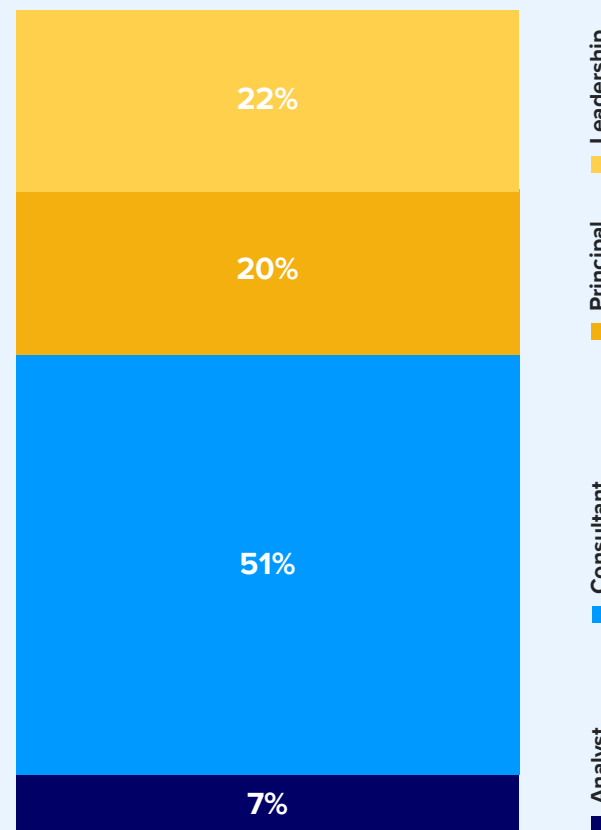
Permanent vs Contract Jobs



End user vs Consultancy



SAP Jobs by Seniority



Contract: Inside IR35 vs Outside IR35



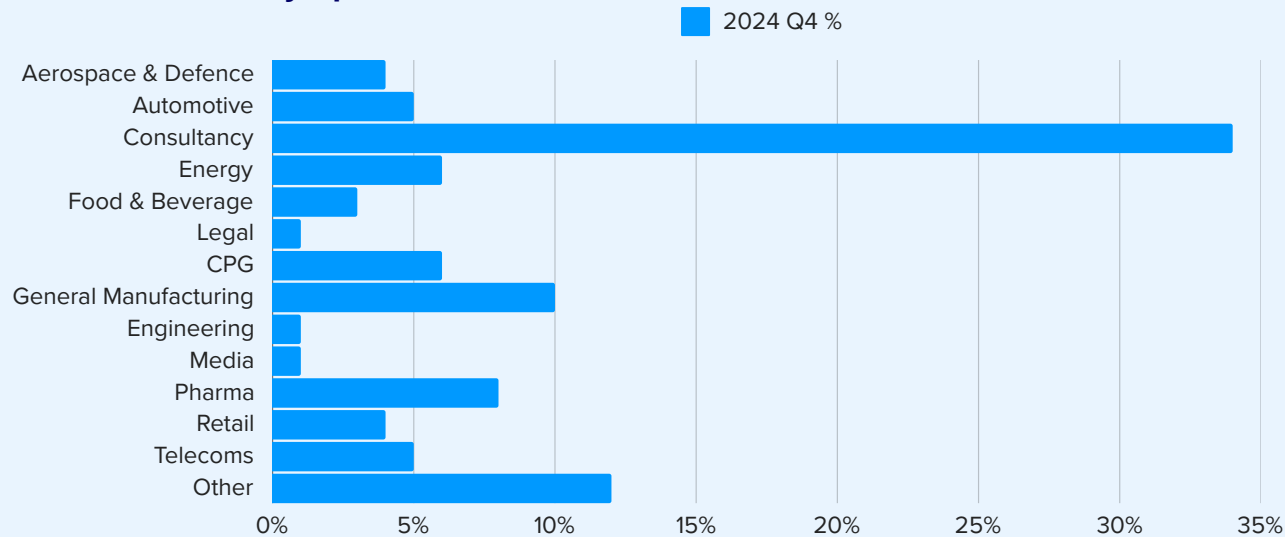
The project-driven nature of SAP programmes means **the vast majority of contract roles are outside IR35.**



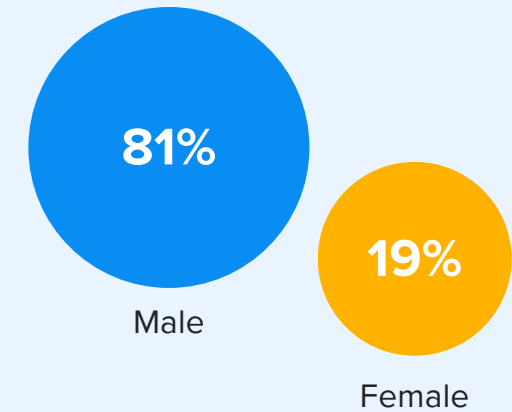
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SAP Jobs & Hiring Activity

End User Industry Split

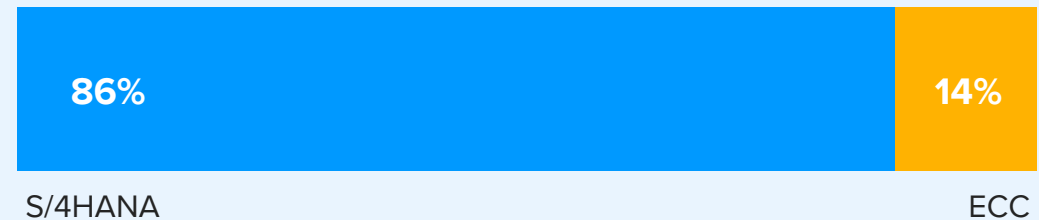


Women in SAP (Placements)



Consultancies can be misleading as vacancies will be spread across multiple industries depending on which sectors their customers operate in. The high level of consultancy vacancies could be viewed as a positive side effect of the number of in-flight S/4HANA programmes driving up demand.

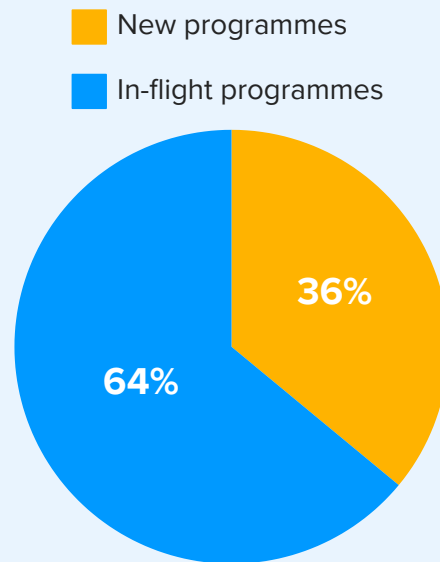
S/4HANA vs ECC



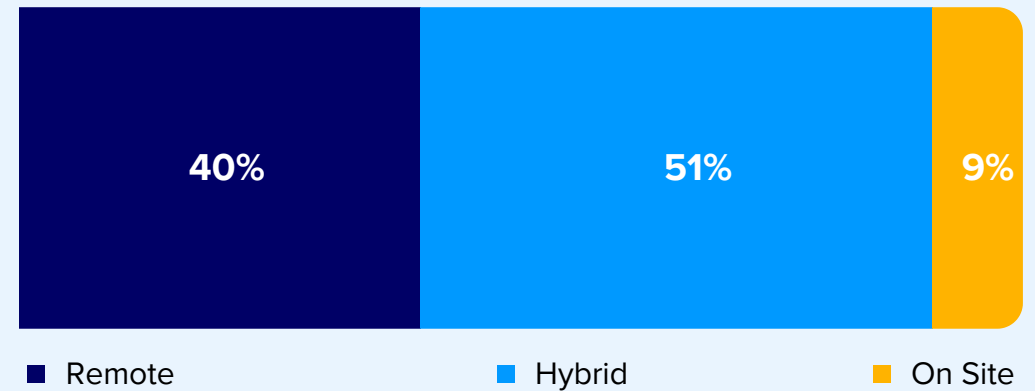
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SAP Jobs & Hiring Activity

Vacancy Flow



SAP Jobs by Working Model

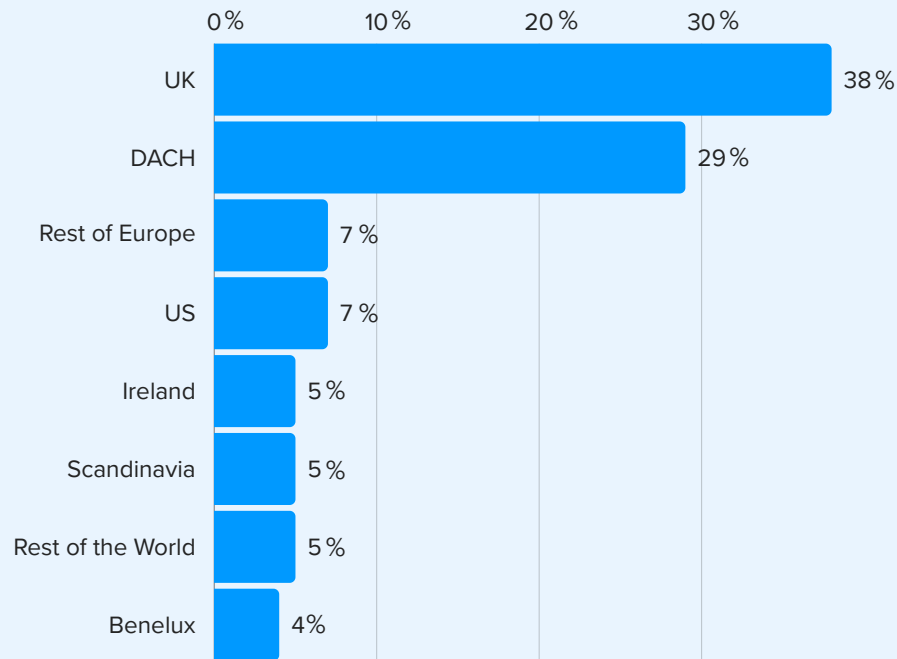


91% of Q4 2024 SAP vacancies had fully remote or hybrid working patterns.

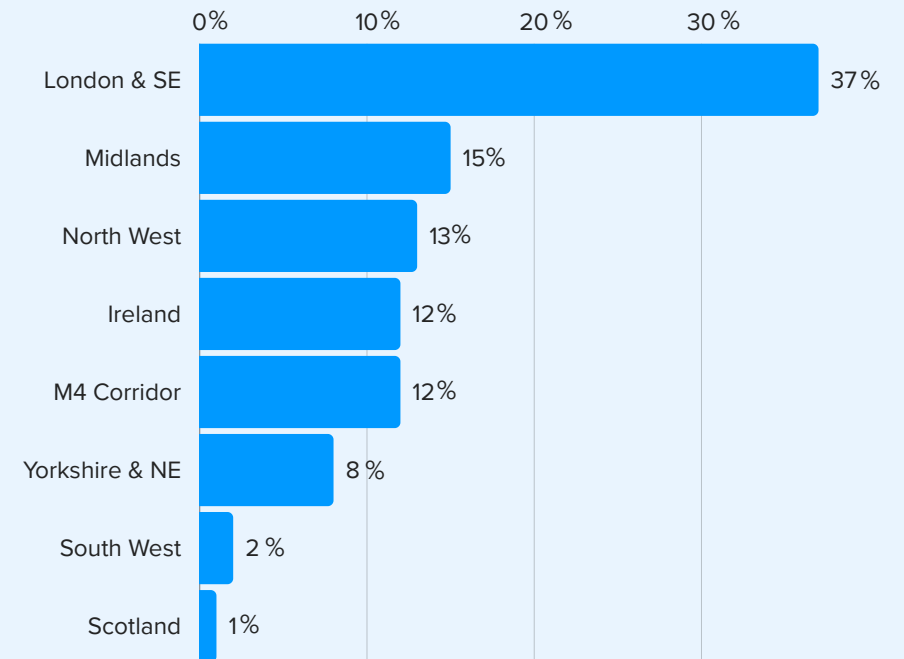
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SAP Jobs & Hiring Activity

Location Split - Global



Location Split - UK & Ireland



Top 5 In Demand SAP Skills in Q1 2025

1

FINANCE

For the 2nd consecutive quarter, SAP finance tops the most-wanted skills list. S/4 migrations have driven the evolution of SAP Finance skills beyond FI/CO configuration. Businesses are now looking for expertise in cloud adoption (cloud and hybrid finance integration), automation (AI, RPA, machine learning), regulatory compliance (TRM, GRC, tax) & improved reporting accuracy using real-time financial analytics (SAC).

10%

of Q4 SAP demand

2

PROJECT & PROGRAMME MANAGEMENT

36% of Q4 SAP vacancies were on new programmes that required highly-skilled PMs with cloud migration experience to set up & oversee risk management, SI relationships, scope control, change management & stakeholder alignment. Specific demand for PMs with integration, API & middleware expertise (SAP CPI, MuleSoft, Boomi) has increased as companies integrate S/4 with Salesforce, Workday, Oracle, ServiceNow & others.

9%

of Q4 SAP demand

=3

DATA

Cloud & hybrid S/4 environments are built on complex data architectures - making good data skills essential for any programme team. With data-driven decision-making & strong data governance & compliance - the demand for data experts (migration, quality & cloud-based analytics) will boom. Keep an eye out for businesses requiring data-AI integration skills to enable a move to automation & predictive analytics.

7%

of Q4 SAP demand

=3

MANUFACTURING

Digital transformation of manufacturing processes & facilities (including smart factories), sustainability & supply chain resilience are making SAP Manufacturing professionals more valuable than ever. With many experienced Manufacturing, Production Planning, MES & Quality Management professionals retiring & few new experts entering the field, demand far exceeds supply, driving up salaries, day rates & job opportunities.

7%

of Q4 SAP demand

4

SUCCESSFACTORS

SuccessFactors demand is booming due to cloud adoption, digital HR transformation, compliance needs, payroll modernisation & integration with AI & analytics. The hottest skills within SuccessFactors are Employee Central (EC) & Payroll (ECP), Integration (SAP CPI, BTP, APIs, Dell Boomi, MuleSoft, Workato), Talent & Learning Management (LMS, PMGM, Recruiting, Onboarding), Workforce Analytics & AI HR insights.

6%

of Q4 SAP demand

“Q4’s top 5 in-demand SAP skills accounted for 39% of all vacancies.”

bluewaveSELECT Powers Global Energy Giant's S/4HANA RISE Transformation

Industry:

Energy

Technology Stack:

S/4HANA, RISE, SuccessFactors, Ariba, SLT, Salesforce, ServiceNow

Geography

UK, Argentina, Belgium, Poland, Ireland, Denmark, Spain, Germany, India

Key Roles Recruited:

Programme Manager, Project Manager, PMO, Transition Manager, Architect, Functional SMEs (Finance, Treasury, Procurement, HxM, EH&S, Logistics, Warehousing), Change Manager, Security GRC

Challenge

A global energy giant embarked on a large-scale digital transformation journey, implementing SAP S/4HANA RISE to streamline operations and enhance business agility. However, the success of the programme was at risk due to the inability of existing suppliers to deliver the right SAP professionals at the required speed and quality. The company faced significant challenges in securing highly skilled SAP experts across multiple geographies, functions, and technologies, leading to project delays and increased costs.

Solution: bluewaveSELECT's Strategic Approach

The organisation engaged bluewaveSELECT, a specialist SAP recruitment partner, to rapidly source and place best-in-class SAP professionals to drive the on-time delivery of its S/4HANA RISE programme. bluewaveSELECT's solution was built around:

Market Expertise & Network:

Leveraging an extensive SAP talent network, bluewaveSELECT identified highly qualified professionals across the UK, Europe, and India.

Bespoke Talent Strategy:

A tailored approach to the business' unique needs, prioritising individuals with deep expertise in S/4HANA, RISE, and integrated SAP solutions such as SuccessFactors, Ariba, and ServiceNow.

Competitive Rate Card & Client-Side Support:

Navigating local talent markets while ensuring cost-effective placements, balancing the company's budget constraints with top-tier talent acquisition.

Agile Delivery Model:

A proactive, partnership-driven recruitment process, ensuring the programme team had the right professionals in place before critical project deadlines.

bluewaveSELECT Powers Global Energy Giant's S/4HANA RISE Transformation



✓ Rapid Talent Deployment:

Successfully sourced and placed SAP experts across nine countries, ensuring all critical roles were filled promptly.

✓ On-Time Programme Delivery:

With bluewaveSELECT's recruitment support, the organisation kept its S/4HANA RISE implementation on track, mitigating delays.

✓ High-Quality SAP Workforce:

bluewaveSELECT's deep understanding of SAP technology, processes and industry requirements led to placements with long-term impact.

✓ Enhanced Vendor Trust:

The business now considers bluewaveSELECT its go-to SAP recruitment partner, recognising its ability to deliver where other suppliers fell short.

Conclusion

By partnering with bluewaveSELECT, this global energy leader overcame major recruitment challenges and successfully executed its S/4HANA RISE transformation. This highlights the power of a specialist SAP talent provider, demonstrating how a targeted, agile, and expert-driven approach to recruitment can make the difference between project success and failure.

Are you facing SAP talent challenges? Contact Vincent Dunlop (vin@bluewaveselect.com) today to ensure your SAP programmes have the right experts for success.

SAP Salary Benchmarking

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

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SAP Day Rate
Benchmarking



Job Role	Salary Range	
Leadership	Lower	Higher
Transformation	£150k ↔ 0%	£200k ↔ 0%
Programme	£100k ↔ 0%	£150k ↔ 0%
Project	£75k ↓ -6.3%	£100k ↔ 0%
PMO	£55k ↔ 0%	£75k ↑ 7.1%
BAU/Head of	£80k ↓ -5.9%	£125k ↑ 4.2%

Job Role	Salary Range	
Technical	Lower	Higher
Architect	£92k ↑ 2.2%	£125k ↔ 0%
BASIS	£65k ↑ 8.3%	£95k ↑ 5.6%
Security	£65k ↔ 0%	£90k ↑ 5.9%
ABAP	£45k ↓ -10%	£85k ↔ 0%
Integration	£70k ↑ 7.7%	£95k ↔ 0%
Data Manager	£80k ↔ 0%	£100k ↔ 0%
Data Lead	£80k ↔ 0%	£100k ↑ 5.3%
Data Consultant	£55k ↑ 10%	£85k ↔ 0%

Job Role	Salary Range	
Business	Lower	Higher
Process GPO	£85k ↑ 6.3%	£125k ↔ 0%
Process Lead	£80k ↑ 6.7%	£110k ↑ 10%
Process BA	£50k ↔ 0%	£80k ↑ 6.7%
Change Manager	£75k ↔ 0%	£95k ↓ -9.5%
Change Consultant	£60k ↔ 0%	£80k ↔ 0%
Training Manager	£75k ↔ 0%	£85k ↔ 0%
Training Lead	£65k ↔ 0%	£85k ↑ 6.3%
Training Delivery	£55k ↑ 10%	£70k ↔ 0%



Compared to prior quarter

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 Day Rate
Benchmarking



Job Role	Salary Range			
	Functional	Lower	Higher	
Solution Architect	£95k	↑ 7.7%	£120k	↑ 9.1%
OtC Lead	£80k	↑ 7.7%	£100k	↑ 5.3%
OtC Consultant	£60k	↔ 0%	£80k	↔ 0%
RtR Lead	£85k	↔ 0%	£120k	↑ 20%
RtR Consultant	£70k	↑ 7.7%	£85k	↔ 0%
PtP Lead	£70k	↔ 0%	£95k	↔ 0%
PtP Consultant	£70k	↑ 16.1%	£90k	↔ 0%
Manufacturing Lead	£80k	↔ 0%	£95k	↔ 0%
Manufacturing Consultant	£70k	↑ 7.7%	£85k	↔ 0%
Warehousing/Logistics Lead	£80k	↓ -5.9%	£95k	↔ 0%
Warehousing/Logistics Consultant	£70k	↑ 7.7%	£85k	↔ 0%

Job Role	Salary Range			
	Functional	Lower	Higher	
SF Manager	£90k	↔ 0%	£115k	↑ 4.5%
SF Lead	£75k	↔ 0%	£105k	↑ 5%
SF Consultant	£55k	↔ 0%	£85k	↑ 6.3%
BI Manager	£75k	↓ -6.3%	£100k	↔ 0%
BI Lead	£65k	↔ 0%	£85k	↔ 0%
BI Consultant	£50k	↔ 0%	£80k	↑ 6.7%
Test Manager	£75k	↔ 0%	£95k	↑ 5.6%
Test Lead	£65k	↔ 0%	£75k	↔ 0%
Test Consultant	£55k	↔ 0%	£70k	↔ 0%



Compared to prior quarter

SAP Day Rate Benchmarking

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

Share this page

SAP Day Rate
Benchmarking



Job Role	Contract Benchmark	
	Lower	Higher
Transformation	£1,500 ↑ 7.1%	£2,500 ↓ -16.7%
Programme	£800 ↔ 0%	£1,000 ↓ -16.7%
Project	£600 ↓ -7.7%	£800 ↔ 0%
PMO	£400 ↑ 14.3%	£650 ↔ 0%
BAU/Head of	£600 ↓ -7.7%	£800 ↔ 0%

Job Role	Contract Benchmark	
	Lower	Higher
Architect	£800 ↔ 0%	£1,100 ↔ 0%
BASIS	£450 ↔ 0%	£600 ↔ 0%
Security	£550 ↑ 10%	£750 ↔ 0%
ABAP	£450 ↑ 28.6%	£600 ↑ 8.3%
Integration	£650 ↑ 18.2%	£850 ↓ -5.9%
Data Manager	£800 ↑ 33.3%	£900 ↔ 0%
Data Lead	£650 ↑ 18.2%	£750 ↑ 13.3%
Data Consultant	£450 ↑ 28.6%	£550 ↑ 9.1%

Job Role	Contract Benchmark	
	Lower	Higher
Process GPO	£700 ↓ -16.7%	£900 ↑ 5.9%
Process Lead	£500 ↓ -9.1%	£700 ↓ -6.7%
Process BA	£350 ↔ 0%	£550 ↔ 0%
Change Manager	£600 ↓ -7.7%	£800 ↓ -11.1%
Change Consultant	£500 ↔ 0%	£600 ↔ 0%
Training Manager	£600 ↑ 9.1%	£700 ↔ 0%
Training Lead	£550 ↑ 10%	£650 ↔ 0%
Training Delivery	£400 ↑ 14.3%	£500 ↔ 0%



Compared to prior quarter

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

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

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SAP Day Rate
Benchmarking



Job Role	Contract Benchmark	
	Lower	Higher
Solution Architect	£900 ↔ 0%	£1,200 ↔ 0%
OtC Lead	£600 ↑ 9.1%	£700 ↔ 0%
OtC Consultant	£500 ↔ 0%	£600 ↓ -7.7%
RtR Lead	£650 ↔ 0%	£800 ↑ 6.7%
RtR Consultant	£500 ↔ 0%	£650 ↔ 0%
PtP Lead	£600 ↔ 0%	£750 ↓ -6.3%
PtP Consultant	£550 ↑ 10%	£650 ↔ 0%
Manufacturing Lead	£700 ↑ 16.7%	£850 ↑ 6.3%
Manufacturing Consultant	£550 ↔ 0%	£750 ↑ 7.1%
Warehousing/Logistics Lead	£700 ↑ 7.7%	£900 ↑ 5.9%
Warehousing/Logistics Consultant	£500 ↓ -9.1%	£700 ↑ 7.7%

Job Role	Contract Benchmark	
	Lower	Higher
SF Manager	£700 ↑ 16.7%	£800 ↔ 0%
SF Lead	£600 ↔ 0%	£750 ↔ 0%
SF Consultant	£500 ↔ 0%	£600 ↔ 0%
BI Manager	£700 ↑ 16.7%	£800 ↔ 0%
BI Lead	£600 ↓ -7.7%	£750 ↓ -6.3%
BI Consultant	£550 ↑ 10%	£650 ↔ 0%
Test Manager	£600 ↔ 0%	£750 ↓ -6.3%
Test Lead	£450 ↓ -10%	£600 ↔ 0%
Test Consultant	£350 ↔ 0%	£450 ↓ -18.2%



Compared to prior quarter

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S/4HANA Growth

Overview

SAP is set to launch a new cloud subscription service via RISE, specifically targeted at customers with large and complex landscapes that are unable to complete an S/4HANA transition by 2030. It's called 'SAP ERP, Private Edition, Transition Option' (a catchy title).

This provides a valuable opportunity for organisations seeking additional time and support during their S/4HANA migration. However, it's essential to weigh the benefits against the associated costs and consider the mandatory requirement to commit to SAP via RISE for the long term.

Regardless of the route, S/4HANA migration programmes have reached critical mass and S/4HANA-related vacancies dominate the consulting and recruitment landscapes.

Basis Technologies predicts that, far from being over, the S/4HANA resource peak could be another 3 to 4 years away.

A useful resource for anyone in the S/4HANA planning stage or already on the journey is this series of 34 webcasts from community.sap.com:

[Move to Cloud ERP - A Practical Guide](#) (on YouTube). They are totally free and well worth checking out.

21,570

companies have started using
SAP S/4HANA globally.

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

USA 6,322 customers (41.41%)

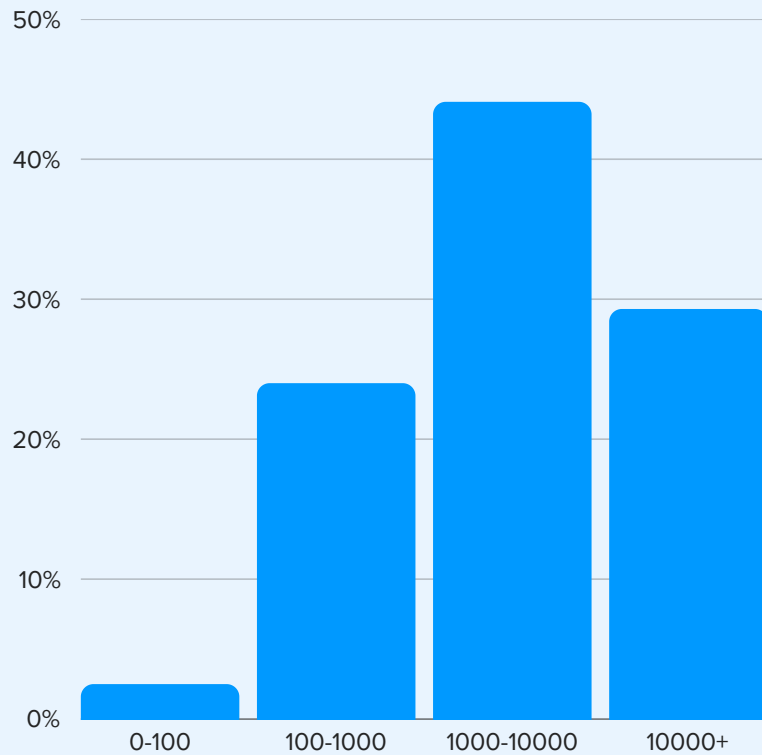
India 2,616 customers (17.13%)

Germany 2,081 customers (13.63%)

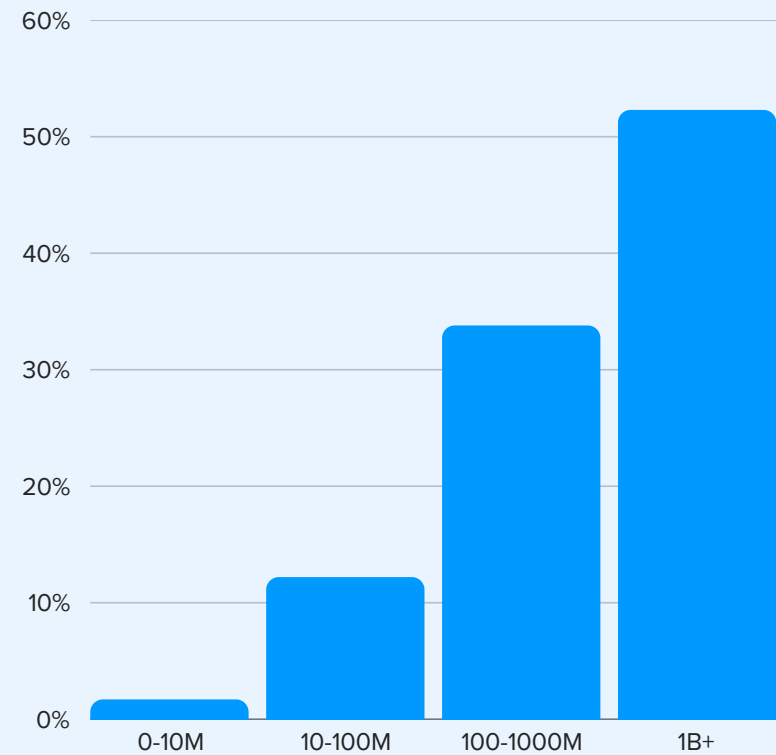
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S/4HANA Growth

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



Breakdown of **SAP S/4HANA** Customers
by Revenue (USD)

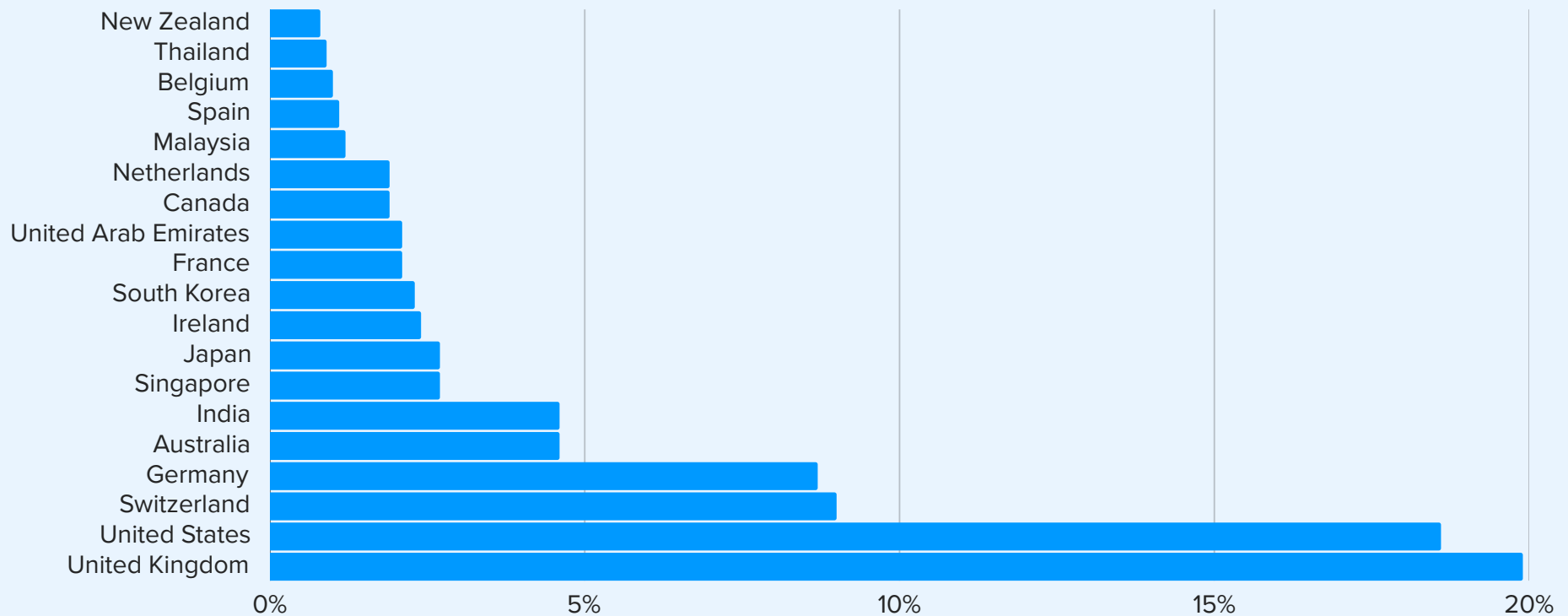


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S/4HANA Growth

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.

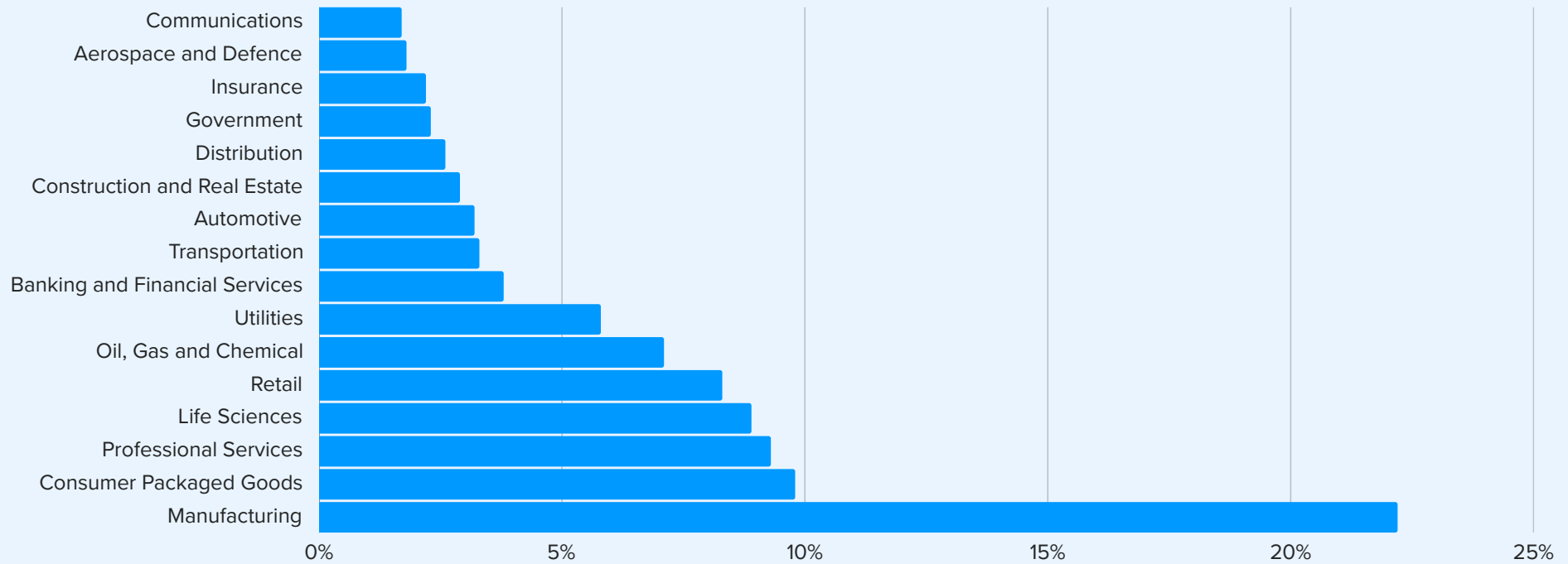
Breakdown of **SAP S/4HANA** Customers
by Countries



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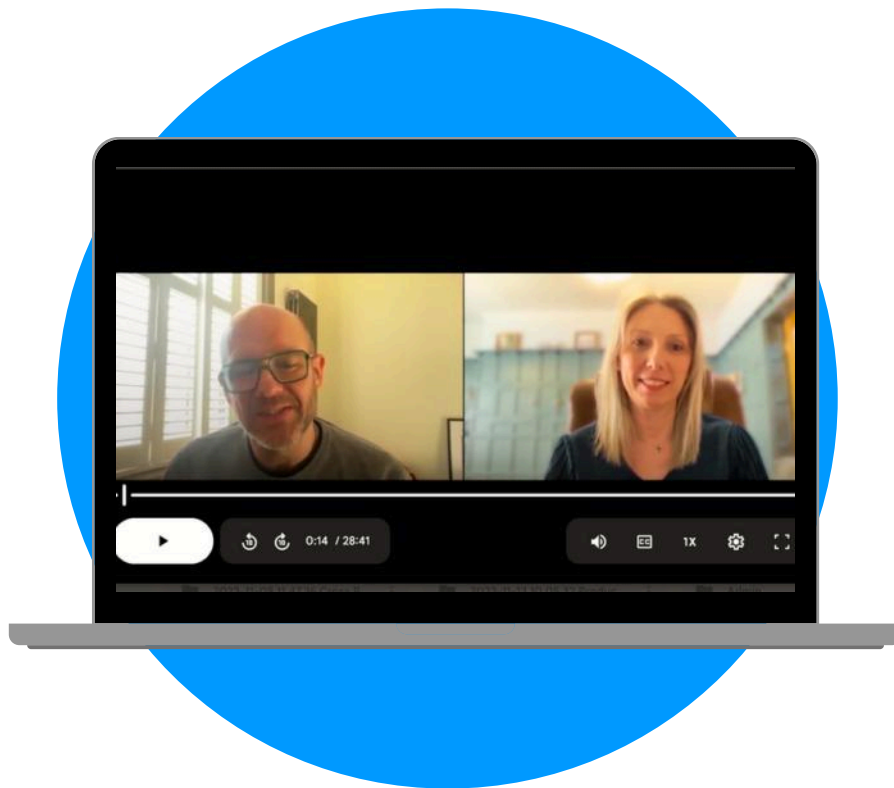
S/4HANA Growth

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



Do you have any gaps in your S/4HANA team? bluewaveSELECT provides expertly matched SAP resources and powers some of the highest profile S/4HANA programmes, globally. Contact Vincent Dunlop (vin@bluewaveselect.com) to get support from bluewaveSELECT.

C-Suite Approved: How to Build a Winning Business Case for SAP S/4HANA



Watch the free, live advisory session with **Roberta Watts, CIO** [30 mins]

- Actionable strategies for aligning with C-suite priorities, such as ROI, risk mitigation and long-term growth.
- How to showcase the true business value of SAP S/4HANA.
- The best way to effectively overcome cost concerns.
- Sourcing strategies for a successful implementation and how to select the right approach to meet business goals.
- The key to designing a target operating model that aligns people, processes and technology to maximise the value of SAP S/4HANA.

[WATCH NOW](#) →

Unleashing your Data with SAP Business Data Cloud

**Gaurish Dessai**

Enterprise Solutions Architect

We are experiencing a significant shift in the way businesses operate. Companies need to move beyond transactional systems or traditional analytics. They require interconnected, intelligent systems capable of predicting, adapting and acting autonomously.

With the launch of SAP Business Data Cloud (BDC), SAP is bringing together applications, data and AI in a powerful combination that will position its customers to bring the future forward.

SAP BDC leverages customers' investment in SAP business applications and diverse data architectures to create a unified, semantically rich data treasure trove that supports better insights and advanced AI and data science capabilities, driving business value.

SAP BDC brings together:

- **Harmonised data utilisation** – A unified data environment that transcends individual applications and provides a harmonised approach for data utilisation across the SAP portfolio and non-SAP applications.
- **High value insight apps** - It will empower business leaders with high-value insights that drive data-informed decisions, provide AI-enabled actionable intelligence, and drive operational excellence.
- **Data partnership ecosystem** – Strategic collaborations with leading technology partners like DataBricks to enrich the data ecosystem and provide easy access to external datasets within the SAP landscape.

“SAP BDC leverages customers' investment in SAP business applications and diverse data architectures to create a unified, semantically rich data treasure trove”

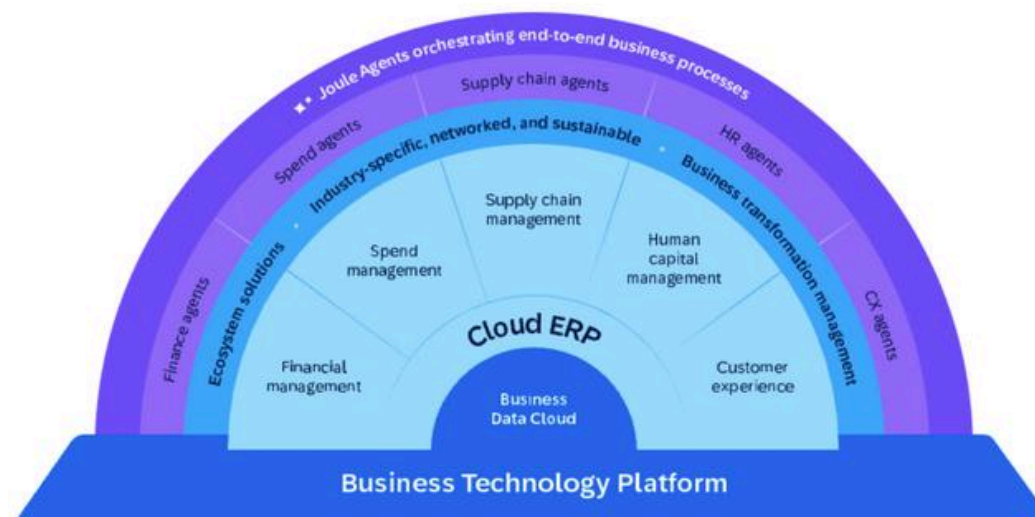
Unleashing your Data with SAP Business Data Cloud

In the era of AI, data has become an even more critical and differentiating asset for SAP customers. As they transition to new data warehousing formats and applications, SAP customers face challenges with multiple technology stacks, impacting data access, governance, quality, master data synchronisation and understanding available data.

SAP BDC addresses these challenges by serving as a foundational data platform with integrated data management, robust governance and control mechanisms and a zero-copy model for downstream sharing.

SAP BDC serves as the optimal path for customers to modernise their SAP BW systems, making data cost-effectively available for analytics and data science.

SAP Business Data Cloud stands at the core of an interconnected, intelligent future - one where businesses can move beyond isolated analytics and fully unlock the potential of enterprise data!



Source: SAP

“SAP BDC serves as the optimal path for customers to modernise their SAP BW systems”

How I Delivered 17 Successful EWM Go-Lives in 24 Months



Peter Miranda Dirksen
Head of EWM Solution Delivery
Europe at DB Schenker

I've delivered 17 successful EWM go-lives in less than 24 months. How is that even possible?

I'd like to share my 'guldorn' (grains of gold) with you on the do's and don'ts based on my experience working with EWM for the last 4 years as a Line Manager, Project-/Program Manager and SteerCo member. All credit to my high performing EWM team.

1) Skills

If you don't have the right EWM skills, don't even dream of doing it. An EWM project is not a "google on the internet" project. People who have no clue what they're doing, will only prolong the project.

2) Go there

Visit the warehouse site to see the WH setup and the physical processes with your own eyes. Small talk with the white- and blue-collar workers to get your hands on the processes and become aware of their pains.

3) Identify the local experts

Those that fully understand the "as is" processes and systems (could be the forklift driver, for example) and assign them to the project. Then transform them into ambassadors of the "to be" solution.

4) Team knowledge

Transform any single person's knowledge into team knowledge - making no one irreplaceable.

5) Slice the project

Divide it into two pieces - each having its own budget and project plan. Phase 1: analysis and design, phase 2: development, test, training, cutover, go-live and hypercare.

6) Do not make the mistake of developing a 1:1 of the aging system

Even though it makes life easier for the end-users. This means you'll miss out on all the good stuff that helps you achieve operational efficiency and contributes to your business case.

7) Template thinking

If you are to deploy the EWM solution to multiple warehouse sites built upon a template solution (as opposed to an empty shell), then you are already halfway to success.

How I Delivered 17 Successful EWM Go-Lives in 24 Months

8) Apply common processes

This will help you achieve operational excellence across sites as all sites, to some extent, have common processes.

9) Focus on mainstream

Rather than spending time on that one exemption case that can be handled manually.

10) Finalise the solution design in phase 1

Across all processes (inbound, outbound, internal movements, etc.) to meet all known business requirements before you start any kind of development. Otherwise there's a risk you'll be re-developing parts of the solution.

11) Present the solution to the business

Do this as an iterative process as you finalise development packages to ensure you meet the business requirements.

12) Be strict on change requests from day 1

During phase 2 of the project, only allow business (go-live) critical changes to avoid impact on the timeline.

13) Meet up onsite across the business & IT

For UAT, training, cutover, go-live and hypercare to ensure effective face-to-face, live communication and collaboration.

14) Make your vendors equally accountable of achieving success

Make them mandatory members of the SteerCo.

15) Don't make the mistake of thinking you're only doing a transition

The transformation – the people side – is equally (if not more) important.

16) Celebrate and reward

Acknowledge all successes along the way.



UKISUG update

**Julie Weir**

Head of Community
Development at UKISUG

UKISUG: Supporting SAP Customers Through Change

UKISUG is the independent UK & Ireland SAP user group. Our purpose is to create one vibrant SAP community, learning and developing together. As SAP continues to evolve, so do the challenges and opportunities for its customers. At **UK & Ireland SAP User Group (UKISUG)**, our mission is to continually evolve our SAP community, keeping people at our core. We give members the support they need to get the most from their SAP investments.

As a **not-for-profit, independent** membership organisation, we exist to represent our members, helping them navigate their SAP journey through shared experiences, expert insights, and practical resources, with one voice. We're a not-for-profit membership organisation, run by our members for our members.

Breaking Down Data Silos: SAP Business Data Cloud and What It Means for You

Last week, SAP announced SAP Business Data Cloud, which aims to unify all SAP and third-party data throughout an organisation. We know that data management remains a key priority for many of our members, so we anticipate strong interest in this new offering.

While various digital tools capture valuable information, this data often sits in isolated systems without the necessary context – with research from last year revealing **that 89% of SAP user organisations think that data silos stifle real-time decision-making.**

As organisations ramp up their AI initiatives, the ability to unify and extract greater value from data will be more crucial than ever, so we look forward to sharing further details regarding SAP Business Data Cloud as more information becomes available. To read more about SAP's announcement, click [here](#).

UKISUG update



S/4HANA Symposium – 2nd April 2025

Be part of the UKISUG S/4HANA Symposium where you will be given real-life insights and the expert guidance you need to make your S/4HANA transformation a success.

Why Attend?

- Gain real-life insights from customers like National Gas, GSK, BMI, Southwark Council and Watches of Switzerland
- Hear from SAP experts on the latest innovations and strategic roadmap for S/4HANA, Business AI and Business Transformation Center (BTC)
- Join breakout sessions on critical topics like data migration, AI-driven optimisation, clean-core strategies and the latest RISE with SAP offerings

How UKISUG Can Support You

Beyond the S/4HANA Symposium, we host numerous events throughout the year, covering a wide range of SAP topics, from Business Technology Platform (BTP) to industry-specific SAP innovations. Plus, our specialist communities and learning resources ensure you have ongoing access to expertise and peer support.

Exclusive Research: RISE with SAP & S/4HANA

With the 2027 ECC maintenance deadline moving ever closer, migrating to SAP S/4HANA is a business priority for an increasing number of SAP user organisations. In many cases, this migration is also part of an organisation's wider digital transformation, as they look to take advantage of the latest technology capabilities and innovations. Whatever an organisation's reasoning for SAP S/4HANA migration, there are an increasing number of ways that it can be deployed, all of which can impact future technology roadmap decisions.

To learn more about how our members are adopting SAP S/4HANA, their experiences to date, and their views on RISE and SAP's cloud strategy, we surveyed 130 key decision makers at SAP user organisations in the UK and Ireland. The results are presented in this report, with comparisons against relevant findings from two separate studies conducted by USF (185 respondents in France) and VNSG (94 respondents in the Netherlands). If you're considering RISE or an S/4HANA migration, this report is must-read. UKISUG members can access it [here](#), otherwise contact [Julie Weir for your copy](#).

Get in Touch

If you'd like to find out more about UKISUG and access to anything mentioned, get in touch. Julie.weir@sapusers.org

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