STRATEGIC WHITE PAPER • ENTERPRISE TRANSFORMATION ADVISORY

Before You Move to SAP S/4HANA

A Practical Readiness Framework

How to turn system facts, business evidence, and accountable ownership into transformation confidence.

READINESS DECISION MODEL

01	02	03	04	05
BASELINE	**VALIDATE**	**PRIORITIZE**	**DECIDE**	**COMMIT**
Known current state & landscape telemetry	Evidence beats assumption through owner audits	Impact + cross-system dependency analysis	Treatment + clean core scope selection	Accountable owner + governance control

Outcome: fewer unknowns, clearer owners, stronger sequencing and better investment confidence.

Executive visual: the five-stage readiness decision model.

EXECUTIVE AUDIENCE
CIOs, CFOs, VPs of Enterprise Applications, and SAP Steering Committees.

TARGET ARCHITECTURE
SAP S/4HANA Cloud (Private/Public) & On-Premise Enterprise Editions.

METHODOLOGY FIT
Brownfield Conversion, Greenfield Implementations & Selective Data Transition.

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STRATEGIC SYNTHESIS • BOARDROOM MANDATE

DOCUMENT WP-S4H-001

Executive Summary

Foundational management thesis and operating principles for S/4HANA readiness.

CORE THESIS **Three Non-Negotiable Tenets for Enterprise Leadership**

GOVERNANCE MANDATE

- **Multi-Dimensional Readiness:** S/4HANA readiness is not a single technical score or automated tool dump. It is the demonstrable capability to make scope, architecture, data, process, control, timing, and investment decisions based on validated empirical evidence.
- **Technical vs. Governance:** SAP Readiness Check is an indispensable technical conversion input, but it must be reinforced by business process owner validation, operational impact analysis, data readiness profiling, and formal executive decision gates. [1]
- **The KPI Floor Rule:** A critical exposure area must never be averaged away into an acceptable overall Green score. This white paper introduces a governance floor rule: any KPI below 40 automatically caps overall readiness at Amber until actively treated.

EXECUTIVE NARRATIVE & ARCHITECTURAL IMPERATIVES

DECISION CONTEXT

SAP Readiness Check provides an overview of important conversion aspects such as simplification items, custom code, add-on compatibility, sizing, and related technical signals. [1] This white paper places those facts inside a management readiness model that adds business process evidence, ownership, confidence, and program decisions.

SAP S/4HANA conversion and data migration also require disciplined custom code analysis and migration planning. [2] The SAP migration cockpit supports migration projects, migration objects, simulation, and execution. [3] The readiness question is whether the organization has enough evidence and accountable ownership to use these tools effectively.

FOUR CORE OPERATING PRINCIPLES

TRANSFORMATION GUARDRAILS

1. Unified Decision Vocabulary

Enforce one synchronized decision vocabulary: Baseline, Validate, Prioritize, Decide, and Commit across technical teams and boardroom sponsors.

2. Five KPI Groups + Floor Rule

Assess five weighted KPI groups on a 0 to 100 scale with an uncompromising floor rule preventing hidden critical technical exposures.

3. Connected System View

Treat simplifications, custom ABAP code, integration interfaces, data pipelines, controls, and team bandwidth as an indivisible ecosystem.

4. Bounded 30 / 60 / 90 Day Cycle

Execute a time-boxed 90-day sprint cycle to convert raw diagnostic findings into an executive decision package ready for capital allocation.

EXECUTIVE ACTION CALLOUT

Begin readiness planning immediately while architecture, migration approach, clean core scope, and contract options remain flexible.

WP-S4H-ACTION

DOCUMENT NAVIGATION • TOPIC MAP

DOCUMENT WP-S4H-001

Contents & Navigation Architecture

A topic-aligned structural guide for executive review and implementation planning.

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STAKEHOLDER NAVIGATION TRACKS

RECOMMENDED READING PATHS

Steering Committee & CFO
Focus on Sections 1, 2, 3, 11, 15, and 16. Emphasizes financial exposure, floor rule guardrails, and executive decision package criteria.

Business & Process Owners
Focus on Sections 4, 5, 6, 9, 10, and 14. Covers process impacts in O2C and P2P, master data ownership, and cutover reconciliation.

Enterprise IT & Architects
Focus on Sections 7, 8, 9, 12, 13, and 14. Details custom code remediation, BTP integration topologies, and the 90-day technical sprint.

FOUNDATIONAL GOVERNANCE • DECISION DISCIPLINE

1. Readiness Before Transformation

Figure 1: Five-stage readiness decision model.

FIGURE 1: FIVE-STAGE READINESS DECISION MODEL — TRANSFORMATION LIFECYCLE



Transformation Outcome: fewer unknowns, clearer owners, stronger sequencing and better investment confidence.

CONTEXT & OPERATIONAL RATIONALE

FOUNDATION THESIS

A readiness program should prevent one failure mode above all: committing to scope, design, timing, or investment while material assumptions remain unvalidated.

The five stages create a common language for executives, architects, process owners, and delivery teams. **Baseline** captures facts. **Validate** tests material assumptions. **Prioritize** ranks impact and dependency. **Decide** chooses treatment. **Commit** turns decisions into funded, governed action.

> **Program Mandate:** Prevent mid-transformation rescoping and budget escalation by validating critical technical assumptions before contractual commitment.

STAGE IMPLEMENTATION & ACCOUNTABILITY MATRIX

GOVERNANCE CADENCE

STAGE	PRIMARY FOCUS	KEY TELEMETRY / INPUTS	MANDATORY DELIVERABLE
01 Baseline	System landscape inventory	Readiness Check, ST03N, ATC, EHP level	Defended current-state baseline
02 Validate	Assumption elimination	Usage logs, SME audits, CVI profiling	Owner-verified evidence log
03 Prioritize	Risk & dependency triage	Floor-rule check, blast-radius mapping	Readiness heatmap & floor flags
04 Decide	Clean core path selection	BTP side-by-side fit, API availability	Architectural Decision Records (ADRs)
05 Commit	Execution funding & gating	Resource commitments, sprint schedule	Board-approved transformation roadmap

EXECUTIVE LENS

STRATEGIC GUARDRAILS

- **The Target is Not a Green Status:** The target is an executive decision package leaders can defend before the board, investment committees, and external auditors.
- **Preserve Visibility of Unknowns:** Unknowns remain explicitly visible until an accountable owner provides empirical evidence or formally accepts residual risk.
- **Prevent Mid-Flight Rescoping:** Rigorous early validation prevents catastrophic budget blowouts and mid-transformation contract renegotiations with systems integrators.
- **Single Point Accountability:** Every material finding must map to a named business or IT owner with ring-fenced capacity to execute required decisions.
- **Evidence Over Consensus:** Subjective consensus without system logs, usage telemetry, or empirical profiling cannot be used to justify readiness commitments.
- **Latest Safe Decision Cut-Offs:** Establish strict governance deadlines for architectural choices before project critical paths are compromised.

Key Takeaway: Convert unverified planning assumptions into accountable, milestone-dated actions before committing capital.

EVIDENCE TO COLLECT

System facts, process reality, owner map, and major technical assumptions across custom code and data.

DECISION TO RECORD

Which facts are accepted, which require validation, and who owns the next action with milestone dates.

COMPLEMENTARY ARCHITECTURE • TECHNICAL + OPERATIONAL

2. SAP Readiness Check and Management Readiness

Figure 2: Technical conversion insight plus management readiness.

FIGURE 2: TECHNICAL CONVERSION INSIGHT PLUS MANAGEMENT READINESS

COMPLEMENTARY PILLARS

SAP READINESS CHECK

TECHNICAL SIGNAL

Technical System Conversion Telemetry [1]

- Simplification items & incompatibility catalog
- Custom code analysis (ATC findings & usage)
- Compatibility & certified add-on validation
- Sizing / HANA memory & technical signals

SOURCE: AUTOMATED SAP CLOUD TELEMETRY

DECISION CONFIDENCE

MANAGEMENT READINESS

GOVERNANCE

Operational Ownership & Governance

- Business process decisions & design signoff
- Data domain ownership & internal controls
- Dedicated program capacity & resource backing
- Explicit executive residual risk acceptance

SOURCE: EXECUTIVE & BUSINESS OWNER AUDITS

CONTEXT & CORE ARCHITECTURE

STRATEGIC INTEGRATION

SAP Readiness Check is a core technical input for conversion planning and highlights important aspects such as simplification items, custom code, sizing, and compatibility. [1]

Management readiness complements this with business process decisions, data ownership, governance, program capacity, and accountable acceptance of residual risk. The two views should be reconciled rather than treated as competing assessments.

Strategic Balance: Technical discovery answers what must change; management readiness establishes who decides, what it costs, and when it goes live.

READINESS ARTIFACT & RESPONSIBILITY MAPPING MATRIX

RECONCILIATION GATES

DIAGNOSTIC LAYER	PRIMARY TELEMETRY SOURCE	OPERATIONAL FOCUS	ACCOUNTABLE ROLE
Simplification Items	Readiness Check / Notes	Business transaction deprecations	Functional Process Lead
Custom Code	ATC / UPL & SCMON	Dead code retirement / Clean Core	Lead Solution Architect
Data Governance	Migration Cockpit Profiling	Master data cleansing & CVI mapping	Enterprise Data Steward
Integration APIs	BTP Suite / Interface Log	RFC/IDoc replacement & partner test	Integration Lead
Program Capacity	Resource Allocation Matrix	Dedicated SME cutover commitments	Steering Committee / PMO

EXECUTIVE LENS

DUAL ALIGNMENT

- **Use SAP Readiness Check for Facts:** Leverage SAP-provided tools for raw conversion telemetry, simplification catalogs, and memory sizing without bias.
- **Management Layer Answers the Hard Questions:** Use the management readiness layer to establish who owns the issue, why it matters, what evidence is sufficient, and what decision must be made.
- **Reconciliation Creates Genuine Confidence:** When technical telemetry is validated by accountable business process owners, steering committees achieve defensible investment certainty.
- **Audit Trail Integrity:** Ensure every critical system change is cross-referenced to formal functional sign-off and regulatory control requirements.
- **Prevent Tool Complacency:** Automated diagnostic reports cannot substitute for functional stakeholder engagement or organizational readiness sign-off.
- **Ring-Fenced Program Capacity:** Secure executive commitments for key operational SMEs well ahead of intense cutover and testing sprints.

Key Takeaway: Technical readiness check is a prerequisite, but management readiness determines outcome.

EVIDENCE TO COLLECT

SAP Readiness Check logs, process owner sign-offs, data cleansing thresholds, and project SME capacity plans.

DECISION TO RECORD

Determine which technical findings require scope alterations, architecture redesigns, or contractual adjustments.

METRIC RIGOR • WEIGHTED EVALUATION

3. Readiness Scoring Model

Figure 3: KPI weights and the readiness floor rule.

FIGURE 3: KPI WEIGHTS AND THE READINESS FLOOR RULE

METRIC RIGOR • WEIGHTED SCORING

KPI DOMAIN	WEIGHT	READINESS SCORE & PROGRESS	BAND STATUS
Landscape & Platform	20%	72	GREEN
Process & Usage	20%	65	AMBER
Custom Code & Reports	25%	39	FLOOR BREACH
Integration & APIs	20%	58	AMBER
Data, Governance & Program	15%	63	AMBER

GOVERNANCE GUARDRAIL

< 40

CAPS OVERALL AT AMBER

Prevents high scores in other areas from averaging away a severe risk in custom code or integration. A weak domain remains fully visible to executive sponsors until treated.

Scoring Scale: 0 to 100 **Green:** 70 to 100 (Commit Ready) **Amber:** 50 to 69 (Conditional) **Red:** 0 to 49 (Remediation Required) **Floor Rule:** < 40 in any single domain

CONTEXT & SCORING METHODOLOGY

METRIC ARCHITECTURE

The directional score uses five KPI groups: Landscape and Platform 20 percent, Process and Usage 20 percent, Custom Code and Reports 25 percent, Integration and APIs 20 percent, and Data, Governance and Program 15 percent.

Scores use a 0 to 100 scale. Green is 70 to 100. Amber is 50 to 69. Red is 0 to 49. To prevent a weak domain from being averaged away, any KPI below 40 caps the overall rating at Amber until the issue is validated and treated.

Floor Rule Protection: A mathematically acceptable average must never conceal an existential technical debt exposure in custom ABAP or external payment interfaces.

SCORING BAND GOVERNANCE PROTOCOLS & ACTION TRIGGERS

STAGE GATING

BAND STATUS	SCORE RANGE	GOVERNANCE INTERPRETATION	REQUIRED PROGRAM ACTION
Green	70 – 100	Defensible baseline, empirical evidence validated	Approved for capital commitment
Amber	50 – 69	Viable baseline with known bounded gaps	Execute time-boxed remediation
Red	0 – 49	Critical exposures or missing ownership	Block gate commitment; escalate
Floor Breach	< 40 (any KPI)	Severe exposure in a single core domain	Overall capped at Amber; urgent sprint

EXECUTIVE LENS

GOVERNANCE PRINCIPLES

- **Directional, Not Certification:** The score is directional guidance for steering committees, not a formal vendor audit opinion or warranty.
- **Separated Confidence:** Confidence in the underlying evidence is reported separately from technical readiness to avoid false precision.
- **Action-Oriented Unknowns:** Unknown or missing answers create immediate investigation tasks, not neutral points or assumed compliance.
- **Integrity Protection:** The floor rule protects leadership from a false sense of security caused by mathematical averages masking catastrophic technical debt.
- **Weighting Rationale:** Custom Code (25%) and Integration (20%) reflect the two highest causes of delivery schedule and budget overruns.
- **Sponsor Visibility:** Board members must receive domain-level breakdowns rather than blended headline scores alone.

Key Takeaway: Never allow mathematical averages to obscure critical technical exposure.

EVIDENCE TO COLLECT

Five KPI domain inputs plus confidence notes, system telemetry reports, and explicit owner validation across the landscape.

DECISION TO RECORD

Overall composite band, floor-rule impact, and the weakest domain requiring immediate sprint remediation before gate commitment.

TRACEABLE GOVERNANCE • DECISION PIPELINE

4. Evidence to Decision Pipeline

Figure 4: The five-stage pipeline from raw finding to committed action.

FIGURE 4: EVIDENCE TO DECISION PIPELINE — FINDING LIFECYCLE

1. SYMPTOM	→	2. FACT	→	3. FINDING	→	4. OPTION	→	5. DECISION	→	6. ACTION
Observation		**Verification**		**Classify**		**Evaluate**		**Sign-Off**		**Commit**
Signal identified		Telemetry validated		Context added		Treatment paths		Owner approval		Funded sprint

FINDING METADATA SCHEMA: Owner • Category • System / Object • Evidence Quality • Failure Impact • Clean Core Fit • Safe Decision Date • Residual Risk

CONTEXT & LIFECYCLE ARCHITECTURE

PIPELINE DISCIPLINE

Raw diagnostic findings do not convert themselves into decisions. A healthy readiness assessment uses a clear pipeline that converts observations into validated facts, prioritizes them by impact, evaluates options, and assigns accountable ownership.

Every finding in the pipeline should carry operational metadata: accountable business owner, evidence confidence level, operational failure impact, latest safe decision date, and residual risk rating.

> **Pipeline Objective:** Prevent unevidenced assertions from stalling program progress while ensuring all critical risks reach executive decision gates.

FINDING CLASSIFICATION & TRACEABILITY SCHEMA

PIPELINE CONTROLS

CLASSIFICATION TYPE	EVIDENTIARY STANDARD	DECISION LEAD TIME	SIGN-OFF GATE
Architecture Blocker	Multi-system dependency log	30 Days (Sprint 1)	Chief Enterprise Architect
Process Disruption	SME walkthrough & audit record	60 Days (Sprint 2)	Business Process Owner
Data Integrity Defect	100% CVI / master data profiling	45 Days (Sprint 1-2)	Master Data Steward
Clean Core Deviation	ATC check & BTP replacement fit	60 Days (Sprint 2)	Application Engineering Lead
Residual Risk Acceptance	Formal risk assessment & impact log	90 Days (Sprint 3)	Steering Committee / CFO

EXECUTIVE LENS

DECISION INTEGRITY

- **Structured Metadata Rigor:** Findings without owners, dates, and empirical evidence remain open questions, not project work packages.
- **Single Point Accountability:** Every finding must map directly to a named functional or technical leader who holds budget authority.
- **Latest Safe Decision Cut-Off:** Architectural options degrade over time; enforce hard deadlines before project critical paths are frozen.
- **Bounded Options Analysis:** Evaluate no more than three viable alternatives (e.g., standard BTP, retire, refactor) to prevent analysis paralysis.
- **Residual Risk Documentation:** If a technical debt item cannot be remediated before go-live, log it as an executive-accepted operational risk.
- **Audit-Ready Defense:** Ensure all decisions are formally archived in Architectural Decision Records (ADRs) for post-cutover review.

EVIDENCE TO COLLECT

Finding register with owner, system, evidence confidence, business impact, and options analysis.

DECISION TO RECORD

Approved option, accountable owner, latest safe decision date, and target remediation sprint.

Key Takeaway: Convert diagnostic observations into accountable, milestone-dated decision packages.

SYSTEM ARCHITECTURE • PROCESS RE-ENGINEERING

5. Key SAP S/4HANA Simplification Areas

Figure 5: Six core functional simplification areas.

FIGURE 5: SIX CORE S/4HANA SIMPLIFICATION AREAS — FUNCTIONAL ARCHITECTURE

1. Business Partner & CVI
Mandatory customer/vendor integration; single Master Data model replaces legacy records.

2. Universal Journal & GL
ACDOCA single source of financial truth; real-time FI/CO reconciliation replaces split ledgers.

3. Material Ledger
Mandatory multi-currency inventory valuation; MATDOC table replaces legacy hybrid tables.

4. Settlement Mgmt
Condition contracts replace classic SD/MM rebates; real-time accruals and rebate settlement.

5. Credit Management
FSCM Credit Management replaces classic FI-AR credit controls; automated risk scoring.

6. Output Management
BRFplus & Adobe Document Services replace classic NAST; standardized multichannel routing.

Architectural Steering Note: Simplification items are mandatory operational shifts, not optional technical upgrades.

CONTEXT & FUNCTIONAL SCOPE

TRANSFORMATION SCOPE

The SAP Simplification Item Catalog defines where S/4HANA changes data models, transactions, functionality, and configuration. [1] These changes are not just technical conversion notes; they reshape daily operations.

Readiness requires identifying every affected simplification item, mapping the impacted business process owners, determining target design patterns, and executing targeted pre-conversion data cleansing.

> **Functional Imperative:** Business process owners must co-design the simplification adoption rather than delegating it solely to IT infrastructure teams.

EXECUTIVE LENS

OPERATIONAL IMPACT

- **Cross-Functional Ripple Effects:** A simplification in finance (e.g. Universal Journal) fundamentally changes how sales and manufacturing track unit costs.
- **Functional Deprecation Reality:** Transactions like XK01, XD01, and MB01 are deprecated in S/4HANA; user workflows must transition to Fiori apps.
- **Pre-Conversion Data Synchronization:** Customer-Vendor Integration (CVI) must achieve zero errors in ECC before the S/4HANA conversion cockpit can run.
- **Change Management Gaps:** Training and operational readiness must be planned alongside technical conversion to prevent post-go-live productivity drops.
- **Process Harmonization Opportunity:** Leverage simplification items as an executive lever to eliminate outdated regional process customizations.
- **Cutover Dry-Runs:** Rehearse simplification ledger conversions in non-production systems to benchmark downtime and reconciliation scripts.

SIMPLIFICATION OPERATIONAL IMPACT & CUTOVER RISK MATRIX

PROCESS MAPPING

DOMAIN AREA	TECHNICAL SHIFT	OPERATIONAL IMPACT	ACCOUNTABLE LEAD
Business Partner (CVI)	Single BP data model	Customer/Vendor synch	Master Data Steward
Universal Journal	ACDOCA table fusion	Financial close & ledger	Chief Accounting Officer
Material Ledger	Mandatory multi-currency	Inventory valuation run	Supply Chain Controller
Settlement Mgmt	Condition contracts	Vendor & customer rebates	Commercial Finance VP
Output Management	BRFplus rules engine	Invoicing & dispatch forms	Billing Operations Lead

EVIDENCE TO COLLECT
Simplification item list, impacted business processes, current usage logs, and process owner sign-offs.

DECISION TO RECORD
Target design pattern, pre-conversion data remediation plan, and cutover testing scope for each domain.

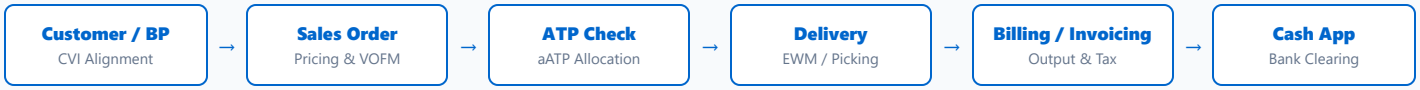
Key Takeaway: Simplification items are operational business model shifts, not simple technical upgrades.

PROCESS DEEP-DIVE • VALUE CHAIN CONTINUITY

6. Practical Example: Order to Cash

Figure 6: Order-to-Cash readiness chain.

FIGURE 6: ORDER-TO-CASH READINESS CHAIN VALUE STREAM MAPPING



OPEN SALES DOCUMENTS
Open orders, unbilled deliveries, open shipments, and billing backlogs requiring cutover clearing.

DYNAMIC CREDIT MANAGEMENT
Transition from FI-AR credit checks to S/4HANA FSCM; customer credit limit recalculations.

OUTPUT & BILLING FORMS
Electronic data interchange (EDI), invoice printing, and tax statutory forms shift to BRFplus.

LEDGER RECONCILIATION
CO-PA profit-ability analysis reconciliation with ACDOCA financial general ledger entries.

CONTEXT & REVENUE PROTECTION

VALUE STREAM INTEGRITY

Order to Cash exposes master data, pricing, credit management, output documents, logistics integration, and revenue accounting. It demonstrates why readiness must cross technical and business domains.

A failure in O2C readiness directly jeopardizes customer fulfillment, cash collection, and billing legality. The readiness program must systematically validate customer data, pricing formulas, and cutover backlogs.

Revenue Guardrail: Zero-tolerance for unverified pricing routines or blocked billing outputs during cutover go-live windows.

EXECUTIVE LENS

REVENUE GOVERNANCE

- **Customer Master Continuity:** CVI synchronization errors directly block order creation; resolve customer master duplicates before conversion.
- **Pricing Routine Modernization:** Custom VOFM calculation routines must be refactored and regression-tested against historical sales orders.
- **FSCM Credit Management Shift:** Migrating from classic credit management to FSCM requires recalculating exposure limits and workflows.
- **Open Document Cutover Strategy:** Define clear rules for whether open sales orders and deliveries are closed in ECC or migrated to S/4HANA.
- **Billing Output Reliability:** Verify electronic data interchange (EDI 810/850) and statutory invoice formats under BRFplus before cutover.
- **Reconciliation with Universal Journal:** Reconcile profitability analysis (CO-PA) accounts against the general ledger in ACDOCA.

ORDER-TO-CASH (O2C) CUTOVER & ARCHITECTURE SHIFT MATRIX

PROCESS INTEGRATION

PROCESS STEP	S/4HANA SHIFT	CUTOVER EXPOSURE	VALIDATION RULE
Customer Master	Mandatory BP / CVI	Blocked sales orders	100% CVI synchronization
Order Entry	VOFM pricing routines	Incorrect gross margins	ATC pricing formula audit
Inventory ATP	Advanced ATP (aATP)	Delivery confirmation fail	Allocation rule testing
Invoicing	BRFplus output routing	Undelivered billing docs	Multichannel print/EDI test
Receivables	FSCM Credit Engine	Unwarranted credit holds	Credit exposure simulation

EVIDENCE TO COLLECT
Order-to-Cash variant inventory, pricing routines, open sales documents, and credit management rules.

DECISION TO RECORD
Target design decisions, pre-cutover open order purge strategy, and sign-offs for pricing formulas.

Key Takeaway: Order-to-Cash readiness directly protects revenue intake and customer relationship continuity.

APPLICATION PORTFOLIO • CLEAN CORE DISCIPLINE

7. Custom Code and Reports Portfolio

Figure 7: Custom code disposition quadrants.

FIGURE 7: CUSTOM CODE DISPOSITION QUADRANTS — PORTFOLIO CLEAN CORE

RETIRE • DECOMMISSION — ZERO VALUE
Unused objects identified via UPL/SCMON over 12+ months. Decommission prior to conversion to reduce scope and test effort.

MODERNIZE • BTP EXTENSION — CLEAN CORE
Strategic differentiators re-architected on SAP BTP using side-by-side extensibility and public APIs to protect the core.

STANDARDIZE • ADOPT CORE — OUT OF BOX
Legacy custom logic replaced with standard SAP S/4HANA core business capabilities and modern Fiori applications.

REMEDIATE • TECHNICAL ADAPT — ON-STACK
Essential custom code adapted for HANA database optimizations, field length extensions, and ATC syntax compliance.

CONTEXT & CODE PORTFOLIO TRIAGE

CLEAN CORE STRATEGY

Custom code is often the single largest driver of conversion effort, regression risk, and long-term upgrade friction. Most organizations maintain thousands of legacy ABAP objects that are obsolete or never executed.

Readiness requires analyzing ABAP Test Cockpit (ATC) findings alongside production usage data (UPL/SCMON). [2] The goal is to aggressively retire unused code, modernize differentiators on SAP BTP, and return to standard.

> **Clean Core Mandate:** Do not convert obsolete technical debt; lift-and-shift of dead code destroys transformation business value.

CUSTOM ABAP REMEDIATION & CLEAN CORE TRIAGE MATRIX

PORTFOLIO DISPOSITION

PORTFOLIO SEGMENT	EMPIRICAL CRITERIA	TARGET ARCHITECTURE	GOVERNANCE DECISION
Dead Code	Zero runs in UPL (12+ mo)	Decommission in ECC	Retire before cutover
Syntactic Incompatibilities	ATC S/4HANA checks	ABAP Quick Fix / Clean Core	Technical refactoring
Database Operations	Native SQL / DB hints	HANA Open SQL / CDS	Performance rewrite
Competitive Logic	High business usage	SAP BTP Side-by-Side	Cloud extensibility
Commodity Reports	Standard Fiori match	Standard S/4HANA core	Decommission & replace

EXECUTIVE LENS

PORTFOLIO TRIAGE

- **Evidence Over Opinion:** Do not ask users if they want to keep a custom report; verify actual usage in production via UPL or SCMON.
- **Scope Reduction Power:** Retiring dead code typically eliminates 30% to 50% of total custom code conversion and testing effort.
- **Clean Core Guardrails:** Strictly forbid modifications to standard SAP code; isolate unique custom extensions on SAP BTP.
- **Automated Quick Fixes:** Leverage SAP modern tooling to automatically remediate common syntax changes like MATNR 40-character field extensions.
- **Lead Architect Sign-Off:** Require lead solution architect sign-off before approving any on-stack custom code retention.
- **Long-Term Upgradeability:** Adhering to clean core standards during readiness guarantees seamless future cloud upgrades.

Key Takeaway: Aggressively prune unused custom code to reduce migration risk and protect long-term agility.

EVIDENCE TO COLLECT

ATC findings, UPL/SCMON usage telemetry, enhancement catalog, and interface dependency map.

DECISION TO RECORD

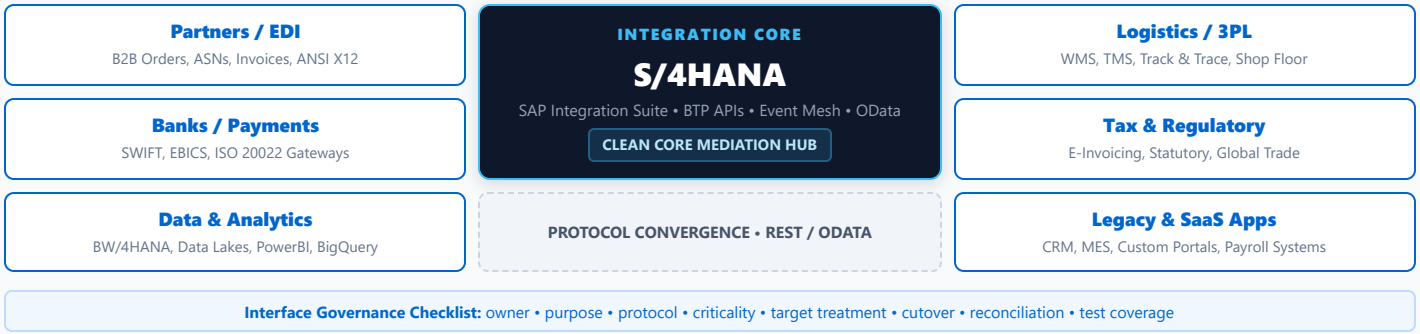
Disposition plan (retire, modernize, standardize, remediate) with assigned sprint owners.

ECOSYSTEM CONNECTIVITY • INTERFACE TOPOLOGY

8. Integration and API Readiness

Figure 8: Business dependency map for interfaces and APIs.

FIGURE 8: BUSINESS DEPENDENCY MAP FOR INTERFACES AND APIS — ECOSYSTEM TOPOLOGY



Interface Governance Checklist: owner • purpose • protocol • criticality • target treatment • cutover • reconciliation • test coverage

CONTEXT & TECHNICAL SCOPE

ECOSYSTEM RISK

Integration risk crosses system boundaries. The inventory should include IDoc, RFC, BAPI, OData, web services, files, events, extractors, partner interfaces, and other material dependencies.

SAP Integration Suite is SAP BTP based and supports cloud, on-premise, and hybrid scenarios. [9] Readiness must add business context: process purpose, owners, criticality, security, target treatment, reconciliation, and test coverage.

> **Clean Core Principle:** Decouple external interfaces from legacy point-to-point RFC connections; route all hybrid flows through managed BTP APIs.

INTERFACE PROTOCOL & ECOSYSTEM GOVERNANCE MATRIX

CONNECTIVITY GATES

PROTOCOL TYPE	SOURCE / TARGET	TARGET TREATMENT	CUTOVER RISK
IDoc / EDI	Trading Partners (Orders/Inv)	Retain EDI / Modernize OData	Freeze partner changes
Synchronous RFC	Legacy 3PL & Custom Apps	Migrate to BTP REST APIs	Payload latency testing
Bank / SWIFT	Treasury & Payment Rails	Adopt ISO 20022 / BTP Suite	Bank end-to-end clearing
Flat File / SFTP	Payroll & Legacy Warehouses	Event Mesh / Managed File	Batch reconciliation delta
BW Extractors	Enterprise Analytics Lake	CDS Views / Core Data Svcs	Historical metric continuity

EXECUTIVE LENS

CONNECTIVITY GOVERNANCE

- **Source and Target Mapping:** Explicitly catalogue every inbound and outbound endpoint to avoid orphaned interfaces at go-live.
- **Business Ownership Binding:** Bind technical interface protocols to accountable operational owners who understand payload impact.
- **Criticality & Blast Radius:** Identify synchronous bottlenecks where an interface downtime causes immediate assembly line or order stoppages.
- **Target Treatment Strategy:** Transition legacy point-to-point ABAP RFCs to standardized OData APIs hosted on SAP BTP.
- **Cutover Freeze & Catch-Up:** Establish an interface change freeze window and design automated replay scripts for cutover backlogs.
- **Payload Reconciliation:** Enforce automated row-level and financial total matching for all converted high-volume batch data pipelines.

Key Takeaway: Map business process purpose and failure criticality to every interface protocol.

EVIDENCE TO COLLECT

Interface inventory, business ownership, failure criticality, protocol type, target pattern, and reconciliation.

DECISION TO RECORD

Retain, replace, redesign, or retire each material dependency with milestone-dated testing plans.

OPERATIONAL FOUNDATION • DATA & PROGRAM READINESS

9. Data, Governance and Program Readiness

Figure 9: Data and program readiness layers.

FIGURE 9: DATA, GOVERNANCE AND PROGRAM READINESS LAYERS — OPERATIONAL STACK



CONTEXT & GOVERNANCE RIGOR

ORGANIZATIONAL CAPABILITY

SAP migration cockpit supports projects, migration objects, mapping, simulation, and migration execution. [3] It does not remove the need for business ownership of data scope, quality, retention, reconciliation, and cutover decisions.

Program readiness also matters. The organization needs people with authority and time to decide, validate, test, cleanse, and accept residual risk. A technically feasible migration can still fail when ownership and capacity are missing.

> **Capacity Mandate:** Key subject matter experts (SMEs) must have ring-fenced project time; part-time commitments lead to project slips.

MASTER DATA DOMAIN OWNERSHIP & CUTOVER GOVERNANCE MATRIX

DATA INTEGRITY

MASTER DATA DOMAIN	CLEANSING STANDARD	MIGRATION TOOLING	ACCOUNTABLE OWNER
Customer & Vendor (BP)	100% CVI synchronization	MDS_LOAD_COCKPIT	Enterprise Data Steward
Material Master	Valuation & obsolete purge	SAP Migration Cockpit	Supply Chain Master Lead
Financial General Ledger	Ledger balance zero-variance	ACDOCA Migration Run	Chief Accounting Officer
Open Commitments	Open POs / Sales Orders	Cutover Blackout Scripts	Procurement & Sales Leads
Historical Archive	Regulatory tax retention	SAP ILM / OpenText	Compliance & Audit Officer

EXECUTIVE LENS

GOVERNANCE LAYERS

- **Data Domain Ownership:** Appoint single accountable business owners for every master data object before migration sprints begin.
- **Scope & Historical Archiving:** Determine which historical data must move versus remain archived in compliant read-only repositories.
- **Reconciliation Methodology:** Establish mathematical reconciliation rules for ledgers and inventories before dry-run execution.
- **Regulatory Compliance:** Verify tax, statutory audit, and e-invoicing controls that directly constrain the target data model.
- **Owner Capacity Guarantee:** Ring-fence at least 40% to 50% of key functional SME time away from daily business operations.
- **Trial Load Rehearsals:** Execute minimum 3 end-to-end data load simulations to validate conversion runtimes and error handling.

Key Takeaway: Technical migration tools require dedicated business ownership to achieve success.

EVIDENCE TO COLLECT

Data profiling, scope, domain owners, retention policies, control rules, and program capacity commitments.

DECISION TO RECORD

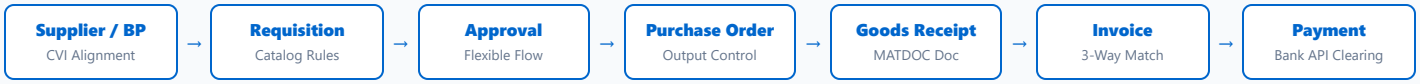
Migration scope, quality thresholds, reconciliation methodology, and accountable stakeholder approvals.

PROCUREMENT INTEGRITY • FINANCIAL CONTROLS

10. Practical Example: Procure to Pay

Figure 10: Procure-to-Pay readiness chain.

FIGURE 10: PROCURE-TO-PAY READINESS CHAIN — EXPENDITURE CONTROLS



OPEN COMMITMENTS
Open purchase orders, delivery schedules, vendor accruals, and open goods receipts clearing.

EXCEPTION LOGIC
Price and quantity tolerances, automated matching blocks, dynamic multi-tier approval workflows.

ACCESS CONTROLS
Segregation of duties (SoD), privileged banking roles, and payment run dual-authorization gates.

RECONCILIATION
Material valuation, GR/IR account reconciliation, supplier sub-ledger, and electronic bank files.

CONTEXT & PROCESS VULNERABILITIES

EXPENDITURE GOVERNANCE

Procure to Pay exposes supplier master data, workflow and approval logic, purchasing rules, inventory dependencies, invoice matching, payment interfaces, bank integration, and sensitive access.

The process forces business and technical teams to reconcile evidence. Open commitments, approval variants, invoice tolerances, supplier quality, and payment controls can all become material cutover or operating risks.

Audit Imperative: Segregation of duties (SoD) between vendor master creation and payment disbursement must be maintained across all Fiori role catalogs.

EXECUTIVE LENS

AUDIT & CUTOVER CONTROLS

- **Supplier & Bank Verification:** Ensure supplier bank account data is strictly validated during Business Partner migration to prevent payment fraud.
- **Flexible Workflow Adoption:** Shift legacy SAP Business Workflow (SWDD) to S/4HANA Flexible Workflow standards with mobile Fiori approvals.
- **Open Commitments Cutover:** Define migration strategy for legacy POs and purge old unbilled goods receipts prior to financial conversion.
- **Inventory Structural Changes:** Audit impacts of MATDOC table replacement on inventory reporting and physical inventory adjustments.
- **Automated Bank Reconciliation:** Establish zero-defect testing for SWIFT and direct bank payment protocols prior to cutover blackout.
- **Segregation of Duties:** Ensure vendor creation and payment authorization roles remain strictly mutually exclusive in new Fiori security catalogs.

PROCURE-TO-PAY (P2P) FINANCIAL CONTROL & AUDIT RISK MATRIX

CONTROL RIGOR

PROCESS STEP	S/4HANA CHANGE	CUTOVER RISK	VALIDATION CONTROL
Supplier Master	Mandatory BP / CVI	Bank detail corruption	Dual-signoff bank audit
Requisitioning	Catalog integration	Off-contract spend	Approval tier rules
Workflow Approval	Flexible Workflow Engine	PO approval blockages	BRFplus routing simulation
GR/IR Clearing	Universal Journal match	Unbalanced GR/IR accrual	Pre-cutover balance clearing
Disbursement	SWIFT / Direct Bank API	Failed payment runs	Pre-go-live penny tests

EVIDENCE TO COLLECT
Procure-to-Pay variants, supplier data, approvals, inventory, invoice matching, payment rules, and controls.

DECISION TO RECORD
Target-process design, tolerance thresholds, and owner-approved test scenarios for all spending channels.

Key Takeaway: Ensure segregation-of-duties and open commitment migration are reconciled early.

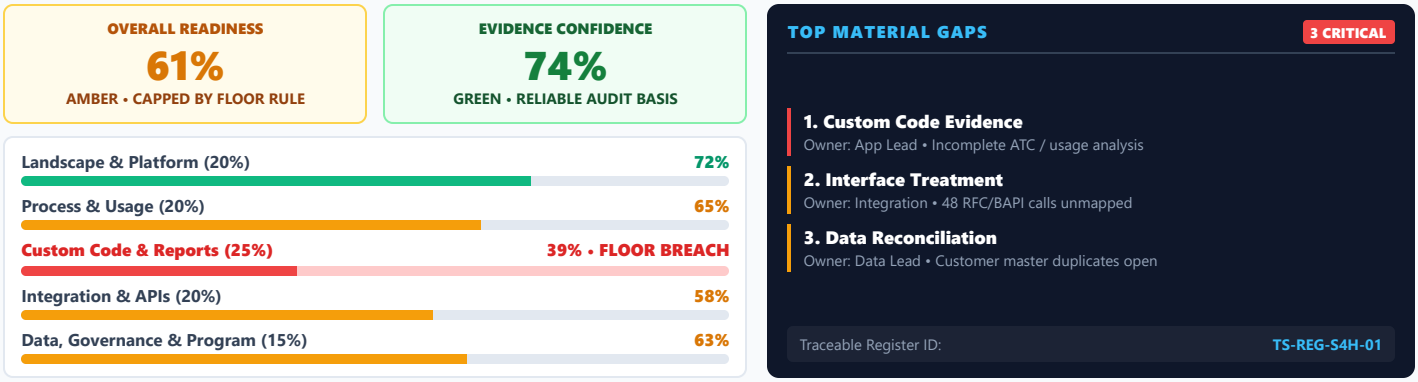
MANAGEMENT ARTIFACT • EXECUTIVE REPORTING

11. Sample Assessment Output

Figure 11: Illustrative management output with sample values.

FIGURE 11: ILLUSTRATIVE ASSESSMENT OUTPUT WITH SAMPLE VALUES

EXECUTIVE DASHBOARD



CONTEXT & EXECUTIVE TRANSPARENCY

OUTPUT SPECIFICATION

A readiness white paper should show what a useful output looks like. The sample figure uses percentage units consistently and labels the numbers as illustrative.

A management-ready result shows the five KPI scores, overall readiness, evidence confidence, top material gaps, owners, and next actions. It makes the weakest domains visible instead of hiding them inside a single average.

Floor Rule Demonstration: Even with high Landscape (72%) and Process (65%) scores, the Custom Code score (39%) caps the overall program at Amber.

EXECUTIVE LENS

TRANSPARENT METRICS

- **Five KPI Bars:** Transparent reporting across all five technical and organizational dimensions with explicit weightings.
- **Composite Readiness:** Explicit overall percentage bounded by the floor rule to prevent premature capital commitment.
- **Evidence Confidence:** Independent measurement ensuring data integrity is audited separately from technical readiness claims.
- **Material Gaps Highlighted:** Direct executive visibility into the top critical failure risks across the entire landscape.
- **Named Accountable Owners:** Concrete assignment of mitigation sprint owners with dedicated engineering capacity.
- **Traceable Links:** Explicit cross-referencing to decision deadlines in the enterprise transformation register.

EXECUTIVE DOMAIN HEALTH SUMMARY & ACTION ALLOCATION MATRIX

TRIAGE GATES

DOMAIN AREA	SCORE	PRIMARY EXPOSURE IDENTIFIED	SPRINT ACTION OWNER
Landscape & Platform	72% (Green)	Target release sizing confirmed	Cloud Architecture Lead
Process & Usage	65% (Amber)	O2C pricing routine compatibility	Commercial Process Lead
Custom Code	39% (Breach)	450 unevidenced custom reports	Application Eng Lead
Integration & APIs	58% (Amber)	48 unmapped point-to-point RFCs	Integration Architect
Data & Governance	63% (Amber)	14% customer master duplicates open	Master Data Steward

EVIDENCE TO COLLECT

KPI scores, evidence confidence ratings, top gaps list, accountable owners, and decision deadlines.

DECISION TO RECORD

Management view of overall readiness and bounded 30-day remediation action allocations.

Key Takeaway: Never allow composite averages to hide individual weak domains or unevidenced risks.

12. Readiness and Evidence Confidence

Figure 12: Readiness and confidence reported separately using the same unit.

FIGURE 12: READINESS AND EVIDENCE CONFIDENCE (2X2 MATRIX) — EVALUATION RIGOR

VALIDATE BEFORE COMMIT — HIGH R / LOW C
Unverified assumptions; claims of technical readiness lack audited telemetry or owner sign-off. High risk of late surprises.

STRONG BASIS • COMMIT — HIGH R / HIGH C
Fully verified, defensible baseline; approved for program investment, contractual scope, and implementation scheduling.

RISKY • BLIND SPOT — LOW R / LOW C
Critical blind spot zone; severe risk of budget blowouts, missed deadlines, and uncontrolled scope creep during delivery.

IMPROVE READINESS — LOW R / HIGH C
Known gaps with clear empirical evidence; ready for direct engineering remediation, refactoring sprints, and work packages.

CONTEXT & CONFIDENCE SEPARATION

DUAL-AXIS RIGOR

Readiness asks how prepared the organization is. Evidence confidence asks how reliable, complete, current, and owner-validated the inputs are. These are different questions and should not be merged into one score.

Confidence improves through evidence such as inventories, usage analysis, test outcomes, architecture records, data profiling, control documentation, and owner sign-off. A high readiness score with weak confidence should trigger validation before commitment.

> **Boardroom Rule:** Never commit capital based on assertions; high readiness claims lacking empirical evidence are project liabilities.

EXECUTIVE LENS

DUAL-AXIS RIGOR

- **Independent Reporting:** Report both measures on a percentage scale independently without blended distortion.
- **Remediation of Unknowns:** Unknown or weak evidence creates a clear remediation action, not a neutral or passing score.
- **Avoid False Neutrality:** Do not convert low confidence into a neutral readiness value or assume absence of evidence is absence of risk.
- **Liability Governance:** Treat unvalidated assumptions as explicit enterprise project liabilities before committing transformation budget.
- **Evidence Progression:** Track confidence score maturation across the 90-day readiness roadmap as discovery audits complete.
- **Sign-Off Integrity:** Require signed functional owner attestations to convert subjective estimates into validated evidence.

EVIDENTIARY CONFIDENCE SCORING CRITERIA & VALIDATION MATRIX

AUDIT CERTAINTY

CONFIDENCE TIER	REQUIRED EVIDENCE TYPES	AUDIT RELIABILITY	GOVERNANCE GATE
Tier 1: Empirical	UPL / ST03N logs, ATC scans	High (Audited Telemetry)	Approved for contract
Tier 2: Validated	Signed owner interview audits	Moderate (Functional)	Conditional planning
Tier 3: Estimate	Vendor quotes & assumptions	Low (Subjective)	Mandatory audit sprint
Tier 4: Unknown	Missing inventories / data	Zero (Uncertainty)	Program risk blocker
Residual Risk	Formal risk acceptance record	Executive Accountability	Steering sign-off

EVIDENCE TO COLLECT
Response completeness, evidence quality, age, consistency, and process owner validation sign-offs.

DECISION TO RECORD
What must be validated before any readiness conclusion is used for commercial or contractual commitment.

Key Takeaway: High readiness without audited evidence confidence is an enterprise liability.

EXECUTION CADENCE • BOUNDED SPRINTS

13. 30 / 60 / 90 Day Readiness Roadmap

Figure 13: Three bounded phases using the same five decision stages.

FIGURE 13: THREE BOUNDED PHASES USING THE SAME FIVE DECISION STAGES — CADENCE & MILESTONES

0–30 DAYS
Baseline + Validate

- System baseline telemetry
- Process & data owner map
- Initial KPI scores & floor check
- Evidence validation backlog

DELIVERABLE: DEFENDED BASELINE

31–60 DAYS
Prioritize

- Validate high-impact findings
- Map cross-system dependencies
- Develop clean core options
- Sequence remediation actions

DELIVERABLE: REMEDIATION BACKLOG

61–90 DAYS
Decide + Commit

- Executive decision package
- Multi-year roadmap + controls
- Quality & test strategy sign-off
- Residual risk register adoption

DELIVERABLE: GOVERNED COMMITMENT

CONTEXT & CADENCE DISCIPLINE

BOUNDED EXECUTION

A bounded readiness cycle prevents analysis from becoming an open-ended program. The goal is enough evidence for the next set of decisions, not perfect knowledge of every historical detail.

The roadmap keeps the same vocabulary used throughout the paper. The first phase Baselines and Validates. The second phase Prioritizes. The third phase Decides and Commits.

> **Cadence Imperative:** Enforce strict 30-day time-boxes to convert raw technical findings into executive decision packages before critical paths are locked.

EXECUTIVE LENS

PHASE MILESTONES

- **0 to 30 Days (Baseline):** Extract landscape telemetry, build business owner map, compute initial scores, and establish evidence backlog.
- **31 to 60 Days (Prioritize):** Validate high-impact findings, explore clean core options, map cross-system dependencies, and sequence sprints.
- **61 to 90 Days (Decide & Commit):** Finalize executive decision package, commit transformation funding, sign off test strategy, and adopt risk register.
- **Decision Gate Rigor:** Formal sign-off at each 30-day milestone prevents premature execution before architectural alignment.
- **Scope Containment:** Prevent scope creep during assessment by limiting discovery strictly to material architectural dependencies.
- **Boardroom Defensibility:** Deliver a fully costed, evidence-backed business case ready for audit and investment approval.

90-DAY SPRINT DELIVERABLES & STAGE-GATE MILESTONES MATRIX

GOVERNANCE GATES

SPRINT PHASE	PRIMARY ACTIVITIES	REQUIRED ARTEFACTS	DECISION GATE
0 – 30 Days	System telemetry & owner mapping	Readiness Check & ATC logs	Gate 1: Baseline Approval
31 – 60 Days	Blast radius & floor rule check	Triage heatmap & ADR options	Gate 2: Architecture Fit
61 – 90 Days	Executive roadmap & funding signoff	Decision package & risk log	Gate 3: Board Allocation
Post-90 Days	Implementation sprint execution	Contractual work packages	Conversion Cutover

EVIDENCE TO COLLECT

Baseline facts, validated gaps, priority risks, options analysis, and formal decision register.

DECISION TO RECORD

What moves from analysis to funded roadmap, capital commitment, and governed execution.

Key Takeaway: Formal gate sign-offs prevent premature execution before architecture alignment.

RISK GOVERNANCE • ACTION HEATMAP

14. Readiness Prioritization Model

Figure 14: Prioritization heatmap with impact and evidence dimensions.

FIGURE 14: PRIORITIZATION HEATMAP WITH IMPACT AND EVIDENCE DIMENSIONS — TRIAGE MATRIX

Y-AXIS: EVIDENCE WEAKNESS • CONTROL RISK

X-AXIS: BUSINESS IMPACT • DEPENDENCY • TIMING

REVIEW • DEEPEN EVIDENCE High evidentiary risk, lower direct process disruption. Data Quality / Archiving	**ACT NOW • IMMEDIATE SPRINT** Critical exposure: breaches readiness floor rule. Custom Code Refactoring · Interface Protocol Unmapping
MONITOR • TRACK DRIFT Stable areas; routine telemetry tracking. HANA Hardware Sizing	**VALIDATE • GUARDRAIL CONTROL** High business impact; well understood controls. P2P Financial Controls / SoD

CONTEXT & TRIAGE METHODOLOGY

STRATEGIC TRIAGE

Readiness assessments can create long issue lists. Prioritization should focus on business impact, dependency, evidence weakness, remediation effort, timing sensitivity, and control risk.

The latest safe decision date is particularly useful. It prevents important findings from remaining open until the program has lost practical architectural options.

> **Prioritization Rule:** Act Now findings must be funded and staffed in the immediate 30-day sprint to protect the critical conversion path.

FINDING TRIAGE & DECISION CUT-OFF PRIORITY MATRIX

TRIAGE GATES

TRIAGE QUADRANT	CANDIDATE FINDINGS	DECISION CUT-OFF	REMEDIATION ACTION
Act Now	Custom Code & Unmapped RFCs	Day 30 (Sprint 1)	Immediate engineering sprint
Validate	CVI sync & P2P SoD controls	Day 45 (Sprint 2)	Business audit sign-off
Review	Data archiving & legacy files	Day 60 (Sprint 2)	Deepen empirical telemetry
Monitor	HANA hardware memory sizing	Day 90 (Gate 3)	Routine capacity checks
Residual Risk	Accepted architectural debt	Day 90 (Sign-off)	Board risk register logging

EXECUTIVE LENS

PRIORITIZATION LENS

- **Single Accountable Ownership:** Bind every heatmap finding to a named functional leader with budget authority.
- **Cross-System Dependency:** Track failure blast radiuses across connected supply chains to prevent cascade failures.
- **Clean Core Alternatives:** Evaluate standard BTP side-by-side replacements before authorizing custom code refactoring.
- **Latest Safe Decision Date:** Enforce strict cut-off deadlines before project critical path slips and cost overruns occur.
- **Residual Risk Score:** Formally log accepted business trade-offs in program governance rather than leaving them unspoken.
- **Resource Allocation:** Direct high-cost systems integrator consultants exclusively toward Act Now and Validate quadrants.

Key Takeaway: Enforce strict cut-off deadlines before project schedule slips occur.

EVIDENCE TO COLLECT

Impact, evidence weakness, cross-system dependency, effort, timing, and internal control risk.

DECISION TO RECORD

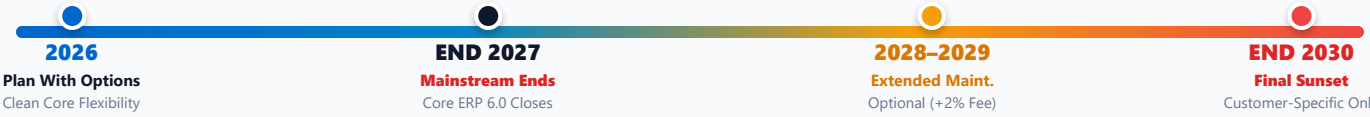
Act, Review, or Monitor with a latest safe decision date and assigned functional owner.

INDUSTRY TIMELINES • STRATEGIC HORIZON

15. Why Readiness Matters Now

Figure 15: SAP maintenance timeline and the planning implication.

FIGURE 15: SAP BUSINESS SUITE 7 MAINTENANCE HORIZON INDUSTRY TIMELINES



Strategic Planning Implication: Establish decision quality early, while architecture, scope, data cleansing, and partner sequencing options remain completely flexible.

CONTEXT & STRATEGIC TIMING

STRATEGIC TIMING

SAP states that mainstream maintenance for Business Suite 7 core applications continues to the end of 2027, followed by optional extended maintenance to the end of 2030. [10] SAP also notes that SAP ERP 6.0 enhancement package status matters, so customers should verify the exact release and maintenance position. [10]

The urgency is not a reason to rush. It is a reason to create decision quality early, while architecture, scope, data, and sequencing options are still flexible.

> **Preserve Optionality:** The later a material dependency is discovered, the fewer practical options the program retains, leading to rushed, expensive conversions.

EXECUTIVE LENS

STRATEGIC TIMING

- **Non-Negotiable Deadlines:** Maintenance timelines create a finite, non-negotiable enterprise planning horizon across the global SAP ecosystem.
- **Holistic Enterprise Scope:** S/4HANA decisions span business processes, data, custom ABAP, integration, controls, and operating model.
- **Preserve Architecture Optionality:** The later a dependency is discovered, the fewer practical options the program retains.
- **Ecosystem Capacity Bottlenecks:** Early readiness secures prime systems integrator resources before industry talent shortages peak.
- **Financial Impact of Surcharges:** Extended maintenance incurs a 2% point surcharge on the maintenance basis for core Business Suite 7 applications.
- **Boardroom Defensibility:** Proactive readiness planning shields executives from emergency capital allocation requests as deadlines approach.

ENTERPRISE HORIZON RISK & OPPORTUNITY ASSESSMENT MATRIX

HORIZON GATES

PLANNING WINDOW	STRATEGIC IMPLICATION	ECOSYSTEM RISK	RECOMMENDED ACTION
2026 (Now)	Maximum architectural agility	SI partner availability high	Execute 90-day readiness
End 2027	Mainstream maintenance sunset	Ecosystem talent shortage	Target go-live / cutover
2028 – 2029	Extended maintenance (+2% fee)	Escalating consulting rates	Emergency brownfield
End 2030	Customer-specific maintenance only	Zero vendor security fixes	Board-level liability

EVIDENCE TO COLLECT

Exact SAP ERP release, enhancement package, maintenance position, roadmap, and dependencies.

DECISION TO RECORD

How maintenance timing affects sequencing, funding, contract negotiations, and urgency.

Key Takeaway: The later a dependency is discovered, the fewer practical options remain.

EXECUTIVE CALL TO ACTION • PROGRAM COMMISSIONING

16. Conclusion and Executive Action

Figure 16: From assumptions to evidence-based transformation confidence.

FIGURE 16: TRANSFORMATION GOVERNANCE CYCLE

EVIDENCE-BASED CERTAINTY

1 ASSESS	2 EXPOSE	3 DECIDE	4 COMMIT	5 GOVERN
Technical + management evidence gathered	Weak domains + unknown risks uncovered	Treatment options + clean core scope	Named owners + funded schedules	Residual risk register + gate sign-off

EXECUTIVE VERDICT

Transformation confidence is built on empirical evidence, not optimistic assumptions.

CONTEXT & EXECUTIVE MANDATE

BOARDROOM MANDATE

Moving to SAP S/4HANA is one of the largest strategic investments an enterprise will make this decade. It touches daily transaction processing, financial integrity, customer satisfaction, supply chain agility, and digital core innovation.

The framework presented in this paper provides the structure to turn uncertainty into clarity. By establishing a 90-day cadence, enforcing the floor rule, requiring owner validation, and reporting confidence independently, leadership gains control over the transformation.

> **Call to Action:** Do not wait for 2027 deadlines; commission an evidence-based readiness evaluation now while architectural and delivery options remain completely flexible.

IMMEDIATE 30-DAY EXECUTIVE LAUNCH CHECKLIST

LAUNCH PROTOCOL

IMMEDIATE ACTION	WORKSTREAM LEAD	REQUIRED TELEMETRY	TARGET OUTPUT
1. Extract Telemetry	Cloud Architecture Lead	Readiness Check & ATC	Raw finding catalog
2. Appoint Owners	Steering Committee / PMO	Process & Data Leads	Single owner matrix
3. Clean Core Audit	Application Eng Lead	UPL / SCMON 12-mo run	Custom code triage
4. Enforce Floor Rule	Steering Sponsor / CFO	5 KPI Weighted Scoring	Protected baseline

EVIDENCE TO COLLECT

Commissioning charter, initial 5-KPI score baseline, accountable owner matrix, and evidence gap backlog.

DECISION TO RECORD

Formal launch approval for the 90-day readiness cycle with ring-fenced SME capacity commitments.

EXECUTIVE LENS

THE READINESS MANDATE

- **Readiness Precedes Scope:** Never sign a systems integrator conversion contract before completing an independent, evidence-based readiness assessment.
- **Defensible Business Case:** Ensure the transformation investment is defended by empirical system telemetry, not vendor presentations.
- **Protect the Clean Core:** Mandate cloud extensibility on SAP BTP and aggressively decommission obsolete custom ABAP logic.
- **Accountability is Non-Negotiable:** Every technical finding and data cleansing task must have a named business owner with allocated bandwidth.
- **Continuous Governance:** Maintain the residual risk register throughout implementation to prevent surprises during production cutover.
- **Defensible Boardroom Package:** Turn readiness outputs into an executive decision package ready for boardroom scrutiny.

Key Takeaway: Readiness is the discipline that converts transformation hope into engineering certainty.

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Contact, Sources and Disclaimer

Official practice directory, diagnostic platforms, citations, and legal notice.

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ENTERPRISE AUDIT & READINESS AUTOMATION

ENTERPRISE DIAGNOSTIC PLATFORMS: SAP Readiness Check 2.0 • SAP Migration Cockpit • TraceSecure Automation Suite

VERIFIED FRAMEWORK

Architecture & Clean Core Advisory

Target architecture definition, BTP extensibility design, API management, and interface decoupling strategy.

Technical Readiness & Code Triage

Automated ATC analysis, UPL/SCMON usage profiling, custom ABAP remediation, and dead code retirement.

Data Cleansing & CVI Synchronization

Customer-Vendor Integration (CVI), master data deduplication, historical archiving, and reconciliation scripts.

Governance, PMO & Board Advisory

Time-boxed 90-day readiness sprints, stage-gate governance, residual risk management, and boardroom decision packages.

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