

S/4HANA Executive Guidebook

Ten pragmatic frameworks for CIOs, CFOs
and steering-committee leads.

CHAPTERS

10

FRAMEWORKS

134-step Activate · 214-step cut-over · CFO · Steering

AUDIENCE

CIO · CFO · Steering

PRICE

\$0 · No email required

Every framework in this book has been tested on live S/4HANA programmes worth £100M+.
None are theoretical. All are boardroom-tested. Nothing is behind an email wall.

The Capittance platform ships every framework in this book as a live, auto-saving module —
so your team never rebuilds a template on Sunday night before a Monday steering committee.

Ten chapters. Every one earns its keep.

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The 134-Step SAP Activate Checklist

Discover · Prepare · Explore · Realize · Deploy · Run

■ The SAP Activate promise vs the reality

SAP Activate lists 500+ tasks. Nobody delivers all 500. This is the pragmatic 134 that survive contact with real programmes. Anything else on the list is either optional or aspirational — noise disguised as method.

■ The 12 gate criteria you cannot skip

Business case · scope baseline · architecture baseline · data-migration approach · integration approach · cutover approach · testing approach · security approach · OCM approach · hypercare approach · benefits baseline · run-state operating model. Miss any and the programme wobbles at that phase gate — every time.

■ How to use this framework

At each Activate phase gate, walk the 12 criteria backwards from Deploy to Prepare. If any answer is 'we'll figure that out later', the gate is amber. Two ambers = red. Red = you're not ready — surface it to the sponsor before the deck goes to the board.

The 214-Step Cutover Runbook

Every task by minute · owner · dependency · rollback trigger

■ The three mistakes that kill go-live

Skipping mock-load cycle 3 · letting data-migration and functional teams sync verbally instead of on the runbook · forgetting the reverse-cutover script. This template forces all three into the plan.

■ Track structure — nine parallel swimlanes

Basis · Data Migration · Interfaces · Security · Functional (FI/CO/MM/SD/PP) · Reporting · Cutover Command · Business Ops · Comms. Each row has a start-minute, end-minute, owner and dependency chain. Anything less and cutover becomes a group text.

■ Dress rehearsals — how many is enough?

Three minimum. Rehearsal 1 catches sequencing. Rehearsal 2 catches timing. Rehearsal 3 catches the human factors. Skip any and go-live becomes a lottery.

■ Rollback triggers you must define upfront

Any transaction of impact $\geq$ high with no workaround within 4 hours triggers formal rollback consultation. Written down = defensible in front of the board. Undocumented = an argument.

SAP Activate RAID Log Template

Six columns · escalation triggers · linked to Activate phases

■ Why most RAID logs fail

Half the RAID logs we see are just a risk register in disguise. They confuse severity with probability, they don't link items back to the SAP Activate phase they threaten, and they die the first time someone forgets to update them.

■ The six columns that matter

Type (Risk/Assumption/Issue/Dependency) · Description · Impact · Probability · Owner · Mitigation. Anything more is noise, anything less is undercooked. Colour-code Type and let the impact-probability score drive escalation.

■ How it links to SAP Activate

Every RAID entry references the SAP Activate phase it threatens (Prepare · Explore · Realize · Deploy · Run). At phase gates, the log auto-produces a filtered view for the steering committee — no more Sunday-night deck rebuilds.

■ Escalation triggers baked in

When an item's impact × probability crosses 12 (out of 25), the row lights up amber. Above 20 it auto-flags for the next steering committee. This is what turns a spreadsheet into a live governance instrument.

The 5-Day Fit-to-Standard Workshop

Day-by-day agenda · facilitator prompts · gap-capture template

■ The core myth: 'standard-first'

SAP Activate says standard-first, but no cloud CFO ever accepted a 40-item gap list without a fight. Front-load Day 1 with the business scenarios that always cause gaps — revenue recognition, group reporting, statutory tax — so you catch them cheap.

■ Facilitator scripts that unblock stuck workshops

Three ready-to-use prompts: (1) 'What does compliant look like at year-end?' (2) 'Where do you route this in the current system?' (3) 'Who signs this off today?' — these three cut most Fit-to-Standard workshops in half.

■ Gap capture template

Every gap gets: category · business rationale · standard alternative · effort estimate · CFO/COO decision. No hand-waving. If any column is blank the gap is not a gap — it's an opinion.

SAP Data Migration Strategy

Object catalogue · 3-cycle mock-load plan · reconciliation matrix

■ The object catalogue that survives audit

Every migration object gets: owner · source system · record count · complexity · dependency chain · reconciliation method. If any column is blank at Realize gate, that object does not migrate on go-live weekend. Period.

■ Why three mock-load cycles is non-negotiable

Cycle 1 proves the pipeline runs. Cycle 2 catches timing and sequencing. Cycle 3 catches the human errors — bad master data, missing config. Any cycles beyond 3 usually mean the design is broken, not the data.

■ Reconciliation — the CFO doesn't care about counts

Row counts don't survive contact with auditors. Financial reconciliation on trial balance is the only reconciliation that matters. Everything else is a proxy. This template forces the financial-reconciliation report at every mock cycle.

SAP Testing Strategy

SIT · UAT · Performance · Regression · defect triage

■ The 4-wave model

SIT (System Integration Test) → UAT (User Acceptance Test) → Performance → Regression. Each wave has entry criteria (what must be true to start) and exit criteria (what must be true to finish). Anything less and testing becomes a black box.

■ Defect triage — severity vs priority

Severity is a technical measure: how bad is the defect. Priority is a business measure: how urgently do we fix it. These two are always confused. The matrix defines both and forces owners to pick one deliberately per defect.

SAP Integration Register

Owner · protocol · middleware · test status · rollback path

■ The single-source-truth problem

Most SAP programmes carry three integration registers: one in the architect's OneNote, one in the PMO's Excel, one in the middleware team's Jira. This template eliminates two of them.

■ What each interface entry needs

Interface ID · source · target · protocol (IDoc/OData/SOAP/REST/File) · middleware (PI/PO/CPI/API-Mgmt/other) · owner · business criticality · test status · rollback trigger. Anything less and cutover surprises you.

SAP Organisational Change (OCM)

Change-impact heatmap · stakeholder journey · adoption metrics

■ The change-impact heatmap that predicts resistance

Every business process gets scored on 'process change' × 'system change' × 'behavioural change'. Anything in the top-right needs 3× the training/comms budget of anything in the bottom-left. This heatmap has predicted resistance every time we've used it.

■ Adoption metrics you can measure

Login rate · transaction volume trend · error rate · help-desk ticket trend · sentiment survey scores. If you can't measure adoption objectively, you can't manage it.

SAP Hypercare Runbook

War-room structure · incident triage · benefit tracking cadence

■ Weeks 1-2 — full command centre

24/7 operations · extended team on-site · dual-shift war-room · daily executive stand-ups. Anything less and P1 incidents overwhelm the team before they've learnt the new landscape.

■ Weeks 3-4 — taper to business hours

Reduce to core hours · keep war-room virtual · twice-weekly executive stand-ups. Move incident triage to the standard IT-service-management process.

■ Weeks 5-8 — benefit tracking begins

Now that the system is stable, start measuring adoption and financial benefit realisation. Anything before week 5 is noise.

SAP Value Realisation Tracker

Planned vs achieved · benefit owner · quarter · confidence

■ Why most value-realisation efforts fail

They start after go-live, not before. By the time you're tracking benefits, the baseline is contaminated. This template forces baseline capture during the business case and locks it.

■ The four benefit categories that matter

Cost avoidance (measurable) · cost reduction (harder) · revenue upside (hardest) · risk reduction (nearly impossible unless quantified upfront). Separate all four so the CFO doesn't lump them together and dismiss the softer three.

READ THIS AND YOU'LL PROBABLY WANT THE PLATFORM

Every template in this book, as a live auto-saving module.

The Capittance platform ships all 10 chapters as living workspace modules:
no downloads, no version drift, no Sunday-night deck rebuilds.

Every RAID entry links to the schedule it threatens.

Every cutover step lives inside the runbook, not somebody's OneNote.

Every value benefit is baselined before go-live, not after it.

NAVBOT (our Claude 4.5 executive AI) turns the entire portfolio into a
three-bullet update in 30 seconds. Available only to paying C-Suite tenants.

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