



ASUG Research: SAP S/4HANA Adoption Insights and Expert Guidance

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The Insights

Background

ASUG annually conducts research to explore how SAP customers are approaching S/4HANA migrations — focusing on organization’s experiences with timelines, paths, risks, and realized benefits.

Timing

Research fielded in April of 2025.

Audience

ASUG Members (n=168)



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The Experts



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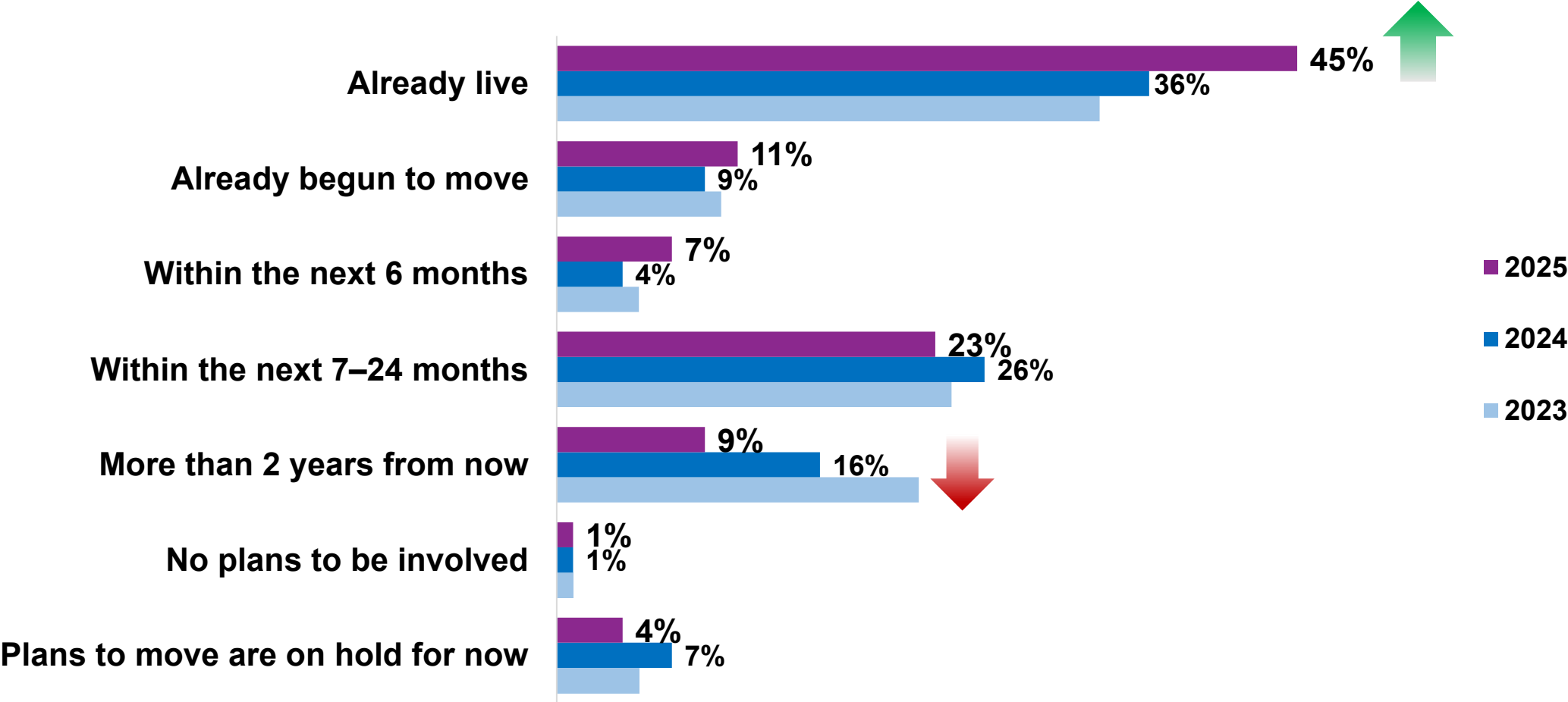
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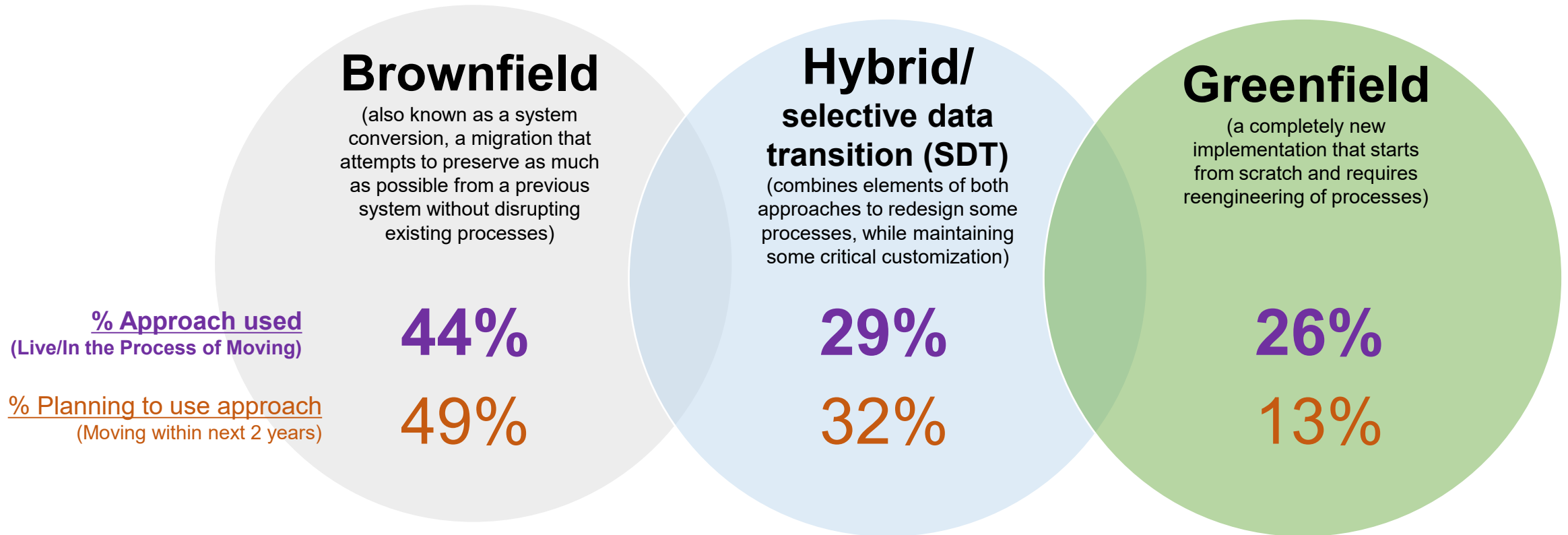
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2027 deadline advances SAP S/4HANA plans: 56% already live or started to move.



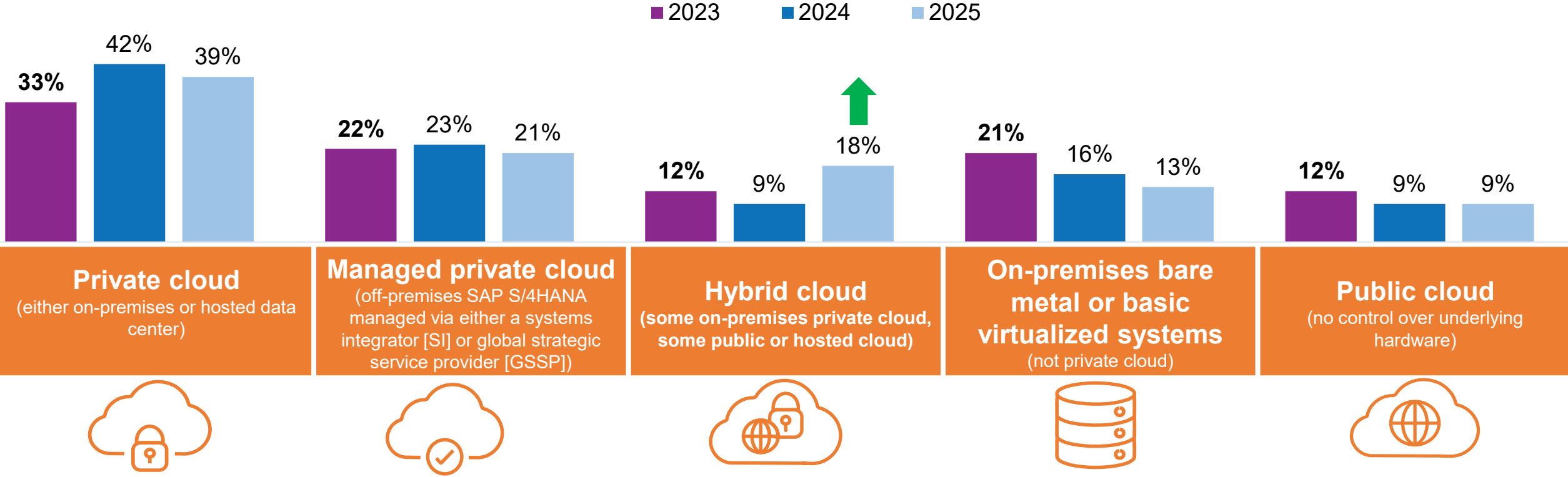
q. WHAT ARE YOUR PLANS, IF ANY, TO IMPLEMENT SAP S/4HANA? (2025 N=176, 2024 N=227, 2023 N=208)

Brownfield is the leading approach for deployment.



Q. [If Live, In the Process of Moving, or Moving within next 2 years] When adopting SAP S/4HANA, which primary approach did your organization use or is it using? 6% are still undecided. (2025 n=137, 2024 n=172)

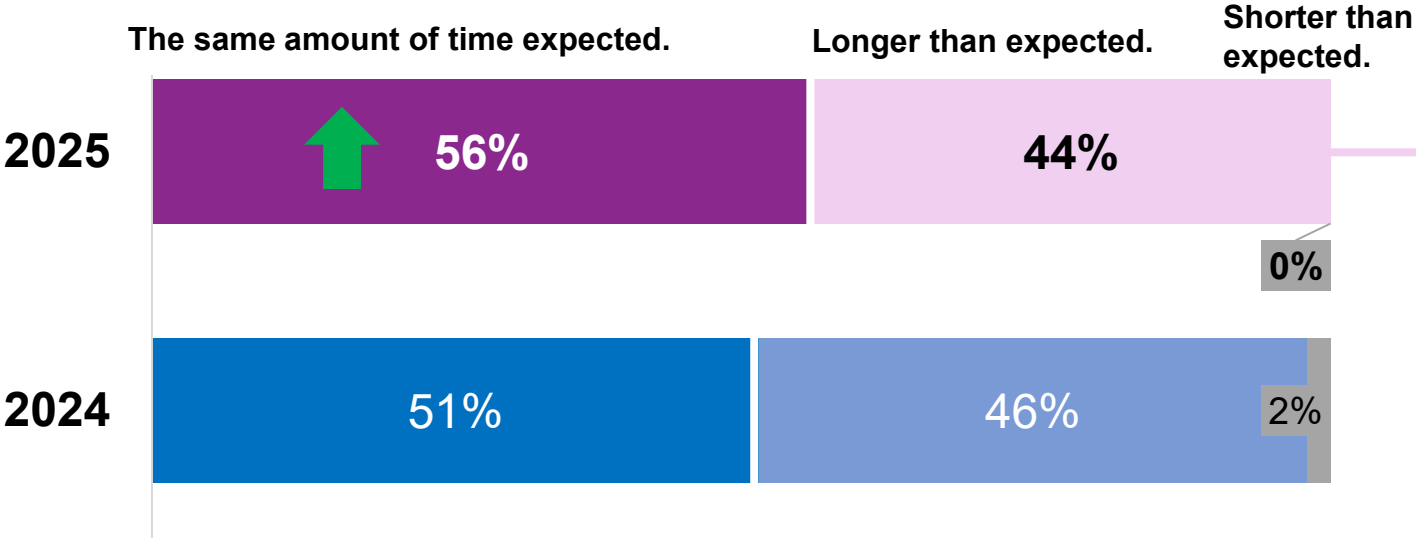
Private cloud continues to dominate SAP S/4HANA environments with hybrid use on the rise.



Q. [If Live, In the Process of Moving, or Moving within next 2 years] Where does your organization run, or will it run, its SAP S/4HANA environment(s)?
 (2025 n=146, 2024 n=171, 2023 n=163)
 Note: Data and sample sizes rebased to exclude respondents who selected 'Don't know/not sure'


Most S/4HANA projects stay on track but prove more complex than expected.


Did your SAP S/4HANA implementation/deployment project take...



Why did your SAP S/4HANA implementation take longer than expected?

Top factors contributing most to extended timelines:

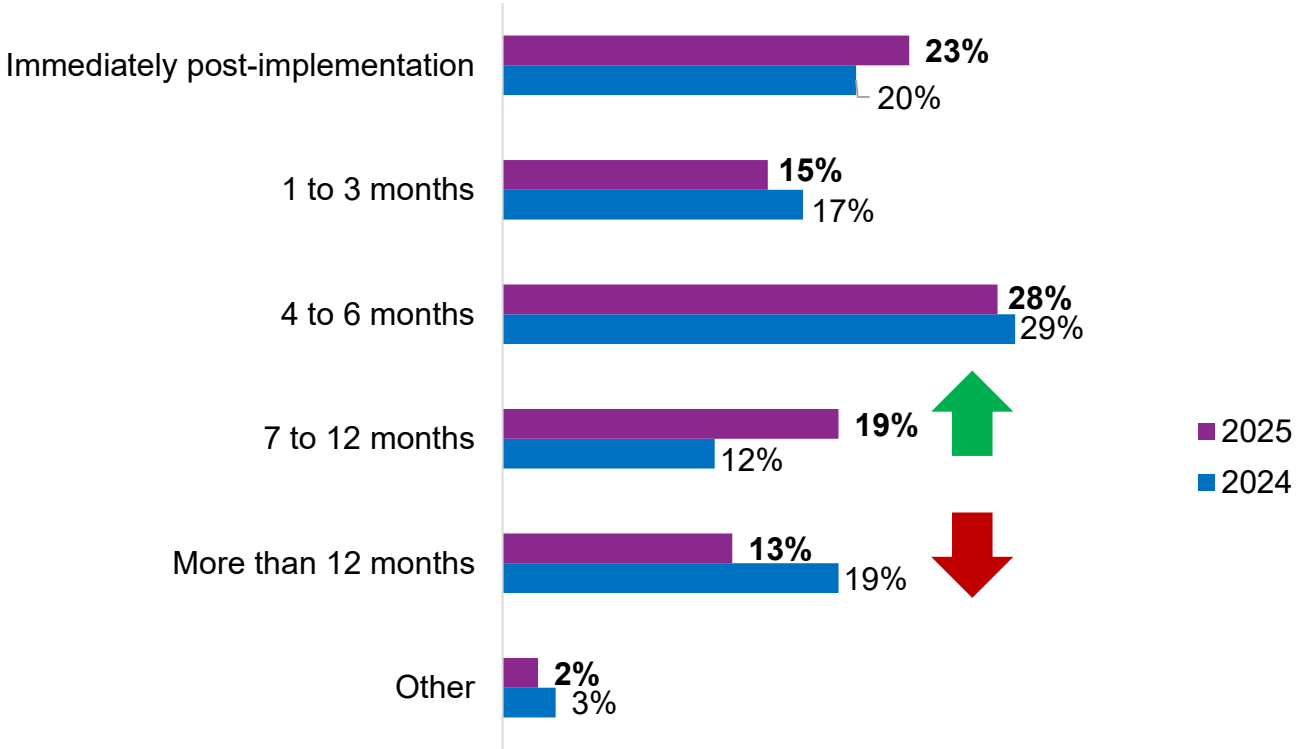
55% Implementation more complex/time-consuming than expected 

45% Testing 

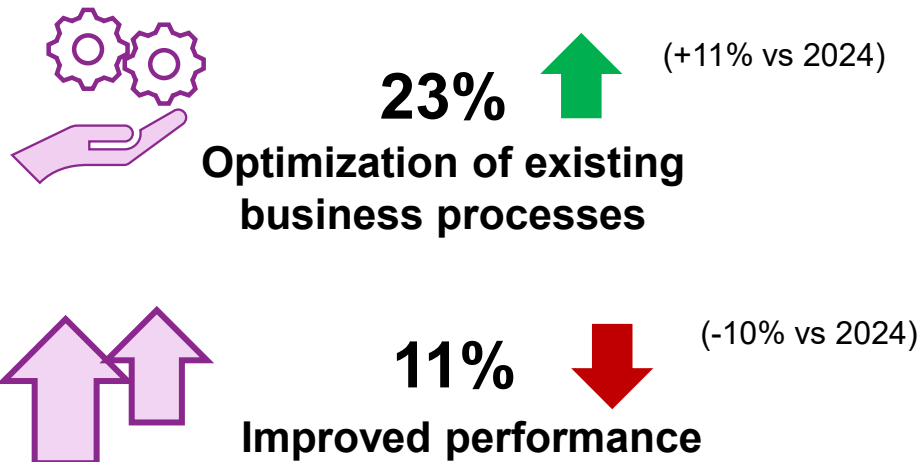
Q. [If 'We are already Live'] Did your SAP S/4HANA implementation/deployment project take...(2025 (n=70, 2024 n=82)
 Q. [If longer] Why did your SAP S/4HANA implementation take longer than expected? Please select which factors contributed most to the extended timeline.
 (Please select all that apply). (n=31)*
 *Question format adjusted in 2025 ; data still consistent with 2024

For most, benefits from S/4HANA adoption are recognized after five months.

Time to realize benefits from adoption:



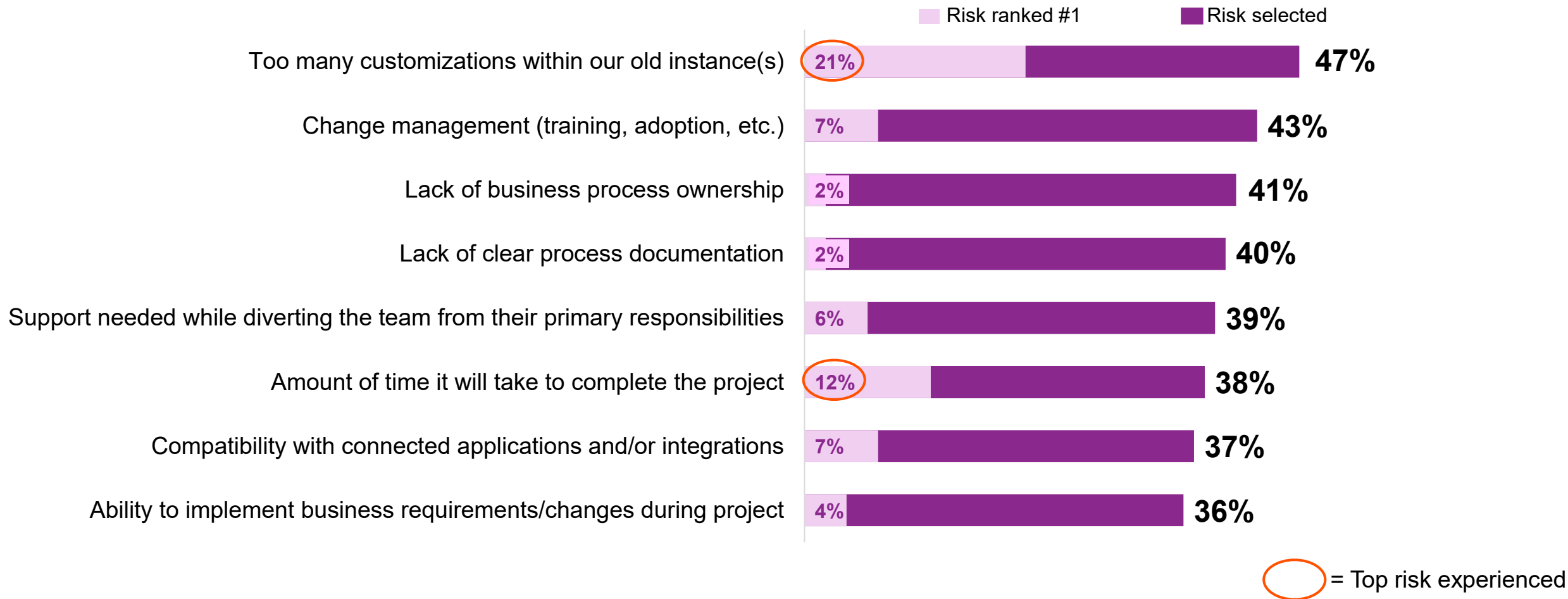
Benefit that took longest to realize*:



Q. [If benefits received] Overall, how long did it take for your organization to start realizing benefits from your SAP S/4HANA adoption? (2025 n=53, 2024 n=69) Data and sample sizes adjusted to remove respondents who selected 'Don't know/not sure'
 Q. [If benefits received] Out of all the benefits you selected, which took the longest for your organization to fully realize? (2025 n=66, 2024 n=75)
 *Note: All other benefits noted by 10% or less of respondents

Too many customizations and change management are the top migration risks

Top 8 Risks Experienced



Q. [If 'We are already Live' or 'We have already begun to move'] What risks do you or did you **experience** dealing with as part of the move to SAP S/4HANA? (n=90); 6% selected 'Other'; 9% did not experience any risks

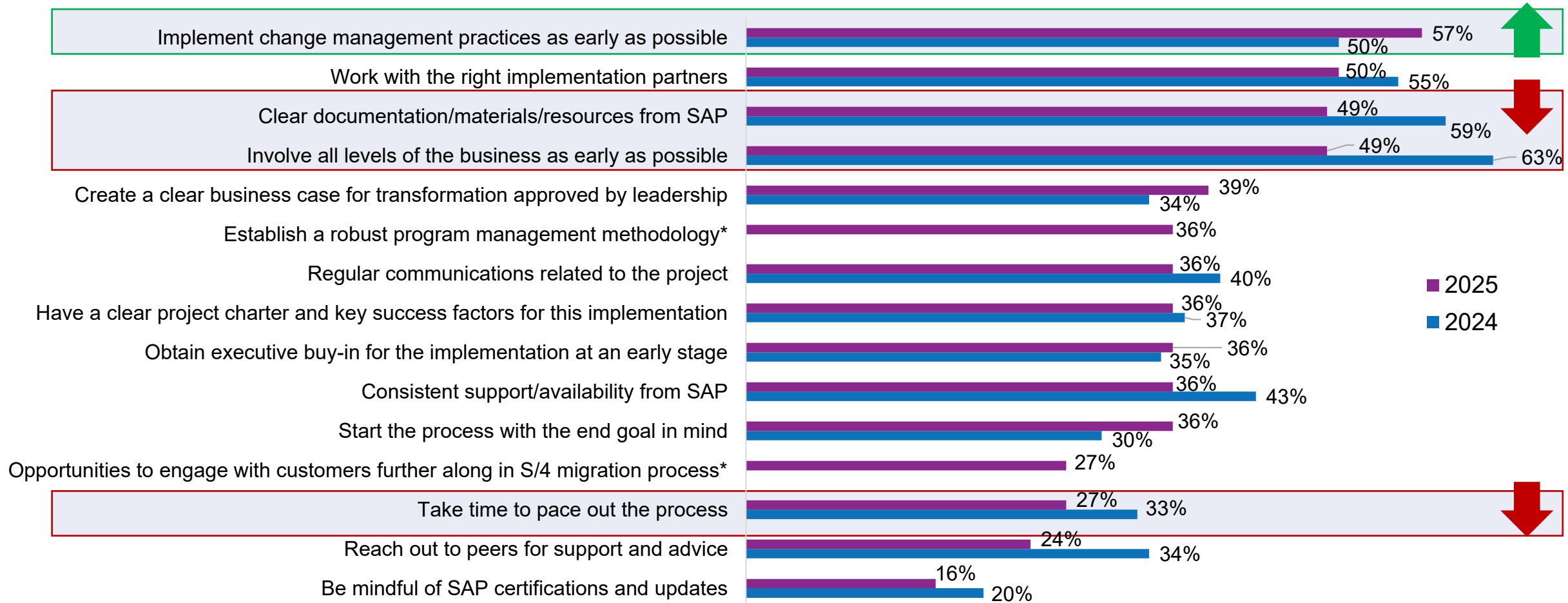
Q. [If 'We are already Live' or 'We have already begun to move'] Out of all the SAP S/4HANA migration risks your organization experiences, please select the #1 risk. (n=82) Note: Risks categorized into groups for respondents (System, Organization, Migration Process, Other)

Customers are clear in their advice: Successful migrations demand organization-wide efforts and early collaboration.



Q. [If 'We are already Live' or 'We have already begun to move'] How did your organization address this risk, if at all? (n=82) (Base size adjusted to account for participants who responded to the open-ended question) Note: Comments were able to be coded into multiple themes

Improving migrations hinges on early change management and cross-business involvement, the right implementation partners, and SAP support.



Q. [If 'We are already Live'] Which of the following would help improve the SAP S/4HANA implementation process? (Please select all that apply.)
 9% selected 'Other' 2025 n=70, 2024 n=82) *Option added in 2025

Questions?



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