

From SAP Transformation Strategy to Business Value

Building the Data Foundation for Success

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Today's agenda

1

SAP transformation is a value opportunity

SAP transformation can be your doorway to the autonomous enterprise

2

The blockers to realizing value

Where data debt blocks RISE, clean core, and process optimization

3

Practical strategies for building the foundation

The operating model for Business-Ready Data across transformation waves

4

What comes next

How AI and Business-Ready Data foundation supports Joule, SAP Business, and continuous innovation

Key takeaways

Why data quality and governance are critical success factors

How organizations reduce migration risk and improve outcomes

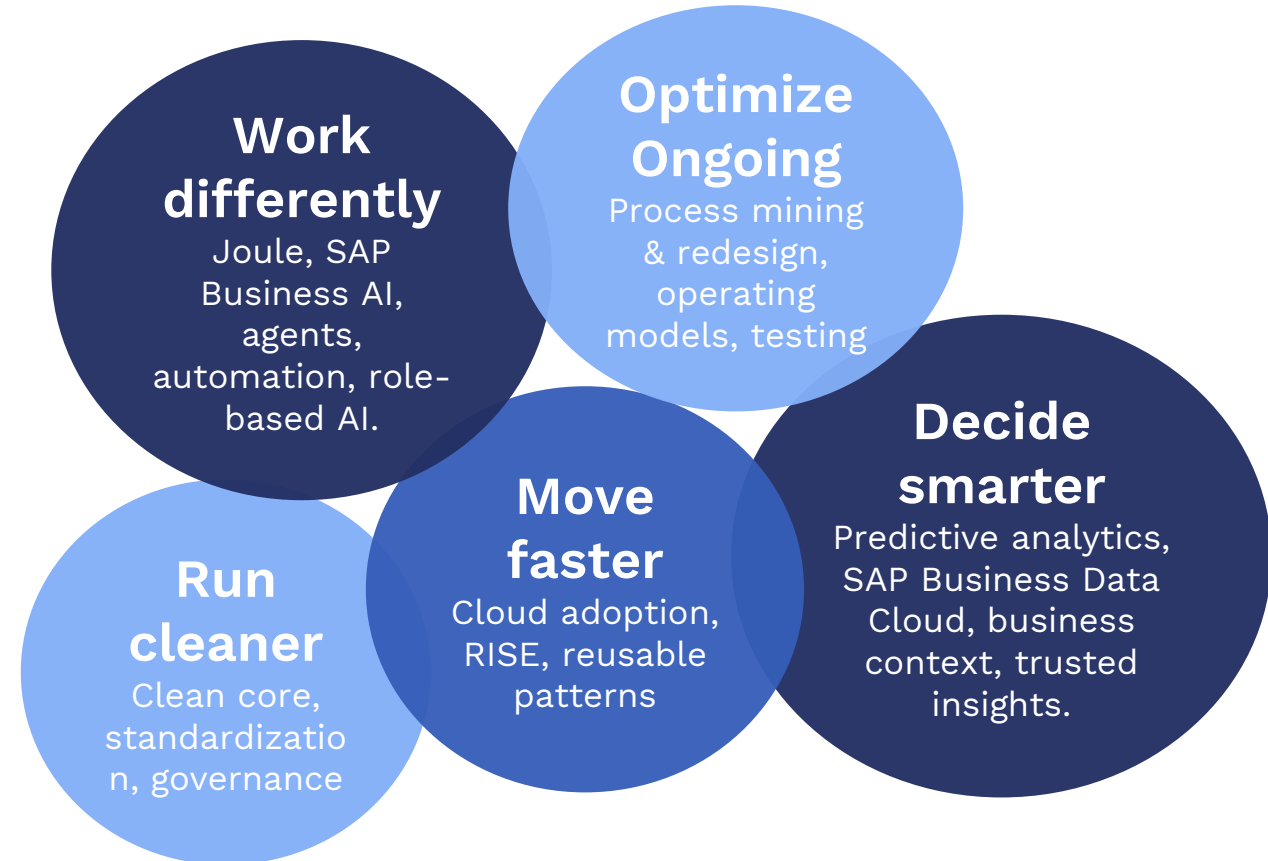
How connected data and AI change the future of transformation

SAP transformation is a value-creation moment

SAP transformation is no longer “just” an ERP migration – AI is the front and center on the way to the autonomous enterprise

SAP transformation is where organizations can clean up the core, modernize operations, move to cloud, improve processes, with AI as its front and center. But those outcomes depend on the data foundation.

The goal is not just “get to go-live”. Now, the goal is creating a foundation that keeps producing value after go-live.



AI Transformation value depends on whether the data is trusted, governed, contextual, and reusable.

Removing data obstacles to SAP transformation value

Late quality discovery

Defects show up during testing, cutover, or production when the business impact is highest.

Fragmented execution

Spreadsheets, custom scripts, and disconnected tools create multiple versions of truth.

Work ownership

Rules, exceptions, approvals, and lineage are not visible enough for business accountability.

“One and done” thinking

Teams solve for go-live but fail to create reusable capability for the next wave or AI use case.

When data is not ready, transformation value leaks out as rework, delay, remediation, incident volume, audit effort, and missed innovation.

What AI and Business-Ready Data Changes

It moves data quality, governance, and accountability earlier in the transformation



Traditional approach: issues discovered late → rework → delays → post-go-live remediation

Data First approach: issues resolved early → predictable testing → trusted cutover → reusable capability

Four levers that turn SAP strategy into measurable value

1

Improve data earlier

Prevent poor-quality data from entering production.

2

Automate repetitive work

Reduce manual cleansing, mapping, reconciliation, and documentation.

3

Strengthen governance

Make rules, approvals, lineage, and audit evidence visible and reusable.

4

Build reusable capability

Carry rules, templates, and business knowledge into future waves.

The value comes from changing how data work is done — not just where data ends up.

The Impact of AI and a Business-Ready Data foundation

218%

ROI over three years

\$4.1M

Average annual benefit

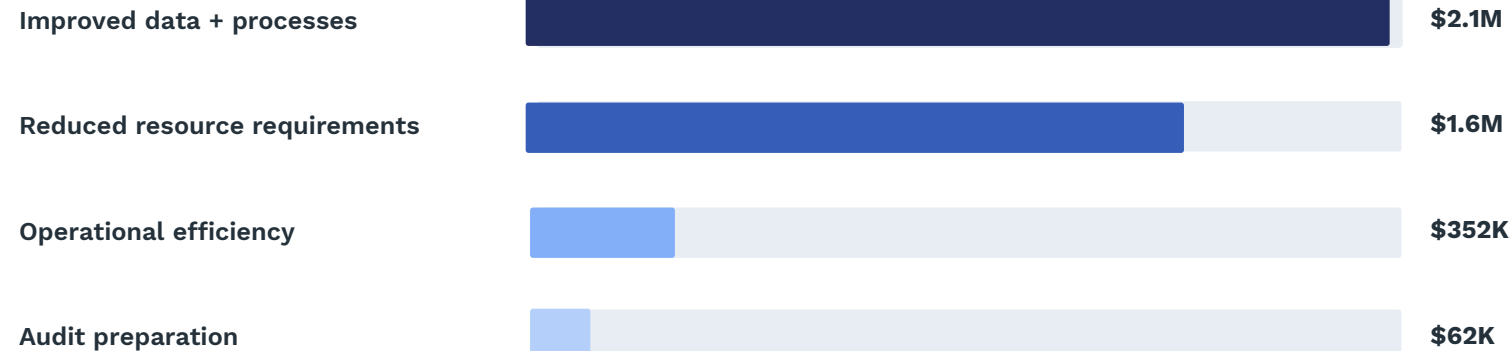
\$2.8M

net present value

<6 mo.

payback period

Three-year quantified benefits by category



Value comes from reducing rework, lowering resource demand, improving productivity, and making governance repeatable.

Source: Forrester TEI study of SAP Advanced Data Migration and Management by Syniti, March 2026.

Scale transformation without scaling resources

Automation & reuse help multi-wave programs move faster with more control

5 FTEs

Avoided hires in the composite model

\$1.6M

Three-year risk-adjusted present value

80%

Incident reduction reported by one interviewee

Capacity shifts from repetitive execution to strategic contribution

Manual cleansing

Custom scripts

Reconciliation

Late defect correction

Specialist coordination

Automate, standardize, and reuse the work so each deployment can benefit from knowledge captured in the preceding one.

Improve operating efficiency

Reduce administrative effort, handoffs, and time spent resolving avoidable issues

30%

Reduction in time spent on data management tasks

4,368

Hours saved per year

\$352K

Three-year risk-adjusted present value

Where time is lost

- Spreadsheets
- Manual approvals
- Repeated reconciliation
- Late issue resolution



Where value is gained

- Integrated workflows
- Automated sequencing
- Real-time visibility
- Earlier issue resolution

Make governance and auditability part of execution

Traceability reduces compliance effort and strengthens control

80%

Reduction in internal audit-preparation time

20%

Reduction in external auditor time in the model

\$62K

Three-year risk-adjusted present value



Rules

Business logic defined, owned, and versioned



Mappings

Transformation logic visible and reusable



Approvals

Business and IT decisions captured in workflow



Lineage

Where data came from, how it changed, who approved it



Load evidence

Audit-ready documentation produced by execution

Governance is how organizations keep clean core, RISE, and cloud innovation from being undermined by undocumented exceptions.

From one-time migration to continuous value

The transformation becomes a platform for future change



The initial investment creates reusable rules, knowledge, workflows, and governance that lower the cost of every next initiative.

- | | |
|-----------------------------------|--|
| Future rollout | → Reuse mappings, rules, and templates |
| New product or supplier | → Accelerate onboarding with governed data |
| Acquisition or divestiture | → Apply a repeatable transformation model |
| AI or analytics initiative | → Start from trusted, standardized information |



Build for the transformation you are executing now, but design the data foundation for the business capabilities you will need next. Connected data, AI and the autonomous enterprise require the same foundation any SAP transformation requires: quality, governance, lineage, stewardship, and reuse.

The Autonomous Enterprise raises the bar for data

Data must be business-ready, not just available

The autonomous enterprise increases the potential value of SAP transformation, but it also raises the bar for the data foundation beneath it. SAP transformation creates the opportunity to build the data foundation that the autonomous enterprise will need to deliver reliable value.

Trusted

Accurate, complete, consistent, and validated

Reusable

Ready for analytics, automation, agents, and future use cases

Contextual

Connected to business semantics, processes, and rules

Governed

Owned, secured, traceable, and compliant

AI doesn't fix data trust issues; it amplifies whatever foundation you give it.

Using AI and Business-Ready Data to enable the autonomous enterprise

Forrester identified five additional benefits that were not quantified

Joule + AI Copilots

More relevant answers and actions because the underlying data, roles, and business context are trusted.

Predictive Analytics

Better forecasts for demand, cash flow, supply risk, service levels, or operations because historical data is complete and standardized.

Autonomous Workflows

Agents can recommend, trigger, or complete work when policies, lineage, and data quality thresholds are governed.

Decision Intelligence

Executives can trust insights because data products and semantic models connect to business definitions.

Scalable innovation

AI Readiness is a transformation outcome when the data foundation is built correctly.

Building a value-led transformation strategy

Start with outcomes, then connect data capabilities to measurable business impact

- 1 Define enterprise outcomes** What must improve in cost, growth, agility, control, or customer experience?
- 2 Identify data-dependent moments** Where could poor data delay testing, disrupt operations, or weaken adoption?
- 3 Establish measurable baselines** Defects, cycle time, contractor spend, FTE needs, incidents, audit hours
- 4 Design the business-ready data model** Ownership, rules, quality thresholds, lineage, workflow, simulation
- 5 Track value through execution** Measure avoided cost, time saved, readiness, reuse, and operational outcomes

A practical measurement framework

Connect transformation activities to leading and lagging indicators

Value objective	Leading indicators	Lagging business outcomes
Reduce transformation risk	Data conformity; defects found before testing; load success rate	Fewer delays; fewer incidents; lower remediation cost
Improve execution efficiency	Cycle time; manual steps removed; approval time; hours saved	Lower program cost; faster release of business capacity
Reduce resource dependency	Reusable rules; automation rate; internal adoption	Avoided hires; lower contractor spend; stronger internal capability
Strengthen governance	Lineage coverage; automated evidence; approval completeness	Lower audit effort; reduced compliance exposure
Enable future innovation	Standardized data; reuse across waves; stewardship participation	Faster analytics, automation, AI, and future transformation

The Executive Takeaway

Enabling data as a value driver for transformation.

1

Treat data as an enterprise workstream from the start

2

Measure avoided cost and risk, not only technical productivity

3

Embed business ownership, governance, and traceability into execution

4

Build reusable capability so value continues after go-live

218% ROI • \$4.1M benefits PV • \$2.8M NPV • payback in under six months

Questions & discussion

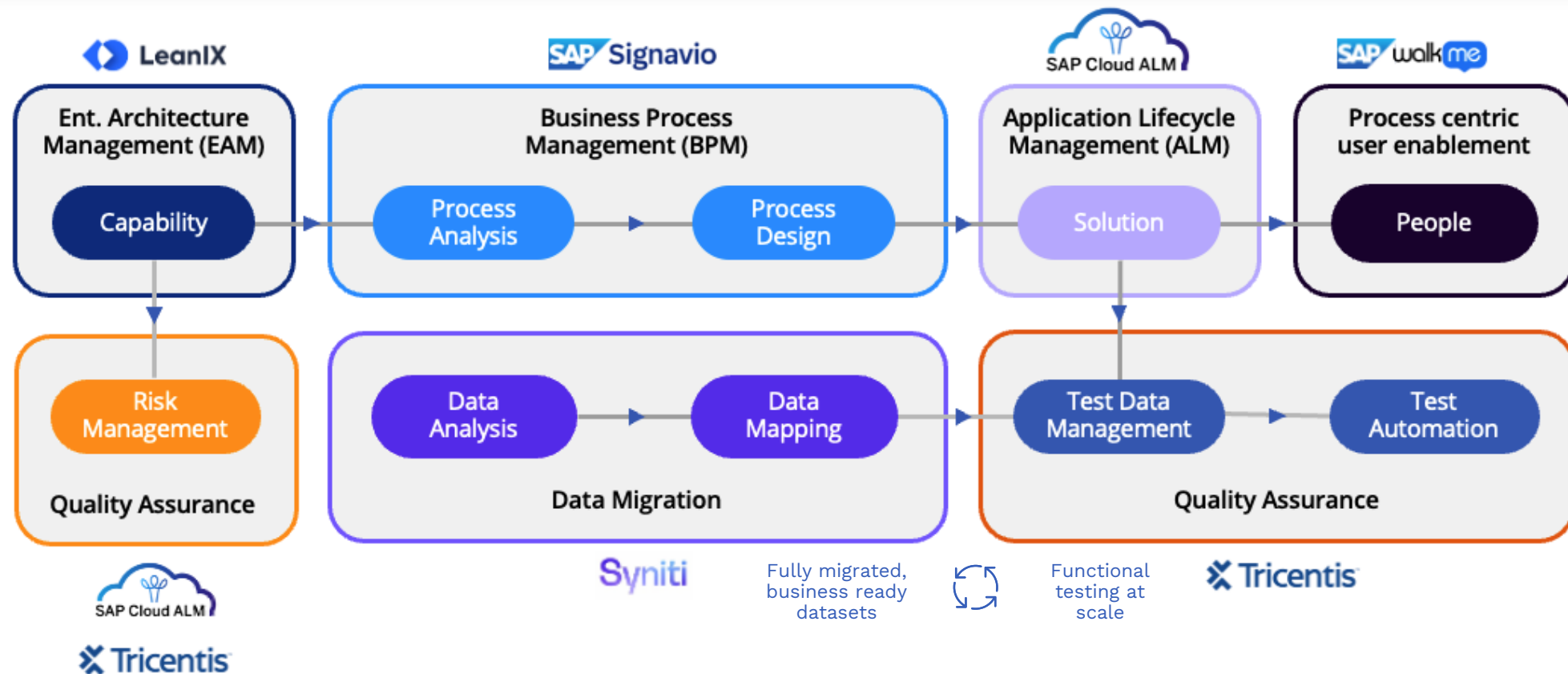
Where is data creating the greatest risk or the greatest untapped value in your SAP transformation?

SAP Transformations

Business-Ready Data

Measureable Value

Business-Ready Data in the SAP Integrated Toolchain



Reduced Project Risk

Data and system functionality are both validated before cutover

Higher Quality Go-Live

Minimizes defects in both business data and application performance

Faster Time-to-Value

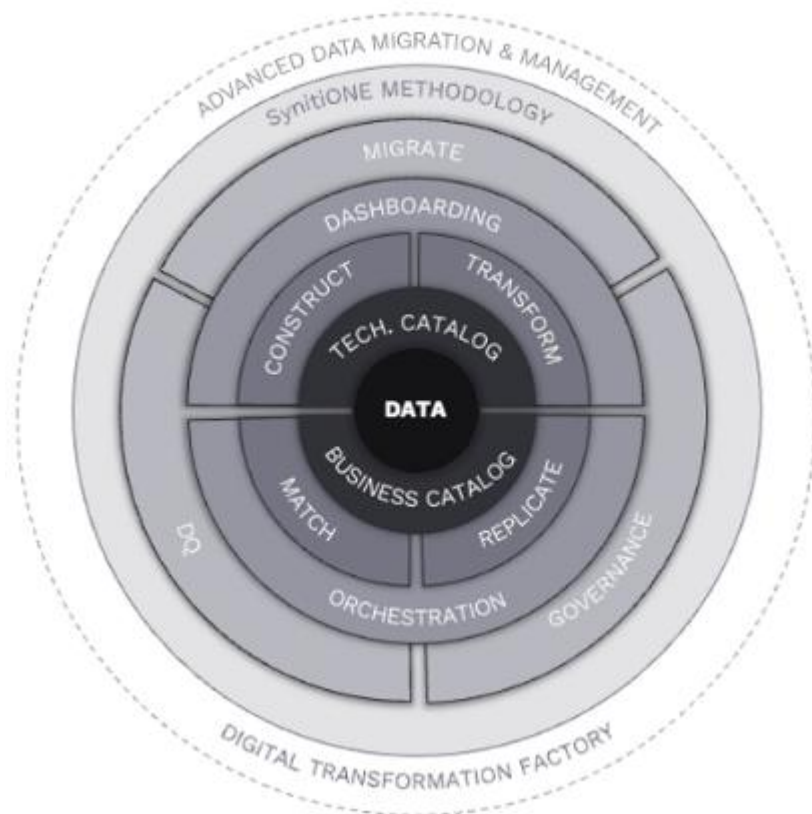
Automation accelerates both data migration and test execution

Reduced Effort

Reduced rework for data and test cycles decreases overall project expense

End-to-End Data Management Solution from Transformation to Sustainment

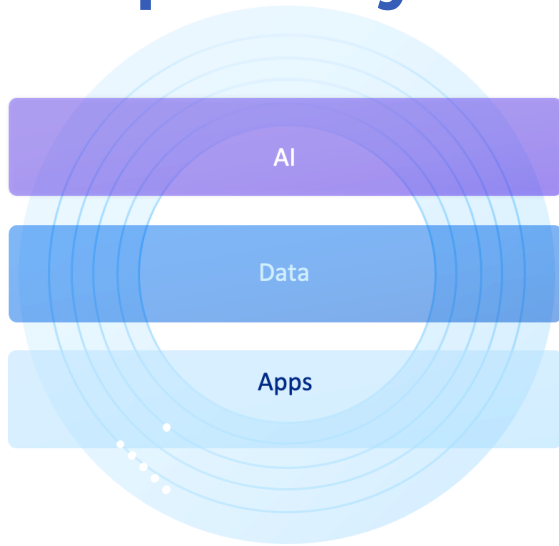
SAP Advanced Data Migration & Management (ADMM) by Syniti



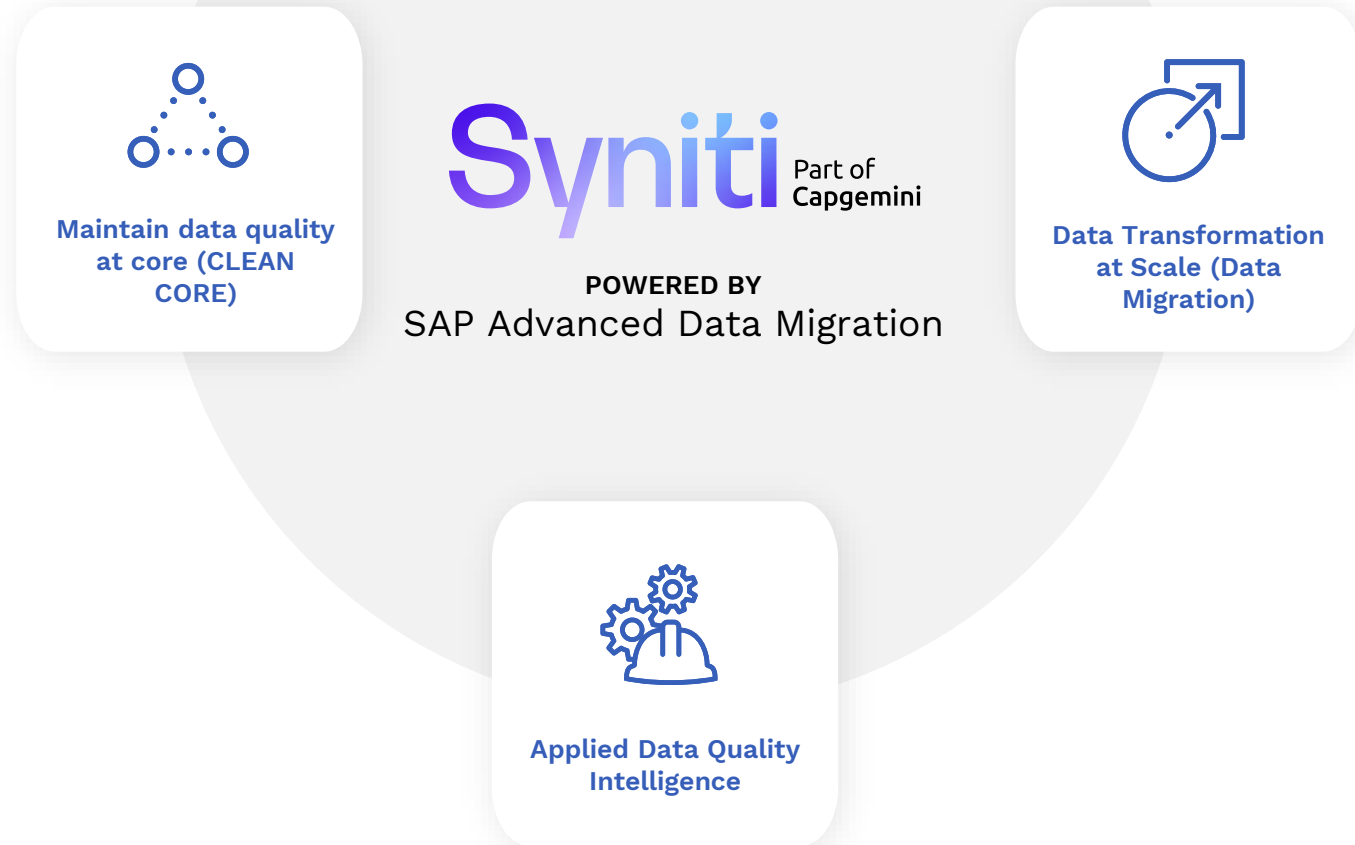
- ✓ Technical Catalog and Business **Catalog**
- ✓ **Replicate** and **Transform** Data from any source
- ✓ **Match**, Deduplicate, and Merge records
- ✓ **Construct** business user interactions using low code
- ✓ **Orchestrate** tasks and complex data pipelines
- ✓ Leverage **Dashboarding** for compelling data analysis
- ✓ Perform **Migrations**, ongoing **Data Quality**, and **Governance** on one platform

End-to-End Enterprise Data Management Platform

SAP Advanced Data Migration and Management by Syniti Creates an Ongoing Capability



The **data flywheel** creates a self-reinforcing data quality loop



Thank You.



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Proven Transformation Outcomes at Scale

Top-line Benefits



218%

Three-year ROI



\$2.8M

Net Present Value (NPV)



\$4.1M

Annual average benefit per organization

Transformation Benefits



<6 months

Payback period



\$2.1M

Savings from improved data and processes



30%

Reduction in time spent on data management tasks

Business Benefits



80%

Reduced audit preparation time



\$1.6M

Reduction in resource requirements



30%

Improvement in operational efficiency

Case Studies

CLIENT SUCCESS

FrieslandCampina



- Over €14B in revenue
- Global dairy cooperative, owned by over 15,000 member farmers
- One of the world's largest dairy companies
- Branches in 31 countries and exports to more than 100 countries worldwide.

Industry:
Food & Beverage

[Read the Case Study](#) →

Executive Summary

Transforming the Global Dairy Supply Chain with Data Quality

FrieslandCampina accelerated time-to-market, improved operational efficiency, and increased trust in SAP data by embedding data quality into end-to-end business processes—reducing errors by up to **95%** and cutting cycle times in half.



Looking into the marketplace for a player that could help me

Business Outcomes & Impact

Faster Time-to-Market

- High-quality master data removed delays in product launches and operational execution
- Improved end-to-end throughput times by over **50%**
- Cut cycle times from days and weeks to hours
- Faster response to market demand and improved competitive positioning

Operational Efficiency at Scale

- SAP master data was no longer a bottleneck across procurement, manufacturing, and sales
- Automated validation and governance reduced rework, manual corrections, and downstream exceptions
- More efficient operations with fewer disruptions across the global supply chain

Improved Data Quality and Decision-Making

- Reduced data quality errors by **90–95%** (from ~500,000 to ~23,000 errors)
- Increased trust in the completeness and accuracy of SAP data across procurement, manufacturing, and sales
- Better, faster decision-making and reduced operational risk

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CLIENT SUCCESS

American Airlines



- \$54.6 billion in revenue
- Employs approximately 133,300 people
- Premier global carrier operating over 6,000–7,000 daily flights to 350+ destinations across 50–60 countries

Industry:
Travel & Transportation

[Read the Case Study](#) →

American Airlines Merger-Driven HR Data Transformation Takes Off

One of its largest post-merger data transformation programs, American Airlines established a sustainable, governed data foundation that supports accurate HR and payroll operations, reduces risk, and accelerates future HR-linked digital initiatives.



Business Outcomes & Impact

Improved data quality and automation

- Created nearly **10,000 business rules** to underpin transformation logic and enforcement.
- Generated **2,600+ reports** to support error detection, resolution and audit validation.
- Achieved **>99.9% automation** of employee data transformation processes.

Massive, accurate data consolidation and transformation

- Successfully converted legacy HR data for more than 335,000 current and former employees into SAP SuccessFactors.
- Migrated payroll data for over 35,000 employees to SAP HANA Enterprise Cloud for payroll processing.
- Extracted and transformed **690+ million records** from seven distinct source systems.

Stronger organizational foundations

- Embedded information governance and stakeholder visibility into HR data processes.
- Built reusable data assets and quality practices for ongoing governance beyond the initial migration.

CLIENT SUCCESS

Zurich Insurance



- Operates in over 200 countries and territories
- Serves over 75 million customers
- 60,000+ employees
- Generates \$79.7B TTM in revenue

Industry:
Banking & Finance

[Read the Case Study](#) →

Background

Finance Transformation Program Improves Data Quality, Reduces Risk, Cost, and Complexity

To reduce costs and improve efficiency, Zurich Insurance Group embarked on multi-year, Finance Transformation Program to consolidate 23 legacy SAP systems into a single production instance. A multi-wave program, Zurich needed a repeatable, quality-focused methodology to ensure business-ready data for every deployment wave.

99.9%

Accuracy

In reconciled data

Business Outcomes & Impact

Reduced Risk and Improved Financial Data Accuracy at Scale

- Consolidated **23+ legacy SAP systems** into a single SAP FI/CO and BW instance with **>99% reconciliation accuracy**
- Cleansed **230 million data items** spanning 14 years to **99.9% accuracy**
- Significantly lowered financial reporting risk while ensuring accurate, business-ready data for enterprise-wide finance operations

Lowered Cost and Faster, More Predictable Transformation

- Reduced data migration spend by **7% year-over-year** through reusable rules, automation, and standardized processes
- Enabled parallel migration waves, accelerating timelines across a complex, multi-year transformation
- Controlled transformation costs and delivered faster time-to-value without sacrificing quality

Established a Sustainable, Enterprise Data Quality Capability

- Embedded repeatable, auditable data quality and governance processes beyond go-live
- Provided business users with transparency into data issues and validation outcomes before production
- Shifted from one-time migration success to a long-term, reusable data quality capability that supports compliance, confidence, and future innovation

CLIENT SUCCESS

Merit Energy



- One of the largest privately held US-based oil and gas companies by production volume.
- One of the largest private oil and gas operators for over 30 years

Industry:
Oil & Gas

[Read the Case Study](#) →

Executive Summary

Reducing Operational and Compliance Risk in Highly Regulated Oil & Gas Industry

Merit Energy de-risked its SAP S/4HANA transformation, improved financial data integrity, and reduced manual effort by embedding automated data quality and governance—cutting manual entry by 50% while sustaining trusted data post go-live.

50% Reduction

in manual processes

Business Outcomes & Impact

De-Risked SAP S/4HANA Transformation

- Embedded data quality validation and governance ensured trusted data before and after go-live
- Real-time identification and remediation of data issues prevented defects from reaching production
- Reduced implementation risk and increased confidence in the S/4HANA migration

Increased Operational Efficiency for Business Users

- Automated rules and derivations populated **85% of data fields**
- **50% reduction** in manual processes, eliminating time-consuming corrections and rework
- Faster master data processing and increased productivity for business and finance teams

Improved Data Accuracy and Financial Integrity

- Delivered cleaner, trusted Vendor Master Data across **~20,000 vendors**
- Improved reconciliation reporting across AP, AR, GL, cost allocations, customers, and vendors
- More reliable financial reporting, improved audit readiness, and reduced reconciliation issues

CLIENT SUCCESS

ExxonMobil

ExxonMobil

- 60,900 employees
- Among the world's energy corporations largest by revenue
- \$349.6 billion in revenue
- Consistently one of the highest-revenue companies globally,

Industry:

Oil & Gas

[Read the Case Study](#) →

Executive Summary

Modernizing Global Operations with Data Quality

ExxonMobil transformed complex, fragmented global operations into a unified SAP S/4HANA landscape with trusted, standardized data—achieving ~90% process alignment, advanced analytics readiness, and strengthening enterprise confidence through repeatable data quality practices.

Business Outcomes & Impact

Unified, Standardized Global Operations at Scale

- Consolidated **12 legacy ERP systems and ~1,000** interconnected applications into a single SAP S/4HANA data foundation.
- **~90% process standardization**, surpassing the original 80% target and simplifying enterprise processes.
- Streamlined operations across global value chains, reduced complexity, and accelerated system upgrades with lower total cost of ownership.

Improved Data Quality for Strategic Analytics and Innovation

- Built a centralized, validated, and cleansed enterprise data ecosystem across **2,500+** unique data objects.
- Enabled consistent analytics readiness to support automation and next-generation technologies such as AI.
- Elevated data from a barrier to a strategic asset, powering advanced analytics, automation, and future transformation initiatives.

Enhanced Operational Confidence and Stakeholder Experience

- Embedded predictive data quality checks, automated corrections, and a repeatable cleansing environment.
- Collaborated across business teams to define and validate trusted data standards.
- Increased transparency and reliability for employees, suppliers, and customers—improving decision-making and operational confidence.

