

BUSINESS INTRODUCTION · SAP S/4HANA CHANGE MANAGEMENT

Business-ready from day one.

Senior change leaders in charge. AI doing the heavy lifting.
The change management of a global programme, at a price a
midsized enterprise can say yes to.

88% vs 13%

Projects meeting objectives with excellent
vs poor change management (Prosci)

92%

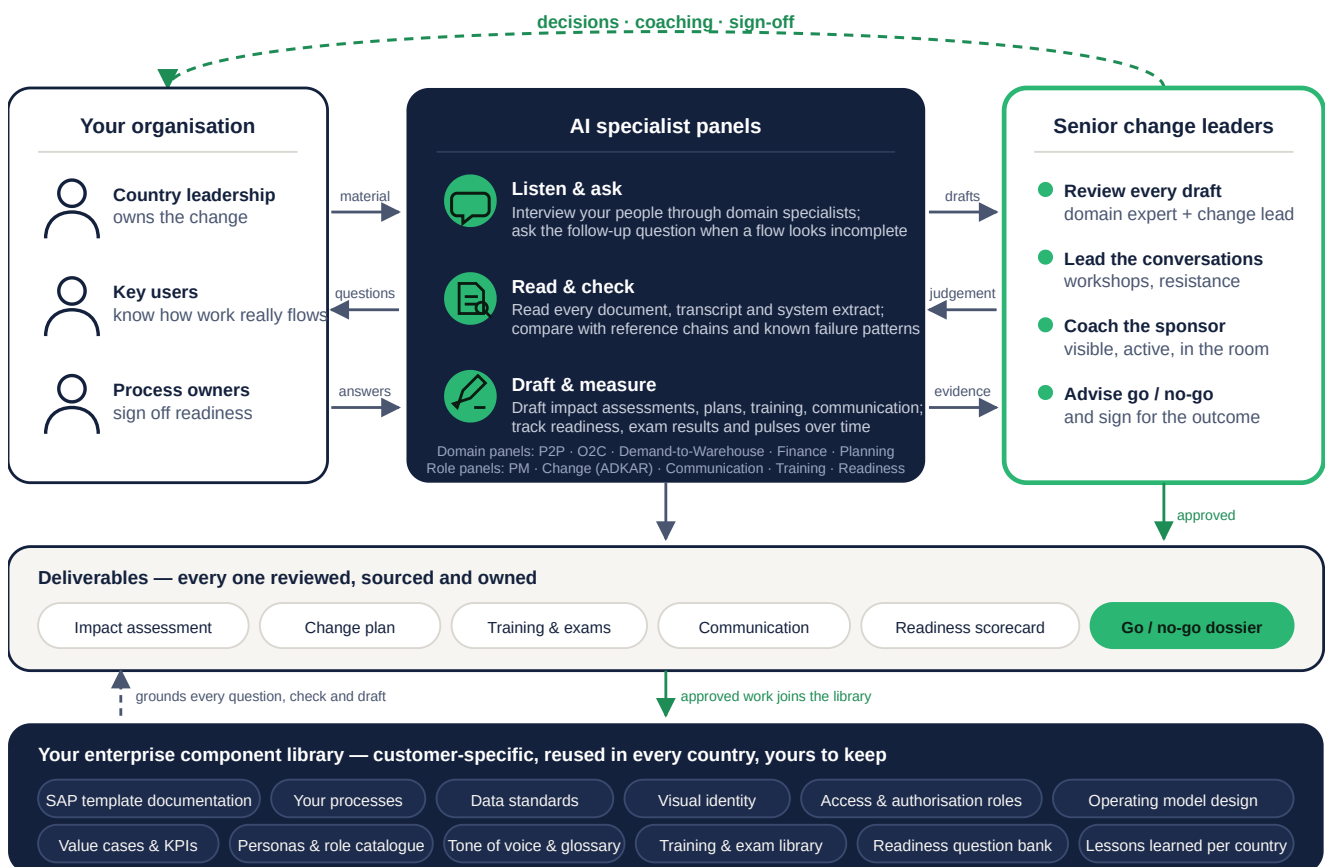
Share of ERP budgets spent on
technology, not on people (Prosci)

2027 → 2030

SAP ECC maintenance ends; ~13,000–
17,000 customers still to migrate
(Gartner)

Your S/4HANA programme will be judged on one morning: the first day of business after go-live.

Most ERP programmes stumble there — not on the system, but on people who were never made ready. Readyline makes each country business-ready from day one: senior change professionals in charge, AI specialist panels doing the production work — interviewing your people, reading your material, drafting every deliverable — all grounded in a component library built from your own template, processes and standards.



THE PROBLEM

More than 70% of ERP initiatives miss their goals (Gartner). Only 11% of organisations run mature change management, yet those who do it well meet objectives 88% of the time (Prosci). The gap is the opportunity.

THE OFFER

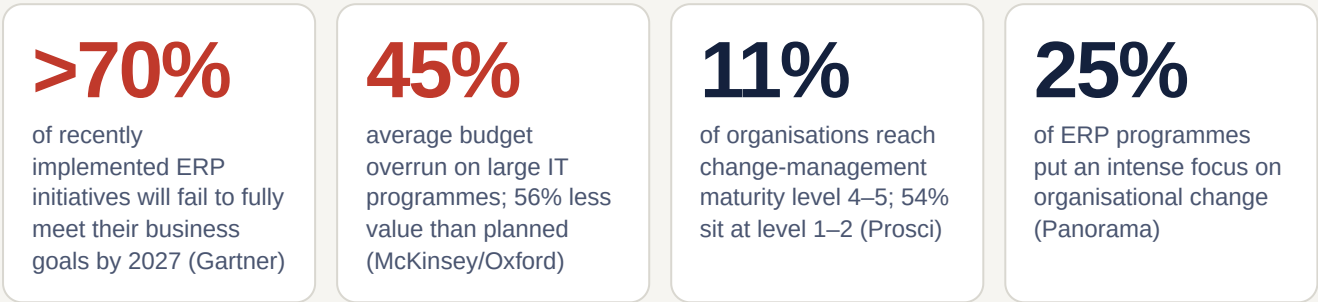
A proven S/4HANA change method delivered by a small senior team with AI capacity, at fixed prices per module and country. Whole-chain impact assessment from your own process models, a virtual marketplace per country, ADKAR-based plans, exams, pulses and readiness checks.

THE ASK

A two-week readiness quick scan of your programme: fixed scope, fixed price, no further obligation. Then a pilot country that measures effort, lead time and quality against your own baseline.

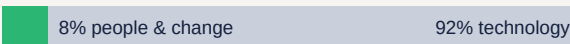
S/4HANA programmes rarely fail on technology. They fail because people and processes aren't ready.

Good change management is not rare because it doesn't work. It is rare because it isn't funded: the budget goes to the system, the risk stays with the organisation.

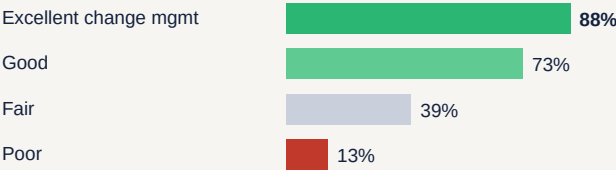


Where the money goes vs what excellent change delivers

SHARE OF ERP BUDGET



PROJECTS MEETING OBJECTIVES



Prosci, 12th ed. (n = 2,668). Most programmes sit at "fair" or "poor"; 88% is what's available.

What an unready go-live costs

Company	Impact	Root cause
Lamb Weston (2024)	~\$135M lost net sales	Lost visibility of DC stock; complex orders failed first
Haribo (2018)	Gold Bear sales –25%	16 plants converted nearly at once
Revlon (2018)	\$64M unfulfilled orders, shares –6.9%	Poor preparation, big-bang cutover
Hershey (1999)	~\$100M Halloween orders missed	Compressed timeline, weak training, peak-season go-live
National Grid (2012)	\$585M to stabilise; close 4 → 43 days	Deadline over quality, 636 custom objects

In every case the visible failure was technical; the real cause was decided months earlier: customisation, untested chains, untrained people, an unready organisation.

WHY IT HAPPENS

Change is the first line cut

It looks optional in a technology budget and its benefits arrive late. So it is staffed thin, started late and measured by attendance.

WHY IT HURTS MIDSIZED COMPANIES MOST

No bench, no second chance

Lean teams, key users with a day job, and a single programme whose failure reaches customers, plants and the balance sheet directly.

THE CONCLUSION

Make excellent change affordable

If the production work costs a fraction, the full method fits inside an ordinary change budget — and the 88% becomes reachable.

The change management of a global programme, at a price a midsized enterprise can say yes to.

Experienced change professionals lead and take every decision. AI agents do the production work. Every country goes live faster and safer than the last — and you can prove it before you say go.

PROMISE 1

Ready on day one

Sell, produce, buy, invoice and collect cash from the first day — with people who know why things work differently.

PROMISE 2

Evidence before go-live

A readiness score per country, process and role, tracked over time. The go/no-go decision rests on data, not hope.

PROMISE 3

Less money, less strain

A small senior team plus AI instead of a junior pyramid. Less time asked of your key users. Every next country cheaper.

Five unique selling points

USP	What it means	Why nobody else offers it this way
Experts who ask back	Our domain panels don't just document your processes; they notice when a flow is incomplete or odd, and ask the follow-up question a seasoned consultant would ask.	Generic AI summarises. Junior consultants transcribe. Neither challenges.
The whole chain, not just SAP	We map what happens before, inside and after SAP: EDI, portals, 3PLs, banks, Excel, e-invoicing mandates.	SI change teams stop at the SAP screen.
A proven method as product	Value case → narrative → marketplace → impact assessment → ADKAR plan → training & exams → pulses → readiness checks.	Built and used in a real multi-country S/4HANA rollout in the food industry.
Senior judgement on every output	Three review gates: domain expert, change lead, your process owner. Nothing reaches your people unreviewed.	Big firms scale with juniors; tools scale with nobody.
Gets better with every country	Approved work, lessons and failure patterns flow back into the platform. Country five is faster than country one.	A consultancy team forgets when it rolls off.

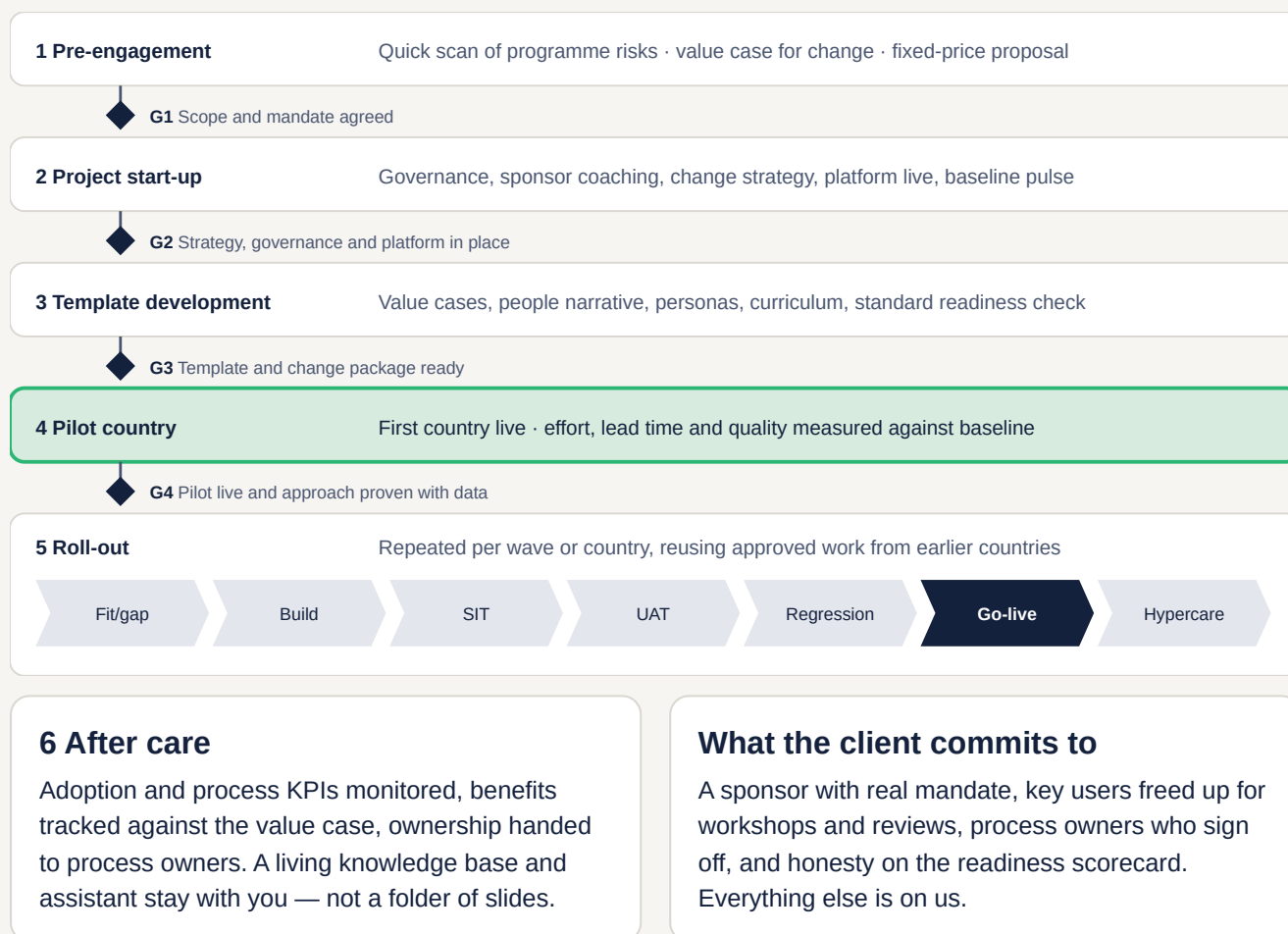
Built for the €500M–€10B enterprise

Lean teams and no bench. One programme, no second chance. A budget that can't fund a big-four change army, and a business that can't afford a week of lost shipments.

Our commercial promise

Fixed prices per module and per country. Defined deliverables and gates you can hold us to. Outcome-linked options once the pilot has set the baseline.

Six phases, five gates. The pilot proves it; the roll-out repeats it.

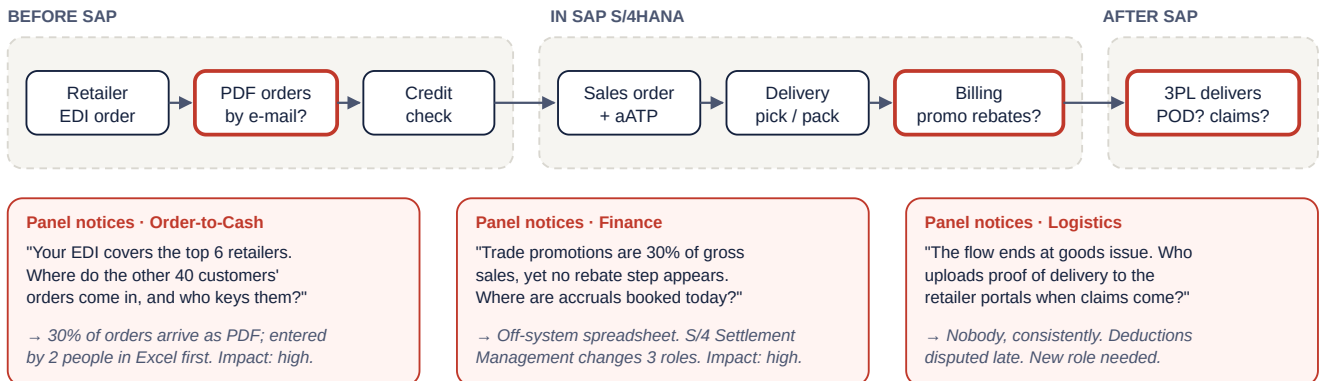


Change work runs in step with the system integrator's plan and SAP Activate. We never go live in peak season; for food and consumer goods that means avoiding Halloween, Christmas and Easter.

Experts that ask the follow-up question.

Five domain panels — Purchase-to-Pay, Order-to-Cash, Demand-to-Warehouse, Finance, Supply Chain Planning — read your as-is material the way a twenty-year practitioner would. They know what a complete process looks like, so they notice what is missing, what is odd, and what nobody wrote down.

ORDER-TO-CASH · AS DOCUMENTED BY THE COUNTRY TEAM



1 · Read and reconstruct

The panel ingests process descriptions, work instructions, workshop transcripts and system data, and rebuilds the as-is chain end to end, including the steps outside SAP.

2 · Challenge and ask

It compares the chain with reference models and known failure patterns. Every gap, loop or oddity becomes a precise question for the key user — never a silent assumption.

3 · Map and score

Answers are woven back in. The panel maps as-is to the S/4HANA template, scores impact per role on process, system, organisation and skills, and hands over to a human expert for review.

Why this matters: content understanding is what separates a change plan that lands from a slide deck that doesn't. The panels turn a two-week interview cycle into two days of sharper questions — and our senior consultants spend their time on the answers that need judgement.

What each domain panel knows

- **Reference chains** for its process: every step before, inside and after SAP, with the systems, hand-offs and roles that usually sit there.
- **What S/4HANA changes:** Business Partner, FSCM credit, Settlement Management, aATP, MRP Live, EWM, Universal Journal — and which roles each one touches.
- **Failure patterns** from public and own cases: unmigrated credit exposure, missing packaging specs, label mismatches, unreconciled opening balances.
- **Local rules:** e-invoicing mandates, food-safety traceability, retailer compliance regimes.

The questions they ask

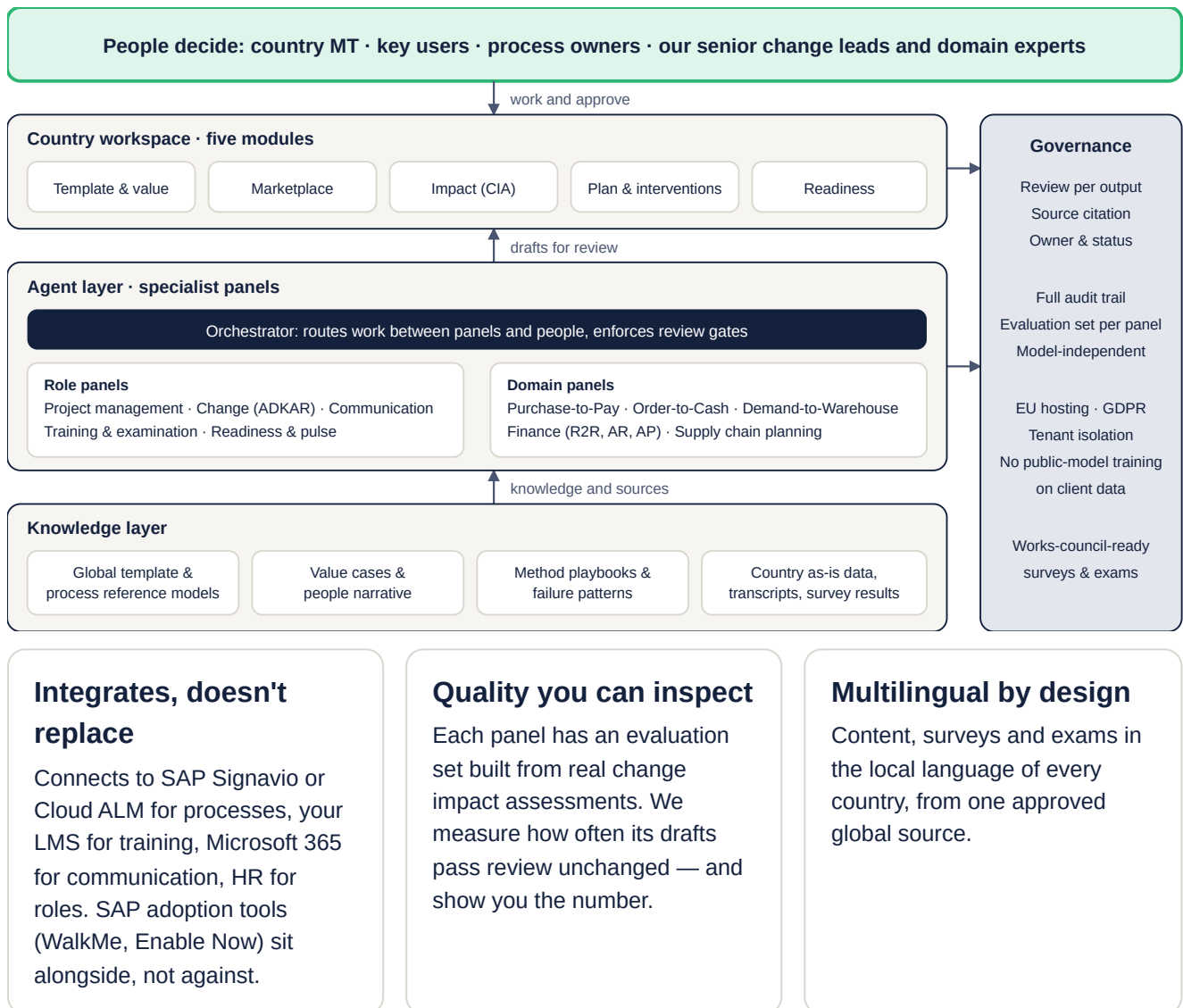
- "This step has an output but no consumer. Who uses it, and in which system?"
- "Two roles approve the same purchase. Is that policy, or history?"
- "Invoices arrive before goods receipt in 20% of cases. How is that resolved today?"
- "Your forecast is monthly, your plant schedules daily. What happens in between?"
- "Nobody mentioned returns. Do you have none, or does someone handle them in Excel?"

A project manager that never loses the plot.

The PM panel builds the integrated change plan, keeps it aligned with the system integrator's schedule, tracks every deliverable, watches the risks and writes the status report — so your programme director reads decisions, not chasing e-mails.

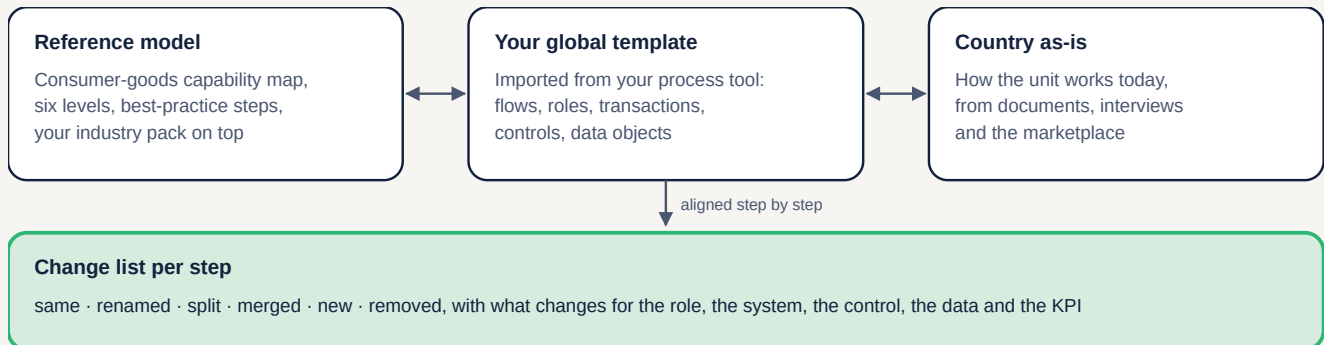


Four layers, one rule: AI prepares, people decide.

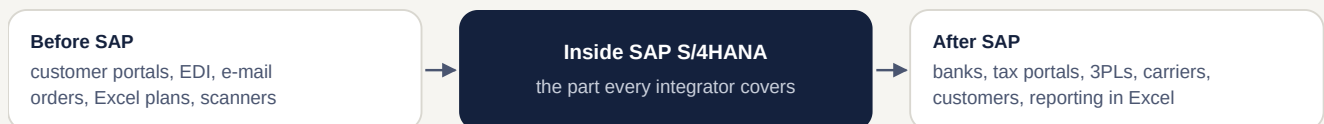


We start from your own process models, including the steps before and after SAP.

Readyline loads the process designs you already have (BusinessOptix, Signavio, BPMN, Visio or Excel) into one structure. It lines them up against a consumer-goods reference model and against how each country works today. The difference per step is the change: who does the work, in which system, under which control.



Where go-lives break: the boundary steps



636

process models loaded from a customer library in our first live test

7,033

process steps placed, each linked to role, system and flow

12

boundary types checked in every assessment, before and after SAP

1 day

from export to a structured, searchable tenant seed

Gaps become questions

Every attribute carries its status: confirmed, imported, inferred or unknown. Missing information is never filled in silently; it becomes a question for the right key user.

Who, which system, which control

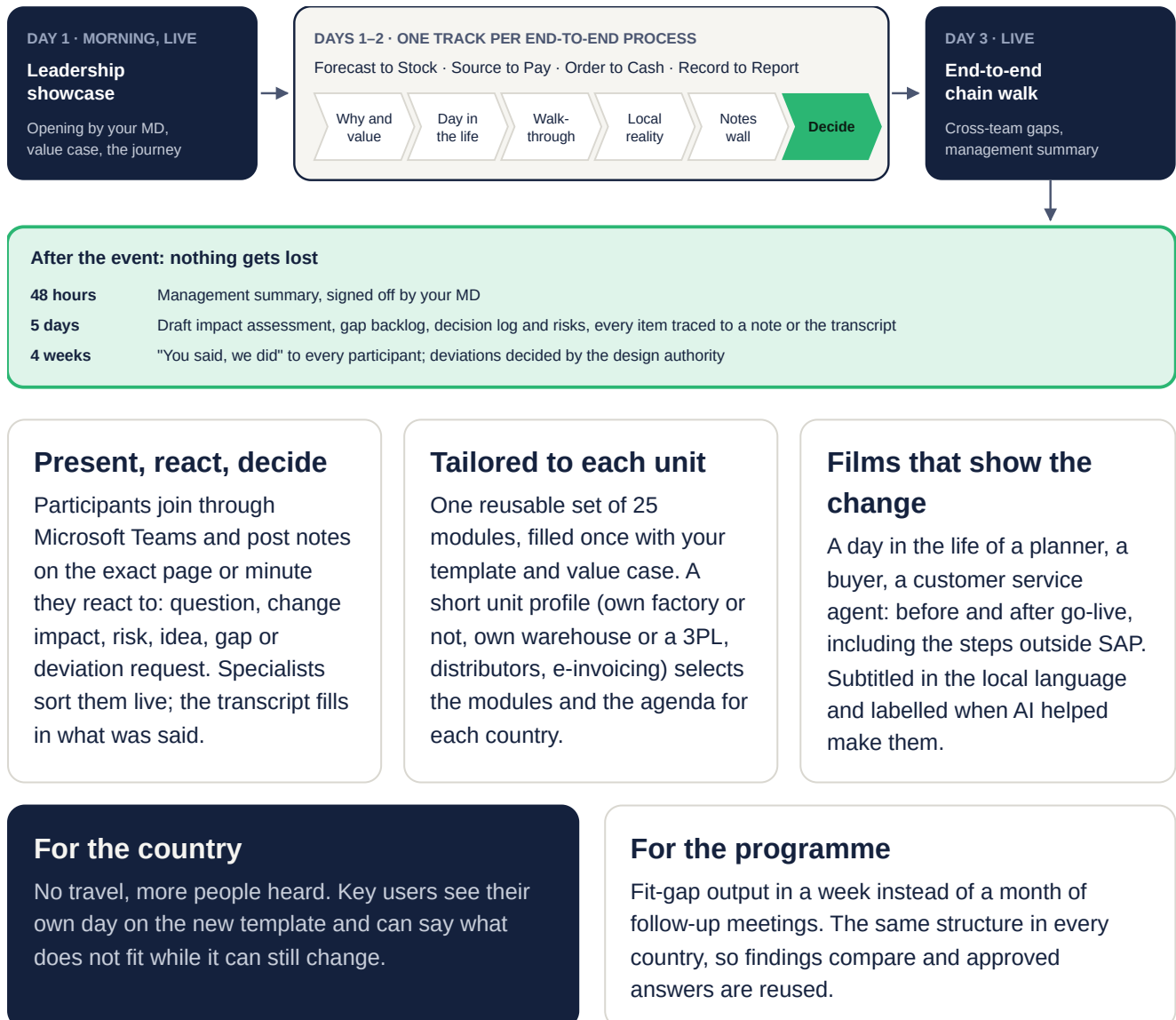
Steps link to roles, transactions and Fiori apps, internal controls, mandates, data objects and KPIs. That is what an impact assessment, a training plan and a readiness check need.

Your standard, not ours

The reference model is a starting point. Your own template and industry decomposition sit on top and win. Each country is compared with your template, not with a textbook.

Your business meets the template: three days, online, every voice captured.

The marketplace is where a country first sees how it will work on the new template, and tells you what does not fit. Readyline runs it online through Live Sessions: the facilitator presents, participants react in the moment, and the leadership team decides before the week is over.



How each panel contributes to each deliverable.

● AI panel drafts / analyses ● Human expert leads / decides ● Both

Deliverable	PM	Change (ADKAR)	Comms	Training & exam	Readiness & pulse	Domain panels	Human owner & review
Quick scan & value case for change	●	●			●	●	Engagement lead reads the politics, sets scope
Change strategy, governance, RACI	●	●					Engagement lead + sponsor coaching
People narrative (why, WIIFM, reinvestment)		●	●			●	Change lead + client leadership; honesty check
Marketplace / day-in-the-life		●	●			●	Change lead facilitates the country MT session
Change impact assessment (whole chain)	●	●				●	Domain expert + key users validate; process owner signs
Integrated change plan & interventions	●	●	●	●			Change lead prioritises; PM lead aligns with SI
Communication calendar & content	●		●				Communication specialist: tone, channel, final edit
Role-based training, job aids, exams				●		●	Trainer: didactics; domain expert: correctness
Pulse surveys & ADKAR diagnosis		●			●		Change lead reads resistance, coaches managers
Business readiness scorecard	●				●	●	Country MT scores honestly; process owners sign off
Status reports, RAID, steering pack	●		●		●		Engagement lead adds judgement and signs
Go/no-go dossier	●	●		●	●	●	Engagement lead advises; client decides
Hypercare monitoring & benefit tracking	●	●			●	●	Change lead prioritises interventions; sponsor reviews benefits

REVIEW GATE 1 · CONTENT

Is it correct?

The domain expert checks process, impact and numbers.

REVIEW GATE 2 · PEOPLE

Is it right for them?

The change lead checks persona, tone and ADKAR timing.

REVIEW GATE 3 · CLIENT

Do you own it?

Your process owner, key user or country MT approves.

Red early is good news. Red late is a headline.

The business readiness check asks one question per core process: can this country sell, produce, buy, invoice and collect cash on day one? The country team makes the standard list local, scores it several times, and management goes where the amber and red are.

	CHECK 1 · wk 34	CHECK 2 · wk 40	CHECK 3 · wk 46 (go/no-go)
Order-to-Cash: ship & invoice	credit data not migrated	3 of 5 EDI partners tested	ready · signed by process owner
Purchase-to-Pay: order & pay supplier			
Plan-to-Produce: run the plants			
Warehouse: receive, store, pick, label	packaging specs 60% complete	RF scanners not delivered	labels tested · 3PL pending
Record-to-Report: close the books			
People: trained, examined, supported	exam pass rate 41%	exam pass rate 74%	pass rate 93% · floorwalkers set

Illustrative country scorecard. One remaining amber (3PL confirmation) goes into the go/no-go dossier with a named owner and a date — not into a footnote.

Built on known failure patterns

Credit exposure migrated?
Packaging specs and units complete? SSCC labels tested with the 3PL? Opening balances reconciled? E-invoicing mandates covered?
The standard list already knows where programmes break.

Three signals, one picture

Readiness scores, exam results per role and ADKAR pulses converge into a single view per country and process, tracked over time — so trends are visible, not just snapshots.

A go/no-go you can defend

The dossier combines data with a senior leader's honest advice. If the answer is "not yet", it says what it would take and how long — and we help you get there.

One offer, four lenses.

CEO

"You'll know you're ready before you go live — not after."

Business continuity protected. A go/no-go advice from a senior leader who has done this before. A people narrative your organisation believes: why we change, what's in it for them, how savings are reinvested in growth.

CFO

"More change for less money — at a fixed price, with the benefits tracked."

Fixed price per module and country. A small senior team with AI capacity instead of open-ended consultant days. Readiness checks that cover finance: opening balances, close, controls. After-care that tracks benefits against the value case.

CIO / CDTO

"Your template, adopted — not rebuilt in Excel."

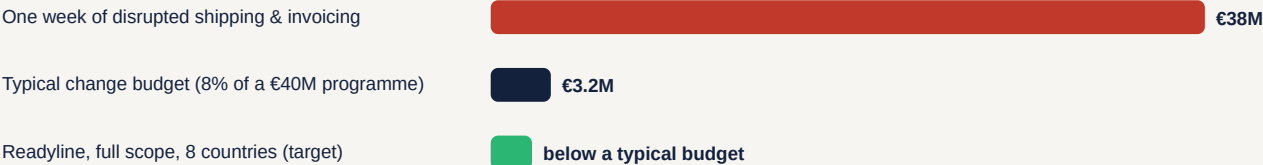
Every deviation from standard needs a value case. Impact assessment covers the whole chain, also outside SAP. Content updates automatically when design changes in SIT or UAT. Adoption measured after go-live, not assumed.

ERP PROGRAMME DIRECTOR ·
PROCUREMENT

"Defined deliverables, fixed prices, gates you can hold us to."

A lifecycle with named deliverables and gates per phase. Plugs into SAP Activate and the system integrator's test plan. Less time asked of your key users. Outcome-linked commercial options after the pilot.

The economics, in one comparison



Illustrative for a €2B-revenue enterprise. Replace with your own numbers; our pilot measures effort and lead time against your baseline before any roll-out commitment.

Senior judgement, a proven method and AI capacity. Most alternatives have two of the three.

	Big-four / SI change teams	Client's own team	Freelancers	Adoption tools (WalkMe, Enable Now)	Readyline
Senior experience at the table	Mixed; junior- heavy	Often first time	Yes, individually	No	Senior team on every engagement
Speed of impact assessment & content	Weeks per country	Slow, beside the day job	Depends on the person	In-app help only	Days per country
Cost per country	High	Low in cash, high in time	Medium	Licence	Lower: small team + AI, fixed price
Consistency across countries	Depends on team	Variable	Low	High but narrow	One method, one knowledge base
Whole chain, incl. outside SAP	Sometimes	Sometimes	Sometimes	No, SAP screens only	Standard in every assessment
Experts that ask back	Depends on seniority	Rarely	Yes, if senior	No	Built into every domain panel
Measured readiness & adoption	Status reports	Limited	Limited	Usage data in app	Readiness, exams, pulses, KPIs over time
Learns from country to country	Limited	If the team stays	No	No	Built in

What we are not

- Not a tool you buy and staff yourself: senior professionals own the outcome.
- Not a replacement for your system integrator: we run the people side alongside their plan.
- Not "AI does change": AI does the documentation, mapping, drafting and analysis; people lead people.

Objections we hear — and answer

- **"Our SI includes change."** Usually a thin line in a technology proposal. We plug into their plan and focus entirely on business readiness.
- **"Is our data safe?"** EU hosting, strict tenant isolation, no training of public models on your data, works-council-ready surveys and exams, role level only (see section 13).
- **"Prove it."** That's what the pilot is for: effort, lead time and quality measured against a baseline before you commit to the roll-out.

Your data, your people, your decisions. Safe by design, and we can show you how.

Your question	Our position
Where does our data live?	On dedicated servers in the EU. AI model calls use EU data residency with zero data retention. Your data is never used to train public models.
Who else can see it?	Each customer is a separate tenant, isolated down to the database row. Quality checks on our AI run on your own approved work, inside your tenant.
Do you judge our people?	No. Readyline works at role level only. It never scores, ranks or profiles individual employees. Surveys and pulses are anonymised with minimum group sizes, and we provide an information pack for your works council.
Can we trust what the AI writes?	Every AI draft is labelled, cites the notes, documents or transcript it is based on, and is approved by a named person before it reaches your organisation. This meets the transparency duties of the EU AI Act.
How long do you keep things?	No longer than twelve months after your programme closes unless you decide otherwise. Deletion on request, with confirmation.
Who owns the output?	You own your deliverables and your process content. We own the method and the platform. A data processing agreement and the list of sub-processors come with the proposal.

Where Readyline stands today

Built and tested Method and content The change method, a consumer-goods reference model with boundary steps, the process store and importers (tested on 636 live process models), agent designs with review gates and quality checks.	In pilot First customer tenant Live Sessions and the virtual marketplace, impact assessment and readiness panels, running on a real multi-country S/4HANA programme in consumer goods.	Next Second customer and scale Integrations with SAP Signavio, Cloud ALM, your LMS and Microsoft 365; self-service unit tailoring; outcome-linked commercial options based on pilot numbers.
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Early customers shape the product with us and are priced accordingly. In return we ask for an honest baseline, so we can both see what it was worth.

Two weeks to know where you stand.

We start with a readiness quick scan of your programme: fixed scope, fixed price, no obligation beyond it. You get a clear picture of your change risks and a proposal you can compare with any alternative.

1

Readiness quick scan

Two weeks. We read your programme documents, interview the leadership, and test the plan against known failure patterns. Output: a change baseline, red flags, a value case for change.

2

Pilot country

One country through the full cycle. Effort, lead time and quality measured against your baseline. You see the panels ask their questions on your own processes.

3

Roll-out at fixed price

Country by country, each one faster than the last. Outcome-linked options available once the pilot has set the numbers.

"Change management is the cheapest insurance on the largest risk in your programme. We make it affordable, measurable and senior."

CONTACT

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