

This structure is perfectly tailored for a high-risk, high-value ERP transformation, requiring the discipline and execution rigor of a Big Four firm.

Here is the comprehensive action plan for a **Tier 1 ERP Modernization and Cloud Migration** to SAP S/4HANA.

Comprehensive Action Plan: Tier 1 ERP Modernization and Cloud Migration

Section	Content
Preamble/Role	Senior Partner, Big Four Consulting Firm. The company is a global consumer electronics manufacturer running on an aging, highly customized legacy ERP system (SAP ECC) that is inhibiting real-time financial reporting and supply chain agility.
Core Mandate	Design a comprehensive action plan for a Cloud Migration and Tier 1 ERP Modernization (specifically to SAP S/4HANA Cloud). The plan must prioritize process standardization (Record-to-Report, Order-to-Cash, Procure-to-Pay), technical migration, and data integrity across Finance and Supply Chain.
Objective	Achieve go-live for all core markets on the new S/4HANA platform by Q3 2026, with a mandated 99.5% data integrity rate for all migrated master and transactional data.
Compelling Why	The strategic imperative is Operational Agility and Innovation Readiness. The modernization is projected to reduce the Total Cost of Ownership (TCO) by 20% over five years (via cloud hosting/reduced maintenance), accelerate the financial close cycle by 4 days, and unlock 15% working capital reduction through improved, real-time inventory visibility. The move to S/4HANA is mandatory to sustain SAP support and enable AI/ML capabilities.
Approach	Phase 1: Assess & Plan (Months 1-3): Current state process mapping, global blueprint scope finalization, project team mobilization, and cloud environment provisioning. Phase 2: Design & Blueprint (Months 4-7): Define the Global Standard Process (To-Be) model, finalize the Fit-to-Standard analysis, and complete detailed system configuration blueprints. Phase 3: Build/Configure & Test (Months 8-15): System configuration, custom code remediation, unit and System Integration Testing (SIT), and end-to-end User Acceptance Testing (UAT). Phase 4: Deploy & Hypercare (Months 16-18): Final data migration dry runs, cutover activities, go-live, and intensive Hypercare support (90 days). Phase 5: Sustain & Optimize (Months 19+): Knowledge transfer, TCO realization tracking, and continuous process/system improvement.

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Organization	Executive Steering Committee: Chaired by the CIO and CFO. Meets monthly for budget control, risk escalation, and scope approval. Dedicated PMO: Central hub for planning, issue tracking, and resource management, led by the System Integrator (SI) Lead. Global Process Owners (GPOs): Key business leaders (e.g., GPO for P2P) responsible for defining and enforcing the new global standard processes. Functional/Technical Workstreams: Dedicated teams (e.g., Finance, Supply Chain, Data Migration, Basis) with clear deliverables.
Processes & Governance	Change Control Board (CCB): A formal body composed of the SI Lead, GPOs, and PMO Manager. Meets bi-weekly to review all requests for changes to the Global Process Blueprint and manage scope deviations using a strict ROI gate. Data Migration Strategy (ETL): Implement a 3-pass approach: Initial Technical Load, Quality Validation (by GPOs), and Final Cutover Load. Mandate a 99.5% data cleansing threshold before the first migration dry run. Cutover Planning Checklist: A detailed, hour-by-hour plan signed off by all workstream leads and GPOs 4 weeks prior to go-live.
Key Deliverables	Phase 1: Final Global Blueprint Scope Document, Cloud Infrastructure Provisioning Checklist. Phase 2: Signed-Off Global Process Blueprints (To-Be), Custom Code Remediation Report, Data Conversion Strategy Document. Phase 3: Full Set of System Integration Test Scripts, Completed UAT Sign-Off, Final End-User Training Materials. Phase 4: Zero-Downtime Cutover Plan, 90-Day Hypercare Support Model, Go/No-Go Checklist signed by the CEO/CFO.
Critical Risks & Mitigation	1. Scope Creep Risk: Business units push for local customization, increasing budget/timeline. Mitigation: Enforce the CCB process and mandate that all deviations from the global blueprint must be approved by the GPO and SteerCo, funding the change from the requesting business unit's budget. 2. Failure to Secure Quality Data Migration Risk: Dirty data from the legacy ERP causes system failure post-go-live. Mitigation: Implement three mandatory data migration dry runs, with GPO sign-off required for the 99.5% quality target before the final cutover. 3. User Resistance in Key Markets Risk: Users resist new standardized processes, leading to low adoption and operational failure. Mitigation: Identify 100 Super Users in Phase 1, train them early, and empower them as local champions to lead training and support efforts in their regions.
Change Management Plan	Strategy: Focus on the "Better Job" narrative—less manual work, more insight-driven decision-making. Super User Training: Launch an early, intensive 4-week Super User Certification Program covering both the new S/4HANA system and the To-Be processes. Communication: Regular, transparent updates on go-live readiness and a clear post-go-live support plan (Hypercare Team contact and escalation path).

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Crucial Additional Element	System Integration Checklist: Define the key integration points and dependencies: 1. CRM (Salesforce): Order-to-Cash process; 2. WMS (Warehouse Management System): Inventory/logistics data; 3. HCM (Workday): Employee Master Data; 4. Master Data Management: Centralized Material/Vendor Master; 5. AP Automation Tool (Coupa): P2P transactional data; 6. Tax Engine (Vertex): Financial postings. 7. Legacy Reporting Systems: Plan for parallel run/data archiving.