

ERP
TODAY

SPECIAL EDITION

SNP AT 30 TRANSFORMING TOMORROW

*Celebrating three decades of innovation,
growth and shaping the future of ERP*

Stronger Together The SNP Partner Ecosystem

Case Study Unlock the Secrets of a Successful ERP

Transformation Pfizer's Journey to SAP S/4HANA

Beyond Migration How Kyano is Redefining Enterprise Business Agility



DATA. TRANSFORMATION. EXPERIENCE.

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SNP: A 30-Year Journey into Data

In 1994, Andreas Schneider-Neureither founded SNP in Heidelberg while still working on his dissertation. He had a clear vision: to set the global industry standard for data transformation. Today, years after his unexpected passing in November 2020, his entrepreneurial spirit, curiosity, and drive to innovate continue to inspire everyone at SNP and shape the company's path forward.

From an early stage, SNP recognized the significance of digitalization and the disruptive new business models it brings. We understood that this would force businesses to constantly rethink and restructure their value chains, while also transforming their IT systems – the foundation for digitalization. It became clear that transformation was now a permanent task. Today, this understanding underpins SNP's products, services, and partnerships.

Looking ahead, SNP remains committed to pushing the boundaries of what is possible in data transformation. With continued investment in AI and academic partnerships, the company is continuing the legacy of its founder, to lead the future of enterprise transformation – globally and sustainably. Built on a foundation of category-defining products and a wildly talented team, SNP has a long history of customer satisfaction and loyalty, with a sustained focus on delivering transformation through

software. Looking ahead, it is clear that SNP is innovating faster than most, with groundbreaking solutions like Bluefield and now Kyano. The company is responding to the demand for speed with its modular, targeted data transformation software, serving clients in a rapidly evolving tech world where the next transformation is always just around the corner. Customers view us as a strategic ally and have remained loyal to us for many years. Our ecosystem of system integrators and technology partners continues to grow. It is also important to us to be seen as an employer that values and supports its people and talent. The attraction and retention of skilled professionals has always been a key factor in the success of our growth strategy.

In line with this long-term perspective, sustainable growth is one of the cornerstones of SNP's business strategy, and this applies both to the development of our service portfolio and the expansion of our international presence. With this in mind, we are increasing our share in strategic markets by applying proven business practices while simultaneously understanding and addressing the specific needs of each region.

We are aware that there is no "one size fits all," and strategies that work in the UK or the USA may not necessarily succeed in Brazil or Japan. Trust is built only when you truly understand the specific demands of a market and its local



Pete Sharpe

President Northern Europe,
Middle East & Africa at SNP

conditions. That is why we rely on a foundation of local presence, a strong partner network, and employees who are familiar with the region. It's no coincidence that the theme of our flagship conference, "Transformation World," last year was "Winning together," and this year we are continuing with the motto "Stronger together" – because only together are we at our strongest and most effective. Transformation World is in itself a fantastic growth story, where the number of participants has increased from 90 in the first year (2014) to over 1,500 a decade later at last year's 10th anniversary!

Andreas Schneider-Neureither had the vision to fundamentally transform the SAP consulting market with data transformation software. Today, we can proudly say that we have succeeded. SNP brings transparency to data and provides companies with the agility needed to quickly adapt to changes, ensuring they remain competitive. Our success over the past 30 years, and certainly the next 30, can be attributed to our customers and partners, as well as our employees. Deeper insights into this can be found in the following articles.

With that in mind, I wish you an enjoyable read of this magazine. ■

From Catalyst to Innovation

Guest writer and SAP expert Jonakee Chandra interviews SNP Group CEO Jens Amail, whom she knew and worked with when he was a leader at SAP UKI. In this interview, Amail talks to Chandra about his role at SNP, and what's next for the company as it heads into 2025.

By Jonakee Chandra
for ERP Today

Photos by Joel Chant

SNP Group has gone from strength to strength under Jens Amail's leadership but the CEO wears his mantle lightly. With his usual humility, Amail points out to ERP Today that SNP is far from an overnight success story, and that it is founded on a solid combination of category-defining products and a talented team. He also attributes SNP's reputation to a long history of customer satisfaction and customer loyalty, its own caring culture as an employer where employees are valued and nurtured, and a sustained

focus on delivering transformation through software.

Jens is amping up emphasis on operational excellence and looks back on 2023 as a "catalyst year," where those carefully chosen catalysts set in motion a new charter of unbridled growth for SNP. 2024, on the other hand, has been designated as an "elevation year" dominated by three key priorities for SNP – strategic focus on enabling digital transformation and business agility poised to expand the vision of broadening SNP's market category, create value for customers



and partners, and drive international growth through expanded software and partner business in strategic and emerging markets. “The potential of the company was always there – and now it’s unleashed,” Amail remarks.

Indeed, SNP has displayed ambition in targeting some of the biggest markets in the world including the US and UK (“London is my second home”, Amail jokes).

Bluefield: The best of both worlds

When asked about Bluefield, a trademarked name for the selective data migration approach that allows SNP customers to benefit from a lean, new, completely clutter-free system that is still enriched – by virtue of Bluefield technology – with the full historical context of transactional data, Amail says the genesis of this concept goes back to SNP’s founder, Dr. Andreas Schneider-Neureither, “both a technical and a marketing genius” in the CEO’s view.

Brownfield, while inheriting transactional data, is often just a glorified system upgrade as opposed to being a holistic transformation, in my view. With Greenfield, on the other hand, customers get a clean slate in the way of a brand new system, but one that is completely devoid of historical transaction data and therefore the business context that is derived from it. Bluefield is a game changer with its masterly approach that marries up the advantages of both Greenfield and Brownfield whilst doing away with their drawbacks, without compromising on either the cleanliness afforded by the former or the context afforded by the latter.

“It combines the best of both worlds,” Amail confirms. “You can design your application layer, you can design your clean core as you want it. The benefit from a data perspective is you’re not limited to the master data, but you can get all the transaction data, too.”

SNP customers are equally divided between Greenfield, Brownfield and Bluefield, with each claiming roughly a third of the market. “Customers with more cohesive estates and cut-and-dried migration pathways have already taken the plunge and moved,” Amail explains. The ones averse to embarking on transformation are the ones confronted with large, more fragmented estates that have evolved organically into a complex collage of heterogeneous (and often outdated) systems, some of them even off maintenance. SNP’s Bluefield is often the panacea for this latter group of risk-averse customers, as it comes with the gift of modularity and project parallelization – enabling business to run multiple projects in parallel.

SNP is recognized by partners for turning high-stress go-lives into textbook migrations – the dream of every CIO, Amail jokes – and SNP is able to deliver that dream because of the rigorous and repeated testing that the migration undergoes. Also, because it’s software-based, the cost doesn’t snowball by multiplying the testing cycles manifold.

Amail highlights the benefit of being able to de-couple the system modernization (ECC to RISE) from data migration. By virtue of its modularity,

it can be parallelized, [so customers] gain the flexibility of going live at any point and as many times as they need with smaller de-coupled increments.

Agility is intrinsic in SNP’s solutions, and customers are the biggest beneficiaries here with a drastically reduced ‘time to value,’ as Bluefield is capable of axing project durations and consequently reducing time, money, and the change management burden.

Also on the offering front is Kyano, launched at SNP’s flagship Transformation World event in Heidelberg in June 2024, which is the latest in a long line of succession from SNP’s original solution ‘T-Bone’ (established 2010) through to CrystalBridge and the selective data migration methodology Bluefield. Kyano is equipped with an AI-enabled data discovery model, which allows it to unpack the data model of a non-SAP source system.

The key differentiator from other SNP offerings is that Kyano is designed to cater to both SAP and non-SAP systems. It offers the perfect response to a market trend where customers are increasingly availing themselves of what’s popularly known as ‘composable architecture’, combining SAP and non-SAP systems in their enterprise landscape.

“Kyano is part of our strategy to focus more on software compared to services,” Amail confirms. “And the company, the market, our partners – they’re all responding extremely fast to the changes we are implementing.”

Test. Transform. Repeat.

According to Amail, transformations

are becoming more frequent as an indirect consequence of macroeconomic events, climate change, and the advent of AI to name a few. Businesses often have no choice but to respond by either moving to the cloud, integrating a new company, divesting a business unit, exiting a region, or carving out a particular country e.g., Russia or China. This is coupled with the ever more urgent push for modernization from SAP itself. Arguably, Kyano allows businesses to move in step with changing times.

What is applaudable is that SNP's role in this does not end with the transformation. With companies now operating with broader charters, SNP stays tuned through the provision of ongoing analytical services for the transformed customer with a view to assessing how ready they are for the next transformation. That's why SNP has introduced the 'SNP Agility Index', an index derived from insights into the customer's data quality, archiving practices, centralization etc. which combine to provide a reliable indicator of their overall nimbleness and readiness for the next transformation. Today's businesses must always be transformation-ready.

A small company, beloved by the biggest brands

Amail is loath to attribute success to a single factor, so when asked about SNP's single biggest success story over the last five years, he says he's most proud of the faith that customers have continued to place in SNP, as well as the confidence that's demonstrated by those customers com-



“Our founder was both a technical and marketing genius.”

ing back for more and entering into strategic alliances with SNP. And these are some of the biggest brands from around the world in terms of customers and partners, who have the choice of using any company they want.

“We have massive, market-changing success [with clients]. But for me, what's more important than this success is we develop strategic and sustainable relationships with customers.”

Amail adds that it's humbling that this “small company in Heidelberg” now counts some of the biggest names in the industry amongst its customers and partners. He mentions a customer who had approached IBM because the customer wasn't happy with their existing systems integrator and Big Blue would only agree to take on the project in partnership with SNP, which is a huge endorsement.

In terms of the biggest collaborators in the SNP ecosystem for pushing through customer success, IBM and Accenture stand out as perhaps the strongest SI partners and were

sponsors at the Transformation World event. Others of note include Deloitte, Delaware, and PwC.

In terms of technology partners, globally the biggest names are smartShift, whose custom code remediation is fully integrated into SNP scans; CDQ, who contribute to data quality analysis for business partners and vendors; and certainly also Tricentis.

Rising with SNP

Regarding specific clients, SNP has run two projects for Audi simultaneously - one to introduce SAP S/4HANA Finance to establish a central finance system and another to migrate to SAP S/4HANA around maintenance logistics. This was a huge success, and it was made possible because SNP's solution is designed with a degree of modularity that allows a customer's projects to run in parallel. It is as if in a testament to SNP's credentials in this space that German automotive manufacturer BMW has entrusted SNP with one of the world's largest

“I’ve not met any customer who is not excited about RISE with SAP.”



SAP data migration programs as it transforms its entire SAP landscape to S/4HANA by 2030.

What Amail would like to see is customers embracing the huge transformational value of S/4HANA and RISE – but he understands why they are holding back.

“I’ve not met any customer who is not excited about RISE with SAP [...] But some are concerned about the journey to get there,” he explains.

Customers believe in the destination that RISE offers but are daunted by the toll it will take on their business in terms of the operational impact of a long-running, resource-hungry, expensive project. This, sadly, is often why RISE is relegated in favor of more pressing business priorities. Customers

are worried about the dependencies that lie on the critical path, dependencies such as needing to consolidate instances, improving business data quality and upgrade systems. These are all projects in themselves and projects that need to be brought to life or indeed put on hold in order to pave the way for a RISE program.

SNP’s platform, technology and toolset can come to the rescue, and with ex-SAP leaders like Peter Maier on the SNP Supervisory Board, SNP can equip RISE customers with the right toolsets to analyze their systems and provide a predictable timeline which is often the deal-clincher in changing customers’ mindsets. With SNP providing the guardrails that make transformations fast, reliable

and efficient, customers can focus on shaping that end state.

SNP and a sustainable, AI future

Coming away from the interview, it’s clear people and sustainability are close to Jens Amail’s heart. For the CEO, it’s all about “Winning together.” Success is the sum of everyone’s success – and that includes employees, customers and partners. There is faith in the leadership, and the Executive Board, employees feel more valued and everyone has greater visibility.

“There is a culture of trust and transparency,” Amail says, and this is reflected in the Average Commitment Index soaring from 60% to an all-time high of 68% at SNP (the absolute best practice is said to be somewhere around 65%).

Also, for a company that’s increasing its headcount by 33% from its current 1,500 to 2,000 over the next three years, AI is having anything but an adverse impact on SNP’s workforce. When companies around the world are laying off people from jobs that have been outsourced to AI, Amail jokes “Give them my telephone number.” In fact it’s not just the number of employees on SNP’s payroll that is going up, it’s also the number of locations around the world where SNP exists. SNP continues to expand its reach across the world with new offices in Dubai, Paris and Sao Paulo.

One of the biggest levers for growth is being able to scale up the services organization in order to

provide greater heft to partner enablement. SNP currently has a small services footprint in India of around 50 employees, and Amail would like to take this number to somewhere around 400.

SNP also demonstrates a whole-hearted commitment to sustainability, which is reflected in its internal policies, its general outlook as indeed in its software solutions. For example, SNP internal policies incentivize public transport travel for its employees.

Amail is particularly proud of SNP's decision to celebrate its 30th anniversary not by gifting each employee a pair of SNP-branded sneakers, which might have been a popular choice, but one that would have involved shipping goods around the world to each employee. Instead, SNP gave away around 1% of the company by gifting every employee 30 company shares.

Sustainability at SNP is also reflected in the everyday outcomes the company delivers for its customers, the most notable being the staggering reduction in size of Pfizer's data from its original 75 terabytes to just 5.5 terabytes post-transformation. A 93% reduction in data storage is not just an eye-popping headline for SNP, but also a fabulous gift to the planet, given that data is an expensive commodity to store and one that entails a substantive environmental impact in terms of the electricity and water consumption at cloud data centers.

In ways like this, SNP is preparing a



“We are thankful for the trust our customers and partners put in us.”

better world for the future. And keeping eyes on the road ahead, there is plenty of evidence that SNP is innovating faster than most with its game-changing software suite CrystalBridge, its selective data migration approach Bluefield and now Kyano. In a rapidly evolving tech world where the next transformation is frequently just around the corner, SNP is responding to that

need for speed with its targeted and modular data transformation software.

“Everything is now more relevant than ever as transformation is happening more often,” Amail concludes. “Look at climate change, the world population, the development of AI. Change has never happened this fast, yet it will never again happen this slowly.” ■

Understanding SAP S/4HANA and RISE with SAP Migration The Case for Bluefield

In the context of SAP data migration, organizations have several approaches to choose from: Brownfield, Greenfield, and Bluefield. Each of these methods offers distinct advantages and challenges depending on an organization's specific needs and goals.

The Brownfield approach involves upgrading or migrating an existing SAP system while retaining the current infrastructure, processes, and data. This approach is often chosen by organizations aiming to preserve legacy systems while modernizing their environment. While it can be cost-effective, it may also result in inherited technical debt and complexity, particularly if the existing system is outdated or has accumulated inefficiencies.

The Greenfield approach, on the other hand, represents a fresh start. It involves implementing a completely new SAP system, often from scratch, without the constraints of legacy systems. This approach allows organizations to reimagine processes and systems, eliminating

old inefficiencies. However, it can be resource-intensive, time-consuming, and disruptive, as it involves significant changes to infrastructure, processes, and data.

SNP's Bluefield approach offers a unique solution by combining the best of both worlds. It allows organizations to perform a selective migration, preserving key data and processes from the legacy system while modernizing and optimizing others. By selectively migrating only the necessary components, Bluefield offers companies the flexibility to modernize their SAP landscapes while minimizing risks, reducing costs, and maintaining business continuity. The Bluefield approach thus strikes a balance between the incremental updates of Brownfield and the fresh start of Greenfield, providing SAP users with an adaptable, efficient, and future-proof solution for their digital transformation journey.

Risk mitigation through expertise

Successfully navigating a Bluefield migration requires more than just technology - it demands deep

expertise and a proven methodology. SNP's track record in executing these migrations across diverse industries - ranging from manufacturing to retail - illustrates how complex projects can be managed efficiently. Through a blend of technical proficiency and strategic insight, SNP ensures minimal downtime, maintains data integrity, and meets the unique needs of each organization.

The advantages of Bluefield migration

Bluefield migration is not just about transferring data; it is a chance to align your systems with long-term goals. By selectively migrating data and processes, organizations can take





advantage of SAP S/4HANA's advanced features while optimizing operations and future-proofing their systems.

Enhanced flexibility and optimization

One of the primary benefits of Bluefield is the ability to tailor migrations to the business's unique needs. This selective approach helps businesses discard obsolete data and processes, allowing them to optimize workflows and maximize the potential of SAP S/4HANA. The outcome is a more agile, efficient system that better supports evolving business objectives.

Faster realization of value

Bluefield expedites the transition

to SAP S/4HANA and RISE with SAP, accelerating return on investment. By streamlining processes and reducing long-term maintenance costs, Bluefield enables organizations to leverage S/4HANA's capabilities sooner. This faster, more focused migration leads to quicker, smarter transformation, setting businesses up for success in the long term.

Ideal for complex business scenarios

Bluefield is especially effective in scenarios where flexibility is essential, such as mergers, acquisitions, restructurings, or compliance with changing regulations. SNP's experience ensures that these complex situations are

handled with precision, minimizing disruptions and maximizing value.

Is Bluefield the right choice for your organization?

Whether your goal is to optimize for growth, navigate a restructuring, or prepare for future challenges, Bluefield offers a strategic migration approach that balances risk with flexibility. With its ability to customize the migration process, optimize systems, and reduce downtime, Bluefield provides a compelling alternative to traditional migration strategies. More than just a technical upgrade, it represents a strategic step toward a future-ready system that aligns with your business goals. ■

The Impact of Crises and Changing Times on Global Companies and Data Trends

Over the years, businesses, societies, and politics have faced a range of evolving challenges, including financial, climate, and energy disruptions, pandemics, and wars. In response, companies are increasingly considering divestments as a strategic move or preparing for the possibility. Shifts in the economic and geopolitical landscape create uncertainty and new obstacles. Unpredictable developments further complicate decision-making and influence corporate strategies.

For international companies, conflicts and geopolitical tensions pose risks, either by making them targets or by complicating relationships with certain regions. To mitigate these risks, some businesses scale back operations in vulnerable areas. Crises also affect consumer behaviour, demand patterns, and market dynamics, making it necessary for businesses to adapt. Divesting non-core or high-risk assets can help companies reposition themselves, respond to shifting market needs, and

capitalize on new opportunities.

Selling underperforming or non-essential assets can generate liquidity, which may be needed to navigate a crisis and invest in more promising ventures. Divestment also allows companies to focus on areas with better growth potential, supporting long-term sustainability. Additionally, reallocating resources – such as capital and talent – can help businesses better meet evolving challenges. Divesting certain units can free up these critical resources for more strategic use.

Carve-outs, while often complex even during stable periods, are especially challenging in times of crisis. Beyond managing organizational and process changes, companies must design a carve-out plan tailored to their unique needs. Often, organizations have a basic understanding of their operational flows but lack detailed insight into their interdependencies. To execute a smooth carve-out, companies must master their operational complexities and engage experts from the outset.

At SNP, we bring decades of experience, a network of trusted partners, and a proven track record to every SAP system carve-out project. Our expertise, specialized tools, and dedicated teams ensure seamless execution. Our near-zero downtime approach and automated testing minimize risks and disruptions, helping businesses navigate complex transformations with confidence.

Case study: Carve-out, S/4 migration and cloud move – all in a single step

When BSW Timber faced the challenge of carving out the divested entities and data from SCA's global SAP ECC system following the sale of its Building



and Supply Solutions division, they were up against a tough deadline and complex requirements. The original plan involved a two-step process: first, a direct carve-out from ECC to ECC, followed by a separate Brownfield upgrade to S/4HANA after the transition period. However, with tight timelines and concerns about potential disruptions, BSW was determined to avoid multiple downtimes during the transition.

Enter SNP's innovative approach: Bluefield. Instead of sticking to the traditional carve-out and upgrade methods, SNP's strategy seamlessly combined the carve-out, migration to SAP S/4HANA, and move to the cloud into a single, streamlined project. This bold move allowed BSW Timber to

achieve all their goals with just one round of testing and a single go-live event.

The SNP team's execution was highly effective and delivered great results. With two test migration cycles and a final dress rehearsal before the cutover, the entire process was completed in just six months. The cutover itself was delivered smoothly in just two days, including the carve-out, S/4HANA migration, and the move to Azure Cloud – all ahead of schedule.

Key highlights:

- Single, unified project to carve out data, migrate to S/4HANA, and move to Azure Cloud
- Automated analysis tools simplified

system landscape assessments, ensuring efficient migration planning

- Proven SNP methodology accelerated the project timeline, aligning perfectly with the tight TSA deadlines

- Bluefield approach saved both time and money, eliminating the need for a separate Brownfield upgrade project

- Fast and efficient cutover, completed a full day ahead of schedule thanks to SNP's automation and expertise

BSW Timber not only met their deadline but also avoided costly and time-consuming disruptions, setting the stage for a smoother, more efficient future with S/4HANA on Azure Cloud. ■

From Monolithic to Composable Enhancing Business Agility



Tara von Metzen

Head of Products and Innovation
at SNP

Your enterprise data landscape can make or break your business agility. The best-case scenario is, of course, being able to plan your migration projects around business needs, not technical limitations. This agility has a huge impact on the bottom line: As Boston Consulting Group reported in 2023, agile companies are 2.7 times more likely to be a top performer in both financial and operational performance.

In the past, technology relied on monolithic systems, which connected all business processes within a single, large system. The composable approach, however, breaks these systems into smaller, specialized components. This allows businesses to tailor the technology to their specific needs and drive its usage.

Businesses could approach this by building custom applications to address specific needs in their industry, local regulations, organizational structure or combinations of all of the above. However, custom applications require

development time, resources and then more training to keep them up to date, maintained and running.

These specific custom applications are great, but they do not always integrate well with other systems. The composable approach addresses this by combining the specific needs or technologies with business drivers, ensuring interoperability and integration across various business applications.

While making this easier on the business side, this places a significant burden on the IT department. While investment in IT is on an upward trajectory worldwide according to a [2024 Gartner survey](#), with spending forecast to grow by 9.3% in 2025,





the scope of responsibilities for these teams continues to grow exponentially.

In a 2024 study by Foundry, the top three challenges when it comes to SAP S/4HANA migration projects were all related to available IT resources. Extrapolate this to other large-scale IT projects like creating and maintaining custom applications or managing the complexity of large data landscapes, and the pressure IT departments are under becomes clear. While composability is great from a business perspective, it does not automatically equal business agility across the organization if the impact on IT is not taken into account.

The main issue with composability is ensuring different business

applications from various vendors can communicate and share data effectively. Integration and interoperability are crucial for this.

The new API economy simplifies things by providing more standardization, making it easier for applications to communicate and connect. However, this shifts the complexity to IT departments, which must manage the dependencies between applications with different release cycles, maintenance schedules, and other variations. This makes IT landscapes much more difficult to manage.

When you have a diverse set of applications, they have different and sometimes also legacy data

structures. Although there are efforts to standardize these, the existing variety makes things very complex. This is one of the biggest obstacles to business agility from a technical perspective. What can we do about it? How can we tackle this?

First, it is important to focus on high data quality and data cleansing. You also need to consider data volume to identify the data you actually need. Tackling large data quality projects can be overwhelming due to the vast amounts of data companies have today. For example, in ERP and BW systems, there's often a lot of unnecessary data. It is time-consuming to deal with this, so it is better to cleanse or reduce the

size of these systems first. However, maintaining data quality remains a significant obstacle.

To achieve business agility with your technology, it is crucial to understand your landscape. You need to know what you have and be aware of any gaps in your knowledge.

The key is observability. You need to know what is connected to what, understand all the interfaces, and track data flows in and out. You should also be aware of maintenance and release cycles. However, all this combined poses a significant challenge for IT departments, and many still struggle with it today.

One of the major benefits of having a comprehensive overview of your systems is, of course, risk minimization. For example, changes in local regulations or political instability may mean your business needs to rapidly overhaul processes or restructure business units. Without a clear picture of the current data landscape, it is impossible to shift priorities quickly.

Getting a full landscape overview is not a simple process, most IT teams need support to set this up, and it can be challenging to know where to start.

The first step is to understand that it is not just about implementing new applications but also addressing legacy ones. Modernizing existing systems and creating a solid plan for this can be challenging. In my experience with customers, many do not have a clear understanding of their IT landscapes

or the data they possess. At SNP, we help them gain an overview of their IT environments and data and assist in creating a blueprint for the next steps.

We provide an ongoing service that keeps you informed about your IT landscape, data status, data quality, and distribution across different regions and countries. These factors often create obstacles to business transformation, which leads to reduced business agility. Consistent and continuous transparency of your landscape is crucial. Additionally, modernizing existing systems is important, rather than just plugging in new components to outdated ones.

What are the technologies and strategies to invest in, to keep your IT landscape agile in the future? In my opinion, it is going to be AI and composability: The need for speed is only growing. We see it every day: companies are buying and selling to quickly respond to market or regulatory changes. These changes used to occur every few years, but now they happen daily.

However, it is not just your technology that needs to be agile. Reacting quickly through people, processes, culture, and technology is becoming increasingly difficult. Composability will become even more relevant as it helps accelerate change. AI will play a significant role, as it is already speeding up many aspects of business applications. It can assist in planning processes, improving workflows, and enhancing

people engagement and culture.

At SNP, our strengths lie in providing comprehensive landscape transparency and modernizing legacy systems. We help businesses gain a clear overview of their IT environments, ensuring consistent and continuous transparency. This enables organizations to make informed decisions and swiftly adapt to changes. Additionally, our expertise in transforming outdated systems into modern, agile infrastructures ensures that businesses are not just plugging new components into old frameworks but are genuinely evolving their IT landscapes.

In conclusion, embracing a composable approach is not just a technological shift but a strategic imperative for modern businesses. By breaking down monolithic systems into modular components, organizations can achieve greater flexibility, faster innovation, and improved alignment with business goals. However, this journey requires a balanced focus on both technological advancements and the readiness of IT departments to manage increased complexity. Investing in AI and maintaining high data quality are crucial steps towards achieving true business agility.

As the pace of change accelerates, businesses that can adapt quickly through composable architectures and leverage SNP's strengths in landscape transparency and modernization will be better positioned to thrive in an ever-evolving landscape. ■



Beyond Migration

How Kyano Is Redefining Enterprise Business Agility



Christopher Dircks

Strategic Product Manager
at SNP

Kyano represents a significant evolution in SNP's software portfolio. Could you explain how the platform's "move" capabilities are revolutionizing data migrations? How does it differentiate itself from other approaches in the market?

Christopher Dircks: Kyano's "move" capabilities represent a significant evolution in data transformation, offering a proven, automated approach for all enterprise data migrations. At its core, Kyano Move handles everything from SAP platform modernization and cloud migrations to organizational restructuring and M&A integrations, powered by our established Bluefield methodology. What truly sets us apart is our standardized, software-driven approach with extensive pre-built content and guided procedures, enabling parallel project execution with near-zero downtime. This gives customers unprecedented flexibility to adjust the scope while

maintaining predictable outcomes. Built on 30 years of experience, this approach fundamentally changes how enterprises can tackle complex transformations, moving from consulting-heavy approaches to an automated, streamlined model.

With SAP's push for lean implementations, how do Kyano's "manage" capabilities help customers optimize their data landscape while maintaining compliance and critical business continuity?

Christopher Dircks: Kyano's "manage" capabilities offer a strategic approach to data optimization through comprehensive lifecycle management. At its core, Kyano Manage provides



efficient test data handling and automated verification processes to ensure data accuracy and consistency across the SAP landscape. Through active archiving and intelligent data volume management, we help customers optimize their data footprint while ensuring business-critical information remains accessible. This results in significant storage reductions and improved system performance. The balance between optimization and business continuity is further strengthened by Kyano Foundation, which continuously evaluates system agility against industry benchmarks and provides AI-driven insights for optimization opportunities. Kyano Foundation ensures systems remain lean and efficient while

identifying potential barriers to future transformation initiatives, setting the foundation for long-term business agility.

In today's fast-paced business environment, organizations need to be constantly transformation-ready. How does Kyano as a complete platform help customers achieve and maintain this agility while delivering measurable business value?

Christopher Dircks: Kyano delivers value across multiple dimensions and combines immediate benefits with long-term strategic advantages. Through automated processes and parallel execution capabilities, we significantly accelerate project timelines while minimizing business

disruption. Our standardized methodologies and comprehensive testing ensure predictable outcomes, while built-in compliance management addresses ongoing governance needs. The platform's unique integration of Move, Manage, and Foundation capabilities enables continuous optimization and proactive agility assessment, creating a future-ready data landscape. This translates into measurable results: reduced storage costs, faster transformations, and enhanced business agility. Most importantly, our scalable approach ensures customers are well-positioned to handle future transformation needs, making agility a sustainable competitive advantage rather than a one-time achievement. ■

People Power

The Key to Unlocking Success

Implementing complex IT transformation projects for well-known customers to solve the latest challenges is SNP's day-to-day business. Doing this requires a strong team of people – the backbone of every successful company. To attract the brightest minds, SNP creates a working environment that encourages creativity and doesn't attach importance to physical work locations. Ensuring talent spans all company functions is what delivers true value to SNP's customers.

Empowering innovation and flexibility: SNP's commitment to a dynamic and inclusive workplace

SNP creates a working environment that promotes creativity, innovation, ambition and drive, encouraging employees to be part of its success and future growth. Thanks to flat hierarchies, the team is actively encouraged to pitch their innovative ideas to be turned into reality.

As a global cooperation, SNP benefits from perspectives and ideas of a culturally and demographically diverse set of people. The belief is that the greatest ideas are not always developed within the confines of the office. Flexible structures enable

employees to think outside the box and find creative solutions – which is why mobile work opportunities are available to all employees worldwide. The concept of working from anywhere enables us to attract some of the best talent from across the globe. The flexibility it offers helps to guarantee the future success of the company and its customers. Delivery teams in the UK, for example, are spread all over the country providing access to some of the most skillful people in the business. And although SNP's headquarters are in Heidelberg, Germany, the creation of global management roles in various locations around the world is very much in the spirit of a truly global company.

A corporate culture that promotes encouragement

All this is made possible by a team that embodies SNP's corporate culture and core values. This includes leadership on an equal footing, with managers demonstrating transparency wherever possible and an open-door policy which makes the executive leadership team visible and accessible to the wider team.

Employees are invited to offer feedback to improve products, in

addition to taking an active role in shaping their day-to-day working environment within the company and impacting how SNP operates as an employer. SNP prides itself on helping customers transform – but it also works to continuously evolve itself to stay competitive. Truly listening to the workforce and the feedback they provide gives SNP further impetus to become an excellent company and an employer of choice in all dimensions possible.

SNP employees themselves are





ambitious. Belief in the individual strengths of its people, recognizing unique skillsets and employing people to the best of their abilities in their daily work sets SNP apart from the competition. SNP also believes that everyone can grow – regardless of age, tenure or position. Employees are supported to reach their individual growth goals by being provided with individual opportunities for learning, be that through training courses, mentoring programs or coaching sessions.

Leading the future of IT with dynamic projects and a thriving team

SNP prides itself on its ability to retain a small company feel where people are truly able to make a difference and have an impact on the company. It is able to attract some of the best people from the SAP environment – people with fantastic networks and expertise from the world of SAP and beyond. This benefits both SNP on its growth path and its customers.

Neither the data transformation

market nor SNP are slowing down any time soon, especially in light of the new software platform Kyano, designed to bring new and added value to customers. Over the next three years, SNP's workforce is set to grow from 1,500 to 2,000 employees. So, what can the new hires expect? Exciting IT transformation projects at internationally renowned companies, flat hierarchies, flexible working structures and diverse teams. If you want to shape digital transformation, SNP is the place to be. ■

Stronger Together

The SNP Partner Ecosystem

SNP relies on a strong partner network for its go-to-market strategy



Lutz Lambrecht

Executive Vice President
of Global Partner Management
at SNP

In 2020, SNP realigned its go-to-market strategy and focused on a strong partner network to drive its planned growth. In addition to its traditional direct sales channel, the company quickly established an indirect sales channel to support SAP customers in their IT transformation – flexibly, transparently, securely and quickly.

Thanks to its global partner network, which includes IT consulting firms, system integrators, software companies and hyperscalers, SNP has become the global industry standard for SAP-centric data transformations. SNP has teamed up with a number of well-known partners, including Accenture, IBM, PwC, SoftwareOne, All4One and Seidor. In three of the five regions in which SNP operates, its partner business already accounts for more than 50% of revenues. Leading consulting firms such as Deloitte,

KPMG and BearingPoint are also showing increasing interest in closer cooperation, as are the largest hyperscalers, including Microsoft Azure, Amazon Web Services and IBM Cloud.

With one of the world's largest and internationally active partner networks in the field of data transformation, SNP increased the revenue share from its partner business to over 46% in 2024 – and this figure is trending upward.

Success factors: Partnership, feedback and co-innovation

The basis for the rapid success of SNP's partner network lies in a clear strategy and close cooperation with partners. SNP consistently pursues a partner-first strategy that promotes knowledge sharing and strong ties in all areas – from marketing and sales to project implementation and innovation. Regular dialog with





partners, for example, through Partner Advisory Councils, is a key component of the collaboration. These councils allow partners to provide direct feedback and actively contribute to product development.

Another critical success factor is partner enablement. SNP places high value on providing its partners with the necessary tools and training so that they can implement data transformations with the same quality and efficiency every time. The flexibility to adapt to the specific needs of partners plays a decisive role here. Whether they want to carry out projects entirely on their own or leverage SNP to implement data transformations, the company offers customized solutions for all requirements.

One particularly innovative solution is the new platform Kyano, which offers partners additional opportunities for co-innovation.

“SNP has laid a strong foundation to continue to successfully support its customers in their IT transformation.”

By integrating their own solutions into SNP's portfolio or parts of SNP software into their own business models, partners can actively contribute to the further development of the platform. Solutions for moving to the cloud are already available, such as the components “Cloud Move for IBM” and “Cloud Move for Azure,” which were developed in collaboration with Microsoft and IBM.

Strategic expansion of the partner network

SNP is pursuing a clear strategy in expanding its partner network: quality over quantity. New

partnerships are only established in high-growth regions or specific industries. It is important that not only SNP, but also existing or future partners can benefit from new collaborations.

With a clear partnership strategy and a focus on flexibility and innovation, SNP has laid a strong foundation to continue to successfully support its customers in their IT transformation. The company is on a clear growth path and will continue to be a driving force behind efficient and secure data transformations in the future – backed up by its first-rate partner network. ■

A Collaboration that Fueled the Future

How SNP and Deloitte partnered to help an oil and gas company overcome the challenges in its digital transformation journey to SAP S/4HANA.

By Radhika Ojha

Director Content Products and Senior Editor, ERP Today

Digital transformation is a necessity for businesses seeking to remain competitive in today's dynamic landscape. For large enterprises, especially those in complex industries like oil and gas, this transformation can be particularly challenging given the criticality of the business.

In a fireside chat hosted by ERP Today and SNP, Jack O'Brien, Head of Sales for Northern Europe for SNP; Conor Boden, Senior Data Strategy and Solutions Architect at SNP; and Piyush Mistry, Partner SAP practice at Deloitte UK, explored the critical steps and challenges involved in the digital transformation journey of a world-leading oil and gas major that migrated its SAP ECC environments to

SAP S/4HANA. Giving the example of the SNP-Deloitte collaboration during the project, the participants also highlighted how strategic partnerships ensure a smooth and effective transition.

The client and their transformation journey

In 2020, the oil and gas company, which has operations in over 70 countries, embarked on a comprehensive program to migrate all their SAP ECC environments to S/4HANA. This ambitious undertaking encompassed the entire energy value chain, from upstream operations and integrated gas to downstream manufacturing, chemicals, renewables, and energy solutions.

"The initial approach for some

business units was a Greenfield transformation," Mistry said. "This involved a complete redesign of end-to-end processes and data models, aiming to create a clean core S/4HANA template aligned with SAP's best practices and industry-leading standards."

The goal was to eliminate legacy customizations and establish a single source of truth for financial data through Central Finance, upon which other applications like subgroup reporting and SAP Analytics Cloud would be built.

However, the sheer size and complexity of the existing ECC systems, coupled with the extensive customizations accumulated over years, presented a significant hurdle for the downstream business



“The selective data migration, facilitated by SNP, proved to be the fastest, safest, and most cost-effective way to achieve the client’s business objectives.”

– Piyush Mistry, Partner SAP Practice, at Deloitte UK

units. According to Mistry, “The business case for a full Greenfield transformation in these areas proved challenging to justify. This necessitated exploring alternative approaches, including a technical upgrade (Brownfield) and a selective transformation.”

O’Brien adds that a crucial factor driving this transformation was the

approaching change in maintenance for migrating ECC to S/4HANA. “The client needed the most efficient and effective path to S/4HANA, balancing the need for modernization with the practicalities of their complex environment,” he said.

A selective migration approach

The selective data migration approach,

powered by SNP’s expertise and tools, emerged as the optimal solution to overcome the transformation challenge faced by the oil and gas company. It allowed the client to retain valuable customizations that provided a competitive edge, while selectively transforming data objects. This hybrid approach offered the best of both worlds, making the business case significantly more compelling.

As Mistry explains, “The selective migration, facilitated by SNP, proved to be the fastest, safest, and most cost-effective way to achieve the client’s business objectives.”

The core principle of the program was to minimize disruption to end-users, targeting a 48-hour cutover window. “This transformation aimed to establish a foundation for future

“This transformation aimed to establish a foundation for future innovation and further digital initiatives.”



– Conor Boden, Senior Data Strategy and Solutions Architect at SNP

innovation and further digital initiatives,” Boden said.

A crucial early engagement

SNP’s early involvement was critical in shaping the transformation strategy, explains Mistry. It helped the client move from an entrenched position focused on a Brownfield migration to a more flexible and optimized selective transformation approach. For the client, Mistry notes, “SNP’s ability to contextualize their toolset and demonstrate their capabilities through real-world examples and case studies built credibility and confidence.”

One of the key challenges was addressing the client’s highly skilled internal team. To overcome this hurdle, SNP and Deloitte focused on building strong relationships with key stakeholders. “Our partnership ensured their buy-in and made the team proponents of the chosen approach,” explains Mistry.

O’Brien adds, “This collaborative approach facilitated smoother communication and ensured alignment throughout the project.”

Moreover, the SNP and Deloitte partnership addressed many other key challenges:

- **Implementing the New GL:** The implementation of a new General Ledger (GL) was identified as a high-risk area. Missing the deadline for this component could have resulted in a

year-long delay. “The collaborative partnership between Deloitte and SNP, leveraging SNP’s market-proven tools and joint team approach, mitigated this risk, providing the client with confidence in the timeline,” observes Mistry.

- **Resource availability:**

Selective data migration expertise is a specialized field with limited resources. “Our combined strength ensured access to the right skills at the right time, mitigating resource risks and ensuring project delivery within the agreed timelines,” comments O’Brien.

- **Cost variability:** Project estimates were based on assumptions, which carried inherent risks. However, the partners provided the client with greater confidence in the budget by conducting a thorough pre-project analysis to validate these assumptions that reduced cost variability.

- **Cutover window:** Achieving a 48-hour cutover window presented a significant technical challenge, which was overcome by the partners developing a robust plan that met the ambitious target.

The power of collaboration

The success of this transformation hinged on the strategic partnership between Deloitte and SNP. Deloitte, as the oil and gas company’s long-standing SAP implementation

partner, brought unparalleled insights into the client’s business, processes, data models, and overall transformation objectives. “[Deloitte’s] deep understanding of the client’s specific needs and expectations was invaluable,” explains O’Brien.

SNP, with their specialized expertise in data transformation and their market-leading tools, complemented Deloitte’s capabilities. According to Mistry, “[SNP’s] ability to analyze the client’s systems, identify transformation opportunities, and provide objective assessments was crucial for developing a pragmatic and effective approach.”

“By embracing a selective data migration strategy powered by SNP and guided by Deloitte, the client could minimize disruption and lay the foundation for future innovation,” adds Boden.

Finally, the partnership underscored the importance of careful planning, collaboration, and a willingness to adapt to the unique needs of each organization. By combining Deloitte’s business transformation and SAP implementation expertise with SNP’s technical prowess and tools, the client gained access to the best of both worlds. “This partnership fostered trust, facilitated knowledge sharing, and ensured that all stakeholders were aligned throughout the journey,” concludes Mistry. ■

CASE STUDY

Unlock the Secrets of a Successful ERP Transformation: Pfizer's Journey to SAP S/4HANA



Discover how Pfizer achieved operational excellence and gained a competitive advantage through their strategic ERP transformation. In our latest case study, we delve into Pfizer's extensive journey of adopting SAP ERP systems, culminating in a successful migration to SAP S/4HANA. This remarkable transformation has resulted in significant annual savings and has earned Pfizer recognition for having the best ERP program.

Key highlights:

- Strategic approach: Pfizer's ERP journey began with a clear strategy, followed by the formation of an ERP organization and the launch of the ERP program.
- Technical expertise: The company

undertook extensive technical pre-work, including the remediation of 4,457 programs and objects, and successfully integrated over 83 SAP S/4HANA systems.

- Selective data migration: Pfizer employed a selective data migration strategy, moving divested companies and stale organizational structures to a read-only ERP+BW system.
- IBM Rapid Move transformation experience: The collaboration with IBM and the SNP Group played a crucial role in the success of the migration, streamlining essential tasks and reducing the time and effort required.

The results of Pfizer's data-driven transformation have been significant:

- Improved decision-making: With access to timely and accurate insights, Pfizer's management can

now make more informed decisions, reducing the risk of costly mistakes.

- Increased efficiency: The company has streamlined its operations, reducing the time and resources required to bring new medicines to market.
- Enhanced innovation: By applying advanced analytics to its data, Pfizer has accelerated its innovation pipeline, identifying new opportunities and improving patient outcomes.

Learn how Pfizer's commitment to leveraging advanced technologies has enabled them to achieve operational excellence and gain a competitive advantage. ■

Read the full case study: <https://www.ibm.com/case-studies/pfizer>

Driving Sustainable Growth

The Strategic Importance of Market Expansion at SNP



Ian Wahlers

Global Chief Revenue Officer
at SNP

As SNP continues its journey of growth, it is crucial to recognize that one of the key pillars for further success lies in expanding market share in regions that present the most promising opportunities. This is not about just spreading ourselves thin, but about purposefully extending our reach where the market potential aligns with our expertise, resources, and the expectations of our customers and partners.

SNP's market expansion strategy is rooted in a clear framework that classifies markets into Core, Strategic, and Emerging categories. As a global niche technology service provider, it is essential to approach market growth with a keen understanding of local dynamics, the capacity to invest and deliver effectively, and the imperative to be present where our customers and partners need us.

Core markets: A foundation for global excellence

Our Core Markets represent the backbone of SNP's operations, where we have historically concentrated our resources and expertise. These markets include key regions such as Europe, the US, Japan, Australia, and Latin America, where we have

built a legacy over the past 30 years. These regions serve as the hub for our R&D, centralized functions, and core competencies. In these markets, we have fostered deep-rooted relationships with customers, gained valuable insights into local business environments, and established a reputation for delivering high-impact results. It is from this strong foundation that SNP can expand to new territories with confidence, leveraging the knowledge and capabilities we have honed over decades.

Strategic markets: evolution, not revolution

When considering expansion into new regions, we turn our attention to Strategic Markets – locations where we have already established a footprint and built a foundation of local presence, customers, and partnerships. These markets present significant growth potential, and expanding our footprint here is a natural next step in our journey. However, success in these markets requires more than just investment – it requires a deep understanding of the local landscape and a commitment to tailored delivery models that ensure we meet the competitive demands of the region.

In Strategic Markets, we typically



see growth rates between 200% to 300% in the early stages. This growth is driven by leveraging our local presence, partnerships, and the broader backing of our global organization. However, it is important to recognize that this kind of growth is not about disrupting the market. It is about gradual, strategic evolution. Our goal is to transform these Strategic Markets into Core Markets, just as we have successfully done in regions like Brazil and France in recent years.

The power of local insight

One of the most important lessons we have learned through our expansion efforts is that successful market penetration is grounded in a profound understanding of the local culture, business practices, and customer needs. It is not enough to assume we know a market from a distance – successful expansion requires us to be truly embedded within the local

environment. This means listening intently to our customers, engaging with local partners, and gaining insights from our employees who understand the region from within.

Establishing credibility in new markets hinges on our ability to demonstrate that we are committed for the long haul and a reliable, trusted partner. It is about building relationships, understanding the intricacies of each market, and delivering value at every stage of the process.

A methodical approach to sustainable growth

At SNP, we do not believe in a one-size-fits-all approach. Every market is unique, and while we have a proven formula for success, we tailor our strategies to meet the specific needs and challenges of each region. The devil is indeed in the details, but having a structured method for expansion ensures that we are

positioning ourselves for sustainable growth that will benefit our customers, employees, and partners for years to come.

Through our commitment to strategic market expansion, we are not only increasing our market share but also deepening the value we provide to our customers. By evolving with the market and staying close to the pulse of local needs, we can continue to grow in a way that is both responsible and impactful.

As SNP moves forward, we remain dedicated to being where our customers and partners need us, ensuring that we are not just participating in global markets but shaping their future with innovative solutions and a steadfast commitment to excellence. The journey of expansion is ongoing, and by staying true to our values and methodical approach, we are poised to continue our trajectory of success for many years to come. ■

Discover the Future of Business Agility at Transformation World 2025

Are you ready to discover how businesses are modernizing their data landscapes? Transformation World is the premier event designed for industry leaders and IT professionals eager to harness the power of business agility in their organizations.

Transformation World 2024: A milestone for the SAP community

Transformation World 2024 in Heidelberg was a landmark event for the SAP community, drawing over 1,500 participants from 50 countries. Hosted at the SNP dome, the conference focused on the theme “Winning together,” emphasizing the importance of collaboration in achieving digital transformation.

The event featured a series of insightful presentations on topics such as migration to SAP S/4HANA, data management, cloud integration, and the role of AI in business processes. Participants spent two full days at the conference which also addressed the growing importance of the RISE with SAP program, which supports companies transitioning to SAP S/4HANA as well as discussing M&A

challenges and solutions in exciting panels, workshops and one-on-one sessions.

Keynote speakers Gordon Herbert, former head coach of the German national basketball team, and Andrea Petković, former professional tennis player, highlighted the parallels between sports and business success, underscoring the value of both teamwork and individual excellence.

Key highlights and innovations

One of the standout moments was the introduction of Kyano, a new platform designed to accelerate digital transformations and enhance business agility. Kyano offers advanced features like closer partner integration, continuous cloud services, and an agility index that assesses data quality and system integration. The platform's AI capabilities promise significant improvements in understanding data from unknown sources, automated testing, and increased productivity for partners and customers.

AI and the future of business

AI was a central theme at Transformation World 2024, with Jan

Gilg, President and Chief Product Officer, Cloud ERP at SAP, discussing the transformative potential of generative AI. Practical insights then showed how AI can optimize processes, increase efficiency, and drive profitability.

Looking forward to Transformation World 2025

As the saying goes, “When one game ends, another begins.” The SAP community is already gearing up for Transformation World 2025, scheduled for June 25th and 26th at the SNP dome in Heidelberg. The upcoming event promises to build on the successes of 2024, offering even more opportunities for learning, networking, and innovation.

Transformation World 2025 will continue to focus on the latest trends in digital transformation, with a special emphasis on AI, cloud integration, and global market strategies. RISE with SAP will still be a huge topic in 2025, with SNP's partners also demonstrating their expertise in this area, including IBM who will showcase IBM Power Virtual Server as the fifth hyperscaler cloud infrastructure for RISE with SAP, as well as multiple successful SAP RISE projects presented by our customers.

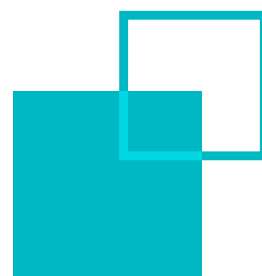
Attendees can look forward to engaging presentations, hands-on workshops, and valuable insights from industry leaders.

Mark your calendars and join us in Heidelberg for Transformation World 2025. Together, we can drive the future of digital transformation and achieve new heights of business agility and success. ■





**Be the change.
Join the team.
Celebrate the wins.**



JOIN US as we grow and shape the future together.
We will be more than happy to get in contact and explore
your next job opportunity together with you.



DATA. TRANSFORMATION. EXPERIENCE.

RISE faster with Kyano

Enable agility, accelerate time to value, minimize risk and downtime with our end to end data migration and management platform.



Discover how SNP can help make your move to SAP RISE quick and easy.