

Michael Hannover

# SAF-HOLLAND's Global Greenfield Journey to SAP S/4HANA

The Digital Enterprise Day  
October 2025



# Who is presenting?

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**SAF-HOLLAND -  
SAP Automotive  
Reference Customer**

[https://www.sap.com/germany/assetdetail/  
2025/05/1474debd-067f-0010-bca6-  
c68f7e60039b.html](https://www.sap.com/germany/assetdetail/2025/05/1474debd-067f-0010-bca6-c68f7e60039b.html)



# SAF-HOLLAND at a glance



The SAF-HOLLAND Group is a leading manufacturer and supplier of **high-quality components, systems and digital applications** for **trailers** and **semi-trailers**, **trucks** and **buses**.

Worldwide

29

Production sites

65

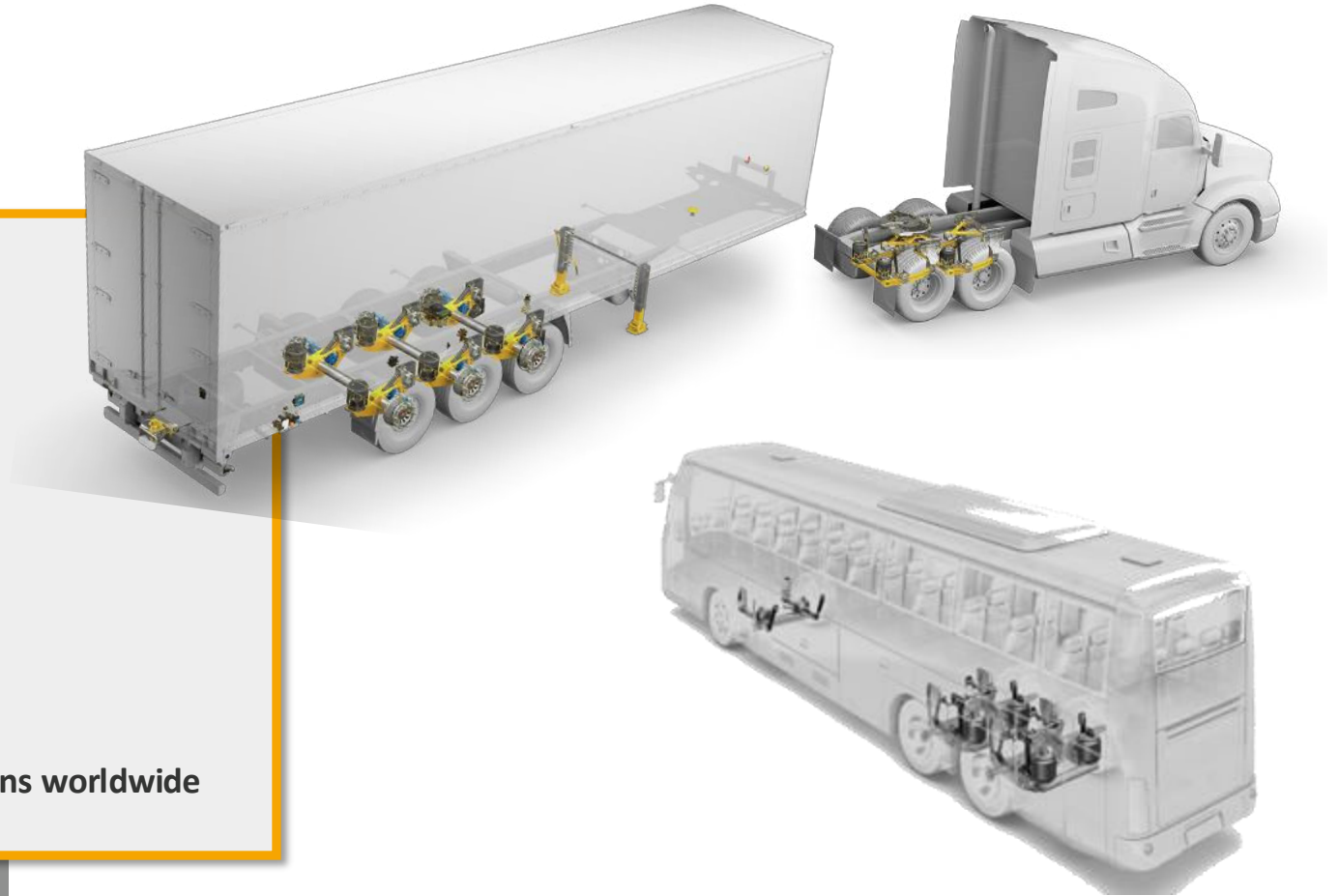
Subsidiaries

5.500

Employees

ca. 10.000

Parts and service stations worldwide

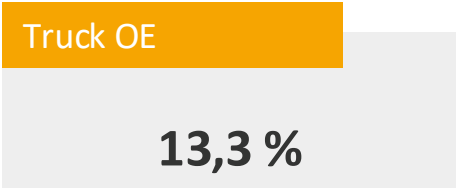
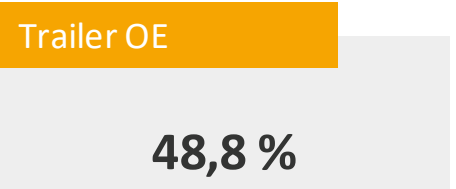
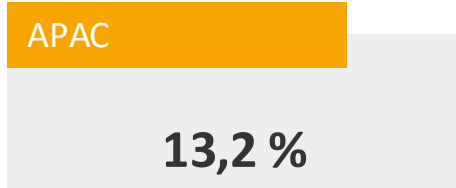
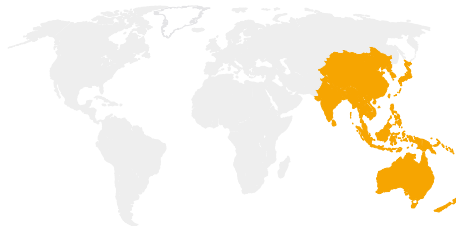
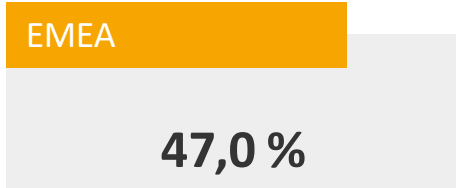
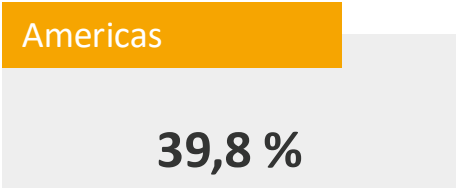
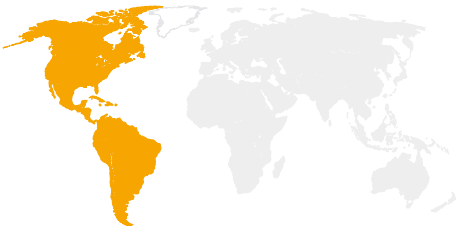


# SAF-HOLLAND - Key figures



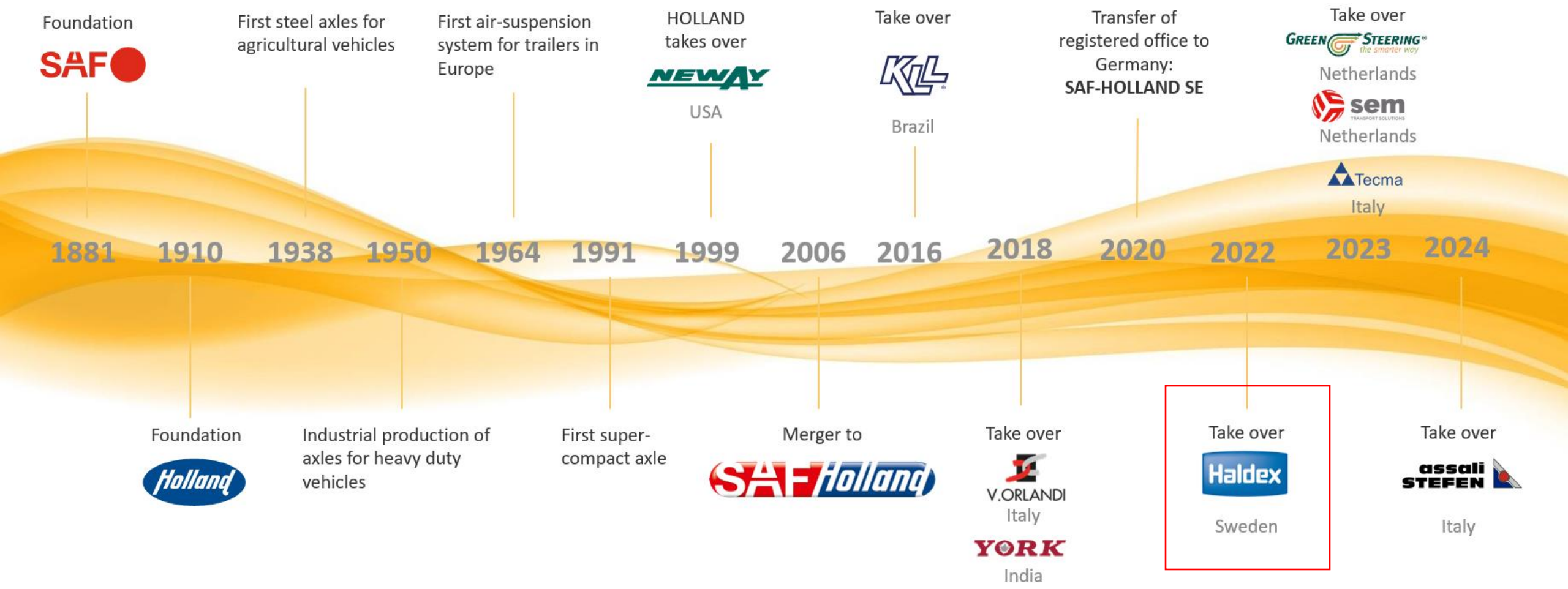
Turnover 2024

€ 1.877 Mio.





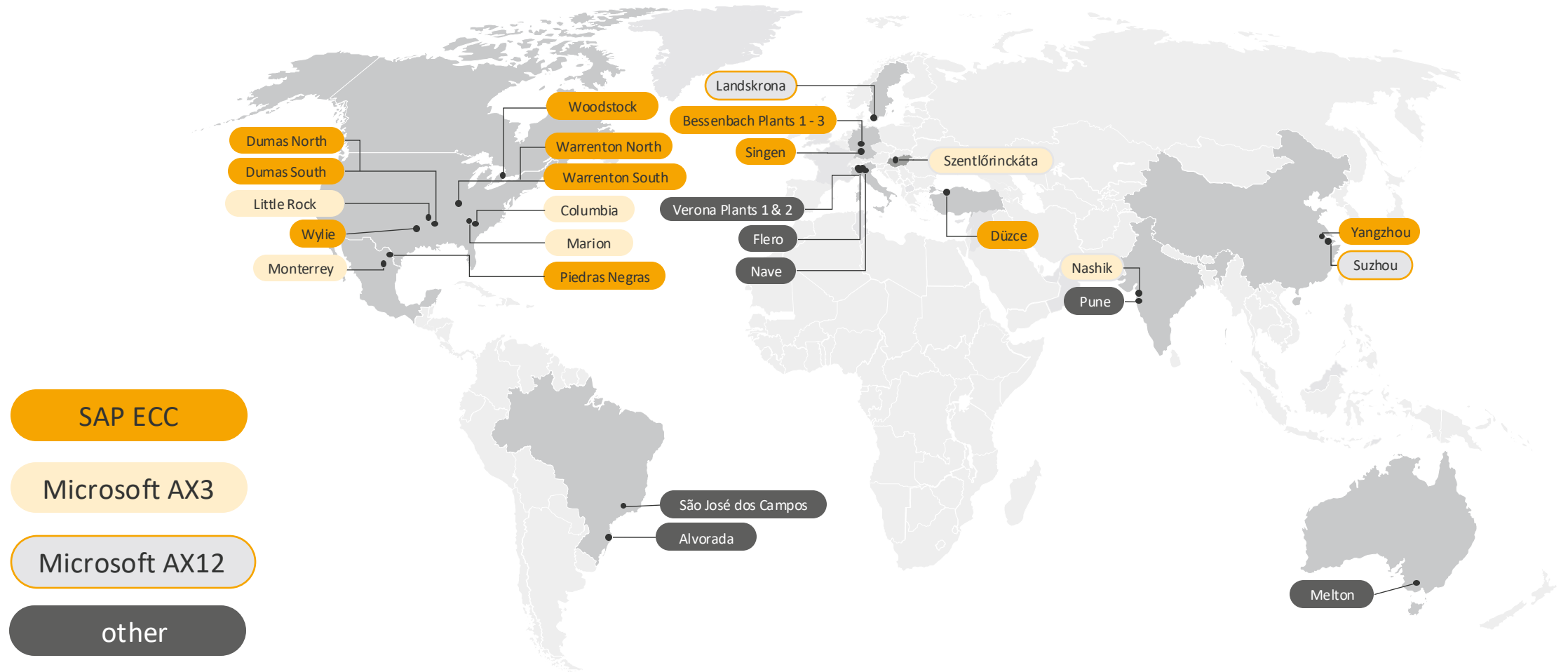
# SAF-HOLLAND - History



# Why doing the Phoenix Project?



29 Production Sites > 10 different ERP systems



# Why doing the Phoenix Project?

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- **No Interfacing** between the ERP systems
- **Process differences** and breaks globally (even in the same ERP)
- **M&As are difficult** to integrate
- Systems are **out of support** and **highly customized**
- Most ERP systems are operated on-premise in **different data centers**
- **Many workarounds** and Excels





# Project Approach & Rollout Strategy



*"stronger together"*  
Takeover In 2022



- Users = ~1.750
- 1 global System
- No harmonized processes
- Highly adjusted in over 20 years
- Out of Support End of 2027
- On premise

- Users = ~800
- 4 separated & independent systems
- Harmonized processes only in AX12
- Functional constraints in AX3, e.h. WHS
- Out of support
- On premise



## Phoenix Project

- 1 global system and instance
- Global Template
- Greenfield Approach
- RISE with SAP Private Cloud Edition

2.

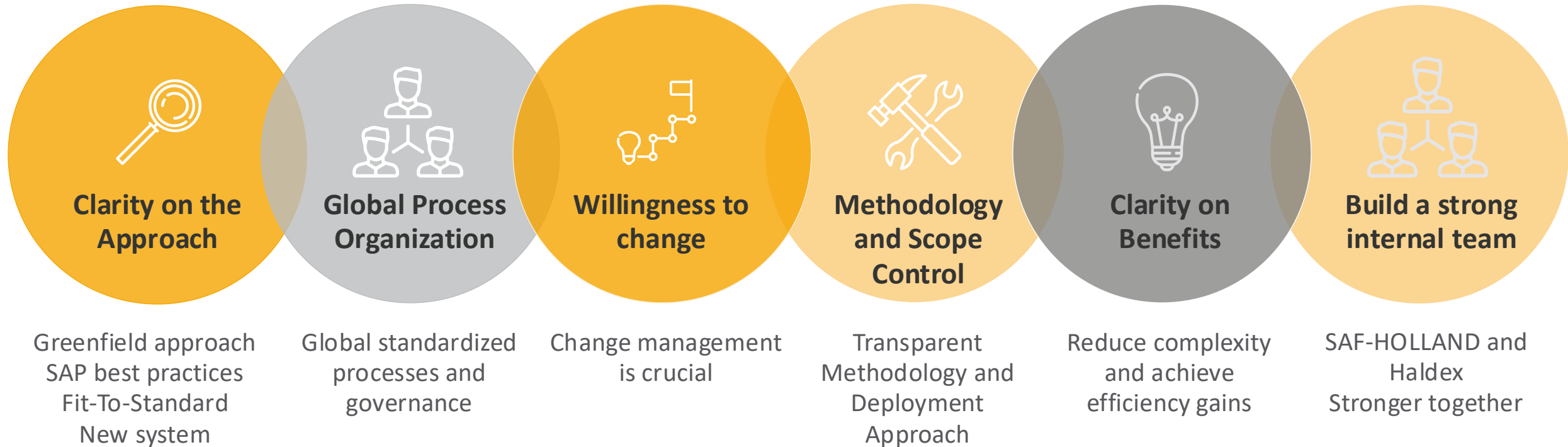
1.



# Solving current business problems and preparing the group for the future



# SAP S/4HANA Greenfield Implementation – Key Success factors



# 80:20

**80 %** usage of **SAP Standard processes**  
**20 %** usage of **extensions and enhancements**

**All WRICEF entries have to follow our strict “Keep the core clean”-policy**

# Project Organization & Functional Scope



Global  
Business & IT



Program Sponsor

Steering Committee

Project / Program Management

Solution Architecture

Business Process  
Management

IT Integration &  
Development Management

SAF and Haldex  
together with CNT



## Functional Process Team

Order to Cash  
(O2C)

Forecast to  
Manufacture  
(F2M)

Procure to Pay  
(P2P)

Research &  
Development  
(R&D)

Quality  
Management  
(QM)

Record to  
Report (R2R)

Warehousing  
(WHS)

## Cross Functional Teams

Test  
Management

Cutover /  
Rollout  
Manager

Master Data  
Management

SAP Basis

Compliance

Training  
Management

Authorization  
Management

Analytics

Migration &  
Development





Driving Global Unity

## Key figures

**30**

Sites to roll out  
SAP S/4HANA

**10**

Countries in the  
Americas, Europe  
and Asia

**130+**

Project Members  
per Rollout wave  
(internal + external)

**21**

Productions Sites  
in the Americas,  
Europe and Asia

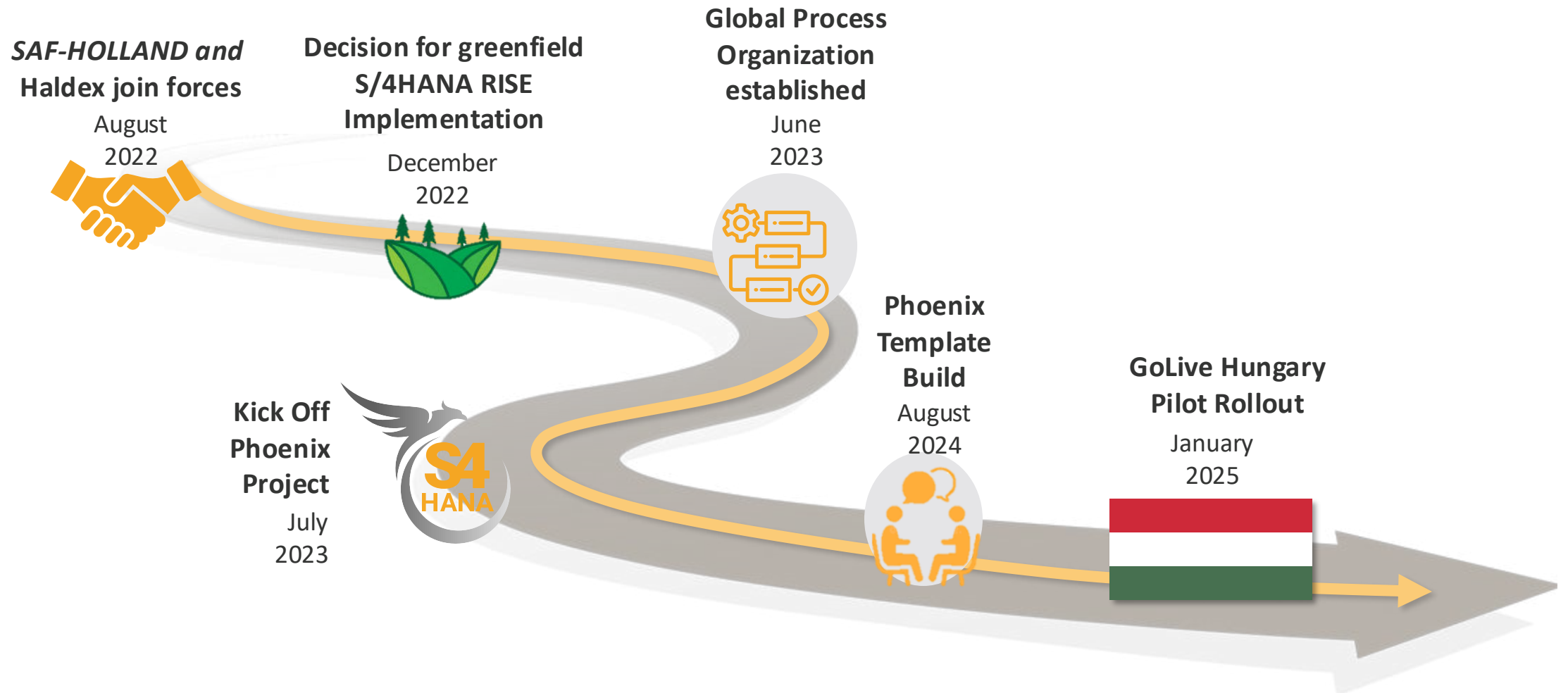
**3000+**

Employees to be  
trained

**5**

Legacy System  
instances to be  
replaced

# Our road so far...



# Roadmap & Upcoming Go-Lives



Timeline

## Q1/2026

AX3 Wave Americas



## Q1/2027

ECC/AX12 Wave Americas

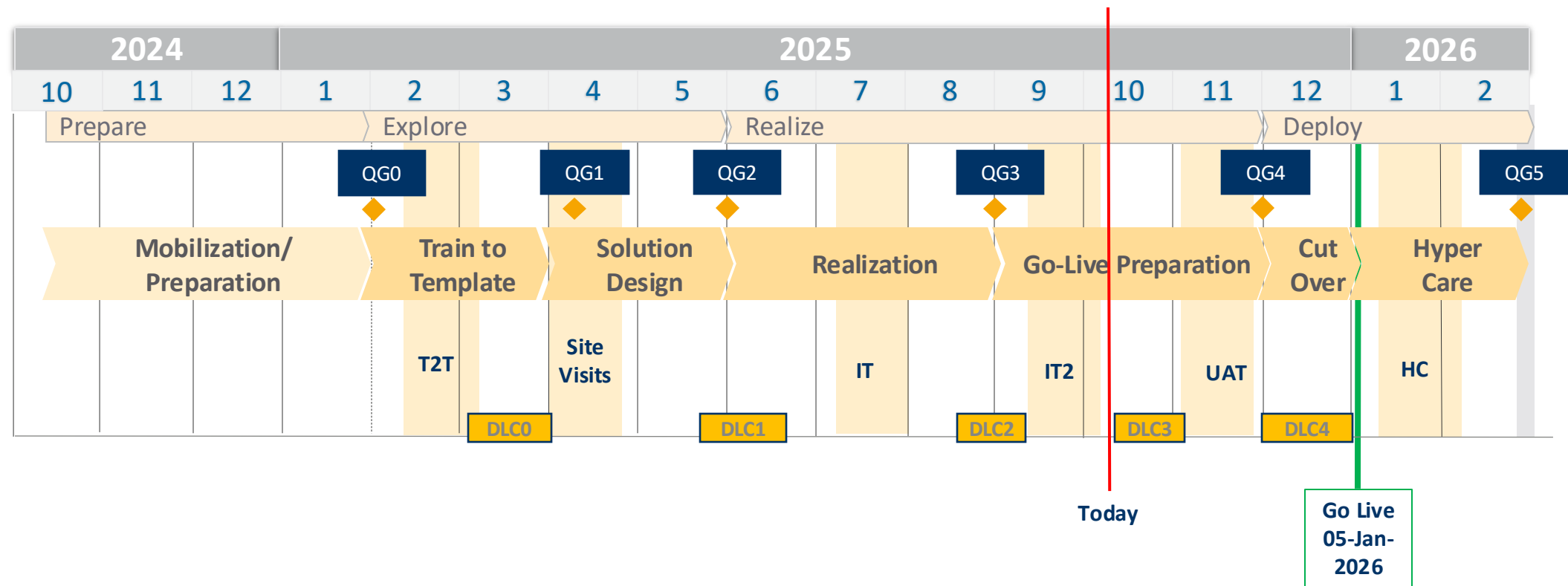


## Q1/2028

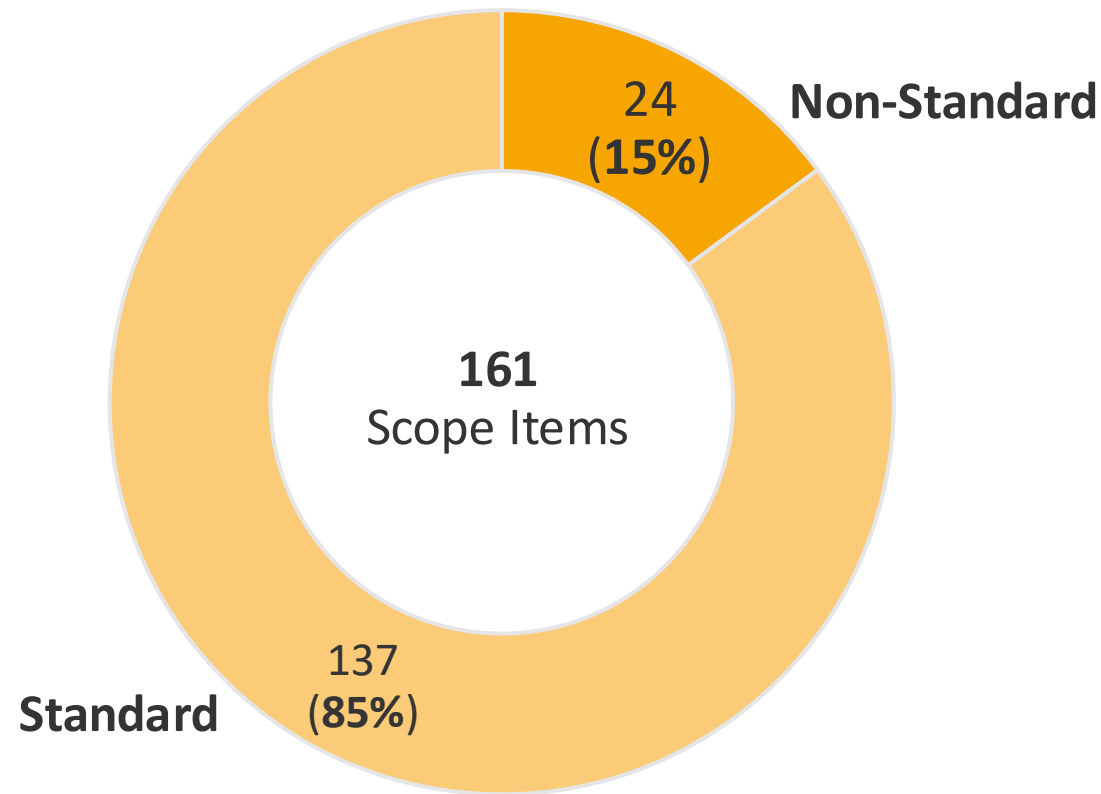
EMEA / APAC Wave



# Phoenix Project - Americas AX3 Wave Project Plan



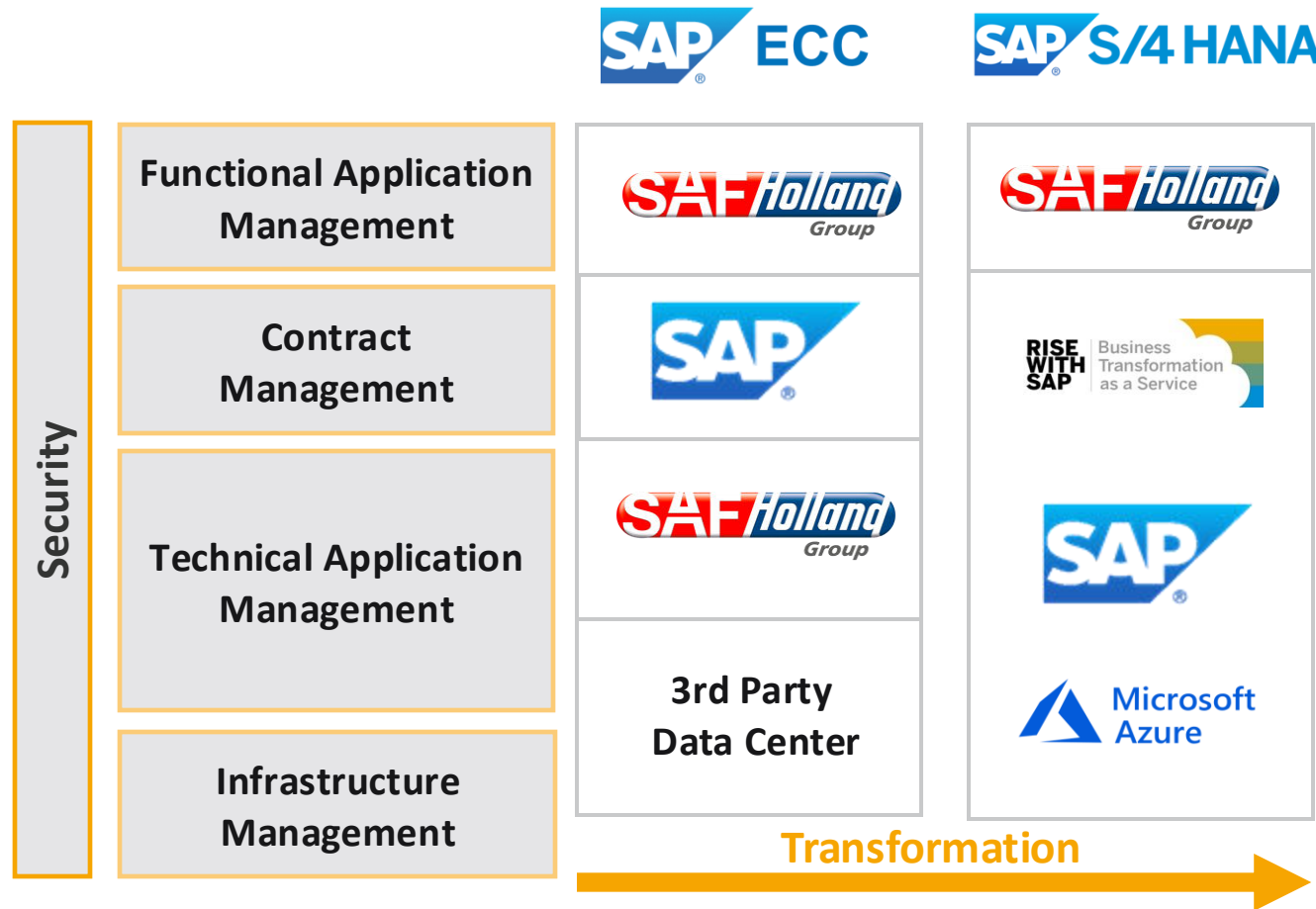
DLC = Data Load Cycle  
QG = Quality Gate  
IT = Integration Test  
UAT = User Acceptance Test  
HC = Hypercare



- Out of 161 standard scope items, 24 (15%) are impacted by an **enhancement**.
- **Majority** of the enhancements are related to **3 process areas** (Forecast-to-Manufacture, Quality-Management and Record-to-Report)



# Transformation SAP ECC Legacy to RISE with SAP



## Key Points:

- Concentrate on **Core business**
- **Partially terminate SAP ECC** Maintenance until 2028
- **Ramp up SAP S/4HANA** According to Project Plan until 2028

# Application Landscape Following Cloud First Strategy (Extract)



## Legacy Application Environment

### SAP Onprem Applications

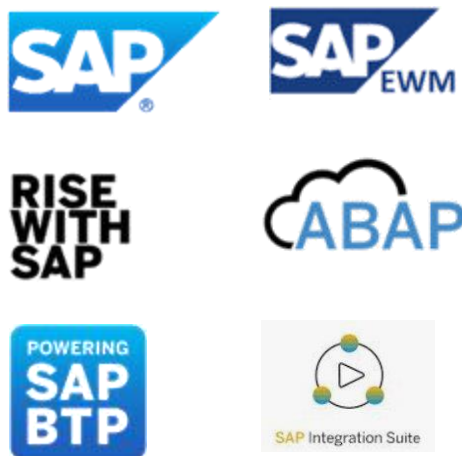


### Other Onprem Applications



## Cloud Application Environment

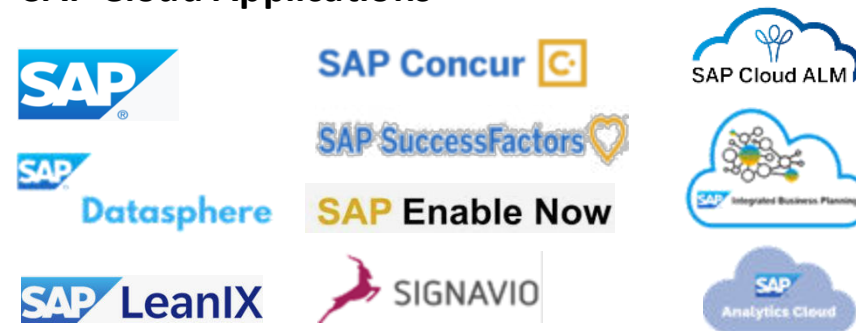
### RISE with SAP, PCE



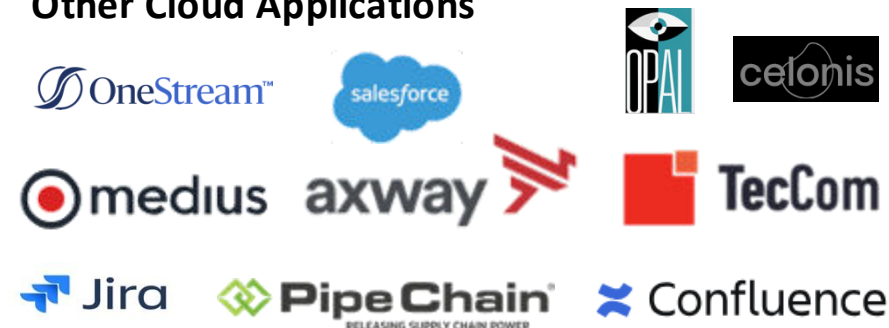
SAP S/4 HANA

SAP aATP SAP PP/DS

### SAP Cloud Applications



### Other Cloud Applications



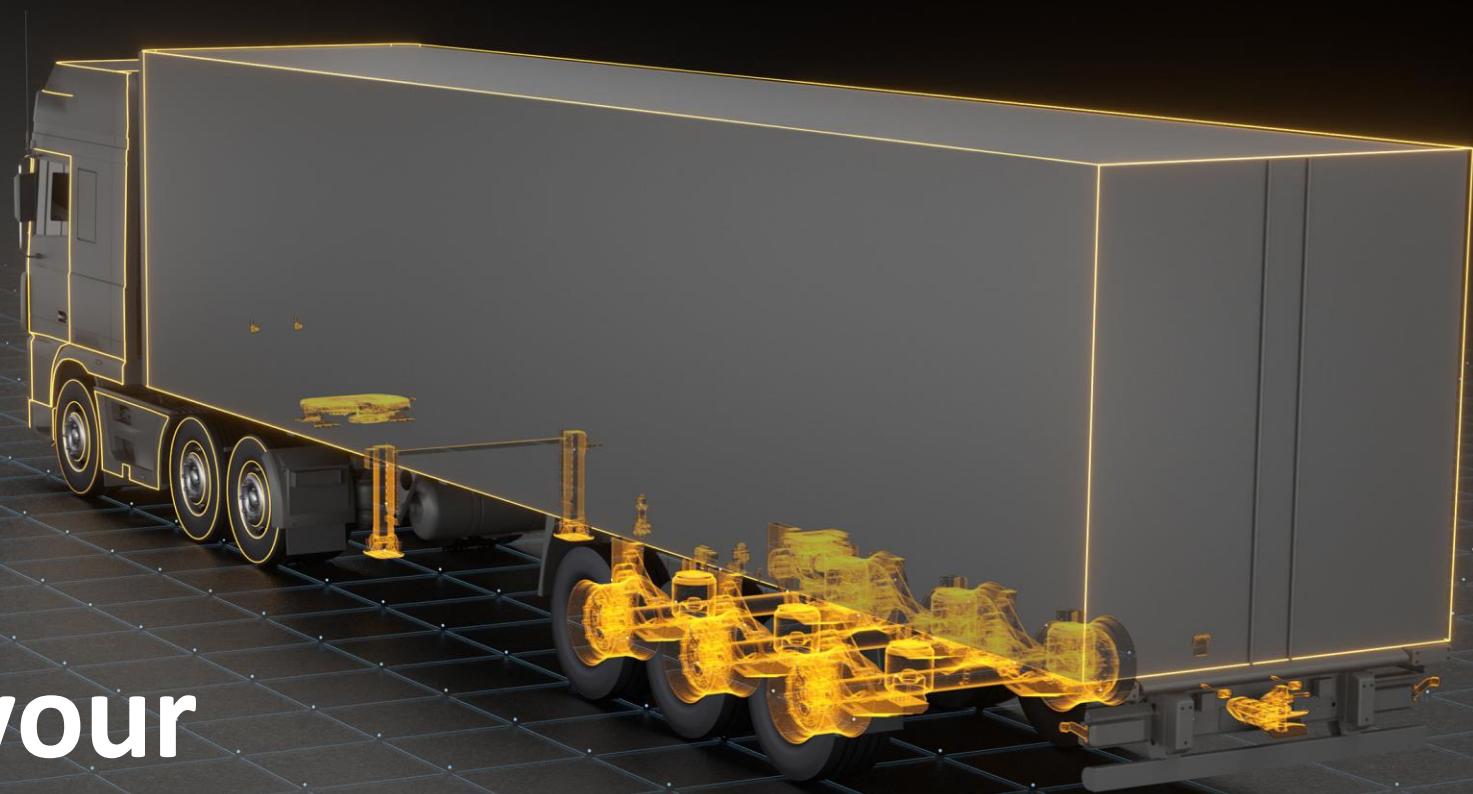
- **Plan and ensure enough capacities, especially for:**
  - Migration Management
  - Test Management
  - Cutover Management
- **Ensure Project Preparation**
  - Change Management for business and IT
  - Start Early with Data Cleansing and keep track on it
  - Early Setup of Tooling for Project Support (e.g. Jira, Confluence, Cloud ALM)
  - Clearly defined roles & expectations
- **Ensure to have a Global Process Governance in place**
- **Active Priorization and Resource Leveling of Projects**



- **High Management Buy-in** and support from C-Level
- **Highly motivated and engaged Team** (Global & Local)
- **Great support** from CNT Consultants
- **Onsite Visits** in main phases
- Main processes are considered in the **Pilot to prove the template**







Thanks for your  
Attention