



+ snowflake

+ TREDENCE

> Unlocking SAP Data with

POWER OF
3

Sept 2025

Deep Expertise | Tailored Journeys | Rapid Speed to Value | Strategic thought-leadership | Outcome-assured Execution | Customer Delight

#BeyondPossible

Oct 30¹st, GTM Workshop – Agenda

1. Introductions
2. Tredence SAP, Snowflake Capability (30 mts).
3. Snowflake Manufacturing/Auto Vision (Pat/Tim/Nandith) (30 mts).
4. AWS Snowflake – SAP GTM strategies. (Sunny/Abhijeeth/Ankith) (30 mts).
5. AWS Connected Mobility Solutions (Andrew Givens, Ashika Schroll)
6. Review Qualified Target accounts (30 mts).
7. Next Steps, Ownership, Cadences(30 mts).

#BeyondPossible

~\$4B Total Co-Sell TCV
5200+ Co-sell Deals

Increasing Sales Collaboration
Developing Industry Solutions
Deepening Product Integrations
Expanding Marketing Strategies



AWS GLOBAL ISV DATA AND ANALYTICS PARTNER OF THE YEAR

Snowflake integrates with 25+ AWS Services



+ = **BETTER TOGETHER**



80%

Snowflake customers deployed on AWS



19+

AWS WW regions where Snowflake is available



+10%

Runs faster on AWS (Graviton optimized)

partner network

marketplace

competency

AWS Funding Programs

Support customers Migration projects and new workloads deployment

Available on AWS Marketplace

#1 AWS ISV Partner Globally

Data Analytics, AI/ML, etc

Joint Industry Solutions & GTM initiatives

"Data Science is a major use case, especially as data scientists move their modeling results from Amazon SageMaker back into Snowflake."
Data and Analytics Director at WU



"Snowflake and AWS have been key partners in our ESG data journey. They've helped deliver an all-cloud source of truth for ESG data across the bank, supported our efforts to show customers their climate impact, & empowered us to create reusable patterns that deliver cutting-edge climate insights & help our customers decarbonize."
Head of Climate Data and Technology at NatWest

Unlocking Value with Snowflake



Modern cloud platform

- ✓ End-to-end, fully managed data and AI platform

- ✓ Supports architecture patterns based on enterprise needs

- ✓ Supports unstructured data and built-in AI and Gen AI tools



Transparent costs & fully managed

- ✓ Separation of storage and compute enabling near-infinite scalability

- ✓ High concurrency and auto-optimization with usage-based model

- ✓ Automatic platform management & maintenance



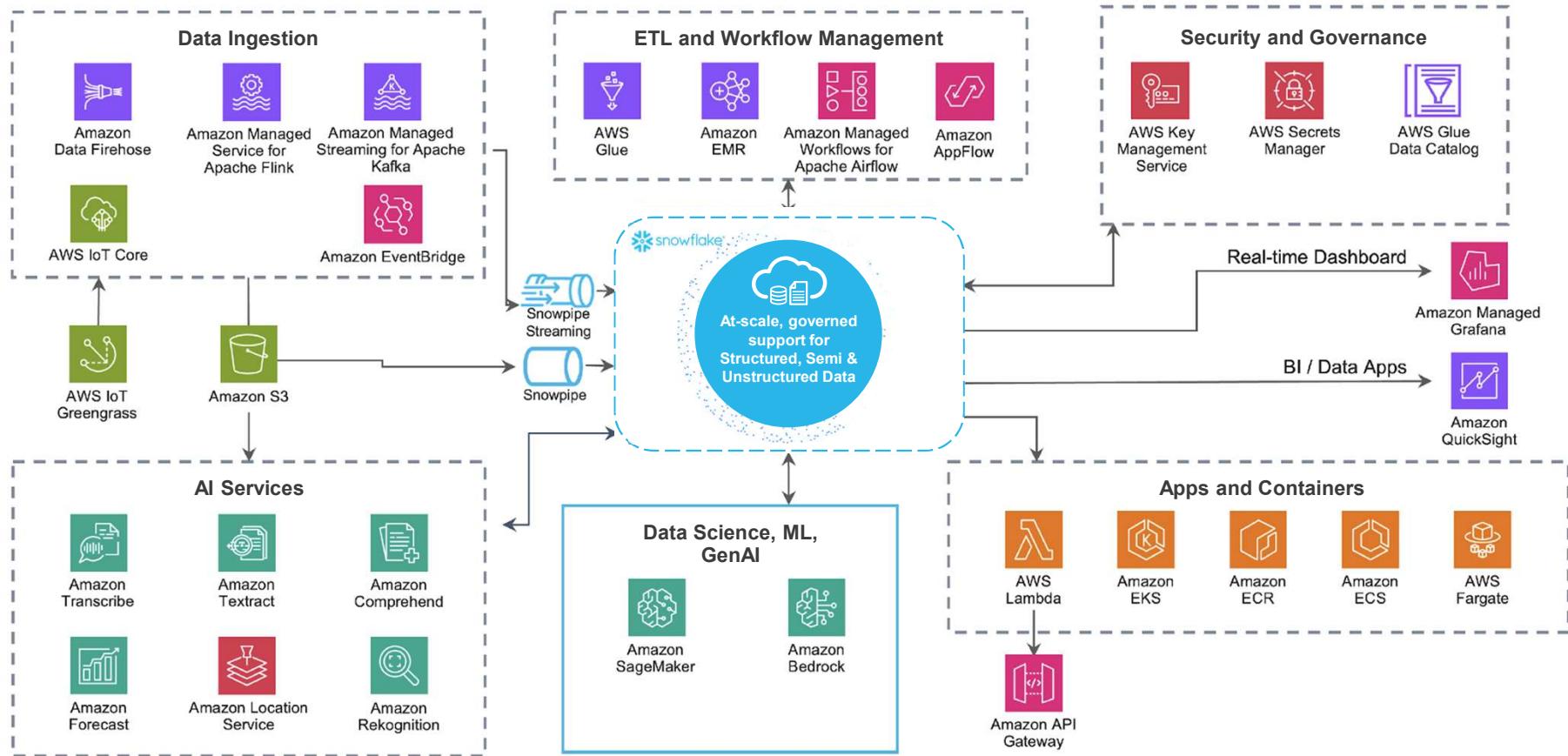
Data sharing & Interoperability

- ✓ Supports open standards like Apache Iceberg, Apache Polaris

- ✓ Collaboration across teams and partners, across regions & clouds

- ✓ Data collaboration & native app capabilities removes complex ETL

Snowflake + AWS Services drives Better Together



Why look outside of SAP analytic offerings?



**Unlock enterprise visibility
across numerous ERP
instances**



**Blend and analyze both SAP
and non-SAP data in a cost-
effective and performant way**



**Retire technology debt, prevent
vendor lock-in and streamline
architectures for efficiencies
and cost savings**

Unlocking value in SAP data



Archive historical data from older versions of SAP

- Lighten the data footprint on older systems like ECC to enable easier migrations to S/4 and other versions
- Use the archived data in Snowflake to build predictive and prescriptive analytics
- Drive revenue by monetizing data products

Build a data foundation on Snowflake

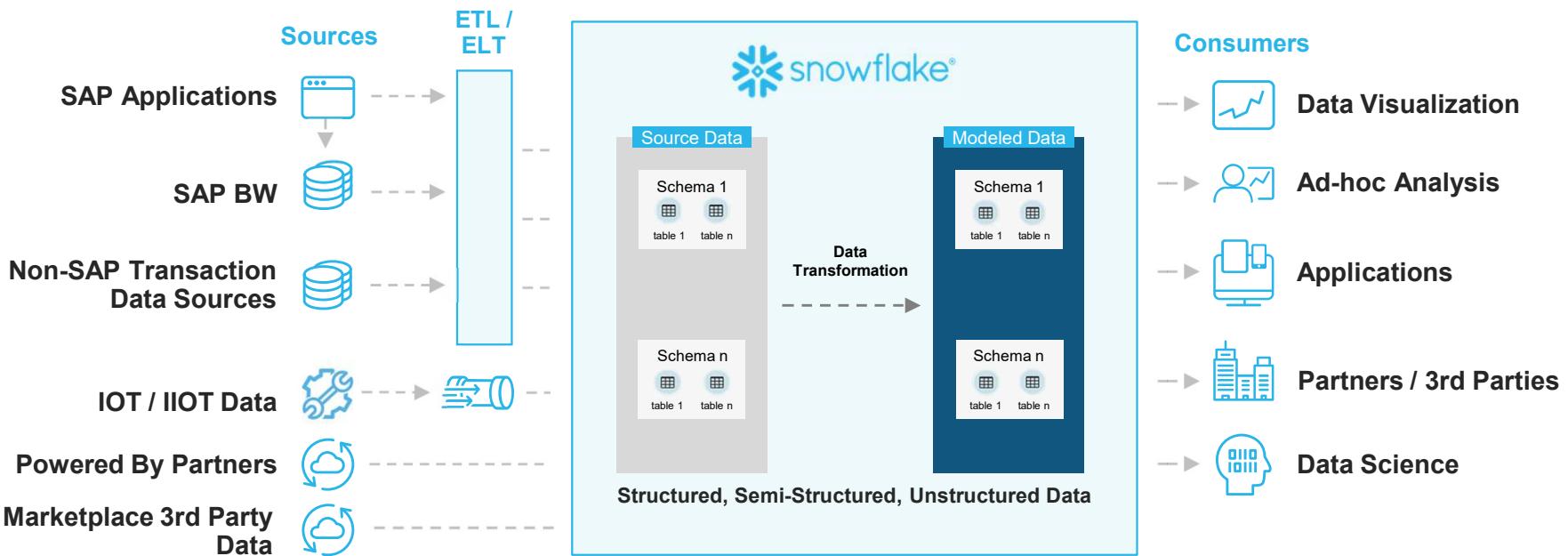
- Prevent vendor lock-in with a holistic approach to data as a mission-critical asset
- Decommission expensive proprietary analytic technologies and ascertain cost savings
- Streamline architectures for efficiencies and cost savings

Unlock modern analytic use cases with Snowflake

- Collaborate with both internal and external stakeholders using data and apps
- Build an internal marketplace to democratize data and apps
- Incorporate AI/ML with data for prescriptive analytics

Streamline architectures with Snowflake

Architect for scale, performance and cost-efficiencies



AWS, Snowflake, Tredence Value Proposition

Customer	Snowflake	AWS	Tredence
<p>Customer's value is unlocking the stored data in SAP and unleashing the value via Snowflake data lake and tri-party data integrations</p> <p>Manufacturing Lead Rationalize predictive maintenance with IOT, machine history, etc to predict downtime before it happens</p> <p>Quality Assurance Lead Compare product specs with assembly line results, paired with online customer returns to know if the consumed product is working in the market</p> <p>Safety & Compliance Compare past audits with real-time data and predictive insights to ensure workforce safety and compliance.</p>	<p>Snowflake's data lake provides a ubiquitous environment to marry SAP operational data with real-time data to create actionable insights</p> <p>Tri-Party Data Access Integrate your SAP, Salesforce, ServiceNow, Informatica, etc data - all in Snowflake's world class data lake</p> <p>Simplify Data Governance Simplified data governance and compliance management</p> <p>LoB Data Kits Pre-built modules built for LoB and Industry teams.</p>	<p>The leading hyperscaler. IOT Services stack is unique compared to Azure/GCP where they have sun set.</p> <p>Manufacturing Lead Rationalize predictive maintenance with IOT, machine history, etc to predict downtime before it happens</p> <p>Quality Assurance Lead Compare product specs with assembly line results, paired with online customer returns to know if the consumed product is working in the market</p> <p>Safety & Compliance Compare past audits with real-time data and predictive insights to ensure workforce safety and compliance.</p>	<p>Unmatched skills, accelerators and data know-how under the strength of a Super specialized practice</p> <ul style="list-style-type: none"> • Lead SAP Data Analytics transformation: • Implementation services • Industry solutions • Managed services • Analytics consulting • Ongoing support • Proven track record and experiences unlocking SAP data • Unique Assessment framework and Accelerators driving faster time to market • LoB Experiences driving conversations leading Business Outcomes, Faster insights, Lower costs, Innovation enablement, Simplified operations



Unleashing SAP's Hidden Value: The Power of Three

In today's digital economy, our joint enterprises holds SAP data that has unique competitive advantage - but accessing its full potential has always been a challenge. That's where our unique partnership changes the game. AWS provides the rock-solid foundation your SAP systems demand, while Snowflake transforms raw data into instant insights. Tredence brings it all together with deep industry expertise and proven implementation success.

Think of it as SAP data's perfect ecosystem:

- AWS's mighty infrastructure ensures everything runs smoothly, Snowflake turns complex data into clear insights, and Tredence as leading Snowflake SI work backwards from customer identifying current, future state, gaps and propose a future state LOB solutions.
- One recent customer put it best: "We went from wrestling with monthly SAP reports to having real-time analytics at our fingertips.
- This isn't just about moving data faster - it's about transforming how business competes in the digital age. Together, we're not just solving today's challenges; we're building your platform for tomorrow's opportunities.

Let's unlock your SAP data's true potential - together.



What are the expectations from this initiative?

This will decide the appropriate assessment strategy

PLATFORM CHALLENGE

SAP BW Sunset / Replacement

If the platform is a challenge due to cost / features

Why

- Overall cost is high in SAP BW compared to SF
- Features limitation like AI, Unstructured data, data sharing etc

How

- Perform T-SAP based system level analysis and finalize scope for migration
- Workshop with business users to understand additional requirements and propose an end to end solution

Deliverables

- ✓ System inventory in scope
- ✓ Budgetary estimates
- ✓ Roadmap
- ✓ Solutioning approach
- ✓ Future state architecture
- ✓ Considerations for migration

BUSINESS CHALLENGE

Modernize specific use case

Build the use case data model in SF by re-engineering SAP BW models

Why

- Business specific ask for insights on SAP and Non-SAP data
- AI-ML use cases, data sharing etc

How

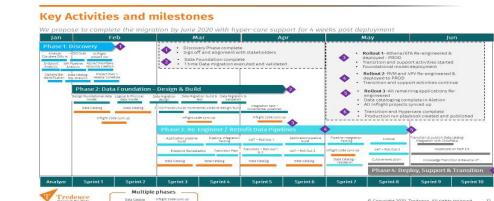
- Perform re-engineering with semi automated approach for specific model using T-SAP accelerator
- Finalize the scope, requirement with users, build PoC model with semi automated converter T-SAP

Deliverables

- ✓ SAP inventory in scope for use case
- ✓ Solutioning approach
- ✓ Business requirement document
- ✓ Considerations for development
- ✓ Architecture on new platform
- ✓ Timelines and commercials

Response	Decision Criteria										Total	Ranking
	5	15	10	10	10	15	20	10	5	100		
Do nothing	3	4	4	4	3	2	1	2	1	2.9	7	
Beach re-profiling	4	5	5	5	4	1	2	2	2	2.95	10	
Beach nourishment	5	2	3	5	4	1	2	2	2	2.65	7	
Gravel/algae beach barrier	2	4	2	3	2	3	3	3	3	2.9	2	
Levee reinforcement and stabilization	3	4	4	4	3	3	3	3	3	3.05	1	
Beach cleanups	4	2	2	3	3	3	3	2	2	2.45	13	
Container container reworking	3	5	4	4	3	4	5	4	4	3.9	1	
Grasses/Hedgerows*	2	2	2	1	2	3	4	1	4	2.45	12	
Gabion wall	3	4	3	3	3	4	4	4	4	3.05	4	
Rock walls/water *	3	4	3	3	2	3	4	4	4	3.1	14	
Managed retreat	5	1	5	4	4	4	5	2	5	3.75	3	
Rising Infrastructure	5	1	3	2	3	4	5	1	4	2.55	11	
Vertical seawall	3	5	5	1	2	4	5	3	5	5.15	6	

*to be combined with nourishment



Current Offerings	Dremio	Articale	Demodo	Immuta	Comments
Security	✓	✓	✓	✓	
• Auditing	✓	✓	✓	✓	
• Data masking	✓	✓	✓	✓	
• Row level restrictions	✓	✓	✓	✓	
• Column level permissions	✓	✓	✓	✓	
• Encryption (in transit)	✓	✓	✓	✓	
• Role based access	✓	✓	✓	✓	
• Multi Factor Authentication	✗	✓	✓	✓	
• LDAP/AD Authentication	✓	✓	✓	✓	
• GCP/ AWS/ Azure/ MySQL/ PostgreSQL	✓	✓	✓	✓	All tools TLS protected for encryption of data in transit. For encryption at rest, Key Management Services are required.
Overall Security Score	8.5	9	9	9	Supports major cloud provider authentication



What are the options?

Organization may choose different modernization strategies

REPLACEMENT

(1)

LIFT , IMPROVE , SHIFT

(2)

SAP Snowflake

(3)

SAP BW Sunset / Replacement

Replace SAP oriented analytics functionality with the Snowflake

- ✓ Minimize reliance on SAP for analytics
- ✓ Lower TCO for SAP platform

- ✗ Sometimes entails multi tools strategy to cater specific functional needs which was earlier served by SAP

Replacement +	
	100%
	0%

SAP BW

SAP HANA

+ With Niche 3rd party Technology Addon

Keep SAP BW on for targeted use case

Extract Data from SAP to Snowflake on as-needed basis to enable individual projects/use cases like BPC

- ✓ Solve specific business use cases by partially modernizing the SAP analytics estate
- ✓ Remaining SAP native analytical models continue to work AS-IS

- ✗ Although footprint is reduced, SAP cost will significantly be there

Keep BW for Target Use Cases	
	60%
	40%

SAP BW/4HANA

Ex. -BPC

SAP BDC + Snowflake*

SAP Data analytical platform continues with Snowflake coming in to power AI/ML solutions

Leverage Snowflake for AI/ML use cases for other Analytics use cases use SAP Datasphere

- ✓ Regular Analytics remains in SAP Ecosystem
- ✓ Snowflake platform is leveraged primarily for AI/ML or as an extension of SAP analytics

- ✗ Recommended for only AI-ML workloads
- ✗ Maintaining both SAP and Snowflake platforms

Coexistence	

* - Yet to be released

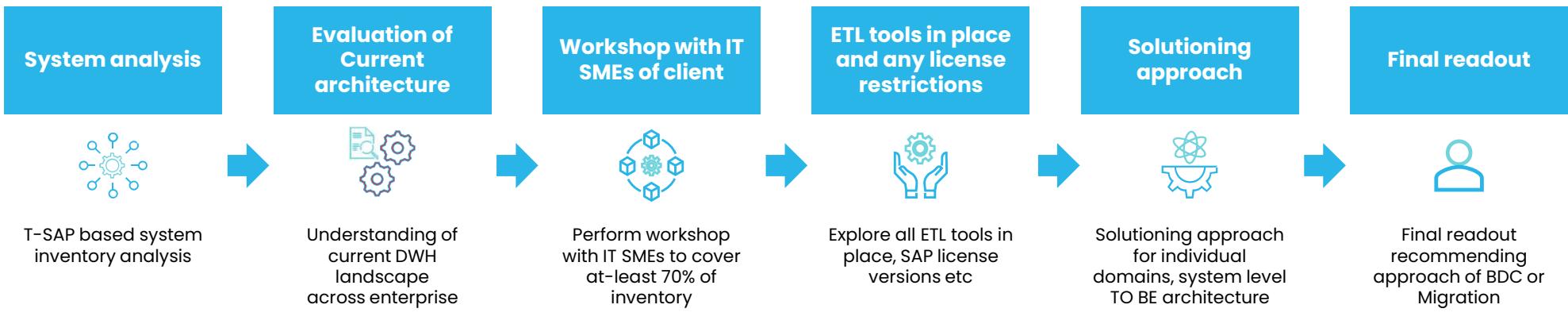
Pros

Cons



How will we assess?

Detailed assessment approach



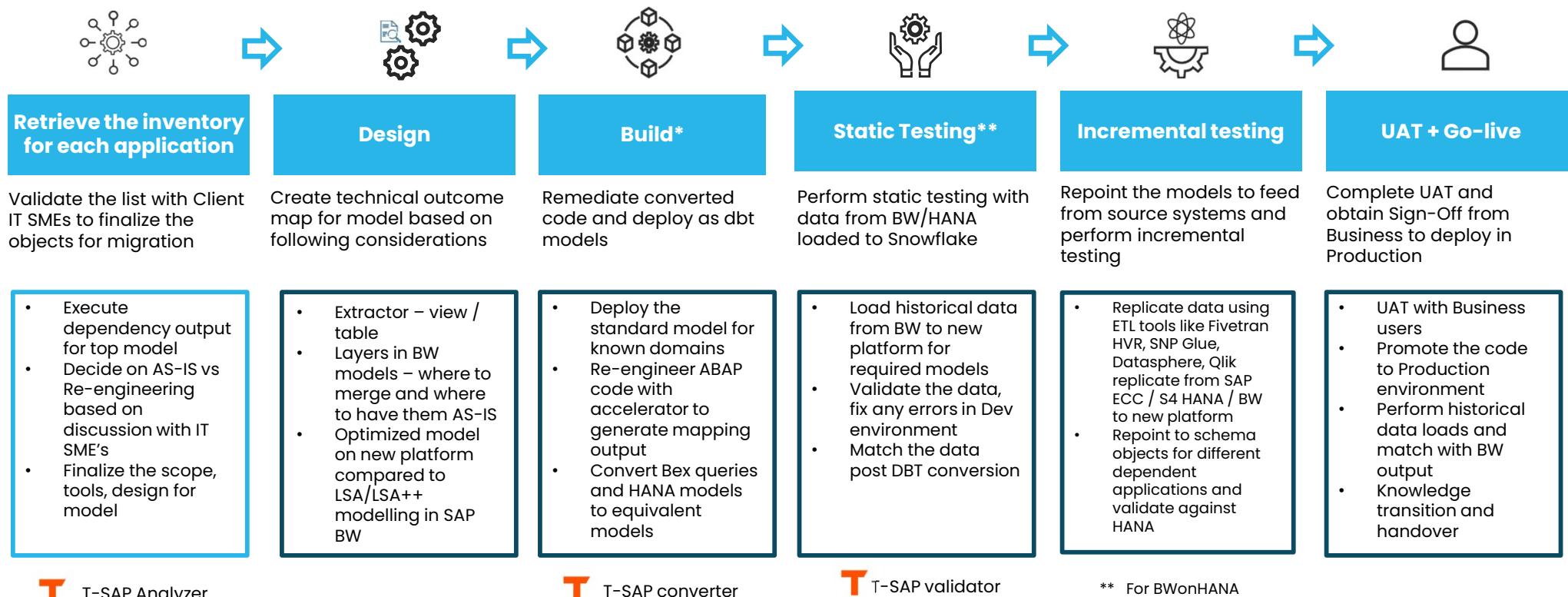
What will we deliver?

- | | | | | | |
|--|---|--|--|--|---|
| <ul style="list-style-type: none">• T-SAP installation• BW/HANA system inventory analysis• Master inventory finalization• Sessions with IT SME's to mark inscope objects• Extract statistics from PROD instance to help in marking objects for migration | <ul style="list-style-type: none">• Current architecture across SAP ecosystem• Current architecture across SF or any other tools / platforms• All upstream and downstream connections across enterprise | <ul style="list-style-type: none">• Workshop with each domain owner, IT SME atleast once• Get detailed overview on complex models in each domain, frequency, current execution details, future expectations, impact due to S4 upgrade | <ul style="list-style-type: none">• All ETL tools within SAP ecosystem like SLT, SDI, BODS etc• Any ETL / orchestration tools in place like Control-M, Azure orchestrator etc• SAP ERP license restrictions to check compatibility of modern ETL tools | <ul style="list-style-type: none">• TO-BE architecture• ETL tools, DQ, Data governance, catalog tools to be recommended• Data modelling in SF based on inputs• Data ingestion, Data modelling, Data validation, orchestration etc detailing | <ul style="list-style-type: none">• Proposal recommending BDC / Migration• TCO benefit of the proposed solutions• Data driven roadmap and timelines• Team structure• Assumptions• Commercials• Propose a PoC for 6-8 weeks on identified use case |
|--|---|--|--|--|---|



How will we execute modernization of SAP BW/HANA models for each Application?

We incorporate a phased approach for SAP BW applications depending on their cross references



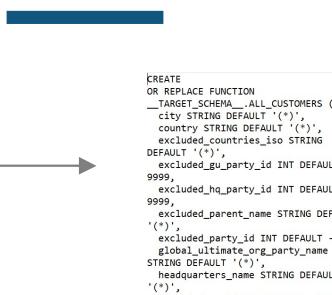
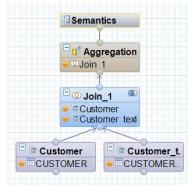
Tredence's T-SAP accelerators suite



T-SAP for HANA

End to end migrator for SAP HANA to SF

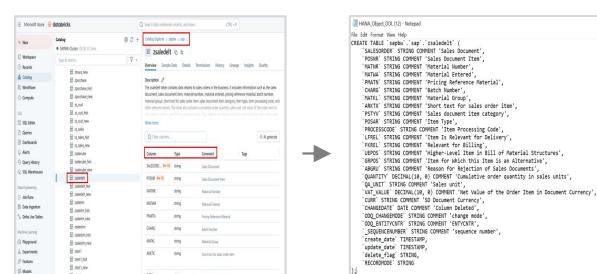
- Tool can currently perform:
 - System analysis
 - Code XML conversion
 - Validation
 - **New enhancements being built*:**
 - Dependency analyzer for both models and SPs
 - DBT based model conversion on SF from HANA models



T-SAP for BW

Tool for analysis, code conversion, business content

- Tool can currently perform:
 - System analysis
 - Structure creator from BW objects
 - LLM powered ABAP to PySpark converter
 - **New enhancements being built*:**
 - Top to bottom object lineage analyzer
 - LLM powered ABAP to SQL converter
 - Business content for plug and play – atleast for extractors



T-SAP for BDC

Ready to use models on SAP BDC with Snowflake

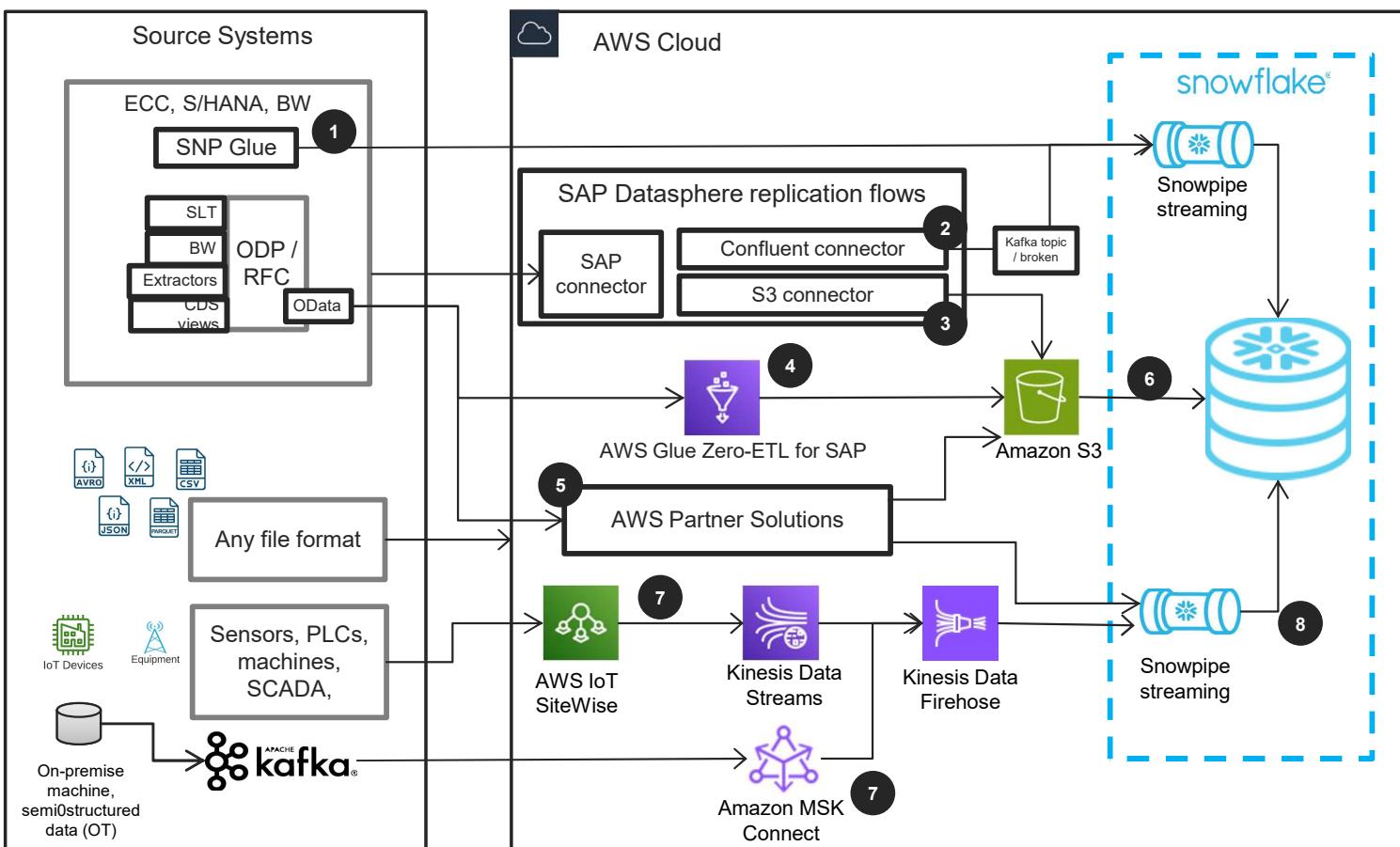
- What we have:
 - Industry models for Supply chain
 - AI-ML solution to support cross domains
 - **New enhancements being built*:**
 - Customize the content which can connect with standard data products of BPC in Supply chain
 - Expand the domains to Finance, P2P, HR



Guidance for building SAP Cloud Data Lakehouse using Snowflake on AWS

Integrate SAP and non-SAP data with Snowflake

This architecture diagram illustrates how to effectively integrate SAP and non-SAP data using AWS, SAP and Partner solutions with Snowflake



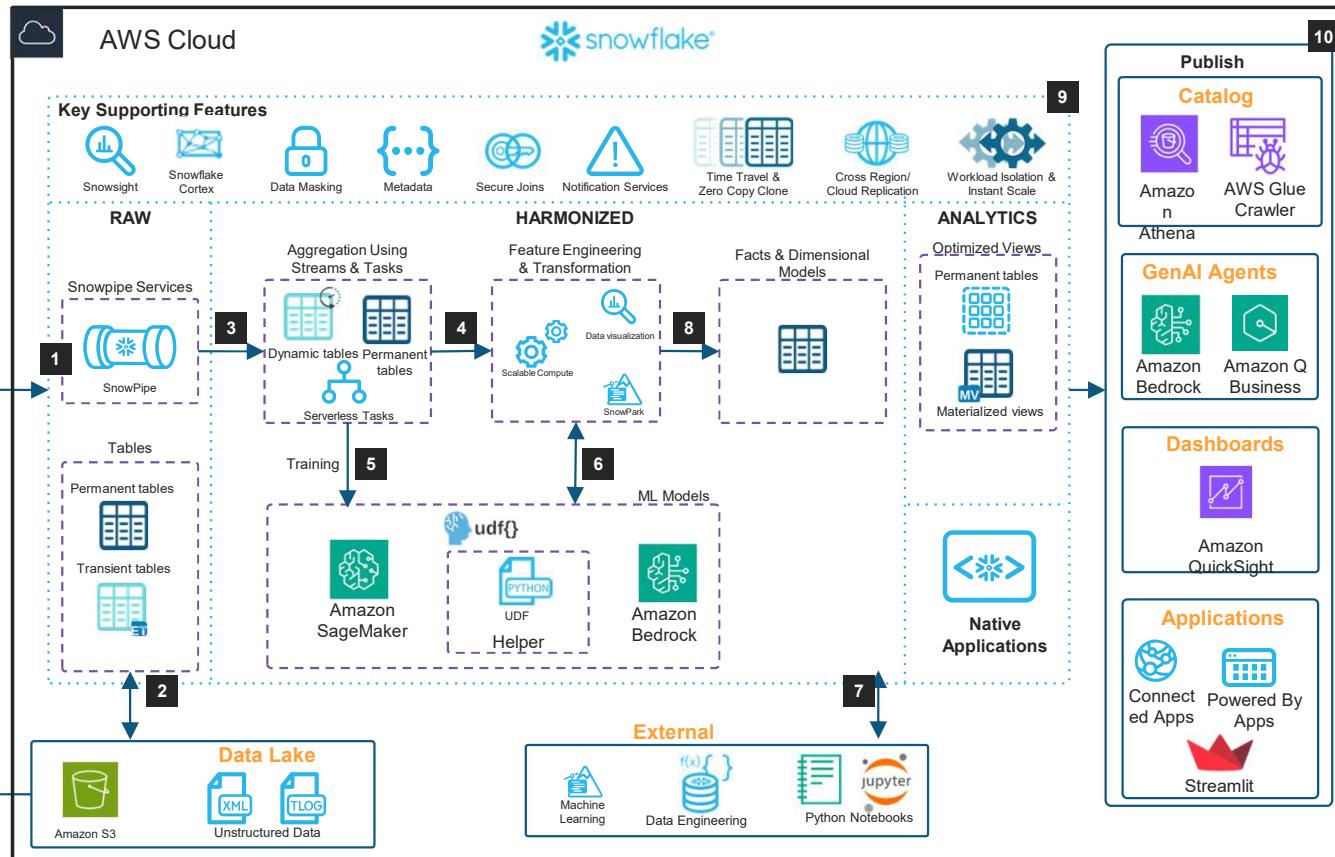
Following are the options to integrate SAP and non-SAP data into Snowflake:

- 1 Install and configure SNP Glue ABAP add-on on the SAP ABAP-based source system (such as S/4HANA, ECC, CRM, or BW) to stream real-time data to Snowflake snowpipes.
- 2 Configure SAP Datasphere data replication flow from SAP objects such as CDS views using Confluent premium outbound connector to Kafka broker / Snowflake snowpipe.
- 3 SAP Datasphere replication flows support Amazon S3 premium outbound connector.
- 4 Use AWS Glue SAP OData connector and Zero-ETL to replicate SAP CDS views using managed incremental data transfer to Apache Iceberg tables in Amazon S3.
- 5 Various partner solutions such as BryteFlow, Qlik can be used to extract data from SAP OData services to Amazon S3.
- 6 Data from Amazon S3 can be loaded to Snowflake data cloud using external stage/Volume functionality of Snowflake
- 7 Collects and processes IoT and OT data from industrial sources. Stream real-time data using Kafka and Kinesis services for analytics.
- 8 Transfers Kafka-streamed data into Snowflake for analytics and storage.

Guidance for building SAP Cloud Data Lakehouse using Snowflake on AWS

Model and consume SAP and non-SAP data using Snowflake

"This architecture diagram illustrates how to model curated data using ELT framework



- 1 Snowpipe ingestion – Loads SAP and non-SAP data into Snowflake using Snowpipe for real-time or batch ingestion. Ensures timely availability of enterprise data for decision-making and analytics.
- 2 Data lake storage – Stores raw SAP and non-SAP data in Amazon S3 for further processing and analytics. Acts as a central repository for structured and unstructured business data, enabling scalability and cost efficiency.
- 3 Aggregation using streams & tasks – Processes raw data using Snowflake Streams and Serverless Tasks for transformation. Automates data pipelines using Dynamic tables.
- 4 Feature engineering & transformation – Enhances data using Snowpark, SQL, and transformation logic. Refines raw data into meaningful business metrics for AI-driven insights and reporting.
- 5 Model training with SageMaker – Uses Amazon SageMaker to train machine learning models on Snowflake data. Empowers businesses to build predictive models for customer insights, fraud detection, and demand forecasting.
- 6 Machine learning inference – Deploys ML models using Snowflake UDFs, Amazon SageMaker, and Amazon Bedrock. Enables AI-driven automation, personalization, and real-time decision-making for enterprises.
- 7 External data access – Connects Snowflake with external environments such as Jupyter notebooks. Facilitates collaboration between data scientists and business analysts for advanced analytics.
- 8 Facts & Dimensional modelling – Structures harmonized data into dimensional models for analytics and reporting. Optimizes data for business intelligence, enabling better trend analysis and strategic decision-making.
- 9 Optimized views & analytics – Provides optimized views, data monetization, and native applications for insights. Accelerates time-to-insight by enabling self-service analytics for business users.
- 10 Publishing & consumption – Enables data access through catalogs, GenAI agents, dashboards, and applications. Democratizes data access across the organization, driving innovation and informed decision-making.



Our Approach & Next steps



Assessment

- 1 SAP BW/HANA system considered for assessment
- No of domains assumed to be around 5
- No of workshops to be performed to be around 5
- T-SAP accelerator will be installed and used to perform system metadata analysis

- Data architecture to align with roadmap for future plans in SAP and Non-SAP platforms
- Client IT SME's to be available for workshop as per schedule defined



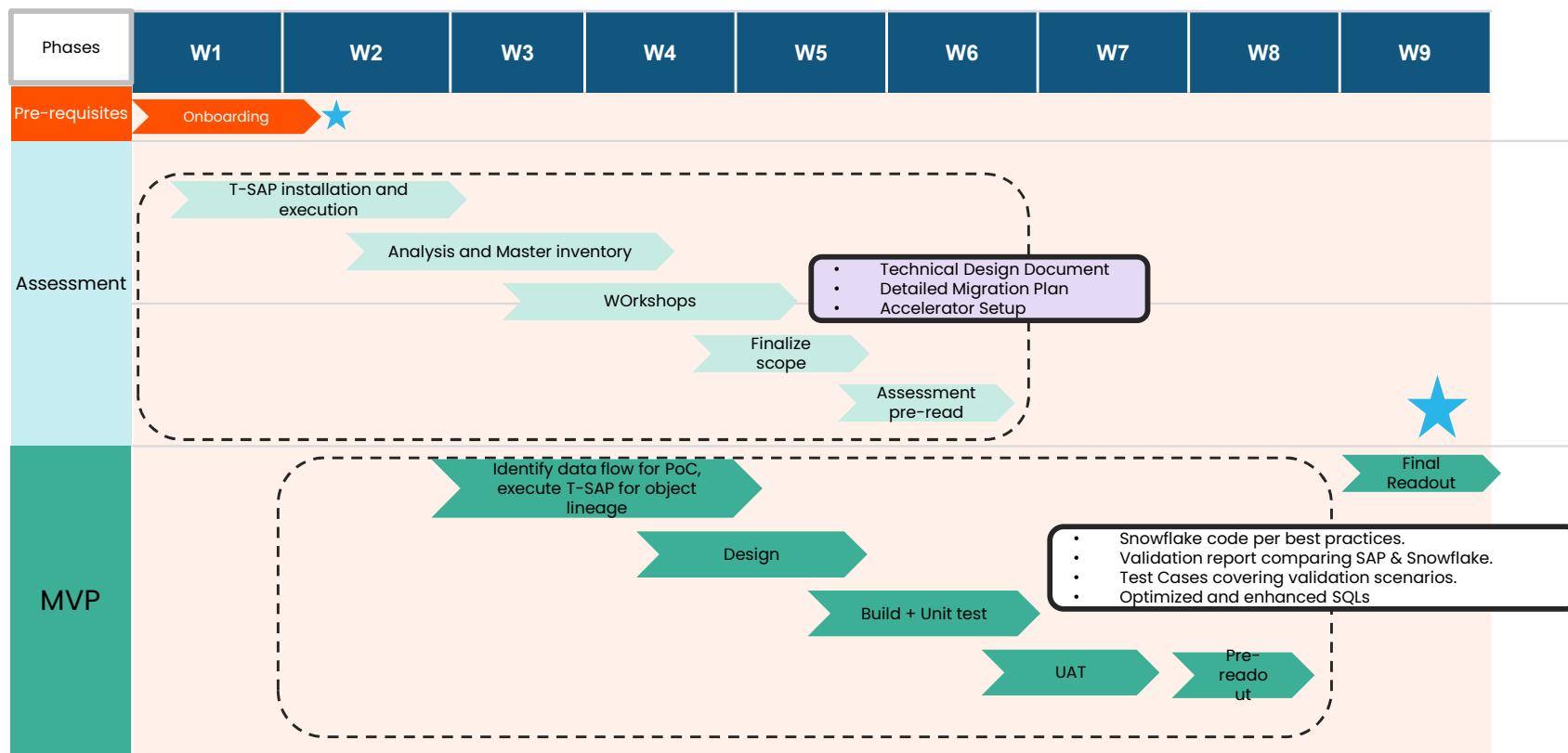
Proof of Concept

- 1 Simple / Medium complex application to be migrated from SAP BW/HANA
- Inventory considered
 - No of BEx query / HANA views – 10
 - No of Transformations –
 - Simple – 4
 - Medium – 3
 - Complex – 2
 - No of standard extractors – 2
 - No of generic extractors – 3
 - No of master data objects – 10

- HANA Views:
 - Simple – 10-15
 - Medium – 5-10
 - Complex – 1-5
- HANA SP / Functions: 1-3



Tredence recommends 8 weeks MVP + 1 week of readout



Roles, Team Structure and Governance



Project Team

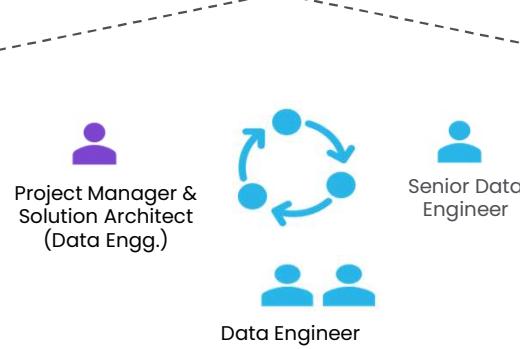
Steering Committee



Technical SME Oversight



Agile Pod (Core Team)



Legend



Client



Tredence



Tredence Onsite

Governance

Steering Committee (Monthly)

Attendees: Steering Committee, Project Manager

Agenda:

- Review of milestones completed
- Overall progress towards project plan and objectives
- Signoff on key decisions and support to resolve any roadblocks
- Acts as the highest escalation point of contacts

Progress Review (Weekly)

Attendees: Steering Committee, Core Team

Agenda:

- Liaison between Management and delivery teams
- Ensures requirements and expected outcomes are aligned
- Navigates interactions with business and technology teams who we may need to engage during the program

Agile Standup (Daily)

Attendees: Core Team

Optional: Client Leadership

Agenda:

- Daily collaboration to track incremental objectives and completion
- Maintain Kanban board on ADO to track activities

SME Review (As Needed)

Attendees: Core Team, Tredence SMEs

Optional: Client Leadership

Agenda:

- Define and align on overall architecture
- Key inputs on technology/tools and models/algorithms
- Periodic review of decisions and recommendations

Joint Customers have seen tremendous success by using SAP data in Snowflake

SIEMENS

"Snowflake has given us substantial **cost savings** and **efficiency gains**. We don't have to worry about platform management or the wrong people having access to the wrong data, and the **time-to-market** benefits have opened unique opportunities."

[Siemens Video](#)

ExxonMobil

"It's allowed us to drive **consistency** and **speed**. We're not curating data twice. Data is purposely built with the intention of reuse. And it's much quicker to redeploy that data. So, we've really **sped up multiple initiatives** across the corporation and we're getting to value faster."

[Link & Video](#)

CONA SERVICES LLC

"Snowflake won out in every category that we measured from our guiding principles—not just from our perspective, but **from the bottlers' perspective** as well." [Webinar](#)

JUNIPER NETWORKS

"Snowflake is our centralized repository for data in all forms. This has fueled machine learning operations and opened the door to **innovative product engineering**, supply chain optimizations and customer sentiment analysis that makes Juniper a more customer-centric company." [Video](#)



"There were a number of factors that helped Snowflake win the battle of competitors, and we haven't looked back since making the decision."

Michael Thorne,
Global Analytics Product
Engineering & Delivery
Manager

Unifying 40 ERPs & 15 BW Instances

Problem	Solution	Results
<ul style="list-style-type: none">• ABB's technology ecosystem included 40 geographically dispersed ERPs, 15 SAP Business Warehouse (BW) instances, and many other systems.• Time-consuming data consolidation led to analytical delays and made it difficult to achieve a cohesive view of ABB's global operations.• Getting a global set of usable data took up to one month of data wrangling.	<ul style="list-style-type: none">• ABB was impressed by Snowflake's elastic performance engine, intelligent infrastructure, per-second pricing, native SQL support, and ability to work with industry-leading technologies.• ABB implemented an "extract once, use everywhere" strategy with Snowflake.• Centralizing and sharing data with Snowflake made it easier to build data products.	<p>Inventory Savings ABB created a solution that made it easier to avoid unnecessary inventory purchases, saving \$200+ million annually.</p> <p>Revenue Growth Pricing algorithms use data from the Data Cloud to inform decisions that supported \$900 million in growth.</p> <p>Distributor Relationships ABB's distributor optimization dashboard helps identify suboptimal ordering patterns.</p>



Enterprise Migration to SF to Reduce Cost and Unlock New Use Analytics Cases

<p>“Snowflake has given us substantial cost savings and efficiency gains [...] We don’t have to worry about platform management or the wrong people having access to the wrong data, and the time-to-market benefits have opened unique opportunities.”</p> <p>Christian Meyer, Head of Cloud Operations and Chief Technology Architect</p>
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Problem	Solution	Results
<ul style="list-style-type: none">Siemens is a global technology enterprise that faced significant challenges scaling its on-premises data infrastructure, extracting data to the cloud, and integrating AI solutions.Its on-premises SAP HANA data lakes were among the largest in the world, and costly to run.To migrate to the cloud, it needed to replicate all data from its source systems in real-time, and analyse all data product dependencies.	<ul style="list-style-type: none">Siemens used Snowflake to build the Siemens Data Cloud – an open data mesh platform ecosystem – and migrate its legacy data apps and centralize replication.It also created a fully automated data-as-a-service framework to simplify data sharing and product creation.Siemens used Snowflake’s cloud integrations to unlock the best AI and ML tools for each use case.	<p>Reduced supply chain risk Automated key factory supply chain processes to proactively reduce risk and improve stock availability.</p> <p>Cost and efficiency gains Boosted business-wide agility and performance with cost-effective access to the latest cloud capabilities.</p> <p>Secure self-service tools Siemens’ self-service users can conduct highly sensitive data projects in <u>minutes</u> rather than <u>weeks</u>.</p>

Company	Latest total revenue (FY)	Public SAP modernization stage
Nestlé	CHF 91.4B	Migrating to SAP S/4HANA Cloud (RISE on Azure)
Unilever /BW Private cloud edition) other BDC components	€60.8B	Large-scale SAP estate migration to S/4HANA
PepsiCo	\$91.85B	Publicly running a global SAP S/4HANA transformation
The Coca-Cola Company	\$47.1B	Multiple Coca-Cola bottlers/regions have migrated to S/4HANA
Volkswagen Group – Paul big opportunities	€279.2B	Publicly engaged in ERP modernization initiatives
Toyota Motor Corporation (NAMER/Canada)	¥31.38T	Enterprise modernization activity reported historically
Siemens	€72.8B	Siemens runs large SAP landscapes and has engaged in cloud/SAP initiatives
Daimler AG (Mercedes parent)	€167.4B	Daimler/Mercedes units have public SAP/cloud transformation activities
Robert Bosch GmbH	€88.0B	Bosch has potential SAP HANA/S/4 initiatives
Johnson & Johnson	\$84.9B	J&J uses SAP broadly
Pfizer – Need to check with Customer , Active conversations – BDC/Snowflake	\$58.0B	
Roche	CHF 63.1B	Roche runs large ERP landscape; some digital/IT modernization activity
Novartis	\$51.6B	Novartis has major IT transformation programs
ABB – Talking now.	\$30.9B	ABB has global ERP transformation programs historically
Bayer	€50.4B	Bayer has enterprise IT/ERP modernization initiatives; public S/4 references exist for parts of the business
Merck & Co. AWS signed RISE deal 2024	\$63.1B	Large SAP footprint
AstraZeneca – Large AWS customer, SAP /AWS	\$43.7B	Pharma with digital transformation initiatives
General Motors	\$171.6B	GM runs large SAP estates in parts of the business; modernization programs reported
Ford Motor Company	\$180.0+B	Ford has ongoing IT/ERP modernization activities