SAP S/4HANA Implementation Journey

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02 S/4HANA with SAP Activate

03 Template Solution Approach

04 Scoping, Design & Build

05 Testing & Defect Management

06 Data Standardization & Data Migration

07 Training

08 Cutover

09 Go-Live Readiness Check

Road to S/4HANA

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Approach to SAP S/4HANA - Greenfield, Brownfield, Bluefield

	GREENFIELD	BROWNFIELD	BLUEFIELD
Definition	Build a New System from scratch	Upgrade / Convert existing ECC system and implement mandatory adjustments for S/4HANA followed by Improvement releases	Build a New System with existing Org / Config / Code, migrate data selectively and go with phased (multiple) go-lives
Approach	• Start / Build a New System from scratch • Leverage SAP Best Practices and maximize standardization • Create templates and then roll-out • Phased implementation with multiple go-lives • Interim process link between the 2 (or more) systems	• Upgrade / Convert existing ECC system • Leverage existing functionalities • Do mandatory adjustments for S/4HANA • Include some non-mandatory enhancements • Big-bang go-live • Progressively adopt full S/4HANA potential	• Mix of Greenfield and Brownfield • Implemented with a partnership with SNP • Start with a blank copy (empty shell) S/4HANA System containing existing organization structure / configurations / customizations • Phased implementation with multiple go-lives • Progressively adopt full S/4HANA potential
Decision Drivers	• Old and / or multiple ECC and other ERPs • Full-scale Business Process Re-engineering (BPR) followed by SAP implementation • Review & re-design existing processes with minimal-to-no customizations • Enhanced data set enabled for analytics	• Organizations with recent ECC investments • Single instance of ECC • Retain existing custom developments with almost no process changes • Retain old data with no enhancements	• Organizations with recent ECC investments • Retain existing custom developments with minimal process changes • Retain old data with minimal enhancements • Phased go-live
Benefits	• Higher adoption of industry Best Practices, Fiori apps, Analytics, AI and other latest features • Increased standardization & simplification of business processes and data with reduced customizations	• Minimized timelines, efforts, costs and risks (assuming the right preparations are made) • Lowest complexity and business impact • Moderate transition timeline • No data migration expected	• Timelines, efforts, costs and risks are lesser than greenfield but greater than brownfield • Flexible adoption of old processes into new system with standardization & modernization • Can have a fresh start for master data
Challenges	• Higher efforts, costs and risks; longer timelines • Higher Change mgmt. & adoption efforts • Limited historical data • More complex consolidation	• Minimum standardization & modernization of current business processes	• Master & Transactional data migration needed • Complexity with interim processes and migration • Limited historical data • More complex consolidation

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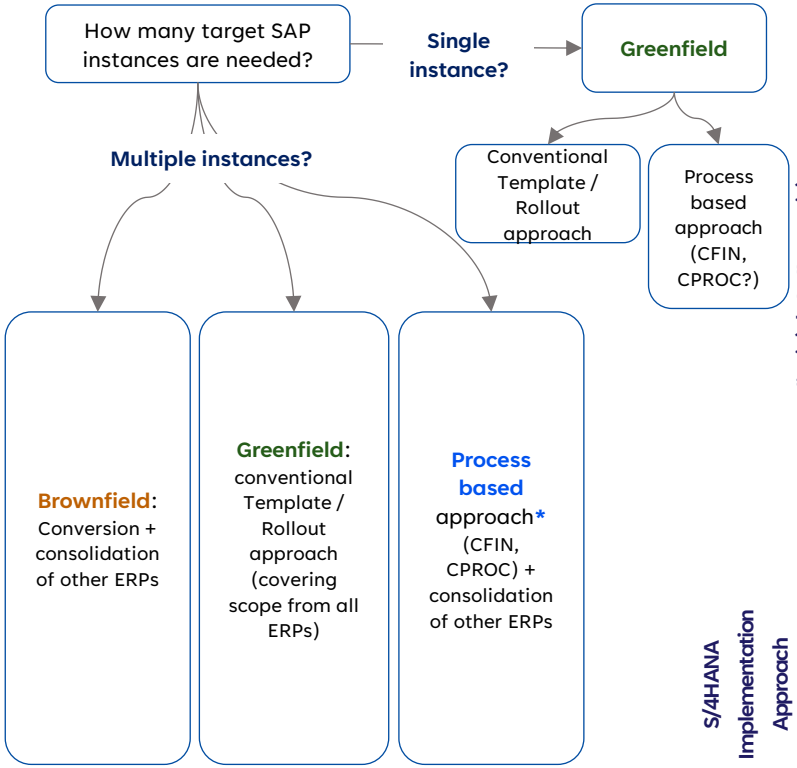
Approach to SAP S/4HANA – Instance based approach



	Global	Regional / Local	Business Unit	Process
Benefits (+) / Challenges (-)	+ Harmonized Business Processes + Unified Data driving consistency in planning, execution and reporting / analytics + Best adoption of SAP best practices and technology + Unified Systems: lower System maintenance efforts / costs - Agility challenges - BCP considerations - GDPR or Data Regulations	+ Agility by Region / Country + BCP considerations + Data considerations + GDPR or Data Regulations - Processes not harmonized; I/C scenarios become Interfaced scenarios - Financial Consolidation - Multiple & inconsistent codebases for Global dev - Master Data not harmonized - Increased maintenance efforts / costs	+ Agility by Business Unit + Unified Data for Business Group driving consistency in planning, execution and reporting / analytics + Readiness for Carve-Outs + BCP considerations - Processes not harmonized across Business Units - Financial Consolidation - Higher System maintenance efforts / costs - GDPR or Data Regulations	+ Harmonized Business Processes + Unified Data driving consistency in planning, execution and reporting / analytics + BCP considerations + Data volume considerations (historical rationale) - Significant Customization and Interfacing - Financial Consolidation - Increased maintenance efforts / costs - GDPR or Data Regulations
S/4HANA Implementation Approach	• Enterprise-wide Greenfield implementation from scratch or a Brownfield / Bluefield migration if a "representative" SAP ECC system already exists	• Start with a pilot region that has "representative" processes and copy the system to other regions • High level Global Design and Global Governance throughout the program	• Start with a pilot BU that has "representative" processes (if possible) and copy the system to other BUs (if possible) • High level Global Design and Global Governance throughout the program	• CFIN with MDG → Central Procurement → EWM → Order to Cash → Manufacturing • Instance Split can be Finance vs. others; Commercial vs. Mfg. etc.

* Process-based approach

Variation of Greenfield

Start with Central Finance → **Then implement Central Procurement** → **Consolidate the remaining functionality into S/4HANA**

Keep implementing IBP, Ariba, EWM ...

Often done by organizations that have
- A distributed ERP landscape
- Decentralized IT organization
- Cannot wait for full scale S/4HANA implementation
- Don't have investment approvals for full scale greenfield S/4HANA implementation

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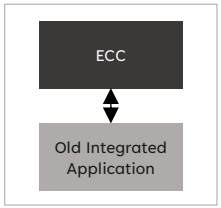
ECC to SAP S/4HANA

Interim Architecture with integrated applications

Very often, **SAP S/4HANA implementations are accompanied with implementations / rollouts of other integrated applications**. This results in interim architectures and deployment dependencies.

1. Initial State

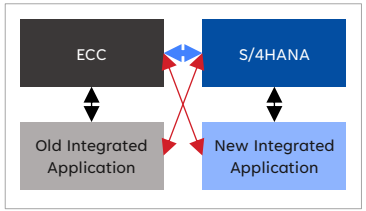


Known dependencies:

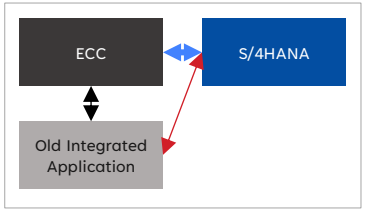
- Other Transformation Programs like Finance Transformation
- New functionality implementations
- Automation Programs like Invoice Automation

2. Interim State(s)

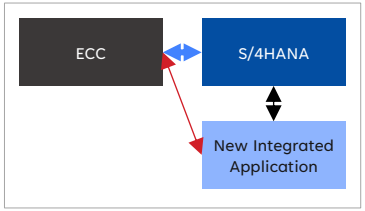
SAP and Integrated Applications with different schedules for different functionality and / or sites going live



SAP goes live before Integrated Application



Integrated Application goes live before SAP

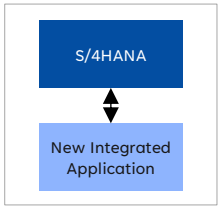


Existing / Steady State Integration

Interim Integration (until a site is live on both SAP and Integrated Application)

Process based Integration (intermediate) until S/4HANA goes live fully. For example, ATP scenarios highlighted by RS already

3. End State



Approach to SAP S/4HANA – Building a Business Case

	CURRENT STATE & VISION	S/4HANA EXPLORATION	FUTURE STATE ARCHITECTURE	MIGRATION & ROADMAP	PLAN PROJECTS
Value Delivery	Understand business strategy and align on S/4HANA vision	Align / Agree on key value drivers and define initial business case	Define KPI & Metrics to measure value of the new SAP S/4HANA landscape	Finalize business case for the new S/4HANA landscape	Approve business case and preparation for S/4HANA business transformation program
Business Improvement	Understand current business model and operating model	Verify S/4HANA value vis-à-vis current processes and identify process improvement scenarios	Define L1 – L3 process model architecture for either “One Company” or “One Business”	Define preferred “One Company” or “One Business” standardization & migration scenario	Plan S/4HANA Implementation & Roll Outs
Technology Realization	Understand current IT landscape and application model	Understand S/4HANA functionality and perform high-level technical assessment	Define L1 – L3 “One Company” or “One Business” S/4HANA application model	Perform detailed readiness check and define preferred application roadmap	Plan S/4HANA Implementation & Roll Outs

Project Management and Change Management

S/4HANA with SAP Activate

S/4HANA Implementation with SAP Activate – Approach [1 / 2]

	Discover & Prepare	Explore
Key Objectives	• Process & Application Capability Assessment • Target / TO-BE state alignment	• Business Process and Data Design for the Target / TO-BE state
Key Tasks	• Prepare & Mobilize • Understanding Current application Ecosystem • Understanding Current state [Process & Data] • Understanding Target state expectations	• Solution Design for Process and Data • Design of Roles & Authorization
Key Milestones	• Completion of Process & Application Capability Assessment • Process Alignment • S/4HANA solutions to Target State Map • MVP Alignment • Strategy for Testing, Cutover, Data Migration and Deployment	• Finalized User Stories / Business User Requirements • Business Process Map • Process and Data Design • Roles & Authorization Map • Validated Project Plan for Realize and Deploy phases
Key Deliverables	• Business Case, including benefits and benefit measurements • Target state alignment with Target Architecture Definition • Application Rationalization Report • MVP Scope • Strategy for Testing, Cutover, Data Migration and Deployment • Business Process Master List (BPML) • High-Level Project Plan • Governance processes	• Business Process Master List (BPML) • Key Design Decisions (KDDs), Business Process Design (BPD), Functional Specifications (FS), Configuration Specifications (CS), Solution Fit-Gap and Requirement Traceability Matrix (RTM) • Finalized Test Cases • User Roles & Authorization Map • Finalized Data Load Templates • Finalized Cutover Templates • Business Cutover Plan • Business Continuity Plan

S/4HANA Implementation with SAP Activate – Approach [2 / 2]

	Realize	Deploy & Run
Key Objectives	• Solution Readiness for Target / TO-BE SAP System	• Deploy the Target / TO-BE solution for Business Users • Stabilize the Solution
Key Tasks	• Completion of Technical Design for gaps • Completion of RICEFW developments and System Configurations • Train-The-Trainer (TTT) for Super Users • Mock Data Load 1 prior to SIT start • Mock Data Load 2 prior to UAT start • SIT and UAT Execution • Business Cutover Rehearsal	• End User Training • Actual Cutover • Production Data Load • Hypercare Support
Key Milestones	• Build Completion • Test System Readiness • TTT Completion (for Super Users) • Mock Data Load 1 Completion • SIT Completion • Mock Data Load 2 Completion • UAT Completion • Cutover Rehearsal Completion	• EUT Completion • Actual Cutover Completion • Production Data Load Completion • Go-Live • Hypercare Completion
Key Deliverables	• Technical Specifications for all RICEFW / BTP developments • Updated Business Process Design (BPD), Functional Specifications (FS), Configuration Specifications (CS), Solution Fit-Gap and Requirement Traceability Matrix (RTM) • Updated Test Cases • Test Execution Plans for SIT and UAT • Updated User Roles & Authorization Map • Data Quality Report • Mock Data Load Report • Cutover Rehearsal Report	• Actual Cutover Report • Production Data Load Report • Milestone Checkpoint Report • Hypercare Report

Template Solution Approach

Global Template & Roll Out Approach

- The Global Template (GT) to be designed & built based on standardized business processes and data as identified by the organization.
- The GT solution to be adopted by all sites and business functions in scope of the transformation program
- During (or prior to) the GT Solution Design, all existing legacy and 3rd Party applications to be assessed either for retirement or for the need to integrate with S/4HANA
- Any site or business specific process and/or data requirements to be addressed as part of the Release deployments without impact to the GT Design

- Every Legal Entity in a Release to adopt the Global Template Solution.
- Site, business and country-specific statutory and regulatory processes to be designed & built and added to the Global Template Solution.
- Site or business-specific localized processes, including interfacing requirements, to be reviewed for its impact to the Global Template Solution. The Impact Assessment (IA) to focus on GT Solution Integrity, Schedule, Cost and Maintainability. Based on the IA, business to approve or reject the inclusion request in the Global Template Solution.
- Any request for change to the Global Template solution during the Release to be governed by the Change Control process.

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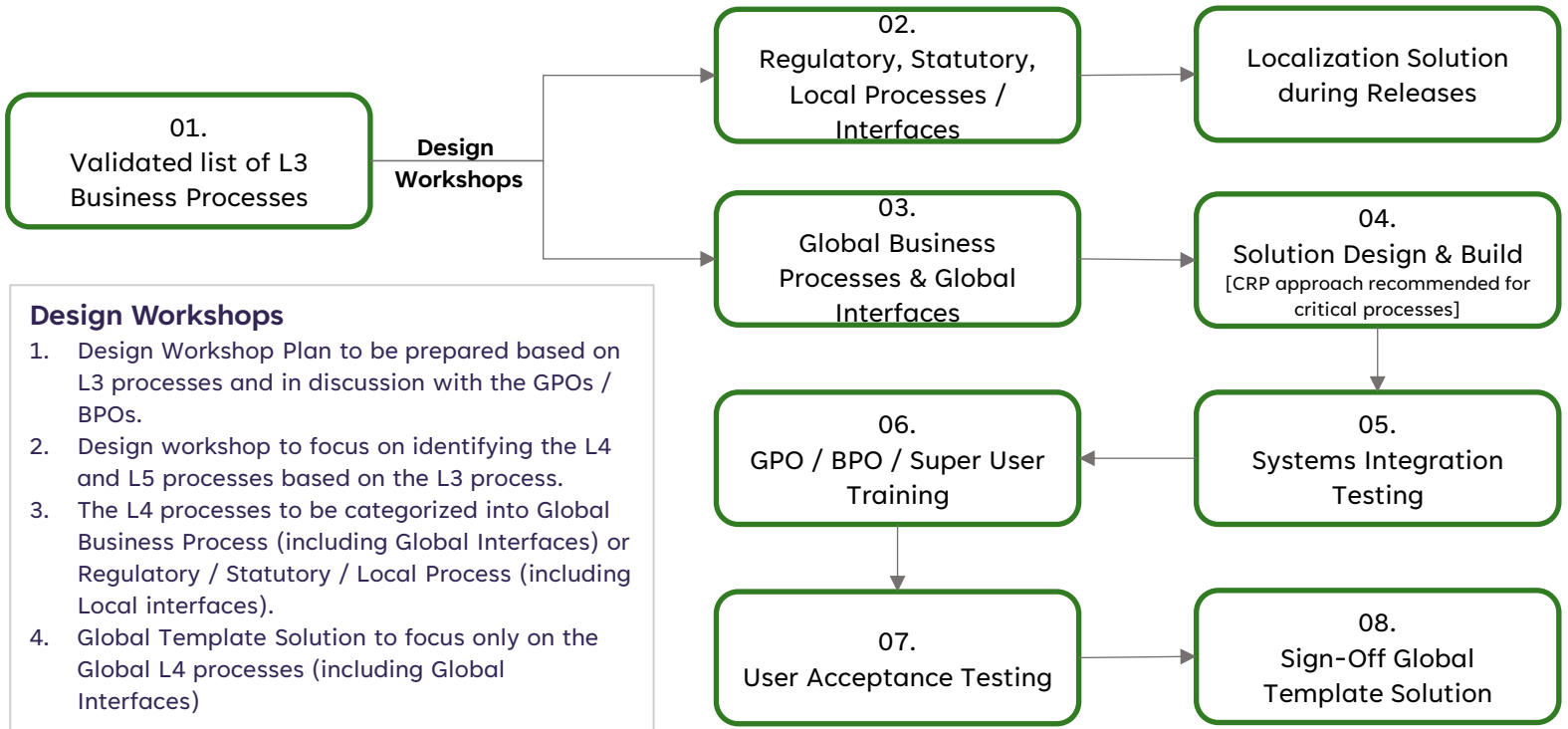
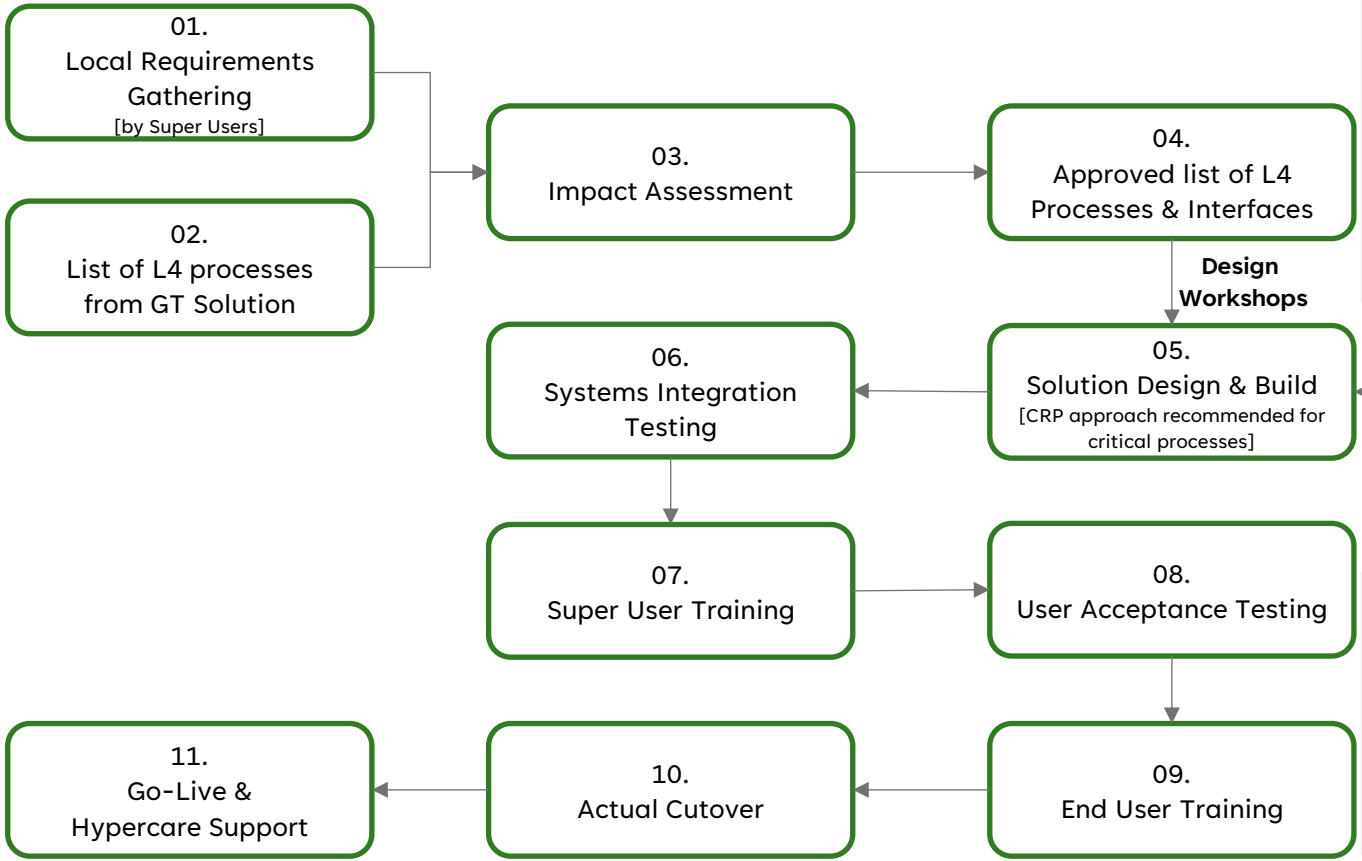
Global Template Solution



Design Workshops

1. Design Workshop Plan to be prepared based on L3 processes and in discussion with the GPOs / BPOs.
2. Design workshop to focus on identifying the L4 and L5 processes based on the L3 process.
3. The L4 processes to be categorized into Global Business Process (including Global Interfaces) or Regulatory / Statutory / Local Process (including Local interfaces).
4. Global Template Solution to focus only on the Global L4 processes (including Global Interfaces)

Release / Local Solution



Impact Assessment

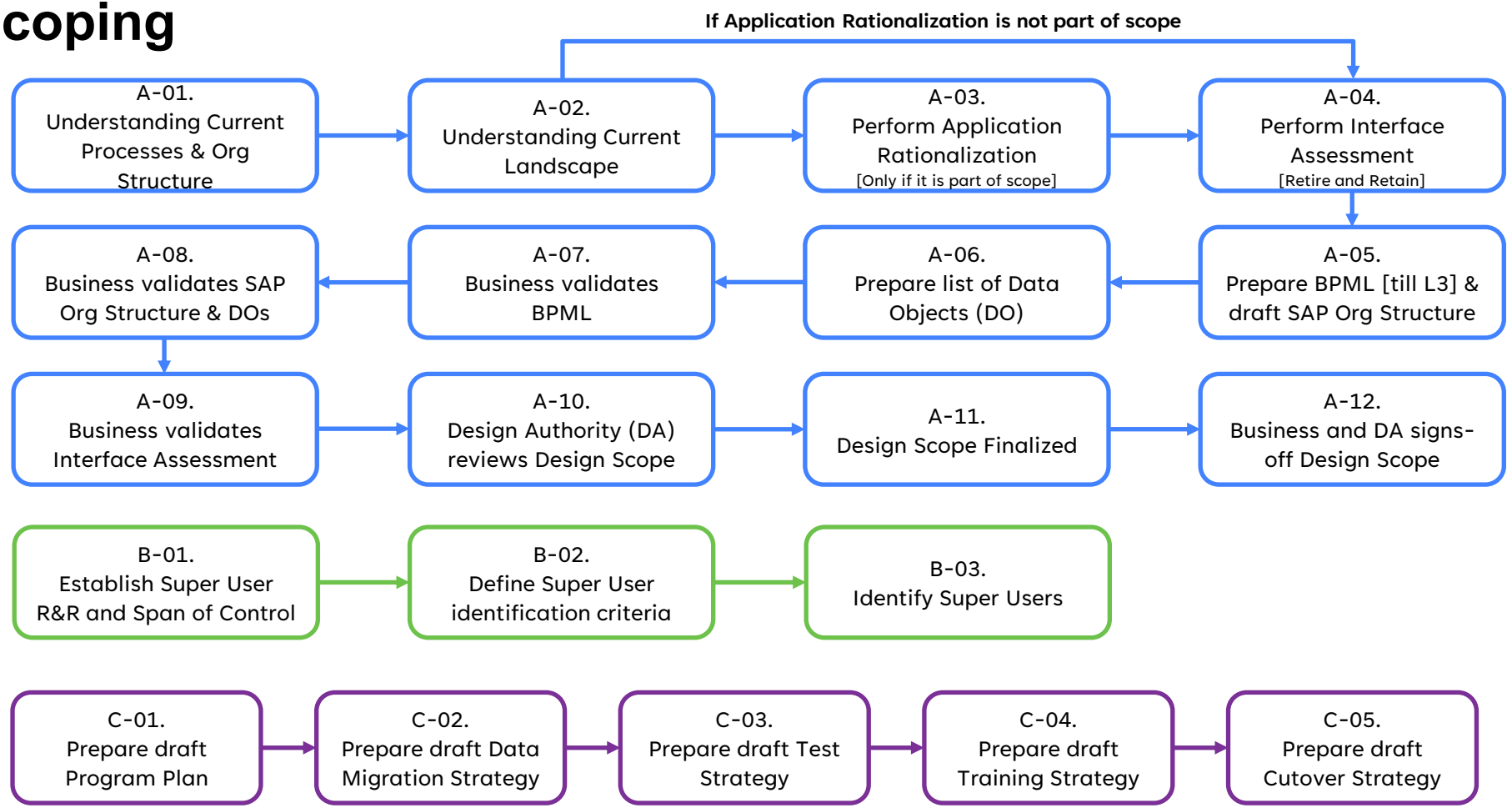
1. The objective of Impact Assessment is to maintain Global Template Integrity, drive GT Solution adoption and adhere to the program schedule.
2. Impact Assessment to be done by the customer business & IT with necessary input / advice from Solution team.
3. Any impact to schedule, effort and costs to be addressed via Change Control process.

Design Workshops

1. Design Workshop Plan to be prepared based on approved list of L4 processes and in discussion with the GPOs / BPOs.
2. Design workshop to focus on identifying & designing the L5 processes.

Scoping, Design & Build

Scoping



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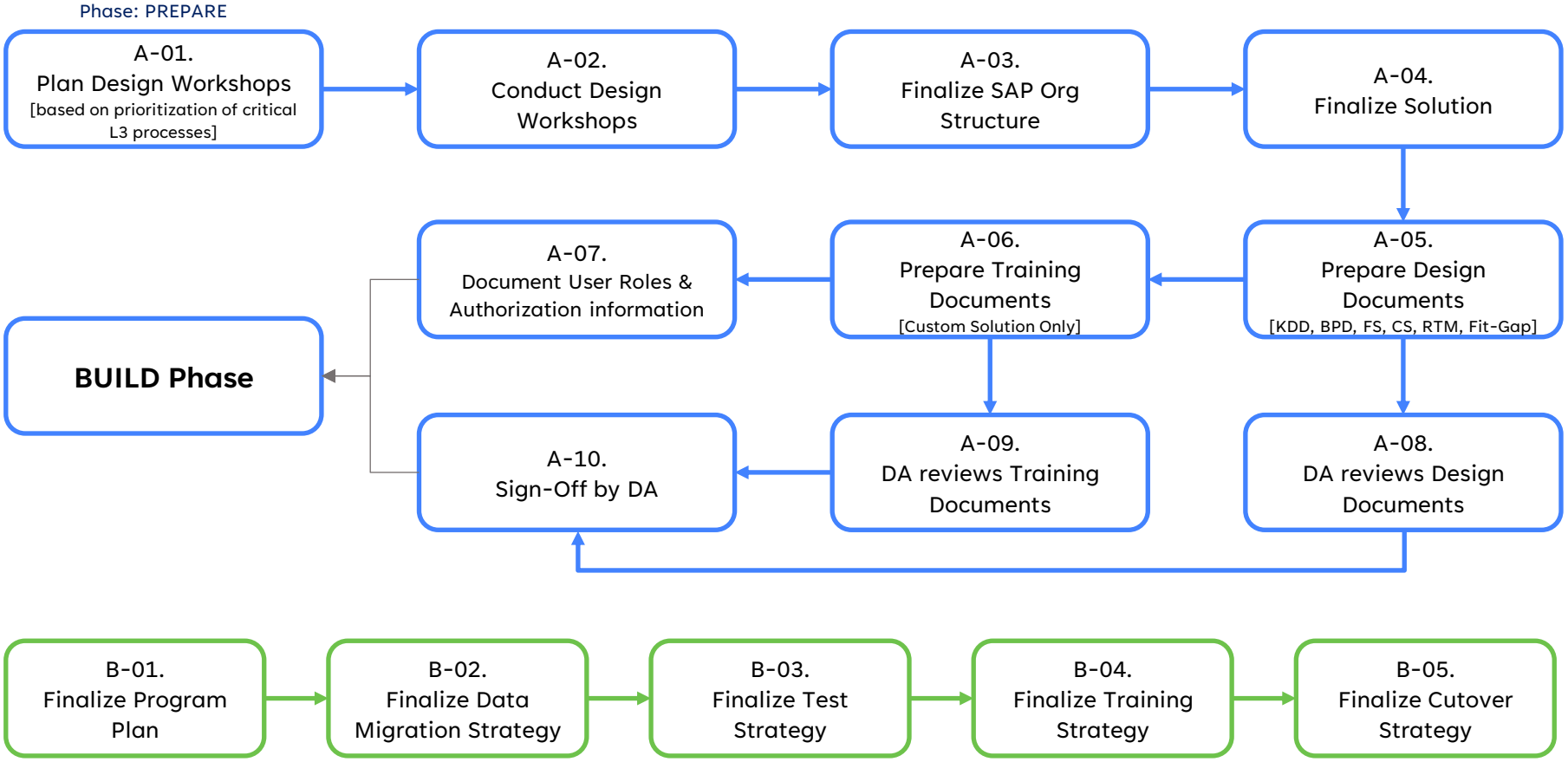
All activities are in the PREPARE Phase

Design



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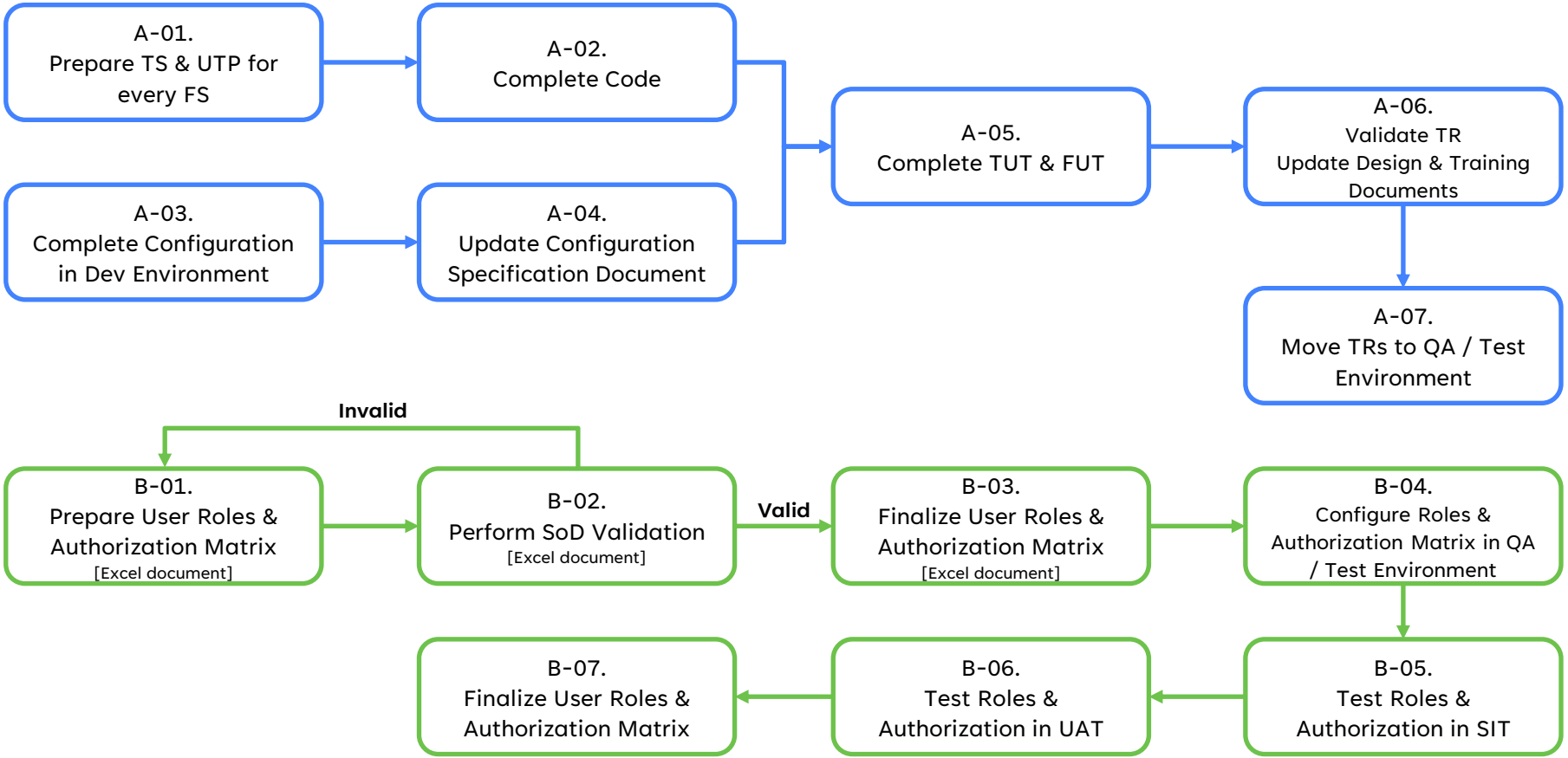
All activities are in the EXPLORE Phase except A-01

Build



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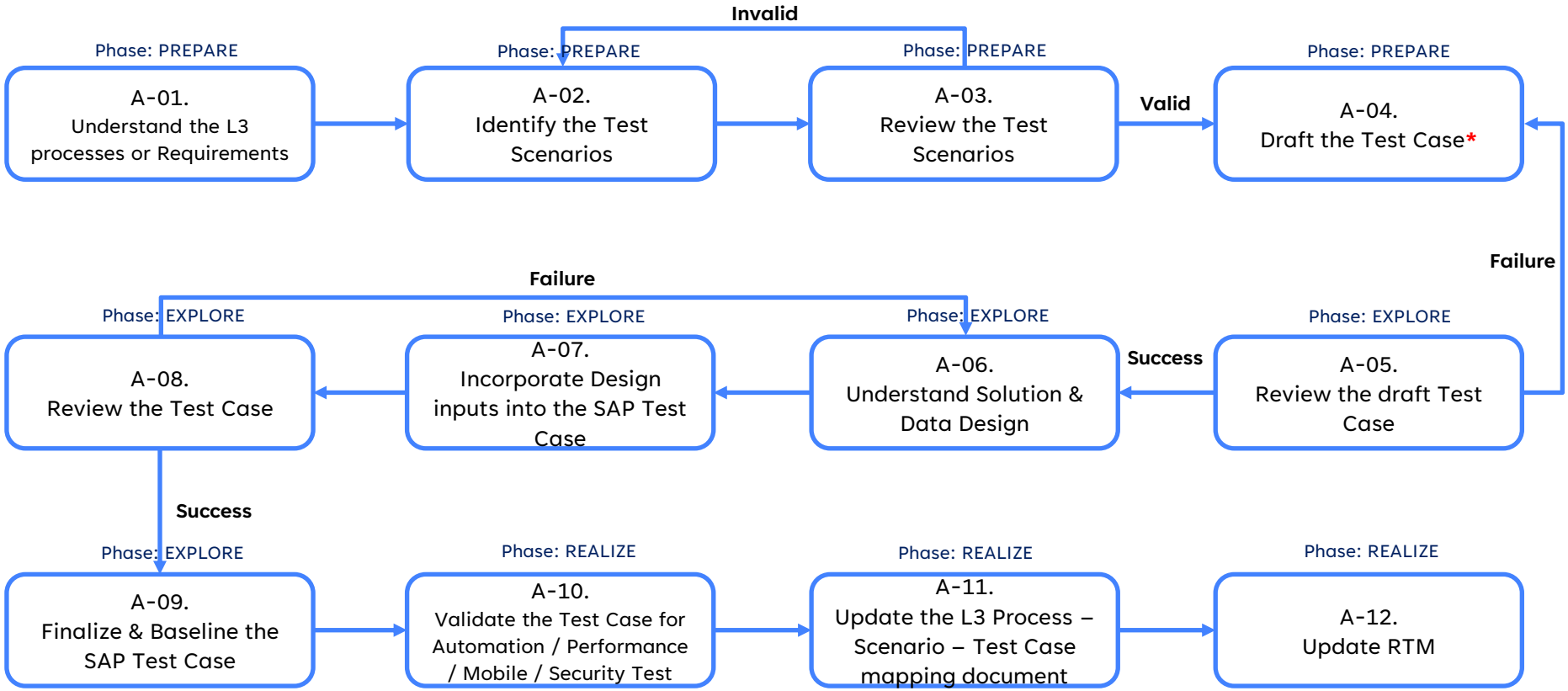
All activities are in the REALIZE Phase

Testing & Defect Management

Test Case Preparation



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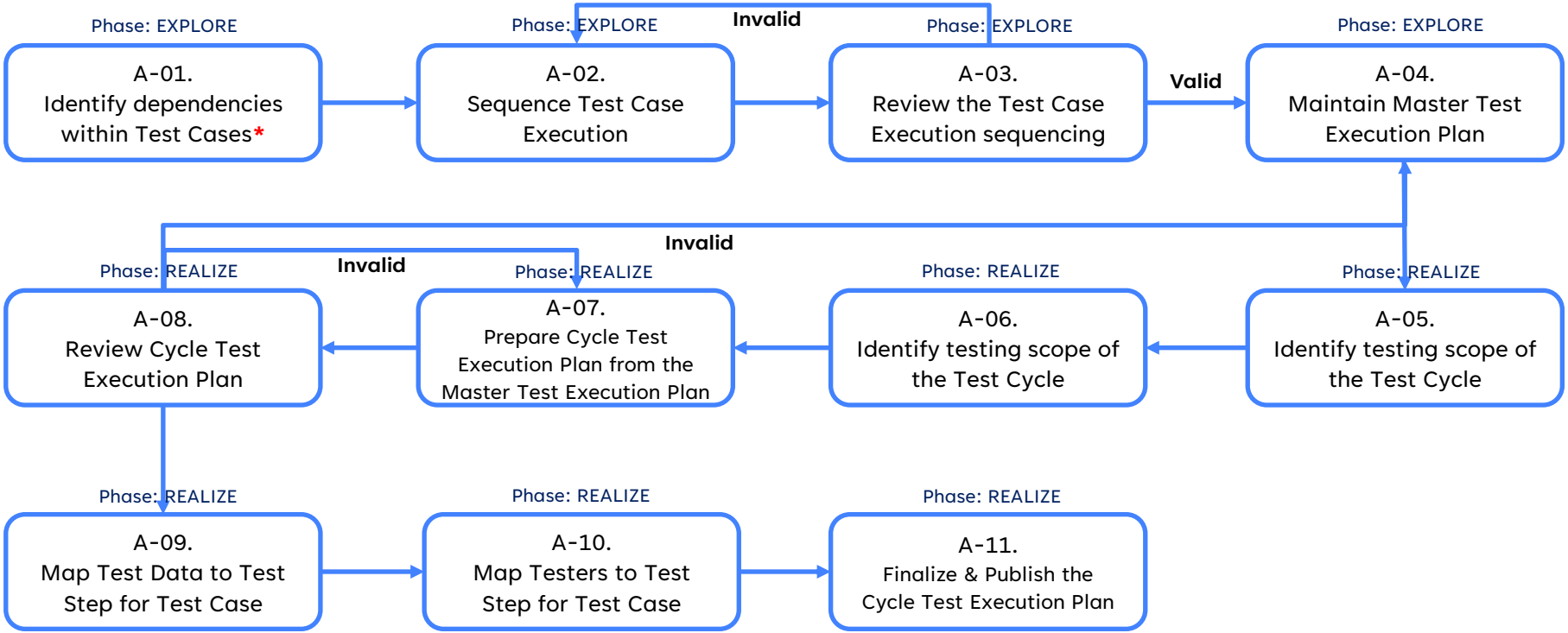
* Maximum number of steps recommended in a Test Case is 40

Test Execution Planning



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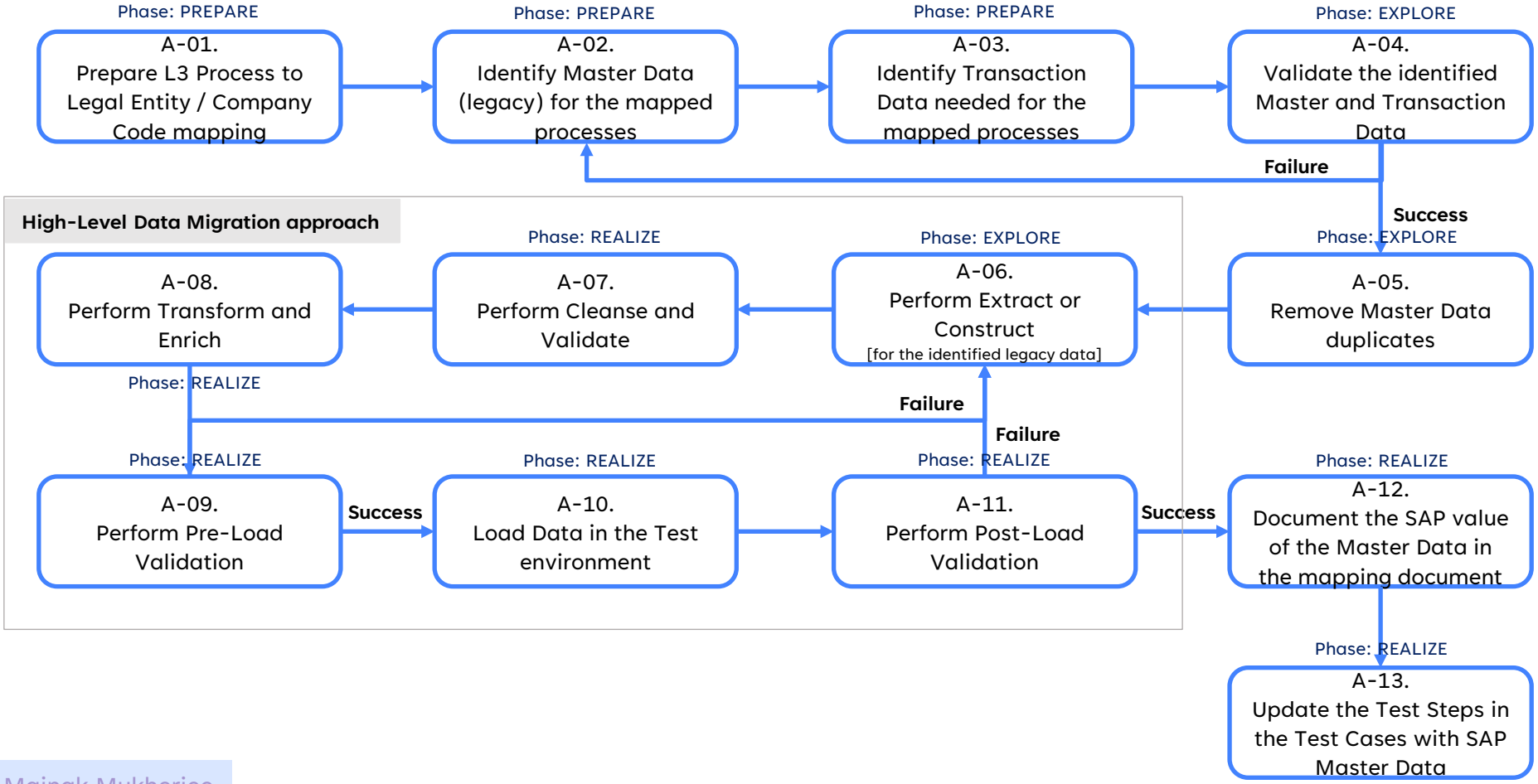
* Test Cases representing 100% scope

Test Data Identification



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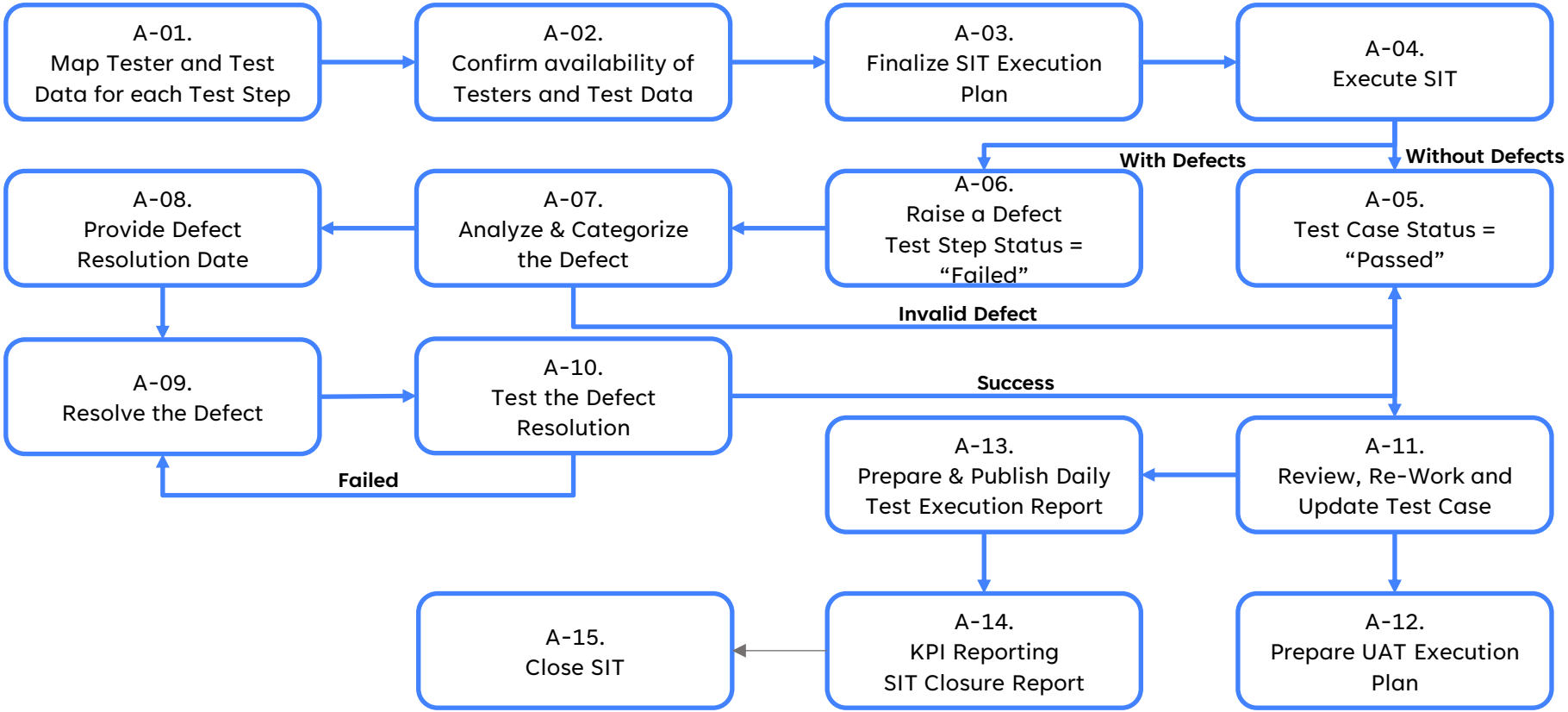
System Integration Testing (SIT)



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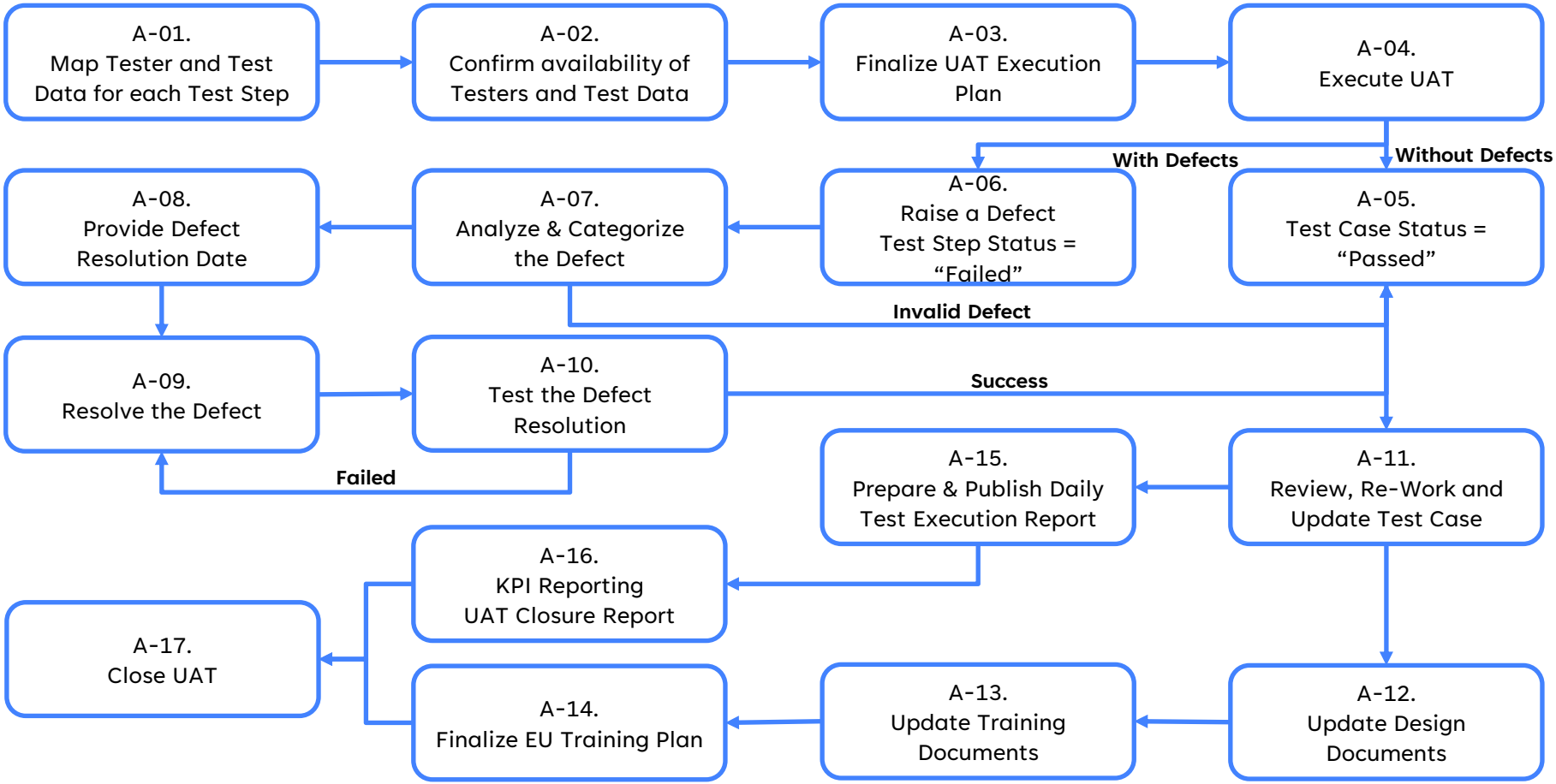
User Acceptance Testing (UAT)



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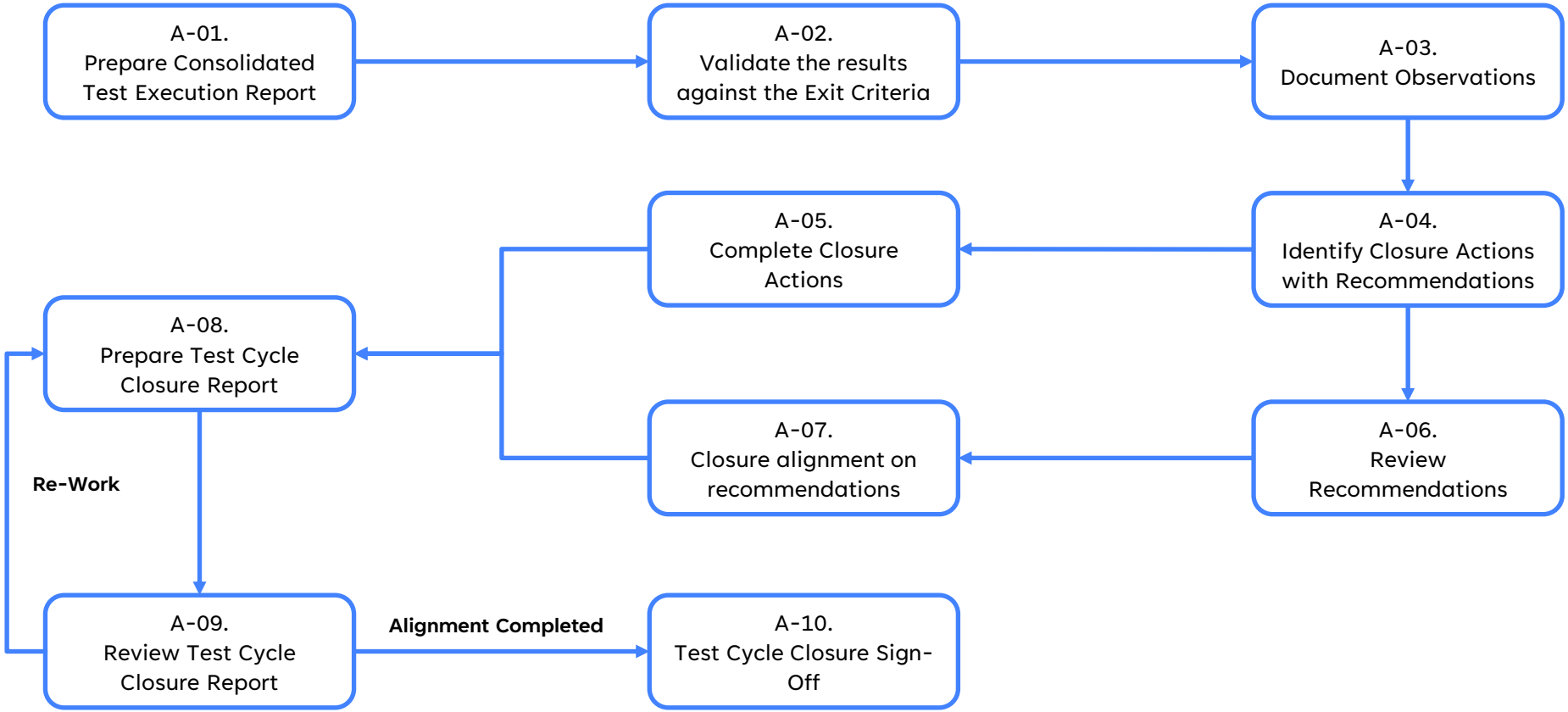
Test Cycle Closure



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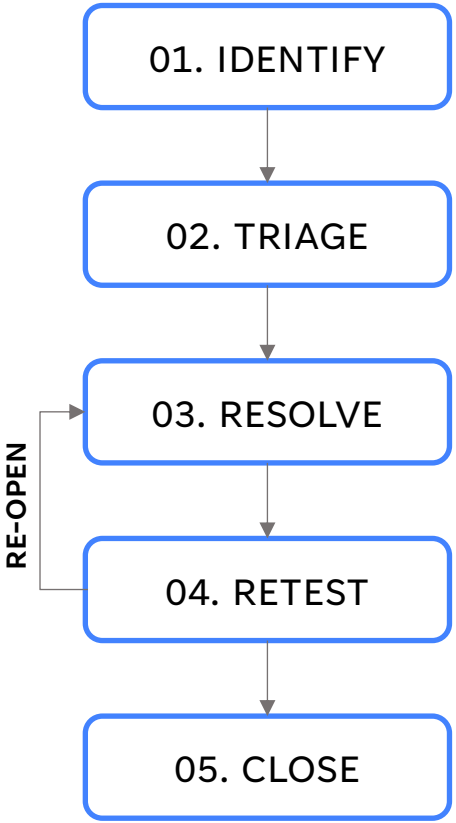
High-Level Defect Management



This process describes the necessary & sufficient steps needed to submit a defect found during a testing cycle

This process describes how a defect is analyzed before being prioritized and assigned to the correct resolver team / individual before the resolution can start

This process describes how a defect is resolved and unit tested. Once successfully unit tested, the solution is moved / transported to the Test environment

This process describes the actions taken by the tester after re-testing: (a) Close defect if the retesting is successful (b) Re-Open the defect is the retesting fails

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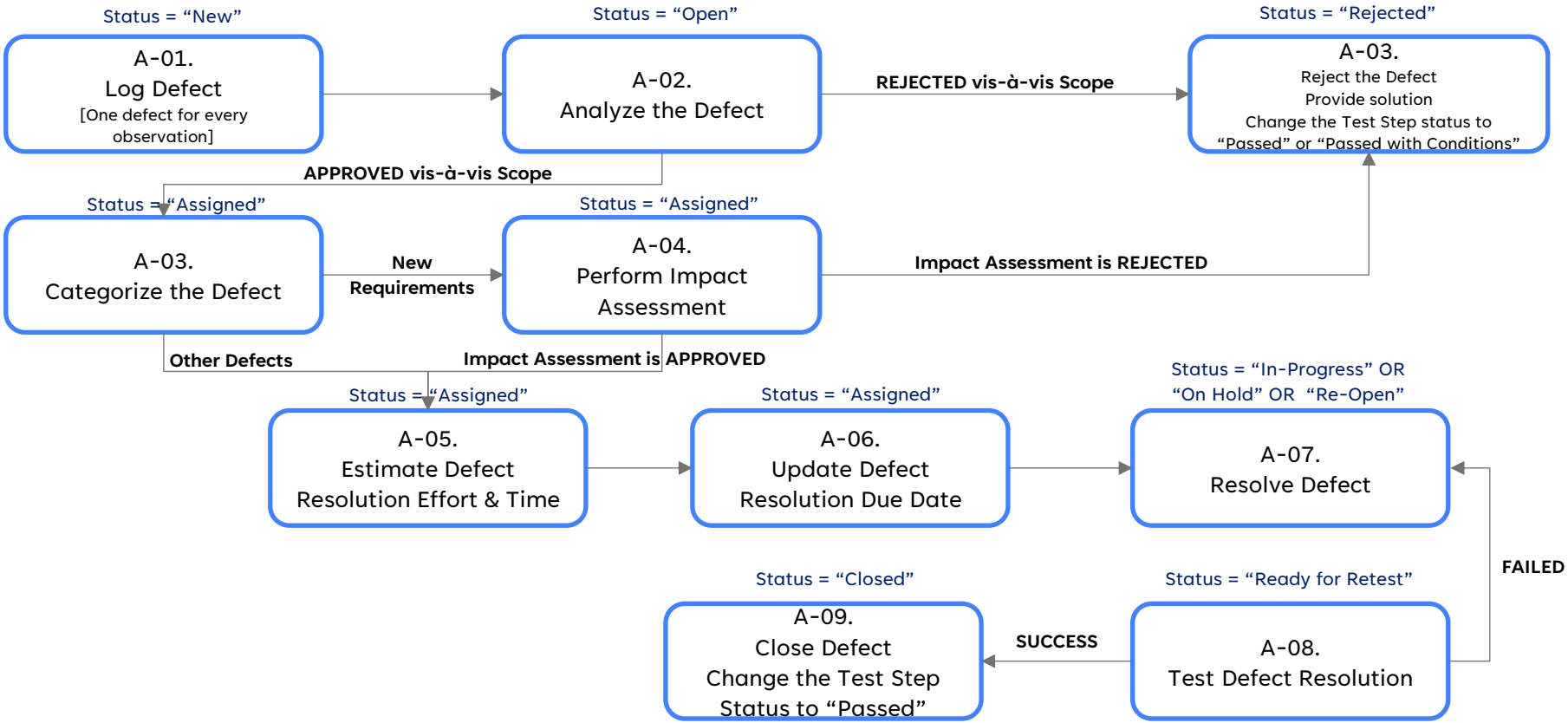
Defect Management on a Page



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All activities are in the REALIZE Phase

Defect Categories

Srl #	Defect Category	Definition	Actions needed
1	New Requirement	New requirement or a new data request has been raised by the business	Review & decision by the Core Design Authority followed by next actions
2	Design	The solution design is not supporting the approved requirement	Solution team to fix the bug
3	Configuration	The configuration is not aligned with the solution design	Solution team to fix the bug
4	Coding	The custom build is not aligned with the solution design	Solution team to fix the bug
5	Data	Missing or inaccurate data has been identified	Solution or Data team to fix the bug
6	Authorization	The user doesn't have the necessary & sufficient authorizations aligned with the approved User Roles & Authorization Matrix	Solution team to fix the bug
7	Integration	The integration with legacy / 3rd Party application is not working as expected	Solution team to fix the bug
8	Product	The standard SAP solution is not giving the expected result(s)	Solution Team to work with SAP
9	Infra / Env	An issue identified with the Environment or Infrastructure	Solution or Infra team to fix the issue
10	User Query / Training	The User has an understanding gap or an understanding need	Solution or Data Team to give the clarification

Defect Statuses

Srl #	Defect Status	Definition	Predecessor AND Successor
1	New	A new defect has been raised in the tool	Predecessor – N/A | Successor – Open
2	Open / Triage	The defect has been accepted for Triage	Predecessor – New | Successor – Assigned OR Rejected
3	Assigned	The defect has been assigned to the resolver team and individual	Predecessor – Open / Triage | Successor – In Progress OR On Hold OR Rejected
4	In Progress	The resolver team and the individual assigned is working on the resolution of the defect	Predecessor – Assigned | Successor – Ready for Retest OR On Hold OR Rejected
5	On Hold	The defect is waiting for some pending information or issue to be addressed	Predecessor – Assigned OR In Progress OR Re-Open | Successor – Assigned OR In Progress or Ready for Retest OR Rejected
6	Ready for Retest	The resolution has been completed and successfully unit tested. It is ready for retest by the tester.	Predecessor – In Progress OR On Hold | Successor – Re-Open OR Closed
7	Re-Open	The resolution doesn't meet the requirements and needs to be re-worked	Predecessor – Ready for Retest | Successor – In Progress OR On Hold
8	Closed	The resolution is successfully tested	Predecessor – Ready for Retest | Successor – N/A
9	Rejected	The defect is rejected either due to incorrect requirement or a new requirement not being approved by the CDA	Predecessor – Any Status | Successor – N/A
10	Withdrawn / Cancelled	The defect is withdrawn or cancelled	Predecessor – Any Status | Successor – N/A

Defect Severity & Priority

Severity	Impact
1 – Critical	5 or more business critical Test Cases has been adversely impacted with executions stopped
2 – High	2 – 4 business critical Test Cases has been adversely impacted with executions stopped
3 – Medium	Execution of the Test Case has been stopped
4 – Low	Some of the steps of the impacted Test Case can be executed as the defect is resolved

Priority	Impact
1 – Critical	Business critical functions are impacted. Go-Live is impacted
2 – High	Major business functions across process areas are impacted. Go-Live may be impacted without workable workarounds
3 – Medium	Major business functions within a process area are impacted. Go-Live may be impacted without workable workarounds
4 – Low	No impact to Go-Live

GO-LIVE RISK ASSESSMENT MATRIX

SEVERITY	PRIORITY: 1 – Critical	2 – High	3 – Medium	4 - Low
1 – Critical	Critical	Critical	High	High
2 – High	Critical	High	High	Medium
3 – Medium	High	High	Medium	Low
4 – Low	High	Medium	Low	Low

- “Critical” and “High” – Addressed and tested before UAT closure
- “Medium” – Agreed & tested workarounds wherever the defect can’t be resolved within UAT
- “Low” – Good to resolve the defects prior to UAT closure
- Permanent solution for all workarounds and “Low” defects to be closed within Hypercare

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Data Standardization & Migration

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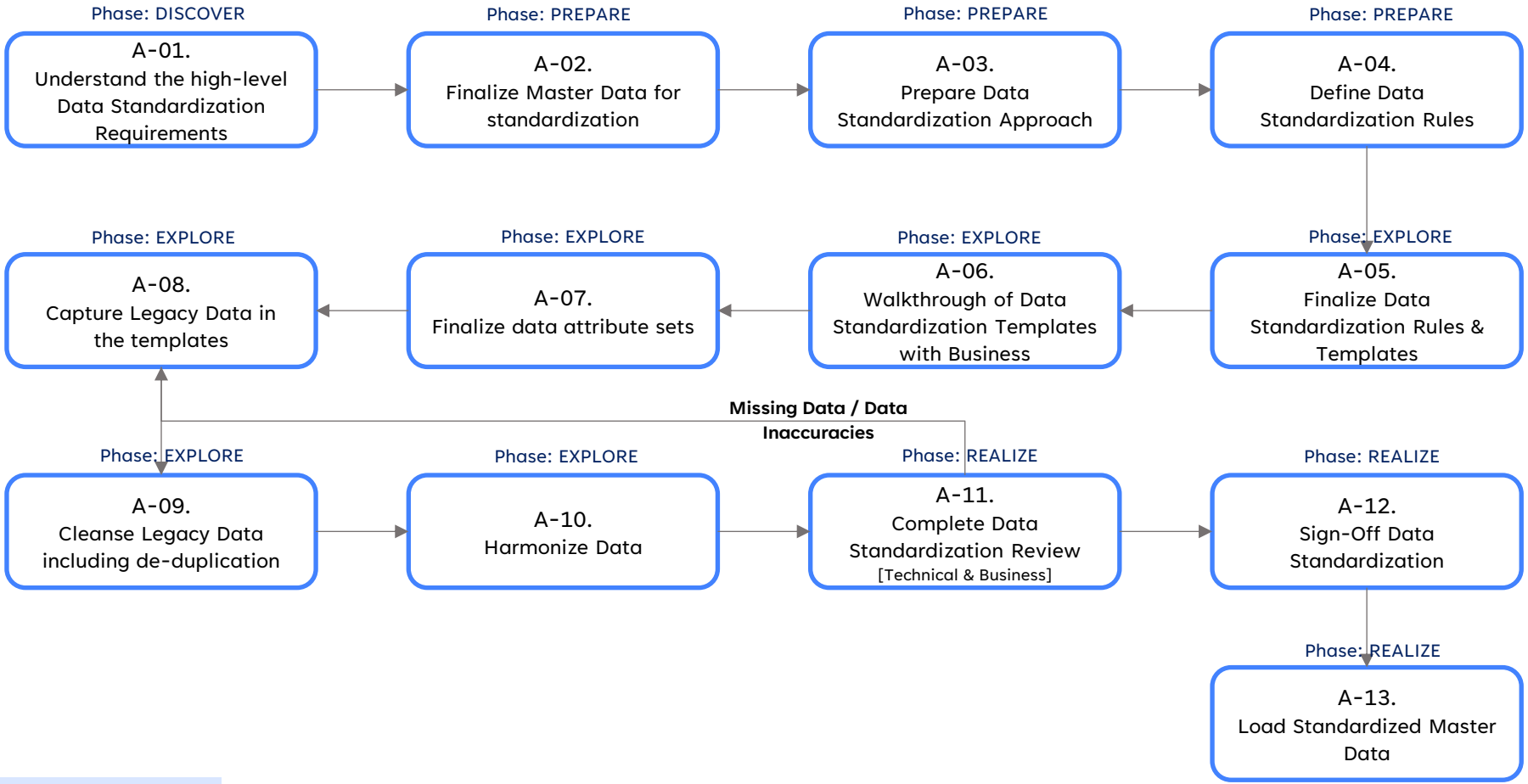
Data Standardization on a Page



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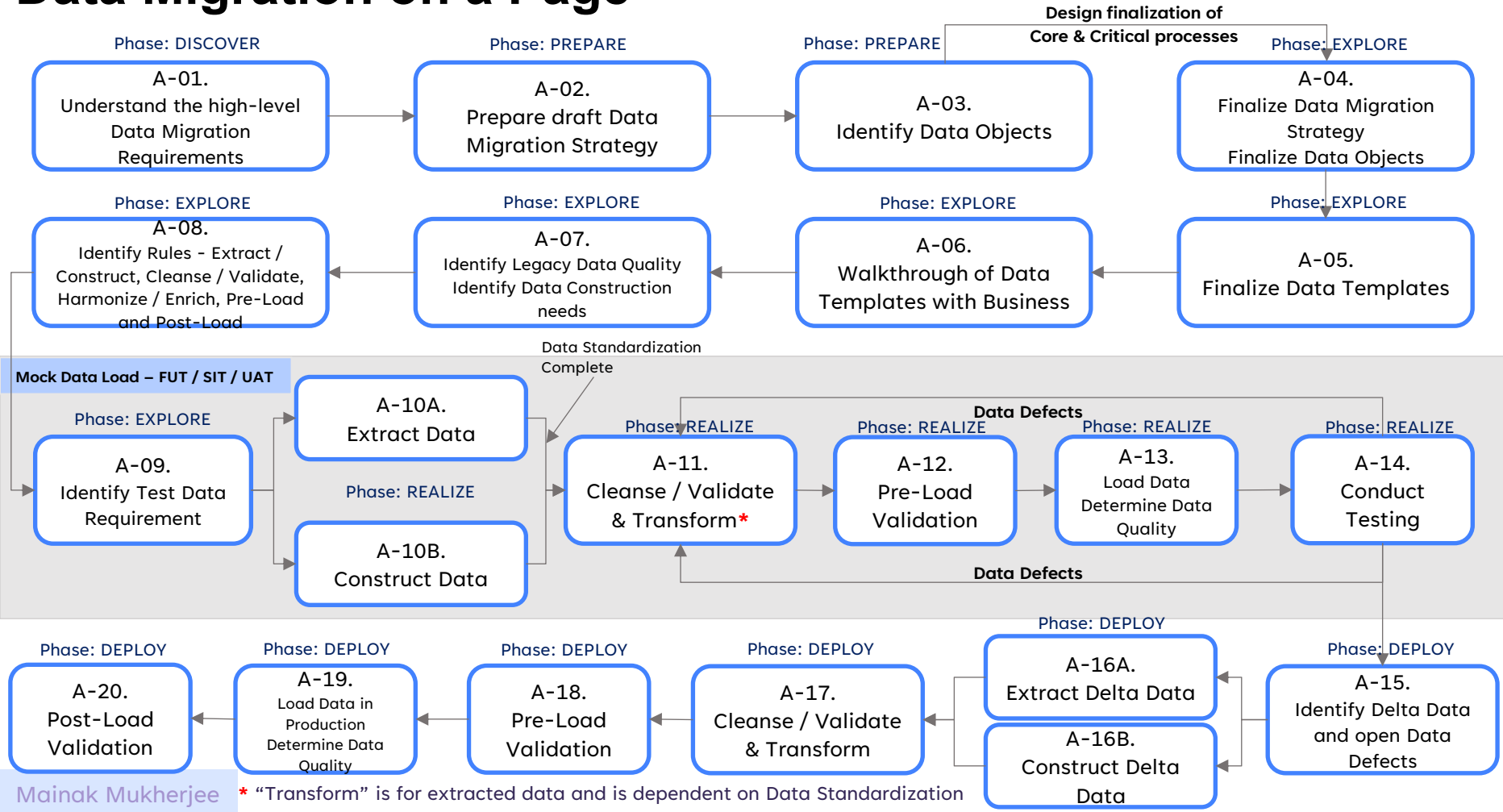
Data Migration on a Page



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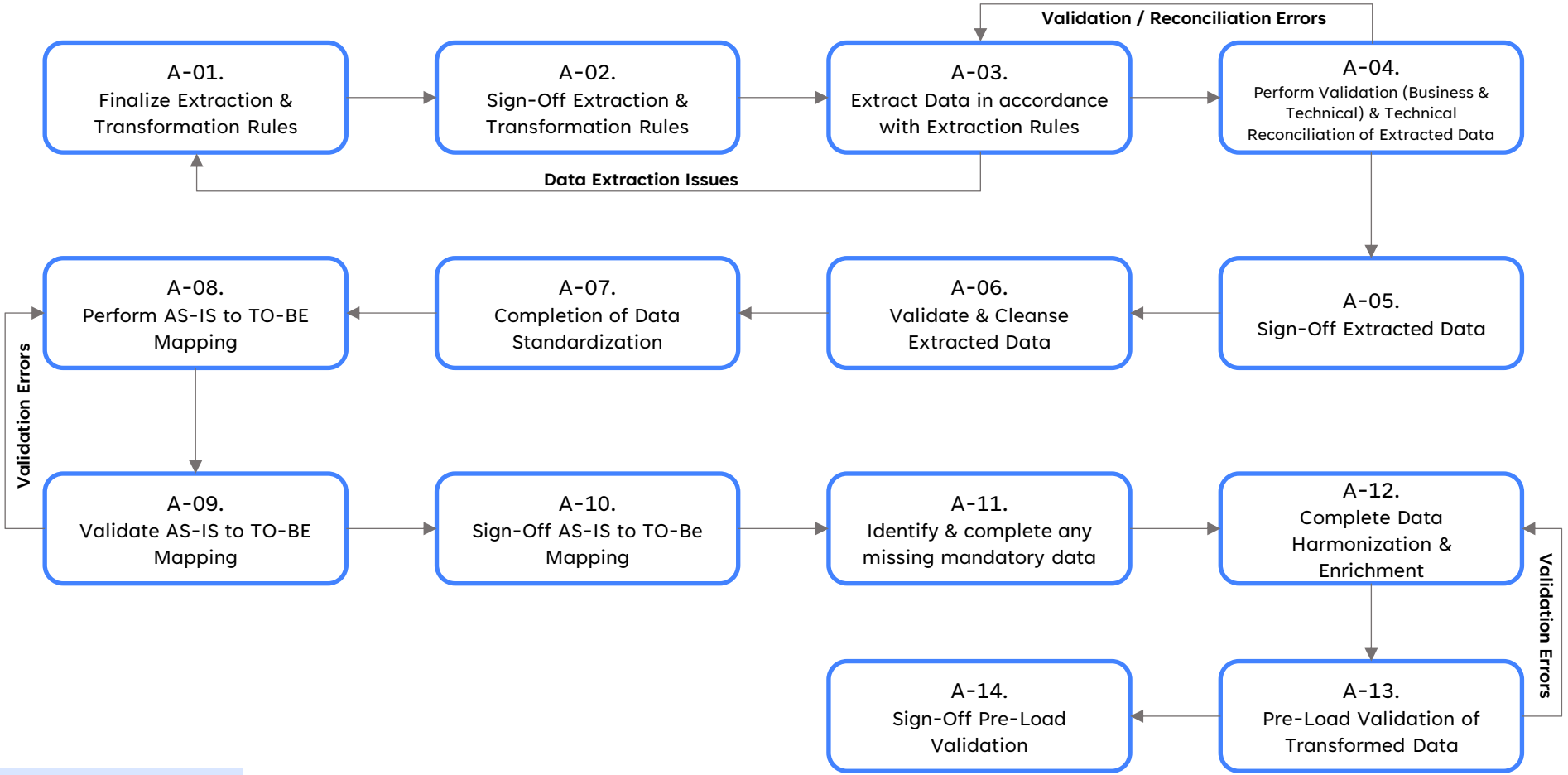
* “Transform” is for extracted data and is dependent on Data Standardization

Data Extraction & Transformation on a Page



All activities are in the REALIZE Phase

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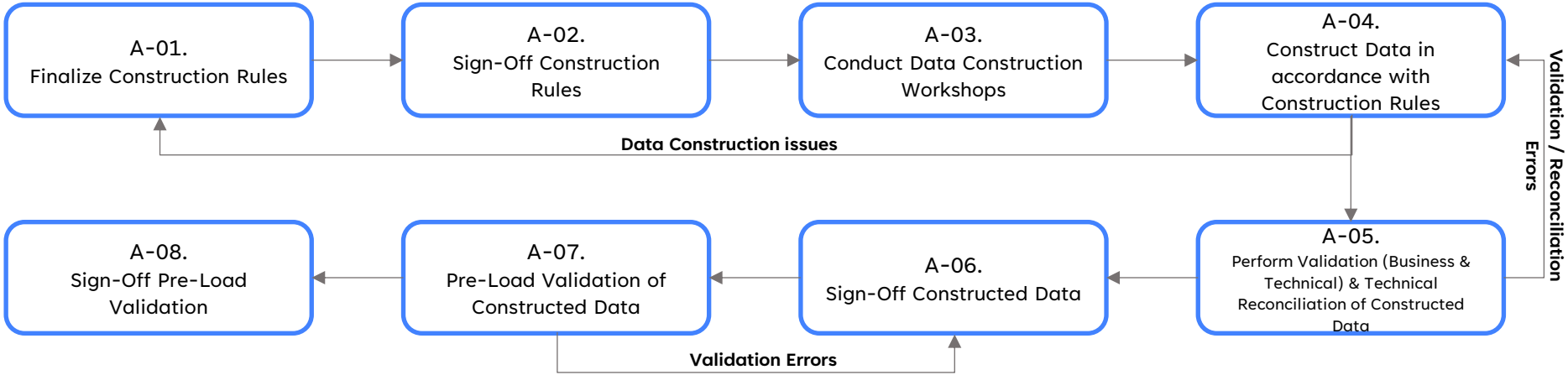
Data Construction on a Page



All activities are in the REALIZE Phase

Data Quality Framework

A Data Quality Framework is a roadmap to build data quality management strategy. It provides a structured methodology for assessing, monitoring, and improving the quality of data within the organization. This framework encompasses a set of principles, standards, processes, and tools aimed at addressing various aspects of data quality, including accuracy, completeness, consistency, timeliness, and reliability.

Data Quality Framework

6 Components of Data Quality Framework

1 Data Profiling

Understand data characteristics, structure, and integrity. Includes identifying missing values, outliers, duplicates & inconsistencies

2 Data Quality Dimensions

5 dimensions - Accuracy, Completeness, Consistency, Timeliness, and Relevance. Define specific metrics & thresholds for each dimension.

3 Data Cleansing

Corrective actions to address data quality issues by cleansing & enriching data. Includes removing duplicates, standardizing formats, correcting errors, and augmenting missing information.

4 Data Quality Rules & Standards

Define & establish data quality rules to maintain consistency & integrity across datasets. These rules define data values, formats, and relationships.

5 Data Governance

The policies, processes, and controls for managing data assets effectively. Establishes clear R&R to ensure accountability & compliance with regulatory requirements

6 Continuous Monitoring & Improvement

Continuously detect deviations from established quality standards and take proactive measures to address them.

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All activities are in the REALIZE Phase

Implementing Data Quality Framework

01. Assessing Current State

Conducting a comprehensive assessment of current data quality practices, capabilities, and challenges is essential for identifying gaps and opportunities for improvement.

02. Setting Clear Objectives

Defining clear objectives, goals, and success criteria for data quality initiatives helps align efforts with business priorities and ensures measurable outcomes.

03. Engaging Stakeholders

Engaging stakeholders from across the organization, including business users, IT teams, data stewards, and executives, fosters collaboration, buy-in, and support for data quality initiatives

04. Investing in Tools & Technology

Leveraging data quality tools and technology solutions can streamline data profiling, validation, cleansing, and monitoring processes, enhancing efficiency and effectiveness

05. Establishing Governance Structures

Establishing governance structures, processes, and policies for data quality management helps ensure consistency, accountability, and sustainability of data quality initiatives

06. Providing Training & Education

Providing training and education to employees on data quality concepts, tools, and best practices enhances awareness, competency, and adoption of data quality practices.

07. Iterative Improvement

Adopting an iterative approach to data quality improvement allows organizations to continuously assess, prioritize, and address data quality issues based on evolving business needs and priorities

All activities are in the REALIZE Phase

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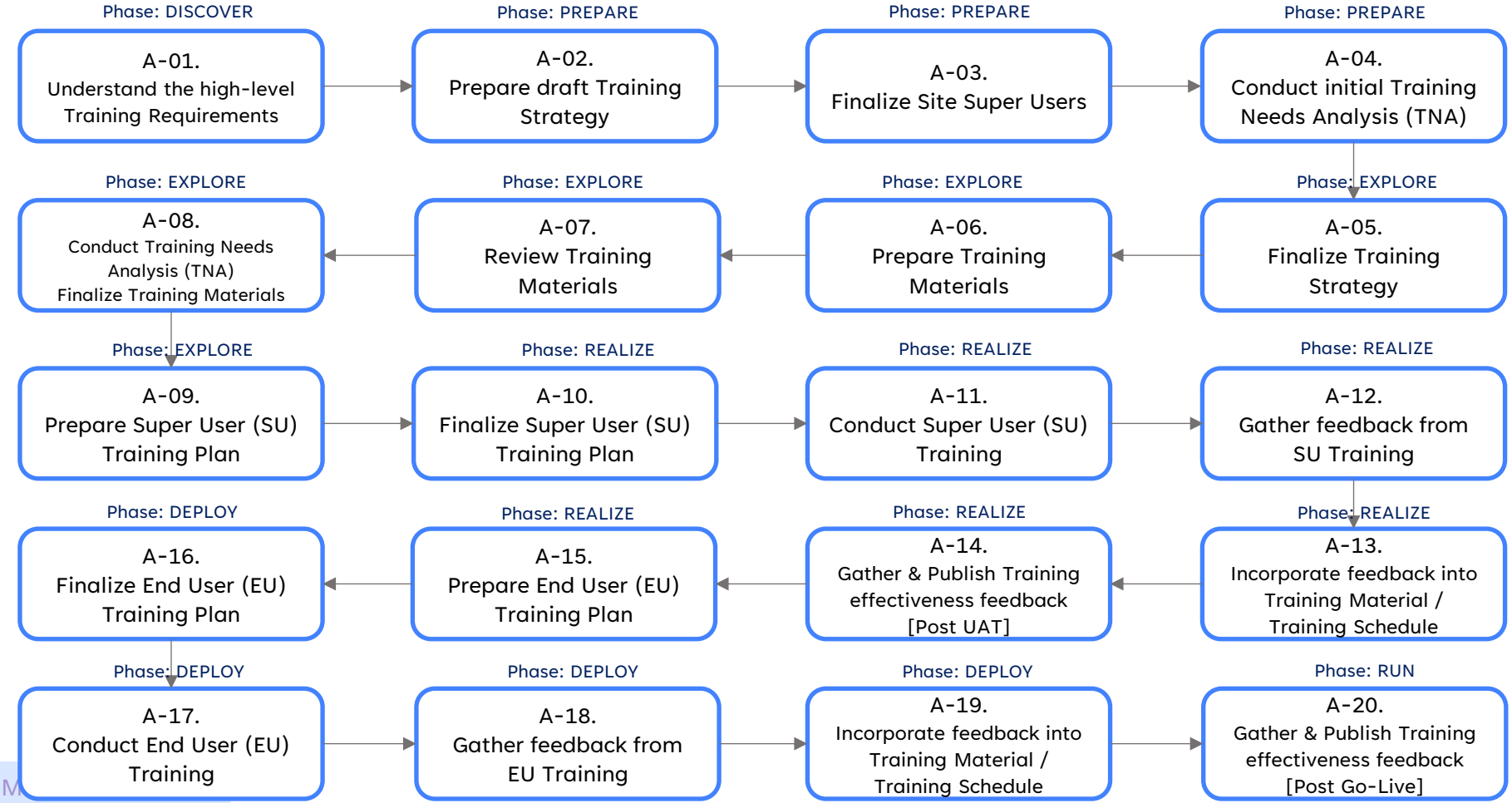
Training

Training on a Page



Cutover

Cutover

Cutover is defined as the phase in an Implementation program where the AS-IS system is closed (no further transactions to be made excluding generation of reports for Tax & Audit purposes) and the business starts conducting their transactions in the TO-BE system.

Key Activities:

1. Execution of Business Cutover Tasks
2. Transaction Data Freeze [applicable for transactions with inventory & financial impact which can't be completed before month-end in the legacy system]
3. Manual or automated data capture in Blackout Templates
4. Product Costing Validation & Correction
5. Blackout Period [when no system is available to capture master & transaction data]
6. Inventory Quantity Finalization
7. Inventory Price Validation & Correction
8. Inventory Load
9. Inventory Sign-Off
10. Transaction Data Load
11. Month-End Closing in Legacy
12. Go-Live in the new system
13. Post Go-Live Catchup [Blackout period transactions and transactions post Go-Live till backlog is cleared]
14. Material Ledge Closing and MR22 Run
15. Completion of Financial Transaction Data Load

What happens during Blackout:

1. All transactions in legacy system(s) stop, except month-end closure activities. [Month-End activities in legacy to be performed by considering the last date of the month as the month-end close data]
2. All transactions, with inventory and/or financial impact, to be recorded in the Blackout Templates
3. No parallel run between the legacy (AS-IS) and the new (TO-BE) systems
4. Once the last month-end in legacy is completed and data (master and open transactions) is migrated to the new system, the legacy system will be display / query mode only

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Key Cutover Guidelines – Procurement

Before Blackout Start / Transaction Data Freeze		Day 1 of Go-Live and after	After Finance Balances Load
STOP OR EXPEDITE	**SLOW DOWN**	**START**	**START**
▪ Close all POs for which no receipts are expected in future ▪ If delivery for open POs are expected during the Blackout period, inform the vendors to expedite delivery before start of Blackout period ▪ Close all PRs in the legacy system or convert them to Pos before PO freeze date	▪ Slow down PR and PO creation before PO freeze date	▪ Create PR and PO in the new system with reference to the post Go-Live data templates ▪ Start business-as-usual (BAU) activities only after the catch-up is completed	N/A

Key Cutover Guidelines - Sales

Before Blackout Start / Transaction Data Freeze		Day 1 of Go-Live and after	After Finance Balances Load
STOP OR EXPEDITE	**SLOW DOWN**	**START**	**START**
▪ Expedite creation of SO (as received) in the legacy system before the start of the transaction data freeze ▪ Speak to the customers so that they issue future Sales Orders which are entered in the legacy system before transaction data freeze to minimize Blackout catch-up ▪ Expedite dispatches in legacy before the start of Go-Live outage ▪ Complete creation of all billing documents in the legacy system before the start of Go-Live outage	▪ Slow down of dispatches before & during Blackout period to minimize catchup ▪ Plan for limited stock movement (only for key customers or high-value customers) [Keep customers informed]	▪ Create SO in the new system with reference to the post Go-Live data templates ▪ Start creation of deliveries, PGI and billing documents for dispatches done during the Blackout period ▪ Start business-as-usual (BAU) activities only after the catch-up is completed	N/A

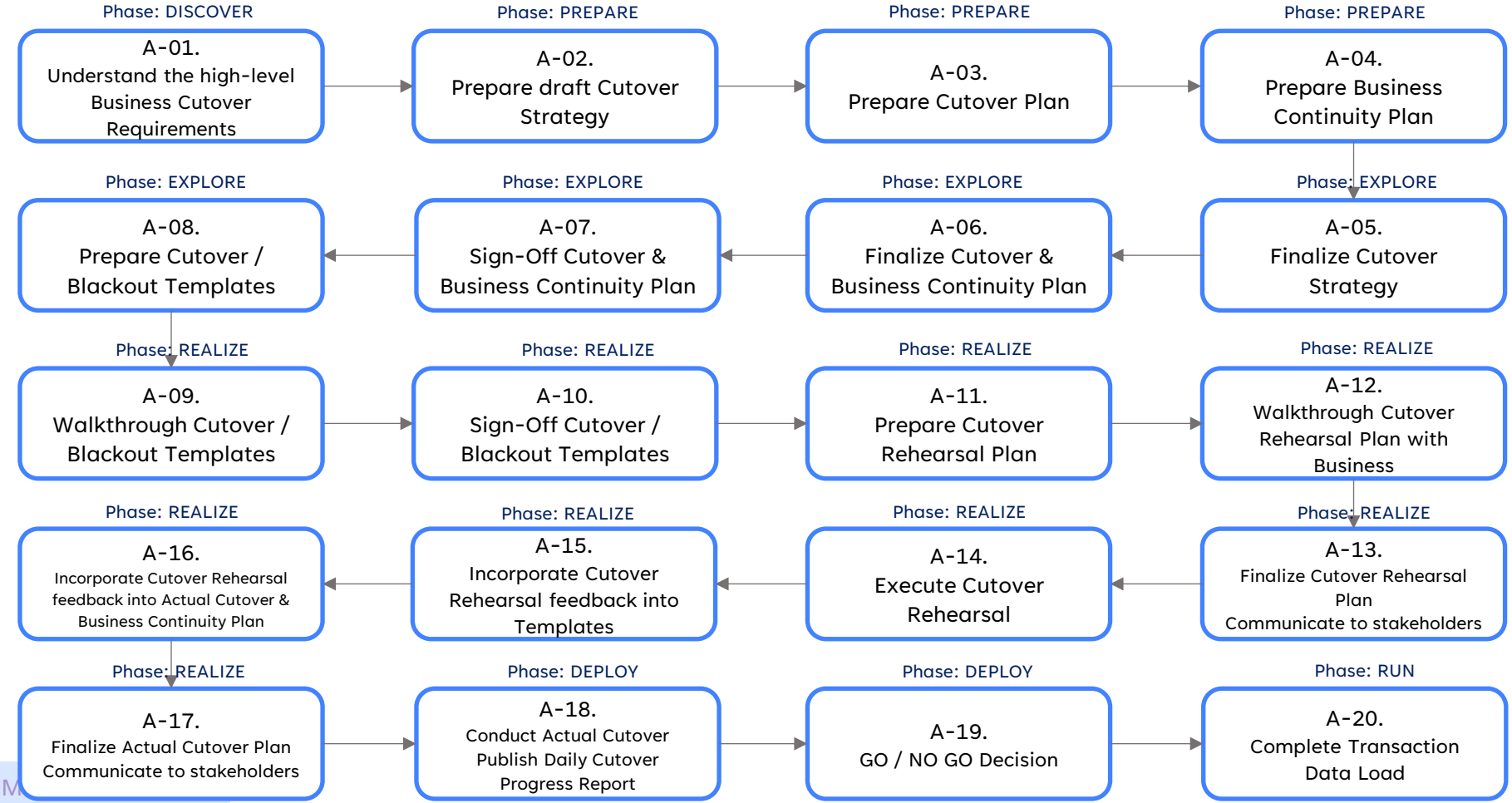
Key Cutover Guidelines - Inventory

Before Blackout Start / Transaction Data Freeze		Day 1 of Go-Live and after	After Finance Balances Load
STOP OR EXPEDITE	**SLOW DOWN**	**START**	**START**
▪ Stop all Material Issues/ Transfers/ Receipts/ Returns in the legacy system before the Blackout period start ▪ All departments to estimate their requirements and requisition the material sufficiently in advance ▪ Expedite completion of stock taking and reconciliation for raw material, finished goods etc. on or before start of inventory freeze date ▪ GRN from Production order to be completed before the start of the Blackout period ▪ All the Quality Inspection stock to be cleared ▪ No stock to be in transit ▪ No inventory movement (GR, GI, Stock transfer, Bill of Lading, Inventory adjustments) to be entered in the legacy system after the inventory freeze start	▪ Slow down receipts and dispatches before blackout start	▪ Catchup on goods movement (GR, GI, Stock transfer) in the new system with reference to the post Go-Live data templates ▪ Start business-as-usual (BAU) activities only after the catch-up is completed	N/A

Key Cutover Guidelines - Finance

Before Blackout Start / Transaction Data Freeze		Day 1 of Go-Live and after	After Finance Balances Load
STOP OR EXPEDITE	**SLOW DOWN**	**START**	**START**
▪ All vendor invoices for which material is received before Blackout start to be entered in the legacy system ▪ Complete booking of all customer invoices in the legacy system before start of the Blackout where material has been dispatched ▪ Manual provision for Freights, GRNs where prices are not final and complete creation of invoices ▪ Settle Debit / Credit Notes in the legacy ▪ Inform vendor of any delay in payment ▪ Pay vendors early if it makes business sense	▪ Minimize payments during blackout period (business decision) ▪ Ensure critical payments are made in the legacy before month end close	▪ Advance payment/ receipts in S/4HANA ▪ Make payments to vendors for new material receipts which are done in S/4HANA ▪ Start receiving payments from customer for new dispatches which are done in S/4HANA ▪ Sites can start posting Journal Entries ▪ Start new financial postings for downstream transactions done in S/4HANA	▪ Making / receiving payments for legacy invoices ▪ Changes to existing asset balance, New asset creation and asset postings.

Cutover Process on a Page



Go-Live Readiness Check

Milestone Checkpoints

- The objective of **Milestone Checkpoints (MC)** is to determine the Go-Live readiness and to start the Cutover Activities tied to each milestone i.e.
  - **MC 1** covers activities until start of data loads
  - **MC 2** covers activities from start of data load till Blackout start
  - **MC 3** covers activities from during blackout period
  - **MC 4** covers activities around turning on interfaces etc. ~12 hours before Go Live
  - **MC 5** covers activities of releasing users in new system

- **Milestone checkpoints are critical to**
  - Check progress on readiness checklist
  - Get leadership approval to move to continue with Cutover activities

9 MCs to check Go-Live Readiness

01 **Data Readiness**

- Data migration validation
- Data load completeness

02 **Support Readiness**

- Hypercare incident management tool readiness
- Incident Management process project user training
- Process embedment

03 **Technical Infrastructure Readiness**

Solman Setup, System readiness, Performance and sizing, System access, Desktop Application installation, Infra Setup, GRC Setup

04 **Interface Readiness**

Testing completion, Security validation, Communication, Infrastructure, Setup completion

05 **Cutover Readiness**

Defect Management, Cutover Kick-Off Meeting, Cutover Master Plan, Business Cutover Plan, Technical Cutover Plan, Business Continuity Plan, Interface Readiness and more

06 **Process Readiness**

Outstanding Defects, Testing Completeness, Batch Job Readiness, Functional Design complete, Closure of Build, Security Readiness and more

07 **External Stakeholder Readiness**

- Customer communications
- Supplier communications
- 3rd Party communications

08 **People and Organization Readiness**

- Complete user access arrangements
- Training
- Communication
- Preparedness

09 **Long Term Readiness**

- Application Maintenance Team Readiness
- Incident Management Process
- Service Catalogue readiness
- Knowledge Transfer plan finalization
- Application Acceptance

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