

A Gartner G-Cloud 15 Service Definition for Cloud Consulting: Cloud Transformation — ERP (SAP) Transformation Journey

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Gartner G-Cloud 15 Service Definition

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Gartner

Service Summary

Gartner will work with the client to evaluate migration and deployment options for an ERP (SAP) transformation programme, de-risk key aspects of the programme, and address key challenges for the programme to be successful to realise business value. This is achieved through direct support throughout all transformation phases.

Service Description

Gartner will provide independent and objective support to your organisation throughout its ERP (including SAP) transformation journey, delivering a range of specialised services. Given the complexity and risks of ERP (SAP) transformations. Often driven by end-of-life products like SAP ECCv6, Gartner ensures seamless upgrades or migrations to new products and solutions.

Gartner brings unrivalled knowledge of transformation programme risks, a deep understanding of the vendor landscape, and technical and business expertise to support clients throughout the ERP (SAP) transformation journey, with a focus on delivering business value.

Support from Gartner covers three phases of the transformation journey – in alignment with the Activate methodology

- Evaluate and Strategise: to develop a sound ERP (SAP) Strategy with the requisite detail to initiate the design phase
- Design, Plan & Select: to further develop the organisation's business case and costings, along with supporting the tender, evaluation, selection and negotiation of licences and System Integrator (SI)
- Implement and Optimise: provide programme assurance services during implementation (which can start earlier in the journey), along with organisation change management engagements

Service Benefits

- Harmonised business transformation with ERP (SAP) programme delivery
- Business outcomes enabled by ERP (SAP) Operating Model
- Solution design to meet objectives and deliver business value
- Governance model to ensure streamlined decision-making and collaboration
- Modern, composable and rationalised ERP (SAP) landscape
- Best fit deployment model and migration approach
- Significant contract savings dependent on client services
- Reduces risks in sponsorship, business focus and change management
- Organisation prepared for new ways of working
- Accelerates delivery of actionable insights through proven analytical capabilities

Service Features

- Strategic planning and evaluation of ERP (SAP) value proposition
- Define ERP (SAP) Strategy (including architecture); develop business case
- Optimal licencing model, future-proof and aligned to business value

- Devise sourcing strategy
- Assess ERP (SAP) programme readiness
- Design/Optimise the future IT operating model for ERP (SAP)
- Advise on tender, evaluation, selection and negotiation
- Estimate the cost case, and evaluate the business case
- Assure ERP (SAP) implementation programme; evaluate business value realisation
- AI-powered analysis that augments Gartner's Insights and SME delivery experience
- Activate and support the organisation's change management activities

Full List of Service Features

- Strategic planning and evaluation of ERP (SAP) value proposition: digital transformation, ERP (SAP) benefits and value, target architecture and landscape evolution, deployment (on-prem, cloud) and commercial package options
- Define ERP (SAP) Strategy: Target enterprise (business, application) architecture, migration scenarios (if SAP: greenfield, brownfield, selective), integration, transition plan/roadmap, high-level business case
- Future-proof ERP (SAP) Strategy: building the foundation to benefit from AI and new advancements
- Devise sourcing strategy: identify an approach to source ERP (SAP) and other required solutions based on target architecture and SI selection
- Assess ERP (SAP) programme readiness: strategy gaps, transition plan and roadmap review, project structure, governance, organisation change management and team readiness
- Design/Optimise the future IT operating model for ERP (SAP) within IT, including people, process, technology and governance
- Advise on tender, evaluation, selection and negotiation of licences (including Bill of Materials and deployment option) and SI (and additional vendors if extended solutions)
- Estimate potential implementation costs and evaluate ERP (SAP) business case
- Assure ERP (SAP) implementation programme: risk mitigation, governance (ERP (SAP) strategy, clean core, implementation) and evaluate business benefit realisation (based on ERP business case, strategy and benefit realisation plan)
- Activate and support organisation change management activities: e.g., business change impact analysis, change management programme set up, communication and training activities

Project Approach

Prior to the engagement, Gartner would wish to better understand the client's current situation and future needs/ambitions. The best package of work to support programme success will be designed and agreed with the client on that basis.

Gartner will follow a structured, phased approach aligned with the industry standard (e.g. SAP Activate) methodology to ensure the transformation strategy is robust before significant investment is made.

- Weeks 1–3: Mobilisation, Discovery & "Evaluate"

- Activities: Kick-off workshops, stakeholder interviews (Finance, IT, Operations), review of the current "As-Is" application landscape, and review work done so far
- Deliverable: Current State Assessment and high-level "Case for Change" validation.
- Weeks 4–8: "Strategise" & Target Operating Model
 - Activities: Defining the "To-Be" ERP architecture (e.g., S/4HANA deployment options), Future IT Operating Model design, and identifying necessary business capabilities.
 - Deliverable: Target Enterprise Architecture and ERP Strategy Definition.
- Weeks 9–12: "Plan & Select" (Sourcing & Roadmap)
 - Activities: Developing the Sourcing Strategy (SI and software vendor/software capability selection approach), refining the Business Case (cost modelling), and creating the Implementation Roadmap.
 - Deliverable: Final Executive Strategy Report, sourcing Recommendations, and Transformation Roadmap.

Project Schedule

Gartner anticipates this engagement will typically require a minimum of 12 weeks to complete, subject to the specific scope and scale of the client's ERP landscape. The timeline is structured to move from rapid discovery to actionable strategy and selection advice.

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