

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

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Gartner G-Cloud 15 Service Definition

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Gartner

Service Summary

Gartner provides independent, objective assurance for ERP (SAP) transformation programmes. We assess governance, mitigate risks, and evaluate System Integrator and your organisation's performance to ensure programme success. Our oversight aligns delivery with business value, ensuring the programme meets its objectives while minimising cost and schedule overruns.

Service Description

Gartner will independently and objectively assess the health of the client's ERP (SAP) transformation programme (e.g., SAP S/4HANA). Using Gartner's proprietary research and frameworks, we evaluate the programme against best practices across governance, scope, schedule, and budget to de-risk the journey.

Gartner acts as a critical friend, reviewing the System Integrator's (SI) performance as well as your organisation's performance, and ensuring adherence to "Fit-to-Standard" principles and architectural strategy. We will support Quality Gate Governance by validating entry and exit criteria for key phases (Prepare, Explore, Realise, Deploy).

Our approach includes, but will not be limited to, reviewing organisational change readiness, data strategy, and cutover planning to prevent common failure points. By providing regular status reports and executive briefings, we ensure stakeholders have a transparent, unbiased view of progress. This enables informed decision-making to rescue troubled programmes or keep healthy ones on track, ensuring the final delivery meets the business case and value realisation targets.

Service Benefits

- Independent, objective view of programme health and risks
- Mitigates delivery risks and prevents costly schedule overruns
- Ensures accountability and performance from SI and your organisation
- Validates alignment of ERP (SAP) solution with business objectives
- Increases confidence in go-live readiness through quality gates
- Identifies and remediates governance and resourcing gaps
- Ensures adherence to fit-to-standard and best practice principles
- Maximises business value realisation from the investment
- Objective validation of strategies, e.g. data migration and cutover
- Accelerates delivery of actionable insights through proven analytical capabilities

Service Features

- Comprehensive ERP (SAP) programme health checks and risk assessments
- Quality gate governance and phase-exit reviews
- System Integrator (SI) and client performance assurance
- Organisational change management and readiness assessment
- Technical and solution architecture assurance reviews
- Data strategy, readiness, and migration assurance

- Cutover, transition, and go-live readiness validation
- Value realisation framework and KPI definition
- Targeted deep-dive reviews for specific problem areas
- AI-powered analysis that augments Gartner's Insights and SME delivery experience

Full List of Service Features

- Mobilisation and Governance Review — Gartner establishes the assurance framework, reviewing the TOM (Target Operating Model), governance structures, and RAID (Risks, Assumptions, Issues, Dependencies) logs to ensure robust project control.
- Quality Gate Reviews — At critical milestones (e.g., end of 'Explore' or 'Realise'), Gartner conducts reviews to validate that all criteria are met before the programme advances, preventing premature progression.
- SI Performance Assurance — We evaluate the System Integrator against the contract and statement of work, assessing deliverable quality, resource capability, and adherence to the agreed timeline.
- Fit-to-Standard Validation — Gartner reviews functional specifications to ensure the programme adheres to standard ERP (SAP) best practices, minimising customisation debt and future maintenance costs.
- Readiness Assessments — We conduct specific assessments for Data Readiness (quality and migration strategy) and Organisational Readiness (change management and training effectiveness) to ensure the business is prepared for the new system.
- Executive Reporting — Delivery of status reports and presentations to the Steering Committee, highlighting critical risks and required remediations

Project Approach

Gartner leverages a structured, risk-based approach to assurance, designed to be lean and high-impact.

- Week 1: Mobilisation and Data Collection
 - Kick-off with programme leadership to define assurance scope.
 - Collection of key documents: Project Initiation Document (PID), Plan, RAID logs, and SI contracts.
- Week 2-4: Discovery and Interviews
 - Conduct interviews with key stakeholders (Business Process Owners, IT Leads, SI Leads).
 - Deep-dive reviews into specific focus areas (e.g., Architecture, Data, Change Management).
 - Review of SI deliverables against quality standards.
- Week 5-6: Analysis and Findings
 - Assessment of programme maturity against Gartner's SAP migration frameworks.
 - Identification of "Red flags" regarding budget, timeline, or scope creep.
 - Development of the Quality Gate report or Health Check findings.
- Week 7-8: Reporting and Recommendations

- Presentation of the Assurance Report to the Steering Committee.
- Workshop to agree on remediation actions for identified risks.
- Roadmap adjustment recommendations to ensure Value Realisation.

Project Schedule

Gartner anticipates completion of a specific Quality Gate review or Health Check engagement within 8 weeks. For ongoing assurance, Gartner can provide a recurring "Critical Friend" service throughout the programme lifecycle (e.g., 12-24 months) on a retainer basis.