

Building a Business Case:

# 3 Responses to SAP's S/4HANA Migration Push

Do enterprises stay and pay, rip and replace, or forge a business-first path?

Rimini Street<sup>®</sup>



# SAP's Planned Deadline Looms: Are Enterprises Prepared?

In a few short years, SAP plans to make the shift from internal ERP deployments to S/4HANA. This marks the end of mainstream maintenance support for Business Suite 7 core application releases. As a result, SAP is pressuring licensees currently using the stable and mature ERP software platform to migrate to S/4HANA. This means SAP customers have some crucial decisions to make in order to determine their ERP roadmaps and strategies.

What this shift means for SAP:

- S/4HANA runs exclusively on the SAP HANA database platform. This is SAP's attempt to crack the lucrative \$34 billion database market currently dominated by Oracle and Microsoft.<sup>1</sup>
- S/4HANA opens up opportunities for SAP cloud applications and services, which should help SAP achieve its apparent ambitions to compete with Salesforce®, Workday, and others in the cloud space. The SAP cloud portfolio currently includes services for applications, infrastructure and hosting, and platforms.
- SAP's new product strategy and roadmap define a path that is supposed to help it achieve its stated target of \$39 billion in cloud revenue by 2023.<sup>2</sup>

Before deciding to migrate to S/4HANA, organizations should ask the following questions: "Is this shift as important for us as it is for SAP?" "What is the business case?" "What are the options?"

This eBook presents six key criteria to consider when building a business case for your future SAP environment, and the impacts that each has on available SAP paths.



"SAP's future as a dominant cloud company is dependent on the bulk of its on-premises customers buying into SAP's next-gen platform and making the S/4HANA move."<sup>3</sup>

- Jon Reed, Diginomica

# Building a Business Case

When building a business case for your future SAP environment, consider these six key criteria to determine which path is best for your organization.

- 1 Adherence to a Business-Driven Roadmap
- 2 Business advantages
- 3 Risk
- 4 Cost
- 5 Timing
- 6 Operational Impact



## 3 A Fork in the Road: Potential SAP Paths

Enterprises must soon decide which SAP path to follow for the next five to 10 years. Three available options are:



### Stay and Pay

Keep the existing SAP installation and pay for diminishing support.



### Rip and Replace

Abandon all investment in a mature, customized, and effective SAP implementation in favor of an immature S/4HANA and its SAP HANA database for an SAP-specific cloud offering.



### Forge a Business-first Path

Create a hybrid path. Keep your existing, customized, and well-functioning SAP ERP software, maintain it with third-party support, then select applications to migrate to an independent cloud offering such as AWS or Azure.

The following pages present a detailed look at the six key criteria for building a business case for your future SAP environment, and how each impacts the three potential SAP paths.

# 1

## Adherence to a Business-Driven Roadmap

Every business has different goals, but for many forward-thinking CEOs, achieving top-line growth and bottom-line impact, increasing customer loyalty, and gaining competitive advantage can be top priorities. CEOs recognize that new digital technologies can play a significant role in helping to drive their businesses forward, so many are aggressively fueling innovation and accelerated growth to achieve their strategic goals. Choosing an SAP path should be weighed carefully against the enterprise's Business-Driven Roadmap and vision for the future. The question becomes: Is SAP's planned end of mainstream maintenance a roadblock in the organizational strategy?

Considerations for each potential SAP path:

### Stay and Pay

- CEOs should weigh the financial impact of embracing SAP's technology and support roadmap, then determine how it will affect the ability to invest in innovation and growth.
- It is helpful to consult with IT leaders about whether SAP's support model and roadmap truly drive innovation or impede it.

### Rip and Replace

- A big consideration is the maturity level of the enterprise's current SAP system: How smoothly is it operating? How well-equipped is it to handle the organization's future needs?
- Executives should evaluate how willing the organization is to accept the business disruption that is inevitable with a rip-and-replace strategy.
- Is the enterprise's IT department skilled in implementation? An S/4HANA implementation can involve a significant amount of technical complexity.
- Licensees should review the many different deployment options to determine which one is best for the organization: private or public (single-tenant or multitenant), internally deployed, or in the cloud.

### Forge a Business-first Path

- Leadership should look at whether it makes business sense for the organization to strategically deploy some new S/4HANA modules while retaining the core functionality of the existing ERP platform.
- Third-party support for SAP is a strategic option here. It can add value and help cut maintenance costs so that funds can be redirected to innovation and growth.

### What is a Business-Driven Roadmap?

A Business-Driven Roadmap is a three- to 10-year plan that translates business strategies into technology initiatives that enable an organization to achieve its objectives. This type of roadmap ensures that technology investments are aligned with business goals, priorities, resources, and timing.

Unlike the roadmap dictated by SAP's timing and goals, a Business-Driven Roadmap has destinations defined by an enterprise's business leaders. Application and technology roadmaps are not business-driven if they are built around SAP's timing and goals — that is a vendor-dictated roadmap.

Three key benefits of a Business-Driven Roadmap:

- Optimize resources to create capacity
- Accelerate innovation
- Future-proof the enterprise

[Learn more about powering your Business-Driven Roadmap.](#)

# 2

## Business Advantages

Balancing evolving business requirements with core day-to-day business operations (often dependent on existing SAP ERP systems) deserves careful consideration. For some enterprises, mobility, cloud applications, and the Internet of Things (IoT) are important ingredients in their business evolution and digital transformation. For others, the focus is on improving business productivity by extracting maximum value from existing SAP assets, workflows, and processes. Looking ahead, licensees should consider consulting with business unit leaders and users, evaluating market opportunities, and reviewing these considerations to help them choose the path that best suits their business operations and objectives.

Considerations for each potential SAP path:



### Stay and Pay

- While this may appear to be a path of least resistance now, it could just mean postponing a future forced adoption of S/4HANA, as mainstream maintenance support for internally deployed SAP solutions will eventually be gone. Leaders should consider whether this option serves the best interests of business units and users.



### Rip and Replace

- Enterprise leaders should assess the business benefits and ROI of moving to SAP's cloud right now, as opposed to waiting.
- Business analysts should be able to rely on SAP's promised increase in query speed in S/4HANA so that they can quickly serve the needs of users at the licensee's organization.<sup>4</sup> Enterprises should look at unbiased research and other independent, fact-based evidence to support these claims.
- In a data-driven world, sales, marketing, and business units require real-time analytics and reporting to aid their research and decisions. Leaders should ask if the SAP HANA database can deliver real-time analytics and reporting to maximize employee productivity, or if other data warehousing and business intelligence tools are a better investment.



### Forge a Business-first Path

- Pursue a hybrid strategy that leverages the current SAP investment while enabling innovation by modernizing or migrating some business applications to mobile and the cloud. Organizations can seek out independent, third-party support vendors that offer services and solutions to help accelerate that effort.
- This option addresses concerns about the maturity level of S/4HANA. Some customers are troubled that S/4HANA is still an early-stage product and lacks a strong business benefit compared to proven, feature-rich R/3 4.x and ECC platforms.
- Some third-party support vendors provide solutions that increase the lifespan of existing SAP software and can build in functionality to extend interoperability with other business applications.

# Doing What's Best for Business

"... We stopped looking to SAP for every answer and realized that our best path forward was to maintain our ECC core and add cloud applications around it. Innovating around SAP was the most viable, cost-effective strategy."<sup>5</sup>

- Paul Wilner, Vice President of IT and CIO, Pall Corporation



# 3

## Risk

Evaluating the risks associated with each potential SAP path means identifying the needs, gaps, and disconnects between business objectives and IT's technology plans. SAP's end of mainstream maintenance support represents a major decision point that will affect both business units and IT. It is critical to invest time and effort into analyzing changes in the risk levels as each milestone in the Business-Driven Roadmap is reached. It's also important to learn what other enterprises are planning to do. The majority of SAP customers are deferring an SAP S/4HANA migration after evaluating its high cost, low maturity, and hard-to-find ROI.<sup>6</sup> At the same time, choosing to stay and pay with SAP is expensive, usurping funds that could be used for innovation.

Considerations for each potential SAP path:



### Stay and Pay

- SAP support is costly, and the value received may be questionable. Of the SAP customers running ECC6 in a recent survey, 85% of respondents are not running the latest Enhancement Pack 8 release — which is now almost three years old — due to a lack of meaningful innovation, the capacity (people, time, and money) required to implement these releases, and the low ROI of doing so. Organizations should question whether there is a compelling reason to stay current with SAP upgrades.
- Supporting Business Suite 7 applications is likely not part of SAP's vision for the future. SAP is apparently investing very few resources into the core ECC application in favor of growing a business model that incorporates more high-growth, high-margin, and predictable recurring revenue through cloud subscriptions.



### Rip and Replace

- S/4HANA is an early-stage — and largely unproven — product, so there may likely be cost overruns and disruption to business.
- A move to the SAP cloud for applications, infrastructure, or platform as a service (PaaS) may require surrendering or exchanging current perpetual software licenses in order to receive a favorable price on solutions that are “rented” from SAP.
- A move to S/4HANA can result in system breakdowns and can negatively impact operations, as experienced by Haribo,<sup>7</sup> Revlon,<sup>8</sup> and other customers.
- Organizations with higher risk profiles will have an easier time justifying the time, resources, and money required, and they should expect many S/4HANA suite modifications as the solution evolves and matures. Current SAP licensees should ask themselves whether that profile describes their organization.
- Licensees should consider the investment they have made in their current system and its stability. If it is tried-and-true and covers required functionality, it may not pay to tear down years of work and “fix what isn't broken.”
- Moving to S/4HANA now effectively locks licensees into the SAP technology stack across applications, middleware, database, and infrastructure.

# Is S/4HANA Ready for Consumption? Expert Views

“[The] cloud version is immature. There's a lot of functionality that's still missing ... [it has] features that people either don't care about, are not ready for, or are not relevant.”<sup>9</sup>

- *Duy Nguyen, Gartner*

“Because S/4HANA is a new ERP suite, there aren't a lot of S/4HANA case studies that CIOs can use for their research.”<sup>10</sup>

- *Jawad Akhtar, Vice President, Abacus Consulting*



## Forge a Business-first Path

- Third-party support is one way to reduce SAP support costs while determining whether S/4HANA is right for the organization.
- It is helpful to conduct an analysis of the short- and long-term benefits of staying with an SAP internally deployed solution, or moving to S/4HANA now. Consider how each of these paths would impact a Business-Driven Roadmap. Building out a hybrid infrastructure may be a better answer. Hybrid IT using cloud infrastructure as a service (IaaS) can reduce the need for low-value data center management and provide the opportunity to focus on application optimization, including open access to SaaS options beyond SAP.
- S/4HANA is an immature solution; customers should consider its stability versus what is currently running successfully. It may pay to wait before jumping into a full-on S/4HANA implementation, and consider a completely different, more flexible path. In a recent DSAG survey, “almost half (48%) of respondents are still investing in SAP Business Suite.”<sup>11</sup>
- Despite the eventual end of mainstream maintenance support, a sizable portion of SAP customers are interested in maximizing the value of their current stable and mature software investments. Third-party support vendors can extend the life of existing platforms and provide support and consultation to help organizations build out the business-enabling technologies they need now and in the future.

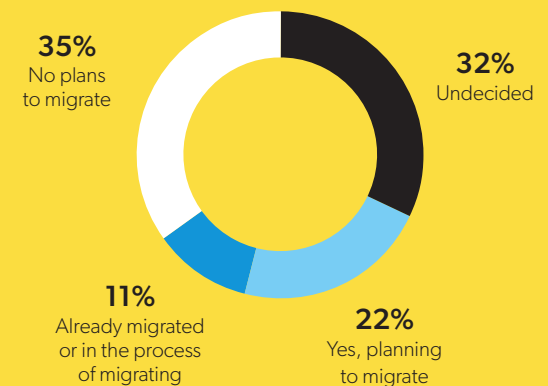
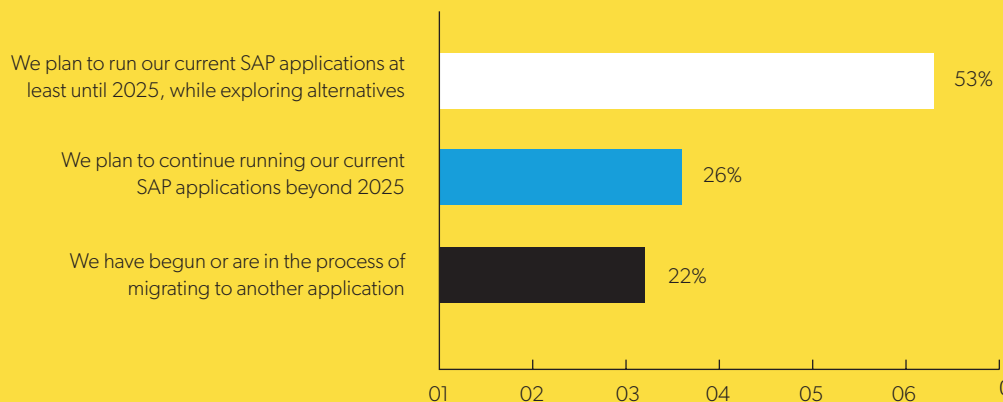
“[The move to third-party support] serves as at least a three-year bridge, during which time we can evaluate things and thus select the right path [including S/4HANA].”<sup>12</sup>

- Tom Grooms, CIO,  
CF Industries

# What Other SAP Customers Are Doing

Nearly 80% of SAP licensees responding to a recent survey plan to continue to run their customized, mature SAP systems at least up to or beyond SAP’s planned end of ECC6 mainstream maintenance date.<sup>6</sup>

### How will SAP’s planned end of support for Business Suite 7 impact your application strategy?



Two-thirds of IT leads responding say they currently have “no plans to migrate” or are “undecided” about moving to S/4HANA in the next 18 months. Reasons cited are a lack of resources, no business justification, and a preference to maximize investment in current applications.<sup>6</sup>

# 4

## Cost

In an era of tight budgets and limited resources, CEOs, CIOs, and CFOs are concerned about how much the organization is spending on core SAP applications just to keep business operations up and running. In light of SAP’s eventual end of mainstream maintenance support, it’s a good time for licensees to take stock of how much they are currently spending on SAP support and the value it actually brings to their enterprise. It’s also an opportunity to assess how much an SAP S/4HANA migration will cost over time and estimate post S/4HANA implementation costs.

Considerations for each potential SAP path:



### Stay and Pay

- A divestment of SAP support services for legacy platforms can mean low- to no-cost savings if a licensee opts to stay.
- Customers should consider whether the value received for the support offered is worth the price. According to a recent survey of SAP licensees, only 5% of respondents said they felt the fees they paid for SAP support were “well worth the value we receive.”<sup>6</sup>

### How Much Value Does SAP Support Really Provide?

SAP Support Practices	Bottom-Line Impact
SAP support includes Level 3 break/fix application support, but not much else.	Licensees absorb additional support costs beyond annual SAP maintenance fees.
SAP drops full support on releases about every five years.	This can mean an upgrade twice every 10 years just to stay fully supported. Upgrades could cost \$2 million, or \$400,000 per year, on average.
SAP does not support custom code issues, so a customer’s full-time employees must be tasked with maintaining customizations.	This is a labor and revenue cost and can equate to another \$300,000 annually.
SAP tickets provide hundreds of potential fixes, when often only one is needed.	Each potential fix must be reviewed, assessed, regression-tested, and managed. Self-support burdens are placed on the licensee. The cost of more staff or managed services can amount to as much as \$300,000 per year.

Organizations are forced to spend limited budget, resources, and time on just keeping existing IT operational activities going instead of on projects that drive competitive advantage and growth, which is the number one CEO priority, according to a recent study.<sup>6</sup>

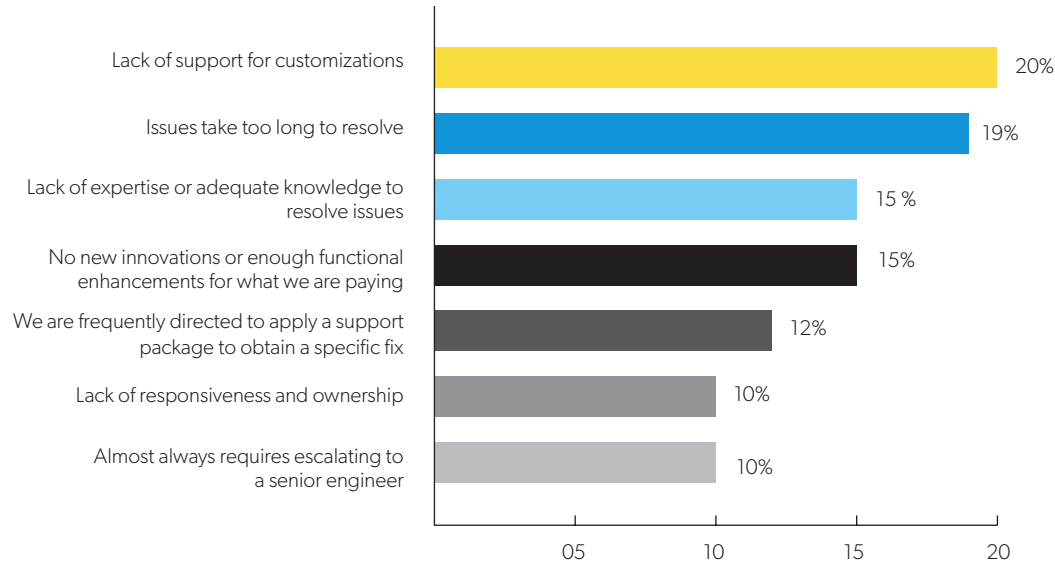
“We looked at S/4HANA and concluded that it’s not mature enough — almost no value, particularly compared to the cost to implement and support.”<sup>13</sup>

- CIO, Kitchenware Manufacturer and Distributor

In many enterprises, there is increasing pressure on IT to drive innovation, but the big obstacle is budget. CIOs typically spend as much as 90% of their IT budget on ongoing operations and enhancements, leaving only 10% of the budget for business transformation.<sup>14</sup>



## What are your biggest challenges with SAP support today?<sup>6</sup>



### Rip and Replace

- The average and ongoing cost of an SAP S/4HANA migration is \$35 million over seven years.<sup>13</sup> This includes product licensing and support, upgrades, S/4HANA implementation projects and tasks, and related hardware (including servers and storage for a re-implementation from an internally deployed business suite to an internally deployed S/4HANA solution).
- According to SAP's own estimates, customers that switch from existing internally deployed applications to SAP cloud applications will pay, on average, double their current annual maintenance fees.<sup>15</sup>
- There will likely be additional costs of running a legacy version and S/4HANA during the transition period.
- Costs can only be expected to increase in the near term, because there is a reported shortage of available professional talent with the skills to implement S/4HANA.



### Forge a Business-first Path

- AWS, Azure, or Google Cloud, among others, can be a more economical option for supporting cloud services.
- If keeping the current SAP ERP system is desired, the most financially beneficial option may be to find a third-party support vendor. Making the switch can potentially save as much as 50% in annual maintenance costs alone — and even more when upgrades, customizations, and support resources are factored in. Along with flexible pricing models, many third-party support vendors offer all these services, which can lessen the strain on budget and resources.

"We had a very large support contract that also included annual increases. It climbed up to over \$350,000 annually, and we felt like we weren't getting anything out of the support — the upgrades and enhancement packs weren't meaningful to us. We certainly weren't getting any applicable new functionality. We were doing it just to stay on a supported version of the product."<sup>6</sup>

- Superior Uniform Group

# \$35M

estimated cost to migrate to S/4HANA over a seven-year period for a licensee paying \$1M in annual support fees

# 5 Timing

The key question to ask right now is: How ready is the enterprise to embrace the S/4HANA offering? If SAP's timeline is followed, the organization may be forced to reorder IT priorities and even postpone other critical initiatives that can advance the business. Key challenges include higher demands on already-stretched IT teams and a long deployment period. If a functional, stable, and customized SAP business software implementation still works well for an organization, there are ways to extend its life while the decision to move to S/4HANA is being considered. Rather than following SAP's timeline, enterprises have the flexibility to follow their own schedule.

Considerations for each potential SAP path:

## Stay and Pay

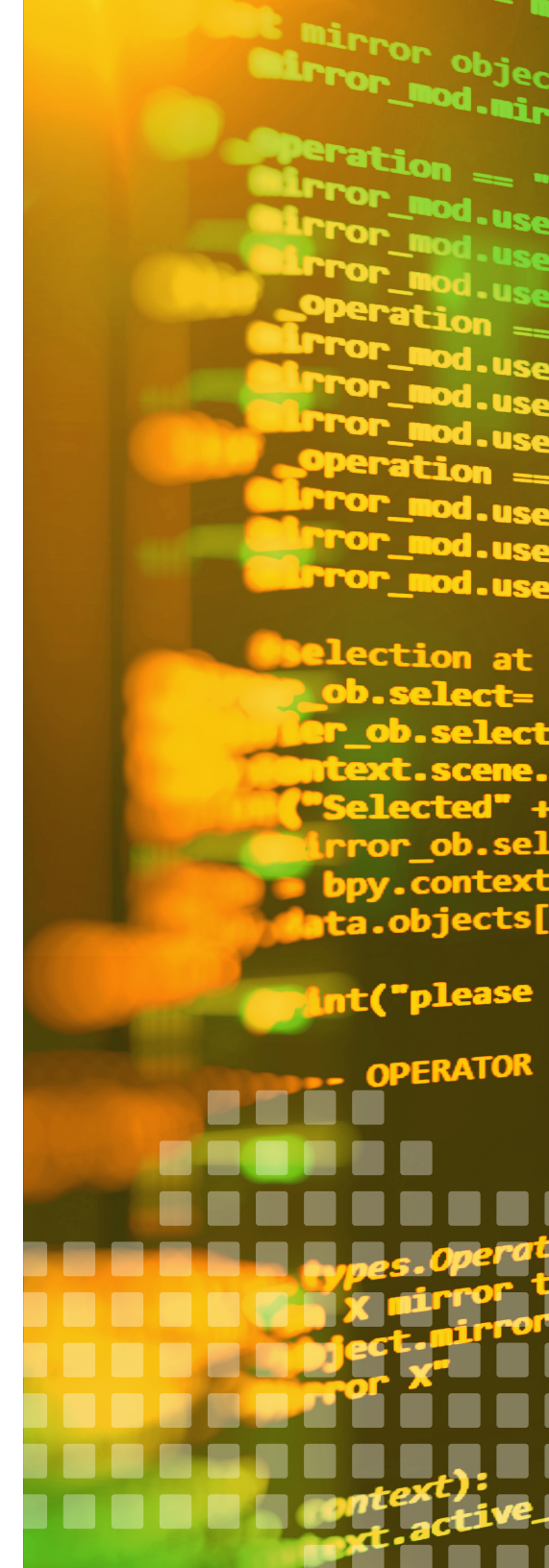
- This approach slows a forced SAP S/4HANA migration, yet ultimately may keep an organization more tethered to SAP's timeline.
- A transitional rip-and-replace scenario will still need to be embraced — which could take years.

## Rip and Replace

- SAP acknowledges that S/4HANA may take six years to deploy.<sup>9</sup>
- Enterprises should consider if it is better to wait until the product matures before committing to an SAP S/4HANA migration.
- The question posed by Paul Sanders of Gartner is relevant: "How do I unpick this spaghetti mess that I've created for myself over the last 10 to 15 to 20 years, and what value am I going to get going forward?"<sup>9</sup>

## Forge a Business-first Path

- If an organization isn't quite ready to implement S/4HANA now, taking a wait-and-see approach and weighing the pros and cons may be a more prudent option. After exercising due diligence, there is always the option to move to S/4HANA or other new applications.
- Licensees can avoid a forced decision on S/4HANA now and wait until the product matures. It may be wise to wait for the market to define the winners before choosing the next ERP platform.
- While thinking about their cloud strategy, enterprises can seek out independent, third-party support vendors that can extend existing, feature-rich R/3 4.x and ECC platforms for more than 15 years.



# 6

## Operational Impact

An SAP ERP solution is the motor that powers daily business operations, so it is essential that it run optimally for as long as possible while IT leaders engage in the decision-making process on choices for the future. Regardless of which path is chosen, there's bound to be some disruption, but the goal is to keep it to a minimum and move forward with a Business-Driven Roadmap, without getting stalled. Optimizing existing resources and investing wisely in the right technologies and services will help organizations stay on track.

Considerations for each potential SAP path:

### Stay and Pay

- Since SAP does not support customizations, resources will need to be deployed internally or a consultant will need to be hired. On average, two-thirds of all support issues are related to custom code.
- With today's reported IT labor shortage, securing support for custom code is not an easy task. This is a significant burden for licensees.
- The inefficiencies of SAP's support model create business disruption and inordinate use of internal resources just to keep the system operational. SAP's junior-level agents can lack expertise, so IT leaders often find themselves escalating support tickets until a senior technician at SAP is reached. For many organizations, self-support requires reviewing and managing hundreds of irrelevant fixes, which costs time, money, and resources. Additionally, our research has shown that 65% of issues encountered are not covered by SAP, including ABAP customizations, Z-programs, integrations, and performance tuning.<sup>13</sup> If staying is the chosen option, it equates to postponing the inevitable, since full support for the existing platform will eventually be gone. This will lead to a forced cloud migration, which will cause far greater disruption.

### Rip and Replace

- This essentially means starting all over. Re-factoring data, removing or simplifying customizations, and re-engineering workflows and integrations with third-party systems are all outcomes of this choice. This will place an enormous burden on internal IT staff — potentially for years.
- As S/4HANA continues to evolve and mature, licensees may experience the growing pains associated with using early-phase products. Brightwork Research estimates that: "While 32% of S/4HANA clients have a go-live date, our research shows project failure rates go as high as 70%."<sup>16</sup>
- Previously deployed S/4HANA solutions (such as Core Finance) will likely continue to be enhanced while SAP rolls out new solutions. Organizations using this "rapid re-platform" strategy may be kept busy with a continuous cycle of upgrades and new solution deployments. These enterprises should think about how this will impact daily operations.





## Forge a Business-first Path

- Enterprises can look to expert, independent third-party support to take the burden off internal IT teams and provide faster issue resolution and access to technical experts when and where needed.
- While deciding what to do in anticipation of end of service, organizations can minimize business disruptions by modernizing and customizing the current SAP ERP system to keep pace with the evolution of business and the demands of users.
- Innovation can be accelerated by freeing up time and valuable IT resources to work on key initiatives, such as adding best-in-class technologies and capabilities that will meet business needs. A trusted third-party support vendor can provide advisory and consultation services and support.

# High-Profile S/4HANA Roll-Outs: Bumps in the SAP Roadmap

### Cosmetics giant Revlon:

"... experienced shipping delays and lost sales due to production stoppages at its North Carolina plant — the location of the first phase of its [S/4HANA] go-live."

"... [Revlon] launched the new [S/4HANA] system in the U.S., which caused its Oxford, N.C. manufacturing facility to experience service-level disruptions that have impacted the company's ability to manufacture certain quantities of finished goods and fulfill shipments to several large retail customers in the U.S."<sup>8</sup>

### Popular candy maker Haribo:

"... [Haribo] faced production constraints and missed deliveries to supermarkets due to a turbulent migration to SAP S/4HANA."

"The troubled shift [to S/4HANA] led to a 25% decline in sales of Haribo's trademark Gold Bear gummy candy in 2018, partially due to delayed shipments to supermarkets caused by operational disruptions from the S/4HANA migration."<sup>7</sup>





# Why SAP Customers Need to Act Now

Now is the time for SAP licensees to decide which path to follow in their SAP journey for the next five to 10 years:

1. Stay on an SAP-dictated roadmap, which offers choices, including “stay and pay” or “rip and replace.”
2. Choose a Business-Driven Roadmap, investigate multiple options that support short- and long-term goals, and forge a business-first path.

## Buying into the SAP Roadmap

Staying on an SAP-dictated roadmap can mean directly correlating company fortunes to SAP’s own goals, objectives, and priorities.

Organizations that take this path should plan for a potentially risky and disruptive rip-and-replace SAP S/4HANA migration. As the early-stage S/4HANA solution matures, enterprises need to account for an ongoing cycle of upgrades and feature packs. These costs — along with others related to finding, recruiting, and retaining S/4HANA talent — will require additional budget.

The pace of innovation and the ability to add new features and capabilities that move the needle for business will be directly governed by SAP product roadmaps and strategies. SAP’s product roadmaps and timing continue to evolve, and there are no guarantees that planned capabilities will be accepted as “must-haves” by customers.

Vendor lock-in will continue to be a focal point as SAP looks to capture customers across all layers of the technology stack from applications (S/4HANA), middleware (NetWeaver), database (SAP HANA), and hardware/infrastructure (SAP HANA Enterprise Cloud hosting). If an organization chooses this path, it will be locked into an ecosystem that, according to SAP, will have higher long-term operating costs — double what is currently being paid.<sup>15</sup>






## Ease the SAP-dictated Roadmap with a Business-first Path

A [Business-Driven Roadmap](#) enables organizations to defer choosing a next-generation ERP platform, while focusing on strategic initiatives that support growth and competitive advantage.

There are ways to maximize the value of a current, stable, and mature SAP platform while adding new features and capabilities around the edges that meet current business needs and create competitive advantage and growth.

By choosing to forge a business-first path — their own customized path — enterprises have the opportunity and flexibility to choose the best-in-class applications that meet their goals, objectives, and priorities. Many companies are embracing new digital transformation initiatives by adding new cloud SaaS applications to improve customer experiences, and adding enhanced reporting and analytics for faster time-to-decision, quick deployment, and maximum scale. Others optimize and streamline costs by leveraging cloud hosting services from public and private IaaS vendors to get out of the data center business while ensuring greater system uptime, availability, and security.

Companies that forge a business-first path by following a Business-Driven Roadmap may avoid the trap of vendor lock-in and are able to maintain a healthy and productive relationship with SAP. In our experience, they successfully continue to purchase additional user licenses for their existing SAP ERP applications.

A photograph of a middle-aged man with grey hair, wearing a blue and white striped dress shirt and a blue patterned tie. He is smiling and looking down at a blue smartphone he is holding in his hands. The background is a bright, out-of-focus indoor setting with large windows and architectural elements.

“For us, we no longer see SAP as the only solution but as one of multiple options — and that’s working well...”

- CIO, Global Manufacturer<sup>5</sup>



# Third-Party Support Is a Smart Strategy for SAP Customers

Independent, third-party support frees an organization to focus on its core competencies, not the complexities of IT. Organizations can save on maintenance, receive a higher level of support, and reinvest their savings into new solutions without increasing their operational spend.

**Modernize,  
Future-Proof,  
Secure, and  
Manage  
Software**



# References

<sup>1</sup>Gartner, "Market Share Analysis: DBMS, Worldwide, 2016," May 22, 2017.

<sup>2</sup>Diginomica, "SAP's restructuring - Hunger Games, Game of Thrones or both?," March 16, 2019.

<sup>3</sup>Diginomica, "SAP earnings Q1 2019 - accounting for Qualtrics and restructuring, as an activist investor takes a stake," April 24, 2019.

<sup>4</sup>SAP News Center, "SAP S/4HANA: 10 Questions Answered" January 30, 2017.

<sup>5</sup>Rimini Street, "Life Science & Industrial Filtration Leader Opts for Hybrid IT over S/4HANA," November 27, 2018.

<sup>6</sup>Rimini Street Research Report, "How Customers Are Responding to SAP's Planned End-of-Support ECC6 Mainstream Maintenance Deadline," June 14, 2019.

<sup>7</sup>TechRepublic, "How a troubled SAP S/4HANA migration caused a gummy bear shortage in Germany," January 15, 2019.

<sup>8</sup>Third Stage Consulting Group, "Lessons from Revlon's SAP Implementation Disaster," June 3, 2019.

<sup>9</sup>TechTarget Network, "S/4HANA public cloud version can get lost in cloud confusion," July 11, 2018.

<sup>10</sup>Computer Weekly, "The long march of S/4HANA," 2019.

<sup>11</sup>ASUG Insights, "DSAG Survey Tackles Digitization & SAP S/4HANA, SAP Leonardo Adoption," January 26, 2018.

<sup>12</sup>CIO Insight, "CF Industries Focuses on IT Efficiency," December 8, 2017.

<sup>13</sup>Rimini Street, "Assessing Your SAP Roadmap Options," 2019.

<sup>14</sup>Gartner, "IT Key Metrics Data 2021: Executive Summary," 18 December 2020.

<sup>15</sup>SAP Presentation, SAP Investor Symposium, NYC, February 4, 2014.

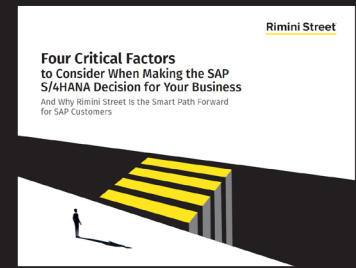
<sup>16</sup>Brightwork Research, "Who Was Right About S/4HANA's Readiness?," February 9, 2019.

# Rimini Street: Powering Thousands of Business-Driven Roadmaps

Rimini Street provides SAP licensees an alternative support model to help take control of their roadmap and align their IT spend and initiatives with business priorities. Today, thousands of clients leverage Rimini Street to power their Business-Driven Roadmap strategy to support competitive advantage and growth. Rimini Street helps IT teams extract greater value from their business applications by delivering ultra-responsive support and services that reduce their total support and maintenance costs by up to 90%.

By trusting Rimini Street to run their mission-critical systems, IT teams can break free from vendor-dictated roadmaps to secure, future-proof, manage, and modernize their existing software; design IT roadmaps driven by business priorities; and liberate IT resources to fund innovation to drive competitive advantage and growth.

LEARN MORE



## Rimini Street

[riministreet.com](http://riministreet.com)  
[info@riministreet.com](mailto:info@riministreet.com)  
[twitter.com/riministreet](https://twitter.com/riministreet)  
[linkedin.com/company/rimini-street](https://www.linkedin.com/company/rimini-street)

Rimini Street, Inc. (Nasdaq: RMNI) is a global provider of enterprise software products and services, the leading third-party support provider for Oracle and SAP software products, and a Salesforce® partner. The company offers premium, ultra-responsive, and integrated application management and support services that enable enterprise software licensees to save significant costs, free up resources for innovation, and achieve better business outcomes. Global Fortune 500, midmarket, public sector, and other organizations from a broad range of industries rely on Rimini Street as their trusted enterprise software products and services provider.

© 2021 Rimini Street, Inc. All rights reserved. "Rimini Street" is a registered trademark of Rimini Street, Inc. in the United States and other countries, and Rimini Street, the Rimini Street logo, and combinations thereof, and other marks marked by TM are trademarks of Rimini Street, Inc. All other trademarks remain the property of their respective owners, and unless otherwise specified, Rimini Street claims no affiliation, endorsement, or association with any such trademark holder or other companies referenced herein. This document was created by Rimini Street, Inc. ("Rimini Street") and is not sponsored by, endorsed by, or affiliated with Oracle Corporation, SAP SE or any other party. Except as otherwise expressly provided in writing, Rimini Street assumes no liability whatsoever and disclaims any express, implied or statutory warranty relating to the information presented, including, without limitation, any implied warranty of merchantability or fitness for a particular purpose. Rimini Street shall not be liable for any direct, indirect, consequential, punitive, special, or incidental damages arising out of the use or inability to use the information. Rimini Street makes no representations or warranties with respect to the accuracy or completeness of the information provided by third parties and reserves the right to make changes to the information, services or products, at any time.

LR-77677 | US-012821