

Successful SAP Transformation Hinges on Change Management

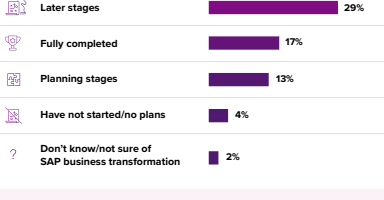
Organizations are rapidly advancing their business transformations to achieve greater efficiency and productivity. As transformation efforts progress, the nature of challenges is shifting. One of the principal challenges throughout this process has been change management.

Research by ASUG and SAP surveyed 163 ASUG Members who are involved in their organizations' SAP business transformations, including SAP S/4HANA. The research highlights nearly half of surveyed organizations are now well advanced or have completed their SAP transformations, signaling increasing maturity in these initiatives and offering valuable lessons from their journeys.



SAP business transformations are accelerating.

SAP business transformation timeline



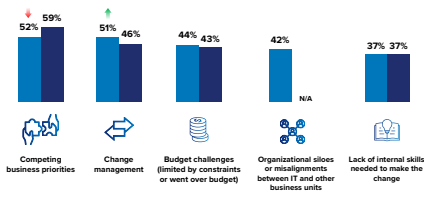
By "business transformations" we mean holistically transforming business using business process redesign, technical migrations, and/or by building an intelligent enterprise.

It involves four core dimensions: people, processes, applications and technology, and data. Organizations pursue transformation not only to achieve strategic objectives but to build the agility, resilience, and sustainability needed to navigate change.

Emphasize change management as an essential priority instead of treating it as an afterthought.

Although competing priorities continue to be the primary challenge in organizational business transformations, their influence is diminishing. Issues related to change management and misalignment between IT and business functions are increasingly coming to the forefront, alongside budget challenges. A new challenge added this year, organizational silos and misalignment between IT and the business, resonated strongly with respondents, ranking among the top five challenges.

Top business transformation challenges



Mature strategies engage broader organizational support.

For S/4HANA projects, highly structured change management approaches have proven effective in mitigating rollout risks, even in the face of resistance.

Change management process described in the roll-out of SAP S/4HANA



Conflicting priorities drives organizations to external support for change management support. When rolling out new technology, most organizations rely on support from implementation partners. Compared to 2024, there is clearer direction in how change management is handled with external support taking an even stronger lead.

How organizations handle change management when rolling out new technology

	2025	2024
Support from implementation partners	61%	52%
Internal teams dedicated to change management	56%	55%
Following standard internal change management processes	47%	43%
Hiring SMEs/consultants for expertise	38%	39%
CoE involvement	29%	30%
Utilize a tool to assist with change management initiatives	5%	N/A
We handle change management in a different way	1%	1%
We do not actively manage change management	1%	6%

Change management success hinges on communication, alignment, and leadership support.

Communication stands out as the single greatest opportunity and success factor, with early alignment between stakeholders and active executive sponsorship playing a critical role.

How to improve change management and rollout of SAP S/4HANA

Several aspects of the change management process and roll-out of SAP S/4HANA can be improved. Over half of respondents (51%) point to communication as the greatest opportunity for improving S/4HANA change management, followed by better understanding of current processes (44%) and stronger adoption by end users (42%). Other improvement areas include planning, onboarding, and measuring realized value, showing that organizations still see room to enhance both preparation and follow-through.

#1 Communication



Meaningful factors in change management success

Underscoring the importance of communication, it is also the top factor driving meaningful differences in S/4HANA change management success, followed closely by early alignment across IT and business teams (53%) and strong executive sponsorship (48%). Effective training and a well-planned strategy also contribute, reinforcing the importance of both leadership engagement and structured planning.

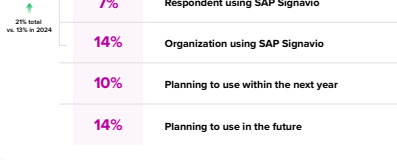
55% Clear communications and messaging



Adoption momentum builds for SAP Signavio and users see clear value in process transparency and standardization.

Signavio usage climbs to 21% in 2025, increasing by 8% since 2024.

Current use of business process transformation with SAP Signavio



Among current users of SAP Signavio, transparency and standardization are the leading realized benefits. Additional gains in collaboration across teams and customer experience are beginning to emerge.

Top benefits organizations have realized from using SAP Signavio

