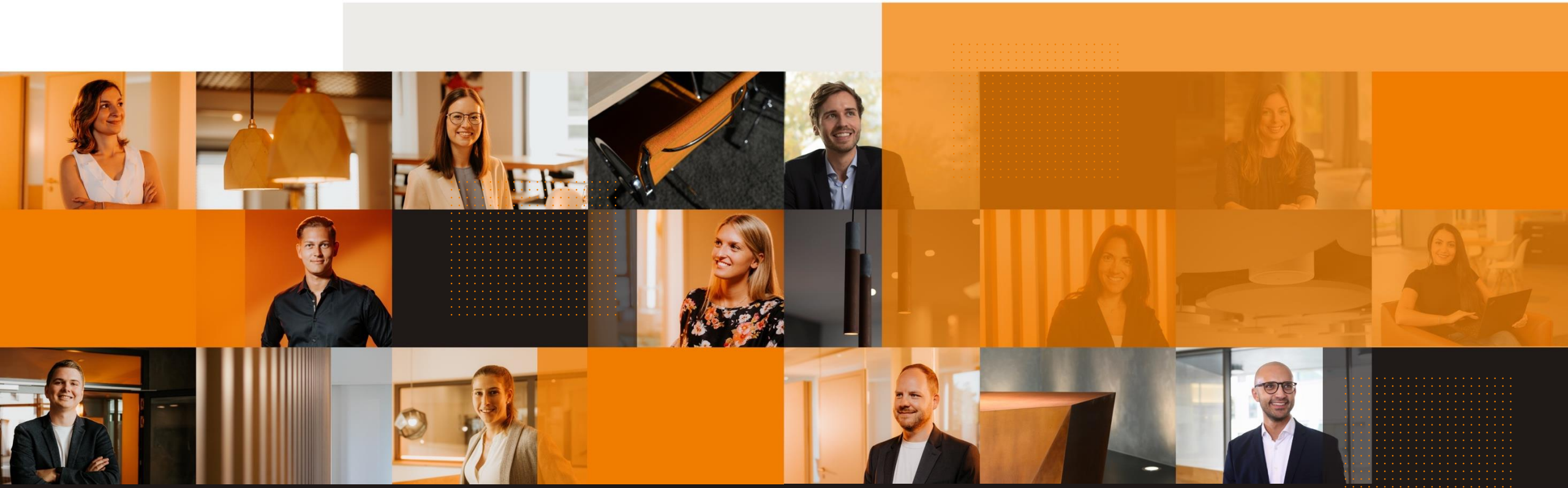
The Power of Pre-Studies and Brownfield+

cbs Brownfield+



Your Speakers Today





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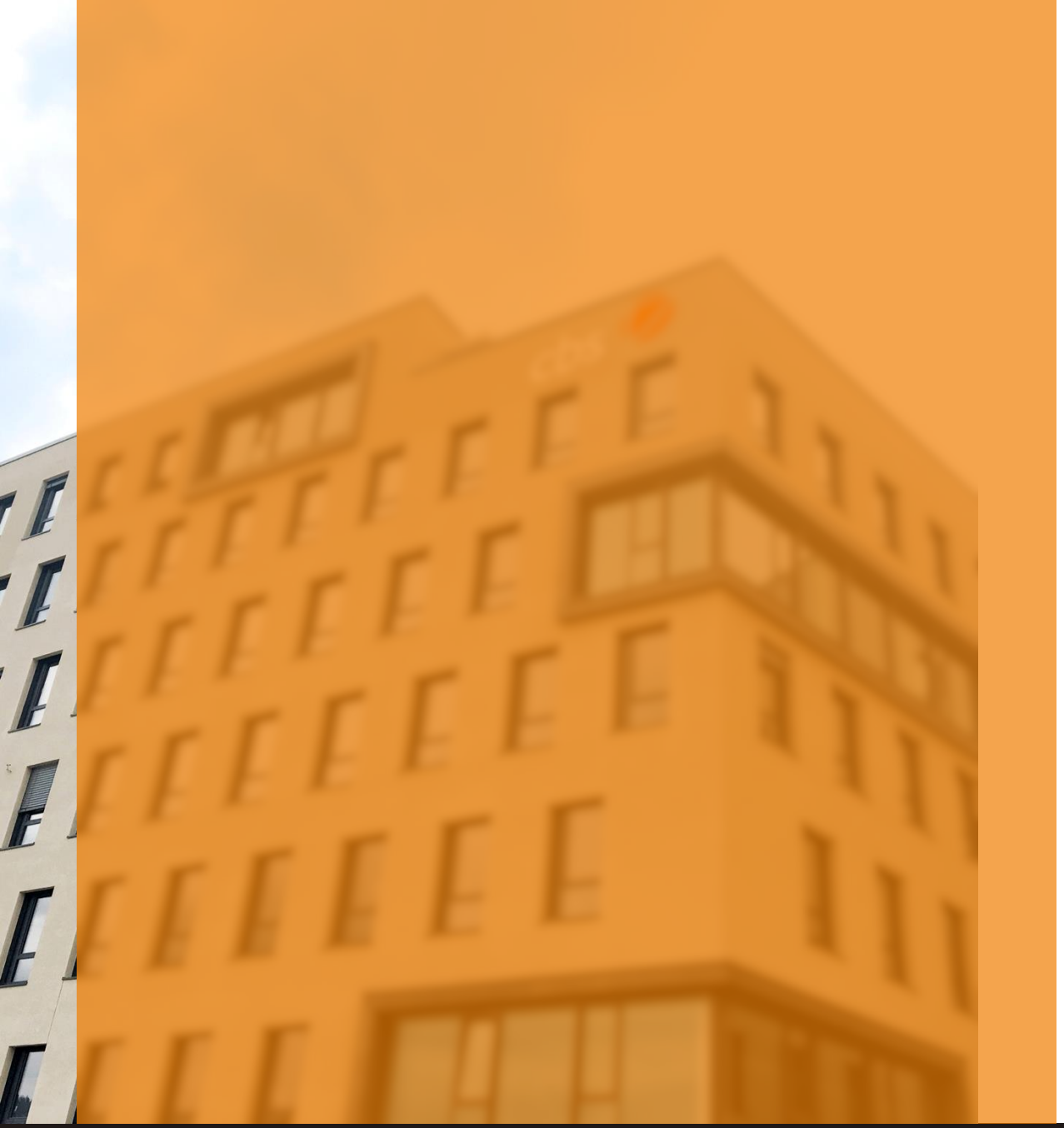
Manager – Transformation

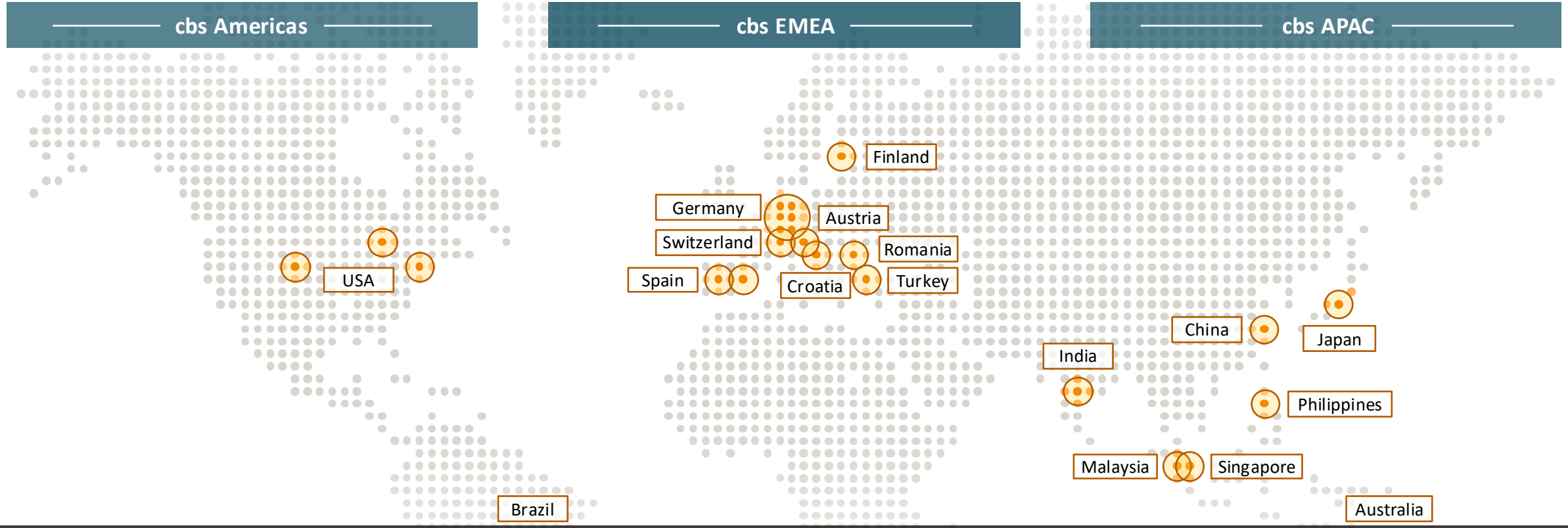


Agenda

- The S/4HANA Decision
- The Power of Pre-Studies
- Brownfield+
- Church & Dwight’s Story
- Building the Foundation for AI
- Q&A

Corporate Business Solutions – ONE Global Consulting Company

International Consulting around the World



500+
Active International Customers

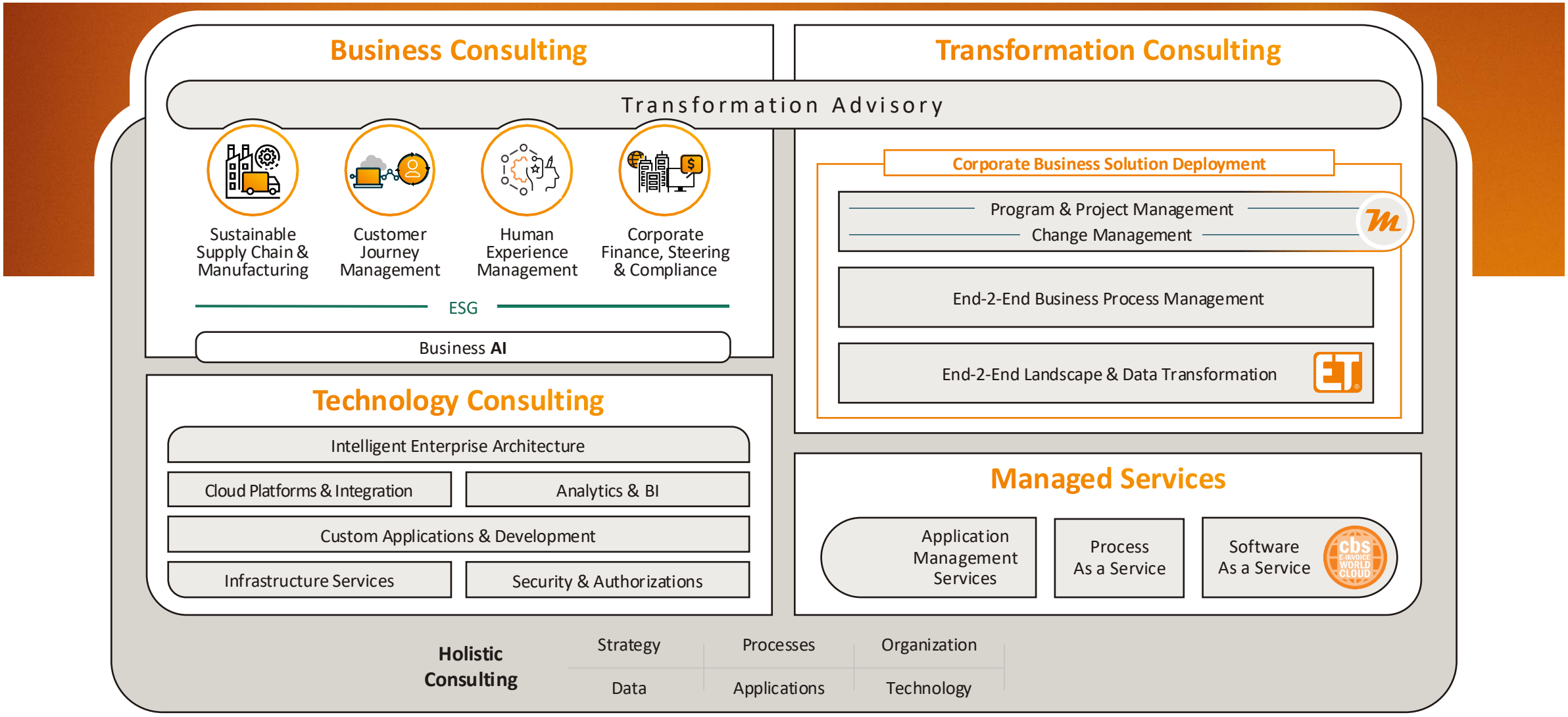
1,800
Employees Q2 2026

$366
Mil. USD 2025

40
International Offices

Corporate Business Solutions out of one hand

End-to-end Consulting Portfolio for SAP customers



The S/4HANA Problem Every Customer Faces

Most organizations feel stuck between two extremes.

GREENFIELD

- Maximum innovation
- Maximum cost
- Maximum disruption

Why do we have to choose?

BROWNFIELD

- Faster path
- Lower delivery risk
- Limited transformation

BROWNFIELD+

Selective innovation with business continuity

Source reference: 2026_02_cbsIntroPitch_S4HANA.pptx, slide 7

Why Traditional Brownfield Falls Short

A technical conversion can preserve more than the business wants to keep.

1	**Legacy process issues**	Inefficiencies move forward unchanged
2	**Technical debt**	Complexity continues to slow innovation
3	**Historical data**	Unneeded volume increases migration and hosting effort
4	**Old reporting structures**	New platform, old ways of working
5	**Deferred innovation**	Business value waits until after conversion

If you simply move everything, are you actually transforming?

Source reference: 2026-06-09_cbsUSA_SalesMarketing QBR1.pptx and S/4HANA / SDT Narrative

Why Should an Organization Consider a Pre-Study

Unsure what Transition Approach is best	The **complexity** of the S/4 project seems to be **hardly manageable**. Many options and alternatives complicate the way.
Uncertainty of S/4 Benefits	The many different **options** with their individual **efforts** and added **values** must be recognized and prioritized.
Defining the best Timing	External and internal factors influence the project. Appropriate **planning** and implementation is **complex** and difficult.
Missing Internal Workforce & Expertise	Additional **efforts** can hardly be carried internally. There is a lack of concrete S/4 **experience**.
Investment clarity – internally and externally	How much **internal effort** requires upfront clarity. **Budgeting for external support** needs to be realized.



Moving to S/4HANA Impacts many people, processes, and technologies across your business – the Pre-Study helps to ALLEVIATE Who, What, When, Why, and How are they impacted and to what degree

What is a Pre-Study and What is it NOT?

What it is

- Short
- Cost Effective
- Assessment of current processes and technology
- Aligned with Management Objectives
- Provide a clear picture to S/4HANA
- Can be conducted at anytime

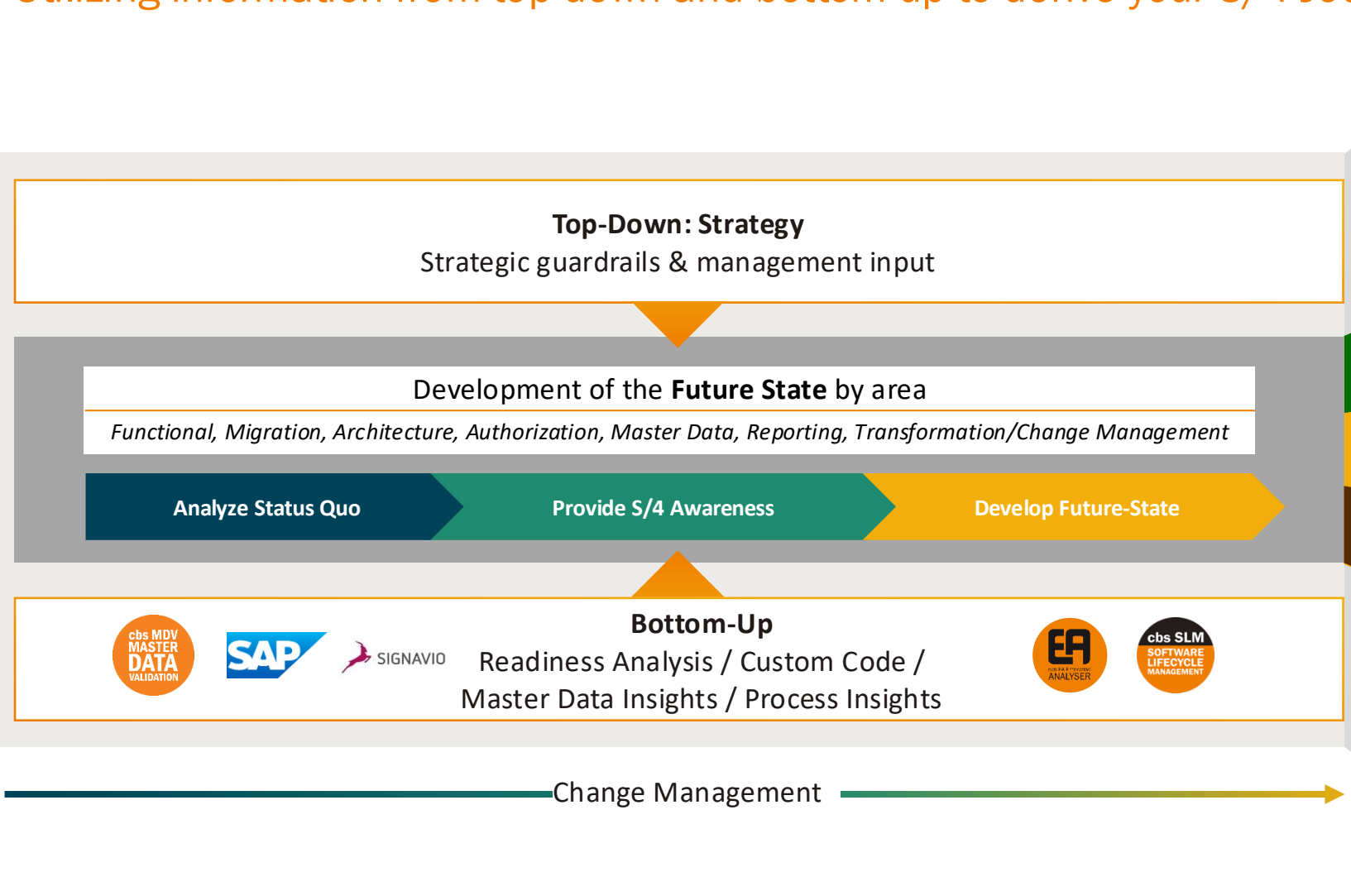
What it is NOT

- Several months of workshops and analysis
- Resource and Cost burdensome
- Full Blueprint (Explore Phase)
- Detailed S/4HANA Project plan
- Changes and enhancements to your existing system

cbs provides a unique and value driven approach connecting you and your teams with our values, people, and expertise

The Pre-Study Approach

Utilizing information from top-down and bottom-up to derive your S/4 Journey



Tailored S/4HANA Program Approach and Proposal

New Implementation (Greenfield)

Brownfield+

System Conversion (Brownfield)

Who will get what?

Functional (per LoB)

Summary of:
- Processes (BPML)
- Pain Points
- S/4HANA **Must-Do's**
- Introduction to relevant **S/4HANA innovations** for key areas
- **Recommendations** for Future-State processes aligned with Management Strategy (not a wish-list)

Technical

Bottom-up Analysis
- SAP **Readiness Analysis** + cbs Software Lifecycle Management to enhance analysis results
- **cbs Master Data Validation** for S/4 vendor and customer master data checks
- **cbs Enterprise Analyzer** for data transformation and system analysis results
- **Authorizations Health Check** for quick authorizations readiness and governance assessment

Summary of
- Existing technical landscape
- **Review of existing** Integrations, Architecture, Platform, Authorizations, Data Migration, and Reporting areas
- **Introduction to S/4 innovations** as aligned with Management Strategy
- **Recommendations for future-state** technology landscape

Program Mgt

- Stakeholder Analysis
- Change Network framework
- Recommendations for Training and Test Management strategies

(*above can be lumped into the transformation maturity assessment)*

Senior Leadership

Summary of S/4HANA:
- Transition Approach Recommendation
- Project Plan and Roadmap
- Internal Resource capacity expectations
- Project cost estimation

Change Impact assessment

One Cohesive and Clear S/4HANA Strategy



+ Targeted Process Improvement

+ Technical Debt Reduction

+ Lower Data Footprint

+ Data Harmonization

+ Downtime Reduction

+ Deployment Options

+ AI Infusion

+ Project Flexibility



THE POWER OF A UNIQUE TRANSFORMATION MACHINE

Global Partnership with SAP co-development, co-delivery, co-innovation, BTC, SDT, Migration Factory, DRC, BTP, ONE finance, Signavio,…

Global and regional partnership with select SIs co-delivery, SLT, SDT, ERP, BTP,…

Recommended by SAP's S/4HANA Selective Data Transition Engagement

25+ years of **100%** successful go-lives

Unique **standard software** with preconfigured content:
425+ predefined scenarios, **700**+ predefined logic apps,
100+ object insertion exits for S/4 or unique scenarios,
225+ data integrity /consistency checks

Proven in **thousands of projects,** never a single roll-back or restore

Service orientation enabling **new project types** with **agility/extensibility** over defined 'packages' that require conforming to a software solution

High-speed transformation into target structures without business downtime

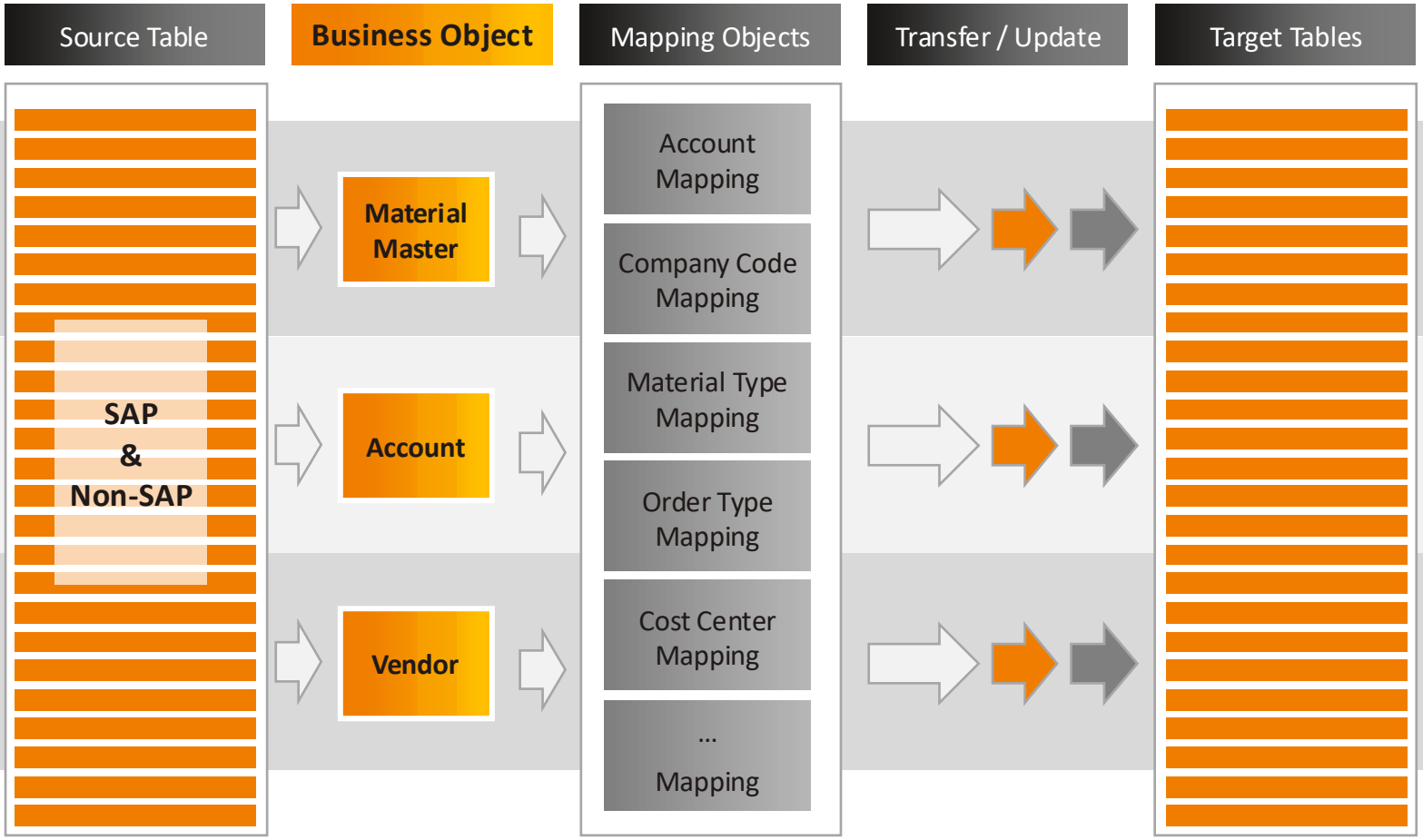
Continuous adaptive learnings within the project and systems to **reduce** effort with later cycles and projects

Certified / Audited by EY and PWC

Business process driven migration

Business Objects

The concept of Business Objects



Success Factors

- More than 425 objects available **covering all SAP ECC & S/4HANA standard objects**
- Building of **customer specific business objects** easy and **re-usable** in subsequent migrations
- cbs ET® consequently handles Business objects as one entity through the complete process to **guarantee consistency**
- Business related discussion on transformation activities, **no technical background needed**



Church & Dwight

A Transformation Story

Starting their S/4HANA Journey

INITIAL GOAL

Move from ECC to S/4HANA

- Adhere to 2030 deadline
- Save on cost
- Innovation can wait

INITIAL APPROACH

Traditional Brownfield

- Lift and Shift
- Keep all historic data
- Same underlying system with a new appearance

THE REALIZATION

“Wait a minute”

- Missing Transformation
- Very little Business value
- Downstream optimization projects on the horizon

What Church & Dwight Wanted

PRESERVE

- ✓ **Proven processes**
  Retain business value
- ✓ **Organizational knowledge**
  Avoid unnecessary reinvention
- ✓ **Business continuity**
  Protect ongoing operations

ENABLE

- ✓ **Future innovation**
  Create room to evolve
- ✓ **Clean core**
  Reduce future complexity
- ✓ **Business agility**
  Support changes during the journey

IMPROVE

- ✓ **Change certain processes**
  Adjust to fit-to-standard
- ✓ **Finance**
  Targeted modernization and Reporting
- ✓ **User experience**
  Fiori-first opportunities

How can we modernize selectively without a complete reimplementation?

Key Takeaways and Project Outcomes

1. Align the transformation strategy to clearly defined business outcomes, not just the technical conversion path.
2. Prioritize high-value modernization opportunities that can be delivered during the S/4HANA journey, rather than deferring them to future projects.
3. Use the migration as an opportunity to rationalize data, optimize organizational structures, and establish a future-ready digital core.

"cbs enabled a fast and efficient S/4HANA transformation while ensuring minimal downtime and improved system performance."

Project Lead, Church & Dwight



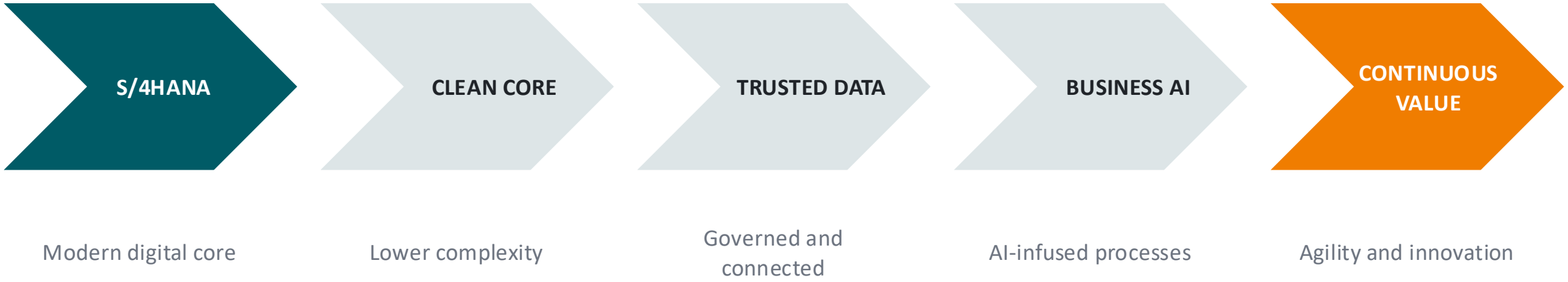
12
Month Project

36h
Downtime

50%
Data Reduction

What Comes After S/4HANA?

The digital core becomes the launchpad for continuous transformation.



ERP transformation is not the finish line. It is the foundation for what comes next.

Source reference: Sales story - TECH US.pptx, slide 3; GTM.TDA_Technology_Data_&_Architecture.pptx, slide 7

AI Starts with Clean Data

AI amplifies the quality of the foundation underneath it.

BAD DATA → Unreliable results

WEAK GOVERNANCE → Inconsistent decisions

BROKEN PROCESSES → Broken automation

AI READINESS

- ✓ **Clean Core**
- ✓ **Clean Data**
- ✓ **Standard Processes**
- ✓ **Strong Governance**

Source reference: 20260316_LG_cbs_SMG_Pitch_locked for changes.pptx, slide 8

“Nothing more than a new SAP?”

It is not a new SAP. It is a new **layer** on top of SAP.

WHAT STAYS

ERP is the brain — the governed System of Record
Your processes, your data, your controls
The reliable operational core

WHAT IS NEW ON TOP

A System of Action: agents that reason and act
Joule, Knowledge Graph, orchestration across the suite
Context + autonomy — evolving together



The core does not disappear. The new layer must be built — that is a consulting question, not a license.

Both must evolve together — at different speeds.

FAST VALUE BUSINESS TRANSFORMATION



SYSTEM OF RECORD
the reliable, governed operational core

SYSTEM OF ACTION
contextual intelligence · orchestration · agentic action

PIONEERING THE AGENTIC ENTERPRISE

Why This Matters to Every SAP Customer

One transformation, enterprise-wide value.

IT	Modern, maintainable platform
BUSINESS	Simpler, standardized processes
FINANCE	Trusted reporting and visibility
LEADERSHIP	AI readiness and decision support
ORGANIZATION	Agility for continuous transformation

The goal is not simply a new ERP system. The goal is a stronger business foundation.

Source reference: GTM.TDA_Technology_Data_&_Architecture.pptx, slides 18-19