DEALCRAFT ADVISORY

PARTNER PRODUCTS SERIES · PART 1 · OCTOBER 2026

Software and Services: How SNP De-risks the SAP Transformation

What transformation software does that a services team can't, how it fits alongside the system integrator, and what bid teams and buyers should ask before they rely on it.

SEE IT
Scan the landscape first

MOVE IT
Selective, rehearsed, measured

PROVE IT
Validate, archive, retire

Written for SAP bid teams, programme leaders and procurement.

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EXECUTIVE SUMMARY

The riskiest workstream is rarely the one in the headline

Most SAP S/4HANA programmes are sold on processes and platforms. Most of them get into trouble on data: how much there is, how much of it to bring, how long the business can stop while it moves, and how anyone proves it arrived intact.

That is where partner products earn their place. A system integrator brings people, method and accountability. A transformation software partner brings something people can't: the ability to analyse a landscape in days, move terabytes in a rehearsed and repeatable way, reconcile the result automatically and retire what's left. The two are complements, not substitutes, and the best bids say exactly where one ends and the other begins.

This paper is the first in a series on SAP partner products. It looks at **SNP**, a Heidelberg-based specialist in SAP data transformation and the company behind the BLUEFIELD® approach, using SNP's own published material and customer stories.

15%

of SAP migrations in ISG's study were delivered on time and on budget. 58% were both late and over budget.

ISG, March 2026[1]

19 hours

cutover for Salling Group's ~50 TB ECC to S/4HANA move, against a 24-hour target.

SNP customer story[8] · vendor-reported

3,000+

customers and 15,000+ projects claimed by SNP over 30+ years of SAP work.

snpgroup.com[2]

WHAT EACH READER SHOULD TAKE AWAY

Bid teams
Name the partner product, its role and its price in the bid. A tool mentioned in the solution but missing from the plan and the commercials is a promise, not a capability.

Programme leaders
Use software to turn the cutover from a single high-stakes event into a rehearsed, measured one. Insist on the rehearsal evidence.

Procurement
Ask who owns the tool, the licence and the outcome. The division of responsibility belongs in the contract, not in a slide.

THE PARTNER

SNP at a glance

SNP is an established SAP specialist. It has worked on SAP transformations since 1994 and, since 2025, has been majority-owned by funds advised by Carlyle, which has said it will invest in the company's Kyano data platform.

FACT	DETAIL
Founded and headquarters	Operating since 1994; headquartered in Heidelberg, Germany.[3]
Scale	More than 1,700 employees at over 34 locations in 23 countries; customers in over 80 countries.[3] Revenue of about €297 million in fiscal 2025.[9]
Ownership	Carlyle agreed an investment in December 2024, securing 76.25% of the shares before a public offer at €61 per share, with a stated plan to delist the company afterwards.[4]
Platform	Kyano®, launched in 2024, bringing together SNP's analysis, migration and data-management products, including CrystalBridge® (launched 2018 with BLUEFIELD®) and the portfolio acquired with Datavard in 2021.[3]
SAP relationship	SAP is listed as SNP's strategic platform partner and SNP states it holds SAP Gold Partner status.[5] SNP is one of four members of SAP's Selective Data Transition Engagement, with SAP, cbs and Natuvion.[6]
Integrator ecosystem	Global market partners include Accenture, Deloitte, IBM, Fujitsu, PwC, Infosys, TCS, Wipro and LTIMindtree; regional partners include Capgemini, Cognizant, NTT DATA and others. Technology partners include AWS, Google, Microsoft, Snowflake and Tricentis.[5]
Certifications	ISO/IEC 27001:2022, DIN EN ISO 9001:2015 and TISAX.[3]

BLUEFIELD IN ONE PARAGRAPH

Between a greenfield re-implementation and a brownfield conversion sits *selective data transition*: keep what still works, redesign what doesn't, and choose which data, company codes and years of history come across. SNP's name for its version of that approach is BLUEFIELD®, a registered trademark of SNP. It is the reason the "bluefield" option exists in most S/4HANA conversations today, and it depends on software to work at scale.

THE PLATFORM

Kyano mapped to the programme lifecycle

SNP groups its products into three pillars and an AI layer. The table shows where each one does its work in a typical S/4HANA programme.

PILLAR	PRODUCTS	WHAT IT DOES	PROGRAMME PHASE
Kyano Foundation	Agility Index, Agility Scan, SAP Housekeeping	Scans the landscape, benchmarks it, assesses migration readiness and cleans out obsolete data.[10]	Pre-sales, discovery and scoping; ongoing housekeeping
Kyano Move	CrystalBridge, Crossway, Glue	Selective SAP-to-SAP migration, non-SAP to SAP modernisation, mergers, carve-outs and cloud moves, with a near-zero downtime option.[11]	Design, build, mock loads, cutover
Kyano Manage	Validate, Datafridge, Outboard, Test Data Organizer, ALM Integrator	Reconciliation between systems, archiving, application retirement, test data and lifecycle management.[12]	Testing, cutover sign-off, decommissioning, run
Kyano Lorna	Lorna Lite in Kyano; full version planned on SAP BTP	Agentic AI assistant that automates repetitive migration tasks, flags issues and supports root-cause analysis. SNP states that consultants keep control and all AI output must be validated.[13]	Across delivery

Eleven use cases

SNP lists S/4HANA migration, RISE with SAP, mergers and acquisitions, cloud move, cloud data integration and platform-agnostic modernisation under Kyano Move, and application retirement, data verification, application lifecycle management, test management and active archiving under Kyano Manage.[14]

A NOTE ON THE EVIDENCE

SNP's product pages make mostly qualitative claims. The measurable evidence sits in its customer stories, which are vendor-reported. We cite them as such. A bid or a business case should use them as reasons to ask for references and rehearsal data, not as guarantees.

WHERE SOFTWARE CHANGES THE RISK

Six risks a partner product can take off the critical path

1

Business downtime at cutover

The cutover window is often the hardest constraint in a retail or manufacturing programme. SNP reports Elkjøp's ECC to S/4HANA move on RISE with about 18.5 hours of downtime against a 24-hour target, Salling Group's at 19 hours against 24, and Coop's move of two S/4HANA systems to SAP's cloud in 10 hours against an 18-hour window.[7,8,15] VENDOR-REPORTED

2

Data volume and scope

Moving everything is expensive; choosing what to leave behind is where the savings are. Salling's roughly 50 TB of compressed ECC data landed in a 32 TB target system, and TE Connectivity is consolidating ECC and S/4HANA systems with mid double-digit terabytes in four waves over five years.[8,9]

3

Proving the data arrived intact

Reconciliation is usually a spreadsheet exercise under deadline pressure. Kyano Validate automates comparisons between two systems, with guided procedures and documented test cycles; Coop used it across three test cycles.[12,15]

4

Mergers, carve-outs and divestitures

Deal timelines don't wait for IT. SNP cites Airbus centralising five local ERP systems, and Mondelez preparing an acquired company's systems before closing while meeting anti-trust masking rules.[16]

5

Legacy systems that can't be switched off

Old systems are often kept running only for audit and tax access. Kyano Datafridge archives the data so the system can be retired while records stay retrievable through familiar SAP transactions.[17]

6

Scarce specialist skills

Experienced migration people are the bottleneck in the 2027 window. Rehearsed, software-driven runs and an AI assistant aim to reduce dependence on a handful of experts, with consultants keeping control of key decisions.[13]

> *A partner product doesn't remove risk. It moves risk from a single night in the cutover window to a series of measured rehearsals weeks earlier, where it is cheaper to find and fix.*

SOFTWARE AND SERVICES

How the product complements the integrator

The Elkjøp programme shows the pattern. Elkjøp and Accenture led governance, system integration and process alignment. SNP ran the data transformation for a 10 TB portion of about 30 TB, using its near-zero downtime approach. Go-live came 14 months after contract.[7]

AREA	SYSTEM INTEGRATOR	TRANSFORMATION SOFTWARE PARTNER
Accountability	Overall programme outcome, plan and governance	Defined migration outcome within its scope
Scope and design	Process design, fit-to-standard, integrations, change	Landscape analysis, data scope, selective transition design
Data	Data ownership model, cleansing with the business, business validation	Extraction, transformation, load, technical reconciliation
Cutover	Cutover plan, business readiness, go/no-go	Rehearsed runs, measured downtime, automated validation
After go-live	Hypercare, application management	Archiving, application retirement, housekeeping

Integrators also package partner software into their own offerings. In 2023 LTIMindtree and SNP launched “Fast Forward”, combining LTIMindtree’s S/4HANA services with SNP’s CrystalBridge platform, and IBM supported Salling Group’s pre-project phase before SNP led the data migration.[8,18]

WHERE THE SEAMS ARE

The handoffs between integrator and software partner are where programmes slip: who cleanses the data, who signs off reconciliation, whose test cycle a failed mock load belongs to, and who carries the downtime commitment. Write each one down, in the bid and in the contract.

TOOL 1 · FOR BID TEAMS

Eight checks before you put a partner product in your bid

1. Is the product named in the solution, the plan, the staffing and the price, not just the solution?
   A tool that appears only in the narrative will be read as a promise.

2. Have you scanned the landscape, or is the data volume a guess?
   A scan before submission turns an assumption into a number you can defend.

3. Is the downtime target backed by rehearsal evidence from comparable volumes?
   Quote ranges from references, not headline claims.

4. Is the licence, subscription or usage cost in the commercials, with its term?
   Missing licences are a classic margin leak.

5. Is there a joint responsibility matrix with the software partner?
   Data cleansing, reconciliation sign-off and cutover ownership in particular.

6. Has the partner confirmed capacity for your dates?
   Specialists are booked across many programmes in the same window.

7. What happens if the tool doesn't fit part of the scope?
   Name the fallback and price the risk.

8. Does your win theme explain why the product lowers the buyer's risk, in the buyer's words?
   "Near-zero downtime" means nothing until it is tied to their trading calendar.

TOOL 2 · FOR BUYERS

Eight questions when a bidder proposes a partner product

1. Which parts of the scope does the product perform, and which remain manual?
2. Who holds the licence, for how long, and what happens to your access after go-live?
3. Who is accountable if a mock load or the cutover fails: the integrator or the software partner?
4. What downtime did comparable customers actually achieve, and can we speak to two of them?
5. How is reconciliation evidenced, and who signs it off for the business?
6. What data will be left behind, and how will we access it for audit and tax?
7. Where does AI assistance apply, and how is its output checked?
8. Is the saving from the product visible in the price and the plan?

ALTERNATIVES

SNP is not the only option. SAP's Selective Data Transition Engagement also includes cbs and Natuvion, and SAP offers its own migration tools. Asking each bidder why they chose their partner product, and what the alternatives would cost, is a fair question in any evaluation.[6]

THE SERIES

Next in the series

This paper is the first of a series on SAP partner products that can accelerate and de-risk implementation. Each will cover what the product does, where it fits alongside the integrator, and what bid teams and buyers should ask.

Sources

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