

DUNI
GROUP



Brownfield with a twist

2025-11-26

Project: S4 Transformation

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doing this?

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Brownfield
with a twist

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Who are we?



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About Us

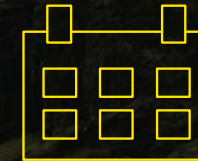


Duni Group is one of the leading creators of sustainable and innovative concepts for the set table and take-away.

We offer high-quality and sustainable products, such as napkins, table covers, and candles, along with packaging and packaging systems for take-away.

With a purpose driven organization and passionate colleagues, we strive to lead our industry towards a world where we give more than we take.

Our Vision 2030

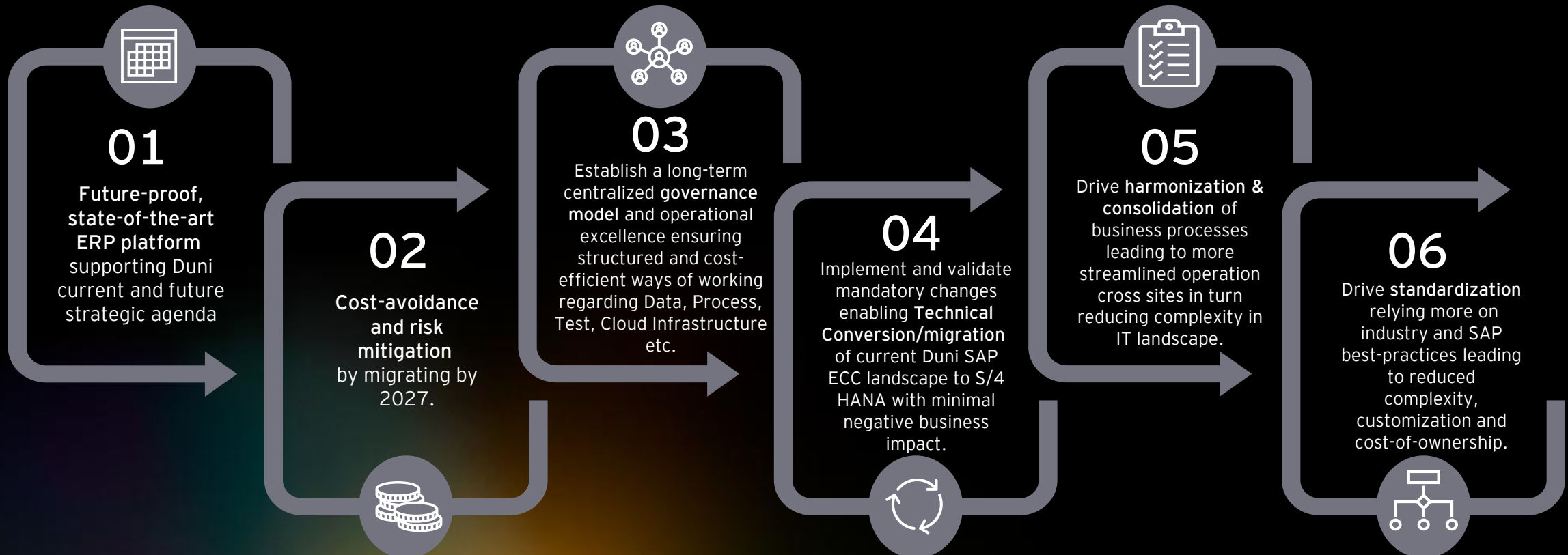


In 2030, we have achieved circularity at scale. We passionately lead our industry towards a world where we give more than we take.

With care for our planet and our well-being - we create joyful, safe, and easy-to-use solutions for all people to embrace food, togetherness, and design.

Why are we doing this?

The starting point of this initiative is the fact that **current SAP ERP & APO is reaching end-of-life in 2027**. With this mandatory transformation a set of objectives have been defined:



S4Success Scope - The Twist

S4 Success is mainly focused on migrating the current SAP platform to S4 Hana - however a set of improvements will also be included as part of the launch

Detailed design, functional and technical specifications

Roles & Authorization set-up and testing

S4 Hana cloud analytics

Development of agreed backlog

Integration and acceptance testing of full scope

Training and adoption with approx. 500 users

Deployment and cut-over preparation

Hypercare and handover to RUN-organization

User Interface (UX)

2

Fiori

- Design and implementation of Fiori as the user interface.
- Includes a **phased rollout** of Fiori applications.
- **Future-proofing** for:
 - ✓ Embedded Analytics;
 - ✓ Fiori Elements;
 - ✓ Serving as a **prerequisite for future innovations** (e.g., AI).

Process improvements & future roadmap

1

Process

- Leverage new S/4HANA features through Fiori and real-time analytics.
- Optimize processes by reducing effort and dependencies.
- Streamline operations and reporting.
- Improve scalability and governance.
- Future Roadmap for further process improvements beyond Go-live.

Production & Supply Planning

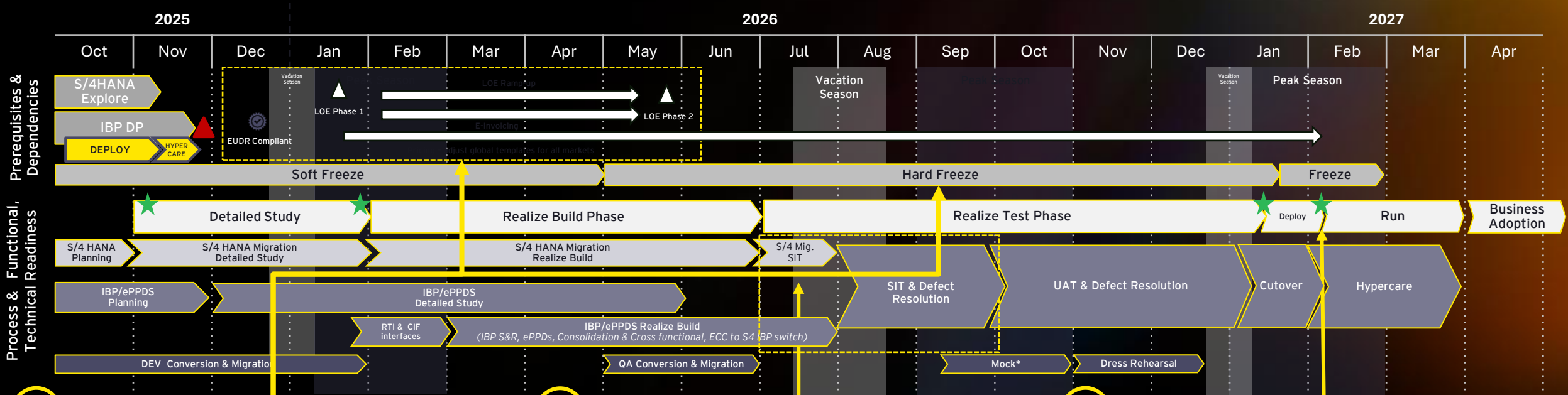
3

ePPDS/IBP

- Greenfield implementation IBP and ePPDS within the project scope.
- Includes **detailed study**, followed by build, test, deploy, and run.
- Enables Duni to **leverage modern, integrated, cloud-based planning capabilities** for advanced processes.
- **Fully replaces APO** with the next-generation planning solutions.

High level Plan - S4 Success Phase 2

The go-live was initially also discussed as possible by November 2026. However, due to interdependencies with other projects, operational cadence, and pending HANA financial closure, the decision was made to have it for February 2027.



1 Risk involving delays caused by project dependencies (LOE, Pricing, e-invoicing) and new EU legislation will strain resources, increase costs, and risk the February launch.

Mitigation: enforce tight scope, stick to code freeze, deliver minimum viable requirements, and plan a post-launch roadmap.

2 Duni's complex IT landscape and S4 Hana's new data model may impact integrations, causing operational and financial risks.

Mitigation: mandatory end-to-end integration testing, early connectivity checks in Q1'26, partner communication, and detailed cut-over planning before launch.

3 Go-live is set for Feb '27 with a weekend cut-over requiring 1-2 days downtime. Full ECC migration and integration switch add high complexity, plus IBP launch increases operational risk.

Mitigation: multiple rehearsals, detailed cut-over planning, business prep, external communication, SAP support, clear go/no-go and rollback plan, controlled ramp-up post-launch.

Tool Structure



Defect management and backlog delivery



Project execution



Test Mgmt. & Execution



The six lessons learned

The Business Case

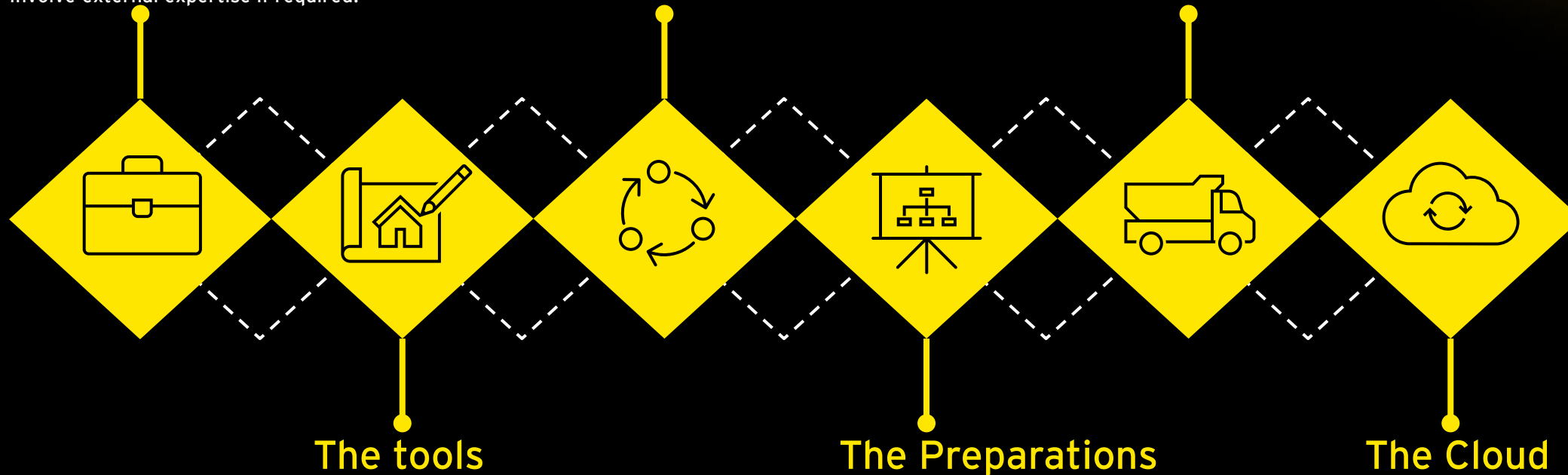
Going from an on-Prem to RISE license model is a complex and expensive! A thorough analysis on architecture, long term business needs, current roles & security, sizing and growth rate etc. This is not a one-man's job! Involve procurement and legal. Involve external expertise if required!

The Change

Do a thorough Change & training impact assessment. Plan resources early in advance. Communicate / celebrate success / try to have deliveries to prove parts of the solution and find ambassadors.

The Supplier

There is a big difference between Brownfield and Greenfield in supplier competence. Select carefully! Always anticipate Change Requests and the associated costs for these.



The tools

New ways of working with Signavio, Cloud ALM, and LeanIX. Ensure that everyone has the right knowledge to execute their tasks in new tools - before you start!

The Preparations

Even a pure Brownfield will require technical (archiving, patching, readiness checks, integration analysis etc.) but also process (map as-is prior to start /governance & ownership), infrastructure and people readiness!

The Cloud

New ways of working and roles for Duni, suppliers and SAP. Ensure to align on Cloud Upgrades and the solution landscape. Have a plan for IT organization 2.0

Questions



Thank you!

2025-11-26

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