Lessons from Real SAP Public Cloud Transformation

Viridian Glass | Practical lessons from implementation

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Capgemini Viridian we ♥ glass



Most people think SAP Public Cloud means **simple**.

It actually means **proven.**

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Meet Viridian Glass

The Company:

- 130+ years in operation
- Leading glass manufacturer and processor in Australia & New Zealand
- Custom manufacturing for complex building projects
- Acquired by Crescent Capital Partners (private equity)

The Challenge:

- PE mandate: split into 3 businesses, each with own systems
- Heavily customized legacy SAP ERP (decades of modifications)
- Complex manufacturing integration (LiSEC equipment)
- Multi-country operations (AU + NZ)
- Tight timeline, limited budget

COMPLEXITY + URGENCY

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Why Public Cloud?

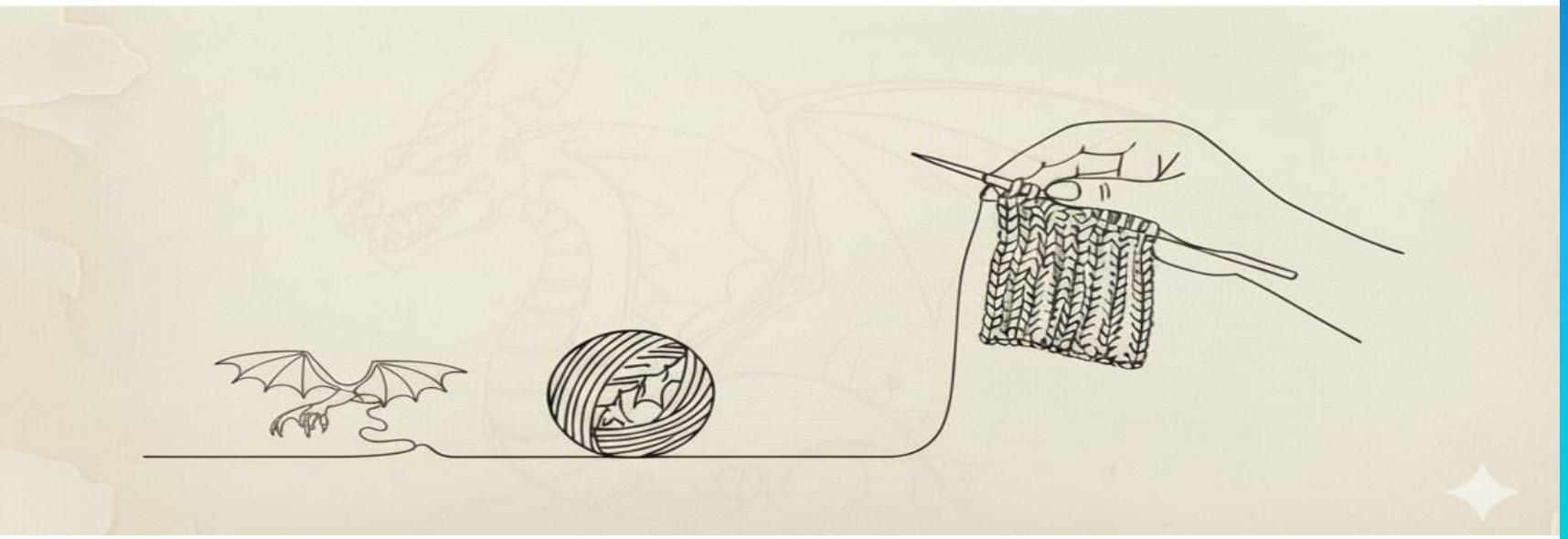
The constraints created focus

01	**SPEED**	Clear scope boundaries and a defined implementation timeline.
02	**CONTROL**	Explicit decisions about standard processes, extensions and ownership.
03	**OPERATING MODEL**	Continuous releases and a clean core, rather than another heavily customized system.

Viridian chose Public Cloud to manage complexity differently, not because the business was simple.

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Viridian selected SAP S/4HANA Cloud Public Edition.

7 months later

Viridian went live.

Seven months from decision to go-live

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What actually creates speed?

A practitioner perspective across other Public Cloud implementations

1

BUSINESS-OWNED DECISIONS

Process owners decide; the delivery team does not design around unresolved questions.

2

GOVERNED EXCEPTIONS

Every departure from standard has an owner, a clear rationale and an understood impact.

3

EARLY DEPENDENCY MANAGEMENT

Integration, data and scope dependencies are identified before changes become costly.

Technology enables pace. Governance determines it.

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From existing practice to SAP standard

Fit-to-standard changes the starting question

TRADITIONAL STARTING POINT

“What does the business do *today*, and how do we rebuild it?”

→

PUBLIC CLOUD STARTING POINT

“This is the SAP standard. What prevents us from using it?”

The exception now needs the evidence.

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You give up flexibility. You gain predictability.

What changes:	What the organization gains:
❌ Full control over release timing	✅ More predictable scope and release planning
❌ Ability to modify SAP standard code	✅ Preconfigured content and proven architecture
❌ Option to postpone necessary changes indefinitely	✅ Stronger control of scope changes
❌ Using customization to avoid process decisions	✅ A regular SAP release cycle
	✅ Reduced responsibility for infrastructure management

The trade-off is not about losing control.

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Standardize the ordinary. Protect the differentiating.

Clean core is not one-size-fits-all

STANDARDIZE

- ✓ Finance and administrative processes
- ✓ Released roles, workflows and content
- ✓ Processes that do not create competitive advantage

PROTECT

- ✓ Complex glass-manufacturing requirements
- ✓ LiSEC manufacturing integration
- ✓ Requirements that genuinely differentiate operations

Put differentiation in the right place.

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Three decisions to make during Explore

Business decisions with technical consequences

DATA	EXTENSIONS	OPERATIONS
What must migrate, what remains accessible, and what can be archived?	Does the requirement reflect genuine differentiation or established practice?	Who owns release testing, adoption and ongoing change?

Decide during Explore, before changes become costly.

Viridian: operational data migrated; history kept reportable in SAP Analytics Cloud. Decided in Explore.

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What we missed: a critical scope dependency

What happened:

- The LiSEC integration depended on inventory scope missed during Discovery and Explore.
- The gap was identified in Realize and required formal change control.
- Adding the missing scope caused a two-week delay.

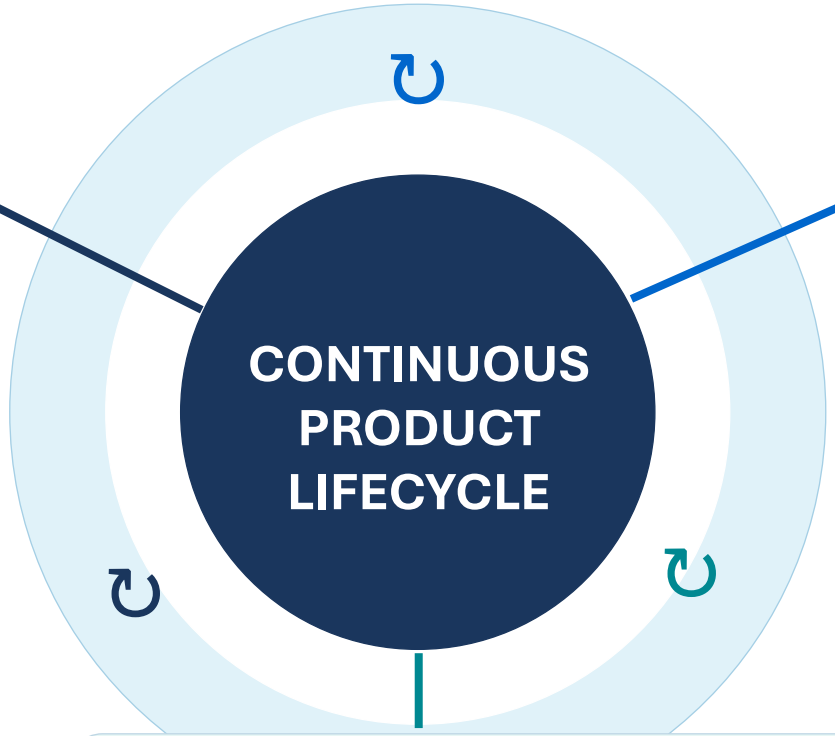
The Lesson: Scope dependencies are Explore decisions, not Realize discoveries

- Map dependencies between scope items
- Verify every integration touchpoint
- Resolve cross-scope dependencies during Discovery and Explore

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Go-live is not the end of the project

Public Cloud turns releases, regression testing and adoption into ongoing business responsibilities



1

RELEASE IMPACT

Review what SAP or the business is innovating and decide what the business will adopt.

2

REGRESSION CONFIDENCE

Retest the critical processes and integrations that keep operations running.

3

BUSINESS ADOPTION

Own communication, process changes and new capabilities.

Build the release cycle into the operating model before the project team leaves.

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Different implementations, similar lessons

What was consistent and what depended on context

BUSINESS OWNERSHIP	Fit-to-standard decisions must be owned by the business.
DECISION TIMING	Delayed business decisions create downstream delivery risk.
EXCEPTION GOVERNANCE	Valid exceptions need a clear rationale, an owner and an agreed delivery approach.

WHAT VARIED BY CONTEXT

The specific choices depended on context.

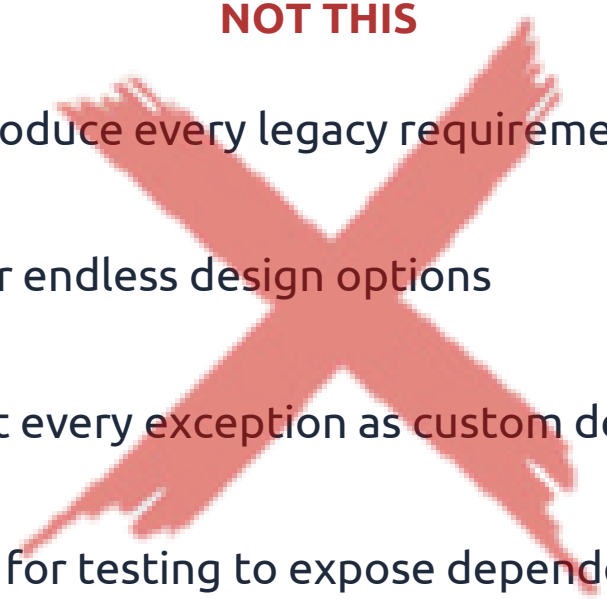
One program changed the business process. Another justified an extension.

The specific choices differed. The decision disciplines were consistent.

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What experienced consultants do differently

Public Cloud changes where consulting creates value



NOT THIS	THIS
× Reproduce every legacy requirement	✓ Recognize proven patterns
× Offer endless design options	✓ Make trade-offs visible
× Treat every exception as custom development	✓ Challenge historical requirements
× Wait for testing to expose dependencies	✓ Surface dependencies early

The value is knowing what not to reinvent.

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Business outcomes after go-live

The implementation took seven months. The business outcomes mattered more.

AUD 5M

REALIZED ANNUAL SAVINGS

Measurable annual cost reduction

7+ DAYS → 18 HOURS

MONTH-END CLOSE

Faster financial visibility and decisions

32%

LOWER INVENTORY

Working capital released

16×

FASTER BANK PAYMENTS

About 15 minutes

20%

LOWER DSO

Faster cash collection

22%

FASTER INVENTORY TURNOVER

Improved stock efficiency

Sources: SAP customer story and SAP News Australia (Jan 2021) on Viridian Glass

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What Viridian and our Public Cloud deliveries taught us

1

STANDARD IS NOT THE EASY OPTION.

It is the disciplined option.

2

SPEED IS NOT ABOUT DOING LESS.

It is about deciding earlier.

3

EXPERIENCE STILL MATTERS.

The value is knowing what not to reinvent.

Complexity does not disappear. Now it moves to the right place.

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Questions?

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