



Future Retail Harrods S/4HANA Journey

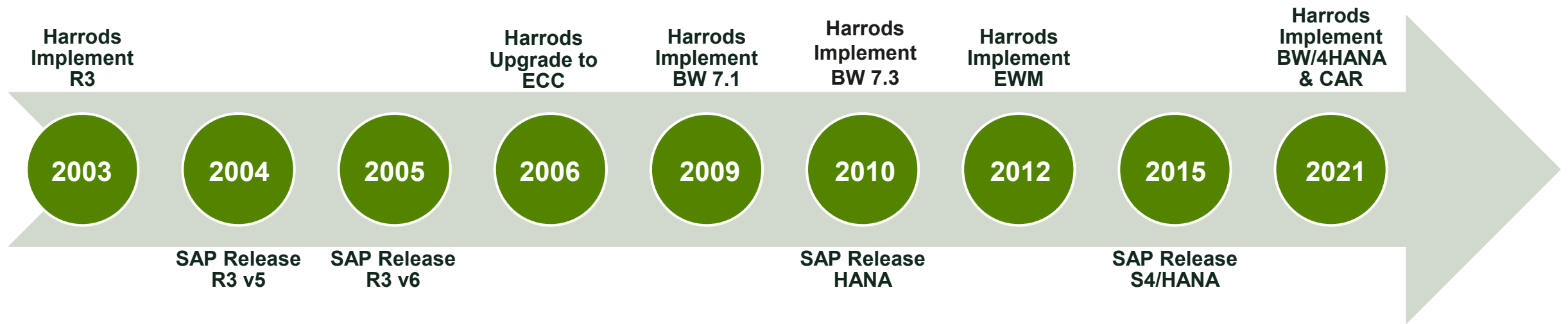
22nd April 2026

Harrods

1 Background & Context

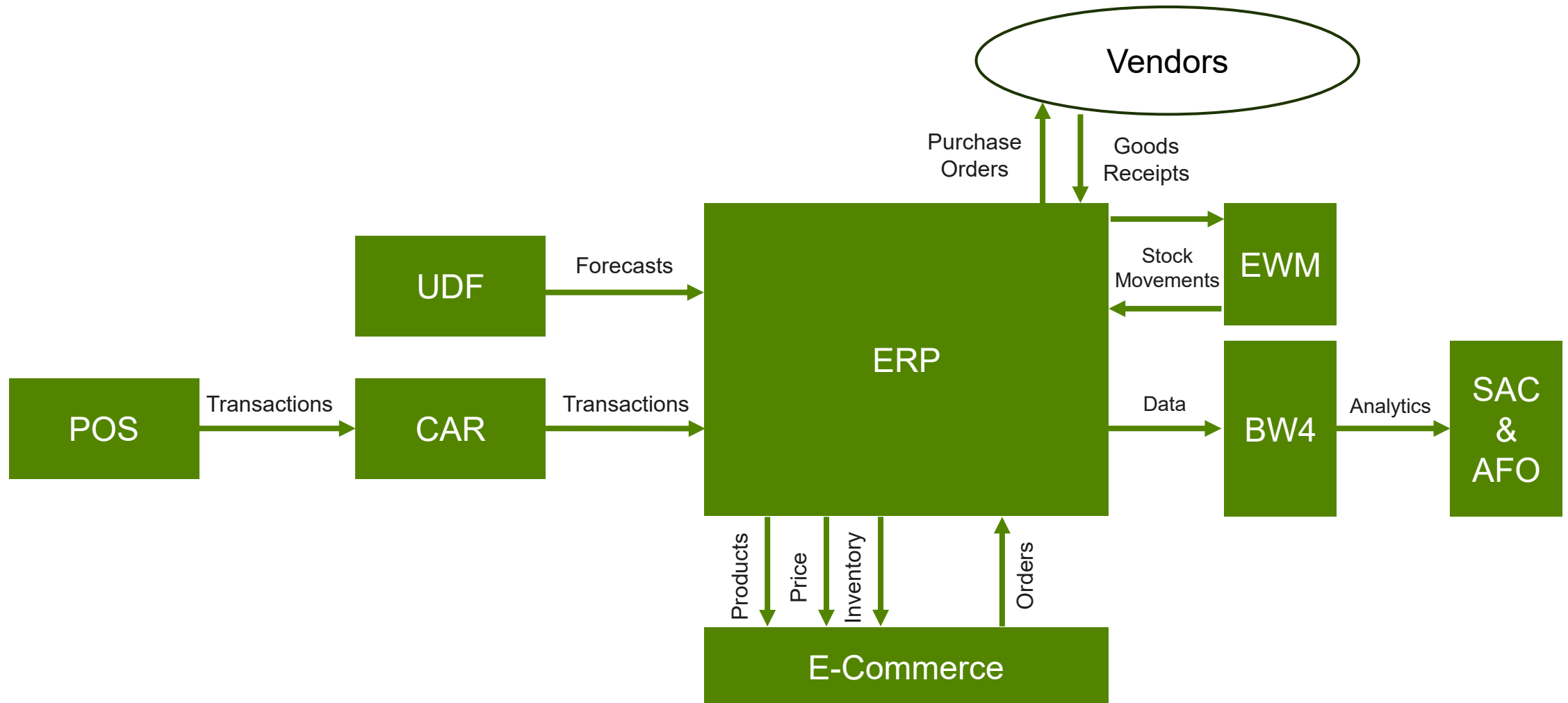
Harrods ERP History

Harrods was an early adopter of SAP in the UK retail market, and had a very mature ECC and BW landscape at the point we started to consider our move to S4/HANA



SAP have been a strategic technology partner for over two decades and as well as providing our Enterprise Resource Planning system we have adopted their Customer Experience Platforms in the last 6-years through our Single View of Customer Programme

High-level Landscape View



Facing into the Problem

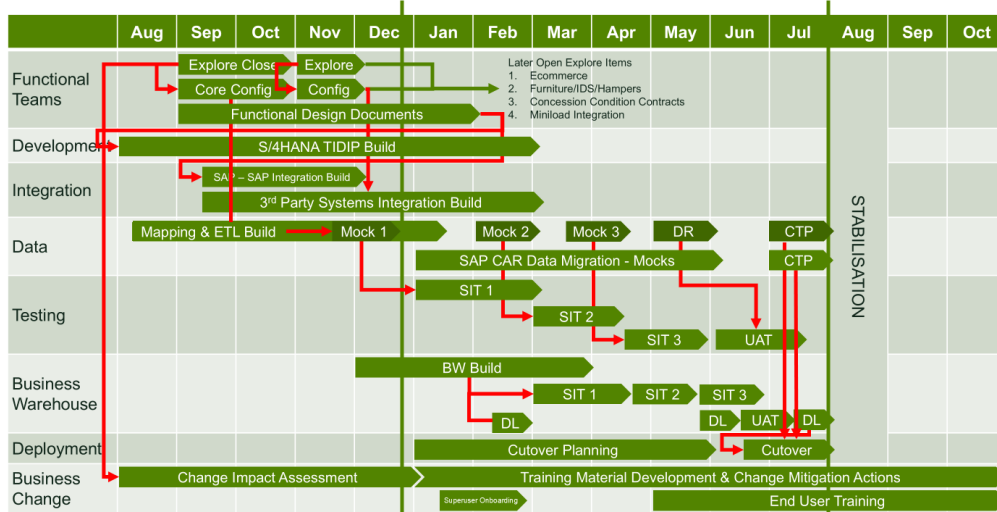
The questions facing Harrods and other ECC customers



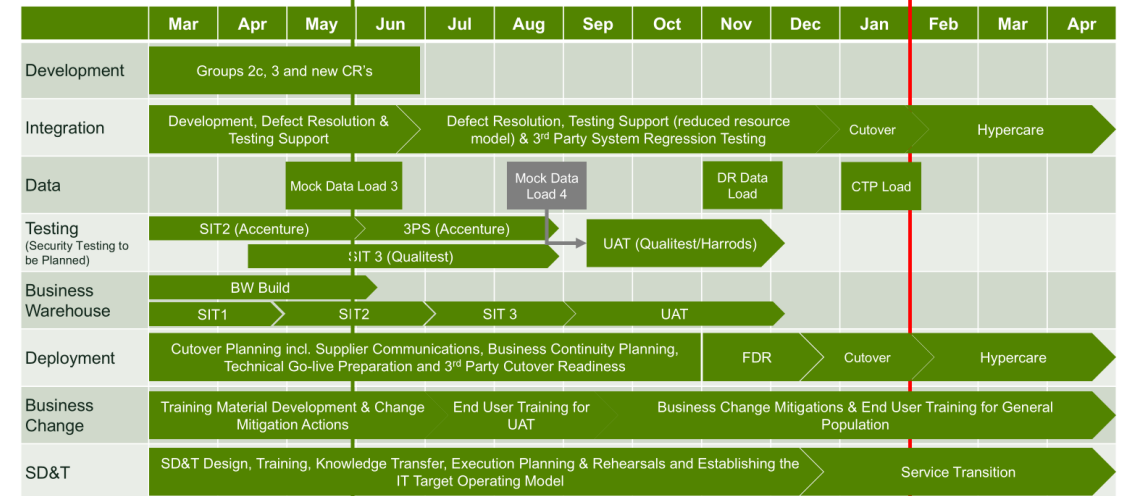
The decision to proceed sooner was based on the anticipated short supply of qualified resource as pressure mounted on ECC customers

Programme Plan

Drop 3 Revised Plan



Scenario 3 – Baseline Plan



- The original Programme plan was always ambitious, Explore started in April '24 with the original go-live date scheduled for August '25
- When Explore overran, the parallelisation of subsequent phased stretched the resource model
- The cyber incident at the beginning of May meant replanning was necessary

- The risk of go-live too close to peak trading pushed the go-live out by 6-months
- This created the opportunity for an additional mock data load and extended UAT
- Some parallelisation remained, and closing UAT still took longer than planned

ERP Projects are Business Change Projects



Technology-centric approaches to ERP — those that ignore **stakeholder and end-user engagement** — are leading causes of ERP initiatives that fail business expectations.

Based on information obtained during more than 4,500 interactions with Gartner clients between from June 2016 through January 2020.



FUTURE RETAIL

1 Discover

Harrods

Executive Summary from Discovery Engagement

Technology

- Minimal knowledge of SAP standards & best practice
- Complex landscape scattered across multiple applications and systems
- High number of custom objects, not all used or well understood

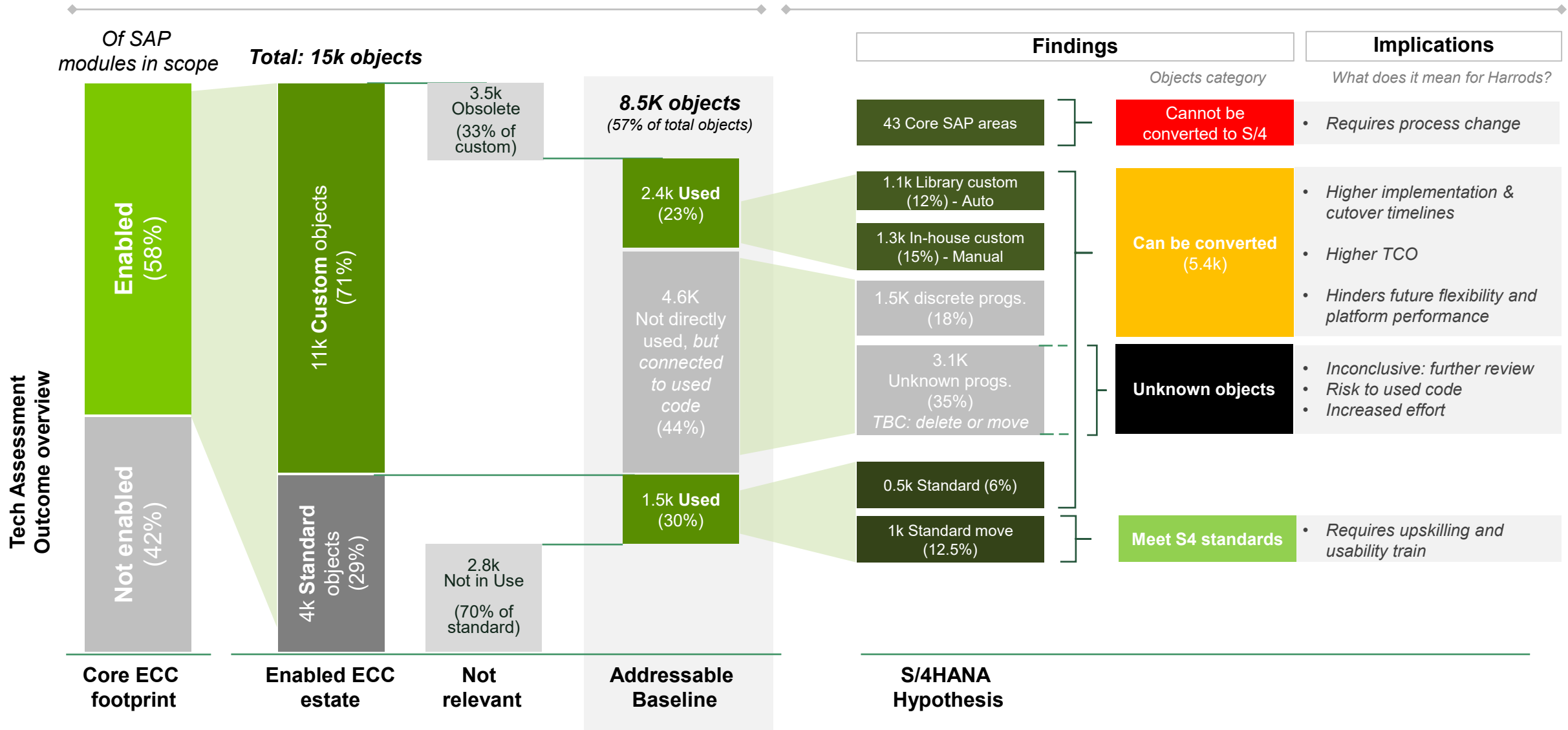
Process

- High number of manual processes requiring work 'off system'
- High levels of complexity driven by lack of standard processes
- Limited visibility of process conformance & efficiency

Data

- Limited access to real-time data to support operational teams
- Data siloed across different systems and departments
- Systems cluttered with legacy data that is no longer relevant

Technical Assessment



2 Prepare

Prepare

Mobilise the right business and IT roles, early and with intent

Set clear scope, principles and delivery guardrails

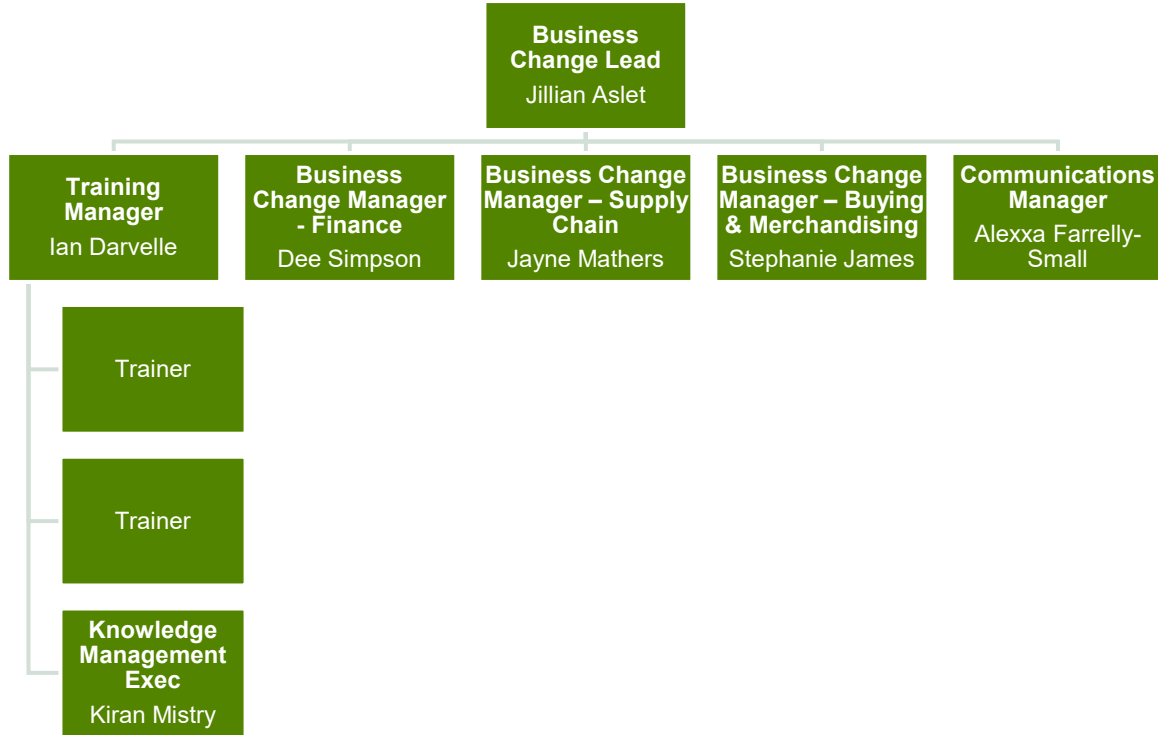
Establish governance and partner ways-of-working

Start change, readiness and enablement not just planning

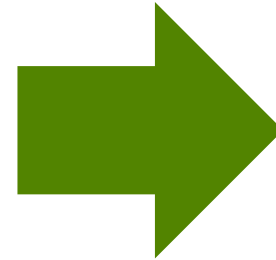
Align all workstreams behind a single integrated plan

Make the programme “safe to challenge” early

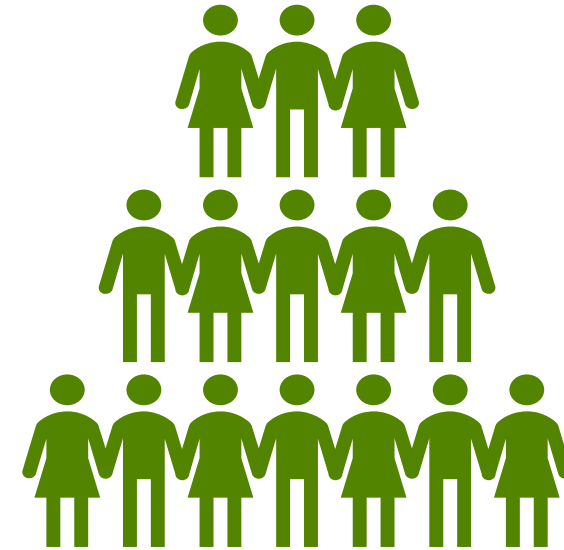
Business Change and Training



Approach, Tools & Governance



The 'Real' Business Change Team



Workstream Leads, BPOs, SMEs & Superusers

Deliver, Measure & Adapt



3 Explore

Why Fit-to-Standard?

Real, tangible benefits...

Proven Business Processes

Adoption of proven business processes will modernise our ways of working, reduce complexity and drive efficiency to allow our teams to focus on value-add tasks

Future Innovation

A standard solution 'keeps the door' open to all possibilities for future innovation and developments as well as reducing the cost of delivering them

Business Agility

Integration across our partner ecosystem (new and future) is easier, ensuring where extensibility is needed, it can be delivered quickly to capitalise on business opportunities

Training & Onboarding

'Learning' out-of-the-box, a familiar system for SAP users and reduces reliance on 'institutional knowledge' and increases the time to effectiveness for new starters

Speed to the 'New'

Designing for a standard solution expedites the time it takes us to bring this new capability to you, reduces the testing efforts and makes business change & adoption easier

End of Explore Objectives Achieved

Scope

- Confirmed the processes covered within Future Retail
- Identified all impacted upstream and downstream systems
- Finalised reporting requirements

Design

- Demonstrated the level of standardisation we'll achieve
- Confirmed our approach to non-standard processes
- Ratified our levels of required development effort
- Completed high-level solution design ready to begin development

Direction

- Set the foundation for our future operating model
- Solidified our collective understanding of what we are aiming to achieve, and how
- Enabled our ability to drive continuous improvement after go-live

Workshop Categorisation

Each workshop contained a set of related processes – for each of these processes, we followed one of the below three approaches:



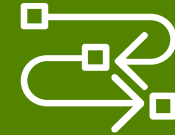
Embrace

Adopt standard best-practice, with a focus on non-differentiating and low value add processes



Elevate / Enhance

Adapt standard best-practice with differentiating or value-add extensions



Remediate

Existing processes with an integration to ECC that requires remediation to work with new processes and data models

Change Impact Assessment

The Change Impact Assessment (CIA) describes all identified changes; knowledge, culture, process, and systems changes and how these affect each stakeholder group.

It has 2 key uses:

- A communication tool to ensure that each business area, team and role are clear on what is changing for them
- A foundation to build an insight-led change plan, tailored to the needs of each area.

During Realise the Business Change team will drill down from the Workstream view we have now to a role level view.

Workstream – Current Assessment Level

Business Area – In progress

Team - Work underway in Finance, to follow in B&M & Supply Chain once CIA closed

Role

4 Realise

Realise

Protect design decisions relentlessly during build

Configuration discipline matters more than speed

Treat data migration as a delivery stream, not a checklist

Testing is about confidence, not coverage

Stabilise before you invite the business in

Freeze scope earlier than feels comfortable

5 Deploy

Deploy

Treat cutover as
a business
event, not an IT
one

Clarity beats
optimisation in
cutover planning

Data confidence
matters more
than data
perfection

Communication
is a control, not
an afterthought

Hypercare
needs structure,
not heroics

Know when
“good enough”
is good enough



FUTURE RETAIL

6 Run

Harrods

Support Requirements

Challenges Today

Difficulty recruiting in-house roles due to increased competition for talent

Limited experience from UK labour pool in certain modern SAP modules

Varying demand across functional areas resulting in high contractor spend

Harrods Requirements

Find a partner who can deliver a managed SAP Support (AMS) model to Harrods:

- High quality support for all modules in scope
- Coverage from 8am to 5pm Monday to Friday. 24x7 coverage for P1/P2
- Functional and Technical S/4 expertise
- Transition from November 2025 to Jan 2026. Service starts 1st Feb 2026
- “A world-class service experience” for your users
- Ability to take advantage of innovation / value-add services and efficiencies in AMS

Outcomes

A Team that features Harrods, Accenture and SAP for the best of all partners

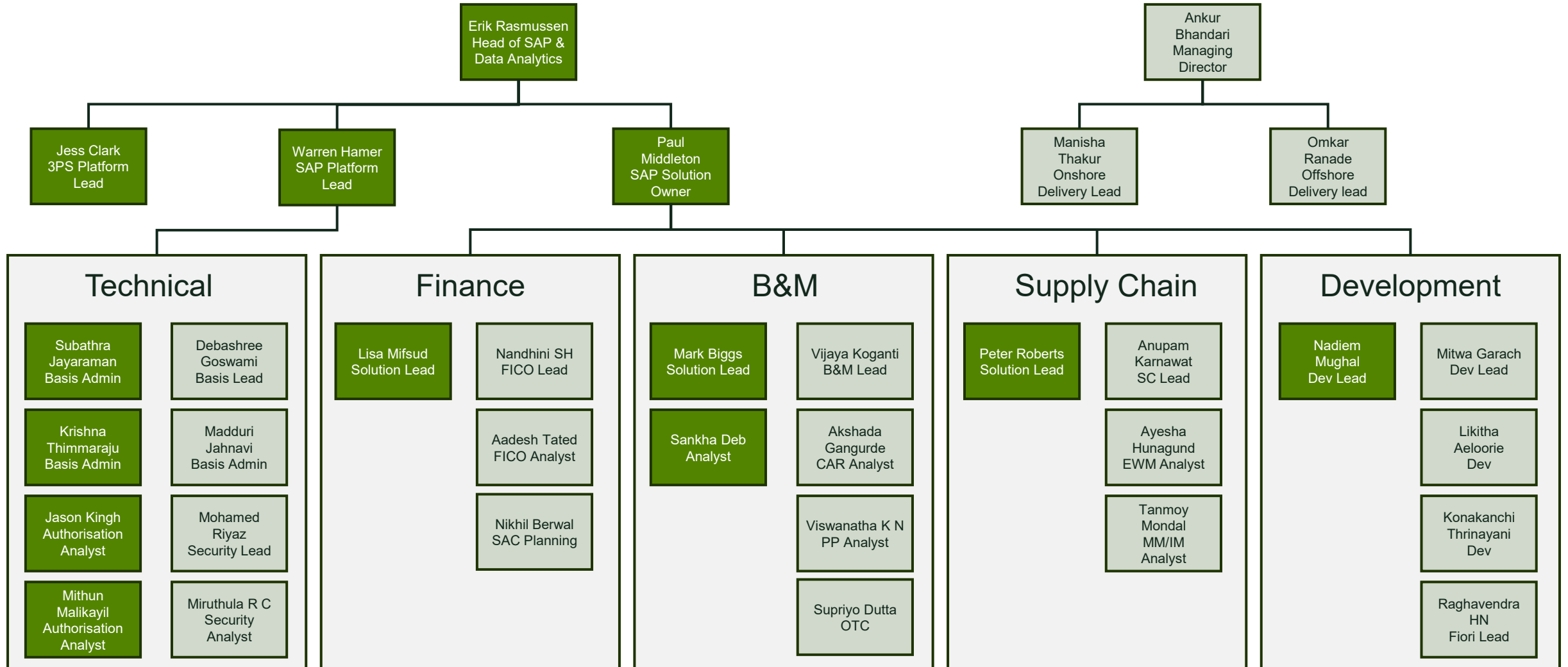
A reliable, responsive & scalable service that allows Harrods to run optimally

The latest in AMS GenAI Tooling at Harrods’ fingertips to enhance quality and speed

Increased productivity, freeing up capacity for enhancing your system

Supporting both immediate incidents and acceleration of your long-term strategy

Organisation Structure







FUTURE RETAIL



THANK YOU



Harrods