

SEEING THE TRUTH BEFORE THE MIGRATION

How Groupe Atlantic Used FUTUROOT
Pulse to Build a Credible S/4HANA
Roadmap - Before Committing to
Transformation

8 WEEKS

Assessment
delivery vs 12–
16 week Big 4
standard

3+2

Quick wins
& roadmap
actions
structured

~1,800

Custom objects
eliminated from
migration scope

The Context

Groupe Atlantic is a leading French manufacturer of thermal comfort solutions - heating, hot water, and ventilation systems sold across Europe and beyond, operating old complex global footprint with a 25 year old legacy SAP ECC landscape. As the organization prepared for a multi-million-euro SAP S/4HANA transformation, leadership faced a critical strategic dilemma.

A 'greenfield' implementation was prohibitively expensive, yet a 'brownfield' approach risked carrying forward 25 years of technical debt and process inefficiencies. Before committing to a migration program of this scale, the Senior ERP Programme Sponsor required certainty regarding the true state of their:

- **Process Integrity:** Were their processes running as designed?
- **Data Readiness:** Was their data clean enough to migrate?
- **Scope Rationalization:** Where were the inefficiencies that a lift-and-shift would simply carry forward into the new system?

While global integrators like IBM typically require 12 to 16 weeks to deliver a high-level migration roadmap and offer maturity ratings, based largely on stakeholder interviews, they rarely surfaced the difference between how processes were documented and how they actually ran. FUTUROOT & Gauri were engaged to run a structured, data-driven Pulse assessment across the full process landscape to determine exactly what to carry forward, what to remediate, and what to decommission. The goal was to compress the "surprise zone"-identifying risks in the pre-programme phase where fixing them is cost-effective, rather than during a high-stakes go-live.

The FUTUROOT Solution: What the Assessment Covered

Over 8-week FUTUROOT Pulse Assessment covered the full process landscape. This speed was achieved through automated intelligence. FUTUROOT connected directly to Groupe Atlantic's SAP ECC system and extracted 24 months of process event logs across three areas:

Every transaction, timestamp, actor, and system state was captured, building a complete picture of how processes actually ran versus how they were documented to run.



Finance & Controlling:

period-end close, cost centre allocations, intercompany transactions, and controlling master data integrity.



Supply Chain & Procurement:

purchase-to-pay flows, vendor master quality, goods receipt/invoice matching, and approval compliance.

At a Glance: The Pulse Methodology



Key Findings & Strategic Discoveries

1

Custom Code : 90% inactive

The analysis of 2,000+ custom objects over 12-month execution logs revealed that 90% had never executed in the past year. By identifying only 200 active objects requiring remediation, the migration effort was reduced by an order of magnitude before even the first line of S/4HANA code was touched or before scoping even began.

2

Sales order complexity: concentrated in five types

Twelve sales order types were configured in the system. Analysis of transaction volume revealed that 95% of revenue flowed through five types. Seven legacy types eliminated delivering a 58% reduction in Order-to-Cash migration scope before migration had started.

3

Process Deviations & Control Gaps

A high-level review of procurement process flows surfaced variation in purchasing patterns across parts of the business. These observations while not part of the formal Pulse assessment scope, are noted as areas that may warrant structured investigation as part of the S/4HANA programme design phase, where procurement process standardisation will be a natural design consideration.

4

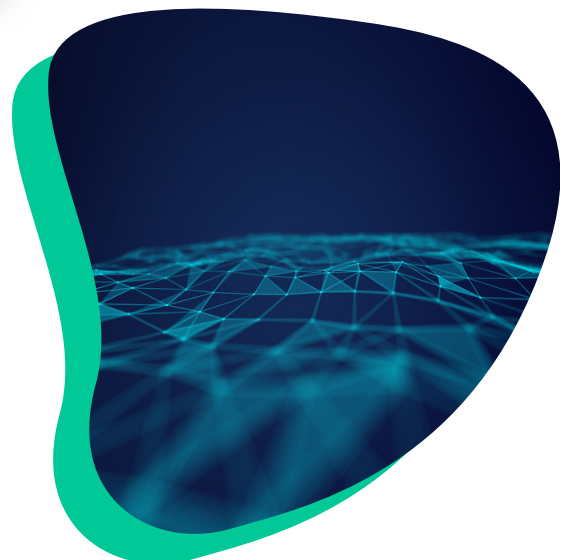
Business Partner Readiness: the highest-risk migration dependency

Master data profiling across three domains surfaced quality issues that would create migration risk or incorrect system behaviour in S/4HANA if left unremediated. Vendor and customer master records contained duplicates, incomplete configurations, and obsolete entries still flagged as active - a direct risk under S/4HANA's Business Partner model, which requires clean, deduplicated records before go-live. Material master records showed field-level inconsistencies across multiple attributes. Business Partner readiness was identified as the single highest-risk migration dependency in the assessment, and a pre-migration cleanse programme was scoped and commissioned as a result.

5

Classic GL: an optimisation opportunity hiding in plain sight

The Data Intelligence framework identified critical gaps, including technical analysis flagged that the business was still operating Classic General Ledger. Migrating to New GL in the current ECC environment - before S/4HANA - offered an estimated 20-40% improvement in financial closing speed through better FI-CO reconciliation, while avoiding the double transformation (Classic → New GL → Universal Journal) that carrying Classic GL into S/4HANA would require.



The Picture - Before and After Assessment

DIMENSION	ASSUMED BEFORE ASSESMENT	WHAT THE DATA SHOWED
Technical Scope	2,000+ objects assumed active; full remediation planned	90% identified as inactive via execution logs. Migration focused on 200 active objects only. 1,800 objects removed from scope before a line of S/4HANA code was touched.
Process Visibility	12 types of Sales Orders in system; all assumed in-scope for migration	95% of revenue flowed through 5 types. 7 legacy types eliminated - 58% reduction in Order-to-Cash migration scope.
Master Data Migration Risk	Vendor, customer, and material master assumed sufficiently clean for migration.	Customer master contained duplicate records. Material master showed field-level inconsistencies across multiple attributes. All three domains scoped into a single pre-migration cleanse programme.
Financial close / Operational Speed	Classic GL in operation; assumed adequate for current state	New GL migration identified as pre-S/4HANA opportunity - estimated 20–40% faster financial closig and avoided double transformation.

The Action Plan: Quick Wins & Long-Term Roadmap

The assessment delivered decisions the business could act on before the S/4HANA programme had been formally scoped. Three quick-win actions were structured and sequenced. Two pre-migration projects were commissioned on the back of the assessment findings: data cleansing and Unicode conversion. Capital that would have been spent remediating 1,800 inactive objects was redirected to these targeted, high-value interventions instead.

What Changed - Immediately

Classic GL migration:

New GL implementation in the current ECC environment, delivering faster financial closing before the S/4HANA programme begins and eliminating the double transformation risk.

Customer and Vendor master cleanse:

Structured deduplication programme, completing missing payment terms and blocking obsolete records - directly de-risking Business Partner migration.

Cost centre hierarchy remediation:

Structural gaps in controlling allocation logic corrected in ECC, ensuring clean carry-forward into S/4HANA CO.

Long-Term S/4HANA Roadmap

Hybrid Migration Strategy:

Brownfield approach for Finance and P2P.
Greenfield EWM for Warehouse Management where technically required.

Material Master Harmonisation: Using the migration as an opportunity to correct configuration drift at the source.

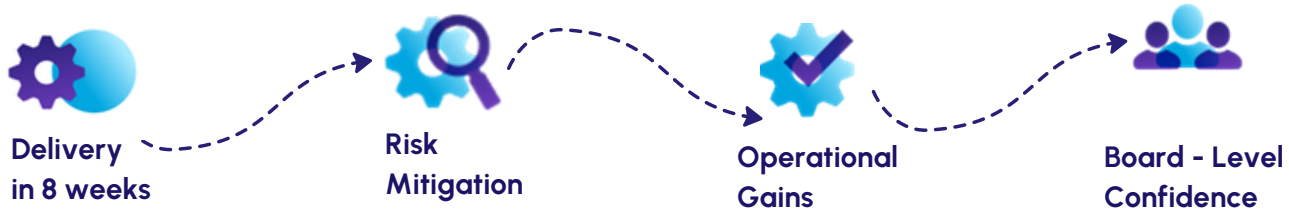
Business Impact: Why FUTUROOT Pulse Approach Was the Right Starting Point

The engagement at Groupe Atlantic serves as a definitive blueprint for complex manufacturing groups. It demonstrates that the right starting point for any S/4HANA journey is objective truth. By utilizing the "Pulse" approach, Gauri and FUTUROOT eliminated the "surprise zone" of ERP transformation—the high-risk period during go-live where hidden technical debt and process deviations typically emerge as expensive failures.

This intelligence-led model allows This engagement proves that in the era of S/4HANA, objective data is the only credible currency for boardroom decisions.

"Before FUTUROOT, we were making assumptions about our readiness. After the Pulse assessment, we had evidence. We knew exactly what needed to be fixed before migration, what could wait, and what we had been getting wrong for years. That clarity was worth more than any accelerator." -

**Senior ERP Programme Sponsor,
Groupe Atlantic**



About the Organizations

- Groupe Atlantic is a leading European manufacturer of thermal comfort solutions with a 25-year history of SAP ECC operations and complex multi-site manufacturing requirements.
- Gauri Ltd is a UK-based SAP and CRM consultancy specializing in S/4HANA transformations. They act as strategic advisors, bridging the gap between technical execution and business value.
- FUTUROOT is an enterprise process intelligence platform developed by Percipere (an SAP Gold Partner with 500+ implementations). Purpose-built by ERP specialists, it features native SAP connectors that enable forensic-level process mining without the need for large data science teams.