



The
Boots
Group



SAP ECC to SAP S/4HANA: Successful complex finance migration at Boots

Speakers:

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About us

Total employees at Boots:

52,000+



4,800+
Boots Pharmacists



c.15,000
Boots Pharmacy Technicians,
Dispensers, Advisors and
Healthcare Sales Assistants



1,400+
Boots Beauty Specialists



4,900+
Boots Opticians



500+
Health and Wellness
Specialists

Stores

Total number of stores:

1,800+

of which, the majority have a pharmacy



37
Flagships



c.800
Local Pharmacy Stores



950+
Health & Beauty/Convenience



185+
Reinvented beauty halls



140+
Healthcare reinvention stores



The UK's number one
beauty destination

- Boots is the UK's favourite beauty retailer**
- Launched 37 new beauty and fragrance brands since August 2025
- More than 500 beauty brands across every price point
- Exclusive home of No7 – the UK's number one skincare brand
- 400 luxury and niche scents introduced alongside new Fragrance Boutique



Providing **healthcare**
at the heart of communities

- Boots is number one for dispensing prescription items in the UK and dispenses millions of prescription items per week
- Over 750 healthcare brands sold at Boots
- Over 200 healthcare services delivered on behalf of the NHS and privately
- Boots Online Doctor provides 45+ services, including innovative weight-loss services



Boots Brand, the **UK's No1**
health and beauty brand

- Boots Brand now includes more than 4,200 product lines in its range
- Almost one in three products sold at Boots are from our own brand ranges
- Almost one in two healthcare products sold are Boots own brand



Growing our **wellness** offer

- Expanded our wellness offer, launching 82 new brands since August 2025
- Introduced new Wellness Zones in six stores
- Trained 500 Health and Wellness Specialists to offer product and lifestyle advice and recommendations



Investing in **digital** and **loyalty** to create a world class customer experience

- Over 17 million active members of the iconic Boots Advantage Card - nearly half of all women in the UK
- The Boots App has over 8.5 million active users
- On-demand delivery available from 500 stores via Deliveroo, Uber Eats and JustEat



Meaningful
environmental social governance
through partnerships

- Over 4,500 Macmillan-trained colleagues across our stores who support people living with cancer
- Almost 600 donation points for The Hygiene Bank in stores across the UK
- Supported over 900 young people through our partnership with The King's Trust
- The Recycle at Boots scheme for hard to recycle health, beauty and wellness items is available in almost 800 stores and over 17 million items recycled through so far

*Figures accurate as at 30 November 2025

**Source: Kantar's Worldpanel | Total Market | Mass & Premium Beauty Category | Mass: 52w/e 26th January 2025 & Prestige: 52 w/e 5th January 2025 | Number one measured by GB Spend Share %

Who are SNP



Global market leader for selective SAP data migrations.



SAP Gold partner, partnering with 17 of the 20 largest global SAP system integrators



Over 30 years of experience delivering 15,000+ successful projects



Kyano platform enables a software-based approach to data migration





Drivers for this change

1 "Stronger together"

Enable the new operating model with a platform for future transformation

2 Technology modernisation

Simpler integration, increased automation and improved user experience

3 Efficient business processes

Transform processes to simplify and harmonise (where possible)

4 Avoid significant costs

Avoid SAP license issues and re-platforming investment

5 Optimise IT costs

Consolidate to single SAP platform and reduce IT complexity to optimise Total Cost of Ownership (TCO)

6 Increased business agility

Support and prepare for organisational changes



Who it impacts

5 Countries

UK, ROI, BRUSA, Thailand, China (excluding Liz Earle Sage & corporate)

58,000+ Colleagues

c.2,900 Stores (Managers & Field teams only)



Key benefits & outcomes

Improved process efficiency and accuracy

Significant **reduction in manual activity** and low value add tasks

Improved user experience - enhanced tools and 'look and feel'

Removed duplication of costs and effort across the business units

Simplified and more harmonised ways of working

Increased **automation of controls** and reduced risk profile

Improved working capital efficiency



What is being delivered

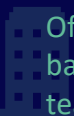
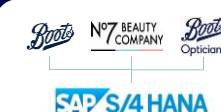


Modernising the SAP platform and integrated processes, systems and reports:

- Harmonised financial processes & financial and management reporting
- Enhanced reporting capabilities with dashboards and embedded analytics
- New master data mgmt solution for vendor, B2B customer & site data
- New system for GNFR procurement
- Single system for real estate & leases

3-to-1:

Single SAP system



Office-based teams

- Finance
- Supply Chain
- Procurement GNFR
- Property
- IT incl data office

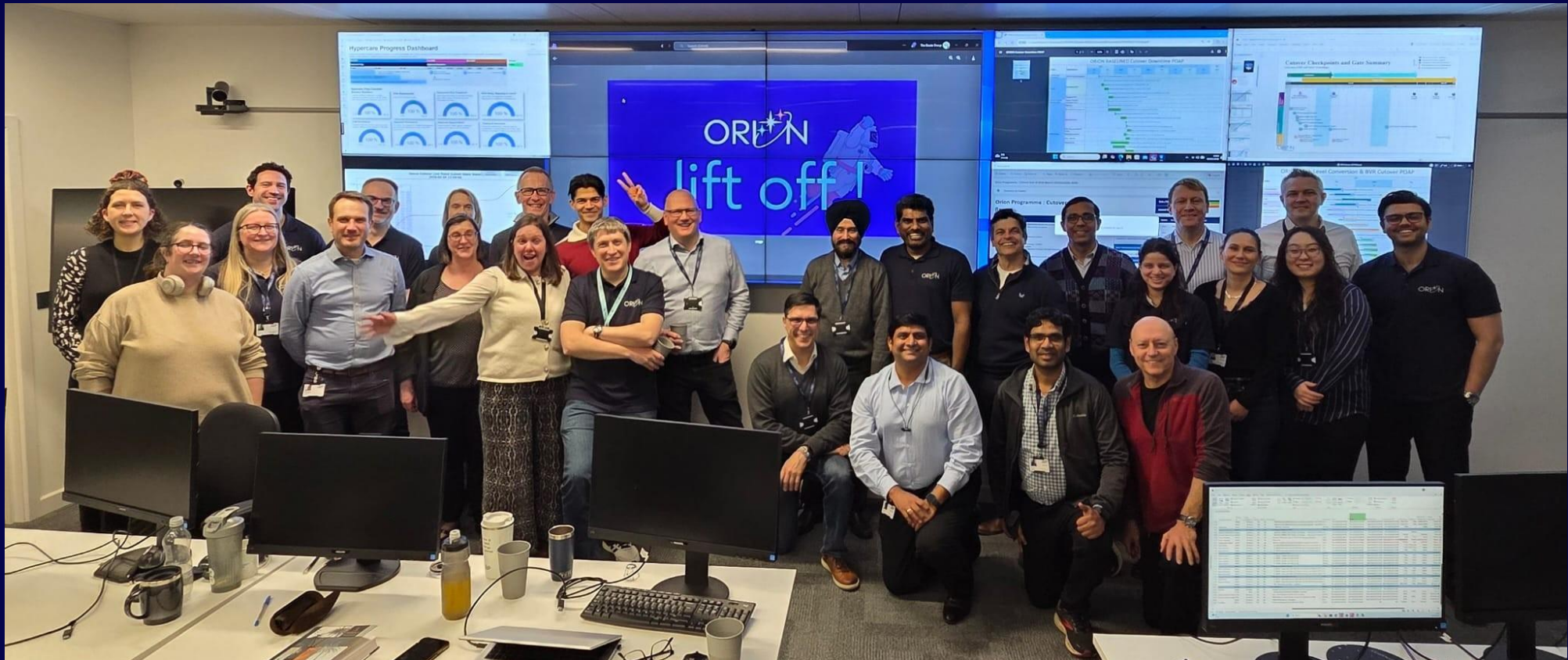
- Retail Operations
- Category Trading, Digital and Commercial
- Opticians
- Global Sourcing

Data challenges & opportunities



- ✓ Two Businesses (initially) to new single Finance and Supply platform (No 7 & Boots)
- ✓ Move from two ECC systems with complex integrations to SAP S/4HANA with modernised and harmonized processes
- ✓ Selective data transfer (Bluefield) to avoid major cost and delay
- ✓ Opportunity to tidy up redundant legacy data and duplication
- ✓ New MDM Business Partner & Site solution – SAP Business Technology Platform (BTP)

Orion Live – Feb 2026



Data migration approach



Detailed analysis and
design using Kyano
Foundation



4x Test Migration cycles,
table to table migration,
data validation and
consistency verification



Successful cutover
execution with planned 35
hrs for downtime migration
& conversion at cutover



Outcome achieved: 2x SAP ECC systems merged into a single SAP S/4HANA system, data selectively migrated from current/previous fiscal year, and minimised downtime

Key lessons.....

- Data migration with transformation is complex and requires experienced leadership
- Don't 'Silo' data migration activity (ECC source, non ECC, Satellite refreshes....)
- Spend time agreeing accountability and responsibility for activity. A clear RACI is critical throughout.
- Understand SNP methodology and what to expect as programme progresses
- Do as many trial migrations as possible, allocate time to fix issues and use migration data for functional testing!
- Define data reconciliation approach as early as possible (technical and functional)
- Consider cut-over – DM is critical path, use Near Zero Downtime, optimised/ automate reconciliation etc.
- Take the opportunity to remove redundant data (duplication, time slice)



Thank you

Any questions?

Visit SNP at **Booth 9.411** to book a meeting with our experts

Connect with our speakers



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Want to hear more customer stories?...

Transformation World 2026

July 8 & 9, 2026

SNP dome | Heidelberg, Germany

At Transformation World, we bring together customers and partners to share their successful projects, from massive migrations to complicated carve outs.

SNP product leads will be on hand to answer questions, help you find the tools you need, and connect you with professionals who have made it happen at their companies.

Come with challenges. Leave with solutions.

We are **#ShapingTomorrow**

Register now!



#community

One of the largest SAP-centric events in Europe bringing together more than 1,500 attendees from various industries

#global

Past international speakers have included PepsiCo, BMW, Northrop Grumman, Pfizer and others

#ecosystem

Connect with leading transformation partners including Deloitte, Accenture, IBM and others