

SNP Executive Forum

Houses of Parliament
London



DATA. TRANSFORMATION. EXPERIENCE.



Welcome

Jack O'Brien, VP Sales Europe, SNP Group



DATA. TRANSFORMATION. EXPERIENCE.

Agenda

- 13:45 – 14:15 - Arrival and check-in - *All*
- 14:15 – 14:30 - Welcome – *Ian Wahlers, CRO SNP & Jack O'Brien, VP Sales Europe SNP*
- 14:30 – 15:20 – Salling Group's Journey to S/4HANA - *Alan Jensen, CIO*
- 15:20 – 15:30 – Break - *All*
- 15:30 – 16:00 – Workshop – Challenges of the modern-day executive - *All*
- 16:00 – 17:00 - The CTO Perspective – *Dominik Wittenbeck, CTO SNP Group*
- 17:00 – 18:30 - House of Parliament Tour and networking - *All*
- 18:30 – 22:30 - Dinner - *All*

SNP Exec Forum Group

What is it and what will we achieve?

- ✓ An exclusive, global group for executives to keep up to date on the latest with SNP and our customers
- ✓ Connecting Exec to Exec
- ✓ A learning and sharing experience
- ✓ An opportunity to shape SNP's future for your benefit and for your business needs
- ✓ Fun!



Meet the SNP team



Dominik Wittenbeck
CTO



Ian Wahlers
Global CRO



Izzy Smith
Marketing



Jack O'Brien
VP Sales Europe



Michelle Janz
Head of Marketing
EMEA



Pete Sharpe
President EMEA



Richard Waite
Sales Director



Sameer Shah
Managing Director

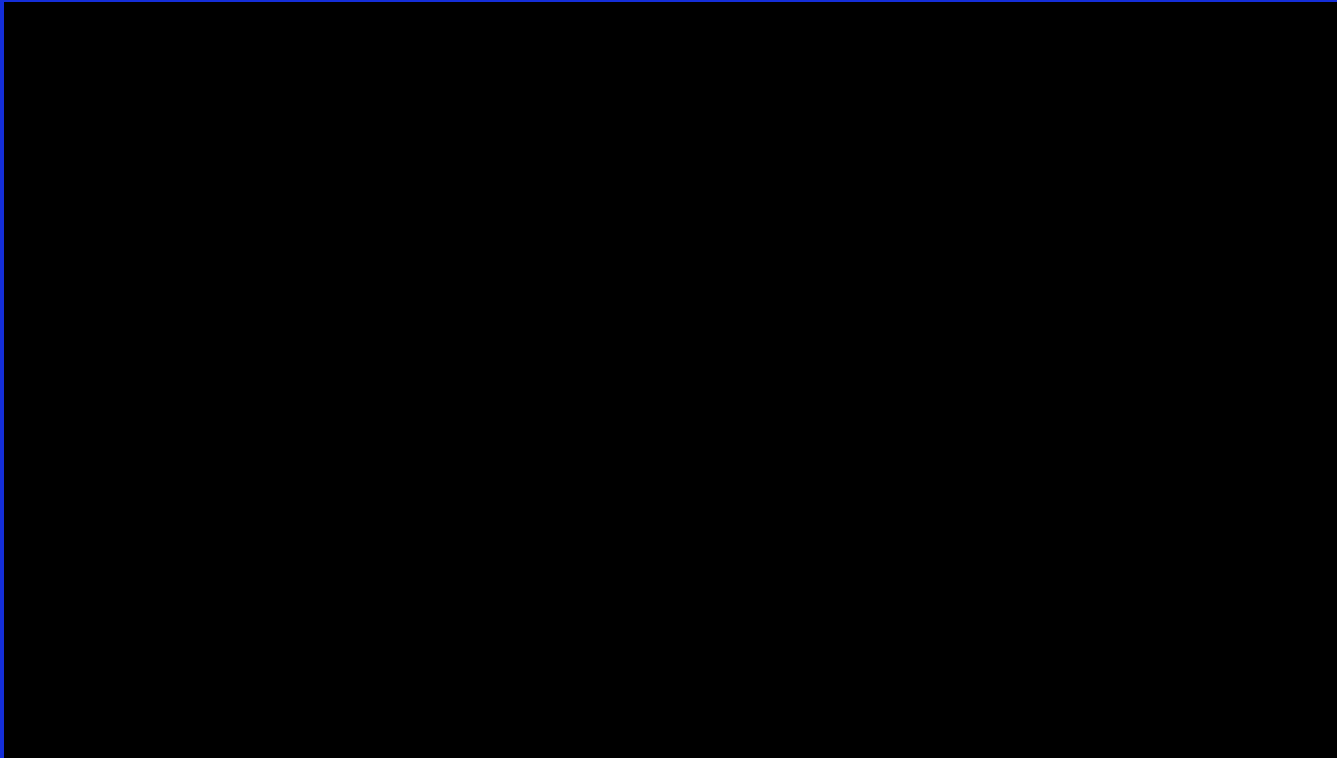
Welcome

Ian Wahlers, CRO, SNP Group



DATA. TRANSFORMATION. EXPERIENCE.

Transformation World 2026 – 8th & 9th July 2026



Registration now open!

Hear from Global customers



SNP Data Forum – September 2026

- What? A gathering of great minds to look at real-life, practical scenarios and challenges that we face and to explore how we can collectively tackle these.
- When? September 2026
- Where? London – Venue TBC
- Who? Enterprise and Solution Architects
- Why? Shared learning and networking for your teams and help SNP to understand the problems of tomorrow that we need to solve, together. Deep dive following announcements from Transformation World



Registration now open

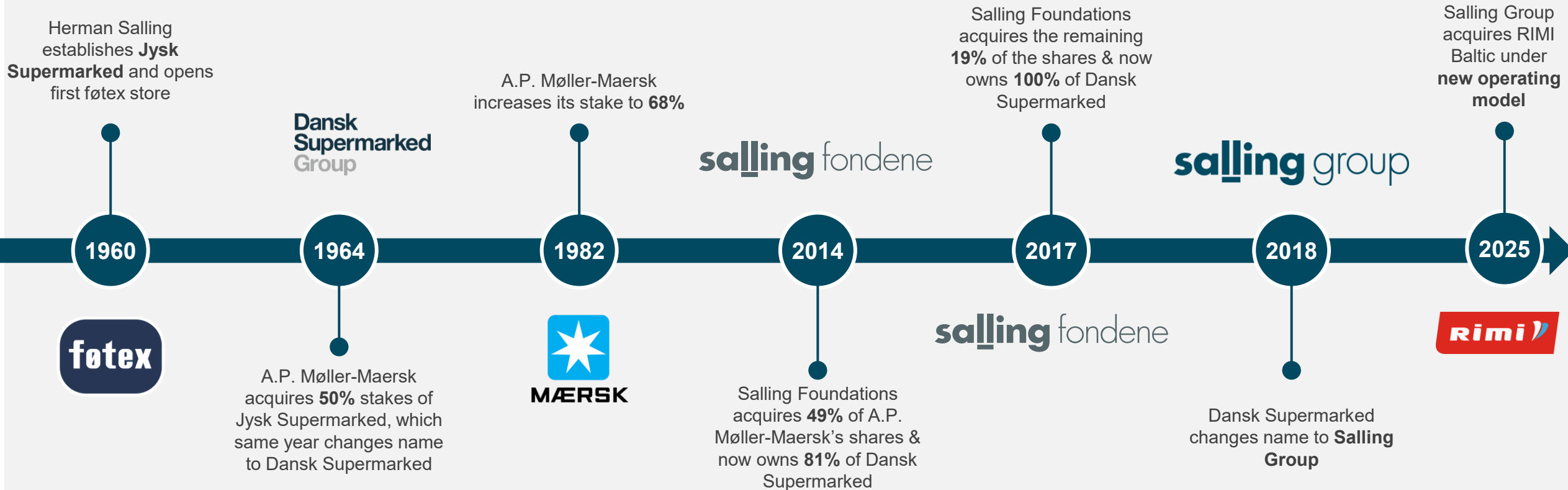
salling group

How the Largest Retail Group in Denmark moved to S/4HANA faster and with less risk

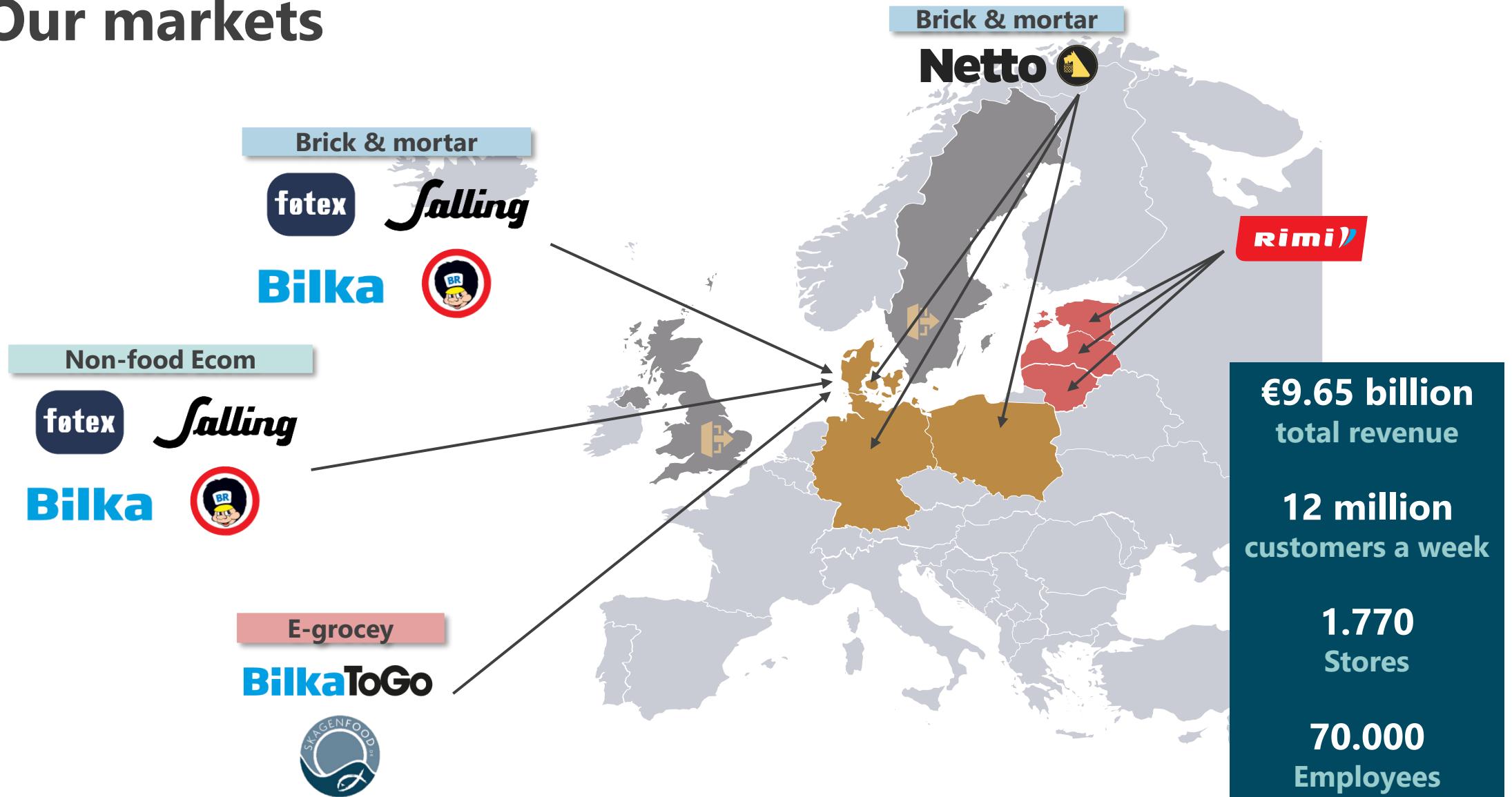
Herman Salling founded Salling Group in 1960, building on the legacy of his father Ferdinand Salling



Salling Group is today 100% owned by the Salling Foundations



Our markets



We are Denmark's largest retailer with a strong portfolio of both brick & mortar and online formats

salling group

Brick & mortar

Discount, super-
& hypermarkets



Netto 

fotex

Bilka

Department
& toys stores



Salling



Online business

Non-food
E-commerce



fotex.dk

Bilka.dk

Salling



Digital
services



**SEND
& HENT**

flowr
mere end blot en tanke

Convenience

Online groceries
& meal boxes



BilkaToGo

Restaurants



 *Carl's Jr.*



A photograph of a woman and a young child sitting at a wooden dining table. The woman, with blonde hair tied back, is wearing a dark cardigan over a light-colored shirt and is focused on eating from a plate. The child, with blonde hair tied in a ponytail with a pink ribbon, is seen from behind, also eating. A pink cup is on the table. The background is a bright, airy room with large windows and indoor plants.

Salling Group

We are here to improve everyday life

- for our customers, our
colleagues, and in the societies,
we are part of

Salling Group IT & Digital

Alan Jensen, CIO

360 Employees

- 300 in Aarhus
- 60 in Szczecin

Strong partners

- + 200 FTE externals
- Kyndryl, Microsoft (Azure), IBM, TCS and others

IT & Digital Strategy high lights

- Ambition is to be a Reference story in Retail
- Core Retail platform based on SAP technology
- CO2-neutral IT operation footprint
- One system – One process – One structure – One data truth

IT & Digital Aspire '28

Shaping tomorrow's retail

The reference story in retail, delivering the most efficient core while driving customer loyalty through technology

Customer

...Lovable
customer
experience

Colleagues

...Intuitive and
efficient
solutions

Creative

...Transform
with AI and
innovation

Cyber

...Ready for
tomorrow's
threats

Core

...Sustainable
and operational
excellence

Our foundation

Discipline at the core + Flexibility at the edge

One
System

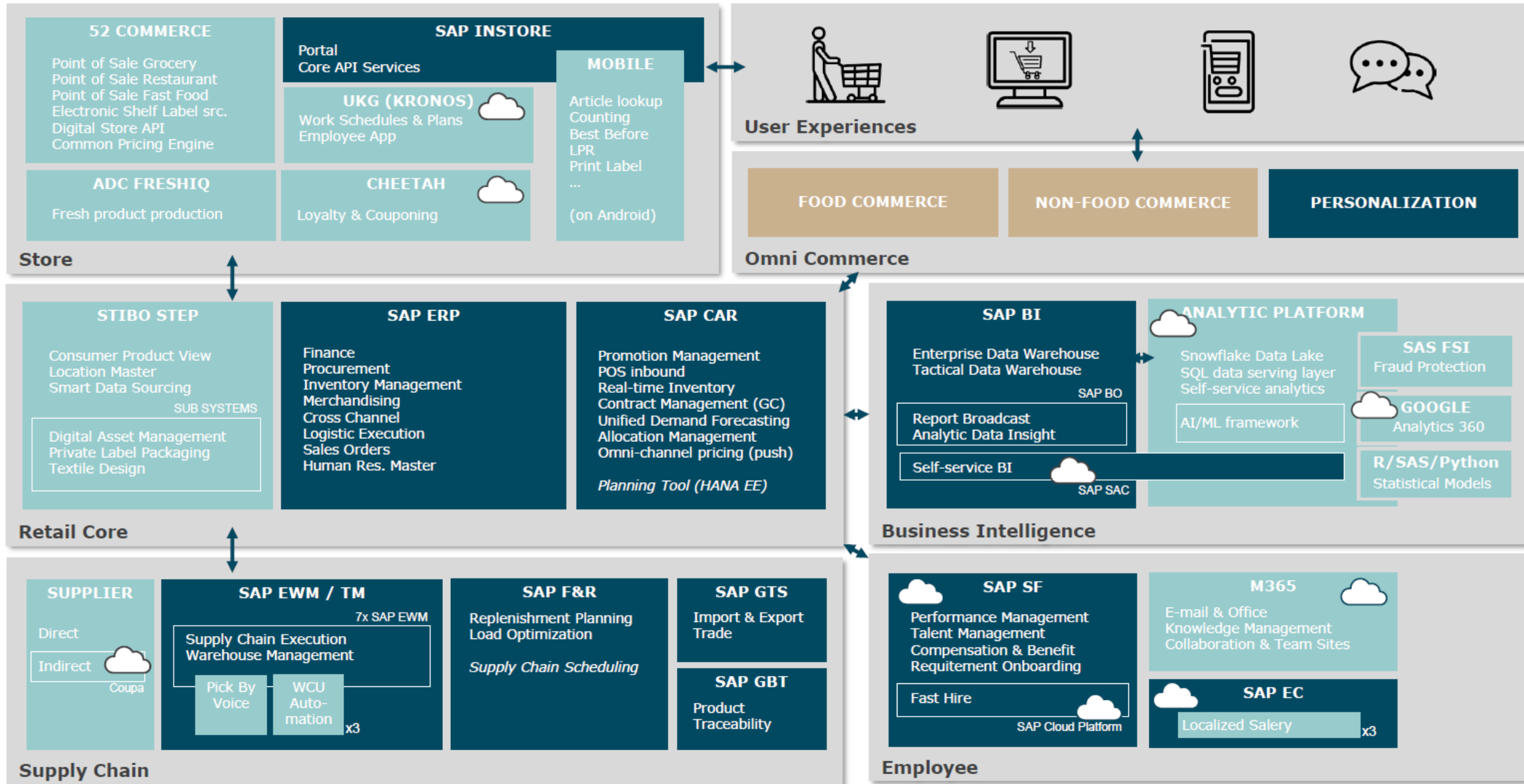
One
Process

One
Template

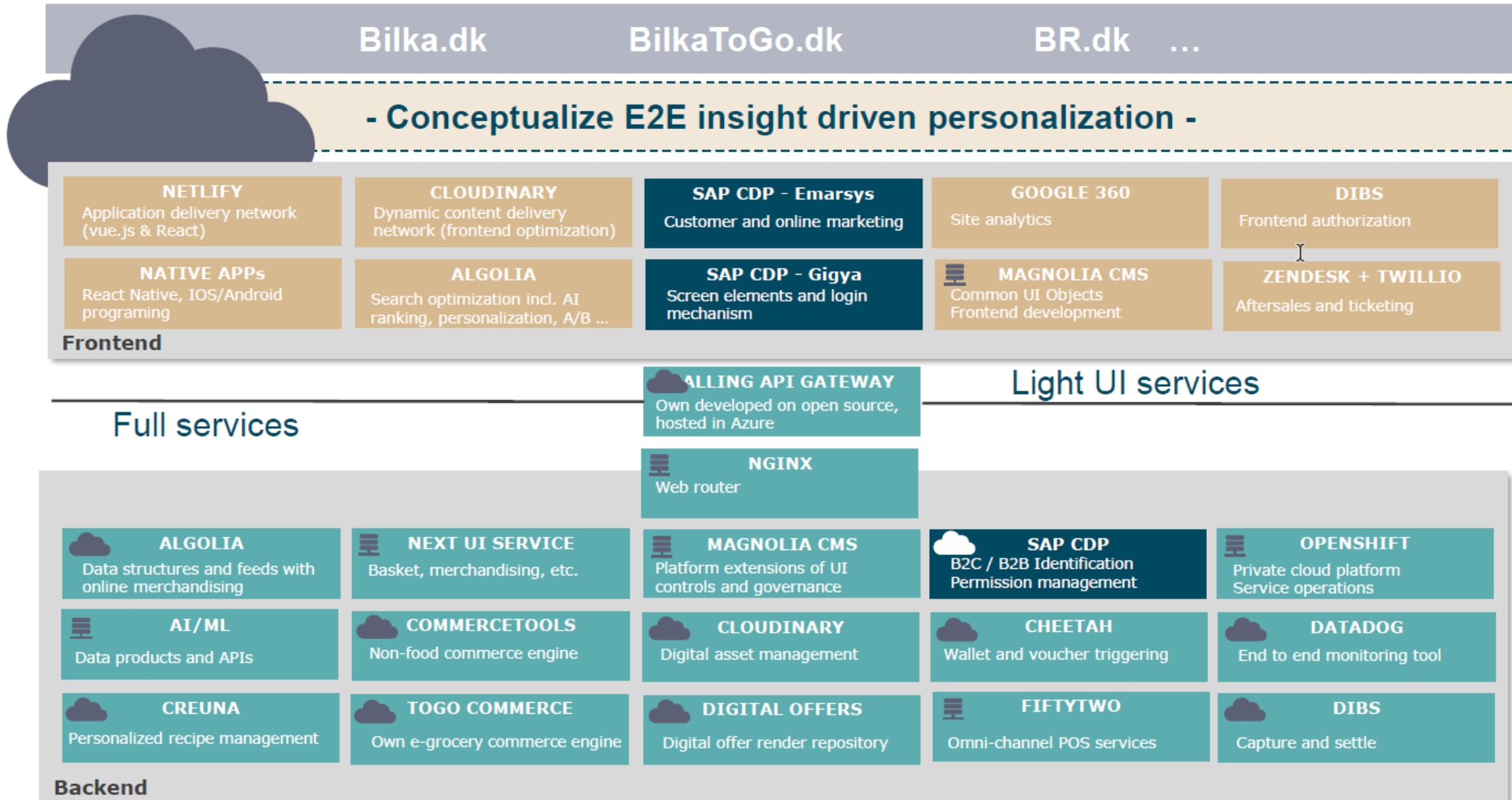
One
Structure

One
Data Truth

Salling Group, IT landscape overview



Digital / Commerce Perspective



Organization



S/4 ERP Program

Platform

Hardware and Basis Installation

Migration

48 Hour Downtime
Migration of Systems and Data

Applications

Code Transformation, Adapt, Test

Organize & Enable
~10 Persons

Delivery Organization
~300 Persons

SAP Basis



Core Server
Infrastructure



Network



Identity
Management



ECO



Desktop



API Team



Supply Chain



Logistics



Store Operation &
Production



Sales



Purchase &
Masterdata



Promotion



Finance



BI Team A



HR &
Communication



Mobile



Integration



SAP Custom
Development



S/4 ERP Program

Scope

- ❖ Brownfield+ (Bluefield)
- ❖ General Ledger change
- ❖ Near-Zero-Downtime with 48-hour window at go-live
- ❖ Migration setting the pace of the program
- ❖ Several intensive test cycles
- ❖ Replicate new S4 model to CAR
- ❖ New hardware
- ❖ 35.5Bn Finance documents created

Success criteria's

- ❖ Keep the service window
- ❖ Majority of users feel and see “no” difference first day in office
- ❖ No business-critical incidents

Test plan



Pentecost 2025

88 TB

SAP ECC system migrated

32 TB

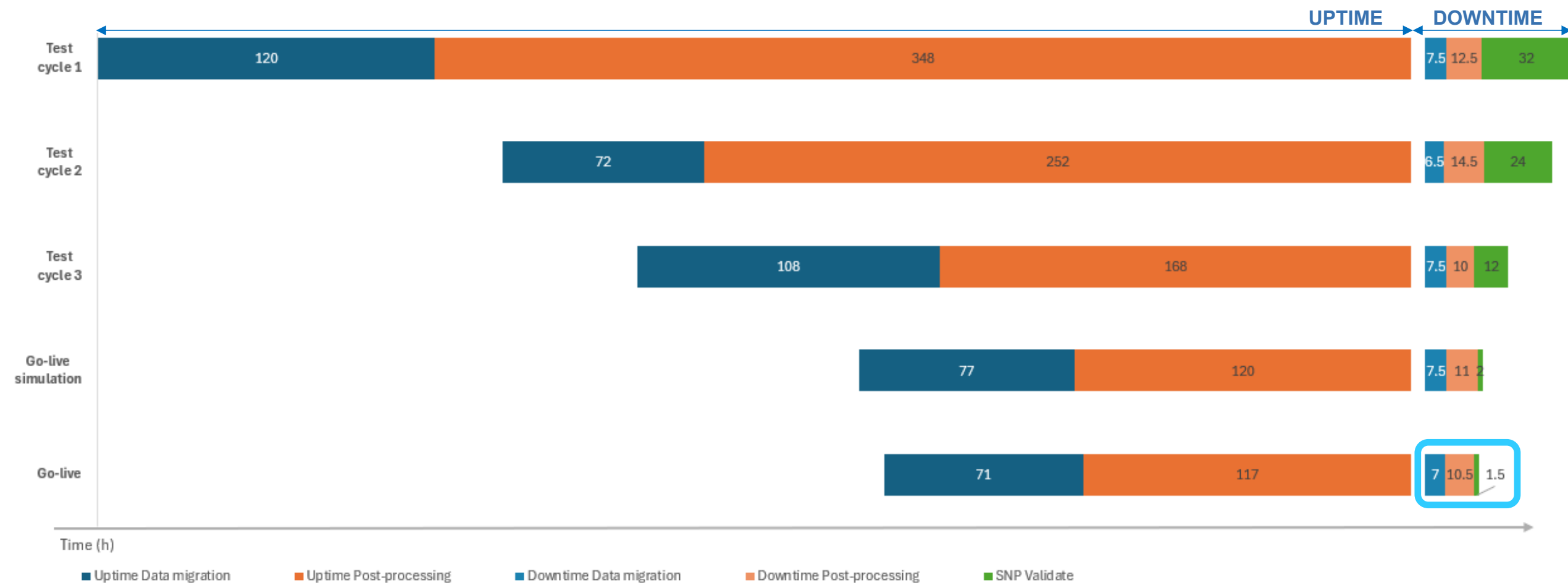
SAP HANA ERP on premise

In 2026 the

32 TB

SAP HANA ERP will be migrated to SAP RISE

Data transformation runtimes



19h SNP technical downtime / 51h business downtime

Lessons learned

On-going Finance team alignment
is needed for a successful data
migration

One project plan – not several in
different views or methods

Both SNP and Salling Group
benefited from **Salling
Group being fully engaged**
in the migration project

**Proactively setting
business expectations**
was the key to smooth
outcome



Why we chose SNP?



1

The mindset of SNP was the same as Salling Group. Agility, pragmatism and high level of competence



2

Minimization of freeze period - SNP could handle customizing & ABAP changes during Go-live uptime phase



3

Expected downtime was shorter than estimated by other service providers

A landscape photograph of a golden field at sunset. The sun is low on the horizon, creating a warm orange glow and long shadows. The field is filled with golden grass, and there are trees and hills in the background. The word "Questions?" is overlaid in large white text on the left side of the image.

Questions?

salling group

Executive workshop – 15:30 – 16:00

Round 1 – 8 mins

Person A speaks (4 mins)

Person B reflects what they heard from the speaker (2 mins)

Person A and B – Agree on consolidated message/trend from your discussion and note it down (2mins)

Round 2 – 8 mins

Switch roles – same process as above.

Rules: • No interruptions • No solutions • Listener captures tensions, trends and summarises findings for the group to discuss at the end – no smiling or nodding (DA applied)

Summary – 14mins

– Each group summarises their findings and presents the findings to the wider group.

Choose ONE Question (you cannot pick the same question each)

1. How has the role of data in your leadership decision-making change, compared with earlier in your career? (e.g., speed of decisions, reliance on dashboards vs judgement, expectations from boards)
2. What important decision is currently delayed because you feel you do not yet have the right data, confidence in the data, or clarity from the insights?
3. Where do you have the least confidence that the data available truly reflects operational reality — and what impact does that create?
4. Looking ahead 3–5 years, what data capabilities (skills, governance, platforms, or culture) do you worry your organisation may not yet have enough of?
5. Which types of strategic decisions feel harder today because of too much data, conflicting data, or unclear insight — and why?
6. How effectively is your organisation converting its data (including AI-driven insights) into measurable business value — and what is still preventing full value realisation?

Running Transformation on Our Platform

What We Learned — and What Drives Our Platform Forward

Dominik Wittenbeck
SNP Group CTO

Transformation pressure is increasing

Change is constant



Cloud transitions



Landscape
consolidations



Carve-outs &
M&A



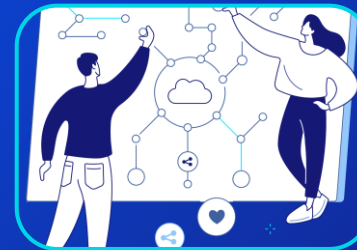
Org restructurings



Data compliance
programs



Legacy
decommissioning



Parallel innovation
streams

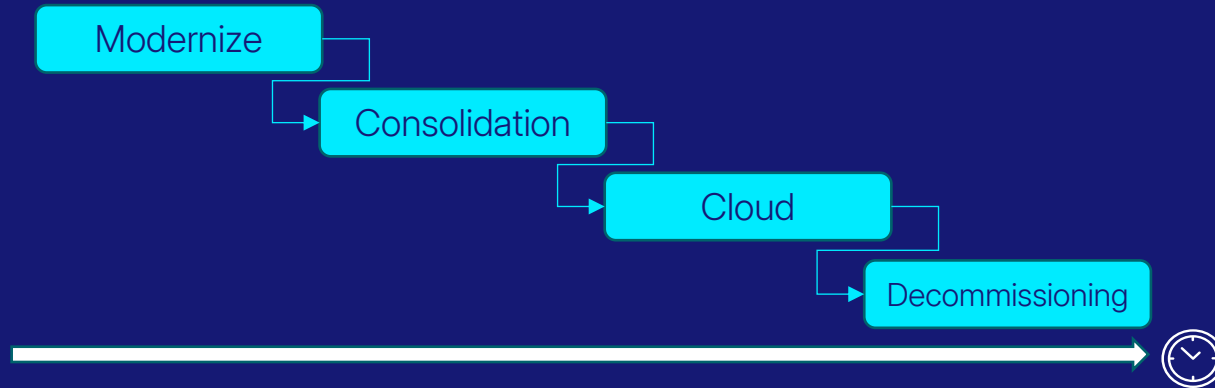


Multiple initiatives compete for the same time, budget and talent

Time-to-Value: The sequencing dilemma

Fragmentation slows down transformation

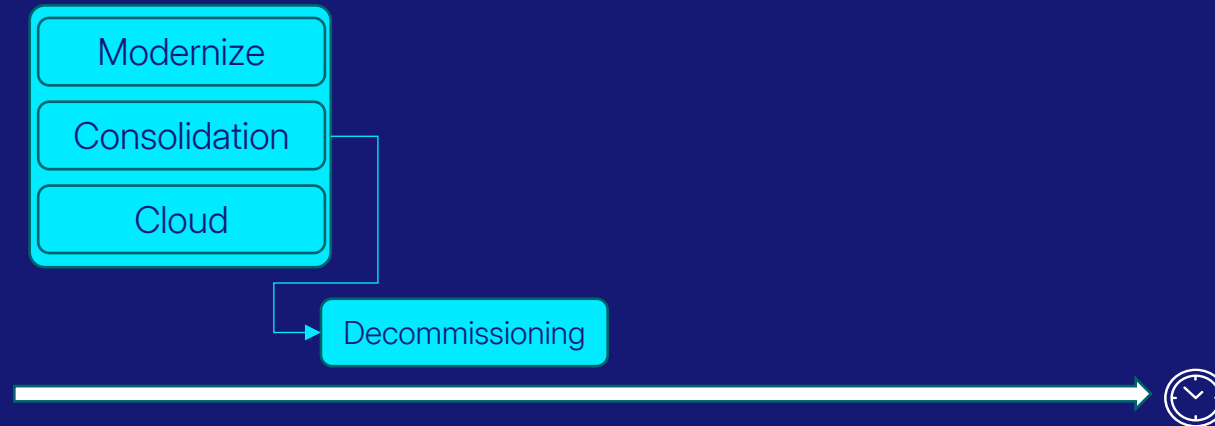
Traditional Model



Drawbacks:

- Multiple Budgets
- Multiple Test cycles
- Multiple Downtimes
- Multiple Business Disruptions

Platform Model



Benefits:

- ✓ Collapse initiatives into one program
- ✓ Fewer testing cycles
- ✓ Fewer downtimes
- ✓ Accelerated value realization

Stakeholder Profiles - Value across the Enterprise

"I selected a platform that has **proven credentials & references** at the scale needed for my organisation. **Software-based** approaches provide the **scalability** and surety needed for this transformation programme "



CIO

"**Continuity of business** within the stated and forecasted downtime is invaluable to BAU operations and avoids unnecessary disruption – saving significant sums in outage costs "



COO

"My critical finance **data** remains intact, consistent and auditable, meaning accurate reporting and audit compliance."



CFO

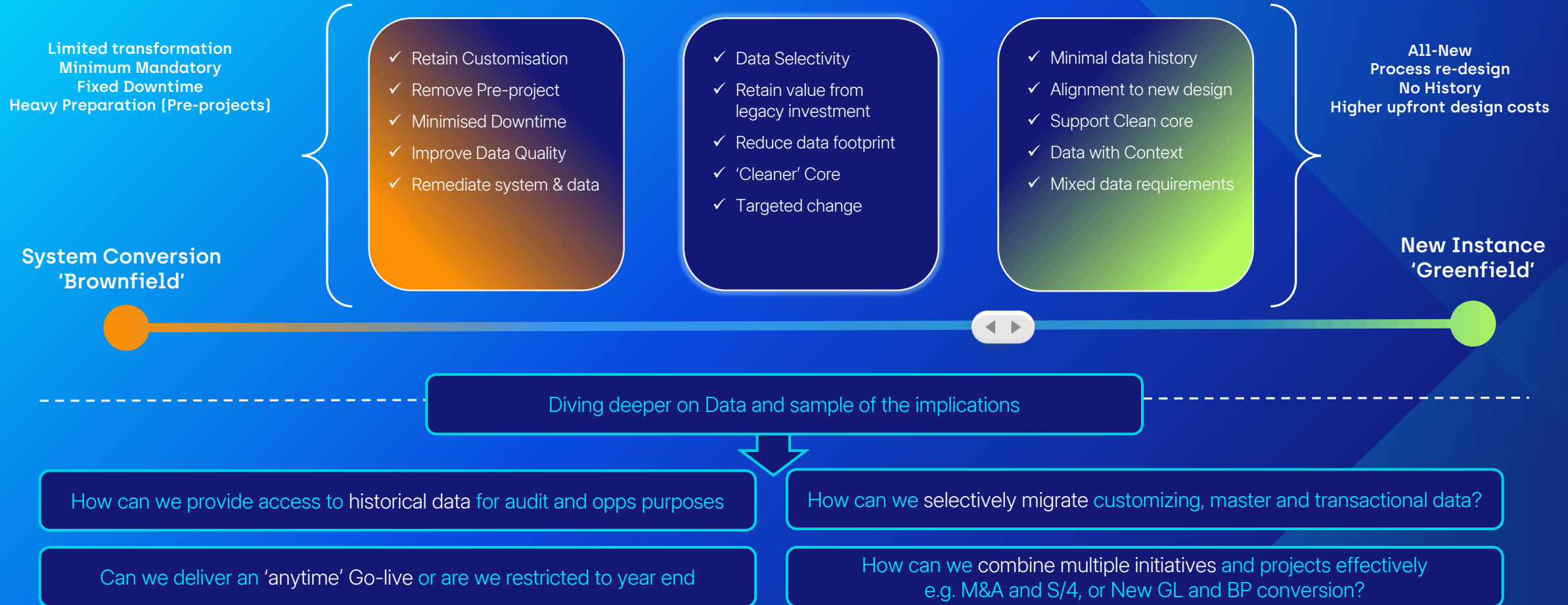
"**Data retains the context**, history, and document flow to continue operations immediately following go-live, without exhaustive re-engineering & testing needed"



GLOBAL PROCESS OWNERS

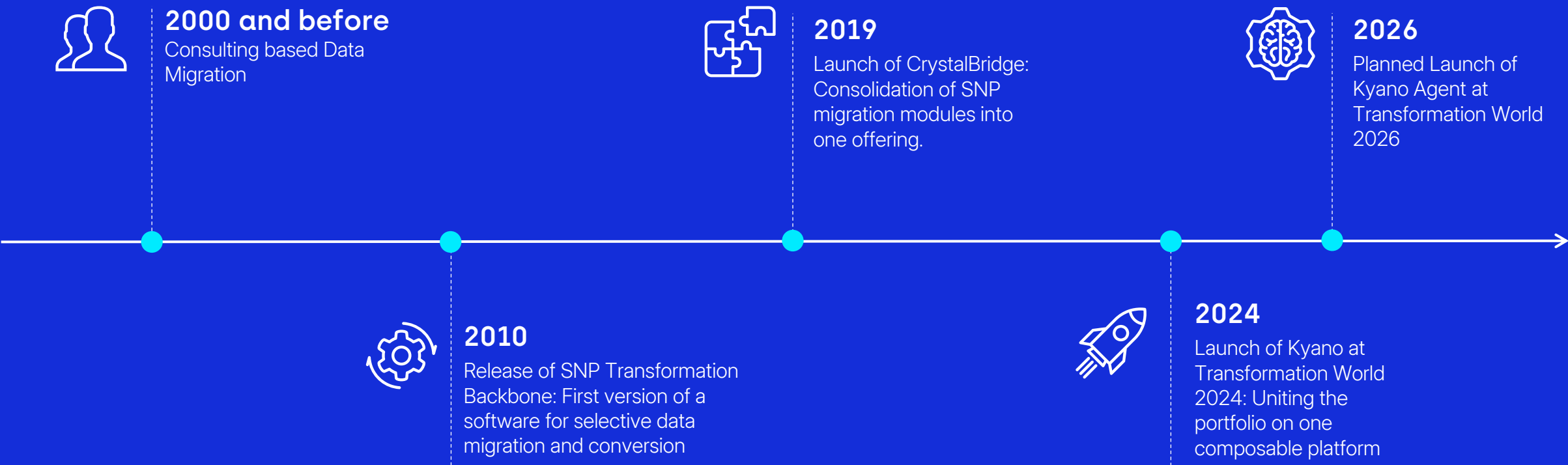
SNP Kyano offers control, visibility and optionality

Regardless of 'colour' of deployment approach



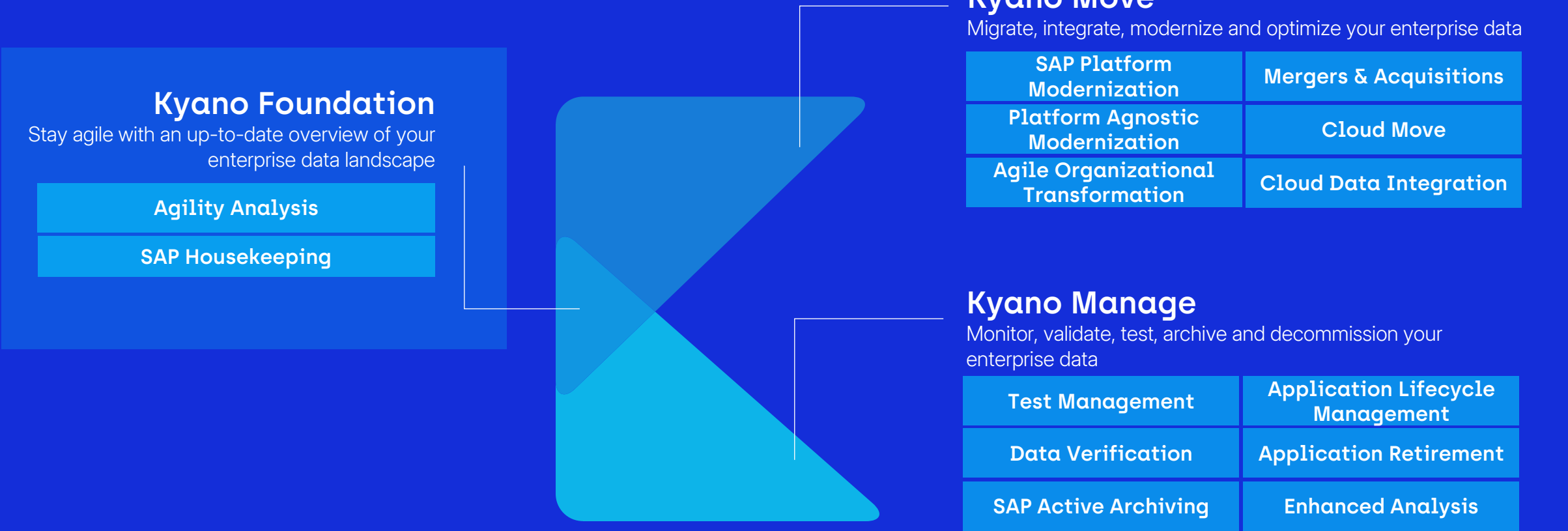
From Handcraft to Platform

Industrializing transformation to accelerate value



Kyano Platform

The platform for companies seeking unparalleled data-enabled transformation capabilities and business agility



Understanding Kyano Use Cases

Key



▪ Kyano Foundation



▪ Kyano Move



▪ Kyano Manage

Agility Assessment



Data insights, trends & benchmarking for agility measure & optimisation

SAP Housekeeping



Identifies obsolete SAP data & automates data deletion

SAP Platform Modernization



Migrations to S/4HANA & BW Upgrades

Cloud Data Integration



Glue – Data extractor for non-SAP and SAP. Used for Analytics, Reporting & Real-Time Data

Agile Organization Transformation



Company Code Merges, Chart of Accounts Conversion, Controlling Area Merge, Plan and Operational Unit Splits etc

Platform Agnostic Modernization



Non-SAP (e.g., Oracle, MS Dynamics, Costpoint) migrations to SAP

Test Management



Data Masking & Scrambling on your non-productive systems

Application Retirement



Datafridge – decommission legacy systems and move data in accessible cold storage

SAP Active Archiving



Archiving of data in S/4HANA to monitor and control system size

Enhanced Analysis



Conflict Analysis, Master Data Analysis, Repository Analysis, System Comparison

Our Learnings

Data growth & economics



Our Experience

- Data volume grew faster than anticipated
- RISE cost escalated
- Operational footprint expanded
- Historical data rarely accessed but fully priced

Our Response

- **Offloaded cold data:** Reduced RISE cost.
- **Shrunk operational footprint:** Lean core systems - 40% of DB size reduced.
- **Identified archiving potential proactively:** User-friendly analysis to surface offload candidates.
- **Automated compliant retention & storage:** Integrated legal hold & policy-based lifecycle control



Our Learnings

Testing data in restricted environments

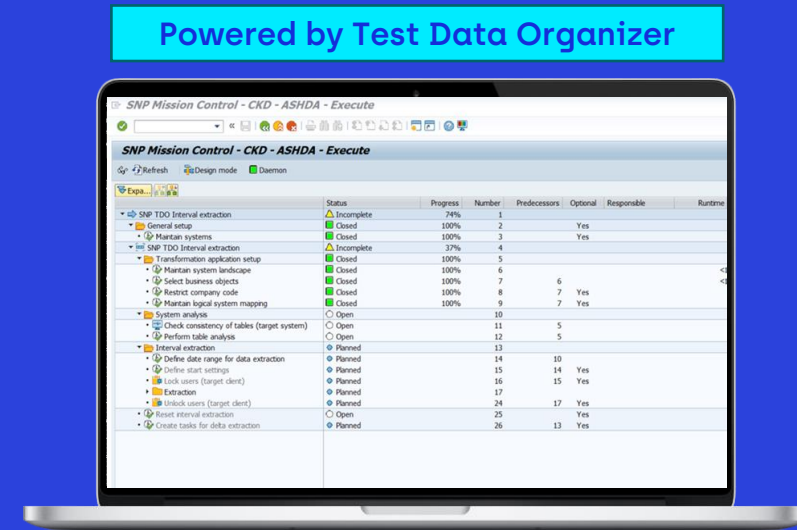


Our Experience

- Parallel transformation initiatives increased
- Testing became the pacing factor
- Full system refreshes too slow & disruptive
- Environment rebuilds blocked development streams
- GDPR & privacy rules restricted production copies

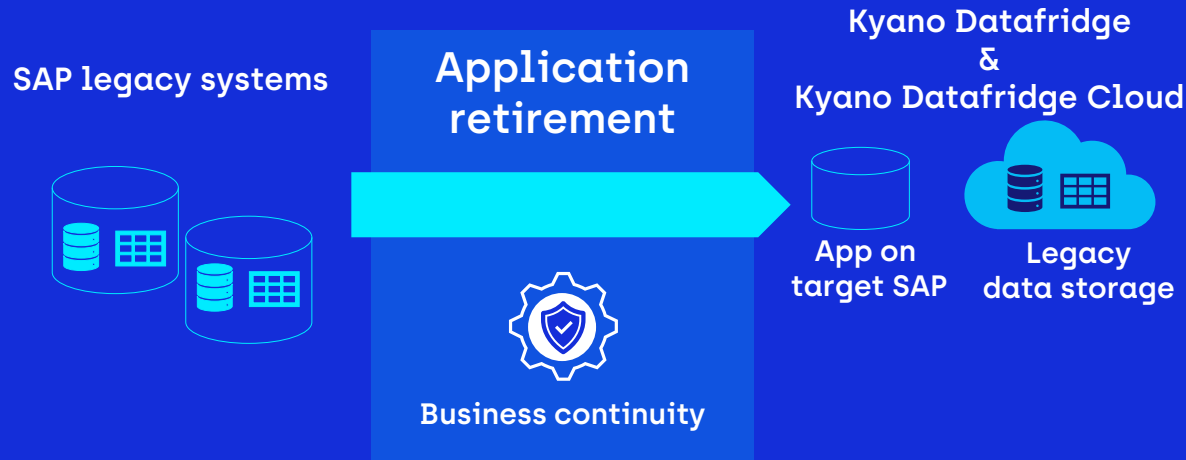
Our Response

- **Accelerated testing cycles dramatically:** Reduced refresh timelines from weeks to a day.
- **Enabled parallel project streams:** Selective provisioning minimized cross-project disruption.
- **Delivered production-like data compliantly:** Integrated scrambling & anonymization.
- **Reduced infrastructure & operational overhead:** No full environment rebuild required.



Our Ambition

Decommissioning to unlock value

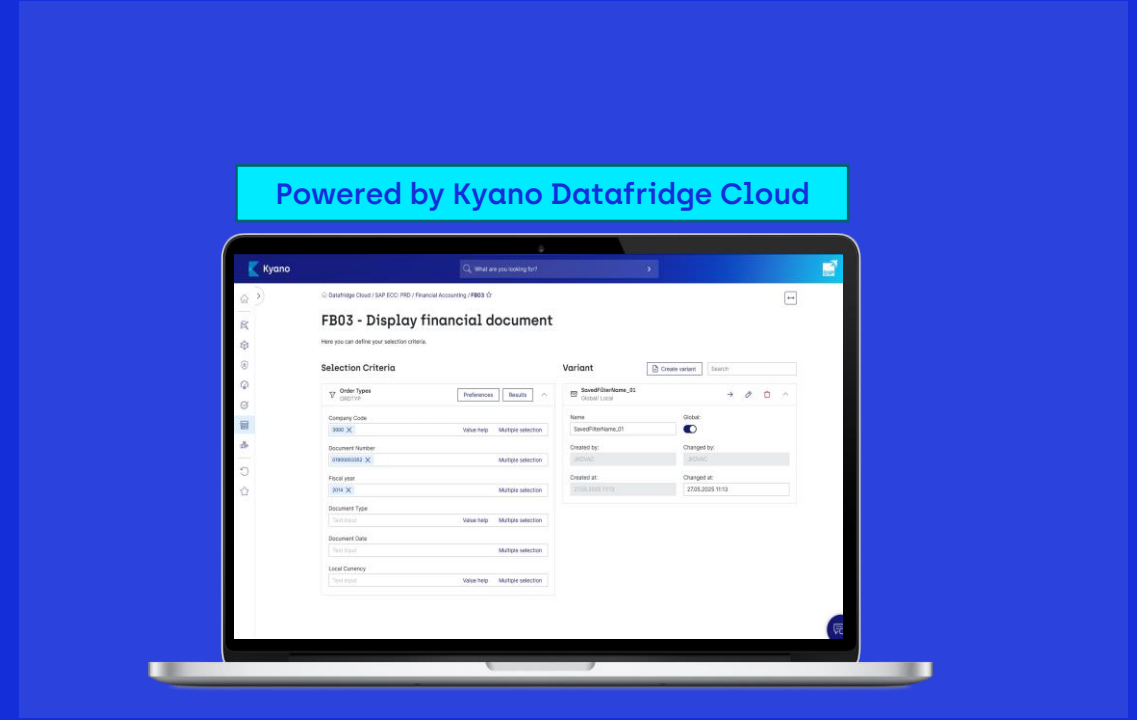


Our Experience

- Public Cloud transition underway
- RISE landscape must be decommissioned
- Dual system cost not sustainable
- Compliance retention mandatory
- Legacy access still required for audit & legal

Our Response

- Enabled full RISE system decommissioning: Eliminated dual landscape cost.
- Retained historic data compliantly: Audit, tax, and legal hold preserved.
- Provided transparent business access: Users & auditors access legacy data without source systems.
- Automated retention & lifecycle governance: Policy-based storage, legal hold, and destruction rules.

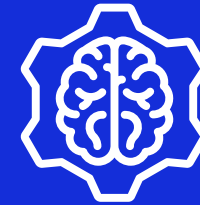


SNP & AI: Two Pillars of Intelligent Transformation



AI-ready Enterprise Data

High-quality, **semantically enriched SAP enterprise data** that empowers customers to build **powerful AI solutions** on a trusted foundation.



AI Inside Kyano

AI agent that enhances across many Kyano **components** — orchestrating tasks, resolving issues, and amplifying human expertise.

SNP Kyano Agent in Action

Picking up its first task after taking scenario instructions

First Lab Preview

Kyano

What are you looking for?

SNP

Home

Kyano Move / Kyano Orchestrator

Kyano Orchestrator

Home

Applications

Administration

Overview

Tasks

English GB

Refresh

Task	Execution status	Planning status	Planned start	Planned finish	Responsible
Kyano Platform Agnostic Migration	In progress	On time	2025-10-04	2026-03-16	
Planning and setup	In progress	Late	2025-10-04	2025-10-14	
Transformation cycle 0	Ready	Late	2025-10-15	2025-11-14	
Post-golive support	Ready	On time	2026-03-07	2026-03-16	

Kyano Platform Agnostic Migration

Planning and setup

Transformation cycle 0

Post-golive support

October 2025

November 2025

December 2025

January 2026

February 2026

March 2026

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week...

Week 2

Week 3

Week 4

Week 5

Week 6

Week 7

Week 8

Week 9

Week...

Week...

Today

Kyano Orchestrator: 2 tools available

Welcome aboard. Tell me what you need and I'll take it from there.

Demo: Orchestrator Scenario test

Create new Orchestrator process "Demo Migration 2025" based on Kyano Agnostic Any-to-Any migration template according to the description below:

Source: Oracle EBS

Target: S4HANA CSW

Tooling: Kyano Crossway for transformation SNP Posting engine (CSW)

Timeframe: October 2025 – February 2026

Transformation cycle 0 starts mid October

Ok! Please look at it and give me some feedback!

we won't make the february golive due to christmas break, can you push it 2 weeks into March just to add some buffer?

Done! I've pushed the post go-live maintenance to March, adding 2 weeks as requested. Please review and let me know.

Type your message here...

Highcharts.com

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Transformation World 2026

Shaping Tomorrow | July 8 & 9, 2026

See Kyano Agent Live in Action

Join over 1500 international IT professionals like you for two days of sessions, labs, community building and connecting.

Past presenters include SAP, Adobe, BMW, TotalEnergies, IBM, Accenture, PwC, Deloitte, and more.

SNP dome | Heidelberg, Germany



Register now



Key Takeaways

1. **Continuous Transformation**
Analysis, data migration & management
2. **Time-to-Value Compression**
Fewer programs → faster value.
3. **Data Growth Economics**
Cold data must be actively managed
4. **Decommissioning**
Ensuring retention, auditability, and legal hold.
5. **Industrialized Execution**
Decades of experience — codified
6. **Transformation World 2026**
Where transformation innovation meets real customer success

Register now

