October 2024

Houlihan Lokey

SAP

Industry Overview and Insights

Introduction to SAP

Since the 1970s, SAP has pioneered enterprise resource planning (ERP) products, offering comprehensive solutions for finance operations, HR, and customer relations. The 2015 release of S/4HANA, built on the high-performance SAP HANA platform, marked a significant advancement, enhancing speed and efficiency with its in-memory data storage. SAP's diverse suite includes the business technology platform (BTP) for unifying applications, customer relationship management (CRM) for streamlining interactions, and ERP for mission-critical operations on-premise and in the cloud. Additionally, SAP provides the financial management system (FMS), human capital management (HCM), and supply chain management (SCM). These offerings ensure business-wide integration and operational excellence, establishing SAP as a leader in digital transformation.

Why We Are Paying Attention

SAP's innovative solutions, such as S/4HANA and the BTP, have become important drivers of digital transformation for leading organizations. The RISE with SAP program has gained significant traction with 6,000 commitments for S/4HANA migration. However, challenges persist, including a shortage of consultants and many businesses still relying on ECC. SAP emphasizes the importance of prompt migration and leveraging BTP capabilities for a smooth transition, demonstrating its commitment to supporting businesses throughout their digital transformation journey. Furthermore, SAP's advancements in AI, deep integrations, and strong partnerships with tech giants like Microsoft, Apple, AWS, and NVIDIA are set to redefine how businesses operate. SAP's commitment to responsible AI and continuous innovation promises significant improvements in productivity, efficiency, and sustainability for enterprises worldwide. Therefore, SAP service partners play a crucial role in helping organizations address operational and business challenges. Strong M&A activity in the SAP ecosystem for the past five years has been driven by demand from buyers to expand SAP offerings and acquire resources to support S/4HANA migrations.

Source: SAP filings.
(1) Converted to USD based on spot/historical FX rate as applicable.

SAP Snapshot

99
Of the 100 Largest Global Companies Are SAP Customers

$226.2B
Market Cap (Q1 2024)[1]

$34.3B
LTM Revenue (Q1 2024)[1]

$15.9B
LTM Cloud Revenue (Q1 2024)[1]

80%
Of SAP Customers Are SMEs

107,000+
Employees

77%
Of the World's Transaction Revenue Touches SAP System

440,000+
Customers Across 180 Countries

The Experts

Key Sources and Additional Reading

Gartner SAP statista

Participating Companies

all for one Group cognitus EPI-USE SYNTAX VISEO

SAP Position in the Market

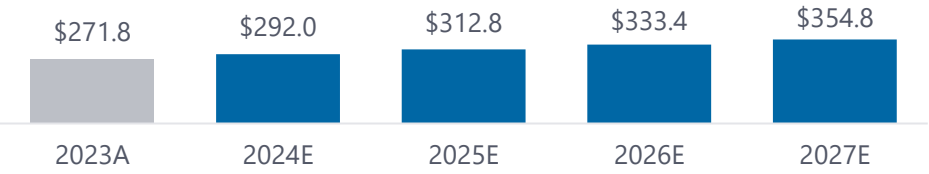
SAP is strongly positioned in the ERP software market.

The company has been a leader in business applications since the launch of its first ERP system in 1972. Today, SAP has over 440,000 customers in more than 180 countries and employs over 107,000 people worldwide. SAP offers several ERP solutions for seemingly every business size and every industry type.

The global ERP market continues to grow at 12% annually due to increasing demand for ERP software from small and middle-market businesses coupled with the growing need for operational efficiency and transparency. The market can be broken down into enterprise asset management (EAM), FMSs, HCM, and core manufacturing and operations management submarkets.

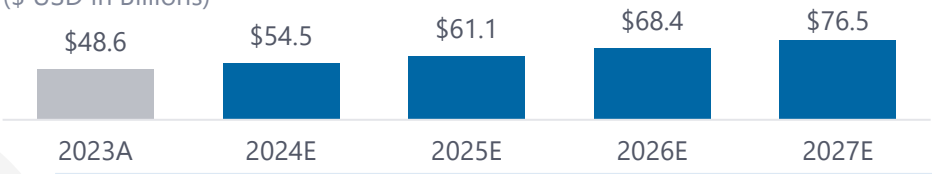
SAP is well positioned for success within a rapidly growing market offering products and solutions across multiple submarkets. In addition to its strength in the ERP software market, SAP has also built deep expertise within many parallel software markets such as SCM, CRM, and business process management (BPM).

Enterprise Application Software Market[2]
($ USD in Billions)



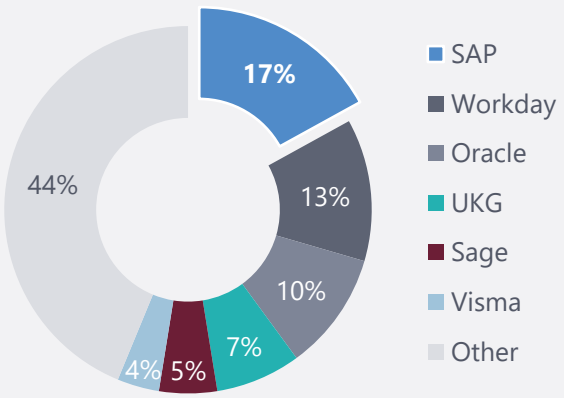
6.9%
2023–2027 CAGR

Global ERP Software Market[2]
($ USD in Billions)



12.0%
2023–2027 CAGR

Global ERP Software Market Share[1]



($ USD in Billions)

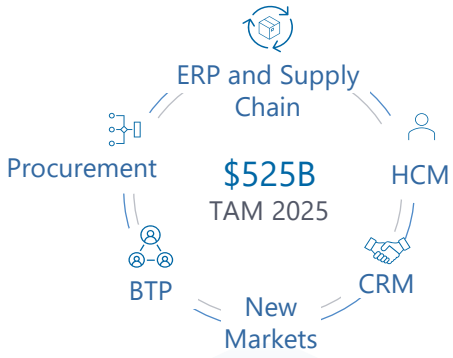
Vendor Revenue	2022
SAP	**$7.4**
Workday	$5.5
Oracle	$4.6
UKG	$3.3
Sage	$2.2
Visma	$1.6
Other	$19.1
Total	**$43.8**

Source: SAP website.
(1) Gartner.
(2) Statista.

The Global Economy Runs on SAP

SAP continues to lead the market with an unparalleled growth outlook and an innovative partner network.

$670B
Total Addressable Market (2025E)



Industry Cloud | Business Process Intelligence | Business Network | Sovereign Clouds | Sustainability

Source: SAP Financial Analyst Conference Presentation.

SAP Solutions

SAP is a global market leader in enterprise application software, supporting companies of all sizes and industries with an end-to-end suite of applications and services. Recently, SAP invested in shifting its predominantly on-premise products toward cloud-based ones. SAP service partners share SAP's vision, investing in tools to accelerate enterprises' migration to the cloud with mitigated risk.

SAP Product History and Evolution

1970s — The Early Years

- **1972**—SAP is founded on the philosophy of real-time business.
- **1973**—Relational Model1 (R/1) is released to help serve data management.
- **1979**—R/2 is released, providing mainframe-based, real-time data processing.

<50 Customers

1980s — The SAP R/2 Era

- **1980**—Disk-based relational databases architecture emerges.
- **1986**—Exhibit at CeBIT for the first time.
- **1987**—SAP begins developing a new multiplatform-enabled generation of software: R/3.

~2,200 Customers

1990s — The SAP R/3 Era

- **1992**—SAP R/3 releases, enabling SAP to be used by enterprises for the first time.
- **1993**—SAP starts working with Microsoft to port SAP R/3 to the Windows NT operating system.
- **1999**—MySAP.com combines e-commerce solutions with SAP's ERP applications.

~15,000 Customers

2000s — The E-Business Era

- **2001**—SAP adds enterprise portals to its solution portfolio by acquiring TopTier.
- **2004**—SAP ECC 5.0 released.
- **2006**—SAP generates around 30% of its €3.1 billion total software license revenue from companies with fewer than 2,500 employees.

~41,000 Customers

2010s — The Digital Economy Era

- **2011**—SAP acquires Ariba, aiming to become the leader in B2B e-commerce.
- **2015**—SAP S/4HANA is released.
- **2016**—Apple and SAP announce a partnership to combine powerful native apps for iPhone and iPad with the SAP HANA platform.
- **2018**—SAP C/4HANA launches.

100,000+ Customers

Now — The AI Era

- **2021**—RISE, a single offering that provides a path to the Intelligent Enterprise for every customer, is released.
- **2023**—S/4HANA Cloud addition is announced.
- **2023**—SAP Datasphere, a comprehensive data service built on SAP BTP, is released.
- **2023**—SAP Joule, a natural-language, generative AI copilot, is announced.

215,000+ Customers

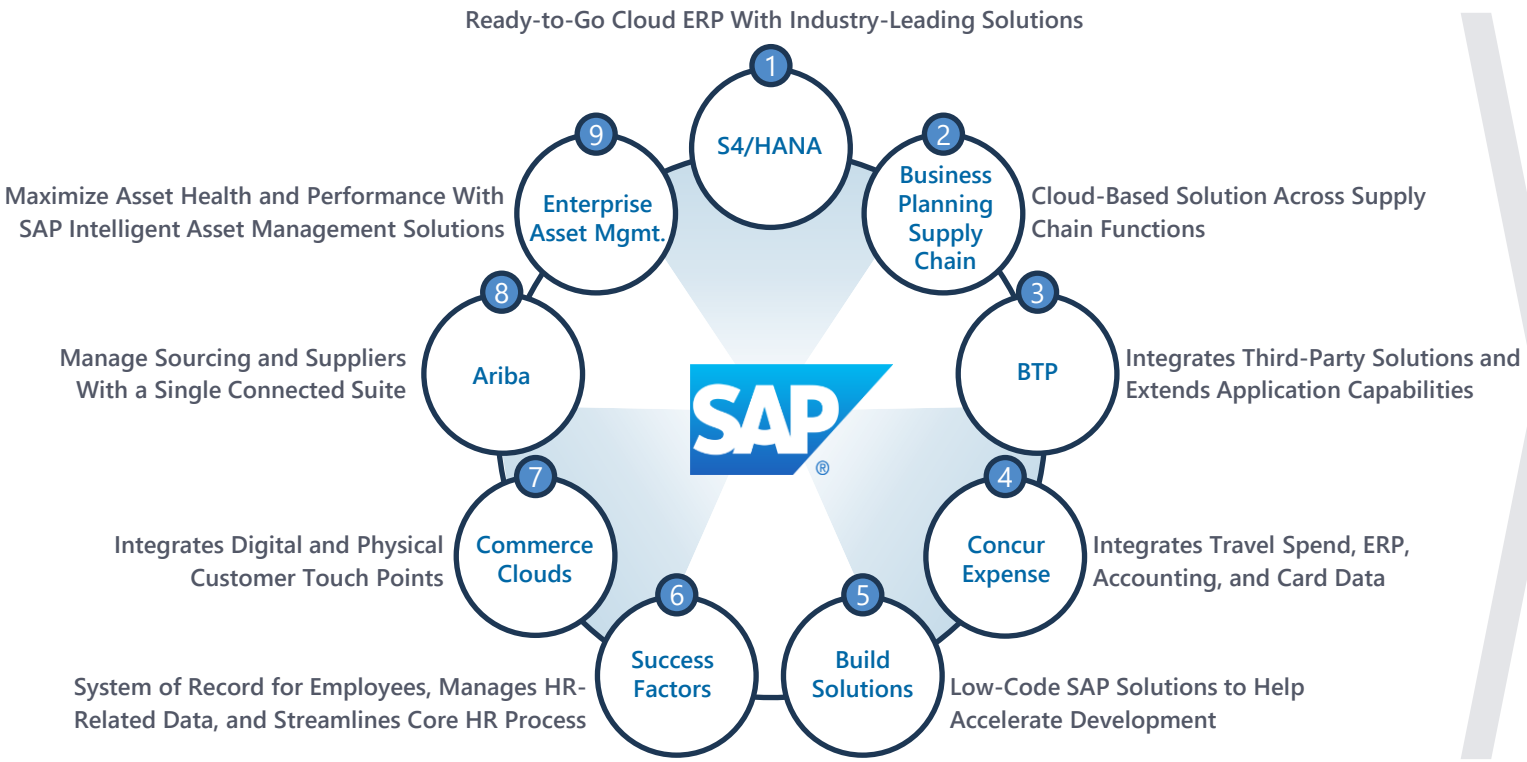
Supported by Accretive Inorganic Growth

entropik, webMethods, TopManage OnlineKit, SAP Ariba, CallidusCloud, LeanIX, walkme, SYBASE, COACTIVE NETWORKS, SAP SuccessFactors, CONCUR, SIGNAVIO, swooptalent

Sources: SAP website, PitchBook.

SAP Product Snapshot

Tailored Solutions Designed to Elevate Businesses



SAP Programs

RISE With SAP

RISE with SAP is a comprehensive offering tailored for large and upper-middle-market businesses, transcending traditional technology solutions. It is designed to empower businesses to navigate digital transformation seamlessly and elevate their operations to new heights. This offering includes a set of bundled products at a single price, all under one contract with SAP.

GROW With SAP

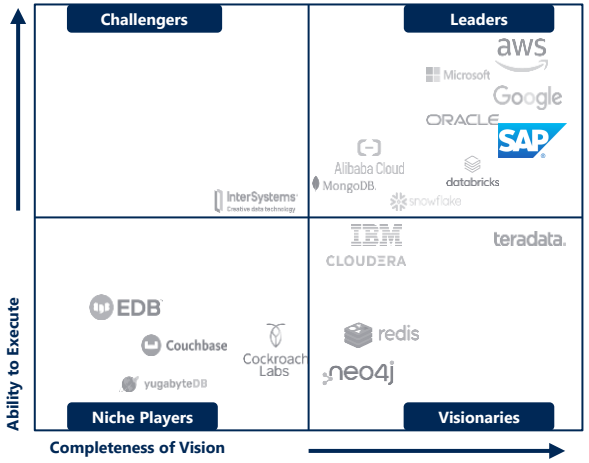
GROW with SAP is an offering based on the principles of RISE with SAP, tailored specifically for small- and medium-sized businesses seeking to drive growth. It enables businesses to unlock new opportunities, foster innovation, and enhance customer experiences. GROW with SAP aligns technology with strategic goals, allowing organizations to scale their operations effectively.

The shift toward cloud-based subscriptions ensures predictable revenue streams and scalability, bolstering financial stability and potential margins. By embedding cloud analytics across offerings like S/4HANA Cloud and the SAP BTP, SAP enhances operational efficiency and decision-making for businesses. This strategic alignment with market trends and technological advancements not only drives innovation but also supports widespread customer adoption, underpinning long-term growth prospects and investor confidence in SAP's future.

Source: SAP website.

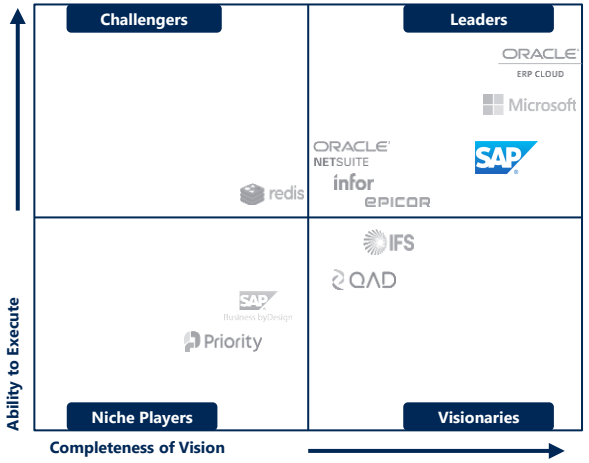
SAP Is a Leader in Cloud Database, ERP, and Data Integration Services

Cloud Database Management Systems (DBMSs)



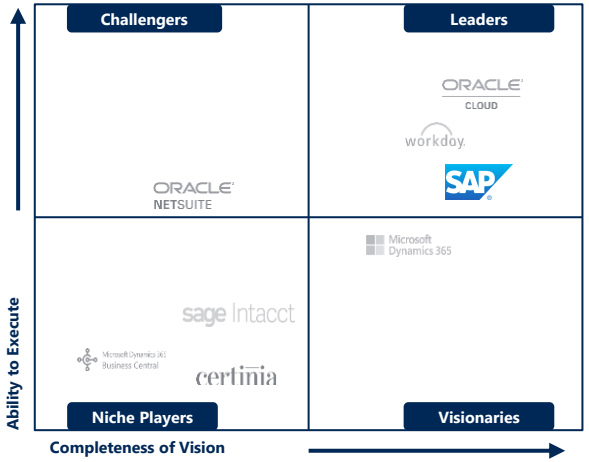
- Cloud DBMSs manage data within an organization on the cloud rather than on a local server.
- SAP offers numerous solutions, including HANA Cloud, Data Warehouse Cloud, Adaptive Server Enterprise, IQ, and SQL Anywhere.
- SAP HANA Cloud supports both transactional and analytical workloads in one solution.

Cloud ERP for Product-Centric Enterprises



- Cloud ERPs integrate business processes on the cloud, streamlining core activities of product-centric enterprises such as manufacturing, inventory management, sales, and procurement.
- SAP S/4HANA Cloud offers smooth integration of business processes with core capabilities in Operational ERP and financial management functionality.

Cloud ERP for Service-Centric Enterprises



- Cloud ERPs offer FMS functionality, order-to-cash (O2C), procure-to-pay, and HCM.
- By 2026, 40% of organizations in service-centric industries are expected to consolidate their core solutions in a single ERP suite.
- SAP S/4HANA has extensive in-house capabilities for financial management, O2C, HR, and procurement applications.

Data Integration Tools

- Data integration tools comprise architectural methodologies that yield organizations' consistent access to data across disparate sources.
- Simplified data migration and enterprise business workflows boost productivity.
- SAP delivers comprehensive end-to-end data integration solutions, allowing organizations to construct and accomplish powerful workflows.

Source: Gartner 2023.

Current SAP Product Trends

SAP's 2024 Top HR Trends

- **Enhancing HR Operations:** Simplifying and innovating HCM processes with **SAP SuccessFactors** extensions boost productivity and efficiency.
- **Streamlining HR Processes:** Organizations are adopting software-based solutions to streamline HR operations, reduce costs, and effectively achieve business goals.
- **Optimizing Workforce Performance:** Leveraging technology in HR functions is crucial for optimizing talent management and driving high performance in workforce optimization.

1. As AI becomes increasingly integrated into everyday workflows, employees will begin to recognize it as a valuable tool.
2. As data-driven decision-making becomes increasingly important, analytical skills will move to the forefront of HR practices.
3. Organizations transition back to in-person work; the return of employees to the office marks a significant shift.

Cloud Tailwinds Impacting SAP Solutions[1]

$3.8B
2023 S/4HANA Cloud Revenue

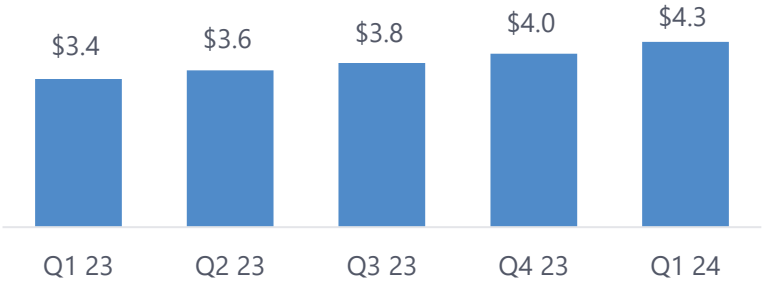
$14.8B
Current Cloud Backlog

~45% of SAP customers use multiple cloud solutions.

~60% of S/4HANA migrations are estimated to have started.[1]

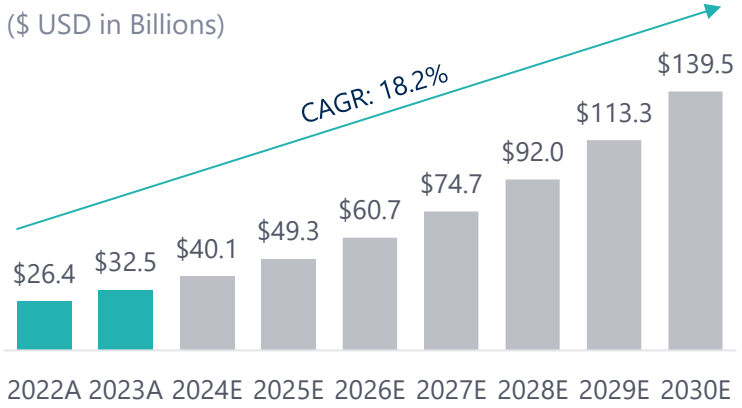
~50% of supply chain organizations will invest in advanced analytics capabilities by 2024.[2]

Cloud Revenue[1]
($ USD in Billions)



SAP Products Leveraging the Next Wave of Analytics

Cloud Analytics[3]
($ USD in Billions)



- **Unified Innovation Platform:** SAP BTP integrates application development, data analytics, AI, and automation, providing real-time data insights to drive operational agility.
- **Predictive and Personalized Capabilities:** SAP products leverage predictive analytics and machine learning to forecast trends and mitigate risks, while SAP BTP personalizes user experiences and supports intelligent, end-to-end processes. SAP BTP ensures reliability and compliance in a secure cloud environment, integrating seamlessly with SAP and third-party applications.

(1) SAP Filings: Avg. Quarterly Currency Exchange Rate, Gartner, S&P Capital IQ, SAP website.
(2) Deloitte: S4HANA & Supply Chain.
(3) Precedence Research: Cloud Analytics

SAP's Technological and Cloud Shift

SAP's Cloud Growth[1]

+$17B
Estimated Cloud Revenue (FY 2024)

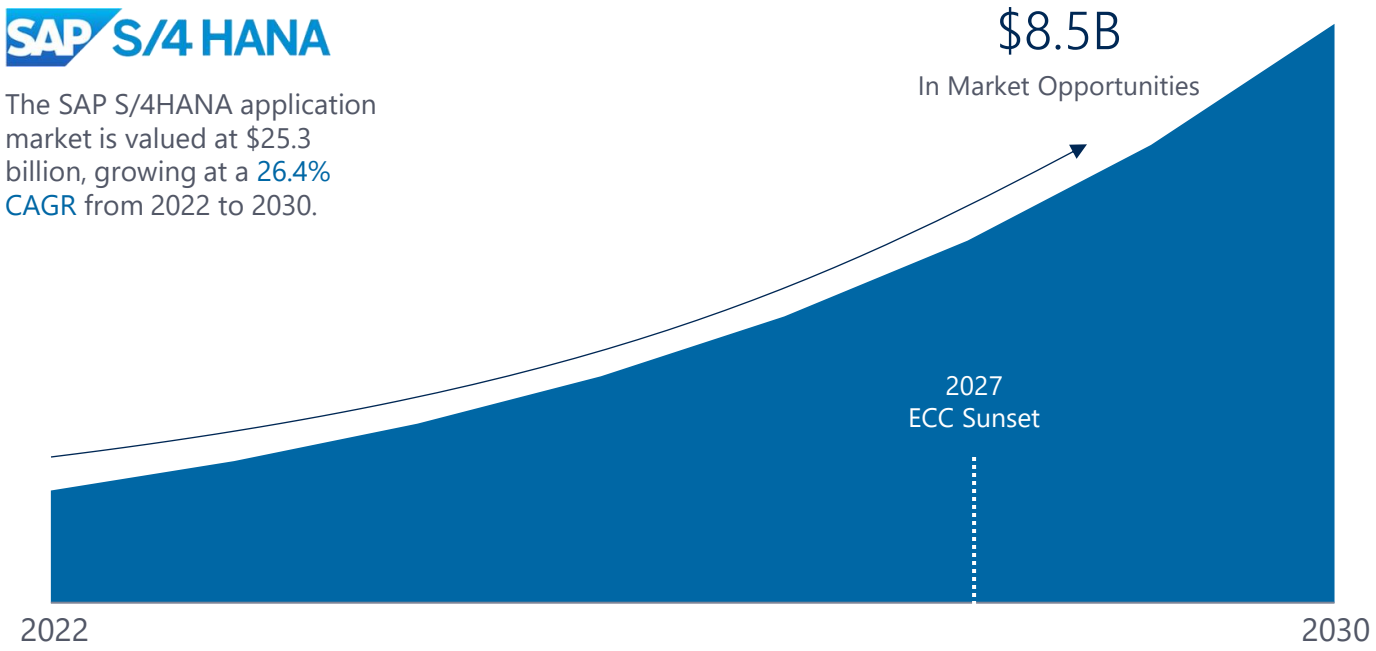
+28%
S/4HANA Backlog YoY Growth (Q1 2024)

85/100
World's Largest Companies Are S/4HANA Customers

~85%
Customers Remain on Legacy ECC

SAP S/4 HANA

The SAP S/4HANA application market is valued at $25.3 billion, growing at a 26.4% CAGR from 2022 to 2030.



The pending S/4HANA migration will lead to additional revenue opportunities from increasing cross-sell activity across SAP's diverse and evolving solutions.

(1) Société Générale Cross Asset Research; SAP to 2024 and beyond, Verified Market Research.

Tailwinds Driving Demand[1]

SAP's Shift From SAP ECC to S/4HANA

- Currently, ~35,000 customers use SAP ECC solutions, from which ~15% have completed migrations to S/4HANA.
- As SAP plans to end maintenance services for SAP ECC in 2027, there are ~30,000 customers that still need to convert to S/4HANA.
- According to IDC, ~77% of SAP customers will rely on a partner to perform its S/4HANA migration.
- It is estimated that ~60% of S/4HANA migrations have started but remain in the service providers' backlog.

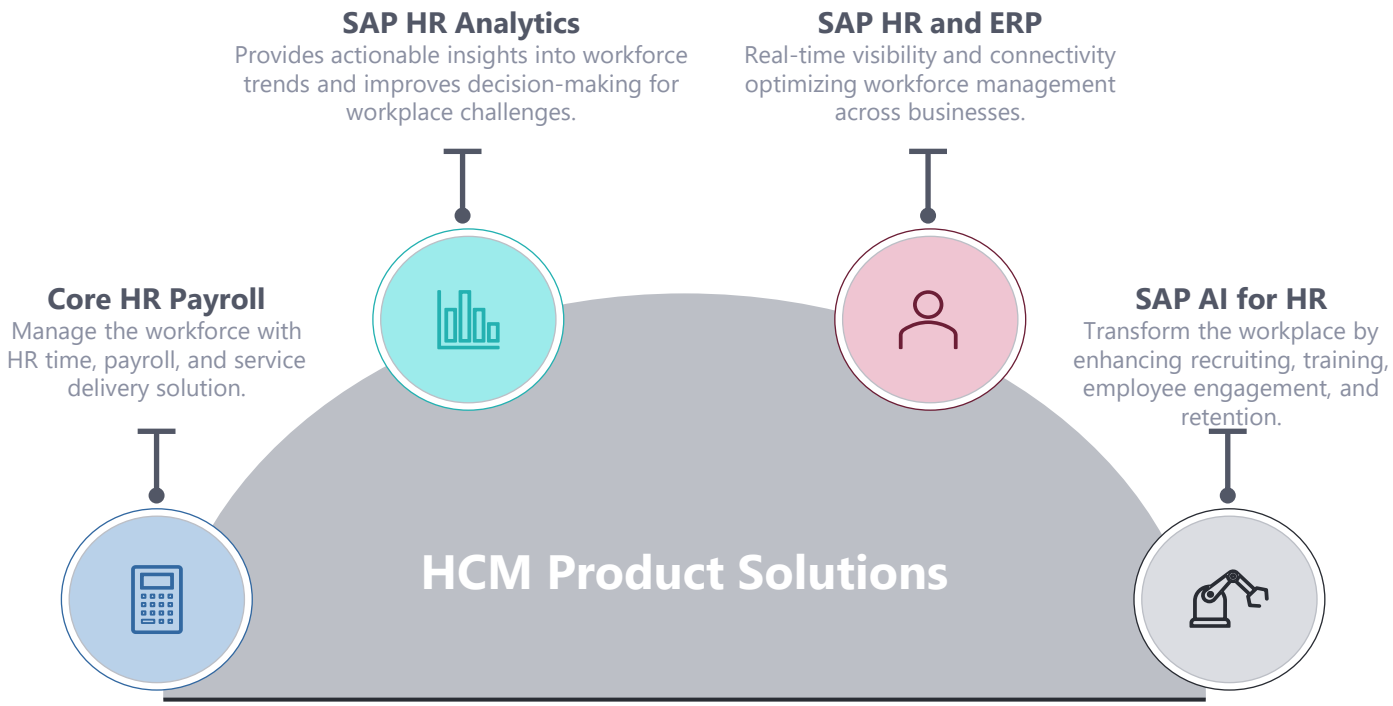
Top Drivers for SAP Customers to Migrate to S/4HANA

45% The opportunity to reengineer processes to better fit operational needs or correct poor processes/ configurations from a previous ERP implementation.

42% End of maintenance and support for core SAP ERP releases.

31% A business mandate to better support business users with innovative solutions.

SAP HCM



AI Trends in HR

In 2024, AI stands at the forefront of HR trends, revolutionizing workforce productivity and management. Generative AI enhances rather than replaces jobs, emphasizing collaboration and skill development. Self-serve AI tools like copilots boost daily efficiency but demand careful oversight to prevent misuse. Concerns around data privacy and ethics persist, shaping the adoption of transparent and fair AI practices. HR focuses on AI-driven improvements in recruitment, talent management, and employee well-being, underscoring its role in steering AI strategy and fostering an adaptive organizational culture.

SAP SuccessFactors Employee Central Payroll

SAP SuccessFactors Employee Central Payroll is a cloud-based system that simplifies global payroll processes, ensuring accurate and timely payments while reducing errors. It integrates seamlessly with core HR functions, talent management, and analytics, building employee trust and offering localization for more than 50 locales. The platform enhances user experience with consistent processes across HR, payroll, and benefits management, and its continuous payroll functionality addresses issues before payday. Supporting flexible deployment options, it offers scalability and configurability and meets global compliance needs, delivering extensibility, cost savings, and cloud agility.

Notable HR SAP Service Consultancies

alight
Deloitte.
effective people
EPI-USE
HR Path.
IBM
NTT DATA
TSP THE SILICON PARTNERS
SYNTAX
VERITAS PRIME
wipro

Global Payroll Excellence: SAP's Competitive Edge in HR Solutions

Global and Innovative

SAP Payroll is distinguished as a truly global solution, offering extensive localization across numerous countries, allowing multinational organizations to manage their payroll operations in compliance with local regulations. The latest Payroll Control Center (PCC) functionality provides extensive business processes, payroll audits, and user interface upgrades.

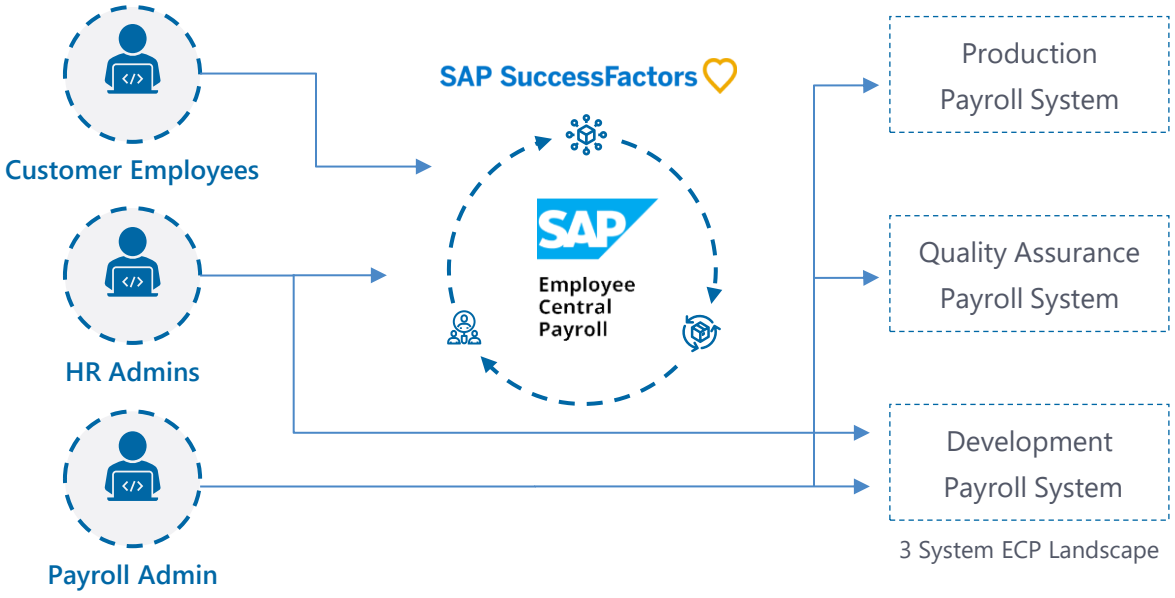
Competitive Edge

SAP Payroll excels in the competitive HR/payroll landscape by providing superior integration capabilities, including the ability for partners to seamlessly interface with non-SAP HR systems. Furthermore, SAP and select payroll services partners have been making payroll deployments more accessible for smaller organizations.

Migration Trends

Transitioning to Employee Central Payroll (ECP) is a notable trend in the payroll landscape. As SAP phases out on-premises licenses, organizations are moving to ECP, which provides a cloud-based, scalable solution aligned with modern business needs. Clients with a non-SAP HR core may migrate to SAP Payroll running on S/4 HANA Private Cloud Edition (PCE).

ECP System Architecture



3 System ECP Landscape

Notable Payroll Solutions Partners

accenture, alight, all for one Group*, Capgemini, Deloitte., delaware, EPI-USE*, HR Path., NTT DATA, TSP The Silicon Partners, SEIDOR, SYNTAX*, Veritas Prime, VISEO*, wipro RIZING

*Please see more company details on pages 21–34.

Accelerating Digital Innovation on RISE With SAP

RISE Starts With S4/HANA

- RISE initiatives start with SAP S/4HANA Cloud (private or public), protecting ERP investments while offering innovation and flexibility. The program optimizes processes, extends capabilities, and promotes sustainability. SAP encourages clients to adopt a full suite of tools, including generative AI, which is available in the cloud version, driving the shift to hybrid and cloud solutions.

Comprehensive Support for Cloud Migration

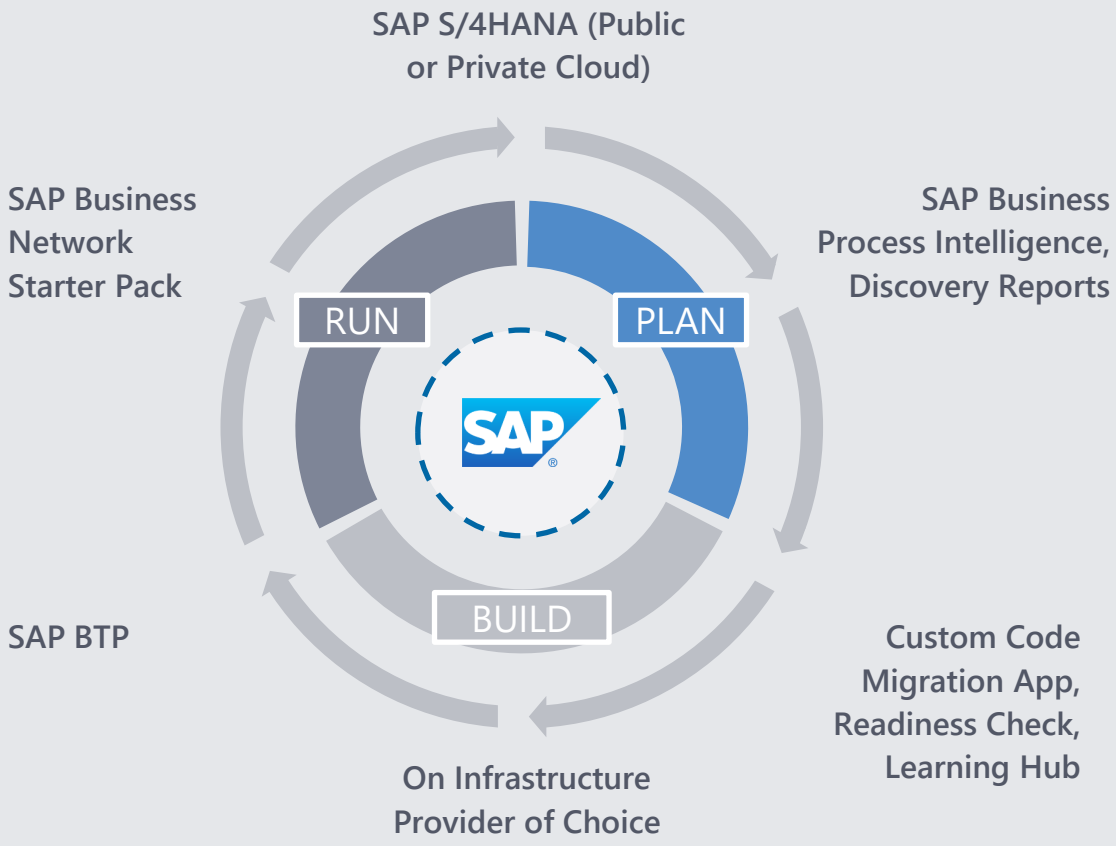
- Launched in January 2021, RISE with SAP aids customers in their cloud migration and digital transformation journeys. With S/4HANA Cloud and the SAP BTP at its core, it is offered for a single subscription price. The program addresses the financial and operational challenges of moving to the cloud through readiness assessment services and advisory support from service partners.

Managed Cloud Services—Value for SAP Partners

- RISE with SAP has been adopted by more than 6,000 customers and offers significant opportunities for SAP channel partners who can sell RISE as a packaged solution, provide system implementation and migration services, and offer managed services to support operations. This includes using proprietary migration technology, accelerators, and methodologies, making it an important focus area for service partners.

Source: SAP website.

Business Transformation as a Service



SAP's Partner Ecosystem

SAP Partner Value

SAP partners collaborate with SAP to provide various services, solutions, and expertise to SAP customers. Partners undergo a rigorous certification process and work closely with SAP to maintain best practices. In a recent survey, 93% of SAP partners expect accelerated growth in SAP-related revenue with healthy margins (2023 gross margin was ~72.2%).[1]

For Every
$1
of SAP Revenue

SAP Services Partners Make
$8.81
in Economic Value

SAP Software Partners Make
$10.01
in Economic Value

(1) IDC, SAP Filings.

Customers

440,000+ SAP customers, including 99 of the 100 largest global companies. Recently, enterprise expectations have evolved from traditional ERP modernizations to industry-focused solutions tailored to customer and employee experiences. SAP and service providers are working together to address the increasing demand for client-centric solutions, contributing to a vibrant ecosystem of applications and services.

What Determines Levels of SAP Service Partners

The Role of SAP Partners

Becoming an SAP partner creates a multitude of opportunities for businesses looking to expand their reach, enhance their offerings, and tap into a thriving ecosystem. SAP provides innovative software solutions that help organizations streamline their operations, manage data effectively, and drive growth.

SAP partners play an essential role in the enterprise software ecosystem. Every level of SAP partnership brings forth its unique blend of skills and proficiency to provide clients the solutions they need and serve as their trustworthy advisor both for the present and their imminent future.

PartnerEdge is SAP's partner program that provides resources, benefits, and support to help partners effectively sell, service, and build solutions on SAP technology. Through the program, partners can access SAP software, documentation, and training materials to become experts in SAP solutions. This program currently includes more than 24,000 partner companies worldwide across different partnership types, including **service partners** that provide consulting and implementation services for SAP solutions.

Within these partnership types, partners are assigned one of three levels: Platinum, Gold, or Silver. Depending on their levels, partners may receive training, marketing and sales support, and other benefits to help them build their expertise and reputation as trusted SAP advisors.

What Determines Partner Status?

Platinum

Have 20 endorsed individuals pass SAP certifications, 10 customer references annually, and $15 million in revenue related to SAP products and services. SAP will actively promote Platinum partners and help drive new business to them.

Gold

Have 10 endorsed individuals pass SAP certifications, five customer references annually, and $750,000 in revenue related to SAP. As a Gold partner, SAP will co-invest in generating new business opportunities.

Silver

Have two endorsed individuals pass SAP certifications and at least one customer reference annually. Silver partners get primary access to SAP resources like documentation, software downloads, and discount licenses for internal use.

Sources: MegaTechVerse "Levels of SAP Certification Partners," HealthyFlat.

SAP Partner Ecosystem

Illustrative snapshot of partners categorized by status.

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Ilia Ulianchuk (Ilia.Ulianchuk@HL.com) *for Page Details*

(1) Partner has a history of working with SAP as a basic member in the SAP PartnerEdge open ecosystem but has not received a formal designation of Silver, Gold, or Platinum.

**Denotes PE-backed.*
★ *Global strategic services partners.*

SAP Sapphire 2024 Conference Recap

Houlihan Lokey recently attended the 2024 SAP Sapphire Conference, where we engaged with numerous strategic parties interested in the SAP space. Our interactions provided valuable insights into partner and buyer preferences, as well as SAP's future initiatives. In our view, these are four critical takeaways from the conference that could significantly influence the IT services landscape moving forward.

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Top Takeaways From Sapphire

1 Joule and Generative AI Integration Across SAP Ecosystem

SAP has introduced Joule, a generative AI assistant, to be embedded across the entire SAP cloud solutions portfolio, including S/4HANA, SuccessFactors, Ariba, and Concur. By the end of 2024, 80% of the most commonly executed tasks will be manageable via Joule. This AI-driven approach aims to enhance productivity by 20% and streamline task management. Additionally, SAP's collaboration with NVIDIA and Microsoft Co-Pilot reflects a significant move toward leveraging generative AI to optimize business processes and decision-making.

2 Continuing Adoption of RISE With SAP Program Initiative

SAP's RISE with SAP program continues to be a cornerstone for cloud transformation, with a strong emphasis on maintaining a "clean core" for innovation-ready systems. The next evolution of RISE includes dedicated SAP Enterprise Architects, BPM via Signavio, and SAP Cloud ALM. This initiative aims to simplify business models, reduce customizations, and ensure seamless integration of SAP and non-SAP applications, thereby promoting agility and operational efficiency.

3 SAP BTP as the Foundation for Innovation

While other applications and solutions were highlighted, the SAP BTP played a crucial role behind the scenes. Several announcements showcased solutions powered by SAP BTP, such as SAP Spend Control Tower and the embedding of Joule in SAP Analytics Cloud. The platform will serve as the backbone for building, integrating, and extending SAP solutions, emphasizing its maturity and significance. With SAP BTP, businesses can leverage a unified platform for application development, data integration, advanced analytics, and more.

4 Industry Solutions in the Cloud

Industry-specific functionality remains a critical concern for businesses considering cloud migration. There are some industry solutions, particularly in sectors like the public sector, that face challenges in becoming RISE-compatible. This gap in cloud readiness underscores the necessity for SAP partners to actively build out industry-specific functionalities within the SAP BTP. While AI innovations often dominate the conversation, the availability and reliability of industry solutions in the cloud are equally crucial for customers evaluating RISE and cloud adoption strategies.

SAP Services M&A Drivers

SAP's Shift From ECC and Growth Opportunities to S/4HANA

With ~15% of SAP ECC customers already migrated to S/4HANA, the urgency mounts as around 30,000 customers await conversion before SAP ends maintenance support for ECC in 2027. This expansion presents numerous opportunities for SAP to cross-sell and bundle its cloud offerings as customers begin transitioning.

Unlocking Cross-Sell Potential in SAP's Cloud Ecosystem

SAP's partner ecosystem capitalizes on cross-selling, driven by nearly half of SAP Cloud customers adopting multiple solutions, with attachment and cross-sell rates rising via initiatives like RISE with SAP. The Land & Expand strategy with the Cloud ERP Suite and cross-selling the LoB Portfolio strengthen ecosystem growth, aided by BTP integration and expanded commercial models.

SAP's ML and AI Revolution

SAP's partnership with NVIDIA will accelerate the adoption of generative AI across its cloud solutions. The collaboration aims to integrate generative AI into SAP's cloud offerings, including SAP BTP, RISE, their new Copilot Joule, and more, enabling advanced AI capabilities for customers.

SAP Talent and Capabilities Expansion

SAP's global network of more than 24,000 partners fosters innovation through strategic acquisitions and technology collaborations. Heightened interest and M&A activity from numerous buyers seeking fully scaled SAP assets with sizable delivery teams are generating scarcity within the ecosystem.

Vertical Diversification and SAP Accelerators

Customers expect increasingly tailored solutions, driving service providers to combine vertical-relevant capabilities such as IaaS, PaaS, SaaS, and cloud ERP into a cohesive solution. Industry clouds are composable, adapting and innovating to specific industry requisites. In addition, proprietary accelerators help companies with faster migration and implementation of SAP solutions.

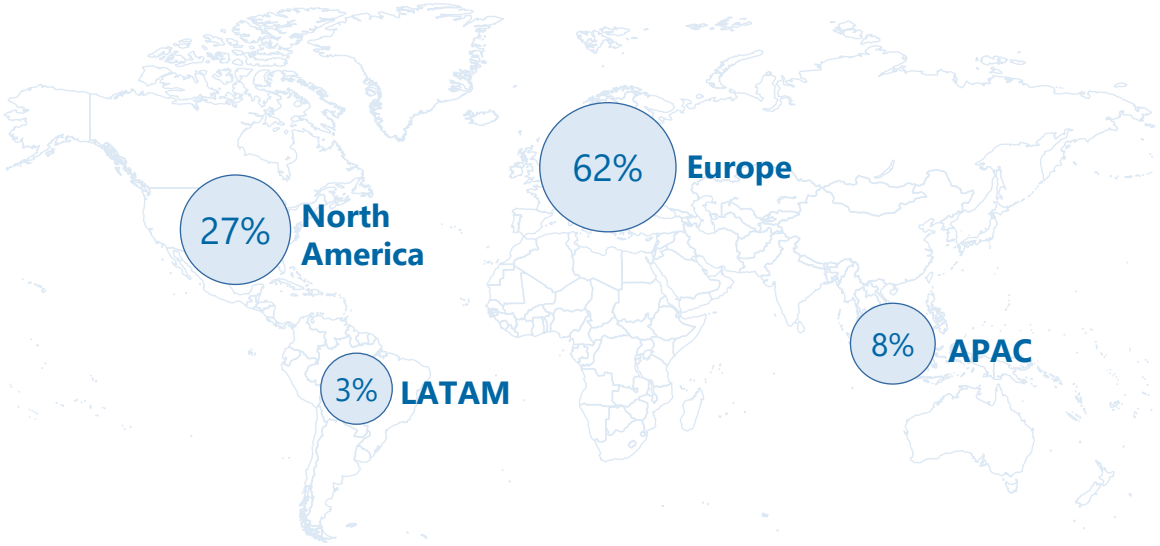
Sources: S&P Capital IQ, PitchBook, press releases.

Market Dynamics Across the SAP Ecosystem

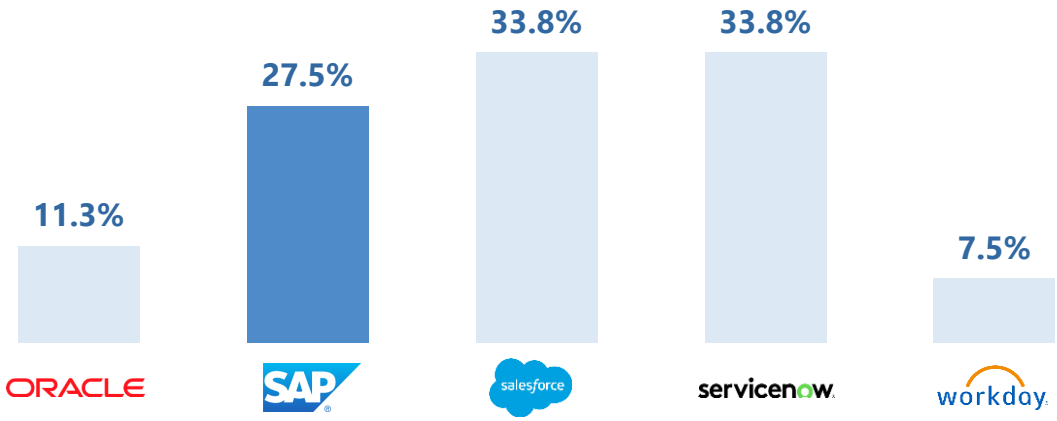
The SAP market has seen a steady level of M&A activity. With the continuing momentum of the S/4HANA migration trend, strategic buyers are actively looking for acquisitions to expand their product offerings and remain competitive in the ever-evolving enterprise applications sector. Global PE groups are looking to capitalize on this trend and support the growth of leading SAP partners.

Houlihan Lokey's team recently conducted a broad survey across 90+ strategic buyers to gain insights into their 2024 M&A priorities. SAP is listed as one of the highly desired enterprise application technologies by many buyers. Please contact Houlihan Lokey's IT Services M&A team for more details regarding this survey.

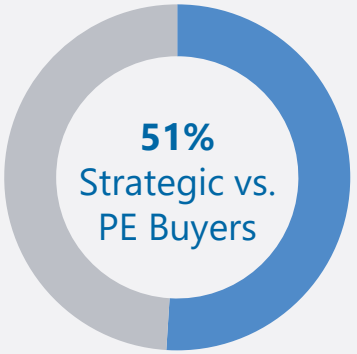
Investments by Target Region (Past Five Years)

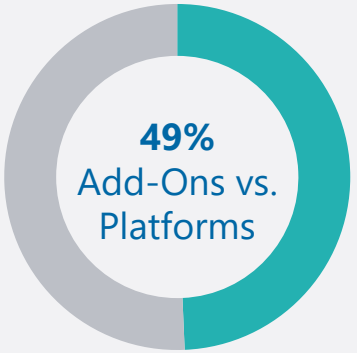


M&A Buyer Technology Focus—Enterprise Applications



Historical Buyer Mix (Past Two Years)





Sources: S&P Capital IQ, PitchBook, proprietary Houlihan Lokey information.

Market Dynamics Across the SAP Ecosystem (cont.)

Most Active Strategic Firms

accenture, ALLGEIER, Capgemini, cognizant, epam, EY, FUJITSU, genpact, Globant, Infosys, IBM, ITC INFOTECH, KPMG, NTT DATA, pwc, software one, wipro

Most Active PE-Backed Strategic Firms

SEIDOR | CARLYLE Jul 2024	cognitus | H Apr 2024	AcuitiLabs | QUILVEST Feb 2024	smartShift | Ridgemont Sep 2023	ArchLynk | bv Nov 2022
akquinet | Deutsche Beteiligungs AG Jun 2022	pathlock | VERTICA May 2022	Baer | acacia May 2022	AMISTA | Capital-A Dec 2021	rts Resolve Tech Solutions | PRESIDIO Dec 2021
SYNTAX | NOVACAP Oct 2021	argano | TRINITY HUNT May 2021	pearl | Norvestor Jan 2021	VASS | One Equity Partners Dec 2020	Aiden | Mentha Nov 2020
Talan | TOWERBROOK Nov 2020	Protera | Pamlico Jan 2020	Pythian | MILL POINT CAPITAL Sep 2019	lemongrass | COLUMBIA CAPITAL Jul 2017	ACCSCIENT | ALARIS Jun 2017

Commentary

The strategic firms listed have recently shown a strong interest in SAP assets. These well-established players aim to bolster their presence in the SAP market by capturing additional market share and expanding into new capabilities and verticals.

The robust utility and quality of SAP make it an attractive and stable platform for these partners. Consequently, PE groups are emerging as potential key buyers, recognizing the growth potential. Actively seeking new investment opportunities, they are exploring strategies to swiftly expand their existing platforms and capitalize on SAP's sustained growth.

The appeal of SAP assets lies not only in their potential for growth but also in their scarcity. As highly sought-after assets, SAP partners are attracting significant attention from strategic and PE buyers alike.

Sources: S&P Capital IQ, PitchBook.

SAP Services Ecosystem Garners Interest From Strategic Buyers

accenture

"Now's the time to step up and speed up business transformation in the cloud. SAP S/4HANA plus SAP Business Technology Platform is a powerful combination for achieving elevated enterprise performance."

Caspar Borggreve
Global SAP Business Group Lead at Accenture

cognizant

"We are in the midst of one of largest tech and data migrations for the next 3-5 years as clients transition from ECC to S4. Proud to expand our partnership with SAP and bring our joint vision, talent, tech and creativity to bear for our clients."

Rob Vatter
EVP of Enterprise Platforms and Applications at Cognizant

Globant

"Our SAP Studio remains singularly focused on helping our clients access the unique business AI capabilities, customized services, and out-of-the-box accelerators from SAP that will help them reach new levels of performance and efficiency in their business."

Diego Tartara
Global Chief Technology Officer at Globant

KPMG

"We have a rich understanding of the strategic need for rapid and efficient change. By taking a business-centered approach to SAP technology transformation, we can help enable businesses to meet the future with confidence."

Carl Carande
Vice Chair of Advisory at KPMG

Recent Strategic Transactions

Sep 2024
NEORIS | epam

Aug 2024
Syniti | Capgemini

Jan 2024
NAVISITE | accenture

Nov 2023
sapphire | NTT DATA

Oct 2023
beyond | SYNTAX

Feb 2023
Think180 | KPMG

Dec 2022
UTEGRATION | cognizant

Dec 2022
tfb | EY

Aug 2022
Natuvion | NTT DATA

May 2022
RIZING | wipro

Feb 2022
OLIVEHORSE | pwc

Oct 2021
centiq | one

Sources: S&P Capital IQ, PitchBook, press releases.

Company Spotlight: All for One

Business Overview

all for one Group

Business Description

The All for One Group (All for One) is a leading international IT, consulting, and service provider for all aspects of SAP. As the No. 1 SAP partner worldwide in SAP transformations in SMEs and the SAP cloud business, the company supports its customers—including global players, hidden champions, and world market leaders—in their corporate transformation. All for One's ~3,000 experts use RISE and GROW with SAP as a digital platform and integrated, AI-supported cloud solutions to digitize business processes and automate processes. Leveraging its many years of SME experience, SAP expertise, and process know-how, All for One is trusted by more than 3,500 medium-sized customers throughout Europe and across industries including engineering, automotive, life sciences, wholesale, and professional services, among others.

Technology Partners

SAP Platinum Partner

Microsoft

Relevant Information

Founded: 1959

Employee Base: ~3,000

Headquarters: Filderstadt, Germany

Other Locations: 30+, Mainly in Europe

Status: Publicly Traded

Industries: Mechanical Engineering, Automotive Supply, Life Sciences, Wholesale, Professional Services

Solution Portfolio

- **Cybersecurity and Compliance**
- **HR and Employee Experience**
- **Product and Data**
- **Supply Chain Manufacturing**
- **CX and Marketing**
- **Finance and Controlling**

Notable Clients

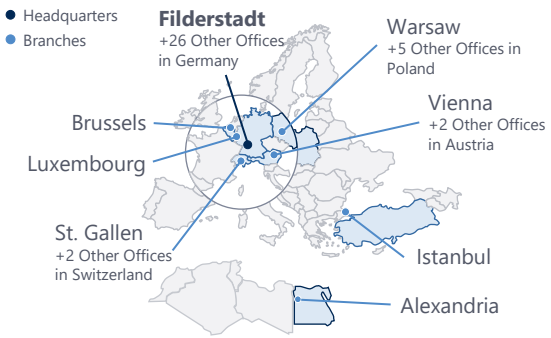
BALLUFF, KÄRCHER, KSB, MULTIVAC, Ritter SPORT, STIHL, warema, WINKHAUS

Recent Awards

In February 2024, All for One was awarded the SAP MEE Award for Partner Excellence in two categories: Cloud Delivery and Customer Value.

SAP Partner Excellence Awards Winner 2024

Geographical Footprint



Company Spotlight: All for One

Q&A

Michael Zitz

Co-Chief Executive Officer

Michael Zitz holds more than a decade of leadership experience driving growth through innovative, customer-centric strategies. He has a strong track record in developing long-term partnerships and delivering impactful results across various roles in the enterprise technology sector.

Q: Tell us about All for One and what sets your firm apart from competitors in the SAP ecosystem. What is your unique value proposition?

A: The All for One Group is a leading international IT, consulting, and service provider for all aspects of SAP. As the No. 1 SAP partner worldwide in SAP transformations in SMEs and SAP cloud business, the industry specialist supports its customers—including global players, hidden champions, and world market leaders—in their corporate transformation.
In FY2022/23, All for One generated sales of EUR 488 million with its team of almost 3,000 employees. These experts use RISE and GROW with SAP, among other digital platforms, as well as integrated, AI-supported cloud solutions to digitize business processes, automate workflows, and rethink services. The combination of many years of SME experience, SAP expertise, and industry and process know-how is trusted by more than 3,500 medium-sized customers from Germany, Austria, Poland, and Switzerland. The core industries of All for One are mechanical and plant engineering, the automotive supply industry, life sciences, wholesale, and professional services.

Turning technology into business success—that sums it up. The greatest possible business benefit is the top priority; our outcome must always be a business driver. Technology is only a means to an end. We ensure that our customers exploit the immense digital possibilities and thus increase their competitiveness in the long term.

Q: What are your thoughts on the current migration trends of SAP ECC to SAP S/4HANA? How do you help your clients with migrations, and what differentiated solutions/products do you offer today to help accelerate the shift?

A: We consider transformation an opportunity, for both our customers and All for One. We offer a "conversion factory," a semi-automated approach that enables rapid shifts and migrations. However, this purely technical shift to a new ERP generation is not the true issue for our customers. Instead, they ask: How can I use the SAP S/4HANA migration to advance my digitalization and benefit from future innovations? Our CONVERSION/4 offering provides the answer to this question. In the first phase, we identify the possible benefits so the customers can truly experience the advantages in their daily business, rather than just having new software. We have been very successful with this approach, completing more SAP S/4HANA conversions than any other SAP partner worldwide.

Q: What are your thoughts on the RISE with SAP program and how SAP can ensure its success?

A: We believe that RISE with SAP is the right approach for combining the transformation to SAP S/4HANA with a cloud transformation. It is well established that the cloud is the basis for continuous innovation, particularly seen in fields like AI. However, the challenge is if SAP delivers a constant stream of innovations, but companies cannot turn them into benefits for their specific business, nothing is gained. As a SAP partner, we must provide good support through our services and consulting, such as our RISE ONE offering.

Q: Do you think SAP customers will have to fully go "cloud" with S/4HANA or pursue more of a hybrid approach due to the complexity and size of SAP projects?

A: The reality for many of our "Mittelstand" customers is that they cannot immediately move all of their systems to the cloud. We usually advise our customers that the cloud is the final goal, but the path to get there is via a hybrid approach, especially because they have many different applications that must be integrated and managed. However, despite many of our customers being "Mittelstand" companies, we are the most successful SAP partner for cloud solutions in Central Europe. This demonstrates that the cloud has fully arrived in the middle market.

Q: What are your thoughts on industry-focused solutions within the SAP products? Does industry focus provide a competitive advantage when engaging with potential clients?

A: Absolutely! Industry-specific characteristics and processes are relevant. We see our position as an industry specialist coupled with strong references and brands in our core industries as a competitive advantage in client acquisition. We also consciously leverage our industry focus in marketing and communications. For example, November 7 is our Insight Day for mechanical and plant engineering in Augsburg, and this year, we will have our customer HORSCH Maschinen GmbH talk about its SAP transformation and provide insight into HORSCH's AI activities.

Q: What is your vision for the future of your firm and its role in the evolving digital landscape?

A: As a consulting and service provider, we are a relevant partner for our customers in all aspects of digitalization, automation, and AI.

Q: How do you stay up to date with the latest trends and technologies, and how do you incorporate them into your client solutions?

A: We closely monitor market and manufacturer trends, regulations, and developments. Then, we combine these insights with our customers' requirements to generate our consulting and proactive service offerings.

Company Spotlight: Cognitus

Business Overview

cognitus | HAVEN CAPITAL PARTNERS

Business Description

Cognitus is a software and services company that provides AI-powered contract lifecycle management, contract compliance, and billing software to clients in regulated industries (i.e., companies dealing with federal, state, and local government). Cognitus is a co-innovation partner of SAP, and Cognitus software is endorsed by SAP (meaning SAP resells Cognitus software). Cognitus is also an SAP Gold Partner specializing in the implementation, deployment, and support of SAP solutions. The company offers various services, including SAP S/4HANA integration, RISE with SAP, cloud solutions, application management, and end-to-end digital transformation across 11+ industries.

Technology Partners

SAP Gold Partner | Azure | aws | snowflake | databricks

Relevant Information

Founded: 2002

Employee Base: 1,000+

Headquarters: Dallas, Texas

Other Locations: 18+ Offices Worldwide

Status: Privately Held (Minority Investment From Haven Capital Partners)

Capabilities

- **ERP**
- **SAP Digital Supply Chain**
- **BTP**
- **Finance and Analytics**
- **Customer Excellence**
- **Spend Management**

Notable Industries

- **Aerospace and Defense**
- **Professional Services**
- **Manufacturing**
- **Wholesale Distribution**
- **Automotive**
- **CPG**
- **Mining**
- **Public Sector**

Recent Awards and Recognitions

SAP North America Award for Partner Excellence 2024 for Highest Cloud Revenue and Net New Names

SAP Regional Partner Excellence Awards
Winner 2024

Optimization Post Implementation

Cognitus' 24/7 service desk, coupled with process monitoring and improvement mechanisms, ensures timely issue resolution, often preempting business impact. Cognitus' offshore, nearshore, and onshore global delivery models are focused on value delivery and optimize customers' SAP environments in compliance with global regulations for continuous support.

Company Spotlight: Cognitus

Q&A

Amit Baid

President and CFO

Amit Baid holds an MBA in Finance and Entrepreneurship from The Wharton School and an Engineering degree in Electronics and Communications from NIT. With more than 25 years of experience, he has a proven track record as both a founder and investor. Mr. Baid has founded two software companies: Tradefin (exited to Coupa software) and Moengage (Series E-funded, venture-backed company). He is an investor and operator at Cognitus.

Q: Tell us about Cognitus and what sets your company apart from competitors in the enterprise cloud universe. What is your unique value proposition?

A: There are three things that set Cognitus apart from competition:

1. Industry Focus: Dedicated to helping businesses in highly regulated industries such as aerospace and defense (e.g., Lockheed, Amazon Kuiper, Vertex, Thales, DMT, Boom Supersonic), industrial manufacturing (e.g., Eaton), and professional services/software services (e.g., DAI) achieve their goals on time, on budget, and in scope.
2. Dedicated Software Solutions:
   - LambdaX: AI-based contract lifecycle management and compliance software for regulated industries.
   - Real-Time Billing: Accelerates high-volume transactional billing up to 60x faster than SAP resource-related billing.
   - CIS-AM: Simplifies complex asset maintenance and streamlines MRO services.
   - GovCon Solutions: Endorsed by SAP (less than 1% of SAP App Store applications are endorsed), available on a subscription basis.
3. Certified Expertise for SAP S/4HANA Implementation: SAP Gold Partner, certified GROW with SAP partner, and SAP's go-to partner for regulated industries.

Q: How do you measure the success of your consultancy, both in terms of client outcomes and the growth of your own business?

A: We measure client success on two metrics: 1) adoption of our software solution (how many users are using it and the impact that it is having on the business) and 2) delivering projects on time and on budget, which is the most important client outcome for Cognitus. We believe in focusing on these two metrics, which not only help our clients but also significantly help our revenue. It is this focus that has led to growing our revenue 6x from 2019 to 2023, and we are on track to grow 30%+ in 2024.

Q: What emerging technologies or trends in SAP do you see as particularly promising or impactful in the near future?

A: We are very excited about SAP's BTP and Business AI. We see significant potential in applying AI to reduce implementation timeline, enhance support, and simplify complex workflows/business processes of our clients.

Q: Which current suite of SAP products have you seen create the most business impact for your customers? Examples include Rise with SAP, SAP BTP, SuccessFactors for HCM, and S/4HANA.

A: We have seen RISE with SAP have the most impact on our customers. RISE with SAP's highly customizable approach to digital transformation has allowed our customers to adopt a scalable business model as they move towards Intelligent Enterprise. Combining business process intelligence with our rapid implementation model and data migration tools has made the transition seamless by consolidating various aspects of digital transformation into a single subscription-based service and reducing the total cost of ownership.

SAP BTP has also been a huge value-add to our clients. Our offerings, such as the CIS-GovCon suite designed for regulated industries to meet compliance requirements, leverage the SAP BTP to incorporate the latest innovations. By integrating these with BTP products like SAP Integration Suite, SAP Extension Suite, and SAP Analytics Cloud, we extend SAP's environment for our customers to deliver tangible benefits. These benefits include streamlining key processes to boost revenue, enhancing compliance, and improving data security. This approach continues to enable our customers to rapidly adapt to changing market conditions and swiftly respond to new opportunities and challenges.

Q: What is your vision for the future of your business and its role in the evolving digital landscape, particularly in relation to SAP?

A: Our vision is to become the No. 1 player in regulated industries for SAP software and services. Until recently, we were not even on the map. Today, we are the fastest-growing player. We plan to continue investing in software that fills critical gaps in SAP's ERP for regulated industries and use our software differentiation to win both software and services clients. We believe we have a multi-year tailwind behind us.

Q: Can you share a success story where your consultancy made a significant impact on a client's business?

A: Cognitus' partnership with Lockheed Martin, a prominent defense contractor that supplies military equipment globally, has been instrumental in helping the company streamline its operations and enhance its compliance with defense acquisition processes. Lockheed Martin relies on SAP to ensure compliance, and Cognitus plays a pivotal role in addressing government regulations within the SAP environment, particularly in the SAP S/4HANA system.

Cognitus provides the customer with specific solutions such as CIS-GovCon for contract compliance, LambdaX for contract lifecycle management, Real-Time Billing for real-time financial visibility, and Alchemy for data migration. In addition, Cognitus addresses government contract gaps in SAP S/4HANA using its CIS-GovCon solution and provides custom development when needed to facilitate the transition from ECC to S/4HANA. One of the remarkable outcomes of the partnership is the reduction of resource-related billing process time by 90%, thanks to Cognitus' solutions. This has had a tangible impact on the customer's business operations by significantly speeding up critical processes and reducing the margin of error.

Moreover, Cognitus offers intangible benefits by eliminating the need for custom code in government compliance, ensuring a more streamlined and standardized approach.

Company Spotlight: Cognitus (cont.)

Q&A

Q: What are your thoughts on the current SAP ECC to SAP S/4HANA migration trends? How do you help your clients with migrations, and what differentiated solutions/products do you offer today to help accelerate the shift?

A: More than 23,000 clients from SAP's installed base need to migrate to SAP S/4HANA by 2030. Gartner expects that about 6,000 customers each year until 2027 will either upgrade to SAP S/4HANA or be a net new customer of SAP, with about 4000 to 5,000 customers each year until 2030. The trends that we are seeing in the market are directionally the same as what Gartner is predicting.

1. Our software solutions have been the key enabler in clients moving from ECC to S/4HANA. Through our software solutions, we have filled critical gaps that SAP's ERP had for regulated industries from billing to efficiency and contract compliance; this allows clients to accelerate moving from ECC to S/4HANA. Without our software, the client will have to spend several million dollars to fill these gaps.
2. Our 18+ offices worldwide, 1,000+ SAP-focused employees, great reference customers, strong software differentiation, and deep industry expertise continue to empower clients across 11+ industries. SAP recently awarded us SAP North America Partner Excellence Award for Net New Customers and Highest Cloud Revenue for 2024.

Company Spotlight: EPI-USE

Business Overview

EPI-USE | groupelephant.com BEYOND CORPORATE PURPOSE

Business Description

EPI-USE is a global provider of SAP HR/payroll and ERP software and services. As the world's leading SAP HR/payroll specialist and the largest developer of SAP local payroll country versions, EPI-USE addresses the needs of more than 40 countries. In its 40+ year history, EPI-USE has been involved with ~2,000 SAP HR/payroll (and other functional modules) implementations and licenses proprietary SAP-related software to 1,700+ organizations, worldwide.

EPI-USE Labs, the group's software arm, offers SAP-related data management and landscape transformation software and IP-leveraged services. EPI-USE's Payroll Express (PEX) allows MNCs to affordably deploy SAP Payroll in countries with small employee populations. Clients utilize PEX and EPI-USE's PCC Booster as deployment accelerators for a range of organizational sizes and complexity levels. The firm became the first SAP partner to attain Add-On Local Versions certification for ECP in 2010.

Relevant Information

Founded: 1984

Employee Base: 4,000+

Headquarters: Isle of Man

Other Locations: 42 Countries

Status: Privately Held (No Backing)

Industries: Software and Services

Notable Clients

allbirds

Carrefour

The City of SAN DIEGO

Massachusetts Institute of Technology

PURDUE UNIVERSITY

Standard Bank

Technology Partners

SAP Gold Partner, ADP, aws, blueprism, dayforce, infor, flexera | snow*, mx mendix, Microsoft, splunk>, UiPath, UKG, workday, workforce SOFTWARE

Capabilities

- **SAP HR/Payroll Specialist**
- **SAP S4/HANA**
- **Cloud Services**
- **Proprietary, Licensed Software Utilities**
- **IP-Leveraged Services**
- **Application Management Services**

Recent Awards and Recognitions

The three most recent of 50+ awards since 2019:

- SAP Global SAP SuccessFactors Partner Excellence Award for Delivery Quality Global 2024
- SAP Global SAP SuccessFactors Awards Finalist for Sales Success—Midmarket Global 2024
- Partner Excellence 2024 for SAP SuccessFactors Solutions LAC Latin America 2024

An Acclaimed Hybrid Business Model

Group Elephant is characterized by a primary strategic imperative of going "beyond corporate purpose" in its day-to-day activities. Group Elephant funds a nonprofit called Elephants, Rhinos & People (ERP), focusing on the preservation of at-risk elephants and rhinos in the wild in Southern Africa. 1% of EPI-USE's annual revenue is channeled into the ERP program. The hybrid business model has been the subject of two UC Berkeley case studies, in 2016 and 2022.

Company Spotlight: EPI-USE

M&A History and Criteria

EPI-USE's Historical Acquisitions

A Cisco Observability Services Specialist	Two SAP S/4HANA ERP Systems Integrators	Two AWS Services Specialists	Two SAP HR/Payroll Middle-Market Services Specialists	Two Software Quality Assurance Service Providers
United States	**England, Brazil, Africa**	**United States, Brazil**	**Germany**	**Brazil**

EPI-USE's M&A Criteria

Service Capabilities

- Service line scope expansion
- Managed services capability expansion

Technologies

- Proprietary, licensed software assets
- Extensive IP-leveraged services

Clients and Industries

- Tenure and quality of clients
- Sector diversification
- Geographic expansion and relative strength in local market

Financial Profile

- Substantial recurring revenue streams, both from services and proprietary licensing
- High gross margins
- Strong balance sheet and high cash conversion ratio

Delivery Model

- Proprietary services methodologies
- Long-tenured, hands-on business leaders
- Inclusive of advisory, deployment, and managed services

Company Spotlight: EPI-USE

Q&A

Leendert van der Bijl

Managing Director

Leendert van der Bijl joined EPI-USE more than 25 years ago after obtaining a master's degree in Computational Linguistics. A veteran of large, complex SAP engagements, in the past decade, he completed a stint as Principal at Deloitte and started a technology venture before returning to Group Elephant to lead proposal support worldwide.

Q: How do you ensure your solutions are scalable and adaptable in the ever-changing digital landscape, particularly when dealing with SAP?

A: By way of *inter alia*, these measures:

- Adhering to SAP's "clean core" approach, while harnessing a plethora of techniques to ensure that client-specific requirements are satisfactorily addressed;
- Qualifying and continually certifying our "package solutions," as appropriate and practicable;
- Nurturing our multi-decade relationship with SAP, which affords us acute insight into aspects of SAP's strategy;
- Several co-development initiatives with SAP over decades;
- Embracing co-innovation opportunities with clients, and letting client needs influence our development of proprietary software assets and other intellectual property;
- Operating an internal "IP exchange" platform that enables the dissemination of proprietary software assets across regional practices all over the world; and
- Monitoring and adapting as appropriate to industry/process know-how and "good practice" as it evolves.

Q: How important is it to be focused on one specific SAP solution versus providing a broad portfolio of SAP products/solutions to clients?

A: Profoundly so, but at least for smaller to medium-sized firms such as ours, the breadth of capability needs to be achieved while preserving specialization, because SAP's functional breadth is such that it is impractical to have a single business cover all functional areas. We address this by way of separately led and branded practices, with narrow specializations. Where we engage with clients across several functional areas and draw in multiple practices, said clients would typically engage with our group through a single contractual arrangement.

Q: Do you think SAP customers will have to fully go "cloud" with S/4HANA or pursue more of a hybrid approach due to the complexity and size of SAP projects?

A: The size and complexity of an organization will invariably determine what is feasible, and practicable in terms of alternative migration approaches. Large and complex organizations moving to S/4HANA seem to favor a hybrid approach, because not all of SAP's many products are cloud-enabled yet. Also, an S/4HANA system will typically need to be integrated with non-SAP technology, requiring careful landscape architecture.

Q: How do you stay up to date with the latest trends and technologies, and how do you incorporate them into your client solutions?

A: Our practitioners stay up to date with emerging technology through the following means:

- SAP and industry publications, webinars, industry analyst articles and market trend reports, industry influencer blogs, and podcasts;
- Participation in SAP and industry conferences;
- SAP's "Early Adopter" program;
- Formal subscriptions to Gartner, NelsonHall, and *Harvard Business Review*;
- Analysis of periodic SAP software releases, for both internal use and to brief clients on the practical implications of software enhancements;
- Ongoing internships and internal training programs, and participation in SAP certification programs and refresher exams; and
- Internal test environments, which are used to explore new technologies.

EPI-USE sits on the SAP Partner Advisory Board and is one of only 19 SAP "AppHaus" partners worldwide, operating an official AppHaus facility under the aegis of SAP AG. These channels provide us with acute insight into SAP's product strategy.

Q: How do you introduce SAP solutions to your clients? Do you lead with implementation or have a more consulting approach to your engagements?

A: We engage with prospective clients through advisory, deployment, or operating services proposals, depending upon the circumstances. Most of our work begins with deployment engagements that often originate via the SAP sales organization, a regional EPI-USE practice expanding geographic service to an MNC, conferences, or other professional services firms. Our proprietary SAP-related software products are compelling differentiators when competing for implementation, support, and managed services. In addition to HR and payroll, these products support many core SAP functions, including finance, logistics, sales, and CRM. The software is typically used during implementation engagements and invariably licensed to clients thereafter. Products and IP-leveraged services, such as the PRISM landscape migration toolset, are embedded in EPI-USE implementation methodologies.

Q: What are your thoughts on the current SAP S/4HANA migration trends? How do you help your clients with migrations and what differentiated solutions/products do you offer today to help accelerate the shift?

A: Many of our clients evaluate multiple viable migration roadmaps. Data is an almost universal challenge for most organizations, and the decision to either migrate everything or start over is a common conundrum. Proprietary products and IP-leveraged services, such as the PRISM landscape migration toolset, are embedded in EPI-USE's implementation methodologies, and approaches to services engagements. The firm's AWS strategic collaboration is a prominent IP-innovation focus. Our SHIP methodology integrates migration, optimization, and management approaches to enable and accelerate migrations of SAP systems to cloud hyperscalers and private cloud, including the adoption of the SAP RISE and SAP Partner Managed Cloud licensing and support models. Group brand G3G offers "SHIFT to SAP S/4HANA," a SAP-qualified partner-packaged solution covering migration strategies for all S/4 variations and consumption models.

Company Spotlight: Syntax Systems

Business Overview

SYNTAX | NOVACAP

Business Description

Syntax provides comprehensive technology solutions and trusted professional, advisory, and application management services for mission-critical applications in the cloud. With 50+ years of experience and 900+ customers around the world, Syntax has deep expertise in implementing and managing multi-ERP deployments in secure private, public, hybrid, or multi-cloud environments. Syntax partners with SAP, Oracle, AWS, Microsoft, and Google to ensure customers' applications are seamless, secure, and at the forefront of enterprise technology innovation like GenAI.

Technology Partners

SAP Platinum Partner | aws | Microsoft | ORACLE

Relevant Information

Founded: 1972

Employee Base: 2,800+

Headquarters: Montreal, Canada

Other Locations: 12+ Globally

Status: Privately Held (PE-Backed)

Industries: Manufacturing, Natural Resources, Consumer Goods, Engineering, and Construction

Capabilities

- **Managed Services**
- **SAP S/4HANA**
- **SAP ECC**
- **SAP SuccessFactors**
- **Oracle EBS**
- **Microsoft Azure**

Notable Clients

Dole | GLENCORE | KING'S HAWAIIAN | SIEMENS energy | Valvoline

Recent Awards and Recognitions

The three most prestigious awards in 2023:

- SAP® North America Partner Excellence Award for Cloud Delivery Excellence
- SAP® Diamond Initiative Award for Digital Supply Chain Management
- SAP Innovation Award

An Acclaimed Hybrid Business Model

November 2023: The combined solution portfolio of Syntax and Beyond Technologies offers a diverse range of cloud services and unique, industry-specific intellectual property.

solutions beyond technologies

Company Spotlight: Syntax Systems

Q&A

Christian Primeau
Global CEO

Christian Primeau, Global CEO of Syntax since 2018, has transformed the company into a leading provider of technology solutions and services. With more than 30 years of experience in senior roles at Dialogic, iWeb, Bell Canada, and Sun Microsystems, he holds a bachelor's degree in Management Information Systems and an MBA from McGill University.

Q: Tell us about Syntax and what sets your firm apart from competitors in the SAP ecosystem. What is your unique value proposition? How do you introduce SAP solutions to your clients?

A: Our strategy begins with a customer-centric approach, focused on the middle market, where we deliver solutions in an industry context. Our boutique-at-scale approach delivers personalized, high-quality service to meet the demands and nuances of the local market while leveraging the capabilities of a globally integrated enterprise. We are truly a full-service provider of professional and managed services, with security by design (as evidenced in our 24/7 SOC) enabled for the future with GenAI.

Q: Do you lead with implementation or have a more consulting approach to your engagement

A: We take a balanced methodology with our SAP engagements to deliver recommendations to clients' unique needs based on where they are in their transformation journey. We begin with a thorough assessment of the client's business processes and goals, offering strategic advice and planning to ensure the SAP solutions align with their long-term objectives. Leveraging our deep industry and functional expertise in SAP technologies, we efficiently implement the solutions, ensuring they are fully integrated and optimized for the client's environment. This balanced approach ensures that clients not only receive a robust implementation but also benefit from strategic insights that drive business value and innovation with continuous improvement and keep their longer-term goals in mind.

Q: What is your approach to building and maintaining long-term client relationships, and how do you ensure client satisfaction?

A: A core pillar in our strategy at Syntax is about showing up as a trusted advisor to our clients and maintaining proactive communication and engagement. Having a full suite portfolio is an incredible advantage where customers can come to Syntax for support up and down the stack without having to engage multiple vendors. Customer needs often extend into adjacent areas, allowing us to focus on running and managing their applications one day, their security operations the next, or developing strategies to reduce operational costs through GenAI. We also have a strong client advisory board (CAB) globally, which we use as an extension of our leadership team to truly feel like they have a seat at the table to where we are taking the portfolio. This, paired with a global net promoter score (NPS) program, ensures our customers are heard and feel the changes they provide in their feedback. All of these help foster strong and trust-based relationships with our clients.

Q: What emerging technologies or trends in SAP do you see as particularly promising or impactful in the near future?

A: Customers want to buy in an industry context so publishing intellectual property and vertical-unique templates will continue to drive transformation. SAP and Syntax are aligned on this Industry GTM approach. RISE and GROW with SAP programs are providing the future of the cloud, and their focus on BTP integration with Joule is an absolute game changer for infusing AI into apps, extensions, and analytics.

Q: How do you ensure your solutions are scalable and adaptable in the ever-changing digital landscape, particularly when dealing with SAP?

A: Our boutique-at-scale approach gives customers the flexibility to scale and adapt as per their business and industry requirements. We stay current with SAP innovation, integrating the latest features and best practices into our solutions. Our agile methodologies enable iterative development and quick adaptation to new requirements and technological advancements. Additionally, our organizational change management practices ensure smooth transitions and rapid adoption of innovation.

Q: What are your thoughts on the current SAP S/4HANA migration trends? How do you help your clients with migrations and what differentiated solutions/products do you offer today to help accelerate the shift?

A: We are seeing the upward trend of SAP S/4HANA adoption from existing SAP ECC customers. While adoption is promising and the pace is increasing, it is unlikely to be at the rate that SAP expects, creating a long tail of ECC customers for many years to come. Our solution set plays to all three sides of the SAP market: long tail of ECC customers, customers adopting Rise, and customers adopting Grow. Our Syntax Compass framework helps customers navigate the often-complex digital journey with a structure to assist them with innovation, transformation, and optimization based on three core Syntax capabilities: cloud application implementation and management, ERP application implementation and optimization, and deep industry and technology expertise. Our offerings around exploratory workshops help customers discover, adopt and optimize SAP S/4HANA with Syntax and the lucrative incentives that are available.

Q: What are your thoughts on the RISE with SAP program and how SAP can ensure the success of the program?

A: Currently, we hear a high satisfaction rate from customers who have moved. We clearly see SAP's need and strategic alignment with its partner ecosystem. As such, we are very bullish in our ability to capture the migration, transformation, Rise/Grow Consider & Select, as well the Adopt and Operate revenues, in addition to ancillary and functional managed services.

Q: Do you think SAP customers will have to fully go "cloud" with S/4HANA or pursue more of a hybrid approach due to the complexity and size of SAP projects?

A: Many organizations are opting for a hybrid approach initially, especially those with a more complicated existing ERP landscape. This allows them to prioritize and move critical applications on cloud while maintaining control over legacy applications. Over time, as they become more comfortable, they gradually move other applications and modules as well, while ensuring the security and compliance concerns. Ultimately, the choice between fully cloud and hybrid cloud depends on the specific needs of the customer and their short/long-term IT and business goals. Hence, it is important to do a value assessment to develop the right cloud migration strategy.

Company Spotlight: Syntax Systems (cont.)

Q&A

Q: How do you think SAP Joule and the integration with Microsoft 365 Copilot could impact your current/future projects?

A: We will be able to leverage AI for areas like programming and documentation, allowing us to be better optimized. This helps to automate lower-value tasks and allows experts to focus on the high-value areas of the work, such as go live and beyond.

Q: How important is it to be focused on one specific SAP solution versus providing a broad portfolio of SAP products/solutions to clients? What are your thoughts on industry-focused solutions within the SAP products?

A: We find that customer challenges extend beyond a single product solution. When you're in an engagement and truly listening to the challenges of an organization and where they want to be, there is always the possibility for a short-term fix. But if that customer has to go somewhere else to fulfill a multi-year strategy, acquisition integration, or pursue market expansion, you lose the ability to continue to add value with a single point product. The trick is finding the sweet spot to be differentiated in your core competencies without too many offerings that are on the edge of what the customer perceives as value.

Q: Does industry focus provide a competitive advantage when engaging with potential clients?

A: Each industry has its own unique business processes and performance indicators. Our own industry IP on top of SAP products addresses unique business needs and use cases for each industry that we see time and time again. They are much more in line with industry-specific KPIs and outcomes, leading to faster implementations, purposeful innovation, and better ROI. Ultimately, this shortens time to value.

Q: How do you measure the success of your solutions, both in terms of client outcomes and the growth of your own business?

A: We focus on delivering best-in-class operational excellence to clients through the following metrics: maintaining an NPS of 68 or higher, near-zero downtime, 100% successful implementation/migration rate, and referenceable clients. We focus on the throughput and KPIs of our clients that are outlined in the project and expected ROI. This, in turn, helps Syntax gain market share by acquiring net new accounts and expanding our footprint of services by increasing our share of wallet within our base.

Q: What is your vision for the future of your firm and its role in the evolving digital landscape?

A: Our ambition is to harness technology and talent as a vehicle to solve problems. We want to be the clear leader in mission-critical, application-managed services for large and growing market segments, namely middle-market/small-enterprise customers, by focusing on tailored solutions for manufacturing, consumer goods, construction, and natural resources verticals. Our investments in R&D, paired with our advisory services, support our clients through a changing landscape. With these agile practices, we continue to advance our commitment to sustainability within Syntax and help our clients achieve their goals. For us, it's about investing in the people, the processes, and the technology to be prepared for the future.

Q: How do you stay up to date with the latest trends and technologies, and how do you incorporate them into your client solutions?

A: With our investments in research and development, we incorporate feedback from our closed-loop process with customers on features they are looking for during our innovation cycles. By actively participating in industry events and seminars like TechEd and involvement/sponsorship of our user communities like ASUG and OAUG, we are continually gathering client feedback to ensure our offerings remain relevant and effective, helping clients stay competitive and drive business success. We constantly monitor that our IT professionals are certified at the highest level across our portfolio. Finally, we are actively engaged with our analyst community with firms like Gartner, ISG, and others to continually do proactive briefings and inquiries to keep a pulse on the market and get feedback on our plans.

Company Spotlight: VISEO

Business Overview

VISEO

POSITIVE DIGITAL MAKERS

Business Description

Founded in 2000 and based near Paris, VISEO is a leading digital transformation services provider with a strong focus on SAP solutions. As one of SAP's largest partners in France, VISEO excels in delivering complex projects centered on S/4HANA and SAP finance tools, helping businesses optimize operations and achieve digital excellence. With nearly 1,000 SAP experts, VISEO supports clients through every stage of their transformation, from ideation to implementation and management. Prestigious clients such as L'Occitane, L'Oréal, and Yves Saint Laurent have trusted VISEO to lead their SAP-driven initiatives, solidifying the company's reputation as a key player in the digital economy.

Technology Partners

SAP Gold Partner, Anaplan, aws, cegid, Google Cloud, Microsoft, MuleSoft, salesforce, talend

Relevant Information

Founded: 2002

Employee Base: 3,000

Headquarters: Boulogne-Billancourt, France

Other Locations: 15+ Globally

Status: Privately Held (No Backing)

Industries: Retail, Luxury, Manufacturing, Agriculture, Finance

Capabilities

CIO— SAP ERP

CTO— App Dev./Data

CRO— CRM, E-commerce

CFO— Planning, Consolidation

COO— Supply Chain

Notable Clients

AIRBUS, Audemars Piguet, Chanel, CMA CGM, Danone, EDF, Fast Retailing, Groupe Atlantic, Groupe Fournier, Intermarché, JCDecaux, L'Oréal, Lagardère, LVMH, MFBRANDS Group, orange, Pierre Fabre, Schneider Electric, SFR, SNCF, somfy, Total

Recent Acquisitions

Synvance

June 2023: With this alliance, VISEO continues its growth by partnering with new software vendors and expanding its SAP expertise to address business, technological, and regulatory challenges faced by CFOs/financial departments.

Company Spotlight: VISEO

Q&A

Eric Perrier

Co-Founder and Chief Executive Officer

Eric Perrier obtained a master's degree in Marketing and Psychology for Management from Royal Holloway, University of London. In 1997, Mr. Perrier joined Accenture as a consultant, gaining valuable experience in the field. He then co-founded VISEO in 2000 and embarked on a career spanning over 25 years.

Q: Tell us about VISEO and what sets your firm apart from competitors in the SAP ecosystem. What is your unique value proposition?

A: Our unique value proposition on the market is being the only multi-specialist midsized player with the capacity to carry out complex SAP projects, from design and integration to maintenance at a global scale. Being a midsized player allows us to have the agility and customer intimacy that the handful of global competitors able to manage large-scale projects often lack. Additionally, being a multi-specialist sets us apart from pure players as we are able to manage the integration of SAP in complex IT environments and are also experts in most dimensions of our clients' landscapes. We deliver our SAP expertise thanks to our 1,000 consultants, mostly specialized in S4, SuccessFactor, and Group Reporting.

Q: How do you introduce SAP solutions to your clients? Do you lead with implementation or have a more consulting approach to your engagements?

A: VISEO's DNA is to be a platform/software integrator, but as traditional consulting firms have moved into the digital market, bringing their high value-added mindset to our ecosystem, we have decided to upgrade our value proposition. VISEO's strategic pivot these past years has been to move from a platform-based integrator to a consulting firm leveraging technology to address business needs.

This is reflected in the acquisitions we have achieved in the past years:

- Progress Management in 2021, specialized in retail and agro-industrial issues in the SAP world.
- Synvance in 2023, specialized in the digital transformation of the finance function, addressing SAP issues with a strong focus on finance-related problematics.

This has led us to verticalize our go-to-market and delivery organization, building teams dedicated to our major "plays": retail, luxury, manufacturing, agriculture, and finance.

Q: What are your thoughts on the current SAP S/4HANA migration trends? How do you help your clients with migrations and what differentiated solutions/products do you offer today to help accelerate the shift?

A: Our challenge today is to keep up with the demand coming from clients. Therefore, the current pace of a slow but steady migration is beneficial to us as it provides us with a huge visibility on our business without putting too much pressure on our delivery teams. We help our clients thanks to the accumulated experience coming from 25+ years of SAP implementation experience. We consider that every migration is very different, especially for large organizations, so we do leverage some accelerators where we can, but the vast majority of the work to be done is specific to each project. Therefore, our focus is on leveraging the best-in-class solutions provided by SAP to build assets our clients will be comfortable with for the next 10–15 years, rather than upselling our own internal prepackaged solutions.

Q: What are your thoughts on the RISE with SAP program and how SAP can ensure the success of this program?

A: Since the beginning, we have been very enthusiastic about this program, its value proposition, and the way it retributes the work achieved by the integrator. We are fully aligned with SAP and its roadmap for the coming years.

Q: How do you ensure your solutions are scalable and adaptable in the ever-changing digital landscape, particularly when dealing with SAP?

A: Our main asset is our strong proximity to SAP. As a major player in the European market, we are a member of the SAP council of partners. This, plus our alliance structure, allows us to be in constant communication and interaction with SAP all across the hierarchical ladder, making us not only very aware of the development of SAP technologies but also contributors to this evolution.

Q: How important is it to be focused on one specific SAP solution versus providing a broad portfolio of SAP products/solutions to clients?

A: Our approach has always been to work with a best-of-breed approach. For us, it is a no-brainer that the highest-performing ERP on the market is built by SAP; therefore, 100% of our ERP focus is on S/4. On financial consolidation, we have the ambition to be the leader of the European market with Group Reporting as well.

But, we consider that other vendors have developed tools that are highly synergistic with our SAP value proposition. Therefore, we have built strategic partnerships with vendors like Salesforce for CRM, Anaplan for Planning, etc. This allows us to have a client-centric approach to our recommendations, focusing on their needs rather than on the need to sell all of a vendor's solutions, ensuring long-term client satisfaction over short-term ambitions. So, for us, our strong focus on S/4 and SAP finance tools, combined with our diversified approach to other solutions, is our guarantee of being the best service provider to our customers.

Company Spotlight: VISEO (cont.)

VISEO
POSITIVE DIGITAL MAKERS

Q&A

Q: How do you stay up-to-date with the latest trends and technologies, and how do you incorporate them into your client solutions?

A: We understand that, by essence, a technology or a methodology has an expiration date for VISEO, either because it will be replaced and die off or it will become a commodity where our cost-intensive, "high expertise, high value" model will not be competitive. Therefore, our strategy is to always avoid commoditization and constantly reposition ourselves on high added value services. To make sure that we are capable of remaining relevant in such a fast-moving market, we have to cross four channels of information:

1. Client needs: What is the funnel of pain points that are going to become tomorrow's priority for our customers? What problems are they solving, which will therefore generate decreasing levels of business for us?
2. Internal market/functional experts: Our in-depth knowledge of the issues of finance, supply chain, retail, etc., allows us to anticipate what will be the next wave of investments from our clients.
3. Internal platform experts: Our expertise in our vendor partners' solutions and their strengths and weaknesses compared to other tools gives us a great capacity to anticipate future market trends.
4. The vendors and the rest of our ecosystem (research firms, competitors, etc.): Understand where the market is by analyzing what decisions the companies in our markets are making.

Putting all this together helps us build a unified vision of how we should position ourselves in the future.

Q: What is your vision for the future of VISEO and its role in the evolving digital landscape?

A: Be the leader of the end-to-end digitalization of international midsized companies and be a strategic service provider on critical functionalities for large groups. Our role in the coming years will be to deliver high added value digitization services, to help all critical business functions or our clients meet their ambitions by leveraging our technological and growing functional expertise.

SAP Sector Spotlight PE-Backed Platform Overviews

Platform	ACCSCIENT	AcuitiLabs	Aiden	akquinet
	Website, SAP Gold Partner	Website, SAP Silver Partner	Website, SAP Gold Partner	Website, SAP Partner
Sponsor	ALARIS EQUITY PARTNERS	QUILVEST CAPITAL PARTNERS	Mentha	Deutsche Beteiligungs AG
Inv. Date	June 2017	February 2024	November 2020	June 2022
Headcount	~3,600	~200	~400	~1,000
Locations	20+ Primary Location: Richardson, Texas	2 Primary Location: London, United Kingdom	5 Primary Location: Utrecht, Netherlands	18 Primary Location: Hamburg, Denmark
Select Clients/ Industries	amcor, IBM, Nestlé	Port, Telecom, Hi-Tech, Media	Amac, DEKKER SINCE 1930, vogel's	dataport, Dräger, dpd
Acquisitions	Appridat Solutions (May 2023) BackInTheBlack (May 2023) Nationwide Recovery Services (May 2023) Premier IT Solutions (May 2023) DX Sherpa Technologies (August 2022) Cogniwize Infosystems (August 2022)	-	Nessi (February 2023) ITvisors (January 2022) Meridian IT (June 2021) Asecom (April 2021) Xperi (September 2020)	Maximum Solution Consulting Group (October 2023) SI-Consulting (May 2023) Enghofer Koch Consulting (April 2023) Comporsys Hansa (February 2017)
Service Offerings and Capabilities	• Enterprise Systems • Capabilities Across the Entire SAP Portfolio • Data Analytics • Robotic Process Automation • Low Code/No Code • Cloud	• SAP BROM • SAP Subscription Billing • SAP CPQ • SAP Entitlement Management • SAP Revenue Recognition • SAP Analytics Cloud	• SAP Consultancy • SAP Support • SAP License Support • SAP Technical Support • SAP Functional Support	• SAP S/4HANA Transition • SAP Operations and Services • SAP Automation and Digitalization • SAP Master Data Governance • SAP Security • SAP Business Consulting • SAP Analytics

SAP Sector Spotlight PE-Backed Platform Overviews (cont.)

Platform	AMISTA	ArchLynk	argano	Baer
	Website, SAP Gold Partner	Website, SAP Gold Partner	Website, SAP Gold Partner	Website, SAP Gold Partner
Sponsor	Capital-A Investment Partners	bv	Trinity Hunt Partners	acacia
Inv. Date	December 2021	November 2022	May 2021	May 2022
Headcount	~75	~90	~1,400	~85
Locations	8 Primary Location: Lier, Belgium	12 Primary Location: San Jose, California	2 Primary Location: Plano, Texas	1 Primary Location: Atlanta, Georgia
Select Clients/ Industries	AG Real Estate, Bridgestone (Solutions for your journey), Danone (One Planet. One Health)	Supply Chain	Bank of Hawaii, Levain Bakery, Sierra Nevada	accenture, Coca-Cola, Deloitte., EY, SAP
Acquisitions	Planlogic (October 2023) Blents (June 2023) Recomatics (March 2023) Zeibur (November 2022) Domani Business Solutions (December 2021)	WCS Consulting (May 2023) Novigo (November 2022)	PV (October 2023) Big Compass (April 2023) ITK Solutions Group (October 2022) ArganoEchelon (June 2022) NorthPoint Group (June 2022)	-
Service Offerings and Capabilities	• SAP S/4HANA Cloud Public • SAP Business One • SAP Enable Now • SAP BTP	• SAP S/4HANA International Trade • SAP Global Trade Services • SAP Transportation Management • SAP Integrated Business Planning • SAP Business Networks for Logistics • SAP Extended Warehouse Management	• S/4HANA • SAP Ariba • SAP SCM • SAP IBP • SAP APO	• S/4 Enterprise Management • SAP Central Finance • Suite on HANA • S/4HANA Industry Solutions • Business Suite • SuccessFactors • Concur

SAP Sector Spotlight PE-Backed Platform Overviews (cont.)

Platform	cognitus	lemongrass	pathlock	pearl
	Website, SAP Gold Partner	Website, SAP Silver Partner	Website, SAP Partner	Website, SAP Platinum Partner
Sponsor	Haven Capital Partners	Columbia Capital	Vertica Capital Partners	Norvestor
Inv. Date	April 2024	July 2017	May 2022	January 2021
Headcount	~1,000	~600	~370	~350
Locations	18+ Primary Location: Dallas, Texas	2 Primary Location: Edison, New Jersey	12 Primary Location: Dallas, Texas	1 Primary Location: Oslo, Norway
Select Clients/ Industries	Aerospace, Automotive, CPG, Mining, Public Sector, Professional Services	Cintas, Heineken, SpringWorks Therapeutics	GEICO, GSK, JABIL, Microsoft, Siemens	Bohus, MOTEK
Acquisitions	WynBlue (October 2021)	Wharfedale Technologies (February 2022) Ocean9 (February 2018) iQlink (December 2011)	Grey Monarch (September 2022) Smenso (May 2022) Appsian Security (May 2022) CSI Tools (May 2022) SAST Solutions (May 2022) Security Weaver (March 2022)	Epical (December 2023) POSBE (October 2023) Cross Application Consulting (January 2023) PearlConvert (April 2022) Zuite Business Consulting (June 2021)
Service Offerings and Capabilities	• GROW With SAP • RISE With SAP • SAP Services • SAP Extend and Innovate Services • Implementation Services	• RISE With SAP • SAP Cloud Financial Optimization • SAP Cloud Discovery • Manage and Optimize SAP Operations	• SAP ERP • SAP Data Security • SAP SuccessFactors • SAP Access Control • SAP Ariba	• S/4HANA • SAP SuccessFactors • SAP S/4HANA Move

SAP Sector Spotlight PE-Backed Platform Overviews (cont.)

Platform	Protera	Pythian	Resolve Tech Solutions	SEIDOR
	Website, SAP Partner	Website, SAP Silver Partner	Website, SAP Silver Partner	Website, SAP Platinum Partner
Sponsor	Pamlico Capital	Mill Point Capital	Presidio	Carlyle
Inv. Date	January 2020	September 2019	April 2021	July 2024
Headcount	~250	~500	~140	~4,500
Locations	4 Primary Location: Westchester, Illinois	6 Primary Location: Ottawa, Canada	1 Primary Location: Addison, Texas	43 Primary Location: Barcelona, Spain
Select Clients/ Industries	Blue Diamond Growers, K-Swiss, Marathon	AllSaints, QAD, semios	7-Eleven, ExxonMobil, EY, IBM, Mitsubishi Electric, Siemens	Cantel, Eurostars Hotels, GSI Grupo Seguridad Integral
Acquisitions	ManageCore (March 2024)	Duet Protocol (May 2021) Manageserve (March 2021) Agosto (March 2020)	Wise Men Consultants (January 2023)	ECA Consult (April 2024) H.T. High Technology ((February 2024) Gesein (January 2024) Teamsoft (December 2023) Delsys (October 2023) Little Fish (July 2023) Gunpowder (April 2023)
Service Offerings and Capabilities	• SAP Managed Services • RISE With SAP • SAP BTP Services • SAP Migration	• SAP Managed Services • SAP Migration Services • SAP Professional Services	• SAP S/4HANA Migration Advisory • SAP S/4HANA Design and Implementation • SAP BTP Integration • SAP Managed Testing Services • SAP Managed Services	• SAP Consulting • SAP Cloud Solutions • SAP S/4HANA • RISE With SAP • SAP Analytics • SAP ERP • SAP SuccessFactors HCM • Capabilities Across the Entire SAP Portfolio

SAP Sector Spotlight PE-Backed Platform Overviews (cont.)

Platform	smartShift	SYNTAX	Talan	VASS
	Website, SAP Partner	Website, SAP Platinum Partner	Website, SAP Gold Partner	Website, SAP Gold Partner
Sponsor	Ridgemont Equity Partners	NOVACAP	TOWERBROOK	One Equity Partners
Inv. Date	September 2023	October 2021	November 2020	December 2020
Headcount	~450	~2,900	~4,257	~4,900
Locations	3 Primary Location: Boston, Massachusetts	6 Primary Location: Montreal, Canada	23 Primary Location: Paris, France	1 Primary Location: Alcobendas, Spain
Select Clients/ Industries	DE-VAU-GE, IBM, P&G	Dole, GLENCORE, King's Hawaiian, SIEMENS energy, Valvoline	AIRBUS, CHANEL, HSBC, RENAULT, VW	IKEA, Scotiabank, vodafone
Acquisitions	-	Beyond Technologies (October 2023) Illumiti (June 2021) Linke Information Technology (April 2021) Freudenberg IT (February 2019) EmeraldCube Solutions (January 2019) Core Services (April 2017)	Gemserv (January 2023) Dataroots (December 2022) Createch (January 2022) Insum (November 2021) Onepoint Luxemburg (April 2021)	psKINETIC (February 2023) Copilot (Jan 2023) ZIngton (August 2023) Hexagon Data (August 2022)
Service Offerings and Capabilities	• SAP Dual Maintenance • RISE With SAP • SAP Services	• SAP Consulting • SAP Cloud Solutions • SAP S/4HANA • RISE With SAP • GROW With SAP • SAP BTP • SAP SuccessFactors HCM	• SAP S/4HANA • RIS With SAP • GROW With SAP • SAP SuccessFactor • SAP CX • SAP BTP	• SAP CX • SAP S/4HANA • Industry-Specific SAP Solutions

PE Case Study: Madison Dearborn Partners | Navisite

1 NAVISITE MDP

MADISON DEARBORN PARTNERS

Date	Relevant Targets	Location	Transaction Commentary and Rationale
Jan 2024	NAVISITE +	accenture	**Exit:** Madison Dearborn Partners sells Navisite to Accenture.
Nov 2021	eightcloud	Seattle, WA	The acquisition enhances Navisite's enterprise application, data management, and cloud services portfolio with Salesforce advisory and managed services.
Jan 2021	Velocity	Charlotte, NC	The acquisition augments Navisite's managed services for Oracle and SAP applications, such as Oracle EBS, JD Edwards, PeopleSoft, and OneStream.
Nov 2020	DICKINSON + ASSOCIATES	Chicago, IL	The acquisition enhances Navisite's SAP-managed cloud services with end-to-end SAP business application and platform expertise.
Jun 2020	Privo	Woburn, MA	The acquisition expands and enhances AWS offerings with a range of capabilities from cloud assessment, migration, and managed DevOps.
RDX → NAVISITE		**Rebrand:** "After a series of deals unifying diverse MSP practices, a revamped and renewed Navisite looks to emerge as a powerhouse in bringing cloud services to the midmarket."	
Sept 2019	NAVISITE	Andover, MA	The acquisition adds customer depth, expands the global network of data centers, and provides hundreds of certified experts in cloud infrastructure.
Feb 2019	CLEARDB	Plano, TX	ClearDB's DBaaS platform and services complement RDX's existing managed services offerings to provide a turnkey outsourced solution.
Feb 2019	clckwrk	London, U.K.	The acquisition of Clckwrk adds technical depth for customers interested in moving Oracle and other enterprise applications into the public cloud.
May 2018	COMMITDBA	Dayton, OH	The acquisition of CommitDBA enhances RDX's DBaaS capabilities and service offerings with Epic Caché ODBA support.
Apr 2018	MDP +	NAVISITE	**Investment:** Madison Dearborn Partners acquired Navisite, a leading provider of database administration and cloud managed services.

Sources: S&P Capital IQ, PitchBook.

Recent SAP Partner M&A Activity

Target	Acquirer	SAP Product	Date	Commentary
NEORIS	epam	SAP S/4 HANA	Sep 2024	EPAM Systems has announced an agreement to acquire NEORIS, a global advanced technology consultancy with more than 4,700 professionals. With NEORIS' strong track record in complex digital projects—including SAP, data analytics, and AI—EPAM aims to strengthen its global and nearshore delivery capabilities and expand its market presence.
Syniti	Capgemini	SAP SuccessFactors; SAP S/4 HANA	Aug 2024	Capgemini has signed an agreement to acquire Syniti, a leader in enterprise data management software and services, to enhance its data-led solutions globally, particularly for large-scale SAP transformations such as the move to SAP S/4HANA.
SEIDOR	CARLYLE	SAP S/4 HANA	Jul 2024	The Carlyle Group acquired a majority interest in SEIDOR, a leading Spanish technology services and solutions consultancy. The investment aims to support SEIDOR's growth by investing in innovation and evolving the company's go-to-market strategy.
managecore	Protera	SAP S/4 HANA	Apr 2024	Protera Technologies acquired Managecore, enhancing its SAP and cloud-managed services with Managecore's expertise in Google Cloud Platform and RISE with SAP, thus expanding Protera Technologies' capabilities and global support for SAP on public cloud.
AcuitiLabs	QUILVEST	BRIM	Apr 2024	Acuiti Labs, a leading SAP consultancy specializing in optimizing the Quote-to-Cash process, received a significant investment from Quilvest Capital Partners to support its global expansion and technological innovation in the SAP BRIM space.
cognitus	HAVEN CAPITAL PARTNERS	SAP S/4 HANA	Mar 2024	Cognitus, a Dallas-based SAP consultancy with more than 1,000 SAP-focused professionals across 17 offices, received a significant investment from Haven Capital Partners and Siguler Guff to drive its growth, enhance software innovation, and expand its global and technological footprint.
alight	H.I.G. CAPITAL	SAP SuccessFactors; SAP HCM	Mar 2024	H.I.G. Capital agreed to acquire Alight's Payroll & Professional Services business for ~$1.2 billion, aiming to establish it as a global leader in payroll and HCM services.
high technology	SEIDOR	SAP ERP	Feb 2024	SEIDOR acquired a controlling stake in HT High Technology, an IT solutions provider and SAP partner, to accelerate digital transformation and strengthen its presence in the Italian middle-market sector.
FIRSTNORTH	FPT Software	POWERING SAP BTP; SAP S/4 HANA	Jan 2024	FPT Software acquired a minority stake in First North Consulting and formed a strategic partnership to enhance its financial services capabilities in North America, leveraging First North Consulting's expertise and SIDE's market infrastructure platform.
OnScreen	learningpool | MARLIN EQUITY	SAP S/4 HANA	Jan 2024	Learning Pool acquired OnScreen, a digital adoption platform company, to enhance its technology portfolio and improve employee onboarding and software adoption through guided tutorials and contextual help.

Sources: S&P Capital IQ, PitchBook. *Denotes deals done by Houlihan Lokey.*

Recent SAP Partner M&A Activity (cont.)

Target	Acquirer	SAP Product	Date	Commentary
NAVISITE	accenture	SAP S/4 HANA	Jan 2024	Accenture completed its acquisition of Navisite, a digital transformation and managed services provider, to enhance its cloud transformation capabilities and add 1,500 professionals to its team.
sapphire frictionless digital	NTT DATA	SAP ERP	Nov 2023	NTT DATA Business Solutions AG, a global strategic partner of SAP, acquired U.K.-based digital operations provider Sapphire to enhance its leadership in the SAP middle-market sector and expand its services in the U.S. and U.K.
THE SHELBY GROUP	accenture	SAP Ariba	Nov 2023	Accenture acquired The Shelby Group, a procurement technology consultancy, to enhance its sourcing and procurement technology capabilities.
solutions beyond technologies	SYNTAX	SAP S/4 HANA	Oct 2023	Syntax Systems acquired Montreal-based Beyond Technologies, enhancing its existing SAP enterprise application ecosystem expertise.
smartShift	Ridgemont EQUITY PARTNERS	SAP ERP	Sep 2023	Ridgemont Equity Partners acquired SmartShift, a specialist in intelligent automation for SAP transformation, to streamline its SAP ERP to a modern cloud-based system.
ANROVA SOLUTIONS | Capital·A	AMISTA	SAP CRM SAP ERP	Jun 2023	Amista acquired Anrova Solutions, further developing Amista's comprehensive solutions of SAP ERP solutions and SAP CRM applications, data integration technology, digitization document workflows, and learning and change management solutions.
Synvance	VISEO POSITIVE DIGITAL MAKERS	SAP S/4 HANA	Jun 2023	VISEO acquired Synvance to continue its growth by partnering with new software vendors and expanding its SAP expertise to address business, technological, and regulatory challenges faced by CFOs/financial departments.
SI CONSULTING	akquinet | Deutsche Beteiligungs AG	SAP S/4 HANA	May 2023	Akquinet acquired Poland-based SI-Consulting, an S/4HANA specialist, expanding Acquinet's market presence through IT implementation, IT infrastructure, and software development services.
UTEGRATION	cognizant	SAP S/4 HANA	Dec 2022	Cognizant agreed to acquire Houston-based Utergration, a full-service consulting and solutions provider specializing in SAP technology and SAP-certified products for the energy and utilities sectors, to gain 350 employees in North America and complement Cognizant's SAP practice.
valantic	DEUTSCHE PRIVATE EQUITY	SAP S/4 HANA	Oct 2022	Valantic received an investment from Deutsche Private Equity to further grow its business by acquiring new companies, developing innovations, hiring and training personnel, and expanding into new markets.

Sources: S&P Capital IQ, PitchBook. *Denotes deals done by Houlihan Lokey.*

Houlihan Lokey's SAP Sector Team

Houlihan Lokey's SAP team consists of financial professionals within the firm's global IT Services practice, reflecting the convergence of enterprise applications and technology in delivering ERP services.

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Tombstones included herein represent transactions closed from 2018 forward.
**Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.*

Houlihan Lokey's Leading M&A Platform

2023 M&A Advisory Rankings
All Global Business Services Transactions

	Advisor	Deals
1	**Houlihan Lokey**	**63**
2	Rothschild & Co	46
3	Lincoln International	32
4	Clearwater International	31
5	Goldman Sachs & Co	27

Source: LSEG (formerly Refinitiv).
Excludes accounting firms and brokers.

2023 M&A Advisory Rankings
All Global Transactions

	Advisor	Deals
1	**Houlihan Lokey**	**352**
2	Rothschild & Co	349
3	Goldman Sachs & Co	300
3	JP Morgan	300
5	Morgan Stanley	253

Source: LSEG (formerly Refinitiv).
Excludes accounting firms and brokers.

No. 1
Investment Bank for All Global Business Services M&A Transactions in 2023

No. 1
Investment Bank for All Global M&A Transactions in 2023

AcuitiLabs — has received a minority investment from QUILVEST CAPITAL PARTNERS — Sellside Advisor

SI CONSULTING — has been acquired by akquinet — Sellside Advisor*

xSuite — a portfolio company of PINOVA CAPITAL — has received an investment from 3i — Sellside Advisor

The Baer Group — has been acquired by ACACIA — Sellside Advisor*

intellinet — has been acquired by FPT Software — Sellside Advisor*

Houlihan Lokey's Global Footprint

55+
IT Services Financial Professionals Across the Globe

36
Locations Worldwide

~2,000
Total Financial Professionals

2,000+
Clients Served Annually

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