

Business Project Manager ERP Migration

Enterprise Transition and Transformation Programs

Background

The ERP Migration involves replacing the current ERP with SAP S/4HANA and consolidating several warehouse management systems into SAP warehouse management. The program is business-critical, cross-functional, and highly dependent on structured coordination across process, data, integration, testing, deployment, and business readiness.

Within this setup, the Business Project Manager is responsible for driving the business-facing delivery side of the transformation across the affected operational and functional areas. The role is intended to ensure that business scope, business decisions, stakeholder alignment, operational readiness, and cross-functional execution are managed in a structured and proactive manner throughout the lifecycle of the program.

The role is not only about generic project coordination. It is a senior business delivery role with responsibility for creating direction, momentum, and follow-through across business stakeholders, process owners, site representatives, implementation teams, and program leadership, ensuring that business requirements and business readiness are translated into controlled execution.

Purpose of the Role

The purpose of the Business Project Manager role is to lead and coordinate the business-side transformation activities across the ERP Migration program and ensure that the organization is prepared to define, validate, adopt, and operate the future solution successfully.

The role must ensure alignment between business priorities, process decisions, solution scope, readiness activities, deployment planning, and operational implementation. This requires the Business Project Manager to create clarity around what the business must decide, prepare, contribute, validate, and own during the transformation.

The Business Project Manager must create confidence that business dependencies, risks, ownership gaps, decision bottlenecks, local readiness issues, and adoption challenges are identified early and managed with proper structure and transparency.

Overall Responsibility

The Business Project Manager is accountable for:

- driving the overall business delivery track within the ERP Migration
- coordinating business stakeholders, business activities, and business decisions across the affected functions and sites
- ensuring that business requirements, priorities, and operational realities are reflected in program planning and execution
- managing business-side dependencies across process, data, testing, cutover, training, and readiness
- providing clear transparency to program leadership on business progress, risks, blockers, and readiness status
- supporting the business in moving from design participation to implementation preparation, deployment readiness, and stabilization

- The role must ensure that the business side of the transformation is not treated as a passive receiver of a system implementation, but as an active and structured delivery stream that is essential for successful go-live and value realization.

Key Responsibilities

1. Establish the business delivery approach and governance

Define and structure the business-side project model for the transformation, including how business activities, decision forums, stakeholder engagement, and readiness work will be managed across the program.

This includes:

- defining the business project scope and governance model
- clarifying roles and responsibilities across business stakeholders
- establishing cadence for business planning, follow-up, and escalation
- aligning business governance with the overall program structure
- ensuring that the right business forums and decision-makers are engaged at the right time

2. Drive business scope clarification and prioritization

Coordinate the clarification of business scope across ERP-related areas and ensure that priorities are understood, structured, and aligned with the program roadmap.

This includes:

- identifying impacted business functions, sites, and operational areas
- clarifying business priorities, constraints, and critical needs
- supporting scope discussions across business and program leadership
- ensuring that local business expectations are aligned with program scope boundaries
- highlighting where business demand exceeds feasible implementation scope

3. Coordinate business decision-making and stakeholder alignment

Drive business decisions required for the program to move forward and ensure that unresolved questions do not remain open too long or create downstream delays.

This includes:

- preparing business decisions for governance forums
- facilitating alignment across business functions and stakeholder groups
- following up on open decisions, actions, and unresolved ownership areas
- supporting escalation when business alignment cannot be reached at working level
- ensuring that decisions are documented, communicated, and anchored properly

4. Translate business needs into coordinated program input

Ensure that business expectations, requirements, priorities, operational scenarios, and constraints are translated into clear and usable input for process, solution, data, test, and deployment workstreams.

This includes:

- supporting clarification of business requirements and scenarios
- ensuring that business-critical operations are understood by delivery teams
- helping structure input from business stakeholders into actionable form
- supporting prioritization based on business criticality and operational impact
- ensuring traceability between business priorities and implementation planning

5. Coordinate business readiness across workstreams

Lead the overall coordination of business readiness activities across process, data, training, testing, site preparation, organizational changes, and deployment preparation.

This includes:

- maintaining a consolidated view of business readiness dependencies
- aligning readiness activities across workstreams and business functions
- ensuring that readiness plans are realistic and actionable
- identifying gaps in ownership, planning, or local preparation
- supporting cross-functional coordination where readiness depends on several teams

6. Manage business-side risks, issues, and dependencies

Establish and drive structured follow-up on business risks, issues, assumptions, and dependencies across the program.

This includes:

- identifying business-related risks early
- maintaining visibility of critical issues and unresolved gaps
- tracking dependencies between business activities and technical delivery
- supporting mitigation planning with relevant stakeholders
- escalating blockers when timing, scope, or readiness is at risk

7. Support testing, validation, and acceptance from the business side

Ensure that the business is properly prepared to participate in testing, validation, and acceptance activities, and that business ownership is clear during critical validation phases.

This includes:

- supporting identification of business testers and key users
- aligning business participation in end-to-end testing and UAT
- ensuring that business validation expectations are clear
- following up on business-side test readiness and availability
- supporting business decision-making around acceptance, defects, and operational concerns

8. Drive cutover and deployment readiness from a business perspective

Work closely with cutover, deployment, process, and operational leads to ensure that the business organization is ready to support deployment and transition into the new solution.

This includes:

- coordinating business cutover activities and responsibilities
- ensuring site and function readiness for deployment waves
- supporting planning of local business preparation activities
- validating business readiness checkpoints before go-live
- ensuring operational concerns are surfaced before deployment decisions are made

9. Lead communication, planning, and reporting for the business track

Provide structured planning, governance, and reporting for the business delivery side of the transformation.

This includes:

- maintaining the business project plan and milestone overview
- reporting business progress, risks, and readiness to program leadership
- preparing status material for governance and steering forums
- communicating key decisions, timelines, and expectations to business stakeholders
- ensuring transparency across functions, sites, and leadership levels

10. Support go-live stabilization and business transition into operations

Contribute to the transition from project execution into business operation, ensuring that the organization is supported through the go-live period and early stabilization phase.

This includes:

- supporting business issue coordination during deployment and hypercare
- ensuring ownership for post-go-live follow-up is clear
- helping prioritize business stabilization actions after go-live
- capturing lessons learned from a business delivery perspective
- supporting transition into line ownership and steady-state governance

Expected Deliverables

The Business Project Manager is expected to produce and maintain deliverables such as:

- business project plan and milestone overview
- business governance and stakeholder model
- business scope overview across functions, sites, and operational areas
- business decision log and action log
- business RAID log
- stakeholder map and responsibility overview
- business readiness plan and consolidated readiness tracker
- business dependency overview across workstreams
- business input and requirement coordination material
- status reports and governance reporting for the business track
- business testing participation and validation readiness overview
- site and function deployment readiness input
- business cutover responsibility overview
- go-live business readiness assessment
- business stabilization and handover summary

- final business-side lessons learned and closure documentation

Key Interfaces

The Business Project Manager will work closely with a broad range of stakeholders across the transformation, including:

- Program Manager
- PMO Lead
- ERP Workstream Lead
- WMS Workstream Lead
- Process Workstream Lead
- Data Migration Lead
- Test Workstream Lead
- Integration Lead
- Cutover / Deployment Lead
- Change Management and Training Leads
- Solution Architect / Enterprise Architect
- Business Process Owners
- Functional Business Leads
- Site Leads / Operational Representatives
- Super Users / Key Users
- SAP implementation partner
- Vendor delivery leads
- Local management representatives

Required Profile

Experience

The ideal candidate brings strong senior experience from large business-critical transformation programs where business coordination, stakeholder management, and operational readiness have been central to success.

Preferred experience includes:

- proven experience as Business Project Manager, Business Transformation Lead, Workstream Lead, or similar in complex ERP Migrations
- strong experience with SAP S/4HANA migration and transformation programs
- experience from warehouse, logistics, supply chain, manufacturing, or operations-heavy environments
- experience coordinating business stakeholders across multiple functions, sites, and decision layers
- experience driving business readiness, acceptance, and deployment preparation
- experience working across business, IT, and implementation partners in integrated programs
- experience with governance, reporting, and escalation in large transformations
- experience supporting go-live and early stabilization in business-critical environments

Preferred background

Strong candidates may come from backgrounds such as:

- business transformation management
- ERP business project leadership
- operations transformation leadership
- supply chain or warehouse program management
- senior business analyst or business implementation lead
- program delivery roles with strong business ownership focus

Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in business stakeholder management and facilitation
- capable of turning ambiguity into clear actions and decisions
- confident in governance, reporting, and escalation
- pragmatic and delivery-focused
- able to challenge constructively and create alignment
- credible with both senior business leaders and operational teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

Success Criteria

The Business Project Manager will be successful when:

- the business side of the transformation is structured, active, and well coordinated across the program
- business scope, priorities, and dependencies are clarified early and managed transparently
- business stakeholders are engaged, aligned, and responsive in the required decisions and activities
- business input to process, solution, testing, and deployment is timely and actionable
- business readiness activities are planned and followed through across functions and sites
- risks, blockers, and ownership gaps on the business side are surfaced early and managed proactively
- program leadership has a clear view of business progress and operational readiness
- deployment decisions are supported by realistic business readiness assessments
- the organization reaches go-live with strong business ownership, clear local preparation, and controlled transition into operations