

# **SAP S/4HANA Senior Data Migration Manager**

## **Enterprise ERP Transition and Transformation Programs**

### **Background**

Large ERP transformation programs depend heavily on structured, accurate, and well-governed data migration in order to succeed. In manufacturing, sourcing, logistics, and operations-heavy environments, the move from legacy ERP platforms to SAP S/4HANA requires significant effort across data assessment, object definition, cleansing, mapping, extraction, transformation, validation, testing, cutover, and business sign-off.

Within this setup, the SAP S/4HANA Data Migration Lead is responsible for leading the full data migration track across the ERP transformation. The role is intended to ensure that migration scope, data quality, migration planning, business ownership, technical execution, and go-live readiness are managed in a structured and proactive way throughout the lifecycle of the program.

The role is not only about technical data handling. It is a senior delivery role with responsibility for creating direction, structure, governance, and follow-through across business data owners, functional teams, implementation partners, technical specialists, and program leadership, ensuring that the migration is executed with clarity, control, and quality.

### **Purpose of the Role**

The purpose of the SAP S/4HANA Data Migration Lead role is to lead and control the data migration workstream across business and IT and ensure that the data required for the future ERP solution is identified, prepared, migrated, validated, and accepted in a controlled and reliable manner.

The role must ensure that the migration is established with the right governance, object scope, migration strategy, cleansing approach, quality controls, planning model, testing support, and cutover coordination to support successful execution. This requires the Data Migration Lead to create clarity around migration ownership, source data issues, target data requirements, validation responsibilities, dependencies, and critical decisions throughout the program lifecycle.

The Data Migration Lead must create confidence that migration risks, data quality issues, ownership gaps, mapping uncertainties, validation weaknesses, and cutover dependencies are identified early and managed with sufficient structure and transparency.

### **Overall Responsibility**

The SAP S/4HANA Data Migration Lead is accountable for:

- leading the overall data migration track across the ERP transformation program
- defining and maintaining the migration governance, migration model, and execution approach
- coordinating migration activities across business owners, functional teams, technical teams, and implementation partners
- ensuring that migration scope, object priorities, dependencies, and data quality risks are managed proactively
- driving execution, validation, issue resolution, and follow-up across all major migration areas
- ensuring that migrated data supports testing, business acceptance, cutover readiness, and successful go-live

The role must ensure that data migration is not treated as a secondary technical activity, but as an integrated and actively managed delivery track with clear ownership, strong quality control, and realistic execution planning.

## **Key Responsibilities**

### **1. Establish the overall migration setup and governance**

Define and structure the overall migration model, including governance, object ownership, working methods, decision paths, escalation model, and reporting logic.

This includes:

- defining the migration scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across business, functional, and technical stakeholders
- setting the cadence for planning, status follow-up, issue handling, and escalation
- ensuring alignment between migration governance and the overall program structure

### **2. Drive migration scope clarification and object prioritization**

Lead the clarification of which data objects are in scope, how they are prioritized, and how migration boundaries are controlled across the lifecycle.

This includes:

- identifying migration objects, source systems, and data domains in scope
- aligning object priorities with business criticality and implementation sequencing
- clarifying legacy data boundaries, historical data needs, and retention considerations
- supporting decisions on what data must be cleansed, transformed, archived, or excluded
- ensuring that migration ambition remains aligned with timeline, quality, and go-live needs

### **3. Lead integrated migration planning and milestone control**

Establish and maintain a realistic migration plan across the full data migration lifecycle, including preparation, mock loads, validation, cutover, and go-live support.

This includes:

- driving creation and maintenance of the migration plan and key milestones
- aligning migration activities with design, build, testing, cutover, and deployment timelines
- ensuring visibility of critical path items and migration dependencies
- following up on slippage, sequencing issues, and planning realism
- supporting re-planning where scope, quality, or timing changes affect migration readiness

### **4. Coordinate migration workstreams and cross-functional execution**

Ensure that migration activities are coordinated across business, functional, and technical stakeholders and managed as an integrated workstream.

This includes:

- coordinating business data owners, functional consultants, and technical migration resources
- identifying and managing interdependencies across master data, transactional data, reporting data, and reference data
- following up on actions, interfaces, and blockers across teams
- ensuring consistency in migration methods, templates, and execution discipline

- supporting alignment where local decisions affect end-to-end migration quality or readiness

## **5. Lead data mapping, transformation, and business alignment**

Drive the structured definition of how source data is translated into SAP S/4HANA target structures and ensure alignment with business and functional requirements.

This includes:

- coordinating source-to-target mapping across migration objects
- clarifying business rules, transformations, defaults, and enrichment needs
- ensuring alignment between migration design and target process or solution design
- supporting decisions on data standards, value mappings, and data ownership
- ensuring that mapping assumptions are documented, reviewed, and anchored properly

## **6. Manage data quality, risks, issues, and dependencies**

Establish strong control over migration risks, data quality problems, and dependencies and ensure that issues are surfaced early and managed actively.

This includes:

- maintaining visibility of data quality issues and unresolved gaps
- identifying critical risks related to completeness, accuracy, consistency, and timing
- tracking dependencies across business cleansing, technical conversion, validation, and cutover
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to testing, cutover, or go-live readiness when needed

## **7. Ensure migration readiness for testing and business validation**

Lead the preparation of migrated data to support testing, reconciliation, and business sign-off throughout the transformation lifecycle.

This includes:

- coordinating data preparation for system testing, integration testing, and business validation
- supporting the planning and execution of mock loads and trial conversions
- ensuring that reconciliation methods and validation responsibilities are clear
- following up on business participation in data validation and issue resolution
- supporting decisions around data acceptance, load quality, and remediation needs

## **8. Drive cutover and go-live readiness for migration**

Provide structured leadership for the final migration execution and ensure that the data migration track is ready to support cutover and production deployment.

This includes:

- coordinating final migration preparation and cutover activities
- validating load sequencing, fallback assumptions, and timing dependencies
- ensuring readiness of business sign-off, technical execution teams, and supporting controls
- supporting go-live checkpoints and migration decision forums
- ensuring that critical migration concerns are surfaced before go-live decisions are made

## 9. Lead migration reporting, transparency, and management control

Provide structured planning, governance, and reporting for the migration track throughout the transformation.

This includes:

- maintaining migration status reporting and milestone overview
- reporting migration progress, risks, issues, and readiness to program leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, timelines, and validation expectations to stakeholders
- ensuring transparency across business, functional, and technical teams

## 10. Support post-load stabilization and transition into operations

Ensure that the migration track remains controlled through go-live and early stabilization and that ownership for data-related follow-up is clear after deployment.

This includes:

- supporting issue coordination related to migrated data during go-live and hypercare
- ensuring ownership for post-go-live data corrections and follow-up actions
- helping prioritize stabilization activities related to migration quality or data defects
- capturing lessons learned from the migration track
- supporting transition into steady-state ownership for master data and data governance

## Expected Deliverables

The SAP S/4HANA Data Migration Lead is expected to produce and maintain deliverables such as:

- migration strategy and migration scope overview
- migration governance model and working structure
- migration plan and milestone overview
- migration object list and prioritization overview
- source system and data domain inventory
- source-to-target mapping documentation
- data cleansing and remediation overview
- data quality log and issue tracker
- migration RAID log
- mock load and trial conversion planning material
- reconciliation and validation approach
- business sign-off and validation tracking
- cutover migration plan and execution checklist
- migration readiness assessment
- post-go-live stabilization summary
- lessons learned and closure documentation

## Key Interfaces

The SAP S/4HANA Data Migration Lead will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager
- PMO Lead

- ERP Workstream Lead
- Functional Leads
- Solution Architect / Enterprise Architect
- Data Owners
- Master Data Leads
- Business Process Owners
- Test Lead
- Integration Lead
- Cutover / Deployment Lead
- Change Management and Training Leads
- SAP implementation partner
- Technical migration specialists
- Reporting / BI Leads
- Local business representatives
- Vendor Delivery Leads

## **Required Profile**

### **Experience**

The ideal candidate brings strong senior experience from large and business-critical ERP transformation programs where data migration, business validation, and cutover readiness have been central to success.

Preferred experience includes:

- proven experience as Data Migration Lead, Data Migration Manager, or similar in complex ERP transformations
- strong experience with SAP S/4HANA programs
- experience from manufacturing, sourcing, logistics, supply chain, or operations-heavy environments
- experience coordinating migration across multiple data objects, business domains, and source systems
- experience with mapping, cleansing, mock loads, reconciliation, validation, and cutover planning
- 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:

- ERP data migration leadership
- master data and migration program management
- SAP transformation delivery
- supply chain or manufacturing data migration
- senior data workstream leadership
- business and IT delivery roles with strong migration ownership focus

## **Competencies**

The role requires a person who is:

- highly structured and execution-oriented
- strong in data governance, coordination, and follow-up
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and quality-focused
- able to challenge constructively and create alignment
- credible with both business stakeholders and technical 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 SAP S/4HANA Data Migration Lead will be successful when:

- the migration track is structured, active, and well coordinated across the program
- migration scope, object priorities, and dependencies are clarified early and managed transparently
- business and technical stakeholders are engaged, aligned, and responsive in the required decisions and activities
- mapping, cleansing, validation, and execution are timely and actionable
- migration readiness activities are planned and followed through across business and technical teams
- risks, blockers, data quality issues, and ownership gaps are surfaced early and managed proactively
- program leadership has a clear view of migration progress and go-live readiness
- cutover decisions are supported by realistic migration readiness assessments
- the organization reaches go-live with validated data, clear ownership, and controlled transition into operations
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