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# Villeroy & Boch's S/4 Transformation: *How we started and looking ahead*

Marco Ley  
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# The Villeroy & Boch Group

- Origins back to 1748
- 2 company divisions
- 2 global brands
- Around 12,000 employees
- €1.4 billion turnover in 2024



# Four key targets guiding the setup and execution of Villeroy & Boch's S/4HANA transformation



Increase efficiency and usability of processes to ensure Villeroy & Boch's scalability and **increase profitability**



Achieve **high degree of business process harmonization** across the organization to fully realize post-merger integration synergies and drive operational excellence



**Simplify, standardize and modernize the IT backbone** to enable next-generation capabilities and ensure future readiness



**Rollout systems in 2027** with an ambitious, proactive approach to ensure ERP a successful transition before legacy ERP systems reach end-of-support

# Our target picture | We aim to integrate all BUs in one new ERP system

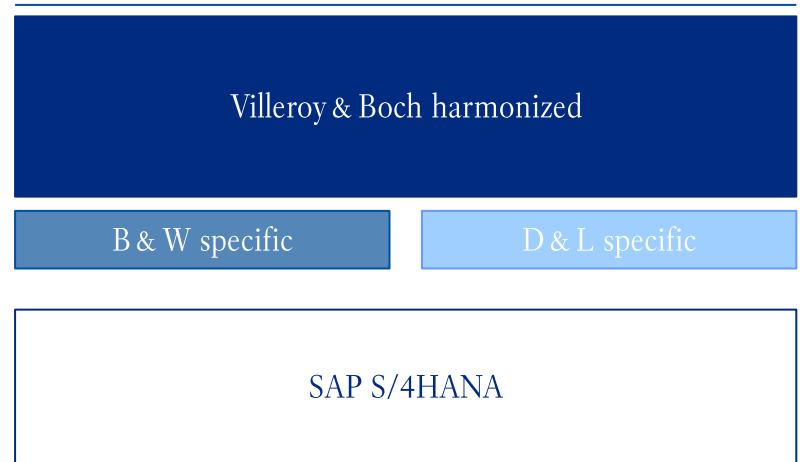
## Today:

Three ERP systems reaching end-of-life with different processes in Bathroom & Wellness, Dining & Lifestyle and Ideal Standard



## Target:

One unified ERP with harmonized processes on new technology for all business units



# Overview program timeline

## Program timeline

### Phases

Target Picture Phase



Design, Build & Test



Integration Test



User Acceptance Test 1



Go Live



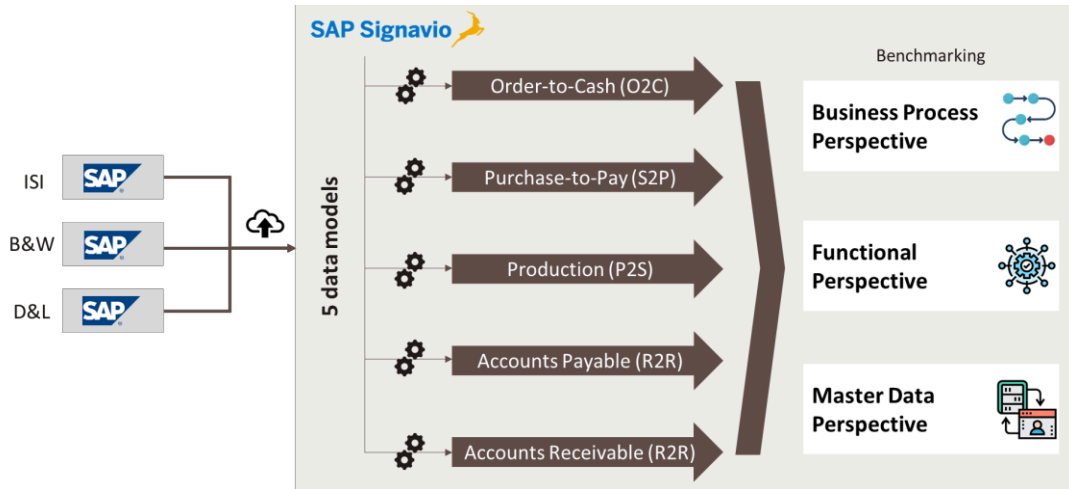
Hypercare



Target Picture Phase	Design, Build & Test	Integration Test	User Acceptance Test	Go Live
<ul style="list-style-type: none"><li>• Define program goals</li><li>• Analyze current processes</li><li>• Identify improvement opportunities</li></ul>	<ul style="list-style-type: none"><li>• Create system blueprint</li><li>• Configure processes and data</li><li>• Develop and test system with SAP experts</li></ul>	<ul style="list-style-type: none"><li>• Connect system components</li><li>• Ensure data consistency and flow</li><li>• Identify and resolve integration issues</li></ul>	<ul style="list-style-type: none"><li>• Test system functionality</li><li>• Validate user experience</li><li>• Gather user feedback and make adjustments</li></ul>	<ul style="list-style-type: none"><li>• Deploy the system</li><li>• Train users</li><li>• Monitor performance</li><li>• Provide ongoing support</li></ul>

# Challenge: Post-merger --> Signavio as transparency lever

Main challenge: Consolidate 3 ERP in one step – including post – merger activities



## 6 - 8 weeks activity:

- Connecting 3 ERP systems to one signavio tenant
- Data import and KPI generation
- Improve understand of cross-company business processes, detect process differences and inefficiencies

- Starting point for a data driven program approach
- Opportunity for early value generation in the legacy systems

# Within the target picture phase, we refined our scope along 4 deliverables

## 1 Migration approach



Migration approach differs between define (greenfield), refine (based on as-is) or transfer (leveraging as-is)

## 2 Standardization



Define SAP standard process to be configured vs. customized processes (e.g., Enhancements, Workflows)

## 3 Harmonization



Defines globally harmonized (1 process across all BUs/archetypes) vs. localized processes



## 4 Change impact



Based on migration approach, standardization and harmonization the change impact & value is summarized

# Overview program timeline

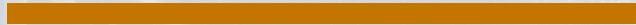
## Program timeline

### Phases

Target Picture Phase



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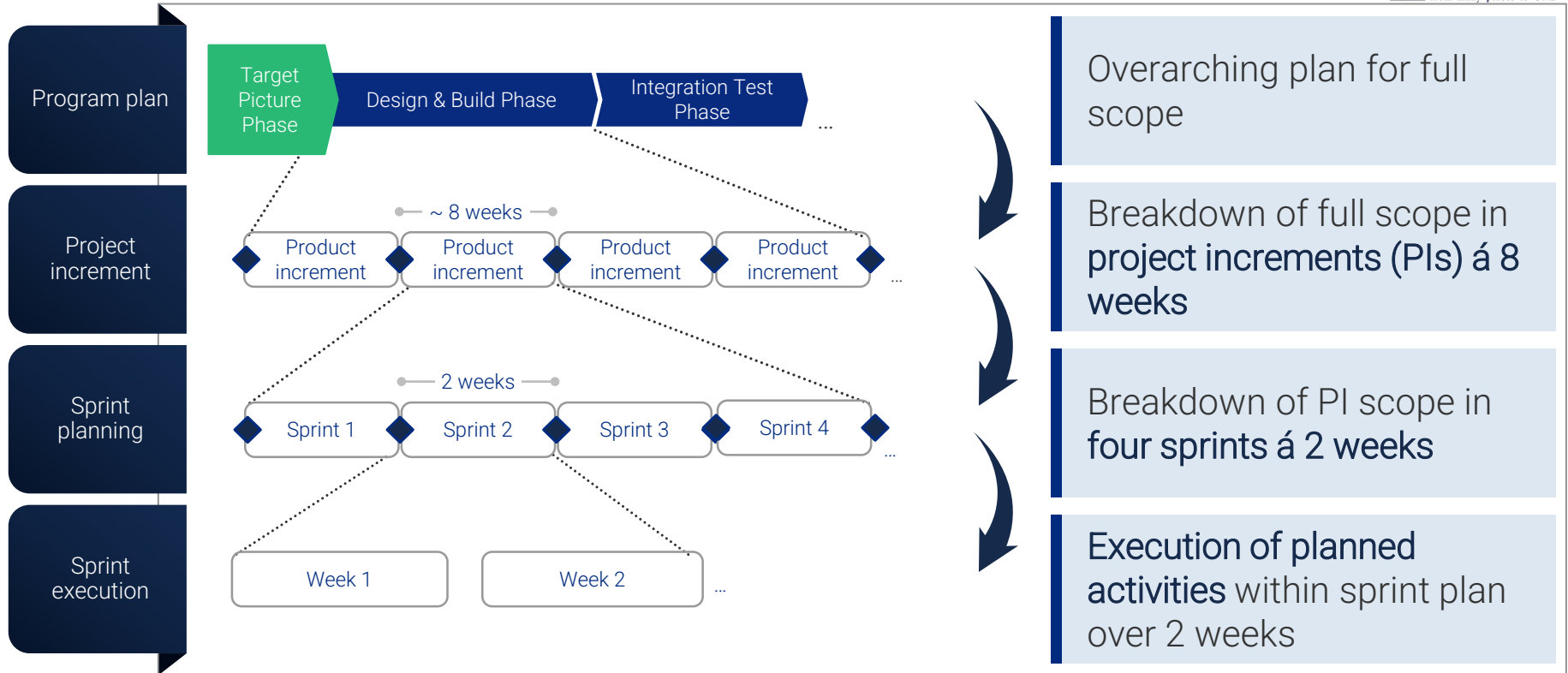


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# Clearly structured breakdown of overarching program plan into small, manageable chunks to execute plan in scope and budget



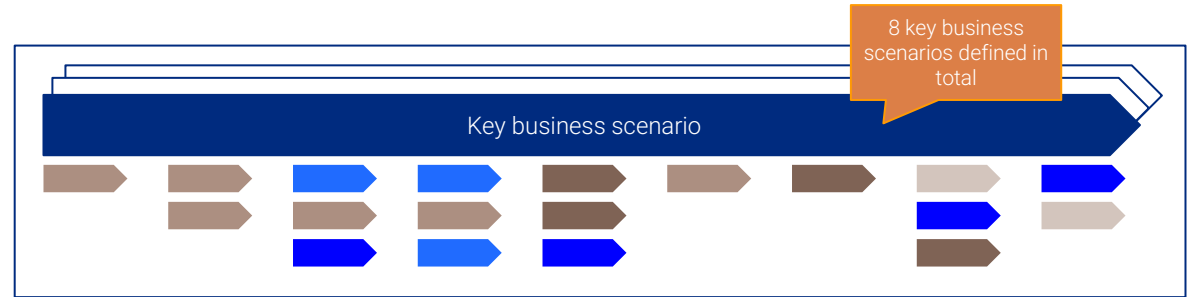
# We form key business scenarios to implement fully testable business flows

Program scope is structured by process maps with all L3 processes per stream



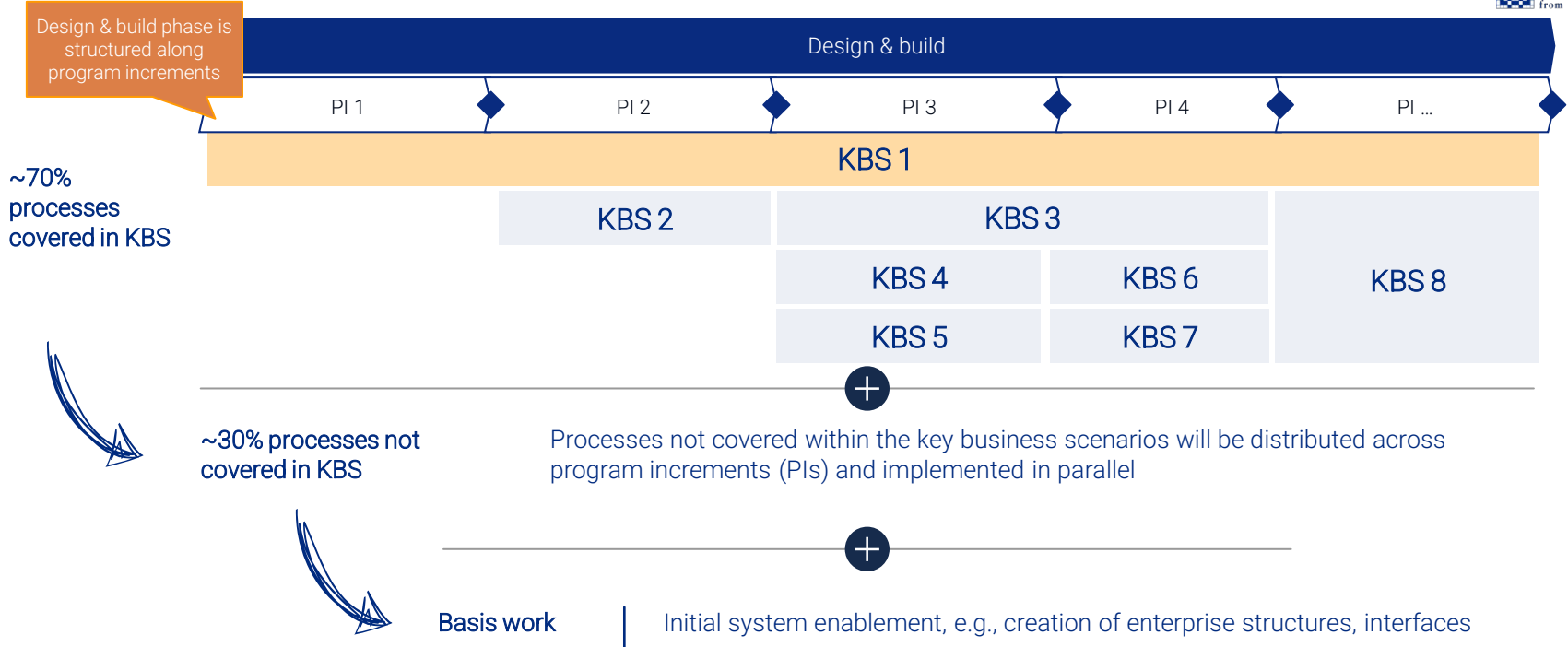
One **L3 processes** describes a **detailed, functional activity** (e.g., invoice customer) with a business process

Key business scenarios (KBS) are defined by selecting and integrating the relevant L3 processes from across all workstreams to form a fully testable, end-to-end business flow



One **key business scenario** (KBS) combines selected L3 processes across streams into a **concrete, testable end-to-end business transaction** (e.g., deliver goods, invoice customer, receive payment), including required master and transactional data

# Each key business scenario is mapped to one program increment



# Comprehensive toolset to support various aspects of project work selected

## Selected tools

Program Management
Collaboration
Scope Management
Document Management
Solution delivery Management
Data migration
Testing
Business Process Management
IT Landscape Management



cbs enterprise transformer



# Next Steps

## Selected tools

## Next steps

Program Management



Already setup

Collaboration



Already setup

Scope Management



Already setup

Document Management



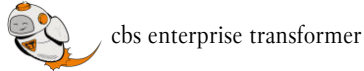
Connecting Sharepoint and CALM

Solution delivery Management



Setup CALM as the future transport and change management tool

Data migration



Performing iterative data loads and optimize migration scripts

Testing



Forster shift left test approach and automate test case with high business impact

Business Process Management



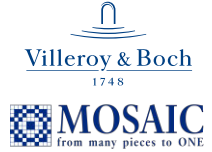
Modelling all L3 process and enrich the processes with relevant attributes

IT Landscape Management



Connecting Lean IX with Signavio and import e.g. application catalog

Questions



Questions ???

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Meet me at the cbs exhibition stand G7