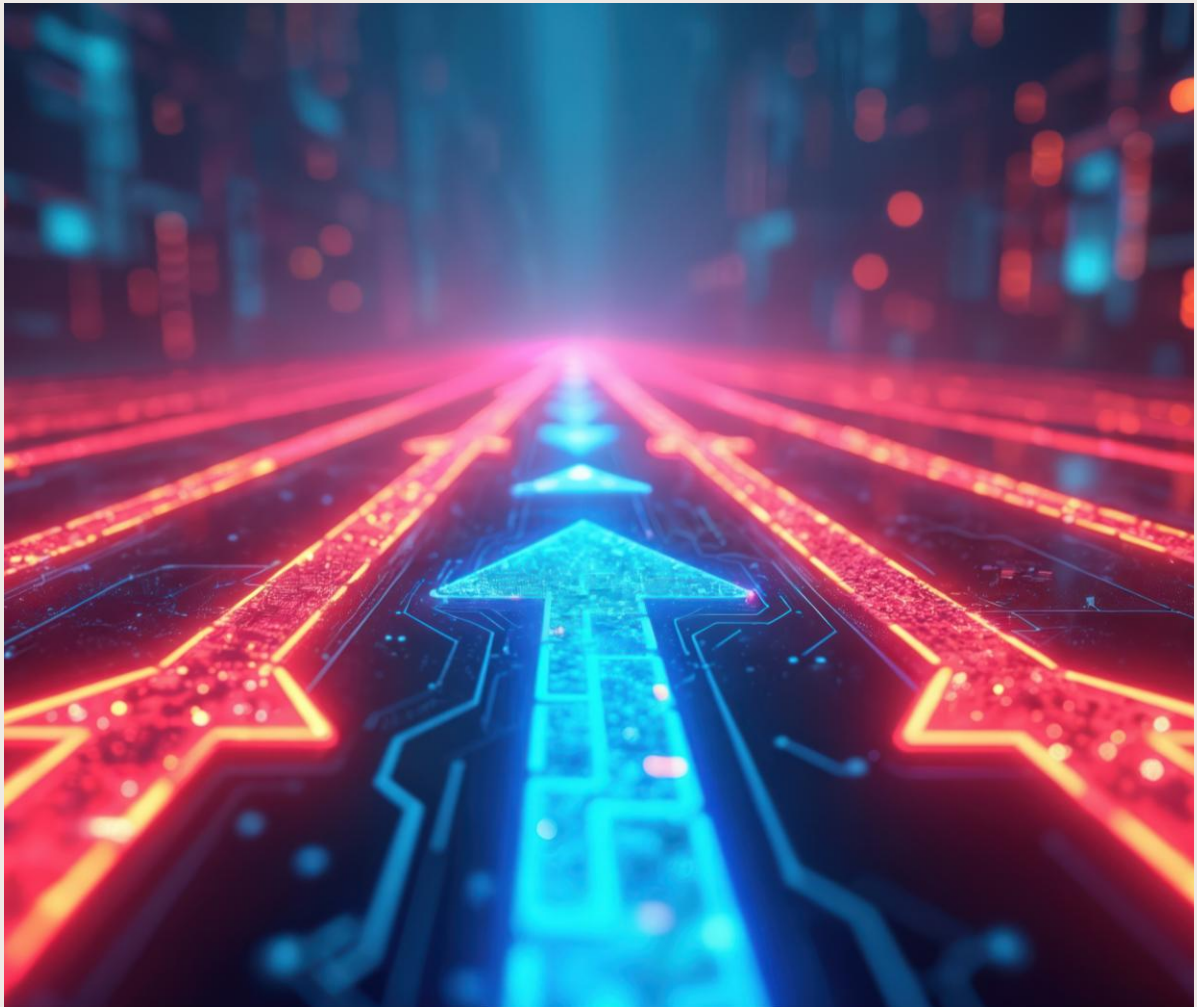


S/4 Program in trouble? AdEx Partners manages turnaround

A Case Study with our Client Ahlstrom



We've Seen This Story Before...

You're running a huge SAP S/4HANA transformation, a game changer for your company's future. But suddenly, things start to go sideways: costs spiral out of control, deadlines keep slipping, and communication falters, especially between your team and the system integrators ... and no one's quite sure who's responsible anymore. Energy drops, trust fades, quality suffers, and you begin to wonder if you'll ever get this across the finish line.

Sounds familiar? You're not alone. This is exactly the kind of challenge we see time and again when stepping into large ERP programs stuck in a rough patch.

How we step in and turn things around

When our AdEx Partners team joins the project, here's what we do first:

- **Get real about what's going on:** Using our SQERT framework (Scope, Quality, Effort, Risk, Time), we quickly assess what's working, what's not, and what's urgent.
- **Roll up our sleeves:** We get things done with senior experts – delivering hands-on support, not just methodology or slides.
- **Bring back clarity and order:** Together with your team, we establish clear governance, define roles and responsibilities, and create a quality management plan everyone understands and supports.
- **Take a neutral position as independent Trusted Advisor:** We break down silos between teams and vendors, ensuring everyone is aligned and communicating openly.
- **Build trust through quick wins:** Working side-by-side with your team and all stakeholders, we focus on delivering key milestones or a successful pilot to restore confidence and momentum.
- **Set you up for scalable success:** Once back on track, we stay engaged to keep your program moving forward through quality assurance, senior project management, and critical program roles – bridging business, IT, and external parties. No more firefighting, just steady progress.

A real-life success story: How Ahlstrom found their way

Ahlstrom, a global leader in specialty materials, embarked on a bold ERP (SAP S/4HANA) and MES (TIPS by Tietevory) transformation to enable its growth strategy. Recognizing the complexity and scale of the initiative, Ahlstrom chose to team up with AdEx Partners from the outset ensuring a seamless, end-to-end processes' covering program.

Both teams worked side-by-side, leveraging AdEx Partners' SQERT framework (Scope, Quality, Effort, Risk, Time) to co-create clear governance, robust quality management, and transparent communication. This partnership fostered trust, alignment, and shared ownership with AdEx Partners acting as a trusted advisor and a true collaborator.

As Niklas **Beyes, CFO of Ahlstrom**, notes: “The Stella-program is the largest transformation Ahlstrom is undertaking. AdEx Partners joined as a truly Trusted Advisor, driving business alignment and expertly guiding us and our partners to a successful first go-lives. Their leadership and commitment have been instrumental. As we prepare for a complex global rollout, we are fully confident that, together, we will continue to realize our strategic objectives and drive sustainable growth.”

Their story shows how clear governance, strong collaboration, and hands-on leadership can revive even the toughest transformation programs.

Read more about the Ahlstrom project here:

<https://www.adexpartners.com/en/case/ahlstrom/>

If this hits home – let’s chat!

If this sounds like your current situation, or if you’re gearing up for a big S/4HANA rollout and want to avoid these pitfalls, get in touch. We’re here to help you bring clarity, control, and confidence back to your transformation journey.

Reach out to **Sven Pfeuffer** or **Tobias Wittebrock** at AdEx Partners – we’re ready to roll up our sleeves and help you succeed!

What you will gain with AdEx Partners

- **Crystal-clear governance and stakeholder communication** that restores confidence
- Teams and vendors working **seamlessly together**
- **Transparency** on risks, upcoming milestones, required actions, and hands-on support to manage them
- **Senior advisory and expert skills** throughout all program phases — from initial design and template build to pilots and scalable deployments
- **True ownership** that drives real business results

AdEx Partners | ADvisory EXcellence

Your Contact



Sven Pfeuffer
Partner

sven.pfeuffer@adexpartners.com
+49 151 58244157



Tobias Wittebrock
Managing Partner & CSO

tobias.wittebrock@adexpartners.com
+49 171 4992103

About AdEx Partners

As a Trusted Advisor for digital transformation and IT strategy, AdEx Partners empowers leading organizations to shape the digital future of Europe. Our team of around 250 consultants, with an average of 13 years of industry experience, implements tailor-made solutions in our key focus areas, including ERP, Data Value Management, and Business Transformation.

Our services extend beyond strategic consulting and project planning. Our consultants remain actively involved as part of our clients' teams during implementation, ensuring the success of complex transformation programs. We collaborate with more than 60% of DAX companies across various sectors, including pharmaceuticals, healthcare, industry, retail, and financial services.

Based on #trust, we co-create sustainable #impact, #together with our clients. We love what we do and work with #passion. AdEx Partners has been recognized as a "Hidden Champion" three times by the business magazine "Capital" and has won seven "Best of Consulting" awards from WirtschaftsWoche. In 2025, we ranked among the Top 20 in the 'Germany's Best Employers 2025' competition by Great Place to Work®.

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