

EXECUTIVE DECISION CHECKLIST

SAP ECC → S/4HANA vs QAD Adaptive ERP



1. Strategic Fit

- ☐ Is SAP being considered primarily because it is a corporate standard?
- ☐ Are manufacturing-specific needs driving the ERP decision?

2. Implementation Reality

- ☐ Are we prepared for a multi-year brownfield implementation?
- ☐ Do we understand the impact of running parallel systems?
- ☐ Do we have internal capacity to manage partners and scope?

3. Total Cost of Ownership (TCO)

- ☐ Have we modeled full implementation, consulting, and internal labor costs?
- ☐ Are we evaluating 3-5 year run-rate costs, not year-one discounts?
- ☐ Have we accounted for rework and post-go-live dependency?

4. Opportunity Cost

- ☐ Which growth initiatives are delayed during ERP migration?
- ☐ What is the cost of leadership and IT focus diverted for years?
- ☐ What happens if benefits are not realized on schedule?

5. Execution Risk

- ☐ Do we have a contingency plan if timelines slip?
- ☐ Are we underestimating data migration and change management effort?
- ☐ Have we defined success beyond go-live?

6. User Adoption & Productivity

- ☐ Will business users rely on IT for daily operations?
- ☐ Do we expect productivity dips post-go-live?
- ☐ Is system usability a risk to adoption?

7. Manufacturing Fit

- ☐ Does the ERP include manufacturing-specific process templates?
- ☐ Are manufacturing operations, quality, and compliance native capabilities?
- ☐ Is the system proven in manufacturing at scale?

8. Time-to-Value

- ☐ When do we expect measurable business value?
- ☐ Are we comfortable waiting years for ROI?
- ☐ Have we evaluated faster, lower-risk alternatives?

9. Incumbent Risk

- ☐ Have we modeled the cost of maintaining parallel systems?
- ☐ Do we understand the irreversibility of switching platforms?
- ☐ Have we quantified operational disruption risk?

10. Final Evaluation Gate

- ☐ Have we compared alternatives side-by-side on risk and TCO?
- ☐ Have we challenged the assumption that SAP is inevitable?
- ☐ Are stakeholders aligned on decision criteria?

Executive Guidance

If this checklist surfaces high execution risk, long time-to-value, or significant opportunity cost, pause approval and quantify alternatives before committing to a SAP S/4HANA program.