



Request For Proposals (RFP) 26-01
SAP S/4HANA Upgrade Consulting
Services



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1. Background and Context

The Black Sea Trade and Development Bank (“BSTDB” or “the Bank”) is currently operating SAP S/4HANA Cloud Private Edition, RISE, 2021. In line with SAP’s product roadmap, support strategy, and the need to leverage enhanced functionalities, performance improvements, security updates, and regulatory compliance, the Bank intends to upgrade its SAP landscape to SAP S/4HANA Cloud Private Edition, RISE. The SAP S/4HANA is integrated with SAP SuccessFactors, SAP Concur, SAC Reporting/Budget & Planning, SAP Integration Suite, and OpenText xECM for SAP.

The upgrade shall be executed in accordance with SAP best practices, and it shall be performed within a RISE with SAP / SAP Enterprise Cloud Services (ECS) environment, where SAP executes the core technical upgrade and the selected implementation partner (“consultant”) supports planning, preparation, functional adaptation, testing, and post-upgrade stabilization.

To this end, BSTDB invites consultants, who are qualified and experienced SAP partners, to submit proposals for providing end-to-end upgrade services.

2. Objectives of the Assignment

The main objectives of this assignment are to:

1. Successfully upgrade SAP S/4HANA Cloud Private Edition from release 2021 to release 2025 with minimal business disruption
2. Ensure full technical, functional, and business readiness of the upgraded system
3. Address all relevant simplification items, custom code adaptations, any functional impacts introduced between releases, and a FIORI upgrade (following Clean Core principles)
4. Build the test plan (regression + new functionality acceptance) and the cutover plan
5. Execute the upgrade to the SAP S/4HANA on RISE version 2025 for the SAP Landscape
6. Ensure system stability, performance, security, and compliance post-upgrade
7. All integration, as mentioned above, with the SAP S4HANA shall be functional after the upgrade, including OpenText’s xECM for SAP-SAP integration for all environments – PRD-QAS-DEV
8. Transfer knowledge to internal teams and provide post-go-live support, documentation, and manuals.



3. Scope of Work

The Consultant shall provide comprehensive services covering all upgrade phases and serve as the main contact for any issues that arise between the Bank and SAP. The consultant shall provide BSTDB with an SAP Sandbox system or use the SAP Development system as a sandbox to show the new SAP functionalities and changes for BSTDB staff to view, test, and decide on improvements to be adopted.

The Bank's SAP landscape is as follows:

1. FI/CO (Financial Accounting and Controlling)
2. Loans Administration, Consumer Mortgage Lending (SAP-CML)
3. Treasury and Risk Management (SAP TRM), (e.g., Transaction Manager, money market, foreign exchange, securities and derivatives, ALM, etc.)
4. SAP Project System (SAP-PS)
5. SAP FIORI
6. Integration of SAP S/4HANA with SAC Reporting, Budget and Planning, SAP SuccessFactors, SAP Concur, SAP Integration Suite, SAP IAS for single sign on, OpenText xECM for SAP

3.1 Upgrade Planning Phase

1. Review the current SAP S/4HANA Cloud Private Edition, RISE, 2021 landscape (DEV, QAS, PRD and any additional systems)
2. Define the overall upgrade strategy, sequence, and timeline alignment with SAP Release Upgrade Management and SAP ECS requirements
3. Support planning for system freeze, transport strategy, and dual maintenance if required
4. Identify dependencies with SAP GUI, review the EWA report (it will be sent by request) and fix any issues, perform a SAP Fiori upgrade, upgrade Application-Specific / Service tools for Applications Plug-In (ST-A/PI) and the Solution Tools Plug-In (ST-PI) for remote service communication with SAP add-ons, interfaces, and third-party solutions
5. Prepare a detailed upgrade project plan, risk register, and communication plan

3.2 Preparation Phase

1. Support or validate execution of SAP Readiness Check for SAP S/4HANA upgrades and perform delta analysis between 2021-2025 SAP S/4HANA versions
2. Analyze and manage relevant Simplification Items using the Simplification Item Catalog and SI-Check, including identification of relevant simplification items and impact analysis on business processes



3. Perform detailed Custom Code Analysis, including custom objects:
 - a. Identification of impacted custom objects
 - b. Custom code adaptation and remediation aligned with SAP S/4HANA 2025 standards and Clean Core principles
 - c. Modules assessments
4. Classify all custom code into: Keep / Adapt / Retire / Replace
5. Review add-on compatibility and support add-on upgrade or decommissioning activities, including third-party vendor coordination where relevant
6. Recommend which new SAP functionality will be included and used in the new SAP version for BSTDB staff to decide/accept.
7. Support Maintenance Planner activities, including validation of stack.xml and upgrade path
8. Prepare and execute application-specific preparation activities as required
9. Assess the implications of the upgrade on SAP Fiori, including technical dependencies, app availability, successor apps, and recommended new apps
10. Review user access profiles, roles and authorizations, and perform any changes to meet upgrade requirements (BSTDB majority users are using FIORI, very few users use SAP GUI)
11. Provide a blueprint with all agreed upgrade changes to take place

3.3 Realization (Execution) Phase

1. Coordinate closely with SAP Enterprise Cloud Services (ECS) during the Software Update Manager (SUM) execution
2. Support customer-required actions during SUM phases (e.g., SPDD, SPAU, SPAU_ENH, SI-Check follow-ups)
3. Execute modification and enhancement adjustments in the development system and manage transport to subsequent systems
4. Use SAP BTP extensibility instead of modifications where possible
5. Ensure consistency across DEV, QAS, and PRD environments
6. Provide technical and functional expertise during upgrade checkpoints and issue resolution
7. Resolve any functionality and user access issues prior to going live
8. Perform quality assurance of the technical upgrade results

3.4 Testing Phase

1. The Consultant shall review all SAP business processes and prepare, with the assistance of BSTDB staff, all test scenarios. The Consultant shall support BSTDB staff to execute all test cycles and test cases for all SAP business processes, including:
 - a. Unit testing
 - b. Integration testing
 - c. User Acceptance Testing (UAT)



- d. Regression testing
 - e. Batch job testing
 - f. Performance testing
 - g. Fiori testing
 - h. Security Testing
 - i. Support validation of business-critical processes and interfaces
2. Assist and support the BSTDB staff to execute Treasury-specific test scripts covering deal capture and lifecycle, valuations and mark-to-market, accruals, payment runs, position and exposure reporting, and Treasury period-end close, including ALM needs and reports
 3. Assist in defect management, resolution, and retesting
 4. Perform authorization checks and Fiori validations and fix any issues with user roles and authorizations
 5. Provide documentation and manuals as needed, including all integration points

3.5 Go-Live

Upon successful UATs and sign-off of the UATs from the Head of each business unit, prepare for the following:

1. Cutover plan and a Go-Live readiness plan
2. Identify and coordinate required ramp-down actions, such as stopping background jobs, locking business users, and clearing stuck queues/errors
3. Support the customer during SAP ECS handovers and execution windows
4. Coordinate with SAP ECS for the realization of the upgrade to the SAP Production system with minimum downtime for the BSTDB business (preferably during weekend periods)
5. Support the SAP production upgrade at non-working hours to resolve issues that may arise during the transition to the SAP production system
6. Perform a cleanup of data and code that is left behind but is not needed
7. Check data migration and user access, including Fiori
8. Assist the Bank with rollback procedures if necessary to recover its previous state before the upgrade of the SAP production system
9. The production go-live date and the preceding system freeze shall be agreed with the Bank. The Bank's fiscal year is January to December.

3.6 Post-Upgrade and Follow-Up Activities-Hypercare

1. Support execution of post-upgrade technical and functional activities, including:
 - a. Silent data migration monitoring
 - b. Obsolete Data Handling review and cleanup planning using the class-based tool/transaction SODH where applicable



- c. SAP Fiori post-upgrade activities, correction review, descriptor replication, cache invalidation, and activation checks
 - d. Authorization and role adjustments, including SU25 comparison of default authorization values and review/update of PFCG roles
 - e. Application-specific follow-on activities identified by SAP Notes, simplification items, or solution scope
 - f. Synchronization of all SAP systems (DEV, QAS) with the latest data in PRD
2. Provide hyper-care support for an agreed stabilization period of four months for any issues related to the upgrade
 3. Support system performance validation and fine-tuning

3.7 Knowledge Transfer and Documentation

1. Provide complete upgraded documentation/manuals, including:
 - a. Upgrade approach and execution report
 - b. List of resolved simplification items
 - c. Custom code remediation summary
 - d. Known issues and recommendations
2. Conduct knowledge transfer sessions for internal IT and business teams

4. Reports/Documentation

The expected reports/documentation include, but are not limited to:

1. Upgrade Strategy and Project Plan including governance, roles, timeline, risk register, and communication plan
2. Readiness Check and Impact Assessment Reports including landscape review, risks, dependencies, and key findings
3. Simplification Item Assessment Report including findings, remediation actions, owners, and status tracking
4. Custom Code Analysis Reports and Remediation Plan with inventory, risk classification, and transport strategy
5. Modification Adjustment Plan for SPDD/SPAU/SPAU_ENH activities
6. SAP Fiori Impact Assessment and Follow-Up Plan
7. New functionality to be used and custom code retirement if needed and as it will be agreed between the parties. Any relevant blueprint documents to be agreed and signed by the BSTDB users
8. Upgrade Execution Support and Status Reports
9. Testing Strategy, Test Scripts/Support Material (including the creation of test cases/scenarios) and Defect Resolution Reports for each registered defect, including the resolution provided
10. Cutover and Downtime Plan / Runbook
11. Post-Go-Live Support and Stabilization Report



12. Final Upgrade Completion and Handover Report

5. Roles and Responsibilities

5.1 Consultant

1. Provide qualified SAP-certified consultants with proven S/4HANA upgrade experience
2. Ensure compliance with SAP upgrade methodology and SAP ECS processes
3. Work collaboratively with the BSTDB's business, IT, security, and support teams, and with SAP ECS
4. Lead customer-side planning, analysis, remediation, and validation activities
5. Provide practical recommendations on risk mitigation, downtime reduction, and business continuity
6. Support issue resolution during critical upgrade checkpoints and post-go-live stabilization
7. Deliver the scope of work within agreed timelines and quality standards
8. Interface and be the central focus point of contact with SAP for the upgrade project and resolve any technical issues

5.2 BSTDB

1. Provide system access, business users, and decision-makers as required
2. Coordinate with internal stakeholders and provide feedback on time as required
3. Approve deliverables and perform user acceptance testing and validation activities

5.3 SAP Enterprise Cloud Services (ECS)

1. Execute the technical system upgrade using SUM (in RISE)
2. HANA database backups & recovery in RISE context
3. Perform infrastructure, OS, database, and Fiori front-end server upgrades as per contract

6. Duration and Indicative Timeline

The expected duration of the assignment is to be completed by December 2026 or earlier, covering planning, preparation, execution, testing, go-live, and post-go-live support. RFP participants shall propose a detailed timeline aligned with SAP upgrade milestones.



7. Qualifications and Experience

Proposals shall provide information both for the company and the experts assigned to work on the project on the following:

1. Proven experience in upgrading SAP S/4HANA on RISE, Cloud Private Edition systems (preferably from 2020/2021 to 2025)
2. SAP Partner status with certified consultants in relevant SAP modules
3. Experience working with SAP Enterprise Cloud Services / RISE with SAP environments
4. Experience with SAP Readiness Check, SI-Check, Maintenance Planner, SUM, ATC, and Custom Code Migration.
5. Experience supporting SPDD/SPAU/SPAU_ENH and custom development remediation
6. Experience in SAP Fiori upgrades
7. References from at least one comparable upgrade project
8. Experience in integration of SAP S/4HANA with the Opentext xECM for SAP is considered an advantage
9. Experience in SAP S/4HANA upgrades with International Financial Institutions (IFIs) and/or commercial banks or any other type of financial institution is considered an advantage
10. Local support office in Greece for possible local services or for onsite support to be provided, if requested, is considered an advantage

8. Proposal Submission Requirements

The Technical Proposal shall include:

1. Proposed delivery approach, methodology, and technical solution for the upgrade
2. Proposed project plan, timeline, and effort estimate per expertise, if possible, per project stage
3. Company profile and relevant SAP credentials. The Bank's Relevant Experience Form (Firm) shall be submitted for work relevant to this assignment (see Annex B)
4. Project organization and key personnel CVs. The Bank's Relevant Experience Form (Individual) shall be submitted for work relevant to this assignment (see Annex B)

The Financial Proposal shall include:

1. A lump sum financial proposal to be used for evaluation of the cost of the assignment. The lump sum financial proposal shall also include:



- I. Travel, accommodation and any other additional cost for 10 man-days on premises work to be agreed during the project (to be priced separately and utilized if needed)
 - II. Post upgrade support for a period of 4 months to resolve issues of the upgrade.
2. A pricing structure per expertise to provide an indicative cost for after contract expiration support if the Bank wishes to continue with relevant support services

9. Evaluation Criteria

Technical Proposals will be evaluated based on:

1. A detailed technical solution for the upgrade, including project methodology and delivery approach, and a detailed project plan and timeline (**30% of the total score**)
2. Company experience and qualifications (**20% of the total score**)
3. Experience and qualifications of the team that will be part of the project (**20% of the total score**)

Financial Proposals will receive **30% of the total score**.

10. Project Payments

Payments will be made based on the progress and deliverables of the project phases based on a stage sign-off document by the Bank, as follows:

1. **Payment 1:** 20% on the signing of the contract
2. **Payment 2:** 30% with the successful completion of the Testing phase (3.4, including a stage sign-off document)
3. **Payment 3:** 30% with completion of the Go-Live Stage, defined as a stable production system with no open critical or high-priority defects in Financial Accounting, Controlling and Treasury and Risk Management and SAP PS (3.5, including a stage sign-off document)
4. **Payment 4:** 20% with completion of the hyper-care stage (3.6 & 3.7, including a stage sign-off document)

11. Confidentiality

All information shared by BSTDB in relation to this RFP shall be treated as confidential and used solely for the purpose of proposal preparation and project execution.