

Migrating SEAT, S.A.'s logistics systems to SAP S/4HANA



Client profile

SEAT S.A. is a Spanish automotive brand within the Volkswagen Group, recognized for its innovation, design, and advanced technology. Present in more than 70 countries, SEAT combines style, performance, and efficiency across its vehicle portfolio while maintaining a strong commitment to quality and sustainability. Beyond vehicle manufacturing, the company develops advanced mobility solutions designed for the future.

NTT DATA supported SEAT, S.A. in migrating its logistics systems, SLx and GEx, to SAP S/4HANA.

Following a comprehensive readiness phase, NTT DATA completed the infrastructure migration and modernization with no significant disruption to SEAT, S.A.'s daily operations.

NTT DATA's support in this brownfield conversion to SAP S/4HANA delivered several key benefits that helped ensure project success and reduce risk:

- Specialized SAP expertise and technical knowledge
- Advanced tools and proven methodologies
- Lower risk and optimized costs
- End-to-end, continuous support
- A clear focus on innovation



Business need

Conversion to SAP S/4HANA

SEAT, S.A. needed to migrate its logistics system to SAP S/4HANA using a brownfield approach. The objective was to preserve existing customizations, including those not initially compatible with SAP S/4HANA, while avoiding the migration of inefficiencies and preventing business disruption.

Before the conversion could begin, it was essential to confirm that the existing ECC system version was technically ready to support the move to SAP S/4HANA.

Ready for the future

A key challenge was ensuring that the new system could operate smoothly from day one. Beyond validation and testing, the project included user training to support a smooth transition from the previous system.

Because the migration involved multiple stakeholders and systems, from initial analysis through ongoing maintenance, a dedicated project management team was established to coordinate the full process.

Solution

Building migration readiness

Drawing on its SAP expertise and delivery experience, NTT DATA supported SEAT, S.A. in planning and coordinating the activities required for a successful migration. This included three preliminary projects designed to improve system readiness before the SAP S/4HANA conversion.

Three preliminary projects

First, NTT DATA worked with SEAT, S.A. to review non-standard programs and functions and remove those no longer in use. This significantly reduced the database size and the number of code objects requiring remediation for SAP S/4HANA.

Second, the teams completed the early adoption of Business Partner, activating this mandatory functionality several months before the SAP S/4HANA conversion. Completing this step in advance helped reduce the risk of delays in the overall project schedule.

Third, another mandatory requirement for the move to SAP S/4HANA was the Unicode conversion. NTT DATA advised SEAT, S.A. to complete this as a separate preliminary step. This approach helped avoid duplicating downtime during the SAP S/4HANA migration.

Outcomes

A smooth transition with minimal disruption

SEAT, S.A.'s logistics systems were successfully converted to SAP S/4HANA, enabling a controlled transition with no significant impact on daily operations. Disciplined planning and advance system readiness helped mitigate transition risks, keep downtime to a minimum, and avoid major errors. As a result, production continued without setbacks.

Minimal impact on business teams

SEAT, S.A.'s business team required only limited involvement to support the NTT DATA team. This was achieved through efficient, focused collaboration around a set of previously agreed activities. The project met the established deadlines while enabling optimal resource management.

As a result, SEAT, S.A. modernized its technology infrastructure by moving to SAP S/4HANA without creating additional operational burden. The project successfully balanced innovation with operational stability.



Next steps

The SAP S/4HANA conversion is an important milestone in SEAT, S.A.'s broader technology transformation. With the migration complete, the company now has a modernized technology platform that improves system efficiency and performance while enabling a broader set of new capabilities.

This foundation enables SEAT, S.A. to integrate advanced SAP solutions across supply chain management, enterprise resource planning, advanced analytics, and artificial intelligence. The platform will help the company optimize logistics processes, strengthen data-driven decision-making, and respond more quickly to changing market demands.

The modernization also creates a foundation for future innovation, including robotic process automation, Internet of Things technologies, and improved customer experiences through tailored digital solutions. SEAT, S.A. is now better positioned to address future challenges and maintain its competitiveness in a constantly evolving business environment.

