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SAP Success for Global Leaders

The Courage to Pause and Succeed

Twinings Ovaltine and Pivot Consulting's
Award-Winning SAP S/4HANA RISE Journey

Discover how Pivot Consulting's experience in getting large-scale
SAP projects back on track helped TwiningsOvo's Program Optimus
Team deliver an Award-Winning global SAP S/4HANA RISE Transformation.
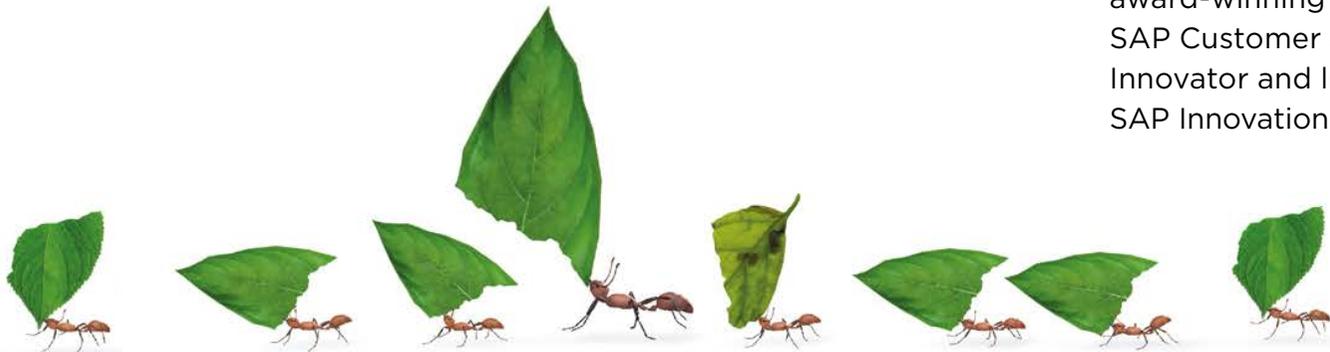
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The Courage to Pause an Ambitious RISE with SAP Transformation

TwiningsOvo is a well-known heritage brand with more than 320 years of history and bold ambitions for the future. The company launched 'Program Optimus' to standardise globally, operate differently, provide greater data insight, and grow as a wellness brand. All while maintaining business as usual across 14 countries.

The vision was clear: expand in the wellness market and become truly consumer-focused. The scope was ambitious. And like every large-scale SAP transformation, challenges emerged.

When the Program Optimus team faced growing challenges, due to technical debt carried during the first Wave of deployment, **TwiningsOvo's** Global Business Transformation Officer, Sandeep Seeripat, made a strategic move. He brought in **Pivot** Consulting's experts to assess the programme and recommend options for getting it back on track.

Pivot's recommendations were clear: the early phases of the project needed stronger foundations to support Program Optimus's bold ambitions. As a result, Sandeep and his leadership team made the decision to pause the transformation. The courage to pause demonstrates Sandeep's vision and commitment to long-term success.

The pause enabled Sandeep and the **Pivot** team to reassess and replan the transformation. "Leading a transformation can feel isolating at times," he reflects. "So, you need highly experienced people on your team who share your ethos and will tell you the hard truths. Having the Pivot Consulting team as trusted advisors made all the difference."

They applied critical lessons from the first deployment Wave, reorganised team structures, strengthened governance, and replanned deployment. Together, with the wider Program Optimus team, they delivered an award-winning SAP transformation (winning the 2025 SAP Customer Success Award for Business Network Innovator and listed as a Finalist in the 2025 SAP Innovation Awards).

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Sandeep Seeripat,

Global Business Transformation and Technology Officer,

Twinings Ovaltine

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Creating Clarity, Confidence and a 'One Team' Culture

Sandeep appointed Chris Burrage, Pivot Consulting's Transformation Director, to co-lead Program Optimus. Sandeep explains, "Pivot has a great reputation for helping organisations navigate complex challenges. It was clear that they have high-calibre, experienced people. They helped us see a clear path forward and get our transformation back on track."

Together, they developed a **TwiningsOvo**-specific methodology based on SAP Activate and built realistic plans grounded in **Pivot's** extensive SAP experience. They also established a dedicated PMO that created the discipline and transparency that complex transformations need.

"The governance and gate process we put in place was extremely detailed, extremely disciplined." Chris explains. "We could tell you down to the nth degree exactly where problems were. That transparency was a success. We put methodology and governance in place, and the right people to run it."

Methodology provides the framework, but it's people who deliver the transformation. From the outset of Program Optimus, having a 'one team' mindset was incredibly important. **Pivot** embedded within the Program Optimus team, enhancing and strengthening the 'one team' culture. Pivot encouraged open conversations, ensuring everyone's voice was heard, and helped the team to resolve issues collectively.

"On the Program Optimus team, we had so many nationalities." Sandeep enthuses," To achieve a one-team mindset across all those different cultures, countries, business units, consultants and companies was something quite special.

I'm consistently told by my partners, peers, and industry contacts that what we've achieved with Program Optimus is what so many large-scale global teams aim for, but is so difficult to make a reality: A true one-team ethos among people from different organisations and a shared sense of responsibility for the legacy we leave and the future we create."

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Sandeep Seeripat,
Global Business Transformation
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What's Possible When Ambition Meets Discipline

By embedding themselves in daily decision-making, the Pivot consultants helped Sandeep and his leadership team strike a balance between their ambition and the discipline required to deliver.

With stronger governance and culture in place, Program Optimus could accommodate TwiningOvo's evolving needs by expanding the scope by about 30%, adding an automated High Bay Warehouse in Poland, AGVs and an automated blending process.

The Program Optimus team delivered an astounding 30% scope increase without any disruption to the business.

Sandeep says, "As the client, I could have said, 'forget milestones, let's just push on'. But one of the reasons we hired **Pivot** was to hold us to account. That balance between ambition and risk was really important. Nobody ever achieves anything without ambition. You've got to aim high, and the transformation team stepped up as one."

One principle proved especially valuable. Sandeep explains, "We committed to keeping the core clean. That means few customisations and accelerated value."

Chris Chittock, Managing Director at Pivot Consulting, adds, "At the end of the day, SAP is a business system and everyone should prioritise business outcomes over technical nice-to-haves.

Our philosophy is clear:

Stick to 'standard SAP' to future-proof your systems so they can adapt as your business evolves."

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Sandeep Seeripat,
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Partnering with Pivot
to Build a Legacy

"We're trying to build a legacy," reflects Sandeep. "You need people and partners that truly believe in what you're trying to achieve, so that what you deliver isn't just decent work, but you're leaving something that's going to be there for many decades."
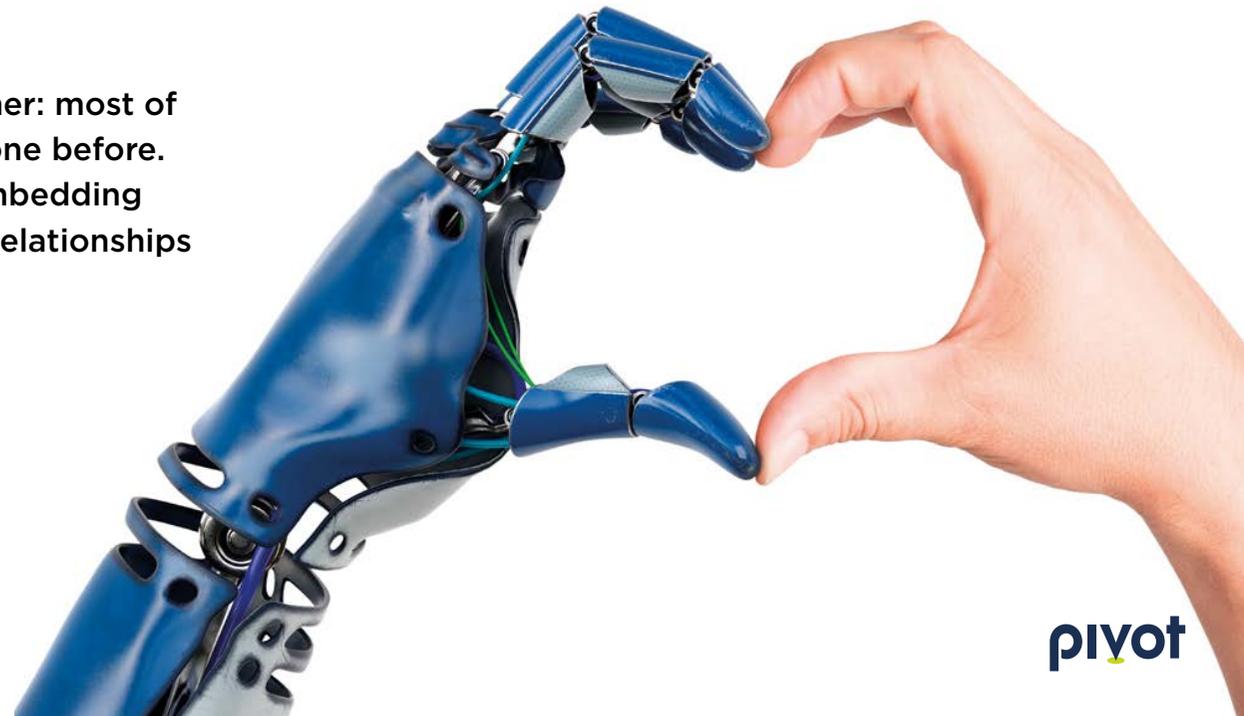
For Pivot, the partnership reflects their philosophy of embedding with clients, offering straight-talking advice, and ensuring transformations deliver value that endures. Chris Chittock explains, "We don't sell the SAP software, so we're very honest about what global leaders really need. Our objective as a business is always 100% client success."

"We delivered an extremely ambitious scope together: most of the 'SAP shelf' in one go, which hadn't ever been done before. We achieved this by doing what Pivot does best: embedding ourselves within the transformation team, building relationships and bringing in our many decades of experience."

Chris Burrage,
Transformation Director,

Pivot Consulting

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How **Pivot Delivers** SAP Success for Global Leaders

- **Embedded Expertise:**
  Deeply experienced consultants who integrate seamlessly into existing programme teams.

- **Business-Led Approach:**
  Transformation leaders who've run large programmes themselves.

- **100% Client Success:**
  Decades of success across the SAP landscape.

- **Clean Core Philosophy:**
  Future-proof systems by sticking to 'standard SAP'.

Get Deeper Insights in this **Exclusive** Podcast Series

Get real-world advice from transformation leaders who've successfully steered the most ambitious SAP S/4HANA RISE global implementation to date.

Sandeep Seeripat and Chris Burrage discuss what worked, what they learned, and what they advise for other transformation leaders in an exclusive 3-episode podcast series. Available in your choice of video, and audio-only.

Gain exclusive access to the   **Podcast Series**

Let's Talk...

To ensure the success of your SAP transformation, whatever stage you're at, talk to us today:

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