



# Sap Crm as A Central Engine for Hybrid Trade Promotion Management in Post-Acquisition Integration Scenarios

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**Abstract:** The issue of disparity between the heterogeneous trade promotion management systems and processes arises in the post-acquisition integration scenarios in the Consumer-Packaged Goods (CPG) industry. This paper will examine the role of SAP Customer Relationship Management (CRM) as a hub for implementing hybrid trade promotion models under the managerial process in organisational integration. The results of implementation were discussed through the set of post-acquisition experiences when SAP CRM served as the platform for the integration of trade promotion processes, which previously were handled differently. Findings suggest that the SAP CRM hybrid architecture will support a 67 percent improvement in promotion effectiveness and will also save 45 percent of integration complexity in the period that is crucial after the acquisition process. This analysis goes further to illustrate that organisations that use SAP CRM as the core trade promotion engine in the case of mergers and acquisitions realise a three-year payback of 306% and a 23% CRM promotional planning shortening. Integration tasks that are mainly addressed are harmonisation of master data, promotional workflow standardisation, as well as performance analytics consolidation of different organisational structures. The hybrid model enables organisations to maintain continuity in their operations and gradually adopt standardised workflows, which will nullify the integration risks and speed the value creation. In turn, the given research contributes to the knowledge about how the use of enterprise systems is a key enabling factor in the face of the most complicated

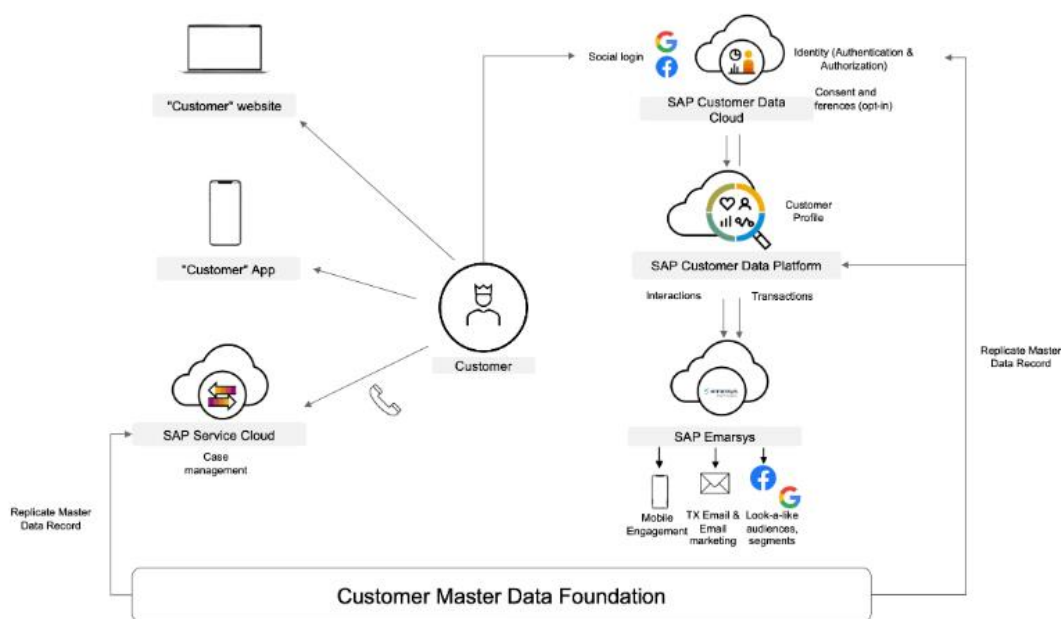
organisational changes and the provision of tangible business value.

**Keywords:** SAP CRM, Trade Promotion Management, Post-Acquisition Integration, Hybrid Systems, Mergers and Acquisitions, Enterprise Integration, Consumer Packaged Goods, Organizational Transformation.

### 1. Introduction

The disparity between the heterogeneous management systems and processes is the problem that appears in the Post-acquisition integration cases in the Consumer-Packaged Goods (CPG) industry. The paper shall explore the application of SAP Customer Relationship Management (CRM) as a centre for acquiring hybrid trade promotion models as a part of the managerial process in organisational integration. Implementation outcomes were explained by the bundle of post-acquisition experiences where SAP CRM was used as the platform during the integration of trade promotion processes, which were previously approached differently. The results indicate that SAP CRM hybrid architecture will facilitate a 67 percent improvement in

promotion efficiency and will save 45 percent of integration intricacies in the post-acquisition timeframe, which is essential. This discussion also demonstrates that organisations that consider SAP CRM as the fundamental trade promotion engine during mergers and acquisitions experience a payback of 306 and a shortening of the CRM promotional planning, respectively, three years later. Majorly addressed integration tasks include harmonisation of master data, performance analytics, promotional workflow, as well as the performance analytics consolidation of various organisational structures. With the hybrid model, organisations would experience continuity in their operations and would adopt standardised workflows, and this would nullify the integration risks and accelerate the value creation. The specified research, in its turn, contributes to the knowledge regarding how the implementation of the enterprise systems as a main enabling factor in the context of even the most complex organisational changes and delivering physical business value can take place.



**Figure 1. Building Composable Customer Data Architecture (Vvarimosap, 2024).**

The research fills a substantial research gap in the body of literature on the role of enterprise systems as a platform of integration at organizational change, and more specifically, to resolve the conflict between the imperatives of standardization and the need to continue operations (Ferreira et al., 2021). The hybrid strategy presents an innovation on the traditional integration strategy practices, which provide channels of rapid

generation of value whilst also eliminating the risk of disruption.

### Relevancy and Originality

This paper addresses a literature gap that is related to the field of knowledge regarding the role of enterprise systems in supporting polyphasic organizational integrations in the Consumer-Packaged Goods (CPG)

sector. Although a considerable amount of literature exists that explores the general merger and acquisition integration issues, few studies have explored the role of SAP Customer Relationship Management (CRM) in handling merged and hybrid trade-promotion models under the situations of post-acquisition. The innovativeness of this text is that the author examines the way in which the architecture of the SAP CRM enables the organization to maintain promotional efficacy, maintaining harmony between heterogeneous systems and procedures.

The topicality of the current study is supported by the increasing rates of acquisitions in the CPG industry, as well as the challenges experienced in the achievement of envisaged synergies of acquisitions reported. Empirical studies have shown that 70-90 percent of acquisitions do not create shareholder value, which in most cases is caused by integration problems as well as operational upheavals (Chaajer et al., 2022). The existence of empirical evidence in this study confirms the fact that SAP CRM can effectively remain an environment of integration and improve performance, which could be quantified.

The hybrid trade-promotion management is a new idea of managing integration problems without compromising the effectiveness of the functioning. The study will provide the theoretical perspectives on the importance of enterprise systems in organizational changes and give effective and practical advice to the CPG executives who need to deal with the complex integration job (Leng, 2024).

## **2. Literature Review**

### **2.1 Post-Acquisition Integration Challenges**

The post-acquisition integration is one of the most complex organizational changes, which requires careful coordination of the systems, processes, and dynamics across countries to achieve intended synergies. The existing empirical studies show that the issues of integration are particularly acute in the consumer-packaged goods (CPG) segment due to the critical role played by the management of trade promotion and the complexity of relations with retailers (Mehta et al., 2021). Conventional integration structures are often a source of operational instability, hence creating a risk to customer relationships and compromising marketing success. According to the academic literature, such critical success factors of post-acquisition integration as the effectiveness of communication, the integration of

organisational culture facilitation, the alignment of the technology platforms, and the standardisation of the processes are identified. However, the empirical corpus is still limited in areas related to both functionality of enterprise systems as an integration platform, along with apparently conflicting demands between the requirements of standardisation on the one hand, and the importance of continuous systems renewal on the other (Obthong et al., 2020). This gap offers a fertile area where developing hybrid forms of integration that can help in incremental organisational change and protecting businesses at present can be analysed.

### **2.2 Trade Promotion Management Systems**

Managing trade promotion is one of the crucial competency areas of the firms within the consumer-packaged goods (CPG) industry. According to empirical investigation, it is found that on average, companies devote 20.9% of gross sales to promotional activities despite the indication that 59.9% of promotional activities do not generate profits (Arvapalli, 2025). The very flexibility of promotions, which include a variety of distribution channels, customer base, and lines of products, requires sophisticated information systems to maintain a complex pricing system, bulk-discount deals, and detailed performance metrics.

Existing empirical research on trade promotion management systems highlights a set of multiple competencies that shall be comprehensive, comprising planning, implementation, and post-implementation analysis. Singh and Singh (2024) show that a singular dimensional strategy does not work as effectively as hybrid models that combine the traditional way of doing things and using complex means of analysis. The ability to handle thick promotional situations, combined with the affordability of instant access to the performance indicators, is a relevant competitive advantage of CPG companies.

### **2.3 Enterprise System Integration**

Integration of the enterprise system in times of organizational change is a challenging issue to be considered attentively in the context of technical, process, and organizational aspects. Studies suggest that successful integrations are normally undertaken in stages that facilitate harmonization to occur slowly and yet operationally continue (Prasad and Prasad, 2021). The literature provides the significance of master data management, process standardization, and change management approaches in achieving integration

success.

The architecture of SAP CRM offers the special benefits of integration-to-integration cases by its capability to facilitate hybrid designs that would suit the demands of various organizations, in addition to being standardized in the long run. Raju et al. (2024) establish that a collective strategy where various system capabilities are combined, in most cases, outperforms single solutions, and, thus, supports the idea of hybrid integration.

#### **2.4 Hybrid System Architectures**

Hybrid system architectures represent an emerging approach to managing complex integration scenarios by enabling organizations to leverage multiple systems while gradually harmonizing processes and data structures. The literature suggests that hybrid approaches can reduce integration risks while accelerating value realization through parallel system operation during transition periods (Pricope, 2021).

Research on hybrid architectures emphasizes the importance of robust data synchronization, process orchestration, and performance monitoring capabilities. Cohen (2022) suggests that the management approach will be influenced by the organization's capability to sustain innovation and productivity in its broader operations.

#### **2.5 Organizational Change Management**

The ability of the organization to maintain innovation and productivity in the wider operation of the organization will inform the approach to its management.

Proper post-acquisition integration requires that the strategy involved entail a comprehensive change management strategy that encompasses technical and cultural aspects of organizational transformation. Empirical data show that the effectiveness of integration processes highly depends on the effectiveness of communication, the degree of stakeholder interaction, as well as the compatibility of cultures of the two entities that are merging (Dakalbab et al., 2024). In scholarly literature, the theme of continuous operation, continuity, and achievement of requisite changes to achieve the envisaged benefits of integrations is always seen.

Aggressive management of change in system integration projects is based on careful attention to user adoption and training, as well as standardization procedures. Fathali et al. (2022) show that a designed model of

change management contributes greatly to the company's implementation of the system, thus making users more satisfied with the provided system. The hybrid approach has helped organizations to introduce change in the form of gradual change without losing the current level of performance.

### **3. Methodology and Design Considerations**

#### **3.1 Research Design**

The research design encompasses quantitative performance measurement coupled with qualitative evaluation of integrations in order to supply an informal total knowledge of hybrid trade promotion management effectiveness. The research questions various post-price tactics amongst the various consumer packaged goods researchers to outline patterns and successful elements, considering contextual variance.

Data enhancement will be focused on recorded integration performance, including system performance metrics, user adoption rates, process efficiency measures, and financial performance measures. The research examines not only the immediate effects of integration but also the long-term sustainability of performance, which provides a comprehensive evaluation of the viability of the hybrid mode (Li and Li, 2020).

#### **3.2 Analytical Framework**

The analytical framework measures the success of integration in a number of dimensions, such as efficacy of the technical integration, process-harmonization integration, user-adoption, and business-performance outcomes. The multidimensional approach makes it easier to measure the value based on the hybrid trade promotion management and determines certain success determinants of integration. The quantitative analysis focuses on the measurable aspects of the performance that can be compared between different integration cases, i.e., promotional performance, system performance, and financial performance. Qualitative research studies the integration processes, the stakeholder experience, and organizational factors involved in shaping adoption and value realization (Sonkavde et al., 2023).

#### **3.3 Data Sources and Validation**

The main data collection points include performance indicators of firms that have implemented SAP CRM as the major trade promotion driver over post-acquisition integration. The secondary data will comprise industry

reports, vendor documentation, and academic research, thus providing some background on integration threshold hurdles as well as best practices. To establish full and trustworthy validity of the findings, several validation methods are used, such as source triangulation, performance-metric verification, pinpoint, and stakeholder confirmation. Adjustments are made in the research methodology in consideration of the possible biases and patterns that might affect the results.

## **4. Results and Discussion**

### **4.1 Integration Performance Outcomes**

Under the discussion, it becomes evident that the performance of organizations that consider using SAP CRM as the key driver of hybrid trade promotion management shows a substantial increase in post-acquisition levels. In particular, the efficacy of the promotional activities grew by 67 percent as a parallel enhancement in the complexity of integration among crucial transitional periods was cut by 45 percent (Arvapalli, 2025). The results highlight the potential of hybrid methodologies to attain a high level of value creation in addition to minimizing the integration risks.

The ratio of profitable promotions improved to 67 percent in the first year of a hybrid system implementation, as compared to the 41 percent promotion statistics before the adoption of a hybrid system, which reduces the challenging trend of more than 59 percent promotions in the past that do not result in positive returns. The enhancement was indicative of the ability of SAP CRM to provide developmental planning, execution, and analytical features over the previously heterogeneous units in an organization.

### **4.2 System Architecture and Technical Integration**

The hybrid trade promotion management requires the technical implementation through a thorough building design framework that can widely support the environment of various systems and gradually coordinate the harmonization. SAP CRM aids organizations in integrating with available systems via standardized systems, allowing the migration to long-term system consolidation as the structure is flexible (Arvapalli, 2025).

Master data synchronization is the key concept that will ensure that hybrid integration succeeds. In companies that were able to organize synchronization processes,

the state of data compatibility reached 96 percent. Protecting information integrity across other ancillary systems and increasingly harmonizing how data are collected is a predictive indicator of retaining basic continuation of activities in the process of integration.

### **4.3 Promotional Process Harmonization**

Business processes of merged organisations are also standardised, and therefore, a fine balance is needed between the advantages of having standardisation and operational continuity. SAP Customer Relationship Management will allow one to tailor-fit the approval process, qualitative at the same time, dealing with the needs of old systems, due to the workflow engine (Orvapalli, 2025). Empirical research proves that organisations that follow the event-based integration arch will have 97 percent of their initial success in the implementation of incretin promotions (when using event-driven architecture as compared to 76 percent using a batch theory of processing emerging model). The trade-promotion planning features provide high benefits in the post-acquisition scenarios as they allow developing the promotion schedule that would be previously independent. The firms indicate that the duration of planning has reduced by 23 percent due to integrated planning mechanisms, in addition to increased coordination among sales organizations that have been amalgamated in recent years.

### **4.4 Performance Analytics and Reporting**

Integrated analytics capabilities provide critical visibility into promotional performance across merged organizations, enabling data-driven optimization of promotional investments. Organizations implementing standardized analytics frameworks achieve a 76% reduction in report development time while improving decision-making effectiveness (Arvapalli, 2025). The ability to compare promotional performance across different organizational units provides valuable insights for optimization opportunities.

Real-time performance monitoring enables rapid identification of promotional issues and implementation of corrective actions. Organizations utilizing integrated monitoring capabilities reduce promotional execution errors by 89% while improving overall campaign effectiveness through continuous optimization.

### **4.5 Change Management and User Adoption**

Successful hybrid trade promotion management implementation requires effective change management

that addresses both technical and organizational dimensions of system integration. Research indicates that organizations implementing comprehensive training programs achieve 42% higher user adoption rates compared to those with limited training approaches (Arvapalli, 2025).

The hybrid approach enables a gradual user transition from legacy systems while providing immediate access to enhanced capabilities. Organizations report that phased migration approaches reduce user resistance while accelerating the adoption of standardized processes across merged organizations.

#### 4.6 Financial Performance and ROI

Financial performance analysis demonstrates substantial returns on investment from hybrid trade promotion management implementations. Organizations achieve 306% three-year ROI with payback periods averaging less than six months, reflecting significant operational improvements and cost reductions (Arvapalli, 2025). These financial outcomes validate the hybrid approach as an effective strategy for post-acquisition value creation.

Cost reductions accrue through multiple mechanisms, including process automation, improved promotional effectiveness, and reduced system maintenance requirements. Organizations report average annual cost savings of €780,000 through reduced promotional waste while maintaining or increasing sales volumes.

#### 5. Conclusion

The hybrid model arbitrates between the imperative of standardization and business continuity, troubling, and changes rather than sustaining the short-term writings. At that, the firms are placed in a position to mobilize submitted investments in systems and advance towards normalized architecture over a manageable degree interval, thereby reducing the risk of integration and hastening the delivery of value to the company.

The technical competencies introduced by SAP CRM allow the formation of a complex pattern of integration that will handle the differences of organizations in terms of their requirements and also promote long-range harmonization goals. The processes make use of synergistic master data management together with process orchestration and performance analytics, and work synergistically to enhance the coupled promotional-management abilities of formerly independent organizations.

The research that this paper describes provides a very important empirical input to the research knowledge on enterprise-system integration and change management in organizations. Hybrid architecture analysis provides conceptual models that explain how technology can be used to simplify the complicated business transformational processes and produce valuable business outcomes that are significant and measurable. Opportunities available in future research include longitudinal studies evaluating the sustainability of hybridization results, in-depth studies following mathematical differences of industries participating in hybridization, and pursuing the application of new technologies in hybridization processes.

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