

JAPAN SAP TALENT · 2026/27

Japan SAP Talent & Salary Guide 2026/27

Budgeting and assessment for S/4HANA, functional consulting, ABAP/BTP, architecture, programme leadership and AMS.

Built from official statistics, public vacancies and ecosystem evidence - not an invented proprietary survey.

Prepared for HR, procurement, technology and delivery leaders
<https://www.tacjob.com>



Executive summary

SAP is not one salary band. Delivery stage, process ownership, S/4HANA depth, Japanese stakeholder work and accountability determine the budget. Define whether the person will support operations, configure a workstream, lead Fit-to-Standard, own clean-core architecture or govern a programme before comparing candidates.

Price the decisions and outcomes the person owns - not the word SAP on the job description.

How to use this guide

- Set a broad annual base-pay range before going to market.
- Separate process, technology and leadership evidence.
- Choose permanent hiring, licensed dispatch or managed services by control and outcome.
- Design a local-plus-regional team without losing acceptance ownership.

What changes the budget

- FI/CO, SD, MM, PP, EWM or industry-process depth.
- ECC-to-S/4HANA transformation, Fit-to-Standard and clean core.
- ABAP Cloud, BTP, integration, migration, security and testing.
- Japanese user agreement plus English regional communication.
- Programme, vendor, risk and executive decision ownership.

Public-source annual base-pay planning bands

These bands anchor Japanese occupation data against 2026 public vacancies and salary guides. Bonus, overtime, equity, allowances and employer on-costs are normally outside the figures.

Scope	Planning band	Typical accountability
Support / junior technical	JPY 4m-7m	Operations, testing, data preparation, supervised ABAP
Functional / technical consultant	JPY 7m-11m	Independent FI/CO, SD, MM, PP, ABAP, migration
Senior / workstream lead	JPY 10m-16m	Requirements, Fit-to-Standard, facilitation, cross-stream ownership
Architect / programme manager	JPY 12m-19m+	Roadmap, global rollout, vendor governance, executive alignment

One public vacancy is an observable point, not a market average. Revalidate the range for every live brief.

What the numbers do not tell you

- Certification is a useful signal, not proof of design or cutover ownership.
- One person rarely has deep expertise across every module and delivery stage.
- Japanese should be defined by workshops, documents and user negotiation rather than JLPT alone.

Write a role the market can price

A focused scope produces a more credible talent map and a faster decision than a long list of modules.

- Limit mandatory modules to one or two; treat adjacent modules as learnable.
- State whether the role owns discovery, requirements, configuration, development, testing, migration or AMS.
- Define one 90-day outcome before sourcing begins.
- Separate the Japan decision interface from scalable regional delivery.
- Fix interview stages, decision owner and approved range before the first introduction.

Evidence to test in interview

- Which process decision did you personally own?
- What was configured, extended or kept standard, and why?
- How did you handle data, testing, cutover and post-go-live recovery?
- How were Japanese user decisions transferred to a regional or global team?
- What quality, risk or vendor issue did you resolve?

A practical 30-day hiring plan

- Name the business process and delivery stage.
- Choose one or two core modules.
- Define Japanese and English by work situation.
- Approve the range and acceptable adjacent experience.
- Use one case interview and a shared evidence scorecard.
- Select the engagement route before sourcing.

Engagement route

Permanent hiring fits product ownership and a long-lived SAP CoE. Time-bounded specialist capacity under client direction may fit licensed worker dispatch. Supplier-supervised work with defined deliverables, acceptance criteria and service levels may fit managed services.

Next step

Share the modules, project stage, work location, languages and 90-day outcome. TAC can prepare a role-specific Japan talent map and budget range.

Method, sources and limitations

Prepared in October 2026 using the Japan wage survey, SAP Japan certification data, public salary guides and current vacancy samples.

[Japan Ministry of Health, Labour and Welfare - Basic Survey on Wage Structure](https://www.mhlw.go.jp/toukei/list/chinginkouzou_a.html)

https://www.mhlw.go.jp/toukei/list/chinginkouzou_a.html

[Robert Half Japan - 2026 Technology Salary Guide](https://www.roberthalf.com/jp/en/insights/salary-guide/technology)

<https://www.roberthalf.com/jp/en/insights/salary-guide/technology>

[Robert Walters Japan - 2026 Salary Survey](https://www.robertwalters.co.jp/en/our-services/salary-survey.html)

<https://www.robertwalters.co.jp/en/our-services/salary-survey.html>

[SAP Japan - certified consultant counts by partner](https://www.sap.com/japan/documents/2024/12/3a992eb2-e57e-0010-bca6-c68f7e60039b.html)

<https://www.sap.com/japan/documents/2024/12/3a992eb2-e57e-0010-bca6-c68f7e60039b.html>

General market-planning information only. Actual pay varies by employer, location, engagement, language, module and demonstrated responsibility. Not a hiring guarantee or legal, tax or immigration advice.

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