CoE and the Capability Maturity Model

Guillermo (Bill) Garcia
Yosh Eisbart
Deep Thoughts…

- If you don't know where you are going, any road will get you there. ~ Lewis Carroll

- I can't change the direction of the wind, but I can adjust my sails to always reach my destination. ~ Jimmy Dean

- It is not the going out of the port, but the coming in, that determines the success of a voyage. ~ Henry Ward Beecher
The Importance of Capability Maturity

- “People and/or Process failures directly cause an average of 80 percent of mission-critical application service downtime. The other 20 percent is caused by technology failure, environmental failure or a disaster.” *

*Source: Gartner Research
Key Session Learning Points

- Importance of early definition of the SAP support organization and key capability processes
- Value of IT Business Process Frameworks to standardize CoE support operations
- Four fundamental steps towards CoE maturity
- Approach to define a roadmap to standardize and to continuously improve CoE support and delivery processes
- Process to develop tailored, business aligned and value driven capability maturity tool
Agenda

- Capability Mature Model Flavors
- The Tool: CMP4SS
- The Process: Roadmap
- Theory in Action: Case Study
- Wrap-up
Agenda

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- The Tool: CMP4SS
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Disclaimer

- Two SAP professionals – three opinions
- Based on 30+ years of combined personal experience
- Leveraging Best Practices improves odds to succeed
  - *But no replacement for experience, dedication & hard work*
- Every organization is unique - No silver bullets
- A dose of common sense is worth a thousand work hours
- Keep IT Simple
The Speakers

- Guillermo (Bill) Garcia, MBA, PMP, PSM/ITIL
  - AES Director Technology Services
  - COE Support and Development
  - 15+ total / 10+ Years of SAP Experience

- Yosh Eisbart, SAP Certified
  - NIMBL Consultant
  - 17+ Years of SAP Experience
  - Technical Focus
  - “Outsourcing SAP Operations”
Setting Up CoE is just the beginning

- Hours/resources wasted figuring out best way to effectively define, deploy & run SAP support operation
- Organizations often wait too long to define what the support operation will look like when SAP is fully deployed
- ERP often ‘nervous system’ allowing critical business data to flow/feed operational and management decisions
- High degree of process capability maturity and a continual improvement program required to:
  - Keep the operation running..
  - Continuously enable the evolution of SAP solution
- What is not measured cannot be improved!
Defining your Vision… and tool to get you there

- What is the best way to implement, sustain and evolve an ERP support and evolution environment or CoE?
- Many answers…
  - However “it depends” won’t be used today!
Point of View: ITSM / ITIL

- **ITSM**
  - Encompasses the disciplines required for making IT work
  - Global de-facto ITSM standard
  - Allows IT to align its operation to the priorities of the business
  - Most widely used collection of ITSM best practices
  - Developed by UK’s Office of Govt. Commerce
  - Processes promoted in ITIL both support and are supported by Standards BS15000 & ISO 20000
Point of View: Process / Capability Maturity Models

- Method for measuring process maturity of software development capability.
- CMM later evolved to become CMMi (Capability Maturity Model® Integration), a process improvement approach to guide process improvement efforts.
- CMMi helps:
  - Integrate traditionally separate organizational functions
  - Set process improvement goals and priorities, provide guidance for quality processes
  - Provides point of reference for appraising current processes.
Real Experience. Real Advantage.

Point of View: SAP’s Capability Maturity Framework

Maturity in SAP Solution Operations
Maturity Framework

**Maturity Level 5:** Establishes the ongoing external review and validation of SAP solution operations processes to ensure that they remain optimized toward meeting the needs of the customer. Building on the achievement of operational efficiency and effectiveness, continuous improvement of key capabilities in SAP End-to-End Solution Operations is typically achieved in conjunction with ongoing review and validation to remain optimized and oriented toward meeting the needs of the users and customers.

**Maturity Level 4:** Indicates the governance of the process and ensures that there is adequate and timely information produced from the SAP solution operations process or function in order to support necessary management decisions. Typical drivers for SAP solution operations effectiveness include quality and performance metrics combined with adequate and timely information supporting management decisions and follow-up for continuous improvement.

**Maturity Level 3:** Relevant products are being produced from SAP solution operations processes and functions. Effectiveness and efficiency in SAP End-to-End Solution Operations tends to be supported by key skills and competencies as well as leverage of sufficient tools.

**Maturity Level 2:** Basic SAP solution operations activities are being carried out. However, key capabilities and operational processes for SAP End-to-End Solution Operations tend to be ad hoc and inconsistent. Reactive efforts and rework tend to consume significant resources.

**Maturity Level 1:** The minimum level of prerequisite items are available to support the SAP End-to-End Solution Operations process activities.

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Points of View: CobiT

- Control Objectives for Information and related Technology (COBIT®)
- IT Governance & Process Framework providing generic process model for typical IT function
- Creates bridge b/t what operational managers need to execute and what executives need to govern
- Provides managers, auditors, and IT users with set of generally accepted measures, indicators, processes and best practices to assist them in maximizing the benefits of the use of IT and in implementing appropriate IT governance & control
Point of View: RunSAP

- Component within ALM
Point of View: Other Sources

GARTNER’s IT S&AM

SAP IT Service and Application Management (IT S&AM)

SAP Application Management
- Requirements
  - Functional requirements
  - Non-functional requirements
  - User requirements
- Design
  - Business strategies
  - Development standards
  - Technical design of developments and development processes
  - Project team framework of IT Service Management
  - Training & documentation & tool plan
- Build
  - Implement Project Management and packaging of processes
  - Operations & support strategy
- Operate
  - Maintain Service Levels
  - Document support
  - Long-term System & application maintenance
- Deploy
  - Post Rollout
  - Customer Handover
  - Documentation
  - Environment Policy
  - Production Control

IT Service Management

Integration Processes
- Design
  - Technical Infrastructure Planning
  - Technical Architecture Design
  - Build
  - Project team framework of IT Service Management
  - Training & Documentation & Tool Plan
  - Operations & support strategy
  - Security requirements
  - Service Delivery
  - Production readiness
  - Deployment Time Planning
  - Test and QA Planning
  - Implementation & security responsibilities
- Operations
  - Incident management
  - Problem management
  - Change Management
  - Availability Management
  - Capacity Management
  - Financial Management
  - Security Management

PMBOK

Project Management Institute

TOC - Theory of Constraints

PMO

Project Control Framework

PCF

APQC
Agenda

- Capability Mature Model Flavors
- The Tool: CMP4SS
- The Process: Roadmap
- Theory in Action: Case Study
- Wrap-up
CMP4SS - Tailored, Business Aligned & Value Driven

- Capability Maturity Model can be leveraged by any CoE to understand, document, achieve & maintain operational excellence
- Operational Excellence should be defined by business with nuances and priorities of your environment
  - It is not a “cookie cutter” definition of what it means for a third party organization
CMP4SS - Tailored, Business Aligned & Value Driven

- ITIL, RunSAP, CobiT and CMMi - or combo - are great places to start when defining what capability maturity means for your organization
  - But these are only the means to an end (i.e. a start)
- Business priorities must drive the prioritization & leverage (or not) of these industry best practices have to offer
- Selected priorities will be the components of your organization’s Capability Maturity Model = Tool
  - Tool acts as “compass” driving operational excellence.
The Tool

- No secret recipes and nobody has the solution.
- You will need a vision, a definition and a mechanism to continuously adjust your course towards achieving goals.
- CMP4SS approach instill formality to definition of:
  - Deployment of new processes
  - Assessment of current process capabilities
  - Target capability maturity levels
  - Initiatives aimed at closing gaps b/t maturity states
- Leverages recognized industry practices
- Encourages customization to accommodate specific priorities of the company’s business
The Tool

- Framework of measuring success:
  - Without baseline… how can you articulate “improvement”?  
  - Without mechanism to measure results…how do you rate “effectiveness”?
- CMP4SS helps effectively define, implement, run, and continuously improve an SAP CoE
- CMP4SS provides:
  - Means to define capability maturity definition for your org
  - Defines path for continuous improvement & to achieve operational excellence defined by business CoE supports
Agenda

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Roadmap - Overview

- **AS-IS**
  - Set Maturity goals
  - Determine AS-IS – TO BE gaps

- **TO-BE**
  - Define Initiatives to close gaps

- **MEASURE**
  - Assess Current Maturity

- **DEFINE**
  - Understand Existing Capabilities
  - Determine Required Capabilities

- **PLAN**
  - Define and Plan Projects to close capability maturity gaps

- **EXECUTE**
  - Launch and Execute Projects
  - Compare results against goals

- **PRIORITIZE**
  - Prioritize initiatives to close gaps

Real Experience. Real Advantage.
1. Create your CMP4SS
2. Document Service / Process Capability Maturity
3. Determine Capability Maturity Targets
4. Your Capability Maturity CMP4SS will show you the capability maturity gaps
5. Prioritize and create a plan to close gaps
6. Execute initiatives and Measure results
7. Start again, updating achieved Capability Maturity and new Targets
Roadmap Step 1: Set up Model / Determine “As-Is”

Getting started:
- Adopt an ITSM Framework
- Start speaking common IT language
- Adopt a common approach to ITSM
- Document key processes and performance metrics
- Determine Process Capability Maturity levels

Existing and Required Capabilities:
- Determine current Service / Process Capability Maturity
- Determine Capability Maturity Requirements
Roadmap Step 1: Set up Model / Determine “As-Is”

- Define a Capability Maturity Scale based on recognized best practices measuring what is important to your company

- Capability Maturity is company specific. No standard will tell you what your company needs or the level of maturity your service offering needs to be at

- Industry certifications are a nice parameter but priority is to provide service your supported operation needs at the levels it requires

- Must know where you are at in order to prioritize activities aimed at improving your service support and service delivery position
Roadmap Step 2: Define “To-be” (Capability Maturity Goals)

- **Goals:**
  - Capability Maturity Targets
  - Value Proposition, ROI
- **Determine corporate strategic priorities**
  - How can CoE better support company’s **business** needs?
- **Set aggressive yet achievable goals to improve processes**
- **Determine the cost / benefit of that effort**
  - Key: Need **leadership support** to make change happen
- **CoE is not only your people!**
  - Expands throughout supported organization in form of business process owners and initiatives sponsors
Roadmap Step 3: GAP, DEFINE, & PRIORITIZE

- GAP:
  - Determine capability maturity gaps
  - Determine Gap b/t As-Is vs. To-Be

- DEFINE:
  - Initiatives to close gaps
  - Determine effort to close Gap

- PRIORITIZE:
  - Prioritize required activities to close gap
  - Create an Implementation Master Plan
Launch and Execute Improvement projects
Measure Results against Initial Objectives
Measure capability Improvement and current performance
Start Again
  - Continue to measuring new As-Is / Current Capability Maturity
### CMP4SS Definition: Components

#### Capability Maturity Level
Recommended source: ITIL or CobiT
- Non-existent
- Repeatabil(ier
- Defined
- Managed, measurable and integrated
- Optimized and automated

#### Capability Maturity Name
Recommended source: ITIL (prioritize key capabilities using RunSAP)
Examples: Incident, Change, Release management

#### Level of (current) compliance:
e.g.
- F - Full - 1.00
- P - Partial - 0.50
- N - None - 0.00

#### Relative Importance
e.g. (Weight)
- M - Must - 1.00
- R - Relevant - 0.50
- N - Nice to Have - 0.25

#### Estimated maturity:
e.g. weighted average, Sum of Products
Weight x Compliance

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### Capability Group
Examples: Service support, service delivery, CoE Mgt

### Capability Maturity Assessment Tool

- [Company Name] - SAP Center of Excellence
- Capability Maturity Assessment Tool

<table>
<thead>
<tr>
<th>Capability Group</th>
<th>Capability Maturity Level</th>
<th>Est. Maturity</th>
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<tbody>
<tr>
<td>[CAPABILITY NAME]</td>
<td>[CAPABILITY DESCRIPTION 1]</td>
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</table>

| Criteria for Capability maturity Level 1 | M | F | F |
| Criteria for Capability maturity Level 2 | R | P | P |
| Criteria for Capability maturity Level 3 | M | P | P |
| Criteria for Capability maturity Level 4 | R | N | N |
| Criteria for Capability maturity Level 5 | R | N | N |
CMP4SS Definition: Capability Maturity Levels

0. **Non-existent** - Not identifiable process

1. **Initial** - No standardized processes but ad hoc case-by-case approach

2. **Repeatable** - Repeatable but Intuitive; similar procedures are followed by different people undertaking the same task.

3. **Defined** - Processes and Procedures have been standardized, documented, and communicated through training. Following these processes is mandatory. The procedures are not sophisticated but the formalization of existing practices.

4. **Managed, Measurable and Integrated** - Compliance with procedures is monitored and reported. Management takes actions where processes appear not to be working effectively. Processes are under constant improvement and automation and tools are used in a limited or fragmented way. There is integration with other processes and functions within the service environment, and with the business and vendors when required.

5. **Optimized and Automated** - Processes have been refined based on results of continuous improvement efforts. Technology is leveraged providing tools that improve quality and effectiveness. Processes are resilient, easy and quick to adapt.
CMP4SS Definition: Capability Maturity Strawman

0. Non-existent

1. Initial
   - There are some [CAPABILITY NAME] activities established within the organization, including: [ - SPECIFICS - ]

2. Repeatable
   - "There is a single point of accountability (process owner) for [CAPABILITY NAME]"
   - There are procedures for [ - SPECIFICS - ]
   - There are procedures for [ - SPECIFICS - ]
   - The scope of the [CAPABILITY NAME] activity has been established

3. Defined
   - Process is documented in a standard format
   - Capability is consistent across IT functions / areas, process is standardized, documented, and communicated through training
   - There is an established process for [ - SPECIFICS - ]
   - Formal Requests for Change are issued to request [ - SPECIFICS - ] improvement measures

4. Managed, Measurable and Integrated
   - Process compliance is monitored and reported. There are established mechanisms to take action where processes appear not to be working effectively
   - [ - SPECIFICS FOR PROCESS INTEGRATION - ]
   - Technology is leveraged providing tools improving quality and effectiveness, [ - CAPABILITY NAME - ] uses suitable tools to support the process
   - Standard reports on [ - SPECIFICS - ] are produced on a regular basis
   - The measures and reporting on [ - SPECIFICS - ] accurately reflect the perspectives of the business, User and IT support organization
   - The organization sets & reviews targets and/or objectives for [ - CAPABILITY NAME - ]
   - [ - CAPABILITY NAME ] provides information concerning: [ - SPECIFICS -- ]

5. Optimized and Automated –
   - [ - CAPABILITY NAME - ] works in coordination with Management to determine whether the activities performed adequately support the business needs and whether customers are happy with the services provided
   - [ - CAPABILITY NAME - ] analyzes trends in customer satisfaction and the customers value perception of the services provided to them
   - [ - CAPABILITY NAME - ] provides Management with information and recommendations for service improvement
   - [ - CAPABILITY NAME - ] sets and reviews targets and/or objectives for improving: customer satisfaction, business alignment, people skills, process effectiveness and process integration
## CMP4SS: Results

### Capability Maturity Assessment Tool

<table>
<thead>
<tr>
<th>Capability Group</th>
<th>[CAPABILITY NAME]</th>
<th>Est. Maturity</th>
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<td>Criteria for Capability maturity Level 1</td>
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### Service Strategy and Service Design

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<th>Best Practice</th>
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<td>4</td>
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<tr>
<td>Financial Mgt of IT Services</td>
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<td>Demand Mgt</td>
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<td>4</td>
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<tr>
<td>Availability Mgt</td>
<td>2</td>
<td>4</td>
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<tr>
<td>IT Service Continuity Mgt (ITSCM)</td>
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<tr>
<td>Information Security Mgt (ISM)</td>
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<td>Supplier Management</td>
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<td>5</td>
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CMP4SS: Bringing it all together

- A Capability Maturity tool will facilitate:
  - Evaluation of your CoE service maturity
  - Definition of improvement targets
  - Tracking of progress towards improvement goals
- Customized to company’s specific needs and priorities
Agenda

- Capability Mature Model Flavors
- The Tool: CMP4SS
- The Process: Roadmap
- Theory in Action: Case Study
- Wrap-up
Where the Rubber Meets the Road…

- **Company:**
  - Manuwidget
  - $2b Manufacturer located in the Midwest

- **Data points:**
  - Recently completed relatively successful SAP project
  - Struggling with the support of the new solution
  - Project has ended and capital monies are not flowing anymore
  - Still open requirements from the business
  - Personnel part of the project team now emerging as COE
  - COE completing requirements AND supporting environment

*But nobody told us supporting SAP was going to be easy right !??*
Where the Rubber Meets the Road…

- Timely definition of an SAP support mechanism (COE) is often an overseen long-term critical success factor
- Manuwidget requires an assessment scenario to assess relative maturity of its SAP support construct
- Let’s perform assessment on Change & Release Management
  - One of the most important processes in any service support organization
Case Study: Capability Maturity Assessment - Change & Release Management

- **Change Management**
  - Responsible for controlling the Lifecycle of all Changes.
  - Primary objective: Enable beneficial changes to be made with minimal IT service disruption

- **Release Management**
  - Responsible for planning, scheduling and controlling movement of Releases to environments
  - Primary Objective: Ensure production environment integrity and correct components released

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Step 1 – Configure your CMP4SS

- Determine what capability maturity means for your company (leverage ITIL, RunSAP and others)
- Determine Criteria Weight (Must, Relevant, Nice)

Step 2 – Take AS – IS snapshot (‘‘Compliance’’: Full, Partial, None) and determine the desired TO-BE

Step 3 – Repeat for all Capabilities in Scope

A CMP4SS tool will be your roadmap and will guide you through a structured path to close the gap
# Case Study: Capabilities

- **Capabilities in Scope**
- **CMP4SS Road Map**

## CMP4SS Road Map

<table>
<thead>
<tr>
<th>Function Group/Function</th>
<th>Maturity</th>
<th>Action/Basis of Best Practice for Recommendations</th>
<th>Notes</th>
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<tr>
<td><strong>BUSINESS PROCESS INTEGRATION</strong></td>
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## ITIL Structure

### SERVICE STRATEGY
- Service Portfolio Management (SPM)
- Financial Mgt of IT Services
  - Demand Mgt
  - Availability Mgt
  - IT Service Continuity Management (ITSCM)
  - Information Security Mgt (ISM)
- Supplier Management

### SERVICE DESIGN
- Service Strategy
- Service Design

### SERVICE TRANSITION
- Transition Planning and Support
  - Change Mgt
  - Knowledge Mgt
  - Service Asset and Configuration Mgt
  - Release and Deployment Mgt
- Incident Mgt
- Problem Mgt
- Request Fulfillment

### SERVICE OPERATION
- Service Measurement and Reporting
  - Capacity and Performance Mgt
  - Service Level Management (SLM)

### SERVICE IMPROVEMENT
- IT’s ALL ABOUT YOU
- 1991 CISUG 2011
Case Study: Actions in Reaching Capability Maturity

- **Manuwidget must take the following steps to close the maturity gap:**
  - Adopt (existing) company wide standards for Raising and registering changes, Assessing and Approving, Planning and Verifying changes (e.g. create new report)
    - Assumption: Manuwidget possesses existing standards 😊
  - Adopt procedures for defining, designing, building and rolling out a release
    - e.g. new process for SAP Transports
  - Create a change schedule of approved changes / releases
  - Develop formal plans including Back-out plans are produced for each Release
  - Test plans, acceptance criteria and test results are produced for each Release
  - Change procedures include steps for updating Business Process Documentation
    - And… and… and…

- **Based on action plan - Manuwidget commits to the following goals:**
  - Change & Release Mgmt capability level will be 2 (current level is 1.5)
  - Ultimately - end-goal Maturity will be reached at 2.5
  - Reach 2 within a year
Rubber Meets the Road: Where Can I Start?

- Determine SAP support capabilities needed to support SAP landscape
- Create your CMP4SS
- Document your current (As-is) and desired (To-be) capability maturity
- Use CMP4SS to determine the path to an efficient SAP operation
- Get started now!
  - Effectiveness will greatly increase after first capability improvement cycle
Agenda

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- The Tool: CMP4SS
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Best Practices

- IT Service Management (ITSM)/ ITIL
- SAP’s Capability Maturity Framework
- Run SAP Methodology
- The Control Objectives for Information and related Technology (COBIT®)
- GARTNER’s IT Service & Application Management
- Process / Capability Maturity Models: CMMi
- Project Management Institute’s PM Body of Knowledge
- American Productivity and Quality Center
- Theory of Constraints
Key Learnings

- Timely definition of SAP support organization is critical to enable key service support and delivery capabilities
- Leverage best of all ITSM practices
  - *Combo of ITIL, COBIT, RunSAP, etc. provides best of all!*
- CMP4SS:
  - Tool to assess current capabilities, define target capability levels and track progress towards maturity goals provides
- Continuous Work:
  - Roadmap needed improve CoE support and delivery processes fundamental to operational excellence
- Metrics Imperative
  - What is not measured cannot be improved
Thank you for participating.

Please remember to complete and return your evaluation form following this session.

For ongoing education in this area of focus, visit www.asug.com.

SESSION CODE:
1502
BACK UP SLIDES
Definitions

**CAPABILITY**
An ability that has potential for development or use

**MATUREITY**
Degree of development

**CAPABILITY MATURITY**
Service Capability Maturity is the ability of a service to carry out an Activity and/or to generate an outcome

**PRACTICE**
A specialty that contributes to the development of a profession

**SHARED SERVICES**
Organization that develops and delivers services, sharing skills and knowledge

**SERVICE SUPPORT**
Is a discipline primarily concerned with ensuring that Service users have access to the appropriate services necessary to support the business functions
Definitions

CMP4SS

CAPABILITY MATURITY PRACTICE FOR SHARED SERVICES / SERVICE SUPPORT ENVIRONMENTS

Methodology for the definition, deployment, support and continual improvement of a Shared Services environment and for the support and continuous evolution of the services it provides.
Setting Up a CoE: a Process Capability Maturity approach

INTRODUCTION

- **Why** Sooner or later, organizations implementing SAP will face the challenge to get ready to support the operation once the system is live
- **What** SAP Center of Expertise, Center of Excellence or Competency Center
- **When** Proactive organizations finish the definition and set up of their support organization before the end of the Final preparation phase
- **Where** The challenge remains deciding whether to create an internal organization, leverage external resources or outsource the support
- **How** Where do we start? Are we focused on the right things? How ready are we? What does “ready” means? How do we know when we are ready? … CMP4SS provides an answer
- **Who** … is it you?