Points of Contact in North America

Jan Musil, Director, Global PMO
- SAP Project Management practice head
- ASAP methodology program lead
- Designed ASAP certification curriculum

Raimar Hoeliner, PDM, Delivery Enablement
- ASAP BPM work stream design
- Designed ASAP training materials
- Designed C_PM_70 certification exam
- Designed Agile Business Add-On
Session Summary

After this session, you will …

- Understand how ASAP 7 supports the quest for Agility
- Get familiar with Agile Business Add-on to ASAP
- Get familiar with the major acceleration techniques (services and methods) that SAP offers
- Understand key use cases for the Agile approach in SAP projects
- Know where to obtain resources to assess fit for Agile Add-on and to define Acceleration Techniques that fit particular SAP project and customer situation.
Agenda

Instant Value and Early Comfort

Defining Agile

Agile Add-on to ASAP

Customer Cases and Fit Analysis

Wrap-up
SAP Customer Expectations are Changing

KEY TRENDS

- Deliver Fast, packaged, low TCI offerings
- Holistic, quality implementations focused on quick time to value
- Insight optimization for fast access to information on a suite of devices
- Organizations want to see early and frequent confirmation on the delivery of benefits
- There is a need to demonstrate capability to solve customer pain points early

“THE ULTIMATE CUSTOMER IS THE INFORMATION CONSUMER”

Enhanced visibility and measurable results
ASAP 7 delivers agility through acceleration techniques in its core

ASAP 7 delivers Acceleration

- Agile principles are part of ASAP 7 already. Agile Business Add-on enhances them with iterative implementation approach to accommodate different levels of “agility”
- The framework of ASAP 7, such as phased Q-gates and scope management, helps to manage risk

New ASAP extends coverage to the entire value chain

Value Management, SOA, BPM, SAP Solution Manager

Significantly streamlined traditional ASAP content

Significantly revised content for areas like Blueprint, Testing, OCM, etc.

Industry and Solution Add-Ons
Overview of Major Acceleration Techniques built into ASAP 7

**IP Re-Use**
- Best Practices / Preconfigured solutions / RDP
- Business Add Ons - Jump Start for Content & Solutions
- Project Launch – Sprint Team

**Solution Demo Approach**
- Early visualization of solution and development objects
- Iterative solution design process (workshop approach)

**Iterative Build**
- Value Based Roadmap and Product Strategy
- Incremental build and test cycles
- Frequent Q-Gates - Time boxed and inspected increments

**Parallelization of Services**
- Integrated Service Delivery
- Value Prototyping
- Rapid Deployment Solution
Acceleration Techniques are built into ASAP 7.0 Implementation Life Cycle (exemplary)

1. Project Launch Services
   - Enable ASAP 7.0 and value delivery
   - Prepare Project environment

2. IP Reuse
   - Preconfigured Solutions
   - Reference KM complementing ASAP accelerators, e.g. Benchmarking

3. Iterative Build Cycles
   - Iterative build cycles based on Blueprint / product scope

4. Solution Demo Approach
   - Demo Environment to illustrate SAP Standard functionality
   - Visualization of solution enhancements (iRise)

5. Parallel Integrated Services
   - Complementary service for areas of interest

6. Run SAP

Implementation Acceleration Triage
- Value based Roadmap, Bite-Size Pieces
- Approach Determination, Levels of Acceleration
- Best Practices Fit-Gap
Agenda

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Wrap-up
Common Myths about SAP Implementations

- “The answer to faster implementations is Agile”
- “SCRUM methodology is great fit for SAP implementations”
- “SAP Implementations are rigid and follow a pure waterfall method”
- “SAP takes too long to implement”
Comparison of Waterfall and Agile Approaches
Exemplary Spectrum of Software Development Methods

Waterfall Methods
- Waterfall methods represent the most structured implementation method, stepping through requirements-capture, analysis, design, coding/configuration, and testing in a strict, pre-planned sequence
- Each phase has phase quality gates
- Triple constraints (Time, scope, cost) and dependencies are managed across phases
- **Progress is generally measured in terms of clearly defined phase deliverables**

Agile Methods
- Traditional representatives of Agile approaches are SCRUM and eXtreme Programming
- Break tasks into small increments
- Iterations are short time frames ('time-boxed')
- Multiple iterations may be required to release a product or new features
- Changing requirements are welcome
- Teams are generally co-located, and empowered to make decisions (self-organizing teams)
- Documentation is kept to a minimum
- **Progress is measured in terms of working functions or products**

<table>
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Agenda

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Wrap-up
Overview of Agile Business Add-on to ASAP

1. **Project Preparation**
   - Determined project scope

2. **Blueprint**
   - Prioritized project backlog

3. **Realization**
   - 2-to-4 wks cycle
     - Process Composition
     - Service Modeling
     - Service Implementation and Test
     - UI Development
     - Work product increment
   - Sprint backlog / Revised / prioritized delta list
   - Work product release

4. **Final Preparation**
5. **Go Live Support**
6. **Run**

Process-based composite application, business process, service or other functionality
Create Understanding with Agile Concept Paper and Presentation

To understand the basics of the Agile Business Add-On

- Business Add-ons to ASAP 7
  https://service.sap.com/asap-business-add-ons
- Solution Manager
Project Preparation: Define Agile Project Team Roles and Responsibilities

Understand roles and responsibilities of the project team and stakeholders engaged.
Key components for lean Blueprinting

- **Lean documentation templates**
- **Baseline build / Solution Demo**
- **Product Backlog**

**Agile Blueprint Approach**

**Purpose**

This agile blueprint approach is not an implementation deliverable, but instead describes how to blueprint, specifying a methodology or path for blueprinting.

**Inputs**

No Changes

**Approach Description**

Therefore, Business Blueprinting workshops are conducted following the Solution Demo Approach. Validation and the identification of solution gaps.

The Solution Demo Approach is based on a Baseline build. This can be either a pre-configured Best Practices solution, and IDES system or a Sandbox environment.

During Business Blueprinting workshop the project team follows the structure of the Business already set up during Project Preparation. The team reviews business scenario and processes Environment. Those walkthroughs help to verify the fit of the SAP standard solution and also if these processes are also documented in the lean Business Process design.

Iterative Approach to Process and Solution Design driven by process de-composition

**Enabling Sprint Administration during Blueprinting**

- Leverage key word to manage projects
- Priorities of scope (determination of product backlog)
- Release to define “shippable” Product
- Sprint Indicators to identify Sprints
- Gap Identification - TBD: association of functional spec might be sufficient

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<td>Template Form</td>
<td>English</td>
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<tr>
<td>Agile Lean Blueprint</td>
<td>Presentation</td>
<td>English</td>
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# Agile Business Blueprint

## Purpose

To create a body of work, known as Business Blueprint that:

- Aligns business requirements to the SAP business model
- Documents the TO-BE process models
- Describes the solution design
- Identifies function gaps
- Obtains business sign-off the design
- Provides early confidence for the SAP solution
- Plan for releases and sprints

## Deliverables

- Lean Process and Solution Design
  - Business Process Hierarchy and Design
  - Value Association on Process Level
  - Solution Design
  - Gap Identification and Resolution
  - Solution Landscape and Architecture
- Scoping - Plan for Sprint cycles
- Baseline Build
- Project Backlog

## Milestones & Key Decisions

- Completed and signed off Process Design
- Completed and signed off Solution Design
- Delta List
- Phase Quality Assessment
- Communication Plan
- Final Backlog – prioritized
- Sprint Definition
Agile Business Add-On
In detail and in context of ASAP 7

Delta List

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Project Prep | Business Blueprint | Realization Release 1 | Final Prep | Go-Live Support | Realization Release 2

Data Management

RUN SAP

Organizational Change Management

Enablement
Realization: Backlog, Sprints, Releases, and Burn Down Chart Explained
Let’s have a closer look at a Sprint

2-4 weeks

Objective: Potentially Shippable Software
Realization: Agile Project Backlog
ASAP Project Quality Gates are important in traditional and Agile projects

Q-Gates ensure that all key deliverables/actions of the gate have been completed in compliance with recommended practices and to the customer's satisfaction.

**Benefits**
- Build quality directly into the project
- Manage project expectations
- Monitor customer satisfaction
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Wrap-up
LM Wind Power (formerly LM Glasfiber)
Customer case – applying Agile methodology in SAP project

Profile
- World’s leading supplier in fiberglass blades to wind turbines
- Approximately 5000 employees in 9 countries; Head office in Kolding (Denmark)

Realized Benefit
- Short implementation time 6 months from initiation to rollout in 12 countries
- Saved 20% of effort compared to traditional approach

Project Scope
- HR: Organizational Management, Personnel Administration, Performance Management, Employee self service, Manager Self service

Implementation Approach
- Hybrid methodology combining the strong aspects of SCRUM and ASAP
Discussing Agile Fit

Conditions that Challenge Agile

- Implementation projects with complex system landscapes and interdependent applications that share data structures and processes, which cannot be replaced separately
- Deployment in regulated industries that require detailed planning, documentation and acceptance processes
- Initiatives that require long term planning due to organizational strategic commitments
- Physically separated project team members, e.g., global deployments, which prohibits co-location and face-to-face meetings
- Consent driven organizational cultures and lack of high-performing teams with decision-making abilities

Good Practices of Agile

- Iterative delivery of business value
- Simplicity and elimination of “waste”
- Improved of visibility of project progress
  - Development iterations (short time frames / time-boxed)
  - Frequent inspection
  - Working software (configuration) as measure of progress
- Flexibility - ability to respond to change built into the methodology – e.g. change is not a surprise, it is anticipated
- Close engagement of business users in the entire process of defining, designing, building and validation of the solution.

Acceleration techniques needs to be tailored to the customer’s situation, culture, and risk profile
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Wrap-up
Key Points to Take Home

- There is a need for Significant Reduction in “Time to Value,” and customers are looking for early confirmation that requirements can be met.
- Agile is often looked to as a solution to this need, however, the path to instant value goes beyond methodology.
- Acceleration includes Services, Methodology, and Products.
- SAP offers a proven set of Acceleration Techniques.
- ASAP 7 delivers Acceleration; Agile principles are part of ASAP 7
- ASAP 7 helps to manage risk through Q-gates and scope management
- Agile is not a magic bullet and in some situations may be inappropriate
- Level of acceleration and approach need to be tailored to the customer’s situation and culture
Helpful Resources

**Resources**

- ASAP and Business Add-ons to ASAP on BPX
- Business Add-ons to ASAP 7
- ASAP Discussion Forum on BPX -
- Agile Business Add-on to ASAP
- Overview of SCRUM in 10 minutes [YouTube Video](https://www.youtube.com/watch?v=dQw4w9WgXcQ) (not specific to SAP projects)

**Related SAP Education and Certification Opportunities**

- Certified SAP Associate Project Manager
Thank You!

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Appendix
The new drivers license to implement SAP solutions based on best practice, own practice and best insight

**SKILLS & MINDSET**
- Process Orchestration by leveraging process based pre-built assets

**METHODOLOGY**
- ASAP 7 provides a proven, comprehensive, repeatable and rich implementation methodology to streamline projects
- Solution Manager, BPM Technology (Business to Model and Modeling to execution)

**TOOLS**
- Content Packages: ASAP Business Add-ons, Rapid Deployment Solution and Content Component: Solution Manager content, Best Practice....
- Process Orchestration by leveraging process based pre-built assets

**PROCESS BASED IMPLEMENTATION CONTENT**
- Content Packages: ASAP Business Add-ons, Rapid Deployment Solution and Content Component: Solution Manager content, Best Practice....

**TRAINING**
- Educatio:ASA380, TBPM10, TBPM20, SOA200, EA100, VD100, OCM100, TEC001...Associate and Professional Certifications: Project Management, BPX, EA, TEC....

**COMMUNITY**
- http://www.sdn.sap.com/irj/bpx
- http://service.sap.com/asap
- SAP Modeling Handbook
- External BPM Webinars
- http://www.sdn.sap.com/irj/sdn
Welcome to the exciting and interesting real world BPM in an SAP Environment

Applying Real-World BPM in an SAP Environment

- Learn what BPM is and how to get started within and SAP context
- Benefit from a comprehensive compilation of use-cases from early adopters
- Discover SAP technology, methodology, performance metrics and governance

Managing your business processes wisely is key to stay ahead of your competitors! This book is your guide to implementing Business Process Management in all its aspects in your SAP centric business and IT: It explains how BPM and standard software work together, how to prepare your company for the project, and how to put technology, governance, and the philosophy behind it in action. Extensive use cases from well known SAP customers including technical and process details make this book a true real-world experience!

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