The new ASAP Methodology
Overview of the new ASAP Methodology for Implementation 7.x and ASAP Business Add-Ons

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38 YEARS OF INDUSTRY EXPERTISE
Our objective is to provide an overview of the new, refreshed and streamlined ASAP implementation methodology, ASAP Business Add-ons, its use in delivery projects along with enabling tools like SAP Solution Manager and ARIS Platform.

Topics covered in today’s session

- What is ASAP, why is it important for project success
- What changed - key improvements
- Use case for BPM
- How to access and where to find information for further study
Agenda

1. ASAP methodology supports BPM implementation
2. Key ASAP improvements
3. ASAP and BPM
4. How to access ASAP and Additional Information
Today's New Reality
The context in which businesses operate today

Today's Business Challenges

- Economic climate demands for a **fast return on investment**, often within the same year of the implementation
- Business **requirements tend to have earlier expiration** dates due to the climate changes

Companies must see act fast and clearly

- **Customers** ask for **Implementation Acceleration** and Best Practices
- Look for ways to maximize business value
- Ask for **Visibility** on the progress of projects and want measurable results early
- Express the need to **get it right for the first time**
- “Customers want **smaller, focused projects** with fast ROI” (Henning Kagermann, preliminary result meeting 2009)
SAP Technology portfolio is enabling Best Practices, Own Practices, And Best Insight

**ENABLE OWN PRACTICES**

Technology to extend & integrate Best Practice Processes
- SAP NetWeaver CE incl. BPM/BRM
- SAP NetWeaver PI
- ...

**ENABLE BEST PRACTICES**

Technology to run and access best practice processes
- SAP NetWeaver 7.0, incl. EHPs
- SAP Solution Manager
- SAP NetWeaver Identity Management
- SAP NetWeaver Portal
- ...

**PROVIDE BEST INSIGHT**

Technology to Analyze, Explore and Predict Business
- SAP BusinessObjects Enterprise
- SAP BusinessObjects Data Services
- SAP NetWeaver MDM
- SAP NetWeaver BW / BWA
- ...

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Governance Management

Why do we need a new implementation approach

Business Model
Assess and define business model, explore core components, identify value areas

Business Process Layer
Business processes, workflows, transactions, and collaboration

Application Architecture
Systems, services, functional use cases

Information Architecture
Data, business objects, exchange formats, security and privacy

Infrastructure Architecture
Hardware, server, OS, network

Strategic Business Objective
Business Performance Indicator
Critical Success Factors
Key Performance Indicators
Process Performance Indicators

Business Governance
Process Governance
IT Governance

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The new methodology for the new reality

ASAP 7

Description

- AcceleratedSAP (ASAP) provides a proven, comprehensive, repeatable and rich implementation methodology to streamline projects.
- ASAP covers implementations, upgrades, strategic studies and more.

Benefits

- **Reduced total cost of implementation** through streamlined and modular implementation roadmap that provides content rich implementation accelerators, templates and guides
- **Industry standard aligned project management process and guidelines** – PMI PMBOK
- Achieve **transparency of value delivery** through consistent business case reflection
- Enables efficient project **governance** and **quality management**
- Efficient **guidance** for SOA, BPM and traditional implementation projects
- Drive combined **Business Process and IT Architecture** approach (E2E)
- Covers **entire project life-cycle** – from evaluation through delivery to post project solution mgmt and operations
- Delivers revised content in all traditional ASAP areas – Project management, SAP Solution Manager, organizational change management, training, blueprinting, realization, cutover planning and execution, and others
The New ASAP Methodology supporting multiple lifecycles and target user groups

**Process Lifecycle**
- BPM Method
- BPM Technology

**Application Lifecycle**
- Implementation Methodology
- Application Management System

**Project Lifecycle**
- Project standards aligned with PMI PMBOK
- PM Tools

**Value Lifecycle**
- Value Management
- Value Tools

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Process Owner

CIO

Project Manager

Business Unit Owner
Refocus for your success

Yesterday

Testing
Enhancements
Config
Project Mgmt

Today when using the new ASAP framework

Solution Mgmt
Program & Change Mgmt
Value Mgmt
Business Process Mgmt

Shifting focus from project to program value
Agenda

1. ASAP methodology supports BPM implementation
2. Key ASAP improvements
3. ASAP and BPM
4. How to access ASAP and Additional Information
ASAP 7 Significantly Improves Quality of Content Over Entire Delivery Lifecycle

New ASAP extends coverage to the entire value chain

- Embedding Value Management, SOA, BPM, SAP Solution Manager, …
- Significantly streamlined traditional ASAP content
- Significantly revised content for areas like Blueprint, Testing, OCM, etc.
ASAP Adds Value to the Implementation

- What to do, and when to do it
- Why and how you should do it
- Who participates
- Subject area
- Accelerators, samples, templates

ASAP Methodology for Implementation 7.0

1. Project Preparation
   1.1 Project Management
   1.1.1 Phased Start-Up
   1.1.2 Project Initiation
     1.1.2.1 Business Case
     1.1.2.2 Project Charter
   1.1.3 Project Management Plan Definition
   1.1.4 Execution, Monitoring, and Controlling of Results
   1.1.5 Project Standards
   1.1.6 Phase Closure and Sign-Off
2. Organizational Change Management
3. Training
4. Data Management
5. Business Process Management
6. Technical Solution Management
7. Integrated Solution Management
8. Business Blueprint
9. Realization
10. Final Preparation
11. Go Live Support
12. Run

Project Charter

Purpose
The project charter is developed by reviewing documents from the customer to facilitate an understanding of the project’s goal, the project’s constraints. The project charter clearly and explicitly defines the objectives of the proposed project, identifies benefits in financial terms. This information and supporting documents align key points of view.

Inputs
When creating the project charter, consider the following inputs:

<table>
<thead>
<tr>
<th>Section</th>
<th>Key Content</th>
<th>In</th>
<th>Key Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Overview</td>
<td>- Current, “as-is” situation and business needs</td>
<td>In</td>
<td>- Project business case</td>
</tr>
<tr>
<td></td>
<td>- Proposed resolution, “to-be” situation, and high-level summary of what the project will deliver from an organizational, functional, technical, and geographic point of view</td>
<td></td>
<td>- Statement of work (SOW)</td>
</tr>
<tr>
<td>Project Scope</td>
<td>- Characteristics of the solution or service that the project was undertaken to create; role out of scope organizational, functional, process, and development objects (such as data cleansing) and technical applications</td>
<td>In</td>
<td>- SOW</td>
</tr>
<tr>
<td></td>
<td>- Overall project goal</td>
<td></td>
<td>- Proposal</td>
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Example 1: Streamlined Work Breakdown Structure in ASAP Roadmap

WBS Structure

ASAP V3.10 – current release (2009)

New ASAP Methodology v7

Phase

Deliverable group

Deliverable

Sub-deliverable

Activity

Task

Output

Phase

Work stream

Deliverable

Sub-deliverable
Example 2: Project Quality Gates

- **Project Preparation Phase**
  - Project Preparation Phase Completed

- **Solution Validation Phase**
  - Solution Validation Compliance
  - Solution Validation Review

- **Realization Phase**
  - Baseline Configuration of Realization Completed

- **Final Preparation Phase**
  - Final Preparation Phase completed (Go live Readiness)

- **Go Live Support Phase**
  - Project complete (Project Closure)

- **Integration Tests of Realization Completed (Realization Completed)**

- **Baseline Configuration of Realization Completed**

- **Final Preparations Phase completed (Go live Readiness)**

- **Solution Validation Phase Completed**

- **Customer Acceptance**

- **Baseline Configuration of Realization Completed**

- **Final Preparation Phase completed (Go live Readiness)**

- **Project complete (Project Closure)**
Example 3: Consistent use of SAP Solution Manager through out the solution lifecycle

SAP Solution Manager in Implementation

Project Preparation
- Provide initial planning and preparation for your SAP project

Blueprint
- Document the business process requirements

Realization
- Implement business and process requirements

Final Preparation
- Complete the preparation for Go-Live

Go Live Support
- Cutover to live productive operation & continuous support

Run
- Operate your SAP Solution

SAP Solution Manager – Supporting implementation features

Project Administration
Issue Tracking / Monitoring / Reporting
Roadmaps
Example 4: Modular content delivery through ASAP Business Add-Ons

KEY MESSAGE
- ASAP Core does not contain solution or industry specific content; Business Add-on packages deliver this content
- ASAP Core with Add-ons defines specific project deliverables (e.g. WBS)

ASAP Core – common project deliverables
- Phase
  - Work stream
  - Deliverable
  - Sub-Deliverable

ASAP Business Add-on – industry or solution focused
- Deliverable
  - Sub-Deliverable
  - Scenario “Demand Planning”
  - Process 1
    - Process Step 1

Standard deliverables for entire delivery project lifecycle
- Streamlined – reduced complexity
- Emphasizes new and strategic areas, e.g. Integrated Service Delivery, Value Delivery, Modeling, SOA etc.
- Includes standard SAP Service references
- Value-added accelerators, templates and samples
- Establishes “anchor” points for solution/industry/project type add-ons

Delivers solution or industry specific implementation content
- Can be switched on/off based on project needs
- Designed to support implementable steps/solutions
- Uses ASAP Core content as basis
- Clearly defined owner, delivery plan and maintenance strategy
Concept of Core ASAP and ASAP Business Add-Ons
Example: HR – business implementation content

KEY MESSAGE
- ASAP Business Add-on delivers industry or solution specific methodology and business content for implementation out of the box
- All ASAP Business Add-ons deliver methodology extensions, most deliver business content in SAP Solution Manager and SAP Enterprise Modeling by IDS Scheer

Core ASAP – common project deliverables

<table>
<thead>
<tr>
<th>Phase</th>
<th>Work stream</th>
<th>Deliverable</th>
<th>Sub-Deliverable</th>
</tr>
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</table>

ASAP Add-on – industry or solution focused

<table>
<thead>
<tr>
<th>Scenario</th>
<th>“Employee Performance Management”</th>
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<tbody>
<tr>
<td>Process:</td>
<td>Flexible Performance Management</td>
</tr>
<tr>
<td>Process Step: Create Corporate Goals</td>
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<tr>
<td>Services</td>
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1. ASAP methodology supports BPM implementation
2. Key ASAP improvements
3. ASAP and BPM – use case
4. How to access ASAP and Additional Information
Phase 2: Detail 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 additional functional and technical requirements
- Obtains business sign-off on requirements and design
- Blueprinting is dedicated to support value delivery

**Deliverables**

- Project Plan Update
- Complete, documented and signed off
  - Business Process Hierarchy and Design
  - Value Association on Process Level
  - Solution Design
  - Gap Identification and Resolution
  - Solution Landscape and Architecture
- Assessment of Organization and Business Process Changes
- Confirmation of Implementation Date

**Milestones & Key Decisions**

- Completed and signed off Process Design
- Completed and signed off Solution Design
- Completed and signed off gap identification and resolution
- Phase Quality Assessment
- Organizational Change Management plans signed off
- Data Management Plans signed off
- Training executed
SAP’s Blueprint Approach is based on the following proven methodologies:

- **Value Realization**, which creates the framework for scope and delivery of expected benefits.
- **Business Process Management Methodology** (BPMM), which provides the framework for process decomposition.
- **Agile Acceleration Techniques** at SAP, that support the speed to market; they incorporate visualizations, iterative feedback loops and frequent control points.

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**Value Realization**
- Value maps, drivers and enablers
- Value based scope management
- Industry Benchmarks
- Value Audits

**Business Process Management**
- BPMM
- SOA
- Field Service Modeling Handbook

**Acceleration Techniques**
- Solution Demo & Visualization
- Best Practices and Preconfigured Solutions
- Build Cycles
- Value Prototyping

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**Blueprint Quality Review**
Value Management
Value Based Blueprinting Overview

Vision
Strategy
Process Optimization
Blueprinting

Key Deliverables
- Benefits / Business Case
- Pain Point & Key Process Changes
- Value Maps / KPI Definition
- Requirements Analysis
- TO-BE Process Model
- Quality / Value Reviews
- Gap Analysis & Solution Design

Aligned Deliverables Outputs and Inputs

Tools
- VLM
- SAP Enterprise Architecture Framework
- Solution Composer
- Solution Manager
- ARIS

Full set of SAP Enabling Tools

Methodology
- Roadmap / BPM
- CVR
- Enterprise Architecture
- ASAP

Integrated BTC and ASAP Methodology

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Business Process Modeling
in Context of Business Blueprint

Business Perspective

Calibration → As-Is Analysis → To-Be Design → Solution Transformation → Blueprint

Core Configuration:
Solution with SAP Standard is possible.

Solution Gaps & Core Enhancement:
Solution needs to be enlarged by development.

SOA/Composition:
Solution can be enhanced by SOA elements.

Third Party Solution
Use of third party enhancements are applicable.

IT Perspective

PLAN (BPM) → BUILD

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Business Process Modeling
Process Design Deliverables

Opportunity Management
1. Calibration

ASAP Core Project Prep Phase
2. As-Is Analysis
3. To-Be Design

ASAP Core Blueprinting Phase
4. To-Be Design, cont.
5. Solution Transformation

Scenario Level Deliverables (PL1-2)
- Solution Map
- Process Landscape
- Value Proposition, Pain Points, Improvement areas (financial KPI)
- Business Scenario (Requirements, Processes, Design)

Business Process & Activity Level Deliverables (PL3-5)
- SOA Requirements
- Process Landscape
- Value Maps / Operational KPI
- Business Scenario and Process Requirements / Design
- GAP Requirements And Resolution
Business Process Modeling
Blueprint Approach and Key Deliverables

A Blueprint is defined through a body of documents

* Guideline documents to facilitate Blueprinting
Business Process Modeling
Leveraging Predefined Content

Process Area
Level 1

Main Process
Level 2

Process
Level 3

Activity
Level 4

SAP Solution Maps

SAP Solution Manager SOLAR01

Scope Definition

ARIS

Process Modeling

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Implementation Acceleration
Broader than Agile

- Acceleration is based on sustainable assets and the re-usable content, as well as tools and technology that provide a structure for re-use
- Acceleration can be accomplished through the elimination of unnecessary work steps within the implementation life cycle
- Acceleration of implementation and lowering of overall cost can often best be realized through getting it right the first time, eliminating the need for rework and associated delays
- Acceleration can be achieved through compression techniques such as parallelization of activities and new work shop approaches

“If your only tool is a hammer, then every problem begins to look like a nail.”

<table>
<thead>
<tr>
<th>Acceleration</th>
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<th>IP Re-Use</th>
<th>x</th>
<th>Reduction of Friction</th>
<th>x</th>
<th>Elimination of Re-Work</th>
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Smallest possible increments along a value based roadmap
Major Acceleration Techniques

@ SAP Core Consulting

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

**Solution Demo Approach**
- Early visualization of solution for configuration and solution enhancements through show and tell in Blueprinting
- Iterative solution design process (workshop approach)

**Iterative Build Cycles**
- Incremental build
- Frequent Q-Gates
- n-Time Boxed and inspected at every increment

**Parallelization of Services**
- Scope is based on Areas of interest / pain points
- Presales or Blueprint / n-Time Boxed Implementation Periods (4 weeks)
- Lab environment to configure complementary to project specific Implementation Accelerations
Acceleration through ASAP 7 Business Add-ons

ASAP Methodology (+ Business Add-on methodology extensions)
Solution Demo Approach – ASAP 7

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

Visualize, Engage, Stay Focused!
- Visualize solution
- Improve collaboration and mutual understanding
- Mitigate risk to rework
- Allow for incremental acceptance

Reference
- Business Case and Value Drivers
- Use predefined standards and content to illustrate end-to-end processes

Verify & Accept
- Verify solution design
- Drive Acceptance

Visualize
- Use sandbox to show and tell SAP standard key design elements
- Visualization for Development objects

Complement
- Models
- Solution Design

Listen & Engage
- Determine / capture business requirements and potential Gaps to Standard
Acceleration Techniques are built into ASAP 7.0 Implementation Life Cycle (exemplary)

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

Implementation Acceleration Triage
- Value based Roadmap & Approach Determination
- Best Practices Fit-Gap

IP Reuse
- Preconfigured Solutions / ASAP 7 Add-Ons
- Reference KM complementing ASAP accelerators, e.g. Benchmarking

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

Parallel Integrated Services
- Complementary service for areas of interest

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

1. ASAP methodology supports BPM implementation
2. Key ASAP improvements
3. ASAP and BPM
4. How to access ASAP and Additional Information
The New Drivers License
...to work in the “Real world BPM in an SAP Environment”

SKILLS AND RESOURCES
- Mindset

METHODOLOGY
- ASAP Methodology and ASAP Business add-ons

TOOLS
- SAP Solution Manager, BPM Technology (Business to Model and Modeling to Execution)

GOVERNANCE MANAGEMENT
- Link between Business Governance, Process Governance and IT Governance

TRAINING
- Trained, certified and experienced, Project Manager, BPX Associate and Professional
- SAP UA BPM and EA Curriculum

COMMUNITY
- SDN/BPX Community
  - http://www.sdn.sap.com/irj/bpx

- SAP Modeling Handbook
- BPM Use Cases

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ASAP METHODOLOGY

ASAP Methodology is the SAP roadmap for the implementation, enhancements or upgrade of SAP solutions and supports cost effective and speedy implementation of the SAP solutions in our customer environment. It provides a proven, comprehensive, repeatable and rich implementation methodology to streamline projects and achieve lower total cost of implementation (TCI).

ASAP roadmaps cover the most important aspects and phases of a SAP solutions implementation, enhancements, or upgrade following the ASAP methodology principles. The roadmaps are available for browsing on this site and also delivered as standard component of SAP Solution Manager - the implementation and operations platform.

Benefits

- Delivers transparent, proven approach helping the project team to reduce implementation time, costs and risks through efficient implementation process
- Achieve better results by leveraging the experiences of other successful projects
- Leverage SAPs vast experience in the implementation, upgrade and operations of its Solutions as well as industry recognized best practices for effective Business Solutions.
- Extends across all aspects of the solution life-cycle; from strategic reviews and analysis, to design, implementation, training and post project support.
- Scalable methodology that can be tailored to meet customer and project specific requirements and constraints.
- Supports different project types (single-site, multi-site, template, prototype, upgrade, evaluation, etc.)
- Has been developed over many years to deliver cost-effective and successful implementation and is being continually enriched and optimized with content based on the experiences gained in implementing SAP solutions

Availability
Learn more about ASAP on BPX Community site
http://www.sdn.sap.com/irj/bpx/asap

ASAP METHODOLOGY FOR IMPLEMENTATION

Investing in a new business solution can bring major benefits to an organization. The success or failure of a new solution depends on how well it is implemented. A survey of software implementations showed that over 30% of projects perceived to have failed did so because of a lack of effective project planning. On the other hand, less than 10% of projects perceived to have failed did so because of technology driven causes.

ASAP Methodology for Implementation is the SAP roadmap for the implementation of SAP solutions and supports cost effective and speedy implementation of the SAP solutions. It provides a proven, comprehensive, repeatable and rich implementation methodology to streamline projects and achieve lower total cost of implementation (TCI).

- ASAP Methodology - Core and Business Add One »
- ASAP Methodology - Phases »

Related Areas in SAP Support Portal
(SMP login required)
- SAP Solution Manager
- SAP Solution Manager - Ramp-Up

Related Areas
- Application Lifecycle Management
- Service-Oriented Architecture
- SAP NetWeaver Business Process Management
- Business Process Management
- Value Engineering
- Organizational Change Management
- Master Data Management
- BPX Skills and Education
Learn more from Modeling Handbook

SAP Modeling Handbook - Modeling Standards

Introduction
This Modeling Handbook is meant as a general guideline for everybody who does work on either: Process Modeling or Service Modeling
The guidelines, rules, and model structures are based on experiences gained within SAP Field Service and Support and where developed by consultants. The Handbook provides a comprehensive definition part and is strictly focused to deliver process modeling guidelines that are clear and practical oriented. The Tool used for modeling guidelines and the example is ARIS. However the definitions, shapes and stencils provided can be transferred to other tools easily and an example is given for Visio. The Handbook is not tied to a special methodology (implementation or other) although the structure applies to the rules of ASAP Core Methodology. The focus of the modeling guidelines provided is clearly the Build phase and specially addresses the structure of how to build a Business Blueprint within an implementation project. For each process modeling step an example is provided to enable and accelerate the transfer from the theoretical part into practical use.

Business Process Modeling
The objective of business process modeling is to describe business processes in a consistent and comprehensive way. Human speech is often not precise enough to clearly explain economic sequences. This is especially the fact if a process consists of various logical suggestions that imply parallel and sequential execution of process steps. In order to reduce the amount of misinterpretation and to
Sign-up for BPM Webinar series to learn more

REAL WORLD OF BPM IN AN SAP ENVIRONMENT – WEBINAR SERIES

Presenting regular series of webinars on Thursdays at 15:00 CET

Be sure to check out [schedule](https://) for the dates and topics of the next upcoming session or for recordings of past sessions

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Be sure not to miss out on the exciting topics and sessions presented regularly on Thursdays at 15:00 to 16:00 CET

Please find below the next upcoming sessions:

- **June 11th, 2010**: Launched of the first wave of ASAP Business Add-ons
- **June 24th, 2010**: Accelerated implementation of SAP Point of Sales with “ASAP Business Add-ons for SAP POS”
- **July 1st, 2010**: BPM Starterkit Session 2: Deep dive into Gartner’s BPM Use case: Redesign your IT for a process-based SOA and BPM Use case: Set-up a continuous process improvement program
- **July 2nd, 2010**: How to implement Business Object: Reporting Deployment using ASAP Business Add-ons
- **July 9th, 2010**: Accelerated implementation of SAP Promotion Management for Retail with “ASAP Business Add-ons for SAP PMR”
- **July 15th, 2010**: Accelerated implementation of SAP Merchandise & Assortment Planning with “ASAP Business Add-ons for SAP MAP”
- **July 22nd, 2010**: How to implement Business Object - GRC: Access Control using ASAP Business Add-ons

The sessions will cover:

- Real life BPM use cases: Cross-industry and industry specific
- How to identify processes where BPM can add value
- What are the expected ROI payback from BPM projects
- Which methodology and frameworks to use when implementing a BPM project
- What are the required skills and how to get started with a BPM project
- Insight into SAP’s technology strategy and innovation, SAP NetWeaver BPM, SAP NetWeaver BRM, Gravity, Social BPM etc.

These sessions will reflect key aspects of the new SAP BPM Book - *RealWorld BPM in an SAP Environment*. Furthermore, you will get to meet subject matter experts, customers and contributing authors of this new BPM book. The sessions will take place on a regular basis and in order to ensure this valuable content is leveraged, they will be recorded and made available on the [BPM Use Case wiki](https://).
Thank you!