The Formula for Accelerated Implementations

Applies to:

All SAP implementations following ASAP 7

For more information, visit the Business Process Modeling homepage.

Summary

There is a need for significant reduction in "Time to Value" and customers look for early confirmation that requirements can be met. With ASAP7, SAP formalizes the use of a number of these and other acceleration techniques. These techniques are complimentary and the acceleration approach needs to be tailored to the customer's situation. With bite size pieces and the appropriate combination of acceleration techniques projects become transparent and ultimately agile. And this is a level of agility that goes beyond methodology.

Author: Raimar G. Hoeliner

Company: SAP America

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Author Bio

Raimar G. Hoeliner is a Program Delivery Manager working in the North American PMEO. His focus areas are Implementation Acceleration, Business Process Management and Blueprinting. Raimar has been with SAP for 12 years and has a background as a functional consultant, a solution architect, and a project manager. He is also a co-author of ASAP7.

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Acceleration Techniques to Build Trust

Reduced Time to Value is one of the mandates in today's economy, not only for customers, but also for system integrators.

In addition to the focus on rapid return on investments, companies tend to also have **short attention spans**. Customers are therefore looking for an **early confirmation** that their requirements can be met cost effectively, at a minimum of risk. At the same time, project teams need to be able to demonstrate their capabilities to solve pain points early during implementations.

It therefore becomes vital that project teams **build confidence** with business early on in the project. This can be done using acceleration techniques like Proof's of concept, Proof's of Vision and Solution Demo Approach. With ASAP7, SAP formalizes the use of a number of these and other acceleration techniques. Jan Musil has introduced them in a previous thread, for details refer to Acceleration Techniques. In a nutshell, these techniques are a combination of services, products and a methodology that offer various levels of agility (ASAP7). They can be grouped into:

- IP Re-Use

- Solution Demo Approach

- Iterative Build

- Parallelization of Services

These techniques are complimentary and the acceleration approach needs to be tailored to the customer's situation.

Note: Whereas acceleration is about the speed at which a project team is able to deliver, it is also about getting it right for the first time, without a need to rework. Therefore, equally important to the acceleration techniques, ASAP 7 provides a framework that enables risk and scope management controlled through q-gates and frequent inspection points.

Now, how do we determine an approach that fits?
We should be looking at fit from two levels, the program and the project level.

Bit Size Pieces

At a program level we need to identify the **smallest possible "Bite" size pieces** or implementation increments. These bite size pieces should to be aligned in a **value based IT ro**admap.
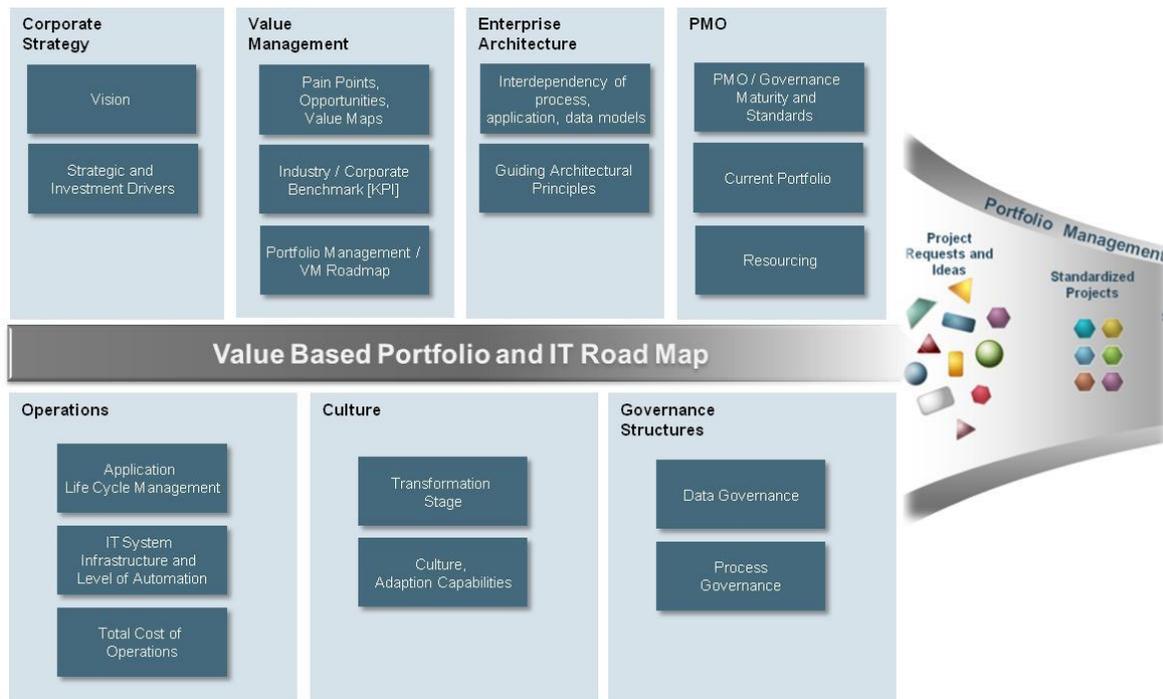
Several parameters influence the structure of a roadmap.

- Corporate strategy provides an overall directive.

- Perceived value of strategic and tactical initiatives sets priorities and measures for success.

- Guiding architectural principles, such as a SOA would clarify initiative dependencies and the choice of technologies.

- Cost of operations for the current legacy environment might influence the sequence of replacement steps.

- Organizational capabilities to adapt to change will determine the pace of initiative series.

- Maturity of the governance processes or the program management practice will determine the level of agility a project team might chose.

The Acceleration Formula

At a project level we need to determine the acceleration techniques that suit the project situation, the company's expectations and culture.

Smallest possible increments (projects) along a value based roadmap (strategy)

$$\text{Acceleration} = \frac{\text{IP Re-Use}}{[\text{Ind. Sol.}]} \times \frac{\text{Reduction of Friction [Org. Readiness]}}{\text{Parallelization [Prod. Serv.]}} \times \frac{\text{Elimination of Re-Work}}{[\text{PoC, S\&T, Iterations, Q-G.}]}$$

Managing the speed of value becomes a competitive advantage for SAP

The above formula describes the variables with which we can tailor acceleration for our customers within each project. It also can be used to gauge the level of maturity and readiness, prior to the engagement.

Lets' have a look at the variables that can influence the speed to value of a project.

IP Re-Use - Determining content rich assets that can be re-used will jump start project activities such as To-Be process modeling and system configuration. This includes both SAP's capabilities to deliver productized services, Industry and product specific pre-configured solutions, process repositories or industry benchmark in addition to activities the customer can undertake to ramp up for a specific project. Examples include the provisioning of a comprehensive knowledge repository on the current legacy environment that clarifies dependencies of processes, applications and data elements, an important pre-requisite to properly scope replacement efforts.

Reduction of Friction relates to organizational readiness and process optimization. Resistance to change needs to be managed proactively to avoid or minimize delays in project. Stakeholders need to be identified and confidence needs to be built early. This is especially true in global environments or consensus- driven organizational cultures.

Elimination of Re-work is achieved through early buy-in and high visibility to any stage of the implementation life cycle. Solution Visualization helps to get it right the first time and reduces the risk of rework. For example, a sandbox environment during Blueprinting will help the project team to illustrate SAP's capabilities and options. Mock up tools (Low or high fidelity) leveraged for specification of development objects will facilitate the communication between customers, developers and functional consultants. Techniques to demonstrate product capability such as proofs of concept will build trust and provide solutions for specific focus areas.

Parallelization is a time compression technique that is enabled through the service engineering approach of SAP. Deliverables can be achieved with a combination of Integrated and Productized Services. Value Prototyping or the Virtual Appliance Factory falls also into this category. Value Prototyping provides running solutions and the Virtual Appliance Factory provisions SAP environments in minutes rather than weeks.

To wrap this up, speed to value is critical, early confirmation and trust in the solution is a necessity. With bite size pieces and the appropriate combination of acceleration techniques projects become transparent and ultimately agile. And this is a level of agility that goes beyond methodology.

Stay tuned, deep dives and real life examples of acceleration techniques will follow.

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