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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
ASAP 7 delivers agility through acceleration techniques in its core

ASAP 7 delivers Acceleration

- Agile principles are part of ASAP 7. Agile Business Add-on enhances them with iterative implementation approach
- The frame work of ASAP 7, such as phased Q-gates and scope management, helps to manage risk

ASAP Roadmap

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.
Overview of Major Acceleration Techniques built into ASAP 7

**IP Re-Use**
- Best Practices / Preconfigured solutions
- 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
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 project scope into small increments delivered in time boxed iterations
- Multiple iterations may be required to release a product or new features
- Accommodates changing requirements
- Teams are generally co-located, and empowered to make decisions (self-organizing teams)
- **Progress is measured in terms of working functions or products**
# Roles and Responsibilities in Portfolio and Project Management

## Meet the gang

### Portfolio and Project Management

<table>
<thead>
<tr>
<th>Area</th>
<th>Business Process Owner</th>
<th>Portfolio Manager</th>
<th>Solution Owner</th>
<th>Product Owner</th>
<th>Scrum Master</th>
<th>Developer</th>
<th>Quality Manager</th>
<th>Release Manager</th>
<th>Technical Operator</th>
</tr>
</thead>
</table>

### Who

- **Role**: Business process owner
- **Responsibility**: Planning and execution of the operational process achievement. Make investment decisions and allocate funds.

### Portfolio and Project

- **Responsibility**: Define Product Backlog including priorities
- **Role**: Solution Owner

### Project

- **Responsibility**: Define Release Backlog including priorities
- **Role**: Product Owner

### Change

- **Responsibility**: Remove impediments, Manage agile development, Perform development and customizing, Coordinate activities required to meet quality standards
- **Role**: Scrum Master, Developer, Quality manager

### Release

- **Responsibility**: Plans, schedules and control deployment
- **Role**: Release manager

### Operations

- **Responsibility**: Execute deployment
- **Role**: Technical operator
Application Lifecycle Management
Process View: Delivery of Requirements via Release

Lean Blueprint

Implementation of requirements in iterative way

Q-Gate: Scope to Build

Q-Gate: Build to Test

Q-Gate: Test to Deploy

- Define business requirements
- Define portfolio
- Define Product Backlog

Business process owner
Portfolio manager
Solution owner

Accelerators
Iterative Baseline
Build

Release Backlog

Priority: [0-5]

2-to-4 wks cycle

Integration Test
User Acceptance Test
Non-Functional Tests

• Build Release
• Execute deployment

Release manager
Technical operator

Decision: Requirements to Scope

Define Requirements to Scope

Scope project

Portfolio manager

Solution owner

Demo

Requirements
D
Design
Q
Build
Q
Test
Q
Deploy

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Let’s have a closer look at a Sprint

2-4 weeks sprint

Objective: Potentially Shippable Software
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
Leading European University
Customer case – using Agile methodology in single-site deployment

Realized Benefit
- Significantly shorter time to value - 365 days shorter project timeline than traditional plan
- Higher involvement of business users in implementation
- Better control of the implementation project and higher transparency in standard SAP configuration and development of enhancements

Project Scope
- Streamline the financial and personnel processes for the university
- Project included implementation of Employee Self Services, Organizational Management, Timesheets, Project System, Controlling, Business Objects reporting, Personnel Cost Planning

Implementation Approach
- Use hybrid implementation approach based on proven ASAP methodology and iterative SCRUM methodology to implement SAP solution.
- Closely engage business users in prioritization of requirements, solution design and solution validation.
- Leverage SAP standard functionality over custom coding or modifications as much as possible.
Global Company
Customer case – applying Agile methodology for prototype

Profile
- World’s leading international company operating on 6 continents

Expected Benefit
- Build prototype using iterative approach to clarify requirements through iterative approach and validation with business users

Project Scope
- Deployment of SAP Product Lifecycle Management Solution

Implementation Approach
- Use Agile Business Add-on approach during the prototype phase
- Follows proven ASAP implementation methodology enhanced by the customer to deploy the solution into the business
Large Retail Customer
Customer case – applying Agile methodology in multi-business deployment

Profile
• Leading retail organization

Expected benefit
• Deploy SAP solution in business in increments while leveraging SAP best practices and building own practices where required. Realize business value faster through early deployment.

Project Scope
• Multi line of business implementation of SAP solution (ERP, PoS, Promotions Management); SAP Custom Development for functional gaps

Implementation Approach
- Clear understanding of business value through SAP engagement early in the pre-project phase
- Incremental delivery of SAP Solution to the business in multiple business releases
- Each release built in incremental manner with close involvement of business users
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 need to be tailored to the customer’s situation, culture, and risk tolerance profile
How to explore Agile Add-on for ASAP

You can follow this easy roadmap to explore Agile Business Add-on and agile implementation approach.

**Step 1 – Get informed**
- Agile Business Add-on Recorded Session
- ASAP 7 Business Add-On Overview Presentation *(Service Marketplace account required)*

**Step 2 – Get familiar**
- Agile ASAP Business Add-On Overview Page *(Service Marketplace account required)*
- Agile ASAP Business Add-On Access

**Step 3 – Engage in the community**
- ASAP Methodology and Project Management Discussion Forum
- Register for BPM Webinars
## SAP Solution Manager Overview

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<tr>
<th>ALM100</th>
<th>Orchestrate Your Solution with SAP Solution Manager 7.1 – Build Your Roadmap</th>
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## ALM: Incident, Problem and Request Portfolio and Project

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<th>Managing Business Requirements and Project Portfolios in agile environments</th>
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<td>Now available: a complete ITIL compliant IT Service Management solution</td>
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<td>Setting up IT Service Management (Incident, Problem and Change Management)</td>
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## ALM: Test Management

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## ALM: Solution Documentation & Implementation

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<td>How to Efficiently Implement and Verify Business Process Documentation</td>
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## ALM: Change Control

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<td>Change Control - Dual Landscape Synchronization with Retrofit</td>
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<td>Full Transparency of changes with Configuration Validation and TEA</td>
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# SAP TechEd Sessions on SAP Solution Manager 7.1

SAP Solution Manager Overview and Run SAP like a Factory

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### Run SAP: Maintenance Optimization & Security

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Overview of Agile Business Add-on to ASAP

Project Preparation
- Determined project scope

Blueprint
- Prioritized project backlog

Realization
- 2-to-4 wks cycle
  - Modeling
  - Implementation
  - Test / Review
  - Backlog review

Work product increment

Sprint backlog / Revised / prioritized backlog

Process-based composite application, business process, service or other functionality

Final Preparation
Go Live Support
Run

Work product release
Agile Business Add-On
In detail and in context of ASAP 7