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Being Agile: A New Frontier for Faster SAP Release Cycles

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Mastering
SAP Technologies



Agile delivers:

- A business outcome focus
- Faster time to value
- Enabled by
 - People: empowered individuals & teams
 - Practices: high value Agile practices
 - Platform: integrated tooling supporting collaboration and rapid delivery

In SAP environments too ...



What we will cover:

- Basic Agile concepts & challenges in SAP projects
- Go Agile: Our organisation, sprints, platform & path to success
- Gains as a result of going Agile
- Case Studies:
 - A global SAP HCM environment
 - An Australian SAP HANA project
- Questions



Basic Agile concepts & challenges in SAP Projects

What is Agile?



IBM: a **collaborative, incremental**, and **iterative** approach to software development that can produce **high-quality software** in a cost effective and timely manner. Unlike traditional software development, agile development emphasizes flexibility, continuous testing and integration, and **rapid delivery of functionality**.

Wikipedia: a group of software development methodologies based on **iterative** and **incremental** development, where requirements and solutions **evolve** through **collaboration** between self-organizing, cross-functional teams.

The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more



Key characteristics of successful disciplined Agile projects



Stable, Time-Boxed, Stakeholder Feedback
Short Iterations



Self-Directed Teams



Sustainable Pace

Common Challenges we found in SAP projects



- Risk of mismatch between expectations of end users and business practices incorporated in the product designs
- Inadequate communication/interlock between the business and development teams
- Test scenarios may not cover vital business expectations.
- Granular level reporting/monitoring of deliverable can be problematic: Tracking of effort versus achievement can pose huge challenges
- Delayed visibility of the solution by the business - hardly any ongoing validation of requirements with the core users during the course of development





Go Agile: Our organisation, Sprints, platform & path to success



Scope of Agile in Our HRMS LCM Project



Incidents &
Service Requests

Issue Management
(Level 2 Level 3)
Batch Job Monitoring
Batch Job Scheduling
Basis Support
Performance Monitoring



Break-Fix
Change Requests

14 day Break Fix
releases



Enhancements

Quarterly Releases
New Entities
New Functionalities
New Reports
Access/ Role Changes
Payroll Changes
Legal Mandatory
Changes



Support Packs

HR Support Pack
Upgrade



Testing

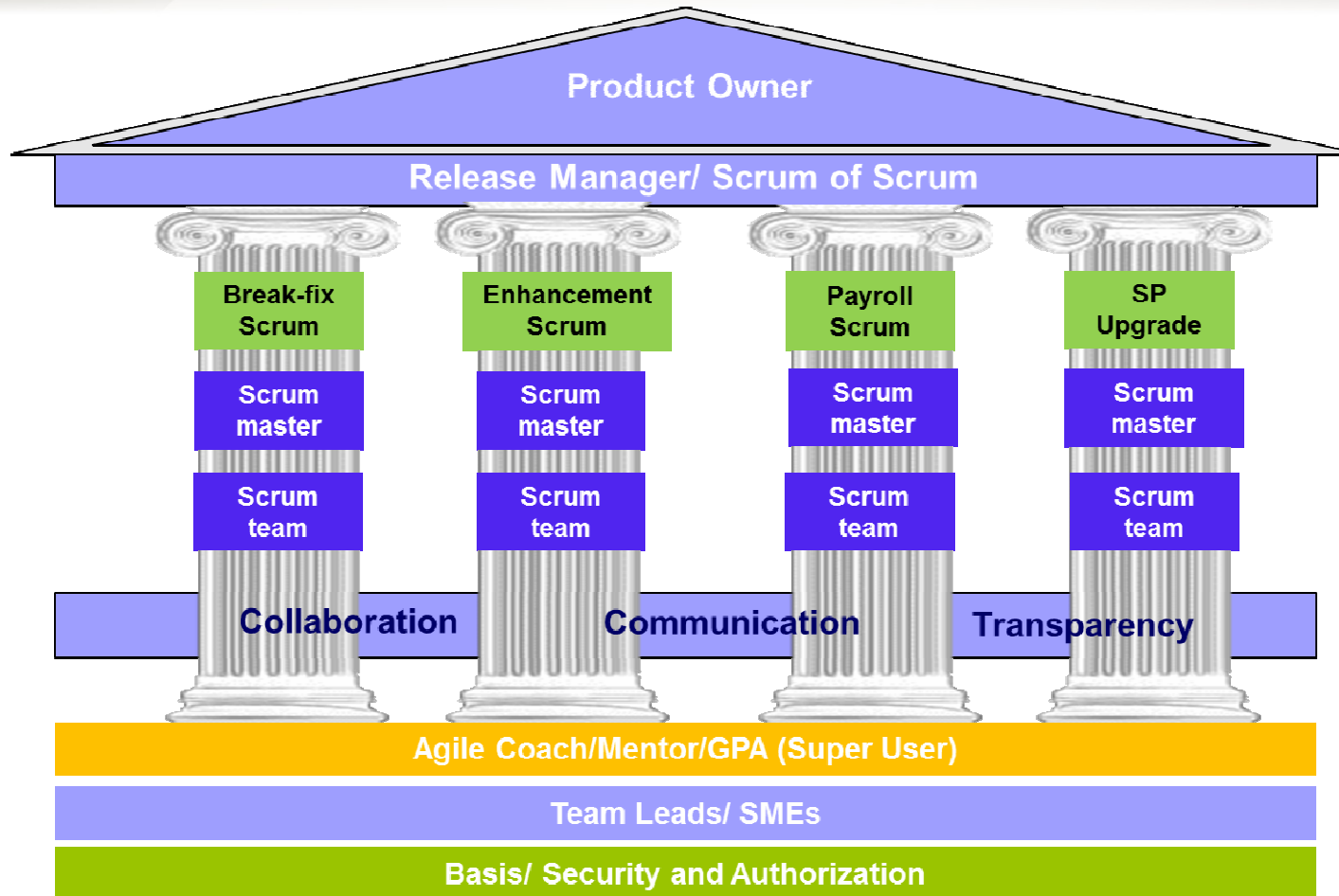
User Acceptance Testing
Validation of Changes
Regression Testing
Automated Testing

Sev1 Incidents are:

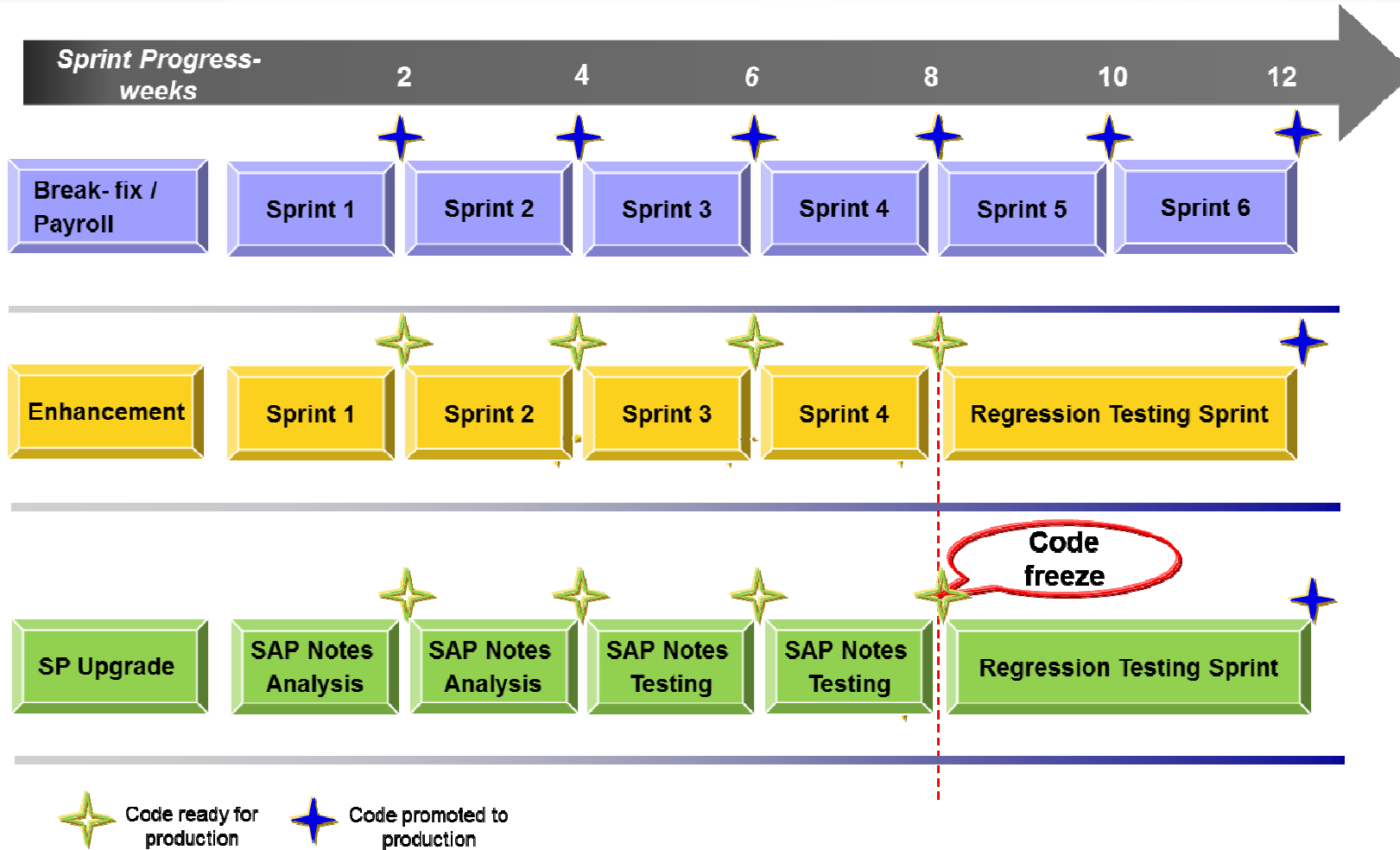
- Addressed within 24 hours as per the SLO
- Documented in Rational Team Concert to ensure one system for all change requests



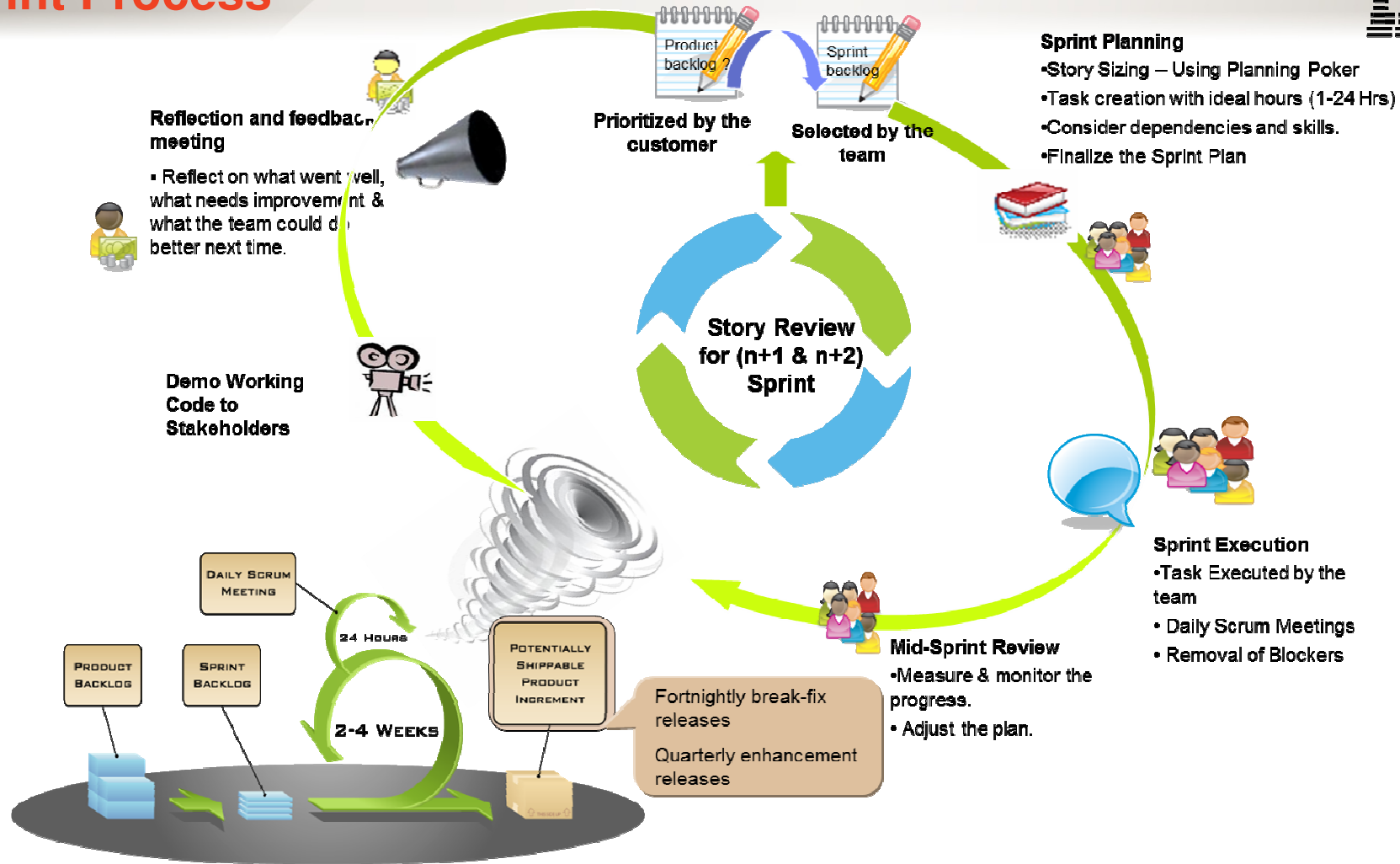
Agile Organization – Overview @ HRMS LCM



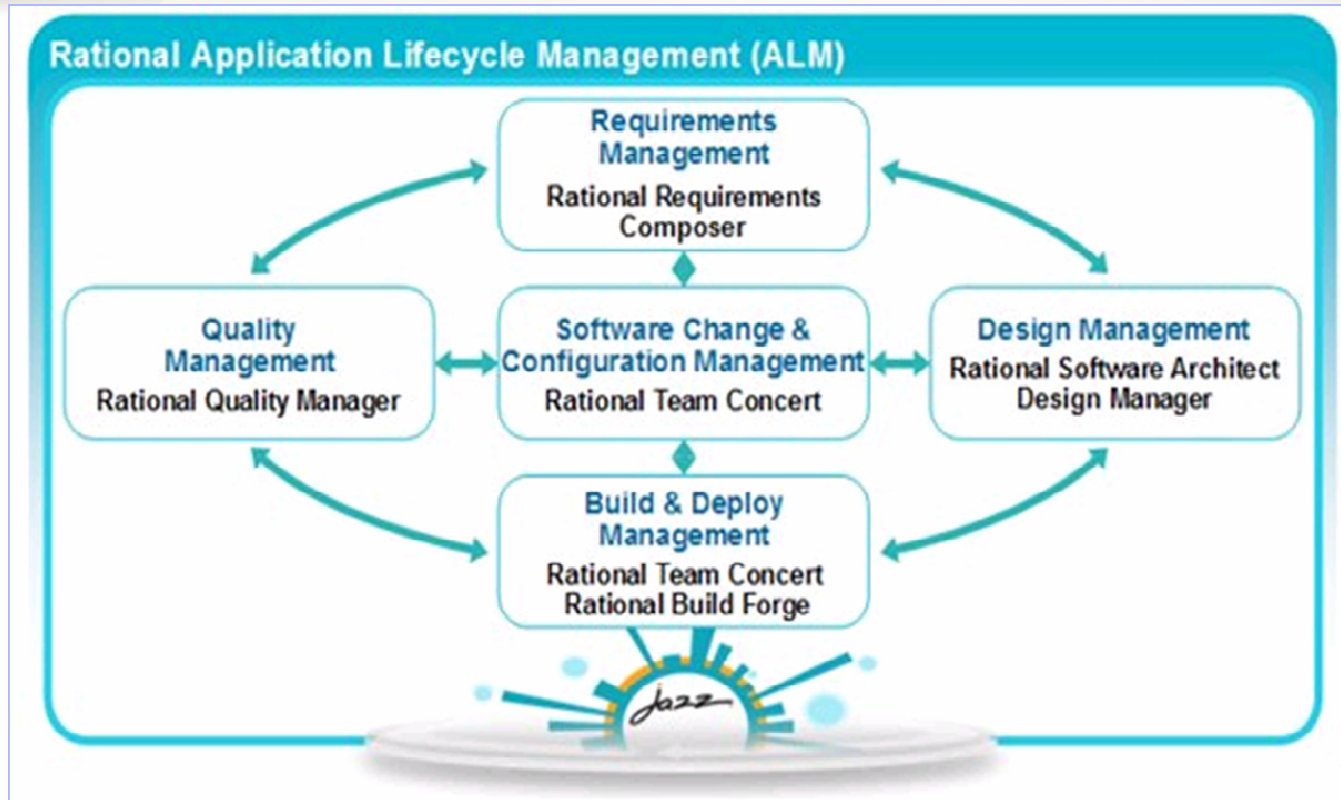
Sprints – Fixes, Enhancements, SP Upgrades



Sprint Process



Agile platform with specific SAP capability



- ✓ Integration with SAP Solution Manager and SAP Business Process Change Analyzer



HRMS LCM is a major SAP project which has Gone Agile
Supporting 100,000+ users in 20 countries

Agile planning tools have been effectively implemented & stabilized in
HRMS LCM. Other tooling are now being taken up for enhancement

55+ sprints completed between
four scrum teams –
350+ CRs delivered



- All Sprints tracked and managed using Rational Team Concert
- Has enabled Real time status updates and the eliminated need for manual status collection by the Scrum masters

Gains as a result of going Agile

Gains as a Result of Going Agile



Parameter	Gains
Quality	<ul style="list-style-type: none">• Superior quality of the delivered product - continuous interaction with business has exponentially increased the understanding of requirements• Significant reduction in recycles from production – Enabled by steps like comprehensive review of requirements, SMEs inputs on the best solution etc.
Productivity	<ul style="list-style-type: none">• Agile process is propelling the team to be self driven• No follow ups for delivery status – Rational Team Concert is kept “current” at the task level• Thoughtful Sprint planning has resulted in maximum employment of bandwidth• Action items from Sprint reflections are acted upon promptly
Business Buy-in	<ul style="list-style-type: none">• The business drives the priorities - helping improve client satisfaction• Growth in confidence - Error free releases encourage clients to initiate complex enhancements
Communication	<ul style="list-style-type: none">• Swift identification of blockers - Stepped-up inter team communication boosting the efficiency of the delivery• High morale of the team – success builds confidence





Case Study: An Agile SAP HANA project



Discussion for today

Explain how we used Agile to deliver a complex business intelligence solution on SAP Business Warehouse + HANA.

What

Change the way their sales staff are measured by understanding the true profitability for each customer

Align their financial reporting standards to their parent companies' requirements

How

- do the minimum to get us up and running
 - work directly with the business to make it happen and report to the CFO = one team
 - the technology set must be SAP BW on HANA
- ... and do it quickly

We defined how these goals could be achieved by describing what we want to avoid -

Non-value-adding action on software projects

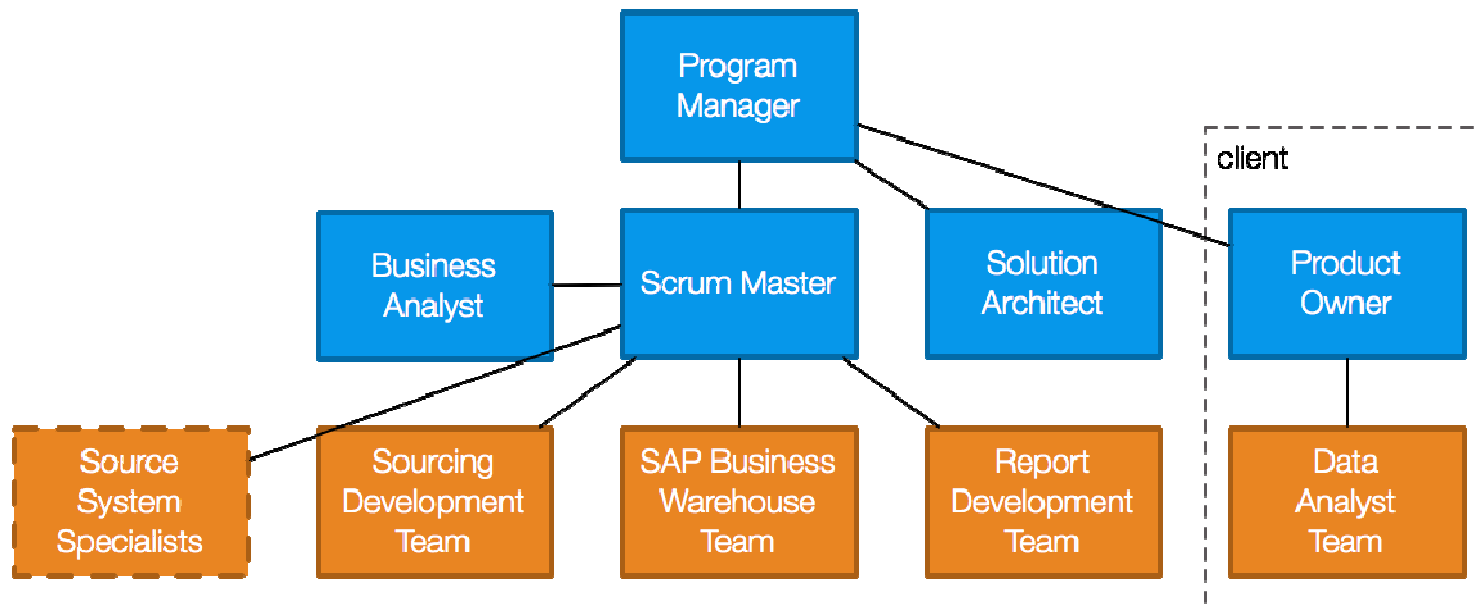
1. Overproduction of features
2. Waiting, delay
3. Handoff
4. Extra processing
5. Partially done work
6. Task switching
7. Defects, testing and correction after creation of the product
8. Under-realising people's potential and varied skill, insight, ideas, suggestions
9. Knowledge and information scatter or loss
10. Wishful thinking

Scaling Lean & Agile Development, Craig Larman, Bas Vodde, December 2008



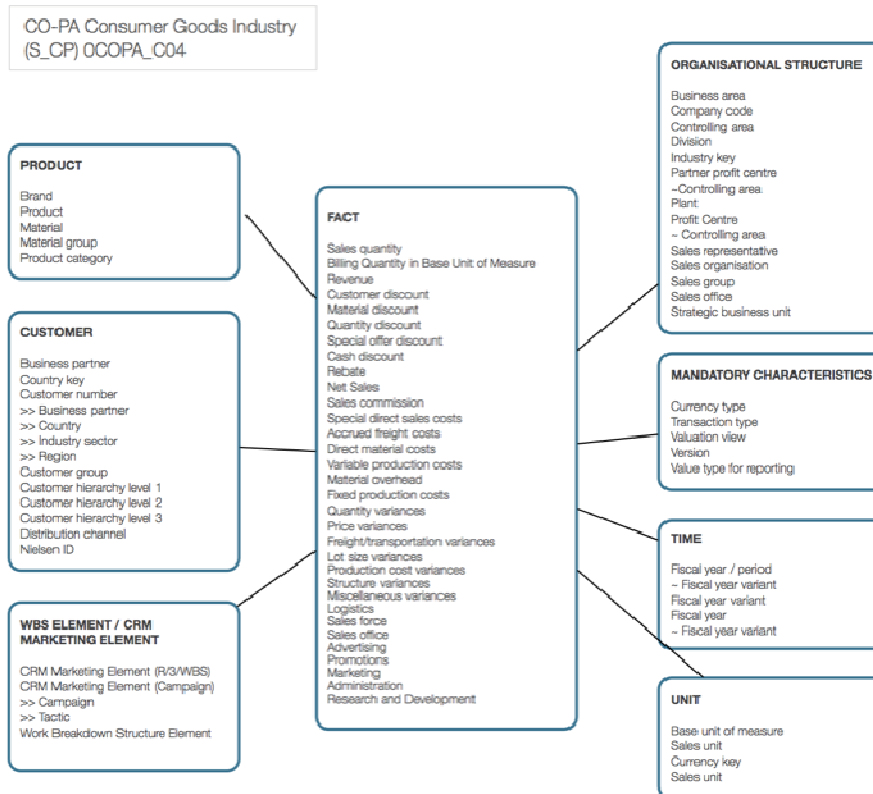
Our process

Project Structure



Our process

Design



Our process

Planning

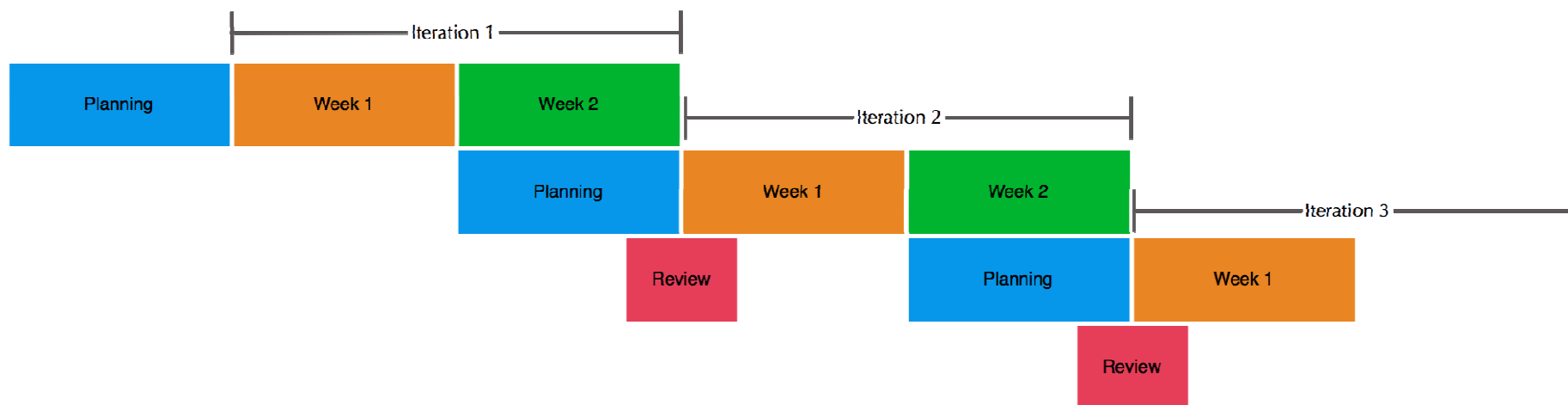
- * features or stories were agreed that supported realising the iteration goal
- * project split into two week iterations were defined
- * a formal "scope definition" was developed for each iteration containing:

Scope Definition for Iteration #1	
Contents:	
1. Constraints	
2. Business capability to be delivered	
3. Business rollout preparation to be completed	
4. Source system scope	
5. Key issues to be resolved (e.g. master data cleansing)	
6. Data scope	
6.1 Master data	
6.2 Transactional data	



Our process

Execution



Was it successful? - Yes.

"Business ready" release completed in three iterations (6 weeks)

Program delivered under budget

Daily profitability view available to the business

Environment transitioned to third-party offshore support

IBM has been engaged for further business intelligence work on the platform



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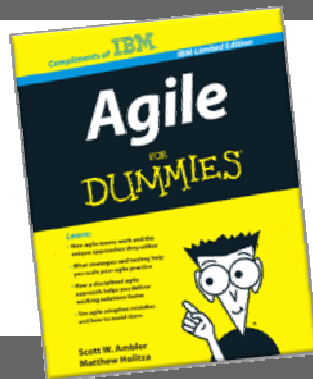


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Would like to learn more about Agile?



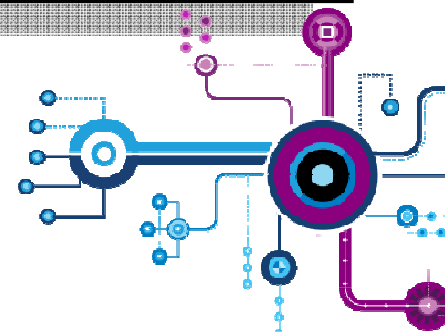
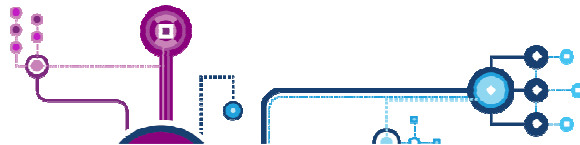
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IBM







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