ASAP Implementation Roadmap

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Methodology – why? ASAP Overview

ASAP Roadmap Structure

Project Management in ASAP

ASAP Content Overview

How to access Roadmap

Projects from another perspective

“An estimated 68% of corporate IT projects are neither on time nor budget, and they don’t deliver the originally stated business goals. Some even claim that during the last two years, $100 billion to $150 billion of U.S. IT projects have failed altogether.”

Mark Jeffery and Ingmar Leliveld: Best Practices in IT Portfolio Management, MITSloan Management Review, Spring 2004

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Typical questions when you starting the project

How to best use selected solution capabilities?

How to build internal expertise?

Do we have internal capabilities and capacity to staff the project?

How and where do we start?

How expensive will this project be? How do we keep the costs low?

Who does what in this project?

How to manage project and business risks involved?

How do we assure success?

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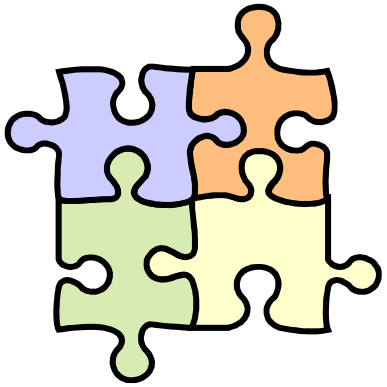
Industry Best Practices to mitigate project failure risk

TOP 10 MOST UTILIZED PRACTICES in IT projects



1. Regularly use project management methodologies: **96%**

2. Conduct regular strategic planning meetings to achieve alignment: **93%**

3. Conduct internal customer satisfaction surveys: **86%**

4. Create and use performance metrics: **81%**

5. Regularly use portfolio management or other project prioritization methodology: **80%**

6. Perform financial audits: **79%**

7. Use leadership development programs: **79%**

8. Make the CIO a member of the corporate board or executive committee: **76%**

9. Employ internal relationship managers/account executives to work with the business: **75%**

10. Conduct post-implementation audits: **74%**

(Percentages refer to number of respondents using this practice.)

Source: Richard Pastore and Lorraine Cosgrove Ware: The Best Practices, CIO Magazine May 2004

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Delivering Successful Solutions

AcceleratedSAP Methodology

Description

AcceleratedSAP methodology is proven, repeatable and successful approach to implement SAP solutions across industries and customer environments.

AcceleratedSAP provides content, tools and expertise from thousands of successful implementations.

More info

http://service.sap.com/asap

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Key components for success

AcceleratedSAP - proven methodology

Project Management expertise

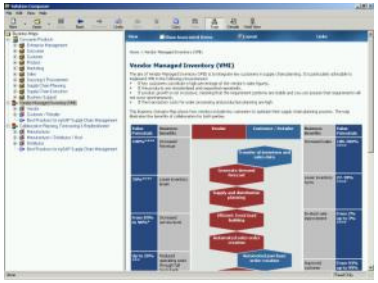
Management of the implementation project

Aligned with industry standards and procedures (PMI PMBOK®)

Specific to implementation of SAP solutions

AcceleratedSAP toolset

SAP Solution Composer

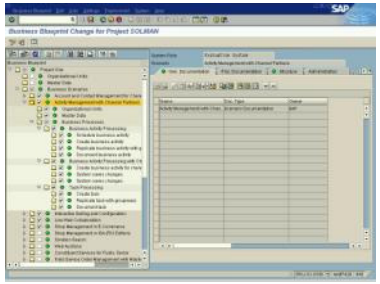


Aligns customer's business requirements to SAP solutions

SAP Roadmaps

Offers AcceleratedSAP roadmap composed to fit specific project needs

SAP Solution Manager



Facilitates efficient solution design, documentation, configuration, testing and operations

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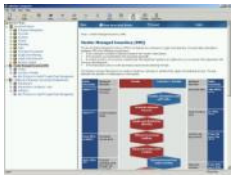
AcceleratedSAP - proven methodology

AcceleratedSAP methodology

- Provides proven, comprehensive, repeatable and rich implementation methodology to streamline projects
- PMI aligned framework with templates and tools for performing effective project management

	SAP Solution Composer	SAP Roadmaps	SAP Solution Manager
New Toolset	 ■ Aligns customer's business requirements to SAP solutions	 ■ Delivered offline in SAP Service Marketplace and in SAP Solution Manager	 ■ Facilitates efficient solution design, configuration, testing and operation
ValueSAP Toolset	SAP Solution Map Composer Evolved to	Implementation Assistant Evolved to	Q&Adb, BPML, Diagram Explorer Replaced by

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Where Methodology fits

Achieve your implementation goals through leveraging SAP experts, services, methodology, content and tools.

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Content: AcceleratedSAP Roadmaps

Guidance and navigation for your implementation team

Definition

ASAP roadmaps outline the activities involved in implementing, upgrading, or enhancing SAP solutions enriched with set of deliverables, accelerators, role descriptions and additional guides

Usage

Provide content (work packages, activities, tasks, deliverables, accelerators) that can be used during the entire project lifecycle.

Target Group

Customers, Partners, SAP Consulting

Availability

The roadmaps are made available through: SAP Solution Manager and SAP Service Marketplace

Benefits

- Transparent, proven approach helping the project team to really work as a team and to reduce implementation time, costs and risks
- Achieve better results since you base your project on the experiences others made before. Both hard facts as well as soft skills are addressed
- Knowledge management - use the Implementation Roadmap for SAP solutions to gather knowledge on how to organize and run your implementation projects

More info

http://service.sap.com/roadmaps

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AcceleratedSAP Implementation Methodology

Phase 1: Project Preparation
During this phase the team goes through **initial planning and preparation** for SAP project.

Phase 2: Business Blueprint
The purpose of this phase is to achieve a **common understanding of how the company intends to run SAP to support their business**. The result is the Business Blueprint, a detailed documentation of the results gathered during requirements workshops.

Phase 3: Realization
The purpose of this phase is to **implement all the business process** requirements based on the Business Blueprint. The system configuration methodology is provided in two work packages: Baseline (major scope); and Final configuration (remaining scope).

Phase 4: Final Preparation
The purpose of this phase is to **complete the final preparation** (including testing, end user training, system management and cutover activities) to finalize your readiness to go live. The Final Preparation phase also serves to resolve all critical open issues. On successful completion of this phase, you are ready to run your business in your live SAP System.

Phase 5: Go Live & Support
The purpose of this phase is to move from a project-oriented, pre-production environment to live production operation.

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SAP Standard Roadmaps (1/2)

Roadmap Type	Description
Implementation	Implementation Roadmap for SAP Solutions provides the methodological framework for the project team to leverage in the implementation of a SAP solution. It covers, among other things, the necessary project management, requirements gathering, design, configuration of business processes, technical implementation, test procedures, training and organization change management. In this roadmap deliverables represent the main objects within a project. Each deliverable then provides outline of the Outputs (components creating the deliverable) and relevant Methods that represent the activities and tasks the project team conducts
Global Template	The Global Template Roadmap describes how to organize and how to run a project in which a corporate template is developed. The Global Template Roadmap is geared to more complex implementation or harmonization projects, typically involving more than one kind of SAP solution, and a variety of sites, possibly in different countries. The corporate template is rolled out to other sites in a follow-up project.

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SAP Standard Roadmaps (2/2)

Roadmap Type	Description
Upgrade	This roadmap is designed to help you carry out the customizing activities required for an upgrade. These customizing activities are essential if you want to continue to use the same functions in your business application components after an upgrade.
Solution Management	The Solution Management Roadmap provides a methodology for the implementation of the technical infrastructure and its operation. The Solution Management Roadmap complements the Implementation Roadmap.

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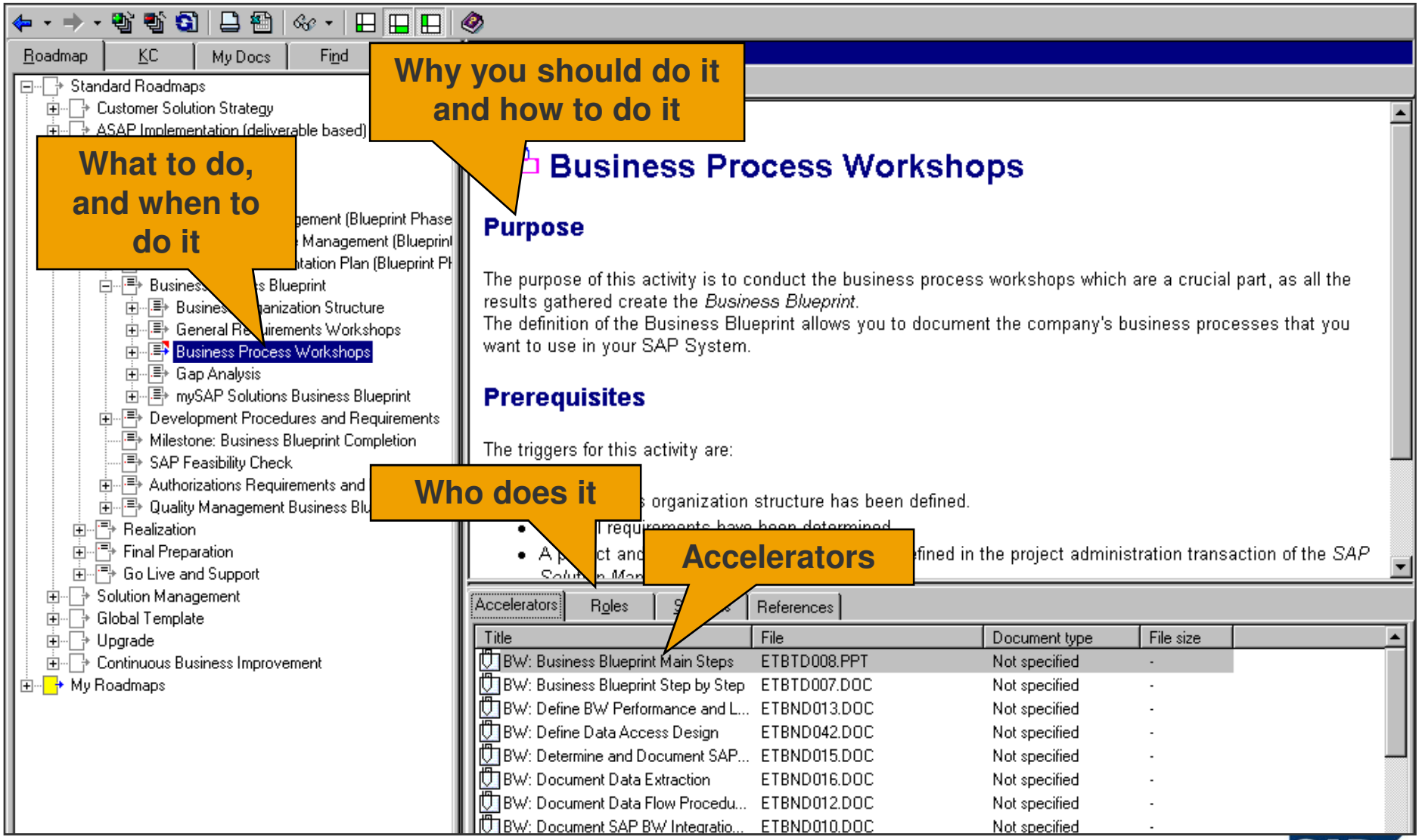
Roadmaps Add Value to the Implementation

When used properly, a roadmap will provide guidance on the following:



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Enforcing standards

Methodology alone will not make your project successful. You need to enforce it – appoint methodology champion for the project.

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Methodology – why? ASAP Overview

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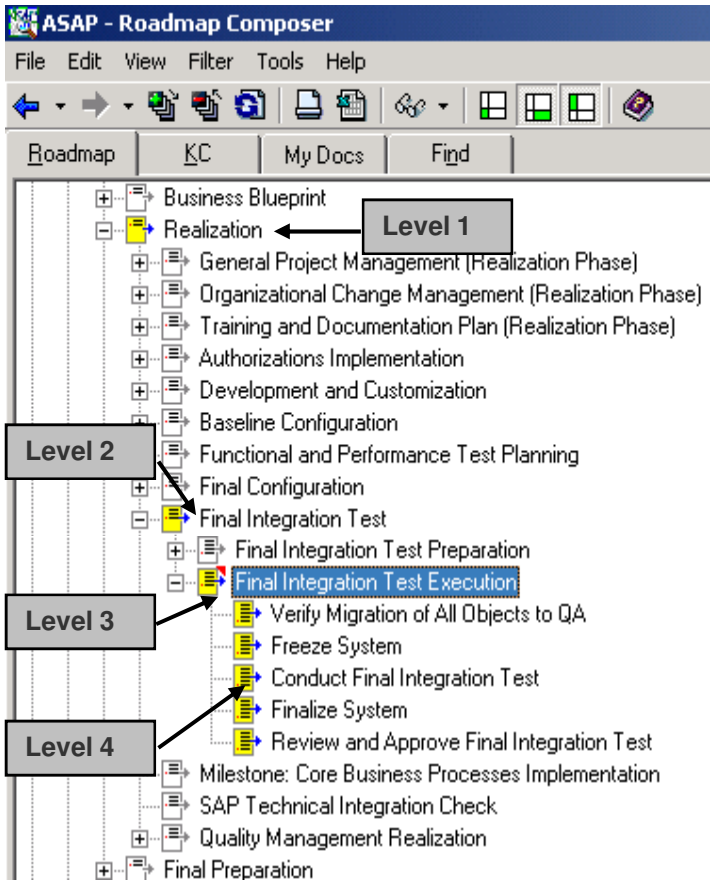
How to access Roadmap

Source: Implementation Roadmap – Activity based (ABR)



Structure	Description
Phase (Level 1)	Each Roadmap is divided into several large **phases**, each of which represents a major milestone in the project plan.
Work Package (Level 2)	Each ASAP Roadmap *phase* is made up of several ***work packages*** with topics. The *work packages* are designed to realize the main objectives of each Roadmap phase. *Work packages* are made up of *activities* and *tasks*.
Activity (Level 3)	Each *work package* comprises several ***activities***. *Activities* contain the tasks that project team members need to carry out, in order to fulfill the project goals. At this level, you can find more *accelerators* containing information relevant for your implementation project.
Task (Level 4)	Each *activity* is made up of several ***tasks***. The *task* describes the steps Project team members are required to perform the *tasks.*

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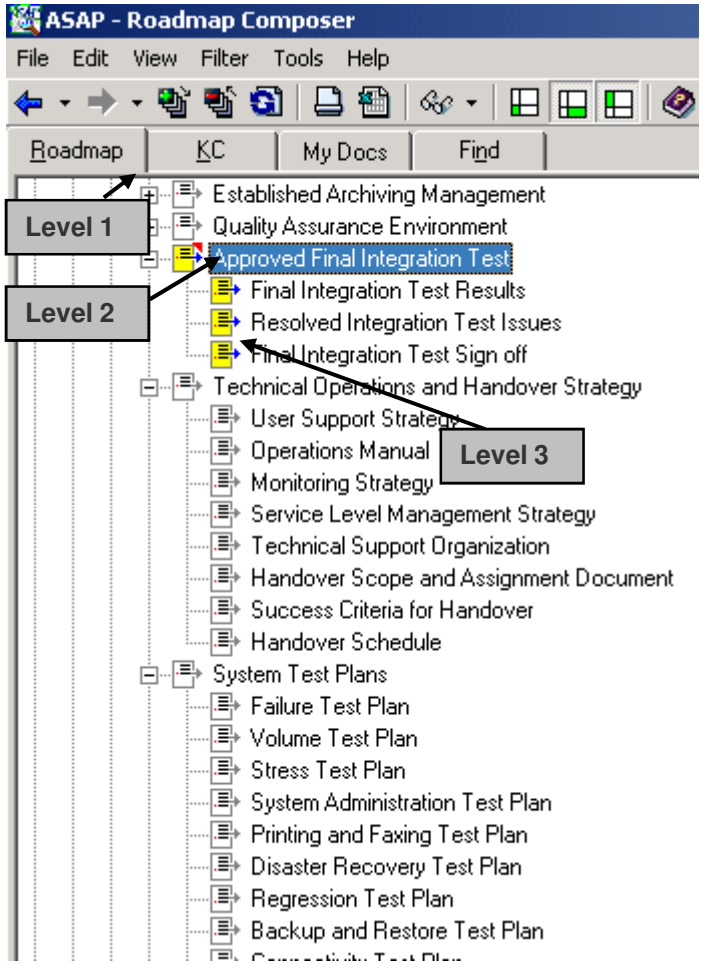
Source: Implementation Roadmap – Deliverable based (DBR)



Structure	Description
Phase (Level 1)	Each Roadmap is divided into several large ***phases***, each of which represents a major milestone in the project plan.
Deliverable (Level 2)	Each *phase* is made up of several ***deliverables*** with topics. The *deliverables* represent the main objects within a project. A *deliverables* are further comprised of *outputs.*
Output (Level 3)	Each *deliverables* comprises several ***outputs***. *Outputs* are document or tangible items that are results of a process. The *output* supports the completion of a desired *deliverable* as a standalone component.

The Deliverable-based Roadmap will also have a 'references' tab to provide a link to the activities & tasks (method) associated with creating the deliverable.

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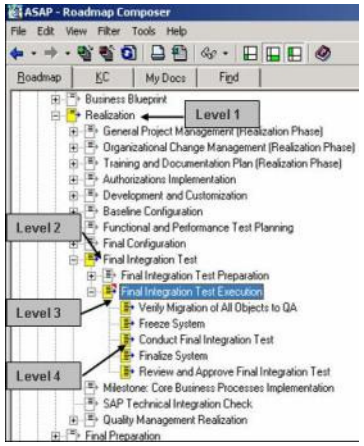
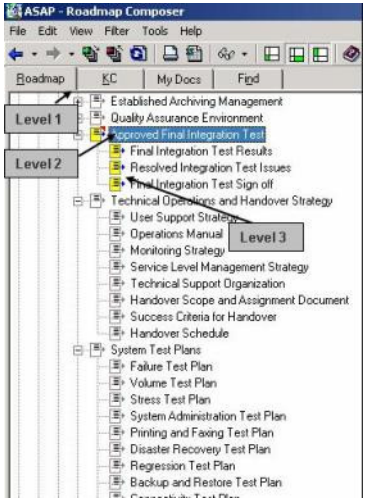
Improved Implementation Roadmap

Activity based Impl. Roadmap



Deliverable Based Impl. Roadmap



Implementation Roadmap

- 2 Business Blueprint
  - 2.1 DG: General Project Management (Blueprint Phase)
  - 2.2 DG: Organizational Change Management (Blueprint Phase)
    - 2.2.1 OCM - Organizational Alignment Action and Exec Sponsorship Plans
      - 2.2.1.1 O: Customized Organizational Risk Assessment Tool
      - 2.2.1.2 O: Organizational Risk Assessment Results, Profile and Action Plan
      - 2.2.1.3 O: Sponsorship and Leadership Strategy
      - 2.2.1.4 O: Organizational and Business Process Change Impacts
      - 2.2.1.5 M: OCM Risk Assessment
        - 2.2.1.5.1 Create and Update Stakeholder Analysis
        - 2.2.1.5.2 Define Risk Assessment Processes
        - 2.2.1.5.3 Create Risk Assessment Questionnaire
        - 2.2.1.5.4 Analyze Results and Create Risk Profiles
        - 2.2.1.5.5 Conduct OCM Risk Mitigation and Action Planning Workshops
        - 2.2.1.5.6 Update OCM Plan and Align Activities with Project Plan
        - 2.2.1.5.7 Summarize Results and Provide Feedback

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Implementation Roadmap - Structure

Phase

Deliverable Group 1

Deliverable

O: Output α.1

O: Output α.2

M: Activity 1.1

Task 1.1.1

Task 1.1.2

M: Activity 1.2

Task 1.2.1

Deliverable consists of several outputs

Methods (activities and tasks) that create or contribute to creation of the deliverable

Deliverable Group 2

Milestone A

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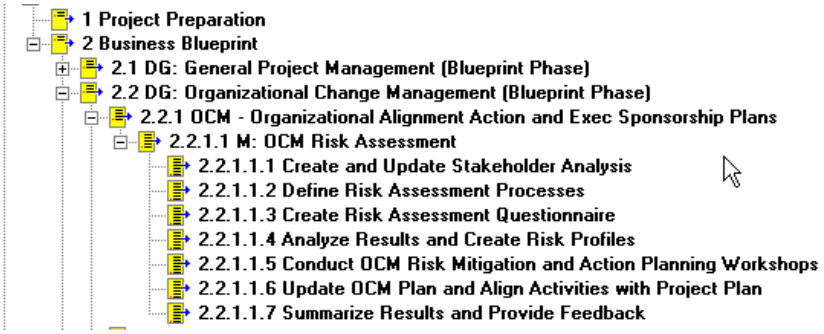
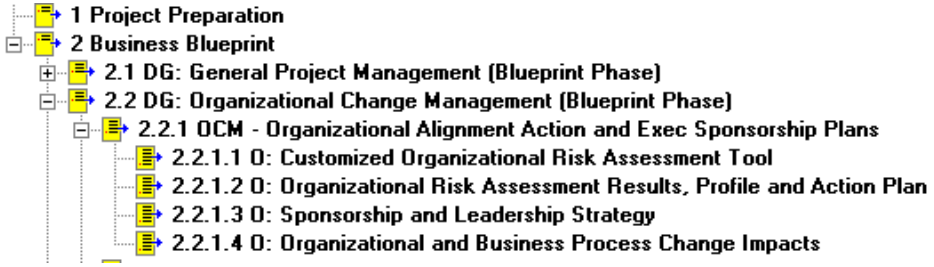
Easy navigation in the roadmap

- Attributes used to classify roadmap nodes and accelerators to enable easy navigation and user specific views.
- Following attributes are used
  - Flavors – represents SAP Solutions (mySAP ERP, mySAP CRM, ….)
  - Subject Areas – knowledge domains in the implementation project (Project Management, Org. Change Management, Technical Implementation, …)
  - Project Roles – filter activities, tasks or outputs
- Showing only relevant areas of the roadmap (by user preference)
  - Activity based view



  - Deliverable based view



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References
Relationship between Outputs and relevant Activities or Tasks

References point from Tasks or Activities (where tasks are not available) to the relevant Outputs that are being produced (or contributed to) by the performed task or activity.

Phase

Deliverable Group 1

Deliverable

O: Output α.1

O: Output α.2

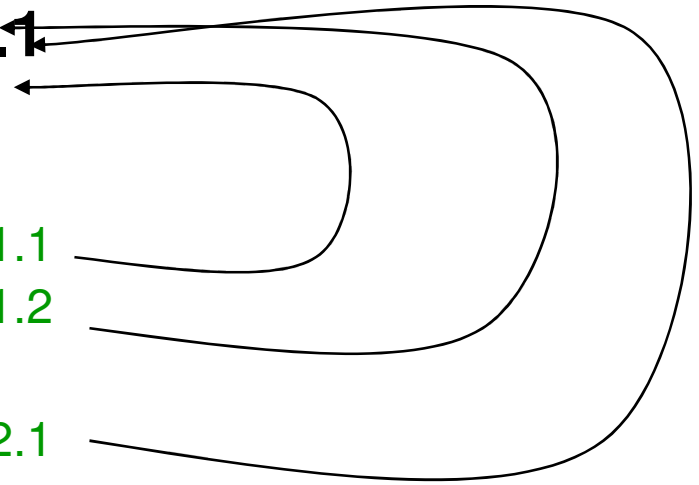
M: Activity 1.1

Task 1.1.1

Task 1.1.2

M: Activity 1.2

Task 1.2.1



Deliverable Group 2

Milestone A

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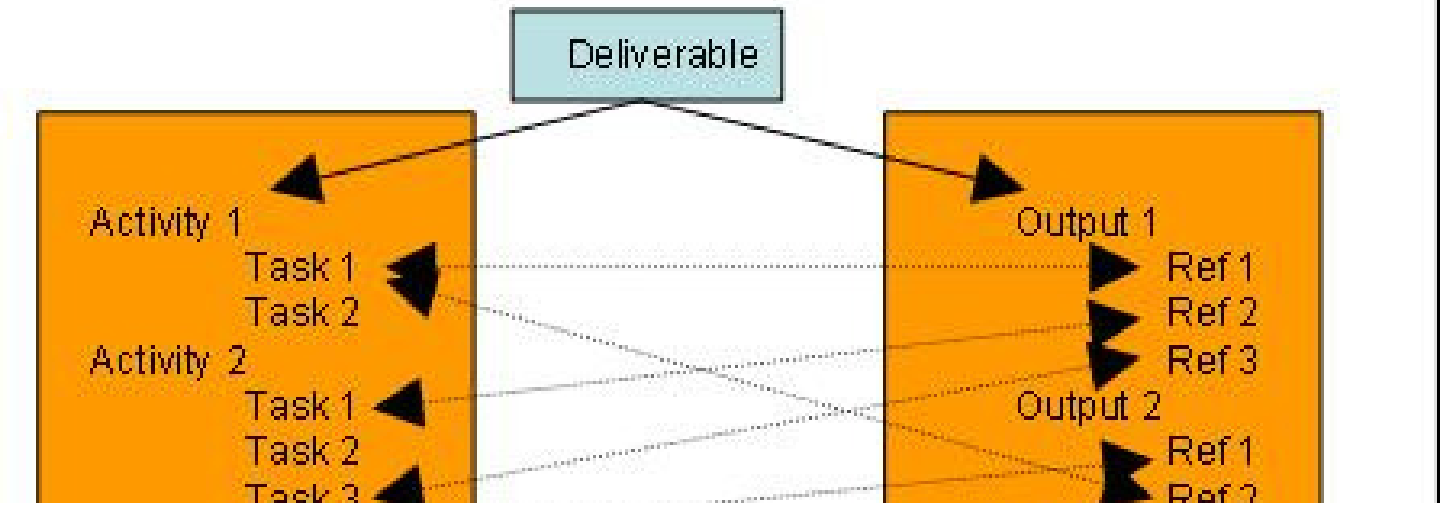
Deliverable: Methods and Outputs relationship



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