ASAP Roadmap

Solution Use

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THE SAP ASAP METHODOLOGY ROADMAP

Objectives

The overall objective is to begin to gain an understanding how to use this SAP provided resource (free to SAP customers) to accelerate project delivery at a lower cost and higher quality.

- Gain basic insight into the use of the ASAP Roadmap
- Briefly review a few selected project accelerators (tools, resources, and templates)
- Understand the Project Quality Controls
- Do a quick overview of the Center of Expertise / Excellence resources in the Phase 6 Run portion
- If time permits do a short overview of the other major ASAP components (there is MUCH more than just the roadmap we will review here).

Background

In the mid 1990's SAP had gained a significant amount of bad press and publicity around several high profile project disasters that the company knew were completely avoidable. At that time Oracle, Baan, JD Edwards, and PeopleSoft all had sales people making the case that SAP was too expensive, too complicated, and took too long to implement. In response ASAP was originally released in the mid-late 90's (around 1996 or 1997) because of the number of SAP projects that were going over time and over budget. It has been refined, polished, enhanced, and adjusted with SAP's supported R&D resources and efforts for about 15 years now.

> *The ASAP implementation methodology has leveraged the PMI (Project Management Institute) best practices around project delivery and the Carnegie Mellon CMMI (Competency Maturity Management Integration) approach for maturing the delivery process. The ASAP methodology also includes a number of ITIL (Information Technology Infrastructure Library) components in the Phase 6 Run and the ValueSAP portions of the methodology. Agile techniques are an option which can be "turned on" if you like.*

The toolset includes an implementation "Roadmap" which is a WBS based project template. It has full explanations, templates, tools, resources, checklists, etc. Together with that the original version also included an MS Access, and then an MS SQL Database application for selecting your solution options which would then generate a list of processes, transactions codes, template BPPs, and a full SAP centered Blueprint document, etc.

> *Today all of that functionality is still available but it is housed in Solution Manager. The ASAP Roadmap is just ONE component of the entire ASAP Methodology. The Roadmap is focused on effective Program or Project Management for accelerated project delivery with high quality results.*

My Experiences with ASAP

I was originally certified in ASAP back in 1998 while at Grant Thornton. In that time I have had the privilege of using ASAP on several projects and as the project manager on a few. One consistent result of using the methodology is that projects are delivered and they are usually delivered on time and on budget (although not always).

I have only ever seen significant problems with ASAP when a system integrator started to use the methodology and then abandoned it part way through the project. At a Steelcase subsidiary (PolyVision in John's Creek) we used it as the framework to develop a LEAN implementation methodology. That LEAN methodology has served as an ongoing framework to significantly accelerate numerous rollouts at probably 25% of the normal implementation cost of other SAP projects.

Included in this Package

I have put together an ASAP Roadmap "toolkit" for your future use and reference. It can be run from the disk directly or it can be copied to your computer. Please keep in mind that SAP has spent literally over 100 million dollars over the years in R&D for this methodology and across the roadmaps I am providing (which is NOT complete) there are well over 200,000 files. So if you copy it to your machine expect it to take quite some time.

This is just a guide with various highlights on using the ASAP Methodology Roadmap, it is not meant to be a comprehensive overview.

ASAP Roadmap Navigation Options

USING THE ASAP ROADMAP

Accessing the Online HTML version

Once you have you SAP OSS Logon you can go directly to the latest online (HTML) version of ASAP at: http://service.sap.com/asap . You will be prompted for your credentials and they should automatically be selected after you have signed up for the Single Sign-on.

The basic premise of ASAP relies on 6 phases of IT project delivery:

1. Project Prep – Critical foundations around planning and setting the stage for a successful project.
2. Blueprint – Business assessment of the system state which leads to the "To Be" documented state.
3. Realization – Key execution activities around delivering the future "To Be" solution.
4. Final Prep – Getting ready for the data conversions, training, and transition to a new system.
5. Go-Live – The actual transition to the new system.
6. Run – Post production support, long term IT delivery maturity, and

Some vendor versions of this methodology re-name the phases and condense them to 4 phases. They usually combine Project Prep and Blueprint into 1 phase and then completely ignore the Run phase 6.

0.0 While we will not review the entire ASAP Methodology and Toolset today, you can see SAP's overview of the resources and their purpose here:

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/ASAP%20for%20Implementation%207.x%20Overview.pdf

PROJECT AND PROGRAM MANAGEMENT

0.0 ASAP Methodology Starting Point

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Index.htm

Before you open the first WBS item in the methodology SAP provides a several accelerators to use. For example, on the first page you have an example project plan which has been refined through many years of ASAP use. It comes in an MS Excel format and a Microsoft Project format:
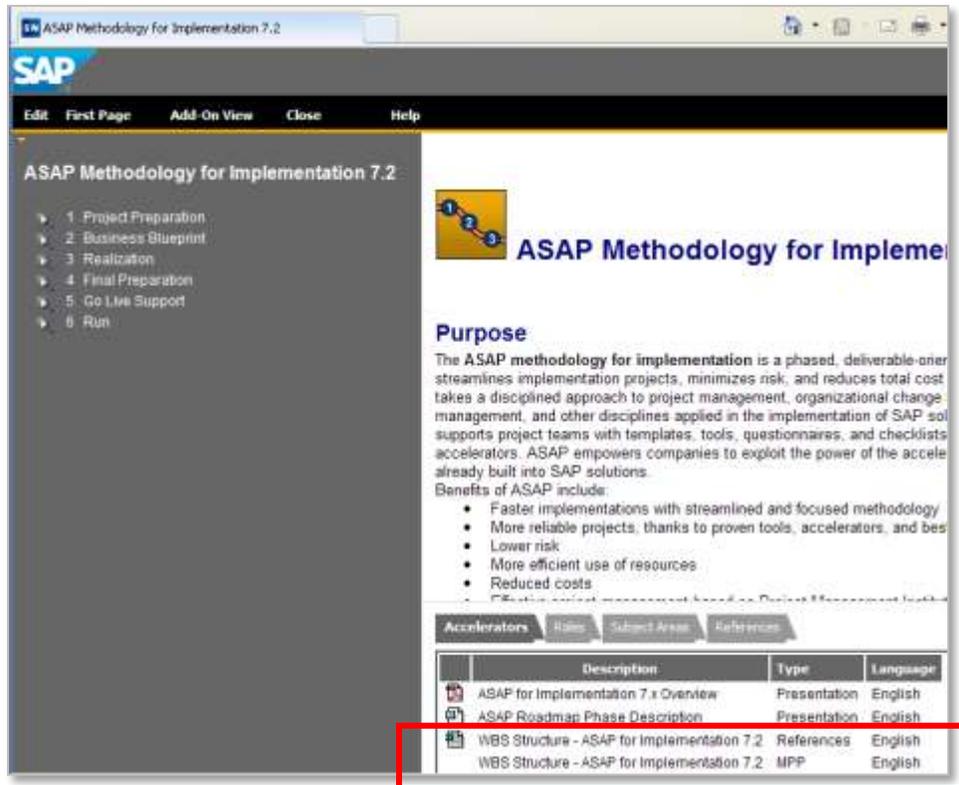
0.0 Phases: Purpose, Deliverables, Milestones / Key Decisions

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/ASAP%20Roadmap%20Phases%20Descriptions.ppt

This presentation is the "overview" guide of ASAP that provides a great starting framework for key project activities.

1.1.3 Get it Right from the Start

Even before the first consultant comes on board the ASAP methodology provides templates and resources to cover key project and program management areas such as

- communication planning
- decision making
- risk management
- project management master planning
- resource planning
- steering committee tools
- external links to best practice resources for reference (see the PMI body of knowledge ref).

2.1.1 And then as you "exit" the project prep phase one of the first steps in the next phase provides you with a "checklist" tool to ensure all of the key items are in place for success. The setup checklist sample SAP provides has a good introduction and example at the end. This checklist works well on Agile, Lean, Rollout, and other types of projects.

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Project%20Setup%20Checklist_Sample.doc

1.1.2.3 A more detailed project "checklist" that may be useful for defining the various work packages that are needed for each type of project, or subproject, to support Agile methods. For example you may check off only a few of the key work packages and requirements for a small release that needs only a couple of people but a much more comprehensive approach may be needed for a larger project.

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Scope%20Verification%20Matrix_Sample.xls

1.1.5 The project standards with working documents, templates, explanations, and other resources are provided from the start of the project (during project prep).

1.1.4 Execution, Monitoring, and Controlling Project Results

High Performance Project Delivery from the Start

Right from the beginning oversight and delivery performance are built into the Roadmap. Before the first project execution activities take place it is possible to start off with the key oversight items for a successful project with the lowest Total Cost of Implementation (TCI).

Deliverables

The outputs of this deliverable are:

- Project performance reports, including:
    - Team member status reports
    - Project status reports
    - Executive status reports
    - Quarterly operations reviews
- Project budget updates
- Approved change requests
- Change control log updates
- Issue log updates
- Refined WBS and WBS dictionary
- Project schedule and blueprint workshop schedule
- Requests for change
- Scope statement updates
- Scope verification matrix updates
- Project schedule updates
- Risk register updates
- Communication matrix updates
- Team member evaluations (non-SAP resources)
- Team member appraisals (SAP resources)

ENSURING QUALITY, CONSISTENCY, AND RESULTS

1.1.6.2 Project Quality Gates

One of the critical features of the ASAP Methodology are the quality gate checks. These help to ensure the project is delivered correctly, within the expected timeframe, with good results, and with a reasonable Total Cost of Implementation (TCI). For more detailed information on the SAP Quality Gate approach you can review the following presentation.

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Project%20Quality%20Gate%20Concept%20Overview_Presentation.pptx

The overview presentation above, on slide 7, provides a great summary of the Quality Gate approach:

Project Quality Gate means

- Formal assessment of the quality and integrity of the project deliverables
- Formal checklists are used throughout the life of a project
- Formal sign-off and acceptance occurs at each gate
- Measure customer satisfaction throughout the project
- Information is assured to be communicated to the correct stakeholders during the project

Purpose and Impact

The intention of Q-Gates is to ensure that when we reach significant milestones in the project we check the Quality of the delivery:

- Are we on track?
- Are all deliverables complete?
- Are they fit for purpose?
- Do the Partner/Customer agree?
- Is risk managed?
- Can we start the next phase without delay

The ASAP Methodology defines 4 Q-Gate quality checks as mandatory and 3 additional ones as optional.

The actual Q-Gate scorecard template can be found here:

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Project%20QGate%20Scorecard%20012011_Template.xlsx

DIFFERENT ROADMAP OPTIONS – AGILE, CRM, BI/BW, ETC.

Since shortly after its creation the ASAP methodology has supported the various SAP applications. However the newest version also includes supplemental add-ins for additional projects and work streams that can be turned on and off as you desire. For example you can "add in" the Agile methodology on top of the traditional ASAP approach with the click of a checkbox and a button. The same is true of other types of SAP solutions.

To enable SAP Agile objects

1. Click the "Add-on View" option.
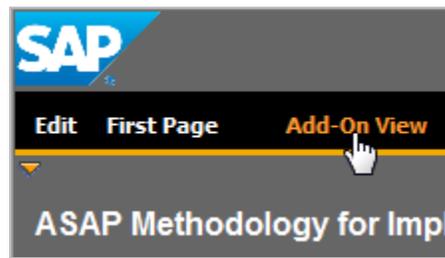
2. Select the Agile checkbox (be sure to leave the "Include Core Nodes" option selected).
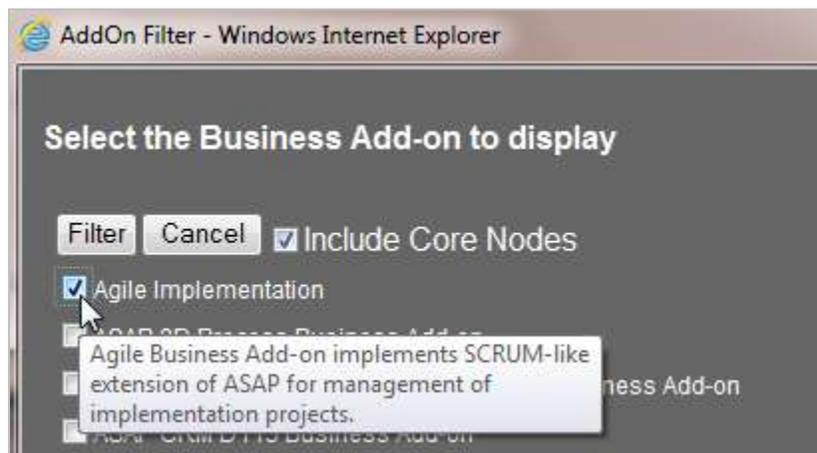
3. Click on the Filter button

The overview screen changes with some new nodes added, some highlighted or called out, and additional templates / explanations / or guides added to support the additional project options.

CHANGE MANAGEMENT, DATA MANAGEMENT & TECHNICAL SOLUTIONS

The ASAP Methodology provides several resources for managing the difficult or complex areas of the project. For technical areas to change management there are templates, guidelines, resources, and tools available to move things along.

Notice from Phase 1 of Project Preparation through the end of the project there are entire sections which are loaded with resources for managing an SAP project.
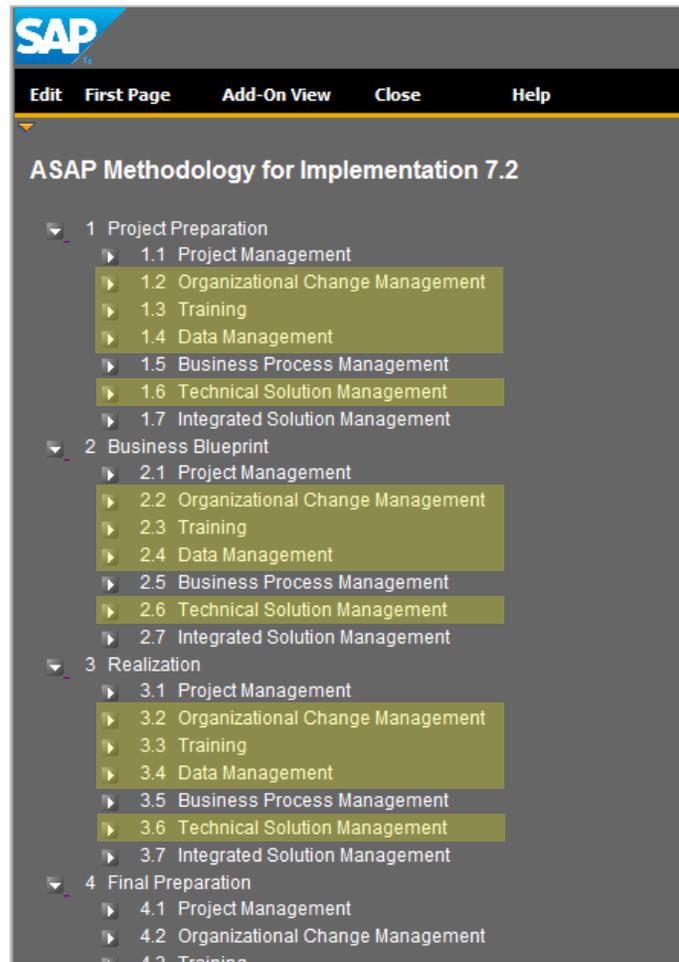
Note: *The current versions of the ASAP Methodology (7.2) is missing some of the tools, templates, and accelerators for the Change Management section. These can be found in the prior 7.1 version. As a result the LINKS AND SCREENSHOTS are from the 7.1 section for Change Management.*

1.2.3 (ASAP v. 7.1) – Change Management Project Planning

There are several Change Management related tools and resources available in the ASAP Methodology.

DATA MANAGEMENT

The ASAP Methodology requires the Data Management, Data Conversion, and Cutover analysis and planning to begin in the Project Planning phase of the project. There are a number of examples, tools, templates, and resources available to help ensure data migration success in a timely fashion.

1.4.1 Data Migration Workshop

This produces an overall report for approach. The initial ASAP provided sample report, from an actual project, is 20 pages long and provides great ideas and insight on doing a data conversion.

1.4.2 Data Audit

There is a great presentation template and audit report template that is provided. In this area, and a few other key areas, SAP provides a stern warning about this activity if it is missed in the Project Preparation Phase:

> **If It Is Not Done**
>
> This is a key deliverable needed to assess the scope and effort of data cleansing for the entire implementation project. Failure to properly and thoroughly examine the data could result in work stoppage during the testing phase if the data migration programs have to be rewritten. It could also lead to significant budget overruns as data migration activities tend to be costly.

By completing this deliverable, the data migration team is able to identify the project risks and define the scope and effort required for the conversion to SAP. Further downstream in the project, the results of the data audit will allow the development of extraction, transformation, and loading (ETL) jobs to correct any inconsistencies, redundancies, and inaccuracies in the data.

2.5.3.2 General Settings and Master Data

The resources here are for the detailed data design around data conversions and master data. The ASAP Methodology contains a fairly comprehensive catalog of master data, or key areas for making settings related to master data, and then a summary tab on the data template for the most common master data items. Together with this there is an SAP transaction catalog that is related to this master data.

3.4.1 Data Reconciliation Plan

The ASAP Roadmap is filled with accelerators, guidebooks, and other tools for managing even the most complex data conversion efforts.

RUN SAP – Overall Project Guidance and Direction

While last here this is certainly not least. The "RUN" phase of the SAP methodology is a relatively new addition to SAP's ASAP Methodology. It contains a number of tools and resources for helping organizations transform their support AND to integrate IT and Business operations through a "CoE." While this is at the end of the methodology several portions and components of this should be reviewed and planned for in the early phases of your project.

6.2 Governance Model

This section contains the key areas for developing IT and Business integration: Maturity, Strategy, Governance, Processes, and Skills.
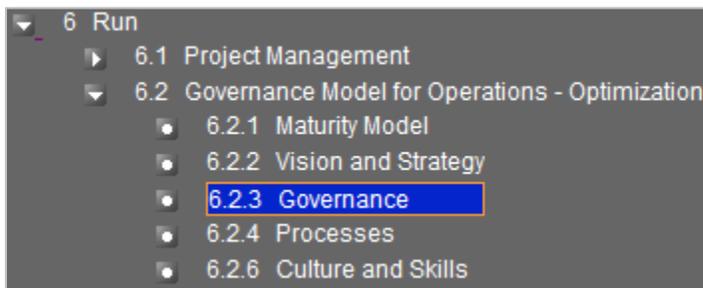
6.2.1 Maturity Model

This questionnaire and framework is important for what you want the final state of your organization to "look like" after you go live with SAP. This maturity model questionnaire is a really great starting point for a change program.

Maturity Model Scorecard

By using the questionnaire at the beginning of the project, and then focusing on the areas in the questions during the project you can create a benchmark to show progress against. However it can also be used after the project goes live but in my opinion it is not as effective.

The basic maturity paradigm is that there are 5 levels of SAP IT to Business Integration:

- IT Support provider - no strategy, basic infrastructure provider, often outsourced
- IT Service Partner -IT Goals, enhanced support, basic internal support competence
- Business Support Partner - some IT to business strategy alignment, internal standards and delivery processes, communication and awareness to the broader business community
- Business Partner – IT and business strategy alignment, business oriented solutions/services, IT support thinks and acts in business terms, delivery standards/tools/templates/ resources defined and used
- Value Partner – IT perceived as a key extension of the business, part of a strategic competitive advantage, IT operates from a value delivery perspective, active participation in business direction

The questionnaire contains separate spreadsheet items to address areas of strength or weakness in in the maturity levels listed above. The key areas addressed by the maturity model scorecard are: Vision & Strategy, Governance, Processes, Technology, Culture & Skills, and then an overall score.
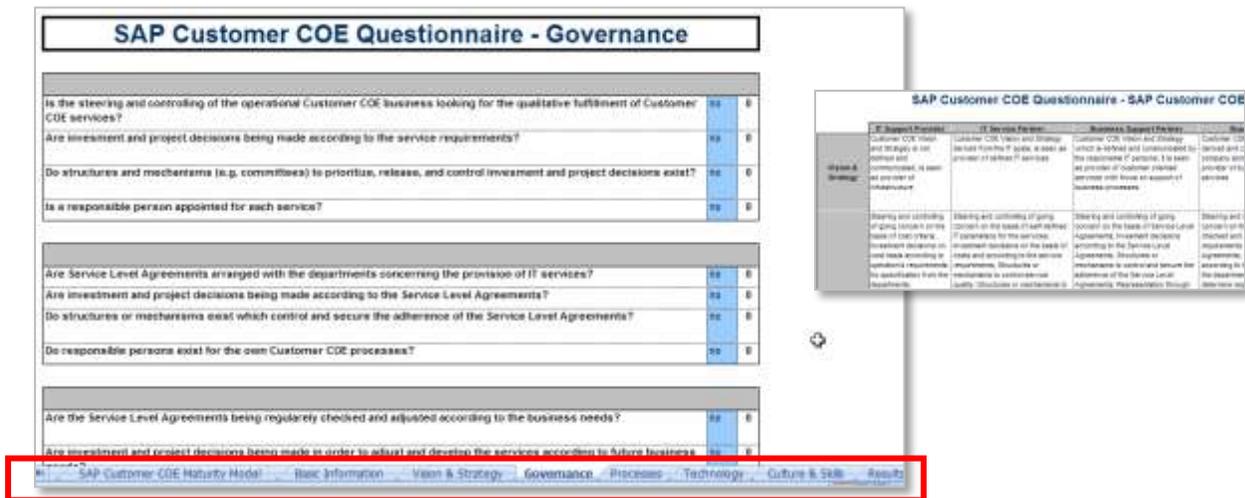
APPENDIX A

Helps, Tips, Tricks, and Resources

Internal SAP Resource Online Support System Access (OSS access)

1. Apply for an SAP OSS ID (generally you go through Basis to request this).
2. Access SAP Service Center: http://service.sap.com
   a. There is an option to have "Single Sign-On" so that you do not have to use your "S" ID number and password each time. You can install an SAP Certificate which allows you to automatically log in.
   b. In the upper right hand corner of the web page click on "Benefit from Single Sign-On"
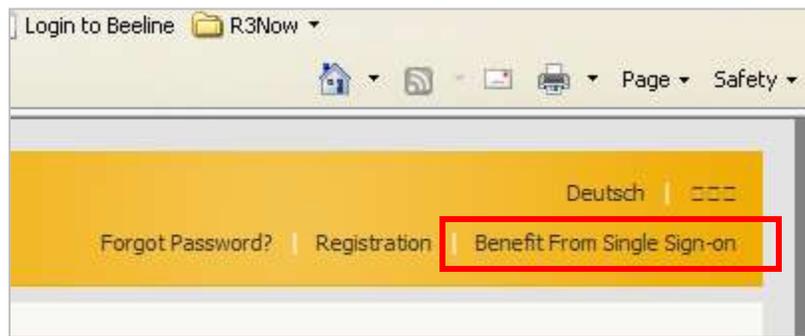
   c. In the lower left hand corner of the web page click on "Apply for an SAP Passport"
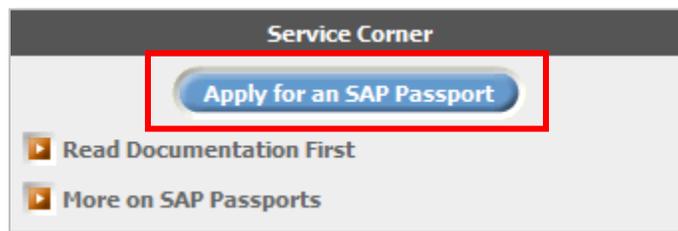
   d. At the bottom of the page enter your logon information and click again on "Apply for SAP Passport"
   e. Accept the prompts that ask you to install a certificate in MS Internet Explorer.

Additional ASAP Resources

http://www.sdn.sap.com/irj/bpx/asap

https://implementationcontent.sap.com/bpr   (Solution Manager Uploadable Content - Reference with presentation about "Get Started with New ASAP")

http://service.sap.com/alm-tools

http://service.sap.com/asap-business-add-ons

http://help.sap.com/scenarios_bus2005/helpdata/en/16/BE8041EFD21B09E10000000A155106/frameset.htm

http://www.sdn.sap.com/irj/bpx/go/portal/prtroot/docs/library/uuid/207def31-feb0-2d10-a6a0-da0476f7fb3e