

GET THE FUTURE YOU WANT WITH OUR LARGE S/4HANA TRANSFORMATION PROGRAM



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- 01 THE WORLD HAS CHANGED!
- 02 CAPGEMINI'S LARGE TRANSFORMATION PROGRAM METHOD
- 03 WHY, WHO, WHAT AND HOW OF THE METHOD
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- 05 THE BENEFITS OUR METHOD DELIEVERS TO CLIENTS



**THE WORLD
HAS
CHANGED!**



THE PACE OF CHANGE HAS ACCELERATED AS A RESULT OF...



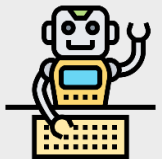
Global megatrends



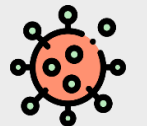
Changing demographics



Hyperscaler and rate of tech change



Emerging Technologies



COVID19

COVID-19 -> new normal



...ADDING IMPETUS TO AN INCREASINGLY PERSISTENT STATE OF...

..VOLATILITY

..UNCERTAINTY

..COMPLEXITY

..AND AMBIGUITY

BUSINESSES CONTINUE TO NEED LARGE-SCALE TRANSFORMATION



TO ADDRESS...

FAST CHANGING
CUSTOMER
EXPECTATIONS

TO ENABLE...

ACCURATE PLANNING
AND SIMULATIONS

TO BUILD...

RESPONSIVE AND
RESILIENT SUPPLY
CHAINS

TO REMAIN...

COST CONSCIOUS AND
INCREASINGLY
COMPETITIVE

TO MAKE...

FACT-BASED DECISIONS
BASED ON RELIABLE
DATA

TO BECOME...

EVEN
MORE SUSTAINABLE

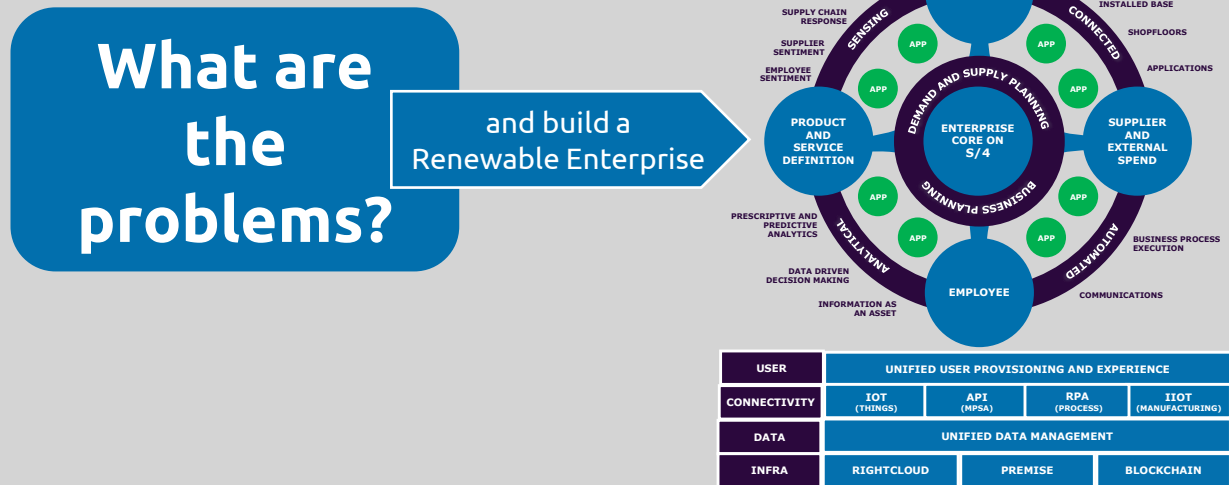


THE WORLD HAS CHANGED!

WHAT WE USED TO DO...



WHAT WE NEED TO DO NOW...



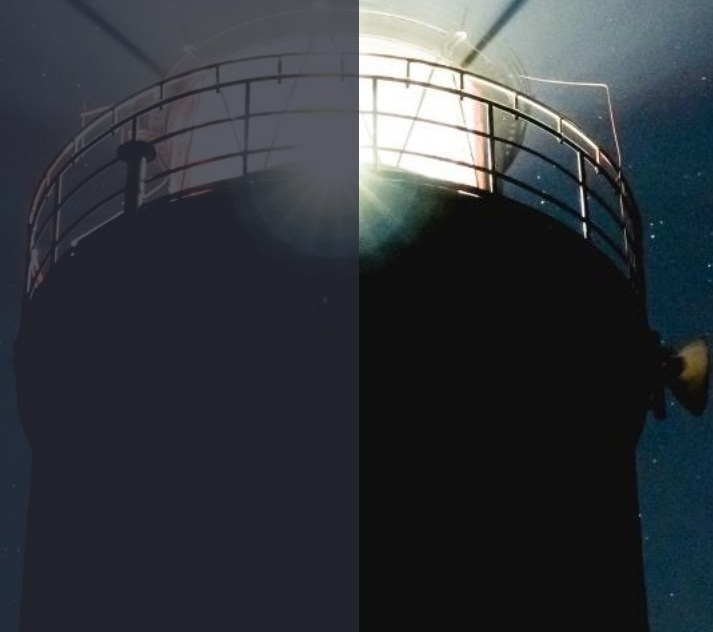


FUNDAMENTALLY, WHAT DO WE NEED TO DO?

WE NEED TO DELIVER
SUSTAINABLE BUSINESS CHANGE
THAT GENERATES
BUSINESS VALUE



CAPGEMINI'S LARGE TRANSFORMATION PROGRAM METHOD



CAPGEMINI'S LARGE TRANSFORMATION PROGRAM METHOD

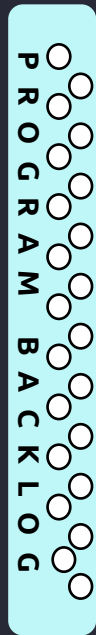


Stage 1 SHAPE PROGRAM

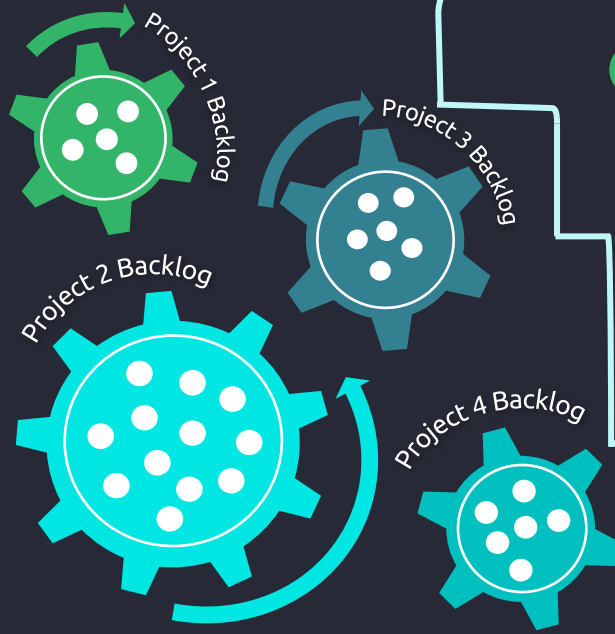
- Transformation Ambitions & Levers definition
- Wave 1 VSM and Process Maturity Assessment to define scope
- Initial Enterprise Architecture Design definition
- Transformation Roadmap and Business Case definition
- Alignment & Sign Off

Stage 2 ESTABLISH PROGRAM

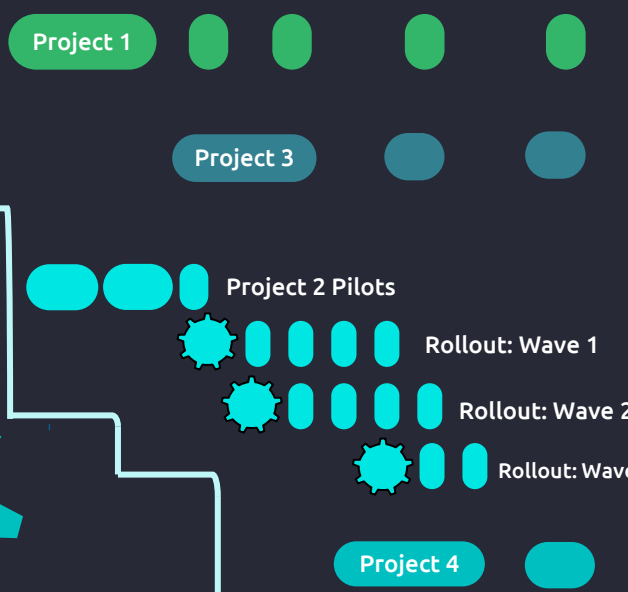
- Wave 2 of Value Stream Mapping**
 - ✓ Requirements gathering and discussion in context of target Benefits
 - ✓ Populate Program Product Backlog
 - ✓ Capture business change impacts and any further benefits
- Refine Target Operating Model and Enterprise Architecture**
 - ✓ Assess, resolve and document Key Design Decisions (KDDs)
 - ✓ Initial Solution Menu Definition
 - ✓ Refine Application Architecture specifically
- Program Definition**
 - ✓ Value Based Release Planning
 - ✓ Mobilise Project teams
 - ✓ Establish Program and Project KPIs



Stage 3 BUILD SOLUTIONS



Stage 4 DEPLOY CHANGE



OPERATE THE RENEWABLE ENTERPRISE



BAU DevOps and Continuous Delivery

Handoff to Continuous Delivery

Operational Excellence and further Benefits Realization

**WHY?
WHAT?
HOW?
WHO?
HOW LONG?**



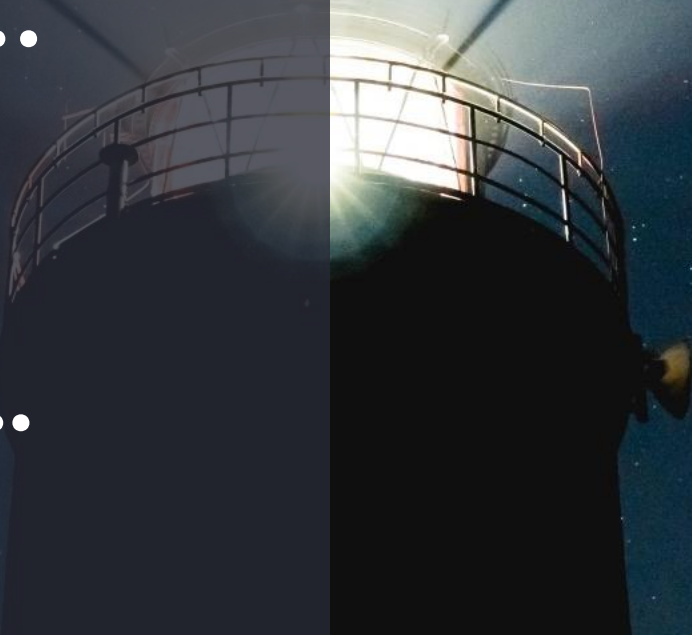
THE WHY, WHAT, HOW, WHO AND HOW LONG OF A LARGE TRANSFORMATION PROGRAM



	1 SHAPE PROGRAM	2 ESTABLISH PROGRAM	3 BUILD SOLUTIONS	4 DEPLOY CHANGE
WHY	Align change ambition with overall business strategy. Sign-off on the change	Bridge between Business Case and Delivery Build the Program Backlog and value-driven Release Plan with Transition States	Provide the Program 'wrapper'. Manage dependencies. Communicate. Measure change. Adopt and adapt. <ul style="list-style-type: none"> Senior Leadership Team (via Steering and Business Planning) Business Operations, BAU Delivery and COTS Partners Program Office (Value, RAID, Backlog, Dependency, Release, Innovation Mgmt) 	Project delivery - change readiness and release into Production. To enable and then realize Value
WHAT	<ol style="list-style-type: none"> High-Level Scope and Business Case Business Engagement Strategy Initial Enterprise Architecture defined Transformation Roadmap with Resources Program Approach and Tooling Executive Alignment and Sign-off 	<ol style="list-style-type: none"> Value Stream Mapping to Level 3 Program Backlog definition Develop Menu of Solutions to build Refine Enterprise Architecture Value-driven Release sequence with Impacts Resourced Program, Project and Release Plans 	<ol style="list-style-type: none"> Solution Design, Build, Test (through to UAT of Version 1.0). [Solution = Process + Tech + Data] Training and Test Scripts Developed Transition Solution Architectures defined Expected Change Impacts addressed Data Migration plans confirmed and tested 	<ol style="list-style-type: none"> Local Site Prepared (Data Prepared, Users Trained, Solution Accepted) Cutover Rehearsed and Completed Post-live Business KPI/OPI reporting per Release Handover to BAU and Continuous Delivery
HOW	<ul style="list-style-type: none"> Wave 1 Value Stream Mapping Stakeholder Interviews Process and Performance Benchmarking Capability and Operating Model Deep-dives Confirm how Program will "fit in" 	<ul style="list-style-type: none"> Wave 2 of Value Stream Mapping Establish Design Authority, commence Solution Design and document Key Design Decisions Business engagement focused on Release Plan Dependent change coordination Project Team mobilisation 	<ul style="list-style-type: none"> Process Design - Design by Acception™ Clean Core and MPSA Solution Development Business Architecture, Organisation Design and Change Impact Assessment Project Backlog Management Quality Assurance 	<ul style="list-style-type: none"> Site Readiness Assessments (Data, Change Impacts, Infrastructure readied) Fit/Gap Build and Training Delivery User Acceptance Testing Cutover Planning and Execution Solution Management (Option/Version control)
WHO	<ul style="list-style-type: none"> Senior Leadership (CxO) Team Enterprise Architects and Product Owners <hr/> <ul style="list-style-type: none"> Program and Change Leads Product Owners (Requirements and Roadmap) Solution Leads (Design and Build) 	<ul style="list-style-type: none"> Senior Leadership Team (via Steering) Enterprise Architects and COTS Vendors <hr/> <ul style="list-style-type: none"> Product Owners, Solution and Change Leads Program Management Delivery Factory (start up) 	<ul style="list-style-type: none"> Change Champions and Solution Playback Local Management (Data, Org and Site readiness) Dependent Product Owners <hr/> <ul style="list-style-type: none"> Product Owners, Solution and Change Leads Factory Services (Data, Develop., Training, ...) Project Management 	<ul style="list-style-type: none"> Local Implementation (e.g., UAT, Cutover, Data,..) <hr/> <ul style="list-style-type: none"> Deployment Teams (e.g., Fit/Gap, Trainers, Hypercare, Infrastructure) <hr/> <ul style="list-style-type: none"> Product and Solution Owners Factory Services including transition to BAU Ops.
HOW LONG	2-4 Months	6-9 Months	6-18 Months (Project scope/type dependent)	Scale and Scope dependent
FEEL?	Excited and somewhat uncertain	Increasingly certain and energized [Possibly] frustrated by perceived lack of progress	Variously – energized, tired, sceptical, certain [Possibly] frustrated by sense of Program and Business detachment	Increasingly relevant



STRATEGY...
VALUE...
CHANGE...
SOLUTION...



OUR DIGITAL ACCELERATION NAVIGATOR



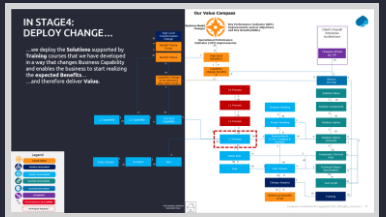
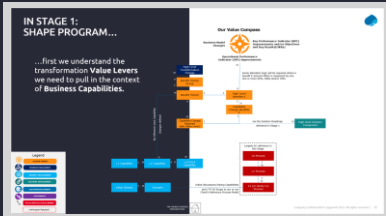
**STAGE 0
INITIAL
DRIVE
FOR CHANGE**

**MOVE INTO
CONTINUOUS
DELIVERY**

**OUTSIDE LTP
SCOPE**

STAGE 1: SHAPE PROGRAM

- ✓ Store Value Streams and Scenarios in scope
- ✓ Capture ambitions, pain points and other opportunities for capability change
- ✓ Agree Value Levers to pull -> Business Case
- ✓ Draft Enterprise Architecture and Roadmap



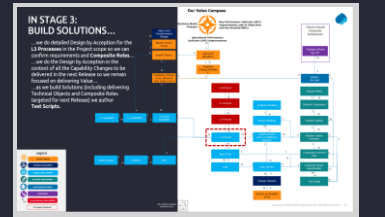
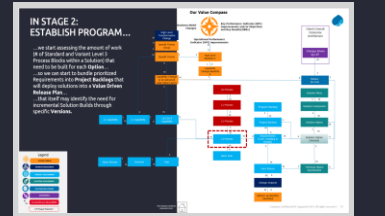
- ✓ Site readiness and Solution Cutover activities
- ✓ Train ahead of Solution deployment to enable Capability Change
- ✓ Track realization of Value delivery while handing Version 1.0 to BAU Continuous Delivery

STAGE 4: DEPLOY CHANGE

**THE FOUR
STAGES OF LTP**

STAGE 2: ESTABLISH PROGRAM

- ✓ Value Stream mapping of L3 Process Blocks and Capabilities
- ✓ Gather requirements by Value Stream for Program Backlog
- ✓ Define initial Solution Components to be built
- ✓ Develop value-driven Release schedule



- ✓ Run Projects to build to Release Schedule
- ✓ Design by Acception™ for the SAP standard L3 Processes
- ✓ Detail requirements and BuildPrint for non-standard
- ✓ Solution playback to check they will deliver Capability Change
- ✓ Organisation Design and Change Impact Mitigation
- ✓ User Acceptance Test and package Solutions for deployment

STAGE 3: BUILD SOLUTIONS





**HOW OUR
METHOD
BENEFITS
OUR CLIENTS**





OUR LTP METHOD ALLOWS YOU TO...

FOCUS ON...

...YOUR STRATEGIC AMBITIONS

TO DELIVER SUSTAINABLE BUSINESS VALUE

ACCESS BETTER PRACTICES BASED...

...ON OUR INDUSTRY KNOW-HOW AND REFERENCE MODELS

ACCELERATING DELIVERY OF SOLUTIONS

EFFECT PROCESS CHANGE...

...HARMONISE WHERE AND WHEN NEEDED

WHILE KEEPING YOUR "SECRET SAUCE" SAFE

TAKE PEOPLE...

...WITH YOU

OUR CHANGE NAVIGATOR FOCUS ON PEOPLE EXPERIENCE

DELIVER VALUE EARLY...

...FROM MANAGED PRODUCT ROADMAPS

RECOGNISING THE INTEGRATED NATURE OF THE CORE

BUILD VIABLE TRANSITION STATES...

...TO HELP YOU GET FROM HERE TO THERE

THERE ARE MULTIPLE "TO-BE" TARGETS TO BUILD FOR!

ENSURE DATA IS...

...BAKED IN EVERYWHERE

NOT TREATED AS AN AFTERTHOUGHT OR KEPT IN A SILO

DELIVER INNOVATIONS...

...FROM A CLEAN CORE

BUILT ON OUR MULTI-PILLAR S/4HANA (MPSA) ARCHITECTURE

PREDICT SUCCESS...

...VIA A PROGRAM "WRAPPER" AROUND ALL CHANGES

NOT JUST SAP CHANGE AND NOT JUST TECH CHANGE

LINK TO CONTINUOUS DELIVERY...

...WITH RELEASES, PRODUCT BACKLOGS, SOLUTION VERSIONS

ENABLING CONTINUOUS INTEGRATION



LOOKING FOR MORE?

RETHINK
REDEFINE
RECHARGE
REPEAT

JOIN CAPGEMINI AT SAP® Sapphire® in 2023

Orlando, Florida – May 16-17: Booth #800
Barcelona, Spain – May 24-25: Booth #5,200
São Paulo, Brazil – June 1-2: Booth #8

Read our detailed [POV](#) to learn more about our methodology.

Give us the opportunity to assess your business and offer you a tailored transformation plan to help assure your success.

Contact david.lowson@capgemini.com to get your remaining questions answered and help deliver your transformation journey.



**GET THE
FUTURE
YOU WANT**