

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



David Lowson
HEAD OF GLOBAL SAP COE



Darren While
ENTERPRISE ARCHITECT,
GLOBAL SAP COE



Martina Aleksieva
METHOD DELIVERY LEAD,
GLOBAL SAP COE



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QUICK RECAP – WHAT IS THE LTP METHOD?

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STAGE 2: ESTABLISH PROGRAM - WHY DO WE NEED THE STAGE?

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STAGE 2: MANDATORY OUTCOMES AND HOW WE ACHIEVE THESE

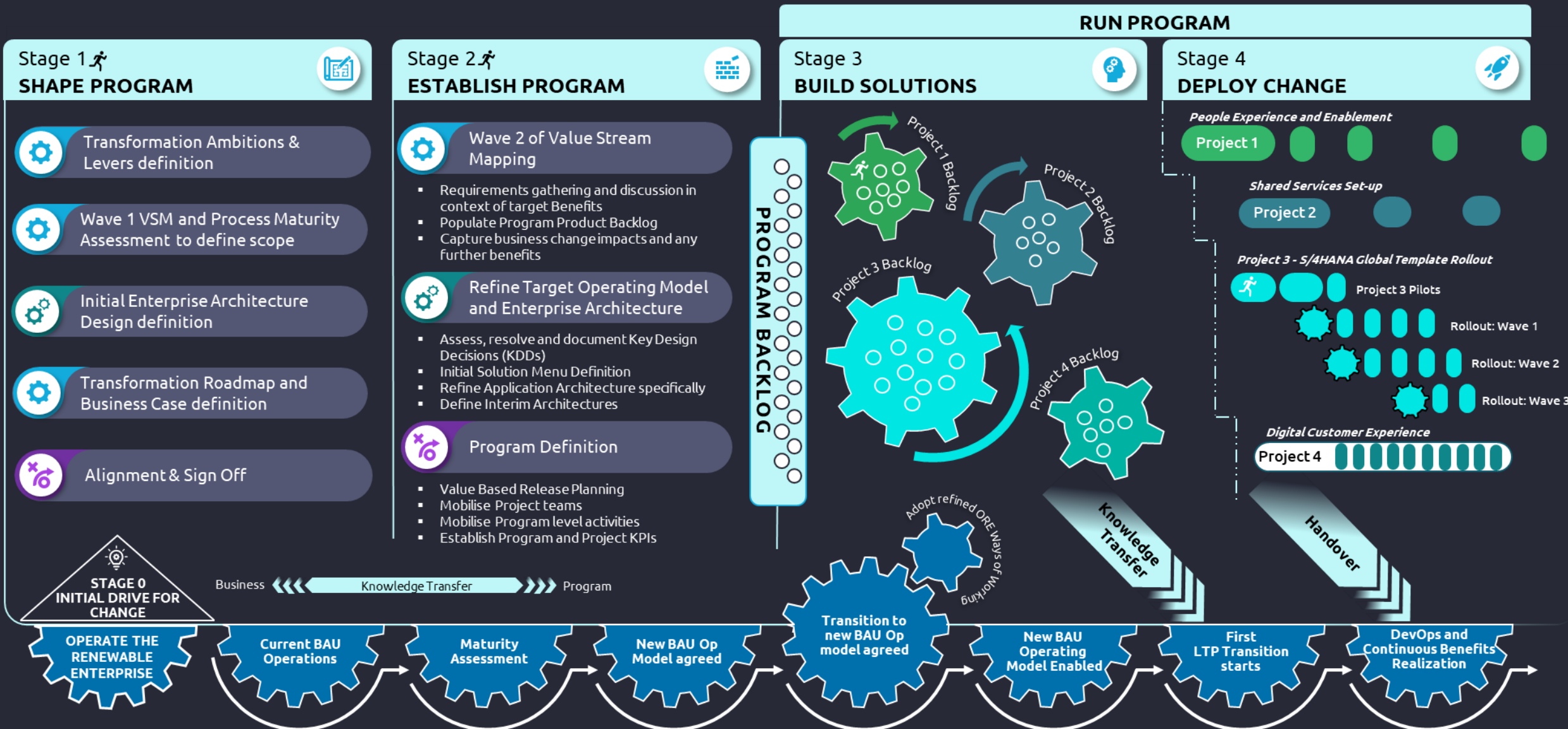
04

STAGE 2: SUMMARY OF THE WHY, WHAT, HOW, WHO AND HOW LONG



CAPGEMINI'S LARGE TRANSFORMATION PROGRAM (LTP) METHOD

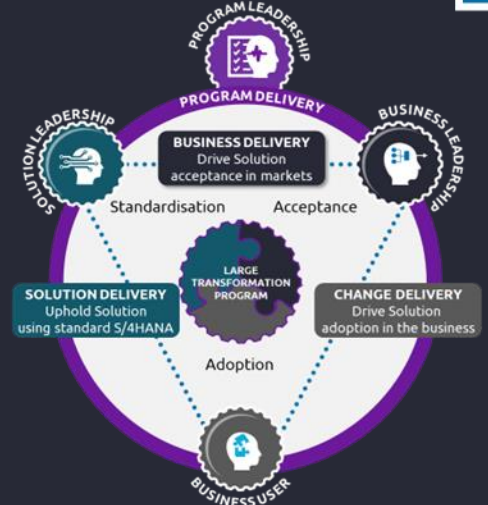
DELIVERING SUSTAINABLE BUSINESS CHANGE THAT GENERATES BUSINESS VALUE



FOUR TYPES OF ACTIVITIES AND FOUR AREAS OF EXPERTISE COVER THE TOTALITY OF WORK THAT NEEDS TO BE DONE ON AN LTP



= WORK TO BE DONE AND LEAD TO

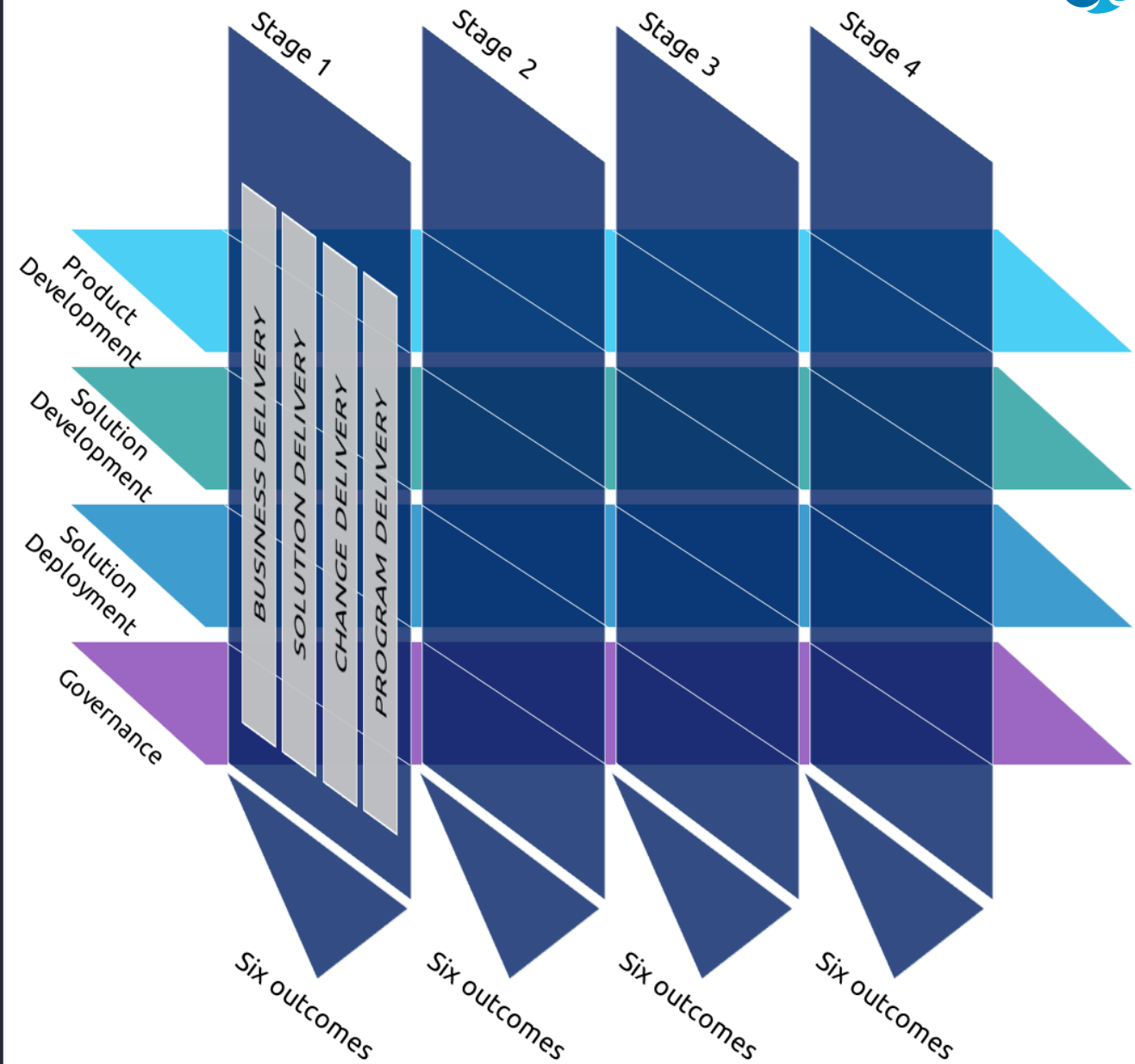


MANDATORY STAGE OUTCOMES

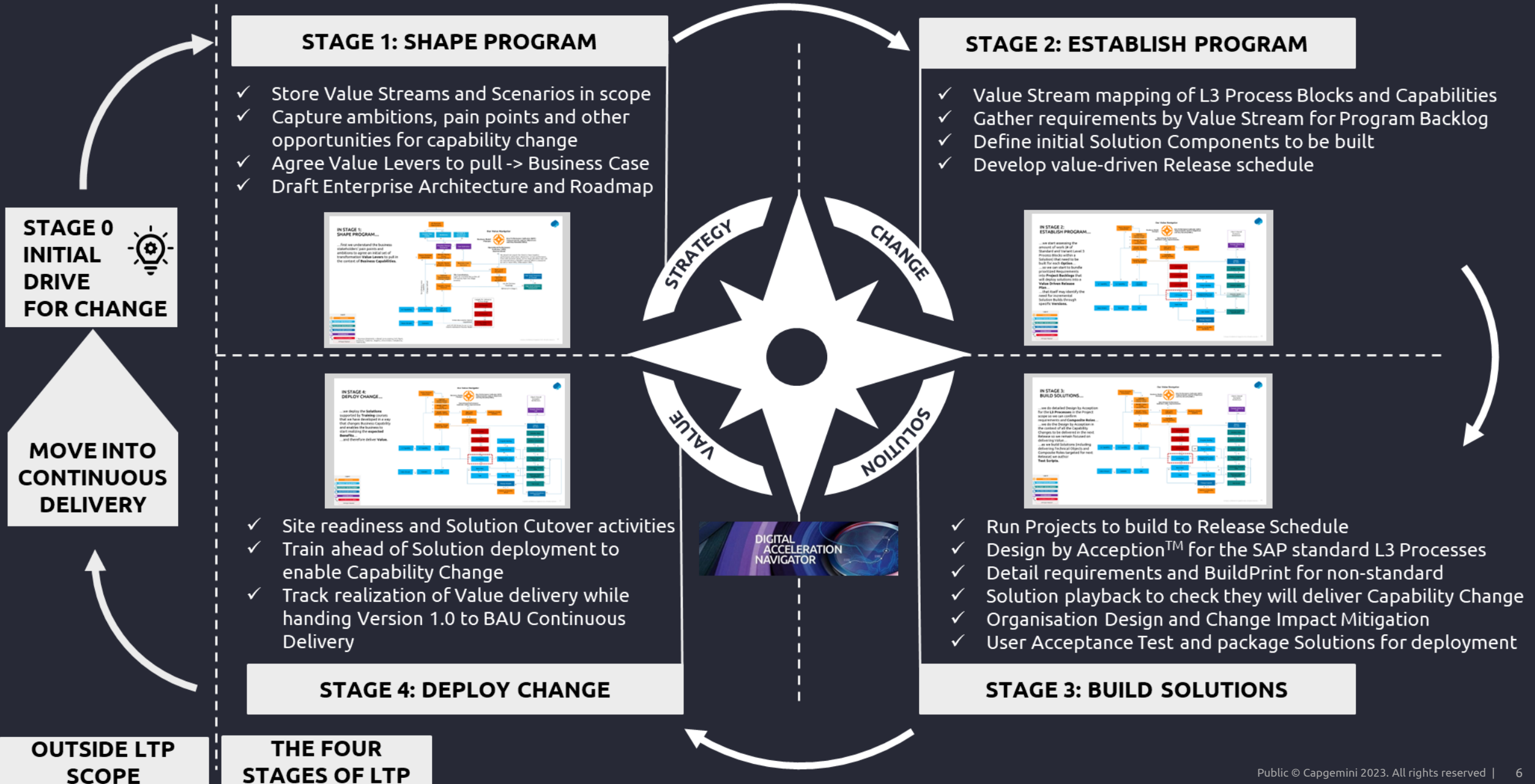


**FUNDAMENTALLY
WE SUM IT ALL UP AS
4 x 4 x 4 x 6**

**FOUR STAGES
FOUR TYPES OF ACTIVITY
FOUR TYPES OF RESOURCES
SIX MANDATORY OUTCOMES**



OUR DIGITAL ACCELERATION NAVIGATOR (DAN)



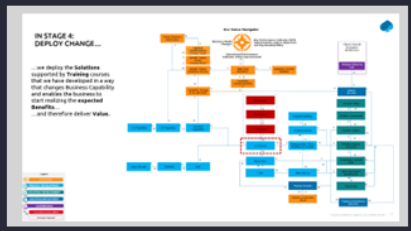
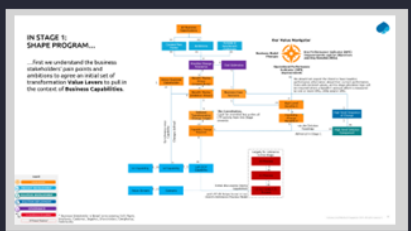
**STAGE 0
INITIAL
DRIVE
FOR CHANGE**

**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



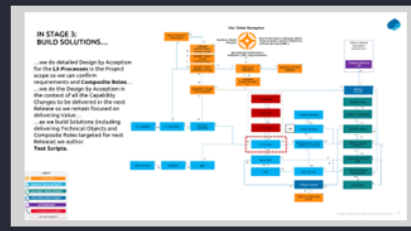
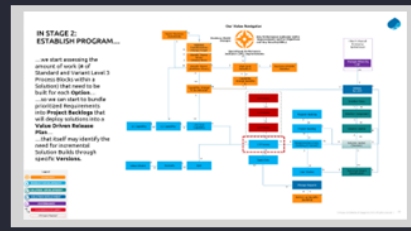
- ✓ Site readiness and Solution Cutover activities
- ✓ Train ahead of Solution deployment to enable Capability Change
- ✓ Track realization of Value delivery while handing Version 1.0 to BAU Continuous Delivery

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



ON THE LTP WEBINARS JOURNEY...



STAGE 2: ESTABLISH PROGRAM - WHY WE NEED THIS STAGE



ESTABLISH PROGRAM

bridges the gap between the
Business Case
(**SHAPE PROGRAM**)

and benefits realisation
(**BUILD SOLUTIONS AND DEPLOY CHANGE**)

enabled by Project Delivery

MANDATORY OUTCOMES BY WORK THEME AND LTP STAGE



STAGE 1: SHAPE PROGRAM

INITIAL VALUE STREAM SCOPE AND SET OF ASSOCIATED DESIRED CAPABILITY CHANGES	INITIAL TRANSFORMATION ROADMAP INCLUDING PROGRAM RESOURCES	BUSINESS ENGAGEMENT STRATEGY AGREED
INITIAL IMPACT ON ENTERPRISE ARCHITECTURE DEFINED	PROGRAM GOVERNANCE, TOOLING AND NEXT STAGE PLAN AGREED	EXECUTIVE ALIGNMENT AND BUSINESS CASE SIGNED OFF

STAGE 2: ESTABLISH PROGRAM

VALUE STREAM SCOPE AT LEVEL3 AND SIGNED-OFF PROGRAM BACKLOG	MENU OF SOLUTIONS	TARGET ARCHITECTURES AND DESIGN PRINCIPLES REFINED, KDDs AND GAPS DOCUMENTED
INITIAL BUSINESS CHANGE IMPACTS AGREED	VALUE DRIVEN RELEASE SEQUENCE AGREED AND INTERIM STATES AGREED	RESOURCED AND BUDGETED PROGRAM PLAN ALIGNED TO BUSINESS CASE

BUSINESS (INCLUDING SITE) READINESS AND TRAINING COMPLETED	CUTOVER REHEARSED AND COMPLETED	HANDOVER TO BAU AND CONTINUOUS DELIVERY AGREED
CONFIRM BUSINESS APPROVAL FOR SOLUTIONS TO BE RELEASED AT NEXT GO LIVE	POST GO-LIVE BUSINESS KPI/OPI REPORTING AGREED FOR NEXT RELEASE	CONFIRM EXPECTED VALUE REALISED

SOLUTIONS DESIGNED, BUILT AND TESTED (THROUGH TO UAT OF VERSION 1.0)	TRANSITION (INTERIM) SOLUTION ARCHITECTURES CONFIRMED AND NEXT RELEASE BUILT	DATA MIGRATION AND BUSINESS CONTINUITY PLANS CONFIRMED AND TESTED
EXPECTED BUSINESS CHANGE IMPACTS ADDRESSED AND MITIGATED	TRAINING DEVELOPED AND TRAINERS READY	CONFIRMED BUSINESS ACCEPTANCE OF THE SOLUTIONS

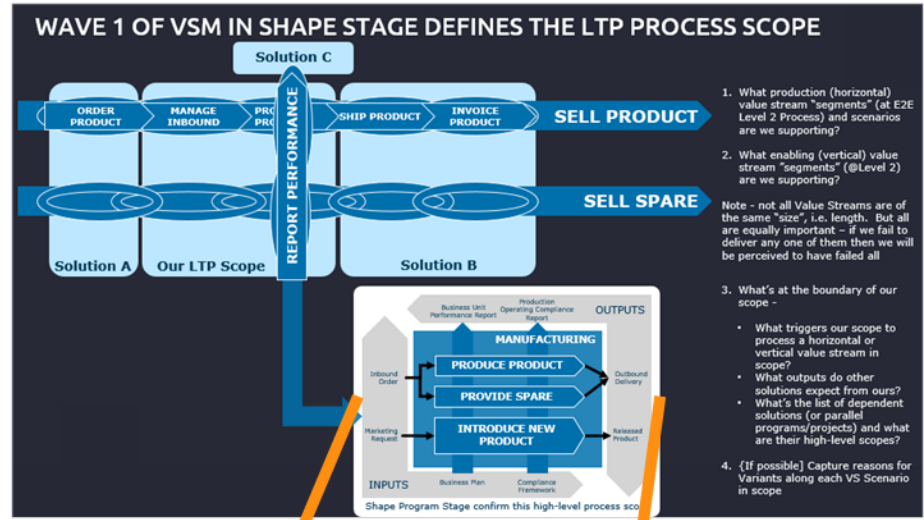
- PRODUCT DEVELOPMENT
- SOLUTION DEVELOPMENT
- SOLUTION DEPLOYMENT
- GOVERNANCE

STAGE 4: DEPLOY CHANGE

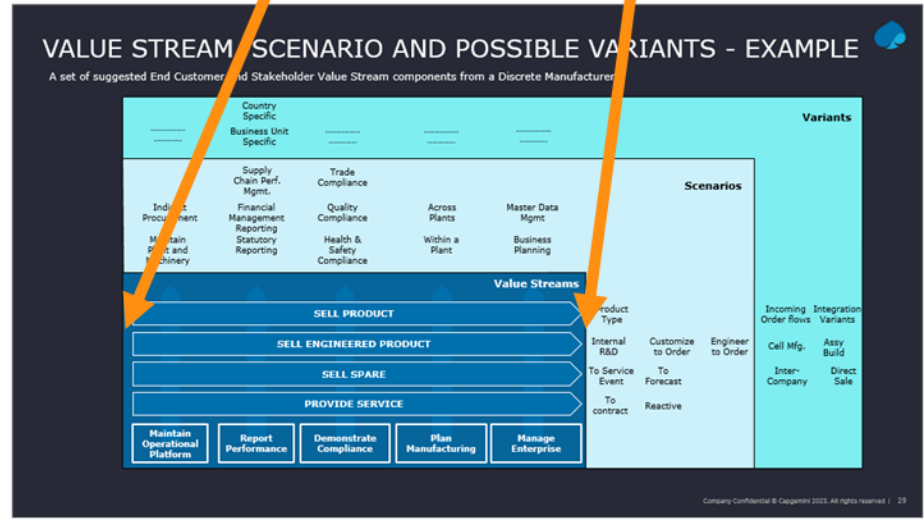
STAGE 3: BUILD SOLUTIONS



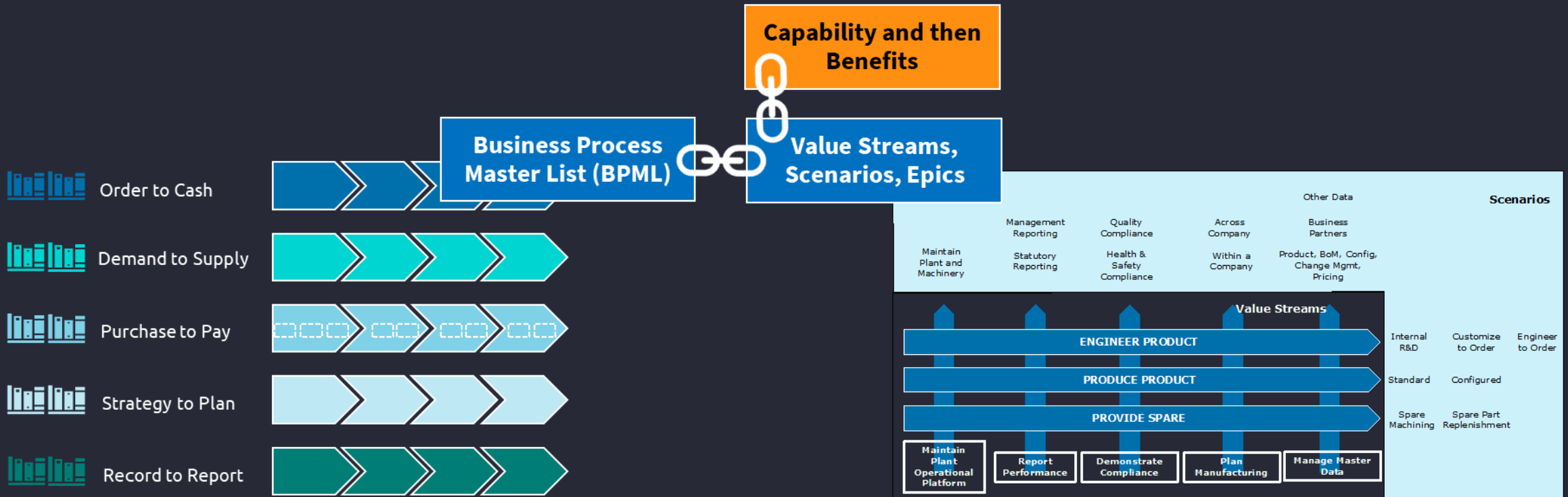
WAVE 1 OF VALUE STREAM MAPPING (VSM) IN STAGE 1 GAVE US THE VALUE STREAM SEGMENTS IN SCOPE...



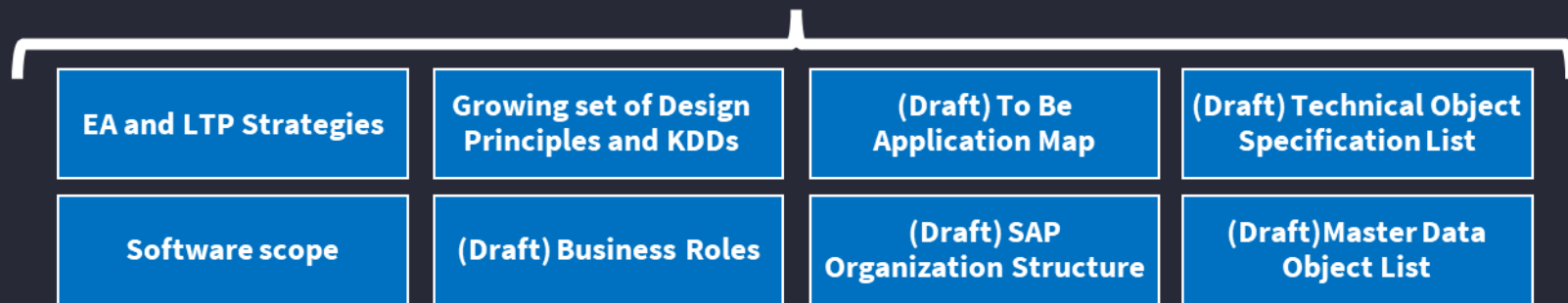
...AND FIRST DRAFT OF VALUE STREAM SCENARIOS AND INITIAL SET OF POSSIBLE VARIANTS



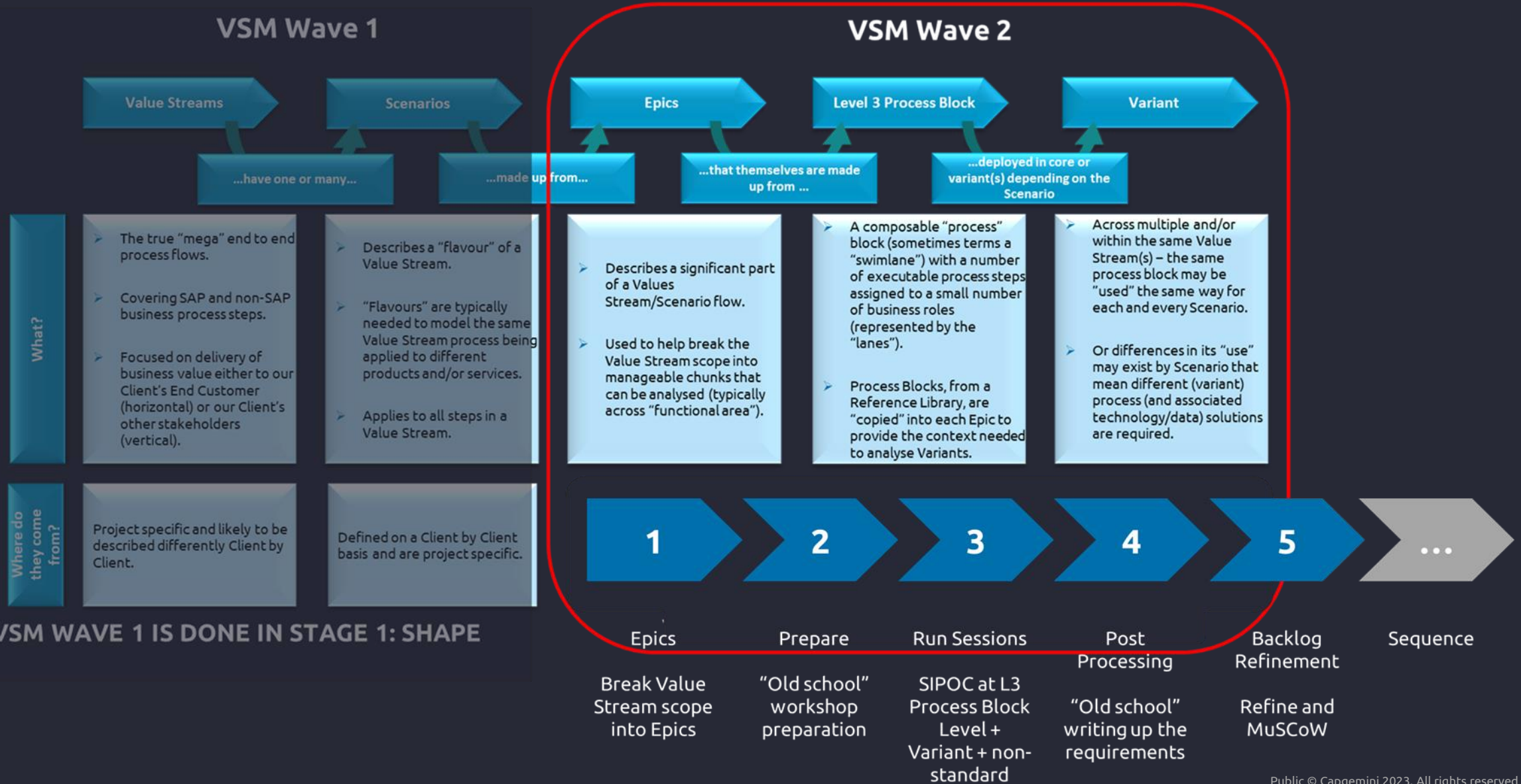
WE NOW NEED TO MAKE THE LINK BETWEEN THE VALUE STREAM SEGMENTS IN SCOPE, THE REFERENCE PROCESS LIBRARY, CAPABILITIES AND TARGET BENEFITS



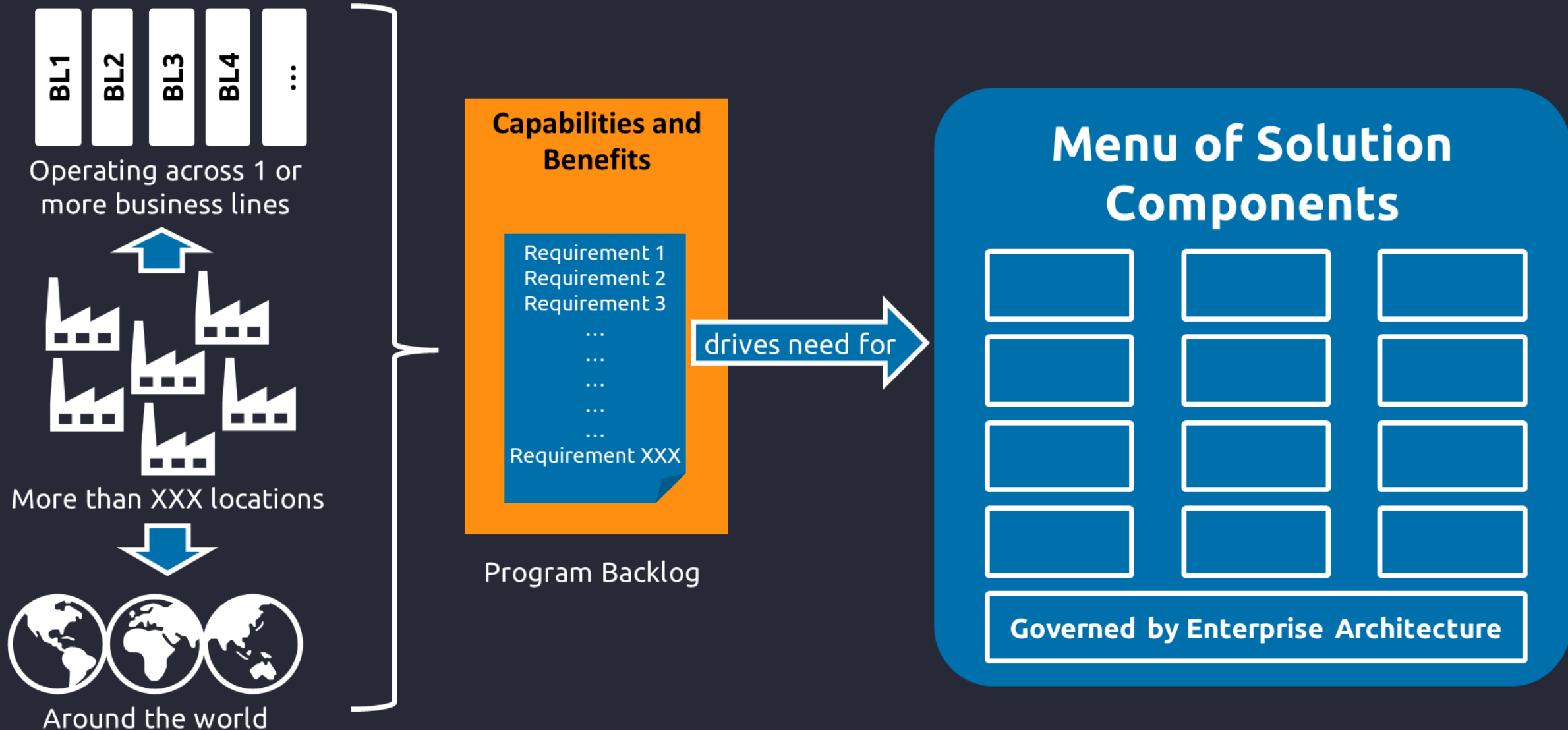
All in context of a set of **GOVERNING ARCHITECTURAL GUIDERAILS** and the **CONSTITUTION** from **STAGE 1**



THIS LINK IS DONE THROUGH VSM WAVE 2... WHICH TAKES 5 STEPS TO COMPLETE AND BUILDS THE PROGRAM BACKLOG

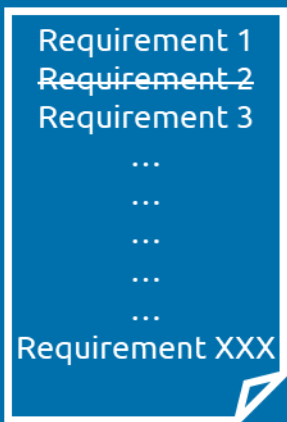


VALUE STREAM MAPPING DELIVERS THE REQUIREMENTS FOR THE PROGRAM BACKLOG

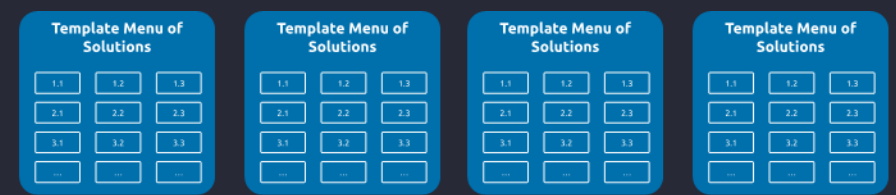




We have to start with the total list of requirements



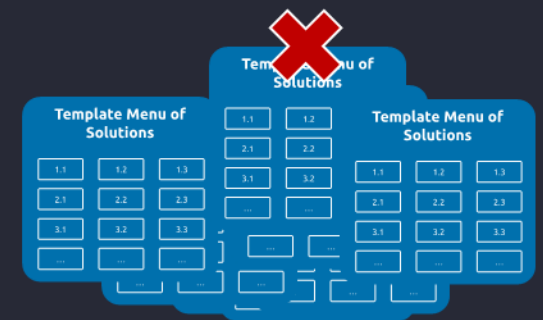
Program Backlog = total list of requirements we should solve for



Smallest number of deployable Solution Component combinations to satisfy all requirements



We're not going to build one solution that will work everywhere



Nor are we going to tailor a solution and deploy XXX different ways

WE BUILD A SET OF SOLUTIONS... FOR A REQUIREMENTS SET



Around the world

More than XXX locations

Operating across 1 or more business units

Menu of Solution Components

1.1	1.2	1.3
2.1	2.2	2.3
3.1	3.2	3.3
...

Based on EA Architectural Guidrails and Key Design Decisions

Requirement 1
Requirement 2
Requirement 3
...
...
...
...
Requirement XXX

Program Backlog

Capture and then distil by

- Legal/statutory/compliance
- Market Archetypes
 - Product types
 - Order flows
 - Supply Chain Network
- Agreed differences across business lines/units/areas
- Watch out for non-agreed differences



AND HAVE TO AGREE THE DIFFERENCES TO DESIGN AND DEFINE A SOLUTIONS MENU FOR!

Menu of Solution Components

1.1	1.2	1.3
2.1	2.2	2.3
3.1	3.2	3.3
...

Based on Architectural Guiderails and Key Design Decisions



Pilot 1

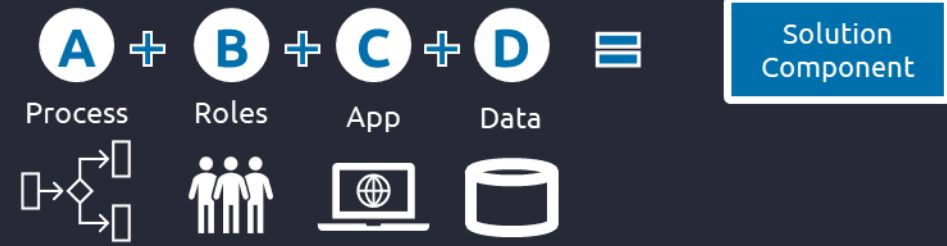
...across all locations...



Last rollout site

- **Local legal/statutory compliance**
 - **By geography (region/country/state/city)**
 - **Including but not limited to Finance!**
- **Market Archetypes**
 - **Product Typologies (planning, manufacturing..)**
 - **Customer Order flows**
 - **Regional Supply Chain Networks, e.g. 3PLs**
 - ...
- **Different Client Business Line ways of working**

need to justify these



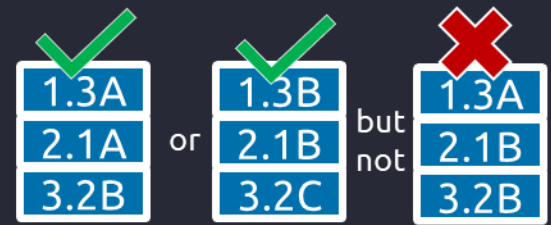
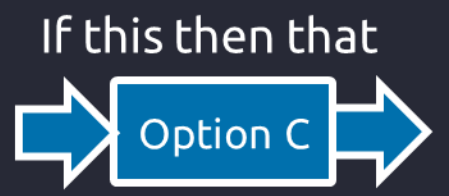
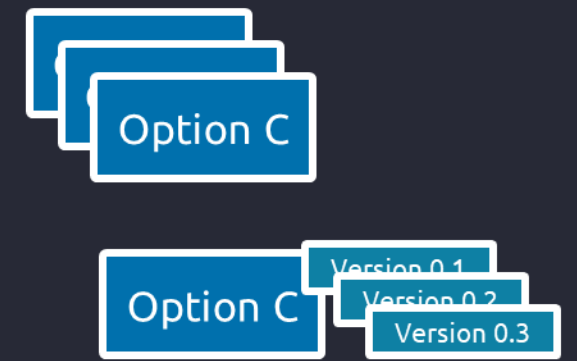
Menu of Solution Components

1.1	1.2	1.3
2.1	2.2	2.3
3.1	3.2	3.3
...

Based on Architectural Principles and Key Design Decisions

Each Solution component

- Can be subject to **Options**
- Can be built out through **Versions**
- Should be bounded with predictable set of **inputs/outputs**
- Will be **dependent** on other components in a way that defines a set of viable deployable solutions





Menu of Solution Components

1.1	1.2	1.3
2.1	2.2	2.3
3.1	3.2	3.3
...

Based on Architectural Principles and Key Design Decisions

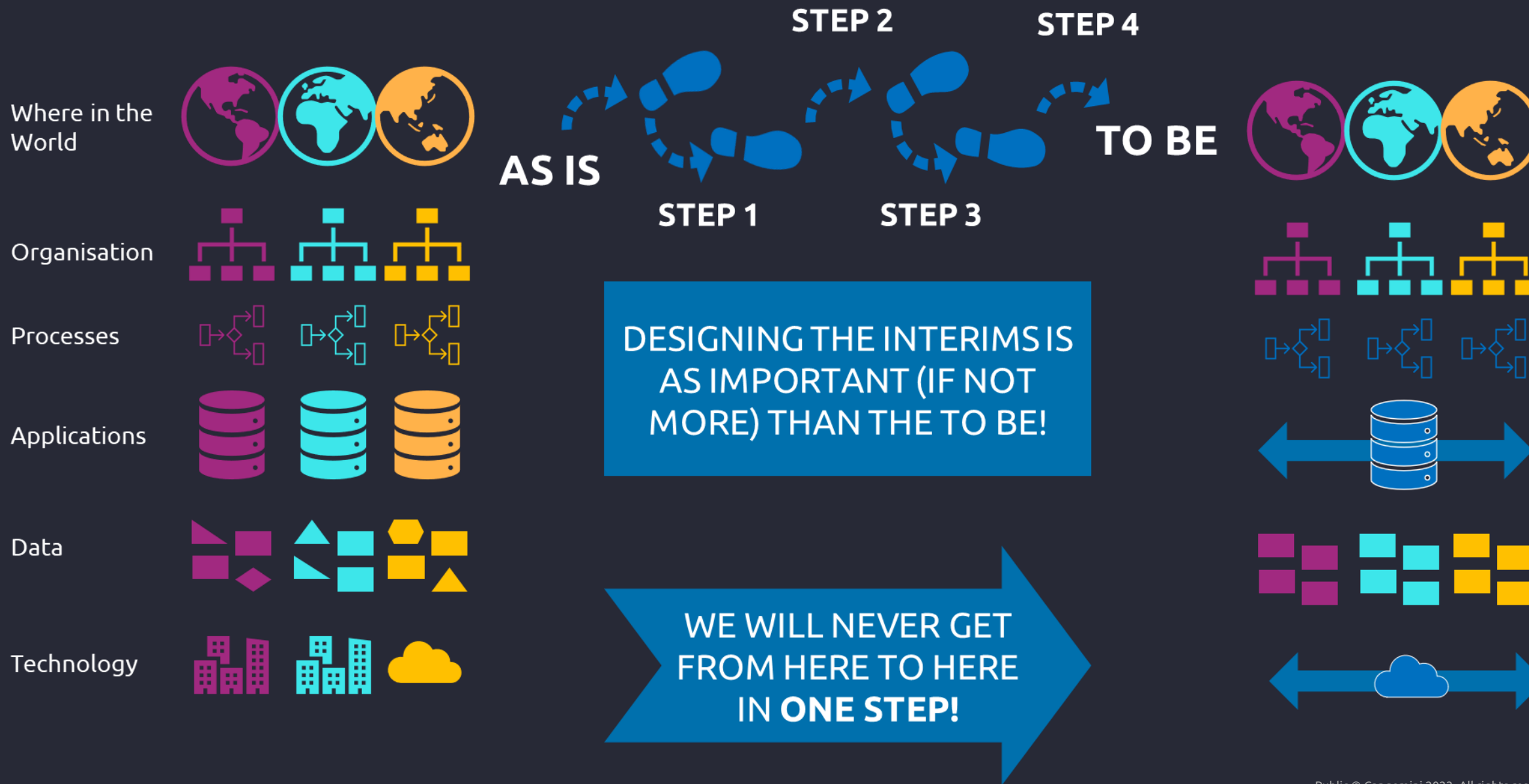
Each Solution component

- For each To Be Option, we may have to build **Versions** that are temporary
- We may even need to specify some Solution Components purely for the Transition period knowing we will throw them away at the end

BUILDING ALL THESE AND KEEPING THE CORE CLEAN?

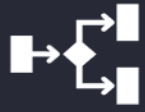


INTERIM STATES!





EVEN THOUGH PROCESS IS PART OF SOLUTION DEFINITION – HIGHER-LEVEL BUSINESS ARCHITECTURE NEEDS TRANSITION DESIGN TOO!



As Is Processes

As we move from here to here



To Be Value Streams



Organizations

Geographies

We need to design for new organisations and meaningful ways of working

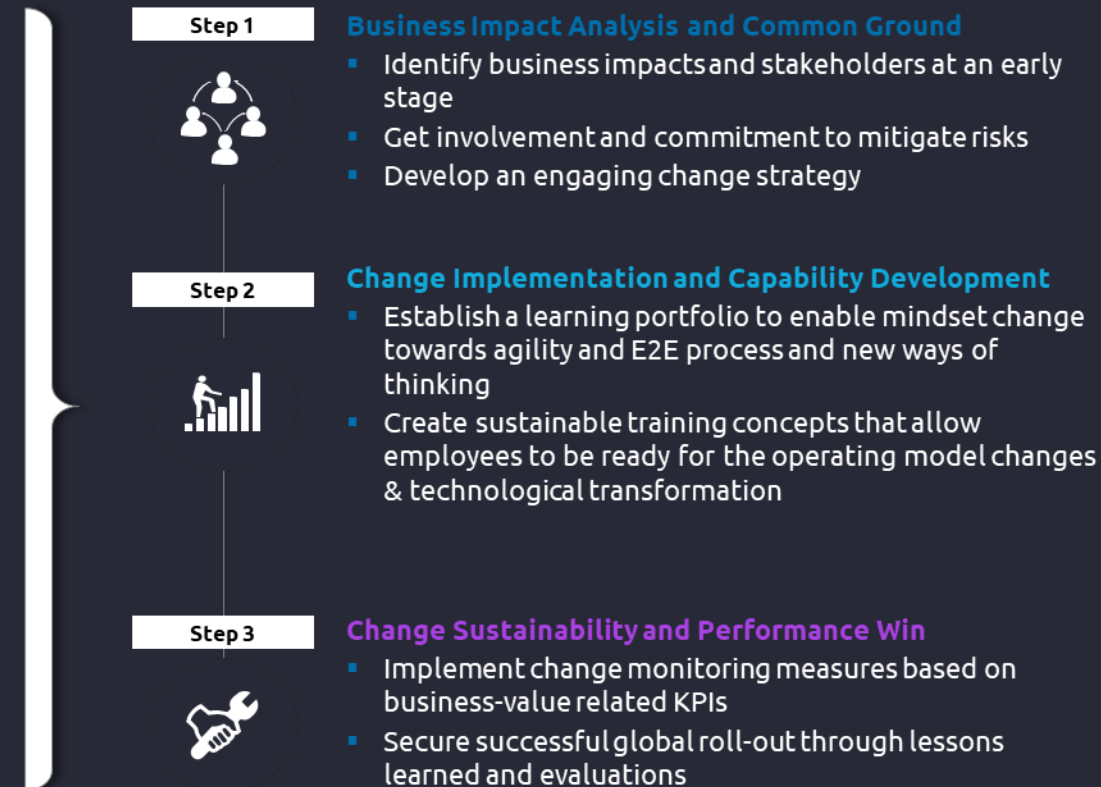
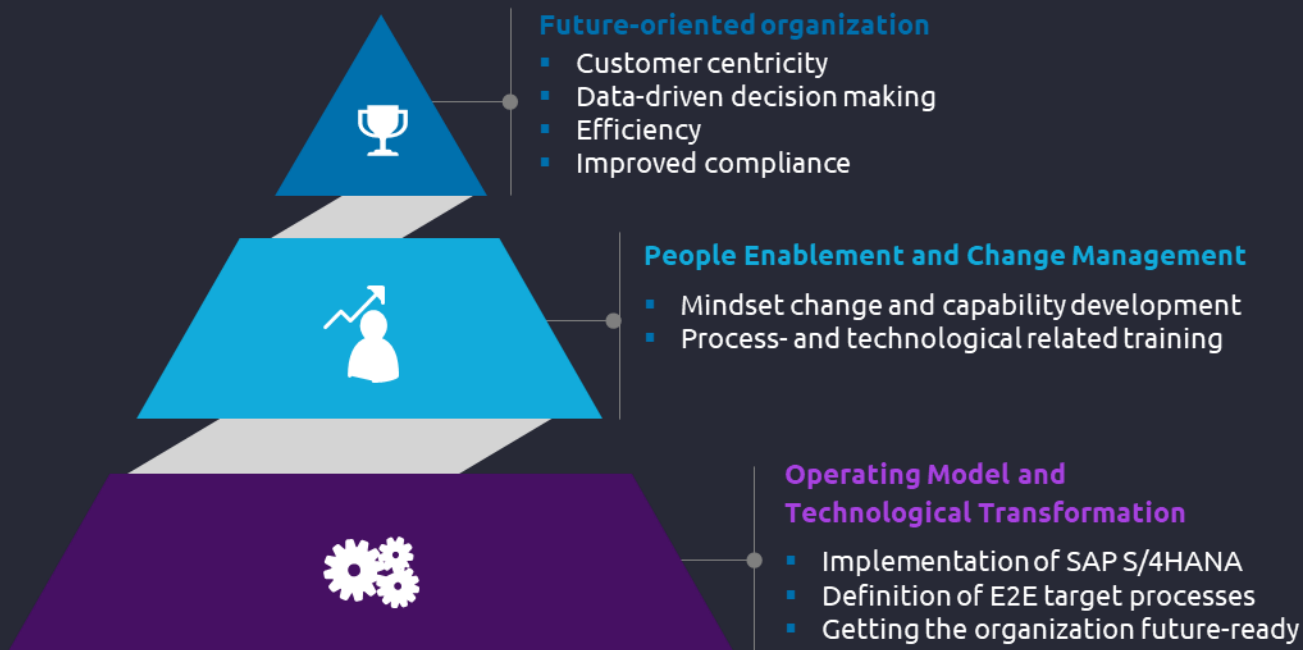


Organizations

Geographies



PEOPLE ENABLEMENT AND CHANGE MANAGEMENT FORM AN INTEGRAL PART OF THE OVERALL BUSINESS TRANSFORMATION ACROSS THE ENTERPRISE ARCHITECTURE. THEY PLAY A STRATEGIC ROLE IN THE EMPOWERMENT OF THE BUSINESS TO ACHIEVE ITS FUTURE GROWTH TARGETS...



Three steps of People Enablement and Change Management are introduced across the Program lifecycle to support the people perspective of the Program.

**HOW DOES ALL THIS –
VSM W2, SOLUTION MENU, ARCHITECTURES
AND BUSINESS IMPACTS**

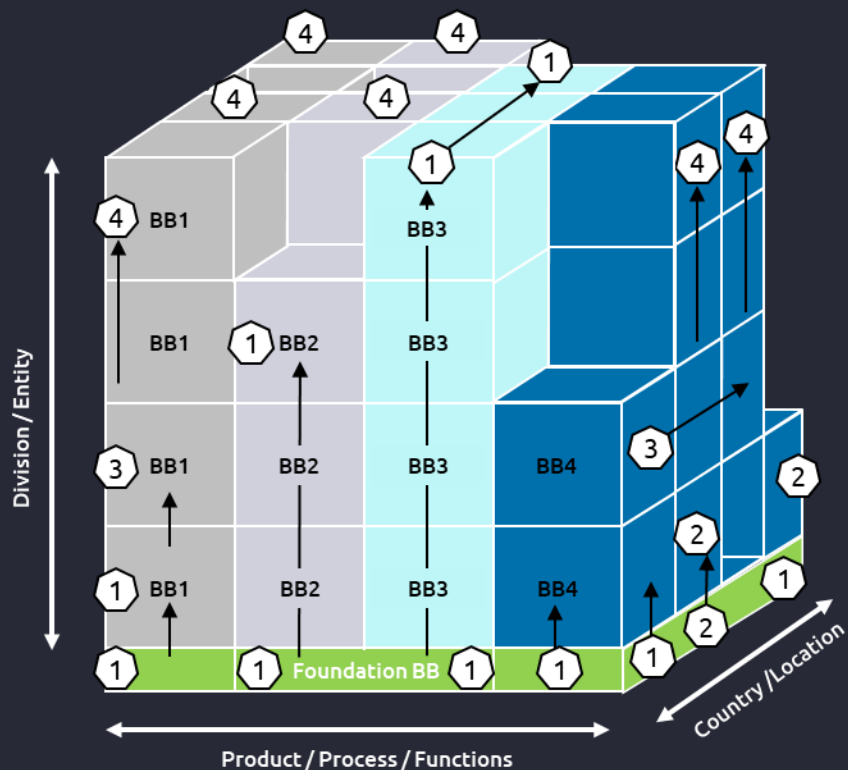
LEAD TO

**A VALUE DRIVEN
RELEASE PLAN?**

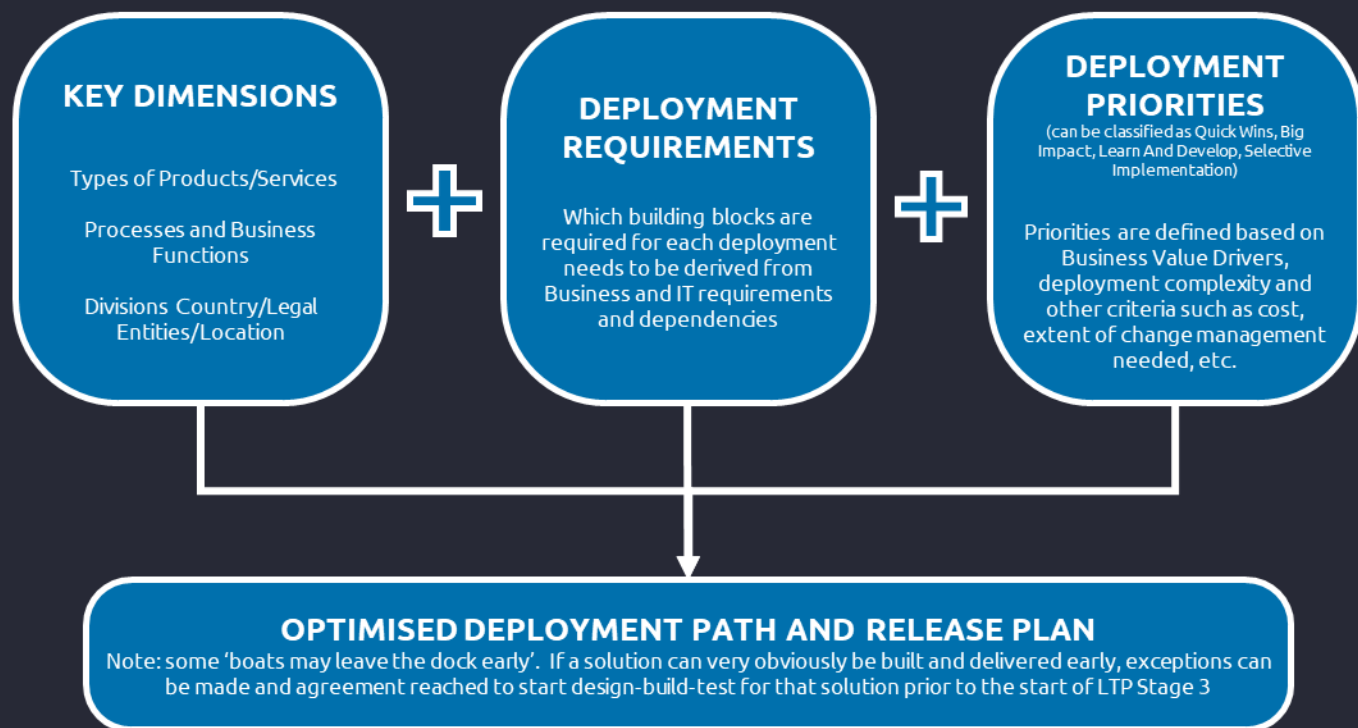


WHEN IT COMES TO RELEASE PLANNING WE DEPLOY TO MAXIMIZE VALUE AND IMPACT WITH AN EYE ON DEMAND

Our approach to Deployment is based on early value realisation allowing faster and flexible transformation. We consider multiple business and technical dimensions when defining our deployment approach and sequence



Deployment step
 Deployment path
 Deployment dimensions
 BB Project/Solution Building Block

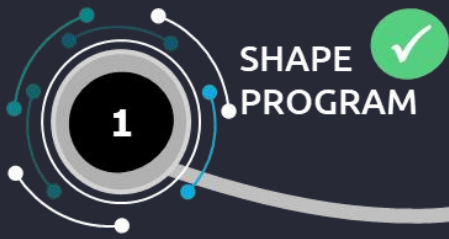




AND REMEMBER THAT...

**AS THE DETAILED PROGRAM SCOPE,
SOLUTIONS DESIGN AND RELEASE PLAN
GET DEFINED IN STAGE 2, WE MUST
ENSURE THE **PROGRAM BUDGET AND
RESOURCE** REQUIREMENTS ARE ALSO
REVISED, AND REMAIN ALIGNED TO THE
BUSINESS CASE**

IN SUMMARY...



WHY

Align change ambition with overall business strategy.
Sign-off on the change

1. Initial value stream scope and set of associated desired capability changes
2. Initial transformation roadmap incl program resources
3. Business engagement strategy agreed
4. Initial impact on Enterprise Architecture defined
5. Program governance, tooling and next stage plan
6. Executive alignment and business case signed off

- ✓ Wave 1 Value Stream Mapping
- ✓ Stakeholder Interviews
- ✓ Process and Performance Benchmarking
- ✓ Capability and Operating Model Deep-dives
- ✓ Confirm how Program will "fit in"

- ❖ Senior Leadership (CxO) Team
 - ❖ Enterprise Architects and Product Owners
-
- Program and Change Leads
 - Product Owners (Requirements and Roadmap)
 - Solution Leads (Design and Build)

2-4 Months*

Excited and somewhat uncertain



WHAT

Bridge between Business Case and Delivery
Build the Program Backlog and value-driven Release Plan with Transition States

1. Value stream scope at level3 & program backlog
2. Menu of Solutions
3. Target architectures & design principles, KDDs and Gaps
4. Initial Business Change Impacts
5. Value driven release sequence and interim states
6. Resourced & budgeted program plan

- ✓ 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

- ❖ Senior Leadership Team (via Steering)
 - ❖ Enterprise Architects and COTS Vendors
-
- Product Owners, Solution and Change Leads
 - Program Management
 - Delivery Factory (start up)

6-9 Months*

Increasingly certain and energized
[Possibly] frustrated by perceived lack of progress



HOW



WHO

❖ Business Program/Project



HOW LONG



FEEL?

Provide the Program 'wrapper'. Manage dependencies. Communicate. Measure change. Adopt and adapt.

Senior Leadership Team (via Steering), Business Operations, BAU, CxO, Program Office, Value BAU, Backlog Management, Business Planning, Delivery and COTS Partners, Dependencies Release, Innovation Unit

Project delivery, change leadership and release

Coming soon...

Business detachment

Increasingly relevant



SNEAK PEAK OF WHAT'S TO COME ON THE NEXT AND FINAL FOR 2023 LTP WEBINAR – GLOBAL DEPLOYMENT (ROLLOUT)

STAGE 3: BUILD SOLUTIONS – WHAT'S GOING ON?



BUILD SOLUTIONS is when we do the do.

Executing project delivery like we normally do.

But in the context of a Program Wrapper.

And stopping at the point where a Solution @Version is ready for Deployment

WE NEED THE **BUILD SOLUTIONS** STAGE TO:

- ✓ Deliver the Solution – Project by Project!
- ✓ Complete the detailed **design, build and test** of the Solution Components up to and including Version 1.0 in scope for each Project.
- ✓ Test Solution Components to confirm ability to deliver the expected benefits
- ✓ Package Solutions into Release-able deployable packages prior to passing them into the Deploy Stage
- ✓ Run the set of continuous Business Engagement activities
- ✓ Manage change to both the Program Backlog and the Project Backlogs

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STAGE 4: DEPLOY CHANGE – WHY DO WE NEED THIS STAGE?



The **DEPLOY CHANGE** stage delivers solutions and monitors the realisation of **business benefits** while monitor drivers for change and **adapting** as needed

WE NEED THE **DEPLOY CHANGE** STAGE TO:

- ✓ To effectively manage **dependencies** and **change impacts** across all projects within the Program. We have a conviction this is easier if we separate the Design-Build-Test of new solutions (or versions) from the Deployment of existing ones.
- ✓ Provide a consistent and coherent **Release Management** function
- ✓ Drive the **continuous delivery** of packaged deployable Solution components
- ✓ Track the realization of the business benefits that result
- ✓ Ensure the **effective transition** between Program support services and business as usual (BAU) **operational excellence**
- ✓ Manage change to the Program Backlog and demonstrate value from the Innovation component running at the Program Level

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