



# GET THE FUTURE YOU WANT WITH OUR LARGE S/4HANA TRANSFORMATION PROGRAM (LTP) METHOD



**DAVID LOWSON**  
HEAD OF GLOBAL SAP COE



**MARTINA ALEKSIEVA**  
METHOD DELIVERY LEAD



**MIKE CURL**  
SAP ADVISORY, GLOBAL SAP COE



**SANDEEP CHAVAN**  
CHIEF ARCHITECT, SAP COE



01 LTP METHOD – RECAP AND WEBINAR JOURNEY

02 STAGE 3 OVERVIEW – BUILDING A GLOBAL TEMPLATE

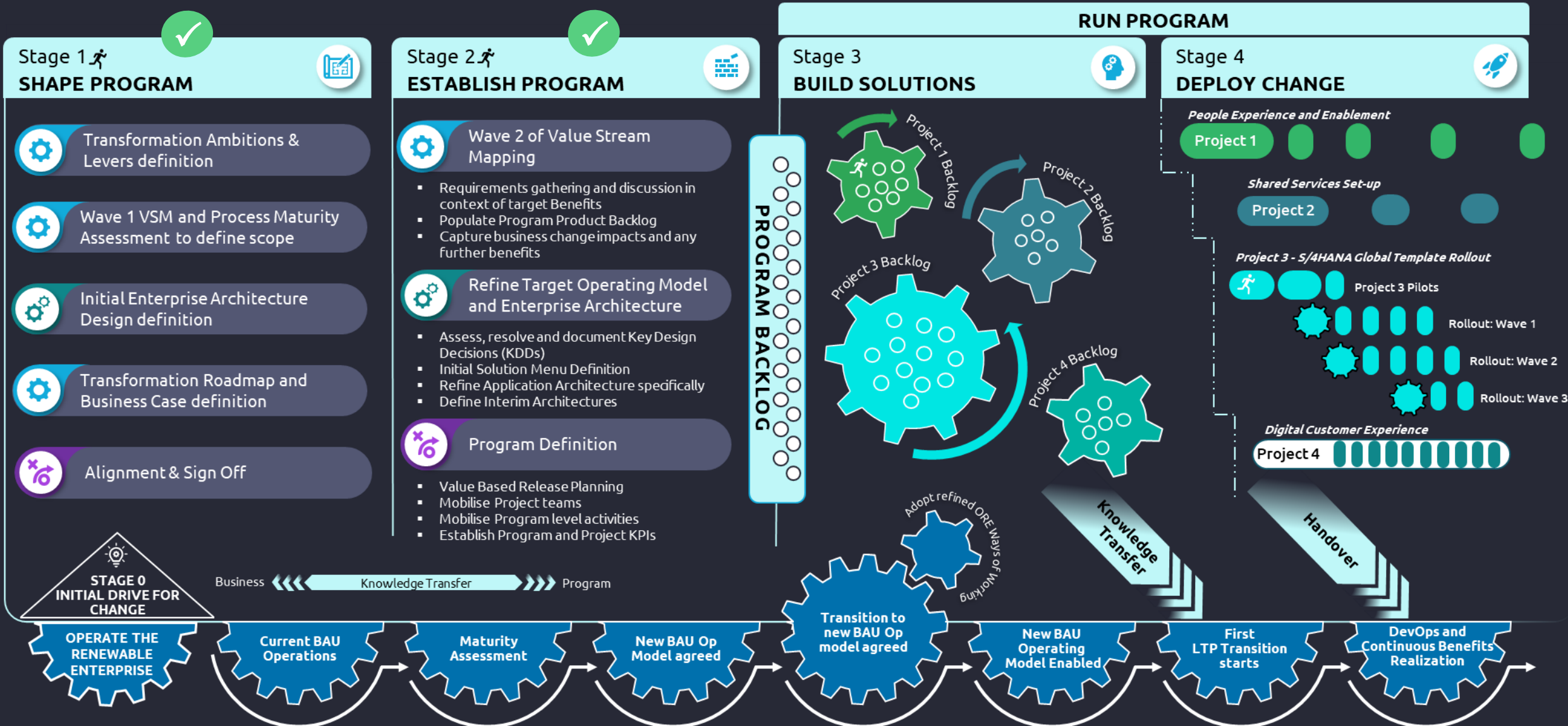
03 STAGE 4 DEEPER DIVE – GLOBAL ROLLOUTS

04 KEY TO SUCCESS



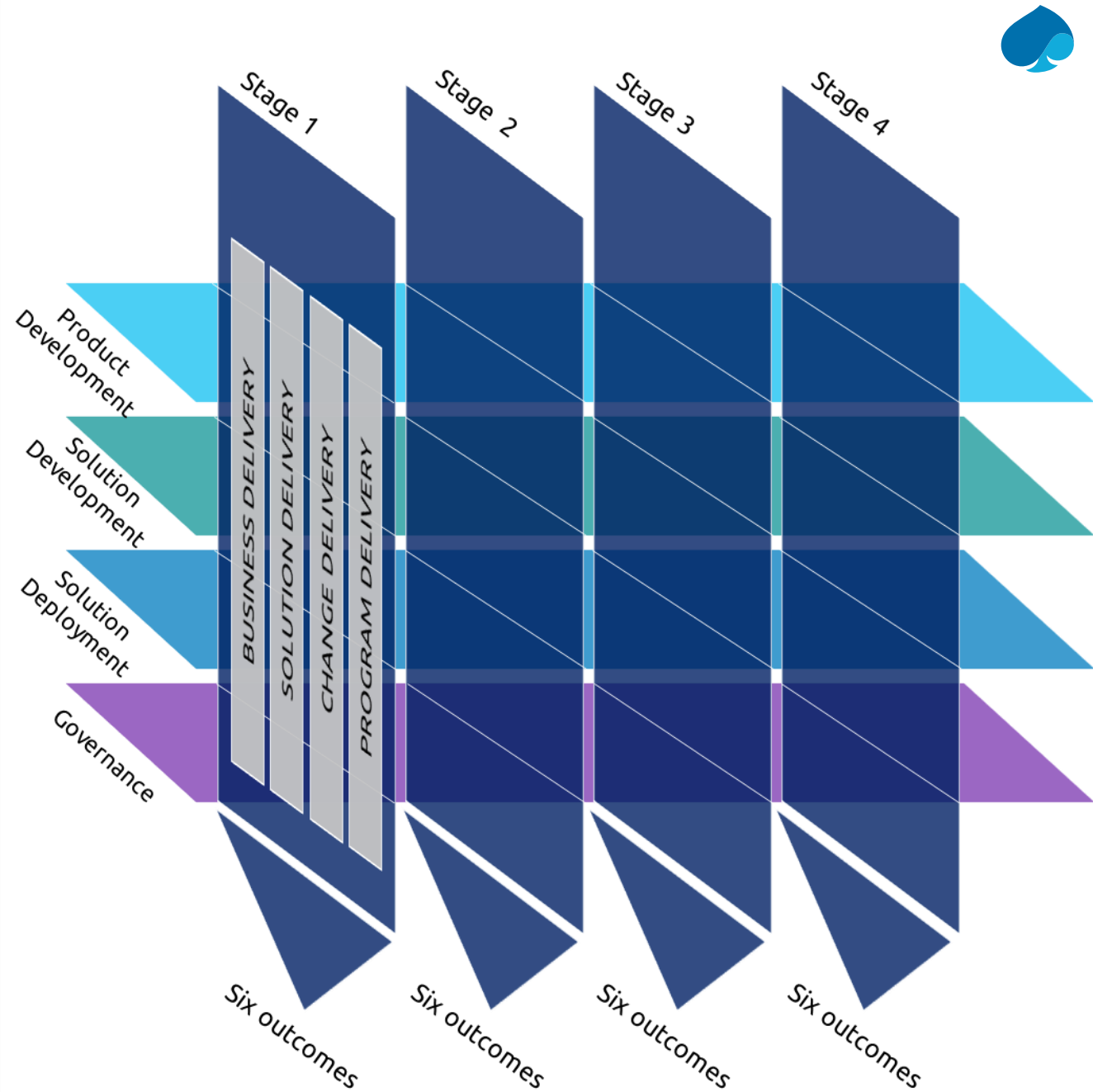
# CAPGEMINI'S LARGE TRANSFORMATION PROGRAM (LTP) METHOD

## DELIVERING SUSTAINABLE BUSINESS CHANGE THAT GENERATES BUSINESS VALUE



**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**



# ON THE LTP WEBINARS JOURNEY...



# Large Transformation Program (LTP) Method

**STAGE 1**  
**SHAPE PROGRAM**  
Shaping the WHY



**STAGE 2**  
**ESTABLISH PROGRAM**  
Establishing the WHAT, WHEN AND HOW



**STAGE 3**  
**BUILD SOLUTIONS**  
Delivering the WHAT through multiple Design-Build-Test Projects executed in the context of a Program Wrapper



**STAGE 4**  
**DEPLOY CHANGE**  
Launching and building on the WHAT that materialises business benefits



**3**



... WE ARE HERE!

*Operate the renewable enterprise aka Continuous Delivery within BAU*

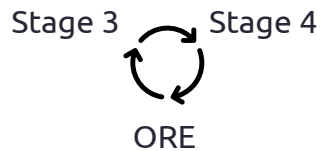


# PARALLEL PROCESSING KICKS IN AFTER STAGE 2...



Stage 2 follows Stage 1 as night follows day.

After Stage 2 things go non-linear

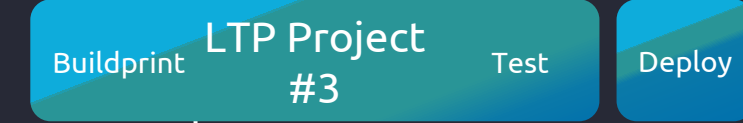
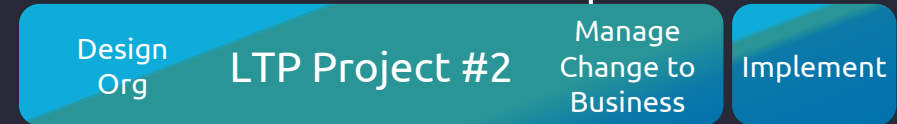
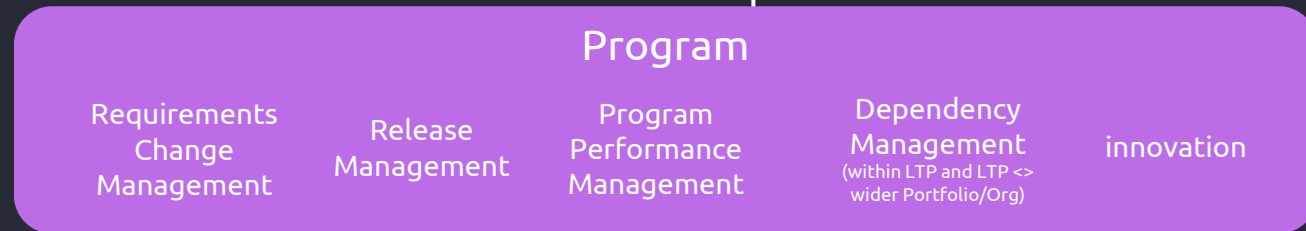


Program "wrapper" around Project delivery

Keep track of overall requirements

Stages 3 and 4 are different. Multiple Design, Build, Test and Deploy cycles

Operate the Renewable Enterprise (aka ORE)



LTP Solutions move to BAU Operations

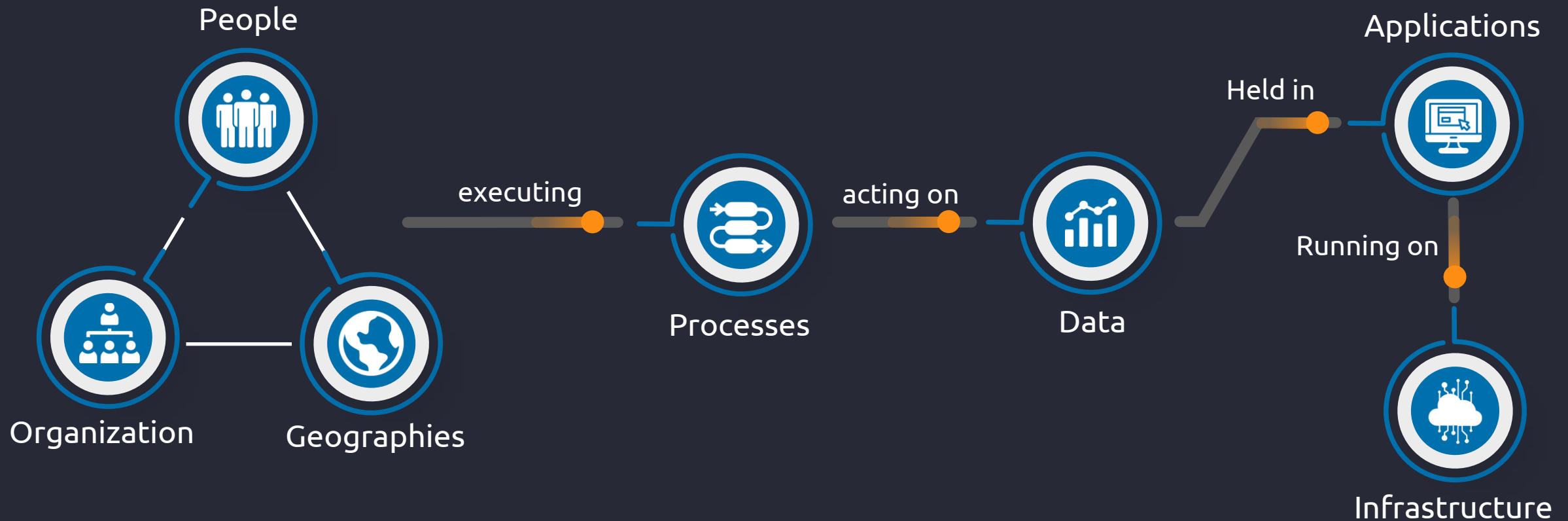
- Governance
- Product Development
- Solution Development
- Solution Deployment

At any point from this point forward, the Program and Business need to deal simultaneously with design, build, test and deploy across multiple different scopes of work

# IN THE CONTEXT OF A GLOBAL S/4HANA TEMPLATE PROJECT WITHIN THE PROGRAM...



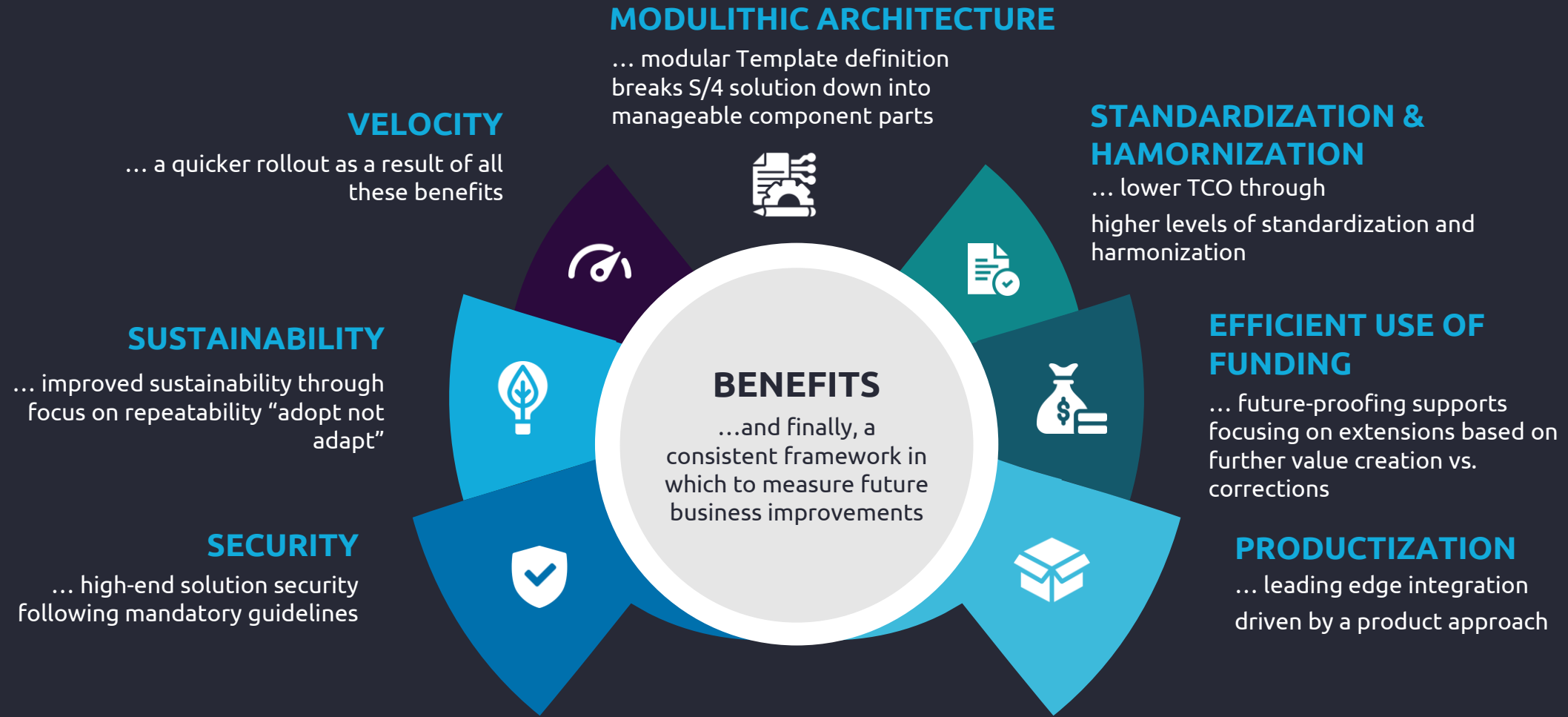
WE NEED A TEMPLATE TO  
MANAGE AND CONTROL ALL THE CHANGES THAT WE WILL MAKE TO...



SO THAT WE CAN IMPROVE BUSINESS PERFORMANCE...



# WITH A TEMPLATE IN PLACE, A BUSINESS CAN BENEFIT FROM...







# SO WHAT DEFINES A TEMPLATE?

**First, we need to understand the Scope, benefits expected (the Why? from Stage 1) and know the right levels of Sponsorship are in place...**

**then there are Requirements (from Stage 2) to be managed alongside...**

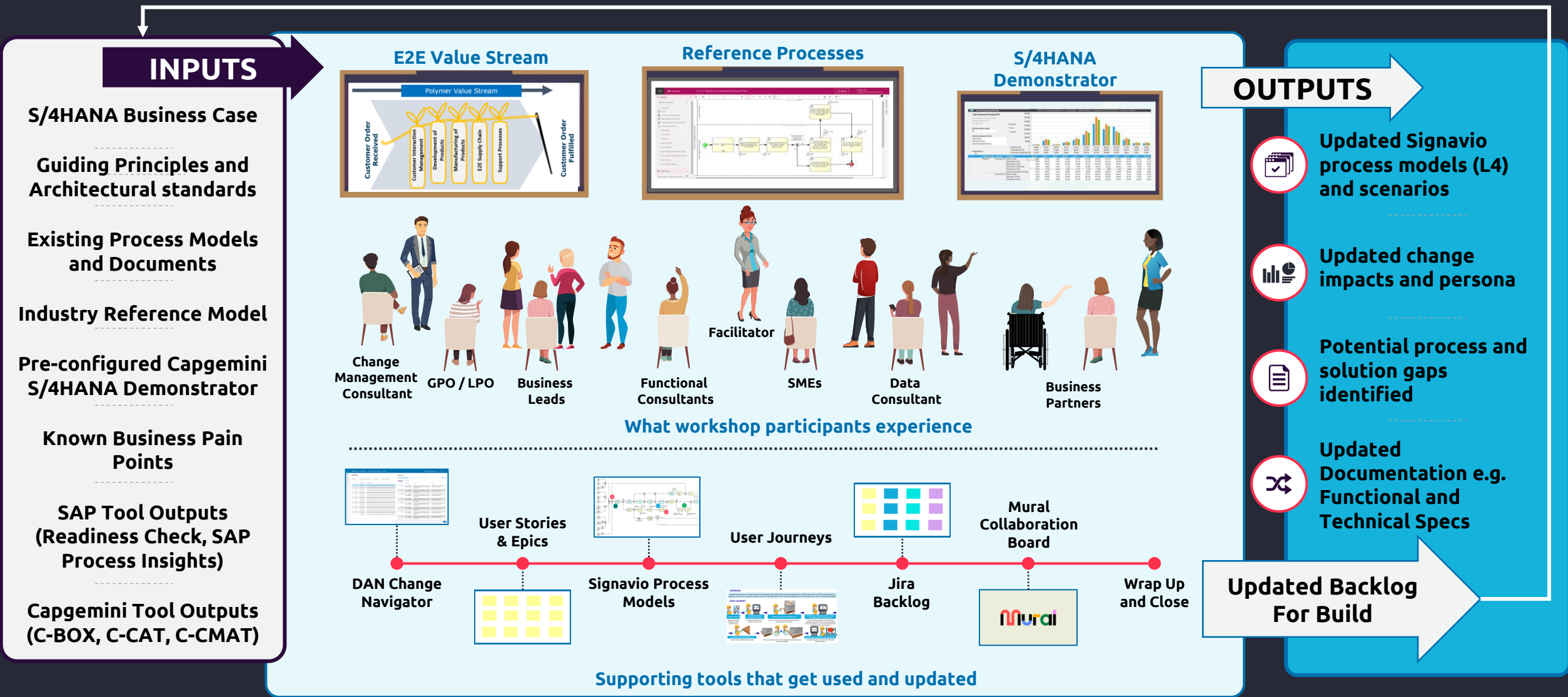
**...a set of composable, modular Template Solution Components (Stage 3 onwards)...**

**...and ultimately an Industrialized Rollout Approach (Stage 4)...**

**...all governed and managed in a way that means the business actively wants to roll in and we can adapt the Template as things inevitably change.**



# WHAT DOES SOLUTION COMPONENT DESIGN AND BUILD LOOK LIKE?





# A TEMPLATE COMES WITH A DEFINED SET OF VIABLE DEPLOYABLE CONFIGURATIONS

## THINGS TO CONSIDER:

Viable Deployable Configurations

Expected Change Impacts

Training

Regression Test Scripts

When considering the Template Solution components...

Menu of Template Solutions

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

Key Design Decisions



...we can't build any configuration we want

Option A



Option B



Option C



The Template should define a **small number of allowable deployable configurations** of the Template Solution components.

Which configuration is deployed is dependent on complexity of the site, its geographical location, etc..

**A successful Template should only have a limited number of configurations that can be deployed.**

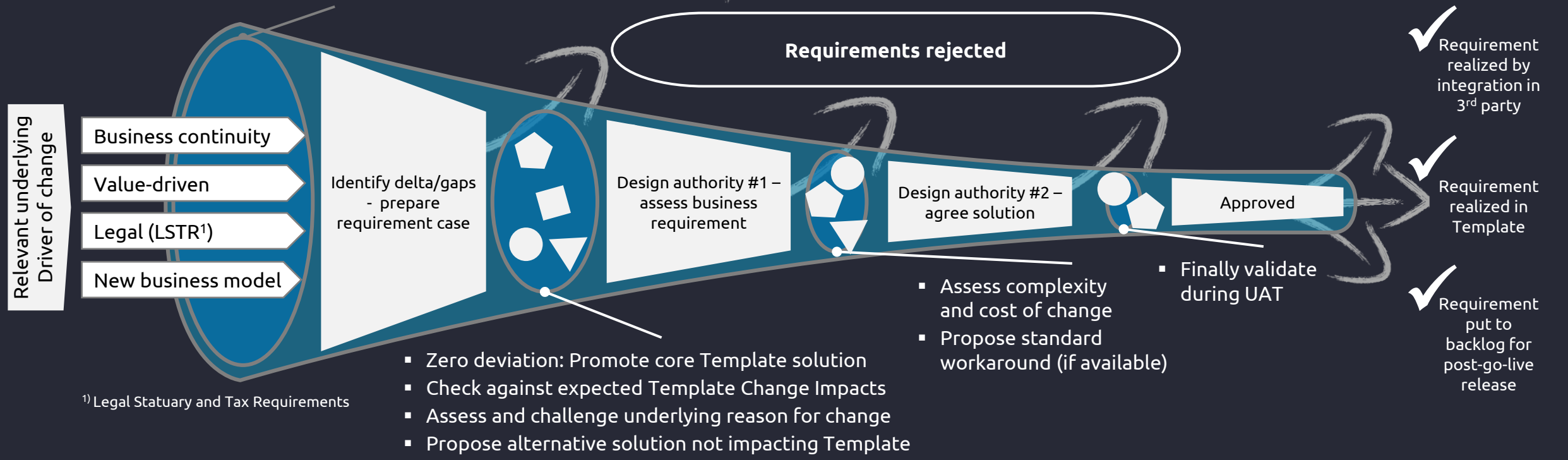


# STRONG GOVERNANCE AND CHANGE CONTROL ESSENTIAL TO ENSURE TEMPLATE INTEGRITY – “ADOPT DON’T ADAPT!”

- Paradigm shift – “why can’t you use the template”?
- Look for business change instead of Template change

Define action plan for needed work arounds, keeping local entity operable after go live. (e.g. upskilling, outsourcing, legacy system integration, etc. ...)

Drawing on (and possibly updating) the expected Template Change Impacts and Mitigation Plans



Template governance relies on the establishment of a valid **configuration item management solution** capable of coordinating change across the Template’s process, application, data and technology components



# IN SUMMARY THEN...

**The business must set the vision, ambition and provide support (Stage 1)...**

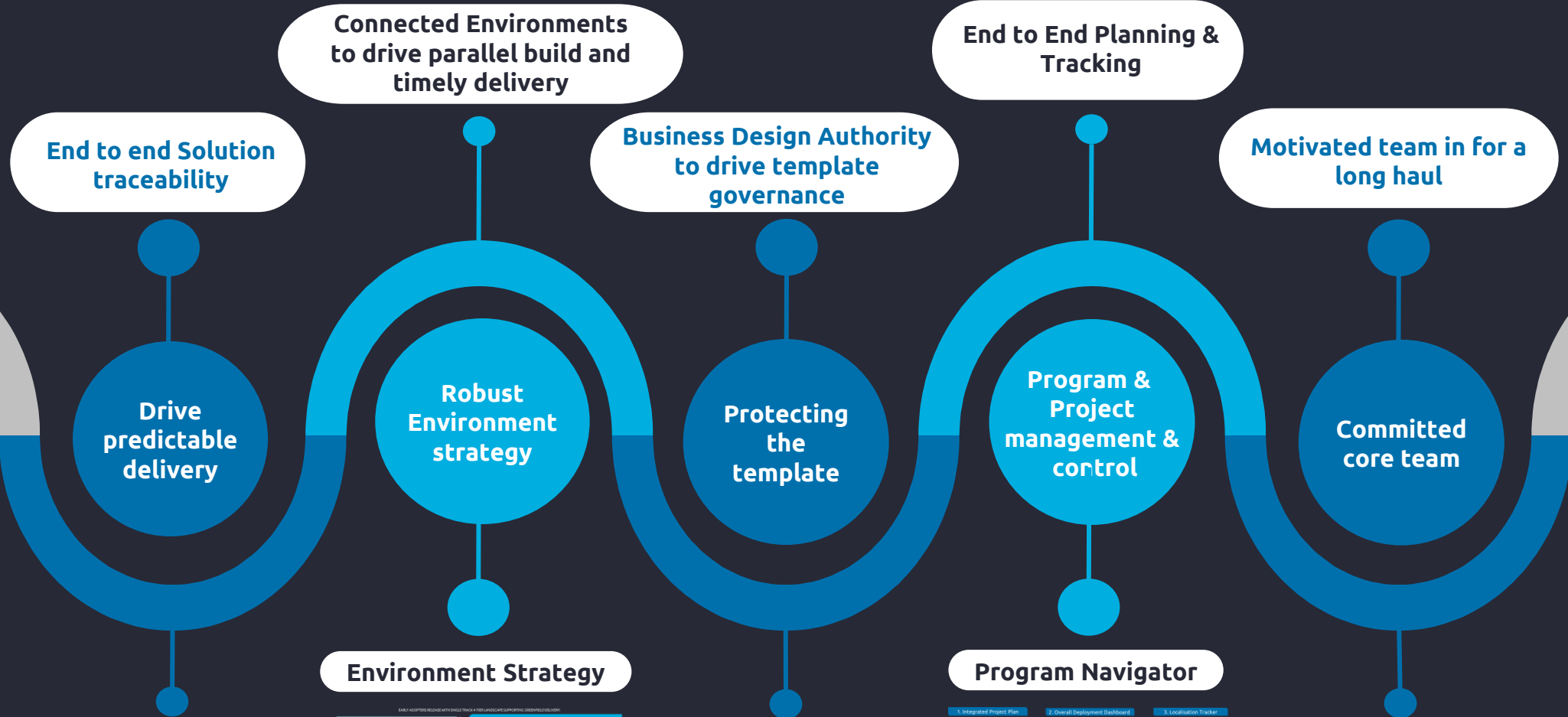
**...while the Template considers requirements across all sites for all known processes and variants (Stage 2)...**

**...before building by module (Stage 3 onwards)...**

**...and then testing and deploying a specific set of solutions and processes to each country / site (Stage 4)...**

**...while keeping everything under control as things change!**

# 5 KEY FOCUS AREAS TO DRIVE SUCCESS OF GLOBAL ROLLOUTS



### Solution Navigator

### Environment Strategy

### Fit-Gap Process

### Program Navigator

### One Team

# SEAMLESS SOLUTION HANDOVER FROM EARLY ADOPTERS TO WAVES

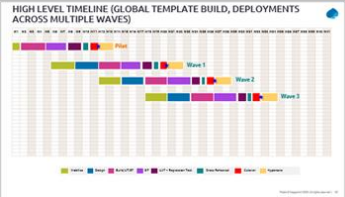


## PREPARE & FOUNDATION(TEMPLATE)

Build out the target reference model

Getting ready for Success (mobilise, educate)

**A** Start with understanding the client journey/plan



**B** Build out the model drawing from Capgemini experiences (Capgemini reference model) and product best practices



**C** Mobilise, train and equip the team

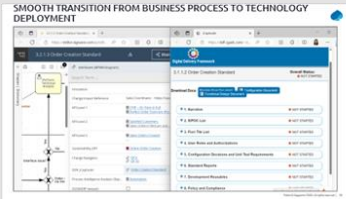


## BUILD AND PILOT

Plan the Adaption to Adopt

Bringing the Ways of Working to Life

**D** Mapping of process model with Solution Navigator



**E** Initiating the Build of agreed Global Template



**F** Technical Gaps fully built and tested



## DEPLOY

Getting your hands on it

Learning & readiness

**G** Localisation needs captured and documented



**H** Tracking the Global Template Compliance



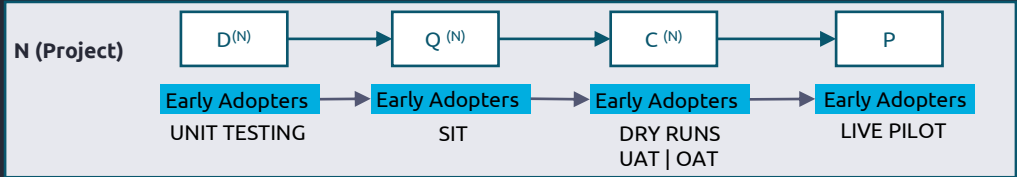
**I** Template deployed successfully



# A ROBUST ENVIRONMENT PLAN IS KEY TO DELIVER PARALLEL AND MULTIPLE WAVES

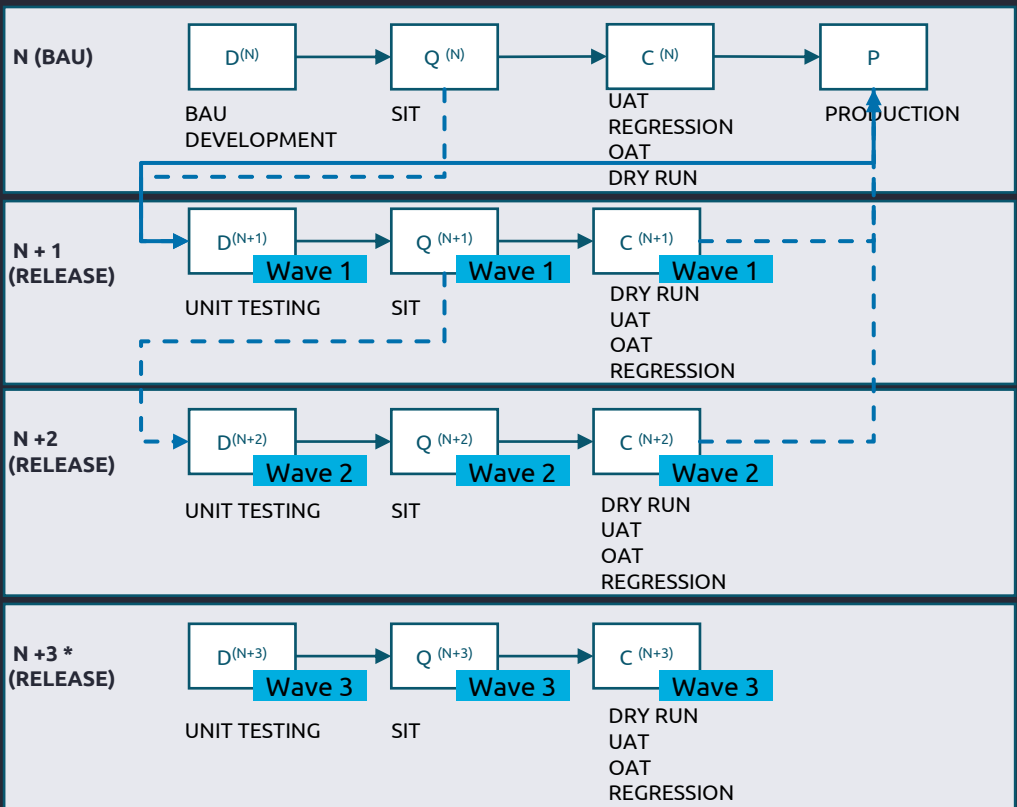


EARLY ADOPTERS RELEASE WITH SINGLE TRACK 4-TIER LANDSCAPE SUPPORTING GREENFIELD DELIVERY:



- Project changes are promoted through the environment according to project plan timelines within the same release track.
- Freeze Periods would only be outside of the SAP track on existing business systems
- Conflict analysis / resolution is key due to share objects / processes:
  - Tools (e.g. Active Control, Solution Manager)
  - Impact assessments

SUBSEQUENT RELEASE WILL REQUIRE **MULTI TRACK** ENVIRONMENT TO ENSURE EARLIER RELEASES INTO PRODUCTION ARE NOT IMPACTED BY PROJECT ACTIVITIES



- Supporting Production with low impact changes and fix on fail support
- Freeze Periods required for release cutover from project tracks
- Retrofit process to deploy fix on fail and production changes to project environments
- Conflict analysis / resolution is key due to share objects / processes:
  - Tools (e.g. Active Control, Solution Manager)
  - Impact assessments

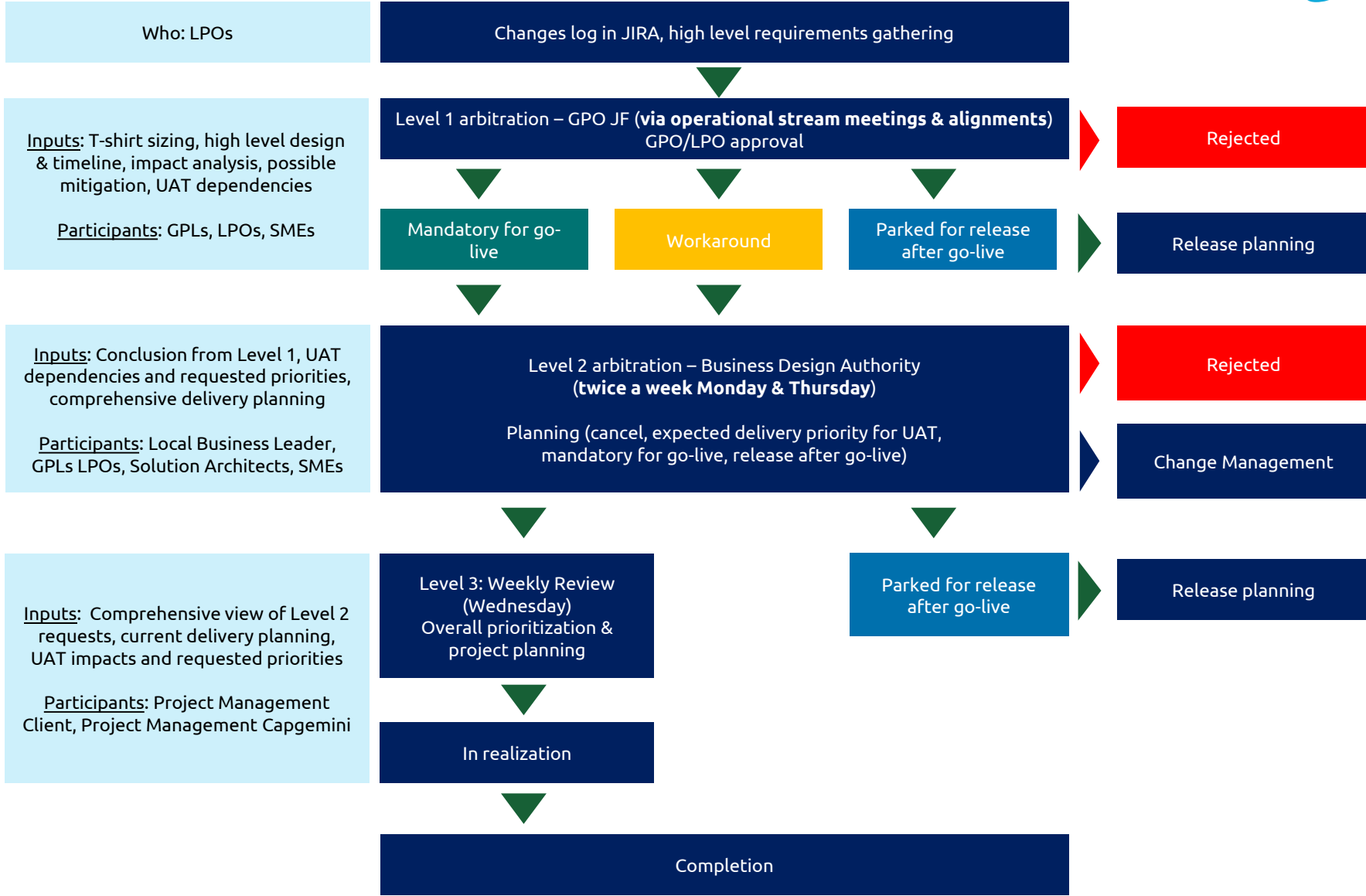
- Built as a copy of production track systems at key points in time
- Each environment has full system integration to other required project systems to support project delivery
- Retrofit process to receive fix on fail and production changes to project environments
- Conflict analysis / resolution is key due to share objects / processes:
  - Tools (e.g. Active Control, Solution Manager)
  - Impact assessments
- Potential problems due to change sequencing:
  - Invalidation of testing
  - Duplication of testing efforts

\* N+3 environment will add up high cost, time and efforts to keep environments in sync





# PROVEN FIT-GAP AND DESIGN AUTHORITY PROCESS TO PROTECT THE TEMPLATE

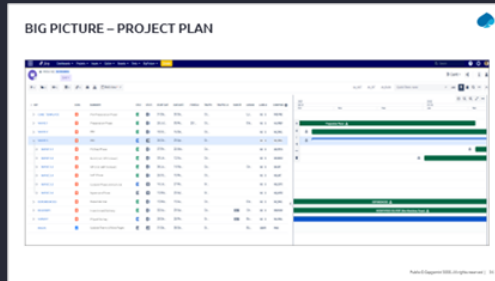


■ Rejected 
 ■ Parked 
 ■ Workaround 
 ■ Approved

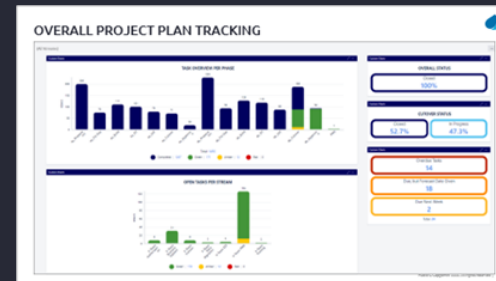
# END TO END EARLY ADOPTERS & DEPLOYMENT MANAGEMENT USING PROGRAMME NAVIGATOR AND ROLL OUT TOOLKIT



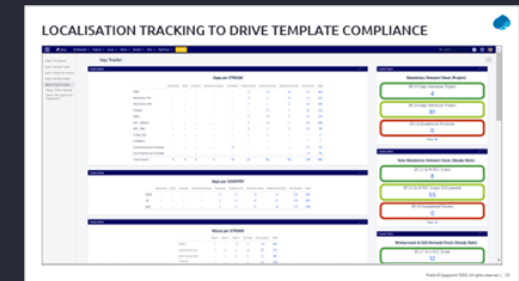
## 1. Integrated Project Plan



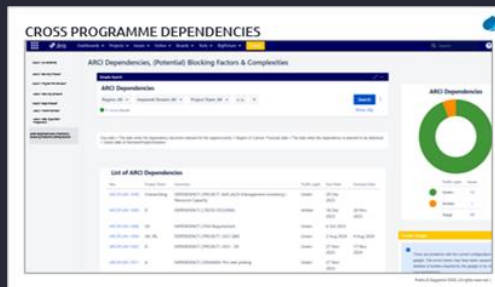
## 2. Overall Deployment Dashboard



## 3. Localisation Tracker



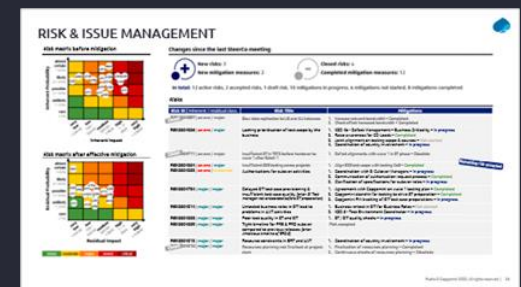
## 4. Dependency Tracker



## 5. Delivery Tracker



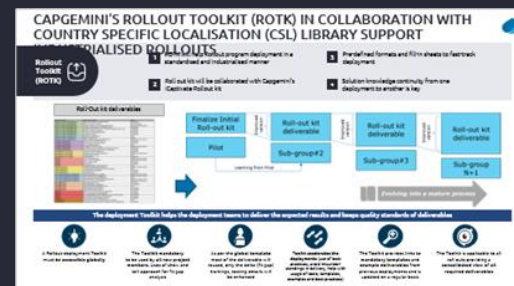
## 6. Risk and Issue Management



## 7. Quality Gate Management



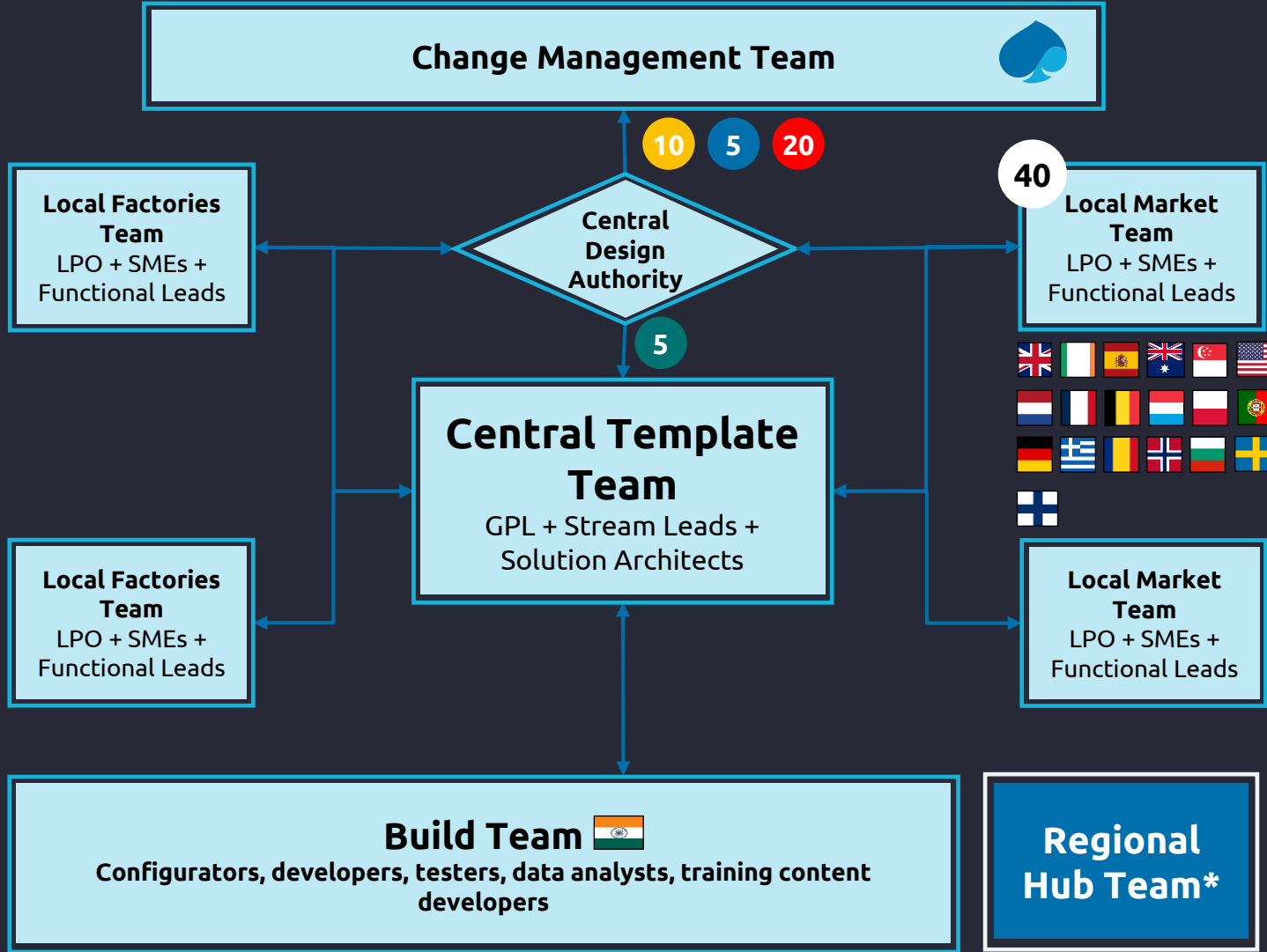
## 8. Rollout Toolkit



## 9. Country localisation toolkit



# COMMITTED TEAM IS KEY FOR SUCCESSFUL DEPLOYMENTS OF PROGRAM



- 01 Central Template Team**
  - Be the template custodians
  - Overall project Management-Delivery Governance
  - Stakeholder Management
  - Design authority for template ensures template integrity
  - Work closely with GPO's for Template process adoption during deployment
  - Define guiding principles for local teams to perform deployments
- 02 Local consultants will be mobilized for**
  - Local delivery governance
  - Country-specific localizations
  - Supporting Fit-to-Template workshops
  - Site Readiness Assessment
  - Delta training for localization processes
  - Support site cutover activities
- 03 Change Management Team**
  - Template Fitment Analysis
  - Training needs refinement post fit-gap workshops
  - Drive template adoption
  - Train the trainers
- 04 Build Team**
  - Offshore delivery governance
  - Lead Build and Testing activities
  - Collaborate with Central and local teams for deployment across markets and factories

■ Rejected   
 ■ Parked   
 ■ Workaround   
 ■ Approved

\* Mobilised on need basis



# THE 10 INGREDIENTS FOR SUCCESS

RETIRE ANY THOUGHTS THAT FUTURE “SAP” ROLLOUTS  
WILL RUN LIKE “SAP” ROLLOUTS IN THE PAST...  
**THE WORLD HAS CHANGED!**

- 01 Clearly defined, agreed upon and adhered to architecture guardrails
- 02 Composable, flexible architecture
- 03 Effective release, dependency and change strategies and management
- 04 Right governance model for your organisation and culture
- 05 Shared project backlog of requirements linked to the overall program backlog, business benefits, KPIs and change impacts
- 06 Right tools for managing build, backlog, dependencies
- 07 Deployment approach focused on early value realisation
- 08 Industrialised rollout approach to keep the speed of deployment
- 09 Adherence to the agreed Key Design Decision principles
- 10 Continued change management and business engagement



**GET THE  
FUTURE  
YOU WANT**