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Agility in the age of enterprise solutions

Accenture and Scaled Agile Framework challenge the status quo

Abstract

The best way to implement any enterprise solution is to place the customer central to the system's purpose while making economic tradeoffs to ensure that the system delivers the greatest value with the most reasonable total cost of ownership. Whether companies adopt a system "off the shelf" or completely customize, **choosing the right implementation approach can put companies on a better path to business agility.**

The Scaled Agile Framework® (SAFe®) with specific adaptations can simplify the implementation of enterprise solutions such as SAP, Oracle, Workday, or Salesforce. This white paper focuses on nine key adaptations needed to increase the efficacy of SAFe in achieving the successful and efficient implementations of any enterprise solution.

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Executive brief

The best way to implement any enterprise solution is to place the customer central to the system's purpose while making economic tradeoffs to ensure that the system delivers the greatest value with the most reasonable total cost of ownership. Whether companies adopt a system "off the shelf" or completely customize, **choosing the right implementation approach can put companies on a better path to business agility**.

Accenture's "SAFe for Enterprise Solutions" offers key benefits over traditional vendor-driven approaches, such as SAP's Activate and Oracle's Unified Method or their derivatives:

- Emphasizes pivot opportunities that increase business agility
- Implements lean practices with enterprise solutions delivery
- Requires ongoing business engagement and alignment
- Implements continuous integration and validation cycles with "continuish" deployment
- Encourages flexible and resilient architecture with digital decoupling
- Focuses on continually evolving the system with an economic view

While SAFe alone can simplify the implementation of any enterprise solution, it is not enough. This white paper focuses on nine key adaptations needed to increase the efficacy of SAFe in achieving successful and efficient implementations:

1. **Start with the Solution Train**
2. **Think "minimum integrated business process" (MIBP)**
3. **Use the BPML as guidance, not as structure**
4. **Use Capability Strings to map value in short segments that can be independently validated**
5. **Use WRICEF objects as SAFe Features**
6. **Use an estimator for Capability WSJF "Job Size"**
7. **Think "continuish" deployment**
8. **Continually evolve the live enterprise system**
9. **Adapt the SAFe Implementation Roadmap for enterprise solutions**

Introduction

Global enterprises and mid-size companies implement packaged enterprise solution software such as SAP, Oracle, Workday, or Salesforce to increase operational efficiency and productivity. Companies might choose to use these systems "off the shelf" with basic configurations. Few do. Instead, most customize everything. Traditional implementation approaches for enterprise solutions follow waterfall or iterative hybrid-agile which increases the risk of not meeting target deadlines and rarely keeps up with evolving user expectations.

There is a better way. A way where customers are always central to a company's purpose, where economic decisions drive the day, where a company's resources are focused on what matters most to their stakeholders, and where value delivery and ability to pivot keeps every company relevant in their industry. This way leverages the Scaled Agile Framework (SAFe) to find the best tradeoffs between adopting the out-to-the-box solution implementation and endless customization.

SAFe gives us patterns that are proven, simple to adopt, and allow clients to achieve momentum to eventually transcend the Framework. SAFe offers key benefits over traditional vendor-driven approaches, such as SAP's Activate and Oracle's Unified Method or their derivatives:

- Emphasizes pivot opportunities that increase business agility
- Implements lean practices with enterprise solutions delivery
- Requires ongoing business engagement and alignment
- Implements continuous integration and validation cycles with "continuish" deployment
- Encourages flexible and resilient architecture with digital decoupling
- Focuses on continually evolving the system with an economic view

Accenture's "SAFe for Enterprise Solutions" is applicable to all packaged systems using structured agile principles and practices. It shifts validation/testing and release activities left, thus reducing risk and maximizing the value delivered. Teams and Agile Release Trains continue their work indefinitely and provide complete validated objects and configs to Release Management for code movement, release, and change management activities enabled by DevOps.

Our clients have applied these patterns successfully in a variety of environments:

- Large enterprise solutions such as SAP, Oracle, and Salesforce to small niche packages like Manhattan Software
- Completely new implementations (greenfield) to evolving existing/legacy systems (living systems)
- With basic value streams using Essential SAFe all the way up to "Super-Sizing" SAFe via a Solution Train within a global aerospace company's transformation (see **Adaptations in Action** on page 22).

For simplicity, SAP-oriented examples are used in this white paper to demonstrate how SAFe can be used in an enterprise solution implementation. Keep in mind that the same principles, techniques, tools and approaches can be applied to any enterprise solution regardless of size or complexity.

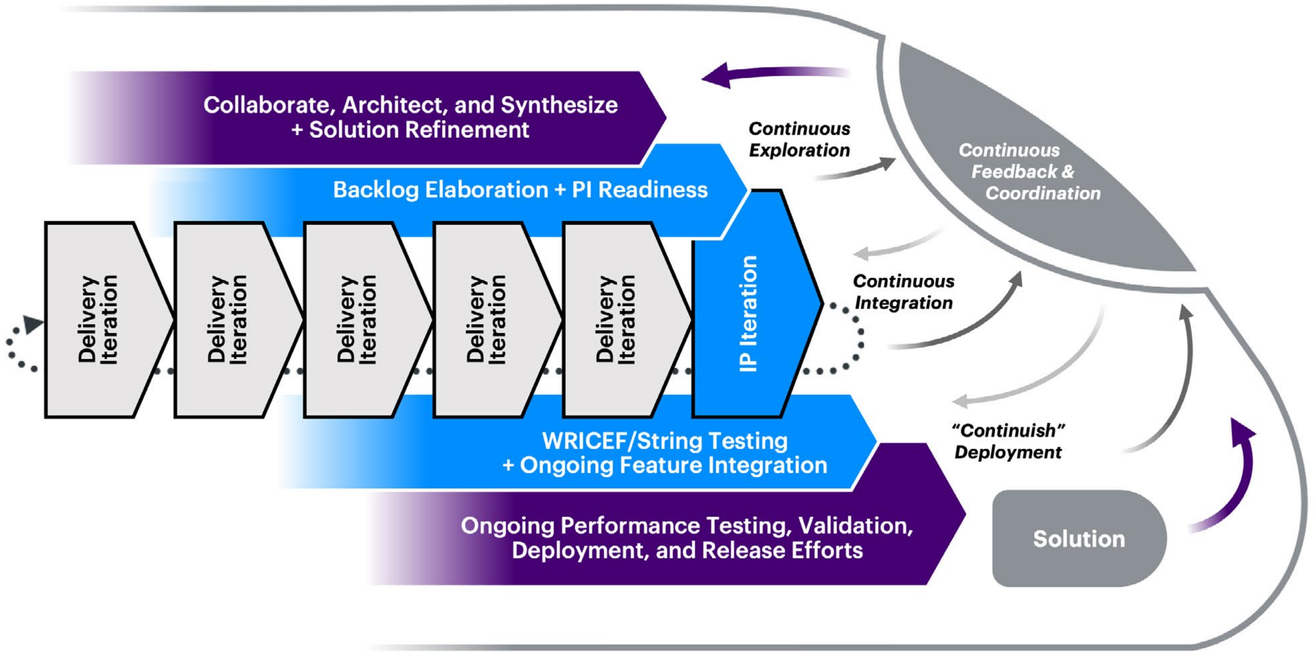


Figure 1: Accenture's SAFe for Enterprise Solutions model.

SAFe – with a twist

Now that we've established that the Scaled Agile Framework can simplify the implementation of any enterprise solution, including SAP, we need to acknowledge that **SAFe alone is not enough for many enterprise solution implementations.** This white paper focuses on nine key adaptations needed to increase the efficacy of SAFe in achieving successful and efficient implementations:

01 Start with the Solution Train

02 Think "minimum integrated business process" (MIBP)

03 Use the BPML as guidance, not as structure

04 Use Capability Strings to map value in short segments that can be independently validated

05 Use WRICEF objects as SAFe Features

06 Use an estimator for Capability WSJF "Job Size"

07 Think "continuish" deployment

08 Continually evolve the live enterprise system

09 Adapt the SAFe Implementation Roadmap for enterprise solutions

Terminology

Architectural runway
A SAFe construct supporting the continuous flow of value through the Continuous Delivery Pipeline, providing the necessary technical foundation for developing business initiatives and implementing new Features and/or Capabilities. The Architectural Runway is one of the primary tools used to implement the Framework's Agile Architecture strategy.

BPML
In enterprise solutions like SAP, the business process master list (BPML) is a spreadsheet that comprises all scenarios, business processes, and transactions included in the project scope. The BPML is typically used to monitor and control configurations and for test activities in the design-build phase.

ERP
Enterprise resource planning (ERP) is typically software used to manage daily business process. Such a unified process facilitates the flow of data across different business functions, for example, accounting, procurement, project management, and more.

Minimum Integrated Business Process (MIBP)
The "happy path" of business processes that can run independently in production without major enhancements (WRICEFs) to achieve validated learning as fast as possible. This enables the business to adapt its needs based upon validated learning of working business processes. Accenture uses MIBP instead of a minimally viable product (MVP) in SAFe for Enterprise Solutions implementations.

SAFe
Also known as SAFe for Lean Enterprises, the Scaled Agile Framework (SAFe) is a framework for scaling agile from teams to Agile Release Trains (ARTs) to portfolios and even enterprises. SAFe brings together values and practices from industry experts who have uncovered empirically proven approaches to increasing organizational agility. The collective framework, represented by the "Big Picture," visualizes how Agile can manifest itself across all levels of the organization.

SAP
SAP stands for "Systems, Applications, and Products in Data Processing." SAP is both the name of the organization primarily known for their market leading ERP software, as well as the name of the software itself. In this paper, "SAP" refers only to the software application.

Solution Train
A SAFe construct designed to coordinate the effort of teams of teams to build large and complex solutions (often described as "systems of systems").

Value Stream
A business concept whereby value is created by means of an idea or product passing through an organization and collecting value-addons. The resulting delivered value ultimately benefits a customer, stakeholder, or end user.

WRICEF
WRICEF (pronounced "rye-sef") stands for "workflow, report, interface, conversion, enhancement, and form." A WRICEF covers any kind of custom development or enhancement. Also known as RICEFW (pronounced "rice-eff-double-u").

WSJF
Weighted shortest job first (WSJF, pronounced "whiz-jiff") is a model used to prioritize "jobs" (e.g., Features, Capabilities, and Epics) to deliver the maximum economic benefit in the least time.

9 adaptations to SAFe for enterprise solutions

01 Start with the solution train

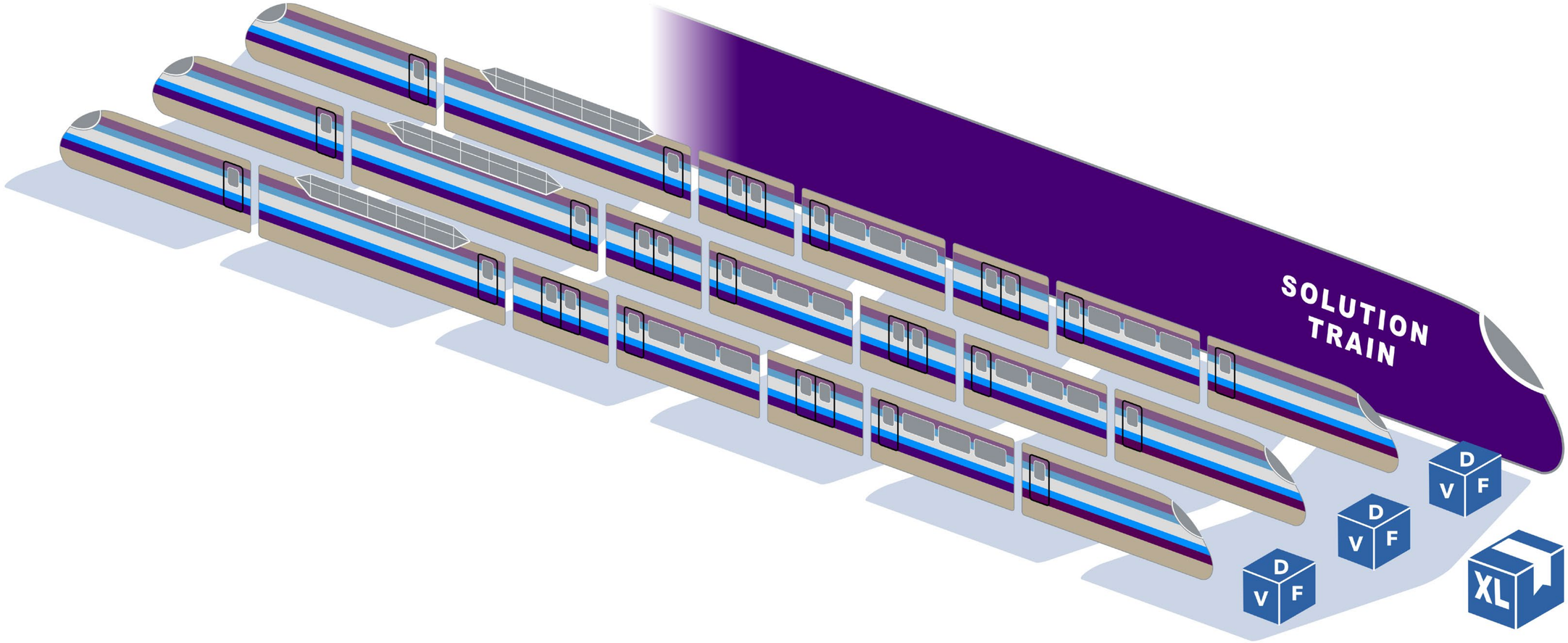
Typical SAFe implementations begin with the launch of an Agile Release Train (ART) and then launch more ARTs as required, however we recommend organizing the Solution Train first.

Enterprise solutions come pre-built, so no one portion can be delivered independently out of the box. Implementing a completely new "system of systems" is extremely difficult to design, let alone execute. To reduce complexity and simplify deployment, we need a framework that can deliver improvements incrementally and iteratively. While SAFe generally enables businesses to do this, traditional ARTs aren't sufficient for deploying an out-of-the-box implementation. By closely evaluating the entire enterprise solution, interfaces, and other systems (both legacy carryovers and other competing products), we get a view of the architecture of the system. The solutions are a tightly woven fabric of countless end-to-end business processes. Solution Architects maintain and grow the Architectural Runway to benefit the overall solution. The dependencies are extremely important, and small changes can have a long-lasting impact on the overall system operation. We need a construct to help us decide what parts of the new system need attention before we "allow users in."

Starting with a SAFe Solution Train reduces the chances that key decisions are set before their time. The Solution Train is traditionally made of two or more ARTs depending on the complexity of the system, typically organized around value streams. For simpler systems of one or two ARTs, the Solution Train should provide only lightweight governance and coordination to support the work. For complex systems requiring three or more ARTs, the Solution Train will play a pivotal role of ensuring that the resulting solution meets the needs of the enterprise.

Accenture's established and proven "SAFe for enterprise solutions" model shifts validation/testing and release activities left, thus reducing risk and maximizing the value delivered.

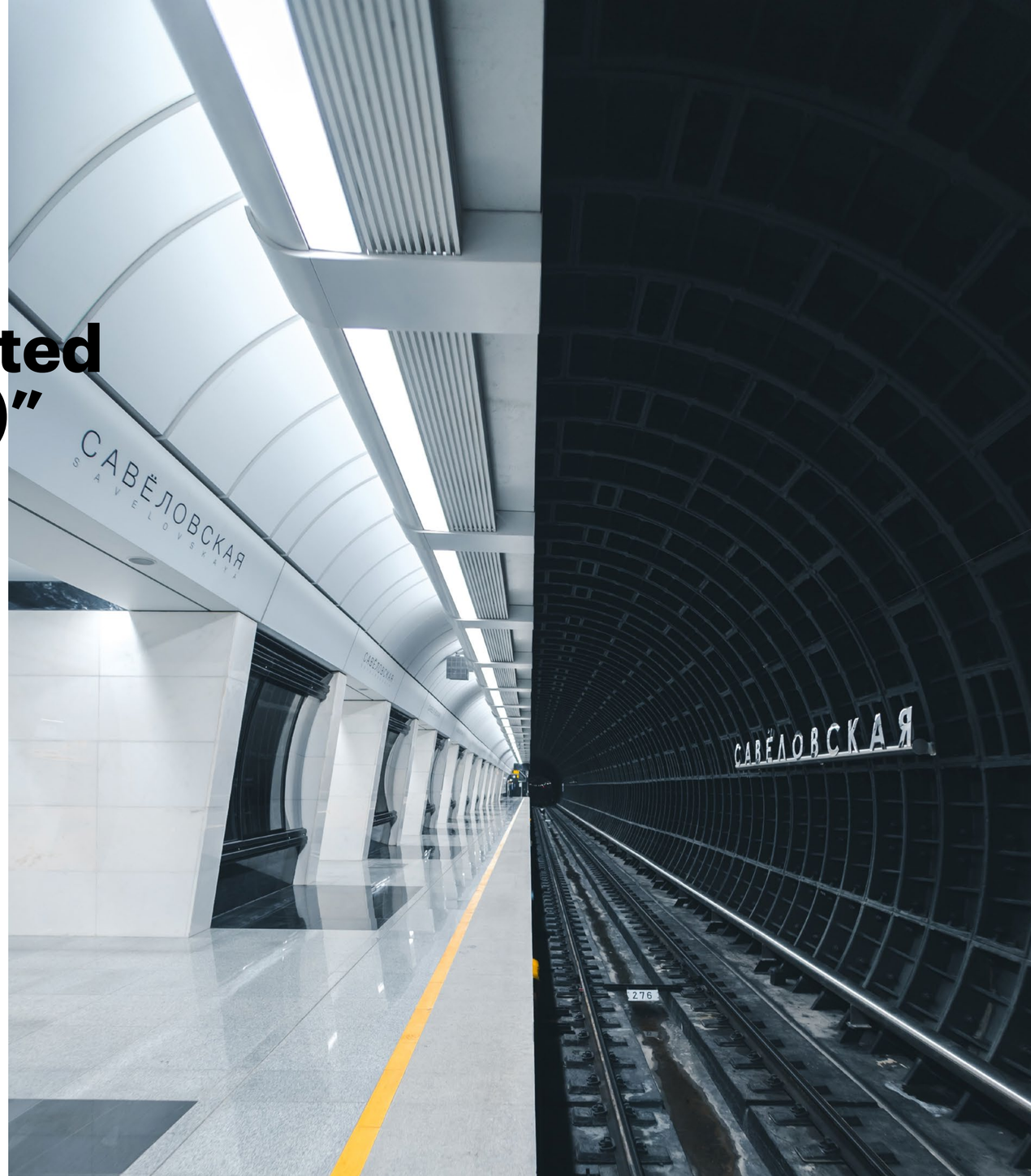
Figure 2: The Solution Train guides Agile Release Trains with a focus on the enterprise solution.



02 Think “minimum integrated business process (MIBP)”

The minimum viable product (MVP) approach traditionally used in SAFe adoptions isn’t suited to an enterprise solution, which is considered an “all or nothing” endeavor. In the whitepaper “SAP Delivery Agility,” Malte Kumlehn of Accenture’s SAP Business Group offers the adaptation of a minimum integrated business process (MIBP). An MIBP “incorporates the legally required processes, people, policies, and systems to run the business from customer request to value.”[1] This accelerates validated learning.

Using an MIBP approach helps the Solution Train develop the system iteratively and incrementally to reduce time, budget, and risks. The MIBP can be re-evaluated and adapted whenever priorities change due to unforeseen market developments or business opportunities. Product Managers can be aligned as process owners and ensure end-to-end processes are addressed for their value to the business.



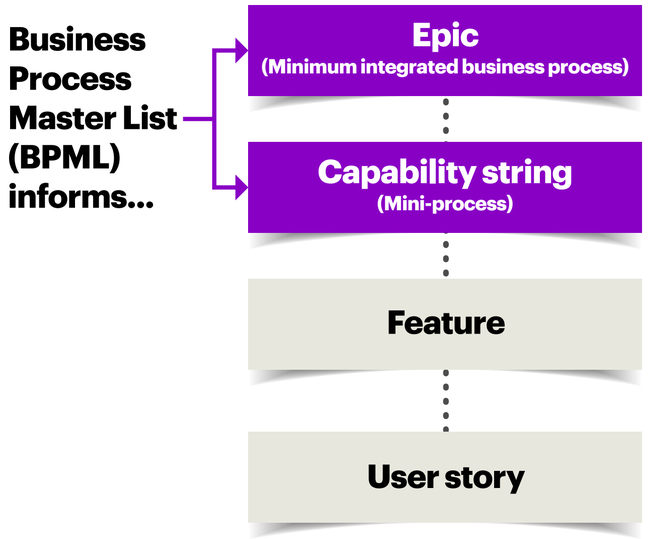
03 Use the BPML as guidance, not structure

While not a SAFe construct, a common method for describing a highly integrated packaged enterprise system is through a Business Process Master List (BPML). These processes are deconstructed into various levels (e.g., L2's, L3's, and so forth) to create an inventory of business processes. Traditional development efforts treat this inventory as a backlog, where each item is considered a feature. Progress is tracked against the list. While useful for defining the landscape of the enterprise system, this taxonomy is misaligned to agile. An "L3" might be completed within a single iteration or two. Conversely, a different "L3" can take a full year to build out the functionality that the client expects.

Early attempts at applying agility to enterprise systems assumed that because the BPML had a nested hierarchy like SAFe and other agile approaches, alignment between the two was straightforward. BPML has a process orientation, as opposed to agile, which is a mindset to verify and deliver value incrementally. Business needs can be validated only through detailed agile decomposition of functionality. The inconsistency between the two approaches reveals the weakness of considering a business process list as a product backlog, when the enterprise solution "product" is actually the completed and workable system implementation.

Therefore, in our approach, the BPML (at any level) informs the Epic and Capability work item types of SAFe. Journey mapping, story mapping, and other techniques like Value Chain Analysis help guide the Solution team to identify the Capabilities and Features needed to fully build out functionality around the business processes catalogued in the BPML. This may sometimes include identifying Enablers in support of the Architectural Runway or the business-oriented process.

For instance, in the Material Management process area (L1), one of the processes is Stock Transfer Order (L2), under which several processes including Goods Receipt (L3) are located. Upon inspection and review of the value chain, a business might consider the standard offerings from a system like SAP a good enough "fit" so that only configuration is required. In this case, the L3 is addressed with one feature with the success criteria articulating the required configurations. On the other hand, it is more likely that the business will request several customizations to the Goods Receipt process including new functionality such as efficiency reports and further enhancements that, depending on prioritization and dependencies, could take much longer to deliver.

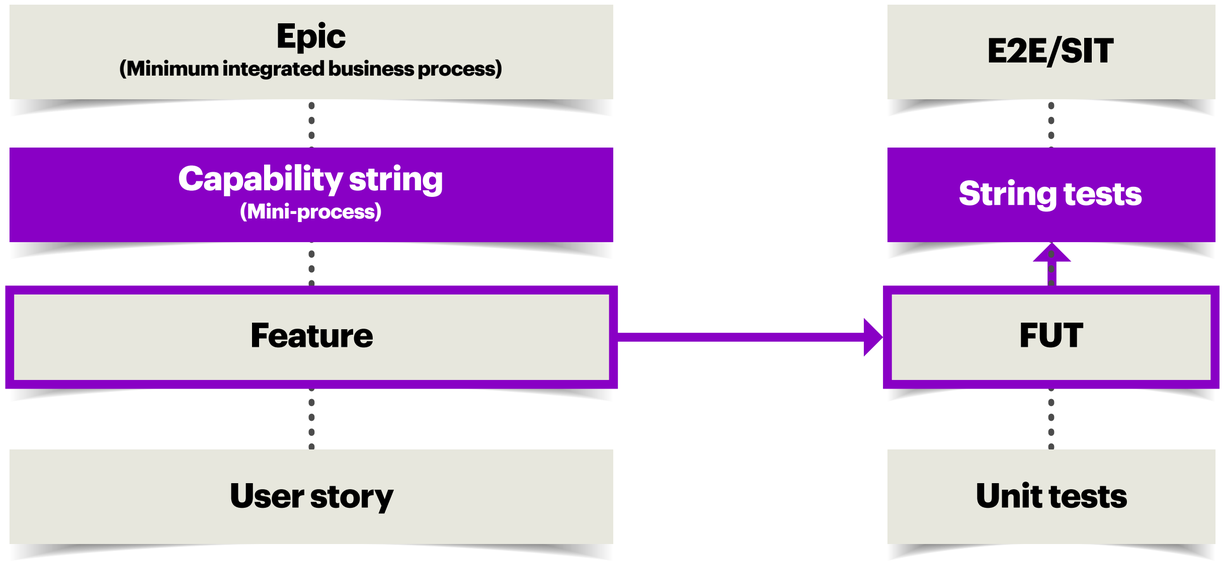


04 Use capability strings to map value in short segments that can be independently validated

The packaged “solution” is process-oriented, so individual features (i.e., discrete functionality) are strung together in mini-processes called “Capability Strings” as part of the full set of integrated business processes. This is further amplified by the need for string testing as a component of end-to-end verification and validation efforts. By designing and prioritizing Capabilities as strings of value, the validation effort is greatly eased because all Features included in the desired improvement are designed and built during a short time period.

Consider the example scenario in Adaptation #3. The Stock Transfer Order (L2) is used to inform the Epic and craft a new Capability String around an inter-company stock transfer between warehouses. To improve such mini-processes, we use an entity-based process flow as our high-level map, document the architecture, and identify features to build and configure. The Product Manager could decide to focus efforts on unloading a truck and issuing the Goods Receipt using a combination of existing functionality and new improvements.

Prioritizing Capability Strings during PI Planning ensures that components aligned to targeted processes can be string-tested early and often, building from string to thread to rope throughout the fabric of the enterprise solution. This further reduces risk by testing specific areas of the entire solution as quickly as it is modified, and it drives value demonstration and feedback opportunities for each PI Demo.



05 Use WRICEF objects as SAFe features

WRICEF objects are a common construct in packaged software tools like SAP and Oracle. Many developers will say that they can't complete any work in two weeks. Agilists argue that anything can be broken down into smaller units of value, deliverable on a regular cadence. By anchoring the WRICEF as a Feature in SAFe, we achieve the desired balance.

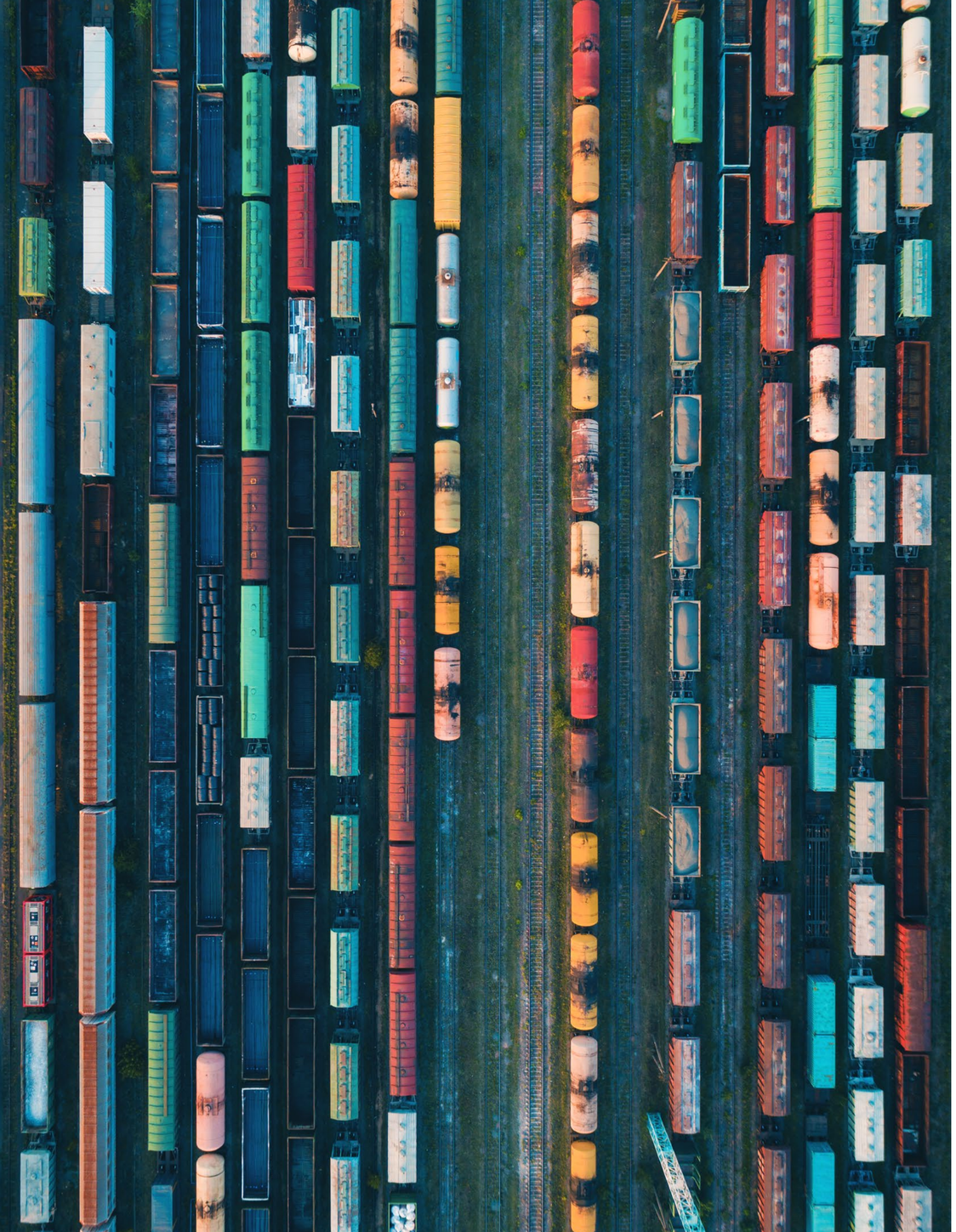
Because each WRICEF is often tied to specific business personas and requires validated functionality, we apply the INVEST (independent, negotiable, valuable, estimable, small, and testable) approach and concrete success criteria written in Given/When/Then format. It's not sufficient to only articulate a benefit hypothesis at this level of the SAFe hierarchy. Instead, we use the traditional "user story" format here to identify the target persona, the expected functionality, and the desired outcome (see callout). The Definition of Ready includes a high-level design providing enough understanding and articulation for the team to decompose the Feature into User Stories. While there will still be low-level design during iterations, because of the complex nature of enterprise solutions, the design behind any given WRICEF must adhere to architectural guidance and involve the Solution Architects with input from development and testing.

Example for a "Goods Receipt Productivity Report" feature

As a Warehouse Shift Supervisor, I want to be able to aggregate all warehouse clerk productivity numbers via a screen or on a report, so that I may identify areas for improvement.

Success Criteria might include:

- **Given** the transfer rate drops below the established threshold, **when** the productivity report is requested, **then** the lag time will be identified for correct action;
- **Given** the productivity report is requested, **when** the threshold is not yet met, **then** a message "Not Applicable" is displayed; and,
- **Given** the Shift Supervisor is logged into the system interface, **when** the productivity level has dropped x% below the threshold, **then** an immediate notification "Productively Level has dropped x%" is displayed on the screen.



06 Use an estimator for capability WSJF “job size”

Agile’s T-shirt sizing isn’t sufficient for enterprise solutions. A Report identified as Large is often less complex than an Interface identified as Small. Forms and Reports of similar T-shirt size might require similar time to build, but Conversions and Enhancements of any size are often significantly more varied. So, with their long history of delivery, system integrators predict effort to deliver enterprise solutions by using calculators (aka estimators). Accenture’s estimators generate gross numbers to predict how long a job may take by evaluating data from past experiences building out all types of WRICEFs.

When the System and Solution Architects use the estimator tool, they make a judgement call regarding the expected complexity. Because available information is limited early in the process, they consider the result a “mostly-right” order of magnitude for the work involved. This numerical value is plugged into SAFe’s WSJF formula as the “Job Size” to drive prioritization of work.[2]

Subsequently, when the actual Feature is decomposed into User Stories, the agile team ignores the estimator’s number and uses story points. The two measures of job size are never used in parallel because the level of understanding and guessing changes as the work and work effort is better understood.[3]

07 Think “continuish” deployment

Most enterprise solution professionals balk at the accelerated release cadence of agile when it comes to deploying code and releasing to the end user. There is significant overhead in deploying large changes and the landscape tends to dictate only a periodic ability to update Production. By adopting an “as fast as possible” approach, we achieve semi-continuous—or “continuish”—deployments of new WRICEFs and configurations. SAP development processes require ongoing feature integration, but in our SAFe approach, we shift feature integration as far left as possible to avoid a phase where teams only concentrate on integration testing. Technical and functional unit testing (FUT) practices are expanded to integration and string testing, eventually becoming end-to-end verification and validation.

Because of the high cost of maintaining multiple environments, it’s possible that the production system will not be established until several quarters after launching the Solution Train. In the meantime, the Systems Team promotes transports from development regularly into the quality environment to integration test and gain feedback as quickly as possible. When doing so, they should use datasets that best mirror the future production environment, allowing feedback and evaluation of potential performance issues well in advance of any go-live.

08 Continually evolve the live enterprise system

Going live with an enterprise solution doesn’t mean the work is done. As the demand for new work dwindles, the Agile Release Trains required to build a new system can ramp down. Typically, the remaining people stay organized under SAFe constructs, albeit in a smaller form factor. Rather than only keeping a skeleton crew to maintain the system until the next major upgrade project, we recommend a small “sustainment and enhancement” ART to both maintain and continue to enhance the new system.

- This approach offers several key benefits:
- Knowledge transfer is seamless, with no “loss of knowledge” of the business processes, challenges, templates, and user requirements
- CI/CD pipeline for enabling automated code review, test and release process continues unimpeded and continues to improve
- The business orientation focuses on incremental value-oriented improvements rather than just a culture of defect correction

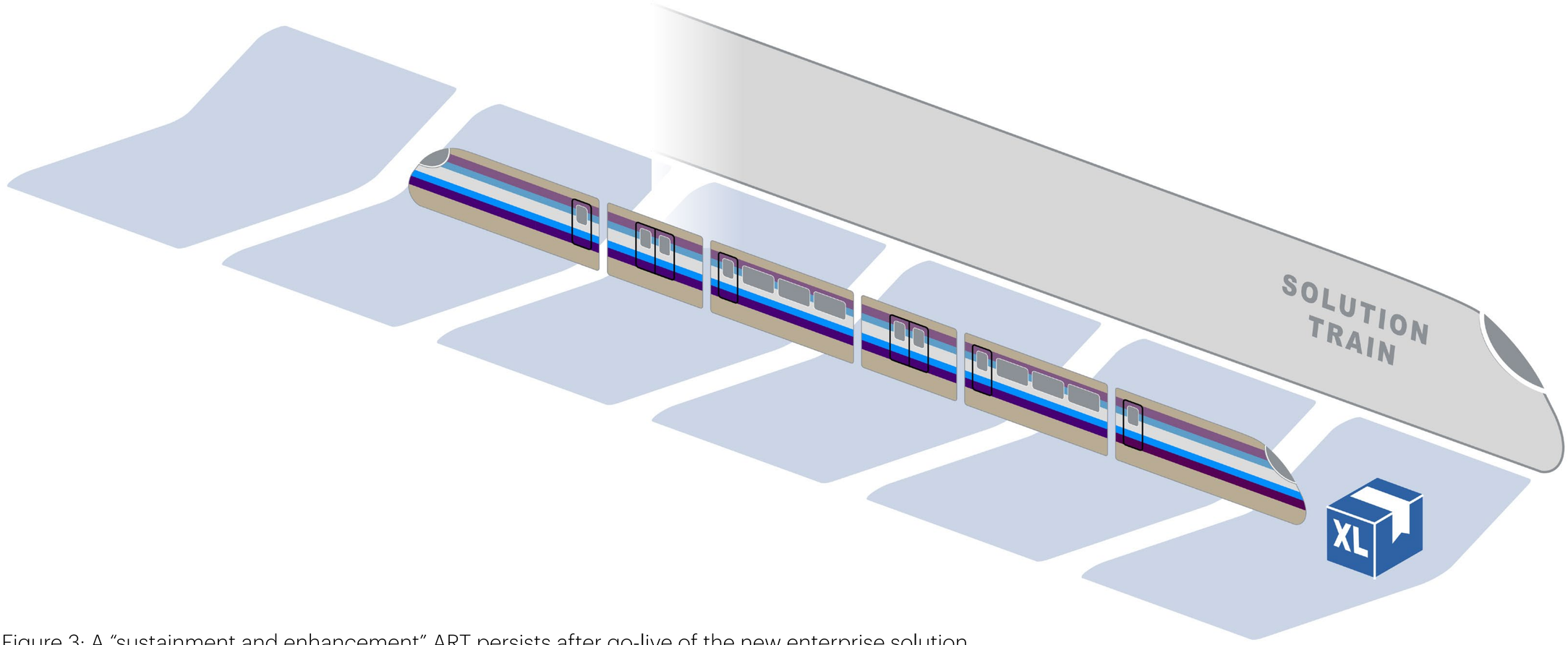


Figure 3: A “sustainment and enhancement” ART persists after go-live of the new enterprise solution.

We recommend establishing a Solution Triage Team to evaluate all incoming work originally intended for sustainment activities. This team is comprised of an architect, a representative from product management, and a front-line support person. Taking an economic view of every item in the backlog is critical to ensuring that teams prioritize the work most valuable to the enterprise. It's not enough to take the traditional "urgent defect" or "must have" as a priority. The team can automate processes using AI tools such as Accenture's myWizard® to assess and route mission-critical work without human intervention. Resources and people hours are limited, and not every work request will warrant the effort. Applying WSJF is paramount. Determining the cost of delay numerator, as recommended by SAFe, is only possible with a team of people bringing both business and architecture experience. By engaging support team members as the "voice of the user" in this process, Product Management learns about needs that even Gemba and Design Thinking won't uncover, deriving relevant and current information to help adjust the Vision and Roadmap for the solution.

When the request impacts part of an integrated business process, it is first evaluated to determine expected and desired results. If the effort requires a new or modified WRICEF or configuration, then the backlog item is fed to the appropriate ART's backlog for further work as a Feature. If the item is a specific production defect, teams are asked to pull the work into their Team Backlog for timely resolution using DevOps approaches, including all necessary verification and validation, to get the fix into production as quickly as possible.

Three keys for greater success when evolving deployed enterprise solutions:

01 Always **take an economic view** and prioritize everything together, including defects and enhancements.

02 Have the **same highly integrated team** work both effort types.

03 **Focus on outcomes** (e.g., value received by the business owners and users) rather than outputs (e.g., number of fixes and defects processed).

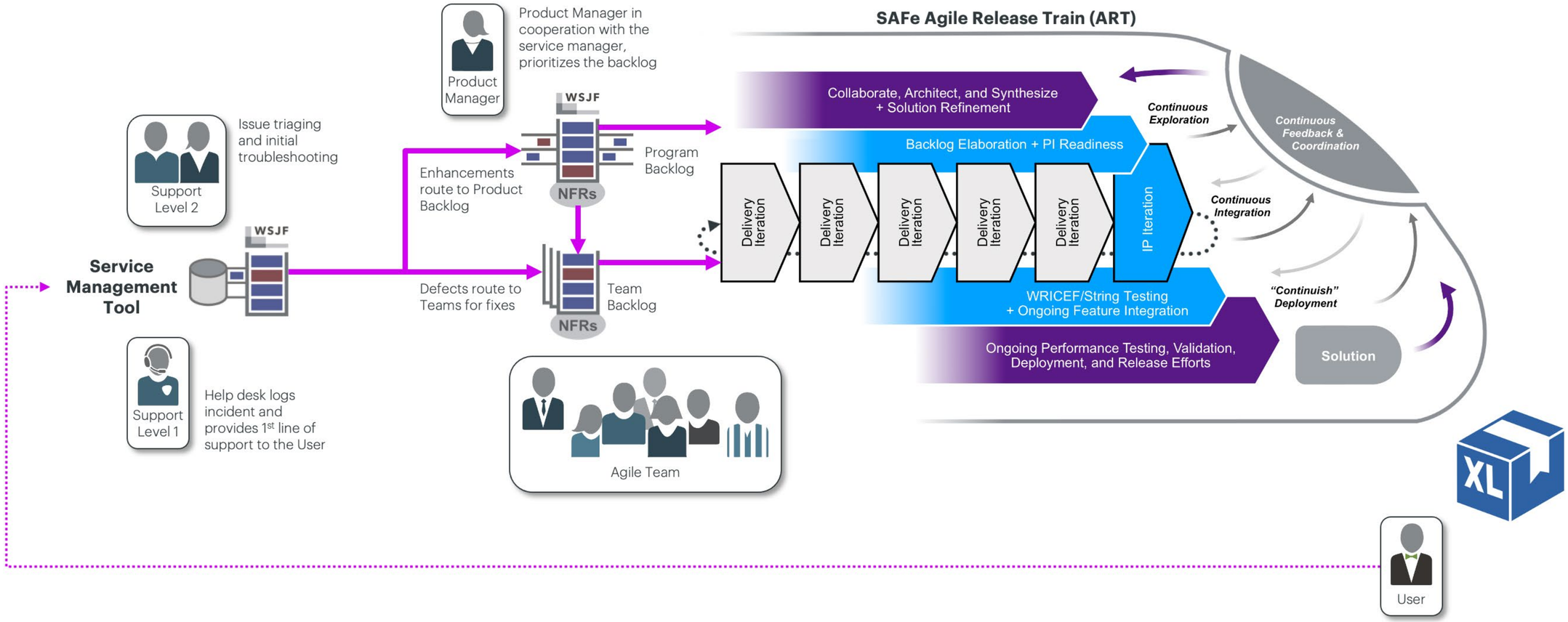


Figure 4: The end user as a source of Backlog for living systems (portions copyrighted by Scaled Agile, Inc.).

09 Adapt the SAFe implementation roadmap for enterprise solutions

To support launching a Solution Train first, we applied an empirical approach and adapted the traditional SAFe Implementation Roadmap. One of the crucial modifications is bringing agility to the highest levels of the organization even before the people on the Agile Release Trains are identified. The "train everyone, launch trains" approach is modified to initially focus on the launching of the Solution Train, identifying the needed ARTs, and then training everyone before launch.

First, we focus on SAFe Competencies around solution leadership to establish behaviors that are critical to avoid negative impacts on agile team delivery. Leadership is at the forefront and key to shifting the organization to an agile mindset. We apply the Agile PMO and Lean-Agile Center of Excellence from the Lean Portfolio Management competency. Then, we focus on patterns and processes that redefine the enterprise solution in agile terms using many of the adaptations identified in this white paper. Once we establish the Solution Train, we bring in the remaining competencies.

Architects play a crucial role in successful SAFe transformations, such that we treat them as second only to the leadership. After establishing an understanding of digital decoupling[4,5], we teach them the practices of applying agility to architecture. This equips them to support the Product Management team in identifying the appropriate amount of Architectural Runway needed. Rather than obstructing the shift to agility, Architects with training early in the transformation are empowered to become change agents themselves.

Figure 5: Accenture's Implementation Roadmap for Enterprise Solutions (portions copyrighted by Scaled Agile, Inc.).

Adaptations in action

One of the world's largest Aerospace & Defense companies leveraged our expertise for an ERP Solution Train to create a new "greenfield" system. To deliver this monumental system we established eight ARTs focused on SAP value streams and one ART organized around Salesforce. The engagement was part of a much larger "super-sized" SAFe implementation in a multi-vendor environment with over ten partners across the programs. Accenture's focus was on aligning the ERP efforts with the larger transformation. The inflight waterfall program started with approximately 300 people and quickly grew to an agile effort targeting over 1,000 people.

The implementation of a recurring Solution Planning event scheduled four weeks prior to each Program Increment (PI) Planning allowed the ERP Solution Train to synchronize across the ARTs and collaborate on the dependencies that impacted each ART independently. Without the governance of the Solution Train, it was possible for individual ARTs to make decisions that were significant to them but have a negative impact on the overall solution. Further, **this alignment between the larger tactical and strategic activities of the "super-sized SAFe" effort ensured that the ERP system didn't diverge from the overall vision of the broader enterprise transformation.**

The first of many PI Planning events leveraged our experience for standing up a fully operating system. Each ART made key decisions and determined the core configs. By concentrating the delivery teams on foundational aspects of the enterprise solution, Product Management began to evaluate which core integrated business processes would receive focus during each subsequent Program Increment. The successful integrated solution demos were a result of careful consideration of the Capability Strings at each ART's PI Planning event.

Other enterprise solutions clients have used the SAFe Implementation Roadmap without adaptations. These transformations tended to start well. Essential SAFe teams implemented agile practices, but the weight of the traditional PMO and old ways of thinking at the leadership levels forced the teams into multi-speed/ hybrid mode. We met these users where they were and leveraged our new Implementation Roadmap and identified what was missed, whether to stand up an Agile PMO or redesign the ARTs to integrate, rather than isolate, Central Finance and Master Data.

Conclusion

The best way to implement any enterprise solution is to make economic tradeoffs to ensure the system delivers the greatest value with the most reasonable total cost of ownership. On one hand, companies may want to adopt what the vendor has created and follow their best practices. On the other, companies may want to fully customize what the vendor has created, adapting the solution to match their internal practices. **Considering the massive expenditure required to stand up and operate an enterprise solution, whether companies "adopt" or "adapt," choosing the right implementation approach can bring a significant advantage.**

With traditional delivery approaches, companies risk implementing the wrong things, for the wrong people, and with potentially misplaced confidence about the stability of the deployed system. Companies take a calculated risk that whatever defects pushed to production because of repeated delays can be remediated quickly before causing irreparable damage to the company's financials and reputation. Instead, companies need to reduce risk by shifting testing left, integrate new work early and often, and generate significant actionable feedback. Issues identified should be resolved by the same people who prepared them in the first place. This will lead to more efficient use of a company's resources and increase value received from the system itself, regardless of how simple or customized it ends up being.

SAFe alone gives us repeatable patterns that address enterprise solution delivery, but it is not enough for packaged enterprise solutions software. Adaptations identified in this paper increase efficacy when implementing systems such as SAP, Oracle, Workday, and Salesforce. With these systems, Accenture's "SAFe for Enterprise Solutions" increases the likelihood of achieving business agility.

Resources

1. "SAP Delivery Agility: Applying Essential SAFe to Large-Scale SAP Implementations and Operations" (white paper) by Malte Kumlehn, SAFe Fellow at Accenture.
2. "Weighted Shortest Job First" Scaled Agile.
3. "Predicting the Unpredictable: Pragmatic Approaches to Estimating Cost or Schedule" by Johanna Rothman. 2015, Practical Ink.
4. "Trapped by legacy systems, CIOs look for a way out" by Prof. Dr. Alexander Zeier, Chief Technology Officer – SAP Business Group at Accenture.
5. "Embrace digital decoupling" by Dave McClure, Principal Director – CIO Advisory at Accenture.

Go further

- "Accelerate Benefits of ERP with Enterprise Agile" Gartner report (ID #G00378119) published 21FEB19 by Mike West and Tim Faith.
- "Aligning ARTs within a Solution Train" by Dr. Wolfgang Brandhuber.
- "Eight Practices for Building Really Big Systems with SAFe" by Harry Koehnemann.
- "How to Build Agile ERP Support with Product Teams" Gartner report (ID #G00383782) published 28MAR19, refreshed 09JUL20 by Paul Schenck and Tim Faith
- "New ERP: Tech upgrade or transformation catalyst?" by Nate Bull, Managing Director at Accenture, and Mark George, Managing Director at Accenture.
- "Supersizing SAFe at Boeing" 2019, Agile Amped podcast.
- "Team Topologies" by Matthew Skelton and Manuel Pais. 2019, IT Revolution Press.
- "Team Topologies: Organizing Teams for Flow of Value" 2019, Agile Amped podcast.
- "Value Stream Coordination" Scaled Agile

Author

Curtis V Palmer

Business Agility Lead, Enterprise Solutions

curtis.v.palmer@accenture.com

Curtis V Palmer is a SAFe Program Consultant who is synthesizing SAFe with other Accenture offerings to deliver the next generation of agile for Enterprise Solutions. He has more than twenty-five years experience building highly successful software engineering teams, developing new products and features, and executing ambitious market-entry strategies for cutting-edge products. His accomplished career also includes running the physical planning efforts for the Atlanta Olympic Games and leading the launch of WebMD's original website. He received his Executive MBA from Emory University's Goizeuta Business School.

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About Accenture

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