

# Agile for SAP: enabling High Velocity ERP

High performance. Delivered.

A culturally different way of building software that emphasizes customer collaboration and minimizes risk. It focuses on fast, incremental and frequent value realization and ease of user adoption.

## Why Agile Vs. Traditional Waterfall

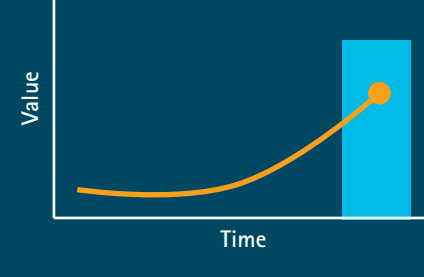
### Traditional Waterfall:

- Long Design/Build/Test phases and long lead time to deliver value
- As it's impossible to envision all business scenarios the system will support, the risk of failure is high at the end of the program
- Development and functional teams are separate, with clear handoffs
- Cost increases dramatically with changes

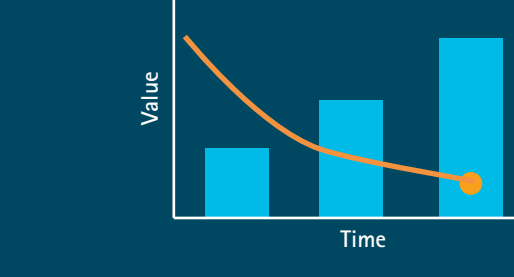
### Agile:

- The High Velocity Agile approach enables frequent releases and continuous improvement of SAP capabilities
- Delivers incremental value to customers through breaking SAP business features into small components, delivered by self-organizing teams.
- Allows early feedback, lowers risk and eases business adoption

### Traditional Development



### Accenture High Velocity Agile



■ Value Delivered    ● Risk of failure

## Key Benefits of Agile for SAP

Increased business adoption and engagement	Decrease in rework and wasted effort	Higher-quality end product	Reduced risk of delayed timelines	Speed to Value

## Early Considerations



1 Ensure dependencies are considered when sequencing integrated user stories.

2 ROI increases due to improved speed to quality; overall timeline does not decrease.

3 Variable scope requires high trust relationship between partner and client on estimates, productivity, and backlog maintenance.

4 Scope Containment is a possible risk as the change control process is less formal in an Agile approach.

## Positioning for Success

1 Are requirements well understood to develop a functional backlog, including integration points & dependencies?

2 Are your resources able to self-manage? Is there redundancy of skill/cross-functional knowledge? Are they Agile experienced?

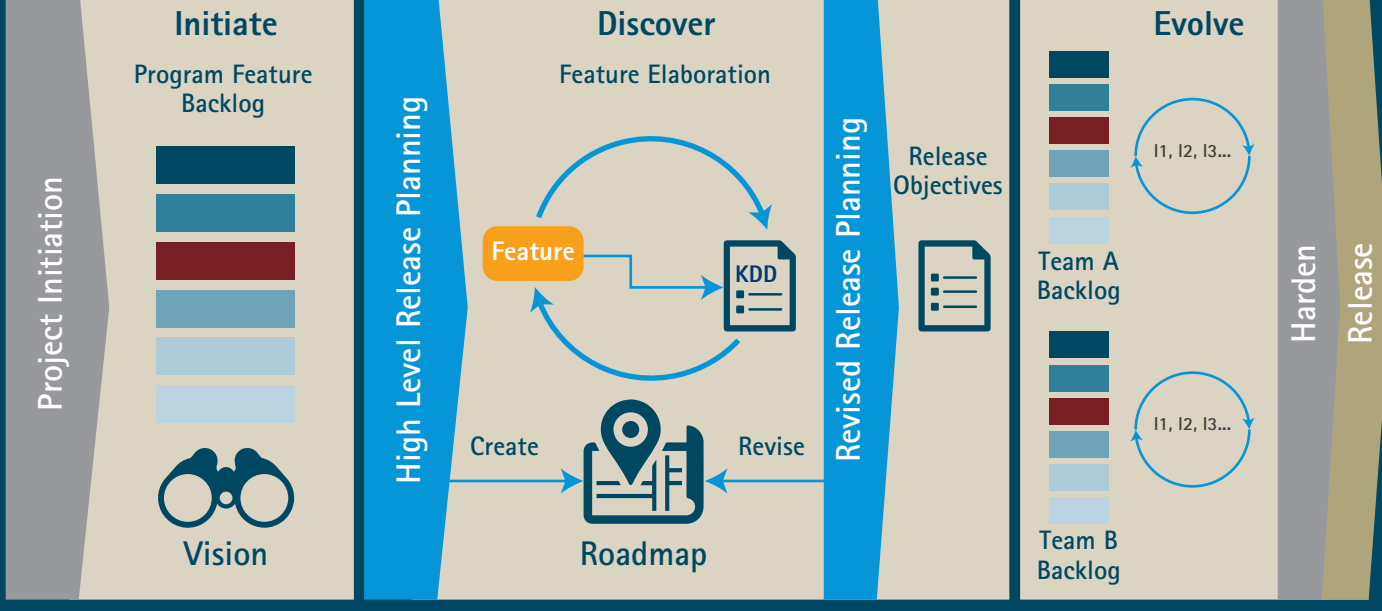
3 Does your organization have a culture of accountability for each Agile team member?

4 Do your Product Owners and Scrum Masters understand integration points and dependencies? Are they equipped to plan cross-functionally?

5 Is there elasticity in any dimension – scope, timeline, budget? Do you have alignment with stakeholders on governance for emergent work?

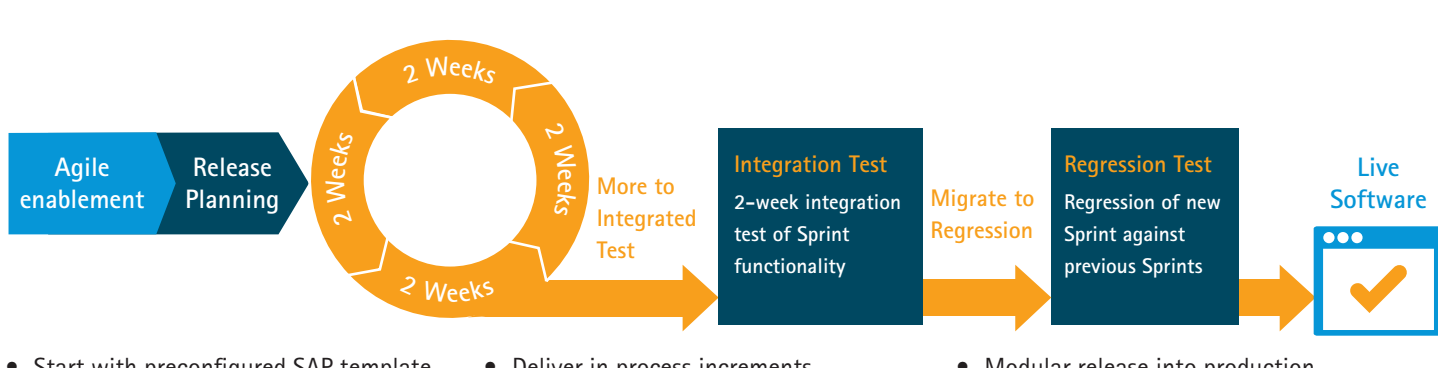
## Scaling Agile to the Enterprise

Accenture has a broad range of experience in implementing large-scale, distributed Agile programs using the Scaled Agile Framework



At an Enterprise level, adopting Agile methods enables DevOps execution. DevOps uses automation techniques to optimize collaboration across development and operations, enabling faster, more predictable and more frequent deployments to market.

## Agile Approach Example – Development



- Start with preconfigured SAP template (AAESR)
- Validate solution and harmonize
- Create end-to-end value stream
- Deliver in process increments
- Integrate with other systems
- Test early and often
- Self managed integrated teams
- Modular release into production
- Continuous improvement

Agile enabled by "DevOps" best practices: Implementation and Operations fully integrated for frequent release into production. DevOps principles

- Strong Source Control
- Deliver small Increments
- Test Early and Often
- Cohesive Teams
- Automate Everything

• Automated Testing  
• Test Data Manager  
• Solution Manager  
• Automated Code Quality  
• Infrastructure Management  
• Security Management

## Accenture SAP Assets & Accelerators

Agile coaching	Agile SME pool	SAP DevOps framework	Industry specific business reference process model (BRM)	Industry specific Accenture Advanced Enterprise Solution (AAES)	Value driven architect model
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## Final considerations

In order to succeed with an Agile for SAP delivery approach, organizations should keep the following considerations in mind:

<b>Team Structure</b> Focus your cross-functional scrum teams on business value streams.	<b>Planning</b> Adopt "Just-in-Time" planning that focuses on 10-12 week Program Increments. Longer-term vision planning should have the ability to adjust if required. Manage the work through Product Backlog.	<b>Requirements</b> Focus on "user stories" and upfront documentation of acceptance criteria.	<b>Business Involvement</b> Involve the business early and often-throughout all phases of the project.	<b>Development</b> Complete the work in small iterations by a cross-functional team. Continuous design/build/test in sprints. Documentation completed incrementally while work is in progress to reflect what is built vs. what we plan to build.
<b>Testing</b> Begin integration testing of components early to yield tangible results earlier on. Automated testing has a substantial ROI due to increased number of regression cycles.	<b>Iteration</b> Inspect and adapt-continuous improvement as a result of repeated sprints and retrospectives.	<b>Working Software</b> Demonstrate functionality at formal checkpoints every two weeks.		

Position your enterprise for high-velocity ERP by leveraging Agile methods for SAP.

For more information, please contact:

Karen Oldeg karen.f.oldeg@accenture.com	Caspar Borggreve caspar.f.borggreve@accenture.com
Jose Moran Moya jose.moran.moya@accenture.com	David Leckstein david.o.leckstein@accenture.com