



ASAP Roadmap

Solution Use



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THE SAP ASAP METHODOLOGY ROADMAP

Objectives

The overall objective is to begin to gain an understanding how to use this SAP provided resource (free to SAP customers) to accelerate project delivery at a lower cost and higher quality.

- Gain basic insight into the use of the ASAP Roadmap
- Briefly review a few selected project accelerators (tools, resources, and templates)
- Understand the Project Quality Controls
- Do a quick overview of the Center of Expertise / Excellence resources in the Phase 6 Run portion
- If time permits do a short overview of the other major ASAP components (there is MUCH more than just the roadmap we will review here).

Background

In the mid 1990's SAP had gained a significant amount of bad press and publicity around several high profile project disasters that the company knew were completely avoidable. At that time Oracle, Baan, JD Edwards, and PeopleSoft all had sales people making the case that SAP was too expensive, too complicated, and took too long to implement. In response ASAP was originally released in the mid-late 90's (around 1996 or 1997) because of the number of SAP projects that were going over time and over budget. It has been refined, polished, enhanced, and adjusted with SAP's supported R&D resources and efforts for about 15 years now.

The ASAP implementation methodology has leveraged the PMI (Project Management Institute) best practices around project delivery and the Carnegie Mellon CMMI (Competency Maturity Management Integration) approach for maturing the delivery process. The ASAP methodology also includes a number of ITIL (Information Technology Infrastructure Library) components in the Phase 6 Run and the ValueSAP portions of the methodology. Agile techniques are an option which can be "turned on" if you like.

The toolset includes an implementation "Roadmap" which is a WBS based project template. It has full explanations, templates, tools, resources, checklists, etc. Together with that the original version also included an MS Access, and then an MS SQL Database application for selecting your solution options which would then generate a list of processes, transactions codes, template BPPs, and a full SAP centered Blueprint document, etc.

Today all of that functionality is still available but it is housed in Solution Manager. The ASAP Roadmap is just ONE component of the entire ASAP Methodology. The Roadmap is focused on effective Program or Project Management for accelerated project delivery with high quality results.





My Experiences with ASAP

I was originally certified in ASAP back in 1998 while at Grant Thornton. In that time I have had the privilege of using ASAP on several projects and as the project manager on a few. One consistent result of using the methodology is that projects are delivered and they are usually delivered on time and on budget (although not always).

I have only ever seen significant problems with ASAP when a system integrator started to use the methodology and then abandoned it part way through the project. At a Steelcase subsidiary (PolyVision in John's Creek) we used it as the framework to develop a LEAN implementation methodology. That LEAN methodology has served as an ongoing framework to significantly accelerate numerous rollouts at probably 25% of the normal implementation cost of other SAP projects.

Included in this Package

I have put together an ASAP Roadmap "toolkit" for your future use and reference. It can be run from the disk directly or it can be copied to your computer. Please keep in mind that SAP has spent literally over 100 million dollars over the years in R&D for this methodology and across the roadmaps I am providing (which is NOT complete) there are well over 200,000 files. So if you copy it to your machine expect it to take quite some time.

This is just a guide with various highlights on using the ASAP Methodology Roadmap, it is not meant to be a comprehensive overview.

ASAP Roadmap Navigation Options

The screenshot shows the SAP ASAP Methodology for Implementation 7.2 interface. On the left is a tree view of project phases. On the right is a 'Purpose' section with a list of accelerators and a table of references. Callouts point to various features:

- WBS structured Roadmap**: Points to the tree view on the left.
- Templates, tools, and resources**: Points to the 'Accelerators' section.
- Project Participants**: Points to the 'References' section.
- Any additional references**: Points to the 'References' table.
- Key usage instructions and guidance**: Points to the 'References' table.
- Different Roadmap Types**: Points to the tree view on the left.

Description	Type	Language
ASAP for Implementation 7.x Overview	Presentation	English
ASAP Roadmap Phase Description	Presentation	English
WBS Structure - ASAP for Implementation 7.2	References	English
WBS Structure - ASAP for Implementation 7.2	MPP	English





USING THE ASAP ROADMAP

Accessing the Online HTML version

Once you have your SAP OSS Logon you can go directly to the latest online (HTML) version of ASAP at: <http://service.sap.com/asap> . You will be prompted for your credentials and they should automatically be selected after you have signed up for the Single Sign-on.

The basic premise of ASAP relies on 6 phases of IT project delivery:

1. Project Prep – Critical foundations around planning and setting the stage for a successful project.
2. Blueprint – Business assessment of the system state which leads to the “To Be” documented state.
3. Realization – Key execution activities around delivering the future “To Be” solution.
4. Final Prep – Getting ready for the data conversions, training, and transition to a new system.
5. Go-Live – The actual transition to the new system.
6. Run – Post production support, long term IT delivery maturity, and

Some vendor versions of this methodology re-name the phases and condense them to 4 phases. They usually combine Project Prep and Blueprint into 1 phase and then completely ignore the Run phase 6.

0.0 While we will not review the entire ASAP Methodology and Toolset today, you can see SAP’s overview of the resources and their purpose here:

<http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asp%20methodology%20for%20implementation/Accelerators/ASAP%20for%20Implementation%207.x%20Overview.pdf>



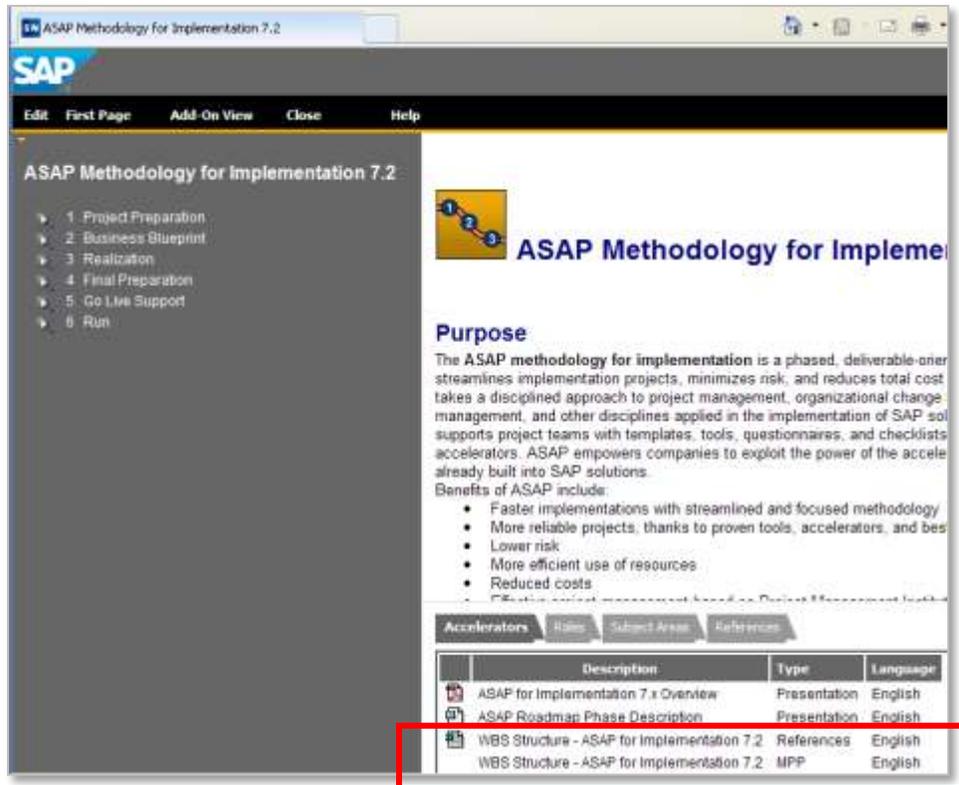


PROJECT AND PROGRAM MANAGEMENT

0.0 ASAP Methodology Starting Point

<http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Index.htm>

Before you open the first WBS item in the methodology SAP provides a several accelerators to use. For example, on the first page you have an example project plan which has been refined through many years of ASAP use. It comes in an MS Excel format and a Microsoft Project format:



0.0 Phases: Purpose, Deliverables, Milestones / Key Decisions

<http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/ASAP%20Roadmap%20Phases%20Descriptions.ppt>

This presentation is the “overview” guide of ASAP that provides a great starting framework for key project activities.



1.1.3 Get it Right from the Start

Even before the first consultant comes on board the ASAP methodology provides templates and resources to cover key project and program management areas such as

- communication planning
- decision making
- risk management
- project management master planning
- resource planning
- steering committee tools
- external links to best practice resources for reference (see the PMI body of knowledge ref).

The screenshot displays the SAP ASAP Methodology for Implementation 7.2 interface. The left sidebar shows a tree view with '1.1.3 Project Management Plan' selected. The main content area is titled 'Project Management Plan' and includes a 'Purpose' section. Below the purpose text, there are tabs for 'Accelerators', 'Rules', 'Subject Areas', and 'References'. A table lists various project management templates and guides.

Description	Type	Language
Communication Plan Overview Template	Template Form	English
Decision Making Template	Template Form	English
PMI Project Management Body Of Knowledge	WebLink	English
Project Management Plan - Master Document Template	Template Form	English
Project Risk list	Template Form	English
Resource Plan_Template	Template Form	English
Result Protocol_Template	Template Form	English
Steering Committee Presentation_Template	Template Form	English
Subsidiary Project Management Plans_Guide	Guide Books	English

2.1.1 And then as you “exit” the project prep phase one of the first steps in the next phase provides you with a “checklist” tool to ensure all of the key items are in place for success. The setup checklist sample SAP provides has a good introduction and example at the end. This checklist works well on Agile, Lean, Rollout, and other types of projects.

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Project%20Setup%20Checklist_Sample.doc

The screenshot shows the SAP ASAP Methodology for Implementation 7.2 interface with '2.1.1 Phase Start-Up' selected in the sidebar. The main content area is titled 'Inputs' and includes a table listing project setup checklist samples.

Description	Type	Language
Project Setup Checklist_Sample	Sample	English



1.1.2.3 A more detailed project “checklist” that may be useful for defining the various work packages that are needed for each type of project, or subproject, to support Agile methods. For example you may check off only a few of the key work packages and requirements for a small release that needs only a couple of people but a much more comprehensive approach may be needed for a larger project.

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Scope%20Verification%20Matrix_Sample.xls

1.1.5 The project standards with working documents, templates, explanations, and other resources are provided from the start of the project (during project prep).

The screenshot shows the SAP ASAP Methodology for Implementation 7.2 interface. On the left is a tree view of the methodology structure, with '1.1.5 Project Standards' selected. A pop-up window displays a table mapping ITIL ALM phases to SAP ALM processes and standards. Below the table is a list of project standards, with '1.1.5.6 Enhancement and Modification Standards' highlighted by a mouse cursor.

ITIL ALM Phase	SAP ALM Process	SAP Standard for Solution Operations
Requirements	Solution Documentation	Solution Documentation
	Solution Implementation	Test Management
Design	Template Management	Test Management
	Test Management	Test Management
Build & Test	Change Control Management	Change Management (Change Request Management, Change Control Management)
	Application Incident Management	Incident Management Remote Supportability Root Cause Analysis
Deploy	Technical Operations	System Administration System Monitoring Root Cause Analysis
	Business Process Operations	Exception Handling & Business Process Interface Monitoring Job Scheduling Management Data Integrity and Transactional Consistency Data Volume Management
Operate	Maintenance Management	Change Management
	Infrastructure Transformation	

- 1.1.5.1 SAP Solution Manager Usage Guidelines
- 1.1.5.2 Business Process Modeling Standards
- 1.1.5.3 Initial Development Management Standards
- 1.1.5.4 SAP Services Deployment Plan
- 1.1.5.5 Software System Configuration Standards
- 1.1.5.6 Enhancement and Modification Standards**
- 1.1.5.7 Support Package and Upgrade Standards
- 1.1.5.8 Change Request and Transport Management Standards
- 1.1.5.9 Test Management Standards
- 1.1.5.10 Post Implementation Service and Support Standards
- 1.1.5.11 Enterprise Service Design Standards
- 1.1.5.12 Composite Application Design and Development Standards





1.1.4 Execution, Monitoring, and Controlling Project Results

High Performance Project Delivery from the Start

Right from the beginning oversight and delivery performance are built into the Roadmap. Before the first project execution activities take place it is possible to start off with the key oversight items for a successful project with the lowest Total Cost of Implementation (TCI).

Executing, Monitoring, and Controlling

Purpose

In directing and managing **project execution**, the project managers and the project team accomplish the work defined in the **project scope statement**.

In **executing** project work, the project team:

- Performs activities to accomplish project objectives
- Expends effort and funds to accomplish project objectives
- Staffs, trains, and manages the project team members assigned to the project
- Obtains, manages, and uses resources
- Implements and executes the planned methods and standards
- Creates, controls, verifies, and validates project deliverables
- Manages the scope of the approved work

Deliverables

The outputs of this deliverable are:

- Project performance reports, including:
 - ▣ Team member status reports
 - ▣ Project status reports
 - ▣ Executive status reports
 - ▣ Quarterly operations reviews
- Project budget updates
- Approved change requests
- Change control log updates
- Issue log updates
- Refined WBS and WBS dictionary
- Project schedule and blueprint workshop schedule
- Requests for change
- Scope statement updates
- Scope verification matrix updates
- Project schedule updates
- Risk register updates
- Communication matrix updates
- Team member evaluations (non-SAP resources)
- Team member appraisals (SAP resources)





ENSURING QUALITY, CONSISTENCY, AND RESULTS

1.1.6.2 Project Quality Gates

One of the critical features of the ASAP Methodology are the quality gate checks. These help to ensure the project is delivered correctly, within the expected timeframe, with good results, and with a reasonable Total Cost of Implementation (TCI). For more detailed information on the SAP Quality Gate approach you can review the following presentation.

<http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asap%20methodology%20for%20implementation/Accelerators/Project%20Quality%20Gate%20Concept%20Overview%20Presentation.pptx>

The overview presentation above, on slide 7, provides a great summary of the Quality Gate approach:

Project Quality Gate means

- Formal assessment of the quality and integrity of the project deliverables
- Formal checklists are used throughout the life of a project
- Formal sign-off and acceptance occurs at each gate
- Measure customer satisfaction throughout the project
- Information is assured to be communicated to the correct stakeholders during the project

Purpose and Impact

The intention of Q-Gates is to ensure that when we reach significant milestones in the project we check the Quality of the delivery:

- Are we on track?
- Are all deliverables complete?
- Are they fit for purpose?
- Do the Partner/Customer agree?
- Is risk managed?
- Can we start the next phase without delay

The ASAP Methodology defines 4 Q-Gate quality checks as mandatory and 3 additional ones as optional.





The actual Q-Gate scorecard template can be found here:

http://www.sdn.sap.com/irj/sdn/go/portal/prtroot/com.sap.km.cm.docs/lw/asap%20methodology/asa%20methodology%20for%20implementation/Accelerators/Project%20QGate%20Scorecard%20012011_Template.xlsx

Quality Gate Scorecard Project Preparation Phase Completed							
Title	Acceptance Criteria	Key Deliverable	Is Key Deliverable Mandatory/Optional/Not Info	Applicable for this Q-gate, Yes or No	Acceptance: 1 - Green (acceptance needed) 2 - Yellow (conditional acceptance needed) 3 - Red (not acceptable)	Impact to Project 1 - Low (no immediate action needed) 2 - Medium (action needed) 3 - High (immediate action needed)	Comments
Project Key Tasks							
Project Planning							
Project Organization, Rostered Responsibilities	RACI matrix for project defined - based on ASAP WBS. Key roles and responsibilities defined for project team members, including business and SAP resources. Project organization approved and signed off by business - business resources included.	Steering Committee Definition, Org-Structure, Roles (Steering Meeting Minutes)	Yes	Yes	3	1	
Project Management Plan	Following Management Plan or Sections are defined and signed off: * Integrated Change Control Procedures * Issue Management Procedure * Scope Management Plan * Time Management Plan * Cost Management Plan * Quality Management Plan * Human Resources Management Plan * Communication Management Plan * Risk Management Plan Each management plan defines procedure for handling/management of respective area, how to escalate or get proper approvals, sign-off procedures, etc. Sign-off given appropriate to what, who and how for each area.	Project Management Plan	Yes	Yes	3	1	
Schedule for Project Planning	Project and all activities for the project preparation phase as well as the project's dependency network. For at least the project preparation phase, resources have been assigned to the tasks. Milestone criteria from the contract (if defined for the project preparation and high level for the other phases) have been specified in the schedule. Milestones have been identified and are documented. Scheduling conflicts have been resolved and the schedule is optimized and finalized. Customer project management, partner project management (if applicable) and SAP project management agreed to the schedule.	Project Schedule (incl. milestones)	Yes	Yes	3	1	
WBS and WBI Dictionary	All project deliverables have been captured in formal project WBS and signed off. For each deliverable dictionary description of the deliverable exists. The dictionary describes deliverable, its structure and dependencies on other deliverables.	Work Breakdown Structure (WBS)	Yes	Yes	3	1	
Team Onboarding Package	Project team members have access to on-boarding package that contains essential information for anybody coming to the project site, such as: * Customer profile * Deliverables to customer facilities * Dress code * Do and Don'ts * Travel and Expense Reimbursement Policy if different from company standard * Key contacts * Overview of key customer stakeholders * etc.	Project Guidelines (incl. Travel Guidelines)	Yes	Yes	3	1	
Phase Kick Off Meeting	Project team kick-off meeting was conducted during the early part of Project Preparation phase. During the kick-off project team members and key stakeholders were introduced to project objectives.		Yes	Yes	3	1	



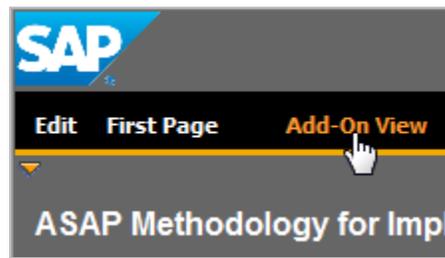


DIFFERENT ROADMAP OPTIONS – AGILE, CRM, BI/BW, ETC.

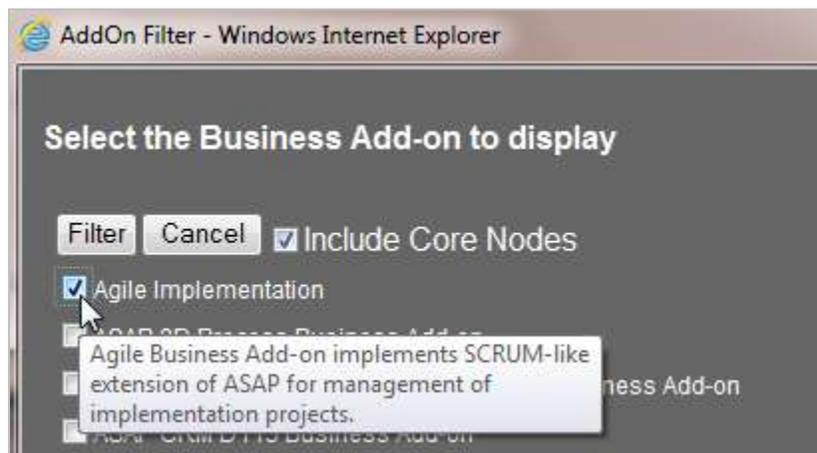
Since shortly after its creation the ASAP methodology has supported the various SAP applications. However the newest version also includes supplemental add-ins for additional projects and work streams that can be turned on and off as you desire. For example you can “add in” the Agile methodology on top of the traditional ASAP approach with the click of a checkbox and a button. The same is true of other types of SAP solutions.

To enable SAP Agile objects

1. Click the “Add-on View” option.



2. Select the Agile checkbox (be sure to leave the “Include Core Nodes” option selected).



3. Click on the Filter button





The overview screen changes with some new nodes added, some highlighted or called out, and additional templates / explanations / or guides added to support the additional project options.

Additional methodology tools and options

Purpose
The ASAP methodology for implementation is a proven solution used in implementation. ASAP helps in developing appropriate project or the implementation of SAP systems. The methodology supports an organization, adapt requirements to meet the needs of the business of SAP clients.

- Fully implemented with documented and tested methods
- More robust projects (shorter time lines, smoother, on time)
- More efficient use of resources
- Reduced risk
- Clear project management based on Project Management Institute standards

Phases
The ASAP methodology follows the following phases:

Project Preparation → Blueprint → Realization → Final Preparation → Go Live Support

Project preparation In the project preparation phase, the project team defines the project, secures the project, and the project standards and organization are project procedures, standards, organization, and staffing documented. The objectives of the project are validated.

Description	Type	Language
Agile: Concept Presentation	Presentation	English
ASAP for Implementation 7.x Overview	Presentation	English
ASAP Roadmap Phase Description	Presentation	English

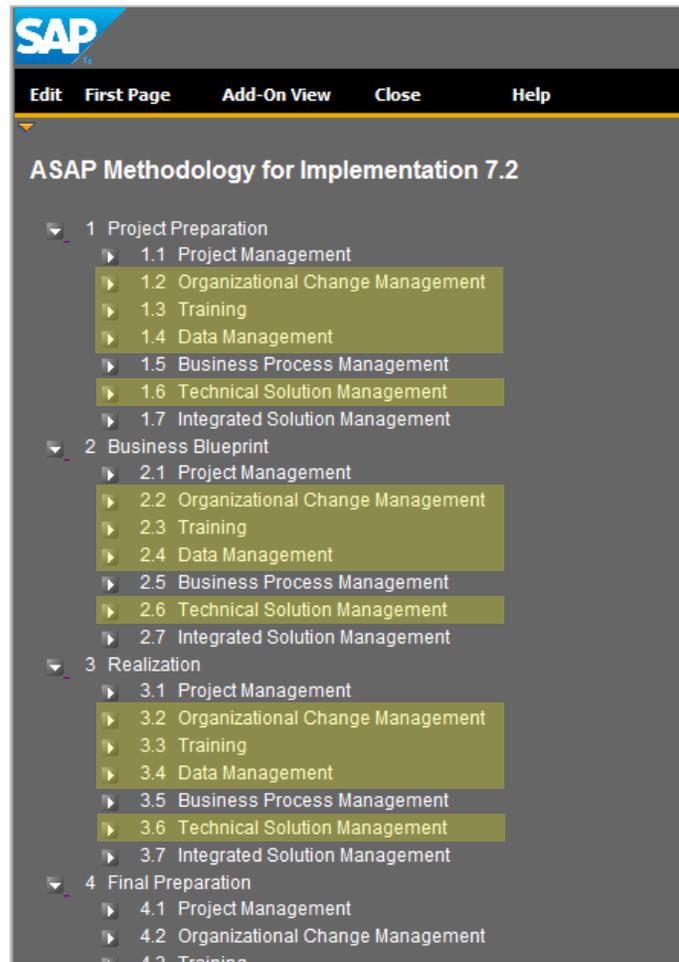




CHANGE MANAGEMENT, DATA MANAGEMENT & TECHNICAL SOLUTIONS

The ASAP Methodology provides several resources for managing the difficult or complex areas of the project. For technical areas to change management there are templates, guidelines, resources, and tools available to move things along.

Notice from Phase 1 of Project Preparation through the end of the project there are entire sections which are loaded with resources for managing an SAP project.



Note: *The current versions of the ASAP Methodology (7.2) is missing some of the tools, templates, and accelerators for the Change Management section. These can be found in the prior 7.1 version. As a result the LINKS AND SCREENSHOTS are from the 7.1 section for Change Management.*





1.2.3 (ASAP v. 7.1) – Change Management Project Planning

There are several Change Management related tools and resources available in the ASAP Methodology.

ASAP Methodology for Implementation 7.1

- 1 Project Preparation
 - 1.1 Project Management
 - 1.2 Organizational Change Management
 - 1.2.1 Organizational Change Management Charter
 - 1.2.2 Stakeholder Identification
 - 1.2.3 Organizational Change Management Roadmap
 - 1.2.4 Project Team Building
 - 1.3 Training
 - 1.4 Data Management
 - 1.5 Business Process Management
 - 1.6 Technical Solution Management
 - 1.7 Integrated Solution Management
- 2 Business Blueprint
 - 2.1 Project Management
 - 2.2 Organizational Change Management
 - 2.2.1 Stakeholder Analysis
 - 2.2.2 Change Impact Analysis
 - 2.2.3 Communication Plan
 - 2.2.4 Value Argumentation
 - 2.3 Training
 - 2.4 Data Management
 - 2.5 Business Process Management
 - 2.6 Technical Solution Management
 - 2.7 Integrated Solution Management
- 3 Realization
- 4 Final Preparation

Organizational Change Management

Purpose

The organizational change management (OCM) roadmap guarantees that all activities are related to each other as well as to the project activities. It includes the following activity types:

- Setup
- Stakeholder management
- Communication
- Organizational alignment
- Human resources performance management
- Skills and competencies

Accelerators Roles

OCM Master Plan_S
OCM Roadmap 1_S
OCM Roadmap 2_S

Task Name	Duration	Start	Finish	% Complete	Resource
Overall program structure	20 days	Mon 1/28/08	Tue 2/12/08	0%	
Program preparation	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Team training	10 days	Mon 2/4/08	Mon 2/11/08	0%	
Management plan	10 days	Mon 2/11/08	Mon 2/18/08	0%	
Temporary Resource Release Phase	10 days	Mon 2/18/08	Mon 3/4/08	0%	
Case 1.1	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.2	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.3	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.4	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.5	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.6	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.7	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.8	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.9	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.10	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.11	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.12	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.13	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.14	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.15	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.16	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.17	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.18	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.19	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.20	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.21	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.22	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.23	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.24	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.25	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.26	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.27	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.28	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.29	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.30	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.31	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.32	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.33	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.34	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.35	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.36	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.37	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.38	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.39	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.40	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.41	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.42	10 days	Mon 1/28/08	Mon 2/4/08	0%	
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Case 1.44	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.45	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.46	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.47	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.48	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.49	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.50	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.51	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.52	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.53	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.54	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.55	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.56	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.57	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.58	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.59	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.60	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.61	10 days	Mon 1/28/08	Mon 2/4/08	0%	
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Case 1.63	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.64	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.65	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.66	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.67	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.68	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.69	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.70	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.71	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.72	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.73	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.74	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.75	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.76	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.77	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.78	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.79	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.80	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.81	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.82	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.83	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.84	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.85	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.86	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.87	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.88	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.89	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.90	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.91	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.92	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.93	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.94	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.95	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.96	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.97	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.98	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.99	10 days	Mon 1/28/08	Mon 2/4/08	0%	
Case 1.100	10 days	Mon 1/28/08	Mon 2/4/08	0%	





DATA MANAGEMENT

The ASAP Methodology requires the Data Management, Data Conversion, and Cutover analysis and planning to begin in the Project Planning phase of the project. There are a number of examples, tools, templates, and resources available to help ensure data migration success in a timely fashion.

1.4.1 Data Migration Workshop

This produces an overall report for approach. The initial ASAP provided sample report, from an actual project, is 20 pages long and provides great ideas and insight on doing a data conversion.

The screenshot shows the SAP S/4HANA navigation tree on the left with '1.4.1 Data Migration Workshop' selected. The main content area displays a preview of a report titled 'Data Migration Workshop Findings Document - Sample'. The report includes a table of contents and a section on 'Deliverables'.

Deliverables
The data migration workshop deliverable generates the data migration project.

Accelerators		Roles	Subject Areas	References
Description		Type		
Data Migration Workshop Findings Document - Sample		Sample		

1.4.2 Data Audit

The screenshot shows the SAP S/4HANA navigation tree on the left with '1.4.2 Data Audit' selected. The main content area displays a list of templates for data audit results.

SAP: Further downstream in the project, the results of the data audit will allow the developer to correct any inconsistencies, redundancies, and inaccuracies in the data.

Accelerators		Roles	Subject Areas	References
Description		Type	Language	
Data Audit Results Presentation_Template		Template Form	English	
Data Audit Results Report_Template		Template Form	English	

There is a great presentation template and audit report template that is provided. In this area, and a few other key areas, SAP provides a stern warning about this activity if it is missed in the Project Preparation Phase:

If It Is Not Done

This is a key deliverable needed to assess the scope and effort of data cleansing for the entire implementation project. Failure to properly and thoroughly examine the data could result in work stoppage during the testing phase if the data migration programs have to be rewritten. It could also lead to significant budget overruns as data migration activities tend to be costly.



By completing this deliverable, the data migration team is able to identify the project risks and define the scope and effort required for the conversion to SAP. Further downstream in the project, the results of the data audit will allow the development of extraction, transformation, and loading (ETL) jobs to correct any inconsistencies, redundancies, and inaccuracies in the data.

2.5.3.2 General Settings and Master Data

The resources here are for the detailed data design around data conversions and master data. The ASAP Methodology contains a fairly comprehensive catalog of master data, or key areas for making settings related to master data, and then a summary tab on the data template for the most common master data items. Together with this there is an SAP transaction catalog that is related to this master data.

The screenshot shows the SAP Business Objects Modeling interface. On the left, a tree view highlights '2.5.3.2 General Settings and Master Data'. On the right, a table lists accelerators:

Accelerators	Roles	Subject Areas	References
Description			
			Type
		Business Process Modeling Template	Te
		General Settings and Master Data - Template	Te
		Master Data Requirements and Design - Sample	Sa

Below this, a screenshot of the 'Business Master Data List (ERP)' table is shown, listing various master data items like Countries, Currencies, and Units of Measurement.

3.4.1 Data Reconciliation Plan

The screenshot shows the SAP Data Management interface. On the left, a tree view highlights '3.4.1 Legacy Data Migration'. On the right, a table lists accelerators:

Accelerators	Roles	Subject Areas	References	
Description				
		Type	Language	
		Data Migration Reconciliation Guidebook	Guide Books	Eng

Below this, a screenshot of a document titled 'ASAP IMPLEMENTATION METHODOLOGY' is shown, with a section for 'DATA MIGRATION RECONCILIATION PLAN'.



- 3.4 Data Management
 - 3.4.1 Legacy Data Migration
 - 3.4.1.1 Data Profiling Scripts
 - 3.4.1.2 Final Data Quality Assessment
 - 3.4.1.3 Data Migration Program Units
 - 3.4.1.4 Manual Data Migration
 - 3.4.1.5 Data Quality Reports
 - 3.4.1.6 SAP Load-Ready Data
 - 3.4.1.7 SAP Target Load
 - 3.4.1.8 Data Migration Test Results**
 - 3.4.2 SAP Data Archiving
- 3.5 Business Process Management
- 3.6 Technical Solution Management

test results may be stored in a data repository or through a manual process. The metrics should be available at summary and detailed levels. This is a key part of the test reporting process.

Expected Results

By completing the subdeliverable information to determine the level of time as a result of business or technical requirements.

Accelerators Roles Subject

Description	
	Data Migration Test Results

TEST REPORT
This report provides a summary of the test results. The report is generated by the test execution tool and is available in PDF format. It contains the following information:

Report Identification

Report ID	Report Name	Report Date	Report Type	Report Status
123456	Test Report - SAP Migration	2023-10-27	Summary	Completed

Test Cases Summary Report

Test Case ID	Test Case Name	Test Case Status	Test Case Description	Test Case Priority	Test Case Category
TC001	Test Case 1	Passed	Test Case 1 Description	High	Integration
TC002	Test Case 2	Failed	Test Case 2 Description	Medium	Unit

Quality Summary Report

Unresolved Defects Summary Report

Defect ID	Defect Name	Defect Status	Defect Description	Defect Priority	Defect Category
D001	Defect 1	Open	Defect 1 Description	High	Integration
D002	Defect 2	Resolved	Defect 2 Description	Medium	Unit

Open Defects Summary Report

Defect ID	Defect Name	Defect Status	Defect Description	Defect Priority	Defect Category
D001	Defect 1	Open	Defect 1 Description	High	Integration
D002	Defect 2	Open	Defect 2 Description	Medium	Unit

The ASAP Roadmap is filled with accelerators, guidebooks, and other tools for managing even the most complex data conversion efforts.



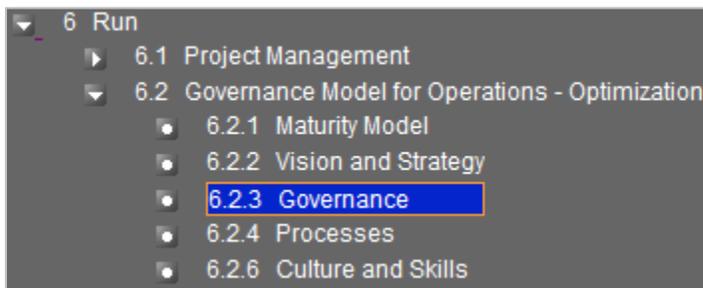


RUN SAP – Overall Project Guidance and Direction

While last here this is certainly not least. The “RUN” phase of the SAP methodology is a relatively new addition to SAP’s ASAP Methodology. It contains a number of tools and resources for helping organizations transform their support AND to integrate IT and Business operations through a “CoE.” While this is at the end of the methodology several portions and components of this should be reviewed and planned for in the early phases of your project.

6.2 Governance Model

This section contains the key areas for developing IT and Business integration: Maturity, Strategy, Governance, Processes, and Skills.



6.2.1 Maturity Model

This questionnaire and framework is important for what you want the final state of your organization to “look like” after you go live with SAP. This maturity model questionnaire is a really great starting point for a change program.

The diagram illustrates the Maturity Model with 'Value Contribution' on the vertical axis (low to high) and 'COOE Business Expertise' on the horizontal axis (low to high). The model shows five levels of partnership: IT Support Provider, IT Service Partner, Business Support Partner, Business Partner, and Value Partner. Below this, a central 'COOE Business Expertise' node is connected to four sub-nodes: Vision & Strateg., Governance, Technology, and Culture & Skill.

Description	Type	Language
Business Process Modeling Visio Templates	Template Form	English
Maturity Model Questionnaire	Questionnaire	English





Maturity Model Scorecard

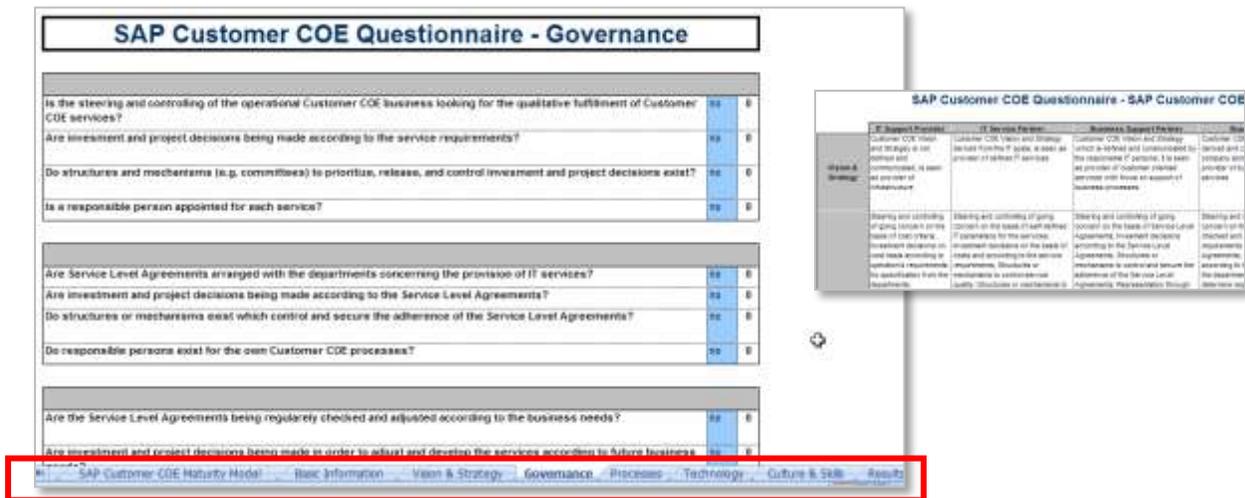
By using the questionnaire at the beginning of the project, and then focusing on the areas in the questions during the project you can create a benchmark to show progress against. However it can also be used after the project goes live but in my opinion it is not as effective.



The basic maturity paradigm is that there are 5 levels of SAP IT to Business Integration:

- IT Support provider - no strategy, basic infrastructure provider, often outsourced
- IT Service Partner -IT Goals, enhanced support, basic internal support competence
- Business Support Partner - some IT to business strategy alignment, internal standards and delivery processes, communication and awareness to the broader business community
- Business Partner – IT and business strategy alignment, business oriented solutions/services, IT support thinks and acts in business terms, delivery standards/tools/templates/ resources defined and used
- Value Partner – IT perceived as a key extension of the business, part of a strategic competitive advantage, IT operates from a value delivery perspective, active participation in business direction

The questionnaire contains separate spreadsheet items to address areas of strength or weakness in in the maturity levels listed above. The key areas addressed by the maturity model scorecard are: Vision & Strategy, Governance, Processes, Technology, Culture & Skills, and then an overall score.



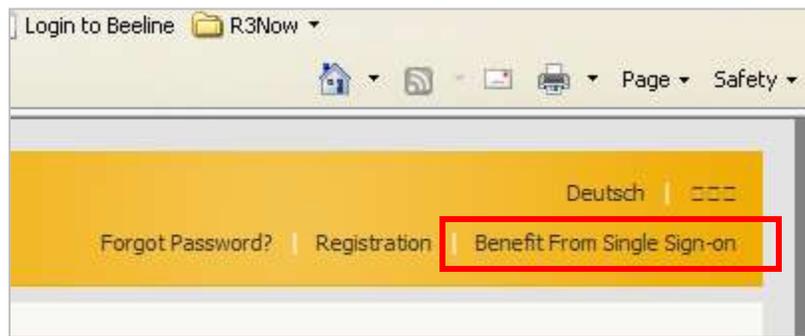


APPENDIX A

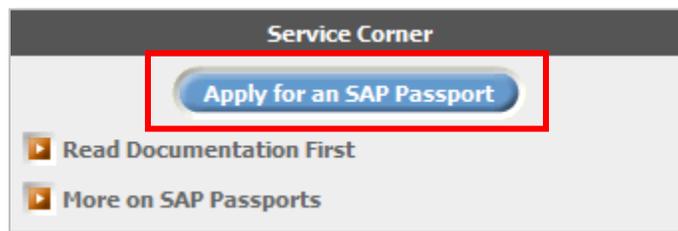
Helps, Tips, Tricks, and Resources

Internal SAP Resource Online Support System Access (OSS access)

1. Apply for an SAP OSS ID (generally you go through Basis to request this).
2. Access SAP Service Center: <http://service.sap.com>
 - a. There is an option to have “Single Sign-On” so that you do not have to use your “S” ID number and password each time. You can install an SAP Certificate which allows you to automatically log in.
 - b. In the upper right hand corner of the web page click on “Benefit from Single Sign-On”



- c. In the lower left hand corner of the web page click on “Apply for an SAP Passport”



- d. At the bottom of the page enter your logon information and click again on “Apply for SAP Passport”
- e. Accept the prompts that ask you to install a certificate in MS Internet Explorer.





Additional ASAP Resources

<http://www.sdn.sap.com/irj/bpx/asap>

<https://implementationcontent.sap.com/bpr> (Solution Manager Uploadable Content - Reference with presentation about "Get Started with New ASAP")

<http://service.sap.com/alm-tools>

<http://service.sap.com/asap-business-add-ons>

http://help.sap.com/scenarios_bus2005/helpdata/en/16/BE8041EFD21B09E10000000A155106/frameset.htm

<http://www.sdn.sap.com/irj/bpx/go/portal/prtroot/docs/library/uuid/207def31-feb0-2d10-a6a0-da0476f7fb3e>

