GRUPO DE INTÉRES
GESTIÓN DE PROYECTOS

“Agile como parte de SAP Activate ”

17 de Marzo de 2016

ASUGMEX
Asociación de Usuarios SAP México

Eduardo M Ortega, MBA, PMP®

Agenda

El enfoque “ágil” (Agile) de SAP en la metodología “Activate”

Las bases de los métodos ágiles – Beneficios

¿Es Agile el enfoque apropiado para tu proyecto?

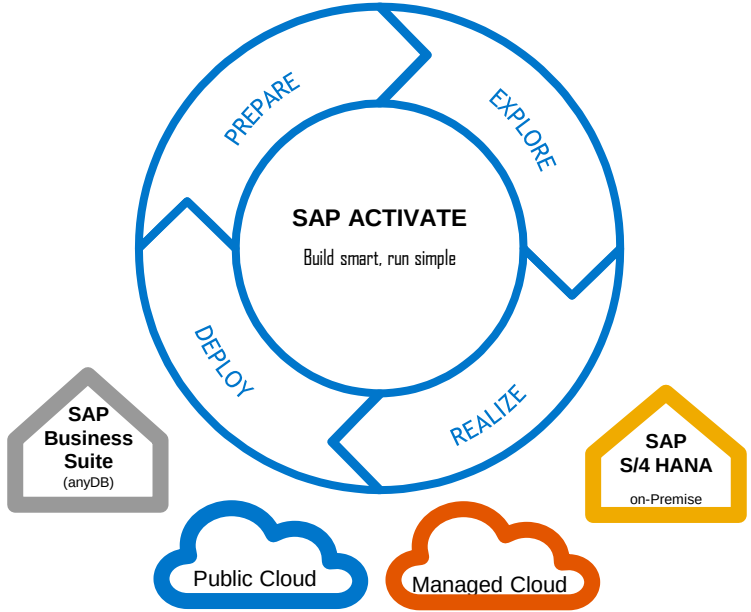
Conceptos y fundamentos de Agile

La metodología SAP Activate

Next generation agile methodology that drives customer success

Customers achieve fast and cost efficient deployment of SAP innovations with ONE simple, modular and agile methodology

- Drives delivery of **customer value** and **low TCO**
- Broad coverage of SAP solutions **starting with SAP S/4HANA**
- Full support for **initial implementation AND on-going business innovation**
- Enabled for **cloud, on-premise and hybrid deployment**
- **Modular, flexible and agile** to accommodate today's and future delivery approaches
- Enables **co-innovation** with customers



¿Qué es Agile?

“AGILE,

Based on the software, product or application development principles,

Delivers common top priority functionality,

In a high speed and practical approach”

- **Iterative – Incremental, self-organizing teams**
- **Higher value, best solutions first!**
- **Simplicity** *“the art of maximizing the amount of work not done”* ***…Agile Manifesto***

Las bases o principios de las metodologías “Agile”

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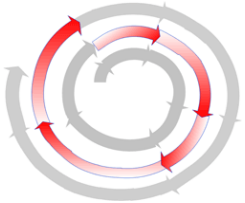
ITERATIVE



Frequent Inspection & Adoption

PEOPLE CENTRIC

Trust, Self-organizing teams and individuals

FOCUS

Team focuses on one thing at a time until it’s done

CROSS-FUNCTIONAL TEAMS

Face to face communication / no silos

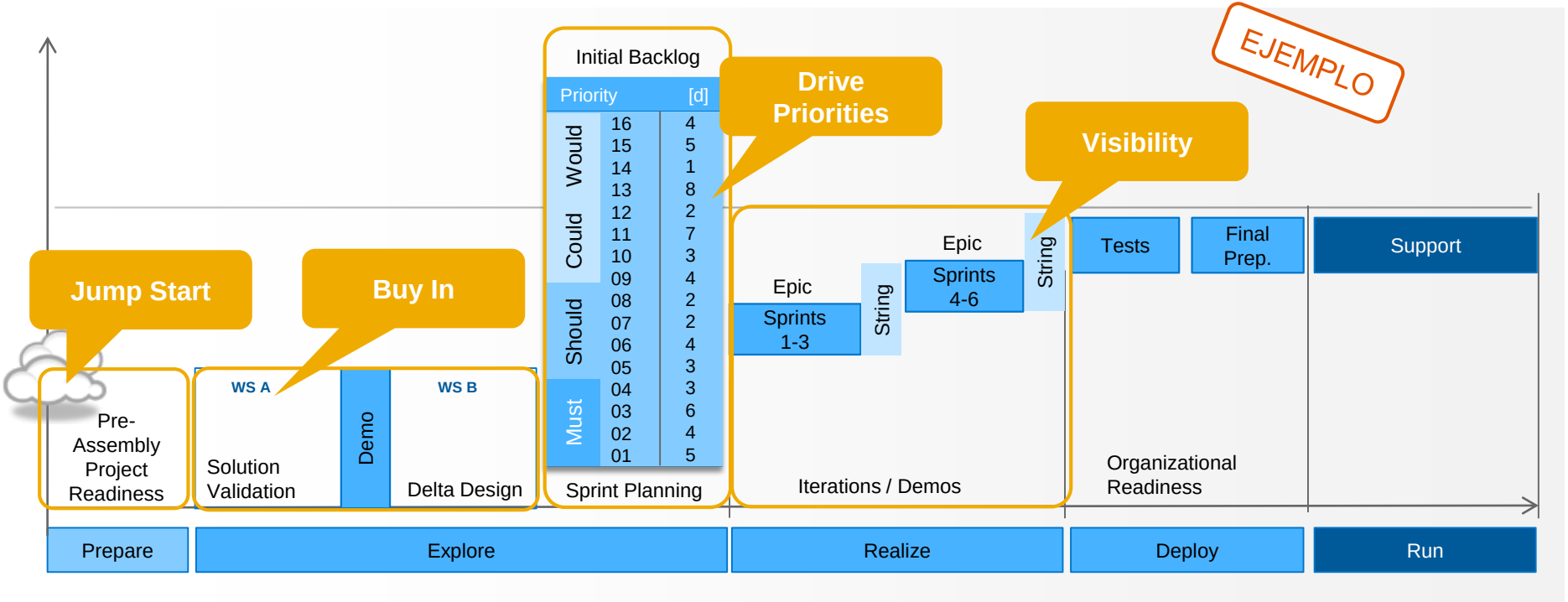
CONSTANT LEARNING

Better fail early to learn fast, and improve

ADAPATIVE PLANNING

To hit a moving target

Ejecución de proyectos Agile y sus beneficios



¿Es Agile el enfoque apropiado para tu Proyecto?

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Situaciones que desafían a Agile

- Implementation projects with ***complex system landscapes*** and interdependent applications that share data structures and processes, which cannot be replaced separately
- Deployment in ***regulated industries*** that require detailed planning, documentation and acceptance processes
- Initiatives that require ***long term planning*** due to organizational strategic commitments
- Physically ***separated project team*** members, e.g., global deployments, which prohibits co-location and face-to-face meetings
- ***Consent driven organizational cultures***
- Lack of high-performing teams with decision-making abilities

Buenas practices de Agile

- ***Iterative*** delivery of Value
- ***Simplicity*** and elimination of “waste”
- Improvement of ***Visibility of Progress***
  - Development iterations (short time frames / time-boxed)
  - Frequent inspection
  - Working software (configuration) as measure of progress
- ***Flexibility*** - Ability to Respond to Change through manageable portions
- ***Customer engagement*** in the entire process

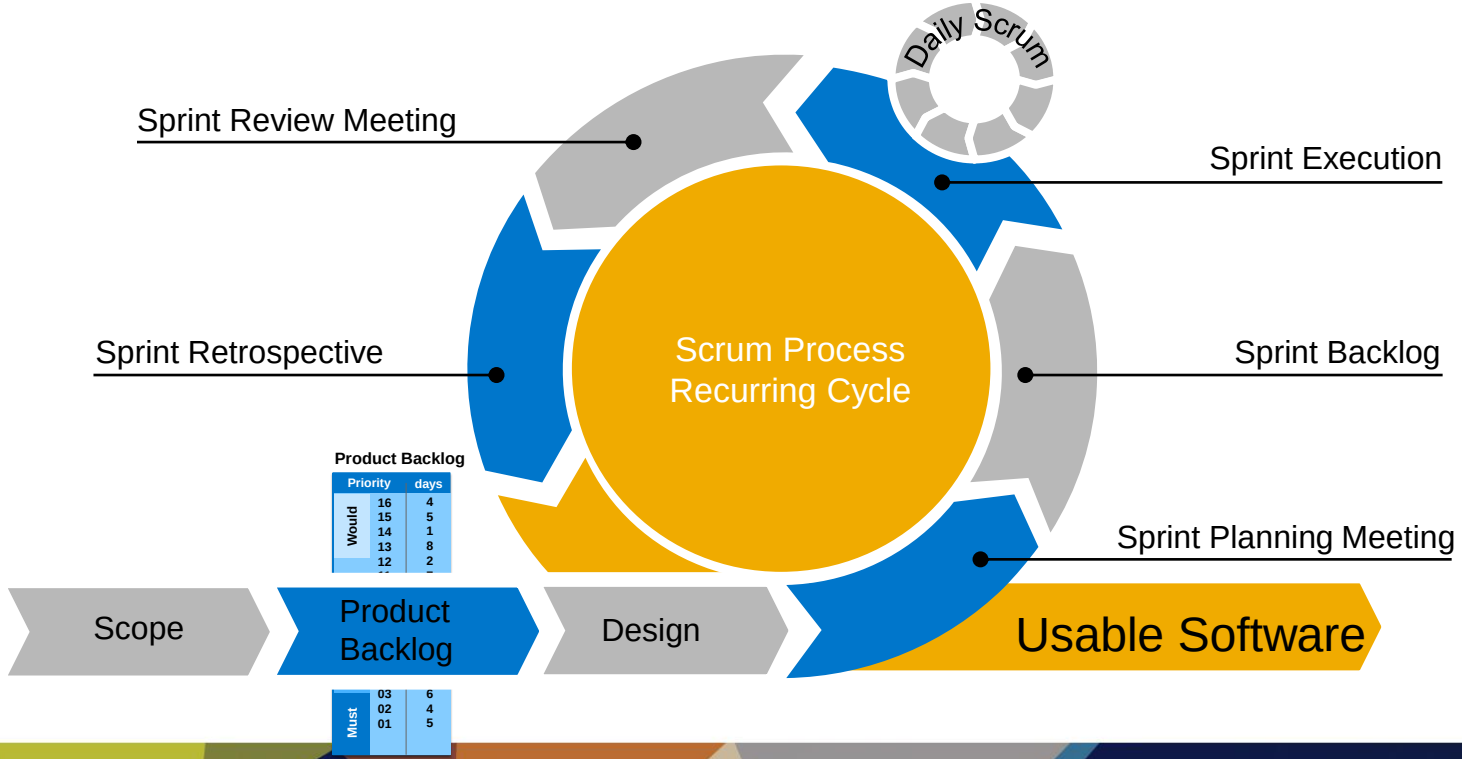
Las técnicas de aceleración tienen que ser ajustadas para cada situación, cultura y perfil de riesgo de cada cliente…

¿Cuándo posicionar metodologías Agile?

Project Characteristic	Agile
Customer Situation / Pain Points	• New business model implementation, new technology • Strained relationship with business community impacts buy-in and adoption • Challenge to deliver business and IT innovation initiatives with unknown outcome
Characteristic of the Solution	• Innovative solution with emerging or changing requirements, unique business solution. Solution with high emphasis on UX (user experience).
Technology Maturity	• From low to high
Contractual Framework	• Time and Materials (preferred) • Build to budget (fixed budget / variable scope)
Preferred Project Delivery Model	• SAP Actiivate / Rapid Prototyping • Business process innovation
Example of projects	• Banking new products, • Analytics • CRM incremental functionalities, • Health Checks findings implementations • Innovations

Conceptos y fundamentos de Agile

SCRUM Methodology – leading Agile approach



SCRUM: Principales Roles & Responsabilidades

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Product Owner

Defines the **features** of the product, decides on release date and content
Prioritizes features according to market value
Can **change features** and priority every iteration
Accepts or rejects work results

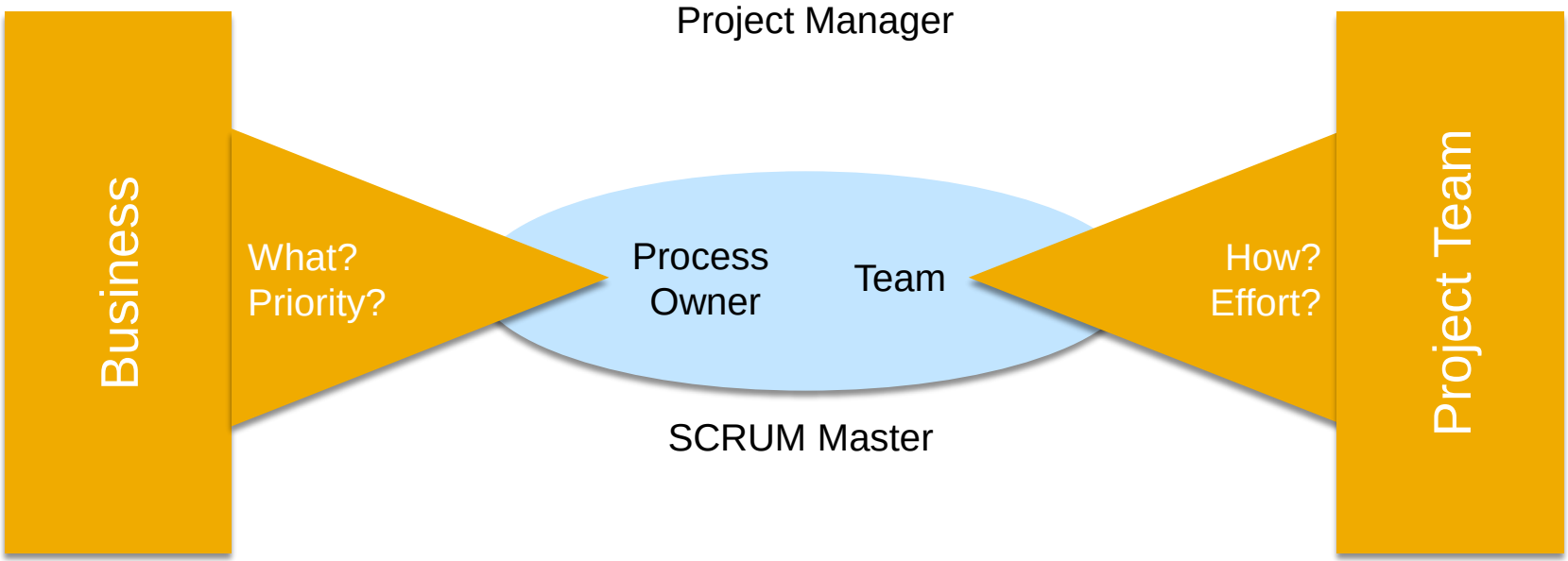
Scrum Master

Ensures that the team is **fully functional** and productive
Enables close cooperation across all roles and functions and **removes barriers**
Shields the team from external interferences
Ensures that the **process is followed**. Invites to daily standup meeting, iteration review and planning meetings

Team

Cross-functional, seven plus/minus two members
Selects the **iteration goal** and specifies work results
Is responsible for **estimations**
Organizes itself and its work
Has the right to do everything (within project guidelines boundaries) to reach the iteration goal
Demos work results to the Product Owner.

Resumen de Roles



SCRUM “User Stories”: Role, Requerimiento y Valor

Formato de “User Story”

SAP Project

- Capture ‘headline’ and short description of the requirement in the product backlog
- Prepare traditional SAP Requirement Document
- Perfectly good way to capture the requirements for teams familiar with SAP Activate templates
- Streamlined templates available in SAP Activate

SCRUM

- SCRUM recommends to use User Oriented format
- As a <role> I want <action> so that I can <goal>.

User Story – Ejemplo CRM Campaign Management

CA025 : Check event acceptance

EXAMPLE

Functional Area:	Campaign Management
Process Flow:	Search Campaign

As a team assistent I would like to check in a campaign overview if invited contact persons of customers/ prospects have accepted the event invitation in order to schedule follow-up calls.

How to test/ demo (Confirmation)

Login as team assistant into CRM, Open the activity search screen, search for campaign with ID or description, The search screen shows all business partners with contact persons. Field Status shows whether they were present or not.

Comments:

Priority:	**Effort Estimate:**

SCRUM “Product Backlog”

Product Backlog

Priority		days
Would	16	4
	15	5
	14	1
	13	8
Could	12	2
	11	7
	10	3
	09	4
	08	2
Should	07	2
	06	4
	05	3
	04	3
	03	6
Must	02	4
	01	5

A sample product backlog

Backlog item	Estimate
Allow a guest to make a reservation	3
As a guest, I want to cancel a reservation.	5
As a guest, I want to change the dates of a reservation.	3
As a hotel employee, I can run RevPAR reports (revenue-per-available-room)	8
Improve exception handling	8
…	30
…	50

Se requiere claridad en las definiciones de:
READY, DONE, SHIPPABLE

The user stories go through stages from NEW, through READY to DONE.

At minimum each project has to define what READY and DONE means.

READY

(responsibility of Product Owner [PO], checked by team)

- Indicated that the story is ready for inclusion in a sprint
- Story needs to be:
  - ✓ Business priority established
  - ✓ Story defined and understandable to the team
  - ✓ Small enough to fit into the sprint
  - ✓ Contains acceptance criteria

DONE

(responsibility of team, checked by PO)

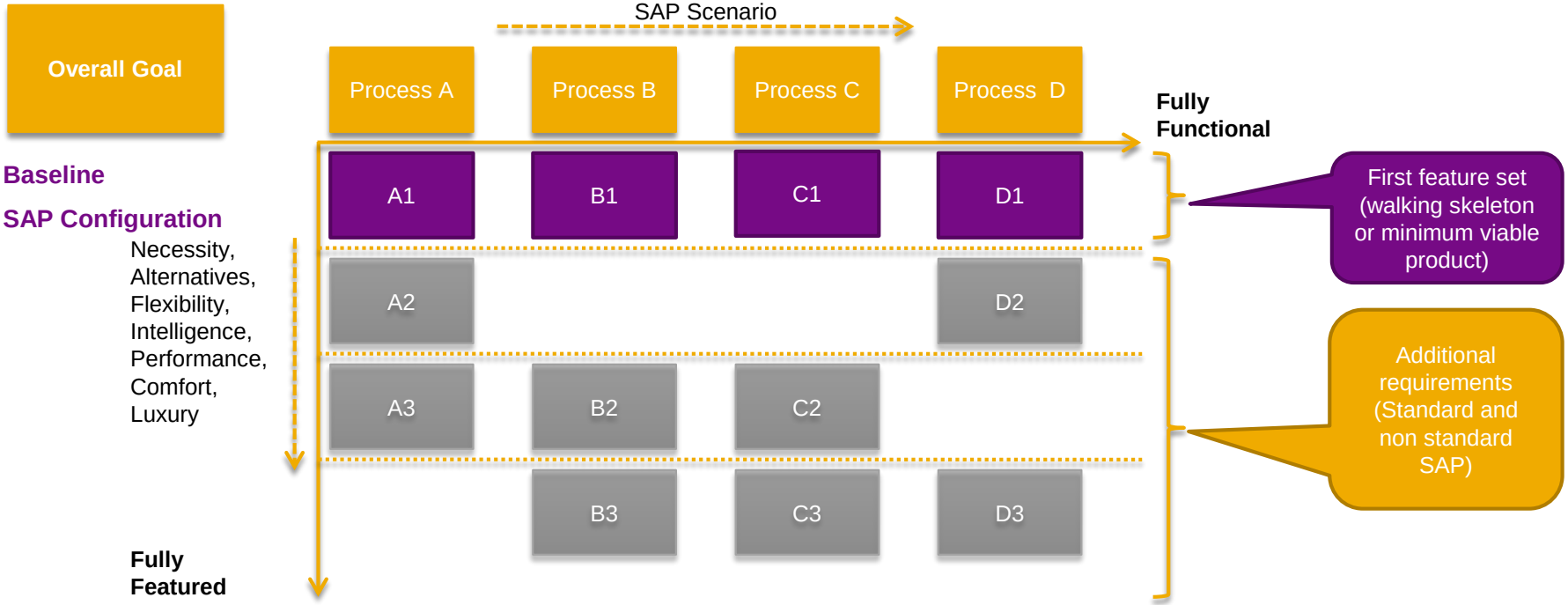
- Definition of DONE is typically different for story, epic and release
- Definition of DONE spells-out the attributes of the story, epic or release when it is considered complete.

SHIPPABLE

- The organization is ready to use the new software. The software has been accepted by QA. The agreed acceptance criteria from operations (see Ready) are met

“Story Mapping” for SAP

User Story Mapping is very similar concept of “Solution Map” or “Business Process Map”, driving prioritization and release & sprint planning



Técnicas de estimación Agile

Responsable: Equipo de implementación

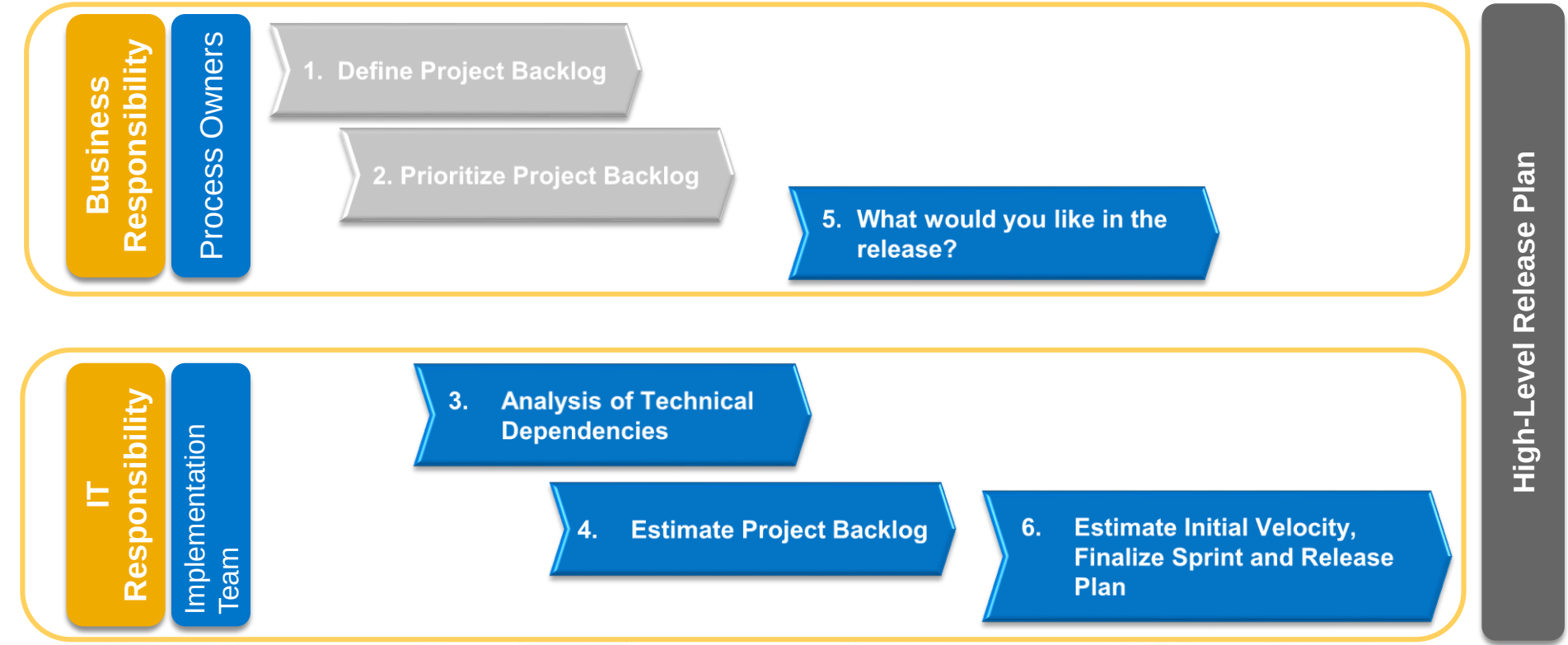
Ideal Person Days

- Productive time of a developer or consultant per day without distraction like meetings, phones, e-mails, clarifications, etc.
- Typically between 4-6 hours a day. Meaning that 1 ideal developer day corresponds to 1.5 to 2 calendar days

Story Points (Relative Size)

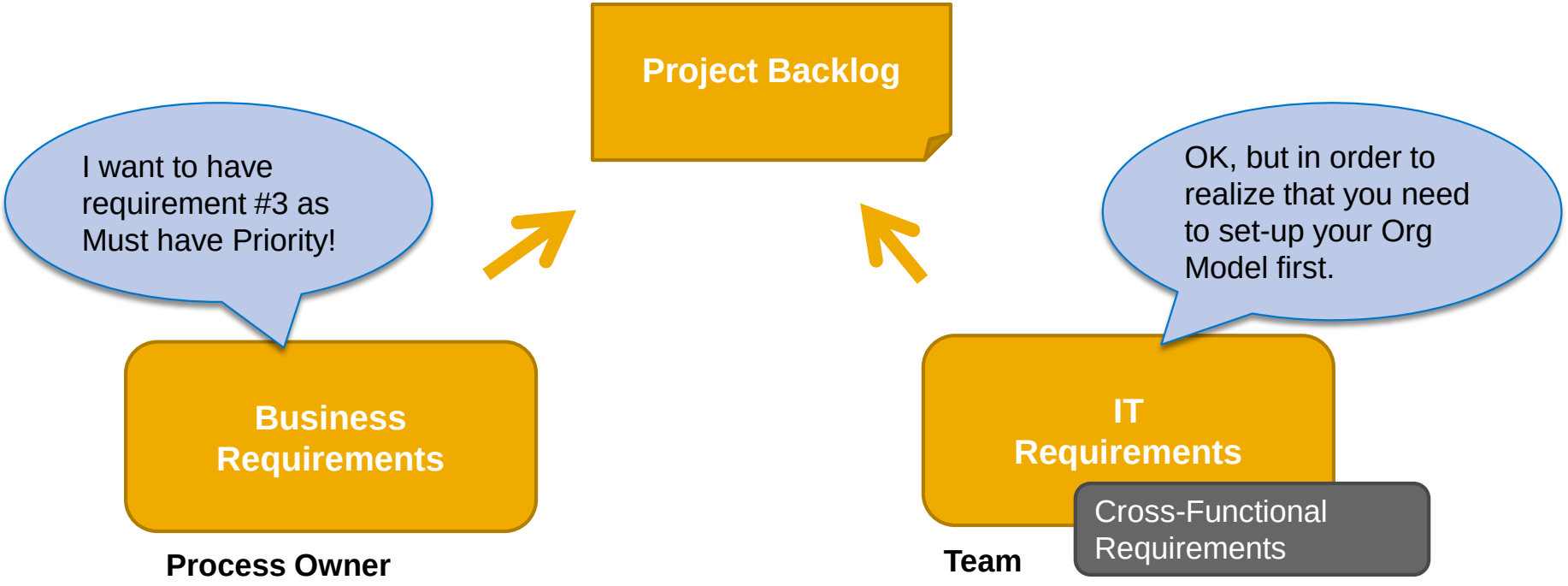
- Relative measure of complexity (2 is half as hard as 4)
- Variability averages out across many stories/requirements
- Requires each organization to establish a scale to rate size

“Release Planning” Roles y Responsabilidades



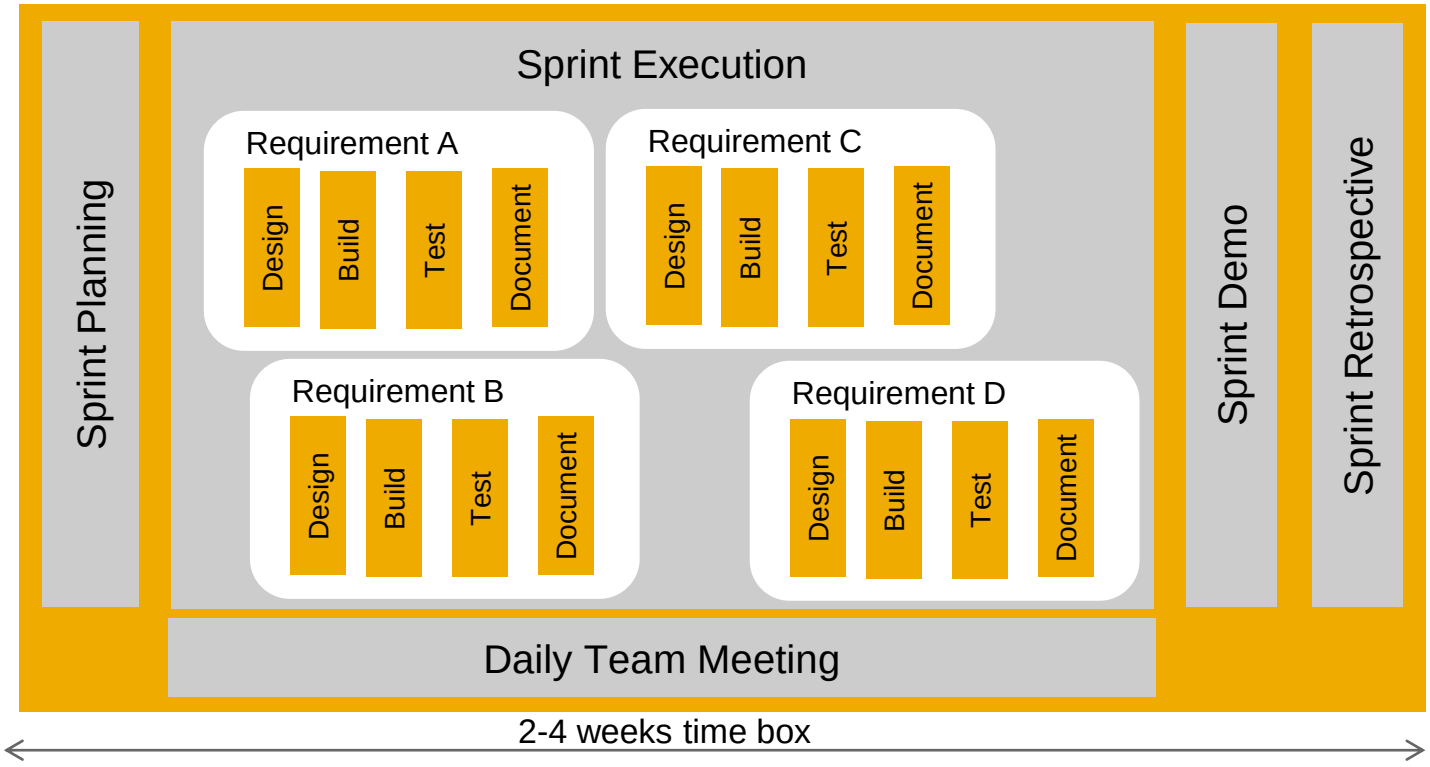
Análisis de dependencias técnicas

Responsable: Equipo de implementación



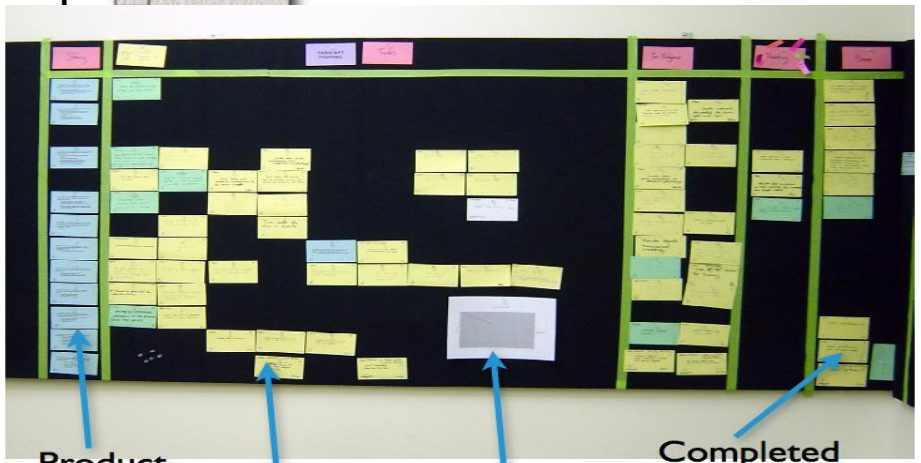
Metodología de implementación Agile

Una vista más cercana al Sprint

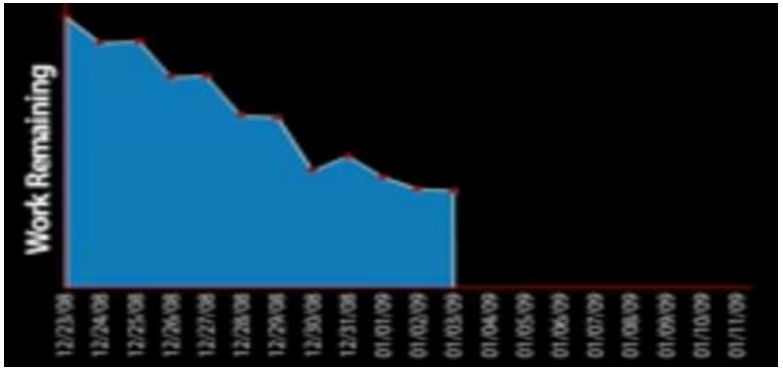


SCRUM Board – Proporcionando visibilidad al trabajo

Story	To Do	In Process	To Verify	Done
As a user, I... 8 points	Code the... 9 Test the... 8 Code the... 2 Code the... 8 Test the... 8 Test the... 4	Code the... DC 4 Test the... SC 8	Test the... SC 6	Code the... Test the... Test the... Test the... Test the...
As a user, I... 5 points	Code the... 8 Test the... 8 Code the... 4 Code the... 6	Code the... DC 8		

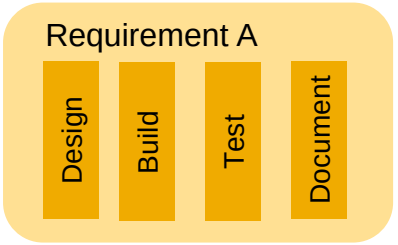


“Sprint Execution” (2 - 4 semanas)

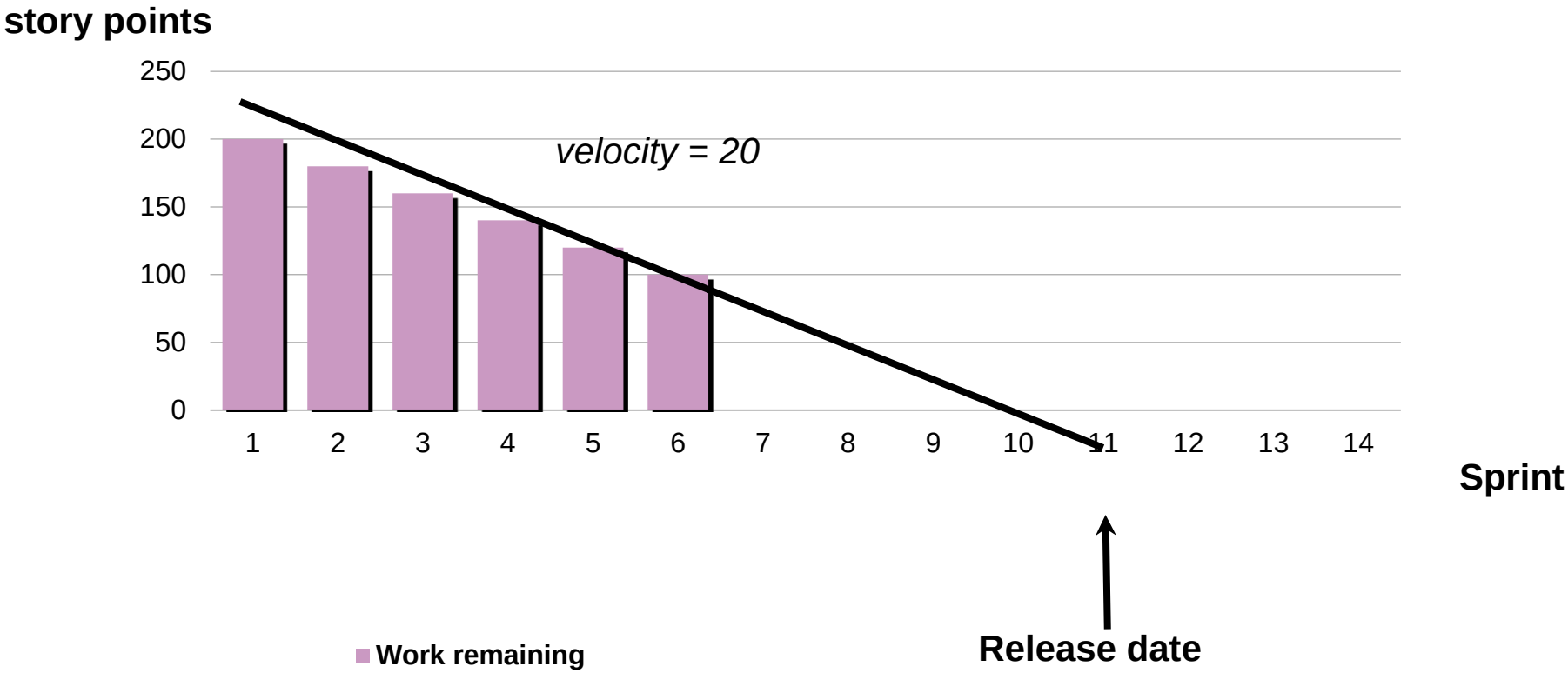


- The scope of the sprint is fixed ! New backlog items will be added to the project backlog at the end of the sprint.
- Never add new items to the sprint during the execution of the sprint.
- Each sprint has fixed duration.

- Define what it means to have requirements completed – e.g. definition of Done (for example all functionality must be tested, documented, training material completed).
- Define the acceptance criteria for all project backlog items included in the sprint.
- Use of **sprint burn-down chart** to illustrate progress (It is in the project backlog accelerator).



“Product Burndown Chart” – seguimiento al progreso



“Daily Stand-Up Meeting” – equipo alineado

In turn, each participant answers four questions:

1. **What did I accomplish yesterday?**
2. **What will I accomplish today?**
3. **What obstacles are in my way?**
4. **On a scale of 1 to 10, how confident am I that we’ll accomplish this Sprint’s goal? (optional)**

“Sprint Review” (~4 horas)

Scrum Master organizes and facilitates Sprint Review meeting

Sprint Scope

Product Owner
Business Stakeholders

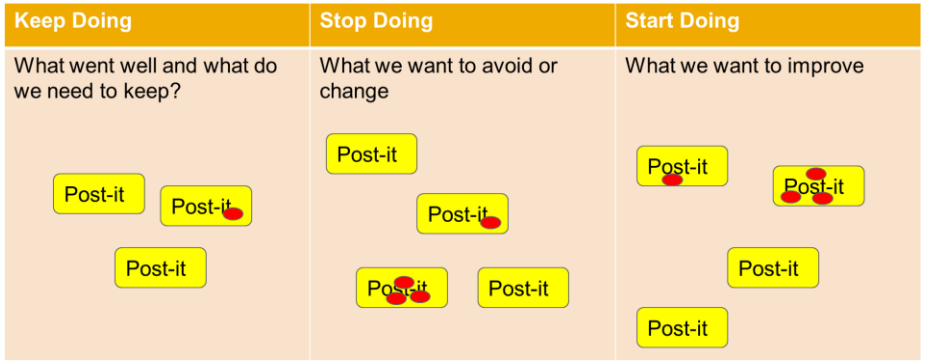
- Product Owners / Business Stakeholders **review and comment on functionality** delivered during the sprint
- Product owner identifies any additional requirements and assesses the priority of each (to consider it on the next sprint)
- Product owner owns and **updates the project backlog.**

Implementation Team

- Implementation Team **presents the functionality** completed during the sprint.
- Entire sprint scope with a working system to the Product Owner and stakeholders. (Alternative Product Owner can demonstrate it as well).

“Retrospective” – mejorando el proceso bajo la marcha

1. **Set the stage**
   Get everyone talking by asking a question.
2. **Gather data**
   Have the team draw a timeline.
3. **Generate insights**
   Determine the good, the bad, and the ugly.
4. **Decide what to do**
   List experiments, improvements, and recommendations
   and determine the ones your going to act on now.
5. **Close the retrospective**
   What can we do to improve our retrospectives?



- SCRUM Master organizes and facilitates the retrospective meeting.
- The meeting is typically scheduled shortly after the sprint demo meeting.
- Purpose of the meeting is to continuously improve the Scrum process using lessons learned from the sprint execution.

Flujo de un Proyecto Agile - SCRUM

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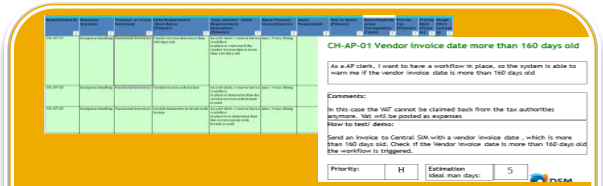
As a AP clerk, I want to have a workflow in place, so I am able to determine that the correct format is used

Product Owner



Product Backlog

Repository of user stories

Sprint Planning meeting

Plan activities for selected user stories

Start of Sprint

Sprint backlog & Burndown

Daily Scrum

Scrumboard

Daily Update

Retrospective

Review

End of Sprint

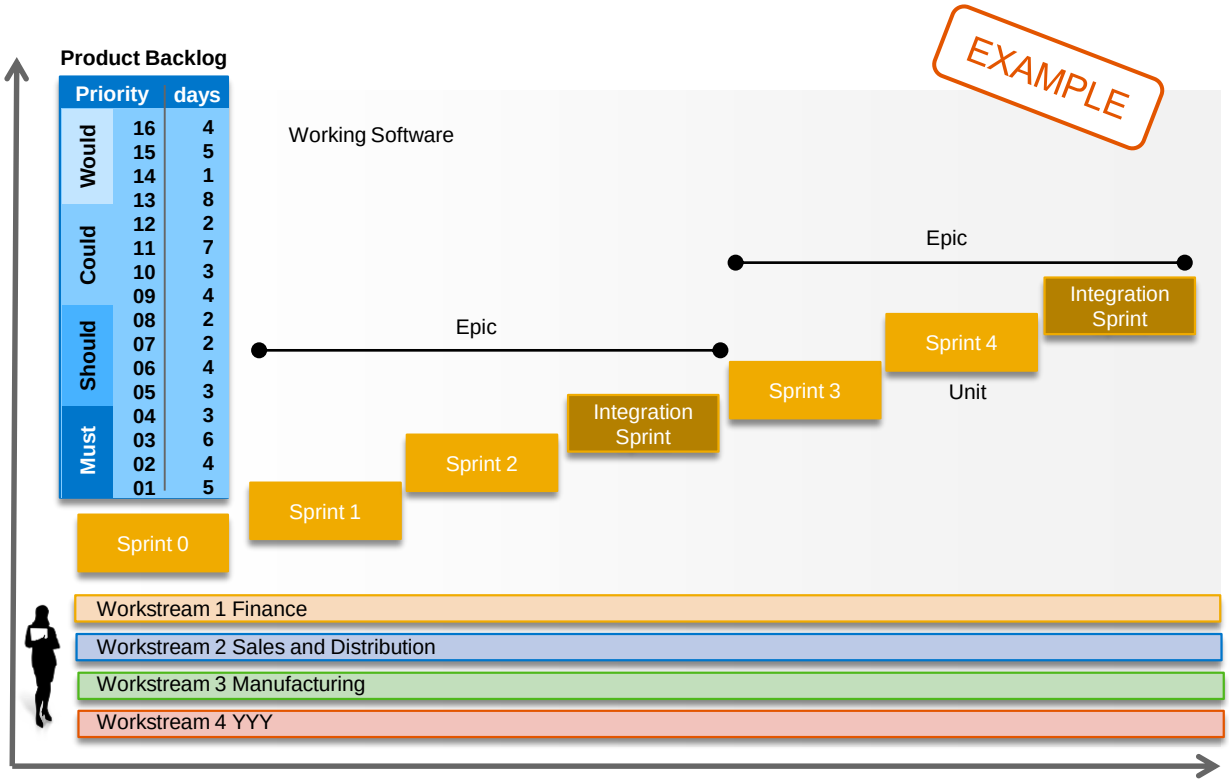
Sprint Planning and Execution – Scaling Agile Teams (multi-streams)

Sprint Planning

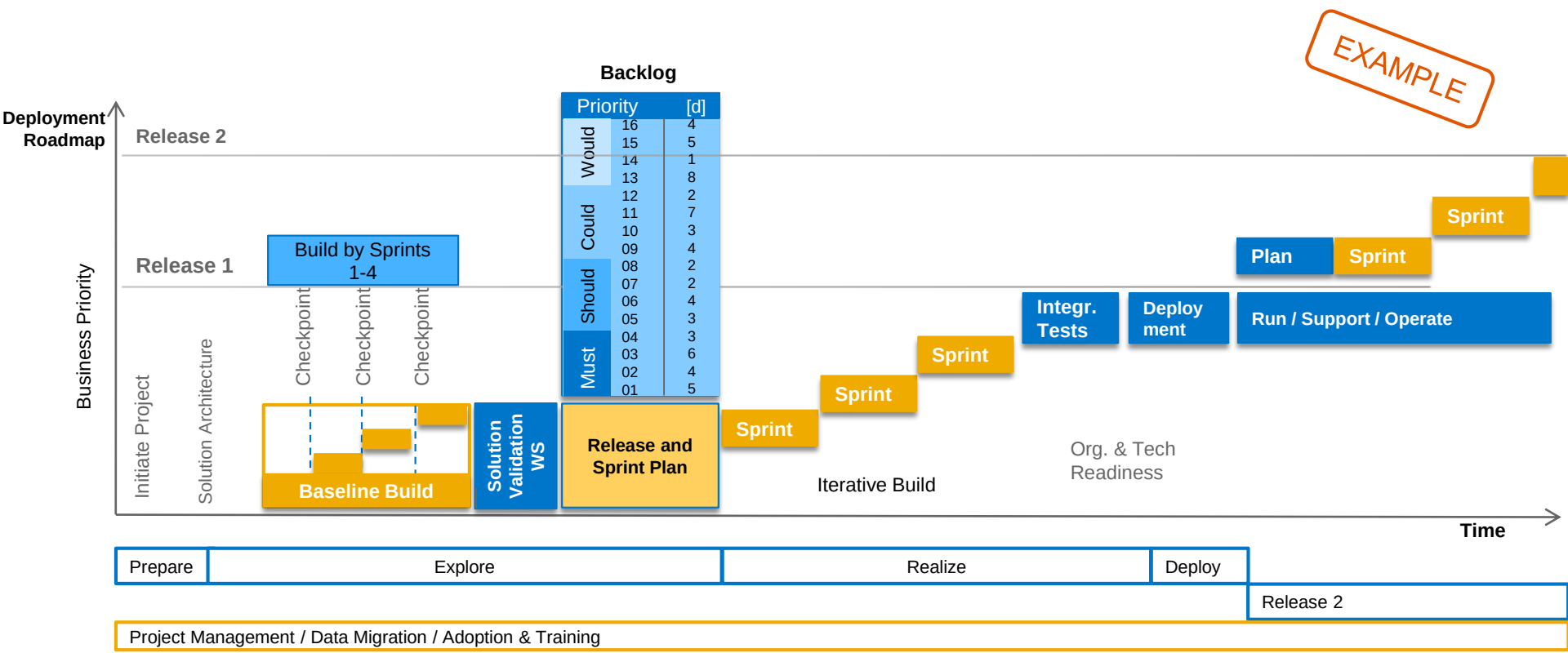
- Add Sprint Zero for Product Backlog, Release Plan, Infrastructure and Organizational Structure Setup
- Develop common themes for sprints
- Align product development across sprints based on dependencies
- Pay attention to common master and organizational structures

Sprint Execution

- Add Integration sprints for integrated functions
- Coordinate master and transactional data needs
- Work with aligned cross functional story lines



Agile Project Delivery with SAP Activate using Agile



En Retrospectiva

- Drive for better **“Time to Value”**; customers are looking for ***early confirmation*** that requirements can be met.
- Functionality & priority defined by a **full time Product Owner** with the ability to make decisions
- Frequent **inspections**, adaptation, incremental constructions, improving productivity
- **Focus and Proof Points** – customers want to see early and frequent confirmation on the delivery of benefits that address pain points
- Level of acceleration and approach need to be **tailored** to the customer’s situation, requirements and culture
- Continuous **publishing of functionality**, Iterations are **short time frames**
- Progress is measured in terms of **working functions**
- Changing requirements are welcome, priority analysis will be revisited
- **Retrospective** after each sprint, continuous learning

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Gracias

Eduardo M Ortega, MBA, PMP®
Quality Management Head
SAP Mexico
M 52 1 55 4888 3667
E eduardo.ortega@sap.com

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lourdes.sanchez@asug.mx

malena.gutierrez@asug.mx