



## Case Study: The Journey to Intelligent Order Promising at Callaway Golf

Manish Rathi, Project Manager, Callaway Golf  
Tim Park, Partner, SCM Accelerators LLC

Session ID #84503

# About the Speakers

## Manish Rathi

- Sr Principal, Callaway Golf
- 18+ years as a Supply Chain specialist focused on architecting and optimizing supply chain network.
- Better tennis player than golfer 😊

## Tim Park

- Partner, SCM Accelerators LLC
- 20+ years as a Supply Chain strategy, operations, and technology practitioner
- Handicap: 15.2
- Favorite Club in the Bag:
  - Callaway Mack Daddy 4 Wedge

# Key Session Objectives

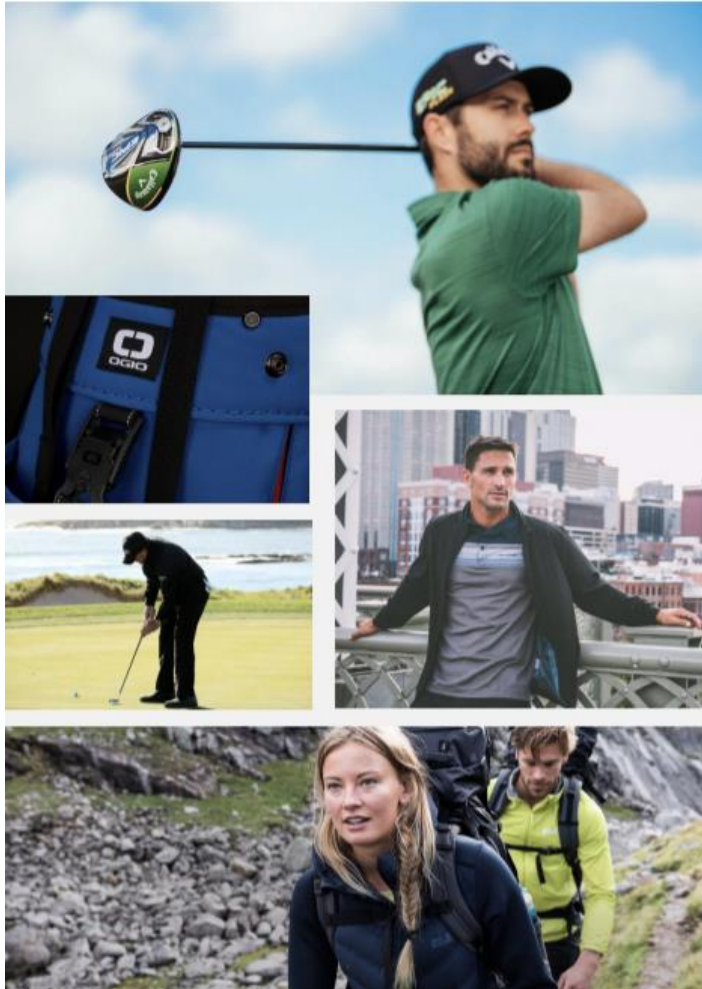
- 1. Why?** Hear the business challenges, business outcomes, and get insight into how SAP APO global ATP can enhance product availability checks
- 2. What?** Learn how to apply advanced ATP methods in a make-to-order and constrained supply allocation environment
- 3. How?** Get lessons learned of how we implemented global ATP using a proof of concept and multi-sprint roadmap to foster business engagement and change management sustainment

# Agenda

- Understanding the challenges and requirements
- Core features of our SAP solution
- Our roadmap and implementation journey
- Wrap-up

# About Callaway Golf

Premium golf equipment and active lifestyle company with a portfolio of global brands:



Callaway

ODYSSEY

OGIO

travisMathew

Jack Wolfskin

- Global Leader in Golf Equipment and Golf Apparel
- #1 in Sticks, Woods, Irons
- #2 in Golf Balls
- Global Leader in Putters
- #1 Putter in Golf
- Lifestyle Brand known for its adrenaline-raising bags and gear
- Dynamic Lifestyle Apparel Brand with a distinct Southern California vibe
- Leading Outdoor & Active Lifestyle Apparel Brand in DACH region and China

ASUG

# Our SAP Journey

## Core ERP

ECC 6.0/EHP 7

- FICO/SD/MM/WM/PP/LO/FSCM/QM/PM
- Embedded BW

## Supply Chain

SCM 7.0/EHP 3

- DP/SNP/PPDS
- gATP

## Sourcing

SRM 7.0/EHP 3

- PO
- SNC

## Analytics

Business Objects 4.2

- Implemented SAP R/3 in 1995 for Core ERP
- Implemented BW 3.0 in 2005 for Reporting
- Implemented SCM in 2007 for Demand and Supply Planning
- Implemented Business Objects for Data Analysis
- Implemented SRM in 2012 for Sourcing
- Implemented SNC in 2015 for Supplier Collaboration
- Migrated to HANA DB in 2016

2019 (Current) and Beyond:

**gATP**, Hybris B2B/B2C, S/4HANA, EWM, MII

# FORE!

## IT Mandate

- High-performance and innovative
- Rich, fast, real-time response and reporting






## Internal

- Successfully executed turnaround to reinvigorate the Callaway brand: pivoted to growth strategy
- Continuous obsession with Operational Excellence
- Invest in golf equipment business while executing M&A strategy in complementary areas

## Industry Dynamics

- Mature, competitive industry
- Consumers (green grass, wholesale, retail/direct to consumer) want it fast and custom

# Why APO Global ATP?

	ECC ATP 	APO gATP 	S/4HANA Advanced ATP 
<b>Advanced ATP Methods</b>	<ul style="list-style-type: none"> <li>Nothing Comparable</li> </ul>	<ul style="list-style-type: none"> <li>Combination of basic methods</li> <li>Rules Based ATP (RBA): substitution, stock transfer, order/location consolidation</li> <li>Multi-Level ATP (MATP)</li> <li>Capable To Promise (CTP)</li> <li>Event Driven Quantity Assignment → Order Due List for BOP</li> <li>Multi-item single delivery location</li> </ul>	<ul style="list-style-type: none"> <li>Segmentation</li> <li>BOP: Win Bands, Supply Assignment</li> <li>Location substitution (ABC, Product not available at the time)</li> <li>Industry-specific not supported yet (MATP, CTP, etc.)</li> </ul>

- Key Decision Criteria:**

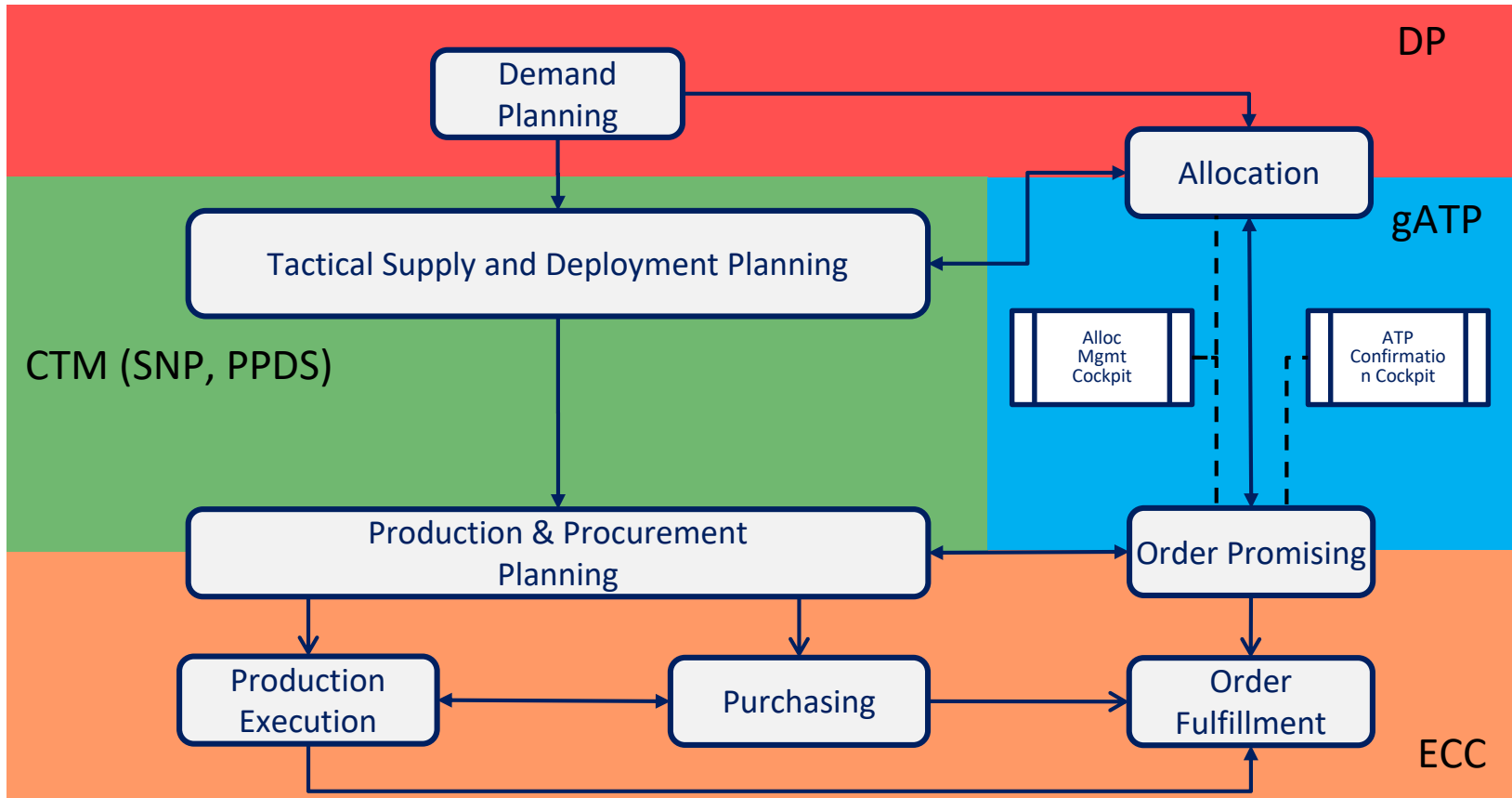
1. Fit Gap to Requirements → APO gATP provided the best-fit to meet our advanced ATP requirements in the shortest amount of time
2. Cost-Benefit → the incremental cost (already own/use APO for Demand and Supply Planning) and duration to implement APO gATP provided high business and IT benefit
3. SAP S/4HANA advanced ATP functionality and roadmap still in-progress



# Value Proposition and Benefit Objectives

- Ability to provide more reliable promise and delivery dates based on network supply visibility in real-time
- Improved customer service levels → prioritization of business priorities and key account strategies with Allocation Management
- Elimination of manual processing to manage inventory across virtual plants
- Improved inventory turns and utilization (Finished Goods and Components) in our order fulfillment processes with intelligent, automated, rules-based supply assignment

# Integrated Solution Scope



## Core gATP solution features

1. Rules Based
2. Multi-Level ATP
3. ATP Confirmation Cockpit for ATP logging
4. Product Allocation (with Allocation and Order Management Cockpit)
5. Backorder Processing

# Make to Order Scenario

- **Challenge**
  - MTO orders from our plants need to give accurate ATP dates based on Finished goods and component availability
  - Finished goods and component supply are spread across a network of plants
  - Production order dates feed sales order confirmation. Should release only based on inventory and we should not have to run the availability check on production order in order to get sales order dates
- **Business requirements**
  - Check for existing finished goods and component stock across locations before triggering production
  - Sales orders should be able to ATP based on multi-level BOM component check
  - If no FG supply exists, auto creation of FG planned order proposal based on component availability and lead-time

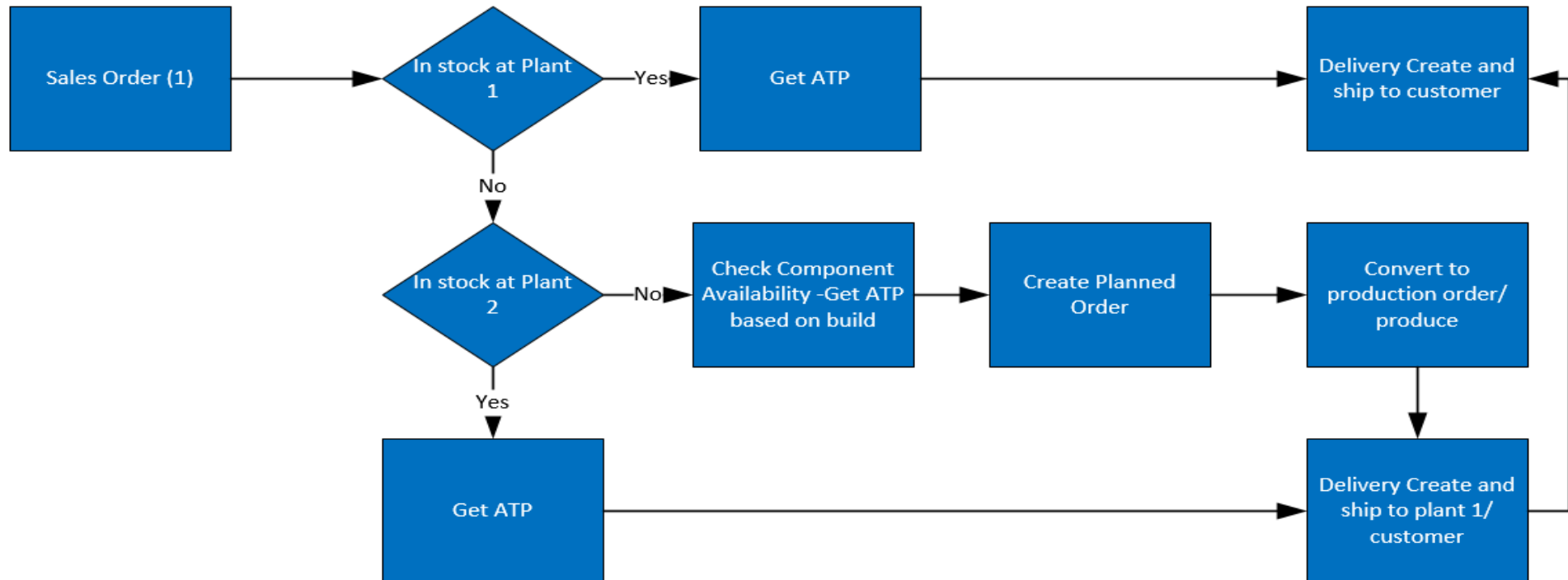
# Make to Order Scenario:

## 1. Rules-Based ATP capability

- **System Demonstration:**

- MTO orders should provide a reliable confirmation date based on FG and Component availability
  - Check FG stock in Plant 1 first, then check FG stock in 2 (rules-based location substitution)
  - Check for component availability for build if no stock
  - Create a planned order at 2 rather than production order

- **Flow:**



# 1. Rules-Based ATP Scenario (cont.)

- Without the rules-based ATP check (RBA), the system can only confirm what is available on plant 1

**Change Standard Order 39826168: Overview**

List of sales orders

Standard Order: 39826168      Net value: 56,752,227.0000

Sold-To Party: 22165

Ship-To Party: 22165

PO Number:      PO date:

Req. deliv.date: D 03/06/2018      Deliver.Plant:

All Items

Item	Material	Order Quantity	Un	S	D	First date	Pint	ItCa	HL
10	42213		245	EA	✓	D 03/06/2018	1011	TAN	
30	42213		12	EA	✓	D 03/06/2018	1011	TAN	
60	73073		50	EA	✓	D 03/06/2018	1011	TAN	
70	73073		10	EA	✓	D 03/06/2018	1011	TAN	
80	41834		10	EA	✓	D 03/06/2018	1011	TAN	

- Plant 1 currently has an availability of 341, so this sales order can confirm up to this quantity

# 1. Rules-Based ATP Scenario (cont.)

- Increasing the requested to quantity to above the available quantity of plant 1 will trigger RBA. The system will perform another ATP check on plant 2:

**APO Availability Check: Delivery Proposal (Sales order)**

One-time delivery Full Delivery Delivery proposal Rule Check instructions Scope of check ATP

Order Item: 60 Schedule Line: 1  
 Product: 730732  
 Distribution Center:   
 Requested Date: 03/06/2018 00:00 Open Quantity: 341 EA  
 Date and Qty Fixed Max.Part.Deliv.: 9  
 Low.Lim.Cons.P.: 01/01/1970 13:00

Sched. Line Overview

SL Date	SL Time	MA Date	MA TL...	Confirmed Quantity	One	Full	Confirmed Qty	Prop
03/15/2018	20:10:14	03/15/2018	19:10	51			51	🔍
03/18/2018	13:00:00	03/18/2018	12:00	58			109	🔍
03/19/2018	13:00:00	03/19/2018	12:00	12			121	🔍
03/26/2018	13:00:00	03/26/2018	12:00	16			137	🔍
04/02/2018	13:00:00	04/02/2018	12:00	49			186	🔍
04/09/2018	13:00:00	04/09/2018	12:00	15			201	🔍
07/01/2018	13:00:00	07/01/2018	12:00	140		🔍	341	🔍
	00:00:00		00:00				0	
	00:00:00		00:00				0	
	00:00:00		00:00				0	



**APO Availability Check - Result Overview**

Alert monitor

Product/Location	Material Aval...	Reqmt Quantity	Confirmed Qua...	Cumulated Con...	Unit of ...	Product...	Production	Delivery ...	Rule
73073242534LN / 1011 / Item: 000060									
- Schedule Line: 0001	03/15/2018	400	51	400	EA	0	0	🔍	🔍
- Product/Location Substitution									
· 73073242534LN / 1	03/15/2018	59	0	0	EA	0	0	🔍	
· 73073242534LN / 2	03/15/2018	59	0	59	EA	59		🔍	

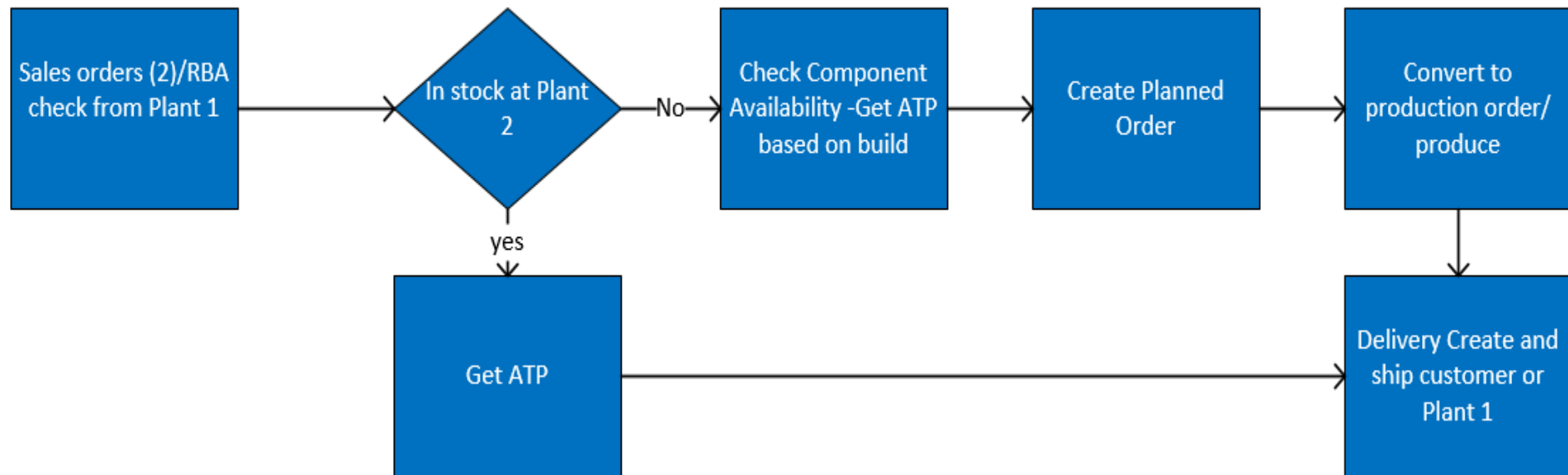
# Make to Order Scenario:

## 2. Multi-Level ATP capability

- **System Demonstration:**

- MTO orders should provide a reliable confirmation date based on FG and Component availability
  - Check Stock in 2
  - Check for component availability for build if no stock
  - Create a planned order at 2 rather than production order

- **Flow:**



## 2. Multi-Level ATP Scenario (cont.)

- Currently: when there is no stock on hand, the system either only confirms partially, based on RLT or triggers an assembly order in ECC → gATP offers a more flexible and enhanced ATP check.

**Change Standard Order 39826110: Overview**

List of sales orders

Standard Order: 39826110      Net value: 10,350.00 USD  
Sold-To Party: 46240  
Ship-To Party: 462400005  
PO Number:      PO date:

Req. deliv.date: D 02/27/2018      Deliver.Plant:

Item	Material	Order Quantity	Un	S	Description	D	First date	Plnt	ItCa	H
	1042281244B137	20	EA				03/22/2018	1046	ZMTL	

Order quantity request exceeds available supply.  
MATP check triggered.

**APO Availability Check: Delivery Proposal (Sales order)**

One-time delivery    Full Delivery    Delivery proposal    Check Instructions    Scope of check    ATP

Order Item: 10      Schedule Line: 1  
Product: 2      42281244B137  
Production Plant: 1046      Monterrey Custom Clubs  
Requested Date: 03/22/2018 00:00      Open Quantity: 40 EA  
Date and Qty Fixed:      Max.Part.Deliv.: 9

SL Date	SL Time	MA Date	MA TI...	Confirmed Quantity	One	Full	Confirmed Qty	Prop
03/22/2018	00:00:00	03/21/2018	23:00	40	40	40	40	40
	00:00:00		00:00					0
	00:00:00		00:00					0
	00:00:00		00:00					0



## 2. Multi-Level ATP Scenario (cont.)

- The confirmation will be based on the component with the smallest available quantity and the latest date. In this example, component 222812 is late, hence the confirmation on 7/27.

**APO Availability Check - Result Overview**

Alert monitor

Product/Location	Material Avail...	Reqmt Quantity	Confirmed Qua...	Cumulated Con...	Unit of ...	Product...	Production	Delivery ...	Mi...
42281244B137 2 Item: 000010									
Schedule Line: 0001	03/21/2018	50	42	50	EA	50	8		1
Components of 42281244B137	07/27/2018	8	8	8	EA	8			
5918339 / 1046	07/27/2018	8	8	8	EA	8			
222812 / 1046	07/27/2018	8	8	8	EA	8			
3544B1 / 1046	07/27/2018	8	8	8	EA	8			
5517175 / 1046	07/27/2018	8	8	8	EA	8			
5717105 / 1046	07/27/2018	8	8	8	EA	8			
5916812 / 1046	07/27/2018	8	8	8	EA	8			

Missing Parts List display

**Multilevel ATP Check: Missing Parts List**

Product Number	Location	Remaining Requirement Qty	Unit	ConfF...	Delay (Days)	Check Step
222812	1046	0.000	EA	1.00	127	Standard Check and/or First Check Step

## 2. Multi-Level ATP Scenario

- Multi-Level ATP Check: Upon sales order confirmation/save, the system will create a planned order with a quantity of 8, pegged to the sales order item, based on the production horizon:

**Process Order: Planned Order 15889062 (In-House), PV 000**

Context Strategy

Order	Ite...	Dates/Times
Planned Order 15889062 (In-Hou... Receipts 42281244B137 Requirements 222812 3544B1 5517175 5717105 5916812 5918339 Operations	0000	Start Date: 27.07.2018 09:00:00 End Date: 27.07.2018 17:00:00 Opening Date: 27.07.2018 09:00:00 Validity Start: 29.08.2017 05:00:00 Validity End: 31.12.2999 23:59:49
	0001	Primary Product
	0002	Product: 42281244B137
	0003	Receipt Qty: 8 EA
	0004	Status
	0005	Source / Target
	0006	Supply Source: 42281244B137 10460001

**Dates/Times**

Start Date	27.07.2018 09:00:00	Validity Start	29.08.2017 05:00:00
End Date	27.07.2018 17:00:00	Validity End	31.12.2999 23:59:49
Opening Date	27.07.2018 09:00:00		

**Primary Product**

Product	42281244B137
Receipt Qty	8 EA

**Status**

<input checked="" type="checkbox"/> PP-Firmed	<input type="checkbox"/> Conversion Ind.	<input type="checkbox"/> Released	<input type="checkbox"/> Partially Confirmed
<input checked="" type="checkbox"/> Input Firmed	<input type="checkbox"/> Ping w/o Final Assem	<input type="checkbox"/> Started	<input type="checkbox"/> Final Confirmation
<input checked="" type="checkbox"/> Output Firmed		Sched.Status: Deallocated	
<input type="checkbox"/> Date Fixed		ATP Status: Checked and Fully Confirmed	
APO Application	Multilevel ATP Check		

**Source / Target**

Source Location	2
Supply Source	42281244B137 10460001

Change

# Make to Order Scenario:

## 3. ATP Logging

- **Challenge: ATP Support**
  - Limited capabilities in native SAP ERP to root cause analyze ATP order promising history and events
- **Business requirements**
  - Ability to log and review ATP confirmation history

# 3. ATP Confirmation Cockpit

- For every ATP confirmation, ATP logs are captured with relevant data at the time of every availability check
  - Provides troubleshooting of data to get a better understanding of what events occur when partial or late confirmations or even a clear picture on why some orders get full confirmation
  - Provides analysis of historical sales order confirmation patterns to see if product availability or product allocations was a limiter
- A user-driven query report is provided to analyze the log data for troubleshooting, analytics, and process improvement analysis

**ACC: Program to Access ATP Log Tool - Confirmation Cockpit - Callaway**

Reset

**Selection Parameters**

Product [ ] to [ ]

Location [ ] to [ ]

Document Type [ ] to [ ]

Order Type [ ] to [ ]

Document Number 39826168 to [ ]

Item Number 60 to [ ]

Customer (Sold-To) [ ] to [ ]

Customer (Ship-To) [ ] to [ ]

User Executing ATP Check [ ] to [ ]

Date of Event [ ] to [ ]

Time of Event 00:00:00 to 00:00:00

**ATP Log Records Selection**

Select All Records  Select First Record

Select First and Last Records  Select Last Record

**Confirmation Situation**

No Confirmation  Full Confirmation Later Date

Partial Confirmation Req. Date  Full Confirmation Req. Date

Partial Conf. Later Date

**Limiting Method**

Product Availability Check

Product Allocation Check

Forecast Check

ACC selection parameters allow the user to filter the result records based on selection parameters, ATP logs, confirmation situation, or limiting method

**ATP Confirmation Cockpit - Orders filtered by criteria**

Order	Item	Product Number	Product Short Description	Location	Alloc	Proc. Req. Date	Reqmnt	Conf. Date	CumCnfQty	BUn	Sold-To Pt	Sold-To	Ship-To Pt	Ship-To	PAC-QTY	PAC-DATE	RBA	MATP	ATP
0039826168	60	73073242534LN				05.03.2018	500	01.07.2018	500	EA	0000022165	0000022165			Y	Y	M		16.0
0039826168	60	73073242534LN				15.03.2018	159		0	EA	0000022165	0000022165			R	R	O		16.0
0039826168	60	73073242534LN				15.03.2018	159	16.03.2018	159	EA	0000022165	0000022165			Y	G	U	X	16.0



# Product Allocation Scenario

- **Challenge**

- Current process requires a manual process where virtual allocation of stock to customers via plant (and warehouse) enterprise structure is maintained
- Difficult to manage and requires monitoring and movement of virtual inventories

- **Business requirements**

- In a constrained situation, we need to allocate stock to customers or groups based on decision points (e.g., with key accounts we need to allocate based on their forecast)
- Reservation for custom stock
- Ease of use for business users to monitor and maintain allocations
- Product allocation is replacing a legacy SAP modeling process whereby separate virtual plants and storage locations are employed to segment supply → highly manual and requires high degree of inventory movements monitoring and execution (prone to error and delays!)

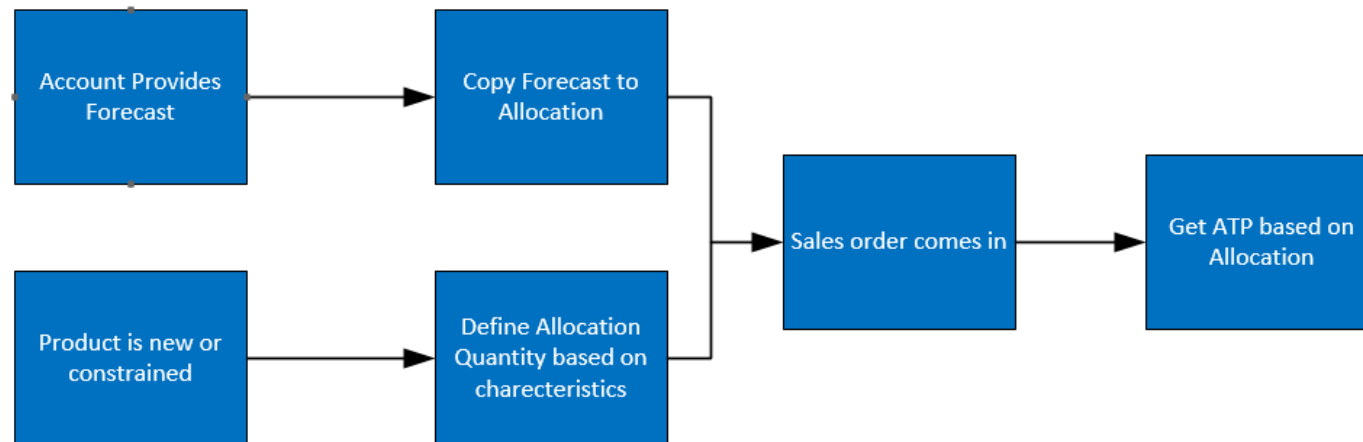
# Product Allocation Scenario

## 4. Product Allocation capability

- **System Demonstration:**

- Product allocation at a account level (or customer group) based on their forecast, and subsequent allocation management based on supply availability
- Quantities can be adjusted via easy-to-use interface and available real-time for ATP processing

- **Flow:**



# Product Allocation Check

**APO Availability Check: Delivery Proposal (Sales order)**

One-time delivery Delivery proposal  Check instructions  Scope of check  ATP  **Product allocations**

Order Item: 140 Schedule Line: 1  
 Product: 4B432830F2376  
 Distribution Center: 1  
 Requested Date: 03/20/2019 00:00 Open Quantity: 1,000 EA  
 End of Ck Hor.: 09/28/2019 00:00  
 Max.Part.Deliv.: 9

**Sched. Line Overview**

SL Date	SL Time	MA Date	MA ...	Confirmed Quantity	One	Full	Confirmed Qty	Prop
04/01/2019	13:56:47	04/01/2019	15:5...	23			23	
04/30/2019	22:00:00	05/01/2019	00:0...	22			45	
05/31/2019	22:00:00	06/01/2019	00:0...	21			66	
06/30/2019	22:00:00	07/01/2019	00:0...	10			76	
07/31/2019	22:00:00	08/01/2019	00:0...	9			85	

**AQ1(4)/400 Check Instructions**

Check Mode: Z61 TP: PAC + PAL  
 Business Event: A SD order

**Check Instructions**

Product Check: 2 Second step  
 Neutr.ProdCheck Type of PAC: Only Time Series Check  
 Prod.Allocation: 1 First step  
 Neutr.Prod.All.  
 Planning: 0 No Check  
 Forecast:Neutral  
**Rounding Procedure**  
 Rounding Proc.:  Rndg Proc. Active

**Rules-Based ATP Check**

Activate RBA  Start: Immediat.  
 InC Master Data  Create Subitem  
 Use Calcul. Profile

Validity Mode: Only Use Elements in the Validity Area  
 Remaining Requirement: 0 Do not Create Remaining Requirement  
 Presel. Suit. Substtns: Preselection Inactive

**APO: Product Allocation Overview**

Characteristics from month 12/ /2999

Prod.allocation obj.: ZGATP  
 Product Number: 4B432830F2376  
 Internal Location Na: 1  
**Key Account: GGNON**

Unit of measure: EA

**Product Allocation Situation**

Month	From	To	Object	C...	P...	Conv...	Prod. Alloc.Qty	Inco...	Own Consumption	Remain. prod. alloc.
01/ /2019	01/01/2019	01/31/2019	ZGATP		✓	1,000				
02/ /2019	02/01/2019	02/28/2019	ZGATP		✓	1,000				
03/ /2019	03/01/2019	03/31/2019	ZGATP		✓	1,000	22			22
04/ /2019	04/01/2019	04/30/2019	ZGATP		✓	1,000	23		23	
05/ /2019	05/01/2019	05/31/2019	ZGATP		✓	1,000	22		22	
06/ /2019	06/01/2019	06/30/2019	ZGATP		✓	1,000	21		21	
07/ /2019	07/01/2019	07/31/2019	ZGATP		✓	1,000	10		10	
08/ /2019	08/01/2019	08/31/2019	ZGATP		✓	1,000	9		9	
09/ /2019	09/01/2019	09/30/2019	ZGATP		✓	1,000				
10/ /2019	10/01/2019	10/31/2019	ZGATP		✓	1,000				

**Change Standard Order 41335234: Item Data**

Sales Document Item: 140 Item category: ZNEPU [NPUA item]  
 Material: 4B432830F2376

Sales A Sales B Shipping Billing Document Conditions Account assignment Schedule lines Partners Texts Order Data Status

Fixed date and qty Order Quantity: 1,000 EA  
 Delivery time: [dropdown] Delivered qty: 0

**Quantities/Dates**

P	Delivery D...	Order quantity	Rounded qty	Confirmed Qty	S...	Delivered qty	Committed qty	D.. Sched.In...	Purchase ...	Req...
D	03/20/2019	1,000	1,000	0	EA			0. ZU		0
D	04/01/2019	0	0	23	EA			23. ZU		0
D	04/30/2019	0	0	22	EA			22. ZU		0
D	05/31/2019	0	0	21	EA			21. ZU		0
D	06/30/2019	0	0	10	EA			10. ZU		0
D	07/31/2019	0	0	9	EA			9. ZU		0



# 4. Allocation and Order Management Key Design Considerations

- Key business usability drivers for a for a stable, custom user-friendly planning grid:
  - Ability to centrally manage allocation and orders across all Categories (Clubs, Balls, Accessories) based on unique unit of measure conversion requirements
  - Ability to work offline and mass upload file
  - Ability for Allocation logging
  - Real-time data visibility:
    - Non Allocation planning area key figures (ie. DP planning area)
    - SNP order based calculations (ie. Stock On Hand Projected)

**1 CVC -- PA: ZGATP\_ALLOC -- PS: CGC\_ALLOC\_NA**

Product	Product Description	1	Plant	Key Account	Key Figure	03-20...	04-20...	05-20...	06-20...	07-20...	08-20...	09-20...	10-20...
4B432830F2376			1011	GGNON	Allocation Quantity	22	23	22	21	10	9	0	0
					Allocation Adjustment	0	0	0	0	0	0	0	0
					Order Quantity	0	23	22	21	10	9	0	0
					Remaining Allocation	22	0	0	0	0	0	0	0
					Projected Stock	0	106-	106-	106-	106-	106-	91-	91-
					Stock on Hand	0	0	0	0	0	0	0	0
					Purchase Orders	0	0	0	0	0	0	15	0
					Forecast Snapshot	22	23	22	21	10	9	0	0
					Total Forecast	22	23	22	21	10	9	6	4
					Actual Orders	18	0	0	0	0	0	0	0
					Shipment Total	17	0	0	0	0	0	0	0

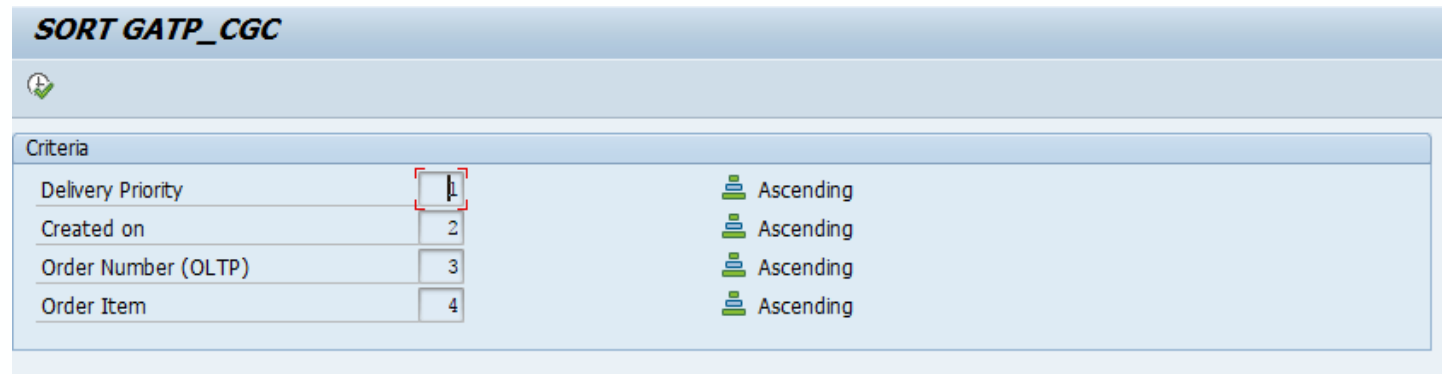
  

1 sales order items loaded

Select	WL	Order Num	Item	Sched	Product	Location	ReqDelDate	MAD Date	Req Qty	Conf Qty	UoM	Sold-To	Ship-To	BOP Result	BOP Status	CVC
<input type="checkbox"/>		41335234	140	1	4B432830F2376	1011	03/20/2019	03/20/2019	1,000	0	EA	0000019190	0000019190			
<input type="checkbox"/>		41335234	140	2	4B432830F2376	1011		04/01/2019	0	23	EA	0000019190	0000019190			
<input type="checkbox"/>		41335234	140	3	4B432830F2376	1011		05/01/2019	0	22	EA	0000019190	0000019190			
<input type="checkbox"/>		41335234	140	4	4B432830F2376	1011		06/01/2019	0	21	EA	0000019190	0000019190			
<input type="checkbox"/>		41335234	140	5	4B432830F2376	1011		07/01/2019	0	10	EA	0000019190	0000019190			
<input type="checkbox"/>		41335234	140	6	4B432830F2376	1011		08/01/2019	0	9	EA	0000019190	0000019190			

# 5. Backorder Processing

- **Backorder Processing (BOP) is used at Callaway to changes the confirmed quantities and dates in the framework of gATP checking availability logic**
  - Adjusts order confirmation based on new and changed supply situations
  - Redistributes confirmed or partly confirmed quantities according to given priorities and the given sequence



The screenshot shows a SAP table titled 'SORT GATP\_CGC'. It contains a table with four rows of criteria. The first row, 'Delivery Priority', has a red box around its value '1'. The other rows are 'Created on' with value '2', 'Order Number (OLTP)' with value '3', and 'Order Item' with value '4'. Each row also has an 'Ascending' sort indicator.

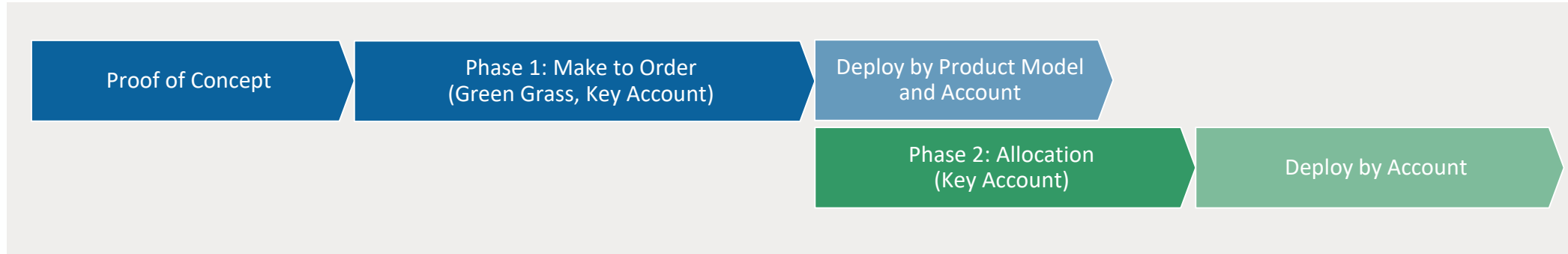
Criteria		
Delivery Priority	1	Ascending
Created on	2	Ascending
Order Number (OLTP)	3	Ascending
Order Item	4	Ascending

- **CTM Planning Integration with Backorder Processing (when using Multi-Level ATP)**
  - Sequencing of CTM planning jobs and BOP runs must be addressed when implementing with Multi-level ATP in APO global ATP → BOP can create new planned orders as a result of MATP for order confirmation
  - As a result, a BOP run was scheduled to run after CTM planning as part of our weekly refresh planning. Before BOP run all SNP planned orders are deleted and BOP recreated gATP planned orders as per components availability.
  - We have designed a BOP run to also be executed to rebuild pegging relationships between gATP sales orders and supply receipts.

# Implementation Strategy

- With the support of our implementation partner, we elected to structure and implement the project via incremental phases:
  - Phase 1: Proof of Concept – *complete*
  - Phase 2: Make to Order – *go-live complete, phased deployment Sprints in-progress*
  - Phase 3: Allocation – *go-live complete, phased deployment Sprints in-progress*
- We elected to manage and primarily run the implementation with our in-house SAP team
  - With part-time project advisory and guidance from our implementation partner for expert help SAP and APO design, configuration, and development

# Implementation Planning



Wave	Phase Objective
<b>1. Proof Of Concept</b>	<ul style="list-style-type: none"> <li>• Demonstrate enablement of benefits to the Business in a controlled test environment</li> <li>• Allow the Business and IT organization to identify changes to ways of working for impact assessment specifically around master data, and integration with our existing SAP/APO landscape</li> <li>• Confirm fit for purpose of gATP functionality (Rules Based, Product Allocation, Multi-Level) and custom development</li> <li>• Reduce implementation issues and risks by demonstrating key elements of the functionality prior to a large implementation phase</li> </ul>
<b>2. Make to Order</b>	<ul style="list-style-type: none"> <li>• Configure core APO gATP solution capabilities: Rules Based, Multi-level, and Backorder Processing</li> <li>• Monitor and refine integration of gATP functionality with SNP/PPDS CTM and ECC touchpoints</li> <li>• Multi-deployment of gATP functionality by product segments (i.e., product model, account) in a business directed pace</li> <li>• Implement process changes</li> </ul>
<b>3. Allocation</b>	<ul style="list-style-type: none"> <li>• Layer in Product Allocation prioritization functionality by Key Account and Product in a business directed pace</li> <li>• Integrate APO DP key account forecasts with Product Allocation maintenance</li> <li>• Monitor and refine Allocation quantity determination and exception processing</li> <li>• Implement process changes</li> </ul>

# Key Points to Take Home

- APO gATP provides robust ATP capabilities that are not available in SAP ERP ATP (and in most cases, not ready yet in S4/HANA advanced ATP)
- Do not underestimate gATP technical considerations: APO liveCache sizing, RFC user security/administration, and SNP planning integration (000 active version)
- Develop a proof of concept and phased roadmap to implement incremental functionality for operational risk mitigation and change management
- Utilize a model that relies on inhouse SAP SD and APO resources with an expert gATP implementation partner for cost efficiency and knowledge transfer sustainment
- Leverage available (and widely used) enhancement points in gATP in order to improve the usability and functionality to fit your business needs

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# Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

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# Q&A

For questions after this session, contact us at:

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