

# Nebraska Public Power District S4 HANA Journey/Insights

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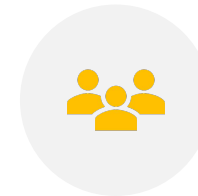
# Agenda



Project Scope



Project Tools



Project  
Communications and  
Team Alignment



Project Schedule



Creating and  
Managing  
Transformation



Cutover Schedule

# S4 Project

Kickoff March of 2021 - Go-Live Jan 31<sup>st</sup>, 2022

## SAP Application

- ✓ **Four (4) system landscapes** built, tested, complete
- ✓ **All SAP Add-On/Third Party software integrated**
  - ✓ 150 Point to Point
  - ✓ 80 bi-directional points SAP/Meter Data Mgt
- ✓ **100 Fiori applications enabled** and technical testing complete
- ✓ **Data Migration tool** installed, built, and functioning correctly

## Functional

- **Data Migration**
  - ✓ 22 years of data migrated (600GB Data)
  - ✓ Four (4) full data loads complete and tested
- **Finance/Accounting**
  - ✓ New bank reconciliation & debt mgt config complete
  - ✓ FERC line items and development being validated and functionally tested for future post go-live
- **Financial Planning (SAP Analytics Cloud – SAC)**
  - ✓ New system with live connection to S/4HANA and SuccessFactors established
- **Retail Customer Service & Billing**
  - ✓ Elimination of software module
- **Human Capital Management (HR)**
  - ✓ Moved and tested all remaining Human Resource processes outside of SuccessFactors
- **Production Lifecycle Management (Work Mgt)**
  - ✓ Massive testing and new access to transactions
- **Business Warehouse on HANA (Reporting)**
  - ✓ New consolidated reporting tool integration with S/4HANA and SAC Planning

## Infrastructure and Security

### Infrastructure

- ✓ Two (2) internet paths built, tested and secured
- ✓ Integration to other SAP and non-SAP applications complete/tested
- ✓ Two (2) data centers setup, tested, and secured

### Security

- ✓ Environments Secured
- ✓ Single Sign On (SSO) established
- ✓ Employee System Access established

# Project Scope

- Scope of Work is a team effort! Involve ALL functional areas up front
- Clarity is Critical, Request for proposal (RFP), request for contract (RFQ), Validate assumptions
- Validate proposal criteria transfers to contract RACI matrix, clear achievable expectations
- Avoid excessive optimism on amount of internal labor required
- S4 Compliance 3<sup>rd</sup> Party Bolt on applications and Contracts
- Change Management and Training required and associated deliverables

# Project Tools

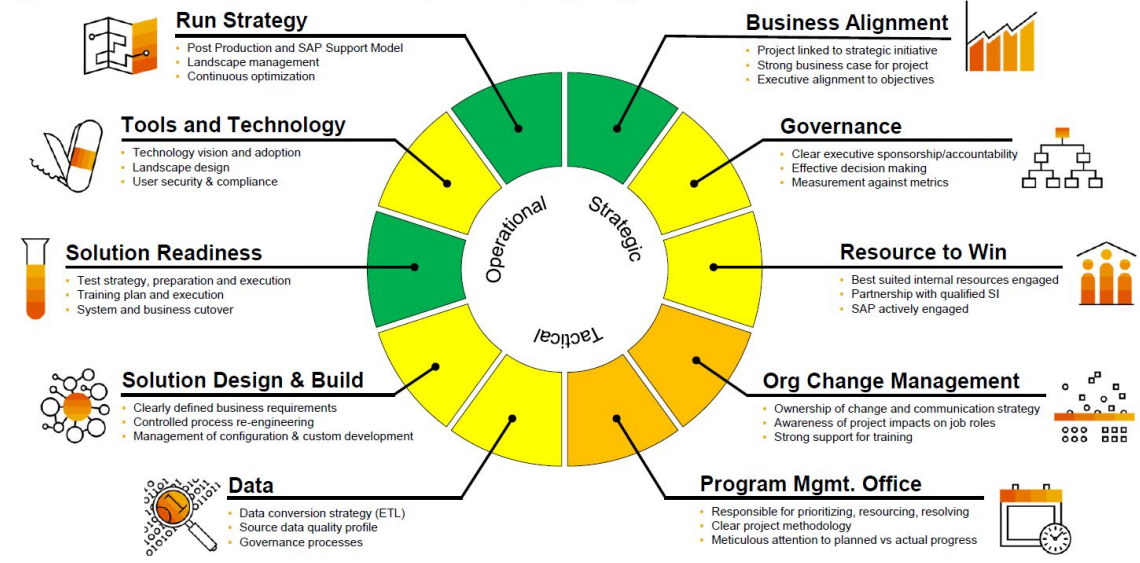
- How to manage communications, alignment, milestones, status, and deliverables
- Project Organization Chart
- Make complex simple, keep the team aligned and motivated, NO SURPRISES!
- Review examples, agree on what works for you and your team
- The following recommended tools are beneficial to assist;
  - Daily Stand Ups for each Workstream
  - Weekly Workstream Updates
  - Backlog Refinement for outstanding build items
  - Sprint Planning for outstanding build items
  - Solution Showcases
  - Retrospectives at the end of every two to three weeks of testing



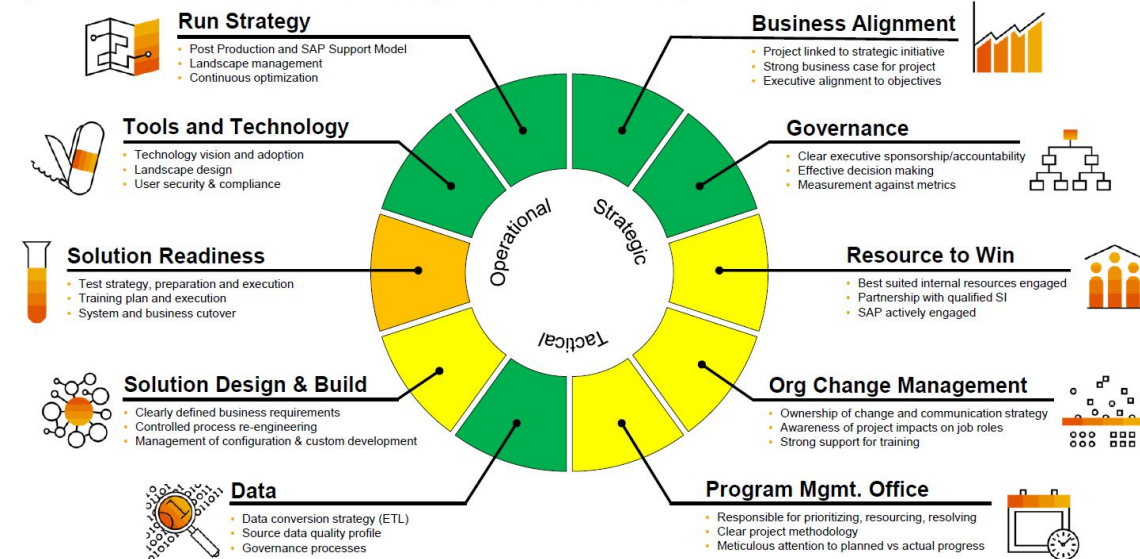
# Project Audits

- Pre-Assessment surveys were sent to the entire project team
- Interviews with key personnel were scheduled
- Project documents were provided to the auditing team for review and incorporation to the assessment
- Assessment findings were provided to project leads and then provided to executive sponsors
- Project leads developed action plans to address gaps to ensure success
- Action plans were reviewed with executive sponsors for approval and execution

## Project Success Assessment (as of August)



## Project Success Assessment (as of November)



# Project Assessment 2nd Survey Results



## Previous Assessment

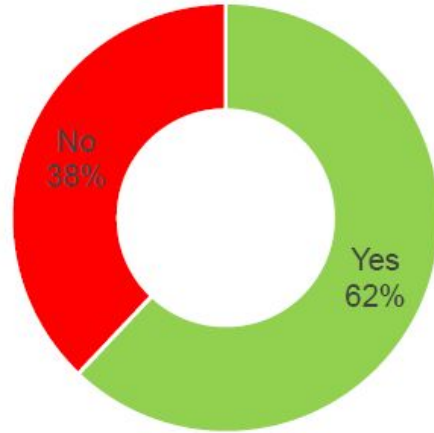
### What's Going on Well

- Team reports improvements in SI/NPPD relationships
- NPPD team believes in the goals of the program

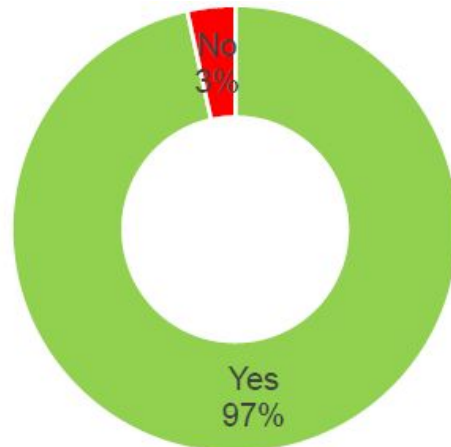
### Challenges to Achieving Success

- Communications from the PMO not sufficient for team to understand timelines
- Company code merge decision is highly impactful
- Certain teams late with strategy development

Is the Go-Live date attainable with the current plan and resources?



Will the SAP Solution deliver the desired business outcomes?



## Follow up Assessment

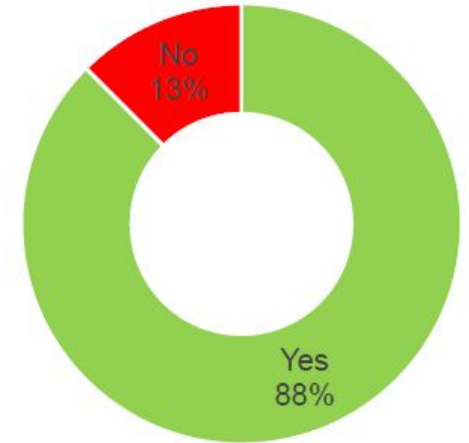
### What's Going on Well

- Significant improvement in project team confidence and working relationship
- Communications have improved; rolling calendar proving helpful
- Onsite cutover planning quite a success
- Majority of design decisions have been resolved

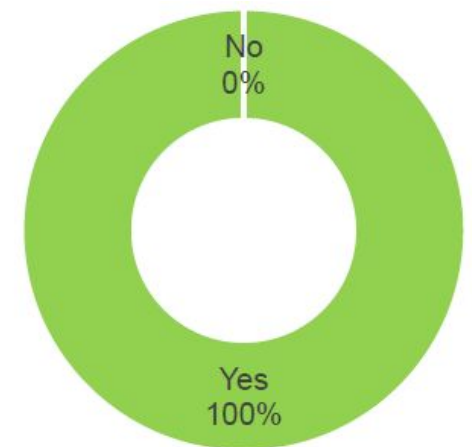
### Challenges to Achieving Success

- Incomplete/late design designs, incomplete build preventing full end-to-end testing of the solution
- Training content build due to resourcing and heavy reliance on functional teams

Is the Go-Live date attainable with the current plan and resources?



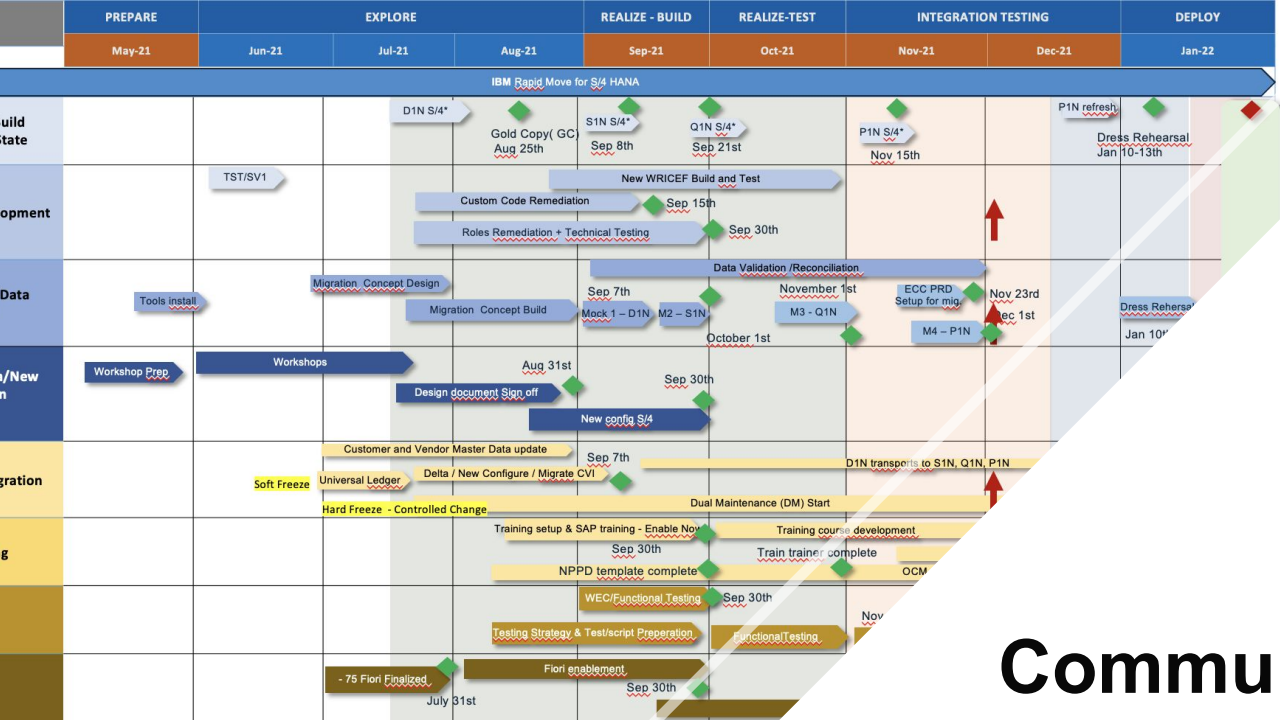
Will the SAP Solution deliver the desired business outcomes?



# Communications and Team Alignment

- Establish a communications plan, one size does not fit all, multiple approaches and media
- Effectiveness reviews
- Internal communication/external communication/provide templates
- Consistent strategies for all workstreams, defects, testing, and cutover
- “Plan on a Page” representing all Workstreams simplifies key milestones
- Weekly status meetings, points out integration points, dependencies, and roadblocks
- Keep messaging in front of folks, think of ALL levels of the organization and what their care abouts are





# S/4 Innovation Foundation Program Summary

Week Beginning 12/13/2021

Overall Program Status	Prior Status	Current Status
Overall Program Status	G	G
Workstream	Prior Status	Current Status
Finance	G	G
S/4 Technical Migration	Y	G
Customer Service & Billing	G	G
Migration	G	G
Migration	G	G
Security	Y	G
Role Mgt	G	G
	G	G
	G	G

Scope	Resources	Schedule	Financials
PRIOR G	CURRENT G	PRIOR G	CURRENT G
PRIOR G	CURRENT G	PRIOR G	CURRENT G
PRIOR G	CURRENT G	PRIOR G	CURRENT G

**7 Weeks to Go-Live**

**UPCOMING:**

- Determine Go/No Go Decisions
- Infrastructure – Disaster Recovery Process and Service Mgt. Training
- Mock 4 Data Migration in Production (P1N) by Dec 31st
- User Acceptance Testing (UAT) in Q1N – started Dec 8th
- Dress Rehearsal Activities and Cutover activities – Jan 10 to 14th 2022
- Training activities
  - Enable Now Instant Producer training - Dec 9th
  - Create enable Now Training material – thru December
  - End user training – mid January 2022
- GO LIVE date January 31st 2022

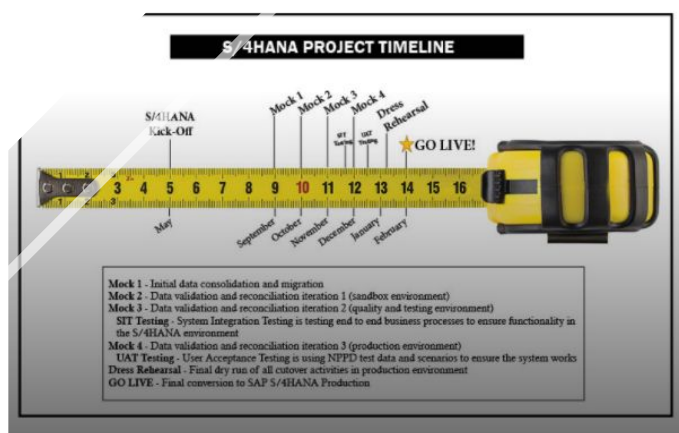
**KEY RISKS:**

- End of Month/Year end Activities captured
- Business Continuity Plans (SAP System) for Business Units
- Onsite Cutover activities with IBM team – weather storm and/or Covid 19 restricted travel

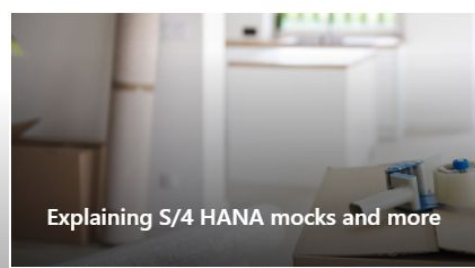
60/60 Reports Evaluated	100/75 Fiori Progress	66% Budget spent (Reported as at 10/30/2021)	0 Critical Issues still open
998	4/4 Infrastructure Build	78% Program Completion	0 Key decisions pending

## Communication Tools

Data Migration Activities	System	Activity dates	Workstream	Workstream Activities
TST Refresh from PROD	TST	May 17th	Basis/Data migration team	Refresh of PROD Data
Mock 1 (sub set) migration	D1N	Aug 25th – Aug 27th	Data Migration	Data extract and load, Sub Set reconciliation
Mock 1 Validation	D1N	Aug 28th – Sep 1st	Data Migration	Data Object validation
Mock 1	D1N	Sep 1st – Sep 7th	Data migration/ IBM Functional teammates	Data Validation
Mock 1	D1N	Sep 7th – Sep 22nd	All Workstreams – NPPD Teammates	Data Validation
Mock 1	D1N	Sep 15th – Sep 30th	All Workstream and WEC Team	Technical and WEC UAT
Mock 1 Data Defect cutoff date	D1N	Sep 22nd	All Workstreams	Report out Data Defect for next Mock 2



SAP S/4 HANA project timeline



Leadership Team | FAQs | Have a Question? | News Archive

# Schedule

- Should provide predictability and planning factors for key resources to support critical tasks/timelines
- Ensure enough detail to communicate milestones and resource support expectations
- High level for the entire project, each workstream more detail, assign resources by task and durations, avoid work on holidays and weekends
- Schedule multiple “mocks” or dry runs
- Create a Dashboard for all upcoming activities that tracks number of objects planned vs. actual complete, weekly review/status
  - FIORI object to be tested
  - Data objects to be validated
  - Test Scripts to be written
  - Test Scripts to be executed
  - Training courses to be developed
  - Cutover Activities to be executed



# S4 Schedule example

S4HANA Schedule 07_16_3PM.mpp										
ID	Task Mode	Task Name	Duration	Start	Finish	Workstream	Predecessors	Task Owner		
379		Financial Reporting Update Process Documents	13 days	Thu 7/15/21	Sun 8/1/21	Finance		Uwe Hahn		
380		Operating Reporting Update Process Documents	13 days	Thu 7/15/21	Sun 8/1/21	Finance		Uwe Hahn		
381		Asset Accounting Update Process Documents	13 days	Thu 7/15/21	Sun 8/1/21	Finance		Uwe Hahn		
382		Finance Configuration during Explore S/4HANA GL	22 days	Mon 8/2/21	Tue 8/31/21	Finance		Uwe Hahn		
383		Configuration Complete and Signed Off	0 days	Wed 9/1/21	Wed 9/1/21	Finance	382			
384		<b>Realization Planning</b>	<b>46 days</b>	<b>Tue 6/29/21</b>	<b>Tue 8/31/21</b>	<b>Finance</b>				
385		Conversion Plan	46 days	Tue 6/29/21	Tue 8/31/21	Finance		Uwe Hahn		
386		Testing Plan	46 days	Tue 6/29/21	Tue 8/31/21	Finance		Uwe Hahn		
387		Sprint Plan	46 days	Tue 6/29/21	Tue 8/31/21	Finance		Uwe Hahn		
388		<b>Customer Billing &amp; Service Explore Phase Tasks</b>	<b>66 days?</b>	<b>Mon 5/31/21</b>	<b>Mon 8/30/21</b>					
392		<b>Business Process Documents</b>	<b>41 days</b>	<b>Mon 7/5/21</b>	<b>Mon 8/30/21</b>					
393		Migrate: Call to Resolution	10 days	Mon 7/5/21	Fri 7/16/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
394		Migrate: Master Data Management	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
395		Migrate: Customer Billing	10 days	Mon 8/2/21	Fri 8/13/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
396		Migrate: Moves	10 days	Mon 8/16/21	Fri 8/27/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
397		Migrate: Service Management	10 days	Mon 8/16/21	Fri 8/27/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
398		Migrate: Meter to Cash	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Justus Talley,Kris Anderson,Sha		
399		Customer Engagement Migration Readout	1 day	Fri 8/6/21	Fri 8/6/21	Customer Service & Billing	389,390	Justus Talley		
400		<b>Realization Planning</b>	<b>17 days</b>	<b>Fri 8/6/21</b>	<b>Mon 8/30/21</b>					
401		Sprint Plan	17 days	Fri 8/6/21	Mon 8/30/21	Customer Service & Billing		Justus Talley		
402		Setup Data Migration Tools	17 days	Fri 8/6/21	Mon 8/30/21	Customer Service & Billing		Justus Talley		
403		<b>Sprint 1 POC</b>	<b>10 days?</b>	<b>Mon 7/5/21</b>	<b>Fri 7/16/21</b>					
404		EC20 Replacement POC	10 days	Mon 7/5/21	Fri 7/16/21	Customer Service & Billing		Justus Talley		
405		NPPD-Like Config POC	10 days	Mon 7/5/21	Fri 7/16/21	Customer Service & Billing		Ajay Bhatt		
406		Migrate IRECs POC	10 days	Mon 7/5/21	Fri 7/16/21	Customer Service & Billing		Yogesh Tehare		
407		Consolidated Hierarchy POC	10 days	Mon 7/5/21	Fri 7/16/21	Customer Service & Billing		Justus Talley		
408		<b>Sprint 2 POC</b>	<b>10 days?</b>	<b>Mon 7/19/21</b>	<b>Fri 7/30/21</b>					
409		Move-In POC	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Justus Talley		
410		IREC categories POC	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Yogesh Tehare		
411		Account History filter POC	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Yogesh Tehare		
412		Service Orders in Hierarchy POC	10 days	Mon 7/19/21	Fri 7/30/21	Customer Service & Billing		Ajay Bhatt		
413		<b>Infrastructure Explore Phase Tasks</b>	<b>89.75 day</b>	<b>Tue 6/1/21</b>	<b>Mon 10/4/21</b>					
416		<b>SBX- S/4 (SID: S4N)</b>	<b>12 days?</b>	<b>Thu 6/24/21</b>	<b>Fri 7/9/21</b>					
419		Build via homogenous system copy from Dev-S/4 HANA	1 day	Thu 8/19/21	Thu 8/19/21	S/4 Technical Migration	767	Shamik Das		
420		Perform post system copy steps	1 day	Fri 8/20/21	Fri 8/20/21	S/4 Technical Migration	419	Shamik Das		
421		Register system with SLD on Dev-PO	1 day	Sat 8/21/21	Sat 8/21/21	S/4 Technical Migration	420	Shamik Das		
422		Reconfigure GW urls	1 day	Tue 8/24/21	Tue 8/24/21	S/4 Technical Migration	420	Shamik Das		

Critical

Critical Split

Critical Progress

Task

Split

Task Progress

Manual Task

Start-only

Finish-only

Duration-only

Baseline

Baseline Split

Milestone

Summary Progress

Summary

Baseline Milestone

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Deadline

# Creating and Managing Transformation

- Document existing established business processes
- Formalize scope change management process, approval authority
- Evaluate what can be incorporated risk to cost, schedule, and quality
- Establish an inventory of any custom code that is in use IN ADVANCE
- SAP training IN ADVANCE of project execution to establish a baseline knowledge to understand the project undertaking, SAP Learning Hub, Virtual classes, etc.
- Change Management up front, S4 and ECC feel very similar, end users need to know
- Conduct lessons learned along the way
- Training library to store changes to end user experience, technical requirement changes, training material, and changing of support requirements



# Cutover Schedule

- Early identification of Cutover Coordinator
- Needs to be extremely detailed
- Develop as a team, representatives from all functional areas
- In-person development provides better integration/interaction, better results
- Determine real-time communication strategy
- Treat as additional Workstream for weekly status of progress
- Define no-go criteria and establish senior management buy in early
- Determine back out criteria and progress milestones throughout the window

# S4 HANA Cutover Summit



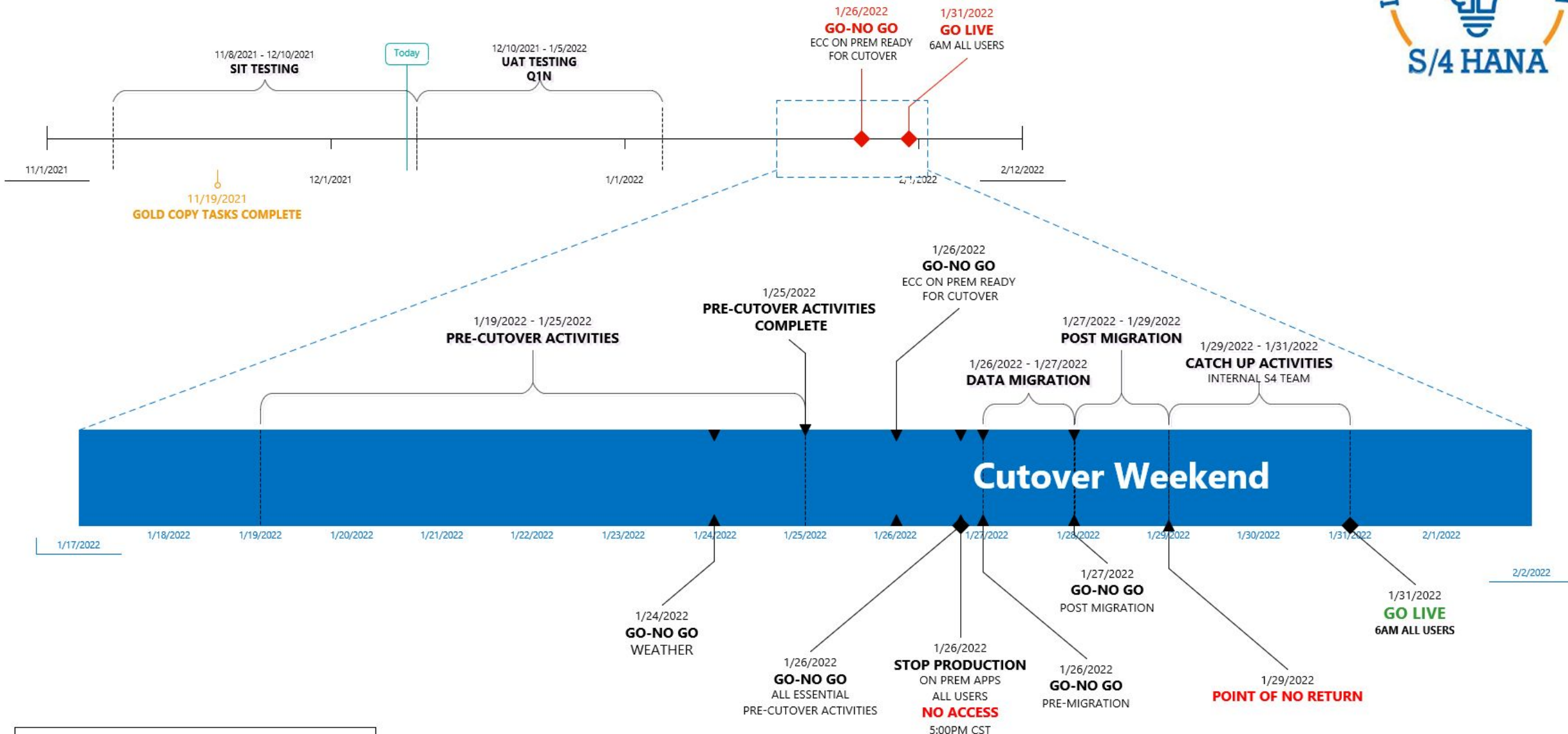
- The Project Team Conducted a two day in person Cutover Summit November 9<sup>th</sup> and 10<sup>th</sup>

- Initial review of proposed cutover tasks solicited from Workstream Leads prior to Summit
- Over 1000 tasks posted as template to start with
- Cross-functional groups reviewed tasks for validity/sequencing within workstreams
- Final sequencing from complete project team to develop initial cutover schedule was the deliverable from day two
- Engagement of the complete team, collaboration, and learnings to produce the draft cutover schedule was invaluable





# Lead up to Cutover Weekend



\*Dates and Times Subject to Change



sharepoint.com/sites/S4HANAIF

Project Manag... S/4 HANA - Innovat... Safety Rewards S/4HANA Testing - ... SAP User Networki...

Search across sites

Workstreams

- Customer Service & Billing
- Data Migration
- Infrastructure & Security
- Finance
- Human Capital Management
- Organization Change Mgmt & Training
- Production Lifecycle Management
- Reporting & Analytics
- SAC Planning
- Technical Migration
- Test Team

ip Team FAQs Have a Question? News Archive

Online

Workstream Training or

Search

S4 HANA General Posts Files Wiki S/4HANA Project

Your teams

- Cadence Project Management Training
- ET Corp Apps Mgr/Supervisors
- ET Project Management Task Force
- SAP S/4HANA

General

- Application Security
- Applications
- Change Management Team
- Continuum Team
- Customer Engagement Team
- Cutover Command Center
- Finance and ERP Team
- HCM Team
- Infrastructure and Security Team
- Project Management
- Reporting and Analytics Team
- S4 Cut over
- S4 Migration Technical Team
- S4 Project Discovery Phase
- S4 Support
- S4 Technical Team - Private
- S4 Testing Team
- SAC Planning Team
- SAP Data Migration Team
- SAP PLM Team
- FT VP Direct Reports
- General
- Roadmap Planning
- KCC ADMS Project team
- General

Join or create a team

General

TEMPLATES -cutover c... January 7

DR\_NPPD\_Cutover co... February 15

Project Cutover Timeli... November 30, 2021

Name	Modified	Modified By
BP-CVI	June 22, 2021	Manickam, Vijji - IBM
Budget Financials	April 19, 2021	Mukusha, Atwell
Company Code	April 5, 2021	Davis, Joni J.
Company Code 20-10	August 19, 2021	Diack, Aida - IBM
Consolidated NPPD Reports	August 11, 2021	Manickam, Vijji - IBM
Cutover to S4	September 29, 2021	Manickam, Vijji - IBM
Data Migration_Mock Cycles_Key Activity ...	September 1, 2021	Manickam, Vijji - IBM
Deliverables	July 19, 2021	Diack, Aida - IBM
Fiori apps_NPPD	June 24, 2021	Manickam, Vijji - IBM
HIA Analysis	June 25, 2021	Manickam, Vijji - IBM
Knowledge Transfer	February 9	Mondal, Avijit - IBM
NPPD Finance Plan	May 5, 2021	Davis, Joni J.
Obsolete_replaccd transaction S4	June 24, 2021	Manickam, Vijji - IBM
PII Information	April 7, 2021	Olsen, Mark P.
Project Documents	December 3, 2020	Peitchal, Christophe...
Project Kickoff	May 12, 2021	Mukusha, Atwell



# Key Takeaways

- High level of communication with project team and end users
- In-person workshops for planning documentation
- Detailed scope and RACI matrix
- Visual project timelines with 2-4 week look ahead
- Conservative project planning schedule
- Conservative implementation timeline
- In-depth project plan at task level
- Conservative resource planning and redundancy
- Dress rehearsals using cutover plans, defect resolution, and communication strategy



- Questions?