

# Applying Scrum in SAP Projects: Insights from a Customer's Journey

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# CNT Management Consulting

**450+**

SAP Consultants at  
ten global Locations

**127+**

Million EUR global  
Revenue 2023

**25+**

Years of Success  
and Innovation

**300+**

Customers in EMEA,  
Americas, APAC

**85+**

S/4HANA Projects  
in 40+ Countries

**150+**

Implementations of  
SAP Cloud Solutions



## SAP Business Transformation

- #rise2s4 conversion package to RISE with SAP
- #run2s4 conversion package ECC to SAP S/4HANA
- SAP S/4HANA Public Cloud
- SAP S/4HANA pre-studies and roadmaps
- SAP S/4HANA greenfield implementations
- SAP S/4HANA brownfield conversions

## SAP Consulting

- Functional SAP consulting
- Global business processes and templates
- End-to-end SAP implementations and rollouts
- Integration management
- SAP master data and data migration
- Program-, project-, and change management

## SAP Cloud Solutions

- SAP S/4HANA Cloud and RISE with SAP PCE
- SAP Ariba / Spend and SAP Business Networks
- SAP CX, CS / Customer Experience, Service Cloud
- SAP IBP/ Integrated Business Planning
- SAP SuccessFactors and Concur
- SAP DMC/ Digital Manufacturing Cloud
- SAP BTP/ Business Technology Platform

**CNT is an SAP implementation firm covering the complete SAP spectrum**

# SAP Competences

### Digital Enterprise Core

- SAP S/4HANA**
  - End-to-end Greenfield Transformations, Brownfield Conversions, Conversion- and Transformation Packages
  - S/4HANA PreStudies and Enablement

### Business Processes & SAP Solutions

<b>Order-2-Cash</b> <ul style="list-style-type: none"> <li>• SAP SD, FI-SD, CCS/CCM</li> <li>• SAP CX/ Sales Cloud, CPQ</li> </ul>	<b>Source-2-Order</b> <ul style="list-style-type: none"> <li>• SAP Ariba, SAP Fieldglass</li> <li>• SAP MM, MRP</li> </ul>	<b>Plan-2-Manufacture</b> <ul style="list-style-type: none"> <li>• SAP PP, PP/DS, QM, SAP DMC</li> <li>• SAP PM, EAM, IAM</li> </ul>
<b>Engineer-2-Order</b> <ul style="list-style-type: none"> <li>• SAP PS, EPPM</li> <li>• Industrial Manufacturing Add-ons</li> </ul>	<b>Manufacture-2-Distribute</b> <ul style="list-style-type: none"> <li>• SAP WM, EWM, STRM</li> <li>• SAP TM, YL</li> </ul>	<b>Record-2-Report</b> <ul style="list-style-type: none"> <li>• SAP FI/CO</li> <li>• SAP Central Finance</li> </ul>
<b>Plan-2-Report</b> <ul style="list-style-type: none"> <li>• SAP Analytics Cloud, BI/DWC</li> <li>• SAP IBP</li> </ul>	<b>Recruit-2-Retire</b> <ul style="list-style-type: none"> <li>• SAP HXM</li> <li>• SAP SuccessFactors, Concur</li> </ul>	<b>Incident-2-Service</b> <ul style="list-style-type: none"> <li>• SAP CX/ Service Cloud</li> <li>• SAP FSM</li> </ul>

### Data

- Master Data
- Data Templates
- Data Migration

### Sustainability

- SAP Sustainability Portfolio

### Technology, Integration & Development

- Business Technology Platform
- ABAP & FIORI Development
- Integration and Interfaces

### Methods & Best Practices

Implementations & Rollouts	Signavio/ Business Process Modeling
BPML's & Global Templates	SAP Activate
Program Management	Change Management

# Agenda

- **The Customer**
- **The Product**
- **Methodologies and Scrum**
- **Insights**
  - **Sprint**
  - **Roles**
  - **Tools used**
  - **Scrum in SAP - Key Takeaways**





# The Customer

- Employees worldwide > 30.000
- Revenue 2022 > €20 billion
- Pharmaceutical company with focus on
  - Human Pharma
  - Animal Health
  - Biopharmaceutical Contract Manufacturing

# The Product

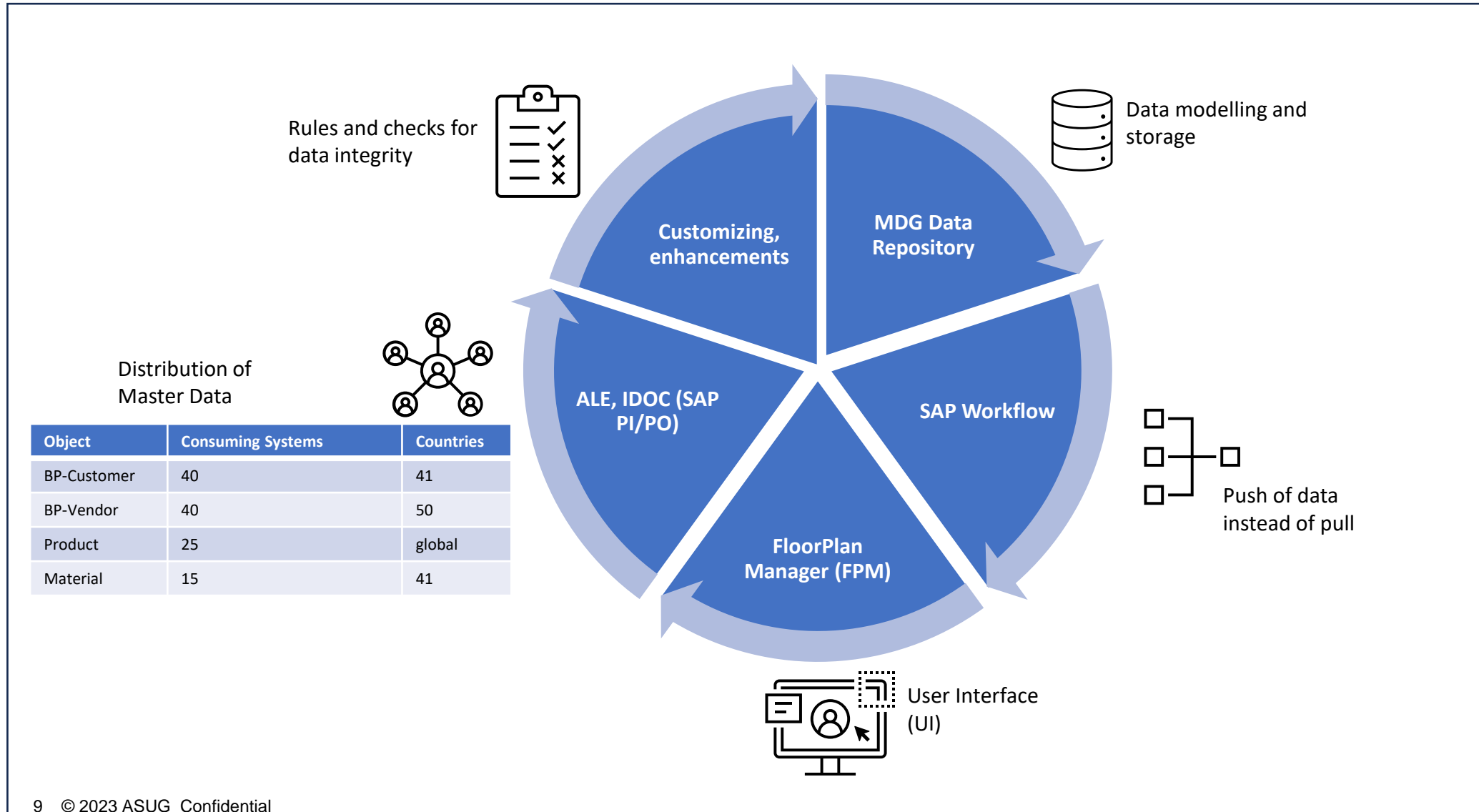
## SAP Master Data Governance (MDG)

- Data Consistency and Accuracy to ensure that data across the organization is consistent, accurate, and universally accessible
  - ✓ crucial for operational efficiency, reliable reporting, and making informed decisions
- Regulatory Compliance and Risk Management because organizations need to comply with various regulatory requirements
  - ✓ minimizes risks related to inaccuracies and other regulatory infractions which can lead to severe penalties and reputational damage
- Operational Efficiency and Cost Reduction to reduce redundancies and eliminate the costs associated with managing incorrect or duplicate data
  - ✓ This translates into improved productivity and cost savings for the organization.



# The Product

## SAP Master Data Governance (MDG)



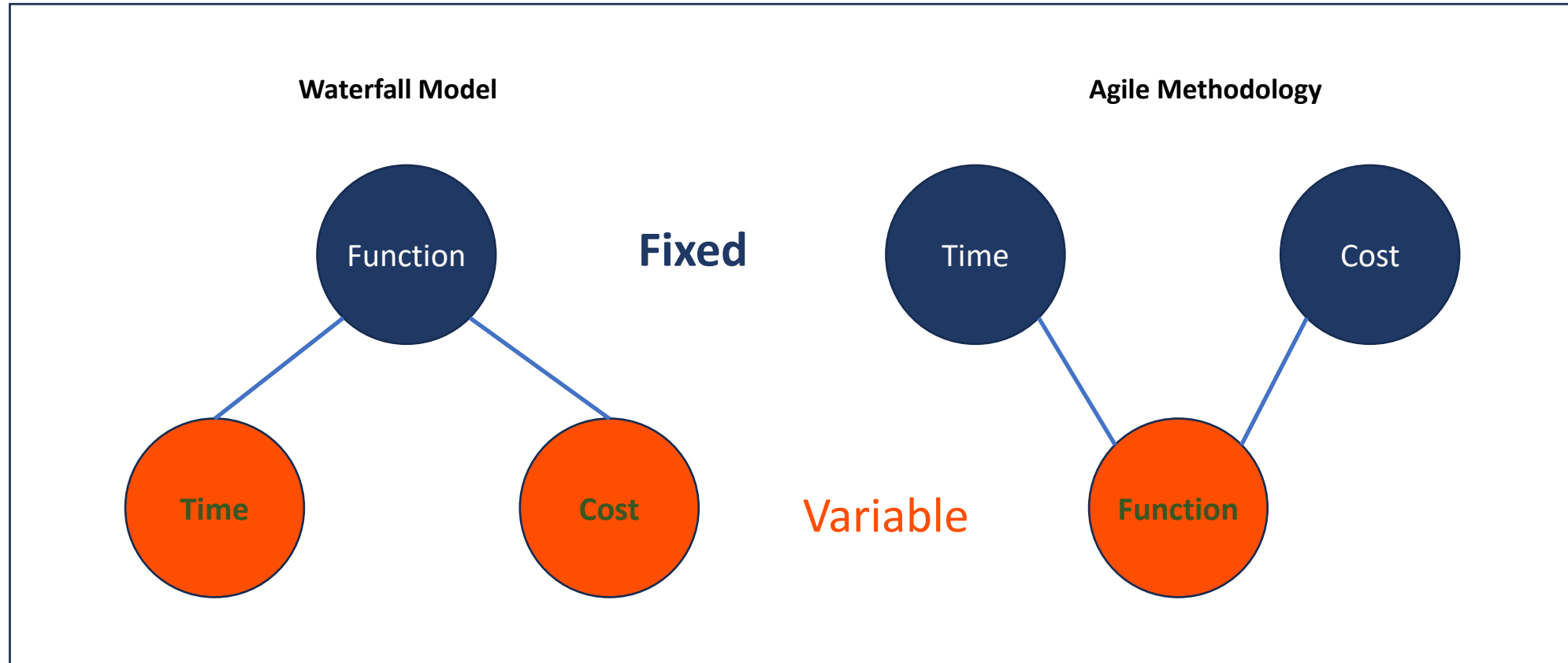
# Methodologies for software implementation

## Overview, generalized

- Waterfall Model, e.g. ASAP, Computerized System Validation (CSV)
  - linear and sequential approach where each phase must be completed before the next phase can begin.
    - Straight forward and easy to understand, but inflexible, especially if the project requirements change
  
- Agile Methodology, e.g. Scrum framework
  - Flexible and iterative approaches that emphasizes collaboration, customer feedback, and small, rapid releases
    - It's well-suited for projects with changing requirements
  
- Hybrid Approach, e.g. SAP Activate
  - Many organizations use a combination of these methodologies to suit their specific project needs, culture, and the nature of work

# Methodologies for software implementation

## Difference between Waterfall Model and Agile Methodology

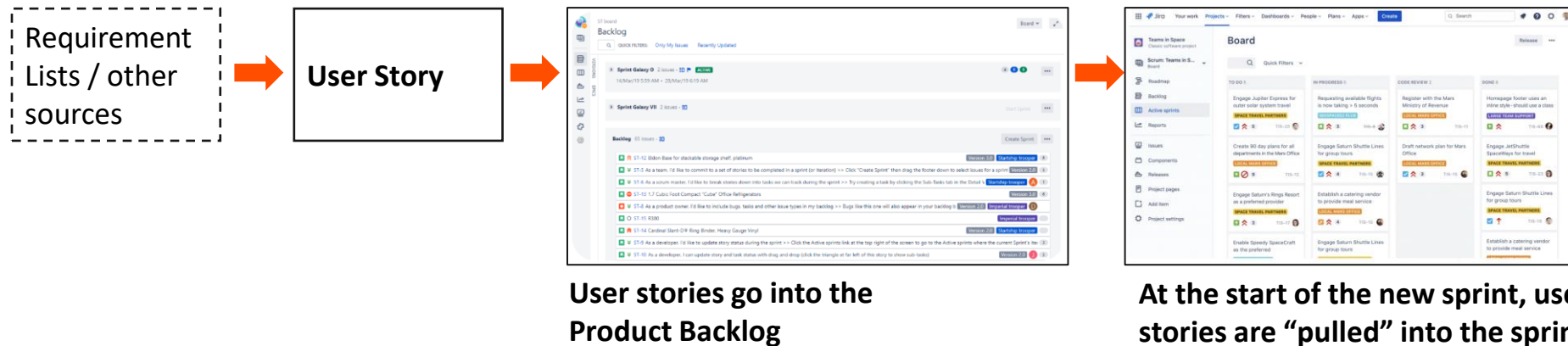


# Scrum Artefacts

## User Story, Product Backlog and Sprint Backlog

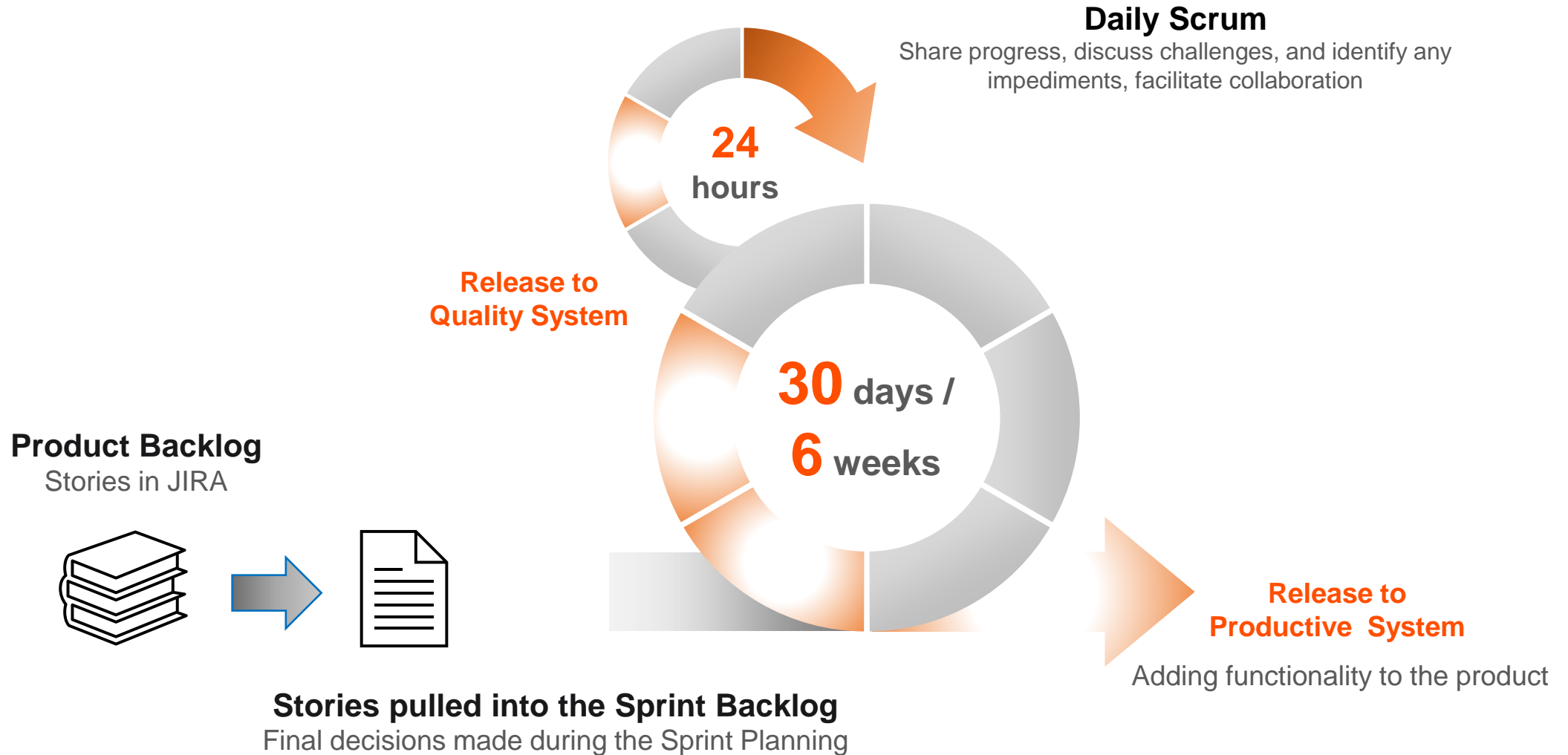
### User Story

- Description of a requirement from a business perspective
- Provides the context for:
  - who will use the requirement?
  - what are the details of the requirement?
  - why this requirement is raised, i.e. which value its implementation would create?



# Scrum sprint

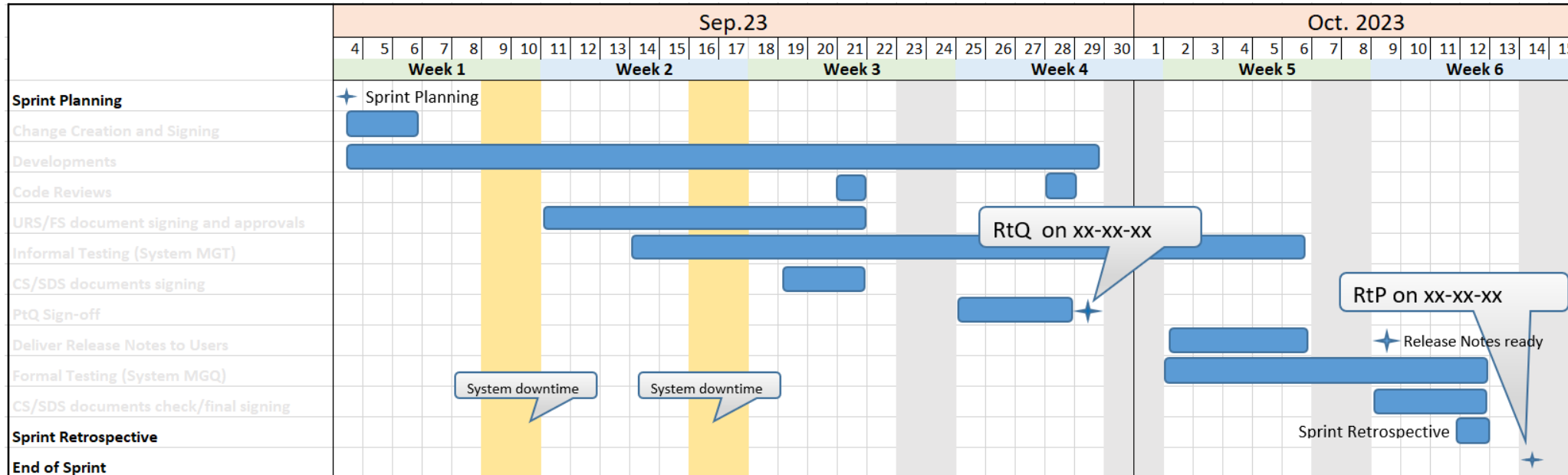
## Timeframe to deliver stories





# Customer – Sprint

## Scrum with elements of Waterfall model due to GxP regulations



- Pharmaceutical companies must be GxP compliant
- GxP is a “... set of regulations and quality guidelines that aim to address the safety of the pharmaceutical product in a systematic and wholesome manner while maintaining the quality of processes throughout every stage of manufacturing, control, storage, and distribution”

# Customer - Roles Team

## Product owner

- ▶ Defining Product Vision
- ▶ Stakeholder Engagement
- ▶ Responsible for the Product Backlog
- ▶ Ensuring Value Delivery
- ▶ Etc.

## Scrum master

- ▶ A servant-leader
- ▶ Enables the Scrum Team to perform at their highest level
- ▶ Removes Impediments

## Sprint team

- ▶ A compact team (sufficiently sized to produce incremental work yet agile enough to be responsive)
- ▶ Possessing diverse skills and expertise
- ▶ Self-directed and operating autonomously
- ▶ Responsible for the delivery of progressive work increments

## Sprint team environment

- ▶ All individuals consistently engaged with the project, which, beyond the Sprint team, include:
  - ▶ Product Owner
  - ▶ Scrum Master
  - ▶ Business SMEs
  - ▶ Other Stakeholders
- ▶ These individuals contribute guidance and assistance to the Sprint team. They do not engage in the daily tasks of the Sprint work.

## GxP Compliance Manager

- ▶ This role is not part of the Scrum methodology but used in the context of GxP
- ▶ Responsible for correct transport management
- ▶ Checks project documentation, if GxP requirements are met

# Customer – Tools Overview

## ➤ Atlassian JIRA

- Tool for the product and sprint backlog

## ➤ Atlassian Confluence

- Wikipedia per sprint & documentation

## ➤ SAP SolMan

- Tool to create/update changes and to track defects
- Transport management

## ➤ HP-ALM

- Test Planning and Test Execution of formal tests

## ➤ MS-Excel

- **Excel for availability of consultants, sprint overview plan, etc.**
- **Use of excels is reduced to a minimum as most tasks can be included in JIRA or put on Confluence**

## ➤ SAP Records- Management

- **Used to create or update system life cycle documents within the implementation / validation and change management / change control process of computer systems**

# Scrum in SAP - Key Takeaways (1-5)

1. **Roles Matter:** the Product Owner is a key role and must be clearly understood by everyone.
2. **Blending Methods:** Mixing Agile(i.e. Scrum) with Waterfall works.
3. **Craft Clear Stories:** Write user stories with who, what, and why from a business perspective.
4. **Quality via Presentations:** Use story demos to detect defects early and increase accountability.
5. **Right Tools:** Use JIRA and Confluence for continuous sprint improvements.

## Scrum in SAP - Key Takeaways (6-10)

6. **Balance Workloads:** Expect high developer activity early in sprints.
7. **Feedback Culture:** Use retrospectives to improve after each sprint.
8. **Dynamic Meetings:** Keep daily stand-ups lively with varied activities.
9. **Control Changes:** with Scrum, tedious scope creep discussions can be avoided.
10. **Trust the Process:** Story completions and acceptance by product owner reflect true progress.



# Questions?

For questions after this session, contact us at

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**Thank you.**