



Lean IT Summit

SAP and Lean MindSet:

The story of a short and fast project with India

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Key figures

- 2013 Revenues: €3.45bn
- Total employees in 2013: 13,944

Operating in 25 countries



Businesses



TECHNOLOGY

We're focused on helping our partners develop exciting new experiences for consumers across all screens and platforms. We leverage our world class research and innovation capabilities to co-create next-generation technologies, ensuring we - and you - are on the forefront of digital innovation.

Business overview



ENTERTAINMENT SERVICES

We help our partners create amazing experiences for consumers. Our technology sets industry standards and our talent drives innovation across the content value chain, providing our customers with solutions that deliver their creative vision to consumers across any platform.



CONNECTED HOME

We're focused on helping our customers deliver amazing connected life experiences. Our work spans the digital life ecosystem. We apply technology to create smarter applications, and devices that deliver groundbreaking services. This innovation enables intelligent interactions between people and their environment.

Some key customers

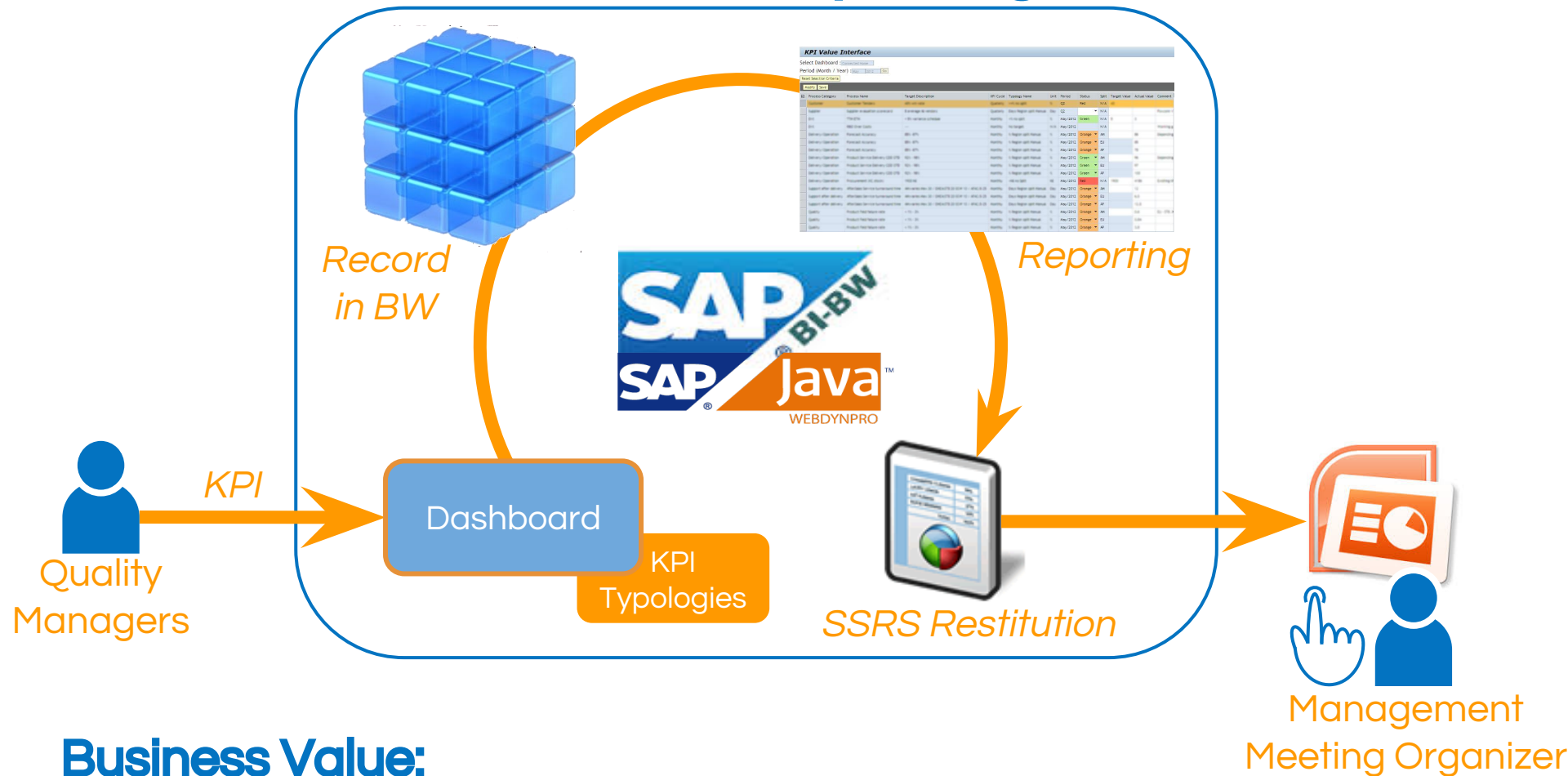
CE Manufacturers & Service Providers



The Product



Standardized Reporting tool



Business Value:

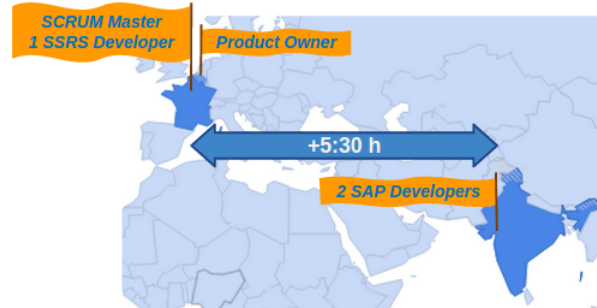
Reduce the time to create the powerpoint from ≈ 1 day to 1H

The Journey: Where are we going?

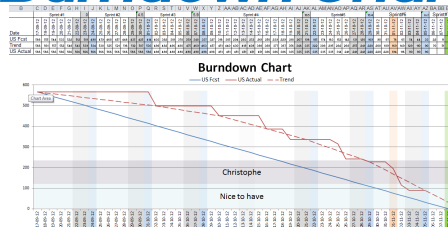


Team

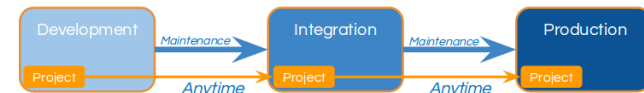
Delocalized and outsourced



Burndown Chart



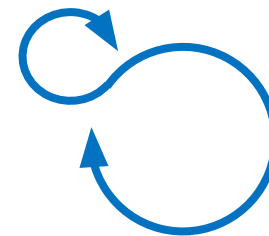
Continuous Delivery
within SAP environments



User Stories



Iterative to adjust



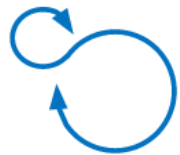
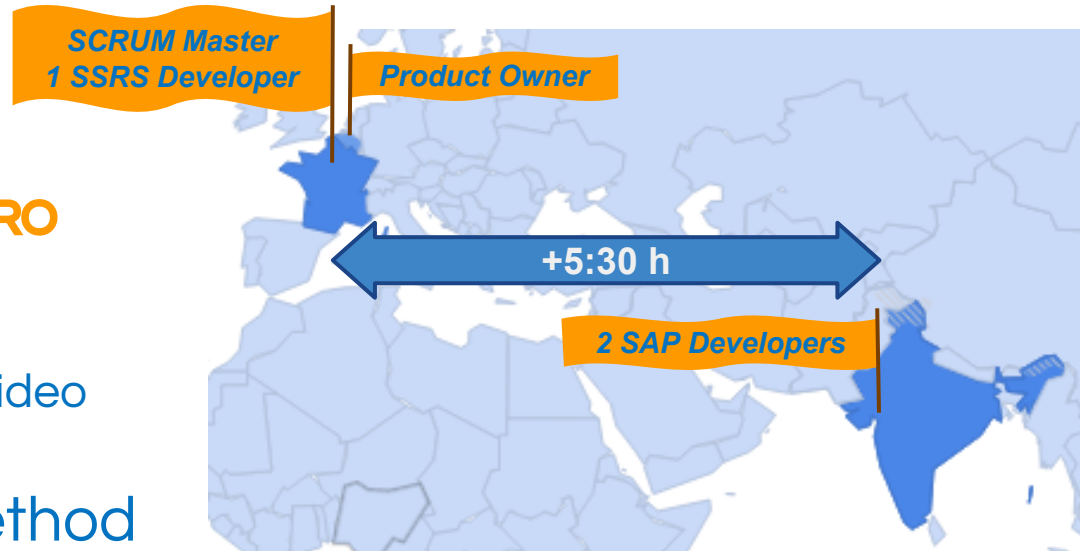
Challenge



Duration ≈ 2 months

Team in India

- ➡ 2 people: 1 **BW** / 1 **WEBDYNPRO**
- ➡ Outsourced offshore
- ➡ Distance & Time difference
- ➡ Communication: Phone and Video



Iterative Project Method

➡ Unusual in the SAP world

User Interface

- ➡ Unusual in the SAP world
- ➡ Rare Skills

KPI Value Interface													
Select Dashboard : <input type="text" value="Connected Home"/>													
Period (Month / Year) : <input type="text" value="May"/> 2012 <input type="button" value="Go"/>													
<input type="button" value="Reset Selection Criteria"/>													
<input type="button" value="Modify"/> <input type="button" value="Save"/>													
ID	Process Category	Process Name	Target Description	KPI Cycle	Typology Name	Unit	Period	Status	Split	Target Value	Actual Value	Comment	
1	Customer	Customer Tenancy	40% - 45%	Quarterly	40% - 45%	%	Q2	Red	N/A				
2	Supplier	Supplier evaluation scorecard	80% - 85%	Quarterly	80% - 85%	%	Q2	Green	N/A				
3	Proc	Proc 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Green	N/A				
4	Proc	Proc 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Orange	N/A				
5	Delivery/Operation	Forecast Accuracy	80% - 85%	Monthly	80% - 85%	%	May/2012	Orange	AM				
6	Delivery/Operation	Forecast Accuracy	80% - 85%	Monthly	80% - 85%	%	May/2012	Orange	EU				
7	Delivery/Operation	Forecast Accuracy	80% - 85%	Monthly	80% - 85%	%	May/2012	Orange	AP				
8	Delivery/Operation	Product Service Delivery (SD) 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Green	AM				
9	Delivery/Operation	Product Service Delivery (SD) 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Green	EU				
10	Delivery/Operation	Product Service Delivery (SD) 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Green	AP				
11	Delivery/Operation	Procurement 47%	80% - 85%	Monthly	80% - 85%	%	May/2012	Red	N/A				
12	Support after delivery	After Sales Service Turnaround time	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	AM				
13	Support after delivery	After Sales Service Turnaround time	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	EU				
14	Support after delivery	After Sales Service Turnaround time	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	AP				
15	Quality	Product Field Release rate	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	AM				
16	Quality	Product Field Release rate	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	EU				
17	Quality	Product Field Release rate	40% - 45%	Monthly	40% - 45%	%	May/2012	Orange	AP				

Iterative project: Why?



- ➡ Very challenging
 - ✓ No team options
 - ✓ We have never developed a User Interface with SAP
 - ✓ I have never managed a project with a team abroad

- ➡ Regular and rapid feedback
 - ✓ Iteration of 1 week

- ➡ Avoid the tunnel effect
 - ✓ discover issues too late

to adjust as we progress

My convictions



- ➡ The team is skilled
- ➡ I am convinced we can make it
- ➡ Management Attitude change:

Striving to create the performance conditions:

- ✓ Being always available
- ✓ Listen to the team problems
- ✓ Help the team
- ✓ Create a space for discussion and debrief

⇒ Being at the service of the team

Keep an eye on me...



Asking close people to coach me



⇒ Quality/PMO:
to ensure I follow the SCRUM methodology



⇒ Internal Coach:
to ensure I keep the proper attitude toward the team

Take to the sea...



Specifications



As a ... I would like to ... so that ...

#	Role	Do some operation	Accomplish some benefit	Weight	Owner	Sprint	Techno	Complexity points	Done	Comment	Pri
4	As a developer	I would like to create, modify or delete a KPI typology KPI name, Operand (GT, LT, BTW), Number of split, Unit, Aggregation, Cycle	so that I can provide the Administrator with the KPIs typologies he required	Must have	Sonal	1		13	02-10-12		
40	As any user	I would like to access to this application with Internet Explorer	so that it is easy deployment the application	Must have	Sonal	1		2	02-10-12		
41	As any user	I would like to access to this application with an Html link using SSO authentication	so that I can have dedicated authorization profile	Must have	Sonal	1		2	02-10-12		
42	As any user	I would like to access to this application with a password or SSO	so that my connection is secured	Must have	Sonal	1		2	02-10-12		
22	As a user	I would like to access to this application with a password	so that all the Dashboard data and features belong to me	Must have	Sonal	2		2	02-10-12		
26	As a User	I would like to create, modify a Dashboard	so that I can meet the MCOM dashboard requirements	Must have	Sonal	2		21	02-10-12		
27	As a User	I would like to create, modify a KPI in my Dashboards	so that I can meet the MCOM dashboard requirements	Must have	Sonal	2		21	12-10-12		
28	As a User	I would like to delete (deactivate) a Dashboard	so that I can meet the MCOM dashboard requirements	Must have	Sonal	2		13	02-10-12		
32	As a User	I would like to delete (deactivate) a KPI in a dashboard	so that I can meet the MCOM dashboard requirements	Must have	Sonal	2		13	16-10-12		
37	As a User	I would like to add, modify a KPI in a dashboard including KPI process category, KPI name, KPI typology, the different splits, Aggregation, Cycle.	so that I can manage the KPIs of the Dashboards	Must have	Sonal	2		13	16-10-12		
56	As a User	I would like to display the Dashboard creation screen	so that I can give feedback on ergonomics	Must have	Sonal	2		13	02-10-12		
23	As a User	I would like to see only my own Dashboards when I am connected	so that I can check my data and the others cannot see them	Must have	Sonal	3		13	12-10-12		
36	As a User	I would like to see in the User KPI report columns corresponding to the Dashboard name, the Process Category, the Process Name, the KPI typology associated, the target, the split + ALL the actual value, the description (free)	so that I can make sure of the	Must have	Sonal	3		21	26-10-12	Need clarification	

1st problem: Not sufficient - It requires analysis

As a User

I would like to enter/modify my dashboard Actuals of the selected period in a dedicated screen
so that it provides the latest figures of my Dashboard

As a User

I would like to see only my own Dashboards when I am connected
so that I can check my data and the others cannot see them

13 Complexity points each out of 490 [2.6 %]

User Stories



User Story

It is very difficult for an outsourced team to understand the business solution **from the User Stories only**



➡ We had to work together to define the Data Structure, User Interface, Authorizations, Use cases, Clarify Business rules, ...

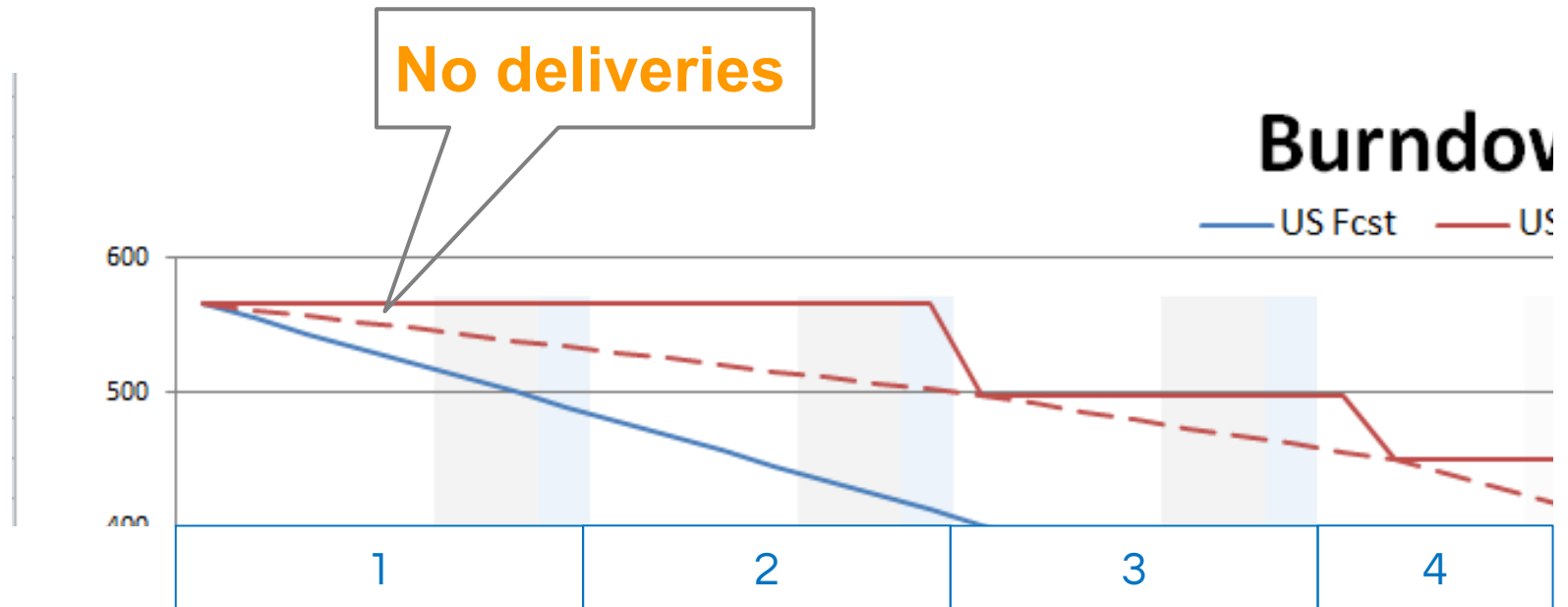
Index	Typology Name	Unit	Target Rule	# Split	Aggregation rule
1	>=% No split	%	GE	1	N/A
2	>Decimal no split	Int	GT	1	N/A
3	<% No split	%	LT	1	N/A
4	No target	N/A	N/A	1	N/A
5	>=% Split Region avg	%	GE	3	AVG
6	<% No Split	KE	LT	1	N/A
7	>=days region split avg	Day	GE	3	AVG
8	<% region split avg	%	LT	3	AVG

€	Currency
K€	1000 currency
M€	1,000,000 currency
Day	Number of days
M2	Surface Square meters
TB	Terabytes
MB	Megabytes
PB	Petabytes
Hrs	number of Hours

KPI Report Layout

KPI Report Layout									
Sonal Patel: Sorting accd to Dashboard Key		Sonal Patel: Sorting here accd to Process Category Sort Key		Sonal Patel: Sorting based on Process Name Sort Key field					
Key	Dashboard	Process Category	Process Name	Target description	KPI description	Split	Typology Description	Owner	Cycle
1					abcdefghijklmnpqrstuvwxy	N/A	>=% No split		Monthly
5					abcdefghijklmnpqrstuvwxy	AM	>=% Split Region avg		Monthly
6					abcdefghijklmnpqrstuvwxy	EU	>=% Split Region av		Monthly
7					abcdefghijklmnpqrstuvwxy	AP	>=% Split Region avg		Monthly

Spring #1: Clarifying specifications



Nothing "DONE"

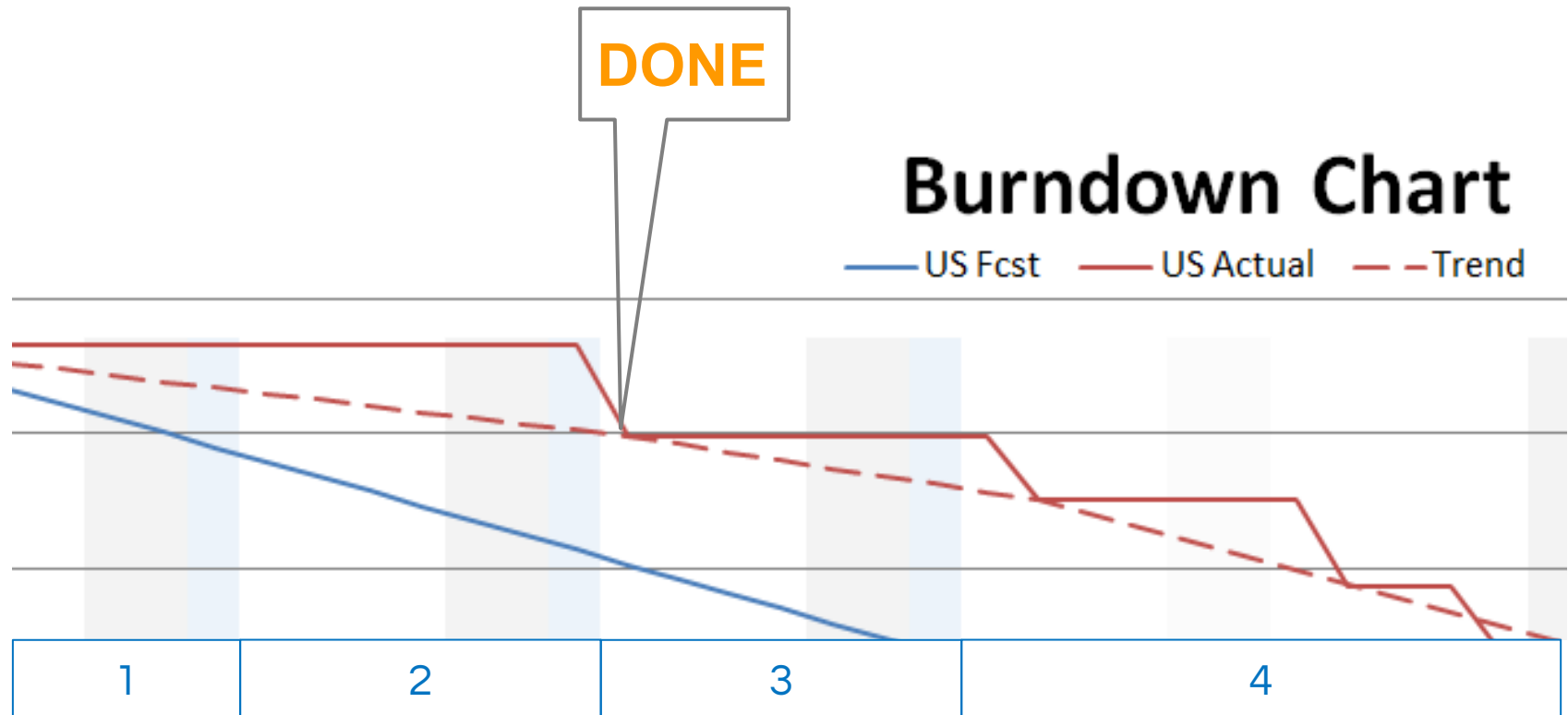
2nd Problem:

Getting the dev team on board at the very last moment
Necessary to explain the project Vision and Why we do it

Seeing each others



Sprint #2: 1st "DONE"



We start Delivering

Daily standups



- ➡ Video conf whenever possible
⇒ to see each other
- ➡ Daily meetings were long: up to 2H
⇒ Listening to the team questions
- ➡ Little feedback only questions
⇒ the team needs to understand the project
⇒ they are not used to spending so much time talking

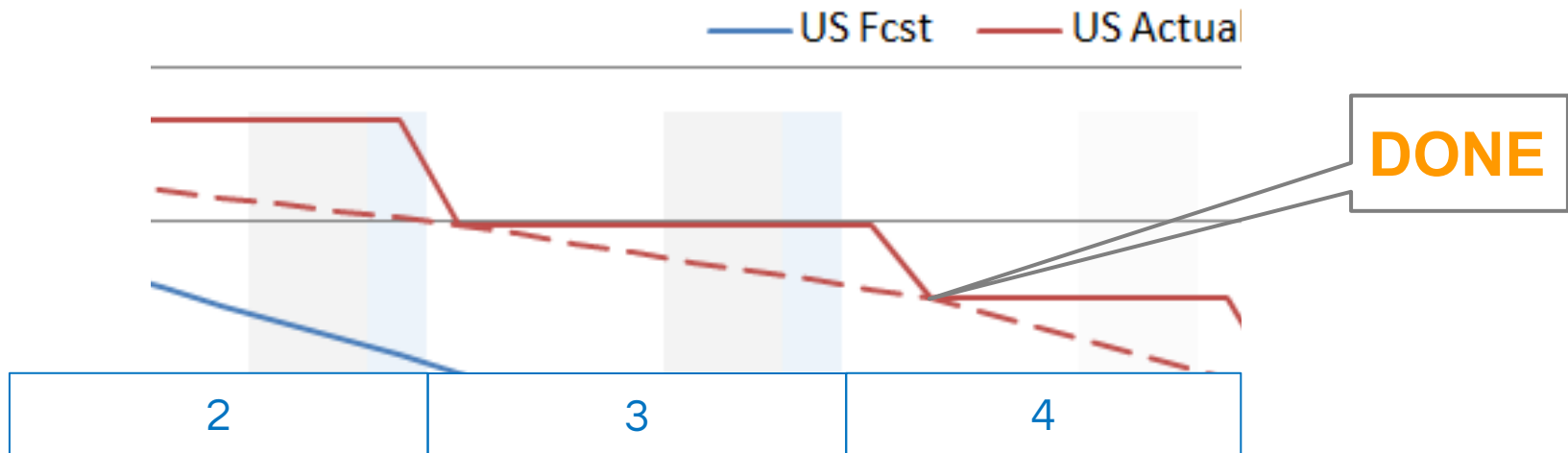
Objective:

to discover obstacles as soon as possible
and remove them

Sprint #3: Estimates



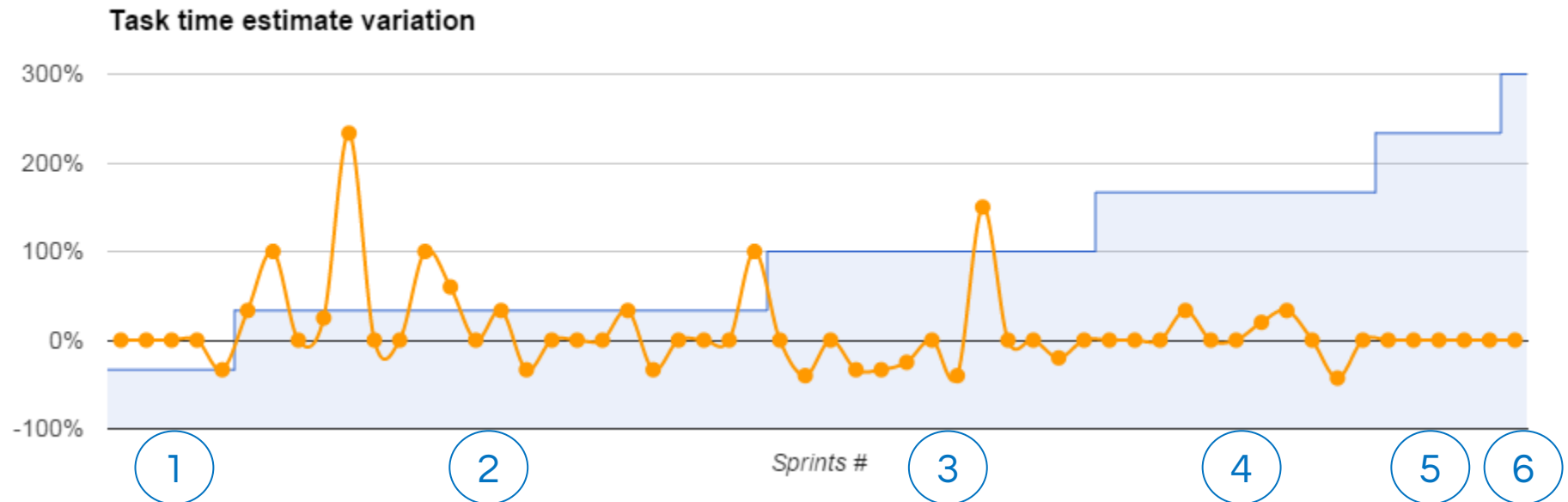
Burndown



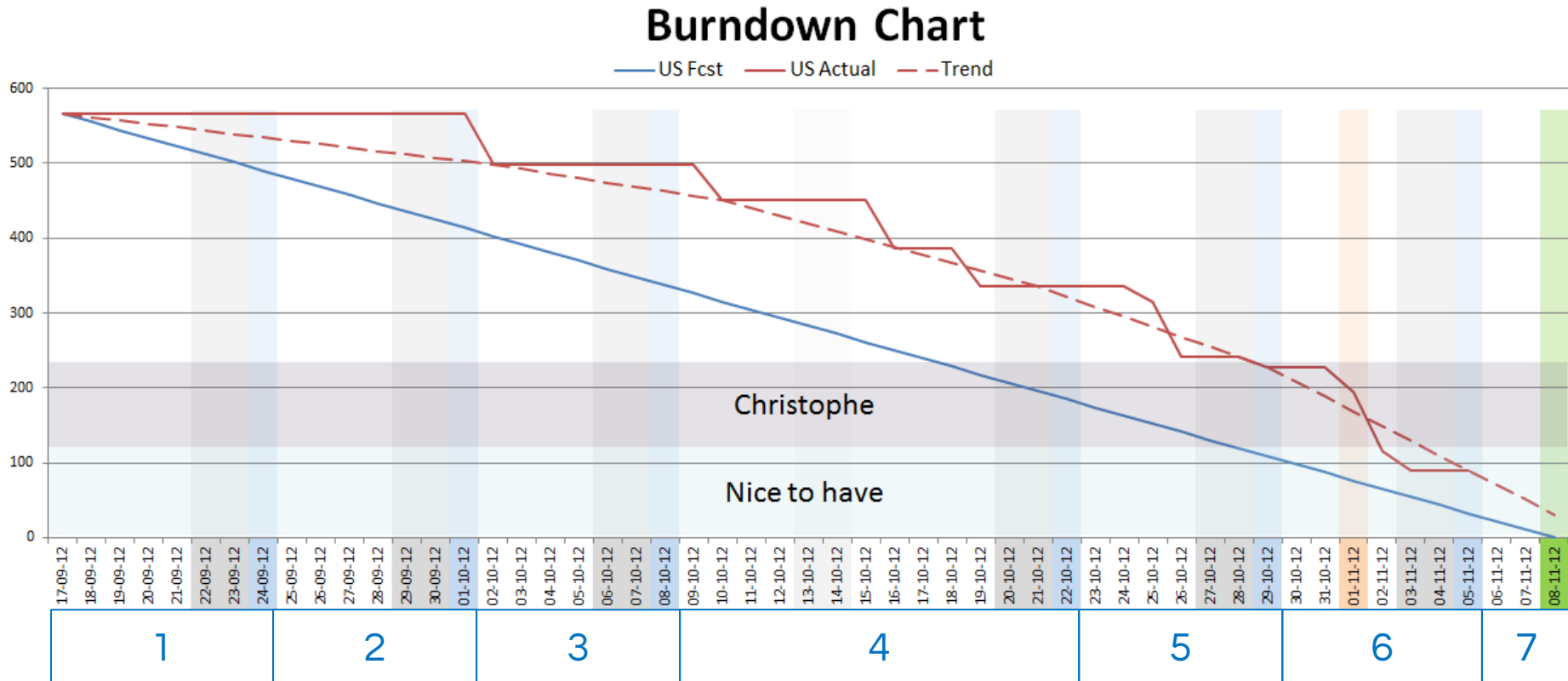
3rd Problem: Estimates are inaccurate

It takes time to get reliable estimates

- ➡ Real can be 200% more than the estimate
- ➡ Very difficult to calculate the project ending



Progress measurement



A Single KPI in single file :

Customer satisfaction measured during the Demo

Retrospective



- ➡ Video conf whenever possible
 - ⇒ to see each other
- ➡ Few feedback only questions
 - ⇒ the team needs to understand the project
- ➡ Retrospectives are weird to the team
 - ⇒ They keep asking questions
 - ⇒ when I am expecting feelings and opinions

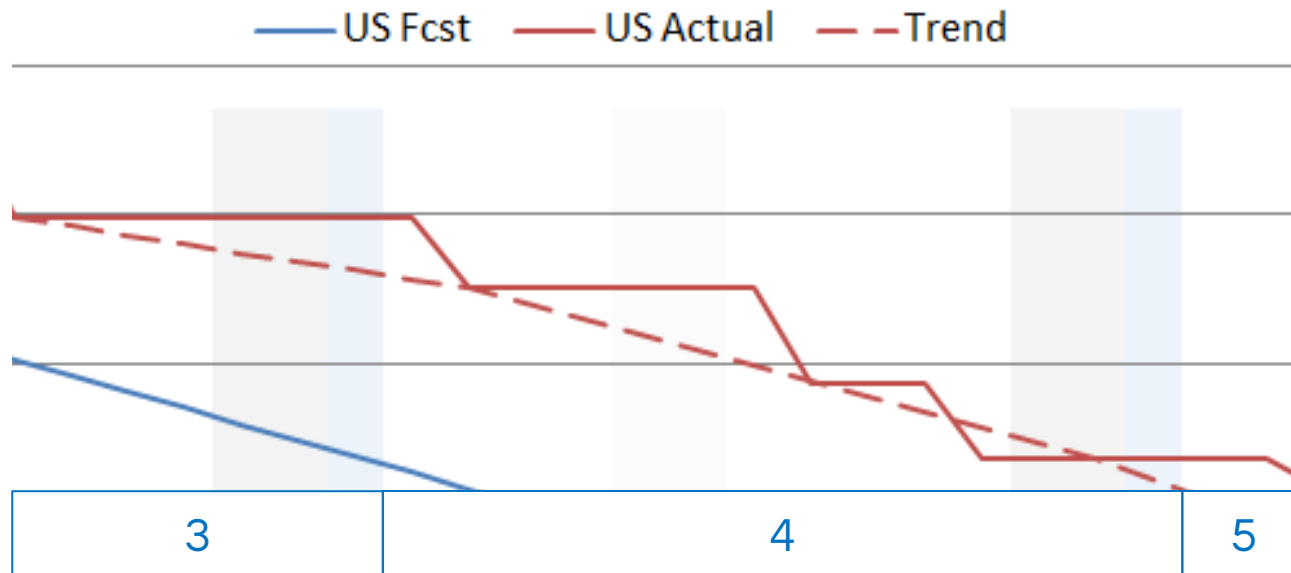
Objective:

to understand what I did wrong
and adjust

Sprint #4: Continuous Delivery



Burndown Chart



4th Problem: Operations refuse to Deliver into Production

**We adjust the sprint duration to 2 weeks
and take time to clarify the delivery process**

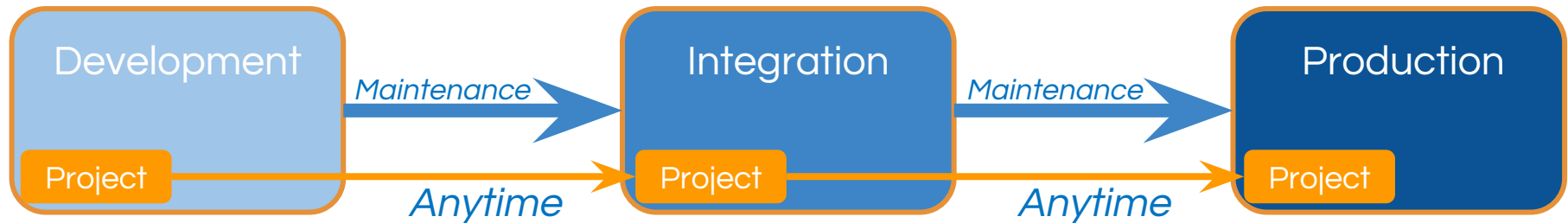
Continuous Delivery with SAP



Regular SAP Transport Order delivery process



Continuous Delivery process



The halfway crisis



Team and especially me

- ⇒ We still have 75% of Complexity points to deliver !

Developers

- ⇒ UI Specifications and Business rules are unclear

Operations / Application Manager

- ⇒ Too many deliveries !

It is time to:

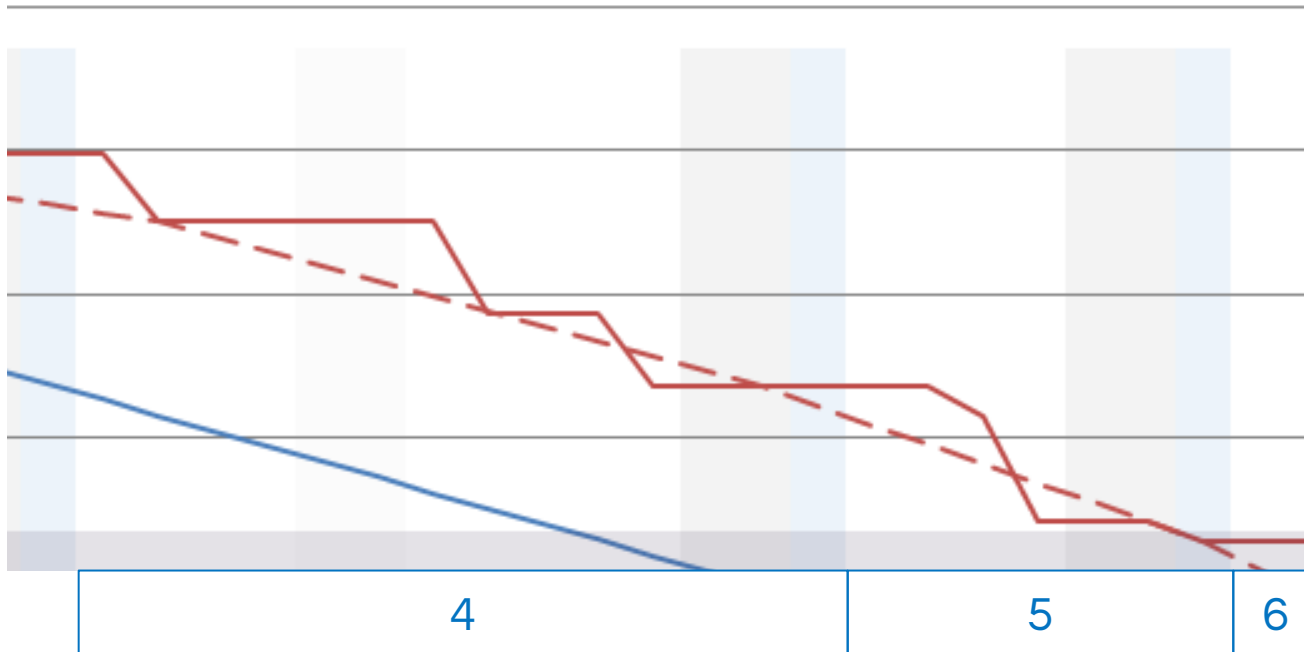
- ⇒ **extend the Sprint duration to reduce pressure**
- ⇒ **focus on technical debt**

Sprint #5: Deliveries start to flow



Burndown Chart

— US Fcst — US Actual - - Trend



5th Problem: Deliveries start flowing but so do issues

We adjust the testing process

Test, test, test,...



eMail feedback is inefficient
and requires additional clarification



Switching to Screen Sharing
speeds up the feedback loop

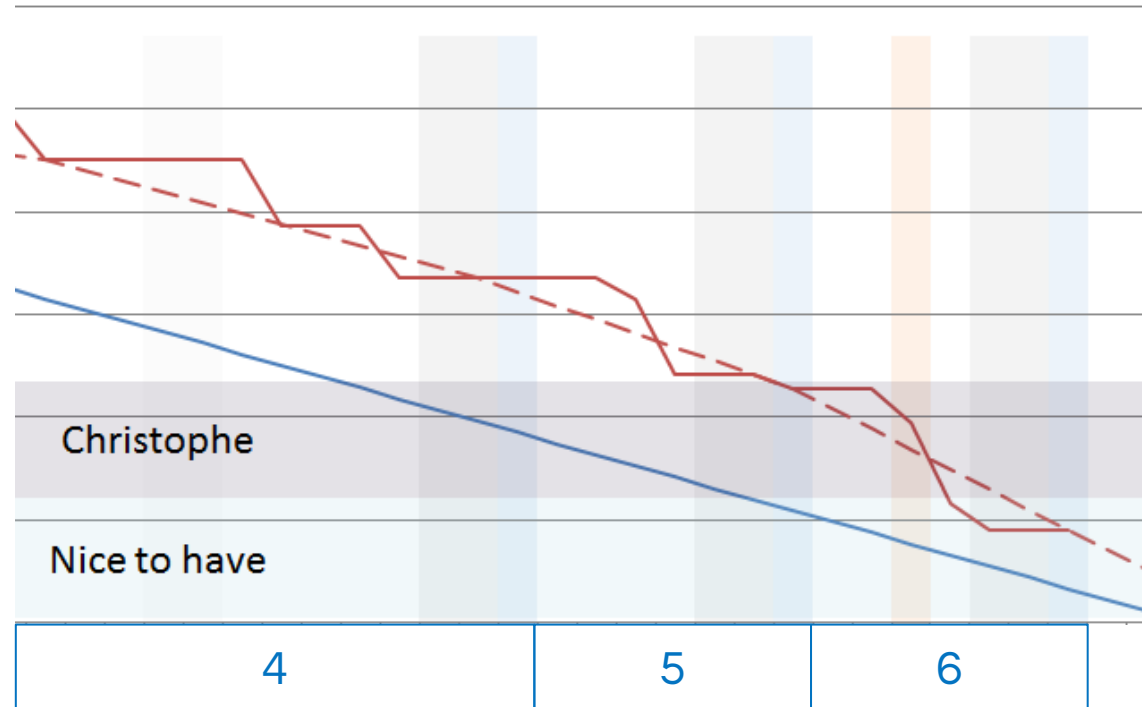
Contains more contextual informations

Sprint #6: SSRS



rndown Chart

cst — US Actual — Trend

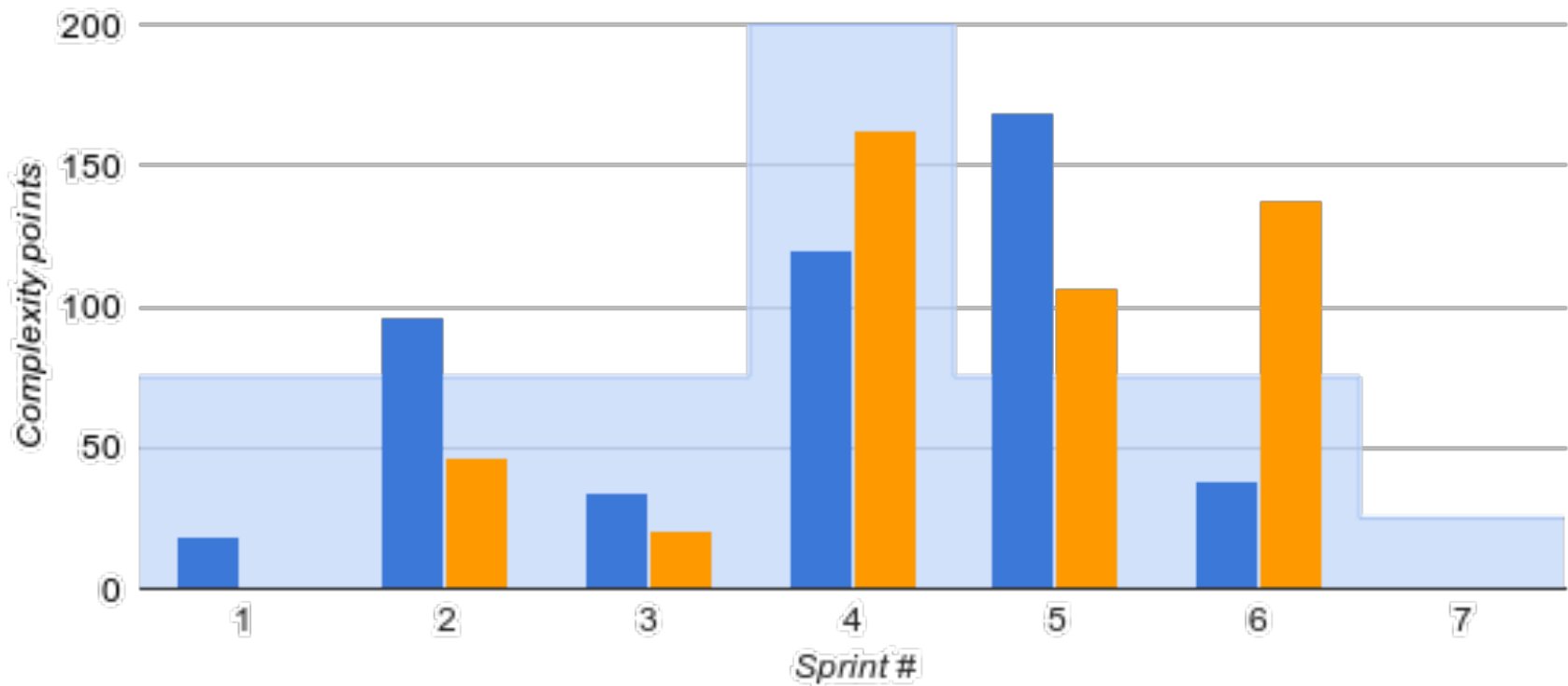


We are able to deliver “Nice to Have” features

The flow of deliveries



Complexity points: Committed vs DONE



Close the book



**THE
END**

Conclusions



1. User story requires analysis
2. Involve the Dev team in the Study
3. Estimate accurately needs time
4. Involve Operations
5. Report issues to the Dev team through screen sharing demo

Have strong convictions:

- ➡ believe in the team skills
- ➡ help the team

