Case Study: The Aerospace Corporation - Key Factors and Strategies in SAP S/4HANA Program Management

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SAPinsider

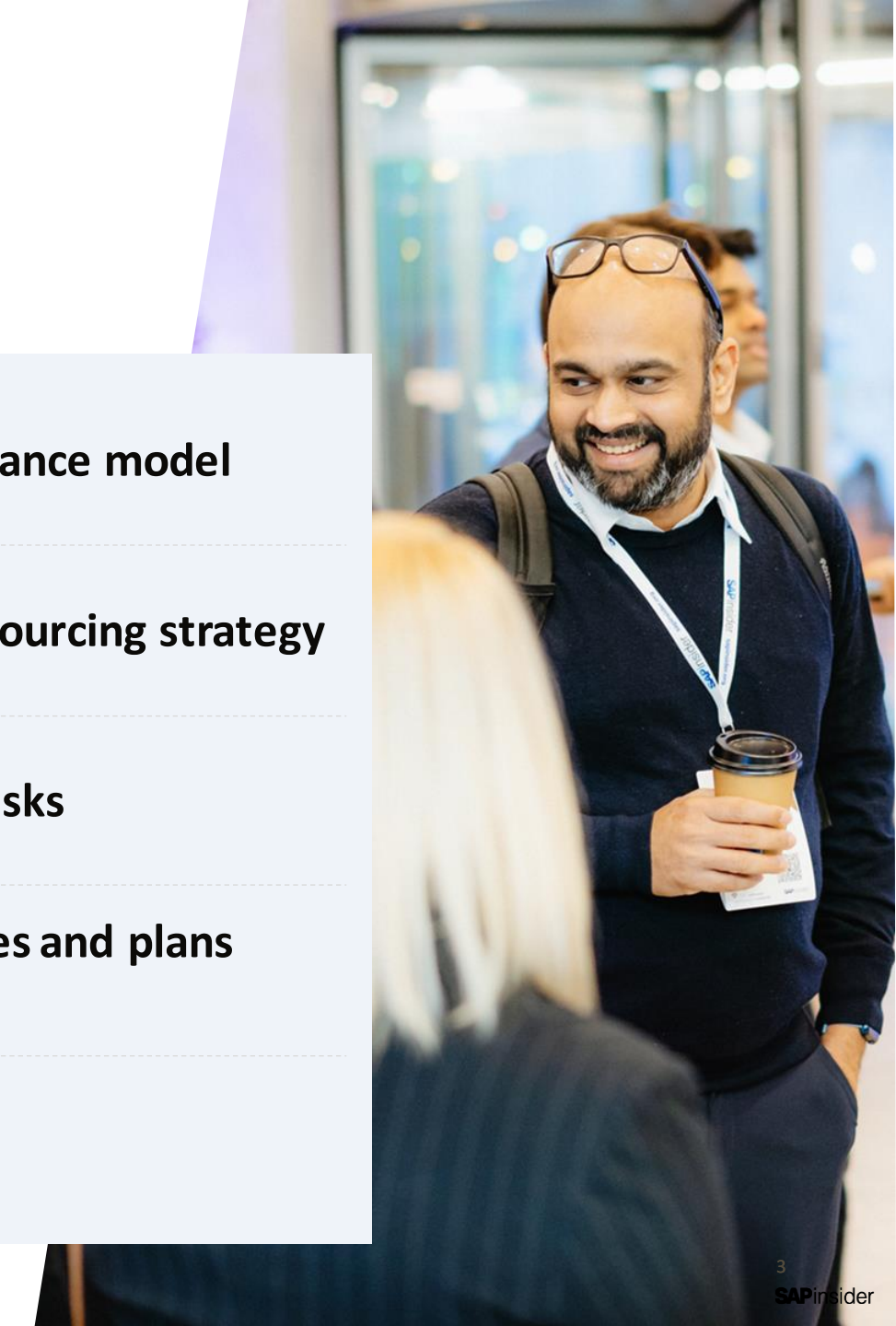
In This Session

In this session, attendees will learn:

- How a strong PMO and Transformation office were able to quickly drive big risks and decisions to resolution
- How aggressive risk monitoring and establishing a "bad news doesn't get better with age" culture amongst the team helped to drive early identification of issues and challenges
- How pulling forward key risks and key design decisions helped to de-risk the overall program and prepare the team for the unexpected

What We'll Cover

- Establishing a strong PMO & governance model
- Developing & executing a sound resourcing strategy
- Managing and mitigating program risks
- Implementing key program strategies and plans early
- Wrap-Up



The Aerospace Corporation

Who we are:

We operate the only federally funded research and development center (FFRDC) committed exclusively to the space enterprise

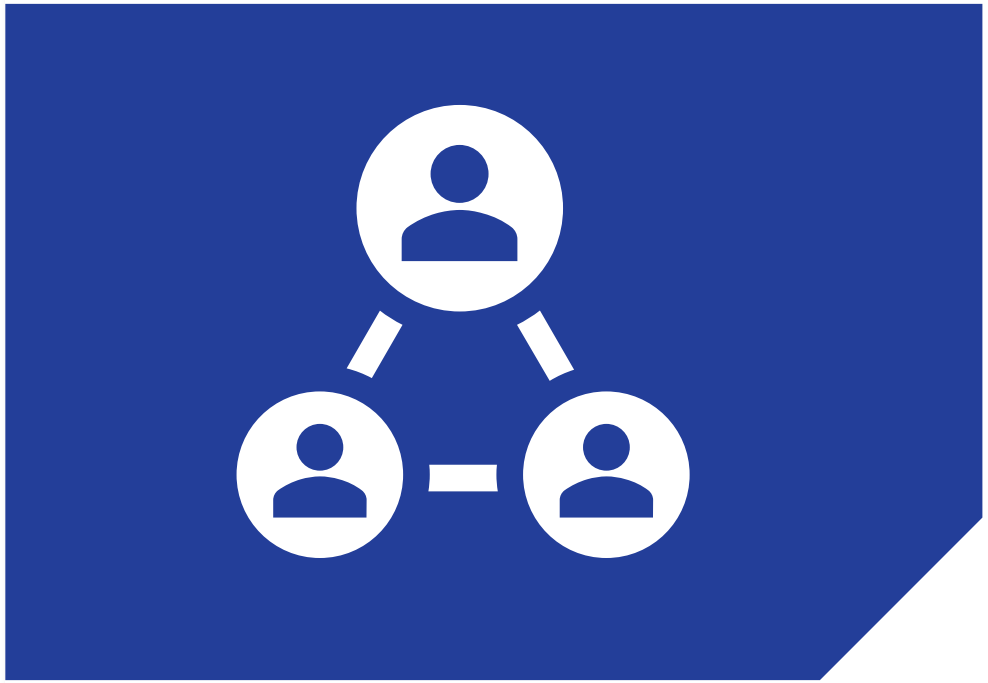
Our technical experts span every discipline of space-related science and engineering

What we do:

- Delivering Mission Success Across the Space Enterprise
- Bridging Connections Across the Space Enterprise
- Shaping the Future of Space
- Outpacing the Threat
- Driving Innovation

Establishing a strong PMO & governance model

Get Organized!



Governance Model

Establishing the PMO

- Define PMO structure, roles and responsibilities
- Designate a competent and experienced program manager
- Integrate with Change Management

Governance Structures

- Develop "RACI" and expectations for all parties
- Establish and initiate critical governance functions: steering committee, etc.

Continuous Risk Monitoring

- Establish a program risk score card and risk monitoring methodology
- Regular/continual assessment of risk factors and mitigation efforts
- Enforce accountability for risk ownership and mitigation

Program Plan Validation

- Verify plan includes all parties, not just the system integrator's tasks
- Assess the "real" critical path, inclusive of business-led efforts: UAT, data validation, etc.

True" Status Communication

- Integrate perspectives from across all work streams and stakeholders: business, IT, and vendors
- Eliminate disparate and "siloed" versions of program health

Real-Time Decision-Making

- Enable a path for "rapid" escalation and resolution of critical issues
- Modify governance forum structure and frequency based on program phase – more timely decisions may be needed closer to Go-Live

Enabling Cross-functional Engagement, Oversight, and Visibility

Governance Model – Key Elements

Issues, status, alternatives

Steering/Executive Committee – Provide direction, remove barriers/blockers, drive decisions

Change Advisory Board – Control scope, weigh impact of changes, inform Steering Committee

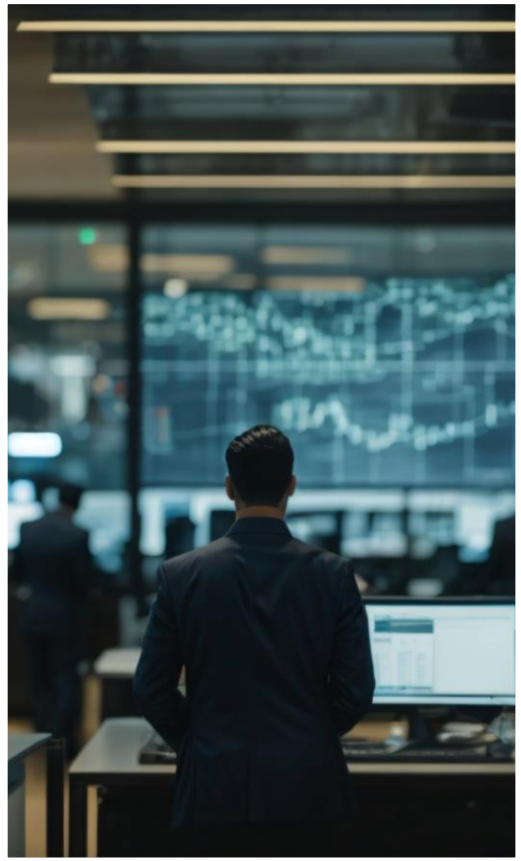
Program Management Office – Drive tasks to deliverables, manage RAID items, Manage schedule/status

Solution Architect Team – Control overall solution design, maintain target architecture, communicate impact of changes

Core Project team – Execute plan, provide status, drive individual workstreams

Direction, decisions, desired outcomes

PMO – Key Elements & Tools



PMO

- Transformation Office
- Project Managers – SI and Aerospace
- Architect Team:
  - Technical Architect for Application Architecture
  - Solution Architect for technology enabled integrated business processes

Tools

- Integrated project plan
- RAID log
- Key decision documents
- Status dashboard

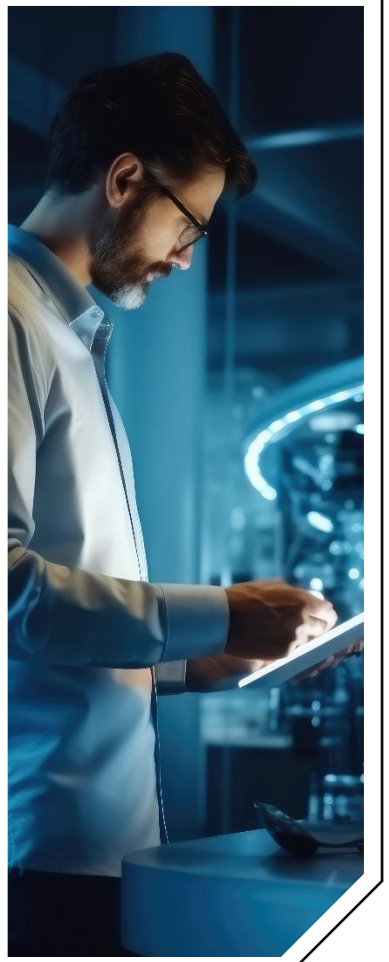
Developing & executing a sound resourcing strategy

Get the right people on the bus!

Resourcing Strategy

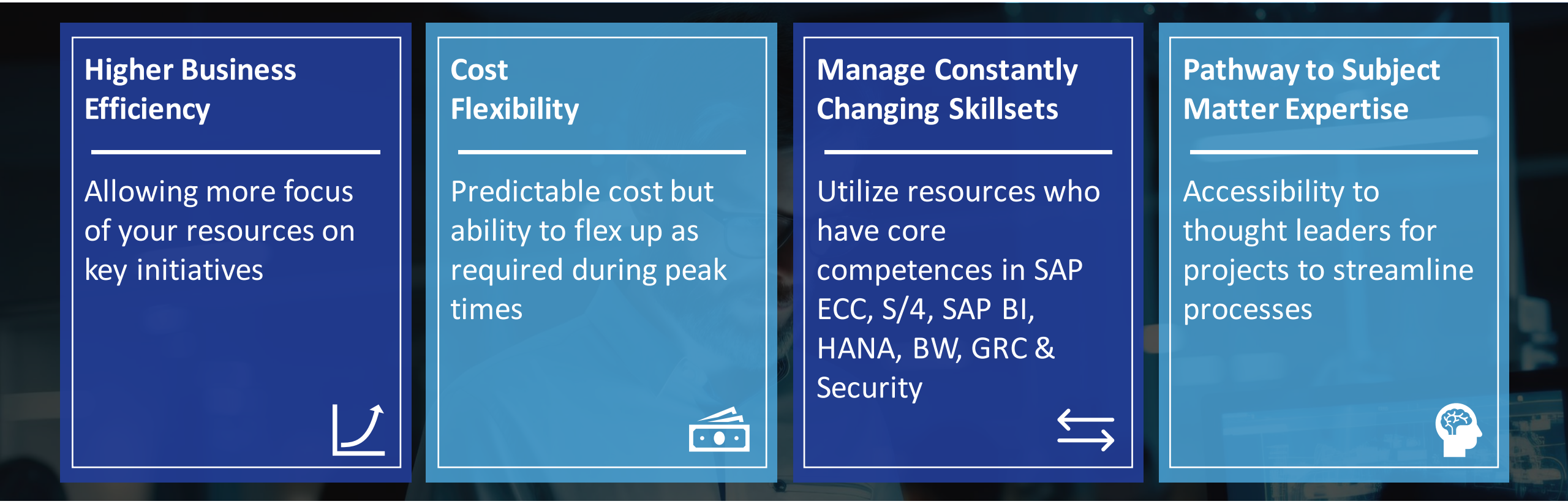
1. Getting the right people on the team – If the business can spare them, you don't have the right people
2. Partner Strategy – Consulting partners, System Integrators, Staffing partners, Specialty skills, Software Vendors, etc.…
3. Special skills – Upskill the team or fill the gap externally
4. Executing on the resource strategy

Develop a detailed staffing plan → **Honest assessment of Gaps** → **Plan for filling gaps**



Resource Model Flexibility

Resource model flexibility – Leveraging staffing and consulting partner give the ability to flex up and down based on project needs



Higher Business Efficiency

Allowing more focus of your resources on key initiatives

Cost Flexibility

Predictable cost but ability to flex up as required during peak times

Manage Constantly Changing Skillsets

Utilize resources who have core competences in SAP ECC, S/4, SAP BI, HANA, BW, GRC & Security

Pathway to Subject Matter Expertise

Accessibility to thought leaders for projects to streamline processes

Managing and mitigating program risks

Keep your eye on the ball!

Program Risks – A holistic View

Project Execution & Governance

Implementation Governance:
Governance structures fail to enable timely decision-making, issue identification and issue resolution at the right levels in the organization.

Project Planning & Oversight:
Ineffective project and resource planning leads to delays in project execution, missed-dependencies, key activities lacking ownership or resource delivery capacity.

IT Operational Readiness:
The IT organization(s) responsible for maintaining the new system are not prepared to assume ownership and maintenance responsibilities.

Stakeholder Readiness:
Users and business process owners are unprepared to participate effectively on the project, business requirements, design, testing, training and adoption.

Stakeholder Support:
Lack of focus on building user and management support, adoption, and readiness leads to ineffective and inefficient processes, and post-Go-Live disruptions, regardless of deployed system quality.

Business Process & Technology Risks

Evolving Design:
The requirements and design of the future solution emerges over time, leading to rework, changes, delays and missed user expectations both pre- and post-Go-Live

Data Conversion & Governance:
Data quality and data readiness are not measured or managed appropriately, and no data governance processes exist resulting in poor data quality that gets worse over time

Design Alignment:
System design and business process requirements are not aligned, leading to potential business disruption and/or lack of transformation of business processes.

Data Architecture:
Lack of a complete integrated data architecture design leads to process inefficiencies and a proliferation of business processes outside the system.

Quality Assurance:
Testing strategy and plans are not appropriately defined and prioritized as part of the project, resulting in inadequate testing scope, resources, and ultimately, un-validated requirements.

Managing & Monitoring Risks

Tracking and monitoring risks

1. RAID log
2. Risk mitigation
3. Ongoing tracking and management

Pulling known risk forward

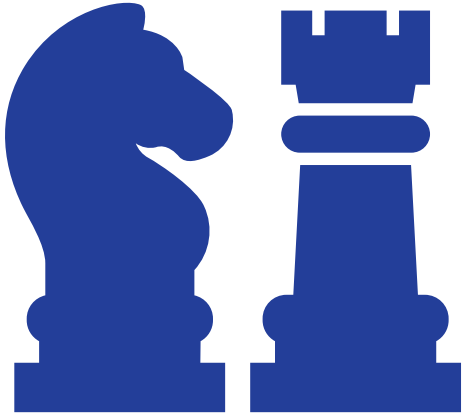
- Big rock design decisions
- Data quality, cleansing and definition
- Program Governance
- Stakeholder engagement
- Organizational change

Implementing key program strategies and plans early

If you fail to plan – you plan to fail

Key Strategies and Plans

- Organization Change Management Strategy
- Deployment Strategy – Fit to standard
- Future state application architecture
- Data Migration Strategy
- Testing Strategy
- Training Strategy



Wrap Up

- Establish the governance model and PMO early so that it is fully functional and staffed at project start
- Establish a resource strategy that sets the team up for success
- Pull Key risks forward
- Implement key strategies and plans early

Where to Find More Information

1. Risk Management Essentials for SAP S/4HANA Projects - SAP Blog (protiviti.com)
2. Properly Prepping Data for SAP S/4HANA - SAP Blog (protiviti.com)
3. A New Look at Phase Zero of the SAP S/4HANA Journey - SAP Blog (protiviti.com)
4. Subscribe for additional Protiviti SAP insights
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Key Points to Take Home

- Staff the project for success and backfill key resources
- Establish the governance model and have it up and running prior to project start
- Be bold in addressing risks
- Start data workstreams ahead of the larger program
- Make “big rock” decisions early and firmly
- Do not let issues and action items age
- Establish a culture that enforces “Bad news doesn’t get better with age”

Thank you! Any Questions?

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Please remember to complete your session evaluation.

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