



# AgileDevelopment@SAP

## **XP days 2006, Hamburg**

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Development Challenges@SAP

Product Innovation Lifecycle -  
Introduction

Agile Pilot

Questions



## Development Challenges@SAP

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## Development Locations



### SAP AG\*)

- **35.000+ employees**
- **Presence in 50+ countries**
- **32.000 customers**
- **100.000+ installations**
- **12 million users in 120+ countries**
- **€8,513 billion revenue in 2005**

### Products/Solutions

- **150+ Products and 40+ Solutions**
- **More than 25 Industry Solutions thereof**
- **30+ languages supported**
- **Approx. 500 developers work in parallel on a new release of a solution**

\*) data as of March 2006



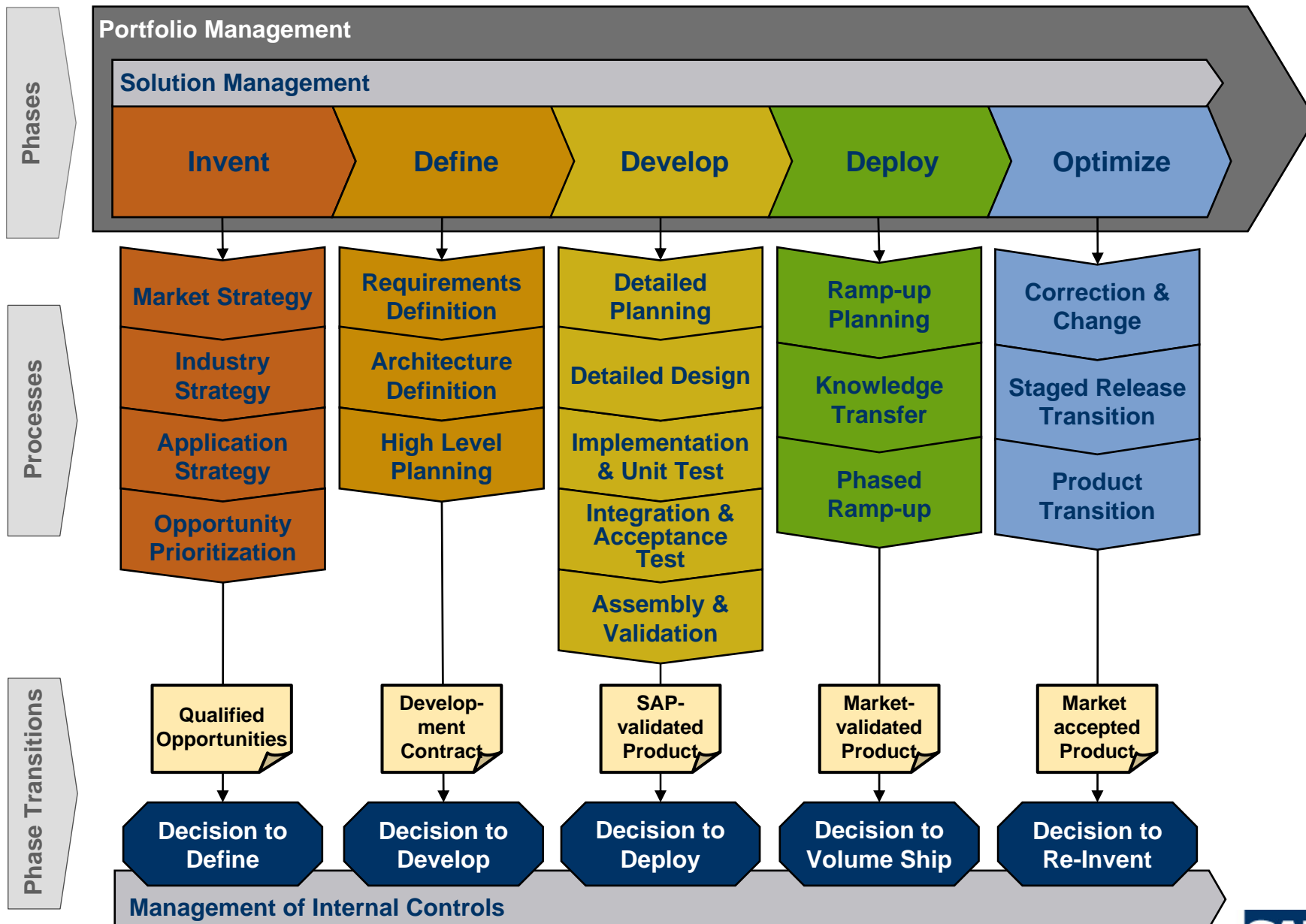
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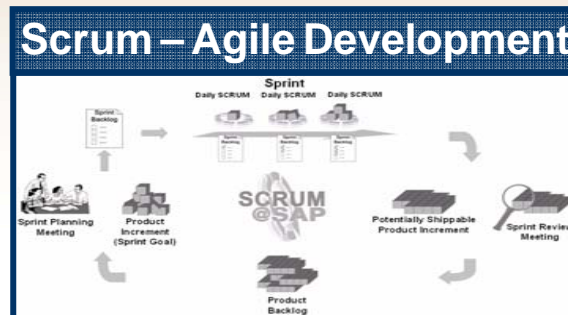
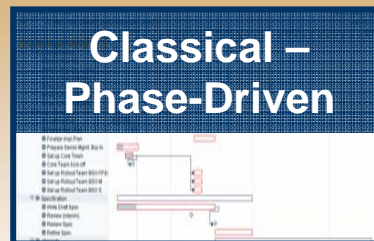
# Product Innovation Lifecycle (PIL): Overview



# How Agile & PIL (Product Innovation Lifecycle) Match



Project Execution





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**Agile Pilot**

Questions



Agile Pilot

Basics

Scrum@SAP

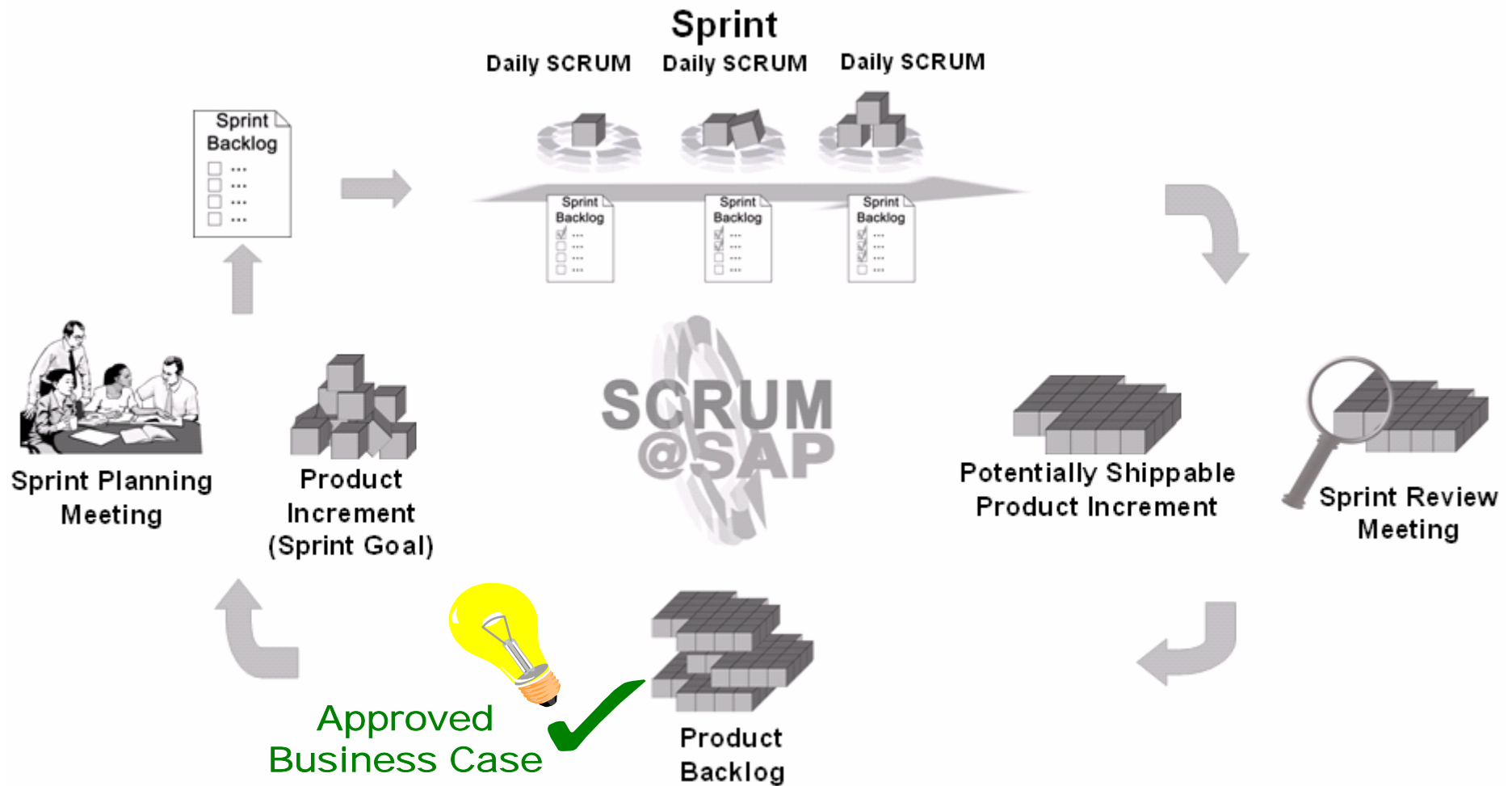
Results

Key Concepts

# Agile Pilot – Basics

<b>Pilot Schedule</b>	<ul style="list-style-type: none"><li>■ October 2005 to October 2006</li></ul>	<b>SAP Scrum Rules</b>
<b>Motivation</b>	<ul style="list-style-type: none"><li>■ Agile Benefits ... „faster, better, cheaper“!?</li></ul>	
<b>Key Targets</b>	<ul style="list-style-type: none"><li>■ Evaluate how to do Scrum@SAP</li><li>■ Support min. 10 projects</li><li>■ Min. 3 different locations</li><li>■ Min. 3 different development areas</li><li>■ Build SAP Scrum knowledge</li><li>■ First process draft (PIL)</li></ul>	
<b>Success Measures</b>	<ul style="list-style-type: none"><li>■ Project business goals are met in time</li><li>■ Team members love to do it</li><li>■ Management is satisfied with results</li></ul>	
<b>Set-up</b>	<ul style="list-style-type: none"><li>■ External Trainers</li><li>■ SAP Scrum Coach + Scrum Training</li></ul>	
	<ul style="list-style-type: none"><li>■ Max. 2 Project Locations</li><li>■ Teams with max. 15 Persons</li><li>■ NO high risk Projects</li><li>■ All Team members must have participated in the Scrum training beforehand</li> <li>■ Scrum commitments<ul style="list-style-type: none"><li>– Do Scrum as proposed by methodology for at least 3 Sprints</li><li>– Stick to Scrum roles</li><li>– All SAP Standards are still valid (e.g. legal, reporting ..)</li></ul></li></ul>	

## Scrum Process Flow



# Scrum@SAP Pilot Status

October 2006  
(finished)

40+ Projects since November 2005  
at 7 Development Locations

**~9 single-site projects**

- Walldorf
- Ra'anna
- Budapest
- Toronto
- Sofia

37+ (>90%) Projects were (very) successful

4 Projects (<10%) stopped (Scrum) ...

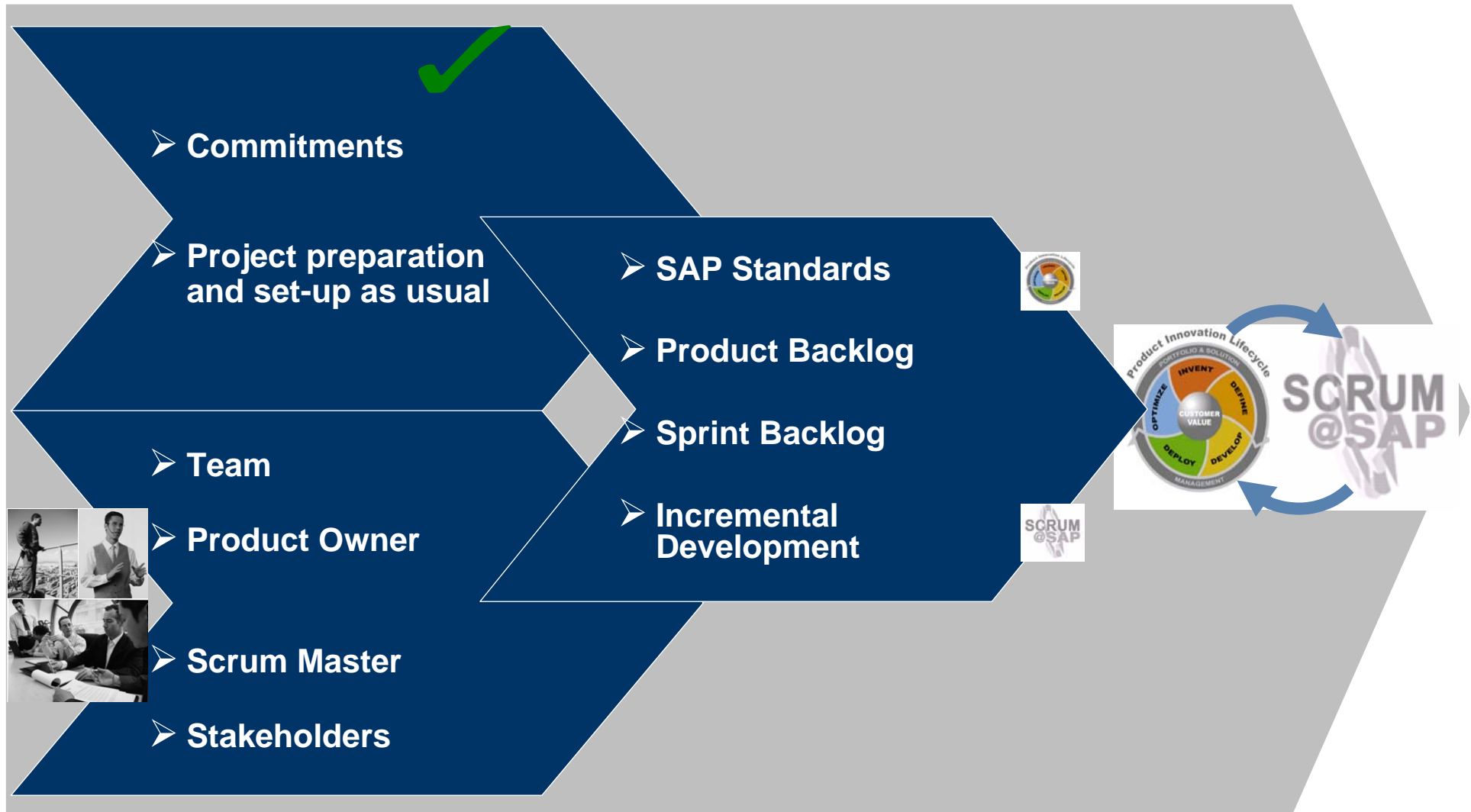
5 SAP Development Areas:



- Walldorf-Budapest
- Walldorf-Bangalore
- Walldorf-Sofia
- Walldorf-Montreal
- Walldorf-Minsk
- LA-Karmiel-Walldorf
- Bangalore-Ra'anna-Walldorf

**~32 multi-site projects**

## Enhanced SAP Scrum best practices



# Agile Pilot – Scrum@SAP Project Variants

## “Classic I”

**Product  
Owner**



**Scrum  
Master**



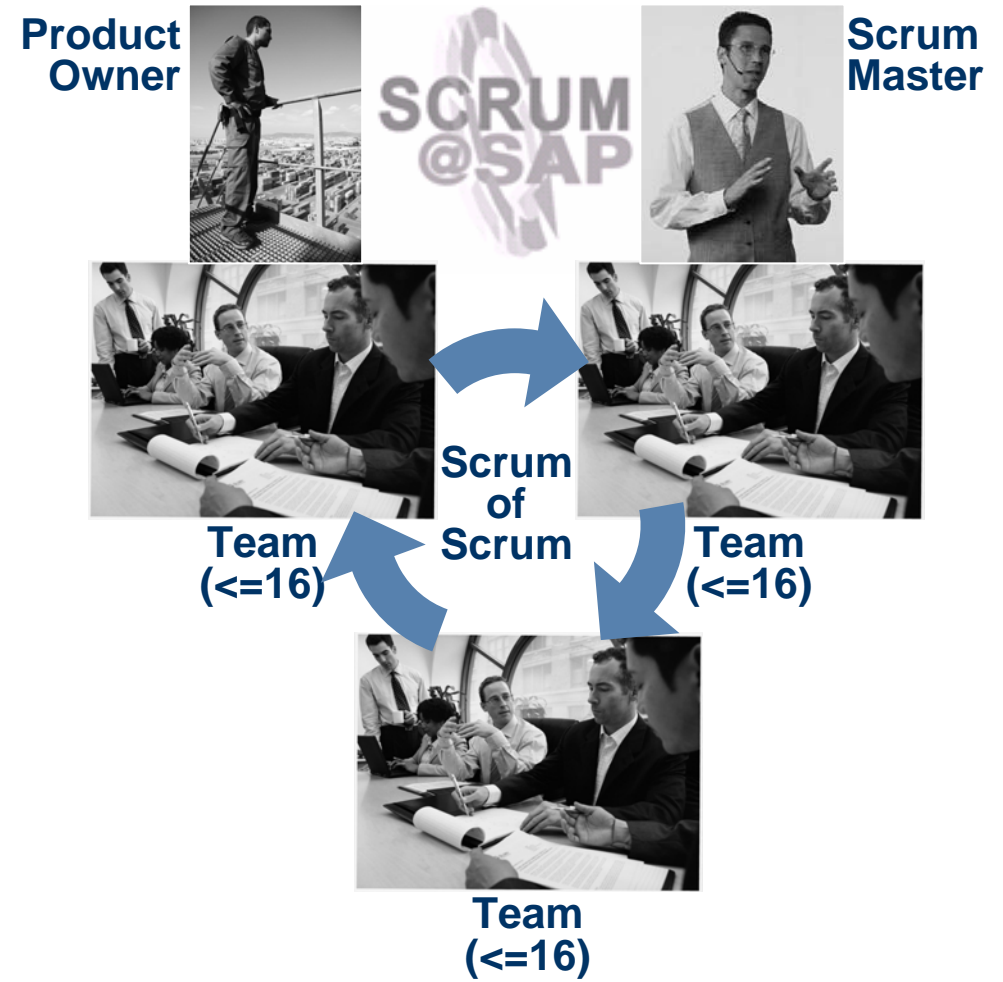
**Team  
(≤16)**

# Agile Pilot – Scrum@SAP Variants

## “Classic I”



## “Classic II”



# Agile Pilot – Scrum@SAP Variants

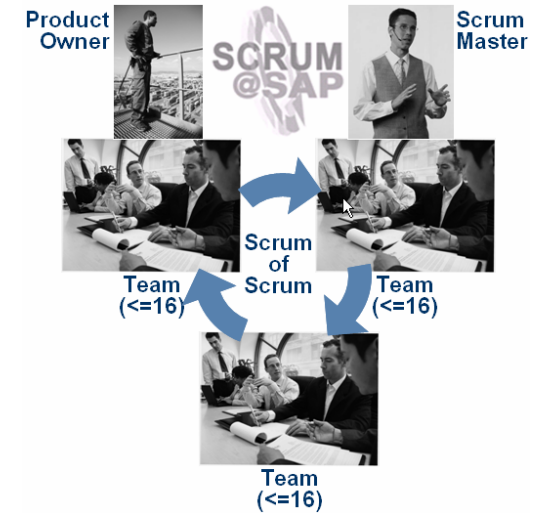
## “Classic I”



## “Classic III - combi”



## “Classic II”



Team (<=16)

# Agile Pilot – Scrum@SAP Variants

## “BIG I”

### Overall Scrum Master



### Team I Walldorf

Product Owner



Scrum Master



Team

### Team V Bangalore

Product Owner



Scrum Master



Team

### Team II Walldorf

Product Owner



Scrum Master



Team

### Team IV Bangalore+Walldorf

Product Owner



Scrum Master



Team

### Team III Bangalore+Walldorf

Product Owner

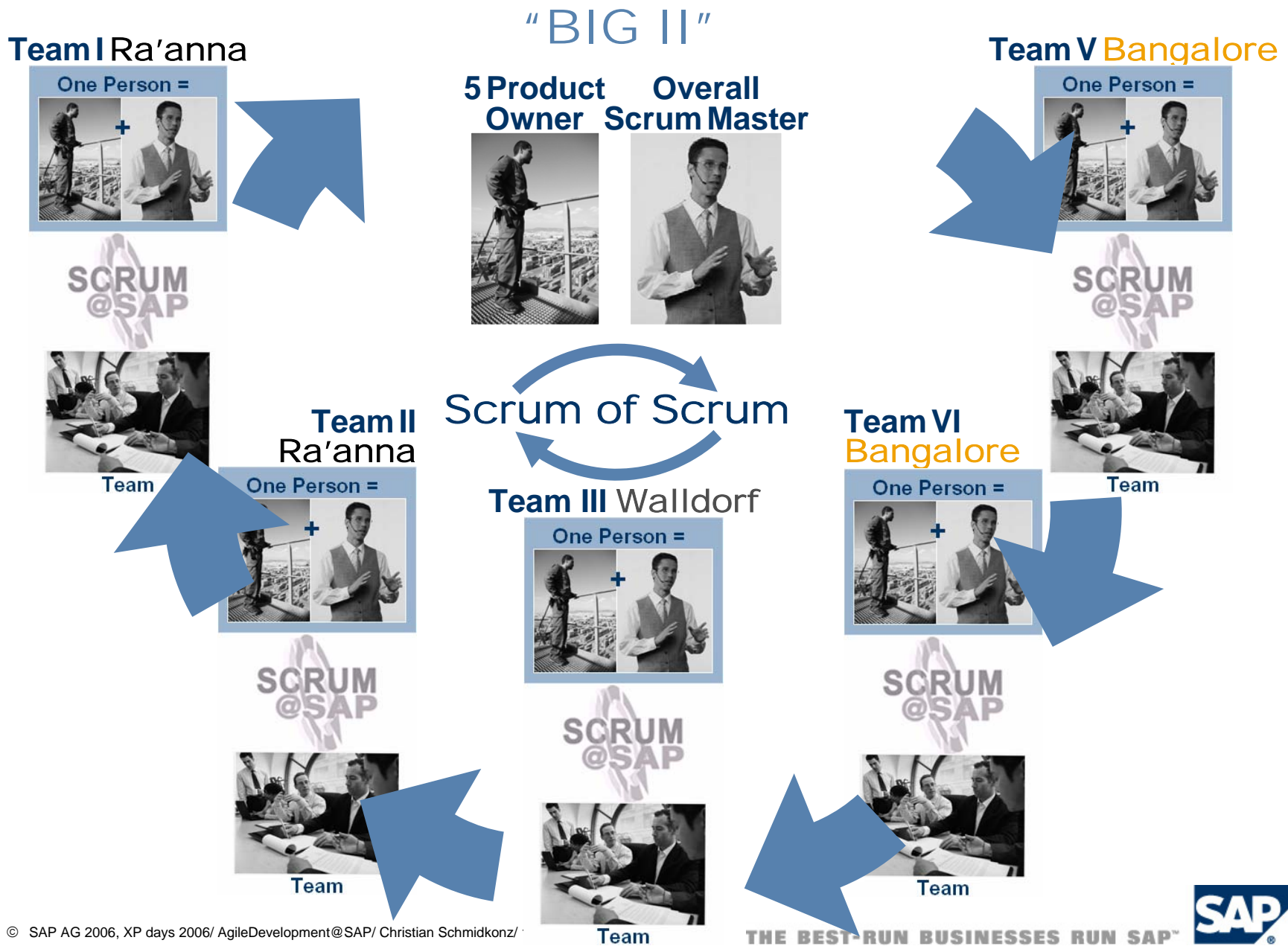


Scrum Master



Team

# Agile Pilot – Scrum@SAP Variants



## SAP Scrum Benefits

### Scrum Improvements for Projects

#### Transparency

##### on Project Status

- Issues and problems became visible very early
- Clear Status for all

#### Communication

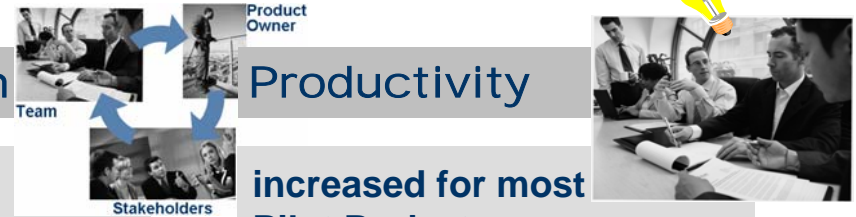
##### of all actors in the process

- Solution Management and Development
- One Product Owner per team
- Stakeholders in Sprint Review

#### Productivity

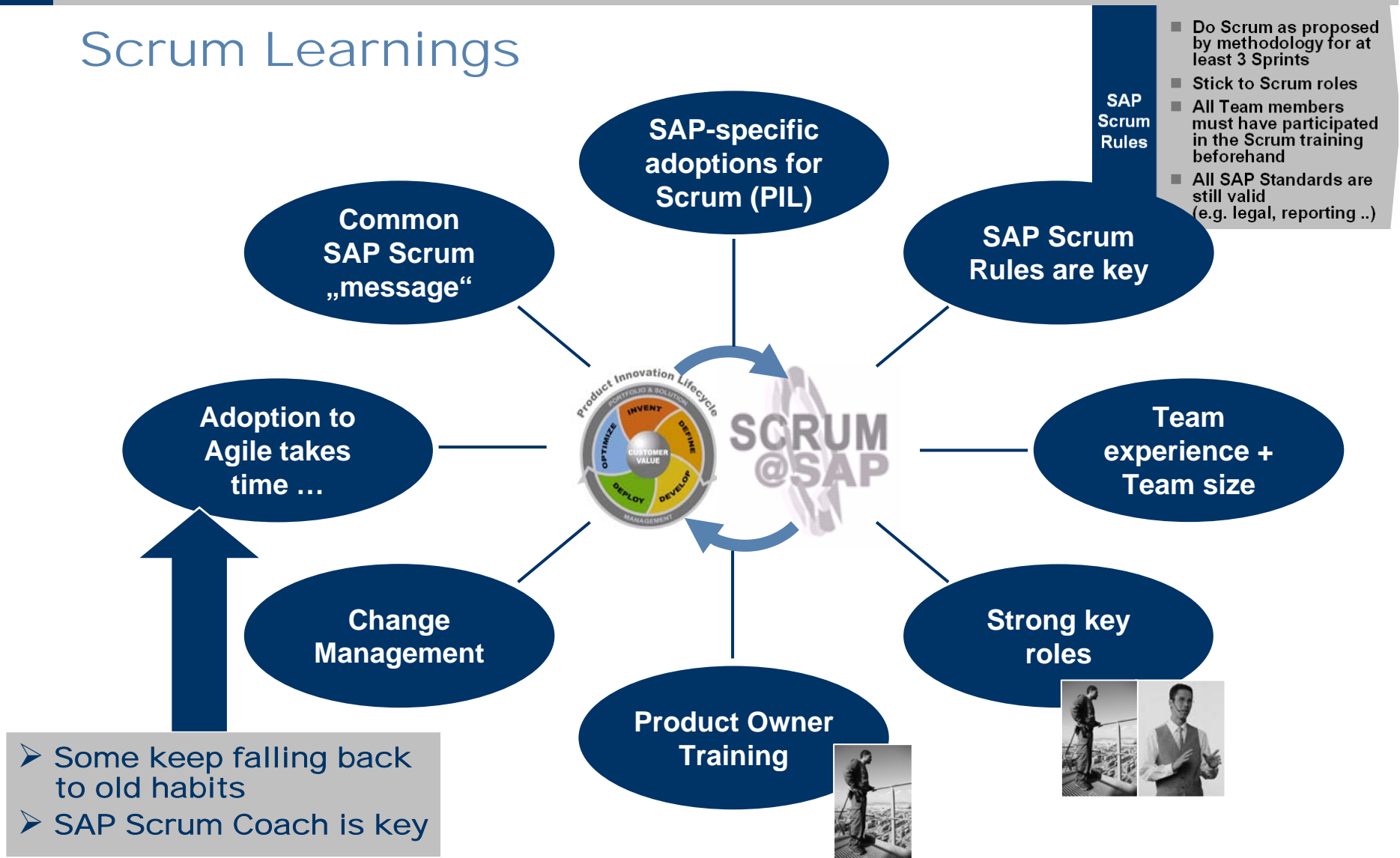
##### increased for most Pilot Projects

- High Team motivation
- Some Teams finished Sprints earlier
- Most Teams delivered earlier more than was expected



Benefits lead to an unexpected high number of Scrum Pilot Projects

## Scrum Learnings



## Scrum Challenges

- **Keep roles, responsibility, discipline and trust**
- **Scrum set-up for bigger projects**
- **A good Product Backlog**
- **Establish a Team learning culture**
- **Intercultural topics**



# Agile Pilot – Results

## Scrum Pilot Results

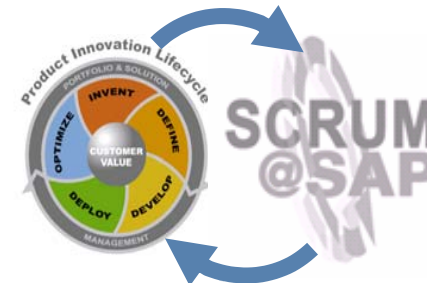
### Key Targets

- Evaluate **how** to do Scrum@SAP
- Support min. 10 projects
- Min. 3 different locations
- Min. 3 different development areas
- Build SAP Scrum knowledge
- First process draft (PIL)



### Success Measures

- Project business goals are met in time
- Team members love to do it
- Management is satisfied with results



Key Targets and Success Measures are met

40+ Pilot Projects at 7 SAP Development Locations

500+ trained Scrum Practitioners

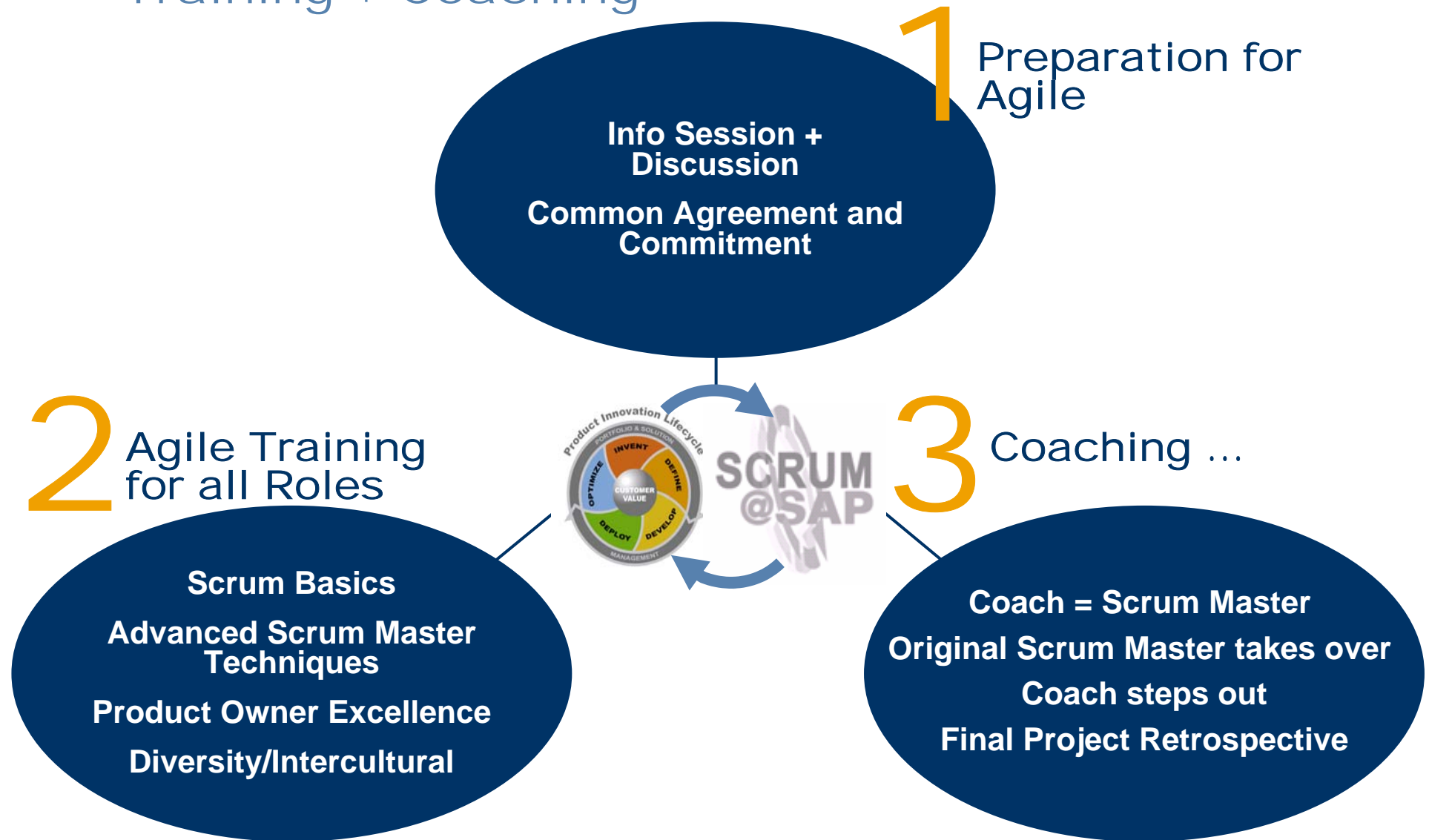
3 Development Areas decided to expand Scrum extensively in 2007

Scrum Pilot already changed to an introduction of Scrum

Scrum@SAP from 2007 on

- Scrum is part of PIL
- Scrum will be an option
- SAP Scrum Key Concepts
- Agile plans: Scrum@SAP + XP

## Training + Coaching



## Local Scrum Coaches



- **Enable Locations**
- **Ensure Local Project Support**
- **Education for Local Coaches**

### Tasks are to

- **build local communities**
- **do local training + coaching**
- **enhance local knowledge and expertise**
- **act as contact for the world-wide Agile SAP Network**



Development Challenges @ SAP

Product Innovation Lifecycle - Introduction

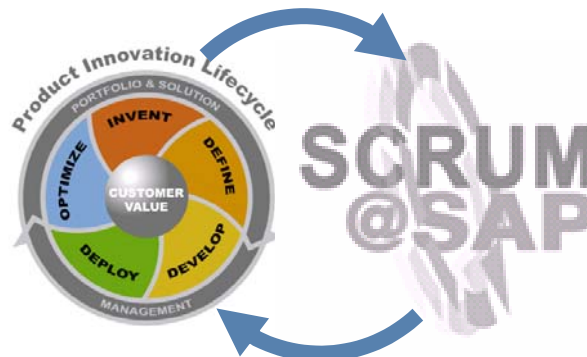
Agile Pilot

Questions



THANK YOU FOR YOUR  
ATTENTION!

QUESTIONS – SUGGESTIONS – DISCUSSION



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