



AgileDevelopment@SAP

XP days 2006, Hamburg

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Development Challenges@SAP

Product Innovation Lifecycle -
Introduction

Agile Pilot

Questions



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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



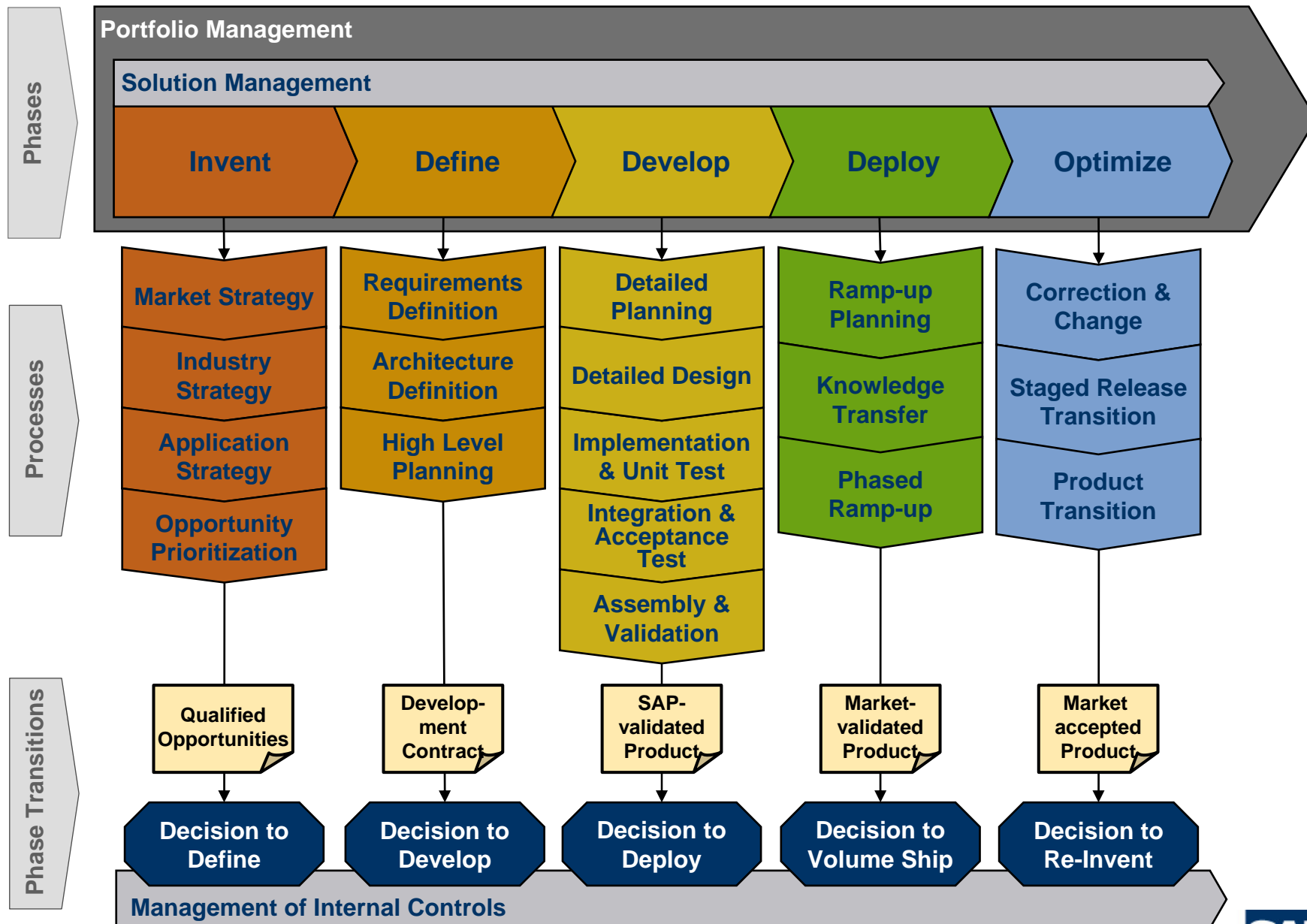
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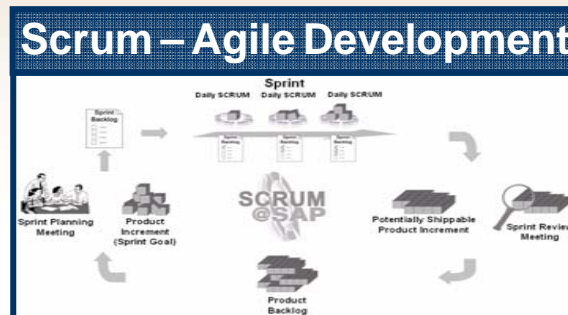
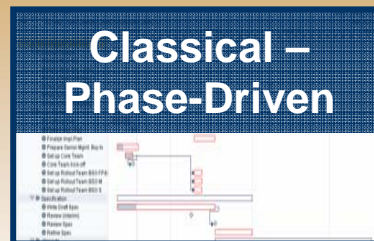
Product Innovation Lifecycle (PIL): Overview



How Agile & PIL (Product Innovation Lifecycle) Match



Project Execution





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Agile Pilot

Basics

Scrum@SAP

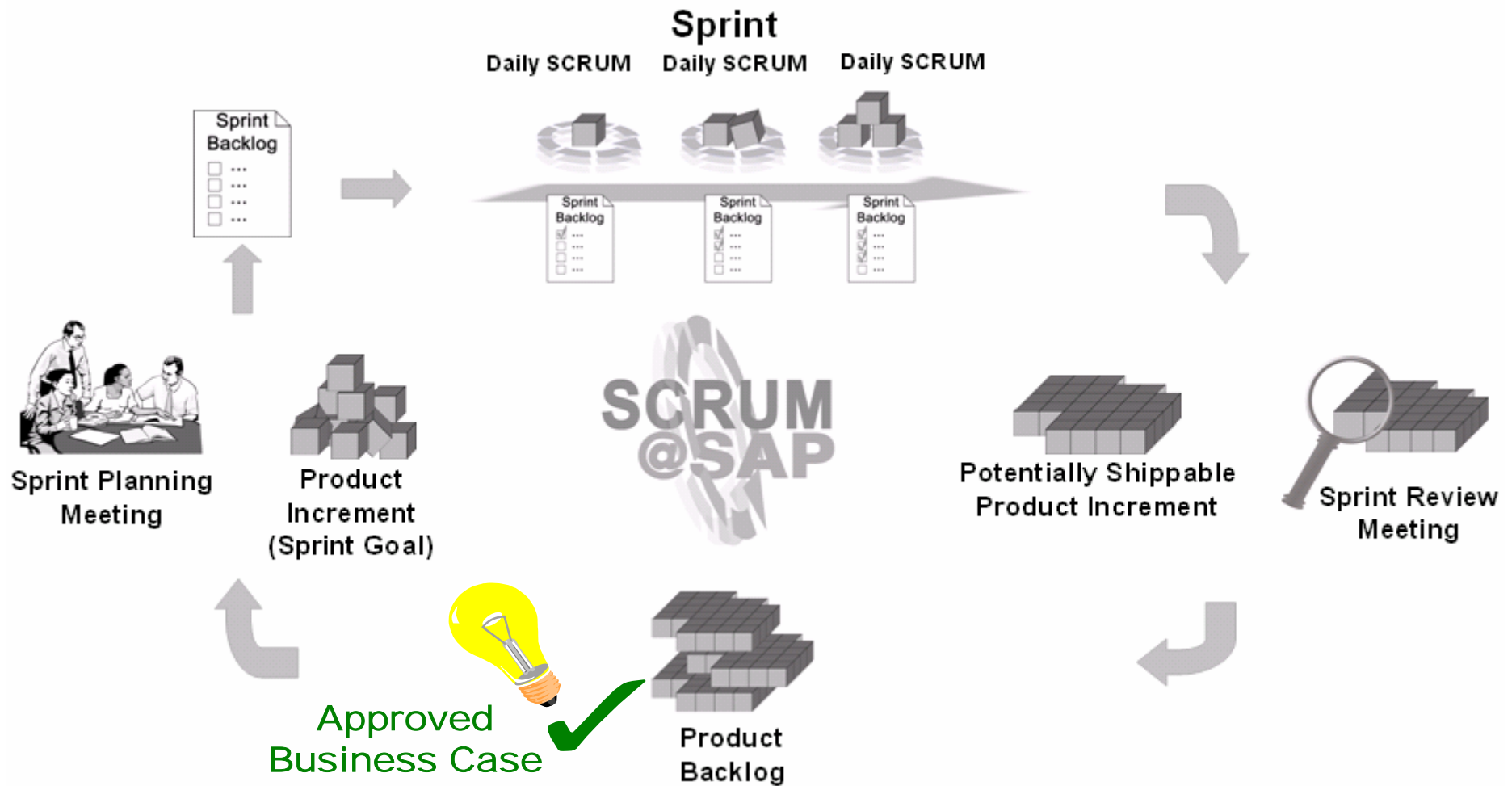
Results

Key Concepts

Agile Pilot – Basics

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

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) ...

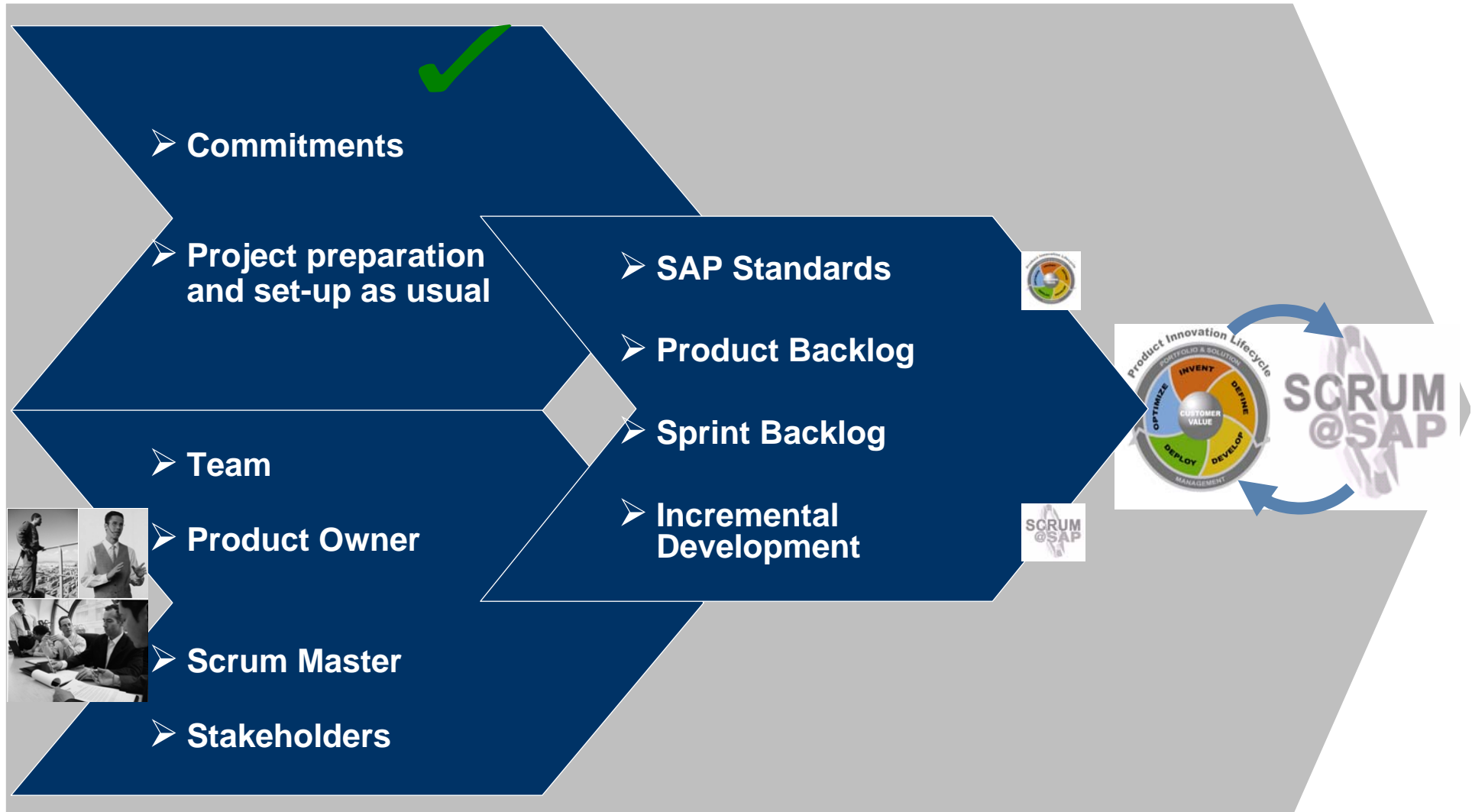
5 SAP Development Areas:



- 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**



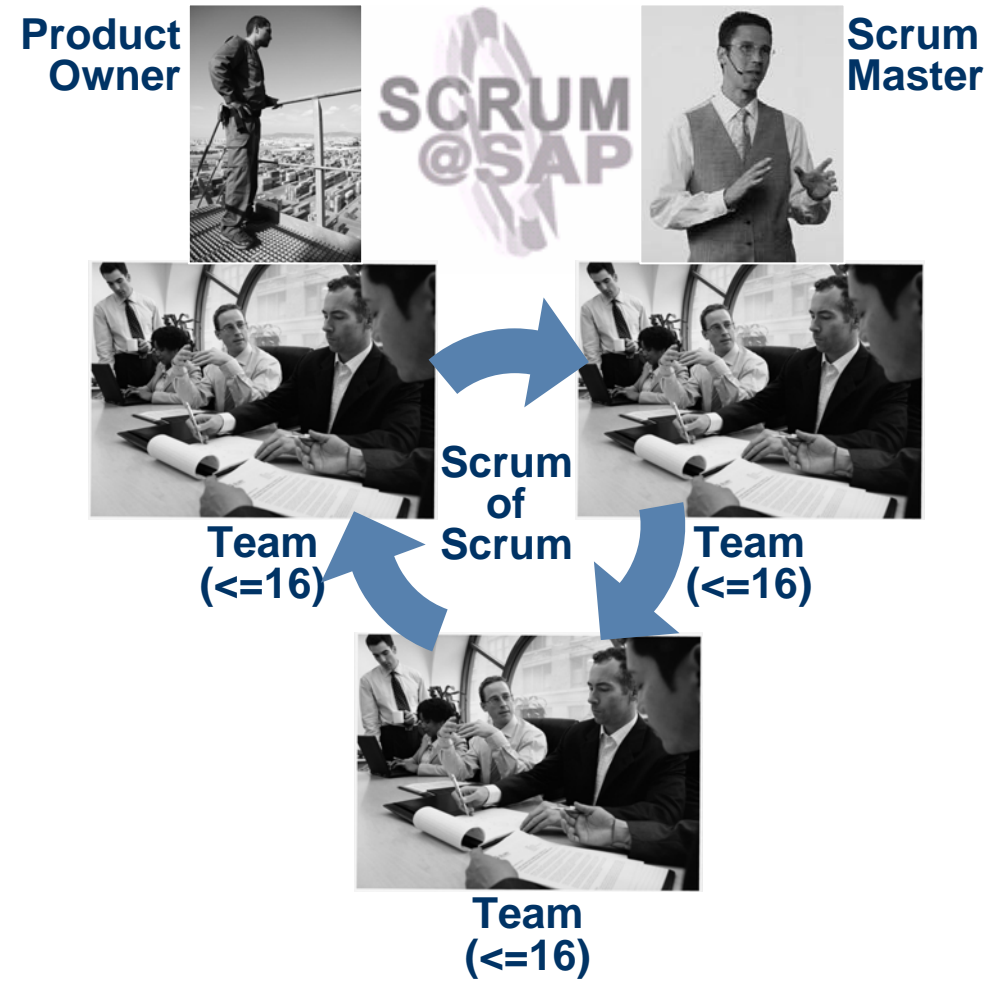
**Team
(≤ 16)**

Agile Pilot – Scrum@SAP Variants

“Classic I”



“Classic II”



Agile Pilot – Scrum@SAP Variants

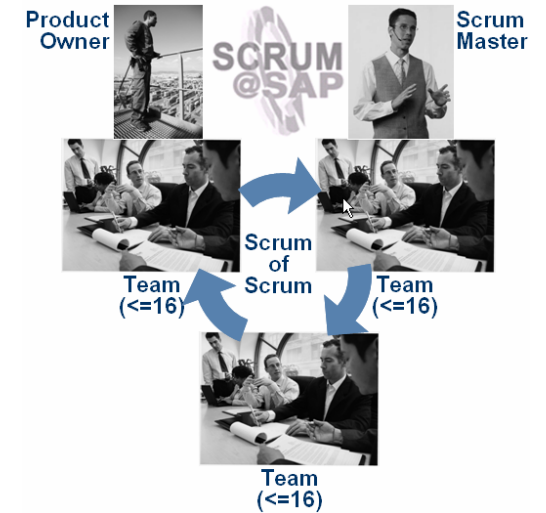
“Classic I”



“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

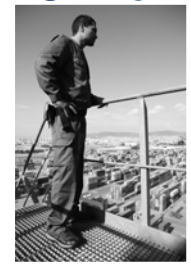
Agile Pilot – Scrum@SAP Variants

Team I Ra'anna



“BIG II”

5 Product Owner Overall Scrum Master



Team V Bangalore



Team II Ra'anna



Team III Walldorf



Team VI Bangalore



Team



Team



Team



SAP Scrum Benefits

Scrum Improvements for Projects

Transparency

on Project Status

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

Communication

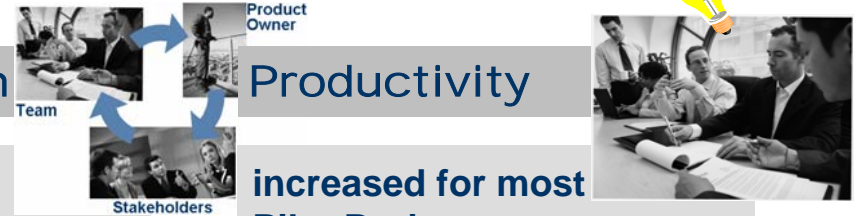
of all actors in the process

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

Productivity

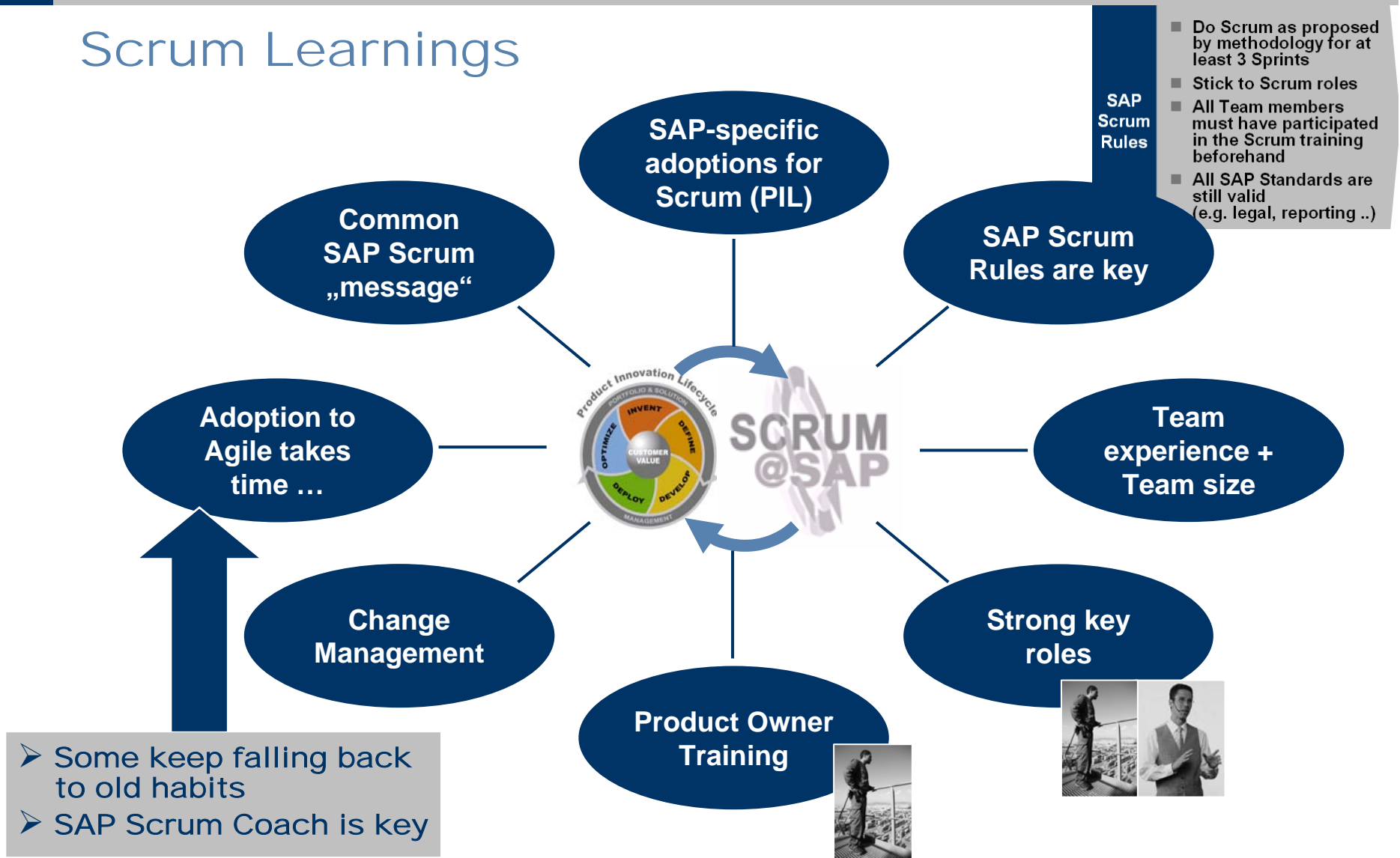
increased for most Pilot Projects

- 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

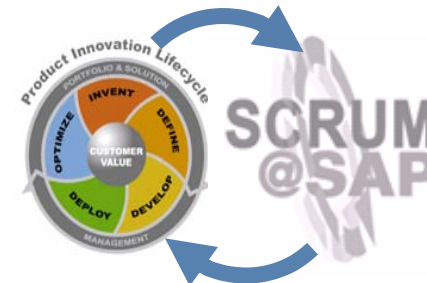
Key Targets

- 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

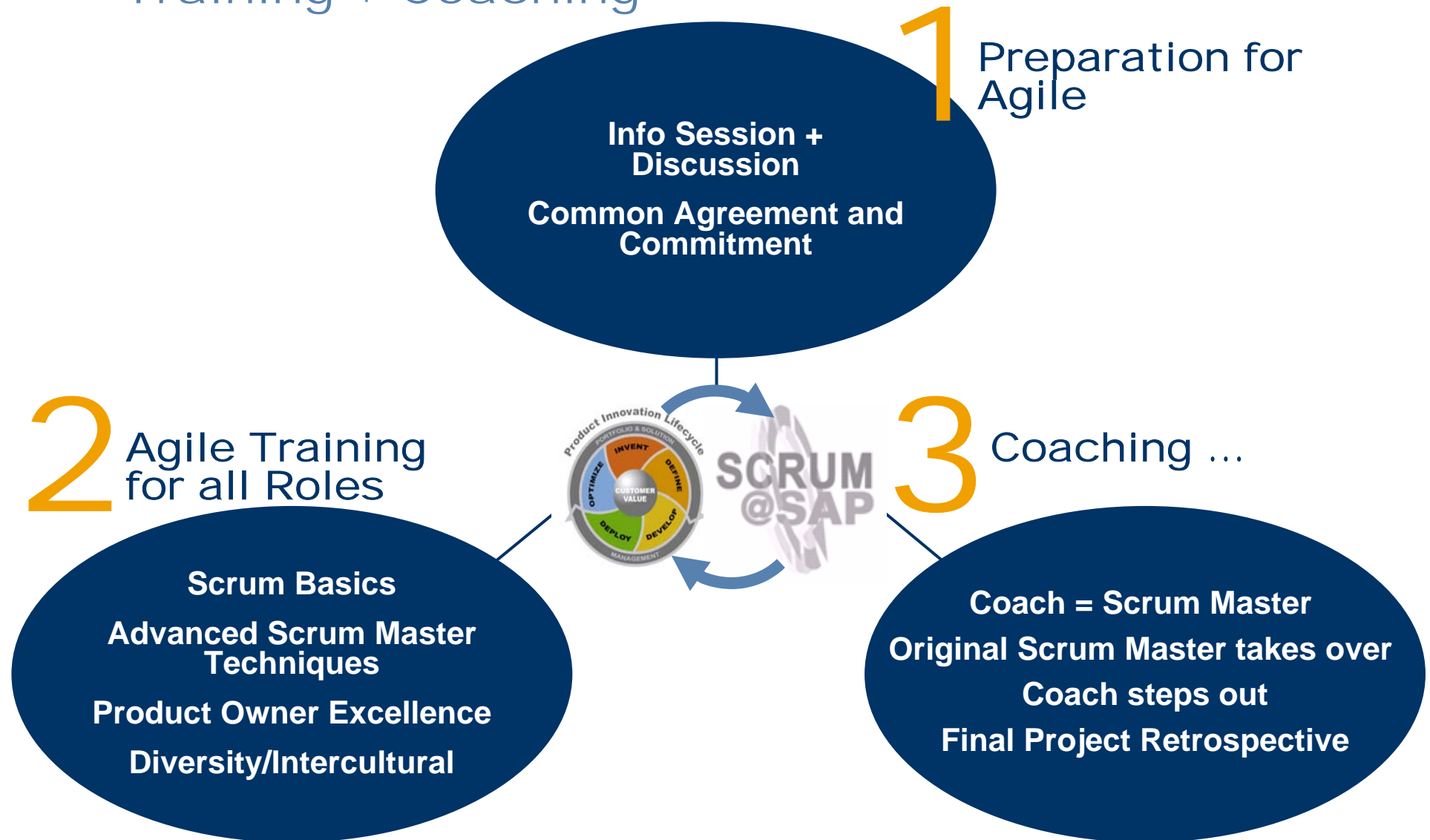
3 Development Areas decided to expand Scrum extensively in 2007

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

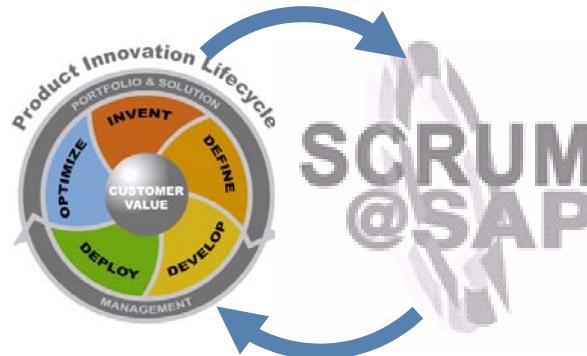
Agile Pilot

Questions



THANK YOU FOR YOUR
ATTENTION!

QUESTIONS – SUGGESTIONS – DISCUSSION



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