Rapid Deployment of SAP® Solutions
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Introduction

SAP Rapid Deployment solutions enable a new paradigm for the way we approach the implementation of SAP solutions today: faster, at lower cost and risk, and above all, using the experience of the largest customer base and ecosystem in the software industry to guide the project from day one. The aim of this book is to give you, the reader, an insight into this new paradigm. Throughout the book, we'll describe in detail the many facets of SAP Rapid Deployment solutions that can significantly reduce the timescale of a project, from evaluating a solution to productive use (time-to-value), while at the same time dramatically reducing implementation efforts and increasing predictability, in terms of how the solution fits the customer's business and the business value it generates.

Before we start, we'll briefly sketch who this book will benefit, and discuss what each of the chapters covers.

Book Overview

Everyone dealing with the implementation and extension of SAP solutions will benefit from reading this book. If you’re an SAP professional dealing with SAP implementations at your company, or an SAP consultant, this book will help you understand the new implementation paradigm based on the concepts related to SAP Rapid Deployment solutions, their evolution, and the benefits they offer to all SAP customers and prospects.

This book also provides case studies to illustrate in detail how deployment of SAP Rapid Deployment solutions has added value and reduced risk for its customers.
Introduction

Reading Guidelines

Within the chapters of this book, you’ll find explanations, insight, and examples assembled to increase your understanding of what SAP offers with the rapid deployment of business solutions. You will learn about the extensive offerings and infrastructure created by SAP to enable businesses to run faster, smarter, and better.

Chapter 1 will give you an overview of the new implementation paradigm, the key principles it is built on, and how it evolved over recent years.

After this introduction, we start Chapter 2 by looking in detail at how the new implementation paradigm works. First, we examine some of the key essentials of the new implementation paradigm, including cloud, mobility, and Suite on SAP HANA solutions, before considering SAP Best Practices and its place in rapid-deployment solutions. Then we take a look at the rapid-deployment implementation approach, focusing in particular on the Simplified Rapid-Deployment Solution Experience, and how this extends and further simplifies the deployment approach in the cloud. It begins with a walk through of the implementation process, from the point where customers explore SAP solutions, through scoping, deploying, and running the solution. There is also a section on the latest version of the ASAP methodology and how this supports the delivery of rapid-deployment solutions, as well as examples.

Chapter 3 demonstrates how SAP made it possible for the deployment teams, using the methodology and tools described in this book, to produce fast, efficient, and effective deployments. The 17 case studies contained in this chapter span a variety of solutions, customers, and geographies to substantiate that the deployment teams were able to quickly and predictably unlock the power of the solution and accelerate that time-to-value.

SAP Rapid Deployment solutions in the context of the assemble-to-order approach is the focus of Chapter 4. It explains the content of a rapid-deployment solution package and how the content is gathered. This in turn leads to a focus on the tools that support the new methodology, which are the topic of Chapter 5. This section describes the discover-
deploy-run process and the tools that support it, such as the SAP Solution Explorer, SAP Solution Configurator, SAP Solution Manager, and the Solution Builder. It features a checklist and step-by-step guide that helps you to assess how to best go about using or implementing rapid-deployment solutions, including an overview of the services that are detailed in the next chapter.

**Chapter 6** surveys the latest SAP services that support customers and their teams, including SAP Partners that may be included in the deployments. Through engineered services, solution implementation, operation services, and enablement services, SAP has the infrastructure to support rapid deployments. These services are discussed in detail.

**Chapter 7** reviews the role of the SAP Partner in the rapid deployment of SAP solutions, as well as the support, resources, and qualification programs that SAP makes available to SAP Partners. This infrastructure helps partners deploy and use the SAP Rapid Deployment solutions methodology to build and deliver new and useful solution packages in the market.

Finally, **Appendix A** contains a comprehensive overview of the current SAP Rapid Deployment solutions portfolio. It is structured by related topics, including ERP (Enterprise Resource Planning), SAP Business Suite powered by SAP HANA, line-of-business, industry, mobility, and technology packages, with analytics, migration, integration, and SAP HANA solutions too numerous to mention here.
seen the complete best-practice scope that came with the solution, we wouldn't have been able to make the right decisions for our business on which 30 percent really to individualize."

2.2 SAP Best Practices, SAP Business All-in-One, and SAP Rapid Deployment Solutions

In this section, we will introduce SAP Best Practices, SAP Business All-in-One, and SAP Rapid Deployment solutions in more detail. We will introduce what actually will be delivered with SAP Best Practices and how this concept relates to the SAP Business All-in-One offering for the mid-market and the rapid-deployment solutions offering. Before we dive into details, here is the explanation of the key offerings in a nutshell: With SAP Best Practices, we refer to the core content platform that describes the business best practices for specific areas like procurement, manufacturing, and different industries. SAP Best Practices are business-oriented, tried-and-tested, modular packages with pre-configuration, documentation, and built-in methodology that allow for out-of-the-box deployment of integrated business capabilities.

Now let's review how SAP Business All-in-One and SAP Rapid Deployment solutions both build on the powerful content platform that SAP Best Practices provide.

SAP Business All-in-One is the offering for the mid-market. These packages are offered to customers and implemented via partners, i.e., the implementation service based on the pre-configuration content and documentation is performed by an SAP Partner.

SAP Rapid Deployment solutions is the offering for enterprise customers also building on the content platform provided by SAP Best Practices. Rapid-deployment solutions add another component to the SAP Best Practices. They explicitly include an implementation service for the scope of the solution. This service is performed either via SAP Partners or directly by SAP consulting.

Figure 2.1 illustrates this relationship. We'll discuss these offerings individually in the following sections.
2.2.1 SAP Best Practices

The SAP Best Practices content platform captures the experience of more than 35 years of SAP implementation projects performed by SAP and partners around the globe for companies of all sizes and over a large variety of industries. SAP Best Practices document these experiences in a structured, well-designed, and extensible fashion that is available for customer projects. SAP Best Practices are continuously updated to cope with newest industry business trends and to include the latest technology innovations in the underlying products.

In essence, the SAP Best Practices content platform is comprised of two major elements:
1. The description of the best business practice, such as the best-practice business process for a certain area and industry, e.g., what are order-management best practices for the consumer-products industry.

2. A detailed documentation that describes how the SAP software should be configured and set up in order to execute the best business practices in the system. This includes detailed documentation like configuration and installation guides as well as pre-defined master data and configuration settings that can be uploaded in the system.

SAP Best Practices are structured into packages. Each package has a well-defined and self-contained functional scope that delivers a tangible business value and is suitable as scope for a separate implementation project. This means that the scope provides a complete base from which to launch an implementation project.

### Content of an SAP Best Practice Package

An SAP Best Practice package consists in principle of a couple of documents and some scripts and files required to upload configuration settings and sample data (e.g., sample master data and organizational structures) into the system. These assets are defined via a standardized bill of material (BOM). Each asset type follows a common template.

The following list shows the key assets of a package and their purpose:

- **Software**
  A list of the SAP software products and license materials that are required to run the scope of the package. This defines the software installation and software license requirements of the rapid-deployment solution.

- **Implementation Content**
  The Implementation Content cluster contains assets that describe in detail how the best practice business process should be configured in the system.

- **Business Process Description**
  A document describing the best-practice business process in graphical and textual form. See Figure 2.2 for an example of a best-practice business process diagram.
Configuration Guide
A document describing in detail how to configure the system manually.

Quick Guide for Package Implementation
A procedure to implement the complete package scope.

Pre-configuration settings
The configuration settings for the package in a format that allows automatic upload of the settings into the system. The pre-configuration settings contain exactly the same settings as described in the configuration guide. If the automated upload of the configuration data can be used, the detailed steps in the configuration guide do not have to be executed manually.

Master data
The relevant sample master data for the best-practice process. This includes a so-called “model company” that serves as an example company with a sample organizational structure, chart of account, company and subsidiary setup, etc. This model company is shared across packages to simplify the combination of packages in one installation.

Test cases
Test cases ready-to-use for the project to perform end-to-end tests for the best-practice business processes.

Learning material
Material that can be leveraged by the project teams to conduct end-user training for the best-practice business process.

For a complete list of the assets contained in an example rapid-deployment solutions bill of material, see Section 4.2.3. In the following subsection, we will introduce some examples of key assets.

Key Assets
The Business Process Description (BPD) comes in two flavors. A business-process diagram provides a graphical representation of the business processes of the rapid-deployment solution (see Figure 2.2).
In addition, a textual document describes the process in detail and also describes how the process will be executed from the end-user perspective. This document is also well-suited for training and testing purposes. Figure 2.3 shows an excerpt of the Business Process Description document for the SAP Extended Warehouse Management rapid-deployment solution.

**Figure 2.2** Process Diagram Example from Extended Warehouse Management Package
The Configuration Guide describes the detailed steps that are required to configure the business processes that are in the scope of the package. Each configuration setting, and how to access it, is described in detail. In the example of the SAP Extended Warehouse Management rapid-deployment solution package, a pre-defined sample warehouse layout is given and it is explained how project teams can configure exactly this layout in the Configuration Guide. Project teams use this sample layout in projects to adapt it to the actual layout. It is often easier to change a provided sample than to configure from scratch. Figure 2.4 shows an excerpt of the configuration guide and Figure 2.5 shows the provided sample of the layout in combination with the business process.
### Figure 2.4 Configuration Guide Excerpt for Extended Warehouse Management Package

#### Overview
- Create purchase orders
- Create expected goods receipt
- Create inbound delivery with or without packaging information
- Pallets unloaded and HUs created in the system
- Putaway based on quantity to high rack via handover point or mezzanine
- Clarification zone

#### Warehouse YER2

![Diagram of Warehouse YER2]

**Warehouses**
- YER2
- YER3
- YER4

**Handover Points**
- Y011
- Y012
- Y013

**High Rack**
- Y011
- Y012
- Y013

**Racking Points**
- Y021

**Clarification Zones**
- Y020
- Y021
- Y022

**Shipping Office**
- Y030

**Receiving Office**
- Y040

**Shipping Office**
- Y050

**Quality Inspection**
- Y050

**Create PO**
- Create EDV
- Create EDV
- Destination
- Purchase Order

**Update IDLV and Stock (ODS)**
- Update EDV
- Stock (ODS)

**Posting Change (AFS)**
- Posting Change

**Update IDLV—Final Completion**
- Update IDLV

**Figure 2.5 Sample Goods Receipt Process with the Usage of the Pre-Delivered Sample Warehouse Layout**
Quick Guide for Package Implementation

The Quick Guide for Package Implementation summarizes the procedure of the package implementation and its prerequisites. It serves as the key document describing the implementation methodology, especially for the package in scope. Figure 2.6 shows an excerpt from SAP’s example package.

Figure 2.6 Quick Guide Excerpt from Extended Warehouse Management Package

Types of SAP Best Practices

Figure 2.7 shows the different types of SAP Best Practice packages. The baseline packages provide the generic, core business processes that support the most important business needs. They are available in more than 50 different country localizations. These localizations are developed according to the legal requirements and country-specific needs. The baseline packages carry the core localization features. A separate baseline...
package, e.g., for SAP ERP, exists for each country. These baseline packages can be combined with any industry or cross-industry package. See Appendix A, Section A.7, Table A.24, for a list of the baseline packages.

Industry packages are configured to the needs of a specific industry. They are based on best practices developed with industry leaders. Industry packages are deployed on top of the respective baseline package for a specific country or cross-industry package. The automotive industry package, for example, could be deployed on top of the USA baseline package to build an automotive solution for a customer based in the USA.

Cross-industry packages contain predefined business processes relating to areas generally in use across multiple industries, such as C-parts procurement. They can be used in conjunction with baseline or industry packages.

The portfolio is extended by partners that offer their own partner packages; for example to address the configuration needs of specific partner extensions to the SAP solutions (see Chapter 7).

### 2.2.2 SAP Business All-in-One

SAP Business All-in-One is a solution that combines the SAP Best Practices content platform with a lifecycle workbench that assists project teams with a set of tools to ease the implementation tasks in the project, and has mid-market-specific, go-to-market assets that help position the business value of the SAP Business All-in-One packages. See Figure 2.8 for an overview of the structure.
As stated in the introduction of this section, the SAP Business-All-in-One solution represents the brand and the offering of the SAP Best Practices content for the mid-market. The implementation services for this content are performed via SAP Partners.

**Figure 2.8** Structure of the SAP Business All-in-One Solution

As stated in the introduction of this section, the SAP Business-All-in-One solution represents the brand and the offering of the SAP Best Practices content for the mid-market. The implementation services for this content are performed via SAP Partners.
2.2.3 Rapid-Deployment Solutions

Rapid-deployment solutions are also based on the SAP Best Practices content platform. They also provide solutions based on this content for enterprise customers. In addition, rapid-deployment solutions adds two more elements to the SAP Best Practices content: the general go-to-market content and pre-defined implementation services.

Each rapid-deployment solution comes with a set of so-called services assets that define—often at a fixed price—implementation service for the scope of the solution. This service can be performed by SAP Partners or by SAP consulting.

The key services assets consist of:

- **Work breakdown structure, schedule, and effort**
  A decomposition of work defined as a list of tasks to be done by the project team to complete project objectives.

- **Statement of Work**
  A document that describes the work that SAP delivers in an implementation project for the solution, and also any aspects that the customer must honor.

- **Scope document**
  A definition of the package used to understand the agreed-upon scope as a basis for handling changes to it.

- **Step-by-step guide**
  A standardized sequence of activities for the rapid deployment of the solution, with assets to support these activities.

Figure 2.9 shows an excerpt of a work breakdown structure (WBS) for the SAP Extended Warehouse Management rapid-deployment solution.

The WBS describes the different tasks that have to be executed in the project, grouped into project phases including testing, change management, user training, etc. Documents that describe further details on what and how to accomplish this task, or templates of deliverables of these tasks, are associated to the tasks in the WBS. These documents are called accelerators.
The WBS also captures which role in the project should execute the task and where it should be performed (on-site or in a near- or off-shore delivery center) together with the usual effort for the task based on experience from past projects. The WBS strictly follows the general structure and implementation methodology defined by the Accelerated SAP (ASAP) methodology. The ASAP 8 version contains a specific variant for the implementation of SAP Rapid Deployment solutions that is the master WBS for all the solutions. The specific WBS contains the specific refinement and the specific accelerators for the scope of the individual rapid-deployment solution. See Section 5.3 for a more detailed discussion on the ASAP implementation methodology.

Step-by-step guide

Figure 2.10 shows an example of a step-by-step guide. It provides a more simplified view on the WBS and lists the different project accelerators, i.e., the documents that help the consulting teams perform the various tasks in the project, structured around the project lifecycle.
The example shows the solution-activation step in the Deploy phase where either automated configuration content or the Configuration Guide for manual activation is used. The related accelerator assets like Business Process Description or manual configuration and activation (the Configuration Guide) and others are listed and are directly accessible from the step-by-step guide.

![Figure 2.10 Step-By-Step Guide for SAP Extended Warehouse Management Rapid-Deployment Solution](image)

While the SAP Business All-in-One solution is pretty much focused on SAP ERP and business objects, rapid-deployment solutions are available across SAP's product portfolio, including line of business, industry, technology, and analytics solutions. Please see Appendix A, Section A.1 for the SAP Rapid Deployment solutions portfolio.
3.2.3 Results
This case study explained how efficiently the deployment team migrated legacy data into a new SAP Business Suite powered by SAP HANA with the rich content of the Rapid Data Migration package which can turn a generic ETL tool into a powerful engine and ease the job of migrating data. The example demonstrated the new approach, where the data quality and data validation are shown to be key to ensuring a smooth go-live with the migrated data.

The key learning points were:

- Data migration, if insufficiently planned or poorly executed, represents a significant threat to on-time, on-budget completion of IT projects (implementations, mergers and acquisitions, technology migrations).
- SAP Rapid Data Migration is the best solution for any data migration to an SAP system because its base, SAP Data Services, is a leading data-quality and data-integration tool.
- By combining data-integration software, rapid data migration content, and fixed-price/fixed-scope starter services, customers can have confidence that their data migration projects will be completed on time and in budget.

3.3 Rapid Deployment of SAP ERP with SAP ERP Rapid Deployment Solutions and the Assemble-to-Order Approach

Solution Showcase
Rapid deployment of SAP ERP with an end-to-end services approach to reduce the deployment cycle by four months.

This case explains the deployment of an SAP ERP solution in a consumer packaged goods company in Africa that chose an SAP end-to-end services approach and deployed the SAP ERP solution in their organization in 32 weeks.
Minimize modifications

At Rainbow Chicken Limited, IT plays a fundamental role in supporting the company’s vision and strategy. Selecting an integrated IT platform of SAP ERP solution is all about ensuring that IT investments deliver maximum business benefit. Rainbow wanted to implement an SAP ERP solution that was based on a standard template. The key requirement for the deployment strategy was to minimize the amount of modifications and changes to the standard SAP solution in order to accelerate the deployment and make the operation of the solution simple and cost-effective.

Rainbow was implementing a new SAP ERP solution in their business to achieve the above goals. The customer IT organization had a number of team members with previous experience from traditional deployment of SAP solutions in another organization.

Cost effective

The business team and IT organization were specifically looking for a cost-effective approach that would deploy the SAP ERP functionality in their business, rapidly, while minimizing the modifications of the standard functionality. Although the customer considered alternatives, the final choice was to go with an SAP end-to-end services approach using the assemble-to-order deployment strategy to leverage the standard package as a baseline for deployment, and implement any enhancements on top of the existing functionality.

3.3.1 Background

Rainbow Chicken Limited is South Africa’s largest processor and marketer of chicken. Rainbow is a fully integrated broiler producer that breeds and rears its own livestock, which it feeds from its own feed mills; processes, distributes, and markets fresh, frozen, value-added, and further-processed chicken. Rainbow operates in the local retail, wholesale and food-service channels with four brands: Rainbow, Farmer Brown, Rainbow Simply Chicken, and Rainbow Food Solutions. It also produces a variety of dealer-owned brands for a number of retailers and wholesalers.

The company delivers over four million products to their customers every week, which requires a highly sophisticated, integrated IT system with lower total cost of ownership than the system that was being replaced. Management found that the SAP ERP solution supported those
business goals. Additionally, the IT organization favored a solution that could be deployed quickly and cost-efficiently, while supporting their business needs.

### 3.3.2 Solution-Deployment Planning

The customer went through an extensive evaluation period, during which they asked SAP to demonstrate the delivery capability to the company. The customer reviewed the solution against their detailed business requirements, studying how the standard SAP ERP best-practice package, which is actually the foundation of the SAP Rapid Deployment solutions, met those requirements. Upon confirmation that the standard solution had a good level of fit to those customer needs, the customer and SAP services deployment team agreed on a deployment strategy, based on a lightweight version of ASAP methodology that supported the assemble-to-order deployment strategy.

The key reason for selecting the assemble-to-order approach for the customer team was its innovative nature in re-using standard best practices. The main savings come from the fact that the solution design starts with running an already integrated solution instead of an initial requirements collection. After the best practices were made known to the business owners, the requirements were defined as delta scoping during which the team confirms solution fit and performs design for the solution gaps and solution enhancements. This ensured that the solution works right from the beginning and is integrated strongly, reducing the project risks.

A customer IT manager stated, “SAP would not have won the services deal had it not been for the assemble-to-order approach.” The assemble-to-order approach and SAP ERP rapid-deployment solution were the dealmakers for SAP Services and a big part of SAP signing a group software deal as well.

The solution that has been used as the baseline build at Rainbow is the SAP ERP rapid-deployment solutions package, specifically the manufacturing variant that offers complete coverage of the ERP capabilities for finance, controlling, manufacturing, etc. Figure 3.7 shows the key components of this package—from finance management, through manufacturing,
to logistics—which include the software, services, content, and enable-
ment.

### 3.3.3 Deployment

After an extensive solution-exploration phase, the customer conducted the SAP ERP deployment with a rapid-deployment solution and assemble-to-order approach. They did this with leading SAP implementation providers, and selected SAP services for deployment of the solution. The key points for selection of SAP services were the innovative deployment strategy that SAP presented with the assemble-to-order approach that leveraged standard ERP functionality based on ERP best practices. The price point that SAP was able to achieve through this approach, while delivering standard functionality, matched the customer business processes and needs, and set the stage for the end-to-end services around an SAP ERP rapid-deployment solution implementation.

The customer started the deployment project with the SAP ERP rapid-deployment solution for manufacturing best-practice content. They used the solution to guide their focus in Rainbow’s scope validation workshops. During these workshops, the deployment team went through a detailed validation of requirements and fit of the business processes. At the end of the scope validation, the team increased the scope and proceeded to the realization of the solution gaps. Using best practices as a
starting point does not limit the flexibility of the final solution. It is just a very effective way to come to a working final solution.

Figure 3.8 shows the recommended approach to the scope-validation workshops as it is defined in the assemble-to-order version of the ASAP implementation methodology.

The validation workshops start with setting the reference value and boundaries to guide the discussion. Then the team starts the delta-scoping workshop, during which the team demonstrates the standard functionality of the package to the key users and solicits feedback on fit. For any gap that is identified, the team captures the delta requirement on a high level and marks it for follow-up in scoping workshop B.

During the Rainbow delta-scoping workshop B, the project team (together with key users) worked on the design of the solution related to gaps identified in the earlier workshops. This way, the team stayed focused on reviewing the fit of the entire package before getting into detailed design discussions. The outcome of this exercise was a delta-scope document that captured the fit and details the solution for all known gaps.

**Figure 3.8** Scope Validation Workshop Flow
The scope-validation workshops helped the Rainbow IT organization and project team win the business users over. This was accomplished because the team was able to demonstrate processes with recognizable roles and outcomes that the business users valued. The SAP ERP rapid-deployment solution standard best practices content worked well together and provided integrated scenarios that the customer team could identify with in the context of their business needs. This helped the deployment team to minimize the time and effort spent to identify the gaps and understand the effort needed to close them.

The SAP ERP rapid-deployment solution package is by its nature an assemble-to-order package, as it allows for a significant amount of configuration as part of the standard package, plus the capability of the ERP solution to be configured or extended to fit customer needs where the standard package functionality does not meet the requirements. The deployment approach for the assemble-to-order solutions reflects this in the way the deployment is structured into phases that emphasize the solution validation and further enhancements of the standard functionality during the realization phase.

The realization phase of the Rainbow project focused on the build and test of the identified gaps. The project team also managed the organization change, development of training, and production of end-user documentation in similar fashion as in traditional projects. The major acceleration was achieved through re-use of a standard pre-built solution and by focusing on the delta requirements during the project.

The project team focused strongly on execution of organizational change management (OCM) activities during the course of the project. With the rapid deployment of a solution in an organization, it is critical to perform rapid OCM activities. It was critical for the project success to integrate OCM activities in every step of the implementation journey. Rainbow used dedicated business representatives that were hand-selected to drive the key activities in the project and support the execution of the organizational changes in the business.
### 3.3.4 Results

This SAP ERP customer team related the re-use of the SAP ERP best practices as the primary vehicle that enabled the company to reduce the ERP deployment project from 12 months to eight months. A four-month savings multiplied across an entire deployment team, and the customer resources that supported that team, was a substantial savings to the customer. The Rainbow customer team underlined the above statement by saying that the cost efficiency the SAP Services team helped them gain through a best-practice system was a big win for them.

Being able to use the pre-built SAP Rapid Deployment solutions packages to significantly accelerate the ERP project produced tangible savings in time and investment, especially in the initial setup of the baseline solution. They accomplished these savings without sacrificing on requirements.

SAP Services was able to help the deployment team to accelerate the implementation while still staying focused on the customer requirements, so that the core business requirements were not compromised. The team was able to simplify the work on the delta requirements and stay focused on the customer's unique processes and practices, then implement the difference as a delta on top of the standard functionality provided by the package.


For more information about execution of assemble-to-order projects, we recommend you review the guidance in the ASAP methodology that is available to customers and partners on SAP Service Marketplace ([http://service.sap.com/asap](http://service.sap.com/asap)) and in SAP Solution Manager.
By selecting a solution capability as shown in Figure 5.5, you will get the detailed information about the solution capability, amongst other things:

- What it provides to your business.
- The business value, depicted in the form of its relevance to typical business drivers. Examples for business drivers in sales and marketing are “Drive growth in market share” and “Increase up-selling and cross-selling.”
- Related documents (brochures, videos, demos, success stories, etc.).
- Related products, i.e. a list of SAP products recommended to implement the solution.
- Related license materials.

Similarly, selecting a rapid-deployment solution will give you an overview of its benefits, related products, and what SAP provides with the whole solution.

5.2 Scoping Your Solution with the SAP Solution Configurator

The SAP Solution Configurator (Beta) allows you to scope your solution, i.e. map your business requirements to the available capabilities and services and capture gaps. We provide a simpler version for use by customers directly on the web, and a more advanced web version for SAP bid managers to help them put together assemble-to-order-based implementation project proposals together with the customer.

Since the SAP Solution Configurator stores your selections, you need to log on in order to access it. Your www.sap.com or Service Marketplace user and password can be used for this.

Note that for partners in the small and midsize enterprise (SME) segment, we provide an SAP Solution Configurator for Business All-in-One, which allows partners to define their best-practice-based offering with their own branding. It does not cover all SAP solutions, because it has a very dedicated functionality for the SME space, and continues to be a valuable lead-generation tool in this area.
5.2.1 The SAP Solution Configurator for Customers

You enter the SAP Solution Configurator via SAP Solution Explorer, by clicking on the CONFIGURATOR button at the top of the page.

The SAP Solution Configurator gives you access to the same information about the solution offerings that is available in the SAP Solution Explorer, but allows you to select specific solution capabilities and scope items to include in the assemble-to-order implementation project, as shown in Figure 5.6. The left half of the screen shows the business scope which you have selected, using the solution capability catalog structure as used by the SAP Solution Explorer Expert View, i.e. grouping solution capabilities by responsibilities and then by solution areas. As shown in the figure, individual scope items can be selected for each solution capability.

![Figure 5.6 The SAP Solution Configurator for Customers](image)
The example in the figure shows the following selection: the chosen responsibility is Marketing; below that the two solution areas Segmentation and Campaign Management and Loyalty Programs have been selected. Within Segmentation and Campaign Management, the solution capability Lead Management has been selected, and for this capability the four scope items Lead Management, Lead Management (mobile), Interactive Reporting with SAP HANA and Replicate Lead directly into ERP system have been selected.

The right half of the screen shows the implementation scope required in order to implement the business scope depicted in the left half of the screen. The implementation scope consists of the following:

- Pre-assembled rapid-deployment solutions available in the SAP HANA Enterprise Cloud, which provides a test and evaluation environment at low cost for jump-starting your implementation
- Additional rapid-deployment solutions required in order to cover business scope which is not covered by the pre-assembled rapid-deployment solutions
- Related license materials of the software products required to run the solution

Experience shows that the most effective way to reduce implementation cost and risk is to discuss the planned solution with your business stakeholders based on a running system that leverages those best practices that are closest to your requirements. Doing this significantly reduces the risk of misunderstandings—the business stakeholders can immediately see how the solution works, and identify areas where they might need changes or enhancements. Overall, this results in significantly faster, lower-cost, and lower-risk implementation projects. In the past, the cost of setting up such a system has prevented many projects from doing this, but with the pre-assembled, rapid-deployment solutions, you can get a system landscape immediately and at very low cost.

The scope items are the common entity linking the left-hand business scope with the rapid-deployment solutions in the right-hand implementation scope: on the left you can choose the solution capabilities you need for your solution, and for each solution capability you can select which scope items you want to implement. On the right you see which
pre-assembled rapid-deployment solutions and rapid-deployment solutions contain these scope items, and hence need to be used for the implementation project. Whenever you select one or more scope items in the business scope, you will see the corresponding scope items and rapid-deployment solutions highlighted in the implementation scope, so that you can more easily see how the two are related. This is depicted in Figure 5.7.

To add solution capabilities and scope items to the business scope, you can either leverage a simple search over the solution capabilities and scope items by clicking on ADD VIA SEARCH, or click on ADD ITEMS FROM CATALOG, which brings you to the same solution capability catalog structure as used in the SAP Solution Explorer Expert View. Whenever you
add scope items to the business scope, the implementation scope will automatically be updated to include these scope items, i.e. to include the pre-assembled rapid-deployment solutions and rapid-deployment solutions which contain these scope items.

You can add scope items to the implementation scope directly via a simple search over rapid-deployment solutions, scope items, and engineered services.

When searching or browsing through the business scope in the configurator, you may feel that some of your requirements are not adequately covered by the solution capabilities offered by SAP. In this case, you can add a description of the additional requirements you have. You can also add your own scope items to a solution capability if you have a specific requirement which you do not see covered.

Once you have completed your business scope definition, and added any engineered services you would like to implement to the implementation scope, you can review your selection using the same screen. Some scope items are contained in more than one rapid-deployment solution, which means that there can be occasions when more rapid-deployment solutions are listed in the implementation scope than you actually need to implement. To help you decide what to implement, click the Recommendation button on the right-hand half of the screen. The blue "thumbs up" icon appears next to those rapid-deployment solutions which best cover the selected scope, i.e. the smallest number of rapid-deployment solutions that cover your requirements. The other rapid-deployment solutions are still shown, because they may turn out to be of interest to you once you engage with SAP experts to discuss your planned scope in more detail. Figure 5.8 shows what a completed configuration looks like, including a recommended rapid-deployment solution, and in this case showing the screen for adding your own scope item to document a specific requirement which you do not see covered by the solution capability.

The final step in the SAP Solution Configurator allows you to contact SAP. By clicking on Send, you get to a screen to provide your contact details and send your configuration to SAP. You can indicate whether
you would like to get a test and evaluation environment in the SAP HANA Enterprise Cloud, whether you would like to start with SAP Rapid Deployment solutions in your own data center, or whether you would like to discuss your custom solution with an SAP representative.

Figure 5.8 Review your Selection in the SAP Solution Configurator

This selection can serve as a starting point for a detailed discussion about the scope of the implementation project with SAP or the partner who will help you implement the solutions. For this discussion, we provide the SAP Solution Configurator for bidding teams, discussed in the next section, which allows your implementation partner to make a more detailed scope selection and gap analysis as a basis for their offer to implement the project using the assemble-to-order, rapid-deployment approach.
5.2.2 The SAP Solution Configurator for Bidding Teams

SAP has so-called “bidding teams” within global services, whose job it is to make an offer (a bid) on the cost of implementing your chosen solution. The SAP Solution Configurator for bidding teams leverages the same cloud infrastructure as the SAP Solution Explorer and SAP Solution Configurator for customers. It provides additional features that allow SAP’s bidding teams to capture the customer’s requirements, map them to available rapid-deployment solutions, and identify gaps.

In the context of SAP Rapid Deployment solutions, there are two kinds of “gaps” that can be documented at a high level in the SAP Solution Configurator:

1. Features and functions supported by the underlying software, but not covered by the best-practice content; these can be implemented by consultants with good knowledge of the underlying products, but without the acceleration provided by the best-practice content.

2. Requirements that are not covered by SAP products, which require custom-specific development and/or integration with other non-SAP products.

Note

SAP customers who have purchased an SAP Premium Engagement support level (SAP Active Embedded Support or SAP MaxAttention) can also take advantage of the ICC (Innovation Control Center) service, which supports customers for the second type of gap by providing a recommended architecture for additional development and integration, and which leverages dashboards in SAP Solution Manager for managing the implementation. The ICC is explained in Section 6.2.

Using the SAP Solution Configurator for bidding teams, the bidding team is able to leverage aggregated effort figures from the work breakdown structure (WBS) that is provided with each rapid-deployment solution as a basis for making the project bid. They can also add new scope items and tasks to the WBS for activities related to the identified gaps. The team can define these tasks on an ad-hoc basis, or choose from a task repository filled with additional tasks based on experience from
prior customer projects where the implemented scope went beyond the scope of the rapid-deployment solutions.

In other words: the bidding teams, and hence also SAP’s customers, profit not only from the best-practice content provided with rapid-deployment solutions, but also from the so-called harvested content based on previous experience from selected customer projects. SAP provides the central infrastructure and tools to support both building the best-practice content for rapid-deployment solutions, and to support harvesting content from selected projects, so that they are available in the SAP Solution Configurator.

Note

Content harvesting is done by SAP global services by identifying customer implementation projects that go beyond the scope of rapid-deployment solutions in a way they consider to be worth sharing with future implementation projects. This could be the case for interesting industry-specific cases, or for functional enhancements in specific areas. The content is harvested by creating harvested scope items and task descriptions in the task repository for the relevant parts of the project. These harvested scope items and tasks follow the ASAP 8 methodology—the task repository enforces this by only allowing these scope items and tasks to be created with reference to a master template that follows the ASAP 8 methodology.

In order to help support bidding teams in accomplishing the above, the SAP Solution Configurator for bidding teams consists of two parts:

1. **Scope definition**
   A similar screen as provided by the SAP Solution Configurator for customers, but with additional features to allow a more detailed configuration.

2. **Assemble**
   A screen only for bidding teams, allowing them to assemble the work breakdown structure for the overall project.

The scope definition screen for bidding teams is shown in Figure 5.9. If a customer formulated a text for additional requirements before sending to SAP, the bidding team can see this text. Similarly, they see any customer-specific scope items which the customer created. In addition, dur-
ing the discussions with the customer, the bidding team can capture individual requirements, and for each such requirement assign a suitable business scope to the requirement. For example, the bidding team could capture in more detail a requirement stating that the customer needs to manage marketing campaigns, including some details on what the customer wants to achieve. Then, they can assign the suitable solution capabilities and scope items to this requirement as depicted in Figure 5.9. If they see that some aspects of the requirement are not covered by pre-defined scope items, the bidding team can manually add new scope items with a description.

Extend scope  As well as being able to manually add scope items, bidding teams can also extend the implementation scope on the right-hand side by selecting from pre-defined engineered services.

Figure 5.9  The SAP Solution Configurator for Bidding Teams: Scope Selection
Bidding team members get to the **Assemble** screen by selecting **Assemble** on the scope definition screen. The **Assemble** screen is depicted in Figure 5.10; it gives an overview of the effort required by SAP consultants as well as by customer project team members in order to implement the project. For SAP Rapid Deployment solutions, these efforts are not collected at scope item level, but an aggregate called **scope options** are used, which group a number of scope items together (typically those which only make sense to be implemented together).

The scope of the pre-assembled rapid-deployment solutions, the rapid-deployment solutions, and the engineered services are completely determined by the implementation scope defined in the scope definition screen, and hence the assemble screen merely shows the efforts involved according to their WBSs. The actual assembly is done by adding design-based scope items to the project in order to cover gaps, i.e. customer requirements which are not covered by rapid-deployment services or by engineered services (see Figure 5.10).

![Figure 5.10 SAP Solution Configurator for Bidding Teams: Entry Screen for Assembling the Project's WBS](image)
These can be added by searching for scope items and/or tasks in the task repository, and hence leveraging harvested content, as depicted in Figure 5.11, or they can be manually added.

Bidding team members can toggle between the ASSEMBLE SOLUTION scope view depicted in Figure 5.10 and an alternative view, the ASSEMBLY TABLE view, which summarizes the total effort required in the project for each rapid-deployment solution per role, for roles fulfilled by SAP, partner, and customer project members.

Figure 5.12 shows an example of this assembly table view—the leftmost column contains the service provider (Customer or “Service Provider”; i.e., a consultant from SAP or from an implementation partner), the next columns cover the competency category (e.g., project manager, business
support), the career level (e.g., specialist), deployment mode (e.g., on-site, offshore), and finally you see the total efforts for each role, in four columns: Onsite, Remote, Service Provider, and Customer.

<table>
<thead>
<tr>
<th>Role</th>
<th>Onsite</th>
<th>Remote</th>
<th>Service Provider</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Business Consultant</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Application Consultant</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>System Consultant</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>System Administrator</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
</tbody>
</table>

**Figure 5.12** The Assembly Table View in SAP Solution Configurator for Bidding Teams
Tools for an End-to-End Experience: From Discovery to a Running System

Once all the customer’s requirements have been captured and mapped to scope items or gaps, the end result is a high-level, assemble-to-order-based WBS for the implementation project, which serves as the basis for the service bid. Following this approach helps the bid manager to maximize the amount of best-practice content used in the project, and therefore minimize the implementation cost and project risk for the customer. Customer requirements have been mapped to available best-practice scope items or to gaps, so that the project team that later comes in to do the implementation understands why the customer requested additional activities, i.e. the gaps.

The WBSs created by the bid managers follow the ASAP 8 methodology for efficient and effective implementation of SAP solutions, which is the subject of the next section.

5.3 ASAP Methodology for Implementing SAP Rapid Deployment Solutions

ASAP is the SAP implementation methodology that supports delivery of projects and services to SAP customers, with clear guidance to project teams on how to structure and run SAP implementation projects. In addition to guidance, it provides them with a set of templates, documents, samples, and guides that represent proven practices from thousands of successful SAP deployment projects.

The ASAP methodology has been continuously improved since it was introduced over 10 years ago. The latest version incorporates the current delivery-project innovations that arose from the use of rapid-deployment solutions, as well as from executing projects in an agile manner, using time-boxing and short iterations to quickly deliver project value to the customer.

Depending on the customer’s needs, the ASAP methodology provides the SAP deployment teams with pre-defined models that support delivery of a single rapid-deployment solution, delivery of multiple rapid-deployment solutions, and engineered services in an assemble-to-order project or delivery of traditional implementation projects using either an agile or a traditional approach.
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