





Browse the Book

In this chapter, you'll learn about the SAP Activate methodology and explore the five golden rules for SAP S/4HANA implementations, including governance best practices. You'll also get insight into the SAP Activate community.

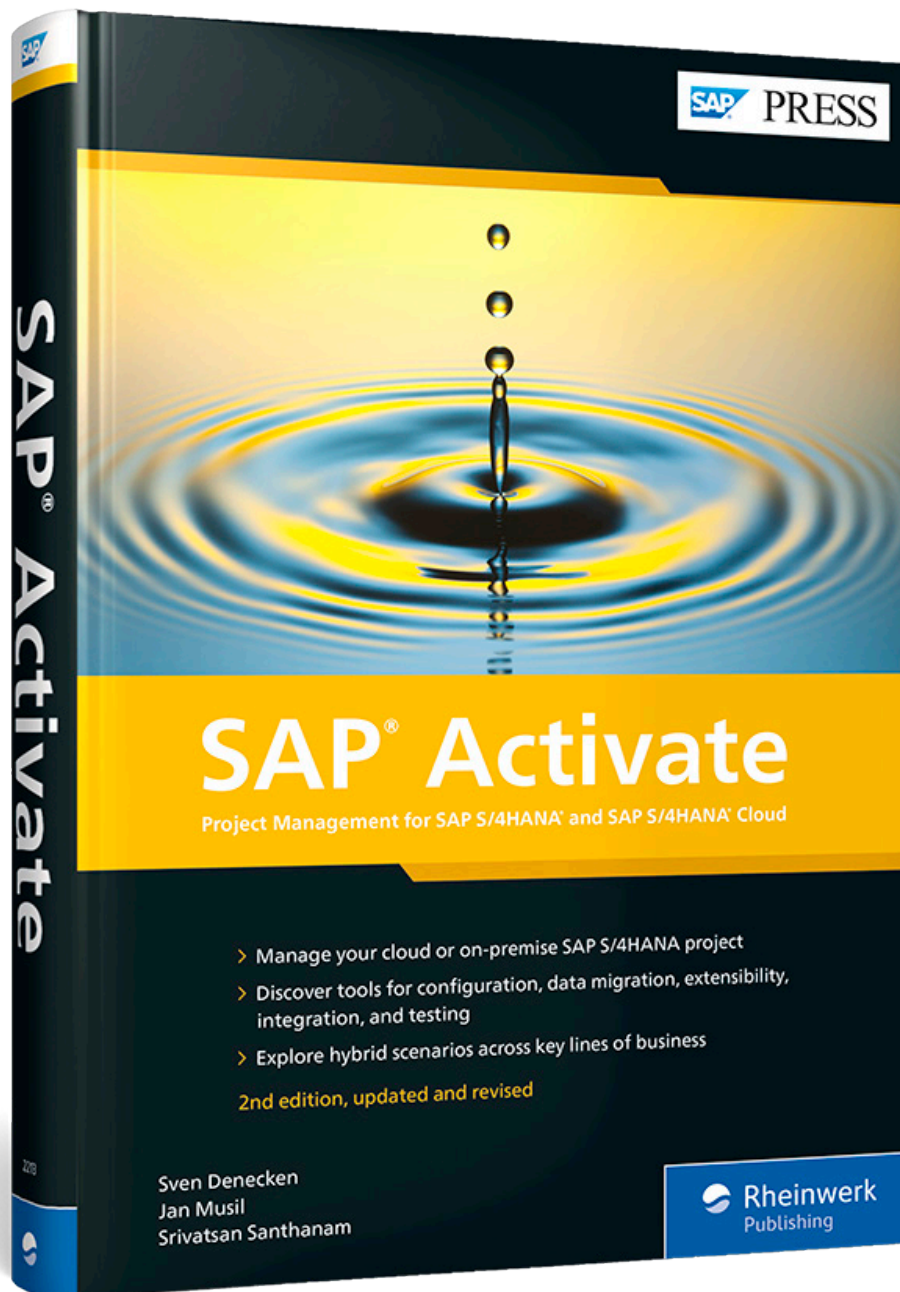
-  **"Introduction to SAP Activate"**
-  **Contents**
-  **Index**
-  **The Authors**

Sven Denecken, Jan Musil, Srivatsan Santhanam

SAP Activate: Project Management for SAP S/4HANA and SAP S/4HANA Cloud

500 pages, 2nd, updated and revised edition 2022, \$89.95
ISBN 978-1-4932-2213-1

 www.sap-press.com/5463



Chapter 2

Introduction to SAP Activate

This chapter provides a fundamental understanding of the concepts and principles SAP has built into SAP Activate. This is an important chapter to read before you proceed to the later chapters in the book that detail the specific deployment strategies in SAP S/4HANA projects.

This chapter introduces SAP Activate as the innovation adoption framework that enables your business to deploy new capabilities fast and continue innovating. We'll start by discussing the nature of the SAP S/4HANA deployment project, where the project team needs to shift their focus to consistently apply the cloud mindset in order to maximize the value that the new solution creates for the organization. We'll then deep dive into the principles that SAP Activate follows and discuss each in more detail. After that, we'll introduce the SAP Activate phases, outline what happens in each phase, and describe how deliverables created in one phase relate to each other and together support project success. Before closing the chapter, we'll invite you to the SAP Activate community on SAP Community and discuss the available training, enablement, and certification offerings.

2.1 SAP Activate Key Concepts

Organizations that are starting or are in the middle of their SAP S/4HANA transition have questions that SAP Activate aims to answer throughout the entire transition process. SAP Activate's main focus is on addressing questions during the actual project, but it also offers guidance for the discovery activities in the discover phase and details how to run and operate the solution after the initial go-live in the run phase. Figure 2.1 shows a few sample questions the project team may have during their transition journey.

SAP introduced SAP Activate at SAPPHIRE in 2015, just as the SAP S/4HANA product was launched, and structured it around a major shift in the mindset that's applied to deployment, as shown in Figure 2.2.

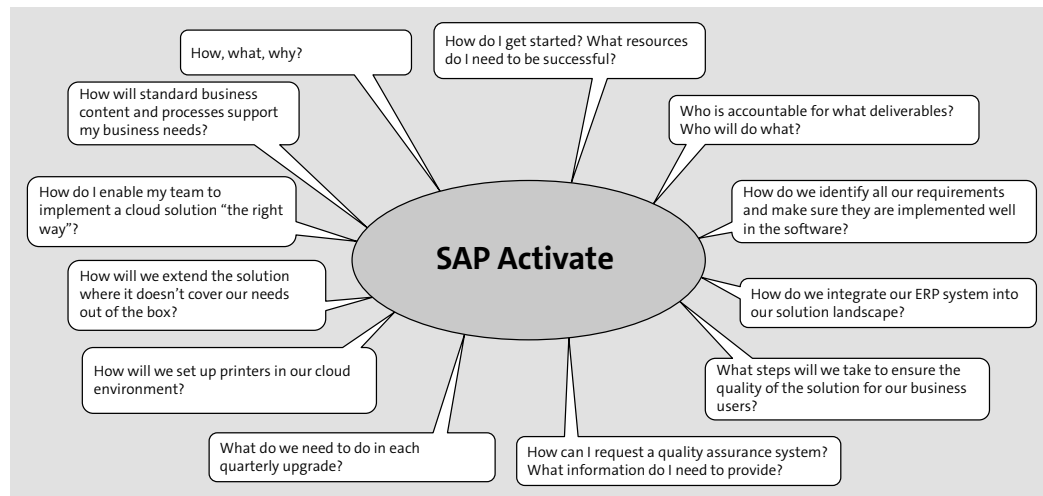


Figure 2.1 SAP Activate: Helping to Address Project Team Questions throughout Transition to SAP S/4HANA

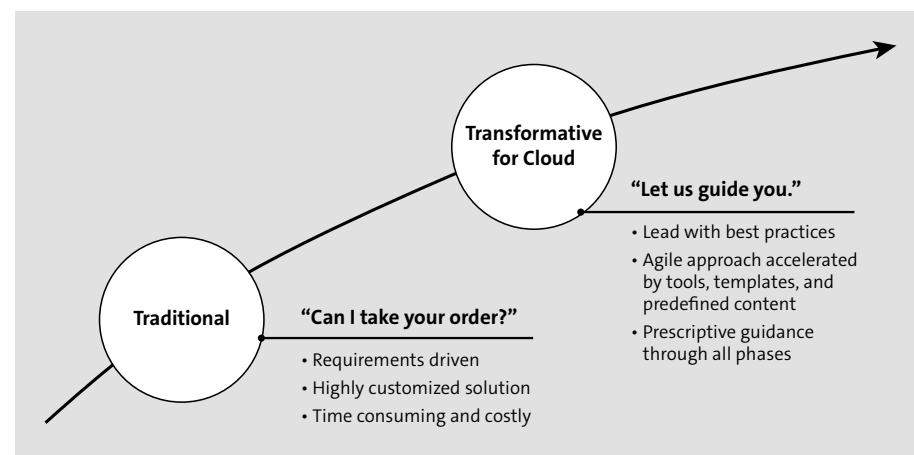


Figure 2.2 Mindset Shift to Cloud-Like Implementation

The shift is represented by the move from the traditional requirements-based approach—heavy on design work in an empty system, resulting in highly customized solutions that take a long time to implement—to an approach that leverages pre-delivered, ready-to-run best practices; aims to reuse much of the pre-delivered functionality and standard functions of the solution; and uses an agile approach to implement the identified delta requirements and extensions to meet an organization’s needs. SAP Activate also adds prescriptive guidance that expands the traditional methodology with product-specific procedures and accelerators to help not only project managers and workstream leads but also business users, IT personnel, and application and technology consultants.

SAP Activate builds on SAP’s previous methodologies: ASAP for on-premise projects and SAP Launch for cloud projects. It’s designed around the following key principles:

■ Start with ready-to-run business processes

The methodology is structured around using a working system that is built on ready-to-run business processes delivered by SAP or an SAP partner. In Chapter 4, we’ll discuss two key assets that SAP delivers: SAP Best Practices (available to all customers) and the enterprise management layer for SAP S/4HANA. Both of these packages offer a starting point for implementing SAP S/4HANA Cloud and SAP S/4HANA and enable organizations to get started fast with a working system.

■ Confirm solution fit

This is done using a working system built on the ready-to-run business processes we discussed in the previous point. Project teams use a fit-to-standard approach to both confirm the fit of the standard pre-delivered business processes and identify the delta requirements needed to make the solution fit the organization. These delta requirements typically fit into categories of configuration, extensibility, analytics, integration, data, security and access, and so on. The delta requirements are stored in the backlog that the project team uses to capture the work required to deliver the solution to the organization.

Fit-to-Standard or Fit-Gap?

In earlier versions of SAP Activate, on-premise deployments utilized the fit-gap approach, which was considered better suited to the implementation of on-premise solutions. But in the last few years, as more organizations have embraced the principles of keeping the core clean, project teams have shifted to using the fit-to-standard approach because it is more suitable for keeping close to the standard. There are a few main differences between the fit-to-standard and fit-gap approaches:

■ Fit-to-standard

This approach is used in implementations that are applying a cloud mindset—that is, staying close to the standard and keeping the core clean—or where a product has defined boundaries, such as SAP S/4HANA Cloud and SAP SuccessFactors. The approach emphasizes maximizing the use of standard functionality over unnecessary tailoring or extending the solution. This approach still allows for the use of extensibility (key user, developer, and side by side) where needed to address critical business requirements that the solution needs to provide to the organization in order to realize the desired business benefit and value.

■ Fit-gap

This approach was traditionally used in on-premise implementations where the project team has wider ability or desire to extend the solution with custom code or via the extensibility framework. The focus in this approach is again on adoption of standard functionality first, but the desire is to allow the project team to use broader

options for extending the functionality, including custom code, significant configuration, and so on. This approach has been used in SAP S/4HANA (on-premise) projects where the project team has decided to use the full development environment inside the application to modify SAP code or develop significant extensions inside the application.

In both approaches, the project team must strive to avoid modifications of SAP-delivered code; when this is unavoidable, the team must ensure that the changes are properly documented. We will discuss this in more detail in Section 2.4.

■ Modular, scalable, and agile

This principle encompasses three aspects: First, the modularity of the approach allows companies and implementation partners to swap out specific SAP Activate modules as needed. For example, solution adoption activities that include organizational change management (OCM) deliverables and tasks can be swapped with company or partner activities for OCM. Second, scalability is demonstrated by the ability to use the same approach to implement SAP S/4HANA Cloud for growing organizations in a rapid cycle of just a few weeks and to deploy SAP S/4HANA in large multinational companies across a broad number of countries and geographies. SAP Activate can be scaled up or down depending on the needs of the project (influencing factors are project scope, geographical or organizational footprint, number of integrated systems, etc.). Third, the agile approach is used to structure a project into multiple releases built via increments and sprints that allow the team to focus on building the higher-value and higher-priority features first. This approach is embedded in SAP Activate and can be tailored to a company's situation by choosing the desired duration of sprints and structuring the releases according to the company's plans to introduce the solution to the organization. We'll discuss the agile approach in more detail in Chapter 6.

What Is Agile?

The term *agile* is used to describe a new approach to working in organizations and businesses. It focuses on a change in mindset that individuals and organizations need to apply in the way they approach their work. The key principles are captured in the *agile manifesto*, introduced in 2001 as a means to change the approach to software development. You can find the complete text of the agile manifesto at <https://agile-manifesto.org>.

The key principles stated in the agile manifesto are as follows:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

As the manifesto states, agile practitioners value the items on the left side of the points we've listed more than the items on the right side (e.g., customer collaboration is valued more highly than contract negotiation). This statement doesn't mean that items on the right side are unimportant; instead, it means that agile practitioners prioritize the items on the left. In essence, that approach reflects the change in mindset of increased collaboration, communication, and adaptability.

The agile principles are coded in multiple methods for software development. The most popular among agile practitioners is Scrum, which is also used as the foundation for the agile approach in the SAP Activate.

■ Cloud-ready

This principle is not only applicable for companies implementing their solution in the cloud but also can be used by project teams implementing SAP S/4HANA in on-premise deployments. In such situations, the cloud technology can be used to access the trial environment or to provide the project team with a working sandbox environment based on SAP Cloud Appliance Library, which offers a broad selection of predefined systems that companies can use in the early stages of their project. Organizations deploying their solution in the cloud will benefit from the cloud mindset embedded into the methodology and the detailed information about how to request provisioning of the cloud solution and how to access it, activate it, and use it during implementation.

■ Premium engagement-ready

We discussed earlier that SAP Activate has been built as a modular methodology that enables companies, partners, and SAP to bring in specific modules. SAP has incorporated links to support and implementation services through SAP Activate where appropriate. This is the most visible for the premium engagement services, such as SAP MaxAttention or SAP ActiveAttention, that are layered onto SAP Activate to provide companies and partners information about how to best leverage SAP Services and Support offerings in their implementation projects. The use of these services is recommended, but customers that do not opt to use them will still benefit from using SAP Activate as it provides instructions for completing the tasks and deliverables regardless of whether SAP Services and Support offerings are used or not.

As a specific example, inside the Transition to SAP S/4HANA implementation roadmap in the SAP Activate Roadmap Viewer (see Chapter 3, Section 3.1), you'll find "How SAP Can Support" sections that detail which services from SAP are applicable in the context of a specific deliverable or task. The description text provides more details about the service scope, how to order, and the outcomes the service delivers. See Figure 2.3 for how this text is incorporated into the task description in the methodology.

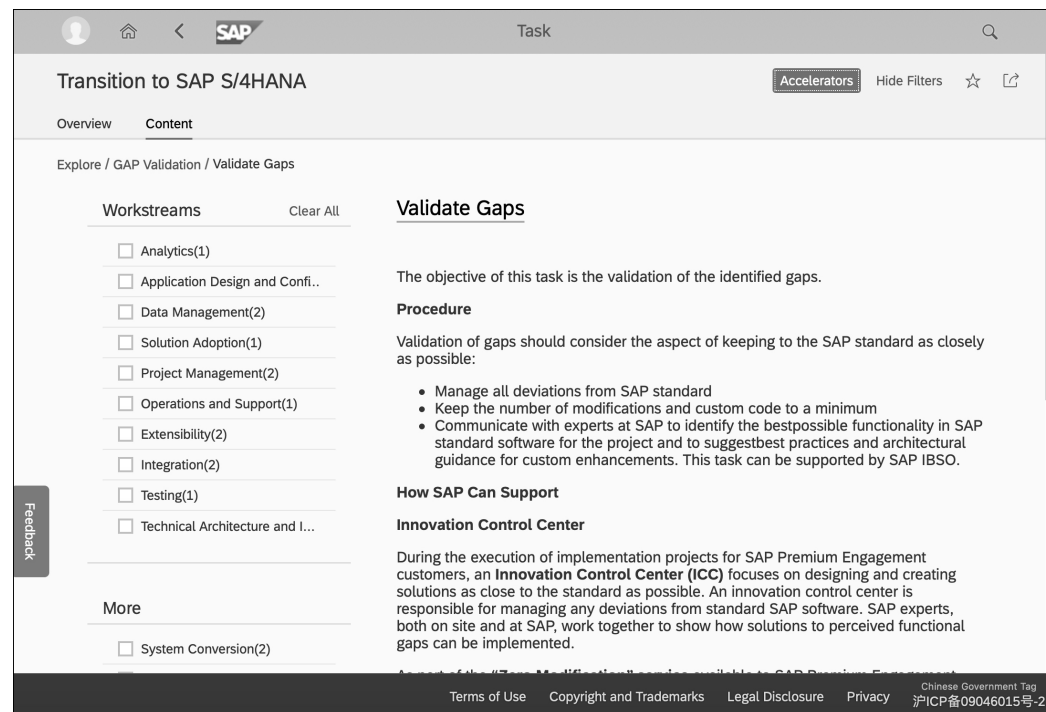


Figure 2.3 SAP Activate for Transition to SAP S/4HANA: How SAP Can Support Section

Premium Engagement Services from SAP

SAP Services and Support offers a portfolio of services under the umbrella of premium engagement services that are designed to safeguard company implementations, optimize operations, maximize the value of existing investments, and build new capabilities for your organization to become an intelligent enterprise.

The services are structured into a few categories, but these are the primary offerings:

■ SAP MaxAttention

This provides a holistic engagement between the company and SAP that aims to cover the company's business and IT needs. The engagement is managed jointly by the company and SAP to plan and execute a portfolio of initiatives, from innovation to optimization of existing solutions and operations, in order to drive predictable outcomes for the company in a coordinated manner. You can find more details about this service offering at <http://s-prs.co/v502702>.

■ SAP ActiveAttention

This service offering focuses on enabling companies to successfully deploy programs and run operations. It's designed to plan and safeguard the portfolio of a

company's landscapes, implementation and innovation projects, and operations. SAP offers different levels of services and a portfolio of predefined services that a company can consume to achieve the desired business outcomes. You can find more about these services at <http://s-prs.co/v502703>.

■ Quality built-in

Planning and managing quality during the implementation project is one of the critical factors for delivering a successful implementation. SAP Activate provides structured guidance for planning quality in the prepare phase, starting with developing quality management plans for the implementation project, then monitoring and controlling activities throughout the entire project, and finally executing predefined quality gates in each SAP Activate phase. Quality is also targeted in the detailed guidance for planning, execution, and resolution of various testing activities during the course of the project, including unit testing performed early in the realize phase, string testing that ties together multiple unit tests to ensure the data flow through the business process and system, and the ultimate end-to-end integration testing and user acceptance testing (UAT) in later stages or the realize phase. We'll discuss the details of testing in Chapter 5, Section 5.5.

2.2 Components of SAP Activate

The SAP Activate *innovation as a service* is a unique combination of the SAP Best Practices preconfigured business processes, guided and clear methodology, and tools for adoption and extensibility that helps companies and partners implement SAP S/4HANA solutions. Designed for IT and business professionals involved in the implementation, configuration, integration, or extension of SAP S/4HANA solutions, SAP Activate covers new implementations, system conversions, and selective data transition projects.

Figure 2.4 shows the key components of SAP Activate on the left side, which we'll cover in more detail as we progress in this book. The right side provides a summary of the benefits SAP Activate delivers, including increased speed of innovation, greater productivity for both the project team and the business, and a scalable environment that supports projects from small to large multinational rollouts (growth and scalability), ultimately driving positive business impact for organizations using SAP Activate to implement SAP solutions.

In this section, we'll walk through the key components of SAP Activate: ready-to-run business processes, clear and guided methodology, and applications and tools for adoption and extensibility.

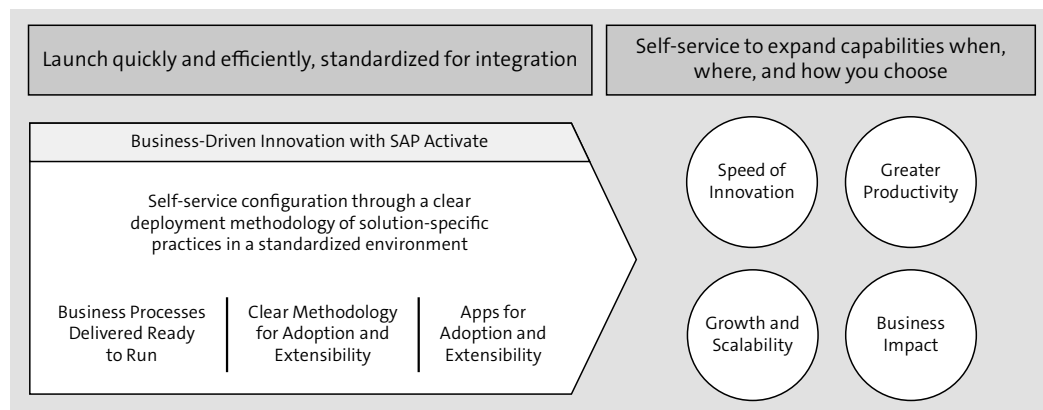


Figure 2.4 SAP Activate: Business Process Preconfiguration, Guided Methodology, and Applications for Adoption and Extensibility

2.2.1 Ready-to-Run Business Processes

Earlier in this chapter, we introduced the foundational principles of SAP Activate, one of which is *start with ready-to-run business processes*. This principle helps project teams set up the initial system that is then used in the explore phase for fit-to-standard analysis workshops. The current SAP Best Practices packages fall into two categories that are distinguished by branding and offered coverage. The first is the SAP Best Practices packages that companies and partners can access and download from SAP Best Practices Explorer (available at <https://rapid.sap.com/bp/>).

The SAP Best Practices packages are structured into logical groups of scope items. Scope items have a wide range of granularity and each represent a business process or end-to-end scenario that is configured inside the SAP Best Practice package. For example, scope item 19O is Automated Dynamic Discounts with SAP Ariba Discount Management. The scope item delivers ready-to-run business processes that can be activated with SAP Best Practices in a company's system. These packages include all the necessary configuration, organizational setting (sample), master data (sample), business roles, and—for some scope items—transactional data so that after the scope item is activated, the company can perform the process in the system. Thus, SAP refers to these packages as *ready-to-run business processes* or sometimes as *preconfigured packages*. Figure 2.5 shows the **Solution Packages** tab within SAP Best Practices Explorer.

The second variant of the ready-to-run business processes for use with your SAP S/4HANA implementation is the enterprise management layer for SAP S/4HANA (available for both on-premise and private cloud deployments). Just like SAP Best Practices, it provides a preconfigured package that can be deployed into a company's environment to start fit-to-standard workshops.

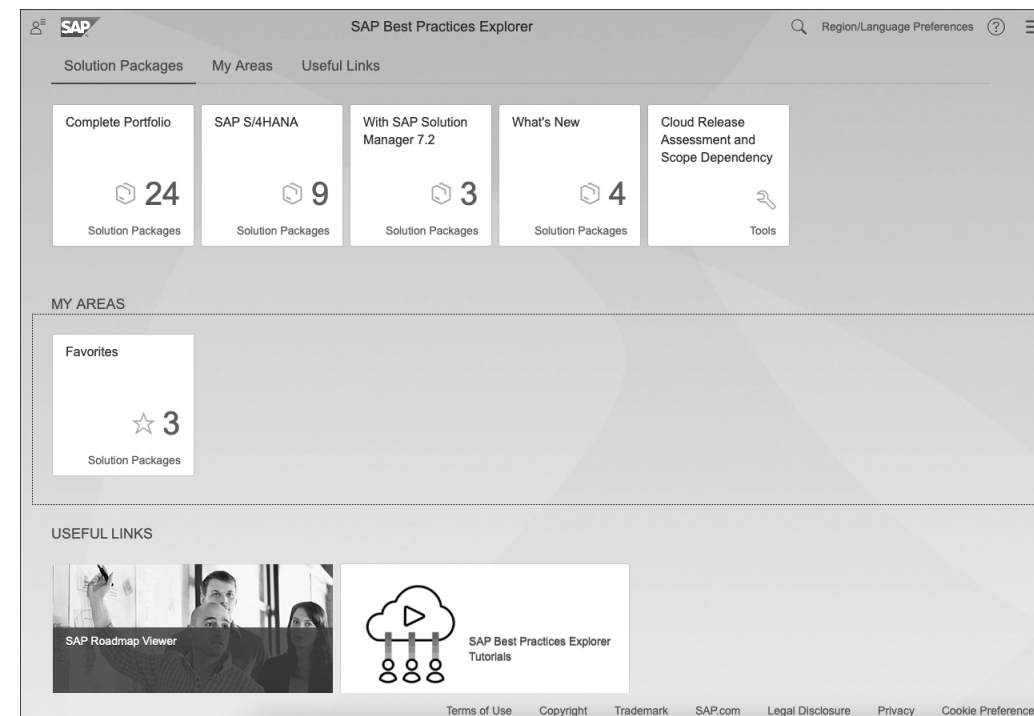


Figure 2.5 SAP Best Practices Explorer, Providing Access to Ready-to-Run Preconfigured Packages from SAP

The difference between the two is that the enterprise management layer for SAP S/4HANA provides specific business processes for multicountry deployment (optionally, upon request, it can be also deployed for a single country). The enterprise management layer covers all major end-to-end business processes by default in both deployment options. Additional scope options can be selected based on each customer's functional requirements. The multicountry deployment option comes preconfigured and localized for up to 43 countries, with a corporate financial template allowing for parallel accounting according to group and local requirements, based on three accounting principles (group/local/tax) and a total of five ledgers. The single-country version comes with one single country and this country's Generally Accepted Accounting Principles (GAAP) as the leading accounting principle (and ledger). A second accounting principle (and ledger) allows for International Financial Reporting Standards (IFRS) reporting. In both versions, the group currency and the fiscal year variant can be adapted to customer requirements.

The second difference is the commercial model under which SAP offers these packages. SAP Best Practices are available to all companies and partners with no additional fee. Alternatively, the enterprise management layer for SAP S/4HANA is offered as a service offering for a fee (unless otherwise stated in a company's subscription agreement). You

can learn more about the enterprise management layer for SAP S/4HANA via the SAP Best Practices Explorer at <http://s-prs.co/v546300>. The enterprise management layer for SAP S/4HANA overview page from SAP Best Practices Explorer is shown in Figure 2.6.

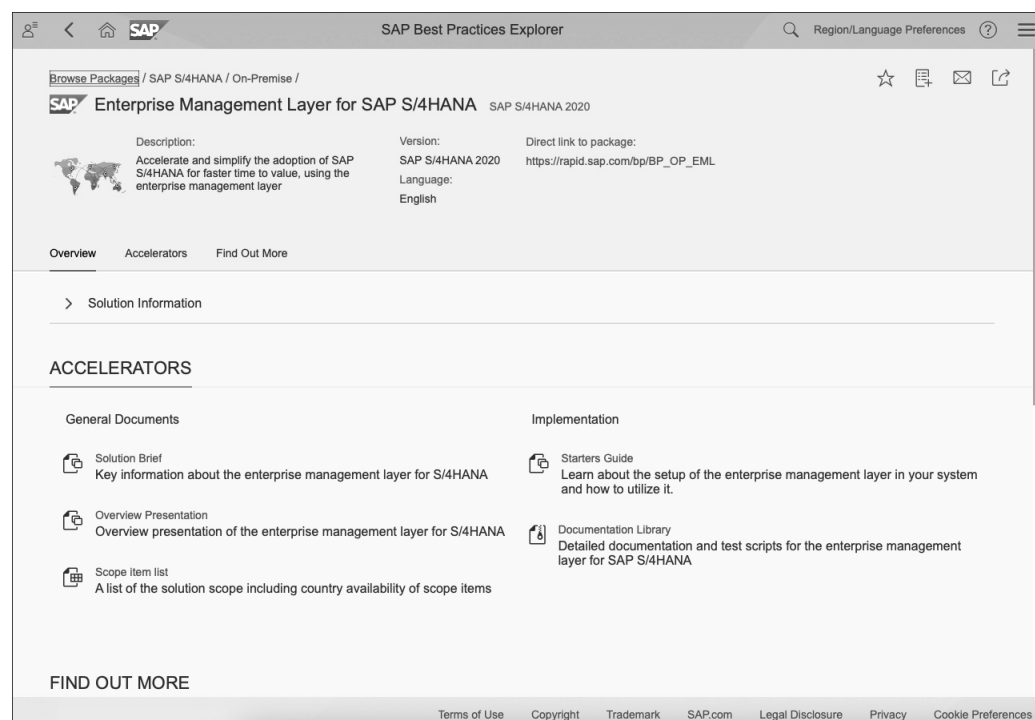


Figure 2.6 SAP Best Practices Explorer Overview Page: Enterprise Management Layer for SAP S/4HANA

We'll deep dive into the preconfigured packages and ready-to-run processes in Chapter 4, where we'll discuss their taxonomy, provisioning, and activation processes, as well as show you examples of content that is available in each.

2.2.2 Methodology

As an implementation or migration methodology for SAP S/4HANA and other SAP solutions, the SAP Activate methodology is a modular and agile framework that builds on its predecessors: the ASAP methodology (for on-premise implementations) and the SAP Launch methodology (for cloud deployments). You can use the SAP Activate methodology on your own, with SAP Services and Support, or with an SAP implementation partner company.

With SAP Activate, you'll follow a disciplined project management approach for your SAP S/4HANA implementation project. The methodology aligns with the industry's best practices documented by the Project Management Institute in the *PMBOK Guide*, helping you minimize risk, streamline and accelerate your implementation project, and reduce the total cost of implementation. A standardized work breakdown structure (WBS) helps project managers define and manage project tasks and focus on the deliverables and outcomes that are important for project success.

The traditional project management concepts in SAP Activate are matched with the project team's agile practices based on the Scrum agile framework, which prescribes roles, processes, and ceremonies the team executes during the project. For example, the users of SAP Activate will find a clear explanation of how to create the initial backlog and use it for planning and executing sprints. SAP Activate doesn't stop there: the methodology provides accelerators that explain how to apply agile techniques in the context of an SAP S/4HANA implementation project.

In addition to proper project management techniques and an agile approach, the SAP Activate methodology provides detailed SAP product- and solution-specific guidance for a broad range of project team roles in the SAP project, from application consultants to business users to architects and trainers. SAP Activate significantly expanded the range of users who can benefit by providing prescriptive tasks that detail the procedure for completing work in the project. For example, one task in SAP Activate for SAP S/4HANA Cloud details how companies receive the starter environment and how to set up project team users in the system. Consultants will find detailed guides and accelerators explaining how to prepare for, execute, and capture the findings from fit-to-standard workshops. And the team responsible for implementation of organizational change management will find OCM documents and guidance in the solution adoption workstream.

All SAP customers and partners can access the SAP Activate methodology in the SAP Activate Roadmap Viewer tool (accessible at <http://s-prs.co/v502705>). We'll explain how to use the tool in Chapter 3, Section 3.1. Companies implementing SAP S/4HANA Cloud will get access to the SAP Activate methodology tasks directly in the SAP Cloud ALM application when they use the environment for their SAP S/4HANA Cloud implementation project (see Figure 2.7 for an example of a methodology task screen). Companies with on-premise projects that use SAP Solution Manager can load the SAP Activate WBS to their cProjects system in SAP Solution Manager using the WBS provided on the Roadmap Viewer site. They can also use the agile techniques inside Focused Build for SAP Solution Manager. We'll explain SAP Cloud ALM in Chapter 3, Section 3.3.

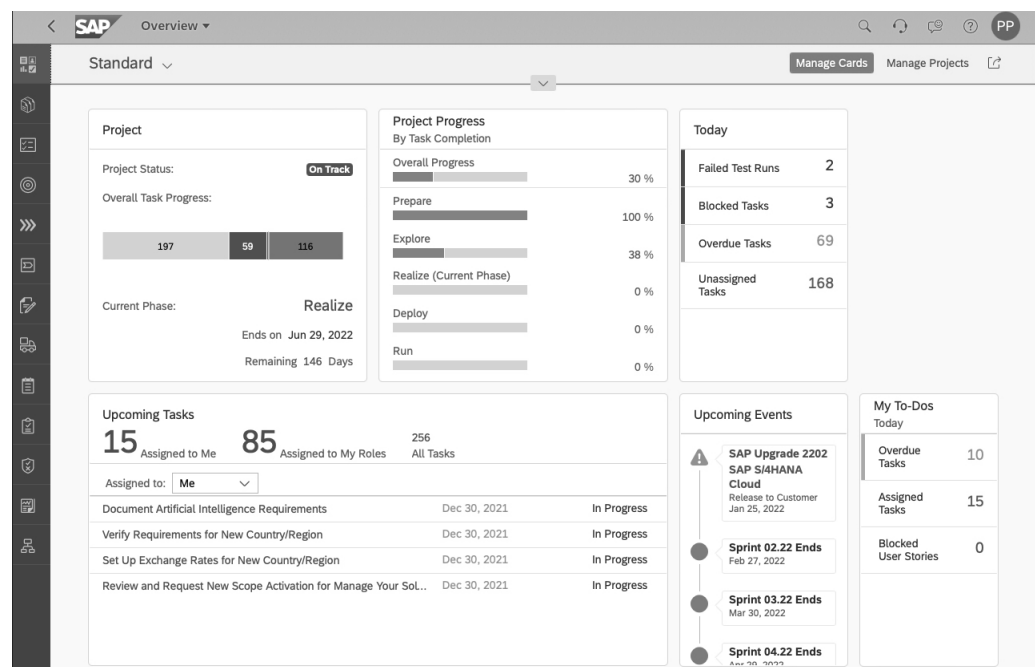


Figure 2.7 SAP Cloud ALM, Showing Implementation Tasks for Deployment of SAP S/4HANA Cloud

2.2.3 Tools for Adoption and Extensibility

SAP Activate users will use various tools during the project to implement the solution. SAP Activate recommends the use of specific tools for specific purposes, such as configuration, extensibility, integration, testing, data loads, and so on. We'll introduce some of the tools in this chapter, but the main discussion of the specific tooling required for implementing the different versions of SAP S/4HANA will be provided in each implementation's chapter because different tools are used when implementing SAP S/4HANA Cloud than when implementing on-premise SAP S/4HANA.

Now let's outline the key capabilities that the project team needs during the delivery of the project. While the title of this section mentions configuration and extensibility, the scope of these tools is broader and covers at least the following capabilities:

- Configuration
- Documenting the solution, including business process models
- System change management and transport management
- Data loads and data migration
- Testing
- Delivery of training and enablement

- Managing the project work
- Extending the solution
- Integration
- Access and identity management

The topic of tools is so broad that it could fill another book this size, especially if we were to go into the details of how to use each tool. Instead, we'll focus on the key capabilities that project teams need and talk about the tools that provide those capabilities.

Many of these capabilities can be provided by one tool, while other capabilities require a different, dedicated tool. Here, we'll use the implementation of SAP S/4HANA in the on-premise deployment model as an example. The key tool for project teams in this situation is SAP Solution Manager, which provides coverage for capabilities such as solution documentation, business process modeling, change request management, testing, and managing project work, as well as additional capabilities that are necessary for not only implementing but also running the implemented solution productively.

In addition to SAP Solution Manager, the project team will use specialized tools such as the Implementation Guide (IMG) in SAP S/4HANA to configure the application settings in order to tailor the solution to a company's requirements. The project team will use in-app extensibility and open application programming interfaces (APIs) along with SAP Business Technology Platform (SAP BTP) to extend the delivered solution capabilities. For migrating data into SAP S/4HANA, the project team will use the SAP S/4HANA migration cockpit. The cockpit provides predefined data load templates the customer team will use for data load, avoiding the need to build the data load templates and routines from scratch. And, finally, for delivery of enablement and training, the project team will use SAP Enable Now to create end user training and simulations. This is just one example of the tooling that the on-premise project teams can use to get all the work done.

We'll highlight the tools that deliver the SAP Activate content to users in Chapter 5 and discuss the use of tools for specific use cases in the detailed chapters in the later part of this book, starting with Chapter 7.

2.3 SAP Activate Phases and Project Management

The SAP Activate methodology provides guidance over the six phases that support your team throughout the project lifecycle of an SAP S/4HANA solution. Underlying these phases is a series of deliverables, tasks, and quality checks to ensure that the solution, as implemented, delivers the expected value. Figure 2.8 illustrates the phases of the SAP Activate methodology for SAP S/4HANA solutions, which we'll discuss in this chapter.

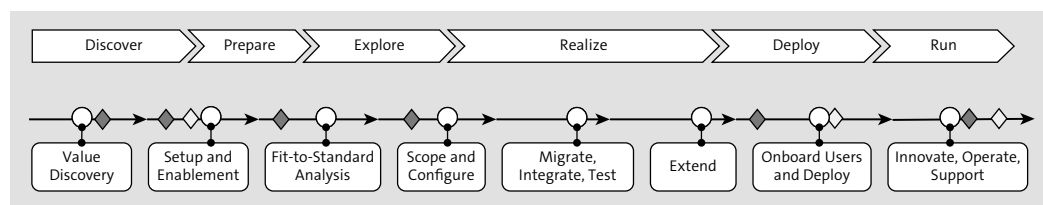


Figure 2.8 SAP Activate Phases and Key Activities in Project Lifecycle

SAP Activate Methodology Deliverables

During each project phase, your project team will produce a prescribed set of deliverables to serve as inputs to subsequent phases. The SAP Activate methodology provides a detailed list of project deliverables, including procedural descriptions explaining how to prepare and complete the deliverable. The methodology also provides accelerators for each phase and workstream, which may include files and assets such as templates, questionnaires, checklists, how-to documents, and guidebooks. Remember, the objective is to facilitate the efficient, consistent, and repeatable delivery of an SAP S/4HANA implementation.

Let's now review the work, deliverables, and activities that the project team performs during each phase of SAP Activate. In this section, we'll provide examples of deliverables that are created in each phase, talk about the work that is done in each phase, and examine how the work from one phase flows into the next one to progressively build the solution.

2.3.1 Discover

The purpose of the discover phase is to find the solution's capabilities, to understand its business value and its benefits for your business, and to determine an adoption strategy and roadmap in alignment with the solution's capabilities and product roadmap. During this phase, users often access trial environments to get hands-on experience with the application and aid in the selection process.

Example deliverables in the discover phase are as follows:

- Strategic planning
- Application value and scoping
- Trial system access
- Discovery assessment

2.3.2 Prepare

The prepare phase kicks off the initial planning and preparation for the project. At this time, the project is started, plans are finalized, project team resources are assigned, and work is underway to start the project. In addition, the initial technical and application environment is provisioned or set up during this stage of the project (this is different from previous methodologies that instructed users to set up the initial environment much later in the project as they didn't use the working system during the solution fit confirmation and requirements definition stage).

Example deliverables in the prepare phase are as follows:

- Project team (self-)enablement
- Project initiation
- Project governance
- Plan project, schedule, and budget
- Project kickoff
- Project standards and infrastructure
- Initial environment provisioning/setup and activation of best practices
- OCM roadmap
- Access to implementation-supporting tools
- Fit-to-standard preparation, including system preparation (functionality/data/authorizations)
- Data migration strategy
- Testing strategy and approach
- End-user learning strategy
- Phase closure and sign-off

2.3.3 Explore

The purpose of the explore phase is to perform a fit-to-standard analysis to confirm the fit of the solution's standard functionality to your company's needs and to determine configuration values, necessary extensions, and analytics requirements. The explore phase also involves identifying required integrations, establishing data requirements, and designing identity and access management. Identified delta requirements and configuration values are added to the backlog to be addressed during the realize phase. During the explore phase, the project team also prepares for execution of data migration activities, makes plans for testing (including selecting the appropriate testing tools to ensure the quality of the delivered solution), and begins putting together a learning team as part of the adoption workstream that manages the OCM and end user enablement activities.

Example deliverables in this phase are as follows:

- Execution and monitoring of the project
- Fit-to-standard analysis
- Company execution of standard processes
- Solution definition
- Integration planning and design
- Extensions planning and design
- Analytics planning and design
- Identity and access management planning and design
- Data load preparation
- Test planning
- Mobilization of the learning team
- Phase closure and sign-off

2.3.4 Realize

During the realize phase, you'll use a series of agile iterations to incrementally build, test, and validate an integrated business and system environment based on the business scenarios and process requirements identified during the fit-to-standard analysis workshops in the explore phase. This phase includes loading company data, performing adoption activities, and planning operations in the new environment.

Example deliverables in this phase are as follows:

- Execution and monitoring of the project
- OCM alignment activities
- Initial access and setup of the development environment (SAP S/4HANA Cloud)
- Initial access and setup of the test environment (SAP S/4HANA Cloud)
- Configuration and solution documentation
- Setup of integrations
- Development and setup of solution extensibility
- Setup of output management and printing
- Legacy data migration activities
- Execution of unit and string testing in sprints
- Solution walkthrough in each sprint
- Technical operations and handover plan
- Planning of Center of Expertise (COE) for operational support
- Development of key user enablement materials

- Development of end user training and documentation
- Preparation and execution of integration testing
- Preparation and execution of UAT
- Cutover planning
- Phase closure and sign-off
- Optional activation of additional scope items (when needed)
- System upgrade (optional and relevant especially for planning for cloud solution deployment)

Upgrade during the Implementation Project

The upgrade of your current release could occur during the implementation project, especially when deploying SAP S/4HANA Cloud (or other public cloud solutions), where you'll receive regular upgrades per a published schedule. These upgrades can't be delayed or skipped. Project teams need to plan sufficient time and capacity to perform preupgrade preparation activities, regression testing, and other postupgrade actions.

An SAP S/4HANA Cloud upgrade takes place in a three-week window where first the test environment is upgraded, and then the development environment and production environment are upgraded simultaneously three weeks later. This time allows for a customer project team to perform regression testing.

During the time between the test environment upgrade and the end of the upgrade window, some activities in the system may be restricted. For example, importing configuration and development objects from development to a test system is not possible after the test system has been upgraded to the new release. Thus project teams need to exercise extreme caution when releasing emergency fixes into production during the upgrade window. Note that in critical situations project teams can propagate emergency fixes to the production environment using the transport system but must skip testing in a dedicated test environment. This increases the risk of potentially introducing untested and disruptive changes into the production environment.

2.3.5 Deploy

The purpose of the deploy phase is to set up the production environment, to confirm organizational readiness, and to switch business operations to run in the new environment.

Example deliverables in this phase are as follows:

- Execution and monitoring of the project
- Execution of OCM activities
- End user learning delivery
- Dress rehearsal

- Production cutover
- Operation readiness
- Hypercare support
- Stabilization of the production environment after cutover
- Handover to support organization

2.3.6 Run

The run phase is the open-ended phase after go-live. Its purpose is to ensure that the solution is running at peak performance and to take advantage of the regular innovations that SAP releases for the SAP S/4HANA Cloud environment. This phase also focuses on the continuous adoption of the solution by new users per your organization's needs.

Example deliverables in this phase are as follows:

- Ongoing system operations
- Continuous OCM activities
- Continuous learning
- Continuous business process and system improvements
- New scope activation
- New country/countries activation
- Setup and onboarding of new users
- System upgrade

2.3.7 Project Management

The project management deliverables and tasks are comprehensively covered in the SAP Activate methodology. The process follows the standard defined in the Project Management Institute's *PMBOK Guide*. The general flow of the project management activities starts in the prepare phase of the methodology with activities for initiation and planning of the project. Figure 2.9 shows an example of the project management workstream deliverables from SAP Activate for the **Transition to SAP S/4HANA** implementation roadmap.

During the prepare phase, the project team completes the following artifacts and events:

- Project charter
- Project WBS
- Project budget

- Project management plans to manage the schedule, resources, risk, quality, contracts, and other aspects of project delivery
- Project schedule that will be progressively detailed during the course of the project
- Definition of project team roles and responsibilities
- Establishment of governance for the project
- Identification of stakeholders and creation of the stakeholder management plan
- The kickoff of the project in a formal session
- Onboarding of project team members through self-enablement or training sessions
- Provisioning of the environment for application lifecycle management (ALM), such as SAP Solution Manager or SAP Cloud ALM applications
- Project team infrastructure and workspace, including physical facilities, collaboration space, and the document management environment for project documents

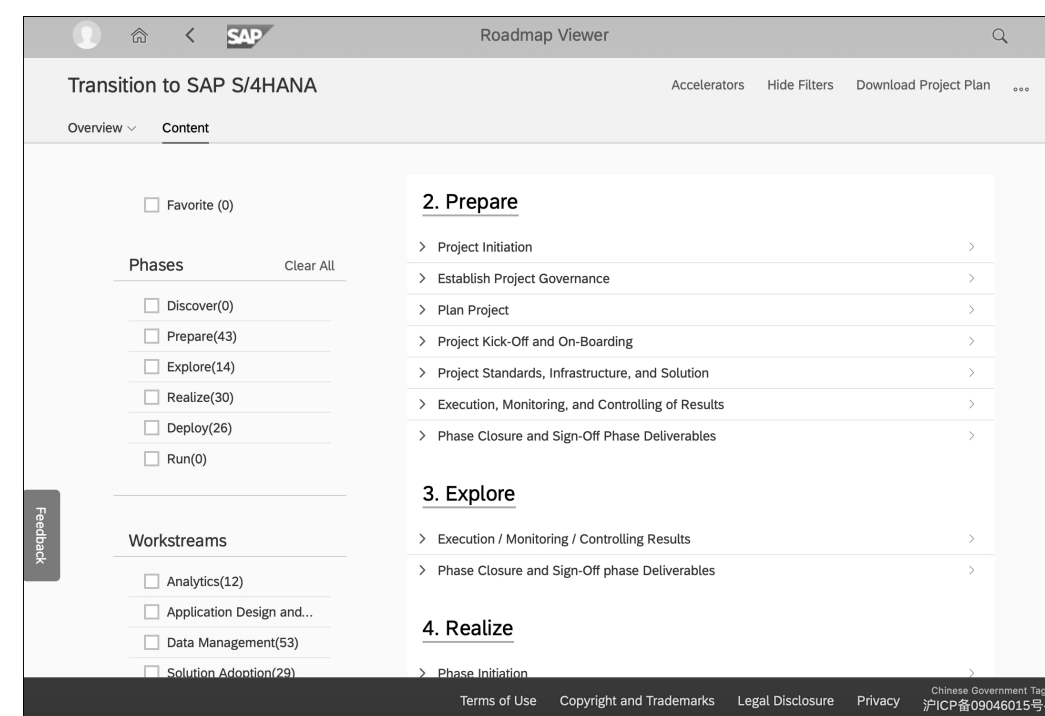


Figure 2.9 Project Management Workstream in SAP Activate for Transition to SAP S/4HANA

The project team also starts to execute the project activities, such as managing the project, right from the prepare phase. This is indicated in the SAP Activate methodology by the execute/monitor and control deliverables and tasks that occur in every phase (refer to Figure 2.9). The following is a summary of activities that happen in each phase during the execution, monitoring, and controlling of the project:

- **Updates to project schedule**

This may include updates to the project timeline, including detailing and refining the high-level timeline for upcoming phases. There is progressive planning of detailed steps in each phase.

- **Directing and managing project execution activities**

The tasks in this area focus on executing the project activities per the plan defined during the project. The helps the project manager oversee the progress and direct the team to deliver on planned results.

- **Monitoring and controlling the project activities**

This also includes a regular review of progress, assessment of risks and issues, and management of project quality.

- **Manage issues, risks, and changes**

This area is very important for the project manager to keep under control per defined management plans that the team created in the beginning of the project based on predelivered templates from SAP Activate.

- **Communicate status and progress to project stakeholders**

This includes regular updates to project stakeholders about progress, risks, issues, and deliverables.

Each phase is also formally closed per guidance in phase closure and sign-off phase deliverables. The steps in this stage cover the activities of formally closing the phase by conducting a formal quality gate review to assess the completeness of deliverables from the current phase and readiness to start the next phase of the project. SAP provides a template for conducting the quality gates in the form of quality gate templates and guides. SAP Activate prescribes one quality gate in each phase to close the phase. Other activities during the phase closure may include collecting lessons learned in a formal knowledge gate, conducting project review activities (e.g., review of project management service), and managing fulfilled contracts.

2.4 Golden Rules for Implementing SAP S/4HANA

Organizations deploying SAP S/4HANA in their business will benefit from keeping the solution as close to standard as possible, which allows for faster adoption of innovations that SAP delivers both for cloud and on-premise systems. SAP experts often refer to this as a *cloud mindset* or *keeping the core clean*. To help customers execute this approach, SAP Activate includes guidance and governance for application of the so-called golden rules for implementing SAP S/4HANA. In this section, we will review the approach and rules in more detail. It will set foundation for later chapters in this book, including Chapter 7 on deployment of SAP S/4HANA Cloud and SAP S/4HANA.

SAP S/4HANA offers a high level of flexibility and extensibility options that are embedded in the solution and enabled with the full ABAP development environment. Some choices that the implementation team makes during the project could lead to increased total cost of ownership during the regular operations and upgrades of the environment later. As you implement the solution, SAP recommends project teams to stay close to the standard functionality and limit the use of some extensibility and custom coding techniques to absolutely critical cases where the solution needs to be adapted to support the business objectives.

SAP has published five golden rules for implementing SAP S/4HANA that provide project teams, architects, technical and functional consultants, and key users with guidelines to implement the solution in a way to make it easier to upgrade and continuously enhance.

We'll walk through each of the golden rules in the following sections and explain how to apply it in your SAP S/4HANA project. First, let's look at the rules at a high level and discuss their business benefits.

2.4.1 Rules and Benefits

Let's begin with a high-level overview of the five golden rules and consider their business benefits. The five golden rules are as follows:

1. **Foster a cloud mindset by adhering to fit-to-standard and agile deployment, as detailed in SAP Activate**

The following activities fall under this rule:

- Leverage SAP standard processes where possible.
- Deploy your solution incrementally with short releases and sprints.

2. **Use preconfigured solutions with predefined processes and leverage the SAP Fiori UX**

The preconfigured solution options are as follows:

- SAP Best Practices for SAP S/4HANA Cloud and SAP S/4HANA (on-premise)
- Enterprise management layer for SAP S/4HANA
- SAP-qualified partner package
- Modern SAP Fiori UX

3. **Ensure the use of modern integration technologies**

To use modern integration technologies, follow these guidelines:

- Use public APIs (also known as allow-listed APIs).
- Provide no native access to APIs that aren't public.
- Follow the given SAP Activate guidance for integration.
- Use SAP BTP functionality for cloud integration.

4. Ensure use of modern extensibility technologies

To use modern extensibility technologies, follow these guidelines:

- Develop company extensions in a side-by-side approach using SAP BTP.
- Leverage key user extensibility for no-code extensions.
- Use developer extensibility to create custom code where needed.
- Avoid backend enhancements.
- Don't modify SAP source code.

5. Ensure transparency on deviations

You can ensure transparency via the following methods:

- Clearly document any deviations as part of the implementation; this will help the company replace these with standard capabilities if they are offered in the future.
- Use the standard capabilities of ALM tools like SAP Solution Manager or SAP Cloud ALM to document the solution.

Companies that adhere to these rules realize the following benefits:

■ Faster time to value

Adopting standard processes reduces the number of decisions and effort to configure, tailor, and test the solution, thus resulting in faster time and lower effort for implementation. This approach also allows for tailoring the solution when an organization will gain value from using a customized solution rather than the standard. In many ways, this is a balancing act of implementing the solution close to standard and maximizing the benefits the organization can extract from the solution.

■ Lower cost of initial deployment and ongoing cost of running the solution

Reducing the number of changes in the solution leads to cleaner software that is easier to upgrade and continuously enhance, thus leading to lower overall cost of initial implementation and ongoing upgrades.

■ Ability to absorb innovations delivered by SAP at a faster rate

A clean core allows your organization to innovate at a faster rate as you're ready to leverage the regular innovations SAP delivers in your system.

■ Lower risk during the deployment of the solution

Adopting standard software exposes your organization to less risk that could be introduced in custom code during the project, including potential security gaps.

■ Higher flexibility and lower reliance on one system integrator

Rule 5 stipulates the need to document the key configuration decisions and any deviation from the golden rules. Having clear documentation of the decisions used to design the solution allows organizations to be less dependent on one system integrator and provides them with choice in the market.

■ Deployment of future-proof solutions using modern technologies

Using modern technologies, such as open APIs for extensibility and integration, sets

up the system for the future and allows organizations to benefit from the well-designed system longer as the technologies evolve. Using old technology will lead to them becoming obsolete, and organizations will need to invest in redesigning and rebuilding specific parts of the system that use old technology after they become obsolete or get phased out.

2.4.2 Rule 1: Foster a Cloud Mindset

One of the key principles in implementation of the cloud solutions is to stay close to standard capabilities of the software and to either fully avoid or at least minimize customization of the software. The fit-to-standard approach in your project will help you structure workshops around reviewing the standard functionality delivered in SAP software, whether you're building your solution around SAP Best Practices, the enterprise management layer for SAP S/4HANA, or an SAP-qualified partner package. With all these packages, the project team starts with a set of predelivered processes that are shown to the business users to secure buy-in and to define delta requirements for capabilities that need to be configured or created during the implementation of the software.

Figure 2.10 shows the application of the fit-to-standard approach in the flow of the project from the prepare phase through the explore phase.

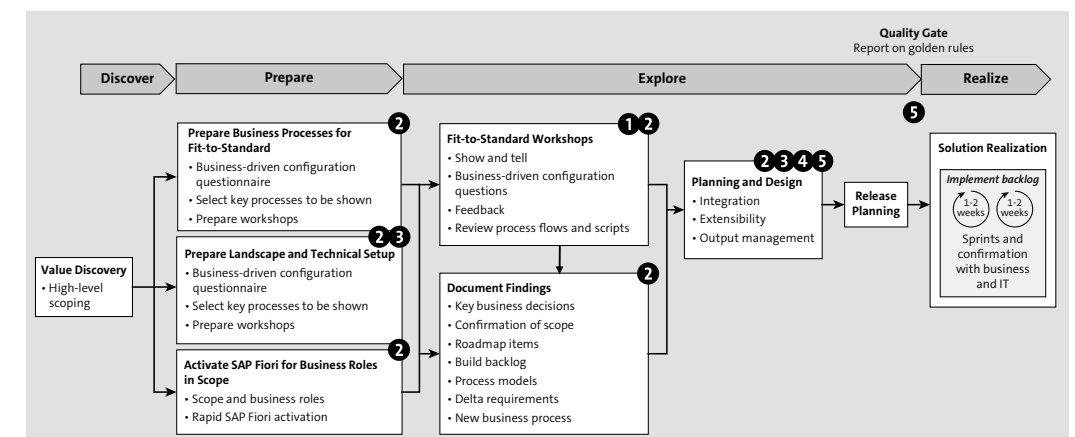


Figure 2.10 Golden Rules 1 and 2 Applied in SAP Activate Methodology

The key steps in each phase that pertain to the rules are referenced with the rule number in the circle. While the focus is on the first two rules in Figure 2.10, all five rules work in conjunction and build on each other. You can see that in cases where the box referencing an activity is linked to multiple rules. For example, the Prepare Landscape and Technical Setup activity links to both rule 2 and rule 3 as integrations are a key part of the technical setup.

The second part of the first golden rule is to apply agile techniques in deployment of the software, which enables your organization to clearly set the focus on the most valuable capabilities first and deliver the software to the business via incremental deployments to maximize the value you're getting from the solution. Refer to the agile techniques discussed in Chapter 6 for more details.

2.4.3 Rule 2: Use Preconfigured Solutions and Leverage SAP Fiori

This second golden rule goes hand in hand with the first one that we discussed in the previous section. We will provide more details on the structure and components of SAP Best Practices and the enterprise management layer for SAP S/4HANA in Chapter 4, when we discuss how to get started with a working system. The principle we discuss here is to use preconfigured and ready-to-use standard business processes and thus adopt the standard functionality where these processes are a good fit for your business. In many cases, this will require driving strong change management to the organization to adopt the new standard instead of tailoring the predelivered processes. This is especially the case with business processes that don't bring differentiation to your business but are necessary to run your organization. In this case, it makes sense to adopt standard processes and rely on SAP for delivery of innovation. Some examples of these processes are as follows:

- Accounting and financial close
- Asset accounting
- Purchase order accruals
- Preventive maintenance
- Emergency maintenance

Even processes for which you adopt the standard may bring significant innovation into your organization through an ability to use innovation technologies like machine learning, artificial intelligence (AI), and robotic processing automation (RPA).

The second part of the rule refers to leveraging the SAP Fiori UX to take advantage of the innovation SAP is building into the software with a new UX that helps process business transactions more efficiently by exposing business information to the user in new way. SAP Fiori can expose both the analytical data and transactional data in one screen, thus allowing you to analyze the situation and take action.

Figure 2.11 shows the **Sales Order Fulfillment Issues** screen designed in SAP Fiori, which provides a combined set of information with the analytical view at the top of the screen and the individual sales documents in the bottom part of the screen. With this UI, you can quickly zoom in and act on the orders that need attention. Many SAP Fiori screens also include additional intelligent technologies that help you identify and perform the action based on analysis of previous situations using machine learning and AI.

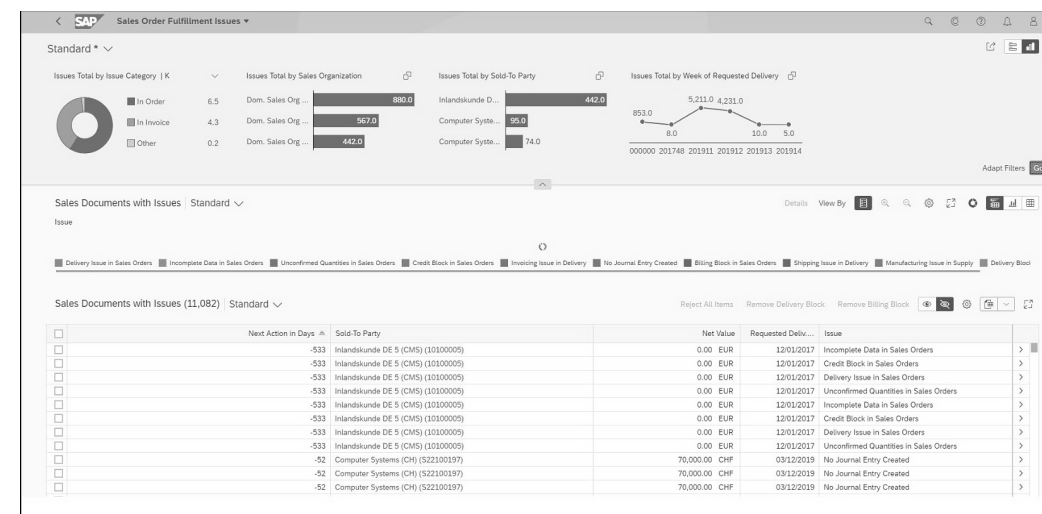


Figure 2.11 Order Fulfillment Monitor in SAP S/4HANA Combining Analytics and Transactional Data in One View

2.4.4 Rule 3: Use Modern Integration Technologies

SAP provides several predefined integrations for SAP-to-SAP integration scenarios as the recommended ways to integrate your SAP S/4HANA solution with other SAP software in your landscape—for example, SAP SuccessFactors Employee Central or SAP Ariba. For such situations, we recommend using the predelivered integration scenarios you can find in SAP Best Practices Explorer (see Chapter 3, Section 3.2).

For integration of homegrown systems or systems from other vendors, SAP recommends using SAP's Cloud Integration capability, available with SAP Integration Suite. This applies to both cloud-to-cloud and cloud-to-on-premise integration scenarios.

SAP Activate provides specific steps for project teams to follow during the design of integrations. The tasks guide project teams to identify the integration needs, define the integration scenario, and create detailed functional and technical designs for integrations that aren't delivered out of the box. Then in the realize phase, you can implement the integration using available APIs on SAP API Business Hub (you can learn more at <http://api.sap.com>).

Figure 2.12 shows the flow of these steps in SAP Activate. At the top, you can see items from the integration scenario and interface list, which is used to collect a list of integrations. The steps below that show the flow of activities driving the definition and design of integrations. The integration scenario and interface list accelerator are used to detail the functional and technical aspects of the integration, including the API and details of the data the interface uses (including information such as data type and field length that are important for technical realization).

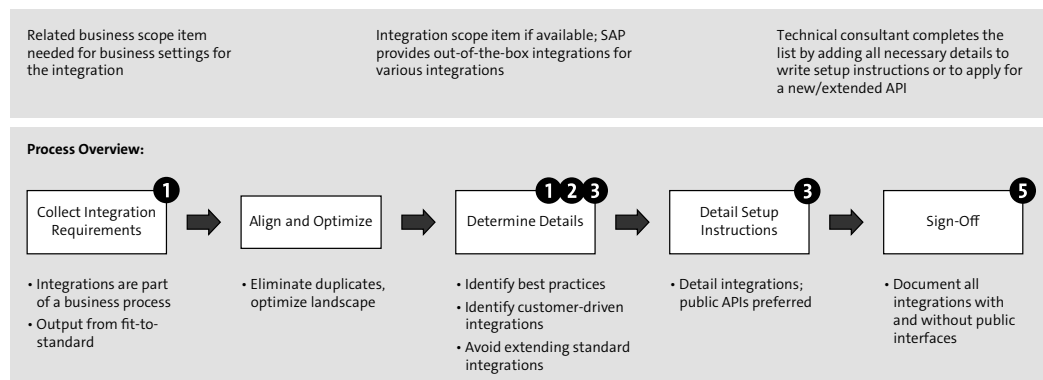


Figure 2.12 How to Handle Integrations during SAP Activate Projects

2.4.5 Rule 4: Use Modern Extensibility Technologies

SAP S/4HANA supports a wide range of extensibility options that allow businesses to tailor solutions to their needs. The following extensibility options are recommended (introduced in Chapter 5, Section 5.3):

■ Key user extensibility

This allows users to adapt standard functionality to meet their requirements without the need for any external tools. It can be used both for applying small changes, such as hiding standard fields for specific user groups, or for including additional business logic. SAP S/4HANA Cloud offers tools that cover diverse extensibility needs. The following is a list of in-app extensibility actions:

- Change and adapt the UI layout and context
- Create a new custom UI
- Create custom fields
- Create custom business objects
- Create and extend forms and email templates
- Create custom-specific CDS views
- Enhance the current business process by creating custom business logic

■ Developer extensibility

This type of extensibility is possible through the integrated development tools in SAP S/4HANA Cloud and SAP S/4HANA, like the full ABAP development environment in SAP S/4HANA Cloud, private edition or the ABAP environment for SAP S/4HANA Cloud (note that at the time of writing, this capability was in early adopter stage with select customers).

■ Managed extensibility using SAP BTP

This extensibility approach uses SAP BTP (a platform as a service [PaaS]) to extend the application by using the capabilities exposed via services on SAP BTP. The applications built on the platform are then integrated with SAP S/4HANA Cloud and SAP S/4HANA and extend the standard functionality in one of many areas. You can develop applications such as the following:

- Proxy applications
- Convenience applications
- Substitute applications
- Preprocessing applications
- Postprocessing applications
- Analytical applications

The applications developed on SAP BTP use the following integration contexts to integrate the application with SAP S/4HANA Cloud and SAP S/4HANA:

- UI integration
- User integration
- Rules and workflow integration
- Process integration
- Events integration
- Data integration

Figure 2.13 shows the flow of steps in the context of a project, where the project team needs to identify the need for extensibility, capture the requirements, detail the design for specific extensibility, and develop and test the extensibility. Figure 2.13 depicts the key sources of information that help you work on extensibility, such as SAP Extensibility Explorer and business process flows from standard SAP Best Practices processes used to indicate the extensibility requirements. In the lower portion of Figure 2.13, you can see the process steps that project team experts follow to define and design extensions in the system. The numbers above the boxes indicate the golden rule(s) applicable in each box.

Further Resources

If you're interested in extensibility, review the details provided via SAP Extensibility Explorer at <http://s-prs.co/v502725> and review the example extensibility samples provided there.

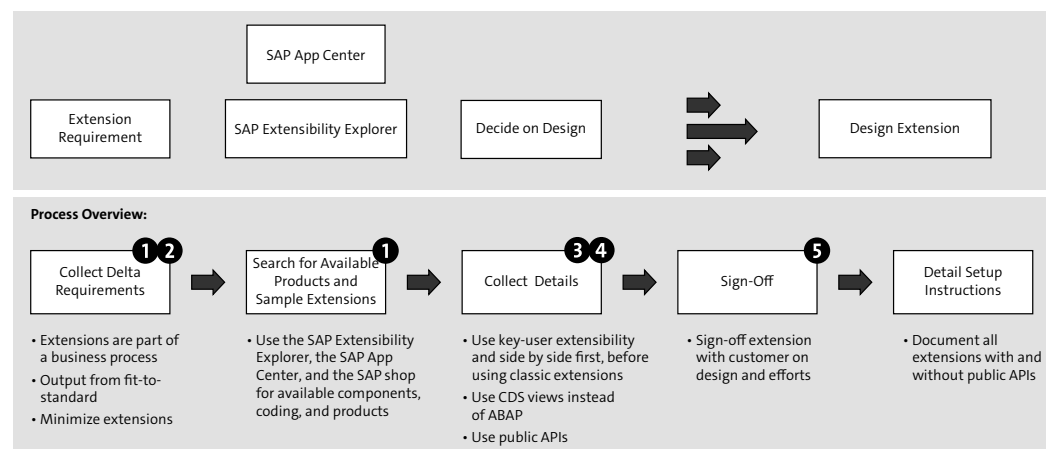


Figure 2.13 How to Handle Extensibility during SAP Activate Projects

2.4.6 Rule 5: Ensure Transparency on Deviations

The fifth rule is aimed at ensuring that any deviations from rules 1–4 are clearly documented so they can be accessible to the company during future solution upgrades or application of system patches by the service center. This rule has several purposes, the main one being the ability to understand the design decisions that were made during the implementation of the software.

This is especially important during upgrades that may introduce new capabilities requiring reconfiguration of the existing features to work with new software. For example, new functionality introduced in release X+1 may change the way the application runs and may require new configuration. In such cases, access to comprehensive documentation and decision rationales is important. This applies not only to configuration but also to integrations and extensions that have been introduced in the system. SAP recommends that companies use ALM tools such as SAP Solution Manager or SAP Cloud ALM to keep track of key design decisions for configuration, extensions, and integrations. The ALM tools provide capabilities to document the process flow decisions, document the design rationale, and capture the key design decisions for the future. It's also important to keep this documentation up to date in the release upgrades as the system gets new release functionality and the design is updated.

2.4.7 Governance to Keep the Core Clean

As we stated at the beginning of this section, the goal of these five golden rules is to help the customer project team keep the core clean and maximize the reuse of standard functionality instead of customizing the system functionality to cater to every single requirement raised by the business users. While this may sound counterintuitive, the experience in many projects has been that a large number of the requirements

raised during the project are not in use either from the beginning of productive use of the system or shortly after use. SAP Activate recommends applying the lens of value to the business during the approval process before a requirement is added to the backlog. To implement such governance, the SAP Activate team has added the Solution Standardization Board (SSB) to the prepare phase. Figure 2.14 shows the Establish Solution Standardization Board task as part of the activities in the prepare phase, related to project initiation and governance (see the starred task in the expanded deliverable).

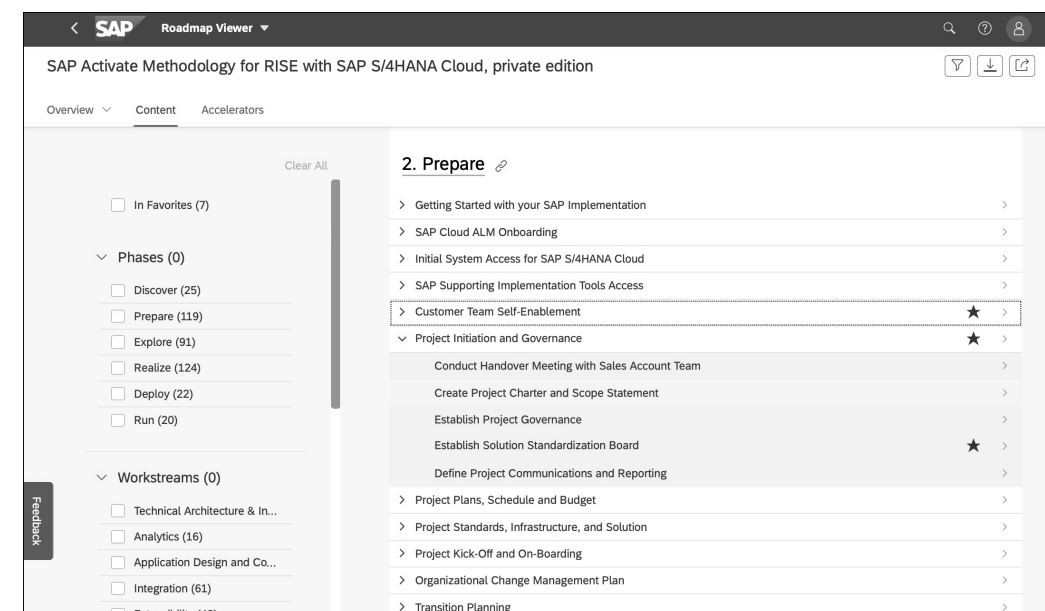


Figure 2.14 Customer Self-Enablement and the SSB in SAP Activate

Figure 2.14 also points to the self-enablement activities (see the star next to **Customer Team Self-Enablement**) that all project teams implementing SAP S/4HANA Cloud should go through (note that this also applies to project teams implementing on-premise SAP S/4HANA that aim to keep the ERP core clean). The key self-enablement activities prior to fit-to-standard workshops should focus on understanding the cloud mindset and learning the principles of the fit-to-standard approach. There are additional self-enablement activities done during the prepare phase, but the absolute minimum for the business users and project team members participating in the fit-to-standard workshops is to understand the cloud mindset, fit-to-standard, and the product capabilities in their area of responsibility.

Let's now talk about the role and scope of work of the SSB. The project team establishes this governance function very early in the implementation project and its role is to ensure that the project standardizes business processes and complies with the five golden rules. This means that the SSB evaluates, reviews, approves, or rejects the

following requirements and requests from the individual functional project work streams:

- Delta requirements addressed through in-app and side-by-side extensions, especially ones in amber and red categories per the extensibility guide for SAP S/4HANA Cloud
- Required integrations with emphasis on use of allow-listed APIs and compliance with golden rules
- Architectural and cross team design decisions that deviate from the golden rules

Essentially, the SSB functions as the gatekeeper to keep the project team and solution design in line with the five golden rules and guidance in the extensibility guide. The role of the SSB is to review all the noncompliant requests and decide whether they are going to be implemented. The board meets weekly to review all the submitted requests and make a decision on each. If a request is rejected and the project workstream wants to escalate this decision, they can trigger escalation to the project steering group, as shown in Figure 2.15. Note that Figure 2.15 depicts one page from the SAP Activate SSB template that you can download from the accelerator list in the task shown in Figure 2.14.

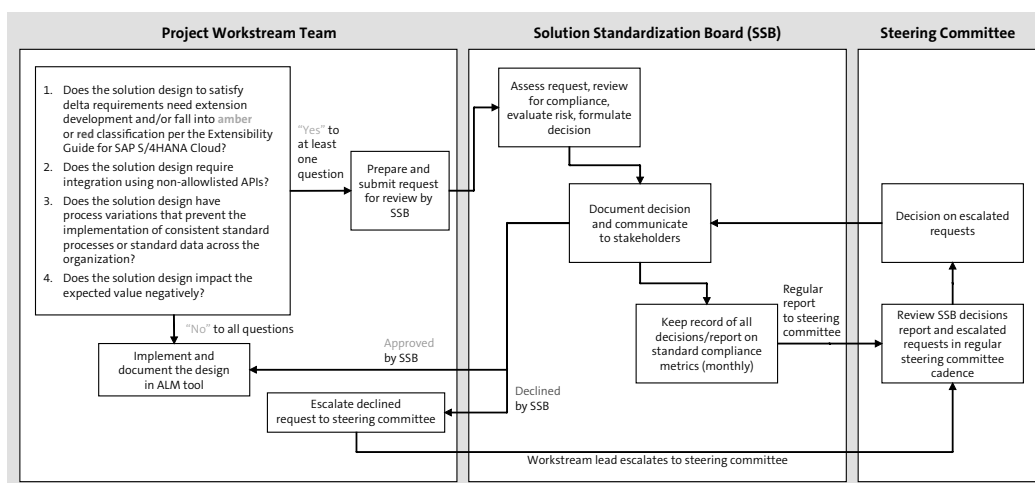


Figure 2.15 SSB Design Review Process to Ensure Compliance with Golden Rules

The SSB includes representatives from the company and the system integrator. On specific occasions, it also may include additional participants from project workstreams requesting the change or workstreams that are impacted by the request. The standing participants are as follows:

- SSB chair from the company and system integrator
- Company and system integration project managers

- Chief SAP solution architect (system integrator)
- Lead SAP technical architect (system integrator)
- Company enterprise IT architect
- Development leads responsible for SAP development (company and system integrator)

The role of the SSB is important during the implementation project, but it should not cease to exist after the first go-live. It is important to transition the function of the SSB into a permanent role in the IT organization to continue supporting future projects and point enhancements of the implemented system. Figure 2.16 shows the recommended steps for using SSB during the project and transition of the function into a permanent role after the initial go-live.

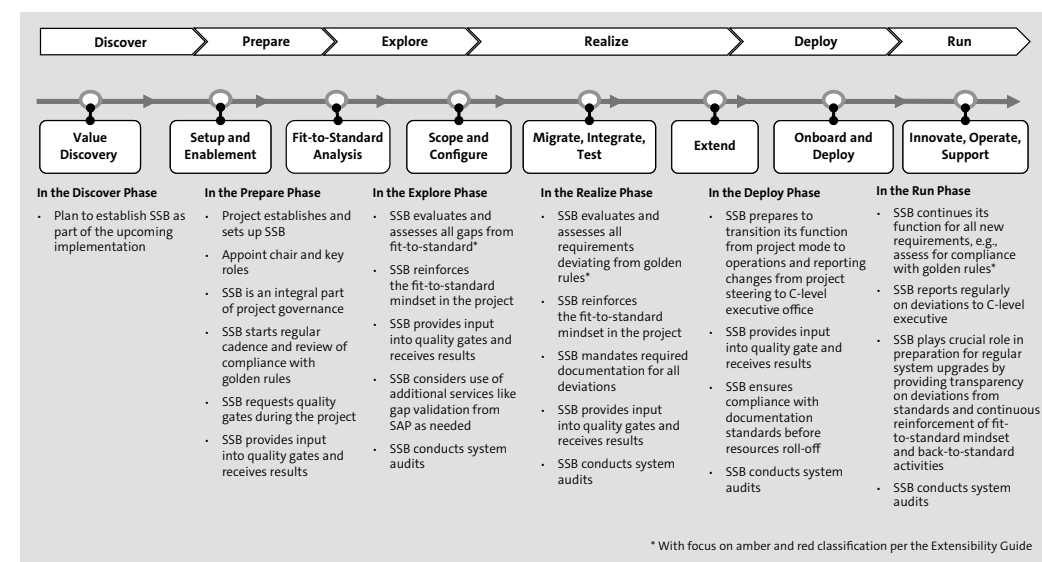


Figure 2.16 SSB Activities in Project Lifecycle and Beyond

The role and importance of SSB continues after the initial go-live to ensure continuous focus on implementing the new functionality in a manner compliant with the golden rules and a cloud mindset. Companies with multiple ERP projects could consider establishing an SSB function on the corporate IT level to provide oversight across all projects to monitor compliance with golden rules.

Practical Experience with the SSB

We encourage our readers to review additional resources about SSB in the SAP Activate community blogs. In particular, the following two blog posts provide (1) more details on the function and role of the governance board and (2) the practical experience of a project manager that established the SSB in their project:

- Practical governance to drive fit-to-standard mindset in your SAP S/4HANA implementation: <http://s-prs.co/v546302>
- The value of an SSB as part of implementing SAP S/4HANA Cloud: <http://s-prs.co/v546303>

2.5 SAP Activate Methodology Taxonomy

In addition to the traditional lifecycle-based hierarchy we've outlined in the previous sections, users can view the content of the SAP Activate methodology by a specific workstream and use tags for filtering and navigation.

Figure 2.17 shows the structure of the methodology along the six phases (shown at the top of the image: discover to run), and the rows represent the workstreams of related deliverables and tasks that are shown in the grid. This figure is available for download at www.sap-press.com/5463.

	Discover	Prepare	Explore	Realize	Deploy	Run
Project Management		Getting Started and Onboarding Project Initiation and Governance Project Standards and Kickoff	Execution/Monitoring of Project			
Customer Team Enablement	Cloud Trial System	Team Self-Enablement	Customer Execution of Standard Scenarios			SAP Trust Center Support Services
Technical Architecture and Infrastructure		Receive Starter System SAP Cloud ALM Onboarding Initial System Access Implementation Tools Access	Request Development System/ Initial Setup	Request Production System Request/Receive Test System	Release Cycles Receive Production System	System Go-Live New User Setup Release Cycles Ongoing Operations
Application Design and Configuration	Application Value and Scoping	Customer Team Self-Enablement Business-Driven Configuration Assessment Fit-to-Standard System and Workshop Preparation	Fit-to-Standard Analysis Fit-to-Standard Documentation Identity and Access Management New Scope Item Activation	Required Configuration Solution Configuration Identity and Access Configuration Solution Walkthrough	Activate New Country/Scope Intercompany Setup Release Cycles Output Management	Continuous Improvements Release Cycles Activate New Scope/Country
Extensibility			Extension Planning and Design	Solution Extension Development and Deployment		
Integration		Integration and API List	Integration Planning and Design AI Planning and Design	AI and Integration Setup in QAS Integration Prerequisites	Setup Instructions AI and Integration Setup in Production System	
Testing			Test Planning	Test Preparation	Test Execution	
Data Management		Data Migration Strategy	Data Load Preparation	Data Migration (Development) Data Migration (Test)	Cutover Preparation	Production Cutover
Operations and Support	Support Strategy			Establish Support Process	Prepare and Process Update/Upgrade	Prepare and Process Update/Upgrade Ongoing Operations
Solution Adoption		OCM Roadmap Enablement Activities	OCM Impact Analysis	OCM Alignment Enablement Content Development	OCM Execution	Continuous OCM Activities
Analytics			Analytics Planning and Design	Analytics Configuration in Development Tenant Analytics Configuration in Test System Analytics Configuration in Production System		

◇ Quality Gates ▭ Task/Activity

Figure 2.17 SAP Activate Workstream (Left Column), Showing Related Deliverables across Phases (Top Row) in End-to-End Lifecycle

In this section, we'll dig deeper into the structure of the SAP Activate methodology and provide additional details about how SAP structured the content and how to best use it in implementation projects.

2.5.1 Workstreams

As shown in Figure 2.17, *workstreams* represent groupings of related deliverables from specific areas, such as project management, solution design, or adoption. Each deliverable and task in the methodology is assigned to a workstream.

The following is a brief description of workstreams in SAP Activate:

- **Project management workstream**

This workstream covers planning, scheduling, project governance, controlling, project standards, and monitoring activities for the execution of the project. Project leadership, such as project managers, team leads, or program managers, comprise the audience for this workstream.

- **Solution adoption workstream**

This workstream covers OCM activities such as stakeholder management, change management planning and execution, and value management (VM) in context of the SAP implementation, where the stream focuses on realization of expected value from the implementation of the new system. This workstream closely interacts with the application design and configuration workstream we discuss later in this list. This workstream also includes deliverables and tasks related to planning, preparation, and delivery of end user training. Organizational change managers, business readiness leads, and trainers comprise the audience for this workstream.

- **Customer team enablement workstream**

This workstream is related to solution adoption and covers the enablement activities for the customer project team, which also includes enablement activities for key users. The critical enablement activities must occur before the majority of work starts in the explore phase, especially the fit-to-standard workshops, where customer key users should already be enabled on the application functionality using the sandbox environment. In addition, key users and administrators (as applicable in specific deployments) must be trained to prepare for execution of their duties during the project. For example, they must be enabled on the ALM tool used for capturing requirements, creating solution documentation, and testing. Enablement leads and trainers who are driving the enablement and training activities in the project comprise the audience for this workstream.

- **Application design and configuration workstream**

This is one of the anchoring workstreams that deals with all aspects of application requirements and design and configuration activities. The main activities during the project are setting and confirming the solution scope; planning, conducting, and documenting the fit-to-standard analysis workshops; identifying and capturing the delta business process requirements; and creating the solution functional design and technical design documents. This workstream is interconnected with other workstreams for extensibility (including development of reports, conversion routines, enhancements, forms, and workflows) and integration. Functional consultants, key users, and business process experts comprise the target audience for this workstream.

- **Data management workstream**

This workstream provides guidance required for the discovery, planning, and execution of moving data from the legacy environment to the new system. It also covers the topics of data archiving and data volume management, data migration activities for cutover planning and execution, and managing the data volumes during the run phase. Data migration experts, system administrators, and system architects comprise the target audience for this workstream.

- **Testing workstream**

This workstream is related to all the application and technical testing activities that the project team will conduct during the project. The work starts early in the project when the team defines the test strategy that drives the test-planning activities. The testing is conducted repeatedly during the entire project to drive continuous integration of the solution: for example, the project team conducts unit and string testing in delivery of sprints, and integration testing and UAT are done for each release. To complement the functional testing, SAP Activate guides technical teams to plan and conduct performance, load, and system testing at specific times during the project to mitigate risk to the go-live activities. The work done in this workstream directly contributes to the principle we introduced in Section 2.1: quality built-in. Test managers, testing team leads, testing experts, and technical and functional consultants comprise the target audience for this workstream.

- **Technical architecture and infrastructure workstream**

This workstream covers topics related to architecting and setting up the solution from a technical standpoint. This workstream deals with consultants defining the system architecture; receiving the provisioned environment, whether it's in the public cloud, a hybrid deployment, or on-premise; designing the system landscape; designing and setting up the technical system (primarily for on-premise and managed cloud projects); and handling technical operations standards and processes. System architects, administrators, and technical users comprise the target audience for this workstream.

- **Extensibility workstream**

This workstream covers the requirements definition, design, development, and deployment of system functionality that can't be provided by the standard product and needs to be custom-developed. Note that extensibility goes beyond the traditional topics of custom development of Workflows, Reports, Interfaces, Data Conversions, Enhancements, and Forms (WRICEF) objects. Application and technology developers comprise the target audience for this workstream.

- **Integration workstream**

This workstream covers the activities needed to complete to plan, design, and set up (or develop) integrations between SAP S/4HANA and other applications. The topics included in this workstream are integration requirements identification, integration approach, integration solution design, and integration environment

and middleware setup between the solution and external systems. Integration implementation experts and technical users comprise the target audience for this workstream.

- **Analytics workstream**

This workstream discusses the key activities the project team needs to complete to establish a strong analytical solution for the business. The topics covered in this workstream include design, creation, and testing of the reporting and analytics inside the implemented solution; data modeling; data connections and integration for analytics; creation of stories through analytics; and predictive analysis. Analytics report developers and analytics experts comprise the target audience for this workstream. Note that for some dedicated analytical solutions, like SAP Analytics Cloud, SAP Activate provides a dedicated implementation roadmap with all the workstreams discussed in this section.

- **Operations and support workstream**

This workstream is established to guide the project team in defining proper standards and policies for running the solution productively. These standards and policies need to be put in place during the implementation project. The company also needs to create an organization that will be responsible for running the environment.

There is a difference in deliverables for on-premise and public cloud guidance that is given by the scope of services that SAP or other application management service providers cover. In general, in on-premise projects, the work in this workstream is much more involved than in public cloud implementations; but it's important to set up such an operational organization, even for cloud solutions, to take care of activities such as adding new users, adding new scope, coordinating regular solution upgrades, or expanding the geographical footprint of the solution after the initial go-live. Sample deliverables in this workstream are the definition and setup of the help desk process and organization; the definition, handling, and management of incidents; the post go-live change management process; and user-related operations standards and processes. Support agents, power users, and IT organization staff comprise the target audience for this workstream.

2.5.2 Deliverables

A *deliverable* is an entity in the methodology that resides directly underneath the phase. In addition, the deliverable is assigned to a workstream where the work occurs; the two assignments are clearly shown in Figure 2.17 as boxes assigned to a phase and a workstream. Every deliverable contains a title and textual description in the body of the deliverable, as shown in Figure 2.18. The deliverable represents an outcome from tasks performed in the project. These tasks are assigned to the deliverable and shown as a dynamic list in the SAP Activate Roadmap Viewer. Some deliverables have additional

links to accelerators that help project team members complete the work on a specific deliverable.

The following is true for deliverables:

- A deliverable is an outcome of performing one or multiple tasks during a specific phase.
- A deliverable represents a basis for execution of project quality gates and often represents an element for customer acceptance/sign-off of the project outcomes.
- Each deliverable has at least one task, although often more than one task must be completed to create a deliverable.
- Each deliverable is assigned to a methodology workstream as defined in the previous section.

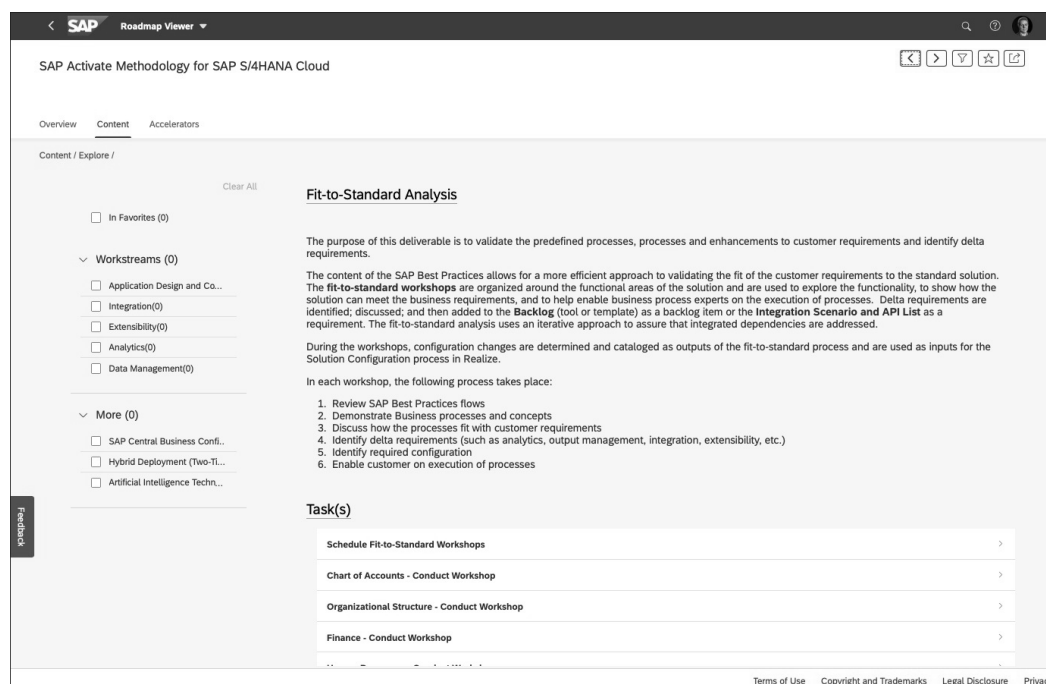


Figure 2.18 Example of Deliverable in SAP Activate for SAP S/4HANA Cloud

2.5.3 Tasks

Tasks in the SAP Activate methodology represent the lowest level of the hierarchy, detailing the work procedure each project team member needs to complete to contribute to creating the deliverable. Tasks generally contain additional links to accelerators that support the owner of the task in completing the task. Accelerators are defined in the next section.

The following is true for tasks:

- Tasks describe the work that needs to be done to complete a deliverable; for example, multiple tasks represent the sequence of work on the deliverable.
- The description of the task is more granular than in previous SAP methodologies (like ASAP) and provides guided details for those assigned to execute the task. For example, a description expands on the how-to guidance outlined in the deliverable and provides detailed steps describing how to execute the task.
- Each task is assigned to one accountable project role that will complete the task.

Figure 2.19 shows an example of a task from SAP Activate for the SAP S/4HANA Cloud implementation methodology. Notice the structure of the description, which provides a bulleted list detailing the procedure for completing the task.

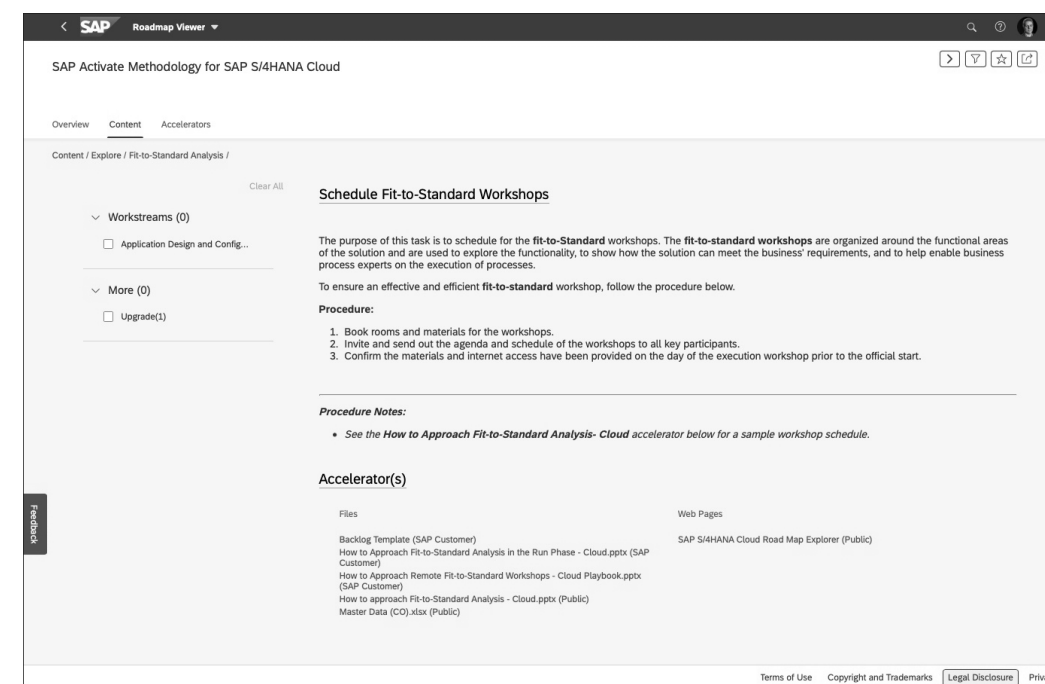


Figure 2.19 Example of Task in SAP Activate for SAP S/4HANA Cloud

2.5.4 Accelerators

SAP Activate provides a rich repository of accelerators that are attached to the tasks and deliverables described in the previous sections. The accelerators provide additional documents, templates, links to tools, and descriptions that help project teams complete the tasks and deliverables faster. For example, one accelerator in SAP Activate for SAP S/4HANA Cloud provides project teams with a detailed guide for planning, scheduling, running, and documenting the results of fit-to-standard workshops.

2.6 SAP Activate Community

SAP encourages users of SAP Activate to follow and actively participate in the SAP Activate community space on SAP Community, which is open to all customers, partners, prospects, and SAP internal users. The community provides users access to the latest news, hot topics, and materials from using SAP Activate in company projects. It's a great place to find answers to your pressing questions. SAP also encourages users of SAP Activate to share their experience with using the approach in customer projects via blog posts, to share examples of how they applied the concepts, and to discuss their experiences.

The SAP Activate community is the place to stay up to date on new content, learn about the best way to apply the approach in your next project, and find information about your area of interest.

In this section, we'll review the key activities that community users can be involved in to maximize the benefit of being part of the community. Note that because SAP continues to evolve the community structure and content, some of the steps outlined here may change over time.

2.6.1 Register and Follow the SAP Activate Community

The first step in getting into the SAP Community is to register for SAP ID by clicking on the person icon in the top-right side of your screen at <https://community.sap.com/>. On the next screen, select the **Register** button and proceed with the guided registration steps as shown in Figure 2.20.

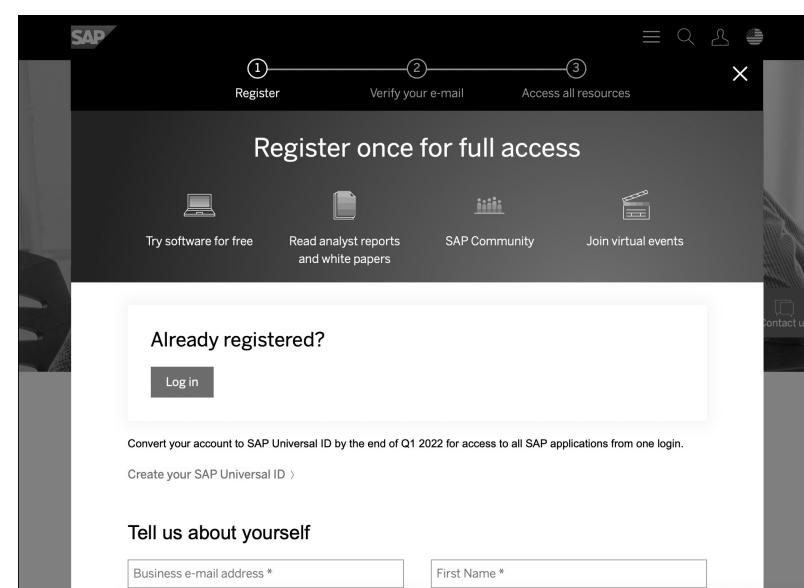


Figure 2.20 Signing Up for SAP Community

Once registered, you will be able to log on directly to the community by clicking the same person icon the next time you access the page. If you already have an SAP ID, you can use it to log into the SAP Community without needing to register.

Once you are registered for SAP Community, you can access the SAP Activate community page at <https://community.sap.com/topics/activate> and bookmark it in your preferred browser. We also recommend that you follow the SAP Activate community. You can do that by clicking on the **Follow SAP Activate Tag** on the right side of the main SAP Activate community page under the **Get Started with SAP Activate** section. Then, click on the blue **Follow** button under the community name.

2.6.2 Find Your Way in the SAP Activate Community

The SAP Activate community offers a simple structure that is represented on the main page and provides users with easy access to relevant SAP Activate resources. At the top of the main page, you will find a rotating carousel with the most recent updates and blogs. When you scroll a little more down the page, you will find a streamlined overview of the SAP Activate phases with key activities and highlighted accelerators. The page also provides access to additional resources on the right side of the page, where you can find links to topics and areas of the community that help you find relevant information, post blogs, or questions and engage with other users.

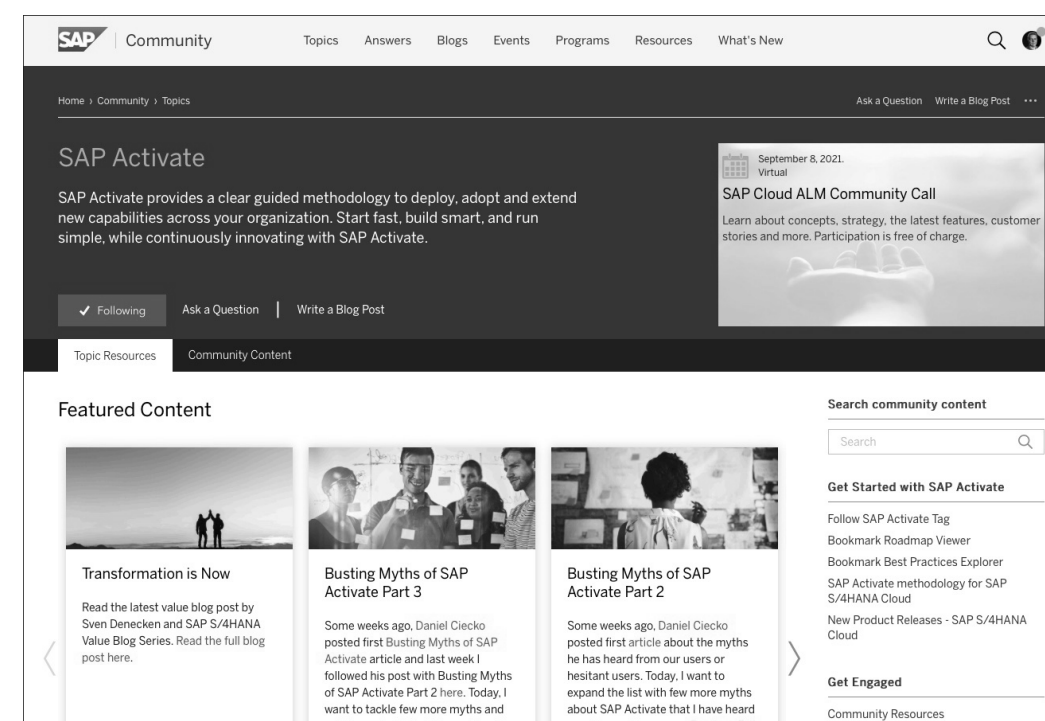


Figure 2.21 Main SAP Activate Community Space

Figure 2.21 shows the home page of the SAP Activate community. You can use the **Community Content** tab to access all blog posts and questions posted with the SAP Activate managed tag. There you can apply additional filters to narrow down the type of asset you are looking for—for example **Q&A**, **Blog Posts**, or **Documents**.

We'll explain key activities, such as posting a question, adding a blog, or adjusting your notifications, next.

2.6.3 Ask Questions and Find Answers

Users accessing SAP Community often come with specific questions or topics they need to research. The SAP Activate community provides search functionality that will help them find answers quickly.

There are multiple ways to search SAP Community. We recommend accessing the **Community Content** tab from the SAP Activate community main page. Then select the content type you want to locate (in the **CONTENT TYPES** selection on the right side of the screen), type a search phrase in the **Search community content** field, and press **Enter**.

You can see an example of searching for “fit-to-standard” in the SAP Activate space in Figure 2.22.

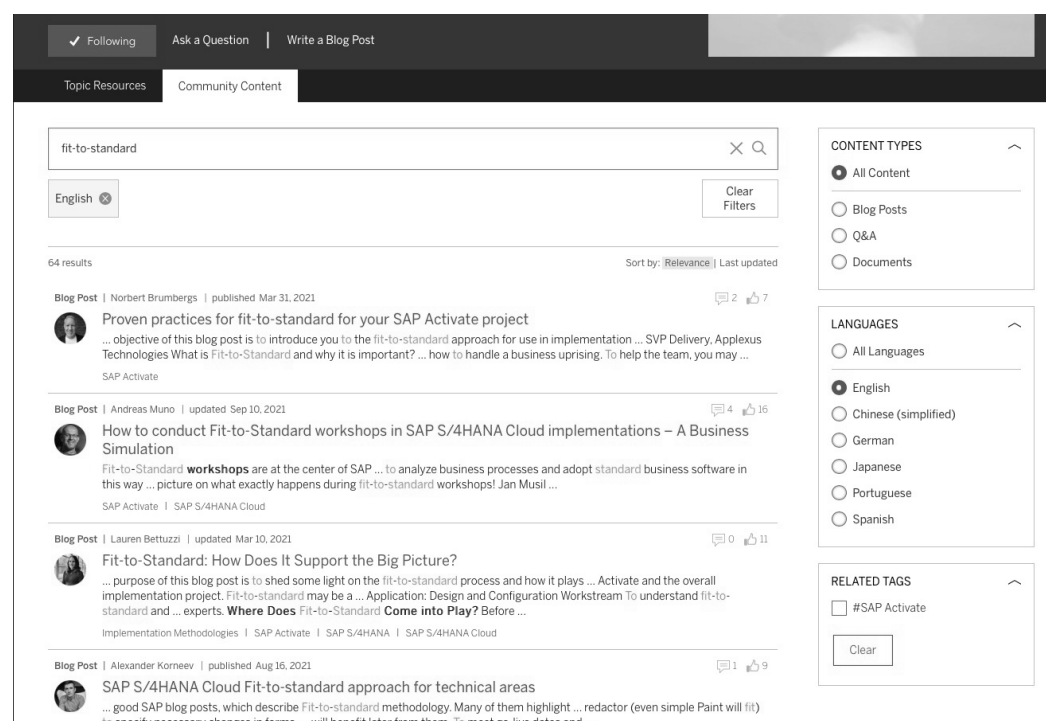


Figure 2.22 Search Results Interface to Narrow Displayed Results

Users of the community also can ask questions directly from any page in the community. In general, before raising a question, you should first search the community for answers. Over the life of this community, many questions have already been answered, and you may locate an existing answer faster than you could get a response to your own question. If you can't find the answer in the community, you can post your question using the **Ask a Question** link on the SAP Activate community main page; alternatively, you can select **Answers** at the top of the SAP Community navigation and select the **Ask a Question** menu item. Don't forget to assign the SAP-managed SAP Activate tag to your question to make sure it is correctly associated with the SAP Activate community space.

Efficient Questions

Make your question as specific as possible while omitting any details that could identify the project or customer you're working with. Remember that SAP Community is open to various types of users and freely searchable by search engines like Google or Bing.

2.6.4 How to Contribute Blog Posts

If you have examples from your project to share with the community or you have an experience with SAP Activate you want to discuss, you should post directly to the site as a blog post. The process is similar to posting the question as just described. You'll need to select **Write a Blog Post** from the SAP Activate community space.

This will open a new page where you'll input your blog post title, the text of the blog post, and tags that will help users find the content easier. Be sure to use a descriptive title and always assign the SAP Activate managed tag to help users find your blog post in the future. Just like questions, the blog posts are moderated by community moderators before they are posted. If you are contributing your very first blog post, it will be likely tagged for moderator review before it is approved for publication. A moderator may reach out to you if the text needs to be adjusted before it is ready to be posted.

You'll receive email notifications from the SAP Activate community when other users post new content (blog posts or questions), comment on your blog post, or provide feedback as a response to your question.

2.7 SAP Activate Training and Certification

If you want to learn more about the SAP Activate approach, SAP offers a comprehensive training curriculum consisting of classes offered either on the SAP Learning Hub or in an SAP training facility. The courses SAP offers are structured into a logical flow, from overview courses through courses that help attendees become proficient in the SAP

Activate approach to courses that help participants stay current. The entire training curriculum is shown in the learning journey for SAP S/4HANA—Implementation Tools and Methodology at <http://s-prs.co/v502707>.

The learning journey (shown in Figure 2.23) also offers the SAP Activate certification exam for consultants, project managers, and users of SAP Activate who want to demonstrate their understanding of the approach and obtain certification from SAP. You can take the certification exam on the SAP Learning Hub (allow about three hours to complete the exam). We'll share practice certification questions with you in Appendix A to support you in preparation for the exam and provide a review of the materials we cover in this book. We'll provide a more detailed breakdown of the exam topics in Appendix A and offer a series of practice questions for each topic.

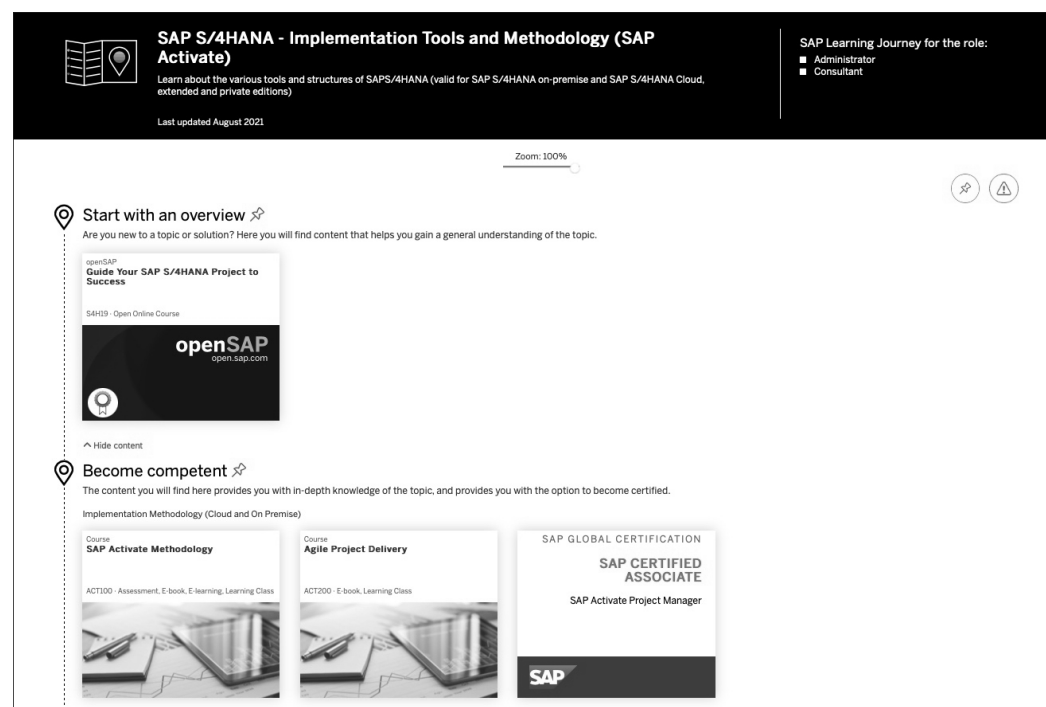


Figure 2.23 SAP S/4HANA Implementation Tools and Methodology Learning Journey: SAP Activate Methodology

SAP Activate Certification Guide

For a complete guide to the SAP Activate certification, check out *SAP Activate Project Management Certification Guide: Certified Associate Exam* by Aditya Lal (SAP PRESS, 2021, www.sap-press.com/5194).

SAP Activate Courses on openSAP

SAP Activate courses also can be found on the openSAP enterprise massive open online courses (MOOC) platform at <http://open.sap.com>, where you can learn together with others studying the same course. You can go through the courses during the active period, or you can request reactivation of archived courses for a handling fee. You're eligible to receive a Record of Achievement upon completion of multiweek course materials. Details of this process are explained on the openSAP platform in the FAQ section. As of the time of writing, the Agile Project Delivery with Focused Build for SAP Solution Manager (Update Q3/2021) course covers using the build tools through the SAP Activate project lifecycle, focusing on agile project management and project delivery.

2.8 Summary

This chapter introduced the SAP Activate approach and its principles, including the use of SAP Best Practices and the application of the agile approach in the course of the project. We also introduced the six phases of the SAP Activate approach and discussed how the process flows through the phases. We have discussed the five golden rules for implementation of SAP S/4HANA that help organizations live the cloud mindset.

Later in the chapter, you learned about the workstreams that group related deliverables and tasks in the methodology. In addition, we looked at the accelerators that provide you with access to easy-to-use templates, examples, and other tools to accomplish the deliverables faster and with less effort. You've also seen that SAP Activate provides a guided journey to SAP S/4HANA (and other SAP products).

This chapter also introduced you to the SAP Activate community, including the key actions you can take in the community to engage with other SAP Activate experts and the SAP Activate team in SAP. In the last section, we provided an overview of the training and certification offerings from SAP that will help you learn more about SAP Activate and stay current on its continuous improvements.

In the next chapter, we'll introduce tools for accessing the SAP Activate methodology and preconfiguration assets, as well as discuss tools that project teams use to consume SAP Activate during the course of an implementation or upgrade project.

Contents

Foreword	15
Preface	17
1 SAP S/4HANA Fundamentals	23
1.1 Transition into an Intelligent Enterprise	24
1.1.1 Preparing Businesses for a Fast-Changing Future	25
1.1.2 The Evolving Nature of Data	26
1.1.3 Adoption of Intelligent Technology	26
1.2 Key Technologies	27
1.2.1 SAP S/4HANA Cloud	27
1.2.2 SAP HANA	30
1.2.3 SAP Fiori	32
1.3 Deployment and Operating Models	35
1.3.1 Cloud	36
1.3.2 On-Premise	38
1.3.3 Hybrid	38
1.3.4 Deployment Considerations with SAP S/4HANA	39
1.4 Deployment Approaches	40
1.5 Summary	43
2 Introduction to SAP Activate	45
2.1 SAP Activate Key Concepts	45
2.2 Components of SAP Activate	51
2.2.1 Ready-to-Run Business Processes	52
2.2.2 Methodology	54
2.2.3 Tools for Adoption and Extensibility	56
2.3 SAP Activate Phases and Project Management	57
2.3.1 Discover	58
2.3.2 Prepare	59
2.3.3 Explore	59
2.3.4 Realize	60

2.3.5	Deploy	61
2.3.6	Run	62
2.3.7	Project Management	62
2.4	Golden Rules for Implementing SAP S/4HANA	64
2.4.1	Rules and Benefits	65
2.4.2	Rule 1: Foster a Cloud Mindset	67
2.4.3	Rule 2: Use Preconfigured Solutions and Leverage SAP Fiori	68
2.4.4	Rule 3: Use Modern Integration Technologies	69
2.4.5	Rule 4: Use Modern Extensibility Technologies	70
2.4.6	Rule 5: Ensure Transparency on Deviations	72
2.4.7	Governance to Keep the Core Clean	72
2.5	SAP Activate Methodology Taxonomy	76
2.5.1	Workstreams	77
2.5.2	Deliverables	79
2.5.3	Tasks	80
2.5.4	Accelerators	81
2.6	SAP Activate Community	82
2.6.1	Register and Follow the SAP Activate Community	82
2.6.2	Find Your Way in the SAP Activate Community	83
2.6.3	Ask Questions and Find Answers	84
2.6.4	How to Contribute Blog Posts	85
2.7	SAP Activate Training and Certification	85
2.8	Summary	87
3	Accessing SAP Activate	89
3.1	Roadmap Viewer	89
3.2	SAP Best Practices Explorer	95
3.2.1	Positioning of Content	96
3.2.2	SAP S/4HANA Content Structure	96
3.2.3	Localizations and Languages	101
3.2.4	Tool Features	104
3.3	SAP Cloud ALM	107
3.3.1	Why SAP Cloud ALM?	107
3.3.2	SAP Cloud ALM for Implementation	108
3.3.3	SAP Cloud ALM for Operations	111
3.4	SAP Solution Manager	114
3.4.1	Application and Business Process Operations	115

3.4.2	Data Volume Management	116
3.4.3	Change Control Management	116
3.4.4	Custom Code Management	116
3.4.5	IT Service Management	117
3.4.6	Landscape Management	117
3.4.7	Process Management	117
3.4.8	Project Management	118
3.4.9	Focused Build and Focused Insight	118
3.4.10	Test Suite	119
3.5	Summary	120
4	Starting with a Working System	121
4.1	SAP Best Practices for SAP S/4HANA	121
4.1.1	SAP S/4HANA Cloud	121
4.1.2	SAP S/4HANA	130
4.2	Enterprise Management Layer for SAP S/4HANA	134
4.2.1	Structure of Content	135
4.2.2	Updates	137
4.2.3	Deployment Options	137
4.3	Summary	138
5	Configuration, Data Migration, Extensibility, Integration, and Testing	139
5.1	Business-Driven Configuration	139
5.1.1	SAP Central Business Configuration	141
5.1.2	SAP S/4HANA Cloud	142
5.1.3	SAP S/4HANA Cloud, Private Edition	146
5.1.4	SAP S/4HANA	150
5.2	Data Migration	152
5.2.1	Data Migration Preparation	153
5.2.2	Data Migration Execution with Staging Tables	155
5.2.3	Data Migration Execution Using Direct Transfer	157
5.3	Extensibility	158
5.3.1	Key User Extensibility	158
5.3.2	Developer Extensibility	159

5.3.3	Side-by-Side Extensibility	160
5.3.4	Artificial Intelligence Technologies	160
5.3.5	Tools and Implementation	162
5.4	Integration	164
5.4.1	Prepare	166
5.4.2	Explore	167
5.4.3	Realize	168
5.5	Testing	168
5.5.1	SAP S/4HANA Cloud	168
5.5.2	SAP S/4HANA Cloud, Private Edition	172
5.5.3	SAP S/4HANA	173
5.6	Summary	176
6	Agile Project Delivery	177
<hr/>		
6.1	Roles, Responsibilities, and Governance	177
6.1.1	Roles	178
6.1.2	Events	182
6.1.3	Artifacts	184
6.2	Creating and Managing the Backlog	184
6.3	Agile Realization	187
6.3.1	Defining Release and Sprint	187
6.3.2	Anatomy of a Sprint	189
6.4	Definition of Ready and Done	192
6.5	SAP Activate in a Scaled Agile Environment	195
6.5.1	Common Principles in SAFe and SAP Activate	196
6.5.2	Alignment Points for Each Level of SAFe	197
6.6	Summary	198
7	New Implementation of SAP S/4HANA	199
<hr/>		
7.1	New Implementation of SAP S/4HANA Cloud	199
7.1.1	Deployment Approach Overview	200
7.1.2	Discover Your Solution	201
7.1.3	Prepare Your Project	204
7.1.4	Explore the Solution	213

7.1.5	Realize Your Requirements	225
7.1.6	Deploy Your Solution	245
7.1.7	Run Your Solution	250
7.2	New Implementation of SAP S/4HANA Cloud, Private Edition	254
7.2.1	Deployment Approach Overview	254
7.2.2	Discover Your Solution	256
7.2.3	Prepare Your Project	259
7.2.4	Explore the Solution	264
7.2.5	Realize Your Requirements	269
7.2.6	Deploy Your Solution	275
7.2.7	Run Your Solution	277
7.3	New Implementation of SAP S/4HANA	279
7.3.1	Deployment Approach Overview	280
7.3.2	Discover Your Solution	283
7.3.3	Prepare Your Project	290
7.3.4	Explore the Solution	296
7.3.5	Realize Your Requirements	314
7.3.6	Deploy Your Solution	333
7.3.7	Run Your Solution	337
7.4	Summary	340
8	System Conversion and Selective Data Transition to SAP S/4HANA	341
<hr/>		
8.1	Deployment Project Overview	342
8.2	Discover Your Solution	345
8.2.1	Strategic Planning	345
8.2.2	Trial System Provisioning	347
8.2.3	Application Value and Scoping	347
8.3	System Conversion	352
8.3.1	Prepare Your Project	353
8.3.2	Explore the Solution	363
8.3.3	Realize Your Requirements	383
8.3.4	Deploy Your Solution	396
8.3.5	Run Your Solution	399
8.4	Selective Data Transition	402
8.5	Summary	408

9	Deploying Hybrid System Landscapes	409
9.1	What Is a Two-Tier ERP Setup?	410
9.1.1	Corporate Headquarters and Subsidiary Setup	412
9.1.2	Central Services Setup	412
9.1.3	Supply Chain Ecosystem	413
9.2	Move Options	415
9.3	Master Data	417
9.3.1	Data Replication Framework	418
9.3.2	API-Based Replication	420
9.4	Finance	422
9.4.1	Financial Planning	422
9.4.2	Advanced Financial Closing	430
9.4.3	Intercompany Reconciliation Automation	432
9.4.4	Financial Consolidation	434
9.4.5	Centralized Payments	440
9.4.6	Supplier Financing	442
9.4.7	Cash Visibility of Subsidiary at Headquarters	443
9.4.8	Treasury Integration	444
9.4.9	Global Trade	446
9.4.10	Central Finance Compliance Management	447
9.4.11	Central Privacy Governance	449
9.4.12	Intelligent Real Estate	450
9.5	Sales	451
9.5.1	Subsidiary as a Local Sales Office	452
9.5.2	Drop Shipping	453
9.5.3	Returns Handling	458
9.6	Services	460
9.6.1	Service Order Management	460
9.6.2	Repair Order Integration	463
9.6.3	Sales and Installation	466
9.7	Procurement	469
9.7.1	Procurement Handled Directly by Subsidiary	469
9.7.2	Centralized Procurement at Headquarters	470
9.7.3	Centralized Contracting from Headquarters	473
9.7.4	Centralized Scheduling Agreements from Headquarters	475
9.8	Manufacturing	477
9.8.1	Production at Subsidiaries	477
9.8.2	Assembly at Subsidiaries with Components Provided by Headquarters	480

9.8.3	Integration with Manufacturing Execution Systems	483
9.8.4	Just-in-Time Calls	485
9.8.5	pMRP with Scheduling Agreements	487
9.9	Supply Chain Transportation Management	488
9.10	Integration	490
9.10.1	Integration Approaches	491
9.10.2	Monitoring and Extensibility	493
9.11	Sustainability Product Footprint Management	495
9.12	Analytics and Reporting	497
9.12.1	Analytics via SAP Business Warehouse Tools	498
9.12.2	Central Analytics on SAP BTP	499
9.12.3	Central Analytics on SAP Analytics Cloud	500
9.12.4	Ad Hoc Custom Reporting	501
9.13	Accelerators	501
9.13.1	Download Accelerators	502
9.13.2	Master Data Handling with SAP BTP Workflows	503
9.13.3	Finance Master Data Replication	503
9.13.4	Purchase Order to Sales Order Automation	504
9.13.5	Billing Document-Supplier Invoice Automation	505
9.13.6	Business Partner Replication Using Cloud Integration	505
9.14	Summary	505
10	Organizational Change Management	507
10.1	OCM and Digital Transformation	507
10.2	OCM Activities in SAP Activate	508
10.2.1	Discover	509
10.2.2	Prepare	510
10.2.3	Explore	511
10.2.4	Realize, Deploy, and Run	513
10.3	Transition to the Customer Center of Expertise	514
10.3.1	Organizational Readiness in the Customer Center of Expertise	515
10.3.2	Capabilities Framework	515
10.3.3	Roadmap for Organizational Readiness	517
10.3.4	New Roles with SAP S/4HANA Cloud	518
10.4	Team Enablement and Self-Enablement	520

10.5 Enablement Content Development with SAP Enable Now 522
10.6 Summary 523

11 SAP Activate for Other SAP Products 525

11.1 SAP Activate for SAP SuccessFactors 525
11.2 SAP Activate for the Intelligent Enterprise 528
11.3 SAP Activate for SAP Analytics Cloud 529
11.4 SAP Activate for SAP S/4HANA Upgrade and Product Integration 531
11.5 Additional SAP Activate Methodology Roadmaps 533
11.6 Summary 533

Appendices 535

A SAP Activate Certification Preparation 535
B The Authors 555

Index 563

Index

A

ABAP code	159
ABAP test cockpit	361, 373, 387
Accelerators	58, 80, 81, 93, 123
AI automation	161
<i>billing document-supplier invoice</i>	
automation	505
<i>business partner replication</i>	505
download	502
<i>finance master data replication</i>	503
<i>master data handling</i>	503
<i>purchase order-sales order</i>	
automation	504
scope item versions	97
translated	102
two-tier ERP setup	501
Acceptance criteria	193
Action plans	150
Adobe LiveCycle Designer	239
Adoption support	248
Advanced cash operations	443
Advanced financial closing	430
Advanced intercompany matching and reconciliation (ICMR)	432
Advanced shipping notification (ASN)	455, 482
Agile approach	48, 177
backlog	192
define done	194
define ready	194
framework	55
manifesto	48
new implementation	315
practice question answers	552, 553
practice questions	543, 544
realization	187
scaled	195
techniques	68
Alert management	114
Analytics	31
advanced analytical processing	32
configuration	271, 327, 391
design	309, 377
document requirements	221
SAP Analytics Cloud	500
SAP BTP	499
SAP BW	498
Analytics (Cont.)	
SAP S/4HANA	309, 327
system conversion	377
two-tier ERP setup	497
workshops	378
workstream	79
Answers and explanations	547
agile project delivery	553
agile project planning	552
cloud new implementation	549
components	548
on-premise new implementation	550
selective data transition	554
system conversion	554
what is SAP Activate?	547
workstreams	548
Application administrators	251
Application Architecture Evaluation service	304, 372
Application design and configuration workstream	77, 140, 142, 147, 150, 160
Application development	32
Application lifecycle management (ALM)	107, 114, 263
Application Link Enabling (ALE) status monitor	445
Application operations	115
Application programming interfaces (APIs)	57, 162, 164
allowlisted	418
financial consolidation	439
independent subsidiaries	453
integration	492
procurement	470
replication	420
returns handling	459
SAP S/4HANA Cloud, private edition	272
transportation management	489
Application value and scoping	285, 347
Approve Bank Payments app	441
Approve Purchase Orders app	472
Artifacts	184, 186
Artificial intelligence (AI)	27, 160
ASAP	47, 54, 184
Asset management	28
workshops	219
Authorizations	251, 301, 369

Automated test scripts 169
Automated testing 237
Automobile industry 480, 485
Availability and Dependencies matrix 100
Available-to-promise (ATP) 479

B

Backlog grooming 193
Backlog items 180, 183–186
 demo 191
 flow regions 193
 gaps and requirements 369
 requirements and gaps 300
Big data 26
Bill of materials (BOM) 482
Billing documents 457, 480, 482
 accelerator 505
Blog posts 85
Blueprint 184, 219, 301, 512
Bottom-up approach 423
Bug fixing 322, 385, 386
Build sprints 188
Business add-ins (BADIs) 387
Business Application Programming
 Interfaces (BAPIs) 164
Business case 290, 352
Business challenges 25
Business Configuration (BC) Sets 278
Business objectives 40
Business partner replication 420, 505
Business process
 intelligence 29
 monitoring 112
 operations 115
 ownership 185
 test 237
Business process experts 142, 147, 151
 fit-to-standard workshops 142
Business process flows 124
 document 221
Business scenarios 287, 349
 design 297
 design documents 363
Business scoping 109
Business service management 111
Business user role documents 303
Business-driven configuration 139
 assessment 167
 questionnaire, AI automation 161

C

Calculate Footprints app 496
Cash disposition analysis 446
Cash manager 443
Cash position 443
Cash visibility 443
Central Finance 438
Central payment factory 441
Central services 412
Centralized contracting 473
 pricing 474
 reports 475
Centralized payments 440
 customers 440
 factory 441
Centralized purchasing 471
Centralized scheduling agreement 475
Certification exam 85, 535
 practice questions 536
 structure 535
 weightage 536
Change agent 513, 519
Change and release management 313, 383
Change control management 116, 339
Change impact analysis 312, 374, 382, 511
 workshops 511
Change management 333
Chart of accounts 219
 workshop 217
Classic extensibility 274
Client transfer 407
Cloud 36, 413
 ecosystem 414
 SAP HANA 31
 security 37
Cloud business architects 519
Cloud Integration Automation service 166,
 243, 432
Cloud Integration capability 421, 464, 467,
 478, 491, 505
Cloud Mindset Assessment 509
Cloud Print Manager 239
Cloud Print Manager for Pull Integration ... 240
Cloud-ready 49
Code inspector 361
Collaboration governance model 520
Community 82, 252
 blog posts 85
 main page 84
 questions and answers 84
 register 82

Community (Cont.)
 structure 83
Company codes
 transfer 407
Configuration 139
 activities 231
 analytics 327, 391
 business-driven 139
 cycle 384
 determine values 219, 220
 documentation 149, 151
 expert 145, 147, 149, 221
 explore phase 148, 150
 guided 231
 identify 217
 lines of business 232
 on-premise 150, 151
 prepare phase 142, 147, 150
 process 140, 141
 questionnaires 144
 realize phase 149, 151
 SAP Fiori 320
 SAP S/4HANA 150, 151, 316, 317
 SAP S/4HANA Cloud 142, 145, 230
 *SAP S/4HANA Cloud, private
 edition* 146, 149, 271
 sequence 316
 sprints 146, 232
 system conversion 384, 385
Consolidation Monitor app 437
Contact Us form 106
Content library 99, 125
Continuous adoption 509
Continuous change management 515
Coordination meetings 181
Core data service (CDS) views 164
Courses 87
Cross-System Company Codes app 419
Custom code 116, 150, 357
 adjust 386
 clarify adaption 358
 clean up 360
 impact 373
 improve quality 361
 worklist 363, 383, 395
Custom Code Migration app 361, 373
Custom Development Management
 Cockpit (CDMC) 374
Custom developments 323, 388
Custom objects 373

Customer Center of Expertise
 (Customer COE) 292, 507, 514
 activities 517
 capabilities framework 515
 discover phase 517
 new roles 518
 organizational readiness 515
 roadmap 517
 solution orchestration 516
Customer Interaction Center 252
Customer portal 440
Customer sign-off 304
 system conversion 372
Customer team enablement 77
Customizing tenant 228
Cutover 247
 define approach 292
 new implementation 331, 335
 plans 244, 248
 prepare 331, 394
 SAP S/4HANA Cloud, private edition 277
 system conversion 394

D

Daily Scrum 182
Daily team meetings 191
Data
 aging 305, 324, 375, 388
 archiving 305, 360
 cleansing 155
 collection 437
 deletion 305
 enrichment 421
 extraction 155, 224, 498
 integration and quality 32
 management 78, 116
 preparation 437
 profiling 325
 quality assessment 325
 scientists 519
 sheets 154
 simulation 235
 storage 30
 volume design 304
 volume management 324, 359, 374, 388
Data loads 154
 final production 334
 models 268
 preparation 222, 267
 select migration objects 222
 simulate 156

Data Management and Landscape
 Transformation (DMLT) 404
 scenarios 407

Data migration 152
 approach 297
 data cleansing 155, 224
 data extraction 155, 224
 define architecture 293
 design 305
 direct transfer 157
 download templates 154
 execution 155, 156, 235
 explore phase 305
 new implementation 305
 planning 152
 populate data 155
 preparation 153
 SAP S/4HANA 324
 SAP S/4HANA Cloud 234
 select migration objects 153, 222
 selective data transition 404
 simulate 156, 235
 staging tables 152, 222, 235
 templates 223, 235
 upload data 156
 validate data 156

Data replication 498
 APIs 420
 business partners 420
 finance 503

Data replication framework (DRF) 418, 483
 field and value mappings 419
 system setup 419

Database management 32

Data-driven decision-making 26

Deliverables 58, 79
 deploy phase 61
 discover phase 58
 explore phase 60, 167, 213, 264
 phase closure and sign-off 64
 prepare phase 59, 205, 260
 realize phase 60, 269
 run phase 62

Delivery requests 457

Delta design 367

Delta requirements 47, 148
 identify 144, 217
 lists 145

Dependent subsidiaries 454, 460

Deploy phase 61
 activities 246
 Customer COE 518

Deploy phase (Cont.)
 deliverables 246
 on-premise 282, 344
 SAP S/4HANA 282, 333, 344
 SAP S/4HANA Cloud 245
 SAP S/4HANA Cloud, private edition 275
 SAP Solution Manager 336
 selective data transition 406
 system conversion 396

Deployment approaches 40
 characteristics 41

Deployment cycles 37

Deployment models 35
 cloud 36
 considerations 39
 hybrid 38, 409, 411
 on-premise 38, 341
 SAP S/4HANA 341
 SAP S/4HANA Cloud 199
 selective data transition 402
 system conversion 352
 two-tier 39, 409, 411

Deployment project 280, 342

Design documents 371

Design Evaluation service 304, 372

Design principles 33

Design review 368

Design workshops 151, 302, 368, 370

Detailed conversion cookbook 363

Developer extensibility 70, 159, 242

Development system 254, 255, 357
 activate nonreversible extensions 262
 set up 312, 381
 system conversion 381

Development technologies 387

Development tenant 228

Digital business analysts 518

Digital Discovery Assessment 521
 tool 509

Digital transformation 507
 ambassadors 511, 513

Discover phase 45, 58
 on-premise 281, 283, 343
 organizational change management 509
 SAP S/4HANA 281, 283, 343, 345
 SAP S/4HANA Cloud 201
 SAP S/4HANA Cloud, private edition 256
 system conversion 345

Document management 313, 332, 383, 395

Documentation 149, 151, 167, 186, 317, 322
 configuration 219, 386
 conversion 366

Documentation (Cont.)
 handover sessions 317

Downtime optimization 366

Drop shipping 453, 460
 from headquarters 454
 from subsidiary 456
 integration points 455

E

Ecosystem 413

Electronic Data Interchange (EDI) 166, 461, 494

Elimination rule 437

Embedded analytics 114, 267, 309, 327, 377

Emission factors management 496

End user enablement 245

End user training 245, 277, 312, 333, 382,
 396, 400
 continuous activities 338
 planning 211

Enterprise management 24

Enterprise management layer for
 SAP S/4HANA 52, 134, 298, 312
 content structure 135
 deployment 137
 updates 137

Enterprise transformation 40

Epics 185, 193

Events 113, 182

Expense simulation 424

Experience data 24

Expert configuration 221

Exploration system 261

Explore phase 59
 activities 213
 configuration 143, 148, 150
 Customer COE 517
 deliverables 213, 264
 extensibility 163
 fit-to-standard workshops 266
 integration 167
 on-premise 282, 343
 organizational change management 511
 SAP S/4HANA 282, 296, 343
 SAP S/4HANA Cloud 213
 SAP S/4HANA Cloud, private edition 264
 SAP Solution Manager 313, 383
 selective data transition 405
 system conversion 363
 testing 169, 172, 173
 workshops 217

Export Customizing Transports app 229

Export Software Collection app 233

Extended enterprise core 41

Extensibility 158
 AI technologies 160
 classic 274
 document requirements 221
 five golden rules 70
 phases 163
 SAP S/4HANA Cloud 241
 SAP S/4HANA Cloud, private edition 274
 system conversion 387
 two-tier ERP setup 417, 493
 types 158
 workstream 78

Extensions
 identify 217
 key user 241

F

Federated-to-federated landscape 415

Field mapping 419

Field service management (FSM) 467

Finance 28, 422
 compliance management 447
 master data replication 503
 workshops 218

Financial Close Overview app 432

Financial consolidation 434
 data sources 435

Financial planning 422
 flat files 429
 integrated 423
 SAP Analytics Cloud 423
 SAP BPC 429

Financial planning and analysis 428

Firm-up sprints 189

Fit-gap approach 47

Fit-to-standard analysis 139, 167, 363, 367
 design 298
 preparation 167
 system conversion 368

Fit-to-standard approach 47, 67, 150,
 255, 512

Fit-to-standard workshops 109, 142, 147,
 148, 151, 184, 213, 215, 265, 299
 determine requirements 219
 documentation 369
 goals 145
 iterative approach 143
 preparation 212, 368

- Fit-to-standard workshops (Cont.)
prepare 263
system conversion 368
tips 215
validation 301, 370
- Flexible constraint quantity 488
- Focused Build for SAP Solution Manager 118,
 187, 266, 314
- Focused Insights for SAP Solution
 Manager 118
- Focused solutions 118
- Footprint
analytics 496
calculation 496
integration 497
- Foundation sprints 188
- Freight units 488
- Functional workshops 217
- ## G
- Global master data 417
- Global trade 446
- Globalization 409
- Golden master client 277
- Golden rules 64, 147, 148, 254
benefits 66
ensure transparency on deviations 72
foster a cloud mindset 67
overview 65
use modern extensibility technologies 70
use modern integration technologies 69
*use preconfigured solutions and
 SAP Fiori* 68
- Go-live 335
system conversion 398
- Goods receipt 482
- Governance 72, 177, 207, 294
- Group reporting planning 425
reports 427
views 426
- ## H
- Handovers 336, 399
sessions 316, 317, 384, 385
- Hardware sizing 307, 376
- Headquarters 412, 417, 423, 443
assembly 480
communication 452
contracting 473
drop shipping 454
- Headquarters (Cont.)
manufacturing execution system 483
procurement 470
production 477, 478
scheduling agreements 475
- Health monitoring 113
- Human resources (HR) workshops 218
- Hybrid deployment 38, 409
accelerators 501
analytics and reporting 497
extensibility 493
finance 422
integration 490
manufacturing 477
procurement 469
sales 451
services 460
transportation management 488
- Hypercare 282, 335, 344, 398
- Hyperscaler 382
- ## I
- Identity Authentication service 251
- IDocs 164, 478, 483
- Implementation Guide (IMG) 57, 317, 385
- Implementation strategy 257
- Import Collection app 229, 233
- In-app extensibility 274
- Inbound delivery 464, 467, 482
- Increments 184
- Independent subsidiaries 452, 458, 460
- Industry capabilities 28
- In-house repair 464
- In-memory database 30
- Innovation as a service 51
- Install Additional Software app 239
- Installation 466, 467
- Integration 164
design 308, 376
document requirements 221
golden rules 69
hybrid 272
new implementation 308, 326
phases 165
SAP S/4HANA Cloud 242
SAP S/4HANA Cloud, private edition 272
system conversion 376, 390
testing 176, 275, 329, 393
two-tier ERP setup 490, 491
workstream 78
- Integration and exception monitoring 112

- Integration flow (iFlow) 464, 467, 492
- Integration Validation service 274, 327, 390
- Intelligent
enterprise 24, 283, 345, 528
event processing 113
real estate 450
suite 283, 345
technologies 26, 284, 345
- Intercompany reconciliation (ICR) 432
- Interface registers 291, 354
- International Financial Reporting
 Standards (IFRS) 436
- IT Service Management (ITSM) 117, 339, 402
- Iterations 146, 149
- ## J
- Job and automation monitoring 113
- Job Schedule Import of Catalog Data app ... 474
- Joint planning 488
- Just in time (JIT) calls 485
- ## K
- Kanban boards 190
- Key performance indicators (KPIs) 511
- Key user extensibility 70, 158, 241
- Kickoff workshops 513
- Knowledge transfer 394
- ## L
- Landscape management 117, 339, 402
- Languages 102, 126, 130
- Large enterprise (LE) model 268
- Learning
plans 211
strategies 512
- Learning journeys 86, 210, 521
- Learning needs analysis 212, 312, 512
- Local contracts 474
- Local master data 417
- Localizations 102, 126, 130
- Maintenance planner 339, 357, 401
- Manage Bank Messages app 441
- Manage Chart of Accounts app 219
- Manage Texts app 239
- Manage Your Test Processes app 170, 237
- Manual tests 170
- Manufacturing 28, 477
components and assembly 480
cycle 483
master data 478
workshops 218
- Manufacturing execution system (MES) 483
communication scenario 484
- Master data 152, 301, 369
business partners 503
define requirements 221
design document 303
JIT calls 486
manufacturing 478
replicate 418
statutory consolidation 437
two-tier ERP setup 417
- Material requirements planning (MRP) 470
- Mentoring 514
- Methodology 54, 183
deliverables 58
intelligent enterprise 528
roadmaps 533
SAP Analytics Cloud 529
SAP SuccessFactors 525
taxonomy 76
upgrade and integration 531
- Metrics 113
- Migrate Your Data app 152, 154, 223, 235
- Migration objects 152, 153, 223
select 153, 222
- Migration templates 152, 154
populate data 155
- Mix and match conversion 402
- Modularity 48
- Monitor Payments app 441
- Monolith-to-federated landscape 415
- Move options 415
- My Learning app 521
- ## N
- Natural language processing engine 27
- New enterprise core 41
- New implementation 42, 43, 281, 342
on-premise 279
overview 279

New implementation (Cont.)
 SAP S/4HANA 279
 SAP S/4HANA Cloud 199
 SAP S/4HANA Cloud, private edition 254
 Nonreversible enterprise extensions 262

O

Object mapping 152
 OData 493
 Onboarding 108, 173, 208, 248, 362
 new users 251
 Online analytical processing
 (OLAP) 23, 26, 31
 Online transactional processing
 (OLTP) 23, 26, 31
 On-premise 38
 configuration 150, 151
 data migration 152
 deployment 341
 extensibility 158
 implementation approaches 280, 342
 implementation strategy 288, 350
 integration 164
 methodology 55
 new implementation 279
 phases 281
 planning 150
 practice question answers 550, 554
 practice questions 542, 545
 preparation 150
 SAP HANA 31
 testing 173
 tools 57
 trial system provisioning 285
 Open connectors 166
 openSAP 87
 Operating models 35
 Operational data 24
 Operational readiness 292
 Operational standards 291, 296, 354
 Operations and support 79
 Operations impact evaluation 312, 382
 Operations implementation 330, 393
 Operations planning 264
 Order confirmation 455, 457, 463, 466
 Organizational change management
 (OCM) 48, 507
 activities 77, 508, 511
 cloud 37
 digital transformation 507
 discover phase 509

Organizational change management (OCM)
 (Cont.)
 explore phase 511
 feedback 514
 new implementation 333, 338
 prepare phase 211, 296, 510
 realize phase 513
 SAP S/4HANA 332
 system conversion 362, 394, 400
 workstream 511
 Organizational change readiness 333, 396
 Organizational structure 219
 workshop 217
 Original equipment manufacturers
 (OEMs) 477, 485
 Outbound delivery 479
 Output management 221, 239
 adapt forms 239
 assess 359
 enable 240
 Output Parameter Determination app 240

P

Package version 97, 99
 search 105
 Packages 122, 130
 Period-end closing 430
 Phased program 281, 343
 Plan data retraction 429
 Plan vs. Actual app 430
 Planning and design workshops 145, 148, 222
 integration 167
 PMBOK Guide 55
 Postupgrade tests 237
 Practice questions 536
 agile project delivery 544
 agile project planning 543
 answers and explanations 547
 cloud new implementation 540
 components 538
 on-premise new implementation 542
 selective data transition 546
 system conversion 545
 what is SAP Activate? 536
 workstreams 539
 Preconfiguration 261, 278
 Preconfigured packages 52
 Predictive analytics 27
 Predictive material and resource
 planning (pMRP) 487
 Preferences 104

Premium engagement 49, 50, 283, 304,
 344, 372
 Prepackaged integrations 492
 Prepare phase 59
 activities 63, 205
 configuration 142, 147, 150
 Customer COE 517
 deliverables 166, 205
 extensibility 163
 fit-to-standard workshops 265
 integration 166
 on-premise 281, 343
 organizational change management 510
 project management 62
 SAP S/4HANA 281, 290, 343
 SAP S/4HANA Cloud 204
 SAP S/4HANA Cloud, private
 edition 259, 260
 selective data transition 405
 system conversion 353
 Prerequisite Matrix accelerator 318
 Print forms 240
 Privacy governance 449
 Private cloud 36
 Process Discovery 284, 288, 346, 349
 Process management 117, 313, 383
 Processes app 147
 Procurement 28, 469
 centralized 470
 subsidiaries 469
 workshops 218
 Product backlog 184, 188
 create and manage 184
 tools 187
 Product footprint management 495
 Product owners 178, 185, 191
 Production
 planning 484
 proposals 488
 Production system 254, 262
 access 229
 convert 397
 readiness 334
 set up 330
 Professional services 28
 workshops 219
 Program increments 197
 Project
 charters 290, 354
 initiation and governance 207
 kickoff 208, 296, 362
 managers 207, 299, 369

Project (Cont.)
 plans 291, 354, 361
 standards 208, 291, 296, 354, 362
 steering group 74
 Project Experience app 228, 231
 Project management 55, 57, 62, 313, 333, 395
 initiate and plan 361
 plan 208
 prepare phase 62, 206
 SAP Solution Manager 118, 383
 workstream 62, 77, 146, 148, 150, 183,
 198, 206, 291
 Project Management Institute 55
 Project team 45, 47, 179
 capabilities 56
 configuration 232
 criteria 193
 custom code 358
 data migration 155
 deliverables 58
 delta requirements 217
 discover phase 256
 enablement 296, 362
 end users 211
 fit-to-standard workshops 213
 handover 248
 meetings 180
 organizational change management 510
 output management 240
 prepare phase 62, 208
 quality assurance system 228
 SAFe 196
 sprint execution 190
 sprint planning 189
 sprint retrospective 192
 testing 173, 174, 224
 upgrades 61
 user enablement 245
 Prototyping 150, 295, 519
 Public cloud 36
 Purchase orders 455, 461, 463, 466, 467,
 470, 472, 480
 accelerator 504
 extract 472
 Purchase requisitions 461, 470
 extract 472

Q

Quality assurance system 169, 200, 254,
 261, 357
 access 228

Quality assurance system (Cont.)	
<i>convert</i>	393
<i>request</i>	227
<i>set up</i>	330
Quality gates	51, 64, 509
Quartz Light	35
Questionnaires configuration	142, 144
R	
R&D and engineering	28
<i>workshops</i>	219
Raw material price simulation	424
Readiness check	348
Ready-to-run business processes	52
Real estate	450
Realize phase	60, 225
<i>activities</i>	225
<i>agile approach</i>	188
<i>configuration</i>	145, 149, 151
<i>Customer COE</i>	518
<i>deliverables</i>	227, 269
<i>extensibility</i>	164
<i>integration</i>	168
<i>new implementation</i>	314
<i>on-premise</i>	282, 343
<i>organizational change management</i>	513
<i>SAP S/4HANA</i>	282, 343
<i>SAP S/4HANA Cloud, private edition</i>	269
<i>SAP Solution Manager</i>	332, 395
<i>selective data transition</i>	405
<i>system conversion</i>	383
<i>testing</i>	169, 173, 175
Regression tests	61, 171, 237, 329, 380, 393
<i>execution</i>	172
Rehearsals	331, 396
<i>dress</i>	335, 397
Release Assessment and Scope Dependency	
<i>application</i>	128
<i>tool</i>	253
Releases	187, 252
Remote Cutover Playbook	245
Repair orders	463
Replicate CDS Views app	500
Reporting	148, 437
<i>ad hoc</i>	501
<i>two-tier ERP setup</i>	497
Residence rules	449
Responsibilities	177
Responsibility management	471
Retention rules	449
Retrofitting	381
Retrospectives	191
Returns handling	458
<i>with follow-on functions</i>	459
<i>without follow-on functions</i>	459
Reverse factoring	442
RISE with SAP	29
Roadmap Viewer	55, 79, 89
<i>accelerators</i>	93
<i>additional roadmaps</i>	533
<i>entry screen</i>	89
<i>favorites</i>	94
<i>fit-to-standard analysis</i>	212
<i>on-premise</i>	341
<i>roadmap overviews</i>	91
<i>SAP Analytics Cloud</i>	529
<i>SAP SuccessFactors</i>	525, 528
<i>Transition to SAP S/4HANA</i>	49
<i>upgrade and integration</i>	531
<i>work breakdown structures</i>	91
Robotic process automation (RPA)	27, 161
Roles	177, 178
<i>SAP S/4HANA Cloud</i>	518
Run phase	62
<i>Customer COE</i>	518
<i>on-premise</i>	282, 344
<i>organizational change management</i>	507
<i>SAP S/4HANA</i>	282, 337, 344
<i>SAP S/4HANA Cloud</i>	250
<i>SAP S/4HANA Cloud, private edition</i>	277
<i>SAP Solution Manager</i>	339, 401
<i>system conversion</i>	399
S	
Sales	28, 451
<i>workshops</i>	218
Sales and installation	466
Sales orders	457, 461
<i>accelerator</i>	504
<i>returns</i>	459
Sales simulation	424
Sandbox	49, 254, 262, 278, 364
<i>activate</i>	151
<i>conversion</i>	364, 365
<i>follow-on activities</i>	366
<i>integrate with test systems</i>	366
<i>manual setup</i>	298
<i>SAP S/4HANA</i>	298
<i>SAP S/4HANA Cloud, private edition</i>	364
<i>set up</i>	298
SAP Access Control	310, 380

SAP Activate	45
<i>benefits</i>	51
<i>certification</i>	535
<i>community</i>	82, 83
<i>components</i>	51
<i>concepts</i>	45
<i>core processes</i>	139
<i>integration</i>	69
<i>intelligent enterprise</i>	528
<i>methodology</i>	54, 58, 76
<i>on-premise deployments</i>	281, 343
<i>organizational change management</i>	508
<i>other SAP products</i>	525, 533
<i>phases</i>	57
<i>principles</i>	47
<i>roadmaps</i>	90
<i>SAP Analytics Cloud</i>	529
<i>SAP S/4HANA Cloud</i>	199
<i>SAP SuccessFactors</i>	525
<i>tools</i>	56
<i>training and certification</i>	85
<i>upgrade and integration</i>	531
<i>working system</i>	121
SAP ActiveAttention	49, 50, 283, 344
SAP Advanced Deployment	283, 344
SAP Analytics Cloud	267, 271, 309, 327, 378, 391, 423, 496, 500, 529
<i>financial planning and analysis</i>	428
<i>group reporting planning</i>	425
<i>integrated financial planning</i>	424
SAP API Business Hub	69, 162, 243, 272, 308, 377, 493
SAP Application Interface Framework	494
SAP Best Practices	47, 52, 53, 121, 300
<i>activate</i>	130, 132
<i>analytics</i>	309
<i>configuration</i>	318
<i>content library</i>	125
<i>content structure</i>	122
<i>development system</i>	312
<i>enterprise management layer</i>	135
<i>flows</i>	216
<i>implementation steps</i>	133
<i>integration</i>	121
<i>review process flow</i>	143
<i>sandbox</i>	298
<i>SAP Analytics Cloud</i>	530
<i>SAP Cloud Appliance Library</i>	133
<i>SAP Solution Manager</i>	294
<i>SAP SuccessFactors</i>	526, 527
<i>validate</i>	215
SAP Best Practices Explorer	52, 95, 122, 258
<i>accelerators</i>	123
<i>configuration</i>	318
<i>content positioning</i>	96
<i>content structure</i>	96
<i>integration</i>	243
<i>languages</i>	102
<i>localizations</i>	102
<i>preferences</i>	104
<i>report issues</i>	106
<i>SAP Analytics Cloud</i>	530
<i>SAP BW/4HANA</i>	378
<i>SAP SuccessFactors</i>	526
<i>scope items</i>	97
<i>search</i>	105
<i>solution packages</i>	52
<i>solution scope</i>	122
<i>stable URLs</i>	107
<i>testing</i>	169, 175
<i>tool features</i>	104
SAP Business API Hub	160
SAP Business Network	270
<i>starter pack</i>	29
SAP Business Planning and Consolidation (SAP BPC)	429, 434
<i>optimized for SAP S/4HANA</i>	438
SAP Business Technology Platform (SAP BTP)	25, 57, 71, 160, 242, 284, 345, 417, 503
<i>analytics</i>	499
SAP Business Warehouse (SAP BW)	378, 434, 498
SAP BusinessObjects Business Intelligence	309, 378
SAP BW/4HANA	309, 327, 378, 391, 499
SAP Central Business Configuration	141, 200, 227, 231, 233
<i>provisioning</i>	209
<i>set up tenants</i>	228
SAP Cloud ALM	55, 72, 90, 107, 145, 147, 163, 168, 187, 200, 209, 237, 263
<i>business process flows</i>	109
<i>entry screen</i>	107
<i>implementation capabilities</i>	108
<i>task management</i>	110
<i>track requirements</i>	109
SAP Cloud ALM for operations	111
<i>use cases</i>	111
SAP Cloud Appliance Library	49, 133, 258, 285, 347
SAP Cloud for Real Estate	450
SAP Community	84, 535

SAP Customer Relationship Management (SAP CRM) 117

SAP Data Services 293, 306, 325

SAP Digital Boardroom 309, 378

SAP digital payments add-on 440

SAP Enable Now 57, 332, 522

benefits 523

Info Center 522

SAP Enterprise Support 282, 344

SAP Enterprise Support Academy 249

SAP Extensibility Explorer 71, 162

SAP Extension Suite 322, 387

SAP Financial Compliance Management 447

SAP Fiori 32, 68, 121, 263, 293

applications 33, 203, 303

configuration 320

development 33

system conversion 359

SAP Fiori 3 35

SAP Fiori apps reference library 33, 293, 359, 366

SAP Fiori launchpad 204, 372

SAP for Me 200, 209, 227

SAP Global Trade Services (SAP GTS) 446

SAP HANA 30, 284, 305, 375

capabilities 32

database and platform 31

deployment 31

in-memory database 30

SAP HANA Cloud 31

SAP HANA Enterprise Cloud 137

SAP HANA extended application services (SAP HANA XS) 31

SAP HANA smart data integration (SDI) 32, 500

SAP HANA smart data quality (SDQ) 32

SAP Help Portal 128, 317, 521

SAP Innovation and Optimization Pathfinder 284, 346

SAP Innovation Services 314, 322, 323, 371, 388

SAP Integration Suite 69, 164, 272, 308, 377, 421

SAP Intelligent Real Estate 450

SAP Intelligent Robotic Process Automation 432

SAP Landscape Transformation Replication Server 438, 439

SAP Launch 47, 54

SAP Learning Hub 85, 210, 521

SAP Master Data Governance (SAP MDG) ... 417

SAP MaxAttention 49, 50, 283, 338, 344, 400

SAP Preferred Care 249

SAP Privacy Governance 449

SAP Process Integration 308, 377

SAP Process Orchestration 421, 491

SAP Product Footprint Management 495

SAP Readiness Check for SAP S/4HANA 286, 348, 355, 365

SAP S/4HANA 23, 27

appliance 133

architecture 292

board game 257

capabilities 28

configuration 150, 151, 316

data migration 152, 324

deploy phase 333

deployment 35, 38–40, 341

explore phase 296

extensibility 158

fully activated appliance 298

fundamentals 24

go-live 335

implementation approaches 280, 342

implementation strategy 288, 350

integration 164

languages 131

localizations 130

new implementation 279

planning 150

practice question answers 550, 554

practice questions 542, 545

preparation 150

product enhancements 322, 386

product roadmap 339, 401

realize phase 314

releases 279

run phase 337

SAP Best Practices 130, 132

SAP Best Practices Explorer 96

testing 173, 328

tools 57

trial system provisioning 285, 347

upgrade and integration 531

upgrades 339, 401

value 286, 347

SAP S/4HANA Cloud 27, 29, 37, 256

accelerators 81

access 202

capabilities 28

characteristics 37

configuration 142, 145, 230

customer payments 440

data migration 152, 234

SAP S/4HANA Cloud (Cont.)

deploy phase 245

deployment 199

discover phase 201

explore phase 213

extensibility 158, 241

financial consolidation 434

getting started guides 204

guided tours 203

hybrid integration 490

initial system access 228

integration 165, 242

landscape 200

languages 102, 127

learning center 204

localizations 102, 126

manufacturing 477, 484

methodology 55

new roles 518

planning 143

practice question answers 549

practice questions 540

preferences 104

preparation 142

prepare phase 204

realize phase 225

releases 99

roadmap 253

run phase 250

SAP Best Practices 121

SAP Best Practices Explorer 96

set up the project 206

subsidiaries 412

support offerings 249

tasks 81

testing 168, 236

three-system landscape 140

treasury risk management 444

trial 201, 258

two-tier setup 409, 417

upgrades 61, 201

upload plan data 430

What's New Viewer 128

workshops 217

SAP S/4HANA Cloud, ABAP environment ... 159

SAP S/4HANA Cloud, private edition

ALM 263

configuration 146, 149, 271

data migration 152

deploy phase 275

deployment 254

discover phase 256

SAP S/4HANA Cloud, private edition (Cont.)

explore phase 264

extensibility 158, 274

golden rules 64, 147, 254

integration 272

planning 148

preparation 147

prepare phase 259

realize phase 269

run phase 277

system access and setup 269

system conversion ... 351, 355, 359, 364, 375, 379, 381, 382, 389

system landscape 254

system provisioning 261

testing 172, 275

upgrades 278

SAP S/4HANA migration cockpit 152, 156, 223, 293, 306, 325, 406

SAP S/4HANA migration object modeler ... 306

SAP Screen Personas 320, 385

SAP Services and Support ... 49, 50, 54, 283, 344

SAP Software Download Center 99

SAP solution builder tool 312, 317, 319

SAP Solution Manager 55, 57, 72, 114, 263, 268, 374

change control management 116

configuration library 318, 322

custom code 374

custom code management 116

data volume management 116

deploy phase 336

explore phase 313, 383

focused solutions 118

IT service management 117

landscape management 117

operations 115

prepare phase 294, 361

process management 117

project management 118

realize phase 332, 395

requirements capture 266

run phase 339, 401

SAP Best Practices Explorer 96

test suite 119

testing 174, 176, 275, 311

SAP SuccessFactors 525

SAP SuccessFactors Employee Central 168

SAP Support Portal 106, 211, 252, 521

SAP Sustainability Control Tower 496

SAP Training 535

- SAP Training and Adoption 99
- SAP Transformation Navigator 284, 346
- SAP Trust Center 252
- SAP Value Assurance 274, 282, 284, 296, 301, 304, 305, 327, 344, 346, 372, 390
- Scalability 48
- Scaled Agile Framework (SAFe) 195
 - common principles* 196
 - large solution level* 197
 - layers* 197
 - program level* 197
 - team level* 197
- Scaling frameworks 195, 196
- Scheduling agreement 475
 - pMRP* 487
- Scope and Effort Analyzer (SEA) 374
- Scope documents 290, 354, 355
- Scope item versions 97
 - localizations* 102
- Scope items 52, 97, 127, 424, 427, 428, 430, 432, 433, 435, 436, 439, 440, 442–445, 447, 449–451, 456, 457, 463, 465, 469, 475, 476, 480, 482, 485, 486, 490
 - demonstrate* 143
 - factsheet information* 102
 - grouping* 122
 - information and assets* 124
 - page* 97
 - releases* 100
 - requirements* 302
 - search* 105
- Scope options 136
- Scope Presentation accelerator 100
- Scripts 124
- Scrum 55
- Scrum framework 177
 - artifacts* 184
 - events* 182
 - limits* 196
 - roles* 178
 - teams* 179, 181
 - values* 178
- Scrum masters 179, 182, 190, 191
- Scrum of Scrums meeting 182
- Security
 - define* 292
 - design* 310, 379
 - revise* 358
 - set up* 325, 389
 - system conversion* 379
- Segregation of duties 310, 379
- Selective data transition ... 42, 43, 281, 342, 402
 - data migration* 404
 - phases* 405
 - practice question answers* 554
 - practice questions* 546
- Self-enablement 73, 142, 166, 520
- Service center 72, 221
- Service components 285, 293, 308–313, 323, 326–328, 334–336, 338, 347, 355, 360, 367, 374–378, 380–382, 387, 388, 390–392, 397–399, 401, 407
- Service entry sheet 461
- Service options 136
- Service order management 460
 - integration points* 462
- Service orders 461
- Service requests 460
- Service-level agreements (SLAs) 518
- Services 460
 - integration points* 466
- Shell conversion 402, 404
- Shop floor 484
- Shop floor control (SFC) number 484
- Side-by-side extensibility 71, 160, 242
- Simple Object Access Protocol (SOAP) 421, 493
- Simplification 33
 - items* 360, 365, 367
 - list* 286, 348
- Simulation cockpit 424
- Simulations 331
- Small and medium enterprise (SME)
 - model* 268
- Software partners 414
- Software Update Manager (SUM) 357
- Solution
 - adoption* 77, 248, 508
 - adoption workstream* 197
 - definition* 167
 - fit confirmation* 47
 - mapping* 287, 349
 - operations* 251
 - order management* 466
 - walkthrough* 234, 316, 321, 385, 386
- Solution Administration application 118
- Solution Documentation application 118
- Solution Standardization Board (SSB) 73, 117, 275
 - activities* 75
- Source of supply 472
- Sprint cycles 146, 149, 151, 226

- Sprintable stories 189, 193
 - done* 194
 - ready* 194
 - Sprints 177, 182, 187, 226, 266, 315
 - anatomy* 189
 - backlog* 184
 - configuration* 232
 - daily team meetings* 191
 - demo* 191
 - execution* 190
 - planning* 182, 189
 - retrospective* 183, 191
 - review* 182
 - traditional* 188
 - types* 188
 - Stable URLs 107
 - Staging area 235
 - Stakeholders 511
 - Standard scope 135
 - Standup meetings 191
 - Starter customizing tenant 209
 - Starter development tenant 209
 - Starter system 145, 200
 - Statutory consolidation 436
 - capabilities* 437
 - Strategic planning 256, 283, 345
 - tools* 284, 346
 - String tests 149, 151, 188, 236, 275, 316, 321, 385, 386
 - Subsidiaries 412, 417, 423
 - assembly* 480
 - communication* 452
 - contracting* 474
 - dependent* 454, 460
 - drop shipping* 456
 - independent* 458, 460
 - local sales office* 452
 - procurement* 469
 - production* 477
 - Supplier financing 442
 - Supplier invoices 456, 463, 466
 - accelerator* 505
 - Supply chain 28
 - ecosystem* 413
 - workshops* 218
 - Sustainability 495
 - Switch Framework 132
 - System conversion ... 42, 43, 281, 341, 342, 352
 - business scenarios* 349
 - configuration* 384
 - deploy phase* 396
 - explore phase* 363
 - System conversion (Cont.)
 - go-live* 398
 - integration* 376, 390
 - practice question answers* 554
 - practice questions* 545
 - prepare phase* 353
 - realize phase* 383
 - run phase* 399
 - testing* 392
 - trial system provisioning* 347
 - versus new implementation* 353, 399
 - System merge 407
 - System transition roadmap 354
- ## T
- Tasks 80, 109
 - Team enablement 520
 - Team self-enablement 210
 - Technical
 - architects* 307
 - architecture* 292, 354, 358, 375
 - architecture and infrastructure workstream* 78
 - design documents* 297, 307, 364, 375
 - solution management workstream* 198
 - solution maps* 307, 376
 - Technical experts 148
 - fit-to-standard workshops* 143
 - Technical infrastructure 325
 - readiness* 334, 397
 - set up* 389
 - Template-based integration 492
 - Templates
 - data migration* 235
 - documents* 323, 388
 - email* 240
 - forms* 239
 - org structure definition* 219
 - Test automation tool 170, 172
 - configure* 169
 - test plans* 170
 - Test cases 169, 329, 392
 - custom* 237
 - manual and customized* 170
 - Test cycles 235
 - Test management suite 119
 - Test plans 170
 - run* 170
 - Test scripts 170, 200, 216, 238, 329, 392
 - run* 170
 - Test strategy documents 224, 297, 311, 364, 380

- Test system 229
- Testing 51, 168
 - cycles* 169, 172, 174, 328
 - execution* 171, 173, 175, 329
 - finalize* 334, 397
 - integration* 176
 - on-premise* 173
 - planning* 174, 224, 268, 311, 380
 - SAP S/4HANA* 173, 328
 - SAP S/4HANA Cloud* 168, 236
 - SAP S/4HANA Cloud, private edition* 172, 275
 - system conversion* 392
 - workstream* 78, 169, 172, 173
- Third-party consolidation stacks 439
- Tools 56
- Top-down approach 422
- Training 85
 - delivery client* 277
 - documents* 332
- Transaction
 - /SMB/CONFIG_GUIDE_UI* 319
 - PFCG* 379
 - SPAU* 275, 373
 - SPAU_ENH* 275
 - SPDD* 373
 - SPRO* 271, 317, 385
 - SUSG* 373
 - SWF5* 132
- Transition
 - paths* 40, 42
 - plans* 150
 - preparation* 294, 360
- Transition planning
 - cutover approach* 355
 - SAP S/4HANA* 291
 - system conversion* 354
- Transition to SAP S/4HANA roadmap 49, 62, 173
- Transport management system (TMS) 254
- Transport request 233
- Transportation management 488
 - integration patterns* 489
- Transportation planner 488
- Treasury integration 444
- Treasury payment requests 444
- Treasury risk management (TRM) 444
- Treasury workstation cash integration 445
- Trial system provisioning 347
- Tutorials 99, 124, 211
- Two-tier ERP setup 410, 413
 - accelerators* 501
- Two-tier ERP setup (Cont.)
 - analytics and reporting* 497
 - customer payments* 440
 - dependent subsidiaries* 454
 - extensibility* 493
 - field mapping* 419
 - finance* 422
 - independent subsidiary* 452
 - integration* 490
 - JIT calls* 485
 - manufacturing* 477
 - master data* 417
 - move options* 415
 - procurement* 469
 - sales* 451
 - services* 460
 - supply chain* 413
 - transportation management* 488

U

- Unit tests 236, 316, 321, 384, 385
- Up-front enablement 140
- Upgrades 61, 531
 - new implementation* 338
 - SAP S/4HANA* 339, 401
 - SAP S/4HANA Cloud* 201, 253
 - SAP S/4HANA Cloud, private edition* 278
- Upload Financial Data app 430
- User acceptance testing (UAT) 155, 176, 237, 330, 393
- User and performance monitoring 112
- User experience (UX) 33
 - activate* 366
 - design* 303
 - developer* 519
 - requirements* 372
 - role-based* 33
- User stories 186
- User support 245
- UX/UI strategy 291, 354, 359
 - define* 293

V

- Value management (VM) framework 197
- Value mapping 156, 235, 420
- vCard 442
- Vendor invoices 462, 468
- View Product Footprints app 497
- Virtual data access 498

W

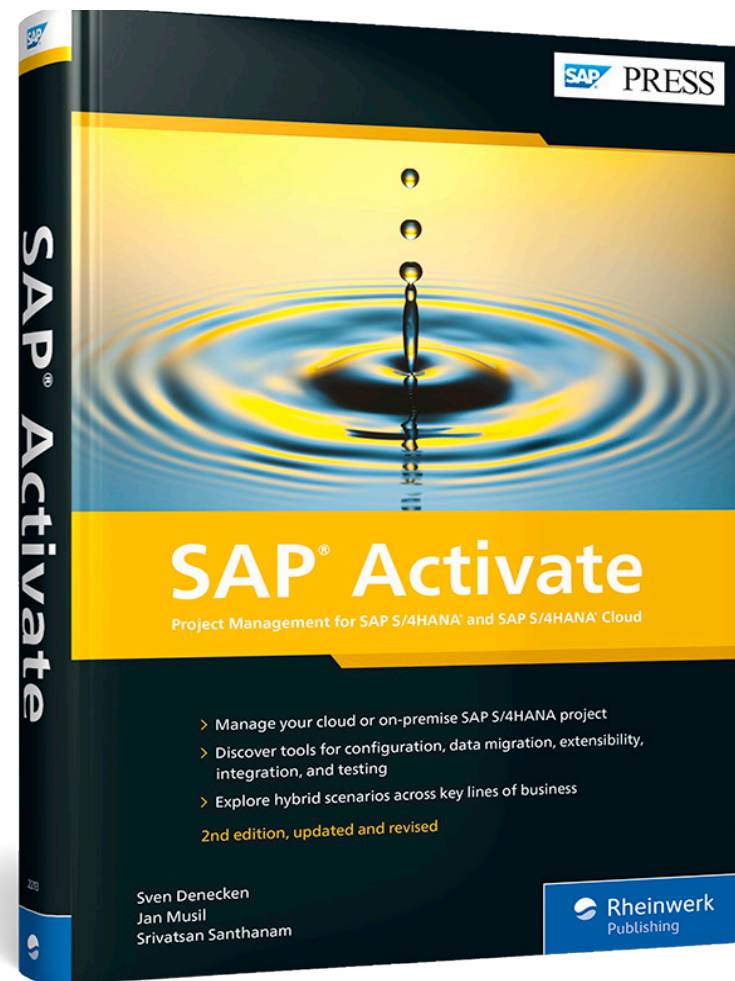
- Web assistant 35, 522
- What's New Viewer 128
- What-if simulations 424
- Work breakdown structure (WBS) 55, 91
- Working system 121
- Workstreams 76, 77
 - practice question answers* 548
 - practice questions* 539

WRICEF

- develop and test* 323, 388
- gaps* 370
- list* 297, 364
- requirements* 371

Z

- Z-code approach 501



Sven Denecken, Jan Musil, Srivatsan Santhanam

SAP Activate: Project Management for SAP S/4HANA and SAP S/4HANA Cloud

500 pages, 2nd, updated and revised edition 2022, \$89.95
ISBN 978-1-4932-2213-1

 www.sap-press.com/5463



Sven Denecken is the chief operating officer (COO) of SAP S/4HANA and the head of product success. In his role as COO, Sven is responsible for business operations, developing the organization and its people, controlling, and communications for the SAP S/4HANA unit. In his role as head of product success, Sven ensures that the SAP S/4HANA product portfolio is aligned with market and customer requirements and drives thought leadership.



Jan Musil is the SAP Activate chief product owner at SAP. Jan leads a team of experienced product managers who design, build, and maintain SAP Activate, the innovation adoption framework that guides SAP customers and partners in their deployment of SAP solutions, including SAP S/4HANA, SAP SuccessFactors, SAP Ariba, SAP Analytics Cloud, and more. Jan and his team ensure that SAP Activate content is continuously updated to stay in step with product capabilities and the latest practices for the deployment of SAP solutions. This is done in close alignment with product engineering experts, field consultants, customers, and partners.



Srivatsan Santhanam has been with SAP Labs, India, since 2004 where he is the head of the SAP Concur engineering product unit. He has two decades of industry experience and is one of the early pioneers and thought leaders in hybrid cloud/two-tier ERP landscapes within the SAP S/4HANA Cloud product space.

We hope you have enjoyed this reading sample. You may recommend or pass it on to others, but only in its entirety, including all pages. This reading sample and all its parts are protected by copyright law. All usage and exploitation rights are reserved by the author and the publisher.