

## Product Brief

### Key Benefits

- Reduce the costs of delivery and reduce the risks of project failure.
- Deliver the highest-value features first, accelerating time-to-value.
- Engage more directly with business stakeholders to get better input from them.
- Produce higher quality products that are better aligned to business outcomes.
- Provide all members of the program team with a real-time view into the status of all work items.

# Rally Software® for SAP Delivery

## At A Glance

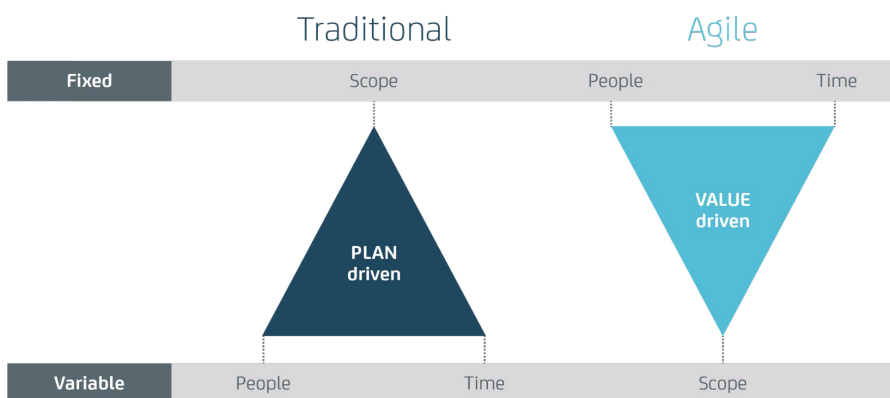
In today's fast-changing, competitive landscape, pre-defining a fixed scope across a multi-year SAP implementation can result in an implementation that does not meet client requirements. For many organizations, this results in extensive customizations, fragile integrations and, ultimately, a poor user experience.

On the contrary, the agile variable-scope approach allows you to adapt to changes, risks, dependencies and feedback while still delivering working software on schedule. You manage risk by ensuring that the teams always work on the highest-value features first. When the unexpected happens, as it always does, you will still have delivered the highest-value features.

## Agile Compared to Waterfall for SAP Delivery

All projects need to be managed within common constraints: scope, people (resources), and time. Waterfall, the traditional approach to SAP implementations, fixes the scope so that time and resources can be planned and controlled. In contrast, agile methodology assumes resources and time are fixed and sees scope as variable.

Traditional Development	Agile Development
Plan-driven	Value-driven
Fixed scope	Variable scope
Variable people	Fixed people
Variable time	Fixed time



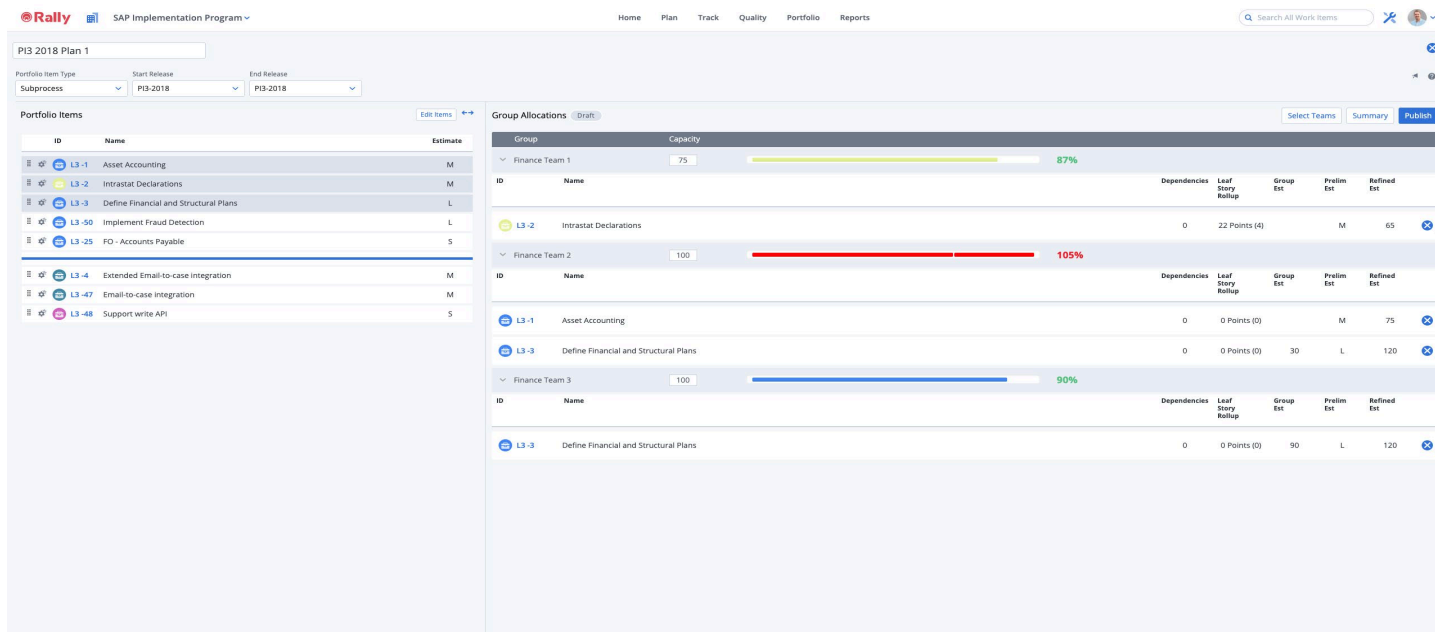
## Best Practices

- Agile best practices recommend that teams be persistent, cross-functional, self-organizing, and self-managing. When you use Rally Software for your SAP implementations, you can ensure that there are no exceptions to this rule.
- Given the highly integrated nature of SAP systems, it is critical that implementation teams execute sprints with synchronized start and end dates. When you use Rally Software for SAP delivery, you can more easily synchronize these dates.
- Rally Software enables you to follow the Agile best practice of providing all members of the program team (from executive to developer) with a real-time view into the status of all work items, from an individual sprint to an overall program status view.

## Best Practices When Planning an Agile SAP Implementation

This section describes key considerations for planning an agile SAP implementation based on the system attributes that are unique to SAP and other large packaged ERP systems. Best practices for planning an agile SAP implementation include:

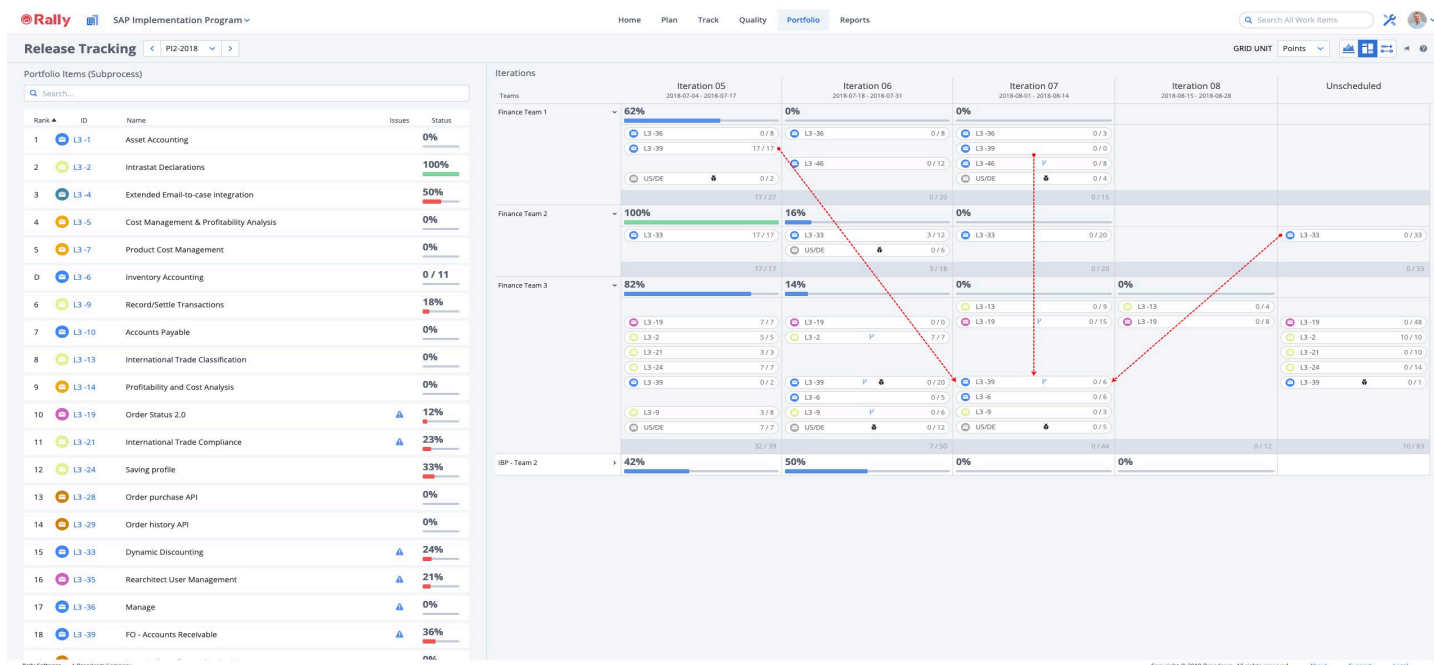
- **Prioritize work according to highest value.** More than 80% of SAP configuration work is pre-defined and has been implemented in other organizations. This means that agile teams can leverage reusable, pre-built content to accelerate program delivery. However, just because user stories and system features may be pre-defined doesn't mean that every organization should implement those features in the same sequence. Each organization should sequence its implementation based on delivering the highest-priority features first.
- **Map interdependencies and sequence work appropriately.** Core modules of SAP often rely on a common set of application services (authentication, reporting, database, and so on). This means there are often significant interdependencies across modules. When you plan an SAP implementation, you should take the key step to identify all interdependencies over the course of an upcoming release (usually a quarter). Then, sequence work items in a manner that accommodates those interdependencies. Doing so will reduce program delays and ensure the continuous flow of usable software.
- **Focus on delivery team composition and organization.** Agile best practices recommend that teams are persistent, cross-functional, self-organizing and self-managing. For SAP implementations, there should be no exception. Teams should be organized around a consistent set of features or business value streams so that they can develop strong competencies in a specific functional area. For example, a larger SAP implementation might have a team that is focused on the *finance to management* business process, and another team that is focused on *quote to cash*. Smaller implementations might organize teams around specific SAP modules (such as finance, HR, IBP, and so on).
- **Ensure strong program management for large, complex programs with multiple delivery teams.** As with any SAP implementation, agile SAP implementations are complex and often managed by a large, geographically distributed workforce. As such, strong program management practices and tooling that promotes traceability and accountability are essential. Agile tooling should support a *team of teams* portfolio hierarchy to ensure visibility at the program level and only provide teams with a view of information that is relevant to that team.
- **Synchronize sprint and release planning cadences across teams.** High levels of interdependencies across SAP modules also require high levels of coordination across teams. To ensure that work can be easily re-sequenced to accommodate newly identified interdependencies without interrupting sprints that are in progress, program teams should organize sprints and releases to be synchronized with all other program teams.



## Why Rally Software for SAP Delivery?

Rally Software has specific features that make it a very good fit for managing large, complex program delivery projects, such as Agile SAP implementations:

- Dependency identification and mapping.** Identifying interdependencies and sequencing work accurately is one of the most important aspects of a successful SAP implementation. Agile tooling should be able to track cross-train dependencies in an easy-to-access and easy-to-interpret manner. Teams working in isolation or without appropriate visibility into these interdependencies risk delaying the overall program by inappropriately sequencing work. Rally Software supports dependency identification and mapping that can roll up from user stories to features to higher-level portfolio items. This makes it simple for a program manager to identify dependencies at a program level, or for individual teams to understand the status of user stories.
- Coordinated cross-team planning.** Given the highly integrated nature of SAP systems, it is critical that implementation teams execute sprints with synchronized start and end dates. Rally Software allows teams to create consistent, synchronized sprint and release cadences across multiple agile teams. This ensures that teams are aligned and shipping software predictably to facilitate integrated solution demos and PI planning, and to implement any course corrections due to unfinished work or previously unidentified interdependencies. Teams can also work with whatever methodology they prefer (SAFe, Scrum, Lean, and so on) and have metrics that are centrally viewable and require no data cleansing.
- Persistent cross-functional teams.** Rally Software allows you to create a hierarchy to represent multiple teams that roll into higher-level release trains or programs. This structure ensures that teams can own and manage their own backlogs and keep a consistent flow of work scheduled without losing reportability or metric roll-up for SAP.
- Fixed portfolio structure and ordinality.** Work items in Rally Software belong to the portfolio hierarchy. As a part of this hierarchy, work items can be grouped into a strategic category (usually represented by Initiative or Epic) or an execution category (user stories, tasks, and so on). Rally Software enforces a 1:1 relationship between parent and child work item types. This 1:1 relationship ensures a consistent definition of work across all teams and enables reportability on a very large scale without limiting the way teams manage their own work. In fact, because Rally Software decouples the data from its presentation, teams can use whatever methodology they prefer without losing the ability to roll metrics up to the program level.
- Consistent status mapping.** Rally Software allows teams to define their own statuses (called flow states) to accommodate diversity across agile teams. At the same time, Rally enables all team-defined flow states to be mapped back to a consistent set of scheduled states, which creates a uniform “definition of done” across teams.



## Why Rally Software for SAP Delivery (cont.)

- **Share-able dashboards to radiate status across teams.** Rally Software provides all members of the program team, from executive to developer, with a real-time view into the status of all work items, from an individual sprint to an overall program status view. Share-able dashboards improve transparency, which leads to better outcomes because awareness between teams impacts decision making and productivity.
- **Managed project risk.** Rally Software manages risk as a core capability and can provide dependencies across sprints to get a high-level view into project risk. Managing backlog, value delivery, and priorities enables program managers to view changes against risk tolerances.

For more information, please visit [broadcom.com/rally-software](https://broadcom.com/rally-software).