

SAP Upgrade

Enterprise Software is notorious for fast moving product feature and enhancement releases. A common industry release strategy finds the average software major version release occurring about every other year. It is also common for vendors to support the current version and one prior version. With each 'next' release, the n-2 version is deemed "end of life" and users of that version are notified to upgrade. With implementations as complicated as SAP, any major version upgrade can be a major undertaking.

New version releases also present the opportunity for replacement of custom code that may have been required by older versions with new configurable product options. Any opportunity to recognize the chance to replace custom code with configuration helps to lower total cost of ownership through the simplification of application maintenance. DynPro uses the SAP ASAP Methodology to construct all version upgrade project task lists.

Experience and Capability

DynPro has a wide breadth of experience with SAP. The examples cited below are intended to give a small subset of our experiences to date and to detail those experiences we feel most relevant to the State. As you can see, these experiences range from versions ERP-2005 all the way back to the 2.x timeframe and cover virtually all the modules and activities of interest to the State. These Relevant Examples also highlight the roles played which range from Training to Business Analyst to Project Manager with durations ranging from 2 to 23 months. Then, finally, we would like to highlight our biggest success to date, which is IBM where we have had teams actively and continuously engaged for over 10 years.

Upgrade Stages

For Phase 1 – SAP Upgrade, the enhanced ASAP methodology is used. Below are the high-level steps to be completed for a successful upgrade.

Stage 1 – Project Preparation

- Determine Upgrade Project Organization –structure, roles, people
- Define Project Procedures – documentation, monitoring, issue resolution
- Technical Requirements Planning – hardware, software, tools
- Upgrade Preparation
 - hardware/software requirements
 - detailed technical upgrade plan - minimize down-time
 - contingency

Stage 2 – Business Blueprint

- Identify Functionality Enhancements
- Identify and document new/modified business scenarios
- Prioritize and select enhancements for Phase 1
- Identify Technical Objects
- Prepare Technical Objects inventory
- Identify Usage of Technical Objects
- Identify strategy for Technical Objects
- Identify Impact of Upgrade on Technical Objects
- Identify Archiving parameters
- Review scope / Prepare firm estimate for subsequent stages
- Set-up Off-site Development Environment

Stage 3 – Realization

- Upgrade and Test Development System (DEV)
- Perform DEV System Upgrade
- Perform Upgrade of Technical Objects
- Archival of data in DEV System
- Configure new / changed processes
- Perform Integration Testing in DEV
- Develop Quality Assurance System (QAS)
- Install Hardware and Software for QAS
- Repeat Technical Upgrade Steps
- Import changes from DEV system
- Test QAS
- Set up and Test Connectivity

Stage 4 – Final Preparation

- Adapt End User Materials
- Perform End User Training
- Put Contingency Plan in Place
- Take Production System Backup

Stage 5 – Go Live and Support

- Transport Production System to Off-site
- Production system upgrade
- Repeat technical upgrade steps
- Import corrections from upgraded QA system
- Archive application data
- Post-upgrade support

Summary of Project Deliverables

The main deliverables DynPro will produce or contribute to at each stage of the Upgrade process are listed:

- Initial Project Plan
- Project Standards and Procedures
- Technical System Architecture Document
- Project Kick-Off Meeting
- Business Blueprint
- Development System
 - Environment Installation
- Business Blueprint Document, including Enhancements – Wish List, and scope for Phase 1
- Custom Technical Objects Inventory – with upgrade strategy
- Requirements for Additional Development
- Archiving Specifications
- Committed implementation Plan and Cost
- Updated Project Plan
- Configuration of SAP and Enhancements
- Development of Agreed Additional Development
- Security Set-Up
- Test Plans and Scenarios
- Converted Technical Objects
- Quality System Environment Installation
- Integration Test
- Re-updated Project Plan
- Support Team Documentation
- Support Team Training
- Cut-Over Plans
- Production System Environment Installation
- Upgrade of Production System
 - Production Support
- Project Evaluation

Past Performance and Relevant Examples

Industry/Customer: IBM

Project Description/Scope: Multiple Full life cycle implementations of SAP R/3 systems starting from 3.1H to 4.5a.

Duration: 122 months

Responsibilities/Deliverables:

- Project Teams responsible for implementation of core modules (SD, MM, PP, FI/CO).
- System Upgrades
- Developing strategy for interfacing with legacy solutions
- Identifying workflow requirements
- Defining and developing work around solutions for missing functionality
- System Integration Testing
- Correction & Transports As Cutover Manager, responsibilities included:
 - Overlooking the complete data conversion and development activities for all areas
 - Cutover Project Plan creation, maintenance, and execution

Achievements:

- Upgrades from 3.1H to 4.5
- Deliverables produced on time and on budget



Industry: School District, NV

Project Description/Scope: Full life cycle implementation of SAP ERP-2005 with IS-PS, SRM, and BI

Duration: 22 months

Responsibilities/Deliverables: Project responsible for Financial Accounting, Controlling, Project Systems, Funds Management, and Grants Management. Others responsibilities included:

- Developing strategy for interfacing with legacy solutions
- Identifying workflow requirements
- Defining and developing work around solutions for missing functionality
- Ramp Up Coach for ERP-2005

As Cutover Manager, responsibilities included:

- Overlooking the complete data conversion and development activities for all areas
- Cutover Project Plan creation, maintenance, and execution

Achievements:

- Integrated Financial Accounting, Controlling, Funds Management, and Grants Management with SAP SRM
- Deliverables produced on time and on budget

Industry: County Government, GA

Project Description/Scope: Full life cycle implementation of SAP 4.7 with IS-PS, CRM, SRM, ISU, and BW-SEM

Duration: 17 months

Responsibilities/Deliverables: Project responsible for Financial Accounting, Controlling, Corporate Finance Management, and Project Systems. **Others responsibilities included:**

- Developing strategy for
 - Integrating FileNet (a document management system) with SAP
 - Interfacing Manatron (a property tax billing system) with SAP
- Overlooking all data conversion for the project
- Overlooking all development activities
- Identifying workflow requirements
- Defining and developing work around solutions for missing functionality
- Formulating a Cut Over strategy for Go Live

Achievements:

- Integrated Financial Accounting and Controlling with SAP SRM and SAP CRM
- Go Live on time and on budget

Industry: State Government, PA

Project Description/Scope: SAP 4.6 with IS-PS implementation. Involved in Go Live Checks and Systems Audit

Duration: 2 months

Responsibilities/Deliverables:

- Involved in Go Live checks and system audits especially in areas of integration between Human Resources and Financial Accounting
- Tested security profile Roles

Industry: State Agency, SC

Project Description/Scope: Full life cycle implementation of SAP 4.6 with IS-PS

Duration: 9 months

Responsibilities/Deliverables:

- Project Lead for Financial Accounting, Controlling, and Fund Management for this pilot project, which determined if SAP would be implemented for the rest of the state



- Managed Development Team that created SAP interfaces to legacy systems and to the state accounting system

Achievements:

- Go Live on time and on budget

Industry: State Agency, NC**Project Description/Scope:** Full life cycle implementation of SAP 4.6 with IS-PS**Duration:** 23 months**Responsibilities/Deliverables:**

- Set up systems for Cost Collection, Allocation and Distribution Process as team member of the Controlling Module Team
- Managed data conversion efforts
- Defined work around strategies for nonstandard SAP processes
- Managed Help desk, making enhancements and corrections, for the Controlling Module after Go Live
- Streamlined and documented the Business Process Procedures

Industry: Financial Services Company – Norwalk, CT**Project Description/Scope:** Full life cycle implementation of SAP 4.6**Duration:** 4 months**Responsibilities/Deliverables:**

- Project Lead for Financial Accounting and Controlling
- Configured basic functionality in Material Management
- Defined interfaces for integration between legacy portfolio management systems and SAP
- Developed strategy for data conversion, system unit and integration testing

Industry: Media Company – Harrisburg, PA**Project Description/Scope:** Blueprint for a SAP 4.6b implementation**Duration:** 4 months**Responsibilities/Deliverables:**

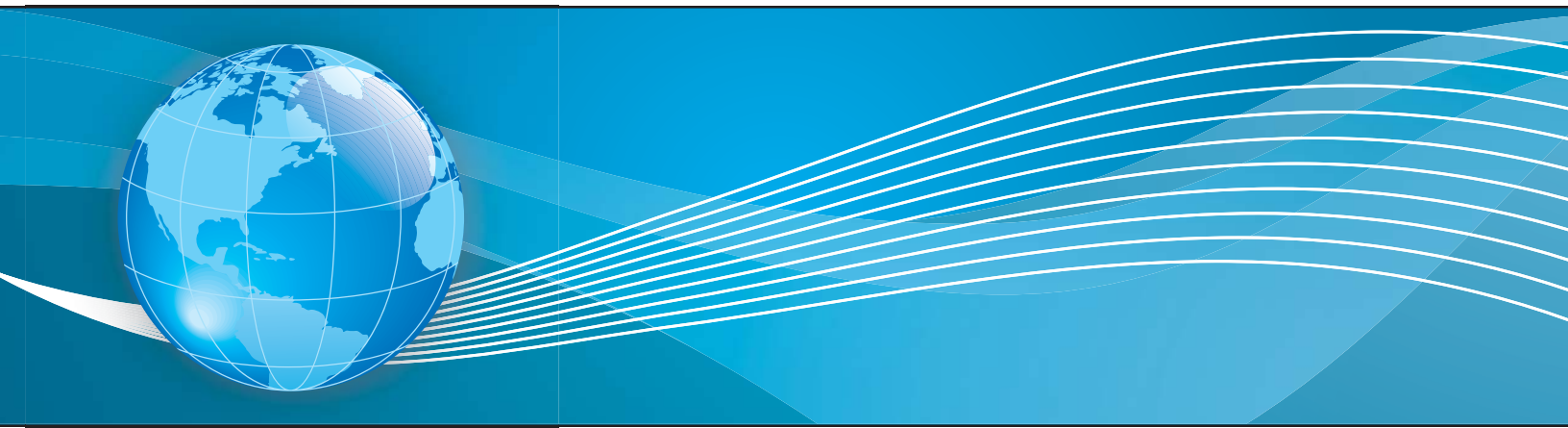
- Project Lead for Financial Accounting and Controlling
- Developed strategy for data conversion and defined several interfaces
- Integrated legacy billing systems with SAP

Industry: Telecommunications Company – St. Maarten, The Netherlands Antilles**Project Description/Scope:** Full life cycle implementation of SAP 4.6b**Duration:** 5 months**Responsibilities/Deliverables:**

- Project Lead for Financial Accounting, Controlling, and Treasury Management
- Integrated external customer care and billing systems
- Strategized data inflow from external systems into Financial, Cost Center, and Profit Center Accounting

Industry: Logistics Company – Lawrenceville, GA**Project Description/Scope:** Full life cycle implementation of SAP 4.0b**Role:** Project Team Lead Duration: 10 months**Responsibilities/Deliverables:**

- Project Team Lead for Financial Accounting and Controlling
- Designed financial data flow from SAP to the corporate legacy system



Industry: Health Care – Morrisville, NC

Project Description/Scope: Full life cycle implementation of SAP 3.1h

Duration: 6 months

Responsibilities/Deliverables:

- Project Team Lead for Financial Accounting and Controlling modules
- Data conversion and migration from legacy systems
- Documented processes and created training material
- Trained end users and created/edited layout sets for customers
- Ensure smooth flow of the project by coordinating consultants over integration issues

Industry: Training Company – Atlanta, GA

Project Description/Scope: Training end users

Duration: 2 months

Responsibilities/Deliverables:

- Taught the functionality, customization, and configuration of Financial Accounting and Controlling modules
- Lectured on the nuances of integrating FI with SD and MM
- Evaluated the participants comprehension by conducting test exercises and a mock project

