

ImpleVista Application Cockpit at Novozymes

SAP Conference on "Application Cockpit in SAP
Solution Manager"

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AGENDA

Introduction

Motivation

Why the Application Cockpit

Changes

Benefits

Lessons learned

Next steps

Novozymes in brief

World leader in Industrial Enzymes & Microorganisms

- **Business Areas:**
 - Enzymes
 - Biologicals
 - Biopharma

- **Main Industries:**
 - Detergents
 - Bioethanol
 - Food

- **Around the world :**
 - > 700 products
 - > 30 different industries
 - 130 countries
 - 5,400 employees



SAP Division

- Part of Novozymes IT
- In charge of development and support of the SAP landscape
- About 40 employees
- Distributed teams in Denmark, India, China and US
- Shared resources for projects, tasks, and operations



Before Solution Manager

- Old technology:
 - CR and Deliverables DBs based on old Lotus Notes platform
 - No connection between SAP and documentation
- Difficult to see the “model” behind the CR process
 - Unclear and unstructured process at the time of prioritizing tickets, allocating tasks, assigning resources, and user acceptance testing.
- No release concept
- Missing transparency of when to expect the CR to be delivered
 - Many old CR were around for a long time
- Lobbying among teams, developers, analysts, and stakeholders for starting and finishing CRs

Objectives



- Implementation of ImpleVista Application Cockpit in order to optimize the release and operations management of SAP systems
- Usage of Run SAP methodology and Scrum principles to help Novozymes to utilize global IT-organisation on tasks solved by resources and users scattered around the world.
- Base new processes on well known best-practices, methodologies, and standard SAP tools

Why ImpleVista Application Cockpit

- Improved User Experience
- Built around the standard SAP Solution Manager module
- Central place for accessing all relevant SAP development and governance tools
- No need of extra tools for supporting the new human processes

- Great interaction and mutual understanding from the first day
- Showed they could provide feedback, and challenge our initial ideas



Changes

Technology:

- CR and Deliverable DBs were discontinued and replaced by the Application Cockpit

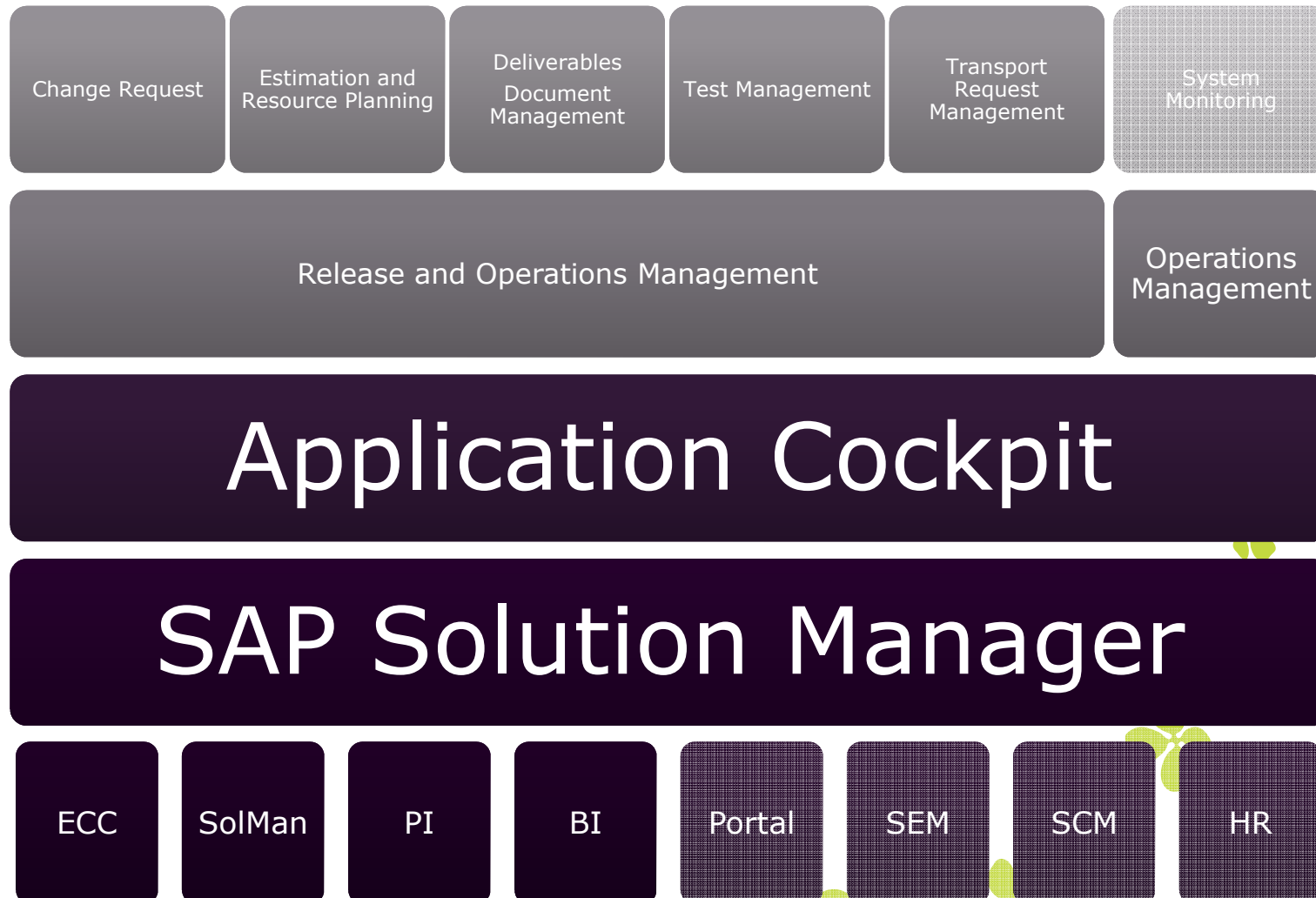
People and Roles:

- Department divided in Teams
- Business (Super Users) responsible for the prioritization and UA testing of CR
- ScrumMasters ensure that the team is functional, and that processes are followed

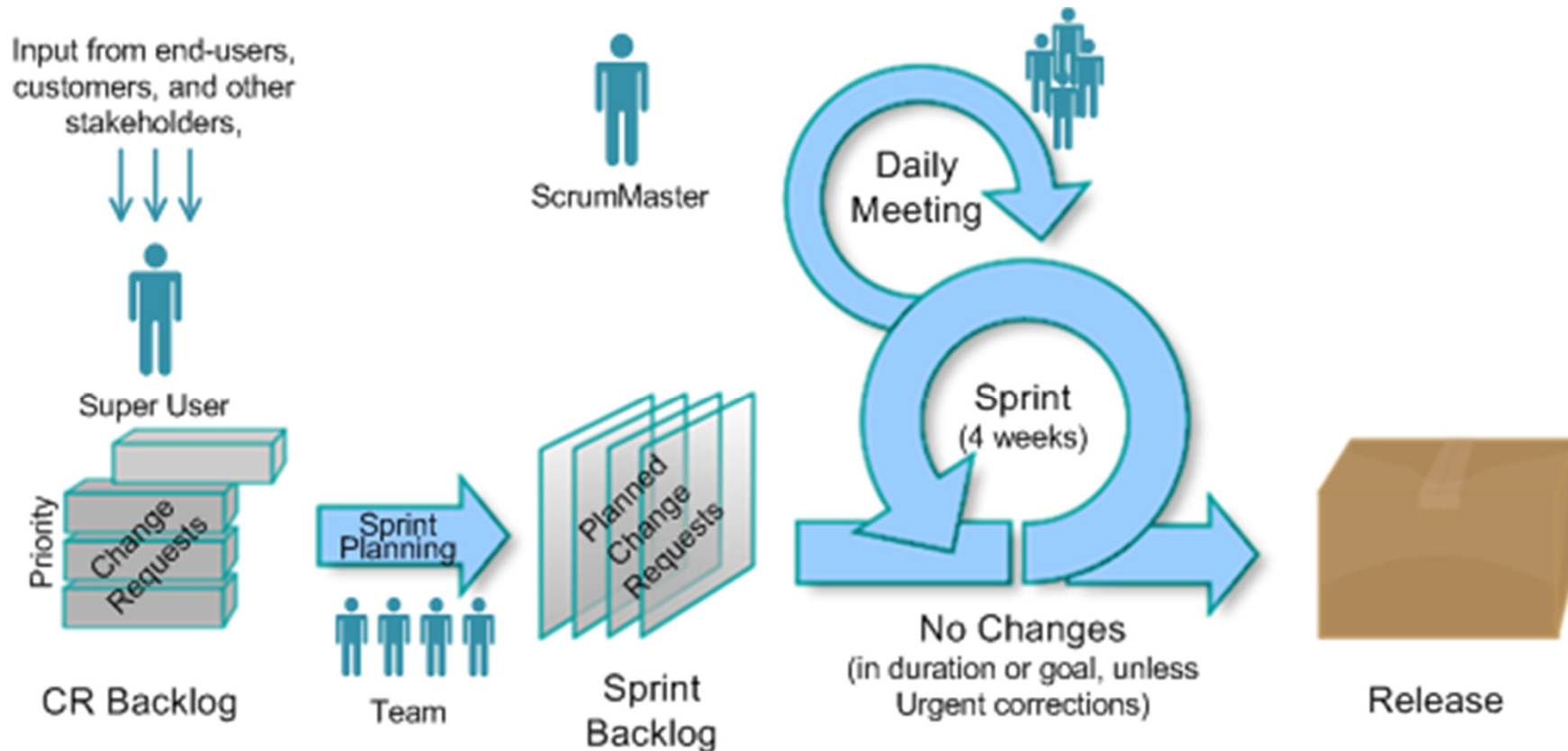
Scrum-based processes:

- Planning and Release management (Sprints)
- Evaluation of CR complexity and business impact, prioritization
- Classification of urgent and regular changes

SAP Landscape and SolMan Implementation



Scrum-based process at a glance



Benefits

- Better governance
- High level of standardization and quality
- SAP changes connected to transports and documentation
- Minimum risk in transport dependencies
- Clear structure of change request and implementation processes
- Allow teams to focus on planned and agreed tasks
- Improved communication and visibility
 - Enhanced team collaboration and knowledge sharing
 - Better relationship with the Business
- Less lobbying of tasks and politics



Lessons learned

Challenges

- Resistance to change
- Great Change Management effort
- Old habits
- No documented experience of Scrum for operational support
- New requirements found during the implementation or even later on

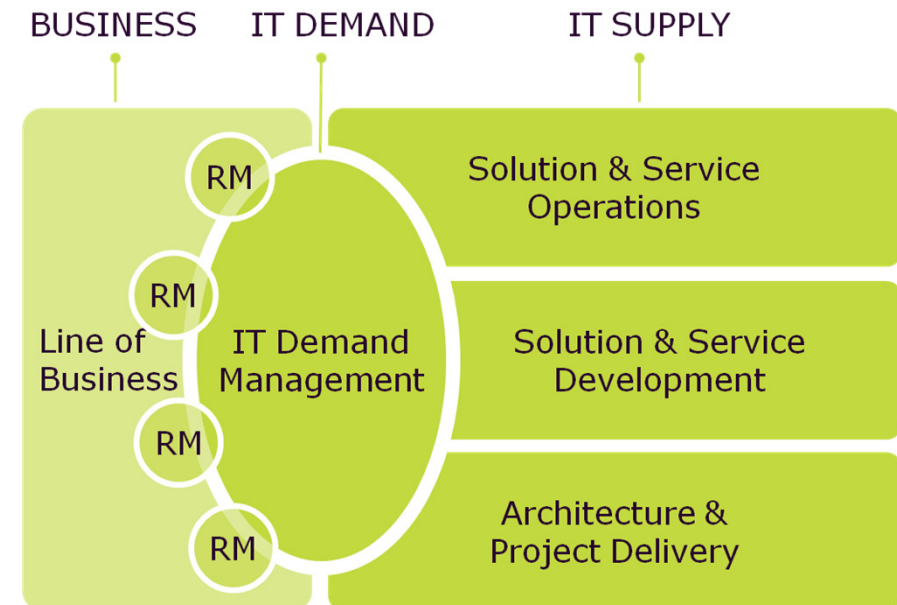
Strengths

- Synergy between consultants and project members
- ImpleVista's flexibility
- Good support from Management
- Technology quickly in place
- Cockpit easily adopted by most of the employees
- Hypercare period from ImpleVista

Next steps

- Adapting to new organization
 - More dynamic model
 - Demand/Supply structure
 - Demand: Converts business needs to IT requirements
 - Supply: Delivers changes and projects, keeps solutions running

- Changes to non-SAP technologies also managed and prioritized in the Cockpit
 - Microsoft CRM, SharePoint, .NET, etc



RM: Relationship Managers anchored in Line of Business

