



Seeding and Growing Large Scale Cloud Transformation

Heiko Schüßler, SAP
Dirk Lehmann, SAP

PUBLIC



About us



**Heiko
Schüßler**

- Head of Cloud Quality Coaching
- ~ 20 years of consulting experience
- Ambassador for Built-in Quality
- Grows Cloud Quality Coaching Model @ SAP
- @_heikoS



**Dirk
Lehmann**

- Cloud Quality Coach
- With SAP since 2001
- Implemented first daily delivery at SAP
- DevOps Evangelist
- Does talks...just like this one
- @doergn

Ready for some time travel?



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„Daily Deliveries at SAP“ – Delivery of Things World 2016

INTERNET ARCHIVE <http://deliveryofthingsworld.com:80/en/agenda> Go JAN FEB APR 2015 27 2016 2017 23 captures 13 Jul 2015 - 31 Aug 2017

April 25 - 26, 2016 Berlin

14:30

STREAM 1: CONTINUOUS DELIVERY IMPLEMENTATION

Evolving to Continuous Development: a skill set example

Sebastian Ehrich
Software QA Engineer, ebay Kleinanzeigen

Manuel Aidana
Senior Development Manager, ebay Kleinanzeigen

STREAM 2: DEVOPS IN PRACTICE (CONT)

Daily Deliveries at SAP

Dirk Lehmann
Technical Operations Lead, Twogo, SAP

SAP is the largest business software vendor in the world. With about 74k employees and over 40 years in making mission critical on-premise software, implementing new agile concepts like Continuous Delivery and DevOps isn't an easy task. As the company set itself the goal to extent its business into the cloud, new working methods need to be applied.

STREAM 3: DELIVERING DEVOPS

Delivering DevOps

„Daily Deliveries at SAP“ – Delivery of Things World 2016

Making the elephant dance – Daily deliveries at SAP

Public

Dirk Lehmann, SAP SE (@doergn)



twogo

„Daily Deliveries at SAP“ – Delivery of Things World 2016



SAP Q-Gate

@doern
DELIVERY
OF THINGS
WORLD

„Daily Deliveries at SAP“ – Delivery of Things World 2016

The logo for twogo, featuring the word "twogo" in a lowercase, rounded, teal-colored font.

www.twogo.com



„Daily Deliveries at SAP“ – Delivery of Things World 2016



The screenshot shows the SAP News Center homepage. At the top, there's a navigation bar with 'SAP' logo, language options (English, Deutsch), and links to 'Press Room', 'SAP Blogs', and 'SAP Radio'. Below this is a breadcrumb trail: 'SAP.com > About SAP SE > SAP News Center > Topics'. A dropdown menu for 'Topics' is open, showing options like 'All Topics', 'Run Simple', 'Cloud', 'SAP HANA', 'Mobile', and 'SAP Sports'. The main content area features a large image of two men in a car, one pointing at the dashboard. Below the image is the article title 'Into the Cloud: Daily Software Updates' by Michael Roemer and Andrea Schmieden, dated February 18, 2015. The article text discusses daily software updates for SAP's TwoGo solution. To the right of the article is a sidebar with a search bar and a section titled 'The Spin: Weekly News Update' featuring a video player with the title 'THE SPIN'.

TwoGo – Daily Fresh Since 2014

@doernn

DELIVERY
OF THINGS
WORLD

Learnings from Pilot

Results from pilot project „TwoGo“

- Release process was adopted, as it was too
 - Complex
 - Slow
 - Only feasible for large teams
- Standard requirements reworked to fit project needs
- Ease Open Source usage to keep up with technology trends
- People need to have a “cloud” mindset
- ...



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How to scale this model!?

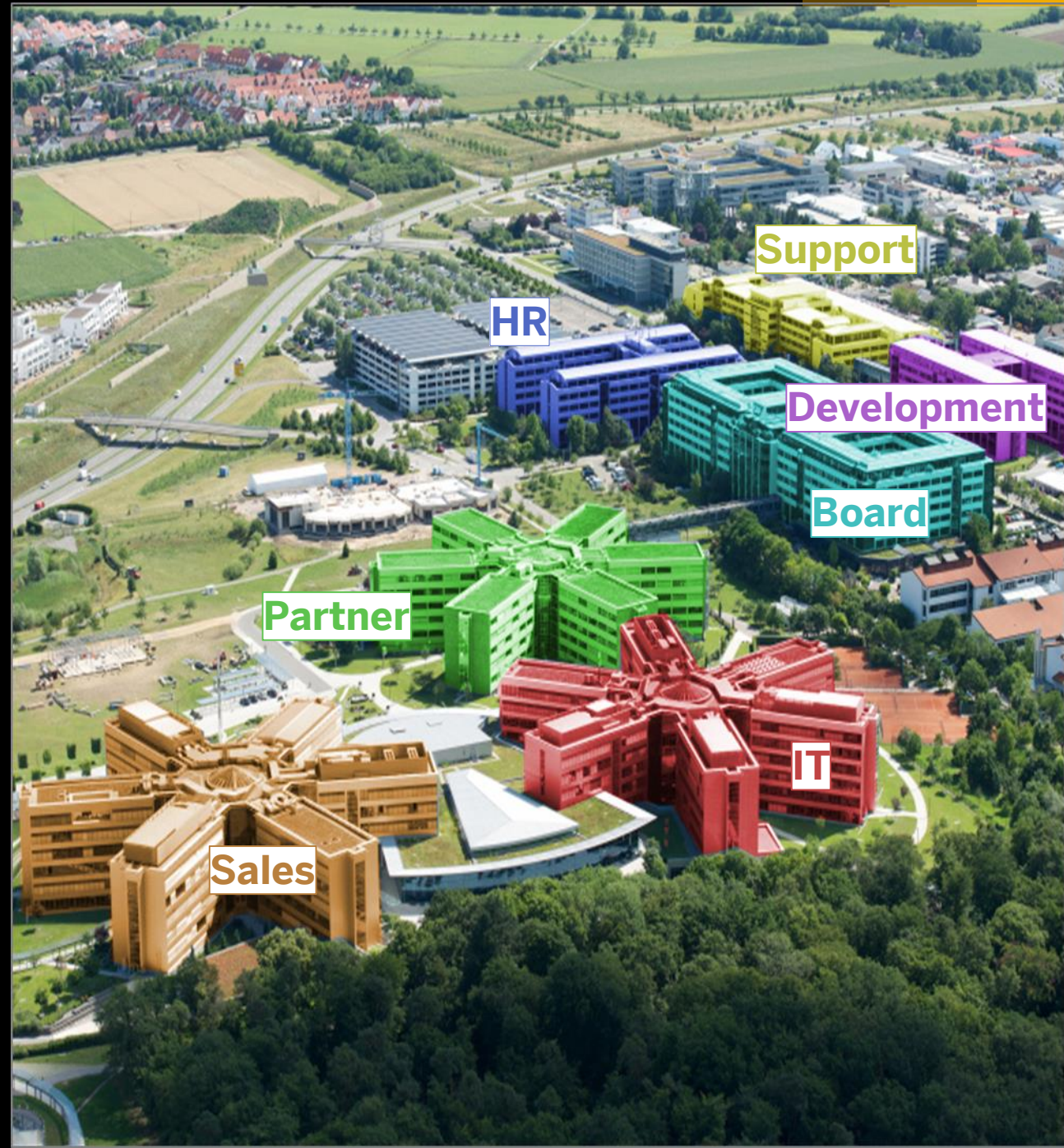
Talking about large Scale – SAP

- **Largest Business Software Vendor in the world**
 - founded 1972
 - ~ 84k employees
 - ~ 23k developers
- **Our customers...**
 - ...manufacture > 95.000 automobiles per day
 - ...produce 12.600kg of chocolate each minute
 - ...produce more than 64% of the world's ice cream
 - ...brew more than 77% of the world's beer



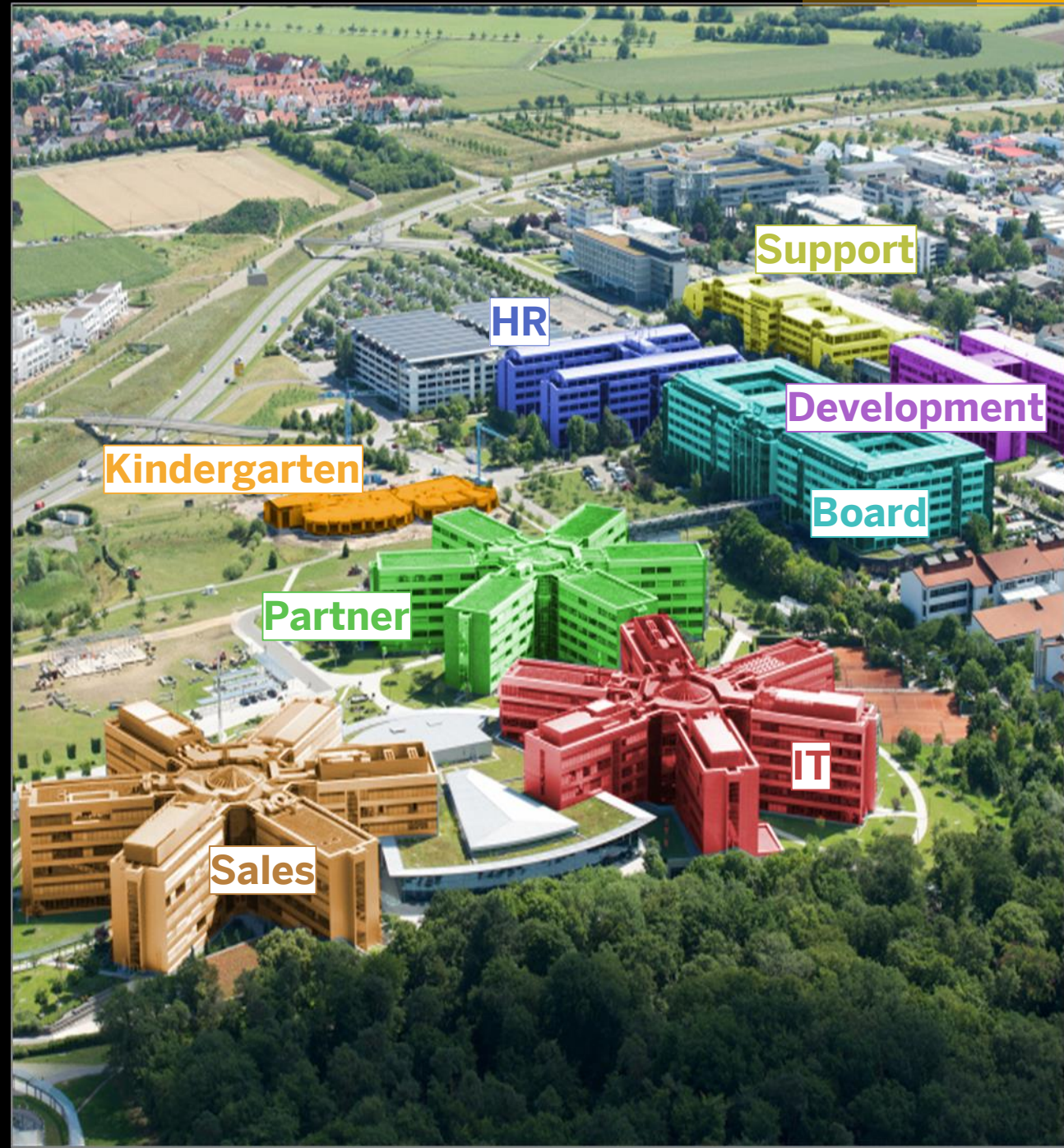
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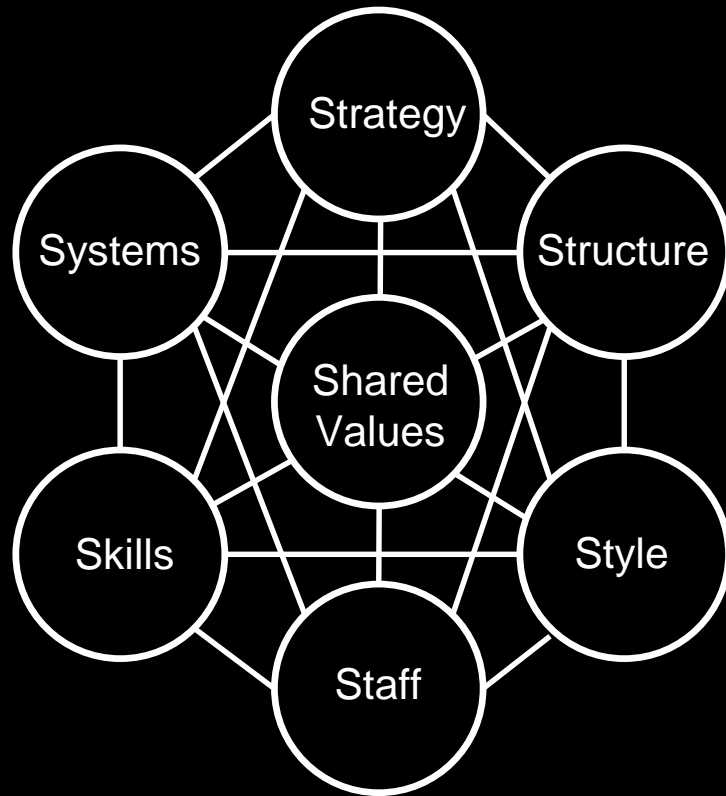
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SAP's Internal Cloud Transformation

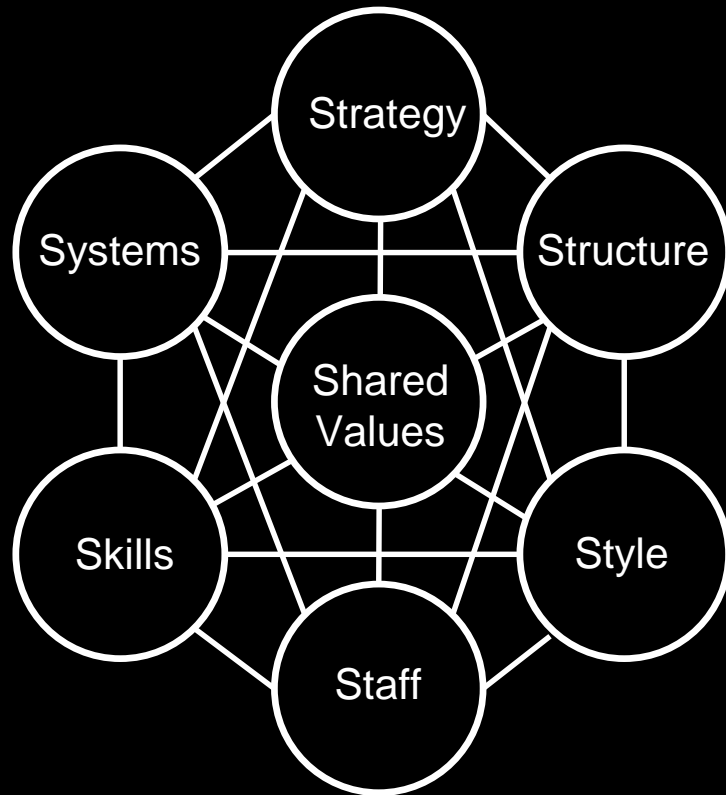
McKinsey **7-S Framework** and the
7 factors from 70ies are still valid



Source: McKinsey & Company. (2008). Enduring Ideas: The 7-S Framework.
[online] Available at: http://www.mckinsey.com/insights/strategy/enduring_ideas_the_7-s_framework [Accessed 04 Mar 2018].

SAP's Internal Cloud Transformation – Mastering two Worlds

McKinsey **7-S Framework** and the **7 factors** from 70ies are still valid



Contents per **7 factors** are different in

On Premise

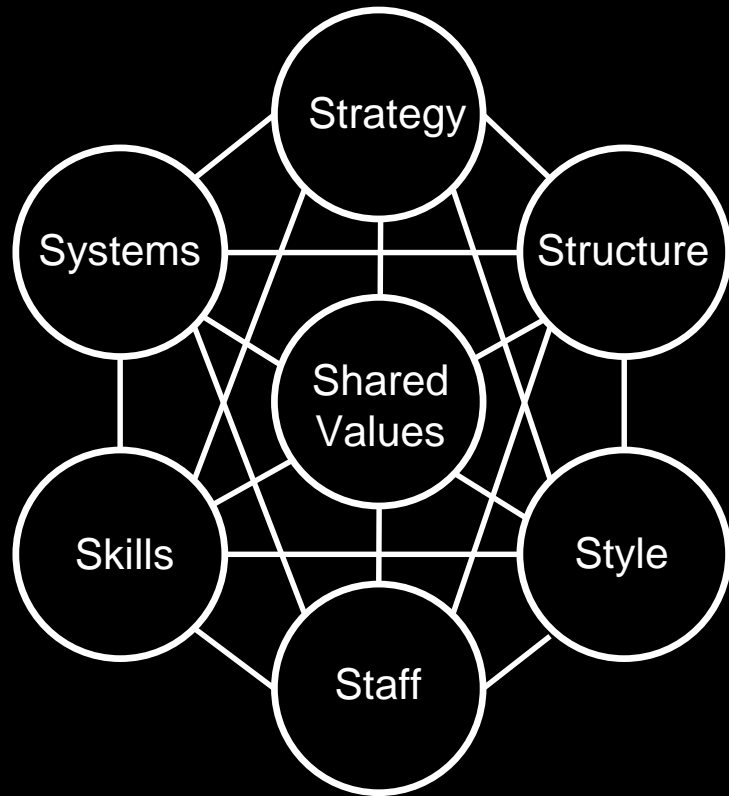


vs

Native Cloud



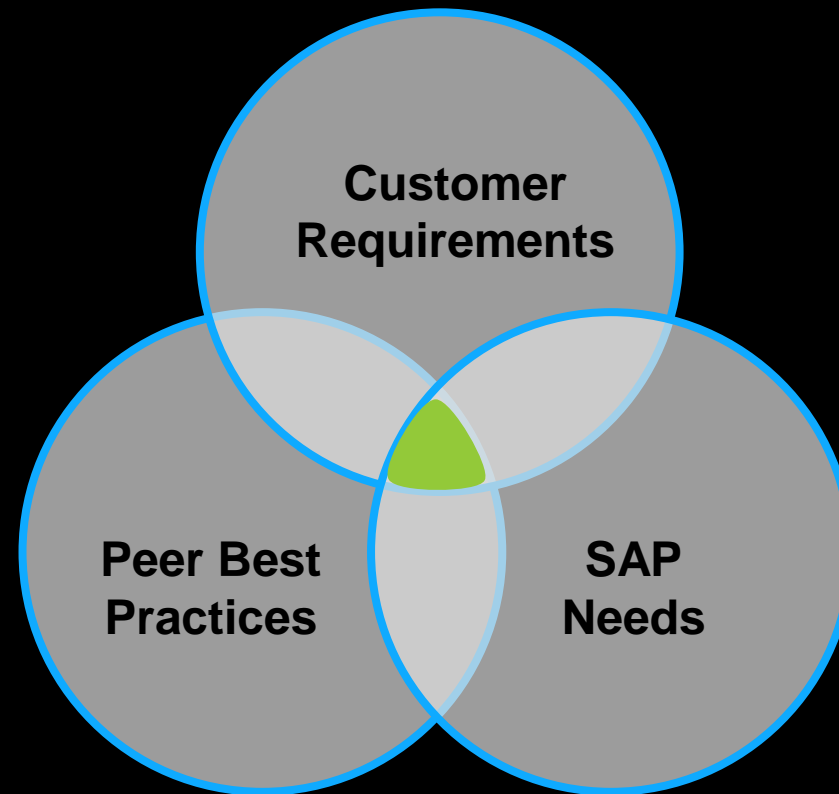
Transformation and the Mapping to the Organization



Fields of Transformation



Multiple Perspectives Dimension to Assess the Approach for Quality



Three Archetypes of Companies that have Achieved QM Excellence

Quality management archetype

Quality or bust



... policed for
better quality

Coach driven



...coached for
better quality

System of honor



... self-committed
to quality

Source: The Boston Consulting Group - Quest For Quality Study, 2016

Companies in all Archetypes Follow Certain Best Practices Consistently

Quality management archetype

	<u>Quality or bust</u>	<u>Coach driven</u>	<u>System of honor</u>
Governance	Test Driven Dev, max. automation, broad "Done" definition, strict check-in process		
Team roles	Agile teams with strong overlap between Development and QA roles		
Specialized QA	Dedicated teams to test for security, compliance, etc. (central or embedded)		
Site Ops	Highly skilled teams with automated alerts and rapid escalation process		
Employee practices	Unique quality-focused cultural practices		

Source: The Boston Consulting Group - Quest For Quality Study, 2016

Pursue the “Coach-Driven” Approach for Quality Excellence

Development teams own quality: “build it – test it – run it”

A groups of leading practitioners support accordingly

- Provide lean governance and guidance
- Operate specialized services
- Identify and drive best practices across the company
- **Perform Hands-on coaching for Development teams**



Coaching

**Tell
Train
Instructor**



Sports
Coach



Systemic
Coach

**Listen
Facilitate
Peer**

Coaching

**Tell
Train
Instructor**

Sports
Coach

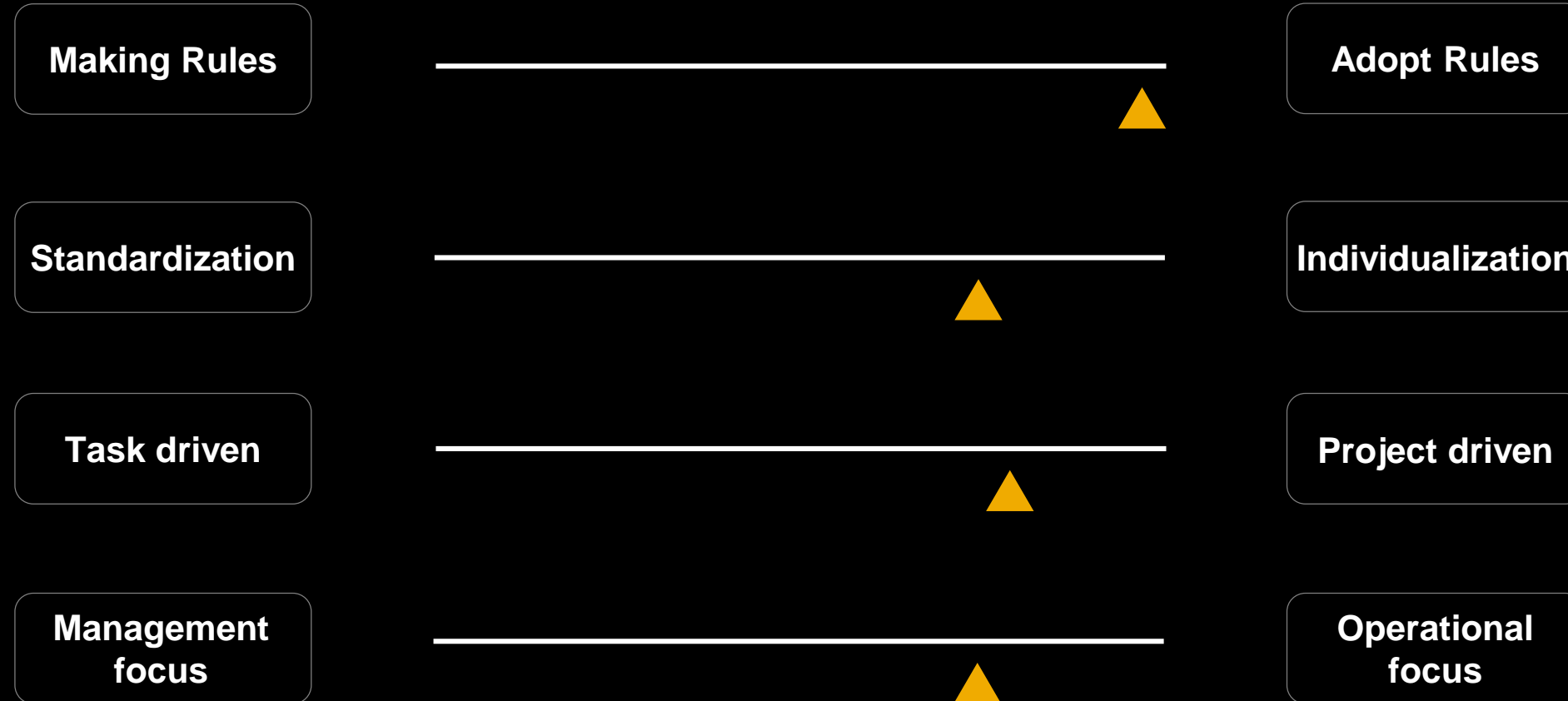
Systemic
Coach

**Listen
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Quality Coaching Stances



SAP Cloud Quality Coaching – The way we work



SAP Cloud Quality Coaching Focus Topics



**Testing Strategy
& Automation**

+



**Continuous Delivery
& DevOps**

+



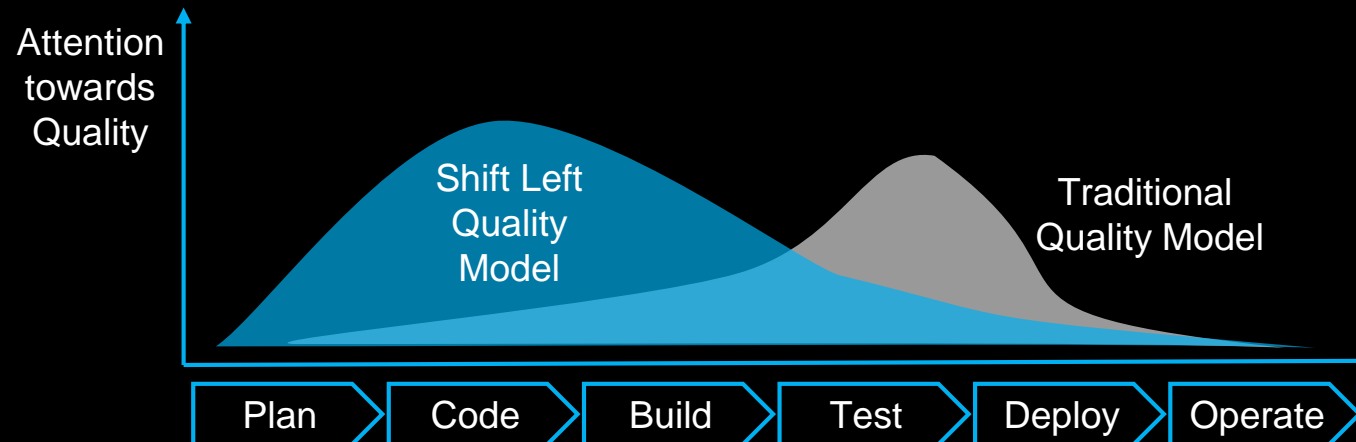
Process & Delivery

Focus Topic: Testing Strategy & Automation

- What to test?
- How to test?
- How much to automate?
- When to test?

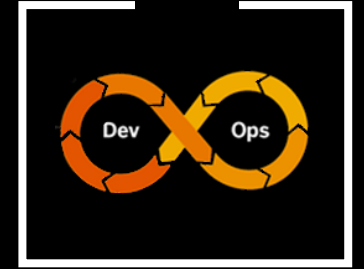


Testing Strategy & Automation

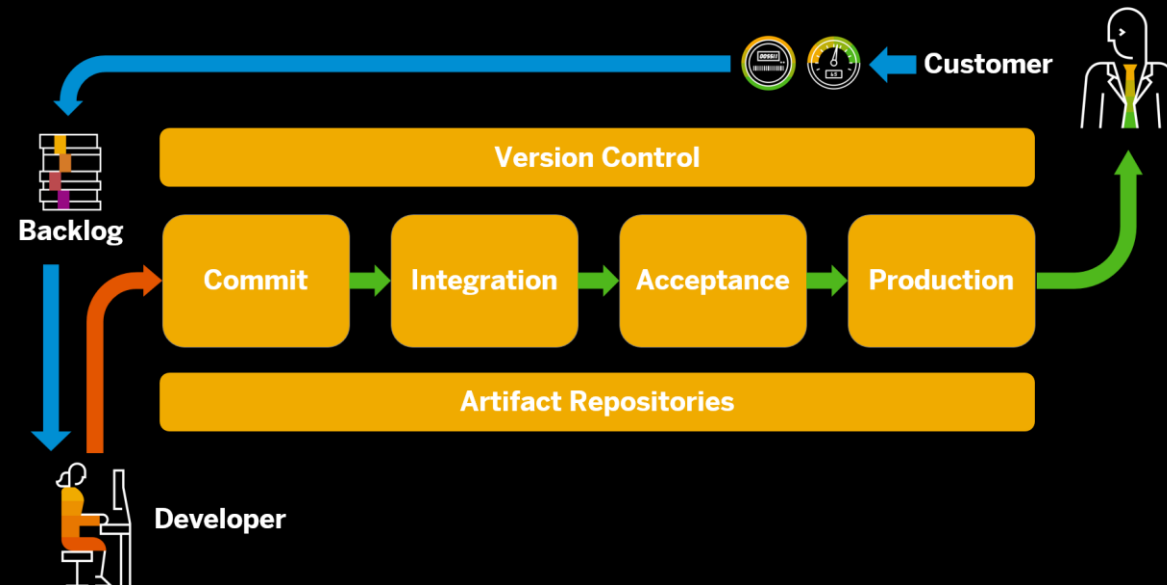


Focus Topic: Continuous Delivery & DevOps

- How does the deployment pipeline look like?
- What else to automate?
- How to operate the system?
- How to close the feedback loop?



Continuous Delivery & DevOps



Focus Topic: Process and Delivery

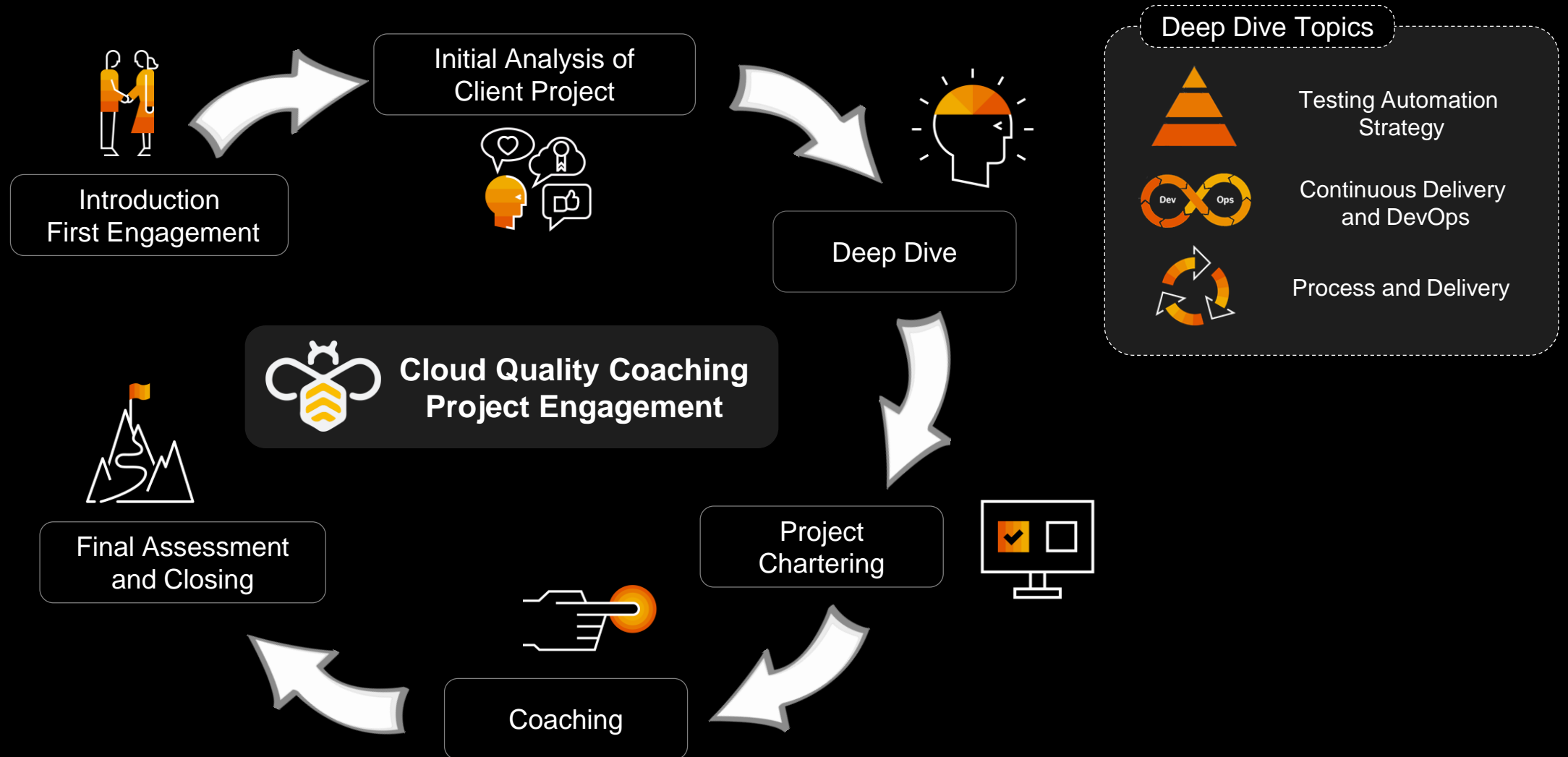
- Is the product in compliance with any legal requirements?
- Is the product in compliance with any certification requirements?
- Is the product fulfilling SAPs quality requirements?



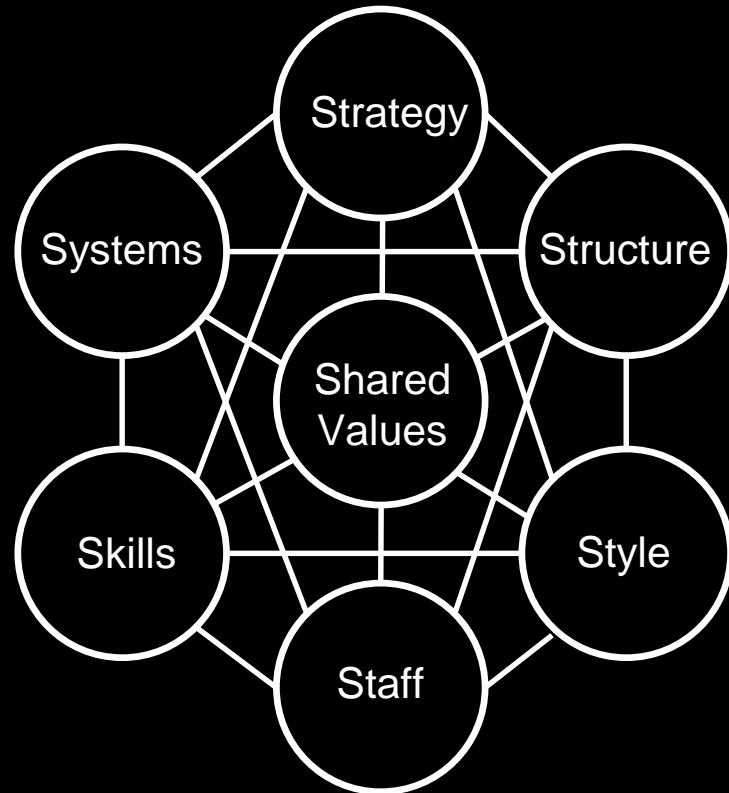
Process and Delivery



SAP Cloud Quality Coaching - Project Engagement



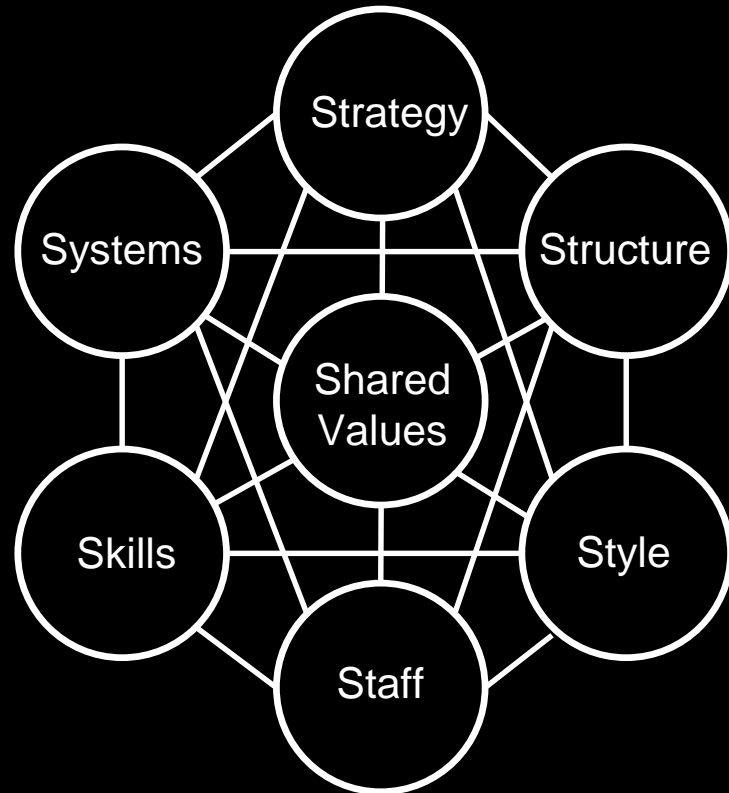
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Transformation and the Mapping to the Organization



There is the need to orchestrate all transformation activities!

Thank you.

Contact information:

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