



IT PRECISION INSTITUTE OF TECHNOLOGY

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SAP

Implementation Project

Complete Guidebook

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2	Typical SAP project delivery models
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4	Project governance, organisation & roles
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6	Master data & data migration strategy
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8	Custom development, enhancements & extensibility
9	Testing strategy and test types
10	Training, knowledge transfer & enablement
11	Change management & stakeholder engagement

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1. What is an SAP Implementation Project?

Definition:

A time-bound, scoped initiative to implement, configure, customize, migrate data to, and operationalize an SAP solution to meet business needs.

Primary goals:

- Deliver business value — improved processes, visibility, control.
- Ensure continuity of operations and data integrity.
- Minimize business disruption during transition.

Common SAP solutions: SAP S/4HANA (core ERP), SAP ECC (older), SAP Ariba, SAP SuccessFactors, SAP EWM, SAP S/4 extensions (BTP), SAP Analytics Cloud, SAP IBP.



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2. Typical SAP project delivery models

- **Waterfall / Phase-gate:** Classic approach. Well-suited for large, complex enterprise implementations with stable requirements.
- **Accelerated (SAP Activate):** SAP's recommended methodology for S/4HANA: Prepare → Explore → Realize → Deploy with ready-made Best Practices and accelerators.
- **Agile / Hybrid:** Iterative, sprint-based delivery for specific modules, integrations, or custom developments (often combined with a phase-gate for core cutover).
- **Big Bang vs. Phased Rollout:** Big Bang cuts over entire enterprise at once; phased rollouts target modules, regions or business units incrementally.

Choosing a model: depends on organizational tolerance for risk, complexity, regulatory needs, and go-live timeline.

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3. Pre-project activities & business justification

- **Business case & benefits mapping:** quantifiable savings, revenue impact, compliance benefits.
- **High level scope & target operating model (TOM):** which modules/processes/regions are in scope.
- **Stakeholder identification:** senior sponsor, process owners, IT lead.
- **Initial budget & timeline:** rough order of magnitude (ROM).
- **Procurement strategy:** licensing (SAP cloud vs. on-prem), implementation partner selection.
- **Proof of Concept (PoC):** for technical feasibility or key integrations if needed.

Tip: Get an executive sponsor signed-off on the business case and governance before detailed design.



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4. Project governance, organisation & roles

Governance bodies:

- **Steering Committee:** executive sponsors, CIO, CFO, business heads. Meets monthly or as needed.
- **Project Board / Program Management:** resolves escalations, approves scope changes.
- **Change Control Board (CCB):** approves changes to scope, major technical decisions.

Core roles:

- **Executive Sponsor:** ultimate accountability for funding and benefits.
- **Project Sponsor/Owner:** day-to-day executive backing.
- **Program/Project Manager:** overall delivery & coordination.
- **Solution Architect / Enterprise Architect:** verifies end-to-end design and non-functional requirements.
- **Functional Leads:** MM, SD, FICO, PP, WM, HR, etc.
- **Technical Leads:** Basis/Systems, Integration (PI/PO/CPQ), Security.

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- **Data Migration Lead:** extraction, cleansing, mapping.
- **Testing Lead / QA:** test planning and execution.
- **Change Manager / Communication Lead:** adoption and training.
- **Business Process Owners (BPOs):** SMEs for each process.
- **Third-party vendors / Partner consultants:** module experts.

RACI: For each deliverable assign Responsible, Accountable, Consulted, Informed.

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5. Project Phases

Phase 1 — Project Preparation / Discovery

- **Objectives:** Confirm scope, establish team, initial timelines, and project artifacts.
- **Key activities:**
 1. Kickoff workshop, stakeholder workshops.
 2. High-level process mapping & gap assessment.
 3. Risk register & RAID creation.
 4. Infrastructure & landscape planning.

Deliverables: Project charter, stakeholder register, initial project plan, communication plan.



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Phase 2 — Blueprint / Solution Design (Explore in SAP Activate)

- **Objectives:** Detailed functional and technical design; finalize scope and integration points.
- **Key activities:**
- As-Is process mapping and To-Be designs.
- Fit-gap analysis (documenting where SAP standard fits and where customization required).
- Detailed requirements (functional specs) and non-functional requirements (NFRs).
- Integration design: API specs, interface mapping.
- Security & authorization design.
- Data migration strategy and initial mappings.

Deliverables: Business blueprint, solution design document (SDD), interface spec, data migration plan, test strategy, cutover high-level plan.

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Phase 3 — Realization / Build (Realize)

- **Objectives:** Configure system per design, develop custom code, build integrations, produce test data.
- **Key activities:**
 1. System configuration (client-level customizing).
 2. Development of enhancements, reports, forms (ABAP, BTP, UI5/Fiori as applicable).
 3. Build interfaces & middleware configuration.
 4. Unit testing by developers and module teams.
 5. Prepare training materials and test scripts.

Deliverables: Config settings baseline, developed transport requests, integration components, unit test logs, training draft materials.



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Phase 4 — Final Preparation & Testing

- **Objectives:** Validate end-to-end processes and readiness for cutover.
- **Key activities:**
- Integration testing (SIT), end-to-end business process testing.
- Performance testing (load/stress) and security testing.
- User Acceptance Testing (UAT) by business users.
- Data migration dress rehearsal: full load and reconciliation.
- Cutover rehearsal (mock go-live), finalize cutover plan and runbooks.
- Train end-users and super-users.

Deliverables: SIT/UAT test scripts and sign-offs, performance test report, migrated data validation report, cutover plan, training completion reports.

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Phase 5 – Go-live & Cutover (Deploy)

- **Objectives:** Move solution from project state to production with minimum disruption.
- **Key activities:**
 - Final data migration (delta loads), reconciliation.
 - Transport management & production deployments.
 - Execute cutover runbook and switch operations to SAP.
 - Immediate business verification activities.

Deliverables: Production system, cutover checklist sign-off, go-live announcement, initial support roster.

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Phase 6 – Hypercare & Stabilization

- **Objectives:** Stabilize operations, fix defects, ensure business continuity.
- **Key activities:**
- Triage & resolve critical incidents (Severity 1/2).
- Knowledge transfer to support teams (L2/L3).
- Monitor system performance and data quality.
- Capture lessons learned.

Deliverables: Incident logs and resolution records, knowledge base articles, hypercare closure report.

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Phase 7 — Project Closure & Continuous Improvement

- **Objectives:** Formal close of project and handover for BAU (business as usual).
- **Key activities:**
 1. Final benefits realization measurement.
 2. Archive project artifacts, finalize documentation.
 3. Conduct lessons learned workshop and release project resources.
 4. Roadmap for future phases or optimization.
- **Deliverables:** Project closure report, benefits realization plan, optimization backlog.

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6. Master data & data migration strategy

Principles:

- Treat data migration as a long-running stream, not a one-time activity.
- Engage business early for data ownership & cleansing.

Key steps:

- Discovery & source system analysis — identify sources, volumes, owners.
- Data profiling & quality assessment — identify gaps and rules.
- Mapping & transformation rules — field-level mapping with examples.
- Design ETL / migration approach — direct ETL, middleware, SAP data services or LSMW/Legacy System Migration Workbench for ECC, or SAP S/4 migration cockpit.
- Cleansing & enrichment — dedupe, harmonize codes, standardize units.
- Trial loads / dress rehearsals — validate reconciliation.
- Cutover migration — final delta loads and reconciliation.

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- **Common objects:** Chart of accounts, GL master data, vendor master, customer master, material master, BOMs, open AP/AR balances, stock positions, fixed assets.
- **Deliverables:** Data migration plan, mapping sheets, reconciliation templates, cutover migration scripts.

7. Integration & interfaces

Integration types:

- Batch: flat files, scheduled loads.
- Real-time: APIs, IDocs, SOAP/REST.
- Middleware: SAP PI/PO, CPI, MuleSoft, Dell Boomi.

Key considerations:

- Message formats and error handling.
- Latency and SLA expectations.
- Security/authentication (OAuth, certificates, VPN).
- Monitoring & alerting strategy.

Deliverables: Integration design document, interface specifications, test scripts.

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8. Custom development, enhancements & extensibility

- Custom development in SAP should be controlled, well-justified, and governed through a formal change process. Every enhancement must be aligned with business value and long-term maintainability, especially in S/4HANA where SAP encourages clean core and extensibility options.

8.1 Types of SAP enhancements

- **User Exits & Customer Exits:** Programmed enhancements inside standard SAP.
- **BADIs:** Object-oriented enhancement spots used for adding custom logic.
- **Enhancement Framework:** Implicit/Explicit enhancements without modifying standard code.
- **Fiori/UI5 Apps:** Custom UI applications for improved UX.
- **CDS Views & OData Services:** Extending analytical and API layers.
- **BTP Extensions:** Side-by-side extensibility without touching core.

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8.2 Principles of Clean Core

- Avoid modifying SAP standard objects.
- Use SAP-provided extension points.
- Store custom logic outside core when possible.
- Use BTP for integrations and custom workflows.

8.3 Development lifecycle

1. Requirement gathering & fit-gap approval
2. Technical design specification (TDS/HLD/LLD)
3. Coding standards & naming conventions
4. Peer code review & quality gates
5. Unit testing & technical testing
6. Transport management across systems

8.4 Tools used

- ABAP Workbench
- Eclipse ADT for modern ABAP development
- SAP BAS (Business Application Studio) for UI5/BTP development
- SAP Fiori tools
- ATC for code quality checks

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9. Testing strategy and test types

- Testing ensures that SAP processes are stable, integrated, secure, and meet business requirements.

9.1 Levels of Testing

- **Unit Testing:** Performed by developers/functional consultants.
- **SIT (System Integration Testing):** Cross-module testing.
- **Regression Testing:** Ensuring old functionality works after changes.
- **UAT (User Acceptance Testing):** Business validation.
- **Performance/Load Testing:** Simulation of high-volume usage.
- **Security Testing:** Role-based checks and access control.
- **Cutover Testing:** Validates data migration and go-live tasks.

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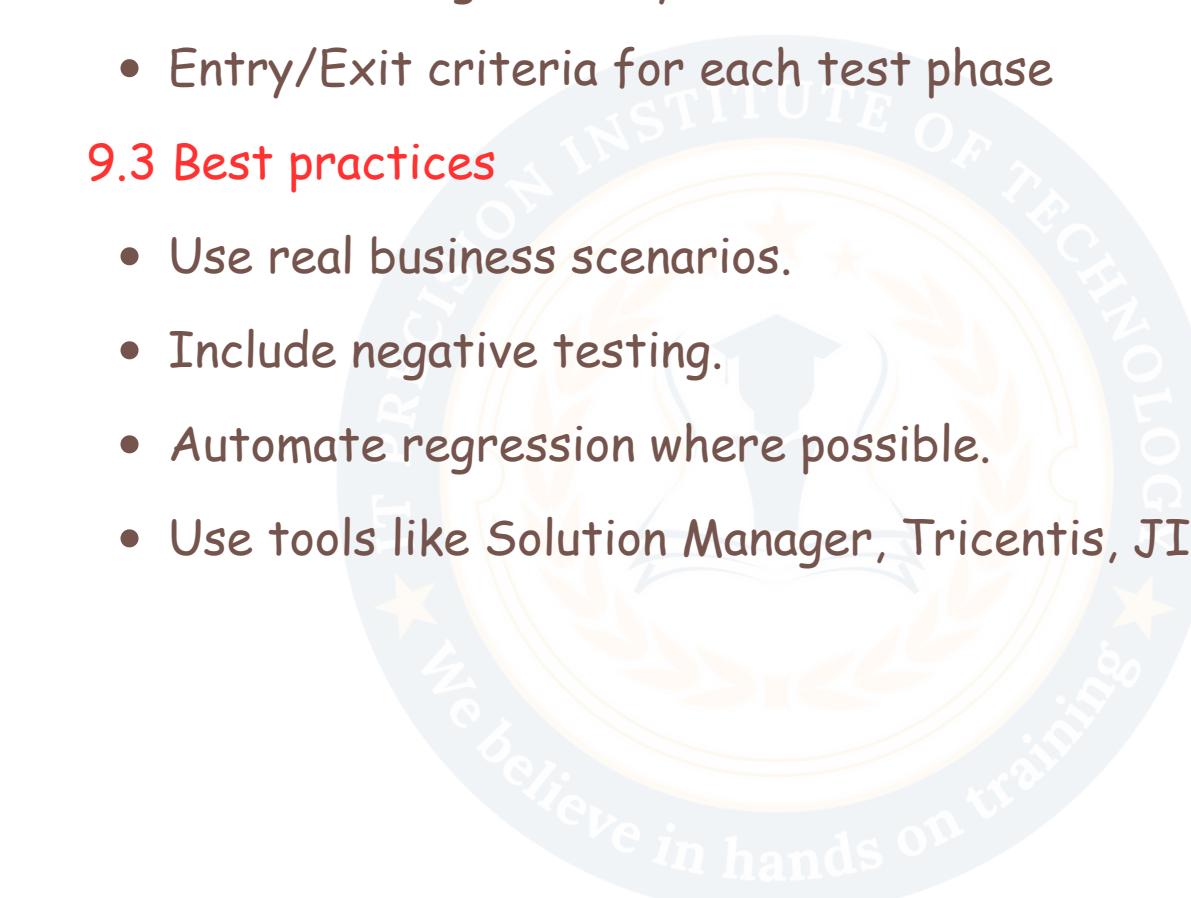


9.2 Test governance

- Test strategy document
- Test plan & test scripts
- Defect management cycle
- Entry/Exit criteria for each test phase

9.3 Best practices

- Use real business scenarios.
- Include negative testing.
- Automate regression where possible.
- Use tools like Solution Manager, Tricentis, JIRA.



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10. Training, knowledge transfer & enablement

- Training ensures user adoption, which is a critical success factor.
- **10.1 Types of Training**
 - End-user Training: Transaction-level guidance.
 - Super-user Training: Deep module understanding.
 - Train-the-Trainer (TTT): Scalable training model.
 - Technical Training: For IT support teams.

10.2 Training Methods

- Instructor-led sessions (virtual/classroom)
- Simulation-based training
- Quick reference guides (QRGs)
- E-learning modules
- Process walk-through videos

10.3 Knowledge Transfer

- Shadow-Reverse Shadow model
- Knowledge repositories (SharePoint, Confluence)
- SOP documentation
- Administration guides for operations

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11. Change management & stakeholder engagement

- Change management ensures smooth adoption and minimizes resistance.

11.1 Key components

- **Stakeholder analysis:** Identify influencers and resistors.
- **Communication plan:** Emails, newsletters, town halls.
- **Impact assessment:** Understand how processes and roles change.
- **Training & Adoption Plan:** Ensures users are prepared.

11.2 Tools & Methods

- Change champion network
- Surveys & readiness assessments
- Engagement dashboards
- Gamification for adoption

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12. Security, authorizations & compliance

- Security ensures SAP system is compliant, controlled, and protected.

12.1 Role Design Principles

- Least privilege principle
- Segregation of Duties (SoD)
- Role-based access control (RBAC)

12.2 Compliance Requirements

- SOX compliance for financial controls
- GDPR/PII data protection
- Access traceability & audit logs
- **12.3 Tools & Practices**
- GRC Access Control
- SAP Security Audit Log
- Workflow for user provisioning



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13. Landscape, infrastructure & system copy strategy

13.1 SAP Landscape Types

- **Three-system landscape:** DEV → QA → PROD
- **Additional landscapes:** Sandbox, PRE-PROD, Training, DR.

13.2 Infrastructure Considerations

- On-prem vs Cloud (RISE with SAP, AWS, Azure, GCP)
- HANA sizing and performance
- Backup & DR strategy

13.3 System Copy Strategy

- Refresh QA from PROD for testing
- Client copy vs system copy
- Post-copy automation & validations

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14. Cutover planning & runbook

Cutover runbook elements:

- Pre-cutover checklist (business freeze windows, communication).
- Stepwise tasks (stop systems, extract data, transport, validate).
- Rollback criteria and fallback plan.
- Key contacts and escalation matrix.

Tip: Run multiple cutover rehearsals and record elapsed times for each step.

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15. Hypercare support model

- **Phases:** Immediate (0-30 days), Stabilization (30-90 days), Transition to BAU.
- **Teams:** Dedicated hypercare support with L1, L2, L3 handoffs and direct access to Project SMEs.
- **Metrics:** MTTR, incidents by severity, closure SLA, user satisfaction.

16. Risk management and RAID log

- **RAID:** Risks, Assumptions, Issues, Dependencies.
- **Process:** Maintain living RAID log; review in weekly project meetings; assign owners and mitigation actions.
- **Common risks:** Data quality, late decisions, resource attrition, integration failures, insufficient testing.

17. Quality assurance & KPIs

Sample KPIs:

- Test coverage (% requirements tested)
- Defect density (defects per 1000 transactions)
- UAT success rate
- Cutover execution accuracy
- Time to resolve Sev1 incidents
- End-user adoption metrics (transactions performed, logins)

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- **18. Budgeting, cost components & estimation**

Cost buckets:

- SAP licenses & support (cloud subscription or perpetual)
- Implementation partner fees
- Infrastructure (cloud IaaS or on-prem)
- Internal resources and change management
- Training & travel
- Third-party tools and middleware
- Estimation approaches: Top-down ROM, bottom-up WBS-based estimating.

19. Sizing & performance considerations

Sizing inputs:

- Number of users (concurrent & peak)
- Transaction volumes (daily/peak)
- Data growth and retention policies

Performance testing: simulate peak loads; monitor HANA memory/CPU, response times of critical transactions.

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20. Templates / deliverables list (by phase)

A non-exhaustive but practical list — use as checklist for your project artifacts:

- **Project Preparation:** Project charter, stakeholder register, project plan.
- **Blueprint / Design:** Business blueprint, BRD/FRD, fit-gap register, interface spec.
- **Realization / Build:** Configuration baseline, development specs, unit test logs.
- **Testing:** Test plan, test cases, defect log, UAT sign-off.
- **Cutover:** Cutover plan, runbooks, migration scripts, rollback plan.
- **Hypercare & Closure:** Support model, knowledge base, lessons learned, closure report.

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Interview Questions

Section 1: SAP Implementation Basics

- What is an SAP implementation project?
- What are the types of SAP project delivery models?
- Explain Greenfield vs Brownfield vs Bluefield implementation.
- What is the SAP Activate methodology?
- What are the phases in SAP Activate?
- What is the significance of Explore workshops?
- What is Fit-to-Standard analysis?
- How is S/4HANA implementation different from ECC?
- What is ASAP methodology?
- What is the role of the Project Manager in SAP implementation?



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! Section 2: Project Preparation / Discover Phase

- What activities are done in the Prepare/Discover phase?
- What is Project Charter?
- What is a Business Case in SAP projects?
- What is RACI Matrix?
- What is project governance?
- What is the role of steering committee?
- How do you define project scope?
- What are risk identification techniques?
- How do you prepare a project plan?
- What is baseline planning?

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💡 Section 3: Solution Design / Blueprint / Explore Phase

- What happens in the Blueprint/Exploration phase?
- What is a Business Blueprint document (BPD)?
- What is a Process Design Document (PDD)?
- How do you conduct Fit-Gap analysis?
- What is a functional specification?
- What is a solution design workshop?
- What is a To-Be process?
- How do you handle gaps in standard SAP?
- What is WRICEF? Explain with examples.
- How do you create a configuration document?

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Section 4: Realization / Build Phase

- What happens in the Realization phase?
- What type of configurations are done?
- What is unit testing & who performs it?
- What is configuration vs customization?
- What is a functional consultant's role in build?
- What are the key deliverables in Realization?
- How do you handle transports?
- What is the difference between Dev, QA, and Prod systems?
- What is the use of CHARM in SAP?
- How do you validate custom developments?



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● **Section 5: Testing Phase**

- What are the types of testing in SAP projects?
- Explain Unit, Integration, Regression, SIT, and UAT testing.
- What is RTM (Requirement Traceability Matrix)?
- What is a test script & how to prepare it?
- What is UAT sign-off?
- How do you manage defect tracking?
- What is HP ALM / JIRA used for?
- What are common testing challenges?
- How do you ensure end-to-end testing coverage?
- What is performance testing in SAP?



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Section 6: Data Migration & Master Data

- What is data migration?
- What are the types of master data in SAP?
- What are the data migration tools? (LTMC, LTMOM, BODS)
- Explain data cleansing process.
- What is data mapping?
- What is legacy to SAP data transformation?
- What is cutover data?
- How do you execute migration cycles?
- What is data validation?
- What challenges arise in data migration?



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! Section 7: Integration & Interfaces

- What are integration touchpoints in SAP?
- What is IDoc? What are the types?
- What is API/SAP API Hub?
- What is middleware? (PI/PO, CPI, EDI)
- What is RFC?
- What is ALE?
- Explain commonly used integrations in SAP MM/SD/FI.
- How do you troubleshoot interface failures?
- What is system landscape & integration landscape?
- What is mapping in integration?

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● **Section 8: Authorization & Security**

- What is SAP authorization?
- What is a role?
- What is Fiori authorization concept?
- What is SoD (Segregation of Duties)?
- What are user testing steps?
- What is SUIM used for?
- What is SU53?
- What is role testing?
- What are authorization objects?
- What is GRC?

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• **💡 Section 9: Cutover & Go-Live**

- What is cutover activity?
- What is a cutover plan?
- What are typical cutover tasks?
- What data is migrated during cutover?
- What is mock cutover?
- What is migration freeze?
- What is go-live readiness checklist?
- How do you handle go-live issues?
- What are key go-live risks?
- What is role of consultant during cutover?

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Section 10: Post Go-Live / Hypercare

- What is hypercare support?
- What activities are covered in post go-live?
- What is KT (Knowledge Transfer)?
- What is a transition document?
- What is stabilization period?
- What are common post go-live issues?
- How do you measure project success?
- How do you support end users?
- What is SLA?
- What metrics are tracked during hypercare?



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! Section 11: Project Governance & Documentation

- What is RAID log?
- What is change request management?
- What is CR document?
- What is a status report?
- What are project governance principles?
- What is escalation matrix?
- What are deliverables in SAP project?
- What common documents are prepared in SAP implementation?
- What is version control?
- What is baseline document set?



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Section 12: SAP S/4HANA-Specific Implementation

Questions

- What are key differences between SAP S/4HANA and ECC?
- What is Universal Journal?
- What is Business Partner concept?
- What is embedded analytics?
- What is Fiori launchpad?
- What is CDS view?
- What is HANA database advantage?
- What is MRP Live?
- What is a migration cockpit?
- Explain the concept of Central Finance.



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Section 13: Role-Based Questions

For SAP MM Functional

- What is P2P cycle in SAP MM?
- How do you handle procurement issues in implementation?
- Common MM configuration steps?
- What customizations are common in MM projects?

For SAP FICO Functional

- What financial processes are scoped in FICO?
- How do you handle GL, AP, AR migration?
- What are common FICO testing scenarios?
- What custom enhancements are done in FICO?



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Section 14: Scenario-Based MNC Questions

- How do you handle a critical defect raised during UAT?
- What will you do if business demands a customization not in scope?
- How do you manage conflicting requirements?
- How do you ensure a process is designed end-to-end?
- If migration fails one day before go-live, what will you do?
- What if an integration test fails with external system?
- How do you ensure user adoption?
- How do you handle resistance to change from users?
- Describe a challenging situation you handled during an SAP implementation.
- How do you ensure successful project delivery?

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