

SAP Centre of Excellence Toolkit

Workshop materials to help SAP
customers plan for success.



What's this toolkit for

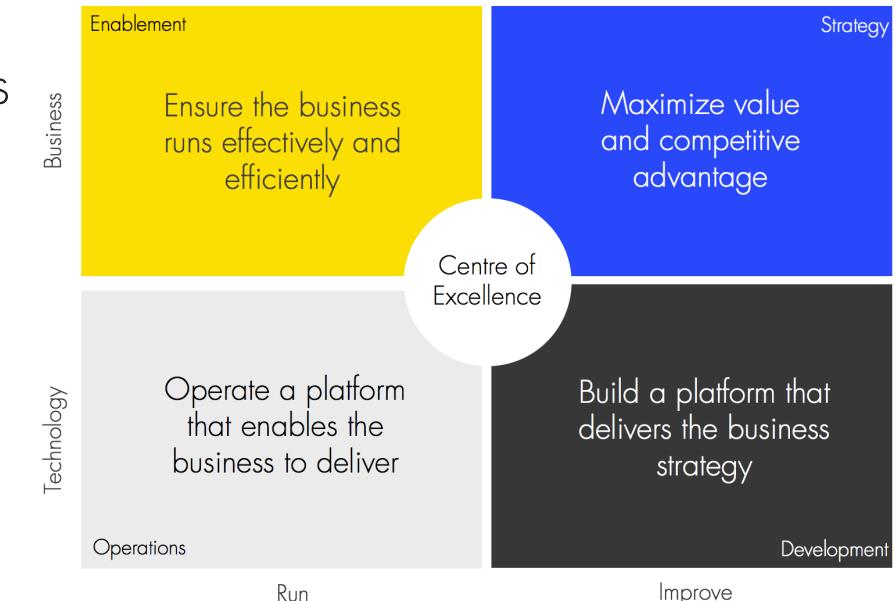
- If you run SAP you've probably heard the term Centre of Excellence.
- You may have already set up your own SAP Centre of Excellence.
- This toolkit complements our best practice SAP CoE model and provides a series of visuals that help shape your thinking around building a better SAP Centre of Excellence.
- Our experience is based on 20+ years designing, building and running SAP delivery organisations for some of the worlds biggest SAP customers.

This is a companion guide for
The Ultimate SAP Centre of Excellence Best Practice guide

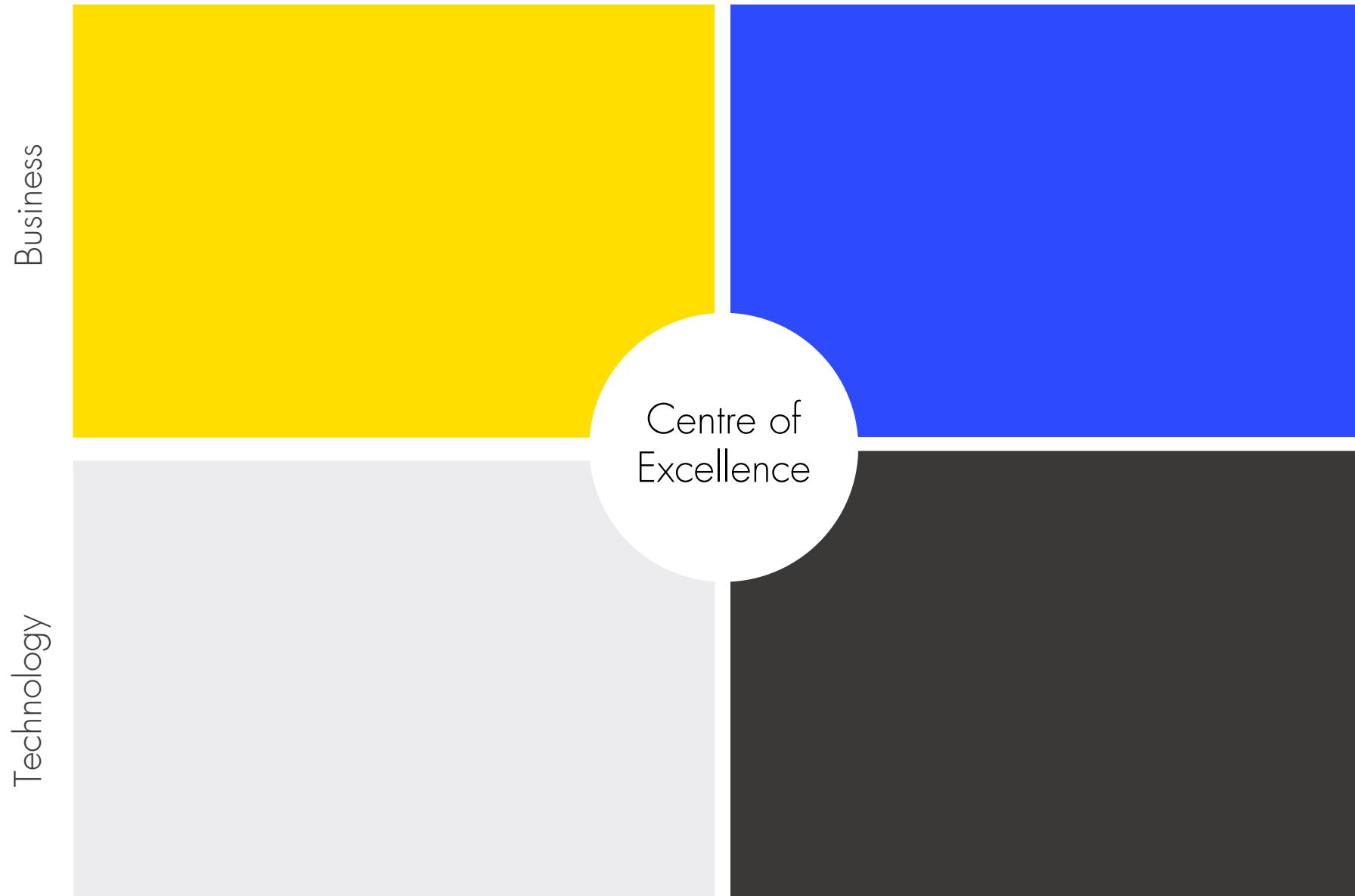
www.resulting-it.com/ultimate-SAP-CoE-guide

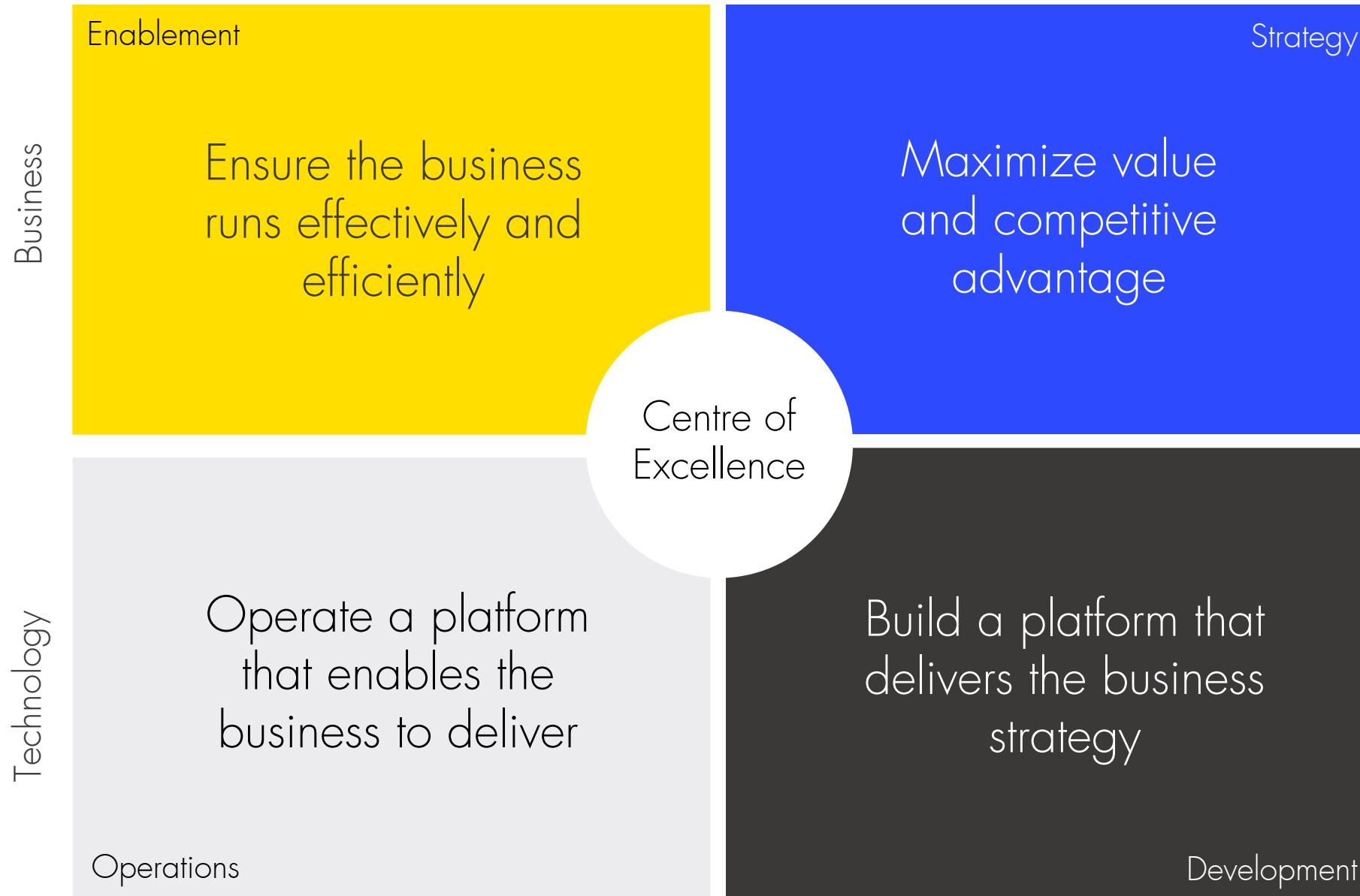
How to use the SAP Success Universe

- The 4 quadrant SAP Success Universe model is a useful framing tool that allows you to shape a SAP CoE that focuses on more than IT support.
- You didn't invest in SAP to log tickets and monitor interfaces, you spent many millions on SAP to achieve a business outcome.
- Your SAP CoE needs to address Business Improvement as well as IT Run capabilities.



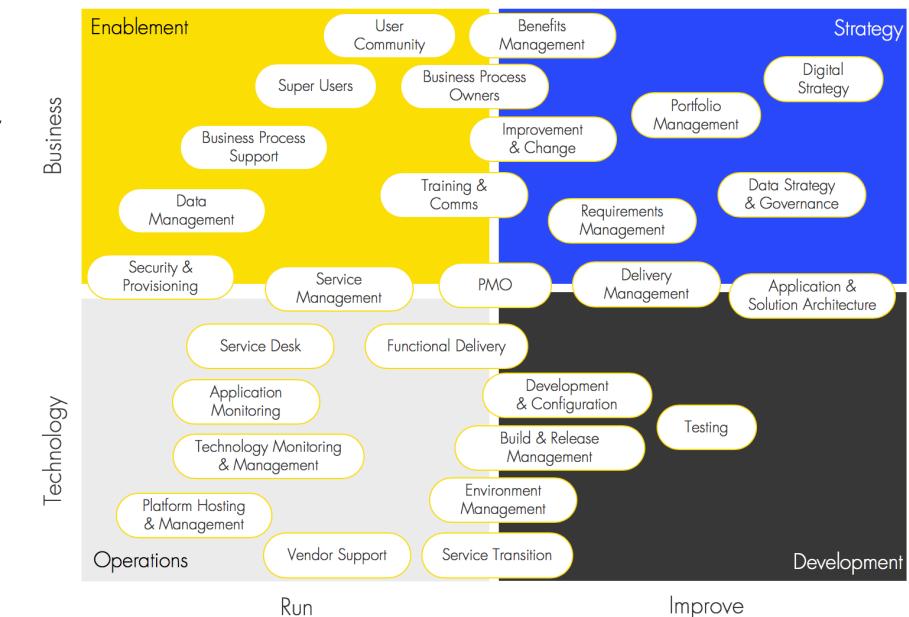
Think about running a workshop or team meeting where your team places post-it notes onto the SAP Success Universe to describe the things in each quadrant that you are doing well and not so well.



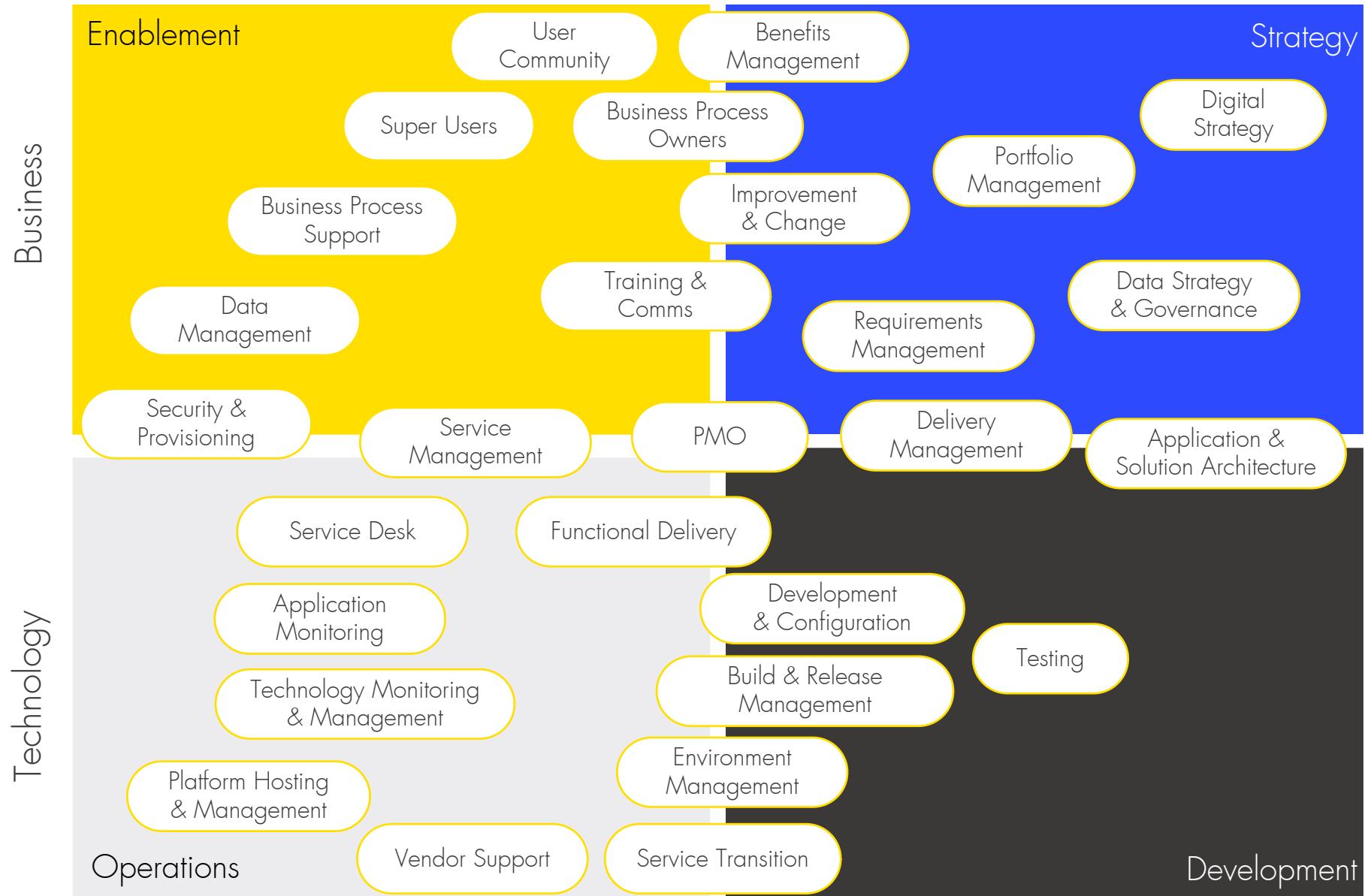


The 28 core competencies of a SAP Centre of Excellence

- The SAP Success Universe can be overlaid with 28 core competencies.
- These competencies based on our experience building many SAP Centres of Excellence.
- They provide a useful framework to check your existing capabilities against.
- Capabilities are discrete functions with a defined scope of work that interact to create an overall Operating Model.
- Each Capability can be viewed as a service and could be sourced internally or outsourced.

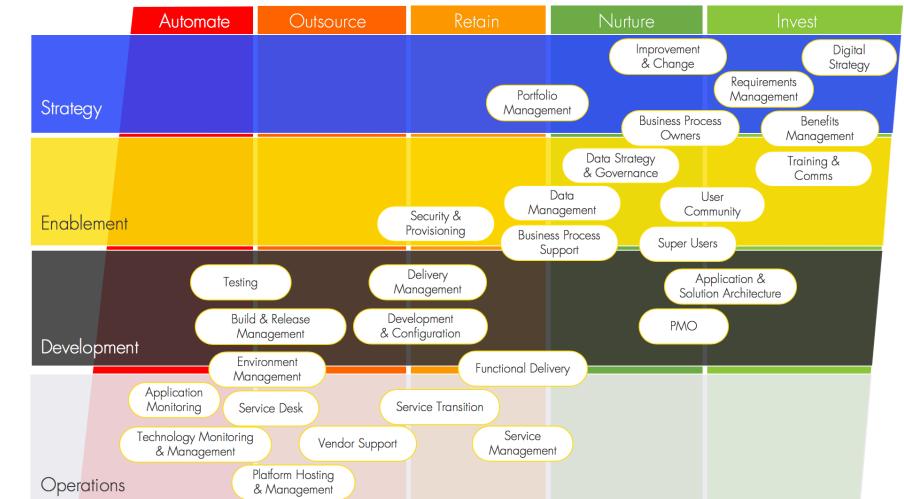


Think about colour coding this model with a RAG status based on the current competency levels within your SAP Centre of Excellence.

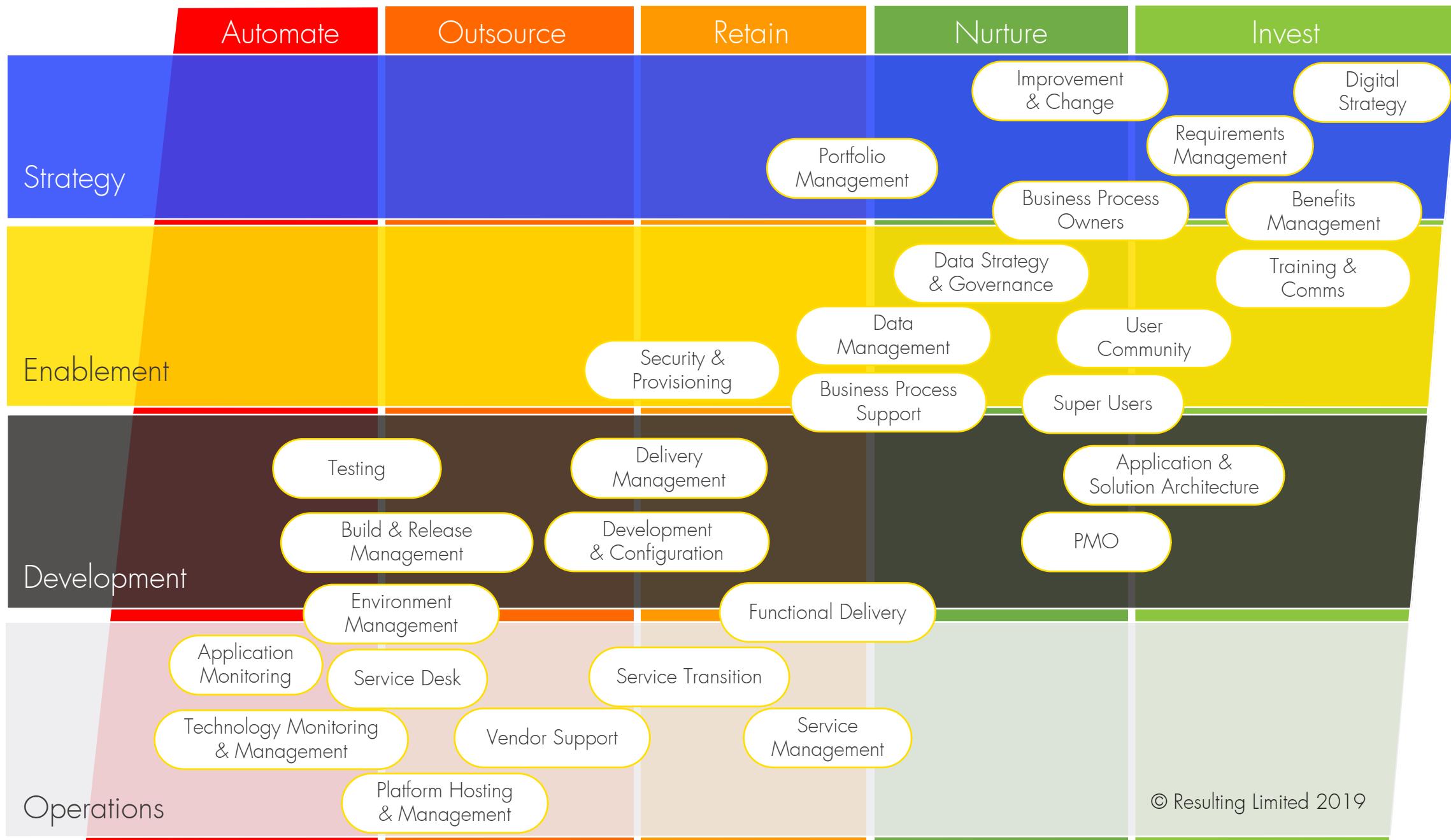


SAP Centre of Excellence Sourcing & Improvement Model

- Each of the 28 core capabilities can be considered in the context of how it might be delivered and improved.
- Commodity capabilities are candidates for automation or outsourcing
- Certain capabilities are candidates to be retained internally to provide a level of management and control.
- High value capabilities should receive additional focus in terms of investment or management attention to improve SAP success within your organisation.



Think about mapping your capabilities to this model and tasking vendors and management with specific activities to drive improvement in the context of their position on the model.



Automate

Outsource

Retain

Nurture

Invest

Self Service
DevOps
Tooling
Scripting
AI & Bots

Managed Service
Full Outsource
Labour Arbitrage
Staff Augmentation

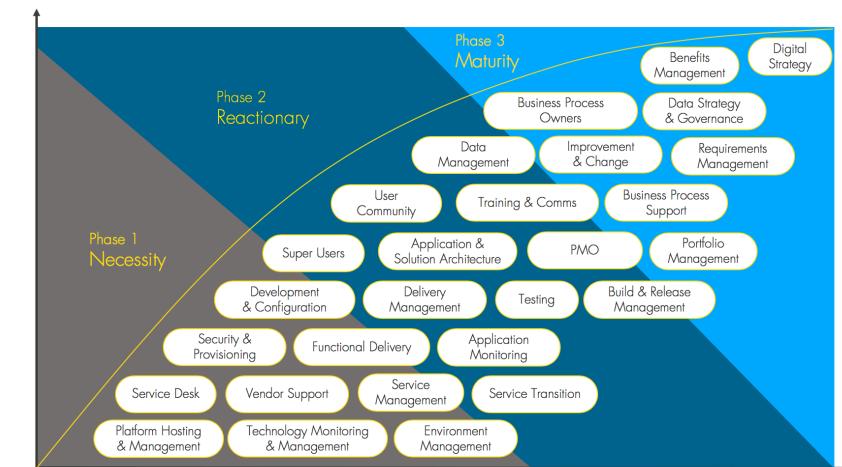
Line Responsibility
Internal Headcount
Apprenticeships
Career Paths
Training

Senior Management
Exec Sponsorship
Best People
Improvement Plans
Visible Comms

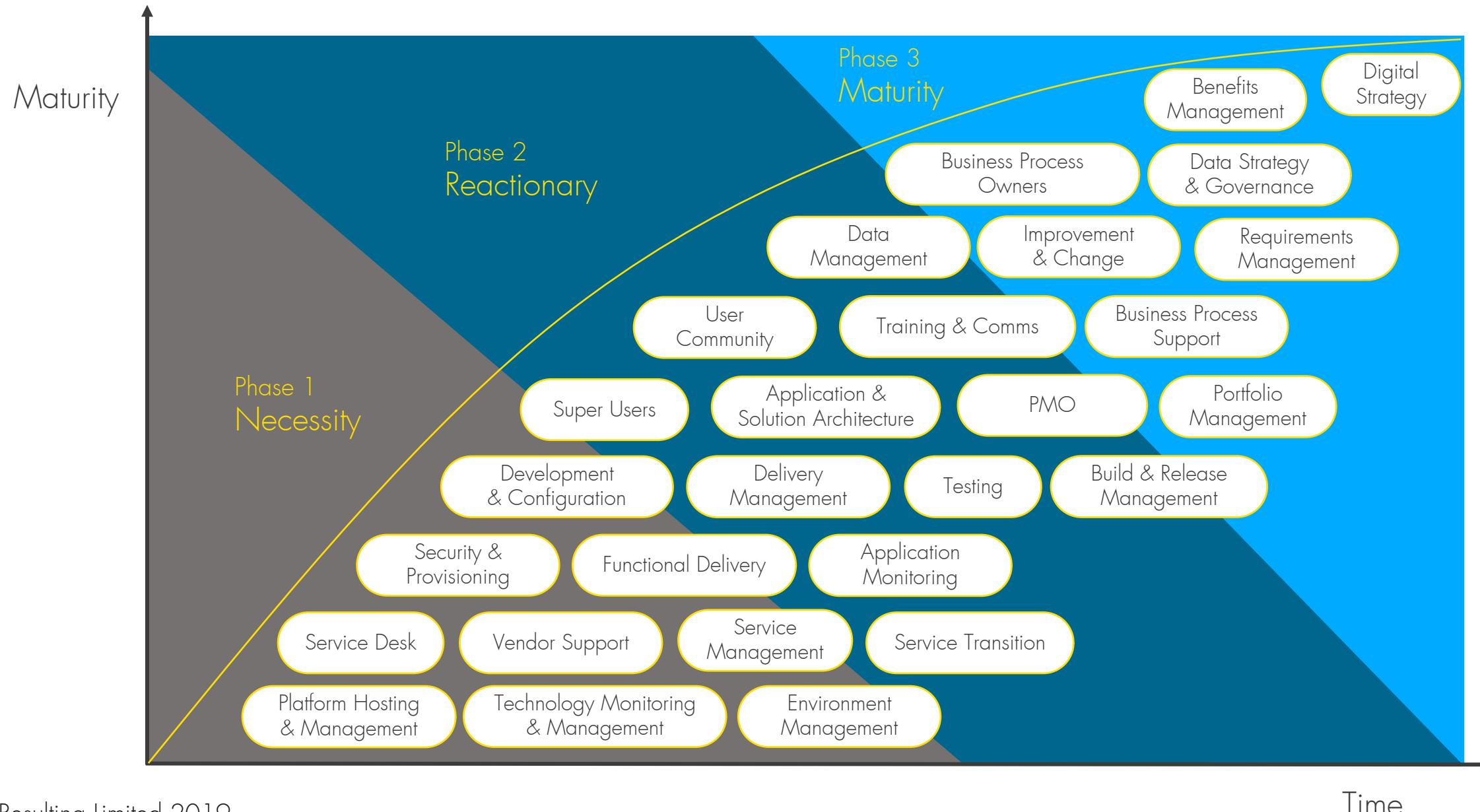
Exec Leadership
Director Level Focus
Specific Budget
Transformation Focus
Metrics & Visibility
Strategic Comms

SAP Centre of Excellence Capability Maturity Model

- It is impossible to build a mature SAP Centre of Excellence overnight.
- The Maturity Model describes a typical 3 phase journey in building a high performing SAP Centre of Excellence.
- The capabilities towards the bottom-left should be established early and are fundamental to your ability to operate.
- The capabilities towards the top-right are important but require investment and management attention.



Think about how your SAP Centre of Excellence might evolve with specific timescales. Build and communicate a maturity roadmap that provides clarity to the team and your stakeholders.



Capability Cut Out Sheet

- Sometimes, it's nice to get hands on.
- This sheet enables you to cut out the capabilities and play with them in meetings or workshops.
- Seriously, by making things a little more physical, you and your team will better engage with the important subject of SAP success.



Cut me out and play with me



Cut me out and play with me



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