

A Data Tradie's Guide to Surviving SAP Projects

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ENERVEN

Adelaide
Electric Supply
Company

1905



1947

Electricity Trust of
South Australia

ETSA
Utilities

1999

2011



ENERVEN™
Connecting you with tomorrow

2017

Apprenticeship

HV Field Tech

Planner

Senior Planner

Asset
Management
Strategist

1986

1990

1998

2006

2016



Energy Infrastructure Division



Substation and
Transmission Lines



Telecommunications



Electrical Services



Engineering



Civils



NATA Testing &
Calibration



Remotely Piloted
Aircraft

Servicing customers from broad sectors, including utilities, mining & defence, oil & gas resources, private asset owners, government & local councils, and Network Service Providers

Energy Solutions Division



PV Solar and Energy
Storage



Microgrids



Material Sales

ENERVEN™
Connecting you with tomorrow

The Data Tradie Approach



The Tools
have changed
but the
methodology
hasn't

I left the field last century, but I
didn't leave behind my
knowledge & experiences or
stop using them in subsequent
roles.

The Tools
have changed
but the
methodology
hasn't



What's left of my original apprentice
toolkit from 1986.

The Tools
have changed
but the
methodology
hasn't



What my tool kit looks like now.

I see an asset that needs to be commissioned and maintained.

I've always approached any system, process or software as if it were a protection & control system or a piece of plant that needs to be operated and maintained.

From when I first stepped out of the field into an office-based role, I have continued that same approach to this day.



I see an asset that needs to be commissioned and maintained.



I was working on the new maintenance contract requirements project and one of the programmers mentioned to me that he thought the level of testing was very thorough and that he'd not seen testing done in the fashion I had and to the level of detail in the results.

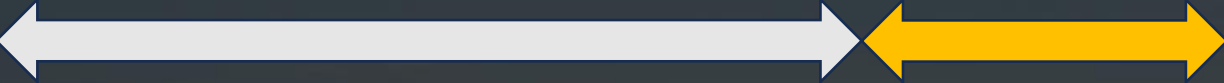
I responded that it was a testing and commissioning style that I had learnt during my trade days, and I have always used these methods.

That was the light bulb moment when I realised in my heart, I'm still a Tradie, But now I'm a **Data Tradie**.

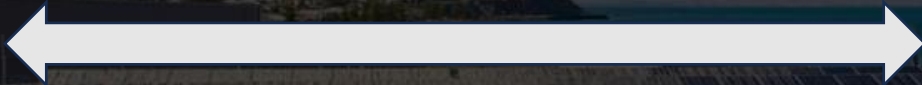
The Projects & My Timelines



March to April 2021 - Customers S4 HANA Upgrade



March to December 2021 - New Maintenance Contract



June 2021 to April 2022 - Company Code Separation



June 2022 to January 2023 – ECC6 to S4 HANA Upgrade



February 2023 - Customers S4 HANA update



It's the Bobs from Office Space the classic workplace comedy movie.

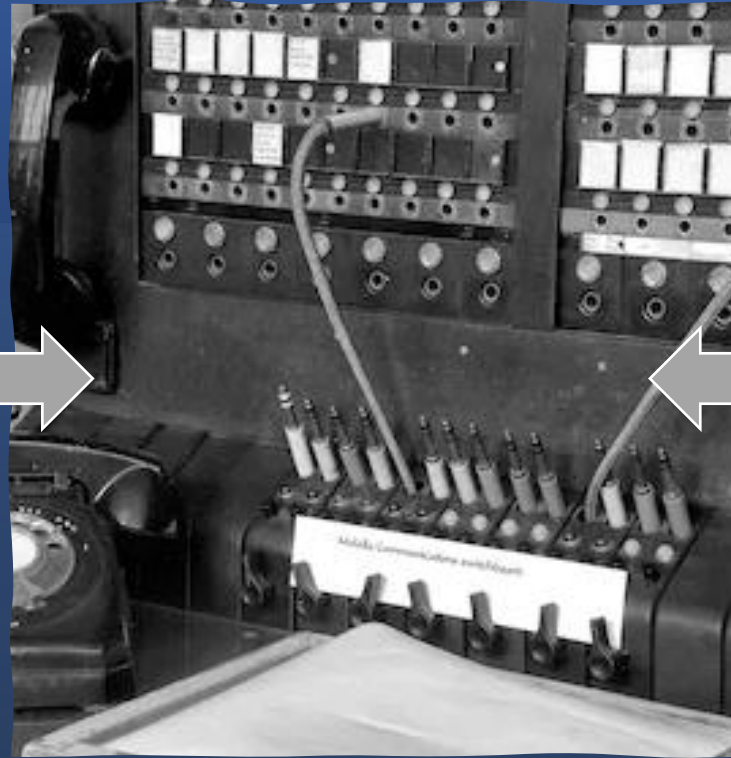
Consultants are people too!

They know their stuff. They just don't know your stuff.

I was rather harsh on consultants and then one day I asked myself was I being unfair.

Find out what they have been briefed on: about your use of SAP, business processes, what you do as a business.

Help them get up to speed and get to know your business and how you need SAP to support it.



The SAP2SAP interface

The interface was created back in 2004. It is integral over a series of maintenance contracts between Enerven and one of our major customers.

It was basically, untouched apart from a few minor enhancements in all that time. The new Maintenance contract in 2021 was the biggest change / update.

Testing it has been a key component of every project and lucky me I'm the product owner for it.

The SAP2SAP interface



Find the right SME / End user

Experience with SAP

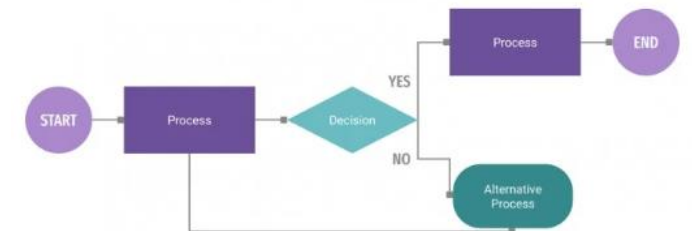
Knowledge of the functions
beyond a transactional level

Knowledge of the processes

Previous projects

Define the Process to understand the Requirements

- What if the process is missing?
- You must have a process!
- What did we do?



Define the Process to understand the Requirements

We knew what was in the new maintenance contract that we needed to create functionality for, but we didn't have new processes developed for them.

So, we were trying to design the SAP functions and define the process at the same time. We weren't progressing as well as we would have liked and needed to.

In my role I was able to form a more scaled down working group to focus on the SAP requirements and draft some interim processes. This accelerated the process or at least got it back on track.



Lost in translation?

- Project methodology
- IT / SAP speak
- Field & Operational jargon
- In house terminology

Lost in translation?

We come at this from different perspectives and backgrounds and it's like we are speaking different languages, and the same word can have different meanings.

Misunderstandings can result in misdirection and misfires when you are developing your solution. You leave the meeting thinking you're on the same page but when you reconvene you might be looking at a design or prototype that doesn't meet with your expectations.

Testing



- Developing a test plan
 - In the past test scripts supplied by the IT project team were quite prescriptive.
 - I've noticed in recent projects they are higher level and more functional based.
 - It's flipped to a point where, as the SME I'm insisting on the greater level of detail and testing more scenarios.

Testing



- Testing across systems
 - Where you have interfacing systems, and it doesn't have to be an SAP 2 SAP interface. If you have an SME or User who knows both systems and can work both sides of the fence you will save a lot of time in development and testing.

Testing



- Unit / Functional testing and UAT can be combined
 - It's possible to with an experienced SME or End User combine these stages of testing.
 - It will often save time in situations where the SME is required to teach the project personnel the SAP applications to perform the Function tests.
 - The results can be segregated to comply with project delivery methodology and testing protocols.
 - Not only can you save time, but you can also bring forward the UAT component.

Testing



- Build upon your previous test plans / scripts
 - Avoid reinventing the wheel on each new project.
 - It's possible to develop a standard test script for existing functions and transactions.
 - Each new project refine the scripts from the previous one and add in the new requirements.
 - Learn from past issues and bug fixes.

Traps & Pitfalls



- We focused too heavily on functions at the expense of the entire SAP 2 SAP ecosystem and the interface.
- Assumptions will catch you out every time, dig deeper do your homework.
- We had a couple of misfires where some development work was started before, we had full agreement or understanding of the specs or desired outputs. This resulted in rework and lost progress.
- Fragmented documentation: we have several documents related to the new Maintenance contract project, but we haven't linked them into a single record, it's still on my to do list.
- Smaller more focused working teams would have been beneficial on some of the larger scale projects.
- Manage expectations as end users sometimes get a bit carried away with what a project will deliver.

The Devil is in the Detail

Or is it hiding in the code?

Hard coding may
solve an immediate
problem but its likely
to cause a new
problem in the future.



One of these things is not like the other!

It worked in QAS what's going on in Production?

Always test every change no matter how small and innocuous it may seem!

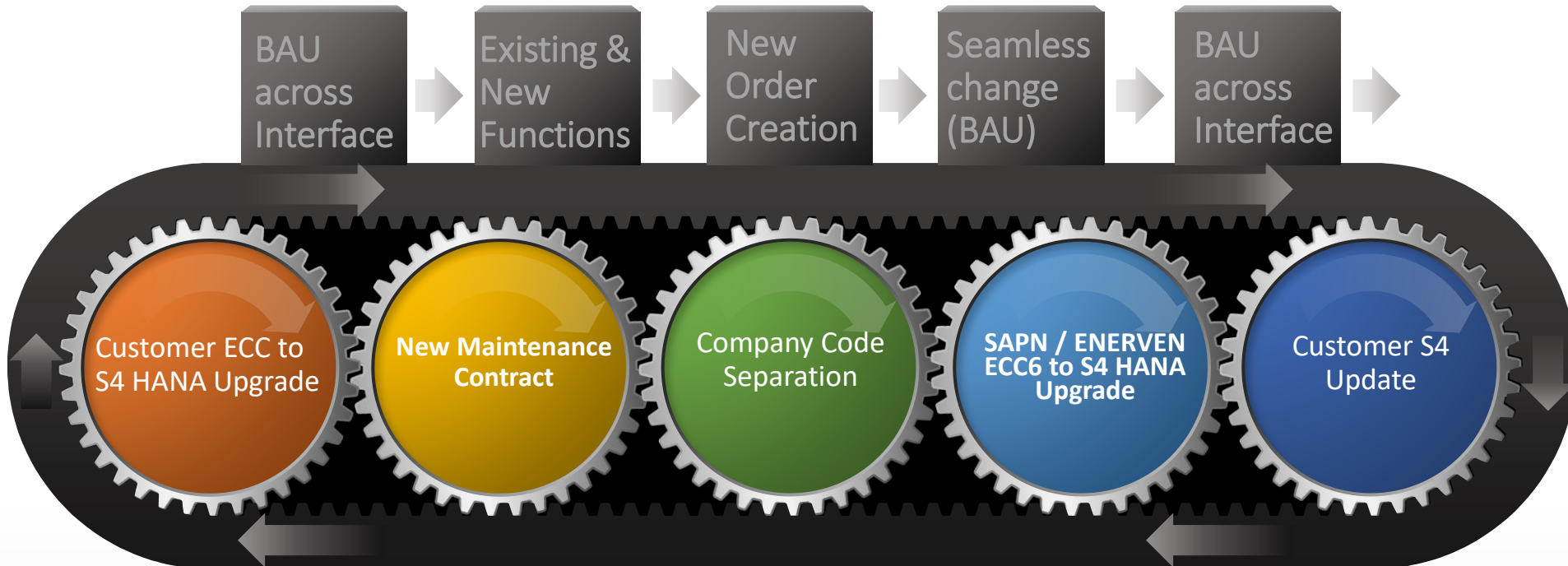


Project Overlap

- Managing the overlap between the projects was mainly centred on ensuring that we didn't break anything from the last project or any current functionality. But there were some impacts between them when it came to testing or bug fixes. Of course, change freeze windows also created some issues for us and we had to get special approvals to complete some changes.
- For each project we had a set of specific concerns and operational risks.

Project Overlap

MANAGEMENT OF SAP FUNCTIONS AND OBJECTS



- Interface failure
- Existing function failure
- New Orders
- Partial to catastrophic failure
- Interface failure
- Failure to implement new functions
- Conversion of legacy orders
- Commercial noncompliance

Project & Business Operations Risks



They get it!

- When you find people on the team who just seem to get it, embrace them.
- They will be your champions who win the battles for you.
- Recruit them for your next project.



Change Management

The new maintenance contract project was all about change management as we were introducing new functions and requirements built upon existing and continuing processes and transactions.

New Maintenance Contract

Not all functions ready on start date.

- Direct data entry in customers system
- Manual processes in our system

New Contract requirements.

- We had an introduction phase where we monitored adherence rather than compliance for the first couple of months

New SAP processes and functions.

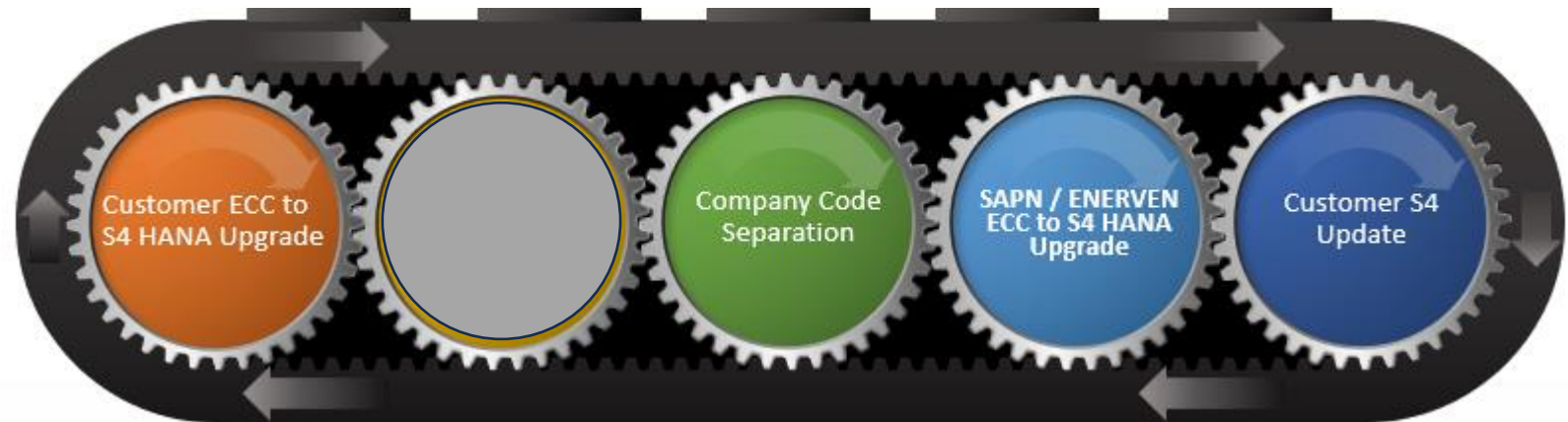
- Guides
- Training sessions and how to videos
- SME support

Updated Procedures

A circular inset image showing a screenshot of a SAP 'Display Service Order' screen. The title bar reads 'Display Service Order: Do & Charge Serv Contract 20C'. The screen displays various fields for a service order, including 'Work Order: 5', 'Description: MOTORISED ISOL SERV', and 'Equip.:'. Below these are tabs for 'HeaderData', 'Operations', 'Components', 'Costs', 'Partner', 'Objects', 'Additional Data', 'Location', 'Planning', and 'Control'. The 'Risk Details' section is visible, showing 'SMS No.', 'Risk Seriousness: ROUTINE', 'Risk Probability: ROUTINE', and 'Trip Risk'. A table at the bottom lists dates and user status, with some rows highlighted in yellow.

What about the other projects?

For the other projects it was not so much about change management and more about monitoring for issues.



What was our sliding doors moment?

- What would we do different?
- Where would that decision have taken us?



Start with a clean slate



- Rebuilt the interface

- The interface aspect was thought of in terms of we were just adding a bit to it, but in the end, it was more complicated than first thought.
- Moving to a new API may have been the better course of action.

Start with a clean slate



- Eliminate legacy orders
 - New Maintenance Contract
 - Company Code separation
- Legacy orders ended being an ongoing issue for us and required considerable administration to update them. We should have drawn a line in the work schedule and closed orders. Then regenerate the orders using the interface based on the new requirements.
- We have since made that move and eliminated the legacy orders in favour of regenerating new ones.

The background is a solid dark blue. A large, lighter blue circle is positioned on the right side, partially cut off by the edge. A vertical line of a slightly different shade of blue runs through the center of the image.

Let's Wrap it up!

Wins

- New functionality
- Fixed some legacy issues
- New understanding of business processes
- Ability to extract more data
- Achieved the project outcomes (even if some of them weren't on time)
- Identified future improvement opportunities



That's my story!



Find the Data Tradie's out there



Process & Design or Design Process



What worked well for us



Avoid the Pitfalls



People deliver projects across an organisation



Build upon past successes



How to Connect with Me

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