

P&PM

Solutions & Consulting

Hybrid Project Management – Combining Agile and Classic Project Management with SAP®

THE AGILE PROMISE

Agile approaches like scrum are en vogue. Facing a stronger digitalization and faster time to market demands agile approaches seem to be the method to cope with those challenges.

Classic waterfall based approaches struggle here – they are considered as too static, causing long lead times and budget overruns.

Looks like that agile approaches replace the old-school project management approaches. Really?

THREATS AND LIMITATIONS

Let's run all project based on agile approaches, then. Would you? Probably not for all your projects. And probably not for all domains of your project.

Once you start a project the overall timeline and phases need to be shaped. Depending on the complexity of your project, you will need to reflect constraints and dependencies. You also need to generate a basic understanding of resource needs and your staffing. Also, the budget must be determined.

Those are all subjects, where agile methods struggle.

The focus of agile approaches is more on the operational execution within a project – here actually lie the clear strength of an agile methodology. Traditional approaches struggle with the fact that in a dynamic environment (your project) you need to continuously adjust plans and that you need to tackle subjects more via an iterative approach.

OUR APP – A HYBRID APPROACH

P&PM has introduced a project management solution based on SAP® technology that essentially offers two practices in one tool:

- Build a traditional work break down structure (Classic project management, more top down)
- Define ad hoc actions within your team, managed in a sprint (Following scrum methodology, bottom up)

The advantage of our solution is that you can build up a hierarchy of core tasks. You can also distinguish different types of tasks so that you could separate task for effort collecting from tasks that simply structure your initiative.

Within that you can then maintain ad hoc tasks that become relevant during day to day project operations: Tasks that your team needs to work on this week/day, subjects of clarification etc.

Those ad hoc tasks can be put into separate timeboxes: Sprints according to scrum methodology. They can be managed fully separated from the initial WBS – the sprint view in our tool “splits up” the WBS and can be considered as another dimension of clustering tasks.

For these agile aspects so called boards (status board, resource board etc.) are available so that you can interact “live” during a meeting with you team on the subjects. Here we follow visual management approaches for true team collaboration.

The screenshot shows the 'One ERP Project A' interface. At the top, there are tabs for 'Design', 'Realization', 'Launch', and 'Support'. Below these, there are sub-tabs for 'All', 'Design Sprint 1', 'Design Sprint 2', and 'Design Sprint 3'. A 'Filter' section is visible, showing counts for 'New', 'In Progress', 'In Review', and 'Done' tasks. The main area contains a table with columns for 'Description', 'Type', and 'Coverage'. The 'In Progress' column shows several tasks with green progress bars. The 'In Review' and 'Done' columns are currently empty, with a message 'The table does not contain any data'.

Description	Type	Coverage	Description	Type	Coverage	Description	Type	Coverage	Description	Type	Coverage
The table does not contain any data			Initialization	Effort Collector		Define team members	Task		The table does not contain any data		
			Define Kick Off agenda	Task		Write Statement of Work	Task				
			Invite kick off	Task							
			Align scope	Task							
			Define project schedule	Task							

Our solution can be installed to an existing SAP® system and it runs fully autonomously. However, you may leverage your SAP® infrastructure and link it to existing domains in your SAP® system. For instance, you integrate the WBS to effort collectors managed in the SAP® PS module (Project System). Or you link a project managed in our app to cost collectors in the SAP® CO module. Other integration options could be in the area of product structure management or document management.

One ERP Project A

Filter

Filter Title Inactive: Level: 1

Description	ID	Status	Type	Description	Curr Coverage	Criticality	Urgency	Cycle	Start Date	End Date	Utilized points	Remaining points	Planned Points	Budget points
Initialization		<input type="checkbox"/> New	Header	Initialization	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	0
Initialization		<input checked="" type="checkbox"/> In Progress	Effort Colle...	Initialization	<div style="width: 100%; height: 10px; background-color: green;"></div>	Medium		Design Sprint 1	14.03.2017	24.03.2017	0	0	65	75
Define team members		<input checked="" type="checkbox"/> In Review	Task	Define team members	<div style="width: 100%; height: 10px; background-color: green;"></div>	High	High	Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Define Kick Off agenda		<input checked="" type="checkbox"/> In Progress	Task	Define Kick Off agenda	<div style="width: 100%; height: 10px; background-color: green;"></div>	Medium		Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Invite kick off		<input checked="" type="checkbox"/> In Progress	Task	Invite kick off	<div style="width: 100%; height: 10px; background-color: green;"></div>	Medium		Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Align scope		<input checked="" type="checkbox"/> In Progress	Task	Align scope	<div style="width: 100%; height: 10px; background-color: green;"></div>	Medium		Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Write Statement of Work		<input checked="" type="checkbox"/> In Review	Task	Write Statement of Work	<div style="width: 100%; height: 10px; background-color: green;"></div>	High	High	Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Define project schedule		<input checked="" type="checkbox"/> In Progress	Task	Define project schedule	<div style="width: 100%; height: 10px; background-color: green;"></div>	High		Design Sprint 1	14.03.2017	24.03.2017	0	0	0	0
Checklist Initialization		<input type="checkbox"/> New	Check	Checklist Initialization	<div style="width: 100%; height: 10px; background-color: green;"></div>	Medium					0	0	0	0
Initialization Checkpoints		<input type="checkbox"/> New	Check	Initialization Checkpoints	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	0
Design		<input type="checkbox"/> New	Header	Design	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	0
Realization		<input type="checkbox"/> New	Header	Realization	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	700
Launch		<input type="checkbox"/> New	Header	Launch	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	0
Support		<input type="checkbox"/> New	Header	Support	<div style="width: 100%; height: 10px; background-color: green;"></div>						0	0	0	0

P&PM's solution: Traditional work break down structure

One ERP Project A

Design Realization Launch Support

Design Sprint 1 Design Sprint 2 Design Sprint 3

Filter

Unassigned

Description	Status	Type
Initialization	<input type="checkbox"/> New	Header
Define team members		
Define Kick Off agenda		
Invite kick off		
Align scope		
Write Statement of Work		
Define project schedule		
Checklist Initialization	<input type="checkbox"/> New	Check
Initialization Checkpoints	<input type="checkbox"/> New	Check
Efforts planned in WBS	<input type="checkbox"/> New	Check
Effort estimate provided	<input type="checkbox"/> New	Check
Resources defined	<input type="checkbox"/> New	Check
Required skills identified	<input type="checkbox"/> New	Check
Deliverables defined	<input type="checkbox"/> New	Check

Design Sprint 1 14.03.2017 - 24.03.2017					Design Sprint 2 27.03.2017 - 07.04.2017					Design Sprint 3 10.04.2017 - 21.04.2017				
Description	Criticality	Status	Type	Coverage	Description	Criticality	Status	Type	Coverage	Description	Criticality	Status	Type	Cov
Initialization	Medium	<input checked="" type="checkbox"/> In Progress	Effort Collector	<div style="width: 100%; height: 10px; background-color: green;"></div>	Business Process Design	High	<input type="checkbox"/> New	Effort Collector	<div style="width: 100%; height: 10px; background-color: green;"></div>	Material types not yet harmonized	<input type="checkbox"/> New	Issue		
Define team members	High	<input checked="" type="checkbox"/> In Review	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Define business processes		<input type="checkbox"/> New	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	PLM Interface Design	<input type="checkbox"/> New	Task		
Define Kick Off agenda	Medium	<input checked="" type="checkbox"/> In Progress	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	High Level Definition of Data Model	High	<input type="checkbox"/> New	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Service Portal Interface Design	<input type="checkbox"/> New	Task		
Invite kick off	Medium	<input checked="" type="checkbox"/> In Progress	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Detail business process Order to Cash		<input type="checkbox"/> New	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Status network not yet harmonized	<input type="checkbox"/> New	Issue		
Align scope	Medium	<input checked="" type="checkbox"/> In Progress	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Detail business process Purchase to Pay		<input type="checkbox"/> New	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>	Master Data Model	<input type="checkbox"/> New	Task		
Write Statement of Work	High	<input checked="" type="checkbox"/> In Review	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>						Customer Data Model	<input type="checkbox"/> New	Task		
Define project schedule	High	<input checked="" type="checkbox"/> In Progress	Task	<div style="width: 100%; height: 10px; background-color: green;"></div>						Supplier Data Model	<input type="checkbox"/> New	Task		
										Data Model Design	<input type="checkbox"/> New	Effort Collector		

P&PM's solution: Joint view on WBS and sprint content

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P&PM delivers software and consulting services to enhance team collaboration at complex product development work.

P&PM was founded by senior consultants with 10+ years each professional experience leveraging the know-how of multiple business transformation projects on global scale.

P&PM is focused on discrete industries.



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