SAP SE
Agile Controlling: New Delivery Model for Controlling

Andreas Ziegler (Head of Controlling Interaction Model)
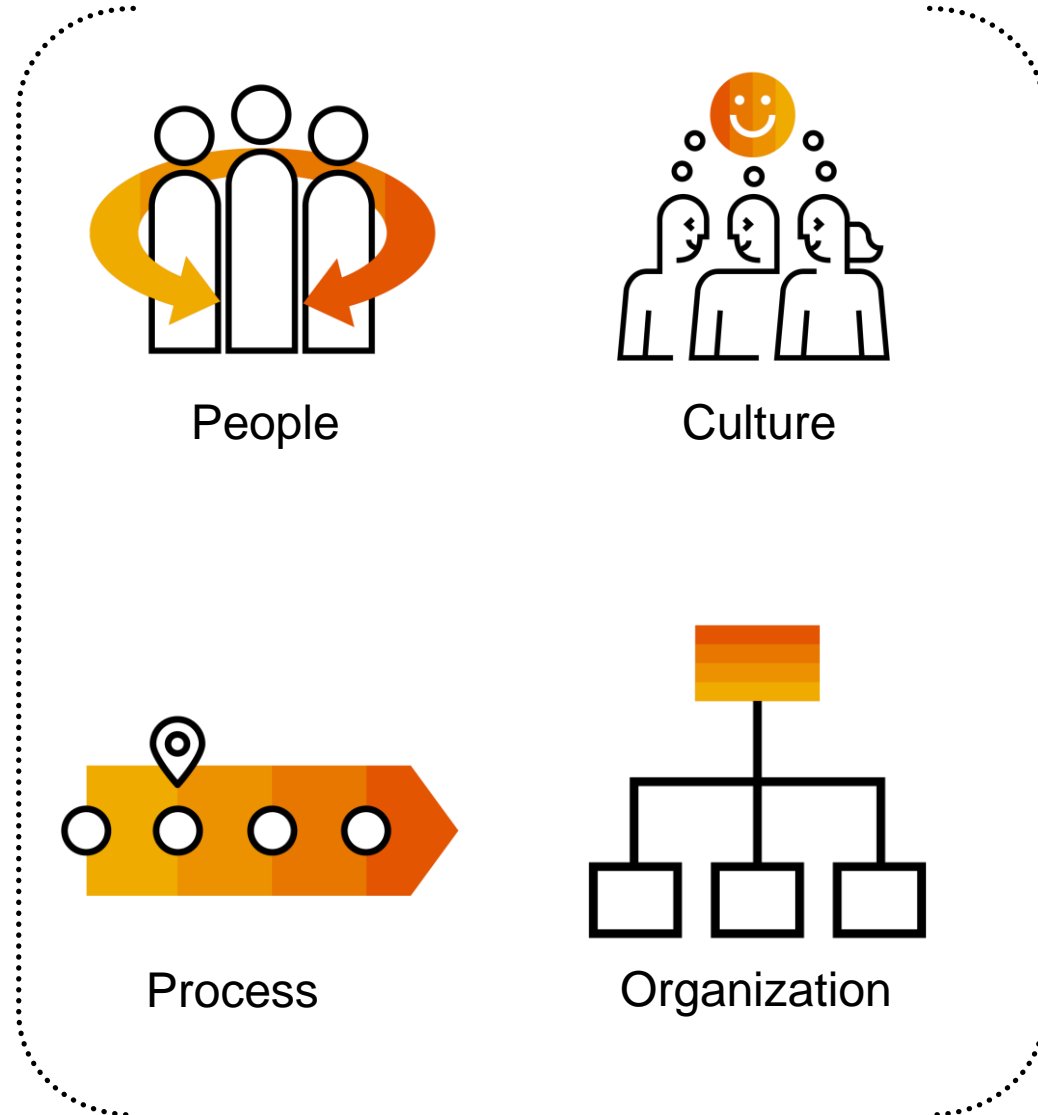Jochen Fellhauer (Agile Coach and Organizational Development Expert)
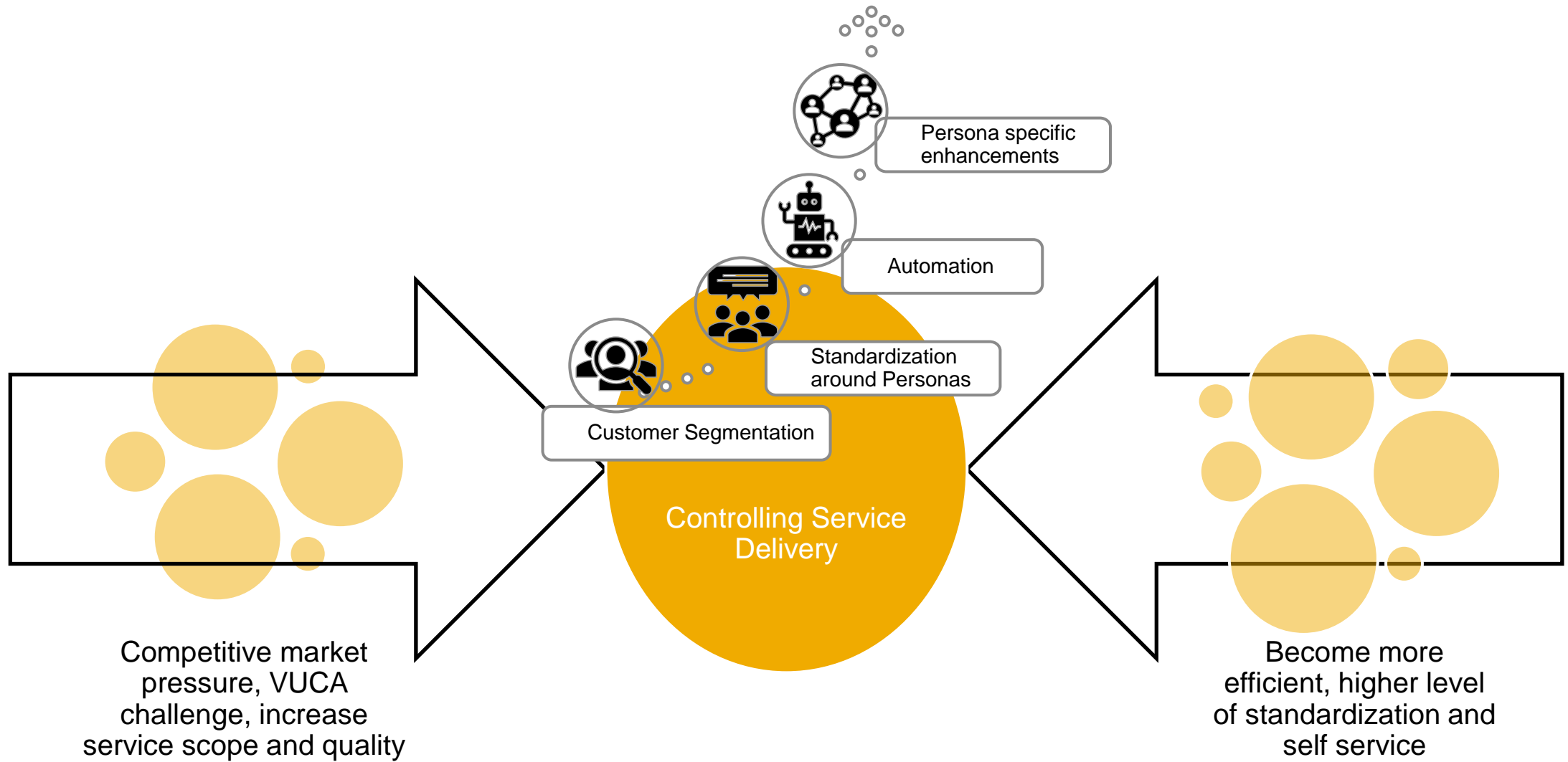Thomas Hund (Head of Business Area Controlling)

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50 YEARS THE BEST RUN SAP

4 dimensions of the agile organization at SAP Finance

People

Culture

Process

Organization

ambidextrous organization

Persona specific enhancements

Automation

Standardization around Personas

Customer Segmentation

Controlling Service Delivery

Competitive market pressure, VUCA challenge, increase service scope and quality

Become more efficient, higher level of standardization and self service

Agile Controlling
Customer orientation as 1st dimension

Executive Board / Supervisory Board

Corporate Controlling

Tier C
Executives & managers of complex business entities

Custom
Extended
Base

CCO / Specialized Controlling
(by board area)

Tier S
Managers of steering-relevant business entities

Extended
Base

Business Area Controlling*

Engineering

Sales

Cloud & Infrastructure

…

Center of Expertise & Central Teams
(by domain)

Tier O
Operational managers & others

Base

Internal customers of Controlling – holistically and segmented

Controlling service portfolio defined and standardized

Controlling organization
scalable, agile, and customer-centric

Legend:
Customer Segment

Service

New   Existing

Service provisioning

Controlling Org Unit

* Organized along common business denominator / personas

Examples for Concrete Agile Approaches in Controlling

How we generate value

- Clarify: who is your customer?
- Define customer requirements
- Differentiate value from waste
- Review deliverables, processes, and customer feedback regularly

How we engage and collaborate

- Engage early and regularly with customers and users
- Topics / projects have a (product) owner
- Leverage networks to get things done
- Pull topics instead of getting things assigned

How we lead and develop people

- Commit to final goals and set example
- Manage with trust
- Ensure (product) owners can really act as empowered drivers of their topics
- Leaders provide "real support"

How we prioritize

- According to customer value
- Align with organizational goals
- We list and rank all topics
- We prioritize with teams and individuals
- Enable load balancing in teams

How we organize work

- Strive for continuous refinement / revisions
- Make work visual and transparent
- Teams organize themselves
- Teams apply tools and frameworks which fit best to business problem and situation
- Align process and project work

Enablers for an agile Organization

- Start with the business problem
- Understand your customer and the concept of a "persona"
- Clear goals and direction from leadership team
- Agile coach support to facilitate agile adoption
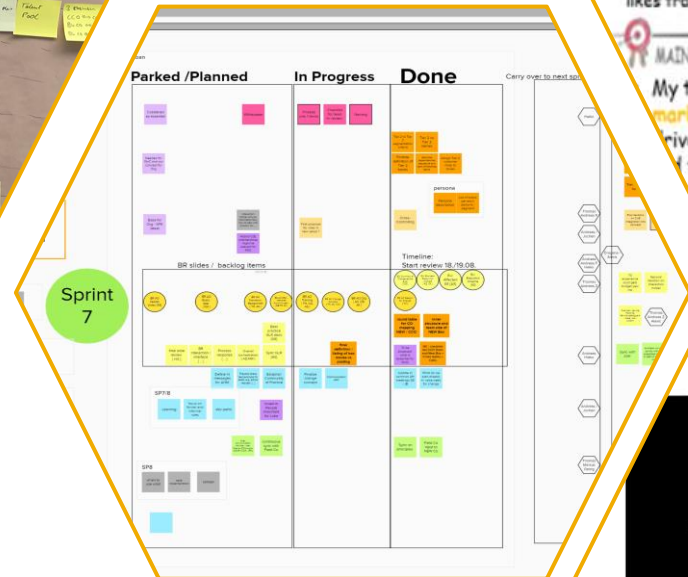
Agile Controlling
Implementation phases

1/21-12/2x

Grow
- **Foster agile mindset**
- Adapt more and more agile ways of working
- Grow communities of practice

10/20-12/20

Rollout
- **Reorg of Controlling**
- Stabilizing operational processes
- Focus: Transparency and prioritization

- ❖ Retrospectives on all levels
- ❖ Agile coaching of teams
- ❖ Agile coaching of leaders
- ❖ Experiment and adopt different tools / frameworks
- ❖ Drive adoption of scrum / Kanban on operational level

03/20-09/20

Preparation
- **Leaders experience agile**
- Evaluation of best org setup
- Validation of feasibility
- Change team
- Pilots

- ❖ Agile coach network
- ❖ Agile enablement
- ❖ Kanban boards on leadership level
- ❖ Start evaluating different agile methods

11/18-03/20
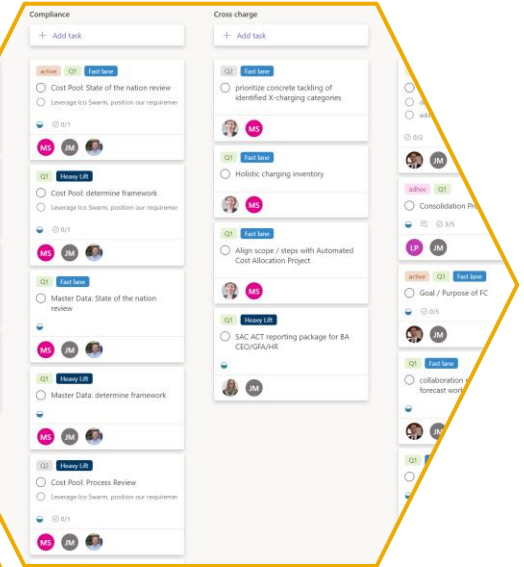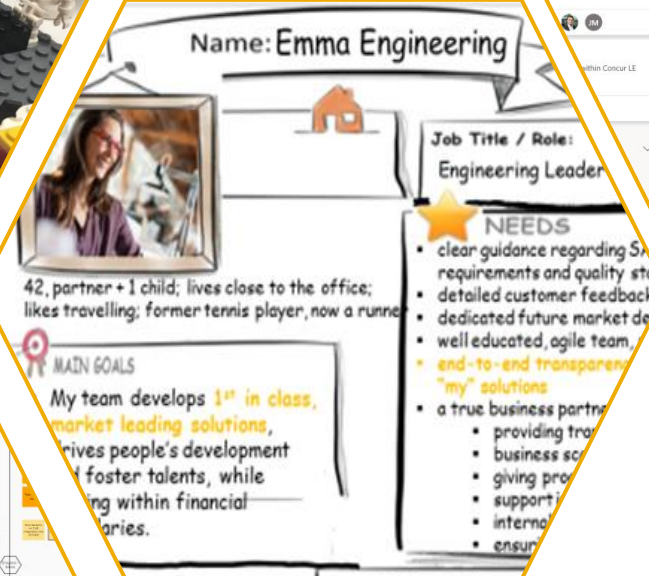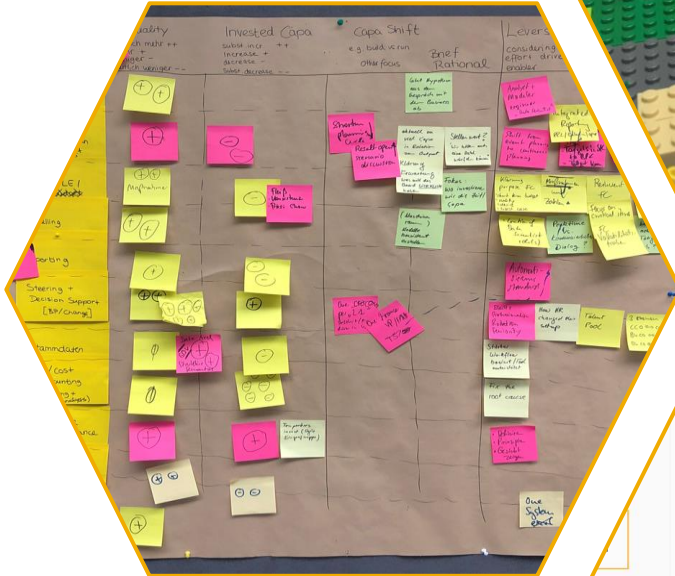
Vision and Groundwork
- **Vision for Controlling**
- Major building blocks
- Define guardrails
- Review services catalogue

- ❖ Scrum leadership project
- ❖ Backlog & Daily Stand-Ups
- ❖ Customer Persona definition
- ❖ Train agile coaches
- ❖ Effectuation

- ❖ Lego Serious Play
- ❖ Design Thinking Workshops
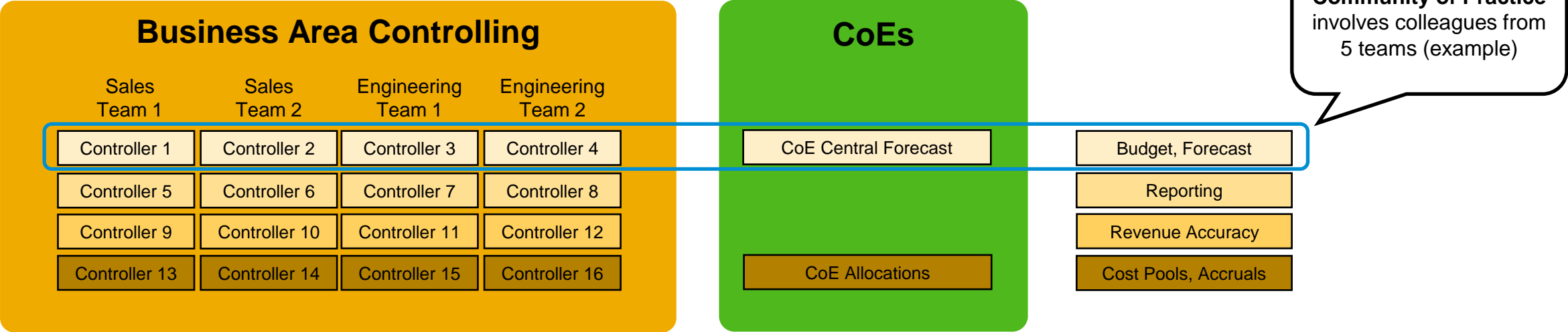- ❖ Scrum project pilots

Agile Controlling
Agile approaches

Customer orientation -> 5 Personas -> requirements -> value add -> purpose

The network as part of the agile organization
Communities of Practice

Business Area Controlling

Sales Team 1	Sales Team 2	Engineering Team 1	Engineering Team 2
Controller 1	Controller 2	Controller 3	Controller 4
Controller 5	Controller 6	Controller 7	Controller 8
Controller 9	Controller 10	Controller 11	Controller 12
Controller 13	Controller 14	Controller 15	Controller 16

CoEs

CoE Central Forecast

CoE Allocations

Budget, Forecast

Reporting

Revenue Accuracy

Cost Pools, Accruals

Community of Practice involves colleagues from 5 teams (example)

Customer centricity

- Team leads to drive Controlling Service Delivery **best practices**
- **Priorities for customer value** come naturally through BAC's **close link to the business leaders**

Flexibility

- FP&A cadence has workload "peaks" - **utilization of "the valleys"**
- **Form and disband** "Communities of Practice" around priorities

People

- **Any one can step up** to lead a community of practice
- Here you can directly **contribute to the Controlling Strategy**

Our Ambition for the Change

Deliver tailored service

- Cross-Board area view on certain core value chain areas
- Organized along common steering requirements
- Right level of decision impact
- Better Insights

Build a cutting-edge agile controlling organization

- Implementation of agile principles
- Increase of organizational stability
- Increase in transparency with regards to roles and the interaction model
- Leverage experience and skills of our people

Agile Controlling

#Agility
#Innovation
#Agile Controlling
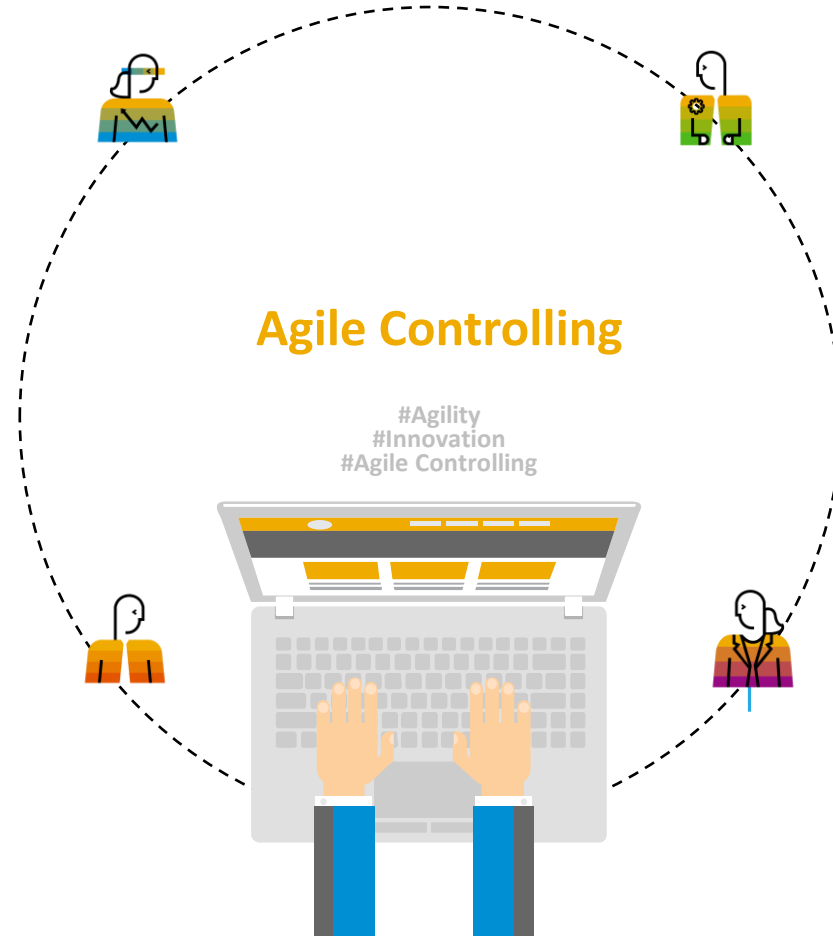
Being ready to scale

- Increase degree of standardization
- Teams serving multiple business partners
- Transparent load balancing in teams
- Drive standardization, process improvement, automation

Serve more customers

- Calibrated service level
- Increase of helpful self-service offerings
- Serving additional customers by automated offerings

How we interpret agile and what it means in sense of change

Agile CO*

- Focus on agile values and mindset

- Customer value orientation

- Empowerment

- Increasing transparency

- (re-) Prioritization and focus

- Close customer collaboration

- Incremental delivery

- Iterative work and continuous improvement

* List shows main aspects, not comprehensive…

Change Aspects (resulting of reorg + agile)*

- Identity, Values and Believes
  - Re-shape own value add proposition
  - Enhanced role ambition
  - Focus on standardization and harmonization

- Culture
  - Project work becomes "new normal"
  - Increasing demand for transparency
  - Try – learn – adapt approach

- Leadership
  - More ownership and leadership by CO experts
  - New leadership role definition

- Knowledge and Structures
  - New working models, new interfaces, new teams
  - New technologies

- …

Thank you.

Contact information:

Andreas Ziegler and Jochen Fellhauer
jochen.fellhauer@sap.com

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