Customer Center of Expertise (Customer COE)

Overview

Franco Zanzottera, SAP
March 5th, 2019
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Customer Center of Expertise

Knowledge Transfer - Advisory Sessions

SAP Customer Center of Expertise Program
DBS - Global Customer Value Services
March / April 2019
The Customer Center of Expertise (Customer COE)  
The Idea behind the concept

Customer Centers of Expertise (Customer COEs) act as collaboration hubs across IT and Lines of Business in their companies. Their mission is to provide transparency and efficiency of implementation, innovation, operation, and quality of business processes and systems related to the SAP software solutions and services. They have the knowledge, the capabilities, and the network to centrally drive continuous improvement and continuous innovation.

The Customer COE Advisory Sessions will focus on following topics:

- Management of SAP related information and knowledge
- Management of customer’s SAP contracts and licenses
- Coordination of customer’s activities regarding SAP’s current and future products and solution and the interface to SAP’s major programs influencing SAP Development
- Governance of customer’s SAP Support, the supportability of SAP solutions and the interface to SAP Support
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>March 05</td>
<td>Customer Center of Expertise Program Overview</td>
<td>Franco Zanzottera</td>
</tr>
<tr>
<td>March 11</td>
<td>SAP Solution Manager and Cloud ALM</td>
<td>Cay Rademann</td>
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<tr>
<td>March 14</td>
<td>Next-Gen Support: Overview Session</td>
<td>Bernhard Luecke</td>
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<td>March 18</td>
<td>How to Prepare for the SAP Support Backbone Update</td>
<td>Benjamin Schneider</td>
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<td>March 19</td>
<td>SAP ONE Support Launchpad – Overview Session and How to Get Started</td>
<td>Arno Helming</td>
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<td>April 02</td>
<td>How to Choose the Right Next Generation Support Tool</td>
<td>Janos Nagy</td>
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<td>April 04</td>
<td>Use Expert Chat to Solve Technical Problems</td>
<td>Janos Nagy</td>
</tr>
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<td>April 04</td>
<td>Schedule and Expert: How to Benefit from Real-Time Conversation with an SAP Expert</td>
<td>Laszlo Dobos</td>
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<td>April 16</td>
<td>SAP Built-In Support</td>
<td>Wilhelm Juette</td>
</tr>
<tr>
<td>April 23</td>
<td>Incident Solution Matching</td>
<td>David Molinera</td>
</tr>
</tbody>
</table>

For details click here.
Agenda

The CIO’s Challenges

Customer Center of Expertise (Customer COE)
- Concept and Key components

Certifications by SAP of the Customer COE Organization
- Primary and Advanced

Primary Certification for Customer COE
- Criteria, requirements, roadmap

Advanced IT Operations Self-Assessment
- Steps

Advanced Certification for Customer COE
- Key success areas, key elements, roadmap
IT Challenges
Siloed IT – by Task, Technology & Geography

- Reactive IT
  - Unable to prove IT benefit vs. cost
  - IT not part of the boardroom
  - IT not in sync with business

- Do more with less
  - Constantly growing business demands
  - Increasing operations cost
  - Decreasing budgets

- Lack of continuous feedback/improvement
  - Lacking recognition of systemic IT operations issues
  - Systemic problems persist resulting in unplanned downtime

- Production risk
  - Poor testing and deployment strategy
  - Shrinking intervention windows /less downtime
  - Resulting production issues
  - Business escalations demanding senior management and development attention

- Unclear IT priorities
  - Disparate stakeholders with conflicting, competing, and redundant demands
  - Inability to respond/assess impact of changing business context
  - Shadow IT

- Inefficient processes
  - Lack of standard processes
  - Lack of standard tools
  - No overall governance

- Constant emergencies
  - Fragmented infrastructure, tools and IT processes as root cause
  - High risk of critical downtime
  - Results in high operations spent with limited value add

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Customer Center of Expertise
Engineered for Success in the New Reality

Clear business and IT priorities
- Unified stakeholders
- IT is recognized as a true business partner
- Business and IT integration
- Clear and unified demand

End-to-end IT processes
- IT Strategy -> Implementation -> Operations
- Standards based: ITIL, TOGAF
- Integrated IT tools: Extensible Application Lifecycle Management platform

Run IT like a business
- IT transparency of contribution versus cost
- Evolve from reactive to proactive mode
- IT as a business partner to other departments

IT does more with less
- Reduction of waste through IT transparency and clear priorities
- Effective projects through business partnership
- Efficient execution through consistent “Business of IT” processes

Well planned and orchestrated go-live
- Emphasis on testing from design
- Single code container for projects and releases
- Well defined and measurable governance: quality gates, approval workflows, digital signatures

Minimal firefighting
- Systematic problems have been recognized and mitigated
- High level of automation to minimize operator error
Today’s reality

Changing world
Digital economy

Technology trends
Customer expectations
Business model disruption

Internal challenges

Ambitious goals
Workforce
User expectations
LoBs / Business partners
Fundamental Customer Behavior Changes

The way we live impacts the way we want to work

**How we play**
- PlayStation VR
- Pokémon Go
- World of Warcraft

**How we watch**
- NETFLIX
- YouTube
- Amazon

**How we shop**
- Alibaba.com
- Amazon
- Instacart

**How we talk**
- WhatsApp
- Facebook
- Snapchat

Expectation level is constantly creating new challenges and requirements for IT.
Operations Scenarios
S/4 Transformation typically results into less On Premise and increased Cloud adoption

Replacement Strategies are executed now and within next 5+ years

Cloud + OnPrem = Hybrid

“Growing Reality”

“Shrinking reality”

Pure Cloud / SaaS

“Future Reality?”
Customer Center of Expertise
Customer Center of Expertise

A **Customer COE** is an expert team and **central hub** acting across business units to:

- **align business** priorities with IT,
- deliver **innovative business** solutions and
- guarantee **business continuity** efficiently and effective
- in a **long term engagement**…
Customer COE as the Central Collaboration Hub

The Key Components of a Customer COE

Lines of Business

Customer Center of Expertise

Quality Management

Single Source of Truth

- OCC - Operations Control Center
- ICC - Innovation Control Center

Operations   Development   PMO & Applications

Infrastructure

SAP Mission Control Center

Partner Control Center

Direct line connection
The Value of the Customer Center of Expertise

When your company establishes a **Center of Expertise**, the result is a **Single Source of Truth** and a central point for functional **collaboration** between your Business and IT units on one side and between your company and SAP on the other side.

This helps you:

- increase the transparency of business processes
- reduce downtime to boost system and increase business process availability
- reduce TCO – Total Cost of Operations
# Customer COE Governance

## Organizational Structure

### One Centralized Customer COE

### Many Decentralized Customer COE (Responsible for:)
- **Regions/Time Zone** (e.g. Europe, America, Asia)
- **Departments** (e.g. Textile, Chemical, Services)
- **Functions** (e.g. Production, Retail, Financials)
- **Hybrid** (e.g. Financials Retail, Textile EU)

### Virtual Structure

### External Service Provider (Outsourcer)

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The support model for a particular company depends on different drivers – especially the particular *business model*.
Customer COE Organization
Influencing Factors

**Strategy**
- Collaboration with Business Units
- Business Organizational Structure
- Business Dynamic
- M&A Activities

**Services**
- Customer COE Maturity Level
- Service Level Agreements / Catalogue

**Processes**
- Customer COE internal Processes
- Global Template usage
- Business Process characteristics (global / regional / local)
- Business Process categories (critical / Legal required)

**Architecture**
- Footprint of SAP within company
- Solution Landscape characteristics (global / regional / local)
- Solution Complexity

**Size / Culture**
- Headcounts
- Roles and Responsibilities in business and IT
- Budget (Build / Run; Activity Based Costing)
- # of Tickets, Changes, Projects

**Geography**
- Geographical distribution of business users
- Supporting hours (SLA requirements)
- Languages
### Customer COE - Organizational Solution Scenarios

#### Basic Layouts

There is no such thing as a ‘standard’ / ‘normal’ / ‘best practice’ COE organization structure. There are four basic layouts for an IT organization.

<table>
<thead>
<tr>
<th>Option 1: Integrated, centralized Customer COE</th>
<th>Option 2: Consolidated, centralized Customer COE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated business needs and a full-service, group-wide IT provider (with on-site presence or physically central)</td>
<td>Full-service, group-wide IT provider (with on-site presence or physically central)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legend:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boxes indicate boundaries of organizational units</td>
</tr>
<tr>
<td>Customer/ Business (IT Demand)</td>
</tr>
<tr>
<td>SAP CC / SAP Application Management</td>
</tr>
<tr>
<td>SAP Operations &amp; SAP Basis</td>
</tr>
<tr>
<td>It can be centrally managed above one or several locations</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Option 3: Federated Customer COE</th>
<th>Option 4: Decentralized Customer COE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP CC in each business unit with shared SAP Operations / Basis</td>
<td>Full-service IT provider in each business unit</td>
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Certifications by SAP of the Customer COE Organization
Customer Center of Expertise
Overview of Certifications by SAP of Customer COE Organization

It is a functional certification by SAP that underscores a customer’s commitment to continual improvement of its SAP Solution Operations.

Two certificate levels are possible:
- **Primary certification**
- **Advanced certification**

The Primary Certification validates that an organization fulfills the minimum requirements needed to provide a solid foundational infrastructure for interaction with SAP.

The Advanced Certification covers the full spectrum of SAP Solution Operations.

Based on the SAP Standards for Solution Operations, a team with advanced certification has integrated Quality Management in place, bringing transparency to the challenges and issues faced by the organization as a whole.
Customer COE Capability Framework

The Customer COE Capability Framework provides the holistic methodology to safeguard your investments into SAP software.

Effectiveness

- Business orientation
  - Establish and/or increase Business and IT alignment

- Business value
  - Enable business process innovation and efficiency

Efficiency

- IT cost excellence
  - Reduce the total cost of ownership for IT

- IT service excellence
  - Improve customer satisfaction and create new capabilities
Customer Center of Expertise Road Map

Primary Certification for Customer COE

- Foundation of a Customer COE
  - Start establishing a Single Source of Truth and Information in your company
  - Assessment on Information Management, Contract & License Management, Support Operations, Innovation Adoption and Influence SAP Development

Advanced IT Operations Self-Assessment

- High level Fit-Gap Analysis
  - Initial Maturity Level & Value Benchmark Evaluation
  - Initial Findings & Maturity Level

Advanced Certification for Customer COE

- Operations Planning Workshop
  - Advanced CCOE Coaching / Consulting
  - Setup continuous improvement
  - ICC and OCC readiness verification

- Implementation projects
  - Detailed Roadmap and Project plan
  - E2E IT Processes & tools implementation
  - Operations Handbook
  - Governance & Organization definition & implementation

- Setup continuous improvement
  - Single Source of Truth
  - Customer COE Quality Management roles and skills
  - KPIs and improvement process

- ICC and OCC Readiness
  - Partner integration
  - Customer COE Quality Management
Primary Certification
Customer Centers of Expertise (Customer COEs) act as collaboration hubs across IT and Lines of Business in their companies. Their mission is to provide transparency and efficiency of implementation, innovation, operation, and quality of business processes and systems related to the SAP software solutions and services. They have the knowledge, the capabilities, and the network to centrally drive continuous improvement and continuous innovation.

### 4 Basic FUNCTIONS
- Information Management
- Contract & License Management
- Innovation & Influence
- Support Operations

### CERTIFICATION PROCESS
- Complete the Online Primary Certification Checklist and submit to SAP
- Customer incident will be automatically generated on behalf of the customer under component "SV-BO-REQ"
- SAP validates, tabulates the score from the checklist (min. score 100/200)
- Customer is notified of certification results

### VALIDITY
- Maximum 2 years
- Recertification at least every 2 years

### SAP Support Portal:
- Customer Center of Expertise (Customer COE)
- Primary Customer COE

Additional Information
The Customer COE Setup
Kick-start for Customer COE transformation – The 4 Basic Functions

Information
- Start new communication channels for end users (such as with SAP Jam, blogs, chats, newsgroups)
- Position direct, fast and open communication hubs
- Information about company IT strategy / security guidelines and best practices
- Trainings, Knowledge Transfer and Learning Curriculums
- Success Stories and Best Practices

Contract and License
- License / subscription
- Customer COE internal fees and service catalog
- Existing internal IT pricing models might become obsolete
- Alignment for all SAP related contract activities with cloud offerings in hybrid use cases
- Integration / harmonization of SAP support offerings

Innovation
- Collect and bundle the company demand for innovation
- Enhance the scope with line-of-business expertise into relevant communities
- Manage overall innovation road map together with the business key contacts in the relevant areas
- Create hybrid visibility for your innovation demand and collaborate cross-solution focused
- Consider SAP Tools and Services like SAP Pathfinder, S/4HANA Readiness Check, etc.

Support Operations
- Analyze the existing SAP Support process landscape
- Follow new features from SAP Support
- Define the hybrid support process project if applicable
- Governance of Support Processes
- Design authority
- Seamless support for hybrid solutions with enhanced responsibilities if applicable
Primary Certification for Customer COE

Requirements

- Every Customer is asked to setup a Customer COE within 12 months of signing the contract for SAP Support
- Customer must have a minimum of one productive system in operation for at least 6 months
- The customer will be asked to provide access to their SAP Solution Manager so that the certification criteria can be verified
- A required amount of points is defined for all basic functions

Up to 200 points can be achieved at most:

Primary Certification for Customer COE – Total Points:

1. Information Management: 40 points
2. Contract & License Management: 40 points
3. Innovation / Influence SAP Development: 40 points
4. Support Operations: 80 points
Top 7 benefits for all certified Customer COEs

1. Access to BENCHMARKS within the peer group

2. FASTER INCIDENT PROGRESSING with special SAP incident flagging for certified Customer COE

3. FREE ACCESS to SAP Learning Hub solution, including SAP Knowledge Transfer Products

4. SPECIAL Customer COE Knowledge Transfer SESSIONS with SAP experts to various topics

5. ACCELERATORS FOR VALUE DEVELOPMENT provided by Certified COE Customers - “Customers share their stories”

6. EXCLUSIVE ACCESS to the SAP Customer COE Community Suite (SAP Jam based group)

7. Customer Center of Expertise Role and Incident Quality Dashboard in the SAP ONE Support Launchpad (http://launchpad.support.sap.com)
Advanced IT Operations
Self-Assessment
It’s the "bridge" between the Primary and the Advanced certifications.

It identifies areas of improvement for Primary Customer COE(s) that want to:

- plan the optimization of the Customer COE, including efficient E2E solution operation processes
- start the journey towards Advanced maturity and certification
Advanced IT Operations Self-Assessment

Initial Fit / Gap analysis of Customer IT capabilities
(against the SAP Best Practices / SAP Standards for Solution Operations)

Delivery Model:

- “Free of charge” remote / individual Self-Assessment via online Questionnaire with guided or multiple choice answers schema
- 130 questions
- 1 – 2 hours overall effort for customer
- “Free of charge” Service Report provided by SAP in 2 - 4 weeks’ time

IT processes covered:

- Incident and Problem Management
- Project and Solution Documentation
- Change Request and Control Management
- Custom Code Management
- Test Management
- System Monitoring and Administration
- Business Process and Interface Monitoring
- Job Management
- Data Consistency Management
- Data Volume Management
- Root Cause Analysis
- Customer COE Quality Management
Advanced IT Operations Self-Assessment

Service Outcomes

As-Is

One major issue for each IT processes
✓ Weakness
✓ Improvement Opportunities

As-Is

Rough estimation of the Maturity Level (benchmarking) for each IT process

To-Be

Initial recommendations for each IT process
Advanced Certification
The Charta of a Customer Center of Expertise

Excellent solution orchestration is essential!

<table>
<thead>
<tr>
<th>Value Drivers for a Customer COE</th>
<th>Recommended Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meet Business Expectations</td>
<td>• Standardize your E2E operations processes</td>
</tr>
<tr>
<td>• Drive Innovation</td>
<td>Focus on scalable yet sufficiently flexible operations processes to respond to business changes fast</td>
</tr>
<tr>
<td>• Handle increasing complexity and keep systems running</td>
<td>• Implement automated &amp; proactive IT</td>
</tr>
<tr>
<td>• Deal with limited people resources</td>
<td>Keep efforts as low as possible and reduce incidents</td>
</tr>
<tr>
<td></td>
<td>• Build quality-oriented IT operations</td>
</tr>
<tr>
<td></td>
<td>Only continuous improvement ensures state-of-the-art IT that is ready for new challenges</td>
</tr>
<tr>
<td></td>
<td>• Keep close connection to the expert</td>
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<td></td>
<td>Essential, because innovation normally requires a pool of customer-internal and external skills</td>
</tr>
</tbody>
</table>
Key Success Areas: Quality Management

People: clear defined roles, responsibilities & skills

QM: KPIs monitoring and continuous improvement. Business KPIs

Single Source of Truth

Process: E2E Standard Operations

Tools: SAP Solution Manager & 3rd Party tools integrated
**IT Processes**

Covered IT Processes and Customer COE Organization

**IT Processes:**
- Incident and Problem Management (and RCA)
- Project and Solution Documentation
- Change and Transport Management
- Release Management
- Custom Code Management
- Test Management
- System Monitoring and Administration
- Business Process and Interface Monitoring
- Job Management
- Data Consistency Management
- Data Volume Management
- SAP Remote Supportability
- Security
- Customer COE Quality Management

* This is an example of Customers Organization Structure
Core Tasks of the Quality Managers in a COE as Service Provider and Business Enabler

- Quality Assurance and Set-up of the Single Source of Truth (Transparency)
- Develop the business value orientation of the IT organization
- Continuous Improvement of Business Transformation Roadmap
- Continuous improvement of the operations & implementation processes
- Management of the COE Charta for Business Transformation
- Ownership of the Single Source of Truth for Business KPIs
KPI Framework
Transparency: Define and Execute your Value KPIs

1. Strategy
   What is the business strategy IT can support?

2. Targets
   What targets can be defined to support the business strategy?

3. KPIs
   Which metrics and scores are required to measure target achievement?
   What is the action plan to reach the KPI scores?

4. Benchmark
   How is my score compared to the peer group?

5. Value
   What are the savings / benefits IT has achieved?

6. Business Expectation
   Do these savings / benefits meet the business expectations?

Scorecard and Dashboard

What are the savings / benefits IT has achieved?
Roadmap for the Customer COE Maturity Development

- **Innovation**: Drive innovation to a new dimension
- **Business Alignment**: Talk the language of your business
- **Value**: Show the value of IT
- **Quality**: Discover optimization potential cross IT
- **Efficiency**: Streamline the efficiency of your IT processes
- **Setup**: Simplify your organization

- **Use Design Thinking with LOB**
- **Setup KPIs and Dashboards**
- **Enable Quality Managers**
- **Define Single-Source-of-Truth**
- **Maturity Assessment**
- **IT Process Optimization**
- **Setup ICC**
- **Setup OCC**
- **Define CCOE Role Model**
- **Define CCOE Org Model**
- **Define CCOE Operations Model**
Customer Center of Expertise
Advanced Customer COE Road map: possible activities

- **Primary Certification for Customer COE**
  - Operations Planning Workshop

- **Advanced IT Operations Self-Assessment**
  - High Level Fit-Gap Analysis

- **Foundation of a Customer COE**
  - Start establishing a Single Source of Truth and Information in your company
  - Assessment on Information Management, Contract & License Management, Support Operations, Innovation Adoption and Influence SAP Development

- **Advanced Certification for Customer COE**
  - Advanced Customer COE Coaching / Consulting
  - Engineering Projects / SAP Services
  - Quality Management

- **High Level Implementation Roadmap**
  - Findings (Weakness and Improvement Opportunity)
  - Maturity Level & Value Benchmark Evaluation
  - Evaluation & Recommendations (Action plans for an initial Roadmap)

- **Implementation projects**
  - Detailed Roadmap and Project plan
  - E2E IT Processes & tools implementation
  - Operations Handbook
  - Governance & Organization definition & implementation

- **Setup continuous improvement**
  - Single Source of Truth
  - Customer COE Quality Management roles and skills
  - KPIs and improvement process

- **ICC and OCC readiness verification**
  - ICC & OCC Readiness
  - Partner integration
  - Customer COE Quality Management
Underscoring a commitment to CONTINUOUS IMPROVEMENT
Customer Center of Expertise, Advanced Certification

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Extended CRITERIA
- People (roles and responsibility), E2E IT processes and tools in place based on SAP Best Practices / Standards for Solution Operations
- Integrated Quality Management
- KPIs and improvement process
- OCC Readiness
- Single Source of Truth

CERTIFICATION PROCESS
- Preparation (remote): provide documentation that proves the Advanced COE criteria fulfillment (ACCOE Checklist)
- Onsite Audit: deep dive into details based on the results identified during the preparation phase
- SAP validates, tabulates the score from the ACCOE checklist (min. score 120/140)

VALIDITY
- Initially 1 year
- After the 1st recertification, 2 years

SAP Support Portal:
- Customer Center of Expertise (Customer COE)
- Advanced Customer COE

Additional Information
- People (roles and responsibility), E2E IT processes and tools in place based on SAP Best Practices / Standards for Solution Operations
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Additional Information
**Individual Advanced Customer COE Advantages**
Identified by ACCOE Customer

### Custom Code Management
- 1,750 decommissioned objects to date, resulting to ~USD 175k cost avoidance every system upgrade.
- Target to decommission 7000 objects by end of 2016.

### Test Management
- Estimated ~35% average time saved for test script preparation effort on OU build test execution.

### Business Process & Interface Monitoring
- ~20 man-days saved annually on manual daily monitoring for business

### System Monitoring and Alert Management
- Automated 54 technical monitoring matrix for 3 productive systems, targeting ~120 man-days saved a year.
- Preventing up to 67% of production events from turning into situations in 2014.

### Data Volume Management
- Reduced ~40% of production Database size, resulting in ~USD 30k cost avoidance per year

### Job Scheduling
- Integrated & automated incident ticket creation, resulting in ~45 man-days saved per year from manual ticket creation.
Need more info?

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Thank You!

In case of issues please open a ticket under component: **XX-SER-SAPSMP-COE**

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