

Team Collaboration During the Pandemic

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Key Outcomes / Objectives

- Provide insight to SAP's response to the global pandemic
- Showcase key SAP organizations in the fight against COVID-19
- Build confidence with customer base in SAP's business continuity capabilities

INTERNAL

Business Continuity Planning: Keeping the Lights On at SAP

A Study in Team Collaboration During the Pandemic

THE BEST RUN





Agenda

- The SAP Challenge
- The Key Partners
- The Solution
- The Implementation
- The Results



The SAP Challenge

Senior Leadership requested Service Continuity Management:

- Collect data on continuity capabilities and the current actions being taken to maintain operations.
- Document the measures implemented to protect the health and well-being of our staff.
- Determine critical business processes that require “essential” employees to work onsite at an SAP facility.
- Ensure continued business services for our customers and partners.



The Key Partners

Crisis Management (1 of 4)

This team operates on a local, regional, and global level to **protect SAP people and property**.

It actively **monitors across the globe** for current and developing events with the potential to escalate into significant disruptive incidents.

Once an event actually happens, Crisis Management **determines appropriate responses** and recommends courses of action to either mitigate the damage or resolve the incident.



The Key Partners

SAP Global Pandemic Task Force (2 of 4)

Long before the current outbreak, SAP recognized the need to have a **team at-the-ready** to handle a pandemic threat.

This Global Pandemic Task Force (GPTF) is **comprised of diverse employees** from Facility Management, Health, Human Resources, Communications, IT Services, and Global Security.

With **direction from the GPTF** and regional Crisis Management, local teams implement measures to prepare for an impact.

On January 27th, GPTF saw the situation in Wuhan, China posed **a threat beyond the Asia-Pacific region**. The SAP teams officially mobilized and took action for a pandemic response.



The Key Partners

Service Continuity Management (3 of 4)

Working along with Crisis Management, Service Continuity Management provides **an internal consulting service** to help protect SAP against unplanned disruptions.

We **safeguard** both critical SAP business processes and the delivery of products to customers.

SCM **builds resilience** through four business continuity disciplines and current contingency plans:

- Cloud Disaster Recovery and Resilience
- IT Service Continuity Management
- Process Continuity Management



The Key Partners

Global Physical Security (4 of 4)

Global Physical Security (GPS) protects the physical safety and security of SAP assets.

GPS closely collaborates with SAP organizations: Global Real Estate & Facilities, Human Resources, IT Services, Legal, and other operational groups.

The team also works with non-SAP stakeholders such as third-party service providers to deliver the appropriate physical security solutions.



The Solution

At the direction of Senior Leadership and in conjunction with our key partners, SCM carried out three critical activities:

- **Drafted periodic email communications** to keep Cloud Lines of Business and Corporate Business Units informed of evolving continuity measures being implemented.
- **Designed the Coronavirus Response Dashboard** to collect data on our continuity capabilities.
- **Created the Critical Operations and Personnel Tracking Dashboard** to identify employees required to work onsite.



The Implementation

Periodic Communications (1 of 3)

SCM assisted the GPTF by periodically drafting two forms of communication:

- **Internal communications like emails and blog posts** providing direction to continuity facilitators regarding the impact of COVID-19 upon the workplace.
- **Approved external communications like email and an article** to be shared with customers and other third parties when inquiries are made through our customer-facing channels.

As a situation unfolds and evolves, clear, concise and factually-accurate messaging are important to keep employee and customer confidence during a catastrophic event.



The Implementation

Cloud Coronavirus Response Dashboard (2 of 3)

SCM collaborated with Global Crisis Management to keep Board members abreast of current **response readiness and capabilities** for the SAP Cloud LoBs – specifically, product delivery and customer support teams.

In this initiative, SCM designed a Dashboard by extracting data from **existing process continuity plans** for critical Cloud business functions.

Once the spreadsheet was populated, SCM enlisted Cloud Disaster Recovery (DR) Facilitators and Managers to **report weekly** on their continuity capabilities and describe their actions.

The Implementation

Cloud Coronavirus Response Dashboard (2 of 3)

Product delivery and customer-facing groups rated their capabilities according to two stages of COVID-19 response:

Stage 1: Work-from-home or split team capabilities whereby staff can either conduct business activities remotely or, if they are required to be in-office, they can work in different floors or work alternate days between home and office.

Stage 2: Transfer workload whereby a workforce currently split across multiple geographic regions can transfer work to alternative locations. As an example of “green,” mutual assistance agreements were used between Concur’s Manila and Bangalore offices.

LoB Name	Rate	Location Continuity Rating	Stage 1 Continuity Implementation: Distancing of Teams	Stage 2 Continuity Implementation: Transfer Workload
	City			
Cloud LoB 1		Other		
Cloud LoB 1		Amsterdam		
Cloud LoB 2		Sofia		
Cloud LoB 2		Berlin		
Cloud LoB 3		Walldorf		
Cloud LoB 3		St. Leon-Rot		
Cloud LoB 3		Dresden		
Cloud LoB 3		Berlin		
Cloud LoB 3		Duesseldorf		
Cloud LoB 3		Duesseldorf		
Cloud LoB 4	Walldorf			
Cloud LoB 4	Bangalore			
Cloud LoB 4	Schoenefeld			
Cloud LoB 4	Dresden			



The Implementation

Critical Operations / Personnel Dashboard (3 of 3)

In response to another request from Global Physical Security, SCM created a second dashboard identifying critical business processes that require “essential” employees to work on- site.

In the event “shelter-in-place” orders or curfews are established in various parts of the world, GPS needs to provide employee names for travel permits to and from the facilities.

Existing continuity plans for critical business processes once again gave SCM a starting point. Global and local Process Continuity (PC) Facilitators were enlisted to assist with this one-time reporting effort.

The Implementation

Critical Operations / Personnel Dashboard (3 of 3)

Locations where critical processes were identified			Name of Process	Location Continuity Rating
Region	Country	City		
EMEA	Belgium	Brussels	BCP IT	●
Brussels			BCP IT	●
Brussels			BCP COO (Pre-sales)	●
Brussels			BCP Facilities	●
Brussels			BCP Finance	●
Brussels			DBS	●
Brussels			BCP Human Resources	●
Paris			CMS case (ex Order Pack Prep)	●
Paris			Deal Approval Process	●
Paris			Contract signature	●
Paris			Deliver Consulting Services	●
EMEA	France	Sophia Antipolis	DBS CoE EP/SCP/VTO Staffing for	●
EMEA	France	Sophia Antipolis	CoE EMEA Financials ERP/Sector	●
EMEA	France	Sophia Antipolis	AIS Logistics France	●
EMEA	France	Sophia Antipolis	AIS Financials France	●
EMEA	France	Sophia Antipolis	Manage Facilities	●
EMEA	France	Sophia Antipolis	Development Support Solution	●

To complete the dashboard, PC Facilitators recorded the process, location, number of employees required to be onsite, and the reason **why an onsite presence** is required.

This information then automatically generated a red or green status on the dashboard as shown at left -- where red means onsite personnel are required – like Brussels (IT and Facilities).

Another example is Concur's Manila office area in the Philippines. The campus was placed under an 8 p.m. to 5 a.m. curfew early in the outbreak. Due to the dashboard and data collection, workers were able to show proof of employment and transit permits were procured to travel to and from the office.



The Results

Concur Teams in Asia-Pacific Region

The most powerful example comes from the Concur APJ team.

Only about a fifth of employees were initially able to work from home with company-supplied laptops. Concur instead arranged for portions of the workforce in Manila to **take SAP-owned desktop hardware** to support WFH efforts.

To avoid a lengthy procurement and configuration process for new equipment, Concur management also **rented 350 laptops from SAP Labs** for local distribution.

Finally, a **"Bring Your Own Device"** capability was installed, with Citrix and F5 connectivity for workers utilizing both their own computer and their own network connectivity in home office.

Questions?

For questions after this session, contact me at mary.walby@sap.com or call 1-248-797-0879.

Thank you.

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