Defense Travel Modernization:
Agile Implementation of SAP Concur

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Travel Modernization at a Glance

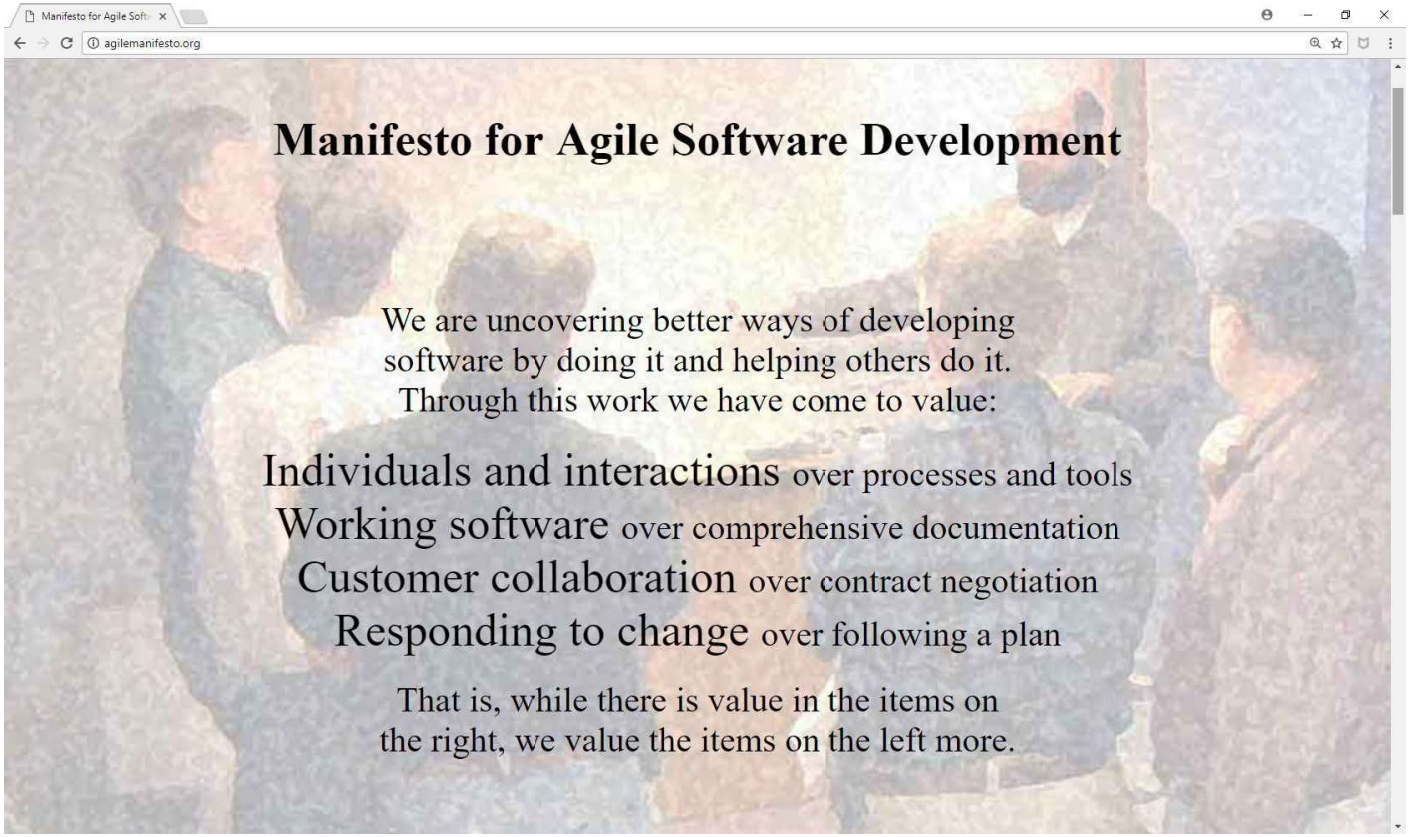
- Incremental approach:
  - Simplify policy for a subset of DoD travel
    - » e.g.: Business Travel, Training Travel, Medical Travel
  - Implement that policy in a modern travel solution
    - » Business Travel Prototype with SAP Concur*

  - Capture lessons learned for future policy changes
  - Evaluate the travel capability based on metrics, e.g.:
    - » Reduced cost and process complexity
    - » Improved customer satisfaction
    - » Achieved auditability constraints
  - Continue policy simplification based on business value

*DoD Announcement (Aug 2018):
https://www.defense.gov/News/News-Releases/News-Release-View/Article/1604916/dod-announces-award-to-reform-its-travel-system/

Definition of Agile

- From the source (http://agilemanifesto.org/):



Working with Agile Concepts

- Keep in mind:
  - An SAP Concur implementation is not primarily a software development activity
  - Agile has been applied in many other contexts
  - Choosing your lifecycle based on your specific project needs is an information technology best practice

- For Defense Travel Modernization:
  - Agile may lead to better ways to configure commercial off-the-shelf (COTS) software
  - Agreed to use of Scrum (https://www.scrum.org/)

Development vs. Configuration

- Configuration has a different starting point:
  - COTS software with configurable settings has already been developed and tested
  - The Product Owner's goals described in the user stories may not be achievable with existing options for settings

Development	Configuration
Requirements must be complete enough before the sprint—with key decisions already agreed to	Product Owner and stakeholders will not know all the possible settings—key decisions take place during the sprint
Development team elaborates requirements enough to complete design	Configuration team collaborates with Product Owner to choose and document configuration settings
Develop and test—time intensive	Implement the configuration settings and verify the results—not time intensive
Package ready-to-release software	Package configuration for release

Scoping the Product Backlog

- Two possible approaches to scoping:
  - Scope the sprint to deliver a set of user stories
    - » As a (role), I want (something) so that (benefit)
  - Scope the sprint to deliver a group of configuration settings as product backlog items (PBIs)
    - » PBIs are not user stories; some teams use similar formats
- Recommendations to consider:
  - Focus user stories on communicating goals, not on the settings themselves
  - Consider other Agile approaches if your project will only be marching through a list of configuration settings

Development vs. Integration

- Integration may or may not have a different starting point:
  - Some COTS solutions have configurable integration processes that have been developed and tested
  - If not, integration will likely follow a process that is similar to development

- Recommendations to consider:
  - Plan your Agile approach to identify and address architectural impacts between systems early on
  - Include some initial integration in your Minimum Viable Product capability set