



How Essential Knowledge Gets Transferred to an SAP AMS Partner

Companies are outsourcing the management of SAP applications to a third-party service partner. Find out how to hit the ground running with this partnership.

1. Classic Transition
2. Shadow Transition
3. No Transition
4. Hybrid Transition

Whitepaper



Application management services, or AMS, relieve the operational burden on a company's internal information technology (IT) team. AMS helps free up resources for strategic tasks and ensures a company's application landscape is always up to date and running smoothly around the clock.

In this whitepaper, we will discuss the essential steps to seamlessly transition knowledge to your new AMS partner so they can better support your company.

Regardless of whether you are a company that has decided to use SAP AMS for the first time or you want to change your AMS partner, the AMS partner must have a deep and broad insight into your application landscape. The specialists who take care of your applications will need to know your company's processes in the future. For example, the AMS partner will want to know how close your company works to current SAP standards and where your organization has its standards.

There are various knowledge transition approaches available, each of different starting points and goals. This white paper provides an overview of the four most common methods and compares their advantages and disadvantages.

Let's dive into them.

1. Classic Transition

A classical transition is a workshop-based approach where the customer's knowledge carriers (from the IT and business departments) complete the knowledge transfer. Experienced AMS providers have defined guidelines that are jointly reviewed and used to record existing detailed processes.

Advantages

- **Detailed handover.** All everyday operations processes are discussed.
- **Fast processing.** The AMS partner is prepared and is ready.
- **Sustainable team building.** There's a personal exchange between stakeholders.
- **Existing documentation.** Documents are jointly checked to see if it is up-to-date and maintained for joint support.

Disadvantages

- **High initial costs.** Increased utilization of the AMS partner and binding of employees.
- **Resource-intensive.** Top employees are participating in weeks of preparation and workshops.
- **Project management effort.** A project of this magnitude requires intensive planning and management.

Suitable for:

- Complex application landscapes with a high degree of customization.
- Highly mission-critical applications such as SAP.
- Companies with large IT departments that can assign personnel for the transition.

2. Shadow Transition

Shadow transition takes place during ongoing operations—the AMS partner “shadows” key stakeholders. By looking over their shoulders to see what is happening and, if applicable, what is already receiving concrete support themselves, they get to know the processes in practice.

Advantages

- **Lower costs.** It is more resource-intensive than traditional transition, but less burden for specialist departments, and low AMS partner cost.
- **The day-to-day business.** It continues knowledge carriers work as usual instead of being stuck in workshops.
- **Existing documentation.** It can be expanded with the customer.

Disadvantages

- **Calculated gaps.** Standard processes and exceptional cases that do not occur during the shadow transition may not be transferred (e.g., financial information, unique manufacturing processes, and inventory work).
- **Possible delays.** The AMS partner must look at aspects that they don't know yet.

Suitable for:

- Large IT departments and only occasionally use self-developed processes.
- Applications that can tolerate individual problem-solving techniques in the initial phase.
- Companies that want to avoid high initial costs and don't want their most experienced employees on time-consuming workshops.



3. No Transition

The AMS toolkit also includes the conscious decision not to implement a unique Knowledge Transition. This approach is the most pragmatic solution, especially for many medium-sized and smaller companies, and is frequently implemented. AMS experts can familiarize themselves with the processes during operations. The prerequisite for the AMS partner is a high level of willingness to communicate on behalf of the customer

Advantages

- **No lead times.** AMS operations start immediately.
- **Hardly any start-up investment.** The low initial outlay for service providers and outsourcing companies.
- **Flexible handover.** Particularly complex, error-prone, or system-critical processes can be pragmatic in short workshops with just a few participants.

Disadvantages

- **Patience is sometimes necessary.** During the training period, the AMS partner may encounter new issues, delays, and more problems. This may extend the time it takes to resolve issues.
- **No coordination of service level agreements (SLAs) in advance.** Since the service provider is not yet familiar with the process landscape in practice, SLAs cannot yet be definitively defined or adhered to.
- **Higher costs during ongoing operations.** The research and familiarization efforts of the service provider may be higher than for a different transition.
- **Team building from a distance.** The team consisting of the customer and the provider does not get to know each other in person but only digitally when a support ticket is opened.

Suitable for:

- Companies that work very closely to SAP standards and, therefore, have few individual processes to transfer.
- Organizations that need to get started quickly, for example, because they lack internal resources or the previous provider is no longer available.
- IT leaders who do not want to allocate a budget for a structured knowledge transition.
- Companies that want to avoid high initial costs and spread the cost of the transfer over the life of the project.



This approach is the most pragmatic solution, especially for many medium-sized and smaller companies, and is frequently implemented.

4. Hybrid Transition

A hybrid transition is a hybrid of the standard and customized to a company's needs. In such cases, a Knowledge Transition can also be used, which combines the approaches already mentioned. This classical transition is for complex individual and rare processes.

Advantages

- **Targeted.** Practical use of costs and internal human resources.
- **High process reliability.** Knowledge is transferred in full.
- **Quick start.** Simple standard processes can start immediately.

Disadvantages

- **High preparation effort.** Needs analysis and implementation planning are necessary.
- **High communication.** A lot of effort for AMS partner in the case of fewer complex processes. It is not possible to provide consistent documentation as part of the transition for all company processes.

Suitable for:

- Heterogeneous SAP landscapes with inconsistent levels of complexity.
- Companies that want to start quickly.
- Companies that only want AMS support for unique processes and solutions but can handle the rest of the SAP support



This classical transition is for complex individual and rare processes.

Documentation Transfer

In theory, it is also possible to complete the Knowledge Transition purely by handing over the existing system documentation. In this respect, this is not a sensible alternative and is at most suitable as an additional option if the decision has been made to work without Knowledge Transition as a matter of principle.

Conclusion

The decisive factor is the consulting competence of the AMS partner and their ability to work with the customer to find the appropriate model. Also, the power of the AMS partner to place as few burdens and restrictions on the customer as possible. The bottom line is the focus should always be secure, smooth, and problem-free application operations. A good start is a prerequisite for a good race.

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