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SAP BTP Center of Expertise (CoE) Guide

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1 SAP BTP Center of Expertise (CoE) Guide

About the Guide

This guide outlines a comprehensive framework for establishing and scaling an SAP BTP Center of Expertise (CoE).

It is designed as a self-service resource to start with the operating model and establish or refine the SAP BTP CoE. It offers strategic insights, practical frameworks, and examples of role-based recommendations that is accompanied and enhanced by SAP BT&A services to gain the full impact.

It explains how to drive innovation while ensuring robust strategy, governance, organization, and operations.

By following the recommended best practices and leveraging role-based enablement, organizations can transform their SAP BTP initiatives from initial quick wins into enterprise-wide strategic assets.

Scope and Target Audience

- **Business and IT Leaders:** Seeking strategic alignment and measurable outcomes.
- **IT Managers and Leads:** Responsible for defining governance frameworks and operational processes.
- **Architects and Technical Experts:** Looking for best practices in designing and integrating SAP BTP solutions.
- **Project and Product Owners:** Focused on accelerating innovation and achieving faster time-to-market.

Key Takeaways

- **Consistent Strategy, Governance and Organization:** Implement clear guardrails to maintain effective and efficient operations.
- **Accelerated Innovation:** Use agile practices to drive rapid solution development.
- **Scalable Growth:** Evolve through defined maturity levels – from Support to Empower – while aligning with your overall business strategy.

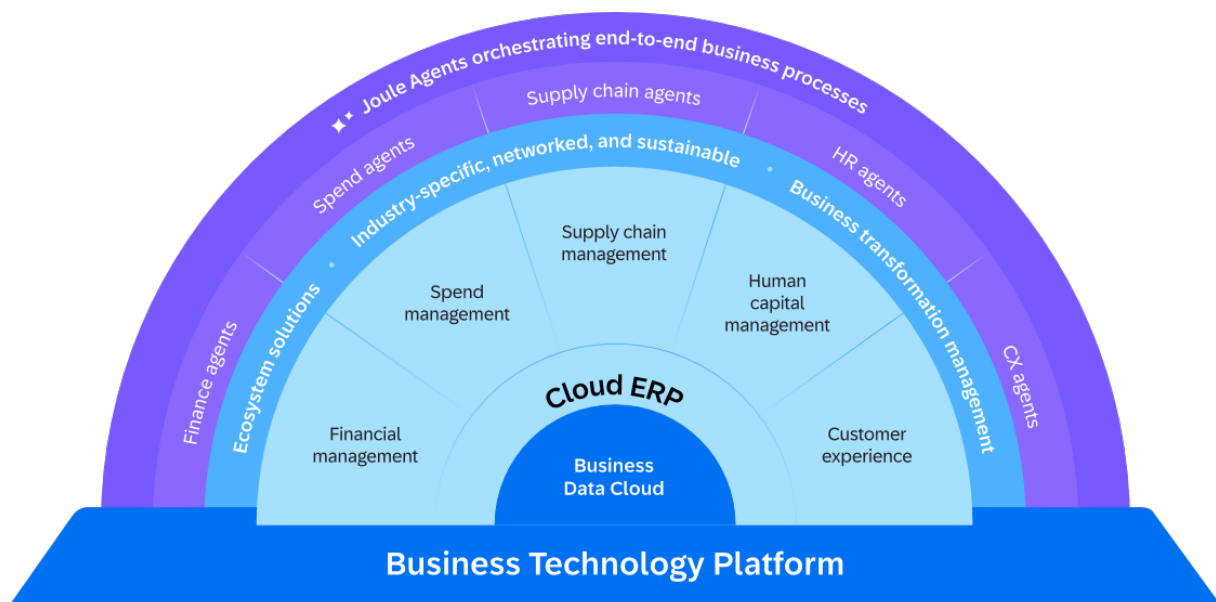
1.1 What is SAP BTP CoE

A dedicated SAP Center of Expertise (CoE) centralizes the strategy, governance, and operating model needed to fully realize SAP BTP's potential.

What is SAP BTP?

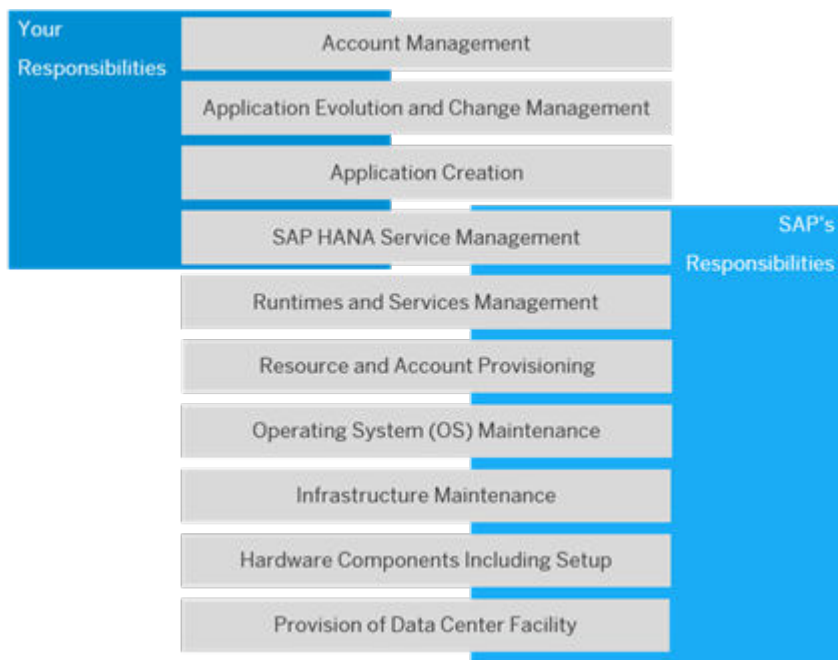
SAP Business Technology Platform (SAP BTP) is the unified foundation for digital transformation, offering cloud-native and hybrid solutions that integrate seamlessly with existing systems.

This guide is designed for both business and IT leaders, offering a concise overview of SAP BTP's capabilities, a maturity model for CoE evolution, and actionable recommendations to ensure your CoE delivers continuous value.



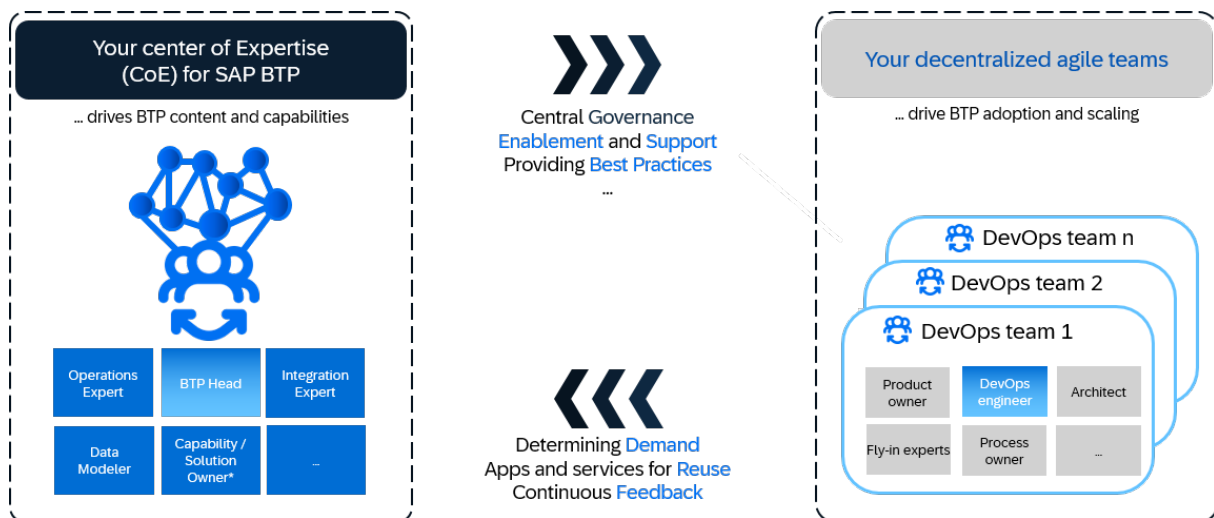
SAP BTP – Shared Responsibility Model

SAP BTP operates under a shared responsibility model where SAP manages the underlying platform infrastructure – ensuring uptime, security, and performance – while customers are responsible for developing, configuring, and managing applications. This partnership allows organizations to focus on using the platform's capabilities without the burden of managing the core infrastructure.



Why a Center of Expertise (CoE) for SAP BTP?

A dedicated SAP BTP CoE centralizes the strategy, governance, and operating model needed to fully realize SAP BTP's potential. Without a CoE, platform usage can become fragmented, leading to inconsistent deployments, duplicated efforts, and missed opportunities.



Key Principles of SAP BTP Governance

Effective governance is critical for balancing innovation with control. The following principles guide SAP BTP governance:

- **Business alignment:** Ensure each BTP initiative supports clear business outcomes.
- **Security and compliance by design:** Embed robust security measures and adhere to data protection standards throughout the lifecycle.
- **Transparent roles and responsibilities:** Define ownership using models like RACI to streamline decision-making.
- **Enabling self-service with guardrails:** Provide teams with standardized frameworks, while maintaining oversight through established policies.
- **Continuous improvement:** Regularly update processes and best practices based on performance metrics and stakeholder feedback.

Benefits of a SAP BTP CoE

A well-established CoE delivers significant benefits for both business and IT:

- **Faster innovation:** Accelerates time-to-market through shared best practices and rapid prototyping.
- **Enhanced experiences:** Improves customer and employee satisfaction via personalized solutions.
- **Strategic alignment:** Ensures that every initiative is tied to key business outcomes such as revenue growth and cost optimization.
- **Streamlined operations:** Standardizes processes for account management, security, and system integrations.
- **Reduced risks:** Centralizes oversight to proactively address operational and compliance challenges.
- **Effective collaboration:** Fosters a culture of continuous learning and cross-functional teamwork.

Common Challenges in Adopting SAP BTP

While the benefits are substantial, organizations often face hurdles when adopting SAP BTP, including the following:

- **Fragmented governance:** Disparate approaches can lead to inconsistent deployments and higher costs.
- **Skills and knowledge gaps:** Rapid innovation may outpace the organization's ability to train and upskill its workforce.
- **Unclear roles and responsibilities:** Without defined ownership, critical tasks may be overlooked.
- **Security and compliance risks:** Integrating multiple systems can complicate data privacy and regulatory adherence.

- **Scaling difficulties:** Transitioning from pilot projects to enterprise-wide implementation requires robust governance and a clear operating model.

By recognizing these challenges early, organizations can proactively design a BTP CoE that mitigates risks and sets the stage for long-term success.

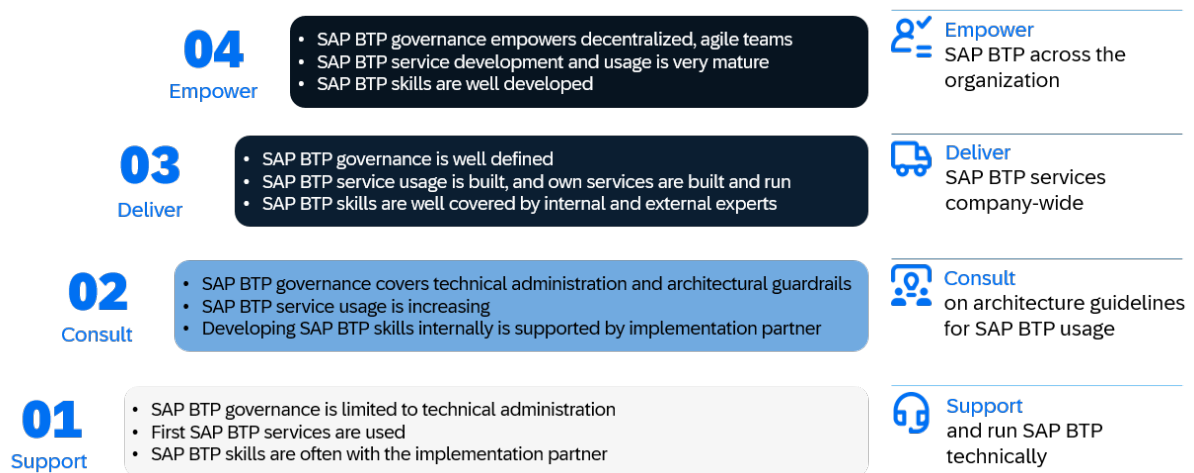
1.2 SAP BTP CoE Maturity Model

The SAP BTP CoE Maturity Model provides a framework for assessing your organization's current SAP BTP capabilities and for planning a strategic evolution toward a more integrated, innovative, and enterprise-wide operating model. This model is divided into four distinct levels: Support, Consult, Deliver, and Empower.

Overview of the Maturity Levels

Each level represents a significant step in capability, governance, and business impact:

- **Support:** Focuses on basic platform administration, reactive troubleshooting, and ensuring stable operations.
- **Consult:** Introduces advisory practices, formalized standards, and initial guardrails to guide project teams.
- **Deliver:** Emphasizes end-to-end project execution, structured processes, and cross-functional collaboration to drive tangible business outcomes.
- **Empower:** Represents a strategic, decentralized model where business and IT collaboratively drive continuous innovation and enterprise transformation.



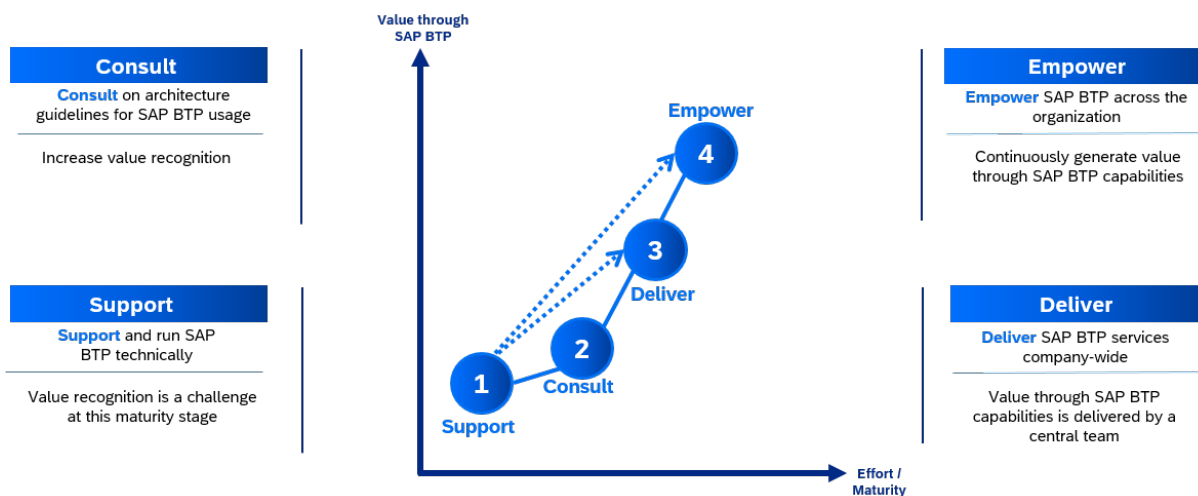
Detailed Characteristics and Focus Areas

	Primary Characteristic	Governance Approach	Focus Area
Support	Reactive and technical support with a focus on maintaining system stability.	Minimal formal governance with essential rules for subaccount management and security.	- Platform Administration: Ensure uptime, routine maintenance, and basic troubleshooting. - Security Basics: Implement foundational security measures and user management. - Issue Resolution: Address break-fix scenarios with ad hoc support.
Consult	Transitioning from reactive support to providing strategic guidance on BTP usage.	Introduction of structured guidelines, including naming conventions, guardrails, and initial standard operating procedures.	- Advisory Services: Offer architectural reviews and strategic recommendations. - Standardization: Develop and communicate best practices to ensure consistency. - Knowledge Building: Begin creating role-specific learning paths and resource repositories for SAP BTP.
Deliver	Proactive execution of end-to-end projects that deliver measurable business value.	Well-defined processes and an operating model that integrates technical teams with business functions.	- Project Execution: Drive full lifecycle project management from development to operations. - Collaboration: Enhance cross-functional teamwork between IT, business, and support teams. - Scalability: Use repeatable methodologies, project templates, and automated testing/deployment pipelines to ensure quality and speed.

Empower

- Enabling a culture of **continuous innovation** where **teams are empowered** to independently develop and scale solutions.
- Advanced governance mechanisms that **balance self-service with enterprise standards**, supporting **decentralized decision-making**.
- **Innovation Enablement:** Foster an environment where both business and IT co-create solutions.
- **Agile Autonomy:** Encourage autonomous teams to drive rapid innovation while maintaining alignment with strategic objectives.
- **Continuous Improvement:** Implement robust feedback loops, regular audits, and performance metrics to refine processes and adopt emerging technologies.

Visual Roadmap and Milestones



The following milestones help you to track progress and to plan strategic initiatives as you move through each maturity level.

Transition from Support to Consult

- **Baseline assessment:** Complete a comprehensive evaluation of current SAP BTP usage, including performance metrics, incident logs, and governance gaps.
- **Guideline development:** Document formal guidelines and guardrails for subaccount management, naming conventions, and basic security policies.

- **Initial training:** Conduct targeted training sessions for key support roles (for example, SAP BTP Platform Administrators) on standardized procedures and the newly defined guidelines.
- **Early adoption of guardrails:** Implement foundational security measures (for example, RBAC setup, identity management) across all subaccounts and monitor for compliance.

Transition from Consult to Deliver

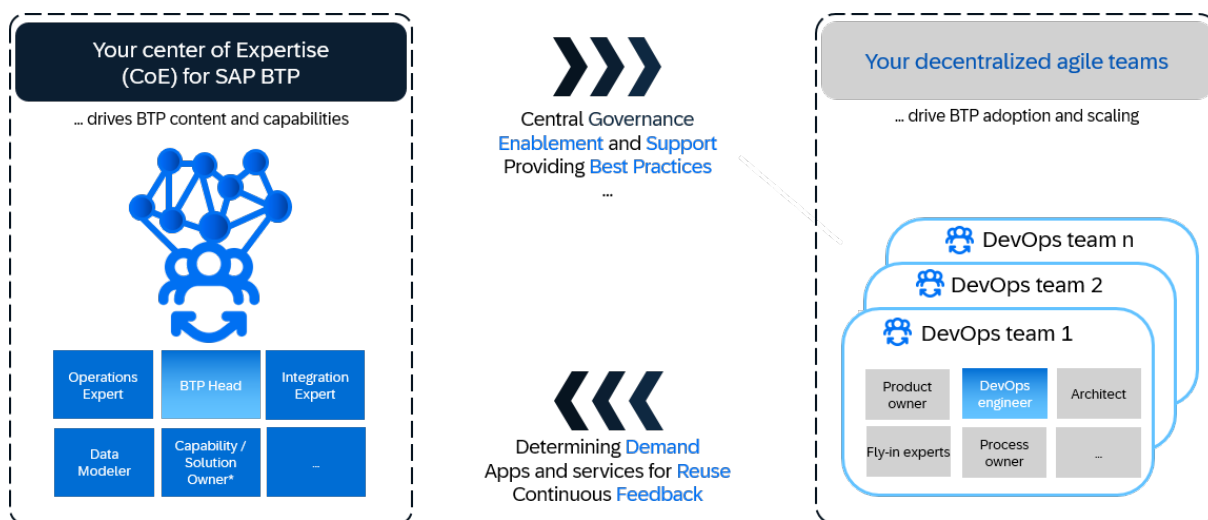
- **Advisory workshops:** Launch a series of cross-functional workshops to review pilot projects, gather stakeholder feedback, and refine best practices.
- **Pilot project rollout:** Initiate one or more end-to-end pilot projects that utilize standardized development templates, integration patterns, and deployment processes.
- **Knowledge base publication:** Develop and publish a centralized repository of best practices, lessons learned, and standard operating procedures accessible to all teams.
- **Automation in CI/CD:** Integrate automation tools into CI/CD pipelines to streamline testing, deployment, and rollback processes, reducing manual intervention.

Transition from Deliver to Empower

- **Decentralized autonomy:** Establish clear decision rights and self-service dashboards, enabling individual teams to manage their projects with minimal central oversight.
- **Continuous improvement program:** Launch a formal program that includes regular performance reviews, retrospective sessions, and KPI tracking to drive iterative process improvements.
- **Innovation initiatives:** Fund and support cross-departmental innovation challenges or hackathons to surface new ideas and use cases for SAP BTP.
- **Advanced monitoring and analytics:** Deploy real-time analytics and monitoring tools that provide insights into system performance, cost efficiency, and business impact metrics, enabling proactive adjustments and long-term strategy refinement.

Agile Operating Model for SAP BTP

The customer's Agile Operating Model must be integrated into SAP BTP CoE Organization to respond to modern demands for faster innovation, automation, and accelerated time-to-market in the cloud. At the heart of this model is the SAP BTP Center of Expertise (CoE), which provides central governance, enablement, and best practices to decentralized teams. These teams – often referred to as “DevOps teams” – work on designing, building, and operating solutions that use SAP BTP's core services.



SAP BTP CoE Responsibilities

- Define and maintain governance standards (for example, security guardrails, account structures).
- Offer enablement and support (training, onboarding materials, architectural guidance).
- Identify reusable apps and services to increase efficiency and reduce duplications.

Decentralized Agile Teams

- Collaborate with the CoE to determine demand and align on priorities.
- Develop and deploy solutions iteratively, gathering continuous feedback from users.
- Integrate with other systems and processes to meet specific business objectives.

By centralizing essential SAP BTP expertise in the CoE – while empowering separate agile teams to deliver solutions – organizations can adopt SAP BTP capabilities faster, work in mixed (business/IT) teams more effectively, and drive their transformation journey to the cloud with SAP.

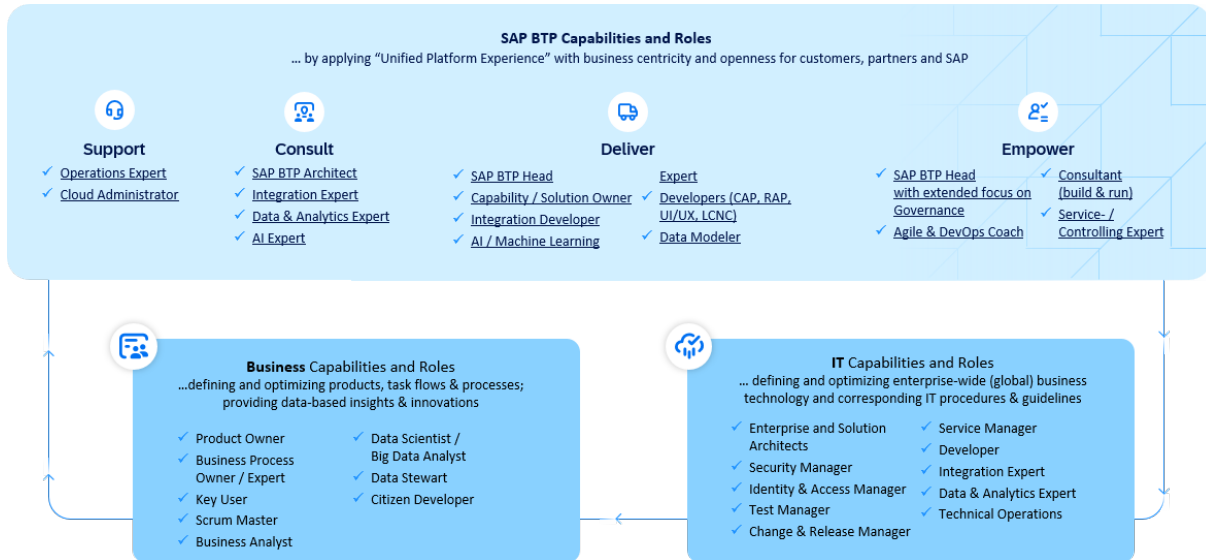
1.3 Roles and Responsibilities

A successful SAP BTP Center of Expertise (CoE) depends on clearly defined roles and responsibilities that evolve as the organization's capabilities mature. This section presents a framework that covers core roles at the Support level and an overview of how roles expand and evolve at the Consult, Deliver, and Empower stages.

Overview and Approach

The roles within your SAP BTP CoE ensure accountability, promote knowledge sharing, and enable continuous improvement. Although specific titles and responsibilities may differ by organization, this framework serves as a common reference to

- Establish clear ownership of platform administration, security, integration, and governance.
- Facilitate effective collaboration between technical teams and business stakeholders.
- Drive continuous innovation by evolving responsibilities as your CoE matures.



Note

BTP Capabilities are: Application, Automation, Integration, Data & Analytics, Artificial Intelligence, and Foundation.

Roles at Each Maturity Level

Support Level

Role	Primary Responsibilities	Key Competencies
Operations Expert	Maintains SAP BTP environments, applies patches, and monitors system health. Handles incident resolution and escalates issues to SAP or other teams when needed	Platform administration, troubleshooting, and foundational security practices
Cloud Administrator	Manages global/subaccount structures, user access, and entitlement allocations. Ensures alignment with basic governance policies (naming conventions, cost monitoring)	SAP BTP Cockpit usage, identity/access management, and capacity planning

Consult Level

Role	Primary Responsibilities	Key Competencies
SAP BTP Architect	Designs and governs the overarching SAP BTP architecture, ensuring alignment with enterprise standards. Provides high-level guidance on security, integrations, and service configurations	Enterprise architecture, cloud security principles, multi-cloud/hybrid strategies, SAP BTP service portfolio
Integration Expert	Plans system connectivity between SAP BTP and cloud/on-premise or external systems. Develops integration strategies (A2A, B2B, event-driven) and ensures data consistency	SAP Integration Suite, API management, event-based architectures, design patterns for reliability and scalability
Data & Analytics Expert	Sets up data models, analytics dashboards, and reporting solutions (for example, SAP Analytics Cloud, SAP HANA Cloud). Ensures data integrity, performance, and actionable insights	Data modeling, ETL & delta sharing processes, analytics design, performance optimization, basic machine learning concepts
AI Expert	Advises on AI use cases, develops and deploys AI models, and integrates AI capabilities on SAP BTP	AI concepts, SAP BTP AI services (AI Core, Launchpad, and so on), data science tools (Python, and so on), ethical AI

Deliver Level

Role	Primary Responsibilities	Key Competencies
SAP BTP Head	Oversees the SAP BTP CoE's daily operations and project delivery. Aligns SAP BTP initiatives with business goals, manages budgets and escalations, and ensures resource allocation	Leadership, strategic planning, stakeholder management, broad SAP BTP service knowledge
Capability / Solution Owner	Acts as the bridge between business requirements and technical delivery. Needs to be implemented for Application Development, Automation, Integration, Data & Analytics and Artificial Intelligence. Defines solution scope, success metrics, and ensures solutions meet quality and budget targets	Business process analysis, requirements gathering, project coordination, SAP BTP awareness
Integration Developer	Develops and implements integration flows and APIs, and ensures seamless data exchange on SAP BTP	SAP BTP Integration Suite, API development, integration patterns, cloud platforms, data integration
AI / Machine Learning Expert	Implements and operationalizes AI/ML models, integrates them with applications, and ensures performance on SAP BTP	AI/ML algorithms, SAP BTP AI services, data preparation, model evaluation, AI/ML lifecycle management
Cloud Developer (CAP, RAP, UI/UX, LCNC)	Develop cloud-native applications using SAP Cloud Application Programming Model (CAP), RAP (ABAP RESTful), UI/UX frameworks, or low-code/no-code tools	Programming (Java, Node.js, ABAP), DevOps pipelines, user-centric design, knowledge of SAP BTP APIs and services

Role	Primary Responsibilities	Key Competencies
Data Modeler	Designs complex data models, pipelines, and analytical frameworks. Collaborates with Data & Analytics Experts to optimize data processing and reporting	Advanced SQL, data modeling (conceptual/logical/physical), performance tuning, SAP HANA Cloud or Datasphere optimization

Empower Level

Role	Primary Responsibilities	Key Competencies
SAP BTP Head (with Extended Focus on Governance)	Continues to lead the CoE while driving enterprise-wide governance. Balances decentralization with standardized policies, ensuring compliance and risk management	Governance frameworks, risk assessment, alignment, advanced stakeholder engagement
Consultant (Build and Run)	Provide advisory and hands-on expertise for building and running solutions. Collaborate with decentralized teams to ensure adherence to best practices and guardrails	Full-stack solution delivery, DevOps, automation, advanced troubleshooting, improvement mindset
Agile and DevOps Coach	Champion agile methodologies (Scrum/Kanban) and DevOps culture across teams. Coach on continuous integration, continuous delivery, and iterative development practices	Agile frameworks, DevOps toolchain, automation, team facilitation and coaching
Service- / Controlling Expert	Manages cost optimization, licensing, vendor relationships, and chargeback/showback models for BTP services. Provides financial transparency and ensures efficient usage	Cost controlling, vendor management, pricing models, financial analytics, subscription tracking

Notes on Role Evolution

- **Overlap in smaller teams:** In smaller organizations, multiple roles may be performed by a single individual.
- **Continuous learning:** As SAP BTP evolves, role competencies should be updated regularly (for example, new AI services or additional integration features).
- **Governance integration:** Roles at higher maturity levels inherently include governance responsibilities to maintain alignment with enterprise standards and strategic objectives.

By assigning these roles across Consult, Deliver, and Empower levels, your organization can systematically mature its SAP BTP CoE capabilities — ultimately achieving both operational excellence and innovation at scale.

Role-Based Enablement and Learning Maps

To support continuous growth and adaptability, consider creation/implementation of the following:

- **Learning maps:** Develop structured training roadmaps for each role. For example, a Learning Map for a SAP BTP Platform Administrator might include SAP Learning Hub courses, hands-on labs, and SAP Community resources.
- **Knowledge sharing:** Establish internal repositories (for example, Wikis, collaborative portals) and regular training sessions to keep teams updated on new SAP BTP services and best practices.
- **Mentoring programs:** Pair junior team members with experienced experts to accelerate skill development and foster a culture of continuous learning.

Cloud Administrator (for SAP BTP Platform)

This section provides a curated list of recommended enablement resources for the Support-level role of SAP BTP Platform Administrator introduced above. These resources include official SAP documentation, learning journeys, community blogs, and other training assets. While the lists below suggest a representative selection, you can customize or expand these based on your organization's specific needs and existing skill sets.

SAP.com

- [SAP News Center \(BTP\)](#) 
- [Business and technology insights](#) 

Whitepapers and Guides:

- [BTP Strategy Paper](#) 
- [SAP Cloud Identity Services - Solution Overview](#)  or [Video](#)
- [SAP Integration Strategy Whitepaper](#) 

SAP Help

- [SAP BTP Administrator's Guide](#) (within the guide, there are other SAP Help resources linked in a step-by-step format)
- [SAP BTP Security Recommendations](#)
- [What Are Cloud Identity Services?](#)
- [SAP Cloud Identity Services administration and configuration](#)
- [What's New for SAP Business Technology Platform](#)
- [What's New for Cloud Identity Services](#)

SAP Community

- [SAP BTP Landing Page](#) 
- [SAP BTP Security Topic Page](#) 
- [SAP Cloud Identity Services Topic Page](#) 
- [SAP Cloud Identity Services - Identity Authentication Topic Page](#) 
- [SAP Cloud Identity Services - Identity Provisioning Topic Page](#) 
- [Authorization Management](#)  (GitHub)

Important Portals

- [SAP BTP Cockpit](#)
- [SAP !\[\]\(2b7ec77467612a484c33e0fad96249ce_img.jpg\) Business Accelerator Hub](#) 
- [SAP BTP Road Map Explorer](#) 
- [Release Navigator for SAP BTP](#)  (product-specific)
- [Consolidated Release Schedules for SAP BTP](#)  (SAP4Me)
- [SAP Trust Center](#) 
- [SAP Activate Methodology for SAP Business Technology Platform](#) 
- [Customer Influence Portal](#) 

SAP Learning Journeys

- [Discovering SAP Business Technology Platform](#) 

- [Administering SAP Business Technology Platform](#) 📄
- [Introducing Cloud Security on SAP Business Technology Platform](#) 📄
- [Implementing SAP HANA User Management](#) 📄
- [Setting up an ABAP Environment on SAP BTP](#) 📄
- [Learning how to use the SAP AI Core service on SAP Business Technology Platform](#) 📄 – *optional*
- [Operating with SAP Cloud ALM](#) 📄 – *optional*, but mandatory if SAP CALM is used and BTP Platform Administrator is responsible for operating

SAP Live Sessions

- [Advanced Administration for SAP Business Technology Platform](#) 📄
- [SAP Business Technology Platform Security: Mastering Identity Authentication Service \(IAS\)](#) 📄
- [Securing Access: Managing Roles and Role Collections in SAP BTP with IDP Group Mapping](#) 📄

SAP Practice Systems

SAP Classroom Trainings

- [BTP100 - SAP Business Technology Platform Foundation](#) 📄
- [ADMCLD - Introduction to SAP Business Technology Platform \(BTP\) Administration](#) 📄
- [ADM900 - SAP System Security Fundamentals](#) 📄 - *optional*

SAP Discovery Center

Services

- [All BTP Services](#) 📄
- [SAP Cloud Identity Services](#) 📄
 - [SAP Cloud Identity Services - Identity Provisioning](#) 📄
 - [SAP Secure Login Service for SAP GUI](#) 📄

Missions

- [Get Started with SAP BTP Enterprise Account](#) 📄
- [Get Started with SAP BTP - Cloud Identity Service Provider \(SAP IdP\)](#) 📄

SAP Tutorials

- [Set Up an SAP BTP Account for Tutorials](#) 📄 or [Get Started with SAP BTP Enterprise Accounts](#) 📄
- [Account Administration Using the SAP BTP Command Line Interface](#) 📄
- [Get Hands-On Security Recommendations for Your SAP BTP Environment](#) 📄 (GitHub)

SAP Newsletters

- [Overview of all SAP Newsletters](#) 📄
- [Newsletter on latest SAP news and information](#) 📄
- [SAP Developer Newsletter](#) 📄
- [SAP Insights Newsletter](#) 📄
- [SAP Learning Hub Newsletter](#) 📄

SAP Events/Webinars

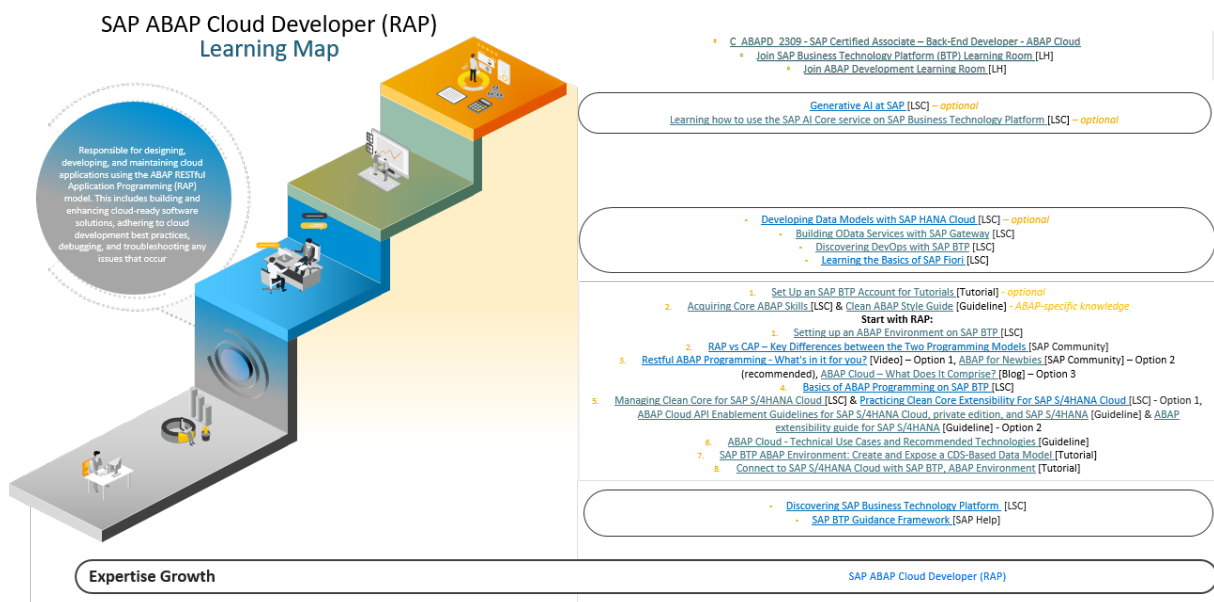
- [SAP BTP-related Events: In-person, online](#) 📄
- [SAP BTP](#) 📄 [Innobytes](#) 📄 on YouTube

- [SAP Community](#) 📺 on YouTube
 - [SAP BTP Ask Me Anything - Monthly Series](#) 📺
- [SAP Developer News](#) 📺 on YouTube
- [SAP BTP Talk Podcast](#) 📻 on openSAP Podcast Platform
- [SAP Global User Groups Organization](#) 🗺️: Webinars and events tailored to SAP user groups

Creation of Detailed Learning Maps

A key element of role-based enablement for the BTP CoE is the development of Learning Maps – structured roadmaps of training and resources tailored to each role’s specific needs. The objective is to guide BTP CoE members, in a step-by-step manner, through various offerings such as video tutorials, blogs, Learning Journeys, SAP Discovery Center missions, as well as premium/paid content available through Learning Hub (live sessions, practice systems, certifications), and more.

The figure below shows an example of a learning map for an SAP ABAP Cloud Developer (RAP) role, that we advise customers to create for SAP BTP CoE roles to foster organizational enablement.



Final Considerations

The success of your SAP BTP CoE depends on:

- **Clear Role Definition**
Every team member must understand their responsibilities, decision rights, and the overall CoE strategy.
- **Flexibility and Adaptation**
As your organization grows, periodically review and update role definitions and responsibilities to align with evolving business needs and technological advancements.

- **Integration with Governance**

Ensure that roles are integrated into your broader governance framework through tools like RACI matrices, standard operating procedures, and performance metrics.

By clearly defining and continuously evolving roles and responsibilities—and by supporting these with targeted enablement and learning initiatives—Your SAP BTP CoE will build a strong foundation for operational excellence, strategic innovation, and scalable growth.

1.4 SAP BTP Governance in Practice

Effective SAP BTP governance requires more than just high-level principles; it relies on practical, enforceable measures that align technical decisions with business objectives. This chapter outlines three core aspects of SAP BTP governance: defining guardrails, clarifying roles and responsibilities (via RACI), and managing sub-accounts, licensing, and vendors.

Defining Guardrails, Standards, and Policies

Guardrails are the rules, guidelines, and standards that direct how your organization uses SAP BTP. They ensure a consistent, secure, and compliant environment – especially important in larger enterprises where multiple teams work concurrently.

Some of the examples are:

1. **Naming Conventions and Structures**

- Define clear rules for naming global accounts, subaccounts, spaces, and services.
- Ensure these conventions reflect your organizational structure (for example, lines of business, project codes) to make ownership and cost tracking more transparent.

2. **Security and Compliance**

- Enforce role-based access control (RBAC) by creating role collections and assigning the appropriate privileges.
- Maintain logs and audit trails, and regularly review them for anomalies.
- Align policies to meet local data privacy regulations (for example, GDPR) and industry standards (for example, ISO, SOC).

3. **Development and Deployment Standards**

- Provide guidelines on approved development frameworks, recommended DevOps practices, and usage of integration services.
- Encourage code and configuration reviews to ensure each project follows consistent security, performance, and quality benchmarks.

4. **Cost and Consumption Monitoring**

- Set thresholds for resource usage and implement alerts to prevent runaway costs.
- Regularly review consumption reports to optimize entitlements and licensing.

You can find more information in the [SAP BTP Administrator's Guide](#), which follows you through planning and setting up your SAP BTP landscape to manage the lifecycle of your cloud applications:

- [Set Up and Plan](#)
- [Develop and Build](#)
- [Deploy and Deliver](#)
- [Integrate and Test](#)
- [Go-Live and Operate](#)
- [Improve and Retire](#)

In terms of SAP BTP Security, make sure to read through [SAP BTP Security Recommendations](#), [SAP Trust Center](#)  (you can find essential security guides and policies under [Tools & Information](#) ).

In terms of SAP BTP Development, we strongly recommend to use [BTP Best Practices](#).

By codifying these guardrails in policies and standard operating procedures (SOPs), organizations create a stable foundation that balances flexibility with essential oversight.

RACI Model: Who Does What?

A RACI model clarifies how responsibilities are distributed among the individuals and teams involved in SAP BTP projects. RACI stands for:

- **Responsible:** The person (or team) doing the work to complete the task.
- **Accountable:** The one ultimately answerable for the correct and thorough completion of the task.
- **Consulted:** Those whose input is sought before a final decision or action is taken.
- **Informed:** Those who need to be kept in the loop on progress, but do not directly contribute to the task's completion.

RACI in the Context of BTP Governance

During the setup of BTP operations, it's important to establish a clear RACI matrix outlining the necessary task clusters, including subaccount setup, user management, monitoring, licensing checks, and similar activities. Typically, this involves mapping best-practice roles and responsibilities to ensure that each operational task has clearly assigned ownership within the organization. This process can be carried out collaboratively through dedicated workshops or similar alignment activities.

Typical Areas That Benefit from RACI

1. **Platform Administration**
 - Who is responsible for subaccount setup and configuration?
 - Who is accountable for overarching platform policies and license usage?
2. **Security and Compliance**
 - Who leads identity management and role assignments?
 - Which stakeholders must be consulted for data privacy decisions?
3. **Development and Integration**
 - Who is responsible for building new integrations or applications?
 - Who is consulted for design reviews or performance checks?

4. Incident and Change Management

- Who leads troubleshooting and escalation?
- Who must be informed if a system patch or major release could affect their projects?

By applying a RACI framework, you help prevent task overlap, ensure clear decision-making, and streamline collaboration – particularly vital as your CoE evolves from Support to Consult, Deliver, and Empower levels.

Sub-Account Management, Licensing, and Vendor Management

Efficient management of sub-accounts, licenses, and vendor relationships is crucial for both operational excellence and cost control in SAP BTP.

1. Sub-Account Management

- **Structure:** Organize subaccounts by project, department, or environment (for example, DEV, TEST, PROD) to maintain clarity and governance.
- **Access Control:** Apply fine-grained role collections to each subaccount, ensuring the right teams have the correct permissions.
- **Monitoring & Reporting:** Use built-in dashboards and usage reports to track resource consumption at the subaccount level.

See more in [SAP BTP Account Model](#) and [Account Administration](#).

2. Licensing and Cost Optimization

- **Entitlement Allocation:** Assign entitlements carefully to avoid running short on crucial services – or overspending on underutilized ones.
- **Cost Transparency:** Implement cost dashboards or FinOps practices to review monthly consumption, identify anomalies, and reassign entitlements as needed.
- **License Compliance:** Understand relevant licensing models (for example., subscription-based, consumption-based) and track usage against contractual limits.

3. Vendor Management

- **SAP Account Management:** Maintain regular contact with SAP representatives to stay informed about product updates, usage tips, or promotional offers.
- **Third-Party Integrations:** If using non-SAP services (for example, specialized AI, security), ensure contracts and SLAs align with your internal BTP governance.
- **Support and Escalation:** Clarify escalation paths for critical incidents requiring vendor intervention – particularly for production systems.

By actively governing subaccount structures, entitlements, and vendor relationships, organizations can optimize costs, reduce operational risks, and scale their SAP BTP environment in a controlled, sustainable manner.

1.5 Process Frameworks and Best Practices

Establishing clear process frameworks and adhering to best practices are key elements of effective BTP governance. This chapter introduces lifecycle management, security & compliance, and monitoring and continuous improvement – all crucial components for delivering high-quality solutions on SAP BTP.

Lifecycle Management (Development, Testing, Deployment, Operations)

Lifecycle management on SAP BTP involves orchestrating the flow of applications and integrations from initial development to production operations, ensuring stability, quality, and speed along the way.

1. Development

- **Code and configuration repositories:** Store application code and configurations (for example, Integration Flow definitions) in version control systems (for example, Git).
- **Shared standards:** Use approved frameworks (for example, CAP, RAP) and guardrails (naming conventions, security policies) established by the CoE.

2. Testing

- **Automated testing:** Incorporate unit, integration, and regression tests in your CI/CD pipelines to catch defects early.
- **Test environments:** Maintain separate subaccounts or spaces for development, quality assurance, and user acceptance testing to avoid cross-contamination.

3. Deployment

- **Continuous integration/continuous delivery (CI/CD):** Automate build and deployment steps with tools like Jenkins, GitHub Actions, or SAP Continuous Integration and Delivery service.
- **Versioning and rollbacks:** Track releases to enable swift rollbacks if needed – particularly crucial in hybrid or mission-critical scenarios.

4. Operations

- **Production stability:** Use monitoring and alerting tools (for example, SAP Alert Notification) for real-time visibility into service performance.
- **Change management:** Follow established ITIL or internal processes for patching, emergency fixes, and scheduled upgrades to minimize disruption.

Security and Compliance (Authorization, Access, Audit)

A robust security and compliance framework ensures the integrity, confidentiality, and availability of applications and data on SAP BTP. Key elements include the following:

1. Identity and Access Management (IAM)

- **Role collections and authorizations:** Assign permissions based on roles and responsibilities, ensuring the principle of least privilege.
- **Secure authentication:** Use Identity Authentication Service (IAS) or other IDP solutions, enabling multi-factor authentication (MFA) where possible.

2. Data Protection and Privacy

- **Regulatory Compliance:** Adhere to relevant standards (for example, GDPR, ISO) by configuring data retention policies, encryption, and anonymization as needed.
- **Audit trails:** Enable and review logs to track user actions, configuration changes, and data access.

3. Vulnerability Management

- **Patch management:** Apply recommended patches or updates to address security vulnerabilities promptly.
- **Threat detection:** Use security scanning tools (where applicable) and maintain an incident response plan for critical issues.

4. Governance Alignment

- **Policy enforcement:** Ensure security requirements are embedded in development pipelines, infrastructure configurations, and day-to-day operations.
- **Regular audits:** Schedule periodic reviews and audits (internal or third-party) to validate that security measures remain effective and up to date.

Monitoring and Continuous Improvement (KPIs, SLAs, etc.)

Ongoing **monitoring** and **continuous improvement** help maintain operational excellence and align BTP initiatives with evolving business needs.

1. Monitoring and Alerts

- **Tools and dashboards:** Configure SAP BTP Cockpit, SAP Alert Notification, or third-party solutions to monitor usage, performance, and error rates.
- **Real-time alerts:** Set up automated notifications for service degradations, cost anomalies, or security breaches.

2. KPIs and Metrics

- **Performance indicators:** Track metrics like response times, throughput, and error counts for critical services.
- **Cost metrics:** Monitor consumption, licensing, and subscription costs to identify optimization opportunities.

3. Service Level Agreements (SLAs)

- **Internal and external SLAs:** Define expected service levels (for example, uptime, response times). Communicate them to stakeholders and measure compliance.
- **Escalation paths:** Document how incidents are escalated if SLAs are at risk – ensuring timely resolution or workaround.

4. Feedback Loops and Optimization

- **Post-incident reviews:** Perform root-cause analysis and implement corrective actions to prevent future recurrences.
- **Continuous improvement culture:** Foster regular retrospectives, training, and knowledge sharing so teams can refine processes and adopt emerging BTP functionalities.

1.6 Implementing and Scaling Your BTP CoE

Learn how to kick-start your CoE.

Having established the foundational governance elements and role definitions, the next step is implementation and scaling. Here you will find guidance on how to kick-start your CoE with quick wins and pilot projects, create a maturity roadmap, and ensure alignment with broader enterprise objectives. SAP offers a BTP Governance Service, that helps organizations chart their path toward higher CoE maturity. For more information on this more structured approach to build a BTP CoE, see the [SAP Services and Support Catalog](#).

Getting Started: Quick Wins and Pilot Projects

- **Identify high-value use cases:** Target an area where SAP BTP can quickly demonstrate tangible results – such as automating a manual workflow or integrating a critical on-premise system with a cloud-based application.
- **Limit scope for pilot:** Keep the initial scope manageable to reduce risk and accelerate delivery. This fosters a “learn fast, iterate fast” mentality that can be extended to future initiatives.
- **Use existing skills:** Focus on roles and competencies already present within the CoE or broader IT organization. This approach speeds up the onboarding process and helps build internal advocacy for BTP.
- **Document and share success:** Capture lessons learned, highlight metrics (for example, cost savings or time-to-market improvements), and share successes internally to foster confidence in the CoE model.

Roadmap to Scale CoE Maturity

1. **Assess current state:** Evaluate where the organization stands in terms of the four BTP maturity levels (Support, Consult, Deliver, Empower) and identify specific gaps in governance, skills, and processes.
2. **Define target maturity:** Establish clear objectives for what “Consult,” “Deliver,” or “Empower” should look like in your context. Outline desired outcomes in terms of agility, innovation, or enterprise-wide adoption.
3. **Planned incremental upgrades:** Develop a staged approach:
 - Strengthen governance (for example, refine RACI, standardize procedures).
 - Expand skills and roles (introduce specialized roles like Data Modeler, Integration Expert).
 - Embed agile practises (iterative project delivery, continuous feedback loops).
4. **Monitor and adapt:** Regularly review the roadmap’s progress – adjust timelines, reprioritize initiatives, or pivot as new business needs or BTP capabilities emerge.

Aligning with Overall Enterprise Strategy

- **Connect to strategic objectives:** Link your SAP BTP CoE goals to the organization's top priorities – such as digital transformation, cost optimization, or customer experience. Demonstrate how SAP BTP initiatives directly support these larger aims.
- **Engage senior stakeholders:** Involve executive sponsors early to secure funding, champion cross-functional collaboration, and maintain visibility at the C-level. This alignment ensures your CoE has the authority and mandate to drive meaningful change.
- **Cascade communication:** Communicate the CoE vision and value proposition across all levels – business, IT, and operations. Reinforce how each role (from Support to Empower) contributes to the broader strategic roadmap.
- **Iterate and reassess:** As both the CoE and enterprise strategy evolve, revisit your governance framework, roles, and project portfolio to maintain continuous alignment and relevance.

1.7 Conclusion and Next Steps

This final chapter provides a concise overview of key takeaways, highlights how the SAP BTP Governance Service can support your organization's journey, and suggests additional resources for continued learning and improvement.

Key Takeaways and Recommendations

1. Adopt a Structured Operating Model

- Establish a BTP CoE (or Operating Model) to standardize governance, streamline processes, and align business and IT stakeholders.
- Progress systematically through the four maturity levels – Support, Consult, Deliver, and Empower – adapting the roles and responsibilities along the way.

2. Embrace Clear Governance

- Define guardrails, standards, and policies for subaccount management, security, and compliance to maintain a robust, enterprise-ready environment.
- Use RACI models to ensure tasks and decision rights are well-understood, minimizing confusion and overlap.

3. Focus on Skills and Enablement

- Develop role-specific Learning Maps to guide targeted upskilling efforts; keep these resources updated as SAP BTP evolves.
- Encourage collaboration and knowledge-sharing across business, IT, and operations teams to break down silos.

4. Iterate and Scale

- Launch quick wins and pilot projects to gain trust and momentum within the organization.
- Grow your BTP usage with an incremental roadmap, continuously refining your model through monitoring, retrospectives, and stakeholder feedback.

The SAP BTP Governance Service: Helping You Build a Strong CoE

1. Defining the Engagement Model

Clarify how teams will collaborate on BTP projects, including roles and mandates for each business and technical stakeholders.

2. Establishing Account Structures and Best Practices

Get expert advice on creating and organizing subaccounts, regions, and entitlements – ensuring a robust technical foundation that aligns with your governance policies.

3. Outlining Ongoing “Run” Tasks

Identify the critical operational activities (for example, monitoring, support, lifecycle management) that keep BTP applications and integrations running smoothly.

4. Role Descriptions and RACI

Develop detailed role descriptions (for example, BTP Administrator, Integration Expert, Citizen Developer) and assign responsibilities using a RACI model (Responsible, Accountable, Consulted, Informed).

5. Knowledge Enablement

Provide enablement materials and workshops so that each role understands BTP's capabilities, best practices, and security guidelines.

By using this engagement, your CoE (operating model) gains a clear roadmap to define, optimize, and scale the organization and processes needed for sustainable BTP adoption – paving the way for innovation, efficiency, and competitive advantage.

Additional Resources

1. [Guides and Best Practices for Customer COE](#) 
2. [SAP Discovery Center](#) 
3. [SAP BTP Guidance Framework](#)
4. [Recommended Security Configurations for SAP Cloud Services](#) 
5. [SAP Business Technology Platform \(SAP BTP\) Learning Journeys](#) 

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