

IN SEARCH OF EXCELLENCE

Making the extraordinary look ordinary and delivering software solutions that bring significant benefits to the business doesn't just happen. It takes careful planning and execution that can be measured against firm criteria for excellence.

From the experience of tens of thousands of organizations who have successfully implemented SAP solutions, we developed a set of quality principles and identified key areas of success. It has been confirmed that these are fundamental for achieving excellent results.

A commitment to quality underpins everything we do at SAP. It is a core value of our organization. The focus on quality principles in implementations is aimed to help us work with our partners and customers to achieve success through effective cooperation between all stakeholders.

These principles will be used by our panel of experts, who consist of primary figures in academia, leading SAP partners, and SAP experts as well as last year's winners. The basis for selecting the winners of the SAP Quality Awards 2008 will be as before: the candidate's ability to demonstrate how these principles of quality have been realized and consistent excellence in all eight areas of success attained.



The principles of quality provide customers, partners, and SAP with an effective framework that leads to success.

SAP QUALITY PROGRAM

Achieving extraordinary results isn't a matter of luck. It demands superior planning and a commitment to both the principles of quality and achieving excellence within the eight key areas of success. These principles and areas of success are set out in this booklet.

To find out more about the SAP Quality Awards 2008 or to obtain help with your submission, visit www.sap.com/qualityawards.

The best people to ensure successful delivery are internal.

SAP®
QUALITY
AWARDS
2008

THE BEST-RUN BUSINESSES RUN SAP™



SAP® QUALITY PROGRAM

RECOGNIZING PEOPLE WHO
MAKE THE EXTRAORDINARY
LOOK ORDINARY

THE UNDERLYING PRINCIPLES



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PRINCIPLES OF QUALITY

- 1. Understand customers' business objectives as well as their technical requirements**
Throughout a project many design implementation decisions will have to be made. All involved parties must fully understand the business objectives and technical requirements to ensure that the proposed solution meets the customer's business needs.
- 2. Agree on what can be delivered in what time frame and how timely delivery can be ensured**
The implications of a proposed solution must be communicated formally in order to guide decisions about the scope of the project and to set a realistic timetable. The timetable must be agreed on and signed off by all parties, together with the deliverables and their respective acceptance criteria. This will ensure that the customer receives a quality implementation.
- 3. Work cooperatively with all stakeholders to achieve customer objectives**
Everyone working on the project must be focused on achieving the customer's objectives and must maintain open and transparent communications when working with subcontractors, business partners, and competitors.
- 4. Agree on project roles and responsibilities from the outset**
Roles and responsibilities must be defined in the initial engagement phase to ensure everyone involved in the project clearly understands who is responsible for the various elements of the project. A full governance structure, systems -supporting practical processes, and formal reporting mechanisms help to ensure success.
- 5. Make the right people with the correct level of authority, skills, and experience available for the project**
As part of a continuous training and development program, the skills and competencies of the implementation team should be regularly reviewed to ensure they are up to date. If the right resources cannot be made available directly, resource issues should be discussed and addressed through subcontracting or specific training.

6. **Manage all projects professionally using a formal methodology**

Before implementation begins, the assigned project or program managers must agree on the methodology they will use to guide how they work together. The strategic methodology from SAP (or an equivalent proven methodology), together with tools such as the SAP® Solution Manager application management solution, backed up by industry-recognized project management training and certification, helps to ensure that an implementation is managed professionally.

7. **Identify and manage risks jointly**

The careful identification, analysis, and management of risk is key to the success of all SAP implementations. The process should follow a formal methodology, involve all relevant parties throughout the project life cycle, and be supported by an effective governance policy. All parties must be prepared to acknowledge risk honestly, be committed to recommending pragmatic, rigorous actions to mitigate risk, and be ready to help in implementing those recommendations.

8. **Always develop and execute a quality plan**

Everyone involved must work according to the same quality plan and adopt clear measures that reflect the organization's quality standards, methodology, and industry best practices. A formal quality management system provides a neutral forum for evaluating the solution and deliverables against agreed-on standards.

9. **Ensure that the project team understands where standard SAP functionality and built-in best practices will best suit its needs**

The flexibility and variety of configuration possibilities SAP software enables that many seemingly unique business requirements to be satisfied without major modifications. This means that a more sustainable solution can be delivered at lower risk. All parties must be committed to demonstrating the advantages offered by the standard SAP software.

10. **Ensure sufficient staff training and help to manage the impact of change**

Project team and end-user training are key to a successful implementation. Advice must be provided on what training is required. The impact change will have on employees, partners, and management systems must be discussed and appropriate help offered.

KEY AREAS OF SUCCESS

Implementation Success Is the Sum of Success in Eight Areas

1. **Architecture/IT strategy**
Is the business strategy aligned with the application landscape and system architecture?
2. **Program/project management**
Have implementation, work (including data cleansing), resource, and budget plans been worked out?
3. **Functional/integration readiness**
Was the functional test successful? Were end-to-end processes and data quality successfully tested?
4. **Organizational change management**
Are key users integrated into the project team? Was the user acceptance test successful? Are the end users well-prepared and ready? Has data quality been validated?
5. **Support readiness**
Is the operation of the solution optimized (costs and quality)? Is the support organization prepared for software changes and upgrades?

Technical Success

1. **Solution feasibility**
Are business process objectives being met by the new solution? Is the delivery schedule aligned with the project plan?
2. **Technical readiness**
Are project milestones feasible and aligned to the cutover plan? Has an operation strategy been worked out for the time period before and after going live? Has the technical integration of core business processes, the solution landscape, and critical interfaces been performed?
3. **Operational readiness**
Is the backup and recovery strategy finalized? Has the technical robustness of the production environment been ascertained (optimized performance, availability, and consistency of core business processes)?