

Principles of Quality

Recognizing people who make the extraordinary look ordinary

The underlying Principles



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 needs clear measures for excellence where possible.

From the experience of successfully implementing SAP software into tens of thousands of organisations, gained by our partners and ourselves, we have developed a set of quality principles and key success factors that are fundamental for achieving excellent results.

These principles and success factors underpin everything we do at SAP, but they will only help achieve success with the full co-operation of the customer and all other stakeholders.

The principles will also be used by our independent panel of experts as the basis for selecting the winners of the SAP Quality Awards 2007.

“A formal quality management system provides the neutral forum for consistent evaluation of the solution and the deliverables, against agreed standards.”





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 taken. The customer must make sure that the business objectives and technical requirements are fully understood, so that the proposed solution meets their business needs.

2 Agree what can be delivered in what timeframe and how delivery can be proved

The implications of a proposed solution must be formally communicated, in order to guide decisions about the scope of the project and enable a realistic timetable to be set. The timetable must be agreed and signed off by all parties, together with the deliverables and their respective acceptance criteria, so that the customer can be assured of a quality implementation.

3 Work co-operatively with all stakeholders to achieve customer objectives

Everyone working on the project must be focused on achieving the customer's objectives and maintain open and transparent communications when working with sub-contractors, business partners or competitors.

4 Agree 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 is clear about who is responsible for the various elements of the project. A full governance structure and systems, with practical processes and formal reporting mechanisms, helps to ensure success is formally managed and predictable.

5 Make the right people, with the correct level of authority, skills and experience, available for the project

As part of a continuing training and development programme, 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, resourcing issues should be discussed and managed through sub-contracting or specific training.



6 Manage all projects professionally, using a formal methodology

Before implementation begins, the assigned project or programme managers must agree a formal way of working. SAP's strategic methodology (or equivalent proven methodologies) together with tools such as Solution Manager, backed up by industry-recognised project management training and certification, helps to ensure 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 be formal, involve all relevant parties throughout the entire project lifecycle and be supported by an effective governance structure. All parties must be honest and transparent about acknowledging risk and committed to recommending and helping implement pragmatic, rigorous mitigation actions.

8 Always develop and execute a quality plan

Everyone involved must work to a quality plan and clear measures which reflect the organisation's quality standards, methodology and industry best practice. A formal quality management system provides the neutral forum for consistent evaluation of the solution and the deliverables, against agreed standards.

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

The flexibility and configuration possibilities of SAP software means that many seemingly unique business requirements can actually be satisfied without major modifications, leading to a more sustainable solution delivered at less 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 offered on the appropriate training needs. The impact of change on employees, partners and management systems requires attention. It must be discussed and help offered.



Key Success Factors/Areas

Implementation success is the sum of success in eight areas:

Transformation success

1 Architecture/IT strategy

e.g. is the business strategy aligned with the application landscape and system architecture?

2 Programme/Project Management

e.g. have implementation, work (including data cleansing), resource and budget plans been worked out?

3 Functional/Integration readiness

e.g. was the functional test successful? Were end-to-end processes and data quality successfully tested?

4 Organisational change management

e.g. 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

e.g. is the operation of the solution optimised (costs and quality)? Is the support organisation prepared for software changes and upgrades?

Technical success

1 Solution feasibility

e.g. are business process objectives being met by the new solution? Are the delivery schedule and project plan aligned?

2 Technical readiness

e.g. are project milestones feasible and aligned to the cut-over 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 obtained?

3 Operational readiness

e.g. is the backup and recovery strategy finalised? Has the technical robustness of the production environment been ascertained (optimised performance, availability, consistency for core business processes)?

SAP Quality Awards 2007

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

To find out more about the SAP Quality Awards 2007, or obtain help with your entry, visit **www.sap.com/qualityawards**

“The best people to ensure a programme delivers the business goal, and not simply the technology milestones are internal and often outside the IT function.”

