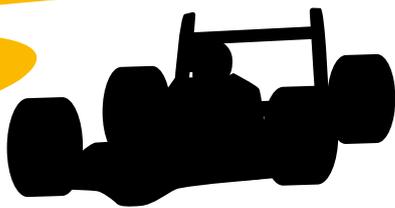


# Driving Excellence in Implementation – and Beyond

The Underlying Quality Principles



# Table of Contents

---

**4** The 10 Principles of Quality

**8** In Search of Excellence



When implementing IT solutions to drive business transformation, an organization must understand what it takes to complete the project successfully, whether the project is large or small, whether implemented on premise or in the cloud. The principles of quality provide this understanding for steering committees, project team members, and stakeholders.



# The 10 Principles of Quality

---

Achieving **extraordinary business transformation** through the implementation of an IT solution isn't a matter of luck. It requires careful planning and a commitment to 10 principles of quality. By applying these 10 principles, you establish predictability and transparency in your project, whether you are intending to implement on-premise or cloud solutions.

## 1. Anchor Business Value Firmly in Your Project

Throughout a project, numerous design and implementation decisions are made. To make appropriate and effective decisions, all involved parties must fully understand the project's strategic importance, its business objectives, and its key success criteria. These aspects should be tracked not only throughout the project but after going live with the software as well to make sure the solution meets the business requirements. This tracking also helps determine whether changes proposed to the project scope – whether big or small – are justified by the business value they

may add. The business case for the investment should be clearly understood by implementation partners. Partners should be selected based on their proven ability to deliver on every aspect of the project from both a technical and business perspective.

To learn more, watch the presentation "[\*\*Anchor Business Value Firmly in Your Project.\*\*](#)"

## 2. Determine Clear Requirements Early On

Technical requirements must be determined early on in order to implement a feasible, affordable, maintainable environment that delivers adequately. To do this effectively, the application landscape and system architecture must be aligned with the business strategy. Preexisting assumptions should be reassessed periodically once the project has been started in order to monitor their impact on the project.

Relevant requirements regarding master data, data flow, integration, security, interfaces, and legacy environments must be analyzed early to allow for sufficient time to plan the related efforts. Involve business users early on when collecting process and functional requirements. This helps ensure buy-in to the final solution.

To learn more, watch the presentation "[\*\*Determine the Requirements Early On.\*\*](#)"



### 3. Cooperate with Stakeholders and Use a Proper Governance Model

Project team members and stakeholders must thoroughly understand the project's scope and focus on achieving its business objectives and operational drivers. To do this, A project charter must be shared at the beginning of the project to align stakeholders and facilitate the onboarding of the initial team as well as resources added later on.

Roles and responsibilities must be defined in the initial engagement phase so everyone involved understands the team structure, lines of communication, and who has the authority to make which decisions. Formal reporting, regular meetings of the steering committee, rapid escalation mechanisms, and a project team empowered to make the necessary decisions in a timely manner are instrumental in achieving project success. A strong executive project sponsor should assume responsibility for the success of the project from start to finish and clearly emphasize the success criteria and reasons for and benefits of the chosen solution. Audits at key milestones can ascertain the degree of compliance from both a business and regulatory perspective. Communication must be clear and transparent throughout the implementation, internally and with subcontractors, partners, and other stakeholders.

To learn more, watch the presentation "[Cooperate with Stakeholders, and Use a Proper Governance Model.](#)"

### 4. Ensure Timely Delivery and Effective Tracking

Agree on scope and ascertain that the resources available and timeline are sufficient to complete the deliverables at the agreed-on level of quality.

All parties must sign off on the timeline, deliverables, and acceptance criteria and be aware of the pace required in order to avoid impacting the overall timeline. Any subsequent adjustments made to project scope or timeline must be considered first in light of business impact and second as to whether they are realistic, relevant, and acceptable. Activities and tools must be in place to monitor time, budget, and deliverables. Key performance indicators for the project should be tracked closely and be visible to all stakeholders.

To learn more, watch the presentation "[Ensure Timely Delivery and Effective Tracking.](#)"

### 5. Staff Project with Sufficient, Competent, Motivated People

Carefully recruit your project staff and select a partner who will provide you with the right mix of skills and experience. Train team members early so they understand the technical and functional context in which they are working, what design possibilities are open to them in that context, and the impact of their decisions. Throughout the implementation, the skills and competencies of the implementation team members should be reviewed regularly to verify that they continue to meet project requirements. Their commitment and time allocation should be assessed regularly and addressed when inadequate. Also, team engagement and motivation should be assessed and revitalized on a regular basis, with special attention given to members working remotely. Team members should be made aware of how their role in the current project can contribute to the advancement of their careers.

To learn more, watch the presentation "[Staff Project with Sufficient, Competent, and Motivated People.](#)"



## 6. Apply Appropriate Methodology and Plan for Quality

Methodologies and guidelines must be agreed on. A proven implementation methodology contributes significantly to project success, but it must be suitable for the specific project and its solution scope. A methodology backed by industry-recognized project management training and certification increases the degree of professionalism and efficiency with which the implementation is managed.

Everyone must work according to the same quality standards and understand the review methods and criteria to be used to measure the quality of project deliverables. If a project is critical or larger in scope, a dedicated quality manager role may be created.

A quality plan can serve as a neutral framework for helping ensure that quality is built into a project from the very start as well as for evaluating the deliverables against the agreed-on standards. In later stages of the project, during rollouts, and in future implementation projects, it can be used to leverage lessons learned.

To learn more, watch the presentation “[Apply Appropriate Methodology and Plan for Quality.](#)”

## 7. Identify and Manage Risks and Issues Throughout the Project

Careful identification, analysis, and management of risks and issues are key to success. Regardless of project size, a formal risk management process should be followed and include organizations affected by the implementation as well as implementation

partners. Revisit risks on a regular basis throughout the project lifecycle, and consider third-party input at important junctions. Support the process with an effective governance policy, and prepare all parties to acknowledge risks honestly. Enlist their commitment in recommending pragmatic, rigorous mitigation actions and their readiness to implement those recommendations.

To learn more, watch the presentation “[Identify and Manage Risks and Issues Throughout the Project.](#)”

## 8. Exploit Standard Functionality and Delivery Best Practices

Software configuration is often very powerful, versatile, and far reaching. Through configuration alone, or through the use of solution templates, seemingly unique business requirements can be fulfilled, making major software modifications unnecessary. The result is the faster delivery of a more sustainable solution, at lower risk and at lower total cost of ownership in the long term. To put this into practice, all parties must be aware of what the standard software offers and its strength to facilitate process alignment. They must also be committed to leveraging standard software and must raise a flag when it is not used when it could be.

An objective third party should carry out quality assurance at key project milestones to make sure best practices are being followed and to help avoid developing unnecessary custom code or workarounds or getting caught in “scope creep.”

To learn more, watch the presentation “[Exploit Standard Functionality and Delivery Best Practices.](#)”



### 9. Achieve Production Readiness

An appropriate application lifecycle management approach must be planned early so it is ready when the new solution goes live. Technical staff and support teams must be properly trained to maintain and support the software environment. Seasoned resources with past experience in operations should be included in the teams. Support and service-level agreements must be in place and clearly understood by the support team and administrators so expectations correspond to the agreed-on commitment. Backup and recovery strategies must be well understood and tested. Clear procedures for software patches and upgrades must be in place. Performance measures should be used and user feedback gathered to help optimize the support function.

To learn more, watch the presentation “[Achieve Production Readiness.](#)”

### 10. Use Organizational Change Management to Transform Business

Key to the whole-hearted adoption of a business solution – which can determine its success in transforming business – is organizational change

management. For that reason, the impact that the new solution will have on employees, suppliers, customers, and management must be discussed. The person responsible for organizational change management should be a long-standing member of the project management team to help ensure change management is started at the beginning of the project. Carefully select the training and communication strategies that prepare users to embrace new ways of working. Prioritize change management areas that have high impact on business results in order to achieve success with the business transformation and its new processes.

To learn more, watch the presentation “[Use Organizational Change Management to Transform Business.](#)”

### Don't Stop Here

Once you've gone live, don't stop. Verify that the business value you set out to achieve has in fact been realized, and make improvements where needed. Continue to use what you've built and learned. Realize more value from your investment through new business transformation initiatives.



# In Search of Excellence

---

Achieving excellence is based on proven methods, effective tools, experience, and good judgment. SAP has the equipment and the expertise to use it to achieve excellence consistently.

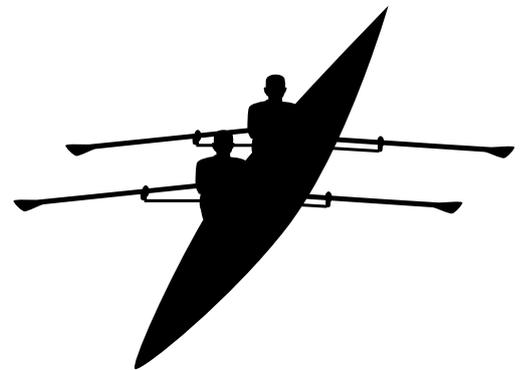
## SAP's Commitment to Quality

Delivering software solutions that bring significant benefits to the business does not just happen. It takes careful planning and execution measured against established criteria for achieving excellence.

Drawing on the experience of tens of thousands of organizations that have successfully implemented software solutions, SAP developed a set of quality principles, which have been confirmed as 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 – reinforced through effective cooperation among all stakeholders – is intended to help our customers, our partners, and SAP achieve success together.

When implementing IT solutions to drive business transformation, an organization must understand what it takes to complete the project successfully, whether the project is large or small, whether implemented on premise or in the cloud.



---

## Nominate Your Project for a Quality Award

SAP presents quality awards to celebrate customers who apply these quality principles. If you have completed an SAP® software implementation, consider nominating it for a quality award to gain acknowledgment within your organization and recognition externally in the marketplace.

## Find Out More

Nominate your project for a quality award at [www.sap.com/qualityawards](http://www.sap.com/qualityawards).



© 2016 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. Please see <http://www.sap.com/corporate-en/legal/copyright/index.epx#trademark> for additional trademark information and notices. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors.

National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP SE or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP SE or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platform directions and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates, and they should not be relied upon in making purchasing decisions.



The Best-Run Businesses Run SAP®

