Quality Assurance for SAP Implementations

Combining the power of SAP Quality Assurance Services with the depth and breadth of experience and knowledge of the SAP corporate ecosystem to drive your end-to-end implementation success

May 16, 2011
Jeffrey D. Larsen,
SAP Quality Assurance Director
Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details
Quality Assurance versus Quality Control

**Quality Assurance**

“The process of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used.”

**Quality Control**

“The process of monitoring and recording the results of executing the quality activities to assess performance and recommend necessary changes.”

**Quality Assurance**

Are procedures are in place and functioning to ensure that the project meets it’s requirements?

**Quality Control**

Are the deliverables in compliance with quality standards?

Adapted from PMBOK® Fourth Edition, Chapter 8, Project Quality Management, © 2009 Project Management Institute
Quality Assurance Services

Service Overview

Quality Assurance for Technology

Safeguarding (CRM ID - 9500421)
SAP Safeguarding offers a combination of three service expert components that reduce the technical risk and cost in implementation and upgrade projects or customer’s operation phase. It is always managed by a Technical Quality Manager (TQM) who is on-site the customer facilities in order to make sure that the appropriate support services are delivered as needed.
Service Owner: The specified user was not found.
Contact for Sales: TBA

Quality Assurance for Project Management

Quality Assurance (CRM ID - 9002459)
The new Audits project management service is intended for customers implementing SAP solutions. These projects may have SAP as the prime integrator, SAP playing a support role, or no direct SAP implementation involvement. The purpose of the project management review is to provide a proactive quality assurance review, with an impartial analysis of all Project Management aspects of the project - across all project management disciplines, enabling early detection of project issues with actionable recommendations.
Service Owner: The specified user was not found. (interim)
Contact for Sales: TBA (APJ); Wolfgang Koyro (EMEA); TBA (Latin America); Norma Johnson (NA)

Quality Assurance for Organizational Change

Strategy development for education (CRM ID - 9002259)
Learning and Deployment Strategies are used to provide senior project executives with the knowledge necessary to plan for and deploy effective education solutions for their SAP system. Deploying the right strategy and solutions for each user group can significantly reduce the risk and impact of the SAP deployment and enable the users to achieve greater proficiency, faster.
Service Owner: The specified user was not found.
Contact for Sales: TBA
Quality Assurance Services

Quality Assurance for Solutions

Review of project related development (CRM ID: 9002198)
Project Management and Quality Assurance Review of Project-Related Development (RICEFW) delivered by an International Offshore Partner (IOP) in a project primed by SAP subsidiary.
Service Owner: The specified user was not found.
Contact for Sales: Yogesh Joshi (global)

Assessment of Security Design (CRM ID: 9001720)
Help our customer understand the effectiveness of their current SAP system strategies for role design and system access management, and what to do next to resolve any deficiencies. Better prepares the customer for an implementation of SAP BO Access Control.
Service Owner: The specified user was not found.
Contact for Sales: Clinton Mottram (APJ); Barbara Mayer (EMEA); Joao Paulo Fortes (LA); Peter Creal (NA)

Testing Strategy Assessment (CRM ID: 9001942)
The Testing Strategy Assessment is designed to identify organizational approaches that provide suggestion for the following: (1) Reduce the cost associated with developing and maintaining manual and automated test artifacts, (2) How to deploy Test Accelerators into a customer environment, (3) Managing quality throughout the life cycle, (4) Plan for adequate testing procedures like infrastructure and resources.
Service Owner: The specified user was not found.
Contact for Sales: Sebastien Aubrey (APJ); Fabio Farhi (EMEA); Steven Mann (LA); Bob McManus (NA)

Design Review of SAP Solutions (CRM ID: 9002458)
*** Version 1 available: 12/2010 ***
SAP Solution Review determines if the application design meets the customer’s business need; validates that appropriate goals, timelines, and milestones have been set; and determines if gaps are covered in the most efficient manner. SAP consultants also assess whether the application design is complete, flexible, efficient, effective, and maintainable, and they check to be sure all integration issues have been considered.
Service Owner: The specified user was not found.
Contact for Sales: Norma Johnson (NA)
Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details

SAP® QA
Ensure Project Success through End-To-End
Quality & Risk Mitigation

Governance ensures that issues and risks beyond the Project Manager’s span of control are being effectively addressed. This is the active role of the Account Team to help manage the project against the contractual terms beyond the PMs control to achieve the expected outcome.

Integrated Quality & Risk Program periodically validates the timely and effective workings of the fundamental components of project success. The Q&R Advisory program assures key deliverable completion and visibility to the key issues and risks to the expected value realization of the program.

Functional & Technical Components that meet business requirements with the simplest functional design while residing on a sound, scalable technical platform enable implementation success and continuous improvement. This is the process of validating solution design and technical capabilities to ensure solution success.

Program & Project Management is the application of knowledge, skills, tools, and techniques to forecast activities to meet project requirements.
Ensure Project Success through End-To-End Solution

Quality & Risk Management

Program Governance

- Authority, Responsibility & Project Structure
- Understanding & Clarity of Decision Making
- Uniformity & Reliability of Decision Making
- Integration of Current Program with Corporate Goals
- Executive Sponsorship, Leadership & Collaboration

Project Management

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Communication Management
- Human Resource Management
- Quality Management
- Risk Management
- Procurement Management

Functional Solution

- Business Process Modeling & Requirements Definition
- Business Value Identification, Tracking & Prioritization
- High-level Business Process Design and Build Validation
- Business Organization Structure
- Custom FRICE Objects
- Functional Specifications
- Business Process Readiness
- Deployment Strategy

OCM, Testing, Training Analysis

- Organizational Change Management
- Testing Management
- End-User Training
- Knowledge Transfer & Documentation
- Business Transformation
- Business User Readiness
- Reporting Readiness

Technology and Data

- Integration Readiness
- Data Readiness
- Data Center Readiness
- Technical Feasibility Check
- Custom Code Check
- BP Performance Optimization
- Technical Integration Check
- Volume Test Optimization
- Going Live Check
- Onsite Go Live Support
Aligned to the ASAP 7.1 Implementation Roadmap

**Project Prep**

**QA Checkpoint**

- Verify Project Charter
- Validate project strategy
- Verify Team Structure
- Review the project plan
- Review team training plan
- Validate PMO standards and procedures
- Verify project kick-off and start-up checklist completion
- Verify system landscape strategy and start-up

**Realization**

**QA Checkpoint**

- Validate the completion of Cut-over Planning
- Validate the successful completion of Project Team training
- Validate completion of baseline configuration
- Review the Baseline Confirmation approval and signoff
- Ensure System Test Plans and Service Level Commitment
- Confirm the setup of the QA environment.
- Confirm the design and setup of the PROD System
- Validate the configuration of Final Scope and signoff
- Verify the migration of tested FRICE objects

**Blueprint**

**QA Checkpoint**

- Validate Project Team
- Validate Steering Committee structure
- Confirm training
- End user RACI
- Confirm design completion
- Validate tech landscape
- Validate the initialization of Project Methods & Tools
- Validate the completion and sign off of the Blueprint & Baseline Scope

**Final Prep QA Checkpoint**

- Solution Readiness: Verify final configuration and integrated system test completion
- User Readiness: Verify end-user training completion and business user readiness
- Data Readiness: Verify mock data conversion completion, Cut-over planning, staging and mock completion
- Support Readiness: Verify the Production Support strategy, plan and support organization readiness
- Reporting Readiness: Verify standard reports have been leveraged, created, migrated to production and business users trained
Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details
SAP QA Solution Review Objectives

- Solution Integration across SAP application value chains and business processes including key legacy applications
- Design fit to business requirements while maximizing standard SAP functionality, features, and business processes
- Future fit, scalability and maintainability of the end-state solution to SAP product roadmaps
- Solution value attainment of business benefits and return on investment
Maximize Solution Efficiency of your SAP Applications

For over 20 years, SAP has provided customers the best applications in the world. During this time SAP Consulting has helped customers get the most out of the SAP applications through assorted solution review validation service checkpoints.

SAP QA Solution Review Services

- The SAP Platinum Consulting Group sponsored the creation of a formalized review approach.
- Solution Reviews are a global service offering which:
  - Follows a worldwide standard approach in assessing SAP applications and projects
  - Uses standardized methodology, processes, procedures and templates
  - Provides our customers with a formal solution report of findings and recommendations
- Within the U.S., a dedicated Review Program manager coordinates the activities of all official Reviews.

Why SAP QA Solution Review Services?

- The SAP consultants:
  - have seen many implementations so they can provide guidance on how to optimize the current design
  - have insight into how the versions have changed and where the product is heading
  - have access to developers to ensure answers to issues
- The SAP consultant has not been heavily involved with design and, therefore:
  - can provide a new perspective on issues and current approaches
  - is not constrained by previous discussions, politics, and previous design iterations
QA Solution Review Service Plan

BUILD Solution Review Services

Blueprints Design Validation
- Validate solution design to maximize standard use of SAP business processes and applications
- Validate custom need and design of RICEFs
- Validate future fit, scalability and maintainability

Realization Build Configuration Validation
- Validate baseline and final configuration
- Validate RICEF development
- Conduct Testing & Training Readiness Assessment

Final Prep Solution Readiness Evaluation
- Validate integrated system test completion, outstanding bug fixes and recurring issues
- Validate data clean-up procedures, mock conversion testing completion and cut-over planning activities
- Validate reports have been leveraged, created, migrated to production, and business users trained

PLAN Solution Review Services

Pre-Program Definition Fit/Gap Study
- Define and prioritize solution scope
- Assess solution fit to business requirements, identify gaps, and design high-level enhancements
- Design solution deployment aligned with business priorities

RUN Solution Review Services

Go Live Solution Optimization Fit/Gap Study
- Identify solution-to-business requirement improvements
- Identify standard best practice configuration vs. customization techniques
- Identify future fit, scalability and maintainability improvement areas
Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details

SAP® QA
Quality and Risk Management Iterative Approach

Identify high-level business objectives, value criteria, measures of success, KPIs, and expected business outcomes of the program.

Review and document business value alignment between business objectives and IT discretionary spend derived from the implementation of core solution business scenarios.

Review and document business and solution risks to business adoption timelines, budgets, scalability, maintainability, and portability.

Measure risk by gauging technical complexity, functional flexibility, scalability, maintainability and business process operational execution criticality.

Assign risk ownership to party and person responsible.

Finalize and present risk and quality findings and implementation recommendations.

Monitor and track risk mitigation action items and execution of implementation considerations.

Enhance operational capabilities through sustained solution performance.
Conducting the Integrated Audit Process & Timing of Events

1. Review pre-requisite deal execution deliverables
2. Conduct remote preparation session to finalize QA Audit Planning and deliverables
3. Review interview schedule, report format and critical information to be reviewed during audit
4. Distribute Kick-off presentation and review with team

5. Conduct QA Audit Kick-off
6. Initiate audit sessions organized by component area
7. Develop Preliminary QA Findings
8. Conduct high-level review session with project stakeholders
9. Develop QA report
10. Review report findings and recommendations with Program Stakeholders
11. Finalize report and build executive presentation
12. Submit final report and schedule follow-up review sessions
13. Conduct review sessions with key stakeholders
14. Schedule action item follow-up meetings
15. Support the implementation of risk management recommendations and follow-up action items
16. Conduct follow-up action item sessions and consolidate Lessons Learned
17. Develop spin-off initiatives to create new standards and procedures to manage risk and quality.
Project Team Touch-points throughout the Implementation

IDENTIFY

Step 1:  PM Debrief, Project Background, Risks, Issues, Personnel Overview, Customer SWOT, Business Case Review

Step 2:  Project Business Drivers, Status, Personnel, Risks, Issues, Obstacles

QUANTIFY

Step 5/6:  Perform 1-on-1 interviews, discussions with team members, PMs, Project Directors, Business Sponsors, etc.

ASSIGN & MITIGATE

Step 12:  Develop Findings and present draft report to PMO, finalize report and present to Customer Executive Sponsors
Quality Assurance Services & Safeguarding

Shared Engagement Structure
## Rules of Engagement

### Leadership and Resource Support Model

<table>
<thead>
<tr>
<th>PHASE</th>
<th>TASKS</th>
<th>RESOURCE SPT</th>
<th>LEADERSHIP MODEL</th>
</tr>
</thead>
</table>
| 1 QA AUDIT PREPARATION | - Gather Project Kick-off Docs  
- Complete QA Audit Checklist  
- Forward Docs to QA Auditor | DM, PM, CP, Cust PM, QAD/QAM                          | REG DEL MGT      |
| 2 QA AUDIT PLANNING  | - Schedule SAPC Interviews  
- Schedule cust resource  
- Schedule Interview space | DM, PM, Cust PM, QAD | NA QAO QAD       |
| 3 QA AUDIT EXECUTION & CONTROLLING | - Conduct SAPC Interviews  
- Conduct Cust Interviews  
- Record Key Risks  
- Record Key Quality Issues  
- Consolidate Findings | DM, PM, Cust PM, Cust Exec Spon, QAD | REG DEL MGT      |
| 4 QA AUDIT RECOMMENDATION IMPLEMENTATION OVERSIGHT | - Present Findings  
- Submit Final Report  
- Follow-up on Action Items  
- Schedule Remote Meetings  
- Use VAT to escalate if neces. | DM, PM, CDD, CED, CP, VP, QAD, Cust PM, Cust Exec Spon | REG DEL MGT      |
| 5 QA AUDIT CLOSING   | - Conduct SAPC Interviews  
- Follow-up with Cust ESs  
- Follow-up with VAT  
- Forward SAPC ESs Close-out report  
- Use VAT to escalate if necessary | DM, PM, CDD, QAD, Cust PM, Cust Exec Spon | REG DEL MGT      |
Rules of Engagement

QA Audit Rules of Engagement Details

SLA: A customer-ready draft will be reviewed within 7 business days of the conclusion of the QA Audit sessions. A final report will submitted within 10 business days of the conclusion of the QA Audit sessions.

Required Resources:
■ Quality Assurance Director
■ SAP/Client PMO Team Members
■ SAP/Client OCM & Communication Team Lead
■ SAP/Client Testing Team Lead
■ SAP/Client Data Conversion and Development Team Lead
■ SAP/Client Solution & Technical Team Leads

Prerequisites:
■ Submission of key Program Governance documents such as executive and operating steering committee status reports and meeting minutes.
■ Current versions of all Project Management Controlling Plans, the Integrated Project Schedule, Issue and Risk Logs, status reports, etc.
■ Current versions of all phase related OCM, Training, Communications strategies and plans.
■ Current versions of all Testing, Data Conversion, and Development strategies and plans.

Outputs:
■ Executive Summary Report delivered in PowerPoint format
■ Program Governance, Project Management and People Areas Detailed report in Word/PowerPoint format. This will include detailed findings and recommendations for the Checkpoint focus areas.

Key Assumptions:
■ Key client resources (identified above) will be available for all scheduled QA Audit sessions.
■ Other resources may be required ad hoc for additional questions when needed.
■ Client must provide adequate office space to conduct the QA audit sessions.
■ Audit Findings are fact-based while including diverse resource perspectives on key topics, status, risks, issues, and capabilities.
■ QA Auditor and key QA team members will review draft content when completed and available. Client executives, PMO team members, and team leads resources will need to make availability within the agreed upon SLAs to conduct the report reviews.
■ It will be the responsibility of the SAP/Client PM to extract the actionable recommendations from the reports to be included in the project plan, issue log, or risk log, as appropriate and included in the integrated project schedule if necessary.
Contents

QA Services Overview
QA Audit
QA Solution Review
QA Services Approach

QA Services & Safeguarding
Differentiation
Lessons Learned
Appendix A: QA Services Checkpoint Details
Quality Assurance Services & Safeguarding Differentiation

Complementary Quality & Risk Management Services

QA Audit Services

Overview: Provides SAPC measured projects a holistic Quality and Risk Management advisory service focused on Program Governance, Project Management, People, and Process (Solution) related implementation areas.

Methodology: ASAP 7, SAP PMM, NA-PMO WBS and QA Audit Methodology based on issue/risk Identification, Quantification, Assignment and Mitigation, and Monitoring.

Service Plan Frequency: 4 QA Audit Checkpoints aligned to the end of each ASAP Phase. Checkpoint scope is customized to customer, project scale, products, and risk levels. Focus on early identification of Program Governance and Project Management deficiencies and best practice standards adoption.

Safeguarding

Overview: Provides all customers a Technology quality and risk management service offering; focused on ensuring technological fit, stability, sustainability, and supportability. Available in two versions, Remote Safeguarding for small-to-midsize customers with low-to-moderate risk or Standard (on-site) Safeguarding for mid-size to large clients.

Methodology: ASAP 7, Safeguarding Methodology based on issue/risk Identification, Quantification, Assignment and Mitigation, and Monitoring.

Service Plan Frequency: Standard Safeguarding engagements are comprised of core and elective components to tailor the service offering to the project’s scope, deployment plan and areas of concern/risk. Services are delivered during the Realization, Final Prep and Go-Live phases.
Quality Assurance Services & Safeguarding Differentiation

Service outcomes aligned by phase

**Project Preparation**
- Validate Charter
- Validate Team Structure
- BB Project Plan
- PM Monitoring & Controlling Plans
- Validate PMO
- Verify system
- Establish SolMan

**Blueprint**
- Validate Business Blueprint
- Validate Project Team Structure & Roadmap
- Validate Planning Readiness
- Mini Design Check
- E2E Design Check

**Realization**
- Validate solution meets business requirements
- Change Mgt, KX, Training, Testing, Plans
- Mini Build Check
- E2E Build Check
- Review training

**Final Preparation**
- Validate System and Integrated test plans and outcomes
- Validate People, Processes, and Technology Readiness

**Go Live Support**
- Validate Cut-over Plan
- Validate data and reporting Readiness
- Validate Business User Readiness
- Validate Production Support Hand-over & Readiness

**Quality Assurance Services**
- Conduct SAP CoE Operational Assessment
- Prepare Solution Manager Diagnostics
- Conduct Solution Transition Evaluation
- Define Customer Specific Software change management strategy
- Assist in the development of a capacity management strategy

**SAP Safeguarding**
- Conduct Business Solution Improvement assessment
- Conduct Technical Feasibility Check
- Support complex issue resolution with Expertise on Demand
- Review Master Data strategy
- Develop strategy to manage custom code

- Assess technical risks of the solution
- Review critical interfaces to ensure proper throughput and error-handling
- Analysis of technical quality of custom code
- Empower CoE with End-to-End Solution Operations training

- Review test scripts and support volume test activities
- Conduct Business Process Performance Optimization for mission critical processes
- Validation of integration during testing

- Support Go Live phase with onsite/remote expertise
- Validate Production Support Hand-over & Readiness
- Conduct Go Live Checks
- CoE Certification
Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details
# Topic Status – Program Governance

## Top 3 Governance Issues:

<table>
<thead>
<tr>
<th>Consistency</th>
<th>Consistency in Implementation of business decisions:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of RACI  Lack of clear value drivers  Lack of key performance indicators</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transparency</th>
<th>The decision process that is visible to all constituents and stakeholders:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of documented key decisions  Key decisions not communicated  Lack of clarity in integration topics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accountability</th>
<th>A clear line of authority and responsibility.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of RACI  Lack of ownership  Project Team not empowered to make decisions</td>
</tr>
</tbody>
</table>

## Program Governance Risks by Key Measurement Areas

![Bar chart showing program governance risks by key measurement areas. Green represents 'Topic in Order', Yellow 'Medium Risk', and Red 'High Risk'.]
## Topic Status – Project Management

### Top 3 Project Management Issues:

<table>
<thead>
<tr>
<th>Human Resource Management</th>
<th>Effective planning and management of human resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Resourcing Planning Incomplete, Project teams not co-located, Roles/responsibilities poorly defined</td>
</tr>
<tr>
<td>Time Management</td>
<td>Resource Planning, Project Schedule, Schedule Integration</td>
</tr>
<tr>
<td></td>
<td>Examples: Lack of project schedule, Lack of resource scheduling, Lack of effective monitoring and control of the schedule</td>
</tr>
<tr>
<td>Scope Management</td>
<td>Scope Definition, Integrated Change Control:</td>
</tr>
<tr>
<td></td>
<td>Examples: Lack of complete scope document, Lack of integrated change control processes, Not following the defined scope control process</td>
</tr>
<tr>
<td>Integration Management</td>
<td>Elements of the project are properly coordinated and integrated.</td>
</tr>
<tr>
<td></td>
<td>Examples: Lack of integrated project schedule, Lack of Project Charter, Lack or Business Case, Lack of Executive Sponsor for Project Charter</td>
</tr>
</tbody>
</table>

### Project Management Risks by Key Measurement Areas

![Project Management Risks by Key Measurement Areas Diagram]
Topic Status – Process

Top 3 Process Issues:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
</table>
| Functional Specs              | Requirements definition for development in the form of Functional Specifications.  
Examples:  Lack of clarity on functional specifications   Lack of documentation |
| Business Value Drivers        | Definition of success:  Value drivers:    
Examples:  Lack of clear identification of benefits   Lack of tracking of the KPI’s   Lack of communication of the benefits   Lack of success criteria |
| Business Process Definition   | Blueprint documents, incorporating business requirements and solution design.:  
Examples:  Business requirements inadequately defined   Lack of facilitation skills during Blueprinting   Business requirements poorly understood |

Process Risks by Key Measurement Areas

- **Business Process Modeling and Requirements Definition**
- **Business Value Identification, Tracking, & Prioritization**
- **Business Blueprint Status**
- **Functional Specifications**

- Green / Topic In Order
- Yellow / Medium Risk
- Red / High Risk
# Topic Status – People

## Top 3 People Issues:

<table>
<thead>
<tr>
<th>Organizational Change Management (OCM)</th>
<th>OCM Strategy &amp; Plan:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of Business Impact Assessment</td>
</tr>
<tr>
<td></td>
<td>Incomplete Organizational Change Mgt Plan</td>
</tr>
<tr>
<td></td>
<td>Lack of Stakeholder Assessment</td>
</tr>
<tr>
<td></td>
<td>Communications late or limited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>End User Training</th>
<th>Preparation, planning and delivery of End User Training.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of Training Strategy</td>
</tr>
<tr>
<td></td>
<td>Late or lack of Training Plan</td>
</tr>
<tr>
<td></td>
<td>Actual training does not meet the training plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge Management</th>
<th>Knowledge Transfer:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Examples: Lack of formal knowledge transfer plan</td>
</tr>
<tr>
<td></td>
<td>Key resources leave the project</td>
</tr>
<tr>
<td></td>
<td>Weak documentation</td>
</tr>
</tbody>
</table>

## People Risks by Key Measurement Areas

![Graph showing risk levels for different areas]
Top 3 Technology Issues:

Data Readiness: Data migration and data archiving. Examples: Weak Data Migration Strategy, Lack of Data Migration Plan

Development: Development Documentation. Development Quality Management. RICEF: Examples: Late start in development work, Quality issues, Lack of quality plan

Infrastructure: Definition and document of technical requirements: Examples: Weak technical design, Lack of System Landscape Strategy documentation, Knowledge of Solution Manager Set-up,

Technology Risks by Key Measurement Areas

- Green / Topic in Order
- Yellow / Medium Risk
- Red / High Risk
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Contents

- QA Services Overview
- QA Audit
- QA Solution Review
- QA Services Approach
- QA Services & Safeguarding Differentiation
- Lessons Learned
- Appendix A: QA Services Checkpoint Details
QA Checkpoint 1

Project Preparation Phase Checkpoint

OVERVIEW: The purpose of the Project Preparation Checkpoint is to evaluate the foundations of the project including the program strategy and governance framework and ensure project readiness for a successful start.

TIMING: Final week of Project Prep phase

OBJECTIVES:

- Verify Governance framework is established including steering committee structure to rule on issue escalation resolution and executive change control.
- Verify Program and Project Management plans and standards and procedures have been developed.
- Verify Organizational Change Management and Communications readiness.
- Confirm portfolio management strategy and the solution end-state roadmap maximizes business transformation initiatives.

RESOURCES:

QAD
Client/SI PMO team Members
OCM & Communication Team Leads

PREREQUISITES:

- Submission of core documentation including; project plans, project charter, scope, approach, methodology, project team organizational structure.
- High-level review of risks, issues, obstacles, key decisions, and relevant macroeconomic conditions affecting company and project.

OUTCOMES/OUTPUTS:

- Validated project initiation and project plan
- Validated program and project standards definition, governance procedures, and standard tools.
- Validated initial project scope
- Methods & Tools infrastructure established
- Executive Summary Report
- Program Governance, PMO & People Report
QA Checkpoint 2

2 Business Blueprint Phase Checkpoint

OVERVIEW: The purpose of the Business Blueprint Design Checkpoint is to evaluate the end-to-end integrated business process design feasibility and scalability.

TIMING: 2 weeks prior to end of phase

OBJECTIVES:
- Evaluate Governance processes, Project Management plans and status. Adherence to PMO deadlines and milestone status attainment.
- Evaluate Organizational Change Management Communications, Training, and Business Transformation initiatives including Level II and III Project Team Training.
- Verify solution design by business scenario including high-level key integration areas.

RESOURCES:
- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:
- Submission of core Governance, PMO and Solution documentation.

OUTCOMES/OUTPUTS:
- Validate E2E application design including solution gaps
- Validate FRICE by solution area
- Validate the system landscape
- Validate critical technical integration points
- Validate capability sustainability and maintainability
- Executive Summary Report
- Program Governance, PMO & OCM Report
- Detailed Solution Processes & Technology Report by business scenario scored with appropriate status, risk, attributes, findings and recommendations
QA Checkpoint 3

Realization Phase Checkpoint

OVERVIEW: The purpose of the Realization Build Validation Checkpoint is to evaluate end-to-end integrated business process configuration and to-be solution setup to enable end-to-end business process execution.

TIMING: Start of Integration Testing

OBJECTIVES:
- Evaluate Governance processes, Project Management plans and status. Adherence to PMO deadlines and milestone status attainment.
- Evaluate Organizational Change Management Communications, Training, and Business Transformation initiatives.
- Verify end-to-end integrated solution configuration by business scenario.

RESOURCES:
- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:
- Submission of core Governance, PMO and Solution documentation.
- High-level review of key risks, issues, obstacles, key decisions, and relevant project status updates.
- Solution application design, configuration, and technical interface roadmap documents by business scenario.

OUTCOMES/OUTPUTS:
- Verify potential integration issues
- Record recommendations to improve solution
- Executive Summary Report
- Program Governance, PMO & People Report
- Detailed Solution Processes Report by business scenario scored with appropriate status, risk, attributes, findings and recommendations
Final Preparation Checkpoint

OVERVIEW: The purpose of the Final Preparation & Cut-Over Readiness Checkpoint is to evaluate go live readiness—solution, user, data, operations and support.

TIMING: 1-2 weeks prior to end of phase

OBJECTIVES:
- Evaluate solution and user readiness to drive success after initial go live.
- Evaluate reporting readiness to support business after go live.
- Evaluate Data Governance and Stewardship to support solution and business operations after go live.
- Evaluate CoE/support readiness to assist business after go live.

RESOURCES:
- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:
- Finalize the solution and prepare for detailed cutover, execute system and performance tests, and cut over planning is complete for the production system.

OUTCOMES/OUTPUTS:
- Validate solution configuration completion and inspect sign off of the system tests
- Validate initial cutover planning
- Validate plans for an enterprise CoE and inspect operations of the center of excellence that will support the solution
- Validate setup of the production environment
- Validate organizational change management activities, including the end-user training, business simulation, and user acceptance testing in the system
- Executive Summary Report
- People, Processes and Technology Readiness Report
Pre-Program Definition Fit/Gap Study

OVERVIEW: The purpose of the Project Preparation Checkpoint is to evaluate the foundations of the project including the program strategy and governance framework and ensure project readiness for a successful start.

TIMING: Final week of Project Prep phase

OBJECTIVES:

- Verify Governance framework is established including steering committee structure to rule on issue escalation resolution and executive change control.
- Verify Program and Project Management plans and standards and procedures have been developed.
- Verify Organizational Change Management and Communications readiness.
- Confirm portfolio management strategy and the solution end-state roadmap maximizes business transformation initiatives.

RESOURCES:

- QAD
- Client/SI PMO team Members
- OCM & Communication Team Leads

PREREQUISITES:

- Submission of core documentation including; project plans, project charter, scope, approach, methodology, project team organizational structure.
- High-level review of risks, issues, obstacles, key decisions, and relevant macroeconomic conditions affecting company and project.

OUTCOMES/OUTPUTS:

- Validated project initiation and project plan
- Validated program and project standards definition, governance procedures, and standard tools.
- Validated initial project scope
- Methods & Tools infrastructure established
- Executive Summary Report
- Program Governance, PMO & People Report
Blueprint Design Solution Validation

BUILD QA Solution Review

Blueprint Design Solution Validation

OVERVIEW: The purpose of the Project Preparation Checkpoint is to evaluate the foundations of the project including the program strategy and governance framework and ensure project readiness for a successful start.

TIMING: Final week of Blueprint phase

OBJECTIVES:

- Verify Governance framework is established including steering committee structure to rule on issue escalation resolution and executive change control.
- Verify Program and Project Management plans and standards and procedures have been developed.
- Verify Organizational Change Management and Communications readiness.
- Confirm portfolio management strategy and the solution end-state roadmap maximizes business transformation initiatives.

RESOURCES:

QAD
Client/SI PMO team Members
OCM & Communication Team Leads

PREREQUISITES:

- Submission of core documentation including: project plans, project charter, scope, approach, methodology, project team organizational structure.
- High-level review of risks, issues, obstacles, key decisions, and relevant macroeconomic conditions affecting company and project.

OUTCOMES/OUTPUTS:

- Validated project initiation and project plan
- Validated program and project standards definition, governance procedures, and standard tools.
- Validated initial project scope
- Methods & Tools infrastructure established
- Executive Summary Report
- Program Governance, PMO & People Report
Realization Build Configuration Validation QA Review

BUILD QA Solution Review

Realization Build Configuration Validation

OVERVIEW: The purpose of the Business Blueprint Design Checkpoint is to evaluate the end-to-end integrated business process design feasibility and scalability.

TIMING: Start of Integration Testing

OBJECTIVES:

- Evaluate Governance processes, Project Management plans and status. Adherence to PMO deadlines and milestone status attainment.
- Evaluate Organizational Change Management Communications, Training, and Business Transformation initiatives including Level II and III Project Team Training.
- Verify solution design by business scenario including high-level key integration areas.

RESOURCES:

- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:

- Submission of core Governance, PMO and Solution documentation.

OUTCOMES/OUTPUTS:

- Validate E2E application design including solution gaps
- Validate FRICE by solution area
- Validate the system landscape
- Validate critical technical integration points
- Validate capability sustainability and maintainability
- Executive Summary Report
- Program Governance, PMO & OCM Report
- Detailed Solution Processes & Technology Report by business scenario scored with appropriate status, risk, attributes, findings and recommendations
Final Prep Solution Readiness Evaluation QA Review

BUILD QA Solution Review

Final Prep Solution Readiness Evaluation

OVERVIEW: The purpose of the Realization Build Validation Checkpoint is to evaluate end-to-end integrated business process configuration and to-be solution setup to enable end-to-end business process execution.

TIMING: 2 week prior to end of phase

OBJECTIVES:

- Evaluate Governance processes, Project Management plans and status. Adherence to PMO deadlines and milestone status attainment.
- Evaluate Organizational Change Management Communications, Training, and Business Transformation initiatives.
- Verify end-to-end integrated solution configuration by business scenario.

RESOURCES:

- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:

- Submission of core Governance, PMO and Solution documentation.
- High-level review of key risks, issues, obstacles, key decisions, and relevant project status updates.
- Solution application design, configuration, and technical interface roadmap documents by business scenario.

OUTCOMES/OUTPUTS:

- Verify potential integration issues
- Record recommendations to improve solution
- Executive Summary Report
- Program Governance, PMO & People Report
- Detailed Solution Processes Report by business scenario scored with appropriate status, risk, attributes, findings and recommendations
Go Live Solution Optimization Fit/Gap Study

RUN QA Solution Review

Go Live Solution Optimization Fit/Gap Study

OVERVIEW: The purpose of the Final Preparation & Cut-Over Readiness Checkpoint is to evaluate go live readiness—solution, user, data, operations and support.

TIMING: 1-2 weeks prior to end of phase

OBJECTIVES:

- Evaluate solution and user readiness to drive success after initial go live.
- Evaluate reporting readiness to support business after go live.
- Evaluate Data Governance and Stewardship to support solution and business operations after go live.
- Evaluate CoE/support readiness to assist business after go live.

RESOURCES:

- QAD
- Client/SI PMO Team Members
- OCM & Communication Team Leads
- Client/SI Solution & Technical Team Leads

PREREQUISITES:

- Finalize the solution and prepare for detailed cutover, execute system and performance tests, and cut over planning is complete for the production system.

OUTCOMES/OUTPUTS:

- Validate solution configuration completion and inspect sign off of the system tests
- Validate initial cutover planning
- Validate plans for an enterprise CoE and inspect operations of the center of excellence that will support the solution
- Validate setup of the production environment
- Validate organizational change management activities, including the end-user training, business simulation, and user acceptance testing in the system
- Executive Summary Report
- People, Processes and Technology Readiness Report