Customer CoE
WITH ADVANCED CAPABILITIES (ACCOE)

Presented by:
SAP Active Global Support

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Purpose of this book

The purpose of this book is to provide the reader with a user friendly overview of the Advanced Customer Center of Expertise concept and the elements required for a successful setup and operation of the Customer COE with Advanced Capabilities.

Key Take Aways

A well established Customer COE is reducing the TCO significantly while providing a maximum on flexibility and control. KPI driven Continuous Improvement is key to show the value of IT and drive successfully innovations.

What's inside this Book

The book provides an overview on the Customer COE program and SAP’s support offerings to implement and operate a Customer COE with Advanced Capabilities:

- An introduction to the Advanced Customer COE concept and the components of a successful Customer COE
- The path towards higher maturity and SAP’s offerings to support the implementation and Continuous Improvement
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In a more and more complex IT world (technology, products, processes) the challenges for the IT are competing with the pressure from the business to be faster, more flexible and reduce budget. This requires a more sophisticated approach to work as an IT: Excellent End-To-End Solution Orchestration.

This can be achieved with a combination of:

- higher maturity levels
- standardization of the IT processes
- proactivity
- quality management for continuous improvement
- flexible expert involvement
IT systems continue to be highly heterogeneous landscapes, connected through networks with multiple technical components, distributed over many software components, data persistence layers, and, most likely, many enterprises. These systems have to serve the needs of a high-tech generation. However, the solution also has to serve mission-critical business needs – availability on a 24x7 schedule in a global world – and meet performance, scalability, and data security goals.

To support solutions in this networked world, excellent end-to-end solution orchestration is essential. But what does this solution orchestration look like?

Because most of our customers have made a large investment in SAP-centric solutions, they rely on SAP to provide answers as to how their solutions can be optimally supported and enhanced – today as well as 10 years from now, even as complexity and heterogeneity are increasing.

### Value Drivers of a Customer Center of Excellence (COE)

**The Charter of a Customer CoE: Excellent solution orchestration**

- **Meet Business Expectations**
  - Standardize your End-to-End (E2E) operations processes
    - Focus on scalable yet sufficiently flexible operations processes to respond to business changes fast.

- **Drive Innovation**
  - Implement automated & proactive IT
    - Keep efforts as low as possible and reduce incidents

- **Handle increasing complexity and keep systems running**
  - Build quality-oriented IT operations
    - Only continuous improvement ensures state-of-the-art IT that is ready for new challenges.

- **Deal with limited people resources**
  - Keep close connection to the expert
    - Essential, because innovation normally requires a pool of customer-internal and external skills.
A general solution approach for optimized IT orchestration has:

**Standardized, end-to-end operations processes** that are scalable yet flexible enough to react quickly to business and IT changes. Restructuring business units (for example, department re-organizations and mergers and acquisitions) is “business as usual.” Fast restructuring projects create demand for a “change factory” approach.

**IT that is automated and proactive** rather than manual and reactive. This keeps costs as low as possible while reducing effort and incidents.

**Quality-oriented IT operations.** Only continuous improvement can ensure state-of-the-art IT that is ready for new challenges.

**Close connection to experts.** This is essential, as innovation normally requires a pool of internally and externally sourced skills.

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**Maximized business value through excellent end-to-end solution orchestration**

- Rapid response to any business and IT changes
- Minimum costs and efforts while guaranteeing maximum level of stability
- State-of-the-art IT organization that is ready for new challenges
- Seamless end-to-end processes with expert skills from SAP and partners

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**Value of Implementing a Customer COE with Advanced Capabilities.**
This last topic leads to a more sophisticated collaboration model. Implementation and improvement projects require an embedded link between SAP and the customer.

How can this solution approach become real within a customer's organization? First, it requires a specialized organization with dedicated stakeholders for different objectives and highly qualified experts with appropriate skills. Next, you need to establish a control center to guide operations, projects, and the integration of the new solutions into later operations. Quality management leads to continuous improvement and fast resolution of business critical situations. For this purpose, dedicated quality manager roles are defined within the customer and partner organization to ensure efficient collaboration between stakeholders in business units and in IT. It is essential to have a commonly accessible documentation and reporting platform, where status and continuous improvement can be tracked with key performance indicators (KPIs) to provide

By achieving certification of advanced capabilities, Customer CoEs can:

- Get a verification of the established IT organization versus the SAP Best Practices including processes, tools and skills.
- Proof the optimum realization of business requirements to show value of IT.
- Get access to a customer COE network to share best practices with other highly mature IT organizations.
- Benchmark their IT organization with other advanced customer COEs.

Value of Implementing a Customer COE with Advanced Capabilities.
single source of truth. By setting up control center, the single source of truth, quality management roles and by including stakeholders and partners, you can move your Customer Center of Expertise (Customer COE) organization to the next level: certification by SAP as a center with advanced capabilities.
Chapter 2

The Components of the ACCOE

For the successful setup of a highly mature customer COE three components are essential:

- Managed IT processes following the SAP best practices for ALM, Run SAP like a Factory, Operations Control Center and Innovation Control Center.

- A Quality Management that has dedicated persons responsible for all IT areas and a measurement platform to measure the continuous improvement of customer relevant KPIs.

- A harmonized reporting to provide a single source of truth to all stakeholders and ensure efficient collaboration on agreed topics.
What does it take to provide excellent end-to-end solution orchestration?

As the starting point, an organization establishes different control center, depending on the organization’s current situation. An operations control center (OCC) focuses on day-to-day operations; an innovation control center (ICC) provides a project control approach that monitors the progress and quality metrics of multiple critical projects and helps ensure a smooth transition of the new solution from the project to the operations phase.

This control center concept works, in principle, similarly to a U.S. National Aeronautics and Space Administration (NASA) control room. Every mission critical application and technology component, as well as every implementation and operations services provider, is represented within this control center. In addition, the control center is staffed with representatives from all stakeholder groups. Staff in the control center can also include the development support units of all the application and technology components. Appropriate owners with access to all functional units, as well as implementation and operations stakeholders, are assigned to control center. They have access to key users and development support units and use clearly defined escalation paths that help speed up issue resolution. Within the control center, a one team approach is enforced, with one or two co-owners assigned to review and sign off on issue resolution. The control center use KPIs, an essential part of the single source of truth, to control and improve their processes.
The control center can be efficiently implemented and constantly improved only when the customer’s IT team works in close cooperation with SAP and partners. Since control center deal not only with current operations challenges but also with future innovation topics, the customer’s control center need to establish and control flexible, automated, proactive, and quality-oriented IT operations processes to ensure business continuity and minimize time to value.

Establishing control center (CCs) in an increasingly complex, intricately networked world is not enough. There is a growing need to adjust your CCs constantly to provide holistic governance and take your CCs to a new level of performance. To do this, consider enhancing the CC concept with dedicated quality management staff to build a highly mature and professional Customer COE, which serves as a single source of truth and as a central point for functional collaboration among the business, IT, SAP and partners.
This structure helps increase the transparency of business processes, reduce downtime to boost system availability, and lower total cost of operations.

Because multiple organizations are involved in end-to-end operations processes, collaboration must be optimized among all parties involved. This becomes even more important when the involved parties belong to organizational areas that have different focuses. Achieving optimal collaboration requires both a common collaboration platform and a clear definition of the end-to-end processes. The definition ensures that stakeholders know their tasks, the service level they must provide, and what information they need to share with others. As the trend of out-tasking and outsourcing IT services continues to grow, the ability to share information becomes increasingly important.

Example Scenario

Let’s assume that your incident management team is working with very challenging KPIs in service level agreements and is getting more efficient every month, solving more and more incidents within a shorter time. At this point, the incident management process is working according to the definition. Nevertheless, a cross-organization quality management structure is required to connect all lines of business with CCs, other IT teams, and even partners to identify root causes for the increasing number of incidents and define a KPI-driven action plan to reduce the number of incidents. This continuous improvement approach helps ensure that your end-to-end IT processes are flexible and adaptable to future requirements.
A Customer COE provides appropriate knowledge about end-to-end business processes that are implemented currently or will be implemented. It is responsible for various quality management tasks, such as validating the successful integration of solutions into complex software landscapes during the integration testing phase of an IT project.
The value of a customer COE with advanced capabilities is significantly determined by the activities of quality managers. These quality managers control all areas of IT, the plan and run areas as well as the integration and the alignment with the business. The core tasks of the quality managers are the continuous improvement of the IT processes, structures and organizations via KPIs and ensuring a consistent centralized reporting (Single Source of Truth). Additionally the quality managers align in critical situations cross topic and cross organization the resources and are owners of the issues.
The path towards the ACCOE

The journey of a Customer COE to a higher level of maturity starts with setting up tools and procedures to enable collaboration with SAP and partners. The ability to support solutions in critical situations requires a certain level of solution documentation and the capability to analyze root causes and exchange information. With increasing maturity of your Customer COE, the “survive” phase (becoming productive and staying productive) is replaced by the “save" phase, where the focus of the center is on proactivity, automation, and continuous improvement by quality management. Your organization reaches the level of professionalism where innovation can be adopted without disturbing existing processes and value realization is most efficient.

The Roadmap to Improve Maturity to Advanced Certified Customer COE Level.

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- Activities
- Timeline
- Effort estimation
- Skill deficits
- Detailed roadmap
- Processes & tools
- KPIs
- Training curriculum
- Subject matter experts
- Single source of truth
- Quality Management roles
- OCC readiness
- Partner integration
- Expert skill certification
- Quality Management

The Roadmap to Improve Maturity to Advanced Certified Customer COE Level.
Quality Management Methodology

SAP recommends a quality management methodology that includes a single source of truth, continuous improvement driven by KPIs, centralized issue resolution and de-escalation, and centralized planning and collaboration. The methodology can result in quality-oriented IT operations, standardized end-to-end operations processes, close connections with experts, and IT operations that are automated and proactive rather than manual and reactive.

Single Source of Truth

Setting up standardized, end-to-end IT processes and a single source of truth is supported by SAP with a set of best-practice documents - our standards for solution operations. These standards describe how best to use available tools and services and how the different roles work together to optimize end-to-end processes for solution operations. This standard framework allows customers to benefit from SAP’s over 40 years of experience delivering best-in-class support.

Second, the optimization strategy is rooted in SAP Solution Manager as a collaboration platform, providing full visibility of the customer’s solution and process status while making required information available to all stakeholders. This helps reduce cost for information gathering and keeps participants working with current information.

Additionally, SAP provides a methodology for the implementation of end-to-end solution operations, called the RunSAP methodology. It supports best practices and provides content, services, training, and tools to perform
solution operations efficiently. SAP standards for solution operations define core, end-to-end operations tasks. Supporting the RunSAP methodology, engineering service road maps accelerate the implementation of solution operation standards.

A training program for quality manager roles and subject-matter experts completes our support offering to keep IT skills up-to-date.

**KPI-Driven Continuous Improvement**

Each quality manager is responsible for one or more focus areas. These focus areas can be related to end-to-end solution operation standards; integration topics for platforms, technologies, and devices; and strategic business areas such as financial. Each focus area of a balanced scorecard is covered by one or more KPIs to document the current situation and drive continuous improvement. In keeping with a single source of truth, KPIs are documented in the KPI framework of SAP Solution Manager.

If control center structures or composition have to be changed to fulfill KPI targets, quality managers drive this transformation.

**Central Top-Issue Resolution and De-escalation**

A top issue is an incident or a problem that has severe impact on at least one of your core business processes. It reveals a critical challenge - a show stopper or a mission-critical situation that requires the attention of top management at your site and sometimes at SAP.

If left unresolved, a top issue could result in serious
business loss. It can be either a major critical issue or a bundle of single technical issues of the same type or belonging to the same area.

The Customer COE team owns top issues and is responsible for issue transparency and resolution. By coordinating all involved parties within the control center - including outsourced resources, implementation partners, hardware partners, customer departments, SAP experts, and third-party vendors - the quality management team drives the resolution of the top issues. In business-critical cases, the quality managers act as de-escalation architects to coordinate the required expertise from all involved parties using a „situation room“ approach. This approach requires the engagement and collaboration of all the parties until the issue is resolved.

Central Planning and Collaboration

In the control center, a multitude of activities and resources are required to mitigate identified risks, solve the top issues, and support the continuous improvement of defined KPIs. Central resource and service planning is required to coordinate these activities efficiently and provide the most suitable solution.

This can imply the identification of the most appropriate SAP and partner services, the leveraging of the skills and capacity of the IT teams, or the identification and integration of internal and external resources to bring about efficient collaboration „at eye level“ with the experts of SAP.
Quality Management Roles

To maintain a stable link between the operation control center, the implementation control center, and SAP, you should establish dedicated quality manager roles in your Customer COE with advanced certification.

Quality managers make sure that IT processes are state of the art and are improved continuously. To this end, quality managers are responsible for the key success factors listed in the „Customer COE Charter“ section.

Quality managers deescalate incidents with critical business impact by driving the technical analysis of all relevant software components as well as by analyzing the business process supported by these software components. The goal is to bring the business process up again in the shortest possible time, with either a work-around or a technical fix.
Due to the complexity of business processes, multiple SAP and non-SAP software components are often used. Therefore, a team of experts must be formed quickly in the operations control center for the analysis of each mission critical incident. Quality managers act as de-escalation architects and lead this team until the issue is resolved. In addition, these managers initiate and drive communication to management and align communication with SAP and partners.

Mandatory quality manager roles must cover all topics regarding business continuity, integration validation, application lifecycle management (including the program management office), and business process improvement. The head of a Customer COE with advanced certification manages the team, oversees process compliance, and takes responsibility for the team’s work. It is important to mention that, in addition to the customer’s four quality manager roles, all involved partners (SAP, outsourcing, and outtasking partners) must provide a quality manager for the areas in which they are active or responsible.

In summary, we recommend the following roles for a Customer COE:

Customer (mandatory):

- Head of the Customer COE with advanced certification
- Quality manager for business continuity
- Quality manager for protection of investment
- Quality manager for integration validation
- Quality manager for business process improvement
SAP (in addition, if applicable):

- Technical quality manager(s) for all relevant areas

Partners (in addition, if applicable):

- Quality Manager for Business Continuity - Application operation (technical outsourcing)
- Quality Manager for Business Continuity - Business Process Operation (application outsourcing)

Each quality manager role is responsible for different focus topics collected in a balanced scorecard. The successful implementation and continuous improvement of operations processes and innovations are measured with KPIs.

The organizational structure and the size of your company determine how many employees are needed to serve these roles. In small businesses, one employee may take over all roles, whereas in large enterprises, two employees could be required for one quality manager role.
Chapter 4

Offerings for the ACCOE Implementation
In order to define a roadmap towards higher maturity an initial maturity assessment is performed (SAP Operations Planning Workshop, SOPW). Based on the IT strategy, the current maturity and the highest demand a roadmap is proposed. The roadmap is aligned with the Run SAP like a Factory (RSlaF) and Application Lifecycle Management (ALM) roadmaps. Execution of the roadmap is recommended via the engineering services of AGS. The quality managers get trained and the initial set of technical and quality KPIs is defined and measured. The audit is performed, if you want to reach ACCOE level completely. Stabilization of the high maturity level is done via an annual re-certification to align the KPIs for continuous improvement.

SAP’s offerings to support the implementation of an ACCOE
The SAP Operations Planning Workshop is the starting point of the journey towards a Customer COE with Advanced Capabilities. The scope of the service is the general assessment of your current IT-process maturity as well as a fit/gap analysis towards the requirements of the audit.

Even if you do not target the audit itself, the service can be useful to get a big picture and start planning the next activities towards ALM and Run SAP like a Factory.

Today, the service is available for premium engagements like MaxAttention and Active Embedded. If you currently have no Premium Engagement the service can nevertheless be delivered by experienced SAP consultants as a preparation service to identify the scope of a possible future premium engagement. The results of the service will then contain an ActiveEmbedded contract proposal.

Please contact SAP for more details at COE.Program@sap.com.

**The typical motivations of customers to order the SOPW service:**

- **You plan to be (re-)certified as an ACCOE. The SOPW will identify gaps between the current situation and the requirements of the certification.**
- **The complete IT needs to start an improvement process, either to support necessary changes like mergers and acquisitions or to reduce the costs of IT.**
The SAP Operations Planning Service is a very good starting point for customers to plan the next 12 to 24 months engagements together with their Engagement Architects. The service is building the umbrella over AGS’s portfolio and helps to identify the most valuable offerings of AGS.

Especially the Engineering Packages Application Lifecycle Management (ALM) and Run SAP like a Factory (RSLaF) are addressed in the service to implement the best practices of SAP. Therefore the resulting roadmap of the SOPW service contains elements of the ALM and RSLaF roadmap.

It has to be clear however, that the SOPW service is not the best choice if your intention is to only solve top issues in single topics or improve dedicated areas (up to the topics of OCC and ICC). Here it is advised to directly start with the corresponding ALM or RSLaF assessments as the holistic view on the situation is not required.

**Service Delivery**

For service preparation the delivery team will collect customer information regarding all IT topics from you, the

- **Value of IT needs to be made visible and measurable.**
- **The alignment strategy with the business needs to be supported with measurable KPIs to make the value of IT visible.**
- **Out of scope of the service is expert consulting on ALM and RSLaF as well as tool assessments (e.g. SAP Solution Manager implementations).**
TQMs and EAs. This ensures the best possible start of the service as well as a service agenda that fits to your situation.

During the delivery of the service the agreed topics are discussed in interview style with you and your partners, experts. On the last day a summary session is scheduled to ensure that all participants have the same results of the interviews.

Within the service report the delivery team is describing the as-is situation and is providing recommendations regarding focus topics to be improved for each IT process. The findings of the interview are mapped to a maturity model to help you to rank your situation and find the areas with most improvement potential. Together with the service a high-level roadmap is provided, that is outlining the necessary steps to implement all recommendations of the report. As the service is a broad-band but not in-depth assessment, the roadmap cannot replace the expert assessments of RSIaF and ALM but is supporting these programs for a long-term engagement. The recommended services inside of the customer tailored roadmap are harmonized with customers’ demands and in customer specific sequence avoiding multiple activity repetition.

The chargeable effort for the service is 14 days.
The Advanced Audit is applicable, when you have finalized the implementation or optimization of your Customer Center of Expertise (Customer CoE) including efficient end-to-end solution operation processes in your IT landscape and support organization.

The certification of the Customer CoE is the corner stone of the improvement process and provides the SAP proof point of successful IT operation process, quality management and a KPI driven continuous improvement process within a single source of truth for reporting and documentation. The Advanced Capability certification provides a summary of the overall maturity of the Customer CoE towards the SAP best practices, and provides a proposal for further improvement.

The typical motivations of customers to order the ACCOE Audit service:

- Verification of the established IT organization towards the SAP Best Practices including processes, tools and skills.
- Proof of the optimum realization of business requirements to show value of IT.
- Access to a Customer COE network to share best practices with other highly mature IT organizations
- Benchmark the IT organization with other customer COEs.
The audit is focusing on:

- Transparent and complete documentation of solutions, projects, operations handbooks and engagements within a single source of truth
- Integration of partner tools and roles with the end-to-end operations processes
- Continuous improvement of IT operations and projects driven by scorecards and using the KPI framework for definition and improvement documentation
- Central, top-issue resolution and reporting
- Central activity planning regarding tasks, services, issues, KPIs, and risks
- Establishment of all quality management roles by customer and partners, with skill levels of quality managers proven with individual certification

- Successful setup and operation of an operation control center

**Service Delivery**

The delivery approach has been changed in 2012 to give you more freedom to provide the information that is required and take away the pressure of an „audit“.

This is achieved by a large preparation phase in which you can upload information to SAP that is then verified and mapped towards the audit requirements. Identified gaps are communicated back to you immediately and can be closed in an iterative process. After the preparation phase the required documentation to pass the audit are normally available.
During the onsite workshop the SAP team will dive into details based on the results identified during the preparation phase. The goal of the onsite audit is a final discussion of the completeness and maturity level of the Customer COE towards the criteria given. This includes design and execution of IT processes and established quality management, best practices in application lifecycle management, partner integration and the use of KPI driven improvement framework. At the end of the onsite visit, the SAP team will present the result of the audit including the certification status in a wrap-up meeting.

After the Advanced Capabilities Audit, SAP provides a report with the audit results and recommendations how to improve and optimize the KPI driven continuous improvement framework.
The Re-certification audit is performed on an annual basis for all Customer CoEs who have successfully passed the advanced audit. At the end of the service the Advanced Capabilities certificate will be extended by 12 months.

The service consists of two parts, the verification of the advanced certification status and the KPI based planning of the Customer COE improvement. The goal of the service is to ensure a high level of maturity and a continuous improvement of the Customer COE.

The verification of the advanced certification status is focusing on areas where processes, tools, skills or organisations have changed. The methodology of verification is identical to the approach used for the original audit.

Continuous improvement of the Customer COE is achieved with the following core activities:

- Identification of challenges and areas of improvement within the Customer COE for the next 12 months
- Definition of the quality management KPIs to support the areas of improvement
- Definition of activities to improve the quality management KPIs.
Service Delivery

During that preparation phase the SAP experts will contact the quality managers and subject matter experts in your organization to discuss the provided information and all changes since the last audit. SAP provides a list with the required deliverables like screen shots, descriptions and operations handbooks. The provided material will be reviewed before the audit by SAP experts remotely to ensure completeness and maturity. Additionally SAP will collect information on areas of improvement, possible KPIs and target values to be discussed in detail during the onsite audit.

During the onsite part of the service delivery the SAP team will discuss with you the completeness and maturity level of the Customer COE regarding the changes described in the

The typical motivations of customers to order the Re-Certification service:

- Get a verification of your established IT organization towards the SAP Best Practices including processes, tools and skills.
- Prove value of the Customer COE for selected areas with appropriate KPIs and measurement methodologies.
- Show action plan to reach a higher level of maturity and continuous improvement for selected focus topics.
preparation phase. This includes design and execution of your processes and established quality management, best practices in application lifecycle management, partner integration and the use of KPI driven continuous improvement.

In a second step of the service your quality managers and the SAP team will agree on the areas of continuous improvement that will be in the Customer COE focus for the next 12 months.

Possible KPIs and the methodologies of measurement are discussed. The target values for the KPIs will be defined and we will jointly set up an activity plan to reach these target values.

At the end of the onsite visit, the SAP team will present the result of the service including the continuous improvement KPIs in a wrap-up meeting.

After the Re-certification service, SAP provides a report with the review results and a summarization of the improvement areas, KPIs, target values and an activity plan. The extended certificate for a Customer COE with Advanced Capabilities will be provided.

The chargeable effort for the service is 4-5 days, depending on the existence of significant changes within the Customer COE setup.
The Customer COE program with Advanced Capability is basically a combination of the Engineering Packages (ALM, RSlaF) from AGS to implement processes, tools and skills according to the best practices of SAP enriched with the Quality Management approach consisting of quality management methodologies, tools (KPIs) and the quality manager roles.

The Quality Management training is targeting to enable the quality managers to apply the quality management methodologies and make optimum use of the Scorecard and KPI tools to measure and report the continuous improvements and thus show the contribution to the „Value of IT“ in measurable terms. This approach serves as a first step to align Business with IT.

As described in one of the above chapters in more detail the quality management methodology includes a single source of truth, continuous improvement driven by KPIs, centralized issue resolution and de-escalation, and centralized planning and collaboration.

The dedicated quality manager roles cover the areas of Business Continuity, Protection of Investment, Integration Validation and Business Process Improvement. Based on best practices of successful established Customer COEs there are for each role a multitude of KPIs available, which can be adopted by each Quality Manager adequately. With this approach quality is made transparent in your organization however equally paying attention to the fact that quality needs to be adapted to your requirements.
Therefore the Quality Management Training itself will focus on quality awareness, establishing the four quality manager roles, quality execution and control, continuous quality improvements on strategic as well as on operative level including alignment to engineering service roadmaps.

Key deliverables of the Quality Management training are:

- In-depth understanding of the four Quality Manager Roles and their role within Business Continuity, Protection of Investment, Integration Validation and Business Process Improvement.
- Gaining empathy in quality understanding by best practices.
- Training how to define and setup adequate quality KPIs in accordance with the customer
- Performing baseline measurements
- Aligning the quality management topics within the engineering roadmaps.

**Training delivery**

The chargeable effort for the training is 6 days.
Chapter 5

The KPI Concept for Customer COEs

In 2012 the focus of the ACCOE program was higher quality and maturity for the customer COE. In 2013 we will strengthen the KPI driven continuous improvement approach to make value of IT measurable and transparent. As an outlook the strategy for 2014 will concentrate on the topic of benchmarking and savings.
In 2012 the focus of the ACCOE program was „Improved Quality of IT“ for the customer COEs by

- assessing the IT maturity regarding processes, tools and organization
- providing a roadmap for the implementation of all SAP best practices
- offering an advanced certification as proof of the successful implementation.

Following the ACCOE program, you are able to provide „excellent end-to-end solution support“, successfully manage existing solutions (supported by an OCC) and control project work.

This however is no longer sufficient because the pressure to adopt new technological and business challenges is increasing rapidly. As a consequence IT organizations not only must **continuously improve** their IT processes but

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Continuous Improvement Drivers
simultaneously must prove the „Value of IT“ to compete with on-demand offerings for the business. In other words, the quality and value of IT must be made measurable and visible. Key Performance Indicators (KPIs) are a proven way to measure continuous improvement.

In 2013 the ACCOE program will support your continuous improvement needs with a more sophisticated KPI approach. SAP is offering technical KPIs, quality KPIs and also business related KPIs to help IT organizations proving their value (by continuous improvement) and support the IT strategy towards the lines of business.

The KPIs are managed within SAP Solution Manager and can be monitored using score cards on the backend (SolutionManager) or mobile devices (e.g. iPad).

It will soon be possible to send the KPIs and target values to SAP. We currently evaluate the possibility to collect your own KPIs (baseline, target) and also your own KPIs help IT to fulfill the business expectations.
definitions (to identify the customers focus and enhance our KPI base).

The goal is to establish the KPI framework for all Customer COEs.

As soon as representative data are available at SAP (2014 presumably), we will be able to send a benchmark per KPI to the customer Solution Manager. The benchmark can be combined with a business case showing potential savings per KPI. This will significantly support the business and IT alignment towards innovation and new projects. SAP can provide supporting recommendations that will be tailored to fit to your situation and requirements.

**A closer look to the KPI environment**

Currently technical and quality KPI metrics have been implemented into SAP Solution Manager and the corresponding data collectors (for non-manual measurements) are available. Using the Alert and Monitoring Infrastructure within SAP Solution Manager the metrics can be used to configure KPIs. Several metrics can be combined to define more complex KPIs. For each KPI an action plan can be defined to reach the KPI target values. The actual KPI data are either collected automatically or can be entered manually using a guided procedure. The KPI history is also available.

The KPI display and drill down analysis is possible either via score cards using the management dashboards within SAP Solution Manager or via a mobile App for the iPad to have the data available for discussion with colleagues, partners or the lines of business.
Working with KPIs

The quality KPIs are aligned with the IT strategy (e.g. innovation driver, service or solution provider) during an ACCOE assessment together with the customer.

The KPIs are activated and a baseline measurement is performed. The initial action plan to reach the KPI target is agreed. Prerequisite for the advanced certification is the existence of quality KPIs together with a baseline measurement and an agreed action plan. The KPIs are in the responsibility of the quality managers (customer, partner and SAP).

The ACCOE re-certification is performed annually with the target to review the KPIs and action plan and to identify new areas of improvement with the corresponding KPIs.

The definition of the KPIs and action plans is part of the overall engagement planning with SAP.
Chapter 6

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Frequently Asked Questions

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Is the ACCOE program available to all customers?

This offering is tailored according to the customers’ maintenance status. To start with, the ACCOE audit is not available to Standard Support customers at all. Nevertheless SAP can support this customer segment in the implementation of the IT processes, tools and skills on a consulting contract base, but the audit and certificate are missing. If a Standard Support customer is opting for the audit and certificate, a premium engagement is the only option.

For Enterprise Support customers we offer a multitude of services, self-services, trainings and up-skilling sessions. We provide roadmaps for the implementation, but a large part of the implementation activities is in the responsibility of the customer.

Finally, if a customer has a premium engagement (MaxAttention or Active Embedded Support), he can get maximum support from the Active Global Support teams. All required services to implement a Customer COE with Advanced Capabilities as well as all trainings to enable the IT staff can be covered by the engagement. This also includes quality management trainings, quality and technical KPI realizations to measure the value of IT, setup of a Single Source of Truth, Q-Gates during the implementation and support for the setup of the Operations Control Center (OCC) and Innovation Control Center (ICC).
How has the SOPW content changed?

Historically the SOPW service scope was focusing on the SAP Solution Manager Tool implementation and the setup of IT processes according to SAP’s E2E Operation Standards. The resulting roadmap provided mainly these information.

With the development of the two AGS focus Run SAP like a Factory and ALM, both providing a very sophisticated roadmap for the implementation of their topics, the SOPW was able to extend to a broader scope regarding the assessment of an IT organization, as many topics were now covered by the expert assessments of ALM and RSIaF.

Based on the questions of the Customer COEs the content of the service has changed to cover topics like maturity, governance, skills and putting more focus to give a holistic roadmap for Customer COE implementation or enhancement projects.
Can a SOPW service provide value if the customer is not aiming for an ACCOE audit?

The Customer COE audit is the cornerstone in the path of a customer to a higher level of maturity. If you are not sure what maturity level the current IT processes have or if you need a general strategy to continuously improve your IT, then the SOPW service is the right service to deliver.

If however your target is to close known gaps or improve dedicated areas with issues or pain, then the entry point should be directly the corresponding engineering package assessment.
How does partner outsourcing influence the audit?

If IT processes are partially or completely outsourced to one or more partners, you are responsible to integrate the partner(s) fully into the processes and reporting (single source of truth). Partner tools must be integrated as well. Starting in Q3/2013 the partner(s) also have to take over responsibility for quality management. The following two roles will be most important:

• Quality Manager for Business Continuity – application operation (technical outsourcing)
• Quality Manager for Business Continuity – business process operation (application outsourcing)

Additionally it has to be ensured, that the quality KPIs are also covering the responsible topics of partners. If no partner is involved into your IT processes, the required scores of the audit are reduced accordingly.

How has the audit content changed with the renewed ACCOE program?

The content itself has not changed. In the old audit, the sorting order of the questions was based on the quality manager roles mainly. In the new audit, the sorting is of a more customer suitable approach. Still the focuses are
the E2E IT processes, the single source of truth reporting and the quality management approach. The overlap between the old and new content is estimated to be approximately 90%. The remaining 10% reflect the need to put more emphasis onto the topics of partner integration and skill management.

How has the audit delivery process changed?

In the old version of the audit, the audit team was onsite for 1 week to ask a huge catalogue of questions and had to interpret the (non-standardized) answers of the customers on the fly. This forced many customer experts to be also onsite and available during that time frame. The result of the audit was only known at the end of the week, when already a lot of effort and money had been invested by SAP and the customer.

The new audit is giving you a chance to provide the information upfront, thus giving you more freedom and time to engage the right experts. For SAP this does mean a more flexible way to evaluate the provided information and give feedback to you in a timely manner.
Therefore, at the end of this iterative process the result of the audit should be clear before the audit team is going onsite. The amount of required customer expert to be present during the audit is minimized. Ideally, only your quality managers and the executive level need to participate in the audit.

The overall number of delivery days has been reduced.

**Are the Quality Manager roles for partners mandatory?**

The quality manager roles for partners are getting mandatory in November 2013, synchronized to the quality management training conditions.
Can a Re-Certification service be delivered without established KPI framework?

The KPI framework will be available with SAP Solution Manager 7.1 SP09. In 2013 the usage of other media for KPI definition, measurement and reporting is possible.
Is the QM training mandatory for the audit?

The QM training will become available in Q2 2013 only. Customers who are aiming for an ACCOE audit will have a transition time of 6 months before the training and quality manager certification are getting mandatory (November 2013). For customers with an upcoming re-certification the individual certification of the quality managers is mandatory also if the re-certification is after November 2013.
Chapter 7

Information Compilation
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