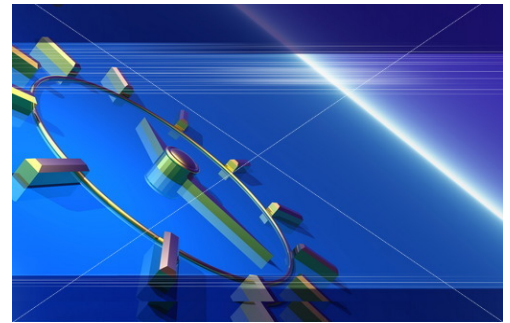


Ready, fire, aim is not advisable when it comes to SAP engagements.

Cost-conscious clients tend to rush headlong into SAP engagements for which they are not adequately prepared. The result is invariably a cost overrun as well as a failure to achieve intended benefits.

A readiness assessment provides a firm with an essential advance diagnostic of potential organizational and change management pitfalls which may later compromise project progress and impede a client's likeliness to thrive after go live.

Armed with this diagnostic, clients can address readiness issues before launching an SAP implementation.



A Readiness Assessment helps SAP clients address these critical questions:

- ◆ Are business and IT groups aligned in their expected outcomes for the project?
- ◆ Are project resources properly prepared to successfully deliver and achieve targeted goals?
- ◆ Are project assignments and authorities clearly established and clearly understood by all?

SAP Engagement Readiness Model					
Environment/ Change Management					
Level	Ownership/Drivers	Change Management	Expertise	Risk Management	
1	Strategy	Ownership, authority, & accountability regarding goal achievement are established at the top level of the firm.	The initiative is adequately budgeted with a realistic time-frame.	Sufficient outside consulting resources are included in the plan & budget. Internal staff is a rational mix of business & IT.	The organization has adopted a realistic point of view about what it takes to succeed.
2	Organization	Business & SAP strategy have been communicated to all firm levels. An empowered steering committee is in place.	The firm's culture is prepared to support change as a continuous process.	Vertical & horizontal communications are sufficient for the initiative.	Risk management ownership is assigned
3	Goals & Measures	Measurable performance goals and objectives for the SAP initiative are established.	Project staff and line staff understand the goals and measures for the initiative.	Current performance at KPI level is measured.	Project planning/budgeting includes measurement of risk and remediation
4	Consulting & Education	Ownership and budget for continuous staff training are established.	Project assignments do not conflict with other job requirements.	Project team training is adequately funded & scheduled.	Past experience indicates a readiness to complete this project.
5	Awareness & Commitment	Senior stakeholders are prepared to accept major process changes.	Senior stakeholders are committed to organizational change management.	Senior stakeholders have received SAP orientation and understand their new roles in this regard.	Senior stakeholders are aware of the types of risk associated with SAP

The model consists of four areas of readiness across five stages.

- ◆ A diagnostic is provided for each element of readiness.
- ◆ Severe disparity of response between individuals is flagged.
- ◆ Alignment of readiness between two defined groups (e.g. IT and business) is measured for each element and for each stage.
- ◆ At the stage level, the tool provides a diagnostic for group alignment.
- ◆ Over-all readiness is summarized.

How does the process work?

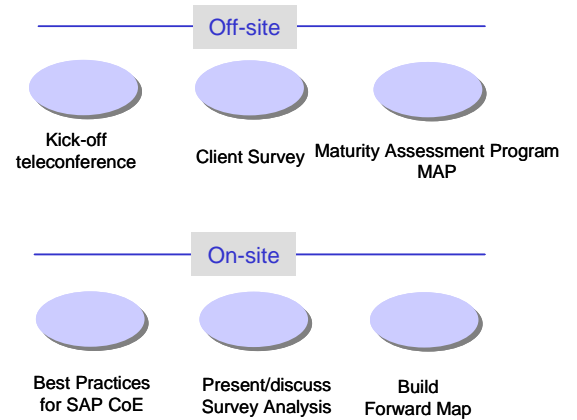
Doane Associates will survey the key constituents of your project team and then run their responses through our proprietary assessment tool. The survey takes about fifteen minutes to complete. The tool provides a series of diagnostics and prioritizes areas where attention is required.

Our SAP expert will spend a day with your team reviewing the results, exploring the critical points where your team is out of alignment, and working with you to build a plan to help you improve your chances for a successful SAP implementation.

How does a Readiness Assessment really help me set up the delivery team for project success?

The readiness assessment is driven by our diagnostic tool to highlight disparities in readiness among individuals and defined groups (e.g. business and IT) across five readiness stages and four categories of activity.

Readiness is tested for each stage, each element of each stage, and four activity categories. Firms can pinpoint areas of concern and identify what activities need to occur to improve SAP project readiness.



Best practice	Relative importance of each statement	Results for each readiness element	Disparity of response	Group alignment results		
1 Strategic Profile						
Statement	Import Weight	Overall Result		Group Analysis		
1 The SAP strategy is linked to an organizational strategy	10%	Strategies are fully aligned	No	IT 55% Business 45%		
2 Our SAP team understands the strategy	20%	The SAP team is fully versant with the strategy	No	Excellent group alignment		
3 Strategy has been communicated to LOB leaders	15%	The strategy is somewhat understood	Yes	Excellent group alignment		
4 We have completed major tech projects in the past	10%	Levels of prior success are only deemed fair	Yes	Group Misalignment		
5 We are realistic about what it will take to succeed	10%	Expectations are in line with SAP realities	Yes	Fair group alignment		
6 We have a high level of expertise for such engagements	15%	Further training may address this shortfall	No	Group Misalignment		
7 Senior stakeholders have assigned ownership of results	20%	Ownership of results is well established	No	Excellent group alignment		
8				Excellent group alignment		
9						
#						
Category Result & Diagnostic		General readiness at this level is apparent		Level Diagnostic		
Category	Diagnostic	Overall Diagnostic		General readiness at this level is apparent		
Organizational Change	Nearly mature in this category	Result	7.32	Score Ratio by Group		
Expertise	Nearly mature in this category	Stage Attainment				
Ownership	Strong SAP maturity element	Shortfall				
Risk Management	Nearly mature in this category	Margin	-0.68			
		IT	Business	55%	Ratio	45%
		0%	Var	0%		0%

Sample of Results for Level 1: Strategic Profile

For more information about SAP readiness and maturity assessments, contact:

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