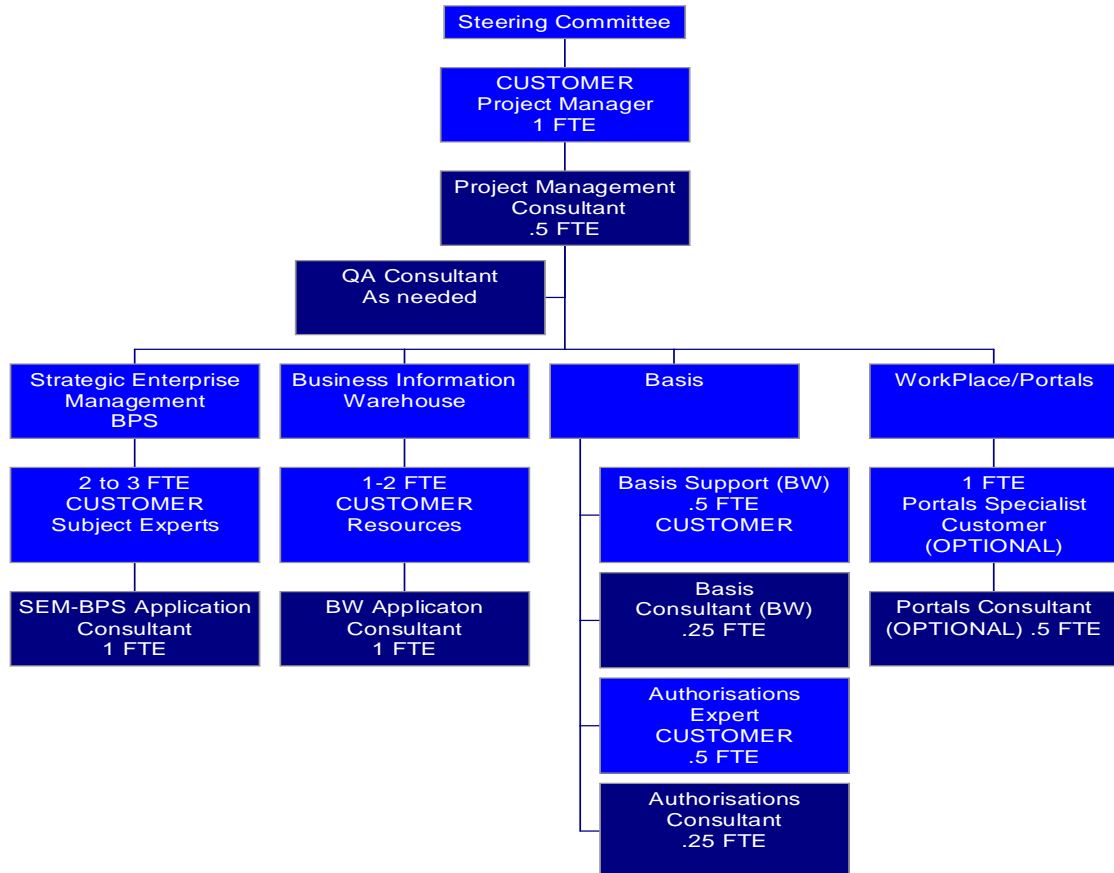


## Project Staffing:

### Sample SEM-BPS Implementation Team.



## Role Definitions – SEM-BPS

### Role: Customer Subject Expert

#### Description

The SEM-BPS Customer Subject Experts are responsible for ensuring that SEM is appropriately utilized in order to satisfy the business requirements of their organisation. Key components of the Subject Experts work include driving the definition of the

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business requirements and ensuring that the SEM-BPS framework is modelled / constructed in the most effective means to meet these requirements. In addition they are the key people responsible for realization and ensuring that adequate knowledge transfer is provided to both themselves and the users within the organization, in order to ensure that the system can be utilized effectively and maintained subsequent to go-live.

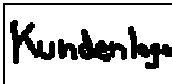
Ideally the Subject Experts should represent key members from within the Company who long-term will continue to work actively with or will be responsible for ongoing support. Quite often the role of Planning administrator will need to exist. The person who would assume this role should be seriously considered for inclusion as a Subject Expert. It is critical that Customer Subject Experts have a solid understanding of the Planning Process within their organization.

Assistance on an as required basis from other people within the organization will generally still be required, in particular during the requirements gathering, validation and testing stages.

## Time Commitment

– The time, which must be committed to this Role to ensure the project requirements are met, is dependent on the complexity and timeline of the project in addition to degree of customer commitment to the project as well as their desire for knowledge transfer. Some general guidelines to consider are set out below.

Project Complexity	Time Commitment
Low	If the project involves for example a supplement to an existing BW implementation where significant content may already exist, the scope of implementation is fairly limited (i.e. one type of planning), planning functions are fairly basic in nature or the intent of the current phase may simply be to try and centralize an otherwise de-centralised process (potentially as a first step) these factors would often tend to be indicative of a fairly Low complexity implementation. Normally subject experts should not be assigned on a part time basis. If full time commitment does not appear to be necessary then the time line should be re-visited to determine if the project can potentially be delivered in a shorter time frame. One full time Customer subject expert may be sufficient in a Low complexity implementation



Medium	Where a project is going to entail a fair degree of extraction and potential retraction of data to R/3 or significant external data sourcing is required, Advanced Planning functions (i.e. Creation of business models) need to be developed, the project represents a Global design or a fairly broad scope of functionality and potentially very detailed reporting is required, these factors would tend to be indicative of a project of medium complexity and normally may require one or more full time dedicated BPS resources. In particular where multiple types of planning are being performed or multiple operating units are being implemented, full time participation from more than one of these groups may be warranted in order to ensure adequate input in design, appropriate realization and ongoing knowledge transfer within the respective areas.
High	If the SEM-BPS project is likely to include complex business models, a large distributed user base, a wide breadth of functionality to support multiple types of planning, development including User Exit functions and / or workflow, potential portals integration etc. then the complexity of the Project potentially can be evaluated as high. In such project generally a number of Customer Subject Experts may be required, representing the different operational units and or planning areas within the organization. Again these resources need to be committed full time.

## Key Attributes

The Customer Subject Expert(s) ideally should have:

- » Excellent troubleshooting and analytical skills
- » Strong communication skills
- » Strong problem resolution and organizational skills

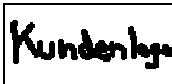
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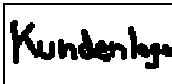


- » A strong business background in the area of Planning and planning methodologies combined with a clear understanding of the Planning process within their organization.
- » A clear understanding of the issues related to planning which the project is intended to address.
- » They must be trained in SEM-BPS.
- » They require a conceptual knowledge of the BW application combined with a working knowledge of BW reporting tools.
- » A conceptual understanding of Performance optimisation.
- » Excel Skills
- » Ideally a working knowledge of R/3 application(s)
- » ABAP and VBA skills are a definite asset.

**Key Tasks – (It should be noted that these tasks normally would be carried out in conjunction with the SEM-BPS consultant who should provide the required knowledge transfer).**

- » **Impart knowledge transfer to the Organisation.**
- » Take a lead role in the business requirements gathering sessions and in planning process definition.
- » Responsible for capturing the information and producing the BPS deliverables from the business requirements gathering sessions.
- » Managing End-User expectations.
- » Identification of functional GAPS and assisting in definition of proposed solutions.
- » Definition of the requirements which the underlying BW environment must support and clearly communicating these requirements to the BW implementation group including:
  - » Definition of required info-objects from a business perspective (Characteristics, Key-Figures, time characteristics etc.)
  - » Assistance in the definition of what BW Info Cubes (Basic Cubes, Multi-cubes, Remote cubes) are required and the required structure.
  - » Master Data / Meta-Data requirement
  - » Identification of key InfoSources and transformation, which is required during the loading of data.
- » Development/Realisation of the BPS Planning Framework

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- » Development of General Authorization Concepts.
- » Development/Realisation of planning functions / models to meet planning requirements.
- » Development / Realisation of appropriate control over the planning process (Tracking and Monitoring)
- » Development/Realisation of appropriate User Interfaces for purposes of both carrying out planning activities in addition to the performance of reporting.
- » Development of adequate process and configuration documentation.
- » Development / Co-ordination of training and reference materials for end-users.
- » Co-ordination / Presentation of training to end-users.
- » Development / Performance of appropriate testing activities.
- » In conjunction with Basis and BW support to ensure system performance optimisation, including ensuring processes to ensure ongoing optimisation.
- » Ideally to continue to support end-users post go-live.

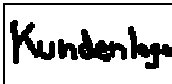
## **SEM-BPS Application Consultant**

### **Description**

The SEM-BPS Application Consultant(s) is responsible for ensuring that SEM is appropriately utilized in order to satisfy the business requirements identified by the project. The SEM Application Consultant may assume the responsibility to perform several activities, within an SEM-BPS project, including the performance of certain BW related tasks, assuming he has the appropriate skill sets. Key components of the SEM-BPS Application consultants work include assisting the customer in the definition of the business requirements and ensuring that the SEM-BPS framework is modelled / constructed in the most effective means to meet these requirements. In addition they need to play a key role in defining the business requirements, which the underlying BW system must support and effectively communicating this to those people involved in the modelling and definition of the actual BW environment itself

The SEM-BPS Application Consultant is normally responsible, along with his counterparts from the client, for the overall integrated design and co-ordinated realization of the appropriate Planning Framework to support the customer's requirements. Additionally he needs to take a key role in ensuring that the requirements to be met by the underlying BW environment are clearly communicated to the BW Team and that the design will function as effectively / efficiently as possible.

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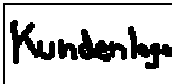


## Time Commitment

- The time, which must be committed to this Role to ensure the project requirements are met, is dependent on the complexity and timeline of the project in addition to degree of customer commitment to the project as well as their desire for knowledge transfer. Some general guidelines to consider are set out below.

Project Complexity	Time Commitment
Low	If the project involves for example a supplement to an existing BW implementation where significant content may already exist, the scope of implementation is fairly limited (i.e. one type of planning), planning functions are fairly basic in nature or the intent of the current phase may simply be to try and centralize an otherwise de-centralised process (potentially as a first step) these factors would often tend to be indicative of a fairly Low complexity implementation. In such cases a part time SEM-BPS Consulting resource may provide sufficient support for the implementation.
Medium	Where a project is going to entail a fair degree of extraction and potential retraction of data to R/3 or significant external data sourcing is required, Advanced Planning functions (i.e. Creation of business models) need to be developed, the project represents a Global design or a fairly broad scope of functionality and potentially very detailed reporting is required, these factors would tend to be indicative of a project of medium complexity and normally will require a full time dedicated BPS resource.
High	If the SEM-BPS project is likely to include complex business models, a large distributed user base, a wide breadth of functionality to support multiple types of planning, development including User Exit functions and / or workflow, potential portals integration etc. then the complexity of the Project potentially can be evaluated as high and consideration

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	<p>may need to be given to bringing in more than one application Consultant, potentially looking at one consultant with detailed business knowledge and another with a stronger technical background.</p>
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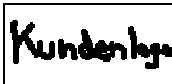
## Key Attributes

The SEM Application Consultant ideally should have:

- » Excellent troubleshooting and analytical skills
- » Strong communication skills
- » Strong problem resolution and organizational skills
- » A strong business background in the area of Planning and planning methodologies. Prior business experience working with planning in applications such as SAP CO-PA is a definite asset.
- » A Strong working knowledge of the SEM-BPS application.
- » A Strong conceptual knowledge of the BW application combined with a working knowledge of BW reporting tools.
- » A conceptual understanding of Performance optimisation.
- » Excel Skills
- » Ideally a working knowledge of R/3 application(s)
- » ABAP and VBA skills are a definite asset.

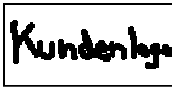
## Key Tasks – (It should be noted that these need to be carried out in conjunction with Customer implementation team members ensuring at all stages appropriate knowledge transfer occurs).

- » **Impart knowledge transfer to the Customer.**
- » Participation (take a lead role) in the business requirements gathering sessions and planning process definitions.
- » Assist in capturing the information and producing the BPS deliverables from the business requirements gathering sessions.
- » Managing Customer expectations.
- » Understanding and documenting business definitions of data



- » Identification of functional GAPS and assisting in definition of proposed solutions.
- » Definition of the requirements which the underlying BW environment must support and clearly communicating these requirements to the BW implementation group including:
  - » Definition of required info-objects from a business perspective (Characteristics, Key-Figures, time characteristics etc.)
  - » Assistance in the definition of what BW Info Cubes (Basic Cubes, Multi-cubes, Remote cubes) are required and the required structure.
  - » Master Data / Meta-Data requirement
  - » Identification of key InfoSources and transformation, which is required during the loading of data.
- » Development/Realisation of the BPS Planning Framework
- » Development of General Authorisation Concepts.
- » Development/Realisation of planning functions / models to meet planning requirements.
- » Development / Realisation of appropriate control over the planning process (Tracking and Monitoring)
- » Development/Realisation of appropriate User Interfaces for purposes of both carrying out planning activities in addition to the performance of reporting.
- » Development / Performance of appropriate testing activities.
- » In conjunction with Basis and BW support to ensure system performance optimisation, including ensuring processes to ensure ongoing optimisation.





## BW Customer Resource:

### Description

The BW Customer Resource is responsible for utilizing BW to satisfy the business requirements identified for the project. The BW Customer Resource will normally work with the SAP BW consultant to achieve this goal. This person may assume responsibility for the performance of several activities, in particular within an SEM-BPS project where the primary role is to provide BW support specifically for the SEM implementation. These roles may include. **It should be noted that where a Customer has experienced in-house BW resources these people could often assume a significant portion of the role, which the BW Consultant might otherwise play.**

- » BW Data Architecture
- » BW Realisation
- » BW Data Access (Reporting) Consultant
- » BW Data Extraction Development

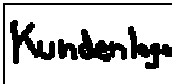
The BW Customer Resource should ultimately be the person who is going to be responsible for the maintenance of the SEM / BW environment moving forward. The SAP BW consultant is responsible for ensuring sufficient knowledge transfer to this person to be able to support the SEM/BW environment post go-live. Where a customer has an existing BW environment this role may very well be assumed by one of the people working in this capacity already with support of the SEM-BPS environment simply becoming an additional area of responsibility.

### Time Commitment

– The time, which must be committed to this Role to ensure the project requirements are met, is dependent on the complexity and timeline of the project. General guidelines are set out below:

Project Complexity	Time Commitment
Low	If the SEM project will primarily utilise standard BW content and delivered InfoCubes as a starting point for design and implementation or a significant portion of the required BPS content has already been activated as part of an existing BW implementation (i.e. Actual data extraction and population of Master/Meta Data for key characteristics) then project complexity from a BW perspective may be considered low. In such circumstances a part time commitment from the existing BW support team may be sufficient to meet this

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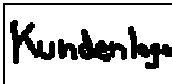
	requirement.
Medium	If the BPS project represents an initial BW implementation and potentially requires some enhancements to the standard BW content, InfoCubes, and/or Queries, and/or the introduction of SEM-BPS to an existing BW environment will entail significant additional BW content, data extraction, queries etc. then complexity could probably be evaluated as medium and it is possible that full time commitment from a Customer BW resource may be required.
High	If the SEM-BPS project requires for example, significant modification and enhancement to standard BW content, InfoCubes, and/or Queries, additional custom data extraction and external sourcing is required (potential for introduction of middleware), complex reporting requirements will need to be addressed or potentially interfaces to third Party products introduced then complexity could potentially be rated as high and more than one FTE, potentially with different areas of focus may in fact be required.

## Key Attributes

The BW Customer Resource ideally should have:

- » Excellent troubleshooting and analytical skills
- » Strong communication skills
- » Strong problem resolution and organizational skills
- » Strong computer skills combined with a conceptual understanding of technical issues.
- » Strong working knowledge of the BW application. (If this is an initial BW implementation then this resource will require in-depth BW training and will need to ensure they develop a strong working knowledge during implementation).
- » Ideally a working knowledge of R/3 application(s) combined with a conceptual understanding of SEM-BPS should exist.

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- » Ideally an understanding of the Planning Process from a business perspective.
- » ABAP and VBA skills are a definite asset.

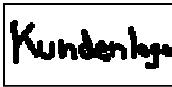
## Key Tasks

### Data Architecture:

- » Participation in the business requirements gathering sessions and process
- » Capturing the information and producing the BW deliverables from the business requirements gathering sessions
- » Understanding and documenting business definitions of data
- » Development of the overall data model to support BPS including:
  - » InfoObject Definition
  - » BW InfoCubes (Basic Cubes, Multi-cubes, Remote cubes, and Aggregates)
  - » Master Data / Meta-Data requirements.
  - » BW ODS Objects
  - » InfoSource definition.
- » Ensuring integration of data from both SAP and non-SAP sources
- » Fielding questions concerning the data content, definition and structure
- » Provide strategic planning for data management
- » Impact analysis of data change requirements

### Realisation:

- » Establish connections to the BW sources
- » Activate the standard Business Content
- » Enable the standard InfoCubes and Queries
- » Enhance the InfoCubes as required by the BW Data Architect
- » Enhance the Queries as required by the BW Data Access Consultant
- » Define authorization profiles and access
- » Evaluate statistical performance and make recommendations to Basis support for optimisation where possible
- » Manage the CTS layer



Data Access: Data access includes design and development of the required BW Based Reporting solution required to support the SEM-BPS project. This can include:

- » Additional Query development utilizing BW's Business Explorer
- » Reporting via Non-SAP Data Access tools (e.g., Business Objects, Cognos, Crystal Reports, and other certified data access tools)
- » Visual Basic development
- » Web enablement
- » R/3 "Jump-Back"

Extraction Development (where necessary):

- » Designing the data solution to satisfy defined business requirements
- » Identifying the data in the source environment
- » Mapping the data to the BW environment
- » Identifying data quality gaps
- » Developing a plan to close data quality gaps
- » Developing the required extraction programs, if necessary
- » Developing the associated interface programs, if necessary
- » Testing of all developed programs
- » Ensuring integration testing of data from various sources
- » Developing a production support plan

Post Go – Live

- » On-going maintenance / development of the BW environment.
- » On-going performance monitoring and optimisation.



## BW Application Consultant

### Description

The BW Application Consultant(s) is responsible for utilizing BW to satisfy the business requirements identified for the project. The BW Application Consultant will often assume the responsibility to perform several activities, in particular within an SEM-BPS project where the primary role is to provide BW support specifically for the SEM implementation. These roles may include.

- » BW Data Architecture
- » BW Realisation
- » BW Data Access (Reporting) Consultant
- » BW Data Extraction Development

The BW Application Consultant is normally responsible, along with his counterparts from the client, for the overall integrated design and co-ordinated realization of the BW solution needed to support SEM-BPS.

### Time Commitment

- The time, which must be committed to this Role to ensure the project requirements are met, is dependent on the complexity and timeline of the project. General guidelines are set out below:

Project Complexity	Time Commitment
Low	If the SEM project will primarily utilise standard BW content and delivered InfoCubes as a starting point for design and implementation or a significant portion of the required BPS content has already been activated as part of an existing BW implementation (i.e. Actual data extraction and population of Master/Meta Data for key characteristics) then project complexity from a BW perspective may be considered low. In such circumstances part time BW Application support may be sufficient.
Medium	If the BPS project represents an initial BW implementation and potentially requires some

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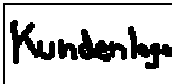


	enhancements to the standard BW content, InfoCubes, and/or Queries, and/or the introduction of SEM-BPS to an existing BW environment will entail significant additional BW content, data extraction, queries etc. then complexity could probably be evaluated as medium and full time BW Application support may be required.
High	If the SEM-BPS project requires for example, significant modification and enhancement to standard BW content, InfoCubes, and/or Queries, additional custom data extraction and external sourcing is required (potential for introduction of middleware), complex reporting requirements will need to be addressed or potentially interfaces to third Party products introduced then complexity could potentially be rated as high and more than one full time resource, potentially with different areas of focus may in fact be required.

## Key Attributes

The BW Application Consultant ideally should have:

- » Excellent troubleshooting and analytical skills
- » Strong communication skills
- » Strong problem resolution and organizational skills
- » Strong computer skills combined with a conceptual understanding of technical issues.
- » Strong working knowledge of the BW application.
- » Ideally a working knowledge of R/3 application(s) combined with a conceptual understanding of SEM-BPS
- » Ideally an understanding of the Planning Process from a business perspective.
- » ABAP and VBA skills are a definite asset.



## Key Tasks

### Data Architecture:

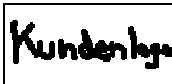
- » Participation in the business requirements gathering sessions and process
- » Capturing the information and producing the BW deliverables from the business requirements gathering sessions
- » Understanding and documenting business definitions of data
- » Development of the overall data model to support BPS including:
  - » InfoObject Definition
  - » BW InfoCubes (Basic Cubes, Multi-cubes, Remote cubes, and Aggregates)
  - » Master Data / Meta-Data requirements.
  - » BW ODS Objects
  - » InfoSource definition.
- » Ensuring integration of data from both SAP and non-SAP sources
- » Fielding questions concerning the data content, definition and structure
- » Provide strategic planning for data management
- » Impact analysis of data change requirements

### Realisation:

- » Establish connections to the BW sources
- » Activate the standard Business Content
- » Enable the standard InfoCubes and Queries
- » Enhance the InfoCubes as required by the BW Data Architect
- » Enhance the Queries as required by the BW Data Access Consultant
- » Define authorization profiles and access
- » Evaluate statistical performance and make recommendations to Basis support for optimisation where possible
- » Manage the CTS layer

**Data Access:** Data access includes design and development of the required BW Based Reporting solution required to support the SEM-BPS project. This can include:

- » Additional Query development utilizing BW's Business Explorer
- » Reporting via Non-SAP Data Access tools (e.g., Business Objects, Cognos, Crystal Reports, and other certified data access tools)

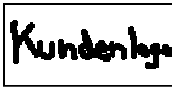


- » Visual Basic development
- » Web enablement
- » R/3 "Jump-Back"

Extraction Development (where necessary):

- » Designing the data solution to satisfy defined business requirements
- » Identifying the data in the source environment
- » Mapping the data to the BW environment
- » Identifying data quality gaps
- » Developing a plan to close data quality gaps
- » Developing the required extraction programs, if necessary
- » Developing the associated interface programs, if necessary
- » Testing of all developed programs
- » Ensuring integration testing of data from various sources
- » Developing a production support plan





## **BW Basis Support:**

### **Description**

The existing Basis Consultant can assume this role where SAP currently exists within the Customers Landscape, however additional BW related skills are absolutely necessary if this will be the situation. Tasks additional to those, which might otherwise be performed by the basis group, would include:

1. Advise on BW Landscape issues.
2. Establish and administer the Transport environment for BW and SEM.
3. Establish and administer appropriate BW related performance activities.
4. Provide support in the analysis and optimisation of performance.
5. Deal with Issues of Database and BW
6. Perform Installation of BW Servers, Plug Ins and Frontends
7. Apply, for all layers, patches / support packages that need to be regularly installed.

Except in very large SEM implementations this is normally a part time role assumed by someone within the Basis organization.

## **Authorizations Support:**

### **Description**

The existing Authorizations expert can assume this role, where SAP currently exists within the Customers Landscape. If SAP does not currently exist then a resource will need to be identified, trained and assigned responsibility for the maintenance of authorizations. SEM utilizes the standard SAP authorization concepts, however, there are certain unique authorization requirements specific to the BW (i.e. authorizations for BW reporting) environment. Accordingly, this resource would need to be trained in BW specific authorization concepts as well.

Normally, except in very large implementations, this would again be a part time role filled by someone within the authorizations area.