Chapter 3 introduced the Implementation Roadmap, the current standardized methodology for R/3 implementations of the SAP. It is not possible to avoid mentioning and briefly characterizing the tools already used for this procedure. Chapter 4 provides a detailed description of the tools.

The Implementation Roadmap is primarily based on a sequential methodology and consists of five phases that are executed successively

- **Project preparation,**
- **Business blueprint,**
- **Realization,**
- **Final preparation** and
- **Go live and support.**

Figure 3.1 shows these phases as a predefined project plan. This is a six-month plan – the last phase no longer belongs to the implementation time – that will be described in detail in the following phase descriptions down to the level of work packages. All figures have been taken from the project plan that is supplied with the ASAP CD-ROM (refer to Section 4.3).

![Figure 3.1: Project plan](image)

Although the six-month plan must be adapted to meet the project requirements, it is well suited to be used to get a “feeling” for the times estimated by SAP or for the time-related relations between the phases.
3.1 Phase 1: Project Preparation

The preparation phase is used for the planning and preparation of the complete implementation project. Some of the central work packages (refer to Figure 3.2) provided for this phase must be performed independent of the R/3 system in almost every project. Thus, general project management principles, etc., are listed, which, when followed, increase the probability of project success. Important prerequisites for the project

- clearly defined goals are assumed; it must be determined which managerial tasks the new system is to serve and which goals are to be followed with implementation,
- the implementation strategy (sequential, iterative, ...) has been specified,
- the project plan with the individual project phases, work packages, activities and tasks to be performed have been defined,
- the project organization with its competencies has been specified,
- the project standards for procedures and documentation have been specified,
- the project budget has been approved, and
- the request and the assignment of the resources (personnel, rooms, computers, etc.) needed for the project has been made.

![Figure 3.2: Work packages of phase 1](image)

Other packages of the phase concentrate on the technical aspects of the R/3 system and serve the short-term provision of computer resources for the implementation and the long-term provision of the productive system.

One item often noted in the Implementation Roadmap is that the special success factors of an R/3 implementation for the project must be observed. These factors include the requirement that the project charter and the planned project size are clearly defined and can be changed only using specified procedures. Competent employees must also be made available for the project – despite the dilemma that, in particular, mid-size companies have: These employees are normally also “essential” for the day-to-day work. A further factor is that the