

IT 서비스 기업을 위한 SAP Best Practices

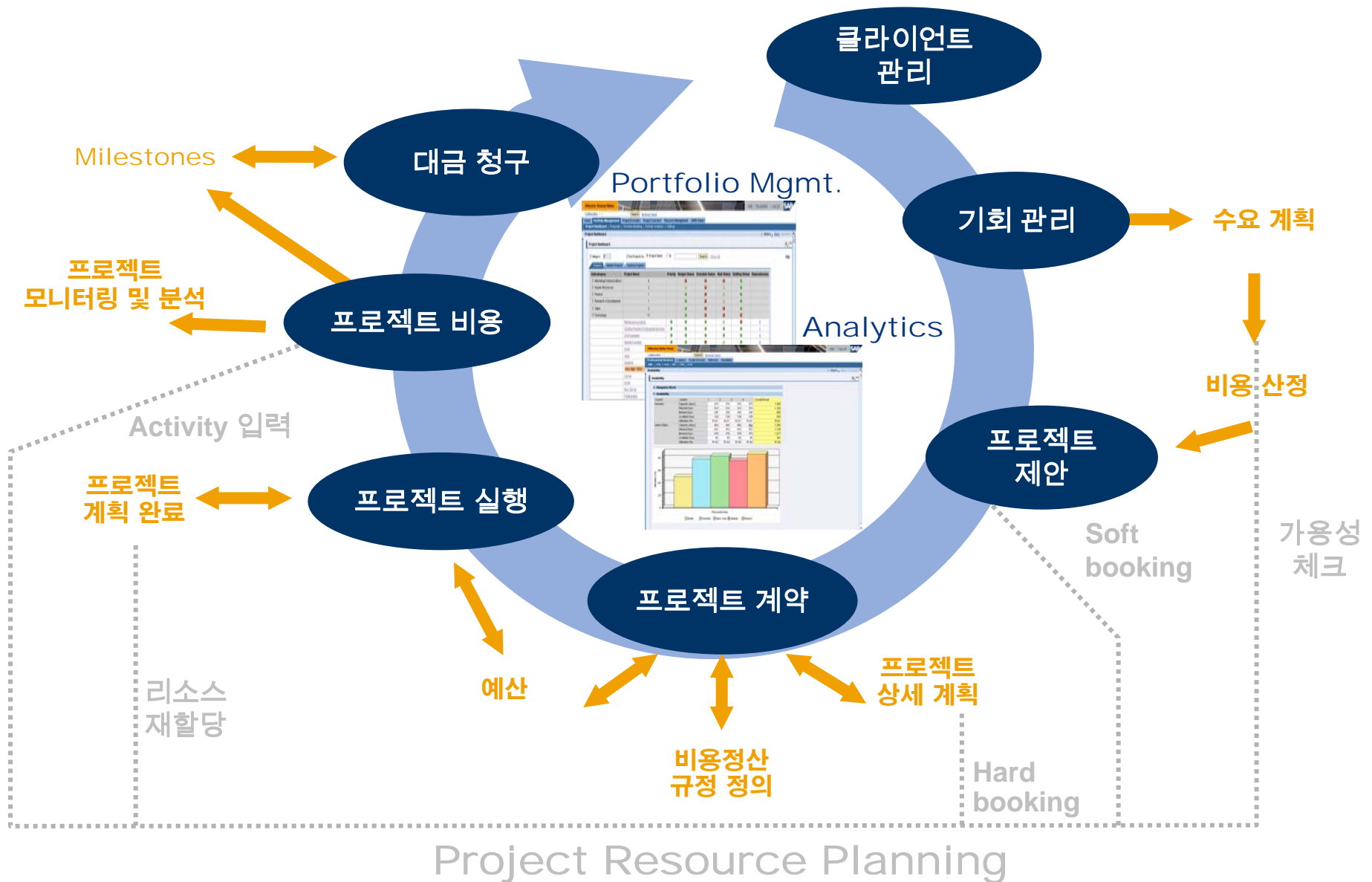
Project Portfolio and Resource Management

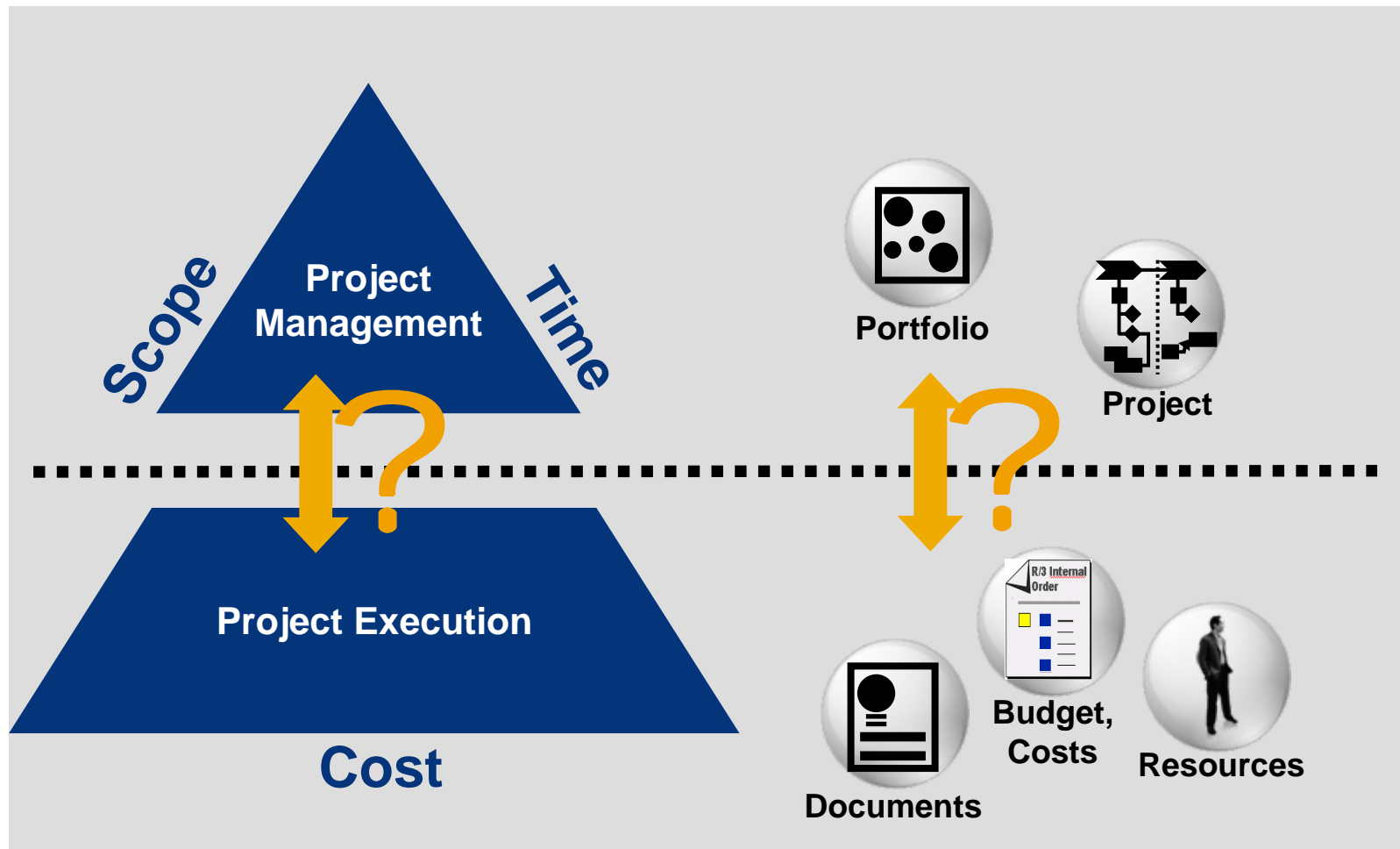


이 재 형 (jae.hyung.lee@sap.com)

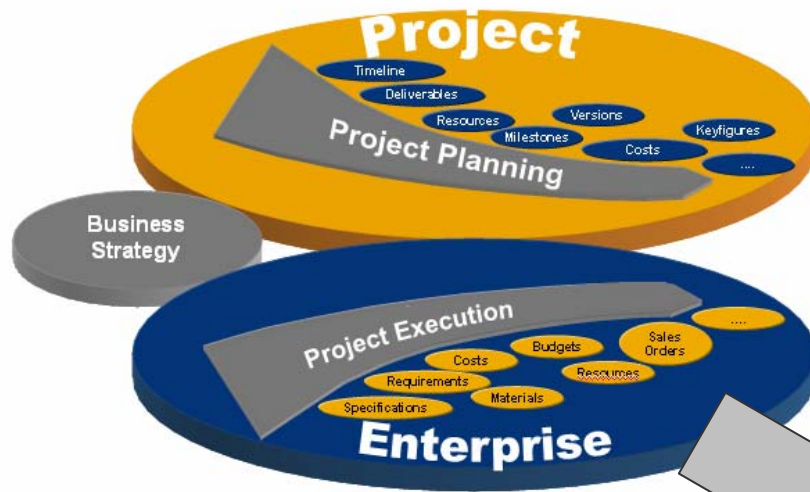
SAP KOREA

2007. 11. 7



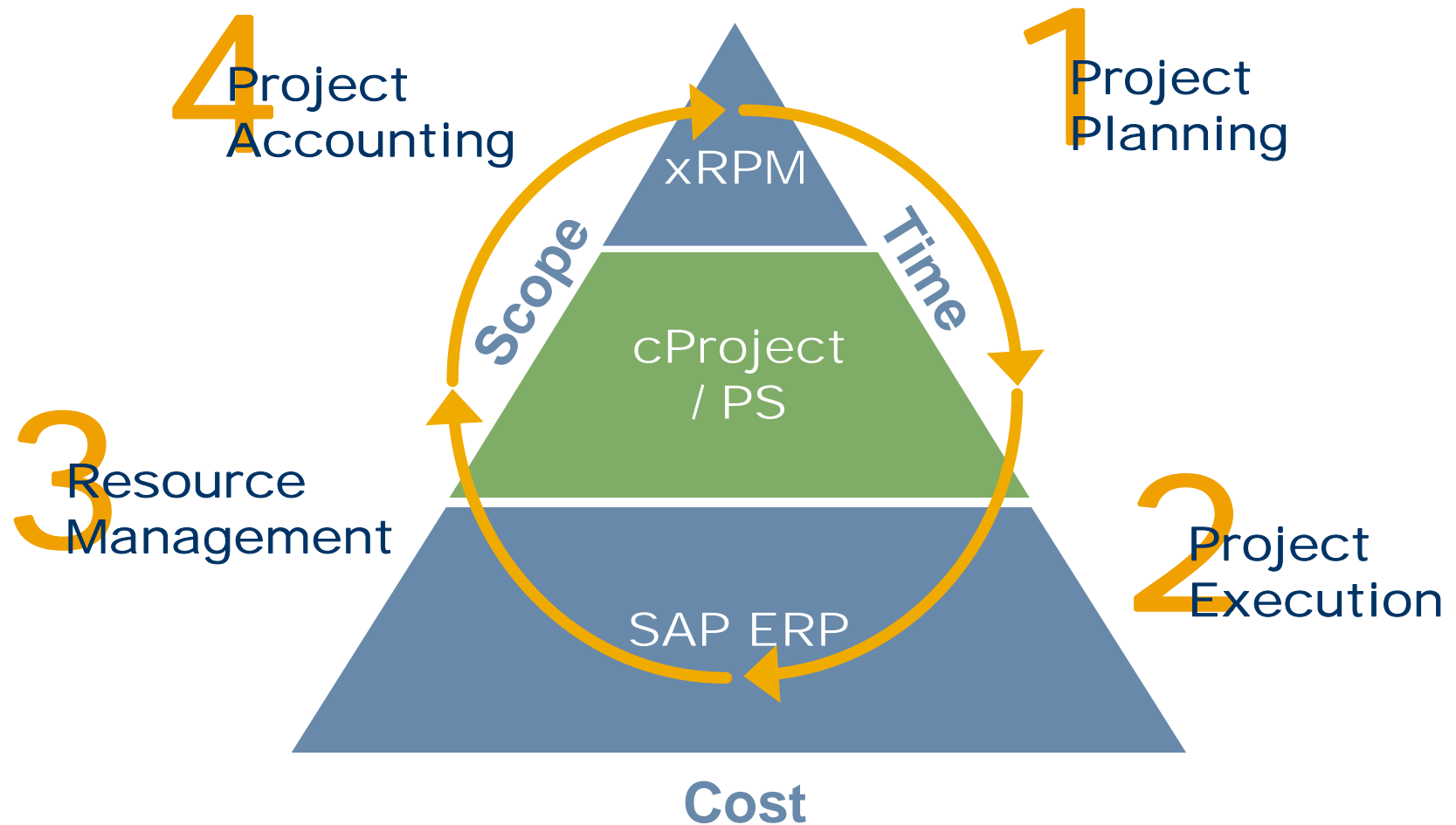


Right Now !!!



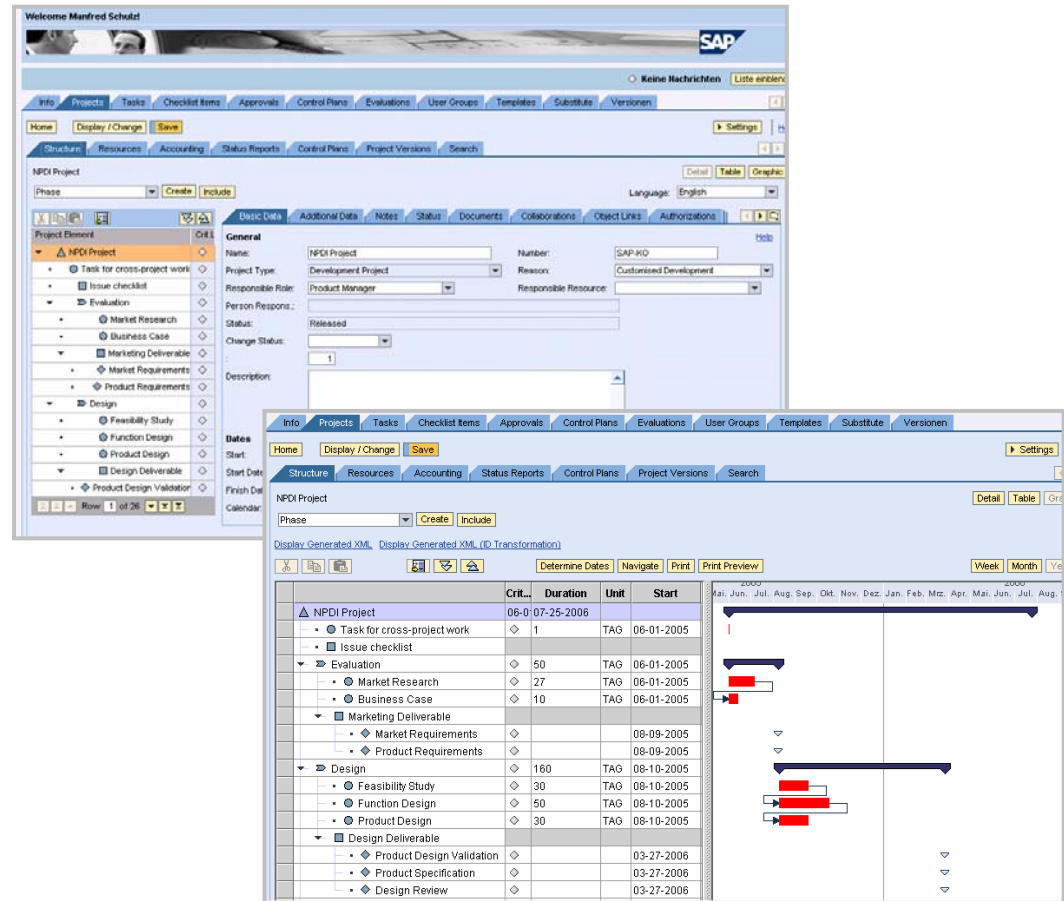
Visibility ???





‘ cProject 을 이용한 프로젝트 일정 계획 수립 ’

- Template을 통한 계획
- Phase와 Stage Gate 관리
- Task 구조 및 관계 관리
- 체크리스트 관리
- Gantt 차트를 통한 계획
- CPM (Critical Path Method)
- Bottom-up 및 Top-down 계획
- Multi-Project 관리
- MS-Project 연계



The screenshot displays the SAP Project Builder interface for Project D-00200. The left pane shows the project structure under 'New Product Development & Intro D-00200', including 'Decision Paper New Pers PLM DECIS...', 'NPDI: Evaluation', 'Evaluation', 'Business Case / Proj D-00200-01...', and 'External: Market Res: D-00200-01...'. The main area is divided into 'Identification and view selection' and 'Basic data' tabs. The 'Identification and view selection' tab shows 'Project Def.' as 'D-00200' and 'New Product Development & Introduction'. The 'Basic data' tab shows 'Status' as 'System Status' and 'User status' as 'CRTD'. Below this, the 'Project: Change' section shows a table of project changes, including 'D-00200-01 Evaluation' and 'D-00200-02 Business Case / Project Plan'. The bottom section, 'Capacity overview: per capacity', shows a Gantt chart for 'Prepare Business Plan for NPDI' with capacity usage for various resources over time.

' cProject 을 통한 프로젝트 실행 및 관리 '

- 프로젝트 Dashboard 및 개인별 Worklist
- 프로젝트 형상관리 (Snapshot, simulation)
- 프로젝트 산출물 관리
- 단계별 승인 절차 제공
- 프로젝트 상태관리 및 리포트
- 강력한 권한 관리
- 기본 리포트를 통한 평가
- Project Self Services
- 외부 인력 소싱을 위한 SRM과의 연계

Welcome Manfred Schulz!

SAP

No Messages Show List

Info Projects Tasks Checklist Items Approvals Control Plans Evaluations User Groups Templates Substitute Versionen

Open Create Compare Import Export Search

Change View: Last Used Projects

View Microsoft Excel PDF Alle markieren Deselect All Delete from Dashboard Filter Settings

Crit.Level	Number Project	Project	Sys.Status	Pers.Resp.	Priority	Work.Cmpl.	Plan.Costs	Act. Costs	Last Evaluation
	SAP-KOM	NPDI Project	Released; Transferred		1	000	0,00	0,00	23.06.2005 15:09:33
	MAS1	Test project	Released; Transferred		2	000	0,00	0,00	23.06.2005 15:15:48
	MAS7	Development Project	Created		0	000	0,00	0,00	23.06.2005 14:57:38
	MAS8	MAS8			0	000	0,00	0,00	<< No data available >>
	MAS_SRM	Manfreds SRM Test			0	000	0,00	0,00	<< No data available >>
	MAS1123	Manfreds Projekt			0	000	0,00	0,00	No evaluation planned
	MAS9	MAS9	Created		0	000	0,00	0,00	15.06.2005 17:41:53
	4713	4713	Released	Florian Arnold	0	000	0,00	0,00	10.06.2005 10:37:11
	4711	BMW Brakes	Released	Florian Arnold	1	000	0,00	0,00	07.06.2005 15:33:32
	081588	081588			0	000	0,00	0,00	No evaluation planned

Row: 1 of 11

Basic Data Additional Data Notes Status Documents Collaborations Shopping Cart OK

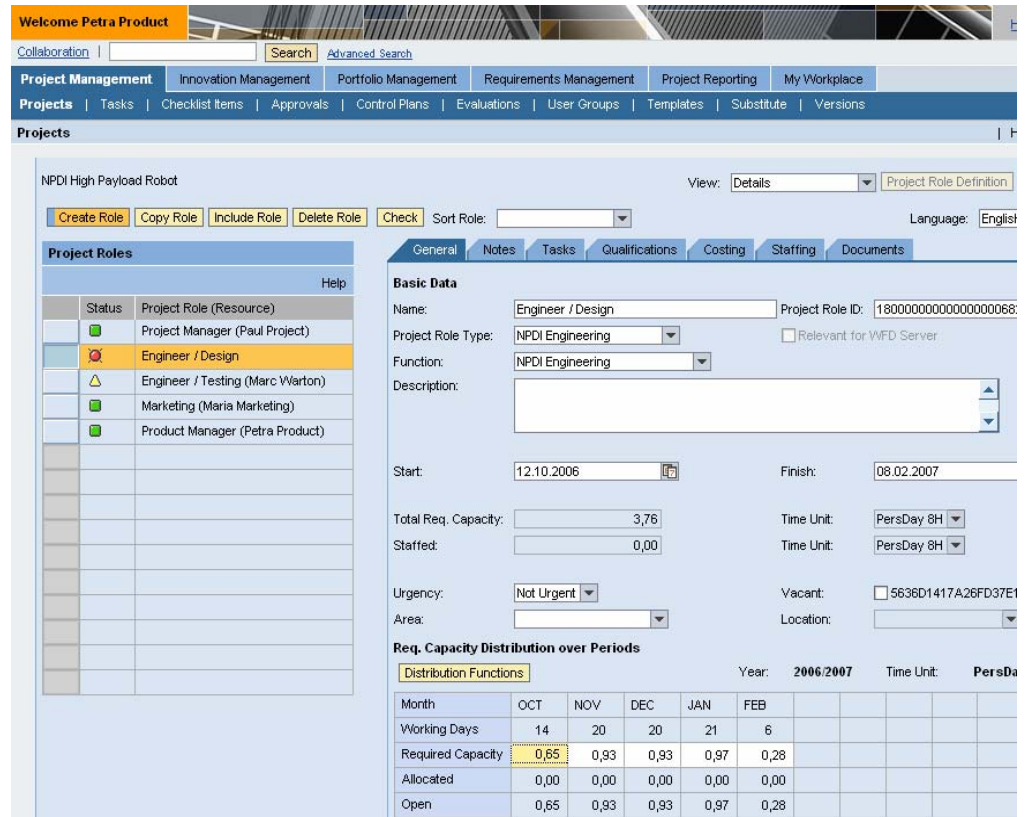
New Folder New Document Delete WebDAV Detail Table Authorizations Templates

URL for Document

Document Folder	File Name	File Size	Status	Changed on
Cross project task				
PH_Web	PH_Web.doc	38 KB	In work	10-13-2005 15:58:39

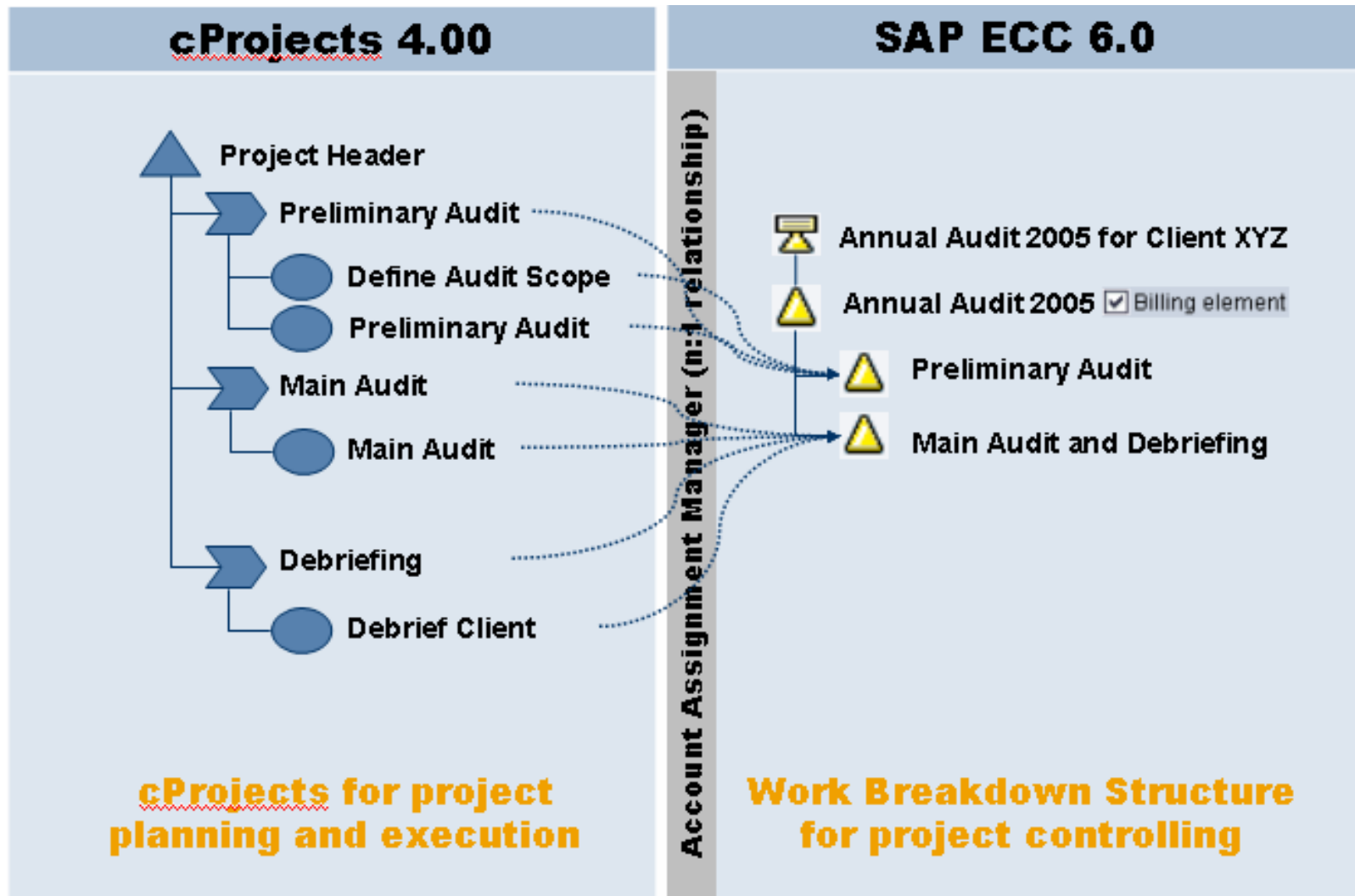
' cProject 을 통한 리소스 계획 및 Activity 입력 '

- Role별 투입 계획 작성
- 이력, 가용성, 스킬 을 통한 리소스 검색 및 할당
- Activity 입력
 - cProject,
 - Project Self Service
 - CATS
- HR과의 연계
- xRPM과의 연계



The screenshot displays the SAP cProject interface for defining a project role. The main window is titled "NPDI High Payload Robot" and shows a "Project Role Definition" form. The left sidebar lists project roles, with "Engineer / Design" selected. The main form includes fields for Name, Project Role Type, Function, Description, Start/Finish dates, Total Req. Capacity, Staffed, Urgency, Area, and Vacant. A table at the bottom shows the "Req. Capacity Distribution over Periods" for the year 2006/2007.

Month	OCT	NOV	DEC	JAN	FEB
Working Days	14	20	20	21	6
Required Capacity	0,65	0,93	0,93	0,97	0,28
Allocated	0,00	0,00	0,00	0,00	0,00
Open	0,65	0,93	0,93	0,97	0,28





Resource Management

리소스의 효율적인 운영을 위한 가시성 확보



- **비즈니스 프로세스 통합**
- **데이터 정합성 확보**
- **Portal을 이용한 사용자 환경 통합**



Resource Management

1. 전략적 리소스 수요 계획



Portfolio Manager

- Capacity Planning을 통한 리소스 수요 예측 및 계획
- cProject/PS 의 프로젝트 계획 및 실행 결과 반영
- Portfolio 구조를 이용한 프로그램 및 프로젝트 그룹별 관리

	M1	M2
Forecast	45	215
Planned	50	45
Allocated	56	40

Welcome Petra Product

Collaboration | Search | Advanced Search

Project Management | Innovation Management | **Portfolio Management** | Requirements Management | Project Reporting | My Workplace

Portfolio Management | **Item Management** | Resource Management | Reports and Analytics | Administration

Item Management

View History | Help

NPDI Robotic Solutions > NPDI Flying Robot

Overview | Decision Points | Financial Planning | **Capacity Planning** | Questionnaires | Reviews | Tasks | Attachments and Links | Version History | Operational Project

Actions

Upload/Download project data
Link to external objects
Create new item
Take a Snap Shot of this item
Create new review

Capacity Planning: Category Groups

Below you can enter figures for each time period of the category group. To show additional information below, select the category. An inactive status indicates the category group is not applicable or is obsolete.

View Chart | Save | Back to Categories

Current Planning Period: 1/1/2006 - 12/31/2010 | Period Breakdown: Annually | Unit: Hours

Capacity Categories: ☒ Capacity Categories ☐ Capacity Views

Capacity Category: Marketing

Timeline Displayed: 1/1/2006 - 12/31/2010 | Apply | Calculate Totals | Copy Group

Delete Copied Group

	Category Group	Deactivated	Sponsor	* 2006 A01	2007 A01	2008 A01	2009 A01	2010 A01 *	Total for Planning Period	Grand Total
	Collaterals									
	Field Trials									
	Planning									
	Requirements									
	Forecast			300000	200000	100000	50000	0.00	0.00	0.00
	Planned			0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Allocated			0.00	0.00	0.00	0.00	0.00	0.00	0.00

Row 1 of 7



Project Manager

- Role별 프로젝트 투입 계획
- Portfolio item과 cProject의 프로젝트 연결
- Role을 Task 에 할당

프로젝트 Role

투입 계획 대비
실적 비교

Welcome Petra Product

Collaboration | Search | Advanced Search

Project Management | Innovation Management | Portfolio Management | Requirements Management | Project Reporting | My Workplace

Projects | Tasks | Checklist Items | Approvals | Control Plans | Evaluations | User Groups | Templates | Substitute | Versions

Projects | History | Back | Forward

NPDI High Payload Robot

View: Details | Project Role Definition | Resource Search

Create Role | Copy Role | Include Role | Delete Role | Check | Sort Role: | Language: English | Help

Project Roles

Status	Project Role (Resource)
■	Project Manager (Paul Project)
●	Engineer / Design
△	Engineer / Testing (Marc Warton)
■	Marketing (Maria Marketing)
■	Product Manager (Petra Product)

General | Notes | Tasks | Qualifications | Costing | Staffing | Documents

Basic Data

Name: Engineer / Design | Project Role ID: 180000000000000000682

Project Role Type: NPDI Engineering | Relevant for WFD Server: ☐

Function: NPDI Engineering

Description:

Start: 12.10.2006 | Finish: 08.02.2007

Total Req. Capacity: 3,76 | Time Unit: PersDay 8H

Staffed: 0,00 | Time Unit: PersDay 8H

Urgency: Not Urgent | Vacant: ☐ 5636D1417A26FD37E10000000A15538B

Area: | Location:

Req. Capacity Distribution over Periods

Distribution Functions | Year: 2006/2007 | Time Unit: PersDay 8H | Help

Month	OCT	NOV	DEC	JAN	FEB
Working Days	14	20	20	21	6
Required Capacity	0,65	0,93	0,93	0,97	0,28
Allocated	0,00	0,00	0,00	0,00	0,00
Open	0,65	0,93	0,93	0,97	0,28

Resource Management

3. 리소스 검색 및 할당



Resource Manager

- 프로젝트 경험, 조직, 자격, 가용성으로 검색 가능
- 하나의 Role에 여러명 staffing

1 Skill set 을 통한 리소스 검색

Search Criteria

General ☒ Organizational Structure ☒ Qualifications ☒ Availability ☒

Qualifications Catalog

Qualifications Catalog

- ▶ AU Catalog
- ▼ Business Knowledge, Skills and Abilities
 - ▶ Business Admin. Skills/Knowledge
 - ▶ Finance
 - ▶ Human Resources
 - ▶ Knowledge of engineering
 - ▶ Language skills
 - ▶ Legal Knowledge & Experience
 - ▶ Product Knowledge
 - ▶ Production & Industrial
 - ▶ Sales & Marketing Skills
 - ▶ Science and Mathematics

Qualification Requirements

Delete Selected Objects Restore

Qualifications Mandatory

Business Process Reengineering ☐

Technical Writing ☒

SearchResult

Resource Name	Assignment	Organizational Unit	Manager	Location (Long)
Jack Trip	FREE			Chicago IL 62999-9999 USA
Baldwin Bippus	FREE			D-70000 Stuttgart Germany
Madita Penning	FREE			D-69118 Heidelberg Germany
Dieter Krisch	FREE			D- Germany
Michael Schmittnäger	FREE			D- Germany

Row 1 of 50

Staff Project Role Add Candidate

3 Staffing

Project Role Staffing in Time Frame 11-02-2005 - 12-31-2005 (Staffed: 36,00/36,00 Days)

Deselect Delete Staffing Copy Staffing Groupware Task Send E-Mail

Resource Name	Team ID	Start date	End Date	Required Capacity	Unit	Res.	Note	Action
Baldwin Bippus		11-02-2005	12-31-2005	36,00	Days	<input type="checkbox"/>		

Row 1 of 1

Resource: Staff Staff with N.N. Show Search

Candidates

Delete Entries Send E-Mail

Name of Candidate	Organizational Unit	Manager	Note	Action

Candidate: Add Candidate Staff Show Search

Distribution over Periods

Distribution Functions

Year: 2005 Time Unit: Days

Calendar Week	44	45	46	47	48	49	50	51	52
Time Available	1,00	1,67	1,67	1,67	1,67	1,67	1,67	1,67	1,33
Remaining Req.Cap.of Proj.Role	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Required Capacity	4,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00
Other Allocations	5,71	9,51	9,51	9,51	9,51	9,51	9,51	9,51	7,68
Available	8,71	11,84	11,84	11,84	11,84	11,84	11,84	11,84	10,2

2 리소스 적합도 및 가용성 Check



Resource Manager

- Fast entry screen을 통한 전사적(Cross-Project) 리소스 관리
- 프로젝트 별 리소스별 View
- Fast entry screen을 통한 직접 할당 및 조정

Fast entry screen

Start Date: 10/1/2006 End Date: 10/31/2007 Allocation Unit: Person Day (8 hours) Period Breakdown: Month Apply

Demand and Allocation by Project and Role

Save Advanced Distribution for Selected Resource(s) Filter Projects

Projects	OCT 06	NOV 06	DEC 06	JAN 07	FEB 07	MAR 07	APR 07	MAY 07	Total for time
NPDI High Payload Ro	▲	▲							▲
▶ Engineer / Design	⊗	⊗							⊗
▶ Engineer / Testing	▲	▲							▲
▪ Demand	0.48	0.37	0	0	0	0	0	0	0.85
▪ Remaining Demand	0.16	0.13	0	0	0	0	0	0	0.29
▪ Total Allocation	0.32	0.24	0	0	0	0	0	0	0.56
▶ Marc Warton	0.32	0.24	0	0	0	0	0	0	0.56
▶ Project Manager	■	■							■
▶ Product Manager	■	■							■
▶ Project Manager									
▶ Marketing									
▶ NPDI High Payload Ro	▲	▲	▲	▲	▲				▲

Project

Role

Resource



Project Member

- Workplace 제공 (Project Self Service)
- CATS (Cross Application Time Sheet) 을 통한 입력

Project Self Service

Welcome Erick Engineer

Collaboration | Search | Advanced Search

Home | Idea Submission | **Project Management** | My Workplace

Overview | Reports | Service Map

Work Overview | History | Back | Forward

Detailed Navigation

- Work Overview
- Services
- Edit Project Elements
 - Create Project
 - Edit Task
 - Edit Open Issues
- Communication
 - Create E-Mail
- Resources
 - Assign Person to Project
 - Assign Person to Task
 - Order Goods / Services
 - Confirm Goods / Services
 - Create Invoice / Credit Memo
- Confirmations
 - Confirm Task
 - Confirm Checklist Item
- Additional Services
 - Find
 - Edit in cProjects

Worklist

Active queries

Projects [My Projects \(4\)](#) [Favorites \(0\)](#) [Last \(0\)](#)

Tasks [My Tasks \(0\)](#) [Tasks in my Projects \(36\)](#) [Favorites \(0\)](#) [Last \(0\)](#)

ChecklistItems [My Items \(0\)](#) [Items in my Projects \(4\)](#) [Favorites \(0\)](#) [Last \(0\)](#)

Issues [my Issues \(Open\) \(0\)](#) [Issues in my Projects \(Open\) \(4\)](#)

My Projects

View: [Standard View] | [Print Version](#) | [Export to Microsoft Excel](#) | [Assign Person](#) | [Assign Persons to Task](#)

[Edit Tasks](#) | [Edit Open Issues](#) | [Create E-Mail](#) | [Edit in cProjects](#)

Crit Level	Number	Name	Person Responsible
	33050	NPDI Pre-Study RX 450	Paul Project
	33053	NPDI Development RX 350	Paul Project
	33052	NPDI Development RX 250	Paul Project
	33051	NPDI Development RX 150	Paul Project

Row: 1 of 4 | Column: 1 of 8

Last refresh 10.05.2006

Confirm Task

1 Confirm Task | 2 Review and Save | 3 Completed

Enter the degree of completion and the remaining work for a task and confirm your entries. When you have finished a task, select the task and choose "Complete Task". When you have choose "Review".

Tasks Without CATS Time Recording

My Tasks

Task	Project	Start Date	Finish Date	Act. Start	Planned Work	Unit	Actual Work	Unit	Percentage Complete	Rem. Work	Unit	Complete
Marketing Campaign	33050	5/20/2006	5/24/2006		0	Hour	0	Hour	0	0	Hour	<input type="checkbox"/>

Row: 1 of 1

[Complete Task](#) | [Create E-Mail](#)



Project Lead



Portfolio Manager



Resource Manager

- 계획 대비 실적 (일정, 리소스)
- Utilization 리포트
- 리소스에 대한 예측, 계획 및 실적 비교 분석
- 사용자 정의 리포트 추가 가능

Navigation Block:

Project Role Staffing

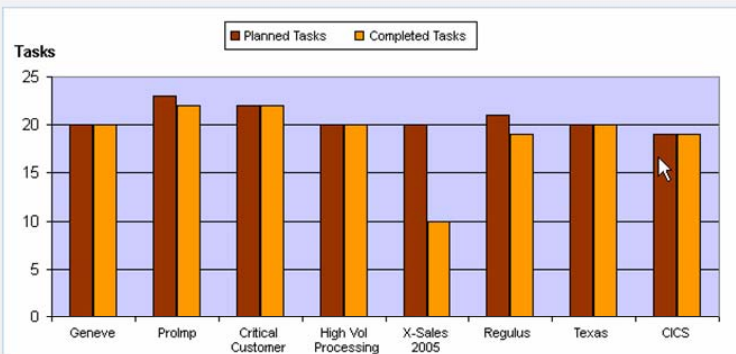
Business Partner	Project Number	Project Role	Assigned by	Assigned until	Staffed
405893	Allen	PH_CARDIO2	#	#	750 DAY
		PH_RESPIR1	#	#	600,0 HR
		Result			1.350,000 MIX
406720	Product Manager	ND-20301	#	#	15 DAY
		QM-1000	#	#	0,0 HR
		QM-1002	#	#	0,0 HR
		Result			15 DAY
406734	Lee	SALES TRACKING SYSTEM	28.04.2003	03.09.2003	177 DAY
		Result			177 DAY
406735	Anderson	SP0002	18.12.2002	05.05.2003	192 DAY
		SP0003	18.12.2002	05.03.2003	189 DAY
		SP0004	06.01.2003	20.05.2003	192 DAY
		Result			573 DAY
406800	Program Director	ND-20301	#	#	0,0 HR
		QM-1000	#	#	0,0 HR
		QM-1002	#	#	0,0 HR
		Result			0,0 HR
406971	Dahl	LAUNCH NEW PRODUCT	11.03.2003	30.07.2003	192 DAY
		PROJECT B	05.05.2003	30.09.2003	192 DAY
		SALES TRACKING SYSTEM	28.04.2003	03.09.2003	192 DAY
		Result			576 DAY
		#			780,0 HR
		#			780,0 HR
		#			600,0 HR

Project Tasks

Display as: Column Chart | Bookmark | Swap Axes | Export to Excel

Validity of Data: 31.08.2003

Info Detailed Analysis Save as Startup View Table Entry of Variables





Project Accounting

프로젝트 비용 계획 및 정산

- 리소스 계획 -



Project Accounting

1. 전략적 비용 계획



Portfolio
Manager

- Category별 중장기 비용 계획
- 계획대비 실적의 실시간 모니터링

Financial Planning: Category Groups

Below you can enter figures for each time period of the category group. To display additional information below, select a category group. An inactive status indicates the category group is not applicable or is obsolete.

[View Chart](#)

[Save](#) [Back to Categories](#)

Current Planning Period 1/1/2006 - 12/31/2011 Period Breakdown Annually

☒ Financial Categories ☐ Financial Views

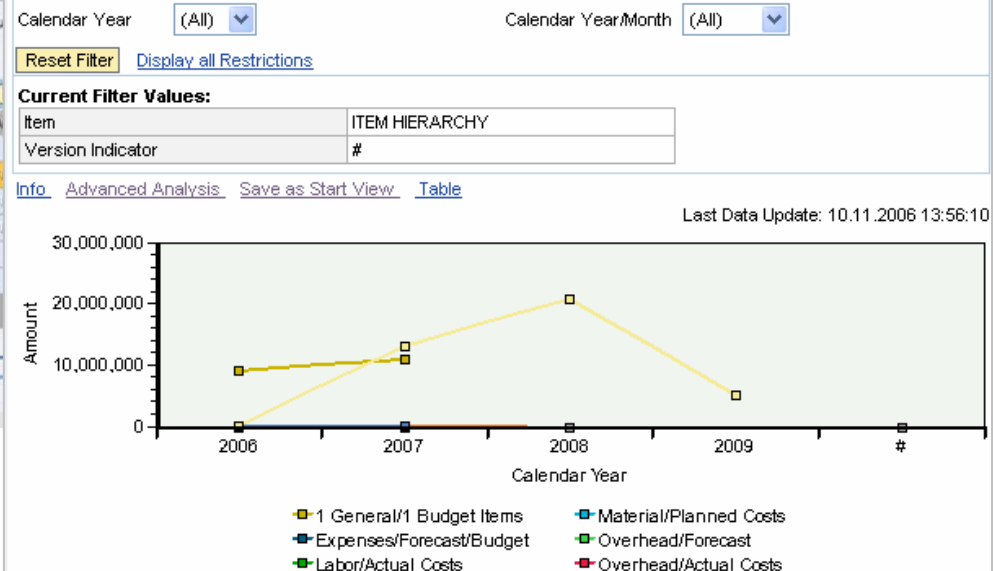
Financial Category 2 External costs

Timeline Displayed 1/1/2006 - 12/31/2011 [Apply](#) [Calculate Totals](#)

	Category Group	Deactivated	Sponsor	Initial Amount	* 2006 A01	2007 A01	2008 A
1	Material Procurement						
2	Forecast			10,000.00	50,000.00	30,000.00	21,000.00
3	Plan Cost Proj.			0.00	0.00	0.00	0.00
4	Actual Cost Proj.			0.00	0.00	0.00	0.00
2	Equipment Cost						
3	External Services						

Row 1 of 6

Additional information about : 1 Material Procurement



Project Accounting

2. 프로젝트 견적



Project Lead

- Easy Cost Planning 을 통한 견적 시뮬레이션
- Project 버전 관리 (Snapshot/Simulation)

Calculate Easy Cost Planning

Project Element-Oriented Costs: 4270 - IIPDI High Payload Robot

Project Element	Costs	Currency	N-A Costs	Currency
NPDI High Payload Robot	21.672,00	USD	0,00	USD
Project Management	7.740,00	USD	7.740,00	USD
Quality Management	7.740,00	USD	7.740,00	USD
IT Project preparation	0,00		0,00	
Product Design	0,00	USD	0,00	USD
Testing / Validation	0,00	USD	0,00	USD
Market Launch	6.192,00	USD	0,00	USD
Marketing Mix Discussion	2.580,00	USD	0,00	USD
Engineer / Testing (Marc Warton)	1.290,00	USD	1.290,00	USD
Marketing (Maria Marketing)	1.290,00	USD	1.290,00	USD
Marketing Campaign	2.580,00	USD	0,00	USD
Engineer / Testing (Marc Warton)	1.290,00	USD	1.290,00	USD
Marketing (Maria Marketing)	1.290,00	USD	1.290,00	USD
Setup Partner Program	1.032,00	USD	0,00	USD
Engineer / Testing (Marc Warton)	516,00	USD	516,00	USD

Costing date: 15.09.2006 11:31:45

Internal Order 000000500960: Change: Easy Cost Planning

SAP for Professional Services Planning

Please use this planning template to enter the expected travel needed for the consulting project.

Expected No. of Consultants	5 ea
Expected No. of Trips	10 ea
Expected Travel Days per Trip	2 Days
Expected Kilometers per Trip	
Airfare per Trip	450,00 USD
Trainfare per Trip	
Rental Car Fee per Trip	90,00 USD
Server(s)	5 ea
Hardware (Desktop PCs, etc.)	20 ea
Licenses	45 ea

Note:

Layout copied

Project Accounting

3. 프로젝트별 비용 구조 정의



Financial Controller

- Internal orders / WBS elements
- cProject 구조를 통한 WBS 자동 생성

Financial Controller

2 Assign WBS Elements

cProjects Project

Project Element	Account Assignment Element	Description
▼ NPDI High Payload Robot	4270	NPDI High Payload Robot
• Project Management	000000000000000019797TTO	Project Management
• Quality Management	000000000000000019798TTO	Quality Management
▶ IT Project preparation		
▶ Product Design	1900000000000000025482006	Product Design
• Product & Functional Design	1900000000000000025482006	Product Design
• Completion of Prototypes	1900000000000000025482006	Product Design
• Issue List		
• Testing / Validation	1900000000000000025492006	Testing / Validation
• Tooling	1900000000000000025492006	Testing / Validation
• Assembly Line	1900000000000000025492006	Testing / Validation
• Sourcing	1900000000000000025492006	Testing / Validation
• Supply Chain Setup	1900000000000000025492006	Testing / Validation
▶ Market Launch	1900000000000000025502006	Market Launch
• Marketing Mix Discussion	1900000000000000025502006	Market Launch

Row 1 of 17

Assign Delete Assignment Highlight Unassigned Determine Default Assignment Switch to Manual Assignment

PS Project

WBS Element

▼ 4270

- 1900000000000000025482006 Product Design
- 1900000000000000025492006 Testing / Validation
- 1900000000000000025502006 Market Launch
- 000000000000000019797TTO Project Management

비용 구조

실행 구조

Project Builder: Project FS_TEST_PROJECT_5

Project Structure: Description Identification

- Project Definition FS_TEST_PROJECT_5
- Purchasing 4002500
- Purchase parts 4002500 0010
- Chassis 0010 FS_CHASSIS
- Order more parts 4002500 0020

Integration of IPPE with PS

Reference Point / RANK1

PPE Node PPE Variant

Variant Change Number IPPE Object Applic. Object Type Class Class Typ

100 FS_CHASSIS2 CMP FS_TRACTOR 300



Project Member

- 경비
 - 일반 경비 (출장비, 식대 등)
 - 자재 이동 (Notebook 등)

- 외주 용역비, 구매품
 - 구매오더 처리

- 인건비
 - CATS
 - cProjects
 - Project Self-Services



- 프로젝트 관련 리포트 제공
- 비용 예측 부분 (xRPM), 계획 및 실적에 대한 리포트
- 손익 분석을 위해 매출과 비용은 ERP 로 전기
(FI, AA, CO-PA, CO)

- Financial Accounting (FI)
- Asset Accounting (AA)
- Profitability Analysis (CO-PA)
- Controlling (CO)

applicable unit is obsolete.

View Chart

Save Back to Categories

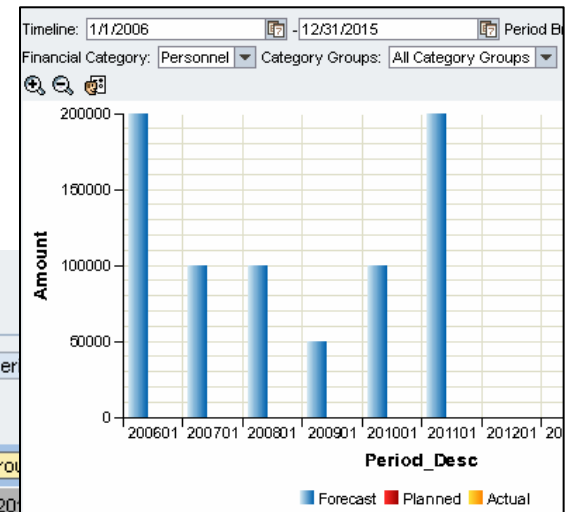
Current Planning Period 1/1/2006 - 12/31/2015 Period Breakdown Annually Currency Amer

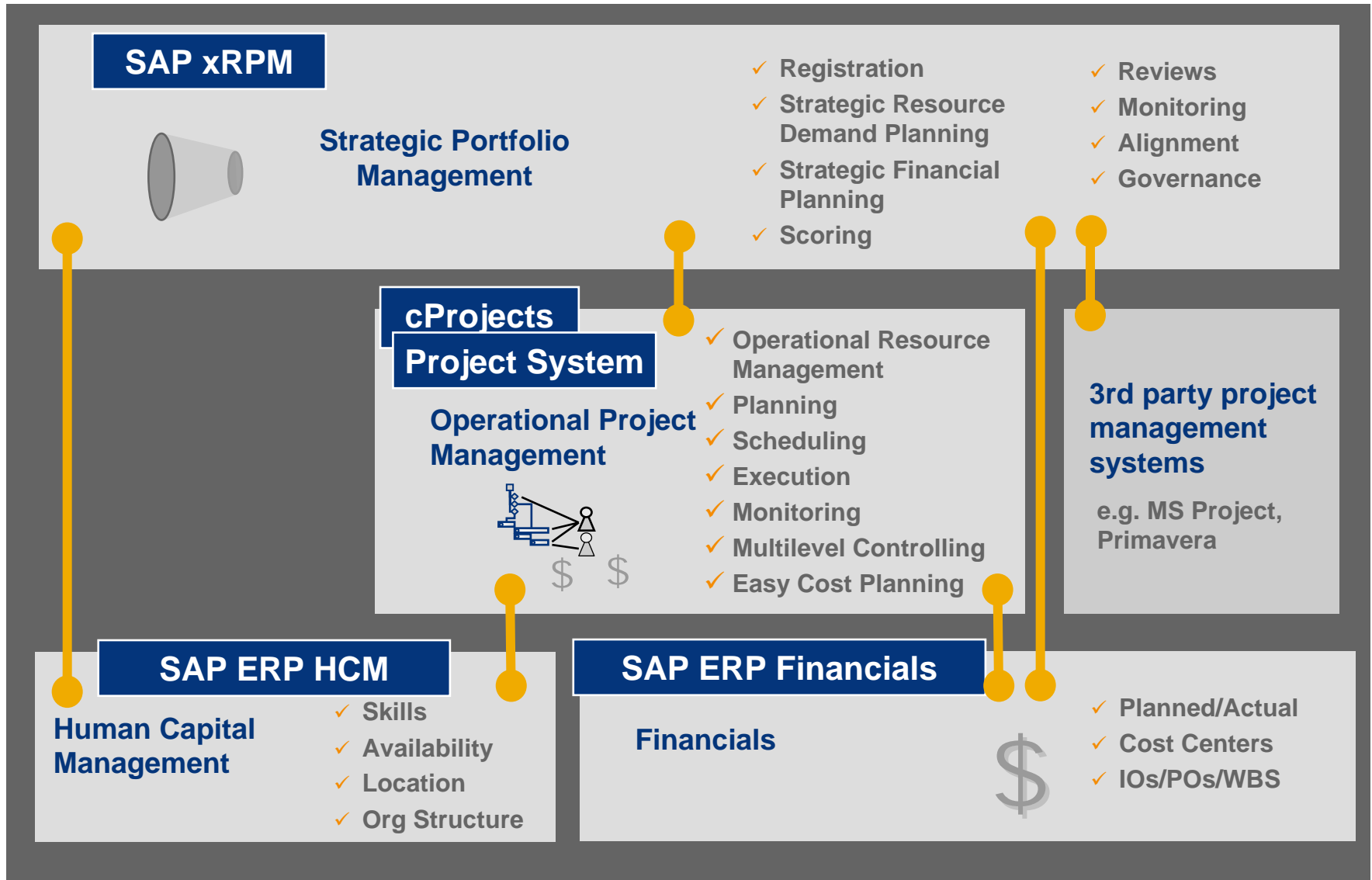
Financial Categories Financial Views

Financial Category Personnel

Timeline Displayed 1/1/2006 - 12/31/2015 Apply Calculate Totals Copy Gro

	Category Group	Deactivated	Sponsor	Initial Amount	* 2006 A01	2007 A01	2008 A01	2009 A01	2010 A01	2011 A01	2012 A01	2013 A01
	Development											
	Forecast			100,000.00	200,000.00	100,000.00	100,000.00	50,000.00	100,000.00	200,000.00		
	Planned			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Actual			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	







SAP BEST PRACTICES OFFERING

SAP Best Practices 로 구현 가속화



Documentation

통합 비즈니스 프로세스에 대한 정의 및 문서 자료

Preconfiguration

사전 설정된 셋팅 및 자동 설치

종합적 적용 결과

프로젝트 기간	-22%
프로젝트 비용	-20%
Go-live 이후 수정 작업	-34%
TCO (3년 이상)	-11%

솔루션 alignment	+41%
전반적인 만족도	+28.5%
프로젝트 리스크	-71%
프로세스 비용	-22%

Source: Enhanced Project Success Through SAP Best Practices, International Benchmarking Study, M. Selchert

<http://help.sap.com/bestpractices>

감사합니다.



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