Performance Review Results

For	Mr Anand Nidamanuru
Status	Completed
Substatus	Employee Agreement Ind. Perf.
On	23 February 2012

CustDev Exec. BLR T 1

Manager Mr Sundararajan Muthusamy

SAP Goals

Validity period 01/01/11 - 26/08/11

For information and details on the SAP corporate strategy, please view the information located on the SAP Strategy page.

Team Objectives

My Manager's Team Objectives
Our Goal - Triple the Business by 2014

Year-after-year, SAP Custom Development achieves revenue growth and profitability that significantly exceeds the SAP average – and we do it without compromising the quality of the solutions that we deliver to our customers. We have achieved this primarily by penetrating the German and US markets, and a handful of industries. As we look towards 2014, we aim to triple this business while maintaining our margins by increasing our penetration in all markets. This will be supported by selling the right mix of development services, packaging previously developed solutions for easier future resale, offering support for all solutions that we deliver, and maximizing how we leverage the sales force to promote our offerings. As we set forth on the task of tripling our business, we have established a clear strategy for how to achieve our goals.

SAP Custom Development Strategy
1. Stay Focused on Our Target Market
2. Expand Our Sales Presence in all Regions
3. Offer the Right Portfolio of Offerings to the Market
4. Become a Solution Provider
5. Act as One Global Team

For more information and details on the SAP Custom Development strategy, please view the information located on the SAP CD Strategy page (Link: https://portal.wdf.sap.corp/go/custdev-strategy)
SAP CUSTOM DEVELOPMENT GCDE APJ OBJECTIVES 2011
In line with the GCDE APJ key priorities for 2011, the GCDE APJ objectives for 2011 are:
1. Deliver end-to-end innovative and scalable solutions from APJ – enhanced ownership for regional and global projects.
2. Deliver solutions with the highest quality to enhance customer satisfaction. Drive zero escalations.
3. Ensure scalable delivery of our services in a cost effective manner by effectively using external

partner resources on projects.

4. Set-up and execution readiness for dedicated support teams with expertise in focused domain areas and project specific knowledge to provide best in class support for the projects and products of SAP CD

5. Foster an environment to attract, develop and retain the best employees by effectively executing on SAP ̈s people agenda themes including Leadership Development, People Development, Talent Acquisition, Performance & Reward Management and Organizational Development.

6. Tight teamwork with CPEG, Sales & RCD teams to support customer deals

7. Enhance collaboration with SAP Global Delivery and other Services & Development teams

8. Improve efficiency of internal organizational processes through application of LEAN principles

Individual Objectives

Validity period 01/01/11 - 26/08/11

Value

Increase value by improving delivery Quality; achieving faster Time to Value for our customers; driving growth for SAP

Ø   Analyze and define customer requirements with ownership of end-to-end solution architecture and design and ensure on-time on-budget high quality delivery of specifications, designs, code, test results & documentation for self and any assigned sub-teams.

Ø   For support projects, ensure high quality of message resolution, adhering to project service level agreements (SLAs).

Ø   Jointly responsible for driving and ensuring the quality of solution along with the delivery / project manager by actively contributing on quality procedures such as reviews, testing for the project in collaboration with QM. Ensure compliance of delivered software with relevant product development standards.

Ø   Play a key role in handling customer requirements and manage customer expectations in a responsive manner.

Ø   Communicate project status, issues, any foreseen risks to stakeholders and suggest alternative approaches and solutions for the issues. Contribute to pro-active risk management for the project.

Ø   Collaborate effectively with internal SAP, external partners and customer teams to ensure successful project completion. Coach development team, including any project external resources, for resolution of technical and functional issues in the project.

Ø   Stabilize MRS product with improved focus on Quality and Identify/implement the area for an improvement for the continous improvement.

Ø   Drive the Improve the MRS documentation

A.   Evaluations

Ø   Master the estimatation technique to accurely assess the new CDP sizing

Ø   Conduct evaluations and provide accurate estimation for the efforts and other important details such as risks, assumptions etc. related to the evaluation.

Ø   Conduct effective interactions with customer teams and development organization, as required to provide accurate estimates.

Ø   Communicate effectively with all stakeholders to keep them informed on the status for the assigned evaluations.

Employee Self-Assessment

Successfully handled the role of Architect for MRS 800 Release.
Though quite challenging the role of Architect for MRS, was able to handle it very well. Below are the major challenges that were faced during MRS 800

- Working for the first time in core MRS, yet was able to understand all the use cases and performed very well in the tough role of Architect
- Complex requirements and challenges
  - Capacity pots and Appointment offering
  - TICM Changes. Especially RM Web solution was the most trickier and complex
  - Web Lean PLB with JGantt
  - KPMG requirements
- Capacity pots and appointment offering
  - Rapidly changing requirements
  - Huge developments during MIT phase
  - Very little knowledge or no Knowledge of the requirements
  - Started as a retrofit and has grown into a huge development
- TICM Violation changes
  - FBS Rules strictly applied
  - No Migration programs
  - Elimination of CI includes. Very challenging (esp.with RM Web solution). Posed a great risk for the delivery of MRS 800
- Web Lean PLB with JGantt
  - Lots of development in Web UI but very few Resources with WD knowledge
  - JGantt was implemented for the first time
- Handled most of development, design of MRS topics. Below are some rough percentages of the part that I had to handle in the overall development and design
  - 40% of capacity pots
  - 50% of Web Lean including Specification as well
  - Almost all of the TICM Violation changes
- Huge resource crunch. Resource with lack of experience and unavailability of experienced resources
- Singled handedly supported Customer validation and Post MIT add-on packaging and support
- Very good feedback from customer validation
- Absorbed all the heat and pressure and guided resources effectively to ensure proper completion of MRS 800.

All in all, able to play a very effective role as an Architect though posed with various challenges and high changing requirements as described above.

Actively faced all the challenges, very high risks and provided solutions time to time. Ensured a smooth release without succumbing to the risks and failures.

Manager Assessment

Performance rating   Exceeds expectations

Anand has taken responsibility of the MRS 800 architect from Bangalore and successfully released the project within budget. Without much MRS architecture background he could ramp-up in following task and able to guide team to deliver the same.
- Retrofit of Centrica Capacity pots and Indesit Appointment offering. The task became more than the simple retrofit. But this was very well handled in spite of lost time in development phase.
    - TICM Changes. Especially RM Web solution was the most trickier and complex due to standard product rule and legacy code base.
    - Web Lean PLB with JGantt (new for MRS) and KPMG specific requirement.
Anand exhibited that he could ramp-up quickly in new topic and able to deliver them on time.
Initially, it took some time to gain the confidence of the team, in the middle of the development phase, all the team members were looking up to him for the help and solution.
During the Validation phase, he has supported the MRS800 release alone and made sure the product.

Anand exhibited his flexibility to support MRS800 and mentor Jay on the RM@FS development
All in all as Architect, Anand have managed around 600+ days of (development and validation)
project and release on-time which was an important milestone for MRS.

Innovation

Drive Innovation in our SAP engagement processes and structures; the offerings we provide; or in
the way we learn and re-use
Ø   Improve / Optimize development related processes
Ø   Think and act Lean.
Ø   Actively participate in technology and innovation events such as CD Innovation Challenge.

Manager Assessment

Performance rating   Fully meets expectations

Being an export in WD ABAP, he has taken JGantt devleopment which is new to MRS and
succesfully delivered.

Employee Development

Focus on self development of skills and competencies
Ø   Enhance your skills and competencies by adhering to your employee development plan.
Ø   Actively participate and contribute to CD Architecture, FS Practice & technology
communities, MRS Wiki.
Ø   Periodic review and update of skills database, CD profile and project time entries in ISP.
Ø   Achieve any planned certifications for 2011.

Manager Assessment

Performance rating   Fully meets expectations

As part of the proejct, Anand ramped-up in FBS process, JGantt and MRS architeture
Anad could carryout all the operation activities on time along with project activities.

Additional Appraisals

Validity period 01/01/11 - 26/08/11

Development Plan

Validity period 01/01/11 - 26/08/11

Short Term Development Plan

As per the EDP
As per the EDP

Development Activities

   Validity period 01/01/11 - 31/12/11

   Method

Year-End Self-Assessment

Year-End Manager Assessment
As part of the proejct, Anand ramped-up in FBS process, JGantt and MRS architeture

Long Term Development Plan

As part of my long term professional goal, I am interested in pursuing

Managerial Position	Not assessed
Functional Expertise	Not assessed
Project Management	Not assessed

Overall Assessment

Validity period 01/01/11 - 26/08/11

Interim Review

Employee Self-Assessment

Manager Assessment

Manager Assessment

Performance rating   Exceeds expectations

Manager's comments
Anand has taken responsibility of the MRS 800 architect from Bangalore and successfully released the project within budget. Without much MRS architecture background he could ramp-up in following task and able to guide team to deliver the same.

Anand exhibited that he could ramp-up quickly in new topic and able to deliver them on time. Initially, it took some time to gain the confidence of the team, in the middle of the development phase, all the team members were looking up to him for the help and solution.

Anand exhibited his flexibility to support MRS800 and mentor Jay on the RM@FS development

All in all as Architect, Anand have managed around 600+ days of (development and validation) project and release on-time which was an important milestone for MRS.

I wish him all the best for the year 2012

Mr Anand Nidamanuru

The full terms and conditions of this Bonus plan are described in the current version of the incentive framework and/or Bonus Plan for your subsidiary/board area.

Contact your HR Business Partner for details. Management reserves the right to change, adjust or discontinue this incentive plan at any time.

Wishing you every success.

Sincerely Yours,

SAP LABS INDIA PVT. LTD.

2011 Variable Pay Plan Global CD Execution

GLOB-GCO-MAST-FS-11-Global CD Executio

Mr Anand Nidamanuru   26-Mar-12

Dear Anand，

This document is to confirm your targets for the 2011 fiscal year.

Time Period 01/01/11 ‑ 26/08/11

The current bonus will be determined on the basis of your performance using the following performance measures:

Time Period Target Bonus 92,207.24 INR

Target Description	Long Description	Payout curve	Weight	Target Bonus Amount	Method of Target Assessment	Target Value	Actual Value	Target Achievement
Profitability - Custom Development_Global	Global CD Net Profitabilty (incl. Consulting efforts)	Profitability (+/-3%)	15.00 %	13,831.09 INR	Deviation from target in % pts	0 %	0 %	97.77 %
Revenue - SSRS Custom Development_Global	SSRS CustDev Revenue	Revenue 2	15.00 %	13,831.09 INR	Actual / Target (%)	0 EUR	0 EUR	100.38 %
Customer Satisfaction - CD_Global	CD specific external Customer Satisfaction measurement according to established process. Source: CD Operations.	Non Financials	10.00 %	9,220.72 INR	Score, deviation from target	0 Score	0 Score	133.50 %
Area Objective GCDE	The core goal of the global execution organization of CD is to deliver high quality solutions on time and without exceeding budgets. The assessment of this objective by Sr. CD management takes into consideration our execution criteria of: delivering projects on time and without exceeding budgets continue our excellent history of no escalations achieving high customer satisfaction in all of our interactions and activities with the customer supporting our growth by efficiently utilizing partners and our eco system without compromising our quality	Non Financials	30.00 %	27,662.17 INR	Management Judgement	0 100	0 100	115.00 %

| Service Fulfillment | A. Value Increase value by improving delivery Quality; achieving faster Time to Value for our customers; driving growth for SAP
Analyze and define customer requirements with ownership of end-to-end solution architecture and design and ensure on-time on-budget high quality delivery of specifications, designs, code, test results & documentation for self and any assigned sub-teams.
For support projects, ensure high quality of message resolution, adhering to project service level agreements (SLAs).
Jointly responsible for driving and ensuring the quality of solution along with the delivery /project manager by actively contributing on quality procedures such as reviews, testing for the project in collaboration with QM. Ensure compliance of delivered software with relevant product development standards.
Play a key role in handling customer requirements and manage customer expectations in a responsive manner.
Communicate project status, issues, any foreseen risks to stakeholders and suggest alternative approaches and solutions for the issues. Contribute to pro-active risk management for the project.
Collaborate effectively with internal SAP, external partners and customer teams to ensure successful project completion. Coach development team, including any project external resources, for resolution of technical and functional issues in the project.
Stabilize MRS product with improved focus on Quality and Identify/ implement the area for an improvement for the continous improvement.
Drive the Improve the MRS documentation
A. Evaluations
Master the estimatation technique to accuretly assess the new CDP sizing
Conduct evaluations and provide accurate estimation for the efforts and other important details such as risks, assumptions etc. related to the evaluation.
Conduct effective interactions with customer teams and development organization, as required to provide accurate estimates. | Non Financials | 30.00 % | 27,662.17 INR | Management Judgement | 0 | 0 | 120.00 % |

Total			100 %	INR			

Manager Signature & Date (if required)   _____

Employee Signature & Date (if required)   _____