



Erasmus

HERUG- Erasmus University Rotterdam

Implementating SAP with an organizational perspective in mind





Agenda



1. EUR, Projectscope and Future Plans

Marcel Hoornweg
Projectmanager SAP@EUR project
Erasmus University Rotterdam



2. Program Management

Hans Teuben
Director Public Sector and Higher Education
Strategy & Operations | Operations Excellence
Deloitte Consulting



3. Change Management

Sjoerd van der Smissen
Director and Consulting Leader Higher Education
Deloitte Consulting

dit project is onderdeel van
this project is part of



Agenda

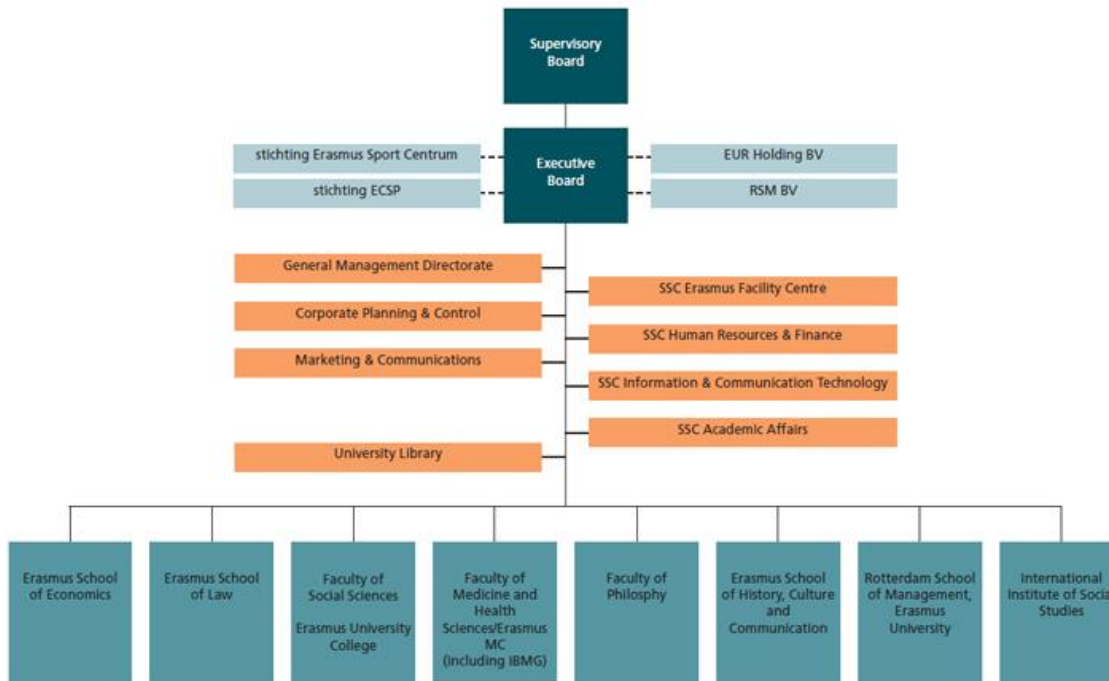
1. Introduction of the Erasmus Case
2. Scope and Business Context
3. Program management
4. Change Management
5. Wrap-up



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Facts & Figures

Erasmus University Rotterdam



22,367 students

7,654 annual graduations

7 faculties and 2 institutes

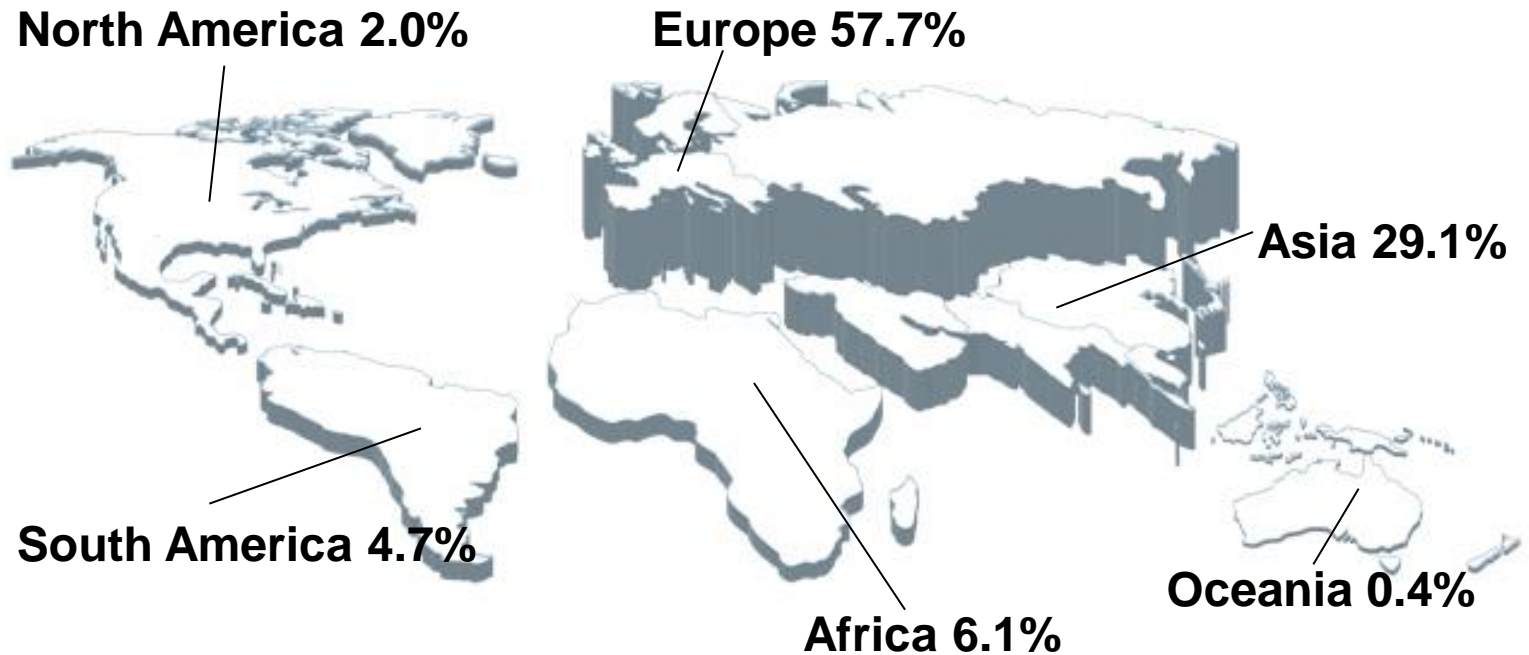
Celebrating its 100th anniversary in 2013

Focus on Health, Wealth, Governance and Culture

Core tasks: to generate knowledge from research, to share knowledge in education and to transfer knowledge to the community



Origin of international students



(rounded off percentages: EIS enrolment database EUR, May 2009)

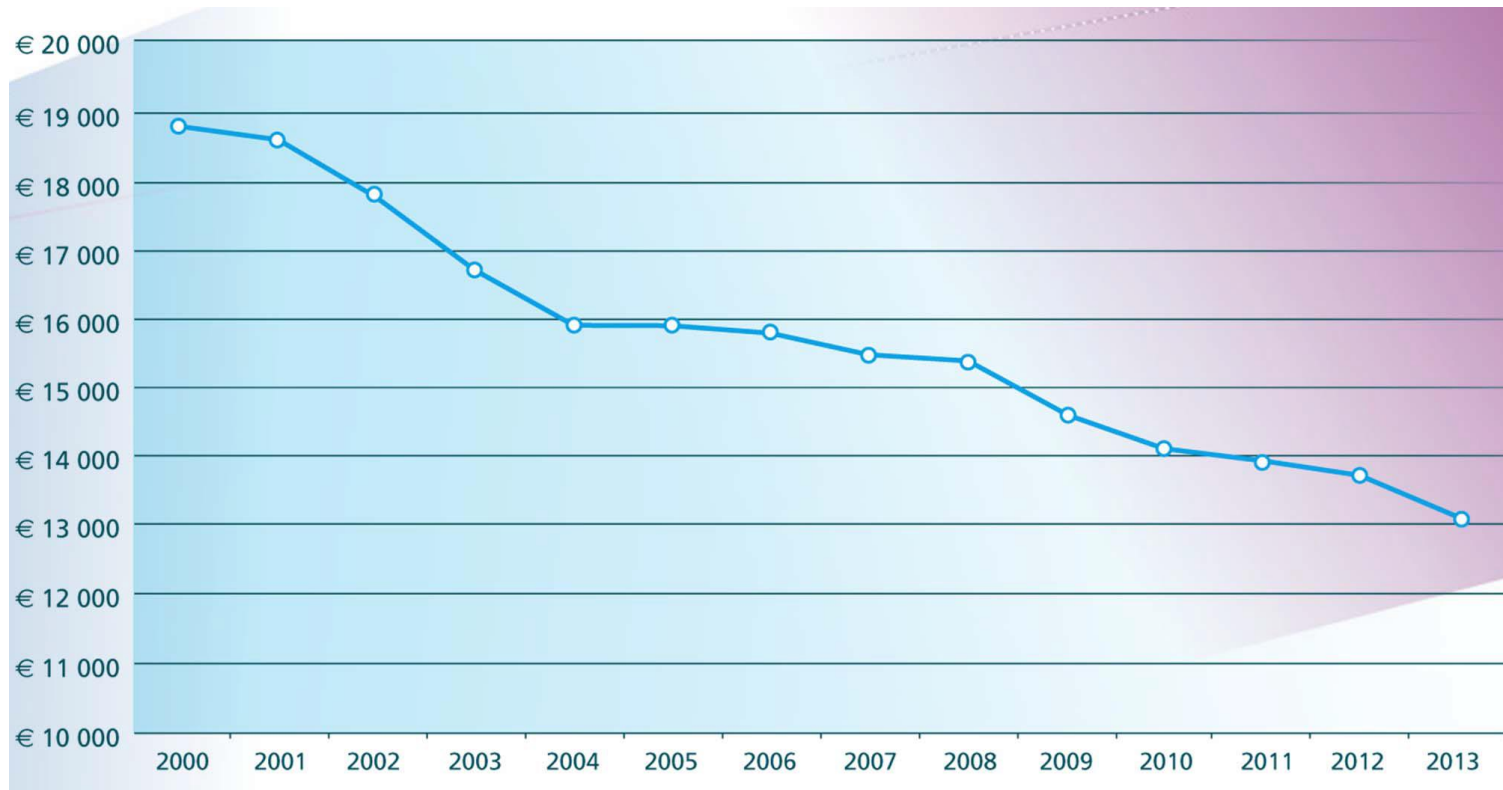
Strategy Erasmus 2013 / Ambitions

- Compete in the academic Champions League
- Melting pot of talents and cultures
- Strengthen the educational programmes internationally
- **Upgrade to a university of 21st century**
- Quality is 'leading'
- Strengthen relationships with the outside world
- Enterprising culture for professionals



Financial Challenges

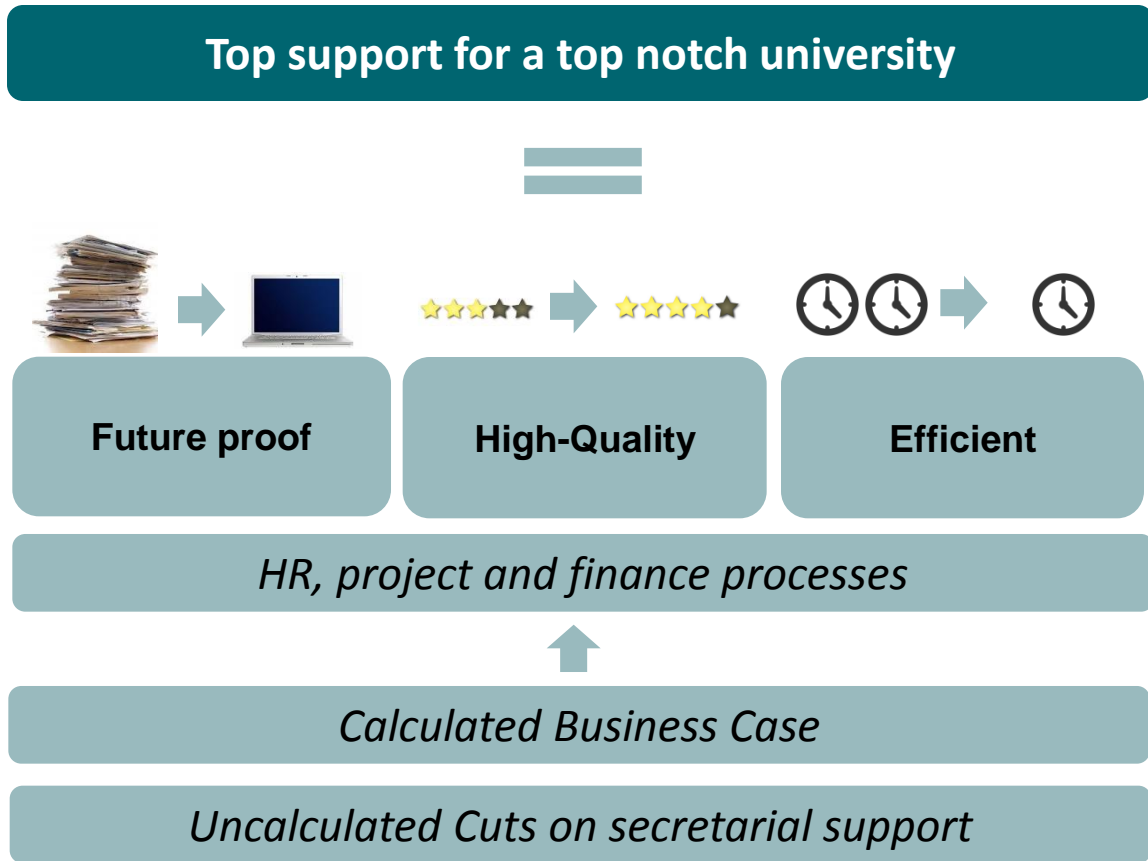
Trend: decreasing public funding, KPI with Ministry of Education
Funding 1e money stream per student, 2000-2013





Business Drivers

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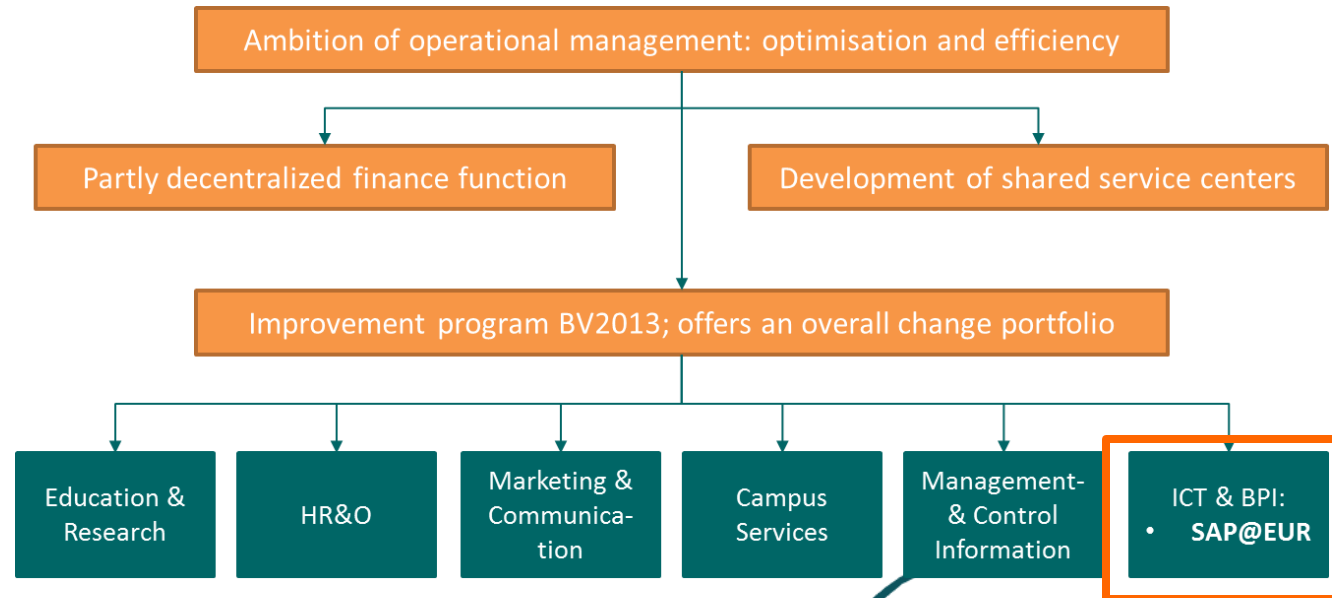
Jan 2011: Start Operations Management 2013 Program

(in Dutch: Bedrijfsvoering 2013 or BV2013)



- **Building a solid foundation** for further improvements
- **Modernisation** of existing business processes
- **Innovation** (e.g. research project support)

- Emphasis on the organization of **Change Management**
- Clear **Governance**, assignments, business cases, planning budgets, resourcing, commitment etc.



2013 SAP@EUR project in OM2013 program



Paperwork in the organization

Inefficiency in administrative processes

Warnings from our accountant

Old fashioned and not in concordance with our desired image

- Quickscan: results in 2012
- Conclusion:
 - HR and F not integrated
 - Management information non-existent
 - A re-implementation of SAP is a necessity together with implementing new functionalities
- Result:
 - Start of preparations for a European public tender (compliant to EU rules)
 - Won by **Deloitte**.
- SAP@EUR Project started february 2013



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SAP@EUR Project impacts...



Almost...

3000

co-workers in
7 faculties,
1 institute,
4 shared service centers,
4 staff services
and multiple companies

Financial and personnel administration

Scientists

Managers

Project managers Controllers

ICT management OBP HR advisors

and everyone with an EUR employment contract





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The SAP@EUR project is about

- Re-implementing Finance Administration (FiCo)
- Re-implementing HR Administration (HCM)
- Roll out of Business Warehouse and Business Objects
- Making better use of Solution Manager
- Making adjustments to Personnel Cost Planner
- Making adjustments to RunBook
- Complete redesign of authorization scheme

- Implementing SAP WPB as a tool and building dozens of films
- Implementing Project Administration (PS)
- Implementing SAP Invoice Management
- Implementing the ESS portal
- Virtualization of SAP hardware
- Implementing an Enterprise Service Bus
- Building 26 reports
- Building 30 or so interfaces

In 10 months with 4100 days of EUR personnel

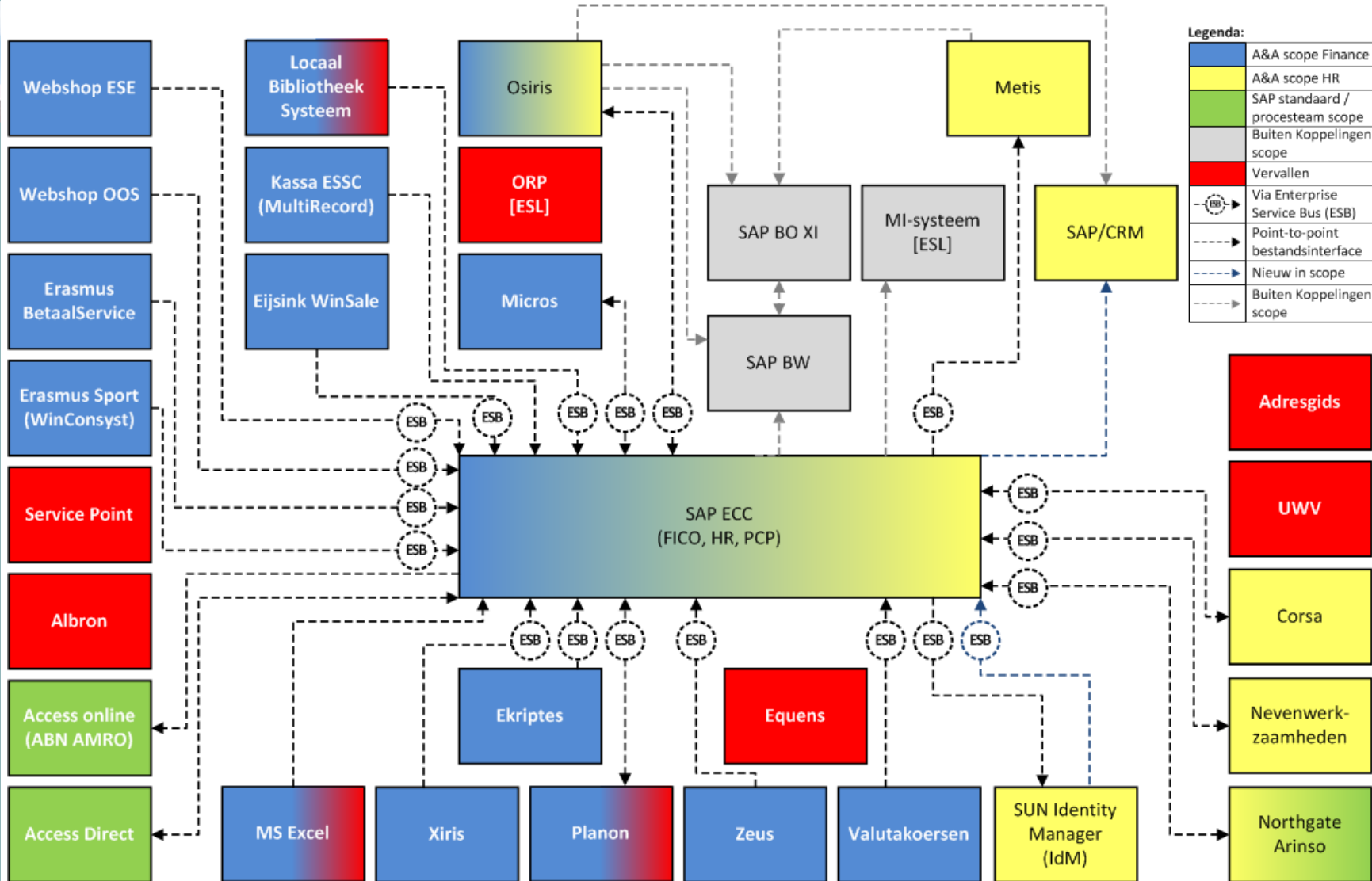


Interfaces

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Fysiek To-Be SAP-gerelateerd Applicatielandschap



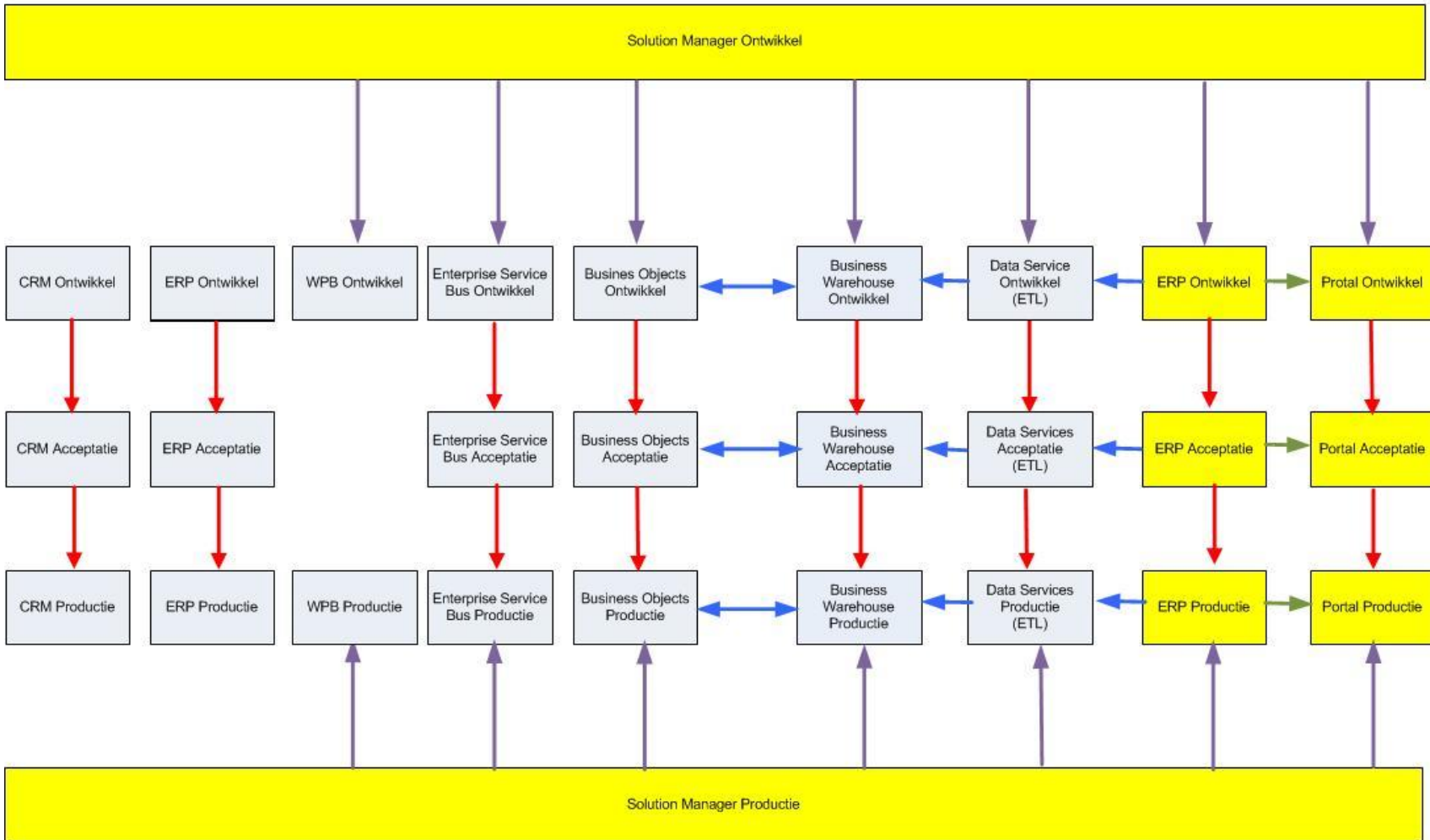
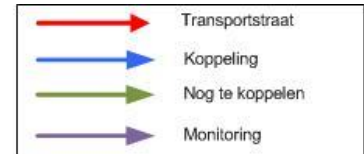
- Adresgids
- UWV
- Corsa
- Nevenwerkzaamheden
- Northgate Arinso

Changes to System landscape

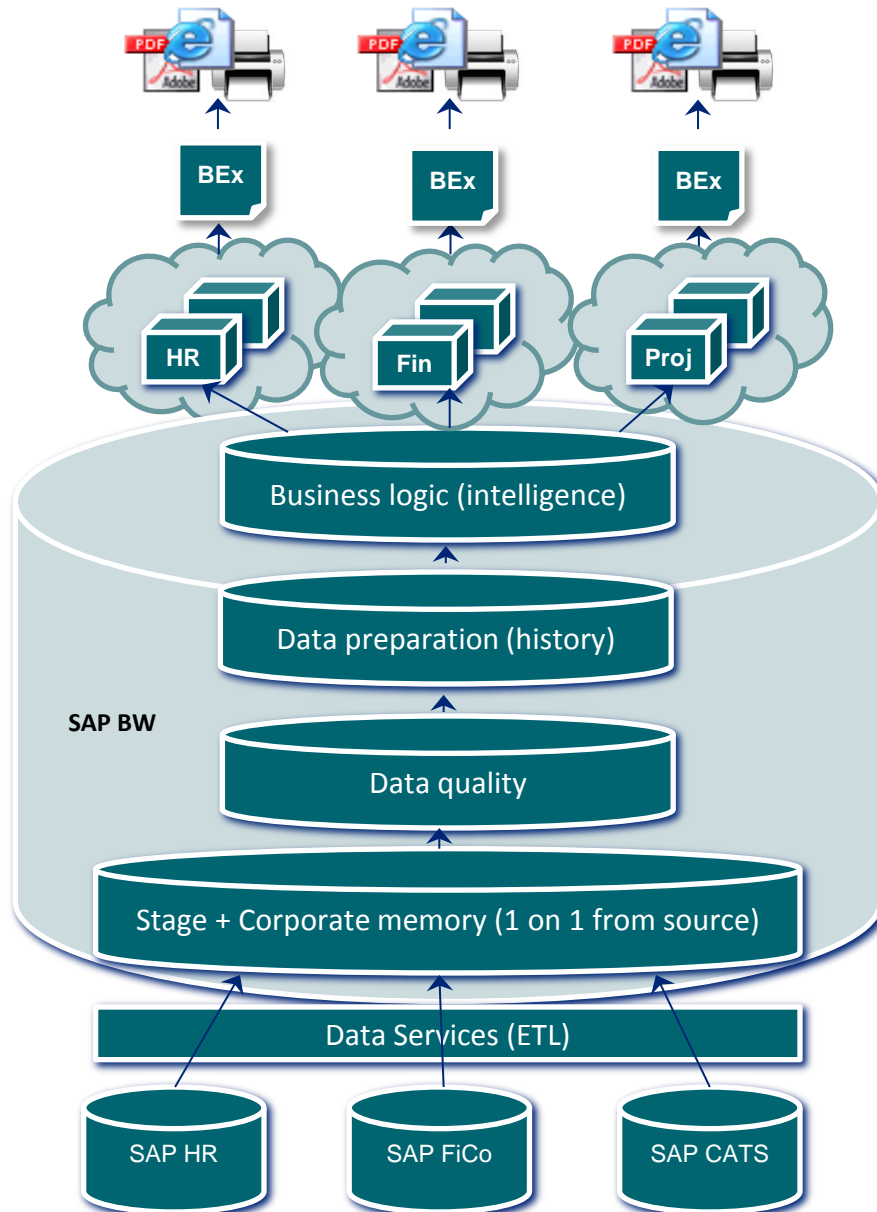
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Nieuwe opzet van SAP landschap
Gele vlakken geïnstalleerd voor het SAPEUR project.
Licht blauwe vlakken bestaande omgevingen
Overige kleuren nog te installeren



Reporting system: SAP Business Objects



Standard Reports

BEx queries query the clustered data

Data is clustered per domain for quick access

Data is transformed into chunks of information

History is being kept making reports identical on various moments in time

Corrupt data is removed

1 on 1 copy will ease pressure on ECC system

Extraction tool creates coherence and filters mistakes

Data from ECC is copied every 24 hours



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Workforce Performance Builder

- SAP Workforce Performance Builder is used for making course guides
 - ESS portal (expense claims, leave days, personal profile, project time sheet)
 - ECC back end (HR, Finance and Projects)
- SAP WPB proved to be an easy to learn system
 - No steep learning curve
 - Trainees created WPB films for the portal
 - Functional consultants HR and Finance for the back end
- Each e-learning session is available at work or at home:

http://wpb.eur.nl/WPB_manager/wa/wa_SAP/~tag/published/trainer/9_2_1_209/trainer.html#show=project!PR_DF3A7733BD9A1380&assignmentId=C_40842372331745998CC46B5B357BF35F&startMode=start&hash=



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Why program management?

Motivation

When many different projects take place at the same time, chances are high that:

- Projects wander of in their own directions,
- Development costs explode,
- Inefficiency in terms of duplications arises,
- Control is limited,
- Projects 'fight' for the same resources.

Measures

To safeguard the overall outcomes program management sets:

- Structure
- Lines and cohesion
- Procedures for diversion / discussion about diversion

Key drivers

The key driver always is for the business to succeed and to build a successful business case, quantitative as well as qualitative

Methodologies make change easier

Program and Project Management

Managing Successful Programs (MSP) is used for program management, Prince2 for project management

Prince 2

- Prince2 is the methodology used for each project and is an overall project program
- It ensures that the approach and execution of the projects follows a predetermined path
- It makes clear who decides when and on what
- Prince2 includes a project initiation document, a business case, a road map, monitoring and a steering committee
- Sets governance structuur
- Keeps everyone involved

EVD

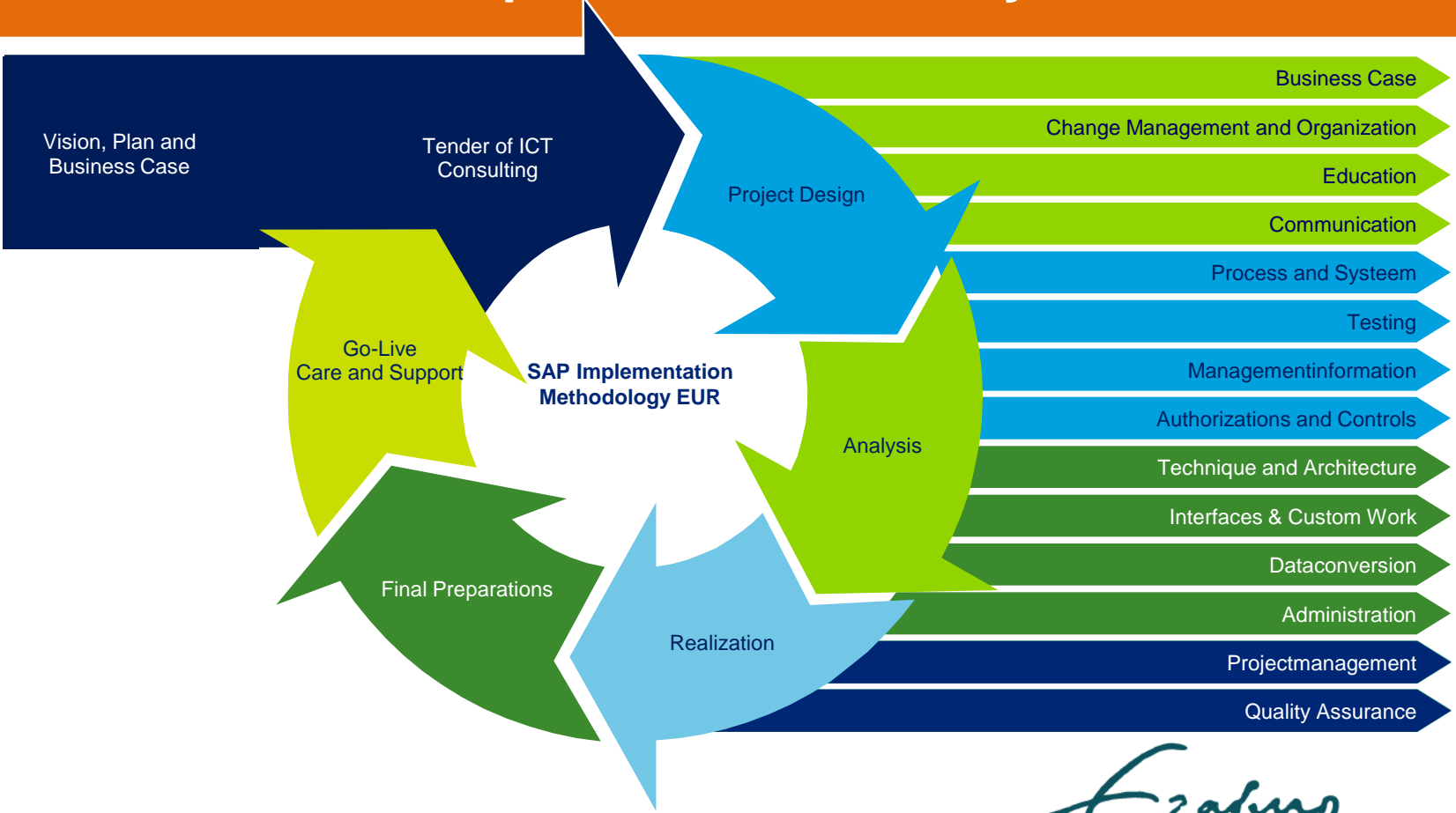
- The EVD for Project Management method is Deloitte Consulting's project and quality management method
- It provides a consistent implementation approach across projects
- It presents a robust collection of deliverable templates, sample deliverables, and accelerators and is organized by discipline and subdiscipline
- The method supports consistent delivery, quality service, and measurable value

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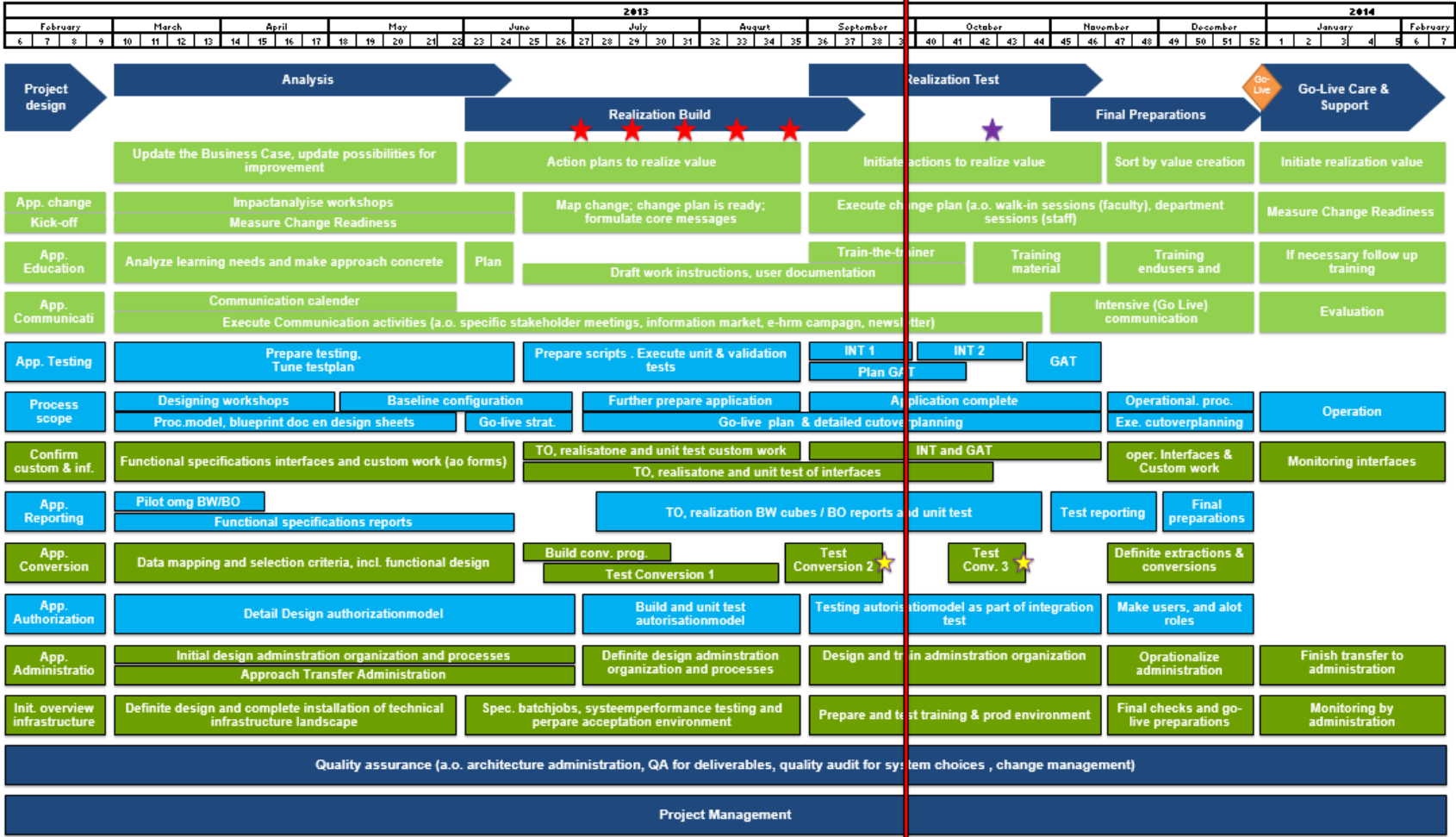


We used the Enterprise Value Delivery method

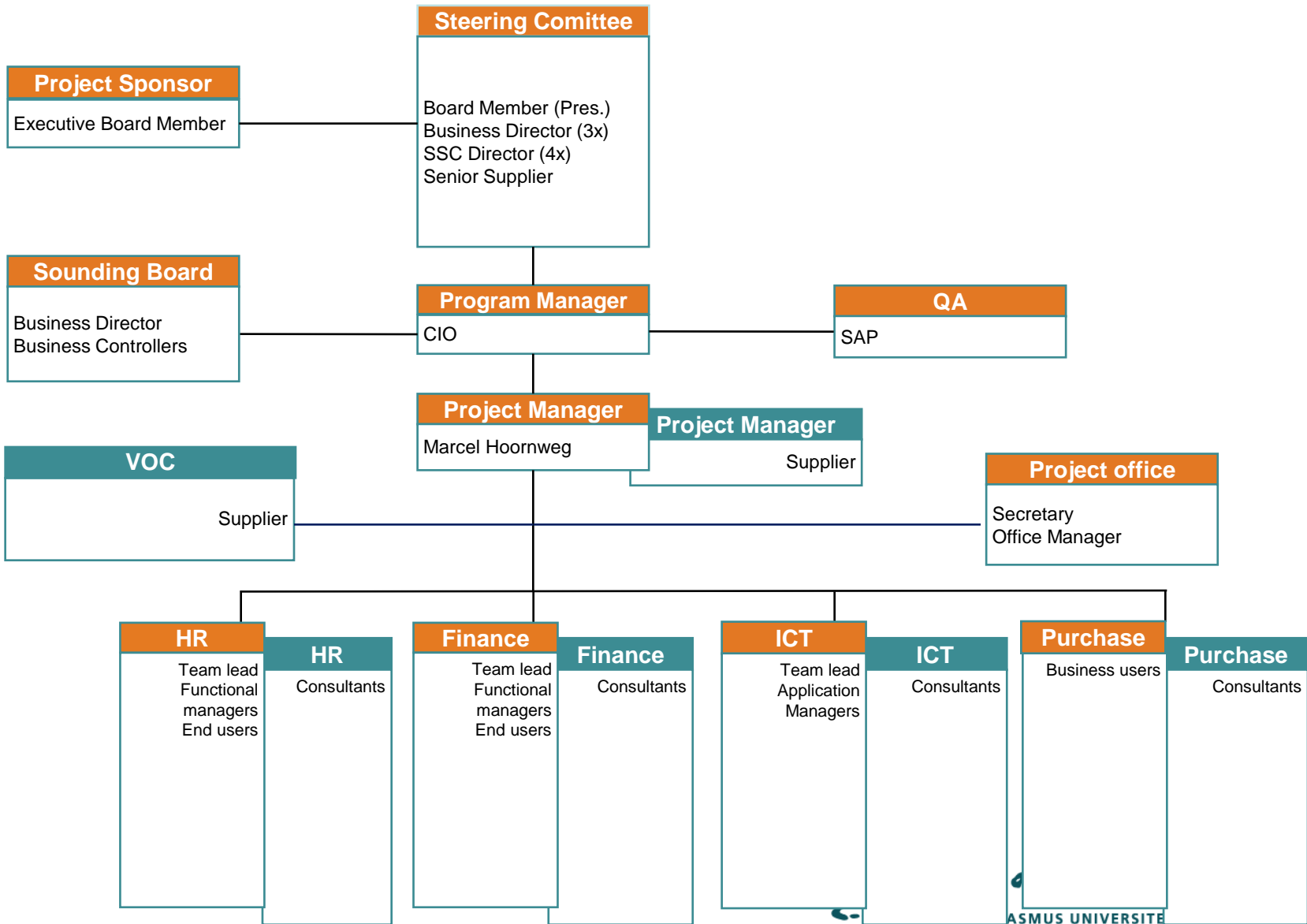
Erasmus Universiteit Rotterdam



And planned in 5 phases



Project Organization



Drivers for success in program and project management

Steer on business case

Focus on change
management from PMO

Design governance and
QA role

Include 4 components:
budget, time, scope,
quality

Use interim measures:
status reports, work in
phases, sign-off after
each phase

Evaluate: session on
lessons learned,
measure education, etc



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Why change management?

Motivation

When major change take place:

- People need to learn about what and how of the change
- Employees need to be enabled to work according to new procedures
- Anxiety about consequences need to be placed in perspective
- People need support to be able to make the change

Measures

Change activities at different levels:

- Planned change related to the program (organization, communication and education)
- Informal change (conversations with stakeholders)
- Governance and involvement of top leadership (board)
- Clear understanding and mapping of the change environment (history, culture, etc)

Key drivers

The key driver always is for the organization to succeed and to incorporate new ways of working into the organization in a way that the business cases is successful



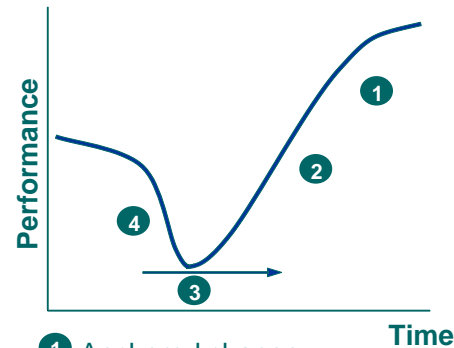
The change task of SAP@EUR was threefold

Change task

- Increased **professionalization of services: quality**
- The organization as a whole will work with **optimized and standardized processes: efficiency**
- All employees will use **'Self service'**

Change goal

An important goal of change management is to prepare the organization in order to smoothen the transition from old to new, making the performance dip as short and shallow as possible. In other words, help people to properly handle change and create trust in the new way of working.



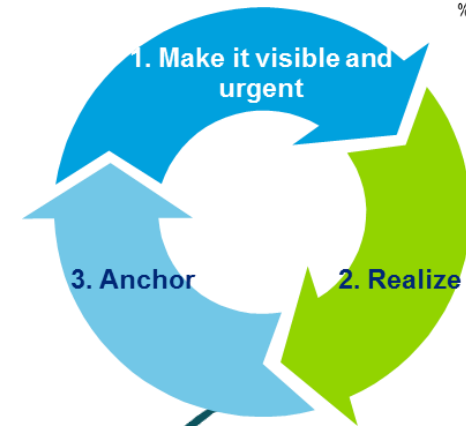
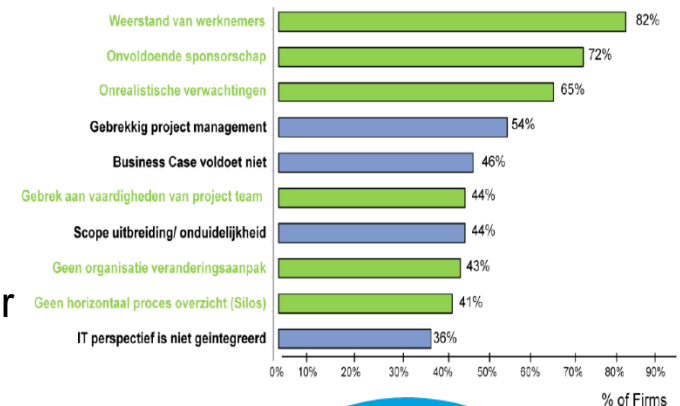
- 1 Anchored change
- 2 Rising performance
- 3 Duration of performedip
- 4 Gravity of performedip

Focus areas

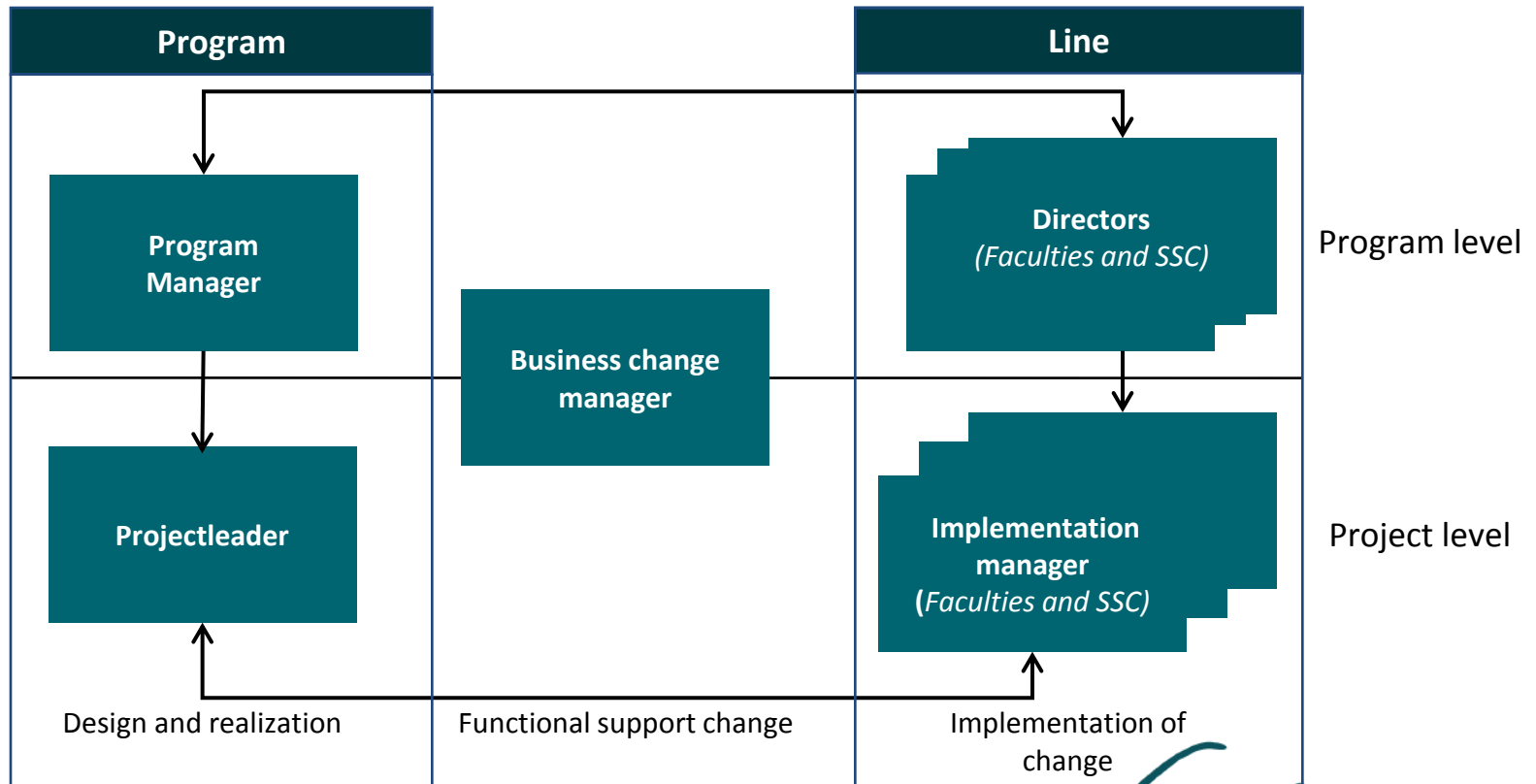
- Sense of loosing autonomy/freedom
- Sense of loosing control
- Sense of carrying extra administrative burdens
- Resistance since starting point is standardisation rather than custom work
- This is not only a change in IT, it is also a change in the way of working, behavior and mindset

The change task is an integral part of the (non? IT) project

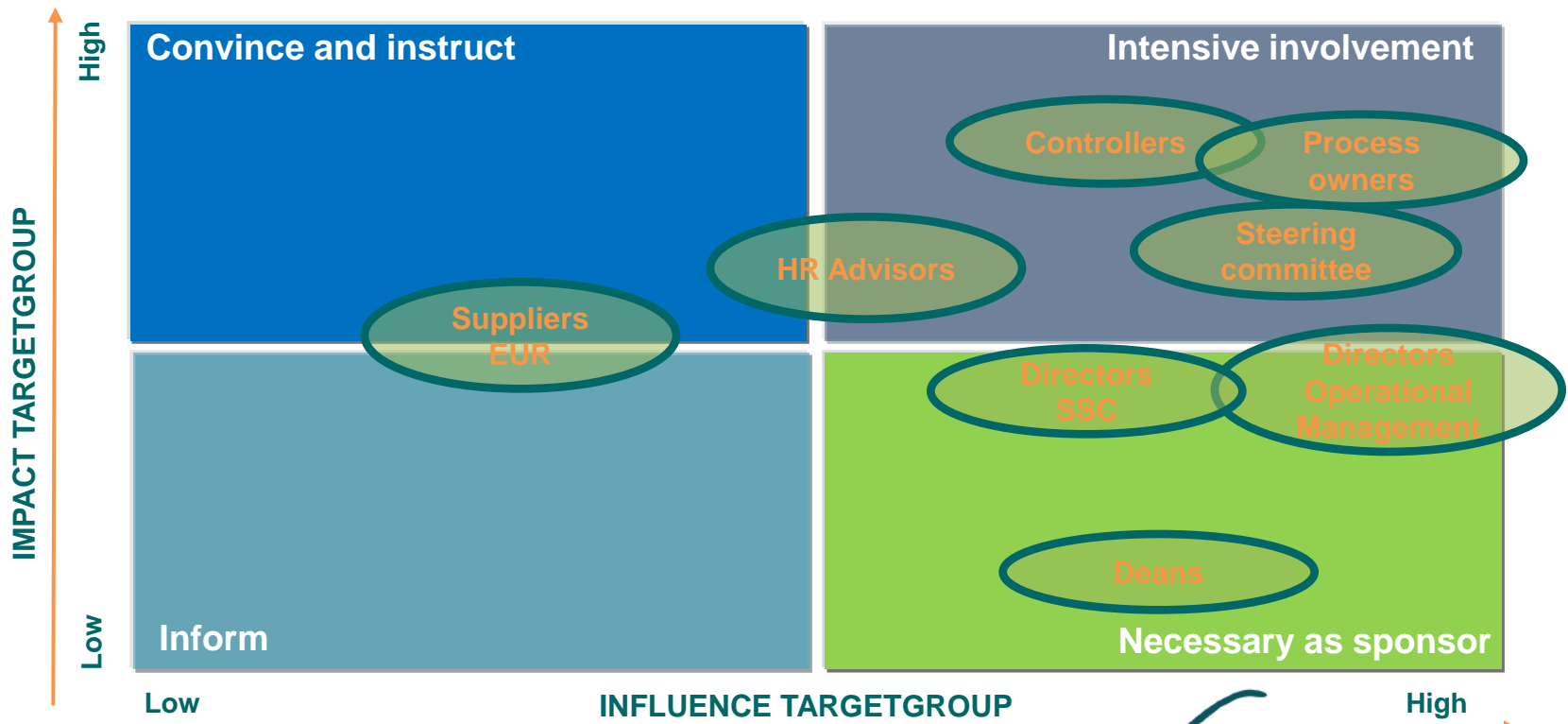
- Organizational change is an integral part of a project, however often limited attention is paid to it. Many IT implementations fail due to inadequate change management
- Deloitte uses an integral approach which makes change management a precondition for a successful, anchored IT implementation
 - Change management activities are integral to the process- and system approach for IT projects (EVD) and result in organizational, communication- and educational products aimed at an anchored change
 - Within the integrated approach we use a tell-sell strategy; the framework of the system is set so the challenge is to sell the *reason why* the change is necessary



Determined roles and responsibilities help to facilitate change



Furthermore we determined who our key stakeholders were and acted upon it



Decentral, an implementation team was active within the faculty to bring about the change

Each faculty has an implementation team, consisting of:

- Controller
- HR advisor
- Director of operational management

And often supplemented by:

- Secretary (secretaries)
- Ambassadors (e.g. professor)

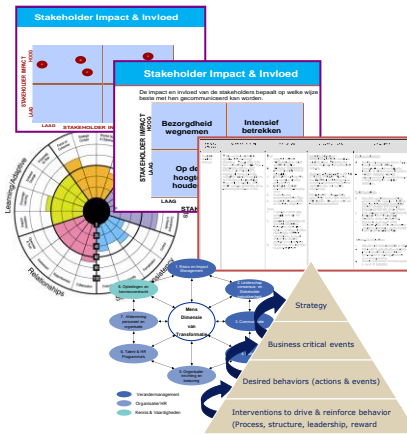


The implementation team implements the change per January at its own faculty. Before January the team prepared the coming changes and informed and involved their own faculty members. Examples of activities:

- Information session with the dean
- Faculty newsletter
- Inform Cap-group

Examples of the used change management activities

Organization



- Kick off (project) organization
- Stakeholder analysis
- Change readiness interviews
- Impact analysis
- Changemap
- Stakeholder actionplan
- Phase kick-off and closure
- Implementation teams

Communication



- Communication calendar
- Key messages
- Information sessions, newsletters, website, video, Q&A, interactive events etc
- Service desk

Education



- End user analysis
- Train internal trainers
- **SAP Workforce Performance Builder**
- Training of core users and end users

Drivers for success in change management within this project

Steer on business case a
and clear evaluation of
measures undertaken
(education etc)

Top management
involvement and
governance

Combination of
organization,
communication and
education

Combination of Planned
change (tell sell) and
informal change

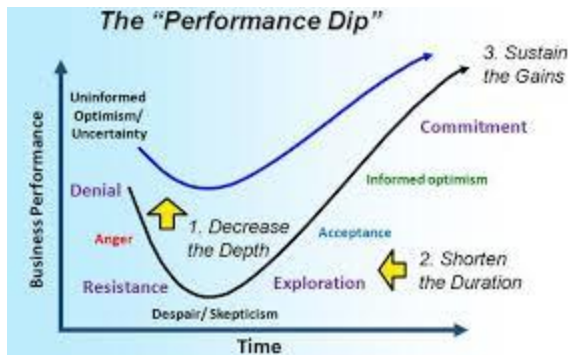
Stakeholder
management apart from
the project as such

Clear roles and
responsibilities on
project - line and
management -
employees



Implementation has gone live in phases beginning in January 2014

Roll-out 6 January 2014	Roll-out 9 January 2014	Roll-out 13 January 2014	Roll-out 20 January 2014	Roll-out 23 January 2014	Roll-out 27 January 2014
HR&F;RvB;ICT; iBMG; CPC;EFB	ESE & SSC OOS	RSM	ABD;ESL;SMC	ESHCC & FSW	UB;FW;Holding; Erasmus sport;ISS



Where are we now? Recovering from Performance dip

Main issues at present

1. Usability
 - Expense claims especially and portal in general
2. Reports
 - Late delivery
 - No adequate support organization present



These will be addressed in the coming months.

Lessons learned?

- Too many OM2013 projects at the same caused a battle for resources
- Too big a project in too short a time span
- We went for SAP standard too quickly
- Change management too business like approach. We should have used a more emotional appeal
- Workshops could have been planned more efficiently
- Do not forget the after go live application management and service desk

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Questions?



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Thank you!

