Forming a Successful SAP Support Structure

Roger Rehm
VP for IT, CIO
Central Michigan University

"For forms of government let fools contest;
What're is best administered is best."

- Alexander Pope

Where we began

- Supporting independent systems - finance, human resources, student information
- Simple systems - simple team structures
- Very little coordination among teams
- Each system had dedicated IT resources
- Functional analysts? What are those?

Initial SAP Implementation

Executive Team

↑

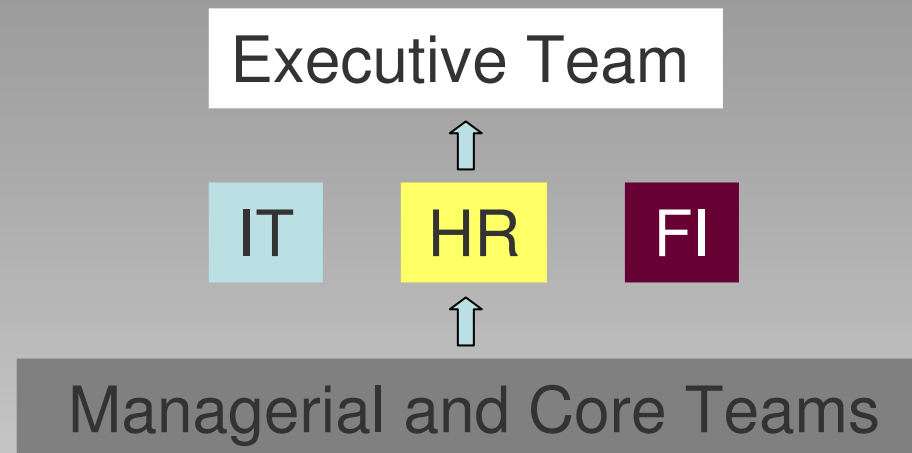IT | HR | FI

↑

Managerial and Core Teams
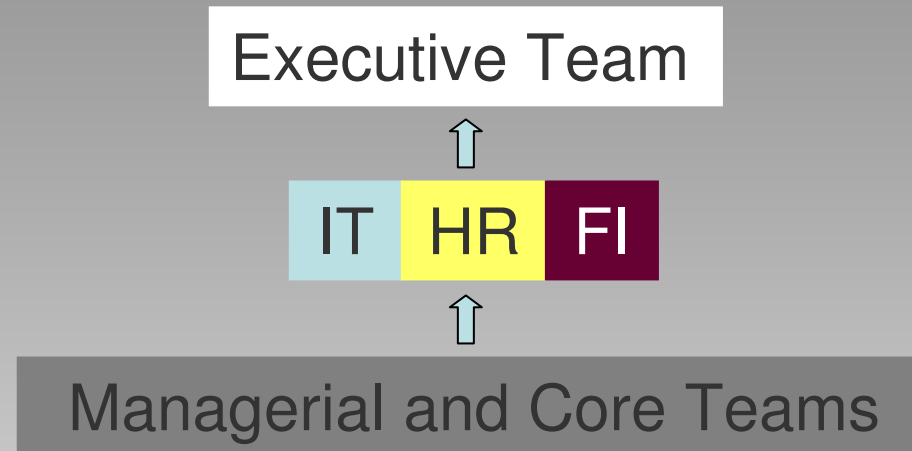
- One project team, shared goals, project manager
- All groups - HR, FI, IT - in "war room"
- IT staff drawn from existing systems
- HR, FI Functional Analysts drawn from and reporting to user offices
- ASAP Accelerated methodology
- Established three levels of support indicated above

CMU
CENTRAL MICHIGAN
UNIVERSITY

Post Go-Live

Executive Team

IT HR FI

Managerial and Core Teams
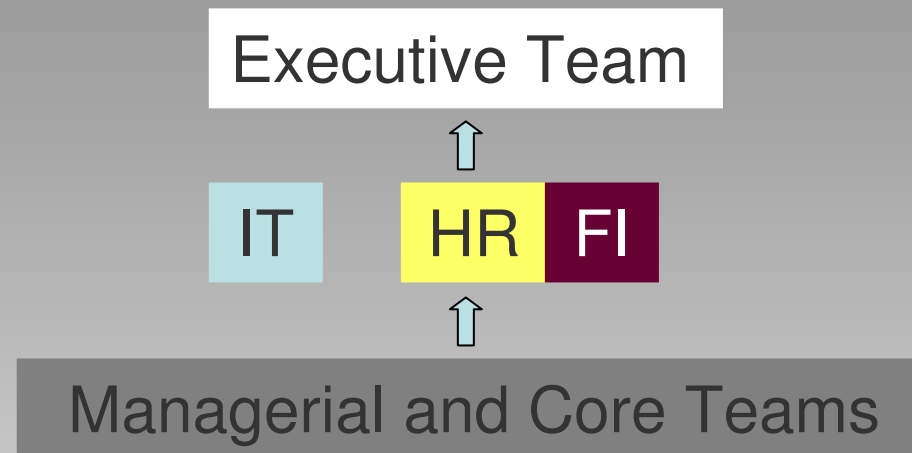
- IT "goes home" - no longer in same space
- Still single project manager
- Team concept begins to deteriorate
- Work starts to move towards "work order" basis and starts to transition from concept of "single project" to "HR project" and "FI project"

CMU
CENTRAL MICHIGAN
UNIVERSITY

Sometime later…

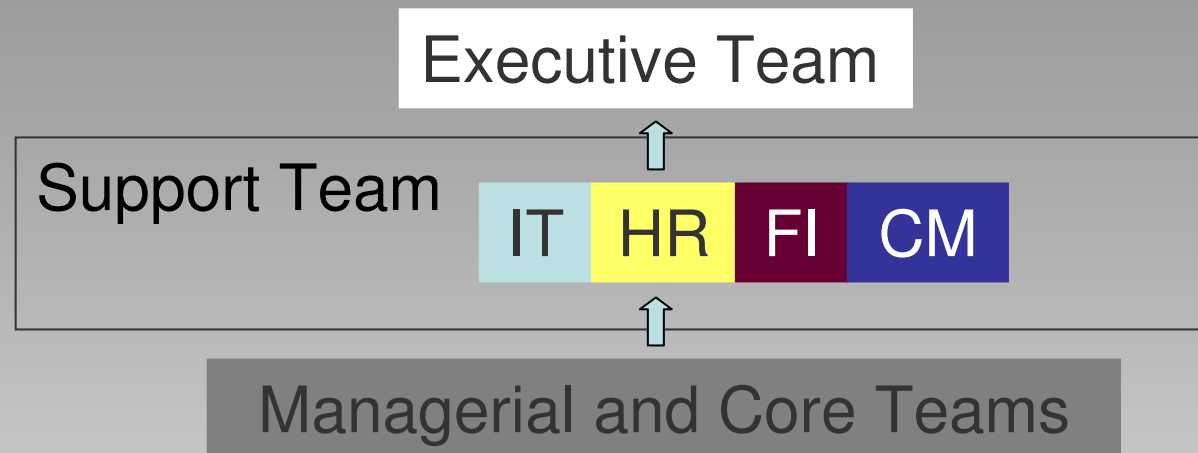Executive Team

IT HR FI

Managerial and Core Teams

- Executive Team disengages
- User office teams separate
- Single team, shared priorities lost
- IT contracts all work on "work order" basis
- Priorities within functional areas are clear, but priorities **within SAP** are not

CMU
CENTRAL MICHIGAN
UNIVERSITY

CM Project Begins

Executive Team

IT   HR   FI   CM

Managerial and Core Teams
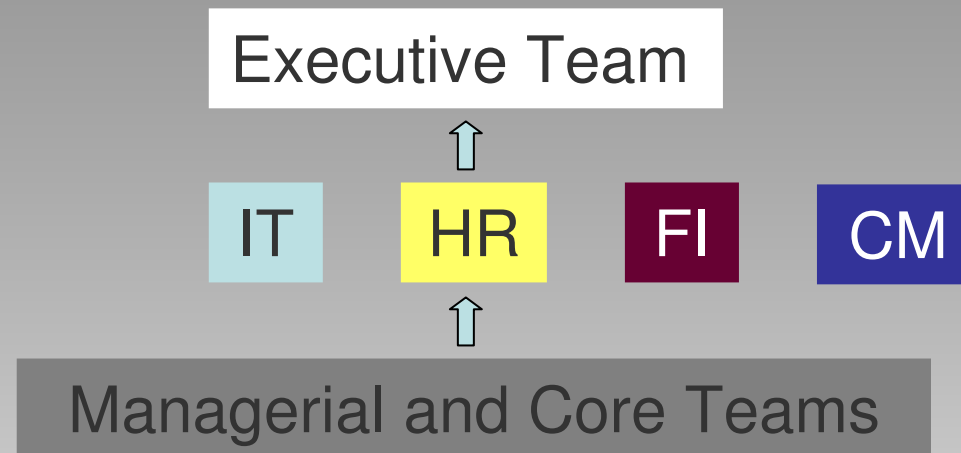
- CM group added as "new team"
- Existing support model adopted for CM project development
- Resources are not co-located
- IT contracts all CM work on "work order" basis
- "Priority" of CM unclear within environment
- Clarification of priorities results in CM completion

CMU
CENTRAL MICHIGAN
UNIVERSITY

The CMU SAP Support Team

Executive Team

Support Team

| IT | HR | FI | CM |

Managerial and Core Teams

- Reengage Executive Team
- Create SAP Support Team under single director (IT)
- All SAP resources co-located
- Functional analysts work for both user office and IT
- Working back towards a single team and shared goals, while maintaining priorities of user offices

CMU
CENTRAL MICHIGAN
UNIVERSITY

Questions and Discussion