



**Abertay
University**

The practicalities of transforming Abertay Corporate Systems into fully integrated and flexible systems

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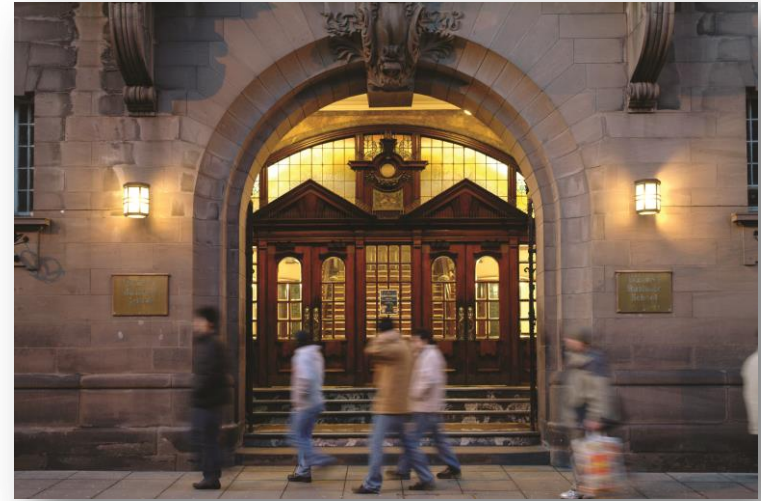
Information Services

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About Abertay – founded 1888

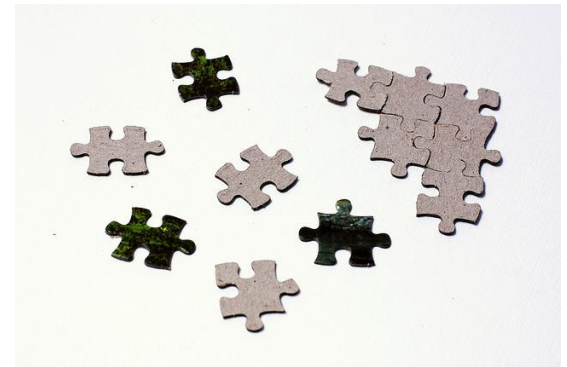
- ❑ Modern Scottish University
- ❑ 5000 students and 600 staff
- ❑ 4 Academic Schools, a Graduate School and 13 Professional Services
- ❑ A mission to prepare graduates for world of work
- ❑ Reputation for innovative and exciting degree programmes
- ❑ Well-known internationally in the fields of Computer Games Technology, Computer Arts, Digital Security and Environmental Management
- ❑ One of the first to launch a degree in Ethical Hacking



Corporate Systems Landscape

Current State:

- ❑ More than forty stand-alone systems
- ❑ Significant investment is required to upgrade these systems
- ❑ The underlying technology for many of these systems is out-dated
- ❑ Numerous “silos” of data and lack of integration across these systems



Corporate Systems: Current State

Systems

- Too many stand-alone systems (at least 40)
- Lacks “real-time” integration
- Based on out-dated technology
- Difficult to modify as business needs change
- Continue to spend significant amount to enhance functionalities

People

- Poor communication and awareness of available information
- Fundamental to ways of working
- Heavily reliant on spreadsheets and “silo systems”
- Provision of training on systems is inadequate

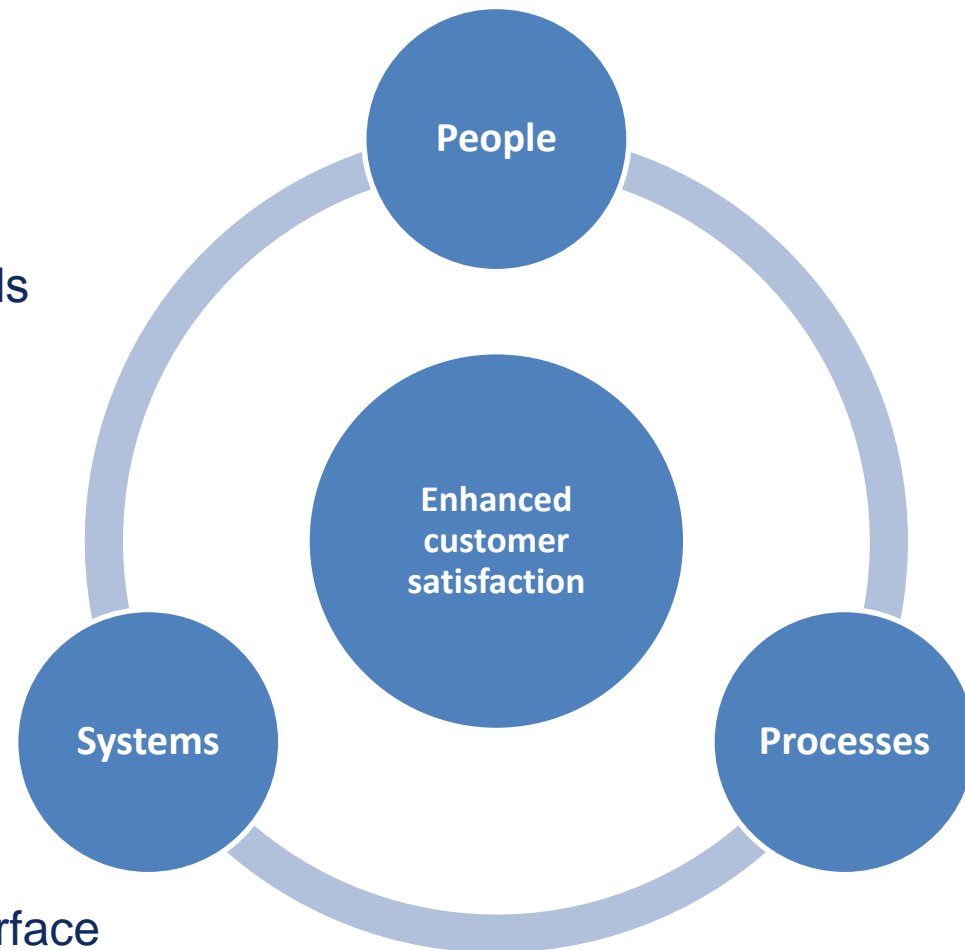
Processes

- Ineffective controls and governance of data quality
- Lack of formal and consistent processes
- Inefficient workflow
- Time consuming processes - maintaining duplicate data in multiple databases

Project Aim: Transformational Change

We must change to:

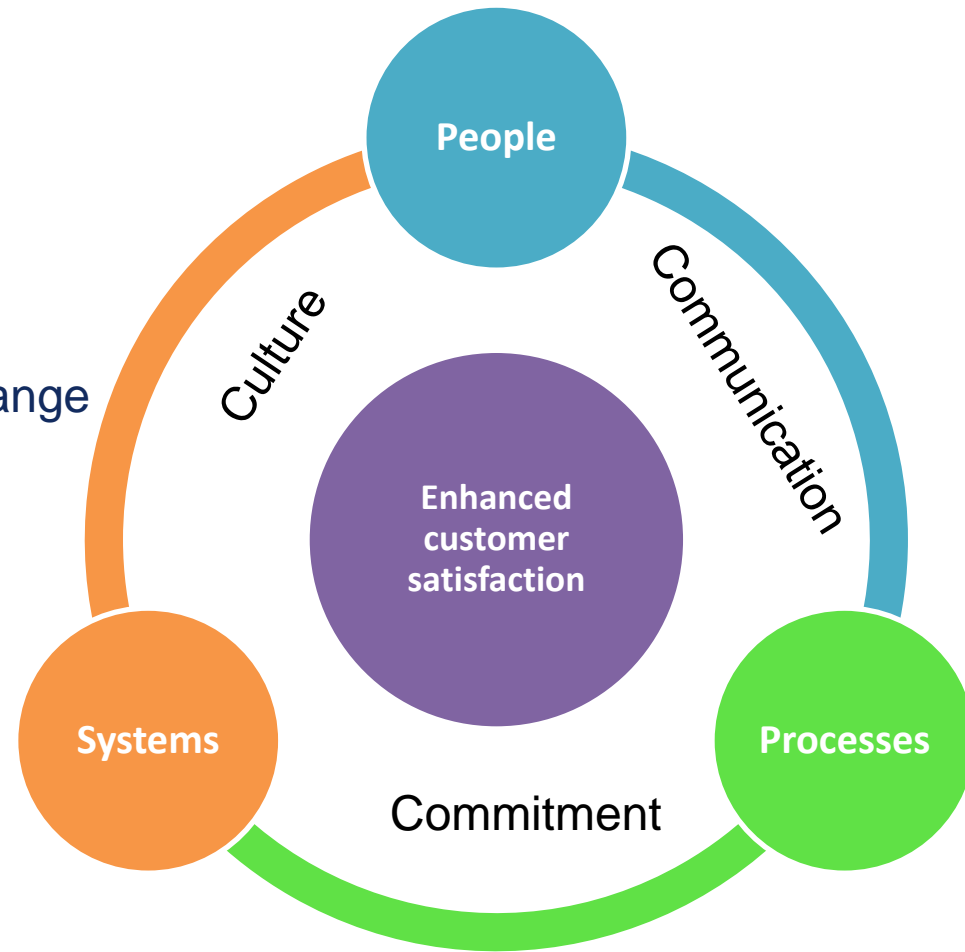
- Meet the University's business needs
- Reduce costs
- Streamline business processes
- Eliminate duplicate data entry and numerous 'silo systems'
- Improve quality of services
- Provide enriched functionalities and consistent enterprise-wide user interface



Project Aim: Transformational Change

Successful implementation requires:

- ❑ Effective **communication** of the change
- ❑ **Commitment** to change
- ❑ Change to the **culture** of people



Options Appraisal: Methodology

Background:

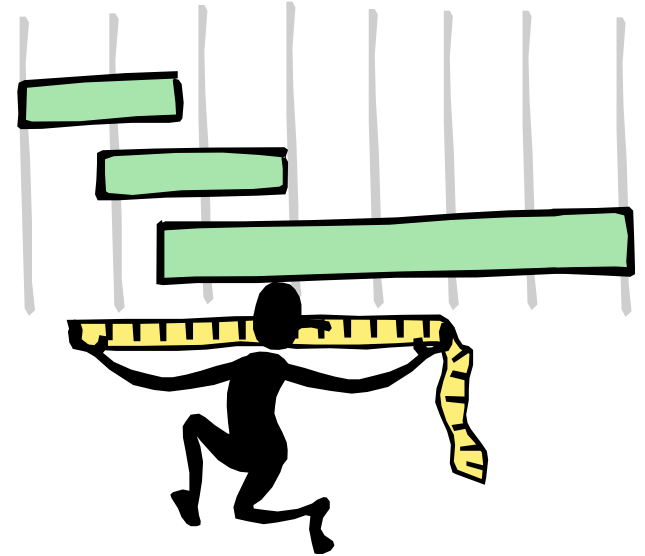
- Business Case approved in principle in December 2014, subject to identification of:
- 'Core' systems to be included in the integrated system
- Options for integration of systems



Options Appraisal: Methodology (cont.)

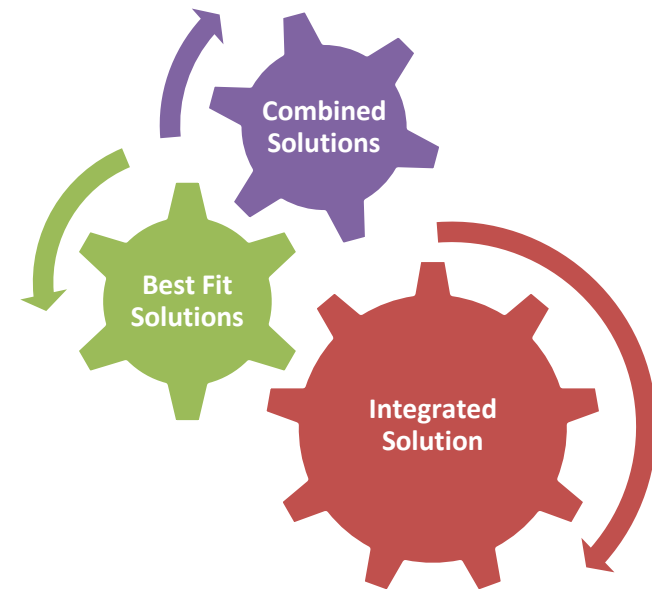
What we've done so far:

- ❑ Define user requirements across the University
- ❑ **Explore the capability of suppliers to meet our requirements**
- ❑ **Understand the scope and functionality of the commercial software offerings**
- ❑ **Determine which options are viable for our functional requirements**



Results of Analysis

- ❑ Seventeen vendors responses
- ❑ Four main vendors offering a single-vendor, integrated, modular solution
- ❑ Evidence of viability of:
 - (1) Single-vendor integrated solution
 - (2) Combined technology solutions
 - (3) Best fit solutions



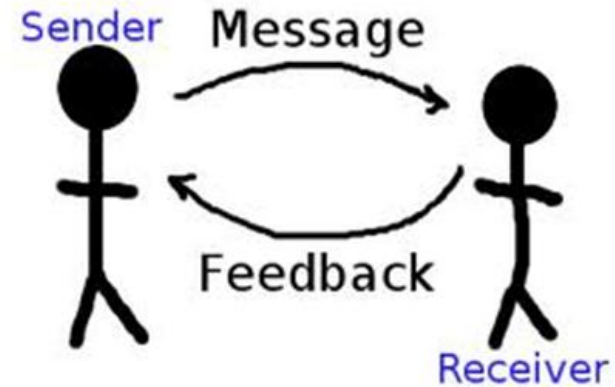
Options Appraisal

RFI RESPONSES - RANKING

	Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G	Vendor H	Vendor I	Vendor J	Vendor K	Vendor L	Vendor M	Vendor N	Vendor O	Vendor P	Vendor Q
Student Records & Curriculum	8	2	1	4	2	7	-	-	-	6	5	-	-	-	-	-	-
Finance & Procurement	1	3	2	4	-	-	-	-	-	-	-	-	-	-	-	-	-
HR & Payroll	3	4	2	5	-	-	1	-	-	-	-	-	-	-	-	-	-
Research Management	2	3	1	5	3	-	-	-	-	-	-	-	-	-	-	-	-
Estates & Facilities	2	3	1	5	6	-	-	-	-	4	-	-	-	-	-	-	-
CRM	1	1	1	7	6	-	-	1	-	9	8	-	5	-	-	-	-
Document & Web Content Management	9	4	5	8	-	-	-	1	-	6	-	7	1	1	-	-	-
Business Intelligence	5	4	1	3	8	-	7	1	-	9	-	-	-	-	6	-	-
Identity Management	6	1	1	7	-	-	5	1	-	8	-	-	-	-	-	1	-
General & Technical	1	1	1	7	1	1	1	-	-	11	10	-	-	-	8	9	-
Integration	1	1	1	5	4	-	-	-	-	-	-	-	-	-	-	-	-

Key Challenges/Lessons Learnt

- ❑ Communication during stakeholder engagement
- ❑ **Barriers to change from certain stakeholders**
- ❑ Adequate review and preparation for stakeholder engagement
- ❑ **On-going management of resources**
- ❑ Clarifying Project Management Office's roles and responsibilities
- ❑ **Realistic quality expectations**



Concluding Remarks

- ❑ Criticality of commitment of University Executive's support
- ❑ **Stakeholder engagement**
 - facilitated by 'neutral' Business Analysts
 - ensured shared understanding and buy-in
- ❑ Engagement of Project Delivery Team with stakeholder is important
- ❑ **Request for Information (RFI) and market research are a useful basis for options appraisal**
- ❑ Manage conflicts by explanation or persuasion/negotiation
- ❑ **Use quick wins to maintain momentum**



Next Steps

- Explore the different combinations of technology solutions
- Present a further analysis of costs to Finance & Corporate Performance (FCP) Committee in September 2015
- Procurement
- Data governance
- Business process review
Standardisation and simplification of business processes
- Implementation



Any questions?

