



Effective Project Management with SAP-Jam at Technische Universität Berlin

Michael Wilmes | Project Lead ERM | Campusmanagement

Dr. Cornelia Raue | Change Management | Campusmanagement

Session# I-5



Overview

- TU Berlin: Facts & Figures
- TU Berlin's Digital Vision
- SAP-Implementation: two Projects – one System
- Change Management
 - Definition
 - Action plan
- SAP-Jam in Project Communication



persons & positions

Michael Wilmes

background in political science and
it management (and chinese studies)

- 20 years experience in higher education and public services,
 - „Internal Steering Models“ (Project) at FU Berlin
 - Head of the IT & Controlling Unit at FU Berlin
 - Head of IT-Center (Berlin Senate Department for Education, Science and Research)
- since 2015: Head of Department of SAP ERP Services

Cornelia Raue

sociologist

- 15 years experience in education and science Management
 - quality assurance (evaluation of study programs)
 - implementation of quality management in for studying and teaching
 - project management
- since 2015: Change Manager of the Programm Campusmanagement



TU Berlin: Facts & Figures

Students enrolled in winter term 2015/16		33.933
male students		67%
foreign nationals		19,7%
Staff	total	externally funded
full professors	338	64
research associates	2598	1635
administrative, library, central staff	2131	263
Student assistants	2651	1099
Funding (2015)		
state funding	310 Mio €	
external funding	178,9 Mio €	



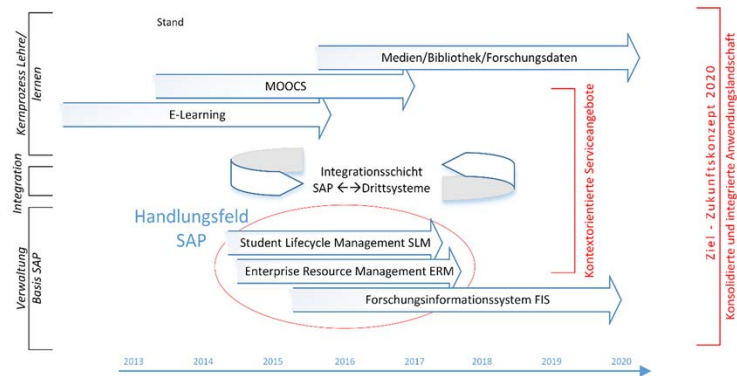
TU Berlin: Facts & Figures

School	Name	Departments
I	Humanities	7
II	Mathematics and Natural Sciences	6
III	Process Sciences	6
IV	Electrical Engineering and Computer Science	6
V	Mechanical Engineering and Transport Systems	7
VI	Planning - Building - Environment	8
VII	Economics and Management	3
Central Institute	El Gouna (Egypt)	



TU Berlin's digital vision

Roadmap „Digitalisierung der TU Berlin“





TU Berlin's digital vision: basic situation

- Consolidation of IT-Infrastructure and basic IT services since several years



- Provides a variety of high-quality IT services for all students and employees
- Cooperative supply model: efficient supply with basic services and support of the development and introduction of an IT infrastructure adapted to research requirements
- tubIT understands itself as partner for *research and education*

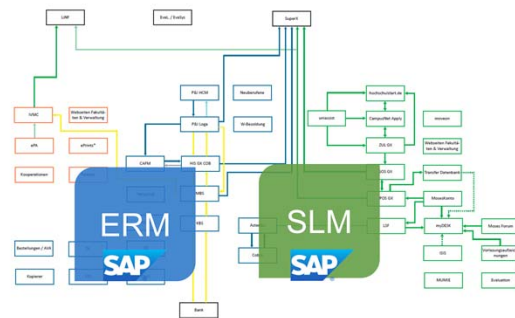


TU Berlin's digital vision: basic situation

- Lack of consolidation of administrative computing and IT functions
- Decision for SAP as business platform
- Holistic approach and integrated solution for all areas of administration
- Implementation of Student Lifecycle Management as fully integrated solution in Germany (first time) included



SAP - implementation: two projects – one System



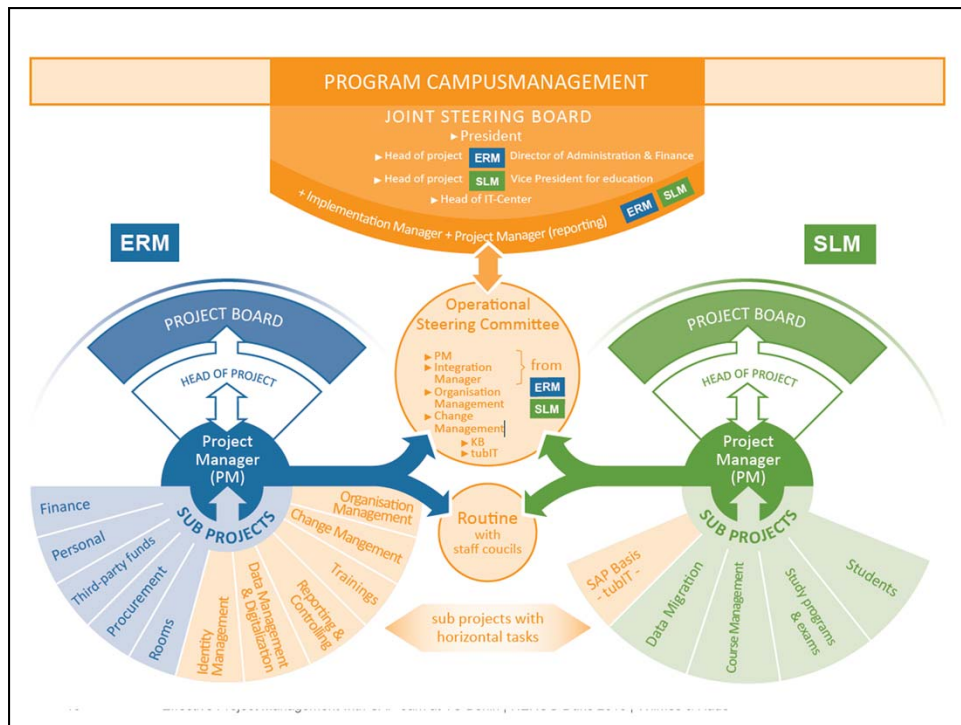
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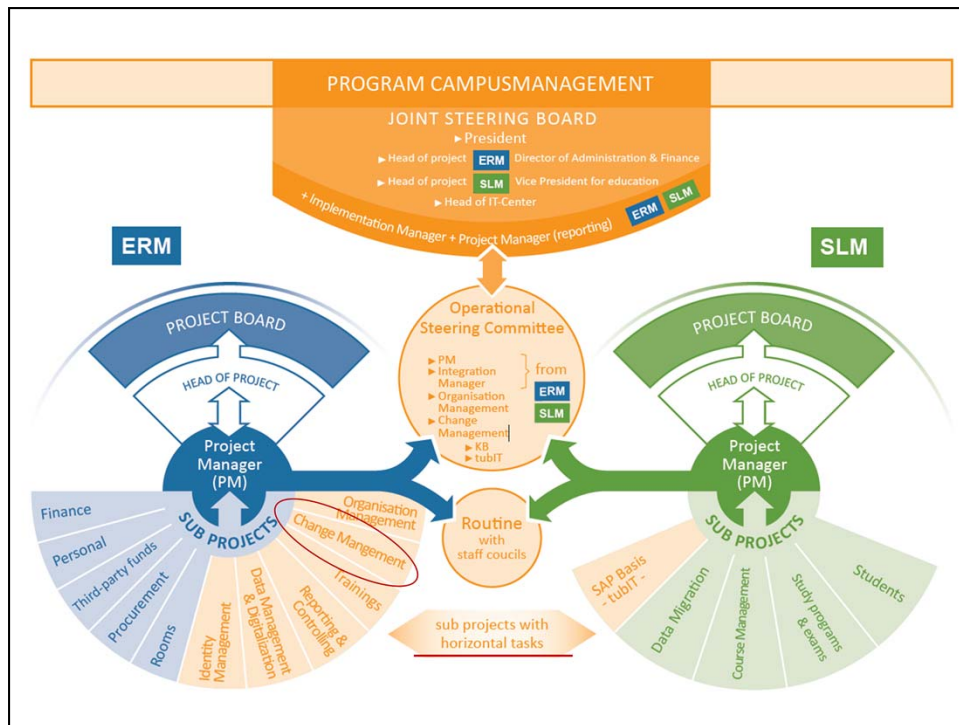
Aim of the Program

Campus Management:
effective administrative
support for research and
education by implementing
an integrated software

Indicators of success:

- ✓ improved services
- ✓ making the most of the
existing capacities
- ✓ higher employee
satisfaction
- ✓ future oriented
controlling






Thank you Michael for Introducing TU Berlin and our ambitious project to the auditory.

As you can see, starting a program like this, we had to invest quite a lot of thoughts into structuring and steering of the project.

That is, how Change Management comes into the play. Change Management is set up as a sub project that serves both projects (ERM and SLM).

(There was a discussion to set up sub-projects with horizontal tasks at the program level, however it was decided not to build a further meta-Structure for the program. Thus some of those horizontal sub projects were subordinated to ERM and one to SLM)



Why Change Management?

Case study of SAP und Universität Mannheim (Kohnke & Müller: 2009) about implementation of ERP-Systems (N=865):

- 26% of IT-Projects are successful
- 46% of IT-Projects did not achieve it's goals (time, budget, quality)
- 28% of IT-Project were given up

- The decisive factors are social, political and cultural factors (IT-Projects are often organizational projects)
- The larger the projects the more likely is a support by a Change Management

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So why Change Management at all?

My talks with some of the participants of the Conference, confirmed my: an integrated CM from the very beginning is rather rare.


Empirical data shows:

only one quarter of IT-projects are successful in terms of time, budget or quality,

half of the IT-projects did not achieve their goals in some respects

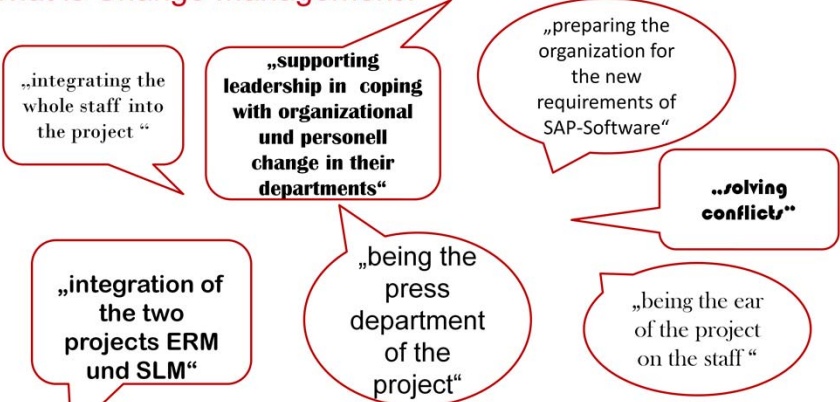
And one quarter of the projects was given up at all. have to make major

- The decisive factors are social, political and cultural factors
- Because: IT-Projects are often organizational projects. This has to be taken into account.
- The larger the projects the more likely is a support by a Change Management



Technische Universität Berlin

What is Change Management?



- „integrating the whole staff into the project“
- „supporting leadership in coping with organizational and personell change in their departments“
- „preparing the organization for the new requirements of SAP-Software“
- „solving conflicts“
- „integration of the two projects ERM und SLM“
- „being the press department of the project“
- „being the ear of the project on the staff“

...at first it is expectation management

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CM faces high expectations (not all related to the project...)

Almost everybody has his/her very own concept of CM

.....

And in fact, to a certain respect, all expectations are relevant and understandable.


Thus, first of all it is to define, waht is the scope of CM for the Campusmanagement Program



Role Clarity

Change Management

- acts in order to achieve the aims of the project
- communicates and co-operates with all who are involved in the project or are affected by its results
- creates various occasions for the direct dialog between the staff and project members
- fosters accomodation and solving of conflicts and
- is neither the advocate of single stakeholders, the university executive board nor the employees.



Aims of Change Management:

- communication and a **true and acceptable justification** of all changes caused by the it-project
- participation and integration of all involved – without slowing down the process
- building up competences in co-operation with the subproject „Training & Qualification“
- supporting the organizational changes caused by the it-project

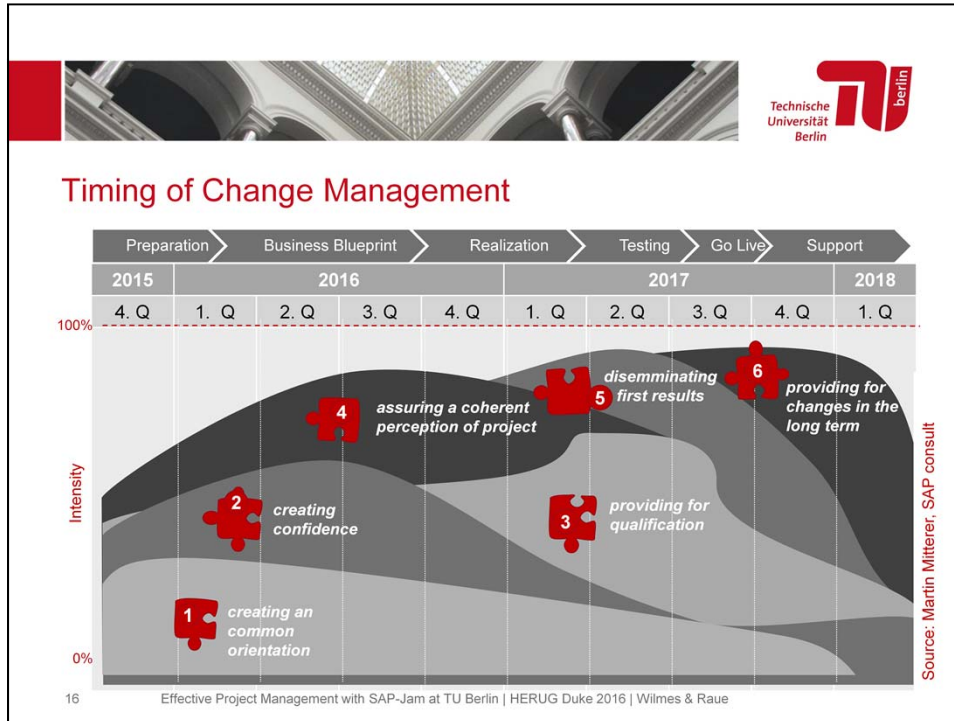
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Thus I take this expectations very serious.

They are a kind of background slight of my plans and actions

So what then are the aims of CM:

1. Communication (Information, Justification, Explanation – thats by the way also a reason why I am here at herug)
2. Taking care that all who will use the system get involved. And that is the challenge without slowing down the process
3. Getting the knowlegde and the competences in the Univeristy (to work with it and to further developpe it)
4. Last not least: support the organizational changes caused by the IT.



The point of the focus of change over the time

First it is necessary

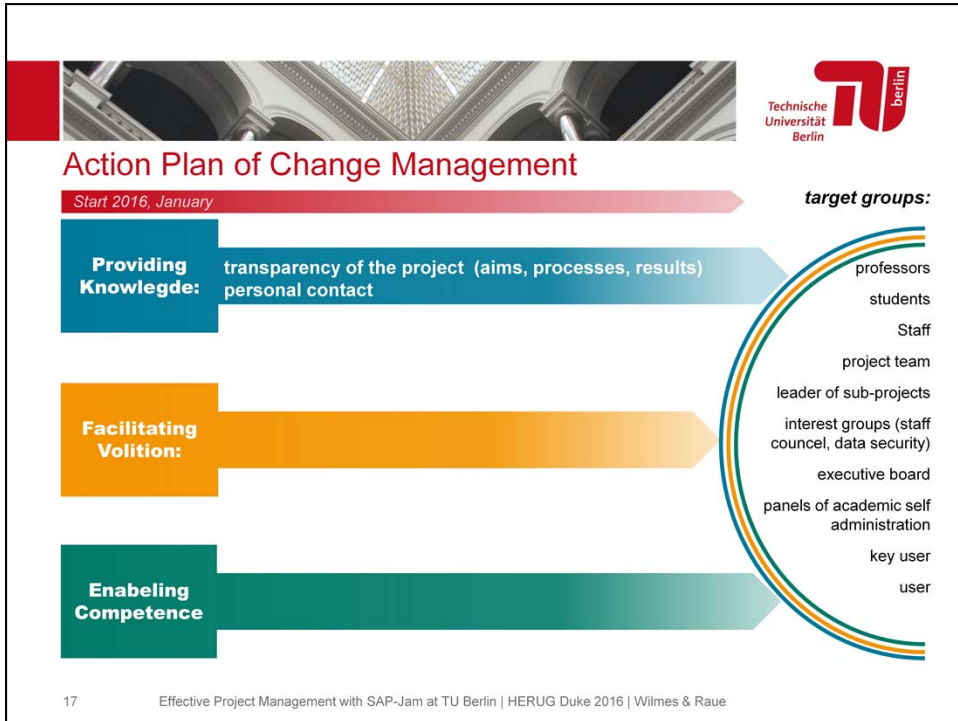
To create a common orientation

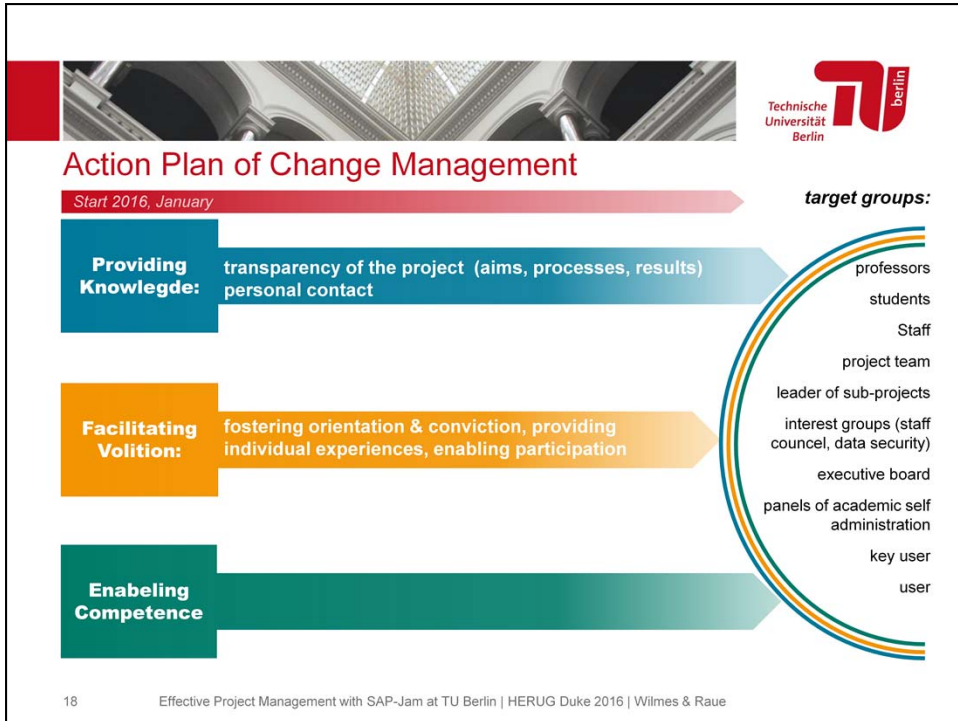
Then you need to have confidence and a coherent perception of the project (goals and content has to be reassured again and again, otherwise frustration is programmed)

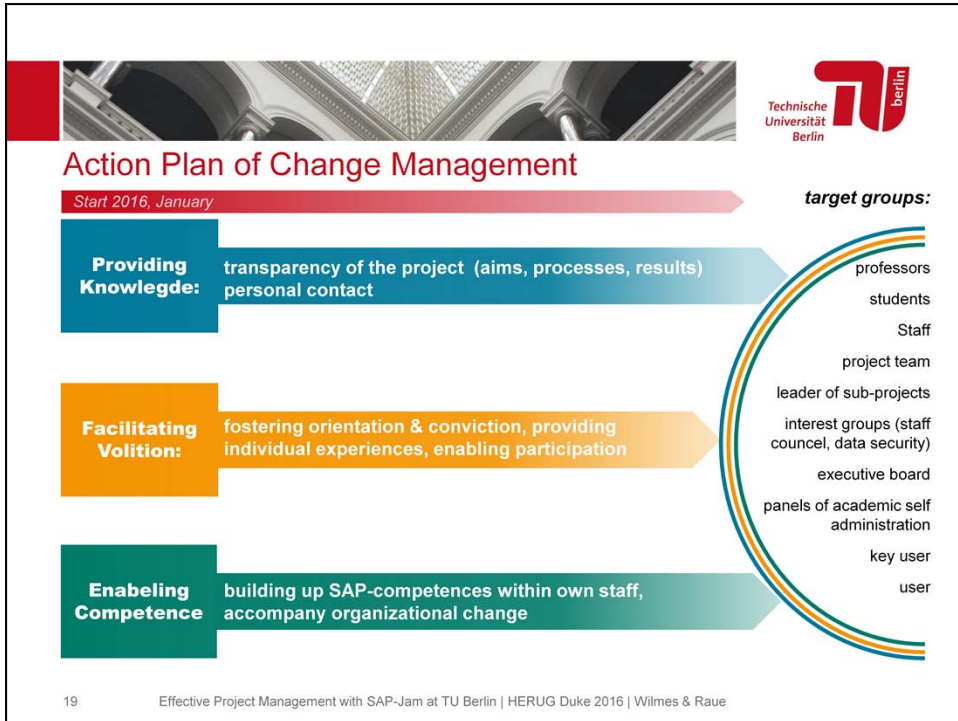
Right now we start to school people for designing workshops

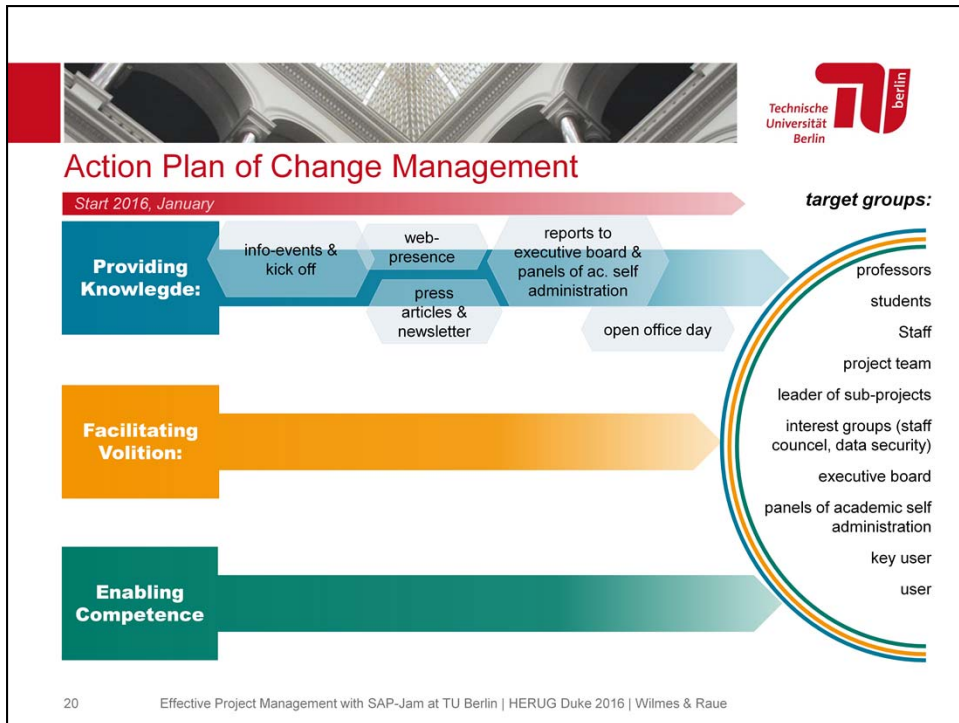
And we very much hope for first results in the SLM-Project in Fall with the go live of the Exams management.

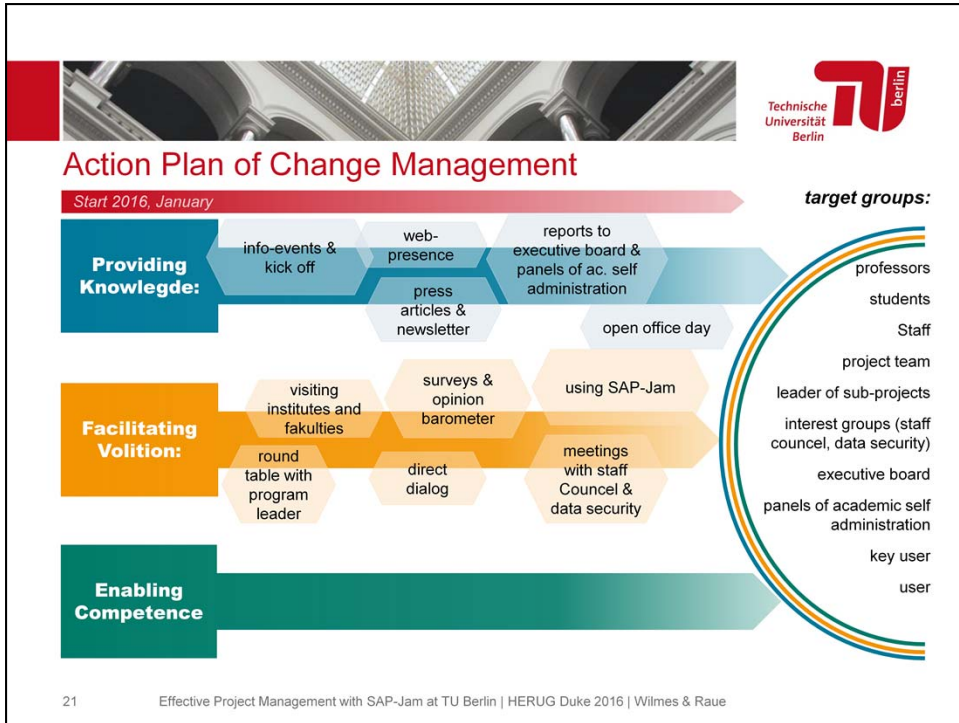
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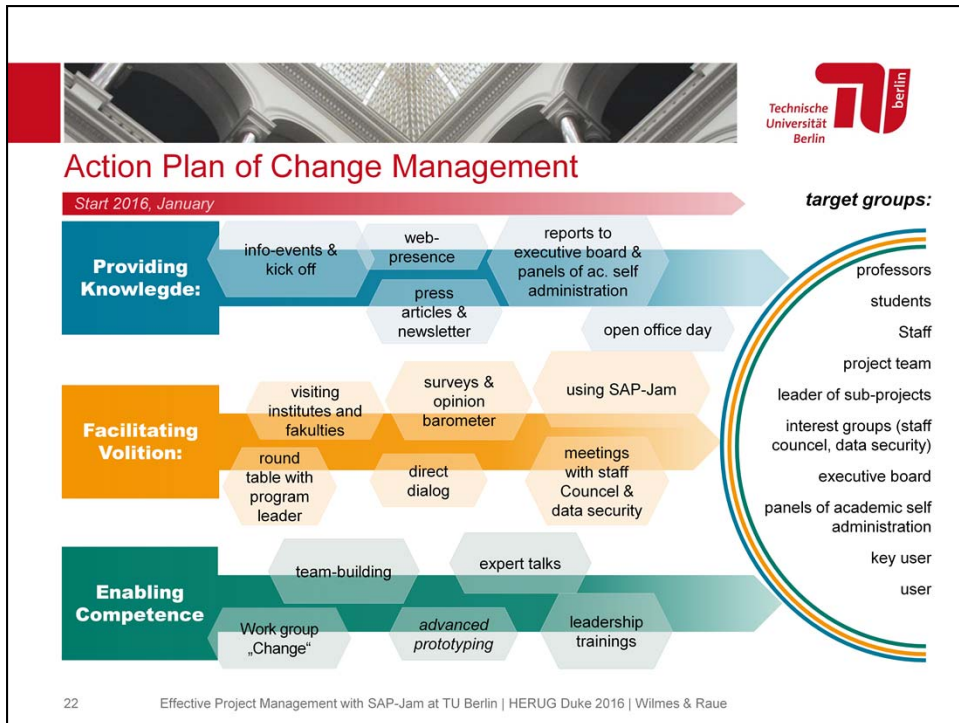










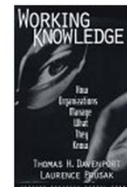




SAP-Jam in Project Communication

Thomas H. Davenport: Working Knowledge. How Organizations manage what they know [1998]:

- „Note that *computers can help to add values and transform data into information*, but they can rarely help with context, and ***humans must usually help with categorization, calculation and condensing***. A problem we all deal with throughout this book is the confusion of information – or knowledge – with the technology that delivers it“]
- Can social software be the „missing link“?





SAP-Jam in Project Communication

The screenshot displays the SAP-Jam interface for a group named 'How can we align social with work?'. On the left, a sidebar shows the user profile for Clinton Tse (Consultant) and a 'My Follows Feed' with 47 items, including notifications, messages, and tasks. The main content area features a group header with a title, a 'Share with Group' button, and a 'Share' button. Below the header, there are several task and announcement cards: 'Presentation of 401K Policy...' by Marcia Barista, 'Task due in 6 days' for 'Training Course Registration: Solar Energy Consulting - Level II', and a 'Suggested' card for 'How long should New Hire Orientation be?' with a 75% vote. A 'My Follows Feed' section at the bottom shows a card for Charles Hale, noted as 'Is your peer'. Navigation options at the bottom include 'Show: All', 'Unread', 'Threaded', and 'Real Time'.



SAP-Jam in Project Communication

TU Berlin Campusmanagement Projekt ERM

📁 Datei hochladen 📄 Erstellen ⌵ Mehr ⌵

Anzeige: Alle 🔍 Nach Titel filtern

Inhalt / TP Räume


📁	Titel	Beitragender	Typ	Zuletzt geändert	Bewertung	🔍	👤	👍	★
📁	03_Realisierungsphase	Julia Bergner	Ordner	vor etwa 2 Monate					
📁	02_Konzeptionsphase	Julia Bergner	Ordner	vor etwa 2 Monate					
📁	01_Projektinitialisierungsphase	Julia Bergner	Ordner	vor etwa 2 Monate					
📁	04_Produktivvorbereitungsphase	Julia Bergner	Ordner	vor etwa 2 Monate					

using SAP technologies for structured projekt work (almost) out of the box

PRINCE2 combined with ASAP

knowledge management of SAP related content


breaking down „inside and outside walls“



SAP-Jam in Project Communication

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[Andere Netzwerke](#)

com.TUgether



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An der TU8 hat sich aufgrund der Initiative unserer Frauenbeauftragten ein langjähriges Netzwerk für Beschäftigte in Verwaltung und Technik gegründet. Das Netzwerk soll über die Fakultäten, Einrichtungen und Abteilungen hinweg die Kommunikation und den Informationsaustausch untereinander verbessern bzw. überhaupt erst herstellen. Das neu entstandene Netzwerk com.TUgether will sich dafür stark machen, diese Verbesserung herzustellen und zu fördern.

Datum	Aktuelles
29.02.2016 12.30 - H2036	Netzwerktreffen.
21.01.2016	Die zentrale Frauenbeauftragte Frau Dr. Petra Brzank hat in der Gesprächsrunde mit Vertreterinnen aus dem Netzwerk Com.TUgether am 11.01.2016 ihre Schirmherrschaft zugesichert und eine enge Kooperation angeboten.
12.01.2016 15.30 - H2002	Vortrag und Diskussion: "Wissenschaftsunterstützendes Personal im Hochschulreformprozess - Erste Befunde aus einer wissenschaftlichen Studie (PDF, 676,6 KB)".

Direktzugang:

Gehe zu:

Hilfsfunktionen

[Hilfsfunktionen maximieren](#)

providing a tool for relevant target groups with lack of IT support (like secretaries)

allowing feed back and evidence based decision making

self organized support and learning



SAP-Jam in Project Communication

current challenges:

- SAP-Jam as cloud solution and german „protection of privacy“ law(s)
- hybrid infrastructure
- customizing
- business case



Thank you!

michael.wilmes@tu-berlin.de
cornelia.raue@tu-berlin.de