Oh, how we love acronyms, especially 3-letter acronyms .... SAP (Systemen Anwendungen und Produkte), HER (Higher Education and Research), HiM (HANA inMemory)
**ANALOGY**

Analogy between personal evolution and evolution of SAP

<table>
<thead>
<tr>
<th>1952: Baby boomer</th>
<th>1972 R/1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1962: Maastricht</td>
<td>1973 R/2</td>
</tr>
<tr>
<td>1971: Sittard</td>
<td>1992 R/3</td>
</tr>
<tr>
<td>1974: Amsterdam</td>
<td>2001 mySAP</td>
</tr>
<tr>
<td>1983: Philadelphia</td>
<td>2005 NetWeaver</td>
</tr>
<tr>
<td>1985: Honolulu</td>
<td>2009 ECC</td>
</tr>
<tr>
<td>1999: ISACA &amp; HERUG</td>
<td>2009 HANA</td>
</tr>
<tr>
<td>2006: VNSG &amp; SAP</td>
<td>2010 SMP</td>
</tr>
<tr>
<td></td>
<td>2013 FIORI</td>
</tr>
<tr>
<td></td>
<td>2014 Cloud (HCP, HCI)</td>
</tr>
</tbody>
</table>

Henny: from ‘local farmer’s boy’ to ‘million miler’
SAP: from ‘R1’ to ‘S4’
AGENDA

1. Where SAP is going
   - Digital Transformation & SAP Digital Enterprise (referring to: Steve Lucas)
   - Constantly evolving (need for ongoing actualization)

2. Where Maastricht University is standing now
   - Today’s situation (need for ongoing actualization as well)
   - View on future based on discovery workshop HANA & preparing for 2-speed IT

3. What we are doing in order to catch-up
   - Combine forces (e.g.: HERUG-NL started initiative for joint reference Roadmap)
     - Recently decided to continue combined effort along the lines of Leiden initiative (referring to: Rob van den Wijngaard)

4. Challenge for SAP to keep customers onboard
   - Guide (HER) customers to find migration paths in the extensive portfolio mix

1. SAP’s view on Digital Enterprise ultimately The Boardroom of the Future (referring to: e.g. to Steve Lucas)
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4. Challenge for SAP: delivering GUIDANCE (please show us which ways we can go, the pro’s and cons, in short: help and guidance)
WHERE SAP IS GOING

Policy changes SAP

- HANA Platform
- Cloud
WHY DOES SAP SWEAR ON HANA?

- Because this technology platform enables **extreme high speed** computing. This is self-explanatory. HANA is containing an in-memory database. Disk-access and optimizing actions (indexes, intermediate totals) are no longer needed.

- Because this technology platform enables **simplification**. As HANA is fully column-based there is no need for maintaining indices and summerizations anymore. Besides database technology HANA keeps on growing into a platform by offering more and more additional services that required additioinal tooling in the past

- Because this platform enables a higher **delivery speed** for innovations. As developers can focus on a single platform they are not restricted by limitations of different convential databases in ensuring delivery of database independent coding.
REDEFINED STRATEGY SAP

- Policy changes of SAP. Newly defined strategy is: “simplify everything so we can do anything”
- This message is underlined with the approach from SAP enabling simplification in IT infrastructure: “The formula for simplified technology is cloud first + HANA only”
- The policy change is based on 2 pillars: HANA as basis for all SAP applications and the preferred deployment model cloud instead of on-premise
- As an estimated 80% of back-office processing within Maastricht University is currently covered by SAP software. Therefore this policy change is of serious impact!

FACT: SAP Strategy “Cloud first, HANA only”. This does have impact for Maastricht University.
POLICY CHANGES OF SAP IN CONTEXT OF MAASTRICHT UNIVERSITY

- A discovery workshop HANA is held to obtain insight in the policy changes of SAP and the impact this will have for Maastricht University
- Main focus of the workshop is the impact of transition to the HANA platform
- An optional migration to the cloud was not the primary point of focus of the workshop however this possible change in deployment policy was not totally excluded
- Future high-level deployment mindset is focusing on hybrid but without more details for the moment
- The discovery workshop should provide insights in:
  - transition path to HANA
  - the impact of migration to HANA
  - the potential benefits for end users that might come along with HANA.
Basically the picture we have seen in the keynote from Steve Lucas with one single item added: AfO (Analysis for Office) as presented by Marlies van Roode.
• Definition SAP HANA Vora

  - is an in-memory computing engine that is designed to make big data from Hadoop more accessible and usable for enterprises. SAP developed Vora out of SAP HANA as a way to address specific business cases involving big data.

  - Hadoop offers lower-cost storage for vast amounts of data, but adoption initially lagged in the enterprise because the data in a data lake is unstructured and can be hard to deal with.

  - SAP HANA Vora builds structured data hierarchies for the Hadoop data and integrates it with data from HANA to enable OLAP-style in-memory analysis on the combined data through an Apache Spark structured query language (SQL) interface.
Digital Transformation is arriving. With the speed of lightning; causing imaginary break; sudden change ...... That is in my opinion the main message broadcasted in the keynote HERUG 2016.
READY OR NOT....
DIGITAL IS YOUR BUSINESS

• Conversation with responsible Board member for IT
  • Please take a seat l don’t want you to fall down to earth hurting yourself!
  • Are your seatbelts fastened?
  • You’re sure?
  • Please listen to me!
  • The digital enterprise is arriving right now
  • The new kind of enterprise does not have any borders and seemingly no limits
  • This digital makeover will not happen for free, this will bring additional costs
  • Just add one zero to the budget
  • Not at the left side of the amount
  • No, at the utmost right side of the amount
  • So approve budget not for the lousy € 1.000.000,- you are used to approve for right now
  • But for a serious € 10.000.000,-
  • Are you still alive and awake? No heart-attack whatsoever?
  • Message understood?
  • Oh, by the way: don’t shoot the messenger!
READY OR NOT....
DIGITAL IS YOUR BUSINESS

• Important BOARD MESSAGE: compare Apples with Apples
  • But even when you do that....
• Do not ignore the fact that yesterday’s Apples are NOT comparable with today’s Apples anymore as size is different
  – So remember ...: approve budget not for the lousy € 1.000.000,- you are used to approve for right now but for a significant higher amount!

R/3 NetWeaver ECC HANA Digital Enterprise

SAP ≠ SAP ≠ SAP ≠ SAP ≠ SAP ≠ SAP
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WHERE MAASTRICHT UNIVERSITY IS STANDING NOW

Policy changes needed
- Custom development (−)
- Innovation adoption (+)
MAASTRICHT UNIVERSITY
WHERE WE ARE NOW....

• SAP dominated landscape (grown: 1997-now)
  • 1998   HR
  • 2002   FICO MM SD ....
  • 2004   SRM
  • 2005   CRM
  • 2006   BI PI SNP
  • 2007   SLCM ....
  • 2012   BO
  • 2013   SSM
  • 2015   PO

• Problem: 'keeping the lights on for SLCM’ is hindering innovation
  • ECC side is currently from Technical POV on Ehp6
  • But from Functional POV still on Ehp4 (not activated switches)

• Negative side effects
  • Lots of SLCM custom code (partly under debated necessity)
  • Typical result: big disproportion between ‘keeping the lights on’/exploring innovation’
  • Not SLCM only but SAP landscape wide!

No strong ‘custom development control & governance’ in place → pothole road experience!
No strong ‘custom development control & governance’ in place → pothole road experience!
Limiting custom development enhances ‘stick to the standard’ (future: cloud) and brings convenient ‘cruising 4-lane Highway’ experience.

Also: daring to say a bold ‘NO’ to vocal users and managers (in particular academic ‘know it all’s to be best characterized as self-proclaimed experts in everything).
Limiting custom development enhances ‘stick to the standard’ (future: cloud) and brings convenient ‘cruising 4-lane Highway’ experience. Also: daring to say a bold ‘NO’ to vocal users and managers (in particular academic ‘know it all’s to be best characterized as self-proclaimed experts in everything).
CASCADING PROBLEM OF NOT ACTIVATED SWITCHES

• Problems
  – Frozen functionality (status 2009: Ehp4)
  – Currently Ehp6 is running (and Ehp8 planned) seen from technical POV
  – Unfortunately barely with activated additional switches
  – Huge number of custom development mimicking standard solutions?
  – Available SLCM FIORI Apps are basically designed for Ehp7
    • Professor (Enter grades)
    • Student (My courses, My results, My timetable, Track my degree requirements
    • Faculty/Staff (Student File)
    • ‘New’ standard functionality launched in Ehp5, Ehp6, Ehp7 is not implemented
    • This situation is requiring fundamental reconsideration from scratch, incl. the
      urgency of custom developments which might have unwanted side-effects

• Conclusion
  • Cleaning-up/sanitizing effort necessary before migration to HANA
    – Reducing unnecessary custom developments
    – Enabling ‘back to the standard’ ambition
    – Next step: Ehp8 under extreme low risk-appetite (classic db instead of HANA)
Support and projects should be minimized to ‘absolute essentials’ in order to maximize innovation.
Absolute essentials are: 1. upcoming legal requirements; 2. crucial defects.
The POLAR DIAGRAM led to the request for explicitly matching with primary information delivery goals at the university and the derived Business drivers. Most important goals are highlighted.
The business drivers (once defined) were a trigger for tweaking some (3 and 6) of the initiatives in the polar diagram into a more fundamental and strategic direction.

- Innovation capacity is extremely poor – even a low-capacity need for C4C was not to be made available (3)
- IT architecture is written down, although somewhat outdated but NOT enforced. This is a huge problem (6).
INTEGRATION STUDENT PORTAL

Objectives

Improve information provisioning towards students (B2C).

Principles

Security Integration User experience Maintenance

Conditions

• Deliver operational infrastructure (integration and providing access to SAP data through Liferay Portal)
• Provided supporting tooling for executing monitoring and maintenance

Results

Fully prepared SAP infrastructure for integration/linking with the new student portal (Liferay).
UNLOCKING DATA (MOBILE)

Objectives
- User central
- Innovation

Enhancing information provisioning for internal employees (B2E) and students (B2C). Both standard apps and custom developed apps.

Principles
- BYOD
- Security
- Scalability
- User experience
- Maintenance

Conditions
- One-time effort creating infrastructure (mobile platform, mobile device management, Appshop, API Management)
- One-time create development platform (custom apps)
- Organization and role structurr

Results
Specific solution design and project plan to deliver mobility platform Maastricht University.
INNOVATION CAPACITY

Objectives  
Being able to address Business needs quickly by using newly state-of-the-art-available innovations. Optimal solutions for subdomains with optimal link to the kernel. Arising from needs with that rely on relation management for the Faculty of Economics.

Principles  
- Speed
- Integration
- Standardization
- Maintenance
- Costs

Conditions  
- Knowledge gathering about cloud-specific characteristics with regard to integration, security and maintenance
- Gain insight in the rapidly growing product portfolio of SAP cloud

Results  
- Validation of needs/feasibility
- Start of Pilot with regard to Cloud for Customer (C4C)
- Knowledge transfer through Cloud Advisory Services.
4 APPLICATION MAINTENANCE

Objectives
- Quality
- Future proof
- Cost reduction

Using IT principles in practice. Documents, notes and guidelines are available but not applied. Main goal is to reinforce - eventually actualized when needed – daily practices of IT architecture. Making this a basic rule of conduct.

Principles
- Standard
- Overarching
- Accessible and transparent
- Flexible

Conditions
- Processes
- Organization and roles
- Methods and Tools
- Sponsorship and budget

Results
- Reinforced IT architecture within Maastricht University
When the ALM circle is not closed chances are good to end up as the poor Caveman pushing a wagon with square wheels that is fully loaded with round wheels. That is hard, hard, really hard and contra-productive work!
4 APPLICATION LIFECYCLE MANAGEMENT

Doel
Cost reduction  Future proof  Innovation  Quality

Create stable and standardized platform and the possibility to implement innovations quickly

Principes
ITIL  Best Practices  Solution Manager  Support Standards

Voorwaarden
• Solution Manager put right
• Knowledge building/gathering in order to be capable to use the ALM processes as intended
• Organization and roles

Resultaat
• Uitgewerkte UM-specifieke ALM roadmap
• Minder systeem kopieën
• 2 value releases per year policy
• Risk-based testing
• Proactive monitoring instead of reactive
• Custom coding reduction
5 USER EXPERIENCE

Objectives  User centric  Innovation

Offering simple and intuitive user interface adjusted to the role of the end user

Principles  Simple  Role based  Intuitive  Attractive to use  Standards

Conditions
• One-time create of the infrastructure
• Selection use cases on the basis of available applications
• Organization and roles

Results
• Widely applicable UX (user experience) strategy
• PoC based on standardized service
• Foundation for further expansion
### REINFORCED IT-ARCHITECTURE

**Objectives**  
- Quality  
- Future proof  
- Cost reduction

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- Standard  
- Overarching  
- Accessible and transparent  
- Flexible

**Conditions**  
- Processes  
- Organisation and roles  
- Methods and Tools  
- Sponsorship and budget

**Results**  
- Reinforced IT architecture within Maastricht University
TDI Tailored Datacenter Integration
HCP HANA Cloud Platform
SAP FIORI blood types:
1. Transactional apps only (do not require HANA)
2. Factsheets (do require HANA)
3. Analytical apps (do require HANA)
WHERE WE ARE STANDING
RELATIVE TO OTHER HERUG MEMBERS

1. Adoption profile of Maloney’s curve
   - Innovator
   - Early Adopters
   - Early majority
   - Late majority
   - Late Mass

2. HERUG Survey 2016
   - Confirms this relative position
   - Contrary to last year’s expectation we (on average) are no frontrunners
   - This contradicts with the fact that the ‘always on’ generation is running around on our premises!
   - Conclusion: sense of urgency to start with HANA - at minimum as an infrastructural requisite for more to come - is still lacking in many Higher Ed institutions!
   - This is difficult to understand as this is a blockade for future innovation.
HERUG members are supposedly ‘early adopters’ & ‘early majority’
HERUG members are supposedly NOT in ‘late majority’or ‘late Mass’
Very high-level observation based on HERUG-survey (therefore certainly of limited statistical proof). But anyway a rough indication. HANA adoption is not yet at highest peak.
Adoption measured as:
- Sold licenses?
- Started implementation?
- Go-live?
- Etc.??????
We are ‘on average’. We are NOT leading the pact! Opposite to what was expected last year.
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<th>AGENDA</th>
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WHAT WE ARE DOING IN ORDER TO CATCH-UP

Tentative initiatives
- Collaboration HERUG-NL (SECU)
- Learnings from breakout session ‘Boardroom of the Future’
COLLABORATION HERUG-NL

... following the footsteps of Leiden University

Roadmap 2020

SECU = SAP CENTER of EXCELLENCE for UNIVERSITIES in the Netherlands;
INTERNATIONAL equivalence: HERUG-NL
Basically the picture we have seen in the keynote from Steve Lucas with one single item added: AfO (Analysis for Office) as presented by Marlies van Roode. Now focusing on: Digital Boardroom.
DIGITAL BOARDROOM
AS SHOWN AT CONFERENCES
STORYBOARD
DIGITAL BOARDROOM (SETUP)

- Overview
- Exploration
- Context

- Middle screen (e.g. Agenda Board Meeting)
- Left screen (overview per item) Right screen (context)
<table>
<thead>
<tr>
<th></th>
<th>Overview</th>
<th>Exploration</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>No static data</td>
<td></td>
<td></td>
<td>Real time data (HANA based)</td>
</tr>
<tr>
<td>(.xls or .ppt)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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Question after ‘Digital Boardroom workshop’ HERAC: could HCP serve as a migration hub for migrating the existing old-style SAP landscape towards a new ‘Digital University’ landscape?
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CHALLENGE FOR SAP TO KEEP CUSTOMERS ONBOARD

SAP Listens (extensions)

• Enabling continuous guidance informed decision making?

• HANA Cloud Platform as migration hub?

• Clarity future status of OM!
CONTINUOUS GUIDANCE NEEDED

• Customers face serious problems to stay connected on the journey to the Digital Enterprise (University)
  – Different awareness levels on ‘what is going on’
  – Many reasons to postpone strategic decision on Board level
    • Not ready for this yet (short term oriented vision)
    • No budget available (budget cutting financial mindset)
    • Let other’s go first (low risk-appetite)

• Customers need help in order to survive the transition
  – When aware: how do we tackle this huge animal?
  – This is not my father’s Cadillac anymore!
  – This is a new concept; like Apple-car, Google-car, ....
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I know, I know. I am a rather metaphorical speaker! In some cases the reason I am not well understood.
But that’s me.
CLARITY FUTURE STATUS
ORGANIZATIONAL MANAGEMENT

• Burning question for HERUG community
  – With regard to HCM and SuccessFactors
  – With regard to SLcM
  – With regard to Workflow
  – With regard to ..... 

• Special attention point for the future

• High priority
WHATEVER YOU THINK
THINK THE OPPOSITE.

Questions?

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KNOWLEDGE SPEAKS - BUT WISDOM LISTENS