Tailoring the Enterprise System to the Organisational Needs – the case of SAP implementation
The implementation approach involved the **installation of different modules** at different locations of the organization at different time periods.

The first method is **the installation of all modules** of the ERP system with complete functionality in a single effort.

ERP systems that are available in the market are mostly ready-made software packages, and thus **the implementation ought to be a simple installation** or system replacement. However,


Customization increases the overall challenge of the implementation (Holland and Light, 1999), requires in-depth knowledge of the software especially during subsequent releases (Glass, 1998), and in reality, few implementations are completely “vanilla”.

It is almost impossible and not advisable to change an organization to meet the out-of-the-box solution of an ERP system. Some people call this installing “vanilla,”


Possible ways of adopting the system to organisational needs

Configuration

- setting the system parameters to determine the way the system operates by choosing from the existing options

Customization

- changing the existing code of the system to alter its operation or developing a new code to extend or change the functionality of the system

In SAP ECC: 16 000+ configuration tables!
1) How is the ES adjusted to the needs of a specific organisation during the implementation phase?
2) What are the specific modes of adaptation used for?
3) What is the split of effort?

- Case study – full scope SAP implementation
- Data source: Activity Reports
  - 137 entries coded
• Analysis of the organisational structure and business processes
• Preparation of the configuration specification
• Identification of RICEF
• Preparation of the Business Blueprint

Business Blueprint
• Organisational structure
• Description of the business processes
• Design of the business processes—configuration specification
• Identification of RICEF

<table>
<thead>
<tr>
<th>Effort days</th>
<th>Effort %</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>139,5</td>
<td>27%</td>
<td>4 months</td>
</tr>
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</table>
• Technical specification of RICEF
• System configuration
• System customization
• Preparation of the data migration concept and tools

RICEF technical specification
System configured
RICEF ready
Data migration concept
Data migration tools

<table>
<thead>
<tr>
<th>Effort days</th>
<th>Effort %</th>
<th>Duration</th>
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<tbody>
<tr>
<td>180 days:</td>
<td>35%</td>
<td>3 months</td>
</tr>
<tr>
<td>50,5 – configuration</td>
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<td></td>
</tr>
<tr>
<td>130 – customization:</td>
<td></td>
<td></td>
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<tr>
<td>• 56,5 – design</td>
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<td></td>
</tr>
<tr>
<td>• 73,5 - coding</td>
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</tbody>
</table>

Interfaces, reports and forms
**Activities**
- Unit tests
- Modular tests
- Integration/User Acceptance tests

**Products**
- System free from errors
- System approved by the users
- Key-users familiarized with the system functionality

**Tests**

**Effort days | Effort % | Duration**
---|---|---
120.5 days: 80.5 general, 40 customisation | 23% | 3 months
- Configuration transport to the production environment
- Data migration
- End-user training

**Activities**

**Products**

- System ready for go-live
- End-users trained

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<tr>
<th>Effort days</th>
<th>Effort %</th>
<th>Duration</th>
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<tbody>
<tr>
<td>18.5 days</td>
<td>4%</td>
<td>2 months</td>
</tr>
<tr>
<td>configuration</td>
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</table>
Activities

• Fine-tuning
• Support of daily activities

Products

System operational

<table>
<thead>
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<th>Effort days</th>
<th>Effort %</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>55.5 days:</td>
<td>11 %</td>
<td>3 months</td>
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<tr>
<td>- 6.5 configuation</td>
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<td>- 49 customisation</td>
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<tr>
<td>Phase</td>
<td>Duration months</td>
<td>Total mandays</td>
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<td>-------------------------------</td>
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<tr>
<td>Project preparation</td>
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<td>Business Blueprint</td>
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<td>139,5</td>
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<tr>
<td>Realization</td>
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<td>180</td>
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<tr>
<td>Testing</td>
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<td>120,5</td>
</tr>
<tr>
<td>Productive start preparation</td>
<td>2</td>
<td>18,5</td>
</tr>
<tr>
<td>Go-live and support</td>
<td>3</td>
<td>55,5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
<td><strong>514,5</strong></td>
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</table>
Conclusions

Enterprise Systems do not form a homogenous group. When researching ES adoption one should differentiate between:

- **Ready-to-use / COTS systems** (including public cloud systems)

- **Configurable / adjustable systems** – including most systems from major vendors, such as SAP, Oracle, Microsoft (AX and Nav)

For configurable Enterprise Systems the term „vanilla system” should be used with caution (if at all).

Vanilla implementation may be the right term for the implementation proces which does not involve changes/additions to the code.
Thank you for your attention

Related work:


You may download this presentation from: www.przemyslawlech.info.pl