

Establishing and Maintaining a Customer Competence Center

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AGENDA

Background

Introduction

Establishing a Customer Competence Center

Maintaining a Customer Competency Center

Last Thoughts

Questions

Background - General

- Employee of Eskom Holdings Limited
- Manage the Customer Competence Center (SAP) within Eskom
- Our Customer Competence Center services +- 50 applications i.e. not SAP only
- Customer Competence Center has been in operation for +- 7 years

Background - SAP in Eskom

SAP Production Instances	10	
SAP 4.6 C Instances	5	
SAP 4.7 Insurance Industry Solution	1	
EBP4/SRM3	1	
SAP Knowledge Warehouse	1	
SAP Enterprise Portal (EP5) - HR Self service	1	
Solution Manager 4	1	
Hardware Servers (Production Only)	33	
Total DB size of all SAP solutions	Plus 2.5 TB	

Background - Current User Base in Eskom

- **Developer** 110
- **Professional** 6310
- **Limited Professional** 2666
- **Special Claims handler** 2
- **Special Claims capturer** 61
- **MSS** 1575
- **ESS** 14796
- **Limited prof time/leave** 1351

Introduction

The presentation is based on practical experience, my own opinion and is not:

- researched theory or
- necessarily common practice

Establishing a Customer Competence Center

- Start at the beginning and keep it simple
- Do not get bogged down' in detail before fundamental decisions have been made

Establishing a Customer Competence Center

- Establish 'why' a Customer Competency Center
- Establish 'what' is wanted from it and design an operating model
- Establish where it starts and ends
- Compile a Statement of Work
- Design an Organisational Structure
- Design a Cost Structure

Why do we want a Customer Competency Center?

Some examples:

- Obtain synergies by not having duplicate support staff
- Vehicle to maintain required expertise
- Centralised end user training capability
- Capability to run projects
- Centralised governance of the SAP environment

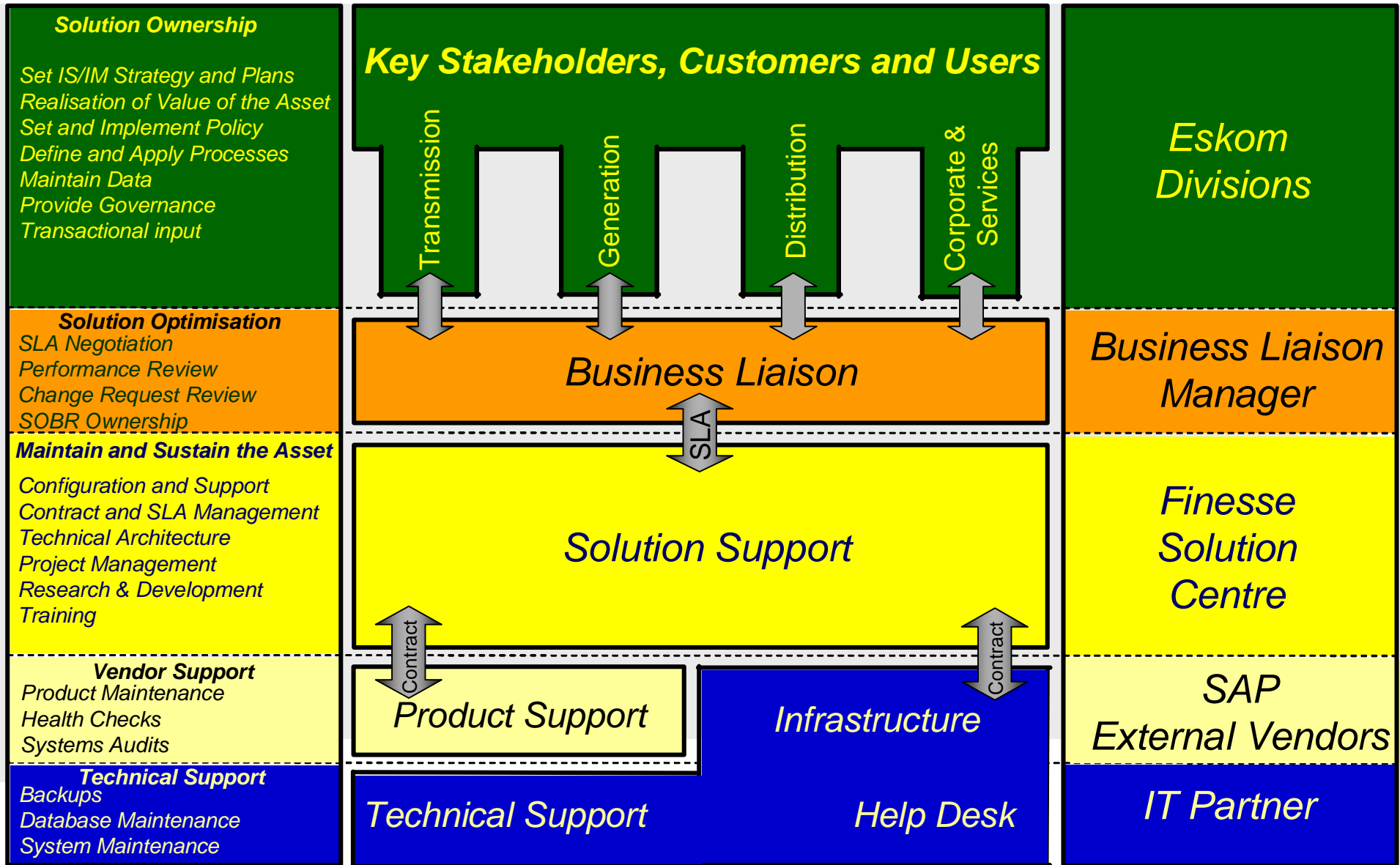
What do we want from a Customer Competency Center

- The 'what' is required can best be obtained by designing an Operating Model

Eskom Operating Model

Roles

Service Provider

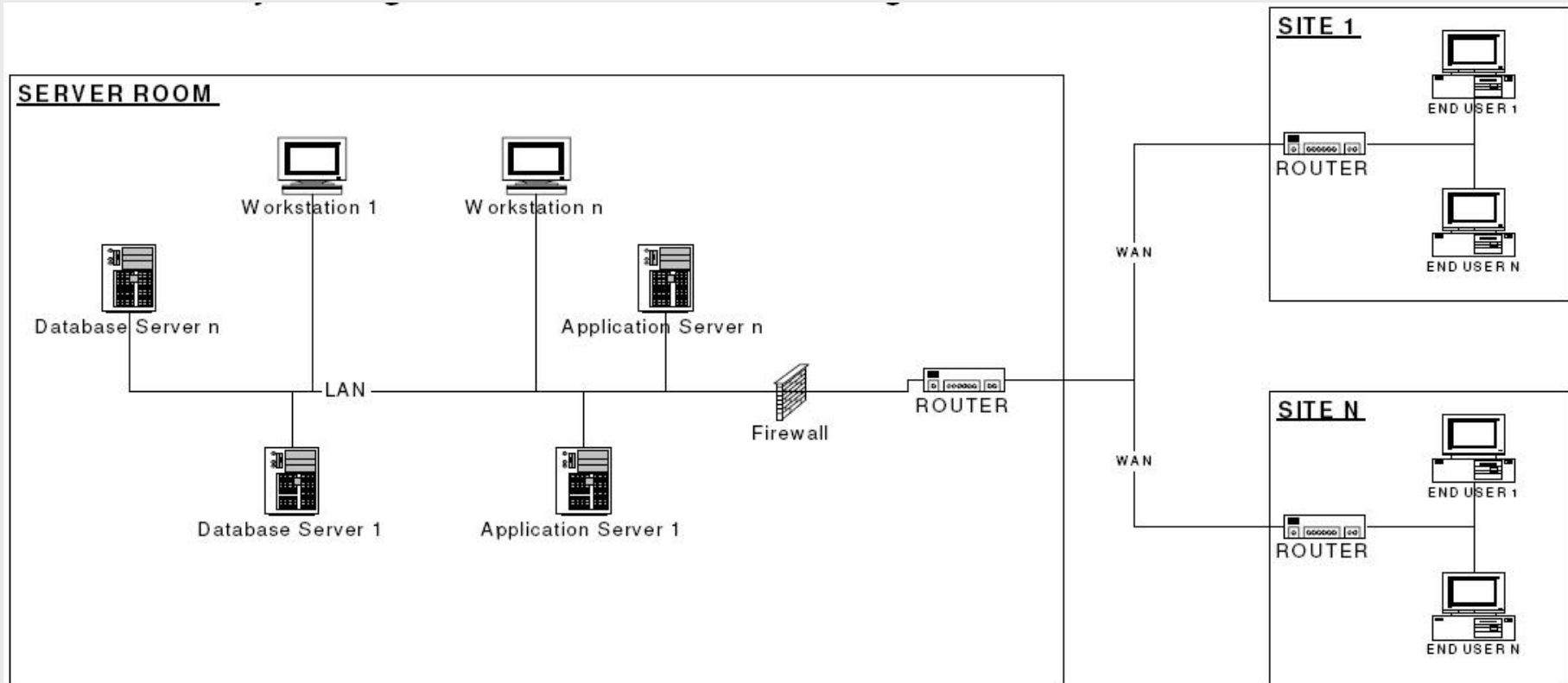


Establish where it starts and ends

It is critically important to define exactly where:

- Responsibilities starts and ends

Establish where it starts and ends



Compile a Statement of Work



Front End Services

- Application Support
- End User Support
- Application Security
- Functional Configuration

Data Management

- Data Archiving
- Backups and Restores
- Application Development
- Change Management
- Application Enhancements
- Release Management
- 3rd Party Management

Compile a Statement of Work...cntd

Disaster Recovery

- Testing of the DRP
- maintenance of DRP

Project Services

- Programme and Project Management
- Project Resourcing

Application and Process Based Courses

Business Support

- Advisory Services
- Business Process Management

License Advice and Reporting.

Compile a Statement of Work

Back End Services .

- Infrastructure Support
- Governance Services
 - ◆ Architecture Policy Advisory and Compliance
 - ◆ Asset Inventory and Configuration Management

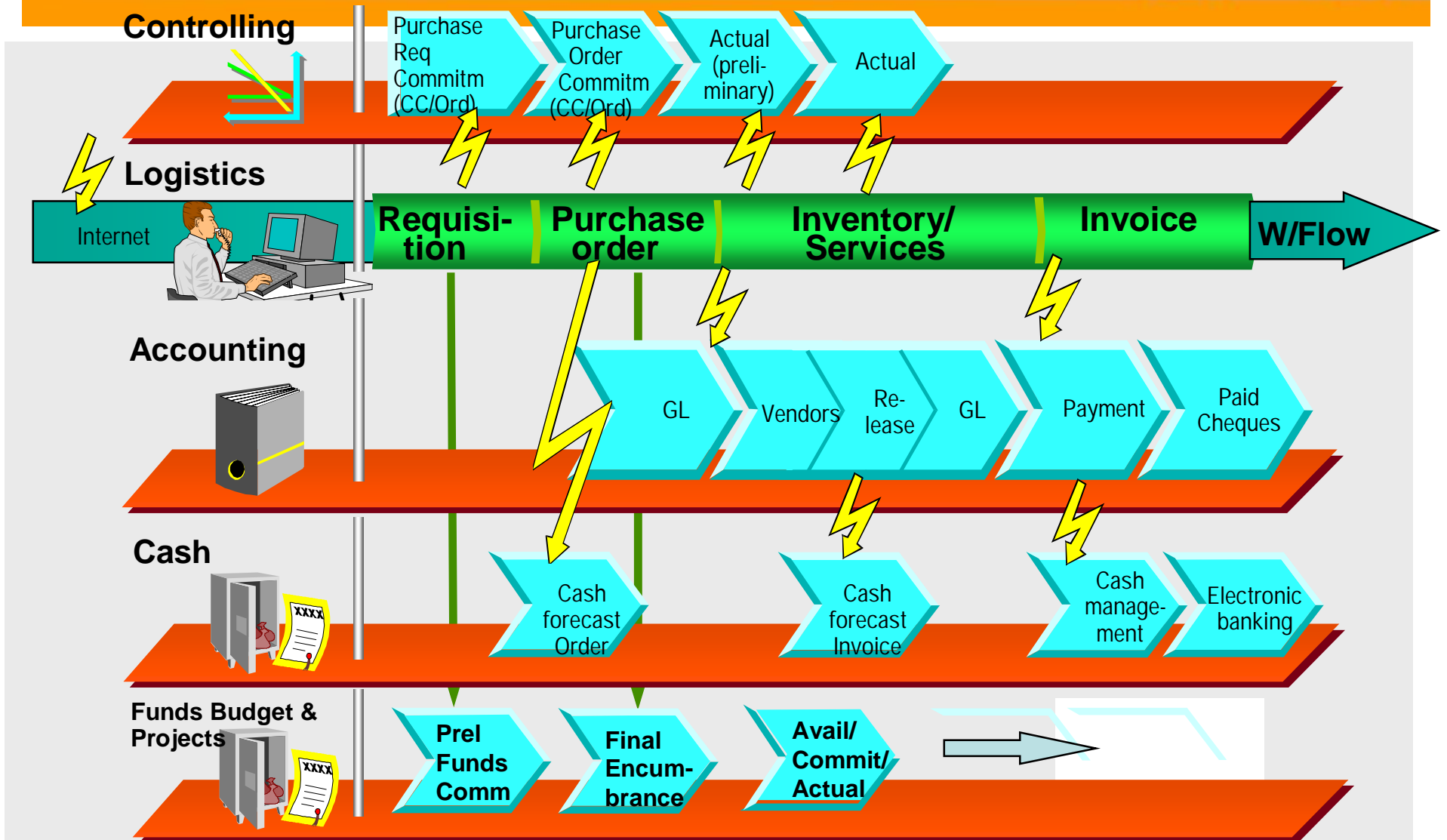
Hardware Capacity and Network Advisory Service

Design the Structure

Fundamental decision and taking all the previous aspects into account:

- Functional or process
- Number of instances and users
- Statement of Work requirements

Design the Structure



Design a Cost Structure

A decision is required on the cost of the Center and it can be:

- A corporate overhead and charged out to Line Divisions based on that model
- A cost in the office of the CIO and not recovered from Line Divisions
- A total cost recovery unit

Total Cost Recovery Unit

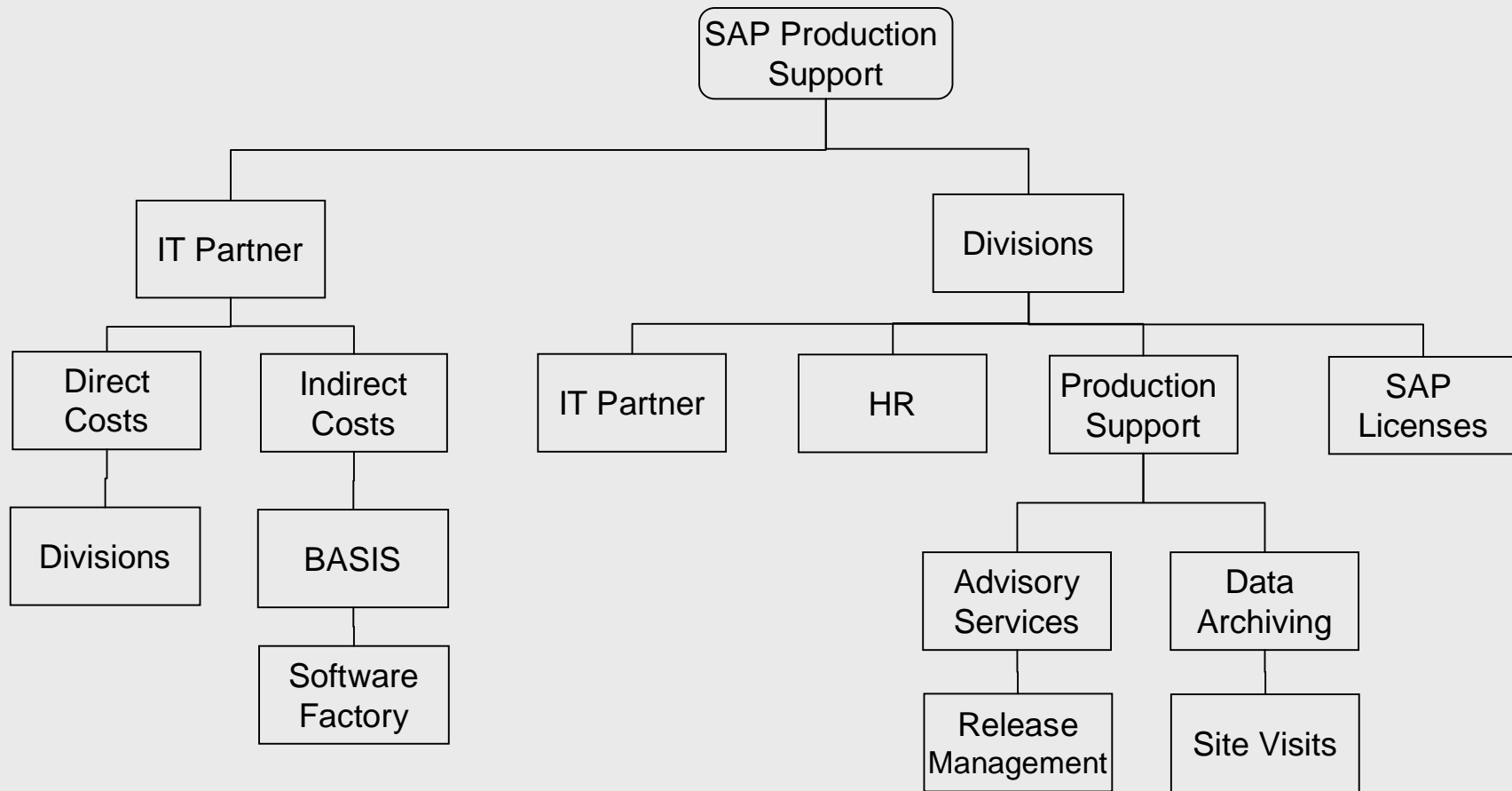
Design a cost structure in SAP (See next slide)

- Support staff costs - Rates and timesheets
- External costs - No problem with costs that can be allocated directly
- Need an agreement with Line Divisions to recover external 'common' costs

Some examples of 'common' costs:

- Software Factory – A ratio is calculated based on the number of changes applied to production for each Division
- Basis - Divide by number of production boxes
- E Procurement - A ratio is calculated based on the original Business Case 'split'

Total Cost Recovery Unit



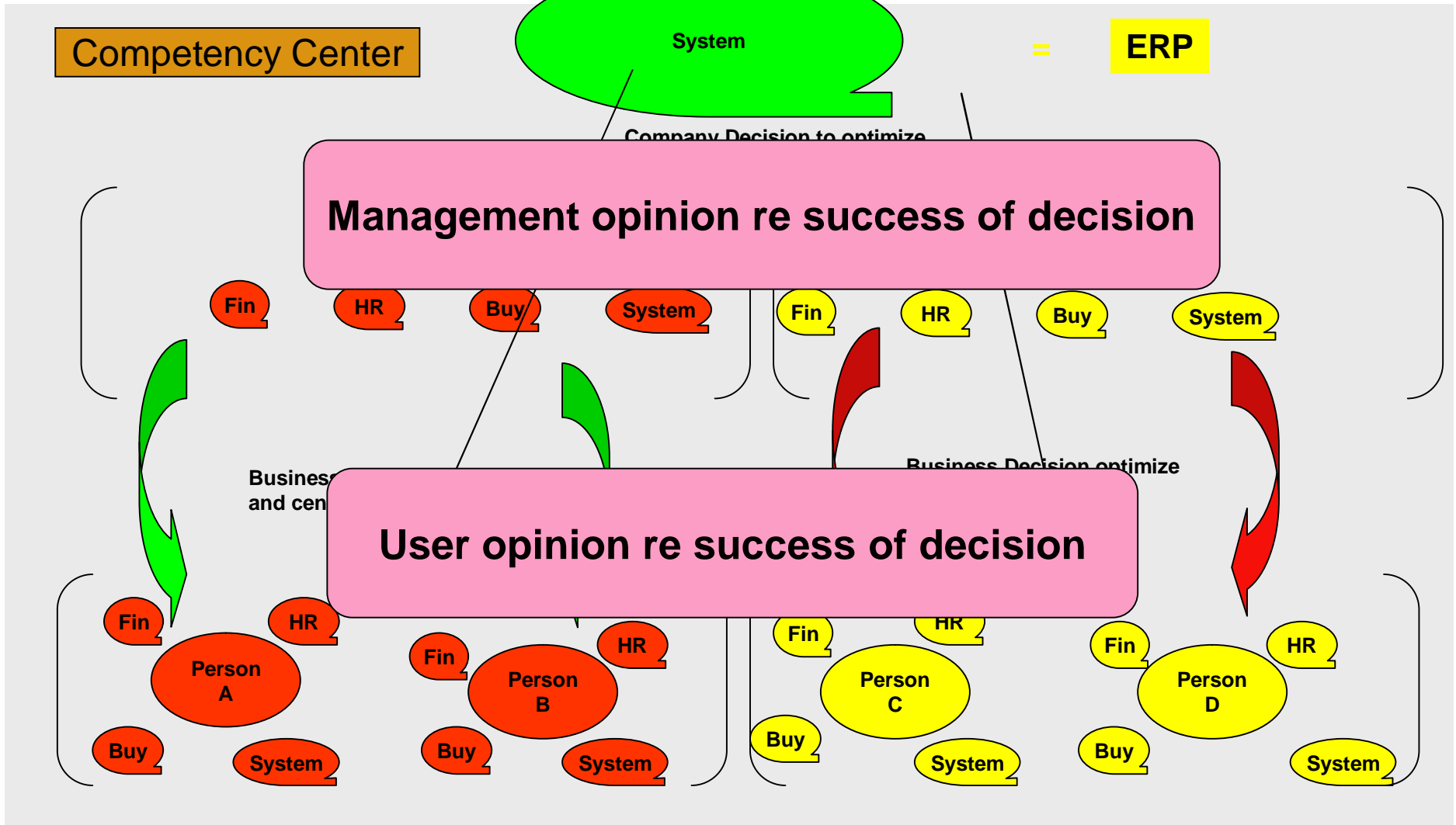
Maintaining a Competency Center

- Manage all the factors as described in setting up a Competency Center
- Statement of Work will determine required actions
- Statement of Work will provide metrics to be managed

A few additional thoughts:

- Live close to your customers
- Expect constant challenges as to the validity of your existence
- Anticipate and live close to your Companies IT Strategy

Last Thoughts





Questions ??