



# ERP Strategy Business Engagement: Key Findings and Recommendations

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# Purpose of Today

- Provide an overview of the key findings and recommendations of the Enterprise Resource Planning (ERP) Business Engagement phase.
- Obtain your input and feedback on the key findings and recommendations.
- Increase engagement and support for ERP renewal among the sector.

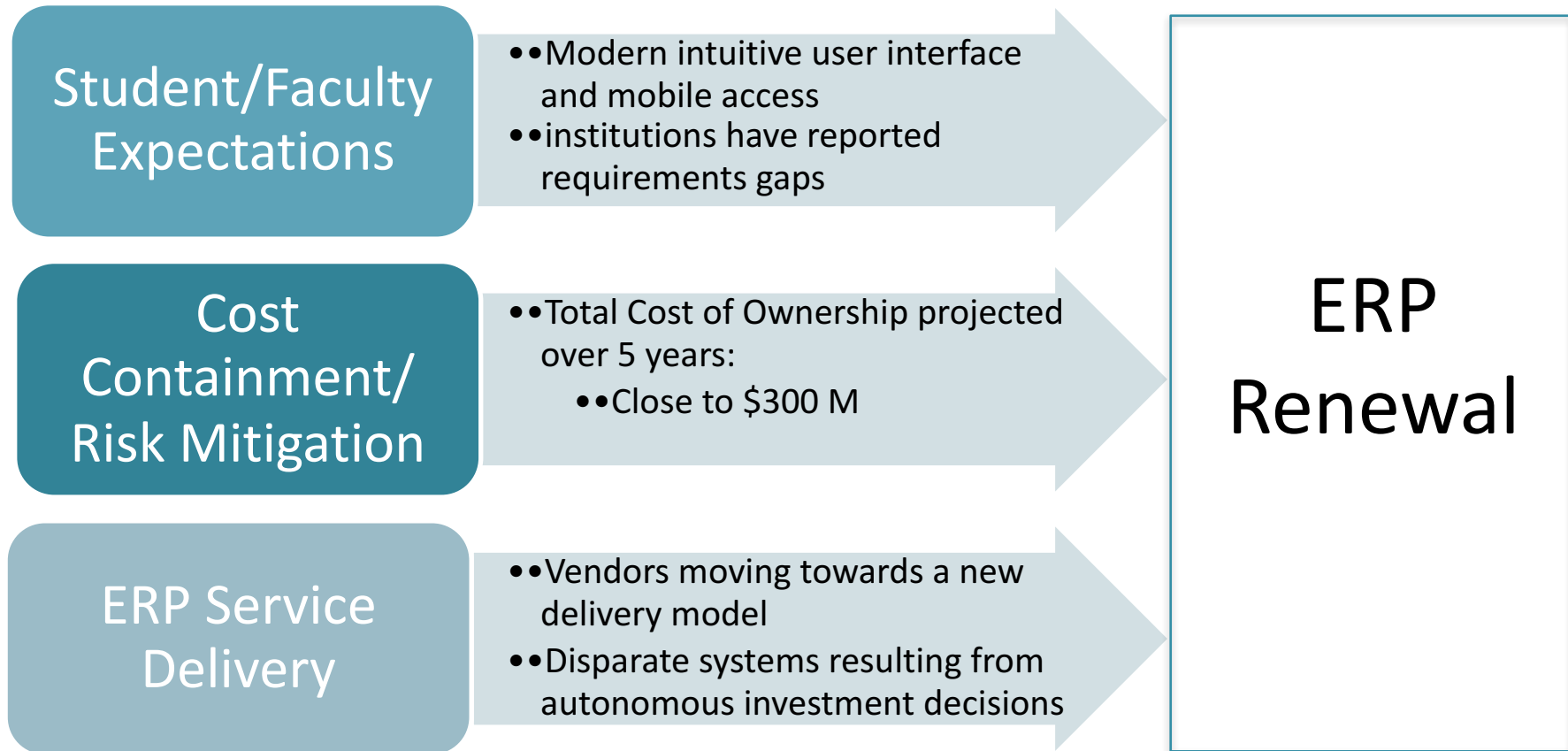
# ERP Strategy Background

# Overview

- ✓ The ERP initiative is part of the broader ASDT collaborative initiative
- ✓ The ERP initiative is guided by a sector Working Group and also works in close conjunction with BCNET
- ✓ Will support ERP investment decision making for next 10-15 years

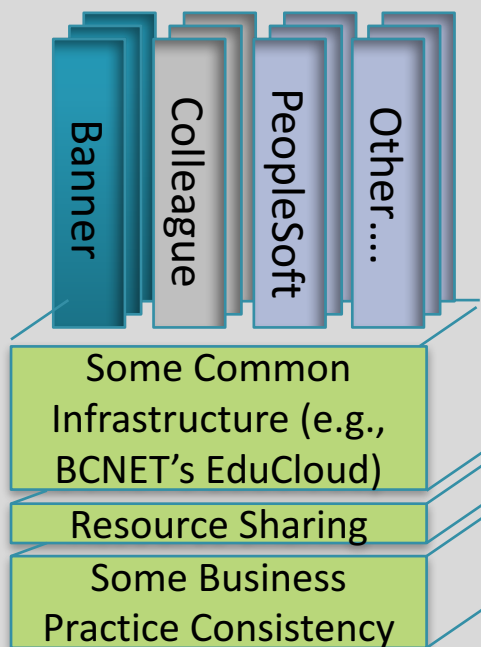


# ERP Strategy Drivers



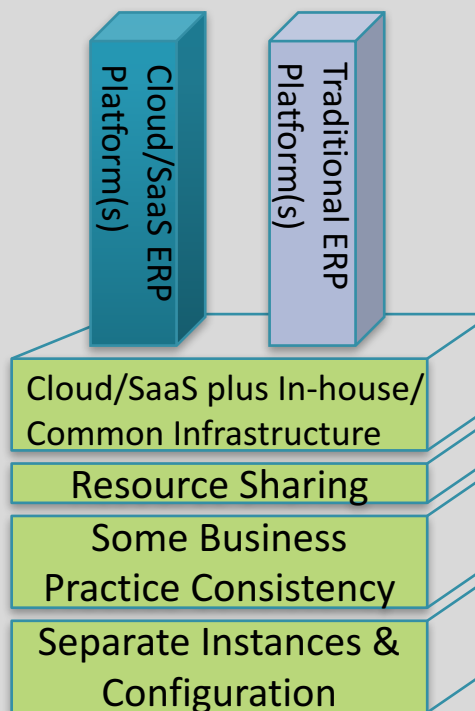
# ERP Sector Strategy

**(A) Multiple ERP platforms with separate instances, some common infrastructure**



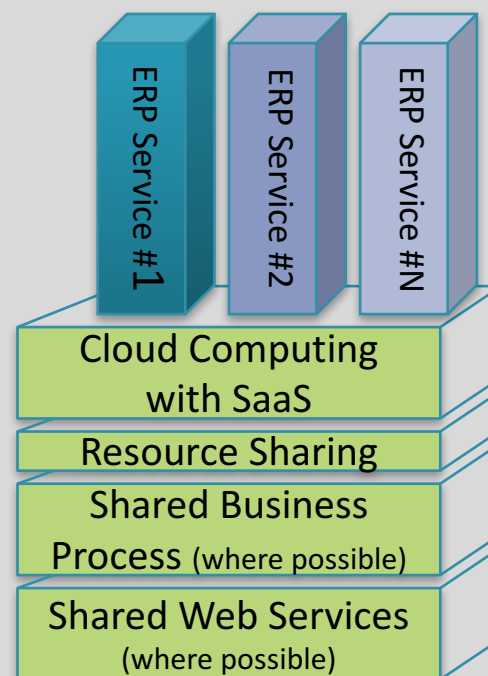
Current

**(B) Combination of SaaS and traditional ERP platforms**



Within 5 years

**(C) Goal: A rationalized 'optimal' number of ERP platforms with shared business processes and shared web services**



Beyond 5 years

## Strategy Vision

*Increase alignment and integration of sector ERP solutions to enhance service delivery to student populations, improve cost management and reduce overall risk.*

# Business Engagement Results

# Stakeholder Engagement

Phase 3 sector stakeholder engagement numbers:

- 8 ERP Working Group meetings (2 full day)
- 16 Core Team meetings
- 25 CIO/CFO meetings
- 30+ individual SME meetings
- 10+ sector sessions
- 2 sector forums
- 3 jurisdiction lessons learned sessions
- 3 vendor sessions



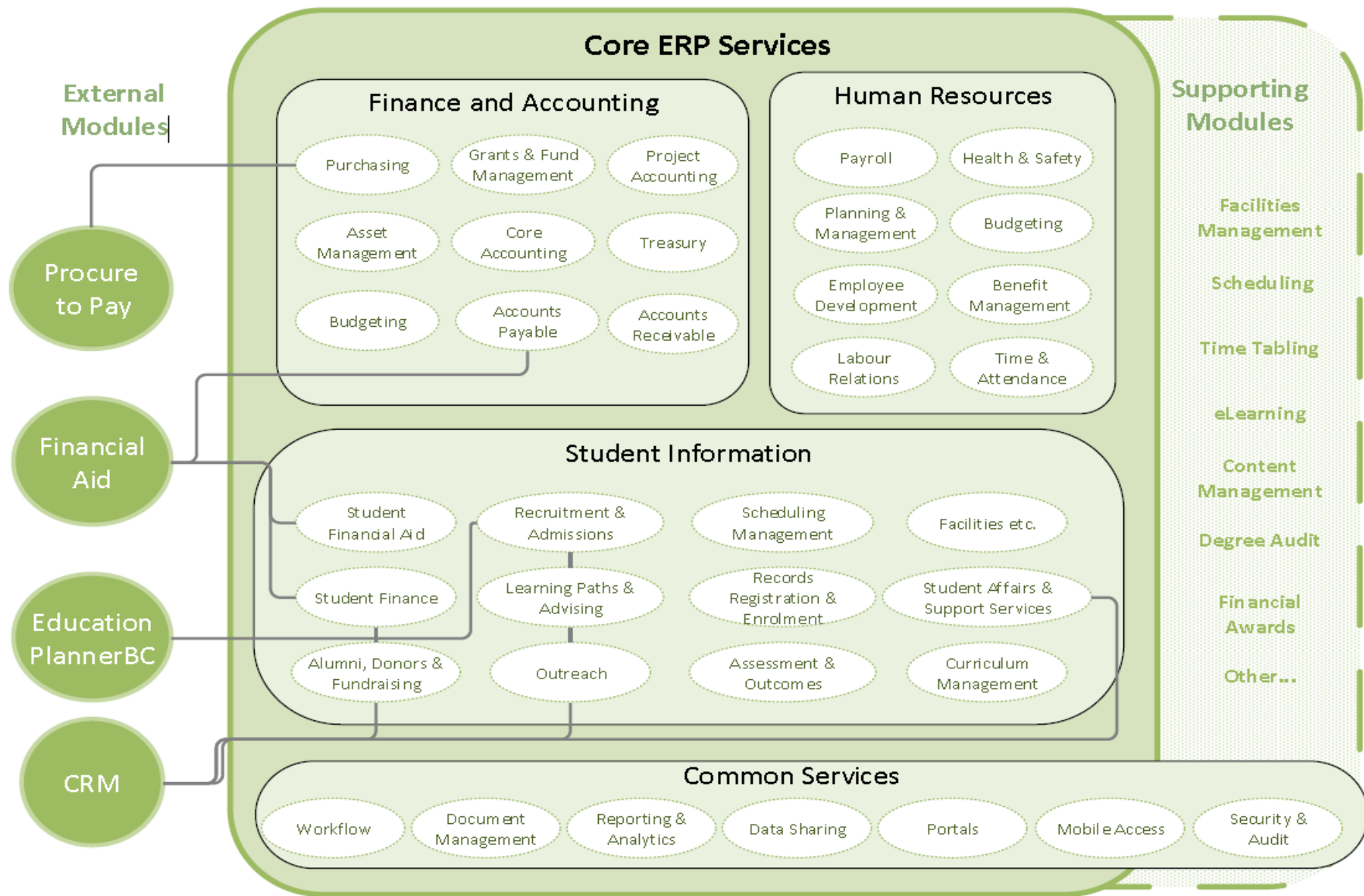
# Phase 3 Key Findings

WORK STREAM	KEY RESULTS/FINDINGS
1. Vendor Landscape	Confirms that vendors are offering cloud/SaaS solutions with Canadian data residency.
2. ERP Platform	Reinforces the proposed strategy to move towards cloud/SaaS solutions.
3. ERP Roadmap	Identifies the current projected total cost of ownership (TCO) for the next five years is in excess of \$290m and highlights the fact that many institutions are using disparate on-premise solutions and are at the cusp of making significant investment decisions for ERP replacements or extensive upgrades.
4. Business Model Framework	Provides an overview of the business functions required to deliver ERP services and cautions that for the Student functions, a suite of additional modules will continue to be required to deliver the desired service.
5. Strategic Alignment	Confirms that a critical success factor for ERP Strategy implementation will be continued and increased alignment with key strategic initiatives and organizations (e.g., EducationPlannerBC).
6. Investment Guide	Highlights that investments will be required to move to a cloud/SaaS solutions and that there is the potential for cost containment through collaboration and shared solutions.

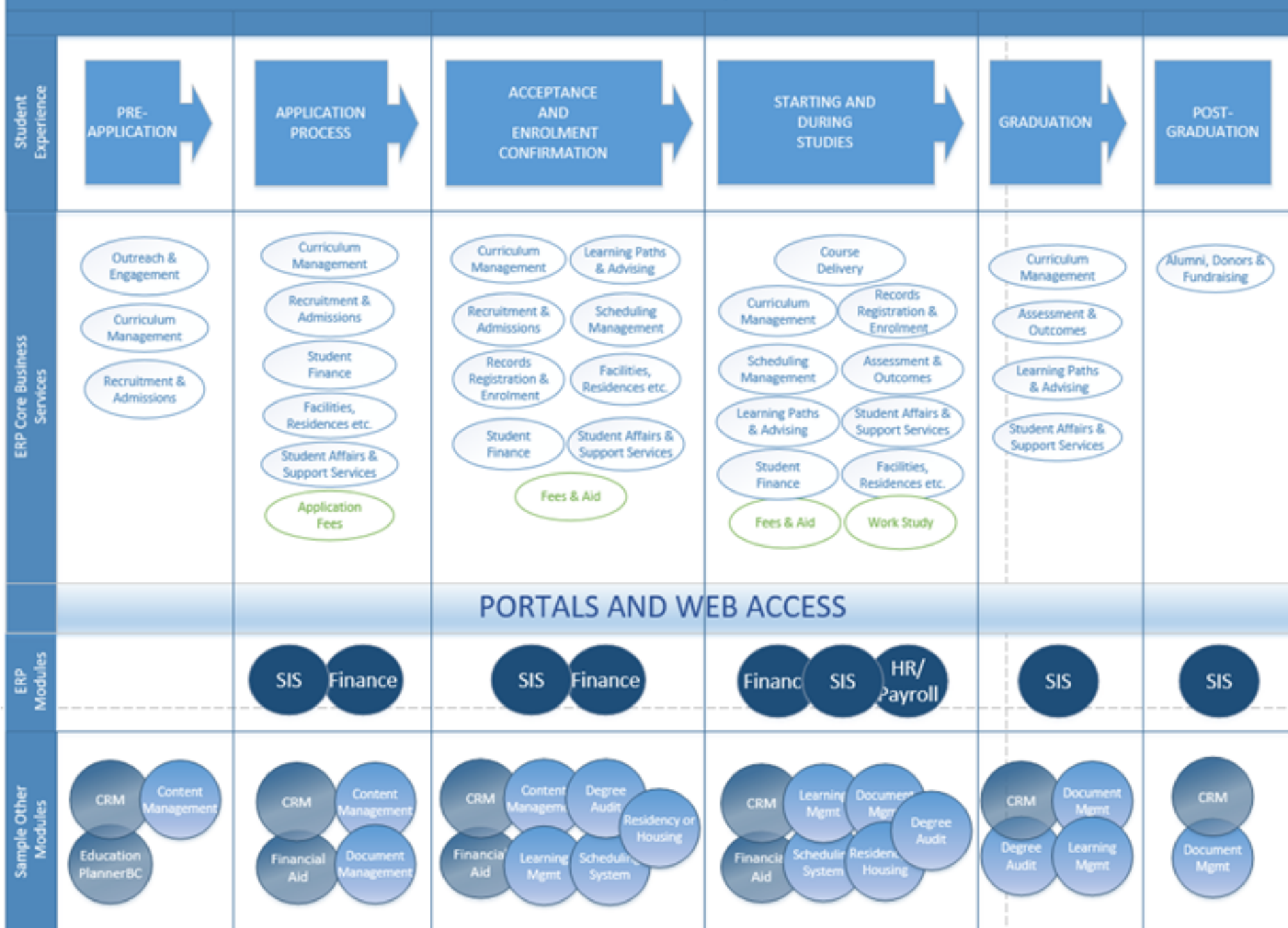
<sup>[1]</sup> The five year TCO of \$290m includes operating costs and one-time investments

<sup>[2]</sup> This is consistent with Gartner's vision of a "post-modern ERP."

<sup>[3]</sup> Estimates range from \$3m - \$25m and will depend on collaboration and starting point (e.g., level of customization).



# Student Journey



# Market Direction

**“Cloud ERP has gained traction in higher education, and the tipping point has been reached, where the conversation has moved from ‘if’ to ‘when’ they will go to the cloud.”**  
*- Gartner*

Existing  
Vendors  
Shifting to  
Cloud/SaaS

New  
Cloud/SaaS  
Vendors

Highly  
Configurable

Canadian  
Data  
Residency

# Cloud/SaaS Advantages and Considerations

Topic	Budget	Human Resources	Data Centre Overheads	Scalability	Security	Software Updates
Advantages	Changes the focus from capital to operating expenditures.	IT staff able to focus on strategic, innovative and high-value initiatives.	Cost savings as no hardware and hardware maintenance required.	Can be scaled up to meet demand	Security patches applied in a timely fashion.	Upgrades are applied uniformly resulting in all tenants being on the same "version."
Considerations	Comprehensive and complete contracts required	Some IT staff are still required to perform higher level functions	More reliant on long-haul commercial Internet connectivity	Integration requires vendor-supplied APIs.	May require using only top tier commercial grade cloud services.	Only "configurable" cloud services should be utilized.



# Examples of ERP Changes



Joint ERP RFP selection in progress



Workday contract signed for Finance and HR



ERP replacement RFP



Workday Finance implemented/HR starting



uOttawa

PeopleSoft Campus selected for Finance, HR, Student



23 campuses on PeopleSoft for Finance, HR, Student, Alumni Development; hosted on secure private cloud



WASHINGTON STATE UNIVERSITY

34 colleges on PeopleSoft for Finance, HR, Student, hosted on vendor private cloud



BROWN

Workday Financial Management and Human Capital Management



MARICOPA COMMUNITY COLLEGES

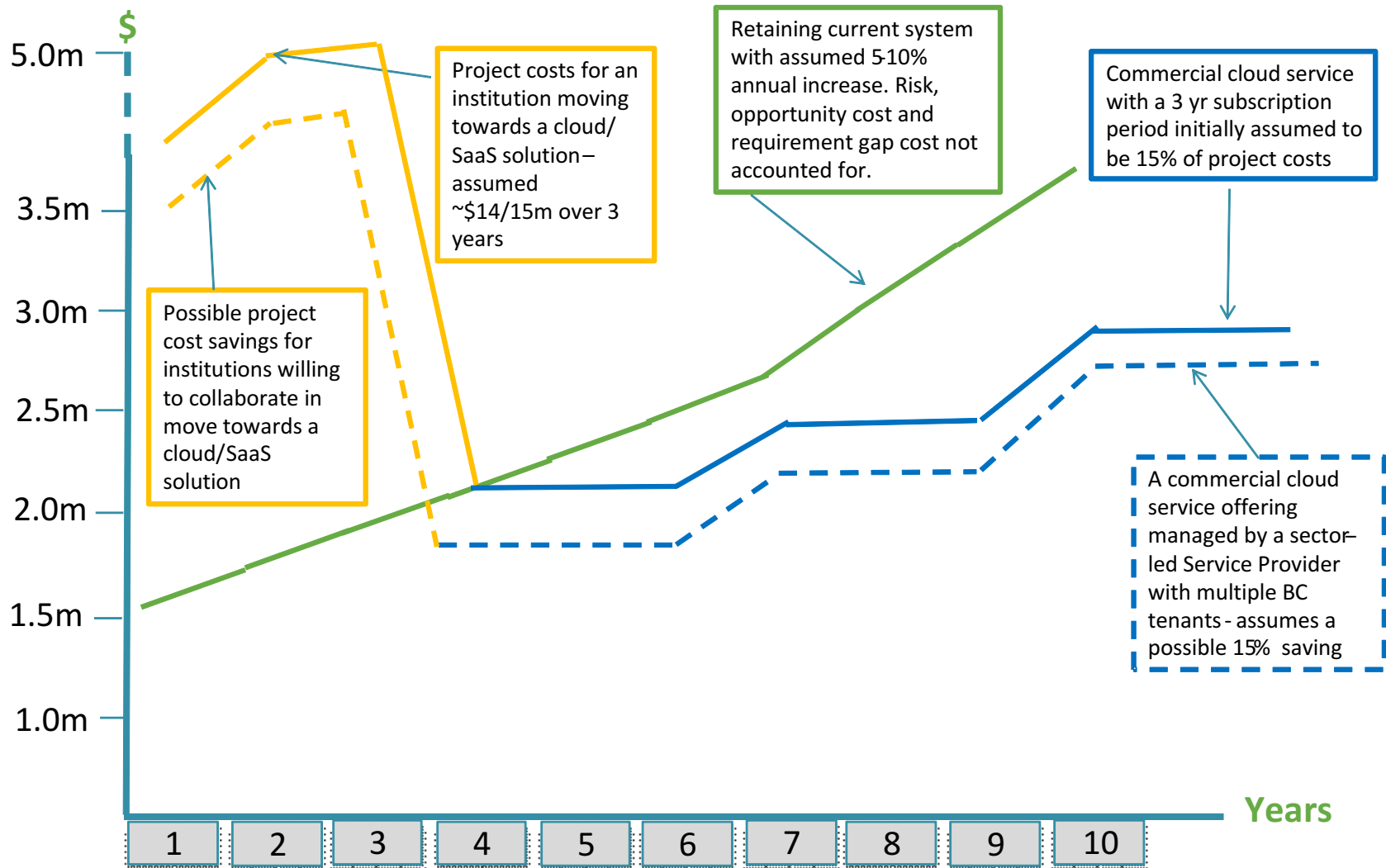
10 colleges on PeopleSoft for Finance, HR, Student



Workday for Financial Management and Human Capital Management

# Cost Projections (Conceptual)

Medium Size Institution



# ERP Renewal Path



# Proposed ERP Office

## BCNET ERP Office

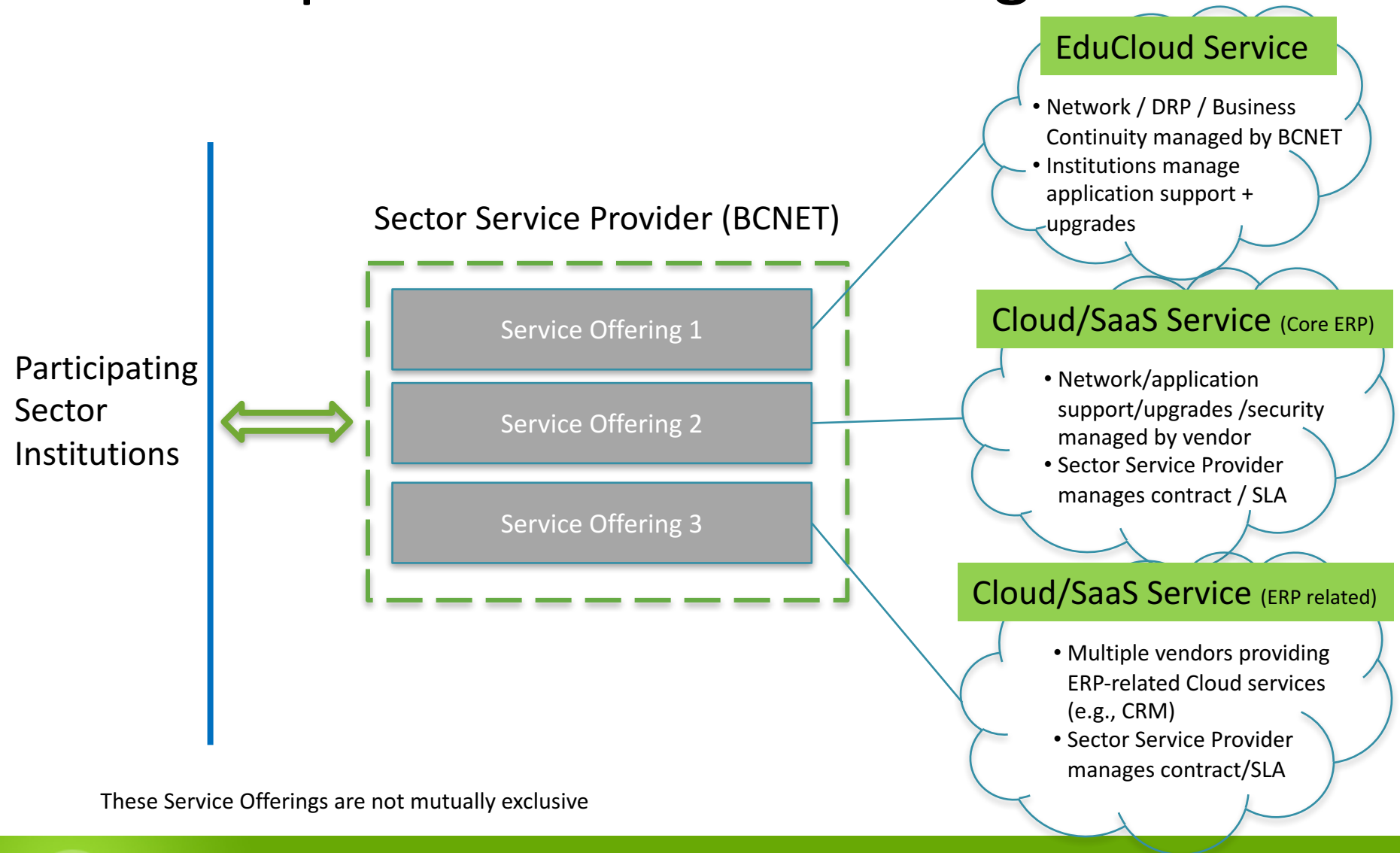
Supporting ERP  
Collaborative  
Delivery

Defining and  
Establishing Service  
Offerings

### **ERP Office Service Examples:**

- Project Management and Planning
- Engagement/Communications
- Working Group Support
- Strategy Alignment
- Support PSI Business Case work
- Support PSI Business Transformation work
- Promote Resource Sharing
- Promote Practice Standardization
- Assess ERP solutions for Potential Leverage
- RFx Preparation
- Support Collaborative Activities
- Provide PM/CM/BA Services

# Proposed Service Offering Model



# Summary of Recommendations

RECOMMENDATION	ACTION
1. Establish ERP Office	Confirm governance, process, procedures and roles and responsibilities (needs to be 'lean'). ASDT to work with BCNET to determine scope of work. BCNET will be positioned as the Sector Service Provider.
2. Define a cloud/SaaS service offering for 'core' ERP services	Work with institutions that are moving towards Cloud/SaaS solutions (Langara, VIU, Selkirk). Focus on Finance/HR/ SIS.
3. Define a cloud/SaaS service offering for 'external' ERP services	Work with institutions that are moving towards external cloud/SaaS solutions (CRM, P2P).
4. Pursue priority short-term collaborative initiatives*	<p>Triage the candidate items using existing (Phase 3) process.</p> <p>Suggested priorities:</p> <ul style="list-style-type: none"> <li>• Establish negotiation and legal support resources</li> <li>• Rationalization of ASC modules based on maturity and need.</li> </ul>
5. Continue to promote EduCloud	Achieve full CSB <sup>4</sup> transition to EduCloud
6. Continue to seek alignment with Education Planner BC (EPBC)	Identify and plan for project and solution alignment.
7. Determine an ERP investment model	Establish a funding model to support strategy alignment. Funding sources TBD.

# Sector ERP Value Proposition



## Enhanced Service Delivery

- Better support faculty and students in world-class teaching and learning
- Better support administrative staff in Finance, HR and Registration
- Modernize core business systems to remain competitive to the national and international marketplaces



## Shared Services Model

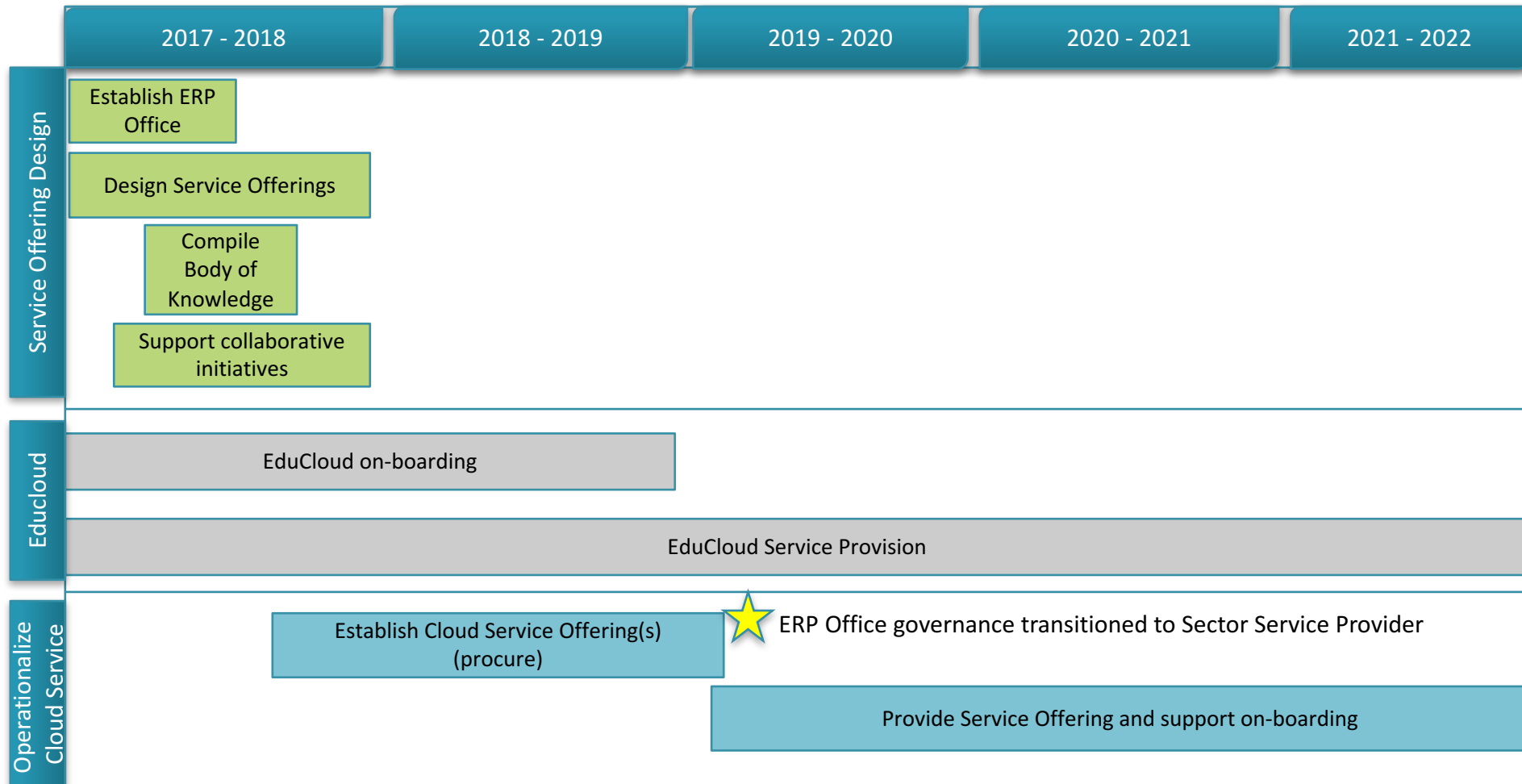
- Provides benefits such as economies of scale, achievement of efficiencies, stronger negotiating positions, and streamlined or common business processes
- Provide institutions choice regarding service use and timing of service implementation



## Market Alignment

- Supports ERP investment decision making for the next 10 to 15 years
- Cloud/SaaS ERP solutions are inevitable – let's be prepared!

# Proposed Five-Year Plan



# Next Steps

- Include sector feedback into Business Engagement Report
- Determine next phase activities
- Obtain approval from ASDT Steering Committee on the report and next phase activities





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