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## **ENKI CASE STUDY**

### **PROGRAM EXECUTIVE – ERP UPGRADE RESCUE**

#### **Overview**

A multi-campus university with three distinct campuses, 6,300 students in 9 schools and colleges was having difficulties with a hosting company, who was also their ERP software provider, since 2015. In June of 2017, the university started an ERP upgrade project that was getting no traction as of March 2018 with a deadline of December 31, 2018 fast approaching.

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#### **Problem**

- ERP vendor (Ellucian) mandated the end of life of Banner 8 by December 31, 2018.
- University was three years behind in upgrades.
- University business staff lacked trust in the Technology Department.
- University lacked strong Program Leadership.
- Technical resource retired 3 years earlier forcing outsourcing to Ellucian for support.
- Ellucian has no software upgrades project methodologies.
- Ellucian has no problem management processes.
- Ellucian outsourced all upgrade activities to Indian consulting company now owned by Samsung and firm had no knowledge of University's environment or configuration.
- No working environment for newest version after first 9 months of project effort.

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#### **Action**

- Filled leadership gap as the interim Program Executive for 24 projects across two programs.
  - Initiated Program Assessment including business leadership interviews.
  - Formalized and initiated internal change and problem management processes.
  - Created the migration plan, processes, and checklist.
  - Identified systemic issues and developed triage plans with Ellucian.
- Developed business risk, change, training, communication, and incident response plans.
- Redesigned program structure and created upgrade project plan templates.
- Developed and drove 24 project plans across two enterprise Programs using templates.
- Leveraged SaaS to drive project and deliver results and updated internal PM tools.
- Created and launched on-demand video training plan.
- Developed a future Release Plan and Release Schedule prior to the end of the project.

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#### **Outcome**

- Took old version from three years behind to newest version in 8 ½ months.
- Socialized Release Plan and Schedule across the business and gained buy-in.
- Delivered 421 upgrades in 9 months on four environments (DEVL, TEST, STAGE, PROD).
- Reduced upgrade production issues from 72 per upgrade to 3 per upgrade.
- Delivered 1,611 on demand training modules across the university.
- Reduced post upgrade work from 60 hours to 15 hours including testing and remediation.
- Addressed more than 1,700 issues prior to business user acceptance testing.
- NO PRODUCTION ISSUES with Production launch of newest version.
- Drove the resolution of a security production issue that arose during project ensured with the CISO that the remediation carried across all future environments.

