



CASE STUDY: Integrating Document and Records Management into SAP

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Agenda

- **Background**

- **SAP Vision & Roadmap**

- **ERP Project Phases**
 - Project Prep
 - Blueprint
 - Realization
 - Final Prep
 - Go Live & Support
 - Continuous Change

- **Overall Lessons Learned**

Who We Are

➤ Southern California Edison

➤ Second Largest Investor Owned Utility

➤ Service territory covers central, coastal and southern California

- 50,000 square miles of service area
- 13 million people
- 430 cities and communities
- 11 counties

➤ Commercial industrial and nonprofit customers, including:

- 5,000 large businesses
- 280,000 small businesses

➤ Over 15,000 employees

➤ Diverse energy mix including gas, hydro, renewable, and nuclear

- Largest portfolio of renewable generation in the country



Document & Records Management (DMRM) Before SAP

- **Two Organizations in the DMRM Space**
- **Siloed DMRM Solutions**
- **Hummingbird selected as Corporate Standard**



Deciding to go with SAP

➤ **Edison's Vision**

- Replace 70% of core applications
- Top rated ERP integrated solution, not Individual functional solutions
- Phased rollout

➤ **Design Guiding Principles**

- Do not change the SAP code
- Strive for common design
- Don't replicate the old in the new
- Design the process as a business but ensure regulatory compliance

➤ **Not in Scope as part of project costs**

- Cost of conversion/migration – departments to bear

ERP Project Roadmap



Project Preparation = Planning

Business Blueprinting = Design (High-level & Detail Phases)

Realization = Development, Testing and Business Alignment

Final Preparation = Prepare to Implement, Train, and Test More

Go Live and Support = Launch the New System

Project Preparation = Planning

- **DMRM engaged late in the Prep Phase**
- **DMRM to establish governance over SAP design and implementation to ensure compliance**
- **Validate DMRM scope**



Project Preparation = Planning

Education

- **Consultants to understand us**
- **ERP Process Teams and Business Units to understand impact of DMRM to their processes and organizations**
- **Ourselves, the DMRM Team, to understand SAP**

Project Preparation = Planning

Speaking the same language: SAP to SCE

Term	SAP	SCE
Record	A container that can hold documents, images, e-mails, and records so that they can be viewed and managed as a logical unit	All paper, microfilm, microfiche, computer files, or other information media created or received in the course of business that cannot be modified or changed once approved
Document	A file created in an application such as Microsoft Office or WordPerfect	An organized set of data that can be modified or changed as part of work in progress
Archive	To move data or documents offline	To preserve information and records to meet long-term retention requirements

Project Preparation = Planning

Lessons Learned

- **Understand the overall program, specific project scope, complexity, standard project management processes, and their effect on Budget, Resources, and Integration**
- **Benchmark like for like as best you can**
- **Obtain consultants who know both the technology and business functionality of the product**
- **DMRM needs to be considered across the enterprise in each of the functional solutions**

Business Blueprinting = Design (High-level & Detail Phases)

- DMRM Scope focused on San Onofre Nuclear Generating Station (SONGS)
- Consolidate Requirements
- Validate Requirements



Business Blueprinting = Design (High-level & Detail Phases)

SAP Component Feature Comparison

	DMS/RMS-Case Management	Knowledge Management (Portal)	DMS-Lite (Attaching Documents)
Retention	Full support of file plans, lifecycle management	Can set expiration dates but no support for file plans, or lifecycle management	Retentions must be managed manually Potential for retaining low value documents Risk of non-compliance
Versioning	Full support for maintaining version history automatically	Some versioning support requires manual intervention to save versions	No versioning
Search & Retrieval	Records and metadata can be searched in full text	Records and metadata can be searched in full text	No search capabilities Difficult to produce for compliance
Storage	Stored in content server	Stored in content server	Stored in database Potential for orphaned documents Impacts performance
Security	Field level security in RMS	Role based security	Security based on object

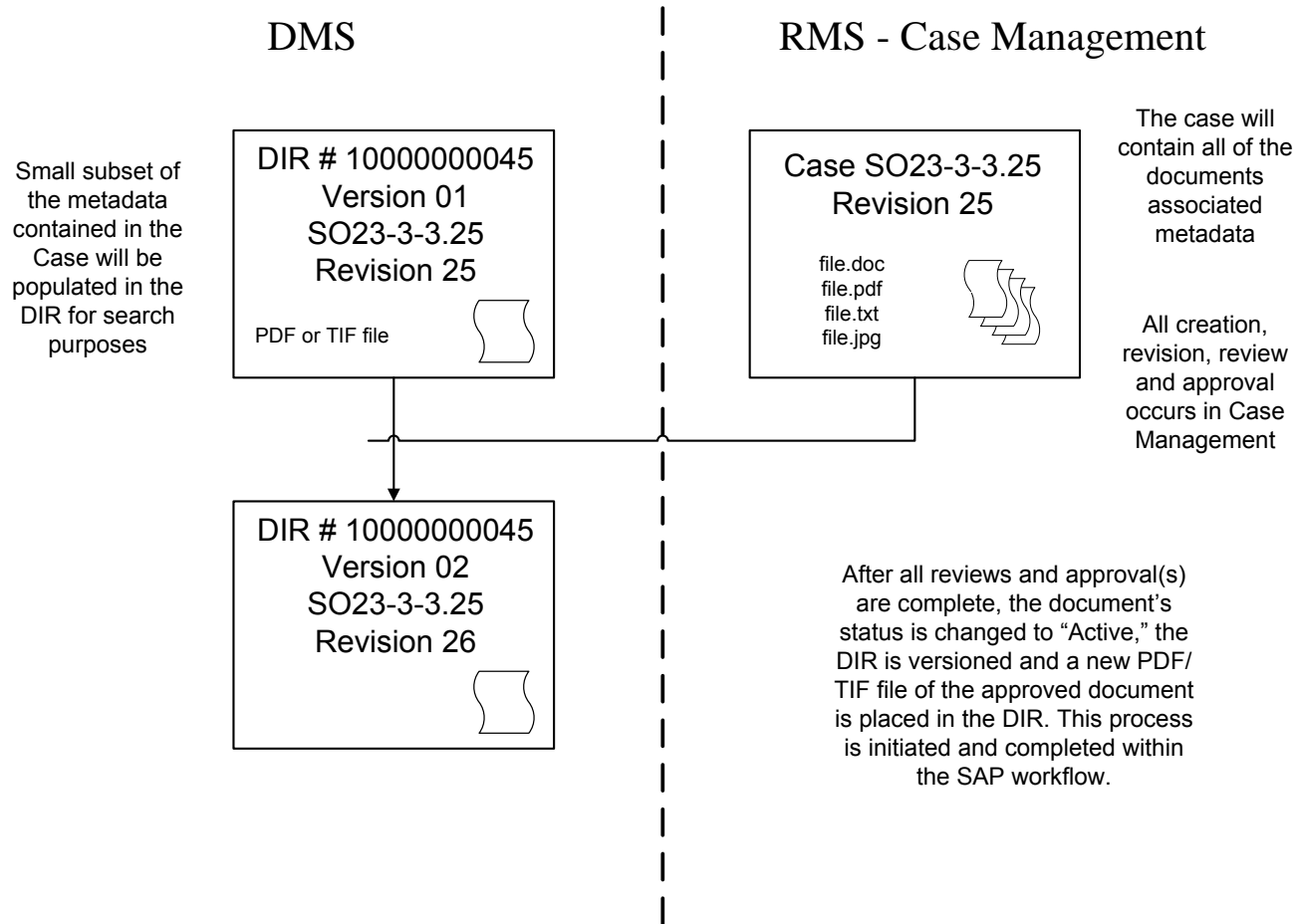
Business Blueprinting = Design (High-level & Detail Phases)

SAP DMRM Module Comparison

	DMS	RMS – Case Management
Versioning, Common Repository, Audit Trail, Web Access, Workflow, Stored in Content Server	✓	✓
Life Cycle Management (Retention)	Not part of DMS	✓
Security	Document level security	Field level security
Record Classification	Requires separate Doc Types for each classification	Managed through metadata field
Record Tracking	Field limitations may require customization	✓
Two-way linking	✓	Only one way linking to SAP objects
Search & Retrieval	Supports traditional search functionality	Can also search metadata in full text
Field Length	30 characters	256 characters but also supports notes with no limitations

Business Blueprinting = Design (High-level & Detail Phases)

SONGS Implementation of DMRM



Business Blueprinting = Design (High-level & Detail Phases)

Blueprinting Decisions

Decision	Rationale
Implement DMRM for SONGS using DMS & RMS-Case Management	<ul style="list-style-type: none"> ➤ DMS to provide 2-way linking ➤ RMS-Case Management to provide: <ul style="list-style-type: none"> ➤ Field level security ➤ Longer field lengths ➤ Lifecycle management ➤ Status network & workflow
Discourage the use of “object linking” (DMS-Lite, EZ-DMS)	<ul style="list-style-type: none"> ➤ Performance impact ➤ No search capabilities ➤ Records “orphaned” when archived ➤ No lifecycle management
Implement scanning (R0.5) using Kofax Ascent	<ul style="list-style-type: none"> ➤ Continued use of enterprise standard ➤ Identified as industry best practice
Recommend PDF/A as the preferred archival format for electronic records	<ul style="list-style-type: none"> ➤ Industry best practice ➤ Non-editable format ➤ Allows full text search ➤ Improved performance over TIF
DMRM to pilot rollout for SAP project (“R0”)	<ul style="list-style-type: none"> ➤ Be in place for SONGS outage schedule ➤ Pilot SAP cut-off roll-over cycle

Business Blueprinting = Design (High-level & Detail Phases)

Lessons Learned

- **Don't duplicate the old process in the new system**
- **Design objectives should fit the business requirements**
- **Need for balance of quality and costs (business requirements vs. project budget)**
- **IT Enterprise Architecture needs to be involved early in Blueprinting**
- **Perform QA on the requirements**

Realization = Development, Testing and Business Alignment

- Understanding the product and it's limitations
- Realizing complexity of development objects
- Revisiting archive requirements
- Testing



Realization = Development, Testing and Business Alignment

Lessons Learned

- **Need technology standards for external providers**
- **Realization phase needs to allow time for redesign**
- **Need user acceptance testing to validate process not just test the data entry**
- **OCM for both Business Process and Technology**
- **Document Document Document**

Final Preparation = Prepare to Implement, Train, and Test More

- Rollout Zero (R0) – Go/No Go Decision
- Effort to develop solution more complex than anticipated
- No Go - Moved to Rollout One (R1)



Final Preparation = Prepare to Implement, Train, and Test More *Transition to R1*

- **Retrofit SONGS design and design documentation to meet new Project Management Office (PMO) standards**
- **Revisit development objects**
- **Adding Accounts Payable**

Go Live and Support = Launch the New System

- **Launch Date – 7/1/2008**

- **What went live**
 - Procedures and Engineering Change packages in SAP

- **What legacy remained**
 - Records still in NDMS
 - Imaging at SONGS
 - Records Conversion



Go Live and Support = Launch the New System

Lessons Learned

- **Support – The appropriate level of support needs to be determined as early as possible**
- **Training & OCM – End user training should address the use of SAP processes and the business process within SAP, these are not the same**
- **User Acceptance – If the end user is not comfortable with the SAP processes, or has not had adequate training in the business process, anticipate strong resistance**

Continuous Change

- **Establishment of Information Governance**
- **Establishment of Center of Continuous Improvement (CCI)**
- **Multi-tiered approach to DMRM based on ECM business process requirements and if integration into the SAP is needed**



Overarching Lessons Learned

- **Project Preparation is most important part of the project; if you don't get it right you'll pay for it in all subsequent phases**
- **DMRM needs to be considered across the enterprise in each of the functional solutions**
- **Don't duplicate the old process in the new system**
- **Enterprise Architecture needs to be involved early in Blueprinting**
- **Realization phase needs to allow time for redesign**
- **Document Document Document**



Questions?



Thank You!

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