



WE HAVE LIFTOFF: HOW PURDUE UNIVERSITY TRANSITIONED TO SAP S4 HANA

Stacy Umlauf, Assistant Director, Data Control, Purdue University
Session ID # ASUG83095

About the Speakers

Stacy Umlauf

- Assistant Director, Data Control, Purdue University
- Thirteen years of experience at Purdue University with experience in Cost Accounting and Financial Reporting.
- Served as Director of Finance Transformation for the recent Transform Purdue project.

Key Outcomes/Objectives

1.

2.

3.

Agenda

- Project Overview
- Process & Lessons Learned
- Next Steps
- Questions

About Purdue University



Enrollment:

- Undergraduate: 31,006
- Graduate: 9,626
- Total: 41,573

International Students:

- 3rd most in the U.S.
- No. 1 Choice for international students studying STEM in the U.S.

Faculty Headcount: 8,533

Student- Faculty Ratio: 12:1

Degrees Awarded:

- 1874-2016: 482,500
- 2016-2017: 10,671

Patent Ranking: 12th in world

Multi & Virtual campuses

Purdue University
West Lafayette

Purdue University
Northwest

Purdue University
Fort Wayne

Purdue Colleges
at IUPUI

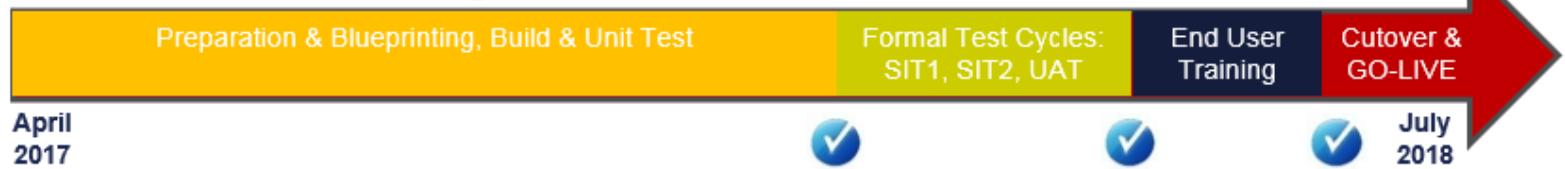
PURDUE GLOBAL
UNIVERSITY.

Purdue BPR Timeline

Enterprise Asset Management



Finance/General Ledger – S/4HANA Release 1610



Human Capital Management - SuccessFactors



Content

- 50+ Design workshops and 700+ Processes analyzed
- S/4 HANA 1610
- GL, CO, AP, AR, PS, FM, GM, TR, EAM, PPM, HCM
- Ariba, Concur
- 100+ Development Objects
- 60+ Interfaces
- 10+ Workflows (Ariba and Signature Delegation)

Project Preparation & Blueprint

Project Preparation – Purdue team make up/Consulting

- Purdue Finance team made up of cross-functional team with at least 10 years of University experience from across the University including
 - Business Management – Academic Perspective
 - Sponsored Program – Sponsored perspective
 - Central Accounting – GASB, executive reporting, other system implementations (Ariba, Concur)
 - Financial Planning & Analysis – budget, BI, reporting
 - IT – experience with supporting current systems and familiarity with current processes

Blueprint

- Subject Matter Experts (SMEs) from all Purdue campuses participated
- Focused on process improvements, eliminating business pain points, and reporting requirements
- Reviewed findings and recommendations with leaders and SMEs from each area to obtain sign-off/approval

Key Decisions Out of Blueprint

- Faculty Allocations methodology brought together ALL faculty accounts in one structure
- Definition of Business Areas at the college level
- Definition of cost center/department to align with HR data
- Elimination of PSCD in favor of FI-AR for all non-student receivables
- Elimination of 99% of University Fund elements
- Consistent methods to track items across campuses, colleges, and departments
- Creation of new workflows eliminating approvals for transactions <\$1,000
- Upgrade to S4 HANA

Engaging the Business Community

Realization

- Developed visual Org Charts for Business Owners to visualize the new structure
- Utilized account conversion database to create reporting mock ups utilizing new structure to report prior year data
- Weekly design sessions/open issues discussions with CFO, Comptroller, Directors of Business Management & Financial Planning and Analysis
- Bi-weekly engagement at DFA meetings allowing information to cascade through the business management organization
- Visited regional campuses to deliver in person content and training sessions
- Early engagement with all 3rd party systems both internal and external (what's changing and the impacts to the additional systems)

Testing

- Started small with most experienced testers to find initial issues and work out security issues
- Add additional more inexperienced testers for later testing cycles to build system confidence

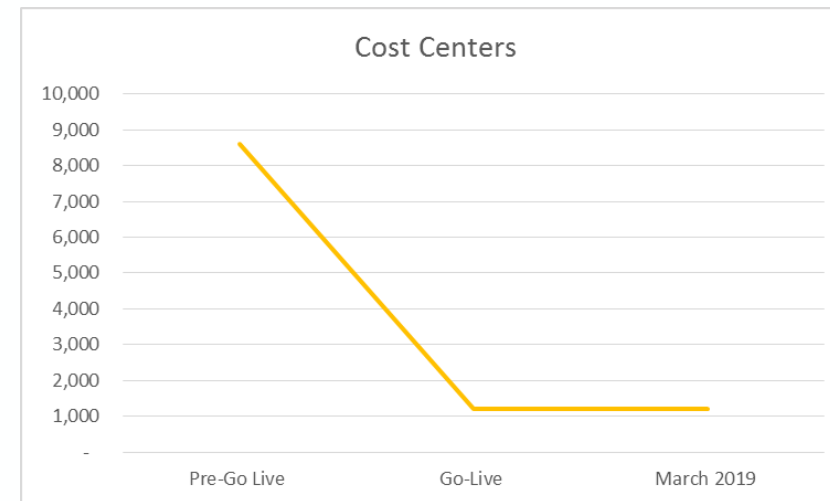
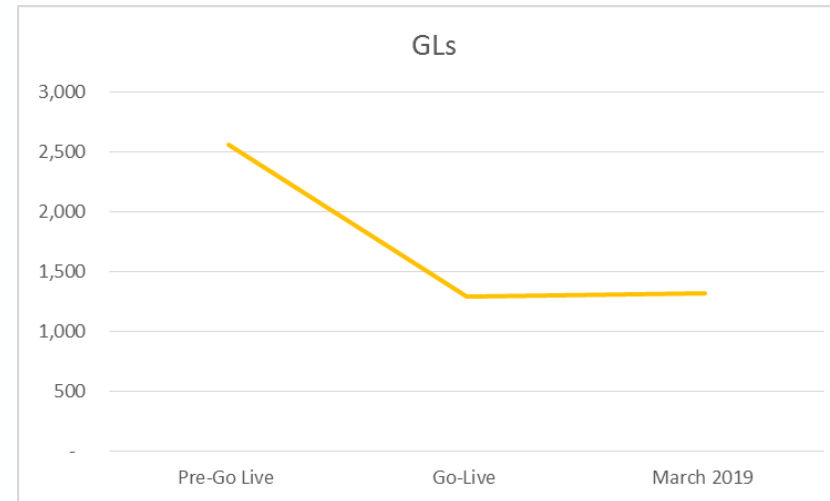
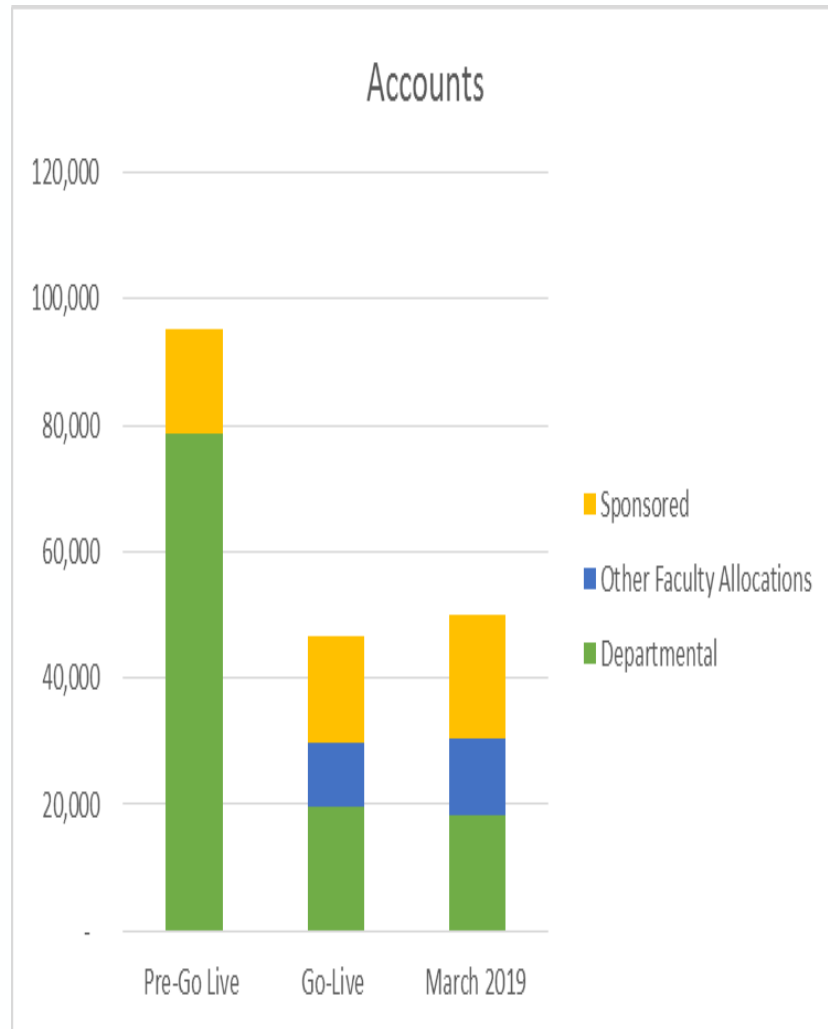
Data Clean Up – When you think you're finished; you're wrong

- Account Conversion
 - Inconsistent accounting made this conversion very manual
 - Database allowed for
 - Real time crosswalk pulls for data conversion
 - Real financial data could be pulled into new structures to show impact
- Vendor/Customer/Business Partner Clean Up
 - Significant number of student customers were eliminated from the SAP system; all student receivables transitioned to Banner
 - Vendors – some clean up occurred but more should have been done
- Purchase Order Clean Up
 - Closed out thousands of Purchase Orders from as far back as FY2013
 - Converted less than 2,000 purchase orders

Additional Lessons Learned

- Work closely with S/4HANA Customer Care team on S/4HANA fixes, industry solutions, and escalation.
- OSS NOTES are critical for S/4HANA Releases, 1511, 1610, 1709. We have implemented 150+ OSS Notes with a focus on 3 key areas with NEW OSS Notes releases for the Purdue University Project
- Strict IT Governance preparing for cutover. Mandatory OSS Notes, transports and development changes ONLY
- Practice, practice, practice – we performed 7 conversions between SBX, DEV, QAS x2 + 2 Cutover rehearsals which provided the team confidence going into go-live
- A strong team makes a world of differences – different backgrounds, different view points, and different personalities make the best product.

Where are we now? Master Data Metrics



Project Goals - Accomplished

- ✓ Automation & Process Simplification
 - 90K transactions to-date through e-workflow
 - Grants: Budget uploads, status changes, award notifications, dunning notices
- ✓ Simplified, consistent structure
 - Over 90% of non-central BA's use 7 or less funds
- ✓ Finance module reconciliation
- ✓ Balance sheets and cash ownership by unit
- ✓ Management controls in place
- ✓ Accessible reporting



Other Project Successes

- ✓ Transparency (as of 2/28)
 - ✓ Startup - \$50.6M liability
 - ✓ R&R - \$98M balance
 - ✓ Restricted Gifts - \$13M YTD surplus
 - ✓ Faculty Allocations –
 - ✓ \$49M spend
 - ✓ \$109M balance (w/o startup liability)
- ✓ Fiscal approvals reduced
- ✓ Improved gift management practices
- ✓ Streamlined master data setup
- ✓ Rekeying eliminated
 - ✓ DIV's, etc.
- ✓ Cost share commitment tracking
- ✓ Cost share transfer/recon reduction
- ✓ Streamlined sponsor invoicing
- ✓ Faster sponsor setup
- ✓ Enhanced grant master data
- ✓ Planning and projection tool
- ✓ Leveraging new infrastructure for additional improvements
 - ✓ E.g. wire approval process
- ✓ Reserves/earmark structure available
- ✓ Easily identify/correct new problems
 - ✓ E.g. asset disposal problem
- ✓ Synchronization with HCM/EAM structures

Going Forward – Maintaining Success

Master Data Governance – Master Data Team

- Controls new additions to the system and changes to existing fields
- Conducts monthly audits to identify issues
- Annual Review of IO/WBSE, Cost Center, and GL utilization

FI/FM Recon - Accounting

- Identifies any new issues after monthly close, corrects
- Monthly close/review process for Business Areas

Support/Issues Management

- Managed by joint team from Accounting/FP&A/Master Data
- Provides inputs to process improvement and IT work streams

Process improvement prioritization – Comptroller and Sr. Dir/FP&A

New functionality and technical enhancement prioritization

- Establish priorities with IT

Training – Accounting/FP&A

- Financial management standard practices

Next Steps

- Business Partner
 - Continue master data clean up
 - Explore use of Fiori for master data creation, searching
- Reporting
- Data Integrity & Consistency

Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.



Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

<http://info.asug.com/2019-ac-slides>

Q&A

For questions after this session, contact us at [email] and [email].

Let's Be Social.

Stay connected. Share your SAP experiences anytime, anywhere.

Join the ASUG conversation on social media: **@ASUG365 #ASUG**

