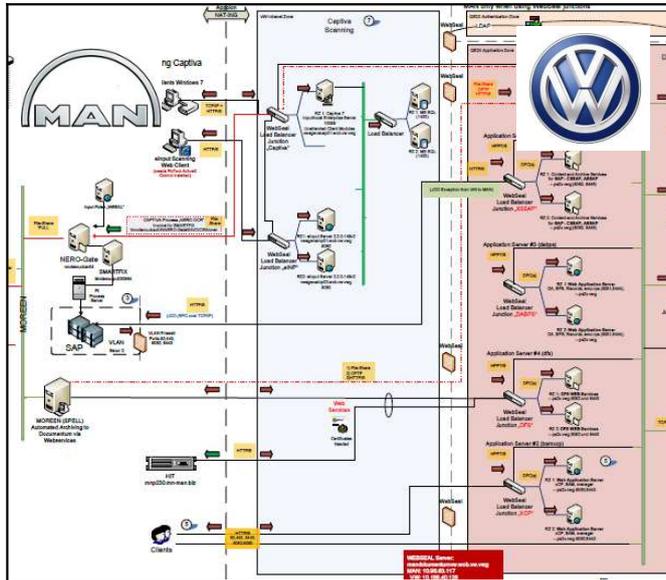


Relocation and Migration of Document Management



Strategic Goal:

Create a pilot for the IT integration with the parent company, independence of an external service provider, and provide a basis for new workflows in core processes.

Project Objective:

Changeover of archiving and document management from Ixos Opentext (hosted by T-Systems) to EMC Documentum 7 (hosted by VW). New development of frontend applications, particularly the digital vehicle record.

Duration of Assignment:

11 months

Customer Profile:

MAN Truck & Bus AG is a big manufacturer of commercial vehicles with more than 35,000 employees and – for a short time - a 100% subsidiary of the VW group. The IT infrastructure is operated for the most part by T-Systems as an outsourcing partner for years.

Initial Situation:

The project is already up and running for some time as vero projects is taken on board due to the resignation of the former project manager. At the same time the most important employee with regards to professional skills has also left the company. The project was basically focused on this employee as a competence center. The project plan at hand was completely insufficient. It was necessary to identify the substantial problems within short time and to place the project on a sound and sustainable foundation.

The core challenges:

- strategic project which is in the focus of the management both as the first big project of the integration with VW and due to the business critical significance for MAN
- the connection basis to VW regarding network security is still in the beginning stages
- the complex SAP landscape is partly upgraded to ECC 6.0 in a parallel major project
- both VW and MAN have plant vacations which partly overlap and lead to a total of 5 weeks of limited opportunities during a critical stage
- annual financial statements involve a freeze period of 2 months
- the non-existent expandability of the old archive system sets a hard deadline for the new system to be ready at least in the essential parts, because otherwise operations cannot be continued
- beside the central backend system there are new scanning solutions to be rolled out at more than 20 international locations
- the approval of two general works councils has to be obtained
- the involved companies react cumbersome and try mutually to shift their responsibilities to others

Way of Proceeding by vero projects:

First of all a consensus project plan had to be developed urgently. This plan was to ensure - considering the above mentioned constraints - a partly switchover (2 of 6 SAP systems) until the end of 2012. Only in this way an "overflow" of the old system could be avoided.

The collaboration between the geographically widespread partners was enforced by a network of telephone conferences in a tight schedule. The acceptance of responsibility could be improved step by step with transparent and binding task lists which were tracked consequently.

Of both general works councils the “tamer” one was brought to approve by good information politics and integration into the process. The result could be used as a template for the „unwilling“ council, in order to come to terms finally.

In some IT departments, which particularly had to serve as a bridge to the business departments, there was still the tradition of „but this was always done by Mr. soandso“. Mr. soandso was the already mentioned employee who had left the company. The willingness to take over more responsibility in the future had to be accomplished in personal talks and by clear agreements. As an example this was the only possibility to coordinate the international rollout plan for the Captiva scan solution with the involved countries.

Benefit and Results:

It was by way of consequent planning and integration of many actors and stakeholders, who saw themselves more like spectators of a departmental project, that real motion and action was achieved for the project. A bold prioritization of those parts that could prevent the breakdown of the old archive system was the way to a successful switch-over of the first SAP systems to the new Documentum 7 in November 2012.

After this switch-over the position of the retired archive expert was assigned to a new internal employee. Consistently MAN decided to assign also the project management to this staff member who finally would have the responsibility for operations after the project. So vero projects could hand back the project to MAN with this successful milestone.