

# Organizational Plan

## **Enterprise Software Selection supporting new Supply Management Strategy at Harley-Davidson**

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# 1. General activity time estimation

## 1.1. List of activities

1. **Create expert groups.**  
Discuss about project details. Set up working environment.
2. **Perform survey with stakeholders.**  
Collect data for project specification.
3. **Prepare checklists.**  
Prepare quick providers checklist for providers' presentation. Checklists allow you to quickly discard inappropriate software providers.
4. **Feedback from internal stakeholders**  
Analyse feedback from internal stakeholders which was collected at 2nd activity.
5. **Develop project specification**  
Develop full requirement specification for needed ERP system.
6. **Create potential vendor list**  
Research market. Create list of vendors, who should be invited to presentations.
7. **Send invitations to tender**  
Get contact with every potential vendor and invitation to tender.
8. **Organize provider software conference and presentation**
9. **Select top four vendors**
10. **Invite potential vendors for interview**  
Invite all four finalist to interviews.
11. **Prepare product demo test cases**
12. **Invite potential vendors for product demo**  
Invite 4 potential vendors and perform product demo.
13. **Discuss details and prepare decision**  
Analyse product demo results. Discuss within experts group.
14. **Negotiate contract**
15. **Sign up contract**

## 1.2. Time estimation

In Figure 1 Appendix A is the basic project structure outlined. Project phases, as describe in Feasibility Study document<sup>1</sup> section 6, are visualized with different colors. Details about activity duration estimation and critical path analysis is described in this section and may be taken from the activity network.

The project is expected to be finished within **75 days**.

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<sup>1</sup> Feasibility Study and Project Selection: *Enterprise Software Selection supporting new Supply Management Strategy at Harley-Davidson*, Viktor Karabut and Jan Rehwaladt, February 2012

Except for the three activities *Prepare checklist*, *Prepare product demo test cases* and *Invite potential vendors for product demo* (activity number 3, 11 and 12 referring to Table 1 Section 2) all others span a critical path and may not be delayed in order to have the project finished on time.

Activity 12 has a slight float and may not be deferred for more than two days. The preparation activities 3 and 11 have floats of one respectively two person-months.

Critical activities in respect to time estimation are *Organize provider software conference and presentation* (no. 8), *Invite potential vendors for interview* (no. 10) and *Invite potential vendors for product demo* (no. 12). Those highly depend on vendor's and therefore external scheduling. Activities 10 and 12 are estimated to be performed in a rather short period of time in parallel. The project manager may consider to schedule those two meetings per vendor for the same day to take place in a row.

## 2. Reporting structure

Table 1 elaborates on the proposed project activities, identifies its deliverables as well as objectives and concretes dependencies and durations of tasks. Each activity has an ID number assigned, which may be used to refer at within this or further documents.

Additionally a mapping between roles, as presented in 3.1, and activities is established. Further details regarding this mapping can be found in section 3.2.

ID	Activity name	Assigned roles	Prereq. activities	Expected deliverables	Duration
1	Create expert groups	Project manager	-	1) teams are established 2) responsibilities defined	3
2	Perform survey with stakeholders	Process analyst; Stakeholder representatives	1	stakeholder's expectations gathered	10
3	Prepare checklists	Process analyst; System designer; Stakeholder representatives	1	criteria for vendor evaluation	5
4	Feedback from internal stakeholders	Process analyst; Project manager	2	evaluate stakeholders' expectations, point out similarities and differences	5
5	Develop project specification	System designer; Process analyst	4	formulate requirements form different expectations	20
6	Create potential vendor list	Project manager; System designer	5	unprioritized list of vendors, which seem to fulfill	3

				expectations	
7	Send invitations to tender	Project manager; Legal dept.	6	request tender	2
8	Organize provider software conference and presentation	Project manager; System designer; Process analyst; Stakeholder representatives	3; 7	1) invite vendors and hold presentation to inform about software requirements 2) get overview about offers and collect first feedback	9
9	Select top four vendors	Project manager; Process analyst; System designer	8	prioritized list of vendors	10
10	Invite potential vendors for interview	Project manager; System designer; Process analyst	9	collect more information about the suitability of the offers	3
11	Prepare product demo test cases	Process analyst	5	example tasks covering all major requirements	6
12	Invite potential vendors for product demo	Project manager; Process analyst; Stakeholder representatives	5; 9	perform a demo with vendors and have them present the example tasks in their product	1
13	Discuss details and prepare decision	Project manager; System designer; Process analyst; Stakeholder representatives	10; 12	evaluate interview and presentations and re-prioritize vendor list; may ask for more information from vendors	3
14	Select final vendor	Project manager; System designer; Process analyst; Finance dept.	13	select final vendor	2

15	Negotiate contract	Project manager; Legal dept.	14	ready-to-sign contract	2
16	Sign up contract	Legal dept.; Executive board	15	1) legal review of contract 2) contract signature	8

*Table 1: Project's reporting structure*

### 3. Roles and people

The following section introduces the identified roles (3.1) and discusses their linkage to the project activities (3.2). Finally initial job profiles are proposed for participating in this project (3.3).

In the subsequent part took no distinction between male or female employees place. All proposals and descriptions cover, as long as not explicitly stated, both genders equally.

#### 3.1. Identified roles and responsibilities

This section maps roles to people's characteristics and responsibilities and specifies the job holder's minimum qualifications.

##### Project manager

A **project manager** takes responsibility for a long-running project, organizes project teams and issues access to additional resources like experts or higher representatives. He has to report progress to executive stages and keep track of the overall project's development.

- capable of having a lot of responsibility
- capable of making difficult decisions
- experience in ERP and procurement software market
- at least five years experience in running critical half-year projects
- needs to be capable of working with higher representatives

##### Process analyst

A **process analyst** is highly skilled in understanding company processes and technology. He is trained in optimising and consolidating processes and has extraordinary knowledge about the company.

- special social informatics skills helping him to understand and consolidate contrary positions of different stakeholders

- capable of working with higher responsables easily
- deep understanding of process design and analyses
- deep understanding of Harley-Davidson's procurement processes
- creative and focused worker

### System designer

A **system designer** is responsible for evaluating the possibilities of how a potential new product may be integrated into the existing infrastructure. He has deep understanding of the company's existing systems and should have reasonable influences on IT-based decisions within Harley-Davidson.

- special in IT system and infrastructure design
- deep understanding of in-house IT infrastructure
- executive position in Harley-Davidson's IT-related department
- inter-disciplinary knowledge in economy and business processes

### Legal department

The desired worker from **legal department group** is highly informed about actual laws, which directly or indirectly influence Harley-Davidson's everyday businesses. He is specialist in dealing with legal contracts and customer relations.

- deep understanding of laws related to legal contracts and business driving
- long-time employee for Harley-Davidson's legal department
- good understanding of legal requirements
- knowledge in customer relations

### Finance department

The desired worker from **finance department group** is responsible for economic analysis of the potential vendors, checks their budget plans and the contract's financial feasibility.

- excellent skills in mathematics
- knowledge in budget planning and risk analysis
- executive position in Harley-Davidson's finance department

### Stakeholder representatives

Considered as belonging to the role of **stakeholder representatives** are people belonging to the executive committee of each of the involved departments at Harley-Davidson. Among those are members of the Purchasing Unity Group (PUG) as well as Architecture Integration Group (AI)<sup>2</sup>, but depending on the outcome of activities four and five additions may be identified.

### Executive board

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<sup>2</sup> This group is, in a later stage, given the responsibility for implementing the bought software and integrating it into Harley-Davidson's existing infrastructure.

As **executive board** is the decision making board with powers to sign binding contracts considered. This is not seen as role, but rather as organizational artifact. No single person is chosen, but the whole board may participate in any final decision.

### 3.2. Rationale for assigned roles

**1. Create expert groups.**

Project manager should do all preparations, revise the project plan and assign initial resources such a rooms, dates and people. He has to introduce the project to all participating parties.

**2. Perform survey with stakeholders.**

Process analyst should investigate stakeholders needs. He has strong communication skills and should develop a set of process models describing internal Harley-Davidson processes.

**3. Prepare checklists.**

System designer has technical knowledge about ERP systems, Harley-Davidson's existing infrastructure and may therefore formulate technical questions. Process-related questions may be formulated by the Process Analyst with the help of Stakeholder representatives.

**4. Feedback from internal stakeholders**

The in activity 2 initiated survey has to be evaluated and the result bundled. Therefore the project manager and process analyst group create models from the resolved processes to create an understanding of internal procurement activities.

**5. Develop project specification**

System designer has technical knowledge about ERP systems and can write unambiguous documentation. Process analyst understands Harley-Davidson's procurement processes..

**6. Create potential vendor list**

System designer has required skill to analyse potential vendors solutions.

**7. Send invitations to tender**

The legal department has to prepare the invitations to tender, the project manager issues their submission if he thinks the project is at the correct stage.

**8. Organize provider software conference and presentation**

The legal department has to prepare the invitations to tender, the project manager issues their submission if he thinks the project is at the correct stage.

**9. Select top four vendors**

The best fitting vendors should be selected based on the survey data (activity 2 and 4), project specification (activity 5) and technical aspects, which are understood by the process analyst and system designer.

**10. Invite potential vendors for interview**

The interviews have to be prepared with questions of interest. For the technical aspects to be properly covered the process analyst and system designer is involved.

**11. Prepare product demo test cases**

The product demo should show common everyday procurement processes, which should get improved by the new software. Those were initially created by the process analyst based on the surveyed data.

**12. Invite potential vendors for product demo**

Stakeholder representatives will have to convince their department's employees to use the new



system. Therefore they have to be convinced and should have the chance to see the top four products in actions. Process analysts attend the meeting for support related to the designed process.

**13. Discuss details and prepare decision**

All expert's group members should participate in final discussion.

**14. Negotiate contract**

Legal department employers should prepare and review contract for verifying legal requirements and law conformance.

**15. Sign up contract**

Only executive board can sign contract.

### **3.3. Suitable job profiles**

#### **Project manager: Bill Moyles**

**Skills:**

- Ability to lead a team.
- Good communication and interpersonal skills.
- Excellent organizational and managerial skills.
- Proficient in use of computers and software.

**Career history:**

- Harley-Davidson motor company. Project manager 2004-till date
- Ford motor company. Assistant project manager 2001-2004
- Nile's construction company. Sales manager 1994-2001

**Education:**

- Associate management degree from the Southwestern University. 2001
- Masters in Business Administration with majors in Operations, Boston University. 1994
- Bachelor in Civil engineering, Boston University. 1992.

**Why assigned to this role:**

Bill Moyles is a worker with an excellent track record. He has a 8 year of experience in management internal Harley-Davidson projects. The last two years he worked in the procurement department and so he is familiar with problem domain.

#### **Process analyst: John Gaziano**

**Skills:**

- 5+ years of experience in the same field.
- Familiar with large ERP systems.
- Excellent communication and writing skills.

**Career history:**

- Process analyst at Harley-Davidson motor company. 2007 - till date

- Process analyst consultant at Harley-Davidson motor company. 2003-2007
- Process Analyst Consultant. Performance Plus inc. 1998-2003

**Education:**

- Bachelor of Sociology and Communication. Berkley university. 1998

**Why assigned to this role:**

- Has deep understanding of Harley-Davidson's procurement processes
- Has experience with ERP systems

**System Designer: Steven Smith**

**Skills:**

- Excellent verbal and written communication skills.
- Exceptional diagnostic, analytical, problem solving, and debugging skill
- In-depth knowledge of SAP R/3, FI/CO, MM, business objects, ECC 6.0 and SAP-IT
- ERP business solutions and system analysis across multiple industries.
- Seamless integration and supplier integration.

**Career history:**

- System Designer at IT department. Harley-Davidson motor company. 2009-till date
- Senior Software Engineer at IT department. Harley-Davidson motor company. 2005-2009
- Software Engineer. ABC Global software solutions. 2000-2005

**Education:**

- Bachelor of science in Electrical engineering, Boulevard Science college, 2000
- Certificate course in Mechanical and electrical product manufacturing, ABC centre, 1998

**Why assigned to role:**

- He has a extraordinary knowledge of existing Harley-Davidson IT infrastructure.
- He has an executive position in Harley-Davidson.
- He doesn't have education in the field of economics or management, so there isn't a 100% match. But anyway he is best candidate.

**Lawyer: Bin Anderson**

**Skill:**

- Knowledge in budget planning and risk analysis

**Career history:**

- Senior legal consultant. Harley-Davidson motor company. 2004- till date
- Attorney, Johnson and Wells, Dallas, TX 1998-2004

**Education:**

- Bachelor of Science degree in Government University of Texas, 1998.
- Juris Doctor, University of Texas School of Law, 2005.

**Why assigned to role:**

Meets all requirements. He is a person, who currently doesn't participate in any long-running project, so he can be allocated for this one.

**Bookkeeper****Skills:**

- Overseeing A/P, Collections, Billing, put together and submit month stop review.
- Preserve the integrity from the common ledger and chart of accounts.
- Exceptional communication expertise, written and verbal

**Career history:**

- Senior bookkeeper. Harley-Davidson motor company, 2006-till day.
- Bookkeeper. Harley-Davidson motor company, 2002-2006.

**Education:**

- Bachelor of Science, Central University of Finance and Economics, 2002.

**Why assigned to role:**

Meets all requirements.

# A Appendix: figures

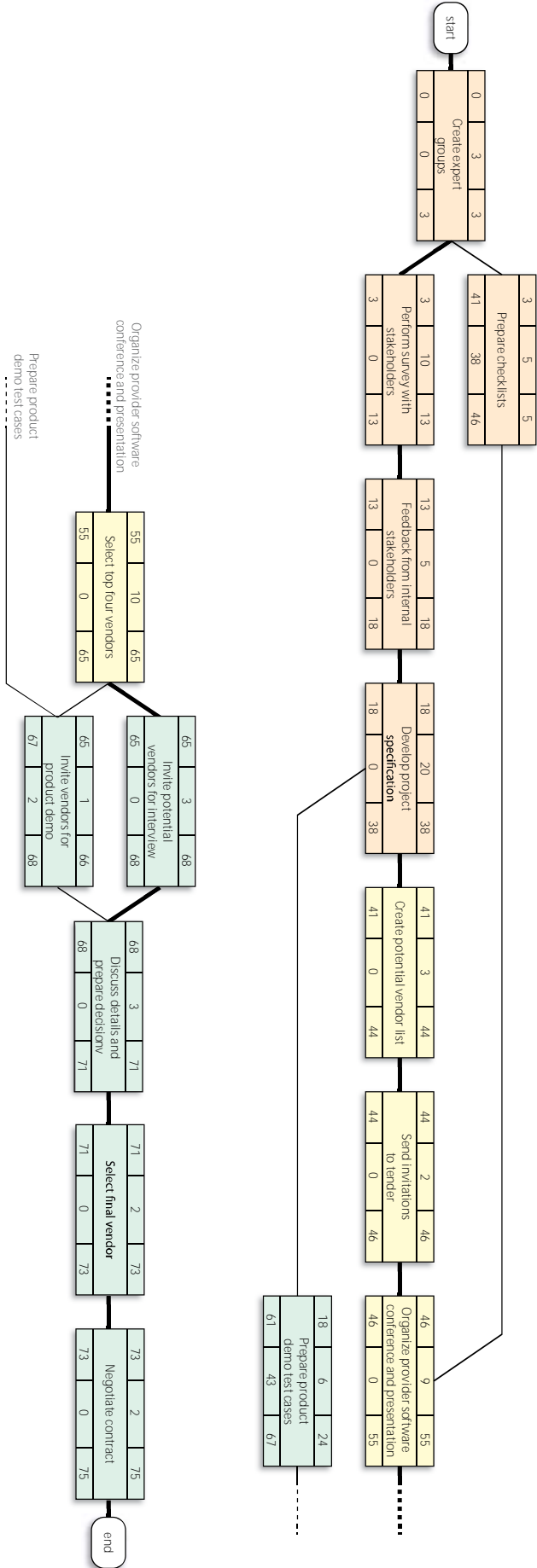


Figure 1: Activity network with time estimation and critical path