Case Study:

Varian: Transforming into an  
Intelligent Enterprise to Support  
Intelligent Cancer Care

**<https://www.sap.com/about/customer-stories.html?tag=industry%3Apublic-services%2Fhealthcare&tag=software-product%3Aenterprise-management%2Fsap-s-4hana%2Fsap-s-4hana&pdf-asset=e091ec40-0a7e-0010-bca6-c68f7e60039b&page=1>**

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| Customer profile   * HealthCare Industry * Intelligent Cancer Care * Siemens Healthineers company * 11000 employees, 70 loction worldwide * >75 years of innovations * 262945 followers in linked, 10k followers in facebook with 9.1K likes * Revenue: US $3.2 billion * Website: www.varian.com | Digital transformation impacts   * Streamlines, standardized business processes across international operations * Robust, compliant global innovation platform integrated acreoss North America, Europe, the Middle East, Africa and Asia-Pacific for economies of scale * Cost reduction and time savings through elimination of error-prone, manual processes * Timely and detailed spending and profitability insight for more-informed decision-making * User-friendly interfaces and access to real-time business insight that empowers employees |
| SAP solution technology areas   * Upgrade to SAP S/4HANA * SAP Enterprise * SAP ERP * SAP Fiori * AI Machine Learning * Brownfield system conversion approach | Case study material includes   * Text-based information describing SAP engagement * Key customer stakeholders insight * Description of SAP solution and transformation |

Task 2. Understand the customer and industry context

**Activity 1: Identify Business or Technology Trends in the Industry**

1. **Telehealth and Virtual Care:**

*Description:* The widespread adoption of telehealth and virtual care solutions, accelerated by the COVID-19 pandemic, has transformed how healthcare services are delivered, improving accessibility and reducing the need for in-person visits.

1. **Big Data and Analytics in Healthcare:**

*Description:* The healthcare industry is leveraging big data and advanced analytics to gain insights into patient outcomes, personalize treatments, enhance operational efficiency, and improve overall decision-making.

1. **Artificial Intelligence (AI) in Healthcare:**

*Description:* AI applications, including machine learning and natural language processing, are being used to enhance diagnostics, predict patient outcomes, automate administrative tasks, and improve the overall efficiency of healthcare processes.

1. **Blockchain for Healthcare Data Security:**

*Description:* Blockchain technology is increasingly being explored to secure healthcare data, ensure interoperability, and facilitate transparent and secure sharing of patient records among healthcare providers.

1. **Internet of Things (IoT) in Healthcare:**

*Description:* The proliferation of IoT devices, such as wearables and connected medical devices, is enabling remote patient monitoring, facilitating data collection, and supporting preventive healthcare measures.

Sources: <https://www.cio.com/article/3524742/7-telehealth-trends-that-will-shape-healthcare-in-2020.html>

<https://www.pwc.com/us/en/industries/health-industries/library/top-health-industry-issues.html>

<https://www.healthcareitnews.com/news/how-ai-transforming-healthcare>

<https://www.forbes.com/sites/forbestechcouncil/2020/02/20/the-role-of-blockchain-in-healthcare-privacy-and-security/?sh=3cd1b8e63ac4>

<https://healthtechmagazine.net/article/2020/02/how-iot-transforming-healthcare-industry>

**Activity 2: Identify Customer Motivations**

In the Varian’s customer story, the customer’s motivations are:

New automation and functionality with minimal software and business process changes

• SAP S/4HANA® running as a single intelligent infrastructure for ERP powered by SAP HANA® and

leveraging existing SAP® IT landscapes

• Powerful, highly intuitive user interfaces made possible by the SAP Fiori® user experience

• Support for code, software landscape, and process optimization from SAP Enterprise Support

services

• Early access to SAP innovations with the SAP Early Adopter Care program

**Activity 3: Identify the Customer’s Business Goals**

In the Varian’s customer story, the customer’s business goals are:

• Streamlined, standardized business processes across international operations

• Robust, compliant global innovation platform integrated across North America, Europe, the Middle

East, Africa, and Asia-Pacific for economies of scale

• Cost reduction and time savings through elimination of error-prone, manual processes

• Timely and detailed spending and profitability insight for more-informed decision-making

• User-friendly interfaces and access to real-time business insight that empowers employees

**Activity 4: Identify Analysis Frameworks**

1. To understand more about the customer’s business goals in the Varian, I have selected Design- thinking analysis and SWOT analysis (Strength Weaknesses Opportunities Threats).

(b) Design thinking is selected to gain a deep understanding of Varian's customer-centric approach in providing solutions for intelligent cancer care. By empathizing with end-users, this framework allows for uncovering unmet needs, enhancing user experiences, and fostering innovative solutions aligned with the real challenges faced by healthcare professionals.

SWOT analysis is chosen to systematically evaluate Varian's internal capabilities and external factors influencing its market position. It will uncover insights into Varian's strengths that can be leveraged, weaknesses that need addressing, opportunities for growth, and potential threats that may impact its market presence. This analysis aids in strategic decision-making and planning for Varian's future endeavors.

1. SWOT Analysis (Optional)

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| --- | --- |
| Strengths   * -Technological expertise in intelligent cancer care solutions. * -Global presence and a strong reputation in the healthcare industry. | Weaknesses   * -Potential inefficiencies in existing business processes. * -Dependency on specific technologies or suppliers. |
| Opportunities   * -Emerging trends in personalized medicine and precision oncology. * -Collaborations with healthcare providers for improved patient outcomes. | Threats   * -Regulatory changes impacting healthcare policies. * -Intense competition in the healthcare technology sector. |

Task 3. Build project team

**Activity 1: Identify your role on the project team and why you have chosen it**

I have chosen to be a Technical Consultant on the Varian project team because of my passion for leveraging technology to drive meaningful and impactful changes. The role of a Technical Consultant aligns with my expertise and interest in optimizing technical landscapes, implementing innovative solutions, and ensuring that organizations harness the full potential of their technological investments.

**Activity 2: Describe the skills and expertise you’ll bring**

As a Technical Consultant working with the Varian team to understand and enhance their systems and processes, this could involve collaborating closely with their internal teams, conducting in-depth technical assessments, and providing strategic recommendations for optimizing their technology infrastructure. The goal is to ensure that Varian's technical solutions align with industry best practices, support intelligent cancer care, and contribute to their overall business objectives.

The key skills I will bring to the project are:

* **Technical Proficiency in SAP Solutions:**

With a strong background in SAP solutions, I bring expertise in configuring and optimizing systems, ensuring seamless integration, and leveraging SAP's capabilities to enhance Varian's technical landscape. This skill is crucial for aligning their technology infrastructure with the goals of becoming an Intelligent Enterprise.

* **Analytical and Problem-Solving Skills:**

My analytical skills allow me to conduct thorough assessments of Varian's existing technical processes, identify potential challenges or bottlenecks, and propose effective solutions. This skill is essential for addressing complex technical issues and optimizing workflows for efficiency.

* **Effective Communication and Collaboration:**

Successful technical consultancy requires effective communication and collaboration. I bring strong interpersonal skills to facilitate communication between technical and non-technical stakeholders. This skill is critical for understanding Varian's specific needs, translating technical jargon into understandable terms, and fostering a collaborative environment for successful project outcomes.

**Activity 3: Identify the skill and expertise mix needed for the project**

To deliver the Varian SAP implementation, the ideal project team would include the following roles and mix of expertise/skills:

* **SAP Project Manager:**

This role would oversee the overall project, ensuring it stays on schedule and within budget. The SAP Project Manager would be responsible for coordinating different aspects of the implementation, managing resources, and ensuring effective communication between the project team and Varian stakeholders.

* **SAP Technical Consultant:**

This role would focus on the technical aspects of the implementation, including system configuration, optimization, and ensuring seamless integration with Varian's existing IT landscape. The SAP Technical Consultant would play a key role in aligning the technical infrastructure with Varian's business goals.

* **Healthcare Process Analyst:**

This role would be responsible for analyzing Varian's existing healthcare processes, identifying areas for improvement, and ensuring that the SAP implementation aligns with industry best practices. The Healthcare Process Analyst would collaborate closely with the technical team to bridge the gap between business requirements and technical solutions.

* **Change Management Specialist:**

1. This role would focus on managing the human side of the SAP implementation. The Change Management Specialist would develop strategies to ensure a smooth transition for Varian's employees, facilitate training programs, and communicate effectively to mitigate resistance to change.

* **Data Security and Compliance Expert:**

Given the sensitivity of healthcare data, this role would be crucial for ensuring that the SAP implementation complies with data security regulations. The expert would work on implementing robust security measures and ensuring Varian's adherence to healthcare data compliance standards.

**Activity 4: How the team will collaborate**

The team will collaborate to deliver the Varian SAP implementation by:

* **Regular Cross-Functional Meetings:**
  + Example: The team will conduct regular cross-functional meetings, bringing together members from different roles, including SAP Technical Consultants, Healthcare Process Analysts, Change Management Specialists, and others. These meetings will provide a platform for sharing updates, addressing challenges, and ensuring that all aspects of the implementation are aligned.
* **Joint Workshops and Training Sessions:**
  + Example: The team will organize joint workshops and training sessions where SAP Technical Consultants will collaborate with Healthcare Process Analysts to ensure a shared understanding of Varian's business processes and how they align with SAP solutions. This collaborative learning approach will foster a cohesive understanding of both technical and business perspectives.
* **Continuous Communication Channels:**
  + Example: The team will establish continuous communication channels, such as dedicated project collaboration tools and regular status updates. This will facilitate real-time information sharing, issue resolution, and quick decision-making, ensuring that the entire team is well-informed and can respond effectively to changes or challenges.
* **Integrated Testing and Quality Assurance:**
  + Example: The team will implement integrated testing procedures where SAP Technical Consultants will work closely with Healthcare Process Analysts to validate that the SAP solution meets the specified business requirements. This collaborative testing approach ensures that both technical functionality and healthcare process alignment are thoroughly assessed before final implementation.
* **Change Management Workshops:**
  + Example: The Change Management Specialist will collaborate with the entire team to conduct change management workshops. These workshops will involve SAP Technical Consultants explaining the technical changes, Healthcare Process Analysts addressing how it impacts workflows, and the Change Management Specialist guiding employees through the transition. This collaborative approach ensures that everyone is on board with the changes and understands their role in the new system.
* **Data Security Audits and Reviews:**
  + Example: The Data Security and Compliance Expert will collaborate with SAP Technical Consultants to conduct regular audits and reviews of data security measures. This collaborative effort ensures that the SAP implementation complies with healthcare data security standards, and any potential vulnerabilities are identified and addressed promptly.

**Executive Summary: Varian SAP Implementation Project**

**Written by: Mina Nazari, Technical Consultant**

*Introduction:* We are excited to present an overview of the proposed SAP Implementation Project for Varian Medical Systems, a critical initiative aimed at transforming your organization into an Intelligent Enterprise to support advanced cancer care.

*Project Overview:* The Varian SAP Implementation Project is designed to enhance operational efficiency, improve employee experiences, and position Varian as a leader in healthcare technology. This project aligns with Varian's commitment to delivering intelligent cancer care solutions.

*Key Objectives:*

1. **Optimized Business Processes:** Streamline and standardize international business processes to ensure efficiency and compliance.
2. **Integrated SAP Solutions:** Implement SAP S/4HANA as a single intelligent infrastructure, leveraging existing SAP IT landscapes.
3. **Enhanced User Experience:** Provide powerful and intuitive user interfaces through SAP Fiori, empowering employees with real-time business insights.
4. **Data Security and Compliance:** Ensure robust data security measures, aligning with healthcare industry standards for sensitive information.

*Proposed Team:* Our project team comprises seasoned professionals, including an SAP Project Manager, SAP Technical Consultant, Healthcare Process Analyst, Change Management Specialist, and Data Security and Compliance Expert. This diverse team brings a wealth of experience to address Varian's unique challenges.

*Collaborative Approach:* The team will employ a collaborative approach through regular cross-functional meetings, joint workshops, continuous communication channels, integrated testing, and change management workshops. This ensures a cohesive and well-coordinated effort across technical, process, and organizational aspects of the project.

*Expected Benefits:*

1. **Streamlined Operations:** Standardized processes across international operations for economies of scale.
2. **Global Innovation Platform:** Robust and compliant global innovation platform integrated across regions.
3. **Cost Reduction:** Time savings through the elimination of error-prone manual processes.
4. **Informed Decision-Making:** Timely and detailed spending and profitability insight.

*Conclusion:* The Varian SAP Implementation Project is poised to deliver transformative outcomes, positioning Varian as a leader in healthcare technology. We look forward to collaboratively embarking on this journey and achieving shared success.