

SAP Customer Success Story

“With the mySAP ERP solution that we have implemented, we are already offering added value to our customers and realizing our eventual aim of becoming a knowledge-management organization.”

Dr. Simon Bramble, Head of the Information Systems Division, FSS



THE FORENSIC SCIENCE SERVICE®

AT A GLANCE

Organization Name

Forensic Science Service (FSS)
United Kingdom
www.forensic.gov.uk

Organization

Public sector

Key Challenges

- Integrating HR and operational data
- Migrating data from a variety of disparate systems

Implementation Partners

- SAP® Consulting, part of SAP Customer Services Network
- Partners for Change
- Cap Gemini Ernst & Young

Solution and Services

- mySAP™ ERP for financials and human capital management
- mySAP ERP Operations for supply chain management
- SAP E-Procurement

Existing Environment

Legacy information systems and “spreadsheet culture”

Implementation Highlights

- Project board included executive directors
- ASAP methodology strictly applied
- Rigorous testing during data migration from disparate systems
- Operational management system (OMS) implemented two months ahead of schedule

Key Benefits

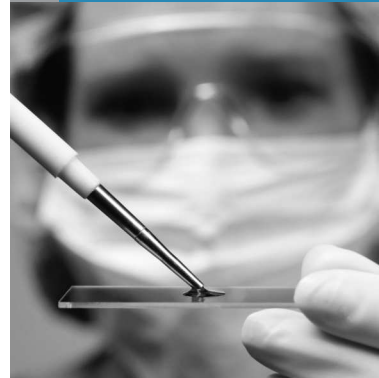
- Exhibits now managed from arrival to invoice and tracked in workflow
- Availability for casework increased from 65% to almost 80%
- ROI for e-procurement in just over a year

Hardware

Compaq ProLiant servers

Operating System

Microsoft Windows 2000
Advanced Server



FORENSIC SCIENCE SERVICE

BRITISH GOVERNMENTAL AGENCY USES THE mySAP™ ERP SOLUTION TO STREAMLINE ITS KEY PROCESSES

The Forensic Science Service (FSS) – an agency of the British government – deploys the mySAP™ ERP solution as the foundation for its operational management system (OMS) and modernization program. By streamlining and integrating business processes the FSS will be able to reduce costs, increase efficiency, and plan effectively for service delivery. The SAP® solution is designed to be flexible and support the future development of the service.

The FSS is an executive agency of the British Home Office, providing a national service for the criminal justice system in England and Wales, as well as being a source of training, consultancy, and scientific support for overseas and private sector customers. Having doubled in size since 1997, the FSS now employs 2,600 staff over 7 main sites, and undertakes 150,000 cases each year.

As a “trading fund,” the FSS is allowed to retain profits to improve its service to customers, and efficient financial and information management is key to its success. A growing demand for services and better delivery, coupled with technological advances in, for example, DNA testing, presented the opportunity to reposition the FSS as part of the investigation process.

MOVING BEYOND A SPREADSHEET CULTURE

Existing information systems were proving unreliable and frequently unavailable in the face of increased demand. As a result, a “spreadsheet industry” had developed, and this led to a fragmented response to operational demands and the lack of a clear overview.

Looking beyond the short-term option of a custom-made system for their order fulfillment process, the FSS recognized that an enterprise resource planning (ERP) system would provide a long-term solution. In addition, such a solution would include the functionality to make the best use of the information within the organization to better support operations.

The Official Journal of the European Communities (OJEC) procurement process for an OMS produced a short list of six potential suppliers, all offering SAP solutions. SAP Consulting was appointed as prime contractor responsible for project management, applications consultancy, change management, technical consultancy, and tools, including online training. Steve Horsfall, SAP Consulting program manager, says, “We offered a vision solution that utilized the components in a way that best matched what the FSS wanted to achieve, and this was supported by visits to SAP reference sites. SAP’s built-in integration between back and front office enabled large-scale functionality and reduced integration issues, although there were specialist laboratory information systems to be retained.”

INTEGRATING OPERATIONAL AND HR DATA

The Phase Futures project started with the implementation of mySAP ERP solutions for human capital management, financials, and supply chain management as the foundation of the OMS. The solutions included sales and distribution, sales ledger, management accounting, customer service, production planning, and elements of HR, including a database to link personnel to services scheduling. This service management module established the key back-office functions to support the front-office OMS. Exhibits are managed from arrival to invoice, with the OMS tracking and managing the flow of casework and operational activities.

A major requirement of the OMS was the integration of HR and operational data, and consequent data ownership. Personnel data, including qualifications profiles, were held in HR but were required for effective operational management. Ensuring that appropriately qualified personnel are assigned to cases is essential to safeguard the legal process, as well as for operational planning and efficient working. Exhibits are now managed from arrival to invoice, with workflow tracking and managing both casework and operational activities.

To ensure success, the project board included executive directors able to make swift decisions and drive benefits. Close collaboration among the whole project team enabled risks to be identified and managed by strict application of the ASAP methodology. The critical issue of data migration from a variety of disparate systems was successfully controlled through rigorous testing.

Defining common processes across the regional centers required substantial business and cultural changes to ensure consistency and maximize benefits. SAP Consulting subcontractors Partners for Change drove the change management process forward with a strong communications program and risk assessment for process redesign.

A pilot project using one of the largest laboratories was the first to go live, with the remaining centers following in a “big bang” one month later. The OMS was implemented within 10 months of contract award – 2 months ahead of schedule and on budget – with 1,500 users live across all sites. “The key success factors for this project were the close fit of the SAP solution to the business requirements, the commitment of the project team and senior management involvement, and the strict adherence to the ASAP methodology,” says Horsfall.

INCREASING AVAILABILITY FOR CASEWORK

SAP’s integrated solution is a key element of the FSS information strategy, enabling the bedrock of information to be exchanged with partners in the criminal justice system, such as police, Crown Prosecution Service, and HM Customs and Excise.

Dr. Simon Bramble, head of the Forensic Science Service’s information systems division, says, “This is a robust, resilient, and available system, easy to scale and integrate with the rest of the business. By matching the requirements for specialist expertise with available personnel, we are better able to identify operational capacity across the regional sites and productivity has increased. Previously we had about 65% availability for casework, but this has now increased to 78%–80%. We have better visibility of demand and can schedule work to give customers a better estimate of when we can achieve a result, and get a faster turnaround.”

Preordering enables the police to supply information prior to physical receipt of exhibits, which means that the FSS can plan and allocate resources in advance. The OMS tracks exhibits internally, ensuring the chain of evidence is preserved and can be demonstrated. This has also enabled the FSS to move from production delivery to information delivery. Bramble adds, “Customers want continuous information as investigations proceed, not just where a case is in the system but what information we have discovered to date. We are finding ways to let clients have that information much earlier, which can impact on the way an investigation is handled.”

STREAMLINING PROCUREMENT

The second wave of the Phase Futures program involved the implementation of the mySAP ERP solutions for e-procurement, general ledger, asset management, project accounting, and stores and logistics. Implemented by Cap Gemini Ernst & Young, this phase has given the FSS more control and the ability to track costs.

“The FSS currently spends €86 million annually on procurement. E-procurement will enable substantial savings – millions – through sourcing adoptions. We can channel orders and monitor who we buy from, getting much better deals. The project was delivered on time, within budget – and it works. We are looking at a payback period of just over a year.”

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The SAP Enterprise Buyer (SAP EB) component has enabled a more strategic and transparent approach to procurement. Both computer- and classroom-based training were used to reskill staff that had no previous financial or procurement experience. The Competency Center continues to deliver ongoing support and knowledge transfer to enhance staff development.

Seven hundred users are now able to order direct from e-catalogs via their desktops. Shopping carts have to be approved by managers, and any delays can be easily identified. Bramble says, "The FSS currently spends €86 million annually on procurement. E-procurement will enable substantial savings – millions – through sourcing adoptions. We can channel orders and monitor who we buy from, getting much better deals. The project was delivered on time, within budget – and it works. We are looking at a payback period of just over a year."

The integration of e-procurement with finance will also generate cost and efficiency savings. Precoded orders are entered automatically into the general ledger, with three-way matching of order, goods receipt, and invoice, removing the need for multiple operations. Cost center managers are able to review financial data for any variance, with the ability to drill down through the system and look at individual invoices, giving greater budgetary control.

THE FUTURE: CUSTOMER-BASED INFORMATION SUPPLY CHAIN

The FSS is now developing an XML-based messaging system that can be used internally and will also deliver a customer-based information supply chain. This will enable the FSS to exchange information with other agencies and the 43 police forces in England and Wales, without the need to develop costly interfaces for specific systems. The FSS is also exploring personalized portal delivery for both internal and external users – for example, scene-of-crime officers – and developing Web services on the criminal justice extranet that will be integrated with SAP software. Bramble concludes, "As an executive agency and trading fund we seek to provide excellent services to our customers, primarily the police and other investigating agencies in the UK. We share Home Office and government objectives for reducing crime and increasing detection rates in specific types of crime.

"We feel this system is part of our solution in working together with those investigating organizations to achieve those aims," adds Bramble. "With the mySAP ERP solution that we have implemented, we are already offering added value to our customers and realizing our eventual aim of becoming a knowledge-management organization."