

Winner:
The BPM Awards 2008

Queensland Rail – SAPR/3 Upgrade in Rollingstock & Component Services



Overview

Queensland Rail (QR) is one of Australia's largest transport providers operating on 20,000 kilometres of track across Australia with its services divided into Passenger Service, Freight Service, Network Access Provision. QR has an annual revenue of \$A3 billion and manages assets of \$10 billion.

The term BPM in QR means aligning business processes with strategic objectives and customer needs, and a changing emphasis from functional to process orientation. It is a whole-of-organisation management approach focused on customers and the alignment of activities and strategic outcomes. Rollingstock & Component Services (RACS) is one of QR's service businesses and provides its customers (internal & external) with Manufacturing, Maintenance and Overhaul services. The business includes workshops in Brisbane, Rockhampton and Townsville to ensure QR's rolling stock is maintained according to the relevant standards and customer expectations. BPM theory and practice were employed in the project to upgrade SAPR/3 to ERP2005 (ECC6) in RACS).

Business Drivers

The overall strategic objective was to evaluate and deliver an enterprise-wide resource planning solution to meet the evolving needs of QR as a modern, commercial and constantly changing business. What was crucial for QR was to implement and utilise an updated, standardised and common resource planning system and platform to bolster business performance. In short, the initiative was the means to reduce costs and use technology and management systems to increase competitiveness.



Business Benefits

The benefits that the project delivered, and will continue to deliver, are as listed below:

- A re-useable and transferable model that will enable the mitigation of risk for information management and business process support when impacted by any IT initiative.
- A clear understanding for the senior RACS management team of the IT application landscape that exists to support the business and customers, as well as the applicable risk scores of each in relation to the criticality to business operations.
- Clarification of the roles of the RACS IT applications, and therefore the business process support priority of each. This captured knowledge will lead to future initiatives in relation to the rationalisation of non-core business applications.
- The ownership structure of both the business process and supporting applications within RACS, and therefore the stakeholder groups that will form the basis of any change management strategies and communication plans that are developed to support future initiatives. This information also enhanced the ECC6 upgrade project in identifying its key stakeholder groups.
- The building of a knowledge base of dependencies between existing local and corporate IT applications and therefore the testing strategies that must be applied when any IT initiative is undertaken.
- The application development of a register that will hold all the relevant data as detailed above for information systems. This tool is now being considered by QR corporate to assist in understanding the multi-layered QR environment.