

Analyzing The Requirements Needed To Align The To-Be Defined OWOW Concept For Boon Edam Service Processes With The SAP FSM Application

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Abstract—Currently, field services are essential in the service sector. Field services set them apart from other services because they offer the opportunity for companies to engage directly with their customers. Technicians as company representatives will have a major impact on customer satisfaction when they perform field services. The better the field service provided, the more satisfied customers are with the company's performance. Therefore, having good field service is the main key to staying afloat in this tight service competition. As the legacy SAP Work Manager at Boon Edam no longer supports them in the service area, the Boon Edam company wants to implement the new SAP Field Service Management (FSM) in hopes of helping them achieve their Global Service Strategy. By analyzing the current situation of how the Boon Edam Service process works and investigating how SAP FSM works, it is hoped that the advice given will help align One Way of Working (OWOW) for Service and SAP FSM. Therefore, it is hoped that the implementation of the SAP FSM Application will run smoothly. The deliverable of the assignment given is an advice in the creation of the to-be defined One Way of Working (OWOW) for Boon Edam Service. The to-be defined OWOW for Service is described in the form of a process flow where this process flow has to include alignment of how Boon Edam Service and SAP FSM work. The main strategy used by the author is to conduct a gap analysis which helps identify what is still missing in the alignment process and how to improve it. At the end of the research, the requirement analysis from the gap analysis resulted that not all alignment processes between the desired requirements and SAP FSM functionality went smoothly. There were also some miss requirements have been found where it seems no functionality within the SAP FSM can carried out in accordance with the desired requirement. Moreover, SAP FSM can cover most of the desired requirements that Boon Edam has. Finally, as part of the recommendation, research on finding out of the box functionality of SAP FSM should be continued. Through that, Boon Edam can maximize the use of SAP FSM and minimize the amount of customization.

Keywords—One Way of Working (OWOW), SAP Field Service Management (FSM), gap analysis, alignment process.

I. INTRODUCTION

Back in 1873, Boon company was founded in Amsterdam where it started as a carpentry shop before finally the company moved to Edam in 1970s and got its current name called “Boon Edam”. Nowadays, Boon Edam has become a mini-multinational company with around 20 subsidiaries spread over the world.

At the moment, the Boon Edam company is transforming from a functional oriented company towards a process-oriented company with the help of One Way of Working (OWOW). Since Boon Edam has a lot of different subsidiaries, departments and cultures within their mini-multinational company, there must be many different ways of “how they work”. Therefore, as their part of strategy to Align People and Work Better Together, they refer this internally as their One Way of Working and One Boon. As Boon Edam has many departments, means there would be more than one OWOW. It could be a OWOW for Manufacturing, a OWOW for Service where all of them are not the same. Thus, during the internship process, the author will only focus on giving an advice throughout the creation of the to-be defined OWOW concept for Boon Edam “Service” processes.

When working on this project, the author used DOT framework to help answer both main and sub-questions within the research. Some specific strategies and methods from DOT framework have been chosen by the author to help suit the research needs. All progress is reviewed weekly in weekly meetings with company tutor to

discuss and help solve any issues that occur. The main strategy used by the author is to conduct a gap analysis which helps identify what is still missing in the alignment process and how to improve it. The author began to study the service process in Boon Edam and mapped it to the SAP FSM functionality. This process resulted in some differences that the author needed to address in order to make the process more aligned.

With all the processes and discussions that the author had during the internship, finally the author was able to carry out her advice in the creation of the to-be defined OWOW for Boon Edam Service. This advice has given Boon Edam an early idea of what is going on in the SAP FSM process flow, while also providing an idea of whether the SAP FSM functionality can meet Boon Edam’s requirements in a similar way to what Boon Edam did or vice versa in a different way.

II. THEORITICAL REVIEW

A. One Way of Working (OWOW)

One Way of Working (OWOW) itself does not mean to have 100% the same way of working since each country has their own different culture and law regulations. But OWOW is more about a harmonious way of

doing certain things or processes to assure Boon Edam as a group uses its full potential to get the desired results.

B. SAP Field Service Management (FSM)

SAP Field Service Management (FSM) is a system designed to assist the service fulfillment process. Using SAP FSM will help company to maximize their field resources to give their best field service to customers.

C. Gap Analysis

A gap analysis is a method of assessing the performance of a business unit to determine whether business requirements or objectives are being met and, if not, what steps should be taken to meet them. [1]

III. METHOD

A. Approach

When working on this project, the author used DOT framework to help answer both main and sub-questions within the research. Some specific strategies and methods from DOT framework have been chosen by the author to help suit the research needs.

TABLE 1
PROJECT APPROACH

Numbering based on the sub research questions	DOT framework strategy	Methods	How the method will be used and why is this the best way?	Outcome
1 st sub question	Field	Focus group	Having discussions with the team and tutor to know how the OWOW concept works	Knowledge of how the OWOW concept works
		Document analysis	Analyze the given documents to know how the OWOW concept works	
		<i>Why these methods?</i>	Both methods are the quickest yet accurate way to know how the OWOW concept works	
<i>Justification</i>	The 1 st sub-question is intended to find out how the OWOW concept works as a prerequisite to perform advice			
2 nd sub question	Field	Focus group	Having discussions with the team and tutor to know how the Boon Edam Service processes work	Knowledge of how Boon Edam Service processes work
		Document analysis	Analyze the given documents to know how the Boon Edam Service processes work. E.g. analyzing process flow	
		<i>Why these methods?</i>	These methods are the quickest yet accurate way to know how the Boon Edam Service processes work	
<i>Justification</i>	The 2 nd sub-question is intended to find out how the Boon Edam Service processes work as a prerequisite to perform advice			
	Field	Focus group	Having discussions with tutors to know how the SAP FSM Application works	
		Document analysis	Analyze the given documents to know how the SAP FSM Application works	

3 rd sub question		<i>Why these methods?</i>	Both methods will help the author get a first overview of how the SAP FSM Application works	Knowledge of how the SAP FSM Application works
	Library	Literature study	Conduct research to get more detailed information about how the SAP FSM Application works.	
		<i>Why this method?</i>	This method will help the author know in more detail about how the SAP FSM Application works	
<i>Justification</i>	The 3 rd sub-question is intended to find out how the SAP FSM work as a prerequisite to perform advice			
4 th sub question	Workshop	Gap analysis	After conducting a research, the author will make a gap analysis to find out the gap (requirement) between the Boon Edam Service processes and the SAP FSM Application	The result of the gap analysis and the creation of the to-be defined OWOW for Service in the form of process flow
		<i>Why this method?</i>	This method will help the author perform the gap analysis to find out the existing gaps to assist in the alignment process	
<i>Justification</i>	The 4 th sub-question is intended to find out the requirement needed to align the current situation of Boon Edam Service processes with the SAP FSM and vice versa			
5 th sub question	Field	Interview	Conduct interviews and discussions with global service departments accompanied by tutors	Updates on the process flow that has been created from the previous outcome based on the feedback received from interview and discussion
		Focus group	Through all the research investigations and interview, group discussion is needed to conclude everything especially the differences that appear	
		<i>Why these methods?</i>	This method will help the author to discuss any differences that appear between the alignment process and solve them	
	Library	Literature study	Doing some research through the SAP Help Portal	
<i>Why this method?</i>		Besides discussion, literature study will help the trainee find some knowledge about how the SAP FSM can overcome the differences that appear		
<i>Justification</i>	The 5 th sub-question is intended to help the author conclude the creation of the process flow to get the final first draft of the to-be defined OWOW for Service as the final deliverable			

B. Strategy

The main strategy used by the author is to conduct a gap analysis which helps identify what is still missing in the alignment process and how to improve it. The author began to

study the service process in Boon Edam and mapped it to the SAP FSM functionality. This process resulted in some differences that the author needed to address in order to make the process more aligned.

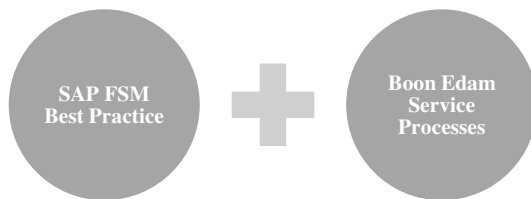


FIGURE 1
MAIN STRATEGY

IV. RESULT AND DISCUSSION

A. Requirement Analysis Table

Requirement analysis table is the result of the gap analysis:

TABLE 2
REQUIREMENT ANALYSIS

Requirement	Service Level	Module	GUI		Notes
			Engineer	Office	
<i>New mobile work manager, keep it simple wish list</i>					
Auto notify customer engineer is on way. Emails customer when they log onto the job to start travelling.	-	-	-	-	Probably no OOB (Out of the Box) capability in FSM which means technicians will still have to do it manually to contact customers if they are on their way to customer premises.
Customer can print their name on same page as signing.	18.2.1 step 30	Field Service Mobile			<p>Detail: Standard Checkout - SAP Help Portal [3]</p> <p>Click the link below and scroll down to section 4. <i>Preview Report</i> to see the signature process and report results: Step by step to work on service call in the Field Service Mobile app SAP Blogs [4]</p> <p>Here are the detailed parameters written in the report: Preview Report Parameters - SAP Help Portal [2]</p>

Notes: the author only attaches an example of a requirement analysis table at a glance

B. Creation of the to-be defined OWOW for Boon Edam Service

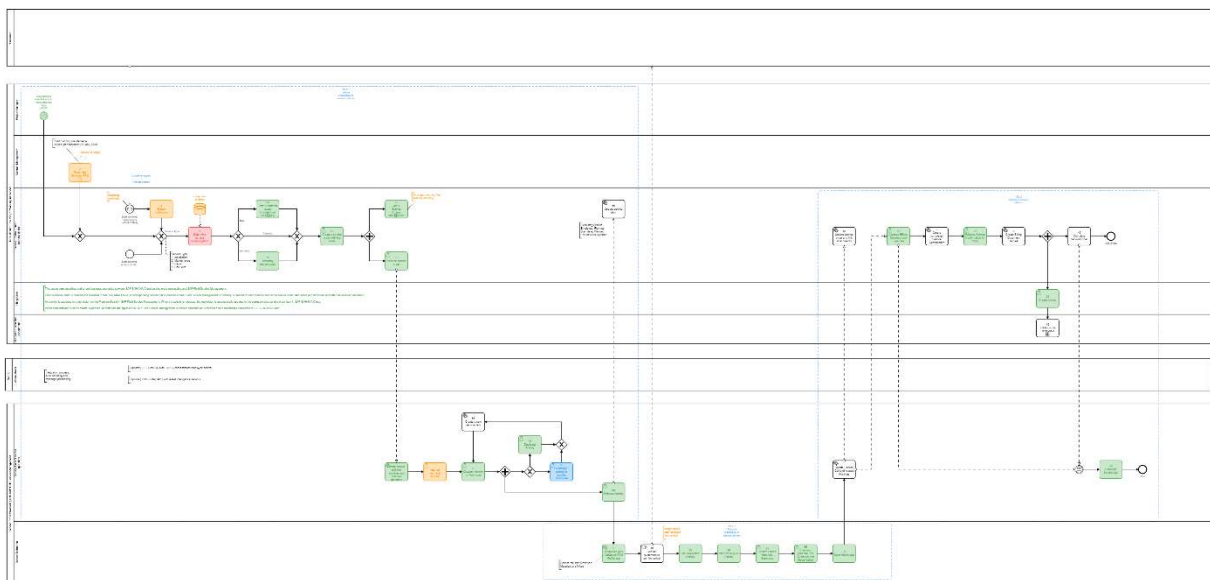


FIGURE 2
THE CREATION OF OWOW FOR SERVICE

C. Discussion

This interview and discussion meeting was held on Tuesday, 17 May 2022 at the Boon Edam Nederland office attended by Boon Edam Nederland and Boon Edam UK Team:

1. Darren Blake (SAP & Data Process Manager from BE UK)
2. Clive Mumby (National Service Manager from BE UK) – via Microsoft Teams
3. Laura Sturley (Service Desk Supervisor from BE UK) – via Microsoft Teams
4. Flip Jonasse (Manager Service from BE Nederland)
5. Arend Cotterink (Maintenance Engineer from BE Nederland)
6. Peter Klein (Business Process Analyst from BE Nederland)
7. Natalia Violi Kristena Wijaya (Intern from BE Nederland)

The main results of the discussion is divided into three part that will be described in separate table below. The author only attaches an example of the result at a glance.

1. 1st Table

This table provides a brief overview of the requirements review.

2. 2nd Table

This table provides information about the additional changes needed in the process flow to better align with how the Boon Edam Service works.

3. 3rd Table

This table provides information about the room for future improvement that can be added to the process flow, this is part of the future requirements.

TABLE 3
A BRIEF OVERVIEW OF THE REQUIREMENT

Requirement	Solution
Auto notify customer about technicians arrival	Probably this activity will still be done manually
Service Type	To simplify the use of YSM(x) codes, the Service Type from SAP FSM could be the denominator for further reporting
RAMS	RAMS (Risk Assessment Method Statement) currently used by BE UK. This requirement has the possibility of being solved by the Smartform feature
Time Recording	Time Recording feature
Record Effort	Time and Material Journal feature will record all the effort, expense, materials, mileage spent by technicians during their work

TABLE 4
ADDITIONAL CHANGES FOR BETTER ALIGNMENT

ACTIVITY	DESCRIPTION
INTERNAL TECHNICAL SUPPORT	INTERNAL TECHNICAL SUPPORT IS AN ADDITIONAL ACTIVITY BETWEEN ACTIVITY STEPS NO 35 AND 40 AT SERVICE LEVEL 18.1.1
ACTIVITY STEP 15 AT SERVICE LEVEL 18.2.2	THIS ACTIVITY (APPROVE EFFORTS, MATERIALS AND EXPENSES) SHOULD BE DONE BY THE SERVICE DESK NOT THE PLANNER

TABLE 5
ROOM FOR IMPROVEMENT (FUTURE REQUIREMENTS)

ROOM FOR IMPROVEMENT	
Remote Sensor (IoT)	This remote sensor can detect problems in related products which later will automatically trigger to create service orders in the future
Configuration Database	Maintenance plan for the life time where data are entered into the system

V. CONCLUSION AND RECOMMENDATION

First, the requirement analysis from the gap analysis resulted that not all alignment processes between the desired requirements and SAP FSM functionality went smoothly.

There were also some miss requirements have been found where it seems no out of the box functionality within the SAP FSM can carried out in accordance with the desired requirement (e.g. auto notify customer when technicians are on their way). Some other

gaps were also worked on to be associated to some of the possible out of the box functionality that SAP FSM has (e.g. RAMS requirement that has possibility to covered by Smartform feature). With all the alignment process, the author concludes that not all the desired requirements can be solved by SAP FSM, but along with that, SAP FSM can also cover most of the requirements either in a similar way to what Boon Edam did or by the out of the box functionality which helps meet the requirement in different ways. Therefore, the results of this requirement analysis have helped Boon Edam in mapping out the alignment process between how Boon Edam Service and SAP FSM work and also become one of the deliverables from the author.

Second, the first final package of the to-be defined OWOW for Service in the form of process flow has been successfully created after the last review in a big meeting (to-be FSM Process Meeting). By using SAP FSM Best Practice as the main input, then the creation of the process flow has helped provide an overview of how SAP FSM works. In addition, it also gives an overview of the relationship between each defined activity and the associated requirements in it. Through the color differences in each defined activity along with the associated requirements within it, it helps to know more precisely which requirements belong to that particular activity or which requirements that do not belong to any activity in the process flow. Therefore, by creating this process flow, the author has completed her main deliverable which is an advice to the creation of the to-be defined OWOW for Service that contains alignment of how SAP FSM works. And the “how” in the main question to provide alignment with the SAP FSM and

defined processes is answered by the use of SAP FSM Best Practice.

As part of recommendation, research on finding out of the box functionality of SAP FSM should be continued. Through that, Boon Edam can maximize the use of SAP FSM even if it has to use a different way of working from the way they used to work in the past. With that, it can help Boon Edam reduce the amount of customization, which is one of their wishes to maximize the usability of the SAP FSM rather than do a lot of customization which is reflected in what they did in the past.

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