Modelling a systematic process development for improving the performance and user satisfaction in educational ERP System using project management practices

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Abstract

Purpose – Purpose of this paper is to highlight the gaps and lacuna in the current ERP implementation models in higher educational institutes for achieving the ROI in terms of user satisfaction and addressing the needs of all the stake holders in terms of better efficiency, total integration of functioning modules, better productivity by mapping the possibility of Project Management standards and best practices to handle the ERP implementation project.

The case study compares three higher educational institutes, their implementation challenges, efforts, roadmap and expected versus actual ROI in terms of user satisfaction, productivity, efficiency and accuracy of the reports for better decision making.

This paper also check and map the validity of one of the most commonly project management frameworks, the project management body of knowledge (PMBOK), to ERP projects. Discussing each category of the framework in turn, the three cases data to illustrate where the PMBOK framework is a good fit or needs refining for ERP projects is used.

Findings – It is found that, by and large, PMBOK, because it is a very broad framework, can make the key aspects of an ERP project work better. The case analysis also raised some interesting insights about how institutes evaluate the success of such complex change management initiatives for users and various other stakeholders.

Research limitations /implications – This research work will need to be extended to cover other case studies of ERP implementation across other industries and organisational contexts to compare and follow the best practices in that domain.

Practical implications – This case analysis can be of great value to the educational institutes, Management and ERP project managers who are in the early stages of a project and need to understand and anticipate the areas which will require specific attention on their part, based on their knowledge of the specific circumstances within their organisational context.

This paper compares three different cases of a roll out of ERP implementation in three different business schools and maps the process of implementation to investigate the standards with PMI standards to propose the model which can ease the experience for other higher educational institutes to do the gap analysis and increase the user satisfaction.

Findings: As a part of this process, in the study it is found that there are many factors, key points which should be given importance while designing the ERP implementation project plan. The case analysis also highlighted some main success factors like change management techniques which should be used to achieve the goal. Comparative

analysis is also done as a part of this study to understand the scenario, pain points and gap analysis mechanism followed in ERP implementation projects in other higher educational institutes.

This paper describes the key success factors as well as errors which need to be avoided in the overall execution of ERP implementation project. This paper also illustrates the standards and project management strategy which can be adopted for better results of ERP implementation projects.

This paper also aims to study the ERP Challenges Higher education still facing in Implementation /Switching from one ERP product to other/ Performance evaluation and user satisfaction for better productivity and overall impact as well as the output in terms perfect data for decision making and better results for the users.

Challenges in higher education institutions need to be revisited to map the user requirements in the current scenario and online mode of operation for better results and total integration of various modules in totality.

Keywords: Project Management, ERP implementation, User satisfaction   Paper type: Case study

Introduction

ERP (enterprise resource planning) software tries to integrate the management of all major functional modules and processes in an enterprise. Ideally it is expected to simplify the process and integrate and bring total transparency in overall functioning of the institute. With a common central repository system, it is expected to provide a single version of the fact in real time throughout the organization cutting across departmental boundaries.

Despite all efforts still it is observed that the success rate of enterprise resource planning (ERP) implementations in educational institutes is not very high and there is need to develop a systematic modelling process for the successful roll out which is a major gap still there in the higher educational institutes compared to roll out of ERP implementation in industries where the adaption of the systems is better. This paper aims to focus this gap and tries to bring the structured approach to map each process of implementation using project management techniques. It's has often been observed that a combination of inadequate preparedness and inappropriate project management have been responsible for the low-success rate of ERP implementations. The purpose of this paper is to present study three different cases to learn and understand the gaps and map the scope for project management standards for implementation to increase the user satisfaction level.

Technology and technological implementations in the organisations do not assure the success unless stakeholders' requirements are met and productivity is measured in a systematic structure.

There are various evidences when such changes and change management is not handled thoughtfully and which in turn leads to waste of time and resources, delays in the projects. This paper aims to build a roadmap which can help educational institutes to get the idea and reference before going for ERP implementation or to trace the lacunas and gaps during the implementation.

The purpose of this paper is to highlight the lacunas in the process of ERP implementation and to propose a model for systemic process development for improving the performance and user satisfaction through study of three different case studies in the higher educational institutes in Management domain.

There are many higher educational institutions that have gone in operational mode and implemented ERP Digitization Project. The process is set to efficiently transform its processes & systems for operational efficiency, transparency and a better user experience in day-to-day functionalities for the students & administration alike.

Worldwide adoption of ERP Systems in Higher Education Institutions (HEIs) has increased substantially over the past decade. Though the demand is growing, in terms of user satisfaction and expected ROI institutes are still struggling to measure the productivity.

This paper presents a descriptive case study conducted at three different institute in Management domain in Mumbai, with emphasis on challenges with ERP adoption. The study provides rich contextual details about ERP system various phases like selection, customisation, integration and evaluation, and insights into the role of consultants in the HE sectors.

Though a considerable amount of research has been carried out on studying the critical success factors for successful ERP implementation in various sectors including education domain, there is not proper methodical model to improve the final result and reduce the general delays. This is based on the observations noted in three ERP implementation

case studies, though there are multiple benefits of successful ERP implementation, many implementations are failing to reap the benefits of the new enterprise management systems. There are many cases available where it is observed that many Higher Educational institutes take this IT software implementation project in an unstructured manner without enough amount invested in planning, anticipating the critical success factors, change management process and the expected results and user satisfaction in the beginning, which leads to the delay in the project, low degree of user satisfaction.

There are various possibilities and scenarios when institutes need to relook the existing model of IS implemented towards expected results and actual results delivered from better functionality and efficiency.

The objective is to study and suggest a standard process and practice for the change management process. It is very important to learn the complexity of the project to control time, cost and quality of the result.

Through the case studies the complexity of the project is explored in terms of various parameters. Process is observed at every stage showing the gaps and errors to avoid and manage the complexity in a structured manner.

The ability to deliver projects on schedule, on budget, and aligned with educational institute's goal is key to gaining an edge in today's highly competitive educational domain and getting aligned with global business environment. Focus is to study and align the principles of Project Management techniques to execute the implementation project. Three Cases are explored in detail to know the difference in executing implementation projects with comprehensive understanding of project management and also execution without project management techniques. It is important for the person who is in charge of the ERP project to have a comprehensive understanding of project management, from project management basics to extensive experience. It is important for Project Champions in ERP projects to have thorough understanding of handling complex assignments, one that blends organizational skills, an analytical mind, and adept interpersonal abilities.

Irrespective of various types and domains, every project is having the following components:

- Goal: What are you trying to achieve as the goal?

- Timeline: What is the expected timeline to achieve the goal?

- Budget: How much will it cost to achieve?

- Stakeholders: Who are the major players who have an interest in this project in terms of their specific requirements?

- Project manager: Who is going to be the head and make sure everything that needs to be completed gets completed by handling various teams and respective process owners?

A project is not something routine. Day-to-day operations or maintenance is not considered a project because it does not have a definitive start and end. ERP implementation and user satisfaction can be considered as a Project to achieve the goal, timeline and Budget for the educational institutes.

Project management methodologies are a set of guiding principles and processes used plan, manage, and execute projects. The project management methodology you choose determines how work is prioritized and completed. This can further define the boundaries, phases, timelines and quality of the output.

In this paper, it is proposed to use PMBOK standards for ERP implementation and performance evaluation as a best practice, which stands for Project Management Body of Knowledge, and it is the entire collection of processes, best practices, terminologies, and guidelines that are accepted as standard within the project management industry. As PMBOK is considered valuable for companies as it helps them standardize practices across various departments, tailor processes to suit specific needs, and prevent project failures, the same is tried to get mapped with respect to the case studies explored.

The PMBOK framework is studied and put forward as the best practice to understand project management in ERP implementation projects. PMBOK standards are applied in building the model for successful ERP implementations. In the next section, the accuracy of meeting the user requirements and specifications and user satisfaction is measured by talking to various stakeholders for mapping the satisfaction level as a part of performance evaluation matrix.

To map the pain points and experiences of stakeholders in these types of projects three cases have been explored to capture the data. In the next section the findings of the cases have been reviewed and the model is proposed based on PMBOK standards.

The following five project management process groups are mapped and compared in all the three case studies.

Initiating: It is explored and checked whether the goal is set properly to define the project or not

o   Announcing a kick-off meeting for the implementation of Enterprise Resource Planning (ERP) project.

o   Assigning a Core and dedicated Project Team

A capable and efficient team will ensure your ERP software works as it should. These people should be given ample time, support, and skills to perform an ERP implementation effectively. Without which organisation risks delays and growing costs, as the software may not fulfil the user requirements.

It's important to appoint those team members who are dedicated employees to the implementation effort. The team members, who understand functional, academic and administrative processes of the institution, will be in a better position to interact with others in the organisation, and can get trust and appreciation from the staff, faculty and executive management.

As observed in one of the cases If there a switch from one ERP to another , institutes often assign employees adequate time for ERP projects, as they've suffered ERP failures or setbacks in the past experience.

Ideally, team members should work full-time on the project, and their involvement in other responsibilities and multitasking could make it difficult for them to keep up with the pace of activities, which in turn can lead to adding only negligible value to the project.

 The core project team would ideally consist of a project lead supported by a core team of functional/departmental leads or members who are knowledgeable about the company's processes and/or have done an ERP project before.

The team also needs executive support, with a member of senior management assigned as a "project sponsor", to help successfully deliver the project. Major implementations always require decisions on priorities and trade-offs of resources. A lack of top-down buy-in and commitment from executive management can hamper the efforts of even the most qualified team. The project sponsor can help facilitate executive support to ensure the project team is fully committed to the ERP project.

An ERP implementation team should include:

- A project sponsor,

- A project manager, *and*

- Representatives of critical business units.

The implementation team should:

- Establish goals, requirements, and key performance indicators (KPIs)

- Carry out the daily project management tasks

KPIs help the team effectively manage the project's time and budget Besides measuring results,

Implementing a modern ERP system on time and on budget is a significant challenge for an educational institute. Institute may or may not have enough resources who can control, communicate and execute the project. In such case there is a need to engage a consultant who has got the experience of implementation in the domain and can help with the process using project management practices. It's always important to have best people on the implementation team to lay the foundation for future success.

Conflict and stress are the commonly seen situations in any ERP project as most people are resistant to change; Project team should be able to resolve disputes as necessary. Having implementation strategy after considering user feedback and input is the most important phase in the project. Team members having a good grasp of how to achieve the best results can certainly help organisation to achieve the end result.

Following phases as per PMBOK standards can help to bridge the gap and execute the project in a systematics way following the timelines.

Planning: In this phase it is mapped whether a roadmap is developed for everyone to follow.

Defining Requirements & Specifications

- Precise requirements that link to educational functional model are vital to ERP implementation. Goals may include automating processes and integrating all functional modules to save time and lower costs.

- Analysing current systems, workflows, and current processes are aspects of requirements gathering. It's essential to gather data on what optimization is needed to improve to increase the efficiency and productivity such as accounting, academics, Student management, administration human resources, and inventory to achieve institutional goals. The implementation team needs to understand process flow to realize how the ERP solution can provide improvement.

- Analysing systems with the help of process owners based on their experiences and determining their deficiencies helps to develop a list of critical requirements your ERP implementation needs to meet.

Ensuring a perfect Project Management Framework for implementation

- Unfortunately, ERP implementation projects result into delays due to a lack of solid project management. It's very important to have a good project management framework to help guide your ERP implementation to successful completion.
- Having good vendor partner as a project manager can help to ensure the scope of your project is well defined and that timelines are met. Project management should focus on aligning the ERP initiative with users needs, sustaining the project, and ensuring that executives and other stakeholders can provide input as per the expected formats.
- There has to be clear understanding and proper documentation in each step between the institute project manager and partner project manager on every phase such as testing the system, training staff, gathering feedback, and resolving issues.

Executing & Monitoring:

In this stage it is explored whether the project team is built and deliverables are created. Whether Project managers were monitoring and measuring project performance to ensure it stays on track.

Stakeholders must recognize the goals and objectives of your ERP implementation. Everyone in the organisation is expected to understand why the ERP system is beneficial to themselves and the organisation.

Clear communication and collaboration help to increase a mutual understanding. High-level executives such as Management representatives, Director and respective process owners should help to communicate the importance of the project to the entire staff. Regular meetings should be conducted to coordinate efforts, identify problems, and communicate successes.

A regular committee meeting should be set up monthly or quarterly with key members of the project team, stakeholders, and essential staff from your vendor partner to discuss and highlight key concerns. These meetings are important to ensure everyone is on the same page and to resolve any issues. To have the focused approach offline meetings are more effective than the online meetings. Systematic documentation and proper division of responsibility help to get better output and speed up the execution of the module.

It's also important to communicate about the implementation to all the stakeholders internally so that they can understand how the changes will positively impact them.

Migrating Data from one system to another

Migrations from one system to another can lead to loss or corruption of data, especially if you're consolidating data from various applications. That's why there should be a proper planning and preparation.

Understanding and capturing data by the Vendor partner early in the process is very important so they can see how it looks and determine the data quality. Vendor team should be given clear idea about all kinds of reports you produce to inform them on how the data should be set up in the system to produce the analytics you need.

Your ERP partner, your IT staff, and your implementation team will all need to assist for successful data migration to avoid issues

Training the Users

All stakeholders and users need time to be comfortable with the new ERP system. Training makes this possible. There should be a room designated for training and the core project team should be responsible to learn the system and help get others trained.

Selected super admin staff should receive extensive training and then they can mentor others in their departments for a "train the trainer" approach. Training through videos and tutorials can help users with the system's functionality that is relevant to their work. A systematic approach to capture the queries and resolving it, documenting it can help to understand system better.

Closing: As a part of this phase, it is explored whether the project completion plan is developed and the project is transferred to another team who will maintain it with proper documentation and the guidelines to be able to maintain it properly

Implementing a best ERP solution that suits all institute needs is important. For example, to track a student from admission to being an alumni and track his movement in the future after leaving the institute too. It would help integrate academics of every student. It should also track a faculty member from the application process to post retirement phase. This will ensure a seamless integration of all entities across the campus.

Education Sector is one of the most important areas and there is a huge potential for innovation through Digitization and adoption of Digital technologies. But to make this happen it is realised though the research and case studies that there is a need to have a systematic process development for improving the performance and user satisfaction by Ensuring a Solid Project Management Framework.

The proposed steps based on PMBOK framework are mapped and studied in the case studies explored.

It's not a simple task to implement an ERP system and it may seem very difficult to achieve the goal and ROI. However, when executed properly, the rewards can be much better as per the expected framework, providing increased productivity and efficiency in the real sense.

Case studies analysis

Some important drivers for Institutes for formulating **ERP Strategy** on the basis of visits made to three different Higher education institutes in the management domain.

Though the final decision making from commercial point of view is not in the scope of this study, following five Perspectives were used to capture the data

- Need or pain points to go for ERP solution from management and user perspective

- Performance Evaluation from user point of view

- Internal business perspective

- Operational perspective

Parameters explored	HE institute 1	HE institute 2	HE institute 3
People from the client's side with whom interacted	Principal – Faculty / Admin Staff / Placement Head -Accountant -Librarian & other Users	Director Faculty / Admin Staff/ Placement Head & other Users	Director Faculty / Admin Staff/ Placement Head & other Users
People from the implementation team	Vendor side– Implementation head and the team / Institute side implementation head and the team /	Vendor side– Implementation head and the team / Institute side implementation head and the team /	Vendor side– Implementation head and the team / Institute side implementation head and the team /
Need to explore and revisit ERP solution and user satisfaction , performance evaluation Client's perspective Pain Points	Fees Collection module only is currently used	Mainly to get ease in the admission Process	Existing ERP is not fulfilling the needs of various functionalities
Is the ERP implementation process stressful	Yes	Yes	Yes
Vendor's role as the consultant for suggesting the modules as per the needs and requirement specification	Vendor's role as the consultant is missing causing delays and lack of clarity in implementations. No specific project plan and timelines submitted in the process.	Vendor's role as the consultant is missing causing delays and lack of clarity in implementations. No specific project plan and timelines submitted in the process.	Vendor's role as the consultant is missing causing delays and lack of clarity in implementations. No specific project plan and timelines submitted in the process.
Main modules currently in use	1. Admission Process 2. Issuing Bonafide /Trnscripts -Kiosks 3. Library Module	Admission Process	Examination & Academics (Admission / Result / Finance is not

	4. Few Administrative tasks Students module		integrated fully)
Not handling these modules	1. Students Attendance currently no through the system 2. Examination module	Generating Time Table	Result and Mark sheet generation was not integrated
List of Current Reports generated and used by various Users	Students performance /subject wise report/ Employee Report	Students performance /subject wise report/ Employee Report	Attendance Record/Students performance /subject wise report
Cloud Model for data storage	• Hybrid Module with some part with the client	Data is on Cloud completely	With current ERP – data is on the cloud
Technology Platform used	Customization and developing modules as per the needs	Moodle platform	Customization and developing modules as per the user needs
Allow shorter time for Reporting	To some extent for some users	Admission process , 360 degree of students , placement report are easier	To some extent for some users -
Consolidate Multiple Systems	Not fully	Not fully	Not fully
Standardize and Consolidate data	To some extent	Not fully integrated	Not fully integrated
Improve Employee productivity	Not all the user needs are fulfilled	Not evaluated with proper structure	Not evaluated with proper structure

Enable employee self-Service	To some extent	To some extent	To some extent
Overall usage of the system feature by the users	Not all the features	Not all the features	Not all the features
Ensure regulatory compliance	Yes	yes	yes
Migrate from another vendor	Migration from one system to other is big problem. Not used proper project management plan to handle the change management	Migration from one system to other is big problem. Not used proper project management plan to handle the change management	No specific timeline and planning for handling the project
Streamline integration with other core apps	There is a difference between actual and expected. Not fully	There is a difference between actual and expected. Not fully	There is a difference between actual and expected. Not fully
Increase accuracy of reporting	To some extent	To some extent	Not fully
Replace the legacy system totally	Not fully	Not fully	Not fully
Integration with other enterprise systems	Yes	Not fully	Not fully
Support for Customization	To some extent	To some extent	To some extent

Built-in analytics	Not in use as it should be	Not completely in use as it should be	Not completely in use as it should be
Customer 's Perspective as Management	Facilities are there but not getting used fully by the users	System is good but we have initially gone for only selective 8 modules and not all at a time. Payment should be on the module base and not the student base Admission form designing and the process has been handled very well with many iterations along with some other modules This particular vendor selection over others are because of following Having implantation experience of B-schools (Domain is clear) Better in mapping the expectations	Not all functional modules are used fully by the users
Customers' experience and Suggestions (Other users)	Not complete integration is done/ Implementation Process is time consuming and not fully planned / Not complete interconnectivity in the modules	Not complete integration/ Implementation Process is time consuming and not fully planned / Not complete interconnectivity in the modules	Not complete integration/ Implementation Process is time consuming and not fully planned / Not complete interconnectivity in the modules
Vendor 's Implementation roadmap	Not much clarity on the project plan from the vendor side	Not much clarity on the project plan from the vendor side	Not much clarity on the project plan from the vendor side

No. of people in a team to for actual implementation	No proper division of roles and responsibilities planned during the project	No proper division of roles and responsibilities planned during the project	No proper division of roles and responsibilities planned during the project
Actual no. of modules implemented and the time taken	Module wise Time management chart is not shared	Module wise Time management chart is not shared	Module wise Time management chart is not shared
Frequency of the training program conducted for the users	Not properly planned structure	Not properly planned structure	Not properly planned structure
AMC structure	Last four years AMC is with the vendor with a team 12 engineers seating on campus making all the changes as and when required	Started implementation of 8 modules in the Month of February 2018 and process is currently on with placement module , admission module , students module ready	Changing from the current ERP to new ERP

After analysing the three case studies based on the data collected from various stakeholders involved in the process, it was strongly felt the need of "best practice" for ERP implementation project. There should be project governance and the need for a multi-level structure controlling the entire process in with good leadership and process owners is required.

The ERP project maintaining focus in terms of direction and execution, user involvement can reduce the possibility of delays and rework due to the fact that timely problem resolution could be carried out. Overall, these structures supported timely decision making in an effort to minimise the impact, or avoid the possibility, of risks on the project.

It also shows the crucial importance of the proper selection of team members and the need for a high profile team leader is very important. Having the project implementation map from the vendor to the institute should be the first step after understanding the overall first level of requirements in various modules. In the initial phase the roadmap should then be divided gradually into various processes by involving various process owners and the respective teams. It's been observed in all the three cases no proper awareness of the project implementation to the users. Lack of user involvement in the process from the beginning has resulted into delays.

In all these cases, Project manager's role was not clearly defined and there was a lack of roadmap for the process to the management as well as to the vendor. No specific timeline was set for the modules with predefined structure. This in turn resulted into unclear requirement specifications of the users.

Lack of strong management involvement to impose its rules to speed up the process and controlling the activities was also one of the reasons for the process implementation and inefficiencies.

This research brings us closer to an ERP-specific project management for educational institutes. It also suggests a complete new approach for such transformational change in the organisation by applying best practices in management at every stage from the beginning to the closure of the project.

Further, case studies are planned to assemble a complete set of best practice recommendations for future ERP project managers. However, a potential weakness in the current methodology is that the pharmaceutical sector is highly regulated; therefore business functions are very familiar with the bureaucratic constraints imposed by external bodies in terms of quality, safety, traceability and transactional integrity.

In fact, looking at a sample of such implementations in a less regulated organisational environment, through the lens of the PMBOK framework, would constitute a further step in validating the findings of this study

Conclusion

Our study into the current ERP implementations and possibility of mapping it with project management standards in three cases based on PMBOK framework explains the need of "best practice" in terms of ERP implementation.

LMS Functional Area which is generally required to be integrated in higher education institutes for various users is as follows.

In particular, it shows the importance of project planning, execution and governance and the need for a structured modelling for the implementation. After studding and analysing the experiences from the stakeholders in all three cases
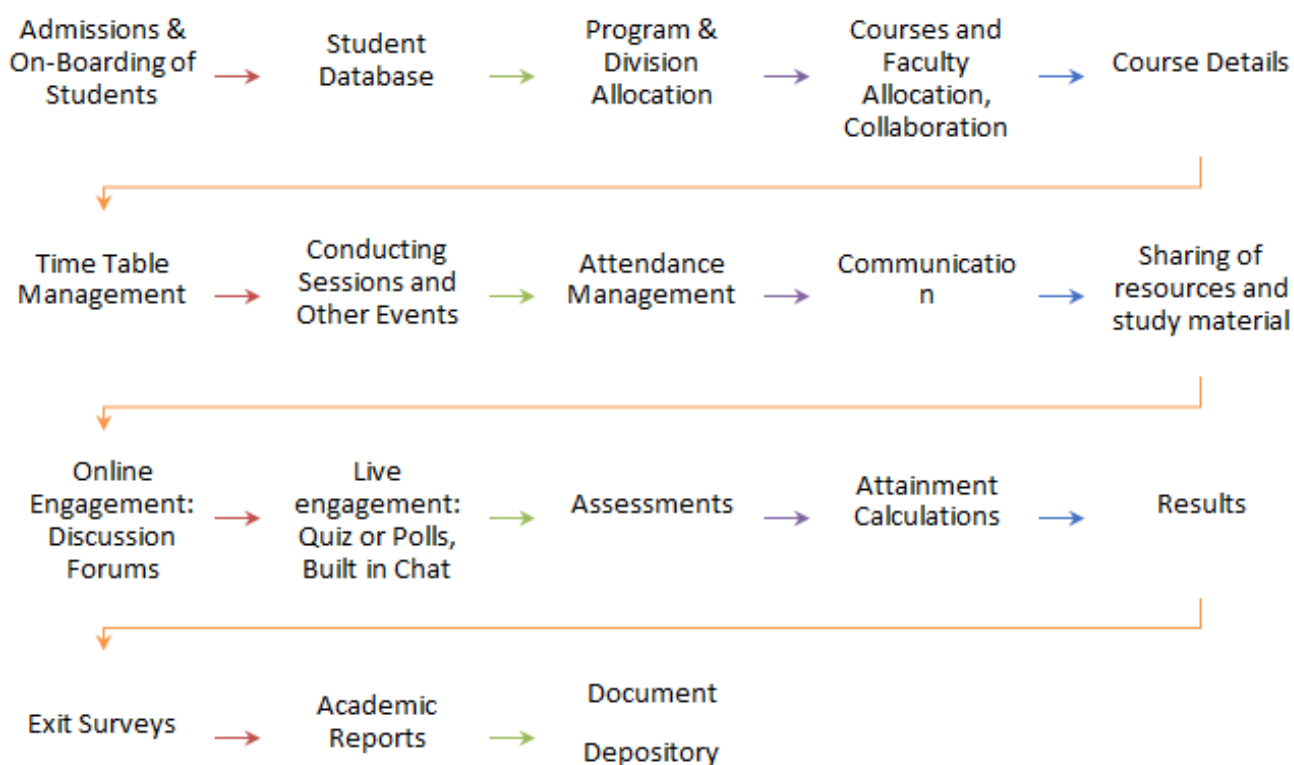
the need of governance structure is clearly observed in terms of direction, reduced the possibility of delays and rework due to the fact that timely problem resolution could be carried out. Overall, Project management practices can support timely decision making in an effort to minimise the impact, or avoid the possibility, of risks on the project. It also indicates the crucial importance of the proper selection of team members and the need for a high profile team leader. Being able to call on specific local skills at different points in the project, whether they were application focused or business focused, was a strong factor in the success of the implementation. There is need to develop institute templates and execution/roll-out plan, which can greatly increase the success rate of ERP projects.

While exploring the experiences of various stakeholders, management and implementation team from the vendor as well as the parent institution, it is observed that Project managers need to be very clear about all the phases, target requirements as per customer specifications, timeline and control on the execution of the project to avoid delays and disastrous consequences. There has to be a proper control and governance from even management side to impose the

rule and norm for the required changes. Preserving experiences and learning in each phase can benefit to all stakeholders is important phase.

This research has tried to focus and map the importance of ERP-specific project management with project management techniques for educational institutes. This research is planned for capturing the lacunas and develops best practices for future ERP project Managers.

The main important point studied is that since education domain is not highly regulated as compared to other highly regulated sector,

The proper modelling based on project management techniques can ensure that an ERP implementation functions effectively by splitting the whole system into components with specific functions. Users only have access to the functionality that pertains to their jobs. However, the system manages all data and when a user makes a change it is updated immediately with everyone working off of the same information.

A successful ERP software implementation can be ensured by using the best practices of project management standards mentioned above.
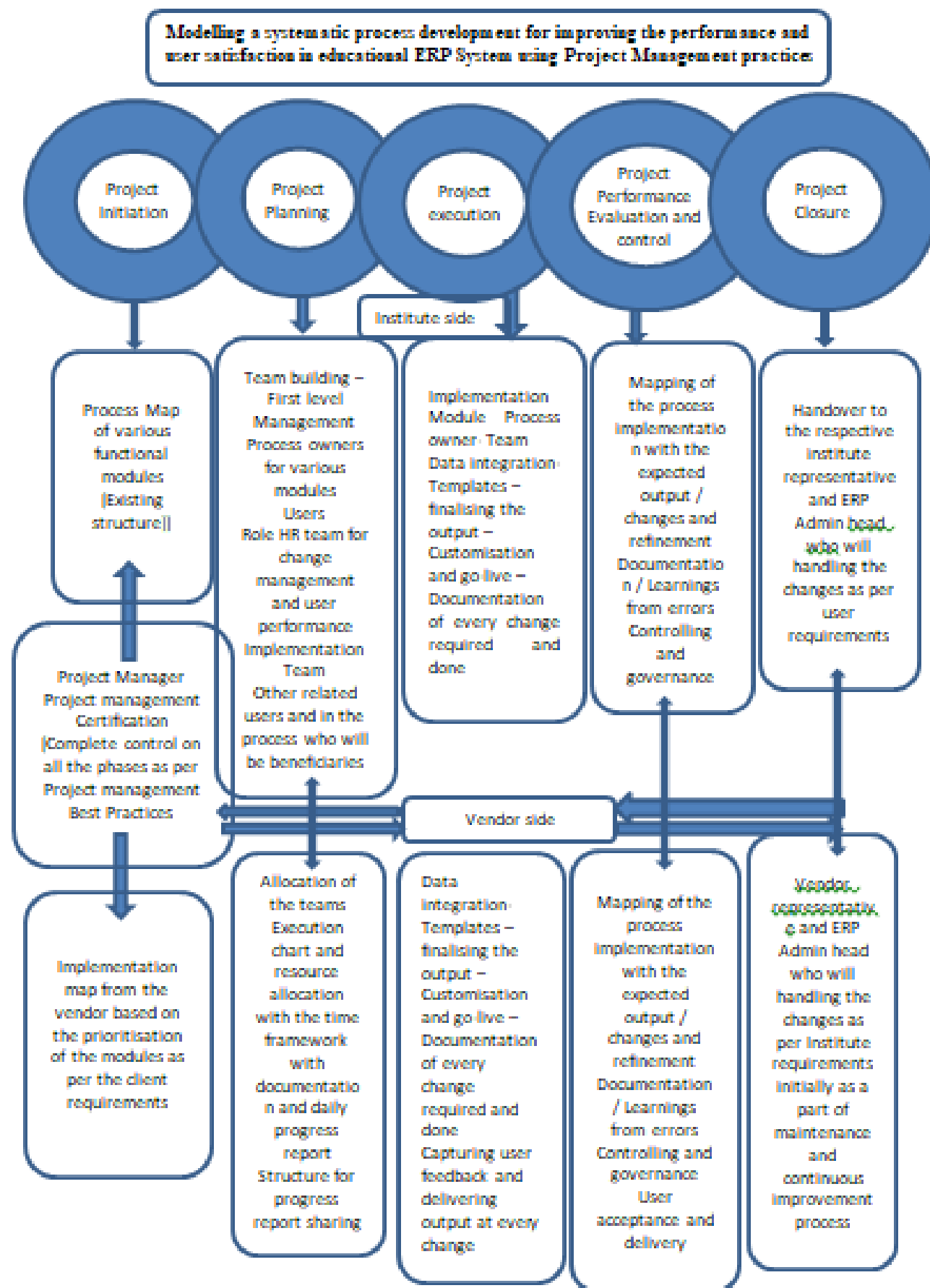
 The most important phase of ERP implementation is planning. In this stage, Project management Standards can help to develop and control the plan, timelines and quality of reports as per user requirements. This is in turn can develop the tight control for the ERP vendor to learn about the processes and deliver the output as per the full scope of the project. This phase is very important to the rest of the project and how the ERP Software will be configured to other all processes and data needs of users.

Though all the phases of the project are critical, but if the Requirement specifications and processes are not adequately understood, the rest of the project will be at risk and can't generate expected return on investment.

So there is a need to handle this with proper project management standards for the overall successful delivery of this project including its support, Operations, and key vendor relationships.

Understanding the project scope, schedule, deliverables; and working closely with internal stakeholders to understand their needs and expectations is very important. End to end program management – project initiation, planning, execution, control, and closure should be the main structured agenda.

Following is the proposed model to handle ERP transformational change for the educational institutes from the user perspective

Modelling a systematic process development for improving the performance and user satisfaction in educational ERP System using Project Management practices

Following are the proposed main responsibilities Project manager dedicated on the project with Project management certification can bring the difference in the following responsibilities.

- Collaborating effectively with internal stakeholders, both in-person and through remote working models as needed;
- Interfacing with the ERP implementation partner who will work remotely; Project Manager – ERP Implementation 2
- Transition and change management – pre, during and post project implementation;
- Project stakeholder management – working closely with internal and external stakeholders;
- Partner relationship management – maintaining a healthy working relationship without compromising on deliverables and outcomes;
- Project scope and schedule management;
- Driving periodic project reviews and mitigating risks with due diligence and a data driven approach;
- Escalating project issues to the senior management when needed;
- Contributing to the delivery of all aspects of the project and services: controlling and reporting on project activities, systems and information security;
- Driving accountability and continual service improvements - reviewing support practices, performing trend analysis on key operational metrics, ensuring a high focus on end-to-end project delivery;
- Reporting, analysing, and resolving issues related to the implementation, stakeholders, and project operations that may impact service quality; ensuring that stakeholders' questions and problems are resolved properly and quickly;
- Improving support experience for quality results by studying, evaluating, and redesigning processes, establishing and communicating service metrics, monitoring and analysing results, and implementing changes;
- Using and creating knowledge base articles based on new product information, support incidents, and/ or common or critical issues;
- Implementing process optimisation, improvements, and modernisation initiatives where appropriate;
- Identifying process inefficiencies and compliance issues, and implementing strategic solutions;
- Participating actively and collaborating within the IT team, providing feedback on current day to day activities, and recommending improvements;

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