Danish Defence
Resource Management System
DeMars

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Chief of Financial Management Project Organisation

Curriculum Vitae

- **1999: Chief Finance Management Project Organisation**

- **1987-99: Head of Financial Department, Defence Construction Service**

- **1983-87: Budget officer, Air Materiel Command**

- **1981-83: UN military observer**

- **1977-81: Teacher and course manager, Defence Administrative School**

DeMars Background

- **Basis in new management philosophy (DeMap)**

- **Integrated enterprise information system (DeMars)**

- **Improved and integrated administration**

- **Improved data consistency**

- **Technological improvements**

What will be achieved by DeMap?

Management

**Resource-oriented
(input)
Segmental Management**

↓

**Result-oriented
(output)
Total Management**

Culture

**Rules-oriented
Administrative Culture**

↓

**Performance-oriented
Cooperative Culture**

Danish Defence
Resource Management System

- **Used for management and administration of**
  - **Finance**
  - **Equipment and materiel**
  - **Personnel**
  - **Buildings and infrastructure**
  - **Informatics**
  - **Organisational structure**
  - **Management information**

Danish Defence Key Figures

- **Approx. 31,000 employees in peacetime**
- **A total handling of approx. 200,000 persons**
- **88 separate authorities with individual budgets**
- **13,500 vehicles**
- **26 naval ships and approx. 72 other vessels**
- **69 fighter aircrafts and approx. 75 other aircrafts**
- **2.8 million square meters of floor space**
- **30,000 hectares of land**
- **19 schools and major training facilities**
- **Approximately 400,000 items in stock**

Scope of DeMars Project

- ## Organization
  - **Entire Ministry of Defence**
  - **Defence Command Denmark is responsible for tender, implementation and operation**

- ## Financial resources
  - **Approx. 700 mill. DKK (100 mill. Euro)**

- ## Internal resources
  - **Approx. 570 man-years (approx. 170 mill. DKK)**
  - **Approx. 6,000 end-users**

- ## Time frame
  - **1998 – 2004 phased implementation**

- ## System replacement
  - **60 old central systems**
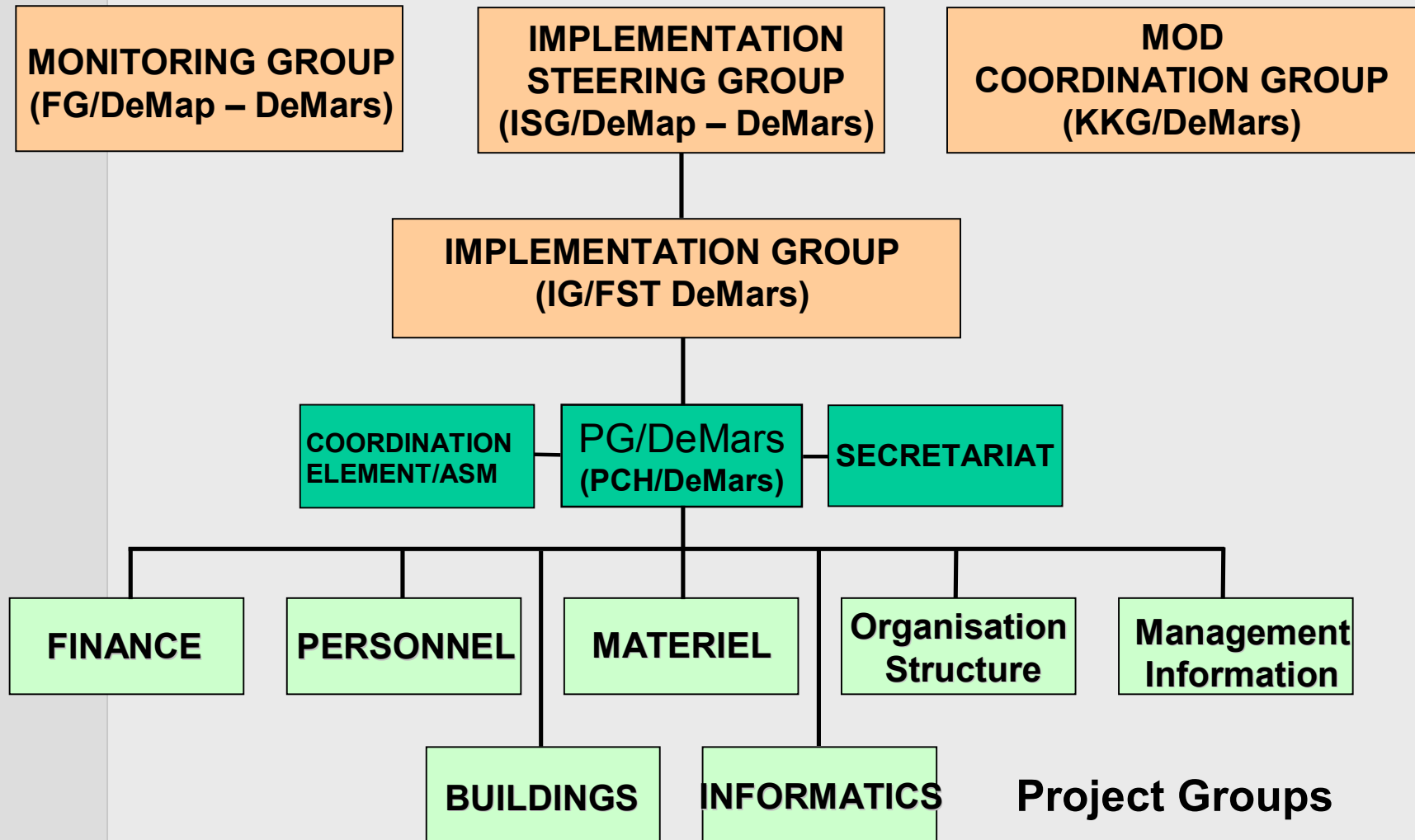 - **30 old local systems**

DeMars IT Strategy

- **MoD general IT strategy**
  - **Greatest possible use of Commercial Off-The-Shelf products**

- **One IT infrastructure**

- **One resource management system**

- **One enterprise model**

- **One system requirement specification**

- **One service and maintenance organization**

- **One implementation sequence**
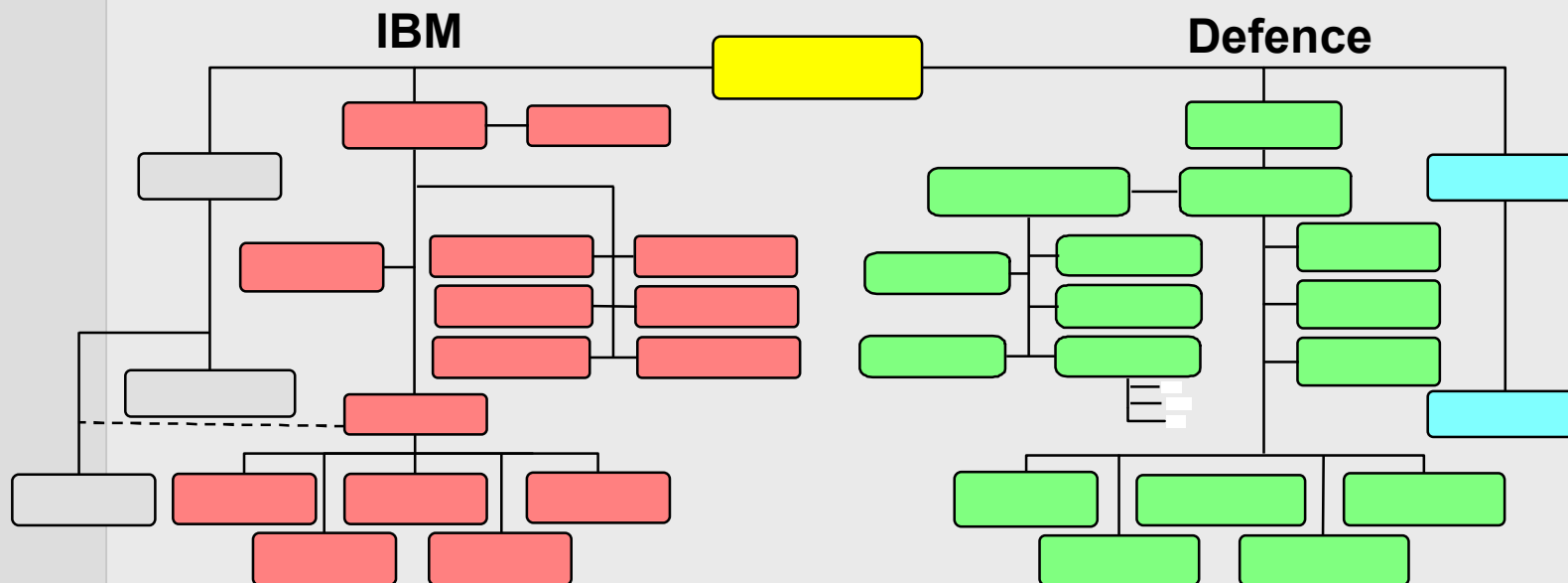
- **One project organization**

Implementation Organization

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│  MONITORING GROUP    │  │   IMPLEMENTATION     │  │        MOD           │
│  (FG/DeMap – DeMars) │  │   STEERING GROUP     │  │ COORDINATION GROUP   │
│                      │  │ (ISG/DeMap – DeMars) │  │   (KKG/DeMars)       │
└──────────────────────┘  └──────────────────────┘  └──────────────────────┘
                                     │
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                          │ IMPLEMENTATION GROUP │
                          │   (IG/FST DeMars)    │
                          └──────────────────────┘
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              ┌──────────────┬───────┴──────┬──────────────┐
     ┌─────────────────┐ ┌──────────────┐ ┌─────────────┐
     │  COORDINATION   │ │  PG/DeMars   │ │ SECRETARIAT │
     │  ELEMENT/ASM    │ │ (PCH/DeMars) │ │             │
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| FINANCE | PERSONNEL | MATERIEL | Organisation Structure | Management Information |

| BUILDINGS | INFORMATICS | **Project Groups** |

- **Mirror image**
- **Integrated**
- **Co-located**

Version Plan Foundation

- **Development of six versions (subprojects) with each version introducing new functionalities**

- **Development over a period of six years**

- **Rollout of one new version per year throughout the whole organisation**

- **Logical construction**

- **Yearly review of version plan**

- **Moved from functional orientation to process orientation**

DeMars Version Implementation Project Methodology

6 months	12 months	9 months
DM Planning	**DM ISIM**	**Roll out**

- **Validate business decisions**
- **Define interfaces to Legacy**
- **Plan roll out**

- **Process Design**
- **Create solution**
- **Test: Technical, Process, Integration**
- **Document**
  - **Business decisions (why)**
  - **Process model (what)**
  - **Technical descriptions (how to maintain)**
  - **Usage guides (how to use)**

Version 0 Version 1 Version 2 Version 3A Version 3B
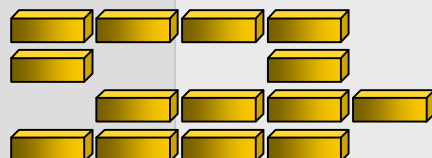
- **Inform organization**
- **Educate users**
- **Convert and load data**

Critical Success Factors

- **Decision capability of main organization**
- **Change readiness of main organization**

- **Competence of project organization**
- **Retaining qualified project team members**

- **Daily cooperation with contractor**
- **Use of consultants**

- **Interfaces and conversions**
- **Training task and key-users**
- **Organizational roll-out of a version**