



How to stay
NEGATIVE
When Everybody Tests
POSITIVE ?

SURF

THE PROJECT TEAM AT SURF

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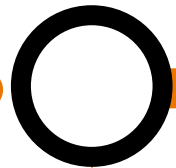


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Our COVID Journey

30-DAY CRISIS PRODUCTION

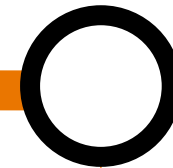


in this phase we found ourselves in a crisis situation, we had 30 days from the first phone call to deliver a distribution network capable of delivering an estimated 500,000 self-test a week.

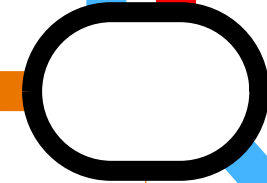


After the initial general availability of the platform and after all short-cuts we took we needed to tidy up the logistic processes and focus on the legitimacy of the procurement processes.

THE LONG HAUL



This phase was characterised by politics and doubt since the number of infections after the summer was relatively low.



END OF LINE

Since running a distribution platform of self-tests is not the core-business of an NREN we tried to wind down the operations but reality kicked in by increasing number of infections, and various scenarios of the Ministry of Education



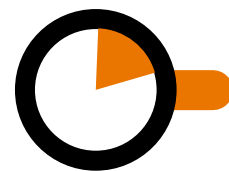
Spring 2021, How to Re-Open the Universities and Schools?

- The Plan
 - Students and staff need to perform a COVID19 self-test twice a week
 - Over 50 Millions of these tests were ordered by Ministry of Health
 - Bi-weekly distribution to all campus/school locations
- However
 - Logistic challenges in handing out the Self-Test at the campus locations → Administration, large concentration of people, discipline to return home (to test or after positive test?)
 - Self-Test ordered not in stock, amount and brand yet unknown
- To Sum Up → A great plan but a bad idea...

● ● ○ UNEXPECTED JOURNEY

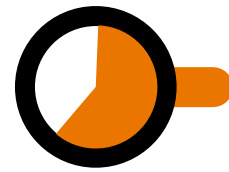


Inter-departmental Postal Service



30-DAY CRISIS

- Different approach
 - Distribute the COVID19 Self-Test directly to the **homes** of the students and staff
 - Make it an On-Demand process → Simple **Order Process** (web shop, but way more simple)
 - For **Students & Staff Only** → federated identity management
- Safeguard security, **privacy**, scalability but also legality
- All the characteristics of an exciting **start-up company**
- *“Oh one more thing, you have 30 days from now”*

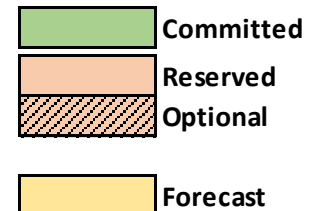
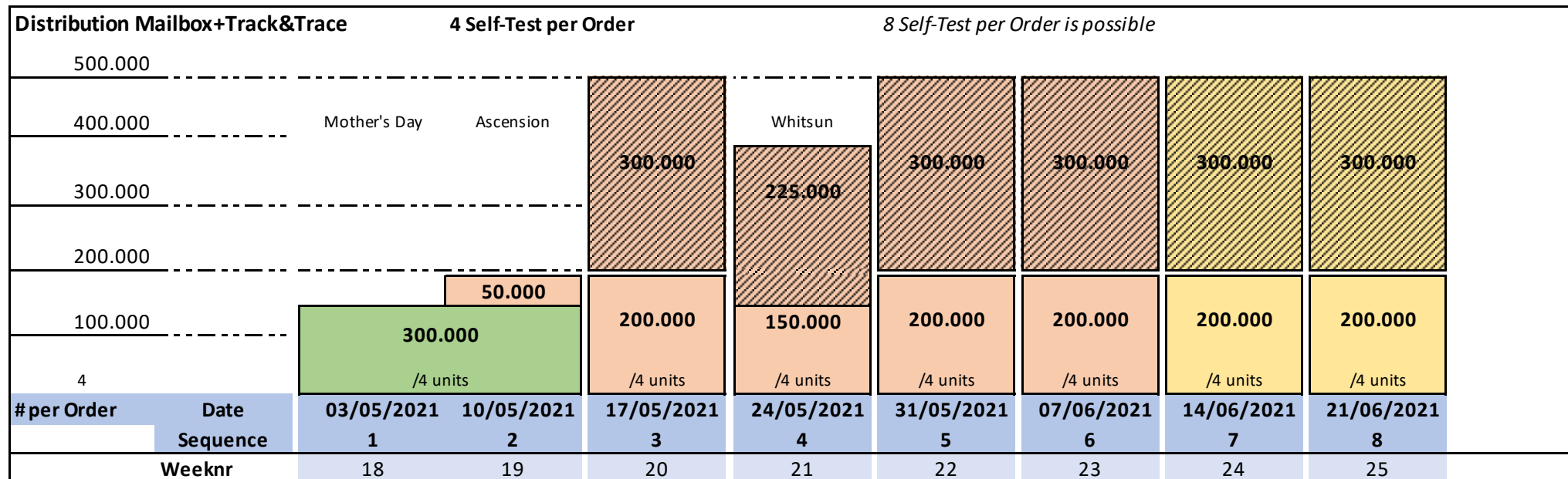


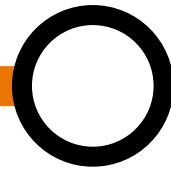
30-DAY CRISIS

- Develop a **Web portal** to place order for tests kit, students and staff only (closed user group)
- Procure the outsourcing of the **e-fulfilment, logistics and distribution**
- Establish the help desk or **customer service** because things will go wrong (reputation management)
- **Governing** of the entire process – managing the chain
- While (not) managing **lots of unknowns**
 - No numbers on the willingness of those 1.6M students and staff to order the tests → 2x week testing → results in 2M tests a week
 - This high uncertainty and risk aversion due to politics very difficult to make decisions

30-DAY CRISIS Prepare for Maximum Capacity and Cost

Distribution (potentially)								
Amount of Self-Tests:	<u>1.400.000</u>	<u>2.000.000</u>	<u>1.500.000</u>	<u>2.000.000</u>	<u>2.000.000</u>	<u>2.000.000</u>	<u>2.000.000</u>	<u>12.900.000</u>





PRODUCTION PHASE



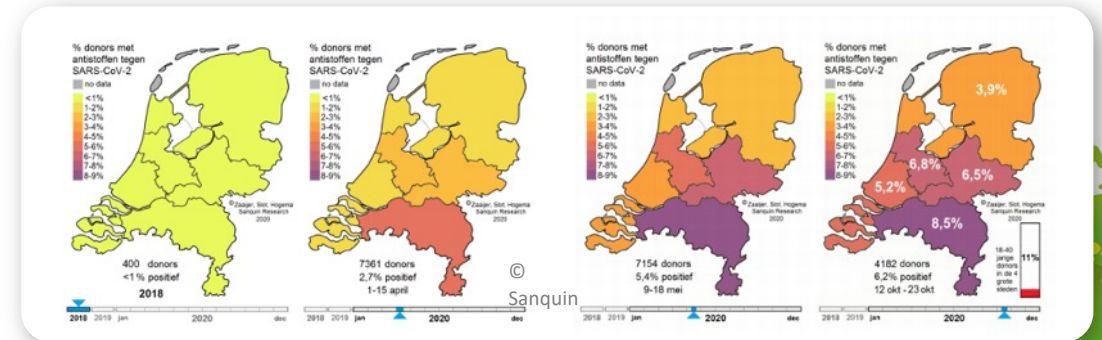
- After Launch we needed to tidy up the process, clean-up the short-cuts
 - Legality of all suppliers and proper tender process
 - Reduce the Back-log items Portal development
 - Efficient Customer Service & Care (staff of 10)
 - Provisioning; expectations vs reality
- Recoupment of previous decisions based on too little data
- Pitfall M&M's → **M**ultiple disciplines, **M**ore people, **M**ean **M**anagement

Video by Michiel Kalis
Photo Alexander Wisse

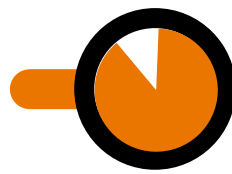
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THE LONG HAUL Surfing the COVID waves...

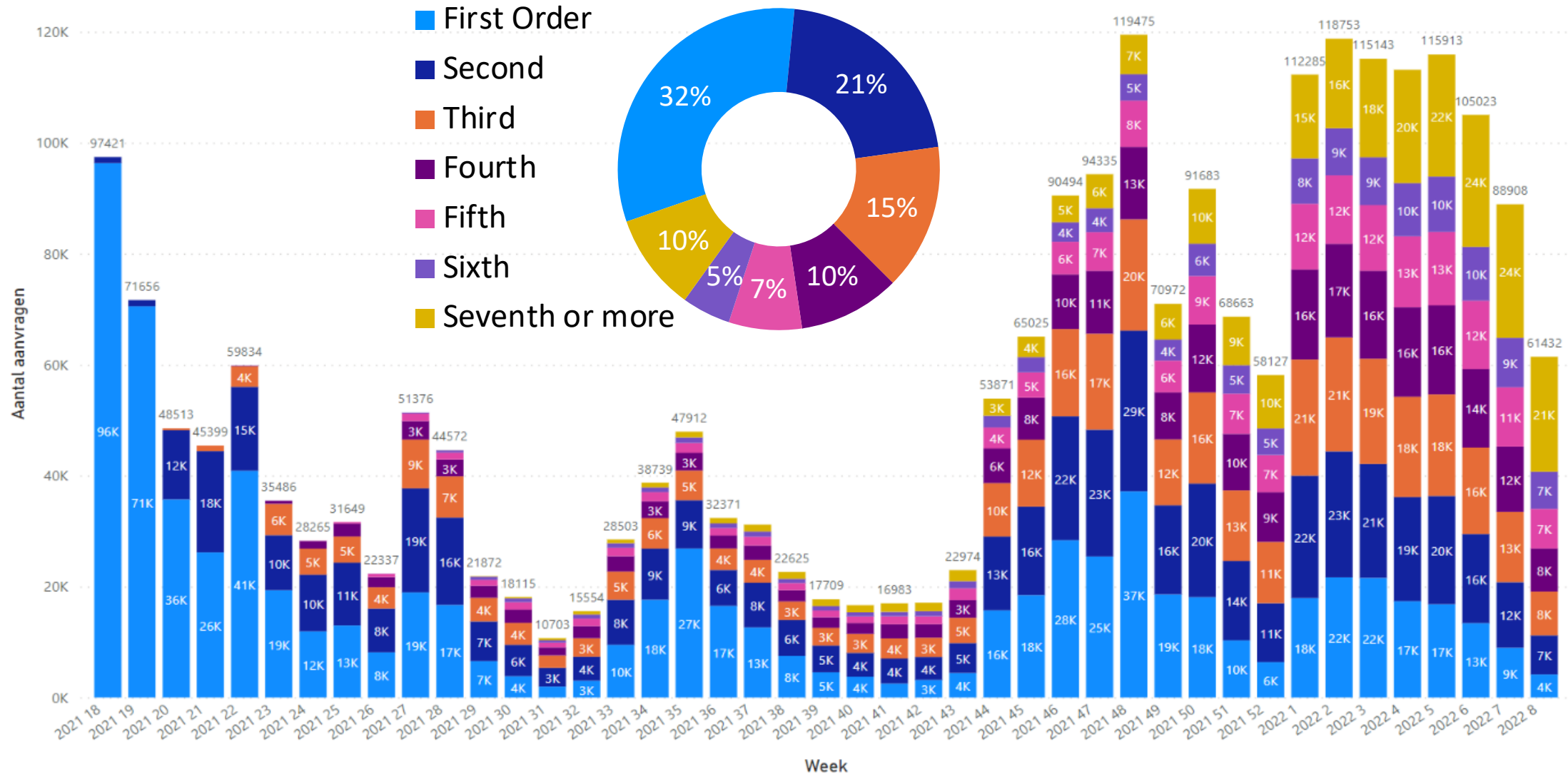
- Theory: short term (one-shot) project for 2 months
- Reality: Full year service, working too good. It is hard not to continue
 - More and more real professionals in-place
 - Strategic attention replaced by operational service and expertise
 - Logistic challenges under control and streamlined work processes
- However
 - Recurring COVID in waves
 - Less and less an NREN service



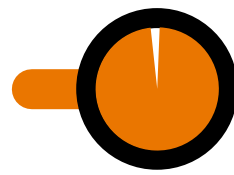
THE LONG HAUL



Lies, damn lies and statistics ►

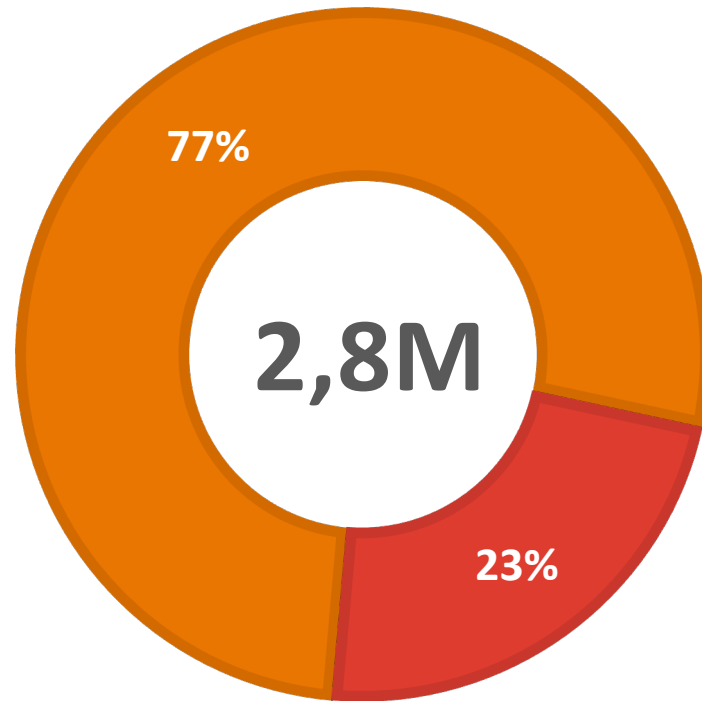


THE LONG HAUL

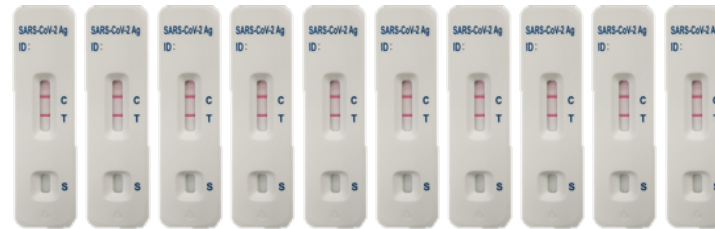


One Year of Project results

Students Staff



12,670,000



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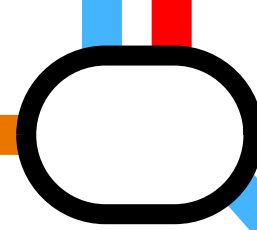


796,000
STUDENTS
STAFF

ORDERS

SELF-TEST

COVERAGE



END OF THE LINE

- Multiple tries to really quit the project, but we failed miserably due to
 - Risiko aversion (politics) – what to do with the next wave?
 - No plan (policy) – what to do with the next wave?
 - Simply too good (operations) – if it works don't kill it?

LESSONS LEARNED

WELL POSITIONED

If you can link it to your mission as NREN, then you are like a spider in a web
Everything can be made: Although you are not a logistics expert, you can play a role in this, but remember that you can be tied down for a long time.

POSSIBLY LONGER

THEN CONTEMPLATED

LESSONS LEARNED

MAKE DECISIONS

BASED ON TOO LITTLE INFORMATION

In crisis, one must learn to make decisions which will hit you in the face hard later on, be prepared to solve them (later)

LESSONS LEARNED

EACH PHASE IS DIFFERENT

Other dynamics, different kind of people & expertise needed (also applies to other projects and situations, you need this as NREN organisation)

Production: tweakers, improve, pruning, consolidate

Crisis: agile, have to let go of other work, 200% commitment, fierce growth

Long-haul: regular professionals (boring...)

End-of-line: kill your darlings when the stopping gets tough

Driving innovation together

