

Talking Business
from
SFRD Services

Your **big** project

Avoid the **mistakes** of others

Part 4

The Team

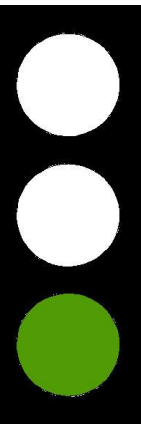
Considerations

- How long is your project going to take?
- **Who can your business not do without for that length of time?**

Your **big** project - avoid the **mistakes** of others

Considerations

- How long is your project going to take?
- **Who can your business not do without for that length of time?**
- **They are the people you need to have on the project**
- You need the best!
 - **No** *about to retire*
 - **No** *useless at their job*
 - **No** *troublemakers*
 - **No** *weak willed*
 - **No** *clock watchers*
- **Just the very best!**



SAP for OTC systems – 1996 to 1998

- For: global chemical company with large customer base

Purpose:

- Replace existing outdated and ‘Millennium Bug’ prone systems with new solution

The solution:

- Implementation of SAP for all ‘Order to Cash’ systems and sales reporting through SAP SIS tables
- Retained existing mainframe and core database systems in light of issues elsewhere

Good:

- One of the best projects I have ever worked on – long, hard but a success
- Improved the customer experience

Issue:

- Not able to invoice for the first couple of days due to an interface issue

SAP for OTC systems – South Africa – 2005 to 2008

- For: a global chemicals company

Purpose:

- Replacement of an obsolete IT system

The solution:

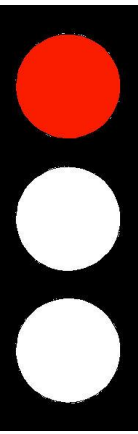
- Implementation of existing, proven, global template in the business

Good:

- The system worked

Bad:

- There were some great people on the team but they didn't outweigh the others
- The business didn't follow global guidance
- The business didn't understand the changes needed in business practices
- Running a price increase during go-live – **which worked**



Considerations

- What are you going to do with the **project team at the end of the project**
- Many **businesses never plan** properly and let them go
- If you put the **right team** in place at the start **you need them for the future**
- When you back-fill roles you need to make it clear that the person who held the job before will be returning
- **Don't make promises that you can't, or won't, deliver**

Business Control Board

- Ownership of the key decisions
- **Trusted by the business** – oodles of ‘street cred’
- Must **trust the team members**
- Senior enough to **make decisions stick** – across the whole organisation

Project manager

- **Experienced** member of the company
- Must be **respected by the Business Control Board**
- Must be **respected by the team**
- Must take **ownership** of the project and defend against all criticism
- **Hide like a rhinoceros** helpful

The business team

- Those you can't afford to do without – but have to!
- Experienced, thorough, determined, persuaders, highly respected, willing, not afraid of long hours – your AH
- Global and local

The IT team

- Bright and willing enough to **understand new and complex concepts** and **find ways to deliver them**
- **Experienced, thorough, determined, highly respected, willing, not afraid of long hours** – your PB and DO
- Want to get the job done correctly – not clock watching

External consultants

- **Cheapest** is certainly **not the best**
- You really need to get a good **understanding of their strengths and weaknesses**
- There **few really good consultants** – KM, AL and SL
- In my experience most firms have a few good ones but expect the project to be filled with mainly ‘average’ and ‘school leavers’
- They need to offer insights from their experience – **bring something** from the world outside that you’ve not thought of!
- **They’re expensive!**

Responsibility

- Give **your team** the **responsibility** for making the decisions
- If you've picked the **right team** they'll be the correct decisions!
- **No definition or decisions from outside the team**
- By all means get the team to explain their decisions to senior management but if they support Best Practice they're going to be the correct ones

Commitment

- A **high level will be needed**
- Make sure everyone understands the requirement from Day 1
- The **business must take responsibility for everything the project delivers** – good and bad. IT works on the instructions received from the business.

Success depends on the team

- Make sure you **appoint the right people**
- **Back them up** and don't make decisions that undermine them

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