

Talking Business
from
SFRD Services

Your **big** project

Avoid the **mistakes** of others

Part 5

Detailed Project Scope

How is your Best Practice programme going?

- **Not started?** Then you shouldn't take this step as you haven't got the knowledge you need to define the project scope
- **Progressing well?** If you are going to develop a system to support Best Practice you can now start the scope stage as it will take some time to develop the system solution
- **Completed? You're over confident – Best Practice is never completed** but your staff will welcome a systems solution that helps them do the job in line with Best Practice

Roles

- We defined the team in Episode 4
- The **business defines the scope**
- The **business owns the scope**
- The **business listens** to IT and your Consultants for ideas on how to achieve the required result
- The **business takes the blame** in public for everything that people don't like

However, if Best Practice has been properly implemented, people will be so happy to have a support system, so there will be no valid complaints!

Define the scope based on the 'To Be' process

- As this is the new operating model for the business it is the **logical starting point**
- The **new system will be seen as supporting the way of working** rather than forcing changes to the way the business operates
- Use the opportunity to get **requirements from the whole organisation now** – later is impossible – only allow those that **genuinely improve the ability of the system to deliver Best Practice**

Tools

- **Take note of any tools** that are required – if they can be part of the system definition include them in the scope
- Good tools will **increase system acceptance!**

Define

- **Everything** – all the options and variances
- **Be clear** – state exactly what you mean so that a non-native speaker is not confused
- Be clear about what will be **delivered and** what will **not be delivered**
- **Test the document** to ensure that others understand it – quiz them on it!

Agree the scope

- With the IT team
- With the Consultants
- With senior management
- With the operating parts of the organisation
- This will require **tact, patience and persuasion**
- **Prevent scope creep**

SAP for OTC systems – South Africa – 2005 to 2008

- For: a global chemicals company

Purpose:

- Replacement of an obsolete IT system

The solution:

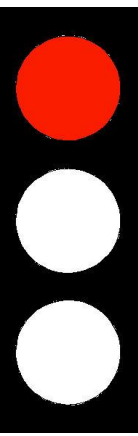
- Implementation of existing, proven, global template in the business

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**



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

Global SAP Template – 2009 to 2016

- For: a Large industrial supply company

Purpose:

- Replace multiple SAP Templates and other local systems with one global SAP Template

The solution:

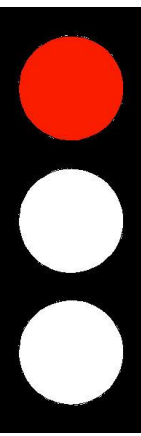
- Single template with a single set of functionality for use by all businesses

Good:

- Some of those involved in the project

Bad:

- Resistance from local businesses to change – ‘its different in our country’
- Lack of understanding about the damage resulting from getting it wrong
- Far too complex - changes made on demand – not scope creep but scope rush



Explain what can be changed – but only if the situation really requires it

- Tax
- Legal
- Statutory

Remember – all these requirements should already have been identified through the Best Practice programme!

Global SAP Template – implementation Country B - 2012

- For: a Large industrial supply company

Purpose:

- Implement the SAP global template to replace an old local system

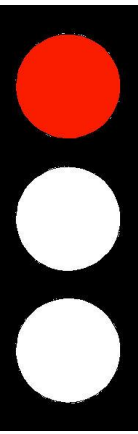
Good:

- It exposed many of the issues that had been hidden by the legacy systems

Bad:

- Complex tax requirements
- Failure to capitalise on the functionality brought by the new system
- Lack of appreciation of the changes required to existing processes
- Training
- Local IT team ignoring global instructions

They didn't want to believe me when I compared them to the Titanic!



Challenge every change request

- Most change requests are because:
 - **Best Practice wasn't properly defined** – oh dear
 - **People have not followed Best Practice** – it is not optional
- **Is this really a tax/legal/statutory requirement** or in their imagination?
- **You can't be friends** with everybody
- Showing that you mean business will **earn you respect**
- **Be polite!**

Publish

- Make sure **that everyone who needs to see the scope receives a copy**
- **Include those in the 'extended' Best Practice team** as they are your ambassadors
- Make it clear – **this is what you are getting**
- **If you get it right** at this stage **you have a chance of success**

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