

Talking Business
from
SFRD Services

Your **big** project

Avoid the **mistakes** of others

Part 6

Keeping Tight Control

Remember your Best Practice programme?

- That is the **reason for the project** that you are planning
- It provides the **definition of what is needed** to facilitate Best Practice
- **Keep to that definition**

Project Manager

- There to ensure control of the project:
 - Runs to **schedule**
 - Runs to **budget**
 - **Delivers Best Practice** support
- There to **prevent scope creep**

Business Control Board

- There to **support the project manager**
- There to **refuse additions to scope**
- There to **push delivery**

Coordination

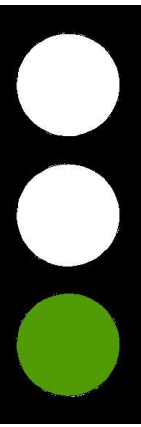
- Need to **coordinate both the Global and Local teams**
- **Vertical line of authority** – Local reports to Global

Motivation

- **Appropriate control improves motivation** for the team
- **Absence of conflicting pressures** will motivate the team
- A motivated team will **deliver the solution needed**
- A motivated team **works harder**
- **No JFDI**

Trust

- If you **trust your team to make the correct decisions** you have the control you need to deliver a good solution
- Getting **the correct team** (Talk 3) was a **critical foundation for success**



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- Replace existing outdated and ‘Millennium Bug’ prone systems with new solution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

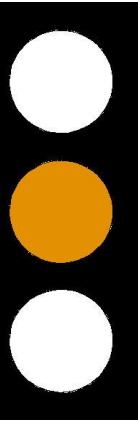
- One of the best projects I have ever worked on – long, hard but a success
- Improved the customer experience

Issue:

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

No experiments

- This is not a test bed
 - **No untried development methodologies**
 - **No untried software solutions**
 - **No untried hardware solutions**
- They all **add to the costs**



On-line competition system - 1989

- For: company supplying chemicals to industry

Purpose:

- Improved system access and reporting compared to the PC system developed in 1985

The solution:

- On-line system with direct data input to DB2 tables held on an IBM mainframe with reporting from same tables

Good:

- Improved access, robust database, faster reporting, improved analysis

Bad:

- Used by IT as a test bed - new ideas / software / processes - the budget of 250 days had an over-run of 1,479 days
- Weak IT project management, weak business control
- Highlighted slovenly data entry by some staff

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