

Getting Large Scale IT Transformation Projects Right

**It Is All About Effective Project
Management**

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Peter Clarkson, PMP

- **Senior Executive at Accenture**
- **Over 20 years of IT Project Management experience**
 - Implementing integrated ERP systems
 - Past 13 years exclusively implementing SAP
- **Projects have ranged from:**
 - Small, fast projects to large, complex, multi-year ones
 - HR, Payroll, Materials, Financials, Procurement, Costing, Manufacturing, Supply Chain, Real Estate, Order to Cash, Asset Management, CRM
 - From local to globalization requirements

What Are ERP Projects?

- **Large, complex business transformation programs**
 - Broad functionality – Financial, HR and Payroll, Manufacturing, Distribution, Assets, Materials, Procurement, CRM, OTC
- **Expensive: \$25 million to \$ billions; time: 1-5 years**
- **For all types of organizations and clients**
- **Very complex project management**
 - Streams: Application, Development, Technology, Change Management & Support
 - Multiple phases and stages – 1000's of concurrent and interdependent activities converging to a single date

The Top Ten Project Management Issues

- 1. If You Don't Plan, Plan To Fail**
- 2. Planned Benefits Do Not Appear Magically**
- 3. Good Advice Must Be Project Based**
- 4. Know Your Limits**
- 5. Reengineering – Get Over It and Get Excited**
- 6. More Is Less**
- 7. Quality Is Not A Debate**
- 8. The Soft Stuff is the Hard Stuff**
- 9. The Only Constant is Change**
- 10. The End Is Just The Beginning**

If You Don't Plan, Plan to Fail

- **Detailed planning is essential for success**
- **Base your plan on the **work** to be done**
 - Detail the work to be done vs. people needed
 - Work details provide the input for the staffing plan
 - All tie together in the project plan
- **Otherwise you do not have a plan that you can rely on and may face surprises later**

Project Management Focus

The plan and estimate need to be work based & derived using integrated tools

Planned Benefits Do Not Appear Magically

- **Must plan for benefits realization – from the outset**
- **Benefits derive from the business case**
 - Benefits need to be measurable & achievable
- **It takes special processes to integrate a benefits realization program in technology projects**
 - It is complex to design and manage as costs must transfer from various parts of the organization

Project Management Focus

A benefits realization program is essential and must embed processes to define and deliver real benefits over time

Good Advice Must Be Project Based

- **These are complex projects**
 - You will get lots of advice much of which may overlap and be contradictory
- **You need deep project management skills based on **related** project management experience**
- **This is not a theoretical exercise so stick to the practitioners**

Project Management Focus

“Been there, done that” related project experience is essential

Know Your Limits

- **Do you have the resources for this?**
 - People? Financial? Management? Project Mgmt?
- **Do you need an integrator?**
 - Do you have access to all the skills needed?
 - Process, technical, change, support
 - How do you assess one?
 - Do you have a proven project methodology & tools?

Project Management Focus

Make sure that you have access to the skills, people, experience and tools that you need

Reengineering – Get Over It and Get Excited

- **This is a transformational journey**
- **It offers an exciting opportunity to enhance processes and implement major change**
- **It is all about business change**
- **Focus: *what* needs to be done; *not how* to do it**
 - Requirements are key

Project Management Focus

**Must keep the focus on requirements and strenuously avoid the how to -
this is hard to manage and control**

More Is Less

- **The more integrated the planned footprint, the less complex the implementation**
 - Multiple bridges, interfaces, software extensions will increase risk and cost
- **Integrating multiple pieces of software together adds to cost and complexity**
- **Multiple rollouts increase costs & control challenges**

Project Management Focus

Breaking a project into many smaller pieces may actually increase cost & risk

Quality Is Not A Debate

- **Need to hold hard on quality**
- **This means strong – and early – scope control**
- **It means do it once, do it right and do it on time**
- **It means managing to your stage gates**
- **It means using unambiguous processes, tools, methods, measures & quality standards**
- **It means test, test, test and... yes... test again**

Project Management Focus

The cost of poor quality is high and lingers for a long time

The Soft Stuff is the Hard Stuff

- **The Team – be sensitive to team energy, morale & personalities**
- **Steering Committee – get them involved & engaged**
- **Senior Management – get them vocal and out front**
- **Focus on what is going to change in the business**
- **Generate awareness & excitement**
- **Reward good behavior, aggressively rein in the bad**

Project Management Focus

Look after your team and proactively engage your organization – if you think you have done enough, do more!

The Only Constant Is Change

- **The change to an organization can be pervasive**
- **Everything – systems, processes, jobs will change**
- **It is not just about newsletters, etc. – you need to actively engage the business**
- **The change management program needs to drive down into helping the business to operate**

Project Management Focus

Communications – before, during & after is essential - get in the trenches

The End Is Just The Beginning

- **All projects end (project 101)**
 - Need to plan the end of the project – the transition from project mode to support mode
- **The benefits only start to show up after it goes live**
- **Focus on adoption & “culturization” of the system**
- **There will be a future of enhancements, new implementations, upgrades and change**

Project Management Focus

The project is just the beginning – you need to get it ready to transition to the long term support and run organization

Summary

- **ERP projects are highly integrated, multi-faceted and complex**
- **They require strong project management skills, disciplines, tools and processes**
- **Due to the cost and impact, it is important for the project to meet its defined goals**
- **Expect a lot of hard work, challenges and a very dynamic project environment**
- **But.... they can be a lot fun and very rewarding to be a part of**

Questions and discussion...

