

Succeeding with Enterprise Software Selection and Implementation

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Presenter Introduction

- John Stenbeck, President, Pareto Principals, Inc.,
 - Pareto is a San Diego-based organization
 - Pareto provides “Expert consulting for today’s challenges, and expert training for tomorrow opportunities!”

- Business Consultant, Corporate Trainer, & Author
 - Experience includes:
 - Director of I.T., Aerospace Manufacturing
 - Director of Project Management, eLearning Developer
 - Faculty Member, University of Phoenix
 - Faculty Member, American Management Association

Presenter Introduction (cont'd)

- Partial List of Clients includes:
 - *Visa – Smart Cards, Foster City, CA*
 - *U.S. Army – Space and Terrestrial Communications Directorate, Fort Monmouth, NJ*
 - *Oracle Corp., Redwood Shores, CA*
 - *Guinness Bass Import Company, Greenwich, CT*
 - *Booz Allen Hamilton, Inc. – Defense Information Technologies Group, McLean, VA*
 - *U.S.D.A. – National Finance Center, New Orleans, LA*
 - *Simplex Solutions, Sunnyvale, CA*
 - *Eldon – a division of Newell Rubbermaid, Madison, WI*
 - *Lucent Technologies, Allentown, PA*
 - *United States Marine Repair – a wholly owned subsidiary of United Defense, Norfolk, VA*

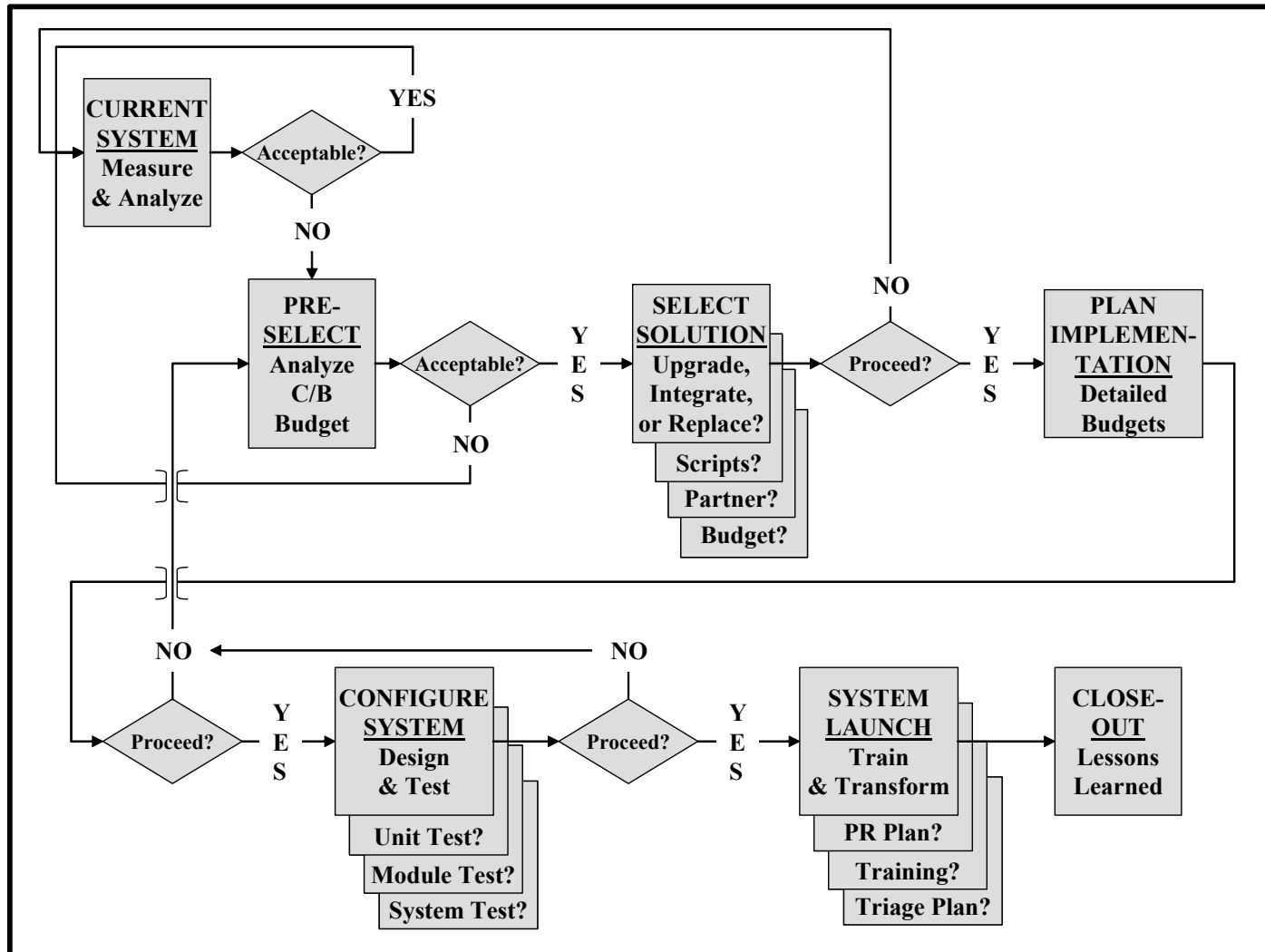
Purpose and Limits of this Tutorial

- Provide professional guidance that is completely VENDOR INDEPENDENT, PLATFORM NEUTRAL.
- Teach “system” thinking about enterprise software.
- Identify valuable sources of free information.
- Transfer as much knowledge as possible in 70 minutes.

NOTE: You can download detailed Whitepapers, Samples, and Worksheets at http://www.paretoprincipals.com/05_index_library

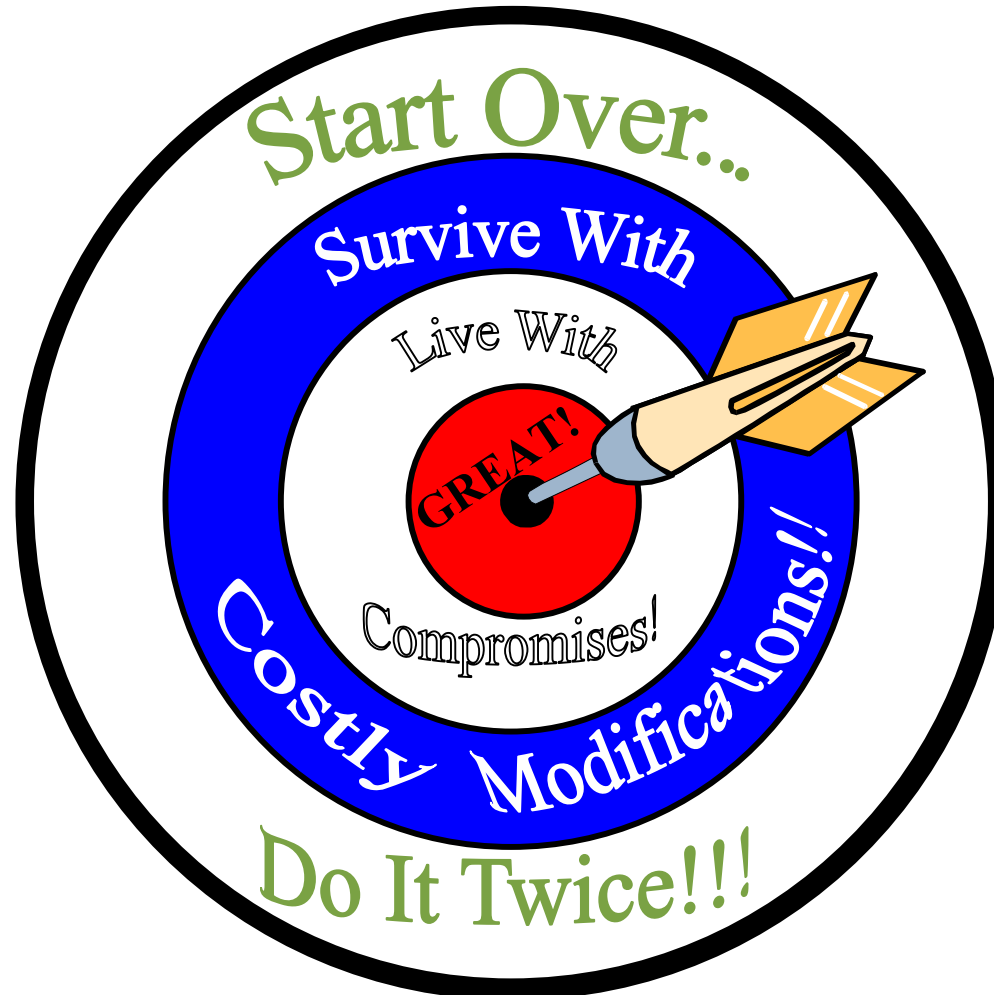
Major Assumption for this Tutorial

- We can't cover everything in detail in only 70 minutes!



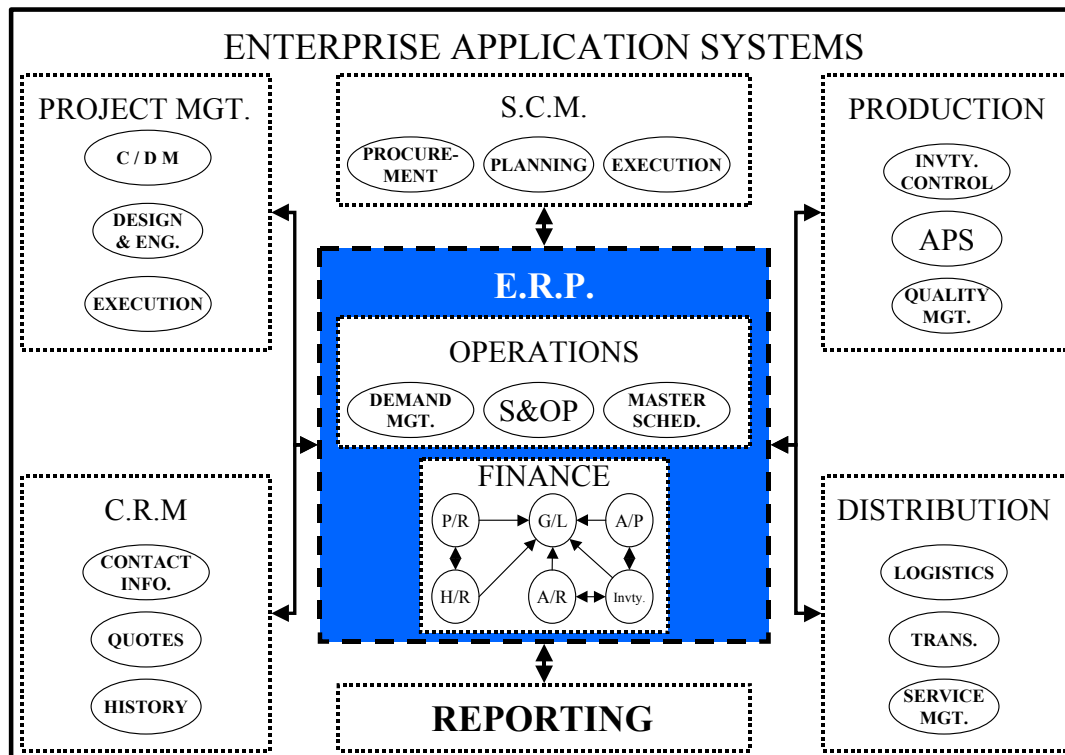
The "COMMON" Mistake

- Not admitting that the odds are against us!!



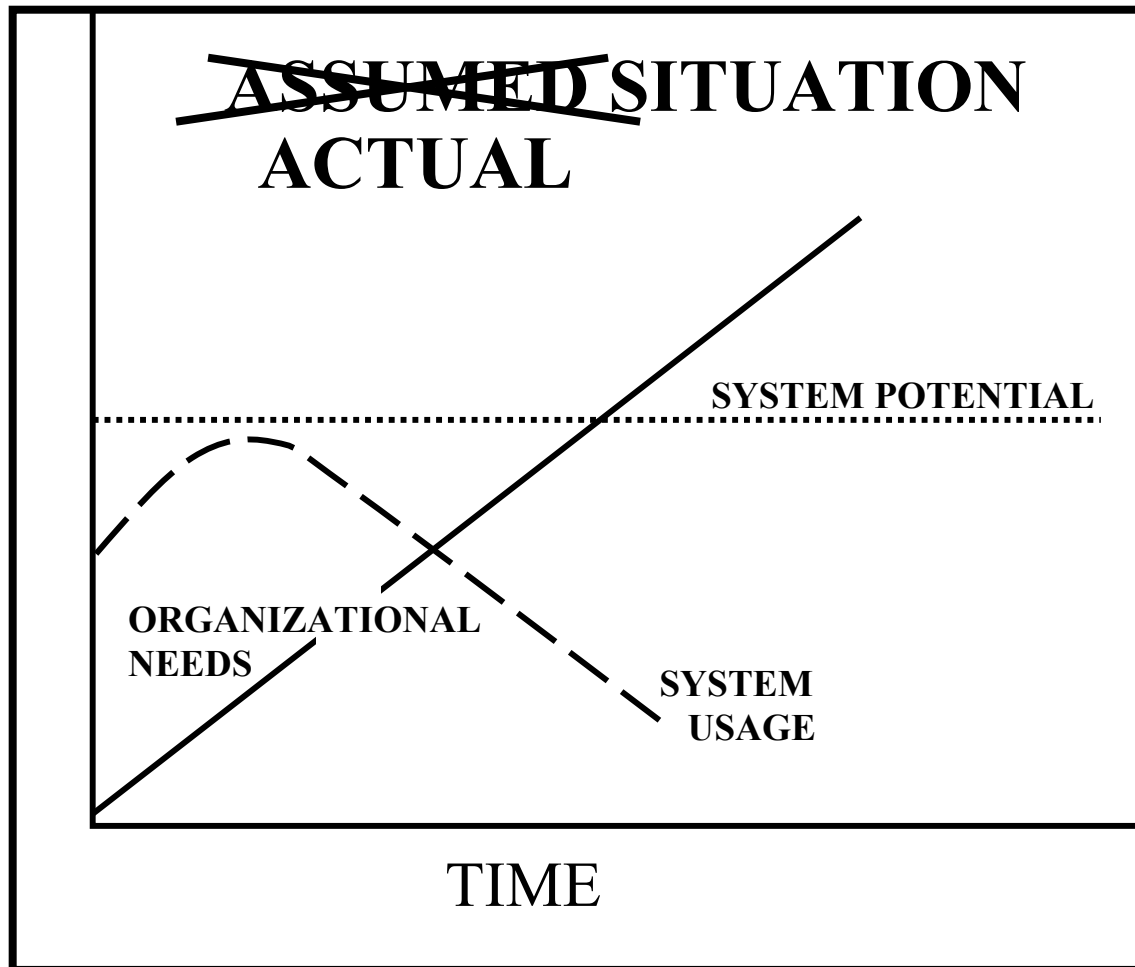
The "BIG" Problem

- Companies don't expect the complexity of the change!
 - Frustration is driving change... not a strategic mandate!
 - Options are vague, confusing, and constantly changing.
 - Software selection is NOT core competency.



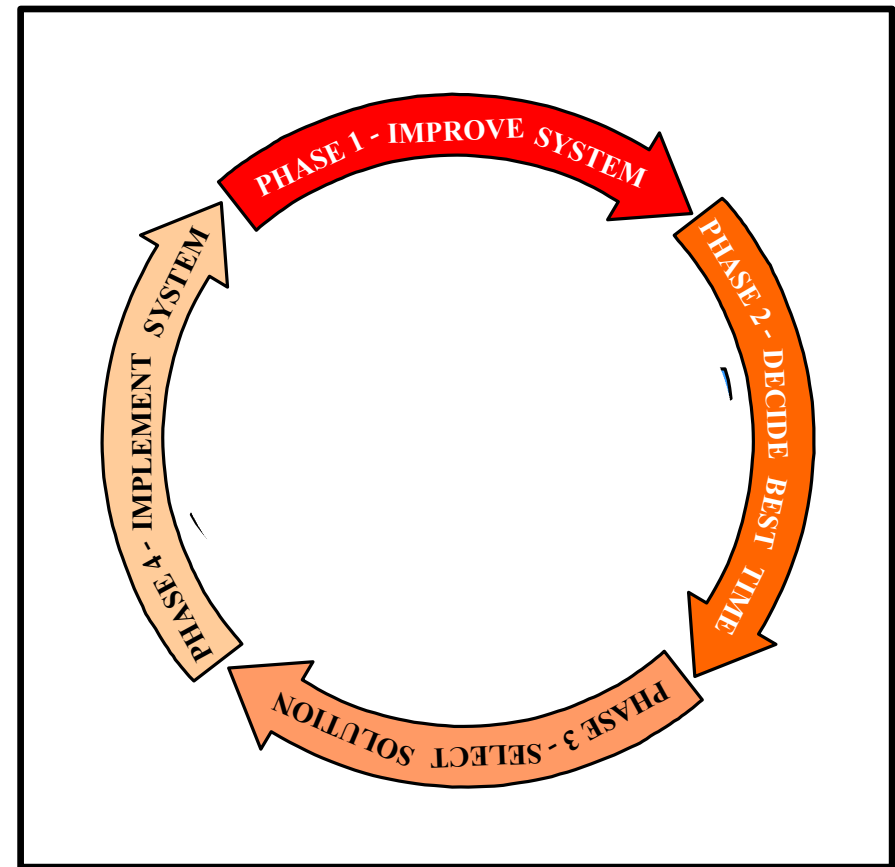
Common Assumption

- Is it accurate? Maybe. Is it complete? No!!



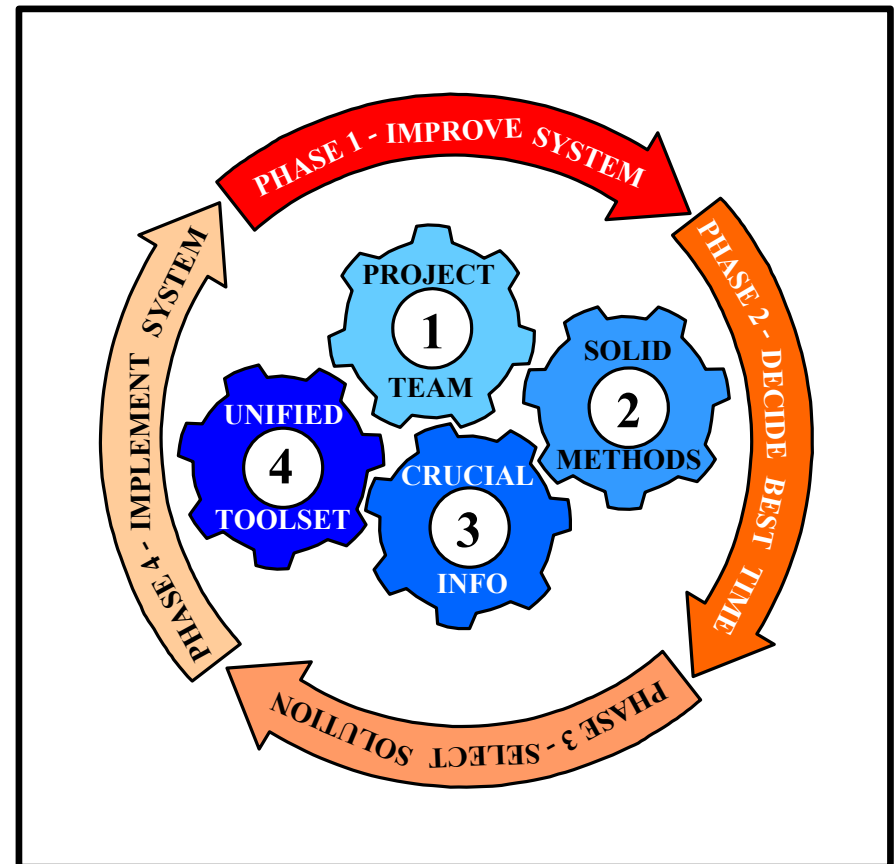
Four-Phase Selection and Implementation Process

1. Improve Existing System Usage – Most overlooked step.
2. Decide Best Time For System Replacement – Consider cyclical, seasonal, and resource issues.
3. Select The Best Solution – Use a proven method.
4. Properly Implement The System – Invest in the right resources at the right time.



Four Required Resources

1. Project Team – There is NO substitute for the right people.
2. Solid Methodology – Including project management, business process review, and issues/details management.
3. Crucial Information – Must be identified, collected, and managed.
4. Unified Toolset – Busy people, complex analysis and planning, and a myriad of crucial details can't be managed on Post-It notes...
...and luck!



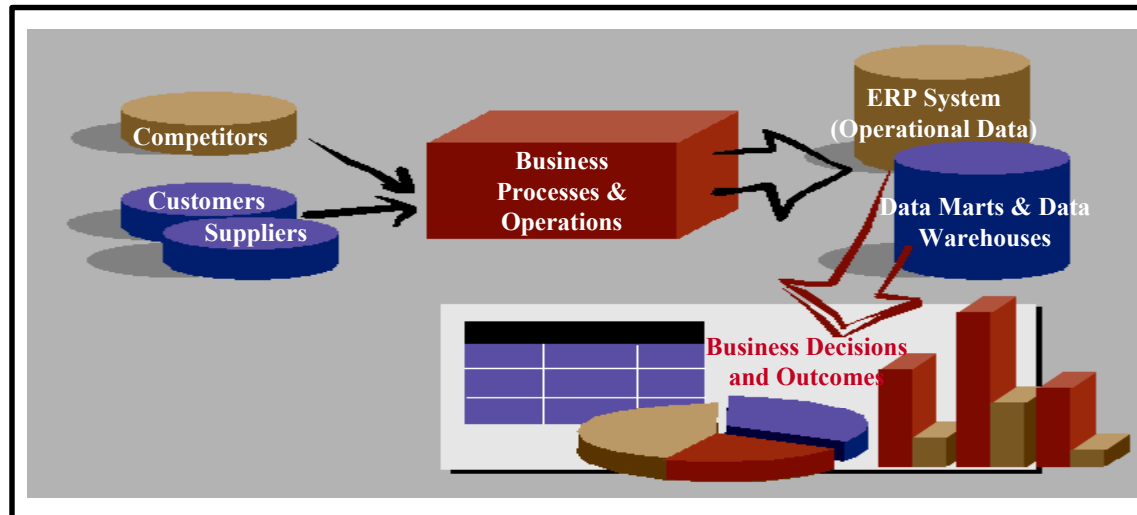
THE Question

Answering the single most important... ..
and difficult, question of the project!

Will you change the software,
or
will you change the business?

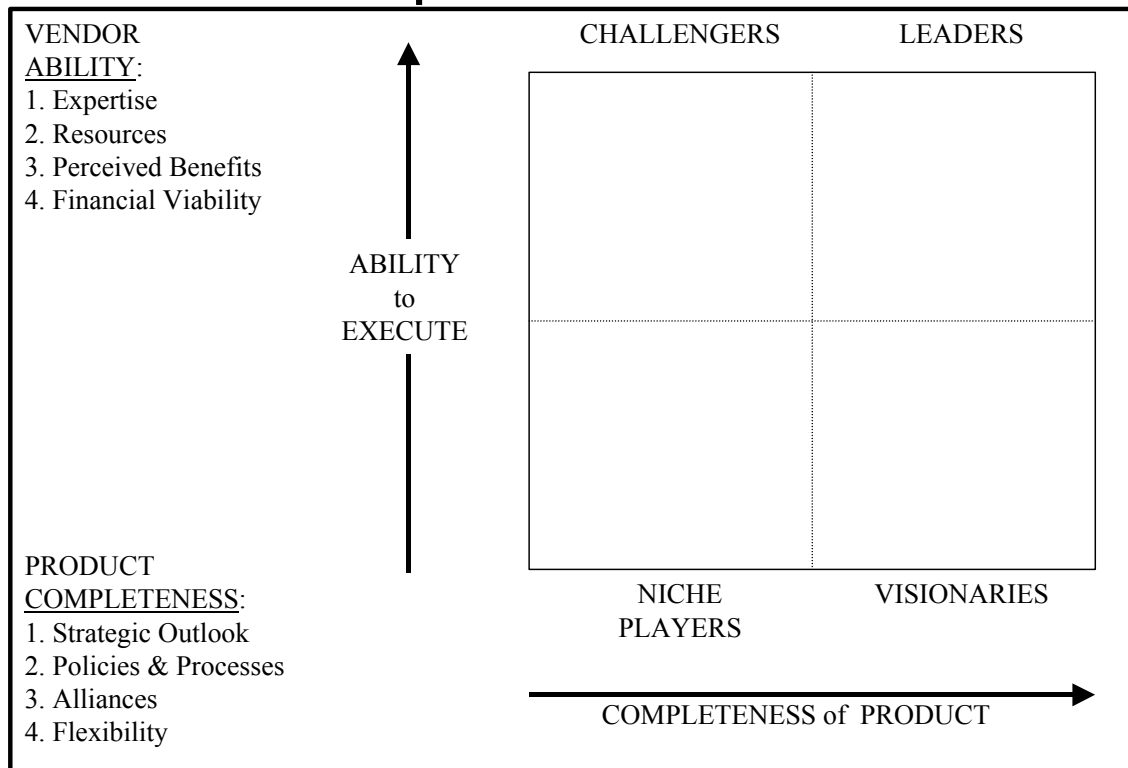
Business Case Assessment

- The business case assessment must identify whether to improve or replace the existing system.
- The assessment includes:
 - Understanding Strategic Needs
 - Identifying Critical Success Factors
 - Defining Enterprise Change Requirements
 - Pre-Planning Project Scope and Objectives



The Major Purpose of System Selection

- Find a system that meets the most requirements in a current release, without customization.
- Contract with a vendor that has an acceptable profile.
- Be sure it can be implemented... successfully!



Biggest SELECTION Mistake and The Solution

■ The Mistake:

Rushing into demonstrations unprepared!

■ The Solution:

■ Part 1: Develop Options

- Define “high-level” differentiators with CSFs
- Create a long-list (10 – 20 candidates) from:
 - Similar Companies – competitors & non-competitors
 - Internet-based Research Providers
 - Industry Forums & Research Providers – usually CDs
 - Trade Publications – buyer’s guides, lists or tables
- Send RFI to Vendors, VARs and Consultants.
- Conduct phone interviews (schedule 2 – 3 hours each)
- Create short-list (less is more! don’t exceed 4)

The Solution (cont'd)

- Part 2: Plan Demonstrations
 - Define Project Team to prepare, attend, & evaluate
 - Prepare scripts, data files, and vendor instructions
 - Distribute info to short-list vendors and schedule demos
 - Prepare internal-invitee list, participation rules, sample Rating Sheet and demo schedule.
 - Prepare actual Rating Sheets

- Part 3: Conduct Demonstrations
 - Manage each demonstration
 - Use scripts and document results on Rating Sheets
 - Record and compile Rating Sheet results immediately after each demo

The Solution (cont'd)

- Part 4: Evaluate Packages
 - Check references, user groups, and financial solvency
 - Rate ability to meet critical & high-weighted requirements
 - Compare/contrast strengths & weaknesses of packages
 - Rank packages and prepare a recommendation

- Part 5: Hold Senior Management Review Meeting.
 - Review how long-list was developed.
 - Review how short-list was refined.
 - Review the confidence-level for differentiators used.
(Critical or high-weighted differentiators with low confidence ratings are extremely important.)
 - Review package rankings and recommendation
 - Make a Go / No Go / Redirect decision

The Solution (cont'd)

- Part 6: (Meaningful) Contract Negotiations
 - State business requirements clearly, in writing, as represented in the demos.
 - Define the best possible (and agreed upon?) balance of responsibilities and expectations. Clearly state training expectations and metrics.
 - Document the metrics and acceptance criteria for acknowledging a successfully implemented system!
 - Settle on price.

Biggest IMPLEMENTATION Mistake and The Solution

- **The Mistake:**
Not having a REAL Project Manager

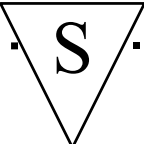
- **The Best Solution:**
 - Part 1: Define “Real” Project Manager
 - Project Management Knowledge
 - Project Management Skills
 - Project Management Experience
 - Part 2: Identify & Assign Internal Expert or Hire One
 - Part 3: Empower the Project Manager

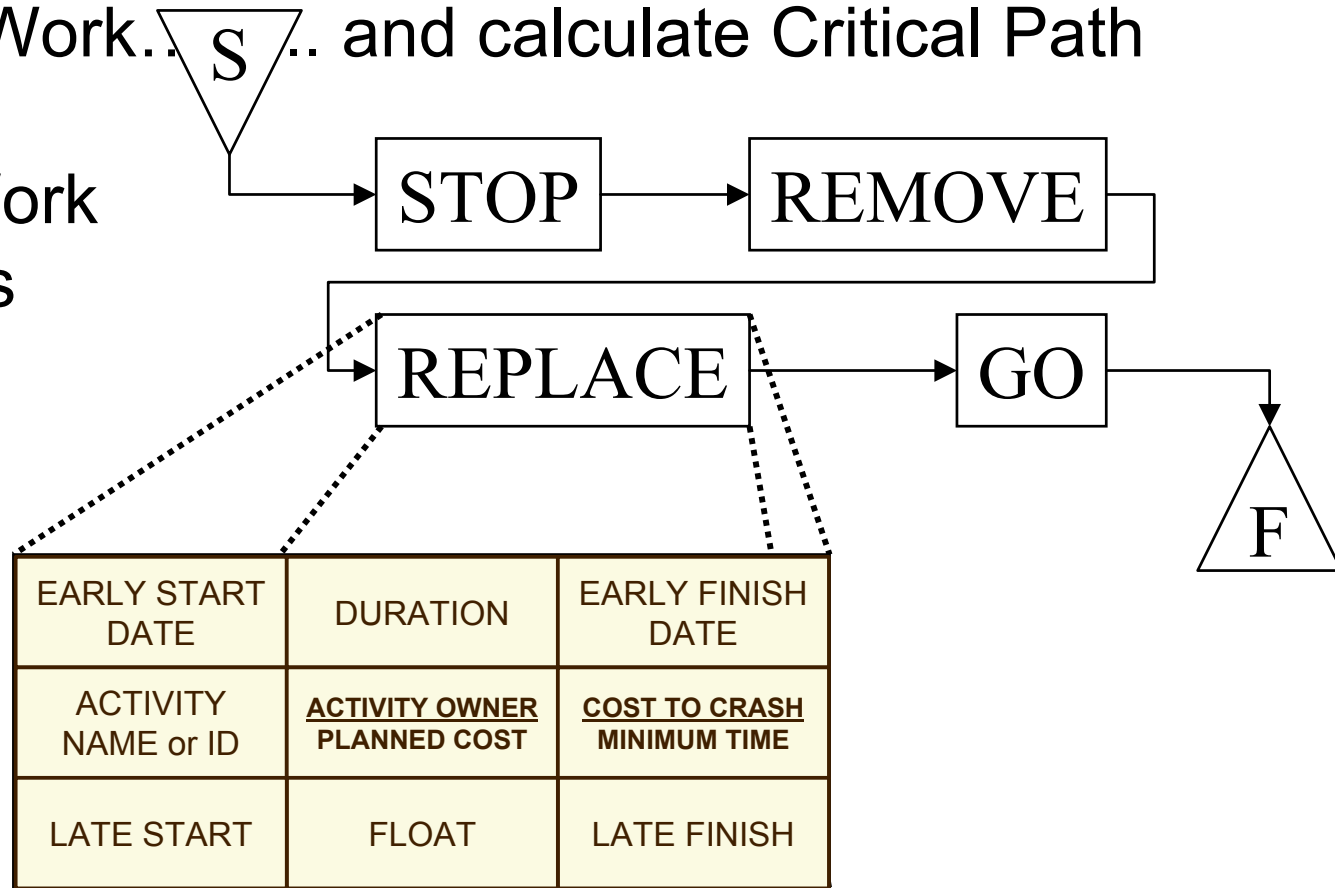
- ***The Second Best Solution: Get Training!***

“If you think education is expensive...try ignorance!”

Benjamin Franklin

Project Management Training Must Include:

1. Set Clear Objectives
2. Create an Accurate WBS
3. Schedule the Work..  .. and calculate Critical Path
4. Monitor and Manage the Work
5. Deliver Results
6. Close-Out



Two Final Thoughts

INVOLVEMENT DRIVES COMMITMENT

- Defining Business Req's
- Stating Value Proposition
- Quantifying Cost/Benefit Ratio
- Producing Scripts
- Contracting Acceptance Criteria
- Planning Project
- Delivering Focused Training
- Sponsor
- Users
- Champions
- Team
- Vendors
- Team
- Team & Users

COMMITMENT DRIVES RESULTS!!

Two Final Thoughts

There is NO substitute for having a selection and implementation management system that can EFFECTIVELY handle the MYRIAD of important details that emerge throughout the process!!

ANY QUESTIONS ?

Please let us be a resource for your professional, and personal, *success!!*



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