

# The Iceberg Illusion &

# ERP System Success!

What People *See!*



## What People *Don't See!* Overruns; Surprises; Required *Success Factors*

15 Already?? ... Plan your 1<sup>st</sup> upgrade

14 Post GO-LIVE Support thru Stabilization ... which may take longer and be harder than hoped

13 Go-Live w suitable Systems & G-L support; "Turnover" sys & document to Maintenance/Operations;

12 Determine impact of new sys in Cust Org. Perform Org Change, Training, Go-Live Readiness Assessment

11 Perform proper/complete testing w Customer sign-offs, Sufficient "rainy day" scenarios, & independent QA

10 Gather/control/trace/test functional & "ility" reqmts

9 Report honest/timely project status; Re-plan as needed; Avoid "*Rosier than Actual*" reports

8 Integrate/interface modules, legacy & 3rd party sys; Convert legacy data (ETL) to targeted, audited, database. Use converted data in tests.

1 Align business, IT & financial goals; gauge feasibility/CMMi/culture; Dev Proj Charter; Define "Project/System Success"

2 *Prioritize* 'Right' Reqmts/Conduct RFP process & Ref. Checks/Site Visits; ID project risks; ID each party's strengths/weaknesses; Select *Partners* Select software deployment option: On-premise, SaaS, Cloud ERP

3 *Negotiate Contract*: identify in-/out- of scope, risks, roles/resps, escalation/enforcement. Develop supporting Statement of Work

4 Install great Proj Org. Structure: w PM, Sponsor, SComm; PMO; iQA

5 Est. Range of Magnitude 2 ways; Learn from mistakes

6 Assign exper/avail. staff as needed; Control turnover

7 Select/follow approp SDLC, tasks/delivs; Use best automated tools/rpts; Apply Stage-gate & iQA reviews

Manage/Balance *Platinum Hexagon*: 1 *Cost* 2 *Schedule* 3 *Scope* 4 *Quality* 5 *Risks* 6 *Stakeholder Expectations*