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Practical experience with
& ict
the rescue of an ERP

integration project

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Belgian chapter meeting
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The logo for 'architects for business & ict' (ae) consists of the lowercase letters 'ae' in a white, bold, sans-serif font, centered within a solid black square.

Agenda

- Intro
 - Start up: accepting the role of rescue PM?
 - A little bit of project context
- Rescue of an integration project
- Applied iteration steps: highlights
- Tools for the rescue PM
- Summary: hints and tips

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START UP: ACCEPTING THE ROLE

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April 2010

Dear Bruno, we have some major challenges in the integration part of an ongoing strategic ERP implementation project. Can you help?



PM taking over a project in trouble

- Assess situation (very high level)
 - Based on intake interview
 - Long list of challenges/ risks
- Do I have any chance to succeed?
 - Motivation?
 - No, thank you, please find another victim
 - Yes



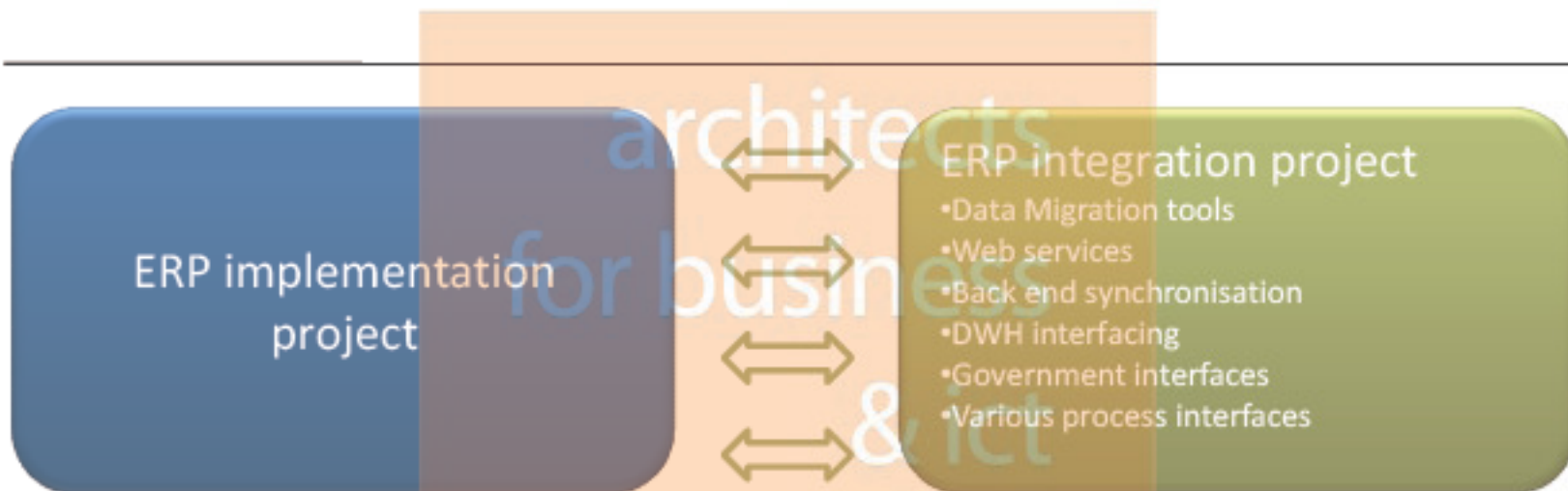
Have a plan for creating your rescue plan!

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A LITTLE BIT OF PROJECT CONTEXT

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When two different worlds meet each other...



- Easily adaptable, extendable
- Based on parameterisation, customisation
- Traditional software engineering
- Rigid upfront definition of interfaces
- Custom build
- Can use technology that allows some degree of flexibility

VOLATILITY STABILITY

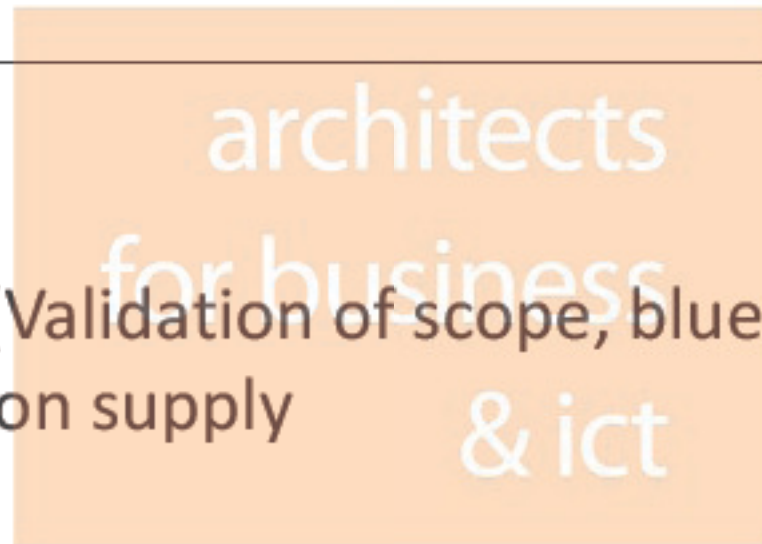
Stakeholder mgt

■ Customer

- Business
- Demand mgt (Validation of scope, blueprints)
- Internal solution supply
 - EAI
 - Back end integration

■ Supplier

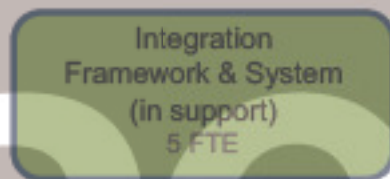
- Customisation supply
 - On site/ off shore
- ERP supply
 - On site / off shore
- Integration supply
 - On site/ off shore



Lot's of Silos!

Integration Project team (4/2010)

+ - 50 FTEs involved in integration part of project



Role based project organisation

Challenges

- Strategic HR related project
- Complex architecture
- New product involved
- Big scope
- Agressive schedule
- 150+ FTE involved from 2 big organisations
- Project already ongoing for 2 years – expected initial Go live 1/1/2011
- Leaves us with 8 months to go



The project in trouble is still moving fast...



Rescue a project in trouble





I need to solve this situation very soon!
Where do I start?

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LET'S REVIEW THE APPLIED ITERATION STEPS

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Iteration 0 – PM touch down

iteration 0

Touch
down

10 days

- Landing in the project
- Initial detailed assessment
 - One – one interviews core team members
 - Feel the temperature in the team
 - Extensive stakeholder mgt
- Communication
 - Breakfast sessions
 - Executive presence
- A plan for the plan

Go for an incremental iterative approach

iteration 0

Touch
down

10 days

Iteration 1

Addressing the
core
pains

6 weeks

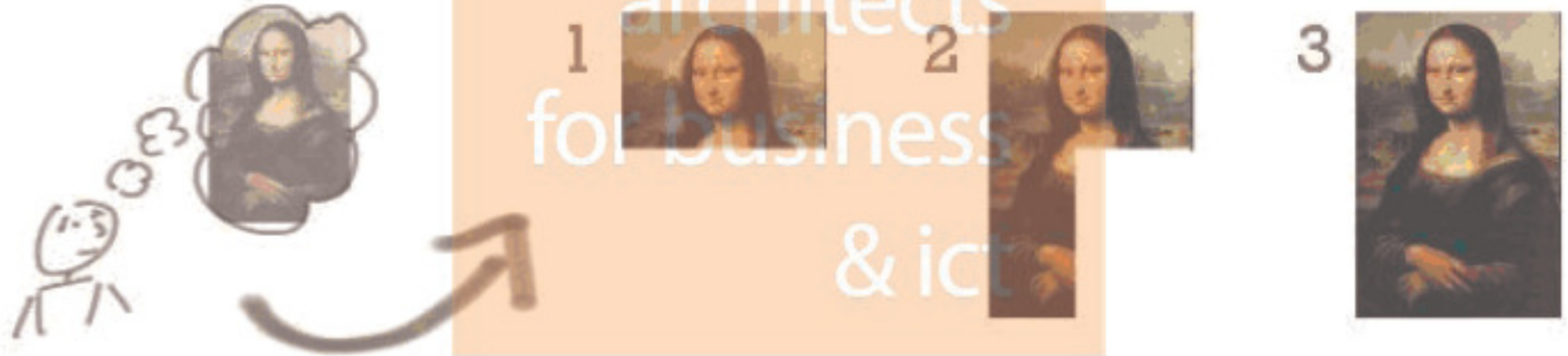
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Baselined
Common
Integration
project
plan



Bought into
Triple constraint close to balance
Basic PM practices applied

From this approach



To this approach



Iteration 1 – creating a plan (6 weeks)

- 80% reactive issue management on ongoing project
 - Dependency on volatile interface definitions
- 20% creating an initial plan
 - Low cost simplified architecture with maximal reuse of existing solutions
 - Updated WBS
 - Organised the work into 23 work packages with 2 functional increments
 - Increment 1 basic functionality
 - Increment 2 extended functionality
 - Project organisation
 - clear roles and responsibilities
 - Introduce the necessary project governance mechanisms
 - Increase PM maturity
 - Introduce Project plan template
 - Common communication platform – wiki
 - Focus on bringing structure and stability
 - Fundamental high emergency staffing corrections (extra analysts on critical path)
 - Put the right people together

Deliverable oriented project organisation

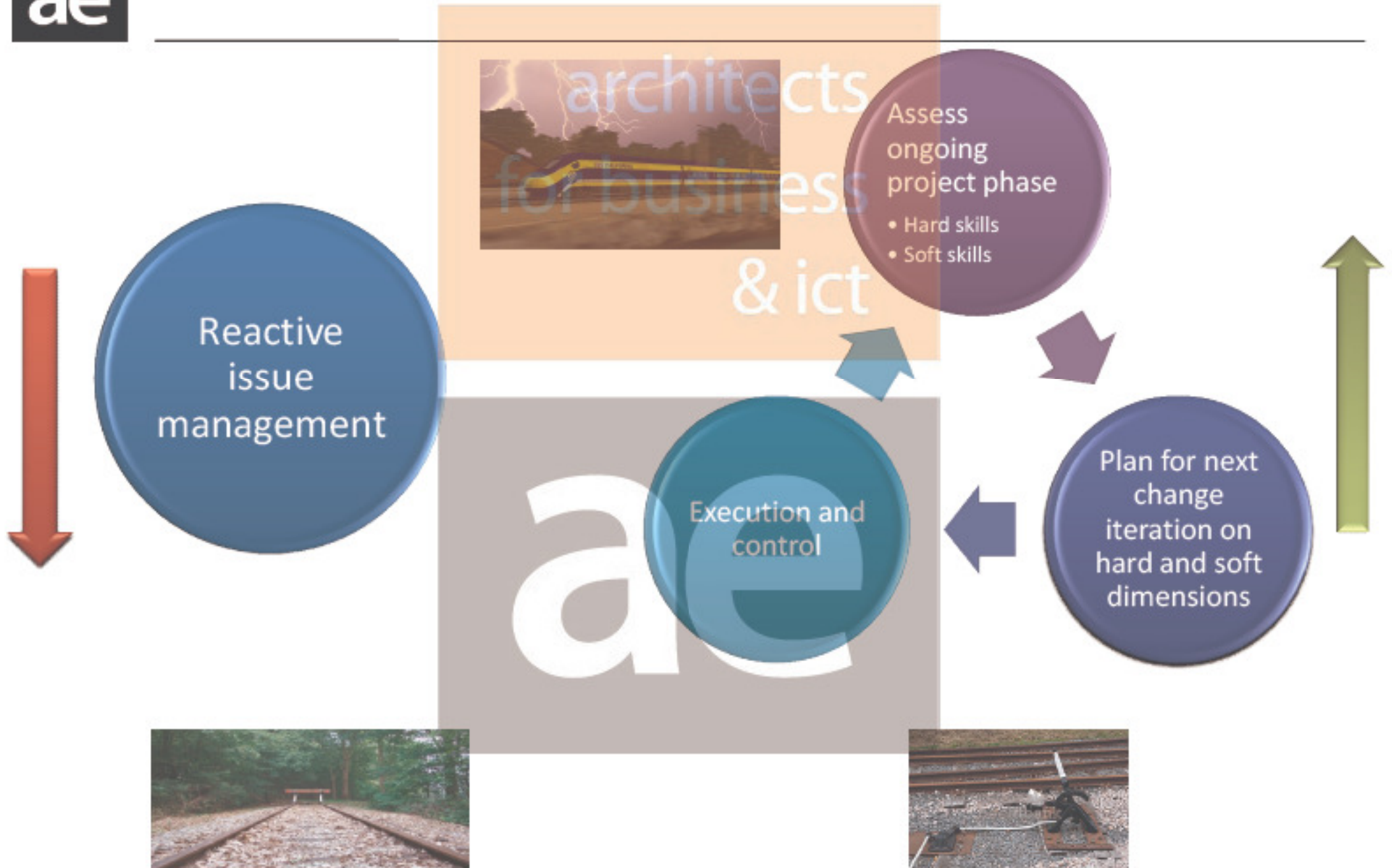


★ = in scope 1/1/2011

Iteration 1 challenge -Break with the past!

- Take your team offsite
- Organize a Planning workshop (23 WPs)
 - Prepare this very well
 - Ask your WP leaders to prepare the plan for their WP
 - Use a common PM/WP plan template
 - If there are multiple entities, ask them to align their plans one-one
 - Breaking through the silos
- Consolidate and integrate into a common plan and communicate extensively!
- Use common infrastructure (wiki,...)
- Continue to manage issues, try to evolve to risk management

Summary of adopted approach during rescue



Assessment step

■ Hard skills

- Project management
 - PMBok Process areas
- Production process applied in project
 - Requirements mgt
 - Business analysis
 - Functional analysis
 - Solution architecture
 - Governance
 - Software Change and configuration mgt
 - Release mgt
 - Development
 - Test mgt

■ Soft skills

- Team motivation
- Readyness for change

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Assess
ongoing
project phase

- Hard skills
- Soft skills

Initial tips – during iterations 0 and 1

- Express **self confidence** from the beginning
 - Projects in trouble generally can only get in better shape when applying a structured approach (PM + architecture + soft skills)
- Gain **buy in** from steering by providing structured approach
 - Issue identification
 - Prioritization
 - Use steering/ sponsor to assist you in paving the way
- Gain **buy in** from your team
 - Help them towards a structured plan
 - Take away uncertainties (= risks)
 - Protect them against management pressure
- A plan for getting to the plan
- Evolve from reactivity to proactivity
- Start small – aim for initial team successes



May - Summer of 2010



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iteration 0	Iteration 1
Touch down	Addressing the core pains
10 days	6 weeks

Iteration 2
Execute initial plan Grow maturity on key activities Prepare for more fundamental change
12 weeks

- Progress reporting, refined workload estimations
- Risk management
- Pushing to the limits
- Assess belief of the team

Dealing with emotions in the team



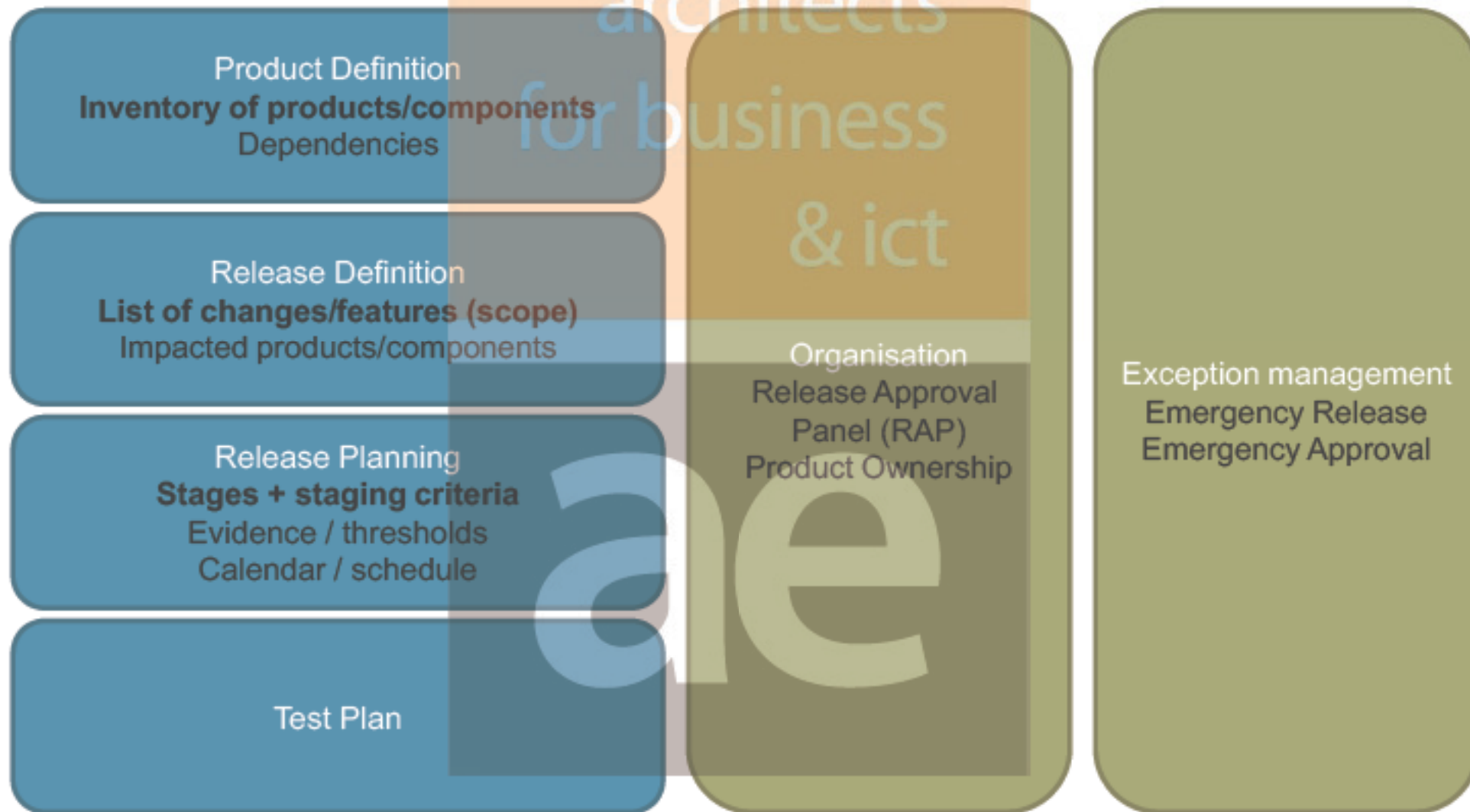
- Control – pressure – change
- Right dosis is mission critical

iteration 0	iteration 1	iteration 2			
Touch down	Addressing the core pains	Execute initial plan Grow maturity on key activities Prepare for more fundamental change			
10 days	5 weeks	12 weeks			

Iteration 3			
Preparing initial product launch			
16 weeks			

Release mgt
Perform extensive lessons learned
Prepare for more fundamental planning
Feature prioritization

Increase maturity on release mgt

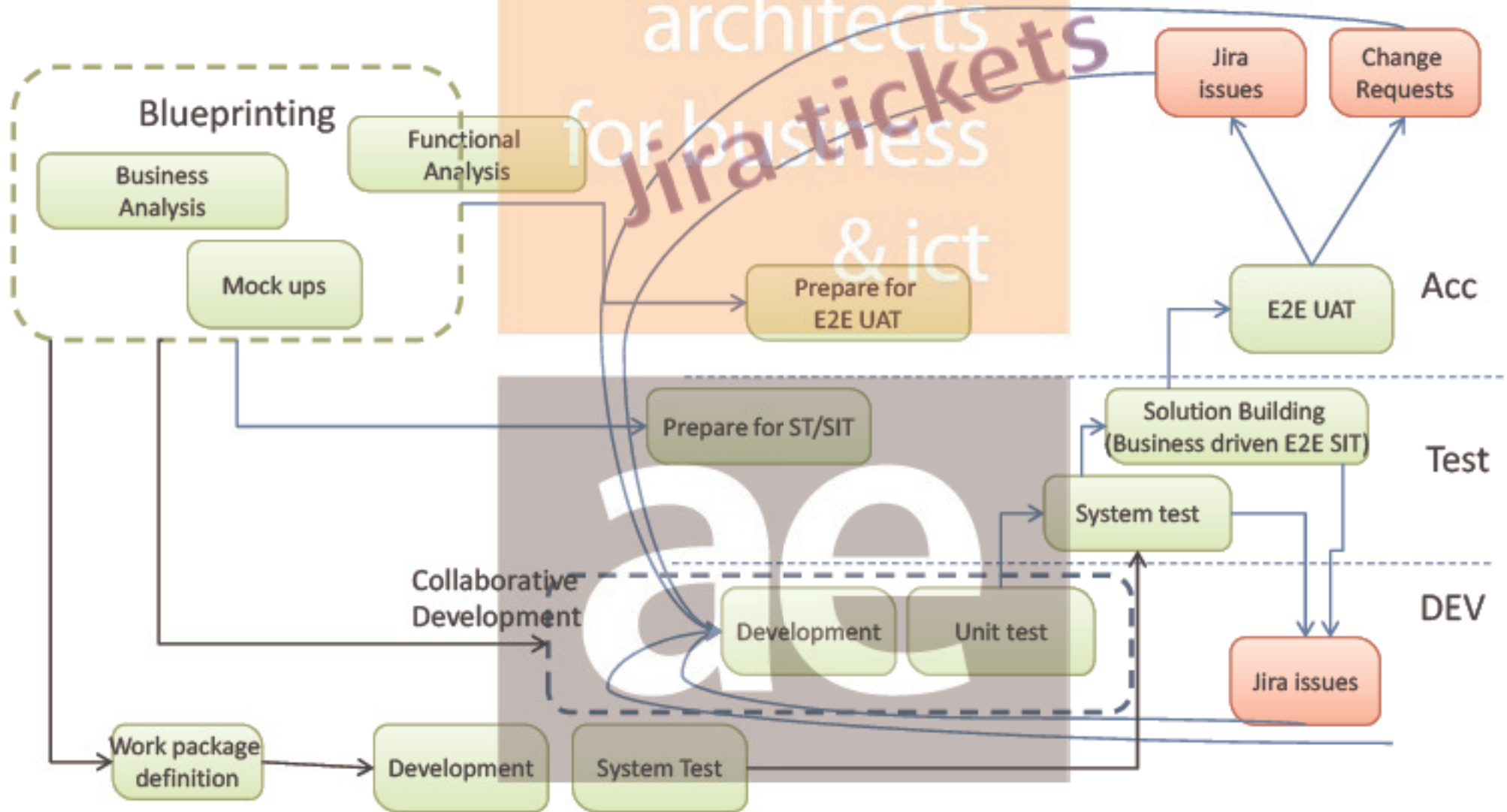


iteration 0	Iteration 1	Iteration 2	Iteration 3
Touch down	Addressing the core pains	Execute initial plan Grow maturity on key activities Prepare for more fundamental change	Preparing initial product launch
10 days	6 weeks	12 weeks	16 weeks

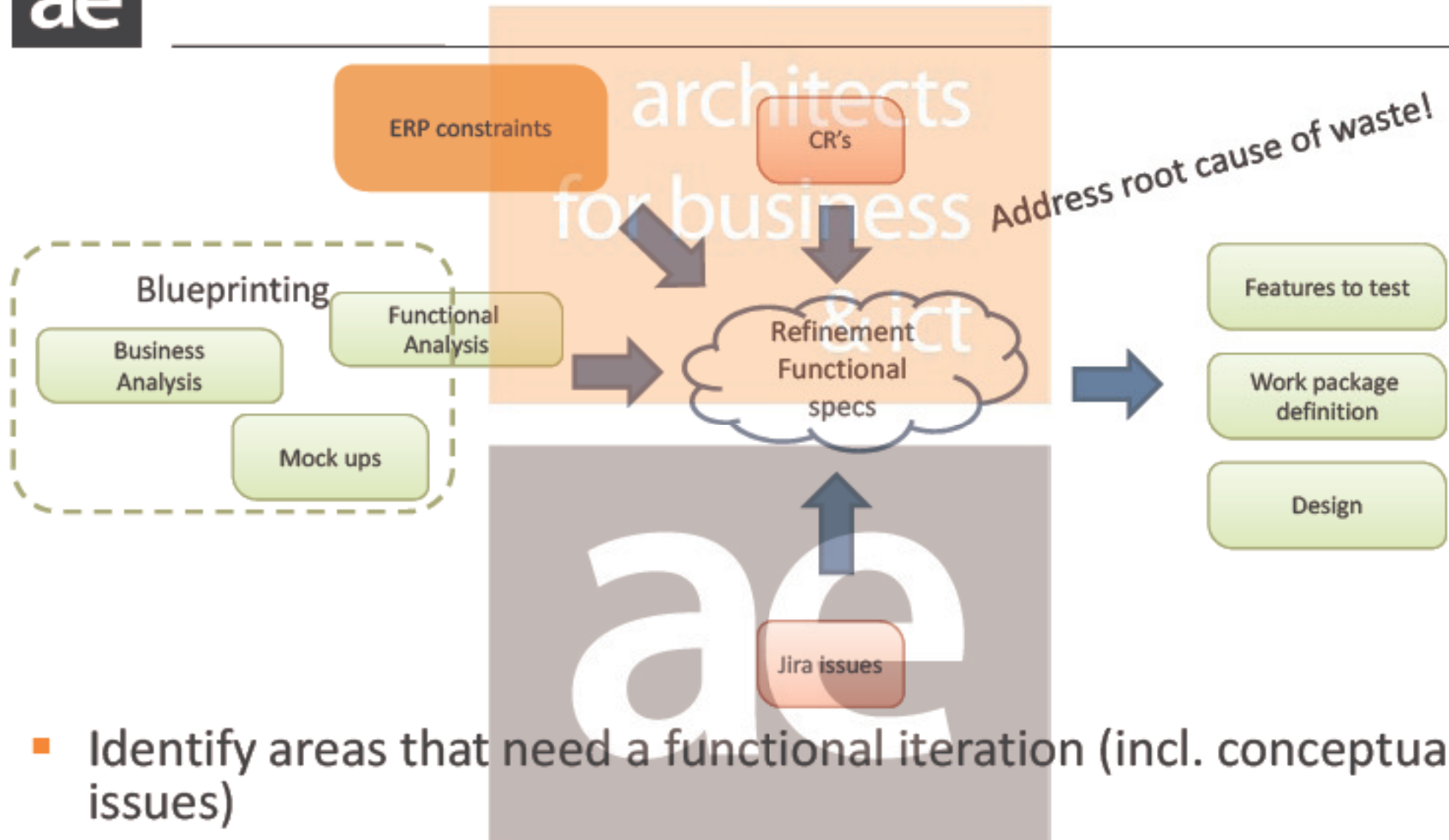
Iteration 4
Preparing extended product launch
16 weeks

Extensive scope management
Realistic planning (aligned with project team velocity)
Removing waste (Jira driven project management)

We need to remove waste here - Increase efficiency!

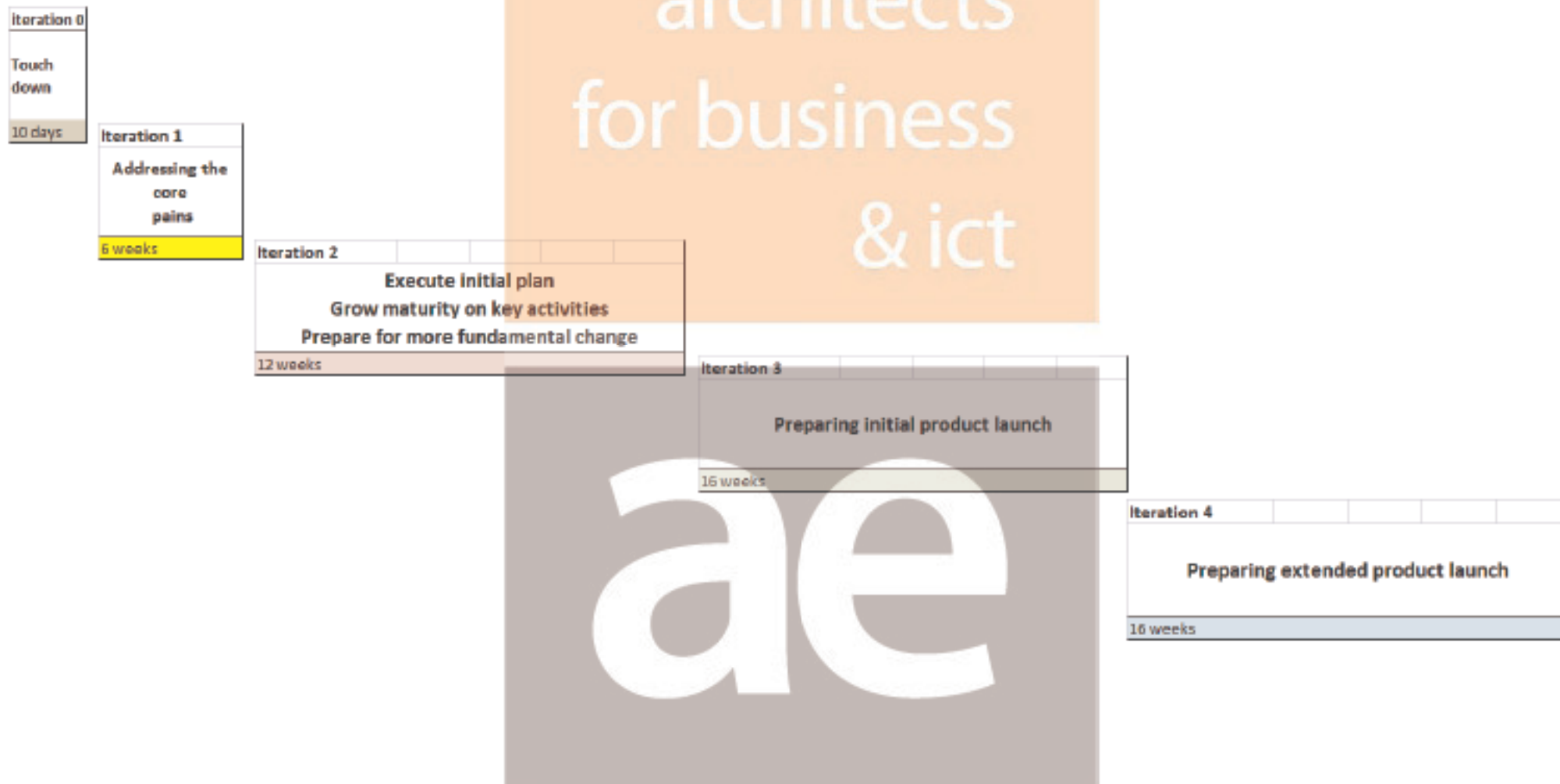


Make sure everybody agrees on requirements!



- Identify areas that need a functional iteration (incl. conceptual issues)
- Qualitative specifications (how to eliminate ambiguity?)
- Stay pragmatic – agile!

Overview of iterations



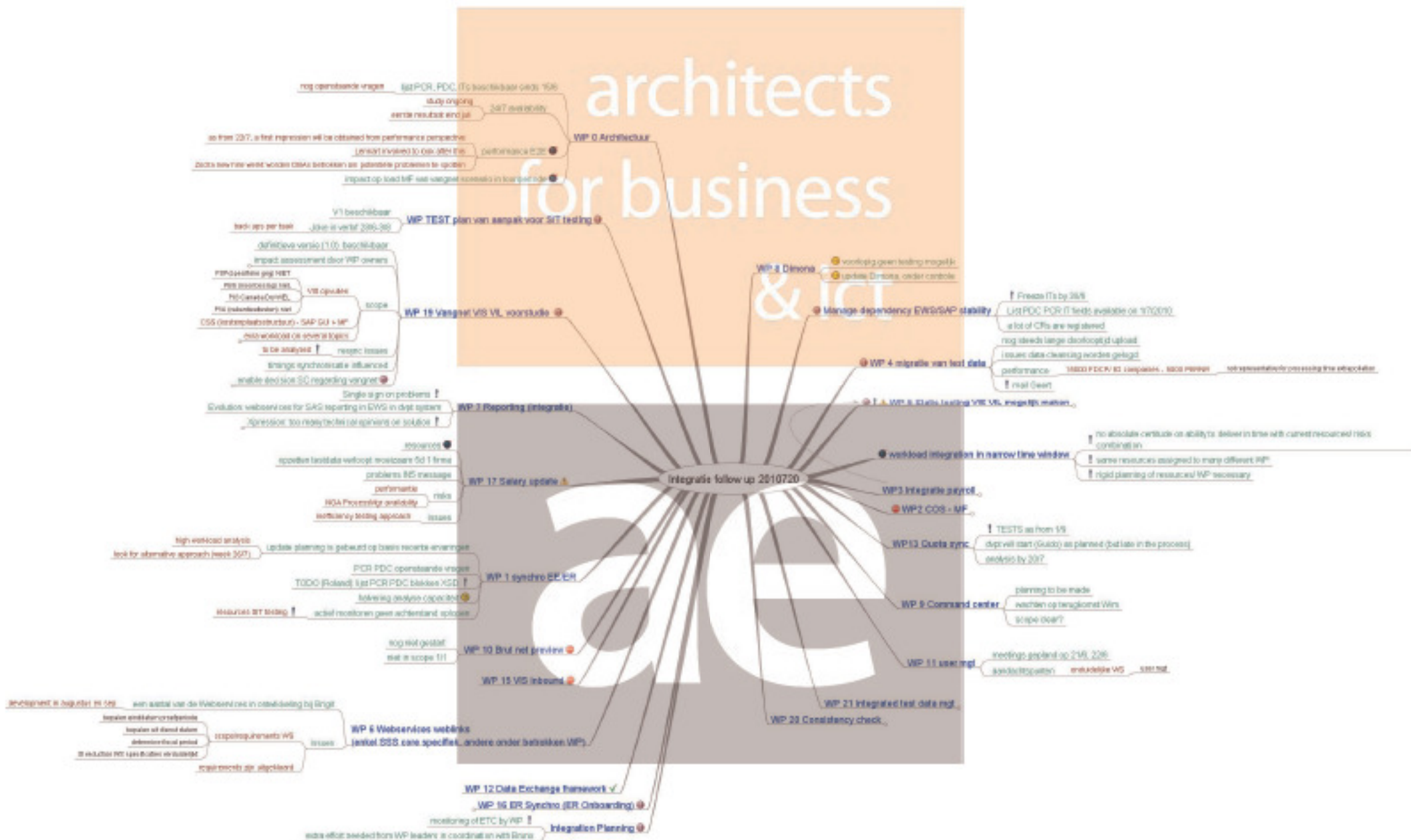
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TOOLS

Office and MSP but also...

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Mindmapping



TL dashboards

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		scope	wo/kloud	sched.le	scope	wo/kloud	sched.le	E2E SIT	risks	remarks		response planning	
WP 0	End to End Integration architecture												
WP 1	Synchro ER/EE	*								critical path release 1/4/2011			
WP 2	COS MF	*	X	X	X					beachi bwa erheid dev			
WP 3	Integratie payroll	*						Started					
WP 4	Migratie MF COS EWS	*						↓	heavy manually, long iterations, fundamental solution (-functional input) needed		extra resources upcoming, architecture questions being answered		
WP 5	VIS VIL (technisch) (VIL in/out VIS OUT)	*	*					↓	slow progress on coverage		business resources planned in SIT participation		
WP 6	Webservices / weblinks	*	*										
WP 7	Reporting (integratie luik)	*	*					↗	Xpression scope!!!, autorisation file				
WP 8	Dimona	*	*						low coverage/ pass				
WP 9	Command center (technisch integratie luik)	*	*					↗	export tickets facturatie issues				
WP 10	Brut/net preview	*	*										
WP 11	User mgt	*	*					↓	Johan L. (illness)		Johan part time active, Granada support		
WP 12	Data exchange framework	*	*										
WP 13	Quota synch	*	*					Started	about to restart testing, refactorings in dev				
WP 14	Luxemburg												
WP 15	VIS inbound		*										
WP 16	ER Synchro (Sx -> euHReka)	*	*					↗	Dependency on Sogeti, quality problems on COS				
WP 17	Salary update	*	*										
WP 18	Clocking data		*										
WP 19	VIS VIL als vangnet	*	*										
WP19B	resync		*										
WP 20	Consistency check (cross platform)		*										
WP 21	Integrated test data mgt	*	*										
WP 22	Transition	*	*							starting up, complex, E2E coverage?			
WP23	Import facturatie tickets	*	X	X	X								

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SUMMARY

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Hints and tips

- Project rescue = change management
- Balance change initiatives against continuity in the project
- Do the right things at the right moment
- Don't be afraid to tune/ change the process
- Evolve from reactivity to proactivity
- Evolve towards incremental delivery approach
- Don't forget the human aspects
 - A motivated team delivers twice as much
 - Checking limits of your team: don't break them
- Perform lessons learned and try to evolve from it
 - Involve team, management!
- Be careful with PM tools (PM administration)

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How the customer explained it



How the Project Leader understood it



How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed