Governance and Management of Enterprise Software Implementation

Being Agile will increase the likelihood of success.

INFO~TECH RESEARCH GROUP

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EXECUTIVE BRIEF

Analyst Perspective

Are you ready to enable your people to do their best work?

When you read "govern and manage" the tendency is to think of "command and control"; however, research shows that traditional project methods lead to high failure rates. If you reframe it as an Agile conversation about "providing oversight and course correcting" then you enable people to do their best work and achieve better results.

Robert Fayle
Research Director, Enterprise Applications
Info-Tech Research Group

Executive Summary

Your Challenge

Implementing enterprise software is hard. Research shows that 17% of IT projects go so badly that they threaten the existence of the company (Bloch, 2012). You need a framework that will greatly improve your chance of success.

Traditional Waterfall project implementations have demonstrated a low success rate for on-time, on-budget delivery.

Common Obstacles

Agility outside of software development is still in its infancy. The knowledge to apply it to business processes is lacking.

Your best process experts are the same people you need to keep the business running. The business cannot afford to have its best people pulled into the implementation for long periods of time.

Info-Tech's Approach

Leverage the best practices of project management, traditional and Agile, to deliver value to the business sooner.

Follow our iterative methodology with a task list focused on the business must-have functionality to achieve rapid execution and to allow staff to return to their daily work sooner.

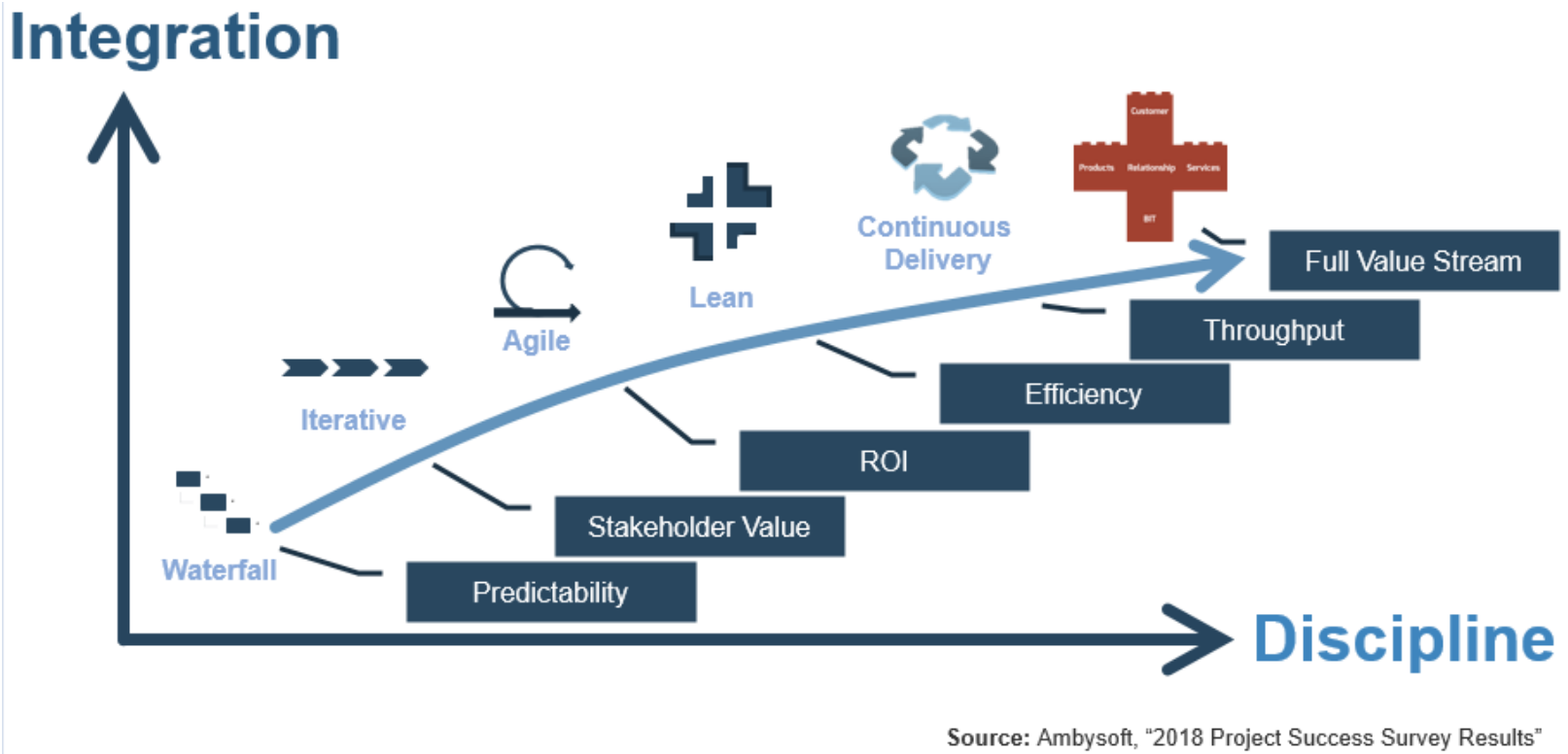
Engage users and receive timely feedback by implementing timely demonstrations of work completed.

Govern and manage the vendor partner relationship to leverage their expertise.

Info-Tech Insight Being Agile means using various techniques to get the right work done right. Sometimes that means traditional Waterfall techn iques are the right answer. Short planning and execution cycles allow for better course correction. It's far easier to recover from being fifty percent off on a week-long estimate than a four week one.

Understand the benefits provided by Agile and the requirements for successful implementation

The effectiveness of your delivery method will depend on how integrated you are with the business and how disciplined you are in the execution of the method.

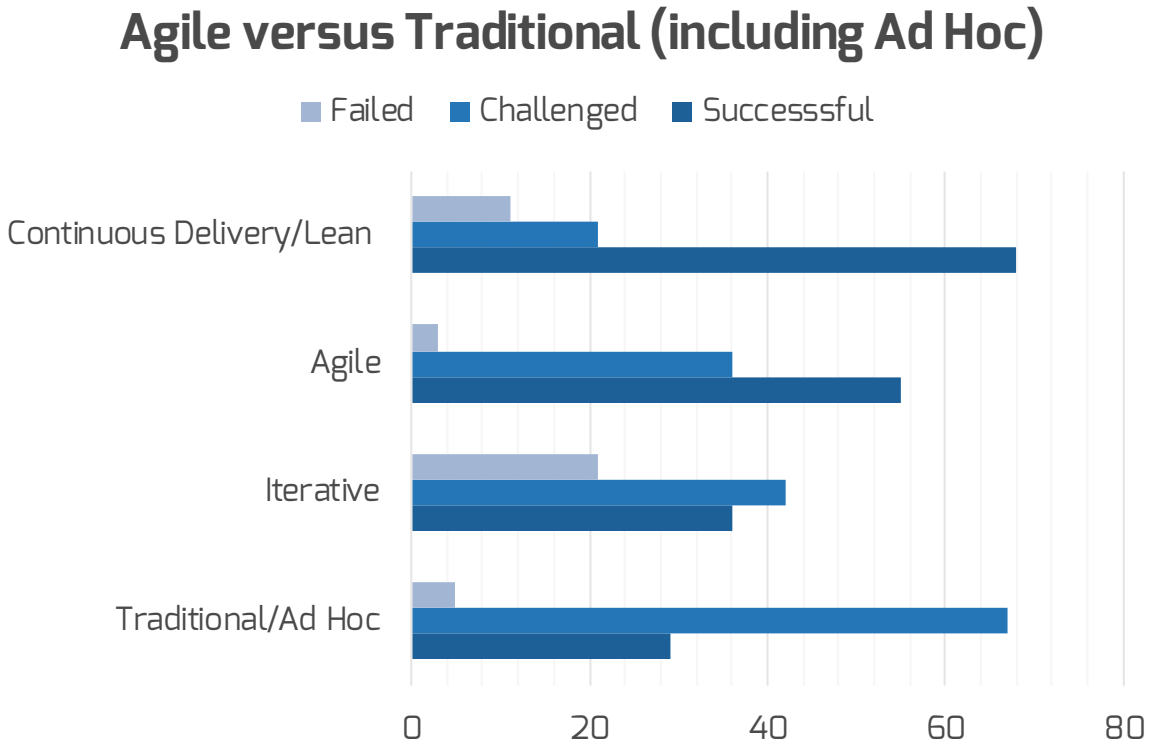


Source: Disciplined Agile Consortium

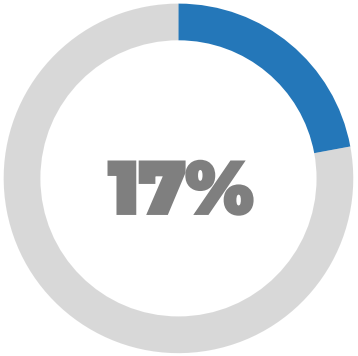
> *Is the path you are choosing going to get you where you want?*
>
> – Diana Larsen, author and co-founder of the Agile Fluency™ Project

Source: Ambysoft, "2018 Project Success Survey Results"

Project Success Rates



Source: Ambysoft, 2018



Nearly 17% of projects with budgets greater than $15 million fail to the point of threatening the existence of the company.

Source: McKinsey & Company, 2012

Info-Tech Insight Aim for the highest level of integration with the business and the discipline to execute to increase your chances of success.

Case Study

Agile at work

INDUSTRY
Construction

SOURCE
IBM Corporation, 2019

Challenge

CTE, which sells, rents, and services construction and industrial machinery, had its financial data siloed in three separate legacy systems.

Data analysis meant manual processes to extract, collate, and validate the necessary data. This time and cost-intensive process hampered CTE's plans for the utilization of customer-centered information.

Solution

CTE chose SAP S/4HANA in the cloud with IBM Services as the system implementer (SI). The project required collaboration across a significant cross-section of CTE employees.

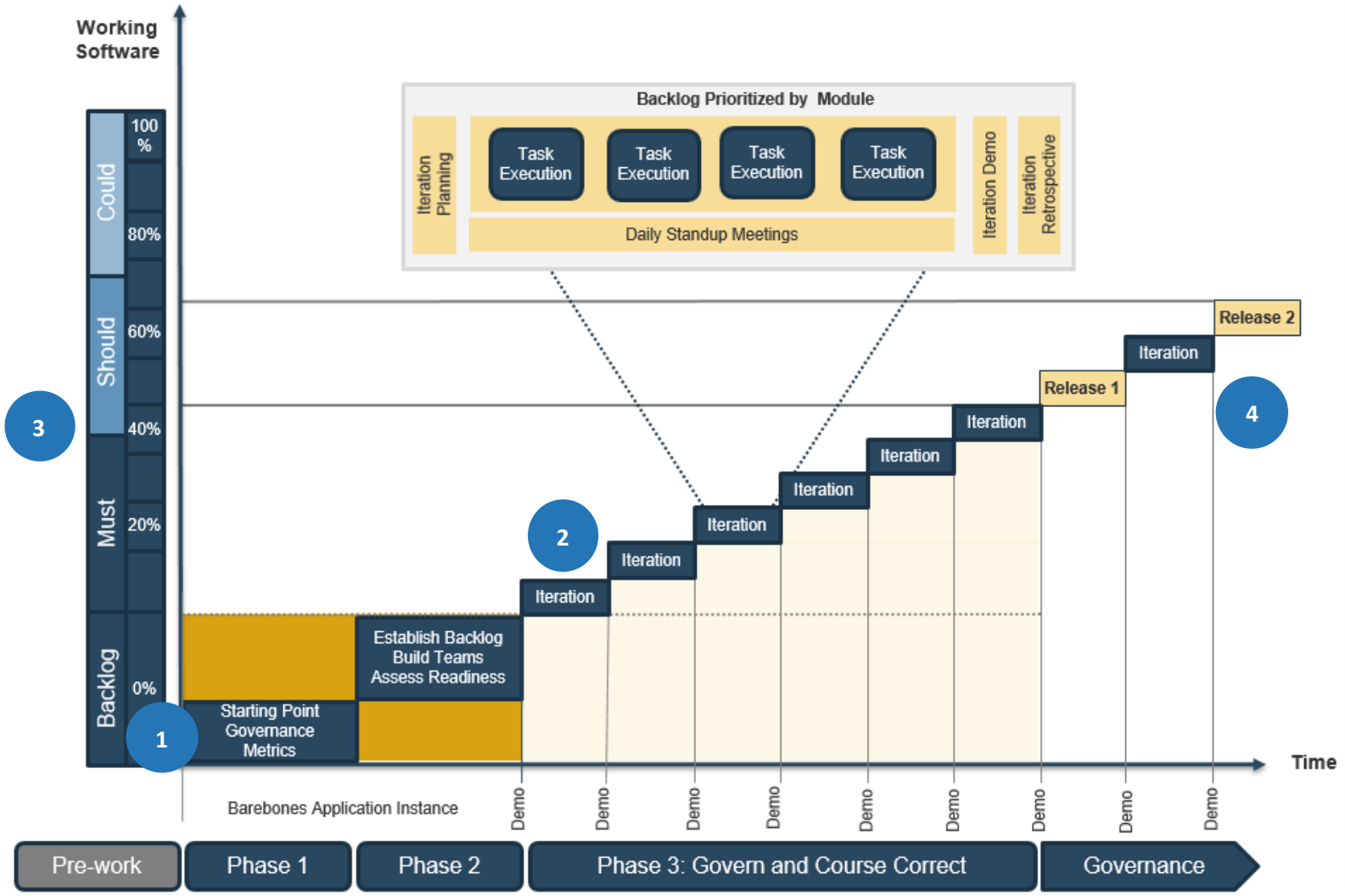
Working in three-week sprints using IBM's Ascend methodology (powered by SAP's Activate), CTE received the first proof of concept within ten days of project launch.

Results

IBM was able to deliver a live solution in eight months. CTE was able to recover the time on data reconciliation while relying on validated data from a single source to examine its customers' spend patterns.

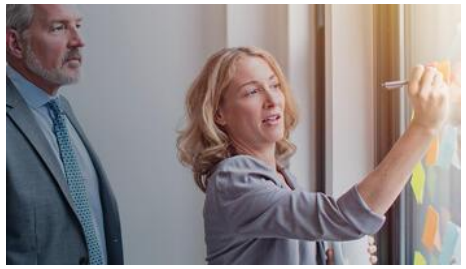
The implementation plan

Follow the Info-Tech path



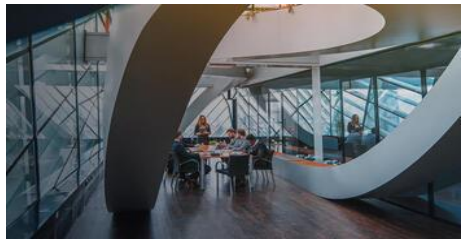
1. Use Agile techniques such as a backlog for the work items, focusing on the must-have items (i.e. 40% of the backlog).
2. Use iterations to accomplish work, which sets the implementation up for success.
3. Once all the must-have requirements have been implemented, the business has the choice of launching the enterprise software.
4. Post launch the teams can continue in the same cadence delivering additional functionality ad infinitum.

Related Info-Tech research



Build a Better Backlog

The quality of your product backlog is key to realizing the benefits of Agile.



Implement Agile Practices That Work

Guide your organization through its Agile transformation journey.

Create a Plan for Establishing a Business-Aligned Data Management Practice

Create a Plan for Establishing a Business-Aligned Data Management Practice.

Enable Shared Insights With an Effective Data Governance Engine

Empower data-driven decisions for operational excellence.

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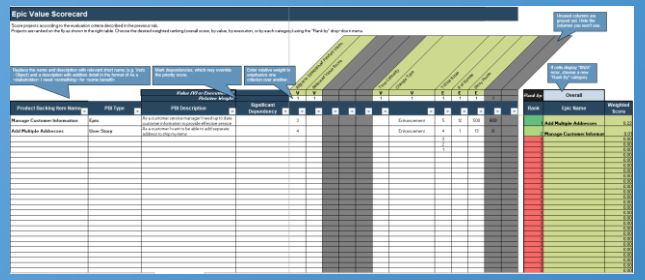
Info-Tech's Governance and Management of Enterprise Software Implementation

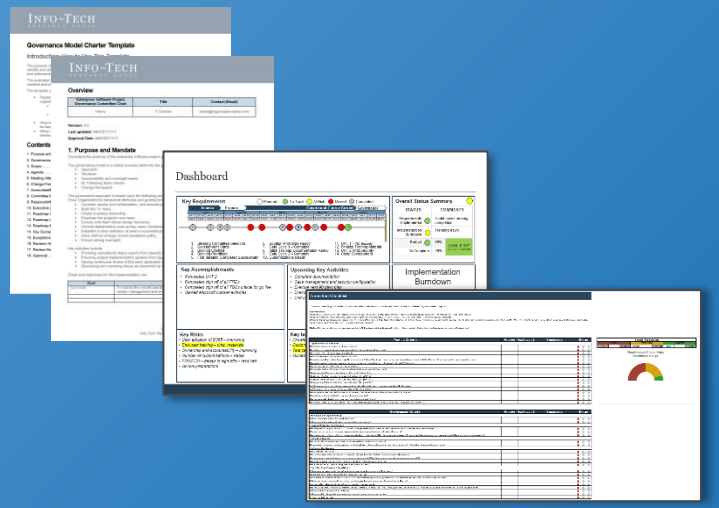
	1. Assess	2. Prepare	3. Govern and Course Correct
Phase Steps	1. Establish Your Starting Point 2. Governance Structure 3. Define Your Metrics	1. Establish Your Backlog 2. Build Your Teams 3. Assess Readiness	1. Govern and Manage 2. Transition
Phase Outcomes	1. Established goals, objectives, metrics, and structure for governing the project.	1. Teams and prioritized task list ready for implementation.	1. Successful implementation and transition to operation.

Key deliverable:



Product Backlog Prioritization

Complete Governance Charter and Dashboard along with an Implementation Checklist.

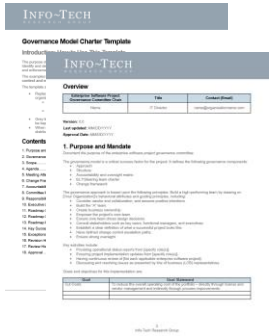


Blueprint deliverables

Each step of this blueprint is accompanied by supporting deliverables to help you accomplish your goals:

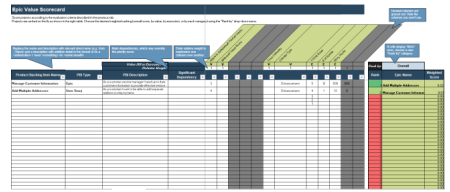
Governance Model Charter

A governance structure with roles and responsibilities backed up with metrics.



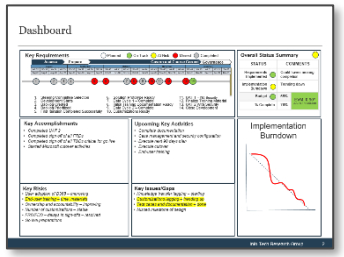
Product Backlog Prioritization

A backlog of requirements with a task breakdown for the first iteration to be performed by the implementation team.



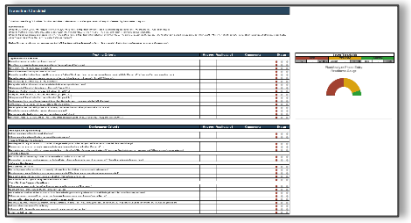
Governance Dashboard

Summarizes the information the executives are interested in.

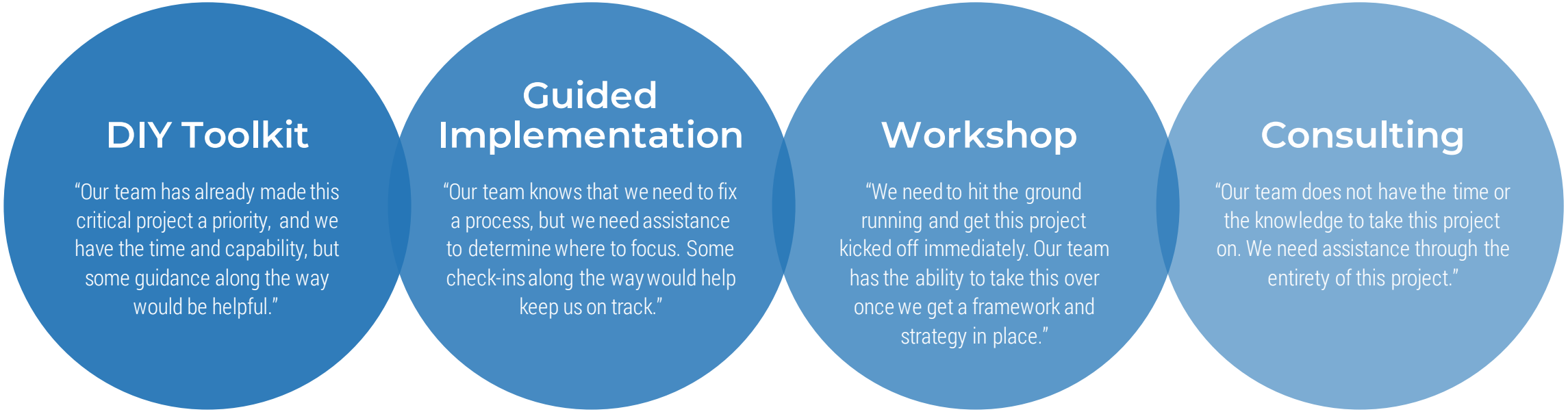


Enterprise Software Implementation Checklist

Establish a transition checklist detailing the items required to transition the implementation to operation.



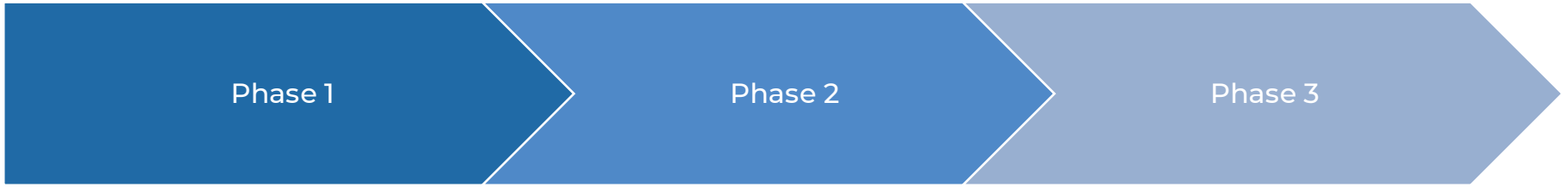
Info-Tech offers various levels of support to best suit your needs



Diagnostics and consistent frameworks are used throughout all four options.

Guided Implementation

What does a typical GI on this topic look like?



Set Strategic Expectations and Realistic Goals

Call #1:

- Discuss preparations that led to implementation.
- Discuss governance and the importance of stakeholder engagement.
- Discuss organizational goals, success metrics, and project metrics.

Prepare Your Teams and Requirements for Execution

Call #2:

- Discuss how to take your requirements and build a prioritized list of tasks.
- Talk about the teams needed to accomplish the project and the impact of changing members.
- Discuss the implementation plan and the readiness of the teams to execute.

Govern and Course Correct the Implementation and Prepare for the Transition of Operation

Call #3:

- Discussion of dashboards and backlog review criteria.
- Disaster preparation through the use of scenario planning and the creation of a checklist of transition to operation criteria.

A Guided Implementation (GI) is series of calls with an Info-Tech analyst to help implement our best practices in your organization.

A typical GI is between eight to twelve calls over the course of four to six months.

Workshop Overview

Contact your account representative for more information.
workshops@infotech.com 1-888-670-8889

	Day 1	Day 2	Day 3	Day 4	Day 5
Activities	**Define Clear Goals and Objectives, Governance, and Metrics** 1.1 Establish your starting point. 1.2 Set up your governance structure. 1.3 Define key success metrics.	**Establish Your Project Backlog** 2.1 Establish your backlog. 2.2 Build your team. 2.3 Assess your readiness.	**Govern and Course Correct** 3.1 Compile the dashboard. 3.2 Review your backlog. 3.3 Mitigate failure with scenario planning.	**Transition** 4.1 Build the transition checklist. 4.2 Review governance document and the implementation plan. .	**Next Steps and Wrap-Up (offsite)** 5.1 Complete in-progress deliverables from previous four days. 5.2 Set up review time for workshop deliverables and to discuss next steps.
Deliverables	1. Goals and objectives for the implementation 2. Governance structure 3. Key success metrics	1. A prioritized requirements backlog 2. Team structure 3. Data RACI 4. A communications plan	1. The implementation dashboard 2. An updated product backlog 3. One or more scenarios to mitigate risks	1. Transition checklist	