



02 CONSULTING

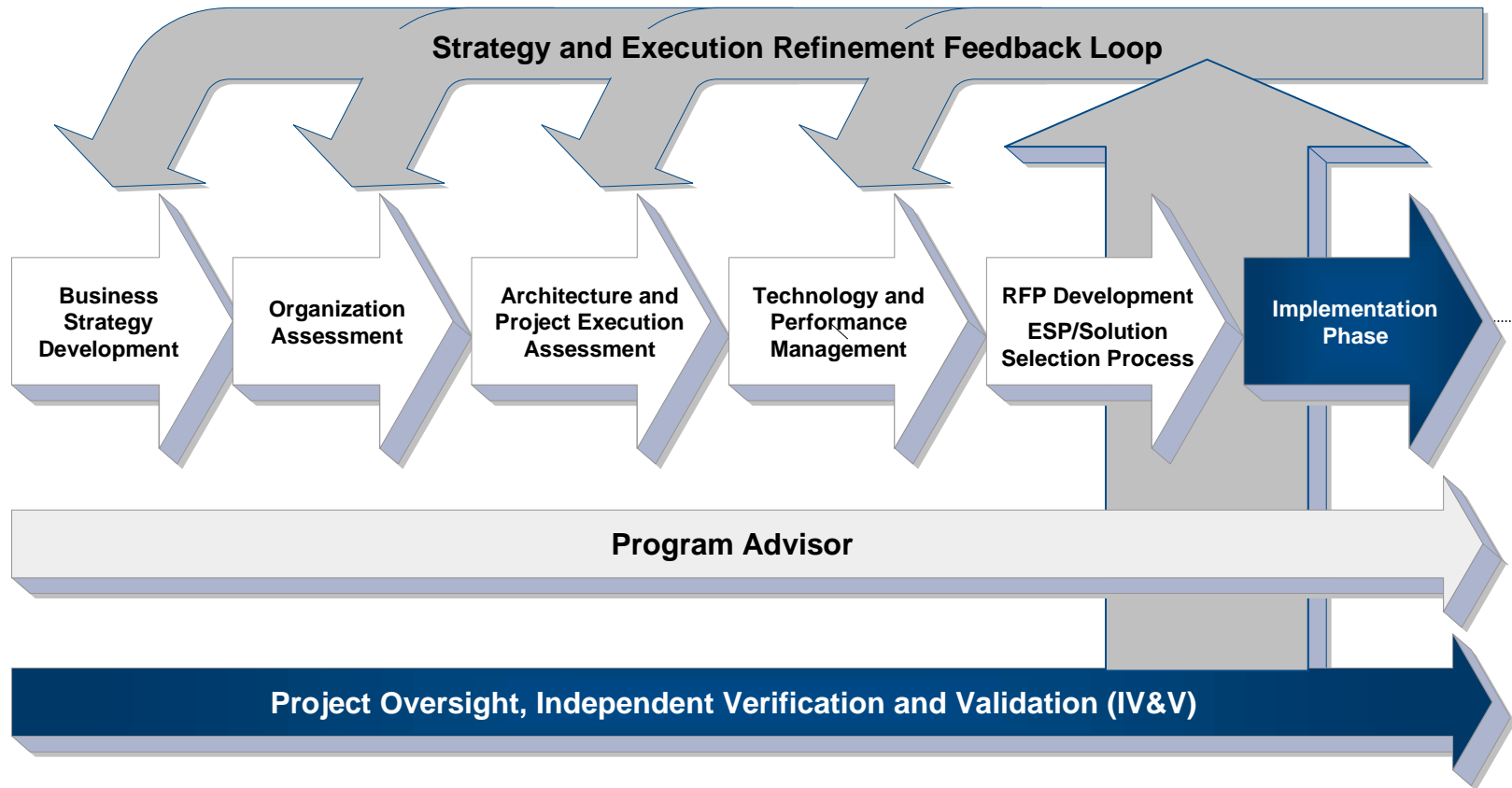
ERP Project Oversight and IV&V

[research](#) [consulting](#) [measurement](#) [community](#) [news](#)

Gartner

Gartner Consulting Services Framework

- The figure below best expresses Gartner Consulting service categories and potential contributions to our clients in their initiatives.



By design, Gartner does not provide any implementation services.

What Does Gartner Consulting Deliver in ERP Project Oversight and IV&V?

■ Implementation Process and Project Management

- ❑ The structured methodology of a Project Oversight and IV&V process enables clients to assess the quality of the implementation process as well as manage the project timeliness and cost in real time.
- ❑ Its systematic scoring of the results of implementation activities reduces the risk of overly technical discussions or highly political or emotional arguments.

■ Increased Likelihood of Post-Implementation Success

- ❑ In addition to testing delivered functionality, any complete Project Oversight and IV&V process will also encompass the many user- and support-related tasks necessary during implementation, such as documentation, customized training methodologies, knowledge management and transfer, and end-user support processes, to name a few.
- ❑ Such activities ensure successful operation of the new system after “going live.”

What Is Project Oversight?

- **Project Oversight is third-party, independent review of project process intended to ensure project success by assessing the project in progress against generally accepted project management guidelines and seeking to minimize project risk through risk assessment and mitigation recommendations.**
 - Project Oversight is often based upon Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK).

What Is IV&V?

■ Independent Testing of Delivered Functionality

- ❑ A separate IV&V process is desirable for any implementation and/or application development of mission-critical enterprise systems.
- ❑ A successful IV&V determines whether a new system, as delivered, conforms to the stated business and technical specifications.
- ❑ Even implementations of ostensibly “standard” package applications will turn out to require significant custom development in the form of legacy interfaces and “bolt-on” enhancements.
- ❑ Accordingly, an IV&V process is used to ensure timely and accurate function of desired business processes and functions as they go between one or more such systems.

Critical Success Factors for Project Oversight and IV&V

- **A number of factors are critical to employing a successful Project Oversight and IV&V process:**
 - ❑ Predefined and agreed-upon structure for analysis and assessment—Everyone involved in the process must understand the “rules of the game” (i.e., who is participating, how the data will be gathered and analyzed, and the format that will be used to present the findings to senior management).
 - ❑ Management and user acceptance—Ideally, this is a byproduct of developing the scores and weights in the model.
 - ❑ Fine-tuning the scoring and weights as the enterprise’s requirements are further defined—Ideally, this is a confirmation of initial scores and weightings, and elimination of marginal metrics.
 - ❑ Full cooperation from the systems integrator.

Benefits of the Process

- **Raising senior management's confidence in the implementation effort**
 - Decision-makers must believe an integrator recommendation is sound and well supported.
- **Build consensus among implementation stakeholders**
 - Typically, the process brings to light the concerns of the diverse groups contributing to it. Consensus is built when everyone involved provides input to the weighting process.
- **More-efficient and neutral project and process management**
 - A surprising payoff for many people is that using an IV&V saves time. With this approach, people remain focused on a particular task with understood rules and approaches so that no time is wasted.
- **An ongoing documentation of the implementation effort**
 - The process provides empirical measures for reference. As the organization's needs change and it gains experience with the systems, the model can be adapted for future implementation activities (additional functionality or any other packaged application suites).
- **Documenting corporate memory**
 - Our reports are such that if there has been any deviation from the original project plan the event is documented with a full explanation of why and how the decision was made, so that post-implementation these reports can be used to recall how the final product evolved.

Project Oversight and IV&V Interim Assessments

Executive Summary Example








































Each finding is outlined in detail with specific recommendations in the report.

		High Risk (critical issues exist or potentially exist)	Caution (some issues exist)	On Plan (no problems)
Business Goals and Alignment	<ul style="list-style-type: none"> ■ Executive Support <ul style="list-style-type: none"> – Committed – Business involvement – Project sponsorship 			(A1. Strong executive support) ▲ (A2. High level of business involvement) ▲ (A3. Well-respected program leader) ▲
	<ul style="list-style-type: none"> ■ Business Value <ul style="list-style-type: none"> – Measures – Incentives – Other 	▲	(A4. Business value success measures not defined) ▲ (A5. Incentives not aligned with business value) ▲ (A6. Managing to cost measures)	
Project Organization and Governance	<ul style="list-style-type: none"> ■ Project Governance <ul style="list-style-type: none"> – Plan – Review – Roles 			(B1. Good project due diligence) ▲ (B2. Independent project review) ▲ ▲ (B3. Project roles not clearly defined)
	<ul style="list-style-type: none"> ■ Change Management <ul style="list-style-type: none"> – Plan – Technology transfer 	▲	(B4. Communication of change management plan lacking) ▲ (B5. Knowledge transfer plan)	
	<ul style="list-style-type: none"> ■ Communications <ul style="list-style-type: none"> – Plan – Environment 		▲ (B6. Communications plan lacking) (B7. Positive expectation of change) ▲	
Project Management	<ul style="list-style-type: none"> ■ Budget and schedule: <ul style="list-style-type: none"> – Risk – Budget – Schedule – Scope 	▲	(C1. Widespread product acceptance) ▲ (C2. Experienced system integrator) ▲ ▲ (C3. Additional budget review required) ▲ (C4. Data cleansing outside project plan)	
	<ul style="list-style-type: none"> ■ Resources <ul style="list-style-type: none"> – Skills – Roles – Plan 		▲ (C5. Unclear roles for setting technology standards) ▲ (C6. Overall resource plan lacking) ▲ (C7. Potential for resource conflict)	
	<ul style="list-style-type: none"> ■ Technology <ul style="list-style-type: none"> – Appropriateness 		▲ (C8. Use of strategic technology)	

Project Oversight and IV&V Interim Assessments (Cont)

Executive Summary Example


Each finding is outlined in detail with specific recommendations in the report.

		Business/ Process	Project/ Technical	Summary of Findings
	 high risk and focus  medium risk and focus  low/no risk/focus			
A. Scope and Objectives	1. Project objectives consistently understood			1. Excellent communications and executive/business involvement
	2. Project objectives measurable			2. Business metrics are still not discretely defined (measurable)
	3. Project objectives realistic/achievable			3. Stated objectives are realistic and explicitly upheld as default objectives
	4. Key stakeholder expectations are aligned with project goals			4. Businesses fully embrace stated objectives and are actively working together to achieve success; high level of explicit executive support
	5. Process improvements identified/accepted		n/a	5. High energy and excitement displayed for process improvements
	6. Design finalized/accepted			6. Business rule/procedure not complete; xxx work outstanding
B. Project Management	7. Project scope is managed and communicated			7. Tight controls evident over scope
	8. XXX project integrated with rest of enterprise			8. Many other initiatives underway are not fully integrated
	9. Change management/enterprise awareness			9. Robust program tested for effectiveness
	10. Project schedule is achievable			10. Schedule is reasonable; resources will be stretched in January/February
	11. Project change control disciplines adopted	n/a		11. Need tighter controls and expanded role of PMO for vetting
	12. Business project plans integrated		n/a	12. Businesses, through xxx are keeping abreast of their business plans
	13. Data integrity/remediation reqmts. identified			13. Integrity of data, and "one-truth" will be a challenge through go live
	14. Necessary resources committed			14. They are committed, but can't empirically determine if conflicts exist
	15. Quality is assured			15. Modifications are outside of xxx control; will affect upgrade strategy
C. Implementation Preparation	16. Testing requirements defined/communicated			16. Everyone aware of effort needed, but have not yet internalized
	17. Training requirements defined/communicated and committed			17. Well documented and communicated; commitment is made, but resources may be over-extended
	18. Technical infrastructure meets current and future requirements	n/a		18. Tech. team has demonstrated strong infrastructure and future concerns
	19. Implementation/cut-over strategy defined and communicated			19. Rollout strategy not clearly defined; data cut-over not finalized (process expert "feet on the street" for go-live support is great idea)
	20. Contingency plans identified			20. Quality time is necessary to finalize key business contingencies

Project Oversight and IV&V Interim Assessments (Cont)

Executive Summary Example

Each finding is outlined in detail with specific recommendations in the report.

Key Challenge	Findings/Observations
<p data-bbox="223 463 862 498">14. Necessary resources committed</p> <div data-bbox="173 720 933 933"><p data-bbox="278 736 854 771">Project Management and Governance</p><p data-bbox="364 894 479 920">Business</p><p data-bbox="546 894 713 920">Project/Tech.</p></div>	<ul data-bbox="999 409 1876 948" style="list-style-type: none">• Gartner found that all groups are committed to the successful implementation of this project—whatever it takes. However, the organization is running this on pure determination and would be unable to sustain the commitments in the event of a business crisis or serious business distraction.• Resource commitments in MS-Project appear inconsistent (some exceed 100 hrs/week).• Lack of an integrated resource plan for the organization hinders the ability of management to quickly evaluate the impact of business prioritization decisions or alternate plans.• Lack of an integrated plan has not been a significant problem to date, but remains an area of medium risk.
<p data-bbox="778 987 1191 1022">Recommended Actions</p> <ol data-bbox="209 1059 1836 1336" style="list-style-type: none">1. The xxx team should work with the change management, training and testing teams to work up a mock resource requirement calendar for each business unit. The requirements should be laid out on a “real calendar” so the business leaders will have the opportunity to internalize the resource requirements and specific timing. They will then be able to synchronize these requirements with those of their respective businesses (see Appendix X).2. The business unit leaders need to internalize the mock calendars and raise any serious issues with the project team immediately so that a risk assessment and contingency plans can be developed. (see Appendix X).3. The current MS-Project plan should be updated to reflect more accurate resource estimates (see Finding 10).	

Benefits of Using Gartner

- **Gartner has been respected as the “Voice of IT” for many years.**

- Our research analysts are constantly reviewing and writing about the latest technologies, addressing issues faced by the users of technology. In addition, high-tech vendors are reviewed at least once a year, assessed from a vision and ability-to-execute perspective, and placed on our magic quadrant. This magic quadrant is used by IT organizations worldwide to assist them when making purchasing decisions. This same research and the research analysts are available to Gartner Consulting employees on an as-needed basis throughout our engagements.

- **Gartner Consulting’s employees have come to us from all industries and many well-known and respected high-tech companies.**

- Our organization’s knowledge and relationships are leveraged for our clients.

- **You select the services your company needs.**

- To benefit fully from the process, we suggest that our service span the whole project life cycle; however, you can select to use the service for only portions of the project. Our methodology is flexible enough to easily adapt to any size of project and even portions of projects. It works equally well for upgrades as it does for initial implementations.

Benefits of Using Gartner (Cont)

- **Our reviewers combine on-site reviews with telecommuting to best leverage each visit while keeping travel costs manageable.**
 - We would mutually agree on which items or sections were to be reviewed on site and which items would be performed electronically (e.g., change management and knowledge transfer are activities best reviewed on site; however, training plans, training content and some operations documents could be reviewed electronically). During our project initiation we would review the project work plan and suggest candidates for on-site activities and scheduled visits. Our reviewers will work with you to accommodate your schedules.

Gartner

research

consulting

measurement

community

news

