PRISM

IT-VISION

What to Avoid During the Implementation

SAP IMPLEMENTATION @ PRISM

Top reasons for Likely failure of ERP
(and how to avoid it – in the following slides)

Few people in an organization ever understand how difficult an ERP's FUNCTIONAL implementation part is, and how a few key elements can be the difference between ERP success and ERP failure. Listed below are some of the common mistakes that, if avoided, can greatly improve probability of success.

The causes of ERP failure include

1. Business's functional leadership is not committed to the implementation or Insufficient functional team as a resources.
2. Lack of able, timely, high quality decisions at functional level by heads leading to twisting / thumping the requirement.
3. Lack of proper change management policy &/or its strict adherence to methodology to implement at functional levels.
4. Insufficient training/support of functional users
5. Insufficient funding
6. Caution not taken against the making ERP look like legacy system by functional users.
7. Lack of testing during UAT (User Acceptance Test) by respective functional users.

Poor software fit /inaccurate requirements

Have a highly detailed and accurate inventory of system's requirement in hand before you begin implementation of an ERP system. Be relentless with questions; ERP vendors will be overly optimistic about their product's fit to our requirements/ problems. Never choose bells and whistles over nuts and bolts.

Functional Leads : Be sure of your requirement are written down before the signing off of the blueprint. Also ensure a timely closure of the blueprint phase – else the project deadlines will go for a toss.

Functional leadership is not committed to the implementation

Without this commitment, no one else in the organization will be committed either. Recommend postponement of the ERP project rather than gamble leadership attitudes will somehow "come around". Functional leaders are found to be busy and has no time…

Project Sponsor/ Stake Holder : Never allow any slowing down of the implementation, there will need to be a clear-cut mandate towards implementation & honoring dates.

Insufficiency in team resources

This can be the synergy of thought amongst appropriate resources, it is even more important to align the right resources in to the ERP team in terms of experience & interpersonal qualities.

5 Essential Traits to Look for in Our ERP Team Members.

1. Functionally Smart : All in all, look for the smart person first since that guy will always be willing to put their neck on the line and offer project and/or task ownership first.
2. Professionally Honest : A team member that is unable to tell the difference between straight talk and prevarication is usually a waste of everyone's time.
3. Willing to be Assertive : Many smart individuals can be considered 'too big for the room,' and at the end of the day, are more damaging than helpful to a team's morale.
4. Persistence : a group of persistent ERP team members will allow an enterprise to overcome limitations leading to success rather than failure.
5. Protagonist : Needless to discount this importance for overall performance of the team.

Lack of accountability to make timely, high quality decisions

Establish clear responsibilities for decision making. Late, ambiguous, or poor quality decisions will mislead the implementation of ERP & would be never ending.

- There could be punitive actions declared before signing off the 'Blueprint Phase' as this is the only most important phase – which will Set the Requirement of the ERP.

Insufficient training /support

An ERP implementation requires trained users. Any users not trained in advance will be a drag on resources for the implementation (functional support) team.

As the available support resources diminishes, the in-house ability to resolve go-live problems decreases, and the implementation remains open ended.

Caution against making ERP look like legacy

Very obvious and hardly warrants any amplification.

(Over-customization increases every other cost and risk, it makes upgrading and testing more difficult in the future after the go-live, and it reduces ERP functionality too.)

Avoid customization as much as possible, if need be reengineering of business processes could be an option to be looked at first.

Lack of testing

Insufficient testing of use cases* by the functional users leaves stone unturned and unaware in the system.

(use cases* are used to test = ये हुआ तो क्या ! & वो होगा तो क्या !)

The shock & surprise of problems & volume of issues at the ERP go-live stage usually will push back all the implementation effort.

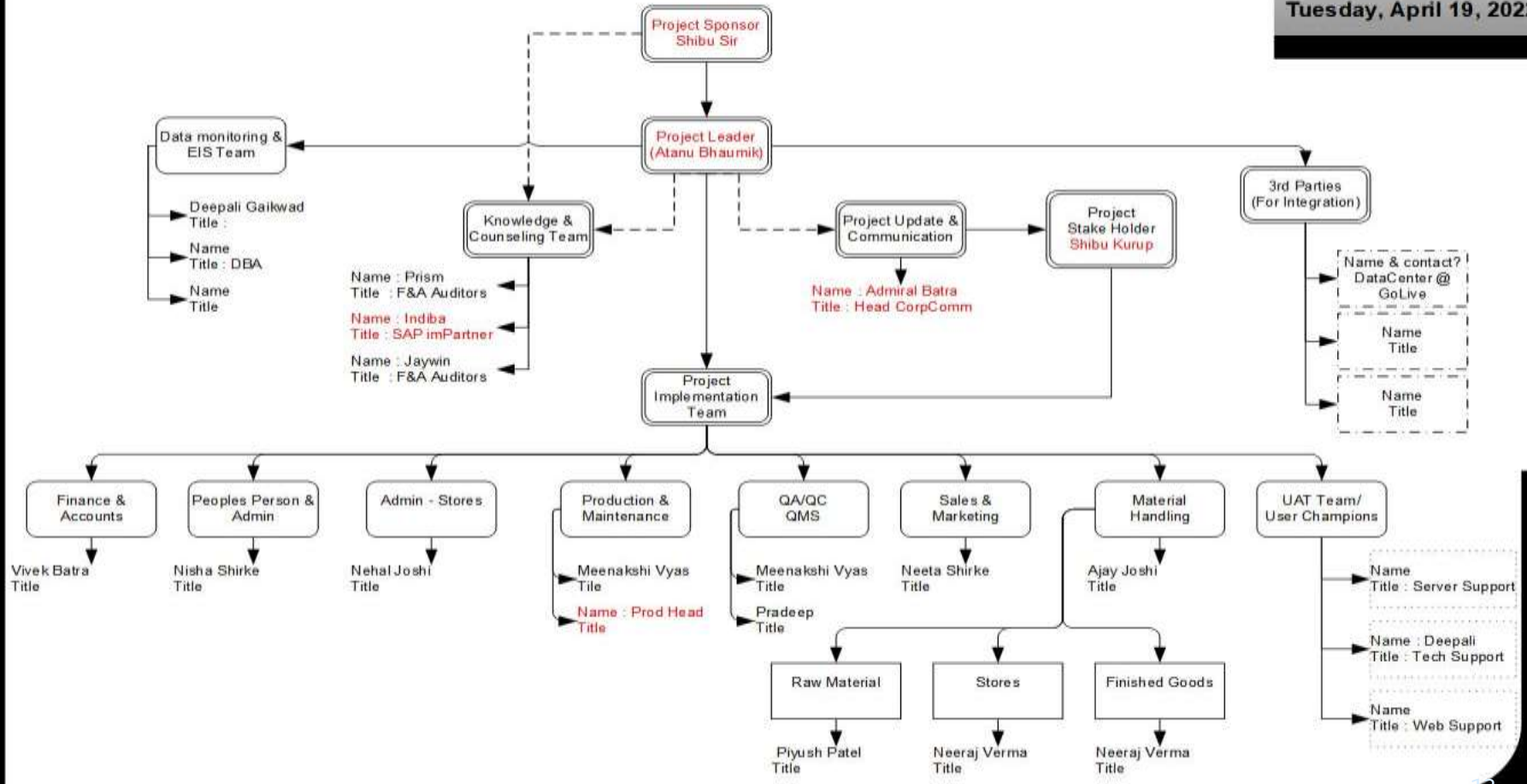
Testing ensures the validity of all data: configuration, master, and transactional. It also ensures the business processes are properly and optimally defined. Documents all issues. Correct important issues before placing ERP into production and keep all aware of the less important issues that require eventual resolution !

Project Management Structure (PMS) shared ….

PM Structure for SAP Implementation

V-2

Tuesday, April 19, 2022



Implementation Methodology

- 01. Form Project Committee
- 02. Kick-off Meeting

01

- 03. Survey and Diagnosis
- 04. Application Prep
- 05. Operation & Process Harmony
- 06. SOP Modeling
- 07. Gap Analysis & Customization

02

- 08. Basic Data Preparation
- 09. Process Simulation
- 10. Opening Balances & Data Migration

03

- 11. System Goes Live
- 12. Review Meeting
- 13. Settlement of Accounts

04

These will be described in next presentation

Business Blueprint

Purpose

To create a body of work, know as Business Blueprint that

- Aligns business requirements to the SAP business model
- Documents the TO-BE process models
- Describes the solution design
- Identifies additional functional and technical requirements
- Obtains business sign-off on requirements and design
- Blueprinting is dedicated to support value delivery

Deliverables

- Project Plan Update
- Complete, documented and signed off
  - Business Process Hierarchy and Design
  - Value Association on Process Level
  - Solution Design
  - Gap Identification and Resolution
  - Solution Landscape and Architecture
- Assessment of Organization and Business Process Changes
- Confirmation of Implementation Date

Milestones & Key Decisions

- Completed and signed off Process Design
- Completed and signed off Solution Design
- Completed and signed off gap identification and resolution
- Phase Quality Assessment
- Communication Plan