



ERP Implementation Planning

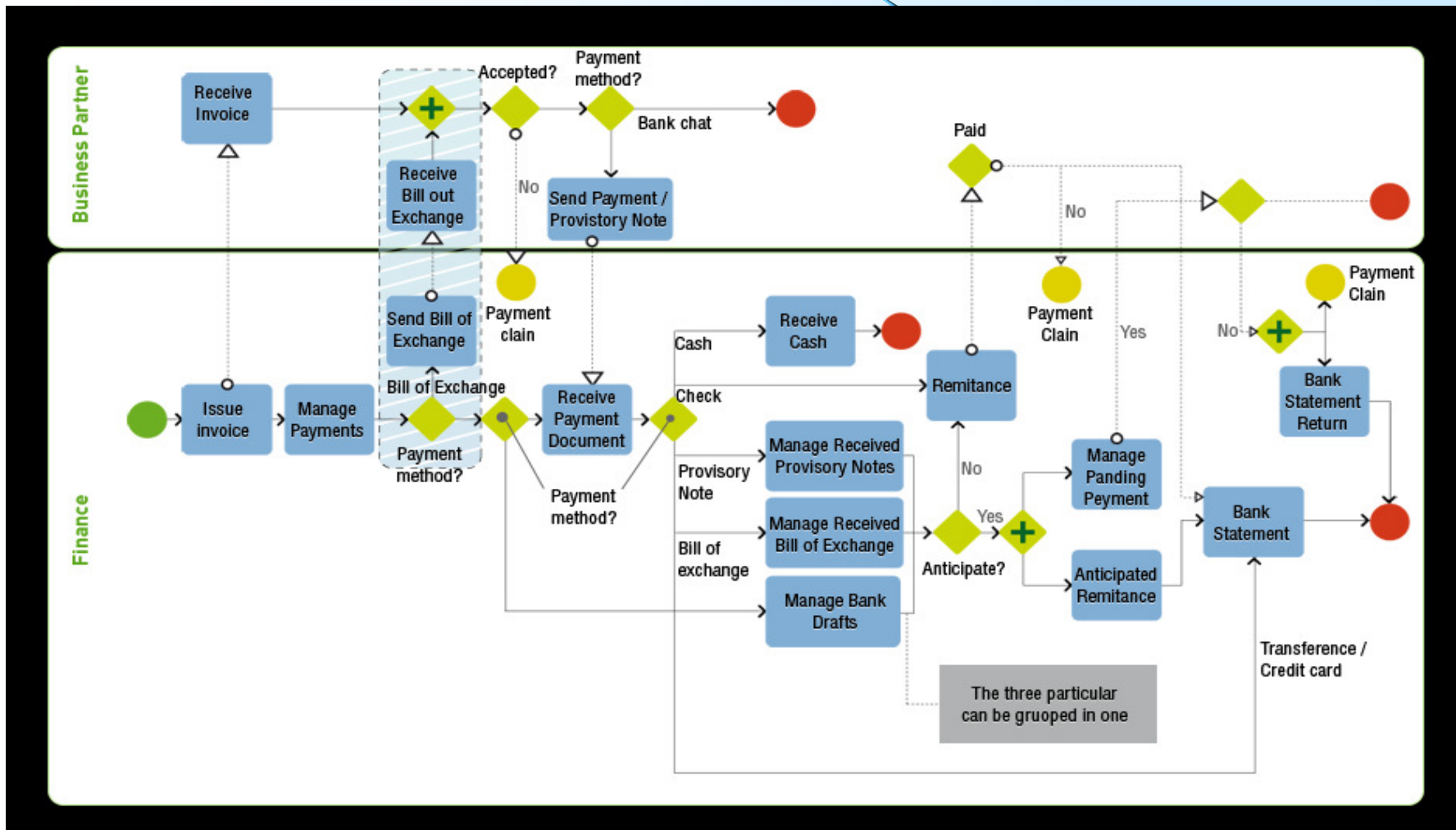
ERP Implementation Program

□ Key phases of ERP implementation:

- Analysis of the company existing or designing new business process descriptions
- Inventory of the company's existing formal workflows or designing them for the key business areas
- ERP solution(s) evaluation and pre-selection for the trial(s)
- ERP solution(s) trial(s)
- Defining (if not previously existed), formalizing and finalizing the business process workflows based on the ERP trial(s)
- ERP Program (multiple in-scope projects) planning
- ERP Program execution and control – the selected ERP solution customization, configuration, testing, staging and production (going live into operation)
- ERP program closing out and system post-implementation support – maintenance, upgrades, user training

Business Process Workflows

- Inventory of detailed process workflows for all business areas is crucial for the preparation of ERP system requirements
- Invoice-to-Cash process workflow example:



ERP Evaluation & Trials

- **ERP evaluation & selection activities goals:**
 - **Understanding of the ERP capabilities and features**
 - **Pre-selection those ERP solution(s) for the trials that could help addressing the company's needs**

- **ERP trial goals:**
 - **Assessing specific ERP capabilities and features**
 - **Analysis of the company-specific business processes**
 - **Designing the company's formal workflows for the key business areas based of the ERP templates**
 - **Drafting the ERP features and specifications requirements**
 - **Utilizing the selection criteria to compare the ERP solutions, based on the trial outcomes and recommendations summarized through previous ERP solutions analysis**

ERP Trial Criteria

- ❑ **The ERP trial & selection criteria may include:**
 - **Good functional fit with the company's business strategy, plans, requirements, processes, etc.**
 - **Degree of integration between the various components of the ERP system**
 - **Flexibility and scalability**
 - **Complexity**
 - **User friendliness**
 - **Readiness for a quick implementation**
 - **Functionality that allows to properly define (if not previously existed), formalize, tune and optimize the company's business processes and workflows**

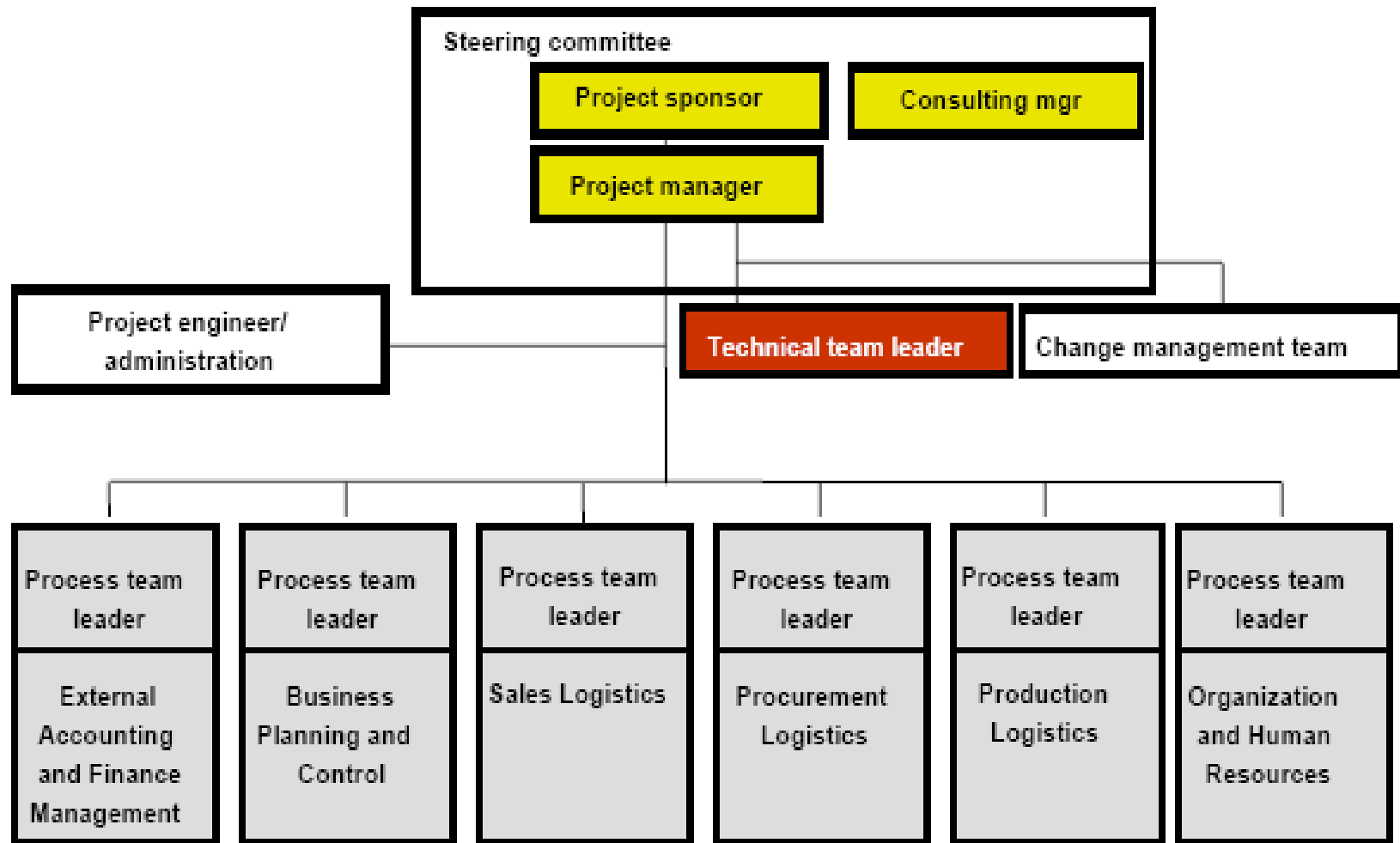
ERP Program Planning

- ❑ **Covers the development of the overall program plan and its in-scope projects plans, including:**
 - **Scope Management**
 - **Schedule Management**
 - **Budget Management**
 - **Quality Management**
 - **Risk Management**
 - **HR Management**
 - **Procurement Management**
 - **Communications Management**
 - **Program Integration Management**
- ❑ **All these plans are absolutely essential to:**
 - **Ensure proper control of the ERP implementation program delivery on time and within budget**
 - **Define the program activities, deliverables, timelines, budget, roles, responsibilities, etc.**

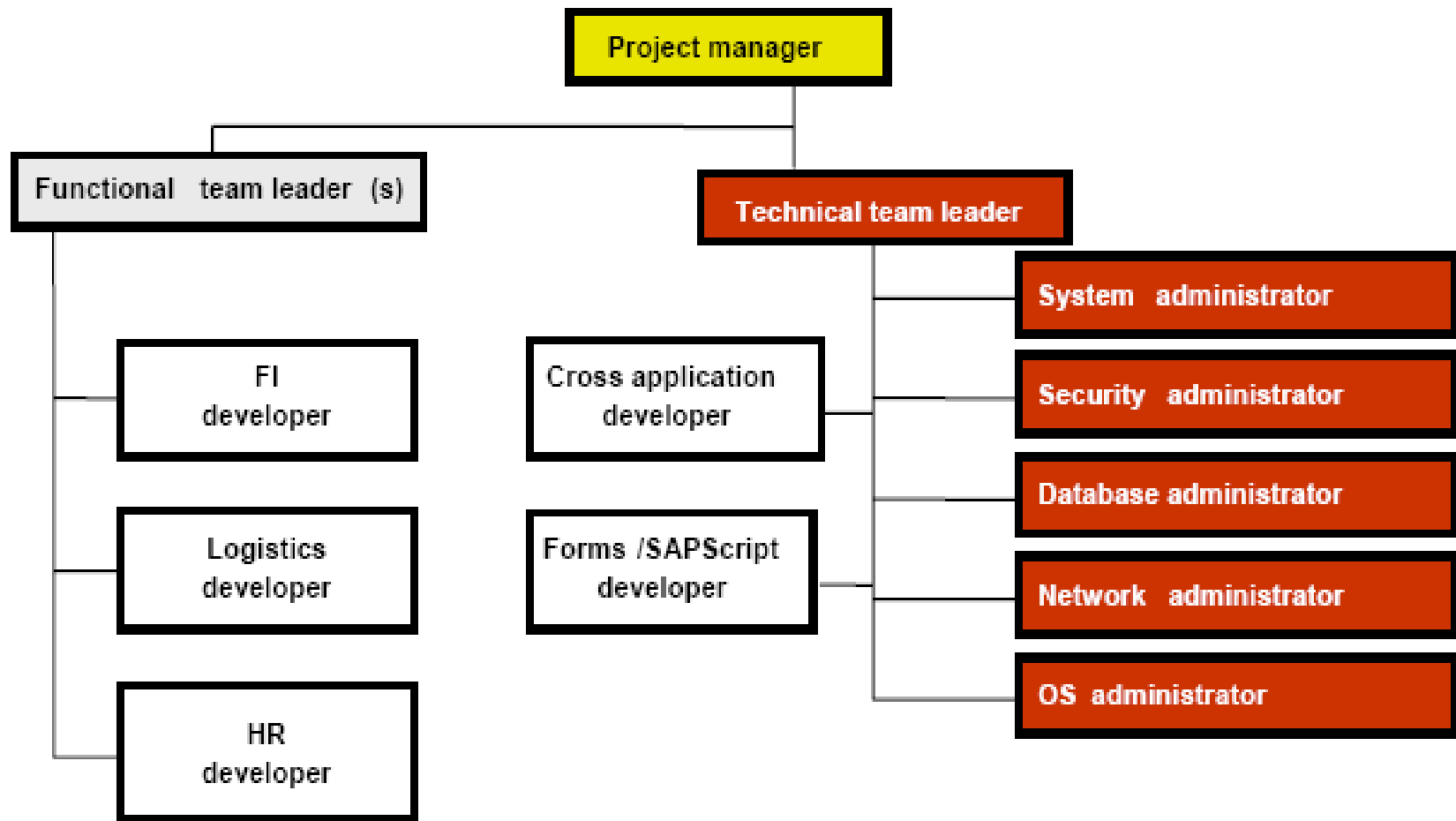
ERP Program Planning (cont'd)

- **This phase also includes:**
 - **Set up of the overall program and each in-scope project administrations**
 - **Staffing the program and the projects**
 - **Setting detailed goals and objectives**
 - **Acquiring all other required program resources**
 - **Defining the key program metrics & KPI's**
- **Typical Program team roles include:**
 - **Program director**
 - **Project managers**
 - **Business process team leads / analysts**
 - **Solution subject matter experts**
 - **Technical subject matter experts**
 - **Specific business area subject matter experts**
 - **Change management specialists, etc.**

Example of Program Team Organization



Example of Project Team Organization



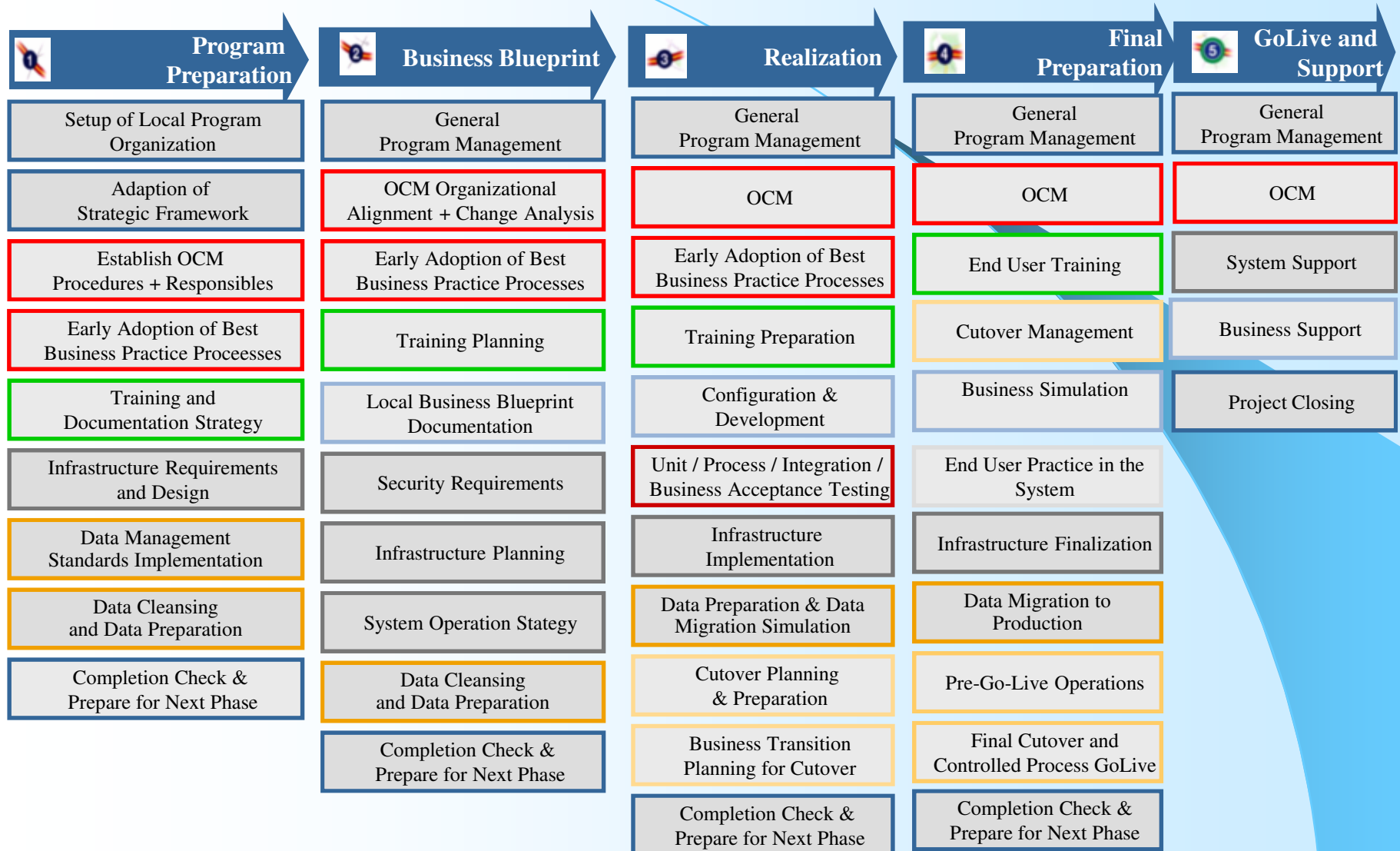
ERP Program Phases

- ❑ **The ERP Implementation phases include:**
 - **Technical solution acquiring and deployment**
 - **ERP and business process customization – either synchronizing existing company practices and processes with the ERP solution or customizing it to the company processes**
 - **Relevant tuning of the business processes to be mapped with the ERP solution and overall business goals of the company**
 - **Custom solution testing, prototyping and staging – to simulate the actual business processes of the company and test the ERP functionality through the “to be” model in a controlled environment**
 - **Configuring the system to reveal the strength and the weaknesses of the company business processes and further optimize them**
 - **Test cases design, pre-production testing of the business case scenarios, bugs fixing, etc.**
 - **Training of the team through the implementation, including those to be responsible for the post-implementation support**

ERP Program Delivery Best Practices: ASAP



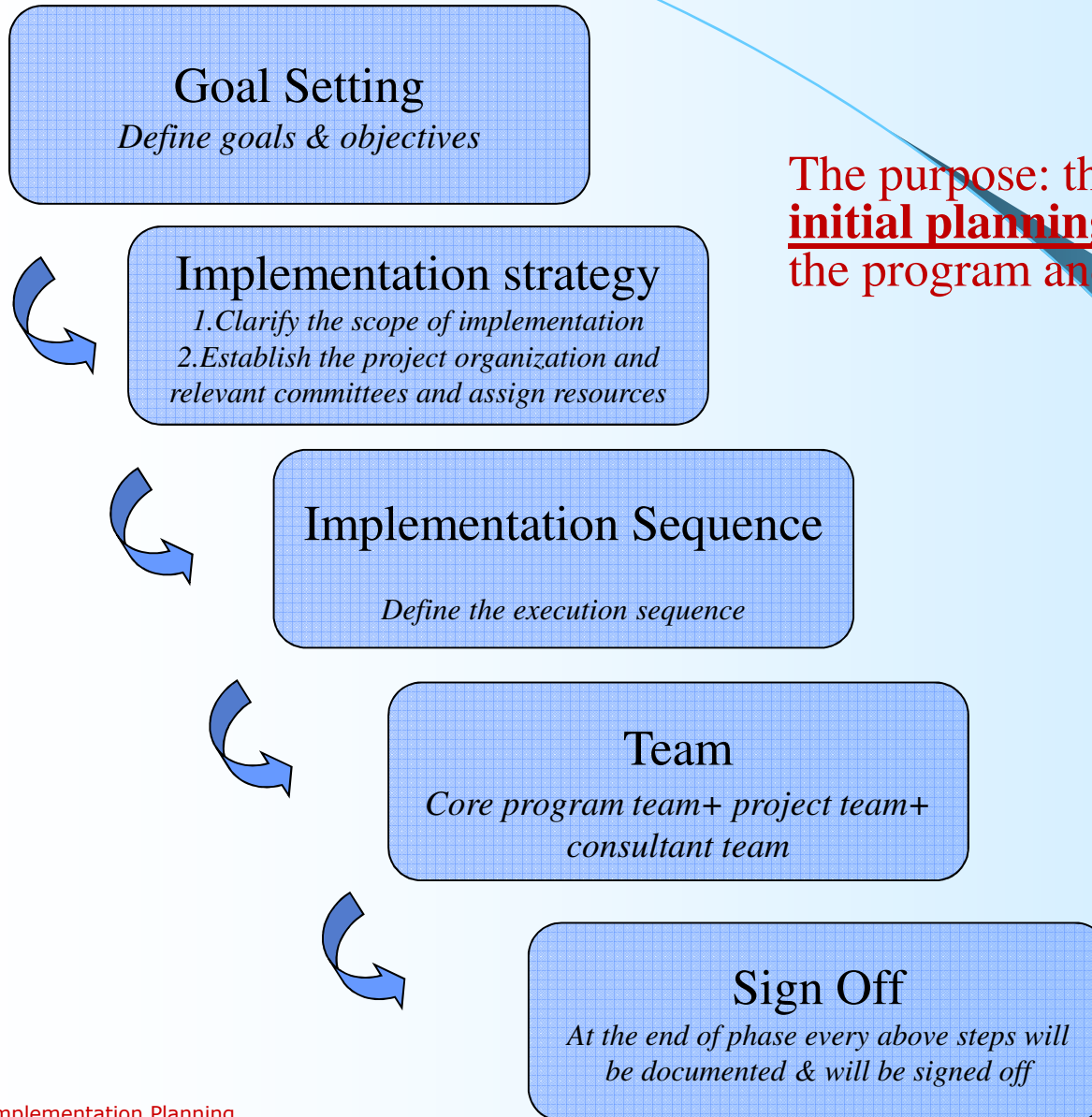
ERP Implementation Roadmap



ERP Program Phases

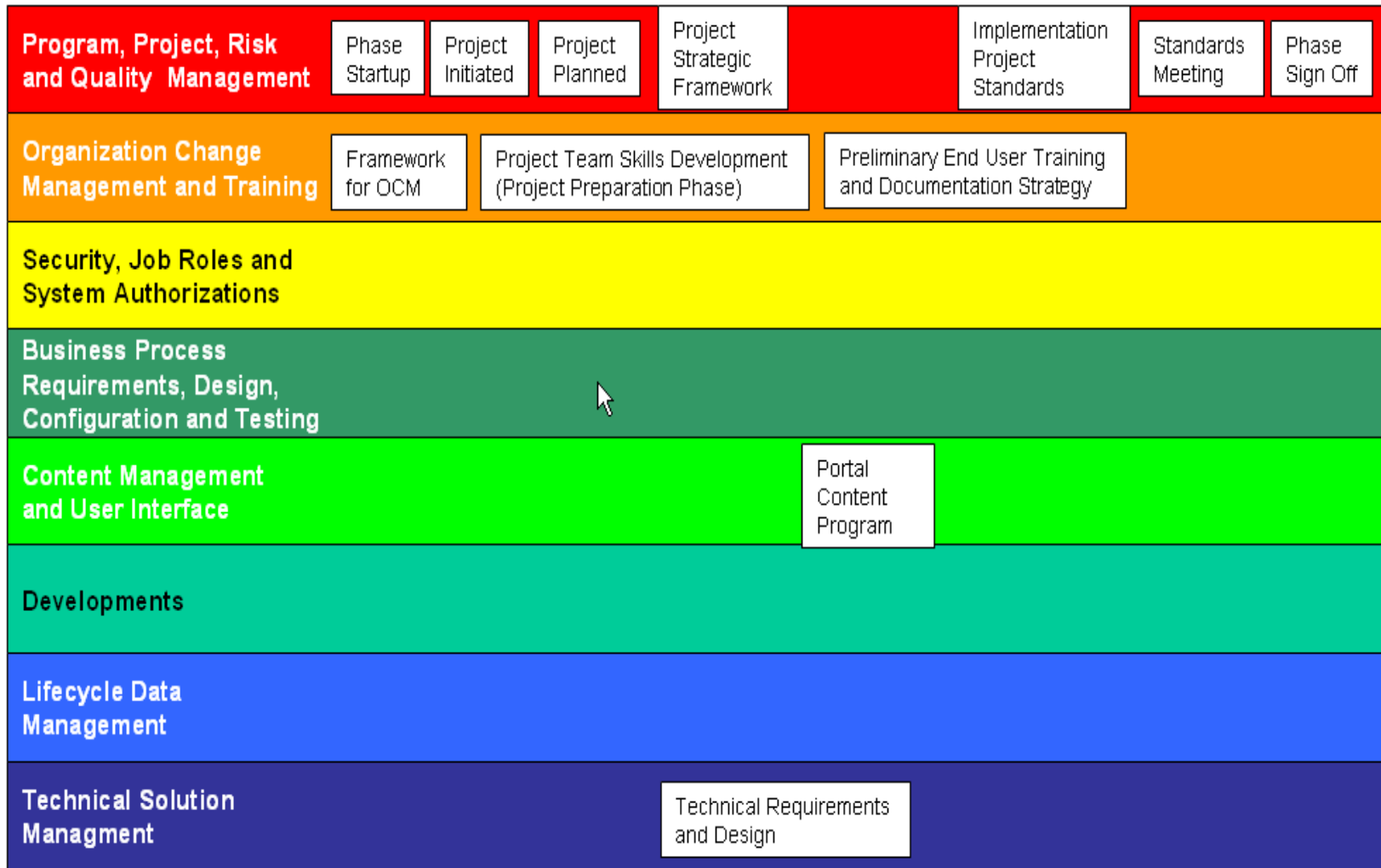
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Program Preparation: Major Activities

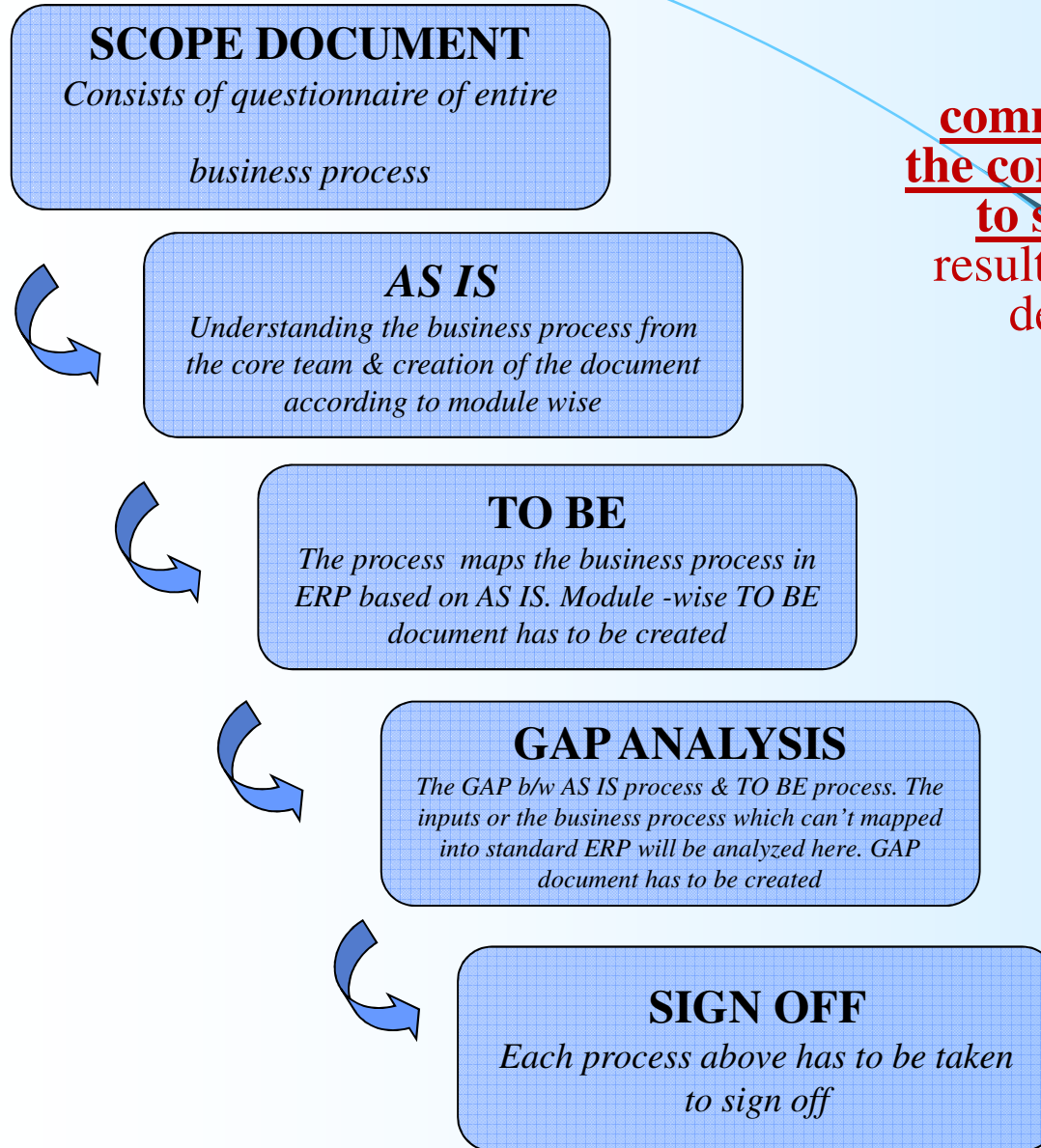


The purpose: the teams go through initial planning and preparation for the program and in-scope projects

Program Preparation: Key Areas

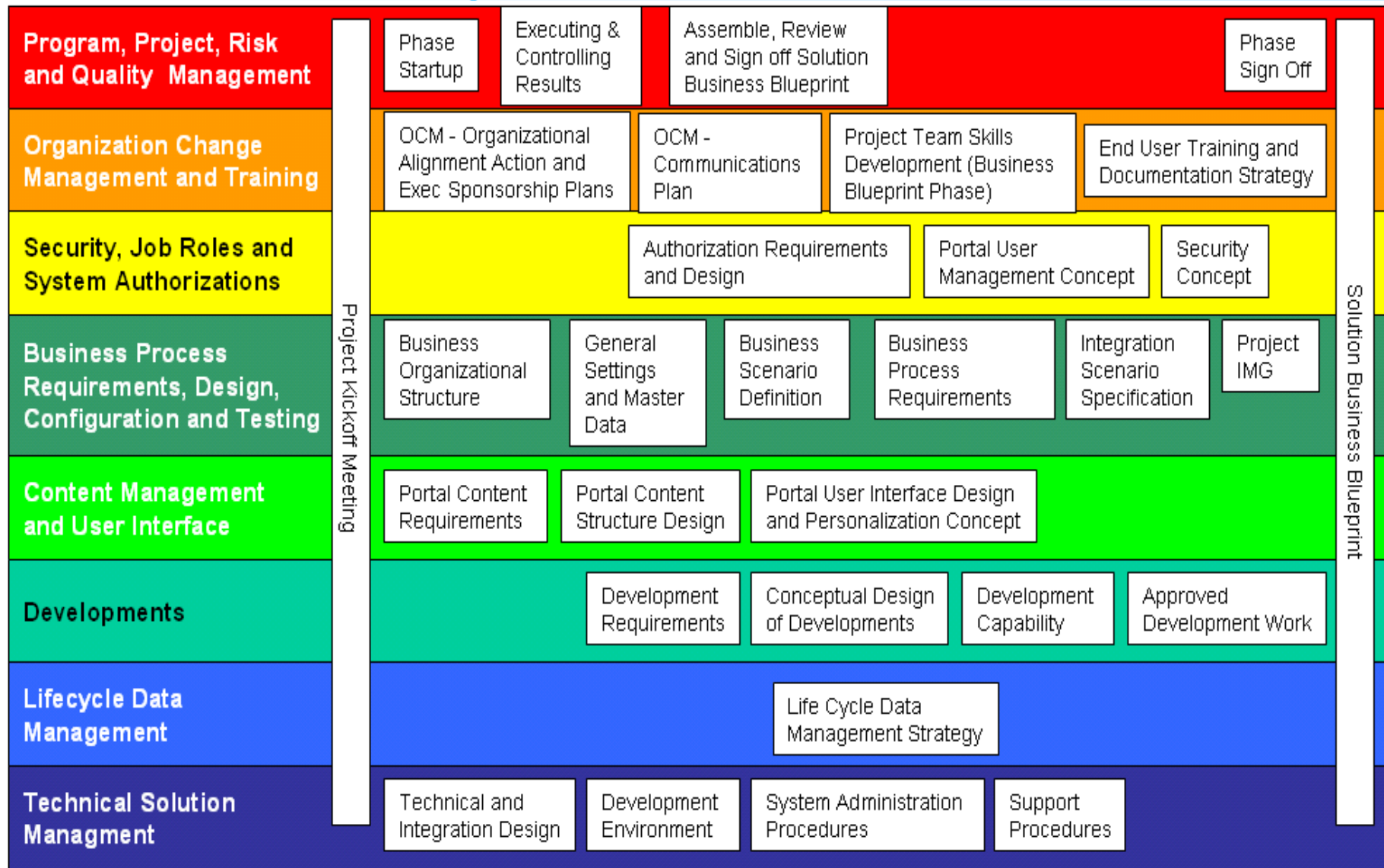


Business Blueprint: Major Activities



The purpose: to achieve a common understanding of how the company intends to run ERP to support their business. The result is the Business Blueprint, a detailed documentation of the results gathered during requirements workshops

Business Blueprint: Key Areas



Realization: Major Activities

Baseline
System configuration & integration
- Major scope



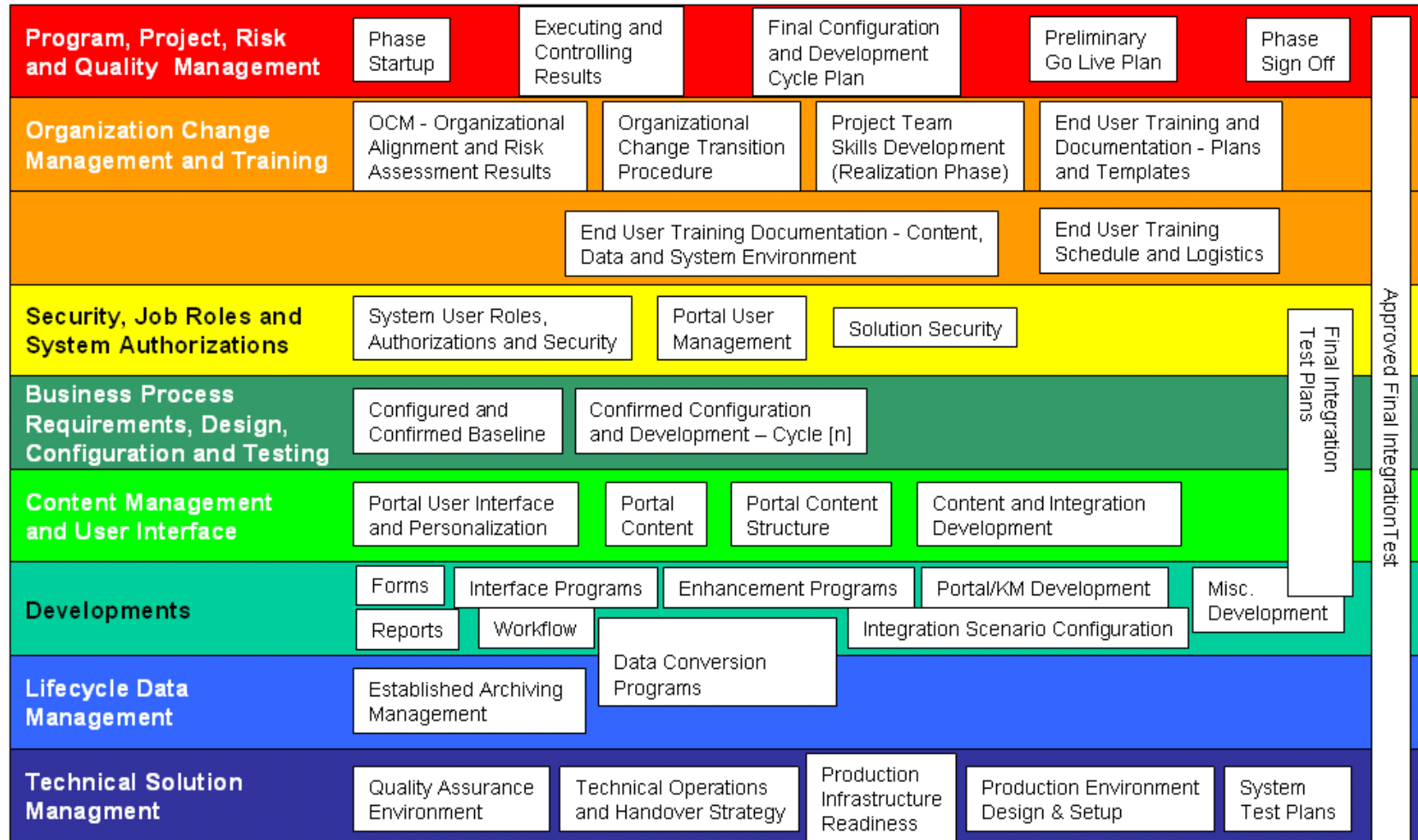
Final Configuration
System configuration & integration
- Remaining scope



SIGN OFF
Each process above has to be taken
to sign off

The purpose: to **implement all the business process** requirements based on the Business Blueprint. The system configuration methodology is provided in two work packages: Baseline (major scope); and Final configuration (remaining scope)

Realization: Key Areas



Final Preparation: Major Activities

Unit Testing

Testing within each module

Integration Testing

Integrate testing of modules i.e., combine testing of all the modules

User Training

Cut over Strategy

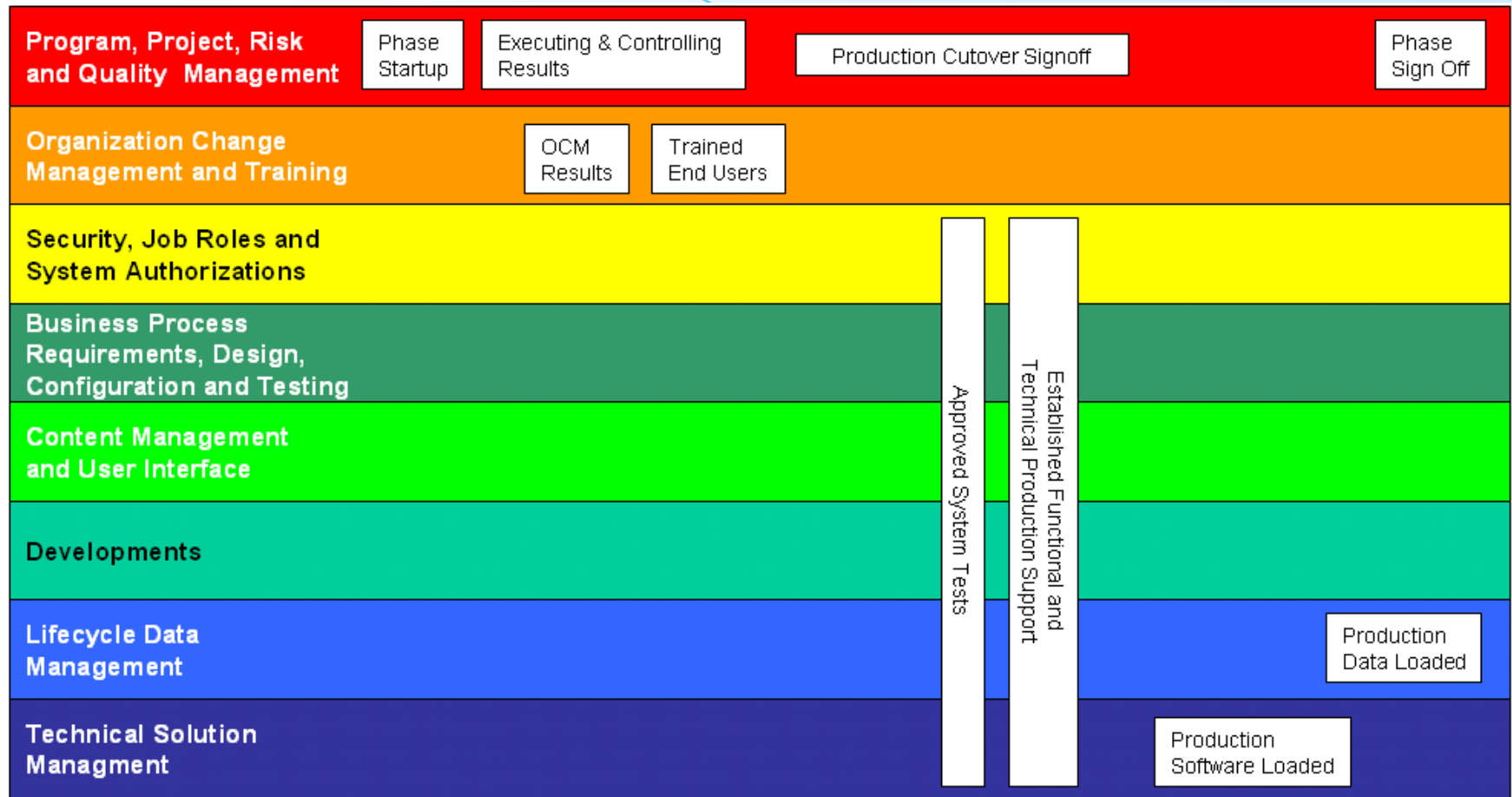
Legacy system will be migrated to new ERP system

SIGN OFF

Each process above has to be taken to sign off

The purpose: to **complete the final preparation** (including testing, end user training, system management and cutover activities) to finalize the readiness to go live. The Final Preparation phase also serves to resolve all critical open issues. On successful completion of this phase, the company is ready to run business in the live ERP system

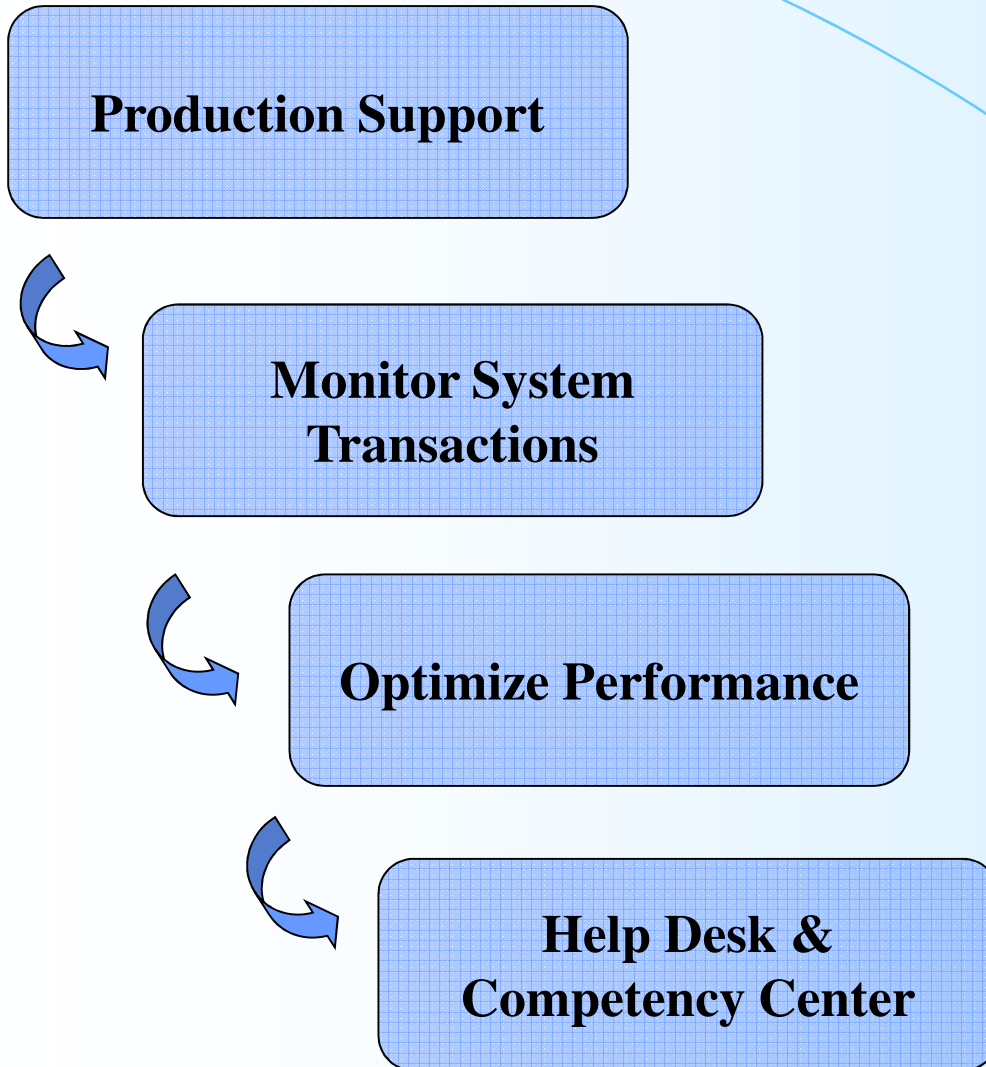
Final Preparation: Key Areas



ERP Production & Support

- **The ERP system is deployed in the production mode and operational, including:**
 - **Data conversion must be done**
 - **Databases are up and running**
 - **The prototype is fully configured and tested**
 - **The implementation team must have tested and run the system successfully for some time**
 - **The old business systems, if any, are removed and fully replaced by the new system for doing business**
 - **The actual users of the system to be trained to use it**
- **Post-implementation support is critical for the ERP success:**
 - **There must be enough employees who are trained to handle the support and issue resolution problems for the operational system**
 - **There must be technical people in the company who have the ability to enhance the system when required**

Go Live & Support: Major Activities



The purpose: to move from a project-oriented, pre-production environment to live production operation

Go Live & Support: Key Areas



Hi-Level Program Timeline

- This Program Gantt Chart reflects a high-level preliminary estimate of the ERP Program Timeline prior to the ERP solution trials – more accurate one can be drafted only post-trials

