Jump Starting Your Project

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Key Points to Consider Before Your Project Starts

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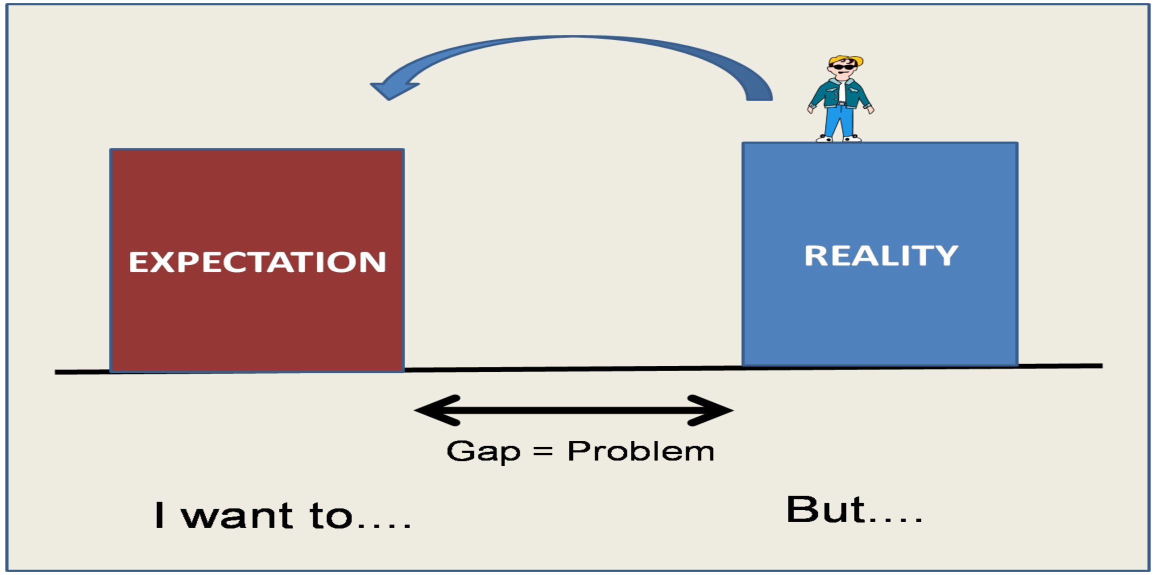
Introduction

The purpose of this session is to give you ideas to consider prior to beginning a project. By considering the concepts in advance, the project will be streamlined. The applies whether that project is an upgrade, implementation or somewhere in between.

Define Business Goals

- Why are you doing the project?
- How will you measure success?
- How should the business grow / expand?
- What expansion is planned?
    - Different Countries?
    - Different Practices?
- Without defined goals, how do you know when you have succeeded?

Define Current Gaps



- Is there missing functionality from your financial system?
- Are you performing tasks outside of the system? Why?
- User Discussion - How would they do their jobs differently?
- Is there data that you are not able to obtain?
- Are you able to you present your data as you would like?
- Are there tasks that could be automated?

Document Processes and Exceptions

- Defining what you do today, and how it is done, can point out Gaps not thought about or understood.
- What standard tasks are performed daily?
- What periodic tasks are performed: weekly, monthly, annually?

- What is currently done to perform those tasks?
  - Done through the current financial system?
  - Workflows? Automated or Manual?
  - Are their manual steps? Emails?

Define Your Project Team and Functional Leads
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- Having the right people can make or break a project

  - Internal Project Manager – Key to keep things on track
  - Core Team Definition
    - Goals – Clear understanding of where the Firm wants to go
    - Gaps – Knowledge of what can't be done now, and if they will we be able to do it after
    - Deep understanding of the Firm processes – not just what, but why
  - Team Lead – Decision Maker for each Functional Team
    - Conversion Testing Lead
    - UAT Testing Lead
    - Documentation Lead

Resourcing the Project
Jan Wong, Torys LLP

- Get the Right Resources – Use Experts
- Supplement Internal Resources
  - Can you relieve the Core team of their "Day Job"
- Assign Resources for Specific Tasks – Utilize Each Individual's Strength and Interests
  - Conversion Validation (database validation using scripts)
  - Conversion Testing (user review of data)
  - UAT Testing
  - Documentation
  - Go Live Support

Do The Research

- Prior to starting your project, determine what it is that is needed in the new software
- If upgrading, read release notes and highlight features to implement
- If implementing, go online – look for webinars, documentation and user reviews
- Talk to people – ask what they would have done differently
  - User Groups
  - Phone a Friend
  - Go to Conference

Inventory Your Integrations

- What can be replaced with stock functionality?
  - Common Product Integrations: Time Entry, Cost Recovery, Voucher Loads (FedEx, AmEx), ChromeRiver, Conflicts, Records, Fixed Assets, HR, WestLaw/Lexis, and Document Management
- Data In - What loads are performed?
- Data Out – How do you do reporting?

Inventory Your Reports

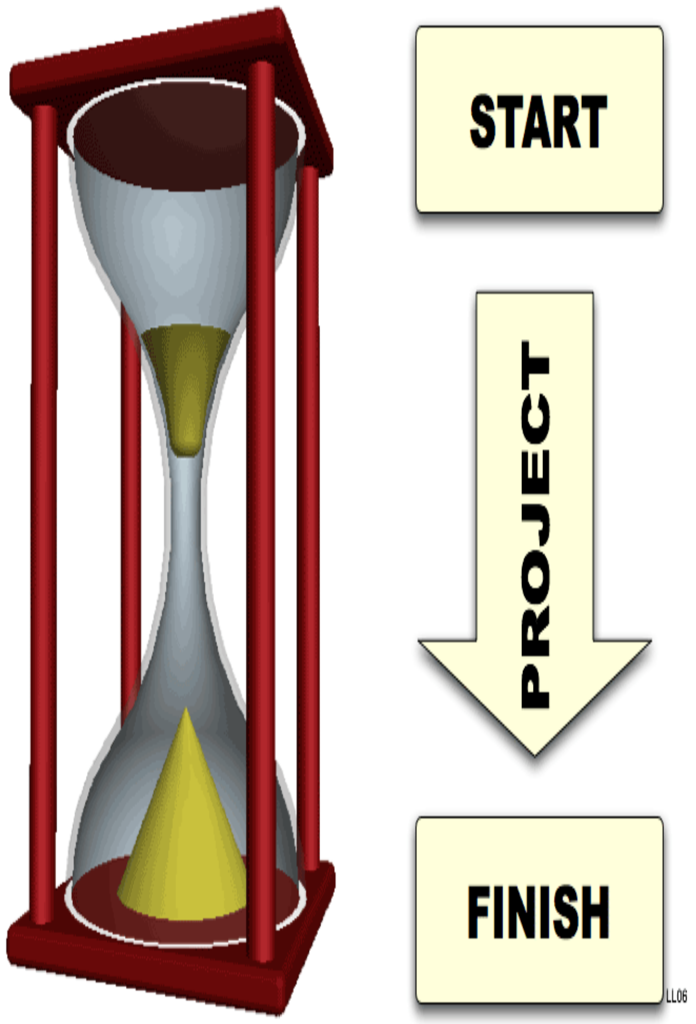
- Are you carrying forward reports?
- What reports can be discontinued?
- Missing reports?
- Manual reports - Could any of this be streamlined?
- Adding manual data to reports?
- Where is the data sourced from?
  - Financial System
  - Data Warehouse
  - MS Excel / MS Access
  - Other Databases

Information Delivery

- People need data at their fingertips. Is it available for them?
- Dashboards vs. paper copies
    - Instant access to data that is up-to-date
    - Can be “pretty”
    - Available drill downs with “just the facts”
    - Differing levels of data for varying audiences
    - Secure
- Push Data - Don’t make people go look for it

Manage the Project

- Periodic Team Meetings – Share information
- Project Status – Are you where you should be?
    - Measure progress against the timeline
    - Handle Scope Creep
    - Resource check – Are the right resources assigned?
        - Should more / different resources be assigned?
- Record Lessons Learned
- Celebrate Milestones
- Measure progress against business goals
    - If the goals are not met, the project is not a success



Assess the Project

- Did we meet our Goals?
- Can we do what we need to do?
- Have we improved our processes?
  - If not, what can we do to improve?
- Did we come in on time / on budget?
- What would you do differently?
- What lessons were learned to improve the next project?

CONCLUSION

- The following are areas to consider prior to beginning a project. If defined prior to the work starting, it will help to make the project a success:
  - Define Your Business Goals and Current Gaps,
  - Define Processes and Exceptions
  - Define Your Project Team and Team Leads – Resource Appropriately
  - Do the Research
  - Inventory Integrations and Reports, determine the Information Delivery
  - Once Started, Manage the Project
  - After Completion, Assess the Project

Articles of Interest

http://www.sourcegroup.com/source-in-the-news/featured-articles/

- Selecting Your Firm's New Financial System
  - http://www.sourcegroup.com/wp-content/uploads/2017/02/15-Ways-to-Prepare-for-Your-3E-Implementation.pdf
- Invoice Template Development & Implementation
  - http://www.sourcegroup.com/wp-content/uploads/2017/02/Invoice-Template-Development-_-Implementation.pdf
- 15 Ways to Prepare for your 3E Implementation
  - http://www.sourcegroup.com/wp-content/uploads/2017/02/15-Ways-to-Prepare-for-Your-3E-Implementation.pdf

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