



TITAN
CONSULTING

PROJECT MANAGEMENT: SCOPE CREEP



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The SAP Enterprise Resource Planning (ERP) projects that are most successful are the ones that create a tight process to manage scope creep from the beginning. Companies should implement best practices for their industry, or for the line of business that they serve. Project managers should also consider the amount of change that a company can withstand. A disciplined process for controlling scope creep includes knowing

what modules and applications cost before they are approved. Some ways to manage a project plan when adding scope include: ensuring that a good governance plan is in place, practicing the art of project management negotiation, hiring an experienced and highly skilled team of consultants and trainers, and identifying and understanding success factors that will help you to manage a clearly defined project plan.



ENSURE THAT A GOOD GOVERNANCE PLAN IS IN PLACE

Having a really good project governance plan in place, with clear definitions pertaining to how decisions are made regarding the implementation, is critical; a sound management team monitors the project's planning, implementation, and training.

PRACTICE THE ART OF PROJECT MANAGEMENT NEGOTIATION

When a change request has been assessed and will take a long time, the program management must decide whether or not to implement the application or module. If you know that this will impede the project team's ability to meet the scheduled go-live date, communicate the impacts to the project plan clearly and be honest about how long the increased



scope will take to implement. The project team can meet the business's needs with a win/win situation. This will empower the company to make sound decisions and know that project team views the company as the driver of the effort.

HIRE EXPERIENCED AND HIGHLY SKILLED CONSULTANTS AND TRAINERS

Seasoned consultants with many years of industry and SAP experience are needed to articulate the changes and impacts to the project before adding specific modules and applications to the original project scope. These consultants will ensure that the project is completed on time and is in concordance with the budget. When you have project team members who are new to SAP ERP application functionality, they often open the door to scope creep decisions.

Typically, they start requesting the “bells and whistles” that will support the business. However, the current plan more than likely does not allow for these additions, which can compromise the project implementation. Often, the impacts of these choices do not manifest themselves until problems arise. You should utilize SAP consultants upon whom you can rely and trust to guide you in these decisions.

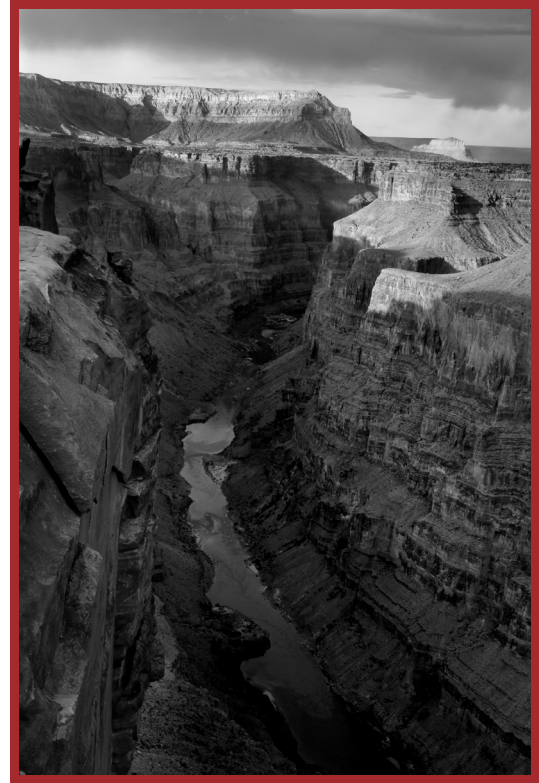


IDENTIFY AND UNDERSTAND SUCCESS FACTORS

The success of an Enterprise Resource Planning Implementation is measured by how it impacts the business and how well the users comprehend and manage the changes that accompany the implementation. Companies should establish the critical path and key milestones that result in a successful implementation, sharing lessons learned to create best practices throughout the industry with everyone involved.

USE A PROVEN METHODOLOGY

There are many methodologies in the industry to choose from, and it is important to apply a methodology that has been used successfully for years. Titan recommends the SAP ASAP methodology. ASAP was developed specifically to implement SAP software and SAP continues to improve the processes. ASAP has proven the test of time with thousands of implementations over the last decade and will provide tools to help you manage the project from start to finish while maintaining scope.



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GLOBAL HEADQUARTERS

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