



# PROJECT AND CHANGE MANAGEMENT

## WHY IS PROJECT AND CHANGE MANAGEMENT IMPORTANT?

If you are embarking on implementing new business systems, or perhaps have already started that journey but are experiencing delays, we can help. Achieving a successful project conclusion often means juggling the constraints of time, cost and quality. Balancing each one in order to ensure the project ultimately delivers a system that meets your business requirements is no mean feat.

## WHAT DOES PROJECT MANAGEMENT ENTAIL?

We believe the key duties of a System Implementation Project Manager will include:

- Monitor the project against agreed timescales and give early escalation of delays
- Close liaison with the solution vendor to develop and maintain a detailed project plan
- Actively collect, assess, monitor, mitigate and escalate risks
- Ensure actions and issues are recorded, assigned, progressed and, where appropriate, escalated
- Report back to client sponsors and stakeholders on a regular basis regarding project progress.

We believe this to be more about a broad role of Project Governance and not solely project management. This means applying the principles of Governance to the management of the project by providing oversight of the project at the business or executive level.

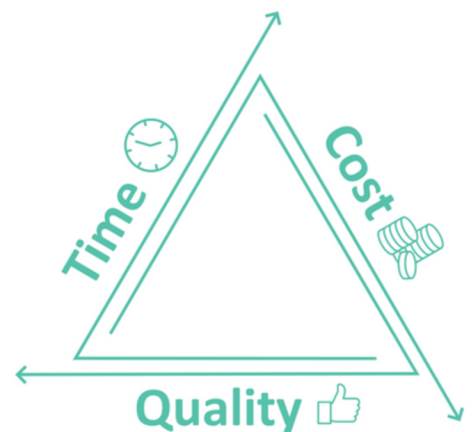


## RISKS AND ISSUES

It's true of any project that there will always be some risk involved – both good and bad.

True project success will depend upon regular review of all risks, their potential impact and likelihood and how each can be best managed.

This might be accepting a risk, transferring it to a third party, or simply defining a strategy to mitigate it from becoming an issue.





## CAN THIS BE HANDLED INTERNALLY?

This approach may seem attractive for a number of reasons, or perhaps using a full-time freelance resource can be another option. However, we believe there are pros and cons with both of these choices:

PROJECT MANAGER OPTION	PRO	CON
IN HOUSE	<ul style="list-style-type: none"><li>• Known resource</li><li>• No external cost</li><li>• Usually good working knowledge of the business and its processes</li></ul>	<ul style="list-style-type: none"><li>• May have capacity challenges unless day job can be back filled</li><li>• Unlikely to be experienced in ERP project management</li><li>• Single point of failure</li></ul>
EXTERNAL FREELANCE	<ul style="list-style-type: none"><li>• Focused on the role</li><li>• Likely to be experienced</li><li>• Brings a more independent, external view</li></ul>	<ul style="list-style-type: none"><li>• Often only be available as a full-time option</li><li>• More expensive than in-house as is an external cost</li><li>• Single point of failure</li><li>• May not be accepted internally</li></ul>

Instead, we would strongly recommend utilising the services of one of our own specialist Project Managers for a number of reasons:

- Focussed on the role
- Flexible in terms of days worked per week means may be less expensive option than other full-time options
- Guaranteed ERP Project Management experience and backup available for any absence
- Brings a more independent, external view
- Follows a proven project governance process

## WHAT DO OUR CLIENTS SAY?

“We gained new ideas on managing and reporting on projects due to Gradient’s involvement. The Project Manager’s technical expertise meant he could contribute to the project outside of the initial scope of governance which added to the quality of the team overall.”

## WHERE DOES CHANGE MANAGEMENT FIT INTO ALL THIS?

Whilst project management focuses on the tasks to achieve the overall project requirements, change management is also an essential process, which runs in parallel. It focuses on the people impacted by the change of business system and ensures there is proper communications, employee engagement and effective stakeholder management across all functions, both internally and externally.

