PROJECT SUCCESS

Supplemental Quick Reference Checklist

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Project Success:
How to Prepare – Choose – and Implement an ERP System

☐ **Determine whether you are prepared for a commitment that will take: significant time, energy, planning, and resources.**

- ☐ What accommodations will have to be made to allow employees the time, energy, experience, willingness, and commitment to take on this kind of project?
- ☐ What elements must be considered to develop a solid business case?

☐ **Identify and document your unique business perspective including:**

- ☐ What contributes to your competitive advantage?
- ☐ What makes your business profitable?
- ☐ Which behaviors keep your customers coming back?

☐ **Quantify and define business objectives, goals, and requirements.** *(Write down the answers to the following questions and review them frequently throughout the planning process)…*

- ☐ What are your business objectives? (The anchor in your search for a new system.)
- ☐ What current challenges does your business face?
- ☐ How does each objective or problem relate to your business goals?
- ☐ How will you keep your project from failing?
- ☐ What are the consequences of failure, and benefits of success?
- ☐ Who will be in charge of the project? (Someone with experience in-house, or a contracted Value Added Reseller.)
- ☐ Who will be the project's Executive Sponsor?
- ☐ Which staff members will make up the team of people who will participate in the various stages of the planning process? (Defining objectives, goals, measureable requirements, timeline, determination of decision making, recommendations, & selection.)
- ☐ How will you determine which conflicting objective or requirement will prevail?
- ☐ What are your preferred data entry methods?
- ☐ What are your outside vendor and customer requirements? (Audits, labels, ordering methods, etc.)
- ☐ What will happen if you achieve your objectives? (Possible unintended consequences.)
- ☐ How will a new system, idea, or process resolve a 'problem process'?
- ☐ What is the root cause of the problem and/or what else may be contributing to it?

☐ **Interview key staff members, vendors and customers to identify all of your business processes** *(the methods used to accomplish your business objectives)* **and note:**

- ☐ 1. The processes that are crucial for maintaining efficiency.
- ☐ 2. The processes which are unnecessarily difficult or inefficient, and why.
- ☐ 3. The processes that directly impact customer service.

☐ **Clearly define what a successful end result will look like.** *(Where you are right now, vs. where you want to be.)*

Project Success:
Identifying and Hiring the Right Value Added Reseller (VAR), or Business Automation Specialist

☐ Decide how much time and energy (in hours, days, weeks, and months) you are willing to divert from your business to select and implement a new system.

☐ Determine whether your desired outcome is best achieved through an in-house implementation, or by contracting a Business Automation (and ERP) Specialist or VAR.

- ☐ Identify how the VAR does business and determine whether it is a good fit for you.
- ☐ Does the VAR communicate clearly in a manner in which you can understand?
- ☐ Do you naturally seem to be on the same page?
- ☐ Are you comfortable with the VAR and their level of expertise?
- ☐ Do you know who (exactly) is doing your implementation?
- ☐ Will there be a Presales Paid Engagement?
- ☐ Are you certain that the VAR adequately recognizes your business objectives and drivers?

Project Success:
Questions to Ask to Ensure you Select the Right Software

- ☐ Is there a community of developers who specialize in the software you are considering?
- ☐ How well does the software handle your specific requirements?
- ☐ Can the software expand as your business grows?
- ☐ Can the software be 'personalized' to fit the needs of each department / user?
- ☐ Can the software be 'customized' to fit with your specific business process?
- ☐ Does the software allow you to easily import and export data?
- ☐ Does the project:
    - Offer a return on Investment?
    - Fit with your business process?
    - Function intuitively?
    - Offer flexibility?
- ☐ Provide software that is easy to learn / use?
- ☐ What is the price of the software and ongoing software maintenance?
- ☐ If you are using your VAR's Project Manager - what are the costs involved?
- ☐ Do you have a fixed price, or an estimate for the entire project?

Project Success:
Preparing for Implementation

☐ Coordinate relationships between all vendors (VAR, Hardware / Network consultants, in-house IT staff, and project overseers, etc.)

☐ Create a framework for the new system using the notes you have from the beginning regarding objectives and processes. Use actual customer orders, purchase orders, cash receipts, and other documents during the 'construction' phase.

☐ Create a 'parking lot' where you can store ideas that come up that are good, but not within the current scope of the project and label them as one of the following:

☐ Great idea, but not in the scope.
☐ Great idea, and in the scope.
☐ Good idea, but other competing ideas are equally as good.
☐ Not the best idea.

☐ Test the great ideas that fall within the scope of the project to see if they should be removed from the parking lot, and incorporated into the plan.

☐ Decide whether you want to clean up the data in your current system before conversion, convert it directly, or just convert master files to the new system.

Project Success:
Preparing for Implementation - Selecting Key Participants

☐ Executive Sponsor: (Time Commitment <5%). Responsibilities Include:

☐ Providing priority objectives.
☐ Providing guidance, support and an outside viewpoint to the Project Manager.
☐ Reviewing periodic project status updates.
☐ Facilitating the necessary environment for change.
☐ Providing additional corporate authorization for project changes.
☐ Host kick-off meeting to introduce the project, set the tone, and bring staff up to speed.

☐ **Internal Project Manager: (Time Commitment 50%). Responsibilities Include:**

☐ Working closely with the VAR's Project Manager (if one is being utilized).
☐ Monitoring and controlling the timeline and workload assignments.
☐ Must be detail oriented and have good communication skills.
☐ Must be committed to the success of the project.
☐ Will be able to approve the budget and plan.
☐ Will define expectations / success indicators for priority objectives & make policy decisions.
☐ Will oversee the entire project & ensure deadlines are met.
☐ Ensuring that the project is held to scope.
☐ Will maintain communication lines with project team.
☐ Keeping the Executive Sponsor up to speed.
☐ Providing sign-off on milestones / deliverables.
☐ Will actively participate throughout all phases.
☐ Ensuring team members are available for analysis and design workshops, system set-up, training and testing.
☐ Will ensure all data files are available for migration to new system.
☐ Ensuring that the required infrastructure is in place.
☐ Will assist in resolving day to day issues / managing issues and issue resolution.

☐ **Pilot Testers / Super Users: (Time Commitment 10% - 15% during the project, and 50% - 60% during testing periods and final end-user training.) Responsibilities Include:**

☐ Testing every aspect of the solution as it is implemented, using real data.
☐ Representing specific departments or responsibility sets.
☐ Providing details regarding department requirements & needs involving end-users.
☐ Will test and validate whether preliminary configurations will meet requirements.
☐ Will provide end-user training assistance.
☐ Will be the first level of support following Go-Live.

☐ **Subject Matter Experts: (Time Commitment <5% throughout the project, 25% - 50% during end-user training.) Responsibilities Include:**

☐ Understanding current processes, results and customer / vendor expectations.
☐ Consulting or lending expertise as needed - in the design / configuration & testing phases.
☐ Motivating end-users through a positive attitude regarding the project.

☐ **End Users: (Time Commitment <5% throughout the project, 25% - 50% during end-user training.) Responsibilities Include:**

☐ Consulted as needed for process development.
☐ Receiving training and best practices prior to Go-Live.

Project Success:
Preparing for Implementation - System Configuration

- [ ] Install any new, necessary hardware.

- [ ] If you have hired a VAR, and have a complex system, the next 3-6 months will be mostly in their court as they prepare for implementation. If you are doing it in-house the following will need to be accomplished...

  - [ ] Develop programming within the new software.
  - [ ] Build reports for each area of the organization.
  - [ ] Configure Business Intelligence views.

- [ ] Pilot projects and test conversions.

  - [ ] Be sure to take good notes, document processes and create standard procedures during this phase.
  - [ ] You or your VAR will need to address anything that is found to be wrong during the testing period.
  - [ ] Note: You may need to perform several tests before you are ready for a full conversion.

- [ ] Training

  - [ ] Training is essential to a successful final outcome and ROI. Do not allow employees to skip training, and be sure that each staff member is trained at their level. The more training you do the better.

Project Success:
Preparing for Implementation - Pre-Go Live Conversion Checklist

- [ ] Network and PC users

  - [ ] Setup
  - [ ] Passwords set
  - [ ] Privileges granted as appropriate

  Printers

  - [ ] Correctly named
  - [ ] Setup appropriate for task assigned

- [ ] Backup

  - [ ] SQL maintenance job properly setup, tested and scheduled
  - [ ] New software and data included in daily backup system
  - [ ] Offsite backups scheduled and assigned

☐ **Preprinted forms & supplies**

   ☐ Adequate supply available for startup
   ☐ Checks verified for account numbers and alignment
   ☐ MICR toner cartridge available for check printing
   ☐ Preprinted invoices verified and available
   ☐ Customer Statements verified and available
   ☐ Purchase Orders verified and available
   ☐ Properly sized barcode labels verified and available
     in appropriate printer
   ☐ Barcode thermal ribbon available for barcode printer

☐ **ERP Users**

   ☐ Setup
   ☐ Passwords set
   ☐ Privileges granted
     as appropriate

✔ Project Success:
Preparing for Implementation - The Day Before Go-Live Checklist

☐ **Accounts Receivables aged AR report of all open invoices; credit memos printed and balanced to GL.**

☐ **Accounts Payables aged AP report of all open invoices; credit memos; checks printed and balanced to GL.**

☐ **Best Plan - Do an Inventory Count**

   ☐ Inventory valuation printed
   ☐ Balance equals General Ledger

☐ **General Ledger**

   ☐ Balance Sheet printed
   ☐ P&L printed
   ☐ Budgets printed

☐ **Open Purchase Orders printed**

☐ **Open Sales Orders Printed**

☐ **Manufacturing open Production Orders printed**

☐ **Accounts Receivables equal old system**

- ☐ Total balances
- ☐ Aged properly
- ☐ Customers balance
- ☐ Balance equals General Ledger

☐ **Accounts Payables equal old system**

- ☐ Total balances
- ☐ Aged properly
- ☐ Vendors balance
- ☐ Balance equals General Ledger

☐ **Inventory count and value equal old system**

- ☐ Locations setup properly
- ☐ Inventory value method(s) set properly
- ☐ Counts valid for each location
- ☐ Bins, lots & serial numbers correct with proper expiration dates
- ☐ Weights, volumes and other information correct
- ☐ Inventory item cost is correct for each location
- ☐ Balance equals General Ledger

☐ **General Ledger balances equal old system**

- ☐ Balance Sheet is correct for various periods and years, including current
- ☐ P&L is correct for various periods and years, including current

☐ **Customers converted properly**

- ☐ Open Invoices
- ☐ Open Credits
- ☐ Balances
- ☐ Credit Terms
- ☐ Categories
- ☐ GL Accounts
- ☐ Ship-to addresses

☐ **Vendors converted properly**

- ☐ Open Invoices
- ☐ Open Credits
- ☐ Balances
- ☐ Credit Terms
- ☐ Categories
- ☐ GL Accounts
- ☐ Remit-to Addresses

☐ **Open Purchase Orders converted**

- ☐ Correct quantity & cost
- ☐ Credit terms
- ☐ Delivery dates
- ☐ Ship-tos

☐ **Open Sales Orders converted**

- ☐ Correct quantity & cost
- ☐ Credit terms
- ☐ Delivery dates
- ☐ Ship-tos

☐ **Manufacturing**

- ☐ Bills of Material correct quantities and versions
- ☐ Routes correct work centers, resources and times
- ☐ Work Centers & Resources correct costs and setup
- ☐ Shop Calendar converted or setup
- ☐ Data Collection terminals or handhelds setup

☐ **Warehouse**

- ☐ Locations setup
- ☐ Bin mapping is correct
- ☐ Bin rules setup
- ☐ Bin restrictions are consistent with special storage requirements
- ☐ WIP Match

☐ **CRM Integration is functioning**

Project Success:
Preparing for Implementation - Follow up and Reinforcement

☐ Check to make sure that everything you planned is happening.

  ☐ Staff following new procedures.
  ☐ New issues dealt with.
  ☐ System working properly in all departments.

☐ Monitor processes and objectives in the coming months / years, and implement problem solving and dialogue regarding what you find.

☐ Set an annual or bi-annual review schedule.

☐ Check the idea 'parking lot' that you created in the beginning to incorporate any ideas that now seem appropriate.

Experience
Business Automation Specialists leverages 27 years of practical business experience with software technology to help mid-sized manufacturers and distributors capitalize on their unique business strengths. We've built our business by helping our clients build theirs; enabling them to become better, faster and stronger through improved management controls, cash flow and profitability.

Performance
We focus the creative energies of business and personnel on the critical issues necessary for success by identifying time, information and communication loss. We utilize creative problem solving to structure and refine processes for optimum performance.

Knowledge
We provide the synergy of business professionals, industry knowledge, research and business acumen to produce consistent implementation and use of new and existing resources.

Results
We only provide services and products to our clients that will offer a return on their investment.

Microsoft Partner
Silver Enterprise Resource Planning

sage
Authorized Partner

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Business Automation Specialists
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Realistic Solutions - The right mix of technology and practical business experience™

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