ESC CONSULTING - END PROJECT REPORT
PROJECT: iPics Business One ERP Installation

Date: 9/06/16
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Reporting period: 1/06/16 - 9/06/16

MEMO TO AMANDA:

The objective of this project was to install the SAP Business One system for iPics. This included: integration with existing systems, conversion of existing data to the new format, staff training, and the production of documentation material.

These objectives were fulfilled, as iPics now has a fully-operational system, with new server hardware and infrastructure to run it. Additionally, an updated and improved website was produced and delivered. We believe your official sign off and the $2000 performance bonus are evidence of your satisfaction with the result.

Vital Statistics

Time: Estimated Completion Date: 01/06/16   Actual Completion Date: 06/06/16
Cost: Estimated Budget: $209,887   Actual Budget: $220,175
Scope: slightly expanded due to requested website overhaul.
Quality: increased due to improved client-facing website.
Risk: Several routine delays occurred, and were managed by the use of overtime.

Over-Allocated, Over-Budgeted Resources: None.
Team Performance: Team members all contributed admirably and worked well together. Consequently, most deadlines were met, but where they weren't, the staff did what was necessary to mitigate the impact as much as possible. In particular, the databases and training teams went above and beyond the call of duty, working overtime in order to aid the timely delivery of the project.

Project Summary

What follows is a catalogue of the events that occurred over the course of the SAP Business One installation project. A Gantt chart of the schedule follows this summary.

Planning Phase

This phase included the development of a project charter, and the production of the project plan which evolved into the actually-executed tasks and deliverables.

There were no hiccups during this period. At the end of this component of the project, ESC was contracted by iPics to oversee the installation of the SAP Business One ERP system.

Installation Phase

The installation phase was the source of all delays that faced the project. Estimates were slightly optimistic, but ultimately the project was less than a week late, so these issues were fairly minor.

Basic Hardware and Software Installation

The project got off to a poor start, as both the IT Construction and Cable Layers contractors began their work late. Therefore the server delivery was late. Installation and testing of the equipment was completed by the morning of the 5th of April. Therefore the software installation process was able to begin the same day, completing 5 business days later, on the 12th. This is at odds with the planned completion date of the 6th - a delay of nearly a week.

Website

At this same time the website task was initiated. As it ran parallel to the existing project tasks, it would not have affected the timeline for any other deliverables, but it ran into no difficulties, and was completed on the originally-scheduled date of the 27th April.

Data Conversion

Data conversion began after the server installation was complete. However, it ran into minor difficulties. Beginning late, the task itself was marred by technical problems. Consequently, the original deadline of April 28 was not met; instead it completed on May 4. This was better than it might have been, as the database programmer, and the data entry officer were able to save 2 days by working overtime.

Software Integration and Testing:

Once conversion was completed, integration of the Business One system with existing PoS and Web frameworks began, but this task took a week longer than anticipated. This pushed back the project completion date a week past the initial estimated completion date of June 1. The testing procedures, however, were routine, so that these short tasks were completed in the three days they were estimated to require.

Training Phase

The training phase involved the production of user guides and training materials, as well as the actual training and staff. Upon the completion of this phase, iPics staff were ready to manage the SAP Business One system independently of ESC's assistance.

Guide Development and Testing

These tasks together required 8 business days, and they were not delayed.

Deliver Training and Guides

A bonus was offered to overtime this task, in order to meet the projected completion date. However, although extra man-hours were applied to this task in order to speed up its delivery, the task was originally to take 4 days, yet the project was a week behind schedule. Therefore the proposed savings could not be realised. It was unreasonable to expect that kind of acceleration of the schedule so late into the project. Ultimately all tangible deliverables were completed by the 6th of June, 5 days late.

Management Conclusions

Our conclusions are detailed in the rest of the report, but I would say the project has been successfully concluded. Although we completed 5 days behind schedule, and having spent approximately $10,000 more than the initial budget of $210,000, these represent blowouts of around 5% over the duration of the project. Given that most of that extra expenditure was on the web site task, which was not a part of the initial project plan, and this represents a very small degree of scope creep, these delays and extra costs are not very concerning, considering the final result was a properly-functioning SAP Business One system.

It is regrettable that you had to hold your launch party before all training was complete, but the cocktails were nice, and even so, the system itself was operating at full capacity by that time.

Jimbo van Kartoffelberg, Project Manager

Completed tasks

Tracking Gantt
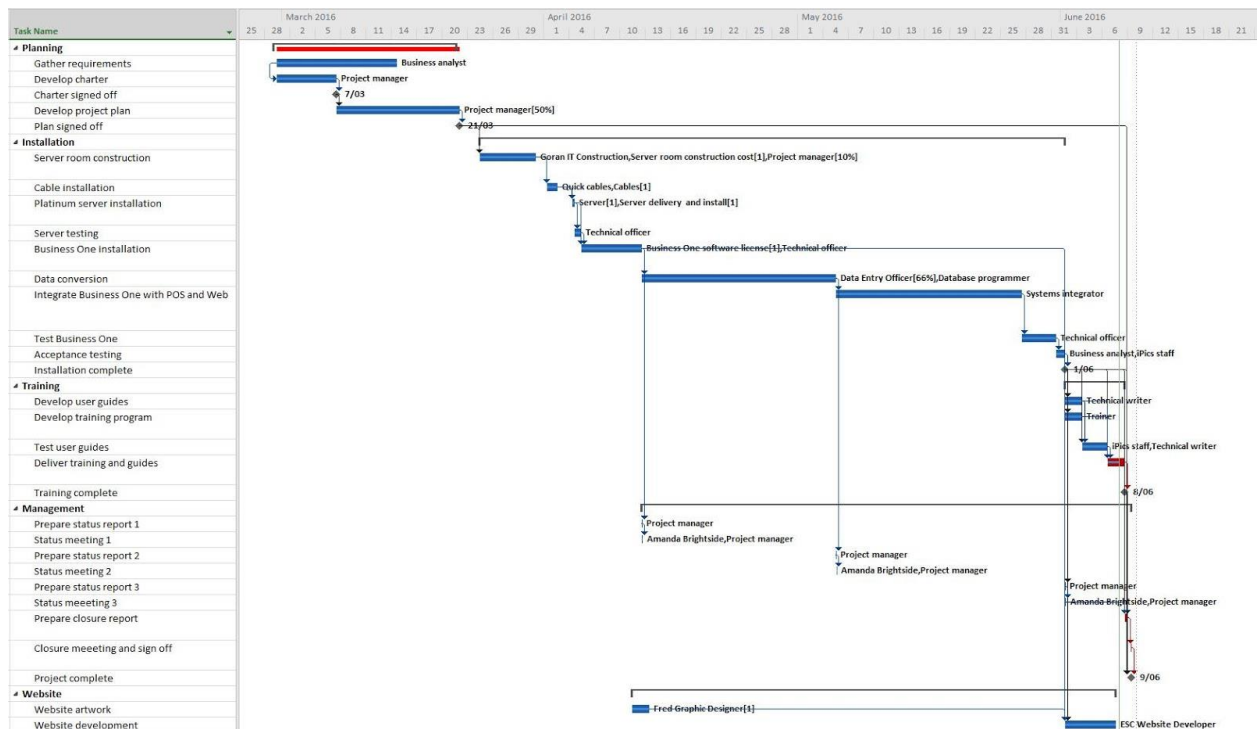
The Planning, Management, Installation and additional Webpage super tasks are now complete.

- Planning
  - o Gather Requirements   Mon 14/03/16
  - o Develop Charter   Mon 7/03/16
  - o Charter Signoff   Mon 7/03/16
  - o Develop Project Plan   Mon 21/03/16
  - o Plan Signoff   Mon 21/03/16
- Management
  - o Status Report Prep 1   Tue 12/04/16
  - o Status Meeting 1   Tue 12/04/16
  - o Status Report Prep 2   Thu 5/05/16
  - o Status Meeting 2   Thu 5/05/16
  - o Status Report Prep 3   Wed 1/06/16
  - o Status meeting 3   Wed 1/06/16
  - o Prepare closure report   Wed 8/06/16
  - o Closure meeting and sign off   Thu 9/06/18
  - o Project complete   Thu 9/06/16
- Installation
  - o Server Room Construction   Wed 30/03/16
  - o Cable Installation   Sat 2/04/16
  - o Platinum Server Installation   Mon 4/04/16
  - o Server Testing   Tue 5/04/16
  - o Server Installation (after a delayed start)   Tue 5/04/16
  - o ERP, Business One Software Installation   Tue 12/04/16
  - o Data conversion   Thu 5/05/16
  - o Test Business One   Tue 31/05/16

- - Acceptance testing   Wed 1/06/16
  - Installation complete   Wed 1/06/16
- Webpage
  - Webpage artwork   Wed 13/04/16
  - Webpage development and documentation   Tue 7/06/16

The final deliverables presented in this final end of project report are:
- SAP Business One ERP System
- Documentation and Training manuals
- Staff training
- New Server Infrastructure
- Web page
- Management: Remaining meetings and signoff

For the Installation we faced several issues causing the integration with POS and Web to be delayed by 1 week, resulting in the completion date to be delayed by also a week. While the testing proceeded without issues. As for the webpage, it also went smoothly without issues. The training period was expected to go smoothly without issues, and while it did not face issues that would prolong the period, we faced a schedule issue as we were expected to complete the project by 1st of June while the expected completion date was scheduled for a later date. For this, we were forced to make changes in our schedule and we decided to extend the working hours for the technical writer to complete the user guide and training manual production earlier than what was scheduled. Unfortunately, we were not able to shorten the staff training period and thus resulting in a completion date of 6th of June.

From the tasks completed, while we were not able to complete it before the initial completion date, we believe that the issues presented could have been avoided or handled with more caution. The issue that we were struggling the most, was the sudden expected completion date from the party Amanda had planned. For future recommendations, we believe that if a party had been proposed, then it should be scheduled at a later date and not on the day of completion, as there are many variables and issues that could bring the project to a delay. It would have been also possible to take corrective actions earlier to compensate for the delays as we already had scheduling issues from the beginning of the project, such as the delays from Goran and Quick Cables.

Benefits Review Plan

The benefits of implementing ERP (Enterprise resource planning) software can be observed within one financial year of said implementation. The initial Business Case proposed that an *Enterprise Resource Planning solution would greatly improve efficiency by unifying systems in the areas of: production planning, marketing and sales, inventory management, shipping and payment handling and staffing.* Specifically the benefits include increased performance and enhanced profitability of the enterprise, streamlined user processes, reducing inventory mishandling and improving staff management.

These benefits should be measured and analysed over the next several financial years, as iPics scales up its eCommerce business, to accurately determine the financial/performance benefits. This time period will also allow for implementation cost justification.

Although both iPics and ESC were heavily involved in the production and delivery of the new ERP system, and so shared some measure of accountability during the course of the project (mostly falling on the contracted party, ESC), the ultimate responsibility for the benefits or malefits comes down to contractual obligations. If the business relationship between ESC and iPics terminates, and no further support services are contracted, then iPics is entirely responsible for the success or failure of the continuing operation of the ERP system. The reason for this is that Amanda Brightstone signed off after having approved the sufficiency of the acceptance tests, and that the delivered system passed these tests.

The success of the project depends on the accuracy of the user requirements and the performance of each specific benefit in comparison to the baseline. The baseline performance should be taken from previous financial year's profitability and expenditure. Once the baseline has been collated we can then determine how beneficial each aspect of the enterprise has been. These aspects include production planning, marketing and sales, inventory management, shipping, payment handling and staffing. When measuring the benefits the actuary involved must be aware that any inaccuracies of the user requirements may affect the efficiency of the system such that it is less performant in the first year of use.