



Risk Factors in IT Enterprise Systems' Implementations – A Perspective of SAP Consultants

Enterprise System project

Client



Consultant



Pre-project

- Requirements specification
- System selection
- Project scoping
- Consultant selection
- Project contracting

Project



1 year

high failure rate

Post-project

- Support
- Small development

Methodology

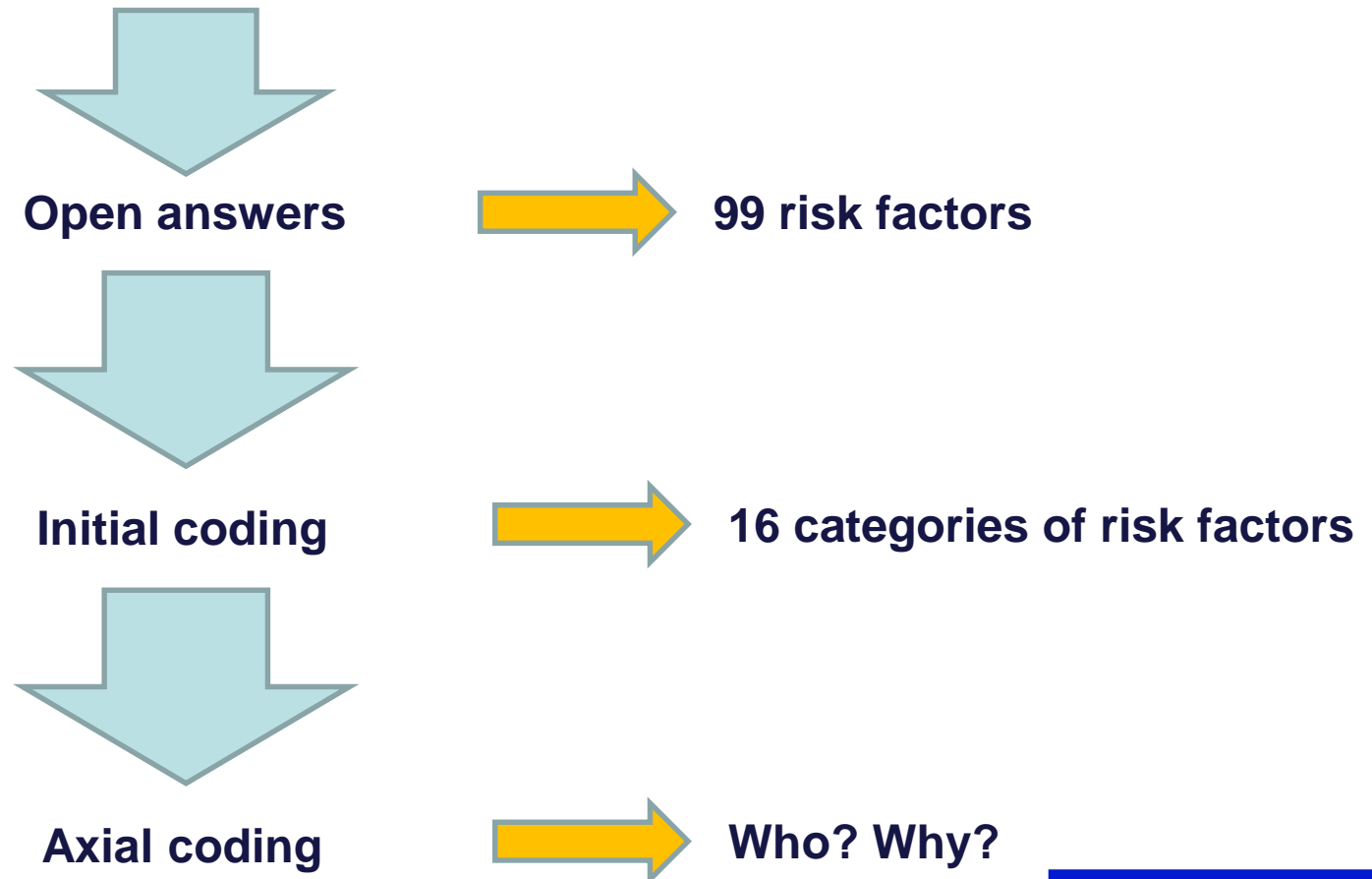


14 informants

174 projects

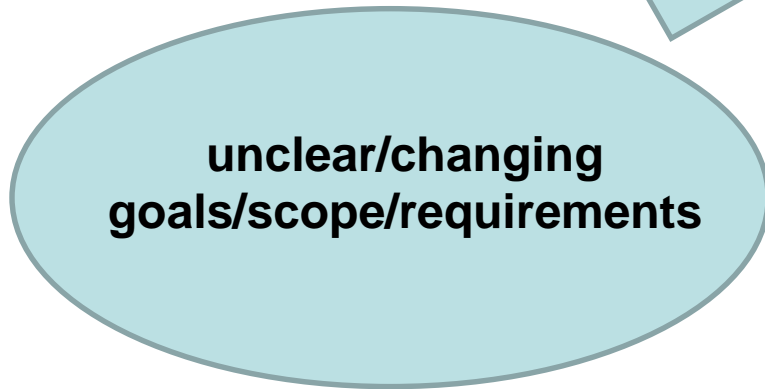


RQ: What factors (both on the side of the client and consulting company/team) make it difficult to accomplish the project successfully?



Results

Risk factor	Frequency
unclear/changing goals/scope/requirements	14
communication problems	12
lack of team dedication to/involvement in the project	11
poor project management	9
lack of change management procedures	9
poor planning/estimation/scheduling	9
improper/insufficient team competences	9
consultants overscheduled	7
lack of/insufficient resources	5
lack of decision-making in the client team	4
subject matter experts overscheduled	4
lack of top management support	2



**lack of client team
dedication/involvement**
in early phases of the
project

Lack of internal
agreement in the client
organisation -
**communication
problems**

lack of elasticity on the
client side and lack of
consultant project
manager's assertiveness
to changes - **poor
project/change
management**

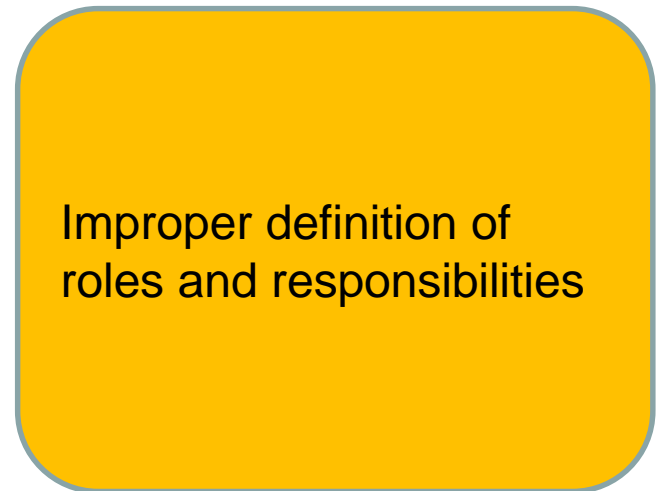
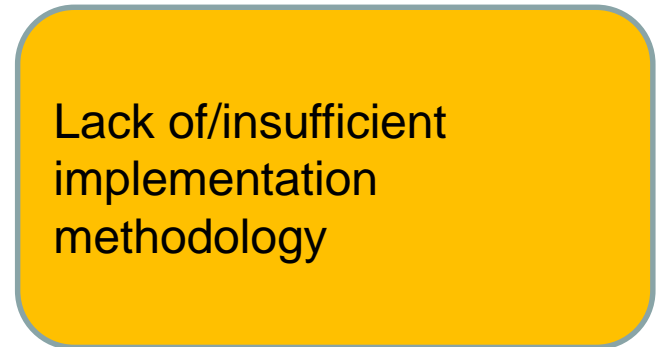
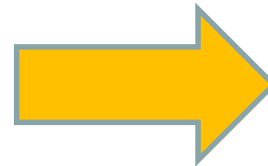
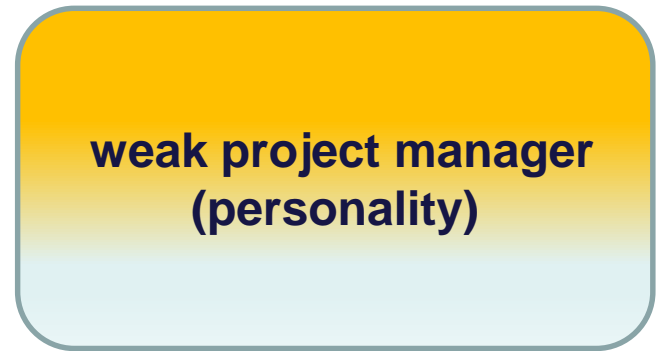
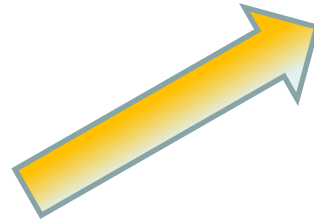


communication problems

- lack of communication procedures or execution
- consultants encapsulation
- consultants personality

- lack communication procedures or execution
- lack of client dedication
- improper task management by consultants

- politics
- lack of clear vision



poor change management

The diagram features a central light blue oval labeled 'poor change management'. Two arrows originate from this oval: a light blue arrow pointing up and to the right, and a yellow arrow pointing down and to the right. The light blue arrow points to a light blue rounded rectangle containing two paragraphs of text. The yellow arrow points to a yellow rounded rectangle containing two paragraphs of text. The entire diagram is set against a white background with blue decorative bars at the top-left and bottom-right corners.

Client does not want to change its procedures to adjust to the system functionality

Changes in requirements are recognised late in the project (testing phase)

Consultant project manager is not assertive to clients functionality escalations

Changes of requirements imposed by the customer in late phases of the project are not reflected in the budget and/or schedule

Dziękuję za uwagę

Prezentacja dostępna na

www.przemyslawlech.info.pl

W sekcji: **Presentations**